



Financial and Personnel Overviews

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Chandler's workforce is one of the most professional and compassionate in government today. Our dedication to service – at a low cost to you, the taxpayer – is one more reason why we continue to thrive.



CHANDLER CITY



Adopted Budget Summaries

The Chandler City Council adopted the Fiscal Year (FY) 2016-17 budget of \$971,250,607 on June 9, 2016. Chandler's budget is balanced with total resources equal to total expense appropriation within each fund, as well as in the aggregate. The following pages contain summary information including comparisons to previous fiscal years.

The adopted budget includes funding from several sources including current revenues of \$452,065,390 and the use of \$483,501,895 of fund balance from various funds. Spending appropriation includes \$794,777,750 for departmental operations and capital, \$108,159,878 for contingencies and reserves, \$59,454,061 for debt service in various funds, and equipment, technology, and vehicle replacement purchases of \$8,858,918. Refer to the Where the Money Goes – by Function detail, within this section of the document, for further breakdown of the total budget between operations and capital.

Resources

	2014-15 Actual Revenues	2015-16 Adopted Budget	2016-17 Adopted Budget	% Change Adopted to Adopted
Fund Balances	\$ -	\$ 286,071,768	\$ 483,501,895	69.0%
Sale of Bonds	1,576,650	165,035,000	-	(100.0%)
Grants	17,324,304	28,343,722	35,683,322	25.9%
Current Revenues	434,187,121	431,163,527	452,065,390	4.8%
Total Resources	\$ 453,088,075	\$ 910,614,017	\$ 971,250,607	6.7%
Encumbrance and Carryforward from Prior Years	-	(198,893,714)	(324,944,085)	
Net Adjusted Budget	\$ 453,088,075	\$ 711,720,303	\$ 646,306,522	(9.2%)

Appropriations

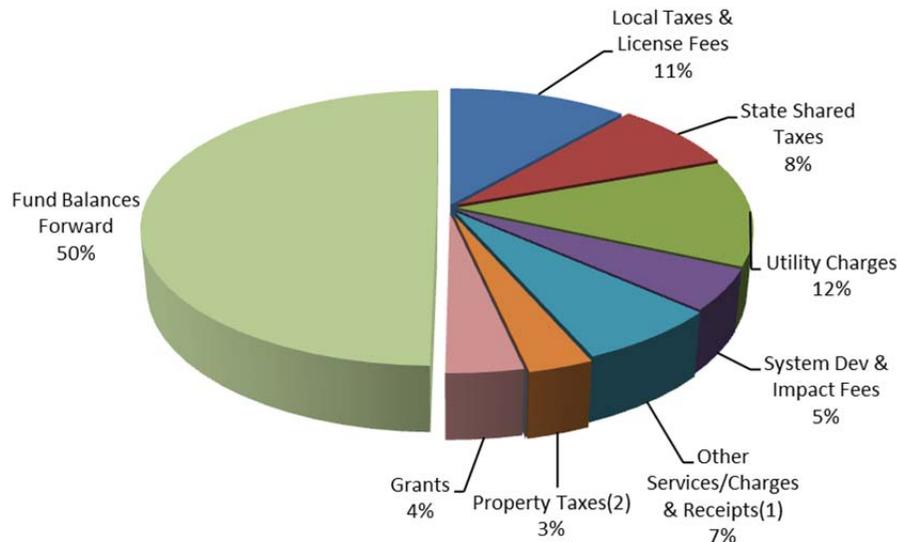
	2014-15 Actual Expenditures	2015-16 Adopted Budget	2016-17 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 117,322,503	\$ 163,653,692	\$ 187,823,511	14.8%
Public Safety	103,149,866	121,720,774	134,440,299	10.4%
Municipal Utilities ⁽¹⁾	90,002,535	330,567,326	360,677,425	9.1%
Transportation & Development	57,657,792	80,547,416	111,836,515	38.8%
Fund Contingencies & Reserves ⁽²⁾	-	133,868,146	108,159,878	(19.2%)
Debt Service	63,824,892	71,430,443	59,454,061	(16.8%)
Capital/Tech/Vehicle Replacement	6,361,282	8,826,220	8,858,918	0.4%
Total	\$ 438,318,870	\$ 910,614,017	\$ 971,250,607	6.7%
Encumbrance or Carryforward from Prior Years	-	(198,893,714)	(324,944,085)	
Net Adjusted Budget	\$ 438,318,870	\$ 711,720,303	\$ 646,306,522	(9.2%)

⁽¹⁾ Municipal Utilities Department includes funding for the utility expansions in which the City will pay for utility infrastructure costs and Intel Corporation will reimburse the City for these costs. Fiscal Year (FY) 2015-16 includes \$7,874,352 (Wastewater Fund) and FY 2016-17 includes \$2,534,358 (Wastewater Fund).

⁽²⁾ Contingency funds and reserves are one-time appropriations comprised of various funds of which the majority is restricted in their use. These funds can be used for unanticipated revenue shortfalls or unforeseen or emergency expenditures. Use of these funds requires Council approval.

Where the Money Comes From

Resources available for appropriation by the City Council are aggregated into the nine broad categories of Local Taxes & License Fees, State Shared Taxes, Utility Charges, System Development & Impact Fees, Other Services, Charges & Receipts, Property Taxes, Bond Proceeds, Grants, and Fund Balance. As required by Arizona State statute, the property tax levy at an estimated \$29,626,020 was adopted on June 23, 2016. The levy includes a Primary Tax Rate of \$0.29 and a Secondary Tax Rate of \$0.87, for a total tax rate of \$1.16 per \$100 of assessed valuation.



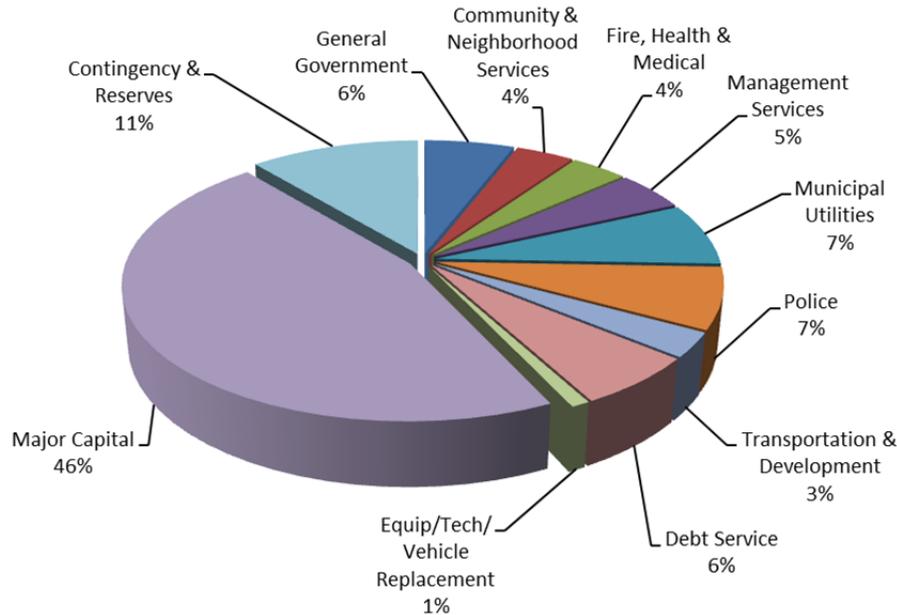
	2015-16 Adopted Budget	2016-17 Adopted Budget	% Change Adopted to Adopted
Local Taxes & License Fees	\$ 106,733,550	\$ 110,025,800	3.1%
State Shared Taxes	77,236,793	77,977,071	1.0%
Utility Charges	121,302,249	120,442,360	(0.7%)
System Dev & Impact Fees	25,638,500	47,010,700	83.4%
Other Services/Charges & Receipts ⁽¹⁾	71,832,435	66,633,439	(7.2%)
Property Taxes ⁽²⁾	28,420,000	29,976,020	5.5%
Bond Proceeds	165,035,000	-	(100.0%)
Grants	28,343,722	35,683,322	25.9%
Fund Balances Forward	286,071,768	483,501,895	69.0%
Total	\$ 910,614,017	\$ 971,250,607	6.7%

⁽¹⁾ The Other Services/Charges & Receipts category includes reimbursement revenue for a utility plant expansion in which Intel Corporation will reimburse the City for a portion of these costs. Amounts reported include reimbursement of \$9,071,921 (Wastewater Fund) in Fiscal Year (FY) 2015-16. In FY 2016-17 this same category includes \$2,534,358(Wastewater Fund), including carryforward appropriation.

⁽²⁾ FY 2015-16 Property Tax adopted amount of \$28,420,000 includes Prior Year Property Tax (Primary and Secondary) of \$350,000. FY 2016-17 Property Tax adopted amount of \$29,976,020 includes Prior Year Property Tax (Primary and Secondary) of \$350,000.

Where the Money Goes

The chart below reflects the percentage of total expenditure appropriation of \$971,250,607 by department for Fiscal Year (FY) 2016-17. The table reflects the change in the adopted expenditure appropriation percentage from FY 2015-16 to FY 2016-17.



	2015-16 Adopted Budget	2016-17 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 53,976,561	\$ 57,295,062	6.1%
Community & Neighborhood Services	36,759,329	37,447,697	1.9%
Fire, Health & Medical	36,753,139	36,290,297	(1.3%)
Management Services	41,131,677	45,582,003	10.8%
Municipal Utilities	71,458,996	71,833,055	0.5%
Police	74,608,847	71,304,115	(4.4%)
Transportation & Development	28,100,582	28,788,967	2.4%
Debt Service	71,430,443	59,454,061	(16.8%)
Equip/Tech/Vehicle Replacement	8,826,220	8,858,918	0.4%
Major Capital ⁽¹⁾	353,700,077	446,236,554	26.2%
Contingency & Reserves ⁽²⁾	133,868,146	108,159,878	(19.2%)
Total	\$ 910,614,017	\$ 971,250,607	6.7%
By Category			
Personnel & Benefits	\$ 184,443,519	\$ 191,281,633	3.7%
Operating & Maintenance	238,602,275	225,572,542	(5.5%)
Subtotal Operating	423,045,794	416,854,175	(1.5%)
Major Capital	353,700,077	446,236,554	26.2%
Contingency & Reserves	133,868,146	108,159,878	(19.2%)
Total	\$ 910,614,017	\$ 971,250,607	6.7%

⁽¹⁾ In this presentation, the Major Capital does not include \$17,789,718 of reserves appropriated for cost center 1291, Non-departmental Capital, as it is included in the Contingency & Reserves category for FY 2015-16 and \$4,589,170 for FY 2016-17.

⁽²⁾ Contingency & Reserve funds are one-time appropriations comprised of various funds of which the majority is restricted in their use. Contingency funds can be used for unanticipated revenue shortfalls and unforeseen or emergency expenditures. Use of these funds requires Council approval.

Where the Money Goes – By Function

The adopted budget, divided between operating and capital appropriations, is shown below. Departmental operating budgets total \$349,567,696, debt service expense is \$59,454,061, and equipment, technology, and vehicle replacement purchases are \$8,858,918. Contingencies and reserves tied to operating costs are \$102,020,708 for an operating total of \$519,901,383.

Capital budgets include \$139,328,539 in new appropriation for department capital projects, \$310,470,685 in capital carryforward, and \$1,550,000 in capital contingencies and reserves for a total of \$451,349,224.

Operating Budget by Function (All Funds)

	2015-16 Adopted Budget	2016-17 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 132,441,317	\$ 141,351,262	6.7%
Public Safety	111,361,986	107,594,412	(3.4%)
Municipal Utilities	71,458,996	71,833,055	0.5%
Transportation & Development	28,100,582	28,788,967	2.4%
Total Department Operating	\$ 343,362,881	\$ 349,567,696	1.8%
Equip/Tech/Vehicle Replacement	8,826,220	8,858,918	0.4%
Debt Service	71,430,443	59,454,061	(16.8%)
Contingency & Reserves	114,528,428	102,020,708	(10.9%)
Total Operating	\$ 538,147,972	\$ 519,901,383	(3.4%)

Capital Budget by Function (All Funds)

	2015-16 Adopted Budget	2016-17 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 15,718,349	\$ 25,669,621	63.3%
Public Safety	5,580,090	16,751,013	200.2%
Municipal Utilities	138,392,000	61,427,059	(55.6%)
Transportation & Development	27,664,592	35,480,846	28.3%
Total Major Capital	\$ 187,355,031	\$ 139,328,539	(25.6%)
Capital Carryforward	183,561,014	310,470,685	69.1%
Contingency & Reserves	1,550,000	1,550,000	0.0%
Total Capital	\$ 372,466,045	\$ 451,349,224	21.2%
Grand Total - Operating & Capital	\$ 910,614,017	\$ 971,250,607	6.7%



Departmental Budget Comparison Summary

The following tables provide summary and detail information on the change between the adopted budgets for Fiscal Year (FY) 2015-16 and FY 2016-17. For operating cost centers, explanations of significant highlights for the FY 2016-17 budgets are provided in detail in individual departmental sections of this document. Major capital projects information is provided at the departmental level in the Capital Budget section and in the City's Capital Improvement Program document.

	2014-15 Actual Expenditures	2015-16 Adopted Budget	2015-16 Adjusted Budget	2015-16 Estimated Expenditures	2016-17 Adopted Budget	% Change Adopted to Adopted
Mayor and Council	\$ 788,522	\$ 837,550	\$ 851,855	\$ 855,318	\$ 878,151	4.8%
Communications and Public Affairs	2,067,618	2,317,974	2,516,836	2,570,311	2,523,492	8.9%
City Clerk	781,782	617,010	638,364	616,533	826,714	34.0%
City Manager	1,291,399	1,214,156	1,228,302	1,087,144	1,217,750	0.3%
Organizational Support	48,275,069	53,618,304	58,179,406	40,049,918	60,037,544	12.0%
City Magistrate	3,850,335	4,306,286	4,371,229	4,197,552	4,447,081	3.3%
Law	5,282,265	9,141,224	9,767,095	6,524,006	9,585,278	4.9%
Community & Neighborhood Services	21,369,295	49,393,761	50,292,546	38,526,456	48,621,998	(1.6%)
Fire, Health & Medical	37,876,458	44,844,918	46,186,201	35,254,533	50,220,320	12.0%
Management Services	7,201,334	8,201,369	8,658,356	8,239,287	8,448,196	3.0%
Non-Departmental	26,414,884	34,006,058	51,777,602	28,517,595	51,237,307	50.7%
Municipal Utilities	90,002,535	330,567,326	329,764,613	95,166,056	360,677,425	9.1%
Police	65,273,408	76,875,856	78,391,194	72,614,214	84,219,979	9.6%
Transportation & Development	57,657,792	80,547,416	93,114,249	43,994,818	111,836,515	38.8%
Subtotal	\$ 368,132,696	\$ 696,489,208	\$ 735,737,848	\$ 378,213,741	\$ 794,777,750	14.1%
Fund Contingency - Operating*	\$ -	\$ 114,528,428	\$ 90,751,204	\$ -	\$ 102,020,708	(10.9%)
Fund Contingency - Capital*	-	19,339,718	2,483,606	-	6,139,170	(68.3%)
Debt Service	63,824,892	71,430,443	71,430,443	60,438,464	59,454,061	(16.8%)
Equipment Replacement	515,200	870,500	870,500	382,675	892,250	2.5%
Technology Replacement	3,392,260	3,293,561	3,876,975	3,876,975	2,492,043	(24.3%)
Vehicle Replacement	2,453,821	4,662,159	5,463,441	2,977,028	5,474,625	17.4%
Grand Total	\$ 438,318,870	\$ 910,614,017	\$ 910,614,017	\$ 445,888,883	\$ 971,250,607	6.7%

* Contingency funds and reserves are one-time appropriations comprised of various funds of which the majority is restricted in their use. Contingency funds can be used for unanticipated revenue shortfalls or unforeseen or emergency expenditures. Use of these funds requires Council approval.



Cost Center Budget Comparison

	2014-15 Actual Expenditures	2015-16 Adopted Budget	2015-16 Adjusted Budget	2015-16 Estimated Expenditures	2016-17 Adopted Budget	% Change Adopted to Adopted
General Government						
Mayor and Council	\$ 788,522	\$ 837,550	\$ 851,855	\$ 855,318	\$ 878,151	4.8%
Communications and Public Affairs						
Administration	817,974	949,847	968,466	940,459	1,158,244	21.9%
Video Production	418,793	521,146	677,581	763,740	475,866	(8.7%)
Print, Mail & Graphics	830,851	846,981	870,789	866,112	889,382	5.0%
Total Communications and Public Affairs	\$ 2,067,618	\$ 2,317,974	\$ 2,516,836	\$ 2,570,311	\$ 2,523,492	8.9%
City Clerk	\$ 781,782	\$ 617,010	\$ 638,364	\$ 616,533	\$ 826,714	34.0%
City Manager Administration	\$ 1,291,399	\$ 1,214,156	\$ 1,228,302	\$ 1,087,144	\$ 1,217,750	0.3%
Organizational Support						
Innovations ⁽¹⁾	\$ -	\$ 1,456,930	\$ 1,581,930	\$ 1,581,569	\$ -	(100.0%)
Airport ⁽²⁾	-	1,041,984	1,071,908	1,072,476	1,058,218	1.6%
Airport Capital	-	7,544,042	9,406,025	848,083	8,848,127	17.3%
Buildings and Facilities	6,733,710	6,883,914	7,440,944	7,444,900	7,253,743	5.4%
Buildings and Facilities Capital	1,991,732	3,455,256	3,646,898	1,394,834	4,224,564	22.3%
Cultural Affairs Administration ⁽³⁾	-	499,813	511,158	491,564	524,789	5.0%
Center for the Arts	1,517,954	1,486,742	1,533,971	1,548,768	1,549,738	4.2%
Library	6,176,568	6,593,516	6,874,838	6,231,603	6,660,078	1.0%
Cultural Affairs Capital	204,949	531,400	551,951	64,427	1,445,139	171.9%
Museum	506,415	456,272	467,567	447,943	465,437	2.0%
Economic Development	2,140,277	877,934	922,896	920,299	907,480	3.4%
Downtown Redevelopment	402,108	400,966	434,093	432,981	414,765	3.4%
Economic Development Capital	37,780	2,567,208	2,749,450	182,242	2,567,208	0.0%
Tourism	460,802	634,762	670,643	491,031	655,512	3.3%
Innovations ⁽¹⁾	-	-	-	-	1,606,930	N/A
Airport ⁽²⁾	931,015	-	-	-	-	N/A
Airport Capital	1,023,452	-	-	-	-	N/A
Human Resources	3,204,542	3,197,002	3,569,046	3,195,864	3,409,489	6.6%
Workers Compensation Liability	2,267,111	1,718,000	1,718,000	2,300,000	2,479,500	44.3%
IT Service Delivery Mgmt & Admin	1,716,636	1,831,329	2,037,420	1,947,894	1,844,478	0.7%
IT Applications & Support	3,330,300	3,876,246	4,015,068	3,783,759	3,946,198	1.8%
IT Infrastructure & Client Support	2,682,743	2,768,099	3,043,684	3,111,587	3,193,145	15.4%
ITOC Capital	386,861	2,735,629	2,830,770	646,722	2,804,748	2.5%
ITOC Operations	53,398	158,695	171,477	135,930	152,681	(3.8%)
IT Citywide Capital	465,122	1,242,408	1,237,325	105,509	2,331,162	87.6%
Planning ⁽⁴⁾	-	1,660,157	1,692,344	1,669,933	1,694,415	2.1%
Neighborhood Resources ⁽⁵⁾	648,802	-	-	-	-	N/A
Code Enforcement	1,088,327	-	-	-	-	N/A
Housing and Redevelopment	7,739,998	-	-	-	-	N/A
Community Development	2,564,467	-	-	-	-	N/A
Total Organizational Support	\$ 48,275,069	\$ 53,618,304	\$ 58,179,406	\$ 40,049,918	\$ 60,037,544	12.0%
City Magistrate	\$ 3,850,335	\$ 4,306,286	\$ 4,371,229	\$ 4,197,552	\$ 4,447,081	3.3%
Law	\$ 3,359,164	\$ 3,495,496	\$ 3,577,506	\$ 3,537,357	\$ 3,634,983	4.0%
Liability Litigation	1,395,828	1,676,013	1,698,470	1,494,274	1,980,580	18.2%
Liability Litigation Claims	527,273	3,969,715	4,491,119	1,492,375	3,969,715	0.0%
Total Law	\$ 5,282,265	\$ 9,141,224	\$ 9,767,095	\$ 6,524,006	\$ 9,585,278	4.9%
Total General Government	\$ 62,336,990	\$ 72,052,504	\$ 77,553,087	\$ 55,900,782	\$ 79,516,010	10.4%

⁽¹⁾ Effective July 1, 2015, Innovations is established as a new cost center and is separated from the Economic Development cost center, effective July 1, 2016, Innovations transfers to Economic Development from City Manager.

⁽²⁾ Effective July 1, 2015, Airport transfers to City Manager from Economic Development.

⁽³⁾ Effective July 1, 2015, the Cultural Affairs Division is established with the transfer of the Center for the Arts, Library, Cultural Affairs Capital (former Library Capital cost center), and Museum cost centers from the dismantled Community Services Department. For presentation purposes, the prior year history is reflected under Organizational Support in this summary.

⁽⁴⁾ Effective July 1, 2015, the Planning Division transfers to City Manager from the Transportation & Development Department.

⁽⁵⁾ Effective July 1, 2015, the Neighborhood Resources Division transfers to the newly created Community & Neighborhood Services Department.



Financial & Personnel Overview

Cost Center Budget Comparison (continued)

	2014-15 Actual Expenditures	2015-16 Adopted Budget	2015-16 Adjusted Budget	2015-16 Estimated Expenditures	2016-17 Adopted Budget	% Change Adopted to Adopted
Community & Neighborhood Services⁽¹⁾						
Neighborhood Resources	\$ -	\$ 900,520	\$ 990,323	\$ 938,928	\$ 678,869	(24.6%)
Code Enforcement	-	1,277,658	1,513,698	1,328,095	1,219,237	(4.6%)
Community Services Administration	516,215	-	-	-	-	N/A
Aquatics	3,457,650	3,775,887	3,896,579	3,888,107	4,081,765	8.1%
Parks Development and Operations	7,740,775	8,326,634	8,664,048	8,660,679	8,314,033	(0.2%)
Recreation	1,133,539	1,369,811	1,434,583	1,393,217	1,362,770	(0.5%)
Sports & Fitness Facilities	2,078,012	2,358,996	2,475,105	2,372,100	2,533,440	7.4%
Nature & Recreation Facilities	1,460,444	1,685,509	1,762,069	1,720,985	1,740,835	3.3%
Parks Capital	4,982,659	12,634,432	11,582,474	3,652,187	11,174,301	(11.6%)
Housing and Redevelopment	-	12,975,452	13,332,286	10,268,552	12,941,727	(0.3%)
Community Development	-	4,088,862	4,641,381	4,303,606	4,575,021	11.9%
Total Community & Neighborhood Svcs	\$ 21,369,295	\$ 49,393,761	\$ 50,292,546	\$ 38,526,456	\$ 48,621,998	(1.6%)
Fire, Health & Medical						
Administration	\$ 3,584,302	\$ 4,664,517	\$ 4,654,223	\$ 3,793,368	\$ 4,014,125	(13.9%)
Health & Medical Services	1,405,433	1,661,882	1,728,150	1,710,441	1,737,979	4.6%
Operations	22,582,113	24,380,958	25,263,800	25,051,000	24,608,742	0.9%
Prevention and Preparedness	1,878,331	4,038,652	4,172,110	2,090,195	3,854,972	(4.5%)
Fire Capital	6,357,405	8,091,779	8,315,795	354,072	13,930,023	72.2%
Support Services	914,211	892,175	912,760	1,107,789	948,970	6.4%
Fleet Services	1,154,664	1,114,955	1,139,363	1,147,668	1,125,509	0.9%
Total Fire, Health & Medical	\$ 37,876,458	\$ 44,844,918	\$ 46,186,201	\$ 35,254,533	\$ 50,220,320	12.0%
Management Services						
Administration	\$ 604,743	\$ 562,723	\$ 638,016	\$ 637,344	\$ 580,696	3.2%
Budget	669,671	675,381	701,255	707,115	710,269	5.2%
Purchasing	581,708	647,442	661,512	658,191	686,912	6.1%
Central Supply	363,870	364,940	372,522	372,786	378,507	3.7%
Accounting	1,445,150	1,643,064	1,738,266	1,669,787	1,666,478	1.4%
Tax and License	1,702,752	2,007,109	2,063,476	1,894,990	2,124,883	5.9%
Utility Services	1,403,287	1,371,398	1,396,066	1,389,408	1,382,043	0.8%
Environmental Management	418,841	456,112	461,143	426,666	445,208	(2.4%)
Environmental Management Liabilities	11,312	473,200	626,100	483,000	473,200	0.0%
Non-Departmental Operating	24,738,391	32,930,308	33,405,187	27,297,599	37,133,807	12.8%
Non-Departmental Capital	1,676,494	1,075,750	18,372,415	1,219,996	14,103,500	1211.0%
Total Management Services	\$ 33,616,218	\$ 42,207,427	\$ 60,435,958	\$ 36,756,882	\$ 59,685,503	41.4%

⁽¹⁾ Effective July 1, 2015, the Community & Neighborhood Services Department is established with the transfer of the Community Services Administration, Aquatics, Parks Development & Operations, Recreation, Sports & Fitness Facilities, Nature & Recreation Facilities, and Parks Capital cost centers from the dismantled Community Services Department and the transfer of the Neighborhood Resources, Code Enforcement, Housing & Redevelopment, and Community Development cost centers from the former Neighborhood Resources Division. For presentation purposes, the prior year history for the former Community Services cost centers is reflected under Community & Neighborhood Services in this summary.



Financial & Personnel Overview

Cost Center Budget Comparison (continued)

	2014-15 Actual Expenditures	2015-16 Adopted Budget	2015-16 Adjusted Budget	2015-16 Estimated Expenditures	2016-17 Adopted Budget	% Change Adopted to Adopted
Municipal Utilities⁽¹⁾						
Municipal Utilities Administration	\$ 692,121	\$ 1,001,307	\$ 1,130,876	\$ 983,606	\$ 1,050,371	4.9%
Solid Waste Services	12,499,012	13,271,743	13,626,839	13,202,597	13,352,465	0.6%
Solid Waste Capital	188,839	936,105	939,278	52,892	886,386	(5.3%)
Water Distribution	4,547,333	4,919,468	5,187,013	5,122,011	5,147,013	4.6%
Water Capital	8,575,802	63,789,813	61,404,826	5,576,701	105,126,563	64.8%
Water Treatment Plant	4,296,201	5,703,579	6,147,623	5,695,143	5,696,677	(0.1%)
Environmental Resources	6,063,824	7,956,433	8,197,363	8,061,935	7,985,834	0.4%
Water Quality	1,526,129	1,657,140	1,693,446	1,546,554	1,694,932	2.3%
Water System Maintenance	5,215,477	6,341,759	6,682,857	6,368,866	6,347,912	0.1%
San Tan Vista Water Treatment Plant	1,133,393	1,282,519	1,288,450	1,250,000	1,282,519	0.0%
Meter Services	1,018,433	1,254,536	1,295,380	1,200,348	1,051,084	(16.2%)
Wastewater Collection	1,965,243	2,245,760	2,427,031	2,311,768	2,278,456	1.5%
Wastewater Capital	24,296,906	194,382,412	190,989,080	19,627,659	182,831,421	(5.9%)
Ocotillo Brine Reduction Facility	4,701,009	9,905,048	10,985,607	10,694,016	9,636,895	(2.7%)
Lone Butte Wastewater Treatment	845,146	1,406,584	1,454,100	985,652	1,408,793	0.2%
Wastewater Quality	414,808	610,412	766,874	632,165	622,723	2.0%
Airport Water Reclamation Facility	7,569,946	9,774,033	10,458,465	8,432,538	9,841,219	0.7%
Ocotillo Water Reclamation	4,452,916	4,128,675	5,089,505	3,421,605	4,436,162	7.4%
Total Municipal Utilities	\$ 90,002,535	\$ 330,567,326	\$ 329,764,613	\$ 95,166,056	\$ 360,677,425	9.1%
Police						
Administration	\$ 3,348,659	\$ 8,201,911	\$ 8,097,700	\$ 4,070,679	\$ 3,843,284	(53.1%)
Professional Standards	1,058,572	1,105,978	1,108,620	1,115,376	1,074,663	(2.8%)
Property and Evidence	415,860	420,455	421,760	406,927	424,884	1.1%
Forensic Services	2,262,144	2,647,980	2,729,658	2,244,983	2,816,308	6.4%
Field Operations	30,253,089	32,132,985	32,577,274	33,601,156	32,226,467	0.3%
Criminal Investigations	12,416,890	13,457,280	13,510,095	13,747,446	13,977,042	3.9%
Planning and Research	1,024,944	1,033,909	1,125,793	1,111,621	1,122,894	8.6%
Communications	5,059,024	4,978,473	5,081,372	5,079,617	5,134,131	3.1%
Police Technology	1,222,775	1,950,475	1,961,747	1,760,326	1,888,573	(3.2%)
Records	1,528,476	1,742,784	1,774,458	1,780,913	1,793,814	2.9%
Detention Services	2,110,384	2,589,785	2,413,533	2,228,827	2,607,567	0.7%
Community Resources & Training	4,046,928	4,346,832	4,539,688	4,551,399	4,394,488	1.1%
Police Capital	525,664	2,267,009	3,049,496	914,944	12,915,864	469.7%
Total Police	\$ 65,273,408	\$ 76,875,856	\$ 78,391,194	\$ 72,614,214	\$ 84,219,979	9.6%

⁽¹⁾ Municipal Utilities Department includes funding for the utility expansions in which the City will pay for utility infrastructure costs and Intel will reimburse the City for these costs. Fiscal Year (FY) 2015-16 includes \$7,874,352 (Wastewater Fund) and FY 2016-17 includes \$2,534,358 (Wastewater Fund).



Financial & Personnel Overview

Cost Center Budget Comparison (continued)

	2014-15 Actual Expenditures	2015-16 Adopted Budget	2015-16 Adjusted Budget	2015-16 Estimated Expenditures	2016-17 Adopted Budget	% Change Adopted to Adopted
Transportation & Development						
Administration	\$ 1,341,717	\$ 1,230,418	\$ 1,358,939	\$ 1,341,303	\$ 1,284,933	4.4%
Planning ⁽¹⁾	1,623,460	-	-	-	-	N/A
Development Services	3,357,457	3,545,493	3,638,357	3,617,076	3,527,855	(0.5%)
Engineering	1,581,750	2,027,518	2,067,055	2,045,625	2,190,895	8.1%
Capital Project Management	1,566,760	1,806,496	1,848,360	1,753,204	2,041,136	13.0%
Streets	7,806,200	9,803,672	13,262,410	12,958,410	10,089,009	2.9%
Streets Capital	31,923,131	52,446,834	61,127,765	12,635,732	83,047,548	58.3%
Traffic Engineering	6,273,970	6,666,960	6,741,936	6,675,506	6,696,969	0.5%
Transit Services	1,201,340	1,481,982	1,448,306	1,403,871	1,655,651	11.7%
Street Sweeping	982,007	1,538,043	1,621,121	1,564,091	1,302,519	(15.3%)
Total Transportation & Development	\$ 57,657,792	\$ 80,547,416	\$ 93,114,249	\$ 43,994,818	\$ 111,836,515	38.8%
Subtotal	\$ 368,132,696	\$ 696,489,208	\$ 735,737,848	\$ 378,213,741	\$ 794,777,750	14.1%
Fund Contingency - Operating	\$ -	\$ 114,528,428	\$ 90,751,204	\$ -	\$ 102,020,708	(10.9%)
Fund Contingency - Capital	-	19,339,718	2,483,606	-	6,139,170	(68.3%)
Debt Service	63,824,892	71,430,443	71,430,443	60,438,464	59,454,061	(16.8%)
Equipment Replacement	515,200	870,500	870,500	382,675	892,250	2.5%
Technology Replacement	3,392,260	3,293,561	3,876,975	3,876,975	2,492,043	(24.3%)
Vehicle Replacement	2,453,821	4,662,159	5,463,441	2,977,028	5,474,625	17.4%
Grand Total	\$ 438,318,870	\$ 910,614,017	\$ 910,614,017	\$ 445,888,883	\$ 971,250,607	6.7%

⁽¹⁾ Effective July 1, 2015, the Planning cost center transfers from the Transportation & Development Department to City Manager.

Fund Definitions and 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 governmental, proprietary, or fiduciary; different fund types are also found within each classification as discussed below and on the following chart.

Governmental Funds – Governmental funds are used to account for the City's general governmental activities, and 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 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 Police Forfeiture, Regional Transportation Sales Tax, Highway User Revenue, Local Transportation Assistance, Operating Grants, Community Development Block Grant, Public Housing Grants, and Expendable Trust Funds.

Police Forfeiture Fund – Restricted for specific law enforcement purposes only, subject to laws, rules, regulations, and orders established at state and federal levels.

Regional Transportation Sales Tax Fund – Used for construction of new freeways, widening of existing freeways and highways, improvements to the arterial street system, regional bus service and other special transportation services, and high capacity transit services such as light rail, bus rapid transit, and express buses.

Highway User Revenue Fund (HURF) – 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 Fund (LTAF) – 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.

Operating Grants – 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.

Public Housing Grants – Used to account for expenditures of the City's public 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, capital grants, general fund, and contributions for needed capital assets such as buildings, public works, and equipment (Special Revenue and Proprietary Funds are not included in this category).

Proprietary Funds – Proprietary funds are used to account for the City's organizations and activities which are similar to those often found in the private sector.

Enterprise Funds – Enterprise funds are governmental accounting funds 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 service, reclaimed water service, wastewater service, wastewater industrial treatment, solid waste service, and the operation of the airport. All are considered to be self-sufficient and are required to stand on their own, except the Airport, which receives a General Fund subsidy.

Water Funds – Used to account for the provision of water services to the residents and businesses 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.

Reclaimed Wastewater Funds – Used to account for the provision of reclaimed wastewater services to businesses, golf courses, and home owner associations 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, billing, and collection. Revenues are generated through user fees.

Wastewater Fund – Used to account for the provision of wastewater services to the residents and businesses 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 revenues to support these demands are generated through user fees.

Wastewater Industrial Treatment Fund – Used to account for the provision of wastewater industrial treatment services to Intel. 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 revenues to support these demands are generated through Intel expense reimbursement.

Solid Waste Funds – Used to account for the provision of solid waste (refuse) services to the residents and businesses of the City. 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 and businesses 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 to departments of the City, on a cost reimbursement basis or calculated rate.

Self-Insurance Funds – These funds are established to account for the cost of property and public liability claims, uninsured environmental issues, workers compensation, dental, medical, and short term disability used by the City under self-insurance programs.



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.

Special Assessment Funds – Charge made by a local government for the cost of an improvement or service. It is usually levied on those who will benefit from the service.

Permanent Fund (Pension) – This is a fund used to account for the accumulation of resources to be used for retirement annuity payments at the appropriate amounts and times in the future.



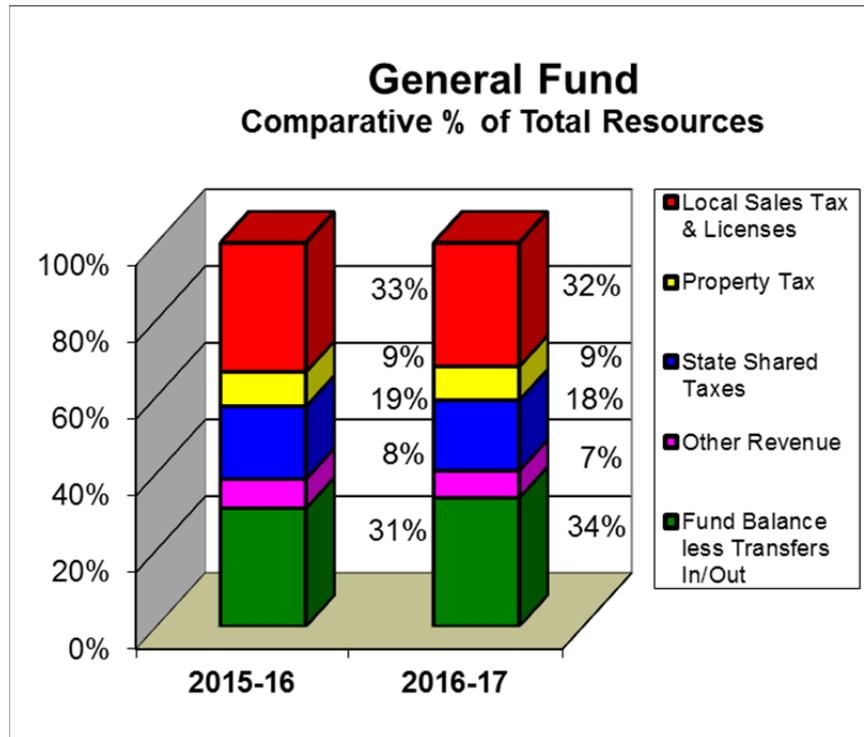
Fund Structure Summary

**FY 2016-17
Total Budget
\$971,250,607**

Governmental Funds			Proprietary Funds		Fiduciary Funds
General Operating Funds	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Special Assessment Funds
\$269,848,114	\$51,518,069	\$433,584,968	\$177,420,465	\$38,811,308	\$67,683
General \$247,212,614	Police Forfeiture \$3,021,436	General Gov't Capital Projects \$71,712,574	Water Operations \$62,250,141	Workers Compensation Self Insurance Trust \$4,427,288	Special Assessments \$67,683
General Obligation Debt Service \$22,635,500	Highway User Revenue \$18,338,910	Capital Replacement \$13,683,491	Reclaimed Water Operations \$1,700,000	Self-Insured Liability Self Insurance \$6,500,396	
	Local Transportation Assistance \$4,341,467	Capital Grants \$27,835,175	Wastewater Operations \$95,390,423	Uninsured Liability Self Insurance \$1,582,608	
	Operating Grants \$6,270,819	Municipal Arts \$50,000	Solid Waste Operations \$16,010,309	Short Term Disability Self Insurance \$510,000	
	Housing & Urban Development \$14,478,884	General Obligation Bonds \$33,637,814	Airport Operations \$2,069,592	Dental Self Insurance \$2,305,000	
	Community Development Block Grant \$2,137,918	Enterprise Bonds \$69,940,392		Medical Self Insurance Trust \$23,486,016	
	Highway User Debt Service \$2,671,438	General Gov't Impact Fees \$29,567,124			
	Expendable Trust Funds \$257,197	System Development Fees \$186,219,318			
		Airport Capital Loan \$929,500			
		In-House Capital \$9,580			

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 the total General Fund revenues for Fiscal Year (FY) 2015-16 and FY 2016-17. The table provides information on percentage increase or decrease from the prior adopted budget. The General Fund revenue budget includes allocations in the General Fund, General Obligation Debt Service Fund, and the General Government Capital Projects Fund.



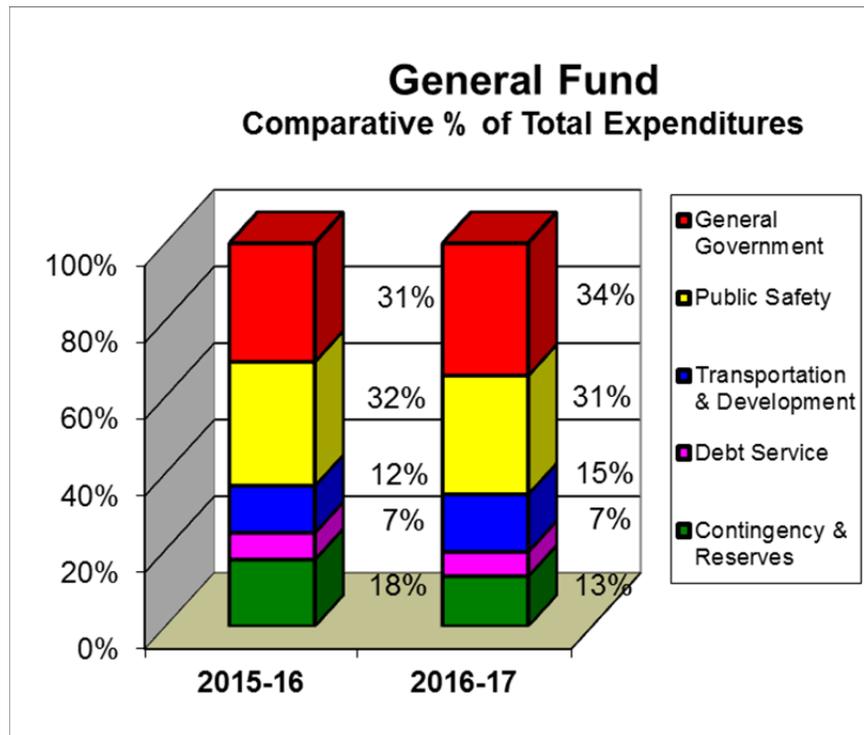
	2015-16 Adopted Budget	2016-17 Adopted Budget	% Change Adopted to Adopted
Local Sales Tax & Licenses	\$ 106,722,750	\$ 110,015,000	3.1%
Property Tax ⁽¹⁾	28,420,000	29,976,020	5.5%
State Shared Taxes	60,260,300	62,907,000	4.4%
Other Revenues	24,016,699	23,940,157	(0.3%)
Fund Balance less Transfer In/Out	97,892,875	114,722,511	17.2%
Total General Fund⁽²⁾	\$ 317,312,624	\$ 341,560,688	7.6%

⁽¹⁾ FY 2015-16 Property Tax adopted amount of \$28,420,000 includes Prior Year Property Tax (Primary and Secondary) of \$350,000. FY 2016-17 Property Tax adopted amount of \$29,976,020 includes Prior Year Property Tax (Primary and Secondary) of \$350,000.

⁽²⁾ FY 2015-16 includes General Funds of \$244,595,922 GO Debt Service Funds of \$22,140,176, and General Government Capital Project Funds of \$50,576,526; FY 2016-17 includes General Funds of \$247,212,614, GO Debt Service Funds of \$22,635,500, and General Government Capital Project Funds of \$71,712,574.

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 the total General Fund expenditures for Fiscal Year (FY) 2015-16 and FY 2016-17. The table provides information on percentage increase or decrease from the prior adopted budget. The General Fund Expenditure budget includes allocations in the General Fund, General Obligation Debt Service Fund, and the General Government Capital Projects Fund.



	2015-16 Adopted Budget	2016-17 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 98,118,215	\$ 117,903,993	20.2%
Public Safety	102,790,716	105,941,163	3.1%
Transportation & Development	38,916,806	51,306,862	31.8%
Debt Service	22,140,176	21,740,608	(1.8%)
Contingency & Reserves ⁽¹⁾	55,346,711	44,668,062	(19.3%)
Total General Fund⁽²⁾	\$ 317,312,624	\$ 341,560,688	7.6%
Personnel & Benefits	\$ 155,756,596	\$ 160,758,972	3.2%
Operating & Maintenance	65,922,655	67,733,841	2.7%
Major Capital	40,286,662	68,399,813	69.8%
Contingency & Reserves ⁽¹⁾	55,346,711	44,668,062	(19.3%)
Total General Fund⁽²⁾	\$ 317,312,624	\$ 341,560,688	7.6%

⁽¹⁾ Contingency funds and reserves are one-time appropriations comprised of various funds, of which the majority is restricted in their use. Contingency funds can be used for unanticipated revenue shortfalls or unforeseen or emergency expenditures. Use of these funds requires Council approval.

⁽²⁾ FY 2015-16 includes General Funds of \$244,595,922 GO Debt Service Funds of \$22,140,176, and General Government Capital Project Funds of \$50,576,526; FY 2016-17 includes General Funds of \$247,535,614, GO Debt Service Funds of \$22,635,500, and General Government Capital Project Funds of \$71,389,574.



General Fund Expenditure by Function

The adopted General Fund budget, divided between operating and capital, is shown below. The Fiscal Year (FY) 2016-17 budget reflects a 3.6% increase in the General Fund Operating budget, primarily due to significant increases in the General Government and Transportation & Development areas.

The FY 2016-17 General Fund Capital budget reflects a 25% increase, primarily due to a significant increase in building maintenance projects and a higher level of capital carryforward. The combined operating and capital General Fund change over the prior fiscal year is 7.6%.

Operating Budget by Function

	2015-16 Adopted Budget	2016-17 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 81,489,281	\$ 86,683,826	6.4%
Public Safety	100,047,655	101,280,001	1.2%
Transportation & Development	18,002,139	18,788,378	4.4%
Total Department Operating	\$ 199,539,075	\$ 206,752,205	3.6%
Debt Service	22,140,176	21,740,608	(1.8%)
Contingency & Reserves	36,006,993	38,528,892	7.0%
Total Operating	\$ 257,686,244	\$ 267,021,705	3.6%

Capital Budget by Function

	2015-16 Adopted Budget	2016-17 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 7,693,549	\$ 19,477,460	153.2%
Public Safety	800,090	2,497,012	212.1%
Transportation & Development	18,362,857	14,139,028	(23.0%)
Total Major Capital	\$ 26,856,496	\$ 36,113,500	34.5%
Capital Carryforward	31,219,884	36,875,483	18.1%
Contingency & Reserves	1,550,000	1,550,000	0.0%
Total Major Capital Budget	\$ 59,626,380	\$ 74,538,983	25.0%
Grand Total⁽¹⁾	\$ 317,312,624	\$ 341,560,688	7.6%

⁽¹⁾ FY 2015-16 includes General Funds of \$244,595,922, GO Debt Service Funds of \$22,140,176, and General Government Capital Project Funds of \$50,576,526. FY 2016-17 includes General Funds of \$247,535,614, GO Debt Service Funds of \$22,635,500, and General Government Capital Project Funds of \$71,389,574.



Special Revenue Funds Revenues and Expenditures

Special Revenue Funds include Police Forfeiture Fund, Regional Transportation Sales Tax Fund, Highway User Revenue Fund (HURF), Highway User Revenue Debt Service Fund, Local Transportation Assistance Fund (LTAF), Operating Grant Fund, Home Program Grant, Community Development Block Grant (CDBG), Public Housing Authority Grants (PHA), Capital Fund Program, Proceeds Reinvestment Program, Museum Trust Fund, Parks and Recreation Trust Fund, and Library Trust Fund revenues. These revenues can only be used for specific purposes as dictated by Arizona State Statute. The Special Revenue Fund revenue and expenditure categories are presented in the tables below. The tables provide information on the percentage of increase or decrease from the prior fiscal year adopted budget.

	Revenues		
	2015-16 Adopted Budget	2016-17 Adopted Budget	% Change Adopted to Adopted
Police Forfeiture	\$ 6,000,000	\$ 2,315,000	(61.4%)
Regional Transportation Sales Tax	2,279,800	377,250	(83.5%)
Highway User Revenue	14,000,000	14,000,000	0.0%
Local Transportation Assistance	696,693	692,821	(0.6%)
Operating Grants	5,154,611	5,228,915	1.4%
HOME Program Grant	1,040,000	1,032,377	(0.7%)
Community Development Block Grant	1,900,000	2,002,824	5.4%
PHA Family Sites Grant	1,358,000	1,420,803	4.6%
PHA Elderly & Scattered Grant	925,000	1,050,403	13.6%
PHA Management Grant	406,000	500,930	23.4%
PHA Family Self Sufficiency Grant	-	142,872	N/A
PHA Section 8 Vouchers Grant	5,610,000	5,414,934	(3.5%)
PHA Capital Program Grant	800,000	850,000	6.3%
Proceeds Reinvestment Grant	95,000	27,500	(71.1%)
PHA Grant Contingency	3,000,000	3,000,000	0.0%
Other Revenues	615,263	708,070	15.1%
Fund Balance less Transfers In/Out	10,242,727	12,753,370	24.5%
Total Special Revenue Funds	\$ 54,123,094	\$ 51,518,069	(4.8%)

	Expenditures		
	2015-16 Adopted Budget	2016-17 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 17,386,140	\$ 17,117,987	(1.5%)
Municipal Utilities	100,000	100,000	0.0%
Non-Departmental	203,000	172,487	(15.0%)
Public Safety	11,314,331	7,810,847	(31.0%)
Transportation & Development	13,744,642	16,781,310	22.1%
Contingency & Reserves	7,629,331	6,864,000	(10.0%)
Debt Service	3,745,650	2,671,438	(28.7%)
Total Special Revenue Funds	\$ 54,123,094	\$ 51,518,069	(4.8%)
Personnel & Benefits	\$ 7,093,697	\$ 8,549,081	20.5%
Operating & Maintenance	35,753,867	27,577,831	(22.9%)
Contingency & Reserves	7,629,331	6,864,000	(10.0%)
Capital - Major	3,646,199	8,527,157	133.9%
Total Special Revenue Funds	\$ 54,123,094	\$ 51,518,069	(4.8%)



Enterprise Operational Funds Revenues and Expenses

Enterprise Operational Funds include the Water Operating Fund (Fund 605), Reclaimed Water Operating Fund (612), Wastewater Operating Fund (Fund 615), Wastewater Industrial Process Treatment (Fund 616), Solid Waste Operating Fund (Fund 625), and Airport Operating Fund (Fund 635). Enterprise funds are a type of fund in which the services provided are financed and operated similarly to a private business, where the costs of providing goods or services is financed through user fees and is self-sustaining in most cases. The Enterprise Operational Fund revenue and expense categories are presented in the table below. The table provides information on the percentage increase or decrease from the prior fiscal year adopted budget.

Revenues			
	2015-16 Adopted Budget	2016-17 Adopted Budget	% Change Adopted to Adopted
Water Services	\$ 50,250,000	\$ 48,500,000	(3.5%)
Reclaimed Water Services	-	1,700,000	N/A
Wastewater Services	42,129,830	40,500,000	(3.9%)
WW Industrial Process Treatment	12,259,559	12,488,672	1.9%
Solid Waste Services	14,522,190	14,603,586	0.6%
Airport Services	1,063,023	1,051,195	(1.1%)
Other Revenues ⁽¹⁾	11,562,461	6,037,774	(47.8%)
Fund Balance less Transfers In/Out	58,259,894	52,539,238	(9.8%)
Total Enterprise Operational Funds	\$ 190,046,957	\$ 177,420,465	(6.6%)

Expenses			
	2015-16 Adopted Budget	2016-17 Adopted Budget	% Change Adopted to Adopted
Water ⁽¹⁾	\$ 67,598,588	\$ 62,250,141	(7.9%)
Reclaimed Water	-	1,700,000	N/A
Wastewater ⁽¹⁾	92,315,717	83,328,005	(9.7%)
WW Industrial Process Treatment	12,135,048	12,062,418	(0.6%)
Solid Waste	16,109,423	16,010,309	(0.6%)
Airport	1,888,181	2,069,592	9.6%
Total Enterprise Operational Funds	\$ 190,046,957	\$ 177,420,465	(6.6%)
Personnel & Benefits	\$ 18,509,819	\$ 19,192,096	3.7%
Operating & Maintenance	99,783,724	87,401,746	(12.4%)
Contingency & Reserves	28,308,800	27,875,598	(1.5%)
Capital - Major	43,444,614	42,951,025	(1.1%)
Total Enterprise Operational Funds	\$ 190,046,957	\$ 177,420,465	(6.6%)

⁽¹⁾ Municipal Utilities includes funding for the Intel Plant Expansion in which the City will pay for the utility infrastructure costs and Intel will reimburse the City for these costs. FY 2015-16 includes \$9,071,921 and FY 2016-17 includes \$2,534,358 in the Wastewater Fund.



Major Fund Summaries

The following tables provide summarized revenue and expenditure totals for the major funds.

General Fund (101)

Category	FY 2016-17		FY 2016-17	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Property Tax	\$ 7,556,520	City Clerk	\$ 826,714	
Franchise Fee	3,275,000	City Mgr & Organizational Support	33,113,953	
Transaction Privilege Tax	105,336,000	CAPA	2,523,492	
Other Licenses	1,404,000	Community & Neighborhood Services	21,249,451	
State Shared Revenues	62,907,000	Fire, Health & Medical	33,844,034	
Charges for Services	15,405,357	Law	3,614,983	
Miscellaneous Receipts	4,627,900	Magistrate	4,417,406	
Court Fines	3,240,900	Mayor & Council	878,151	
Fund Balance	111,655,410	Management Services	7,375,173	
Subtotal Resources	\$ 315,408,087	Non-Departmental ⁽²⁾	52,118,412	
Net Transfers In/Out ⁽¹⁾	(68,195,473)	Police	67,435,967	
		Transportation & Development	18,788,378	
		Major Capital	1,026,500	
Total Resources	\$ 247,212,614	Total Expenditures	\$ 247,212,614	

General Fund Debt Service Fund (310)

Category	FY 2016-17		FY 2016-17	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Property Tax	\$ 22,419,500	Debt Services	\$ 21,740,608	
Miscellaneous Receipts	216,000	Non-Departmental ⁽²⁾	894,892	
Total Resources	\$ 22,635,500	Total Expenditures	\$ 22,635,500	

General Government Capital Projects Fund (401)

Category	FY 2016-17		FY 2016-17	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Miscellaneous Receipts	\$ 450,000	City Mgr & Organizational Support	\$ 12,239,510	
Subtotal Resources	\$ 450,000	Community & Neighborhood Services	5,903,657	
Net Transfers In/Out ⁽¹⁾	\$ 71,262,574	Fire, Health & Medical	2,280,454	
		Police	2,380,708	
		Non-Departmental ⁽²⁾	16,389,761	
		Transportation & Development	32,518,484	
Total Resources	\$ 71,712,574	Total Expenditures	\$ 71,712,574	

Highway User Revenue Fund (HURF) (215)

Category	FY 2016-17		FY 2016-17	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Highway User Tax	\$ 14,000,000	Streets	\$ 4,499,751	
Interest Income	143,000	Streets Capital	5,648,684	
Fund Balance	6,892,201	Traffic Engineering	4,301,608	
Subtotal Resources	\$ 21,035,201	Non-Departmental ⁽²⁾	3,888,867	
Net Transfers In/Out ⁽¹⁾	(2,696,291)			
Total Resources	\$ 18,338,910	Total Expenditures	\$ 18,338,910	

⁽¹⁾ Transfers in/out include indirect costs, potential loans, or loan paybacks; see Schedule D of the State Auditor General forms, located in the Schedules & Terms section, for details.

⁽²⁾ Includes Contingency & Reserves.



Major Fund Summaries (continued)

Highway User Revenue Debt Service Fund (320)

Category	FY 2016-17		FY 2016-17	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Net Transfers In/Out ⁽¹⁾	2,671,438	Debt Services	2,671,438	
Total Resources	\$ 2,671,438	Total Expenditures	\$ 2,671,438	

Local Transportation Assistance Fund (LTAF) (216)

Category	FY 2016-17		FY 2016-17	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Lottery Entitlements	\$ 692,821	Streets Capital	\$ 1,382,037	
Bus Shelter/Service	118,960	Transit Services	949,230	
Interest Income	42,000	Non-Departmental ⁽²⁾	2,010,200	
Fund Balance	3,489,211			
Subtotal Resources	\$ 4,342,992			
Net Transfers In/Out ⁽¹⁾	(1,525)			
Total Resources	\$ 4,341,467	Total Expenditures	\$ 4,341,467	

Grant Funds (217 thru 240)

Category	FY 2016-17		FY 2016-17	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Operating Grants	\$ 5,228,915	City Mgr & Organizational Support	\$ 761,880	
Home Program	1,032,377	CAPA	-	
Community Dev Block Grant	2,002,824	Community & Neighborhood Services	16,049,235	
Public Housing Authority (PHA)	3,191,008	Fire, Health & Medical	2,446,263	
Housing Authority Section 8	5,429,934	Law	20,000	
Capital Fund Program	850,000	Magistrate	29,675	
Proceeds Reinvestment Projects	48,500	Municipal Utilities	100,000	
PHA Grant Contingency	3,000,000	Non-Departmental ⁽²⁾	927,420	
Interest	72,000	Police	2,553,148	
Fund Balance	1,747,063	Transportation & Development	-	
Subtotal Resources	\$ 22,602,621			
Net Transfers In/Out ⁽¹⁾	285,000			
Total Resources	\$ 22,887,621	Total Expenditures	\$ 22,887,621	

Capital Grant Fund (417)

Category	FY 2016-17		FY 2016-17	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Grants	\$ 14,899,764	City Mgr & Organizational Support	\$ 7,029,970	
Fund Balance	12,935,411	Community & Neighborhood Services	1,708,576	
		Transportation & Development	19,096,629	
Total Resources	\$ 27,835,175	Total Expenditures	\$ 27,835,175	

⁽¹⁾ Transfers in/out include indirect costs, potential loans, or loan paybacks; see Schedule D, located in the Schedules & Terms section, for details.

⁽²⁾ Includes Contingency & Reserves.



Major Fund Summaries (continued)

Water Operating (605)

Category	FY 2016-17		FY 2016-17	
	Revenue Budget	Dept/Cost Center	Expense Budget	
Water Sales	\$ 48,500,000	Administration	\$ 715,104	
Meter Installation Fees	403,300	Water Distribution	5,147,013	
Connect Fees	350,000	Water Capital	8,605,760	
Other Charges	305,000	Water Treatment Plant	5,696,677	
Miscellaneous Receipts	43,500	Environmental Resources	7,955,834	
Interest	513,000	Water Quality	1,608,239	
Fund Balance	15,511,787	Water Production Facility	6,347,912	
Subtotal Resources \$	65,626,587	San Tan Vista Water Facility	1,282,519	
Net Transfers In/Out ⁽¹⁾	(3,376,446)	Meter Services	1,051,084	
		ITOC Capital	21,644	
		Non-Departmental ⁽²⁾	7,437,246	
		Debt Services	16,381,109	
Total Resources \$	62,250,141	Total Expenses \$	62,250,141	

Reclaimed Water Operating (612)

Category	FY 2016-17		FY 2016-17	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Reclaimed Water Sales	\$ 1,700,000	Water Quality	\$ 86,693	
Fund Balance	-	Wastewater Quality	49,694	
		Airport WW Reclamation Plant	1,323,415	
		Non-Departmental ⁽²⁾	240,198	
Total Resources \$	1,700,000	Total Expenditures \$	1,700,000	

Wastewater Operating (615)

Category	FY 2016-17		FY 2016-17	
	Revenue Budget	Dept/Cost Center	Expense Budget	
Sewer Sales	\$ 40,500,000	Administration	\$ 335,267	
Service Charges	206,720	Wastewater Collection	2,278,456	
Other Charges	425,000	Wastewater Capital	31,997,608	
Miscellaneous Receipts	2,791,358	Wastewater Treatment	1,408,793	
Interest	178,000	Wastewater Quality	573,029	
Fund Balance	41,671,709	Airport WW Reclamation Plant	8,517,804	
Subtotal Resources \$	85,772,787	Ocotillo WW Reclamation Plant	4,436,162	
Net Transfers In/Out ⁽¹⁾	(2,444,782)	ITOC Capital	620	
		Non-Departmental ⁽²⁾	17,136,408	
		Debt Services	16,643,858	
Total Resources \$	83,328,005	Total Expenses \$	83,328,005	

Wastewater Industrial Process Treatment (616)

Category	FY 2016-17		FY 2016-17	
	Revenue Budget	Dept/Cost Center	Expense Budget	
Industrial Surcharge Fees	\$ 12,488,672	Wastewater Capital	\$ 500,000	
Interest	10,000	Ocotillo Brine Reduction Facility	9,636,895	
Fund Balance	9,243	Non-Departmental ⁽²⁾	1,925,523	
Subtotal Resources \$	12,507,915			
Net Transfers In/Out ⁽¹⁾	(445,497)			
Total Resources \$	12,062,418	Total Expenses \$	12,062,418	

⁽¹⁾ Transfers in/out include indirect costs, potential loans, or loan paybacks; see Schedule D, located in the Schedules & Terms section, for details.

⁽²⁾ Includes Contingency & Reserves.



Major Fund Summaries (continued)

Solid Waste Operating (625)

Category	FY 2016-17		Dept/Cost Center	FY 2016-17	
	Revenue Budget			Expense Budget	
Refuse Charges	\$	13,869,500	Solid Waste Services	\$	13,282,465
Dumping Fees		123,400	Solid Waste Capital		886,386
Admin Charges		39,744	ITOC Capital		6,998
Other Revenues		1,212,038	Non-Departmental ⁽²⁾		1,834,460
Interest		148,000			
Fund Balance		1,621,494			
Subtotal Resources	\$	17,014,176			
Net Transfers In/Out ⁽¹⁾		(1,003,867)			
Total Resources	\$	16,010,309	Total Expenses	\$	16,010,309

Airport Operating (635)

Category	FY 2016-17		Dept/Cost Center	FY 2016-17	
	Revenue Budget			Expense Budget	
Tie Down Fees	\$	500,002	Airport Services	\$	1,058,218
Sale of Gas/Oil		303,080	Airport Capital		932,009
Airport Leases		254,563	Non-Departmental ⁽²⁾		52,802
Other Revenues		16,350	Debt Services		26,563
Subtotal Resources	\$	1,073,995			
Net Transfers In/Out ⁽¹⁾		995,597			
Total Resources	\$	2,069,592	Total Expenses	\$	2,069,592

⁽¹⁾ Transfers in/out include indirect costs, potential loans, or loan paybacks; see Schedule D, located in the Schedules & Terms section, for details.

⁽²⁾ Includes Contingency & Reserves.

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Summary of Revenues, Expenditures, and Changes in Fund Balance

The Estimated Beginning Fund Balance line for the category of funds listed below represents the residual funds brought forward from the previous year. Estimated Beginning Fund Balance represents the net financial resources that are available for appropriation. Only a portion of this residual Fund Balance is typically appropriated each year to cover the delta between revenues and expenditures. The remaining portion remains in the Fund Balance, designated for future uses. Estimated Ending Fund Balances in the summary below are typically used as contingency the next year, 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.

Summary (In Thousands)

	General Funds ⁽¹⁾			Special Revenue Funds			Internal Service Funds		
	2014-15 Actual	2015-16 Actual*	2016-17 Adopted	2014-15 Actual	2015-16 Actual*	2016-17 Adopted	2014-15 Actual	2015-16 Actual*	2016-17 Adopted
Budgeted Fund Balance			\$ 111,655			\$ 12,888			\$ 8,883
Designated Reserve			\$ 64,774			\$ 8,303			\$ 30,120
Estimated Beginning Fund Balance	\$ 175,085	\$ 181,411	\$ 176,430	\$ 19,937	\$ 21,643	\$ 21,191	\$ 38,760	\$ 39,900	\$ 39,002
Revenues:									
Property Taxes	28,745	28,420	29,976	-	-	-	-	-	-
Local Taxes/Licenses	110,721	110,610	110,015	-	-	-	-	-	-
State-Shared Taxes	59,237	60,260	62,907	10,815	4,259	1,070	-	-	-
Charges for Service	16,452	16,584	15,405	-	-	-	-	-	-
Enterprise Sales	-	-	-	-	-	-	-	-	-
System Development Fees	-	-	-	-	-	-	-	-	-
Bond Revenue	942	-	-	-	-	-	-	-	-
Miscellaneous	8,557	8,363	8,085	1,262	499	2,710	27,032	27,064	28,947
Intergovernmental	-	-	-	25,684	30,592	34,784	-	-	-
Expendable Trust Fund	-	-	-	154	141	201	-	-	-
Interfund Transfers In/Out	(14,183)	(3,435)	(68,195)	(9,854)	(3,558)	(135)	935	982	982
Total Revenues	\$ 210,470	\$ 220,802	\$ 158,193	\$ 28,061	\$ 31,933	\$ 38,630	\$ 27,968	\$ 28,045	\$ 29,929
Total Available Resources	\$ 385,555	\$ 402,214	\$ 269,848	\$ 47,997	\$ 53,576	\$ 51,518	\$ 66,727	\$ 67,945	\$ 38,811
Expenditures:									
Mayor & Council	789	855	878	-	-	-	-	-	-
City Manager	23,690	32,723	33,114	9,437	569	870	3,198	3,527	3,942
City Clerk	782	617	827	-	-	-	-	-	-
City Magistrate	3,850	4,198	4,417	-	-	30	-	-	-
Com. & Public Affairs	2,068	2,570	2,523	-	-	-	-	-	-
Com. & Neighborhood Services	-	21,476	21,249	-	13,399	16,198	-	-	-
Community Services	24,096	-	-	563	-	-	-	-	-
Fire, Health & Medical	31,200	34,498	33,844	319	403	2,446	-	-	-
Law	3,341	3,519	3,615	18	18	20	1,923	2,987	5,950
Management Services	6,637	7,180	7,375	-	-	-	512	995	1,005
Municipal Utilities	-	-	-	-	-	100	-	-	-
Non-Departmental	3,103	6,276	54,040	-	-	7,036	21,195	21,434	27,914
Police	63,062	69,325	67,436	1,686	2,540	5,365	-	-	-
Transportation & Dev.	17,383	20,840	18,788	9,899	11,710	16,781	-	-	-
Debt Service	24,144	21,707	21,741	4,432	3,746	2,671	-	-	-
Total Expenditures	\$ 204,143	\$ 225,784	\$ 269,848	\$ 26,354	\$ 32,385	\$ 51,518	\$ 26,828	\$ 28,943	\$ 38,811
Estimated Ending Fund Balance	\$ 181,411	\$ 176,430	\$ 64,774	\$ 21,643	\$ 21,191	\$ 8,303	\$ 39,900	\$ 39,002	\$ 30,120
% Change Actual to Estimated			-63%			-61%			-23%

*15-16 Actual reflects estimated year-end (unaudited).

⁽¹⁾ In this presentation the General Fund category includes General Fund 101 and General Obligation Debt Service Fund 310; General Government Capital Projects Fund 401 is included in the Capital Projects category.



Summary of Revenues, Expenditures, and Changes in Fund Balance (continued)

Summary (In Thousands)

Capital Project Funds			Enterprise Funds			Permanent/Special Funds			Grand Total		
2014-15 Actual	2015-16 Actual*	2016-17 Adopted	2014-15 Actual	2015-16 Actual*	2016-17 Adopted	2014-15 Actual	2015-16 Actual*	2016-17 Adopted	2014-15 Actual	2015-16 Actual*	2016-17 Adopted
		\$ 291,229			\$ 58,814			\$ 33			\$ 483,502
		\$ (29,263)			\$ 43,570			\$ 4,492			\$ 121,996
\$ 186,865	\$ 178,212	\$ 261,966	\$ 71,757	\$ 86,073	\$ 102,385	\$ 4,580	\$ 4,559	\$ 4,525	\$ 496,984	\$ 511,797	\$ 605,498
-	-	-	-	-	-	-	-	-	28,745	28,420	29,976
-	-	-	11	11	11	-	-	-	110,732	110,621	110,026
-	-	-	-	-	-	-	-	-	70,051	64,519	63,977
-	-	-	9,297	2,256	2,243	-	-	-	25,750	18,840	17,649
-	-	-	107,515	115,905	118,901	-	-	-	107,515	115,905	118,901
27,495	40,859	47,011	-	-	-	-	-	-	27,495	40,859	47,011
1	67,026	-	634	-	-	-	-	-	1,577	67,026	-
4,224	4,451	6,803	8,006	11,923	3,726	31	30	54	49,112	52,330	50,325
6,274	10,320	14,900	-	-	-	-	-	-	31,958	40,913	49,683
-	-	-	-	-	-	-	-	-	154	141	201
30,648	13,227	73,642	(7,502)	(7,199)	(6,275)	-	-	(19)	43	16	0
\$ 68,642	\$ 135,884	\$ 142,356	\$ 117,960	\$ 122,896	\$ 118,606	\$ 31	\$ 30	\$ 35	\$ 453,132	\$ 539,591	\$ 487,749
\$ 255,507	\$ 314,096	\$ 433,585	\$ 189,717	\$ 208,968	\$ 177,420	\$ 4,612	\$ 4,589	\$ 68	\$ 950,115	\$ 1,051,387	\$ 971,251
-	-	-	-	-	-	-	-	-	789	855	878
3,619	3,262	21,625	1,264	1,173	2,019	-	-	-	41,207	41,254	61,571
-	-	-	-	-	-	-	-	-	782	617	827
-	-	-	-	-	-	-	-	-	3,850	4,198	4,447
-	-	27	-	-	-	-	-	-	2,068	2,570	2,550
-	4,104	11,814	-	-	-	-	-	-	-	38,978	49,262
5,351	-	-	-	-	-	-	-	-	30,010	-	-
6,398	613	14,317	-	-	-	-	-	-	37,917	35,513	50,607
-	-	-	-	-	-	-	-	-	5,282	6,524	9,585
-	-	30	-	-	-	53	64	68	7,201	8,239	8,478
23,296	25,185	248,120	67,290	70,530	113,723	-	-	-	90,586	95,715	361,943
4,761	4,168	44,273	748	517	28,627	-	-	-	29,807	32,395	161,889
2,326	1,972	14,267	-	-	-	-	-	-	67,073	73,838	87,068
30,638	12,204	77,121	-	-	-	-	-	-	57,921	44,754	112,691
907	622	1,990	34,342	34,364	33,052	-	-	-	63,825	60,438	59,454
\$ 77,296	\$ 52,130	\$ 433,585	\$ 103,644	\$ 106,584	\$ 177,420	\$ 53	\$ 64	\$ 68	\$ 438,319	\$ 445,889	\$ 971,251
\$ 178,212	\$ 261,966	\$ (29,263)	\$ 86,073	\$ 102,385	\$ 43,570	\$ 4,559	\$ 4,525	\$ 4,492	\$ 511,797	\$ 605,498	\$ 121,996
		-111%			-57%			-1%			-80%

*15-16 Actual reflects estimated year-end (unaudited).

Fund Balance Analysis

The following fund balance analysis is provided for the various categories of funds shown on the previous table (Summary of Revenues, Expenditures, and Changes in Fund Balance), with additional explanation for categories anticipated to decrease by more than 10%.

The City of Chandler budget includes both appropriated and unappropriated fund balance (designated reserves). The appropriated fund balance represents the net difference between current resources and total appropriated expenditures. In the budget process, unreserved fund balances represent the net financial resources that are expendable or available for appropriation. Fund balances are used for one-time (non-operational) expenditures since they are non-recurring revenue or they are appropriated as contingency. Per City financial policy, depending on the fund and type of reserve created, contingency reserves can only be used for items such as emergency situations, unexpected one-time opportunities, appropriation transfers to allow spending in other funds, or unanticipated events threatening the public health, safety, or welfare of its citizens. Fund balance protects the City's fiscal health by assuring sufficient funds are available to meet potential financial challenges in the future. According to the City Charter and the Expenditure Limitation under the Home Rule Option, total expenditures cannot exceed the amount of the adopted budget. As such, any planned use of fund balance is appropriated through the budget process.

General Fund Balance – For this presentation, the General Fund category includes General Fund and General Obligation Debt Service Fund; General Government Capital Projects Fund is included in the Capital Projects Fund Balance category. Most of the City's 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 Fiscal Year (FY) 2016-17 Budget anticipates the use of \$112 million of fund balance to supplement the revenue collection to fund the estimated expenditures, which results in a 63% decrease in fund balance. These funds are being applied toward one-time expenditures, including transfers to the General Government Capital Projects Fund. The projected decrease includes a \$31.6 million Contingency Reserve adopted by Council, however, this Contingency is minimally used. The projection assumes this contingency is used, and all other General Fund appropriation is 100% spent. A revised ending fund balance, assuming the Contingency is not spent, would be approximately a 45% decrease or a fund balance of \$96.4 million.

Special Revenue Fund Balance – These funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. This category includes the Police Forfeiture Fund, Regional Transportation Sales Tax Fund, Highway User Revenue Fund (HURF), Local Transportation Assistance Fund (LTAF), Grants, including Community Development Block Grant (CDBG) and Housing and Urban Development (HUD), as well as the Museum Trust Fund, Parks and Recreation Trust Fund, and the Library Trust Fund. This fund category reflects a \$12.9 million (61%) decrease in fund balance for FY 2016-17. About \$10.2 million of the drawdown is due to use of accumulated fund balance to support two state-shared revenues, HURF and LTAF capital projects.

Internal Service Fund Balance – These self-insurance funds are established to account for any activity that provides goods or services to other funds or to departments. In Chandler, this category includes Workers' Compensation Trust Fund, Insured Liability Self-Insurance Fund, Uninsured Liability Fund, Dental Self-Insurance Fund, Medical Self-Insurance Trust Fund, and Short Term Disability Fund. Annual actuary analysis provides recommended fund balance levels based on claim activity. The Internal Service funds category is expected to decrease by approximately \$8.9 million (23%) in FY 2016-17. Some of these funds include appropriation for liabilities that reflect a "worst case" scenario and are typically not expended; therefore the budgeted decrease in fund balance is not a major concern.

Capital Project Fund Balance – These funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Special Revenue and Enterprise Funds). The financial resources of capital project funds come from several different sources, including bond proceeds, impact fees, system development fees, grants, general fund, or contributions from operating funds. The Capital Project fund balance for FY 2016-17 shows that almost \$291.2 million is needed to supplement the revenue collected to fund one-time Capital Project expenditures for projects in process or new capital projects. The Capital Project fund balance includes a combination of the sources listed above for projects carried forward from prior years. Much of this decrease in fund balance is due to the use of bond proceeds from prior year bond sales and system development/impact fees collected in prior years. Capital projects are typically not completed in



one year, resulting in a significant amount of appropriation that is reappropriated in the next budget year, therefore the budgeted 111% decrease in fund balance is a planned drawdown.

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 the Water, Reclaimed Water, Wastewater, Wastewater Industrial Treatment, Solid Waste, and Airport Funds. The Enterprise Adopted Budget for FY 2016-17 shows that approximately \$58.8 million of the fund balance is needed to supplement the revenue collection to offset estimated expenses, including debt service and one-time capital. This results in a budgeted 57% decrease in fund balance over FY 2015-16. The \$58.8 million decrease in Enterprise fund balance is attributed the water and wastewater system budgets that reflect 100% spending of operating and capital, and high contingency reserve amounts. Historically, spending is much less than 100% and contingency amounts are minimally used. The decrease in fund balance is a planned drawdown.

Permanent/Special Assessment Fund Balance – These include special assessment levies placed against assessment districts for capital projects that benefit properties in those districts. These fund balances help support the administrative expenditures anticipated for FY 2016-17. The anticipated change in fund balance is less than 1%.



Personnel Summary by Department and Cost Center

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 (FY) 2016-17. The table captures all current year transfers, position additions and deletions, and positions added through the Decision Package process. Explanations of these changes are detailed at the cost center level in the Departmental Budgets section of this document.

	Number of Personnel Full Time Equivalent				New Requests/ Reductions	Transfers as of 7/1/2016	2016-17 Adopted
	2013-14 Revised	2014-15 Revised	2015-16 Adopted	2015-16 Revised			
General Government							
Mayor and Council	4.000	4.000	4.000	4.000	0.000	0.000	4.000
Communications/Public Affairs							
Communications/Public Affairs	6.000	6.000	7.000	7.000	0.000	0.000	7.000
Video Production	2.000	2.000	2.000	2.000	0.000	0.000	2.000
Print, Mail & Graphics	6.000	6.000	6.000	6.000	0.000	0.000	6.000
	14.000	14.000	15.000	15.000	0.000	0.000	15.000
City Clerk	6.000	6.000	6.000	6.000	0.000	0.000	6.000
City Manager Administration	6.000	6.000	6.000	6.000	0.000	0.000	6.000
Organizational Development							
Airport	6.000	6.000	6.000	6.000	0.000	0.000	6.000
Buildings & Facilities	42.000	42.000	43.000	43.000	0.000	0.000	43.000
Cultural Affairs Administration ⁽¹⁾	0.000	0.000	4.000	4.000	0.000	0.000	4.000
Center for the Arts ⁽¹⁾	13.000	13.000	13.000	13.000	0.000	0.000	13.000
Library ⁽¹⁾	62.550	62.550	60.550	60.300	1.500	0.000	61.800
Museum ⁽¹⁾	4.750	4.750	3.750	3.750	0.000	0.000	3.750
Economic Development	6.000	6.000	6.000	6.000	0.000	0.000	6.000
Downtown Redevelopment	2.000	2.000	2.000	2.000	0.000	0.000	2.000
Tourism	1.000	1.000	1.000	1.000	0.000	0.000	1.000
Human Resources	20.000	20.000	22.000	23.000	0.000	0.000	23.000
IT Service Delivery Mgmt & Admin.	14.000	14.000	13.000	13.000	0.000	0.000	13.000
IT Applications Support	18.000	18.000	20.000	20.000	0.000	0.000	20.000
IT Infrastructure & Client Support	20.000	20.000	20.000	20.000	2.000	0.000	22.000
Neighborhood Resources ⁽²⁾	5.150	5.150	0.000	0.000	0.000	0.000	0.000
Code Enforcement ⁽²⁾	10.500	11.500	0.000	0.000	0.000	0.000	0.000
Housing and Redevelopment ⁽²⁾	21.750	22.750	0.000	0.000	0.000	0.000	0.000
Community Development ⁽²⁾	6.100	6.100	0.000	0.000	0.000	0.000	0.000
Planning ⁽³⁾	0.000	0.000	14.000	14.000	0.000	0.000	14.000
	252.800	254.800	228.300	229.050	3.500	0.000	232.550
City Magistrate	41.000	41.000	41.000	41.000	0.000	0.000	41.000
Law							
Law	28.000	28.000	27.000	27.000	0.000	0.000	27.000
Liability Litigation	4.000	4.000	4.000	4.000	0.000	0.000	4.000
	32.000	32.000	31.000	31.000	0.000	0.000	31.000
Subtotal - General Government	355.800	357.800	331.300	332.050	3.500	0.000	335.550

⁽¹⁾ Effective July 1, 2015, the Center for the Arts, Library, and Museum cost centers are moved from the former Community Services Department and combined with the newly established Cultural Affairs Administration cost center to create the Cultural Affairs Division. For presentation purposes, the prior year history is reflected in this table.

⁽²⁾ Effective July 1, 2015, the Neighborhood Resources, Code Enforcement, Housing and Redevelopment, and Community Development cost centers are combined with multiple cost centers from Community Services to create the new Community & Neighborhood Services Department.

⁽³⁾ Effective July 1, 2015, the Planning Division is transferred from the Transportation & Development Department to Organizational Development, under the City Manager.



Financial & Personnel Overview

Number of Personnel Full Time Equivalent (continued)

	2013-14 Revised	2014-15 Revised	2015-16 Adopted	2015-16 Revised	New Requests/ Reductions	Transfers as of 7/1/2016	2016-17 Adopted
Community & Neighborhood Svcs⁽¹⁾							
Administration	3.000	3.000	0.000	0.000	0.000	0.000	0.000
Neighborhood Resources	0.000	0.000	6.800	6.800	0.000	(1.800)	5.000
Code Enforcement	0.000	0.000	12.500	12.500	0.000	0.000	12.500
Aquatics	15.750	15.750	15.750	15.750	1.000	0.000	16.750
Parks Operations	53.000	53.000	54.000	54.000	0.000	0.000	54.000
Recreation	8.250	8.375	8.375	8.375	0.000	0.000	8.375
Sports and Fitness Facilities	17.125	17.125	17.125	17.125	0.250	0.000	17.375
Nature and Recreation Facilities	13.875	13.875	13.875	13.875	0.000	0.000	13.875
Housing and Redevelopment	0.000	0.000	23.200	23.500	0.000	0.000	23.500
Community Development	0.000	0.000	6.000	5.700	0.000	1.800	7.500
	111.000	111.125	157.625	157.625	1.250	0.000	158.875
Fire, Health & Medical							
Administration	6.000	6.000	6.000	6.000	0.000	0.000	6.000
Health and Medical Services	10.000	10.000	10.000	10.000	0.000	0.000	10.000
Operations	189.000	189.000	189.000	189.000	0.000	0.000	189.000
Prevention and Preparedness	13.000	13.000	13.000	13.000	0.000	0.000	13.000
Support Services	4.000	4.000	4.000	4.000	0.000	0.000	4.000
Fleet Services	11.000	12.000	12.000	12.000	0.000	0.000	12.000
	233.000	234.000	234.000	234.000	0.000	0.000	234.000
Management Services							
Administration	4.000	4.000	4.000	4.000	0.000	0.000	4.000
Budget	6.000	6.000	6.000	6.000	0.000	0.000	6.000
Purchasing	7.000	6.900	6.900	6.900	0.000	0.000	6.900
Central Supply	5.000	5.100	5.100	5.100	0.000	0.000	5.100
Accounting	16.000	17.000	17.000	17.000	0.000	0.000	17.000
Tax and License	21.000	21.000	20.500	20.500	0.000	0.000	20.500
Utility Services	11.000	11.000	10.500	10.500	0.000	0.000	10.500
Environmental Management	3.500	3.500	3.000	3.000	0.000	0.000	3.000
	73.500	74.500	73.000	73.000	0.000	0.000	73.000

⁽¹⁾ Beginning July 1, 2015, cost centers from the Neighborhood Resources Division are combined with multiple cost centers from Community Services to create the new Community & Neighborhood Services Department. The Community Services Administration cost center is disbanded as a part of the reorganization.



Financial & Personnel Overview

Number of Personnel Full Time Equivalent (continued)

	2013-14 Revised	2014-15 Revised	2015-16 Adopted	2015-16 Revised	New Requests/ Reductions	Transfers as of 7/1/2016	2016-17 Adopted
Municipal Utilities							
Administration	6.000	8.000	8.000	8.000	0.000	0.000	8.000
Solid Waste Services	22.000	22.000	22.000	22.000	0.000	0.000	22.000
Water Distribution	28.000	28.000	28.000	28.000	0.000	0.000	28.000
Water Treatment Plant	12.000	13.000	13.000	13.000	0.000	0.000	13.000
Environmental Resources	8.000	9.000	9.000	9.000	0.000	0.000	9.000
Water Quality	12.000	12.000	12.000	12.000	0.000	0.000	12.000
Water Systems Maintenance	22.000	20.000	20.000	20.000	0.000	0.000	20.000
Meter Services	11.000	11.000	11.000	11.000	0.000	0.000	11.000
Wastewater Collection	10.000	10.000	10.000	10.000	0.000	0.000	10.000
Ocotillo Brine Reduction Facility	15.000	15.000	17.000	17.000	0.000	0.000	17.000
Lone Butte Wastewater Treatment	1.000	1.000	1.000	1.000	0.000	0.000	1.000
Wastewater Quality	4.000	4.000	4.000	4.000	0.000	0.000	4.000
Airport Water Reclamation Facility	24.000	26.000	26.000	26.000	0.000	0.000	26.000
Ocotillo Water Reclamation Facility	0.000	12.000	12.000	12.000	4.000	0.000	16.000
	175.000	191.000	193.000	193.000	4.000	0.000	197.000
Police							
Administration	10.000	10.000	10.000	10.000	0.000	0.000	10.000
Professional Standards	8.000	8.000	8.000	8.000	0.000	0.000	8.000
Property and Evidence	5.000	5.000	5.000	5.000	0.000	0.000	5.000
Forensic Services	20.000	21.000	21.000	21.000	0.000	0.000	21.000
Field Operations	218.000	218.000	218.000	218.000	1.000	3.000	222.000
Criminal Investigations	90.000	92.000	94.000	94.000	0.000	0.000	94.000
Planning and Research	11.000	9.000	9.000	9.000	0.000	0.000	9.000
Communications	53.000	46.000	46.000	46.000	0.000	0.000	46.000
Technology	0.000	9.000	11.000	11.000	0.000	0.000	11.000
Records	24.000	23.000	24.000	24.000	0.000	0.000	24.000
Detention Services	10.000	11.000	11.000	11.000	0.000	0.000	11.000
Community Resources & Training	30.000	32.000	32.000	32.000	3.000	(3.000)	32.000
	479.000	484.000	489.000	489.000	4.000	0.000	493.000
Transportation & Development							
Transportation & Dev. Administration	9.000	10.000	9.000	9.000	0.000	0.000	9.000
Planning ⁽¹⁾	14.000	15.000	0.000	0.000	0.000	0.000	0.000
Development Services	38.000	33.000	33.000	32.000	0.000	0.000	32.000
Engineering	9.000	15.000	18.000	19.000	0.000	0.000	19.000
Capital Projects Management	21.000	19.000	20.000	20.000	0.000	0.000	20.000
Streets	40.500	40.500	40.500	40.500	3.000	0.000	43.500
Traffic Engineering	25.000	25.000	25.000	25.000	0.000	0.000	25.000
Transit Services	3.000	2.000	2.000	2.000	0.000	0.000	2.000
Street Sweeping	9.000	9.000	9.000	9.000	0.000	0.000	9.000
	168.500	168.500	156.500	156.500	3.000	0.000	159.500
CITY TOTAL	1,595.800	1,620.925	1,634.425	1,635.175	15.750	-	1,650.925
Population *	242,215	244,439	247,500	247,500			260,828
Employees Per 1,000 Population	6.6	6.6	6.6	6.6			6.3

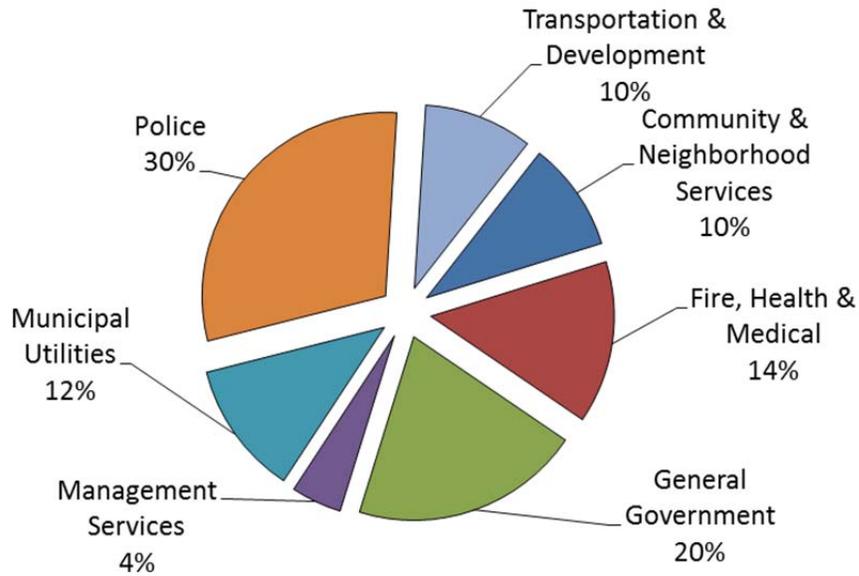
⁽¹⁾ Effective July 1, 2015, the Planning Division is transferred from the Transportation & Development Department to Organizational Development, under City Manager.

* Population figures are based on updated annual estimates from the Planning Division.

Personnel Distribution by Department

The table and chart below reflect the percentage of personnel by department and the number of Full Time Equivalent (FTE) staff by department for Fiscal Year (FY) 2016-17.

<u>Department</u>	<u>2016-17 FTE</u>
Community & Neighborhood Services	158.875
Fire, Health & Medical	234.000
General Government	335.550
Management Services	73.000
Municipal Utilities	197.000
Police	493.000
Transportation & Development	159.500
Total	<u>1,650.925</u>





New Positions for Fiscal Year 2016-17 (All Funds)

Community & Neighborhood Services Department

Aquatics (4520)	1.000	Recreation Coordinator I
Sport and Fitness Facilities (4551)	0.250	Customer Service Representative ⁽¹⁾
	1.250	Total Community & Neighborhood Services Department

General Government

IT Infrastructure & Client Support (1280)	1.000	IT Programmer/Analyst
IT Infrastructure & Client Support (1280)	1.000	IT Service Desk Technician
Library (4310)	1.500	Library Assistant ⁽²⁾
	3.500	Total Organizational Support

Municipal Utilities Department

Ocotillo Water Reclamation Facility (3970)	1.000	Business Systems Support Specialist
Ocotillo Water Reclamation Facility (3970)	1.000	Instrumentation Technician
Ocotillo Water Reclamation Facility (3970)	1.000	Wastewater Treatment Plant Operator I
Ocotillo Water Reclamation Facility (3970)	1.000	Wastewater Treatment Plant Operator II
	4.000	Total Municipal Utilities Department

Police Department

Field Operations (2030)	1.000	Police Operations Support Supervisor
Police Community Resources & Training (2080)	2.000	Civilian Range Instructor
Police Community Resources & Training (2080)	1.000	Police Investigative Specialist
	4.000	Total Police Department

Transportation & Development Department

Streets (3300)	1.000	Street Maintenance Coordinator
Streets (3300)	2.000	Senior Streets Specialist
	3.000	Total Transportation & Development Department

15.750 **Grand Total - Additions**

⁽¹⁾ Existing position increased from 0.75 FTE to 1.0 FTE.

⁽²⁾ Three 0.5 FTE positions added.



Personnel Costs by Fund⁽¹⁾

Personnel costs account for a significant portion of the total City operating budget. The table below breaks down the personnel costs by the various funding sources used to support City programs.

Fund Description	2014-15 Actual Expenditures	2015-16 Adopted Budget	2015-16 Adjusted Budget	2015-16 Estimated Expenditures	2016-17 Adopted Budget	% Chg Adj to Adopted
General Fund	\$ 141,380,121	\$ 155,756,596	\$ 156,038,684	\$ 153,693,237	\$ 160,758,972	3.0%
Ongoing*	-	149,739,896	150,021,984	147,676,537	152,279,281	1.5%
One-time*	-	6,016,700	6,016,700	6,016,700	8,479,691	40.9%
Special Revenue Funds	\$ 3,985,120	\$ 4,355,295	\$ 4,362,152	\$ 4,301,734	\$ 4,452,172	2.1%
Ongoing*	-	4,355,295	4,362,152	4,301,734	4,452,172	2.1%
One-time*	-	-	-	-	-	N/A
Grants Funds⁽²⁾	\$ 2,493,123	\$ 2,738,402	\$ 3,406,131	\$ 3,015,225	\$ 4,096,909	20.3%
Ongoing*	-	2,738,402	3,406,131	3,015,225	4,096,909	20.3%
One-time*	-	-	-	-	-	N/A
Internal Service Funds	\$ 2,663,030	\$ 3,083,407	\$ 3,083,407	\$ 3,270,466	\$ 2,781,484	-9.8%
Ongoing*	-	2,358,407	2,358,407	2,545,466	2,479,609	5.1%
One-time*	-	725,000	725,000	725,000	301,875	N/A
Enterprise Funds	\$ 15,362,814	\$ 18,509,819	\$ 18,543,213	\$ 17,770,487	\$ 19,192,096	3.5%
Ongoing*	-	18,509,819	18,543,213	17,770,487	18,995,701	2.4%
One-time*	-	-	-	-	196,396	N/A
Total Ongoing	\$ 165,884,209	\$ 177,701,819	\$ 178,691,887	\$ 175,309,449	\$ 182,303,672	2.0%
Total One-time	\$ -	\$ 6,741,700	\$ 6,741,700	\$ 6,741,700	\$ 8,977,962	33.2%
Grand Total	\$ 165,884,209	\$ 184,443,519	\$ 185,433,587	\$ 182,051,149	\$ 191,281,633	3.2%

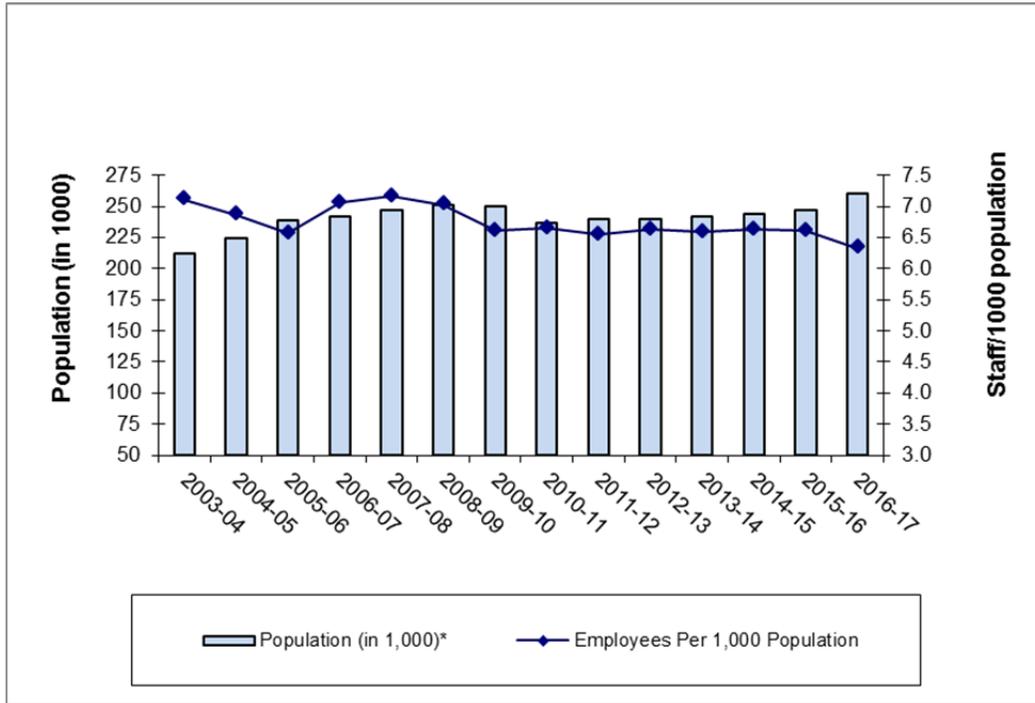
* Ongoing and One-time detail not available for Fiscal Year (FY) 2014-15 Actual Expenditures.

⁽¹⁾ Personnel costs include wages, benefit costs, and temporary employment costs.

⁽²⁾ Grant personnel funds are not considered one-time for this presentation.

Number of Employees per 1,000 of Chandler's Population

The chart below shows Chandler's population growth over the past decade and the number of employees per 1,000 of population. The workforce was reduced by 10% through the economic downturn. Chandler has maintained approximately 6.6 employees per 1,000 in population for several years, and is projecting to be at 6.3 employees per 1,000 for Fiscal Year (FY) 2016-17. The reduction in FY 2016-17 is due to an increase population using the U.S. Census Bureau estimate which is now the standard for population estimates in Arizona.



Chandler maintains one of the lowest employee ratios compared to other Valley cities and towns as shown on the chart below.

