

ANNUAL BUDGET

2003-2004

Chandler, Arizona



Calendar Year 2003 has been referred to as the “Year of Transportation” in Chandler, Arizona, due to all of the traffic activity the City is experiencing. As one of the fastest growing cities in the nation, Chandler is coping with increased traffic. This Geographic Information System (GIS) map shows the locations of street intersections that are part of the Traffic Communications Network. The Santan Freeway that is under construction will connect the East Valley with the 101 and Interstate 10.



Chandler ♦ Arizona
Where Values Make The Difference



To the Citizens of Chandler:

As we reflect upon the past 12 months in the City of Chandler, we were witness to a roller coaster of emotional and sometimes tragic events balanced by unprecedented successes.

We fought through a tough economy and experienced the heartrending death of a police officer. But we also celebrated new industry and retail coming to the area, new City programs and services and the development of several local amenities including several new and refurbished parks.

We saw many companies making a new presence in Chandler, including AmeriCredit, Amersham and Countrywide Finance. And we saw some of our existing corporate neighbors – Wells Fargo, Intel and Isola Laminates – making exciting new plans for growth in Chandler.

The Santan Freeway construction is in full swing, heading east through Chandler. It was great news to hear the Arizona Department of Transportation's announcement on its commitment to rubberized asphalt on Valley freeways, including the Santan and Price freeways in Chandler. This is critical to the quality of life of our citizens and those throughout the region.

The Santan will also bring new development opportunities, much like we experienced with the Price Freeway where we saw new industrial, retail and office projects from Warner Road into south Chandler.

Great news for Chandler in May when it was announced that the firm of Fitch Ratings gave Chandler its first AAA rating on its General Obligation Bonds. These bonds are sold to investors to help cities invest in large capital projects. The higher the rating, the lower the interest rate. That means a savings on the repayment of the debt of the bonds. That, of course, equates to a savings to the taxpayers of Chandler. It is estimated that this new rating will mean a savings of up to \$1 million on the sale of bonds currently in the City's Capital Improvement Program (CIP).

Now, we must create a plan for the City's build-out – which could occur in the next 15 years, leaving us with an estimated population of 280,000 to 290,000 residents. When we do reach this point we must ensure that we have plans in place for the sustainability of the community. We must find ways to preserve and strengthen our economic base – particularly in the face of declining impact fees. And certainly, we must be able to maintain the service levels at build-out that we are providing today.

It is now with great pride I present to you the 2003-2004 City of Chandler Budget. Each year, we bring to you this document as a tool to better understand the financial aspects of how your city is run and how your tax dollars are utilized.

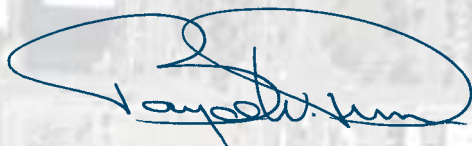
As we prepared the budget for the coming fiscal year, we remained fiscally responsible and conservative in our actions. You will see this is a very conservative budget. It represents a 1.9 percent decrease from the previous year. While we are not facing layoffs, hiring freezes or the use of reserve funds we are taking great caution in our spending.

We have also held the line on City utility fees with no increases in water and wastewater fees since 1994, and no increases in solid waste pick-up fees since 1993. We have held fast our commitment to use our contingency funds only in times of true emergencies.

We kept the City Property Tax rate at \$1.28, and also made many proactive changes in the CIP process including greater scrutiny of proposals and more in-depth review of operation and maintenance costs involved with those projects.

Please take some time to review your City's budget. I assure you that every area of the budget has been explored to ensure our excellent service levels remain, but that no unnecessary costs to taxpayers exist within these pages. It is my guarantee to you.

Sincerely,

A handwritten signature in dark ink, appearing to read "Boyd W. Dunn", enclosed within a large, loopy oval shape.

Mayor Boyd W. Dunn



Chandler • Arizona
Where Values Make The Difference



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READER'S GUIDE TO THE BUDGET DOCUMENT

This budget document has been prepared to present a financial plan that an average citizen can read and understand, and to provide the City Council and City Management with a tool to help meet their goals and provide quality service levels at the lowest cost to citizens. This budget document is also designed to continue our long tradition of meeting or exceeding the standards set by the Government Finance Officers Association (G.F.O.A.) for a Distinguished Budget Presentation Award, by providing: a Policy Document; an Operations Guide; a Financial Plan and a Communication Device.

Introduction – This section includes the City's Mission Statement, Biographies of City Officials, Organizational Chart, City Maps and Community Profile with Demographics.

Budget Message and Overview – The City Manager's Message provides an overview of the key policy issues, programs, prior year accomplishments and future endeavors. Summaries of the 2003-04 Budget by revenue, expenditures, fund balance and personnel are also included in this section.

Budget Policies and Major Issues – This section begins with a summary of policies and guidelines, the budget process and calendar. The remainder of the section describes in greater detail the major issues as well as positions and program additions of the 2003-04 Annual Budget.

Resources – The resources section provides summarized data of the comparison of the 2002-03 Budget and the 2003-04 Budget. Detailed descriptions of major revenue sources with historical trends and analysis are presented here as well.

Department Budgets – The section includes budget information summarized at department and division level, division goals, objectives and performance indicators, authorized positions and significant changes by divisions within City departments. In the City of Chandler each division is assigned a unique number, known as the "cost center"; the information in this section is presented in the sequential cost center number within a department.

Capital Budget – Capital appropriations are provided at the summary and cost center level for major capital programs, operating capital and capital replacement. The relationship between capital and operating budgets is also included in this section.

Bonded Debt – This section includes the City's debt obligations, bond capacity available, schedule of total outstanding debt, brief descriptions of bond types with revenue sources used to repay bonded debt, as well as bond payment schedules with actual principal and interest due through 2020.

Schedules and Terms – Included in this segment are the following: the Resolution Adopting the 2003-04 Budget, the State-required Auditor General Summary Schedules, the 2003-04 Salary Schedule, Expenditure Categories, a Glossary of Terms, and a list of Acronyms used in this Budget.

QUICK REFERENCE GUIDE

The following will assist the reader with answering some of the more commonly asked questions about the City of Chandler Annual Budget.

TO ANSWER THESE QUESTIONS...	REFER TO THE ...	PAGE...
What are the major issues in the budget?	Budget Policies and Major Issues	pp 52-60
What are the City's major expenditures?	Cost Center/Department Summary Budget Comparisons; and Details by Department/Cost Center	pp 26-28 and pp.99-295
What are the City's major revenue sources?	Revenues Details	pp 61-98
How many staff does the City employ?	Personnel Summary	pp 37-40
How is the City organized?	Organization Chart	p 10
What is the population of the City?	Demographics	p 15
What is the budget development process?	Budget Process	pp 48-51
Who are the major employers in Chandler?	Community Profile	p 12
What are some of the annual events sponsored by the City?	Community Profile	p 13
What portion of the annual budget is allocated to Capital Improvements?	Budget Message and Overview and Capital Budget	p 20 and p 297
In what cost centers are Major Capital Programs scheduled for 2003-04?	2003-04 Major Capital Program	pp 310-316



INTRODUCTION

I Contents

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



This GIS map is a snapshot of the City's Landbase Maintenance System. This system is used to store and maintain information pertaining to all aspects of land data such as parcels, lots, subdivisions, streets, right-of-way, buildings, and addresses. This is the entry point for land data into the City's GIS, which is accessed by City staff.



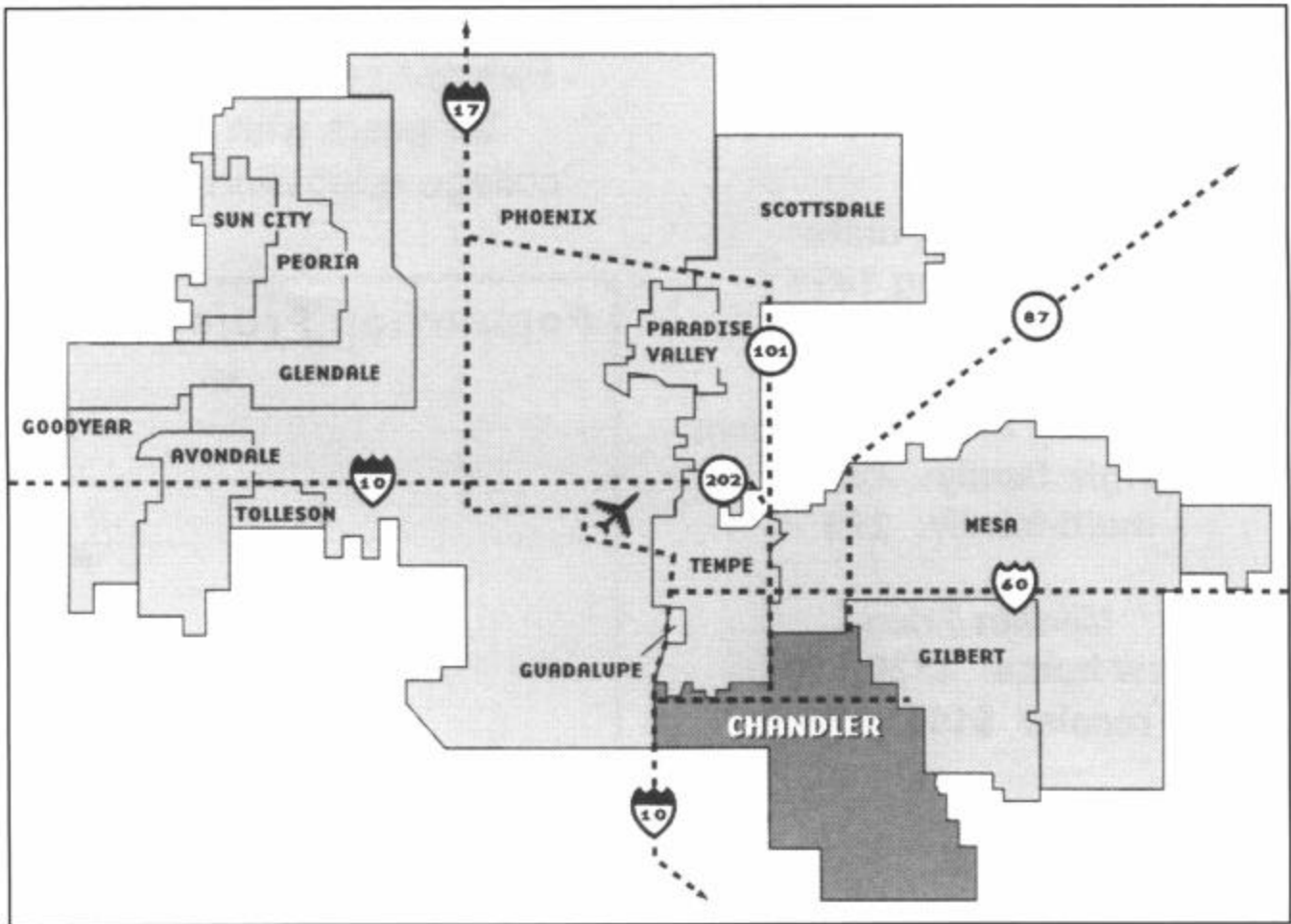
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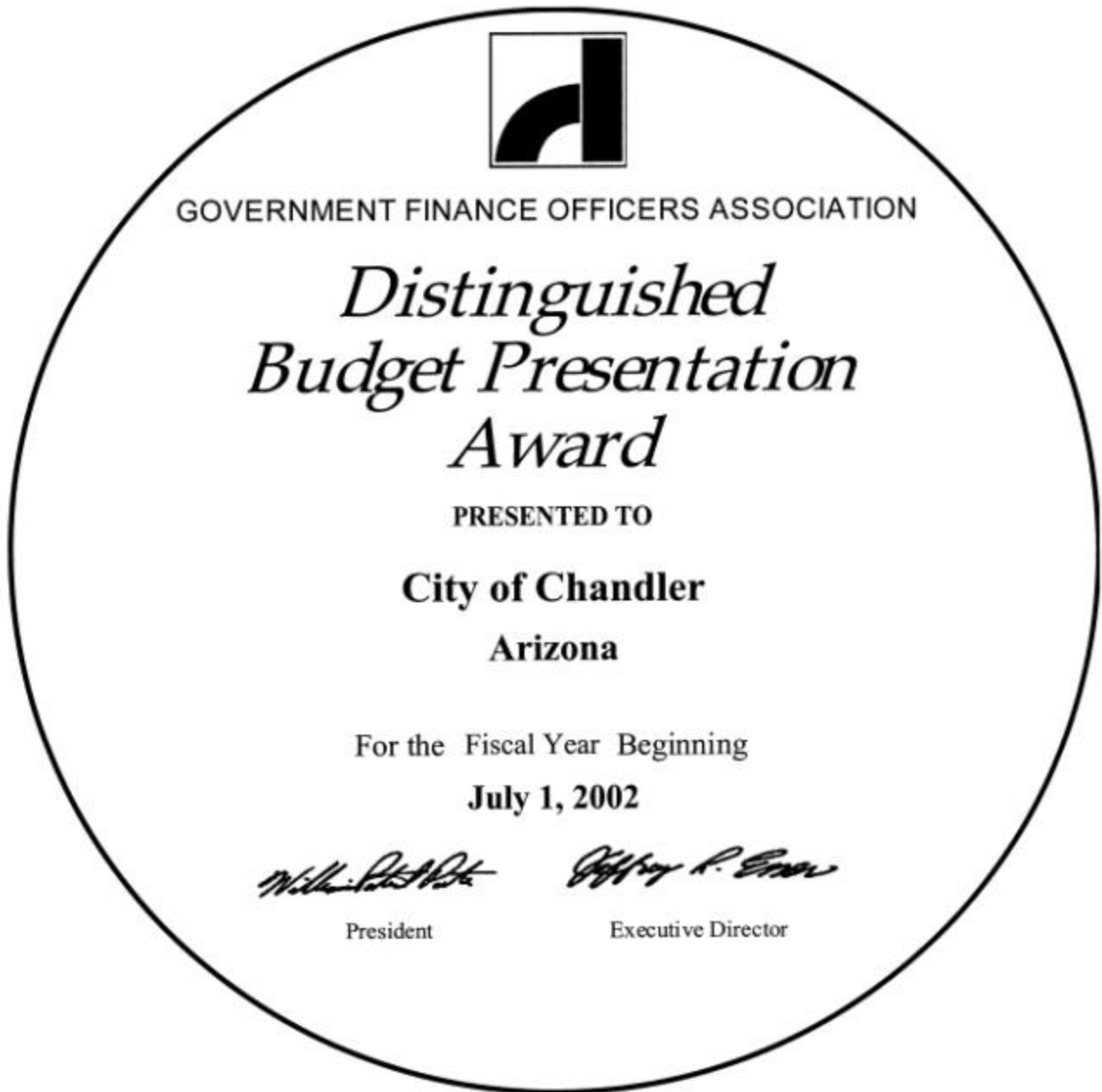


The City of Chandler Logo

The City's logo is a thoughtful representation of the community - combining Chandler's rich agricultural heritage with today's high-tech industrial base. The overall capital "C" design incorporates the City's past through agricultural fields at its bottom. The City's promising future is detailed with the outline of high technology buildings set against a backdrop of San Tan Mountains. The City incorporated the phrase, "Chandler, Arizona, Where Values Make the Difference," just below the logo to emphasize its commitment to the citizens of the community.

Chandler, Arizona and Neighboring Communities Map





The Government Finance Officers Association of the United States and Canada (G.F.O.A.) presented an award of Distinguished Budget Presentation to the City of Chandler for its annual budget for the fiscal year beginning July 1, 2002.

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 G.F.O.A. to determine its eligibility for another award.

Mission Statement

**We are committed to serve Chandler's
citizens through teamwork, understanding
and dedication in a professional
and responsive manner**



**In support of this above mission statement,
Chandler believes in the following VALUES:**

Very Service Oriented

We will anticipate the needs of the community and deliver the services which make Chandler a great place to live and work.

Assume Responsibility

We will be personally involved in the maintenance and improvement of our community.

Look for Innovation

We seek out new ideas and innovation by encouraging responsible risk-taking and initiative.

Use Open Communication

We encourage open communication, both within the organization and with Chandler residents.

Everyone Counts

We recognize the value of diversity in our community and everyone's involvement can make a difference.

Support Team Chandler

We are qualified, skilled employees. We will get the job done the most efficient, economical and ethical way possible.

In Chandler, VALUES make the difference.

CITY OFFICIALS

Chandler operates under the Council-Manager form of government in accordance with the City Charter. The City Council, consisting of one mayor and six council members, are elected at large by the qualified electors of the City. Council members serve a term of four years on a staggered basis; the Mayor is elected to a two-year term. The Mayor and Council appoint the City Manager.

BOYD W. DUNN, MAYOR

Mayor Boyd W. Dunn started his term as Councilmember in 1994. He was elected Mayor in 2002. Dunn, a 23-year resident of Chandler, has a Chandler law practice and has served on several boards and commissions including the East Valley Behavioral Health Association, East Valley Partnership, Child Crisis Center Advisory Committee, Chandler Airport Commission and seven years as a member and Chairman on the Planning and Zoning Commission. He was also a charter member of the Downtown Chandler Community Partnership (DCCP). He represents the City of Chandler on a regional basis on the Maricopa Association of Governments (MAG) Regional Council and Transportation Policy Committee. He serves on the Executive Committee of the League of Arizona Cities and Towns and chairs the Resolution Committee. He is also a member of the Valley Metro Board of Directors, and Arizona Municipal Water Users' Association Board of Directors. He has served on the Board of Directors for the Greater Phoenix Economic Council (GPEC) since 1996. He serves nationally on the National League of Cities Transportation & Communications Committee. He has a bachelor's degree in political science and a Juris Doctorate from Arizona State University, and is a life member of the ASU Alumni Association. He was admitted to the State Bar of Arizona in 1979, is a member of the Christian Legal Society, and is a member of the Board of Directors of the Phoenix Council Navy League. Married to Nancy, on the nursing faculty for Maricopa Community Colleges and a Captain in the U.S. Naval Reserve; they have two sons, Andrew and Kevin.



LOWELL HUGGINS, VICE MAYOR

Vice Mayor Lowell Huggins started his current term as Councilmember in June 2000. Huggins previously served on the City Council as Councilmember from 1988 to 1994, and as Vice Mayor from 1994 to 1996. He is the only Councilmember to serve two different terms as Vice Mayor. Councilmember Huggins, a resident of Chandler since 1956, served on the Chandler Police Department from 1965 to 1985, earning Officer of the Year honors during his tenure. He also taught criminal justice at Mesa Community College from 1970 to 1985. He currently owns a barbershop in Chandler and has worked as a barber since 1960. He graduated from Chandler High School and has an Administration of Justice Degree and an AA degree in Criminal Justice. He is a member of the Fraternal Order of Police. Councilmember Huggins has three children, Lowell, Jr., Jason and Marcy.



CITY OFFICIALS

DEAN ANDERSON, COUNCILMEMBER



Councilmember Dean Anderson has been a Chandler resident since 1984. He was sworn in as Councilmember in June 2000. In his prior public service to the community, Anderson served as a Chandler Arts Commissioner, President of the East Valley Institute of Technology, Chair for the Chandler Bond Committee for Parks, and as a member of the Bond Committee for City improvements, the Charter Review Committee and the Chandler Chamber of Commerce. Councilmember Anderson is a professional educator, teaching at the secondary level in the public and private sector for 32 years. He instructs master degree-level classes as an adjunct professor for Northern Arizona University. His undergraduate and graduate degrees are in Education and his Doctorate Degree is in Administrative Management and Leadership. Highlights in his professional career include an assignment with the United States Department during a

European promotional project with the NASA space program; as a lobbyist in Washington for grant programs for children; and as a national lecturer for the NSU Institute on Parent Advocacy in Arts and Politics. Councilmember Anderson was personally recognized by U.S. President George Bush in a private White House ceremony for his work with youth. He is married to Joanne, and they have two sons, Paul and Tom.

PATTI BRUNO, COUNCILMEMBER



Councilmember Patti Bruno has been a resident of Chandler for 25 years and began her term on the City Council in 1996. Patti and her husband Bil are owners of Quality Risk Strategies Insurance Services. She is the Past President of the Chandler Chamber of Commerce Board of Directors. She is the past President and Associate member of the Chandler Service Club. Patti is a past Chair of the Board for the Chandler/Gilbert YMCA. She is a member of the Downtown Chandler Community Partnership, an advisory board member of Improving Chandler Area Neighborhoods. She is a Board Member of the Chandler Education Foundation. She is past President and Board Member of the Chandler Unified School District Governing Board 1990-94. Councilmember Bruno is currently serving as Chair for the Downtown Chandler Community Partnership New Year's Eve fundraiser, and has served as Parade Chair for the Chandler Ostrich Festival and the Chandler Cotton Festival. She is a member of the Arizona

Town Hall 96, the Arizona Railroad Museum, the Chandler Historical Society and the East Valley Partnership. Married -- husband Bil, son Bill Jr., and daughters Wendy and Kristi, and grandson Zachary Thomas.

CITY OFFICIALS

BOB CACCAMO, COUNCILMEMBER

Councilmember Bob Caccamo has been a resident of Chandler for 20 years and began his term on the City Council in June 2002. Bob was the longtime Principal at Chandler High School, and more recently principal of El Dorado High School. He is a member of the Chandler Kiwanis Club, the Chandler Citizen Police Review Board, and the Salvation Army Board of Directors, as well as American Field Service and the Fiesta Bowl Special Events Committee. Councilmember Caccamo is a member of the Maricopa Association of Governments Regional Aviation System Plan Policy Committee and the Chandler Airport Commission (ex-officio). He is also a past member of the Chandler Chamber of Commerce Board of Directors and San Tan Soccer Board of Directors, Chandler L.E.A.D., American Field Service and the Fiesta Bowl Special Events and Parade committees. Councilmember Caccamo received a bachelor's degree from St. John's University, and a master's degree from Queens College. He has performed more than 45 hours of graduate credit hours in Leadership/Administration at St. John's University, Hofstra University and Arizona State University. He has received numerous awards for his professional and volunteer work including, AZ Alliance for Sciences Principal of the Year, Chamber Administrator of the Year, Tribune Educational Leader Award, AMEA Arts Advocacy Award, Chase Outstanding Principal Award, I.O.F. Educator of the Year and Kiwanis Distinguished President. Married: wife, Maryanne; daughter, Diane; and son, Rob. Four grandsons, Justin, Mathew, Zachary and Carson.



DONNA WALLACE, COUNCILMEMBER

Councilmember Donna Wallace started her term as Councilmember in 1998. A 23-year resident of the community, Councilmember Wallace and her husband, Oren, have owned and operated Doug's Radiator and Muffler in Chandler for the past 32 years. She served on the Chandler Unified School District Governing Board for seven-and-a-half years, twice serving as Board President. She has served on the boards of the Foundation for Blind Children, Goodwill, and is a member of the Chandler Historical Society, Chandler Chamber of Commerce (32 years), and the Chandler Service Club. She has also served on the Intel Community Advisory Panel, the Chandler YMCA and the Chandler Christian Community Center Board of Directors as well as many other local and statewide boards. Councilmember Wallace served as the liaison to the Chandler Airport Commission, and was a member of the Maricopa Association of Government's Regional Airport Strategic Planning Committee for four years. She is a graduate of Tempe High School and has attended Mesa Community College, Chandler-Gilbert Community College and Rio Salado Community College. Councilmember Wallace is also a 1996 graduate of the Chandler Chamber of Commerce Leadership Institute and was presented the first Leadership Institute "Community Leadership Award" in 1999. She has worked extensively on the Kids Voting program and with the Chandler Unified School District in a number of areas. Councilmember Wallace was the 1997 recipient of the "Chandler Cup" for her long-time volunteerism to the Chandler community. In May of 2001 she was honored with six other Chandler women with the "Outstanding Women in our Community" award at the Cinco de Mayo celebration. Councilmember Wallace is married to Oren, a former Chandler Councilmember, and they have two adult children, Allison and Nathan.



CITY OFFICIALS

PHILL WESTBROOKS, COUNCILMEMBER

Councilmember Phillip Westbrooks, a native of Chandler, began his term on the Council in 1998. He is Director of Education at Chandler Regional Hospital. Councilmember Westbrooks was named 'Executive of the Year' in 2000 by the International Association of Administrative Professionals – Kachina Chapter. Prior to his work at the hospital, he worked for the City of Chandler as Community Services Coordinator and Facilities Manager. In 2003, he was appointed to the Governor's Commission on Judicial Conduct and the Governor's Commission to Prevent Violence Against Women. He is a Board member of the Arizona Association of Retarded Citizens and the Desert Cancer Foundation of Arizona. He is a charter member of both the Optimist Club of Chandler -- friend of youth, and the Chandler branch of Toastmasters International. Councilmember Westbrooks is an Executive Adviser to Improving Chandler Area Neighborhoods and is a volunteer with the Chandler Boys and Girls Club. He also enjoys coaching youth basketball for the YMCA. He serves as the Chandler liaison on the Maricopa Association of Governments – Human Services Committee. In 2000, he was named as the American Heart Association's Advocacy Chair for Operation Heartbeat, and one of "AZ's Finest" by the Cystic Fibrosis Foundation. He was also named an ASU Community Fellow in 2000. Councilmember Westbrooks led the charge for Chandler's Census 2000 successful campaign – where a 100 percent count was attained. He graduated from Chandler High School and received an associate's degree from Mesa Community College. He also holds a bachelor's degree in Public/Urban Recreation, and a master's degree in Public Administration from Arizona State University. Councilmember Westbrooks also holds a certification as a Bilingual Instructional Assistant (Spanish), and is a graduate of the Chandler Chamber of Commerce Leadership Institute.



PAT MCDERMOTT, ACTING CITY MANAGER



Pat McDermott was appointed Acting City Manager in April 2003. He has been an Assistant City Manager with the City of Chandler since May 1989. Pat has more than 27 years of municipal management experience. Before joining the organization, Pat served as City Manager for the City of Brighton, Colorado; and City Manager for the City of Las Vegas, New Mexico. He also served as Assistant City Manager and Community Development Coordinator for the City of Chickasha, Oklahoma. His educational background includes a bachelor's degree in Sociology from Colorado State University at Fort Collins, Colorado; and a master's degree in Public Administration from the University of Colorado at Denver. He also attended the ASU Institute for Public Executives and is also a credentialed manager under the International City/County Management Association Volunteer Credentialing Program.



Mayor

Boyd W. Dunn

Councilmembers

Lowell Huggins
Vice Mayor

Dean Anderson

Patti Bruno

Bob Caccamo

Donna Wallace

Phillip Westbrooks

Management Staff

Pat McDermott
Acting City Manager

Rich Dlugas
Assistant City Manager

Department Heads and Directors

Dennis O'Neill
City Attorney

Marla Paddock
City Clerk

R. Michael Traynor
City Magistrate

Nachie Marquez
Communications and Public Affairs Director

Garrett Newland
Director Economic Development Division

Debbie Stapleton
Director Human Resources Division

Marilyn Delmont
Chief Information Technology Officer

Patricia Walker
Management Services Director

Doug Ballard
Planning and Development Director

Mark Eynatten
Community Services Director

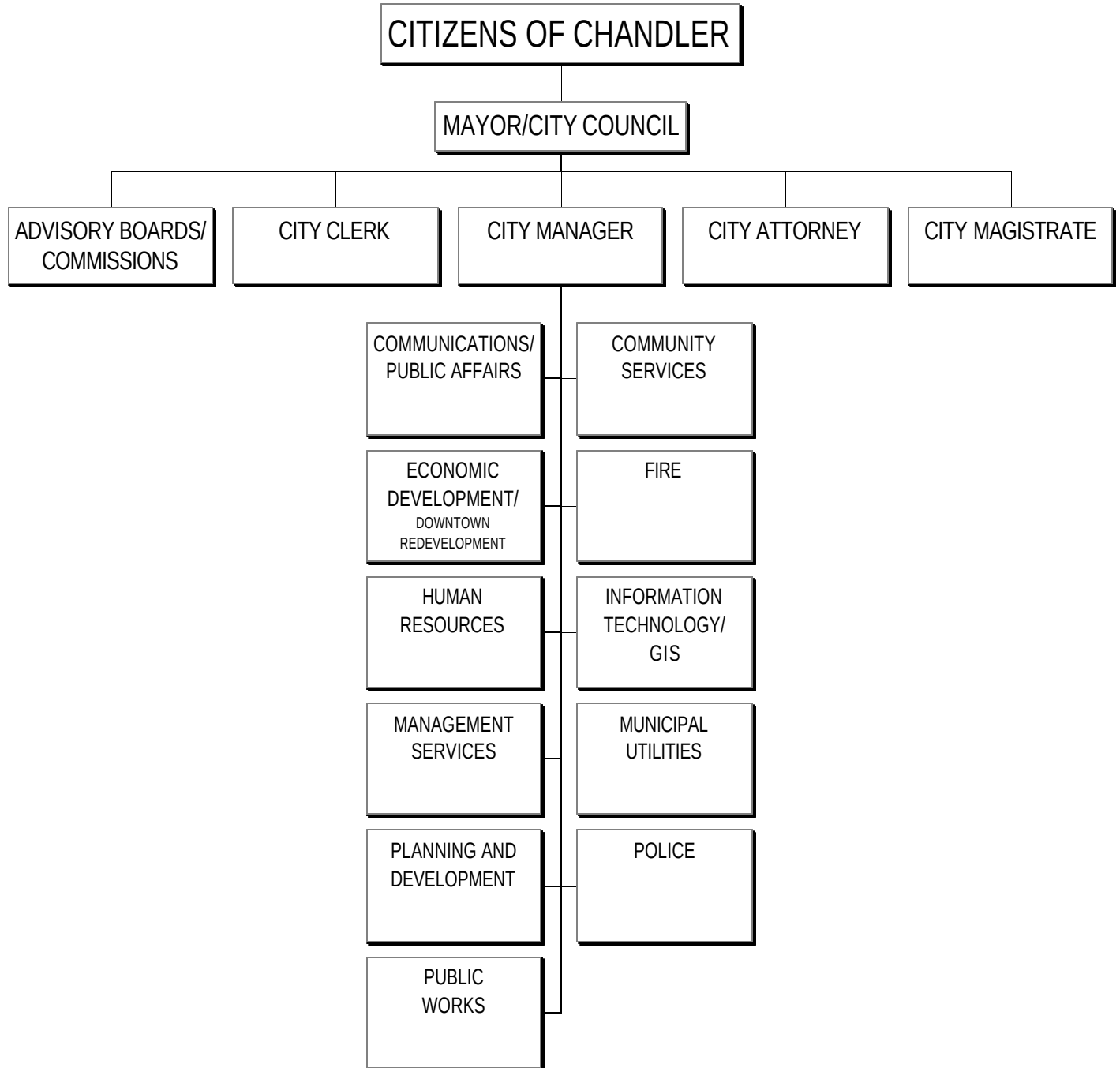
David Neuman
Acting Police Chief

Jim Roxburgh
Fire Chief

Bryan Patterson
Public Works Director

Dave Siegel
Municipal Utilities Director

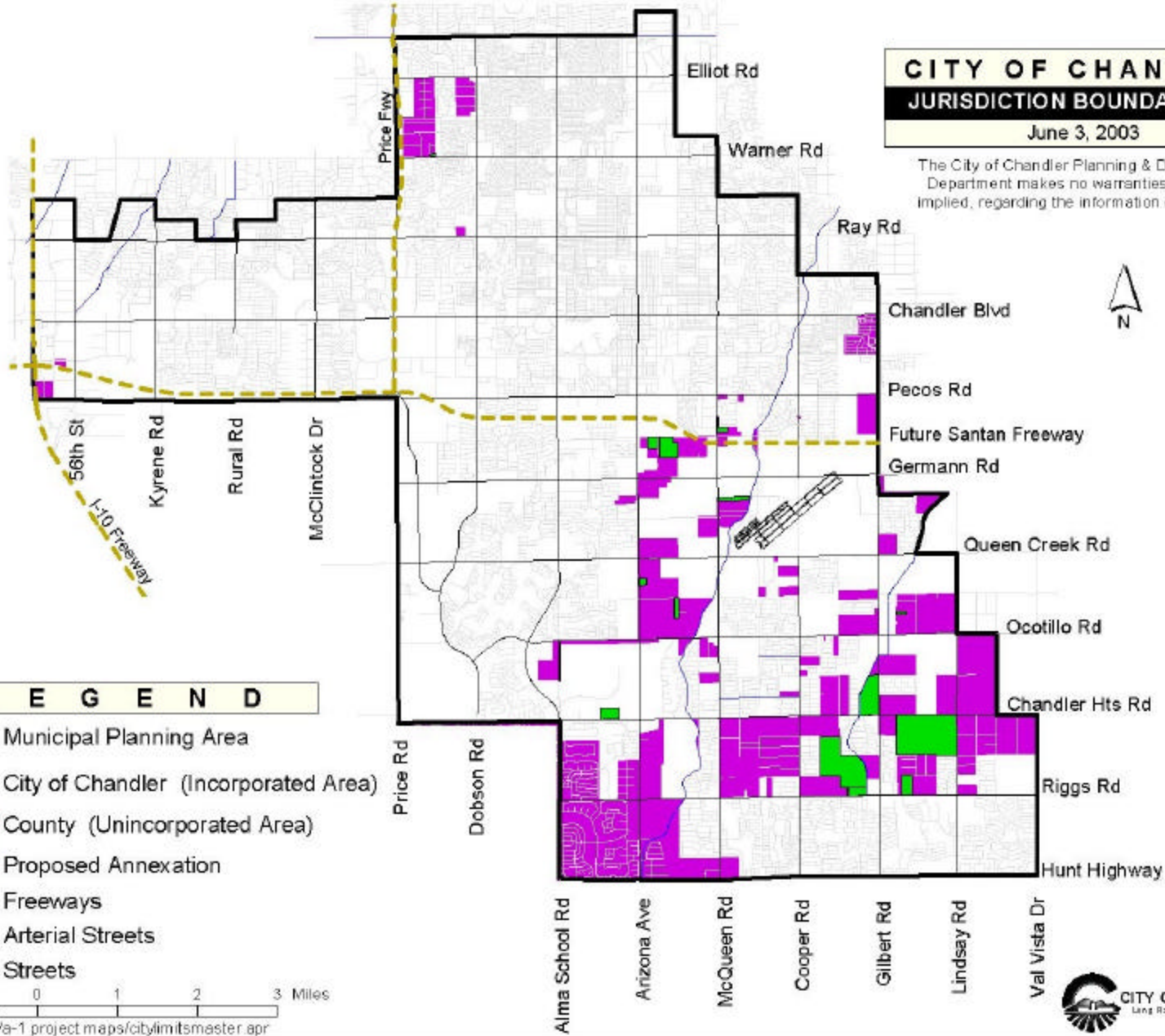
CITY OF CHANDLER ORGANIZATIONAL CHART



CITY OF CHANDLER JURISDICTION BOUNDARY MAP

June 3, 2003

The City of Chandler Planning & Development Department makes no warranties, written or implied, regarding the information on this map.



CITY OF CHANDLER
Long Range Planning Division

CHANDLER COMMUNITY PROFILE

The City of Chandler is located in the southeastern portion of the Phoenix Metropolitan area. As one of the fastest growing cities in the nation, among cities with population over 200,000, Chandler offers excellent quality of life amenities, superior schools, a rapidly expanding health care system and a reputation as a global leader in technology.

Chandler was established in 1912, incorporated on February 17, 1920, and named after Dr. Alexander John Chandler, the first veterinary surgeon for the Territory of Arizona. The charter, which currently governs the City, was adopted on May 25, 1964. Initially nourished by a strong agricultural economy, Chandler is now the sixth largest city in Arizona.

GOVERNANCE

The Council-Manager form of government governs the City of Chandler. Residents elect the City Councilmembers who in turn appoint the City Manager, City Clerk, City Attorney and the City Magistrate. The City Council consists of a Mayor and six Councilmembers elected at large by the electors of the City. Councilmembers serve a four-year term and the Mayor serves a two-year term.

Terms in office for the Mayor are limited to four terms, and Councilmembers two consecutive terms. The Council is responsible for setting broad policy and direction while the City Manager is responsible for the day-to-day operations of the City.

STABILITY OF THE ECONOMY

Location is a major factor in Chandler's prosperity, offering many advantages to existing business and industry and great opportunity for new business. Interstate 10, which borders Chandler on the west, provides a link to major cities from Florida to California. Southern Pacific Railroad provides rail service.

Phoenix's Sky Harbor International Airport, a major hub for the Southwestern United States, is located less than 25 minutes away. Sky Harbor provides routes to major national and international destinations through several major carriers.

Chandler Municipal Airport and Stellar Airpark provide additional passenger and freight service throughout the area. The Chandler Municipal Airport is located within the Chandler Enterprise Zone, which provides income tax credits and/or favorable property tax reclassifications to qualified businesses.

Chandler has an expanding high technology base. Over 75% of Chandler's manufacturing employees are in high technology fields; the national average is 15%. The Chandler unemployment rate is 3.9%.

There are many large industrial parks where businesses can acquire existing facilities or construct their own sites with minimal delay. Retail space exceeds five million square feet; the annual disposable income in Chandler is over \$3-billion.

MAJOR EMPLOYERS

INDUSTRIAL EMPLOYERS

<u>Name</u>	<u>Employees</u>
Intel Corporation	9,500
Motorola, Inc.	2,600
MTD	1,000
Microchip Technology, Inc	750
Avnet	500

NON-INDUSTRIAL EMPLOYERS

<u>Name</u>	<u>Employees</u>
Chandler Unified School District	2,881
City of Chandler	1,511
JH Kelly	1,500
Chandler Regional Hospital	1,100
Basha's Corporate & Markets	985
Bank First	795

HOUSING MARKET



The City of Chandler offers residents a wide range of quality and affordable housing. Homebuyers may choose from single-family homes, townhomes, condominiums, apartment homes and custom built homes. Single-family housing standards ensure that new housing developments achieve greater diversity relative to lot size, subdivision layout and architecture.

RECREATIONAL ACTIVITIES

Chandler has four libraries, art galleries, a Center for the Arts and 48 public parks. The various public parks contain a variety of facilities including soccer, baseball and softball fields, courts for tennis, basketball, racquetball and sand volleyball, an exercise course, walking trails, picnic pavilions and playgrounds. Chandler has two "Bark Parks". The "Bark Parks" provide dog owners with a place to exercise their dogs. The City's skate park is a favorite for many local skaters and skateboarders. Chandler's Desert Breeze Regional Park also has a water play area for children and a lake for fishing. The park also has a Hummingbird Habitat and Outdoor Skills Area.

Chandler also has two museums – The Chandler Historical Museum and the Arizona Railway Museum.

The golf enthusiast will enjoy playing at Bear Creek Golf Course, San Marcos Resort or the Ocotillo Golf Club; these are a few of the exceptional golf courses found within Chandler.

Chandler currently has five aquatic facilities, featuring lap pools, water slides and zero-depth pools.



The Paseo System, a series of parks and trails along the Consolidated Canal is currently being developed in phases.

There is never a dull moment at Chandler's Senior Center. This is the place for friends to gather for a game of cards, shuffleboard, craft making, music or just a friendly chat. The Senior Center also sponsors sightseeing trips.

Chandler is located close to many professional-sporting activities:

AREA SPORTS

Phoenix Coyotes NHL Hockey
Phoenix Suns NBA Basketball
Phoenix Mercury WNBA Basketball
Arizona Diamondbacks NL Baseball
Arizona Cardinals NFL Football
Arizona Rattlers Arena Football
Arizona State University Sports
Fiesta Bowl
Firebird Raceway
Phoenix International Raceway
Turf Paradise Horse Racing
Greyhound Dog Racing

ARTS and FESTIVITIES

The Vision Gallery, located in the downtown district, features works on canvas, glass, mixed media and sculptures. The gallery is a great place for kids to receive exposure to the visual arts through the Kidz Art Programs.

The 1,600-seat Chandler Center for the Arts demonstrates the community's passion for the performing arts. 2003-04 season performances include the Four Tops, Burning Sky, Singin' In The Rain, Glen Campbell, Toni Tennille Sings Big Band, Ballet Folklorico Quetzalli de Veracruz, leading symphonic, pop, and country performers, as well as excellent community theater productions. The Center for the Arts also features an exhibition hall for showcasing local and touring art displays.

Chandler has a diverse cultural makeup. Many festivals and activities showcase the varied interests of Chandler's citizens.

CHANDLER ANNUAL EVENTS

Celebration of Unity and	
Multi-Cultural Festival	January
Black History Celebration	February
Greek Festival	February
Ostrich Festival	March
Family Easter Celebration	March
Jazz Fest	March/April
Cinco De Mayo	May
Juneteenth Celebration	June
Fourth of July Celebration	July
Fall Rhythm Fest	October
Family Halloween Fest	October
Tumbleweed Christmas Tree	
Lighting and Parade of Lights	December

SHOPPING and DINING

Shopping and dining opportunities in Chandler continue to grow as retail centers pop up all over the community.

There are dozens of excellent restaurants in Chandler, with a variety of styles for all tastes and appetites. Whether you enjoy American, Chinese, Japanese, French, Italian, Mexican, or the atmosphere of a laid-back sports bar, there are many places for you to dine in the community.

Downtown Chandler offers locally owned dining and unique shopping establishments. A few of the restaurants include El Zocalo Mexican Grill, Blue Adobe Grille, Razzleberries, Cupid's 50's Diner, and Flavors of Nature. Shops include The Bead Boutique, Starbucks Coffee, Timbuktu Imports, Saba's Western Wear, and Phoenix Flower Shop.



Restaurants located within Chandler beyond the Downtown include: Mimi's Cafe, Redfish, Olive Garden, Outback Steakhouse, Lin's Chinese Dining, Citrus Cafe, RigaTony's, Chili's Grill and Bar, Elephant Bar and Wildflower Bread Company just to name a few.

Chandler has several large retail centers: The Pavilions, Casa Paloma and Chandler Gateway West, located in the western portion of Chandler along I-10 and Ray Road, include a number of large

stores such as Home Depot, Banana Republic, The Gap, Bath and Body Works, Lowe's Hardware, Sam's Club, Borders Books and Music, Golfsmith, Toys R Us, Gateway Computers, Great Indoors, Mercedes Benz of Chandler and the Polar Ice Skating Rink.



The Chandler Fashion Center, an upscale 320-acre regional mall, includes a 20-screen theater complex, restaurants, well-known fashion stores such as Nordstrom's, Dillards, Sears and Robinsons-May as well as many specialty stores.

EDUCATION FACILITIES

The Chandler Unified School District provides primary and secondary education through nineteen elementary schools, three junior highs, three high schools plus an alternative junior and high school program. The public school system is nationally recognized for excellence in education. A number of private schools are also located within Chandler.

The Chandler-Gilbert Community College which offers professional, occupational and continuing education programs is located in southeast Chandler. Western International University, which offers master, associate, and undergraduate programs, has a satellite location downtown in the Chandler Office Center. Arizona State University, one of the country's major southwest universities, is located less than 30 minutes away in the bordering City of Tempe.

DEMOGRAPHICS

Incorporated Area - Square Miles

2003	61.420	1995	51.183
2002	60.916	1994	51.023
2001	60.775	1993	50.700
2000	58.600	1992	48.600
1999	56.420	1991	48.020
1998	53.450	1990	47.029
1997	52.715	1989	47.029
1996	52.500	1988	46.370

Age Composition (%)

Under 5 years	9.1
5-14 years	16.6
15-19 years	6.6
20-24 years	6.2
25-44 years	38.0
45-64 years	17.8
65 plus years	5.8

Climate

Average minimum temperature	54.00°F
Average maximum temperature	85.00°F
Average annual temperature	70.00°F
Average annual precipitation (inches)	8.42

Gender

Male	49.9
Female	50.1

Racial Composition (%)

Two or more Races	3.0
One Race	97.0
White	77.2
Asian or Pacific Island	4.3
African American	3.5
Native American	1.2
Other	10.8
Hispanic or Latino (of any race)	21.0

Population

2003 (as of 6/30/03)	212,541
2002 (as of 6/30/02)	201,263
2001 (as of 6/30/01)	189,498
2000 (Official U. S. Census)	176,581
1999	171,047
1998	161,097
1997	152,279
1996	141,735
1995 (Interim U.S. Census)	132,360
1994	115,926
1993	108,386
1992	100,416
1991	95,571
1990 (Official U.S. Census)	89,862
1985 (Interim U.S. Census)	63,855
1980 (Official U.S. Census)	29,673
1970	13,763
1960	9,531
1950	3,799

Highest Education Attainment (%)

Less than 9th Grade	1.82
9th-12th Grade	4.68
High School Diploma	16.82
1-3 years of college	37.67
4 years or more of college	38.99

Household Income 2000 (%)

Less than \$15,000	7.9
\$15,000-\$34,999	20.7
\$35,000-\$49,999	16.5
\$50,000-\$74,999	25.7
\$75,000 plus	29.3
Average Household Income	\$66,737
Median Household Income	\$58,416
Average Household (persons)	2.82

Election

Registered Voters as of 5/1/03	75,109
<i>Election – Regular General – May 21, 2002</i>	
Registered Voters	72,422
Votes Cast	7,358
Percent Voting	10.16%

ECONOMICS

Occupation Composition (%)

Technical Sales, Administrative Support	28.7
Managerial and Professional Service	40.8
Service Occupations	11.6
Construction, Extraction, Maintenance	8.0
Production, Transportation, Material Moving	10.4
Farming, Forestry and Fishing	0.5

Unemployment Rate %

2002-03	3.9
2001-02	4.2
2000-01	2.8
1999-2000	2.0
1998-99	2.4
1997-98	2.2
1996-97	3.0
1995-96	2.6
1994-95	4.2
1993-94	4.0
1992-93	6.8
1991-92	5.6
1990-91	3.8
1989-90	3.9
1988-89	4.2

Industrial Composition (%)

Wholesale/Retail Trade	16.0
Manufacturing	18.9
Professional/Personal/Business Svc.	36.1
Finance, Insurance and Real Estate	8.9
Transportation & Communications	8.9
Construction	6.8
Public Administration	3.8
Agriculture, Mining, etc.	0.7

Building Permits - All Types

Taxes

Local Retail Sales Tax Rate	1.5%
Property Tax (2002-03) per \$100	\$1.28
Primary Tax Levy	\$0.38/\$100
Secondary Tax Levy	\$0.90/\$100

Issued

Value

2002-03	9,027	794,408,389
2001-02	8,737	875,418,784
2000-01	9,632	1,625,230,334
1999-00	8,639	1,154,799,942
1998-99	4,760	619,800,132
1997-98	4,879	742,097,374
1996-97	3,050	869,099,167
1995-96	4,300	730,481,571
1994-95	6,084	491,030,475
1993-94	4,853	353,408,050
1992-93	6,143	322,073,139
1991-92	5,349	258,061,961
1990-91	4,233	176,993,641
1989-90	3,475	154,499,504
1988-89	3,655	185,001,890

Property Tax Assessed Valuation

	<u>2002</u>	<u>2003</u>
Primary	\$1,261,475,592	\$1,526,068,883
Secondary	\$1,333,266,930	\$1,638,375,932



2002-03 SERVICE STATISTICS

Fire Protection

Stations	7
Employees (full-time)	180
Fire Calls	331
Emergency Calls	10,981
Other Calls	2,302
Fire Inspections (various kinds)	3,705
Fire Investigations	49

Residential Solid Waste

Customers Served	55,664
Solid Waste Landfill (tons)	124,079
Solid Waste Recycled (tons)	18,728

Sewer

Connections	61,911
Miles of Sanitary Sewers	755
Average Daily Treatment (MGD)	19.15
Treatment Capacity (MGD)	25

Water

Connections	64,862
Operating Wells	21
Daily Pumping Wells Capacity (MGD)	55.8
Miles of Water Lines	985
Production Treatment Capacity (MGD)	45

Public Works

Street Miles (center line)	762
Street Lights	22,154
Signalized Intersections	136
Based Aircraft	411

Library

Library Materials	412,282
Annual Circulation	1,700,786
Library Visits	1,086,275
Registered Borrowers	111,384

Vision Gallery

Number of Event Days	170

Police Protection

Employees (full-time)	447
Sworn	300
Civilian	147
Crime Index	11,468
Crime Rate (per 1,000 pop.)	54.1
Traffic Accidents	4,360
Traffic Citations	39,035
Total Calls for Police Service, est.	127,179
Avg. Response Time-Priority 1 Calls(All)	7:00
Avg. Response Time-Priority 1E (Emergency) Calls	5:10

Aviation

Based Aircraft	411

Municipal Parks

Developed Parks	49
Developed Acres	796
Undeveloped Acres	405
Swimming Pools	5
Lighted Ball Fields	39

Public Educational System

Elementary	28
K-8 School	1
Junior High	6
High School	3
Community College	1

Center for the Arts

Number of Event Days	535
Theaters	3
Exhibition Areas	2

Recreation

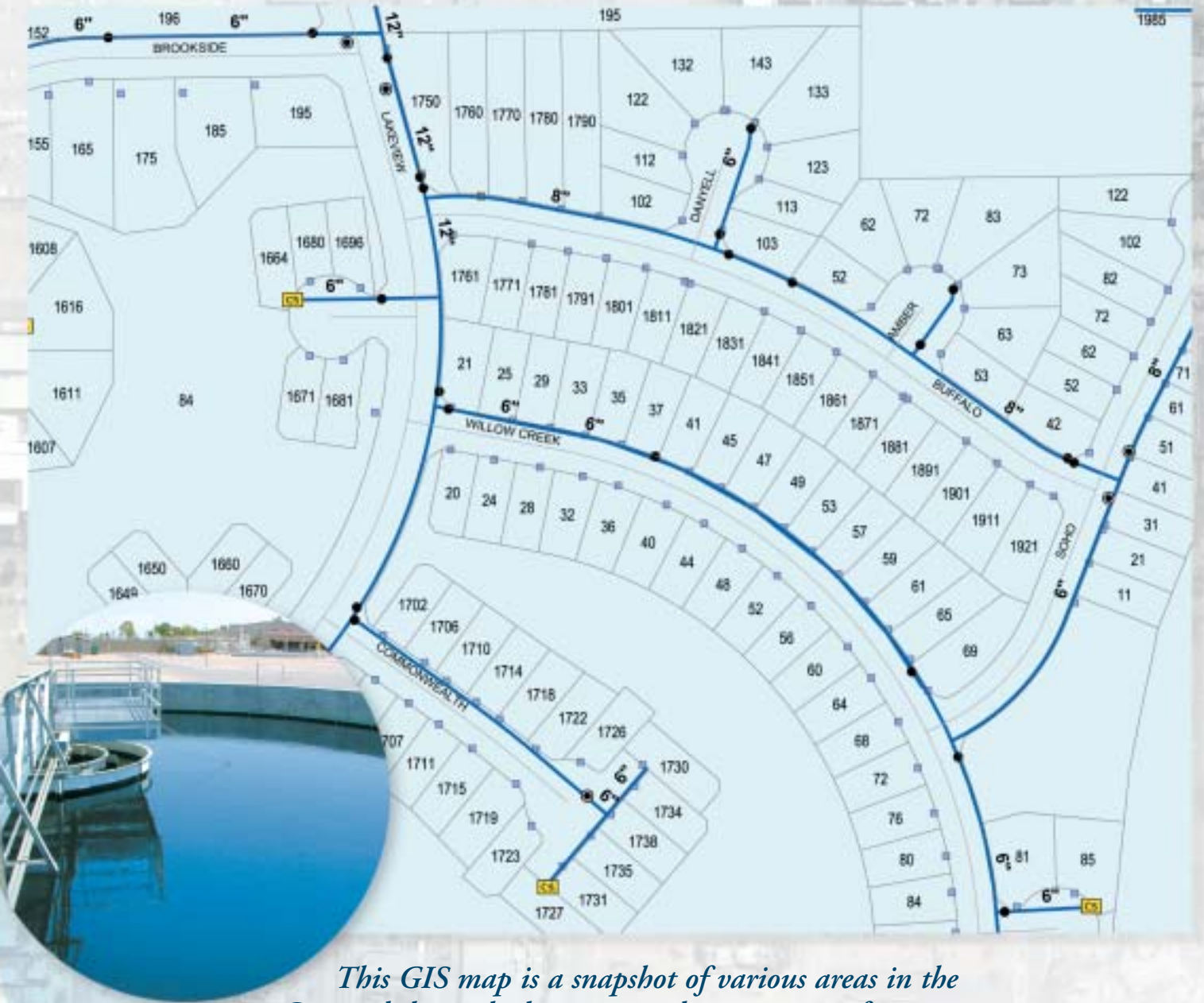
Number of Family Special Events	6
Number of Recreation Classes Offered	1,120
Volunteer Hours	27,000
Meals Served at Senior Center	15,582
School Sites-Recreation Offered	4
(Andersen, Willis Jr. High, Kyrene Aprende and San Tan K-8)	



BUDGET MESSAGE AND OVERVIEW

2 Contents

- *City Manager's Message*
- *An overview of the Annual Budget through financial, fund balance and personnel summaries*



This GIS map is a snapshot of various areas in the City and shows the locations and connections of water facilities such as fire hydrants, water shutoff valves (system valves), water flushing assemblies (water quality), water main pipes, and water meters.



Chandler • Arizona
Where Values Make The Difference



To the Honorable Mayor and Members of the City Council:

I am pleased to submit the City of Chandler 2003-04 Annual Budget as approved by Council June 12, 2003.

Council's vision for the future has put Chandler in an enviable position. As a result of a well planned, fiscally sound, diversified community, we are not experiencing layoffs, cutbacks or reductions in our budget.

This budget is reflective of providing what we believe is necessary to maintain quality service levels while maintaining financial stability despite the economic times we are facing. Economic and national events have impacted the revenues throughout the state, resulting in reductions in State-shared revenues to Chandler totaling over \$3 million dollars for the upcoming year. In addition, the City's costs for retirement and medical benefits have increased significantly, resulting in a reduction of on-going funds available for distribution.

This Budget embodies the following policies that have made the City financially strong and stable:

- ◆ the budget **implements sound financial policies** adopted by Council;
- ◆ the budget provides **that current revenues support current expenditures**, to ensure we are living within our means;
- ◆ the budget **maintains a general fund contingency reserve equal to 15% of general fund revenues and a 25% contingency reserve for water and wastewater funds** to ensure adequate dollars are available for fluctuations in collections and/or unforeseen emergencies;
- ◆ the budget **sets aside fund balances above the 15% to be used for one-time capital expenditures** rather than increasing long-term obligations;
- ◆ the budget **includes no increases in business and residential utility, sales tax, or property tax rates**.

These policies along with budget guidelines and major issues of this financial plan are discussed more fully in the Budget Policies chapter of this document.

The City Council and staff has worked hard to attain financial stability, and we want to keep it that way. To maintain this status, we have prepared a conservative budget in light of the unknown economic climate we may continue to face next fiscal year. With continued growth in all areas, commitment to a vision for Chandler by Council, and an efficient staff utilizing resources in the most cost effective manner, Chandler will continue to be a quality community that is fiscally healthy.

BUDGET HIGHLIGHTS

The 2003-04 Adopted Budget totals \$607,370,625 and includes an operating budget of \$176,153,605, capital expenses (non-grant) of \$262,228,712, funding for Debt Service of \$35,546,789, interfund charges for capital replacement of \$3,758,748, grant expenses (includes capital) of \$37,315,795, plus a contingency and reserve in the amount of \$92,366,976. Included in the projected operating revenues of \$259,333,360 is a property tax levy of \$20,764,445 based on the rate of \$1.28 per \$100 assessed property value. This year's budget is slightly less than last year's budget of \$619-million (1.9% decrease). The majority of the decrease is a result of selling less bonds in 2003-04. The fund balance is about the same, but includes the \$36-million bond sale that was held in June.

The sharp decline in state income tax collections over the past few years has resulted in a \$70-million reduction of urban revenue sharing to Arizona cities; Chandler's reduction was over \$3-million for 2003-04. The Arizona State Retirement System (ASRS) has increased the retirement contribution rate from 2.49% to 5.7%, resulting in \$1.5 million in additional costs to the City. Medical and dental increases of 33% last fiscal year and a projected 30% increase for next fiscal year has resulted in over \$1 million dollars in costs for the upcoming year. With a loss of approximately \$3.5 million revenue and increased expenses of over \$2.5 million, staff had to find ways to provide increasing service level demands to our citizens with existing resources.

For the second year in a row departments were not given a base adjustment factor (BAF) for their operating and maintenance expenditures. The only new positions added for next fiscal year were ones that generated more revenue than their cost such as a Tax Auditor, or essential positions that could be covered by enterprise revenues. Departments were asked to look within their own budget to cover new or increased on-going costs with the understanding that additions may not be seen until the economy begins to turn around. However, there were one-time funds available to provide essential one-time additions to departments. Details of new on-going or one-time allocations plus budget amendments are in the Budget Policies and Major Issues chapter of this document.

Due to the increased staff benefit costs, it was recommended that no general salary increase be given to employees for fiscal year 2003-04. However, Chandler will maintain their historical pay for performance plan with a maximum 5% merit increase for full performers who are not at a maximum of their salary range.

Over \$279-million (46%) of the 2003-04 budget represents capital appropriations. The majority of this is the Capital Improvement Program (CIP) which adds to the City's infrastructure (e.g. fire or police stations, park improvements, street reconstruction, water treatment plants, etc). The CIP is a five-year plan of major projects updated annually, which acts as a multi-year planning instrument for managing growth and development within Chandler. The first year of the CIP serves as the basis for the capital appropriation for the 2003-04 budget. About \$134-million has been allocated for new capital projects in the upcoming fiscal year; an additional \$123-million is appropriated in carryforward reserves for on-going CIP projects that were not completed at the close of the prior year. Details of all 2003-04 capital appropriations are included in the Capital Budget chapter of this document. A separate document entitled "Capital Improvement Program 2003-2008" shows Chandler's five-year plan with detailed descriptions of capital projects and the five-year cost estimates for all capital improvements.

Although the CIP is prepared separate from the Operating Budget, the two have a direct relationship. It is Chandler's philosophy that new capital projects should not be constructed if operating revenues are not available to cover the operating costs. As capital projects are completed, operation and maintenance of these facilities must be absorbed in the operating budget to provide on-going services to citizens. In light of many economic factors that are impacting our community at this time, staff was asked to re-prioritize capital projects over the upcoming five-year period, and whenever possible, defer the building of facilities needing new personnel or on-going costs.

The City is projected to show a decrease in commercial growth compared to previous years as a result of completion of the Chandler Fashion Center Mall and surrounding power centers. However, commercial and industrial growth will continue at a modest rate as compared to other communities, and residential growth is to remain strong with revised projections showing 90% build-out of residential growth in ten years. Currently, a build-out strategy study is underway which will address our ability to maintain quality services to our citizens while still maintaining financial stability. Once completed, this build-out strategic plan will assist Council in making proactive, policy decisions to continue to support our strong economic base. The build-out plan will be brought forward to Council during fiscal year 2003-04.

As we look to the future with a commitment to ensure that Chandler remains a viable community, it is important to celebrate some accomplishments attained over the past year. The guidance and leadership provided by the Mayor and Council, along with the dedication of City staff, have made these accomplishments possible.

2002-03 ACHIEVEMENTS

The Government Finance Officers Association has awarded the City its 15th consecutive Distinguished Budget Presentation Award for fiscal year 2002-03 and its 20th consecutive Certificate of Achievement in Financial Reporting for the comprehensive annual financial report, the highest form of recognition in the area of governmental accounting and financial reporting.

The City of Chandler's general obligation bonds received a bond rating upgrade of AAA (highest bond rating) from Fitch Ratings and an upgrade from AA to AA+ by Standard & Poor's.

Communications and Public Affairs was the recipient of several awards including: the 2002 Savvy and Ray Bancroft Awards for the "CityScope" citizen newsletter; the 2002 Award of Excellence for its monthly Fire Department magazine-style show "First Due"; the Award of Distinction for 2002 Communicator Award plus the 2003 Videographer Award for both the "CityScope" video magazine show and the "Public Works at Work" monthly magazine-style show featuring the Public Works and Municipal Utilities departments.

Budget Message and Overview

The Commercial Reinvestment Program was created. Its goal is to provide grants to selected commercial centers for upgrading the appearance of the centers while lowering the vacancy rates.

In November, 2002, the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) awarded the Chandler Police Department with its second re-accreditation. The award followed a review of 444 standards of professional excellence as well as a hearing held by CALEA commissioners.

The City either sponsored or co-sponsored over twenty special events. In addition, the Ostrich Festival was successfully moved from Downtown Chandler to Tumbleweed Park.

The City administered more than 15 Neighborhood Matching Grant projects and distributed \$75,000 for various neighborhood projects.

The City Council initiated the Architectural Excellence and Design Awards program and the creation of a committee of seven members that will meet annually to recommend award nominees to the Council.

The City has received the National Institute of Governmental Purchasing (NIGP) Outstanding Agency Accreditation Achievement Award for excellence in public procurement – one of just 53 cities nationally to earn this distinction.

A grant was received for the Seniors Helping Seniors program, where volunteers provide fire prevention training, install new smoke detectors and other fire safety assistance for other seniors in the community.

The National Black Caucus of Local Elected Officials (NBC-LEO) honored diversity in America's cities with the presentation of the eighth Annual City Cultural Diversity Awards in March. Chandler's Human Relations Commission and its new strategy of educating the public through Diversity forums earned second place in the prestigious awards program.

Amerisham, a bio-technology company is consolidating its national operations in Chandler with more than 100 new jobs in the field of genetic testing. The bio-technology field is one we have targeted for Chandler, and look forward to seeing this industry grow in our community.

Isola Laminates has chosen Chandler as its North American headquarters, after having operations here for quite some time on the Price Corridor. This will include 100 new jobs and expanded facilities.

The first two office buildings are under way as part of Wells Fargo's 63-acre operations center at Price and Queen Creek roads. This complex will have as many as 4,000 employees over time.

AmeriCredit built a new facility at Germann and Price roads. This auto loan processor will bring as many as 1,000 new jobs when it is fully operational and adds diversification to the City's job base.

With a million-dollar renovation, the Chandler Corporate Center (formerly Rocky Mountain) attracted quality firms like Radcliff Consultants, the Awareness Corporation and Chamness Relocations and 160 new jobs.

The Santan Freeway is well under way and on schedule. The first phase from I-10 to McClintock is scheduled for completion by the end of this year and will stretch to Arizona Avenue by the end of 2004. The freeway will be paved with rubberized asphalt.

N.J. Harris Park, formerly Elgin Park, was rededicated; the park is named for Nathan Johnson Harris, one of Chandler's first African-American entrepreneurs.

Chandler's Reverse Osmosis Facility recently recovered and recharged its two billionth gallon of Intel industrial process water. This is enough water to supply the needs of 6,135 households consisting of five people for a year.

Intel announced a \$2 billion refurbishment of Fab 12, solidifying Intel's presence in the community.

GOALS FOR FUTURE ENDEAVORS

The Mayor and Council have responded to the challenges of this growth through strategic planning and long-standing commitments to quality of life issues, public safety for citizens and support of economic development. Council goals and objectives were used as the basis for the fiscal year 2003-04 budget. Highlights of these short and long-term goals are summarized below; objectives, action steps and completion dates are included in the Budget Policies and Major Issues chapter of this document.

- **TRANSPORTATION** - Continue the evaluation of corridors relative to capacity improvements while maintaining quality aesthetic appearance and improve public transit.
- **AGING INFRASTRUCTURE** - Continue to evaluate and begin improvements on aging infrastructure (e.g. streets, water, and wastewater systems).
- **ECONOMIC DEVELOPMENT** - Continue to attract quality businesses that compliment our community as well as evaluating ideas for addressing commercial vacancies and the redevelopment of older strip centers.
- **NEIGHBORHOOD REVITALIZATION** - Continue revitalization preserving older neighborhoods through various neighborhood program initiatives and support of neighborhood improvements projects through grants.
- **DOWNTOWN REDEVELOPMENT** – Continue redevelopment of downtown area and develop marketing plan for Historic Downtown Chandler in conjunction with merchants.
- **AGING COMMERCIAL CENTERS** - Continue retention and expansion visits to identify distressed strip shopping centers and devise programs for improvements and assistance.

CONCLUSION

We thank the Mayor and Council for their guidance and commitment to the community and their wisdom in practicing sound policies, which have kept Chandler in an enviable position during challenging times.

Many employees in the organization contributed to the preparation of this budget. Their commitment to providing accurate and understandable financial information is greatly appreciated. Special thanks go to the Management Services Department, and in particular, the Budget Staff and all the employees who assisted in preparing a comprehensive budget document and Capital Improvement Program. Thank you for your hard work and dedication.

Respectfully submitted,



Patrick McDermott
Acting City Manager



2003-04 ADOPTED BUDGET SUMMARIES

The Chandler City Council adopted the 2003-04 Budget of \$607,370,625 on June 12, 2003. The following pages contain additional summary information including comparisons to previous fiscal years.

RESOURCES

	2002-03 Adopted Budget	2003-04 Adopted Budget	Percentage Change
Revenues	247,398,334	\$ 259,333,360	4.8%
Fund Balances	287,944,521	287,700,429	(0.1%)
Grants	34,556,628	35,247,712	2.0%
Sale of Bonds	49,151,000	25,089,124	(49.0%)
Total Resources	\$ 619,050,483	\$ 607,370,625	(1.9%)

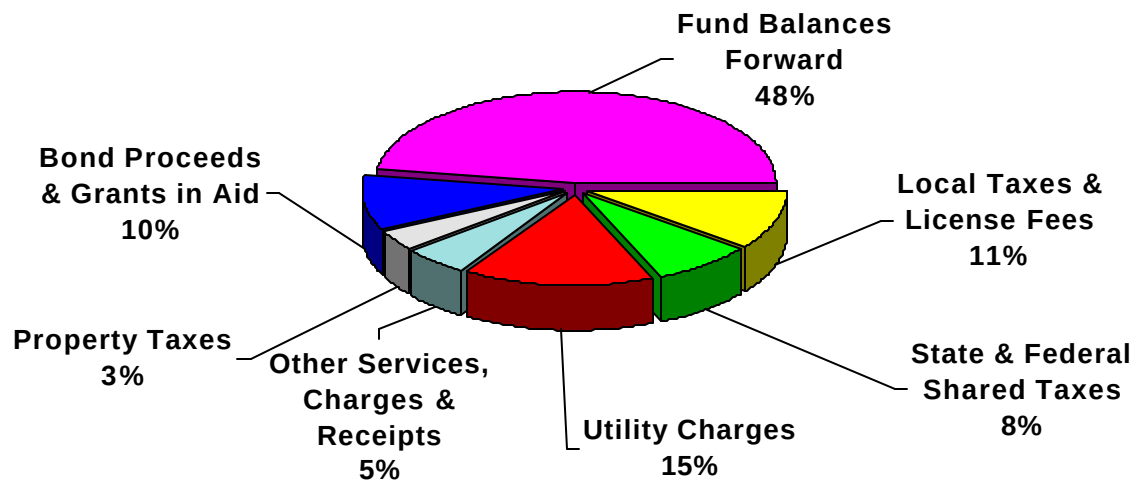
APPROPRIATIONS

	2002-03 Adopted Budget	2003-04 Adopted Budget	Percentage Change
General Government	\$ 166,564,877	\$ 133,718,412	(19.7%)
Public Safety	77,867,310	77,414,107	(0.6%)
Public Works	84,667,276	99,425,933	17.4%
Municipal Utilities	151,550,117	164,313,511	8.4%
Fund Contingencies and Reserves	91,630,539	92,366,976	0.8%
Debt Service	42,112,829	35,546,789	(15.6%)
Capital Replacement	4,657,535	4,584,897	(1.6%)
Total	\$ 619,050,483	\$ 607,370,625	(1.9%)

WHERE THE MONEY COMES FROM

Resources available for appropriation by the City Council are aggregated into the seven broad categories of Local Taxes & License Fees, State & Federal Shared Taxes, Utility Charges, Other Services, Charges & Receipts, Property Taxes, Bond Proceeds & Grants in Aid, and Fund Balance. As required by Arizona State Statute, the property tax levy with an estimated \$20,764,445 was adopted on June 26, 2003. The tax levy includes a Primary Tax Rate of \$0.38 and a Secondary Tax Rate of \$0.90, for a total tax rate of \$1.28 per \$100 of assessed valuation.

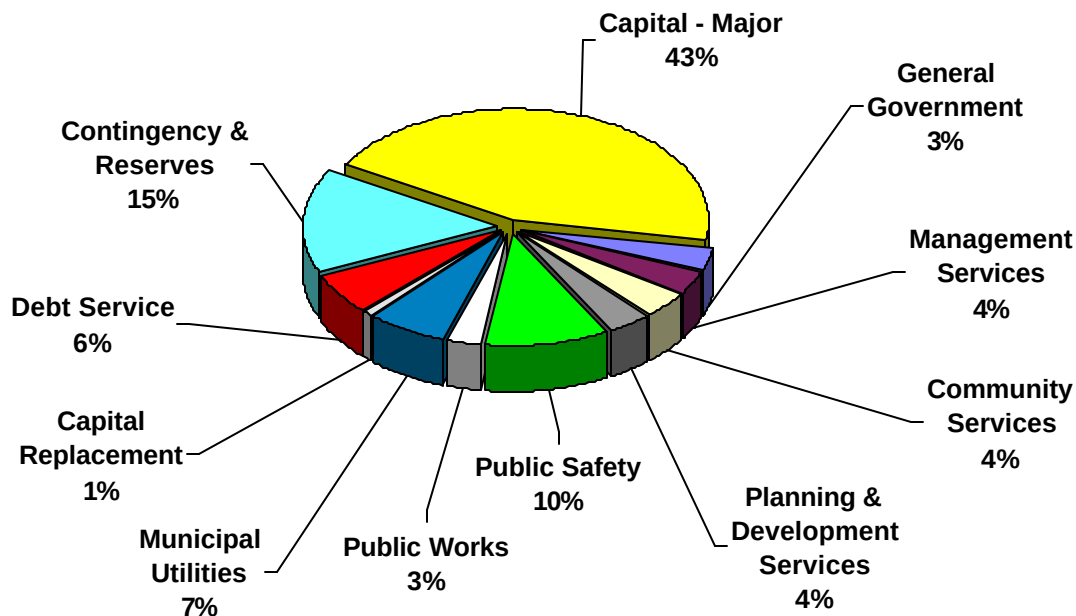
2003- 04 Adopted Budget
Total Budget = \$607,370,625



	2002 - 03 Adopted Budget	2003 - 04 Adopted Budget	Percentage of Change
Local Taxes & License Fees	\$ 58,616,020	\$ 63,346,981	8.1%
State & Federal Shared Taxes	50,980,131	49,238,443	(3.4%)
Utility Charges	87,065,507	93,092,101	6.9%
Other Services, Charges & Receipts	33,610,340	32,891,390	(2.1%)
Property Taxes	17,126,336	20,764,445	21.2%
Bond Proceeds & Grants in Aid	83,707,628	60,336,836	(27.9%)
Fund Balances Forward	287,944,521	287,700,429	(0.1%)
Total	\$ 619,050,483	\$ 607,370,625	(1.9%)

WHERE THE MONEY GOES

2003- 04 Adopted Budget
Total Budget = \$607,370,625



	2002 - 03 Adopted Budget	2003 - 04 Adopted Budget	Percentage of Change
By Department:			
General Government	\$ 7,757,144	\$ 19,793,561	155.2%
Management Services	37,188,878	21,311,964	(42.7%)
Community Services	21,425,732	22,213,080	3.7%
Planning & Development Services	23,433,632	23,429,150	(0.0%)
Public Safety	57,349,120	61,106,368	6.6%
Public Works	28,236,562	17,728,770	(37.2%)
Municipal Utilities	16,837,337	39,989,692	137.5%
Capital Replacement	4,657,535	4,584,897	(1.6%)
Debt Service	42,112,829	35,546,789	(15.6%)
Contingency & Reserves	91,630,539	92,366,976	0.8%
Capital - Major	288,421,175	269,299,378	(6.6%)
Total	\$ 619,050,483	\$ 607,370,625	(1.9%)
By Category:			
Personnel & Benefits	\$ 93,250,594	\$ 108,749,371	16.6%
Operating & Maintenance	145,748,175	136,954,900	(6.0%)
Contingency & Reserves	91,630,539	92,366,976	0.8%
Capital - Major	288,421,175	269,299,378	(6.6%)
Total	\$ 619,050,483	\$ 607,370,625	(1.9%)

Budget Message and Overview

The following tables provide detail and summary information on the change between year-end estimated expenditures for fiscal year 2002-03 and the 2003-04 adopted budget. For operating budget cost centers, explanations of significant highlights for the 2003-04 adopted budget are provided in detail at the cost center level in the Departmental Budget chapter of this document. Information on major capital projects is provided at the cost center level in the Capital Budget chapter.

COST CENTER BUDGET COMPARISON

	2000-01 Actual Expenditures	2001-02 Actual Expenditures	2002-03 Adopted Budget	2002-03 Estimated Expenditures	2003-04 Adopted Budget	% Change Est. Exp. To Adopted Budget
GENERAL GOVERNMENT						
Mayor and Council	\$ 421,956	\$ 469,901	\$ 546,448	\$ 514,478	\$ 596,183	15.9%
City Clerk	390,631	456,858	474,361	476,042	690,390	45.0%
City Manager Administration	946,498	1,065,639	1,129,121	1,153,536	1,193,480	3.5%
IT Administration	0	0	0	0	1,289,910	N/A
GIS/IT Applications & Data Systems	658,941	1,028,701	827,757	993,942	1,952,472	96.4%
Human Resources	1,384,465	1,431,750	1,655,245	1,636,120	1,921,641	17.5%
IT Infrastructure & Client Support	2,318,937	2,987,979	4,268,989	4,095,400	2,396,788	(41.5%)
GIS/IT Capital	0	0	6,258,133	1,478,289	6,289,245	325.4%
Economic Development	605,416	742,206	950,423	739,578	1,255,334	69.7%
Downtown Redevelopment	90,524	116,221	452,263	335,818	467,983	39.4%
Economic Development Capital	826,003	3,236,311	4,245,249	2,971,320	1,814,751	(38.9%)
	<u>6,830,784</u>	<u>9,543,168</u>	<u>18,658,059</u>	<u>12,250,467</u>	<u>17,388,124</u>	<u>41.9%</u>
City Magistrate	2,237,847	2,448,941	2,835,912	2,733,953	3,278,291	19.9%
Law	1,558,414	1,832,271	2,237,243	2,197,183	2,455,051	11.7%
Communications/Public Affairs	827,312	1,071,635	832,232	918,136	934,600	1.8%
Video Production	0	689	353,611	431,492	384,230	(11.0%)
Administrative Services	213,616	254,096	279,721	294,155	977,208	232.2%
	<u>1,040,928</u>	<u>1,326,420</u>	<u>1,465,564</u>	<u>1,643,783</u>	<u>2,296,038</u>	<u>39.7%</u>
Management Services						
Administration and Budget	632,385	783,408	1,040,700	880,806	730,107	(17.1%)
Management Services Capital	1,229,166	2,456,080	5,321,499	417,383	4,187,673	903.3%
Budget	0	0	0	0	493,029	N/A
Purchasing and Warehouse	687,140	793,406	851,800	812,686	898,363	10.5%
Accounting	788,827	964,472	1,004,120	1,038,692	1,072,747	3.3%
Licensing/Tax/Utility Services	1,612,018	1,861,195	2,048,771	1,978,546	2,151,253	8.7%
Risk Management	316,598	301,374	579,092	577,638	1,755,700	203.9%
Risk Management Liabilities	0	0	0	0	4,558,850	N/A
Environmental Management	0	210,397	270,857	274,682	285,854	4.1%
Environmental Management Liabilities	0	0	0	0	473,200	N/A
Fleet Services	630,625	789,581	877,047	842,639	996,454	18.3%
Non-Departmental	15,491,131	16,390,770	30,516,491	22,907,066	8,208,171	(64.2%)
	<u>21,387,890</u>	<u>24,550,683</u>	<u>42,510,377</u>	<u>29,730,138</u>	<u>25,811,401</u>	<u>(13.2%)</u>
Planning and Development						
Administration	706,439	968,969	1,497,934	1,283,718	1,312,492	2.2%
Current Planning	1,036,324	955,624	1,078,659	1,075,148	1,157,092	7.6%
Long Range Planning	100,334	289,745	538,464	635,289	556,191	(12.5%)
Development Services	4,378,998	4,443,499	5,136,366	4,945,623	5,419,618	9.6%
Planning/Development Capital	0	67,571	75,171	75,171	0	(100.0%)
Housing and Redevelopment	7,537,709	5,621,828	12,621,501	7,183,688	11,734,492	63.3%
Community Development	0	1,309,664	2,560,708	2,348,188	2,857,000	21.7%
Neighborhood Programs	81,486	192,151	333,729	186,235	392,265	110.6%
	<u>13,759,804</u>	<u>13,849,051</u>	<u>23,842,532</u>	<u>17,733,060</u>	<u>23,429,150</u>	<u>32.1%</u>
Community Services						
Administration	467,670	392,640	1,159,336	482,690	935,647	93.8%
Center for the Arts	881,236	1,100,383	1,093,046	1,280,956	1,229,280	(4.0%)
Parking Garage	61,226	92,011	0	0	0	N/A
Buildings and Facilities	3,209,727	3,478,085	3,995,657	4,078,932	4,156,150	1.9%
Library	3,837,363	4,681,607	5,246,711	5,378,400	6,119,344	13.8%
Library Capital	839,332	76,978	1,884,631	1,945,419	1,097,610	(43.6%)
Parks Development/Operations	4,283,173	4,891,678	6,275,109	6,041,250	6,025,191	(0.3%)
Parks Capital	6,972,759	16,779,157	49,554,897	18,255,593	33,269,614	82.2%
Recreation	2,742,610	2,811,026	3,655,873	3,726,943	3,747,468	0.6%
	<u>23,295,096</u>	<u>34,303,565</u>	<u>72,865,260</u>	<u>41,190,183</u>	<u>56,580,304</u>	<u>37.4%</u>
TOTAL GENERAL GOVERNMENT	<u>70,923,350</u>	<u>89,846,497</u>	<u>166,564,877</u>	<u>109,622,823</u>	<u>133,718,412</u>	<u>22.0%</u>

Budget Message and Overview

COST CENTER BUDGET COMPARISON
(continued)

	2000-01 Actual Expenditures	2001-02 Actual Expenditures	2002-03 Adopted Budget	2002-03 Estimated Expenditures	2003-04 Adopted Budget	% Change Est. Exp. To Adopted Budget
PUBLIC SAFETY						
Police						
Administration	\$ 2,241,634	\$ 2,346,270	\$ 3,732,230	\$ 2,580,348	\$ 3,281,317	27.2%
Professional Standards	0	1,093,268	1,124,745	1,135,124	799,987	(29.5%)
Property and Evidence	206,375	222,250	228,954	241,805	255,327	5.6%
Forensic Sciences	0	900,355	843,094	961,984	1,140,041	18.5%
Field Operations	14,447,872	16,233,909	17,208,763	17,338,307	19,185,297	10.7%
Criminal Investigations	4,359,036	4,592,731	4,647,636	4,825,263	5,909,169	22.5%
Planning and Reseach	565,049	803,317	804,319	776,972	841,466	8.3%
Communications	2,458,508	3,003,460	3,010,737	3,121,537	3,402,175	9.0%
Records	2,837,407	1,195,829	1,207,578	1,173,412	1,222,071	4.1%
Detention Services	0	1,409,206	1,331,428	1,546,126	1,490,016	(3.6%)
Community Services	2,462,562	2,570,040	2,789,614	2,807,366	3,034,611	8.1%
Neighborhood Services	1,698,813	2,037,722	2,092,348	2,160,592	1,181,589	(45.3%)
Police - Capital	610,961	2,116,085	14,033,796	3,287,202	7,914,203	140.8%
	31,888,217	38,524,442	53,055,242	41,956,038	49,657,269	18.4%
Fire						
Administration	2,231,789	2,812,632	4,727,634	2,815,557	4,714,572	67.4%
Emergency Medical Services	0	1,244	827,217	512,927	633,053	23.4%
Operations	9,251,720	10,592,120	11,149,416	11,396,916	11,985,523	5.2%
Prevention	327,172	372,141	405,833	412,981	462,754	12.1%
Capital	801,357	2,961,007	6,484,394	3,385,284	8,393,536	147.9%
Support Services	0	1,322	821,669	849,349	1,145,424	34.9%
Training	0	1,196	395,904	401,687	421,976	5.1%
	12,612,038	16,741,662	24,812,067	19,774,701	27,756,838	40.4%
TOTAL PUBLIC SAFETY	44,500,255	55,266,104	77,867,309	61,730,739	77,414,107	25.4%
MUNICIPAL UTILITIES						
Municipal Utilities Administration	353,478	406,802	465,230	520,080	464,377	(10.7%)
Solid Waste Services	2,172,117	1,744,119	2,467,007	2,525,129	8,330,404	229.9%
Solid Waste Capital	683,093	1,022,985	3,712,568	3,575,355	9,521,263	166.3%
Water Distribution	11,326,009	2,671,062	3,705,526	4,265,703	4,952,502	16.1%
Water Capital	11,950,041	9,815,724	58,896,931	35,812,686	73,116,146	104.2%
Water Production	8,681,490	8,955,997	10,718,891	11,051,864	11,229,962	1.6%
Environmental Resources	856,338	1,116,001	1,579,602	1,691,512	1,751,504	3.5%
Water Quality	881,996	903,560	1,138,276	1,043,208	1,267,440	21.5%
Wastewater Collection	8,244,946	1,521,583	1,839,745	1,880,404	1,903,089	1.2%
Wastewater Capital	13,374,670	24,812,658	60,704,056	39,873,212	41,686,410	4.5%
Wastewater Reverse Osmosis	1,147,995	1,325,051	1,760,907	1,662,897	1,785,336	7.4%
Wastewater Treatment	714,459	702,542	1,286,165	1,390,629	1,329,820	(4.4%)
Wastewater Quality	377,568	417,912	538,391	598,824	613,852	2.5%
Airport Water Reclamation Facility	0	1,754,877	2,736,822	2,183,173	3,631,468	66.3%
Ocotillo Water Reclamation	1,421,262	0	0	0	2,729,938	N/A
TOTAL MUNICIPAL UTILITIES	62,185,462	57,170,873	151,550,117	108,074,676	164,313,511	52.0%
PUBLIC WORKS						
Administration	635,668	577,642	590,106	361,037	755,480	109.3%
Engineering	2,470,090	2,765,556	3,985,057	3,107,034	4,299,723	38.4%
Transportation/Operations Admin.	356,854	411,259	523,643	421,667	561,840	33.2%
Streets	2,619,547	3,216,336	4,614,356	3,953,058	4,608,147	16.6%
Streets Capital	11,998,715	15,098,614	61,796,114	33,484,179	76,986,489	129.9%
Traffic Engineering	3,286,724	3,574,941	3,798,278	3,602,343	3,958,245	9.9%
Transit Services	778,329	912,506	1,497,102	1,446,357	1,516,160	4.8%
Street Sweeping	539,905	975,639	1,059,607	715,610	1,078,219	50.7%
Airport	1,309,128	834,258	769,188	692,927	950,956	37.2%
Airport Capital	172,444	2,588,794	6,033,825	71,221	4,710,674	6514.2%
TOTAL PUBLIC WORKS	24,167,404	30,955,545	84,667,276	47,855,433	99,425,933	107.8%
Sub-Total	201,776,471	233,239,019	480,649,579	327,283,671	474,871,963	45.1%
Fund Contingency	0	0	91,630,539	0	92,366,976	N/A
Debt Service	24,142,802	27,318,119	42,112,829	32,469,310	35,546,789	29.7%
Capital/Computer Replacement	5,290,530	2,658,335	4,657,536	5,289,117	4,584,897	(11.9%)
GRAND TOTAL	\$ 231,209,803	\$ 263,215,473	\$ 619,050,483	\$ 365,042,098	\$ 607,370,625	66.4%



Budget Message and Overview

DEPARTMENTAL BUDGET COMPARISON IN SUMMARY

	2000-01 Actual Expenditures	2001-02 Actual Expenditures	2002-03 Adopted Budget	2002-03 Estimated Expenditures	2003-04 Adopted Budget	% Change Est. Exp. To Adopted Budget
Mayor and Council	\$ 421,956	\$ 469,901	\$ 546,448	\$ 514,478	\$ 596,183	15.9%
City Clerk	390,631	456,858	474,361	476,042	690,390	45.0%
City Manager	946,498	1,065,639	1,129,121	1,153,536	1,193,480	3.5%
Organizational Support	5,884,286	9,543,168	18,658,059	12,250,467	17,388,124	41.9%
City Magistrate	2,237,847	2,448,941	2,835,912	2,733,953	3,278,291	19.9%
Law	1,558,414	1,832,271	2,237,243	2,197,183	2,455,051	11.7%
Communications/Public Affairs	1,040,928	1,326,420	1,465,564	1,643,783	2,296,038	39.7%
Management Services	21,387,890	24,550,683	42,510,377	29,730,138	25,811,401	(13.2%)
Planning and Development	13,759,804	13,849,051	23,842,532	17,733,060	23,429,150	32.1%
Community Services	23,295,096	34,303,565	72,865,260	41,190,183	56,580,304	37.4%
Police	31,888,217	38,524,442	53,055,242	41,956,038	49,657,269	18.4%
Fire	12,612,038	16,741,662	24,812,067	19,774,701	27,756,838	40.4%
Municipal Utilities	62,185,462	57,170,873	151,550,117	108,074,676	164,313,511	52.0%
Public Works	24,167,404	30,955,545	84,667,276	47,855,433	99,425,933	107.8%
Subtotal	<u>201,776,471</u>	<u>233,239,019</u>	<u>480,649,579</u>	<u>327,283,671</u>	<u>474,871,963</u>	<u>45.1%</u>
Fund Contingency	0	0	91,630,539	0	92,366,976	N/A
Debt Service	24,142,802	27,318,119	42,112,829	32,469,310	35,546,789	9.5%
Capital/Computer Replacement	5,290,530	2,658,335	4,657,536	5,289,117	4,584,897	(13.3%)
GRAND TOTAL	<u>\$ 231,209,803</u>	<u>\$ 263,215,473</u>	<u>\$ 619,050,483</u>	<u>\$ 365,042,098</u>	<u>\$ 607,370,625</u>	<u>66.4%</u>

FUND STRUCTURE

The City Council formally adopts an annual budget for the General, Special Revenue, Capital Projects, Enterprise and Internal Service Funds. Debt Service payments are budgeted in General, Special Revenue, and Enterprise funds as appropriate.

The accounts for the City of Chandler are organized on the basis of funds or account groups. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts. In governmental accounting, fund accounting segregates funds according to their intended purpose and is used to aid in demonstrating compliance with finance-related legal and contractual provisions. The revenue and expenditures within the fund can be monitored for the particular activity. Funds are classified as being governmental, proprietary, or fiduciary; different fund types are also found within each classification.

GOVERNMENTAL FUNDS - Governmental funds are used to account for the City's general governmental activities; these funds use the flow of current financial resources measurement and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual, when they are measurable and available; and expenditures are recorded when the related fund liability is incurred.

GENERAL FUND – The General Fund is the primary operating fund of the City. All revenues that are not allocated by law or contractual agreement to a specific fund are accounted for in the General Fund and are used to finance the services associated with local government. These revenues include taxes, licenses and permits, charges for services, interest earned on investments, fines and forfeitures, and miscellaneous revenue. Most city departments receive at least some support from the General Fund.

SPECIAL REVENUE FUNDS – Special Revenue Funds are used to account for the proceeds of specific revenue sources other than expendable trusts or major capital projects that are legally restricted to expenditures for specified purposes. Funds in this category include Highway User Revenue, Local Transportation Assistance, Community Development Block Grant, Housing Grants and Expendable Trust.

HIGHWAY USER REVENUE FUND - Used to account for the receipt and expenditure of the City's allocation of State highway user taxes. State law restricts the use of these monies to maintenance, construction and reconstruction of streets, and repayment of transportation-related debt.

LOCAL TRANSPORTATION ASSISTANCE (LTAF) FUND – Used to account for the receipt and expenditure of the City's allocation of State lottery monies. State law restricts the use of these monies to street and highway projects in the public right-of-way and to mass transportation purposes.

GRANTS IN AID – Used to account for the receipt and expenditure of miscellaneous federal and state grants awarded to the City for various, specific purposes.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) – Used for all federal Community Development Block Grant revenue and related expenditures, such as housing rehabilitation and downtown renovation.

HOUSING GRANTS – Used to account for expenditures of the City's housing assistance programs which consist of housing owned and operated by the city and rent subsidy payments to private sector owners of dwelling units. Financing for this fund is derived from tenants and the United States Department of Housing and Urban Development.

EXPENDABLE TRUST FUNDS - These funds are accounted for and reported in the same manner as governmental funds for purposes designated by the donors or legal restrictions. Both the principal and earnings of these funds can be expended for the trusts' intended purposes.

CAPITAL PROJECT FUNDS – Capital project funds are designed to account for resources expended to acquire assets of a relatively permanent nature. These funds include bond proceeds, system development or impact fees, grants and contributions for the need for capital assets such as buildings, public works, and equipment. (Special Revenue and Enterprise Funds are not included in this category).

SPECIAL ASSESSMENTS – Special levies placed against special assessment districts in the City to be used for capital projects that benefit those properties.

PROPRIETARY FUNDS - Proprietary funds are used to account for the City's on-going organizations and activities which are similar to those often found in the private sector.

ENTERPRISE FUNDS – Enterprise funds are a governmental accounting fund in which the services provided are financed and operated similarly to those of a private business, where the costs of providing goods or services to the general public is financed through user fees. The City of Chandler has established enterprise funds for water and wastewater service, solid waste service, and the operation of the airport because they are considered to be self-sufficient and are required to stand on their own.

WATER FUNDS – Used to account for the provision of water services to the residents of the City and certain residents outside of City limits. All activities necessary to provide such service are accounted for in this fund, including but not limited to administration, operation, maintenance, financing and related debt service, billing and collection. Revenues are generated through user fees.

WASTEWATER FUND - Used to account for the provision of wastewater services to the residents of the City and certain residents outside of City limits. All activities necessary to provide such service are accounted for in this fund, including but not limited to administration, operation, maintenance, financing and related debt service, billing and collection. The monies to support these demands are generated through user fees.

SOLID WASTE FUNDS – Used to account for the provision of solid waste (refuse) services to the residents of the City and certain residents outside of City limits. All activities necessary to provide such service are accounted for in this fund, including but not limited to administration, operation, maintenance, financing and related debt service, billing and collection. User fees are assessed to generate revenues adequate to cover these costs.

AIRPORT FUND – Used to account for the provision of airport services to the residents of the City and certain residents outside of City limits. All activities necessary to provide such service are accounted for in this fund, including but not limited to administration, operation, maintenance, financing and related debt service, billing and collection. Revenues are generated through airport leasing and fuel sales.

INTERNAL SERVICE FUNDS - These funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, on a cost reimbursement basis.

SELF-INSURANCE FUND – This fund is established to account for the cost of property and public liability claims incurred by the City under a self-insurance program.

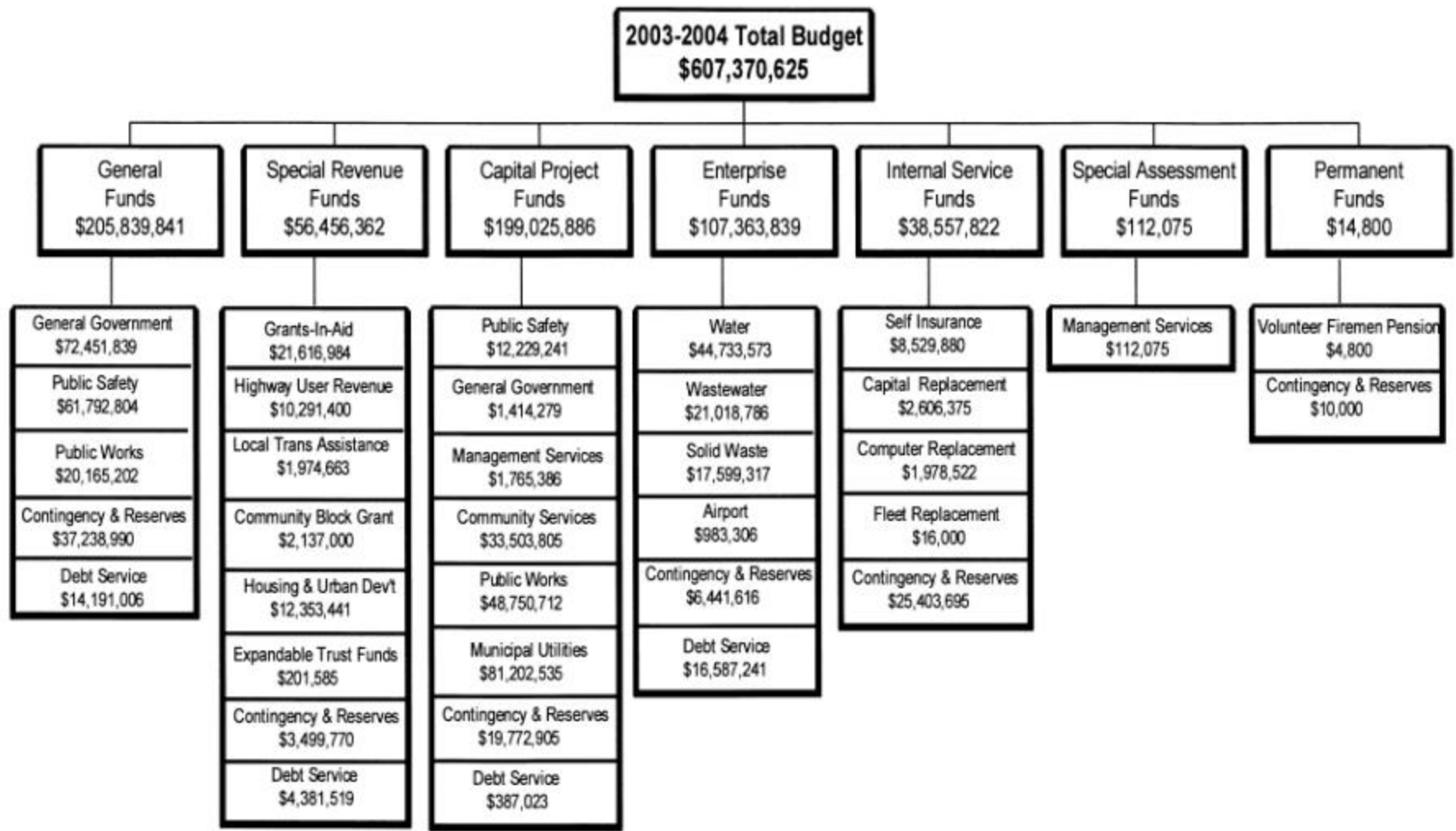
CAPITAL REPLACEMENT FUND – Used to account for operating capital items on a long-term basis through budgeted annual payments and transfers during the fiscal year.

COMPUTER REPLACEMENT FUND – This fund is established to make payments on all leased personal computers.

FIDUCIARY FUNDS – These funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds. Use of these funds facilitates the discharge of responsibilities placed upon the governmental unit by virtue of law or other similar authority.

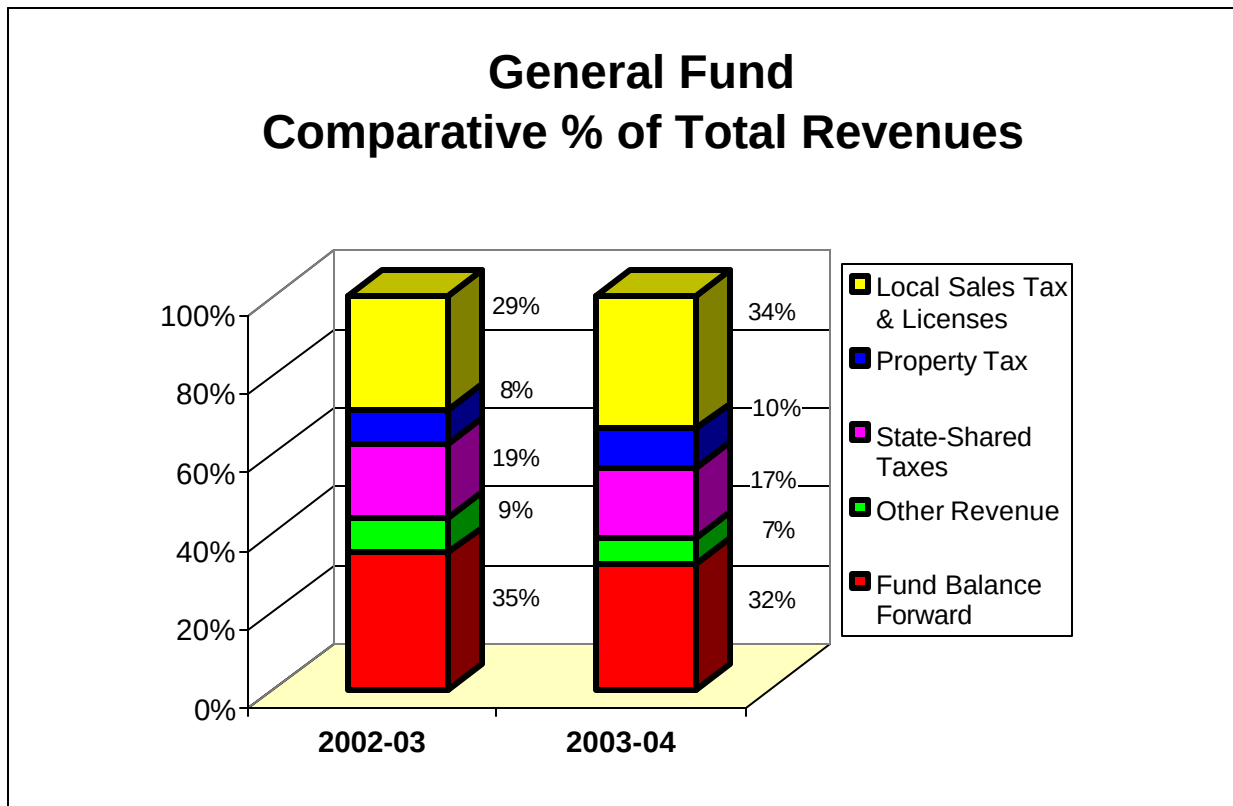
AGENCY FUNDS - These funds are expendable and custodial in nature; they do not involve measurements of results of operations.

PERMANENT FUND (PENSION) - This is a non-expendable trust fund and is used to account for the accumulation of resources to be used for retirement annuity payments at the appropriate amounts and times in the future.



GENERAL FUND REVENUES

The General Fund Revenue categories are presented in the chart and table below. The chart provides information on each category as a percent of total General Fund revenues for fiscal year 2003-04. The table provides information on the percentage increase or decrease from the prior year adopted budget. A detailed discussion of all revenues for the City is contained in the Resources section of this document.



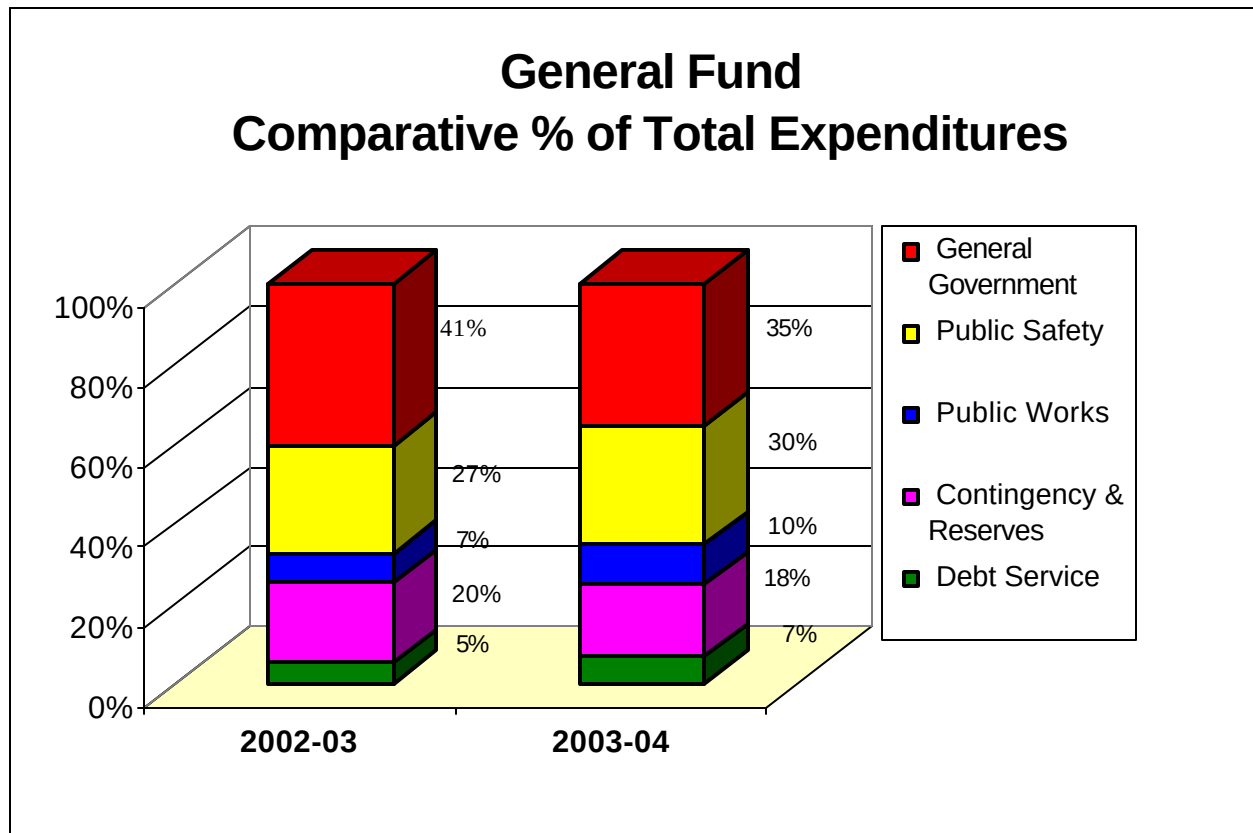
	2002-03	2003-04	Change
Local Sales Tax & Licenses	\$ 58,616,020	\$ 69,429,881	18.4%
Property Tax ⁽¹⁾	17,126,336	20,764,445	21.2%
State-Shared Taxes	38,512,320	35,977,350	(6.6%)
Other Revenue	18,010,644	14,046,235	(22.0%)
Fund Balance less Transfer In/Out	70,133,157	65,621,930	(6.4%)
Total General Fund ⁽²⁾	\$ 202,398,477	\$ 205,839,841	1.7%

⁽¹⁾ Property Tax for fiscal year 2003-04 includes adopted amount of \$20,180,715, Salt River in lieu Tax of \$363,730, and Prior Year Property Tax (Primary and Secondary) of \$220,000.

⁽²⁾ Fiscal year 2002-03 includes General Fund of \$201,378,477 and Police Forfeiture Funds of \$1,000,000 and Parking Garage Funds of \$20,000. Fiscal year 2003-04 includes General Funds of \$204,678,093, Police Forfeiture Funds of \$1,100,000, and Parking Garage Funds of \$61,748.

GENERAL FUND EXPENDITURES

The General Fund Expenditure categories are presented in the chart and table below. The chart provides information on each category as a percent of total General Fund expenditures for fiscal year 2003-04. The table provides information on the percentage increase or decrease from the prior year adopted budget.



GENERAL FUND BUDGET EXPENDITURES

	2002-03	2003-04	Change
General Government	\$ 81,723,321	\$ 72,451,839	(11.3%)
Public Safety	55,032,880	61,792,804	12.3%
Public Works	14,422,246	20,165,202	39.8%
Contingency & Reserves	40,774,396	37,238,990	(8.7%)
Debt Service	10,445,634	14,191,006	35.9%
Total General Fund ⁽¹⁾	\$ 202,398,477	\$ 205,839,841	1.7%

⁽¹⁾ Fiscal year 2002-03 includes General Fund of \$201,378,477 and Police Forfeiture Funds of \$1,000,000 and Parking Garage Funds of \$20,000. Fiscal year 2003-04 includes General Funds of \$204,678,093, Police Forfeiture Funds of \$1,100,000, and Parking Garage Funds of \$61,748.



SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

The beginning fund balance represents the residual funds brought forward from the previous year (ending balance), when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures. The unreserved fund balance represents the net financial resources that are available for appropriation. The beginning fund balance, therefore, is included in the budget to cover unanticipated fluctuations in revenue or expenses. Since fund balances are non-recurring revenue, they are used for one-time expenditures or budgeted as contingency fund appropriations. Estimated Ending Fund Balances in the summary below are used primarily as contingency, which would remain unspent barring any emergencies. The following table shows a summary of revenues, expenditures and estimated changes in fund balance for related fund types.

	General Funds			SUMMARY (In Thousands)			Internal Service		
	02-03 Adopted	02-03 Estimated	03-04 Adopted	02-03 Adopted	02-03 Estimated	03-04 Adopted	02-03 Adopted	02-03 Estimated	03-04 Adopted
Estimated Beginning Fund Balance	\$ 89,771	\$ 69,929	\$ 65,371	\$ 7,001	\$ 9,258	\$ 7,686	\$ 24,198	\$ 23,870	\$ 25,362
REVENUES:									
Property Taxes	17,126	16,535	20,764	-	-	-	-	-	-
Local Taxes/Fees	58,616	60,053	63,347	-	-	-	-	-	-
State-Shared Taxes	38,512	39,298	35,977	12,468	12,324	13,261	-	-	-
Charges for Service	10,287	12,665	12,363	273	73	70	-	-	-
Enterprise Sales	-	-	-	-	-	-	-	-	-
System Development Fees	-	-	-	-	-	-	-	-	-
Bond Revenue	-	-	-	-	-	-	-	-	-
Miscellaneous	7,724	7,924	7,766	1,007	1,033	892	8,486	7,708	8,334
Intergovernmental	-	-	-	33,805	13,099	34,473	-	-	-
Expendable Trust Fund	-	-	-	84	63	95	-	-	-
Interfund Transfers In/Out	(19,638)	(1,048)	251	(19)	986	(20)	6,403	6,424	4,862
Total Revenues	\$ 112,627	\$ 135,428	\$ 140,469	\$ 47,618	\$ 27,577	\$ 48,771	\$ 14,889	\$ 14,131	\$ 13,196
TOTAL AVAILABLE RESOURCES	\$ 202,398	\$ 205,357	\$ 205,840	\$ 54,619	\$ 36,835	\$ 56,456	\$ 41,217	\$ 38,001	\$ 38,558
EXPENDITURES:									
City Manager	19,429	14,243	18,374	120	49	80	-	-	-
City Magistrate	2,806	2,707	3,278	30	27	-	-	-	-
Law	2,219	2,179	2,436	18	18	19	-	-	-
Management Services	8,379	5,502	8,613	59	-	-	1,023	4,052	9,703
Planning & Development	8,419	8,089	8,931	15,127	9,458	14,498	-	-	-
Communication & Public Affairs	1,466	1,644	2,296	-	-	-	-	-	-
Community Services	21,633	21,434	22,021	1,248	741	856	-	-	-
Police	39,073	39,302	42,870	1,907	870	1,187	-	-	-
Fire	15,960	16,422	18,923	2,474	25	2,200	-	-	-
Public Works	14,422	9,691	20,165	27,144	13,539	29,527	-	-	-
Municipal Utilities	-	-	-	190	190	-	-	-	-
Non-departmental	17,373	7,591	6,503	18	37	7	6,803	8,587	3,451
Expendable Trust	-	-	-	190	135	202	-	-	-
Debt Service	10,446	11,183	14,191	4,371	4,060	4,382	-	-	-
Total Expenditures	\$ 161,624	\$ 139,986	\$ 168,601	\$ 52,896	\$ 29,149	\$ 52,957	\$ 9,957	\$ 12,639	\$ 13,154
Estimated Ending Fund Balance	\$ 40,774	\$ 65,371	\$ 37,239	\$ 1,722	\$ 7,686	\$ 3,500	\$ 31,260	\$ 25,362	\$ 25,404
TOTAL EXPENDITURES + ENDING FUND BALANCE	\$ 202,398	\$ 205,357	\$ 205,840	\$ 54,619	\$ 36,835	\$ 56,456	\$ 41,217	\$ 38,001	\$ 38,558



Budget Message and Overview

SUMMARY (In Thousands)

Capital Project			Enterprise Funds			Permanent/Special Funds			Grand Total		
02-03 Adopted	02-03 Estimated	03-04 Adopted	02-03 Adopted	02-03 Estimated	03-04 Adopted	02-03 Adopted	02-03 Estimated	03-04 Adopted	02-03 Adopted	02-03 Estimated	03-04 Adopted
\$ 104,084	\$ 184,179	\$ 113,385	\$ 60,877	\$ 86,494	\$ 75,822	\$ 2,014	\$ 78	\$ 75	\$ 287,945	\$ 373,808	\$ 287,700
-	-	-	-	-	-	-	-	-	17,126	16,535	20,764
-	-	-	-	-	-	-	-	-	58,616	60,053	63,347
-	-	-	-	-	-	-	-	-	50,980	51,622	49,238
-	-	-	-	-	-	-	-	-	10,560	12,738	12,433
-	-	-	63,668	62,875	64,698	-	-	-	63,668	62,875	64,698
23,064	27,200	28,530	-	-	-	-	-	-	23,064	27,200	28,530
49,151	-	25,084	-	-	-	-	-	-	49,151	-	25,084
3,827	3,335	2,377	2,877	1,928	1,586	132	97	52	24,053	22,025	21,008
-	-	-	-	-	-	-	-	-	33,805	13,099	34,473
-	-	-	-	-	-	-	-	-	84	63	95
61,156	13,507	29,650	(47,904)	(7,144)	(34,743)	-	-	-	(3)	12,725	-
\$ 137,198	\$ 44,042	\$ 85,641	\$ 18,641	\$ 57,659	\$ 31,541	\$ 132	\$ 97	\$ 52	\$ 331,105	\$ 278,934	\$ 319,670
\$ 241,282 \$ 228,221 \$ 199,026			\$ 79,518 \$ 144,153 \$ 107,364			\$ 2,146 \$ 175 \$ 127			\$ 619,050 \$ 652,742 \$ 607,371		
1,443	147	1,414	-	-	-	-	-	-	20,992	14,439	19,868
-	-	-	-	-	-	-	-	-	2,836	2,734	3,278
-	-	-	-	-	-	-	-	-	2,237	2,197	2,455
-	355	1,765	-	-	-	100	95	111	9,560	10,004	20,194
-	-	-	-	-	-	-	-	-	23,546	17,547	23,429
-	-	-	-	-	-	-	-	-	1,466	1,644	2,296
49,995	18,882	33,504	-	-	-	-	-	-	72,877	41,056	56,380
12,075	1,785	5,600	-	-	-	-	-	-	53,055	41,956	49,657
6,373	3,323	6,629	-	-	-	5	5	5	24,812	19,775	27,757
42,432	24,117	48,751	796	509	983	-	-	-	84,795	47,855	99,426
107,138	65,794	81,203	44,222	42,091	83,111	-	-	-	151,550	108,075	164,314
2,607	50	-	8,559	8,890	241	2,031	1	1	37,392	25,156	10,201
-	-	-	-	-	-	-	-	-	190	135	202
10,297	385	387	17,000	16,842	16,587	-	-	-	42,113	32,469	35,547
\$ 232,360	\$ 114,836	\$ 179,253	\$ 70,577	\$ 68,331	\$ 100,922	\$ 2,136	\$ 100	\$ 117	\$ 529,551	\$ 365,042	\$ 515,004
\$ 8,922 \$ 113,385 \$ 19,773			\$ 8,941 \$ 75,822 \$ 6,442			\$ 10 \$ 75 \$ 10			\$ 89,499 \$ 287,700 \$ 92,367		
\$ 241,282 \$ 228,221 \$ 199,026			\$ 79,518 \$ 144,153 \$ 107,364			\$ 2,146 \$ 175 \$ 127			\$ 619,050 \$ 652,742 \$ 607,371		

FUND BALANCE ANALYSIS

The Fund Balance represents the net difference between total financial resources and total appropriated uses. In the budget process unreserved fund balances represent the net financial resources that are expendable or available for appropriation. According to the City Charter and the Expenditure Limitation under the Home Rule Option, total expenditures cannot exceed the amount of the adopted budget. Therefore, fund balances are used for one-time (non-operational) expenditures since they are non-recurring revenue or they are appropriated as "contingency". Use of contingency should only be used for unanticipated events threatening the public health, safety or welfare of its citizens and only after all other budget sources have been examined for available funds. The Fund Balance protects our fiscal health by assuring sufficient funds are available to meet financial challenges in the future.

General Fund Balance - Most governmental activities are financed from the General Fund. Expenditures for public purposes may be made from cash held in the General Fund with freedom from the restrictions imposed on other funds. The summary on the previous pages show that in FY2003-04 about \$28-million is needed to supplement the revenue collection to fund the estimated expenditures, including \$15.5 million for one-time "pay-as-you-go" capital projects. The ending fund balance of \$37-million includes over \$21-million for the 15% contingency reserve adopted by Council, which has contributed to increased bond ratings over the years. The city has a strong unreserved General Fund Balance, assuring funds are available to meet future financial challenges.

Special Revenue Fund Balance - These funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. This category includes Highway User Revenue Fund (HURF), Local Transportation Assistance Fund (LTAF), Grants, including CDBG and HUD plus Trust Funds. The FY2003-04 Budget shows that about \$4-million of the Fund Balance is needed to supplement revenues for Special Revenue fund expenditures, which includes \$19.3 million for new one-time capital projects. Expenditures related to the HURF and LTAF are slowly being subsidized by the General Fund. The fund balance for Special Revenues has been affected by legislative adjustments to state formulas resulting in reduced state revenues.

Internal Service Fund Balance - These funds are established to account for any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis. In Chandler, this category includes Workers Compensation, Self Insurance fund, Uninsured Liability Fund, Short Term Disability Fund, Fleet Services Extended Warranty Fund, Capital Replacement Fund, and Computer Lease Fund. The FY2003-04 Adopted Budget shows that the Fund Balance for Internal Service is estimated to increase slightly, since revenues and transfers in cover expenditures.

Capital Project Fund Balance - These are funds used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds). The financial resources of Capital Project funds come from several different sources, including bonds, impact fees, system development fees, or loans from operating funds. The Capital Project Fund Balance for FY 2003-04 shows that almost \$94-million is needed to supplement the revenue collected to fund one-time Capital Project expenditures for uncompleted or new capital projects. The Capital Project fund balance includes bonds, system development and impact fee monies for projects carried forward from prior years.

Enterprise Fund Balance - Enterprise funds are established to account for the operations of enterprises which provide goods or services to the public and which are financed and operated in a manner similar to private business enterprises. Enterprise fund balance includes Water, Wastewater, Solid Waste, and Airport. The Enterprise Adopted Budget for FY2003-04 shows that about \$69-million of the Fund Balance is needed to supplement the revenue collection to offset estimated expenditures, included debt service and one-time capital. Over \$34-million is estimated as a "transfer out" for administrative support to the General Fund and for potential loans to complete Capital Projects in lieu of bonds or until system development fees are collected. Planned capital projects in solid waste, water and wastewater are estimated to decrease the ending fund balance.

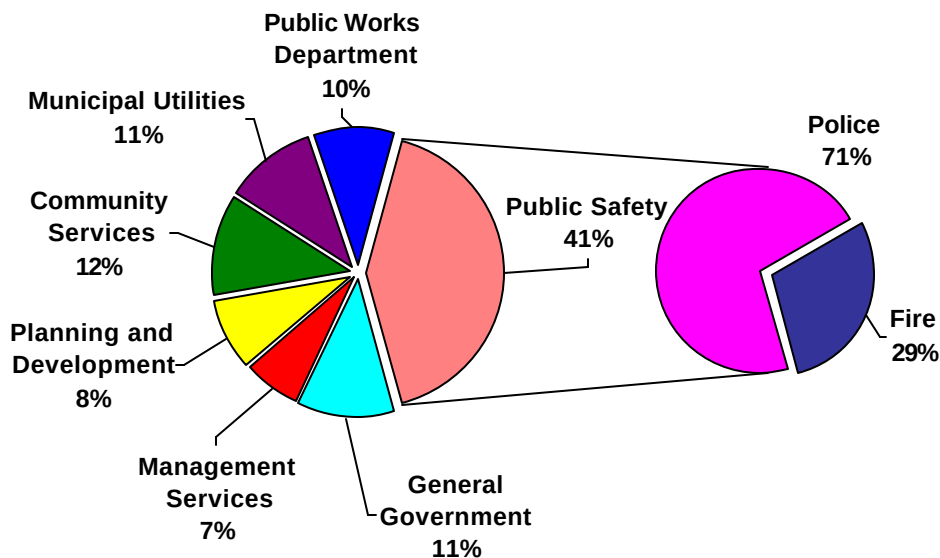
Permanent/Special Assessment Fund Balance - These include the non-expendable trust funds for Firefighter's pension as well as special assessment levies placed against assessment districts for capital projects that benefit properties in those districts. These funds balances help support pensions and administrative expenditures anticipated for FY2003-04.

PERSONNEL SUMMARIES

The chart and table below reflect the percentage of personnel by department and the number of Full Time Equivalent (FTE) staff by department for fiscal year 2003-04.

PERSONNEL SUMMARY – FTE

Department	2003-04 FTE
General Government	170.00
Management Services	100.00
Planning and Development	125.00
Community Services	178.88
Municipal Utilities	165.00
Public Works Department	144.63
Police	447.00
Fire	181.50
TOTAL FTE	1,512.00



New Positions for Fiscal Year 2003-04 (all funds)

Management Services - Additions

1240 - Licensing, Tax & Utility Svcs.	1.0	Tax Auditor
1240 - Licensing, Tax & Utility Svcs.	1.0	Tax & Utilities Representative
	2.0	- TOTAL MANGEMENT SERVICES POSITIONS

Community Services - Additions

4530 - Parks Development/Operations	1.0	Public History Coordinator
	1.0	- TOTAL COMMUNITY SERVICES POSITIONS

Municipal Utilities - Additions

3960 - Airport Water Reclamation Facility	1.0	Wastewater Treatment Plant Operator I
3960 - Airport Water Reclamation Facility	1.0	Wastewater Treatment Plant Operator II
	2.0	- TOTAL MUNICIPAL UTILITIES POSITIONS
	5.0	- GRAND TOTAL



PERSONNEL SUMMARY

This table provides information on the number of full time equivalent (FTE) staff over four budget periods and changes to the authorized number of positions by cost center for fiscal year 2003-04. The table captures all transfers, position additions/deletions, as well as positions added through the GAP process. Explanations of these changes are detailed at the cost center level in the Departmental Budgets section of this document.

	Number of Full Time Equivalent Personnel						
	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	Transfers as of 7/01/03	GAP (New) Requests	2003-04 Adopted
General Government							
Mayor and Council	4.000	4.000	4.000	4.000	0.000	0.000	4.000
City Clerk	6.000	6.000	6.000	6.000	0.000	0.000	6.000
City Manager							
City ManagerAdministration	8.625	8.750	8.750	9.000	0.000	0.000	9.000
Info Tech Administration	0.000	0.000	0.000	0.000	9.000	0.000	9.000
GIS/IT Applications & Data System	5.000	5.000	6.000	6.000	11.000	0.000	17.000
IT Infrastructure & Client Support	25.000	30.000	35.000	36.000	-20.000	0.000	16.000
Human Resources	17.000	17.000	17.000	17.000	0.000	0.000	17.000
Economic Development	6.000	6.000	6.000	6.000	0.000	0.000	6.000
Downtown Redevelopment	1.000	1.000	2.000	2.000	0.000	0.000	2.000
	62.625	67.750	74.750	76.000	0.000	0.000	76.000
Communications/Public Affairs							
Communications/Public Affairs	10.000	11.000	9.000	9.000	0.000	0.000	9.000
Video Production	0.000	0.000	3.000	3.000	0.000	0.000	3.000
Administrative Services	5.000	5.000	6.000	6.000	0.000	0.000	6.000
	15.000	16.000	18.000	18.000	0.000	0.000	18.000
City Magistrate	39.000	40.000	41.000	41.000	0.000	0.000	41.000
Law	21.000	23.000	25.000	25.000	0.000	0.000	25.000
Subtotal - General Government	147.625	156.750	168.750	170.000	0.000	0.000	170.000
Community Services							
Center for the Arts	8.000	9.000	9.000	9.000	0.000	0.000	9.000
Parking Garage	0.000	1.000	0.000	0.000	0.000	0.000	0.000
Building and Facilities	34.000	34.000	34.000	34.000	0.000	0.000	34.000
Administration	4.000	4.000	5.000	5.000	0.000	0.000	5.000
Library	54.750	56.750	59.250	63.250	0.000	0.000	63.250
Parks Development/Operations	41.250	43.500	45.500	44.500	0.000	1.000	45.500
Recreation	20.250	21.000	22.000	22.125	0.000	0.000	22.125
	162.250	169.250	174.750	177.875	0.000	1.000	178.875
Management Services							
Administration	11.000	11.000	10.000	11.000	-6.000	0.000	5.000
Budget	0.000	0.000	0.000	0.000	6.000	0.000	6.000
Purchasing and Warehouse	13.000	13.000	13.000	13.000	0.000	0.000	13.000
Accounting	15.000	16.000	16.000	16.000	0.000	0.000	16.000
Licensing/Tax/Utility Services	35.000	35.000	35.000	34.000	0.000	2.000	36.000
Risk Management	6.000	4.000	7.000	7.000	0.000	0.000	7.000
Environmental Management	0.000	3.000	3.000	3.000	0.000	0.000	3.000
Fleet Services	12.000	14.000	14.000	14.000	0.000	0.000	14.000
	92.000	96.000	98.000	98.000	0.000	2.000	100.000
Planning and Development							
Neighborhood Programs	1.000	1.000	2.000	2.000	0.000	0.000	2.000
Administration	11.000	14.000	14.000	14.000	0.000	0.000	14.000
Current Planning	15.000	16.000	16.000	16.000	0.000	0.000	16.000
Long Range Planning	4.000	4.000	4.000	4.000	0.000	0.000	4.000
Development Services	59.000	59.000	59.000	59.000	0.000	0.000	59.000
Housing and Redevelopment	28.000	23.000	25.000	24.800	0.000	0.000	24.800
Community Development	0.000	5.000	5.000	5.200	0.000	0.000	5.200
	118.000	122.000	125.000	125.000	0.000	0.000	125.000

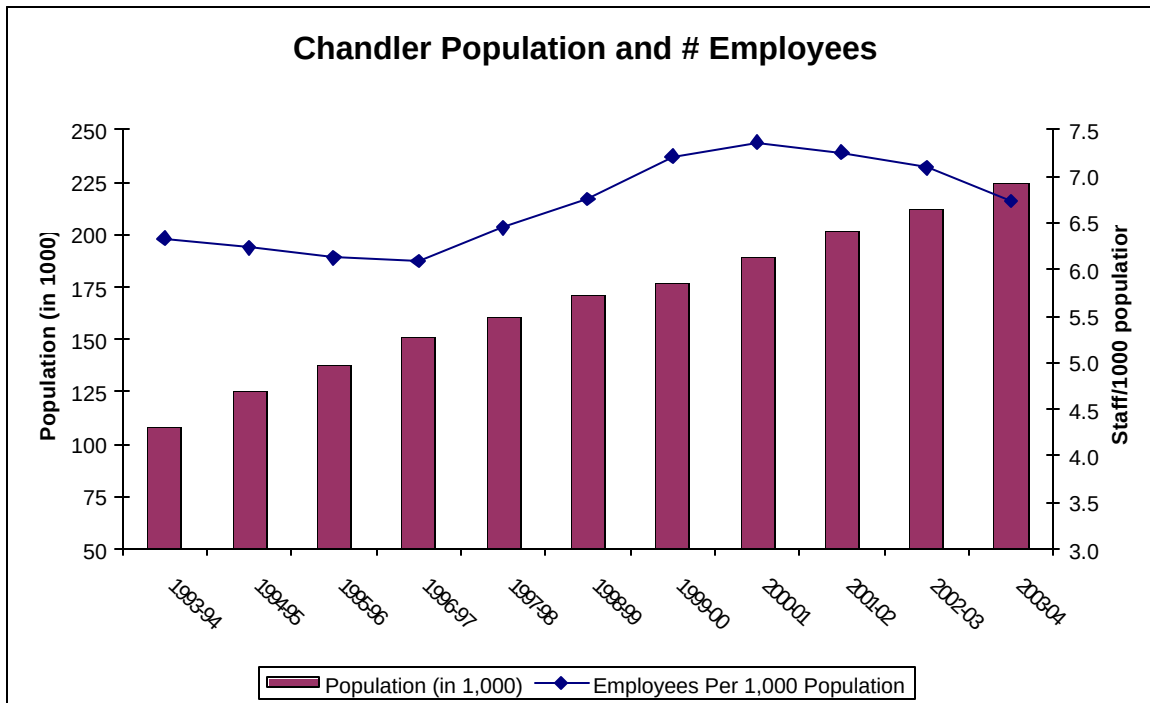
Budget Message and Overview

Number of Full Time Equivalent Personnel (continued)

	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	Transfers as of 7/01/03	GAP (New) Requests	2003-04 Adopted
Police							
Administration	20.000	15.000	15.000	15.000	0.000	0.000	15.000
Professional Standards	0.000	13.000	13.000	8.000	0.000	0.000	8.000
Property and Evidence	4.000	4.000	4.000	4.000	0.000	0.000	4.000
Forensic Sciences	0.000	14.000	14.000	15.000	0.000	0.000	15.000
Field Operations	181.000	191.000	197.000	205.000	0.000	0.000	205.000
Criminal Investigations	56.000	51.000	52.000	64.000	0.000	0.000	64.000
Planning and Research	7.000	9.000	9.000	9.000	0.000	0.000	9.000
Communications	48.000	46.000	46.000	46.000	0.000	0.000	46.000
Records	43.000	21.000	23.000	23.000	0.000	0.000	23.000
Detention Services	0.000	8.000	8.000	8.000	0.000	0.000	8.000
Community Services	28.000	32.000	33.000	34.000	0.000	0.000	34.000
Neighborhood Services	33.000	32.000	32.000	16.000	0.000	0.000	16.000
	420.000	436.000	446.000	447.000	0.000	0.000	447.000
Fire							
Administration	12.500	12.500	6.500	5.500	0.000	0.000	5.500
Emergency Medical Services	0.000	0.000	5.000	6.000	0.000	0.000	6.000
Operations	142.000	157.000	154.000	155.000	0.000	0.000	155.000
Prevention	6.000	6.000	6.000	6.000	0.000	0.000	6.000
Support Services	0.000	0.000	5.000	5.000	0.000	0.000	5.000
Training	0.000	0.000	3.000	4.000	0.000	0.000	4.000
	160.500	175.500	179.500	181.500	0.000	0.000	181.500
Municipal Utilities							
Administration	6.000	6.000	4.500	4.500	0.000	0.000	4.500
Solid Waste Services	22.500	23.500	24.500	24.500	0.000	0.000	24.500
Water Distribution	29.000	30.000	31.000	31.000	0.000	0.000	31.000
Water Production	36.000	39.000	39.000	39.000	-3.000	0.000	36.000
Environmental Resources	7.000	8.000	12.000	12.000	0.000	0.000	12.000
Water Quality	11.750	11.750	11.750	12.750	0.000	0.000	12.750
Wastewater Collection	13.000	13.000	13.000	12.000	0.000	0.000	12.000
Wastewater Reverse Osmosis	11.000	11.000	11.000	11.000	0.000	0.000	11.000
Wastewater Treatment	2.000	2.000	2.000	2.000	0.000	0.000	2.000
Wastewater Quality	5.250	5.250	5.250	5.250	0.000	0.000	5.250
Airport Water Reclamation Facility	9.000	9.000	9.000	9.000	3.000	2.000	14.000
	152.500	158.500	163.000	163.000	0.000	2.000	165.000
Public Works Department							
Administration	7.000	6.000	3.500	3.500	0.000	0.000	3.500
Engineering	53.000	55.000	56.000	56.000	0.000	0.000	56.000
Transportation/Operations Admin.	6.600	7.000	6.625	6.625	0.000	0.000	6.625
Parking Garage	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Streets	33.500	35.500	35.500	35.500	0.000	0.000	35.500
Traffic Engineering	26.000	26.000	26.000	26.000	0.000	0.000	26.000
Transit Services	2.000	3.000	3.000	3.000	0.000	0.000	3.000
Street Sweeping	7.000	8.000	8.000	8.000	0.000	0.000	8.000
Airport	6.000	6.000	6.000	6.000	0.000	0.000	6.000
	142.100	146.500	144.625	144.625	0.000	0.000	144.625
CITY TOTAL	1394.975	1460.500	1499.625	1507.000	0.000	5.000	1512.000
Population ⁽¹⁾	189,498	201,263	205,089	212,541			224,626
Employees Per 1,000 Population	7.4	7.3	7.3	7.1			6.7

⁽¹⁾ Population figures represent actual on June 30 for 2000-01 and 2001-02. The 2002-03 revised is based on a projection for June 30, 2003; the 2003-04 figure is a June 30, 2004 projection as provided by Long Range Planning.

The chart below shows Chandler's population growth over the past decade and the number of employees per 1,000 population.



BUDGET POLICIES AND MAJOR ISSUES

3 Contents

- Policies
- Guidelines
- Budget Process
- Major Issues



This GIS map is a snapshot of various areas in the City and shows the locations and connections of sewer facilities such as manholes, sewer main pipes, sewer cleanouts, lift stations, and diversion structures. In addition, the arrows on the map denote the flow direction of wastewater through the sewer system.



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BUDGET POLICIES AND GUIDELINES

The City of Chandler's continued goal is to provide the highest quality services to the community in the most cost-effective manner. The Council's strategy to achieve these results is through goals to improve Chandler in a coordinated manner and to make fiscally responsible decisions that will ultimately strengthen the City.

The development of Chandler's budget is designed to reflect the needs and desires of the community. Throughout the year, the Mayor, Council and staff obtain input from the community through surveys, commissions, neighborhood meetings and contracts with individuals. Based on this input, the Council holds planning sessions to discuss multiple service area efforts needing attention and to establish organizational guidelines.

In fiscal year 2001-02 the City Council developed a list of six goals to be completed within five years. Staff used these as guides in the analysis and review of budget requests for the past year as well as the upcoming fiscal year 2003-04. Staff has been asked to identify action steps and report periodically on progress toward achieving the Council goals. The six priority goals are listed below with some objectives, action steps and completion dates.

City Council Goals, Objectives and Action Steps

- A. **TRANSPORTATION** – Continue the evaluation of corridors relative to capacity improvements while maintaining quality aesthetic appearance, connectivity to the freeways, and improving public transit.
- 1) Establish Transportation Commission
 - ◆ Commission members appointed and meetings schedule established – *Completed March, 2002*
 - ◆ Provide updates on major transportation issues to Council and Transportation Commission- *On-going*
 - 2) Complete Transit Plan Update - *Completed September, 2002*
 - 3) Complete High Capacity Transit Major Investment Study - *Completed February, 2003*
 - 4) Examine existing bottlenecks and consider options to address them
 - ◆ Complete Safety/Capacity Study to review solutions - *Completed December, 2002*
 - ◆ Present results of Study to Transportation Commission and to Council – *Target completion Summer, 2003*
 - ◆ Design and construct Dobson/Elliott Intersection Project - *Target completion Fall, 2003*
 - 5) Address transportation system connectivity to freeways
 - ◆ Design/construct improvements on Kyrene Road and on McClintock Drive - *Target completion Fall, 2003*
 - ◆ Design/construct improvements on Dobson Road - *Target completion Fall, 2004*
 - ◆ Support Maricopa County Dept. of Transportation improvements on McQueen Rd. - *Target completion July, 2005*
 - 6) Test ideas for transportation improvements against financial resources
 - ◆ Evaluate CIP bonding authority - *Completed October, 2002*
 - ◆ Review impact fee history and projections for ability to support impact fee projects - *Completed March, 2003*
 - ◆ Develop recommendations for alternative funding and present to City Manager – *Completed March, 2003*
- B. **AGING INFRASTRUCTURE – DEVELOP FINANCIAL STRATEGY** - Evaluate and assess the existing situation of all infrastructure elements including a complete inventory, history of maintenance and rate of deterioration.
- 1) Identify existing infrastructure inventory
 - ◆ Gather status of infrastructure studies from Public Works/Municipal Utilities – *Completed July, 2002*
 - ◆ Confirm with Accounting historical records for existing infrastructure - *Completed February, 2003*
 - 2) Insure infrastructure analysis is in compliance with GASB 34 requirements
 - ◆ Review street pavement/maintenance schedule, compare with GASB 34 guidelines - *Completed 2002*
 - ◆ Meet with Water/Wastewater consultant, confirm study is prepared under GASB 34 guidelines - *Completed 2002*
 - 3) Identify key stakeholders in departments with infrastructure replacement needs- *Completed March, 2003*
 - 4) Prepare RFP to hire consultant to develop remaining infrastructure/facilities replacement analysis
 - ◆ Identify infrastructure/facilities replacement requiring sinking funds - *Target completion August, 2003*
 - ◆ Develop RFP for infrastructure/facilities and hire consultant- *Target completion September, 2003*
 - 5) Complete study of infrastructure analysis - *Target completion January, 2004*
 - 6) Develop/prepare financial strategy for aging infrastructure - *Target completion March, 2004*

Budget Policies and Major Issues

- C. **ECONOMIC DEVELOPMENT – FOCUS ON QUALITY**- Continue to attract quality businesses that compliment our community while diversifying our economic base as well as addressing commercial vacancies.
- 1) Maximize benefits of Economic Development, working with Greater Phoenix Economic Council (GPEC)
 - ♦ Participate in Economic Development Directors Team to direct GPEC marketing – *On-going*
 - ♦ Participate in GPEC marketing/recruiting to promote business locations in Greater Phoenix/Chandler- *On-going*
 - ♦ Participate in Regional Business Coalition to improve regional competitiveness - *On-going*
 - 2) Diversify Chandler's Employment Base
 - ♦ Identify target industries and target markets, focusing on diversification - *Completed August, 2002*
 - ♦ Develop and Implement Market/Action Plan - *On-going - Revised annually*
 - ♦ Promote Development in Chandler Airport Park - *On-going - target completion 5+ years*
 - ♦ Assist targeted companies with locating operations in Chandler - *On-going - Revised annually*
 - 3) Develop a policy on Business Incentives
 - ♦ Compile report on historical Chandler incentives - *Target completion Spring, 2003*
 - ♦ Present findings to Council Subcommittee - *Target completion Summer, 2003*
 - 4) Provide services to assist existing business
 - ♦ Partner with Chandler Chamber of Commerce on Business Retention/Expansion Program - *On-going*
 - ♦ Provide assistance to Small Business in Chandler - *On-going*
- D. **NEIGHBORHOOD PRESERVATION AND REVITALIZATION** - Continue revitalization efforts for preserving older neighborhoods through various neighborhood program initiatives and support of neighborhood improvements projects through grants.
- 1) Pilot project expansion to Galveston; identify and support neighborhood leaders in their efforts - *On-going*
 - 2) Neighborhood systems grouped, appoint Neighborhood Assoc. subcommittee - *Completed February, 2002*
 - 3) Encourage other neighborhoods to organize like Home Owner's Association (HOA) - *On-going*
 - 4) Expand guidance to community to connect with city and citizens wishing to play an active role - *On-going*
 - 5) Rental Properties participation in Rehabilitation program - *Completed, 2002*
- E. **DOWNTOWN REDEVELOPMENT** - Continue redevelopment of downtown area and develop marketing plan for Historic Downtown Chandler in conjunction with merchants.
- 1) Establish Downtown Assistant Position to assist Downtown Coordinator - *Completed August, 2002*
 - 2) Utilize Downtown Improvement Fund (DIF) as key economic development tool
 - ♦ Develop DIF program materials and marketing materials - *Completed August, 2002*
 - ♦ Market DIF to prospective Downtown tenants - *On-going*
 - ♦ Locate tenants utilizing DIF funds as business assistance tool - *On-going*
 - 3) Establish policy on Historic Preservation for Downtown Chandler
 - ♦ Inventory historic buildings with Historic District/Chandler Historic Society - *Completed March, 2003*
 - ♦ Develop map of historic buildings within Historic District - *Completed March, 2003*
 - ♦ Draft report and policy for City Council - *Target completion Summer, 2003*
 - 4) Link downtown redevelopment efforts to the Chandler Center for the Arts
 - ♦ Complete Arizona Ave improvements to Center for the Arts - *Completed January, 2003*
 - ♦ Include Center for the Arts as key downtown amenity in Marketing Plan for tourist/visitors - *On-going*
 - ♦ Work with Center for the Arts staff to promote downtown merchants in marketing program - *On-going*
 - 5) Conduct Visioning Process for Site 6 in Downtown – *Currently on Hold*
- F. **AGING COMMERCIAL CENTERS** - Continue to identify distressed strip shopping centers and devise programs for improvements and assistance.
- 1) Secure funding for Chandler Commercial Investment Program - *Funds Budgeted FY2002-03 and FY2003-04*
 - 2) Develop/implement Chandler Commercial Reinvestment Program
 - ♦ Draft policy for Council on Commercial Reinvestment program – *Completed October, 2002*
 - ♦ Develop program and marketing materials - *Completed November, 2002*
 - ♦ Issue Requests for Proposals to eligible shopping center owners/developers - *Completed February, 2003*
 - ♦ Complete agreements for selected projects – *Target Completion, Summer, 2003*

Financial Policies

The City of Chandler has strong financial policies that allow staff to provide sound fiscal planning and continued management of fiscal integrity. The financial policies are divided up into five categories: Operating Management, Capital Management, Debt Management, Reserves, and Financial reporting policies. All of these policies have been briefed to Council through the budget document or in staff presentations over the years, but have never been formally adopted during the budget process. Council formally adopted the 15% general fund contingency reserve policy in 1992 as a separate action because it was a new policy, and is included in this list. Listed below are the financial policies Chandler has implemented and as a result has provided a fiscally strong City.

➤ **Operating Management Policies:**

- Department Heads are expected to manage their areas with the overall financial health of the City in mind. With Expenditure Control Budgeting (ECB), "Managers are paid to manage" and to look for effective and efficient ways to deliver quality services to our citizens while meeting Council goals.
- The budget process allows weighting of all competing requests for City resources within projected fiscal constraints. Additions outside of the budget process are discouraged and only approved by City Manager's office in unique circumstances.
- All personnel requests must be fully justified to show that they will either meet new program purposes or maintain or enhance service delivery.
- On-going expenses will be funded by on-going revenues. Revenue projections will be based on historical trends by developing base lines for on-going types of revenues versus one-time.
- User fees and charges which are approved by City Council will be periodically analyzed and updated to ensure that all direct and indirect costs are recovered, unless extremely burdensome to citizens. Rate studies will be performed each year for Water; Wastewater and Solid Waste funds based on five-year projections.
- Development fees for capital expenses attributable to new development will be reviewed each year and adjusted if necessary to insure "growth is paying for itself."
- Grant funds received for "on-going expenses" such as personnel must have a reserve of the total on-going cost in the General Fund in order to pay for the on-going expense when the grant expires.
- Projections used to balance revenues to expenditures will be prepared for a five-year period and updated annually.
- Each department will create performance measurements to make sure the goals and objectives of the department are obtained in an efficient and effective manner.
- Conservative but realistic revenue projections will be prepared to assess the limits of budget appropriation. If projections are too high, under-realized revenues could cause budget cuts mid-fiscal year.
- Investments of cash funds will be maintained in accordance with City Charter and State Statutes.
- The City will pursue outstanding collections through a revenue collector plus a tax and license technician and perform periodic audits on businesses to ensure compliance with city tax code. This is to protect the major source of income to our city-sales tax.

➤ **Capital Management Policies:**

- A five-year Capital Improvement Program (CIP) will be developed annually per City Charter requirements and submitted to Council on or before the fifteenth day of June. (Section 5.07, City of Chandler Charter). The Council shall adopt the Capital Improvement Program on the same date as the final adoption of the Annual Budget, which normally occurs in May or June.
- The CIP must include a list of proposed capital improvements with cost estimates, methods of financing, recommended time schedules for each improvement and the estimated income or cost of maintaining the facilities to be constructed. CIP projects will be for infrastructure or facilities over \$50,000.

Budget Policies and Major Issues

- Capital projects presented in the CIP will show related operating and maintenance costs, and will be considered during the operation budget evaluation. Reserves for repair and replacement have been provided in various funds, but a long-term plan to fund this liability is currently under development for Water and Sewer and is being implemented for Streets. Other areas, such as facilities and park improvements will also need to have a plan developed with adequate funding for further repairs and replacement.
- A balance of pay-as-you-go capital improvements versus financing will be evaluated taking various economic factors into consideration. This review will assure the citizens that they are receiving the most efficient use of their tax dollars to repair or replace major projects in the City.

➤ **Debt Management Policies:**

- The City will seek to maintain, and if possible improve, our current bond ratings in order to minimize borrowing costs resulting in lower interest costs.
- Analysis of every new debt issuance will be performed to ensure authorization is approved by voters, capacity according to state law is adequate, and the impact that the issuance will have on property tax rates and/or user fees.
- Non-voter approved debt such as Municipal Property Corporation will only be used when dedicated revenue sources, other than taxes, can be identified to pay debt service expenses. Non-voter approved debt will be considered under the following conditions:
 - *Project requires funds not available from other sources and the project meets the City's goals and objectives.*
 - *Emergency situations that may be an unfunded mandate or affect the public health and welfare.*
 - *The project will generate a positive net revenue position (i.e. revenues will exceed the cost of financing).*
- Improvement Districts will only be issued when there is a general city benefit. Each improvement district financing must be closely evaluated since it is secured by the full taxing authority of the general fund and is viewed by the credit rating agencies as an outstanding City debt.
- Long term bond financing should not exceed the useful life of the infrastructure improvement or useful life of a facility. Average length of bond issues is at 11 years.
- Utility rates will be set, as a minimum, to ensure the rates of revenue to debt service meets bond indenture requirements of 1.2 times coverage (on-going system revenues will cover on-going debt 120%). The goal will be from 1.5 to 2 times coverage to allow fluctuations in revenue collection and to achieve the highest credit rating when bonds are sold.

➤ **Reserve Policies:**

- The City will adhere to Council adopted general fund reserve policy requiring a reserve fund equaling 15% of general fund operating revenues.
- Reserves for water and sewer system funds will be maintained at a minimum of 25% of operating revenues.
- Self-insurance reserves will be maintained at a level, together with purchased umbrella insurance policies, that will adequately indemnify the City's property and liability risk. A qualified actuarial firm shall be retained on an annual basis in order to recommend appropriate funded levels for property and liability risks. A minimum reserve of 70% of outstanding claims will be maintained.
- Solid waste reserve will be maintained at a minimum of 15% of operating revenues. Other special funds such as HURF and LTAF will be maintained at a minimum of 10% with the goal of 15%.
- Contingency reserves determined annually will be maintained to affect unanticipated revenue shortfalls and/or unexpected expenditure increases; reserves may also be used for unanticipated events threatening the public health, safety or welfare. Use of contingency funds should be utilized only after all budget sources have been examined for available funds.

➤ **Financial Reporting Policies**

- The City's accounting and financial reporting systems will be maintained in conformance with generally accepted accounting principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).
- An annual audit will be performed by an independent public accounting firm, with an audit opinion to be included in the City's published Comprehensive Annual Financial Report (CAFR).
- The City's CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions, disclose thoroughness and detail sufficiency, and minimize ambiguities and potentials for misleading inference.
- The City's budget will be submitted to the GFOA Distinguished Budget Presentation Program. The budget should satisfy criteria as a financial and programmatic policy document, as a comprehensive financial plan, as an operations guide for all organizational units, and as a communication device for all-significant budget issues, trends and resource choices. It should also be presented in a format that is easy to read and understand by the citizens of our community.
- Financial systems will be maintained to monitor revenues, expenditures, and program performance on an on-going basis.

➤ **Budgetary Guidelines:** Some of the significant guidelines pertaining to the budget are as follows:

- Chandler utilizes a decentralized operating and capital budget process; all departments participate in the process and enter budget amounts directly into the on-line computer module.
- Annual budgets for the upcoming fiscal year (July 1 - June 30) are adopted for all funds.
- Each fund budget must be in balance; total anticipated revenues plus beginning undesignated fund balance must equal total estimated expenditures.
- Budgetary control is at the departmental level; however, line item appropriations are established for each cost center (division) within each department. According to Expenditure Control Budgeting (ECB), departments under the General Fund may carryforward estimated savings from the prior year. (see ECB discussion later in this section – page 47.)
- Chandler utilizes the base budget method, where departments are allocated the prior year's base to support all on-going operations plus a base adjustment factor (BAF) for cost of living. In some cases departments request supplemental funding for new positions, equipment or operating expenses to expand existing or for new programs. These requests are reviewed and prioritized by the City Manager, Assistant City Manager's and Finance Director, then presented to Council. The approved requests are incorporated into the department base budget or added as a one-time adjustment for the upcoming fiscal year.
- Chandler operates under the Alternative "Home Rule" Expenditure Limitation allowed by the State.

➤ **Home Rule Option:** Under the Home Rule Option, the expenditure limitation is free from any ties to the State imposed limitation if the majority of the qualified electors vote in favor of this alternative. On March 12, 2002, the City of Chandler voters approved the Home Rule Option for the next four years. Chandler adopts its expenditure limitation along with the annual budget. The maximum legal expenditure limit is the total of all departmental appropriations in the final budget adopted by the City Council.

➤ **Budget Amendments:** In accordance with the City's Alternative Expenditure Limitation, total expenditures may not exceed the final appropriation once the budget is adopted. The City can amend the total appropriation for an individual fund. However, if one fund's total appropriation is increased, another fund must be reduced by an equal amount. These amendments may be processed at any time during the fiscal year upon written request by City Manager to the Council. (Section 5.08, City of Chandler Charter).

Budget Transfers and Carryforward Appropriation: As stated within the Budget Resolution, Council has granted the City Manager or his designee authority upon written request at any time during the fiscal year to do the following:

- to transfer part or all of any encumbrance or designated carryforward reserve within or to a department or to another fund if necessary.
 - to transfer appropriation in the non-departmental salary account to the various departmental salary accounts in all funds.
 - in accordance with Expenditure Control Budgeting (ECB), general fund under-expenditure from prior appropriations in a department, office or agency's budget are re-appropriated in the fund contingency reserve and can be transferred to the appropriate department.
 - to transfer any unencumbered appropriation balance among divisions within a department.
- **Fund Balances:** According to the City Charter, the total of proposed expenditures shall not exceed the total of estimated income and fund balances available. Since fund balances are non-recurring revenue, they are used for one-time expenditures or budgeted as contingency fund appropriations. The beginning year fund balance, therefore, is included in the budget to cover unanticipated fluctuations in revenue or expenses while complying with the expenditure limitation noted above.
- **Budget Basis vs. Accounting Basis:** The budgets for general governmental fund types, (i.e. General Fund, Special Revenue, Capital Projects and Expendable Trust) are prepared on a modified accrual basis. Briefly, this means that obligations of the city (for example outstanding purchase orders) are budgeted as expenses, but revenues are recognized only when they are actually received. This is consistent with Generally Accepted Accounting Principles (GAAP) except for the following:
- Encumbrances are recorded as expenditures (budget basis) as opposed to a reservation of fund balance (GAAP basis);
 - Compensated absences are recorded as expenditures when paid (budget basis) as opposed to a liability that is expected to be liquidated from available financial resources as earned and accrued by employees (GAAP basis);
 - Sales tax and grants-in-aid revenue is recorded on the basis of cash collected (budget basis) as opposed to the accrual basis (GAAP basis) whereby amounts are recorded to the period the revenue was earned;
 - Capital outlays for Enterprise funds are recorded as expenses (budget basis) as opposed to fixed assets (GAAP basis);
 - Principal payments on long term debt are recorded as expenses (budget basis) as opposed to a reduction of a liability (GAAP basis);
 - Proceeds from the sale of bonds and utility system development fee revenues are recognized as revenue when received (budget basis) as opposed to a reduction of a liability and an increase in contributed capital, respectively (GAAP basis);
 - No depreciation is budgeted (all fund types); depreciation expense is recorded on a GAAP basis.

Proprietary funds such as the City's Enterprise (water, sewer, solid waste, airport), Internal Service and Permanent Trust funds are budgeted and reported on a full accrual basis of accounting. Under the full accrual basis, expenses are recorded at the time liabilities are incurred and revenues are recognized when they are obligated to the City (for example, water user fees are recognized as revenue when bills are produced, not when the cash is received.) All operating and capital expenditures (except depreciation) are identified in the budgeting process because of the need for appropriation authority.

During the year, the City's accounting system is maintained on the same basis as the adopted budget. This enables departmental budgets to be easily monitored via accounting system reports on a monthly basis. The City's financial records, as reported each year in the Comprehensive Annual Financial Report (CAFR), are maintained in accordance with Generally Accepted Accounting Principles (GAAP). For comparison purposes, the City's Comprehensive Annual Financial Report shows fund revenues and expenditures on both a budget basis and a GAAP basis in all funds for which budgets are adopted.

- **Financial Forecasts:** In preparation for both the Capital Improvement Program and the Annual Budget, forecasting computer models are utilized to analyze budget decisions on the City's future financial condition.
- A five-year financial forecast model is implemented for water, wastewater and solid waste capital projects to assess the impact of revenue adjustments with user-fee rate increases and bond issues, as well as resulting cash reserves and debt coverage ratios. The model also allocates project costs based on growth, using system development fees, and non-growth, using cash flow from utility fees, bond proceeds and reserves.
 - A five-year forecast is developed to assess the economic impact of the capital improvement program on departmental operating budgets.
 - A five-year plan is used to evaluate general fund revenues and expenditures for on-going costs and determine if adequate revenues are available based on the staffing and program requests.

- **Expenditure Control Budgeting (ECB):** In order to encourage cost effectiveness while providing quality services to Chandler citizens, Expenditure Control Budgeting (ECB) is used for General Fund cost centers. Under the ECB philosophy, any savings accumulated in the operating accounts are carried forward within the cost centers to the next year. Department directors have the ability to expend accumulated savings toward any type of City-approved expenditure except for personnel services.

Expenditure Control Budgeting takes the previous year's bottom line budget, net of personnel costs, as the "base budget." Base budgets are then adjusted annually for population growth and inflation (base adjustment factor or BAF). If projected revenues are not sufficient to cover growth and inflation factors, no base adjustment or a deflator is administered by the City Manager. Estimated savings for year-end are added to the adjusted base budget for the proposed department budget.

Departments are allowed to control their own operations and maintenance expenditures by developing their own line item budgets. Department directors are allowed maximum flexibility and discretion in programming and allocating funds within their own operating budgets. Operation and maintenance savings accumulated from the prior years may be budgeted to any operations and maintenance line item in any cost center within a department. Department operation and maintenance budgets are submitted to the Budget Division to assure they are balanced by fund source.

All personnel costs are funded outside of the departmental base, and any savings accumulated remain in their original fund. The Budget Division develops all personnel services budgets based on full funding of all approved positions. If revenues are available, positions are added to maintain or improve service levels after City Manager review and City Council approval.

ECB assumes existing service levels will be maintained and allows department directors to reprogram savings. Under ECB, departments do not initiate any programs that require additional personnel without a plan for providing financial resources to support the program on an on-going basis. In essence, department directors must plan and save for the future by accumulating departmental savings. The City's use of Expenditure Control Budgeting supports the following basic beliefs:

- Department directors and supervisors are paid to manage wisely and to look for effective and efficient ways to deliver quality services to our citizens while meeting the goals of Council.
- Department directors and supervisors can find more ways to do things more efficiently if given the freedom to innovate and control their own resources; and
- Budgeting is a means to an end, not an end in itself.

BUDGET PROCESS

The Annual Budget is developed to meet the needs and goals of the community based on Council priorities and to comply with legal requirements. The City Charter and State laws both have legal mandates for adoption of the annual budget. Under Arizona State Law a tentative budget must be adopted on or before the third Monday in July of each year. The property tax levy must be adopted by the third Monday in August; and adoption of the final budget must be at least seven days before adoption of the tax levy. Therefore, the deadline for final budget adoption becomes the second Monday in August. The City Charter requires that the budget and Capital Improvement Program be submitted to the City Council on or before June 15. (Section 5.04, City of Chandler Charter)

The steps below summarize highlights in preparing the annual budget. A process flowchart and budget calendar follows showing deadlines to meet the legal mandates of the City and State.

1. **CIP/Budget Module and Manual Updates** – The process begins with the update of the on-line computer modules for both the CIP and the Budget. Preparation manuals for each of the processes are updated with the latest information and process guidelines; these manuals are distributed to all budget/CIP users.
2. **Revenue Estimates and Projections** – Budget staff prepares an analysis of revenue collections to date. Fund status, fund balances and contingencies are analyzed as well. Available revenues are categorized in terms of one-time and on-going resources to match with one-time and on-going requests. Departments receive revenue worksheets listing all revenues pertaining to their areas and are asked to provide projected estimates to year-end as well as for the upcoming fiscal year. Budget staff review requests and make adjustments based on national, state and local economic trends.
3. **CIP Preparation** - The City Code mandates that a five-year Capital Improvement Program (CIP) be developed each year; this process begins in mid-fall. The CIP serves as a multi-year plan to identify requests and financing sources for public infrastructure improvements. In mid-fall departments prepare revisions to the prior year's CIP and add any new capital requests over the five-year period. Capital projects which result in the need for additional personnel, utilities, maintenance, supplies, equipment or other on-going costs must be included with the request. Departments must also complete the 10 criteria which help identify how the capital project fits into the City's plan and vision; these criteria are rated during the capital prioritization process.
4. **Budget Seminar** – The Budget Office holds the budget seminar to distribute the budget preparation manuals and guidelines for the new fiscal year.
5. **CIP Review and Prioritization** - The Budget staff reviews the CIP requests and submit questions to clarify needs or cost estimates. The CIP Prioritization Committee reviews capital projects and criteria responses; they meet with each department to discuss CIP projects or ask questions which would assist with the ranking/prioritization. Committee members rank the 10 criteria for each project; results are summarized and submitted to the CIP Advisory Committee (Department Directors) for further review and funding analysis.
6. **City Council Budget Priorities** - The City Council provides direction to City Manager and Directors through new directives, or goals.
7. **Service Proposals** - Each cost center evaluates their current and future needs in relation to Council goals plus citizen needs to determine if any projected "GAPS" exist in service levels to their customers. If it is anticipated that there would be a detrimental impact to essential services, a Service Proposal is prepared by departments for supplemental funding for personnel or operating expenses; these are reviewed by the City Manager, Assistant City Managers and Finance Director.
8. **Year-end Estimated Expenditures** – Department representatives are responsible for inputting projected expenditures through the end of the current fiscal year. Once completed, the estimated savings for the fiscal year are automatically computed. These savings are added to next fiscal year's budget as a one-time adjustment.

Budget Policies and Major Issues

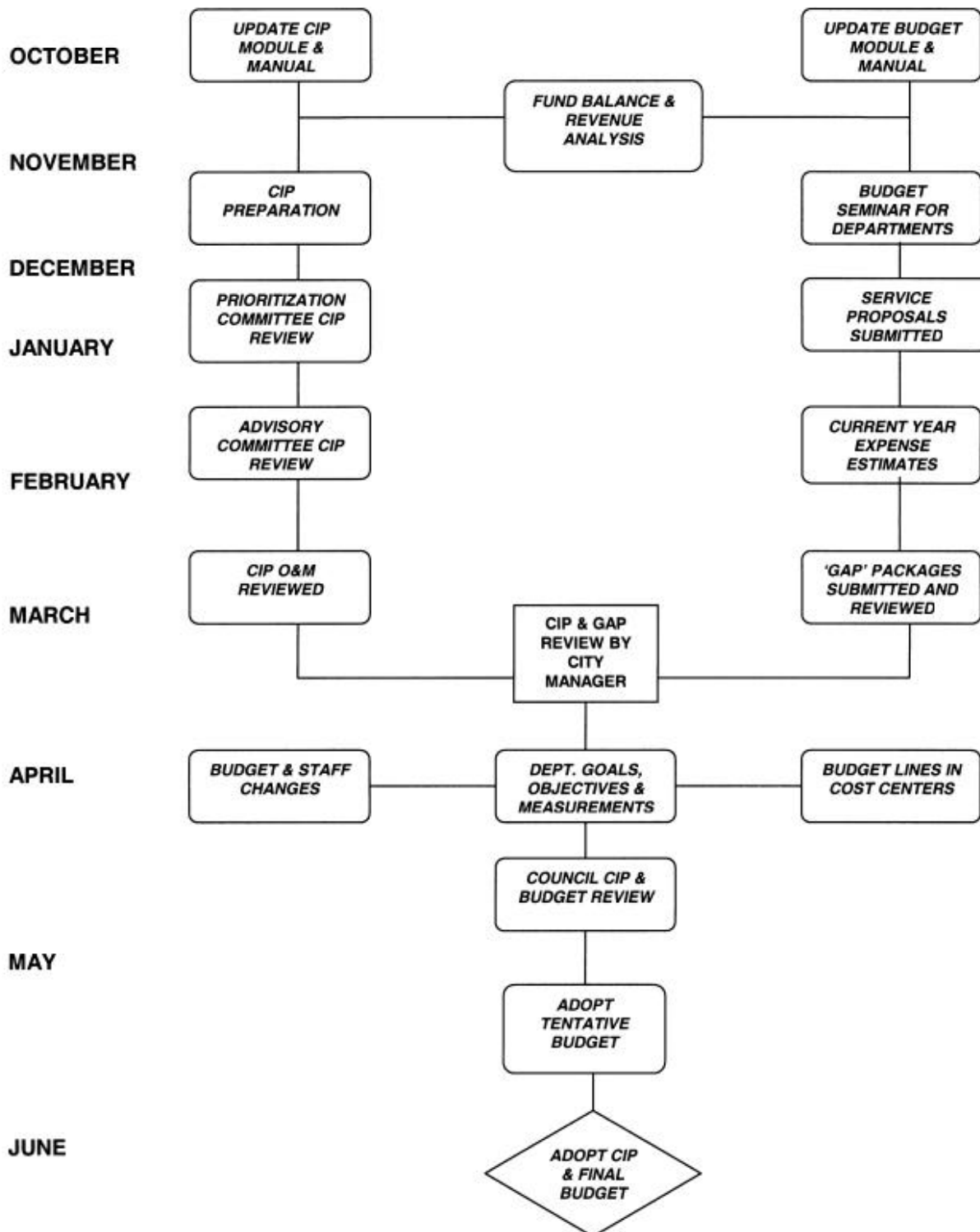
9. **The “GAP” Process** –If the Service Proposal is approved, the department prepares a “Decision Package” or “GAP” Package as known by our organization. These requests are categorized as “one-time” or “on-going” and are submitted on-line in the budget module with estimated personnel, capital or operating costs for a five-year period. In addition to the GAP submittal, other requests are prepared using the Non-departmental General Fund, Grants or the Capital Replacement Fund.
10. **GAP and CIP Review by City Manager’s Office** – The Budget Office provides the Executive Committee (City Manager, Assistant City Managers and Finance Director) with a compilation of all GAP and CIP requests. Revenue projections (one-time and on-going) are also provided to support one-time or on-going expenses associated with these requests. The Executive Committee reviews all requests and presents their budget supplemental and capital projects recommendations to Department Directors.
11. **Position Analysis Distribution** – The Budget Office prepares and distributes position analysis reports detailing salaries and benefits of positions approved for the upcoming fiscal year. The preliminary report is distributed early in the process in January; a second report with approved GAP positions is distributed in April.
12. **Base Budget Allocations/Proposed Budget** – Once the GAP review is completed, departments receive notification of their base budgets, the base adjustment factor (BAF), one-time adjustments, estimated savings, and approved GAP requests. Departments then distribute their budget allocations (operational and capital) using the on-line budget module. **This becomes the Proposed Budget to be submitted to the Council.**
13. **Goals, Objective And Performance Measurements** – Departments prepare cost center goals, objectives and performance measurements to show citizens what services are provided for their tax dollars. An emphasis is placed on showing the effectiveness or quality of services provided.
14. **Significant Budget and Staffing Changes** - The Budget Office prepares spreadsheets by cost center showing prior year actual, current year budget, year-end estimated expenditure and the proposed budget. A comparison on the expenditure category level between the current year estimated year-end expenses and the proposed budget is shown as the percent change. Departments submit significant budget and staffing changes to assist Council members and citizens with understanding where and why the proposed City budget is changing.
15. **CIP/Budget Booklet Development** – Since all necessary information is gathered at this point, the Budget Office prepares department booklets, which are used during the budget briefing with the Council and citizens. (The final annual Budget and CIP documents are prepared after final adoption.)
16. **City Manager Review and Major Issues** – The City Manager reviews the budget and prepares a compilation of major issues with alternative options and cost estimates affecting the budget. These are presented for Council review in the Proposed Budget Highlights booklet. The “GAP” request recommendations of the Executive Committee are also presented with brief descriptions showing on-going and one-time costs.
17. **City Council Budget/CIP Briefing** – The City Manager introduces the budget and CIP to the Council for discussion. Department directors or division managers present their proposed budgets highlighting significant changes affecting the ensuing fiscal year; CIP projects are also presented, along with associated operational/maintenance costs. This budget briefing is open to the public.
18. **Tentative Budget Adoption** – Council amendments and recommendations are made to modify the proposed budget amount prior to tentative adoption. The tentative adopted budget sets the expenditure limitation of the City budget. Council amendments may be made after the tentative adoption; however, these can only reduce or reallocate expenditures.
19. **Public Hearing - CIP and Final Budget Adoption** - A formal public hearing is held. The Capital Improvement Program (CIP) and Budget may be finally adopted for the ensuing fiscal year.



**HIGHLIGHTS OF THE 2003-04 BUDGET AND
2003-2008 CAPITAL IMPROVEMENT PROGRAM CALENDAR**

Capital Improvement Program (CIP) Module open for Users	October 29, 2002
Submit CIP Program Requests	December 9, 2002
Budget Seminar	December 10, 2002
New User Training on Budget Module	December 11-13, 2002
Review of CIP Projects by Prioritization Committee	January 6-17, 2003
Submit Service Proposals for City Manager's Office review	January 10, 2003
Position Analysis Reports are distributed to departments for review	January 23, 2003
Submit 2002-03 Estimated Expenditures	February 3, 2003
Submit approved Proposals as On-going or One-time GAP Request, Grant Requests, Capital Asset Procurement Requests	February 7, 2003
CIP and Prioritization Review by Advisory Committee	February 10-21, 2003
Review of GAP and CIP packages by City Manager's Office	March 7, 2003
Submit Goals, Objectives and Performance Measurements	March 21, 2003
Base budgets distributed with GAP recommendations	April 9, 2003
Submit 2003-04 final Position Analysis Reports	April 11, 2003
Submit 2003-04 line item budgets	April 14, 2003
Proposed Budget/CIP booklets are prepared and distributed to Council	May 2, 2003
Budget and CIP Study Sessions with City Council	May 12, 2003
Budget Amendment Discussion with City Council	May 19, 2003
Adopt 2003-04 Tentative Budget	May 22, 2003
Publish 2003-04 Tentative Budget exhibits for two consecutive weeks	May 27, 2003 & June 3, 2003
Public Hearings for 2003-2008 CIP and 2003-04 Budget	June 12, 2003
Adopt Final 2003-04 Budget and 2003-2008 CIP	June 12, 2003
Adopt Property Tax Levy	June 26, 2003

BUDGET AND CIP PROCESS for FY03-04



FINANCIAL TRENDS/OPERATING BUDGET ISSUES

For the second year in a row, due to the continued downturn of the economy, departments were not given a base adjustment factor, (BAF) for their operating and maintenance expenditures. Based on department carry forward funds and the revenue situation, staff felt that a BAF adjustment would not be given for 2003-04. As a result, staff had to find ways to provide increasing service level demands to our citizens with existing resources. This was not an easy task; with increased demand for services by our growing population, positions and additional resources were needed and requested by departments. The only positions added for next fiscal year were ones that generated more revenue than their cost such as a Tax Auditor, or were an essential position that could be covered by revenues such as in the wastewater fund. Departments were asked to look within their own budget to cover new or increased on-going costs with the understanding that additions may not be seen until the economy begins to turn around. However, there were one-time funds available to provide essential one-time additions to departments.

This decision on BAF was made in light of many economic factors that are impacting our community at this time. The sharp decline in state income tax collections over the past few years has resulted in a \$70-million reduction of urban revenue sharing to Arizona cities. Chandler's reduction was over \$3-million. The Arizona State Retirement System (ASRS) has increased the retirement contribution rate from 2.49% to 5.7%, resulting in \$1.5 million in additional costs to the City. Cox Communications and Qwest have stopped paying sales tax on internet cable due to a recent court case resulting in a \$420,000 annual on-going loss to City coffers. Medical and dental increases of 33% last fiscal year and a projected 30% increase for next fiscal year has resulted in over \$1 million dollars in costs to the City. With a loss of approximately \$3.5 million revenue and increased expenses of over \$2.5 million, you can see how fortunate Chandler has been to avoid layoffs, cutbacks or hiring freezes for next fiscal year. This is due to increased revenues from continued growth in residential, commercial and industry, and the sound fiscal policies that are followed in Chandler, we will be maintaining the pay for performance program for our employees and adding some additional funds for committed projects and programs. These are further described later in this chapter.

The Nation saw an unemployment rate of 5.8% this year. For the State of Arizona, the average unemployment rate was 5.5% and for Maricopa County, it was 5.1%. However, due to the diversified employment base, and the economic strength of the businesses in our community, Chandler's average rate was 3.9%.

The City is projected to show a decrease in commercial growth compared to previous years as a result of completion of the Mall and surrounding power centers. However, commercial and industrial growth will continue at a modest rate as compared to other communities, and residential growth is to remain strong with revised projections showing 90% build-out of residential growth in ten years. Currently, a build-out strategy study is underway which will address our ability to maintain quality services to our citizens while still maintaining financial stability. Once completed, this build-out strategic plan will assist Council in making proactive, policy decisions to continue to support our strong economic base. This will be brought forward to Council in the near future.

This budget is slightly less than last year, with a 1.9% decrease, but the majority of the decrease is a result of selling less bonds in 2003-04. Fund balance is about the same but includes the \$36 million bond sale that was held in June. The City Council and staff have worked hard to attain financial stability, and we want to keep it that way. To maintain this status, we have prepared a conservative budget in light of the unknown economic climate we may continue to face next fiscal year. With continued growth in all areas, commitment to a vision for Chandler by Council, and an efficient staff utilizing resources in the most cost effective manner, Chandler will continue to be quality community that is fiscally healthy.

MAJOR BUDGET ISSUES

Major issues affecting the 2003-04 Annual Budget were submitted to Council for review. These major issues address policies or major program changes that were reviewed and discussed by the City Council at the budget briefing held May 12, 2003. After the briefing was completed, the Council had the option of accepting or rejecting staff recommendations and the option of proposing amendments to the proposed budget prior to adoption of the tentative budget.



Budget Policies and Major Issues

In addition to the 15% general fund contingency reserve, as in prior years, one-time and on-going reserves were set aside for Council to have the ability to fund additional programs or projects during the budget process. For 2003-04 the on-going funds are \$100,000 and the one-time funds are \$500,000. During the Council meeting held May 19, 2003 budget amendments were introduced and incorporated into the adoption of the tentative budget. These are listed below. The balance of unused funds in either on-going or one-time council reserves are available for the Council to vote on subsequent needs for projects that come up during the course of the fiscal year.

Department	Amendment Request	2003-04		
		On-going	One-Time	Total
City Manager	Family Advocacy Center	\$ 10,000	\$ 252,800	\$ 262,800
Community Services	Public History Coordinator	66,694	0	66,694
Community Services	Senior Meals Program	22,000	0	22,000
Community Services	Jazz Festival - Sponsor Appropriation	0	30,000	30,000
Community Services	Special Events Funding	0	30,000	30,000
Community Services	Chandler Community Action Program	0	31,500	31,500
		<u>\$ 98,694</u>	<u>\$ 344,300</u>	<u>\$ 442,994</u>

Use of One-time Money

Council adopted a General Fund Reserve Policy in June of 1992. The reserve is a budgetary amount set-aside for emergencies or unforeseen expenditures not otherwise budgeted. Also, the reserve can be utilized at times when projected revenues fall short of actual revenues in a given fiscal year. The 15% contingency reserve amount based on operating revenues will be \$21,758,448 in 2003-04.

This reserve protects our fiscal health by assuring sufficient funds are there to meet financial challenges in the future. Meeting this contingency reserve goal contributed to the City having its bond rating for General Obligation bonds raised by Moody's Credit Rating Agency from Baa1 to A in 1994-95, from A to A1 in 1996-97, from A1 to Aa3 in 1998-99, and from Aa3 to Aa2 in 1999. Standard and Poors', the other major credit rating agency in the United States, raised the rating from A- to A+ in 1994-95, from A+ to AA- in 1996-99, from AA- to AA in 2000-01 and from AA to AA+ in 2002-03.

This past May Fitch Ratings gave the City of Chandler General Obligation bonds the highest bond rating possible, a AAA grade rating. The AAA bond rating was achieved due to the City's stellar financial position, sound decision-making, low debt load and diverse economic base. The City of Chandler is one of four cities in the five-state Western region to obtain a AAA rating, one of 35 U.S. cities to receive the AAA rating.

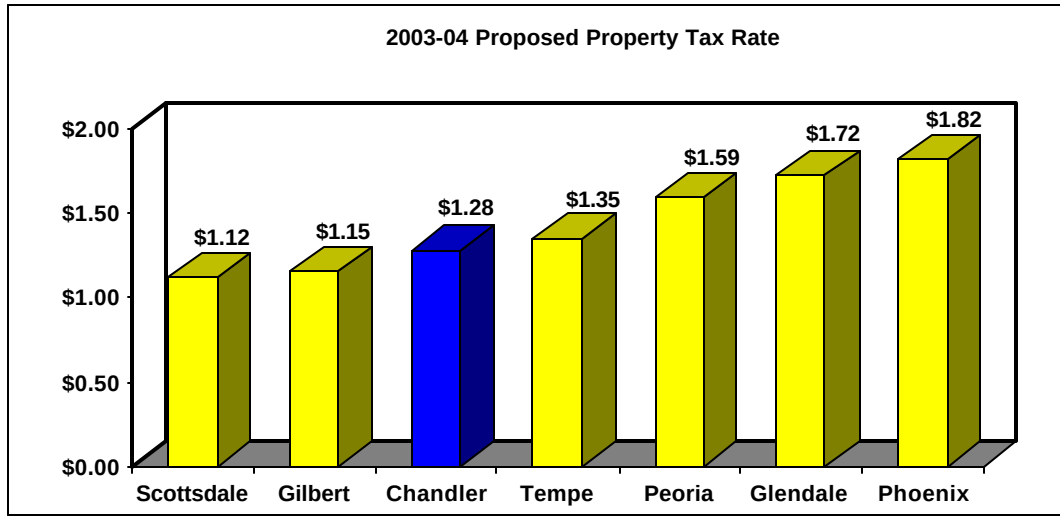
These upgrades allow the City to borrow money at lower interest rates, which translates to taxpayer savings. Chandler has received 17 bond upgrades in the past 10 years, with associated savings of about \$4 million.

Pay Plan Adjustments

Due to the increased medical, dental and state retirement costs, it is recommended that no general salary increase be given for fiscal year 2003-04. However, the City historically has maintained a pay for performance plan with a maximum 5% merit increase. This would only be available for full performers who were not at a maximum of their salary range. The cost to maintain the 5% pay for performance plan in 2003-04 is estimated at \$1,294,595 for General Fund and \$1,563,878 for all funds.

Property Taxes

The City's combined property tax rate is \$1.28 per \$100 assessed valuation, with a primary tax rate of \$0.38, used for general operations and a secondary tax rate of \$0.90, which is restricted for general bonded debt. While Chandler is one of the fastest growing cities in the Valley, it has one of the lowest property tax rates. The 2003-04 proposed rates for our neighboring cities as compared to Chandler are shown in the chart on the following page.



According to Arizona's Truth in Taxation law, the City of Chandler is required to notify its property taxpayers of any increases in primary property taxes for existing property over the previous year. If the proposed primary tax levy, excluding amounts attributable to new construction, is greater than the amount levied by the city in the previous year, this would be considered a tax increase, even if the tax rate remained the same. If your property value does not increase, your local property tax payments will also not increase. If your property value does increase, even though the rate is the same, the amount you pay in local taxes will increase.

The State of Arizona also limits an increase in primary tax levy to 2% above the previous year's maximum. For Chandler, the maximum allowable primary tax levy for 2003-04 is \$6,043,233. Council could have raised the primary rate to meet this allowable levy, equating to a primary tax rate of \$0.396 per \$100 of assessed valuation.

Chandler's primary net assessed valuation for fiscal year 2003-04 is \$1,526,068,883. With the City maintaining the existing primary rate of \$0.38, the estimated levy is \$5,799,062 or \$300,770 over last year's tax levy collection. Under the Truth in Taxation law, this would be considered a tax increase even though the rate would stay the same, and Chandler was required to give notice to our taxpayers. Since Council elected to keep the primary rate at \$0.38 per \$100 of assessed valuation for 2003-04, taxpayers were given notice via the newspaper.

Secondary property taxes are restricted funds, which are used to repay either the City's general bonded debt obligations, or for voter-approved budget overrides. The secondary property tax rate remains at \$0.90 per \$100 of assessed valuation. Chandler's secondary assessed valuation for 2003-04 is \$1,638,375,932 or a 22.9% increase over the prior year. This increase is the result of continued building growth in Chandler and the increasing value of existing property.

Chandler's adopted tax rate for the 2003-04 budget is the same as the prior year at \$1.28 per \$100 of assessed value. This rate is projected to fund our capital improvement program for the next five years without increasing the property tax rate.

2003-04 Budgetary Recommendations to General Fund

Additions to General Fund

The 2003-04 proposed budget contains the following recommended additions to the General Fund. The on-going costs include any salaries, benefits and on-going costs such as expendable equipment and supplies associated with positions. Any one-time costs associated with position(s) are presented in the one-time cost column. During the preparation of the recommended General Fund budget, departments submitted requests for on-going and one-time funding. The City Manager, Assistant City Managers and Management Services Director reviewed all requests; their recommendations for funding are described below. Attachment A contains a list of those items that have only one-time costs in 2003-04.



Budget Policies and Major Issues

City Manager

	<u>On-going Cost</u>	<u>One-time Cost</u>

Funding for a temporary Family Advocacy Center is requested. The goal of this facility is to reduce the trauma experienced by victims of domestic violence. This was presented and approved as a Council amendment.	\$ 10,000	\$ 252,800

City Magistrate

One-time funding is requested for contracting services; the Court requires additional programming services to meet the Criminal Justice Information System computer needs. This request would be funded through the Court Enhancement Revenue.	0	70,000

Information Technology

One-time funding is requested to purchase a new Tax and Licensing system, used to facilitate the collection of over \$56-million in revenue each year. A new system will provide Internet access to customers, as well as customer service and efficiency improvements. This project will significantly improve management of tax collection by incorporating more sophisticated analytical tools, as well as integrating with GIS and the permitting system.	0	1,079,270

One-time funding is requested for consulting costs associated with implementing E-Government solutions that will utilize Internet, IVR and FAX technologies to provide new, pertinent, concise and easily-accessed information online for the public.	0	400,000

One-time funding is requested to automate several stages of the solicitation process, providing a streamlined procurement cycle to all City departments. The costs of these enhancements will be offset in future years by the reduction of printing and postage costs.	0	47,500

In fiscal year 2001-02 a pilot program to implement an Electronic Document Management System (EDMS) was successfully completed in the City Clerk's office. Use of this software was scheduled for five other departments in fiscal year 2002-03. One-time funding is requested to use EDMS for additional departments in fiscal year 2003-04.	0	337,760

In fiscal year 2002-03, funds were allocated to implement new modules in the Oracle Financial System, including the project/contract module, and advanced benefits for city employees. One-time funds of \$250,000 are requested for new functionality, re-engineering current functionality, reports, and data inquiry for Oracle in fiscal year 2003-04.	0	250,000

Economic Development

The Commercial Reinvestment Program was initiated in fiscal year 2002-03 at City Council's direction in an effort to encourage private reinvestment in older existing retail centers. The pilot program was funded with \$150,000; however, the demand suggests that increased funding is needed. One-time funding for \$300,000 is requested for matching grant purposes; the program administration and marketing is covered by Economic Development.	0	300,000

One-time funding to increase tourism marketing is requested by Economic Development.	0	50,000

One-time funding is requested to reimburse the departments for expenses associated with downtown events. The costs incurred by departments include: staff overtime, street barricades, dumpsters, and utilities.	0	25,000



Budget Policies and Major Issues

Community Services

	<u>On-going Cost</u>	<u>One-time Cost</u>
Funding is requested to cover utility, custodial and maintenance costs for the Information Technology building expansion and renovation. Construction is scheduled to begin in fiscal year 2003-04.	\$ 43,125	\$ 0
Funding is requested to cover utility, custodial and maintenance costs for the Fleet Services and Warehouse building expansion. Construction is scheduled for completion in fiscal year 2003-04.	48,220	0
Funding is requested to cover utility and maintenance costs for the new Alma School Fire Station # 8 which is scheduled to open in 2003.	52,219	0
One-time funding is requested to increase the collection development at the main library and branches, including the new Basha Branch scheduled to be opened in August 2003. The commitment to increase the annual collection development annual was initially made in fiscal year 1999-2000.	0	423,600
One time funding is requested for completion of the Price House renovation of the building's interior to accommodate group gatherings. The site development will include parking and landscaping which will make the facility fully operational.	0	330,900
One time funding is requested for window replacement at the Community Center. In 2002, the Community Center started the first of a multi-phase renovation and improvement process. Initially, twenty windows were replaced; this would complete the replacement.	0	160,700
Funding requested for a Public History Coordinator at the Chandler Historical Museum for continuing the preservation of Chandler's history. This was presented and approved as a Council amendment.	66,694	0
Funding is requested for the Senior Meals Program. The program provides seniors with nutritional and home-delivered meals. This was presented and approved as a Council amendment.	22,000	0
One-time funding is requested for Community Action Programs (CAPS). This agency assists with basic family needs such as food, housing and assistance with utilities. This was presented and approved as a Council amendment.	0	31,500
One-time funding is requested for Jazz Festival and other Special Event assistance. Half of these funds will allow the Jazz Festival committee to process contracts prior to obtaining festival sponsorship funding. An agreement will be completed with the Jazz Festival committee for reimbursement of these funds to the City once sponsorship is received. A policy and process has been established for the use of these funds. This was presented and approved as a Council amendment.	0	60,000

Fire

The current plan of the Phoenix Regional Dispatch System, of which Chandler Fire is a member, is to begin the conversion to 800 MHz UHF frequencies in fiscal year 2003-04, as presented in the 2002-2007 Capital Improvement Program. As part of the Regional System, the Chandler Fire Department will be required to pay a portion of the costs of this project. One-time funding is requested for the two components of the project:	0	1,764,352
1. To conduct a radio frequency coverage/analysis and construct the necessary towers and		
2. To purchase the portable radios, mobile radios and base stations units.		
One-time funding is requested for the federal and state grants that require a 25% City match. With the war on terrorism, there is currently legislation for many new grant opportunities for fire departments. If passed, grant opportunities will come through the Homeland Security Block Grant Act and Weapons of Mass Destruction Preparedness Program.	0	315,000



Budget Policies and Major Issues

Fire (continued)

	<u>On-going Cost</u>	<u>One-time Cost</u>
One-time funding is requested for upgrades on our self-contained breathing apparatus - SCBA, to meet recognized national standards and to utilize recent technology to improve safety of our firefighters and the community we serve.	\$ 0	\$ 190,000
One-time funding is requested for rescue and power equipment replacement to extricate injured patients from vehicles or other entrapped areas. This equipment includes, power plants, cutters, and spreaders (Jaws of Life). Power tools are used in ventilation of structure fires. This equipment includes chain saws, rotary saws, and reciprocating saws.	0	110,000
One-time funding is requested to update three front line and one reserve fire apparatus with Compressed Air Foam Systems (CAFS), which introduces a foam substance into the water from a fire hose to create a mixture that is lighter and provides a coating on materials. This results in less water used, less time on the scene, and reduced firefighter fatigue.	0	180,000
One-time funding is request to upgrade existing LP12 electrocardiograph monitors to be able to provide 12 lead diagnostic capabilities. Twelve lead field assessments are becoming the standard of cardiac evaluation across the EMS community. This capability will allow paramedics to manage chest pain patients more efficiently by providing effective diagnostic information to the physician. Field 12 lead EKGs will assist in reducing the door to treatment time for patients having an acute myocardial infarction.	0	120,720
During fiscal year 2002-03 the department was awarded a Grant specific to Seniors. This program logged 1,723 volunteer hours, 565 smoke alarms installed and 292 home safety assessments. One-time funds for supplies are requested in 2003-04 to continue these public education programs.	0	25,000

Management Services

One Tax Auditor position is requested to increase privilege tax compliance enforcement and taxpayer education efforts. The cost of this position with salary, benefits and associated supplies is \$65,188. However, based on historical data, this position can be expected to bring in approximately \$250,000 in revenue which more than exceeds this cost.	0	0
One Tax and Utilities Representative position is requested to increase the recovery of delinquent and unidentified privilege taxes due the City. The cost of this position with salary, benefits and associated supplies is \$43,713. However, based on historical data, this position can be expected to bring in approximately \$225,000 in revenue which more than exceeds this cost.	0	0

Planning and Development

One-time funding is requested for the Residential In-Fill Development Program. The policy provides an incentive to developers building single-family ownership units on small "passed over" (in-fill) parcels located east of the Price Freeway and north of Pecos Road. The incentive enables the developer to recoup some of the cost of fees paid at the time the building permit was issued. Staff estimates 100 dwelling units per year for the program.	0	250,000
One-time funding is requested for the continuation of the Architectural Excellence Award program, which was initiated in fiscal year 2002-03.	0	20,550

Police

One-time funding is requested for the City to provide 25% match for the opportunity to apply for grants involving stopping violence against women, criminal records equipment systems, traffic control programs, high tech equipment that will allow officers to spend more time in community policing activities and less time on administrative functions (acronym: COPS MORE). Additionally, with the war on terrorism in full swing, we anticipate being able to apply for federal grants under the US Patriots Act to support our anti-terrorism work.	0	97,000



Budget Policies and Major Issues

Police (continued)

	<u>On-going Cost</u>	<u>One-time Cost</u>
One-time funding is requested for the City to provide 25% match for the forthcoming programs including grants for reducing street crime and Local Law Enforcement Block Grants (LLEBG).	\$ 0	\$ 43,500
As part of the 2003-2008 Capital Improvement Program, one-time funding is requested for land acquisition in close proximity to the present Richard T. Felix Property and Evidence building on Pecos Road. This will ensure that the space is available when the time for evidence processing expansion arrives.	0	495,495
One-time funding is requested to upgrade the CAD hardware and software. The present hardware is six years old and replacement parts and technicians to service it are becoming virtually non-existent.	0	500,000
One-time funding is requested to purchase the ACU 1000 Interagency Interface System, which patches any radio that is connected to the interface to all other radios. This system may be mounted in a technical support vehicle. The primary usage will be for task forces, interagency emergencies, events or other functions requiring communications between different services.	0	86,000
One-time funding is requested for a replacement of the Firearms Training System. The new digital training system has updated technology, which allows for training and examination in the proper use of a shotgun deployment, chemical spray usage, flashlight usage, handgun usage, as well as an authoring station where scenarios can be created utilizing real locations in the City, making training more realistic and current.	0	83,503
One-time funding is requested to replace the Uninterruptible Power Supply system that is used to backup the Communications Center. This system is fourteen years old and replacement parts are no longer being manufactured.	0	80,000
One-time funding is requested for Quantar Digital Repeaters which handle encrypted systems, thereby providing secure, on-scene communications on all frequencies for all agencies. This system will assist Chandler's interoperability capabilities, both now and in the future as the various agencies in the East Valley migrate to the 800 MHz digital system.	0	40,000
One-time funding has been committed by City Council for the balance due on the purchase of Tasers and related equipment from Taser International. The Taser provides for maximum safety for both the Officer and the subject bringing dangerous situations quickly under control before force escalates to lethal levels.		188,639

Public Works

One-time funding is requested for Pecos Road from Dobson to McQueen as shown in the 2003-2008 Capital Improvement Program. This funding will supplement street impact fees for the additional acquisition of right-of-way and for construction in fiscal year 2003-04.	0	5,510,000
Funding is requested for Street repaving maintenance as shown in the 2003-2008 Capital Improvement Program. Approximately 25 of the City's 700 center line miles of streets need repaving. The specific streets will be evaluated each year based upon known construction projects in that area and cost effectiveness.	0	1,339,000
As part of the 2003-2008 Capital Improvement Program, one-time funding is requested to provide the grant match to two Airport programs: Heliport Relocation (\$312,787) and Airport Storm Drain (\$12,024).	0	324,811



2003-04 Budgetary Recommendations to Enterprise Fund

Additions to Enterprise Funds

The 2003-04 proposed budget contains the following recommended additions in the Enterprise Funds. The on-going costs are presented, which include salaries, benefits and on-going supplies. Also presented are the one-time associated costs.

Water Operating Fund

Based on projected revenues and expenditures, the following positions and increased expenditures may be added to the budget without increasing water rates in 2003-04.

	<u>On-going Cost</u>	<u>One-time Cost</u>
<u>Municipal Utilities- Water</u>		
The new Municipal Utilities Administration building at McQueen will be constructed in 2003. On-going funds are needed for janitorial, landscaping and maintenance; one-time funding is needed for a T-1 line plus furniture.	\$ 42,960	\$ 119,905
In fiscal year 2002-03 new Maricopa County regulations are being developed that will require air quality permits for all emergency generators. On-going operating funds are needed in Water Production for the additional fees for permits and generator emissions testing required by these new regulations.	143,600	0
On-going funding is requested for equipment maintenance, landscaping and utilities for the new 2-million gallon storage tank and booster station located near Gilbert and Ocotillo Roads, as presented in the Capital Improvement Program.	94,185	0
On-going funding is requested for equipment and supplies for the new 6.5 miles of transmission mains as presented in the Capital Improvement Program.	19,500	0

Wastewater Operating Fund

Based on projected revenues and expenditures, the following increased expenditures may be added without increasing wastewater rates in 2003-04:

	<u>On-going Cost</u>	<u>One-time Cost</u>
<u>Municipal Utilities- Wastewater</u>		
One Wastewater Treatment Plant Operator I plus one Wastewater Treatment Plant Operator II positions are requested for the Airport Water Reclamation Facility (AWRF). This facility is completing a \$23 million plant expansion to increase treatment capacity from 6.5 million gallons a day (MGD) to 10 MGD. Funding is necessary in order to adequately treat the additional wastewater and to maintain the facility.	\$ 412,635	\$ 0
On-going funding is needed for equipment and supplies associated with the Collection System Facility Improvements as presented in the Capital Improvement Program.	27,300	0
On-going funding is needed for equipment maintenance, utilities and supplies associated with the Effluent Reuse Storage and Recovery Wells as presented in the Capital Improvement Program.	23,600	0
On-going funding is needed for equipment maintenance, utilities and supplies associated with the Effluent Reuse Transmission Mains as presented in the Capital Improvement Program.	9,000	0
On-time funding is needed for the videotape line before and after construction of the new miles of Relief Sewer Mains as presented in the Capital Improvement Program.	0	1,300

ATTACHMENT A
GENERAL FUND ONE-TIME REQUESTS FISCAL YEAR 2003-04

All General Fund requests were reviewed by the City Manager, Assistant City Manager and Finance Director. The following one-time requests were approved for the proposed budget and recommended to City Council.

<u>Department</u>	<u>Request</u>	<u>2003-04 One-time</u>
City Magistrate	Criminal Justice Information System Programmer - CEF	\$ 70,000
City Mgr- Information Technology	Tax and Licensing System Replacement	1,079,270
City Mgr- Information Technology	E-Government Public Communication Enhancements	400,000
City Mgr- Information Technology	Solicitation Process Enhancements	47,500
City Mgr- Information Technology	EDMS Phase 2	337,760
City Mgr- Information Technology	Oracle Enhancements Phase 2	250,000
City Manager-Economic Devel.	Commercial Reinvestment Program	300,000
City Manager-Economic Devel.	Tourism Marketing	50,000
City Manager-Economic Devel.	Downtown Event Reimbursement	25,000
Community Services	Price House Renovation - Phase 2	330,900
Community Services	Community Center Window Replacement	160,700
Fire	Fire Department 800 MHz Radio System - CIP	1,764,352
Fire	Grant Match Assistance to Firefighters Grant Program	30,000
Fire	Grant Match Homeland Security Block Grant Act of 2003	160,000
Fire	Grant Match Weapons of Mass Destruction Preparedness	125,000
Fire	SCBA Upgrade	190,000
Fire	Rescue and Power Equipment Replacement	110,000
Fire	Compressed Air Foam Systems	180,000
Fire	EKG Upgrade to 12 Lead	120,720
Fire	Public Education Supplies	25,000
Planning/Development	Residential In-Fill Development Program	250,000
Planning/Development	Architectural Excellence Award Program	20,550
Police	Grant Match Requirements	43,500
Police	Grants of Opportunity Match Requirements	97,000
Police	Property and Evidence Expansion (land acquisition)	495,495
Police	CAD Hardware/Software	500,000
Police	Interagency Interface System	86,000
Police	Firearms Training System	83,503
Police	Uninterruptible Power Supply	80,000
Police	Digital Repeaters	40,000
Public Works	Pecos Road (Dobson and McQueen Rd)	5,510,000
Public Works	Street Repaving	1,339,000
Public Works	Heliport Relocation	312,787
Public Works	Airport Storm Drain	12,024
		<u><u>\$ 14,626,061</u></u>

RESOURCES

4 Contents

- *A summary of Chandler's revenue sources with fiscal year comparisons*
- *Detailed descriptions of major historical trends and analysis*

Chandler Recycles

Neighborhood Drop-Off Recycling Sites

Legend
Recycling Drop Off Site
 Railroad
— Street C/L

1 in equals 0.75 mi



Neighborhood Drop-Off Sites

Abitibi Consolidated	
390 E RAY RD	(Ray Rd, E of Arizona Av)
Arrowhead Park	
3475 W FIVE ST	(Five St, W of Alma School Rd)
Brooks Park	
1345 W CALLE DEL NORTE	(Calle Del Norte, W of Central Dr)
City of Chandler Transfer Station	
3280 S MCQUEEN RD	(McQueen Rd & Queen Creek Rd)
Desert Breeze Park	
468 N DESERT BREEZE RD	(Desert Breeze Rd, W of McClintock Dr)
Hoopers Park	
801 N HOOPER RD	(Hooper Rd, E of Green St)



This GIS map is a snapshot of the area within the City of Chandler that contains the Neighborhood Recycling Drop-Off locations. Chandler's Curbside and Drop-off Recycling programs have diverted approximately 17,000 tons of recyclable material.



Chandler • Arizona
Where Values Make The Difference

CITY OF CHANDLER

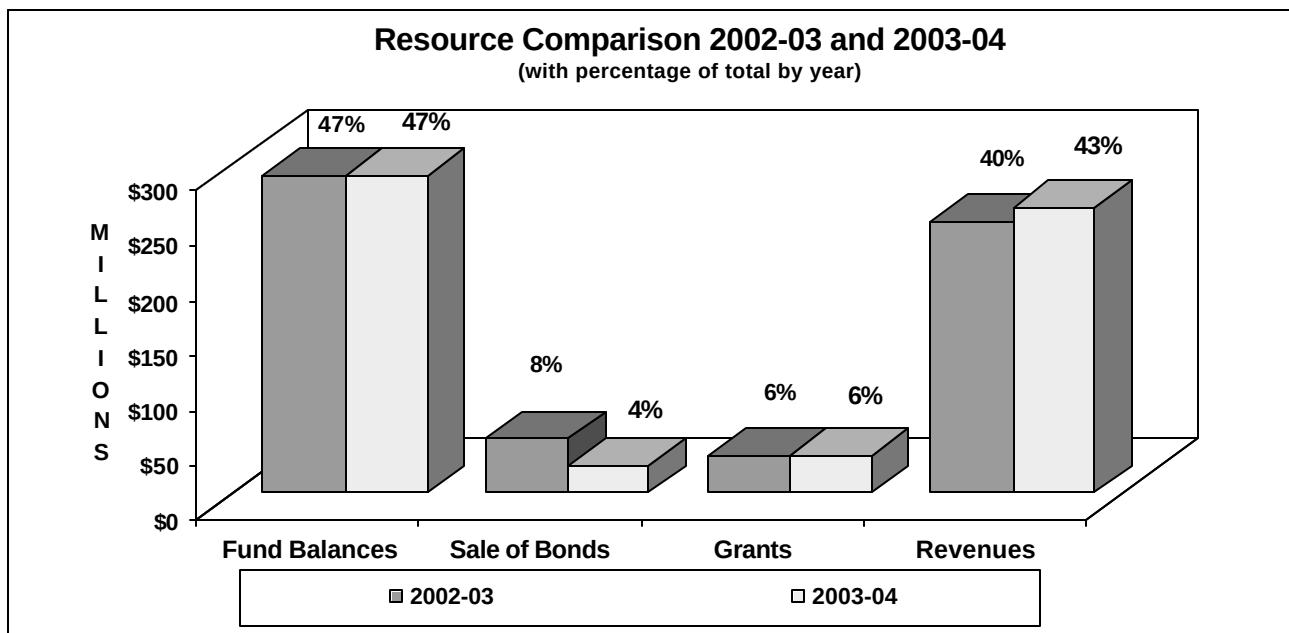
RESOURCES SECTION

The Resources Section of this document has been prepared to present in summary form all sources of revenue, and to offer a more detailed description of major revenue sources. The resources section offers historical reference points, highlights of revenue fluctuations, and serves as the basis for current year estimates.

The next four pages of this section provide summarized data of the comparison of the 2002-03 Adopted Budget and 2003-04 Adopted Budget. Subsequent pages in this section give a more detailed description of operating revenues and system development fees offering a summary of the revenue type, an analysis of past revenue collections and the assumptions used for the 2003-04 revenue projections. Bar charts are also presented on the majority of revenue sources.

RESOURCES CATEGORICAL COMPARISONS

	2002-03 Adopted Budget	2003-04 Adopted Budget	Percentage Change
Fund Balances	\$ 287,944,521	\$ 287,700,429	(0.1%)
Sale of Bonds	49,151,000	25,089,124	(49.0%)
Grants	34,556,628	35,247,712	2.0%
Revenues	<u>247,398,334</u>	<u>259,333,360</u>	4.8%
Total	<u>\$ 619,050,483</u>	<u>\$ 607,370,625</u>	<u>(1.9%)</u>

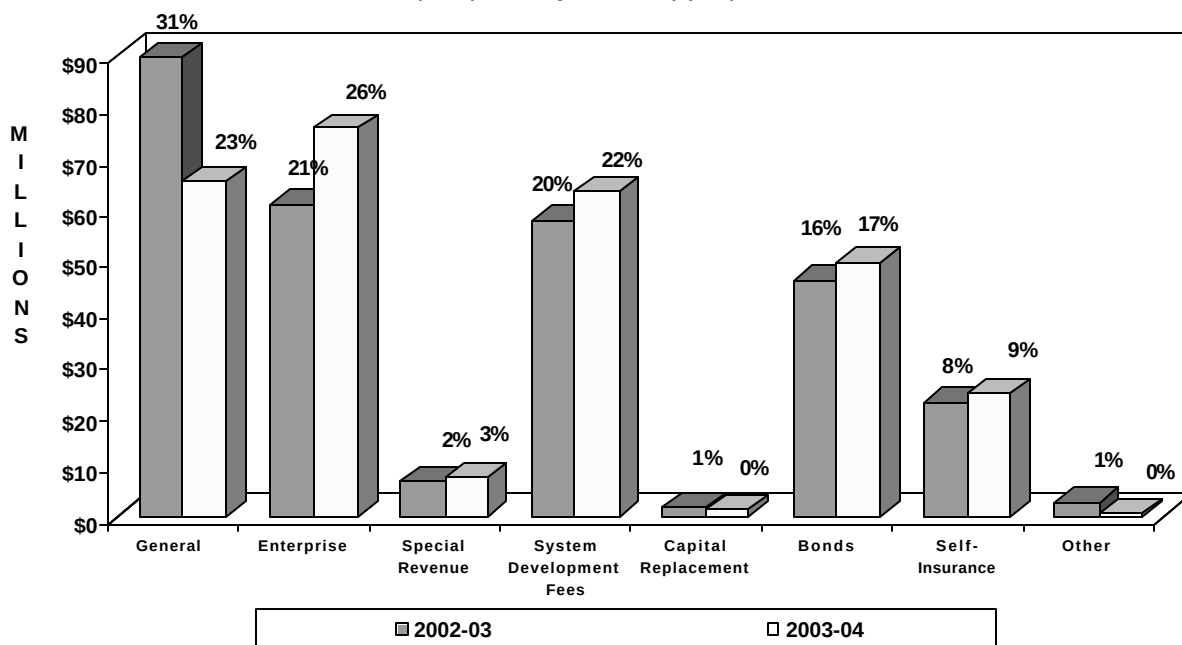


FUND BALANCES

Fund Balances represent the difference between revised revenue estimates (by fund) and revised expenditures (by fund). Fund Balances are revenue sources that are carried forward from the prior fiscal year and can be used for expenditures within that fund. Major categorical fund balances by fiscal year are as follows:

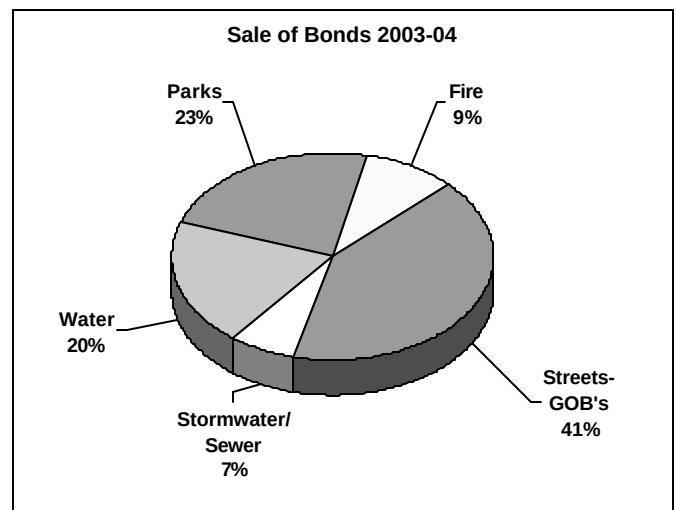
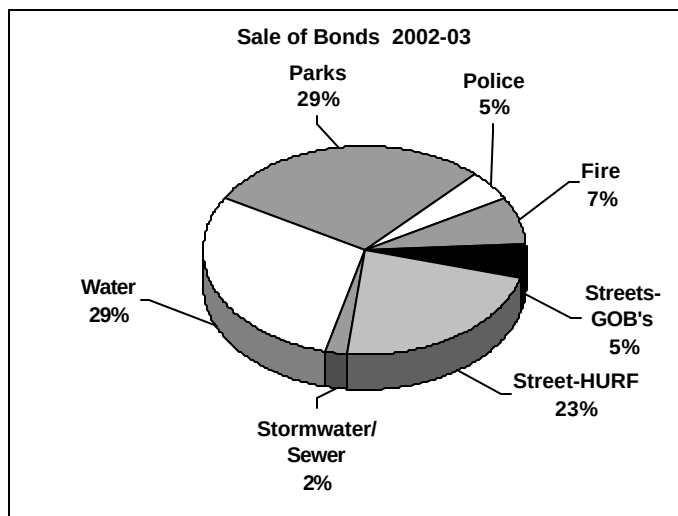
	2002-03 Adopted Budget	2003-04 Adopted Budget	Percentage Change
General	89,771,404	65,371,007	(27.2%)
Enterprise	60,877,112	75,822,357	24.5%
Special Revenue	6,822,079	7,502,965	10.0%
System Development Fees	57,886,580	63,600,128	9.9%
Capital Replacement	1,628,691	1,285,489	(21.1%)
Bonds	46,058,078	49,572,072	7.6%
Self-Insurance	22,300,000	24,026,600	7.7%
Other	2,600,577	519,811	(80.0%)
Total	\$ 287,944,521	\$ 287,700,429	(0.1%)

Fund Balance Comparison 2002-03 and 2003-04
(with percentage of total by year)



SALE OF BONDS/CERTIFICATES

	2002-03 Adopted Budget	2003-04 Adopted Budget	Percentage Change
Parks	\$ 14,045,000	\$ 5,682,778	(59.5%)
Public Safety - Police	2,350,000	50,000	(97.9%)
Public Safety - Fire	3,531,000	2,328,105	(34.1%)
Streets GOB's	2,570,000	10,323,650	301.7%
Street-Highway User Revenue	11,150,000	0	(100.0%)
Stormwater/Sewer	1,005,000	1,702,500	69.4%
Water	14,500,000	4,996,950	(65.5%)
Airport	0	5,141	N/A
Total	\$ 49,151,000	\$ 25,089,124	(49.0%)

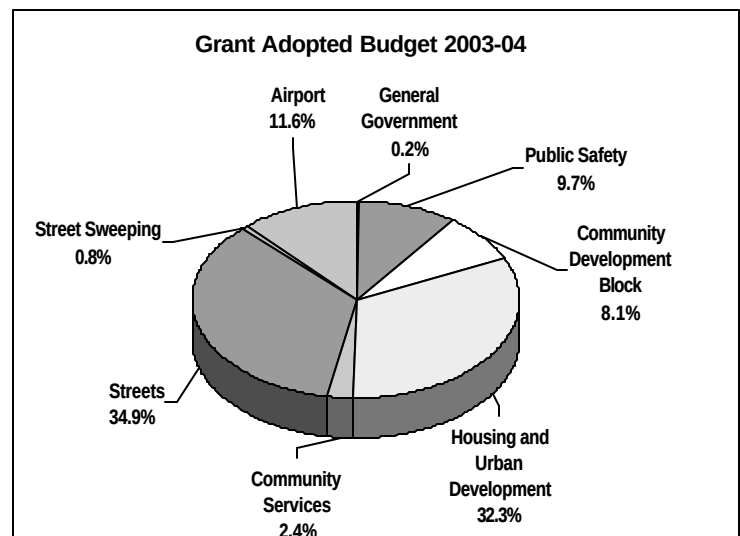
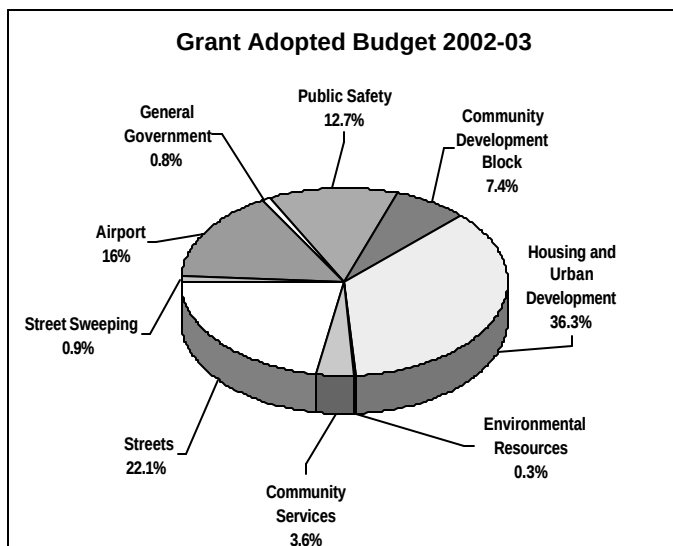


GRANTS

This funding source includes Federal and State grants for specific projects. Grant funds will not be expended unless prior authorization of grant award is received from the grant agency.

	2002-03 Adopted Budget	2003-04 Adopted Budget	Percentage Change
General Government	\$ 264,858	\$ 80,000	(69.8%)
Public Safety ⁽¹⁾	4,399,542	3,406,625	(22.6%)
Community Development Block	2,560,708	2,857,000	11.6%
Housing and Urban Development	12,529,563	11,393,614	(9.1%)
Community Services	1,248,390	855,709	(31.5%)
Municipal Utilities:			
Water Production	75,000	0	N/A
Environmental Resources	115,000	0	N/A
Public Works:			
Streets	7,632,020	12,302,857	61.2%
Street Sweeping	299,800	280,000	(6.6%)
Airport	5,431,747	4,071,907	(25.0%)
Total	\$ 34,556,628	\$ 35,247,712	2.0%

(1) *Public Safety includes the Law Department*



SUMMARY OF REVENUES

	2000-01 Actual Revenue	2001-02 Actual Revenue	2002-03 Adopted Budget	2002-03 Revised Estimate	2003-04 Adopted Budget
Local Taxes and License	\$ 53,293,384	\$ 56,152,389	\$ 58,616,020	\$ 60,052,936	\$ 63,346,981
Franchise Tax	2,008,187	1,957,618	2,337,000	2,141,136	2,237,718
Transaction Privilege Lic. Tax/F	50,829,131	53,630,072	55,797,020	57,342,000	60,584,763
Other Licenses	456,066	564,699	482,000	569,800	524,500
State Shared Taxes	43,772,421	49,800,257	50,980,131	51,622,384	49,238,443
State Shared Sales Tax	12,270,238	13,607,408	13,758,374	13,720,000	13,769,988
Auto Lieu Tax	5,242,763	5,825,942	5,700,000	6,782,000	6,270,000
Highway Users Tax	9,865,633	10,946,942	11,447,526	11,303,600	12,229,779
State Revenue Sharing	15,394,290	18,417,625	19,053,946	18,796,499	15,937,362
Lottery Entitlement	999,497	1,002,340	1,020,285	1,020,285	1,031,314
Charges for Services	12,638,361	11,610,560	10,559,944	12,738,257	12,432,762
Engineering Fees	1,776,733	1,728,908	1,437,700	1,640,743	1,581,950
Building Division Fees	8,181,524	6,407,290	5,241,500	6,766,600	6,045,350
Planning Fees	153,927	122,330	79,500	79,375	61,200
Public Safety Miscellaneous	1,358,720	1,969,492	2,501,524	2,717,923	3,091,134
Library Revenues	214,252	238,591	240,720	246,228	400,378
Parks and Recreation Fees	953,205	1,143,949	1,059,000	1,287,388	1,252,750
Miscellaneous Receipts	29,780,811	19,403,389	17,078,454	16,719,190	14,421,555
Sale of Fixed Assets	124,330	156,804	64,250	83,900	82,000
Other Receipts	4,425,264	4,521,516	3,878,604	5,809,022	4,781,687
Interest on Investments	22,687,235	11,682,882	10,459,150	7,243,847	5,800,000
Leases	567,783	540,800	485,650	597,421	644,368
Court Fines	1,976,199	2,501,387	2,190,800	2,985,000	3,113,500
Enterprise Revenue	57,228,340	59,505,740	63,917,907	62,706,629	64,532,701
Water Sales	30,966,506	31,838,910	34,807,000	32,951,000	33,895,000
Wastewater Service	17,343,678	18,308,749	18,863,197	19,231,000	19,765,000
Solid Waste Service	8,052,316	8,445,783	8,767,150	8,890,589	9,213,721
Other Utility Charges	716,680	635,978	1,245,660	1,311,040	1,326,620
Airport Fuel Sales	149,160	276,320	234,900	323,000	332,360
System Development Fees	23,975,374	25,950,791	23,147,600	27,276,859	28,559,400
Water	7,902,158	9,288,514	8,400,000	9,074,000	9,528,500
Wastewater	6,419,980	8,067,389	7,469,000	8,633,859	9,008,000
Solid Waste Containers	261,796	274,176	234,600	315,000	306,000
Parks/Residential Developmen	1,477,013	1,340,958	1,200,000	1,430,000	1,502,000
General/Street Impact Fees	7,914,427	6,979,754	5,844,000	7,824,000	8,214,900
Interfund Charges	3,795,036	4,458,444	5,971,942	4,595,237	6,037,073
Property Tax	14,323,635	15,922,881	17,126,336	16,535,000	20,764,445
TOTAL REVENUE	\$ 238,807,362	\$ 242,804,451	\$ 247,398,334	\$ 252,246,492	\$ 259,333,360

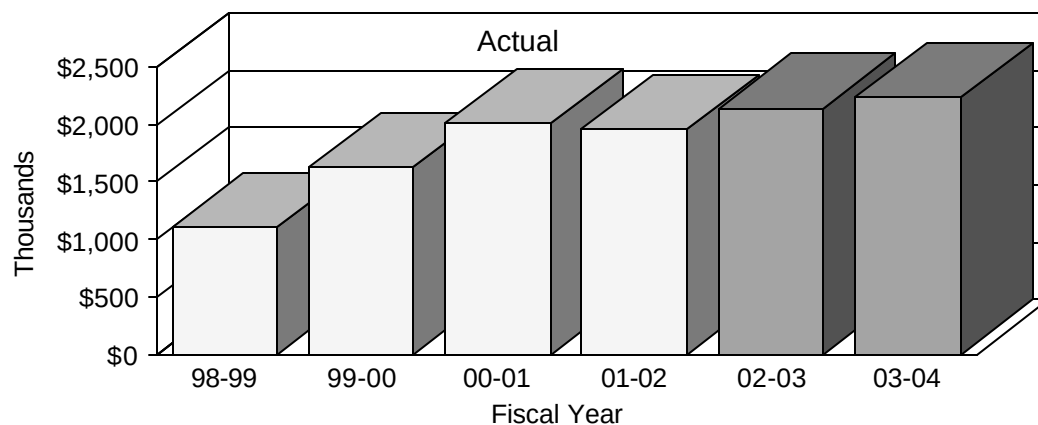
SOURCE: Franchise Tax

Summary: The Franchise Tax is paid by Arizona Public Service (2% of Commercial and Residential Sales), Southwest Gas Corporation (2% of Commercial and Residential Sales), Cox Communications, Qwest Cable Services (5% of Gross Sales) and Air Products.

Analysis: Listed below is the past four years of actual revenue with the percent of increase or decrease. The 1998-99 decrease is due to delayed receipts from APS and cable franchise taxes for the fourth quarter; these payments were included in fiscal year 1999-2000, contributing to a 47.4% increase. The 23.3% increase for 2000-01 is attributed to major marketing efforts by Southwest Gas and Cable TV which have increased their sales resulting in higher franchise taxes to Chandler. The 2001-02 decrease is due to a Cox reduction of payments to offset prior year overpayments discovered during the third quarter. The 2002-03 estimate is a nine-month actual, three-month projection; the increase is due to growth in usage.

Projection: An increase is projected for fiscal year 2003-04 due to continued growth in Chandler.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	1,105,338	(14.5)
1999-2000	1,628,723	47.4
2000-01	2,008,187	23.3
2001-02	1,957,618	(2.5)
2002-03 (Est.)	2,141,136	9.4
2003-04 (Est.)	2,237,718	4.5



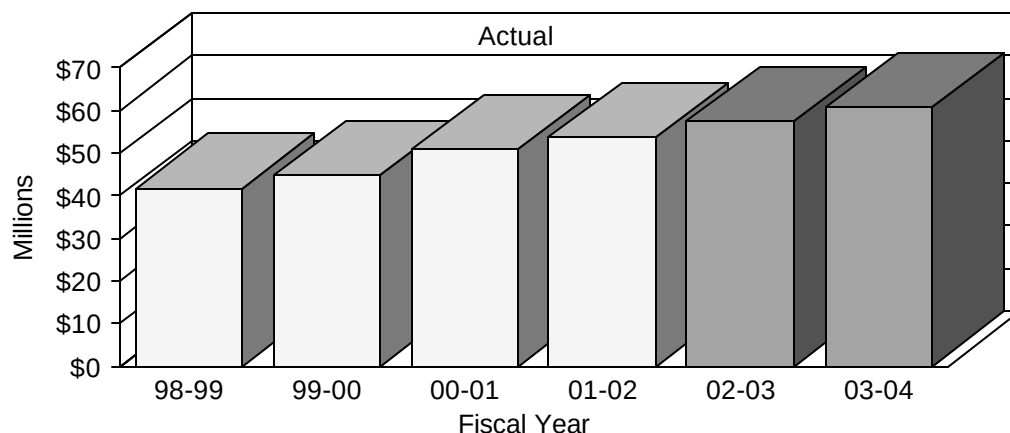
SOURCE: Transaction Privilege (Sales) Tax

Summary: The Transaction Privilege (Sales) Tax is obtained from the City-administered tax on the sale of goods and various business activities. This is one of the largest revenue sources for the City of Chandler. Economic activity, especially in the area of construction and retail sales, has a direct effect on collections. As a result, those areas are closely monitored for any major fluctuations. This revenue may be expended for any municipal public purpose.

Analysis Listed below is the past four years of actual revenue with the percent of increase. Over the past five years, increases in housing starts have contributed to higher collections in the contracting sales tax category. The 1998-99 and 1999-2000 increases are due to continued residential and commercial building growth activity. The 2000-01 increase is due primarily to the increased commercial building with construction at Intel, Schwab and the Westcor Mall. The 2001-02 amount reflects increased retail sales from the opening of the Chandler Fashion Center. The 2002-03 estimate is a nine-month actual, three-month projection and reflects the full year increase from the Chandler Fashion Mall.

Projection: There is an anticipated increase in the overall sales tax collections for fiscal year 2003-04 due to the continued growth from construction and retail sales.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	41,619,415	18.4
1999-2000	44,688,844	7.4
2000-01	50,829,131	13.7
2001-02	53,630,072	5.5
2002-03 (Est.)	57,342,000	6.9
2003-04 (Est.)	60,584,763	5.7



Transaction Privilege (Sales) Tax

The following detail is presented to show by category the amount of Transaction Privilege (Sales) Tax that has been collected the prior four years, year-end estimates for the current year, and projections for the ensuing fiscal year. The estimate presented for 2002-03 is a nine-month actual, three-month projection. Growth is anticipated for most categories in fiscal year 2003-04.

	1998-99 Actual	1999-2000 Actual	2000-01 Actual	2001-02 Actual	2002-03 Estimate	2003-04 Proposed	% chg 2002-03Est 2003-04
Contracting ⁽¹⁾	\$ 10,193,338	\$ 9,233,519	\$ 11,563,422	\$ 11,290,014	\$ 10,000,000	9,000,000	(10.0%)
General Retail ⁽²⁾	14,882,114	17,073,049	18,467,762	19,907,303	22,894,500	25,783,763	12.6%
Restaurant/Bar	2,578,012	2,949,472	3,416,147	3,921,958	4,500,000	5,226,000	16.1%
Utilities	5,225,365	5,371,404	6,058,546	6,417,518	6,800,000	7,000,000	2.9%
Telecommunications	2,106,833	2,500,653	2,931,529	2,869,467	3,030,000	3,000,000	(1.0%)
Rentals - Real	2,826,184	3,297,849	3,759,161	4,530,384	5,200,000	5,460,000	5.0%
Rentals - Personal	1,009,416	1,247,486	1,573,050	1,760,707	1,975,000	2,100,000	6.3%
Hotel/Motel	941,574	1,048,010	1,299,873	1,161,330	1,250,500	1,300,000	4.0%
Publishing/Other	581,107	609,677	626,200	586,054	660,000	675,000	2.3%
Amusements	315,740	338,387	326,154	347,405	432,000	440,000	1.9%
Use Tax	959,732	1,019,338	807,287	837,932	600,000	600,000	0.0%
Total	<u>\$ 41,619,415</u>	<u>\$ 44,688,844</u>	<u>\$ 50,829,131</u>	<u>\$ 53,630,072</u>	<u>\$ 57,342,000</u>	<u>\$ 60,584,763</u>	<u>5.7%</u>

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

⁽²⁾ General Retail includes Car and Truck, Grocery Stores, Drug, Liquor Stores and Arizona Mills Sales Tax Sharing.

SOURCE: Other Licenses

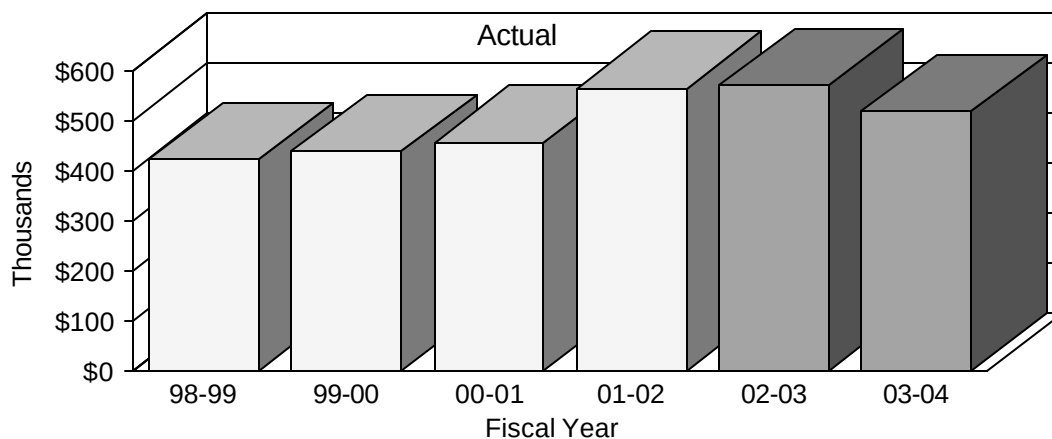
Summary: Other License revenue is comprised of 2003-04 projected fees for the following business licenses:

1. Business Licenses	\$ 180,000	5. Alarm	\$ 99,500
2. Alcoholic Beverages	\$ 181,000	6. Amusements	\$ 30,000
3. Peddlers and Vendors	\$ 9,000	7. Professional/Occupation and Other	\$ 16,000
4. Second Hand and Junk Dealers	\$ 5,000	8. Cable License Applications	\$ 4,000

Analysis: Listed below is the past four years of actual license revenue, including the percent of increase or decrease. The increases in 1998-99 through 2000-01 are a result of increased activity in business licenses, alcohol beverage licenses and home alarm systems. Fiscal year 1998-99 revenue also includes a rate increase for renewals on alcoholic beverage licenses. The 23.8% increase in 2001-02 is due to a large number of alcoholic beverage licenses for new restaurants/bars as a result of the Chandler Fashion Center opening. The 2002-03 estimate is a nine-month actual, three-month projection, based on slower growth of new licenses.

Projection: There are fewer anticipated new restaurants requesting new alcohol licenses resulting in a decrease anticipated for 2003-04. Alcohol and business licenses make up the majority of this category.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	421,117	44.2
1999-2000	437,826	4.0
2000-01	456,066	4.2
2001-02	564,699	23.8
2002-03 (Est.)	569,800	0.9
2003-04 (Est.)	524,500	(8.0)



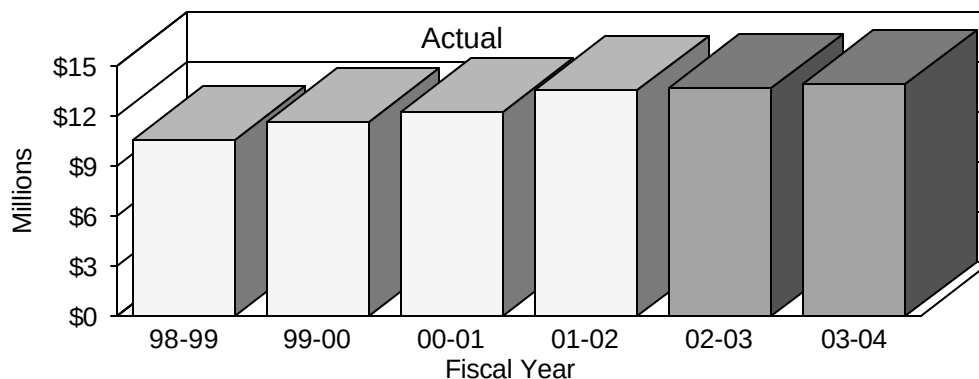
SOURCE: State Shared Sales Tax

Summary: The State sales tax rate is currently 5%, of which a portion of the various categories of sales tax are distributed to cities and towns based on population. This revenue may be expended for any municipal public purpose, and is therefore placed entirely in the General Fund.

Analysis: Listed below is the prior four years of actual revenue with the percent of increase. The increases in 1998-99 through 2000-01 represent continued growth in consumer spending with an offset of the phase out of the commercial lease tax. The 2001-02 increase of 10.9% is a result of Chandler receiving a larger portion of the State's distribution from 2000 census population. The 2002-03 estimate is a nine-month actual, three-month projection, based on a modest increase.

Projection: As a result of the slow turnaround of the economy, a slight increase is projected for 2003-04. This does not take into consideration any reductions that could be imposed by the State.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	10,577,030	7.2
1999-2000	11,626,261	9.9
2000-01	12,270,238	5.5
2001-02	13,607,408	10.9
2002-03 (Est.)	13,720,000	0.8
2003-04 (Est.)	13,769,988	0.4



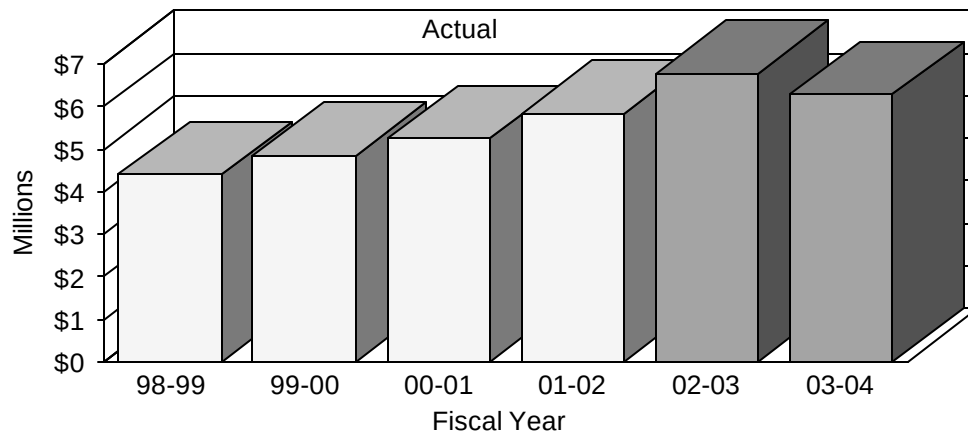
SOURCE: Auto Lieu Tax

Summary: This State shared tax was distributed to the cities through the County Treasurer's Office; effective 2002-03 bi-monthly payments are distributed through the State. Cities and towns receive 25% of the net revenues collected for vehicle licensing within their county. The respective shares are determined by the proportion of their population to total incorporated population of the County. This revenue may be expended for any municipal public purpose.

Analysis Listed below is the past four years of actual revenue with the percent of increase. The increases in 1998-99 through 2000-2001 are a result of increased value of vehicles and sales due to a strong economy. In 2001-02, Chandler received a larger share of the County's revenue due to the 2000 census. We are anticipating a 16.4% increase for 2002-03, due to a late county payment from the prior year. The 2002-03 estimate is a nine-month actual, three-month projection.

Projection: With the uncertainty of continued vehicle offers, we are anticipating no growth in this category. The anticipated decrease is due to the comparison with the extra payment in 2002-03.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	4,396,845	16.4
1999-2000	4,849,432	10.3
2000-01	5,242,763	8.1
2001-02	5,825,942	11.1
2002-03 (Est.)	6,782,000	16.4
2003-04 (Est.)	6,270,000	(7.5)



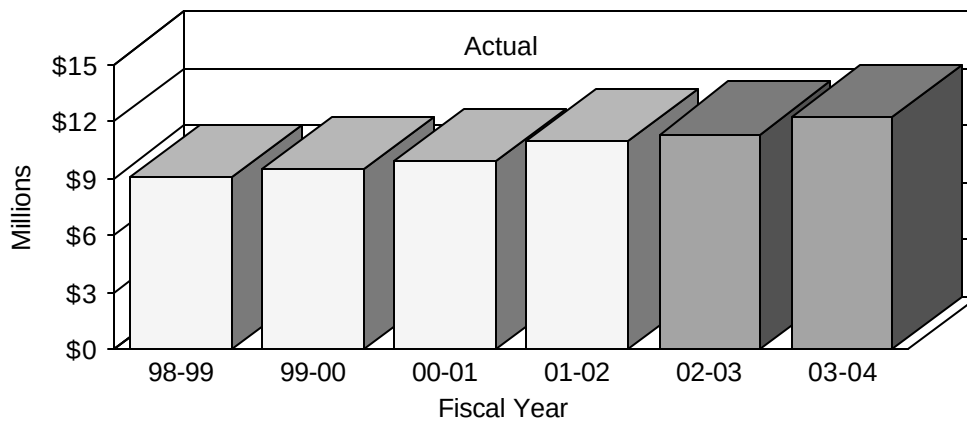
SOURCE: Highway Users Tax

Summary: The State gas tax is currently levied at a rate of \$0.18 per gallon and distributed to cities and towns using two formulas. Of the \$0.18 per gallon, \$0.13 is placed in the Highway User Fund; cities and towns in Arizona receive 27.5% of these revenues. One-half of this allocation is distributed on the basis of the municipality's population in relation to the population of all incorporated cities and towns in the State. The remaining half is allocated on the basis of "county of origin" of gasoline sales and the relation of the municipality's population to the population of all incorporated cities and towns in the County. In addition to this revenue, cities and towns receive a share of a \$0.03 increase which became effective January 1, 1986, and is distributed as part of the monthly highway user revenue monies. This revenue must be expended solely on street and highway projects within the City.

Analysis: Listed below is the past four years of actual revenue with the percent of increase or decrease. Lower gas prices contributed to the 1998-99 increase of 8.9%. The 2000 U.S. Census population figures resulted in a larger portion of the state's HURF revenue distribution to the City of Chandler for 2001-02. The 2002-03 estimate is a nine-month actual, three-month projection, based on modest increases.

Projection: Based on continued growth of gasoline sales, absent any further unforeseen legislative changes, an 8.2% increase is projected for 2003-04.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	9,035,776	8.9
1999-2000	9,468,863	4.8
2000-01	9,865,633	4.2
2001-02	10,946,942	11.0
2002-03 (Est.)	11,303,600	3.3
2003-04 (Est.)	12,229,779	8.2



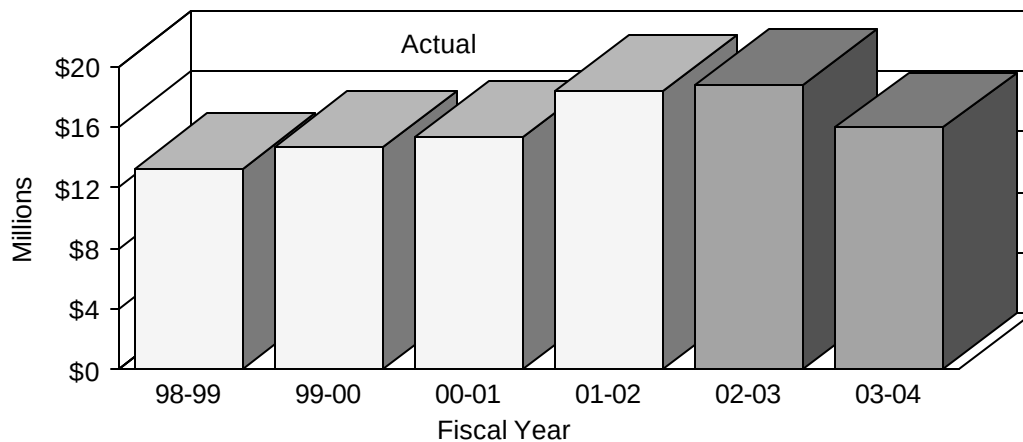
SOURCE: State Revenue Sharing

Summary: This year's State shared revenue is the City's share of the 2000 State income tax receipts. Through fiscal year 1999-2000 Arizona municipalities shared 15.8% of the State's income tax collections, which are distributed based on population. In fiscal year 2000-01 the share to municipalities was reduced to 15% of the State's income tax collections. This revenue may be expended for any municipal public purpose.

Analysis: Continued rising income, increased job creation and low unemployment rates have all contributed to the increases for 1998-99, 1999-2000 and 2000-01. Chandler's increased share of state population based on the 2000 census resulted in a large increase for 2001-02. The 2002-03 estimate is a nine-month actual, three-month projection based on the revised state estimates received after our budget was adopted.

Projection: This estimate is based on numbers provided by the League of Arizona Cities and Towns. They reflect Chandler's reduction of \$3.1 million of the state's \$70 million reduction to all municipalities. The sharp decline in state income tax collection two years ago resulted in this reduction.

Fiscal Year	Amount	% Incl/(Dec)
1998-99	13,218,257	16.7
1999-2000	14,667,670	11.0
2000-01	15,394,290	5.0
2001-02	18,417,625	19.6
2002-03 (Est.)	18,796,499	2.1
2003-04 (Est.)	15,937,362	(15.2)



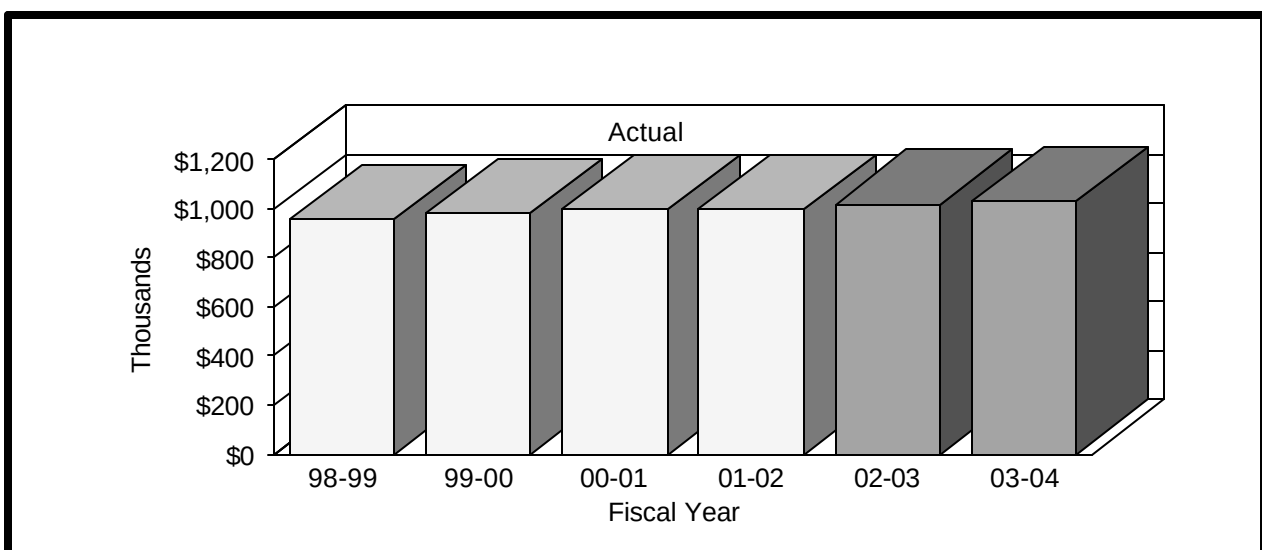
SOURCE: Lottery Entitlement

Summary: Distribution of State lottery monies to the City began in January 1982, as the local transportation assistance fund (LTAF). A total minimum distribution of \$20.5 million to cities and towns is generated each fiscal year; a maximum distribution of \$23 million is distributed if this amount is generated by the lottery. This allocation to cities and towns is based upon population. If the total annual distribution to all cities reaches \$23 million, 10% of the amount that is received by each city can be spent on cultural, educational, historical, recreational or scientific facilities or programs, if non-public monies are available as a match. This revenue may be expended for construction or reconstruction of streets and highway projects in the public right-of-way. As a member of the Regional Public Transit Authority, one-third of these revenues must also be expended for public transit programs within the City.

Analysis Listed below is the past four years of actual revenue with the percent of increase. Each year, the lottery entitlement has reached its cap of \$23 million. However, Chandler's portion has increased yearly, primarily as a result of population increases. The 2002-03 estimate is based on nine months of actual and three-month projection.

Projection: A slight increase is projected for 2003-04.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	960,480	3.7
1999-2000	981,869	2.2
2000-01	999,497	1.8
2001-02	1,002,340	0.3
2002-03 (Est.)	1,020,285	1.8
2003-04 (Est.)	1,031,314	1.1



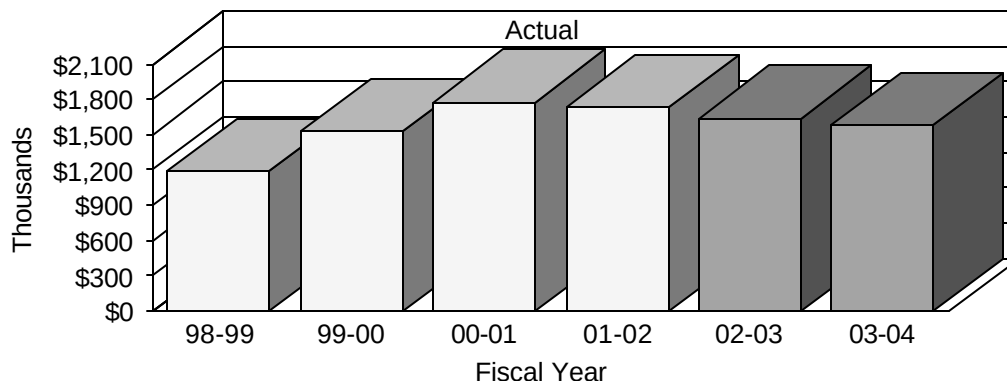
SOURCE: Engineering Fees

Summary: Engineering Fees are derived from plan review fees, off-site inspection fees, encroachment permits, street signs, traffic signal fees, and fiber optic fees. Most of these revenues are largely a function of development. In the past, we have used the title "Engineering Fees - Offsite Inspection" for inspection and administration fees collected at the time of permit issuance. These fees were to cover the cost of inspection and staff for oversight of private development offsite construction. In January of 2001, Chandler implemented the new City Code sections which changed the permitting process to an Encroachment Permit system. The major difference between the two is that under the encroachment system, permits are divided into separate classes based upon the type of work performed: Class 1 - Minor Encroachment; Class 2 - Sidewalk Furniture; Class 3 - Landscape Maintenance; Class 4 - Telecommunications and telecommunications related facilities; Class 5 - Fiber Optic; Class 6 - Cable/Internet; Class 7 - Utilities (water, sewer, storm drain, etc); and Class 8 - Other offsite work (paving, trenching, streetlights, etc.). Fees are also imposed to offset the City's cost for plan reviews.

Analysis Listed below is the past four years of actual revenues, with the percent of increase or decrease. The 1998-99 decrease was due primarily to reduced revenue from offsite inspection fees; the increased commercial development resulted in less offsite fees compared to the previous year of higher residential development. The 1999-2000 and 2000-01 increases are based on several large commercial/industrial projects (Intel, Schwab, Westcor) and residential development. The 2002-03 estimate is a nine-month actual, three-month projection. The estimated decrease for 2002-03 is due to a reduction in plan review fees and utility encroachment permits compared to the prior year. This decrease was anticipated by staff, and there is no negative impact to the budget.

Projection: The quantity of inspections and reviews continues to remain high; however, the size and type of development affects the revenue stream. In offsite inspections, residential or subdivision development results in higher fees due to the increased quantity of offsite improvements. The slowdown in development for fiscal year 2003-04 results in the anticipation of a reduction in encroachment permits and other fees.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	1,188,980	(11.0)
1999-2000	1,530,038	28.7
2000-01	1,776,733	16.1
2001-02	1,728,908	(2.7)
2002-03 (Est.)	1,640,743	(5.1)
2003-04 (Est.)	1,581,950	(3.6)



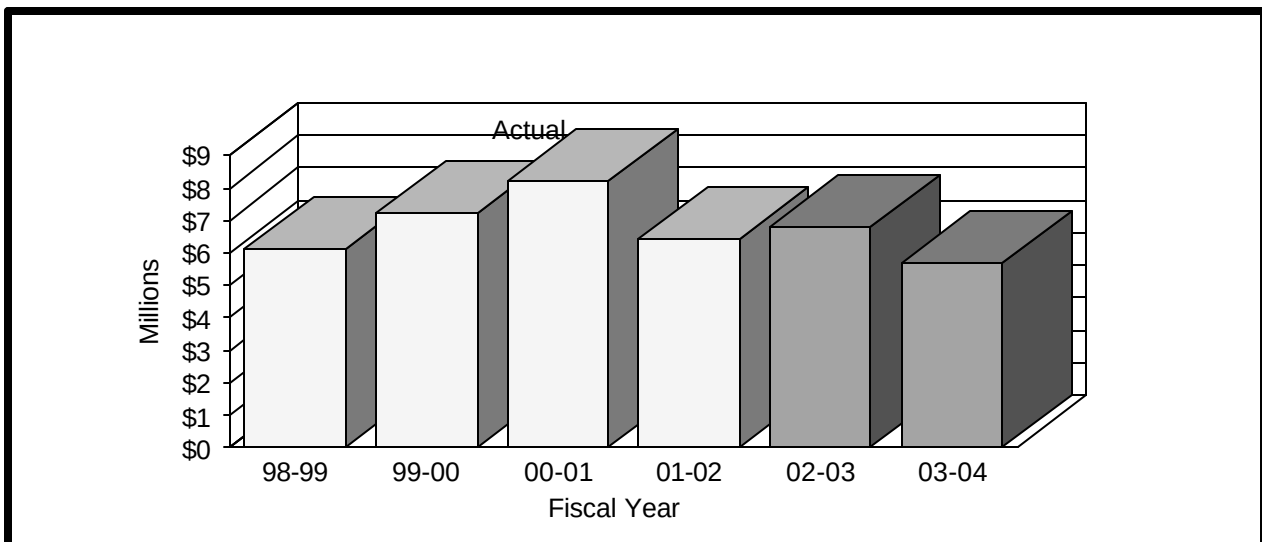
SOURCE: Building Division Fees

Summary: Building Division Fees are assessed based on a formula using construction costs and square footage. The following categories are included: building permits, electrical permits, plumbing permits, building inspection fees, and plan check fees. Fees imposed are used to offset the City's cost for review and inspections.

Analysis: Listed below is the past four years of actual revenue, including the percent of increase or decrease. The fluctuations are not only due to the economic growth, but also to the type of construction. The large increases in 1998-99 through 2000-01 are a result of industrial and commercial expansions as well as overall continued residential growth. The decrease for 2001-02 is due to diminished plan check fees and building permits collected compared to the last few years. The 2002-03 estimate is a nine-month actual, three-month projection; the estimated increase is due to higher than expected building permit fees from development in Southeast Chandler.

Projection: A decrease of 10.7% is projected for fiscal year 2003-04. This is due to a decrease in large projects that occurred in 2002-03.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	6,115,233	32.6
1999-2000	7,227,922	18.2
2000-01	8,181,524	13.2
2001-02	6,407,290	(21.7)
2002-03 (Est.)	6,766,600	5.6
2003-04 (Est.)	6,045,350	(10.7)



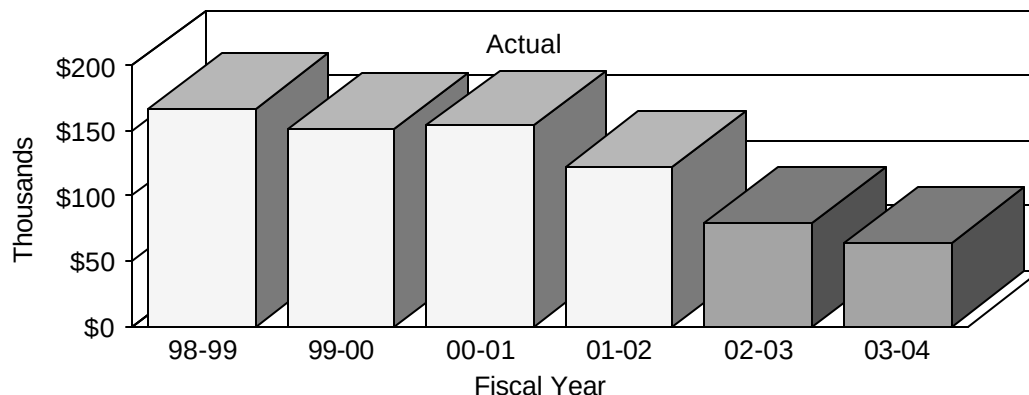
SOURCE: Planning Fees

Summary: Planning Fees are derived from zoning and subdivision application fees, along with the sale of maps and codes. Fees imposed are used to offset the costs of legal notices, property-owner notification, printing and other incurred City costs.

Analysis: Listed below are the past four years of actual revenue, including the percent of increase or decrease from the prior year. Revenues generated from this source fluctuate due to rezoning applications in the community. The 1998-99 and 1999-2000 decreases were due to a fewer number of subdivisions being filed in the City. In 2000-01, large-scale zoning applications and more residential subdivision filings in Southeast Chandler resulted in a slight increase. Since most of the larger areas in the City have already been zoned, the zoning fees decreased substantially in 2001-02 and are estimated to continue to decrease for 2002-03. However, staff had projected a large decrease in these revenues so there is no negative impact to the budget. The estimate for 2002-03 is a nine-month actual, three-month projection.

Projection: As noted above, the projected zoning fee revenue is reduced due to fewer areas needing zoning. This results in an expected decrease of almost 23% in 2003-04.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	167,185	(2.6)
1999-2000	151,560	(9.3)
2000-01	153,927	1.6
2001-02	122,330	(20.5)
2002-03 (Est.)	79,375	(35.1)
2003-04 (Est.)	61,200	(22.9)



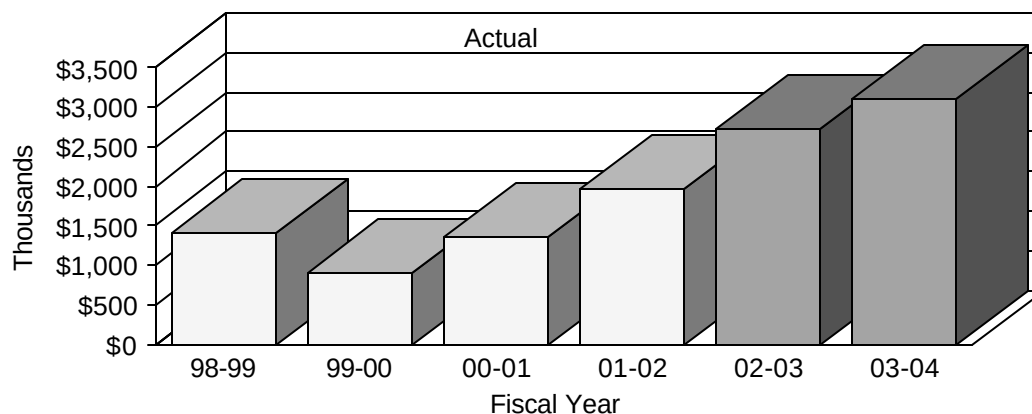
SOURCE: Public Safety Miscellaneous

Summary: This source of revenue is derived from fees charged for copies of accident and police reports, reimbursement from other agencies for overtime worked, alarm permits and assessments for exceeding the number of false alarm response calls allowed, and for the Chandler/Kyrene Public Schools programs. Police confiscated funds are included in the category but are passed through the State or County Attorney General's Office on a reimbursement basis. Due to the nature of the confiscated revenue, estimates from year to year can fluctuate dramatically depending on illegal activities occurring in and around the community. Also included in this category is fire contractual services, reimbursement of costs for Wildfire Firefighter participation, and a fee for advanced life support paid through Southwest Ambulance.

Analysis Listed below is the past four years of actual revenue with the percent of increase or decrease. The increase in 1998-99 is largely attributable to an additional one-time school grant for a School Resource Officer and fire service charges. The fire department was reimbursed for personnel and equipment expenses incurred as a result of assistance with the Texas Wildlife fires. The substantial decrease in 1999-2000 is due to a significant reduction in confiscated contraband compared to the previous year. The increase of over 50% for 2000-01 is due to more revenue from Police outside services as a result of several major developers working on improvements around the City. In addition, Police radio service revenue has increased due to contracts with Gilbert and Mesa. The 2001-02 increase reflects state revenue through the Chandler Public School District for additional Police Officers to participate in the Safe Schools Program. The 2002-03 estimate reflects school resource officer and DARE contracts with Chandler, Kyrene and Mesa school districts. The 2002-03 estimate is a nine-month actual, three-month projection.

Projection: The 2003-04 increase is due to an increase in budgeted forfeiture collection and the revenues from the medical transport contract with Southwest Ambulance.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	1,413,310	13.6
1999-2000	890,594	(37.0)
2000-01	1,358,720	52.6
2001-02	1,969,492	45.0
2002-03 (Est.)	2,717,923	38.0
2003-04 (Est.)	3,091,134	13.7



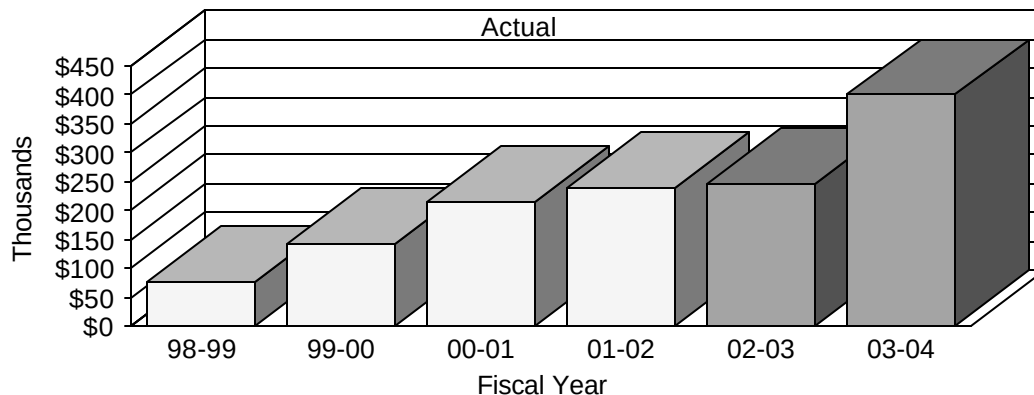
SOURCE: Library Revenues

Summary: Library revenue is derived from book, video and compact disc fines (based on per day overdue) plus replacement charges for lost books.

Analysis: Listed below is the past four years of actual revenue with the percent of increase or decrease. The 1998-99 increase reflects both increased usage and an increase in fine rates. The substantial increase for 1999-2000 is due to an intergovernmental agreement with the Chandler Unified School District for operating costs of the Hamilton Branch Library. The 2001-02 increase is due to the revenues generated from the Sunset Library branch. The 2002-03 estimate is a nine-month actual, three-month projection.

Projection: Revenues are expected to increase in fiscal year 2003-04 due to approved increases in library fines plus the revised contract with the Chandler Unified School District for the Basha Branch Library.

Fiscal Year	Amount	% Incl/(Dec)
1998-99	75,418	6.1
1999-2000	141,931	88.2
2000-01	214,252	51.0
2001-02	238,591	11.4
2002-03 (Est.)	246,228	3.2
2003-04 (Est.)	400,378	62.6



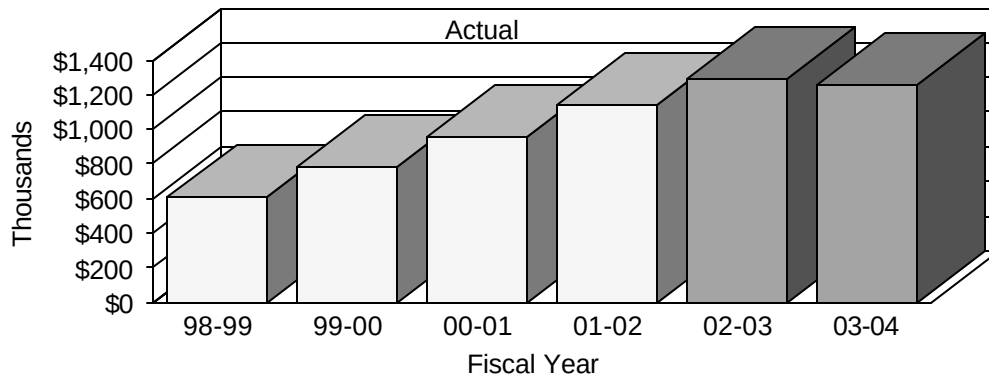
SOURCE: Parks and Recreation Fees

Summary: Parks and Recreation revenue is comprised of swimming pool charges and concession sales, Community Center/Senior Center rentals, recreational program classes, adult sports leagues and other park and recreation revenue, i.e. pavilion rentals and ballfield lights.

Analysis Listed below is the past four years of actual revenue with the percent of increase. The increase in 1998-99 is based on increased participation in community recreation programs. The increase in 1999-2000 is the result of adding satellite recreation programs at the renovated Snedigar Recreation Center, Aprende Junior High and swim pool fees for the new West Chandler Aquatic Facility. The increases for 2000-01 and 2001-02 are based on the expansion of community recreation programs at the Snedigar Sportsplex and swim pool fees from the Hamilton Aquatic Center. The 2002-03 estimated increase is due to expanded programs at the Snedigar Sports complex and satellite sites. The 2002-03 estimate is a nine-month actual, three-month projection.

Projection: The slight decrease in 2003-04 reflects the reduction of land lease revenue due to the development of Tumbleweed Park and less revenue anticipated from the older aquatic facilities.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	607,523	3.2
1999-2000	785,572	29.3
2000-01	953,205	21.3
2001-02	1,143,949	20.0
2002-03 (Est.)	1,287,388	12.5
2003-04 (Est.)	1,252,750	(2.7)



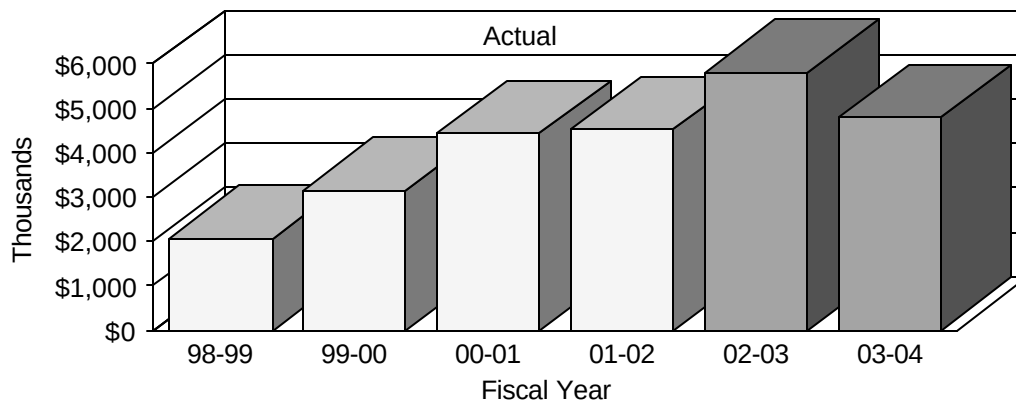
SOURCE: Other Receipts

Summary: This revenue consists of audit assessments, worker's compensation rate collections, Cox Communication Cable donation, bus service and shelter revenue, trust and agency funds, and miscellaneous revenue, including reimbursements.

Analysis: The 1998-99 increase is a result of larger donations for Community Service programs, audit assessment collections and worker's compensation rate collections. The 1999-2000 revenue reflects an increase in collection of audit assessments and penalty fees due to the addition of a tax auditor plus an increase from worker's compensation rates. The increase for 2000-01 reflects several large audit assessments with penalties, House Bill 2565 Powerball distribution, and workers compensation rate collections. The 2002-03 estimate includes increased penalty fees, land sale proceeds and miscellaneous revenue; this is a nine-month actual, three-month projection.

Projection: The anticipated decrease for 2003-04 is due to one-time recovery of expenses recorded in 2002-03 and not anticipated this fiscal year.

Fiscal Year	Amount	% Incl/(Dec)
1998-99	2,046,438	6.9
1999-2000	3,155,489	54.2
2000-01	4,425,264	40.2
2001-02	4,521,516	2.2
2002-03 (Est.)	5,794,002	28.1
2003-04 (Est.)	4,781,687	(17.5)



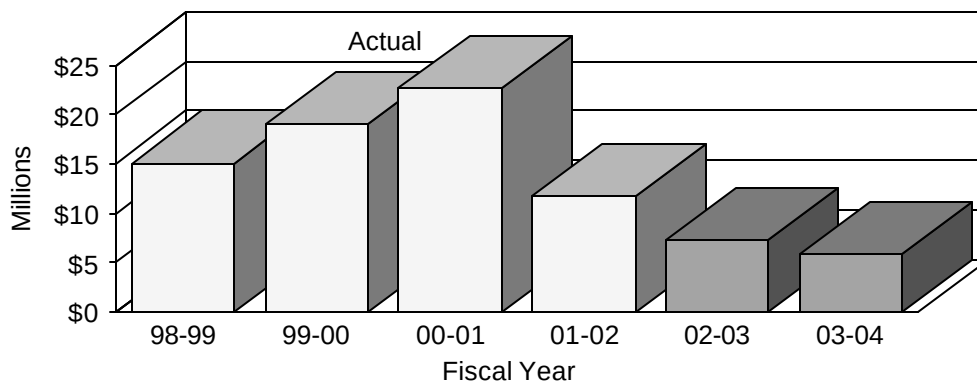
SOURCE: Interest on Investments

Summary: Interest on investments is earned based on continuous investments of all idle funds. The City principally invests in the Local Government Investment Pool of the Arizona State Treasurer's Office, which is authorized by state statute. Investments are restricted to Federal Treasury or agency securities, repurchase agreements, and fully collateralized time certificates of deposit, which the City may invest with local banks from time to time.

Analysis Listed below is the past four years of actual revenue with the percent of increase or decrease. The changes in 1998-99 through 2000-01 are a result of constant changes in fund balances. Significant increases or decreases are mainly attributable to the sale of bonds or completion of capital projects. The decrease for 2001-02 and estimated 2002-03 are due to a steady decline in interest rates from 5% to 2% and the completion of many projects in the City. The 2002-03 estimate is a nine-month actual, three-month projection.

Projection: Interest rates in the Treasurer's State Pool are projected to remain low for the next fiscal year. The declining interest rate, plus the completion of capital projects resulting in lower fund balances, have both contributed to a continued projected decrease for 2003-04 interest revenue.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	15,047,700	4.6
1999-2000	18,997,191	26.2
2000-01	22,687,235	19.4
2001-02	11,682,882	(48.5)
2002-03 (Est.)	7,243,847	(38.0)
2003-04 (Est.)	5,800,000	(19.9)



SOURCE: Leases

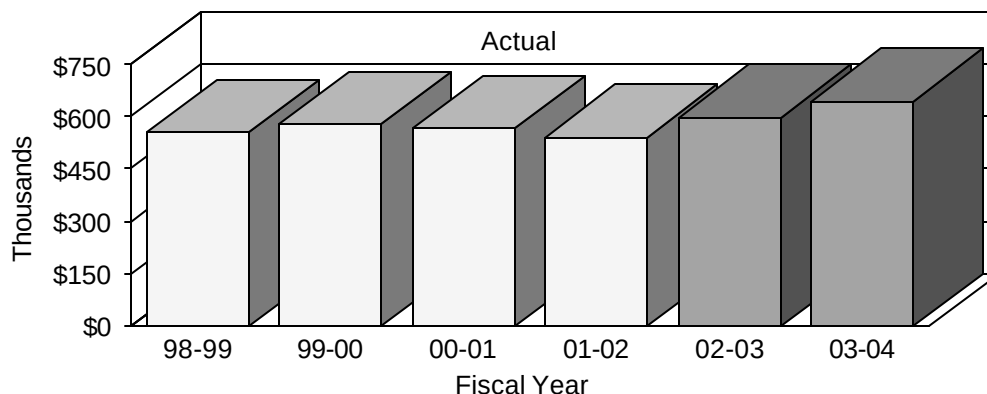
Summary: This revenue item is comprised of leases at the Chandler Municipal Airport, fixed leases for parking and indemnity in the City garage, and other properties such as the Boys and Girls Club. A listing of various leases are composed as follows:

1. Airport Leases	\$ 165,470
2. Airport T-Hangars, Tie-Downs, and T-Shades	357,000
3. Other rent and fixed leases	<u>121,898</u>
Total	<u>\$ 644,368</u>

Analysis Listed below is the past four years of actual revenue with the percent of increase or decrease. The 1998-99 and 1999-2000 increases are a result of additional revenue from property rentals, airport leases and tie-down fees. The modest decrease in 2000-01 is due to the revised lease arrangement at the airport. The 2001-02 decrease is because of vacancies in the Rocky Mountain Financial Center (RMFC) causing decreased revenues from the parking structure. The 2002-03 estimate includes revenue based on the parking garage agreement with Equus Realty; this estimate is a nine-month actual and 3-month projection.

Projection: The increase in 2003-04 reflects additional revenue anticipated from airport leases, T-hangars, Tie-downs and T-shades.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	553,412	9.1
1999-2000	578,649	4.6
2000-01	567,783	(1.9)
2001-02	540,800	(4.8)
2002-03 (Est.)	597,421	10.5
2003-04 (Est.)	644,368	7.9



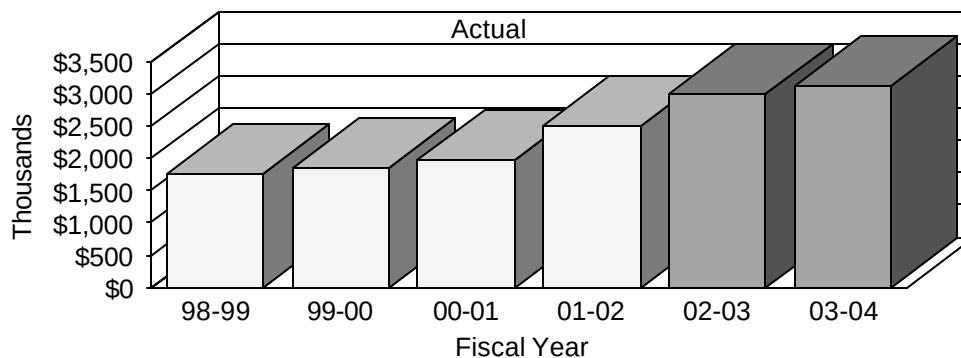
SOURCE: Court Fines

Summary: This revenue source is derived from fines and fees levied by the City Magistrate from traffic violations, traffic school administrative charges, warrants and jail recovery, juvenile-related offenses, probation monitoring fees and home detention fees. State Statute requires that a 80% surcharge plus a \$5 probation surcharge be assessed on all Court fines and transferred to the State of Arizona. In fiscal year 1993-94, a court enhancement fee of \$10 was added to all fines, sanctions, penalties and assessments imposed by the Court. These fees are used to enhance court security and automation. The fee for Traffic School is \$120, of which \$20 is sent to the State, \$25 to the contractor, \$10 Court Enhancement Fee and \$65 to the General Fund.

Analysis Listed below is the past four years of actual revenue with the percent of increase or decrease. The 1998-99 decrease is due to fewer court cases that year resulting in a reduction of traffic and court fines. The 1999-2000 increase is due to additional court enhancement and administrative fees. The 2000-01 increase reflects additional revenue from the Photo Red Light implementation. The 2001-02 total reflects increased Photo Red Light revenue from additional intersections with cameras and enhanced image quality of plates. It also includes jail recovery fees from a backlog of DUI cases. The 2002-03 figure is a nine-month actual, three-month projection; there is a continued increase in revenue related to Photo Red Light implementation.

Projection: A slight increase is projected for 2003-04 due to extra revenue in court fines from the expansion of the tax intercept program.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	1,749,242	(1.9)
1999-2000	1,834,166	4.9
2000-01	1,976,199	7.7
2001-02	2,501,387	26.6
2002-03 (Est.)	2,985,000	19.3
2003-04 (Est.)	3,113,500	4.3



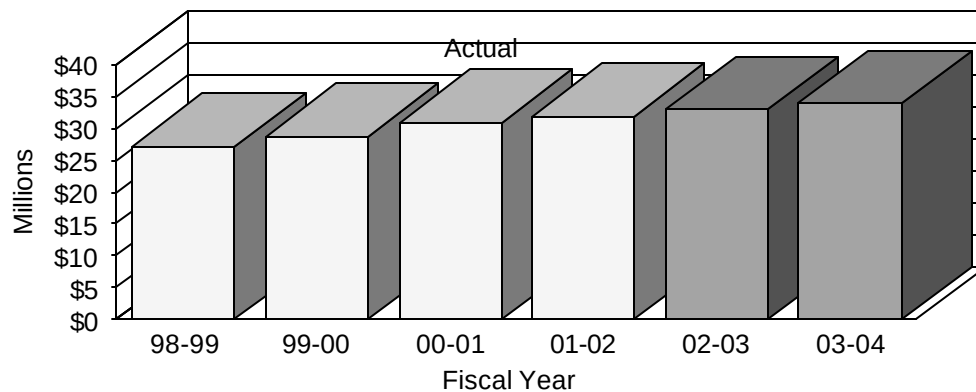
SOURCE: Water Sales

Summary: This revenue source is derived from the sale of water to customers both inside and outside the City limits. Monthly water billings consist of a base charge according to meter size and a consumption charge based on a "tiered" water rate structure. This tiered structure increases summer rates to encourage water conservation.

Analysis: Listed below is the past four years of actual revenue with the percent of increase. Rates are reviewed annually to insure that adequate user fees are charged to cover operating and capital costs. A water conservation program is in place to encourage citizens to use less water. By using less water, customers can partially offset the increase in their water bill. The increase in 1998-99 through the projection for 2002-03 is indicative of our growing population and increased water usage. The 2002-03 estimate is a nine-month actual, three-month projection.

Projection: An increase of about 2.9% in 2003-04 is projected based upon the number of expected new water users, which in turn produce an increase in water consumption. There is no increase in water rates for 2003-04.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	27,210,001	10.5
1999-2000	28,784,520	5.8
2000-01	30,966,506	7.6
2001-02	31,838,910	2.8
2002-03 (Est.)	32,951,000	3.5
2003-04 (Est.)	33,895,000	2.9



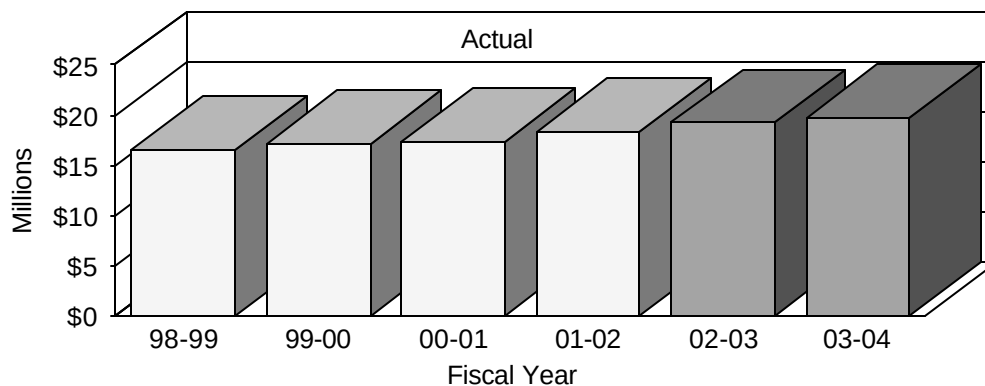
SOURCE: Wastewater Service

Summary: This revenue source is obtained from the fees charged for wastewater service both inside and outside the City limits. Residential customers are charged a flat rate per month, while commercial customers are charged based on water consumption or on measured sewer discharges.

Analysis Listed below is the past four years of actual revenue with the percent of increase. The increases experienced each year are due to a combination of population growth and Intel surcharge fee adjustments to cover the expenditures needed to accommodate the growth and maintain debt service coverage ratio. Rates are reviewed annually to insure that adequate user fees are charged to cover operating and capital costs. The increases from 1998-99 through the projection for 2002-03 reflect increases in both sewer sales and Intel charges for the Reverse Osmosis plant. The 2002-03 estimate is a nine-month actual, three-month projection.

Projection: The projected increase for 2003-04 is for continued residential growth and Intel surcharge fees. There is no increase in wastewater rates for 2003-04.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	16,494,163	6.4
1999-2000	17,049,663	3.4
2000-01	17,343,678	1.7
2001-02	18,308,749	5.6
2002-03 (Est.)	19,231,000	5.0
2003-04 (Est.)	19,765,000	2.8



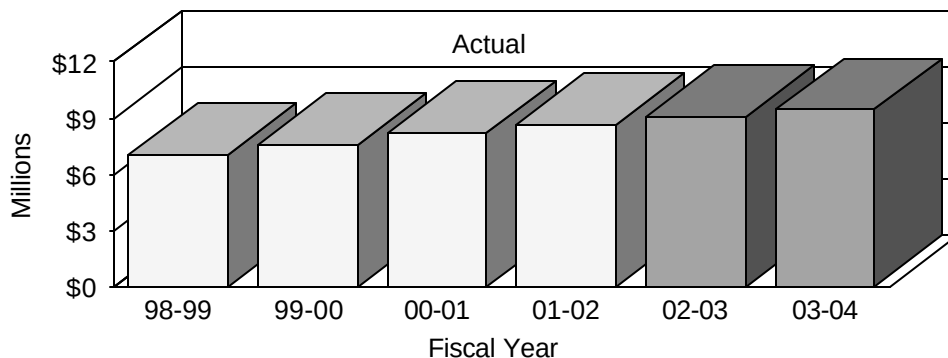
SOURCE: Solid Waste Service

Summary: Solid Waste Service revenue is comprised of dumping fees, solid waste service charges, and residential refuse collections made to City utility customers both inside and outside the City limits. Solid waste service charges and residential refuse collection charges are based on size of container and frequency of pickup. Landfill dumping fees are based on tonnage of refuse delivered.

Analysis Listed below is the past four years of actual revenue with the percent of increase. The increases in 1998-99 through 2001-02 reflect overall population growth of users. The estimated increase for 2002-03 reflects additional landfill dumping fees due to the approved rate increase for commercial users in December 2001 and increases for City departments beginning 2002-03. The 2002-03 estimate is a nine-month actual, three-month projection.

Projection: The 2003-04 projected increase is due to population growth, increased landfill dumping fees plus higher recycling revenues. There will be no residential rate increase for solid waste fees for 2003-04.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	6,860,895	3.1
1999-2000	7,401,445	7.9
2000-01	8,052,316	8.8
2001-02	8,445,783	4.9
2002-03 (Est.)	8,890,589	5.3
2003-04 (Est.)	9,213,721	3.6



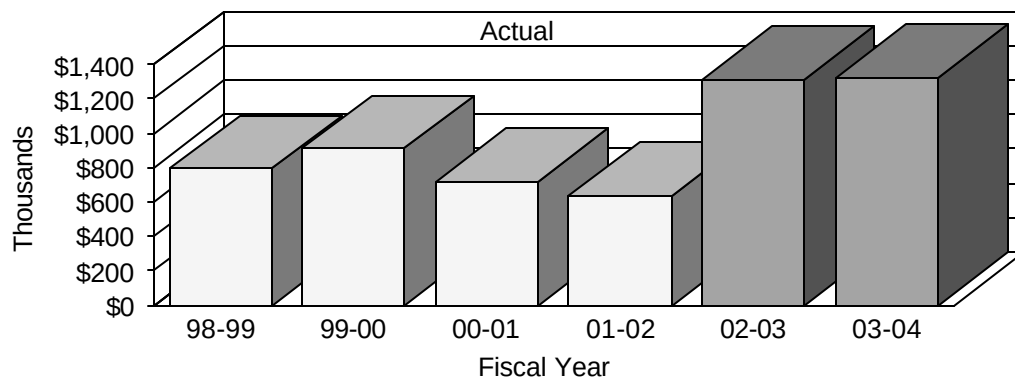
SOURCE: Other Utility Charges

Summary: This revenue category consists of utility fund charges for water meter installations, service charges, miscellaneous service charges, miscellaneous water billings, service connect fees and wastewater pretreatment.

Analysis: Listed below is the past four years of actual revenue with the percent of increase. The largest revenue source in this category is water meter installations that fluctuate based on construction growth. In January 1999 the City began placing revenues collected for water meter installations into a payable account. Expenses directly related to these meters were paid out of this account; the balance of revenue was then recorded as the installation fee. Decreases in 1998-99 reflect the reduction of revenue due to this changed method. The increase in 1999-2000 is due to more meter installations, plus additional water connection and service charges. The 2000-01 and 2001-02 decreases are due to less revenue recorded from meter installations. The 2002-03 increase is due to the fact that the fees collected for water meters and installation were recorded as revenue instead of the payable account per Accounting requirements. The 2002-03 estimate is a nine-month actual and three-month projection.

Projection: The increase projected for 2003-04 is due to the revised method of recording new water meter installations, and a slight increase in residential and commercial development.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	795,311	(20.0)
1999-2000	910,709	14.5
2000-01	716,680	(21.3)
2001-02	635,978	(11.3)
2002-03 (Est.)	1,311,040	106.1
2003-04 (Est.)	1,326,620	1.2



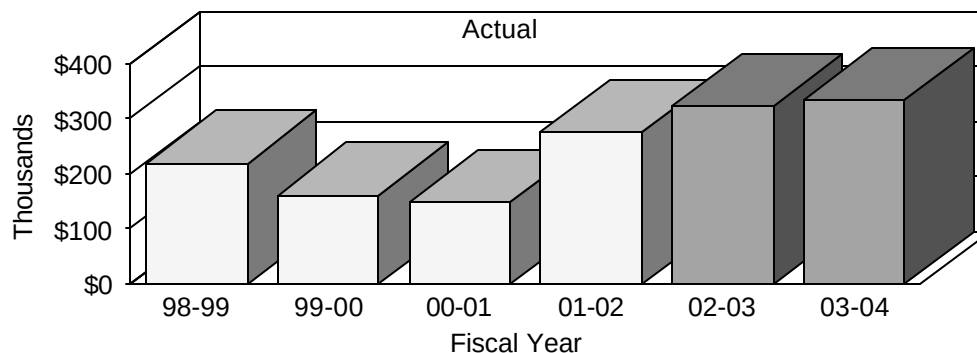
SOURCE: Airport Fuel Sales

Summary: City Council approved the additional municipal function of airport fuel sales in 1975. This revenue source has a direct relationship to the amount of fuel purchased for resale at the Chandler Municipal Airport. Not only is this a revenue source for the City, it is a convenient service provided to airport users. Fuel flowage fees are also collected from fixed base operators.

Analysis: Listed below is the past four years of actual revenue with the percent of change. Additional activity at the airport and lower fuel costs resulted in a large increase in 1998-99. The 1999-2000 decrease is due to reduced fuel sales as a result of fuel equipment failure. Intermittent fuel pump problems in the fall and winter also contributed to reduced fuel sales in 2000-01. The estimated large increase in 2001-02 reflects higher than normal sales due to the price charged at the pump well below most fuel rates in the Phoenix area. The 2002-03 estimate is based on continued growth in fuel sales; the estimate is a nine-month actual and three-month projection.

Projection: Fuel sales are expected to increase slightly in 2003-04 compared to the current year's sales.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	219,120	43.1
1999-2000	161,081	(26.5)
2000-01	149,160	(7.4)
2001-02	276,320	85.3
2002-03 (Est.)	323,000	16.9
2003-04 (Est.)	332,360	2.9



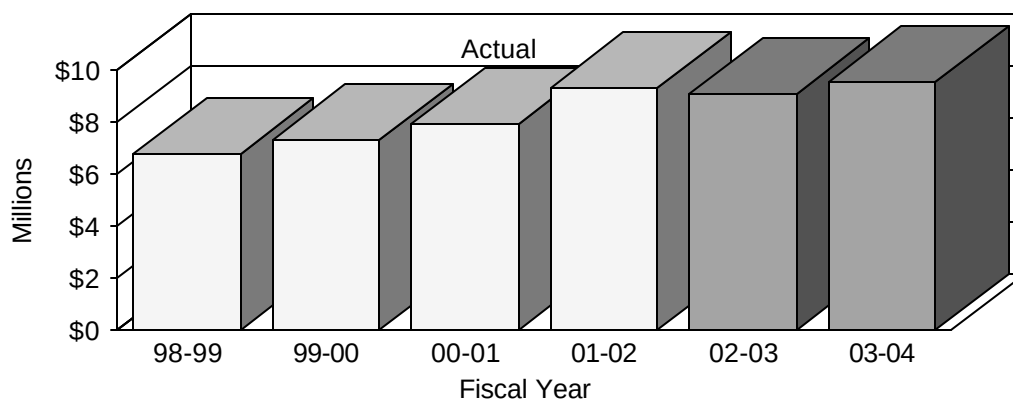
SOURCE: Water System Development Fees

Summary: Ordinance No. 908 was adopted on December 22, 1980, to establish fees with which to fund a Water Development Reserve Fund. These fees are reviewed and revised annually based on current and future water capital expenditures and population growth. Per unit fees are based on meter size. Fees for water distribution system connection are also included in the revenue. In January of 1997, the City Council updated the development impact fee rates for the water system, and a water resource fee was added.

Analysis Listed below is the past four years of actual revenue with the percent of increase or decrease. Since 1998-99 there have been modest increases each year due to increased development. The actual 1999-2000 reflects the 2% rate increase effective January 2000. In February 2001 there was a substantial increase in water resource fee rates and a modest rate increase for water system development fees. These rate changes, along with enhanced revenue from multifamily development in Southeast Chandler, contributed to the revenue increase for 2001-02. The estimated decrease for 2002-03 reflects the reduced revenue from diminished development; this estimate is based on a nine-month actual, three-month projection.

Projection: The estimated increase in 2003-04 reflects growth and development in the City.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	6,764,330	3.6
1999-2000	7,308,546	8.0
2000-01	7,902,158	8.1
2001-02	9,288,514	17.5
2002-03 (Est.)	9,074,000	(2.3)
2003-04 (Est.)	9,528,500	5.0



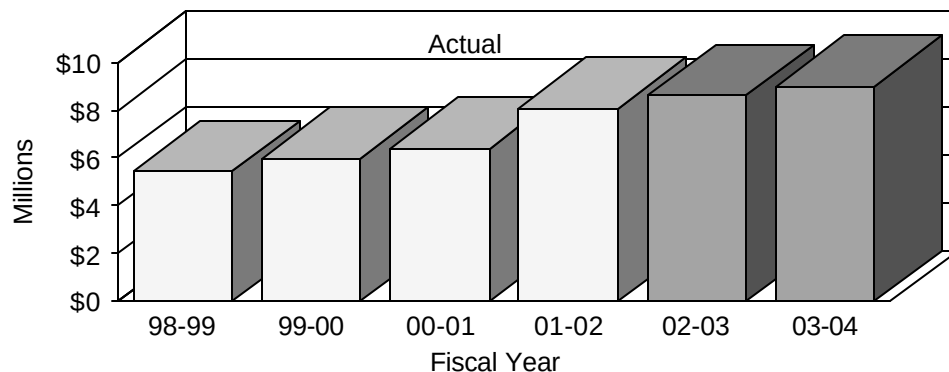
SOURCE: Wastewater System Development Fees

Summary: Ordinance No. 909 was adopted December 22, 1980, to establish fees with which to fund a Wastewater Development Reserve Fund. These fees are reviewed and revised annually based on current and future wastewater capital expenditures and population growth. Per unit fees are based on meter size. In January of 1997, a reclaimed water impact fee was imposed in addition to the wastewater system development fee.

Analysis: Listed below is the past four years of actual revenue with the percent of increase or decrease. The 1998-99 decrease is due to credits issued to builders who chose to put in their own sewer lines. The 1999-2000 increase reflects the 2% rate increase effective January 2000. In February 2001 there was a substantial increase in reclaimed water resource impact fee rates (350% to 389%) and a modest rate increase for wastewater system development fees. These rate changes, along with enhanced revenue from multifamily development in Southeast Chandler, contributed to the revenue increase for 2001-02. These large rate increases for reclaimed water fees have offset the reduced revenue from diminished development, resulting in an estimated increase of 7% for 2002-03. The 2002-03 estimate is based on a nine-month actual, three-month projection.

Projection: The estimated increase in 2003-04 reflects growth and development in the City.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	5,444,535	(6.4)
1999-2000	5,959,216	9.5
2000-01	6,419,980	7.7
2001-02	8,067,389	25.7
2002-03 (Est.)	8,633,859	7.0
2003-04 (Est.)	9,008,000	4.3



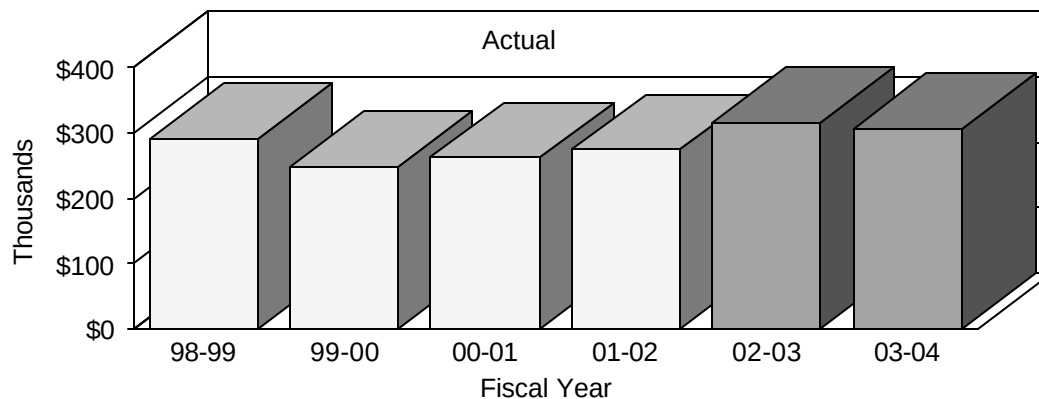
SOURCE: Solid Waste Container System Development Fees

Summary: Ordinance No. 857 was passed June 12, 1980, to establish a charge to offset the cost of expanding the solid waste collection system due to new construction. Developers are charged \$148 for every new home built. Sixty-nine percent (\$102) goes into this fund to pay for two new 90-gallon containers and one in-house recycling basket. The remainder (\$46) goes toward Solid Waste Management operations.

Analysis Listed below is the past four years of actual revenue with the percentage of increase or decrease. The 1998-99 decrease is due to a slowdown of new home construction. The 1999-2000 decrease is a result of a larger portion of the fee distributed toward solid waste operations. The 2000-01 and 2001-02 actuals reflect increased residential development resulting in higher fees collected. The 2002-03 increase is a nine-month actual, three-month projection; the estimate is based on the continuance of payment for about 260 homes per month, which is the current average.

Projection: The 2003-04 estimate is based on the estimate construction of 3,000 single-family units (250/month) at the current fee of \$102 per new home.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	291,034	(8.9)
1999-2000	249,254	(14.4)
2000-01	261,796	5.0
2001-02	274,176	4.7
2002-03 (Est.)	315,000	14.9
2003-04 (Est.)	306,000	(2.9)



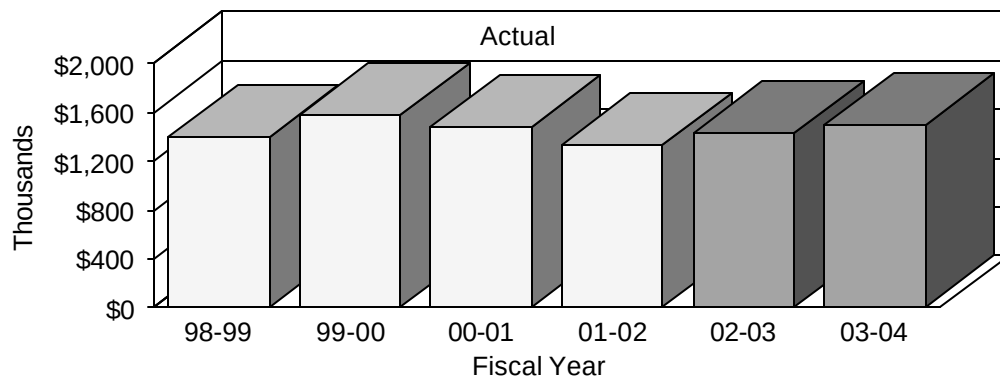
SOURCE: Parks and Recreation Residential Development Tax

Summary: Ordinance No. 907 was adopted December 22, 1980 to establish a Park Development Fund for the development of recreational facilities in newly developed residential areas. Revenue estimates are based upon the settlement agreement between the City of Chandler and the Homebuilders Association of Central Arizona, using a formula of current construction costs and land values.

Analysis: Listed below is the past four years of actual revenue with the percent of increase/decrease. A slowdown in construction activity is indicated by decreases in 1998-99, 2000-01 and 2001-02 compared to other years. The 1999-2000 increase is due to residential and multifamily development. The 2002-03 estimate is based on a nine-month actual, three-month projection; the estimated increase reflects the residential development in Southeast Chandler.

Projection: The estimated increase in 2003-04 reflects growth and development in the City.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	1,394,314	(21.4)
1999-2000	1,579,018	13.2
2000-01	1,477,013	(6.5)
2001-02	1,340,958	(9.2)
2002-03 (Est.)	1,430,000	6.6
2003-04 (Est.)	1,502,000	5.0



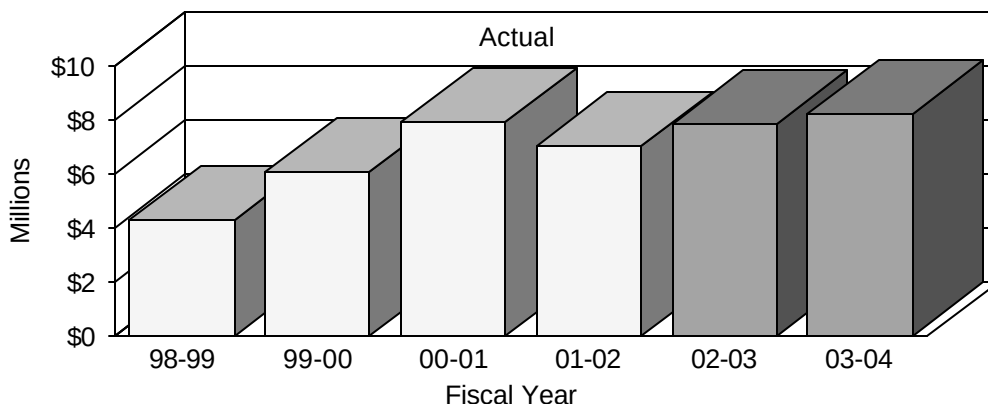
SOURCE: Public Buildings and Street Impact Fees

Summary: In January of 1997, the City of Chandler imposed various development impact fees to help offset the future capital costs that are related to new development. Specifically, the City imposed fees for library automation, community park development, fire and police facilities, general government facilities, and arterial street improvements. The arterial street fee will only be assessed for properties within the street fee service area, while all other fees are imposed City-wide. The library and community park development fees are assessed on residential development only.

Analysis Listed below is the past four years of actual revenue with the percent of increase/decrease. The decrease in 1998-99 is primarily due to fluctuations associated with street impact fees. These fees are only assessed within the street fee service area and developers can receive credits. Impact fee increases, ranging from 4% to 65%, effective January 2000 and retail development contributed to the 1999-2000 and 2000-01 revenue increases. The 2000-01 actual reflects over \$1-M of fees paid for Intel Fab 22. The decrease for 2001-02 is due to the reduced commercial and residential development compared to the previous year. The 2002-03 estimate is based on a nine-month actual, three-month projection; residential development in Southeast Chandler is reflected in the estimated increase.

Projection: The estimated increase in 2003-04 reflects growth and development in the City.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	4,284,639	(37.4)
1999-2000	6,020,214	40.5
2000-01	7,914,427	31.5
2001-02	6,979,754	(11.8)
2002-03 (Est.)	7,824,000	12.1
2003-04 (Est.)	8,214,900	5.0



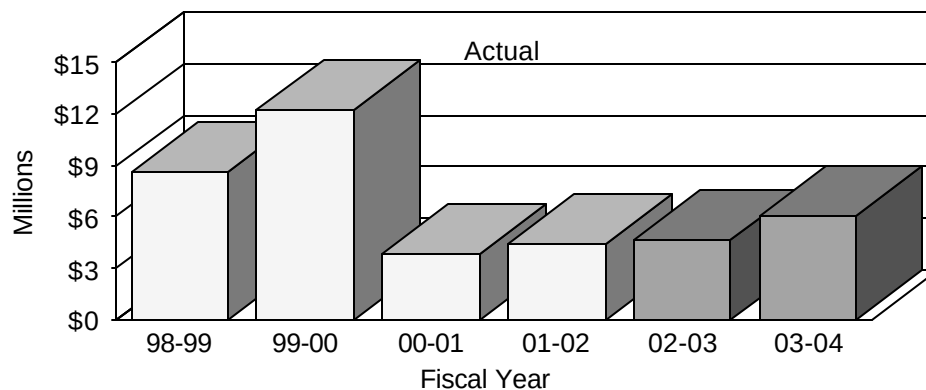
SOURCE: Interfund Charges

Summary: The Interfund Charges are payments from various funds and cost centers to a specific fund that incurs the cost. For example, capital equipment is purchased in the Capital Replacement Fund and annual payments are charged to the cost center that purchased the equipment. The payments are expenditures in each of the cost centers and recorded as revenue to the Capital Replacement Fund. Other interfund charges include payments to the dental insurance fund, in-house capital project charges, improvement district administrative costs and Municipal Arts Fund contributions.

Analysis In 1998-99 through 1999-2000 increases reflect added contributions to self-insurance fund and higher usage of the Capital Replacement Fund. Prior to 2000-01, indirect cost allocations and transfers for self-insurance were reported as revenue and expenses. In order to avoid duplicity and to comply with the Auditor General's format, we removed transfers in and out as part of the total budget beginning in 2000-01. The decrease of nearly 70% reflects this change. The majority of the 2001-02 increase is the result of additional purchases in the Capital Replacement Fund by departments. The 2002-03 estimate is a nine-month actual, three-month projection.

Projection: The projected increase of about 31.4% for 2003-04 reflects higher contributions from dental self-insurance premiums, capital purchases by departments, and in-house capital project charges.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	8,678,318	18.6
1999-2000	12,288,765	41.6
2000-01	3,795,036	(69.1)
2001-02	4,458,444	17.5
2002-03 (Est.)	4,595,237	3.1
2003-04 (Est.)	6,037,073	31.4



SOURCE: Interfund Transfers

Summary: Interfund transfers consist of costs that are incurred in one fund that another fund should be reimbursed for. An example is the charges that are incurred in the General Fund for administrative support to the Enterprise Funds such as Water, Wastewater and Solid Waste. The amounts transferred from the Enterprise Funds to repay the costs are treated as an expense in the Enterprise Funds and revenues in the General Fund. Another example would be charges to each fund for payments to the computer replacement fund for leasing computers. There are also transfers made from one fund to another as a loan. For example, the water operating fund may loan the water system development fund dollars to complete projects until the impact fees are received, rather than selling bonds. However, if funds are not available to be transferred, bonds will be sold.

Interfund transfers are not added to the overall budget because the original revenues are already budgeted within each of the funds. The interfund transfers listed below indicates the type of interfund transfers by fund that are estimated for 2003-04:

Water Fund Transfer to General Fund	\$ 3,559,891
Wastewater Fund Transfer to General Fund	2,282,012
Reverse Osmosis Fund Transfer to General Fund	239,598
Solid Waste Fund Transfer to General Fund	830,203
Community Park Impact Fee Fund Transfer to General Fund	1,000,000
General Fund Transfer to the Arterial Street Impact Fee Fund	1,800,000
Reclaimed Water Fund Transfer to Water Fund	650,000
Capital Program Grant/Proceeds Reinvestment Project Transfer to Housing Authority Low Rent Program	85,000
General Fund Transfer to Police and Fire Impact Fee Funds	1,500,000
Water Operating Transfer to System Development Fee Funds	19,000,000
Wastewater/Effluent Transfers to W/W System Development Funds	9,400,000
Transfer from various funds to Computer Replacement Fund	1,978,522
Transfer from various funds to Fleet Replacement Fund	207,668
General and Water Operating Fund Transfer to Self Insurance Funds	<u>2,900,000</u>
Total Interfund Transfers	\$ 45,432,894

SOURCE: Property Tax

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

Primary Taxes are those used for general government operations. The total levy for primary taxes is restricted to a 2% annual increase, plus allowances for annexations, new construction, and population increases. The adopted primary property tax rate for Chandler is \$0.38 per \$100 of assessed valuation, estimated at \$1,526,068,883 for 2003-04.

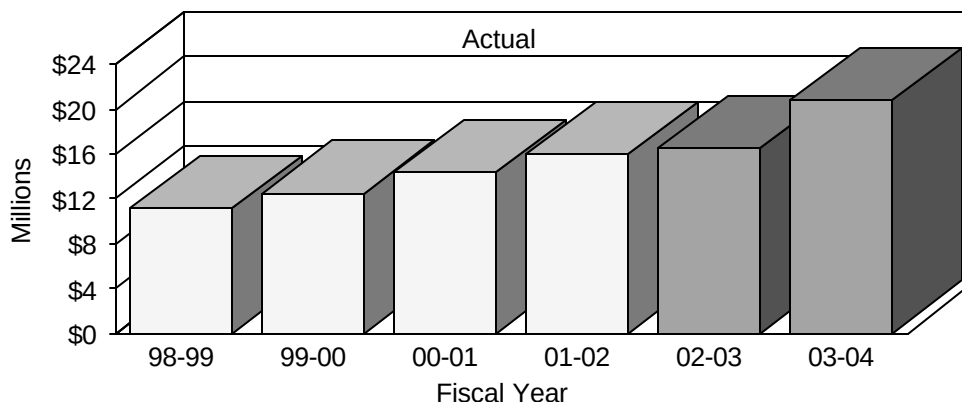
Secondary Taxes are restricted for general bonded debt obligations and for voter approved budget overrides. The adopted secondary property tax rate is \$0.90 per \$100 of assessed valuation, estimated at \$1,638,375,932 for 2003-04.

A thirteen-year history of Chandler's tax rates and assessed valuation is shown on the next page.

Analysis Listed below is the past four years of actual revenue, including prior year tax adjustments for both primary and secondary taxes, with the percent of increase. From 1998-99 through 2001-02 tax revenue increased due to enhanced assessment valuation as well as residential and commercial growth. The 2002-03 estimate is based on the budgets for primary, secondary and prior year property tax collection adjustments. The property tax revenue for 2002-03 is anticipated to be less than the adopted budget due to mall assessment errors and reduced tax payments. These are based on nine months actual and three month estimated.

Projection: As shown on the next page, the 2003-04 primary and secondary assessed valuations from the County Assessor's Office reflect significant increases due to residential and commercial growth. The projected tax for 2003-04 is based on the same primary property tax rate as last year at \$0.38 per \$100 assessment and the same secondary tax rate of \$0.90 per \$100 of assessed valuation. The projection also includes prior year adjustments for both primary and secondary tax collections.

Fiscal Year	Amount	% Inc/(Dec)
1998-99	11,114,922	10.8
1999-2000	12,506,959	12.5
2000-01	14,323,635	14.5
2001-02	15,922,881	11.2
2002-03 (Est.)	16,535,000	3.8
2003-04 (Est.)	20,764,445	25.6



SOURCE: Property Tax (continued)

The overall tax rate during the past thirteen years and the City of Chandler assessed valuation and rates are as follows:

<u>Year</u>		<u>City Valuation</u>	<u>Overall Rate Including City (Chandler School District)</u>	<u>Rate</u>	<u>Percent of Total Rate</u>
1990	P	466,290,251	8.37	.30	3.6
	S	492,079,217	4.30	.95	22.0
1991	P	472,050,318	8.50	.31	3.6
	S	487,643,062	5.60	.93	17.0
1992	P	470,753,602	8.38	.32	3.8
	S	478,931,308	5.37	.98	18.3
1993	P	489,735,425	8.60	.34	4.2
	S	498,976,395	5.24	.96	18.5
1994	P	503,656,840	8.74	.36	4.1
	S	512,807,949	5.41	.99	18.3
1995	P	552,913,468	8.75	.36	4.1
	S	580,663,464	4.87	.97	19.9
1996	P	615,726,285	8.22	.36	4.1
	S	631,613,770	5.21	.97	18.7
1997	P	694,310,866	8.10	.35	4.4
	S	725,852,181	5.14	.97	19.3
1998	P	787,754,539	8.15	.3466	4.2
	S	816,243,568	5.76	.97	16.8
1999	P	878,229,873	8.07	.38	4.7
	S	923,438,771	5.30	.93	17.6
2000	P	1,037,292,379	7.71	.38	4.9
	S	1,099,452,357	5.01	.92	18.4
2001	P	1,183,122,018	8.01	.38	4.7
	S	1,243,900,020	4.55	.91	20.0
2002	P	1,261,475,592	8.12	.38	4.7
	S	1,333,266,930	4.34	.90	20.7

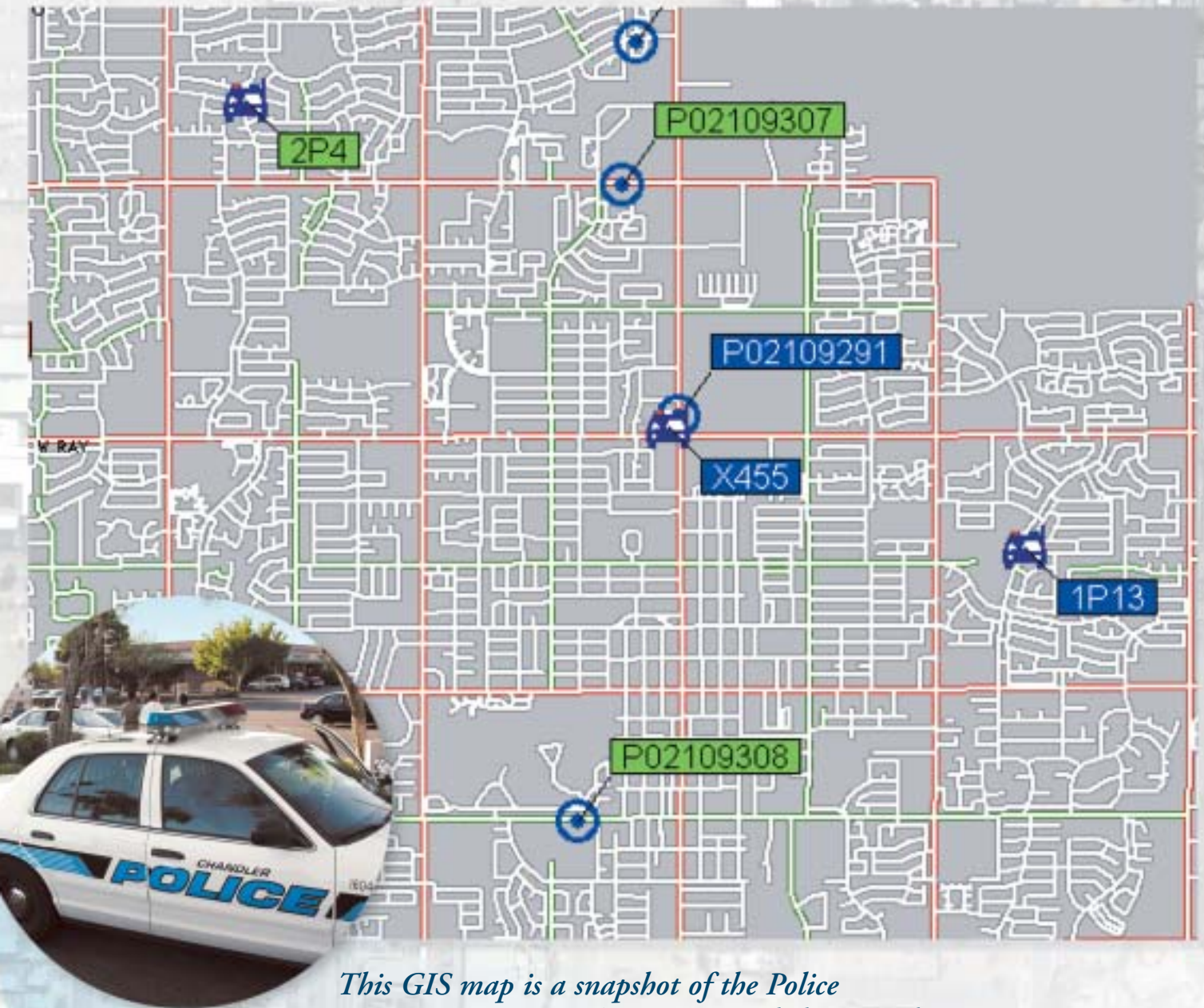
Estimates for primary and secondary assessed value for 2003-04 are as follows:

	<u>2002-03 Final Assessed Value</u>	<u>2003-04 Estimate Assessed Value</u>	<u>% Increase</u>	<u>2003-04 Adopted Rates</u>
Primary	\$ 1,261,475,592	\$ 1,526,068,883	21.0%	\$0.38
Secondary	\$ 1,333,266,930	\$ 1,638,375,932	22.9%	<u>0.90</u>
				\$1.28

DEPARTMENT BUDGETS

5 Contents

- *Activities and functions carried out by organizational units (cost centers) within City departments*
- *Budget appropriations*
- *Personnel*
- *Goals, objectives and performance measurements*

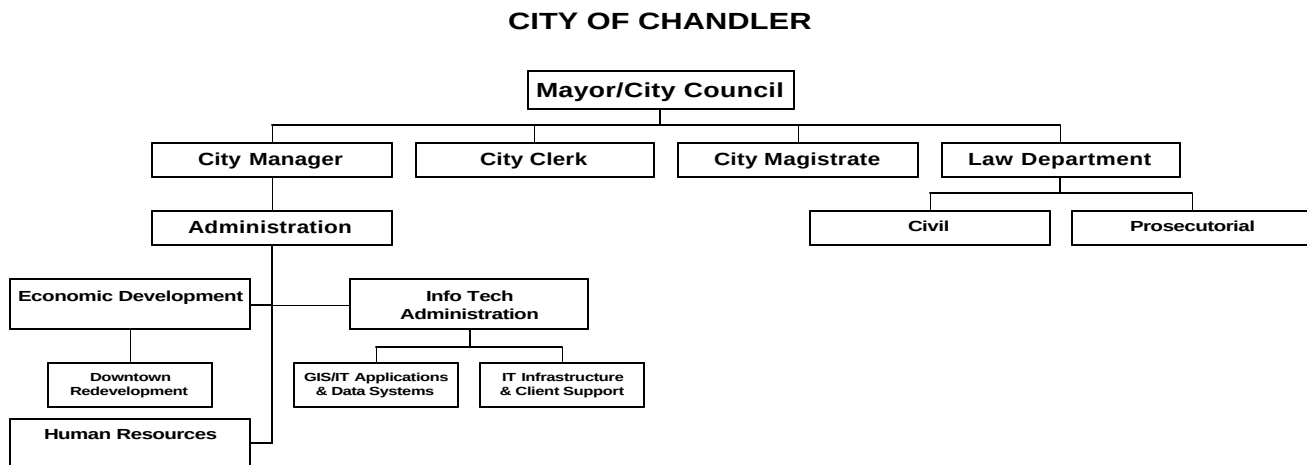


This GIS map is a snapshot of the Police Department's CAD/AVL (Computer Aided Dispatch and Automatic Vehicle Location) system which utilizes GIS data and real-time GPS. The system allows for real-time tracking of the locations of Police vehicles and dispatch incident calls.



Chandler • Arizona
Where Values Make The Difference

Department Budgets - General Government



The chart below is a three-year summary of General Government Budget. Subsequent pages provide cost center descriptions, goals and objectives, performance measurements, budget summaries, authorized positions and highlights of significant changes.

GENERAL GOVERNMENT SUMMARY

	2001-02 Actual	2002-03 Adjusted	2002-03 Estimated	2003-04 Adopted	% of 2003-04
Expenditures by Cost Center	Expenditures	Budget	Expenditures	Budget	Total
Mayor and Council	\$ 469,901	\$ 588,503	\$ 514,478	\$ 596,183	2%
City Clerk	456,858	500,764	476,042	690,390	3%
City Magistrate	2,448,941	2,930,729	2,733,953	3,278,291	13%
Law	1,832,271	2,357,007	2,197,183	2,455,051	10%
City Manager Administration	1,065,639	1,171,506	1,153,536	1,193,480	5%
IT Administration	0	0	0	1,289,910	5%
GIS/IT Applications & Data System	1,028,701	1,117,126	993,942	1,952,472	8%
IT Infrastructure & Client Support	2,987,979	4,371,559	4,095,400	2,396,788	9%
G.I.S./I.T. Capital	0	5,335,205	1,478,289	6,289,245	25%
Human Resources	1,431,750	1,793,817	1,636,120	1,921,641	8%
Economic Development	742,206	960,604	739,578	1,255,334	5%
Downtown Redevelopment	116,221	459,481	335,818	467,983	2%
Economic Development Capital	3,236,311	2,971,320	2,971,320	1,814,751	7%
TOTAL GENERAL GOVERNMENT	\$ 15,816,778	\$ 24,557,621	\$ 19,325,659	\$ 25,601,519	100%
Expenditures by Category					
Personnel & Benefits	\$ 9,173,014	\$ 10,994,332	\$ 10,500,706	\$ 12,096,502	47%
Operating & Maintenance	3,407,453	5,256,764	4,375,344	5,401,021	21%
Capital - Major	3,236,311	8,306,525	4,449,609	8,103,996	32%
TOTAL GENERAL GOV	\$ 15,816,778	\$ 24,557,621	\$ 19,325,659	\$ 25,601,519	100%
	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted	% of 2003-04
Staffing by Cost Center					Total
Mayor and Council	4.00	4.00	4.00	4.00	3%
City Clerk	6.00	6.00	6.00	6.00	4%
City Magistrate	40.00	41.00	41.00	41.00	27%
Law	23.00	25.00	25.00	25.00	16%
City Manager Administration	8.75	8.75	9.00	9.00	6%
IT Administration	0.00	0.00	0.00	9.00	6%
GIS/IT Applications & Data System	5.00	6.00	6.00	17.00	11%
IT Infrastructure & Client Support	30.00	35.00	36.00	16.00	11%
Human Resources	17.00	17.00	17.00	17.00	11%
Economic Development	6.00	6.00	6.00	6.00	4%
Downtown Redevelopment	1.00	2.00	2.00	2.00	1%
TOTAL GENERAL GOVERNMENT	140.75	150.75	152.00	152.00	100%

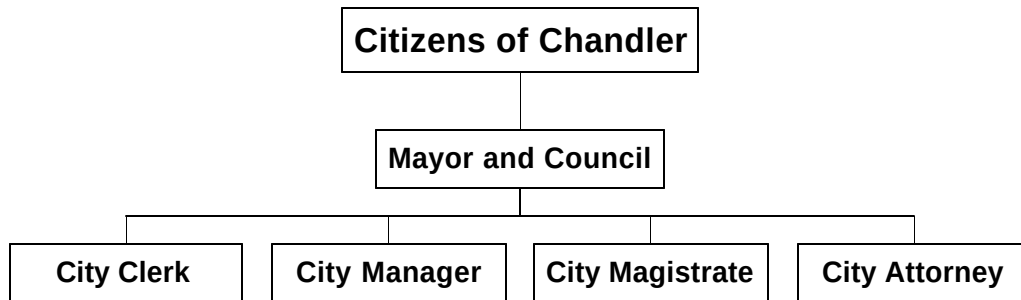


Department Budgets - General Government

FUNCTION:	General Government	COST CENTER:	1020
DEPARTMENT:	Mayor and Council	DIVISION:	Mayor and Council

City Council serves Chandler's citizens as elected representatives and provides for the orderly government of the City. The City Council is responsible for establishing goals and adopting public policy that meets the community's needs. In addition, they are responsible for adopting an annual budget that maintains the fiscal stability of the City. Major focus is on assuring orderly and quality development throughout the community, enhancing the quality of life for Chandler's citizens through delivery of services, promoting customer service and communicating with citizens.

City Council has four appointed positions that report to them: City Manager, City Attorney, City Clerk and City Magistrate. The City Manager is responsible for overseeing the day-to-day operations of the City and for carrying out the policies that are adopted by the City Council. The City Attorney serves as legal advisor to the Council, Manager and all City departments and represents the City in all legal proceedings. The City Clerk is responsible for the preservation of legal documents and provides information on City Council legislation and actions. The City Magistrate oversees the Municipal Court, which promptly and fairly processes all criminal and traffic violations filed. It is the City Council's responsibility to oversee these functions and to provide the needed policy direction for the effective management of the City.



Department Budgets - General Government

>>> **MAYOR AND COUNCIL – 1020** <<<

Description	2002-03		2002-03		% Change	
	2001-02 Actual	Adopted Budget	Adjusted Budget	2002-03 Estimated	2003-04 Adopted	Est. Exp. To Adopted
Personnel Services	\$ 360,249	\$ 410,653	\$ 415,346	\$ 369,727	\$ 444,292	20.17%
Professional/Contract	14,514	14,000	19,000	16,000	16,000	0.00%
Operating Supplies	36,606	37,520	47,995	45,341	45,630	0.64%
Repairs/Maintenance	284	600	600	804	1,000	24.38%
Communications/Transportation	27,851	37,250	41,093	36,093	38,050	5.42%
Insurance/Taxes	250	0	0	0	0	N/A
Other Charges/Services	25,485	35,208	42,252	40,502	40,000	(1.24%)
Contingency/Reserve	0	4,206	15,206	0	4,200	N/A
Office Furniture/Equipment	651	3,000	3,000	2,000	3,000	50.00%
Capital Replacement	4,011	4,011	4,011	4,011	4,011	0.00%
Total Cost Center-1020	\$ 469,901	\$ 546,448	\$ 588,503	\$ 514,478	\$ 596,183	15.88%
General Fund	\$ 596,183					

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Assistant	1	0	0	0	0	0
Administrative Specialist	0	0	1	1	1	1
Clerk II	1	0	0	0	0	0
Executive Assistant to M&C	1	1	1	1	1	1
Executive Receptionist	1	1	1	1	1	1
Mayor and Council Assistant	0	1	1	1	1	1
Secretary	0	1	0	0	0	0
TOTAL	4	4	4	4	4	4

Significant Budget and Staffing Changes

There are no significant budget and staffing changes for fiscal year 2003-04.



Department Budgets - General Government

FUNCTION:	General Government	COST CENTER:	1030
DEPARTMENT:	City Clerk	DIVISION:	City Clerk

City Clerk's office is responsible for the preservation of legal documents and is the source of information on City Council legislation and actions. The City Clerk's Office conducts all municipal elections; assists the Mayor in administering the appointment of members to serve on various City boards and commissions; and provides special services to the public including marriage licenses, passports and notary services.

2002-03 City Clerk Accomplishments

- Electronic Document Management System (EDMS) was implemented. This allows us to import files or scan hard copy documents into an electronic searchable format.
- City-wide Fee Schedule was updated and made available on Chanweb as well as the Internet.
- Projected increase in passport acceptance and in marriage license issuance.

2003-04 Performance Measurements

Goal:

To attend all Council meetings and study sessions, and record all official proceedings. To coordinate and prepare the agenda and related backup material. Post all notices of the City Council and City boards and commissions.

Objectives:

- ◆ Coordinate and compile agenda packets prior to City Council meetings and subsequently process all items considered by the Council.
- ◆ Post notice of all public meetings for the City Council, Chandler boards and commissions, and agencies of the City within the required statutory deadlines.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Council Meetings Coordinated	95	105	110	96	110
Meeting Notices Posted	466	450	480	456	475
City Council Actions And Agenda Items Prepared	1,094	1,109	1,200	910	1,150

Goal:

To monitor and maintain all contracts and agreements and to direct the publication, filing, indexing and storage of all proceedings of the City Council.

Objectives:

- ◆ To maintain all contracts/agreements for the City of Chandler.
- ◆ Effectively process all ordinances and resolutions including advertising, recording, etc.
- ◆ Provide updated supplements and revisions to the City Code as amended by City Council.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Contracts and agreements processed	284	255	525	550	600
Ordinances and resolutions processed	236	193	260	200	200
City Code Revisions	2	3	4	4	4

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

Department Budgets - General Government

> > > **CITY CLERK – 1030** < < <

Goal:

Conduct City elections in the most efficient and effective manner possible.

Objective:

- ◆ Promote voter registration and early balloting. Provide voter assistance with local, state and federal elections.

Measures	2000-01 Actual	2001-02 Actual				2002-03 Projected	2002-03 Year End Estimate	2003-04 Projected	
Municipal Elections	Sept 2000 1	Nov 2001 1	Mar 2002 1	May 2002 1	1	0	March 2004	May 2004	
Registered Voters	59,521	70,599	71,517	72,422	73,500	77,000	81,000	82,500	
Ballots Processed	14,255	2,243	8,794	7,358	10,000	0	10,000	20,000	
% of voter turnout	24	3.18	12.3	10.16	13.7	0	12%	25%	
Early Ballots Processed	4,400	1,500	4,239	4,513	5,000	0	6,000	13,000	

Goal:

Provide marriage licenses, passports and notary public services in the most efficient manner possible.

Objective:

- ◆ Provide for the issuance of marriage licenses and acceptance of passport applications with 99% accuracy rate. Provide notary public service.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Marriage Licenses processed/ % of accuracy	1,318/99%	1,503/99%	1,500	1,600	1,650/99%
Passport Applications accepted/% of accuracy	5,598/99%	5,486/99%	6,000	6,000	6,500/99%
Service Provided by Notary Public	364	272	550	500	575

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

Department Budgets - General Government

> > > **CITY CLERK – 1030** < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 349,794	\$ 372,170	\$ 376,300	\$ 374,763	\$ 384,845	2.69%
Professional/Contract	46,558	25,100	38,548	35,100	20,100	(42.74%)
Operating Supplies	7,747	10,600	11,485	8,600	216,600	2418.60%
Repairs/Maintenance	2,085	4,000	4,000	3,000	3,000	0.00%
Communications/Transportation	39,217	41,500	42,225	41,642	44,500	6.86%
Other Charges/Services	6,181	8,000	8,000	7,000	9,000	28.57%
Contingency/Reserve	0	3,304	10,519	0	2,158	N/A
Machinery/Equipment	0	3,500	3,500	1,250	3,500	180.00%
Office Furniture/Equipment	2,589	3,500	3,500	2,000	4,000	100.00%
Capital Replacement	2,687	2,687	2,687	2,687	2,687	0.00%
Total Cost Center-1030	\$ 456,858	\$ 474,361	\$ 500,764	\$ 476,042	\$ 690,390	45.03%
General Fund					\$ 690,390	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Assistant City Clerk	0	1	1	1	1	1
Assistant to City Clerk	1	0	0	0	0	0
City Clerk	1	1	1	1	1	1
City Clerk's Assistant	2	2	2	2	2	2
Clerk II	1	0	0	0	0	0
Customer Service Representative	0	2	2	2	2	2
TOTAL	5	6	6	6	6	6

Significant Budget and Staffing Changes

Fiscal year 2003-04 reflects allocation for election supplies (\$205,400), which were transferred from cost center 1290-Non-departmental.



Department Budgets - General Government

FUNCTION:	General Government	COST CENTER:	1040
DEPARTMENT:	City Manager	DIVISION:	City Manager Administration

City Manager's office provides the overall administrative leadership necessary for the implementation of City Council policies, administration of the organization and delivery of services to the citizens. Promotes interaction with other levels of government to serve the best interests of Chandler's citizens and advocates the City's position on issues before the U. S. Congress and State Legislature. Encourages and develops public-private partnerships that support Council direction and meet the needs of the community in a cost-effective manner.

2002-03 City Manager Accomplishments

- Successfully maintained Chandler's regional influence in monitoring State and Federal legislation affecting City operations.
- Produced the fourth annual "Celebration of Unity" event featuring Dr. Mae Jemison.
- Continued our comprehensive program of supporting diverse organizations, events and activities through the diversity budget, including Pakistani American Day, Mariachi Festival, Black History Month, Cinco de Mayo, National Congress of American Indians and the first annual Asian Health Fair.
- Continued the City's National Hispanic Heritage Month activities including an education fair, poster contest, and Hispanic film festival.
- Hired for key positions including the Community Services Department Director, Chief Information Officer, and Assistant to the City Manager.
- Completed the review and revision of the City's Administrative Regulations.
- Coordinated citizen committee in the development of a smoking ordinance.
- Received an overall satisfaction rating of 98.3% from Chandler residents.

Mission

Our mission is to effectively coordinate and lead the various City departments in administration of City affairs according to the City Code, Charter, ordinances and City Council policies and to provide effective management and leadership by communicating to employees. This is accomplished through the following actions:

- ◆ Keep the City Council apprised of all pertinent municipal activities through periodic briefings and other appropriate written documents.
- ◆ Compile weekly and annual reports on results of legislative programs in a timely manner.
- ◆ Maintain excellent working relationships with other entities, and other City departments.
- ◆ Promote interaction between City Management and employees.
- ◆ Communicate to City employees through various publications, forums and information exchanges.

Department Budgets - General Government

>>> **CITY MANAGER ADMINISTRATION- 1040** <<<

Description	2001-02	2002-03	2002-03			% Change
	Actual	Adopted Budget	Adjusted Budget	2002-03 Estimated	2003-04 Adopted	Est. Exp. To Adopted
Personnel Services	\$ 934,088	\$ 990,231	\$ 1,003,895	\$ 1,003,895	\$ 1,056,315	5.22%
Professional/Contract	59,761	56,443	71,963	74,168	57,753	(22.13%)
Operating Supplies	19,894	21,450	21,573	21,473	21,850	1.76%
Repairs/Maintenance	1,107	2,500	2,500	2,500	2,500	0.00%
Communications/Transportation	28,635	30,800	35,382	27,300	27,500	0.73%
Other Charges/Services	22,154	22,700	24,566	23,700	22,700	(4.22%)
Contingency/Reserve	0	4,497	11,127	0	4,362	N/A
Machinery/Equipment	0	500	500	500	500	0.00%
Total Cost Center-1040	1,065,639	1,129,121	1,171,506	1,153,536	\$ 1,193,480	3.46%
General Fund					\$ 1,193,480	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Secretary	1	1	0	0	0	0
Assistant City Manager	2	2	2	2	2	2
Assistant to City Manager	1.625	1.625	1.75	1.75	2	2
City Manager	1	1	1	1	1	1
Executive Assistant	0	0	1	1	1	1
Executive Secretary	1	1	0	0	0	0
Intergovernmental Affairs Coordinator	1	1	1	1	1	1
Management Intern	0	1	1	1	1	1
Senior Executive Assistant	0	0	1	1	1	1
TOTAL	7.625	8.625	8.75	8.75	9	9

Significant Budget and Staffing Changes

The 1.75 FTE Assistant to City Manager positions were changed to 2.0 FTE during 2002-03.



Department Budgets - General Government

FUNCTION:	General Government	COST CENTER:	1250
DEPARTMENT:	City Manager	DIVISION:	Human Resources

We strive to provide exceptional customer-driven Human Resources services and develop opportunities in support of the following guiding principles:

- Practice open and constructive communication.
- Promote excellence in teamwork, customer service, and respect for individuals.
- Provide programs that balance the needs of the City with that of its employees and citizens.

2002-03 Human Resources Accomplishments

- Implemented a new applicant tracking system which allows for greater reporting capabilities, streamlining of business processes and improved applicant communication.
- Developed new design for professional job information packets and recruitment bulletins to further enhance the City's recruitment efforts.
- Delivered Civil Treatment II – The Legal Record to City supervisors and managers which outlines the importance of documentation as it relates to personnel issues.
- Developed professional brochure for 2003 benefit open enrollment communication to further assist employees in a greater understanding and utilization of the City's benefit offerings.
- In concert with Chandler-Gilbert Community College and utilizing a state funded grant, offered a series of occupational Spanish classes to nearly 150 interested City employees. Students who successfully complete the class are awarded two college credits from Chandler-Gilbert Community College.
- Designed and delivered an advanced customer service class, specifically designed for front-line employees, who have significant customer contact.
- Provided information for 7,200 benefit information requests in FY 2002-03, compared to a projected 4,500 requests.

2003-04 Performance Measurements

Goal:

To attract qualified employees to fill vacancies in the City through programs and policies that embody equal employment opportunity practices.

Objective:

- ◆ Provide an aggressive and effective recruitment and selection process to fill vacancies in all City departments.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of employment applications processed	9,239	16,488 ⁽¹⁾	9,000	9,500	9,750
Process PRR's (Personnel Recruitment Request) within 7 days of receipt	90%	95%	97%	97%	99%
Applications screened within 10 days of published first review date and/or closing date	95%	95%	97%	97%	97%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

(1) Includes firefighter recruitment.

Department Budgets - General Government

> > > HUMAN RESOURCES – 1250 < < <

Goal:

Design, develop and administer comprehensive training, development and education programs for City employees.

Objective:

- ◆ Provide a wide variety of training, development and educational opportunities to City employees so they can continuously improve their performance and develop their careers.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Average number of training hours per employee	24	24	24	24	24

Goal:

To retain a qualified workforce through the development, administration and communication of programs, policies, and practices.

Objectives:

- ◆ Provide expert personnel policy and procedural consulting to City managerial personnel and employees for various personnel actions while influencing positive management-workforce relationships.
- ◆ Provide a comprehensive and competitive benefit package to City employees and respond to requests for benefits information and assistance.
- ◆ Conduct compensation and classification studies to ensure the City remains competitive with other employers and to effectively balance the skills and abilities of employees with the needs of the City.
- ◆ Provide resources for the efficient and effective administration of personnel actions.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of PAR'S (Personnel Action Request) processed	3,017	3,791	3,438	3,512	3,512
Turnaround time of the development and recommendation of a position classification not to exceed 30 working days	70%	90%	90%	90%	90%
Benefit Information requests	6,500**	6,000	4,500	7,200	8,500

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

** New health care provider introduced in January of 2001. Includes open enrollment and all requests for information.

Department Budgets - General Government

> > > **HUMAN RESOURCES – 1250** < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 985,019	\$ 1,089,276	\$ 1,105,836	\$ 1,045,444	\$ 1,251,387	19.70%
Professional/Contract	66,108	68,000	68,124	93,490	148,654	59.01%
Operating Supplies	56,690	88,550	93,934	88,402	102,600	16.06%
Repairs/Maintenance	11,902	23,500	34,815	34,815	35,500	1.97%
Communications/Transportation	184,225	223,000	254,891	193,119	208,500	7.96%
Other Charges/Services	107,102	134,919	160,352	142,500	131,000	(8.07%)
Contingency/Reserve	0	0	33,470	0	0	N/A
Machinery/Equipment	15,024	18,000	19,895	18,650	38,000	103.75%
Office Furniture/Equipment	1,025	10,000	22,500	18,500	6,000	(67.57%)
Capital Replacement	4,655	0	0	1,200	0	(100.00%)
Total Cost Center-1250	\$ 1,431,750	\$ 1,655,245	\$ 1,793,817	\$ 1,636,120	\$ 1,921,641	17.45%
General Fund					\$ 1,921,641	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Secretary	1	1	0	0	0	0
Customer Service Representative	1	3	0	0	0	0
Employee Benefits Supervisor	1	1	1	1	1	1
Employee Development Specialist	0	0	1	1	1	1
Employee Development Supervisor	0	0	1	1	1	1
Employee Services Supervisor	1	1	1	1	1	1
Executive Assistant	0	0	1	1	1	1
Human Resources Analyst	3	3	3	3	3	3
Human Resources Assistant	2	2	3	3	3	3
Human Resources Manager	1	1	1	1	1	1
Human Resources Representative	1	1	3	3	3	3
Human Resources Specialist	0	0	1	1	1	1
Human Resources Supervisor	1	1	1	1	1	1
Safety Coordinator	1	1	0	0	0	0
Trainer	1	1	0	0	0	0
Training Supervisor	1	1	0	0	0	0
TOTAL	15	17	17	17	17	17

Significant Budget and Staffing Changes

In fiscal year 2003-04, contract services for insurance (\$27,500) was transferred from non-departmental 1290. In addition, the following benefit-related expenses were consolidated here:

- (1) Commuter Insurance and Retiree Subsidy (\$73,710); and
- (2) Contracts for Vitality magazine, Employee Assistance Program Administration and Flexible Spending Account Administration (\$56,000).

2002-03 Economic Development Accomplishments

- Identified more than 80 retail leads, 63 retail prospects and 27 retail locates during the fiscal year; 146 industrial/office leads, 47 industrial/office prospects and 22 industrial/office locates. The new business locates contributed more than 319,000 square feet to the City's retail tax base.
- Significant retail locates open or under construction: Madstone Theater (SWC Kyrene and Ray Roads) opened Fall 2002, the East Valley's most unique theater dedicated to showing independent, documentary, and foreign films; Garduno's restaurant opened Spring 2003 at Chandler Fashion Center with a very elaborate décor. Target Greatlands and Kohl's are under construction and are planned for October 2003 openings.
- Organized and hosted the fourth annual Chandler Minority Small Business Workshop to a standing-room-only crowd. Over 100 business owners and representatives of business support organizations were in attendance at the event; resources available to assist small business owners were presented.
- Developed the City of Chandler's first Small Business Guide posted on the city's web site and a booklet that provides information business owners need to know to get their business up and running.
- Americredit Financial Services constructed and occupied a new 157,000 square foot Class "A" office facility in the 2Price Corridor, creating 650 new jobs initially with plans to expand to 1,000 over the next 2 years. Wells Fargo began construction on a 1.2 million square foot corporate campus, Ocotillo Corporate Campus. The first phase, at 400,000 square feet of space will create 2,000 new jobs, with a total of 6,000 expected at build-out.
- Isola, an existing Chandler manufacturer, relocated their corporate headquarters and research & development facility to the community. Isola has begun construction on more than 40,000 square feet of space for the R&D component with an additional 20,000 to follow for the headquarters.
- Countrywide purchased an existing office building in which to locate their new 80,000 square foot mortgage services center. The company will bring 450 jobs initially and then plans to construct additional office space on the site, bringing the total jobs to 1,100. SanTan Corporate Center, Phase II, completed construction on a 137,000 square foot Class "A" office building.
- Rocky Mountain building's name was changed to Chandler Corporate Plaza and was purchased by Equus Management. Five new tenants relocated to the project occupying more than 33,500 square feet of space and adding 300 jobs to the Downtown market. These tenants include Chamness Relocation Services, Awareness, Radcliff Technologies, Next Sierra and Long Term Care Quote.
- Coordinated and implemented a comprehensive tourism advertising program resulting in over 7,500 consumer and trade leads through the end of May 2003.
- Produced 20,000 copies of the premiere edition of *Chandler Scene: The Official Visitor Guide for the City of Chandler*. The total cost associated with the visitor guide was \$25,000, of which approximately 80% was covered by advertising revenue and the other 20% covered by Proposition 302 Grant funding.
- Worked with local hoteliers to produce an all-inclusive guide to Cactus League Spring Training. The brochure included a list of all twelve teams in the league with contact information, a valley map highlighting stadium locations, a comprehensive game schedule and key hotel information.
- Completed applications for two grants available through the Arizona Office of Tourism - the Teamwork for Effective Arizona Marketing (TEAM) Grant and the Proposition 302 Grant – resulting in total grant funding for fiscal year 2003 of \$74,179.
- Hosted events in conjunction with the Downtown Chandler Community Partnership (DCCP) and downtown merchants: 7 Saturday Music & Art in the Park Festivals and the weekly Farmers Market.
- Assisted new businesses opening or expanding on the Historic Square: Flavors of Nature, Cupid's Diner and Schliening's Bakery and Deli.
- Completed a parking facility behind the San Marcos merchants. Demolished 230/236 S. Arizona Avenue to convert into additional parking for Old Towne Market Square. Designed new Downtown Directional Signage for Historic Downtown Chandler.
- Partnered with the Chandler Chamber of Commerce and DCCP to co-sponsor a Business After Business networking meeting to promote the Historic Downtown Chandler Merchants.
- New retail businesses located with City assistance in FY2002-03 (24 businesses) approach the earlier projection for the year of 25 businesses.

Department Budgets - General Government

FUNCTION:	General Government	COST CENTER:	1520
DEPARTMENT:	City Manager	DIVISION:	Economic Development

Economic Development facilitates programs that enhance the quality of life for Chandler residents and maintains economic development strategies focused on recruitment of new business, and retention and expansion of the City's employment and tax base. Economic Development encourages the redevelopment of the City Center to create an urban core that makes a positive statement for Chandler.

2003-04 Performance Measurements

Goal:

Promote and aggressively pursue retail development within the City of Chandler.

Objective:

- ◆ Expand Chandler's regional retail market share through attracting and maintaining a balanced mix of retail and service facilities.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of new retail businesses located with city assistance	62	134 ⁽¹⁾	25	24	20
Estimated square footage of new retail space located with city assistance	1,461,339 ⁽¹⁾	675,537	310,000	320,000	250,000
Estimated number of new retail jobs created by businesses located with city assistance	3,664	2,332	250	650	300
Number of retail recruitment marketing materials sent	574	500	400	415	400
Total retail square feet	7,174,069	9,198,224	9,700,000	9,700,000	10,000,000
Retail occupancy rate	97%	95.8%	93%	94%	93%

(1) These numbers reflect the construction and opening of the new retail mall. Square footage is included in the 2000-01 Actual; the number of retail businesses located is included in 2001-02 Actual

Goal:

Promote and aggressively pursue industrial and office development within the City of Chandler.

Objective:

- ◆ Market the community to new office, industrial and other uses in order to further diversify and strengthen the economy.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Estimated number of industrial office jobs created through new business recruitment and existing business expansion located with city assistance	1,350	546	400	3,854	500
Estimated office/industrial SF added	1,904,700	454,890	300,000	860,053	300,000
Estimated office/industrial capital investment created with city assistance	\$141,600,000	\$21,065,700	\$35,000,000	\$104,306,058	\$20,000,000

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - General Government

> > > **ECONOMIC DEVELOPMENT - 1520** < < <

Goal:

Expand the tax base to sustain needed improvement in the community by increasing the line of services provided to the public.

Objective:

- ◆ Increase annual sales tax revenues by encouraging the establishment of more retail businesses within the City of Chandler.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Estimated annual sales tax revenue generated by new retail businesses located with city assistance ⁽²⁾	\$5,480,000	\$2,533,263	\$1,162,500	\$1,200,000	\$937,500

(2) Retailers may not be open for business in year indicated; however, they have received construction permits.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

Department Budgets - General Government

>>> **ECONOMIC DEVELOPMENT - 1520** <<<

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 353,810	\$ 429,903	\$ 435,983	\$ 413,229	\$ 450,484	9.02%
Professional/Contract	207,106	192,382	193,664	146,564	183,259	25.04%
Operating Supplies	46,759	64,200	64,227	29,000	43,200	48.97%
Repairs/Maintenance	1,046	1,250	1,250	1,434	1,750	22.04%
Communications/Transportation	110,483	89,077	89,077	103,477	127,800	23.51%
Other Charges/Services	14,098	162,000	162,000	37,100	439,900	1085.71%
Contingency/Reserve	0	3,121	5,913	0	2,451	N/A
Machinery/Equipment	0	4,000	4,000	4,284	2,000	(53.31%)
Office Furniture/Equipment	3,260	0	0	0	0	N/A
Capital Replacement	5,644	4,490	4,490	4,490	4,490	0.00%
Total Cost Center-1520	\$ 742,206	\$ 950,423	\$ 960,604	\$ 739,578	\$ 1,255,334	69.74%
General Fund					\$ 1,175,334	
Grants-in-Aid					80,000	
Grand Total					\$ 1,255,334	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Secretary	1	1	0	0	0	0
Economic Development Director	0	0	1	1	1	1
Economic Development Manager	1	1	0	0	0	0
Economic Development Research Analyst	0	0	1	1	1	1
Economic Development Research Assistant	1	1	0	0	0	0
Economic Development Specialist	2	2	2	2	2	2
Economic Development Tourism Marketing Assistant	0	1	1	1	1	1
Executive Assistant	0	0	1	1	1	1
TOTAL	5	6	6	6	6	6

Significant Budget and Staffing Changes

In fiscal year 2003-04 one-time funding is included for commercial reinvestment (\$300,000), and tourism marketing (\$50,000).

Department Budgets - General Government

FUNCTION:	General Government	COST CENTER:	1540
DEPARTMENT:	City Manager	DIVISION:	Downtown Redevelopment

Downtown Redevelopment promotes the revitalization of the City's downtown and creation of an urban core that makes a positive statement for Chandler. This includes the recruitment and retention of downtown businesses.

2003-04 Performance Measurements

Goal:

Coordinate and facilitate revitalization of the central core of the city.

Objective:

- ♦ Create a City Center that reflects a distinct and positive image for Chandler.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of corporations contacted regarding office locations in downtown	15	25	30	35	30
Number of corporate locates	1	1	4	3	3
Number of new or rehabilitation projects planned for downtown	4	3	6	6	5

Goal:

Promote and aggressively pursue retail development within the city's downtown district.

Objective:

- ♦ Market the downtown area to new retail, service, office and other uses in order to enhance the image of the City's downtown area.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of new retail businesses contacted regarding downtown locations	100	125	200	225	200
Number of new retail businesses located in downtown with city assistance	5	4	4	5	4
Estimated square footage on facades of new/rehabilitated retail space in downtown with city assistance	10,000	4,600	5,000	4,000	2,000

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

Department Budgets - General Government

> > > DOWNTOWN REDEVELOPMENT – 1540 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 59,395	\$ 122,393	\$ 124,258	\$ 110,595	\$ 135,294	22.33%
Professional/Contract	4,180	10,000	17,000	17,000	17,000	0.00%
Operating Supplies	6,859	14,149	7,149	7,149	8,789	22.94%
Repairs/Maintenance	26,634	30,000	32,590	32,590	25,000	(23.29%)
Communications/Transportation	6,781	44,221	44,221	46,984	39,050	(16.89%)
Rents/Utilities	3,986	4,500	4,500	4,500	4,500	0.00%
Other Charges/Services	3,133	227,000	227,000	117,000	238,350	103.72%
Contingency/Reserve	0	0	2,763	0	0	N/A
Machinery/Equipment	3,453	0	0	0	0	N/A
Capital Replacement	1,800	0	0	0	0	N/A
Total Cost Center-1540	\$116,221	\$ 452,263	\$ 459,481	\$ 335,818	\$ 467,983	39.36%
General Fund					\$ 467,983	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Downtown Coordinator	1	1	1	1	1	1
Executive Assistant	0	0	0	1	1	1
TOTAL	1	1	1	2	2	2

Significant Budget and Staffing Changes

In fiscal year 2003-04, one-time funding for Downtown Events (\$25,000) is included.

> > > ECONOMIC DEVELOPMENT CAPITAL – 1550 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Communications/Transportation	\$ 44	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Contingency/Reserve	0	4,245,249	0	0	0	N/A
Land/Improvements	2,727,217	0	2,552,182	2,736,762	1,814,751	(33.69%)
Building/Improvements	62,461	0	20,000	55,897	0	(100.00%)
Street Improvements	76,269	0	6,189	38,726	0	(100.00%)
Park Improvements	370,320	0	392,949	139,935	0	(100.00%)
Total Cost Center-1550	\$ 3,236,311	\$ 4,245,249	\$ 2,971,320	\$ 2,971,320	\$ 1,814,751	(38.92%)
General Fund					\$ 1,814,751	

Significant Budget and Staffing Changes

Significant budget variances for capital cost centers are primarily attributed to specific project completions for the current year and new projects for the proposed year. Detailed project budgets are included in the Capital Budget section of this document.

Department Budgets - General Government

FUNCTION:	General Government	COST CENTER:	1199
DEPARTMENT:	City Manager	DIVISION:	Info Tech Administration

Information Technology (IT) is responsible for developing and coordinating the use of technology across the various departments of Chandler City government, to ensure that accurate and timely information is provided to residents, elected officials, management and staff.

The IT Division also manages technology investments and assets such as the city's enterprise computer network, systems and applications. Other areas of responsibility include providing customer service, project management, business analysis and process re-engineering, training and technology upgrades.

2002-03 Information Technology Accomplishments

- Approval for the City of Chandler Technology Strategic Plan Development.
- Developed IT Mission and Vision Statement.
- Installed new computers at the City of Chandler Libraries.
- Consolidation of Maintenance Agreements - - Where possible, co-terminated maintenance agreements resulted in ease of management and cost savings due to volume discount.
- Integrated GIS division with Information Technology division.
- GIS Oversight committee combines with IT Oversight Committee.
- Improve IT Customer Relations by implementing Operational Advisory Focus Groups to address specific operational issues with CJIS, Oracle and Police Department.

2003-04 Performance Measurements

Goal:

Provide effective administration and coordination for the IT Applications and Data Systems group and the IT Operations and Client Support group. Provide technical services and establish programs to enhance the quality of the City of Chandler.

Objectives:

- ◆ Develop and implement systems and procedures that will improve operations.
- ◆ Provide administrative support, leadership, project management, and coordination of division activities.
- ◆ Facilitate communication within the department, the City Manager's office and City Council to guarantee the accomplishment of goals and objectives.
- ◆ Improve Customer Service Relations.
- ◆ Improve the Computer Security.
- ◆ Manage the PC Replacement program.
- ◆ Manage Software Licenses.



Department Budgets - General Government

> > > INFO TECH ADMINISTRATION – 1199 < < <

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Educate employees on continuous improvement for customer service and team building methods	N/A	N/A	N/A	N/A	100%
Maintain, purchase, track City of Chandler technology assets in accordance with identified technology lifecycle procedures	N/A	N/A	N/A	90%	100%
Complete projects on time and within budget	N/A	N/A	N/A	85%	100%
Identify IT Security risks for the City of Chandler	N/A	N/A	N/A	50%	85%
Develop performance plans/measures for all employees	N/A	N/A	N/A	50%	100%
Align IT goals with the City's goals	N/A	N/A	N/A	35%	100%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".
N/A = Not available. New measure for cost center.

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 852,366	N/A
Professional/Contract	0	0	0	0	240,769	N/A
Operating Supplies	0	0	0	0	29,935	N/A
Rents/Utilities	0	0	0	0	840	N/A
Other Charges/Services	0	0	0	0	130,000	N/A
Contingency/Reserve	0	0	0	0	36,000	N/A
Total Cost Center-1199	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,289,910	N/A
General Fund					\$ 1,289,910	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Support II	0	0	0	0	0	1
Chief Information Officer	0	0	0	0	0	1
Executive Assistant	0	0	0	0	0	1
Information Technology Coordinator	0	0	0	0	0	1
Information Technology Project Manager	0	0	0	0	0	4
Information Technology Security Officer	0	0	0	0	0	1
Information Technology Special Projects Coordinator	0	0	0	0	0	0
TOTAL	0	0	0	0	0	9

Significant Budget and Staffing Changes

This is a new cost center effective fiscal year 2003-04.

One Administrative Support II, one Chief Information Officer, one Executive Assistant, one IT Coordinator, four IT Project Managers, and one IT Security Officer transferred from cost center 1280 – IT Infrastructure & Client Support in fiscal year 2003-04.



Department Budgets - General Government

FUNCTION:	General Government	COST CENTER:	1200
DEPARTMENT:	City Manager	DIVISION:	GIS/IT Applications & Data Systems

The Information Technology Applications & Data Systems Group is responsible for applications support, application development, database maintenance and support, business process analysis and re-engineering, and coordinating user application needs and requirements working with various vendors if needed to resolve issues.

2003-04 Performance Measurements

Goal:

Provide IT and GIS services to all City departments by implementing and maintaining an enterprise-wide integrated system to assist in managing the City's services and future growth.

Objectives:

- ◆ Develop enterprise data models and standards.
- ◆ Reconcile existing databases in an effort to build a central "enterprise database."
- ◆ Provide IT and GIS application support to all City departments.
- ◆ Provide training and support for all applications.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Complete projects on schedule	80%	80%	100%	80%	85%
Complete assigned tasks under or within 5% of proposed project budget	90%	80%	100%	80%	100%
Setup/conduct classes on Citywide applications	3	5	7	12	5

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

Department Budgets - General Government

> > > **GIS/IT APPLICATIONS & DATA SYSTEMS – 1200** < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 472,690	\$ 485,063	\$ 493,408	\$ 493,408	\$ 1,462,224	196.35%
Professional/Contract	290,463	204,672	435,716	358,461	358,097	(0.10%)
Operating Supplies	3,544	9,950	9,950	7,611	0	(100.00%)
Repairs/Maintenance	56,008	76,842	47,949	39,270	74,349	89.33%
Communications/Transportation	3,898	11,130	11,414	4,580	0	(100.00%)
Rents/Utilities	0	0	23,000	23,000	0	(100.00%)
Other Charges/Services	21,056	37,600	37,600	29,450	20,000	(32.09%)
Contingency/Reserve	0	0	0	0	13,802	N/A
Building/Improvements	0	0	6,000	5,492	0	(100.00%)
Machinery/Equipment	180,569	2,500	41,000	22,170	0	(100.00%)
Office Furniture/Equipment	473	0	11,089	10,500	24,000	128.57%
Total Cost Center-1200	\$ 1,028,701	\$ 827,757	\$ 1,117,126	\$ 993,942	\$ 1,952,472	96.44%
General Fund					\$ 1,952,472	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Business Process Engineer Supervisor	0	0	0	0	0	1
Database Analyst	2	2	0	0	0	2
GIS Database Analyst	0	0	4	4	4	4
GIS Manager	1	1	1	1	1	1
GIS Tech II	0	0	0	1	1	1
Systems Analyst	0	0	0	0	0	8
TOTAL	3	3	5	6	6	17

Significant Budget and Staffing Changes

One Business Process Engineer Supervisor position, two Database Analyst positions, and eight Systems Analyst positions transferred from cost center 1280 in 2003-04.

Department Budgets - General Government

FUNCTION:	General Government	COST CENTER:	1280
DEPARTMENT:	City Manager	DIVISION:	Information Technology Infrastructure & Client Support

The Information Technology Infrastructure & Client Support Group is responsible for maintaining and supporting the City of Chandler's network operations including all deployment and tracking of technology computer hardware, software licensing, managing the Citywide PC replacement program, Citywide training, security administration and disaster recovery.

2003-04 Performance Measurements

Goal:

Provide technology services for all City departments through effective, efficient development of integrated computer systems, to improve the overall effectiveness and efficiency of all City administrative and information services.

Objectives:

- ◆ Provide customer training to reduce out of service time by proactively providing software instruction, consulting support for purchasing equipment, and consulting support on technology enhancements.
- ◆ Provide continuing communication on technology changes by proactively providing coordination of training needs citywide and a periodic newsletter.
- ◆ Provide timely support for hardware and software installation, reinstallation, relocation and repair.
- ◆ Provide standards and base line measurements for all projects.
- ◆ Provide staff training and be fully functional in project methodology.
- ◆ Provide system availability for citywide functions.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Schedule classes on PC user software	371	424	400	400	425
Meet Help Desk needs in defined time period 95% of the time	95%	95%	95%	95%	95%
Perform installations, re-installations, relocations, repairs within 30 days of receipt 90% of the time	98%	98%	98%	96%	97%
Implement System Recovery Procedures Perform 2 recoveries per year	2	2	2	2	2
Meet all project milestones and completion dates	N/A	30%	50%	50%	60%
IT staff trained and fully functional in project methodology	N/A	30%	100%	100%	100%
Total system availability across the enterprise based on 24x7 calculations	N/A	95%	95%	96%	97%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

N/A = Not available. New measure for cost center.

Department Budgets - General Government

> > > **INFORMATION TECHNOLOGY INFRASTRUCTURE & CLIENT SUPPORT – 1280** < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 1,793,644	\$ 2,706,549	\$ 2,618,953	\$ 2,374,919	\$ 1,310,249	(44.83%)
Professional/Contract	441,222	518,000	597,112	603,427	94,875	(84.28%)
Operating Supplies	51,850	53,500	68,392	72,985	18,865	(74.15%)
Repairs/Maintenance	437,933	626,800	687,625	720,847	785,548	8.98%
Communications/Transportation	30,491	34,300	48,149	51,537	48,100	(6.67%)
Rents/Utilities	946	1,000	1,000	0	0	N/A
Other Charges/Services	62,877	119,800	134,378	132,759	7,285	(94.51%)
Machinery/Equipment	158,566	193,900	199,419	125,615	114,866	(8.56%)
Office Furniture/Equipment	10,450	15,140	16,531	13,311	17,000	27.71%
Total Cost Center-1280	\$ 2,987,979	\$ 4,268,989	\$ 4,371,559	\$ 4,095,400	\$ 2,396,788	(41.48%)
General Fund					\$ 2,396,788	

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Secretary	0	1	0	0	0	0
Administrative Support II	0	0	1	1	1	0
Business Process Engineer Supervisor	0	0	1	1	1	0
Clerk II	1	1	0	0	0	0
Chief Information Officer	0	0	0	1	1	0
Computer Support Assistant	1	1	3	3	4	4
Database Analyst	1	1	1	2	2	0
Desktop Support & Help Desk Supervisor	0	0	1	1	1	1
Desktop Support Supervisor	1	1	0	0	0	0
Executive Assistant	0	0	1	1	1	0
Host Systems/Network Supervisor	0	0	1	1	1	1
Information Support Analyst	9	9	3	3	4	4
Information Technology Coordinator	1	1	1	1	1	0
Information Technology Manager	1	1	1	1	1	1
Information Technology Project Manager	0	0	3	3	4	0
Information Technology Security Officer	0	0	0	1	1	0
Information Technology Special Projects Coordinator	0	1	1	1	0	0
Information Technology Supervisor	1	1	0	0	0	0
Operations Analyst	1	1	1	1	1	1
Operations Systems Analyst	3	3	4	4	4	4
Secretary	1	0	0	0	0	0
Systems Analyst	1	1	7	9	8	0
Technical Services Supervisor	2	2	0	0	0	0
TOTAL	24	25	30	35	36	16

AUTHORIZED POSITIONS

Significant Budget and Staffing Changes

In fiscal year 2002-03, a Computer Support Assistant position was added; in addition, there were two reclassifications: a Systems Analyst to Information Support Analyst and IT Special Projects Coordinator to IT Project Manager. Effective fiscal year 2003-04, nine positions were moved to the new cost center 1199 – IT Administration and eleven positions were moved to GIS/IT Applications & Data Systems cost center 1200.

Department Budgets - General Government

>>> GEOGRAPHIC INFORMATION SYSTEM/INFORMATION TECHNOLOGY CAPITAL - 1285 <<<

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 81	\$ 0	(100.00%)
Professional/Contract	0	865,814	1,190,438	648,741	1,660,530	155.96%
Operating Supplies	0	0	21,720	2,149	0	(100.00%)
Repairs/Maintenance	0	0	70,704	30,000	0	(100.00%)
Communications/Transportation	0	0	8,042	621	0	(100.00%)
Other Charges/Services	0	10,500	26,540	14,495	0	(100.00%)
Contingency/Reserve	0	2,257,458	356,943	0	4,174,715	N/A
Building/Improvements	0	2,172,906	2,315,096	242,016	87,991	(63.64%)
Machinery/Equipment	0	945,955	1,340,222	534,686	366,009	(31.55%)
Office Furniture/Equipment	0	5,500	5,500	5,500	0	(100.00%)
Total Cost Center-1285	\$ 0	\$ 6,258,133	\$ 5,335,205	\$ 1,478,289	\$ 6,289,245	325.44%
General Fund					\$ 4,874,966	
General Government Impact Fees					1,414,279	
Grand Total					\$ 6,289,245	

Significant Budget and Staffing Changes

Significant budget variances for capital cost centers are primarily attributed to specific project completions for the current year and new projects for the proposed year. Detailed project budgets are included in the Capital Budget section of this document.



Department Budgets - General Government

FUNCTION:	General Government	COST CENTER:	1050
DEPARTMENT:	City Magistrate	DIVISION:	City Magistrate

Chandler Municipal Court's function is to promptly and fairly process all criminal and traffic violations filed in court and to effectively obtain compliance of the court's orders. The court facilitates mediation of neighborhood disputes and issues Harassment Injunctions and Orders of Protection. Judges in the Municipal Court also serve as juvenile hearing officers.

2002-03 City Magistrate Accomplishments

- One of several courts in the state that utilizes an independent case management system, the Chandler Municipal Court was the first of that select group to participate in the statewide protective order registry. Domestic Violence data is transmitted to the Arizona Supreme Court's Domestic Violence Repository thus providing increased protection for victims of domestic violence throughout the state.
- Continued to provide an education program for juveniles and young adult alcohol offenders along with shoplifting, domestic violence, and traffic education diversion programs.
- Expansion of the Judicial Enforcement Unit from 2 to 4 service windows to provide better service to the public being interviewed and to better accommodate the staff serving the public.
- Continued to conduct video arraignments with in-custody defendants at the Southeast jail facility, eliminating the need to transport from the jail facility to the court.
- Established a community service program that requires defendants placed on probation to perform community service hours at the Chandler Municipal Airport.

2003-04 Performance Measurements

Goal:

Serve the public and contribute to the quality of life in our community by fairly, impartially, and promptly administering justice in an effective, accountable and professional manner.

Objectives:

- ◆ Provide prompt processing of all cases filed and revenues collected in the Chandler Municipal Court.
- ◆ Process all appeals with a minimum number of decisions overturned on appeal.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of appeals filed	38	49	55	50	50
Number of appeals overturned	5	3	3	2	3

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - General Government

> > > City Magistrate – 1050 < < <

Goal:

To provide court users with the timely resolutions of cases.

Objectives:

To achieve an adjudication rate of 90% of cases filed within 100 days.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of filings	36,812	48,278	47,500	48,600	50,000
Percentage of cases adjudicated within 100 days	86%	82%	90%	86%	90%

Goal:

To provide, prompt efficient telephone service to all citizens.

Objectives:

Promptly answer all incoming calls.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of calls received	N/A	41,063	41,000	45,840	49,000
Average wait time	N/A	42 sec	40 sec	48 sec	45 sec

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - General Government

Y Y Y CITY MAGISTRATE – 1050 Y Y Y

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 2,132,247	\$ 2,380,221	\$ 2,410,551	\$ 2,305,056	\$ 2,595,301	12.59%
Professional/Contract	175,794	205,000	203,842	200,500	454,500	126.68%
Operating Supplies	34,247	63,950	83,906	81,663	51,250	(37.24%)
Repairs/Maintenance	16,144	20,000	20,394	18,894	21,000	11.15%
Communications/Transportation	19,902	29,050	29,050	26,700	28,100	5.24%
Rents/Utilities	836	1,000	1,000	1,000	1,100	10.00%
Other Charges/Services	13,210	24,300	22,300	13,300	43,000	223.31%
Contingency/Reserve	0	8,086	70,509	0	48,659	N/A
Building/Improvements	321	0	0	0	0	N/A
Machinery/Equipment	41,271	74,600	55,672	55,278	25,000	(54.77%)
Office Furniture/Equipment	6,765	21,970	23,970	23,827	0	(100.00%)
Capital Replacement	8,204	7,735	9,535	7,735	10,381	34.21%
Total Cost Center-1050	\$ 2,448,941	\$ 2,835,912	\$ 2,930,729	\$ 2,733,953	\$ 3,278,291	19.91%
General Fund					\$ 3,278,291	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Secretary	1	1	0	0	0	0
Administrative Support I	0	0	2	2	2	2
City Magistrate	3	3	3	3	3	3
Clerk I	2	2	0	0	0	0
Court Administrator	1	1	1	1	1	1
Court Clerk I	16	16	17	17	17	17
Court Clerk II	3	3	3	3	3	3
Court Collector Specialist	2	3	3	3	3	3
Court Fines Coordinator	1	1	1	1	1	1
Court Interpreter	0	0	0	1	1	1
Court Services Supervisor	2	3	3	3	3	3
Deputy Court Administrator	0	1	1	1	1	1
Executive Assistant	0	0	1	1	0	0
Executive Secretary	1	0	0	0	0	0
Hearing Officer	1	1	1	1	1	1
Information Support Analyst	1	1	0	0	0	0
Presiding City Magistrate	1	1	1	1	1	1
Probation Monitoring Officer	2	2	2	2	2	2
Secretary	0	0	0	0	0	0
Sr. Executive Assistant	0	0	0	0	1	1
Systems Analyst	0	0	1	1	1	1
TOTAL	37	39	40	41	41	41

Significant Budget and Staffing Changes

One Executive Assistant position was reclassified to Senior Executive Assistant position in 2002-03. In fiscal year 2003-04 allocations for court-related Professional/Contract services and juror fees (\$274,000) were transferred from Non-Departmental (1290). In addition, one-time funding (\$70,000) was awarded for a contractual programmer for the Criminal Justice Information System (CJIS).

Department Budgets - General Government

FUNCTION:	General Government	COST CENTER:	1300
DEPARTMENT:	Law	DIVISION:	Civil

The Law Department serves as the legal advisor to the City Council, City Manager and all City departments and represents the City in all legal proceedings. The Civil Division of the City Attorney's Office is responsible for civil court proceedings in various state and federal courts in all areas of the law, including but not limited to, zoning, contract, public bidding, personnel, bankruptcy, water, real estate and environmental. The Law Department provides verbal and written legal opinions to the City Council, City Manager, City departments, boards and commissions. The Law Department drafts City ordinances, resolutions, leases, contracts and other legal documents.

2003-04 Performance Measurements

Goals:

- Continued preventive legal care program development in order to reduce the liability exposure of the City and to provide an adequate legal background for contemplated policy and administrative decisions.
- Represent the City, either directly or through coordination of services provided by outside counsel, in matters coming before various courts and administrative tribunals in the local, State and Federal level.
- Administer department budget and staff.

Objectives:

- ◆ To provide a response time of four working days for routine legal opinions.
- ◆ To reduce the liability exposure of the City with a program of preventive legal care to be measured by increased work flow through the Legal Services Department on matters prior to litigation, as well as the extent of participation in meetings at which contemplated policy and administrative decisions are discussed.
- ◆ Be an active participant on the management team.
- ◆ Continued development of in-house expertise on water matters.
- ◆ Continued development of expertise on environmental matters.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Average Response Time (Days)	4	4	4	4	4
Legal Opinion issued:					
Verbal	3,255	3,453	4,200	3,950	4,100
Written	2,520	2,646	2,800	2,800	2,900
Documents/pleadings Reviewed/Revised	5,011	5,265	4,700	5,300	5,500
Documents Prepared	2,250	2,408	3,200	3,000	3,200
Meetings Attended in Advisory Capacity	2,261	2,418	2,700	2,600	2,600
Number of Pending Water Issues	65	65	65	65	65

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - General Government

FUNCTION:	General Government	COST CENTER:	1300
DEPARTMENT:	Law	DIVISION:	Prosecutorial

Prosecutorial Division of the Law Department is responsible for the prosecution of criminal misdemeanor cases in City Court and appeals to the Superior Court, Court of Appeals and State Supreme Court.

2003-04 Performance Measurements

Goal:

- Perform all duties necessary for the successful prosecution of criminal misdemeanor cases in City Court and Superior Court; provide the Chandler Police Department with legal counsel for the institution and completion of civil asset forfeitures.

Objectives:

- ◆ Pre-trial preparation and disposition of criminal misdemeanor cases at pre-trial conferences.
- ◆ Representation of State as State Attorney in all non-jury and jury trial settings in City Court and Superior Court; perform necessary legal research and drafting for all motions filed in misdemeanor criminal cases.
- ◆ Legal research and drafting of all legal briefs filed in appeals by defendants or the State.
- ◆ 90% initial review of long form complaints submitted within 45 days of receipt.
- ◆ Provide notice of victims' rights to crime victims, comply with victim notification requirements for those victims invoking their rights, maintain a log of types and numbers of notices sent and number of victims invoking their rights. Keep court and police apprised of prosecutor's office policy concerning victims' rights implementation, advise police concerning their duties regarding victims' rights notification.
- ◆ Advise police in the areas of DUI detection, investigation, prosecution and law.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Pre-trial Conference	7,685	6,477	8,000	9,200	9,000
Trials	1,285	773	1,450	1,180	1,200
Jury Trials	4	9	17	30	35
Superior Court Appearances	12	12	17	10	12
Interviews (Cases)	369	596	950	945	1,000
Appeals	18	16	25	12	15
Long Form Complaints Issued	2,802	3,130	4,000	1,775	1,850
Victims' Rights Packets Mailed	3,015	2,313	3,000	3,450 ⁽¹⁾	3,500
Victims Asserted Rights	582	486	700	725	775

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

(1) "Follow-up Victims Rights Notices Sent" are now included with "Victims' Rights Packets Mailed".



Department Budgets - General Government

> > > LAW - 1300 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 1,732,078	\$ 1,978,002	\$ 2,009,802	\$ 2,009,670	\$ 2,153,745	7.17%
Professional/Contract	3,286	40,000	40,611	25,000	40,000	60.00%
Operating Supplies	50,232	77,163	85,702	83,434	82,600	(1.00%)
Repairs/Maintenance	17,354	5,000	5,345	5,345	7,000	30.96%
Communications/Transportation	10,439	17,800	17,800	17,600	18,500	5.11%
Other Charges/Services	14,234	34,659	35,217	33,967	36,000	5.99%
Contingency/Reserve	0	58,496	136,363	0	98,306	N/A
Land/Improvements	238	0	0	0	0	N/A
Building/Improvements	0	500	500	0	500	N/A
Machinery/Equipment	154	2,900	2,900	2,900	2,900	0.00%
Office Furniture/Equipment	4,256	22,723	22,767	19,267	15,500	(19.55%)
Total Cost Center-1300	\$ 1,832,271	\$ 2,237,243	\$ 2,357,007	\$ 2,197,183	\$ 2,455,051	11.74%
General Fund					\$ 2,435,688	
Grants-in-Aid					19,363	
Grand Total					\$ 2,455,051	

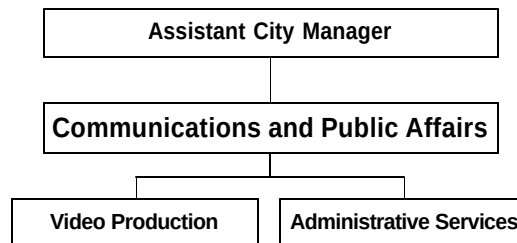
AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Assistant City Attorney	4	4	4	4	4	4
Assistant City Attorney - Police Advisor	1	1	2	2	2	2
Assistant City Prosecutor	5	5	4	5	0	0
Assistant City Prosecutor I	0	0	0	0	1	1
Assistant City Prosecutor II	0	0	0	0	4	4
City Attorney	1	1	1	1	1	1
City Prosecutor	1	1	1	1	1	1
Clerk II	2	0	0	0	0	0
Computer Support Assistant	1	0	0	0	0	0
Legal Clerk	0	3	3	4	4	4
Legal Secretary	3	4	5	5	5	5
Legal Secretary - Prosecutor's Office	1	1	0	0	0	0
Secretary	1	0	0	0	0	0
Senior Assistant City Prosecutor	0	0	1	1	1	1
Senior Legal Secretary	0	0	1	1	1	1
Supervisory Legal Secretary	1	1	1	1	1	1
TOTAL	21	21	23	25	25	25

Significant Budget and Staffing Changes

Five Assistant City Prosecutor positions reclassified to one Assistant City Prosecutor I and four Assistant City Prosecutor II positions in 2002-03.

COMMUNICATIONS AND PUBLIC AFFAIRS DEPARTMENT



The chart below is a three-year summary of Communications and Public Affairs Department budget. Subsequent pages provide the cost center description, goals and objectives, performance measurements, budget summaries, authorized positions and highlights of significant changes.

COMMUNICATIONS and PUBLIC AFFAIRS SUMMARY

Expenditures by Cost Center	2001-02 Actual Expenditures	2002-03 Adjusted Budget	2002-03 Estimated Expenditures	2003-04 Adopted Budget	% of 2003-04 Total
Communications and Public Affairs	\$ 1,072,324	\$ 939,163	\$ 918,136	\$ 934,600	41%
Video Production	0	441,492	431,492	384,230	17%
Administrative Services	254,096	297,411	294,155	977,208	43%
TOTAL CAPA	\$ 1,326,420	\$ 1,678,066	\$ 1,643,783	\$ 2,296,038	100%
Expenditures by Category					
Personnel & Benefits	\$ 971,653	\$ 1,154,279	\$ 1,154,279	\$ 1,249,884	54%
Operating & Maintenance	354,767	523,787	489,504	1,046,154	46%
Capital - Major	0	0	0	0	0%
TOTAL CAPA	\$ 1,326,420	\$ 1,678,066	\$ 1,643,783	\$ 2,296,038	100%
Staffing by Cost Center	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted	% of 2003-04 Total
Communications and Public Affairs	11.00	9.00	9.00	9.00	50%
Video Production	0.00	3.00	3.00	3.00	17%
Administrative Services	5.00	6.00	6.00	6.00	33%
TOTAL CAPA	16.00	18.00	18.00	18.00	100%

2002-03 Communications and Public Affairs Accomplishments

- **Winner-2002 Savvy Award**-Recognized by the national City-County Communications and Marketing Association (3CMA), in conjunction with the National League of Cities, for the "CityScope" citizen newsletter.
- **Winner – 2002 Ray Bancroft Award** – Recognized by the national City-County Communications and Marketing Association (3CMA), in conjunction with the National League of Cities, for the "CityScope" citizen newsletter as the best resident newsletter in the country.
- **Winner – 2002 Award of Excellence** – Recognized by the national City-County Communications and Marketing Association (3CMA), in conjunction with the National League of Cities, for its monthly Fire Department magazine-style show "First Due".
- **Winner – Award of Distinction for 2002 Communicator Award** - Recognized by The Communicator Awards, a national program honoring excellence in print and video communication for the "CityScope" video magazine – a monthly magazine-style show featuring the City of Chandler.
- **Winner – Award of Distinction for 2002 Communicator Award** - Recognized by The Communicator Awards, a national program honoring excellence in print and video communication for the "Public Works at Work" - a monthly magazine-style show featuring the Public Works and Municipal Utilities departments.
- **Winner – 2003 Telly Award Finalist** – Recognized by the Telly Awards, which showcases and gives recognition to outstanding non-network and cable, film and video production for the "CityScope" newsmagazine program.
- **Winner- Award of Distinction for 2003 Communicator Award** – Recognized by The Communicator Awards, a national program honoring excellence in print and video communication for the "CAPA Guide" – the Department's Communication Plan.
- **Winner – Award of Distinction for 2003 Communicator Award** - Recognized by The Communicator Awards, a national program honoring excellence in print and video communication and for "Chanweb," the City's Intranet Web site.
- **Winner - 2003 Videographer Award** - Received an Award of Distinction from this national professional videographers' award program for the "Public Works at Work" – a monthly magazine-style show featuring the Public Works and Municipal Utilities departments.
- **Winner – 2003 Videographer Award** – Received an Honorable Mention from this national professional videographers' award program for "First Due" – a monthly magazine-style show featuring the Chandler Fire Department.
- Hits on Internet home page for FY 2002-03 of 24.5 million is expected to exceed earlier projection of 22 million hits.

FUNCTION:	General Government	COST CENTER:	1070
DEPARTMENT:	Communications and Public Affairs	DIVISION:	Communications and Public Affairs

Communications and Public Affairs develops and maintains community and media relations as well as communication programs to present municipal information to the public. This includes the production and design of newsletters, publications, press releases, speeches, videos, and government cable television programming. The Department also coordinates citizens' requests for service and oversees organizational development programs including the VALUES Program and other Citywide employee excellence projects. In addition, it provides public relations support and media relations counsel to the Mayor, City Council, and City Manager's Office. It also oversees license agreements with cable television and telecommunication providers; and administers the budget for the Chandler Educational Access Governing Board for cable television.

2003-04 Performance Measurements

Goal:

Effectively develop and maintain community and media relations as well as communication programs that fulfill the Council's, City Manager's and citizens' requests for service and public information. This will be done in a manner to provide a cohesive and professional appearance of City publications and other informational and collateral materials that are disseminated to the public as well as help to develop a positive and professional community image.

Objectives:

- ◆ Provide public affairs support and act as liaison to the Mayor, City Council members, and City Manager.
- ◆ Provide a convenient and effective mechanism for receiving, responding to and, when technically and legally possible, satisfactorily fulfilling citizen requests for service and information with speed, fairness and courtesy.
- ◆ Provide graphic design support to City departments and divisions.
- ◆ To maintain Internet Web site: www.chandleraz.org with updated information including City of Chandler's Intranet site.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
General Inquiries by Telephone	40,100	49,178	40,000	44,133	45,000
News releases/Columns/Newsletters	302/39/26	327/57/26	352/44/32	360/42/32	350/50/36
Citizens' Requests for Services entered into Computerized Tracking System	2,900	2,000	3,000	2,100	2,200
Citywide Graphic Design Projects (Position added Nov. 2001)	NA	NA	40	100	100
Hits on Internet Home Page	8.25 million	22.25 million	22 million	24.5 million	26 million

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

> > > **COMMUNICATIONS AND PUBLIC AFFAIRS – 1070** < < <

Description	2001-02	2002-03	2002-03	2002-03	2003-04	% Change
	Actual	Adopted Budget	Adjusted Budget	Estimated	Adopted	Est. Exp. To Adopted
Personnel Services	\$ 768,312	\$ 689,946	\$ 699,864	\$ 699,864	\$ 749,565	7.10%
Professional/Contract	156,232	67,000	161,588	159,588	100,480	(37.04%)
Operating Supplies	30,899	38,609	40,943	40,443	57,750	42.79%
Repairs/Maintenance	65	500	500	500	250	(50.00%)
Communications/Transportation	7,895	8,500	8,591	8,491	7,900	(6.96%)
Insurance/Taxes	250	250	250	250	250	0.00%
Other Charges/Services	8,969	14,000	14,000	10,000	10,000	0.00%
Contingency/Reserve	0	8,427	8,427	0	8,405	N/A
Building/Improvements	19,145	0	0	0	0	N/A
Machinery/Equipment	26,470	0	0	(1,000)	0	N/A
Office Furniture/Equipment	0	5,000	5,000	0	0	N/A
Capital Replacement	54,087	0	0	0	0	N/A
Total Cost Center-1070	\$ 1,072,324	\$ 832,232	\$ 939,163	\$ 918,136	\$ 934,600	1.79%
General Fund					\$ 934,600	

AUTHORIZED POSITIONS

Position Title	1999-00	2000-01	2001-02	2002-03	2002-03	2003-04
	Revised	Revised	Revised	Adopted	Revised	Adopted
Communications and Public Affairs Director	0	0	1	1	1	1
Communications Manager	0	0	1	1	1	1
Comm./ Org. Development Manager	1	1	0	0	0	0
Executive Secretary	1	1	0	0	0	0
Graphic Designer	0	0	1	1	1	1
Information Specialist	2	3	3	4	3	3
Public Affairs/Communications Director	1	1	0	0	0	0
Public Information Officer	1	1	1	1	2	2
Senior Executive Assistant	0	0	1	1	1	1
Senior Video Production Specialist	1	1	1	0	0	0
Video Production Specialist	1	2	2	0	0	0
TOTAL	8	10	11	9	9	9

Significant Budget and Staffing Changes

One Information Specialist position reclassified to Public Information Officer in fiscal year 2002-03.

Fiscal year 2003-04 reflects allocation for Values Employee Excellence Program (\$33,280), which was transferred from cost center 1290 - Non-departmental.

FUNCTION:	General Government	COST CENTER:	1071
DEPARTMENT:	Communications and Public Affairs	DIVISION:	Video Production

Video Production is responsible for the programming of the City's Government Access Channel. This includes producing live cablecasts of City Council and Planning and Zoning meetings. Productions also includes original programming of monthly shows, as well as special request programs which highlight events, operations and information about City-related activities. Video Production provides internal audio/video support for City functions that require specific technical assistance.

2003-04 Performance Measurements

Goal:

Provide programming for the City's Government Access Channel.

Objective:

- ◆ Produce original monthly video programs and public meeting coverage

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Original hours	224	227	230	230	235
Televis live presentations of City Council Meetings, Study Sessions and Planning and Zoning Meetings	70	70	70	70	70

Goal:

Provide timely and effective audio/video support to City departments.

Objective:

- ◆ Assist with audio/video set-up and operation for non-televised events and functions.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Provide technical support for City events, functions and meetings	N/A	5	6	16	17
Provide production support for special video requests	N/A	5	6	20	21

Goal:

Provide production support for one-time video requests to be shown on City's cable.

Objectives:

- ◆ Provide production support to City departments, commissions, and other approved requesting organizations.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Provide video support for forums that provide specific information.	N/A	4	4	10	10
Produce Public Service Announcements that inform Chandler residents of events, services, and/or programs	N/A	4	4	8	10

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

> > > **VIDEO PRODUCTION – 1071** < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 0	\$ 195,724	\$ 199,105	\$ 199,105	\$ 221,343	11.17%
Professional/Contract	0	55,000	118,000	118,000	49,928	(57.69%)
Operating Supplies	0	13,125	16,325	16,325	15,775	(3.37%)
Repairs/Maintenance	0	3,500	3,500	3,500	3,500	0.00%
Communications/Transportation	0	2,625	3,375	3,375	3,300	(2.22%)
Insurance/Taxes	0	250	250	250	250	0.00%
Other Charges/Services	0	5,500	5,500	5,500	4,000	(27.27%)
Contingency/Reserve	0	5,000	5,000	0	5,000	N/A
Machinery/Equipment	0	20,000	21,050	16,050	28,247	75.99%
Office Furniture/Equipment	0	0	16,500	16,500	0	(100.00%)
Capital Replacement	0	52,887	52,887	52,887	52,887	0.00%
Total Cost Center-1071	\$ 0	\$ 353,611	\$ 441,492	\$ 431,492	\$ 384,230	(10.95%)
General Fund					\$ 384,230	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Senior Video Production Specialist	0	0	0	1	0	0
Video Production Coordinator	0	0	0	0	1	1
Video Production Specialist	0	0	0	2	2	2
TOTAL	0	0	0	3	3	3

Significant Budget and Staffing Changes

One Senior Video Production Specialist reclassified to Video Production Coordinator in 2002-03.

FUNCTION:	General Government	COST CENTER:	1210
DEPARTMENT:	Communications and Public Affairs	DIVISION:	Administrative Services

Administrative Services is responsible for central duplicating (over 6.8-million impressions printed), offset press, and bindery of that material. Administrative Services also processes all of the incoming and outgoing mail for City departments. (For example, over 873,000 utility bills and sales tax related items.)

2003-04 Performance Measurements

Goal:

Provide timely in-house duplication and offset printing for requesting City departments.

Objective:

- ◆ Complete printing order on requested date.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Printing completed on requested date	98%	99%	98%	98%	98%
Printing requests processed	3,736	3,335	3,100	3,100	3,200
Impressions printed for jobs processed	4,535,103	4,740,761	4,850,000	4,900,000	5,100,000

Goal:

Provide timely mailing of each utility bill and/or sales tax related item, to aid in the collection of related revenues.

Objective:

- ◆ Complete Administrative Services mailing processes (insertion, metering, etc.) within 24 hours of receipt or print completion.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Mailing processes completed within 24 hours	N/A	97%	96%	98%	96%
Average number of mailing days per year	N/A	240	240	240	240
Utility Bill and Sales Tax item volume to be mailed	N/A	892,843	876,000	950,000	1,100,000

Goal:

Provide a high degree of customer satisfaction in the processing of mail and distribution, and completion of print requests.

Objectives:

- ◆ Obtain an overall satisfaction rating of satisfactory or above from at least 90% of mail and distribution customers.
- ◆ Obtain an overall satisfaction rating of satisfactory or above from at least 90% of printing customers.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Satisfaction or above rating for processing of Mail and Distribution	96%	100%	94%	99%	98%
Satisfaction or above rating for the completion of duplication and offset printing	92%	96.5%	94%	99%	98%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

> > > **ADMINISTRATIVE SERVICES - 1210** < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 203,341	\$ 251,772	\$ 255,310	\$ 255,310	\$ 278,976	9.27%
Operating Supplies	6,406	12,704	12,688	13,188	73,180	454.90%
Communications/Transportation	382	700	1,612	1,112	600,625	53913.04%
Rents/Utilities	1,810	2,000	2,000	2,000	1,500	(25.00%)
Other Charges/Services	260	1,350	1,350	1,350	1,399	3.63%
Machinery/Equipment	16,778	0	0	0	0	N/A
Office Furniture/Equipment	8,667	0	13,256	10,000	7,714	(22.86%)
Capital Replacement	16,452	11,195	11,195	11,195	13,814	23.39%
Total Cost Center-1210	\$ 254,096	\$ 279,721	\$ 297,411	\$ 294,155	\$ 977,208	232.21%
General Fund					\$ 977,208	

AUTHORIZED POSITIONS

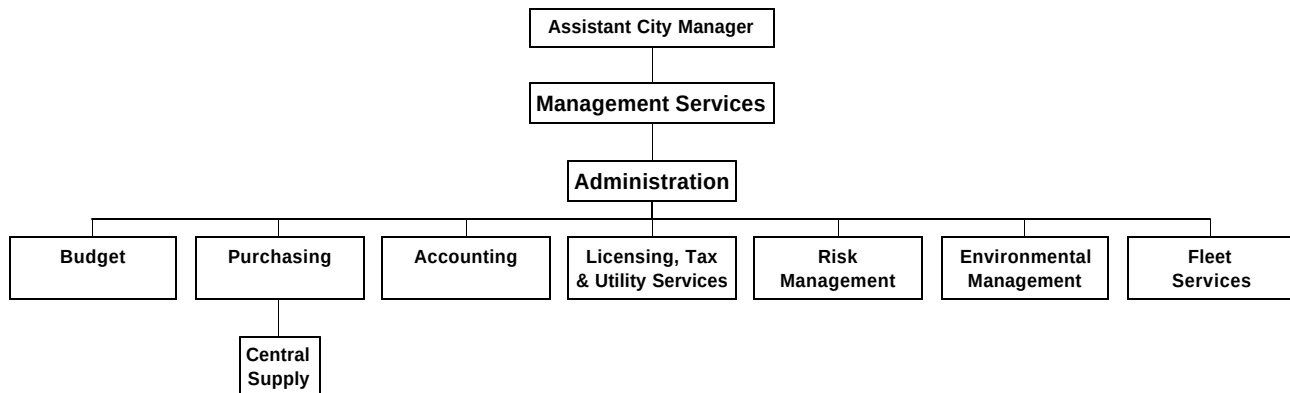
Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Services Clerk	2	2	2	3	3	3
Administrative Services Specialist	1	1	1	1	1	1
Administrative Services Supervisor	1	1	1	1	1	1
Offset Press Operator	1	1	1	1	1	1
TOTAL	5	5	5	6	6	6

Significant Budget and Staffing Changes

Fiscal year 2003-04 reflects allocation for printing operations (\$60,000) and Citywide postage/freight (\$600,000) which were transferred from non-departmental cost center 1290.

Department Budgets – Management Services

MANAGEMENT SERVICES DEPARTMENT



The chart below is a three-year summary of Management Services Department Budget. Subsequent pages provide cost center descriptions, goals and objectives, performance measurements, budget summaries, authorized positions and highlights of significant changes.

MANAGEMENT SERVICES SUMMARY

Expenditures by Cost Center	2001-02 Actual Expenditures	2002-03 Adjusted Budget	2002-03 Estimated Expenditures	2003-04 Adopted Budget	% of 2003-04 Total
Administration	\$ 783,408	\$ 1,104,025	\$ 880,806	\$ 730,107	4%
Management Services Capital	2,456,080	5,032,604	417,383	4,187,673	24%
Budget	0	0	0	493,029	3%
Purchasing and Central Supply	793,406	861,420	812,686	898,363	5%
Accounting	964,472	1,079,173	1,038,692	1,072,747	6%
Licensing/Tax/Utility Services	1,861,195	2,108,605	1,978,546	2,151,253	12%
Risk Management	301,374	610,739	577,638	1,755,700	10%
Risk Management Liabilities	0	0	0	4,558,850	26%
Environmental Management	210,397	281,030	274,682	285,854	2%
Environmental Management Liabilities	0	0	0	473,200	3%
Fleet Services	789,581	893,805	842,639	996,454	6%
TOTAL MGMT SVCS W/O NON-DEPT	\$ 8,159,913	\$ 11,971,401	\$ 6,823,072	\$ 17,603,230	100%
Non-Departmental ⁽¹⁾	\$ 16,390,770	\$ 131,678,624	\$ 22,907,066	\$ 100,575,147	
Expenditures by Category					
Personnel & Benefits	\$ 4,942,811	\$ 5,656,590	\$ 5,430,467	\$ 7,345,753	42%
Operating & Maintenance	761,022	1,282,207	975,222	6,069,804	34%
Capital - Major	2,456,080	5,032,604	417,383	4,187,673	24%
TOTAL MGMT SVCS W/O NON-DEPT	\$ 8,159,913	\$ 11,971,401	\$ 6,823,072	\$ 17,603,230	100%
Staffing by Cost Center	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted	% of 2003-04 Total
Administration	11.00	10.00	11.00	5.00	5%
Budget	0.00	0.00	0.00	6.00	6%
Purchasing and Central Supply	13.00	13.00	13.00	13.00	13%
Accounting	16.00	16.00	16.00	16.00	16%
Licensing/Tax/Utility Services	35.00	35.00	34.00	36.00	36%
Risk Management	4.00	7.00	7.00	7.00	7%
Environmental Management	3.00	3.00	3.00	3.00	3%
Fleet Services	14.00	14.00	14.00	14.00	14%
TOTAL MANAGEMENT SERVICES	96.00	98.00	98.00	100.00	100%

⁽¹⁾ Non-departmental includes contingencies and reserves of \$92,366,976 for fiscal year 2003-04.



2002-03 Management Services Accomplishments

- The City of Chandler's general obligation bonds received a bond rating upgrade of AAA (highest bond rating) from Fitch Ratings and an upgrade from AA to AA+ by Standard & Poor's.
- Program initiated to insure businesses operating without a privilege tax license come into compliance. This program is anticipated to account for the licensing and subsequent payment of tax of over 600 businesses this year.
- By using the utility billing system, billing for reclaimed water, industrial pretreatment, and water for construction purposes used from fire hydrants was streamlined and automated eliminating the previous billing process requiring over 20 hours per month to complete.
- GASB Statement No. 34 implemented.
- Retrofitted 130-patrol vehicles with fuel safe bladders in a four-month period by Fleet Services.
- 15th consecutive Distinguished Budget Presentation Award and 20th consecutive Comprehensive Annual Financial Report Award received from the Government Finance Officers' Association.
- Vendor Registration/Solicitation Automated System installed.
- Received National Institute of Governmental Purchasing (NIGP) highest level of accreditation---*The Outstanding Agency Accreditation Achievement*.
- Achievement of Purchasing's Internal customer Survey Satisfaction Results (overall) of 98% Satisfied/Excellent.
- Purchasing staff achieved \$1,132,400 in savings for the year inclusive of hard/soft dollar savings by negotiations/contract renewals/using new vendors or cooperatives/re-bidding in advantageous time periods/combining quantities of multiple internal users or with other public entities.
- Purchasing initiated an improved contract administration process including contract expiration reports, contract summaries, vendor deficiency reports and user department contract representative letters.
- Central Supply obtained \$21,155 revenue from the sale of used computers and furniture.
- Central Supply saved the City an estimated \$5,120 by re-distributing 139 pieces of excess property to other city divisions.
- Converted from State Worker Compensation Program to Self-Insured Program with an estimated yearly savings of \$250,000.
- Safety Committee re-established.
- Developed and implemented the Safety Eyewear Program.
- Utility payments were processed on the day received 98.55% of the time in fiscal year 2002-03.
- Major upgrade to Oracle financials put into effect.



Department Budgets – Management Services

FUNCTION:	General Government	COST CENTER:	1180
DEPARTMENT:	Management Services	DIVISION:	Administration

Administration serves the Department of Management Services and provides financial management and support service to other City departments. In addition to maintaining the financial integrity of the City with comprehensive financial administration, this Division also provides for the development, coordination and review of all activities in the Department including: Budget, Purchasing and Central Supply, Accounting, Tax and Utility Services, Risk Management, Environmental Management and Fleet Services.

2003-04 Performance Measurements

Goal:

Ensure long-term financial stability for City of Chandler.

Objectives:

- ◆ Oversight of financial management to secure or improve bond credit ratings.
- ◆ Facilitate long-term financial planning.
- ◆ Conduct economic feasibility studies.
- ◆ Seek optimum and innovative financing structures to reduce debt service costs.
- ◆ Determine whether resources are properly safeguarded and used efficiently, effectively and economically.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Bond Rating for General Obligation Bonds:					
Moody's Investor Service	Aa2	Aa2	Aa2	Aa2	Aa1
Standard & Poor's	AA	AA	AA	AA+	AA+
Fitch Ratings	N/A	N/A	N/A	AAA	AAA
Bond Rating for Water and Sewer Bonds:					
Moody's Investor Service	Aa3	Aa3	Aa3	Aa3	Aa2
Standard & Poor's	AA	AA	AA	AA	AA+
Fitch Ratings	N/A	N/A	N/A	AA	AA+
Bond Rating for Street and Highway User Revenue Bonds:					
Moody's Investor Service	Aa3	Aa3	Aa3	Aa3	Aa2
Standard & Poor's	A+	A+	A+	A+	AA-
Fitch Ratings	N/A	N/A	N/A	AA-	AA
Financial Analysis of Major Projects	6	20	25	25	30
Percentage of Internal Audit Recommendations Implemented	N/A	N/A	80%	80%	80%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Management Services

> > > **ADMINISTRATION – 1180** < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 733,398	\$ 790,241	\$ 844,838	\$ 816,925	\$ 464,975	(43.08%)
Professional/Contract	0	7,500	15,500	15,500	20,000	29.03%
Operating Supplies	17,513	19,700	25,278	23,491	12,200	(48.07%)
Repairs/Maintenance	815	1,200	1,200	1,000	1,000	0.00%
Communications/Transportation	7,581	7,800	8,100	7,500	6,350	(15.33%)
Rents/Utilities	1,132	2,500	3,387	3,387	2,500	(26.19%)
Other Charges/Services	5,357	12,003	12,703	11,053	11,000	(0.48%)
Contingency/Reserve	0	196,806	191,069	0	207,967	N/A
Machinery/Equipment	0	1,000	0	0	0	N/A
Office Furniture/Equipment	16,662	1,000	1,000	1,000	2,000	100.00%
Capital Replacement	950	950	950	950	2,115	122.63%
Total Cost Center-1180	\$ 783,408	\$ 1,040,700	\$ 1,104,025	\$ 880,806	\$ 730,107	(17.11%)
General Fund					\$ 730,107	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Analyst	0	0	0	0	1	1
Administrative Assistant	1	1	0	0	0	0
Assistant Management Services Director	1	1	1	0	0	0
Budget Administrative Secretary	1	0	0	0	0	0
Budget Aide	0	1	1	1	1	0
Budget and Research Analyst	3	3	2	2	2	0
Budget Manager	1	1	1	1	1	0
Executive Secretary	1	1	0	0	0	0
Grants Administrator	0	1	1	1	1	0
Financial Analyst	0	1	1	1	1	1
Management Services Director	1	1	1	1	1	1
Senior Budget and Research Analyst	0	0	1	1	1	0
Senior Executive Assistant	0	0	1	1	1	1
Senior Management Assistant	0	0	1	1	1	1
TOTAL	9	11	11	10	11	5

Significant Budget and Staffing Changes

One Administrative Analyst transferred from cost center 1240 - Licensing, Tax and Utility Services during fiscal year 2002-03. Six Budget and Grant positions transferred to new cost center 1195 - Budget effective in fiscal year 2003-04.



Department Budgets – Management Services

> > > MANAGEMENT SERVICES CAPITAL – 1190 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 12,686	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Professional/Contract	1,587,128	0	10,926	26,890	0	(100.00%)
Operating Supplies	7,720	0	4,220	4,220	0	(100.00%)
Communications/Transportation	2,437	0	2,751	2,751	0	(100.00%)
Other Charges/Services	940	0	1,185	1,185	0	(100.00%)
Contingency/Reserve	0	1,157,993	0	0	4,187,673	N/A
Building/Improvements	34,120	4,163,506	4,993,522	382,337	0	(100.00%)
Machinery/Equipment	806,886	0	20,000	0	0	N/A
Capital Replacement	4,163	0	0	0	0	N/A
Total Cost Center-1190	\$ 2,456,080	\$ 5,321,499	\$ 5,032,604	\$ 417,383	\$ 4,187,673	903.32%
General Fund					\$ 2,422,287	
General Government Impact Fees					1,765,386	
Grand Total					\$ 4,187,673	

Significant Budget and Staffing Changes

Significant budget variances for capital cost centers are primarily attributed to specific project completions for the current year and new projects for the proposed year. Detailed project budgets are included in the Capital Budget section of this document.



Department Budgets – Management Services

FUNCTION:	General Government	COST CENTER:	1195
DEPARTMENT:	Management Services	DIVISION:	Budget

Budget Division ensures effective and efficient allocation of City resources to enable the City Council, City Manager and City departments to provide quality services to our citizens. The Division prepares, monitors, researches alternatives and presents the City's Annual Budget and Capital Improvement Program. The Division also provides assistance for the development, coordination and review of all grant activities throughout the city.

2003-04 Performance Measurements

Goal:

Provide reliable and accurate information in the preparation and monitoring of the Annual Budget and five-year Capital Improvement Program (CIP).

Objectives:

- ◆ Meet all State and City Charter deadlines for adoption of Annual Budget and Capital Improvement Program.
- ◆ Provide citywide budget support services to all departments.
- ◆ Enhance and improve the budget process.
- ◆ Provide Training on Budget/CIP software to staff involved with the budget process.
- ◆ Inform citizens, elected officials and management of City's economic condition.
- ◆ Continue qualifying for GFOA Distinguished Budget Award.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Information on City's budget available through City Scope Newsletter and Internet	Yes	Yes	Yes	Yes	Yes
Training seminars offered on budget process	7	5	6	5	5
Adopt Five-year Capital Improvement Program and Budget Prior to June 15	5/25/00	6/14/01	6/10/02	6/10/02	6/12/03
Consecutive Years for Distinguished Budget Presentation Award	13	14	15	15	16

Goal:

Monitor operation and capital budgets to comply with financial policies and adopted appropriations.

Objectives:

- ◆ Work with departments to re-allocate budget appropriations through budget journals.
- ◆ Respond timely to customer inquiries from city staff or the general public.
- ◆ Monitor expenditures and identify potential problems as well as deviations from approved spending plans.
- ◆ Maintain and improve appropriation control efforts in compliance with legal and policy requirements.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
# of Budget Journal Entries	210	226	N/A	210	200
Assisting customers in answering budget questions	100%	100%	100%	100%	100%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Management Services

> > > **BUDGET – 1195** < < <

Goal:

Partner with city departments to apply for Grants for City Programs and Projects.

Objectives:

- ♦ Assist departments in the availability of Grant sources and compliance with grant awards.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of Grant Awards Received	38	43	43	45	45

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 466,020	N/A
Operating Supplies	0	0	0	0	21,009	N/A
Repairs/Maintenance	0	0	0	0	300	N/A
Communications/Transportation	0	0	0	0	1,900	N/A
Other Charges/Services	0	0	0	0	3,800	N/A
Total Cost Center-1195	\$ 0	\$ 0	\$ 0	\$ 0	\$ 493,029	N/A
General Fund					\$ 493,029	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Budget Aide	0	0	0	0	0	1
Budget and Research Analyst	0	0	0	0	0	2
Budget Manager	0	0	0	0	0	1
Grants Administrator	0	0	0	0	0	1
Senior Budget and Research Analyst	0	0	0	0	0	1
TOTAL	0	0	0	0	0	6

Significant Budget and Staffing Changes

Six Budget and Grant positions moved from cost center 1180 - Administration, effective in fiscal year 2003-04.



Department Budgets – Management Services

FUNCTION:	General Government	COST CENTER:	1220
DEPARTMENT:	Management Services	DIVISION:	Purchasing and Central Supply

Purchasing is responsible for maintaining timely and adequate support of the City's need for materials and services in accordance with Federal, State and City legal requirements. This is conducted in an open, competitive and professional manner, which maximizes the effectiveness of the tax dollar. It is also responsible for operating the City's central supply and inventory program.

2003-04 Performance Measurements

Goal:

To obtain low cost, quality goods and services for the City, to make certain that purchases are done in a timely fashion and that policies and procedures in purchasing goods or services are followed.

Objectives:

- ◆ Obtain survey results of 95% satisfied/excellent in annual Purchasing survey to departments.
- ◆ Obtain purchasing savings of \$275,000 through quantity buying, new sources, change of specifications, substitutions, negotiations, consolidation of orders, and other methods.
- ◆ Process routine requests for purchases of less than \$2,000 within four calendar days.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Dollar Savings Obtained	\$814,564	\$578,391	\$250,000	\$600,000	\$275,000
Customer Survey Results of 95% Satisfied/Excellent	97%	97%	90%	98%	95%
Routine Request for Purchases of Less than \$2,000 completed within four calendar days	92%	81%	90%	90%	90%
Routine Request Processed	11,768	9,970	12,000	9,000	9,000

Goal:

Operate a sound inventory program to minimize investment and operating cost while ensuring adequate supplies to meet demands and maximize inventory turnover and to provide material pick up and delivery service for City departments. Ensuring material is delivered to meet operational requirements of departments.

Objectives:

- ◆ Improve inventory turnover ratio by 10%.
- ◆ Fill all requests for inventory material within one to two working days after receipt of request.
- ◆ Obtain survey results of 90% Satisfied/Excellent on annual Central Supply survey to departments.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Total dollar amount of Inventory	\$572,591	\$603,205	\$600,000	\$680,000	\$690,000
Inventory Materials requests filled within one to two days	95%	95%	95%	95%	95%
Request for inventory materials	18,304	19,326	18,000	20,000	21,000
Inventory Turnover Ratio	2.95	2.95	2.50	3.20	3.00
Customer Survey Results of 90% Satisfied/Excellent	95%	95%	90%	95%	90%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Management Services

> > > PURCHASING AND CENTRAL SUPPLY - 1220 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 726,078	\$ 796,137	\$ 806,015	\$ 766,224	\$ 860,892	12.36%
Professional/Contract	5,198	240	7,371	200	100	(50.00%)
Operating Supplies	14,090	20,180	18,774	18,762	15,734	(16.14%)
Repairs/Maintenance	922	1,880	1,920	1,770	1,392	(21.36%)
Communications/Transportation	6,951	7,844	7,844	6,524	5,140	(21.21%)
Other Charges/Services	3,929	8,093	8,243	8,143	6,996	(14.09%)
Contingency/Reserve	0	11,389	0	0	0	N/A
Machinery/Equipment	25,793	0	4,826	4,826	0	(100.00%)
Office Furniture/Equipment	2,448	0	390	200	0	(100.00%)
Capital Replacement	7,997	6,037	6,037	6,037	8,109	34.32%
Total Cost Center-1220	\$ 793,406	\$ 851,800	\$ 861,420	\$ 812,686	\$ 898,363	10.54%
General Fund					\$ 898,363	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Buyer	4	4	0	0	0	0
Buyer Aide	1	1	0	0	0	0
Clerk II	1	1	0	0	0	0
Procurement Officer	0	0	4	4	4	4
Purchasing and Materials Manager	1	1	1	1	1	1
Purchasing and Material Supervisor	0	1	1	1	1	1
Purchasing Assistant	0	0	1	1	1	1
Purchasing Clerk	1	1	1	1	1	1
Purchasing Specialist	0	0	1	1	1	1
Supply Supervisor	0	0	1	1	1	1
Supply Systems Specialist	0	0	1	1	1	1
Supply Worker	0	0	2	2	2	2
Warehouse Supervisor	1	1	0	0	0	0
Warehouse Systems Specialist	1	1	0	0	0	0
Warehouse Worker	2	2	0	0	0	0
TOTAL	12	13	13	13	13	13

Significant Budget and Staffing Changes

There are no significant budget and staffing changes for fiscal year 2003-04.



Department Budgets – Management Services

FUNCTION:	General Government	COST CENTER:	1230
DEPARTMENT:	Management Services	DIVISION:	Accounting

Accounting is responsible for maintaining accurate financial records and providing timely financial information to the public, bondholders, grantors, auditors, City Council and City management. This division is responsible for the areas of general ledger, accounts payable, accounts receivable, payroll, special assessments, fixed assets, cash management, investments, debt management and grant accounting.

2003-04 Performance Measurements

Goal:

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

Objective:

- ◆ Process City payroll, process accounts payable vendor payments and Housing Section 8 payments, and process Special Assessment billings accurately and in a timely manner.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Accounts Payable Checks processed	24,744	24,408	25,000	25,535	26,000
Payroll Checks Processed	41,285	43,718	49,300	44,545	45,000

Goal:

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

Objectives:

- ◆ Maintain compliance with the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting program by obtaining the twenty-first consecutive award.
- ◆ Complete the annual financial statement audit by October 31 and release the CAFR by November 30.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
GFOA Certificate of Achievement for Excellence in Financial Reporting (consecutive years)	19	20	21	21	22
Audit Completion Date	11/07/01	11/08/02	10/31/03	10/31/03	10/31/04
Financial Report Completion Date	11/30/01	12/12/02	11/30/03	11/30/03	11/30/04

Goal:

Maintain adequate internal controls and adhere to generally accepted accounting principles.

Objectives:

- ◆ Maintain compliance with applicable federal and state mandates concerning financial matters.
- ◆ Maintain adherence with financial accounting and reporting standards set by the Governmental Accounting Standards Board.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Compliance with Federal and State Mandate	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Management Services

>>> ACCOUNTING – 1230 <<<

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 783,122	\$ 858,519	\$ 845,612	\$ 834,119	\$ 943,854	13.16%
Professional/Contract	133,295	89,000	139,086	160,000	81,000	(49.38%)
Operating Supplies	16,501	24,200	27,973	23,250	31,743	36.53%
Repairs/Maintenance	739	1,400	2,048	2,700	2,700	0.00%
Communications/Transportation	6,825	9,000	9,000	7,150	5,300	(25.87%)
Other Charges/Services	13,957	5,350	5,350	5,200	7,650	47.12%
Contingency/Reserve	0	9,378	42,831	0	0	N/A
Machinery/Equipment	1,051	6,000	6,000	5,000	0	(100.00%)
Office Furniture/Equipment	7,709	0	0	0	0	N/A
Capital Replacement	1,273	1,273	1,273	1,273	500	(60.72%)
Total Cost Center-1230	\$ 964,472	\$ 1,004,120	\$ 1,079,173	\$ 1,038,692	\$ 1,072,747	3.28%
General Fund					\$ 961,272	
Special Assessment Fund					111,475	
Grand Total					\$ 1,072,747	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Accountant	3	3	3	3	3	3
Accounting Manager	1	1	1	1	1	1
Accounting Specialist	8	8	7	7	5	5
Accounting Specialist Supervisor	1	1	0	0	0	0
Accounting Supervisor	0	0	1	1	1	1
Executive Assistant	0	0	0	0	1	1
Payroll Specialist	1	2	2	2	2	2
Senior Accounting Specialist	0	0	2	2	3	3
TOTAL	14	15	16	16	16	16

Significant Budget and Staffing Changes

One Accounting Specialist position reclassified to Senior Accounting Specialist during 2002-03. One Accounting Specialist position reclassified to Executive Assistant during 2002-03.



Department Budgets – Management Services

FUNCTION:	General Government	COST CENTER:	1240
DEPARTMENT:	Management Services	DIVISION:	Licensing, Tax and Utility Services

The Licensing, Tax and Utility Services Division, also known as Customer Service, provides a single point of contact for customers for utilities, licensing, tax, and collections. Functions necessary to operate a local licensing and tax program, as well as bill and collect user charges for the operation of the water, wastewater and sanitation systems, are performed. This Division professionally and courteously insures compliance with State and local regulations, while providing the highest quality of customer service possible. Our success in obtaining the division's goals are guided by the objectives below and measured by the following performance measurements.

2003-04 Performance Measurements

Goal:

Fairly and accurately, and with a high level of customer satisfaction, provide information and services to Chandler businesses and utility customers.

Objectives:

- ◆ Provide efficient and friendly services to new residents requiring utility services and new businesses requiring licensing.
- ◆ Obtain timely and accurate water meter readings to facilitate the issuance of utility bills on schedule.
- ◆ Facilitate on-time payments and collect delinquent receivables to minimize write-offs.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Activate utility accounts on date specified by customer 100% of the time	100%	100%	100%	100%	100%
Read meters with an accuracy rate of 100%	99.9%	99.9%	100%	99.8%	100%
Issue 99% of utility bills within three days of meter reading	99%	99%	99%	99%	99%
Process all payments on day received	98%	98%	99%	98.5%	100%
Process payments with an accuracy rate of 100%	99.5%	99.5%	100%	99.6%	100%
Write-off <.5% of total revenue	.3%	.3%	<.5%	.3%	<.5%

Goal:

To execute the City's tax ordinances by making sure that all businesses and individuals subject to the tax ordinances pay taxes as prescribed.

Objectives:

- ◆ Process tax returns and other account maintenance items in accordance with established performance standards.
- ◆ Promote accurate tax self-assessments through compliance audits and taxpayer education.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Limit tax delinquency rate to <10% of total accounts	10%	10.2%	8.5%	9.5%	9%
Conduct at least two taxpayer education events	2	2	2	2	2
Process 100% of tax returns and maintenance items on time	98%	99%	100%	99%	100%
Verify taxpayer compliance through review of at least 1% of total tax accounts	2%	2.5%	3%	3%	3%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Management Services

> > > LICENSING, TAX AND UTILITY SERVICES – 1240 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 1,556,103	\$ 1,718,565	\$ 1,701,030	\$ 1,620,634	\$ 1,911,689	17.96%
Professional/Contract	7,152	5,000	63,153	50,000	15,000	(70.00%)
Operating Supplies	205,049	125,241	120,043	112,144	150,328	34.05%
Repairs/Maintenance	9,043	16,500	20,343	20,343	21,500	5.69%
Communications/Transportation	12,421	9,000	9,000	6,950	14,400	107.19%
Insurance/Taxes	500	500	1,457	1,457	750	(48.52%)
Other Charges/Services	7,044	7,250	7,250	5,306	9,400	77.16%
Machinery/Equipment	7,344	0	18,714	0	0	N/A
Office Furniture/Equipment	2,957	104,000	104,000	102,000	10,000	(90.20%)
Capital Replacement	53,582	62,715	63,615	59,712	18,186	(69.54%)
Total Cost Center-1240	\$ 1,861,195	\$ 2,048,771	\$ 2,108,605	\$ 1,978,546	\$ 2,151,253	8.73%
General Fund					\$ 2,151,253	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Specialist	0	0	1	1	1	1
Administrative Support II	0	0	2	2	2	2
Clerk II	2	2	0	0	0	0
Customer Services Manager	2	2	2	2	2	2
Customer Services Representative	10	11	8	8	8	8
Customer Services Supervisor	2	2	2	2	2	2
Administrative Analyst	0	1	1	1	0	0
Meter Reader	7	8	8	8	8	8
Meter Reading Supervisor	1	1	1	1	1	1
Revenue Collector	1	1	1	1	1	1
Senior Tax Auditor	1	1	0	0	0	0
Tax Administrator	1	1	1	1	1	1
Tax and License Specialist	0	1	1	1	1	1
Tax and Utilities Representative	0	0	2	2	2	3
Tax and Utility Services Manager	1	1	1	1	1	1
Tax Audit Supervisor	0	0	1	1	1	1
Tax Auditor	2	2	2	2	2	3
Water Service Investigator	1	1	1	1	1	1
TOTAL	31	35	35	35	34	36

Significant Budget and Staffing Changes

One Administrative Analyst position transferred to cost center 1180 – Administration in fiscal year 2002-03. One Tax Auditor and one Tax and Utilities Representative plus associated operating costs are added in fiscal year 2003-04. Privilege tax revenues to be recovered are expected to exceed the costs of adding both positions.



Department Budgets – Management Services

FUNCTION:	General Government	COST CENTER:	1260
DEPARTMENT:	Management Services	DIVISION:	Risk Management

Risk Management is responsible for the operation of a comprehensive risk management program. The division provides the insurance coverage for City facilities, vehicles and equipment as well as administration of the self-insurance liability program and acquisition of commercial insurance products. This division provides loss prevention services through accident investigation and analysis, liability claims adjusting and litigation management services. Additional responsibilities include management of the City's self-insured worker compensation and safety programs.

2003-04 Performance Measurements

Goal:

Provide a comprehensive program whereby the exposure to the accidental loss of personnel, property or financial resources is reduced to the lowest possible level consistent with the economic viability of the City.

Objectives:

- ◆ Monitor and resolve all liability and property claims against the City.
- ◆ Internally adjust 90% of all claims under \$2,000.
- ◆ Maintain "Cost of Risk" indicator at or below 2%.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Claims Filed	339	387	320	300	325
24 Hour Response Time	332	368	314	285	315
Claims Filed <\$2,000	103	239	105	180	100
Claims Adjusted Internally	306	348	288	270	290
Cost of Risk ⁽¹⁾	.01	.01	.01	.01	.01
Liability and Property Subrogation	96	96	95	90	90

⁽¹⁾ "Cost of risk" equals= Claims paid, Expenses, Risk Mgmt. Administration, and Insurance Premiums divided by City of Chandler Total Operating Budget.

Goal:

Provide a cost effective selfinsured worker compensation program inclusive of third party claims administration and management.

Objective:

- ◆ Reduce premium cost by one to two cents per \$100.00 of annual payroll cost.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Claims Filed	143	195	165	120	125
Total Premium Cost	\$402,825	\$425,000	\$475,000	\$572,000	\$625,000

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Management Services

>>> **RISK MANAGEMENT – 1260** <<<

Goal:

Provide for and monitor a broad and comprehensive safety program, and ensure that the program is in compliance with all state and federal Occupational Safety and Health Acts.

Objective:

- ◆ Reduce lost workdays by 10% each year.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Personnel-hours worked	3,176,000	3,197,000	3,900,000	3,400,000	3,600,000
Lost Days	130	312	175	400	300
Lost Personnel Hours	1,040	2,500	1,400	3,200	2,400

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 247,101	\$ 433,887	\$ 442,818	\$ 418,817	\$ 497,512	18.79%
Professional/Contract	31,400	55,178	50,896	47,548	69,800	46.80%
Operating Supplies	6,887	24,933	21,488	25,357	17,088	(32.61%)
Repairs/Maintenance	1,172	2,000	4,342	4,290	2,024	(52.82%)
Communications/Transportation	5,111	10,400	11,459	11,284	10,350	(8.28%)
Insurance/Taxes	19	6,750	6,750	6,750	1,111,853	16371.90%
Rents/Utilities	175	24,200	38,925	27,100	30,265	11.68%
Other Charges/Services	7,690	10,678	13,003	13,003	13,648	4.96%
Building/Improvements	0	0	2,873	2,873	0	(100.00%)
Machinery/Equipment	0	4,516	1,700	1,200	900	(25.00%)
Office Furniture/Equipment	619	6,550	16,485	19,416	2,260	(88.36%)
Capital Replacement	1,200	0	0	0	0	N/A
Total Cost Center-1260	\$ 301,374	\$ 579,092	\$ 610,739	\$ 577,638	\$ 1,755,700	203.94%
Workers Comp. Self-Insurance					\$ 420,541	
Self-Insurance					1,335,159	
Grand Total					\$ 1,755,700	



Department Budgets – Management Services

>>> RISK MANAGEMENT – 1260 <<<

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Specialist	0	0	0	1	1	1
Customer Service Representative	1	0	0	0	0	0
Environmental Program Specialist	0	1	0	0	0	0
Environmental Program Coordinator	1	0	0	0	0	0
Environmental Program Manager	0	1	0	0	0	0
Occupational Health Nurse	0	0	0	1	1	1
Records Management Clerk	0	1	0	0	0	0
Risk Management Aide	0	1	0	0	0	0
Risk Management Coordinator	1	1	0	0	0	0
Risk Management Services Specialist	0	0	1	1	1	1
Risk Manager	1	1	1	1	1	1
Safety Administrator	0	0	1	1	1	1
Safety Analyst	0	0	0	1	1	1
Senior Risk Claims Examiner	0	0	1	1	1	1
TOTAL	4	6	4	7	7	7

Significant Budget and Staffing Changes

Fiscal year 2003-04 reflects the transfer of insurance premiums from cost center 1290 – Non-departmental.

>>> RISK MANAGEMENT LIABILITIES – 1261 <<<

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Professional/Contract	\$ 0	\$ 0	\$ 0	\$ 0	\$ 848,000	N/A
Operating Supplies	0	0	0	0	15,900	N/A
Repairs/Maintenance	0	0	0	0	240,050	N/A
Communications/Transportation	0	0	0	0	3,200	N/A
Insurance/Taxes	0	0	0	0	3,100,000	N/A
Rents/Utilities	0	0	0	0	1,500	N/A
Other Charges/Services	0	0	0	0	4,100	N/A
Building/Improvements	0	0	0	0	4,500	N/A
Machinery/Equipment	0	0	0	0	30,300	N/A
Office Furniture/Equipment	0	0	0	0	5,500	N/A
Streets Improvements	0	0	0	0	283,200	N/A
Park Improvements	0	0	0	0	2,500	N/A
Water System Improvements	0	0	0	0	19,100	N/A
Wastewater System Improvements	0	0	0	0	1,000	N/A
Total Cost Center-1261	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,558,850	N/A
Workers Comp. Self-Insurance					\$ 400,000	
Self-Insurance					4,158,850	
Grand Total					\$ 4,558,850	

Significant Budget and Staffing Changes

Risk Management Liabilities is a new cost center in fiscal year 2003-04, funding has been transferred from cost center 1290 – Non-Departmental.



Department Budgets – Management Services

FUNCTION:	General Government	COST CENTER:	1265
DEPARTMENT:	Management Services	DIVISION:	Environmental Management

Environmental Management provides environmental regulatory compliance oversight of City operations and facilities, as well as performing environmental clean-up services when environmental releases or spills have occurred on City property. This division assures that the City performs environmental due diligence on all property acquisitions and dedication of real property to the City. This division also maintains the central environmental compliance files for the City.

2003-04 Performance Measurements

Goal:

Provide a comprehensive program whereby the exposure through environmental non-compliance is reduced to the lowest possible level consistent with the economic viability of the City.

Objectives:

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

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Environmental evaluations performed	8	20	10	13	10

Goal:

Provide support to City Departments performing Environmental Due Diligence for real property acquisitions and dedications.

Objective:

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

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Percent of investigations reviewed within five working days of receipt	90%	90%	80%	95%	90%
Total number of Environmental Investigations reviewed	106	155	110	210	140

Goal:

Provide support to City Departments by maintaining Central Environmental Compliance files for the City of Chandler operations.

Objective:

- ♦ To store and maintain files of all communications with environmental regulatory agencies and keep records of all required compliance documents related to City operations.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
New Records stored in electronic format (pages)	2,283	4,955	3,000	4,200	4,000
Old Records converted to electronic format (pages)	1,522	887	3,000	1,200	2,000

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Management Services

ENVIRONMENTAL MANAGEMENT – 1265

Description	2001-02	2002-03	2002-03			% Change
	Actual	Adopted Budget	Adjusted Budget	2002-03 Estimated	2003-04 Adopted	Est. Exp. To Adopted
Personnel Services	\$ 184,232	\$ 198,463	\$ 201,910	\$ 196,209	\$ 218,664	11.44%
Professional/Contract	0	2,000	2,000	0	5,500	N/A
Operating Supplies	7,361	30,325	27,494	22,014	19,462	(11.59%)
Repairs/Maintenance	0	1,550	1,600	100	750	650.00%
Communications/Transportation	1,621	3,310	3,686	3,066	3,790	23.61%
Rents/Utilities	0	15,700	20,700	28,964	28,964	0.00%
Other Charges/Services	2,195	4,106	3,039	4,250	2,950	(30.59%)
Building/Improvements	0	0	5,198	5,198	0	(100.00%)
Machinery/Equipment	1,437	0	0	0	0	N/A
Office Furniture/Equipment	8,664	0	0	0	0	N/A
Capital Replacement	4,887	15,403	15,403	14,881	5,774	(61.20%)
Total Cost Center-1265	\$ 210,397	\$ 270,857	\$ 281,030	\$ 274,682	\$ 285,854	4.07%
Uninsured Liability					\$ 285,854	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Environmental Program Specialist	0	0	1	1	1	1
Environmental Program Manager	0	0	1	1	1	1
Records Management Specialist	0	0	1	1	1	1
TOTAL	0	0	3	3	3	3

Significant Budget and Staffing Changes

There are no significant budget and staffing changes for fiscal year 2003-04.

ENVIRONMENTAL MANAGEMENT LIABILITIES – 1266

Description	2002-03		2002-03		% Change	
	2001-02 Actual	Adopted Budget	Adjusted Budget	2002-03 Estimated	2003-04 Adopted	Est. Exp. To Adopted
Professional/Contract	\$ 0	\$ 0	\$ 0	\$ 0	\$ 255,000	N/A
Operating Supplies	0	0	0	0	14,200	N/A
Repairs/Maintenance	0	0	0	0	5,500	N/A
Insurance/Taxes	0	0	0	0	190,000	N/A
Rents/Utilities	0	0	0	0	2,000	N/A
Office Furniture/Equipment	0	0	0	0	2,500	N/A
Airport Improvements	0	0	0	0	4,000	N/A
Total Cost Center-1266	\$ 0	\$ 0	\$ 0	\$ 0	\$ 473,200	N/A
Uninsured Liability	\$ 473,200					

Significant Budget and Staffing Changes

Environmental Management Liabilities is a new cost center in fiscal year 2003-04, funding has been transferred from cost center 1290 – Non-Departmental.



Department Budgets – Management Services

FUNCTION:	General Government	COST CENTER:	1270
DEPARTMENT:	Management Services	DIVISION:	Fleet Services

*F*leet Services provides preventive maintenance, repairs, and support for City vehicles. Specification writing, fabrication/welding, budget support, fuel control, and accident damage repair coordination are some of the main functions. This cost center also oversees compliance with Local, State and Federal Statutes as they apply to vehicles.

2003-04 Performance Measurements

Goal:

Provide a safe, efficient and cost-effective fleet of vehicles and other equipment to all City departments and maintain a high level of quality and professional maintenance on all City owned equipment.

Objective:

- ◆ Provide preventive maintenance and repairs to City vehicles and equipment to ensure the safety of employees and the public.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Accidents attributed to equipment failure	0	0	0	0	0

Goal:

Maintain compliance with Federal and State mandates with regards to safety and environment.

Objectives:

- ◆ Maintain minimal downtime of vehicles and equipment in order to increase employee productivity.
- ◆ Maintain a high level of customer satisfaction for repair and preventive maintenance services.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Service Rating Results:					
Exceeds Expectations	27%	28%	29%	24%	26%
Meets Expectations	53%	49%	57%	49%	52%
Fair	19%	20%	12%	26%	21%
Unacceptable	1%	3%	2%	1%	1%
Work Orders	5,340	5,810	5,700	6,169	6,539
Factory Warranty	421	375	545	528	475

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Management Services

Y Y Y **FLEET SERVICES - 1270** Y Y Y

Description	2001-02 Actual	2002-03	2002-03	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
		Adopted Budget	Adjusted Budget			
Personnel Services	\$ 712,778	\$ 802,059	\$ 814,367	\$ 777,539	\$ 879,147	13.07%
Professional/Contract	1,251	1,100	1,100	750	1,100	46.67%
Operating Supplies	24,785	34,541	34,681	29,781	33,732	13.27%
Repairs/Maintenance	3,437	3,625	3,625	2,080	2,425	16.59%
Communications/Transportation	8,697	8,338	11,338	10,875	11,338	4.26%
Insurance/Taxes	0	250	250	250	250	0.00%
Other Charges/Services	4,978	10,425	10,475	10,375	10,425	0.48%
Contingency/Reserve	0	4,013	4,013	0	7,657	N/A
Machinery/Equipment	22,291	300	300	0	46,300	N/A
Office Furniture/Equipment	0	396	1,656	1,706	1,500	(12.08%)
Capital Replacement	11,364	12,000	12,000	9,283	2,580	(72.21%)
Total Cost Center-1270	\$ 789,581	\$ 877,047	\$ 893,805	\$ 842,639	\$ 996,454	18.25%
General Fund					\$ 957,104	
Fleet Services Ext. Warranty					23,350	
Fleet Replacement					16,000	
Grand Total					\$ 996,454	

AUTHORIZED POSITIONS

Position Title	1999-2000	2000-01	2001-02	2002-03	2002-03	2003-04
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Specialist	0	0	1	1	1	1
City Fleet Manager	0	0	1	1	1	1
Clerk II	1	0	0	0	0	0
Equipment Service Worker	1	1	0	0	0	0
Fleet Inventory Specialist	0	1	1	1	1	1
Fleet Services Superintendent	1	1	0	0	0	0
Fleet Services Supervisor	0	1	1	1	1	1
Fleet Technician	0	0	9	9	9	9
Mechanic I	5	5	0	0	0	0
Mechanic II	2	2	0	0	0	0
Mechanical Maintenance Service Writer	1	0	0	0	0	0
Secretary	0	1	0	0	0	0
Service Equipment Worker	0	0	1	1	1	1
TOTAL	11	12	14	14	14	14

Significant Budget and Staffing Changes

Fiscal year 2003-04 reflects the transfer of funding for the Management Services pilot for the Fleet Replacement Program. Funding for vehicle alternative fuel conversion of \$30,000 has been transferred from cost center 1290 – Non-Departmental.



Department Budgets – Management Services

> > > NON DEPARTMENTAL - 1290 < < <

Description						% Change
	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	Est. Exp. To Adopted
Personnel Services	\$ 122,594	\$ 2,896,739	\$ 776,397	\$ 108,144	\$ 455,476	321.18%
Professional/Contract	8,782,402	11,779,700	13,249,306	11,367,184	2,239,715	(80.30%)
Operating Supplies	417,158	694,440	903,667	491,502	329,500	(32.96%)
Repairs/Maintenance	250,232	378,065	344,278	374,828	0	(100.00%)
Communications/Transportation	478,679	585,092	594,528	575,497	0	(100.00%)
Insurance/Taxes	2,981,372	3,153,279	3,158,562	5,150,614	1,385,000	(73.11%)
Rents/Utilities	749,677	780,800	780,800	773,800	790,500	2.16%
Other Charges/Services	317,032	706,910	518,837	238,538	712,000	198.48%
Contingency/Reserve	0	91,630,539	98,890,673	0	92,366,976	N/A
Land/Improvements	5,300	1,000,000	850,000	800,000	1,000,000	25.00%
Building/Improvements	37,737	7,475,366	7,498,365	70,921	427,800	503.21%
Machinery/Equipment	1,584,921	68,000	475,150	349,055	0	(100.00%)
Office Furniture/Equipment	8,466	48,000	48,000	12,000	40,000	233.33%
Street Improvements	653,977	573,500	3,063,461	2,568,383	478,180	(81.38%)
Park Improvements	0	2,500	152,500	2,500	0	(100.00%)
Water System Improvements	0	19,100	19,100	19,100	0	(100.00%)
Wastewater System Improvements	0	1,000	1,000	1,000	0	(100.00%)
Airport Improvements	0	4,000	4,000	4,000	0	(100.00%)
Capital Replacement	1,223	350,000	350,000	0	350,000	N/A
Total Cost Center-1290	\$ 16,390,770	\$ 122,147,030	\$ 131,678,624	\$ 22,907,066	\$ 100,575,147	339.06%

Significant Budget Changes

Fiscal Year 2003-04 reflects the transfer of various budgets into multiple City department cost centers. Items formerly budgeted within the Non-departmental cost center included the solid waste refuse collection contract, city insurance premiums, self insurance claim program, citywide postage, public safety emergency radio maintenance and fire emergency dispatch contract. Contingency, reserves and carryforward for prior year encumbrances is reflected within this cost center.



Department Budgets – Management Services

> > > **NON DEPARTMENTAL - 1290** < < <

FUND NUMBER DESIGNATION

101	General Fund	\$ 43,579,837
102	Police Forfeiture Fund	100,000
105	Parking Garage Fund	61,748
215	Highway User Revenue Fund	1,911,685
216	Local Transportation Assistance Fund	310,000
217	Grants Fund	425,000
218	HOME Program Fund	120
219	Community Development Block Grant Fund	350,000
232	Housing Authority Low Rent Program Fund	60,000
233	Housing Authority Section 8 Voucher Fund	500
234	Capital Fund Program Grant Fund	127,750
238	Housing Ross Grant	245,000
414	Traffic Signal Fund - Streets & Storm Sewers	480
415	Arterial Street Impact Fees	554,000
421	Community Park Impact Fees	1,011,000
423	Municipal Arts Fund	76,000
431	Library Impact Fees	45,500
440	General Government Impact Fees Fund	271,576
460	Public Safety Bonds - Police	500,000
470	Public Safety Bonds - Fire	129,000
475	Fire Impact Fees	356,000
480	Special Assessment Fund	600
602	Water Certificates of Participation	2,018,000
603	Water System Development Fees	3,552,000
604	Water Resource System Development Fees	17,000
605	Water Operating Fund	3,526,200
606	Reclaimed Water SDF	681,000
608	Water Intel Debt Service	137,502
613	Wastewater COP	8,038,499
614	WasteWater System Development Fees	2,371,000
615	Wastewater Operating Fund	1,443,100
616	Wastewater Industrial Process Treatment Facility Fund	55,000
618	Wastewater Intel Debt Service Fund	279,452
621	Solid Waste Bonds	400
622	Solid Waste Capital Improvement Fund	675,572
625	Solid Waste Operating Fund	366,000
626	Solid Waste System Development Fee	150,850
627	Solid Waste Container Replacement Fund	120,810
631	Airport Bond Fund	600
635	Airport Operating Fund	78,680
711	Fleet Services Extended Warranty	45,500
712	Capital Replacement Fund - Contingency	1,500,000
713	Computer Replacement Fund - Contingency	475,000
714	Fleet Replacement - Contingency	191,668
736	Workers Compensation Self-Insurance Fund	2,016,101
737	Self-Insurance Fund	12,261,488
738	Uninsured Liability Fund	8,821,664
739	Short Term Disability Self-Insurance Fund	164,550
740	Delta Dental Self-Insurance Fund	1,384,000
831	Volunteer Firemen Pension	10,000
834	Parks and Recreation Trust Fund	55,015
835	Chandler Employee Trust Fund	3,000
836	Library Trust Fund	500
839	Community Building Trust	19,200
	Grand Total	<u>\$ 100,575,147</u>



Department Budgets – Management Services

FUNCTION: Contingencies/Reserves

Description	2002-03 Adopted Budget	2003-04 Adopted Budget	% Change Adopted To Adopted
General Fund Contingencies	\$ 32,683,678	\$ 32,820,196	0.42%
General Fund Highway Enhancement/Street Projects Reserve	1,000,000	0	(100.00%)
General Fund Encumbrance Reserve	4,600,000	4,100,000	(10.87%)
General Fund Carryforward Reserve	2,125,820	161,788	(92.39%)
General Fund Council Reserve	364,898	157,006	(56.97%)
Special Revenue Funds Contingencies	0	1,455,185	N/A
Special Revenue Funds Encumbrance Reserve	1,645,000	1,968,370	19.66%
Special Revenue Carryforward Reserve	1,352	0	N/A
Enterprise Funds Contingencies	2,985,476	1,207,116	(59.57%)
Enterprise Funds Encumbrance Reserve	5,929,500	5,159,500	(12.99%)
System Development Fees Funds Contingencies	8,249,579	8,931,430	8.27%
System Development Fees Funds Encumbrance Reserve	25,000	133,000	432.00%
System Development Fees Funds Carryforward Reserve	171,874	149,976	(12.74%)
Bond Funds Contingencies	439,676	10,557,499	2301.20%
Self-Insurance Funds Contingencies	26,044,576	23,102,527	(11.30%)
Self-Insurance Funds Encumbrance Reserve	160,000	89,000	(44.38%)
Other Funds Contingencies	2,392,110	322,383	(86.52%)
Other Funds Encumbrance Reserve	2,812,000	2,052,000	(27.03%)
Total	\$ 91,630,539	\$ 92,366,976	

A Contingency/Reserve is a budgetary amount set-aside for emergencies or unforeseen expenditures not otherwise budgeted. It is also a reserve in the event that projected revenues would fall short of actual revenues received in a given fiscal year. With the reserve, departmental expenditure line items would not have to be reduced or eliminated as long as the revenue shortfall did not exceed the reserve.

The City Charter in Section 5.08 requires that fund contingency and interdepartmental transfers of unencumbered appropriations be approved by the City Manager and City Council. On June 11, 1992, the City Council adopted a General Fund Reserve Policy, which became effective fiscal year 1993-94. Under this policy, the City maintains an unrestricted General Fund contingency fund level sufficient to meet any unexpected nonrecurring expenditures. The City's contingency reserve goal is 15% of its General Fund budget in order to achieve satisfactory bond ratings and assure the City of solvency in the event of a major unexpected general fund or revenue shortfall which may arise during the course of the fiscal year.

Encumbrance reserve accounts were established to provide carryforward appropriation for potential purchase orders remaining open at the close of fiscal year. This change was necessitated by a modification in accounting procedures relating to the implementation of a new automated financial system. In addition, a carryforward reserve was established to bring forward funds for capital projects approved in prior years by Council.



Department Budgets – Management Services

FUNCTION: Capital Replacement **FUND:** 712

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Capital Replacement	\$ 1,622,005	\$ 2,706,468	\$ 4,435,432	\$ 3,039,134	\$ 2,606,375	(14.24%)
Total	\$ 1,622,005	\$ 2,706,468	\$ 4,435,432	\$ 3,039,134	\$ 2,606,375	(14.24%)
General Government					\$ 104,000	
Public Safety					1,599,900	
Public Works					595,000	
Municipal Utilities					307,475	
Grand Total					\$ 2,606,375	

The Capital Replacement Fund was set up to allow the purchase of operating capital items on a long-term basis. Initially financed through Certificates of Participation that were paid off in 1994-95, revenues to support this fund are generated through the payments from departments. Each year during the budget process, the divisions indicate the items to be purchased and the amount to be included for payment within their budget. Items to be purchased in fiscal year 2003-04 include new and replacement vehicles, copy machines, office furniture for new employees and communication equipment.



Department Budgets – Management Services

FUNCTION: Computer Replacement **FUND:** 713

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Computer Replacement	\$ 1,036,330	\$ 1,951,069	\$ 2,958,043	\$ 2,249,983	\$ 1,978,522	(12.07%)
Total	\$ 1,036,330	\$ 1,951,069	\$ 2,958,043	\$ 2,249,983	\$ 1,978,522	(12.07%)
General Fund					\$ 1,831,372	
Highway Users Revenue Fund					18,683	
Local Transportation Assistance Fund					1,525	
Water Operating Fund					50,674	
Wastewater Operating Fund					10,133	
WW Industrial Process Treatment Facility					3,907	
Solid Waste Operating Fund					15,221	
Airport Operating Fund					1,250	
Capital Replacement Fund					35,313	
Self-Insurance Fund					4,503	
Workmen Compensation Fund					2,700	
Liability Insurance Fund					3,241	
Grand Total					\$ 1,978,522	

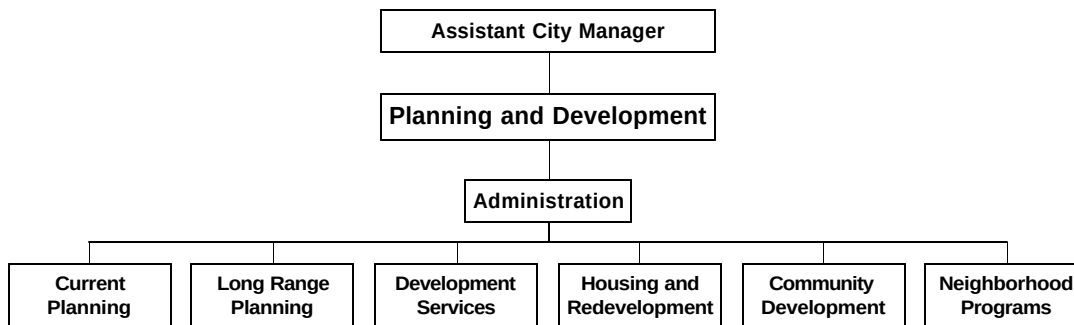
During fiscal year 2002-03, the City replaced approximately 520 and added 110 personal computers. In fiscal year 2003-04, the City's intention is to replace approximately 450 and add 2 personal computers as well as 1 laptop. The replacements are upgrades to systems to meet software manufacturers' requirements. The new personal computers are part of the GAP requests for new employees and new functions.

Current resources will not allow for the purchase and installation of this many personal computers. The Computer Replacement Fund allows for the payment of the lease payments for personal computers currently leased and the payment for personal computers leased in 2003-04.

Standard PC's will be leased on a three-year replacement cycle. This will allow the timely installation of new and replacement personal computers for the City's immediate needs. It will also assure that going forward, systems are updated and replaced prior to becoming a productivity and maintenance burden.

Department Budgets – Planning and Development

PLANNING AND DEVELOPMENT DEPARTMENT



The chart below is a three-year summary of Planning and Development Budget. Subsequent pages provide cost center descriptions, goals and objectives, performance measurements, budget summaries, authorized positions and highlights of significant changes.

PLANNING & DEVELOPMENT SUMMARY

Expenditures by Cost Center	2001-02 Actual Expenditures	2002-03 Adjusted Budget	2002-03 Estimated Expenditures	2003-04 Adopted Budget	% of 2003-04 Total
Administration	\$ 968,969	\$ 1,476,104	\$ 1,283,718	\$ 1,312,492	6%
Current Planning	955,625	1,102,632	1,075,148	1,157,092	5%
Long Range Planning	289,745	654,006	635,289	556,191	2%
Development Services	4,443,499	5,214,323	4,945,623	5,419,618	23%
Planning/Development Capital	67,571	75,171	75,171	0	0%
Housing and Redevelopment	5,621,828	12,738,523	7,183,688	11,734,492	50%
Community Development	1,309,665	2,822,135	2,348,188	2,857,000	12%
Neighborhood Programs	192,152	376,507	186,235	392,265	2%
TOTAL PLANNING & DEV	\$ 13,849,054	\$ 24,459,401	\$ 17,733,060	\$ 23,429,150	100%
Expenditures by Category					
Personnel & Benefits	\$ 6,863,708	\$ 7,982,614	\$ 7,555,198	\$ 8,532,057	36%
Operating & Maintenance	6,917,775	16,401,616	10,102,691	14,897,093	64%
Capital - Major	67,571	75,171	75,171	0	0%
TOTAL PLANNING & DEV	\$ 13,849,054	\$ 24,459,401	\$ 17,733,060	\$ 23,429,150	100%
Staffing by Cost Center					
	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted	% of 2003-04 Total
Administration	14.00	14.00	14.00	14.00	11%
Current Planning	16.00	16.00	16.00	16.00	13%
Long Range Planning	4.00	4.00	4.00	4.00	3%
Development Services	59.00	59.00	59.00	59.00	47%
Housing and Redevelopment	23.00	25.00	24.80	24.80	20%
Community Development	5.00	5.00	5.20	5.20	4%
Neighborhood Programs	1.00	2.00	2.00	2.00	2%
TOTAL PLANNING & DEV	122.00	125.00	125.00	125.00	100%

2002-03 Planning and Development Accomplishments

- The Development Project Administrators (DPA's) assisted representatives of over 190 private commercial, industrial, office and residential developments. Those who returned surveys gave the DPA's a 4.9 out of a possible 5 points in rating the statement: "Overall assistance was helpful".
- Updated the Residential Diversity Standards; Council adopted the policy, which will guide future design quality of single-family home neighborhoods. Implemented the Architectural Excellence Award program to recognize high quality projects that complement the built environment of Chandler.
- Performed over 6,000 plan reviews for development projects, completing 98% of them on time (within 20 working days). Continued implementing the Residential In-fill Program, processing 3 additional applications for a total of 73 units.
- Initiated work on developing a Unified Development Code (UDC) to achieve an organized, integrated compilation of City development code requirements and procedures, electronically accessible, as a customer service assist to our developer clientele.
- Unsafe building program: abated asbestos at 6 sites, demolished 6 sites, and responded to more than 720 requests for service.
- Graduated 5 families from the Family Self-Sufficiency Program. Overall, a total of 45 residents have graduated.
- Provided transitional housing for 110 homeless families; provided shelter for 325 victims of domestic violence; prevented 46 families from being homeless; and provided 1,100 homeless men with shelter, counseling, transportation and job placement assistance.
- Amended the City's Zoning Code requirements for Planned Area Development (PAD) zoning designations & Preliminary Development Plan (PDP) submittals. Amended the City's Zoning Code to provide definitions and review criteria for group homes.
- Initiated work on Chandler's Build-Out strategy, intended to ensure the City's long-term sustainability by balancing anticipated costs of service with strategic economic development.
- Upgraded the Building Inspectors' computers to laptops, increasing their efficiency in recording inspection results.
- Received a \$250,000 grant award from the U.S. Department of Housing and Urban Development (HUD) to implement the Resident Opportunity for Self-Sufficiency (ROSS) program for public housing residents.
- Completed 9 annexations, adding a total of 370 acres to the incorporated city area.
- Worked with the Galveston Neighborhood to accomplish a successful Caesar Chavez Day of Sacrifice.
- Organized Chandler's first neighborhood recognition event.
- Public Housing Youth Program: provided 414 public housing youth with 2,645 hours of off-site sports leagues, Boys & Girls Club programs, swimming program @ Arrowhead, Jr. Staff training program and our housing recreational program; provided 256 public housing youth with 3,263 hours of homework help assistance, 343 youth with 4,359 hours of cultural arts and 432 youth with 10,254 hours of recreational activities in our site-based Weed & Seed after-school programs; provided 1,445 public housing youth with 20,521 hours of prevention programs.
- Sold 6 public housing scattered site homes to public housing tenants through a first-time homebuyers program.
- Provided daily meals for over 400 seniors at the Chandler Senior Center and through the home delivery programs, and provided basic medical and immunization services for 7,800 children.
- Provided over 7,200 Chandler residents with basic need services such as food, clothing, advocacy, and referrals.
- Completed the Existing Land Use GIS database, identifying every parcel in the City of Chandler's municipal planning area and its land use type. This information is vital for a range of uses, from developing a build-out strategy to impact fee studies.



Department Budgets – Planning and Development

FUNCTION:	General Government	COST CENTER:	1500
DEPARTMENT:	Planning and Development	DIVISION:	Administration

Planning and Development Administration directs the achievement of the Department mission, which is to promote the development of a community with a high quality of life, coordinate redevelopment efforts and address the basic needs of Chandler's citizens through assistance programs which lead to self-sufficiency. Administration coordinates the activities of the divisions within the Department, and provides necessary resources and information services support.

2003-04 Performance Measurements

Goal:

Provide administrative leadership and coordination of department activities.

Objectives:

- ◆ Provide management oversight of high-profile projects in the development process.
- ◆ Establish interdivisional teams to facilitate and coordinate large projects.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of interdivisional teams established	5	4	5	4	4
Number of high-profile projects submitted for review	274	265	250	190	100
Percentage of reviews for these projects completed within 10 working days	100%	100%	100%	100%	100%

Goal:

Promote continuing education and professional development for department employees.

Objective:

- ◆ Ensure that 80-85% of employees receive professional training each year.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Percentage of employees participating in training opportunities	90%	87%	85%	85%	85%

Goal:

Provide administrative, technical and application development support for the hardware and software systems used by the department to meet its business needs.

Objective:

- ◆ Update program applications and develop new ones as necessary to facilitate the development review and inspection process, and to ensure that fees and fee calculations are current.
- ◆ Assist department staff with hardware and software issues.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of permit compositions and other applications developed/updated	40	62	70	70	70
Number of requests for assistance	1,500	2,500	3,500	2,000	3,500
Percentage completed within 2 working days	95%	95%	95%	95%	95%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Planning and Development

> > > **ADMINISTRATION – 1500** < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 844,134	\$ 970,874	\$ 994,562	\$ 976,441	\$ 1,073,121	9.90%
Professional/Contract	43,103	157,000	261,151	215,000	35,550	(83.47%)
Operating Supplies	43,415	18,543	46,199	44,000	40,500	(7.95%)
Repairs/Maintenance	3,774	7,000	8,300	8,220	7,994	(2.75%)
Communications/Transportation	11,616	12,001	12,417	11,800	12,000	1.69%
Rents/Utilities	0	50	0	0	0	N/A
Other Charges/Services	6,911	8,000	8,000	7,600	7,600	0.00%
Contingency/Reserve	0	303,809	124,818	0	130,727	N/A
Machinery/Equipment	14,959	19,600	19,600	19,600	0	(100.00%)
Capital Replacement	1,057	1,057	1,057	1,057	5,000	373.04%
Total Cost Center-1500	\$ 968,969	\$ 1,497,934	\$ 1,476,104	\$ 1,283,718	\$ 1,312,492	2.24%
General Fund					\$ 1,312,492	

AUTHORIZED POSITION

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Assistant	1	1	0	0	0	0
Administrative Secretary	0	1	0	0	0	0
Assistant Planning/Development Director	0	1	1	1	1	1
Computer Support Assistant	1	1	1	1	0	0
Customer Service Representative	1	1	1	1	1	1
Development Project Administrator	0	0	3	3	3	3
Development Project Coordinator	1	1	1	1	1	1
Executive Assistant	0	0	1	1	1	1
Executive Secretary	1	1	0	0	0	0
GIS Technician II	0	1	1	1	1	1
Information Support Specialist	0	0	0	0	1	1
Operations Analyst	1	1	1	1	0	0
Operations System Analyst	0	0	0	0	1	1
Planning and Development Director	0.85	1	1	1	1	1
Records Management Clerk	1	1	0	0	0	0
Records Management Associate	0	0	1	1	1	1
Senior Executive Assistant	0	0	1	1	1	1
Senior Management Assistant	0	0	1	1	1	1
TOTAL	7.85	11	14	14	14	14

Significant Budget and Staffing Changes

One Operations Analyst position reclassified to Operations System Analyst in 2002-03. One Computer Support Assistant position reclassified to Information Support Specialist in 2002-03.

Estimated expenditures for Professional Services in fiscal year 2002-03 reflect one-time expenses for consulting services for the Unified Development Code.

The fiscal year 2003-04 budget includes \$20,550 for the Architectural Award Program.



Department Budgets – Planning and Development

FUNCTION:	General Government	COST CENTER:	1510
DEPARTMENT:	Planning and Development	DIVISION:	Current Planning

Current Planning provides zoning administration and site plan review/inspection. The zoning administration function is to review private development projects to ensure consistency with the City's General Plan, Zoning Code, and other laws and regulations; and to provide professional support to the Planning & Zoning Commission, Commission Design Review Committee, Architectural Review Committee, Board of Adjustment, and City Council. Site plan review/inspection ensures compliance with all site development standards mandated by the Zoning Code and Council development policy, as well as Commission/Council conditions of development approval.

2003-04 Performance Measurements

Goal:

Provide technical information, guidance and assistance to a broad range of citizen and developer clientele, together with professional recommendations for decision-making by the Planning Commission, Board of Adjustment, City Council and various citizen advisory groups on all aspects of land use planning and development in the City.

Objectives:

- ◆ Respond to developers' applications and citizen requests in a timely and courteous manner.
- ◆ Present professional analyses and recommendations on all development applications to the Planning Commission, Board of Adjustment, other advisory groups, and City Council.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Schedule applications for P & Z Commission agendas within 90 days	90%	92%	90%	92%	90%
Number of zoning cases submitted	197	191	160	155	145

Goal:

Perform site plan review and field inspections to achieve conformance with all Zoning Code standards and specific conditions of City Council approval.

Objectives:

- ◆ Review site plans, sign permits, tenant improvements, Certificates of Occupancy and home occupations.
- ◆ Inspect all on-site development improvements for compliance with approved plans.
- ◆ Enforce applicable requirements of the Zoning Code and development conditions stipulated by Council.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Total number of plan reviews	1,779	1,602	1,850	1,677	1,600
Percentage completed within 20-day turnaround time	90%	92%	95%	95%	96%
Percentage of field inspections completed within 24 hours	98%	98%	97%	98%	98%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Planning and Development

> > > **CURRENT PLANNING – 1510** < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 904,891	\$ 1,019,013	\$ 1,037,418	\$ 1,016,242	\$ 1,093,446	7.60%
Professional/Contract	3,736	6,200	6,200	4,000	5,000	25.00%
Operating Supplies	16,619	20,380	24,950	22,707	22,096	(2.69%)
Repairs/Maintenance	877	1,617	1,617	1,200	1,200	0.00%
Communications/Transportation	6,996	10,750	11,748	11,100	10,500	(5.41%)
Other Charges/Services	5,590	7,000	7,000	6,200	6,200	0.00%
Capital Replacement	16,916	13,699	13,699	13,699	18,650	36.14%
Total Cost Center-1510	\$ 955,625	\$ 1,078,659	\$ 1,102,632	\$ 1,075,148	\$ 1,157,092	7.62%
General Fund					\$ 1,157,092	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Secretary	1	1	0	0	0	0
Administrative Specialist	0	0	1	1	1	1
Executive Assistant	0	0	1	1	1	1
Planner I	5	5	5	5	5	5
Planner II	2	1	2	2	1	1
Planning and Development Supervisor	1	0	0	0	0	0
Planning Services Manager - Current	1	1	0	0	0	0
Planning Manager - Current	0	0	1	1	1	1
Principal Planner	0	0	0	0	1	1
Plans Examiner	3	3	0	0	0	0
Secretary	2	1	0	0	0	0
Site Development Coordinator	1	1	1	1	1	1
Site Development Inspector	0	0	2	2	2	2
Site Development Plans Examiner	0	0	3	3	3	3
Zoning Inspector	2	2	0	0	0	0
TOTAL	18	15	16	16	16	16

Significant Budget and Staffing Changes

One Planner II position reclassified to Principal Planner in 2002-03.

There are no significant budget or staff changes for fiscal year 2003-04.



Department Budgets – Planning and Development

FUNCTION:	General Government	COST CENTER:	1515
DEPARTMENT:	Planning and Development	DIVISION:	Long Range Planning

Long Range Planning guides and directs growth through the development of plans, policies and ordinances that preserve the character and enhance the livability of the city. Long Range Planning tracks land use and population statistics, prepares development policies and code amendments, and maintains all elements of the Chandler General Plan as required by State Statutes.

2003-04 Performance Measurements

Goal:

Provide professional recommendations regarding future growth and development, technical information and demographics to City Council and citizen advisory task forces.

Objectives:

- ◆ Update and maintain the Chandler General Plan in conformance with state statutes, with particular emphasis upon compliance with Growing Smarter legislation.
- ◆ Prepare area plans, code amendments and development standards to implement General Plan guidelines and Council policy directives.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of General Plan elements/updates adopted by Council	0	1	0	0	0
Number of specific area plans, plan amendments and Code amendments adopted by Council	5	2	2	4	2

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Planning and Development

LONG RANGE PLANNING – 1515

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 267,461	\$ 274,196	\$ 284,053	\$ 267,872	\$ 291,923	8.98%
Professional/Contract	0	1,000	3,667	3,667	1,000	(72.73%)
Operating Supplies	16,611	7,568	10,186	7,800	7,918	1.51%
Repairs/Maintenance	452	600	800	800	800	0.00%
Communications/Transportation	4,812	3,600	2,500	2,350	2,500	6.38%
Other Charges/Services	409	251,500	352,800	352,800	252,050	(28.56%)
Total Cost Center-1515	\$ 289,745	\$ 538,464	\$ 654,006	\$ 635,289	\$ 556,191	(12.45%)
General Fund					\$ 556,191	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Secretary	0	1	0	0	0	0
Executive Assistant	0	0	1	1	1	1
Planner II	0	1	1	1	1	1
Planning and Development Research Asst.	0	1	1	1	1	1
Planning Manager - Long Range	0	0	1	1	1	1
Planning Services Manager - Long Range	0	1	0	0	0	0
TOTAL	0	4	4	4	4	4

Significant Budget and Staffing Changes

There are no significant budget and staffing changes for fiscal year 2003-04.



Department Budgets – Planning and Development

FUNCTION:	General Government	COST CENTER:	1530
DEPARTMENT:	Planning and Development	DIVISION:	Development Services

Development Services reviews and issues permits for all development projects except Public Works capital improvement projects. Development Services also provides building and structural plan review, building inspection, and all civil plan review associated with subdivision and site development.

2003-04 Performance Measurements

Goal:

To maintain public safety and quality of life standards through development plan review and onsite inspections.

Objectives:

- ◆ Review building and civil plans for compliance with all applicable building codes, subdivision codes, fire codes, and other regulatory requirements and standards.
- ◆ Respond to all building construction inspection requests within 24 hours.
- ◆ Provide prompt, courteous service to all customers requesting information or assistance.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of plan reviews	6,423	5,813	6,100	5,900	5,800
Percent completed within 20 working days	97%	98%	97%	98%	98%
Number of nonresidential projects submitted	3,316	2,898	2,400	2,200	2,100
Number of residential subdivisions submitted	23	28	20	36	20
Number of residential lots created	1,751	3,477	2,500	4,500	2,000
Number of permits issued	9,632	8,737	8,000	9,000	8,500
Valuation of permits issued	\$1,625,230,334	\$875,418,784	\$1,000,000,000	\$875,000,000	\$800,000,000
Number of building inspection requests	93,275	102,934	95,000	116,799	110,000
Percent completed within 24 hours	99%	99%	99%	99%	99%
Number of customers served at permit counter	12,552	12,720	12,000	13,000	14,000
Percentage of employees receiving customer service training	100%	100%	100%	100%	100%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Planning and Development

» » » DEVELOPMENT SERVICES – 1530 « « «

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 3,339,900	\$ 3,766,446	\$ 3,792,876	\$ 3,543,595	\$ 4,058,540	14.53%
Professional/Contract	894,484	1,047,618	1,058,402	1,047,655	1,047,618	(0.00%)
Operating Supplies	62,933	82,600	86,671	81,321	81,600	0.34%
Repairs/Maintenance	3,634	8,692	8,692	7,192	7,200	0.11%
Communications/Transportation	35,909	42,500	43,922	42,500	43,000	1.18%
Insurance/Taxes	250	250	3,000	3,000	3,000	0.00%
Rents/Utilities	140	1,000	300	250	250	0.00%
Other Charges/Services	29,374	46,560	46,560	46,210	46,510	0.65%
Machinery/Equipment	50,852	115,000	148,200	148,200	106,200	(28.34%)
Capital Replacement	26,023	25,700	25,700	25,700	25,700	0.00%
Total Cost Center-1530	\$ 4,443,499	\$ 5,136,366	\$ 5,214,323	\$ 4,945,623	\$ 5,419,618	9.58%
General Fund					\$ 5,419,618	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Secretary	1	1	0	0	0	0
Administrative Specialist	0	0	2	2	2	2
Administrative Support II	0	0	1	1	0	0
Building Code Specialist	22	22	22	22	22	22
Chief Building Inspector	1	1	2	2	2	2
Clerk II	1	1	0	0	0	0
Construction Permit Representative	11	12	12	12	12	12
Customer Service Representative	0	0	0	0	1	1
Customer Service Supervisor	1	1	1	1	1	1
Development Services Engineer	0	0	1	1	1	1
Development Services Manager	1	1	1	1	1	1
Engineer	0	0	2	2	2	2
Engineer I	2	2	0	0	0	0
Engineer II	2	2	0	0	0	0
Engineer Assistant Supervisor	0	1	1	1	1	1
Engineer Assistant	10	10	10	10	10	10
Executive Assistant	0	0	1	1	1	1
Secretary	2	2	0	0	0	0
Senior Building Code Specialist	3	3	2	2	2	2
Senior Engineer	0	0	1	1	1	1
TOTAL	57	59	59	59	59	59

Significant Budget and Staffing Changes

One Administrative Support II reclassified to Customer Service Representative in 2002-03. There are no significant budget and staffing changes for fiscal year 2003-04.

» » » PLANNING AND DEVELOPMENT CAPITAL – 1560 « « «

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Contingency/Reserve	\$ 0	\$ 75,171	\$ 0	\$ 0	\$ 0	N/A
Machinery/Equipment	67,571	0	0	0	0	N/A
Street Improvements	0	0	75,171	75,171	0	(100.00%)
Total Cost Center-1560	\$ 67,571	\$ 75,171	\$ 75,171	\$ 75,171	\$ 0	(100.00%)



Department Budgets – Planning and Development

FUNCTION:	General Government	COST CENTER:	4650
DEPARTMENT:	Planning and Development	DIVISION:	Housing and Redevelopment

City of Chandler Housing and Redevelopment is committed to the strategic targeting of resources made available to the city by the Department of Housing and Urban Development (HUD), as well as the leveraging of resources made available through initiatives and coordination among other city departments and divisions. HUD funds provide for the City's public housing operating and modernization programs, the Section 8 rental assistance program, Family Self-Sufficiency (FSS) and a myriad of federally funded programs. Through these sources, the cost center assists low and moderate-income families with locating affordable housing and with other supportive service programs.

2003-04 Performance Measurements

Goal:

To provide decent, safe and sanitary housing for the city's low and moderate income citizens.

Objectives:

- ◆ Ensure maximum availability of the city's 306 public housing and 480 Section 8 rental assistance units.
- ◆ Provide a comprehensive and efficient maintenance program for the city's public housing units.
- ◆ Facilitate maximum availability of service for low-income families and children at the Family Investment Center at 71 S. Hamilton Street.
- ◆ Provide education and prevention services (youth services) to the residents of the city's public housing developments.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Percent of total available subsidized housing units leased based on units or BA (Budget Authority).	98%	97%	99%	97%	97%
Maintain utilization rate of 95% or better of Section 8 housing vouchers.	98.5%	94%	97%	97%	97%
Renovate and lease 80% of vacant housing units in 45 days or less.	100%	100%	98%	100%	100%
Complete emergency work orders in 24 hours or less.	100%	100%	100%	100%	100%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Planning and Development

HOUSING AND REDEVELOPMENT – 4650

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 1,204,304	\$ 1,364,759	\$ 1,422,602	\$ 1,395,219	\$ 1,549,934	11.09%
Professional/Contract	390,022	250,903	502,498	375,220	155,050	(58.68%)
Operating Supplies	89,922	133,990	150,224	144,320	103,730	(28.13%)
Repairs/Maintenance	127,771	328,250	350,872	324,354	167,464	(48.37%)
Communications/Transportation	17,999	26,099	28,562	26,020	24,418	(6.16%)
Insurance/Taxes	38,710	52,750	52,750	62,112	81,000	30.41%
Rents/Utilities	127,704	128,779	128,902	135,195	132,522	(1.98%)
Other Charges/Services	3,324,319	3,198,835	3,199,570	3,389,383	3,497,382	3.19%
Contingency/Reserve	0	5,757,723	5,472,223	0	5,672,107	N/A
Land/Improvements	0	0	0	2,023	0	(100.00%)
Building/Improvements	249,047	1,327,313	1,377,828	1,282,851	310,485	(75.80%)
Machinery/Equipment	52,030	52,100	52,100	46,600	40,400	(13.30%)
Office Furniture/Equipment	0	0	392	391	0	(100.00%)
Total Cost Center-4650	\$ 5,621,828	\$ 12,621,501	\$ 12,738,523	\$ 7,183,688	\$ 11,734,492	63.35%
General Fund					\$ 93,551	
Grants-in-Aid					7,500	
Hsg Authority Low Rent Prog					1,985,485	
Hsg Authority Section 8 Voucher					4,000,000	
Capital Fund Program Grant					590,000	
Replacement Housing					22,956	
Proceeds Reinvestment Projects					30,000	
FY02/03 Ross Grant					5,000	
Public Housing Grant Contingency					5,000,000	
Grand Total					\$ 11,734,492	



Department Budgets – Planning and Development

HOUSING AND REDEVELOPMENT – 4650

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Accountant	0	1	1	1	0.8	0.8
Accounting Specialist	1	1	1	1	1	1
Administrative Secretary	0	1	0	0	0	0
Assist. Community Development Coordinator	2	2	0	0	0	0
Clerk II	1	1	0	0	0	0
Community Development Coordinator	1	1	0	0	0	0
Customer Service Representative	1	1	1	1	1	1
Executive Assistant	0	0	1	1	1	1
Family Self-Sufficiency Specialist	1	1	1	1	1	1
Grant Coordinator	1	1	0	0	0	0
Housing Administration Supervisor	1	1	1	1	1	1
Housing and Redevelopment Manager	1	1	1	1	1	1
Housing Maintenance Supervisor	1	1	1	1	1	1
Housing Maintenance Worker	6	6	6	6	6	6
Housing Project Coordinator	0	0	1	1	1	1
Housing Quality Inspector	2	1	0	0	0	0
Housing Quality Standards Inspector	0	0	1	1	1	1
Housing Rehabilitation Specialist	1	1	0	0	0	0
Housing Specialist	4	4	4	5	5	5
Planning and Development Director	0.15	0	0	0	0	0
Recreation Coordinator II	1	1	1	1	1	1
Recreation Leader II	1	1	1	1	2	2
Recreation Leader II @ .5	0	1	1	2	1	1
Secretary	1	0	0	0	0	0
TOTAL	27.15	28	23	25	24.8	24.8

Significant Budget and Staffing Changes

One 0.20 Accountant position was transferred to cost center 4700 – Community Development during 2002-03.

There are no significant budget or staffing changes for fiscal year 2003-04.



Department Budgets – Planning and Development

FUNCTION:	General Government	COST CENTER:	4700
DEPARTMENT:	Planning and Development	DIVISION:	Community Development

Community Development is responsible for coordinating and facilitating the provision of social services and neighborhood revitalization efforts for Chandler's low and moderate-income citizens. These efforts are accomplished primarily through the receipt and administration of the federal Community Development Block Grant (CDBG) and HOME funds from the U.S. Department of Housing and Urban Development (HUD). This division initiates various projects in the city including housing rehabilitation, downtown capital initiatives, historic preservation and the oversight of certain social services in the City of Chandler. The program's goal is the improvement in quality of life in the City by creating decent living, economic and social opportunities for individuals, families and neighborhoods in need.

2003-04 Performance Measurements

Goal:

Coordinate and facilitate the provision of neighborhood and downtown redevelopment, affordable housing, family self-sufficiency and housing rehabilitation to enhance the quality of life in the City's designated redevelopment area.

Objective:

- ♦ Efficiently reinvest in the city's designated redevelopment area by the timely expenditure of Community Development Block Grant, HOME and other federal funds available each year for revitalization and redevelopment of the city center neighborhoods and businesses.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Housing/rental rehabilitations completed	116	177	85	90	100
Number of individuals / families assisted with CDBG funds	7,014	22,107**	6,800	7,200	8,000

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

** Includes funding of San Marcos clinic immunizations.



Department Budgets – Planning and Development

COMMUNITY DEVELOPMENT – 4700

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 211,350	\$ 297,842	\$ 302,232	\$ 286,527	\$ 326,588	13.98%
Professional/Contract	1,087,016	2,138,741	2,335,336	1,991,000	2,509,212	26.03%
Operating Supplies	6,747	4,425	4,459	4,232	12,100	185.92%
Repairs/Maintenance	0	150	150	100	150	50.00%
Communications/Transportation	2,782	5,050	5,458	5,250	5,350	1.90%
Rents/Utilities	550	1,300	1,300	2,000	2,100	5.00%
Other Charges/Services	1,220	3,200	3,200	1,000	1,500	50.00%
Street Improvements	0	110,000	170,000	58,079	0	(100.00%)
Total Cost Center-4700	\$ 1,309,665	\$ 2,560,708	\$ 2,822,135	\$ 2,348,188	\$ 2,857,000	21.67%
HOME Program					\$ 720,000	
Community Dev't Block Grant					2,137,000	
Grand Total					\$ 2,857,000	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Accountant	0	0	0	0	0.2	0.2
Assist. Community Development Coordinator	0	0	2	2	2	2
Community Development Coordinator	0	0	1	1	1	1
Customer Service Representative	0	0	1	1	1	1
Housing Rehabilitation Specialist	0	0	1	1	1	1
TOTAL	0	0	5	5	5.2	5.2

Significant Budget and Staffing Changes

A portion of the Accountant position (0.20) was transferred from 4650 - Housing & Redevelopment during fiscal year 2002-03.



Department Budgets – Planning and Development

FUNCTION:	General Government	COST CENTER:	1060
DEPARTMENT:	Planning and Development	DIVISION:	Neighborhood Programs

Neighborhood Programs Office is established to encourage a partnership between citizens and various community resources to assist in the long-term preservation of Chandler's neighborhoods. The mission of the Office is to assist neighborhoods through the coordination of community resources, the provision of technical and financial assistance and facilitation of the education of neighborhood leaders.

2003-04 Performance Measurements

Goal:

Assist neighborhoods through the coordination of community resources, provision of technical assistance and the facilitation of the education of neighborhood leaders.

Objective:

- ◆ Develop and implement a neighborhood grant program and provide advice and guidance regarding the development and implementation of programs in declining Chandler neighborhoods.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of grants funded	1	15	20	9	20
Number of neighborhoods groups	1	5	7	7	20
Number of training opportunities for neighborhoods	2	4	5	12	20

Goal:

Assist residents with identification of resources needed for community building efforts.

Objective:

- ◆ Keep residents and staff apprised of key neighborhood efforts being undertaken by the City's Neighborhood Empowerment Team.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of self-supported neighborhood projects	1	4	5	10	10
Provide monthly Neighborhood Empowerment team report to Neighborhood Advisory Committee/City Manager Office	7	8	8	0 ⁽¹⁾	12

(1) No reports were presented due to staff vacancies.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated"



Department Budgets – Planning and Development

» » » NEIGHBORHOOD PROGRAMS – 1060 « « «

Goal:

Facilitate communication among neighbors by creating partnerships and identifying resources through collaboration among the diverse citizenry of Chandler.

Objective:

- ◆ Provide training through the Leadership Center and the City Services Academy for community leaders.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Neighborhood meetings/month	2	6	7	8	8
Number of residents attending the City Services Academy	27	54	70	60	60

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 91,669	\$ 144,821	\$ 148,871	\$ 69,302	\$ 138,505	99.86%
Professional/Contract	14,846	42,380	43,399	70,100	205,000	192.44%
Operating Supplies	12,933	19,511	18,311	13,650	23,500	72.16%
Repairs/Maintenance	0	650	650	0	650	N/A
Communications/Transportation	5,212	13,302	13,838	3,450	14,210	311.88%
Rents/Utilities	0	1,830	1,830	500	1,000	100.00%
Other Charges/Services	2,978	9,585	9,585	2,250	9,400	317.78%
Contingency/Reserve	0	0	37,173	0	0	N/A
Building/Improvements	64,514	100,000	100,000	26,983	0	(100.00%)
Office Furniture/Equipment	0	1,650	1,650	0	0	N/A
Capital Replacement	0	0	1,200	0	0	N/A
Total Cost Center-1060	\$ 192,152	\$ 333,729	\$ 376,507	\$ 186,235	\$ 392,265	110.63%
General Fund					\$ 392,265	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Neighborhood Program Administrator	1	1	1	1	1	1
Management Assistant	0	0	0	1	1	1
TOTAL	1	1	1	2	2	2

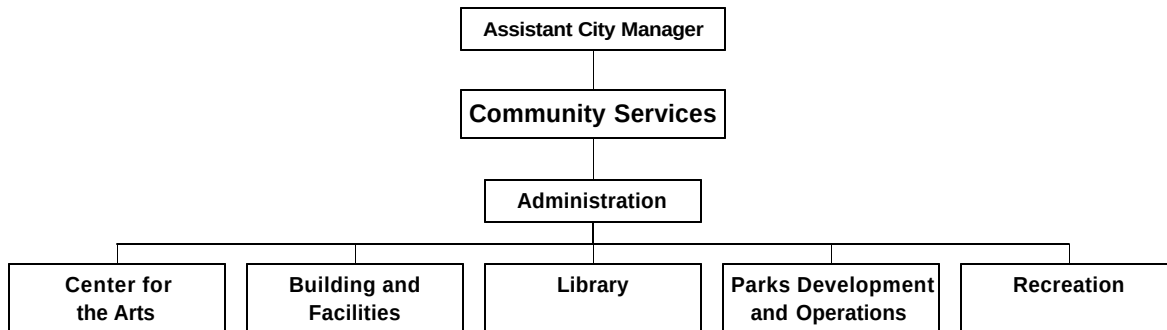
Significant Budget and Staffing Changes

Neighborhood Programs moved from City Manager to Planning & Development in 2002-03.

Since both positions were vacant until January, year-end expenditures are lower than expected.

Department Budgets - Community Services

COMMUNITY SERVICES DEPARTMENT



The chart below is a three-year summary of Community Services Department Budget. Subsequent pages provide cost center descriptions, goals and objectives, performance measurements, budget summaries, authorized positions and highlights of significant changes.

COMMUNITY SERVICES SUMMARY

Expenditures by Cost Center	2001-02 Actual Expenditures	2002-03 Adjusted Budget	2002-03 Estimated Expenditures	2003-04 Adopted Budget	% of 2003-04 Total
Administration	\$ 392,640	\$ 1,056,158	\$ 482,690	\$ 935,647	2%
Center for the Arts	1,100,383	1,476,346	1,280,956	1,229,280	2%
Parking Garage	92,011	8,863	0	0	0%
Buildings and Facilities	3,478,085	4,080,594	4,078,932	4,156,150	7%
Library	4,681,607	5,622,887	5,378,400	6,119,344	11%
Library Capital	76,978	1,945,419	1,945,419	1,097,610	2%
Parks Development/Operations	4,891,678	6,449,743	6,041,250	6,025,191	11%
Recreation	2,811,026	4,006,866	3,726,943	3,747,468	7%
Parks Capital	16,779,157	47,536,744	18,255,593	33,269,614	59%
TOTAL COMMUNITY SVCS	\$ 34,303,565	\$ 72,183,620	\$ 41,190,183	\$ 56,580,304	100%
Expenditures by Category					
Personnel & Benefits	\$ 9,330,736	\$ 10,669,774	\$ 10,316,125	\$ 11,664,888	21%
Operating & Maintenance	8,116,694	12,031,683	10,673,046	10,548,192	19%
Capital - Major	16,856,135	49,482,163	20,201,012	34,367,224	61%
TOTAL COMMUNITY SVCS	\$ 34,303,565	\$ 72,183,620	\$ 41,190,183	\$ 56,580,304	100%
Staffing by Cost Center					
	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted	% of 2003-04 Total
Administration	4.00	5.00	5.00	5.00	3%
Center for the Arts	9.00	9.00	9.00	9.00	5%
Parking Garage	1.00	0.00	0.00	0.00	0%
Building and Facilities	34.00	34.00	34.00	34.00	19%
Library	56.75	59.25	63.25	63.25	35%
Parks Development/Operations	43.50	45.50	44.50	45.50	25%
Recreation	21.00	22.00	22.13	22.13	12%
TOTAL COMMUNITY SVCS	169.25	174.75	177.88	178.88	100%



2002-03 Community Services Accomplishments

- Over twenty special events, either sponsored or co-sponsored by the City took place.
- Ostrich Festival was successfully moved from Downtown Chandler to Tumbleweed Park.
- Staff implemented recreation programming during lunch, after school, and on weekends at San Tan K-8. This serves as the fourth satellite site.
- The Parks and Recreation Division implemented on-line registration for recreational and aquatic classes/programs during the Fall of 2002.
- Effective January 2003, the Recreation Division took over operations of the Chandler Tennis Center at Tumbleweed Regional Park.
- Community Center renovations included: retractable wall replacement in multi purpose room, blinds, carpet, chairs, stage sound system, and tables; installation of Terrazzo in lobby area; removal of the trophy cases; painting of courtyard and refinishing of wood.
- In cooperation with the Chandler Unified School District, the library has completed construction, and purchase of furniture, equipment and opening day collection for the Basha Branch Library that is scheduled to open in July 2003.
- The Downtown Library's collection was converted to a "Radio Frequency Identification System," (RFID) to enhance control of the collection and simplify circulation processes.
- The library was awarded a federal "Early Learning Opportunities Act" grant in the amount of \$476,189. With these funds, the library, along with a number of community partners, is implementing an extensive emergent literacy program for families with children ages 0-5.
- The library, in partnership with the Chandler Chamber of Commerce and the City's Economic Development Department, was awarded a Library Services and Technology Act grant to establish a business information partnership.
- The construction was completed for La Paloma, Chuparosa, Pequeño and phase three of Tumbleweed Parks.
- Playgrounds were renovated at seven neighborhood parks.
- A "facelift" was completed on Dr. A. J. Chandler Park including repainting, new shade structures, resurfacing concrete benches and seat walls and re-landscaping.
- A total of 529,500 sq. ft. of City buildings were maintained in a clean and safe manner.
- Over one thousand events occurred at the Center for the Arts and Vision Gallery.
- The Chandler Center for the Arts completed the following refurbishment projects: Carpet replacement, installation of theatre aisle lighting, replacement of rigging components, interior painting and final installation of sound upgrades.
- The Center for the Arts and Vision Gallery received financial aid and in-kind (donated) services from various corporations, individuals and agencies, at a value of \$297,934.
- The Kidz Art Workshops at the Vision Gallery served over 1,120 children.
- Annual attendance at cultural events in fiscal year 2002-03 (266,000) exceeded projected estimates of 262,000.



Department Budgets - Community Services

FUNCTION:	General Government	COST CENTER:	4300
DEPARTMENT:	Community Services	DIVISION:	Administration

Community Services Administration provides information to the public on various recreational activities and park facilities provided by the City. It also provides information to the City Manager's office to assist in the implementation of Council policies. In addition, staff provides secretarial support to the Historical Museum Advisory Board, Mayor's Committee for the Aging, Mayor's Committee for People with Disabilities, and the Parks and Recreation Board.

Goal:

Provide effective administration and coordination for diverse services and programs established to enhance the quality of life for the citizens of the City of Chandler.

Objectives:

- ◆ Develop and implement systems and procedures that will improve department operations.
- ◆ Provide administrative support, leadership, and coordination of departmental activities.
- ◆ Facilitate communication within the department, the City Manager's office and City Council to guarantee the accomplishment of goals and objectives.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Employees receiving public relations and customer service related training	100%	100%	100%	100%	100%
Number of divisional staff development days held	6	6	6	15	7
Department staff meetings	N/A	N/A	3	3	4
Coordination of non-departmental special events	N/A	N/A	13	13	16

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - Community Services

> > > ADMINISTRATION - 4300 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$297,316	\$ 363,422	\$ 368,993	\$ 356,670	\$ 435,383	22.07%
Professional/Contract	14,219	32,701	29,929	24,550	15,000	(38.90%)
Operating Supplies	5,301	9,100	13,100	8,852	23,790	168.75%
Repairs/Maintenance	1,421	101,500	2,686	2,684	3,300	22.95%
Communications/Transportation	9,524	4,220	5,497	5,497	5,700	3.69%
Rents/Utilities	87	0	617	617	0	(100.00%)
Other Charges/Services	35,189	63,700	65,572	57,750	68,100	17.92%
Contingency/Reserve	0	551,259	494,106	0	384,374	N/A
Building/Improvements	0	0	14,874	0	0	N/A
Machinery/Equipment	25,332	33,434	37,784	14,070	0	(100.00%)
Office Furniture/Equipment	0	0	20,000	9,000	0	(100.00%)
Capital Replacement	4,250	0	3,000	3,000	0	(100.00%)
Total Cost Center-4300	\$392,639	\$ 1,159,336	\$ 1,056,158	\$ 482,690	\$ 935,647	93.84%
General Fund					\$ 935,647	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Assistant	0	1	0	0	0	0
Community Services Director	1	1	1	1	1	1
Construction Project Manager	1	1	1	1	1	1
Executive Secretary	1	1	0	0	0	0
Senior Executive Assistant	0	0	1	1	1	1
Senior Management Assistant	0	0	1	1	1	1
Special Events Coordinator	0	0	0	1	1	1
TOTAL	3	4	4	5	5	5

Significant Budget and Staffing Changes

One-time funding in fiscal year 2002-03 for various department projects is reflected as a funding reduction in fiscal year 2003-04.



Department Budgets - Community Services

FUNCTION:	General Government	COST CENTER:	1100
DEPARTMENT:	Community Services	DIVISION:	Center for the Arts

Center for the Arts is responsible for the administration and production of performing arts events at the Chandler Center for the Arts. The Center is responsible for coordinating with traveling productions, local performing arts organizations and school district events. The Center has an exhibition hall in which art shows are displayed, and also coordinates activities with the Chandler Arts Commission and the Chandler Cultural Foundation. The Center's staff provides expertise in the development of a diverse public art collection and in the selection of cultural programs.

2003-04 Performance Measurements

Goal:

Provide diverse quality cultural events and public art programs for all segments of the Chandler population to enjoy.

Objectives:

- ◆ Continue development of marketing strategies to insure the maximum usage of the Chandler Center for the Arts and Vision Gallery.
- ◆ Present professional and community performances and exhibitions with high public visibility.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of scheduled usage dates	474	485	487	487	487
Number of contracted dates	181	198	196	198	204
Annual Attendance	258,000	261,000	262,000	266,000	267,500

Goal:

To ensure additional resources necessary in maintaining the Center for the Arts.

Objectives:

- ◆ Continue fund-raising program for the Chandler Cultural Foundation.
- ◆ Continue to recruit and retain volunteer support.
- ◆ Obtain trade and cash sponsorships in order to support programming efforts.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
New donations to Foundation Funds	\$36,860	\$37,592	\$43,500	\$103,250	\$83,750
Number of volunteer hours contributed	10,500	10,750	11,000	11,000	11,560
Total cash and trade sponsorships	\$42,500	\$50,000	\$57,000	\$46,184	\$42,500

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - Community Services

> > > CENTER FOR THE ARTS - 1100 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 494,669	\$ 525,538	\$ 533,434	\$ 517,091	\$ 570,192	10.27%
Professional/Contract	217,060	318,463	484,315	427,894	467,667	9.30%
Operating Supplies	47,652	133,896	135,225	52,895	74,835	41.48%
Repairs/Maintenance	50,728	61,793	118,942	82,657	59,393	(28.15%)
Communications/Transportation	28,139	16,016	16,101	23,382	19,887	(14.95%)
Insurance/Taxes	250	121	121	250	250	0.00%
Rents/Utilities	13,928	13,200	13,200	14,246	13,974	(1.91%)
Other Charges/Services	10,616	10,416	12,226	19,964	12,241	(38.68%)
Contingency/Reserve	0	5,235	5,235	0	5,235	N/A
Building/Improvements	36,181	0	132,526	120,250	0	(100.00%)
Machinery/Equipment	6,132	8,098	8,098	4,154	4,336	4.38%
Office Furniture/Equipment	183,207	270	16,923	18,173	1,270	(93.01%)
Capital Replacement	11,821	0	0	0	0	N/A
Total Cost Center-1100	\$ 1,100,383	\$ 1,093,046	\$ 1,476,346	\$ 1,280,956	\$ 1,229,280	(4.03%)
General Fund					\$ 949,280	
Grants-in-Aid					55,000	
Municipal Arts Fund					225,000	
Grand Total					\$ 1,229,280	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Arts Center Financial Specialist	0	0	1	1	1	1
Arts Center Office Supervisor	1	1	0	0	0	0
Arts Center Manager	1	1	1	1	1	1
Box Office Supervisor	0	0	1	1	1	1
Management Assistant	0	1	0	0	0	0
Marketing Assistant	0	0	1	1	1	1
Patron Services Coordinator	1	1	0	0	0	0
Production Assistant	2	2	0	0	0	0
Production Coordinator	1	0	2	2	2	2
Program and Events Coordinator	0	0	1	1	1	1
Sr. Production Coordinator	0	1	1	1	1	1
Visual Arts Coordinator	1	1	1	1	1	1
TOTAL	7	8	9	9	9	9

Significant Budget and Staffing Changes

Fiscal year 2003-04 reflects additional funding for shared expenses with the Chandler Unified School District and contract services.



Department Budgets - Community Services

> > > **PARKING GARAGE – 3040** < < <

Description	2002-03		2002-03		2003-04		% Change Est. Exp. To Adopted
	2001-02 Actual	Adopted Budget	Adjusted Budget	2002-03 Estimated	2003-04 Adopted		
Personnel Services	\$ 36,633	\$ 0	\$ 0	\$ 0	\$ 0		N/A
Professional/Contract	16,850	0	8,863	0	0		N/A
Operating Supplies	3,082	0	0	0	0		N/A
Repairs/Maintenance	1,491	0	0	0	0		N/A
Communications/Transportation	104	0	0	0	0		N/A
Rents/Utilities	14,692	0	0	0	0		N/A
Building/Improvements	19,160	0	0	0	0		N/A
Total Cost Center-3040	\$ 92,012	\$ 0	\$ 8,863	\$ 0	\$ 0		N/A
General Fund					\$ 0		

AUTHORIZED POSITIONS

Position Title	1999-2000	2000-01	2001-02	2002-03	2002-03	2003-04
	Revised	Revised	Revised	Adopted	Revised	Adopted
Parking Garage Attendant (.625)	0.625	0	0	0	0	0
Groundskeeper	0	1	1	0	0	0
TOTAL	0.625	1	1	0	0	0

Significant Budget and Staffing Changes

The city no longer owns the Rocky Mountain Parking Garage.



Department Budgets - Community Services

FUNCTION:	General Government	COST CENTER:	3200
DEPARTMENT:	Community Services	DIVISION:	Buildings and Facilities

Buildings and Facilities is responsible for maintaining 35 City-owned buildings. This includes providing custodial care and performing preventive maintenance.

2003-04 Performance Measurements

Goal:

Provide the general public and employees with a clean and safe environment through the use of effective and efficient cleaning and maintenance practices.

Objectives:

- ◆ Provide emergency service for mechanical, sanitary, and environmental problems.
- ◆ Maintain cost effective maintenance and custodial practices through proactive management.
- ◆ Provide technical assistance for remodels and assist in relocation with the least amount of disruptions.
- ◆ Maintain all public buildings in a maximum state of repair through use of an effective preventive maintenance program.
- ◆ Provide telephone services that meet Citywide needs in an efficient and timely manner.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Maintain routine cleaning complaints per building per week, average	0.5	0.25	<1	0.4	<.75
Maintain comfort level complaints not due to equipment failure per week, average	0.7	0.8	<1	0.50	<.75
Maintain downtime due to equipment failures per building (hours)	6	4 hrs	<12 hrs	4 hrs	<8 hrs
Number of work orders backlog per week, average	2.2	2.9	3	2.5	3
Provide in-house programming of telephone features after notification (hours)	8 hrs	6 hrs	<8 hrs	6 hrs	<8 hrs

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - Community Services

> > > BUILDINGS AND FACILITIES – 3200 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 1,593,316	\$ 1,680,754	\$ 1,706,026	\$ 1,704,456	\$ 1,812,811	6.36%
Professional/Contract	306,782	272,250	368,240	370,448	343,554	(7.26%)
Operating Supplies	267,451	379,564	398,710	397,710	375,162	(5.67%)
Repairs/Maintenance	92,014	123,557	126,446	126,446	122,357	(3.23%)
Communications/Transportation	12,320	18,000	18,000	17,950	17,900	(0.28%)
Insurance/Taxes	0	750	750	500	750	50.00%
Rents/Utilities	942,547	1,125,850	1,126,530	1,126,530	1,169,451	3.81%
Other Charges/Services	11,661	10,700	10,700	10,700	10,900	1.87%
Building/Improvements	37,962	45,000	54,500	54,500	54,500	0.00%
Machinery/Equipment	190,181	316,315	247,775	246,775	233,800	(5.26%)
Office Furniture/Equipment	0	800	800	800	0	(100.00%)
Capital Replacement	23,852	22,117	22,117	22,117	14,965	(32.34%)
Total Cost Center-3200	\$ 3,478,086	\$ 3,995,657	\$ 4,080,594	\$ 4,078,932	\$ 4,156,150	1.89%
General Fund					\$ 4,156,150	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Secretary	0	1	0	0	0	0
Building Maintenance Superintendent	1	1	1	1	1	1
Building Maintenance Supervisor	1	1	1	1	1	1
Custodial Supervisor	1	1	1	1	1	1
Custodian	15	15	15	15	15	15
Electrician	0	0	2	2	2	2
Electrician Helper	1	1	0	0	0	0
Electrician Assistant	0	0	1	1	1	1
Executive Assistant	0	0	1	1	1	1
Facility Electrician	2	2	0	0	0	0
Facility Equipment Mechanic	7	7	0	0	0	0
Facility Maintenance Technician	0	0	5	5	5	5
Lead Custodian	1	1	1	1	1	1
Maintenance Worker	1	1	1	1	1	1
Secretary	2	0	0	0	0	0
Senior Equipment Mechanic	0	0	2	2	2	2
Telephone Coordinator	1	0	0	0	0	0
Telephone Services Assistant	0	1	1	1	1	1
Telephone Services Coordinator	0	1	1	1	1	1
Telephone Services Specialist	0	0	1	1	1	1
Telephone Specialist	0	1	0	0	0	0
TOTAL	33	34	34	34	34	34

Significant Budget and Staffing Changes

Funding for utilities and building maintenance is added for Fire Station #8, the Fleet Services\Warehouse Facility and the Information Technology Building expansion in fiscal year 2003-04.



Department Budgets - Community Services

FUNCTION:	General Government	COST CENTER:	4310
DEPARTMENT:	Community Services	DIVISION:	Library

Chandler Public Library strives to assist all citizens in obtaining information to meet their diverse personal, educational, and professional needs. The Library is responsible for the selection and circulation of materials in a variety of mediums. The Library serves as a learning, educational, and cultural center for the Community, and promotes the development of appreciation for reading and learning.

2003-04 Performance Measurements

Goal:

Assist all citizens in obtaining information that meets their diverse personal, educational and professional needs.

Objectives:

- ◆ Continue to develop the Library's adult and youth collections and information services in order to answer customer's questions immediately and accurately at least 90% of the time.
- ◆ Achieve a customer satisfaction rate of at least 90% as determined through annual customer surveys.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Reference questions answered	92.4%	97.9%	90%	95%	90%
User satisfaction rate	98.6%	99%	90%	98%	90%

Goal:

Promote the development and appreciation for reading and learning.

Objective:

- ◆ Maintain a 55% retention rate among students participating in adult basic education, English as a Second Language, G.E.D., and/or family literacy programs.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Adult Education Retention Rate	59.5%	67%	55%	60%	55%

Goal:

Serve as an educational and cultural center for the Community.

Objective:

- ◆ Offer at least 1,200 cultural and educational programs annually for youth and/or adults.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Cultural & Education Programs	792	1,237	800	1,260	1,300

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - Community Services

> > > **LIBRARY - 4310** < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 2,723,944	\$ 3,036,352	\$ 3,096,585	\$ 2,864,514	\$ 3,538,976	23.55%
Professional/Contract	384,650	433,873	542,020	521,946	692,049	32.59%
Operating Supplies	789,918	1,025,118	1,138,250	1,151,098	1,093,384	(5.01%)
Repairs/Maintenance	51,087	46,775	47,875	47,775	48,464	1.44%
Communications/Transportation	28,391	27,162	44,477	42,135	55,158	30.91%
Rents/Utilities	498,865	509,923	511,253	511,138	482,932	(5.52%)
Other Charges/Services	45,511	27,027	78,886	73,299	32,900	(55.12%)
Machinery/Equipment	159,242	140,481	163,541	166,495	175,481	5.40%
Total Cost Center-4310	\$ 4,681,608	\$ 5,246,711	\$ 5,622,887	\$ 5,378,400	\$ 6,119,344	13.78%
General Fund					\$ 5,386,299	
Grants-in-Aid					692,795	
Library Trust					40,250	
General Fund					\$ 6,119,344	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Librarian	7	7	6	6	7	7
Administrative Specialist	0	0	1	1	1	1
Assistant Library Manager	1	1	2	2	2	2
Community Outreach Coordinator	1	0.75	0.75	0.75	0.75	0.75
Computer Support Assistant	2	2	2	2	0	0
Information Support Specialist	0	0	0	0	2	2
Librarian	12	12	13	14	15	15
Librarian @ .75	0.625	0.75	0.75	0.75	0.75	0.75
Library Access Services Coordinator	0	1	1	1	1	1
Library Aide	10	11	12	12	12	12
Library Aide (PT @ .5)	3.5	4	3	3.5	3.5	3.5
Library Aide (PT @ .625)	0.625	0	0	0	0	0
Library Assistant	10	9	9	10	12	12
Library Assistant (PT @ .5)	0.5	0.5	2.5	2.5	2.5	2.5
Library Assistant (PT @ .75)	0	0.75	0.75	0.75	0.75	0.75
Library Associate	3	2	1	1	1	1
Library Manager	1	1	1	1	1	1
Management Assistant	1	1	0	0	0	0
Marketing Assistant	0	0	1	1	1	1
Secretary	1	1	0	0	0	0
TOTAL	54.25	54.75	56.75	59.25	63.25	63.25

Significant Budget and Staffing Changes

Fiscal year 2002-03 reflects the reclassification of two Computer Support Assistant positions to Information Support Specialist. One Librarian, one Administrative Librarian, and one Library Assistant were added during 2002-03. One Administrative Specialist was transferred from cost center 4530 – Park Development & Operations and reclassified to a Library Assistant in 2002-03.

Fiscal year 2003-04 reflects additional collection development funding for the new Basha Library and the existing branch libraries.



Department Budgets - Community Services

> > > LIBRARY CAPITAL – 4320 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Professional/Contract	\$ 6,484	\$ 62,000	\$ 33,595	\$ 33,595	\$ 0	(100.00%)
Operating Supplies	55,201	250,000	250,635	250,635	0	(100.00%)
Contingency/Reserve	0	284,631	0	0	1,097,610	N/A
Building/Improvements	14,948	1,088,000	1,401,189	1,401,189	0	(100.00%)
Machinery/Equipment	345	0	0	0	0	N/A
Office Furniture/Equipment	0	200,000	260,000	260,000	0	(100.00%)
Total Cost Center-4320	\$ 76,978	\$ 1,884,631	\$ 1,945,419	\$ 1,945,419	\$ 1,097,610	(43.58%)
General Fund					\$ 100,000	
Library Bonds					199,409	
Library Impact Fees					798,201	
General Fund					\$ 1,097,610	

Significant Budget and Staffing Changes

Significant budget variances for capital cost centers are primarily attributed to specific project completions for the current year and new projects for the proposed year. Detailed project budgets are included in the Capital Budget section of this document.



Department Budgets - Community Services

FUNCTION:	General Government	COST CENTER:	4530
DEPARTMENT:	Community Services	DIVISION:	Park Development & Operations

Parks Development and Operations Division maintains 527 acres of developed park land at 47 individual sites. Landscape maintenance is also performed for seven Fire facilities, the Boys and Girls Club and the City complex area. The Department is also responsible for park land acquisition, park planning and development, park construction, administration of contracts for park mowing/litter control and Desert Breeze lake maintenance. The Division is also responsible for programming and operation of five public swimming pools.

Goal:

Maintain public parks, facilities, and grounds at the highest standards.

Objectives:

- ◆ Inspect all playground equipment, facilities and grounds maintained by the Parks Development and Operations Division monthly for safety compliance and appearance.
- ◆ Apply fertilizer to all park turf acreage a minimum of three applications per year.
- ◆ Apply pre-emergent herbicide to all park granite acreage a minimum of two applications per year.
- ◆ Provide support for recreation sponsored events and set-ups.

Measures ⁽¹⁾	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Playgrounds inspected per month	New Measure	12	39	29	41
Fertilizer applications per year	New Measure	99	146	96	150
Pre-emergent applications per year	New Measure	108	112	112	118
Number of bleacher, showmobile, stage rentals per year	New Measure	49	55	35	35

Goal:

Provide the citizens of Chandler a diverse and comprehensive aquatics program and facilities.

Objectives:

- ◆ Maintain an overall enrollment success rate of 80% on the learn to swim lesson program.
- ◆ Provide water safety education through swim lessons, jr. guard program, swim teams, certification and training programs.

Measures ⁽¹⁾	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Overall enrollment success rate on swimming classes	New Measure	67%	78%	71%	71%

(1) All of the above measurements have been revised; therefore, there is no historical data for fiscal year 2000-01.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - Community Services

> > > **PARK DEVELOPMENT AND OPERATIONS - 4530** < < <

Description	2001-02 Actual	2002-03 Adopted	2002-03 Adjusted	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
		Budget	Budget			
Personnel Services	\$ 2,778,541	\$ 3,094,715	\$ 3,140,485	\$ 3,087,315	\$ 3,390,633	9.82%
Professional/Contract	40,638	40,328	46,645	48,145	43,145	(10.39%)
Operating Supplies	374,003	503,773	535,385	538,442	507,857	(5.68%)
Repairs/Maintenance	537,313	719,467	873,919	876,016	755,674	(13.74%)
Communications/Transportation	16,842	17,991	19,139	18,139	19,739	8.82%
Insurance/Taxes	2,703	2,000	2,250	4,250	4,000	(5.88%)
Rents/Utilities	949,345	1,205,100	1,206,485	1,206,485	1,101,473	(8.70%)
Other Charges/Services	14,831	43,174	53,919	31,819	46,962	47.59%
Machinery/Equipment	64,085	59,528	148,970	148,970	39,071	(73.77%)
Office Furniture/Equipment	2,245	0	0	320	0	(100.00%)
Park Improvements	39,025	500,000	333,513	0	0	N/A
Water System Improvements	71	0	0	0	0	N/A
Capital Replacement	72,035	89,033	89,033	81,349	116,637	43.38%
Total Cost Center-4530	\$ 4,891,677	\$ 6,275,109	\$ 6,449,743	\$ 6,041,250	\$ 6,025,191	(0.27%)
General Fund					\$ 6,025,191	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Specialist	0	0	2	2	1	1
Aquatics Superintendent	1	1	1	1	1	1
Assistant Community Services Director	0	0	0	0	1	1
Contract Compliance Inspector	1	1	0	0	0	0
Gardener Supervisor	4	4	5	5	5	5
Groundskeeper	15	16	18	19	19	19
Groundskeeper (RPT @ .75)	0.75	0.75	0	0	0	0
Horticulturist	1	1	1	1	1	1
Laborer	0	0	0	0	0	0
Landscape Coordinator	1	1	0	0	0	0
Landscape Planner	0	0	1	1	1	1
Maintenance Supervisor	3	3	3	3	3	3
Maintenance Worker	6	6	5	6	6	6
Park Development and Operations Manager	1	1	1	1	0	0
Parks Maintenance Superintendent	1	1	1	1	1	1
Park Planning Superintendent	1	1	1	1	1	1
Parks Irrigation Coordinator	0	0	0	0	0	0
Pool Maintenance Mechanic	2	2	3	3	3	3
Public History Coordinator	0	0	0	0	0	1
Recreation Coordinator I	0	0	1	1	1	1
Recreation Leader I @ .5	0.5	0.5	0.5	0.5	0.5	0.5
Secretary	1	2	0	0	0	0
TOTAL	39.25	41.25	43.5	45.5	44.5	45.5

Significant Budget and Staffing Changes

One Administrative Specialist was transferred to cost center 4310 - Library and reclassified to Library Assistant in fiscal year 2002-03. One Public History Coordinator and associated operating funds are added in fiscal year 2003-04.



Department Budgets - Community Services

FUNCTION:	General Government	COST CENTER:	4550
DEPARTMENT:	Community Services	DIVISION:	Recreation

Recreation provides a year-round program which includes coordinating adult sports leagues and tournaments, youth sport camps, special events, instructional classes, programs for youth, teens, senior citizens and the physically and mentally challenged. This division operates and programs activities at the Community Center, Senior Center, Snedigar Recreation Center, Snedigar Sportsplex, Andersen Jr. High School, Willis Jr. High School, Santan K-8 and Kyrene Aprende Middle School. Effective January 1, 2003 the city took over the operation, management and programming of the Tumbleweed Park Tennis Center.

Goal:

Enhance the quality of life for all citizens through diverse, innovative, and affordable parks and leisure opportunities.

Objectives:

- ◆ Achieve excellence in customer service with efficient, friendly and qualified staff.
- ◆ Provide leisure opportunities for individuals of all ages.
- ◆ Be attuned to the Community and encourage citizen participation in the enhancement of recreation programs.
- ◆ Solicit donations and sponsorships in order to provide programs at an affordable cost and provide scholarship assistance.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
User Satisfaction Rate	93%	94%	92%	93%	93%
Successful recreation classes	83%	82%	85%	83%	83%
Volunteer hours	32,111	28,931	32,000	27,000	27,000
Scholarships awarded	100	75	112	80	85
Donations/Sponsorships	\$25,000	\$17,811	\$22,000	\$18,000	\$18,000

*- 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - Community Services

>>> RECREATION – 4550 <<<

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 1,406,317	\$ 1,792,640	\$ 1,824,251	\$ 1,786,079	\$ 1,916,893	7.32%
Professional/Contract	399,750	621,626	785,061	640,081	615,065	(3.91%)
Operating Supplies	246,290	372,701	505,944	428,223	369,050	(13.82%)
Repairs/Maintenance	3,709	4,400	4,593	4,427	3,500	(20.94%)
Communications/Transportation	52,683	59,405	65,358	62,091	60,512	(2.54%)
Insurance/Taxes	500	250	250	250	250	0.00%
Rents/Utilities	13,128	18,850	18,930	17,984	17,250	(4.08%)
Other Charges/Services	655,146	748,739	763,417	760,724	724,019	(4.83%)
Machinery/Equipment	4,206	2,200	3,100	3,100	2,200	(29.03%)
Office Furniture/Equipment	0	0	0	40	0	(100.00%)
Park Improvements	4,235	10,000	10,000	0	0	N/A
Capital Replacement	25,062	25,062	25,962	23,944	38,729	61.75%
Total Cost Center-4550	\$ 2,811,026	\$ 3,655,873	\$ 4,006,866	\$ 3,726,943	\$ 3,747,468	0.55%
General Fund					\$ 3,479,719	
Grants-in-Aid					107,914	
Parks & Recreation Trust					159,835	
Grand Total					\$ 3,747,468	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Specialist	0	0	1	1	1	1
Customer Service Representative	1	2	4.75	4.75	4.75	4.75
Information Specialist	0	1	1	1	1	1
Management Assistant	0	0.5	0.5	0.5	0.5	0.5
Recreation Coordinator I	4	6	5	6	6	6
Recreation Coordinator II	5	4	5	5	5	5
Recreation Leader II (RPT @ .5)	1	0.5	0.5	0.5	0	0
Recreation Leader II (RPT @ .625)	1.25	1.25	0	0	0	0
Recreation Leader II (RPT @ .75)	0.75	0.75	0.75	0.75	0.75	0.75
Recreation Leader III	1	0	0	0	0	0
Recreation Leader III (RPT @ .5)	0.5	0	0	0	0	0
Recreation Leader III (RPT @ .625)	0	0	0	0	0.625	0.625
Recreation Leader III (RPT @ .75)	1.5	2.25	1.5	1.5	1.5	1.5
Recreation Superintendent	1	1	0	0	0	0
Recreation Manager	0	0	1	1	1	1
Secretary	1	1	0	0	0	0
TOTAL	18	20.25	21	22	22.125	22.125

Significant Budget and Staffing Changes

One Recreation Leader II 0.5 RPT reclassified to Recreation Leader III 0.625 RPT in fiscal year 2002-03.



Department Budgets - Community Services

Y Y Y **PARK CAPITAL – 4580** Y Y Y

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Operating Supplies	\$ 0	\$ 0	\$ 0	\$ 35	\$ 0	(100.00%)
Repairs/Maintenance	0	0	0	1,458	0	(100.00%)
Communications/Transportation	(56)	0	0	0	0	N/A
Contingency/Reserve	0	32,222,397	0	0	16,433,212	N/A
Land/Improvements	6,588,204	2,626,500	6,216,514	2,903,745	3,548,274	22.20%
Building/Improvements	688,551	9,596,000	10,834,241	1,244,790	491,600	(60.51%)
Office Furniture/Equipment	58,650	0	25,214	27,507	0	(100.00%)
Street Improvements	21,969	0	502,516	577,515	0	(100.00%)
Park Improvements	9,421,839	5,110,000	29,958,259	13,500,543	12,796,528	(5.21%)
Total Cost Center-4580	\$ 16,779,157	\$ 49,554,897	\$ 47,536,744	\$ 18,255,593	\$ 33,269,614	82.24%
General Fund					\$ 988,419	
Park Bonds					12,596,546	
Community Park Impact Fees					11,975,207	
Residential Park Develop Tax					7,709,442	
Grand Total					\$ 33,269,614	

Significant Budget and Staffing Changes

Significant budget variances for capital cost centers are primarily attributed to specific project completions for the current year and new projects for the proposed year. Detailed project budgets are included in the Capital Budget section of this document.

POLICE DEPARTMENT



The chart below is a three-year summary of Police Department Budget. Subsequent pages provide cost center descriptions, goals and objectives, performance measurements, budget summaries, authorized positions and highlights of significant changes.

POLICE SUMMARY

Expenditures by Cost Center	2001-02 Actual Expenditures	2002-03 Adjusted Budget	2002-03 Estimated Expenditures	2003-04 Adopted Budget	% of 2003-04 Total
Administration	\$ 2,346,272	\$ 4,189,157	\$ 2,580,348	\$ 3,281,317	7%
Professional Standards	1,093,268	1,167,917	1,135,124	799,987	2%
Property and Evidence	222,249	241,805	241,805	255,327	1%
Forensic Sciences	900,355	961,984	961,984	1,140,041	2%
Field Operations	16,233,909	17,525,407	17,338,307	19,185,297	39%
Criminal Investigations	4,592,731	4,859,671	4,825,263	5,909,169	12%
Planning and Research	803,316	852,047	776,972	841,466	2%
Communications	3,003,460	3,121,537	3,121,537	3,402,175	7%
Records	1,195,829	1,228,833	1,173,412	1,222,071	2%
Detention Services	1,409,206	1,546,126	1,546,126	1,490,016	3%
Community Services	2,570,039	2,810,167	2,807,366	3,034,611	6%
Neighborhood Services	2,037,722	2,169,302	2,160,592	1,181,589	2%
Police - Capital	2,116,085	13,875,442	3,287,202	7,914,203	16%
TOTAL POLICE	\$ 38,524,441	\$ 54,549,395	\$ 41,956,038	\$ 49,657,269	100%
Expenditures by Category					
Personnel & Benefits	\$ 30,229,783	\$ 32,656,284	\$ 32,618,193	\$ 34,377,135	69%
Operating & Maintenance	6,178,573	8,017,669	6,050,643	7,365,931	15%
Capital - Major	2,116,085	13,875,442	3,287,202	7,914,203	16%
TOTAL POLICE	\$ 38,524,441	\$ 54,549,395	\$ 41,956,038	\$ 49,657,269	100%
Staffing by Cost Center	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted	% of 2003-04 Total
Administration	15.00	15.00	15.00	15.00	3%
Professional Standards	13.00	13.00	8.00	8.00	2%
Property and Evidence	4.00	4.00	4.00	4.00	1%
Forensic Sciences	14.00	14.00	15.00	15.00	3%
Field Operations	189.00	197.00	205.00	205.00	46%
Criminal Investigations	52.00	52.00	64.00	64.00	14%
Planning and Research	9.00	9.00	9.00	9.00	2%
Communications	46.00	46.00	46.00	46.00	10%
Records	21.00	23.00	23.00	23.00	5%
Detention Services	8.00	8.00	8.00	8.00	2%
Community Services	33.00	33.00	34.00	34.00	8%
Neighborhood Services	32.00	32.00	16.00	16.00	4%
TOTAL POLICE	436.00	446.00	447.00	447.00	100%

2002-03 Police Accomplishments

- On November 23, 2002, the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) awarded the Chandler Police Department with its second re-accreditation. The award followed a review of 444 standards of professional excellence as well as a hearing held by CALEA commissioners.
- The Richard T. Felix Property and Evidence Building was refurbished and expanded. The new portion of the building is 18,000 square feet and includes 12,000 square feet of additional warehouse space, two vehicle-processing bays for forensic purposes, SAU vehicle storage, and a Communication Emergency Operations Center/Training Center. The location also includes 3 acres of vehicle storage space.
- Completed an agreement with the Town of Gilbert to provide major crime scene services in exchange for Gilbert subsidizing an additional full-time crime scene technician.
- Fuel tank bladders and fire panels were purchased and installed in all 135 Ford Crown Victorias presently in service throughout the police department. Additionally, Ford's rear undercarriage shielding was installed.
- The department received a grant from (GOHS) Governor's Office of Highway Safety for \$30,000 for seatbelt enforcement in the City of Chandler. As part of this grant, the Traffic Unit has conducted 3 seatbelt operations within the city to raise seatbelt awareness.
- The Sex Crimes/Child Abuse Unit provided training to approximately 160 Chandler Unified School District Administrators and teachers on the Mandatory Reporting Statute and use of the Multidisciplinary Protocol for the Investigation of Child Sexual and Physical Abuse.
- The Narcotics Unit seized \$1,172,715 in U.S. Currency, over 1,800 lbs of marijuana and over 180 grams of cocaine.
- The Police Department's fiscal year 2000-01 Annual Report received first place international honors in the Annual Report Design contest sponsored by the International Association of Law Enforcement Planners. The fiscal year 2001-02 Annual Report received the Award of Distinction from "Communicator Awards" which is an international awards competition that recognizes outstanding work in the communications field.
- Through a joint effort with Corona Solutions and the Chandler Police Department, a new internet-based crime analysis tool called CADmine is now available to the public. By accessing the website www.chandlerpd.org, crime statistics can be accessed for the City of Chandler including specific beats and addresses.
- The Chandler Police Public Resources Unit has maintained eight School Resource Officers at eight individual schools located in the Chandler School District, Mesa School District and the Kyrene School District. These positions were funded through grants obtained by the school districts. All three districts are currently submitting grant applications to fund these positions for the school year 2003-2004.
- The year end estimate for Beat meetings held with citizens in fiscal year 2002-03 (70) exceeds the projection of 60 meetings.
- The year end estimate for crime prevention programs offered in fiscal year 2002-03 (1,100) considerably exceeds the projection of 600.



Department Budgets – Police

FUNCTION:	Public Safety	COST CENTER:	2010
DEPARTMENT:	Police	DIVISION:	Police Administration

Police Administration provides leadership and resources for the accomplishment of the Department's mission of public safety for the citizens of Chandler.

2003-04 Performance Measurements

Goal:

Foster a sense of security for all people within the community by providing timely police services in a fair and impartial manner through the enforcement of the law within the framework of the United States and Arizona Constitutions.

Objectives:

- ◆ Respond to life-threatening (Priority 1) calls for service in five minutes or less, 60% of the time.
- ◆ Respond to urgent but non-emergency (Priority 2) calls in 15 minutes or less, 65% of the time.
- ◆ Maintain the crime rate for major crimes (Uniform Crime Reporting Part 1 Crimes) against persons at 2 per 1,000 residents and property at 50 per 1,000 residents.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Percent of Priority 1 Calls responded to in 5 minutes or less.	51%	44%	60%	45%	60%
Percent of Priority 2 Calls responded to in 15 minutes or less.	41%	61%	65%	65%	65%
Part 1 Crimes Against Persons per 1,000 Population	1.5	1.8	2.0	1.9	2.0
Part 1 Crimes Against Property per 1,000 Population	43.5	51.5	50	52.4	50

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Police

>>> POLICE ADMINISTRATION – 2010 <<<

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 1,359,634	\$ 1,342,397	\$ 1,358,507	\$ 1,387,599	\$ 1,353,245	(2.48%)
Professional/Contract	210,765	225,260	220,063	167,620	211,706	26.30%
Operating Supplies	110,350	49,450	158,071	141,400	253,210	79.07%
Repairs/Maintenance	12,849	4,925	14,925	14,925	11,839	(20.68%)
Communications/Transportation	87,908	81,863	83,578	84,363	78,708	(6.70%)
Insurance/Taxes	148	250	500	500	250	(50.00%)
Rents/Utilities	114	0	0	0	0	N/A
Other Charges/Services	115,374	5,149	21,545	19,874	5,129	(74.19%)
Contingency/Reserve	0	221,823	131,391	0	158,230	N/A
Building/Improvements	9,370	0	0	0	0	N/A
Machinery/Equipment	326,691	1,790,000	2,194,879	759,954	1,200,000	57.90%
Office Furniture/Equipment	113,069	11,113	5,698	4,113	9,000	118.82%
Total Cost Center-2010	\$ 2,346,272	\$ 3,732,230	\$ 4,189,157	\$ 2,580,348	\$ 3,281,317	27.17%
General Fund					\$ 1,860,317	
Police Confiscated Property					1,000,000	
Grants-in-Aid					421,000	
Grand Total					\$ 3,281,317	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Secretary	0	1	0	0	0	0
Assistant Police Chief	1	1	2	2	2	2
Executive Assistant	0	0	1	1	1	1
Executive Secretary	1	1	0	0	0	0
Information Specialist	0	1	1	1	1	1
Police Aide	0	1	0	0	0	0
Police Administrative Specialist	0	0	2	2	2	2
Police Chief	1	1	1	1	1	1
Police Commander	1	1	1	1	1	1
Police Lieutenant	0	1	0	0	0	0
Police Officer	4	6	2	2	3	3
Police Planning Aide	1	1	0	0	0	0
Police Records Clerk	1	0	0	0	0	0
Police Sergeant	2	4	2	2	1	1
Senior Executive Assistant	0	0	1	1	1	1
Video Production Specialist	0	1	2	2	2	2
TOTAL	12	20	15	15	15	15

Significant Budget and Staffing Changes

One Police Sergeant transferred to cost center 2030 – Field Operations during fiscal year 2002-03. One Police Officer position transferred from cost center 2030 – Field Operations during fiscal year 2002-03.

Fiscal year 2003-04 reflects one-time funding for Grant of Opportunity match (\$140,500).



FUNCTION:	Public Safety	COST CENTER:	2015
DEPARTMENT:	Police	DIVISION:	Professional Standards

The Professional Standards Section is responsible for maintaining 444 Commission on Accreditation for Law Enforcement Agencies (CALEA) standards; recruitment, selection, and hiring of Police Department personnel; and the coordination of Internal Affairs investigations.

2003-04 Performance Measurements

Goal:

To instill citizen and employee confidence in the Department by maintaining the professional standards of the Department and its employees.

Objectives:

- ◆ Conduct regularly scheduled inspections and audits as directed by the Chief of Police to assess the procedural quality control for both departmental and accreditation standards.
- ◆ Develop a recruitment plan for attracting both in-state and out-of-state qualified applicants for all positions within the Chandler Police Department.
- ◆ Provide a professional and timely selection and hiring process for applicants applying for positions with the department.
- ◆ Provide fair, impartial and timely coordination and investigation of internal and external complaints against department employees.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Special inspections/audits	N/A	7	18	18	18
Number of recruitment events or locations	N/A	45	65	20	15 ⁽¹⁾
Maintain a 100-day hiring process for sworn personnel	N/A	81	100	85	100
Sustain external citizen complaints per 10,000 residents	.97	.65	1.0	1.0	1.0

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

⁽¹⁾ The projected number of recruitment events has been markedly decreased for a number of reasons: decrease in budget, elimination of out-of-state recruiting events, lower number of available positions.



Department Budgets – Police

> > > PROFESSIONAL STANDARDS – 2015 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 999,897	\$1,032,065	\$ 1,075,016	\$ 1,027,611	\$ 765,642	(25.49%)
Professional/Contract	2,723	32,755	46,455	46,455	24,870	(46.46%)
Operating Supplies	52,242	59,125	45,646	59,030	8,425	(85.73%)
Repairs/Maintenance	375	0	0	375	0	(100.00%)
Communications/Transportation	201	800	800	903	800	(11.41%)
Other Charges/Services	391	0	0	750	250	(66.67%)
Machinery/Equipment	37,439	0	0	0	0	N/A
Total Cost Center-2015	\$1,093,268	\$1,124,745	\$ 1,167,917	\$ 1,135,124	\$ 799,987	(29.52%)
General Fund					\$ 799,987	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Police Investigative Assistant	0	0	2	2	0	0
Police Lieutenant	0	0	1	1	1	1
Police Officer	0	0	6	6	4	4
Police Research Assistant	0	0	1	1	1	1
Police Sergeant	0	0	3	3	2	2
TOTAL	0	0	13	13	8	8

Significant Budget and Staffing Changes

In fiscal year 2002-03 two Police Investigative Assistants, one Police Sergeant, and two Police Officer positions were transferred to other department cost centers.



Department Budgets – Police

FUNCTION:	Public Safety	COST CENTER:	2020
DEPARTMENT:	Police	DIVISION:	Property and Evidence

The Property and Evidence area receives records, safeguards and properly disposes of more than 60,000 items of property and/or evidence turned in by police officers. Disposition includes returning found items to citizens who have been properly identified as the owner.

2003-04 Performance Measurements

Goal:

Retrieve, accept, and safeguard found property and evidence. To assure all items are lawfully disposed of by making them available for court hearings, returning them to their lawful owners, destroying them, or conducting any other lawful disposition.

Objectives:

- ◆ Prepare/schedule release of forfeited property within 30 days of court/officer approval in 95% of cases.
- ◆ Notify owners of release of property within 30 days of officer/court approval in 95% of all cases.
- ◆ Conduct two charity bike give-aways per year.
- ◆ Conduct monthly property destruction as scheduled.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Prepare/schedule property release within 30 days.	100%	100%	95%	100%	95%
Notify owners of release of property within 30 days.	100%	100%	95%	100%	95%
Conducted Bike give -aways	1	1	4	2	2
Monthly property destruction	11	11	12	10	12

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Police

>>> PROPERTY AND EVIDENCE – 2020 <<<

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$198,516	\$202,604	\$214,420	\$ 213,966	\$228,977	7.02%
Professional/Contract	12,024	11,500	11,958	12,000	11,500	(4.17%)
Operating Supplies	8,124	11,905	12,345	12,894	11,905	(7.67%)
Repairs/Maintenance	1,958	2,625	2,762	2,625	2,625	0.00%
Insurance/Taxes	1,499	0	0	0	0	N/A
Other Charges/Services	129	320	320	320	320	0.00%
Total Cost Center-2020	\$222,250	\$228,954	\$241,805	\$ 241,805	\$255,327	5.59%
General Fund					\$255,327	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Police Records Clerk	1	1	1	1	1	1
Property and Evidence Custodian	2	2	0	0	0	0
Property and Evidence Supervisor	1	1	1	1	1	1
Property and Evidence Technician	0	0	2	2	2	2
TOTAL	4	4	4	4	4	4

Significant Budget and Staffing Changes

There are no significant budget and staffing changes for fiscal year 2003-04.



FUNCTION:	Public Safety	COST CENTER:	2021
DEPARTMENT:	Police	DIVISION:	Forensic Sciences

The Forensic Sciences Unit provides support to police officers by collecting, processing and analyzing crime scene evidence. This Unit is also responsible for in-house analysis of blood and some drug evidence.

2003-04 Performance Measurements

Goal:

Collect, process and store crime scene evidence to include photographs, latent prints, trace evidence and all other forms of physical evidence. Maintain a tracking and storage system in accordance with proper chain of custody procedures. Analyze evidence accurately and promptly to allow for the filing of appropriate charges and to obtain convictions of guilty parties.

Objectives:

- ◆ Complete in-house lab requests within 30 days in 70% of all cases.
- ◆ Complete all requests for blood alcohol analysis within 30 days in 95% of all cases.
- ◆ Conduct monthly evidence tracking audits with 100% accuracy 100% of the time.
- ◆ Return Automated Fingerprint Identification System (AFIS) results within 24 hours in 95% of all cases.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Complete in-house lab requests within 30 days	N/A	58%	70% ⁽²⁾	65%	70%
Complete all requests for blood alcohol analysis within 30 days	N/A	100%	95%	100%	95%
Conduct monthly evidence tracking audits	N/A	100%	100%	100%	100%
Return AFIS results within 24 hours	N/A	100%	95%	100%	95%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

⁽²⁾ After the first year of operating the Forensic Sciences Lab, this was found to be a more realistic goal.



Department Budgets – Police

>>> FORENSIC SCIENCES – 2021 <<<

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$803,617	\$747,904	\$ 864,757	\$ 849,781	\$ 904,851	6.48%
Professional/Contract	7,629	11,500	12,000	14,770	11,500	(22.14%)
Operating Supplies	56,663	55,550	57,087	64,571	125,550	94.44%
Repairs/Maintenance	29,939	27,140	27,140	31,862	27,140	(14.82%)
Insurance/Taxes	125	0	0	0	0	N/A
Other Charges/Services	1,481	1,000	1,000	1,000	1,000	0.00%
Machinery/Equipment	901	0	0	0	70,000	N/A
Total Cost Center 2021	\$900,355	\$843,094	\$ 961,984	\$ 961,984	\$ 1,140,041	18.51%
General Fund					\$ 1,002,041	
Grants-in-Aid					138,000	
Grand Total					\$ 1,140,041	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Criminalist I	0	0	2	2	2	2
Identification Specialist I	0	0	7	7	5	5
Identification Specialist II	0	0	3	3	5	5
Identification Specialist III	0	0	1	1	2	2
Police Sergeant	0	0	1	1	1	1
TOTAL	0	0	14	14	15	15

Significant Budget and Staffing Changes

One Identification Specialist I (new) position added in fiscal year 2002-03 as a result of the Chandler/Gilbert Agreement Resolution #3542. Three Identification Specialist I positions were reclassified to Identification II position during 2002-03. One Identification Specialist II position was reclassified to Identification III position in 2002-03.



Department Budgets – Police

FUNCTION:	Public Safety	COST CENTER:	2030
DEPARTMENT:	Police	DIVISION:	Field Operations

Field Operations is responsible for patrolling and traffic control of the City's 762 centerline road miles and 130 alley miles. Field Operations is comprised of traditional patrol officers, the motorcycle unit, the bicycle team, the K-9 team, park rangers and the Police Explorer Program. The Community Oriented Policing (COP) program consists of 14 beats where officers and the citizens work to identify and resolve problems.

2003-04 Performance Measurements

Goal:

Protect lives and property by providing professional police services in a timely, efficient, and effective manner.

Objective:

- ◆ Provide enforcement for DUI and other liquor violations.
- ◆ Reduce alcohol-related accidents through increased DUI enforcement to a rate of 5% or less.
- ◆ Reduce accidents by providing traffic enforcement at major accident (photo red light) intersections.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of DUI-related enforcement	1,444	1,378	1,350	1,250	1,350
Number of liquor violations	N/A	N/A	400	250	250
Percentage of accidents involving alcohol	6.1%	4.1%	5%	5%	5%
Number of traffic accidents at major intersections	497	521	600	500	500

Goal:

Through education foster the community's sense of responsibility for crime prevention and participation with the Police in identifying and solving crime and quality of life issues.

Objectives:

- ◆ Encourage citizen participation in beat meetings to address and develop joint law enforcement/citizen solutions to neighborhood problems.
- ◆ Ascertain concerns and needs of community through Citizen Satisfaction Surveys.
- ◆ Promote traffic safety by conducting special public awareness events annually.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of citizen beat meetings	72	70	60	70	70
Number of Citizen Satisfaction Surveys completed	N/A	N/A	N/A	N/A	500 ⁽³⁾
Number of traffic safety special events	10	17	8	25	20

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

⁽³⁾ This measure has been changed to reflect the number of surveys completed rather than issued.



> > > **FIELD OPERATIONS - 2030** < < <

Goal:

Create a safe and pleasant environment for park patrons through high visibility patrols within the City parks.

Objective:

- ◆ Maintain a Park Ranger Team average of 700 park visits per month.
- ◆ Conduct a team average of 415 hours per month of foot patrol through the parks for enforcement purposes.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of park visits per month	679	839	850	687	700
Number of foot patrol hours per month	137	434	250	410	415

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Police

> > > FIELD OPERATIONS - 2030 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 13,780,261	\$ 14,930,920	\$ 15,192,419	\$ 15,237,888	\$ 16,769,092	10.05%
Professional/Contract	18,738	23,616	27,967	25,967	34,116	31.38%
Operating Supplies	785,184	838,688	883,581	853,793	1,014,732	18.85%
Repairs/Maintenance	21,324	64,558	40,164	33,208	40,408	21.68%
Communications/Transportation	2	0	0	0	0	N/A
Insurance/Taxes	6,100	4,000	4,000	12,000	4,000	(66.67%)
Rents/Utilities	25,260	31,213	32,807	30,500	25,213	(17.33%)
Other Charges/Services	14,170	5,448	6,731	16,013	5,448	(65.98%)
Machinery/Equipment	487,484	221,830	325,088	127,988	271,830	112.39%
Capital Replacement	1,095,385	1,088,490	1,012,650	1,000,950	1,020,458	1.95%
Total Cost Center-2030	\$ 16,233,908	\$ 17,208,763	\$ 17,525,407	\$ 17,338,307	\$ 19,185,297	10.65%
General Fund					\$ 18,762,335	
Grants-in-Aid					422,962	
Grand Total					\$ 19,185,297	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Park Ranger	0	0	0	0	7	7
Police Aide	3	3	0	0	0	0
Police Administrative Specialist	0	0	8	8	8	8
Police Commander	1	1	1	1	1	1
Police Lieutenant	5	5	6	6	7	7
Police Officer	135	147	153	160	159	159
Police Operations Support Supervisor	0	0	1	1	1	1
Police Records Clerk	3	4	0	0	0	0
Police Sergeant	19	20	20	21	22	22
Police Support Services Supervisor	1	1	0	0	0	0
TOTAL	167	181	189	197	205	205

Significant Budget and Staffing Changes

In fiscal year 2002-03 seven Park Rangers and one Police Lieutenant transferred from cost center 2090-Neighborhood Services. Various transfers among departmental cost centers resulted in the addition of one Police Sergeant and one less Police officer position in this cost center.

Fiscal year 2003-04 reflects one-time funding allocation balance for the Advanced Tasers (\$188,639), which was approved by Council in fiscal year 2002-03.



FUNCTION:	Public Safety	COST CENTER:	2040
DEPARTMENT:	Police	DIVISION:	Criminal Investigations

The Criminal Investigations Section is responsible for thoroughly investigating serious crimes committed against persons, property, and/or the State of Arizona. In doing so, investigators utilize specialized investigative skills and techniques to aid in solving these crimes. In addition, the Section maintains informative databases and investigative files on criminal street gangs and sex offenders.

2003-04 Performance Measurements

Goal:

Provide specialized investigative skills and appropriate proactive techniques to aid in solving crimes involving persons, property, narcotics, and gangs.

Objectives:

- ◆ 95% of all Robbery/Homicide investigations will be completed within 120 days.
- ◆ 95% of all Sex Crime investigations will be completed within 120 days.
- ◆ 95% of all Financial Crime investigations will be completed within 150 days.
- ◆ 95% of all Property Crime investigations will be completed within 120 days.
- ◆ 95% of all Narcotics investigations will be completed within 60 days.
- ◆ 95% of all Investigative Support Unit (ISU) investigations will be completed within 60 days.
- ◆ 95% of all cases submitted for prosecution will not need to be returned by the prosecutor for further information.
- ◆ The Narcotics Unit will respond to 100% of all vice, drug and organized crime (VDO) complaints.
- ◆ Maintain a clearance rate of at least 75% for all cases assigned to Criminal Investigations.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Percentage of Robbery/Homicide investigations completed.	N/A	N/A	95%	95%	95%
Percentage of Sex Crime investigations completed.	N/A	N/A	95%	95%	95%
Percentage of Financial Crime investigations completed.	N/A	N/A	95%	95%	95%
Percentage of Property Crime investigations completed.	N/A	N/A	95%	95%	95%
Percentage of Narcotics investigations completed.	N/A	N/A	95%	95%	95%
Percentage of ISU investigations completed.	N/A	N/A	95%	95%	95%
Percentage of cases submitted not requiring more information	93%	96%	95%	94%	95%
Percentage of all VDO complaints responded to	N/A	100%	100%	100%	100%
Clearance rate	N/A	88%	75%	88%	75%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Police

> > > CRIMINAL INVESTIGATIONS – 2040 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 4,411,372	\$ 4,263,991	\$ 4,422,194	\$ 4,537,755	\$ 5,517,861	21.60%
Professional/Contract	3,173	12,425	14,009	14,758	12,425	(15.81%)
Operating Supplies	23,938	137,800	138,497	28,497	147,450	417.42%
Repairs/Maintenance	2,353	2,300	2,300	2,300	5,313	131.00%
Communications/Transportation	106,450	126,060	129,479	129,487	126,060	(2.65%)
Insurance/Taxes	1,802	1,000	1,000	1,000	1,000	0.00%
Rents/Utilities	0	1,800	1,800	1,800	1,800	0.00%
Other Charges/Services	38,963	47,260	48,645	48,495	47,260	(2.55%)
Machinery/Equipment	4,680	55,000	101,747	61,171	50,000	(18.26%)
Total Cost Center-2040	\$ 4,592,731	\$ 4,647,636	\$ 4,859,671	\$ 4,825,263	\$ 5,909,169	22.46%
General Fund					\$ 5,744,169	
Grants-in-Aid					165,000	
Grand Total					\$ 5,909,169	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Police Administrative Specialist	0	0	3	3	3	3
Police Aide	3	3	0	0	0	0
Police Investigative Assistant	2	2	0	0	2	2
Police Lieutenant	2	2	2	2	2	2
Police Officer	38	43	41	41	49	49
Police Sergeant	5	6	6	6	8	8
TOTAL	50	56	52	52	64	64

Significant Budget and Staffing Changes

In fiscal year 2002-03 two Police Investigative Assistants, eight Police Officers and two Police Sergeants were transferred from other department cost centers.



Department Budgets – Police

FUNCTION:	Public Safety	COST CENTER:	2050
DEPARTMENT:	Police	DIVISION:	Planning and Research

Planning and Research is responsible for researching special projects, preparing statistical information and the recording and reporting of uniform crime information. The Division also develops, prepares, coordinates and monitors Federal, State, and other grants. This area is the department's focal point for questions regarding the automated capture and reporting of offense information and other statistical data.

2003-04 Performance Measurements

Goal:

Provide planning and research, crime analysis, uniform reporting, budgeting assistance, grant management and computer support and coordination for the department. Provide administrative, strategic, and tactical information and intelligence essential to mission accomplishment.

Objectives:

- ◆ Perform research and analysis projects as requested by other cost centers, City departments, citizens, and other agencies.
- ◆ Perform on-going staff deployment and efficiency studies.
- ◆ Provide special studies of traffic accidents and crime activity analysis.
- ◆ Provide various releases to the media.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of research and analysis projects (includes community policing reports)	836	1,149	900	1,626	1,200
Number of deployment and efficiency studies	60	54	60	63	60
Number of traffic accident studies	40	30	45	59	65
Number of media releases	67	88	116	64	64 ⁽⁴⁾

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

⁽⁴⁾ Media Stopped carrying weekly item.



Department Budgets – Police

> > > **PLANNING AND RESEARCH – 2050** < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$528,196	\$556,538	\$586,741	\$ 583,009	\$625,280	7.25%
Professional/Contract	167,347	75,920	92,095	91,667	110,745	20.81%
Operating Supplies	8,226	93,300	92,300	22,499	36,891	63.97%
Repairs/Maintenance	16,426	77,761	78,861	78,947	67,250	(14.82%)
Other Charges/Services	1,272	800	850	850	1,300	52.94%
Machinery/Equipment	65,947	0	0	0	0	N/A
Capital Replacement	15,903	0	1,200	0	0	N/A
Total Cost Center-2050	\$803,317	\$804,319	\$852,047	\$ 776,972	\$841,466	8.30%
General Fund					\$ 841,466	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Computer Support Assistant	0	0	0	0	1	1
Police Administrative Specialist	0	0	1	1	0	0
Police Computer Support Analyst	0	0	1	1	1	1
Police Planning and Research Analyst	3	4	4	4	4	4
Police Planning and Research Supervisor	1	1	0	0	0	0
Police Planning and Research Manager	0	0	1	1	1	1
Police Planning Aide	1	2	2	2	2	2
TOTAL	5	7	9	9	9	9

Significant Budget and Staffing Changes

A Police Administrative Specialist position was reclassified to Computer Support Assistant in fiscal year 2002-03.

There are no significant budget and staffing changes for fiscal year 2003-04.



Department Budgets – Police

FUNCTION:	Public Safety	COST CENTER:	2060
DEPARTMENT:	Police	DIVISION:	Communications

Communications provides 911 police services to the public and supports other units in carrying out their public safety responsibilities by providing radio and computer aided communications.

2003-04 Performance Measurements

Goal:

Provide services to the public and to support police units and other City departments in carrying out public safety responsibilities by receiving, processing, and dispatching requests for police services.

Objective:

- ◆ Process calls for police services.
- ◆ Maintain an accuracy rate of 99% or greater in processing, prioritizing, and dispatching requests for Police Services.
- ◆ Maintain an accuracy rate of 99% or greater for data entry into both the state and national criminal information systems.
- ◆ Enter 85% of Priority One calls received through 9-1-1 into system within one minute of time received.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of calls for police services	110,423	125,817	135,691	126,624	142,122
Incident handling and Dispatch accuracy rate	99.7%	99.3%	99%	99%	99%
Criminal information system accuracy rate	99.5%	96.8%	99%	99.7%	99%
Percentage of Priority One calls received through 9-1-1 entered into system within one minute of time received.	86.3%	87.2%	85%	85.3%	85%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Police

> > > COMMUNICATIONS – 2060 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 2,368,401	\$ 2,486,853	\$ 2,596,305	\$ 2,622,247	\$ 2,692,992	2.70%
Professional/Contract	23,652	20,880	27,880	26,300	20,880	(20.61%)
Operating Supplies	27,527	28,999	35,690	33,625	24,144	(28.20%)
Repairs/Maintenance	41,447	116,350	84,007	61,950	258,950	318.00%
Communications/Transportation	0	0	0	0	21,416	N/A
Other Charges/Services	159	890	890	650	890	36.92%
Machinery/Equipment	263,570	59,137	79,137	79,137	89,137	12.64%
Office Furniture/Equipment	3,137	0	0	0	0	N/A
Capital Replacement	275,567	297,628	297,628	297,628	293,766	(1.30%)
Total Cost Center-2060	\$ 3,003,460	\$ 3,010,737	\$ 3,121,537	\$ 3,121,537	\$ 3,402,175	8.99%
General Fund					\$ 3,402,175	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Communications Technician	2	2	1	1	1	1
Dispatcher	26	29	29	29	29	29
Dispatch Supervisor	4	5	6	6	6	6
Emergency Call Taker	0	0	5	5	5	5
Operations Analyst	0	1	1	1	1	1
Operations Systems Analyst	1	1	1	1	1	1
Police Administrative Specialist	0	0	1	1	1	1
Police Aide	6	6	0	0	0	0
Police Lieutenant	1	1	1	1	1	1
Senior Communications Technician	0	0	1	1	1	1
Senior Dispatcher	3	3	0	0	0	0
TOTAL	43	48	46	46	46	46

Significant Budget and Staffing Changes

Fiscal year 2003-04 reflects funding for radio maintenance and communication equipment allocation (\$164,016) transferred from cost center 1290 - Non-departmental.



Department Budgets – Police

FUNCTION:	Public Safety	COST CENTER:	2070
DEPARTMENT:	Police	DIVISION:	Records

Records receives, copies, distributes and files all offense reports generated by police officers. This area receives and fills requests for copies of records from individuals and agencies with a need for this type of information. The Records front desk area serves as the City's switchboard.

2003-04 Performance Measurements

Goal:

Accept, process, store and retrieve police reports, court records, traffic citations, accident reports, automated database information including criminal justice information and the records management system, and other official information.

Objectives:

- ◆ Respond to requests for report copies within seven business days in 97% of all cases.
- ◆ Validate the accuracy of information in automated databases within time limits 98% of the time.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Percentage of report copy requests processed within 7 business days	95%	86%	98%	85%	97%
Percentage of validations completed within allotted time limits	100%	100%	98%	100%	98%

Goal:

Provide information as requested in an accurate and timely manner to the public, the media, private and public sector organizations, and members of the Police Department.

Objectives:

- ◆ Respond to requests for criminal histories by the end of the following shift in 98% of all cases.
- ◆ Mail "Notice of Recovery" letters to auto theft victims within 24 hours of recovery in 98% of all cases.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Percentage of criminal histories completed by the end of the following shift	99%	100%	98%	100%	98%
Percentage of recovery letters mailed to victim with 24 hours	100%	98%	98%	98%	98%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Police

> > > RECORDS – 2070 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 1,047,462	\$ 1,075,448	\$ 1,093,737	\$ 1,105,425	\$ 1,158,245	4.78%
Professional/Contract	1,103	625	625	625	625	0.00%
Operating Supplies	67,884	51,515	52,515	52,472	51,211	(2.40%)
Repairs/Maintenance	4,660	2,240	4,206	5,000	2,240	(55.20%)
Communications/Transportation	5,232	9,750	9,750	9,761	9,750	(0.11%)
Other Charges/Services	331	0	0	129	0	(100.00%)
Machinery/Equipment	69,158	68,000	68,000	0	0	N/A
Total Cost Center-2070	\$ 1,195,830	\$ 1,207,578	\$ 1,228,833	\$ 1,173,412	\$ 1,222,071	4.15%
General Fund					\$ 1,222,071	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Criminalist I	1	2	0	0	0	0
Criminalist II	1	0	0	0	0	0
Detention Officer	5	5	0	0	0	0
Identification Specialist I	10	6	0	0	0	0
Identification Specialist II	0	4	0	0	0	0
Identification Specialist III	0	1	0	0	0	0
Police Lieutenant	1	0	0	0	0	0
Police Officer	1	1	0	0	0	0
Police Records Clerk	14	17	16	18	18	18
Police Records Supervisor	4	4	4	4	4	4
Police Sergeant	1	1	0	0	0	0
Police Support Services Manager	0	1	1	1	1	1
Police Support Services Supervisor	1	1	0	0	0	0
TOTAL	39	43	21	23	23	23

Significant Budget and Staffing Changes

There are no significant budget and staffing changes for fiscal year 2003-04.



Department Budgets – Police

FUNCTION:	Public Safety	COST CENTER:	2071
DEPARTMENT:	Police	DIVISION:	Detention Services

Detention Services Unit provides prisoner transport, escort and holding services for the Chandler City Court. The Unit ensures that all prisoners arrive on time for court appearances and are treated in accordance with policy.

2003-04 Performance Measurements

Goal:

Provide safe, timely prisoner transport services for the Chandler City Court. Ensure all prisoners in custody are treated in accordance with policy.

Objectives:

- ◆ Prisoners are delivered on time for court ordered appearances in 98% of all cases.
- ◆ Complaints of mistreatment are promptly investigated, with no prisoners being mistreated.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Prisoners delivered on time for court ordered appearances	N/A	100%	98%	98%	98%
Complaints by prisoners of mistreatment found unsustainable	N/A	N/A ⁽⁵⁾	100%	100%	100%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

⁽⁵⁾ There were no complaints made.

➤ ➤ ➤ **DETENTION SERVICES – 2071** ➤ ➤ ➤

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 414,536	\$ 437,358	\$ 651,734	\$ 440,776	\$ 484,368	9.89%
Professional/Contract	992,607	890,422	890,744	1,102,000	1,002,000	(9.07%)
Operating Supplies	1,801	3,548	3,548	3,250	3,548	9.17%
Insurance/Taxes	250	0	0	0	0	N/A
Other Charges/Services	13	100	100	100	100	0.00%
Total Cost Center-2071	\$ 1,409,207	\$ 1,331,428	\$ 1,546,126	\$ 1,546,126	\$ 1,490,016	(3.63%)
General Fund					\$ 1,490,016	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Detention Officers	0	0	6	6	6	6
Police Detention Supervisor	0	0	1	1	1	1
Police Officer	0	0	1	1	1	1
Police Support Services Supervisor	0	0	0	0	0	0
TOTAL	0	0	8	8	8	8

Significant Budget and Staffing Changes

Fiscal year 2003-04 reflects an increase in jail costs allocation based on the higher charges from Maricopa County in fiscal year 2002-03.



Department Budgets – Police

FUNCTION:	Public Safety	COST CENTER:	2080
DEPARTMENT:	Police	DIVISION:	Community Services

Community Services teaches the anti-drug/gang (DARE) program in the Chandler, Mesa and Kyrene School Districts and provides law related education through the School Resource Officer Program in the Chandler and Kyrene School Districts. Other services and programs include the Citizens and Youth Police Academies (taught in both English and Spanish languages), Volunteers in Policing, and Prevent Abuse and Violence through Education (PAVE). This unit coordinates and documents all training for officers and civilians within the department.

2003-04 Performance Measurements

Goal:

Enhance community oriented policing through programs that work in partnership with the community and in the schools such as the DARE program, School Resource Officer Program and Chandler High School Police Science course.

Objectives:

- ◆ Provide DARE curriculum to all public schools in the Chandler School District.
- ◆ Provide Preventing Abuse and Violence through Education (PAVE) curriculum to students.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Maintain DARE in all Chandler public schools.	N/A	100%	100%	100%	100%
Number of PAVE courses taught	345	370	320	370	385

Goal:

Conduct Citizen and Youth Police Academies (in both English and Spanish languages) throughout the year.

Objective:

- ◆ Provide Citizens and Youth Police Academies to the Community.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of Citizens and Youth Police Academies provided	9	4	8	8	9

Goal:

Coordinate departmental volunteer programs.

Objective:

- ◆ Coordinate departmental volunteer activity to enhance citizen interaction and service to our community.
- ◆ Provide Victim Assistance to members of the community.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of volunteer hours donated	20,875	22,156	26,000	26,000	26,000
Number of Victims Assist call-outs	253	314	400	450	450

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Police

> > > **COMMUNITY SERVICES – 2080** < < <

Goal:

Provide and maintain records on police personnel training

Objective:

- ♦ Provide complete training to police personnel by meeting or exceeding the Arizona Peace Officer Standards and Training (AZ POST) of eight hours of continual training per officer per year, and eight hours of Proficiency training per officer every three years.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Maintain AZ Post training standards	100%	100%	100%	100%	100%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 2,300,130	\$ 2,489,367	\$ 2,483,322	\$ 2,491,840	\$ 2,742,439	10.06%
Professional/Contract	14,720	19,900	6,900	6,900	6,900	0.00%
Operating Supplies	154,192	168,760	191,437	203,083	180,960	(10.89%)
Repairs/Maintenance	8,784	7,580	8,388	8,388	6,280	(25.13%)
Communications/Transportation	1,796	3,500	4,613	2,500	3,500	40.00%
Other Charges/Services	90,418	94,207	109,207	94,207	94,532	0.34%
Machinery/Equipment	0	6,300	6,300	448	0	(100.00%)
Total Cost Center-2080	\$ 2,570,040	\$ 2,789,614	\$ 2,810,167	\$ 2,807,366	\$ 3,034,611	8.09%
General Fund					\$ 2,994,611	
Grants-in-Aid					40,000	
Grand Total					\$ 3,034,611	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Community Outreach Coordinator	0	1	1	1	1	1
Community Support Coordinator	0	0	1	1	1	1
Police Administrative Specialist	0	0	0	2	2	2
Police Aide	2	2	2	0	0	0
Police Employee Training Coordinator	0	0	1	1	1	1
Police Lieutenant	1	1	1	1	1	1
Police Officer	24	18	22	22	22	22
Police Operations Support Supervisor	0	0	1	1	1	1
Police Records Clerk	1	1	0	0	0	0
Police Sergeant	4	3	3	3	4	4
Victim Advocate	1	1	0	0	0	0
Victim Assistance Supervisor	0	1	1	1	1	1
Video Production Specialist	1	0	0	0	0	0
TOTAL	34	28	33	33	34	34

Significant Budget and Staffing Changes

One Police Sergeant position was transferred from cost center 2030 - Field Operations in fiscal year 2002-03. There are no significant budget and staffing changes for fiscal year 2003-04.



FUNCTION:	Public Safety	COST CENTER:	2090
DEPARTMENT:	Police	DIVISION:	Neighborhood Services

The Neighborhood Services Division is comprised of two units: Crime Prevention and Neighborhood Services. The Crime Prevention Unit strives to maximize citizen's crime prevention efforts through encouraging and assisting in the development and implementation of crime prevention programs. The Neighborhood Services Team provides public information, enforcement and incentives for residents to comply with City zoning and nuisance code requirements. This team also engages in specialized activities such as graffiti removal/abatement and education, volunteer clean-up projects, and other activities as needed.

2003-04 Performance Measurements

Goal:

Through the Crime Prevention Unit, increase the availability of crime prevention information to the community through specific crime prevention services and educational programs.

Objective:

- ◆ Provide the community with at least 600 crime prevention programs annually. Programs shall include block watch meetings, business safety fairs and other crime prevention presentations.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of crime prevention programs offered	N/A	1,104	600	1,100	600

Goal:

The Neighborhood Services unit will strive to improve the quality of life in the City of Chandler and will promote the public health, safety and general welfare of the City by protecting neighborhoods and property values from blight, decline and deterioration through the education and enforcement of the City's zoning, sign and neighborhood maintenance codes.

Objectives:

- ◆ Respond to citizen's complaints and conduct investigations in regards to violations of the City's zoning, sign and neighborhood maintenance codes.
- ◆ Maintain a minimum voluntary compliance ratio on all zoning violations utilizing education and community assistance.
- ◆ Maintain a maximum 24 hours response time to graffiti complaints received for 90% of the cases.
- ◆ Maintain a maximum 48 hours response time to maintenance and zoning complaints received for 90% of the cases.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of inspections	14,000	8,004	7,000	8,004	8,000
Voluntary compliance	97%	99%	95%	95%	95%
Graffiti complaint response within 24 hours	85%	83%	90%	90%	90%
Maintenance/Zoning complaint response within 24 hours	88%	73%	75%	90%	90%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



> > > **NEIGHBORHOOD SERVICES – 2090** < < <

Goal:

The Neighborhood Services Unit will work in partnership with Mayor and Council, Neighborhood Advisory Committee, other City departments, citizens, various citizens groups and local businesses to promote existing and creating new Neighborhood Services Team programs and incentives.

Objectives:

- ◆ Conduct graffiti educational presentations throughout the City annually.
- ◆ Make use of the department's paint bank.
- ◆ Conduct 12 community clean-up projects annually.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of graffiti education presentations	26	25	26	26	26
Paint bank use	11	3	6	10	10
Number of community clean-up projects	15	40	12	25	12

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Police

> > > NEIGHBORHOOD SERVICES – 2090 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 2,017,761	\$ 2,041,602	\$ 2,117,132	\$ 2,120,296	\$ 1,134,143	(46.51%)
Professional/Contract	64	25,986	14,370	2,000	25,986	1199.30%
Operating Supplies	16,814	21,835	33,626	33,622	18,535	(44.87%)
Repairs/Maintenance	452	1,400	1,400	1,400	1,400	0.00%
Insurance/Taxes	0	0	0	500	0	(100.00%)
Other Charges/Services	1,440	1,525	1,525	1,525	1,525	0.00%
Machinery/Equipment	1,191	0	1,249	1,249	0	(100.00%)
Total Cost Center-2090	\$ 2,037,722	\$ 2,092,348	\$ 2,169,302	\$ 2,160,592	\$ 1,181,589	(45.31%)
General Fund					\$ 1,181,289	
Grants-in-Aid					300	
Grand Total					\$ 1,181,589	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Maintenance Worker	1	1	0	0	0	0
Neighborhood Services Assistant	0	0	1	1	1	1
Neighborhood Services Specialist I	7	7	6	6	4	4
Neighborhood Services Specialist II	0	0	1	1	3	3
Neighborhood Services Supervisor	1	1	0	0	0	0
Park Ranger	3	7	7	7	0	0
Police Aide	2	2	0	0	0	0
Police Administrative Specialist	0	0	1	1	1	1
Police Lieutenant	1	1	1	1	0	0
Police Officer	7	11	11	11	5	5
Police Sergeant	2	3	4	4	2	2
TOTAL	24	33	32	32	16	16

Significant Budget and Staffing Changes

In fiscal year 2002-03 the following positions were transferred to other department cost centers: Seven Park Rangers, one Police Lieutenant, two Police Sergeants, and six Police Officers. Two Neighborhood Specialists I were reclassified to Neighborhood Specialists II.

There are no significant budget and staffing changes for fiscal year 2003-04.



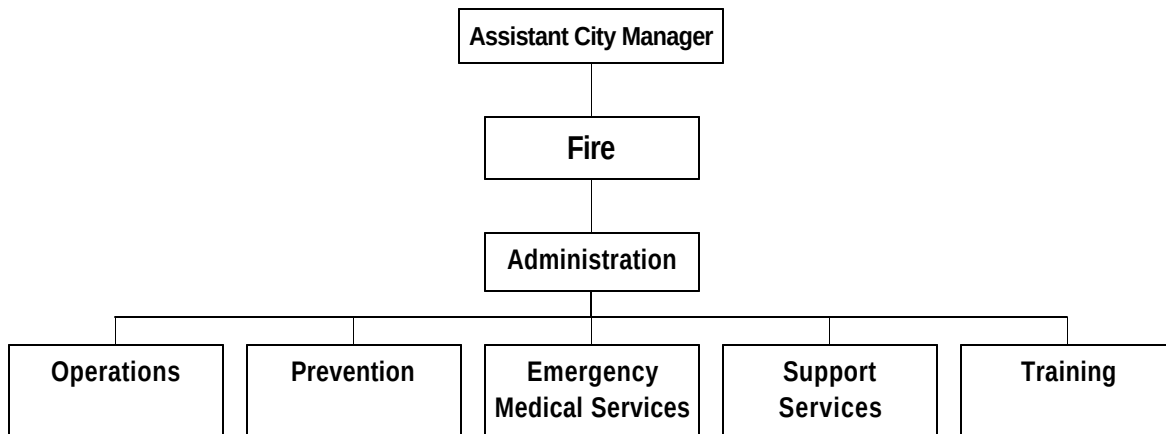
> > > POLICE CAPITAL – 2100 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Contingency/Reserve	\$ 0	\$ 4,988,908	\$ 0	\$ 0	\$ 1,302,446	N/A
Land/Improvements	939	0	207,861	0	845,495	N/A
Building/Improvements	1,017,459	8,170,612	11,831,032	1,784,755	4,976,759	178.85%
Machinery/Equipment	1,097,687	874,276	1,836,549	1,502,447	789,503	(47.45%)
Total Cost Center-2100	\$ 2,116,085	\$ 14,033,796	\$13,875,442	\$ 3,287,202	\$ 7,914,203	140.76%
General Fund					\$ 2,314,146	
General Government Impact Fees					896,821	
Public Safety Bonds-Police					153,460	
Police Impact Fees					4,549,776	
Grand Total					\$ 7,914,203	

Significant Budget and Staffing Changes

Significant budget variances for capital cost centers are primarily attributed to specific project completions for the current year and new projects for the proposed year. Detailed project budgets are included in the Capital Budget section of this document.

FIRE DEPARTMENT



The chart below is a three-year summary of Fire Department Budget. Subsequent pages provide cost center descriptions, goals and objectives, performance measurements, budget summaries, authorized positions and highlights of significant changes.

FIRE SUMMARY

	2001-02 Actual Expenditures	2002-03 Adjusted Budget	2002-03 Estimated Expenditures	2003-04 Adopted Budget	% of 2003-04 Total
Expenditures by Cost Center					
Administration	\$ 2,812,632	\$ 4,887,211	\$ 2,815,557	\$ 4,714,572	17%
Emergency Medical Services	1,244	881,455	512,927	633,053	2%
Operations	10,592,120	11,303,559	11,396,916	11,985,523	43%
Prevention	372,141	412,945	412,981	462,754	2%
Capital	2,961,007	5,379,217	3,385,284	8,393,536	30%
Support Services	1,322	853,802	849,349	1,145,424	4%
Training	1,196	389,453	401,687	421,976	2%
TOTAL FIRE	\$ 16,741,662	\$ 24,107,642	\$ 19,774,701	\$ 27,756,838	100%
Expenditures by Category					
Personnel & Benefits	\$ 11,767,070	\$ 13,127,708	\$ 13,252,119	\$ 13,980,329	50%
Operating & Maintenance	2,013,586	5,600,717	3,137,298	5,382,973	19%
Capital - Major	2,961,007	5,379,217	3,385,284	8,393,536	30%
TOTAL FIRE	\$ 16,741,662	\$ 24,107,642	\$ 19,774,701	\$ 27,756,838	100%
Staffing by Cost Center					
	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted	% of 2003-04 Total
Administration	12.50	6.50	5.50	5.50	3%
Emergency Medical Services	0.00	5.00	6.00	6.00	3%
Operations	157.00	154.00	155.00	155.00	85%
Prevention	6.00	6.00	6.00	6.00	3%
Support Services	0.00	5.00	5.00	5.00	3%
Training	0.00	3.00	4.00	4.00	2%
TOTAL FIRE	175.50	179.50	181.50	181.50	100%



2002-03 Fire Department Accomplishments

- Opened Fire Station #7 at Riggs and Gilbert Roads.
- Completed design and began construction on Station #8 located at 811 W. Frye Road.
- Increased citywide command coverage by adding a second Battalion Chief Unit.
- Conducted two separate Recruit Academies and hired 6 new firefighters.
- Achieved an ISO rating of “3” placing the fire department in the top 3.4 percent of all fire departments nationwide.
- Completed annual compliance report to maintain Department’s Accreditation from the Commission on Fire Accreditation International.
- Recruited and trained over 300 Community Emergency Response Team (CERT) volunteers.
- Received a second Weapons of Mass Destruction (WMD) grant for \$150,000 from the Department of Justice.
- Participated in the Metropolitan Medical Response System for Maricopa County.
- Provided fire prevention education to over 80,816 residents while giving over 546 programs.
- Senior Volunteers in Fire Prevention installed 646 new smoke alarms, replaced 518 batteries in older alarms, performed 441 senior home safety assessments, designed 444 home escape plans for seniors, and contributed 1,384 volunteer service hours.
- Began a new Fire Explorer academy with 19 members.
- Received \$24,857 from the Assistance to Firefighters Grant Program to train all Chandler firefighters in the “Flashover Chamber.” 366 firefighters trained in all, including firefighters from Sun Lakes, Gilbert, Gila River, Mesa, and Boeing.
- Completed the 12-month Fire Officer Development class for 25 members of the Chandler, Tempe, Mesa, Gila River, Apache Junction, Gilbert, Gila River, and Phoenix Fire Departments.
- Began an Occupational Spanish Class for 50 Chandler firefighters.
- Worked with the GIS Division and the Police Department to load the first building pre-plans on the computers in the fire trucks.
- Placed a new 95-foot ladder truck into service at Fire Station #3.
- Placed new Haz-Mat and Technical Rescue vehicles into service at Fire Station #3.
- Child immunizations performed in fiscal year 2002-03 (18,319) are expected to exceed the earlier projection of 10,000 immunizations.



FUNCTION:	Public Safety	COST CENTER:	2210
DEPARTMENT:	Fire	DIVISION:	Administration

Fire Administration provides leadership and support for the Operations, Emergency Medical Services, Support Services, Training and Fire Prevention Divisions of the Fire Department. Administration also plans for the long-range fire safety needs of the City.

2003-04 Performance Measurements

Goal:

Provide excellent customer services to all Chandler citizens.

Objective:

- ◆ Maintain a 90% or higher, good to excellent rating on citizen surveys.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Percentage of citizens rating the Department as good to excellent	95.9%	95.7%	97%	97%	97%

Goal:

To arrive on the scene of all emergency calls in a timely manner.

Objective:

- ◆ Strive to obtain the City Response time goal of four minutes for 75% of all Fire Department emergency calls within Chandler.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Percentage of emergency calls responded in 4:00 minutes	41%	47.41%	65%	51%	55%

Goal:

To ensure the safety of Chandler citizens by reducing the occurrences of fires.

Objectives:

- ◆ Provide effective services by maintaining an occurrence of less than two fires per 1,000 population.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Fires per 1,000 population	2	1.9	2	1.5	1.5

Goal:

Maintain a safe working environment for employees while they perform their duties at emergency scenes.

Objectives:

- ◆ Limit the numbers of firefighter injuries while providing emergency services.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Firefighter Injuries	1	8	3	1	5

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Fire

Y Y Y FIRE ADMINISTRATION – 2210 Y Y Y

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 799,079	\$ 496,201	\$ 503,952	\$ 498,966	\$ 487,721	(2.25%)
Professional/Contract	65,371	92,556	99,230	99,231	355,856	258.61%
Operating Supplies	673,404	238,893	377,019	383,398	228,379	(40.43%)
Repairs/Maintenance	95,132	277,913	322,579	313,388	121,353	(61.28%)
Communications/Transportation	53,765	29,147	60,653	66,210	37,147	(43.90%)
Insurance/Taxes	1,600	1,217	1,717	1,717	1,217	(29.12%)
Rents/Utilities	9,749	9,071	13,739	13,694	9,071	(33.76%)
Other Charges/Services	163,604	105,932	91,524	91,524	3,272	(96.42%)
Contingency/Reserve	0	429,193	377,766	379,777	323,045	(14.94%)
Machinery/Equipment	329,570	24,666	114,422	118,185	24,666	(79.13%)
Office Furniture/Equipment	1,295	2,101,132	2,101,132	25,989	2,201,132	8369.48%
Capital Replacement	620,063	921,713	823,478	823,478	921,713	11.93%
Total Cost Center-2210	\$ 2,812,632	\$ 4,727,634	\$ 4,887,211	\$ 2,815,557	\$ 4,714,572	67.45%
General Fund					\$ 2,509,772	
Grants-in-Aid					2,200,000	
Firemen's Pension Fund					4,800	
Grand Total					\$ 4,714,572	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Specialist	0	0	1	0	0	0
Administrative Support II	0	0	2	2	1	1
Assistant Fire Chief	1	1	1	1	1	1
Clerk II	1	2	0	0	0	0
Computer Support Assistant	1	1	1	1	0	0
Construction Project Coordinator	0	1	1	0	0	0
EMS Program Development Coordinator	0	1	1	0	0	0
EMS Specialist	0	1	1	0	0	0
Executive Secretary	1	1	0	0	0	0
Fire Battalion Chief	1	0	0	0	0	0
Fire Chief	1	1	1	1	1	1
Fire Mechanic	1	1	1	0	0	0
Fire Support Services Technician	1	0	0	0	0	0
Information Support Specialist	0	0	0	0	1	1
Management Assistant	0.5	0.5	0.5	0.5	0.5	0.5
Secretary	0	1	0	0	0	0
Senior Executive Assistant	0	0	1	1	1	1
Senior Fire Mechanic	1	1	1	0	0	0
TOTAL	9.5	12.5	12.5	6.5	5.5	5.5

Significant Budget and Staffing Changes

One Computer Support Assistant was reclassified to Information Support Specialist in fiscal year 2002-03. One Administrative Support II position was transferred to cost center 2270 - Fire Training during 2002-03. In fiscal year 2003-04 allocations for Maricopa Civil Defense (\$13,300) and Phoenix Fire Dispatch funds (\$250,000) were transferred from cost center 1290 - Non-Departmental. There is \$2.2 million appropriated for the following grants: Assistance to Firefighters Grant Program, Weapons of Mass Destruction Preparedness program, and Homeland Security Block Grant Act of 2003. One-time funding for the Grant of Opportunity match requirement is also included (\$315,000).



Department Budgets – Fire

FUNCTION:	Public Safety	COST CENTER:	2220
DEPARTMENT:	Fire	DIVISION:	Emergency Medical Services

The EMS Division is dedicated to provide any kind of support necessary to allow the emergency medical personnel of the Chandler Fire Department the opportunity to provide the best treatment and service they can to the customers they serve.

2003-04 Performance Measurements

Goal:

To provide to the citizens of Chandler State certified medical personnel.

Objective:

- ◆ Provide training and continuing education to all Fire Department medical personnel that meets or exceeds State of Arizona standards.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
State requirement of 30 hours of continuing education for Paramedics.	N/A	88 hours	48 hours	78 hours	48 hours
State requirement of 20 hours of continuing education for Emergency Medical Technicians.	N/A	75 hours	24 hours	84 hours	24 hours

Goal:

To ensure Fire Department medical personnel perform within an acceptable level of "standard of care".

Objective:

- ◆ Provide a Medical Quality Assurance Program that conducts random reviews of paramedic documentation of Advance Life Support patients to ensure proper patient care and ALS procedures are being followed.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Review categories in the Sufficient to Exceptional Range	N/A	96%	100%	87.5%	100%
Review categories below the Sufficient to Exceptional Range	N/A	4%	0%	12.5%	0%

Goal:

To provide community outreach programs.

Objective:

- ◆ To work in conjunction with Chandler Regional Hospital to provide child immunization clinics at various locations and times throughout the City.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number immunizations performed.	10,578	12,137	10,000	18,319	17,000

- 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Fire

> > > FIRE EMERGENCY MEDICAL SERVICES – 2220 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 1,244	\$ 315,064	\$ 319,302	\$ 326,208	\$ 426,200	30.65%
Professional/Contract	0	0	0	964	0	(100.00%)
Operating Supplies	0	54,568	94,568	68,597	28,568	(58.35%)
Repairs/Maintenance	0	13,158	13,158	13,158	13,158	0.00%
Other Charges/Services	0	26,750	26,750	25,000	24,250	(3.00%)
Machinery/Equipment	0	417,677	427,677	79,000	140,877	78.33%
Total Cost Center-2220	\$ 1,244	\$ 827,217	\$ 881,455	\$ 512,927	\$ 633,053	23.42%
General Fund					\$ 633,053	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Support II	0	0	0	1	1	1
EMS Program Development Coordinator	0	0	0	1	1	1
EMS Specialist	0	0	0	1	1	1
Fire Battalion Chief	0	0	0	1	1	1
Fire Captain	0	0	0	1	2	2
TOTAL	0	0	0	5	6	6

Significant Budget and Staffing Changes

In fiscal year 2002-03 one Fire Captain position was transferred from cost center 2230-Fire Operations. This position is supported by new revenues generated by the Medical Transportation contract.

Fiscal year 2003-04 reflects one-time funding for the upgrade of 12 Lifepak heart monitor; the equipment budget also reflects the reduction of one-time funding for nitrous oxide rental and automatic defibrillation equipment in fiscal year 2002-03.



FUNCTION:	Public Safety	COST CENTER:	2230
DEPARTMENT:	Fire	DIVISION:	Operations

Operations provides fire, emergency medical, and hazardous material responses within the community. This is accomplished through the rapid deployment of equipment and trained personnel. Operations also provides enforcement of the Uniform Fire Code through a proactive maintenance inspection program.

2003-04 Performance Measurements

Goal:

To arrive on the scene of all emergency calls in a timely manner.

Objective:

- ♦ Strive to obtain a 45-second acknowledgement time (from notification to en-route) for 75% of emergency calls.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Acknowledgement time of 45 seconds	N/A	47.41%	75%	60%	75%

Goal:

To reduce the fire loss once the Fire Department has arrived on the scene of a structure fire incident.

Objective:

- ♦ To contain 75% of structure fires to the room or origin.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Percent of structure fires contained to room of origin	62%	65.33%	75%	50%	75%

Goal:

To reduce the occurrence of fires in commercial buildings through an aggressive inspection program.

Objective:

- ♦ To have a proactive engine company inspection program of commercial occupancies.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Engine Company Inspections	2,617	3,019	1,500	1,810	1,800

Goal:

To provide both emergency services and fire safety educational services to the citizens of Chandler.

Objective:

- ♦ To respond to 911 emergency calls of all types.
- ♦ To provide public fire safety education and demonstrations upon request.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Emergency Incidents	14,514	13,696	17,588	13,686	14,000
Public Demonstrations Given	444	452	577	555	605

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Fire

> > > FIRE OPERATIONS – 2230 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 10,592,120	\$ 11,149,416	\$ 11,303,559	\$ 11,396,916	\$ 11,985,523	5.16%
Total Cost Center-2230	\$ 10,592,120	\$ 11,149,416	\$ 11,303,559	\$ 11,396,916	\$ 11,985,523	5.16%
General Fund					\$ 11,985,523	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Assistant Fire Chief	1	1	1	1	2	2
Clerk II	1	0	0	0	0	0
Fire Battalion Chief	5	6	9	6	9	9
Fire Captain	30	33	36	36	36	36
Fire Engineer	24	27	30	30	30	30
Firefighter	67	75	81	81	78	78
TOTAL	128	142	157	154	155	155

Significant Budget and Staffing Changes

Two new positions were added in fiscal year 2002-03. These positions are the result of new revenues received by the Department that are generated by the medical transportation contract that the Department entered into with Southwest Ambulance. One position creates an Assistant Chief of Emergency Services and the second position creates a Transportation Captain, which was transferred to the cost center 2220 - EMS Division. In addition, three Firefighter positions were reclassified to Battalion Chief. All the positions mentioned are filled through the promotional process of the Department and Firefighters are hired to fill the vacancies that this promotional process creates.



Department Budgets – Fire

FUNCTION:	Public Safety	COST CENTER:	2240
DEPARTMENT:	Fire	DIVISION:	Fire Prevention

Fire Prevention provides a proactive service to the community by enforcing the Uniform Fire Code and other City codes and ordinances that pertain to fire and life safety by conducting initial fire inspections for all new commercial occupancies. This cost center provides assistance to the Building and Plan Review Departments for Uniform Fire Code compliance and interpretations for all new construction. Plan reviews and inspections are performed on all facilities that store, use or handle hazardous materials. Public Fire Education is provided by this cost center to the citizens and residents of the community.

2003-04 Performance Measurements

Goal:

To minimize casualties and losses of property from fire and hazardous materials.

Objective:

- ◆ Ensure all Hazardous Materials Management Plan facilities are inspected twice annually.
- ◆ Conduct plan reviews of all new commercial buildings.
- ◆ Provide various types of building and property inspections.
- ◆ Manage the New Business and Fire Self-Inspection Program.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Hazardous Material Management Plan Inspections	117	206	225	216	240
Plan Reviews	409	324	325	264	300
Other Inspections	922	819	750	1,106	1,200
Self-inspections – Mailed out	1,244	1,300	1,400	1,442	1,500
Self Inspection – Compliance Check ⁽¹⁾	332	235	450	274	300

Goal:

To provide support to other departments or divisions and to provide answers to citizen inquiries.

Objectives:

- ◆ Provide “on-call” fire investigation service to Fire Operations.
- ◆ Respond to citizen requests related to the Fire Code.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Fire Investigations	54	50	55	25	50
Citizen/Staff Request	1,356	736	700	916	1,000

Goal:

To provide Public Fire Education and Fire Safety Awareness to the citizens and residents of the community.

Objectives:

- ◆ Provide safety demonstrations and briefings at corporate businesses, schools and civic functions.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Public Fire Education Briefings	492	451	500	522	550

⁽¹⁾ Self Inspection – Compliance Checks were added this budget year to ensure a quality program and perform business verification on forms undeliverable or returned as no longer in business.

*2002-03 Year End Estimate reflects “six months actual” and “six months estimated”.



Department Budgets – Fire

>>> FIRE PREVENTION - 2240 <<<

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 372,141	\$ 393,156	\$ 400,268	\$ 400,268	\$ 425,077	6.20%
Operating Supplies	0	12,677	12,677	12,713	37,677	196.37%
Total Cost Center-2240	\$ 372,141	\$ 405,833	\$ 412,945	\$ 412,981	\$ 462,754	12.05%
General Fund					\$ 462,754	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Clerk II	0	1	0	0	0	0
Administrative Support II	0	0	1	1	1	1
Fire Marshall	1	1	1	1	1	1
Fire Prevention Specialist	2	2	2	2	2	2
Lead Fire Prevention Specialist	1	1	1	1	1	1
Public Education Officer	1	1	1	1	1	1
TOTAL	5	6	6	6	6	6

Significant Budget and Staffing Changes

Fiscal year 2003-04 reflects a one-time funding for public educator supplies for \$25,000.

>>> FIRE CAPITAL – 2250 <<<

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Contingency/Reserve	\$ 0	\$ 4,124,273	\$ 0	\$ 0	\$ 3,941,709	N/A
Land/Improvements	372,980	0	1,044,878	250,264	359,370	43.60%
Building/Improvements	2,355,516	2,360,121	4,321,131	3,126,471	3,637,457	16.34%
Machinery/Equipment	232,511	0	13,208	8,549	455,000	5222.26%
Total Cost Center-2250	\$ 2,961,007	\$ 6,484,394	\$ 5,379,217	\$ 3,385,284	\$ 8,393,536	147.94%
General Fund					\$ 1,764,352	
Public Safety Bonds-Fire					\$ 5,428,719	
Fire Impact Fees					\$ 1,200,465	
Grand Total					\$ 8,393,536	

Significant Budget and Staffing Changes

Significant budget variances for capital cost centers are primarily attributed to specific project completions for the current year and new projects for the proposed year. Detailed project budgets are included in the Capital Budget section of this document.



Department Budgets – Fire

FUNCTION:	Public Safety	COST CENTER:	2260
DEPARTMENT:	Fire	DIVISION:	Support Services

Support Services provides repairs and preventive maintenance for all emergency response and staff vehicles in the department. The division also performs work to place new vehicles in service and coordinates all warranty issues for these vehicles. The Support Services Division is also responsible for maintaining all the (SCBA) self-contained breathing apparatus. This includes preventive maintenance, repairs and annual testing requirements.

2003-04 Performance Measurements

Goal:

To provide an efficient, safe fleet of emergency response apparatus and staff vehicles within the Fire Department.

Objective:

- ◆ To provide repair maintenance for all Fire Department vehicles to ensure the safety of the employees and the public.
- ◆ To maintain an on time completion rate of all vehicle preventive maintenance schedules during the year.
- ◆ To maintain the reserve fire apparatus fleet in a ready state for use as front line apparatus.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Ensure that a reserve unit is available for immediate front line response 80% of the time.	N/A	N/A	80%	100%	100%
A 90% completion rate of all scheduled preventive maintenance.	N/A	N/A	90%	90%	90%

Goal:

Provide that all SCBA breathing apparatus are safe and ready to use during all emergency responses for the safety of all employees.

Objective:

- ◆ To provide repair maintenance for all SCBA apparatus and their components.
- ◆ Continue to provide a bi-annual inspection and maintenance program for all breathing apparatus.
- ◆ Continue to perform an annual face piece test seal for all employees.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Perform bi-annual inspection / maintenance on all SCBA's.	N/A	N/A	100%	100%	100%
Perform an annual face piece seal test on all employees.	N/A	N/A	100%	100%	100%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Fire

> > > FIRE SUPPORT SERVICES – 2260 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 1,290	\$ 319,192	\$ 325,119	\$ 341,119	\$ 349,777	2.54%
Operating Supplies	32	274,615	324,020	304,461	384,615	26.33%
Repairs/Maintenance	0	185,048	185,048	184,358	214,298	16.24%
Rents/Utilities	0	6,204	6,204	6,000	6,204	3.40%
Machinery/Equipment	0	36,610	13,411	13,411	190,530	1320.70%
Total Cost Center-2260	\$ 1,322	\$ 821,669	\$ 853,802	\$ 849,349	\$ 1,145,424	34.86%
General Fund					\$ 1,145,424	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Specialist	0	0	0	1	1	1
Construction Project Coordinator	0	0	0	1	1	1
Fire Battalion Chief	0	0	0	1	1	1
Fire Mechanic	0	0	0	1	1	1
Senior Fire Mechanic	0	0	0	1	1	1
TOTAL	0	0	0	5	5	5

Significant Budget and Staffing Changes

Fiscal year 2003-04 reflects one-time funding for the following:

- 1) Self-contained Breathing Apparatus for \$190,000.
- 2) Rescue and Power Equipment replacement for \$110,000.
- 3) Compressed Air Foam system for fire apparatus for \$180,000.



Department Budgets – Fire

FUNCTION:	Public Safety	COST CENTER:	2270
DEPARTMENT:	Fire	DIVISION:	Training

Training Division provides the firefighting and emergency medical training necessary to ensure that all Chandler firefighters have the essential knowledge and skills needed to provide professional and high quality services to the citizens we serve in a safe manner as possible.

2003-04 Performance Measurements

Goal:

To provide the training required to meet the National Firefighter Protection Association (NFPA) standards, State statutes, Federal mandates and local requirements.

Objective:

- ♦ To ensure that all firefighters are provided with the 144 hours of required training under the supervision of qualified trainers in a controlled environment.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of hours per firefighter	N/A	150	144	180	180
Number of firefighters	N/A	153	157	158	159
Total number of training hours	N/A	22,950	22,608	28,440	28,620

Goal:

To increase firefighter safety.

Objective:

- ♦ To provide flashover survival training to 100% of Chandler firefighters every two years. (157 firefighters)

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number trained	N/A	N/A	157	157	4(newFF's)

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Fire

> > > FIRE TRAINING – 2270 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 1,196	\$ 271,959	\$ 275,508	\$ 288,642	\$ 306,031	6.02%
Other Charges/Services	0	123,945	113,945	113,045	115,945	2.57%
Total Cost Center-2270	\$ 1,196	\$ 395,904	\$ 389,453	\$ 401,687	\$ 421,976	5.05%
General Fund					\$ 421,976	

AUTHORIZED POSITIONS

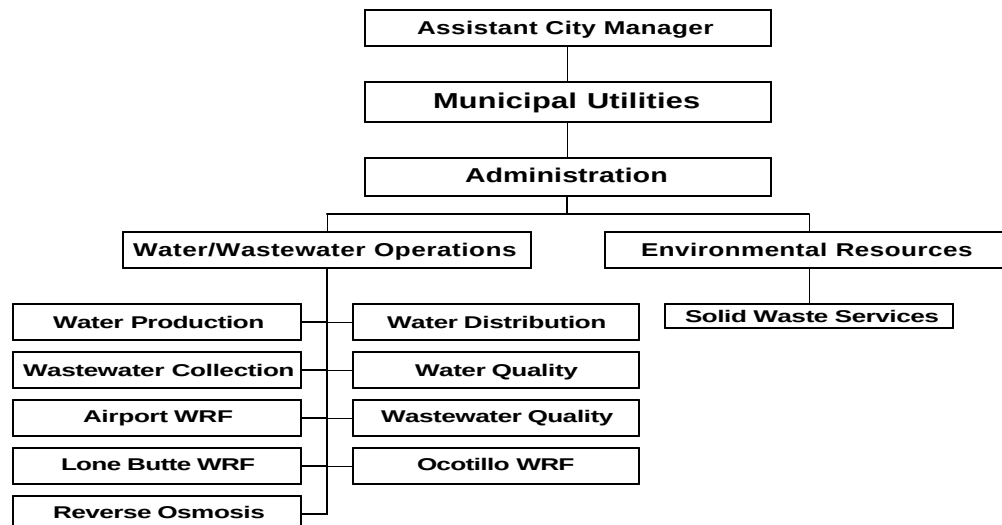
Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Support II	0	0	0	0	1	1
Fire Battalion Chief	0	0	0	1	1	1
Fire Captain	0	0	0	2	2	2
TOTAL	0	0	0	3	4	4

Significant Budget and Staffing Changes

One Administrative Support II position was transferred from cost center 2210 – Fire Administration during fiscal year 2002-03.

Department Budgets – Municipal Utilities

MUNICIPAL UTILITIES DEPARTMENT



The chart below is a three-year summary of Municipal Utilities Department Budget. Subsequent pages provide cost center descriptions, goals and objectives, performance measurements, budget summaries, authorized positions and highlights of significant changes.

MUNICIPAL UTILITIES SUMMARY

Expenditures by Cost Center	2001-02 Actual Expenditures	2002-03 Adjusted Budget	2002-03 Estimated Expenditures	2003-04 Adopted Budget	% of 2003-04 Total
Municipal Utilities Administration	406,802	520,080	520,080	464,377	0.3%
Solid Waste Services	1,744,119	2,608,668	2,525,129	8,330,404	5.1%
Solid Waste Capital	1,022,985	3,684,190	3,575,355	9,521,263	5.8%
Water Distribution	2,671,062	4,321,983	4,265,703	4,952,502	3.0%
Water Capital	9,815,724	53,324,704	35,812,686	73,116,146	44.5%
Water Production	8,955,997	11,459,253	11,051,864	11,229,962	6.8%
Environmental Resources	1,116,001	1,694,972	1,691,512	1,751,504	1.1%
Water Quality	903,560	1,259,158	1,043,208	1,267,440	0.8%
Wastewater Collection	1,521,583	1,958,040	1,880,404	1,903,089	1.2%
Wastewater Capital	24,812,658	57,274,753	39,873,212	41,686,410	25.4%
Wastewater Reverse Osmosis	1,325,051	1,809,692	1,662,897	1,785,336	1.1%
Wastewater Treatment	702,542	1,450,405	1,390,629	1,329,820	0.8%
Wastewater Quality	417,912	630,986	598,824	613,852	0.4%
Airport Water Reclamation Facility	1,754,877	3,115,350	2,183,173	3,631,468	2.2%
Ocotillo Water Reclamation	0	0	0	2,729,938	1.7%
TOTAL MUNICIPAL UTILITIES	57,170,873	145,112,234	108,074,676	164,313,511	100.0%
Expenditures by Category					
Personnel & Benefits	8,117,184	9,612,164	8,847,388	10,464,156	6%
Operating & Maintenance	13,402,322	21,216,423	19,966,035	29,525,536	18%
Capital - Major	35,651,367	114,283,647	79,261,253	124,323,819	76%
TOTAL MUNICIPAL UTILITIES	57,170,873	145,112,234	108,074,676	164,313,511	100%
Staffing by Cost Center	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted	% of 2003-04 Total
Administration	6.00	4.50	4.50	4.50	3%
Solid Waste Services	23.50	24.50	24.50	24.50	15%
Water Distribution	30.00	31.00	31.00	31.00	19%
Water Production	39.00	39.00	39.00	36.00	22%
Environmental Resources	8.00	12.00	12.00	12.00	7%
Water Quality	11.75	11.75	12.75	12.75	8%
Wastewater Collection	13.00	13.00	12.00	12.00	7%
Wastewater Reverse Osmosis	11.00	11.00	11.00	11.00	7%
Wastewater Treatment	2.00	2.00	2.00	2.00	1%
Wastewater Quality	5.25	5.25	5.25	5.25	3%
Airport Water Reclamation Facility	9.00	9.00	9.00	14.00	8%
TOTAL MUNICIPAL UTILITIES	158.50	163.00	163.00	165.00	100%



2002-03 Municipal Utilities Accomplishments

- Initiated the design of the Solid Waste Services complex including the transfer station, household hazardous waste building, recycling storage building, and administrative office building.
- Awarded a new six year residential collection contract.
- Acquired and stock piled 70,000 cubic yards of the required 200,000 cubic yards of cover soil for the landfill closure.
- Issued 1,100 low water use landscape and timer rebates.
- Conducted water conservation presentations to Chandler schools that reached over 8,700 Chandler youth.
- Distributed over 2,600 low water landscape packets to new homeowners.
- Conducted 30 water conservation workshops offered to Chandler residents.
- Completed 17,595 analytical analyses in the laboratories.
- Completed 4,074 microbiological tests in the laboratories.
- Tracked and entered test reports for over 4,200 backflow devices.
- Performed 100 new main flushes and collected over 650 bacteriological samples.
- Collected over 2,500 compliance water samples.
- Performed preventative maintenance on 15,000 valves and 12,000 fire hydrants.
- Painted 2,000 fire hydrants Citywide.
- Installed or replaced 6,000 residential and commercial water meters.
- Performed 671 grease trap inspections.
- Recharged 1.6 billion gallons of reclaimed water into the aquifer, for which the City receives drinking water credits.
- Six hundred eighty million gallons of reclaimed water were reused in southeast Chandler.
- Intel and the City celebrated the recovery and recharge of two billion gallons of industrial process water back into the aquifer.
- Eighty-one miles of sewer line were videotaped using a close circuit television camera.
- Dusted 7,553 manholes with insecticide powder for roach control.
- Painted 365 manholes with insecticide paint for long-term roach control.
- Water Production supplied a total of 18.4 billion gallons of potable water to customers of which 12.5 billion gallons were supplied from surface waters and 5.9 billion gallons were supplied from groundwater for the first eleven months of FY2002/03.
- Partnership with ASU in a Taste & Odor Study that resulted in a savings of \$221,010 reducing carbon usage for the period of July to December 2002.
- Completed construction and began operation of the two million-gallon reservoir/booster station know as the Lindsay Road Water Production Facility.
- Recycling tonnage for FY 2002-03 (20,831) is expected to exceed an earlier projection of 19,500 tons.



Department Budgets – Municipal Utilities

FUNCTION:	Municipal Utilities	COST CENTER:	3050
DEPARTMENT:	Municipal Utilities	DIVISION:	Municipal Utilities Administration

Municipal Utilities Administration is charged with providing management direction and support to the three divisions that comprise the Municipal Utilities Department. This is accomplished by working with City staff, elected officials and the public in planning, developing, constructing, and maintaining water, wastewater, and solid waste public infrastructure.

2003-04 Performance Measurements

Goal:

To provide efficient and effective services to the residents of Chandler through administration, general direction and coordination of activities within the Environmental Resources, Water, Wastewater, and Solid Waste Divisions.

Objective:

- ◆ Respond to requests for information, assistance, complaints, and direction in a timely manner and keep citizens and Council informed of services, programs, and projects that affect them.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Requests from Citizens (CSR) (all Municipal Utilities Cost Centers) ⁽¹⁾	57	259	300	275 ⁽¹⁾	300
Percent of CSR responded to within five days	91	95	95	95	95

⁽¹⁾ Lower number due to Citizen Assistant Specialist vacancy.

Goal:

Supply factual information, data, and recommendations on Municipal Utilities issues to the City Manager's office to assist in implementation of City Code requirements and Council policies.

Objective:

- ◆ Represent the City at various agency meetings and civic groups (i.e., Salt River Project, Ocotillo Management Group, Arizona Department of Water Resources, Arizona Department of Environmental Quality, Environmental Protection Agency, Maricopa County Environmental Services, Gila River Indian Community, Municipal Energy Alliance) and keep staff and Council informed on City, County, State, Tribal, and Federal projects that involve Chandler.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Represent City at agency meetings and civic groups	200	300	304	326	344

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Municipal Utilities

>>> MUNICIPAL UTILITIES ADMINISTRATION – 3050 <<<

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 388,349	\$ 353,745	\$ 407,102	\$ 410,252	\$ 410,492	0.06%
Professional/Contract	1,850	75,950	75,950	75,950	15,950	(79.00%)
Operating Supplies	4,294	14,150	14,634	13,700	13,850	1.09%
Repairs/Maintenance	144	800	800	200	800	300.00%
Communications/Transportation	2,115	10,860	10,860	9,910	10,860	9.59%
Rents/Utilities	783	1,130	2,029	1,348	1,030	(23.59%)
Other Charges/Services	3,794	8,595	8,705	8,720	11,395	30.68%
Office Furniture/Equipment	4,273	0	0	0	0	N/A
Capital Replacement	1,200	0	0	0	0	N/A
Total Cost Center-3050	\$ 406,802	\$ 465,230	\$ 520,080	\$ 520,080	\$ 464,377	(10.71%)
Water Operating					\$ 464,377	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Secretary	1	1	0	0	0	0
Assistant Municipal Utilities Director	0	0	1	1	1	1
Assistant Public Works Director/ Water/Wastewater	1	1	0	0	0	0
Construction Project Manager	1	1	1	0	0	0
Engineer II	1	1	0	0	0	0
Executive Assistant	0	0	1	1	1	1
Municipal Utilities Director	0	0	1	1	1	1
Senior Engineer	0	0	1	0	0	0
Senior Executive Assistant	0	0	0	0.5	0.5	0.5
Senior Management Assistant	0	0	0	1	1	1
Utilities Administrator	0	1	0	0	0	0
Utilities Coordinator	1	1	1	0	0	0
TOTAL	5	6	6	4.5	4.5	4.5

Significant Budget and Staffing Changes

Professional/Contract Services decreased in fiscal year 2003-04 due to the completion of the Digitization of Ortho Photos project.



Department Budgets – Municipal Utilities

FUNCTION:	Municipal Utilities	COST CENTER:	3700
DEPARTMENT:	Municipal Utilities	DIVISION:	Solid Waste Services

Solid Waste Services is responsible for providing the citizens of Chandler with the most economical, efficient, and environmentally acceptable refuse collection service and landfill disposal operation possible. This is accomplished through proactive refuse contract management, inspection services, and the continuous education of residential and commercial users.

2003-04 Performance Measurements

Goal:

Provide the citizens of Chandler the most economical, safe, efficient, and satisfactory refuse service and landfill operation possible as well as providing the citizens of Chandler with new or improved programs for handling special waste as regulated by the Environmental Protection Agency (EPA) and the Arizona Department of Environmental Quality (ADEQ).

Objectives:

- ◆ Provide the best possible residential solid waste collection program and disposal.
- ◆ Encourage waste reduction, reuse, and recycling citywide.
- ◆ Strive to maintain a safe, well-maintained transfer facility, and landfill.
- ◆ Monitor landfill contract, landfill development, and waste compaction to provide maximum landfill capacity.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Citizen telephone inquiries	64,618	61,673	65,000	70,000	72,000
Citizen requests for services	6,490	7,138	7,500	6,300	7,000
Missed pick-ups	970	1,344	1,000	1,586	1,000
Solid Waste tonnage for City	106,303	110,496	110,500	121,236	132,147
Recycling tonnage	18,289	19,491	19,500	20,831	21,873

Goal:

Maintain the lowest cost per ton of refuse and recycling handled, while providing the highest level of service possible.

Objectives:

- ◆ Look for innovative ways to conduct operations at the transfer facility and landfill in order to minimize costs per tonnage of materials handled through recycling and disposal.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Operational Cost/Ton handled	\$44.15	\$45.70	\$57.00	\$50.34	\$49.68
Capital Cost/Ton handled	\$5.44	\$7.95	\$19.00	\$16.84 ⁽¹⁾	\$56.54 ⁽²⁾

(1) Decrease due to bay modifications project removed from CIP and increase in estimated solid waste tonnage

(2) Increase due to construction of transfer station during this fiscal year

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Municipal Utilities

> > > **SOLID WASTE SERVICES – 3700** < < <

Goal:

Achieve a high level of satisfaction for all services provided.

Objectives:

- ◆ Strive for a 50 percent excellence rating for Citywide refuse services and a 98 percent excellence rating for landfill/transfer station services.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Citywide refuse services:					
Excellent	45.3% ⁽¹⁾	47.5% ⁽²⁾	50%	49.6% ⁽³⁾	50%
Good	37.0% ⁽¹⁾	36.8% ⁽²⁾	42%	35.0% ⁽³⁾	42%
Satisfactory	12.0% ⁽¹⁾	9.8% ⁽²⁾	5%	9.9% ⁽³⁾	5%
Needs Improvement	5.7% ⁽¹⁾	6.0% ⁽²⁾	3%	5.5% ⁽³⁾	3%
Landfill user survey: (Survey results) ⁽⁴⁾					
Excellent	84%	85%	87%	96%	98%
Good	13%	13%	12%	4%	2%
Satisfactory	3%	2%	1%	0%	0%
Needs Improvement	0%	0%	0%	0%	0%

(1) Average of Citywide survey results from August 2000 and February 2001

(2) Average of Citywide survey results from August 2001 and February 2002

(3) Average of last three Citywide survey results (Feb. 2001 - Feb. 2002) and August 2002 results

(4) This survey is for the residential transfer station and landfill scale operations (on-going survey)

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Municipal Utilities

> > > **SOLID WASTE SERVICES – 3700** < < <

Description	2001-02	2002-03	2002-03	2002-03	2003-04	% Change
	Actual	Adopted Budget	Adjusted Budget	Estimated	Adopted	Est. Exp. To Adopted
Personnel Services	\$ 1,023,996	\$ 1,143,024	\$ 1,245,122	\$ 1,186,648	\$ 1,343,167	13.19%
Professional/Contract	299,189	357,920	374,506	374,749	5,879,469	1468.91%
Operating Supplies	129,132	672,670	686,501	676,640	738,465	9.14%
Repairs/Maintenance	23,778	83,450	83,702	77,702	86,530	11.36%
Communications/Transportation	51,514	51,185	63,330	61,440	82,729	34.65%
Insurance/Taxes	5,695	750	750	375	750	100.00%
Rents/Utilities	25,509	30,000	25,000	25,000	30,000	20.00%
Other Charges/Services	117,863	37,835	39,035	36,020	37,535	4.21%
Contingency/Reserve	0	0	0	0	48,596	N/A
Machinery/Equipment	10,694	0	549	549	0	(100.00%)
Office Furniture/Equipment	12,474	0	0	0	0	N/A
Capital Replacement	44,275	90,173	90,173	86,006	83,163	(3.31%)
Total Cost Center-3700	\$ 1,744,119	\$ 2,467,007	\$ 2,608,668	\$ 2,525,129	\$ 8,330,404	229.90%
Solid Waste Operating					\$ 7,760,664	
Solid Waste SDF					268,350	
Solid Waste Container Repl					301,390	
Grand Total					\$ 8,330,404	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Customer Services Representative	3	4	4	4	4	4
Environmental Programs Education Coordinator	0	0	0	1	1	1
Executive Assistant	0	0	1	1	1	1
Public Works Service Specialist	0	0.5	0.5	0.5	0.5	0.5
Recycling Specialist	1	1	1	1	1	1
Secretary	1	1	0	0	0	0
Senior Solid Waste Cust. Svcs. Field Specialist	2	2	0	0	0	0
Senior Solid Waste Field Specialist	0	0	3	3	3	3
Solid Waste Cust. Svcs. Field Specialist	9	0	0	0	0	0
Solid Waste Cust. Svcs. Field Specialist I	0	2	0	0	0	0
Solid Waste Cust. Svcs. Field Specialist II	0	1	0	0	0	0
Solid Waste Cust. Svcs. Field Specialist III	0	9	0	0	0	0
Solid Waste Field Specialist I	0	0	2	2	2	2
Solid Waste Field Specialist II	0	0	1	2	2	2
Solid Waste Field Specialist III	0	0	9	8	8	8
Solid Waste Management Superintendent	0	0	1	1	1	1
Solid Waste/Recycling Superintendent	1	1	0	0	0	0
Solid Waste Services Specialist	1	1	1	1	1	1
Weigh Station Attendant	2	0	0	0	0	0
TOTAL	20	22.5	23.5	24.5	24.5	24.5

Significant Budget and Staffing Changes

Professional/Contract Services increased by \$5,580,280 due to the transfer of Refuse Contracts and Refuse Container Renovations Contracts from Cost Center 1290 - Non-departmental.



Department Budgets – Municipal Utilities

> > > **SOLID WASTE CAPITAL – 3710** < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Contingency/Reserve	\$ 0	\$ 1,652,027	\$ 0	\$ 0	\$ 3,527,963	N/A
Land/Improvements	89,281	1,585,141	2,604,146	2,495,521	5,926,300	137.48%
Building/Improvements	0	415,400	415,400	415,400	0	(100.00%)
Machinery/Equipment	933,704	60,000	664,644	664,434	67,000	(89.92%)
Total Cost Center-3710	\$ 1,022,985	\$ 3,712,568	\$ 3,684,190	\$ 3,575,355	\$ 9,521,263	166.30%
Solid Waste Capital Imp.					\$ 8,847,628	
Solid Waste Operating					673,635	
Grand Total					\$ 9,521,263	

Significant Budget and Staffing Changes

Significant budget variances for capital cost centers are primarily attributed to specific project completions for the current year and new projects for the proposed year. Detailed project budgets are included in the Capital Budget section of this document.



Department Budgets – Municipal Utilities

FUNCTION:	Municipal Utilities	COST CENTER:	3800
DEPARTMENT:	Municipal Utilities	DIVISION:	Water Distribution

Water Distribution maintains over 1,000 miles of water mains, in excess of 9,800 fire hydrants, and more than 28,000 water valves. This cost center responds to blue stake requests for the location and marking of water mains and sanitary sewer lines within the City limits. This division also ensures that fire hydrants, valves, and water meters are properly installed and maintained.

2003-04 Performance Measurements

Goal:

Provide Chandler residences, businesses, and industries with an adequate and continuous supply of potable water.

Objectives:

- ◆ Perform preventative maintenance on all fire hydrants annually.
- ◆ Install new water meters for residential and commercial customers.
- ◆ Replace inoperative water meters for residential and commercial customers.
- ◆ Ensure all valves have had preventative maintenance performed every two years.
- ◆ Ensure proper blue staking of all water mains and sanitary sewer lines.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Fire hydrant preventative maintenance (inspection and repair)	8,000	7,639	8,000	9,800	10,000 ⁽¹⁾
Number of water meter installations	3,550	3,366	3,000	3,000	3,000
Number of water meter replacements	N/A	776	1,600	1,600	1,600
Number of valves maintained	2,020	16,642	8,000	16,000	16,000
Number of blue stakes performed ⁽²⁾	23,870	33,760	30,000	33,000	33,000

(1) The number of fire hydrants inspected/repared will increase due to on-going growth and expansion within the City during FY 2003/04.

(2) The number of blue stakes performed will vary depending upon the amount of construction during the year.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Municipal Utilities

> > > WATER DISTRIBUTION – 3800 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 1,485,564	\$ 1,717,942	\$ 1,744,185	\$ 1,528,331	\$ 1,868,489	22.26%
Professional/Contract	38,619	215,570	286,509	158,528	91,250	(42.44%)
Operating Supplies	273,558	418,810	656,585	632,157	642,730	1.67%
Repairs/Maintenance	8,878	15,540	15,870	15,947	111,115	596.78%
Communications/Transportation	11,725	22,630	29,739	22,764	21,870	(3.93%)
Insurance/Taxes	1,648	2,500	2,500	2,929	2,500	(14.65%)
Rents/Utilities	12,706	15,230	19,296	19,296	30,590	58.53%
Other Charges/Services	556,502	804,785	805,385	1,505,385	1,508,920	0.23%
Contingency/Reserve	0	25,600	403,661	0	0	N/A
Machinery/Equipment	(35,388)	15,000	97,999	112,323	18,000	(83.97%)
Office Furniture/Equipment	2,006	0	25	25	0	(100.00%)
Water System Improvements	263,555	394,480	202,790	210,579	546,480	159.51%
Capital Replacement	51,689	57,439	57,439	57,439	110,558	92.48%
Total Cost Center-3800	\$ 2,671,062	\$ 3,705,526	\$ 4,321,983	\$ 4,265,703	\$ 4,952,502	16.10%
Water Operating					\$ 4,952,502	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Secretary	0	1	0	0	0	0
Customer Service Representative	1	1	1	1	1	1
Engineering Technician	1	1	1	1	1	1
Executive Assistant	0	0	1	1	1	1
GIS Technician I	0	0	0	1	1	1
GIS Technician II	1	1	1	1	1	1
Secretary	1	0	0	0	0	0
Utility Field Services Coordinator	2	2	2	2	2	2
Utility Location Coordinator	3	3	3	3	3	3
Utility Systems Operator I	7	9	9	9	9	9
Utility Systems Operator II	6	6	6	6	6	6
Utility Systems Operator III	2	4	5	5	5	5
Water Distribution Superintendent	1	1	1	1	1	1
TOTAL	25	29	30	31	31	31

Significant Budget and Staffing Changes

The appropriation for new and replacement residential meters was increased by \$700,000 for fiscal year 2003-04.

Increased operation and maintenance allocation (\$113,685) for several capital improvement projects are also reflected in fiscal year 2003-04.



Department Budgets – Municipal Utilities

> > > WATER CAPITAL – 3820 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Professional/Contract	\$ 2,390,409	\$ 3,318,400	\$ 5,925,106	\$ 4,371,591	\$ 3,000,700	(31.36%)
Contingency/Reserve	0	42,349,686	0	0	29,241,746	N/A
Land/Improvements	0	0	757,728	757,728	0	(100.00%)
Building/Improvements	24,124	796,545	2,533,872	2,533,871	0	(100.00%)
Water System Improvements	7,401,191	11,410,700	43,086,398	27,164,496	39,662,500	46.01%
Wastewater System Improvements	0	1,021,600	1,021,600	985,000	1,211,200	22.96%
Total Cost Center-3820	\$ 9,815,724	\$ 58,896,931	\$ 53,324,704	\$ 35,812,686	\$ 73,116,146	104.16%
Water Bonds - Capital Projects					\$ 11,387,950	
Water System Dev. Fees					33,377,751	
Water Resource Sys Dev Fees					3,410,257	
Water Operating					24,940,188	
Grand Total					\$ 73,116,146	

Significant Budget and Staffing Changes

Significant budget variances for capital cost centers are primarily attributed to specific project completions for the current year and new projects for the proposed year. Detailed project budgets are included in the Capital Budget section of this document.



Department Budgets – Municipal Utilities

FUNCTION:	Municipal Utilities	COST CENTER:	3830
DEPARTMENT:	Municipal Utilities	DIVISION:	Water Production

Water Production is responsible for providing Chandler residences, businesses and industries with a sufficient and continuous supply of potable water. This is accomplished through a water treatment process that employs coagulation, sedimentation and filtration to produce 45-million gallons of water per day at the surface water treatment plant. In addition, the system includes 29 wells and booster stations that are controlled by a state-of-the-art Supervisory and Data Acquisition system.

2003-04 Performance Measurements

Goal:

Maintain overall regulatory compliance.

Objectives:

- ♦ Operate the surface water treatment plant, deep wells and booster stations to insure regulatory compliance.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Compliance w/State, County and EPA requirements	Compliance	Compliance	Compliance	Compliance	Compliance

Goal:

Meet the requirements of AR 12-15 as described in Arizona Administrative Code, Title 12, Chapter 15, Article 7, Assured and Adequate Water Supply.

Objectives:

- ♦ Optimize the use of surface water and minimize the use of groundwater throughout the City of Chandler.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Surface water deliveries in gallons (1,000,000)	12,366	15,672	16,942	13,021	18,835
Groundwater deliveries in gallons (1,000,000) ⁽¹⁾	3,740	2,381	1,087	6,482	1,202

(1) 2000-01 and 2001-02 actual for groundwater delivery reflects Granite Reef Underground Storage Project (GRUSP) activities. Salt River Project (SRP) and Central Arizona Project (CAP) water is used to recharge the underground water aquifer. The stored water is then pumped into the Chandler distribution system using Annual Storage and Recovery wells. Since every gallon recovered was originally surface water, the State of Arizona designates this water to be surface water and it is deducted from the amount of groundwater pumped. The gallons of groundwater will increase later in the fiscal year as the demand for water increases above the amount that GRUSP can provide.

2002-03 year end estimate reflects higher groundwater numbers are due to SRP surface water allocation reductions causing higher groundwater usage.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Municipal Utilities

>>> WATER PRODUCTION – 3830 <<<

Goal:

Operate and maintain all water facilities efficiently.

Objectives:

Minimize increases in water production costs.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Production cost per million gallons ⁽¹⁾	\$540	\$493	\$582	\$483	\$498

⁽¹⁾ The projected cost per million gallons is based upon the proposed 2002-03 budget divided by the forecast water demand. Any savings realized in 2002-03 would reduce this cost.

Goal:

The City of Chandler has developed the goal of not exceeding 0.1 Nephelometric Turbidity Unit (NTU) in the finished water. The City guideline is stricter than federal and state regulations of 0.5 NTU.

Objectives:

- ◆ Closely monitor and operate the plant to ensure the finished water NTU does not exceed 0.1 in more than 15 percent of the samples taken.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Percentage of finished water turbidity samples between 0.05 to 0.1 NTU.	86.00	93.0	90.5	95.0	95.0
Percentage of finished water turbidity samples between 0.1 to 0.15 NTU. ⁽²⁾	NA	7.0	7.5	4.5	4.5
Percentage of finished water turbidity samples between 0.15 and 0.2 NTU. ⁽²⁾	NA	0	1.50	.5	.5
Percentage of finished water turbidity samples between 0.2 and 0.3 NTU. ⁽²⁾	NA	0	0.50	0	0
Percentage of finished water turbidity samples over 0.3 NTU. ⁽¹⁾	NA	0	0	0	0

⁽²⁾ Newly reported performance measures beginning in FY01/02. Measures reflect the percentage of the total samples taken annually.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Municipal Utilities

>>> WATER PRODUCTION – 3830 <<<

Description	2002-03		2002-03		2002-03		% Change Est. Exp. To Adopted
	2001-02 Actual	Adopted Budget	Adjusted Budget	Estimated	2003-04 Adopted		
Personnel Services	\$ 1,984,086	\$ 2,262,883	\$ 2,299,710	\$ 2,084,153	\$ 2,300,534		10.38%
Professional/Contract	2,870,192	3,629,575	4,204,812	4,202,130	4,263,554		1.46%
Operating Supplies	1,365,842	1,718,977	2,051,217	2,169,090	1,905,341		(12.16%)
Repairs/Maintenance	215,254	275,318	293,601	291,200	294,650		1.18%
Communications/Transportation	30,242	26,950	33,540	33,100	27,810		(15.98%)
Insurance/Taxes	0	1,000	1,000	1,000	1,000		0.00%
Rents/Utilities	1,772,343	1,601,370	1,603,020	1,607,000	1,669,370		3.88%
Other Charges/Services	80,150	85,390	86,935	86,200	90,945		5.50%
Contingency/Reserve	0	436,550	58,489	0	436,550		N/A
Machinery/Equipment	94,021	84,320	94,449	67,460	26,000		(61.46%)
Office Furniture/Equipment	4,974	33,650	33,650	5,000	33,650		573.00%
Water System Improvements	518,462	482,350	618,272	465,392	100,000		(78.51%)
Capital Replacement	20,431	80,558	80,558	40,139	80,558		100.70%
Total Cost Center-3830	\$ 8,955,997	\$ 10,718,891	\$ 11,459,253	\$ 11,051,864	\$ 11,229,962		1.61%
Water Operating					\$ 11,229,962		

AUTHORIZED POSITIONS

Position Title	1999-2000	2000-01	2001-02	2002-03	2002-03	2003-04
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Secretary	1	1	0	0	0	0
Administrative Specialist	0	0	2	2	2	2
Electrician	0	0	1	0	0	0
Executive Assistant	0	0	1	1	1	1
Facility Electrician	3	3	0	0	0	0
Facility Equipment Mechanic	2	2	0	0	0	0
Instrumentation Technician	3	3	4	4	4	3
Laborer	2	2	2	2	2	2
Maintenance Worker	1	1	1	1	1	1
Operations Analyst I	1	1	0	0	0	0
Public Works Operations Analyst	0	0	1	1	0	0
Safety Analyst	0	1	1	1	1	1
Secretary	2	2	0	0	0	0
Senior Equipment Mechanic	0	0	2	2	2	2
Utilities Electrician	0	0	3	4	4	3
Utilities Systems Analyst	0	0	0	0	1	1
Water Plant Operator I	5	5	5	5	5	5
Water Plant Operator II	6	5	5	5	5	5
Water Plant Operator III	0	1	1	1	1	1
Water Systems Maintenance Superintendent	0	0	1	1	1	1
Water Systems Maintenance Supervisor	1	1	0	0	0	0
Water Systems Operations Superintendent	0	0	1	1	1	1
Water Systems Operations Supervisor	1	1	0	0	0	0
Water/Wastewater Manager	1	1	1	1	1	1
Well Maintenance Technician	6	6	7	7	7	6
TOTAL	35	36	39	39	39	36

Significant Budget and Staffing Changes

One Public Works Operations Analyst reclassified to Utilities Systems Analyst in 2002-03. One Instrumentation Technician, one Utilities Electrician, and one Well Maintenance Technician were transferred to cost center 3960-Airport Water Reclamation Facility effective fiscal year 2003-04. On-going additional water production operating costs (\$143,600) were added for fiscal year 2003-04.



Department Budgets – Municipal Utilities

FUNCTION:	Municipal Utilities	COST CENTER:	3840
DEPARTMENT:	Municipal Utilities	DIVISION:	Environmental Resources

Environmental Resources is responsible for protecting Chandler's existing water supplies, estimating Chandler's future water demands, negotiating, acquiring and managing Chandler's water resources, and promoting water conservation through public programs, elementary school education programs, rebates, demonstration projects and workshops. This cost center is also responsible for following the status of new federal and state laws, rules and regulations pertaining to the Clean Water Act and the Safe Drinking Water Act.

2003-04 Performance Measurements

Goal:

Comply with the State's Groundwater Management Act by accumulating long-term storage credits for drought protection.

Objective:

- ◆ Accumulate long-term storage credits to meet potable water supply needs during droughts to stay in compliance with the State's Assured Water Supply rules.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Secure long-term storage credits (measured in acre-feet per year)	7,500 AF	4,910 AF	5,400 AF	7,500 AF	7,500 AF

Goal:

To comply with the State's Groundwater Management Act Assured Water Supply rules and acquire renewable water resources to support future growth and development.

Objective:

- ◆ Acquire additional renewable water supplies through long-term storage credits, leases, exchanges, Indian water right settlements or purchases from willing sellers.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Recharge water (direct or in-lieu) and acquire long-term storage credits to support Chandler future Assured Water Supply applications (measured in acre-feet per year)	2,370 AF	9,830 AF	8,740 AF	10,400 AF	9,800 AF

Goal:

To protect and maintain Chandler's existing Salt, Verde, and Colorado River water supplies, reclaimed water supplies and groundwater supply and stay in compliance with the City's Assured Water Supply designation.

Objective:

- ◆ Participate in the Gila River Adjudication, Indian water rights settlements and federal and state agency meetings.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Attend and participate in meetings	100	55	20	70	70

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



>>> ENVIRONMENTAL RESOURCES - 3840 <<<

Goal:

Educate the citizens of Chandler about the importance of water conservation through residential audits, educational programs, community presentations, workshops, and rebate programs.

Objective:

- ◆ Educate Chandler residents on all aspects of water conservation through workshops, community presentations, school programs, public events, and distribution of water conservation packets.
- ◆ Administer and promote the water conservation rebate program to reduce water usage through xeriscape landscaping and installation of automatic irrigation controllers.
- ◆ Administer water saving retrofit kit program.
- ◆ Provide water conservation assistance to high water use homeowners, commercial, industrial, and turf facilities to reduce overall consumption.
- ◆ Implement the conservation requirements of the Third Management Plan of the Groundwater Management Act.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Water conservation workshops	26	29	26	26	26
Presentations to schools	53	55	50	54	50
Distribute residential water conservation packets	1,280	2,340	2,300	2,500	2,500
Issuance of rebates	1,280	1,060	1,200	1,200	1,200
Distribute water saving retrofit kits to single and multi-family residences built prior to 1992 ⁽¹⁾	720	338	300	230	200
Investigate utility billing referrals	50	85	75	200	100
Implement Conservation Programs mandated by Arizona Department of Water Resources	12	12	12	12	12

(1) Issuance of retrofit kits for homes and apartment complexes built prior to 1982 is leveling off.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



>>> ENVIRONMENTAL RESOURCES - 3840 <<<

Goal: To ensure Chandler's position is represented to federal and state environmental regulatory agencies during the rule making process.

Objective: Review, comment, and determine the cost impact of proposed new rules, laws and regulations issued under the Clean Water Act, Safe Drinking Water Act or state regulations.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Write position papers outlining Chandler's concerns regarding proposed new environmental laws, rules and regulations ⁽²⁾	13	11	8	5	5

(2) Number of position papers vary based on EPA regulatory schedule.

Goal: To ensure the City's operations staff is aware of the final rules promulgated by federal or state regulatory agency.

Objective: To alert operations staff for compliance with final rules promulgated by federal or state regulatory agencies and report the standard and compliance date.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Prepare a written summary of a new law, rule, regulation promulgated by a State or Federal regulatory agency that will impact the City's compliance with the Safe Drinking Water Act or Clean Water Act	15	17	5	13	8

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Municipal Utilities

> > > ENVIRONMENTAL RESOURCES - 3840 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 509,233	\$ 938,844	\$ 838,711	\$ 838,703	\$ 908,834	8.36%
Professional/Contract	321,474	281,140	446,615	456,683	303,570	(33.53%)
Operating Supplies	40,736	75,555	93,153	89,553	166,070	85.44%
Repairs/Maintenance	847	2,280	2,280	2,280	7,390	224.12%
Communications/Transportation	22,548	51,680	53,718	43,798	88,420	101.88%
Rents/Utilities	170	290	317	317	15,280	4720.19%
Other Charges/Services	212,732	225,700	256,065	256,065	257,430	0.53%
Machinery/Equipment	202	0	0	0	0	N/A
Office Furniture/Equipment	3,946	0	0	0	0	N/A
Capital Replacement	4,113	4,113	4,113	4,113	4,510	9.65%
Total Cost Center-3840	\$ 1,116,001	\$ 1,579,602	\$ 1,694,972	\$ 1,691,512	\$ 1,751,504	3.55%
Water Operating					\$ 1,751,504	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Secretary	1	1	0	0	0	0
Administrative Specialist	0	0	1	1	1	1
Assistant Municipal Utilities Director for Environmental Resources	0	0	1	1	1	1
Assistant Public Works Director for Regional Water Resources	1	1	0	0	0	0
Construction Project Manager	0	0	0	0	1	1
Engineer I	1	0	0	0	0	0
Engineer II	0	1	0	0	0	0
Executive Assistant	0	0	1	1	1	1
Senior Engineer	0	0	1	2	2	2
Secretary	1	1	0	0	0	0
Utilities Coordinator	0	0	0	1	1	1
Water Conservation Coordinator	1	1	1	1	1	1
Water Conservation Specialist	1	1	1	1	1	1
Water Quality Advisor	1	1	1	1	1	1
Water Quality and Distribution Manager	0	0	0	1	0	0
Water Quality Specialist	0	0	1	1	1	1
Water Resources Manager	0	0	0	1	1	1
TOTAL	7	7	8	12	12	12

Significant Budget and Staffing Changes

One Water Quality and Distribution Manager position was reclassified to Construction Project Manager in fiscal year 2002-03.

Line items were transferred from Cost Center 1290 - Non-departmental: Legal (\$20,000), Arizona Municipal Water Users Association (\$76,500), and Subscriptions/Memberships (\$200) for fiscal year 2003-04.

Furniture and T-1 lines for new Administration Building increased by \$119,905 and on-going Building Operations and Maintenance costs increased by \$42,960 for the new Administration Building in fiscal year 2003-04.



Department Budgets – Municipal Utilities

FUNCTION:	Municipal Utilities	COST CENTER:	3850
DEPARTMENT:	Municipal Utilities	DIVISION:	Water Quality

Water Quality is responsible for ensuring that the City water supply meets the compliance standards set by the federal and state government. This is accomplished through a program of sampling, laboratory testing, reporting, and record keeping. This area also manages the backflow prevention and flushing programs in order to continuously evaluate the improvement in the taste and odor of the City's potable water supply.

2003-04 Performance Measurements

Goal:

Ensure water quality and regulatory compliance with federal, state, county and local regulations through sample collection, laboratory testing, and backflow prevention.

Objectives:

- ◆ Control taste and odor in treatment plant source water by recommending canal treatment based on flavor panel analysis results, methylisoborneol/geosmin levels, and algae cell counts.
- ◆ Conduct a flushing and sampling program annually on 100 percent of all dead end mains to eliminate taste and odors in the distribution system.
- ◆ Conduct sampling and analysis of bacteriological activity in the City's drinking water.
- ◆ Assure customer satisfaction by responding to water quality complaints in a timely and courteous manner.
- ◆ Conduct a proactive backflow prevention testing program.
- ◆ Perform sampling of new mains to eliminate contamination of existing mains.
- ◆ Install and relocate hydrant meters for construction water.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Flavor panel ability to accurately detect standards and recommend Salt River Project corrective action to taste and odor events	100%	100%	100%	100%	100%
Number of water samples taken at dead end mains to eliminate taste and odors	2,089	2,069	2,500	224 ⁽¹⁾	0 ⁽²⁾
Number of bacteriological tests	2,864	2,866	3,200	2,780	2,800
Water quality complaints responded to within 24 hours	100%	100%	100%	100%	100%
Number of backflow assemblies tracked	2,965	3,849	3,750	3,979	4,110
Perform sampling on all new water mains	100%	100%	100%	100%	100%
Number of hydrant meters installed and relocated ⁽³⁾	708	747	700	800	850

(1) 2002-03 Estimate - flushing dead end mains temporarily suspended due to drought conditions.

(2) 2003-04 Projected - flushing dead end mains temporarily suspended due to drought conditions.

(3) The number of hydrant meter installations and relocations will vary depending upon the amount of construction during the year.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Municipal Utilities

> > > **WATER QUALITY - 3850** < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 627,555	\$ 639,830	\$ 652,081	\$ 522,342	\$ 773,865	48.15%
Professional/Contract	121,592	314,690	399,421	314,690	314,690	0.00%
Operating Supplies	81,197	99,150	120,312	118,832	101,700	(14.42%)
Repairs/Maintenance	18,237	8,370	8,370	8,370	7,300	(12.78%)
Communications/Transportation	5,485	14,060	16,027	16,027	14,480	(9.65%)
Insurance/Taxes	250	500	500	500	500	0.00%
Rents/Utilities	5,837	11,300	11,596	11,596	15,240	31.42%
Other Charges/Services	6,814	17,190	17,275	17,275	15,380	(10.97%)
Office Furniture/Equipment	3,388	0	0	0	0	N/A
Water System Improvements	10,589	11,520	11,910	11,910	11,520	(3.27%)
Capital Replacement	22,616	21,666	21,666	21,666	12,765	(41.08%)
Total Cost Center-3850	\$ 903,560	\$ 1,138,276	\$ 1,259,158	\$ 1,043,208	\$ 1,267,440	21.49%
Water Operating					\$ 1,267,440	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Specialist	0	0	0.75	0.75	0.75	0.75
Administrative Support II	0	0	1	1	1	1
Chemist	1	1	1	1	1	1
Laboratory Technician	2	2	2	2	2	2
Pre-Treatment Supervisor	0	0	0	0	0	0
Secretary	0.75	0.75	0	0	0	0
Senior Chemist	1	1	1	1	1	1
Water Quality and Distribution Manager	0	1	1	1	1	1
Water Quality Specialist	1	1	0	0	0	0
Water Quality Supervisor	1	1	1	1	1	1
Water Quality Technician	4	4	4	4	4	4
Water Quality Superintendent	0	0	0	0	1	1
Water/Wastewater Compliance Manager	1	0	0	0	0	0
TOTAL	11.75	11.75	11.75	11.75	12.75	12.75

Significant Budget and Staffing Changes

Water Quality Superintendent reclassified from Utility Field Services Coordinator and moved from cost center 3900 – Wastewater Collection in fiscal year 2002-03.



Department Budgets – Municipal Utilities

FUNCTION:	Municipal Utilities	COST CENTER:	3900
DEPARTMENT:	Municipal Utilities	DIVISION:	Wastewater Collection

Wastewater Collection is responsible for maintaining all system appurtenances such as pipes, manholes, and pumping stations.

2003-04 Performance Measurements

Goal:

Provide the safest, most efficient and economical methods for wastewater collection, control of sewer odor, and roach problems for residential, commercial, and industrial customers.

Objectives:

- ◆ Maintain sewer lines so as to limit sewer odor and blockages through the use of the Vactor and Jetter programs.
- ◆ Reduce roach complaints through a preventative manhole dusting program and to respond promptly when complaints are received.
- ◆ Respond and repair City owned broken service lines in a timely manner and to the customers' satisfaction.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of odor complaints received annually	52	52	75	70	75
Number of blockages originating in City sewer mains	78 ⁽³⁾	47	30 ⁽¹⁾	30	30
Number of roach complaints received	579	524	525	525	500 ⁽¹⁾
Percentage of roach complaints responded to within 24 hours	78% ⁽²⁾	91% ⁽²⁾	97% ⁽²⁾	94% ⁽²⁾	96% ⁽²⁾
Number of sewer service repairs with City responsibility	16 ⁽³⁾	34	25	30	35
Percentage of City owned service repairs completed within 48 hours	80%	82%	85%	89%	90%
Number of sewer line miles cleaned under the Vactor and Jetter programs	106	86	275 ⁽⁴⁾	200 ⁽⁵⁾	200

- (1) Decrease in stoppages and roach complaints is due to the preventative maintenance performed by routinely cleaning City sewer mains.
- (2) Calls not responded within the time limitation set were due to weekend plus holiday time off when crews were not at work.
- (3) A City Ordinance expanded the City's level of responsibility for sewer line repairs to include the lateral line from the main tap to the right-of-way.
- (4) This projection is based on the acquisition of a sewer line jetter in fiscal year 2000-01, which will dramatically increase sewer line cleaning abilities with the vactor.
- (5) Cleaning projections not met due to optimistic expectations regarding time required for cleaning miles of sewer main, major repairs on sewer mains, lift stations, and the jet rodder.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Municipal Utilities

> > > WASTEWATER COLLECTION – 3900 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 580,831	\$ 704,463	\$ 714,968	\$ 648,500	\$ 707,493	9.10%
Professional/Contract	468,844	642,313	716,461	716,440	695,113	(2.98%)
Operating Supplies	95,367	242,335	254,720	254,650	307,017	20.56%
Repairs/Maintenance	1,348	8,600	8,600	7,970	20,230	153.83%
Communications/Transportation	4,793	12,200	13,190	13,150	12,200	(7.22%)
Insurance/Taxes	1,250	1,500	1,500	1,500	1,500	0.00%
Rents/Utilities	48,219	70,970	73,089	73,000	80,350	10.07%
Other Charges/Services	205,688	21,595	25,961	25,925	23,649	(8.78%)
Contingency/Reserve	0	10,000	10,000	0	10,000	N/A
Machinery/Equipment	47,235	41,950	53,232	52,950	6,950	(86.87%)
Water System Improvements	0	0	2,500	2,500	0	(100.00%)
Wastewater System Improvements	0	15,000	15,000	15,000	15,000	0.00%
Capital Replacement	68,008	68,819	68,819	68,819	23,587	(65.73%)
Total Cost Center-3900	\$ 1,521,583	\$ 1,839,745	\$ 1,958,040	\$ 1,880,404	\$ 1,903,089	1.21%
Wastewater Operating					\$ 1,903,089	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Specialist	0	0	1	1	1	1
GIS Technician II	0	1	1	1	1	1
Maintenance Supervisor	1	0	0	0	0	0
Secretary	1	1	0	0	0	0
Utility Field Services Coordinator	0	1	1	1	0	0
Utility Systems Operator I	4	4	4	4	4	4
Utility Systems Operator II	2	2	2	2	2	2
Utility Systems Operator III	3	3	3	3	3	3
Wastewater Collections Superintendent	1	1	1	1	1	1
TOTAL	12	13	13	13	12	12

Significant Budget and Staffing Changes

The Utility Field Services Coordinator position was moved to cost center 3850 – Water Quality and reclassified to Water Quality Superintendent in fiscal year 2002-03.

Increased operations and maintenance allocations (\$61,200) related to capital improvement projects were included for fiscal year 2003-04.

Department Budgets – Municipal Utilities

WASTEWATER CAPITAL – 3910

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Professional/Contract	\$ 0	\$ 200,000	\$ 325,000	\$ 325,000	\$ 0	(100.00%)
Contingency/Reserve	0	52,498,921	0	0	28,633,100	N/A
Land/Improvements	0	0	627	0	0	N/A
Building/Improvements	13,350,435	398,275	410,773	315,695	0	(100.00%)
Machinery/Equipment	31,939	0	322,822	2,866	0	(100.00%)
Street Improvements	152,952	0	57,156	57,156	0	(100.00%)
Wastewater System Improvements	11,277,332	7,606,860	56,158,375	39,172,495	13,053,310	(66.68%)
Total Cost Center-3910	\$ 24,812,658	\$ 60,704,056	\$ 57,274,753	\$ 39,873,212	\$ 41,686,410	4.55%
Reclaimed Water SDF					\$ 14,255,484	
WW 93-94 Effluent Reuse Bonds					10,904	
Wastewater Bonds - Capital					3,314,103	
Wastewater System COP					36,501	
Wastewater System Dev Fees					15,141,235	
Wastewater Operating					8,928,183	
Grand Total					\$ 41,686,410	

Significant Budget and Staffing Changes

Significant budget variances for capital cost centers are primarily attributed to specific project completions for the current year and new projects for the proposed year. Detailed project budgets are included in the Capital Budget section of this document.



Department Budgets – Municipal Utilities

FUNCTION:	Municipal Utilities	COST CENTER:	3930
DEPARTMENT:	Municipal Utilities	DIVISION:	Wastewater Reverse Osmosis

The Reverse Osmosis Facility provides the City of Chandler with a renewable resource by treating wastewater from the Intel computer chip manufacturing FAB 12 and 22. This state-of-the-art facility uses reverse osmosis to treat the 1.25-million gallon per day wastewater stream produced by the FABs. The wastewater is purified before it is introduced into the aquifer through direct well injection.

2003-04 Performance Measurements

Goal:

Treat the industrial wastewater discharge from Intel to a drinking water level that can be recharged back into the aquifer as a renewable source.

Objectives:

- ◆ Maintain compliance within the guidelines of the Aquifer Protection Permit.
- ◆ Operate and maintain the treatment facility efficiently.
- ◆ Monitor water quality through analytical testing.
- ◆ Recover 75 percent of the industrial stream from groundwater recharge.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Compliance with the Aquifer Protection Permit	Compliance	Compliance	Compliance	Compliance	Compliance
Recovery cost per thousand gallons	3.60	3.50	3.60	3.50	3.50
Number of water quality tests performed	676	676	598 ⁽¹⁾	598	598
Recharge of industrial stream (million gallons)	330	360	375	360	N/A ⁽²⁾
Percent of industrial waste recovered and injected into the aquifer	75	83	75	80	80

(1) Reflects the expiration of the Reuse Permit to discharge to the RWCD canal. Water quality tests for this permit are no longer required.

(2) Intel is retrofitting FAB 12 with new technology tools and their flows will be lower during the change over; initial planning does not yet include a timeline.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Municipal Utilities

> > > WASTEWATER REVERSE OSMOSIS - 3930 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 669,833	\$ 713,825	\$ 724,137	\$ 690,450	\$ 788,504	14.20%
Professional/Contract	133,616	153,820	164,283	147,100	130,320	(11.41%)
Operating Supplies	322,661	507,545	529,210	508,940	509,460	0.10%
Repairs/Maintenance	2,154	5,960	5,960	5,750	18,460	221.04%
Communications/Transportation	7,606	7,650	7,698	7,600	7,650	0.66%
Insurance/Taxes	0	250	250	0	250	N/A
Rents/Utilities	156,320	337,550	337,663	262,660	297,550	13.28%
Other Charges/Services	19,574	23,390	23,390	23,390	23,665	1.18%
Machinery/Equipment	9,570	7,200	13,024	12,930	5,400	(58.24%)
Capital Replacement	3,717	3,717	4,077	4,077	4,077	0.00%
Total Cost Center-3930	\$ 1,325,051	\$ 1,760,907	\$ 1,809,692	\$ 1,662,897	\$ 1,785,336	7.36%
WW Industrial Process Treatment					\$ 1,785,336	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Specialist	0	0	1	1	1	1
Facility Electrician	0	1	0	0	0	0
Instrumentation Technician	1	1	1	1	1	1
Facility Equipment Mechanic	1	1	0	0	0	0
Reverse Osmosis Facility Superintendent	1	1	1	1	1	1
Reverse Osmosis Water Plant Operator II	6	5	5	5	5	5
Reverse Osmosis Water Plant Operator III	0	1	1	1	1	1
Secretary	1	1	0	0	0	0
Senior Equipment Mechanic	0	0	1	1	1	1
Utilities Electrician	0	0	1	1	1	1
TOTAL	10	11	11	11	11	11

Significant Budget and Staffing Changes

There are no significant budget and staffing changes for fiscal year 2003-04.



Department Budgets – Municipal Utilities

FUNCTION:	Municipal Utilities	COST CENTER:	3940
DEPARTMENT:	Municipal Utilities	DIVISION:	Wastewater Treatment

Wastewater Treatment is responsible for treating domestic and industrial wastewater for reclamation at the Lone Butte Facility.

2003-04 Performance Measurements

Goal:

To maintain compliance with the Gila River Indian Community (GRIC) lease agreement for water quality standards and to efficiently operate the Lone Butte Facility.

Objectives:

- ◆ Maintain 100 percent compliance with the GRIC lease agreement for water quality standards.
- ◆ To keep treatment costs per 1 MG flow to a minimum.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Percent compliance with GRIC lease agreement	76% ⁽¹⁾	89%	90%	94%	97%
Treatment cost per 1 MG	\$413	\$492	\$500 ⁽²⁾	\$650 ⁽³⁾	\$600

(1) 2000-01 Actual low percentage due to on-going problems affecting coliform disinfection.

(2) Increased O&M cost to reflect additional equipment put into service and the use of sodium hypochlorite.

(3) Increased cost to reflect reduced flow and increase in electrical rates and chemical costs.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Municipal Utilities

> > > WASTEWATER TREATMENT – 3940 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 134,553	\$ 152,046	\$ 154,320	\$ 150,200	\$ 165,401	10.12%
Professional/Contract	69,157	119,240	159,253	150,420	119,240	(20.73%)
Operating Supplies	115,915	508,290	543,488	544,620	508,290	(6.67%)
Repairs/Maintenance	3,979	13,050	13,050	13,050	13,050	0.00%
Communications/Transportation	2,816	5,610	7,122	6,500	5,610	(13.69%)
Insurance/Taxes	0	250	250	250	250	0.00%
Rents/Utilities	351,634	465,500	538,936	502,100	495,800	(1.25%)
Other Charges/Services	4,335	7,320	7,320	7,230	7,320	1.24%
Contingency/Reserve	0	10,400	10,400	0	10,400	N/A
Machinery/Equipment	15,694	0	11,807	11,800	0	(100.00%)
Capital Replacement	4,459	4,459	4,459	4,459	4,459	0.00%
Total Cost Center-3940	\$ 702,542	\$ 1,286,165	\$ 1,450,405	\$ 1,390,629	\$ 1,329,820	(4.37%)
Wastewater Operating					\$ 1,329,820	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Wastewater Facility Supervisor	1	0	0	0	0	0
Wastewater Plant Operator III	0	1	1	1	1	1
Wastewater Treatment Plant Operator II	1	1	1	1	1	1
TOTAL	2	2	2	2	2	2

Significant Budget and Staffing Changes

In fiscal year 2003-04 the Lone Butte facility rental allocation was transferred from Cost Center 1290 - Non-departmental.



Department Budgets – Municipal Utilities

FUNCTION:	Municipal Utilities	COST CENTER:	3950
DEPARTMENT:	Municipal Utilities	DIVISION:	Wastewater Quality

Wastewater Quality is charged with managing and administering the Industrial Wastewater Pretreatment Program. This program regulates and issues permits to industrial users who discharge pollutants into the wastewater collection system.

2003-04 Performance Measurements

Goal:

Ensure that wastewater quality remains in compliance with federal, state, county, tribal and local regulations.

Objectives:

- ◆ Assist with conducting a wastewater sampling program for the Lone Butte Treatment Plant influent and effluent to assure compliance with all state and tribal regulations and to provide a safe, clean effluent to the Gila River Indian Community (GRIC).
- ◆ Manage and implement the Industrial Pretreatment Program by inspecting and sampling industrial customers for compliance with federal and local wastewater regulations.
- ◆ Perform sampling of groundwater and effluent for Aquifer Protection Permits and Reuse Permits.
- ◆ Reduce wastewater collection stoppages by inspecting grease traps and interceptors.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of days sampled at Ocotillo and Lone Butte treatment plants	100	102	104	100	100
Conduct inspections at industrial facilities	160	140 ⁽¹⁾	150	95	105
Sample wastewater at industrial facilities. Number represents facility site visits per year	148	148	120	132 ⁽²⁾	130
Review industrial and City sampling reports to ensure compliance.	300	314	200	300 ⁽³⁾	300
Conduct compliance sampling for aquifer protection and reuse permits	90	93	80	90	90
Number of grease traps and sand & oil interceptors inspected	N/A	1,114 ⁽⁴⁾	1,400 ⁽⁵⁾	1,000	1,100

(1) Includes on-site inspections and reviews of Industrial Discharge Questionnaires. This number has decreased due to some industrial facility closures.

(2) Some industries are making process changes that will require additional visits/inspections from the City.

(3) Although economic factors have impacted industrial discharges, this number reflects reviewing of sampling equipment quality control analytical data.

(4) The grease trap inspection/education program was started in 2001. In lieu of an ordinance, inspections are conducted when possible.

(5) This was a first full year estimate.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Municipal Utilities

> > > WASTEWATER QUALITY – 3950 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 241,540	\$ 286,489	\$ 290,761	\$ 260,709	\$ 337,995	29.64%
Professional/Contract	123,191	176,230	246,055	245,755	194,130	(21.01%)
Operating Supplies	37,235	49,920	67,968	66,158	56,395	(14.76%)
Repairs/Maintenance	0	1,970	1,970	1,970	1,970	0.00%
Communications/Transportation	3,493	4,680	4,899	4,899	4,240	(13.45%)
Insurance/Taxes	0	500	500	500	500	0.00%
Rents/Utilities	161	250	481	481	480	(0.21%)
Other Charges/Services	4,750	8,320	8,320	8,320	8,110	(2.52%)
Machinery/Equipment	10	2,500	2,500	2,500	2,500	0.00%
Capital Replacement	7,532	7,532	7,532	7,532	7,532	0.00%
Total Cost Center-3950	\$ 417,912	\$ 538,391	\$ 630,986	\$ 598,824	\$ 613,852	2.51%
Wastewater Operating					\$ 613,852	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Specialist	0	0	0.25	0.25	0.25	0.25
Industrial Waste Inspector	4	4	4	4	2	2
Pre-Treatment Supervisor	1	1	1	1	1	1
Secretary	0.25	0.25	0	0	0	0
Senior Industrial Waste Inspector	0	0	0	0	1	1
Water Operations Compliance Specialist	0	0	0	0	1	1
TOTAL	5.25	5.25	5.25	5.25	5.25	5.25

Significant Budget and Staffing Changes

There was a reclassification of two Industrial Waste Inspector positions, one to Senior Industrial Waste Inspector and one to Water Operations Compliance Specialist in fiscal year 2002-03.



Department Budgets – Municipal Utilities

FUNCTION:	Municipal Utilities	COST CENTER:	3960
DEPARTMENT:	Municipal Utilities	DIVISION:	Airport Water Reclamation Facility

Airport Water Reclamation Facility is responsible for the treatment of domestic and industrial wastewater to water quality standards that allow for reuse of effluent and recharge into the aquifer.

2003-04 Performance Measurements

Goal:

Efficiently treat municipal wastewater to State of Arizona permit water quality standards for reuse and recharge purposes.

Objectives:

- ◆ Decrease the treatment cost per 1 million gallon (MG) flow.
- ◆ Maintain water quality compliance for Aquifer Protection Permits and Reuse Permits issued by Arizona Department Environmental Quality.
- ◆ Continue to reuse and recharge reclaimed water.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Treatment cost per 1 MG	\$1,210	\$973	\$950	\$910	\$850
Percent Compliance with Permits	99.8%	99.8%	100%	99.8%	100%
Reuse of Wastewater in million gallons a day (MGD)	1.0	1.4	2.0	2.0	3.0
Recharge of Wastewater in million gallons a day (MGD)	2.89	4.1	4.5	4.5	5.0

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets – Municipal Utilities

>>> AIRPORT WATER RECLAMATION FACILITY – 3960 <<<

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 471,644	\$ 532,767	\$ 541,067	\$ 527,100	\$ 859,382	63.04%
Professional/Contract	371,779	455,300	493,558	521,000	595,800	14.36%
Operating Supplies	378,378	491,830	573,312	542,130	545,930	0.70%
Repairs/Maintenance	5,416	43,250	43,250	43,250	61,250	41.62%
Communications/Transportation	18,851	25,450	25,973	22,950	27,550	20.04%
Insurance/Taxes	250	250	250	250	250	0.00%
Rents/Utilities	407,569	470,745	470,745	470,625	579,745	23.19%
Other Charges/Services	13,909	19,675	19,675	19,500	28,775	47.56%
Contingency/Reserve	0	675,364	910,595	0	910,595	N/A
Machinery/Equipment	32,056	0	13,886	14,230	0	(100.00%)
Office Furniture/Equipment	324	0	0	0	0	N/A
Water System Improvements	49,142	12,355	13,203	12,302	12,355	0.43%
Capital Replacement	5,559	9,836	9,836	9,836	9,836	0.00%
Total Cost Center-3960	\$ 1,754,877	\$ 2,736,822	\$ 3,115,350	\$ 2,183,173	\$ 3,631,468	66.34%
Wastewater Operating					\$ 3,631,468	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Specialist	0	0	1	1	1	1
Facilities Electrician	1	1	0	0	0	0
Facility Equipment Mechanic	1	1	0	0	0	0
Instrumentation Technician	1	1	1	1	1	2
Laboratory Technician	1	1	1	1	1	1
Secretary	1	1	0	0	0	0
Senior Equipment Mechanic	0	0	1	1	1	1
Utilities Electrician	0	0	1	1	1	2
Wastewater Facilities Supervisor	1	1	0	0	0	0
Wastewater Facilities Superintendent	0	0	1	1	1	1
Wastewater Treatment Plant Operator I	0	1	1	1	1	2
Wastewater Treatment Plant Operator II	2	2	2	2	2	3
Well Maintenance Technician	0	0	0	0	0	1
TOTAL	8	9	9	9	9	14

Significant Budget and Staffing Changes

One Instrumentation Technician, one Utilities Electrician and one Well Maintenance Technician were transferred from cost center 3830-Water Production effective fiscal year 2003-04. In addition, one Wastewater Treatment Plant Operator I position and one Wastewater Treatment Plant Operator II position was added effective fiscal year 2003-04.

Operating Expenses were increased by \$317,200 in fiscal year 2003-04 due to the facility expansion, including utilities of \$109,000, sludge hauling of \$80,000, and Clarifier painting of \$60,000.



Department Budgets – Municipal Utilities

FUNCTION:	Municipal Utilities	COST CENTER:	3970
DEPARTMENT:	Municipal Utilities	DIVISION:	Ocotillo Water Reclamation

Ocotillo Water Reclamation Facility is responsible for the treatment of domestic and industrial wastewater to water quality standards that allow for reuse of effluent and recharge into the upper aquifer. The plant is operated by Severn Trent Environmental Services under a long-term contract.

2003-04 Performance Measurements

Goal:

To maintain compliance with Arizona Department of Environmental Quality regulations, to maintain wastewater reuse and recharge, and to maintain treatment cost.

Objectives:

- ◆ Maintain treatment cost at \$965 per million gallons (MG) in fiscal year 2003-2004.
- ◆ Maintain water quality compliance for Aquifer Protection Permits and Reuse Permits issued by Arizona Department Environmental Quality.
- ◆ Continue to reuse and recharge reclaimed water.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Treatment cost per 1 MG	\$1,010	\$1,156	\$1,178	\$965	\$965
Percent Compliance with Permits	99.9%	99.8%	99.8%	99.8%	100%
Reuse of Wastewater (MGD)	7.6	7.0	5.8	5.8	5.0
Recharge of Wastewater (MGD)	0	0	1.2	1.2	2.0

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

>>> OCOTILLO WATER RECLAMATION – 3970 <<<

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Professional/Contract	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,723,938	N/A
Other Charges/Services	0	0	0	0	6,000	N/A
Total Cost Center-3970	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,729,938	N/A
Wastewater Operating					\$ 2,729,938	

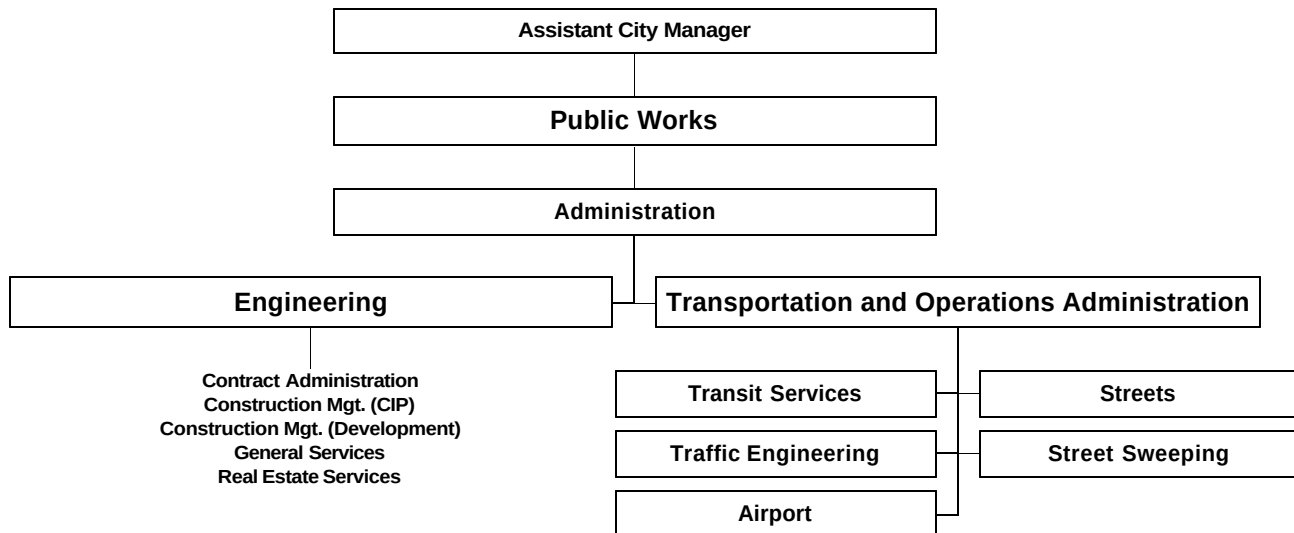
Significant Budget and Staffing Changes

The Ocotillo Water Reclamation Cost Center 3970 was created effective fiscal year 2003-04.

Operating Expenses were transferred from Cost Center 1290 - Non-departmental: Professional/Contract Services (\$2,723,938) and Other Charges/Services (\$6,000) in fiscal year 2003-04.

Department Budgets - Public Works

PUBLIC WORKS DEPARTMENT



The chart below is a three-year summary of Public Works Department Budget. Subsequent pages provide cost center descriptions, goals and objectives, performance measurements, budget summaries, authorized positions and highlights of significant changes.

PUBLIC WORKS SUMMARY

Expenditures by Cost Center	2001-02 Actual Expenditures	2002-03 Adjusted Budget	2002-03 Estimated Expenditures	2003-04 Adopted Budget	% of 2003-04 Total
Administration	\$ 577,642	\$ 638,567	\$ 361,037	\$ 755,480	0.8%
Engineering	2,765,556	4,094,840	3,107,034	4,299,723	4.3%
Transportation/Operations Admin.	411,259	545,735	421,667	561,840	0.6%
Streets	3,216,336	4,771,352	3,953,058	4,608,147	4.6%
Streets Capital	15,098,614	53,913,827	33,484,179	76,986,489	77.4%
Traffic Engineering	3,574,941	4,218,119	3,602,343	3,958,245	4.0%
Transit Services	912,506	1,626,891	1,446,357	1,516,160	1.5%
Street Sweeping	975,639	1,069,521	715,610	1,078,219	1.1%
Airport	834,258	798,811	692,927	950,956	1.0%
Airport Capital	2,588,794	5,965,291	71,221	4,710,674	4.7%
TOTAL PUBLIC WORKS	\$ 30,955,545	\$ 77,642,954	\$ 47,855,433	\$ 99,425,933	100.0%
Expenditures by Category					
Personnel & Benefits	\$ 7,161,490	\$ 9,485,450	\$ 7,566,085	\$ 9,686,191	10%
Operating & Maintenance	6,106,646	8,278,386	6,733,948	8,042,579	8%
Capital - Major	17,687,408	59,879,118	33,555,400	81,697,163	82%
TOTAL PUBLIC WORKS	\$ 30,955,545	\$ 77,642,954	\$ 47,855,433	\$ 99,425,933	100%
Staffing by Cost Center	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted	% of 2003-04 Total
Administration	6.00	3.50	3.50	3.50	2%
Engineering	55.00	56.00	56.00	56.00	39%
Transportation/Operations Admin.	7.00	6.63	6.63	6.63	5%
Streets	35.50	35.50	35.50	35.50	25%
Traffic Engineering	26.00	26.00	26.00	26.00	18%
Transit Services	3.00	3.00	3.00	3.00	2%
Street Sweeping	8.00	8.00	8.00	8.00	6%
Airport	6.00	6.00	6.00	6.00	4%
TOTAL PUBLIC WORKS	146.50	144.63	144.63	144.63	100%



2002-03 Public Works Accomplishments

- Administered 55 Capital Improvement Program construction projects totaling \$74.7 million. Administered 134 design projects for a total of \$24 million in fees. Administered 111 additional miscellaneous contracts and studies for \$4.5 million in fees.
- Installed 53 miles of new streets, 42 miles of new sewers, 50 miles of new water mains, and 4 miles of reclaimed water mains.
- Processed and inspected 712 utility projects and permits, inspected 178 and accepted 84 offsite development projects and over \$1.2 million was collected in permit fees.
- Collected over \$23 million in impact fees for use in future construction due to growth.
- Processed 475 requests for various maps for Council and public meetings.
- Public Works front counter handled 2,000 public inquiries/requests for information.
- Worked with ADOT on the completion of the final design of the Santan Freeway from the Price Freeway to Gilbert Road.
- Installed 10 new permanent traffic signals and four temporary span wire signals throughout the City.
- Conducted neighborhood meetings to discuss traffic calming measures and installed 42 traffic-calming devices in 15 neighborhoods.
- Opened the Traffic Management Center in July 2002. The Traffic Management Center displays real-time traffic information occurring on City arterial streets and ADOT highways on a 6-foot by 12-foot video wall.
- Installed 143 new streetlights on Arizona Avenue between Ray Road and Elliot Road. Installed 20 additional streetlights throughout the City at the request of residents.
- Placed asphalt millings in 25 miles of alleys.
- Completed 23 lane miles of slurry and micro seal, and 88 lane miles of acrylic seal to existing City residential streets. Also completed 23 lane miles of pavement replacement on Ray Road, Dobson Road, Alma School Road and Arizona Avenue; and 16 lane miles of pavement replacement on local and collector streets.
- Became the first City in the State of Arizona to have a certified team of flatwork technicians certified through the American Concrete Institute.
- Completed Transit Plan Update and High Capacity Transit Major Investment Study.
- Implemented transit service improvements on Chandler Blvd and extended Route 72 (Rural Road) service to Chandler Fashion Center.
- Extended full dial-a-ride service to incorporated areas south of Pecos Road.
- Completed design of the Heliport Relocation project.
- Installed a radar display system in the air traffic control tower at Chandler Municipal Airport.
- Experienced 227,501 flight operations at the Airport, representing a 4% increase over the prior year.
- Completed construction of new gateway projects on Arizona Avenue and Alma School Road, between Elliot Road and the Western Canal.
- Assumed the landscape maintenance responsibility for the Price Freeway frontage roads.
- Annual bus service miles (454,200) and annual passenger boarding's (370,300) for FY2002-03 exceeded projections of 320,000 and 340,000 respectively.



Department Budgets - Public Works

FUNCTION:	Public Works	COST CENTER:	3010
DEPARTMENT:	Public Works	DIVISION:	Administration

Public Works Administration is charged with providing management direction and support to the two divisions that comprise the Public Works Department. This is accomplished by working with City staff, elected officials and the public in planning, developing, constructing and maintaining the Streets and Airport public infrastructure.

2003-04 Performance Measurements

Goal:

To provide efficient and effective services to the residents of Chandler through administration, general direction, and coordination of activities of the Public Works Department.

Objective:

- ◆ Respond to requests for information, assistance, complaints, and direction in a timely manner and keep citizens informed of services, programs, and projects that affect them.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Requests from Citizens	1,406	802	1,000 ⁽¹⁾	800	800
Percentage of customer service requests responded to within 5 days	90%	95%	95%	95%	95%
Number of public meetings with citizens/neighborhoods	22	37	20 ⁽²⁾	25	23

(1) Public Works was split into two departments in October 2001. This resulted in decreasing the number of customer service requests received.

(2) Anticipate drop in number of meetings due to completion of transit studies that required extensive public input.

Goal:

Supply factual information, data and recommendations on Public Works issues to the City Manager to assist in implementation of City Code requirements and Council policies.

Objective

- ◆ Represent the City at various agency meetings and civic groups (i.e., Arizona Department of Transportation, Salt River Project, Maricopa Association of Governments, and Regional Public Transit Authority).

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Represent City at Agency Meetings and Civic Groups ⁽¹⁾	81	44	65	40	40

(1) Number of meetings increased with addition of Deputy Director in 1999-2000. Number of meetings decreased with Director retiring in June 2001. Deputy Director position currently vacant.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - Public Works

> > > PUBLIC WORKS ADMINISTRATION – 3010 < < <

Description	2001-02 Actual	2002-03 Adopted	2002-03 Adjusted	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
		Budget	Budget			
Personnel Services	\$ 507,621	\$ 369,040	\$ 358,835	\$ 287,874	\$ 378,912	31.62%
Professional/Contract	17,663	54,000	58,310	29,000	54,000	86.21%
Operating Supplies	19,853	15,370	15,715	15,326	15,310	(0.10%)
Repairs/Maintenance	1,455	1,690	1,690	900	1,690	87.78%
Communications/Transportation	5,750	10,740	10,740	8,450	14,315	69.41%
Other Charges/Services	10,070	7,130	7,215	7,140	7,370	3.22%
Contingency/Reserve	0	128,327	173,715	0	280,074	N/A
Office Furniture/Equipment	11,421	0	8,538	8,538	0	(100.00%)
Capital Replacement	3,809	3,809	3,809	3,809	3,809	0.00%
Total Cost Center-3010	\$ 577,642	\$ 590,106	\$ 638,567	\$ 361,037	\$ 755,480	109.25%
General Fund					\$ 755,480	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Assistant	1	1	0	0	0	0
Budget Coordinator	1	1	0	0	0	0
Executive Secretary	1	1	0	0	0	0
Information Specialist	1	1	1	0	0	0
Project Analyst	0	1	0	0	0	0
Public Works Deputy Director	1	1	1	1	1	1
Public Works Director	1	1	1	1	1	1
Senior Executive Assistant	0	0	1	0.5	0.5	0.5
Senior Management Assistant	0	0	2	1	1	1
TOTAL	6	7	6	3.5	3.5	3.5

Significant Budget and Staffing Changes

There are no significant budget and staffing changes for fiscal year 2003-04.



FUNCTION:	Public Works	COST CENTER:	3020
DEPARTMENT:	Public Works	DIVISION:	Engineering

Engineering is responsible for maintaining the orderly development and construction of the City's infrastructure. Master plans of public works infrastructure are implemented through a five-year Capital Improvement Plan and through construction by private developers. Infrastructure design and construction are coordinated through this division. This division also maintains data on all City infrastructure and assures compliance with City standards and code requirements for public and private development.

2003-04 Performance Measurements

Goal:

Increase job-related training for Engineering employees.

Objective:

- ♦ Achieve a minimum of one job-related training exercise per year per employee.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Percent of Engineering employees receiving training	98%	92%	95%	85% ⁽¹⁾	95%

(1) Percentage decrease due to number of new employees ineligible for training due to probationary status.

Goal:

Provide superior engineering support services during the planning, design and implementation of City Capital Improvement program projects and private development.

Objective:

- ♦ Assure reasonable design schedules are established and consultants complete design projects on time.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Total number of design projects/projects completed on schedule	96/92	51/45 ⁽²⁾	86/73	86/73 ⁽³⁾	91/83
Percent of projects completed on schedule	96%	88%	85%	85%	91%

(2) Larger projects requiring more time in Contract Administration/Design Services. As a result of vacancies in the Engineer and Engineer Assistant positions, project management staff was temporarily reduced by 40%.

(3) Staffing levels increased, however learning curve for additional alternative project delivery methods effects staff's time on projects.

Goal:

Process invoices from consultants in a timely manner.

Objective:

- ♦ Assure that requests for payment by City consultants and contractors are processed within 10 working days of receipt.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Percentage of payments processed within 10 working day of receipt by the Capital Projects Accounting Office	98.9%	81.8% ⁽⁴⁾	98%	90%	95%

(4) Unanticipated low staffing levels in Contract Administration affected the processing of payment applications for projects.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - Public Works

ENGINEERING – 3020

Goal:

Provide quality inspection and material testing services.

Objective:

- Assure compliance with City standards and code requirements in off-site construction by providing quality inspection and material testing services, thus reducing re-tests to no more than 5% and saving builders and the City time and money.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Percentage of construction materials tests requiring a retest	3%	3.3%	5%	5%	5%

Goal:

Limit increases in construction costs of existing projects.

Objective:

- Assure cost increases on construction projects are within established limits of the original cost estimates through performance of design review on construction drawings prior to the bid process.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Limit aggregate project change orders to no more than 5% of original contract amount.	0.73%	1.12%	5.0%	2.0%	5.0%

Goal:

Provide quality customer service for requests for information, maps and presentation materials by achieving 98% or better response rate.

Objective:

- Assure compliance with City standards and code requirements while responding to City and Citizen requests.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Requests for maps/presentation materials/ % provided by General Services Staff	N/A ⁽¹⁾	639/100	N/A	670/100	550/98 ⁽²⁾
Requests for data/information/ % provided by General Services Staff	N/A ⁽¹⁾	5,350/100	N/A	5,617/100	5,800/98

(1) New goal & objective established this fiscal year. Tracking not initiated until fiscal year 01-02.

(2) As City maps become standardized, users will be able to access electronically via GIS. Requests will begin to decrease due to the electronic alternative offered to users.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - Public Works

> > > **ENGINEERING – 3020** < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 2,392,018	\$ 3,629,348	\$ 3,683,453	\$ 2,740,398	\$ 4,026,133	46.92%
Professional/Contract	102,169	94,220	129,755	100,000	34,220	(65.78%)
Operating Supplies	73,411	108,332	124,530	118,519	88,705	(25.16%)
Repairs/Maintenance	14,478	15,080	15,406	15,328	15,388	0.39%
Communications/Transportation	30,440	34,205	36,018	32,350	33,005	2.02%
Insurance/Taxes	250	750	750	2,000	750	(62.50%)
Rents/Utilities	363	452	529	452	452	0.00%
Other Charges/Services	31,842	31,556	33,285	30,456	30,856	1.31%
Contingency/Reserve	0	10,000	10,000	0	10,000	N/A
Machinery/Equipment	16,428	2,000	2,000	1,000	2,000	100.00%
Office Furniture/Equipment	47,170	0	0	8,531	0	(100.00%)
Capital Replacement	56,987	59,114	59,114	58,000	58,214	0.37%
Total Cost Center-3020	\$ 2,765,556	\$ 3,985,057	\$ 4,094,840	\$ 3,107,034	\$ 4,299,723	38.39%
General Fund					\$ 3,243,341	
In-House Capital					1,056,382	
Grand Total					\$ 4,299,723	



Department Budgets - Public Works

>>> **ENGINEERING – 3020** <<<

AUTHORIZED POSITIONS

Position Title	1999-2000	2000-01	2001-02	2002-03	2002-03	2003-04
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Secretary	1	1	0	0	0	0
Administrative Specialist	0	0	5	5	4	4
Administrative Support II	0	0	2	2	0	0
Assistant Public Works Director/City Engineer	1	1	1	1	1	1
Clerk II	1	2	0	0	0	0
Construction Materials Technician	1	1	1	1	1	1
Construction Project Coordinator	1	1	1	1	1	1
Construction Services Representative	0	1	1	1	1	1
Contract Services Representative	0	0	0	0	2	2
Design Coordinator	0	0	1	1	1	1
Engineer	0	0	2	2	2	2
Engineer I	2	2	0	0	0	0
Engineer II	5	5	0	0	0	0
Engineering Aide	1	1	0	0	0	0
Engineering Assistant	8	9	8	8	8	8
Engineering Field Services Superintendent	1	1	1	1	1	1
Engineering Technician	1	1	1	1	1	1
Executive Assistant	0	0	1	1	1	1
GIS Technician I	0	0	0	1	1	1
GIS Technician II	2	3	3	3	3	3
Management Assistant	1	1	1	1	1	1
Offsite Inspector	8	9	8	8	8	8
Project Analyst	1	0	1	1	1	1
Project Support Assistant	0	0	0	0	1	1
Real Estate Aide	1	0	0	0	0	0
Real Estate Manager	1	1	1	1	1	1
Real Estate Operations Coordinator	0	0	0	0	1	1
Real Estate Property Management Officer	4	4	4	4	3	3
Real Estate Services Specialist	0	1	1	1	1	1
Records Management Associate	0	0	1	1	1	1
Secretary	5	5	0	0	0	0
Senior Engineer	0	0	5	5	5	5
Senior Offsite Inspector	1	1	2	2	2	2
Special Project Engineer	0	0	1	1	1	1
Utility Inspector	1	2	2	2	2	2
TOTAL	48	53	55	56	56	56

Significant Budget and Staffing Changes

Two Administrative Support II positions were reclassified to Contract Services Representative in 2002-03. One Real Estate Property Management Officer position was reclassified to Real Estate Operations Coordinator in 2002-03. One Administrative Specialist position reclassified to Project Support Assistant position during 2002-03.



FUNCTION:	Public Works	COST CENTER:	3030
DEPARTMENT:	Public Works	DIVISION:	Transportation and Operations Administration

Transportation Administration provides the administrative and management oversight functions for the Streets, Traffic Engineering, Transit, Street Sweeping, and Airport cost centers.

2003-04 Performance Measurements

Goal:

To provide efficient and effective services to the residents of Chandler through administration, general direction, and coordination of activities of the Streets, Airport, Traffic Engineering, and Transportation Planning and Engineering staffs.

Objective:

- ◆ Respond to requests for information, assistance, complaints, and direction in a timely manner.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Percentage of customer service requests responded to within five days	95%	100%	95%	98%	95%

Goal:

Supply factual information, data and recommendations on Transportation issues to the City Manager to assist in implementation of City Code requirements and Council policies.

Objective:

- ◆ Represent the City at various neighborhood, civic and agency meetings (i.e. Arizona Department of Transportation, Arizona Department of Environmental Quality, Maricopa Association of Governments, and Regional Public Transit Authority) and keep City Council informed and updated on City, County, Regional and State transportation projects that involve Chandler.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Represent City at neighborhood, civic, and agency meetings	156	177	200	157 ⁽¹⁾	150 ⁽¹⁾

(1) Number of meetings attended is decreasing because there are fewer regularly scheduled meetings for freeway construction than there were in past years. As freeways reach final design there is less need for meetings between ADOT and the City.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - Public Works

>>> TRANSPORTATION AND OPERATIONS ADMINISTRATION - 3030 <<<

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 397,730	\$ 480,064	\$ 491,131	\$ 382,665	\$ 523,461	36.79%
Professional/Contract	1,526	3,600	3,600	3,600	3,600	0.00%
Operating Supplies	4,577	13,050	13,594	12,433	7,450	(40.08%)
Repairs/Maintenance	(411)	850	850	850	850	0.00%
Communications/Transportation	1,300	5,970	6,451	4,550	5,410	18.90%
Other Charges/Services	2,514	6,300	6,300	3,760	7,260	93.09%
Contingency/Reserve	0	10,000	10,000	0	10,000	N/A
Office Furniture/Equipment	214	0	10,000	10,000	0	(100.00%)
Capital Replacement	3,809	3,809	3,809	3,809	3,809	0.00%
Total Cost Center-3030	\$ 411,259	\$ 523,643	\$ 545,735	\$ 421,667	\$ 561,840	33.24%
General Fund					\$ 451,644	
Highway User Revenue					110,196	
Grand Total					\$ 561,840	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Secretary	1	1	0	0	0	0
Administrative Specialist	0	0	1	1	1	1
Assist. Public Works Director/ Transportation and Operations	1	1	1	1	1	1
Engineer II	1	0.6	0	0	0	0
Environmental Program Education Coordinator	1	1	1	0	0	0
Executive Assistant	0	0	1	1	1	1
Management Assistant	0	1	1	1	1	1
Secretary	1	1	0	0	0	0
Senior Engineer	0	0	1	1.625	1.625	1.625
Streets Operations and Projects Manager	0	0	0	1	1	1
Transportation/Solid Waste Manager	1	1	0	0	0	0
Transportation Manager	0	0	1	0	0	0
TOTAL	6	6.6	7	6.625	6.625	6.625

Significant Budget and Staffing Changes

There are no significant budget and staffing changes for fiscal year 2003-04.



FUNCTION:	Public Works	COST CENTER:	3300
DEPARTMENT:	Public Works	DIVISION:	Streets

Streets provides for the care, repair, and maintenance of all City-owned streets (762 centerline miles), alleys (129 miles), curbs, gutters, sidewalks (1,155 miles), drainage structures (which include catch basins, scuppers and retention basins) and rights-of-way maintenance.

2003-04 Performance Measurements

Goal:

Minimize citizen complaints and requests for maintenance by providing for a safe and well-maintained street, sidewalk, and curb/gutter system.

Objective:

- ◆ Schedule mowing, weed cutting, and herbicide application of non-landscaped areas in a manner that will maintain their appearance and limit citizen complaints. Maintain sidewalks, curbs, and gutters to reduce citizen requests for maintenance.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Complaints on non-landscaped areas and rights of way	13	5	30	5 ⁽¹⁾	4 ⁽¹⁾
Requests for sidewalk maintenance	111	84	135 ⁽²⁾	121	135
Requests for curb/gutter maintenance	45	41	34	101 ⁽³⁾	110
Requests for street repair / pothole repairs	208/64	297/64	235/65	294/10 ⁽⁴⁾	323/12

(1) Complaints on non-landscaped areas and rights of way were lower due to a more aggressive program of pre and post-emergent chemical being used. The projected complaints for FY03-04 have been reduced due to recent trends.

(2) Requests for maintenance are expected to gradually increase due to increasing age of existing sidewalk and increasing amount of sidewalk in the City.

(3) Requests for curb/gutter maintenance were much higher than projected. This is due to increased age and volume of curb and gutters that need repair. The projected number for FY03/04 has been increased due to recent experience.

(4) Requests for street repairs were higher than projected as age and volume of streets have increased over the year. Requests for pothole repairs are down significantly since asphalt team is pothole patching on a weekly schedule rather than wait for a call. The projected number of complaints for street repairs has been increased for FY03/04 based on recent trends.

Goal:

Respond to citizen requests for street, sidewalk, curb and gutter repairs and maintenance in a timely manner.

Objective:

- ◆ Complete maintenance requests for streets, sidewalks, curbs and gutters within: 40 days for sidewalk, curb and gutter repairs; 20 days for street repairs; 2 days for potholes.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Average number of days to complete sidewalk, curb and gutter repairs	23	24	30	34	40
Average number days to complete street repairs / pothole repairs	11/10	15/6	25 ⁽⁵⁾ /10	13/1 ⁽⁶⁾	20 ⁽⁵⁾ /2 ⁽⁶⁾

(5) The Objective for street repairs was initially set at 30 days. Streets Division has been able to exceed that goal so it was reduced to 25 days for FY02-03 and is being reduced to 20 days for FY03/04.

(6) Pothole repairs were completed more quickly than projected. The FY03/04 objective and projection are being reduced to 2 days.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



>>> **STREETS - 3300** <<<

Goal:

Maintain alleys, asphalt roadways, sidewalks, curbs, gutters, scuppers, drains and catch basins with necessary grading, repair, replacement, and cleaning.

Objectives:

- ◆ Grade 129 miles of alleys per year.
- ◆ Place asphalt, slurry, and crack seal as needed for road repair.
- ◆ Place concrete to repair damaged sidewalks, curbs and gutters, and drainage structures.
- ◆ Inspect and clean 2,400 scuppers/drains/catch basins once per year.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Miles of alley graded	63 ⁽⁹⁾	94	129	92 ⁽¹⁰⁾	129
Tons of asphalt placed	754	1,410	950	1,279	1,000
Lane miles of street rehabilitation ⁽⁷⁾	22.2	39.3	26	43	30
Lane miles of street maintenance ⁽⁸⁾	85.14	96.4	79	157 ⁽¹¹⁾	100
Lineal feet of crack sealing	1,379,000	701,993	1,300,000	1,110,202	1,200,000
Square Feet of concrete placed	55,818	104,640	60,000	70,720	70,000
Scuppers/drains/catch basins inspected	1,217	2,581	2,400	1,433 ⁽¹²⁾	2400

(7) Street rehabilitation includes street repaving, hot-in-place recycling, and other major rehabilitation techniques.

(8) Street maintenance includes slurry seal, chip seal, and micro-seal.

(9) Grading miles are low in FY 2000-01 due to time spent laying asphalt milling in alleys to improve wear.

(10) Grading miles did not meet projections for FY 2002-03 because alley crew was placing asphalt-milling material in alleys instead.

(11) Lane miles of street maintenance exceeded projections because the amount of work is averaged each year. The actual amount will fluctuate from year to year. The pavement management software identifies the streets to be repaired based on condition and budget.

(12) FY 2002-03 is below projected amount because the vector trailer was in for repair for part of the year and staff had to manually dig out inlets.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - Public Works

>>> STREETS - 3300 <<<

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 1,652,880	\$ 1,854,454	\$ 1,883,945	\$ 1,753,764	\$ 2,018,198	15.08%
Professional/Contract	417,875	894,660	953,730	923,000	789,802	(14.43%)
Operating Supplies	396,072	458,505	510,472	463,075	457,605	(1.18%)
Repairs/Maintenance	20,391	39,120	39,141	31,250	39,120	25.18%
Communications/Transportation	9,073	15,080	16,384	11,650	15,080	29.44%
Insurance/Taxes	6,648	5,500	5,800	5,500	5,500	0.00%
Rents/Utilities	340,074	452,020	461,469	450,000	451,420	0.32%
Other Charges/Services	60,250	121,630	123,998	85,698	86,630	1.09%
Contingency/Reserve	0	495,991	495,991	0	480,982	N/A
Machinery/Equipment	187,619	170,280	170,523	125,000	153,051	22.44%
Office Furniture/Equipment	9,727	0	113	0	0	N/A
Street Improvements	0	0	1,770	1,770	0	(100.00%)
Capital Replacement	115,727	107,116	108,016	102,351	110,759	8.21%
Total Cost Center-3300	\$ 3,216,336	\$ 4,614,356	\$ 4,771,352	\$ 3,953,058	\$ 4,608,147	16.57%
General Fund					\$ 757,056	
Highway User Revenue					3,851,091	
Grand Total					\$ 4,608,147	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Specialist	0	0	1	1	1	1
Cement Finisher	2	0	0	0	0	0
Contract Compliance Inspector	0	0	1	1	1	1
Equipment Operator I	9	8	0	0	0	0
Equipment Operator II	3	13	0	0	0	0
Equipment Operator III	3	5	0	0	0	0
Landscape Architect	1	1	1	1	1	1
Maintenance Worker	8	0	1	1	1	1
Public Works Service Specialist	0	0.5	0.5	0.5	0.5	0.5
Secretary	1	1	0	0	0	0
Senior Streets Specialist	0	0	9	11	11	11
Storm Water Programs Coordinator	0	1	1	1	1	1
Streets Crew Leader	0	0	5	5	5	5
Street Maintenance Coordinator	1	1	1	1	1	1
Street Maintenance Supervisor	2	2	2	2	2	2
Street Maintenance Worker	0	0	5	5	5	5
Street Superintendent	1	1	1	1	1	1
Streets Specialist	0	0	7	5	5	5
TOTAL	31	33.5	35.5	35.5	35.5	35.5

Significant Budget and Staffing Changes

There are no significant budget and staffing changes for fiscal year 2003-04.



Department Budgets - Public Works

> > > STREETS CAPITAL - 3310 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Professional/Contract	\$ 90,497	\$ 0	\$ 98,430	\$ 88,573	\$ 0	(100.00%)
Contingency/Reserve	0	46,297,114	0	0	35,423,089	N/A
Land/Improvements	10,200	0	1,783,800	899,027	0	(100.00%)
Building/Improvements	23,116	0	1,240,203	1,176,609	0	(100.00%)
Machinery/Equipment	0	0	0	0	390,000	N/A
Street Improvements	14,965,817	15,444,000	50,267,144	30,934,783	41,124,400	32.94%
Park Improvements	8,984	55,000	524,250	385,187	49,000	(87.28%)
Total Cost Center-3310	\$ 15,098,614	\$ 61,796,114	\$ 53,913,827	\$ 33,484,179	\$ 76,986,489	129.92%
General Fund					\$ 12,455,288	
Highway User Revenue					3,150,473	
Local Transportation Assistance					824,423	
Grants-in-Aid					12,867,116	
HURF Revenue Bonds-Str/Stor					8,525,690	
Streets Gen'l Oblig. Bonds					18,085,704	
Storm Sewer GOB's -Str/Stor					1,884,500	
Arterial Street Impact Fees					16,737,525	
Strmwtr/Sewer Bonds					2,455,770	
Grand Total					\$ 76,986,489	

Significant Budget and Staffing Changes

Significant budget variances for capital cost centers are primarily attributed to specific project completions for the current year and new projects for the proposed year. Detailed project budgets are included in the Capital Budget section of this document.



Department Budgets - Public Works

FUNCTION:	Public Works	COST CENTER:	3330
DEPARTMENT:	Public Works	DIVISION:	Traffic Engineering

Traffic Engineering is responsible for the planning, design, installation, operation, and maintenance of the traffic control system and lighting for all City streets. The traffic control system is comprised of 136 traffic signals and 22,154 streetlights. This division also maintains approximately 8,200 traffic regulatory and warning signs, street name and guide signs, and pavement markings for crosswalks, lane lines and railroad crossings.

2003-04 Performance Measurements

Goal:

Provide for the efficient and safe movement of people and goods within the City through the use of traffic engineering studies and technology for design, installation, maintenance and operation of traffic control devices including signals, signs pavement markings, and streetlights.

Objective:

- ◆ Complete requests for traffic engineering studies within four weeks.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of requests requiring traffic studies/average time of completion in weeks	258/4	250/4	250/4	250/4	250/4

Goal:

To maintain street markings and street signs within the City.

Objectives:

- ◆ Replace damaged regulatory and warning signs within one workday.
- ◆ Repaint all street markings annually except the bike lanes on collector and local streets.
- ◆ Repaint bike lane street markings on collector and local streets every two years.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of sign repairs/percent exceeding one workday	850/0%	1,000/0%	1,000/5%	1,270/3%	1,000/3%
Line-miles of striping/percent repainted	850/50% ⁽¹⁾	840/90%	850/100%	875/100%	950/100%

(1) New striping machine encountered mechanical problems during FY2000-01. The machine is now working properly.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



> > > **TRAFFIC ENGINEERING – 3330** < < <

Goal:

To immediately handle any underground repairs for arterial streetlights.

Objective:

- ♦ Repair or initiate underground repairs for arterial streetlights within five working days.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Number of arterial street light repairs/percent exceeding five work days	1,032/13% ⁽²⁾	1,300/2%	1,400/5%	1,369/0.5%	1,500/1%

(2) Repair requests for arterial and other streets were substantially higher than normal for the months of June through September and staff availability reduced by annual leave taken during the summer.

Goal:

To provide proper inspection and maintenance of all traffic signals.

Objective:

- ♦ Complete inspections and preventative maintenance of all traffic signals once every 18 months.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Total number of traffic signals/percent of signals inspected and maintained	102/100%	118/100%	125/100%	136/100%	144/100%

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - Public Works

TRAFFIC ENGINEERING – 3330

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 1,417,284	\$ 1,576,429	\$ 2,016,009	\$ 1,490,704	\$ 1,697,611	13.88%
Professional/Contract	56,284	88,900	76,479	49,485	89,500	80.86%
Operating Supplies	451,213	400,895	404,194	380,540	394,150	3.58%
Repairs/Maintenance	3,995	4,425	4,425	3,930	3,935	0.13%
Communications/Transportation	21,052	24,680	28,680	25,280	17,895	(29.21%)
Insurance/Taxes	1,569	5,500	11,000	11,000	11,000	0.00%
Rents/Utilities	1,383,751	1,461,760	1,462,229	1,455,392	1,548,035	6.37%
Other Charges/Services	24,568	20,760	21,674	21,439	21,060	(1.77%)
Contingency/Reserve	0	40,650	19,150	0	31,150	N/A
Machinery/Equipment	43,342	25,000	25,000	25,000	0	(100.00%)
Office Furniture/Equipment	5,707	0	0	0	0	N/A
Street Improvements	40,993	0	0	0	0	N/A
Capital Replacement	125,183	149,279	149,279	139,573	143,909	3.11%
Total Cost Center-3330	\$ 3,574,941	\$ 3,798,278	\$ 4,218,119	\$ 3,602,343	\$ 3,958,245	9.88%
General Fund					\$ 785,105	
Highway User Revenue					3,173,140	
Grand Total					\$ 3,958,245	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Specialist	0	0	1	1	1	1
City Transportation Engineer	1	1	1	1	1	1
Electrician Helper	3	3	0	0	0	0
Engineer II	2	3	0	0	0	0
Equipment Operator II	1	1	0	0	0	0
Maintenance Worker	2	3	0	0	0	0
Secretary	1	1	0	0	0	0
Senior Engineer	0	0	2	2	2	2
Sign Technician	1	1	0	0	0	0
Signals and Lighting Field Supervisor	1	1	1	1	1	1
Signal Systems Analyst	0	1	1	1	1	1
Signs and Markings Field Supervisor	1	1	1	1	1	1
Street Light Technician	2	2	2	2	2	2
Traffic Accident Analyst	1	1	0	0	0	0
Traffic Engineering Aide	1	0	0	0	0	0
Traffic Engineering Inspector	1	1	1	1	1	1
Traffic Engineering Supervisor	1	1	0	0	0	0
Traffic Engineering Technician	1	2	3	3	3	3
Traffic Operations Superintendent	0	0	1	1	1	1
Traffic Operations Technician I	0	0	6	6	6	6
Traffic Operations Technician II	0	0	2	2	2	2
Traffic Signal Technician	3	3	3	3	3	3
Transportation Studies Manager	0	0	1	1	1	1
TOTAL	23	26	26	26	26	26

Significant Budget and Staffing Changes

There are no significant budget and staffing changes for fiscal year 2003-04.



Department Budgets - Public Works

FUNCTION:	Public Works	COST CENTER:	3340
DEPARTMENT:	Public Works	DIVISION:	Transit Services

Transit Services is responsible for formulating policies, design standards, and plans for the City's mass transit services, bicycling and pedestrian facilities. The Transit Office coordinates and manages all transit service contracts, plans and oversees construction of transit and bicycle facilities, and ensures compliance with the Americans with Disabilities Act (ADA) and with the Maricopa County Trip Reduction Ordinance.

2003-04 Performance Measurements

Goal:

Provide technical guidance and recommendations on planning, design, programming, implementation and operation of all modes of intra-City and inter-City transportation.

Objectives:

- ◆ Provide transit service in partnership with the Regional Public Transit Authority. Identify and implement service improvements to arterial street bus stops and identify and implement service improvements using available funds. Plan, design and construct improvements to arterial street bus stops and identify other facility improvements needed to support public transportation.
- ◆ Provide Dial-a-Ride service in partnership with the cities of Mesa, Tempe, Scottsdale, the Town of Gilbert and the Regional Public Transit Authority.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate*	2003-04 Projected
Annual Bus Service Miles	297,671	344,040	320,000	454,200 ⁽¹⁾	402,000
Annual passenger boardings	357,481	337,890	340,000	370,300	382,000
Cost per boarding	\$0.66	\$1.15	\$1.00	\$1.87 ⁽²⁾	\$2.02
Dial-a-Ride Service Hours	8,645	9,966	9,900	11,000	10,800
Dial-a-Ride boardings	18,128	20,132	20,000	22,960	23,000
Cost per Dial-a-Ride boarding	\$19.96	\$20.97	\$20.70	\$20.47	\$19.75

(1) Increased due to Route 104/112 restructure, extension of Route 72 to Chandler Fashion Center, improved frequency on Route 156 Chandler Boulevard.

(2) Increased City costs reflect 10% annual subsidy reduction by Valley Metro and replacement of service previously funded by the City of Tempe.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - Public Works

>>> TRANSIT SERVICES – 3340 <<<

Goal:

Increase bicycle lane miles within the City.

Objective:

- ◆ Proceed with implementation of programs and improvements recommended in the City's Bicycle Plan.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Bike lane total miles (two-way)	73	81	102	95	106

Goal:

Improve effectiveness of the City's Travel Reduction Program to reduce work-related Single Occupant Vehicle (SOV) trips by City employees.

Objective:

- ◆ Reduce the percentage of work related SOV trips by City employees.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Single Occupant Vehicle (SOV) commuting percentage	83%	83%	82%	83% ⁽³⁾	82%

(3) Based on 2002 Maricopa County annual trip reduction survey.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - Public Works

>>> TRANSIT SERVICES - 3340 <<<

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 80,060	\$ 180,200	\$ 277,091	\$ 161,722	\$ 199,258	23.21%
Professional/Contract	712,366	1,180,490	1,198,440	1,238,250	1,242,500	0.34%
Operating Supplies	3,905	8,450	8,834	10,290	7,260	(29.45%)
Repairs/Maintenance	196	1,250	1,250	500	1,760	252.00%
Communications/Transportation	2,162	3,170	3,636	2,550	2,890	13.33%
Insurance/Taxes	0	260	260	0	260	N/A
Other Charges/Services	19,756	22,130	22,195	15,165	9,440	(37.75%)
Contingency/Reserve	0	97,300	97,300	0	48,940	N/A
Office Furniture/Equipment	0	0	7,521	7,516	0	(100.00%)
Street Improvements	90,209	0	6,512	6,512	0	(100.00%)
Capital Replacement	3,852	3,852	3,852	3,852	3,852	0.00%
Total Cost Center-3340	\$ 912,506	\$ 1,497,102	\$ 1,626,891	\$ 1,446,357	\$ 1,516,160	4.83%
General Fund					\$ 464,258	
Local Transportation Assistance					1,051,902	
Grand Total					\$ 1,516,160	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Administrative Specialist	0	0	1	1	1	1
Assistant Transportation Planner	0	0	1	1	0	0
Management Assistant	0	0	0	0	1	1
Secretary	1	1	0	0	0	0
Transportation Planner	1	1	1	0	0	0
Transportation Services and Planning Manager	0	0	0	1	1	1
TOTAL	2	2	3	3	3	3

Significant Budget and Staffing Changes

Assistant Transportation Planner was reclassified to Management Assistant during fiscal year 2002-03.



FUNCTION:	Public Works	COST CENTER:	3350
DEPARTMENT:	Public Works	DIVISION:	Street Sweeping

Street Sweeping is responsible for sweeping the 762-centerline miles of City-owned residential and arterial roadways. This activity also provides clean up when there is a spill in the roadway, a traffic accident, or a special event, such as a parade or a festival.

2003-04 Performance Measurements

Goal:

Provide for the safe and efficient movement of traffic and pedestrians by maintaining the cleanliness of the streets.

Objectives:

- ◆ Keep streets clean to reduce the number of complaints regarding sweeping services.
- ◆ Sweep at least 55,000 curb miles per year.
- ◆ Maintain established schedules and service levels for various areas.
 - Arterial streets: Once every two weeks
 - Residential streets: Once per month
 - Downtown: Twice per week
- ◆ Minimize cost to the City for sweeping effort.

Measures	2000-01 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Curb miles swept	53,070	55,410	55,000	55,607	55,000
Cost per curb mile swept	\$10.15	\$10.03	\$10.76 ⁽¹⁾	\$11.21 ⁽¹⁾	\$11.03

(1) The cost per curb mile swept is anticipated to increase because of the increase in disposal fees and the increase in sweeper debris collection efficiency with the new PM-10 certified sweepers.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".

Department Budgets - Public Works

> > > **STREET SWEEPING - 3350** < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 391,691	\$ 422,057	\$ 428,805	\$ 402,004	\$ 460,469	14.54%
Professional/Contract	5,625	9,280	11,145	9,600	9,280	(3.33%)
Operating Supplies	108,776	110,998	112,299	107,200	110,998	3.54%
Repairs/Maintenance	3	1,450	1,450	850	1,450	70.59%
Other Charges/Services	71,300	90,660	90,660	103,860	90,660	(12.71%)
Machinery/Equipment	306,148	299,800	299,800	0	280,000	N/A
Capital Replacement	92,096	125,362	125,362	92,096	125,362	36.12%
Total Cost Center-3350	\$ 975,639	\$ 1,059,607	\$ 1,069,521	\$ 715,610	\$ 1,078,219	50.67%
General Fund					\$ 798,219	
Grants-in-Aid					280,000	
Grand Total					\$ 1,078,219	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Equipment Operator II	6	6	0	0	0	0
Equipment Operator III	1	1	0	0	0	0
Senior Streets Specialist	0	0	7	7	7	7
Streets Crew Leader	0	0	1	1	1	1
TOTAL	7	7	8	8	8	8

Significant Budget and Staffing Changes

There are no significant budget and staffing changes for fiscal year 2003-04.



FUNCTION:	Public Works	COST CENTER:	4100
DEPARTMENT:	Public Works	DIVISION:	Airport

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

2003-04 Performance Measurements

Goal:

Operate the Chandler Municipal Airport in a safe, responsible manner. Promote quality customer service, ensure cost effective operations, and facilitate the airport's development as a strong economic generator for the City and the region.

Objectives:

- ◆ Strive to maintain a safe, well-maintained airport environment.
- ◆ Facilitate development of aviation related businesses on the airport.
- ◆ Encourage an environment of growth for existing organizations at the airport.
- ◆ Cultivate new economic development opportunities within the immediate airport area.

Measures	2000-2001 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Based Aircraft	392	392	408	411	425
Air Traffic Operations	250,006	220,407	255,000	228,250 ⁽¹⁾	237,700 ⁽¹⁾
City Fueling services, gallons	43,449	122,302 ⁽²⁾	70,000	140,650 ⁽²⁾	142,250 ⁽²⁾
Fixed Base Operator fueling service, gallons	543,349	485,261	540,000	510,000	493,150
Cost per Air Traffic Operation (Non-Capital Costs)	\$3.64	\$4.41 ⁽³⁾	\$3.88	\$4.54 ⁽³⁾	\$4.35 ⁽³⁾
Percent of enterprise operating fund expenses to total airport operating expenses (excluding capital)	74%	74%	79%	82%	82%
Number of Airport Safety Inspections conducted	N/A	310	345	325 ⁽⁴⁾	345

(1) Air Traffic Operations decreased following the events of September 11, 2001. Operations showed a temporary return to the Pre-September 11 air traffic trends, but decreased again in April 2002. This decrease in traffic is indicative of trends nationwide. Chandler's air traffic ranking in comparison to the rest of the nation's airports has actually increased. We were the 67th busiest airport in the country at the end of June 2002 and at the end of December 2002 we were the 62nd busiest.

(2) Fluctuations in City fuel sales are due to low prices in FY01-02 and a change in how retail fuel price is calculated in FY02-03.

(3) Costs per Air Traffic Operation increased due to a decline in the number of air traffic operations which is directly attributable to the events of September 11, 2001. Fixed costs (salaries, utilities, maintenance etc.) have continued despite the reduced flight operations.

(4) Year-end estimate for FY02-03 is lower than expected because of unanticipated staff absences. Airport maintenance staffing levels limit the ability to complete duties during absences.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



» » » AIRPORT - 4100 « « «

Goal:

Continuously seek available funding source to help maintain and develop the Airport.

Objectives:

- ♦ Seek maximum opportunities for Federal and State grant participation projects

Measures	2000-2001 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate *	2003-04 Projected
Grant Requests	\$4,912,423	\$5,047,845	\$3,064,888	\$3,064,889	\$3,951,614
Grant Award	\$2,500,596	\$12,056	N/A ⁽⁵⁾	\$205,636	N/A ⁽⁵⁾
Percentage of grants received	51%	0.2% ⁽⁶⁾	N/A ⁽⁵⁾	7%	N/A ⁽⁵⁾

(5) Projections on grant awards and percentage received are not made because the City cannot project awards from external agencies.

(6) Airport related grant awards following events of September 11, 2001 were primarily limited to security infrastructure. This trend is anticipated to continue albeit to a lesser degree for the FY 03/04 grant awards.

Goal:

To efficiently operate and maintain the City owned aircraft storage facilities.

Objectives:

- ♦ Maintain occupancy rate of T-Hangars and T-Shades at 90% or above.
- ♦ Maintain occupancy rate of Tie-Downs (based) at 60% or above.
- ♦ Maintain T-Hangar service levels at 50% or above.

Measures	2000-2001 Actual	2001-02 Actual	2002-03 Projected	2002-03 Year End Estimate*	2003-04 Projected
City T-Hangars/ Percent serviced	116/62%	116/55% ⁽⁷⁾	116/65%	116/65%	116/65%
City T-Hangars/ Occupancy rate	116/100%	116/100%	116/100%	116/100%	116/100%
City T-Shades / Occupancy rate	12/100%	12/100%	12/100%	12/100%	12/100%
Tie-Down (Based) / Occupancy rate	194/85%	194/67%	194/80%	195/95%	195/95%

(7) Actual FY01-02 is lower than in prior years because of growing maintenance needs in other aspects of the airport facility. Airport maintenance staffing levels are limited in addressing all maintenance needs at the facility.

* 2002-03 Year End Estimate reflects "six months actual" and "six months estimated".



Department Budgets - Public Works

>>> AIRPORT - 4100 <<<

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Personnel Services	\$ 322,206	\$ 341,234	\$ 346,181	\$ 346,954	\$ 382,149	10.14%
Professional/Contract	68,009	45,145	57,113	56,743	56,105	(1.12%)
Operating Supplies	18,337	37,060	37,827	29,199	252,777	765.70%
Repairs/Maintenance	17,216	53,120	61,120	42,430	65,595	54.60%
Communications/Transportation	8,243	17,730	17,956	13,016	14,080	8.17%
Insurance/Taxes	31,187	1,000	1,000	2,000	31,363	1468.15%
Rents/Utilities	14,310	39,650	39,703	20,433	39,650	94.05%
Other Charges/Services	136,815	17,490	17,490	13,690	15,500	13.22%
Contingency/Reserve	0	21,000	21,000	0	21,000	N/A
Machinery/Equipment	1,168	0	58	0	2,700	N/A
Office Furniture/Equipment	0	400	400	400	400	0.00%
Airport Improvements	30,256	31,000	34,604	3,703	31,000	737.16%
Capital Replacement	186,511	164,359	164,359	164,359	38,637	(76.49%)
Total Cost Center-4100	\$ 834,258	\$ 769,188	\$ 798,811	\$ 692,927	\$ 950,956	37.24%
General Fund					\$ 127,872	
Local Transportation Assistance					98,338	
Airport Operating					724,746	
Grand Total					\$ 950,956	

AUTHORIZED POSITIONS

Position Title	1999-2000 Revised	2000-01 Revised	2001-02 Revised	2002-03 Adopted	2002-03 Revised	2003-04 Adopted
Airport Attendant	0	0	0	0	0	0
Airport Maintenance Worker	2	2	0	0	0	0
Airport Operations and Maintenance Technician	0	0	2	2	2	2
Airport Manager	1	1	1	1	1	1
Airport Operations Specialist	1	1	0	0	0	0
Airport Operations and Maintenance Supervisor	0	0	1	1	1	1
Executive Assistant	0	0	1	1	1	1
Management Assistant	1	1	1	1	1	1
Secretary	1	1	0	0	0	0
TOTAL	6	6	6	6	6	6

Significant Budget and Staffing Changes

Funding for insurance and resale aviation gas and oil has been transferred from cost center 1290 – Non-Departmental in fiscal year 2003-04.



> > > AIRPORT CAPITAL - 4110 < < <

Description	2001-02 Actual	2002-03 Adopted Budget	2002-03 Adjusted Budget	2002-03 Estimated	2003-04 Adopted	% Change Est. Exp. To Adopted
Contingency/Reserve	\$ 0	\$ 2,538,193	\$ 0	\$ 0	\$ 150,548	N/A
Land/Improvements	2,206,173	591,331	2,832,938	9,894	608,526	6050.45%
Street Improvements	157,186	0	0	0	0	N/A
Airport Improvements	225,435	2,904,301	3,132,353	61,327	3,951,600	6343.49%
Total Cost Center-4110	\$ 2,588,794	\$ 6,033,825	\$ 5,965,291	\$ 71,221	\$ 4,710,674	6514.16%
General Fund					326,939	
Grants-in-Aid					4,120,034	
Airport Bonds					5,141	
Airport Operating					258,560	
Grand Total					\$ 4,710,674	

Significant Budget and Staffing Changes

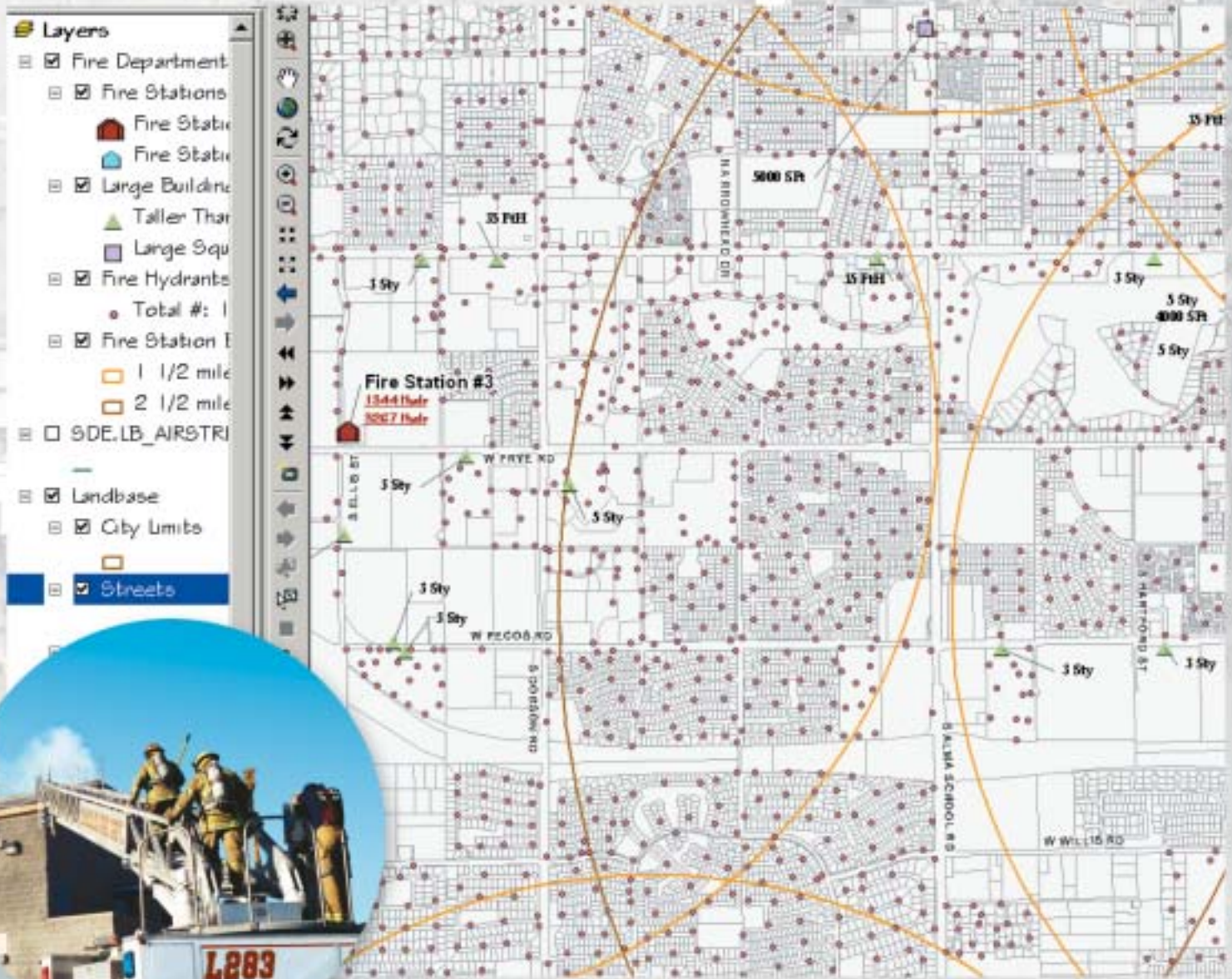
Significant budget variances for capital cost centers are primarily attributed to specific project completions for the current year and new projects for the proposed year. Detailed project budgets are included in the Capital Budget section of this document.



CAPITAL BUDGET

6 Contents

- *Capital appropriations summaries*
- *Major Capital Projects*
- *Operating Capital*
- *Capital Replacement*



This GIS map shows the locations of some of the Fire stations, large square footage and multi-storied buildings, 1.5 and 2.5-mile buffers around each Fire station, and the number of fire hydrants within the buffer zones. The Fire Department evaluates this information for public fire protection.



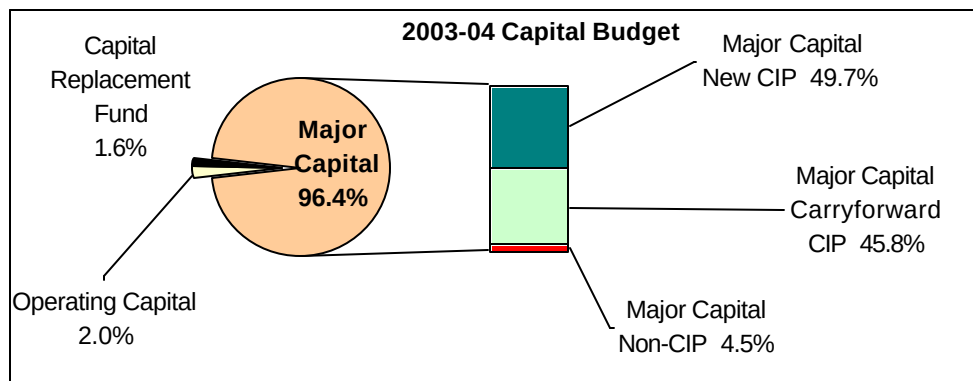
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Where Values Make The Difference

THE CAPITAL BUDGET

The capital budget authorizes and provides the basis for control of expenditures for asset acquisition and construction of all capital facilities. The total capital budget for the City of Chandler is \$279,527,626 for fiscal year 2003-04, a 6.5% decrease from the fiscal year 2003-04 adopted capital budget of \$298,949,282. This decrease is due primarily to the reduction of carryforward funding for capital projects. The capital budget for 2003-04 represents 46% of the total Annual Budget and is comprised of three categories:

- I. **Major Capital Program:** This category includes three major components: (a) New CIP; (b) Carryforward CIP, and (c) Non-CIP capital items. Capital Improvement Program (CIP) projects add to the City's infrastructure (e.g. street reconstruction or resurfacing, park improvements, swimming pools, construction of city facilities such as libraries, fire stations, police substations, water treatment plants.) These projects are usually financed on a long-term basis and/or have budgets exceeding \$50,000. Funding for new CIP projects is appropriated each year; however, these capital projects are rarely completed within a fiscal year. Consequently, carryforward reserves for on-going CIP are also budgeted to cover purchase orders remaining open at the close of the fiscal year and for projects that had not yet been expended or encumbered at the close of the fiscal year. In addition, one-time non-CIP capital items with budgets normally exceeding \$25,000 are included in this category. Major Capital appropriations are budgeted under special Capital Cost Centers within each Department.
- II. **Operating Capital:** Operating capital purchases add to the City's capital asset inventory (e.g. equipment, furniture); these items have a value in excess of \$5,000 and a useful life of more than one year. Operating capital items can be purchased directly from a department's operating budget or through the Capital Replacement Fund.
- III. **Capital/Computer Replacement:** The Capital Replacement Fund acts as a "revolving loan" which provides resources to purchase operating capital items in the year needed (e.g. vehicles, office equipment), but allows a cost center to spread out annual payments over three to ten years. This category also includes payments for leased personal computers, which are replaced on a rotation every three years.

New CIP projects	\$	133,899,067
Carryforward CIP projects		123,336,592
Non-CIP (New + Carryforward)		<u>12,063,719</u>
Subtotal Major Capital		269,299,378
Operating Capital		5,643,351
Capital and Computer Replacement		<u>4,584,897</u>
Grand Total Capital	\$	<u>279,527,626</u>



I. MAJOR CAPITAL PROGRAMS

In order to meet the future needs of the community, it is necessary to plan for major capital improvements far in advance. The City accomplishes this by preparing a five-year Capital Improvement Program (CIP), which serves as a multi-year planning instrument to identify fiscal year needs and financing sources for public infrastructure improvements. The City Council adopts the CIP on the same date as the final adoption of the Annual Budget, on or before June 15 of the fiscal year. Consequently, the 2003-2008 CIP review is integrated with the 2003-04 Annual Budget and both were adopted by the City Council on June 12, 2003.

In preparing the 2003-2008 CIP, each department identifies their long-term capital needs, with estimates for capital improvements as well as operating costs for each project. The 2003-2008 Capital Improvement Program document with project details over the five-year period has been published separately. However, summaries of projected CIP expenses by major division and by major funding source are provided below.

PROJECTED EXPENDITURE SUMMARY CIP 2003-2008

	2003-04	2004-05	2005-06	2006-07	2007-08	TOTAL
GENERAL GOVERNMENT:						
City Hall Phase 1	\$ 0	\$ 10,368,800	\$ 0	\$ 0	\$ 0	\$ 10,368,800
City Hall Phase 2	0	0	0	0	600,000	600,000
TOTAL-GENERAL GOVERNMENT	\$ 0	\$ 10,368,800	\$ 0	\$ 0	\$ 600,000	\$ 10,968,800
COMMUNITY SERVICES:						
Parks/Recreation	\$ 16,344,802	\$ 26,780,474	\$ 19,516,954	\$ 13,436,394	\$ 6,472,905	\$ 82,551,529
TOTAL - COMMUNITY SERVICES	\$ 16,344,802	\$ 26,780,474	\$ 19,516,954	\$ 13,436,394	\$ 6,472,905	\$ 82,551,529
PUBLIC SAFETY:						
Police	\$ 5,822,254	\$ 214,531	\$ 5,042,139	\$ 20,936,557	\$ 2,145,181	\$ 34,160,662
Fire	2,687,475	3,616,156	1,650,163	2,867,593	2,416,188	13,237,575
TOTAL - PUBLIC SAFETY	\$ 8,509,729	\$ 3,830,687	\$ 6,692,302	\$ 23,804,150	\$ 4,561,369	\$ 47,398,237
MUNICIPAL UTILITIES:						
Solid Waste	\$ 5,993,300	\$ 322,000	\$ 0	\$ 5,940,200	\$ 4,056,400	\$ 16,311,900
Water	43,874,400	57,875,650	12,764,900	12,270,750	13,466,200	140,251,900
Wastewater	13,053,310	17,558,000	13,299,800	8,088,300	72,625,800	124,625,210
TOTAL - MUNICIPAL UTILITIES	\$ 62,921,010	\$ 75,755,650	\$ 26,064,700	\$ 26,299,250	\$ 90,148,400	\$ 281,189,010
PUBLIC WORKS:						
Streets/Traffic	\$ 41,563,400	\$ 30,989,300	\$ 21,816,004	\$ 30,255,700	\$ 36,906,200	\$ 161,530,604
Airport	4,594,500	4,164,000	5,755,000	4,312,000	3,262,000	22,087,500
TOTAL - PUBLIC WORKS	\$ 46,157,900	\$ 35,153,300	\$ 27,571,004	\$ 34,567,700	\$ 40,168,200	\$ 183,618,104
GRAND TOTAL CIP	\$ 133,933,441	\$ 151,888,911	\$ 79,844,960	\$ 98,107,494	\$ 141,950,874	\$ 605,725,680

PROJECTED RESOURCE SUMMARY CIP 2003-2008

	2003-04	2004-05	2005-06	2006-07	2007-08	TOTAL
CURRENT REVENUES	\$ 14,185,330	\$ 19,447,426	\$ 5,230,207	\$ 11,292,341	\$ 6,472,235	\$ 56,627,539
USER FEES/AIRPORT REV	30,019,040	18,776,524	6,176,183	11,220,474	10,479,721	76,671,942
G.O. OR REVENUE BONDS	25,089,124	43,800,043	25,099,668	30,938,864	18,011,380	142,939,079
SYSTEM DEV OR IMPACT FEES	50,687,333	65,637,307	34,312,236	40,266,004	99,603,438	290,506,318
FEDERAL/STATE GRANTS	13,952,614	4,227,611	9,026,666	4,389,811	7,384,100	38,980,802
TOTAL - ALL REVENUES	\$ 133,933,441	\$ 151,888,911	\$ 79,844,960	\$ 98,107,494	\$ 141,950,874	\$ 605,725,680

Although Capital Improvement projects are scheduled throughout the five-year plan, only those projects scheduled during the first year of the CIP are financed and adopted as part of the Annual Budget. The new capital programs from the CIP that have been adopted for fiscal year 2003-04 are presented in the following pages with brief descriptions and funding sources.

New Capital Improvement Programs for Fiscal Year 2003-04

COMMUNITY SERVICES

Neighborhood Park Land – The City's goal is to provide, where possible, at least one ten-acre neighborhood park per residential section (640 acres). Funding has been allocated for the following park sites: Sun Groves, Kirby, Rancho Del Ray, Citrus Preserve, Peterson Farms, and Tibshraeny.

Funding Source: Residential Development Tax
Fiscal Year 2003-04: \$3,613,750

Community Park Land – The typical community park serves several neighborhoods within a radius of one to two miles. Population increases due to rapid growth necessitate the acquisition of land for community parks. Funding has been allocated for a 30 to 40-acre parcel for one community park in Southeast Chandler.

Funding Source: Community Park Impact Fees
Fiscal Year 2003-04: \$3,548,274

Tumbleweed Regional Park Development – The Master Plan for the 189-acre Tumbleweed Regional Park includes a tennis complex, a large amphitheater, festival showgrounds and special attractions. Funding is allocated for Hamilton Street improvements, railway connection and internal roadway development.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$1,850,000

Paseo System/Trail Development – Funding will continue development of Phases 3-5 of the pedestrian trail system along the Consolidated Canal.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$1,163,778

Aquatic Facility Renovation/Expansion – Funding is allocated for bathhouse renovations at Folley, Arrowhead and Desert Oasis Parks and design of the Desert Oasis Pool renovation.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$321,000

Existing Neighborhood Park Improvements – Neighborhood park improvements include the upgrading or replacement of amenities, such as irrigation, playgrounds, picnic pavilions, basketball or volleyball courts and landscaping.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$180,000

COMMUNITY SERVICES

Queen Creek/McQueen Park – The City of Chandler has an agreement with the Maricopa County Flood Control District to jointly develop a 70-acre site located south of the Chandler Airport. Funding is allocated for design of this park's development.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$455,000

Rancho Del Ray Park Site – Funding has been allocated for the development of this neighborhood park with the following amenities: lighted paths, playground, lighted sand volleyball court, lighted basketball court, open space and landscaping.

Funding Source: Residential Development Tax
Fiscal Year 2003-04: \$1,000,000

Tibshraeny Park Site – This park site is 14 acres and located in the half square mile bordered by Chandler Boulevard, Gilbert Road, Cooper Road and Galveston Street. Funding has been allocated for design of the development of the site.

Funding Source: Residential Development Tax
Fiscal Year 2003-04: \$150,000

West Chandler Park – This 20-acre site, leased from the Tempe Union School District, is located on the northwest corner of Kyrene and Frye Roads. Funding is allocated to begin development; when completed this site will serve as Chandler's fifth community park.

Funding Source: Community Park Impact Fees
Fiscal Year 2003-04: \$2,000,000

Desert Breeze Park Expansion – This 38-acre community park was originally developed in 1990. In FY2001-02 an additional 5 acres were purchased in conjunction with the Police and Fire stations. Funding has been allocated for development of this 5 acres.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$600,000

Wetlands Park Site – The City owns 113 acres at Lindsay and Chandler Heights Road for the purpose of constructing a recharge facility and wetlands. Funding is included for the design of the development for the 33-acre wetlands park area.

Funding Source: Community Park Impact Fees
Fiscal Year 2003-04: \$350,000

COMMUNITY SERVICES

Arrowhead Park Light Renovation – Arrowhead Meadows Park is a 35.5-acre community park constructed in the late 1960's. Funding is included for the renovation of the security lighting in the park.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$440,000

Folley Park Light Renovation – Folley Park was constructed in the early 1970's as a 24-acre community park located on the southeast corner of Frye Road and Hamilton Street. Funding is included to improve the outdated and inadequate park lighting.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$293,000

Desert Breeze Park Light Renovation – Desert Breeze Park is a 38-acre community park developed in 1990. The light poles and fixtures have deteriorated through the years and need to be replaced. Funding is allocated for the replacement of park lights.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$200,000

Pima Park Ballfield Light Renovation – Youth organizations are the largest users of the lighted fields at Pima Park. The lighting levels for the baseball and softball fields are inadequate for the infield and outfields. Funding is allocated for park lights to meet the standards adopted by Little League Baseball and the National Recreation and Park Association.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$180,000

PUBLIC SAFETY - FIRE

Future Fire Station – Funding has been allocated for land acquisition in southern Chandler for the site of a future fire station.

Funding Source: Fire Impact Fees
Fiscal Year 2003-04: \$359,370

Fire Administration Construction – This request is for design funding for an 8,500 square foot administration building, which is scheduled for construction in FY2004-05. The present facility is too small and has resulted in crowded working conditions.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$178,397

PUBLIC SAFETY - FIRE

Chandler Boulevard/Desert Breeze Fire Station – A fire station is needed to serve the western area of the City near the Price Road freeway. This area has experienced growth in both housing construction and traffic flow in the recent past. This station will be adjacent to the West Chandler Police Substation. Funding has been allocated this year for construction of the fire station.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$2,149,708

PUBLIC SAFETY - POLICE

Police Driving Track – A driving track will be constructed to provide driver training in a controlled environment to simulate scenarios, such as high-speed chases, normally encountered by police officers. This project will be completed in three phases and requires 25 acres of land. Funding is included for a preliminary design study in FY2003-04.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$50,000

West Chandler Substation – Funding was deferred to FY2003-04 for the construction of a 15,000 substation at Chandler Boulevard and Desert Breeze Parkway; the site has been selected in collaboration with the fire department. An additional 10,000 square feet is included for a large community meeting room and a potential service area for citizens in West Chandler.

Funding Source: Police Impact Fees and
General Government Impact Fees
Fiscal Year 2003-04: \$4,926,759

South Chandler Substation – Funding has been allocated for land acquisition in southern Chandler for the site of a future 25,000 square foot Police substation, with community room and city service area.

Funding Source: Police Impact Fees
Fiscal Year 2003-04: \$350,000

Property and Evidence Site Expansion – Funding has been allocated to purchase land in close proximity to the present Richard T. Felix Property and Evidence Building on Pecos Road. This land acquisition will insure that we have the space available when the time for evidence processing expansion arrives.

Funding Source: General Fund
Fiscal Year 2003-04: \$495,495

MUNICIPAL UTILITIES - SOLID WASTE

Landfill Closure – The Federal Government requires owners of municipal solid waste landfills accepting waste after October 1993 to properly close the landfill following Subtitle “C” rules and procedures. Funding is included for a study regarding the final phase of closure of the City’s solid waste landfill.

Funding Source: Solid Waste Capital Fund
Fiscal Year 2003-04: \$125,000

Transfer Station– Funding has been allocated for the construction of the 33,000 square foot Transfer Station facility which will allow the collection trucks to transfer waste to the Waste Management Butterfield Regional Landfill about 36 miles from Chandler.

Funding Source: Solid Waste Capital Fund
Fiscal Year 2003-04: \$5,801,300

Landfill Gas Control System – The installation of a landfill gas (LFG) extraction system was done in fiscal year 1996-97 to eliminate methane gas migration off the site, per federal and state laws. The installation of the automated system controlled by computer via telemetry, was installed in 1998-99. Funding is included for modifications to the automated gas control system and associated telemetry equipment.

Funding Source: Solid Waste User Fees
Fiscal Year 2003-04: \$67,000

MUNICIPAL UTILITIES - WASTEWATER

Relief Sewer Mains – The Wastewater Master Plan identifies the locations where relief sewer lines may be required. A study was recently completed that identifies requirements of the relief sewer main. Funding is allocated for design of the Warner Road (Dobson to Price) relief sewer line.

Funding Source: Wastewater System Dev. Fees
Fiscal Year 2003-04: \$50,000

System Level Monitor and Flow Metering – During periods of heavy rains, pump failure, or power outages wastewater in the system can overflow into the street. Funding is provided for the remaining four flow meter stations to prevent this overflow.

Funding Source: Wastewater User Fees and Wastewater System Dev. Fees
Fiscal Year 2003-04: \$434,160

MUNICIPAL UTILITIES - WASTEWATER

Effluent Reuse-Storage and Recovery Wells – Through recovery wells the effluent is stored underground in the upper aquifer during wet cycles, and recovered for reuse when the demand is higher than the amount produced by the facility. Funding is provided for the design and construction of well sites at the Ocotillo and Tumbleweed Recharge Facilities.

Funding Source: Wastewater User Fees and Reclaimed Water System Development Fees
Fiscal Year 2003-04: \$4,940,000

Effluent Reuse- Wetlands – Funding is provided for the Master Plan, Public Involvement Program and design of the future Wetlands and recharge facility located at Lindsay and Chandler Heights Road.

Funding Source: Reclaimed Water System Development Fees
Fiscal Year 2003-04: \$540,800

Effluent Reuse- Transmission Mains – This program constructs a distribution system to deliver effluent to the developments in the southeast portion of Chandler through a system of 24” to 36” transmission mains. Funding includes transmission mains plus booster stations at the Santan Freeway.

Funding Source: Reclaimed Water System Development Fees
Fiscal Year 2003-04: \$2,160,500

Collection System Facility Improvements – This program makes funding available for City participation in the construction of interceptor lines associated with improvement districts or developer projects.

Funding Source: Wastewater System Dev. Fees
Fiscal Year 2003-04: \$1,000,000

Ocotillo Water Reclamation Facility Odor Control – Funding is included for odor control modifications needed in conjunction with the upgrade of this facility.

Funding Source: Wastewater User Fees
Fiscal Year 2003-04: \$3,370,000

Replacement of Sewer Mains – Existing sewer lines will be repaired or replaced as part of the street intersection and roadway improvement projects.

Funding Source: Wastewater User Fees
Fiscal Year 2003-04: \$557,850



Capital Budgets

MUNICIPAL UTILITIES - WATER

Main Replacements -Funding is provided for a water main leak detection study for future repair or replacement of 20-year-old water mains plus 50 miles of main replacement for the upcoming year.

Funding Source: Water Revenue Bonds
Fiscal Year 2003-04: \$1,010,000

Water Storage/Recovery - Funding will allow the City to participate with Mesa, Gilbert and Roosevelt Water Conservation District in a storage/recovery facility in Queen Creek Wash or the Maricopa County Floodway.

Funding Source: Water Resource Syst. Dev. Fees
Fiscal Year 2003-04: \$240,000

Legal and Settlement – Legal funds are needed for Chandler's participation in the Gila River Adjudication water rights settlement negotiations and the Central Arizona Project litigation.

Funding Source: Water User Fees and
Water Resource System Dev. Fees
Fiscal Year 2003-04: \$1,575,000

Brown Rd Treatment Plant Buy-in – Chandler purchased 3.27 MGD capacity in the City of Mesa CAP Water Treatment Plant for non-member lands. Funding is allocated for the annual buy-in costs.

Funding Source: Water System Dev. Fees
Fiscal Year 2003-04: \$347,200

Water Purchases - Funding is needed to purchase additional surface water supplies from willing sellers or excess water from the Central Arizona Water Conservation District during droughts or due to growth.

Funding Source: Water User Fees and
Water Resource System Dev. Fees
Fiscal Year 2003-04: \$740,500

Booster Stations and Storage Tanks- Funding is for the construction of a second 2million gallon booster station near Gilbert and Ocotillo Roads.

Funding Source: Water System Dev. Fees
Fiscal Year 2003-04: \$5,315,700

Well Construction – Funding is provided for land acquisition, design and construction of two new wells plus the construction of the Lindsay Road Well which was moved to fiscal year 2003-04.

Funding Source: Water Revenue Bonds and
Water System Development Fees
Fiscal Year 2003-04: \$5,439,400

MUNICIPAL UTILITIES - WATER

Fire Hydrant Replacement - Funding is provided to replace an additional 175 obsolete wet barrel hydrants. The completion of this program is fiscal year 2003-04.

Funding Source: Water Revenue Bonds
Fiscal Year 2003-04: \$796,250

Transmission Mains - This program funds the design and construction of mains to deliver water from the City's water treatment plant to areas as needed.

Funding Source: Water System Dev. Fees
Fiscal Year 2003-04: \$7,535,050

CAP Reallocation Water – These funds will pay back capital charges and interest associated with the Central Arizona Project contract for the City.

Funding Source: Water Resource Syst. Dev. Fee
Fiscal Year 2003-04: \$338,000

System Upgrades During Street Repair Projects – Funding is for the replacement of valves, fire hydrants and water mains where needed.

Funding Source: Water User Fees
Fiscal Year 2003-04: \$2,705,100

Water Treatment Plant Expansion - Funding is included for the design of the next expansion of the Treatment Plant and the Disinfection Facility.

Funding Source: Water User Fees and
Water System Dev. Fees
Fiscal Year 2003-04: \$3,170,000

Water Production Facility Improvements –Funding is included for plant modifications and process upgrades to insure peak operating efficiency.

Funding Source: Water User Fees
Fiscal Year 2003-04: \$1,041,200

Well Remediation – Some existing wells are showing declining water quality trends. Funding is included for two well remediation projects next year.

Funding Source: Water Revenue Bonds
Fiscal Year 2003-04: \$471,000

Well Remediation- Arsenic – EPA has issued a final rule of a maximum of 10 parts per billion of arsenic in drinking water. Funds are included for the pilot testing and construction of facilities to handle arsenic removal.

Funding Source: Water User Fees or Rev. Bonds
Fiscal Year 2003-04: \$13,150,000

PUBLIC-WORKS - STREETS/TRAFFIC

Street Overlay Maintenance – Funding is provided for various resurfacing techniques to maintain an acceptable surface, to prolong the pavement and to extend the life of existing streets.

Funding Source: General Obligation Bonds and Highway User Revenue Funds
Fiscal Year 2003-04: \$1,404,400

Denver Basin, Pump Station, and Force Main - Funding is included to construct a force main from Denver Basin to the Santan Freeway in Hartford Street and do modifications to Denver Basin as needed.

Funding Source: Federal Grants and Stormwater General Obligation Bonds
Fiscal Year 2003-04: \$3,372,000

Upgrade Landscape Areas – Funding is included for medians and right-of-way landscaping plus plants for in-fill at various locations.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$500,000

Bus Pullouts – Locations are selected for design and construction based on safety considerations. Funding is included for four bus pullouts on Chandler Boulevard, plus four at Elliot Road for next year.

Funding Source: General Obligation Bonds, Local Transp. Assistance Fund and Federal Grants
Fiscal Year 2003-04: \$355,000

Transit Improvements – Funding is included for the City's match to replace vehicles with new wheelchair lift equipped vans for East Valley Dial-A-Ride.

Funding Source: Local Transp. Assistance Fund
Fiscal Year 2003-04: \$49,000

Bicycle Improvements - Funding is provided for bicycle lane improvements throughout the City and for the design of the Arizona Avenue bicycle lane from Ocotillo to Hunt Highway.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$116,700

Office and Shop Facilities-McQueen Road - This project includes funding for the design plus the Construction Management at Risk costs associated with a new 30,000 square foot building for Streets/Traffic at the McQueen Road Yard.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$206,300

PUBLIC WORKS - STREETS/TRAFFIC

Streetlight Upgrade - Funding is included for the installation of new lights and for the replacement of rusted streetlight poles throughout the City.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$82,200

Street Capacity/Safety Improvements – Funds are provided to make safety improvements such as left/right turn arrows, additional signage, parking restrictions, and pedestrian/median improvements.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$250,000

Street Repaving - Over 100 centerline miles will need to be repaved; specific streets are evaluated each year based on known construction projects in the area.

Funding Source: Highway User Revenue Funds, General Fund, Pavement Cut Fees and General Obligation Bonds
Fiscal Year 2003-04: \$2,812,000

Miscellaneous Storm Drain Improvements - Funding is included for miscellaneous storm drain improvements per the Master Plan.

Funding Source: Stormwater/Sewer Rev. Bonds
Fiscal Year 2003-04: \$157,000

Riggs Road (Arizona Ave to Gilbert) – This project will consist of new street construction, right-of-way acquisition and utility relocation along Riggs Road. The Maricopa County Department of Transportation (McDOT) is funding about 50% of the costs.

Funding Source: County DOT Grants and Arterial Street Impact Fees
Fiscal Year 2003-04: \$8,160,000

Chandler Boulevard (California to Colorado) – Funding is allocated for land acquisition associated with future construction and intersection improvements along Chandler Boulevard.

Funding Source: General Obligation Bonds and Arterial Street Impact Fees
Fiscal Year 2003-04: \$450,000

Traffic Calming Measures – Funding has been allocated for studies for traffic calming in residential areas, for design, and for calming devices such as speed humps, traffic circles, and raised crosswalks.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$120,000

PUBLIC WORKS - STREETS/TRAFFIC

McQueen Road (Pecos to Queen Creek) – Funding is included for street improvements on McQueen Rd. The total project is estimated at \$11.1-million. Chandler will pay the City's share (\$2.3-million) of the Intergovernmental Agreement to Maricopa County Department of Transportation (McDOT).

Funding Source: Arterial Street Impact Fees
Fiscal Year 2003-04: \$2,300,000

Pecos Road (Dobson to McQueen) – This project will consist of land acquisition plus construction of four traffic lanes, sidewalks, street lighting curbs, storm drainage, landscaping, and traffic signal modifications at Alma School Rd, Arizona Ave and Hamilton Street.

Funding Source: General Fund and Arterial Street Impact Fees
Fiscal Year 2003-04: \$8,205,000

Gilbert Road (Pecos to Germann) – Gilbert Road will have an end-of-freeway status for a few years after completion of the Santan Freeway to that point, resulting in increased traffic along Gilbert Road. Funding is allocated for the design and land acquisition associated with future improvements.

Funding Source: Arterial Street Impact Fees
Fiscal Year 2003-04: \$739,000

Street Construction-Variou Opportunity Projects - Funding is included for unforeseen street projects that require funding during the fiscal year, such as those addressing safety issues, participation in developer constructed improvements or special agreements with other agencies for priority projects.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$750,000

Frye Rd Extension/Cooper Rd – This project will construct a bridge over the Consolidated Canal to extend Frye Road to connect with Cooper Road. Funding is included next year for land acquisition.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$492,000

Arizona Avenue Phase II – Funding is allocated for North Arizona Avenue American Disabilities Act improvements plus land acquisition for the intersection improvements at Arizona Ave/Ray Rd and at Arizona Ave/Elliot Rd.

Funding Source: General Obligation Bonds and ADOT Grant
Fiscal Year 2003-04: \$1,777,500

PUBLIC WORKS - STREETS/TRAFFIC

Union Pacific Railroad Crossing at Erie Street – Funding is allocated for the design, construction and payment to Union Pacific Railroad for relocation of the crossing arms by the railroad, construction of a new concrete rail bed and completions of the roadway improvements on Erie Street.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$485,000

Railroad Crossings at Ray Road, Warner Road and Chandler Boulevard– This project is to make payments to the Union Pacific Railroad for the city's share of necessary repairs to railroad crossings on Ray Road, Warner Road and Chandler Boulevard.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$300,000

Ryan Road Paving – Funding is allocated for the pavement of Ryan Road from Arizona Avenue to McQueen Road. Federal Congestion Mitigation and Air Quality (CMAQ) funds have been approved to support this project as part of the County's Air Quality program.

Funding Source: General Obligation Bonds CMAQ Federal Grant
Fiscal Year 2003-04: \$180,000

Price Road and Queen Creek Intersection – As part of the development agreement with Wells Fargo Bank, the City is obligated to make improvements to the Queen Creek Rd/Price Rd intersection. Funding is allocated for the City's share of this agreement.

Funding Source: Arterial Street Impact Fees
Fiscal Year 2003-04: \$315,000

Alma School Road/Ray Road Intersection – Funding for this project includes improvements to increase capacity of the intersection, resulting in reduced traffic delays and increase air quality.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$801,600

Alma School Road/Warner Road Intersection –This project includes funding for land acquisition plus improvements to increase capacity of the intersection. Federal Congestion Mitigation and Air Quality (CMAQ) funds have been approved to support a large portion of this intersection improvement.

Funding Source: General Obligation Bonds and CMAQ Federal Grant
Fiscal Year 2003-04: \$5,330,000



PUBLIC WORKS - STREETS/TRAFFIC

New Traffic Signals – Funding is allocated for new traffic signals at six locations, equipment upgrades plus temporary traffic signal equipment.

Funding Source: General Obligation Bonds and
Arterial Street Impact Fees
Fiscal Year 2003-04: \$830,700

Signal System Communication Intertie – Funding is included for the extension of fiber optic communications cable from Price Road/Chandler Blvd to the Fire Dept's Emergency Operations Center and to the future Police Substation at Desert Breeze.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$240,000

Video Detection Cameras – Funding is allocated for the replacement of loop detectors with video detectors at major intersections.

Funding Source: Highway User Revenue Funds
Fiscal Year 2003-04: \$150,000

Landscape Management Master Plan – This project is to develop a Master Plan for right-of-way and detention basin landscaping along arterial streets.

Funding Source: Highway User Revenue Funds
Fiscal Year 2003-04: \$100,000

Price Road Landscaping – Funding is included to upgrade landscaping in the medians of Price Road from the Santan Freeway to Queen Creek Road.

Funding Source: General Obligation Bonds
Fiscal Year 2003-04: \$533,000

PUBLIC WORKS – AIRPORT

Airport Storm Drain – Funding is included for storm drainage in the terminal area to extend its useful life.

Funding Source: ADOT/Federal Grants and
General Fund
Fiscal Year 2003-04 \$269,000

North Aircraft Apron Construction – Funding is included for design of an apron area on the north side of the airport and on Ryan Road.

Funding Source: ADOT/Federal Grants
Airport Operating and Revenue Bond Funds
Fiscal Year 2003-04: \$128,000

PUBLIC WORKS - AIRPORT

Airport Land Acquisition – Funding is included for about 6.6 acres of land near the runway protection zone at the west end of the northern runway.

Funding Source: ADOT/Federal Grants and
City Land Share
Fiscal Year 2003-04: \$637,000

Heliport Relocation – Grant funding is requested for the relocation of the Heliport in an effort to mitigate helicopter noise in adjacent neighborhoods.

Funding Source: ADOT/Federal Grants,
General and Airport Operating Funds
Fiscal Year 2003-04: \$3,277,000

Airport Access Rd. – Funding is included for the design of Airport Blvd. realignment and for design of the parking in the north terminal area.

Funding Source: ADOT/Federal Grants,
City Land Share and Airport Operating Fund
Fiscal Year 2003-04: \$144,500

Taxiway A/Runway Hold Sign – The project includes funding to improve runway signage on Taxiway A as determined by the Federal Aviation Administration Runway Incursion Action Team.

Funding Source: ADOT/Federal Grants,
Airport Operating Fund
Fiscal Year 2003-04: \$64,500

South Aircraft Apron Construction. – This project includes funds for the environmental assessment needed prior to the design or construction of the South Aircraft apron.

Funding Source: ADOT/Federal Grants,
Airport Operating Fund
Fiscal Year 2003-04: \$12,500

Taxiway H Construction – Funding is included for construction to extend Taxiway H from the existing aircraft parking ramp to Taxiway A.

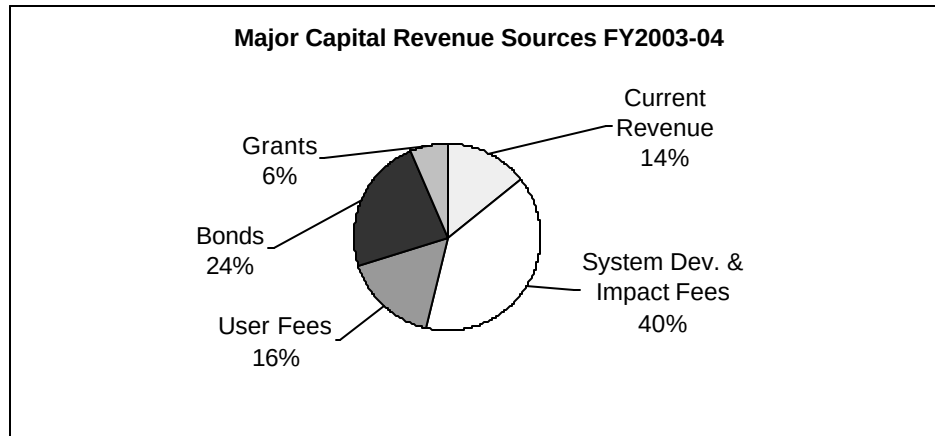
Funding Source: ADOT/Federal Grants and
Airport Operating Fund
Fiscal Year 2003-04: \$29,000

Tower Voice Recorder Replacement – This project is for upgrading to a new digital technology voice recorder in the tower as recommended by the FAA.

Funding Source: ADOT/Federal Grants and
Airport Operating Fund
Fiscal Year 2003-04: \$33,000

REVENUE SOURCES FOR MAJOR CAPITAL PROGRAMS

All funding sources that may be used for various capital improvement projects or non-CIP items are reviewed each year. Revenues for the capital budget are generally from voter-authorized bonds, system development or impact fees, grants, or user fees from municipal utilities. Many capital improvements and purchases of large pieces of equipment are included in the capital budget on a "pay-as-you-go" basis, using one-time allocations from current revenue. The pie chart below shows the percentage of funding sources for the upcoming fiscal year.



The table below presents the funding sources identified for major capital programs by department and division.

REVENUE SOURCES FOR MAJOR CAPITAL PROGRAMS - 2003-04

	Current Revenue ⁽¹⁾	Bonds ⁽²⁾	System Development & Impact Fees	Grants	User Fees/ Other ⁽³⁾	TOTAL
General Government						
Economic Development	\$ 1,814,751	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,814,751
GIS/Information Technology	4,874,966	0	1,414,279	0	0	6,289,245
Sub-total General Government	6,689,717	0	1,414,279	0	0	8,103,996
Management Services	2,422,287	0	1,765,386	0	0	4,187,673
Non-departmental	161,788	0	149,976	0	0	311,764
Community Services:						
Library	100,000	199,409	798,201	0	0	1,097,610
Parks & Recreation	8,697,861	12,596,546	11,975,207	0	0	33,269,614
Sub-total Community Svcs	8,797,861	12,795,955	12,773,408	0	0	34,367,224
Police	2,314,146	153,460	5,446,597	0	0	7,914,203
Fire	1,764,352	5,428,719	1,200,465	0	0	8,393,536
Municipal Utilities:						
Solid Waste	0	0	0	0	9,521,263	9,521,263
Water	0	11,387,950	36,788,008	0	24,940,188	73,116,146
Wastewater	0	3,361,508	29,396,719	0	8,928,183	41,686,410
Sub-total Municipal Utilities	0	14,749,458	66,184,727	0	43,389,634	124,323,819
Public Works:						
Streets	16,430,184	30,951,664	16,737,525	12,867,116	0	76,986,489
Airport	326,939	5,141	0	4,120,034	258,560	4,710,674
Sub-total Public Works	16,757,123	30,956,805	16,737,525	16,987,150	258,560	81,697,163
TOTAL MAJOR CAPITAL	\$ 38,907,274	\$ 64,084,397	\$ 105,672,363	\$ 16,987,150	\$ 43,648,194	\$ 269,299,378

⁽¹⁾ Includes revenues from General Fund, Police Forfeiture, Highway User Revenue Fund, Local Transportation Assistance Fund and Park Residential Development Tax.

⁽²⁾ Includes bond proceeds available from prior years, new bond sales and sale of Certificates of Participation.

⁽³⁾ Includes water, wastewater, solid waste user fees plus revenue from airport fuel sales, leases or tie down fees.

OPERATING AND CAPITAL BUDGETS - THEIR RELATIONSHIP

Although the Capital Improvement Program is prepared separate from the Operating Budget, the two budgets have a direct relationship. It is Chandler's philosophy that new capital projects should not be constructed if operating revenues are not available to cover the operating costs. Budget appropriations lapse at the end of the fiscal year; however, capital appropriations are re-budgeted (carryforward funding) until the project is finished and capitalized. As capital improvement projects are completed, operation and maintenance of these facilities must be absorbed in the operating budget, to provide on-going services to citizens.

As part of the Capital Improvement Program process departments are asked to identify those capital projects that have an impact on operating budgets. Estimates such as those noted below are provided to staff to assist with new facility costs:

<u>Description:</u>	<u>Est. cost per Sq. Ft.</u>
Utilities (electric, gas, water, sewer)	\$2.10
Custodial Services	\$1.50
Maintenance, repair, building upkeep	<u>\$2.15</u>
Total Estimated Cost per Square foot	\$5.75
Landscaping Maintenance: cost per acre	\$4,000

Operating costs associated with capital projects include one-time items such as operating equipment or on-going such as the following: addition of new positions (full or part-time) that are shown as Full Time Equivalent (FTE), contract services, utility costs, custodial or landscaping maintenance, office or chemical supplies. All on-going costs are reviewed annually to accommodate growth and inflation in maintaining or improving service levels. Sometimes these extra costs are absorbed within the division's budget. Most often, however, additional resources are needed for operating expenses associated with capital projects. Council must prioritize these additional costs, along with other supplemental budget requests, based on available funding.

The impact on operating budgets are detailed by project in the separate publication entitled "Capital Improvement Program 2003-2008". The table below shows a summary of the impact of the 2003-2008 CIP on the annual operating budget over the next five years. The FTE's column includes new positions needed for operating any capital facilities constructed within five years; salary and benefits are included under new position costs.

CAPITAL IMPROVEMENT PROGRAM IMPACT ON OPERATING FUNDS							
(Note: Amounts below are CUMULATIVE)							
	FTE's	2003-04	2004-05	2005-06	2006-07	2007-08	5-yr Total
General Government	0	\$ 0	\$ 0	\$ 267,806	\$ 277,179	\$ 286,880	\$ 831,865
Community Services	39	0	19,906	2,810,084	4,141,807	4,806,965	\$ 11,778,762
Police	27	0	152,921	905,961	2,231,620	3,167,082	\$ 6,457,584
Fire	30	0	971,891	1,361,025	1,644,681	3,217,365	\$ 7,194,962
Municipal Utilities:							
Solid Waste	6	0	813,525	355,255	389,088	501,694	\$ 2,059,562
Water	0	113,685	1,491,318	2,943,415	3,285,253	3,546,578	\$ 11,380,249
Wastewater	0	61,200	198,878	339,100	420,719	499,025	\$ 1,518,922
Public Works:							
Streets	12	32,590	690,734	1,076,717	1,258,960	1,410,575	\$ 4,469,576
Airport	1	0	64,908	145,151	155,055	199,902	\$ 565,017
TOTAL O&M	115	\$ 207,475	\$ 4,404,081	\$ 10,204,514	\$ 13,804,362	\$ 17,636,066	\$ 46,256,499
One-time costs		\$ 7,440	\$ 885,505	\$ 151,957	\$ 407,256	\$ 661,190	\$ 2,113,348
On-going costs		\$ 200,035	\$ 3,518,576	\$ 10,052,557	\$ 13,397,106	\$ 16,974,876	\$ 44,143,151
New Position(FTE) costs		\$ 0	\$ 1,135,719	\$ 3,843,639	\$ 4,767,339	\$ 6,813,723	\$ 16,560,420
Annual Increase		\$ 207,475	\$ 4,196,606	\$ 5,800,433	\$ 3,599,848	\$ 3,831,704	

Capital Budgets

These costs, along with any new debt service accruing on debt issuance during the year, are included with other on-going departmental operating costs. Debt service payments for capital projects are discussed in detail in the following chapter. It should also be noted that the summary on the previous page includes estimated future operational 'savings' for the Solid Waste Landfill Gas to Energy Production program (\$27,000 per year) beginning fiscal year 2003-04.

Economic and national events have impacted the revenues throughout the state, resulting in reductions in State-shared General Fund revenues to Chandler totaling over \$3-million dollars for the upcoming year. In addition, the City's costs for retirement and medical benefits have increased significantly, resulting in a reduction of on-going funds available for distribution. Staff was challenged to look for ways to provide services for continued growth by reallocating existing on-going resources.

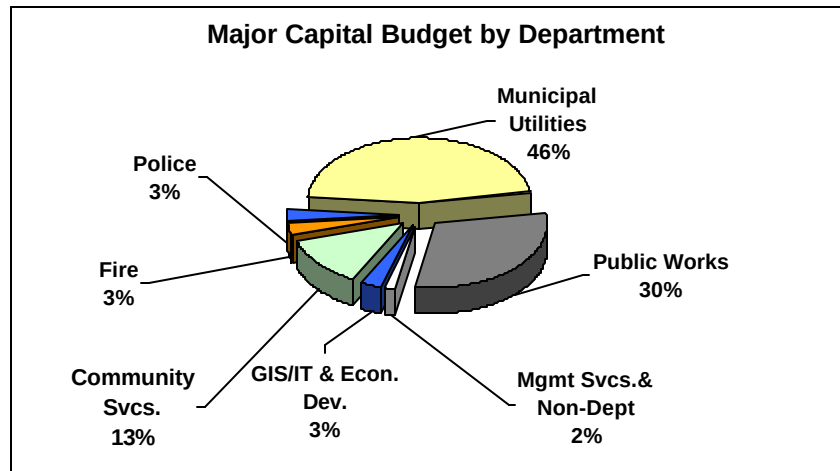
It is Chandler's philosophy that new capital projects should not be constructed if operating revenues are not available to cover the operating costs. Therefore, staff were also asked to re-prioritize capital projects over the upcoming five year period, and whenever possible, defer the building of facilities needing new personnel or other on-going costs. The table below shows estimated operating costs associated with capital projects, which impact the General Fund, Highway User Revenue Fund and Enterprise Funds for the upcoming year. Note that there were no personnel costs needed for fiscal year 2003-04.

CAPITAL IMPROVEMENT PROGRAM IMPACT ON OPERATING FUNDS for FY2003-04

GENERAL FUND	Personnel (FTE costs)	Supplies or Services	Total
No capital projects using General Fund in FY03/04	\$ 0	\$ 0	\$ 0
TOTAL - GENERAL FUND	\$ 0	\$ 0	\$ 0
Highway User Revenue Fund (HURF)			
Upgrade Landscape Areas	\$ 0	\$ 8,000	\$ 8,000
Streetlight Upgrade	0	1,800	1,800
Pecos Rd (Dobson Rd.to McQueen)	0	11,990	11,990
New Traffic Signals	0	10,800	10,800
TOTAL - HURF FUND	\$ 0	\$ 32,590	\$ 32,590
WATER OPERATING FUND			
Booster Stations and Storage Tanks	\$ 0	\$ 94,185	\$ 94,185
Transmission Mains	0	19,500	19,500
	\$ 0	\$ 113,685	\$ 113,685
WASTEWATER OPERATING FUND			
Relief/Replacement Sewer Mains	\$ 0	\$ 1,300	\$ 1,300
Effluent Reuse - Storage & Recovery Wells	0	23,600	23,600
Effluent Reuse - Transmission Mains	0	9,000	9,000
Collection System Facility Improvements	0	27,300	27,300
TOTAL - WASTEWATER OPERATING FUND	\$ 0	\$ 61,200	\$ 61,200
AIRPORT OPERATING FUND			
No capital projects using Airport Operating Fund in FY03/04	\$ 0	\$ 0	\$ 0
TOTAL - AIRPORT OPERATING FUND	\$ 0	\$ 0	\$ 0
GRAND TOTAL IMPACT ON OPERATING FUNDS	\$ 0	\$ 207,475	\$ 207,475

2003-04 MAJOR CAPITAL PROGRAM BY FUNCTION

Major Capital appropriations are budgeted under special Capital Cost Centers within each Department. These include the new CIP, carryforward CIP and Non-CIP capital items. The chart below depicts a breakdown by department for the 2003-04 Major Capital funds; the table reflects the budget and historical expenditures by capital cost center.



Major Capital Budget By Cost Center

Cost Center	Department	2000-01 Actual	2001-02 Actual	2002-03 Adjusted Budget	2002-03 Yr-end Est	2003-04 Adopted Budget
GENERAL GOVERNMENT						
1190	Management Services Capital	\$ 1,229,166	\$ 2,456,080	\$ 5,032,604	\$ 417,383	\$ 4,187,673
1290	Non-Departmental Capital	3,103,347	653,977	3,240,061	2,594,983	311,764
1285	GIS/Information Technology Capital	0	0	5,335,205	1,478,289	6,289,245
1550	Economic Development Capital	826,003	3,236,311	2,971,320	2,971,320	1,814,751
1560	Planning and Development Capital	0	67,571	75,171	75,171	0
4650	Housing & Redevelopment	601,676	0	0	0	0
4320	Library Capital	839,322	76,978	1,945,419	1,945,419	1,097,610
4580	Parks Capital	6,972,759	16,779,157	47,536,744	18,255,593	33,269,614
TOTAL GENERAL GOVERNMENT		13,572,273	23,270,074	66,136,524	27,738,158	46,970,657
PUBLIC SAFETY						
2100	Police Capital	610,961	2,116,085	13,875,442	3,287,202	7,914,203
2250	Fire Capital	801,357	2,961,007	5,379,217	3,385,284	8,393,536
TOTAL PUBLIC SAFETY		1,412,318	5,077,092	19,254,659	6,672,486	16,307,739
MUNICIPAL UTILITIES						
3710	Solid Waste Capital	683,093	1,022,985	3,684,190	3,575,355	9,521,263
3820	Water Capital	11,950,041	9,815,724	53,324,704	35,812,686	73,116,146
3910	Wastewater Capital	13,374,670	24,812,658	57,274,753	39,873,212	41,686,410
TOTAL MUNICIPAL UTILITIES		26,007,804	35,651,367	114,283,647	79,261,253	124,323,819
PUBLIC WORKS						
3310	Streets Capital	11,998,715	15,098,615	53,913,827	33,484,179	76,986,489
4110	Airport Capital	172,444	2,588,795	5,965,291	71,221	4,710,674
TOTAL PUBLIC WORKS		12,171,159	17,687,410	59,879,118	33,555,400	81,697,163
GRAND TOTAL		\$ 53,163,554	\$ 81,685,943	\$ 259,553,948	\$ 147,227,297	\$ 269,299,378

2003-04 MAJOR CAPITAL PROGRAM DETAIL

The following section represents detailed major capital budgets by cost center and by funding source. As noted earlier, many of the CIP projects are not completed within one year. Consequently, these programs are re-budgeted with carryforward funds until completion. The carryforward appropriation columns provide reserves for purchase orders potentially remaining open at the close of fiscal year 2002-03 and for projects that have not yet been expended or encumbered at the time of fiscal year 2003-04 budget preparation. These programs have been approved and appropriated by Council in prior years. If the department spends any of the carryforward funds on these programs in fiscal year 2002-03, the appropriation will be lowered in fiscal year 2003-04.

Management Services Capital - 1190					
Prog #	Program	Carryforward Appropriation *		FY 2003-04 New Appropriation	Total FY 2003-04 Appropriation
		Encumbered Purchase Orders	Unencumbered March, 2003		
3MS275	Warehouse/Fleet Services Facility	\$ 46,766	\$ 4,120,907	\$ 0	\$ 4,167,673
Total CIP Programs		\$ 46,766	\$ 4,120,907	\$ 0	\$ 4,167,673
OMS001	Utility Billing System Replacement	\$ 20,000	\$ 0	\$ 0	\$ 20,000
Total Non-CIP Projects		\$ 20,000	\$ 0	\$ 0	\$ 20,000
Total Capital Project Expenses		\$ 66,766	\$ 4,120,907	\$ 0	\$ 4,187,673
Fund					
101	General Fund	\$ 20,000	\$ 2,402,287	\$ 0	\$ 2,422,287
440	General Government Impact Fees	46,766	1,718,620	0	1,765,386
Total Capital Project Funding		\$ 66,766	\$ 4,120,907	\$ 0	\$ 4,187,673

Non-Departmental- 1290					
Prog #	Program	Carryforward Appropriation *		FY 2003-04 New Appropriation	Total FY 2003-04 Appropriation
		Encumbered Purchase Orders	Unencumbered March, 2003		
3GG075	City Municipal Complex	\$ 11,019	\$ 0	\$ 0	\$ 11,019
Total CIP Projects		\$ 11,019	\$ 0	\$ 0	\$ 11,019
1ST001	Freeway Enhancements	\$ 569	\$ 150,200	\$ 0	\$ 150,769
9ND010	City Telecomm Duct Bank/Fiber Optics	0	149,976	0	149,976
Total Non-CIP Projects		\$ 569	\$ 300,176	\$ 0	\$ 300,745
Total Capital Project Expenses		\$ 11,588	\$ 300,176	\$ 0	\$ 311,764
Fund					
101	General Fund	\$ 11,588	\$ 150,200	\$ 0	\$ 161,788
440	General Government Impact Fees	0	149,976	0	149,976
Total Capital Project Funding		\$ 11,588	\$ 300,176	\$ 0	\$ 311,764

* The Carryforward Reserves provides appropriation for purchase orders potentially remaining open at the close of fiscal year 2002-03 and for projects that have not yet been expended or encumbered at the time of fiscal year 2003-04 budget preparation. These programs have been appropriated by Council in prior years. If the department spends any of the Carryforward Appropriation * in fiscal year 2002-03, the Appropriation will be lowered in fiscal year 2003-04 by that amount.



Capital Budgets

GIS/Information Technology Capital - 1285

Prog #	Program	Carryforward Appropriation *		FY 2003-04 New Appropriation	Total FY 2003-04 Appropriation
		Encumbered Purchase Orders	Unencumbered March, 2003		
3MS247	Renovation of Info Tech Bldg	\$ 94,180	\$ 2,165,625	\$ 0	\$ 2,259,805
	Total CIP Programs	\$ 94,180	\$ 2,165,625	\$ 0	\$ 2,259,805
4IT012	GIS Land Base Main	\$ 0	\$ 150,000	\$ 0	\$ 150,000
4IT015	GIS New Development Tracking	0	89,300	0	89,300
4IT014	GIS Age of Pavement	0	36,400	0	36,400
4IT018	GIS Permit Links	0	55,212	0	55,212
4IT019	GIS Mars Book Replacement	0	48,000	0	48,000
4IT016	Solicitation Process Enhancement	0	0	47,500	47,500
4IT013	Tax & Licensing System Replacement	0	0	1,079,270	1,079,270
4IT020	E-Gov Public Communication Enhance	0	0	400,000	400,000
3IT002	GIS Environmental Phase I	0	106,920	0	106,920
3IT003	GIS Pre Plans	130	15,470	0	15,600
4IT017	Electronic Document Mgmt Sys(EDMS)	26,340	205,166	337,760	569,266
3IT007	Criminal Justice Info System Upgrade	403	76,549	0	76,952
3IT011	Network Storage	18,714	0	0	18,714
3IT009	Data Warehouse - Magistrate	0	49,920	0	49,920
3IT010	Evidence Tracking - Police	0	54,461	0	54,461
4IT021	Oracle Enhancements, Phase I and II	44,135	534,965	250,000	829,100
1MS010	Desktop Software	11,820	128,058	0	139,878
1MS013	Network Infrastructure -Phases I & II	13,086	249,861	0	262,947
	Total Non-CIP Projects	\$ 114,628	\$ 1,800,282	\$ 2,114,530	\$ 4,029,440
	Total Capital Project Expenses	\$ 208,808	\$ 3,965,907	\$ 2,114,530	\$ 6,289,245
Fund					
101	General Fund	\$ 152,626	\$ 2,607,810	\$ 2,114,530	\$ 4,874,966
440	General Government Impact Fees	56,182	1,358,097	0	1,414,279
	Total Capital Project Funding	\$ 208,808	\$ 3,965,907	\$ 2,114,530	\$ 6,289,245

Economic Development Capital - 1550

Prog #	Program	Carryforward Appropriation *		FY 2003-04 New Appropriation	Total FY 2003-04 Appropriation *
		Encumbered Purchase Orders	Unencumbered March, 2003		
2DT014	DT Uniform Signage Program	\$ 0	\$ 18,050	\$ 0	\$ 18,050
2DT011	Site 7 Land Acquisition	30,428	1,342,226	0	1,372,654
1DT011	Downtown Land Acquisition	17,479	113,906	0	131,385
ODT013	Downtown Parking/ Improvements	9,151	11,092	0	20,243
2DT001	PH II DT Lighting/Power Pedestals	354	262,065	0	262,419
2DT002	Boston Breezeway	0	10,000	0	10,000
	Total Capital Project Expenses	\$ 57,412	\$ 1,757,339	\$ 0	\$ 1,814,751
Fund					
101	General Fund	\$ 57,412	\$ 1,757,339	\$ 0	\$ 1,814,751
	Total Capital Project Funding	\$ 57,412	\$ 1,757,339	\$ 0	\$ 1,814,751

* The Carryforward Reserves provides appropriation for purchase orders potentially remaining open at the close of fiscal year 2002-03 and for projects that have not yet been expended or encumbered at the time of fiscal year 2003-04 budget preparation. These programs have been appropriated by Council in prior years. If the department spends any of the Carryforward Appropriation * in fiscal year 2002-03, the Appropriation will be lowered in fiscal year 2003-04 by that amount.



Capital Budgets

Community Services - Library Capital - 4320

Prog #	Program	Carryforward Appropriation *		FY 2003-04 New Appropriation	Total FY 2003-04 Appropriation *
		Encumbered	Unencumbered		
		Purchase Orders	March, 2003		
3LI084	Southeast Chandler Library Branch	\$ 793,453	\$ 4,748	\$ 0	\$ 798,201
LB5001	Downtown Reading Room Remodel	268,281	31,128	0	299,409
Total Capital Project Expenses		\$ 1,061,734	\$ 35,876	\$ 0	\$ 1,097,610
Fund					
101	General Fund	\$ 100,000	\$ 0	\$ 0	\$ 100,000
430	Library Bonds	168,281	31,128	0	199,409
431	Library Impact Fees	793,453	4,748	0	798,201
Total Capital Project Funding		\$ 1,061,734	\$ 35,876	\$ 0	\$ 1,097,610

Community Services - Parks & Recreation Capital - 4580

Prog #	Program	Carryforward Appropriation *		FY 2003-04 New Appropriation	Total FY 2003-04 Appropriation *
		Encumbered	Unencumbered		
		Purchase Orders	March, 2003		
4PR039	Neighborhood Park Land Acquisition	\$ 513	\$ 1,747,699	\$ 3,613,750	\$ 5,361,962
4PR040	Neighborhood Park Development	162,480	1,035,000	0	1,197,480
3PR041	Community Park Land Acquisition	931	1,979,352	3,548,274	5,528,557
3PR042	Community Park Development	636,537	4,588,097	0	5,224,634
4PR044	Tumbleweed Regional Park Devel.	343,711	2,975,013	1,850,000	5,168,724
4PR045	Paseo System/Trail Development	64,372	496,745	1,163,778	1,724,895
4PR047	Aquatic Facility Renov/Expansion	4,635	783,445	321,000	1,109,080
3PR048	Recreation Center	628,720	0	0	628,720
4PR049	Existing Neighborhood Park Improve	127,173	355,898	180,000	663,071
4PR383	Arrowhead Park Light Renovation	0	0	440,000	440,000
4PR386	Rancho Del Ray Park Site	0	0	1,000,000	1,000,000
4PR391	Tibshraeny Park Site	0	0	150,000	150,000
4PR395	West Chandler Park	0	0	2,000,000	2,000,000
4PR398	Desert Breeze Park Expansion	0	0	600,000	600,000
4PR420	Wetlands Park Site	0	0	350,000	350,000
4PR421	Folley Park Light Renovation	0	0	293,000	293,000
4PR422	Desert Breeze Park Light Renovation	0	0	200,000	200,000
4PR423	Pima Park Ballfield Light Renovation	0	0	180,000	180,000
4PR435	Queen Creek/McQueen Park	0	0	455,000	455,000
2PR046	Chandler Aquatic Facilities	6,072	0	0	6,072
Subtotal CIP Programs		\$ 1,975,144	\$ 13,961,249	\$ 16,344,802	\$ 32,281,195
4PR249	Community Svcs. Facility Renovations	\$ 6,404	\$ 355,822	\$ 160,700	\$ 522,926
4PR428	Price House Renovation-Phase 2	0	0	330,900	330,900
2PR250	Tumbleweed Tennis Courts Resurfacing	57,277	0	0	57,277
1PR144	City Entryway Landscaping	74,123	0	0	74,123
1PR151	Desert Breeze Restroom Renovations	3,193	0	0	3,193
Subtotal Non-CIP Capital Projects		\$ 140,997	\$ 355,822	\$ 491,600	\$ 988,419
Total Capital Project Expenses		\$ 2,116,141	\$ 14,317,071	\$ 16,836,402	\$ 33,269,614
Fund					
101	General Fund	\$ 140,997	\$ 355,822	\$ 491,600	\$ 988,419
420	Park Bond Fund	1,455,467	5,458,301	5,682,778	12,596,546
421	Community Park Impact Fees	356,684	5,720,249	5,898,274	11,975,207
422	Residential Park Development Tax	162,993	2,782,699	4,763,750	7,709,442
Total Capital Project Funding		\$ 2,116,141	\$ 14,317,071	\$ 16,836,402	\$ 33,269,614

* The Carryforward Reserves provides appropriation for purchase orders potentially remaining open at the close of fiscal year 2002-03 and for projects that have not yet been expended or encumbered at the time of fiscal year 2003-04 budget preparation. These programs have been appropriated by Council in prior years. If the department spends any of the Carryforward Appropriation * in fiscal year 2002-03, the Appropriation will be lowered in fiscal year 2003-04 by that amount.



Capital Budgets

		Public Safety - Police Capital -2100			
		Carryforward Appropriation *		FY 2003-04	Total
		Encumbered	Unencumbered	New	FY 2003-04
Prog #	Program	Purchase Orders	March, 2003	Appropriation *	Appropriation *
4PD035	Police Driving Track	\$ 10,000	\$ 0	\$ 50,000	\$ 60,000
4PD215	West Chandler Substation	0	0	4,926,759	4,926,759
4PD243	South Chandler Police	0	0	350,000	350,000
4PD411	Property & Evidence Bldg/Expansion	263,130	169	495,495	758,793
	Subtotal CIP Programs	\$ 273,130	\$ 169	\$ 5,822,254	\$ 6,095,552
4PD421	CAD Hardware/software	\$ 0	\$ 0	\$ 500,000	500,000
4PD422	Interagency Interface System	0	0	86,000	86,000
4PD423	Uninterruptible Power Source	0	0	80,000	80,000
4PD424	Digital Repeaters	0	0	40,000	40,000
4PD425	Firearms Training System	0	0	83,503	83,503
3PD220	Obsolete Radio Replacement	349,619	30,533	0	380,152
3PD221	Telephone Interception System	0	153,600	0	153,600
3PD222	Mobile Data System Encryption	0	180,000	0	180,000
3PD223	Crime Scene Cameras & SAU Equip.	1,378	15,001	0	16,379
2PD217	CAD System Upgrade	16,200	104,239	0	120,438
2PD218	Comm. Ctr Backup/Upgrades/Vehicle	47,877	40,825	0	88,702
OPD156	Communication Ctr Backup	89,877	0	0	89,877
	Subtotal Non-CIP Capital Projects	\$ 504,950	\$ 524,198	\$ 789,503	\$ 1,818,651
	Total Capital Project Expenses	\$ 778,080	\$ 524,367	\$ 6,611,757	\$ 7,914,203
Fund					
101	General Fund	\$ 504,950	\$ 524,198	\$ 1,284,998	\$ 2,314,146
440	General Government Impact Fees	0	0	896,821	896,821
460	Public Safety Bond	103,460	0	50,000	153,460
465	Police Impact Fees	169,670	169	4,379,938	4,549,777
	Total Capital Project Funding	\$ 778,080	\$ 524,367	\$ 6,611,757	\$ 7,914,203

		Public Safety - Fire Capital -2250			
		Carryforward Appropriation *		FY 2003-04	Total
		Encumbered	Unencumbered	New	FY 2003-04
Prog #	Program	Purchase Orders	March, 2003	Appropriation	Appropriation *
4FI234	Future Fire Station	\$ 0	\$ 0	\$ 359,370	\$ 359,370
4FI273	Chandler Blvd/Desert Breeze Station	0	174,240	2,149,708	2,323,948
4FI142	Future Fire Administration Building	9,220	651,923	178,397	839,540
3FI135	Chandler Blvd/Alma School Rd Station	199,572	2,065,659	0	2,265,231
3FI217	Fire Training Facility Expansion	97,905	16,828	0	114,732
2FI136	Riggs Rd/Gilbert Rd Fire Station	122,136	577,107	0	699,243
2FI246	Ray/McClintock Fire Station	9,051	18,068	0	27,119
	Subtotal CIP Programs	\$ 437,884	\$ 3,503,825	\$ 2,687,475	\$ 6,629,184
4FI138	800 MHz Radio System	\$ 0	\$ 0	\$ 1,764,352	\$ 1,764,352
	Subtotal Non-CIP Capital Projects	\$ 0	\$ 0	\$ 1,764,352	\$ 1,764,352
	Total Capital Project Expenses	\$ 437,884	\$ 3,503,825	\$ 4,451,827	\$ 8,393,536
Fund					
101	General Fund	\$ 0	\$ 0	\$ 1,764,352	\$ 1,764,352
470	Public Safety Bond Fund	208,792	2,891,822	2,328,105	5,428,719
475	Fire Impact Fees	229,092	612,003	359,370	1,200,465
	Total Capital Project Funding	\$ 437,884	\$ 3,503,825	\$ 4,451,827	\$ 8,393,536

* The Carryforward Reserves provides appropriation for purchase orders potentially remaining open at the close of fiscal year 2002-03 and for projects that have not yet been expended or encumbered at the time of fiscal year 2003-04 budget preparation. These programs have been appropriated by Council in prior years. If the department spends any of the Carryforward Appropriation * in fiscal year 2002-03, the Appropriation will be lowered in fiscal year 2003-04 by that amount.



Capital Budgets

Municipal Utilities -Solid Waste Capital - 3710

Prog #	Program	Carryforward Appropriation *		FY 2003-04	Total
		Encumbered	Unencumbered	New	FY 2003-04
		Purchase Orders	March, 2003	Appropriation	Appropriation *
4SW005	Landfill Closure	\$ 423,803	\$ 438,684	\$ 125,000	\$ 987,487
4SW006	Transfer/Recycling Facility	460,442	1,595,964	5,801,300	7,857,706
4SW007	Landfill Gas Control System	183,407	0	67,000	250,407
3SW242	Household Hazardous Waste Bldg	287,421	138,242	0	425,663
Total Capital Project Expenses		\$ 1,355,073	\$ 2,172,890	\$ 5,993,300	\$ 9,521,263
Fund					
622	Solid Waste Capital Improvement	\$ 886,680	\$ 2,034,648	\$ 5,926,300	\$ 8,847,628
625	Solid Waste Operating Fund	468,393	138,242	67,000	673,635
Total Capital Project Funding		\$ 1,355,073	\$ 2,172,890	\$ 5,993,300	\$ 9,521,263

Municipal Utilities -Water Capital - 3820

Prog #	Program	Carryforward Appropriation *		FY 2003-04	Total
		Encumbered	Unencumbered	New	FY 2003-04
		Purchase Orders	March, 2003	Appropriation	Appropriation *
4WA023	Main Replacement and Extension	\$ 316,272	\$ 0	\$ 1,010,000	\$ 1,326,272
4WA024	Water Storage/Recovery Project	0	1,284,895	240,000	1,524,895
4WA025	Legal and Settlement Fees	284,232	203,513	1,575,000	2,062,745
4WA026	Brown Road Treatment Plant Buy-In	86,800	0	347,200	434,000
4WA027	Water Purchases for New Growth/Dev.	0	1,047,908	740,500	1,788,408
4WA028	Booster Stations/Storage Tanks	275,123	356,154	5,315,700	5,946,977
4WA034	New Well Construction	1,143,517	2,888,071	5,439,400	9,470,988
4WA060	Fire Hydrant Replacement	0	795,691	796,250	1,591,941
4WA076	Transmission Mains	1,708,984	4,712,763	7,535,050	13,956,797
4WA090	CAP Reallocation Water	0	0	338,000	338,000
4WA110	System Upgrades During Street Repair	73,950	1,725,153	2,705,100	4,504,203
4WA209	Water Treatment Plant Expansion	815,514	334,733	3,170,000	4,320,247
4WA230	Water Production Facility Improvements	7,666	2,097,223	1,041,200	3,146,089
4WA330	Well Remediation/ReDrilling	868,199	1,534,590	471,000	2,873,789
4WA331	Well Remediation - Arsenic	0	0	13,150,000	13,150,000
3WA083	City Yard Development	8,176	817,010	0	825,186
2WA029	Water Master Plan Update	83,517	0	0	83,517
2WA030	Purchase-Valve Box Locking Devices	244,196	261,703	0	505,899
2WA031	Water Main Upgrades	149,593	705,594	0	855,187
2WA062	Backup Water Supply	40,524	1,409,639	0	1,450,163
2WA096	Water Distribution System Flushing Prog	0	890,760	0	890,760
OWA063	Water Production Maint Bldg	3,027	544,950	0	547,977
OWA074	Sedimentation Basin Improvements	0	192,475	0	192,475
OWA231	Land Acquisition	19,203	751,332	0	770,535
OWA521	Water Treatment Plant Modifications	106,671	378,140	0	484,811
OWA211	Reservoir Inspection/Compliance	61,963	12,322	0	74,285
Total Capital Project Expenses		\$ 6,297,127	\$ 22,944,619	\$ 43,874,400	\$ 73,116,146
Fund					
601	Water Bond Fund	\$ 1,650,436	\$ 4,740,564	\$ 4,996,950	\$ 11,387,950
603	Water System Development Fees	3,840,068	10,620,033	18,917,650	33,377,751
604	Water Resource System Development Fee	3,244	885,513	2,521,500	3,410,257
605	Water Operating Fund	803,379	6,698,509	17,438,300	24,940,188
Total Capital Project Funding		\$ 6,297,127	\$ 22,944,619	\$ 43,874,400	\$ 73,116,146

* The Carryforward Reserves provides appropriation for purchase orders potentially remaining open at the close of fiscal year 2002-03 and for projects that have not yet been expended or encumbered at the time of fiscal year 2003-04 budget preparation. These programs have been appropriated by Council in prior years.

If the department spends any of the Carryforward Appropriation * in fiscal year 2002-03, the Appropriation will be lowered in fiscal year 2003-04 by that amount.



Capital Budgets

Municipal Utilities -Wastewater Capital - 3910

Prog #	Program	Carryforward Appropriation *		FY 2003-04 New Appropriation	Total FY 2003-04 Appropriation *
		Encumbered	Unencumbered		
		Purchase Orders	March, 2003		
4WW020	Relief Sewer Mains	\$ 36,677	\$ 1,772,257	\$ 50,000	\$ 1,858,934
3WW022	Water Reclamation Plant Expansion	8,117,782	1,020,836	0	9,138,618
4WW099	System Lever Monitor and Flow Metering	57,434	557,879	434,160	1,049,473
4WW189	Effluent Reuse- Storage/Recovery	448,300	2,333,249	4,940,000	7,721,549
4WW190	Effluent Reuse-Wetlands	126,492	4,500	540,800	671,792
4WW192	Effluent Reuse- Transmission Mains	1,295,234	4,775,530	2,160,500	8,231,264
4WW196	Collection System Facility Improvements	31,731	156,401	1,000,000	1,188,132
3WW266	Sewer Assessment/Rehabilitation	53,171	112,348	0	165,519
4WW241	Ocotillo WRF-Odor Control Modifications	127,064	0	3,370,000	3,497,064
4WW332	Replacement Sewer Mains	0	0	557,850	557,850
3WA083	City Yard Development	6,906	415,131	0	422,037
2WW019	Interceptor Collection& Line Oversizing	205,402	229,851	0	435,253
3WW021	Wastewater Master Plan Updated	87,749	0	0	87,749
3WW073	Effluent Reuse Master Plan Update	76,783	0	0	76,783
2WW132	Lone Butte Process Upgrade	234,804	2,981,824	0	3,216,628
OWW089	Airport Water Reclamation Fac	726,769	0	0	726,769
OWW119	Lone Butte Relief Sewer Main	641,434	1,953,515	0	2,594,949
OWW581	Manhole Rehabilitation	46,047	0	0	46,047
Total Capital Project Expenses		\$ 12,319,779	\$ 16,313,321	\$ 13,053,310	\$ 41,686,410
Fund					
606	Reclaimed Water System Dev Fees	\$ 1,935,905	\$ 6,888,279	\$ 5,431,300	\$ 14,255,484
610	Effluent Reuse Bond Fund	10,904	0	0	10,904
611	Wastewater Bond Fund	220,965	3,093,138	0	3,314,103
613	Wastewater Certificate of Participation	2,500	34,001	0	36,501
614	Wastewater System Development Fees	9,850,141	3,997,964	1,293,130	15,141,235
615	Wastewater Operating Fund	299,364	2,299,939	6,328,880	8,928,183
Total Capital Project Funding		\$ 12,319,779	\$ 16,313,321	\$ 13,053,310	\$ 41,686,410

Public Works - Airport Capital - 4110

Prog #	Program	Carryforward Appropriation *		FY 2003-04 New Appropriation	Total FY 2003-04 Appropriation *
		Encumbered	Unencumbered		
		Purchase Orders	March, 2003		
4AI001	Pavement Preservation/Storm Drain	\$ 0	\$ 100,293	\$ 269,000	\$ 369,293
4AI004	North Aircraft Apron Construction	0	0	128,000	128,000
4AI065	Airport Land Acquisition	3,250	0	637,000	640,250
4AI126	Heliport Relocation	46,930	0	3,277,000	3,323,930
4AI265	Taxiway A/Runway Hold Sign Placement	0	0	64,500	64,500
4AI359	South Airport Apron Construction	0	0	12,500	12,500
4AI148	Airport Access Road	0	0	144,500	144,500
4AI364	Taxiway H Construction	0	0	29,000	29,000
4AI366	Tower Voice Recorder Replacement	0	0	33,000	33,000
Subtotal CIP Programs		\$ 50,180	\$ 100,293	\$ 4,594,500	\$ 4,744,973
1AI152	Airport Landscape and Misc	75	0	0	75
Subtotal Non-CIP Capital Projects		\$ 75	\$ 0	\$ 0	\$ 75
Total Capital Project Expenses		\$ 50,255	\$ 100,293	\$ 4,594,500	\$ 4,745,048
Fund					
101	General Fund	\$ 2,128	\$ 0	\$ 324,811	\$ 326,939
101	City Land Donation	0	0	34,374	34,374
217	Grants	48,127	100,293	3,971,614	4,120,034
631	Airport Bond	0	0	5,141	5,141
635	Airport Operating	0	0	258,560	258,560
Total Capital Project Funding		\$ 50,255	\$ 100,293	\$ 4,594,500	\$ 4,745,048
Total Budget w/o Land Donation		\$ 50,255	\$ 100,293	\$ 4,560,126	\$ 4,710,674

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Capital Budgets

Public Works -Streets Capital - 3310

Prog #	Program	Carryforward Appropriation *		FY 2003-04 New Appropriation	Total FY 2003-04 Appropriation *
		Encumbered Purchase Orders	Unencumbered March, 2003		
4ST009	Street Maintenance	\$ 2,124,858	\$ 775,410	\$ 1,404,400	\$ 4,304,668
4ST010	Storm Drainage Construction	477,968	3,324,569	3,372,000	7,174,537
4ST016	Transit Improvements	15,611	30,144	49,000	94,755
4ST051	Streetlight Upgrade	7,594	226,998	82,200	316,792
4ST291	Misc. Storm Drain Improvements	0	0	157,000	157,000
4ST292	Riggs Road (Arizona Avenue to Gilbert Rd)	0	0	8,160,000	8,160,000
4ST293	Chandler Blvd (California to Colorado)	0	0	450,000	450,000
4ST294	McQueen Rd (Pecos to Queen Creek)	0	0	2,300,000	2,300,000
4ST295	Pecos Rd (Dobson to McQueen)	0	0	8,205,000	8,205,000
4ST300	Gilbert Rd (Pecos to Germann)	0	0	739,000	739,000
4ST302	Traffic Calming Measures	0	0	120,000	120,000
4ST304	Frye Rd Ext./Cooper Rd (Canal to Frye Rd)	0	0	492,000	492,000
4ST306	UPRR Crossing at Erie Street	0	0	485,000	485,000
4ST307	Railroad Crossings: Ray,Warner, Chandler	0	0	300,000	300,000
4ST309	Ryan Road Paving	0	0	180,000	180,000
4ST311	Price Road and Queen Creek Intersection	0	0	315,000	315,000
4ST312	Arizona Ave. Phase II (Ray to Elliot)	0	0	1,777,500	1,777,500
4ST315	Alma School Rd/Ray Rd Intersection	0	0	801,600	801,600
4ST317	Alma School/Warner Intersection	0	0	5,330,000	5,330,000
4ST322	New Traffic Signals	0	0	830,700	830,700
4ST323	Signal System Communication Intertie	0	0	240,000	240,000
4ST327	Video Detection Cameras	0	0	150,000	150,000
4ST347	Landscape Management Master Plan	0	0	100,000	100,000
4ST349	Price Rd Landscaping (Santan to Queen Creek)	0	0	533,000	533,000
3ST052	Traffic Control Systems	617,631	407,701	0	1,025,332
3ST085	Street Construction/Impact Fees	877,836	6,157,639	0	7,035,475
3ST086	Street Construction Various Projects	1,833,478	5,824,835	750,000	8,408,313
3ST123	Intersection Improvements	778,658	2,920,564	0	3,699,222
4ST218	Street Capacity & Safety Improvement	78,607	614,124	250,000	942,731
4ST248	Street Repaving	2,177,702	1,537,614	2,812,000	6,527,316
2ST011	Stormwater Management Master Plan	33,043	0	0	33,043
4ST014	Upgrade Landscape Areas	216,627	256,810	500,000	973,437
4ST015	Bus Pullouts	52,118	119,860	355,000	526,978
2ST017	Retention Basin Conversions	5,271	4,391	0	9,662
2ST054	Sidewalk Installation	7,192	0	0	7,192
2ST118	Street Sign Base Replacement	2,481	23,870	0	26,351
4ST212	Bicycle Improvements	13,557	127,986	116,700	258,243
4ST214	New Office/Shop Facilities	21,898	1,969,069	206,300	2,197,267
2ST239	Chandler Fashion Ctr Transit Station	17,995	377,539	0	395,534
1ST018	Transportation Plan Update	11,633	24,922	0	36,555
Subtotal CIP Programs		\$ 9,371,758	\$ 24,724,045	\$ 41,563,400	\$ 75,659,203
2ST000	Right Turn Bay Modifications	\$ 444,828	\$ 0	\$ 0	444,828
2ST001	Bus Bay Construction	23,382	338,284	0	361,666
2ST002	Pecos Rd-Design/ROW(Dobson/McQueen)	286,100	198,859	0	484,959
OST125	Asphaltic Pavement/Concrete Crushing	35,833	0	0	35,833
Subtotal Non-CIP Capital Projects		\$ 790,143	\$ 537,143	\$ 0	\$ 1,327,286
Total Capital Project Expenses		\$ 10,161,901	\$ 25,261,188	\$ 41,563,400	\$ 76,986,489
Fund					
101	General Fund	\$ 2,195,964	\$ 3,410,324	\$ 6,849,000	\$ 12,455,288
215	Highway User Revenue Fund	799,433	842,140	1,508,900	3,150,473
216	LTAI II (HB2565)	86,676	528,747	209,000	824,423
217	Grants	564,259	2,321,857	9,981,000	12,867,116
410	Highway User Revenue Bond Fund	2,568,588	5,957,102	0	8,525,690
411	Street Bond Fund	2,684,170	5,077,884	10,323,650	18,085,704
412	Storm Sewer Bond Fund	0	339,000	1,545,500	1,884,500
415	Arterial Street Impact Fees	892,745	4,855,430	10,989,350	16,737,525
617	Stormwater/Sewer Bond	370,066	1,928,704	157,000	2,455,770
Total Capital Project Funding		\$ 10,161,901	\$ 25,261,188	\$ 41,563,400	\$ 76,986,489

* The Carryforward Reserves provides appropriation for purchase orders potentially remaining open at the close of fiscal year 2002-03 and for projects that have not yet been expended or encumbered at the time of fiscal year 2003-04 budget preparation. These programs have been appropriated by Council in prior years. If the department spends any of the Carryforward Appropriation * in fiscal year 2002-03, the Appropriation will be lowered in fiscal year 2003-04 by that amount.

II. OPERATING CAPITAL BUDGET BY DEPARTMENT

The second category of the Capital Budget consists of operating capital, which includes purchases for capital assets with a price greater than \$5,000 and a useful life of more than one year. These items can be purchased directly from a department's operating budget. The following tables show operating capital budgets by department for fiscal year 2003-04 and historical expenditures for several years.

	<i>2000-01 Actual</i>	<i>2001-02 Actual</i>	<i>2002-03 Adjusted Budget</i>	<i>2002-03 Estimated Expenditures</i>	<i>2003-04 Adopted</i>
GENERAL GOVERNMENT:					
Mayor and Council	\$ 5,883	\$ 651	\$ 3,000	\$ 2,000	\$ 3,000
City Clerk	7,229	2,589	7,000	3,250	7,500
City Manager Administration	1,617	0	500	500	500
Neighborhood Programs	0	64,514	100,000	26,983	0
Human Resources	35,211	16,049	42,395	37,150	44,000
Economic Development	1,634	3,260	4,000	4,284	2,000
Downtown Redevelopment	0	3,453	0	0	0
GIS/IT Applications & Data Systems	80,066	181,042	58,089	38,162	24,000
IT Infrastructure & Client Support	90,767	169,016	382,951	138,926	131,866
Communications and Public Affairs	40,055	71,060	55,806	42,550	35,961
City Magistrate	53,752	48,357	32,272	71,878	25,000
Law	4,234	4,647	26,167	22,167	18,900
Management Services	35,761	96,974	163,142	143,419	415,560
Non Departmental	3,134,325	2,290,402	12,111,576	3,826,959	1,945,978
Planning and Development	161,188	65,811	167,800	167,800	106,200
Community Services	608,288	622,317	705,831	630,633	345,658
TOTAL GENERAL GOVERNMENT	\$ 4,260,009	\$ 3,640,141	\$ 13,860,529	\$ 5,156,661	\$ 3,106,123
PUBLIC SAFETY:					
Police	\$ 632,448	\$ 1,108,628	\$ 1,468,039	\$ 919,335	\$ 1,219,967
Fire	122,546	320,004	208,642	211,728	357,205
TOTAL PUBLIC SAFETY	\$ 754,994	\$ 1,428,632	\$ 1,676,681	\$ 1,131,063	\$ 1,577,172
MUNICIPAL UTILITIES:					
Water/Wastewater Administration	\$ 669	\$ 4,273	\$ 0	\$ 0	\$ 0
Solid Waste Management	67,315	23,168	549	549	0
Water Divisions	2,098,847	865,756	1,059,095	872,689	735,650
Wastewater Divisions	188,849	154,029	125,152	124,212	35,255
TOTAL MUNICIPAL UTILITIES	\$ 2,355,679	\$ 1,047,226	\$ 1,184,796	\$ 997,450	\$ 770,905
PUBLIC WORKS:					
Public Works Admin	\$ 4,064	\$ 0	\$ 0	\$ 0	\$ 0
Engineering	25,048	63,599	2,000	9,531	2,000
Streets/Traffic Divisions	203,897	330,969	214,927	169,286	153,051
Airport	28,244	31,423	35,062	4,103	34,100
TOTAL PUBLIC WORKS	\$ 261,253	\$ 425,991	\$ 251,989	\$ 182,920	\$ 189,151
GRAND TOTAL	\$ 7,631,934	\$ 6,541,991	\$ 16,973,995	\$ 7,468,094	\$ 5,643,351

III. CAPITAL REPLACEMENT BUDGET BY DEPARTMENT

The third category of the capital budget includes: a) the Capital Replacement Fund, used to account for the purchase of operating capital items on a long-term basis through budgeted annual payments transferred during the fiscal year; and b) the Computer Replacement Fund, used for payments on all leased personal computers.

	<i>2000-01 Actual</i>	<i>2001-02 Actual</i>	<i>2002-03 Adjusted Budget</i>	<i>2002-03 Estimated Expenditures</i>	<i>2003-04 Adopted</i>
GENERAL GOVERNMENT:					
City Manager					
IT Infrastructure; GIS/IT Applications	\$ 0	\$ 0	\$ 16,000	\$ 15,000	\$ 20,000
Communications and Public Affairs	92,591	0	68,500	18,000	0
City Magistrate	0	0	30,000	30,000	0
Management Services	120,443	70,805	67,565	58,689	69,000
Non Departmental	1,219,246	1,036,330	2,958,043	2,249,983	1,978,522
Planning and Development	29,036	0	18,700	18,000	15,000
Community Services	112,556	141,772	160,666	160,666	0
TOTAL GENERAL GOVERNMENT	\$ 1,573,872	\$ 1,248,907	\$ 3,319,474	\$ 2,550,338	\$ 2,082,522
PUBLIC SAFETY:					
Police	\$ 1,565,581	\$ 829,677	\$ 1,653,995	\$ 802,638	\$ 880,000
Fire	0	105,681	1,803,163	1,337,889	719,900
TOTAL PUBLIC SAFETY	\$ 1,565,581	\$ 935,358	\$ 3,457,158	\$ 2,140,527	\$ 1,599,900
MUNICIPAL UTILITIES					
Solid Waste Management	105,589	170,534	0	0	253,300
Water - Distribution	151,469	0	242,402	242,402	0
Water Production	0	82,901	170,000	170,000	0
Water Conservation	0	0	0	0	18,975
Water Quality	23,241	0	0	0	0
Wastewater Collection	73,569	3,412	0	0	0
Water Quality - Sewer Portion	16,459	0	0	0	0
Airport Water Reclamation Fac	4,631	0	0	0	35,200
TOTAL MUNICIPAL UTILITIES	\$ 374,958	\$ 256,847	\$ 412,402	\$ 412,402	\$ 307,475
PUBLIC WORKS					
Engineering	117,672	17,252	0	0	0
Streets	200,736	108,799	390	0	275,000
Traffic Engineering	83,200	89,396	65,000	65,000	0
Transit	16,210	0	0	0	0
Street Sweeping	261,201	0	139,051	120,850	320,000
Airport	58,150	1,776	0	0	0
TOTAL PUBLIC WORKS	\$ 737,169	\$ 217,223	\$ 204,441	\$ 185,850	\$ 595,000
GRAND TOTAL	\$ 4,251,580	\$ 2,658,335	\$ 7,393,475	\$ 5,289,117	\$ 4,584,897

BONDED DEBT

? Contents

- *The City's debt obligations*
- *Overview of bond types*
- *Bond Payment Schedules*



This GIS map shows the locations surrounding the Chandler Municipal Airport. This information is compiled by various departments and indicates both residential and industrial planning to meet the needs of the airport and the community.



Chandler • Arizona
Where Values Make The Difference

BONDED DEBT OBLIGATIONS

The City of Chandler, located approximately 25 miles southeast of Phoenix, has experienced unprecedented growth over the last fifteen years. The 1985 mid-decade census for population was 63,855; the 1990-decade census was 89,862; the 1995 mid-decade census was 132,360; and the 2000 census population showed 176,581. Based on average monthly increases, Chandler's population is estimated to be 224,626 by fiscal year end 2003-04.

This extraordinary growth in turn creates a demand for infrastructure and capital projects. Citizens will need more parks, streets, water, sewer and solid waste facilities, to name a few. Financing these capital costs can be accomplished through various financing sources called "bonded debt". This includes general obligation bonds, revenue bonds, certificates of participation notes and municipal property corporation bonds.

This past May the City of Chandler received a AAA rating from Fitch Ratings for General Obligation bonds; this is the highest possible bond rating. This AAA rating was achieved due to the City's stellar financial position, sound decision-making, low debt load and diverse economic base. Chandler is one of four cities in the five-state western region to obtain the AAA rating and one of 35 U.S. cities to receive this rating. Fitch has also awarded Chandler with a AA rating for Water and Sewer bonds and a AA- rating for the Street and Highway User Revenue Fund (HURF)bonds.

These high bond ratings measure Chandler's financial management and ability to repay outstanding debt. The higher the bond rating represents a lower investment risk for potential bond buyers and lower debt costs for the City and its citizens.

Debt Management

Chandler's primary debt management objectives are to minimize the cost to taxpayers while assuring total indebtedness does not exceed available resources or Arizona legal requirements. The necessity to incur debt in order to finance the capital program carries with it the obligation to manage the debt program effectively. As a result, the level of outstanding debt and the City's capacity to incur and repay additional debt require careful examination.

During 2002-03, the sale of bonds totaled \$36,375,000, which allows the City to build voter-authorized capital improvements for the following areas:

General Obligation Bonds:			
Parks and Recreation	\$	6,000,000	
Public Safety - Fire		5,000,000	
Streets		8,775,000	
Storm Water		1,600,000	
Subtotal			\$ 21,375,000
Revenue Bonds:			
Street Highway User		5,000,000	
Water		10,000,000	
Subtotal			15,000,000
Total Bond Sale			<u>\$ 36,375,000</u>

It should be noted that in fiscal year 2002-03 the City refunded \$16,265,000 of General Obligation bonds and \$17,400,000 of Water and Sewer Revenue bonds, saving taxpayers approximately \$2 million in long-term interest.



The following pages present: a brief description of the various bond types; legal debt limitation requirements (if any); revenue sources that are used to repay the bonded debt; and schedules with the actual principal and interest due until the year 2020.

GENERAL OBLIGATION BOND CAPACITY AVAILABLE

General obligation bonds, also referred to as GOB's, are used to finance a variety of public projects and require voter approval. These bonds are backed by the full faith and credit of the City. Limitations for bonding capacity are set by State statutes. The City's available bonding capacity for fiscal year 2003-04 is given below.

	20%	6%
Legal Bond Limit	\$ 327,675,186	\$ 98,302,556
Outstanding Bonded Debt Previously Issued	(80,710,000)	(45,475,000)
Proposed Bond Sales in Fiscal Year 2003-04	(7,228,278)	(12,701,755)
BONDING CAPACITY AVAILABLE	\$ 239,736,908	\$ 40,125,801

The 20% and 6% bonding capacity is based on an estimated secondary assessed value of \$1,638,375,932, a 22.9% increase from the fiscal year 2002-03 secondary assessed value of \$1,333,266,930. The State of Arizona uses the full cash (secondary) value of a property to compute secondary taxes, which are restricted to repay either the City's general bonded debt obligations, or for voter-approved budget overrides.

Under Arizona law, cities may issue general obligation bonds for water, wastewater, artificial light, acquisition and development of land for open space preserves, parks, playground, and recreation facilities up to an amount not exceeding 20% of secondary assessed value.

Cities may also issue general obligation bonds for all other purposes (e.g. library, streets, public safety) not included in the 20% debt margin category up to an amount not exceeding 6% of the secondary assessed value.

It is anticipated that \$19,930,033 general obligation bonds will be sold during 2003-04 in order to fund the following projects.

Streets	\$ 10,323,650	
Police	50,000	
Fire	<u>2,328,105</u>	
Subtotal 6% GOB		\$ 12,701,755
Parks	5,682,778	
Storm Water	<u>1,545,500</u>	
Subtotal 20% GOB		<u>7,228,278</u>
Grand Total		<u><u>\$ 19,930,033</u></u>

The following pages present a breakdown of the principal and interest payments for all City bond issues.

**ANNUAL BOND OBLIGATION FOR ALL
EXISTING BOND ISSUES**

<i>Maturity Date ⁽¹⁾</i>	<i>Bonds Payable</i>	<i>Interest Payable</i>	<i>Fiscal Total</i>
July 1, 2004	18,074,500	16,892,938	34,967,438
July 1, 2005	18,799,500	16,128,904	34,928,404
July 1, 2006	18,139,500	15,621,589	33,761,089
July 1, 2007	18,719,500	15,090,712	33,810,212
July 1, 2008	19,259,500	14,553,645	33,813,145
July 1, 2009	21,445,000	11,431,691	32,876,691
July 1, 2010	23,530,000	9,040,119	32,570,119
July 1, 2011	21,390,000	7,903,386	29,293,386
July 1, 2012	21,015,000	6,870,223	27,885,223
July 1, 2013	25,630,000	5,867,040	31,497,040
July 1, 2014	21,925,000	4,643,626	26,568,626
July 1, 2015	22,905,000	3,532,580	26,437,580
July 1, 2016	20,925,000	2,401,519	23,326,519
July 1, 2017	15,440,000	1,401,619	16,841,619
July 1, 2018	7,670,000	667,600	8,337,600
July 1, 2019	5,835,000	309,750	6,144,750
July 1, 2020	905,000	45,250	950,250
TOTAL	\$ 301,607,500	\$ 132,402,191	\$ 434,009,691

	<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Total</i>
This Year's Requirement	2004	\$ 18,074,500	\$ 16,892,938	\$ 34,967,438
Maximum Requirement	2004	18,074,500	16,892,938	34,967,438

⁽¹⁾ Actual Payments are made one day prior to maturity date.

SCHEDULE OF TOTAL OUTSTANDING DEBT

	Original Issue	Outstanding 7/1/2003	2003-04		
			Principal	Interest	Payment
Revenue Bonds					
Highway User Revenue:					
Series 1991	6,130,000	855,000	0	78,019	78,019
Series 1992	11,175,000	1,250,000	1,250,000	85,938	1,335,938
Series 1993	2,500,000	800,000	0	48,000	48,000
Series 1994	5,750,000	1,100,000	0	88,000	88,000
Series 1996	6,550,000	5,450,000	175,000	282,488	457,488
Series 1996B	1,250,000	1,250,000	0	72,975	72,975
Series 1997	5,280,000	5,130,000	25,000	284,200	309,200
Series 1998	5,715,000	4,750,000	225,000	227,788	452,788
Series 1999	3,300,000	2,650,000	125,000	116,750	241,750
Series 2000	2,250,000	1,950,000	75,000	111,525	186,525
Series 2001	6,830,000	5,975,000	235,000	278,336	513,336
Refunding Series 2002	10,540,000	10,540,000	0	359,169	359,169
Series 2003	5,000,000	5,000,000	0	222,083	222,083
	72,270,000	46,700,000	2,110,000	2,255,270	4,365,270
Water:					
Series 1994	5,150,000	2,105,000	0	168,400	168,400
Series 1996	16,890,000	400,000	0	29,000	29,000
Refunding Series 1997	7,770,000	4,235,000	40,000	225,481	265,481
Series 1998	10,330,000	3,055,000	95,000	157,288	252,288
Series 1999	5,985,000	5,710,000	275,000	260,590	535,590
Series 2000	3,000,000	1,200,000	137,500	68,069	205,569
Series 2001	12,500,000	2,340,360	101,520	107,472	208,992
Refunding Series 2001	26,145,000	19,978,048	2,315,480	908,588	3,224,068
Refunding Series 2002	10,970,000	8,802,750	288,750	379,820	668,570
Refunding Series 2003	17,830,000	8,375,000	260,000	369,075	629,075
Series 2003	10,000,000	10,000,000	150,000	359,768	509,768
	126,570,000	66,201,158	3,663,250	3,033,551	6,696,801
Sewer:					
Series 1994	5,150,000	45,000	0	3,600	3,600
Series 1996	16,890,000	990,000	0	71,775	71,775
Refunding Series 1997	7,770,000	3,010,000	35,000	160,194	195,194
Series 1998	10,330,000	7,275,000	235,000	374,975	609,975
Series 2000	3,000,000	1,200,000	137,500	68,069	205,569
Series 2001	12,500,000	8,494,640	368,480	390,084	758,564
Refunding Series 2001	26,145,000	3,101,952	359,520	141,075	500,595
Jr. Lien, Series 2002	13,525,000	11,700,000	1,515,000	411,770	1,926,770
Refunding Series 2002	10,970,000	1,867,250	61,250	80,568	141,818
Refunding Series 2003	17,830,000	9,455,000	290,000	416,696	706,696
	124,110,000	47,138,842	3,001,750	2,118,805	5,120,555
Solid Waste:					
Series 1996	1,700,000	1,350,000	75,000	76,219	151,219
Series 1998	1,700,000	1,450,000	50,000	76,250	126,250
	3,400,000	2,800,000	125,000	152,469	277,469
Total Revenue Bonds	326,350,000	162,840,000	8,900,000	7,560,094	16,460,094

SCHEDULE OF TOTAL OUTSTANDING DEBT

	Original Issue	Outstanding 7/1/2003	2003-04		
			Principal	Interest	Payment
General Obligation Bonds					
General & Utility Funds:					
Refunding Series 1992	25,285,000	11,595,000	2,525,000	3,175,000	5,700,000
GO Series 1993	9,850,000	2,275,000	0	167,781	167,781
GO Series 1994	8,275,000	1,450,000	0	116,000	116,000
GO Series 1996	6,650,000	1,225,000	150,000	80,000	230,000
GO Series 1996B	8,205,000	1,905,000	0	137,838	137,838
Refunding Series 1997	9,730,000	6,705,000	100,000	340,281	440,281
GO Series 1998	3,590,000	3,100,000	175,000	153,319	328,319
GO Series 1999	6,950,000	6,950,000	0	332,394	332,394
GO Series 2000	8,520,000	8,520,000	0	498,138	498,138
GO Series 2001	8,040,000	8,040,000	0	387,409	387,409
Refunding Series 2001	17,225,000	15,180,000	1,770,000	678,895	2,448,895
GO Series 2002	23,000,000	21,600,000	2,325,000	958,375	3,283,375
GO Series 2003	21,375,000	21,375,000	1,200,000	663,508	1,863,508
Refunding Series 2003	16,265,000	16,265,000	0	759,464	759,464
Total General Obligation Bonds	172,960,000	126,185,000	8,245,000	8,448,401	16,693,401
Municipal Property Corporation:					
Series 1995	20,150,000	11,035,000	825,000	813,045	1,638,045
Total Municipal Property Corporation	20,150,000	11,035,000	825,000	813,045	1,638,045
Improvement District Bonds:					
Series 1997 - ID No. 88	145,000	47,500	9,500	2,405	11,905
Series 1999 - ID No. 89	1,760,000	1,500,000	95,000	68,994	163,994
Total Improvement District Bonds	1,905,000	1,547,500	104,500	71,398	175,898
Total Bonded Debt	521,365,000	301,607,500	18,074,500	16,892,938	34,967,438

**COMBINED GENERAL OBLIGATION BONDS
6% CAPACITY PORTION OUTSTANDING**

<i>Maturity Date ⁽¹⁾</i>	<i>Bonds Payable</i>	<i>Interest Payable</i>	<i>Fiscal Total</i>
July 1, 2004	3,950,000	1,994,383	5,944,383
July 1, 2005	3,875,000	1,792,361	5,667,361
July 1, 2006	2,400,000	1,678,205	4,078,205
July 1, 2007	2,525,000	1,596,268	4,121,268
July 1, 2008	2,550,000	1,509,155	4,059,155
July 1, 2009	5,120,000	1,414,093	6,534,093
July 1, 2010	7,060,000	1,140,679	8,200,679
July 1, 2011	5,370,000	777,854	6,147,854
July 1, 2012	4,340,000	550,684	4,890,684
July 1, 2013	5,865,000	356,965	6,221,965
July 1, 2014	1,155,000	96,995	1,251,995
July 1, 2015	295,000	56,771	351,771
July 1, 2016	310,000	42,906	352,906
July 1, 2017	325,000	28,956	353,956
July 1, 2018	335,000	14,656	349,656
TOTAL	\$ 45,475,000	\$ 13,050,931	\$ 58,525,931

	<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Total</i>
This Year's Requirement	2004	\$ 3,950,000	\$ 1,994,383	\$ 5,944,383
Maximum Requirement	2010	7,060,000	1,140,679	8,200,679

⁽¹⁾ Actual Payments are made one day prior to maturity date.

**COMBINED GENERAL OBLIGATION BONDS
20% CAPACITY PORTION OUTSTANDING**

<i>Maturity Date ⁽¹⁾</i>	<i>Bonds Payable</i>	<i>Interest Payable</i>	<i>Fiscal Total</i>
July 1, 2004	4,295,000	6,454,018	10,749,018
July 1, 2005	4,205,000	6,487,585	10,692,585
July 1, 2006	4,105,000	6,588,748	10,693,748
July 1, 2007	4,065,000	6,621,673	10,686,673
July 1, 2008	3,995,000	6,680,998	10,675,998
July 1, 2009	3,110,000	4,191,960	7,301,960
July 1, 2010	2,635,000	2,672,905	5,307,905
July 1, 2011	3,435,000	2,542,568	5,977,568
July 1, 2012	3,545,000	2,374,208	5,919,208
July 1, 2013	6,640,000	2,199,221	8,839,221
July 1, 2014	8,185,000	1,893,529	10,078,529
July 1, 2015	9,400,000	1,526,378	10,926,378
July 1, 2016	7,680,000	1,071,418	8,751,418
July 1, 2017	6,660,000	734,313	7,394,313
July 1, 2018	4,070,000	436,219	4,506,219
July 1, 2019	3,780,000	229,500	4,009,500
July 1, 2020	905,000	45,250	950,250
TOTAL	\$ 80,710,000	\$ 52,750,487	\$ 133,460,487

	<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Total</i>
This Year's Requirement	2004	\$ 4,295,000	\$ 6,454,018	\$ 10,749,018
Maximum Requirement	2015	9,400,000	1,526,378	10,926,378

⁽¹⁾ Actual Payments are made one day prior to maturity date.

**COMBINED GENERAL OBLIGATION BONDS
ENTERPRISE SUPPORTED**

<i>Maturity Date ⁽¹⁾</i>	<i>Bonds Payable</i>	<i>Interest Payable</i>	<i>Fiscal Total</i>
July 1, 2004	1,770,000	721,785	2,491,785
July 1, 2005	1,955,000	644,469	2,599,469
July 1, 2006	2,035,000	558,256	2,593,256
July 1, 2007	2,115,000	463,806	2,578,806
July 1, 2008	2,195,000	365,756	2,560,756
July 1, 2009	2,305,000	269,344	2,574,344
July 1, 2010	2,430,000	162,025	2,592,025
July 1, 2011	1,040,000	49,400	1,089,400
TOTAL	\$ 15,845,000	\$ 3,234,841	\$ 19,079,841

	<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Total</i>
This Year's Requirement	2004	\$ 1,770,000	\$ 721,785	\$ 2,491,785
Maximum Requirement	2005	1,955,000	644,469	2,599,469

⁽¹⁾ Actual Payments are made one day prior to maturity date.

**COMBINED GENERAL OBLIGATION BONDS
AD VALOREM SUPPORTED**

<i>Maturity Date ⁽¹⁾</i>	<i>Bonds Payable</i>	<i>Interest Payable</i>	<i>Fiscal Total</i>
July 1, 2004	6,475,000	7,726,616	14,201,616
July 1, 2005	6,125,000	7,635,478	13,760,478
July 1, 2006	4,470,000	7,708,696	12,178,696
July 1, 2007	4,475,000	7,754,134	12,229,134
July 1, 2008	4,350,000	7,824,396	12,174,396
July 1, 2009	5,925,000	5,336,709	11,261,709
July 1, 2010	7,265,000	3,651,559	10,916,559
July 1, 2011	7,765,000	3,271,021	11,036,021
July 1, 2012	7,885,000	2,924,891	10,809,891
July 1, 2013	12,505,000	2,556,186	15,061,186
July 1, 2014	9,340,000	1,990,524	11,330,524
July 1, 2015	9,695,000	1,583,149	11,278,149
July 1, 2016	7,990,000	1,114,324	9,104,324
July 1, 2017	6,985,000	763,269	7,748,269
July 1, 2018	4,405,000	450,875	4,855,875
July 1, 2019	3,780,000	229,500	4,009,500
July 1, 2020	905,000	45,250	950,250
TOTAL	\$ 110,340,000	\$ 62,566,577	\$ 172,906,577

	<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Total</i>
This Year's Requirement	2004	\$ 6,475,000	\$ 7,726,616	\$ 14,201,616
Maximum Requirement	2013	12,505,000	2,556,186	15,061,186

⁽¹⁾ Actual Payments are made one day prior to maturity date.

WATER AND SEWER REVENUE BONDS

Revenue bonds are payable from a specific source of revenue and do not affect the property tax rate. Pledged revenue may be derived from operations, grants, and excise or other specified revenue source. Currently, all proceeds from the sale of these bonds are used to improve and extend the existing municipal water and wastewater systems. This includes the construction or improvement of transmission lines, wells, storage, and pumping facilities. Funds are also used to acquire, improve and install wastewater treatment and effluent reuse facilities.

The City has established a coverage ratio of 1:2 for water and sewer revenue bonds. Therefore, the utility operating revenues need to exceed the maximum annual water and sewer revenue bond debt service cost by a 1:2 ratio. The annual debt service payment is paid from water and sewer use fees or system development fees. During fiscal year 2002-03 the City refunded \$17,400,000 in water and sewer revenue bonds, saving taxpayers approximately \$1 million in long-term interest.

COMBINED WATER AND SEWER REVENUE BONDS OUTSTANDING

<i>Maturity Date ⁽¹⁾</i>	<i>Bonds Payable</i>	<i>Interest Payable</i>	<i>Fiscal Total</i>
July 1, 2004	6,665,000	5,152,356	11,817,356
July 1, 2005	7,490,000	4,779,313	12,269,313
July 1, 2006	7,775,000	4,497,450	12,272,450
July 1, 2007	8,095,000	4,196,118	12,291,118
July 1, 2008	8,430,000	3,878,280	12,308,280
July 1, 2009	8,775,000	3,548,905	12,323,905
July 1, 2010	9,160,000	3,169,468	12,329,468
July 1, 2011	7,625,000	2,763,330	10,388,330
July 1, 2012	7,855,000	2,449,553	10,304,553
July 1, 2013	8,145,000	2,111,718	10,256,718
July 1, 2014	8,390,000	1,726,936	10,116,936
July 1, 2015	8,785,000	1,240,509	10,025,509
July 1, 2016	9,320,000	798,484	10,118,484
July 2, 2017	5,785,000	335,119	6,120,119
July 1, 2018	1,045,000	47,025	1,092,025
TOTAL ⁽²⁾	\$ 113,340,000	\$ 40,694,561	\$ 154,034,561

	<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Total</i>
This Year's Requirement	2004	\$ 6,665,000	\$ 5,152,356	\$ 11,817,356
Maximum Requirement	2010	9,160,000	3,169,468	12,329,468

⁽¹⁾ Actual Payments are made one day prior to maturity date.

⁽²⁾ Total includes principal and interest payments on Series 2002 Subordinate Lien Water & Sewer Revenue Bonds.

SOLID WASTE REVENUE BONDS

These revenue bonds are payable from a specific source of revenue and do not affect the property tax rate. Bond proceeds are used to improve the City's solid waste collection, treatment and recycling, waste transfer, waste reduction, and landfill systems.

Bonds are payable primarily from a monthly residential collection fee. Although commercial waste can be delivered to the landfill, payment of principal and interest are not dependent on strong tipping fee collections.

SOLID WASTE REVENUES BONDS OUTSTANDING

<i>Maturity Date ⁽¹⁾</i>	<i>Bonds Payable</i>	<i>Interest Payable</i>	<i>Fiscal Total</i>
July 1, 2004	125,000	152,469	277,469
July 1, 2005	150,000	143,688	293,688
July 1, 2006	150,000	133,281	283,281
July 1, 2007	150,000	123,906	273,906
July 1, 2008	175,000	115,188	290,188
July 1, 2009	175,000	106,063	281,063
July 1, 2010	200,000	96,938	296,938
July 1, 2011	200,000	86,563	286,563
July 1, 2012	225,000	76,188	301,188
July 1, 2013	225,000	64,469	289,469
July 1, 2014	225,000	52,750	277,750
July 1, 2015	250,000	41,031	291,031
July 1, 2016	275,000	28,063	303,063
July 1, 2017	275,000	13,750	288,750
TOTAL	\$ 2,800,000	\$ 1,234,344	\$ 4,034,344

	<i>Year</i>	<i>Principal</i>		<i>Interest</i>	<i>Fiscal Total</i>
This Year's Requirement	2004	\$ 125,000	\$	152,469	\$ 277,469
Maximum Requirement	2016	275,000		28,063	303,063

⁽¹⁾ Actual Payments are made one day prior to maturity date.

STREET AND HIGHWAY USER REVENUE BONDS

This type of revenue bond is used solely for street and highway improvements. The proceeds from the sale of these bonds are used for the purpose of improving, constructing and reconstructing the major streets, arterial collectors and local streets within the City.

The limitation imposed by State law requires that the maximum amount of highway users revenue used for debt servicing of revenue bonds shall not exceed 50% of the revenue from that source for the past twelve month period. The annual debt service is paid from Highway User Revenue Taxes collected by the state and distributed to all Arizona cities and towns.

STREET AND HIGHWAY USER REVENUE BONDS OUTSTANDING

<i>Maturity Date ⁽¹⁾</i>	<i>Bonds Payable</i>	<i>Interest Payable</i>	<i>Fiscal Total</i>
July 1, 2004	2,110,000	2,255,270	4,365,270
July 1, 2005	2,095,000	2,104,430	4,199,430
July 1, 2006	2,645,000	1,969,030	4,614,030
July 1, 2007	2,740,000	1,872,389	4,612,389
July 1, 2008	2,885,000	1,769,856	4,654,856
July 1, 2009	2,970,000	1,656,101	4,626,101
July 1, 2010	3,100,000	1,536,566	4,636,566
July 1, 2011	3,250,000	1,406,309	4,656,309
July 1, 2012	3,435,000	1,205,234	4,640,234
July 1, 2013	3,625,000	1,040,654	4,665,654
July 1, 2014	3,820,000	862,254	4,682,254
July 1, 2015	4,015,000	664,091	4,679,091
July 1, 2016	3,340,000	460,649	3,800,649
July 1, 2017	2,395,000	289,481	2,684,481
July 1, 2018	2,220,000	169,700	2,389,700
July 1, 2019	2,055,000	80,250	2,135,250
TOTAL	\$ 46,700,000	\$ 19,342,264	\$ 66,042,264

	<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Total</i>
This Year's Requirement	2004	\$ 2,110,000	\$ 2,255,270	\$ 4,365,270
Maximum Requirement	2014	3,820,000	862,254	4,682,254

⁽¹⁾ Actual Payments are made one day prior to maturity date.

MUNICIPAL PROPERTY CORPORATION BONDS

Municipal Property Corporation (MPC) bonds are a mechanism used to finance capital improvements over a number of years. Unlike other City bond issuances, MPC bonds do not require voter authorization. The City of Chandler has pledged anticipated future revenues for redemption of MPC debt.

In 1995, Municipal Property Corporation Certificates of Participation were issued in the amount of \$20,150,000 for the purpose of providing water and sewer service to accommodate the Intel FAB12 expansion. These bonds also do not require voter authorization. For fiscal year 2003-04, \$11,035,000 in principal is outstanding along with interest payments of \$4,856,000. Water and sewer user fees, generated primarily by Intel, are pledged for bond redemption rather than excise taxes.

MUNICIPAL PROPERTY CORPORATION COMBINED BOND ISSUES

<i>Maturity Date⁽¹⁾</i>	<i>Bonds Payable</i>	<i>Interest Payable</i>	<i>Fiscal Total</i>
July 1, 2004	825,000	813,045	1,638,045
July 1, 2005	875,000	755,295	1,630,295
July 1, 2006	950,000	694,045	1,644,045
July 1, 2007	1,025,000	625,170	1,650,170
July 1, 2008	1,100,000	550,858	1,650,858
July 1, 2009	1,175,000	471,108	1,646,108
July 1, 2010	1,250,000	385,920	1,635,920
July 1, 2011	1,375,000	295,295	1,670,295
July 1, 2012	1,475,000	189,420	1,664,420
July 1, 2013	985,000	75,845	1,060,845
TOTAL	\$ 11,035,000	\$ 4,856,000	\$ 15,891,000

	<i>Year</i>	<i>Principal</i>		<i>Interest</i>	<i>Fiscal Total</i>
This Year's Requirement	2004	\$ 825,000	\$	813,045	\$ 1,638,045
Maximum Requirement	2011	1,375,000		295,295	1,670,295

⁽¹⁾ Actual Payments are made one day prior to maturity date.



IMPROVEMENT DISTRICT BONDS

Improvement Districts are generally formed only by property owners in designated areas within the City in which they must agree to be assessed for the repayment of the costs of constructing improvements, which benefit the owner's property. Improvement District bonds are secured by a lien on the property and improvements of all parcels of each district. Improvement District bonds are typically issued to finance local streets and water or sewer improvements.

There is no statutory debt limit or legal limit to the amount of improvement district bonds that may be issued.

IMPROVEMENT DISTRICT BONDS OUTSTANDING

<i>Maturity Date⁽¹⁾</i>	<i>Bonds Payable</i>	<i>Interest Payable</i>	<i>Fiscal Total</i>
July 1, 2004	104,500	71,398	175,898
July 1, 2005	109,500	66,233	175,733
July 1, 2006	114,500	60,830	175,330
July 1, 2007	119,500	55,189	174,689
July 1, 2008	124,500	49,311	173,811
July 1, 2009	120,000	43,463	163,463
July 1, 2010	125,000	37,644	162,644
July 1, 2011	135,000	31,469	166,469
July 1, 2012	140,000	24,938	164,938
July 1, 2013	145,000	18,169	163,169
July 1, 2014	150,000	11,163	161,163
July 1, 2015	160,000	3,800	163,800
TOTAL	\$ 1,547,500	\$ 473,605	\$ 2,021,105

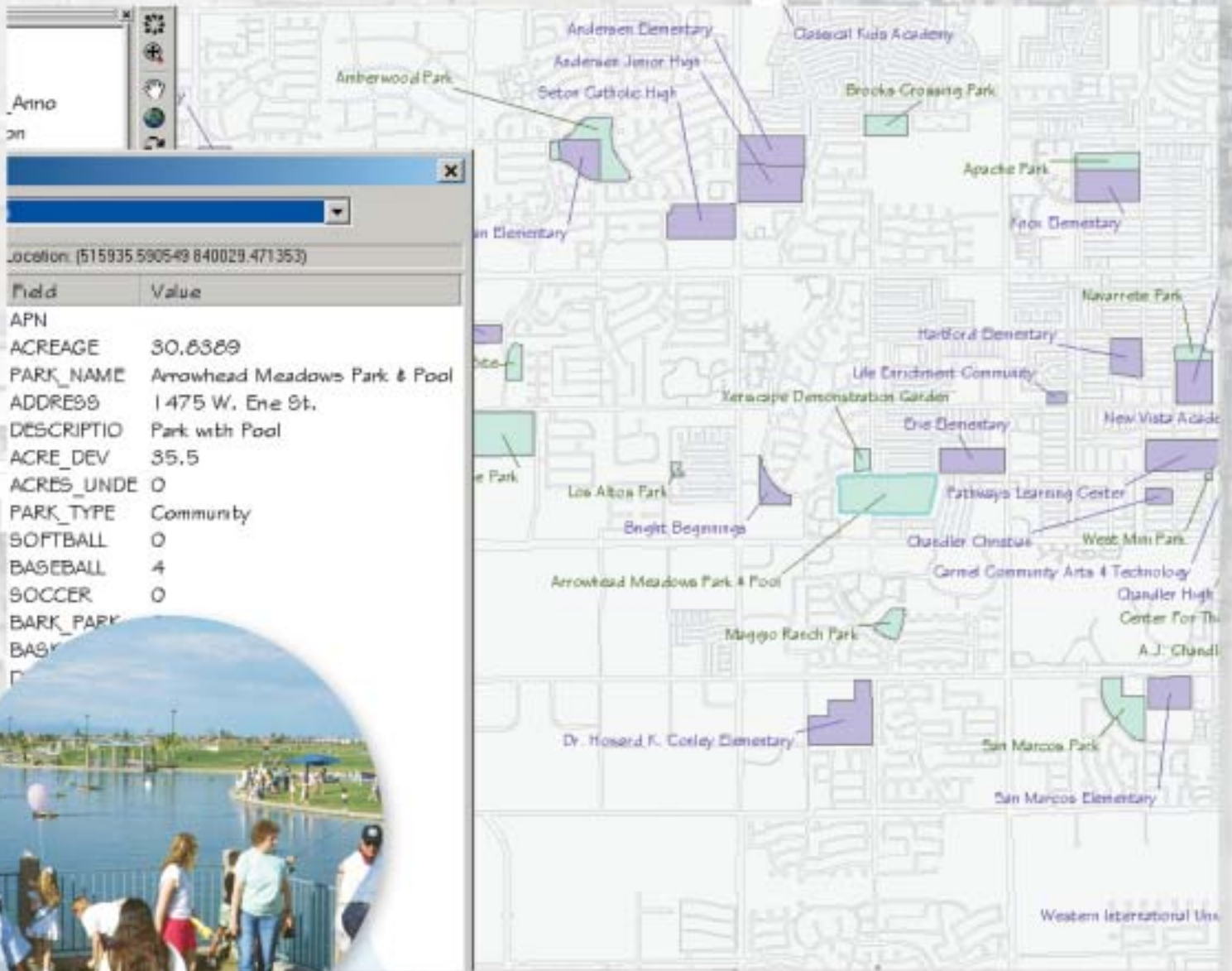
	<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Total</i>
This Year's Requirement	2004	\$ 104,500	\$ 71,398	\$ 175,898
Maximum Requirement	2004	104,500	73,922	175,898

⁽¹⁾ Actual Payments are made one day prior to maturity date.

SCHEDULES AND TERMS

8 Contents

- *Resolution adopting the 2003-2004 Budget*
- *Auditor General Summary Schedules*
- *2003-2004 Salary Schedule*
- *Expenditure Categories*
- *List of Acronyms*



This GIS map shows the locations of parks and the amenities that are offered at the particular locations. Other locations such as libraries, museums and pools are of interest to the Community Services Department. The locations are represented by polygons that outline the particular site area.



Chandler • Arizona
Where Values Make The Difference

WHY INCLUDE SCHEDULES ?

BUDGET SCHEDULES: The attached budget schedules are intended to give the reader a brief glance at the city's budget for the upcoming fiscal year. The format of these schedules has been developed by the Office of the Auditor General in accordance with Arizona Revised Statutes (ARS 42-17101 and 42-17102). The forms include revisions necessary to conform to the requirements of Governmental Accounting Standards Board Statement No. 34 (GASB 34) issued by the Governmental Accounting Standards Board. These budget schedules are published twice in a local newspaper prior to the Public Hearing and Final Budget Adoption by the City Council.

Each town/city must complete the official budget forms for all funds except Agency, Internal Service Funds and Private-Purpose Trust Funds. A city may choose to add more information or detail than is required with the official forms. These forms are submitted to the Auditor General's Office along with the Budget Resolution of Adoption.

- **Resolution for the Adoption of the Budget**
- **Schedule A - Summary Schedule of Estimated Revenues and Expenditures/Expenses**
- **Schedule B - Summary of Tax Levy and Tax Rate Information**
- **Schedule C - Summary by Fund Type of Revenues Other Than Property Taxes**
- **Schedule D - Summary by Fund Type of Other Financing Sources and Interfund Transfers**
- **Schedule E - Summary by Department of Expenditures/Expenses Within Each Fund Type**

SALARY SCHEDULES: The attached salary schedules serve as a handy reference to City staff and to the public. They reflect the revised salary plan effective July 1, 2003. The list is sorted alphabetically by classification title, with the class grade, exempt or non-exempt status, minimum and maximum annual salary for that position class.

RESOLUTION NO. 3645

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CHANDLER, MARICOPA COUNTY, ARIZONA, DETERMINING AND ADOPTING ESTIMATES OF THE AMOUNTS REQUIRED FOR THE PUBLIC EXPENSE FOR THE CITY OF CHANDLER, ARIZONA, LOW RENT HOUSING PROGRAM; ADOPTING A BUDGET; SETTING FORTH THE RECEIPTS AND EXPENDITURES; THE AMOUNTS PROPOSED TO BE RAISED BY DIRECT PROPERTY TAXATION FOR THE VARIOUS PURPOSES FOR THE FISCAL YEAR 2003-04 AND AUTHORIZING THE ADOPTION OF THE 2003-2008 CAPITAL IMPROVEMENT PROGRAM FOR THE CITY OF CHANDLER.

WHEREAS, in accordance with the provisions of Title 42 Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the City Council did on the 22nd day of May 2003 make an estimate of the different amounts required to meet the public expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Chandler; and

WHEREAS, the proposed budget as set forth in Schedules A through E is necessary for the efficient operation of the City of Chandler and the Public Housing Authority of the City of Chandler; and

WHEREAS, in accordance with Section 9-500.04D&E, A.R.S., Council elects to exercise waiver of minimum fleet conversion requirement to alternative fuel; and

WHEREAS, in accordance with said sections of said Title, and following due public notice, the Council met on June 12, 2003, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies; and

WHEREAS, publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on June 26, 2003, in the Council Chambers for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and

WHEREAS, the sums to be raised by taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in Title 42 Section 17051(A), A.R.S.

WHEREAS, Section 5.07 of the Chandler City Charter requires the City Manager to prepare and submit to the City Council a Five Year Improvement Program; and the City Manager has prepared and submitted a Five Year Capital Improvement Program to the City Council for its adoption; and the Council has duly considered the contents of said Capital Improvement Program and finds it to be in the best interest of the City of Chandler to adopt a five year improvement program;

WHEREAS, the Council has published the required notice at least two times in one or more newspapers of general circulation in the City of Chandler;

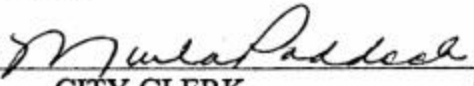
Resolution No. 3645

Page 2

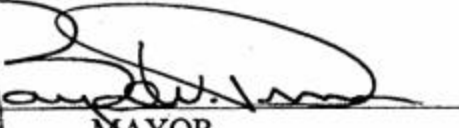
NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Chandler, that the said estimates of revenue and expenditures shown on the accompanying schedules are hereby adopted as the budget amounting to Six Hundred Seven Million, Three Hundred Seventy Thousand, Six Hundred Twenty-five Dollars (\$607,370,625) of the City of Chandler for the fiscal year 2003-04; that the Mayor is hereby authorized to sign Department of Housing and Urban Development form HUD-52574 which certifies and agrees to the approval of the low rent public housing budget; that Council elects to exercise waiver of minimum fleet conversion requirement in accordance with State statute Section 9-500.04E, A.R.S.; that at any time during the fiscal year, the City Manager or City Manager's designee may transfer part or all of any unencumbered appropriation balance among programs within a department, office or agency; that upon written request, the City Council may transfer part or all of any unencumbered appropriation balance from one department, office or agency to another; that the City Manager or City Manager's designee is authorized to transfer part or all of any encumbrance or carry forward reserve within or to a department, office, or any agency's budget within or to another fund if necessary; that the City Manager or City Manager's designee is authorized to transfer appropriation in the non-departmental salary account to the various departmental salary accounts in all funds; and that money from any fund may be used for any of these appropriations, except money specifically restricted by State or Federal law, and that the 2003-2008 Capital Improvement Program, on file in the office of the City Clerk, is hereby approved and adopted as planning guides for use in the scheduling and development of capital facilities for the ensuing five year period.

PASSED AND ADOPTED by the City Council of the City of Chandler, Arizona, this 12th day of June 2003.

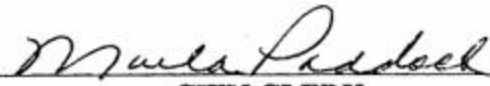
ATTEST:


CITY CLERK

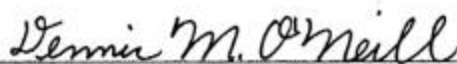

CITY OF CHANDLER
CORPORATE
SEAL
CERTIFICATION
ARIZONA


MAYOR

I HEREBY CERTIFY that the above and foregoing Resolution No. 3645 was duly passed and adopted by the City Council of the City of Chandler, Arizona, at a regular meeting held on the 12th day of June 2003, and that a quorum was present thereat.


CITY CLERK

APPROVED AS TO FORM:


CITY ATTORNEY

CITY OF CHANDLER, ARIZONA
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2003-04



FUND (1)	ADJUSTED BUDGETED EXPENDITURES/ EXPENSES 2002-03*	ACTUAL EXPENDITURES/ EXPENSES 2002-03**	UNRESERVED FUND BALANCE/ UNRESTRICTED NET ASSETS July 1, 2003**	DIRECT PROPERTY TAX REVENUES 2003-04	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2003-04	OTHER FINANCING		INTERFUND TRANSFERS		TOTAL FINANCIAL RESOURCES AVAILABLE 2003-04	BUDGETED EXPENDITURES/ EXPENSES 2003-04
						2003-04 SOURCES	<USES>	2003-04 IN	<OUT>		
1. General Fund	\$ 192,041,508	\$ 128,803,216	\$ 65,371,007	Primary: \$ 5,799,062	\$ 120,037,196			\$ 7,911,704	\$ (7,660,781)	\$ 191,458,188	\$ 191,648,835
2. Special Revenue Funds	54,568,226	29,148,917	7,685,540		48,791,030			85,000	(105,208)	56,456,362	56,456,362
3. Debt Service Funds Available	10,445,634	11,182,764		Secondary: 14,381,653						14,381,653	14,191,006
4. Less: Designation for Future Debt Retirement											
5. Total Debt Service Funds	10,445,634	11,182,764		14,381,653						14,381,653	14,191,006
6. Capital Projects Funds	241,238,999	114,836,399	113,384,861		30,901,901	25,089,124		31,700,000	(2,050,000)	199,025,886	199,025,886
7. Permanent Funds	14,800	4,800	14,500		300					14,800	14,800
8. Enterprise Funds Available	79,517,354	68,331,373	75,822,357		66,284,371			650,000	(35,392,889)	107,363,839	107,363,839
9. Less: Designation for Future Debt Retirement											
10. Total Enterprise Funds	79,517,354	68,331,373	75,822,357		66,284,371			650,000	(35,392,889)	107,363,839	107,363,839
11. Internal Service Funds	39,092,962	12,639,183	25,362,089		8,333,559			5,086,190	(224,016)	38,557,822	38,557,822
13. Special Assessment Funds	2,131,000	95,446	60,075		52,000					112,075	112,075
TOTAL ALL FUNDS	\$ 619,050,483	\$ 365,042,098	\$ 287,700,429	\$ 20,180,715	\$ 274,400,357	\$ 25,089,124	\$	\$ 45,432,894	\$ (45,432,894)	\$ 607,370,625	\$ 607,370,625

EXPENDITURE LIMITATION COMPARISON

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

2002-03	2003-04
\$ 619,050,483	\$ 607,370,625
619,050,483	607,370,625
\$ 619,050,483	\$ 607,370,625
\$ 619,050,483	\$ 607,370,625

- * Includes Expenditure/Expense Adjustments Approved in 2002-03 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.
 (1) Due to the implementation of Governmental Accounting Standards Board Statement No. 34, which reclassified certain funds, comparisons by fund type between fiscal 2001-02 and 2002-03 may not be possible for some funds. Additional information may be obtained from the City/Town Finance Department.

SCHEDULE A



CITY OF CHANDLER, ARIZONA
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2003-04

	2002-03 FISCAL YEAR	2003-04 FISCAL YEAR
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A).	<u>\$ 5,204,848</u>	<u>\$ 6,043,233</u>
2. Amount received from primary property taxation in the 2002-03 fiscal year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18).	<u>\$ 0</u>	
3. Property tax levy amounts		
A. Primary property taxes	<u>\$ 4,793,607</u>	<u>\$ 5,799,062</u>
B. Secondary property taxes	<u>11,777,689</u>	<u>14,381,653</u>
C. Total property tax levy amounts ⁽¹⁾	<u>\$ 16,571,296</u>	<u>\$ 20,180,715</u>
4. Property taxes collected* ⁽²⁾		
A. Primary property taxes		
(1) 2002-03 levy	<u>\$ 4,000,000</u>	
(2) Prior years' levy	<u>80,000</u>	
(3) Total primary property taxes	<u>\$ 4,080,000</u>	
B. Secondary property taxes		
(1) 2002-03 levy	<u>\$ 12,250,000</u>	
(2) Prior years' levy	<u>205,000</u>	
(3) Total secondary property taxes	<u>\$ 12,455,000</u>	
C. Total property taxes collected	<u>\$ 16,535,000</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.3800</u>	<u>0.3800</u>
(2) Secondary property tax rate	<u>0.9000</u>	<u>0.9000</u>
(3) Total city/town tax rate	<u>1.2800</u>	<u>1.2800</u>
B. Special assessment district tax rates		

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating five 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.

⁽¹⁾ The estimated Salt River Project voluntary contributions in lieu of taxes has been moved to Schedule C under the General Fund in the amount of \$355,040 in 2002-03 and \$363,730 in 2003-04.

⁽²⁾ Amount budgeted for Prior Year Primary & Secondary Levies for 2002-03 (200,000) and 2003-04 (220,000) are presented under Schedule C, Miscellaneous Prior Year. Estimated revenue for prior year levies is presented above under Section 4, lines A (2) & B (2). Estimated revenue for Salt River Project voluntary contributions in lieu of taxes is estimated at \$355,040 in 2002-03.

* 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.

SCHEDULE B



CITY OF CHANDLER, ARIZONA
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2003-04

SOURCE OF REVENUES	ESTIMATED REVENUES 2002-03	ACTUAL* REVENUES 2002-03	ESTIMATED REVENUES 2003-04
GENERAL FUND			
Local taxes			
Franchise Tax	\$ 2,337,000	\$ 2,141,136	\$ 2,237,718
Transaction Privilege License Tax/Fees	55,797,020	57,342,000	60,584,763
Licenses and permits			
Miscellaneous License	482,000	569,800	524,500
Building Division Permits	5,241,500	6,766,600	6,045,350
Intergovernmental			
State			
State Sales Tax	13,758,374	13,720,000	13,769,988
State Revenue Sharing	19,053,946	18,796,499	15,937,362
County			
Auto Lieu Tax	5,700,000	6,782,000	6,270,000
Charges for services			
Engineering Fees	1,164,700	1,567,603	1,511,950
Planning Fees	79,500	79,375	61,200
Public Safety Miscellaneous	2,501,524	2,717,923	3,091,134
Parks & Recreation	1,059,000	1,287,388	1,252,750
Fines and forfeits			
Library Fines	240,720	246,228	400,378
Court Fines	2,190,800	2,985,000	3,113,500
Interest on investments			
Interest on Investments	4,520,000	2,977,000	3,036,545
Contributions			
Salt River Project in Lieu Tax	355,040	361,809	363,730
Miscellaneous			
Fixed Leases	4,500	102,576	108,398
Sale of Fixed Assets	24,250	38,900	37,000
Prior Year Property Tax Collections	200,000	285,000	220,000
Other Receipts	984,150	1,820,533	1,470,930
Total General Fund	\$115,694,024	\$120,587,370	\$ 120,037,196

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

SCHEDULE C (1 OF 3)



CITY OF CHANDLER, ARIZONA
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2003-04

SOURCE OF REVENUES	ESTIMATED REVENUES 2002-03	ACTUAL* REVENUES 2002-03	ESTIMATED REVENUES 2003-04
SPECIAL REVENUE FUNDS			
Highway User Revenue Fund			
HURF Taxes	\$ 11,447,526	\$ 11,311,789	\$ 12,229,779
Street Signs	30,000	49,700	40,000
Pavement Damage Fee	243,000	23,200	30,000
Interest on Investments	182,700	94,000	72,000
Total Highway User Revenue Fund	\$ 11,903,226	\$ 11,478,689	\$ 12,371,779
Local Transportation Assistance Fund			
Lottery Entitlement	\$ 1,020,285	\$ 1,020,295	\$ 1,031,314
Bus Service Revenue	41,930	39,534	45,000
Interest on Investments	28,000	10,000	
Total Local Transportation Assistance Fund	\$ 1,090,215	\$ 1,069,829	\$ 1,076,314
Grant Funds			
Grants-In-Aid	\$ 19,436,357	\$ 4,403,871	\$ 21,004,598
Community Development Block Grant	2,070,000	1,883,102	2,137,000
Housing Urban Development	13,050,271	7,637,153	12,106,114
Interest on Investments		39,800	
Total Grant Funds	\$ 34,556,628	\$ 13,963,926	\$ 35,247,712
Expendable Trust Fund			
Parks Fund	\$ 66,050	\$ 58,827	\$ 62,350
Chandler Employee Fund	2,400	106	
Library Fund	12,000	15,020	30,000
Interest on Investments	6,600	4,780	2,875
Total Expendable Trust Fund	\$ 87,050	\$ 78,733	\$ 95,225
Total Special Revenue Funds	\$ 47,637,119	\$ 26,591,177	\$ 48,791,030
INTERNAL SERVICE FUNDS			
Capital Replacement	\$ 3,653,789	\$ 3,138,171	\$ 3,383,902
Sale of Fixed Assets	40,000	45,000	45,000
Self-Insurance	3,898,800	3,767,033	4,506,807
Fleet Service Warranty Fund	28,000	15,350	15,850
Interest on Investments	865,600	741,982	382,000
Total Internal Service Funds	\$ 8,486,189	\$ 7,707,536	\$ 8,333,559

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

SCHEDULE C (2 OF 3)



CITY OF CHANDLER, ARIZONA
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2003-04

SOURCE OF REVENUES	ESTIMATED REVENUES 2002-03	ACTUAL* REVENUES 2002-03	ESTIMATED REVENUES 2003-04
SPECIAL ASSESSMENT FUND			
Intergovernmental Charges	\$ 0	\$ 0	\$ 0
Interest on Investments	131,000	96,000	52,000
Total Special Assessment Fund	\$ 131,000	\$ 96,000	\$ 52,000
CAPITAL PROJECTS FUNDS			
System Development Fees			
Water	\$ 8,400,000	\$ 9,074,000	\$ 9,528,500
Wastewater	7,384,000	9,418,161	8,979,000
Solid Waste	234,600	315,000	306,000
Parks	3,050,000	3,918,454	4,066,000
Library	200,000	251,000	263,500
General Government Impact Fees	750,000	968,000	1,016,400
Public Safety - Fire	354,000	440,451	462,000
Public Safety - Police	540,000	663,000	696,000
Arterial Streets	2,150,000	3,060,561	3,213,000
Traffic Signal Fee		240	
Intergovernmental Revenues	1,061,353	134,066	1,142,221
Other Receipts		431,000	
Interest on Investments	2,766,050	1,861,385	1,229,280
Total Capital Project Funds	\$ 26,890,003	\$ 30,535,318	\$ 30,901,901
PERMANENT FUND			
Non Expendable Trust Fund			
Firemens Pension Fund	\$ 0	\$ 0	\$ 0
Interest on Investments	1,100	1,200	300
Total Non Expendable Trust Fund	\$ 1,100	\$ 1,200	\$ 300
Total Permanent Funds	\$ 1,100	\$ 1,200	\$ 300
ENTERPRISE FUNDS			
Water Services	\$ 35,801,180	\$ 34,130,770	\$ 35,086,140
Wastewater Services	19,199,677	19,391,515	19,929,480
Solid Waste Services	8,875,224	9,050,647	9,381,421
Airport Services	710,050	811,869	862,330
Interest on Investments	1,958,100	\$ 1,417,700	1,025,000
Total Enterprise Funds	\$ 66,544,231	\$ 64,802,501	\$ 66,284,371
TOTAL ALL FUNDS	\$265,383,666	\$250,321,102	\$ 274,400,357

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

SCHEDULE C (3 OF 3)



CITY OF CHANDLER, ARIZONA
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2003-04

FUND	OTHER FINANCING 2003-04		INTERFUND TRANSFERS 2003-04	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
Indirect Cost Allocation			\$ 7,911,704	
Community Development Block Grant				
Self-Insurance Funding				2,500,000
Computer Replacement Funding				1,831,372
Fleet Replacement Fund				29,409
Community Park Impact Fund				
Library Impact Fees				
Police Impact Fund				1,000,000
Fire Impact Fund				500,000
Street Impact Cost Contribution				1,800,000
Total General Fund	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 7,911,704</u>	<u>\$ 7,660,781</u>
SPECIAL REVENUE FUNDS				
Highway User Revenue				\$ 18,683
Local Transportation Assistance				1,525
Self-Insurance				
Housing			85,000	85,000
Total Special Revenue Funds	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 85,000</u>	<u>\$ 105,208</u>
CAPITAL PROJECTS FUNDS				
Parks	\$ 5,682,778			\$ 1,000,000
Library				
Public Safety - Police	50,000		1,000,000	
Public Safety - Fire	2,328,105		500,000	
Street	10,323,650		1,800,000	
Airport	5,141			
Water	4,996,950		14,000,000	
Solid Waste				
Wastewater			9,000,000	400,000
Effluent Reuse				
Storm Sewers	1,702,500			
Reclaimed Water Reserve			5,400,000	650,000
Total Capital Projects Funds	<u>\$ 25,089,124</u>	<u>\$ 0</u>	<u>\$ 31,700,000</u>	<u>\$ 2,050,000</u>
ENTERPRISE FUNDS				
Water Indirect Cost				\$ 3,559,891
Water Operating Loan			650,000	19,000,000
Wastewater Indirect Cost				2,282,012
Wastewater Operating Loan				9,000,000
Solid Waste Indirect Cost				830,203
Solid Waste Loan (Capital to Operating)				
Reverse Osmosis Indirect Cost				239,598
Self-Insurance Fund				400,000
Computer Replacement				81,185
Total Enterprise Funds	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 650,000</u>	<u>\$ 35,392,889</u>
INTERNAL SERVICE FUNDS				
Capital Replacement			\$ 2,186,190	\$ 198,016
Self-Insurance Fund			2,900,000	26,000
Total Internal Service Funds	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 5,086,190</u>	<u>\$ 224,016</u>
TOTAL ALL FUNDS	<u>\$ 25,089,124</u>	<u>\$ 0</u>	<u>\$ 45,432,894</u>	<u>\$ 45,432,894</u>

SCHEDULE D



CITY OF CHANDLER, ARIZONA
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2003-04

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2002-03	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2002-03	ACTUAL EXPENDITURES/ EXPENSES 2002-03	BUDGETED EXPENDITURES EXPENSES 2003-04
GENERAL FUND				
City Manager	\$ 19,428,926	\$ (1,457,852)	\$ 14,243,465	\$ 18,373,898
City Magistrate	2,806,042	54,817	2,706,625	3,278,291
Communications and Public Affairs	1,465,564	212,502	1,643,783	2,296,038
Law	2,219,138	119,527	2,179,446	2,435,688
Management Services\Non-Dept.	25,751,819	1,628,639	13,092,602	15,116,010
Fire	15,960,295	351,193	16,422,344	18,922,854
Police	38,072,585	860,756	38,582,655	41,869,950
Police Forfeiture Funds	1,000,000	439,523	718,930	1,000,000
Public Works	14,422,246	59,008	9,690,558	20,165,202
Planning and Development	8,418,532	194,519	8,089,282	8,931,209
Community Services	21,433,300	1,099,328	21,433,526	22,020,705
Parking Garage Funds	200,000	8,863		
Contingency\Reserves	40,774,396	(3,482,158)		37,238,990
Total General Fund	\$ 191,952,843	\$ 88,665	\$128,803,216	\$191,648,835
SPECIAL REVENUE FUNDS				
Grants In Aid	\$ 0	\$ 0	\$ 0	\$ 0
City Manager	120,000		49,179	80,000
City Magistrate	29,870		27,328	
Communications and Public Affairs				
Law	18,105	237	17,737	19,363
Management Services	58,636	(57,837)		
Fire	2,474,000	721	24,857	2,200,000
Police	1,907,437	131,653	869,698	1,187,262
Planning and Development	7,000	500	7,500	7,500
Community Services	1,248,390	41,295	740,838	855,709
Municipal Utilities	190,000		190,000	
Public Works	13,363,567	(2,012,626)	2,532,689	17,267,150
Non-departmental	18,000	(16,648)	1,352	
Contingency\Reserves	301,352	1,862,655		425,000
Highway Users Revenue Fund				
Public Works	10,747,755	(378,792)	9,084,671	10,284,900
Non-departmental	102,500	(48,215)	36,100	6,500
Contingency\Reserves	499,000	404,081		1,905,185
Debt Service	4,370,855		4,059,988	4,381,519
Local Transportation Assistance Fund				
Public Works	2,905,102	200,674	1,921,694	1,974,663
Non-departmental	25,000	(17,790)		
Contingency\Reserves	175,000	(159,958)		310,000
Community Development Block Grant				
Planning and Development	2,064,000	261,064	1,883,102	2,137,000
Non-departmental	6,000	(4,027)		
Contingency\Reserves	350,000	(257,037)		350,000
Housing and Urban Development				
Planning and Development	13,019,271	118,008	7,566,941	12,353,441
Non-departmental	31,000	(19,621)		
Contingency\Reserves	321,000	(98,887)		433,370
Expendable Trust Funds				
Community Services	188,376	88	133,933	200,085
Non-departmental	1,500		1,310	1,500
Contingency\Reserves	76,060	(88)		76,215
Total Special Revenue Funds	\$ 54,618,776	\$ (50,550)	\$ 29,148,917	\$ 56,456,362

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

SCHEDULE E (1 OF 2)

CITY OF CHANDLER, ARIZONA
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2003-04

	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2002-03	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2002-03	ACTUAL EXPENDITURES/ EXPENSES 2002-03*	BUDGETED EXPENDITURES EXPENSES 2003-04
DEBT SERVICE FUNDS	<u>\$ 10,445,634</u>	<u>\$ 0</u>	<u>\$ 11,182,764</u>	<u>\$ 14,191,006</u>
INTERNAL SERVICE FUNDS				
Capital Replacement	\$ 4,657,536	\$ 2,735,939	\$ 5,289,117	\$ 4,600,897
Fleet Service Warranty	23,350		19,300	23,350
Self Insurance	5,174,080	108,536	7,330,766	8,529,880
Contingency\Reserves	<u>29,234,157</u>	<u>(2,840,636)</u>	<u></u>	<u>25,403,695</u>
Total Internal Service Funds	<u>\$ 39,089,123</u>	<u>\$ 3,839</u>	<u>\$ 12,639,183</u>	<u>\$ 38,557,822</u>
SPECIAL ASSESSMENT FUND				
Management Services	\$ 102,531	\$ 0	\$ 95,446	\$ 112,075
Contingency\Reserves	<u>2,028,469</u>	<u></u>	<u></u>	<u></u>
Total Special Assessment Fund	<u>\$ 2,131,000</u>	<u>\$ 0</u>	<u>\$ 95,446</u>	<u>\$ 112,075</u>
CAPITAL PROJECTS FUNDS				
Management Services\Non-dept.	\$ 2,606,572	\$ 111,972	\$ 404,691	\$ 1,765,386
City Manager	1,443,085		146,814	1,414,279
Fire	6,372,972	(1,056,339)	3,322,700	6,629,184
Police	12,075,220	(36,327)	1,784,755	5,600,057
Public Works	42,432,312	(4,854,882)	24,117,063	48,750,712
Municipal Utilities	107,137,798	(9,318,043)	65,793,833	81,202,535
Community Services	49,995,194	(129,445)	18,881,886	33,503,805
Contingency\Reserves	8,921,129	15,241,110		19,772,905
Debt Service	<u>10,296,671</u>	<u></u>	<u>384,657</u>	<u>387,023</u>
Total Capital Projects Funds	<u>\$ 241,280,953</u>	<u>\$ (41,954)</u>	<u>\$114,836,399</u>	<u>\$199,025,886</u>
ENTERPRISE FUNDS				
Water	\$ 26,036,809	\$ 1,882,159	\$ 25,714,387	\$ 44,733,573
Wastewater	15,476,896	1,130,708	13,822,741	21,018,786
Solid Waste	11,112,460	344,205	11,200,258	17,599,317
Airport	951,544	52,239	752,086	983,306
Contingency\Reserves	8,939,976	(3,409,311)		6,441,616
Debt Service	<u>16,999,669</u>	<u></u>	<u>16,841,901</u>	<u>16,587,241</u>
Total Enterprise Funds	<u>\$ 79,517,354</u>	<u>\$ 0</u>	<u>\$ 68,331,373</u>	<u>\$107,363,839</u>
PERMANENT FUNDS				
Firemens Pension Fund	\$ 4,800	\$ 0	\$ 4,800	\$ 4,800
Contingency\Reserves	<u>10,000</u>	<u></u>	<u></u>	<u>10,000</u>
Total Permanent Funds	<u>\$ 14,800</u>	<u>\$ 0</u>	<u>\$ 4,800</u>	<u>\$ 14,800</u>
TOTAL ALL FUNDS	<u>\$ 619,050,483</u>	<u>\$ 0</u>	<u>\$365,042,098</u>	<u>\$607,370,625</u>

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

SCHEDULE E (2 OF 2)



City of Chandler Revised Salary Plan Effective 07/01/2003

CLASS	GRADE	STATUS	ANNUAL MINIMUM	ANNUAL MAXIMUM
ACCOUNTANT	23	Ex	42,580	59,612
ACCOUNTING MANAGER	29	Ex	67,570	94,597
ACCOUNTING SPECIALIST	16	Non-Ex	29,212	39,436
ACCOUNTING SUPERVISOR	25	Ex	49,666	69,532
ADMINISTRATIVE ANALYST	23	Ex	42,580	59,612
ADMINISTRATIVE INTERN	11	Non-Ex	22,888	30,899
ADMINISTRATIVE LIBRARIAN	24	Ex	45,987	64,381
ADMINISTRATIVE SERVICES CLERK	12	Non-Ex	24,033	32,444
ADMINISTRATIVE SERVICES SPECIALIST	14	Non-Ex	26,496	35,769
ADMINISTRATIVE SERVICES SUPERVISOR	22	Ex	39,426	55,197
ADMINISTRATIVE SPECIALIST	15	Non-Ex	27,821	37,558
ADMINISTRATIVE SUPPORT I	10	Non-Ex	21,798	29,428
ADMINISTRATIVE SUPPORT II	12	Non-Ex	24,033	32,444
AIRPORT MANAGER	28	Ex	62,564	87,897
AIRPORT OPERATIONS & MAINTENANCE SUPERVISOR	22	Non-Ex	39,426	55,197
AIRPORT OPERATIONS & MAINTENANCE TECHNICIAN	19	Non-Ex	33,816	45,652
AQUATICS SUPERINTENDENT	24	Ex	45,987	64,381
ARTS CENTER FINANCIAL SPECIALIST	21	Ex	37,282	50,331
ARTS CENTER MANAGER	29	Ex	67,570	94,597
ASST CITY ATTORNEY	30	Ex	72,975	102,165
ASST CITY CLERK	25	Ex	49,666	69,532
ASST CITY MANAGER	34	Ex	104,900	146,860
ASST CITY PROSECUTOR I	26	Ex	53,639	75,094
ASST CITY PROSECUTOR II	28	Ex	62,564	87,897
ASST COMMUNITY DEVELOPMENT COORDINATOR	19	Ex	33,816	45,652
ASST COMMUNITY SERVICES DIRECTOR	31	Ex	78,813	110,338
ASST FIRE CHIEF	30	Ex	72,975	102,165
ASST LIBRARY MANAGER	26	Ex	53,639	75,094
ASST MUNICIPAL UTILITIES DIR/ENVIRON RESOURCES	29	Ex	67,570	94,597
ASST MUNICIPAL UTILITIES DIRECTOR	29	Ex	67,570	94,597
ASST PLANNING & DEVELOPMENT DIRECTOR	31	Ex	78,813	110,338
ASST POLICE CHIEF	31	Ex	78,813	110,338
ASST PUB WKS DIR/CITY ENGINEER	30	Ex	72,975	102,165
ASST PUB WKS DIR/TRANS & OPERATIONS	29	Ex	67,570	94,597
ASST TO CITY MANAGER	28	Ex	62,564	87,897
BOX OFFICE SUPERVISOR	20	Ex	35,507	47,935
BUDGET & RESEARCH ANALYST	24	Ex	45,987	64,381
BUDGET AIDE	19	Non-Ex	33,816	45,652
BUDGET MANAGER	29	Ex	67,570	94,597
BUILDING CODE SPECIALIST	23	Non-Ex	42,580	59,612
BUILDING MAINTENANCE SUPERINTENDENT	26	Ex	53,639	75,094
BUILDING MAINTENANCE SUPERVISOR	23	Non-Ex	42,580	59,612
BUSINESS PROCESS ENGINEERING SUPERVISOR	28	Ex	62,564	87,897
CHEMIST	23	Ex	42,580	59,612
CHIEF BUILDING INSPECTOR	26	Ex	53,639	75,094
CHIEF INFORMATION OFFICER	31	Ex	78,813	110,338
CITY CLERK'S ASSISTANT	18	Non-Ex	32,206	43,478
CITY PROSECUTOR	30	Ex	72,975	102,165



City of Chandler Revised Salary Plan Effective 07/01/2003

CLASS	GRADE	STATUS	ANNUAL MINIMUM	ANNUAL MAXIMUM
COMMUNICATIONS & PUBLIC AFFAIRS DIRECTOR	32	Ex	86,694	121,372
COMMUNICATIONS MANAGER	27	Ex	57,930	81,102
COMMUNICATIONS TECHNICIAN	20	Non-Ex	35,507	47,935
COMMUNITY DEVELOPMENT COORDINATOR	27	Ex	57,930	81,102
COMMUNITY OUTREACH COORDINATOR	21	Ex	37,282	50,331
COMMUNITY SERVICES DIRECTOR	32	Ex	86,694	121,372
COMMUNITY SUPPORT COORDINATOR	20	Non-Ex	35,507	47,935
COMPUTER SUPPORT ASSISTANT	19	Non-Ex	33,816	45,652
COMPUTER SUPPORT INTERN	17	Non-Ex	30,672	41,408
CONSTRUCTION MATERIALS TECHNICIAN	19	Non-Ex	33,816	45,652
CONSTRUCTION PERMIT REPRESENTATIVE	15	Non-Ex	27,821	37,558
CONSTRUCTION PROJECT COORDINATOR	25	Ex	49,666	69,532
CONSTRUCTION PROJECT MANAGER	26	Ex	53,639	75,094
CONSTRUCTION SERVICES REPRESENTATIVE	17	Non-Ex	30,672	41,408
CONTRACT COMPLIANCE INSPECTOR	21	Non-Ex	37,282	50,331
CONTRACT SERVICES REPRESENTATIVE	17	Non-Ex	30,672	41,408
COURT ADMINISTRATOR	30	Ex	72,975	102,165
COURT CLERK I	14	Non-Ex	26,496	35,769
COURT CLERK II	15	Non-Ex	27,821	37,558
COURT COLLECTOR SPECIALIST	15	Non-Ex	27,821	37,558
COURT FINES COORDINATOR	22	Ex	39,426	55,197
COURT HEARING OFFICER	26	Ex	53,639	75,094
COURT INTERPRETER	19	Non-Ex	33,816	45,652
COURT SERVICES SUPERVISOR	21	Ex	37,282	50,331
CRIMINALIST I	23	Ex	42,580	59,612
CUSTODIAL SUPERVISOR	20	Non-Ex	35,507	47,935
CUSTODIAN	10	Non-Ex	21,798	29,428
CUSTOMER SERVICE MANAGER	25	Ex	49,666	69,532
CUSTOMER SERVICE REPRESENTATIVE	14	Non-Ex	26,496	35,769
CUSTOMER SERVICES SUPERVISOR	23	Ex	42,580	59,612
DATABASE ANALYST	26	Ex	53,639	75,094
DEPUTY COURT ADMINISTRATOR	25	Ex	49,666	69,532
DESIGN COORDINATOR	24	Ex	45,987	64,381
DESKTOP SUPPORT & HELP DESK SUPERVISOR	27	Ex	57,930	81,102
DETENTION OFFICER	17	Non-Ex	30,672	41,408
DEVELOPMENT PROJECT ADMINISTRATOR	26	Ex	53,639	75,094
DEVELOPMENT PROJECT COORDINATOR	23	Ex	42,580	59,612
DEVELOPMENT SERVICES ENGINEER	28	Ex	62,564	87,897
DEVELOPMENT SERVICES MANAGER	30	Ex	72,975	102,165
DIRECTOR ECONOMIC DEVELOPMENT DIVISION	31	Ex	78,813	110,338
DIRECTOR HUMAN RESOURCES DIVISION	31	Ex	78,813	110,338
DISPATCH SUPERVISOR	23	Non-Ex	42,580	59,612
DISPATCHER	18	Non-Ex	32,206	43,478
DOWNTOWN ASSISTANT	17	Non-Ex	30,672	41,408
DOWNTOWN COORDINATOR	27	Ex	57,930	81,102
ECONOMIC DEVELOPMENT RESEARCH ASSISTANT	19	Non-Ex	33,816	45,652
ECONOMIC DEVELOPMENT SPECIALIST	24	Ex	45,987	64,381
ECONOMIC DEVLPT TOURISM MARKETING COORD	23	Ex	42,580	59,612
ELECTRICIAN	20	Non-Ex	35,507	47,935



City of Chandler Revised Salary Plan Effective 07/01/2003

CLASS	GRADE	STATUS	ANNUAL MINIMUM	ANNUAL MAXIMUM
ELECTRICIAN ASSISTANT	15	Non-Ex	27,821	37,558
EMERGENCY CALL TAKER	16	Non-Ex	29,212	39,436
EMERGENCY MEDICAL SERVICES SPECIALIST	21	Non-Ex	37,282	50,331
EMPLOYEE BENEFITS SUPERVISOR	25	Ex	49,666	69,532
EMPLOYEE DEVELOPMENT SPECIALIST	22	Ex	39,426	55,197
EMPLOYEE DEVELOPMENT SUPERVISOR	24	Ex	45,987	64,381
EMPLOYEE SERVICES SUPERVISOR	24	Ex	45,987	64,381
EMS PROGRAM DEVELOPMENT COORDINATOR	22	Non-Ex	39,426	55,197
ENGINEER	26	Ex	53,639	75,094
ENGINEER ASSISTANT	24	Ex	45,987	64,381
ENGINEER ASSISTANT SUPERVISOR	25	Ex	49,666	69,532
ENGINEERING FIELD SERVICES SUPERINTENDENT	25	Ex	49,666	69,532
ENGINEERING TECHNICIAN	20	Non-Ex	35,507	47,935
ENVIRONMENTAL PROGRAM MANAGER	27	Ex	57,930	81,102
ENVIRONMENTAL PROGRAM SPECIALIST	24	Ex	45,987	64,381
ENVIRONMENTAL PROG EDUCATION COORDINATOR	23	Ex	42,580	59,612
EXECUTIVE ASSISTANT	17	Non-Ex	30,672	41,408
EXECUTIVE ASSISTANT TO THE MAYOR & COUNCIL	22	Ex	39,426	55,197
EXECUTIVE RECEPTIONIST	14	Non-Ex	26,496	35,769
FACILITY MAINTENANCE TECHNICIAN	19	Non-Ex	33,816	45,652
FAMILY SELF-SUFFICIENCY CASEWORKER AIDE	13	Non-Ex	25,234	34,066
FAMILY SELF-SUFFICIENCY SPECIALIST	20	Ex	35,507	47,935
FINANCIAL ANALYST	25	Ex	49,666	69,532
FIRE BATTALION CHIEF (40 Hours)	28	Ex	62,564	87,897
FIRE BATTALION CHIEF (56 Hours)	28	Ex	62,564	87,897
FIRE CAPTAIN (40 Hours)	FC	Non-Ex	45,938	64,313
FIRE CAPTAIN (56 Hours)	FC	Non-Ex	45,938	64,313
FIRE CHIEF	32	Ex	86,694	121,372
FIRE ENGINEER (40 Hours)	FE	Non-Ex	40,131	54,177
FIRE ENGINEER (56 Hours)	FE	Non-Ex	40,131	54,177
FIRE MARSHAL	28	Ex	62,564	87,897
FIRE MECHANIC	21	Non-Ex	37,282	50,331
FIRE PREVENTION SPECIALIST	22	Non-Ex	39,426	55,197
FIRE SUPPORT SERVICES TECHNICIAN	18	Non-Ex	32,206	43,478
FIREFIGHTER (40 Hours)	FF	Non-Ex	36,272	50,781
FIREFIGHTER (56 Hours)	FF	Non-Ex	36,272	50,781
FLEET INVENTORY SPECIALIST	21	Ex	37,282	50,331
FLEET SERVICES MANAGER	27	Ex	57,930	81,102
FLEET SERVICES SUPERVISOR	23	Ex	42,580	59,612
FLEET TECHNICIAN	21	Non-Ex	37,282	50,331
GARDENER SUPERVISOR	15	Non-Ex	27,821	37,558
GEOGRAPHIC INFORMATION SYSTEMS MANAGER	30	Ex	72,975	102,165
GIS DATABASE ANALYST	26	Ex	53,639	75,094
GIS TECHNICIAN I	20	Non-Ex	35,507	47,935
GIS TECHNICIAN II	23	Non-Ex	42,580	59,612
GRANTS ADMINISTRATOR	25	Ex	49,666	69,532
GRAPHIC DESIGNER	21	Ex	37,282	50,331
GROUNDKEEPER	12	Non-Ex	24,033	32,444



City of Chandler Revised Salary Plan Effective 07/01/2003

CLASS	GRADE	STATUS	ANNUAL MINIMUM	ANNUAL MAXIMUM
HORTICULTURIST	20	Non-Ex	35,507	47,935
HOST SYSTEMS/NETWORK SUPERVISOR	28	Ex	62,564	87,897
HOUSING & REDEVELOPMENT MANAGER	29	Ex	67,570	94,597
HOUSING ADMINISTRATION SUPERVISOR	23	Ex	42,580	59,612
HOUSING MAINTENANCE SUPERVISOR	23	Ex	42,580	59,612
HOUSING MAINTENANCE WORKER	16	Non-Ex	29,212	39,436
HOUSING PROJECT COORDINATOR	22	Ex	39,426	55,197
HOUSING QUALITY STANDARDS INSPECTOR	18	Non-Ex	32,206	43,478
HOUSING REHABILITATION SPECIALIST	20	Ex	35,507	47,935
HOUSING SPECIALIST	18	Non-Ex	32,206	43,478
HUMAN RESOURCES ANALYST	23	Ex	42,580	59,612
HUMAN RESOURCES ASSISTANT	17	Non-Ex	30,672	41,408
HUMAN RESOURCES REPRESENTATIVE	15	Non-Ex	27,821	37,558
HUMAN RESOURCES SPECIALIST	18	Non-Ex	32,206	43,478
HUMAN RESOURCES SUPERVISOR	28	Ex	62,564	87,897
IDENTIFICATION SPECIALIST I	16	Non-Ex	29,212	39,436
IDENTIFICATION SPECIALIST II	20	Non-Ex	35,507	47,935
IDENTIFICATION SPECIALIST III	24	Non-Ex	45,987	64,381
INDUSTRIAL WASTE INSPECTOR	20	Non-Ex	35,507	47,935
INFORMATION SPECIALIST	24	Ex	45,987	64,381
INFORMATION SUPPORT ANALYST	24	Ex	45,987	64,381
INFORMATION SUPPORT SPECIALIST	21	Non-Ex	37,282	50,331
INFORMATION TECHNOLOGY COORDINATOR	24	Ex	45,987	64,381
INFORMATION TECHNOLOGY MANAGER	30	Ex	72,975	102,165
INFORMATION TECHNOLOGY PROJECT MANAGER	29	Ex	67,570	94,597
INFORMATION TECHNOLOGY SECURITY OFFICER	26	Ex	53,639	75,094
INSTRUMENTATION TECHNICIAN	22	Non-Ex	39,426	55,197
INTERGOVERNMENTAL AFFAIRS COORDINATOR	30	Ex	72,975	102,165
LABORATORY TECHNICIAN	15	Non-Ex	27,821	37,558
LABORER	9	Non-Ex	20,760	28,026
LANDSCAPE ARCHITECT	26	Ex	53,639	75,094
LANDSCAPE PLANNER	22	Ex	39,426	55,197
LEAD CUSTODIAN	14	Non-Ex	26,496	35,769
LEAD FIRE PREVENTION SPECIALIST	24	Non-Ex	45,987	64,381
LEGAL CLERK	14	Non-Ex	26,496	35,769
LEGAL SECRETARY	16	Non-Ex	29,212	39,436
LIBRARIAN	21	Ex	37,282	50,331
LIBRARY ACCESS SERVICES COORDINATOR	21	Ex	37,282	50,331
LIBRARY AIDE	12	Non-Ex	24,033	32,444
LIBRARY ASSISTANT	15	Non-Ex	27,821	37,558
LIBRARY ASSOCIATE	17	Non-Ex	30,672	41,408
LIBRARY MANAGER	30	Ex	72,975	102,165
LIFEGUARD I	6	Non-Ex	17,933	24,210
LIFEGUARD II	7	Non-Ex	18,830	25,421
MAINTENANCE SUPERVISOR	21	Non-Ex	37,282	50,331
MAINTENANCE WORKER	16	Non-Ex	29,212	39,436
MANAGEMENT ASSISTANT	21	Ex	37,282	50,331
MANAGEMENT INTERN	16	Non-Ex	29,212	39,436



City of Chandler Revised Salary Plan Effective 07/01/2003

CLASS	GRADE	STATUS	ANNUAL MINIMUM	ANNUAL MAXIMUM
MANAGEMENT SERVICES DIRECTOR	33	Ex	95,364	133,509
MARKETING ASSISTANT	21	Ex	37,282	50,331
MAYOR & CITY COUNCIL ASSISTANT	26	Ex	53,639	75,094
METER READER	13	Non-Ex	25,234	34,066
METER READING SUPERVISOR	23	Ex	42,580	59,612
MUNICIPAL UTILITIES DIRECTOR	32	Ex	86,694	121,372
NEIGHBORHOOD PROGRAMS ADMINISTRATOR	26	Ex	53,639	75,094
NEIGHBORHOOD SERVICES ASSISTANT	16	Non-Ex	29,212	39,436
NEIGHBORHOOD SERVICES SPECIALIST I	20	Non-Ex	35,507	47,935
NEIGHBORHOOD SERVICES SPECIALIST II	21	Non-Ex	37,282	50,331
OCCUPATIONAL HEALTH NURSE	22	Ex	39,426	55,197
OFFSET PRESS OPERATOR	13	Non-Ex	25,234	34,066
OFFSITE INSPECTOR	23	Non-Ex	42,580	59,612
OPERATIONS ANALYST	24	Ex	45,987	64,381
OPERATIONS ANALYST-MUNICIPAL UTILITIES	24	Ex	45,987	64,381
OPERATIONS SYSTEM ANALYST	26	Ex	53,639	75,094
PARK PLANNING SUPERINTENDENT	24	Ex	45,987	64,381
PARK RANGER	14	Non-Ex	26,496	35,769
PARKS MAINTENANCE SUPERINTENDENT	24	Ex	45,987	64,381
PAYROLL SPECIALIST	18	Non-Ex	32,206	43,478
PLANNER I	23	Ex	42,580	59,612
PLANNER II	25	Ex	49,666	69,532
PLANNING & DEVELOPMENT DIRECTOR	32	Ex	86,694	121,372
PLANNING & DEVELOPMENT RESEARCH ASSISTANT	19	Non-Ex	33,816	45,652
PLANNING MANAGER	29	Ex	67,570	94,597
POLICE ADMINISTRATIVE SPECIALIST	15	Non-Ex	27,821	37,558
POLICE CADET	PC	Non-Ex	37,204	
POLICE CHIEF	33	Ex	95,364	133,509
POLICE COMMANDER	30	Ex	72,975	102,165
POLICE COMPUTER SUPPORT ANALYST	23	Non-Ex	42,580	59,612
POLICE DETENTION SUPERVISOR	23	Ex	42,580	59,612
POLICE EMPLOYEE TRAINING COORDINATOR	17	Non-Ex	30,672	41,408
POLICE INVESTIGATIVE ASSISTANT	17	Non-Ex	30,672	41,408
POLICE LIEUTENANT	28	Ex	62,564	87,897
POLICE OFFICER	PO	Non-Ex	39,726	56,451
POLICE OPERATIONS SUPPORT SUPERVISOR	23	Ex	42,580	59,612
POLICE PLANNING & RESEARCH ANALYST	23	Ex	42,580	59,612
POLICE PLANNING & RESEARCH MANAGER	27	Ex	57,930	81,102
POLICE PLANNING AIDE	17	Non-Ex	30,672	41,408
POLICE RECORDS CLERK	14	Non-Ex	26,496	35,769
POLICE RECORDS SUPERVISOR	22	Non-Ex	39,426	55,197
POLICE RESEARCH ASSISTANT	18	Non-Ex	32,206	43,478
POLICE SERGEANT	PS	Non-Ex	51,247	71,745
POLICE SUPPORT SERVICES MANAGER	27	Ex	57,930	81,102
POOL MAINTENANCE MECHANIC	19	Non-Ex	33,816	45,652
PRETREATMENT SUPERVISOR	23	Ex	42,580	59,612
PRINCIPAL PLANNER	27	Ex	57,930	81,102
PROBATION MONITORING OFFICER	22	Ex	39,426	55,197
PROCUREMENT OFFICER	22	Ex	39,426	55,197
PRODUCTION COORDINATOR	17	Non-Ex	30,672	41,408
PROGRAM & EVENTS COORDINATOR	22	Ex	39,426	55,197



City of Chandler Revised Salary Plan Effective 07/01/2003

CLASS	GRADE	STATUS	ANNUAL MINIMUM	ANNUAL MAXIMUM
PROJECT ANALYST	21	Ex	37,282	50,331
PROJECT SUPPORT ASSISTANT	17	Non-Ex	30,672	41,408
PROPERTY & EVIDENCE SUPERVISOR	22	Non-Ex	39,426	55,197
PROPERTY & EVIDENCE TECHNICIAN	17	Non-Ex	30,672	41,408
PUBLIC EDUCATION OFFICER	22	Ex	39,426	55,197
PUBLIC INFORMATION OFFICER	25	Ex	49,666	69,532
PUBLIC WORKS DEPUTY DIRECTOR	31	Ex	78,813	110,338
PUBLIC WORKS DIRECTOR	32	Ex	86,694	121,372
PUBLIC WORKS SERVICES SPECIALIST	23	Non-Ex	42,580	59,612
PURCHASING & MATERIALS MANAGER	28	Ex	62,564	87,897
PURCHASING & MATERIALS SUPERVISOR	26	Ex	53,639	75,094
PURCHASING ASSISTANT	14	Non-Ex	26,496	35,769
PURCHASING CLERK	13	Non-Ex	25,234	34,066
PURCHASING SPECIALIST	17	Non-Ex	30,672	41,408
REAL ESTATE MANAGER	26	Ex	53,639	75,094
REAL ESTATE OPERATIONS COORDINATOR	24	Ex	45,987	64,381
REAL ESTATE PROPERTY MGMT OFFICER	23	Ex	42,580	59,612
REAL ESTATE SERVICES SPECIALIST	18	Non-Ex	32,206	43,478
RECORDS MANAGEMENT ASSOCIATE	17	Non-Ex	30,672	41,408
RECORDS MANAGEMENT SPECIALIST	13	Non-Ex	25,234	34,066
RECREATION COORDINATOR I	19	Non-Ex	33,816	45,652
RECREATION COORDINATOR I - AQUATICS	19	Non-Ex	33,816	45,652
RECREATION COORDINATOR II	23	Ex	42,580	59,612
RECREATION LEADER I	2	Non-Ex	14,754	19,918
RECREATION LEADER II	11	Non-Ex	22,888	30,899
RECREATION LEADER III - ASST POOL MANAGER	14	Non-Ex	26,496	35,769
RECREATION LEADER III - POOL MANAGER	14	Non-Ex	26,496	35,769
RECREATION LEADER III (RPT)	14	Non-Ex	26,496	35,769
RECREATION MANAGER	28	Ex	62,564	87,897
RECYCLING SPECIALIST	22	Ex	39,426	55,197
REVENUE COLLECTOR	17	Non-Ex	30,672	41,408
REVERSE OSMOSIS FACILITIES SUPERINTENDENT	25	Ex	49,666	69,532
REVERSE OSMOSIS WATER PLT OPERATOR II	20	Non-Ex	35,507	47,935
REVERSE OSMOSS WATER PLT OPERATOR III	21	Non-Ex	37,282	50,331
RISK MANAGEMENT SERVICES SPECIALIST	15	Non-Ex	27,821	37,558
RISK MANAGER	28	Ex	62,564	87,897
SAFETY ADMINISTRATOR	24	Ex	45,987	64,381
SAFETY ANALYST	21	Ex	37,282	50,331
SENIOR ACCOUNTING SPECIALIST	17	Non-Ex	30,672	41,408
SENIOR ASSISTANT CITY PROSECUTOR	29	Ex	67,570	94,597
SENIOR BUDGET & RESEARCH ANALYST	25	Ex	49,666	69,532
SENIOR BUILDING CODE SPECIALIST	25	Non-Ex	49,666	69,532
SENIOR CHEMIST	24	Ex	45,987	64,381
SENIOR COMMUNICATIONS TECHNICIAN	21	Non-Ex	37,282	50,331
SENIOR ENGINEER	27	Ex	57,930	81,102
SENIOR EQUIPMENT MECHANIC	20	Non-Ex	35,507	47,935
SENIOR EXECUTIVE ASSISTANT	19	Non-Ex	33,816	45,652
SENIOR FIRE MECHANIC	22	Non-Ex	39,426	55,197
SENIOR INDUSTRIAL WASTE INSPECTOR	21	Non-Ex	37,282	50,331
SENIOR LEGAL SECRETARY	18	Non-Ex	32,206	43,478
SENIOR MANAGEMENT ASSISTANT	23	Ex	42,580	59,612



City of Chandler Revised Salary Plan Effective 07/01/2003

CLASS	GRADE	STATUS	ANNUAL MINIMUM	ANNUAL MAXIMUM
SENIOR OFFSITE INSPECTOR	24	Non-Ex	45,987	64,381
SENIOR PRODUCTION COORDINATOR	24	Ex	45,987	64,381
SENIOR RISK CLAIMS EXAMINER	24	Ex	45,987	64,381
SENIOR SOLID WASTE FIELD SPECIALIST	20	Non-Ex	35,507	47,935
SENIOR STREETS SPECIALIST	18	Non-Ex	32,206	43,478
SENIOR SYSTEMS ANALYST	27	Ex	57,930	81,102
SERVICE EQUIPMENT WORKER	13	Non-Ex	25,234	34,066
SIGNAL SYSTEMS ANALYST	24	Ex	45,987	64,381
SIGNALS & LIGHTING FIELD SUPERVISOR	23	Non-Ex	42,580	59,612
SIGNS & MARKINGS FIELD SUPERVISOR	21	Non-Ex	37,282	50,331
SITE DEVELOPMENT COORDINATOR	25	Ex	49,666	69,532
SITE DEVELOPMENT INSPECTOR	20	Non-Ex	35,507	47,935
SITE DEVELOPMENT PLANS EXAMINER	23	Non-Ex	42,580	59,612
SKILLED OCCUPATIONAL INTERN	10	Non-Ex	21,798	29,428
SOLID WASTE FIELD SPECIALIST I	13	Non-Ex	25,234	34,066
SOLID WASTE FIELD SPECIALIST II	15	Non-Ex	27,821	37,558
SOLID WASTE FIELD SPECIALIST III	17	Non-Ex	30,672	41,408
SOLID WASTE MANAGEMENT SUPERINTENDENT	25	Ex	49,666	69,532
SOLID WASTE SERVICES SPECIALIST	19	Non-Ex	33,816	45,652
SPECIAL EVENTS ASSISTANT	12	Non-Ex	24,033	32,444
SPECIAL EVENTS COORDINATOR	23	Ex	42,580	59,612
SPECIAL PROJECT ENGINEER	28	Ex	62,564	87,897
STORM WATER PROGRAMS COORDINATOR	24	Ex	45,987	64,381
STREET LIGHT TECHNICIAN	20	Non-Ex	35,507	47,935
STREET MAINTENANCE COORDINATOR	21	Non-Ex	37,282	50,331
STREET MAINTENANCE SUPERVISOR	22	Non-Ex	39,426	55,197
STREET MAINTENANCE WORKER	12	Non-Ex	24,033	32,444
STREET OPERATIONS & PROJECTS MANAGER	28	Ex	62,564	87,897
STREET SUPERINTENDENT	26	Ex	53,639	75,094
STREETS CREW LEADER	19	Non-Ex	33,816	45,652
STREETS SPECIALIST	16	Non-Ex	29,212	39,436
SUPERVISORY LEGAL SECRETARY	20	Non-Ex	35,507	47,935
SUPPLY SUPERVISOR	23	Ex	42,580	59,612
SUPPLY SYSTEM SPECIALIST	15	Non-Ex	27,821	37,558
SUPPLY WORKER	14	Non-Ex	26,496	35,769
SYSTEMS ANALYST	26	Ex	53,639	75,094
TAX & LICENSE SPECIALIST	17	Non-Ex	30,672	41,408
TAX & UTILITIES REPRESENTATIVE	15	Non-Ex	27,821	37,558
TAX & UTILITIES SERVICES MANAGER	29	Ex	67,570	94,597
TAX ADMINISTRATOR	25	Ex	49,666	69,532
TAX AUDIT SUPERVISOR	24	Ex	45,987	64,381
TAX AUDITOR	22	Ex	39,426	55,197
TELEPHONE SERVICES ASSISTANT	15	Non-Ex	27,821	37,558
TELEPHONE SERVICES COORDINATOR	22	Non-Ex	39,426	55,197
TELEPHONE SERVICES SPECIALIST	18	Non-Ex	32,206	43,478
TRAFFIC ENGINEERING INSPECTOR	22	Non-Ex	39,426	55,197
TRAFFIC ENGINEERING TECHNICIAN	21	Non-Ex	37,282	50,331
TRAFFIC OPERATIONS SUPERINTENDENT	24	Non-Ex	45,987	64,381
TRAFFIC OPERATIONS TECHNICIAN I	16	Non-Ex	29,212	39,436
TRAFFIC OPERATIONS TECHNICIAN II	18	Non-Ex	32,206	43,478
TRAFFIC SIGNAL TECHNICIAN	21	Non-Ex	37,282	50,331



City of Chandler Revised Salary Plan Effective 07/01/2003

CLASS	GRADE	STATUS	ANNUAL MINIMUM	ANNUAL MAXIMUM
TRANSPORTATION ENGINEER	28	Ex	62,564	87,897
TRANSPORTATION SERVICES & PLANNING MANAGER	27	Ex	57,930	81,102
TRANSPORTATION STUDIES MANAGER	25	Ex	49,666	69,532
UTILITIES COORDINATOR	23	Ex	42,580	59,612
UTILITIES ELECTRICIAN	21	Non-Ex	37,282	50,331
UTILITIES FIELD SERVICES COORDINATOR	23	Non-Ex	42,580	59,612
UTILITIES INSPECTOR	20	Non-Ex	35,507	47,935
UTILITIES SYSTEMS ANALYST	26	Ex	53,639	75,094
UTILITY LOCATION COORDINATOR	17	Non-Ex	30,672	41,408
UTILITY SYSTEMS OPERATOR I	15	Non-Ex	27,821	37,558
UTILITY SYSTEMS OPERATOR II	17	Non-Ex	30,672	41,408
UTILITY SYSTEMS OPERATOR III	19	Non-Ex	33,816	45,652
VICTIM ASSISTANCE SUPERVISOR	23	Ex	42,580	59,612
VIDEO PRODUCTION COORDINATOR	25	Ex	49,666	69,532
VIDEO PRODUCTION SPECIALIST	22	Non-Ex	39,426	55,197
VISUAL ARTS COORDINATOR	23	Ex	42,580	59,612
WASTEWATER COLLECTION SUPERINTENDENT	25	Ex	49,666	69,532
WASTEWATER FACILITIES SUPERINTENDENT	25	Ex	49,666	69,532
WASTEWATER TREAT PLANT OPERATOR I	18	Non-Ex	32,206	43,478
WASTEWATER TREAT PLANT OPERATOR II	20	Non-Ex	35,507	47,935
WASTEWATER TREAT PLANT OPERATOR III	21	Non-Ex	37,282	50,331
WATER CONSERVATION COORDINATOR	24	Ex	45,987	64,381
WATER CONSERVATION SPECIALIST	21	Ex	37,282	50,331
WATER DISTRIBUTION SUPERINTENDENT	25	Ex	49,666	69,532
WATER OPERATIONS COMPLIANCE SPECIALIST	23	Ex	42,580	59,612
WATER PLANT OPERATOR I	19	Non-Ex	33,816	45,652
WATER PLANT OPERATOR II	20	Non-Ex	35,507	47,935
WATER PLANT OPERATOR III	21	Non-Ex	37,282	50,331
WATER QUALITY & DISTRIBUTION MANAGER	27	Ex	57,930	81,102
WATER QUALITY ADVISOR	25	Ex	49,666	69,532
WATER QUALITY SPECIALIST	23	Ex	42,580	59,612
WATER QUALITY SUPERINTENDENT	25	Ex	49,666	69,532
WATER QUALITY SUPERVISOR	23	Ex	42,580	59,612
WATER QUALITY TECHNICIAN	20	Non-Ex	35,507	47,935
WATER RESOURCE MANAGER	26	Ex	53,639	75,094
WATER SERVICE INVESTIGATOR	15	Non-Ex	27,821	37,558
WATER SYSTEMS MAINTENANCE SUPERINTENDENT	25	Ex	49,666	69,532
WATER SYSTEMS OPERATIONS SUPERINTENDENT	25	Ex	49,666	69,532
WATER/WASTEWATER MANAGER	28	Ex	62,564	87,897
WELL MAINTENANCE TECHNICIAN	19	Non-Ex	33,816	45,652

EXPENDITURE CATEGORIES

Personnel Services	Salaries and fringe benefits.
Professional Services	Professional/contractual services, i.e., architectural, engineering, consulting, etc.
Operating Supplies	Office, maintenance and janitorial supplies, etc.
Repairs and Maintenance	Related to buildings, vehicles and equipment.
Communication and Transportation	Telephone, postage and travel.
Insurance and Taxes	Fire and public liability insurance, miscellaneous taxes and insurance.
Rents and Utilities	Rental of office space, equipment, motor vehicles and all utilities.
Other Charges and Services	Subscriptions, memberships, education and training and other miscellaneous charges.
Contingency/Reserves	Departmental contingency/reserves to be used as needed.
Land and Improvements	Land acquisition and improvements.
Buildings and Improvements	Construction, acquisition or other building additions or improvements.
Machinery and Equipment	Vehicles, computers, other large machinery and equipment.
Office Furniture and Equipment	Desks, copiers, etc.
Street Improvements	Asphaltic pavement, sidewalks, landscaping, traffic signals and other street improvements.
Park Improvements	Park site improvements, recreational equipment.
Water System Improvements	Meters and fittings, new and replacement mains, other water system improvements.
Wastewater System Improvements	New and replacement mains, lift stations, other wastewater system improvements.
Airport Improvements	Taxiway, control tower, hangers, etc.
Capital Replacement	Amount budgeted in each cost center to make annual payment for capital items purchased out of Capital Replacement Fund.

GLOSSARY OF TERMS

The City of Chandler Annual Budget is structured to be understandable and meaningful to both the general public and organizational users. This glossary is provided to assist those who are unfamiliar with terms used in this book.

ACCOUNT - Financial reporting unit for budget, management or accounting purposes.

ACCRUAL BASIS - The basis whereby transaction and events are recognized when they occur, regardless of when cash is received or paid.

ADOPTED - Adopted, as used in fund summaries and department and division summaries within the budget document, represents the budget as approved by formal action of the City Council which sets the spending limits for the fiscal year.

ALLOCATION - A component of an appropriation that is earmarked for expenditure by specific organization units and/or for special purposes, activities, or objects.

AMORTIZATION - Payment of a debt by regular intervals over a specific period of time.

APPROPRIATION - A legal authorization granted by City Council which permits the City to make expenditures of resources and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

ASSESSED VALUATION - A value that is established for real and personal property for use as a basis for levying property taxes. Property values are established by the County Assessor and the State as a basis for levying taxes.

ASSET - Resources owned, held or used for more than one fiscal year by the City having monetary value in excess of \$5,000. Examples are land, buildings, machinery and furniture.

AVAILABLE FUND BALANCE - Funds remaining from the prior year which are available for appropriation and expenditure in the current year.

BASE ADJUSTMENT FACTOR (BAF) - An annual adjustment to base budgets for population growth and inflation. If projected revenues are not sufficient to cover growth and inflation factors, a deflator is administered.

BASE BUDGET - The on-going expense for personnel, operating services and the replacement of supplies and equipment required to maintain service levels.

BONDS - A written instrument to pay a specified sum of money (the face value or principal amount) on a specified date (the maturity date) at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond resolution or ordinance.

GENERAL OBLIGATION (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 City. Limitations for bonding capacity are set by State statute. General obligation bonds for streets, public buildings, fire, and airport are limited to 6% of the City's assessed valuation. General obligation bonds for open space and utility operations, such as water and wastewater, are limited to 20% of the City's assessed value.

HIGHWAY USERS REVENUE BONDS - This type of revenue bond is used solely for street and highway improvements. 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. These bonds require voter authorization.

MUNICIPAL PROPERTY CORPORATION BONDS - This is a source of funding previously used to build current municipal facilities. Pledged against these bonds are the excise taxes of our community which include City sales tax, franchise tax revenue, State shared sales tax, revenue sharing, and lieu taxes.

REVENUE BONDS - Revenue Bonds are bonds payable from a specific source of revenue and do not pledge the full faith and credit of the issuer. Revenue bonds are payable from identified sources of revenue 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.

Schedules and Terms

BUDGET - A financial plan proposed for raising and spending money for specified programs, functions, activities, or objectives during a fiscal year. A detailed annual operating plan expressed in terms of estimated revenues and expenses, stated in financial terms, for conducting programs and related services. This official public document reflects decisions, assesses service needs, establishes the allocation of resources and is the monetary plan for achieving goals and objectives.

BUDGET CALENDAR - The schedule of key dates or milestones which the City follows in the preparation, adoption, and administration of the budget.

BUDGET MESSAGE - The opening section of the budget, which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the coming fiscal year.

CAPITAL BUDGET - The capital budget is comprised of three categories: 1) major capital projects which add to the City's infrastructure, are usually financed on a long term basis, and have budgets exceeding \$50,000; 2) operating capital purchases with items that cost more than \$5,000 and have a useful life of more than one year; and 3) Capital and Computer Replacement Funds.

CAPITAL IMPROVEMENT PROGRAM - The Capital Improvement Program (CIP) is a comprehensive plan of capital investment projects which identifies priorities as to need, method of financing, and 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 REPLACEMENT FUND - Fund that allows purchase of operating capital items on a long-term basis through budgeted annual payments and transfers during the fiscal year.

CERTIFICATES OF PARTICIPATION - Funding mechanism similar to bonds utilized for the purchase of capital items.

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 - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted. The City Council must approve all contingency expenditures.

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.

COST CENTER - A division within a City department that has discretely established budgets.

DEBT SERVICE - The long-term payment of principal and interest on borrowed funds such as bonds.

DECISION PACKAGES (GAP) - A tool used to determine what current service levels are and what a department will need to improve current service levels based upon the resources available.

DEPARTMENT - A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

DIVISION - A cost center within a department.

DIVISION GOAL - The underlying reason(s) for a department/division to exist and/or the service provided.

ENCROACHMENT PERMITS - Inspection and administration fees collected at the time of permit issuance. Under the Encroachment Permit system, permits are divided into separate classes based upon the type of work performed: Minor Encroachment, Sidewalk Furniture, Landscape Maintenance, Telecommunications and telecommunications related facilities, Fiber Optic, Cable/Internet, Utilities, and other offsite work.

ENCUMBRANCE - The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

EXECUTIVE COMMITTEE - Committee made up of City Manager, Department Heads and Directors.



Schedules and Terms

EXPENDITURE - Actual outlay of funds for obtaining assets or goods and services regardless of when the expense is actually paid.

EXPENDITURE CONTROL BUDGETING (ECB) - A system of budgeting which uses a "base" budget (the previous fiscal year) on a lump sum, bottom line basis, less personnel costs, to determine the ensuing fiscal year's appropriation. Any funds not expended in a given year are carried forward to the next year.

EXPENDITURE LIMITATION - An amendment to the Arizona State Constitution, which limits annual expenditures of all municipalities. The limit is set by the Arizona Economic Estimates Commission based on population growth and inflation. All municipalities have the option of Home Rule where the voters approve a four-year expenditure limit based on revenues received. Chandler citizens approved the Home Rule Option March 12, 2002, for the next four consecutive years.

FIDUCIARY FUND TYPES - Funds used to report assets held in a trustee or agency capacity such as Trust, Pension Trust and Agency funds.

FISCAL YEAR - The time period designated by the City signifying the beginning and end of the financial reporting period. The City has established a July 1 to June 30 fiscal year.

FULL TIME EQUIVALENT (FTE) - Full-time position based on 2,080 hours per year, or a full value of one for a full-time position.

FUNCTION - Activity which is performed by one or more organizational units, for the purpose of accomplishing a goal. The City is divided into three major functions: (1) General Government, (2) Public Safety, and (3) Public Works and Municipal Utilities.

FUND - An accounting entity that has a set of self-balancing accounts and records all financial transaction for specific activities or government functions.

FUND BALANCE - Represents the net difference between total financial resources and total appropriated uses. The beginning fund balance represents the residual funds brought forward from the previous year (ending balance), when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures.

GAP PACKAGE - A decision package explaining shortfall between current and desired service levels. Departments submit "GAP Package" requests for additional on-going personnel with associated operating expenses and/or one-time equipment needs.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) - The uniform minimum standards and guidelines for financial accounting and reporting which govern the form and content of the basic financial statements of an entity. These principles encompass the conventions, rules, and procedures that define the accepted accounting practices at a particular time. They include both broad guidelines of general application and detailed practices and procedures and provide a standard by which to measure financial presentations.

GOVERNMENTAL FUND TYPES - General, Special Revenue, Debt Service, Capital Projects and permanent funds.

GRANT - A contribution by the State or Federal government or other organization to support a particular function, e.g. transportation, housing, or public safety.

IMPROVEMENT DISTRICTS - Improvement Districts are formed consisting of property owners desiring improvements to their property. Bonds are issued to finance these improvements which are repaid by assessments on affected property owners.

INDIRECT COST ALLOCATION - Funding transferred to the General Fund for central administrative services which benefit those funds.

INTERFUND CHARGES - Transfers from operating funds to internal service funds such as Self Insurance Fund, Capital and Computer Replacement Funds.

INTERFUND LOANS - Loans from operating funds to system development funds budgeted to complete projects that will be repaid to the operating funds in future years.



INTERFUND TRANSFERS - Movement of monies between funds.

MODIFIED ACCRUAL BASIS - Under the modified accrual basis of accounting, recommended for use by governmental funds, revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

NEOPHELOMETRIC TURBIDITY UNIT - A measure of water clarity. The lower the value, the more clear the water.

OBJECTIVE - A broad, measurable statement of the actual service(s) which a City program is trying to accomplish.

OPERATING BUDGET - This budget, associated with providing on-going services to citizens, includes general expenditures such as personnel services, professional services, maintenance costs and supplies.

OPERATING EXPENDITURES - The cost for personnel, materials and equipment needed for a department to function.

OPERATING REVENUE - Funds received as income to pay for on-going operations, including such items as taxes, user fees, interest earnings and grant revenues and used to pay for day-to-day services.

PARKS - There are three basic types of parks in the City:

NEIGHBORHOOD PARKS - Neighborhood parks are the backbone of the City's overall park system. The City's goal is to provide, where possible, at least one ten-acre neighborhood park per neighborhood section of 640 acres. Amenities include playgrounds, basketball courts, volleyball courts, shade armadas, area lighting, sidewalks, and landscaping to provide citizens recreational opportunities.

COMMUNITY PARKS - Community Parks serve several neighborhoods located approximately within 1-2 miles of the parks. Community Parks provide more specialized and elaborate facilities than neighborhood parks, such as lighted sports fields, group picnic pavilions, restrooms, play areas and fishing/boating.

REGIONAL PARKS - Regional parks accommodate comprehensive recreational facility needs for the community. Tumbleweed Regional Park is intended to serve the entire City. This park, when completed, will provide a tennis complex, amphitheater and festival showgrounds, botanical gardens and historical areas.

PAY-AS-YOU-GO FINANCING - A term used to describe a financial policy by which the capital program is financed from current revenues rather than through borrowing.

PERFORMANCE MEASUREMENTS - Measurable means of evaluating the effectiveness of a cost center in accomplishing its defined objectives.

PERSONNEL SERVICES - The classification of all salaries, wages and fringe benefits expenditures. Fringe benefits include FICA, retirement, medical and dental insurance, life insurance, workers compensation, tuition reimbursement.

PRIMARY ASSESSED VALUATION (LIMITED PROPERTY VALUE) - In Arizona, this is used to compute primary taxes for the maintenance and operation of school districts, cities, community college districts, counties and the state. The Limited Property Value is calculated according to a statutory formula mandated by the Arizona State Legislature and cannot exceed the Full Cash Value (also known as Secondary Assessed Valuation).

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 a primary and secondary rate.

Primary Property Tax - 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 Rate - The amount of tax stated in terms of a unit of the tax base expressed as dollar per \$100 of equalized assessed valuation.

Secondary Property Taxes - 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.

RESERVE - A portion of a fund that is restricted for a specific purpose and not available for appropriation.



RESIDENTIAL DEVELOPMENT TAX - The funding source provided from the residential development tax that may be used for neighborhood park land acquisition and development.

REVENUE - Receipts from items such as taxes, intergovernmental sources and user fees or resources from voter-authorized bonds, system development fees, and grants.

SECONDARY ASSESSED VALUATION (FULL CASH VALUE) - In Arizona, this is used to compute secondary taxes, which may consist of bonds, budget overrides, and special districts such as fire, flood control, and other limited purposed districts. Full Cash Value is a reflection of the market value of property.

STATE SHARED REVENUE - The state distributes a portion of its collected income tax and sales tax revenue to cities and towns, based on population.

SYSTEM DEVELOPMENT FEES - The funding source provided from the system development fees charged in water and wastewater that may be used for capital improvements or debt service. In the capital program, system development fees in water are used as the funding source in lieu of general obligation bonds.

USER CHARGES - Fees for direct receipt of a public service by the party who benefits from the service.

VARIANCE - A comparison on the expenditure category level between the current year's estimated year-end expenses and the proposed budget as a percent change.

ACRONYMS

ACJIS	Arizona Criminal Justice Information System
ADA	Americans with Disabilities Act
ADEQ	Arizona Department of Environmental Quality
ADOT	Arizona Department of Transportation
AIA	Airport Influence Area
AFIS	Automated Fingerprint Identification System
APP	Aquifer Protection Permits
APS	Arizona Public Service
ASR	Aquifer Storage and Recovery
APWA	American Public Works Association
AVL	Automatic Vehicle Location
AWRF	Airport Water Reclamation Facility
AZ POST	Arizona Peace Officer Standards and Training
BAF	Base Adjustment Factor
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CAP	Central Arizona Project
CAPERS	Chandler Automated Police Entry & Reporting System
CAWCD	Central Arizona Water Conservation District
CDBG	Community Development Block Grant
CIDA	Chandler Industrial Development Authority
CIP	Capital Improvement Program
CJIS	Criminal Justice Information System
CMAQ	Congestion, Mitigation and Air Quality Grants
COP	Community Oriented Policing
CSR's	Citizen/Staff Request
CUSD	Chandler Unified School District
CWTP	Chandler Water Treatment Plant
DARE	Drug Abuse Resistance Education
ECB	Expenditure Control Budgeting
EDMS	Electronic Data Management System
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FBO	Fixed Base Operator
FCDMC	Flood Control District of Maricopa County
FEMA	Federal Emergency Management Agency
FLSA	Federal Labor Standard Act
FMLA	Family and Medical Leave Act
FMS	Freeway Management System

ACRONYMS

FTE	Full Time Equivalent
GAP	Not an acronym – see glossary
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GED	General Education Diploma
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems
GOB	General Obligation Bond
GOHS	Governor's Office of Highway Safety
GPS	Global Positioning System
GPEC	Greater Phoenix Economic Council
GRIC	Gila River Indian Community
GRUSP	Granite Reef Underground Storage Project
HUD	Department of Housing and Urban Development
HURF	Highway User Revenue Fund
ICAN	Improving Chandler Area Neighborhoods
IT	Information Technology
ITS	Intelligent Transportation Systems
IVR	Interactive Voice Response
LED	Light Emitting Diode
LTAF	Local Transportation Assistance Fund
MAG	Maricopa Association of Governments
MCDOT	Maricopa County Department of Transportation
MDC	Mobile Data Computer
MGD	Million Gallons per Day
MPC	Municipal Property Corporation
NFPA	National Firefighter Protection Association
NRT	Neighborhood Response Team
NTU	Nephelometric Turbidity Unit
O&M	Operational and Maintenance
OSHA	Occupational Safety and Health Administration
PAR	Personnel Action Requests
PAVE	Preventing Abuse and Violence through Education
PPB	Parts Per Billion
PQI	Pavement Quality Index
RIAT	Runway Incursion Action Team
RPT	Regular Part Time
RWCD	Roosevelt Water Conservation District
SAU	Special Assignment Unit
SCADA	System Control and Data Acquisition
SCBA	Self-Contained Breathing Apparatus

SET Special Enforcement Team

ACRONYMS

SOV Single Occupant Vehicle

SRP Salt River Project

SRPMIC Salt River Pima Maricopa Indian Community

TEAM Teamwork for Effective Arizona Marketing

TMC Traffic Management System

TSS Total Suspended Solids

YMCA Young Men's Club of America

WPF Water Production Facility

WRF Water Reclamation Facility

WWTP Wastewater Treatment Plant

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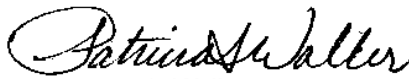
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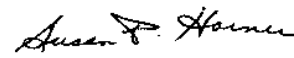
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