

ANNUAL BUDGET

FY 2019



ADOPTED JUNE 7, 2018 | GILBERT, AZ



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June 7, 2018

Honorable Mayor, Council Members, and the Gilbert Community:

Gilbert, Arizona continues to effectively manage rapid growth and economic expansion while successfully preserving hometown traditions. With an estimated population of over 247,000 residents, Gilbert has been named the #1 Most Prosperous City in the U.S. (Economic Innovation Group, 2017) and #1 Place to Raise a Family in Arizona (WalletHub, 2017). Gilbert remains the 2nd Safest City in the U.S. according to the 2016 FBI Uniform Crime Report as well as the #11 best City for Hispanic Entrepreneurs (WalletHub, 2017). In FY 2018, Gilbert's economic development team facilitated 34 projects representing over \$240 million in capital investments, over 3,000 jobs, and 1 million new or expanded square feet ensuring Gilbert remains a premier destination for both residents and businesses alike.

Gilbert is also very proud to report that both Fitch and Moody's gave Gilbert's General Obligation bonds a AAA rating, which is the highest rating available. These decisions were based on Gilbert's exceptionally strong credit characteristics, including a demonstrated commitment to building and maintaining strong reserves, robust long-term planning, strengthening regional economy, and manageable debt burdens. The AAA rating places Gilbert in the top 1% of municipalities nationally.

Gilbert's Heritage District continued to see growth in FY 2018. Construction wrapped up on the 11,000+ square-foot Gilbert Shops development, home to OHSO Brewery, and Park University announced an expansion of their campus to be located in the Gilbert University Building, with classes scheduled to start fall 2018. In FY 2019, the Heritage District will see completion of the new 600+ stall parking garage, construction of new retail by Gilbert Market Partners, and the opening of Sam Fox's Culinary Dropout/The Yard. Gilbert's northwest employment corridor and central business district also continue to thrive. Prenexus Health chose to relocate from California, bringing at least 50 research-oriented jobs, and Footprint expanded into a new 131,000 square-foot manufacturing facility at Park Lucero that represents 285 new and retained jobs. Gilbert attracted Audi, Morgan Stanley, and other retail users to the Rivulon development in FY 2018. In May 2018, Deloitte announced that the Rivulon development will be location of their newest US Delivery Center, representing the addition of at least 1,500 new technology-oriented jobs in Gilbert.

A progressive community demands progressive governance, and Gilbert's Council and executive leadership stepped up. Gilbert undertakes a zero-based process for one third of the organization every year, and always applies priority, program, and performance-based approaches. In preparation for the FY 2019 budget, nearly \$2.8 million was removed due to the zero-based efforts. Directors are tasked with balancing the budget through consensus, rather than presenting requests and waiting to hear back. Only once the directors achieve consensus is the Town Manager presented with the recommended budget. This collaborative approach allows Gilbert to promote transparency, the importance of short- and long-term planning, and maintain a strong return on investment for the zero-based process while staying focused on the citizens and businesses that we all serve in different capacities.

The town has a long history of utilizing innovative practices and solutions to deliver high-quality, efficient services to the community. In FY 2019, the town will kick-off a focused effort aimed at avoiding the rise and fall life-cycle of cities to create long-term sustainability for our quality of life to our projected build-out and beyond. A key part of this strategy will be the development of an Innovation Roadmap to build on our current practices. This will incorporate the emerging principles involved with Smart Cities initiatives utilizing a citizen-centered approach, big data analytics,

internet of things, and advanced communication practices to create excellence in our local economy, mobility, environment and the overall well-being of our residents.

Gilbert staff and Council align both short-term goals and resources toward the long-term realization of Gilbert's established strategic initiatives: Community Livability; Technology Leader; Long and Short Term Financial Plans; Infrastructure; Economic Development; and High Performing Government.

These strategic initiatives guide the formulation of organizational goals and corresponding budget for the following fiscal year. The Council retreat as well as the budget kickoff in September 2018 allows staff to initiate the process with clear direction and focus governing the priorities for service delivery in FY 2019. Through the Council workshop and a subsequent study session, the Council and the Executive Team began by formulating key focus areas to center our efforts and resources on accomplishing our goals with excellence:

- Maintaining Service Levels
- Deferred Maintenance
- Long-Range Infrastructure Planning
- Staffing Plans
- Compensation Maintenance/Performance Management
- Innovations and Efficiencies

The budget for FY 2019 reflects an effort to deliver both effective and efficient services to our community. Even given Gilbert's growth, the budget is balanced assuming planned revenue increases in the utility funds as discussed and publically posted in May 2018, and applies the non-recurring level of construction-related revenues toward non-recurring costs. Recommended increases in ongoing expenses are within the growth in ongoing levels of revenue recognized as a result of growth both in population and in additional retail opportunities within Gilbert.

FINANCIAL IMPACT

With carry forwards and contingency adjustments, the proposed budget of \$966,501,770 is an increase of less than \$2 million from FY 2018. It reflects a net decrease in CIP of \$6 million (\$477 million in FY 2019 vs \$483 million which was included in FY 2018), \$4 million of new personnel and operating requests in the General Fund, adjustments to the streets and enterprise funds, and \$1 million of additional early payment on the 2008 GO bonds. The budget also includes a capital projects contingency budget of \$100 million to allow Council the flexibility and legal authority to respond to community needs. This contingency is consistent with practice in prior years.

Balanced Financial Plan: The proposed FY 2019 Budget is balanced based upon identified revenues and expenditures.

Constitutional Expenditure Limit: The proposed FY 2019 Budget reflects expenses that will be under the constitutional expenditure limitation. Staff regularly monitors conformity with the constitutional expenditure requirements and will recommend, if necessary, continuing adjustments and modifications necessary to comply with expenditure limitation requirements.

State Shared Revenues: The proposed FY 2019 Budget reflects State Shared Revenues based upon Census population adjustments and statutory distribution formulas, taking into account currently projected State sales and income tax collections (provided by the Arizona League of Cities and Towns), which reflect the state's budgeted HURF distributions.

Secondary Property Tax Levy: Council voted to adopt a tax levy of \$22.3 million, which reduces the tax rate to \$0.99 per \$100 of assessed value, down from last year's rate of \$1.03. \$1 million of General Fund money will be used to pay down the outstanding 2008 GO bonds, which will save taxpayers about \$150,000 in interest.

Utility Rate Modifications: The FY 2019 Budget reflects revenues projected from rate changes in Gilbert's water, wastewater, environmental services, and reclaimed water rates. Rate changes were noticed to the public in May 2018 and Council is scheduled to have a public hearing and discuss adoption of the new rates in September 2018. Cost of service has been increasing over the past decade, but no increases in rates have been made since 2009. Gilbert does not make a profit on these funds, but rather charges only what is needed to provide the services. Current rates are projected to provide too little revenue to support ongoing service.

Fund Balance: The Revenue Summary lists the use of carry over funds in an amount just over \$407 million. This reflects use of revenues which were received in prior fiscal years in excess of minimum fund balance.

Capital Project Financing – System Development Fees: The FY 2019 Budget reflects revenues projected from the continued collection of System Development Fees as allowed under current State Law.

FUNDING CHALLENGES

Gilbert's continuing challenge is to responsibly apply revenues generated by growth to the ongoing service demands created by growth. Gilbert has several large-scale park, public safety, and road projects planned which are not eligible for system development fee revenues. Other financing options, including potential general obligation bonds, are being considered. In fall 2018, Gilbert will be hosting an auction to sell two areas of surplus park land. The proceeds are planned to be used to build amenities at Gilbert Regional Park. Gilbert will also have a question on the November 2018 ballot asking voters for authorization to sell \$65.3 million in GO bonds to help finance a needed Public Safety Training Facility.

Another challenge is balancing revenues and expenditures in the enterprise funds. Water, wastewater, and trash collection services have not seen a rate increase since at least 2009, with trash service actually receiving a rate *decrease* in 2012. While the Town has worked hard to be efficient in operations, cost of materials and supplies have increased over the past ten years. The enterprise funds are structured for revenues cover the cost of service and nothing more. In order to secure the long-term health of the enterprise funds, the Town has publically noticed rate changes and a public hearing is scheduled for September 2018. The new rates are anticipated to take effect on the November 2018 billing.

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

A fourth challenge is the large unfunded liability in the Public Safety Retirement System (PSPRS). As of June 30, 2017, Gilbert's unfunded liability for both police and fire was just over \$60 million.

The Town is taking action to pay this down and will formalize a funding policy in accordance with new state legislation (HB2097).

QUALITY GOVERNANCE

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

Respectfully,



Patrick S. Banger
Town Manager

PURPOSE OF THE BUDGET DOCUMENT

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

ORGANIZATION OF THE BUDGET DOCUMENT

The budget document includes seven major areas:

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

Manager's Budget Message

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

Financial Overview

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

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

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

Fund Tabs

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

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

Organization Charts

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

Department summaries include the following components:

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

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

Objectives: Communicate what is going to be accomplished during the budget year, and aligns with the department goals and Strategic Initiatives of the entire organization.

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

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

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

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

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

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

Replacement Funds

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

Capital Improvements

The Capital Improvement Plan (CIP) is an integral part of the budget process, and is updated annually. This document describes all known capital projects with a dollar value greater than \$100,000. Projects included in the FY 2019 budget are shown in the project detail section, which includes a brief description, project prioritization ranking, and a repair and replacement logo (when appropriate). The repair and replacement logo is added to projects to identify them as non-growth related projects that demonstrate Gilbert's commitment to long range infrastructure planning.

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

Debt

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

Appendix

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

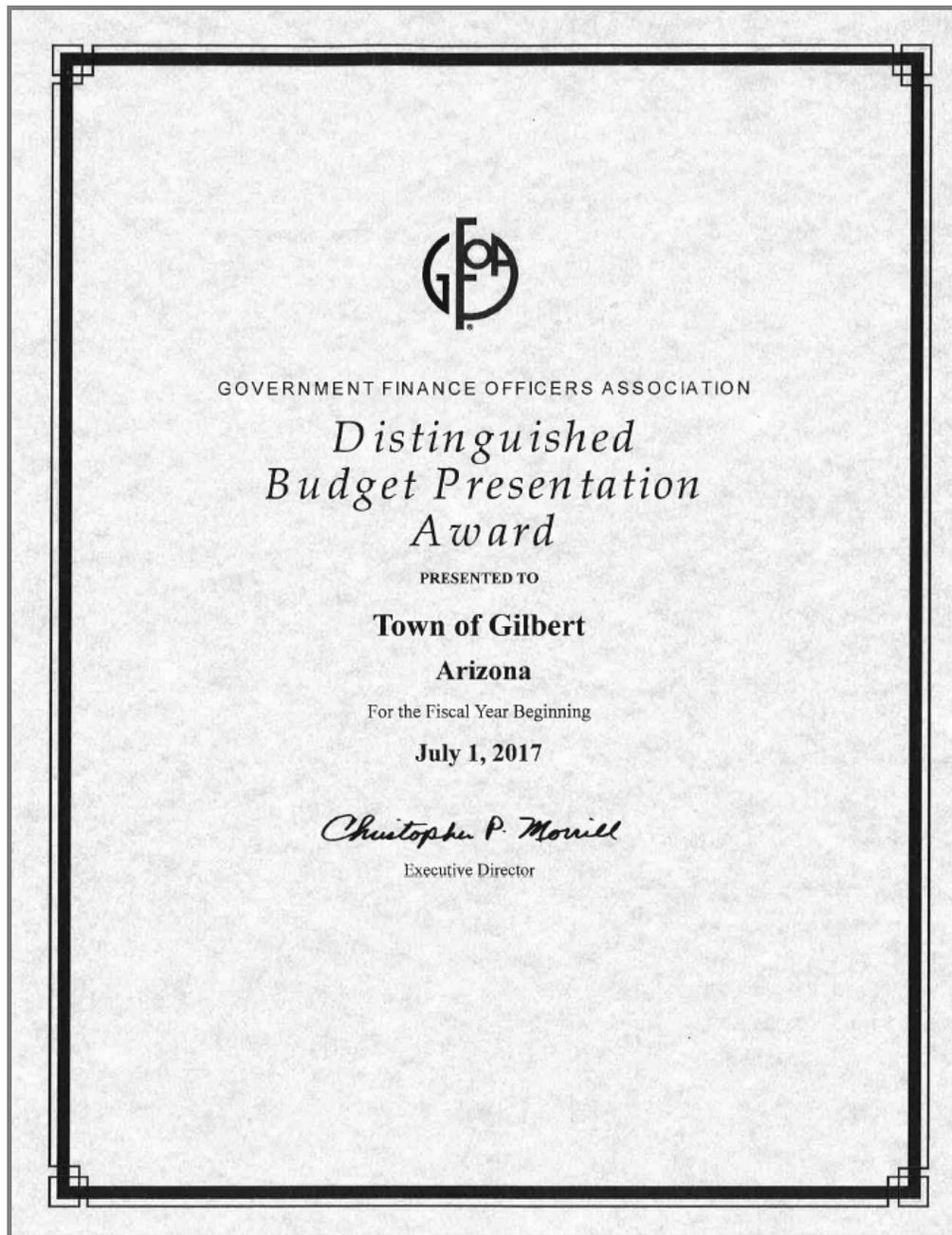
Personnel Detail: Every staff position is approved by the Council and is included in the personnel detail. Historic information is included for the prior three years. A small number of positions are shown on the personnel listing as 'Limited Term Agreements' (LTAs). These positions are typically for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

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

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

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

Any questions regarding the document can be directed to 480-503-6820 or budget@gilbertaz.gov.



The Government Finance Officers Association of the United States and Canada presented an award for Distinguished Budget Presentation to the Town of Gilbert for its annual budget for the fiscal year beginning July 1, 2017. Gilbert has received this award for 19 consecutive years.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to determine eligibility for another award.



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

The 2018 certificate recipients were recognized on the basis of a criterion that includes data collection and verification, training and support, public reporting, accountability and process improvement, networking, and leadership. Certificates are awarded at three levels: Achievement, Distinction, and Excellence. Certificates of Excellence were awarded to communities that track and report key outcomes, survey residents and employees, and foster a performance-driven culture.

In 2018, ICMA recognized 57 local governments for exemplary performance management initiatives. Gilbert is among 29 jurisdictions internationally receiving the Certificate of Excellence – the highest level awarded. This marks the third consecutive year that Gilbert has received the Certificate of Excellence.

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

MAYOR AND COUNCIL



Mayor Jenn Daniels

Vice Mayor
Brigette PetersonCouncilmember
Scott AndersonCouncilmember
Eddie CookCouncilmember
Victor PetersenCouncilmember
Jordan RayCouncilmember
Jared Taylor

EXECUTIVE TEAM

Town Manager, *Patrick Banger*
Deputy Town Manager, *Laurie Buczek*
Deputy Town Manager, *Jacob Ellis*
Deputy Town Manager, *Leah Hubbard-Rhineheimer*

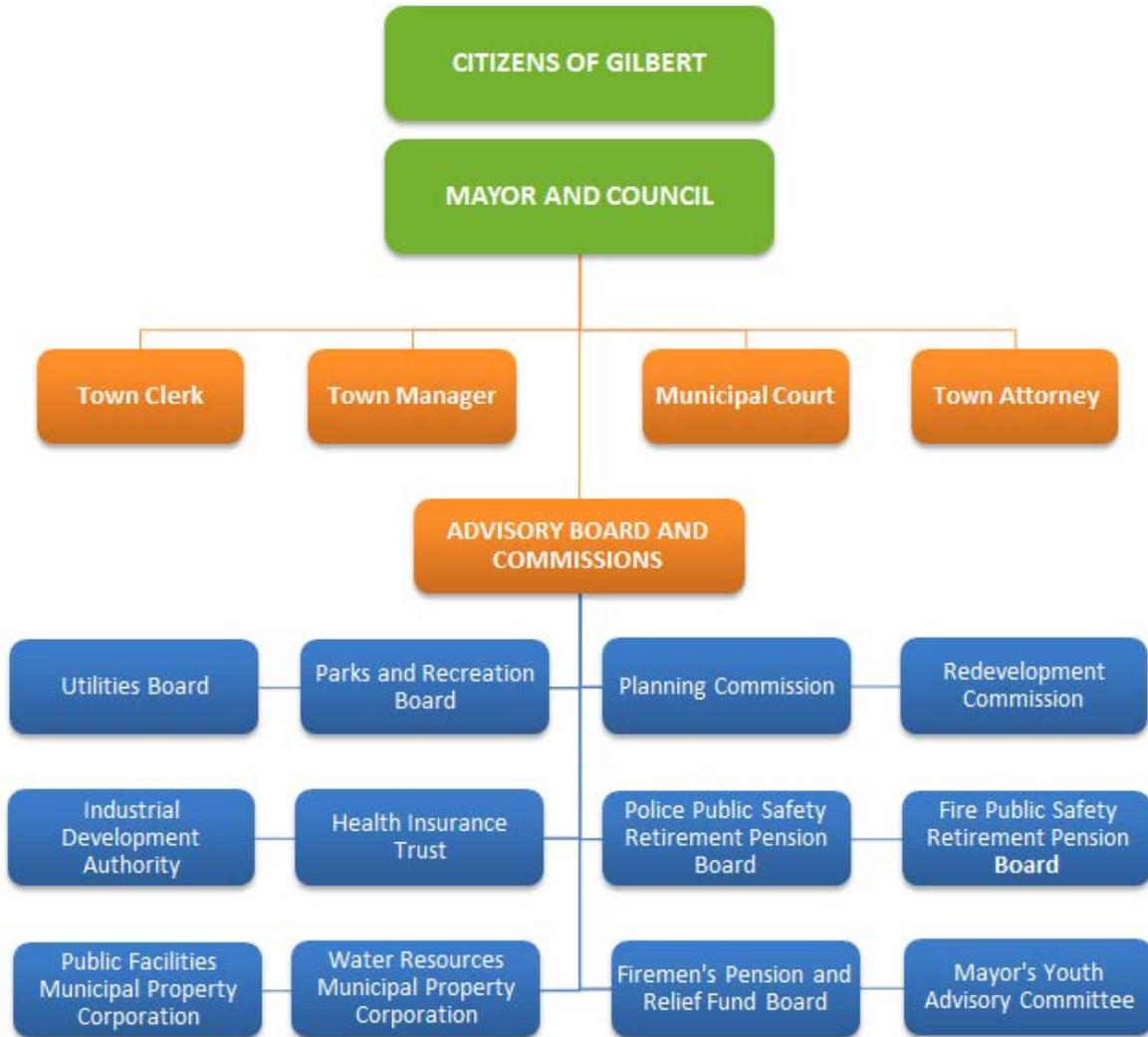
Chief Digital Officer, *Dana Berchman*
Development Services Director, *Kyle Mieras*
Economic Development Director, *Dan Henderson*
Finance Director, *Håkon Johanson*
Fire Chief, *Jim Jobusch*
Chief Talent Officer, *Jolean Fleck*
Information Technology Director, *Mark Kramer*
Intergovernmental Relations Director, *René Guillen*
Management and Budget Director, *Kelly Pfof*
Parks and Recreation Director, *Rod Buchanan*
Police Chief, *Michael Soelberg*
Presiding Judge, *John Hudson*
Public Works Director, *Jessica Marlow*
Town Attorney, *Chris Payne*
Town Clerk, *Lisa Maxwell*

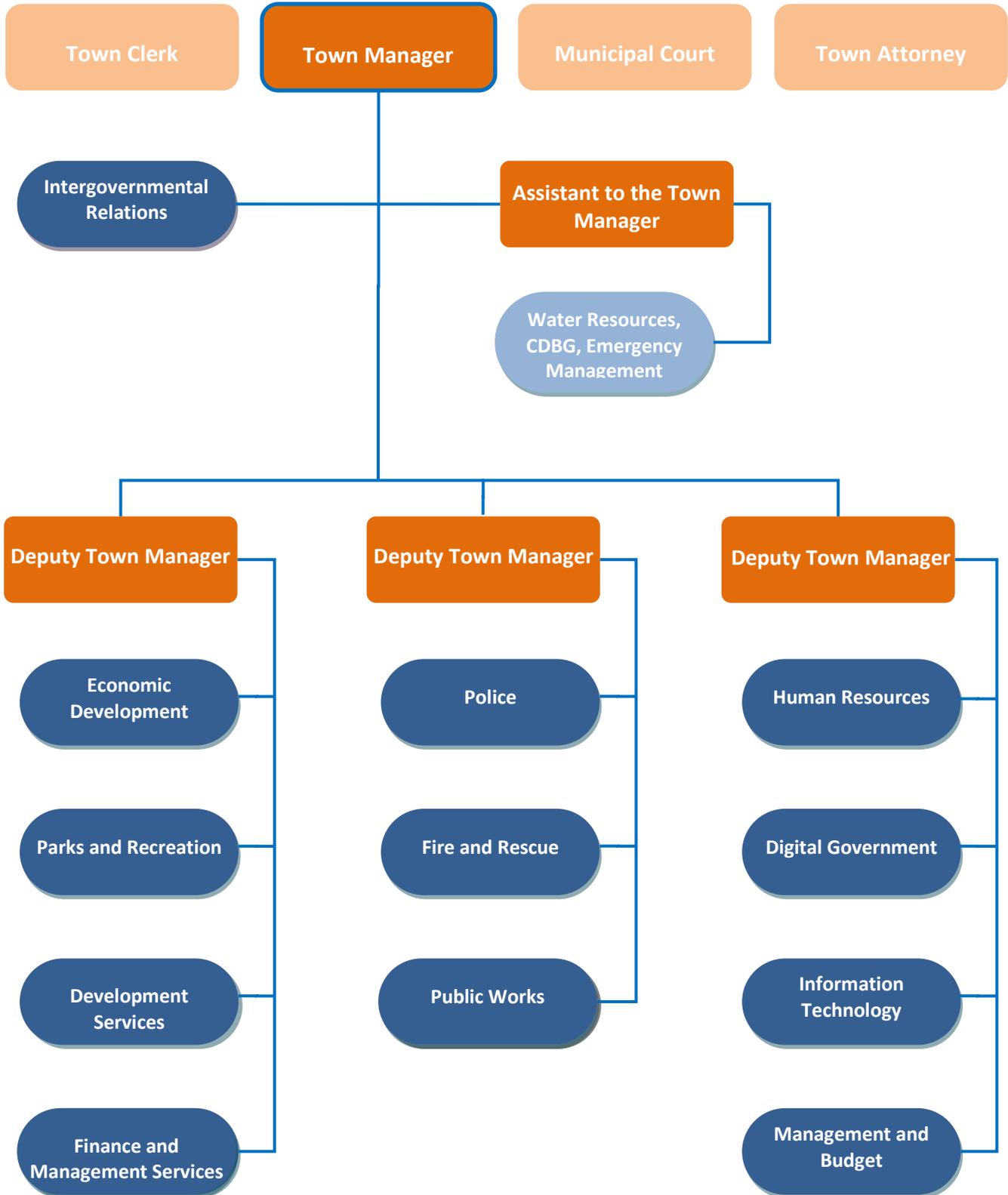
Assistant to Town Manager, *Mary Goodman*

ACKNOWLEDGEMENTS

Management and Budget Director, *Kelly Pfof*
Management and Budget Analyst, *Cris Parisot*
Management and Budget Analyst, *Laura Lorenzen*
Management and Budget Analyst, *Vacant*
Management Support Specialist, *Patti Hageman*

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





In FY 2011, the Town Council adopted a new Strategic Plan for the Town of Gilbert. This plan is centered on the community vision, which guides the development of the strategic initiatives of the plan. From these initiatives, strategic action plans are implemented, and results are produced and measured.

COMMUNITY VISION

Gilbert, a safe, healthy, clean, attractive community that embraces our town's heritage yet recognizes the opportunities of the future without sacrificing the resources of today.



Organizational alignment with the Gilbert community vision is achieved by establishing individual performance measures and benchmarks that compliment department goals, and town-wide strategic initiatives. The FY 2019 budget was developed with the Council strategic initiatives as a key factor in the decision-making process. The goals and objectives included in the department information tie directly to the strategic initiatives, and represent intermediate steps to achieving those Council-identified priorities. **Accordingly, icons (pictured below) are included on each division and department page to highlight the link between the strategic initiatives and individual goals.**

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

STRATEGIC INITIATIVES



Community Livability

The Town of Gilbert takes pride in being a community with a family focus, special welcoming feel, outstanding service delivery, and firm commitment to retain its defining characteristics while it continues to grow. This strategic initiative provides direction to include livability considerations in all decision-making and service delivery. Our motto is: "Gilbert: Clean, Safe, Vibrant."



Be a Technology Leader

Gilbert places a high value on the potential for applied technology to improve service efficiency. While technology has a cost, it can be used to reduce expenses while expanding service to a growing population. This initiative directs the organization to seek technology improvement that can provide the greatest benefit for the investment. If all segments of service delivery embrace the intention to be a technology leader we will continually improve systems and results.



Long-and Short-Term Balanced Financial Plans

Gilbert is committed to providing a comprehensive financial perspective that enables proactive management of government finances. Long-term financial planning ensures that financial perspective is strategically incorporated into organizational planning, demonstrates good management to all stakeholders including bond rating agencies, and clarifies the organization's strategic direction by identifying and prioritizing the most important issues it faces. Short-term financial planning is more tactical in nature, identifying the specific near term objectives that will ultimately help to achieve the long term goals. Gilbert will provide transparency, clarity, and timely visibility and insight into impending issues, allowing for flexibility in decision making and incremental corrections.



Proactively Address Infrastructure Needs

Gilbert will have a strong and effective infrastructure management system. A growing community must pay attention to infrastructure needs by planning for both the future expansion and the deterioration of existing infrastructure. This serves the residents, business and future economic development and contributes to community livability. We will create an infrastructure plan and management system that will support policy decision-making and inform administrative processes.



Economic Development with Primary Emphasis on Advancing Science and Technology

Gilbert is committed to attracting, growing and retaining business and industry within the community. The Town Council will be well prepared for the recovering economy and encourage collaboration and innovation that contributes to the community vision. As such, it is important to identify and execute a sound economic development plan that supports an advanced economy conducive to attracting the talent and investment of science and technology-based organizations with an emphasis on the biomedical and life science industry. The appropriate policies and procedures to be business-friendly in support of the Vision and Strategic Initiatives are paramount.



High Performing Government

Gilbert is committed to highly efficient operations while delivering superior results. Excellent performance requires aligning efforts that drive internal effectiveness with those that create external impact. Gilbert will achieve optimal performance by aligning strategy with operational goals supported by best management practices and effective internal and external collaboration. Committed to the initiative of becoming a high performing organization, Gilbert will deliver unparalleled quality of service at the highest value for all of its stakeholders.

The following town-wide Organizational Wildly Important Goals have been identified for FY 2019:

FY19 ORGANIZATIONAL WIGS

GILBERT, ARIZONA



EMPLOYEE ENGAGEMENT	CITIZEN ENGAGEMENT	SAFETY & WELLBEING	ECONOMIC INVESTMENT
Employee Engagement Survey	Town Instagram Engagement	Fire Incident Rate Recordable (IRR)	Heritage District Development
Employee Onboarding	Legislative Blog	Fire Hydrant Maintenance	University Building Occupancy
New Employee Budget Literacy	Planning & Development Projects Engagement	Bulk Trash Placement	Elliot District Park Reopening
	Traffic Engineering 311 Request Response Time	Crime Rate	
	Fire Social Media Engagement	NCS Safety Rating for Downtown	
	Police Social Media Engagement	Fire Response Times	

ORGANIZATIONAL WIG: EMPLOYEE ENGAGEMENT

Increase the Employee Engagement Survey participation rate from 50 to 80% while maintaining score of 3.78 by March 31, 2019.



SUMMARY TITLE	DEPARTMENT WIG	OWNER(S)
Employee Engagement	Increase Employee Engagement Survey participation rate from 50% to 80% while maintaining an engagement score of 3.78 by March 31, 2019, with a special emphasis on: <ul style="list-style-type: none"> - Increasing Public Works Department participation from 35% to 50% by Sept 24, 2018, and from 50% to 80% by March 31, 2019 - Increasing Information Technology Department participation from 43% to 80% by March 31, 2019 - Increase Parks & Recreation participation from 25% to 80% by March 31, 2019. - Improve Finance and Management Services department survey scores from 3.52 to 4.00 by March 31, 2019 - Creating and implementing formal and ongoing employee recognition efforts in Wastewater by March 31, 2019, to increase employee morale and retention, which translates to enhanced customer service 	HR, Public Works, Information Technology, Finance, Parks & Rec and Wastewater
Employee Onboarding	Streamline the new employee onboarding process by reducing time to receive tools (PC's) from 2.97 days after start date to 1.5 days by June 30, 2019.	IT
New Employee Budget Literacy	Increase new employees' understanding of the budget as measured by NEO survey score going from 0-3.25 by May 31, 2019.	OMB

ORGANIZATIONAL WIG: CITIZEN ENGAGEMENT

Increase Citizen Engagement, specifically age group 16-24 from 2-5% by June 30, 2019.



SUMMARY TITLE	DEPARTMENT WIG	OWNER(S)
Town Instagram Engagement	Increase @GilbertYourTown's Instagram followers in age group 16-24 from 1,650 to 2,150 by June 30, 2019.	Digital Government
Legislative Newsletter	Reach 2500 legislative blog views by June 30, 2019.	Intergov. Relations
Planning & Development Projects Engagement	Increase proposed Planning projects website hits from 670 to 850 by June 30, 2019.	Development Services
Traffic Engineering 311 Request Response Time	Improve response time for acknowledgement of citizen concerns and requests received via 311 from seven to two days by June 30, 2019.	Traffic Engineering
Fire Social Media Engagement	The Community Division will increase the social media platform of Instagram followers from 286 to 500 in the demographic of 18-24 year users by June 30, 2019.	Fire
Police Social Media Engagement	Increase social media engagement through Instagram by increasing followers from 5,096 to 5,351, representing a 5% increase, by June 30, 2019.	Police

ORGANIZATIONAL WIG: SAFETY & WELLBEING

Increase the number of Gilbert residents who rate their overall feeling of safety as "excellent" in the National Citizen Survey from 60% to 65% by June 30, 2019.



SUMMARY TITLE	DEPARTMENT WIG	OWNER(S)
Fire Incident Rate Recordable (IRR)	Reduce the Fire IRR from 17.1 to 15.4 by June 30, 2019.	Safety and Fire
Fire Hydrant Maintenance	Increase annual preventative maintenance for fire hydrants from 2,500 annually to 3,125 annually by June 30, 2019.	Water
Bulk Trash Placement	Reduce percentage of resident-initiated "out too early" bulk trash 311 notifications as compared to total resident-initiated 311 notifications from 6.59% to 6% by 6/30/2019	Environmental Services
Crime Rate	Amongst the 100 largest US cities, maintain ranking within the top 3 cities with the lowest overall crime rate, based on total Uniform Crime Reporting (UCR) Part 1 offenses per 1,000 residents for the calendar year ending December 31, 2018.	Police
NCS Safety Rating for Downtown	Increase the percentage of residents who rate feeling of safety in the downtown area at night as "very safe" from 53% to 60% in the National Citizen Survey by June 30, 2019.	Police
Fire Response Times	Reduce average response times for Code 3 calls from 4:48 to 4:40 by June 30, 2019.	Fire

ORGANIZATIONAL WIG: ECONOMIC INVESTMENT

Be the place where the market wants to invest, as measured by:

- Visitors: Increased visitor spending in LD12 by 1.4% in 2019
- Businesses: Increase jobs in STEM and STEM related occupations, as a percentage of all jobs, by 1% in 2019
- Residents: Maintain a 95% positive overall quality of life rating, and increase the percentage of residents rating Gilbert's overall quality of life as "excellent" from 60% to 65% in 2019



SUMMARY TITLE	DEPARTMENT WIG	OWNER(S)
Heritage District Development	Increase the amount of private projects under contract/development on current/past town-owned land in the Heritage District from approximately 55,000 square feet to 450,000 by December 20, 2018.	Economic Development
University Building Occupancy	Increase the number of higher education tenants obligated by a lease agreement in the University Building from 1 to 2 by December 20, 2018.	Economic Development
Elliot District Park Reopening	Achieve 85% bookings for evenings and weekends field space at Elliot District Park from February 15 to June 30, 2019.	Parks & Recreation

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

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

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

Gilbert is dedicated to being a High Performing Organization. We strive every day to be a community where people love to live, work and play. We continue to evolve and enhance our efforts around Operational Excellence and Organizational Transformation through continued use of *The 4 Disciplines of Execution* and EDGE. We believe progress is never-ending, and we will continue to evolve and adapt to deliver exceptional service and be a Best Place to Live for years to come.

Gilbert History

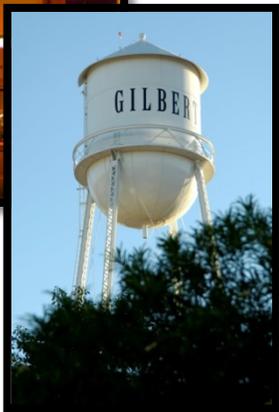
HISTORY

In 1902, the Arizona Eastern Railway asked for donations of right of way in order to establish a rail line between Phoenix and Florence. A rail siding was established on property owned by William "Bobby" Gilbert. The siding and the town that sprung up around it, eventually became known as Gilbert. Gilbert was a prime farming community, fueled by the construction of the Roosevelt Dam and the Eastern and Consolidated Canals in 1911. It remained an agriculture town for many years, and was known as the "Hay Capital of the World" until the late 1920s; Gilbert began to take its current shape during the 1970s when the Town Council approved a strip annexation that encompassed 53 square miles of county land. Although the population was only 1,971 in 1970, the Council realized that Gilbert would eventually grow and develop much like the neighboring communities of Tempe, Mesa, and Chandler. This proved to be a farsighted decision as Gilbert positioned itself for growth in the 1980s and beyond. Today, Gilbert's estimated population is 250,800 with 72.6 square miles within its planning area.



GILBERT TODAY

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



The community also offers one of the highest concentrations of graduate and professional degrees among competing western U.S. cities. According to 2016 American Community Survey data, more than 42 percent of Gilbert residents hold a bachelor's degree or higher, compared to the Phoenix average of 27 percent. In addition, Gilbert boasts one of the highest median household incomes in the state at \$88,685 (according to ESRI Business Analyst 2018).

Gilbert's 2019 estimated population of 250,800 continues to grow, having experienced 58 percent growth between 2000 and 2005; and 21 percent between 2005 and 2010. With attractive demographics, award-winning amenities, and a business-friendly environment, Gilbert was recently named the Best Place to Raise a Family in Arizona by Niche.com. Our thriving community was also named the Most Prosperous City in the Nation in 2017 by the Economic Innovation Group and in 2016, the 2nd Safest City in the United States for communities over 100,000 residents by Law Street Media.



GILBERT AT A GLANCE:

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

Year Founded: 1891
Year Incorporated: 1920

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

Annual average rainfall: 6.4 inches
Annual sunshine days: 337 days

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

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

Total Housing Units: 77,444
 Vacancy Rate 1.2%

Source: 2012-2016 American Community Survey

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

Census 2010 Population: 208,352

Census Annual Estimates (as of 7/1/17): 242,354
Estimated Population (as of 7/1/18): 250,800

Median age: 33.3

Under 18 33.9%
 18-24 5.0%
 25-44 29.9%
 45-64 22.9%
 65 and over 8.4%

Highway Distances from Gilbert:

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

Demographics:

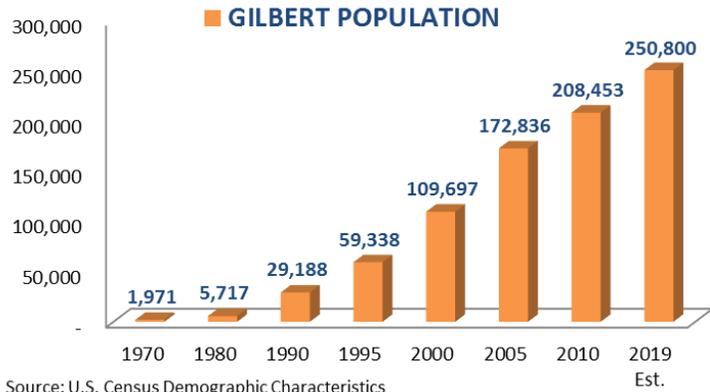
MEDIAN AGE

Gilbert	Greater Phoenix
33.3	36.0



EDUCATIONAL ATTAINMENT

	Gilbert	Greater Phoenix
High School Graduate:	16.5%	23.7%
Some College, no degree:	26.2%	25.1%
Associate Degree:	11.0%	8.5%
Bachelor's Degree:	28.0%	18.8%
Graduate/Professional Degree:	13.7%	10.6%
High School Graduate or Greater:	95.4%	86.6%
Bachelor's Degree or Higher:	41.7%	29.3%



Source: U.S. Census Demographic Characteristics



Gilbert



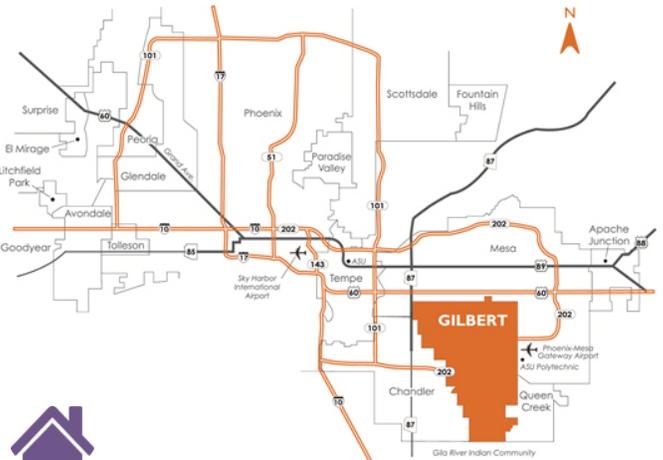
Greater Phoenix

\$196,400
\$55,277
2.74

HOUSEHOLD CHARACTERISTICS

Median owner-occupied housing value	\$264,700
Median household income	\$85,581
Average household size	3.16

Source: U.S. Census American Community Survey, 2012-2016



RACE / ETHNICITY



- White, 70.9%
- Black or African American, 2.9%
- Hispanic, 16.0%
- American Indian or Alaska Native, 0.9%
- Asian, 6.8%
- Native Hawaiian and Other Pacific, 0.2%
- Other Race, 0.1%
- Two or More Races, 2.9%

Source: U.S. Census American Community Survey, 2012-2016

AWARDS / RECOGNITION

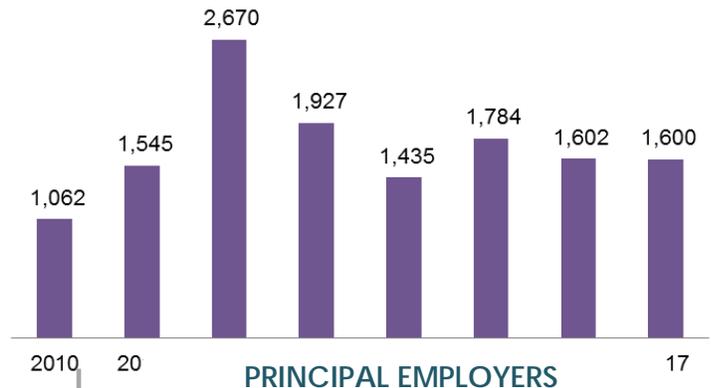
- **Arizona's Most Admired Companies - Town of Gilbert** (AZ Business Magazine / Arizona's Best Companies, 2017)
- **2nd Safest City in the United States** (Law Street Media, 2016)
- **2nd Safest City in Arizona** (Alarms.org, 2018)
- **2nd City for Under-35 Homeownership** (SmartAsset, 2017)
- **3rd Best Place to Live in Arizona** (Niche, 2018)
- **4th Best School District in America - Gilbert Public Schools** (Alarms.org, 2018)
- **5th Best Place to Find a Job in America** (WalletHub, 2018)
- **6th Top City Where Retirees Are Moving** (SmartAsset, 2018)
- **10th Best City for Young Families** (ValuePenguin, 2018)
- **20th Happiest Place to Live** (WalletHub, 2018)

2nd
Safest City
in Arizona

GILBERT GROWTH

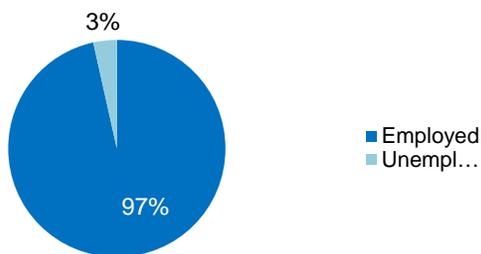


■ Single-Family Housing Permits, Calendar Year



CIVILIAN LABOR FORCE

2017 Labor force = 131,473



Source: Arizona Department of Administration, Special Unemployment Report - 2017

PRINCIPAL EMPLOYERS

Gilbert Unified School District	3,152
Banner Health	1,806
GoDaddy Software, Inc.	1,364
Town of Gilbert	1,297
Wal-Mart Stores, Inc.	1,138
Fry's Food Stores	1,044
B H Drywall	997
Higley Unified School District	995
Dignity Health	891
Isagenix International	650

Source: Gilbert Comprehensive Annual Financial Report, FY 2017

ECONOMIC HIGHLIGHTS

- Gilbert STEM and STEM related job growth has outpaced overall job growth over the last 5-years - 17% growth in STEM/STEM related vs. 11.6% job growth overall. Source: Economic Modeling Specialists (EMSI)
- Since 2013, Gilbert has added 2.8M square-feet of office, industrial/flex, and retail space to its inventory, representing an increase of 12.6%. Source: Costar
- Annual sales tax revenue collected from Gilbert's Heritage District in FY 2017 was 177% higher than in FY 2008. Source: Town of Gilbert
- Gilbert, Arizona's first economic development organization to be accredited by the International Economic Development Council, received reaccreditation in 2017.

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

GOVERNMENTAL FUNDS

- *General Fund (Major Fund)* – The General Fund accounts for the resources and uses of various Gilbert departments. A majority of the daily operating activity is recorded in this fund. Governmental accounting requires the General Fund be used for all financial resources except those required to be accounted for in another fund. Departments included:

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

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

- *Street HURF Fund (Highway User Revenue Fund)*
Street operating costs eligible for state highway revenues are included in this fund. Revenues are primarily derived from state-shared fuel tax.
- *Community Development Block Grant Fund*
This fund accounts for all federal CDBG revenue. The revenue is used for expenditures that create a more viable

community, such as downtown renovation and social services.

- *HOME Fund*
This fund accounts for Federal Home Investment Partnership revenue. The revenue is used for expenditures that create and maintain affordable housing within Gilbert.
- *Grants*
The Town accounts for grant revenue and the related expenditures in a separate fund. The entire expense is typically included in this fund and any amount not supported by grant revenue is transferred from another fund.
- *Other Special Revenue*
Other special projects are accounted for in this group of funds. The activity extends beyond one fiscal year and is for a specific event.
- *System Development Fees*
This set of funds segregates the revenue to pay for growth-related capital projects. The revenue is used to pay for eligible projects or to repay debt issued for growth-related construction.
- *Maintenance Improvement Districts*
Arizona State Statutes provide that improvement districts can be established to pay for streetlights and parkway improvements. Gilbert established two funds for these districts. Revenue is received from the benefitting property owners.

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

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

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

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

PROPRIETARY FUNDS

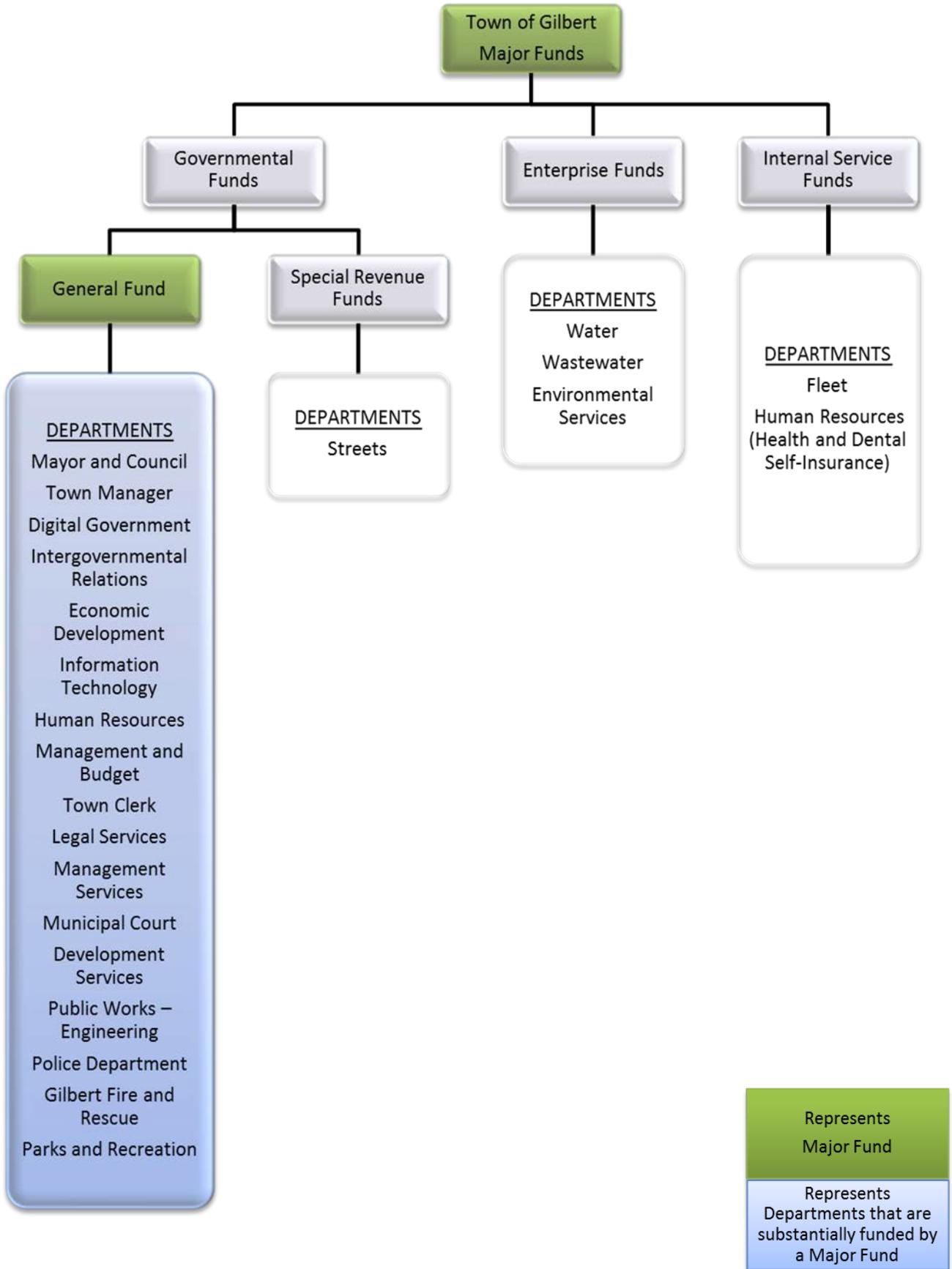
Enterprise Funds – These are funds in which the services provided are financed and operated similarly to those of a private business. User fees are established and revised as needed to ensure that revenues are adequate to meet all necessary expenditures. The following are considered enterprise funds:

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

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

FIDUCIARY FUNDS

Trust and Agency Funds – This fund type is for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governmental units or other funds. Use of these funds facilitates discharge of responsibilities placed upon the governmental unit by virtue of law or other similar authority. Gilbert has one Trust and Agency Fund: Volunteer Fire Pension.



BUDGET DEVELOPMENT

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

Council set the following boundaries for FY 2019 budget preparation:

- No change in local sales tax rate (1.5%)
- The secondary property tax rate for FY 2019 has been proposed to be reduced slightly from \$1.03 to \$0.99 per \$100 of assessed value. The rate is the result of the levy that is required to fund anticipated debt service payments.
- Maintain minimum fund balance policies

The major steps in preparation of the budget were:

- Council input on initiatives, boundaries, and priorities
- Review business case for new requests or changes to existing requests for funding tying each back to specific services
- Update revenue and expense projections and five-year projections for operating funds
- Collaborative budget process with Executive Team members to determine requests that will be recommended to the Town Manager
- Prioritization of available resources to align with Council priorities
- Financial Retreat with the Executive Team and Council
- Town Manager finalizes and balances the proposed budget
- Present draft to Council
- Council reviews and adopts

The Budget Calendar page depicts the timing in more detail.

STATE EXPENDITURE LIMIT

The State of Arizona sets a limit on the expenditures of local jurisdictions. State statute sets the limits unless otherwise approved by the voters. Gilbert received voter approval to increase

this limit to match the community's desired service levels. Gilbert must budget at or below this limit.

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

BUDGET AMENDMENTS

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

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

BUDGET CARRYFORWARD

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

CONTINGENCY

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

The General Fund Minimum Fund Balance Policy states that 25% of ongoing expenditures and one year of debt service must be maintained. Annually, this is evaluated to ensure that the proposed budget will allow the minimum fund balance to be maintained. For FY 2019 the ongoing budgeted expenditures were \$149.2M. When calculated at 25% plus one year of debt service, the minimum fund balance requirement is \$51.6M.

While the minimum fund balance is only in case of extreme emergency or high priority of council, contingency is regularly used and budgeted for

each year. For FY 2019, the General Fund contingency is approximately \$15.0M. Gilbert budgets for contingencies in the following funds:

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

BUDGET BASIS

The budget is prepared on an annual basis generally consistent with Generally Accepted Accounting Principles (GAAP). Gilbert’s Governmental Funds consist of the General Fund, Special Revenue Funds, Debt Service Funds, and other Capital Funds. Governmental fund type budgets are developed using the modified accrual basis of accounting.

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

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

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

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

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

Date	Action
August 1 - September 15, 2017	CIP - Initial departmental meetings (review/prioritize new/existing CIP projects)
September 5 - 14, 2017	Budget Kick Off - Supervisors, Second in Command and Executive Team
September 7 - November 30, 2017	Departments enter requests in SharePoint for FY 2019 budget and five year plans
September 7 - November 30, 2017	Analysts meet with Departments (as needed) to review base budgets, new budget requests, CIP needs, position changes and potential re-organizations
September 1 - November 1, 2016	Zero Base Departments and Budget Office finalize zero base budgets
November 2017	CIP - Follow up meetings with Departments to review funding/timing/prioritization of projects
December 2017	Financial review of CIP projects
January - February 2018	Executive Team reviews departmental requests
January - February 14, 2018	Departments revise year end projections based on six months activity
February 20, 2018	Present Executive Team recommendations to Town Manager
March 2, 2018	Council Financial Retreat
March 7, 2017	Town Manager recommendations to Executive Team
March 19 – 28, 2018	Departments complete; purpose statements, current year accomplishments, upcoming year objectives, and performance measures/benchmarks.
April 2018	OMB discussions with Council members
April 19, 2018	Council Study Session - Introduction to the FY 2019 Budget/CIP
May 3, 2018	Council adopts preliminary budget
May 3, 2018	Declare the Draft FY 2019-2028 CIP a public document and direct staff to publish the notice of public hearing
May 3, 2018	Public Hearing to consider declaring June 7, 2018 as the date of public hearing and adoption of the FY 2019 property tax levy
June 7, 2018	Public Hearing and adopt FY 2019-2028 Capital Improvement Plan
June 7, 2018	Council adopts final budget
June 7, 2018	Property Tax public hearing/Adoption of FY 2019 Property Tax levy

INTRODUCTION

The Policies of Responsible Financial Management were revised and adopted in August 2017 by Council and establish the framework for overall fiscal planning and management by setting forth guidelines for current activities and long range planning. These Policies of Responsible Financial Management are intended to foster and support the continued financial strength and stability of Gilbert.

PURPOSE

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

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

SCOPE

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

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

- To deliver quality services in an affordable, efficient and cost-effective manner and to provide full value for each tax dollar
- To maintain an adequate financial base to sustain a sufficient level of municipal services, thereby preserving the quality of life in the Town of Gilbert

- To have the ability to withstand local and regional economic fluctuations, to adjust to changes in the service requirements of our community, and to respond to changes in Federal and State priorities and funding as they affect the Town's residents
- To maintain a high bond credit rating to ensure the Town's access to the bond markets and to provide assurance to the Town's taxpayers that the Town government is well managed and financially sound

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

POLICY STATEMENT SUMMARY

The following is intended as a summary of each policy. For the full a version of the policies use the hyperlink or web address: [Policies of Responsible Financial Management](#) or <https://www.gilbertaz.gov/home/showdocument?id=22921>

1) Accounting, Auditing and Financial Procedures

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

2) Budget Administration

Defines levels of budgetary controls, transfer authority, and appropriation carry forward consideration. The Town Council sets policy and adopts the annual budget at the fund level as a total amount of expenditures. Financial control is set by Council at the fund level, with budgetary control for operating performance administered at the departmental level by the Town Manager. Budget adjustments between funds, projects, or contingency transactions to accommodate Council-approved actions, such as bond transactions, will be administered by the Office of Management and Budget, and will not exceed available revenues or the maximum approved expenditure authorization. Grants and restricted appropriations are administered by department. Directors may authorize transfers within non-personnel budget lines at the same fund, department, and project level. The Town Manager or his/her designee is authorized to administer a budget adjustment process *within* a fund between departments or projects. The Budget Manager or his/her designee is authorized to approve any adjustments *between* funds, projects, or contingency transactions up to \$25,000. The Town Manager or his/her designee is authorized to approve any adjustments between funds, projects, or contingency transactions up to \$50,000. Council action is required to approve adjustments between funds, projects, or contingency transactions over \$50,000. All annual appropriations lapse at year-end and are considered for inclusion in the subsequent year's budget on a case-by-case basis.

3) Interfund Loans

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

loan, established repayment terms (including whether interest will be paid), the loan's current status, and the frequency of making loans.

4) Long-Range Planning

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

5) Repair and Replacement Funding

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

6) Contingency

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

7) Revenue Diversification

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

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

8) Use of Revenue

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

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

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

9) Fees and Charges

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

10) Debt Management

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

While issuance of bonds is frequently an appropriate method of financing long-term capital projects, such issuance must be carefully monitored to preserve the Gilbert's credit strength and to provide the necessary flexibility to fund future capital needs.

- Identify and prioritize potential capital investments, the related costs and benefits.
- Identify potential funding sources for each improvement as outlined in the Capital Improvement Plan.
- Utilize other professionals as necessary to ensure compliance with the requirements of the issuance of bonds. (Approval from Town Council must also be obtained.)
- Utilize other professionals as necessary to determine whether the bonds will be sold competitively, or as a negotiated sale, or as a direct placement with a financial institution. The determination will be based on the financing needs and prevailing market conditions.
- Other conditions that need to be considered include: market conditions, financial limits (see below under "Restrictions on Debt Issuance"), long-term forecasts and specific funding sources. Finance and OMB will be responsible for reviewing the funding sources and financial forecasts to ensure compliance with existing bond covenants, debt limits and the potential impact on existing bond ratings prior to the issuance of any new bonds.
- Finance and OMB will ensure that pledged resources of the Town are adequate, in any general economic situation, so as to not hinder the Town's ability to pay its debt when due.

Types of debt instruments utilized by Gilbert include General Obligation (G.O.) bonds, Revenue bonds, Municipal Property Corporation (MPC) bonds, and Improvement District bonds.

Restrictions on debt issuance:

- Where appropriate, the Gilbert will consider “pay as you go” capital financing and/or the use of impact fees.
- Gilbert will not issue bonds to fund current operations.
- Gilbert will comply with applicable debt service coverage limitations in the bond covenants for Revenue bonds.
- Under the provisions of the Arizona Constitution, outstanding general obligation bonded debt for combined water, wastewater, electric, parks and open space, streets and public safety purposes may not exceed 20% of Gilbert’s net secondary assessed valuation, nor may outstanding general obligation bonded debt for all other purposes exceed 6% of Gilbert’s net secondary assessed valuation.

Debt Management Process:

- Gilbert will monitor the debt portfolio for restructuring or refunding opportunities. Refunding bonds will be measured against a standard of the net present value debt service savings exceeding 3% of the principal amount of the bonds being refunded, or if the net present value savings exceed \$500,000, or for the purposes of modifying restrictive covenants or to modify the existing debt structure to the benefit of the Town.
- Gilbert will maintain regular contact with rating agencies through telephonic conferences, meetings, or visits on and off-site. Gilbert will secure ratings on all bonds issued when economically feasible.
- The Finance Department shall maintain a debt book for all bonds issued and update the book on an annual basis. This debt book shall include specific information regarding the size and type of debt issued, projects financed by the bonds, debt service schedules and other pertinent information related to each specific bond issue.
- This policy shall be reviewed and updated each year by the Finance and Budget Departments.

11) Post-Issuance Compliance for Tax-Exempt Governmental Bonds

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

12) Purchasing

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

13) Capital Improvement Plan

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

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

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

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

The Capital Improvement Program shall provide:

- A statement of the objectives of the Capital Improvement Plan, including the relationship with the Town's General Plan, department master plans, necessary service levels, and expected facility needs, as appropriate.
- An implementation program for each of the capital improvements that provides for the coordination and timing of project construction among various Town departments.
- An estimate of each project's costs, anticipated sources of revenue for financing the project, and an estimate of the impact of each project on Town revenues and operating budgets. No capital project shall be funded unless operating impacts have been assessed and the necessary funds can be reasonably anticipated to be available when needed.
- For the systematic improvement, maintenance, and replacement of the Town's capital infrastructure as needed.
- A summary of proposed debt requirements.
- The Town will match programs and activities identified in the Capital Improvement Plan with associated funding sources. Reimbursements shall be applied to like projects and activities.
- The performance and continued use of capital infrastructure is essential to delivering public services. Deferring essential maintenance and/or asset replacement can negatively impact service delivery and increase long term costs. As such, the Town will periodically assess the condition of assets and infrastructure and appropriately plan for required major maintenance and replacement needs. Efforts will be made to allocate sufficient funds in the multi-year capital plan and operating budgets for condition assessment, preventative and major maintenance, and repair and replacement of critical infrastructure assets.

14) Fund Balance Classifications

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

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

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

- For assigned fund balance: The Council authorizes the Finance Director to assign fund balance amounts to a specific purpose.

15) Minimum Unrestricted Fund Balance for the General Fund

GASB No. 54 requires entities to create a formal policy that establishes a minimum level at which unrestricted general fund balance is to be maintained.

Fund balance is an important indicator of Gilbert's financial position. Maintaining reserves is considered a prudent management practice. Adequate fund balances are maintained to allow Gilbert to continue providing services to the community in case of unexpected emergencies or requirements and/or economic downturns.

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

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

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

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

16) Debt Service Reserve Policy

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

After current year debt service payments are encumbered, if the debt service fund balance exceeds 5% of next year's debt service cost, Council may consider the use of fund balance (in excess of the 5%) for the following purposes in order:

1. Reduce total interest cost
2. Reduce total term of debt outstanding
3. Reduce the proposed levy/tax rate, and/or
4. Hold the balance to leverage for future opportunities.

17) Economic Development Reserve

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

18) Cost Containment

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

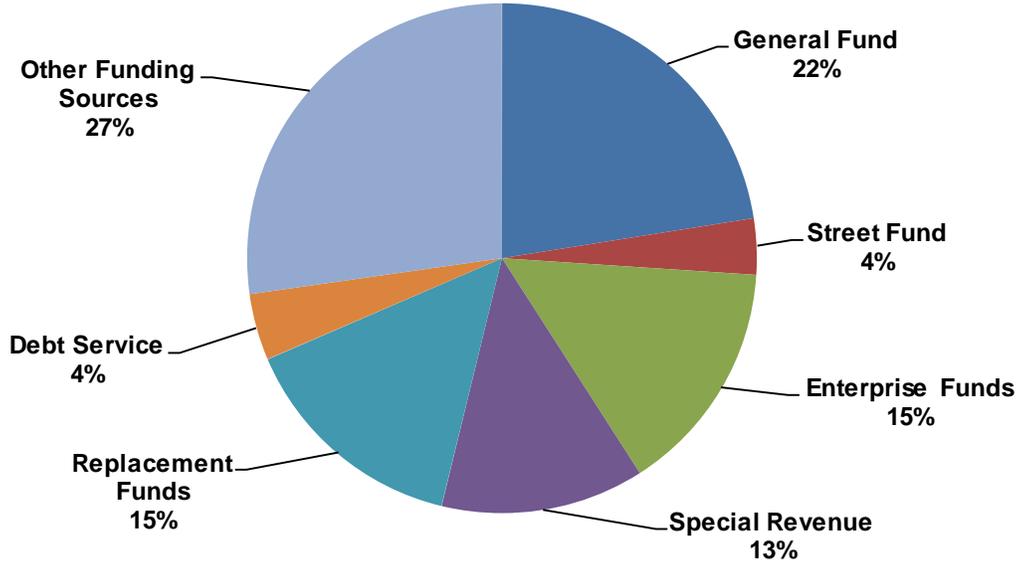
19) Grant Application, Acceptance and Administration

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

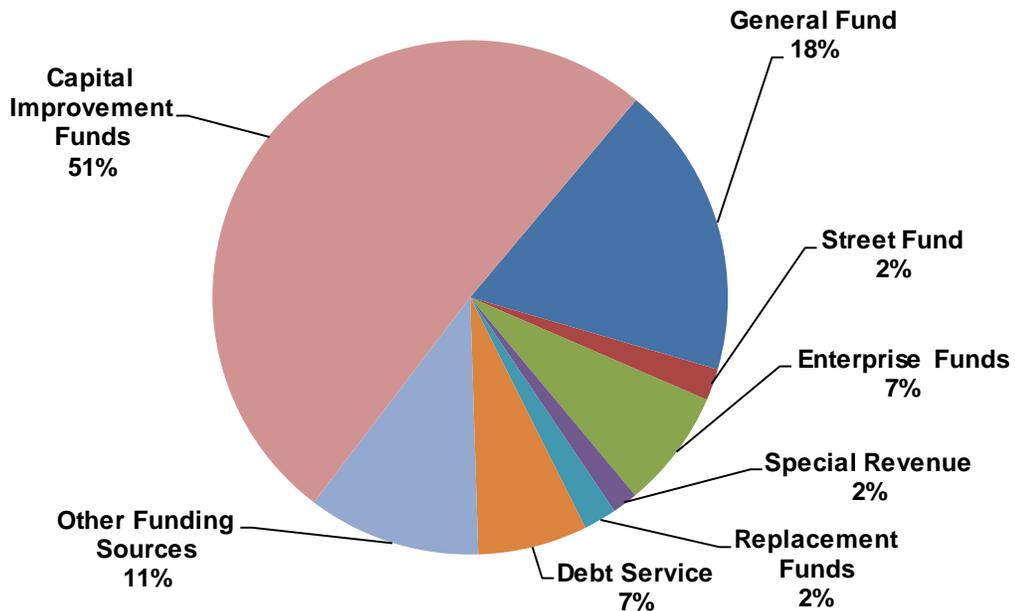
Gilbert considers the following while assessing each application, acceptance and use of grant funding:

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





The funds available for FY 2019 are approximately \$1,132,656,000. This consists of new revenue and funds carried forward from the previous fiscal years. The revenue detail for each area is found within the budget document – either in the summary section or in the budget detail for that department. The graph above shows percentage of sources by major category, excluding Internal Service Funds.



The total expenditures for FY 2019 are approximately \$940,085,000. The expenditure detail for each area is found within the budget document – either in the summary section or in the budget detail for that department. The graph above shows percent of expenditures by major category, excluding Internal Service Funds.

	<u>Starting Balance</u>	<u>Revenue</u>	<u>Transfer Revenue</u>	<u>Total Sources</u>
GENERAL FUND	\$ 88,301,210	\$ 166,421,000	\$ 5,659,200	\$ 260,381,410
ENTERPRISE FUNDS				
Water	38,925,689	48,210,000	-	\$ 87,135,689
Wastewater	17,534,804	28,332,000	920,000	\$ 46,786,804
Enviro Svcs - Residential	13,457,734	17,421,000	170,000	\$ 31,048,734
Enviro Svcs - Commercial	1,885,632	2,680,000	-	\$ 4,565,632
STREETS	14,841,501	25,501,000	-	\$ 40,342,501
INTERNAL SERVICE				
Fleet Maintenance	492,669	7,239,000	-	\$ 7,731,669
Health Self-Insurance	1,876,580	16,675,000	-	\$ 18,551,580
Dental Self-Insurance	466,380	1,382,000	-	\$ 1,848,380
REPLACEMENT FUNDS				
General	9,085,870	40,000	2,300,000	\$ 11,425,870
Water	87,971,580	200,000	13,000,000	\$ 101,171,580
Wastewater	59,311,220	200,000	9,200,000	\$ 68,711,220
Enviro Svcs - Residential	4,171,070	190,000	3,200,000	\$ 7,561,070
Enviro Svcs - Commercial	551,270	3,000	412,000	\$ 966,270
Streets	4,645,820	20,000	428,000	\$ 5,093,820
Fleet Maintenance	245,800	-	-	\$ 245,800
SUB TOTAL OPERATING FUNDS	\$ 343,764,829	\$ 314,514,000	\$ 35,289,200	\$ 693,568,029
SPECIAL REVENUE FUNDS				
CDBG/HOME	11,940	1,949,880	-	\$ 1,961,820
Solid Waste Container	-	170,000	-	\$ 170,000
Traffic Signal SDF	9,877,380	2,015,000	-	\$ 11,892,380
Police SDF	1,870,020	3,600,000	-	\$ 5,470,020
Fire SDF	(11,248,570)	2,000,000	-	\$ (9,248,570)
General Government SDF	(6,666,540)	2,400,000	-	\$ (4,266,540)
Parks and Recreation SDF	31,813,530	7,065,000	-	\$ 38,878,530
Parks SDF Prior to 2012	-	24,000,000	-	\$ 24,000,000
Water SDF	6,695,770	9,700,000	-	\$ 16,395,770
Water Resource Fee	2,751,830	2,550,000	-	\$ 5,301,830
Wastewater SDF	1,430,330	-	-	\$ 1,430,330
Wastewater SDF - Neely	5,126,360	1,150,000	-	\$ 6,276,360
Wastewater SDF - Greenfield	22,979,380	5,000,000	-	\$ 27,979,380
Grants	6,426,630	5,660,900	-	\$ 12,087,530
Police Impound	19,750	310,000	-	\$ 329,750
Street Light Improvement	87,100	1,871,900	-	\$ 1,959,000
Parkway Improvement	118,720	1,046,330	-	\$ 1,165,050
Other Special Revenue	652,560	3,497,870	-	\$ 4,150,430
OTHER FUNDING SOURCES				
CIP Administration	384,430	2,070,940	-	\$ 2,455,370
Outside Sources	21,382,390	19,557,580	-	\$ 40,939,970
GO Bonds Proceeds	65,400,500	-	-	\$ 65,400,500
Contingency	-	100,000,000	-	\$ 100,000,000
Prop 400	16,849,870	15,809,740	-	\$ 32,659,610
PFMPC 2017	(2,931,321)	-	-	\$ (2,931,321)
Parks, Rec and Open Space	4,789,720	-	-	\$ 4,789,720
WRMPC 2016	23,805,670	3,374,000	-	\$ 27,179,670
MPC - Wastewater System	38,243,010	-	-	\$ 38,243,010

	<u>Expense</u>	<u>Transfer Expense</u>	<u>Total Uses</u>	<u>Ending Balance</u>
GENERAL FUND	\$ 173,055,290	\$ 35,734,190	\$ 208,789,480	\$ 51,591,930
ENTERPRISE FUNDS				
Water	33,086,290	25,242,820	\$ 58,329,110	\$ 28,806,579
Wastewater	18,840,000	20,132,340	\$ 38,972,340	\$ 7,814,464
Enviro Svcs - Residential	15,813,210	7,215,910	\$ 23,029,120	\$ 8,019,614
Enviro Svcs - Commercial	2,326,810	760,900	\$ 3,087,710	\$ 1,477,922
STREETS	18,687,410	14,088,090	\$ 32,775,500	\$ 7,567,001
INTERNAL SERVICE				
Fleet Maintenance	8,057,760	-	\$ 8,057,760	\$ (326,091)
Copy Services	-	-	\$ -	\$ -
Health Self-Insurance	17,041,560	-	\$ 17,041,560	\$ 1,510,020
Dental Self-Insurance	1,317,000	-	\$ 1,317,000	\$ 531,380
REPLACEMENT FUNDS				
General	3,471,500	-	\$ 3,471,500	\$ 7,954,370
Water	3,721,900	34,818,620	\$ 38,540,520	\$ 62,631,060
Wastewater	4,383,200	51,140,980	\$ 55,524,180	\$ 13,187,040
Enviro Svcs - Residential	5,413,400	-	\$ 5,413,400	\$ 2,147,670
Enviro Svcs - Commercial	890,000	-	\$ 890,000	\$ 76,270
Streets	1,402,050	-	\$ 1,402,050	\$ 3,691,770
Fleet Maintenance	200,000	-	\$ 200,000	\$ 45,800
SUB TOTAL OPERATING FUNDS	\$ 307,707,380	\$ 189,133,850	\$ 496,841,230	\$ 196,726,799
SPECIAL REVENUE FUNDS				
CDBG/HOME	744,880	1,205,000	\$ 1,949,880	\$ 11,940
Solid Waste Container	-	170,000	\$ 170,000	\$ -
Traffic Signal SDF	4,400	3,257,490	\$ 3,261,890	\$ 8,630,490
Police SDF	1,124,460	2,481,910	\$ 3,606,370	\$ 1,863,650
Fire SDF	4,400	1,255,730	\$ 1,260,130	\$ (10,508,700)
General Government SDF	4,400	2,202,390	\$ 2,206,790	\$ (6,473,330)
Parks and Recreation SDF	4,400	26,010,020	\$ 26,014,420	\$ 12,864,110
Parks SDF Prior to 2012	-	17,307,340	\$ 17,307,340	\$ 6,692,660
Water SDF	4,400	23,351,620	\$ 23,356,020	\$ (6,960,250)
Water Resource Fee	4,400	42,731,670	\$ 42,736,070	\$ (37,434,240)
Wastewater SDF	-	968,600	\$ 968,600	\$ 461,730
Wastewater SDF - Neely	4,400	2,803,930	\$ 2,808,330	\$ 3,468,030
Wastewater SDF - Greenfield	4,400	16,989,660	\$ 16,994,060	\$ 10,985,320
Grants	5,272,240	551,270	\$ 5,823,510	\$ 6,264,020
Police Impound	342,820	65,000	\$ 407,820	\$ (78,070)
Street Light Improvement	2,029,600	-	\$ 2,029,600	\$ (70,600)
Parkway Improvement	1,168,300	-	\$ 1,168,300	\$ (3,250)
Other Special Revenue	4,222,360	30,000	\$ 4,252,360	\$ (101,930)
OTHER FUNDING SOURCES				
CIP Administration	1,820,940	250,000	\$ 2,070,940	\$ 384,430
Outside Sources	-	31,321,510	\$ 31,321,510	\$ 9,618,460
GO Bonds Proceeds	-	71,164,900	\$ 71,164,900	\$ (5,764,400)
Contingency	100,000,000	-	\$ 100,000,000	\$ -
Prop 400	-	37,088,020	\$ 37,088,020	\$ (4,428,410)
PFMPC 2017	-	6,058,730	\$ 6,058,730	\$ (8,990,051)
Parks, Rec and Open Space	-	-	\$ -	\$ 4,789,720
WRMPC 2016	-	29,873,920	\$ 29,873,920	\$ (2,694,250)
MPC - Wastewater System	-	41,480,830	\$ 41,480,830	\$ (3,237,820)

	<u>Starting Balance</u>	<u>Revenue</u>	<u>Transfer Revenue</u>	<u>Total Sources</u>
CAPITAL IMPROVEMENT FUNDS				
Redevelopment	-	-	24,939,840	\$ 24,939,840
Streets	-	-	128,028,650	\$ 128,028,650
Traffic Control	-	-	5,580,860	\$ 5,580,860
Parks and Recreation	-	-	55,370,510	\$ 55,370,510
Municipal Facilities	-	-	16,857,760	\$ 16,857,760
Water	-	-	127,180,970	\$ 127,180,970
Wastewater	-	-	118,181,840	\$ 118,181,840
Storm Water	-	-	1,177,810	\$ 1,177,810
DEBT SERVICE	17,992,722	29,761,280	35,145,950	\$ 82,899,952
TRUST ACCOUNTS	85,480	-	-	\$ 85,480
TOTAL ALL FUNDS	\$ 601,713,490	\$ 559,074,420	\$ 547,753,390	\$ 1,708,541,300

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

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

- The Water SDF, Water Resource Fee, Fire SDF, and General Government SDF Funds have planned deficits due to cash funding of capital projects. Gilbert updates the 10-Year Capital Improvement Plan annually to determine long range cash balances in these funds.
- WRMPC Bonds – Progress on the Greenfield Wastewater Treatment Plant and Santan Water Treatment Plant projects are in progress. In an effort to ensure excess bond funds were not sold, the Town sized the issuances slightly smaller than construction estimates. When the projects close out, bond funds will be used and then appropriate SDF cash will be used to make up the gap.
- The Street Light Improvement District Fund assesses a levy on a homeowner’s property tax bill for the street light usage in their subdivision. The amount assessed each year is calculated on projected expenditures and property values of the residences. The amount levied cannot exceed a certain percentage of the assessed value of the property. As the property values rise, the amount that is levied can increase accordingly.
- The Parkway Improvement District Fund assesses a levy on the homeowner’s property tax bill for the maintenance of the common areas in the subdivision. The amount assessed each year is calculated on the projected expenditures and the number of lots in the subdivision. A deficit in this fund would indicate that there are outstanding property tax revenues to be distributed to the Town.

	<u>Expense</u>	<u>Transfer Expense</u>	<u>Total Uses</u>	<u>Ending Balance</u>
CAPITAL IMPROVEMENT FUNDS				
Redevelopment	24,939,840	-	\$ 24,939,840	\$ -
Streets	128,028,650	-	\$ 128,028,650	\$ -
Traffic Control	5,580,860	-	\$ 5,580,860	\$ -
Parks and Recreation	55,370,510	-	\$ 55,370,510	\$ -
Municipal Facilities	16,857,760	-	\$ 16,857,760	\$ -
Water	127,180,970	-	\$ 127,180,970	\$ -
Wastewater	118,181,840	-	\$ 118,181,840	\$ -
Storm Water	1,177,810	-	\$ 1,177,810	\$ -
DEBT SERVICE	64,712,850	-	\$ 64,712,850	\$ 18,187,102
TRUST ACCOUNTS	2,500	-	\$ 2,500	\$ 82,980
TOTAL ALL FUNDS	\$ 966,501,770	\$ 547,753,390	\$ 1,514,255,160	\$ 194,286,140

- PFMPC 2017 bonds in the amount of \$7.5M were issued to fund project MF0230, Fire Station #9. Any funding gap at the end of the project will be paid for by Fire SDF cash.
- GO Bond Proceeds were issued to fund various street related Capital Projects. Any funding gaps at the end of the projects will be paid for with Streets funding.

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
General Fund	917.67	944.49	982.69	982.89	1,010.36
Enterprise Funds	259.78	266.78	271.78	272.79	279.34
Streets Funds	50.67	50.67	53.67	53.66	55.66
Internal Service Funds	26.00	26.00	26.00	26.00	26.00
Replacement Funds	0.00	0.00	0.00	0.00	0.00
Special Revenue	11.45	10.95	10.95	10.75	11.25
Capital Improvements	7.40	12.40	12.40	12.40	12.40
Debt Service	0.00	0.00	0.00	0.00	0.00
Trust Accounts	0.00	0.00	0.00	0.00	0.00
Total Personnel	1,272.97	1,311.29	1,357.49	1,358.49	1,395.01

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
General Fund	133,706,253	160,122,607	195,932,680	158,280,890	173,055,290
Enterprise Funds	61,873,329	57,598,537	88,581,300	67,785,292	70,066,310
Streets Funds	18,916,238	19,946,138	25,943,240	20,126,169	18,687,410
Internal Service Funds	27,318,465	22,661,550	26,452,720	25,207,761	26,416,320
Replacement Funds	11,216,516	9,657,250	96,818,100	23,058,150	19,482,050
Special Revenue	11,390,288	14,758,338	127,137,890	16,790,800	14,939,860
Capital Improvements	17,778,811	19,914,440	345,070,610	40,724,801	579,139,180
Debt Service	75,902,621	147,416,674	58,864,810	56,603,550	64,712,850
Trust Accounts	2,500	2,500	2,500	2,500	2,500
Total Expenses	\$358,105,021	\$452,078,034	\$ 964,803,850	\$408,579,912	\$ 966,501,770

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	118,374,049	134,528,745	143,466,840	140,634,770	148,263,230
Supplies & Contractual	178,416,539	233,612,039	220,542,310	179,195,751	230,014,380
Capital Outlay	61,314,433	83,937,250	600,794,700	88,749,391	588,224,160
Total Expenses	\$358,105,021	\$452,078,034	\$ 964,803,850	\$408,579,912	\$ 966,501,770

REVENUE BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
General Fund	147,720,702	163,283,052	158,425,500	163,392,400	166,421,000
Enterprise Funds	84,528,427	86,594,421	91,112,940	89,456,000	96,643,000
Streets Funds	22,798,905	25,949,998	25,401,000	25,801,000	25,501,000
Internal Service Funds	23,060,389	25,232,202	26,532,100	25,542,100	25,296,000
Replacement Funds	1,382,995	1,700,749	1,178,000	1,178,000	653,000
Special Revenue	53,117,958	44,383,987	55,830,760	49,431,980	73,986,880
Capital Improvements	20,227,819	90,875,376	189,007,520	57,569,540	140,812,260
Debt Service	21,858,074	86,251,064	27,186,430	27,186,430	29,761,280
Trust Accounts	202	432	-	-	-
Total Revenue	\$374,695,471	\$524,271,281	\$ 574,674,250	\$439,557,450	\$ 559,074,420

REVENUE BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Taxes and Fees	148,215,132	146,476,134	152,978,080	152,423,080	156,243,230
License and Permits	4,852,536	4,819,908	4,427,000	5,042,200	4,415,000
Intergovernmental	81,395,723	102,413,241	128,892,750	104,912,890	130,308,100
Charges for Service	113,000,466	122,313,165	120,880,100	122,933,560	127,906,170
Fine and Forfeits	4,618,089	4,335,755	4,110,000	3,950,000	3,999,000
Special Assessments	2,412,090	72,346,535	105,486,430	5,486,430	106,581,280
Other Non-Operating	20,201,435	71,566,543	57,899,890	44,809,290	29,621,640
Total Revenue	\$374,695,471	\$524,271,281	\$ 574,674,250	\$439,557,450	\$ 559,074,420

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	374,695,471	524,271,281	574,674,250	439,557,450	559,074,420
Transfers In	71,682,916	61,484,870	60,347,680	58,886,420	547,753,390
Total Sources	\$446,378,387	\$585,756,151	\$ 635,021,930	\$498,443,870	\$1,106,827,810
Total Expenses	358,105,021	452,078,034	964,803,850	408,579,912	966,501,770
Transfers Out	71,682,916	61,484,870	60,347,680	58,886,420	547,753,390
Total Uses	\$429,787,937	\$513,562,904	\$1,025,151,530	\$467,466,332	\$1,514,255,160
Net Operating Result	\$ 16,590,450	\$ 72,193,247	\$ (390,129,600)	\$ 30,977,538	\$ (407,427,350)

REVENUE SUMMARY BY FUND

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
GENERAL FUND:					
Non-Allocated	129,728,543	140,940,452	142,550,000	146,255,000	149,528,000
Mayor and Council Manager	62,204	79,109	75,000	86,000	88,000
Digital Government	44,507	2,241	-	-	-
Economic Development	-	150	2,000	2,000	2,000
Information Technology	45	77,909	-	75,000	75,000
Human Resources	3,689	1,339	-	-	-
Town Clerk	8,217	6,542	7,000	4,000	4,000
Legal Services	362	903	-	-	-
Management Services	19,707	19,174	15,000	15,000	15,000
Municipal Court	275,319	207,467	194,000	120,300	119,000
Development Services	322,993	360,999	338,000	298,000	298,000
Police Department	6,949,736	6,928,546	6,493,000	7,584,200	6,495,000
Fire and Rescue Department	3,859,615	3,727,994	3,403,000	3,351,000	3,365,000
Parks and Recreation	1,656,951	1,910,046	1,854,000	1,930,400	1,939,000
Non Departmental	3,710,014	7,833,555	3,494,500	3,671,500	4,493,000
	1,078,800	1,184,829	-	-	-
TOTAL GENERAL FUND	\$ 147,720,702	\$ 163,283,052	\$ 158,425,500	\$ 163,392,400	\$ 166,421,000
ENTERPRISE OPERATIONS:					
Water	40,991,158	42,041,012	43,179,000	44,740,000	48,210,000
Wastewater	25,249,660	26,184,379	26,575,000	26,333,200	28,332,000
Environmental Svc - Residential	15,679,964	15,857,693	18,638,640	15,736,000	17,421,000
Environmental Svc - Commercial	2,607,645	2,511,337	2,720,300	2,646,800	2,680,000
TOTAL ENTERPRISE	\$ 84,528,427	\$ 86,594,421	\$ 91,112,940	\$ 89,456,000	\$ 96,643,000
STREETS:					
HURF	22,798,905	16,226,204	15,651,000	15,851,000	15,001,000
Roadway and Maintenance	-	9,723,794	9,750,000	9,950,000	10,500,000
TOTAL STREETS	\$ 22,798,905	\$ 25,949,998	\$ 25,401,000	\$ 25,801,000	\$ 25,501,000
INTERNAL SERVICES	\$ 23,060,389	\$ 25,232,202	\$ 26,532,100	\$ 25,542,100	\$ 25,296,000
REPLACEMENT FUNDS:					
General	146,491	178,242	40,000	40,000	40,000
Street	130,458	138,785	20,000	20,000	20,000
Water	451,258	681,047	200,000	200,000	200,000
Wastewater	454,941	591,116	200,000	200,000	200,000
Environmental Svc - Residential	190,759	104,382	715,000	715,000	190,000
Environmental Svc - Commercial	7,202	4,902	3,000	3,000	3,000
Fleet	1,886	2,275	-	-	-
TOTAL REPLACEMENT FUNDS	\$ 1,382,995	\$ 1,700,749	\$ 1,178,000	\$ 1,178,000	\$ 653,000
SUB TOTAL OPERATING FUNDS	\$ 279,491,418	\$ 302,760,422	\$ 302,649,540	\$ 305,369,500	\$ 314,514,000
SPECIAL REVENUE FUNDS:					
CDBG/HOME	603,782	711,665	2,239,650	1,481,340	1,949,880
Development Fees	46,477,859	37,799,308	40,100,000	35,850,000	59,650,000
Grants	1,170,479	1,201,220	6,936,490	6,524,050	5,660,900
Police Impound	324,717	283,340	310,000	310,000	310,000
Special Districts	2,577,830	2,947,131	2,953,080	2,953,080	2,918,230
Other Special Revenue	1,963,291	1,441,323	3,291,540	2,313,510	3,497,870

REVENUE SUMMARY BY FUND

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
TOTAL SPECIAL REVENUE	\$ 53,117,958	\$ 44,383,987	\$ 55,830,760	\$ 49,431,980	\$ 73,986,880
OTHER CAPITAL FUNDS	\$ 20,227,819	\$ 90,875,376	\$ 189,007,520	\$ 57,569,540	\$ 140,812,260
DEBT SERVICE	\$ 21,858,074	\$ 86,251,064	\$ 27,186,430	\$ 27,186,430	\$ 29,761,280
TRUST ACCOUNTS	\$ 202	\$ 432	-	-	-
GRAND TOTAL REVENUE	<u>\$ 374,695,471</u>	<u>\$ 524,271,281</u>	<u>\$ 574,674,250</u>	<u>\$ 439,557,450</u>	<u>\$ 559,074,420</u>
CARRY OVER FUNDS					\$ 407,427,350
TOTAL RESOURCES					<u>\$ 966,501,770</u>

REVENUE SUMMARY BY FUND BY TYPE

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
GENERAL FUND					
Taxes and Fees	80,497,509	85,794,157	88,675,000	92,370,000	94,825,000
License and Permit	4,787,456	4,784,961	4,367,000	4,981,000	4,355,000
Intergovernmental	47,821,821	55,902,448	54,535,000	55,014,000	55,825,000
Charges for Service	6,268,332	10,537,471	6,186,000	6,923,500	7,266,500
Fines and Forfeits	4,014,009	3,810,983	3,626,000	3,466,000	3,515,000
Other Non-Operating	4,331,575	2,453,032	1,036,500	637,900	634,500
TOTAL GENERAL FUND	\$ 147,720,702	\$ 163,283,052	\$ 158,425,500	\$ 163,392,400	\$ 166,421,000
ENTERPRISE OPERATIONS					
License and Permit	65,080	34,947	60,000	61,200	60,000
Intergovernmental	1,144,446	952,597	1,200,000	1,200,000	1,750,000
Charges for Service	82,592,068	84,900,125	85,707,940	87,741,800	91,989,000
Fines and Forfeits	50	-	-	-	-
Other Non-Operating	726,783	706,752	4,145,000	453,000	2,844,000
TOTAL ENTERPRISE OPERATION	\$ 84,528,427	\$ 86,594,421	\$ 91,112,940	\$ 89,456,000	\$ 96,643,000
STREETS FUND					
Intergovernmental	22,523,652	25,670,194	25,300,000	25,700,000	25,400,000
Charges for Service	1,529	1,598	1,000	1,000	1,000
Fines and Forfeits	12,728	3,728	-	-	-
Other Non-Operating	260,996	274,478	100,000	100,000	100,000
TOTAL STREETS FUND	\$ 22,798,905	\$ 25,949,998	\$ 25,401,000	\$ 25,801,000	\$ 25,501,000
INTERNAL SERVICES					
Intergovernmental	386,991	407,315	755,000	455,000	455,000
Charges for Service	21,617,634	24,535,050	25,374,100	24,684,100	24,778,000
Other Non-Operating	1,055,764	289,837	403,000	403,000	63,000
TOTAL INTERNAL SERVICES	\$ 23,060,389	\$ 25,232,202	\$ 26,532,100	\$ 25,542,100	\$ 25,296,000
REPLACEMENT FUNDS					
Charges for Service	157,508	92,431	150,000	150,000	150,000
Special Assessments	91,325	91,118	-	-	-
Other Non-Operating	1,134,162	1,517,200	503,000	503,000	503,000
TOTAL REPLACEMENT FUNDS	\$ 1,382,995	\$ 1,700,749	\$ 1,178,000	\$ 1,178,000	\$ 653,000
SPECIAL REVENUE FUNDS					
Taxes and Fees	48,294,058	39,920,869	42,653,080	38,403,080	38,168,230
Intergovernmental	1,784,663	1,942,315	9,807,770	8,686,890	8,306,780
Charges for Service	1,593,382	1,185,766	1,555,020	1,527,120	1,650,730
Fines and Forfeits	591,302	521,044	484,000	484,000	484,000
Special Assessments	1,187	1,110	-	-	-
Other Non-Operating	853,366	812,883	1,330,890	330,890	25,377,140
TOTAL SPECIAL REVENUE	\$ 53,117,958	\$ 44,383,987	\$ 55,830,760	\$ 49,431,980	\$ 73,986,880
CAPITAL IMPROVEMENTS					
Intergovernmental	7,734,150	17,538,372	36,769,980	13,332,000	38,571,320
Charges for Service	742,959	1,060,724	1,906,040	1,906,040	2,070,940
Special Assessments	113,955	71,558,767	100,000,000	-	100,170,000

REVENUE SUMMARY BY FUND BY TYPE

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Other Non-Operating	11,636,098	716,515	50,331,500	42,331,500	-
TOTAL CAPITAL IMPROVEMENT	\$ 20,227,162	\$ 90,874,378	\$ 189,007,520	\$ 57,569,540	\$ 140,812,260
DEBT SERVICE					
Taxes and Fees	19,423,565	20,761,108	21,650,000	21,650,000	23,250,000
Charges for Service	27,054	-	-	-	-
Special Assessments	2,205,623	695,540	5,486,430	5,486,430	6,411,280
Other Non-Operating	202,489	64,795,414	50,000	50,000	100,000
TOTAL DEBT SERVICE	\$ 21,858,731	\$ 86,252,062	\$ 27,186,430	\$ 27,186,430	\$ 29,761,280
TRUST ACCOUNTS					
Other Non-Operating	202	432	-	-	-
TOTAL TRUST ACCOUNTS	\$ 202	\$ 432	\$ -	\$ -	\$ -
GRAND TOTAL REVENUE	\$ 374,695,471	\$ 524,271,281	\$ 574,674,250	\$ 439,557,450	\$ 559,074,420

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
GENERAL FUND					
Non-Allocated:					
Privilege License Tax	76,950,956	82,980,329	86,000,000	89,500,000	92,000,000
CATV Franchise Fee	2,450,273	1,947,882	1,800,000	1,950,000	1,900,000
Electric Franchise	394,626	392,734	395,000	395,000	400,000
Natural Gas Franchise	544,534	473,212	480,000	525,000	525,000
State Shared Privilege License Ta	19,942,683	22,575,616	22,300,000	22,600,000	23,600,000
Urban Revenue Sharing	25,085,553	30,284,980	29,400,000	29,400,000	29,200,000
SRP in Lieu	1,186,667	1,159,314	1,100,000	1,125,000	1,100,000
Investment Income	609,490	728,268	700,000	300,000	350,000
Other Revenue	2,563,476	398,117	375,000	460,000	453,000
Use Permit Fees	285	-	-	-	-
Total Non-Allocated	129,728,543	140,940,452	142,550,000	146,255,000	149,528,000
Mayor and Council	62,204	79,109	75,000	86,000	88,000
Manager	44,507	2,241	-	-	-
Digital Government	-	150	2,000	2,000	2,000
Economic Development	45	77,909	-	75,000	75,000
InformationTechnology:					
Communication Services	2,760	-	-	-	-
Application Operations	-	1,339	-	-	-
Copy and Print Services	929	-	-	-	-
Total InformationTechnology	3,689	1,339	-	-	-
Human Resources:					
Administration	8,217	5,691	7,000	4,000	4,000
Risk Management	-	851	-	-	-
Total Human Resources	8,217	6,542	7,000	4,000	4,000
Town Clerk	362	903	-	-	-
Legal Services	19,707	19,174	15,000	15,000	15,000
Management Services:					
Accounting	25,373	9,465	19,000	6,300	5,000
Purchasing	92,826	178,424	175,000	100,000	100,000
Tax Compliance	157,120	19,578	-	14,000	14,000
Total Management Services	275,319	207,467	194,000	120,300	119,000
Municipal Court	322,993	360,999	338,000	298,000	298,000
Development Services:					
Permits, Licensing, and Alarms	647,731	569,272	612,000	585,200	584,000
Plan Review and Inspection - Bldg	3,814,236	3,721,673	3,400,000	4,100,000	3,400,000
Plan Review and Inspection - Fire	485,081	385,393	420,000	310,000	330,000
Plan Review and Inspection - Engi	1,437,722	1,684,024	1,501,000	1,935,000	1,626,000
Plan Review and Inspection - Cod	635	715	-	-	-
Planning Services	564,331	567,469	560,000	654,000	555,000
Total Development Services	6,949,736	6,928,546	6,493,000	7,584,200	6,495,000

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Police Department:					
Animal Control	115	96	-	-	-
Incarceration	705,512	603,792	630,000	550,000	500,000
Uniform Patrol	458,915	499,176	418,000	448,000	422,000
Traffic Unit	1,861,760	1,783,075	1,600,000	1,565,000	1,685,000
Detention / Court Support	432,596	473,177	410,000	415,000	420,000
School Programs	13,691	1,760	-	-	-
Enforcement Support	2,498	-	-	-	-
Records	33,545	36,461	30,000	30,000	30,000
Counseling Services	334,206	310,128	315,000	335,000	300,000
Property Crimes	6,436	18,016	-	8,000	8,000
Tactical Operations	10,341	-	-	-	-
Total Police Department	3,859,615	3,727,994	3,403,000	3,351,000	3,365,000
Fire and Rescue Department:					
Administration	23,097	29,968	-	-	-
Training	6,826	13,370	-	-	-
Operations	1,530,798	1,791,421	1,779,000	1,863,400	1,879,000
Prevention	90,785	68,670	75,000	67,000	60,000
Public Education	5,445	6,617	-	-	-
Total Fire and Rescue Department	1,656,951	1,910,046	1,854,000	1,930,400	1,939,000
Parks and Recreation:					
Administration	-	(18,844)	-	-	-
Public Safety Center	217,800	221,615	225,000	225,000	225,000
Heritage Annex	16,800	4,050,363	35,500	95,500	285,500
Parks and Open Space	15,757	18,946	25,000	25,000	27,500
Freestone Park	84,428	80,029	85,000	90,000	94,000
Crossroads Park	139,067	185,895	153,000	174,000	159,000
McQueen Park	103,728	97,443	107,000	107,000	107,000
Hetchler Park	15,198	13,705	12,000	29,000	20,000
Discovery Park	77,304	62,057	74,000	84,000	81,000
Cosmo Park	1,730	2,144	1,000	1,000	1,000
Elliot District Park	199,553	191,847	5,000	5,000	605,000
Neighborhood Parks	1,852	3,656	-	-	-
Water Tower Park	985	550	-	-	-
Trails Washes and Other	504	412	-	-	-
Riparian	40,372	26,972	24,000	28,000	24,000
Mesquite Pool	90,804	83,661	72,000	74,000	75,000
Greenfield Pool	170,687	133,463	142,000	139,000	139,000
Perry Pool	116,048	129,357	102,000	97,000	97,000
Williams Field Pool	116,147	100,065	108,000	97,000	97,000
Community Center	160,060	177,663	172,000	172,000	172,000
McQueen Activity Center	269,833	279,378	286,000	293,000	293,000
Page Park Center	721	128	-	-	-
Freestone Recreation Center	916,397	1,061,964	975,000	1,075,000	1,075,000
Southeast Regional Library	148,019	150,028	145,000	145,000	145,000
Perry Branch Library	134,824	132,178	132,000	132,000	132,000
Youth Sports	55,560	54,238	55,000	50,000	50,000
Adult Sports	304,573	303,570	295,000	295,000	350,000

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Special Events	284,013	261,316	235,000	210,000	210,000
Adaptive Recreation	27,250	29,756	29,000	29,000	29,000
Total Parks and Recreation	3,710,014	7,833,555	3,494,500	3,671,500	4,493,000
Non-Departmental:					
Capital Projects	1,078,800	1,184,829	-	-	-
Total Non-Departmental	1,078,800	1,184,829	-	-	-
TOTAL GENERAL FUND	\$ 147,720,702	\$ 163,283,052	\$ 158,425,500	\$ 163,392,400	\$ 166,421,000
ENTERPRISE OPERATIONS					
WATER					
Non-Allocated:					
Meter Water Sales	37,086,284	38,390,101	39,763,000	40,500,000	43,900,000
Meter Installation	286,881	247,934	250,000	260,000	250,000
Hydrant Water Metered Sales	242,067	287,623	250,000	250,000	250,000
Account Activation Fee	300,844	288,899	300,000	290,000	290,000
Delinquency/Late Fee	949,806	924,978	970,000	954,000	895,000
Investment Income	295,471	331,596	275,000	275,000	100,000
Other Non-Allocated	659,730	569,614	156,000	947,000	755,000
Total Non-Allocated	39,821,083	41,040,745	41,964,000	43,476,000	46,440,000
Production:					
Santan Vista Water Treatment Pla	1,051,389	952,597	1,200,000	1,200,000	1,750,000
Total Production	1,051,389	952,597	1,200,000	1,200,000	1,750,000
Quality	150	-	-	-	-
Distribution	66,301	31,398	-	49,000	5,000
Metering	52,090	16,272	15,000	15,000	15,000
Public Works Administration	145	-	-	-	-
TOTAL WATER	\$ 40,991,158	\$ 42,041,012	\$ 43,179,000	\$ 44,740,000	\$ 48,210,000
WASTEWATER					
Non-Allocated:					
Reuse/Recharge Water Use Charq	933,511	1,012,137	960,000	1,100,000	1,200,000
Commercial Wastewater	2,434,059	2,444,772	2,558,000	2,500,000	2,600,000
Residential Wastewater	21,442,274	22,506,658	23,025,000	22,700,000	24,500,000
Investment Income	131,718	152,595	22,000	22,000	22,000
Total Non-Allocated	24,942,662	26,116,162	26,565,000	26,322,000	28,322,000
Collection	295,518	57,270	-	-	-
Plant Operations:					
Neely Treatment Facility	400	-	-	-	-
Total Plant Operations	400	-	-	-	-
Quality	11,080	10,947	10,000	11,200	10,000

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
TOTAL WASTEWATER	\$ 25,249,660	\$ 26,184,379	\$ 26,575,000	\$ 26,333,200	\$ 28,332,000
ENVIRONMENTAL SVC - RESIDENTIAL					
Non-Allocated:					
Collection	14,693,871	15,004,935	14,374,600	15,350,000	14,630,000
Investment Income	124,775	147,922	100,000	100,000	100,000
Other Non-Allocated	1,931	1,699	3,700,000	-	2,580,000
Total Non-Allocated	14,820,577	15,154,556	18,174,600	15,450,000	17,310,000
Uncontained	17,408	18,513	25,000	25,000	25,000
Recycling	738,512	665,051	424,040	250,000	71,000
Environmental Programs	22,322	19,573	15,000	11,000	15,000
TOTAL ENVIRO SVC RESIDENTIA	\$ 15,679,964	\$ 15,857,693	\$ 18,638,640	\$ 15,736,000	\$ 17,421,000
ENVIRONMENTAL SVC - COMMERCIAL					
Non-Allocated:					
Collection	574	(2,271)	-	-	-
Investment Income	13,800	18,001	13,000	8,000	7,000
Other Non-Allocated	2,417	3,010	2,000	2,600	2,000
Total Non-Allocated	16,791	18,740	15,000	10,600	9,000
Administration	54,000	24,000	50,000	50,000	50,000
Collections	1,870,544	1,845,122	1,976,000	1,826,200	1,891,000
Rolloffs	666,310	623,475	679,300	760,000	730,000
TOTAL ENVIRO SVC COMMERCIA	\$ 2,607,645	\$ 2,511,337	\$ 2,720,300	\$ 2,646,800	\$ 2,680,000
TOTAL ENTERPRISE	\$ 84,528,427	\$ 86,594,421	\$ 91,112,940	\$ 89,456,000	\$ 96,643,000
STREETS					
HURF					
Non-Allocated:					
Highway User Tax	13,588,215	15,847,098	15,550,000	15,750,000	14,900,000
Auto Lieu Tax	8,695,503	-	-	-	-
Investment Income	116,495	145,967	100,000	100,000	100,000
Other Non-Allocated	249,691	99,460	-	-	-
Total Non-Allocated	22,649,904	16,092,525	15,650,000	15,850,000	15,000,000
Street Maintenance:					
Asphalt Patching	-	(11)	-	-	-
Total Street Maintenance	-	(11)	-	-	-
Traffic Control:					
Street Signs	12,125	3,998	-	-	-
Street Lighting	72,071	84,405	1,000	1,000	1,000
Traffic Signal Maintenance	57,111	10,883	-	-	-
Total Traffic Control	145,512	99,569	1,000	1,000	1,000

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Right of Way Maintenance:					
Landscape Maintenance	2,857	1,638	-	-	-
Concrete Repair	632	32,483	-	-	-
Total Right of Way Maintenance	3,489	34,121	-	-	-
TOTAL HURF	\$ 22,798,905	\$ 16,226,204	\$ 15,651,000	\$ 15,851,000	\$ 15,001,000
ROADWAY AND MAINTENANCE					
Auto Lieu Tax	-	9,723,794	9,750,000	9,950,000	10,500,000
TOTAL ROADWAY AND MAINTEN.	\$ -	\$ 9,723,794	\$ 9,750,000	\$ 9,950,000	\$ 10,500,000
TOTAL STREETS	\$ 22,798,905	\$ 25,949,998	\$ 25,401,000	\$ 25,801,000	\$ 25,501,000
INTERNAL SERVICE					
Fleet Maintenance	6,397,402	6,666,005	8,229,000	7,239,000	7,239,000
Health Self-Insurance	15,536,790	17,339,630	17,096,100	17,096,100	16,675,000
Dental Self-Insurance	1,126,197	1,226,567	1,207,000	1,207,000	1,382,000
TOTAL INTERNAL SERVICES	\$ 23,060,389	\$ 25,232,202	\$ 26,532,100	\$ 25,542,100	\$ 25,296,000
REPLACEMENT FUNDS					
General	146,491	178,242	40,000	40,000	40,000
Streets	130,458	138,785	20,000	20,000	20,000
Water	451,258	681,047	200,000	200,000	200,000
Wastewater	454,941	591,116	200,000	200,000	200,000
Environmental Svc - Residential	190,759	104,382	715,000	715,000	190,000
Environmental Svc - Commercial	7,202	4,902	3,000	3,000	3,000
Fleet	1,886	2,275	-	-	-
TOTAL REPLACEMENT FUNDS	\$ 1,382,995	\$ 1,700,749	\$ 1,178,000	\$ 1,178,000	\$ 653,000
SUB TOTAL OPERATING FUNDS	\$ 279,491,418	\$ 302,760,422	\$ 302,649,540	\$ 305,369,500	\$ 314,514,000
SPECIAL REVENUE FUNDS					
CDBG/HOME	603,782	711,665	2,239,650	1,481,340	1,949,880
Solid Waste Container	164,914	126,977	170,000	170,000	170,000
Traffic Signal SDF	1,958,658	2,405,960	2,015,000	2,215,000	2,015,000
Police SDF	4,848,953	3,722,980	4,000,000	3,600,000	3,600,000
Fire SDF	2,360,387	1,895,180	2,400,000	2,000,000	2,000,000
General Government SDF	3,203,874	2,400,140	2,700,000	2,400,000	2,400,000
Parks and Recreation SDF	10,845,309	8,033,039	9,165,000	7,065,000	31,065,000
Water SDF	12,025,448	10,013,904	11,100,000	9,700,000	9,700,000
Water Resource Fee	2,416,762	2,021,152	3,550,000	2,550,000	2,550,000
Wastewater SDF	15,423	17,725	-	-	-
Wastewater SDF - Neely	1,964,447	1,634,150	1,000,000	1,150,000	1,150,000
Wastewater SDF - Greenfield	6,673,684	5,528,101	4,000,000	5,000,000	5,000,000
Grants	1,170,479	1,201,220	6,936,490	6,524,050	5,660,900
Police Impound	324,717	283,340	310,000	310,000	310,000

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Street Light Improvement	1,730,607	1,945,635	1,902,530	1,902,530	1,871,900
Parkway Improvement	847,223	1,001,496	1,050,550	1,050,550	1,046,330
Other Special Revenue	1,963,291	1,441,323	3,291,540	2,313,510	3,497,870
TOTAL SPECIAL REVENUE FUND	\$ 53,117,958	\$ 44,383,987	\$ 55,830,760	\$ 49,431,980	\$ 73,986,880
OTHER CAPITAL FUNDS					
CIP Administration	742,959	1,060,724	1,906,040	1,906,040	2,070,940
CIP Contingency Source	-	-	100,000,000	-	100,000,000
Outside Sources	12,232,505	1,946,496	4,874,000	812,000	19,557,580
Prop 400	4,792,874	3,696,776	6,725,000	3,463,000	15,809,740
GO Bond Proceeds	113,955	71,345,734	-	-	-
Revenue Obligations	68,486	72,392	331,500	331,500	-
MPC - Public Facilities	657	998	-	-	-
MPC - Water System	2,275,059	12,738,264	25,170,980	9,057,000	3,374,000
MPC - Wastewater System	1,324	13,992	50,000,000	42,000,000	-
TOTAL OTHER CAPITAL FUNDS	\$ 20,227,819	\$ 90,875,376	\$ 189,007,520	\$ 57,569,540	\$ 140,812,260
DEBT SERVICE					
General Obligation Debt/HURF	19,546,760	85,458,930	21,700,000	21,700,000	23,350,000
Improvement Districts	2,235,416	696,363	5,486,430	5,486,430	6,411,280
MPC - Public Facilities	233	-	-	-	-
MPC - Water System	13,553	-	-	-	-
Debt Sinking Fund	62,112	95,771	-	-	-
TOTAL DEBT SERVICE	\$ 21,858,074	\$ 86,251,064	\$ 27,186,430	\$ 27,186,430	\$ 29,761,280
TRUST ACCOUNTS	\$ 202	\$ 432	\$ -	\$ -	\$ -
GRAND TOTAL REVENUE	\$ 374,695,471	\$ 524,271,281	\$ 574,674,250	\$ 439,557,450	\$ 559,074,420

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
GENERAL FUND:					
Mayor and Council	604,692	837,465	744,360	717,160	816,370
Manager	3,349,686	1,303,608	1,382,230	1,583,990	1,444,630
Digital Government	830,497	925,391	971,300	1,070,650	1,098,200
Intergovernmental Relations	189,930	330,108	461,350	318,210	326,840
Economic Development	1,747,974	2,115,577	2,252,130	2,317,110	2,854,020
Information Technology	7,493,732	8,954,144	9,568,240	8,972,218	9,851,480
Human Resources	2,369,094	2,563,948	2,558,880	2,518,250	2,633,720
Management and Budget	622,865	700,139	708,750	601,015	635,240
Town Clerk	535,168	627,078	514,670	522,950	735,200
Legal Services	2,600,947	2,790,043	3,115,420	2,835,245	2,968,340
Management Services	2,138,228	2,251,632	2,725,920	2,406,778	2,635,420
Municipal Court	3,219,060	3,221,340	3,298,070	3,189,256	3,401,380
Development Services	5,598,142	6,111,275	7,041,370	6,727,652	7,357,710
Public Works - Engineering	599,385	874,776	578,250	517,631	642,010
Police	42,649,816	52,666,449	53,751,110	53,867,350	56,101,700
Fire and Rescue	28,138,059	31,999,277	33,641,880	36,554,945	34,227,730
Parks and Recreation	17,056,502	17,301,525	19,870,060	18,753,190	18,076,610
Non-Departmental	13,962,476	24,548,832	37,748,690	11,507,290	12,248,690
Contingency/Reserves	-	-	15,000,000	3,300,000	15,000,000
TOTAL GENERAL FUND	\$ 133,706,253	\$ 160,122,607	\$ 195,932,680	\$ 158,280,890	\$ 173,055,290
ENTERPRISE OPERATIONS:					
Water	27,134,712	25,879,442	36,873,160	27,548,232	33,086,290
Wastewater	16,580,556	17,076,547	30,998,840	22,999,246	18,840,000
Environmental Svc - Residential	15,680,185	12,827,817	18,113,380	14,923,286	15,813,210
Environmental Svc - Commercial	2,477,876	1,814,731	2,595,920	2,314,528	2,326,810
TOTAL ENTERPRISE	\$ 61,873,329	\$ 57,598,537	\$ 88,581,300	\$ 67,785,292	\$ 70,066,310
STREETS:					
HURF	18,916,238	12,797,997	14,669,320	13,776,023	14,093,220
Roadway and Maintenance	-	7,148,141	11,273,920	6,350,146	4,594,190
TOTAL STREETS	\$ 18,916,238	\$ 19,946,138	\$ 25,943,240	\$ 20,126,169	\$ 18,687,410
INTERNAL SERVICES	\$ 27,318,465	\$ 22,661,550	\$ 26,452,720	\$ 25,207,761	\$ 26,416,320
REPLACEMENT FUNDS:					
General	2,802,118	1,723,201	6,381,480	5,381,480	3,471,500
Streets	334,127	175,213	1,756,670	1,176,670	1,402,050
Water	4,627,696	1,399,298	23,598,640	4,093,500	3,721,900
Wastewater	1,459,043	5,376,522	58,231,530	6,796,720	4,383,200
Environmental Svc - Residential	1,783,573	983,016	6,133,330	5,143,330	5,413,400
Environmental Svc - Commercial	209,959	-	716,450	466,450	890,000
Fleet	-	-	-	-	200,000
TOTAL REPLACEMENT FUNDS	\$ 11,216,516	\$ 9,657,250	\$ 96,818,100	\$ 23,058,150	\$ 19,482,050
SUBTOTAL OPERATING FUNDS	\$ 253,030,801	\$ 269,986,082	\$ 433,728,040	\$ 294,458,261	\$ 307,707,380
SPECIAL REVENUE FUNDS:					
CDBG/HOME	603,757	711,603	2,239,650	1,481,340	744,880

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Development Fees	4,779,824	7,864,769	109,344,290	7,571,460	1,159,660
Grants	1,510,059	1,478,169	7,192,190	920,550	5,272,240
Police Impound	314,361	267,675	329,160	309,300	342,820
Special Districts	2,635,639	2,777,032	3,254,860	3,102,960	3,197,900
Other Special Revenue	1,546,648	1,659,090	4,777,740	3,405,190	4,222,360
TOTAL SPECIAL REVENUE	\$ 11,390,288	\$ 14,758,338	\$ 127,137,890	\$ 16,790,800	\$ 14,939,860
OTHER FUNDING SOURCES	\$ 17,778,811	\$ 19,914,440	\$ 345,070,610	\$ 40,724,801	\$ 101,820,940
CAPITAL IMPROVEMENT FUNDS:					
Redevelopment	-	-	-	-	24,939,840
Streets	-	-	-	-	128,028,650
Traffic Control	-	-	-	-	5,580,860
Parks and Recreation	-	-	-	-	55,370,510
Municipal Facilities	-	-	-	-	16,857,760
Water	-	-	-	-	127,180,970
Wastewater	-	-	-	-	118,181,840
Storm Water	-	-	-	-	1,177,810
TOTAL CAPITAL IMPROVEMENT F	\$ -	\$ -	\$ -	\$ -	\$ 477,318,240
DEBT SERVICE	\$ 75,902,621	\$ 147,416,674	\$ 58,864,810	\$ 56,603,550	\$ 64,712,850
TRUST ACCOUNTS	\$ 2,500				
GRAND TOTAL EXPENSES	<u>\$ 358,105,021</u>	<u>\$ 452,078,034</u>	<u>\$ 964,803,850</u>	<u>\$ 408,579,912</u>	<u>\$ 966,501,770</u>

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
GENERAL FUND					
Mayor and Council:					
Mayor and Council:	579,294	815,031	724,920	698,200	787,930
Boards and Commissions	25,398	22,434	19,440	18,960	28,440
Total Mayor and Council	604,692	837,465	744,360	717,160	816,370
Manager					
Digital Government	3,349,686	1,303,608	1,382,230	1,583,990	1,444,630
Intergovernmental Relations	830,497	925,391	971,300	1,070,650	1,098,200
	189,930	330,108	461,350	318,210	326,840
Economic Development:					
Economic Development Admin	1,310,600	1,650,173	1,437,220	1,608,960	2,347,270
Redevelopment	48,060	129,479	380,520	363,800	25,270
Shop Gilbert	12,192	11,653	13,500	13,500	13,500
Tourism	377,122	324,272	420,890	330,850	467,980
Total Economic Development	1,747,974	2,115,577	2,252,130	2,317,110	2,854,020
Information Technology:					
Administration	288,608	286,883	299,540	315,238	322,610
Infrastructure Support	3,016,368	3,810,129	3,395,100	3,359,111	3,738,900
Application Operations	3,239,830	3,871,171	4,785,080	4,212,845	4,659,040
GIS Application and Support	691,759	732,222	828,520	776,524	815,930
Copy and Printing Services	257,167	253,739	260,000	308,500	315,000
Total Information Technology	7,493,732	8,954,144	9,568,240	8,972,218	9,851,480
Human Resources:					
Administration	1,309,029	1,548,203	1,650,000	1,562,696	1,788,420
Learning and Development	446,992	403,869	463,430	535,879	464,820
Risk Management	366,934	386,430	445,450	419,675	380,480
Payroll	246,139	225,446	-	-	-
Total Human Resources	2,369,094	2,563,948	2,558,880	2,518,250	2,633,720
Management and Budget					
Town Clerk	622,865	700,139	708,750	601,015	635,240
Neighborhood Services	519,222	627,076	514,670	522,950	735,200
	15,946	2	-	-	-
Legal Services:					
General Counsel	832,950	974,540	1,146,000	1,055,210	1,134,290
Prosecutor	1,767,997	1,815,503	1,969,420	1,780,035	1,834,050
Total Legal Services	2,600,947	2,790,043	3,115,420	2,835,245	2,968,340
Management Services:					
Administration	254,904	329,048	362,430	192,791	198,090
Accounting	931,433	958,222	1,213,850	1,138,700	1,224,030
Purchasing	533,446	554,445	561,100	564,833	566,860
Tax Compliance	418,445	409,917	588,540	510,454	646,440
Total Management Services	2,138,228	2,251,632	2,725,920	2,406,778	2,635,420

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Municipal Court	3,219,060	3,221,340	3,298,070	3,189,256	3,401,380
Development Services:					
Administration	219,248	238,273	235,890	298,563	670,140
Permits and Licensing	638,081	516,144	705,050	501,258	579,010
Plan Review and Inspection:					
Administration	240,047	247,779	245,030	253,210	246,180
Building	1,610,436	1,492,833	1,648,340	1,630,667	1,665,530
Fire	178,015	523,858	356,110	354,993	354,840
Engineering	828,345	994,022	1,059,910	1,062,742	1,131,780
Planning	267,416	275,196	288,470	208,727	278,320
Code	472,044	488,401	537,710	547,690	538,080
Total Plan Review and Inspection	3,596,303	4,022,089	4,135,570	4,058,029	4,214,730
Development Engineering	-	-	298,220	331,749	336,870
Planning Services	1,144,510	1,281,692	1,344,760	1,238,813	1,323,780
Transportation Planning	-	53,077	321,880	299,240	233,180
Total Development Services	5,598,142	6,111,275	7,041,370	6,727,652	7,357,710
Engineering Services:					
Administration	170,440	199,199	130,630	132,051	191,890
Development	189,263	259,390	-	-	-
Traffic	239,682	416,187	447,620	385,580	450,120
Total Engineering Services	599,385	874,776	578,250	517,631	642,010
Police Department:					
Administration	695,531	9,015,774	3,108,280	2,637,520	2,357,730
Animal Control	143,966	143,966	157,000	144,000	157,000
Incarceration	1,265,761	1,318,014	1,400,000	1,400,000	1,400,000
Support Services:					
Administration	364,714	501,238	443,230	456,140	592,590
Communications	3,063,773	2,888,633	3,074,630	2,826,960	3,034,830
Hiring/Inspections	462,883	489,359	562,030	661,315	553,370
Planning and Research	172,067	184,175	191,560	193,985	192,920
Public Affairs	-	-	-	-	284,030
Counseling Services	824,074	814,999	902,530	934,030	915,760
Crime Prevention	194,010	163,024	205,280	210,930	149,430
Property	612,450	558,775	608,100	566,560	613,330
Records	1,061,027	1,043,198	1,215,480	1,081,720	1,188,420
Total Support Services	6,754,998	6,643,401	7,202,840	6,931,640	7,524,680
Professional Standards:					
Professional Standards Admin	-	-	-	-	255,510
Internal Affairs	545,278	597,627	687,210	613,255	459,200
Training & Program Coordination	388,425	396,799	473,320	452,675	1,018,270
Total Professional Standards	933,703	994,426	1,160,530	1,065,930	1,732,980

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Patrol Services:					
Uniform Patrol	17,518,025	19,047,432	22,237,620	23,586,640	24,822,410
Civilian Support	401,385	247,839	311,290	175,760	291,520
Detention / Court Support	784,492	776,908	760,690	875,260	749,490
Enforcement Support	809,371	816,552	835,900	901,660	855,770
Total Patrol Services	19,513,273	20,888,731	24,145,500	25,539,320	26,719,190
Investigations:					
Investigations Administration	674,579	739,140	928,700	968,700	894,910
Financial Crimes Unit	-	-	-	-	1,016,610
Family Violence Unit	-	-	-	-	844,930
Special Victims Unit	1,251,672	1,409,658	1,698,050	1,664,870	1,460,700
Violent Crimes Unit	1,067,332	893,642	1,112,990	1,027,000	1,054,070
Property Crimes	1,306,008	1,469,465	1,822,460	1,932,880	1,382,580
Crime Scene Unit	666,985	698,140	778,200	746,990	787,910
Intel and Analysis Unit	1,132,321	1,306,345	1,469,030	1,543,590	1,054,510
Total Investigations	6,098,897	6,516,390	7,809,430	7,884,030	8,496,220
Special Operations:					
SWAT	250,608	221,001	300,120	250,040	347,260
Crime Suppression	1,815,106	1,815,641	2,413,530	2,134,435	1,156,900
K-9 Unit	-	-	-	-	464,930
School Programs	1,133,709	1,205,024	1,336,620	1,430,690	1,331,020
Traffic Unit	2,490,142	2,358,391	2,818,260	2,624,925	2,813,600
Total Special Operations	5,689,565	5,600,057	6,868,530	6,440,090	6,113,710
Tactical Operations:					
Crime Apprehension	795,099	766,051	906,400	977,520	809,650
Special Investigations	759,023	779,639	992,600	847,300	790,540
Total Tactical Operations	1,554,122	1,545,690	1,899,000	1,824,820	1,600,190
Total Police Department	42,649,816	52,666,449	53,751,110	53,867,350	56,101,700
Fire and Rescue Department:					
Administration:					
Administration	688,055	2,777,141	1,647,770	2,720,958	1,498,070
Organizational Performance	452,487	357,687	-	-	-
Total Administration	1,140,542	3,134,828	1,647,770	2,720,958	1,498,070
Operations:					
Training	792,530	780,063	812,570	1,085,169	839,600
Operations	22,414,762	24,043,146	26,859,930	28,463,461	27,598,420
Resource	2,319,154	2,594,109	2,819,300	2,774,549	2,826,680
Total Operations	25,526,446	27,417,318	30,491,800	32,323,179	31,264,700
Prevention	730,878	754,363	798,140	771,349	738,670
Community	588,752	525,591	548,830	575,018	570,810
Emergency Operations Center	151,441	167,177	155,340	164,441	155,480

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Fire and Rescue	28,138,059	31,999,277	33,641,880	36,554,945	34,227,730
Parks and Recreation:					
Administration	1,272,845	1,172,467	1,189,270	1,208,085	1,194,620
Facilities Maintenance:					
Facilities Maintenance	909,432	1,048,706	1,025,600	1,008,262	1,053,650
Municipal Office I	441,684	317,389	553,390	505,843	406,000
Public Works Facility	286,822	111,321	296,780	295,536	128,620
Municipal Office II	187,229	174,681	222,700	212,136	158,280
Public Safety Center	1,021,794	1,058,328	1,241,570	1,060,857	1,106,960
South Area Service Center	217,500	205,326	215,370	220,522	202,510
Heritage Annex	23,891	37,292	30,980	28,420	27,840
Traffic Center/Radio Facility	29,513	18,224	291,740	19,293	16,970
University Building	-	121,363	691,090	279,050	251,500
Total Facilities Maintenance	3,117,865	3,092,630	4,569,220	3,629,919	3,352,330
Parks and Open Space:					
Parks Administration	2,292,767	2,444,958	2,574,170	2,524,776	2,412,320
Freestone Park	508,457	564,548	570,950	485,760	485,390
Crossroads Park	441,097	323,950	370,040	410,564	340,140
McQueen Park	269,591	263,917	304,060	303,503	276,440
Hetchler Park	119,703	111,997	143,230	154,375	123,740
Nichols Park	56,549	36,847	58,010	57,906	48,420
Elliot District Park	35,472	59,016	36,120	107,082	36,380
Rittenhouse Basin	-	578	5,000	250	400
Riparian Preserve	356,656	407,150	395,350	303,750	411,340
Neighborhood Parks	236,369	247,797	263,170	274,265	233,990
Discovery Park	167,552	195,858	273,710	273,135	190,850
Cosmo Park	131,764	148,185	113,630	120,830	115,410
Water Tower Park	60,505	54,841	75,390	74,825	62,700
Zanjero Park	35,412	9,743	30,570	31,120	20,400
Trails Washes and Other	203,798	175,653	143,300	179,775	170,100
Heritage District	67,318	69,784	72,020	72,020	71,600
Total Parks and Open Space	4,983,010	5,114,822	5,428,720	5,373,936	4,999,620
Aquatics:					
Mesquite Pool	245,898	233,350	285,450	247,540	264,220
Greenfield Pool	258,113	219,647	265,360	234,860	255,160
Perry Pool	179,176	198,962	243,040	218,530	235,840
Williams Field Pool	180,461	198,341	229,360	215,680	210,730
Total Aquatics	863,648	850,300	1,023,210	916,610	965,950
Recreation Centers:					
Community Center	425,938	448,923	425,810	437,450	442,720
McQueen Activity Center	545,426	575,500	616,960	568,300	555,650
Page Park Center	22,829	31,857	13,710	16,440	-
Freestone Recreation Center	1,250,233	1,237,366	1,273,400	1,241,000	1,333,780
SE Regional Library	2,719,022	2,718,673	3,096,860	3,108,420	3,033,540

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Perry Branch Library	890,213	1,099,655	1,124,720	1,124,720	1,143,060
Total Recreation Centers	5,853,661	6,111,974	6,551,460	6,496,330	6,508,750
Recreation Programs:					
Youth Sports	63,579	65,797	87,090	75,380	81,940
Adult Sports	253,018	253,246	278,480	270,660	288,510
Special Events Administration	306,035	319,446	319,950	361,820	451,180
Special Events	279,634	253,928	353,320	351,170	162,970
Adaptive Recreation	63,207	66,915	69,340	69,280	70,740
Total Recreation Programs	965,473	959,332	1,108,180	1,128,310	1,055,340
Total Parks and Recreation	17,056,502	17,301,525	19,870,060	18,753,190	18,076,610
Non-Departmental:					
Transportation:					
Phoenix Mesa Gateway Airport	350,000	350,000	350,000	350,000	350,000
Total Transportation	350,000	350,000	350,000	350,000	350,000
Outside Agencies:					
Youth Special Programs	115,000	115,000	-	-	-
Senior Programs	138,030	114,424	138,030	138,030	139,590
Social Services	299,124	298,714	430,700	430,700	442,000
Museum Support	51,584	51,556	51,500	51,500	51,500
Heritage Center	-	-	-	-	61,150
Total Outside Agencies	603,738	579,694	620,230	620,230	694,240
Capital Projects	7,748,091	9,979,353	29,636,160	4,677,060	-
Other	5,260,647	13,639,785	7,142,300	5,860,000	11,204,450
Contingency	-	-	10,000,000	3,300,000	10,000,000
ED Reserve	-	-	5,000,000	-	5,000,000
Total Non-Departmental	13,962,476	24,548,832	52,748,690	14,807,290	27,248,690
TOTAL GENERAL FUND	<u>\$ 133,706,253</u>	<u>\$ 160,122,607</u>	<u>\$ 195,932,680</u>	<u>\$ 158,280,890</u>	<u>\$ 173,055,290</u>
ENTERPRISE OPERATIONS					
WATER					
Administration	362,864	305,134	486,600	444,926	462,220
Water Conservation	366,246	383,839	489,860	460,712	469,920
Production:					
North Water Treatment Plant	4,149,637	4,441,594	4,136,480	4,116,370	4,249,390
Santan Vista Water Treatment P	2,254,898	2,079,276	3,334,890	2,791,411	3,972,320
SCADA	-	492	809,450	668,960	742,790
Well Production	3,122,954	3,766,866	3,387,200	4,239,742	4,519,580
Backflow Prevention	199,569	202,141	206,470	208,860	208,360
Total Production	9,727,058	10,490,369	11,874,490	12,025,343	13,692,440
Quality	603,145	607,464	631,830	781,813	690,750

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Distribution	1,556,078	2,338,238	2,330,230	2,409,641	2,996,930
Metering	4,043,613	3,785,099	4,197,420	3,859,945	4,161,760
Utility Customer Service	650,262	648,505	651,420	655,706	654,370
Public Works Administration	122,897	158,364	211,580	274,386	226,830
Utility Locates	228,933	236,251	263,040	252,364	288,700
Water Resources	5,628,160	3,846,524	6,709,510	5,694,936	6,590,370
Non-Departmental:					
Contingency	-	-	2,500,000	200,000	2,500,000
Capital Projects	3,678,606	2,910,180	6,052,180	273,460	-
Other	166,850	169,475	475,000	215,000	352,000
Total Non-Departmental	3,845,456	3,079,655	9,027,180	688,460	2,852,000
TOTAL WATER FUND	<u>\$ 27,134,712</u>	<u>\$ 25,879,442</u>	<u>\$ 36,873,160</u>	<u>\$ 27,548,232</u>	<u>\$ 33,086,290</u>
WASTEWATER					
Administration:					
Administration	232,402	404,485	301,520	304,830	423,500
Utility Customer Service	606,239	603,990	610,200	614,200	613,660
Public Works Administration	79,947	93,319	115,470	110,460	128,820
Utility Locates	228,933	236,831	263,040	252,360	288,700
Total Administration	1,147,521	1,338,625	1,290,230	1,281,850	1,454,680
Collections:					
Collections	3,938,763	3,601,769	-	-	-
Lift Stations	-	238	2,710,280	2,651,942	2,581,900
Gravity Systems	-	6	1,757,830	1,758,805	1,580,950
Total Collections	3,938,763	3,602,013	4,468,110	4,410,747	4,162,850
Plant Operations:					
Neely Treatment Facility	4,376,213	4,554,156	4,760,820	4,742,830	5,352,440
Greenfield Treatment Facility	2,908,384	2,910,424	3,336,950	3,007,364	3,366,950
Total Plant Operations	7,284,597	7,464,580	8,097,770	7,750,194	8,719,390
Reclaimed:					
Effluent Reuse	1,357,224	1,095,700	1,136,750	1,087,493	1,135,750
Effluent Recharge	642,969	585,851	658,560	683,812	726,370
Total Reclaimed	2,000,193	1,681,551	1,795,310	1,771,305	1,862,120
Quality	535,561	498,001	514,510	455,600	511,960
Non-Departmental:					
Contingency	-	-	2,000,000	1,500,000	2,000,000
Capital Projects	1,618,929	2,430,160	12,672,910	5,756,350	-
Other	54,992	61,617	160,000	73,200	129,000
Total Non-Departmental	1,673,921	2,491,777	14,832,910	7,329,550	2,129,000
TOTAL WASTEWATER	<u>\$ 16,580,556</u>	<u>\$ 17,076,547</u>	<u>\$ 30,998,840</u>	<u>\$ 22,999,246</u>	<u>\$ 18,840,000</u>

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
ENVIRONMENTAL SERVICES - RESIDENTIAL					
Administration:					
Residential Administration	460,334	385,842	657,450	628,221	519,680
Utility Customer Service	602,135	600,459	602,980	606,940	610,530
Public Works Administration	63,416	80,968	102,180	19,760	108,110
Total Administration	1,125,885	1,067,269	1,362,610	1,254,921	1,238,320
Residential Collections	6,391,471	5,890,000	7,335,200	6,912,359	6,195,260
Uncontained Collections	2,382,867	2,365,293	2,758,850	2,420,905	2,554,880
Recycling	1,468,673	1,537,323	1,928,440	1,787,801	1,556,230
Environmental Programs	432,915	504,656	467,300	510,586	549,260
Recycling Outreach	235,330	253,885	338,370	286,200	543,540
Street Cleaning	817,453	836,865	876,380	823,863	809,120
Storm Water	309,261	285,692	633,540	727,851	675,600
Non-Departmental:					
Contingency	-	-	1,500,000	100,000	1,500,000
Capital Projects	2,451,447	19,812	679,690	4,600	-
Other	64,883	67,022	233,000	94,200	191,000
Total Non-Departmental	2,516,330	86,834	2,412,690	198,800	1,691,000
TOTAL ENVIRO SVC - RESIDENTIAL	\$ 15,680,185	\$ 12,827,817	\$ 18,113,380	\$ 14,923,286	\$ 15,813,210
ENVIRONMENTAL SERVICES - COMMERCIAL					
Administration:					
Commercial Administration	25,317	17,277	71,540	60,360	73,620
Utility Customer Service	6,715	5,389	9,900	9,960	9,610
Public Works Administration	12,355	12,222	16,270	15,560	15,760
Total Administration	44,387	34,888	97,710	85,880	98,990
Commercial Collections	1,745,817	1,264,571	1,608,300	1,534,978	1,378,900
Commercial Rolloffs	475,749	506,383	565,890	630,670	574,420
Non-Departmental:					
Contingency	-	-	250,000	50,000	250,000
Capital Projects	207,661	939	43,020	-	-
Other	4,262	7,950	31,000	13,000	24,500
Total Non-Departmental	211,923	8,889	324,020	63,000	274,500
TOTAL ENVIRO SVC - COMMERCIAL	\$ 2,477,876	\$ 1,814,731	\$ 2,595,920	\$ 2,314,528	\$ 2,326,810
TOTAL ENTERPRISE OPERATION:	\$ 61,873,329	\$ 57,598,537	\$ 88,581,300	\$ 67,785,292	\$ 70,066,310
STREETS					
HURF					
Administration:					
Administration	308,047	412,423	463,760	468,623	482,870
Public Works Administration	63,622	83,970	99,910	95,570	94,490
Utility Locates	50,874	52,629	58,450	56,080	64,160
Total Administration	422,543	549,022	622,120	620,273	641,520

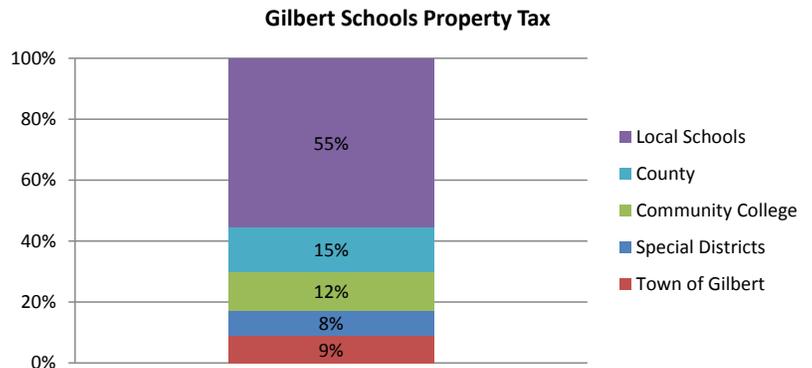
	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Streets Maintenance:					
Asphalt Patching	422,482	365,116	435,920	406,438	554,510
Preventive Maintenance	5,149,652	268,890	334,310	292,797	341,580
Crack Sealing	727,041	652,908	693,460	584,985	699,480
Fog Sealing	460,096	443,847	672,200	652,156	723,590
Total Streets Maintenance	6,759,271	1,730,761	2,135,890	1,936,376	2,319,160
Traffic Control:					
Street Marking	647,748	633,159	534,120	534,069	532,570
Street Signs	407,130	454,244	502,120	469,599	588,080
Street Lighting	1,765,498	3,183,878	3,709,370	3,747,314	3,123,050
Traffic Signal Maintenance	1,770,336	1,907,191	2,255,820	2,177,272	1,604,030
Traffic Operations Center	534,610	549,443	593,790	508,190	935,330
Total Traffic Control	5,125,322	6,727,915	7,595,220	7,436,444	6,783,060
Right of Way Maintenance:					
Landscape Maintenance	1,831,003	1,941,475	2,205,880	2,199,898	2,022,050
Shoulder Maintenance	230,144	229,877	251,210	160,671	195,890
Concrete Repair	1,110,963	1,328,414	927,050	928,708	1,231,500
Total Right of Way Maintenance	3,172,110	3,499,766	3,384,140	3,289,277	3,449,440
Hazard Response	215,156	231,373	214,410	231,113	220,500
Non-Departmental:					
Contingency	-	-	500,000	150,000	500,000
Capital Projects	3,166,751	-	-	-	-
Other	55,085	59,160	217,540	112,540	179,540
Total Non-Departmental	3,221,836	59,160	717,540	262,540	679,540
TOTAL HURF FUND	<u>\$ 18,916,238</u>	<u>\$ 12,797,997</u>	<u>\$ 14,669,320</u>	<u>\$ 13,776,023</u>	<u>\$ 14,093,220</u>
ROADWAY AND MAINTENANCE					
Administration	-	4,725,806	5,622,700	5,607,346	3,694,190
Non-Departmental:					
Contingency	-	-	900,000	100,000	900,000
Capital Projects	-	2,422,335	4,751,220	642,800	-
Total Non-Departmental	-	2,422,335	5,651,220	742,800	900,000
TOTAL ROADWAY & MAINT FUND	<u>\$ -</u>	<u>\$ 7,148,141</u>	<u>\$ 11,273,920</u>	<u>\$ 6,350,146</u>	<u>\$ 4,594,190</u>
TOTAL STREETS FUND	<u>\$ 18,916,238</u>	<u>\$ 19,946,138</u>	<u>\$ 25,943,240</u>	<u>\$ 20,126,169</u>	<u>\$ 18,687,410</u>
INTERNAL SERVICE					
Fleet Maintenance	6,508,450	6,742,912	8,504,820	7,259,861	8,057,760
Copy Services	187,140	-	-	-	-
Health Self Insurance	19,505,138	14,798,577	16,697,900	16,697,900	17,041,560
Dental Self Insurance	1,117,737	1,120,061	1,250,000	1,250,000	1,317,000
TOTAL INTERNAL SERVICE	<u>\$ 27,318,465</u>	<u>\$ 22,661,550</u>	<u>\$ 26,452,720</u>	<u>\$ 25,207,761</u>	<u>\$ 26,416,320</u>

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
REPLACEMENT FUNDS					
General	2,802,118	1,723,201	6,381,480	5,381,480	3,471,500
Streets	334,127	175,213	1,756,670	1,176,670	1,402,050
Water	4,627,696	1,399,298	23,598,640	4,093,500	3,721,900
Wastewater	1,459,043	5,376,522	58,231,530	6,796,720	4,383,200
Environmental Svc - Residential	1,783,573	983,016	6,133,330	5,143,330	5,413,400
Environmental Svc - Commercial	209,959	-	716,450	466,450	890,000
Fleet	-	-	-	-	200,000
TOTAL REPLACEMENT FUNDS	\$ 11,216,516	\$ 9,657,250	\$ 96,818,100	\$ 23,058,150	\$ 19,482,050
SUB-TOTAL OPERATING FUNDS	\$ 253,030,801	\$ 269,986,082	\$ 433,728,040	\$ 294,458,261	\$ 307,707,380
SPECIAL REVENUE FUNDS					
CDBG/HOME:					
Administration	126,516	164,675	143,450	102,770	184,000
Projects	477,241	546,928	2,096,200	1,378,570	560,880
Total CDBG/HOME	603,757	711,603	2,239,650	1,481,340	744,880
Development Fees:					
Traffic Signal SDF	1,865,382	1,122,790	3,069,980	570,010	4,400
Police SDF	-	243,289	-	250,000	1,124,460
Fire SDF	73,085	295,965	9,384,250	-	4,400
General Government SDF	-	-	-	-	4,400
Parks and Recreation SDF	-	663	32,466,000	728,860	4,400
Water SDF	20,249	205,658	13,091,480	323,360	4,400
Water Resource Fee	2,762,464	5,208,621	36,793,090	4,900,780	4,400
Wastewater SDF	58,644	328,079	1,216,780	248,180	-
Wastewater SDF - Neely	-	-	1,007,000	7,070	4,400
Wastewater SDF - Greenfield	-	459,704	12,315,710	543,200	4,400
Total Development Fees	4,779,824	7,864,769	109,344,290	7,571,460	1,159,660
Grants	1,510,059	1,478,169	7,192,190	920,550	5,272,240
Police Impound	314,361	267,675	329,160	309,300	342,820
Special Districts:					
Street Light Improvement	1,780,370	1,805,715	2,038,600	1,938,600	2,029,600
Parkway Improvement	855,269	971,317	1,216,260	1,164,360	1,168,300
Total Special Districts	2,635,639	2,777,032	3,254,860	3,102,960	3,197,900
Other Special Revenue	1,546,648	1,659,090	4,777,740	3,405,190	4,222,360
TOTAL SPECIAL REVENUE FUNDS	\$ 11,390,288	\$ 14,758,338	\$ 127,137,890	\$ 16,790,800	\$ 14,939,860
OTHER FUNDING SOURCES					
Administration	742,959	1,060,626	1,906,040	1,521,610	1,820,940
CIP Contingency	-	-	100,000,000	-	100,000,000
Outside Sources	134,402	1,172,384	26,539,660	812,380	-
Bond Proceeds	6,668,256	10,914,631	64,821,560	7,716,920	-

	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Prop 400	2,944,931	1,880,269	35,537,930	3,462,970	-
Revenue Obligations	7,167,024	2,276,331	2,382,000	-	-
MPC - Water System	-	-	66,588,420	26,170,051	-
MPC - Wastewater System	121,239	2,610,199	47,295,000	1,040,870	-
TOTAL OTHER FUNDING SOURCE	\$ 17,778,811	\$ 19,914,440	\$ 345,070,610	\$ 40,724,801	\$ 101,820,940
CAPITAL IMPROVEMENT FUNDS					
Redevelopment	-	-	-	-	24,939,840
Streets	-	-	-	-	128,028,650
Traffic Control	-	-	-	-	5,580,860
Parks and Recreation	-	-	-	-	55,370,510
Municipal Facilities	-	-	-	-	16,857,760
Water	-	-	-	-	127,180,970
Wastewater	-	-	-	-	118,181,840
Storm Water	-	-	-	-	1,177,810
TOTAL CAPITAL IMPROVEMENTS	\$ -	\$ -	\$ -	\$ -	\$ 477,318,240
DEBT SERVICE					
General Obligation Debt	22,815,040	90,443,896	22,295,550	22,295,550	23,291,300
Street and Highway	3,395,820	3,412,020	3,417,250	3,417,250	3,417,500
Public Facilities MPC	13,756,138	14,281,600	15,399,230	15,399,230	15,719,280
Water Resources MPC	33,739,334	38,582,363	10,005,090	10,005,090	9,994,630
Subordinate Lien	-	-	2,261,260	-	2,264,460
Improvement Districts	2,196,289	696,795	5,486,430	5,486,430	6,411,280
Wastewater MPC	-	-	-	-	3,614,400
TOTAL DEBT SERVICE	\$ 75,902,621	\$ 147,416,674	\$ 58,864,810	\$ 56,603,550	\$ 64,712,850
TRUST ACCOUNTS					
Fire Pension	2,500	2,500	2,500	2,500	2,500
TOTAL TRUST ACCOUNTS	\$ 2,500				
GRAND TOTAL EXPENSES	\$ 358,105,021	\$ 452,078,034	\$ 964,803,850	\$ 408,579,912	\$ 966,501,770

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

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



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

	<u>Actual</u> <u>FY 2016</u>	<u>Actual</u> <u>FY 2017</u>	<u>Budget</u> <u>FY 2018</u>	<u>Projected</u> <u>FY 2018</u>	<u>Budget</u> <u>FY 2019</u>	<u>% By Fund</u> <u>FY 2019</u>
GENERAL FUND						
Mayor and Council	2.00	2.00	2.00	2.00	2.00	
Town Manager	7.00	7.15	7.15	7.35	7.35	
Digital Government	6.00	7.00	7.00	8.00	8.00	
Intergovernmental	2.00	3.00	3.00	2.00	2.00	
Human Resources	21.00	20.00	21.00	21.00	21.00	
Information Technology	38.00	38.00	40.00	41.00	42.00	
Economic Development	8.00	8.00	9.00	9.00	9.00	
Management and Budget	6.00	6.00	6.00	5.00	5.00	
Legal	23.00	24.00	26.00	27.00	27.00	
Neighborhood Services	1.15	0.00	0.00	0.00	0.00	
Town Clerk	6.00	5.00	5.00	5.00	5.00	
Management Services	21.00	24.00	25.00	25.00	25.50	
Court	30.92	30.92	31.92	31.92	31.92	
Development Services	60.30	68.30	71.30	71.30	72.13	
Public Works	6.60	3.60	4.60	4.60	5.60	
Police	353.00	365.00	381.50	381.50	405.50	
Fire and Rescue	203.00	210.00	217.00	216.00	216.00	
Public Works	0.00	0.00	0.00	0.00	0.00	
Parks and Recreation	122.70	122.52	125.22	125.22	125.36	
TOTAL GENERAL FUND	917.67	944.49	982.69	982.89	1010.36	72%
ENTERPRISE FUNDS						
Water	124.95	128.95	130.95	131.95	133.50	
Wastewater	42.50	42.50	43.50	43.50	45.50	
Environmental Svc - Residential	84.05	87.05	87.89	88.40	91.40	
Environmental Svc - Commercial	8.28	8.28	9.44	8.94	8.94	
ENTERPRISE FUNDS	259.78	266.78	271.78	272.79	279.34	20%
STREETS FUND	50.67	50.67	53.67	53.66	55.66	4%
INTERNAL SERVICE FUNDS	26.00	26.00	26.00	26.00	26.00	2%
SPECIAL REVENUE	11.45	10.95	10.95	10.75	11.25	1%
CIP ADMINISTRATION	7.40	12.40	12.40	12.40	12.40	1%
TOTAL TOWN POSITIONS	1,272.97	1,311.29	1,357.49	1,358.49	1,395.01	100%

Background

Gilbert prepares an annual update to the Long Term Financial Plan (LTFP). The plan is a tool that provides Council and citizens with information necessary to understand Gilbert's financial condition. This dynamic tool allows the Town policy makers and staff to envision how the future might look if revenue and expenditure trends continue. The long-term financial impact of today's decisions can also be projected. Gilbert uses specific data from the CIP to assess fiscal health for the Five Year Plans and uses trend analysis to project 20 years for the Long Term Financial Plan. Gilbert also maintains a staffing model that helps project staffing needs and how they impact future financial stability. Many factors are considered in the long-term planning; some of the major factors are discussed below.

Financial Trend/Environmental Analysis

A number of financial indicators are analyzed to determine significant impacts in financial trends. This annual analysis focuses on Gilbert's General Fund, Highway User Revenue Fund (HURF), Roadway and Maintenance Fund (Vehicle License Tax), and Enterprise Funds (Water, Wastewater, and Environmental Services).

This analysis is conducted annually through the Office of Management and Budget working with the departments to analyze the prior five year period and any impacts that may be significant in the five year forecast. Population changes have the largest impact on revenue trends since state shared revenues are largely based on population and are major revenue sources to the General Fund, HURF Fund, and Roadway Maintenance Fund. In 2015, Gilbert elected to commission a special census count and update the population number used for state shared revenues. Had this not been done, the State would have continued to use the 2010 population number. Although the special census efforts cost about \$4 million, the new population number allowed Gilbert to realize over \$7 million more state shared revenues in the first year. It is likely Gilbert will see about \$25 million over five years. Gilbert continues to monitor population and methodologies used to make the annual updates.

Long-Term Revenue and Expenditure Forecasting

Each year the revenue and expenditure trends are updated and re-examined using current data for the General Fund and Enterprise Funds, HURF and Roadway and Maintenance Fund (VLT), incorporating adopted Gilbert policies of Responsible Financial Management, expenditure patterns, revenue trends, fund balances, and other known financial impacts. Other significant factors are analyzed, such as SDF analysis, the Long-Range Infrastructure Plan, and staffing plans.

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

Fiscal Policy Review

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

Debt Analysis

Gilbert uses debt carefully and strategically evaluates options to reduce interest costs. Existing debt is monitored for refunding savings and early payoff options. In FY 2018, Gilbert paid off \$12M of Water Resource Municipal Property Corporation debt early and refunded the remaining debt to save over \$9M in interest, resulting in a total savings of over \$21M. In FY 2017, Gilbert again refunded debt (general obligation) to save over \$3 million. Gilbert's debt is most often associated with growth-related projects where the revenue source (system development fees) are collected incrementally over time and the debt structure matches the revenue stream even though the projects (i.e. water and wastewater treatment plant expansions) need to be completed and placed in service ahead of the system development fee collections.

Financial Balance Analysis

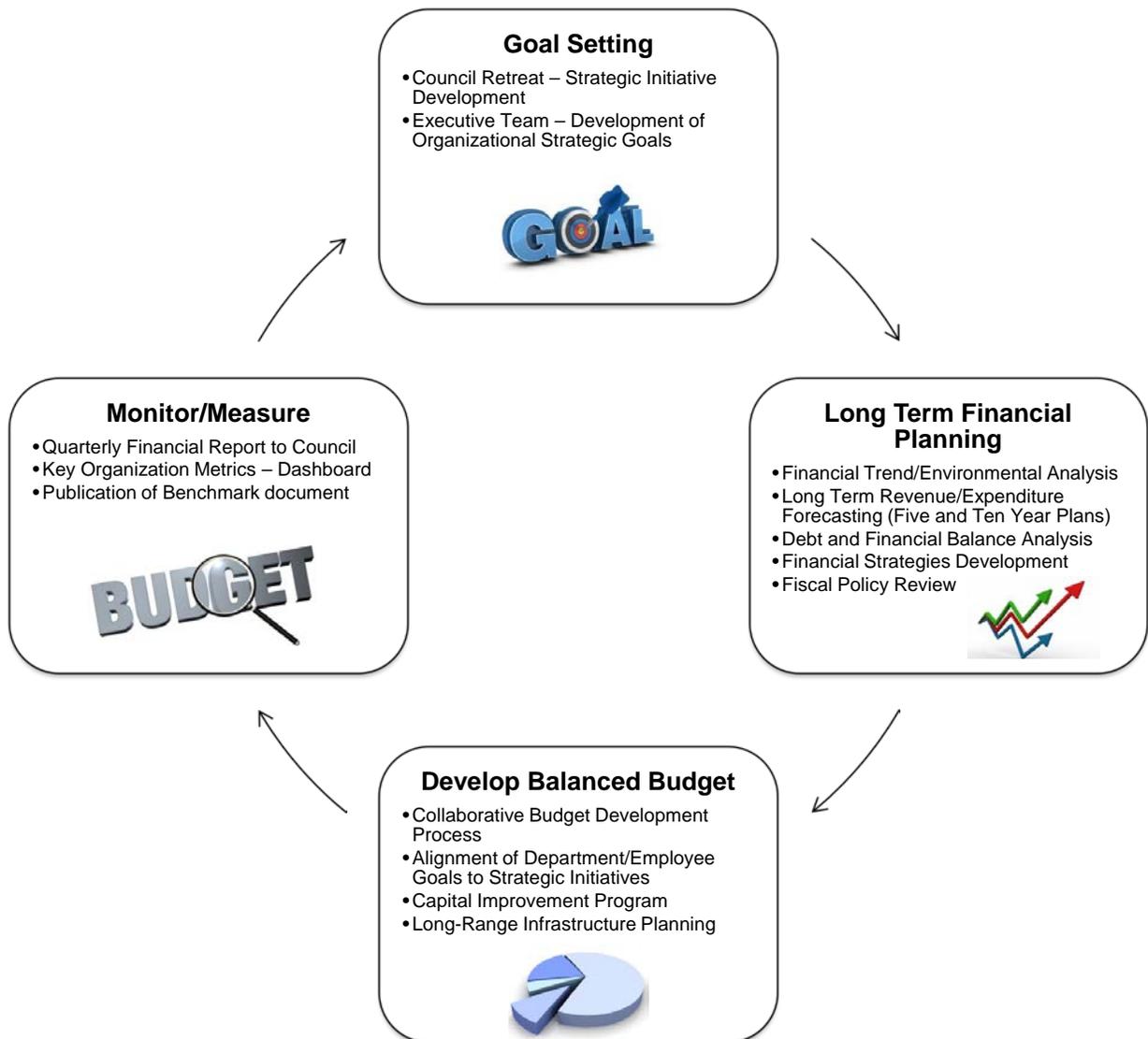
Monitor and maintain appropriate levels of reserve to ensure adequate resources are available to fund operations and reasonably protect against volatility and emergency. This review ensures compliance with Gilbert’s Policies of Responsible Financial Management and legal requirements.

Financial Strategies Development

Analyze cash flows and funding gaps for capital projects and develop a gap-closing strategy which will meet the future infrastructure needs of Gilbert, and ensure that anticipated resources will be able to sustain ongoing operations.

Long-Term Financial Plan Process

The long term financial planning activities are ongoing throughout the fiscal year and coordinate with the budget development process. The illustration below represents strategic planning, long term financial planning and budget activities that are executed in a coordinated fashion. Elected officials, Management, the Office of Management and Budget, and staff in various departments are tasked throughout the year to participate in completing each of these activities.



Goal Setting

Each year, usually in August, the Town Council meets with staff at a Council Retreat. Topics of particular interest to Council and staff are presented and discussed. Among those topics is the development of the Strategic Priorities or organization goals that will guide the organization for the upcoming fiscal year and which support Gilbert's Strategic Initiatives. Currently the Council has identified six Strategic Initiatives, of which, one is Long and Short Term Balanced Financial Plans. The six Strategic Initiatives were adopted in 2011. After the Strategic Priorities are developed, the Executive Team is tasked with assessing the Town's needs and determining organizational goals that will drive requests for resources during the budget process. Council gives additional direction on specific financial-related topics each spring, usually in February, at the Financial Retreat.

Long-Term Financial Planning

During the second quarter of the fiscal year, Gilbert begins the Financial Trend and Environmental Analysis. Team members, from various departments, are utilized as they can provide expertise on operations of a given area. The team members are tasked with reviewing a five-year history for revenues and expenses. Any significant changes in the trends shown are investigated and contributing factors are noted. For example, revenues for a particular area may show an increase in year three of the five-year period and that increase corresponds to the implementation of a new fee. This analysis is also factored into the Long Term Financial Plan.

After the historical trends are analyzed, the same team is tasked to anticipate impacts in the coming five-year period. Any significant changes in revenues or expenses are noted. Information gathered during this process also becomes important when developing the Long-Term Revenue/Expenditure Forecast.

Also during the second quarter of the fiscal year, Gilbert begins the annual budget development. During this process increases or decreases to the base budgets are requested. Any significant increases/decreases should be consistent with information received during the financial trend and environmental analysis phase of Long Term Financial Planning. The Long-Term Revenue/Expenditure Forecasting combine information received from the financial trend and environmental analysis with information received during the upcoming year's budget development process and use it to develop the forecasting models for the General Fund and Enterprise Funds.

In a related effort, the Office of Management and Budget analyzes the current debt structure to evaluate the revenue sources for debt service and repayment. Fund balances are also analyzed to ensure that the appropriate levels of reserves are maintained for policy compliance, legal requirements and best practices. If any policy changes are anticipated the proposed revisions are brought to Council for consideration and adoption.

Development of financial strategies combines all known information related to cash flows, capital projects, and long range infrastructure plans to obtain a comprehensive forecast of required future resources. Ideally, the comparison of available/anticipated sources of funding vs. available/anticipated uses aligns. If any gaps are noted, financial strategies are developed to align sources and uses.

Develop Balanced Budget

In January each year, once the Long-Term Financial Plan has been outlined, the collaborative budget development process begins with the Executive Team. The Executive Team meets frequently throughout January and February, to review all submitted requests from the departments and evaluate them based on their contributions towards organization goal achievement. This would include all CIP and operating requests for General Fund, Enterprise Funds, Streets Funds, Internal Service Funds and Special Revenues Funds.

After the Executive Team makes final recommendation to the Town Managers Office, the budget is presented by the Office of Management and Budget to the Town Council for Preliminary and Final Adoption in accordance with Arizona Revised Statute.

Monitoring of Budget

Budgets are maintained by the departments throughout the year, utilizing their budget analysts for special requests related to emergencies, or unforeseen opportunities that arise. Quarterly budget reports are provided to Council by the Office of Management and Budget following receipt of that quarter's final sales tax revenues from the Department of Revenue.

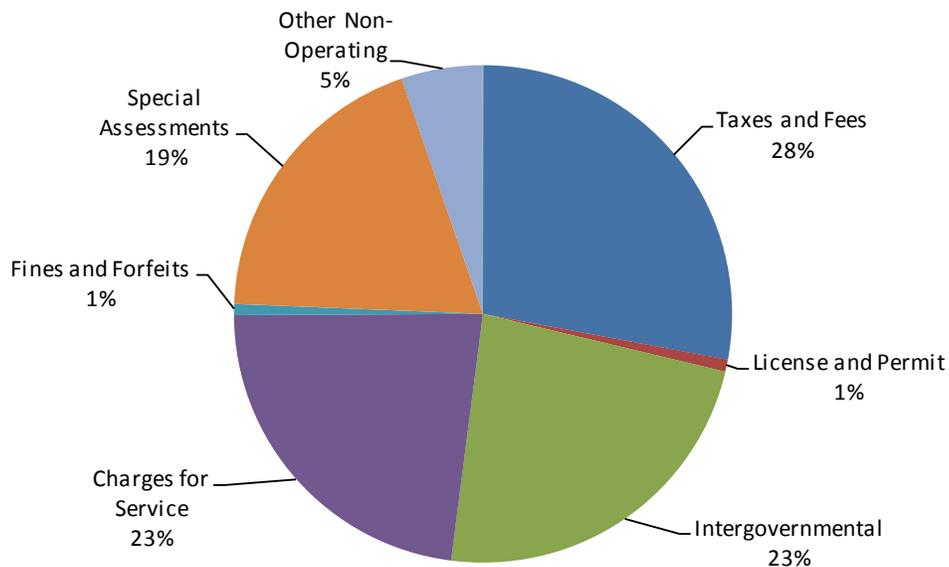
ALL REVENUE SOURCES

This section of the budget document includes detailed information regarding revenue types, including historical information, assumptions for the FY 2019 budget, and future projections. Information on bond proceeds, property tax, and special assessments is found in the debt section.

The total revenue anticipated for FY 2019 is \$966,501,770. Of this amount, \$559,074,420 is anticipated in new revenue collections and \$407,427,350 in carryover funds, as fund balance is also applied for one-time expenses. Historically, large spikes in revenue in a given year can typically be attributed to the sale of bonds for capital projects, however current levels of construction-related revenues are also considered nonrecurring, and are therefore applied toward nonrecurring expenses. Details on areas of change are found in the summary section of the budget. The major revenue sources for all funds are shown on the table and graph below by major categories.

FY 2019 Revenue Sources All Funds by Type (Excludes Transfers)

	Actual 2015-16	Actual 2016-17	Budget 2017-18	Projected 2017-18	Budget 2018-19
Taxes and Fees	148,215,132	146,476,134	152,978,080	152,423,080	156,243,230
License and Permit	4,852,536	4,819,908	4,427,000	5,042,200	4,415,000
Intergovernmental	81,395,723	102,413,241	128,892,750	104,912,890	130,308,100
Charges for Service	113,000,466	122,313,165	120,880,100	122,933,560	127,906,170
Fines and Forfeits	4,618,089	4,335,755	4,110,000	3,950,000	3,999,000
Special Assessments	2,412,090	72,346,535	105,486,430	5,486,430	106,581,280
Other Non-Operating	20,201,435	71,566,543	57,899,890	44,809,290	29,621,640
Total	\$ 374,695,471	\$ 524,271,281	\$ 574,674,250	\$ 439,557,450	\$ 559,074,420



TAXES AND FEES

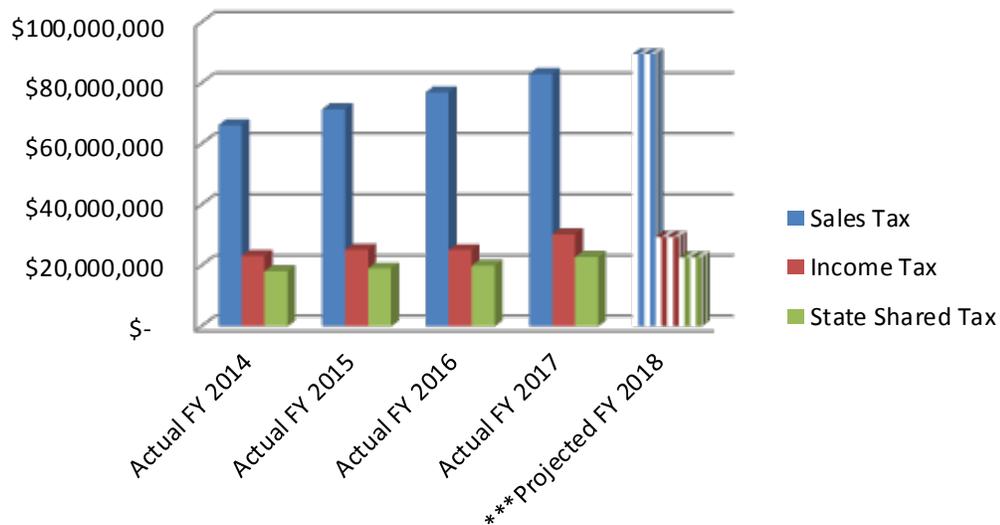
Local Sales Tax

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

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

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

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



Property Tax

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

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

Assessments

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

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

System Development Fees

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

Gilbert completed a full SDF study in partnership with a third party consultant, adopted May 2014, to ensure that our fee structure is in line with the current environment and compliant with legislative changes. A revision to the Water Resources, Water, Wastewater (Greenfield and Neely Service areas) SDF areas was adopted in August 2017. A full update all fee areas is being conducted in the fall of 2018, with adoption of new fees anticipated in 2019.

LICENSE AND PERMITS

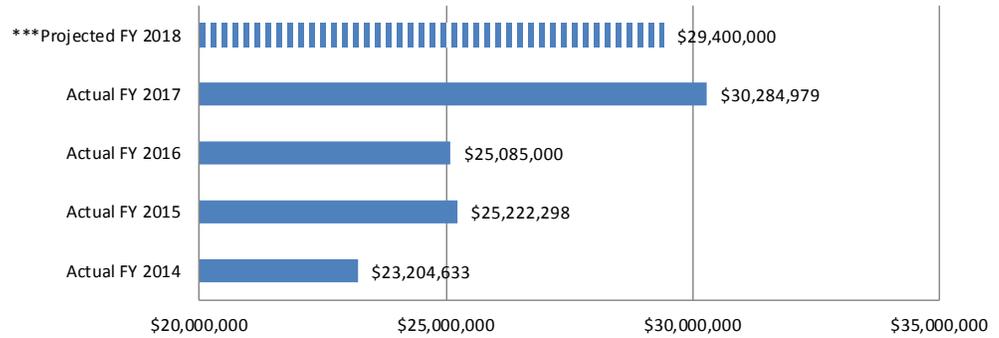
License fees are charged for business registration and alcoholic beverage licenses. Permit fees are charged for building, fire, engineering, signs, and alarms. Permit fee revenue is subject to changes in the construction industry.

INTERGOVERNMENTAL

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

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

Income Tax: Fifteen percent of the state income tax is distributed based on the relation of Gilbert's population to the total population of all incorporated cities and towns in the state. There is a two year time lag in distribution. Therefore, the tax on income earned in FY 2017 is distributed to cities in FY 2019.



Highway User Revenue:

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

Vehicle License:

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

Local Transportation Assistance Fund (LTAF):

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

CHARGES FOR SERVICE

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

Water

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

Wastewater

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

approximately 85% of the total fund revenues. Commercial and reclaimed revenues account for 9% and 4% respectively. Rate increases and structure changes are being evaluated in FY 2019 in order to balance ongoing revenues and expenditures.

Environmental Services

Environmental Services includes solid waste collection of residential barrels, uncontained, and recycling, and for commercial and roll-off customers. The operation also includes street sweeping and the household hazardous waste facility, as well as environmental compliance. Annual rate reviews ensure that revenue covers the total cost of operations. The costs impacting rates the most in these funds are personnel, landfill tipping fees, equipment maintenance, and replacement.

Rate increases and structure changes are being evaluated in FY 2019 in order to balance ongoing revenues and expenditures. As part of the rate study, an Environmental Compliance Fee is proposed. If adopted, environmental compliance activities would be moved out of Environmental Services Residential into their own fund.

FINES AND FORFEITS

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

INVESTMENT INCOME

In order to maximize available resources, Gilbert reviews upcoming expenditure needs, and works with a financial advisor to appropriately invest cash. Often this is done with the State of Arizona Local Government Investment Pool (LGIP). The State has recently made available investment pool options with higher interest rates for longer investment terms. Gilbert is utilizing some of those pools in an effort to maximize investment income.

OTHER NON-OPERATING

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

BOND PROCEEDS

In FY 2018 bonds were issued by the Water Resources Municipal Property Corporation in order to complete the Greenfield Wastewater plant expansion. Design and construction efforts were initiated in FY 2018 and will continue in FY 2019. For further details related to this project, please refer to the Capital Improvement Plan FY 2019-2028 on the [Town of Gilbert Website](https://www.gilbertaz.gov/) or <https://www.gilbertaz.gov/>. In FY 2019, Gilbert will be asking voters for authorization to sell \$65.35M in General Obligation bonds to help finance the construction of the Public Safety Training Facility. This question will be on the November 2018 ballot.

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

FINAL - FIVE YEAR GENERAL FUND FORECAST					
	Budget FY 2019	Projected FY 2020	Projected FY 2021	Projected FY 2022	Projected FY 2023
BEGINNING FUND BALANCE (Less Committed)	88,300,000	51,591,000	45,072,000	46,064,000	49,132,000
REVENUE	166,421,000	172,532,000	176,691,000	180,882,000	185,112,000
TOTAL REVENUE	166,421,000	172,532,000	176,691,000	180,882,000	185,112,000
TRANSFERS IN	5,659,000	5,659,000	5,659,000	5,659,000	5,659,000
TOTAL SOURCES	260,380,000	229,782,000	227,422,000	232,605,000	239,903,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	149,249,000	149,249,000	149,249,000	149,249,000	149,249,000
CIP MAINTENANCE COSTS FIVE YEAR PLAN		698,000	1,944,000	2,126,000	4,661,000
		7,252,000	11,513,000	13,975,000	17,236,000
SUB-TOTAL ONGOING EXPENDITURES	149,249,000	157,199,000	162,706,000	165,350,000	171,146,000
ONE-TIME EXPENDITURES					
ONE TIME EXPENDITURES FIVE YEAR PLAN	8,462,000	13,634,000	2,816,000	1,602,000	2,255,000
CAPITAL OUTLAY	343,000	-	-	-	-
CONTINGENCY	10,000,000				
ECONOMIC DEVELOPMENT RESERVE	5,000,000				
SUB-TOTAL ONE-TIME EXPENDITURES	23,805,000	13,634,000	2,816,000	1,602,000	2,255,000
TRANSFERS OUT	35,735,000	13,877,000	15,836,000	16,521,000	20,779,000
TOTAL USES	208,789,000	184,710,000	181,358,000	183,473,000	194,180,000
ANNUAL OPERATING RESULT	(36,709,000)	(6,519,000)	992,000	3,068,000	(3,409,000)
FUND BALANCE	51,591,000	45,072,000	46,064,000	49,132,000	45,723,000
MINIMUM FUND BALANCE	51,590,000	44,380,000	45,760,000	46,420,000	47,870,000
FUND BALANCE ABOVE MINIMUM	1,000	692,000	304,000	2,712,000	(2,147,000)

Five-Year Plan Assumptions:

- ✓ Transfer to the General Equipment Replacement Fund was held consistent from FY 2018 based on a calculation using asset value, useful life, remaining useful life, and anticipated replacement costs
- ✓ Compensation structure is maintained in five year plan as directed by compensation philosophy adopted by Council
- ✓ Minimum fund balance per policy is calculated at three months of operating expenses and one year of debt service
- ✓ Contingency is included in FY 2019 at \$10,000,000, but will be evaluated annually during the budget process to determine appropriate budget levels in subsequent years
- ✓ FY 2019 transfers out increased due to a change in accounting practices for capital projects; approximately \$25.6M increase

WATER FUND FIVE-YEAR FORECAST

FINAL - FIVE YEAR WATER FUND FORECAST					
	Budget FY 2019	Projected FY 2020	Projected FY 2021	Projected FY 2022	Projected FY 2023
BEGINNING FUND BALANCE (Less Committed)	38,924,000	28,789,000	26,655,000	26,973,000	27,520,000
REVENUE	48,210,000	51,179,000	52,000,000	52,836,000	53,686,000
TOTAL REVENUE	48,210,000	51,179,000	52,000,000	52,836,000	53,686,000
TRANSFERS IN	-	-	-	-	-
TOTAL SOURCES	87,134,000	79,968,000	78,655,000	79,809,000	81,206,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	29,137,000	30,350,000	30,350,000	30,350,000	30,350,000
CIP MAINTENANCE COSTS	-	315,000	420,000	420,000	510,000
FIVE YEAR PLAN	-	250,000	590,000	915,000	1,140,000
SUB-TOTAL ONGOING EXPENDITURES	29,137,000	30,915,000	31,360,000	31,685,000	32,000,000
ONE-TIME EXPENDITURES					
ONE TIME EXPENDITURES	555,000	-	-	-	-
FIVE YEAR PLAN	-	-	-	-	-
CAPITAL OUTLAY/CAPITAL IMPROVEMENTS	911,000	-	-	-	-
CONTINGENCY	2,500,000	-	-	-	-
SUB-TOTAL ONE-TIME EXPENDITURES	3,966,000	-	-	-	-
TRANSFERS OUT	25,242,000	22,398,000	20,322,000	20,604,000	33,579,000
TOTAL USES	58,345,000	53,313,000	51,682,000	52,289,000	65,579,000
ANNUAL OPERATING RESULT	(10,135,000)	(2,134,000)	318,000	547,000	(11,893,000)
FUND BALANCE	28,789,000	26,655,000	26,973,000	27,520,000	15,627,000
MINIMUM FUND BALANCE	17,412,563	17,539,813	17,645,563	17,738,313	17,806,563
FUND BALANCE ABOVE MINIMUM	11,376,438	9,115,188	9,327,438	9,781,688	(2,179,563)

The Five Year Plan assumptions:

- ✓ FY 2019 revenues assume additional revenue needed to balance long term; rate and rate structure changes are anticipated in November 2018
- ✓ FY 2019 transfers out increased due to a change in accounting practices for capital projects; approximately \$9.2M increase

WASTEWATER FUND FIVE-YEAR FORECAST

FINAL - FIVE YEAR WASTEWATER FUND FORECAST					
	Budget FY 2019	Projected FY 2020	Projected FY 2021	Projected FY 2022	Projected FY 2023
BEGINNING FUND BALANCE (Less Committed)	17,534,000	7,815,000	7,134,000	8,215,000	8,245,000
REVENUE	28,332,000	29,664,000	30,013,000	30,367,000	30,724,800
TOTAL REVENUE	28,332,000	29,664,000	30,013,000	30,367,000	30,724,800
TRANSFERS IN	920,000	920,000	920,000	920,000	920,000
TOTAL SOURCES	46,786,000	38,399,000	38,067,000	39,502,000	39,889,800
ONGOING EXPENDITURES					
BASE EXPENDITURES	16,403,000	16,686,000	16,686,000	16,686,000	16,686,000
CIP MAINTENANCE COSTS	-	569,000	1,029,000	1,329,000	1,629,000
FIVE YEAR PLAN	-	409,000	626,000	844,000	1,061,000
SUB-TOTAL ONGOING EXPENDITURES	16,403,000	17,664,000	18,341,000	18,859,000	19,376,000
ONE-TIME EXPENDITURES					
ONE TIME EXPENDITURES	367,000	-	-	-	-
FIVE YEAR PLAN	-	403,000	300,000	300,000	300,000
CAPITAL OUTLAY	69,000	-	-	-	-
CONTINGENCY	2,000,000	-	-	-	-
SUB-TOTAL ONE-TIME EXPENDITURES	2,436,000	403,000	300,000	300,000	300,000
TRANSFERS OUT	20,132,000	13,198,000	11,211,000	12,098,000	11,211,000
TOTAL USES	38,971,000	31,265,000	29,852,000	31,257,000	30,887,000
ANNUAL OPERATING RESULT	(9,719,000)	(681,000)	1,081,000	30,000	757,800
FUND BALANCE	7,815,000	7,134,000	8,215,000	8,245,000	9,002,800
MINIMUM FUND BALANCE	7,600,000	7,920,000	8,090,000	8,210,000	8,340,000
FUND BALANCE ABOVE MINIMUM	215,000	(786,000)	125,000	35,000	662,800

Five-Year Plan Assumptions:

- ✓ FY 2019 revenues assume additional revenue needed to balance long term; rate and rate structure changes are anticipated in November 2018
- ✓ FY 2019 transfers out increased due to a change in accounting practices for capital projects; approximately \$9.9M
- ✓ FY 2019 – FY 2023 minimum fund balance includes an increase of \$3.5M to cover one year of debt service for bonds sold to construct the Greenfield Plant Expansion

FINAL - FIVE YEAR ENVIRONMENTAL SERVICES RESIDENTIAL FUND FORECAST					
	Budget FY 2019	Projected FY 2020	Projected FY 2021	Projected FY 2022	Projected FY 2023
BEGINNING FUND BALANCE (Less Committed)	13,458,000	8,021,000	3,852,000	3,829,000	3,815,000
REVENUE	17,421,000	18,718,000	18,998,000	19,283,000	19,573,000
TOTAL REVENUE	17,421,000	18,718,000	18,998,000	19,283,000	19,573,000
TRANSFERS IN	170,000	170,000	170,000	170,000	170,000
TOTAL SOURCES	31,049,000	26,909,000	23,020,000	23,282,000	23,558,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	14,243,000	14,401,000	14,401,000	14,401,000	14,401,000
CIP MAINTENANCE COSTS	-	-	-	-	-
FIVE YEAR PLAN	-	470,000	718,000	992,000	1,386,000
SUB-TOTAL ONGOING EXPENDITURES	14,243,000	14,871,000	15,119,000	15,393,000	15,787,000
ONE-TIME EXPENDITURES					
ONE TIME EXPENDITURES	69,000	-	-	-	-
FIVE YEAR PLAN	-	2,000	-	2,000	-
CAPITAL OUTLAY	-	-	-	-	-
CONTINGENCY	1,500,000	-	-	-	-
SUB-TOTAL ONE-TIME EXPENDITURES	1,569,000	2,000	-	2,000	-
TRANSFERS OUT	7,216,000	8,184,000	4,072,000	4,072,000	4,072,000
TOTAL USES	23,028,000	23,057,000	19,191,000	19,467,000	19,859,000
ANNUAL OPERATING RESULT	(5,437,000)	(4,169,000)	(23,000)	(14,000)	(116,000)
FUND BALANCE	8,021,000	3,852,000	3,829,000	3,815,000	3,699,000
MINIMUM FUND BALANCE	3,560,000	3,720,000	3,780,000	3,850,000	3,950,000
FUND BALANCE ABOVE MINIMUM	4,461,000	132,000	49,000	(35,000)	(251,000)

Five-Year Plan Assumptions:

- ✓ FY 2019 revenues assume additional revenue needed to balance long term; rate and rate structure changes are anticipated in November 2018
- ✓ FY 2019 transfers out increased due to a change in accounting practices for capital projects; approximately \$3.1M
- ✓ Due to changes in the recycling commodities market, revenues received from recycling have been reduced In FY 2018 and in FY 2019. FY 2019 revenues are anticipated to be approximately 11% of the revenues received in FY 2017

FINAL - FIVE YEAR ENVIRONMENTAL SERVICES COMMERCIAL FUND FORECAST					
	Budget FY 2019	Projected FY 2020	Projected FY 2021	Projected FY 2022	Projected FY 2023
BEGINNING FUND BALANCE (Less Committed)	1,886,000	1,477,000	1,257,000	1,216,000	1,292,000
REVENUE	2,680,000	2,730,000	2,730,000	2,730,000	2,730,000
TOTAL REVENUE	2,680,000	2,730,000	2,730,000	2,730,000	2,730,000
TRANSFERS IN	-	-	-	-	-
TOTAL SOURCES	4,566,000	4,207,000	3,987,000	3,946,000	4,022,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	2,074,000	2,074,000	2,074,000	2,074,000	2,074,000
CIP MAINTENANCE COSTS	-	-	-	-	-
FIVE YEAR PLAN	-	76,000	152,000	227,000	303,000
SUB-TOTAL ONGOING EXPENDITURES	2,074,000	2,150,000	2,226,000	2,301,000	2,377,000
ONE-TIME EXPENDITURES					
ONE TIME EXPENDITURES	4,000	-	-	-	-
FIVE YEAR PLAN	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-
CONTINGENCY	250,000	-	-	-	-
SUB-TOTAL ONE-TIME EXPENDITURES	254,000	-	-	-	-
TRANSFERS OUT	761,000	800,000	545,000	353,000	353,000
TOTAL USES	3,089,000	2,950,000	2,771,000	2,654,000	2,730,000
ANNUAL OPERATING RESULT	(409,000)	(220,000)	(41,000)	76,000	-
FUND BALANCE	1,477,000	1,257,000	1,216,000	1,292,000	1,292,000
MINIMUM FUND BALANCE	520,000	540,000	560,000	580,000	590,000
FUND BALANCE ABOVE MINIMUM	957,000	717,000	656,000	712,000	702,000

Five-Year Plan Assumptions:

- ✓ FY 2019 revenues assume additional revenue needed to balance long term; rate and rate structure changes are anticipated in November 2018
- ✓ FY 2019 transfers out increased due to a change in accounting practices for capital projects; approximately \$216k

FINAL - FIVE YEAR STREETS FORECAST					
	Budget FY 2019	Projected FY 2020	Projected FY 2021	Projected FY 2022	Projected FY 2023
BEGINNING FUND BALANCE (Less Committed)	14,841,000	7,566,000	7,452,000	2,025,000	4,709,000
REVENUE	25,501,000	25,800,000	25,953,000	26,108,000	26,264,000
TOTAL REVENUE	25,501,000	25,800,000	25,953,000	26,108,000	26,264,000
TRANSFERS IN	-	-	-	-	-
TOTAL SOURCES	40,342,000	33,366,000	33,405,000	28,133,000	30,973,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	17,109,000	17,109,000	17,109,000	17,109,000	17,109,000
CIP MAINTENANCE COSTS		173,000	181,000	196,000	201,000
FIVE YEAR PLAN		430,000	860,000	1,290,000	1,839,000
SUB-TOTAL ONGOING EXPENDITURES	17,109,000	17,712,000	18,150,000	18,595,000	19,149,000
ONE-TIME EXPENDITURES					
ONE TIME EXPENDITURES	43,000				
FIVE YEAR PLAN		600,000	1,713,000	1,775,000	-
CAPITAL OUTLAY	136,000	-	-	-	-
CONTINGENCY	1,400,000	-	-	-	-
SUB-TOTAL ONE-TIME EXPENDITURES	1,579,000	600,000	1,713,000	1,775,000	-
TRANSFERS OUT	14,088,000	7,602,000	11,517,000	3,054,000	1,413,000
TOTAL USES	32,776,000	25,914,000	31,380,000	23,424,000	20,562,000
ANNUAL OPERATING RESULT	(7,275,000)	(114,000)	(5,427,000)	2,684,000	5,702,000
FUND BALANCE	7,566,000	7,452,000	2,025,000	4,709,000	10,411,000
MINIMUM FUND BALANCE	4,272,000	4,430,000	4,530,000	4,650,000	4,780,000
FUND BALANCE ABOVE MINIMUM	3,294,000	3,022,000	(2,505,000)	59,000	5,631,000

Five-Year Plan Assumptions:

- ✓ The Five Year Forecast represents the combined Roadway and Maintenance Fund and the Streets Fund
- ✓ In FY 2019, the Streets Division completed a zero base budget; allowing for reallocation of approximately \$1.1M
- ✓ In FY 2019 the final HURF debt service payment will be made, thus reducing the minimum fund balance requirement
- ✓ FY 2019 transfers out increased due to a change in accounting practices for capital projects; approximately \$9.3M increase

FUND DESCRIPTION

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

Program	FY 2019 Budgeted Expenses	FY 2019 Fee Supported	FY 2019 Transfer Supported	FY 2019 Tax Supported	FY 2019 % Tax Supported
Mayor and Council	\$ 787,930	\$ 88,000	\$ 255,950	\$ 443,980	56%
Boards and Commissions	28,440	-	-	28,440	100%
Manager	1,444,630	-	475,610	969,020	67%
Digital Communication	1,098,200	2,000	361,560	734,640	67%
Intergovernmental Relations	326,840	-	107,610	219,230	67%
Economic Development	2,854,020	75,000	-	2,779,020	97%
Information Technology	9,851,480	-	1,565,770	8,285,710	84%
Human Resources	2,633,720	4,000	632,460	1,997,260	76%
Management and Budget	635,240	-	209,140	426,100	67%
Town Clerk	735,200	-	-	735,200	100%
Legal Services	2,968,340	15,000	201,730	2,751,610	93%
Management Services	2,635,420	119,000	654,840	1,861,580	71%
Municipal Court	3,401,380	298,000	-	3,103,380	91%
Development Services	7,357,710	6,495,000	-	862,710	12%
Public Works Engineering	642,010	-	-	642,010	100%
Police	56,101,700	3,365,000	95,000	52,641,700	94%
Fire and Rescue	34,227,730	1,939,000	35,000	32,253,730	94%
Parks and Recreation	18,076,610	4,493,000	384,930	13,198,680	73%
Non-Departmental*	62,982,880	-	679,600	62,303,280	99%
Total General Fund	\$ 208,789,480	\$ 16,893,000	\$ 5,659,200	\$ 186,237,280	89%

*Expenses include transfers.

The total General Fund Revenue budget including fees and taxes is \$166,421,000. Fees charged to recover the cost of service total \$16,893,000. The tax supported (non-allocated) revenue of \$149,528,000 is detailed in the Financial Overview section of this document. The tax supported amount includes use of fund balance. In addition, transfers from other operating funds as a recovery of costs incurred to support the operations of Water, Wastewater, Environmental Services Residential, Environmental Services Commercial, and Streets total \$5,659,200.

More detail on revenue and expenditures is included in the Financial Overview section and in the individual sections for that activity.

STRATEGIC INITIATIVES

These icons indicate the strategic initiatives addressed throughout the General Fund.

Community Livability



Technology Leader



Financial Plan



Infrastructure



Economic Development



High Performing Government



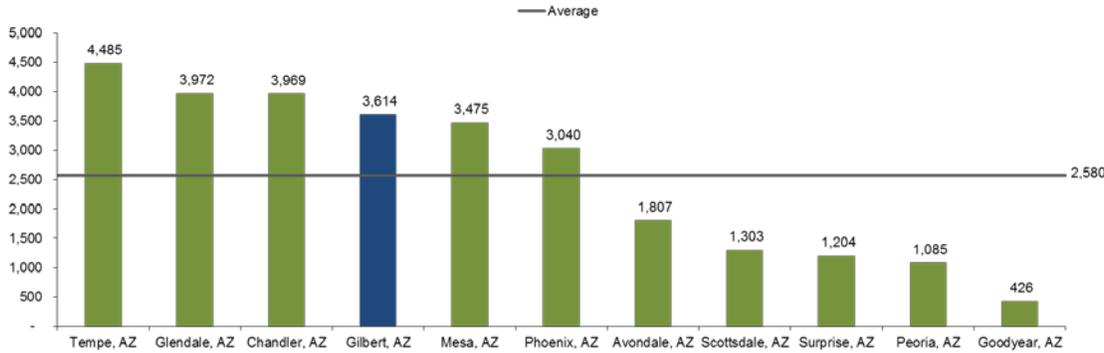
PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Mayor and Council	2.00	2.00	2.00	2.00	2.00
Boards and Commissions	0.00	0.00	0.00	0.00	0.00
Manager	7.00	7.15	7.15	7.35	7.35
Digital Government	6.00	7.00	7.00	8.00	8.00
Intergovernmental Relations	2.00	3.00	3.00	2.00	2.00
Economic Development	8.00	8.00	9.00	9.00	9.00
Information Technology	38.00	38.00	40.00	41.00	42.00
Human Resources	21.00	20.00	21.00	21.00	21.00
Management and Budget	6.00	6.00	6.00	5.00	5.00
Town Clerk	6.00	5.00	5.00	5.00	5.00
Neighborhood Services	1.15	0.00	0.00	0.00	0.00
Legal Services	23.00	24.00	26.00	27.00	27.00
Management Services	21.00	24.00	25.00	25.00	25.50
Municipal Court	30.92	30.92	31.92	31.92	31.92
Development Services	60.30	68.30	71.30	71.30	72.13
Public Works Engineering	6.60	3.60	4.60	4.60	5.60
Police	353.00	365.00	381.50	381.50	405.50
Fire and Rescue	203.00	210.00	217.00	216.00	216.00
Parks and Recreation	122.70	122.52	125.22	125.22	125.36
Non-Departmental	0.00	0.00	0.00	0.00	0.00
Total Personnel	917.67	944.49	982.69	982.89	1,010.36

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Mayor and Council	579,294	815,031	724,920	698,200	787,930
Boards and Commissions	25,398	22,434	19,440	18,960	28,440
Manager	3,349,686	1,303,608	1,382,230	1,583,990	1,444,630
Digital Government	830,497	925,391	971,300	1,070,650	1,098,200
Intergovernmental Relations	189,930	330,108	461,350	318,210	326,840
Economic Development	1,747,974	2,115,577	2,252,130	2,317,110	2,854,020
Information Technology	7,493,732	8,954,144	9,568,240	8,972,218	9,851,480
Human Resources	2,369,094	2,563,948	2,558,880	2,518,250	2,633,720
Management and Budget	622,865	700,139	708,750	601,015	635,240
Town Clerk	519,222	627,076	514,670	522,950	735,200
Neighborhood Services	15,946	2	-	-	-
Legal Services	2,600,947	2,790,043	3,115,420	2,835,245	2,968,340
Management Services	2,138,228	2,251,632	2,725,920	2,406,778	2,635,420
Municipal Court	3,219,060	3,221,340	3,298,070	3,189,256	3,401,380
Development Services	5,598,142	6,111,275	7,041,370	6,727,652	7,357,710
Public Works Engineering	599,385	874,776	578,250	517,631	642,010
Police	42,649,816	52,666,449	53,751,110	53,867,350	56,101,700
Fire and Rescue	28,138,059	31,999,277	33,641,880	36,554,945	34,227,730
Parks and Recreation	17,056,502	17,301,525	19,870,060	18,753,190	18,076,610
Non-Departmental	13,962,476	24,548,832	52,748,690	14,807,290	27,248,690
Total Expenses	\$ 133,706,253	\$ 160,122,607	\$ 195,932,680	\$ 158,280,890	\$ 173,055,290

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	92,522,722	107,376,920	111,788,620	112,579,600	115,916,250
Supplies & Contractual	33,121,335	42,315,289	53,741,810	40,572,620	56,796,040
Capital Outlay	8,062,196	10,430,398	30,402,250	5,128,670	343,000
Total Expenses	\$ 133,706,253	\$ 160,122,607	\$ 195,932,680	\$ 158,280,890	\$ 173,055,290

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	147,720,702	163,283,052	158,425,500	163,392,400	166,421,000
Transfers In	4,989,256	5,234,906	5,649,280	5,649,280	5,659,200
Total Sources	\$ 152,709,958	\$ 168,517,958	\$ 164,074,780	\$ 169,041,680	\$ 172,080,200
Total Expenses	133,706,253	160,122,607	195,932,680	158,280,890	173,055,290
Transfers Out	6,963,172	9,000,331	10,495,440	9,034,180	35,734,190
Total Uses	\$ 140,669,425	\$ 169,122,938	\$ 206,428,120	\$ 167,315,070	\$ 208,789,480
Net Operating Result	\$ 12,040,533	\$ (604,980)	\$ (42,353,340)	\$ 1,726,610	\$ (36,709,280)

Population Density



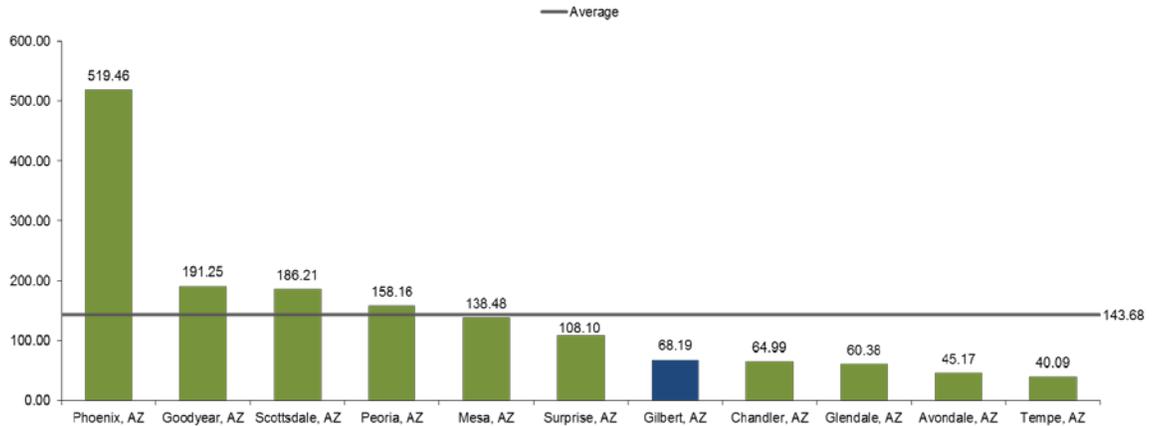
3,614
average number of residents who live in a square mile within Gilbert

Source: July 1, 2017 Maricopa Association of Governments (MAG) Population Estimates

Incorporated Land Area in Square Miles

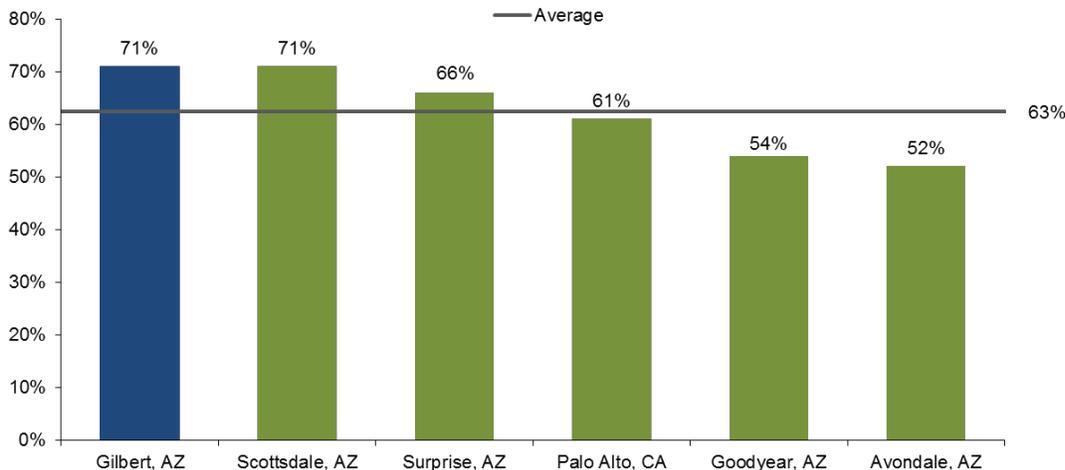
68.19

total square miles of incorporated area within Gilbert



Note: The Municipal Planning Area of Gilbert is 72.6 square miles; the total incorporated land area is 68.19 square miles.
Source: July 2017 Maricopa County Incorporated Areas – Maricopa County Recorder’s Office

Value of Services for Taxes Paid



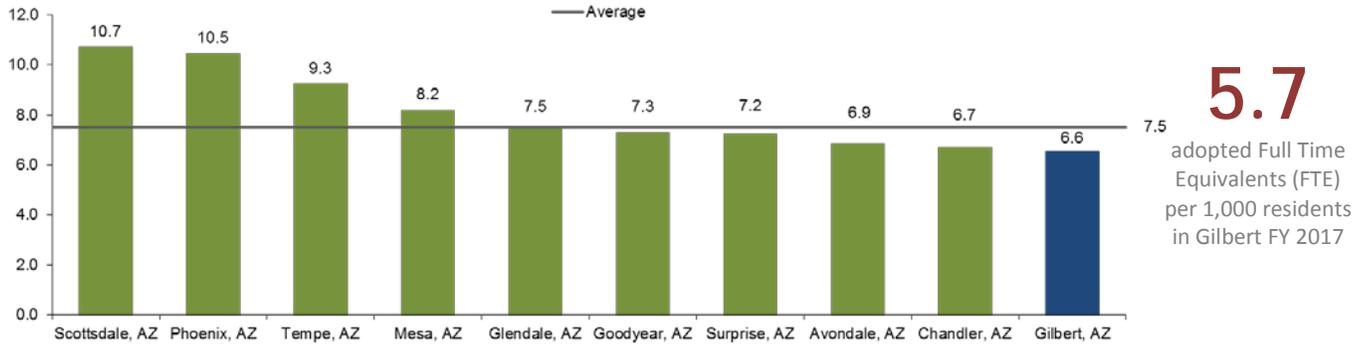
71%

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

Note: Figures represent survey respondents in each community who answered “good” or “excellent”.

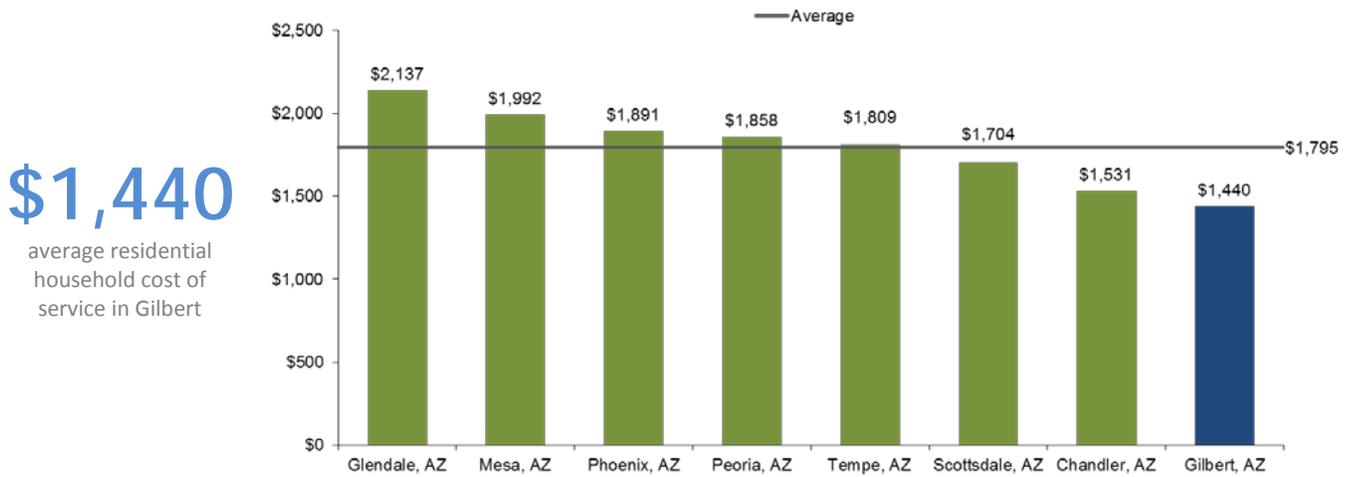
Source: Municipal National Citizen Survey (NCS). Avondale report completed in 2016; Gilbert, 2017; Goodyear, 2014; Scottsdale, 2016; Surprise, 2015; Palo Alto, 2017.

Full-Time Equivalents per 1,000 Residents



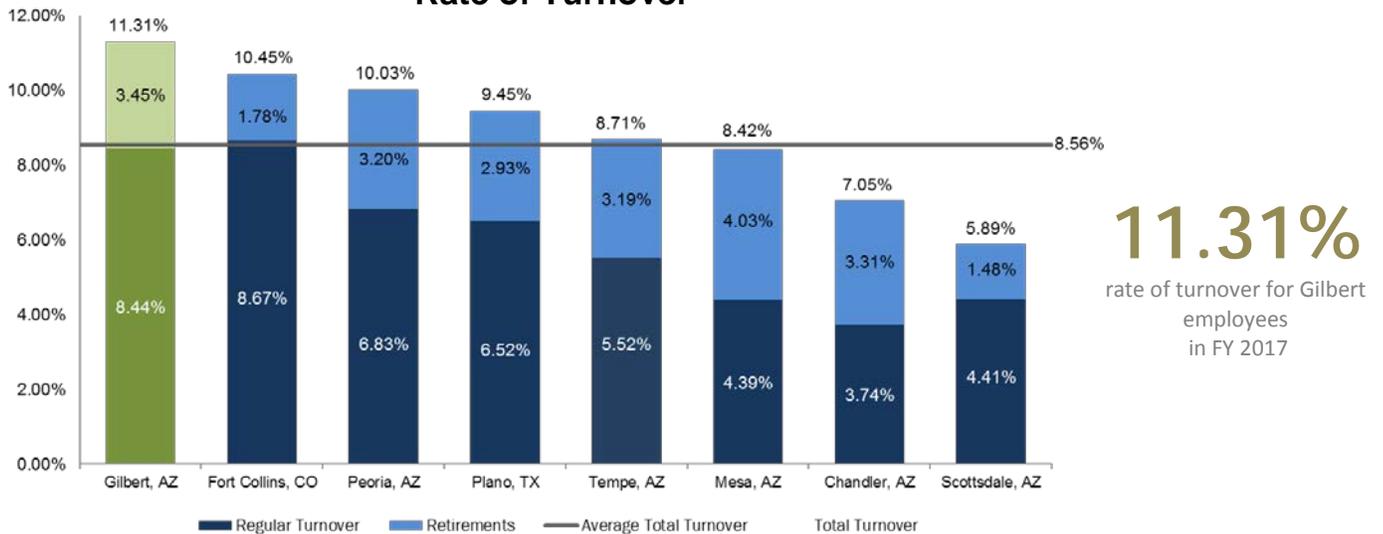
Source: Valley Benchmark Cities, FY 2016-2017

Average Residential Household Cost of Service



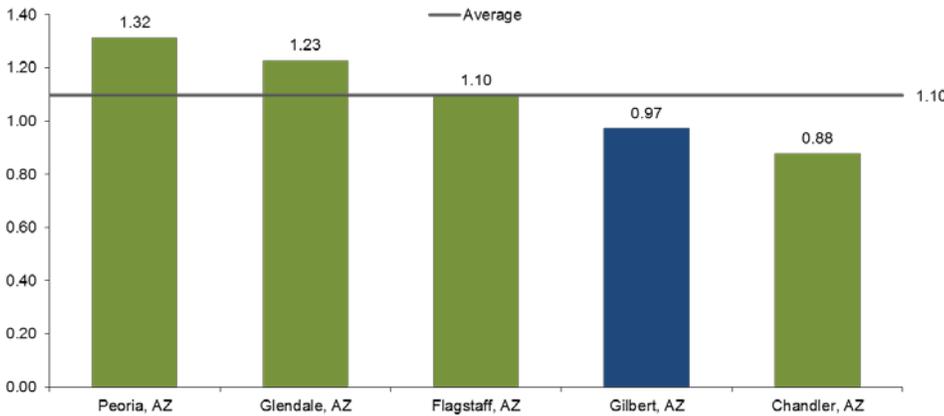
Source: City of Tempe, 2017 Comparative Cost of Services Report

Rate of Turnover



Note: Data represents full time (sworn and non-sworn), excluding seasonal and part-time.
Source: Information provided was obtained from municipal Human Resources staff for FY 2017.

Court Cases Filed, Cases Disposed, and Clearance Rates



0.97

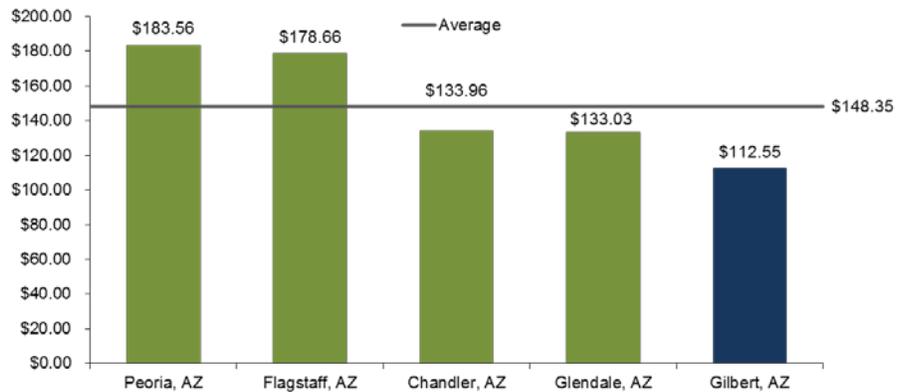
Gilbert's clearance rate in 2017

Source: AZ Courts, 2017

Cost per Court Case

\$112.55

average cost per court case in FY 2017



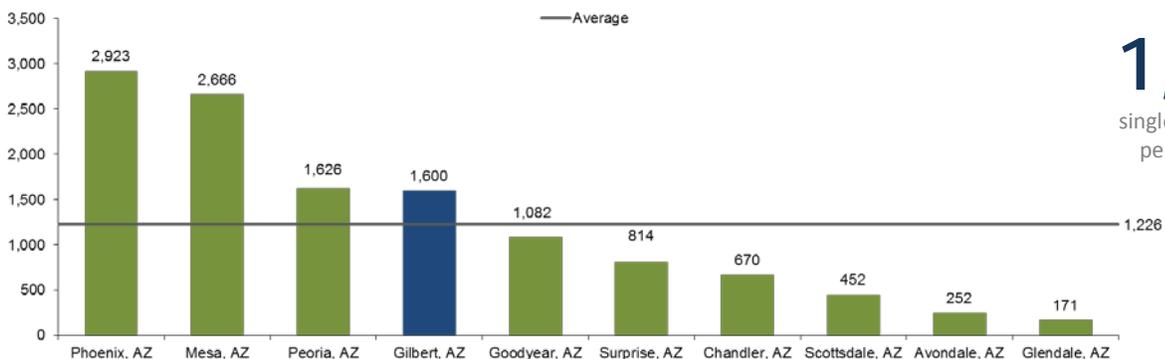
Note: Cost of processing a case that results in a sufficient outcome.

Comparison to Benchmark Communities

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

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

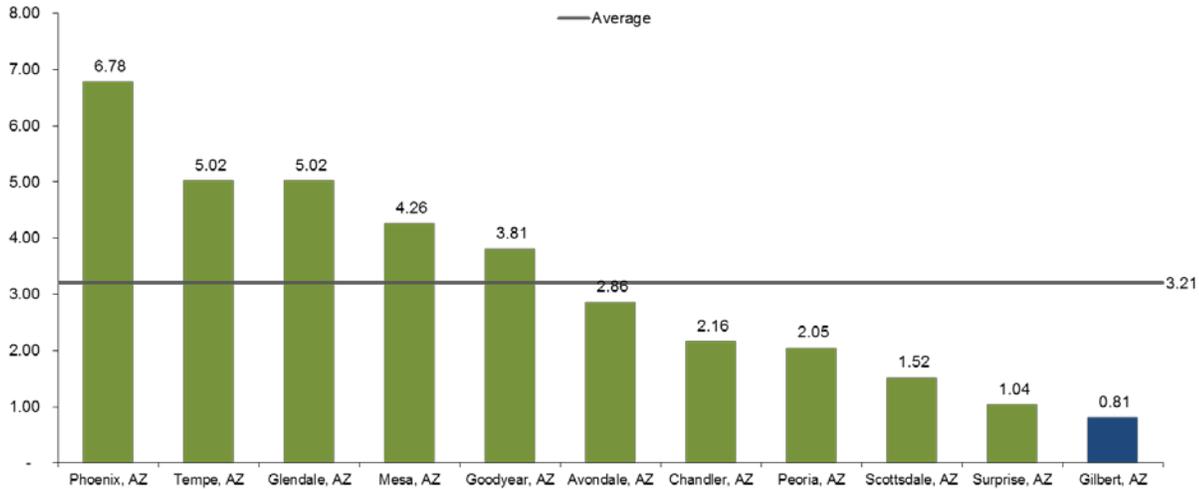
Total Single Family Building Permits



1,600

single family home permits issued in 2017

Note: Total number of single family building permits for calendar year 2017.
Source: Central Homebuilders Association of Arizona

Violent Crime Rates per 1,000 Residents


0.81

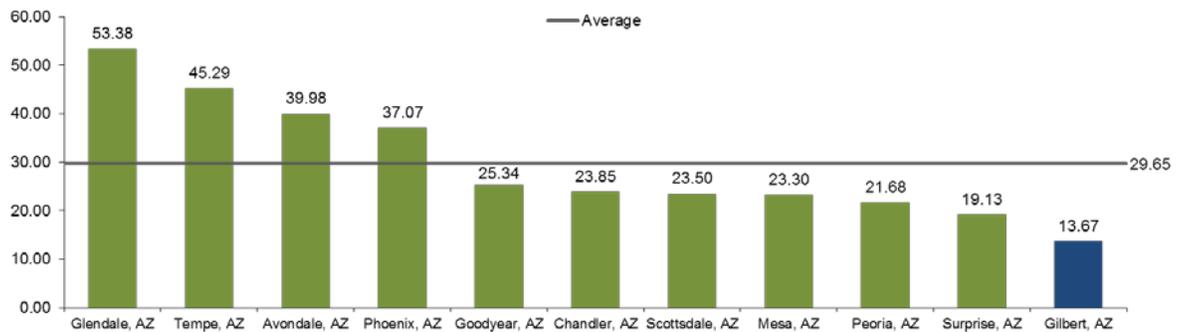
reported violent crimes per 1,000 residents of Gilbert in FY 2017

Note: Violent crime rate measures the reported number of violent crimes per 1,000 residents.
 Source: Valley Benchmark Cities, FY 2016-2017

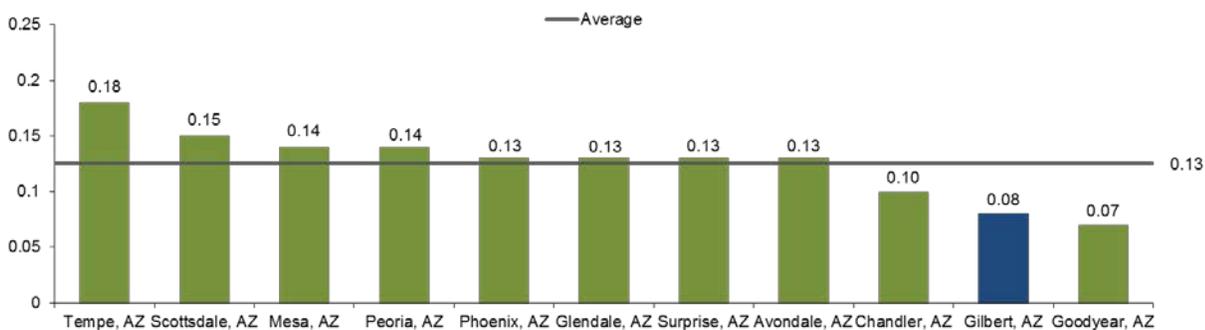
Property Crime Rates per 1,000 Residents

13.67

reported property crimes per 1,000 residents of Gilbert in FY 2017



Note: Property crime rate measures the reported number of property crimes per 1,000 residents.
 Source: Valley Benchmark Cities, FY 2016-2017

Total Fire Calls per 1,000 Residents


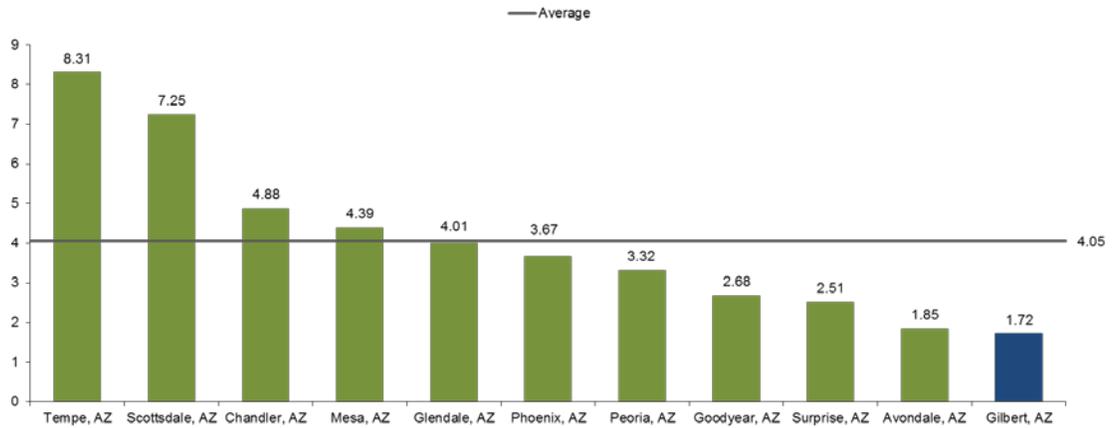
0.08

calls for service per 1,000 Gilbert residents in FY 2017

Source: Valley Benchmark Cities, FY 2016-2017

Total Park Acreage per 1,000 Residents

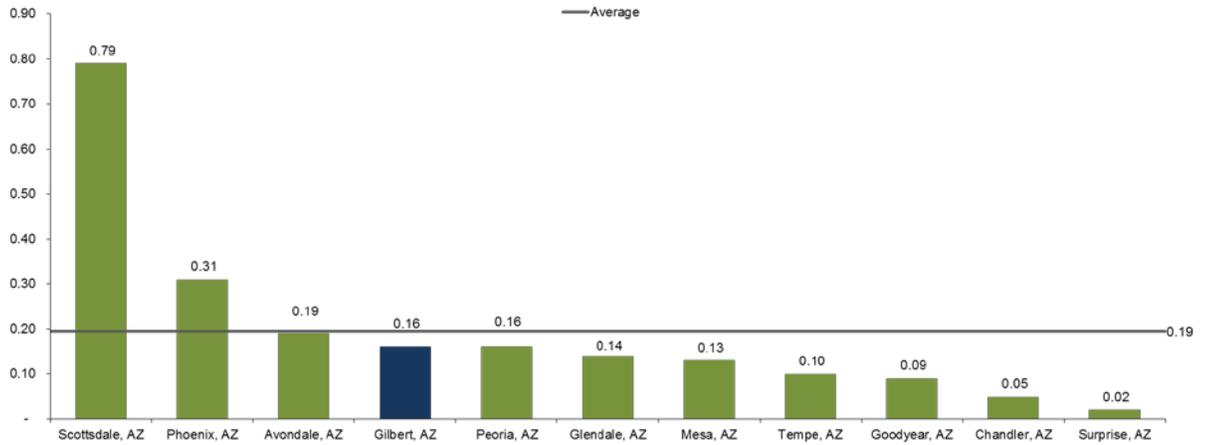
1.72
 acres of Parks and
 Recreation space
 per 1,000 Gilbert
 Residents



Note: Park acreage includes open, planned, and improved space owned by the jurisdiction and designated as a park.
 Source: Valley Benchmark Cities, FY 2016-2017

Miles of Trails per 1,000 Residents

0.16
 miles of
 recreational
 trails
 per 1,000



Note: Figures have been rounded to the nearest whole number.
 Source: Valley Benchmark Cities, FY 2016-2017

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Held joint meetings with the three school districts that lie within town boundaries
- ◆ Developed a process to provide the Mayor and Council with greater access to events and activities occurring within the Town

OBJECTIVES FY 2019
Community Livability

- ◆ Foster greater communication between the Town and its residents and our State and Federal representatives to promote unified goals and objectives

High Performing Government

- ◆ Provide vision and implement strategic initiatives
- ◆ Continue to develop, foster, maintain and facilitate relationships with Federal, State, County, Tribal and local partners
- ◆ Establish routine joint meeting schedules with other elected bodies that partner with the town, including municipal, tribal and educational partners

BUDGET NOTES

Personnel costs rise as a result of a court-ordered increase in the EORP Retirement Plan. No other significant changes occurred in the Mayor and Council budget for FY 2019.

PERFORMANCE MEASURES	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
 Number of National Committees with Councilmember Participation	0	0	1	0	N/A
 Number of Statewide Committees with Councilmember Participation	3	4	5	5	N/A
 Number of Regional Committees with Councilmember Participation	11	11	12	12	N/A

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Mayor and Council	2.00	2.00	2.00	2.00	2.00
Total Personnel	2.00	2.00	2.00	2.00	2.00

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Mayor and Council	579,294	815,031	724,920	698,200	787,930
Total Expenses	\$ 579,294	\$ 815,031	\$ 724,920	\$ 698,200	\$ 787,930

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	477,912	616,298	487,450	522,170	550,760
Supplies & Contractual	101,382	198,733	237,470	176,030	237,170
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 579,294	\$ 815,031	\$ 724,920	\$ 698,200	\$ 787,930

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	62,204	79,109	75,000	86,000	88,000
Total Expenses	579,294	815,031	724,920	698,200	787,930
Net Operating Result	\$ (517,090)	\$ (735,922)	\$ (649,920)	\$ (612,200)	\$ (699,930)

PURPOSE STATEMENT

The Town Manager implements the policies developed by the Town Council by providing leadership to departments while working with outside agencies, and by ensuring responsive, cost effective local government services to Gilbert residents.

The Town Manager's Office directs and coordinates organizational activities; promotes community relations; reviews and recommends the annual operating and capital budgets; reviews financial forecasts and management analysis; performs budgetary control functions; submits recommendations to the Town Council; promotes economic development; coordinates special projects; and supervises and coordinate the daily activities of the Town government.

ACCOMPLISHMENTS FY 2018

- ◆ Received upgraded credit rating from Fitch to AAA on 2016 Gilbert Water Resource Municipal Property Corporation bonds
- ◆ Attained lowest overall crime rate of top 100 largest communities based on review of 2016 FBI Uniform Crime Report (UCR)
- ◆ Named one of Arizona's Most Admired Companies by AZ Business Magazine
- ◆ Secured and welcomed Deloitte, a leading professional services organization, to the community, bringing \$34 million in investment and an expected 2,500 jobs over multiple phases
- ◆ Broke ground on Gilbert Regional Park and Desert Sky Park, which collectively will add 387 acres of developed park once built out
- ◆ Restructured Town Manager's Office to streamline operations
- ◆ Created an Innovation Hub, which includes the offices of Digital Government, Information Technology, Human Resources, and Management and Budget

- ◆ Launched Alex, the town's open data portal, as part of the town's work with Bloomberg Philanthropies' What Works Cities (WWC) initiative
- ◆ Began implementation of constituent services 311 system for Gilbert
- ◆ Created a General Fund long-range forecast of town revenues and expenditures, as well as an organization-wide staffing forecast through 2030

OBJECTIVES FY 2019

Community Livability

- ◆ Complete repairs and reopen Elliot District Park by mid-February

Economic Development

- ◆ In partnership with Economic Development, continue to promote growth in Gilbert's economic corridors in an effort to attract and retain businesses in the community
- ◆ Secure additional university building tenants

High Performing Government

- ◆ Develop Innovation Road Map and embark on strategic planning process to ensure a sustainable and vibrant Gilbert through buildout
- ◆ Propose updated utility rates to better reflect costs and ensure balanced funds over the next few years
- ◆ Complete biennial National Citizen Survey of Gilbert residents to gather feedback on a variety of topics
- ◆ Foster relationships with community, businesses and other agencies, while furthering the goals and objectives of the organization by serving on various governmental and community boards

BUDGET NOTES

In FY 2019, Safety will move from Human Resources to the Town Manager's Office.

	PERFORMANCE MEASURES				
	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
 Overall Quality of Life in Gilbert (good or excellent) per National Citizen Survey	N/A	97%	N/A	98%	98%
 Percentage of Residents Rating Value for Service for Taxes Paid (Good or Excellent) per National Citizen Survey	N/A	76%	N/A	75%	75%
 Percentage of Residents Rating Overall Quality of City/Town Services (Good or Excellent) per National Citizen Survey	N/A	92%	N/A	94%	94%

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Town Manager	7.00	7.15	7.15	7.35	7.35
Total Personnel	7.00	7.15	7.15	7.35	7.35

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Town Manager	3,349,686	1,303,608	1,382,230	1,583,990	1,444,630
Total Expenses	\$ 3,349,686	\$ 1,303,608	\$ 1,382,230	\$ 1,583,990	\$ 1,444,630

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	2,943,980	1,127,243	1,246,420	1,423,480	1,316,800
Supplies & Contractual	405,706	176,365	135,810	160,510	127,830
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 3,349,686	\$ 1,303,608	\$ 1,382,230	\$ 1,583,990	\$ 1,444,630

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	44,507	2,241	-	-	-
Total Expenses	3,349,686	1,303,608	1,382,230	1,583,990	1,444,630
Net Operating Result	\$ (3,305,179)	\$ (1,301,367)	\$ (1,382,230)	\$ (1,583,990)	\$ (1,444,630)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Expanded sponsorship for SPARK App League from Waymo to two major events and brought on the Smithsonian Institution as a collaborator
- ◆ Finished partnership with What Works Cities, created and launched an Open Data Portal with an outward facing avatar, "Alex"
- ◆ Continued expansion of more than 25 social media channels across the organization
- ◆ Created an online community outreach position to focus on connecting with residents online through 311 and Nextdoor
- ◆ Expanded reach of Digital State of the Town to more than 40,000+ views on YouTube in just a month

- ◆ Continued weekly podcast, Gov Gone Digital
- ◆ Launched 311 app where residents can report issues
- ◆ Received various national awards and recognitions for Digital Government efforts

OBJECTIVES FY 2019

Technology Leader

- ◆ Develop and expand data and innovation initiatives; 311 launch, SPARK, What Works Cities, etc.
- ◆ Complete redesign and launch of the Gilbert website, www.gilbertaz.gov

Community Livability

- ◆ Continue to grow podcast reach and production of Gov Gone Digital

High Performing Government

- ◆ Continue partnership with What Works Cities to release one data set per month
- ◆ Continue to expand reach to customers by 2%

BUDGET NOTES

Minor increases to the supplies and contractual budget are related to the Community Engagement Coordinator position that was assigned to the department during FY 2018. Other minor increases are attributed to increased costs for analytics software for social media monitoring and branding/marketing materials.

PERFORMANCE MEASURES		Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
	Social Media Following: Facebook	5,114	16,435	18,500	19,500	20,000
	Social Media Following: Twitter	11,100	16,520	17,500	18,500	20,000
	Social Media Following: Instagram	N/A	11,721	12,100	12,800	14,000
	Videos Produced	125	113	140	140	100

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Digital Government	6.00	7.00	7.00	8.00	8.00
Total Personnel	6.00	7.00	7.00	8.00	8.00

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Digital Government	830,497	925,391	971,300	1,070,650	1,098,200
Total Expenses	\$ 830,497	\$ 925,391	\$ 971,300	\$ 1,070,650	\$ 1,098,200

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	671,600	762,574	777,500	867,910	879,550
Supplies & Contractual	158,897	162,817	193,800	202,740	218,650
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 830,497	\$ 925,391	\$ 971,300	\$ 1,070,650	\$ 1,098,200

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	-	150	2,000	2,000	2,000
Total Expenses	830,497	925,391	971,300	1,070,650	1,098,200
Net Operating Result	\$ (830,497)	\$ (925,241)	\$ (969,300)	\$ (1,068,650)	\$ (1,096,200)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Provided weekly legislative updates to Mayor and Council
- ◆ Provided improved communication to Town Manager on legislative matters and developments
- ◆ Developed a list of federal priorities for the town for potential future pursuits

OBJECTIVES FY 2019

Community Livability

- ◆ Develop tools to inform and encourage residents to become more involved at all levels of government

Balanced Financial Plan

- ◆ Protect key revenues from being eliminated or reduced at the state and federal level

Infrastructure

- ◆ Pursue full HURF restoration by the Legislature

High Performing Government

- ◆ Improve communication and relationships with tribal partners

BUDGET NOTES

The decrease in the personnel budget is a result of one FTE (Full Time Equivalent) moving from Intergovernmental Relations to Digital Government. There were no other significant changes to the FY 2019 budget.



PERFORMANCE MEASURES	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
Total Number of Bills Introduced During the Annual Arizona State Legislative Session	1,247	1,057	1,206	1,100	N/A
Number of Bills Tracked That had a Direct Impact on Gilbert	107	80	113	80	N/A
Number of Bills Enacted Requiring Significant Town Resources for Implementation	N/A	N/A	1	1	0

<i>PERSONNEL BY ACTIVITY</i>	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Intergovernmental Relations	2.00	3.00	3.00	2.00	2.00
Total Personnel	2.00	3.00	3.00	2.00	2.00

<i>EXPENSES BY ACTIVITY</i>	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Intergovernmental Relations	189,930	330,108	461,350	318,210	326,840
Total Expenses	\$ 189,930	\$ 330,108	\$ 461,350	\$ 318,210	\$ 326,840

<i>EXPENSES BY CATEGORY</i>	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	141,076	277,712	374,160	251,600	254,650
Supplies & Contractual	48,854	52,396	87,190	66,610	72,190
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 189,930	\$ 330,108	\$ 461,350	\$ 318,210	\$ 326,840

<i>OPERATING RESULTS</i>	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	-	-	-	-	-
Total Expenses	189,930	330,108	461,350	318,210	326,840
Net Operating Result	\$ (189,930)	\$ (330,108)	\$ (461,350)	\$ (318,210)	\$ (326,840)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Implemented year one of the Economic Development FY 2018 – FY 2022 Strategic Plan
- ◆ Drafted the 10 year update to the Gilbert Redevelopment Plan
- ◆ Completed the return on investment model for the Heritage District
- ◆ Completed the design and approved the GMP for the 2nd parking garage in the Heritage District
- ◆ Developed a marketing plan to lead the goals and objectives identified in the Economic Development Strategic Plan
- ◆ 9.1 acre RFQ/RFP issued to recruit a master partner for the development of Gilbert-owned land in the Heritage District
- ◆ Negotiated lease agreement(s) with higher education institution(s) to occupy the Gilbert-owned University Building
- ◆ Completed the necessary steps to place the Gilbert-owned 40 acre parcel onto the 2018 ballot so that Gilbert surplus land can be auctioned and developed

OBJECTIVES FY 2019
Economic Development

- ◆ Implement year two of the Economic Development FY 2018 – FY 2022 Strategic plan
- ◆ Council adoption of the 10 year Redevelopment Plan
- ◆ Implement year 2 of the FY 2018 – FY 2022 Tourism Plan and adopt Tourism benchmarks
- ◆ Obtain Certificate of Occupancy for the 2nd parking garage in the Heritage District
- ◆ Draft development agreement with the master partner for the 9.1 acre acres in the Heritage District
- ◆ Negotiate lease agreement(s) with higher education institution(s) to occupy the Gilbert-owned University Building
- ◆ Based on voter approval of the 40 acre Gilbert-owned parcel, prepare for surplus land to be auctioned for development

BUDGET NOTES

Changes to the personnel budget are related to minor increases in benefits and retirement expenses; no new FTE were added. Increases in the supplies and contractual budget are related to council approved development agreements.

PERFORMANCE MEASURES	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
 Lead Generation	736	220	250	275	275
 Staff Assisted Projects	38	38	35	38	38
 Announced Capital Investment	\$206M	\$211M	\$250M	\$275M	\$275M
 Announced Jobs	2,083	3,469	1,700	1,870	1,870
 Retention Calls	197	132	90	100	100

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Economic Development	8.00	8.00	9.00	9.00	9.00
Total Personnel	8.00	8.00	9.00	9.00	9.00

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Economic Development	1,310,600	1,650,173	1,437,220	1,608,960	2,347,270
Redevelopment	48,060	129,479	380,520	363,800	25,270
Shop Gilbert	12,192	11,653	13,500	13,500	13,500
Tourism	377,122	324,272	420,890	330,850	467,980
Total Expenses	\$ 1,747,974	\$ 2,115,577	\$ 2,252,130	\$ 2,317,110	\$ 2,854,020

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	930,390	979,647	1,039,340	1,015,390	1,077,310
Supplies & Contractual	802,434	1,028,259	1,212,790	1,301,720	1,776,710
Capital Outlay	15,150	107,671	-	-	-
Total Expenses	\$ 1,747,974	\$ 2,115,577	\$ 2,252,130	\$ 2,317,110	\$ 2,854,020

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	45	77,909	-	75,000	75,000
Total Expenses	1,747,974	2,115,577	2,252,130	2,317,110	2,854,020
Net Operating Result	\$ (1,747,929)	\$ (2,037,668)	\$ (2,252,130)	\$ (2,242,110)	\$ (2,779,020)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Completion of the initial 10 OpenData data sets
- ◆ Implemented Two Factor Authentication for Town staff
- ◆ Completed Finance and Budget modules for MUNIS implementation and started Human Resources and Payroll modules for completion in calendar 2018
- ◆ Completed Neely Wastewater Treatment plant conversion to Lucy
- ◆ Completed incorporating data from multiple sources into one source for mapping of investments throughout the town
- ◆ Continued to document and map Developer Agreements
- ◆ Finalized implementation of upgraded Regional 911 hardware and software, include three Fire Stations on Town fiber network and established processes and support for University Building audio visual equipment

OBJECTIVES FY 2019
Technology Leader

- ◆ Evaluate four use cases for Smart Cities initiatives
- ◆ Enable the ESRI system to deliver three dimensional (3D) data

Infrastructure

- ◆ Support Gilbert initiatives to establish and upgrade technology in multiple (4-6) facilities
- ◆ Establish water system network in GIS software
- ◆ Establish plan and process to implement Windows 10 along with Fire MDC's replacement

High Performing Government

- ◆ Enable staff to train on existing and learn new technologies to benefit Gilbert
- ◆ Establish multiple (2-4) HIPAA, PCI security checks along with fulfilling internal security audit
- ◆ Work to refine MUNIS Finance and Budget process while completing the Human Resource and Payroll modules

BUDGET NOTES

One new FTE: Applications Manager added in for FY 2019. Supply and contractual increases are one-time expenses related to the replacement of the phone system and the virtual server host.

	PERFORMANCE MEASURES	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
	Application Availability	N/A	99.9	99.9	99.9	99.9
	Network Availability	N/A	99.9	99.9	99.9	99.9
	Average Time to Close a Ticket (Hours)	N/A	4.4	2.3	4.0	4.0
	Device to Employee Ratio	N/A	1.6:1	1.5:1	1.8:1	1.9:1
	Number of Work Orders per FTE Annually	N/A	7.0:1	5.5:1	5.0:1	4.0:1

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Information Technology Admin	2.00	2.00	2.00	3.00	3.00
Infrastructure Support	9.00	9.00	10.00	10.00	10.00
Application Support	19.00	19.00	20.00	20.00	21.00
GIS Support	8.00	8.00	8.00	8.00	8.00
Copy and Printing Services	0.00	0.00	0.00	0.00	0.00
Total Personnel	38.00	38.00	40.00	41.00	42.00

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Information Technology Admin	288,608	286,883	299,540	315,238	322,610
Infrastructure Support	3,016,368	3,810,129	3,395,100	3,359,111	3,738,900
Application Support	3,239,830	3,871,171	4,785,080	4,212,845	4,659,040
GIS Support	691,759	732,222	828,520	776,524	815,930
Copy and Printing Services	257,167	253,739	260,000	308,500	315,000
Total Expenses	\$ 7,493,732	\$ 8,954,144	\$ 9,568,240	\$ 8,972,218	\$ 9,851,480

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	3,632,653	3,987,155	4,315,900	4,095,260	4,560,010
Supplies & Contractual	3,829,725	4,966,989	5,252,340	4,798,358	5,252,170
Capital Outlay	31,354	-	-	78,600	39,300
Total Expenses	\$ 7,493,732	\$ 8,954,144	\$ 9,568,240	\$ 8,972,218	\$ 9,851,480

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	3,689	1,339	-	-	-
Total Expenses	7,493,732	8,954,144	9,568,240	8,972,218	9,851,480
Net Operating Result	\$ (7,490,043)	\$ (8,952,805)	\$ (9,568,240)	\$ (8,972,218)	\$ (9,851,480)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Performance Management System overhaul
- ◆ New compensation philosophy and process
- ◆ Increased employee engagement score by 6.8%
- ◆ Reduced Personnel Rules by 63% and created Administrative Guidelines
- ◆ Health Trust balance has stabilized with no increases to employee premiums in FY 2019
- ◆ Completed EEOP with recruiting goals for FY 2019
- ◆ New Employee Orientation reinvention

OBJECTIVES FY 2019
High Performing Government

- ◆ Create Digital Employee Handbook/intranet
- ◆ Implement Leadership Development Program
- ◆ Drive a culture of innovation via EDGE Academy and Lean Innovator efforts
- ◆ Develop comprehensive Human Resources social media strategy
- ◆ Improve recruiting/selection process
- ◆ Make progress on EEOP goals

BUDGET NOTES

In FY 2018, Risk Management underwent a re-organization with one position leaving the Human Resources Department. A Lean Innovator position was moved from Management and Budget to support organizational learning and development efforts.

The increase in the supplies and contractual budget is related to the ongoing purchase of training software; Franklin Covey All-Access Pass.

	PERFORMANCE MEASURES	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
	Employee Engagement Survey Results	N/A	3.5	3.8	3.9	4.0
	Number of EDGE Academy Graduates	N/A	N/A	110	300	325
	Number of Posted Process Improvement Stories	N/A	N/A	N/A	12	12
	Percent of Employees With Goals Entered in Performance Development System	N/A	N/A	84%	90%	100%
	Gallup Q 7 Improvement	N/A	3.3	3.5	3.6	4.0

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
HR Administration	11.00	13.00	14.00	16.00	16.00
Learning and Development	3.00	3.00	3.00	3.00	3.00
Risk Management	4.00	4.00	4.00	2.00	2.00
Payroll	3.00	0.00	0.00	0.00	0.00
Total Personnel	21.00	20.00	21.00	21.00	21.00

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
HR Administration	1,309,029	1,548,203	1,650,000	1,562,696	1,788,420
Learning and Development	446,992	403,869	463,430	535,879	464,820
Risk Management	366,934	386,430	445,450	419,675	380,480
Payroll	246,139	225,446	-	-	-
Total Expenses	\$ 2,369,094	\$ 2,563,948	\$ 2,558,880	\$ 2,518,250	\$ 2,633,720

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	1,940,566	2,204,796	2,186,550	2,168,550	2,253,260
Supplies & Contractual	428,528	359,152	372,330	349,700	380,460
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 2,369,094	\$ 2,563,948	\$ 2,558,880	\$ 2,518,250	\$ 2,633,720

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	8,217	6,542	7,000	4,000	4,000
Total Expenses	2,369,094	2,563,948	2,558,880	2,518,250	2,633,720
Net Operating Result	\$ (2,360,877)	\$ (2,557,406)	\$ (2,551,880)	\$ (2,514,250)	\$ (2,629,720)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Received the Distinguished Budget Presentation Award for the 19th consecutive year from the Government Finance Officers Association
- ◆ Received the ICMA Center for Performance Management Certificate of Excellence Award for the 3rd consecutive year
- ◆ Completed zero base budgets in collaboration with Courts, Environmental Services, Parks and Recreation, Engineering, CIP, General Counsel, Prosecutor, Streets, and several special revenue funds. Resulting in savings of approximately \$2.8M across all funds
- ◆ Completed a utility rate study; resulting in proposed changes to rate structure and rates needed for financial stability of the utilities
- ◆ Secured Water Resource Municipal Property Corporation bond financing for the Greenfield Plant Expansion
- ◆ Completed the second Annual Financial Retreat with Council
- ◆ Completed Reference Manual outlining processes and procedures for budget development

- ◆ Completed the return on investment model for the Heritage District with the Economic Development Department
- ◆ Completed long-range financial view of street pavement needs with Streets and IT departments
- ◆ Supported successful ERP system change from Eden to MUNIS

OBJECTIVES FY 2019
Balanced Financial Plans

- ◆ Complete System Development Fee update and adopt new fees

High Performing Government

- ◆ Complete zero base budgets with Mayor and Council, Town Manager, Management and Budget, Economic Development, Human Resources, Town Clerk, Digital Government, Intergovernmental Relations, Information Technology, Wastewater, Finance and Fleet
- ◆ Complete System Development Fee Biennial Audit
- ◆ Adopt and implement proposed utility rate changes
- ◆ Increase new employees' understanding of the budget as measured by NEO survey score going from 0- 3.25 by May 31, 2019

BUDGET NOTES

In FY 2018, a Lean Innovator position was moved from Management and Budget to Human Resources. The changes in the supplies and contractual budget are related to ongoing benchmark software maintenance and one-time funding for public outreach related to the proposed utility rate increases.

PERFORMANCE MEASURES	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
 Maintain High Quality Bond Rating for G.O (S&P/Moody's/Fitch)	AA+/Aaa/AA+	AA+/Aaa/AAA	AA+/Aaa/AAA	AA+/Aaa/AAA	AAA/Aaa/AAA
 Savings from Refinancing Debt at a Lower Interest Rate (Present Value)	N/A	\$3.4M	\$9.3M	\$0	Use all opportunities
 Amount of Debt Paid Off Early	N/A	\$9.3M	\$12.1M	\$1.0M	Use all opportunities
 Reduce Public Safety Retirement System (PSPRS) Unfunded Pension Liability	\$60,783,738	\$60,565,299	\$50,000,000	\$40,000,000	\$0

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Management and Budget	6.00	6.00	6.00	5.00	5.00
Total Personnel	6.00	6.00	6.00	5.00	5.00

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Management and Budget	622,865	700,139	708,750	601,015	635,240
Total Expenses	\$ 622,865	\$ 700,139	\$ 708,750	\$ 601,015	\$ 635,240

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	565,130	641,474	681,150	574,710	600,740
Supplies & Contractual	57,735	58,665	27,600	26,305	34,500
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 622,865	\$ 700,139	\$ 708,750	\$ 601,015	\$ 635,240

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	-	-	-	-	-
Total Expenses	622,865	700,139	708,750	601,015	635,240
Net Operating Result	\$ (622,865)	\$ (700,139)	\$ (708,750)	\$ (601,015)	\$ (635,240)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Implemented and trained all Town staff on JustFOIA software for tracking of Public Records Request
- ◆ Implemented Gilbert agendas online using Agenda Management
- ◆ Four of five members of the Clerk's office received Secretary of State election's training to obtain or retain status as Certified State Election Officials
- ◆ Implemented new campaign finance laws which required all existing political committees to terminate and those that wanted to continue under the new rules to create new committees beginning in July 2017
- ◆ Created a new area on the intranet for Town Employees to find frequently used materials such as documentation on agenda manager, boards and commissions, records management, Council meeting actions, etc.

- ◆ Began work for 2018 Fall election cycle - including meeting with Maricopa County to enter into a contract for conducting the Town's election; securing a vendor for publicity pamphlet printing and distribution; securing a vendor for election material translation; working with Town staff in preparation for ballot questions for both Primary and General elections; and distributing 19 candidate packets to potential Council candidates

OBJECTIVES FY 2019
Community Livability

- ◆ Complete the set-up of all Boards and Commissions in Agenda Manager for their inclusion in the Agendas online website
- ◆ Complete an assessment and update of the Clerk's section of the Gilbert website

High Performing Government

- ◆ Complete departmental goal (WIG) of all staff attending EDGE Academy and then updating all department procedures and cross training for all department tasks
- ◆ Conduct successful Primary and General elections for the 2018 Fall election cycle

BUDGET NOTES

Increases in the supply and contractual budget are one-time expenses related to the Fall 2018 election. There are no other significant changes to the Town Clerk budget.

	PERFORMANCE MEASURES	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
	Percentage of Public Records Requests Responded to Within 24 Hours	96%	76%	94%	90%	100%
	Percentage of Subpoenas Responded to Within Timeframe Established by Law	100%	100%	100%	100%	100%
	Percentage of Agendas and Public Notices Posted at Least 24 Hours Prior to Meeting in Conformance with Open Meeting Law	100%	100%	100%	100%	100%
	Percentage of Draft Minutes Posted to Website Within Three Working Days of Meeting	100%	100%	100%	100%	100%
	Percentage of Elections Held that Comply with Federal, State and Local Laws	N/A	100%	N/A	100%	100%

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Town Clerk	6.00	5.00	5.00	5.00	5.00
Total Personnel	6.00	5.00	5.00	5.00	5.00

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Town Clerk	519,222	627,076	514,670	522,950	735,200
Total Expenses	\$ 519,222	\$ 627,076	\$ 514,670	\$ 522,950	\$ 735,200

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	495,203	450,567	459,350	473,110	472,730
Supplies & Contractual	24,019	176,509	55,320	49,840	262,470
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 519,222	\$ 627,076	\$ 514,670	\$ 522,950	\$ 735,200

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	362	903	-	-	-
Total Expenses	519,222	627,076	514,670	522,950	735,200
Net Operating Result	\$ (518,860)	\$ (626,173)	\$ (514,670)	\$ (522,950)	\$ (735,200)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Continued Fourth Amendment training for all sworn officers
- ◆ Successfully negotiated various agreements, IGAs, leases, and licenses, including the Mesa and Queen Creek IGA for the Greenfield Water Reclamation Plant and lease with Park University for space in the University Building
- ◆ Assisted in development of process for small-cell wireless facilities in Gilbert rights-of-way, which garnered national recognition for Gilbert as being one of the first municipalities to implement a streamlined permitting program for wireless facilities
- ◆ Provided guidance in the development and adoption of the Sign Code, Grand Canyon Logo Sign Program, new noise ordinance and improvements to the Land Development Code
- ◆ Reassigned prosecutors in order to have one strictly dedicated to Domestic Violence (DV) cases
- ◆ Collaborated with Gilbert Police Department (GPD) and the Court to launch the DV awareness initiative, ENDVR (End Domestic Violence Responsibly)

- ◆ Initiated a community prosecution program to handle crimes in a specific area of town
- ◆ Reviewed 625 (as of 3/29/18) bench warrant cases over 10 years old for sufficiency

OBJECTIVES FY 2019
Community Livability

- ◆ Continue development of community prosecution program by partnering with GPD and other jurisdictions

Technology Leader

- ◆ Achieve 100% participation of defense bar using electronic discovery instead of mailing it

High Performing Government

- ◆ Continue revising all General Orders for the GPD
- ◆ Develop a comprehensive database of all agreements, leases, permits, and licenses on Town-owned property
- ◆ Create guidelines or policy pertaining to public release of information regarding Town's critical infrastructure
- ◆ Working on the adoption of processes and rules relating to bike sharing operators
- ◆ Review all DV submittals within 15 days of filing

BUDGET NOTES

There are no changes to the personnel budget for FY 2019. Ongoing increases were approved for a document management system and outside professional services, however the overall supplies and contractual budget is reduced due to the completion of one-time projects in FY 2018.

	PERFORMANCE MEASURES	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
	Per Capita Legal Expenditures	\$3.48	\$3.94	\$4.45	\$4.52	<\$7.50
	Percentage of Cases Charged After Review	70%	73%	80%	80%	N/A
	Number of Criminal Cases	5,068	4,658	4,700	5,000	N/A
	Volunteer Hours Served	324.00	356.25	107.75	105.00	N/A

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
General Counsel	4.00	5.00	5.00	6.00	6.00
Prosecutor	19.00	19.00	21.00	21.00	21.00
Total Personnel	23.00	24.00	26.00	27.00	27.00

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
General Counsel	832,950	974,540	1,146,000	1,055,210	1,134,290
Prosecutor	1,767,997	1,815,503	1,969,420	1,780,035	1,834,050
Total Expenses	\$ 2,600,947	\$ 2,790,043	\$ 3,115,420	\$ 2,835,245	\$ 2,968,340

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	2,280,133	2,409,532	2,707,630	2,470,000	2,554,930
Supplies & Contractual	320,814	380,511	407,790	365,245	413,410
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 2,600,947	\$ 2,790,043	\$ 3,115,420	\$ 2,835,245	\$ 2,968,340

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	19,707	19,174	15,000	15,000	15,000
Total Expenses	2,600,947	2,790,043	3,115,420	2,835,245	2,968,340
Net Operating Result	\$ (2,581,240)	\$ (2,770,869)	\$ (3,100,420)	\$ (2,820,245)	\$ (2,953,340)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Received Certificate of Achievement for Excellence in Financial Reporting for the 26th consecutive year from the Government Finance Officers Association (GFOA)
- ◆ Received an unmodified opinion on the Comprehensive Annual Financial Report (CAFR) with no material weaknesses noted
- ◆ Established a new chart of accounts for the MUNIS ERP system which reestablished logic and simplified object codes for end users
- ◆ Implemented a new Accounts Payable closing deadline, improving the year-end invoice process from approximately 75 to 25 days
- ◆ Achieved savings of \$111k based on spend analysis conducted on selected commodity purchases, rebidding existing contracts, and combining and placing existing purchases under cooperative contracts
- ◆ Completed Standard Operating Procedures (SOPs) for MUNIS Requisitioning, Bid Management and Contract Management
- ◆ Completed Purchasing Manual revisions and updates to reflect Procurement Code Revisions and three new eLearning Purchasing Training Modules

- ◆ Achieved 97% Compliance Rate from Reviewed Taxpayers and 99% Customer Satisfaction from Engaged Taxpayers

OBJECTIVES FY 2019
Balanced Financial Plan

- ◆ Prepare the CAFR in conformance with Generally Accepted Accounting Principles and GFOA financial reporting excellence criteria
- ◆ Continue to work on the implementation and conversion from EDEN to MUNIS for financials and payroll
- ◆ Implement Tax Reporting & Analysis software that will greatly expand our external tax data reporting and our internal analysis tools

High Performing Government

- ◆ Achieve savings of \$100,000 based on spend analysis conducted on selected commodity purchases, rebidding existing contracts, and combining and placing existing purchases under cooperative contracts
- ◆ Increase Customer Loyalty Net Promoter Score from 85 to 90

BUDGET NOTES

The FY 2019, personnel budget includes converting a half-time position into a full-time for the Tax Compliance division. The supplies and contractual budget increased due to a one-time purchase of Tax Compliance software. There were no other significant changes to the budget.

	PERFORMANCE MEASURES	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
	Savings Achieved Based on Annual Spend Analysis (in 1000s)	\$682	\$88	\$111	\$150	\$150
	Increase Customer Loyalty Net Promoter Score from 85 to 90 (Among users of the Procurement Division's services)	N/A	85	87	90	90
	Percentage of Reviewed Taxpayers Brought Into Compliance	97%	99%	97%	95%	95%
	Customer Satisfaction (Taxpayers Engaged with Tax Compliance Team)	95%	98%	99%	95%	95%

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	1.00	1.00	1.00	1.00	1.00
Accounting	9.00	12.00	12.00	12.00	12.00
Purchasing	7.00	7.00	7.00	7.00	7.00
Tax Compliance	4.00	4.00	5.00	5.00	5.50
Total Personnel	21.00	24.00	25.00	25.00	25.50

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	254,904	329,048	362,430	192,791	198,090
Accounting	931,433	958,222	1,213,850	1,138,700	1,224,030
Purchasing	533,446	554,445	561,100	564,833	566,860
Tax Compliance	418,445	409,917	588,540	510,454	646,440
Total Expenses	\$ 2,138,228	\$ 2,251,632	\$ 2,725,920	\$ 2,406,778	\$ 2,635,420

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	1,977,384	2,110,564	2,517,540	2,226,450	2,391,430
Supplies & Contractual	160,844	141,068	208,380	180,328	243,990
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 2,138,228	\$ 2,251,632	\$ 2,725,920	\$ 2,406,778	\$ 2,635,420

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	275,319	207,467	194,000	120,300	119,000
Total Expenses	2,138,228	2,251,632	2,725,920	2,406,778	2,635,420
Net Operating Result	\$ (1,862,909)	\$ (2,044,165)	\$ (2,531,920)	\$ (2,286,478)	\$ (2,516,420)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Increased opportunities for reasonable payment plans in the spirit of Arizona's ongoing Fair Justice initiative
- ◆ Improved Court Security with increased interdepartmental collaboration, random searches and enhanced courtroom safety features
- ◆ Launched the Ending Domestic Violence Responsibly (ENDVR) program as an effort to curb domestic violence in our community

OBJECTIVES FY 2019
High Performing Government

- ◆ Expand notifications using text messaging
- ◆ Expand EDGE innovations to improve processes where appropriate
- ◆ Publish court-related Open Data

BUDGET NOTES

Changes in the personnel budget are reflective of increases to benefits and retirement elections; no new FTE have been added. There are no significant changes to the supplies and contractual budget for FY 2019.



PERFORMANCE MEASURES	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
Percentage of Active Cases Disposed Within 90 Days	70%	88%	85%	85%	60%
Maintain a Case Disposition Rate of 1.00 or Greater	.98	1.00	1.00	1.00	1.00
Maintain a Competitive Cost per Disposed Case Relative to Benchmarked Courts	\$114.51	\$128.28	\$130.00	\$135.00	N/A

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Municipal Court	30.92	30.92	31.92	31.92	31.92
Total Personnel	30.92	30.92	31.92	31.92	31.92

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Municipal Court	3,219,060	3,221,340	3,298,070	3,189,256	3,401,380
Total Expenses	\$ 3,219,060	\$ 3,221,340	\$ 3,298,070	\$ 3,189,256	\$ 3,401,380

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	2,803,491	2,797,491	2,870,730	2,781,930	2,960,020
Supplies & Contractual	415,569	423,849	427,340	407,326	441,360
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 3,219,060	\$ 3,221,340	\$ 3,298,070	\$ 3,189,256	\$ 3,401,380

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	322,993	360,999	338,000	298,000	298,000
Total Expenses	3,219,060	3,221,340	3,298,070	3,189,256	3,401,380
Net Operating Result	\$ (2,896,067)	\$ (2,860,341)	\$ (2,960,070)	\$ (2,891,256)	\$ (3,103,380)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Completed Gilbert's first Transit Framework Study
- ◆ 6,650 permits issued, valuing \$517,663,949 to date
- ◆ Processed 525 Planning cases
- ◆ Completed the RFP and selected a Consultant for the 10 year General Plan Update
- ◆ Issued 1,374 business licenses
- ◆ Successfully completed Community Rating System audit reducing flood rate insurance for residents
- ◆ Successfully resolved 99% of Code Compliance complaints through neighborhood outreach and education

OBJECTIVES FY 2019
Community Livability

- ◆ Kick off 10-Year General Plan update in order to bring to the August 2020 Primary

Infrastructure

- ◆ Implement a Transportation Advisory Group to provide guidance on Gilbert's long-range transportation initiatives

High Performing Government

- ◆ Complete all plan reviews and requested inspections within established timeframes
- ◆ Resolve 98% of the total number of code compliance cases without issuing citations or court actions

BUDGET NOTES

The FY 2019 personnel budget includes the addition of one new FTE. The administration budget increased due to one-time expenses related to updating the town's General Plan.

<i>PERFORMANCE MEASURES</i>	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
 Percent of Planning Review Comments Returned on Schedule	98%	98%	98%	98%	98%
 Percent of Planning Projects Completed Within Established Schedules	98%	98%	98%	98%	98%
 Percent of Building Safety and Fire Inspection Requests Completed Within One Day	N/A	100%	100%	100%	100%
 Percent of Code Compliance Cases Resolved Through Community Outreach and Education Without any Citation Enforcement	98%	98%	98%	98%	98%

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	2.00	2.00	2.00	2.00	2.00
Permits and Licensing	6.50	6.50	6.50	6.50	7.33
Plan Review and Inspection	39.80	41.80	43.80	44.80	44.80
Development Engineering	0.00	3.00	3.00	3.00	3.00
Planning Services	12.00	14.00	14.00	13.00	13.00
Transportation Planning	0.00	1.00	2.00	2.00	2.00
Total Personnel	60.30	68.30	71.30	71.30	72.13

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	219,248	238,273	235,890	298,563	670,140
Permits and Licensing	638,081	516,144	705,050	501,258	579,010
Plan Review and Inspection	3,596,303	4,022,089	4,135,570	4,058,029	4,214,730
Development Engineering	-	-	298,220	331,749	336,870
Planning Services	1,144,510	1,281,692	1,344,760	1,238,813	1,323,780
Transportation Planning	-	53,077	321,880	299,240	233,180
Total Expenses	\$ 5,598,142	\$ 6,111,275	\$ 7,041,370	\$ 6,727,652	\$ 7,357,710

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	5,089,844	5,561,996	6,333,000	6,240,160	6,562,330
Supplies & Contractual	508,298	549,279	652,370	431,492	795,380
Capital Outlay	-	-	56,000	56,000	-
Total Expenses	\$ 5,598,142	\$ 6,111,275	\$ 7,041,370	\$ 6,727,652	\$ 7,357,710

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	6,949,736	6,928,546	6,493,000	7,584,200	6,495,000
Total Expenses	5,598,142	6,111,275	7,041,370	6,727,652	7,357,710
Net Operating Result	\$ 1,351,594	\$ 817,271	\$ (548,370)	\$ 856,548	\$ (862,710)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Finalized negotiations on an intergovernmental agreement with Mesa for the operation and maintenance of Baseline and Power Roads
- ◆ Continued efforts, in coordination with the Town Managers Office, General Counsel, Parks and Recreation and CIP, to move the Elliot District Park project forward through construction/litigation
- ◆ Worked with Development Engineering to update the Town's Engineering Standards for Public Works Construction
- ◆ Worked with Arizona Department of Transportation, MAG, and the City of Chandler to extend the limits of the SR 202 Design Concept Report. The original study limits were I-10 to Gilbert Road and the limits have been extended east to Val Vista Drive

OBJECTIVES FY 2019
Technology Leader

- ◆ Collaborate with other Town Departments and Divisions in developing a framework for autonomous vehicle operations in the Town

Balanced Financial Plan

- ◆ Work with Management and Budget to update the Infrastructure Improvement Plan for the System Development Fee update

Infrastructure

- ◆ Work with stakeholders to recommend updates to the Town's MAG Standard Specifications and Details on construction of streets in the Gilbert to the Town Council
- ◆ Work with Transportation Planning, Streets, Traffic Engineering and CIP to review and update the Town's proposed transportation projects in the Capital Improvement Plan

BUDGET NOTES

The FY 2019, budget contains one new FTE: Temporary Traffic Control/Right-of-Way Specialist. There are no other significant changes to the budget.

PERFORMANCE MEASURES	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
 Percentage of Citizen Contacts Responded to Within 24 Hours	90%	85%	90%	90%	N/A
 Number of Left-Turn Safety Enhancement Projects Implemented	N/A	1	2	2	N/A

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	1.60	0.60	0.60	0.60	1.60
Development	2.00	0.00	0.00	0.00	0.00
Traffic	3.00	3.00	4.00	4.00	4.00
Total Personnel	6.60	3.60	4.60	4.60	5.60

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	170,440	199,199	130,630	132,051	191,890
Development	189,263	259,390	-	-	-
Traffic	239,682	416,187	447,620	385,580	450,120
Total Expenses	\$ 599,385	\$ 874,776	\$ 578,250	\$ 517,631	\$ 642,010

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	359,238	630,137	468,510	408,120	550,330
Supplies & Contractual	240,147	244,639	109,740	109,511	91,680
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 599,385	\$ 874,776	\$ 578,250	\$ 517,631	\$ 642,010

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	-	-	-	-	-
Total Expenses	599,385	874,776	578,250	517,631	642,010
Net Operating Result	\$ (599,385)	\$ (874,776)	\$ (578,250)	\$ (517,631)	\$ (642,010)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Expanded overall patrol coverage through the addition of two additional patrol teams who are primarily responsible for servicing high call volume areas
- ◆ Maintained school resource officer staffing for all public high schools located within the Town of Gilbert. This program also provided staffing to junior high and elementary schools
- ◆ Continued partnership with the Gilbert Municipal Court in furtherance of the East Valley Veteran's Court initiative
- ◆ Departmental reorganization to better align operational divisions with lines of service
- ◆ Completed 2nd generation body worn camera program implementation
- ◆ Exceeded the national violent crimes clearance rate
- ◆ Expanded the department's community engagement and outreach program

OBJECTIVES FY 2019
Community Livability

- ◆ Maintain Town of Gilbert as the safest city in the US for cities over 200,000 residents
- ◆ Maintain or reduce the traffic collision rate for alcohol and drug related collisions per one thousand population
- ◆ Conduct case review of intimate partner domestic violence cases to identify cases where early contact with victims is prudent and provide response within 48 hours
- ◆ Conduct Public Safety Building facility assessment to identify facility needs
- ◆ Staff vacant civilian positions within 120 days of the vacancy. Meet this goal 85% of the time

BUDGET NOTES

The FY 2019 personnel budget includes the addition of: Patrol Officers (14), Bike Patrol Officers (4), Patrol Sergeants (3), and a Bike Team Sergeant. The supplies and contractual budget increased based on additional supplies and equipment needed to on-board the new staff. The Administration personnel budget reflects additional payments towards the unfunded liability for the Public Safety Personnel Retirement System.

PERFORMANCE MEASURES		Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
	Clearance Rates - Violent Crimes	61.1%	61.9%	60.0%	61.0%	>45.6%
	Clearance Rates - Property Crimes	25.4%	23.5%	25.0%	25.5%	>18.3%
	Time Between Emergency Call Received to Responder Arrival	N/A	4:29	4:25	4:20	<5:30
	Success Rate Answering Emergency 911 Calls Within 10 seconds	93.1%	93.0%	93.0%	93.0%	>90.0%
	Success Rate Answering Non-Emergency 911 Calls Within 30 Seconds	99.7%	99.7%	99.0%	99.7%	>90.0%

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	4.50	4.00	4.00	5.00	4.00
Animal Control	0.00	0.00	0.00	0.00	0.00
Incarceration	0.00	0.00	0.00	0.00	0.00
Support Services	81.00	83.50	85.50	87.50	88.00
Professional Standards	9.00	8.00	9.00	9.00	13.50
Patrol Services	161.50	170.50	180.00	178.00	198.00
Investigations	43.00	45.00	47.00	47.00	53.00
Special Operations	42.00	42.00	44.00	44.00	39.00
Tactical Operations	12.00	12.00	12.00	11.00	10.00
Total Sworn	230.00	240.00	253.00	251.00	275.00
Total Civilian	123.00	125.00	128.50	130.50	130.50
Total Personnel	353.00	365.00	381.50	381.50	405.50

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	695,531	9,015,774	3,108,280	2,637,520	2,357,730
Animal Control	143,966	143,966	157,000	144,000	157,000
Incarceration	1,265,761	1,318,014	1,400,000	1,400,000	1,400,000
Support Services	6,754,998	6,643,401	7,202,840	6,931,640	7,524,680
Professional Standards	933,703	994,426	1,160,530	1,065,930	1,732,980
Patrol Services	19,513,273	20,888,731	24,145,500	25,539,320	26,719,190
Investigations	6,098,897	6,516,390	7,809,430	7,884,030	8,496,220
Special Operations	5,689,565	5,600,057	6,868,530	6,440,090	6,113,710
Tactical Operations	1,554,122	1,545,690	1,899,000	1,824,820	1,600,190
Total Expenses	\$ 42,649,816	\$ 52,666,449	\$ 53,751,110	\$ 53,867,350	\$ 56,101,700

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	37,537,171	47,406,683	47,129,470	47,220,050	49,366,820
Supplies & Contractual	4,932,871	5,258,880	6,206,910	6,283,450	6,517,980
Capital Outlay	179,774	886	414,730	363,850	216,900
Total Expenses	\$ 42,649,816	\$ 52,666,449	\$ 53,751,110	\$ 53,867,350	\$ 56,101,700

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	3,859,615	3,727,994	3,403,000	3,351,000	3,365,000
Total Expenses	42,649,816	52,666,449	53,751,110	53,867,350	56,101,700
Net Operating Result	\$(38,790,201)	\$(48,938,455)	\$(50,348,110)	\$(50,516,350)	\$(52,736,700)

PURPOSE STATEMENT

The Gilbert Fire Department is dedicated to protecting the lives and property of residents by providing emergency services, reviewing fire plans and fire code compliance, and performing fire investigations. In addition, the department engages with and educates the community.

ACCOMPLISHMENTS FY 2018

- ◆ Completion of one year Low Acuity Pilot Program. Obtained AZ State Department of Health, Certificate of Necessity to own/operate two rescue ambulances
- ◆ Began construction of Fire Station 9
- ◆ Successfully had three paramedic students graduate with their National Registry Certification
- ◆ Participated as the lead instructional agency in a regional recruit academy, where 13 of our newest firefighters are currently attending
- ◆ Completed installation of UCapIt, pharmaceutical dispensing units in all Fire Stations enabling crews to remain available for service in their first due area
- ◆ Implemented new safety processes by working closely with commercial construction projects to ensure water flow availability and adequate site access in case of emergencies. Also implemented a workflow to share Prevention/Inspection information from construction sites with our fire crews for enhanced emergency response during construction
- ◆ Completed quarterly Active Shooter Hostile Event training for all sworn personnel, including scenario based training combining the efforts of Fire and PD resources in a hostile situation

OBJECTIVES FY 2019

Infrastructure

- ◆ Complete the construction and begin operations of Fire Station 9

High Performing Government

- ◆ Submit all documentation necessary towards Accreditation, schedule site visit and prepare for commission hearings
- ◆ Shift department reporting structure of response times/tracking to the 90th percentile standard, measuring goals of fire response to be better than 6 minutes and 20 seconds for 90% of all fire incidents and better than 6 minutes for 90% of all EMS incidents. This will align with accreditation standards and provide a more clear view of departmental performance and response. Continue to emphasize expedient service delivery to our crews and implement new reporting structures that allows them to see their progress using this data driven methodology
- ◆ Implement new strategies to apply community risk reduction programs including the analysis of calls for service, regional trends, national reporting, and community feedback. Increase our use of data driven methodology in this endeavor and continue to seek stakeholder input from subject matter experts
- ◆ Continue with departmental Safety Initiative, increasing awareness of preventable injury, reviewing incidents for teachable moments, and communicating with our members about the goals and objectives in maintaining a safe working environment

BUDGET NOTES

Emergency Management FTE was moved from Fire and Rescue to the Town Managers Office.



PERFORMANCE MEASURES	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
Structure Fires per 1,000 Population	.220	.234	.271	.303	.000
Training Hours per Operations Employee	265	215	180	240	240
Average Response Time from Dispatch to Fire Unit En Route (Turnout Time in Minutes : Seconds)	01:04	01:21	01:21	N/A	N/A
Average Response Time from Apparatus En Route to on Scene (Travel Time in Minutes : Seconds)	03:57	03:38	03:27	N/A	N/A

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	6.00	4.00	5.00	6.00	6.00
Operations	185.00	194.00	200.00	200.00	200.00
Prevention	7.00	7.00	7.00	6.00	6.00
Community	4.00	4.00	4.00	4.00	4.00
EOC	1.00	1.00	1.00	0.00	0.00
Total Personnel	203.00	210.00	217.00	216.00	216.00

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	1,140,542	3,134,828	1,647,770	2,720,958	1,498,070
Operations	25,526,446	27,417,318	30,491,800	32,323,179	31,264,700
Prevention	730,878	754,363	798,140	771,349	738,670
Community	588,752	525,591	548,830	575,018	570,810
EOC	151,441	167,177	155,340	164,441	155,480
Total Expenses	\$ 28,138,059	\$ 31,999,277	\$ 33,641,880	\$ 36,554,945	\$ 34,227,730

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	23,879,209	28,293,329	29,409,570	32,420,020	30,358,220
Supplies & Contractual	4,168,275	3,369,956	4,232,310	4,134,925	3,869,510
Capital Outlay	90,575	335,992	-	-	-
Total Expenses	\$ 28,138,059	\$ 31,999,277	\$ 33,641,880	\$ 36,554,945	\$ 34,227,730

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	1,656,951	1,910,046	1,854,000	1,930,400	1,939,000
Total Expenses	28,138,059	31,999,277	33,641,880	36,554,945	34,227,730
Net Operating Result	\$(26,481,108)	\$(30,089,231)	\$(31,787,880)	\$(34,624,545)	\$(32,288,730)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Replaced lighting system, eight cooling fan coils, AC units and cooling tower at various town facilities
- ◆ Installation of two new playgrounds including shade structures, conversion of 1.5 acres of turf to low water use desert xeriscape, upgraded the underground vault and made repairs to the upper lake at Freestone Park
- ◆ Finished the pilot program for the new irrigation controllers
- ◆ Upgraded the irrigation system at Gilbert Youth Soccer Complex. Installed new lights and made improvements to the turf area on the north and south sides of the concession areas
- ◆ Installed permanent, programmable LED lights on the Water Tower and completed the exterior painting and interior carpet replacement at Southeast Regional Library
- ◆ Reached a Use Agreement with Gilbert Archery, Inc. for an archery range in Freestone Park and a Use Agreement with the Zane Grey Chapter of Trout Unlimited for fishing related activities at Town Lakes
- ◆ Completed 30% design on Gilbert Regional and Rittenhouse Parks

- ◆ Received \$22k in funding from Gilbert Parks and Recreation Foundation to support the Gilbert Assistance Program

OBJECTIVES FY 2019

Community Livability

- ◆ Continue installation of irrigation controllers at various parks
- ◆ Resume operations at Elliot District Park
- ◆ Implementation of new wedding package rental options at Gilbert Regional Park, McQueen Park Activity Center, Gilbert Community Center and Southeast Regional Library
- ◆ Produce quality special events that help bring the community together and create satisfaction survey results that are above average or excellent from event participants and event sponsors

Infrastructure

- ◆ Finalize design and begin construction on Gilbert Regional and Rittenhouse Parks
- ◆ Continue the Long Range Infrastructure Program by maintaining the current level of preventive repairs and maintenance

High Performing Government

- ◆ Complete Public-Private Partnership(s) for Gilbert Regional Park
- ◆ Implement optimization strategies for the Aquatics division

BUDGET NOTES

Decrease in contractual budget is a result of numerous one time expenditures in FY 2018.

PERFORMANCE MEASURES		Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
	Annual Participation at Freestone Recreation Center (in Thousands)	N/A	249.8	253.0	255.0	250.0
	Percent of Ratings Above Average or Excellent on the Event Satisfaction Surveys Provided to Participants and Sponsors for Each Special Event	N/A	88%	92%	92%	90%
	Increase Field Trip Educational Programs at Riparian	N/A	28	33	36	36
	Maintain the Current Level of Preventive Maintenance Compared to Corrective Repairs. (Corrective Percent / Preventative Percent)	N/A	56%/44%	59%/41%	53%/47%	20%/80%
	Increase Ramada Rentals	N/A	968	1,050	1,150	1,100

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	10.58	10.58	10.58	10.58	10.58
Facilities Maintenance	12.00	12.00	12.48	12.48	12.48
Parks and Open Space	35.71	35.09	37.31	37.31	37.31
Aquatics	17.78	17.78	17.78	17.78	17.78
Recreation Centers	39.81	40.12	40.12	40.12	40.12
Recreation Programs	6.82	6.95	6.95	6.95	7.09
Total Personnel	122.70	122.52	125.22	125.22	125.36

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	1,272,845	1,172,467	1,189,270	1,208,085	1,194,620
Facilities Maintenance	3,117,865	3,092,630	4,569,220	3,629,919	3,352,330
Parks and Open Space	4,983,010	5,114,822	5,428,720	5,373,936	4,999,620
Aquatics	863,648	850,300	1,023,210	916,610	965,950
Recreation Centers	5,853,661	6,111,974	6,551,460	6,496,330	6,508,750
Recreation Programs	965,473	959,332	1,108,180	1,128,310	1,055,340
Total Expenses	\$ 17,056,502	\$ 17,301,525	\$ 19,870,060	\$ 18,753,190	\$ 18,076,610

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	6,782,494	7,119,722	7,300,350	7,220,690	7,556,360
Supplies & Contractual	10,209,180	10,066,085	12,010,310	11,372,500	10,433,450
Capital Outlay	64,828	115,718	559,400	160,000	86,800
Total Expenses	\$ 17,056,502	\$ 17,301,525	\$ 19,870,060	\$ 18,753,190	\$ 18,076,610

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	3,710,014	7,833,555	3,494,500	3,671,500	4,493,000
Total Expenses	17,056,502	17,301,525	19,870,060	18,753,190	18,076,610
Net Operating Result	\$(13,346,488)	\$ (9,467,970)	\$(16,375,560)	\$(15,081,690)	\$(13,583,610)

FUNDS DESCRIPTION

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

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

FUND ACTIVITY

The following is a statement of revenue, expenses, and transfers for the enterprise funds based on the adopted budget for FY 2019.

	<u>Water</u>	<u>Wastewater</u>	<u>Environmental Services</u>	
			<u>Residential</u>	<u>Commercial</u>
Total Operating Revenues	\$ 48,210,000	\$ 28,332,000	\$ 17,421,000	\$ 2,680,000
Total Operating Expenses	(33,086,290)	(18,840,000)	(15,813,210)	(2,326,810)
Operating Income (Loss)	<u>\$ 15,123,710</u>	<u>\$ 9,492,000</u>	<u>\$ 1,607,790</u>	<u>\$ 353,190</u>
Non-Operating Revenues (Expenses)	-	-	-	-
Income (Loss) Before Transfers	<u>\$ 15,123,710</u>	<u>\$ 9,492,000</u>	<u>\$ 1,607,790</u>	<u>\$ 353,190</u>
Transfers In	-	920,000	170,000	-
Transfers Out	(25,242,820)	(20,132,340)	(7,215,910)	(760,900)
Net Income	<u><u>\$ (10,119,110)</u></u>	<u><u>\$ (9,720,340)</u></u>	<u><u>\$ (5,438,120)</u></u>	<u><u>\$ (407,710)</u></u>

STRATEGIC INITIATIVES

These icons indicate the strategic initiatives addressed throughout the funds.

 Community
Livability

 Technology
Leader

 Financial
Plan

Infrastructure


 Economic
Development

 High Performing
Government

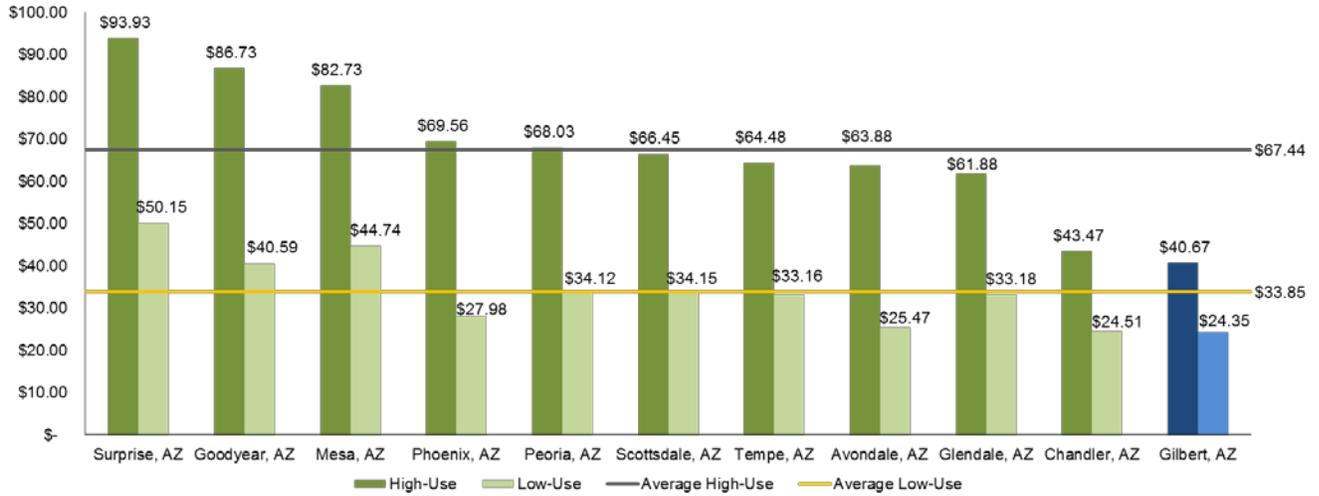

PERSONNEL BY DIVISION	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Water	124.95	128.95	130.95	131.95	133.50
Wastewater	42.50	42.50	43.50	43.50	45.50
Environmental Svc-Residential	84.05	87.05	87.89	88.40	91.40
Environmental Svc-Commercial	8.28	8.28	9.44	8.94	8.94
Total Personnel	259.78	266.78	271.78	272.79	279.34

EXPENSES BY DIVISION	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Water	27,134,712	25,879,442	36,873,160	27,548,232	33,086,290
Wastewater	16,580,556	17,076,547	30,998,840	22,999,246	18,840,000
Environmental Svc-Residential	15,680,185	12,827,817	18,113,380	14,923,286	15,813,210
Environmental Svc-Commercial	2,477,876	1,814,731	2,595,920	2,314,528	2,326,810
Total Expenses	\$ 61,873,329	\$ 57,598,537	\$ 88,581,300	\$ 67,785,292	\$ 70,066,310

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	17,949,539	18,708,342	21,413,890	19,442,700	21,922,030
Supplies & Contractual	34,994,931	33,361,191	47,104,780	41,179,622	47,164,280
Capital Outlay	8,928,859	5,529,004	20,062,630	7,162,970	980,000
Total Expenses	\$ 61,873,329	\$ 57,598,537	\$ 88,581,300	\$ 67,785,292	\$ 70,066,310

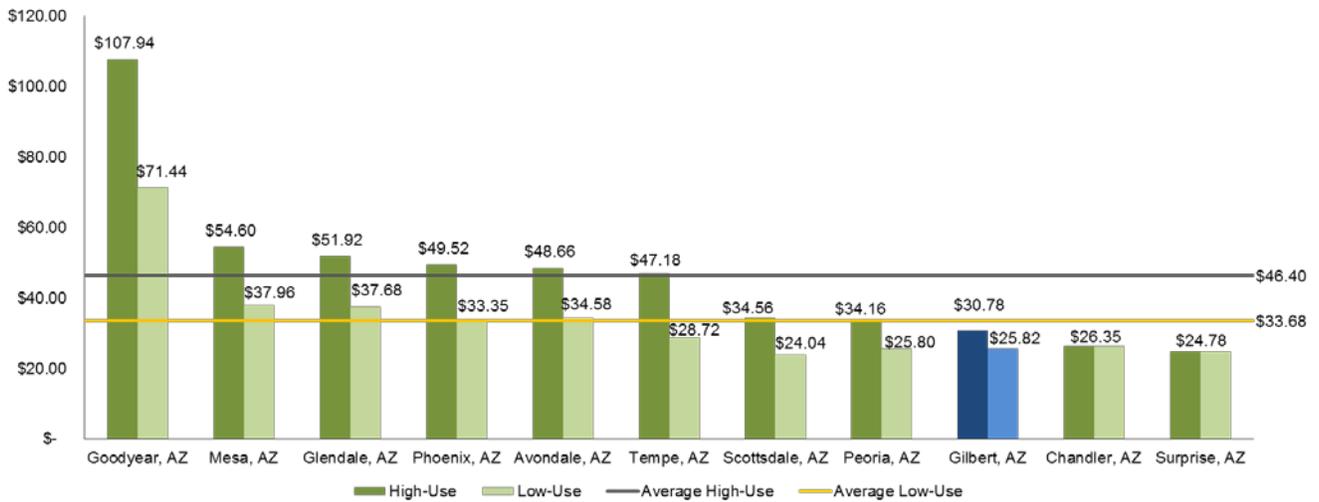
OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	84,528,427	86,594,421	91,112,940	89,456,000	96,643,000
Transfers In	956,938	907,395	990,000	990,000	1,090,000
Total Sources	\$ 85,485,365	\$ 87,501,816	\$ 92,102,940	\$ 90,446,000	\$ 97,733,000
Total Expenses	61,873,329	57,598,537	88,581,300	67,785,292	70,066,310
Transfers Out	25,643,050	25,751,068	23,441,860	23,441,860	53,351,970
Total Uses	\$ 87,516,379	\$ 83,349,605	\$ 112,023,160	\$ 91,227,152	\$ 123,418,280
Net Operating Result	\$ (2,031,014)	\$ 4,152,211	\$ (19,920,220)	\$ (781,152)	\$ (25,685,280)

Benchmark: Average Monthly Water Bill (High and Low-Use)



Note: Figures assume high-use for Single Family Residential (SFR) equates to 17,000 gallons on a 1" meter; low-use for SFR equates to 9,000 gallons on a 3/4" meter.
 Source: Valley Benchmark Cities, FY 2016-2017

Benchmark: Average Monthly Sewer Bill (High and Low-Use)



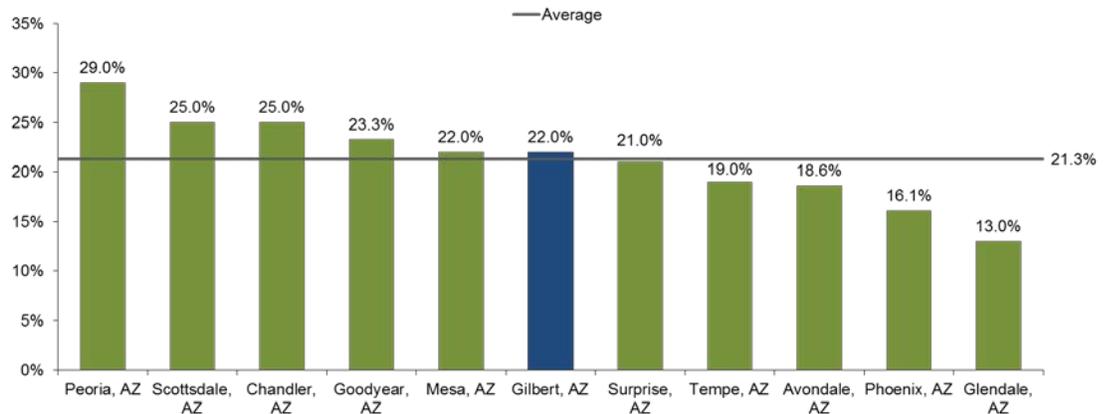
Note: Figures assume high-use for SFR equates to 12,000 gallons; low-use for Single Family Residential (SFR) equates to 8,000 gallons.
 Source: Valley Benchmark Cities, FY 2016-2017

Benchmark: Residential Waste Diverted Through Recycling



22.0%

waste diverted by Gilbert customers



Source: Valley Benchmark Cities, FY 2016-2017



PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Implemented the Waterfluence web platform. Due to high demand for service from customers, grew participation in Waterfluence from originally anticipated 54 sites in FY 2018 to 136 sites; saving 200 million gallons annually
- ◆ Increased the Neighbor to Neighbor customer participants by 20%
- ◆ Purchased and implemented new analytical instrumentation which allows for testing of TTHMs in Gilbert's in-house laboratory
- ◆ Entered into agreements with New Magma Irrigation District, Roosevelt Water Conservation District and Queen Creek Irrigation District to store groundwater credits, offsetting costs by \$958,000
- ◆ Successfully replaced 114 fire hydrant at a total cost of \$241,745 including material, equipment and labor; target 180 annually

OBJECTIVES FY 2019
Community Livability

- ◆ Effectively communicate rate changes to water customers and provide exceptional customer service and solutions as customers seek assistance from the water conservation division to use water wisely

Technology Leader

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

Balanced Financial Plan

- ◆ Coordinate the utility rate adjustment process

Infrastructure

- ◆ Perform leak detection on 20% of Gilbert's water distribution system piping and repair any/all identified leaks

BUDGET NOTES

FY 2019 includes a new Water Quality Technician and a Utility Worker for the valve exercising program. Additional increases in supplies and contractual are related to the expansion at the Santan Vista Water Treatment Plant (WA0700) which is now fully operational. Changes to Non-Departmental and Transfers Out are reflective of a change in accounting procedures for capital projects.

	PERFORMANCE MEASURES	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
	Number of Analyses Performed In-House (in Thousands)	53.4	49.8	53.0	54.0	NA
	Addition to Portfolio of Stored Credits (in Acre Feet)	29.0	9.2	36.5	22.0	32.0
	Number of Water Meter Replacements (in Thousands)	8.8	4.7	5.9	5.3	5.3
	Number of Utility Locates from Arizona 811 (in Thousands)	22.8	22.8	26.4	23.5	24.5
	Residential Water Checkups Performed	300	470	425	425	425
	Answer Incoming Calls Within the American Water Works Association Industry Standard of 58 Seconds (in Seconds)	98	61	50	58	58

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	1.50	1.50	1.50	1.50	1.50
Conservation	4.00	4.00	4.00	4.00	4.38
Production	43.20	47.20	49.20	50.20	50.20
Quality	6.00	5.00	5.00	5.00	6.00
Distribution	17.00	17.00	17.00	17.00	18.00
Metering	28.00	28.00	28.00	28.00	28.00
Utility Customer Service	15.25	15.25	15.25	15.25	14.42
Public Works Admin	3.00	4.00	4.00	4.00	4.00
Utility Locates	6.00	6.00	6.00	6.00	6.00
Water Resources	1.00	1.00	1.00	1.00	1.00
Total Personnel	124.95	128.95	130.95	131.95	133.50

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	362,864	305,134	486,600	444,926	462,220
Conservation	366,246	383,839	489,860	460,712	469,920
Production	9,727,058	10,490,369	11,874,490	12,025,343	13,692,440
Quality	603,145	607,464	631,830	781,813	690,750
Distribution	1,556,078	2,338,238	2,330,230	2,409,641	2,996,930
Metering	4,043,613	3,785,099	4,197,420	3,859,945	4,161,760
Utility Customer Service	650,262	648,505	651,420	655,706	654,370
Public Works Admin	122,897	158,364	211,580	274,386	226,830
Utility Locates	228,933	236,251	263,040	252,364	288,700
Water Resources	5,628,160	3,846,524	6,709,510	5,694,936	6,590,370
Non-Departmental	3,845,456	3,079,655	9,027,180	688,460	2,852,000
Total Expenses	\$ 27,134,712	\$ 25,879,442	\$ 36,873,160	\$ 27,548,232	\$ 33,086,290

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	7,715,873	8,270,477	9,452,370	8,445,650	9,617,420
Supplies & Contractual	15,607,465	14,644,837	21,601,830	18,884,052	22,557,870
Capital Outlay	3,811,374	2,964,128	5,818,960	218,530	911,000
Total Expenses	\$ 27,134,712	\$ 25,879,442	\$ 36,873,160	\$ 27,548,232	\$ 33,086,290

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	40,991,158	42,041,012	43,179,000	44,740,000	48,210,000
Transfers In	-	-	-	-	-
Total Sources	\$ 40,991,158	\$ 42,041,012	\$ 43,179,000	\$ 44,740,000	\$ 48,210,000
Total Expenses	27,134,712	25,879,442	36,873,160	27,548,232	33,086,290
Transfers Out	13,759,943	13,841,298	15,025,950	15,025,950	25,242,820
Total Uses	\$ 40,894,655	\$ 39,720,740	\$ 51,899,110	\$ 42,574,182	\$ 58,329,110
Net Operating Result	\$ 96,503	\$ 2,320,272	\$ (8,720,110)	\$ 2,165,819	\$ (10,119,110)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Completed the rehabilitation of the Layton Lakes Lift Station force main infrastructure and the reclaimed water reservoir and pump station site #1
- ◆ Performed routine sewer pipeline cleaning equivalent to 30% of the entire sewer system to prevent blockages, overflows, and odors
- ◆ Conducted routine inspections equivalent to 20% of the entire sewer system using televised inspection equipment in order to identify problem areas that can lead to blockages, overflows, and deterioration of infrastructure
- ◆ Completed the new replacement recovered water well R-5, and began water deliveries to customer sites (well R-5 replacement project)
- ◆ Completed an update of the Intergovernmental Agreement associated with the Greenfield Water Reclamation Plant (WRP) with involvement from all three partner agencies
- ◆ Completed detailed design and began construction efforts associated with the Greenfield WRP Phase 3 Expansion Project

OBJECTIVES FY 2019
Infrastructure

- ◆ Respond to emergency customer contact events within a one hour to minimize public health, safety, and environmental hazards
- ◆ Continue to monitor and add odor and corrosion control chemicals to the sewer system to minimize odor complaints and extend infrastructure life
- ◆ Monitor and distribute reclaimed water to customer sites daily to meet irrigation demands, thus reducing the use of potable water
- ◆ Exercise 50% of all reclaimed water system valves to verify operability
- ◆ Inspect and educate all commercial businesses of concern once annually to verify compliance with wastewater and storm water code requirements and ensure that proper pretreatment device operation and maintenance is being performed
- ◆ Initiate a request for proposals solicitation process for the Neely WRP operation and maintenance contract

BUDGET NOTES

The FY 2019, budget includes a Wastewater Superintendent and a Maintenance and Operations Supervisor. Changes to Non-Departmental are reflective of a change in accounting procedures for capital projects.

PERFORMANCE MEASURES		Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
	Percent of Sewer System Cleaned	18%	20%	30%	20%	20%
	Percent of Sewer System Inspected	12%	10%	20%	15%	15%
	Percent of Available Treatment Capacity Utilized at Neely Treatment Plant	80%	85%	88%	87%	< 90%
	Percent of Available Treatment Capacity Utilized at Greenfield Treatment Plant	66%	69%	79%	90%	< 90%
	Percent of Total Reclaimed Water Supply Directly Reused by Customers (With Percent Remaining Going to Groundwater Recharge)	42%	42%	42%	40%	40%

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	2.50	2.50	2.50	2.50	3.50
Collections	21.60	21.60	22.20	22.20	23.20
Plant Operations	0.00	0.00	0.00	0.00	0.00
Reclaimed	12.40	12.40	12.80	12.80	12.80
Quality	6.00	6.00	6.00	6.00	6.00
Total Personnel	42.50	42.50	43.50	43.50	45.50

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	1,147,521	1,338,625	1,290,230	1,281,850	1,454,680
Collections	3,938,763	3,602,013	4,468,110	4,410,747	4,162,850
Plant Operations	7,284,597	7,464,580	8,097,770	7,750,194	8,719,390
Reclaimed	2,000,193	1,681,551	1,795,310	1,771,305	1,862,120
Quality	535,561	498,001	514,510	455,600	511,960
Non-Departmental	1,673,921	2,491,777	14,832,910	7,329,550	2,129,000
Total Expenses	\$ 16,580,556	\$ 17,076,547	\$ 30,998,840	\$ 22,999,246	\$ 18,840,000

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	3,671,413	3,671,845	4,169,430	3,951,440	4,321,270
Supplies & Contractual	11,290,214	11,005,623	14,431,450	13,387,856	14,449,730
Capital Outlay	1,618,929	2,399,079	12,397,960	5,659,950	69,000
Total Expenses	\$ 16,580,556	\$ 17,076,547	\$ 30,998,840	\$ 22,999,246	\$ 18,840,000

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	25,249,660	26,184,379	26,575,000	26,333,200	28,332,000
Transfers In	792,060	780,498	820,000	820,000	920,000
Total Sources	\$ 26,041,720	\$ 26,964,877	\$ 27,395,000	\$ 27,153,200	\$ 29,252,000
Total Expenses	16,580,556	17,076,547	30,998,840	22,999,246	18,840,000
Transfers Out	10,295,359	10,291,540	3,770,530	3,770,530	20,132,340
Total Uses	\$ 26,875,915	\$ 27,368,087	\$ 34,769,370	\$ 26,769,776	\$ 38,972,340
Net Operating Result	\$ (834,195)	\$ (403,210)	\$ (7,374,370)	\$ 383,424	\$ (9,720,340)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Implemented residential bulk services route optimization
- ◆ Identified asset replacement schedule and received asset replacement equipment
- ◆ Performed asset inspections of all town-wide storm water dry wells
- ◆ Decreased OSHA recordable incidents
- ◆ Implemented automated customer service process in Household Hazardous Waste (HHW)facility

OBJECTIVES FY 2019

Technology Leader

- ◆ Implement routing technology

High Performing Government

- ◆ Perform residential solid waste service level audit
- ◆ Implement residential collections solid waste and recycle route optimization
- ◆ Update Gilbert's Solid Waste Management Plan

BUDGET NOTES

The FY 2019 budget includes the addition of a new Heavy Equipment Operator and Supervisor for Residential Collections, a Household Hazardous Waste Technician, and a .5 FTE moved from Environmental Services Commercial. The supplies and contractual budget includes an ongoing increase related annual maintenance costs for software implementation (MF2310). A pilot mosquito abatement project was completed in FY 2018 and is now included in the ongoing budget.



PERFORMANCE MEASURES	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
Total Tons of Contained Refuse Collected	73,424	76,337	75,785	76,970	68,322
Total Tons of Uncontained Refuse Collected	17,428	16,097	16,749	17,125	17,125
Total Tons of Recycling Collected (Blue Cans)	19,924	20,984	20,900	21,368	21,368
Households Serviced by HHW Facility	8,393	9,273	9,634	10,001	10,001
Pounds of HHW Collected (in Thousands)	459.6	514.4	529.5	550.2	550.2

ENVIRONMENTAL SERVICES - RESIDENTIAL

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	5.52	5.52	5.56	5.56	5.56
Residential Collections	31.00	31.00	28.29	28.79	30.79
Uncontained Collections	20.00	24.00	24.00	22.00	22.00
Recycling	8.70	8.70	12.21	12.21	12.21
Environmental Programs	4.50	4.50	4.00	4.00	5.00
Outreach Programs	4.00	4.00	4.00	4.00	4.00
Street Cleaning	7.33	6.33	6.33	6.34	6.34
Storm Water	3.00	3.00	3.50	5.50	5.50
Total Personnel	84.05	87.05	87.89	88.40	91.40

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	1,125,885	1,067,269	1,362,610	1,254,921	1,238,320
Residential Collections	6,391,471	5,890,000	7,335,200	6,912,359	6,195,260
Uncontained Collections	2,382,867	2,365,293	2,758,850	2,420,905	2,554,880
Recycling	1,468,673	1,537,323	1,928,440	1,787,801	1,556,230
Environmental Programs	432,915	504,656	467,300	510,586	549,260
Outreach Programs	235,330	253,885	338,370	286,200	543,540
Street Cleaning	817,453	836,865	876,380	823,863	809,120
Storm Water	309,261	285,692	633,540	727,851	675,600
Non-Departmental	2,516,330	86,834	2,412,690	198,800	1,691,000
Total Expenses	\$ 15,680,185	\$ 12,827,817	\$ 18,113,380	\$ 14,923,286	\$ 15,813,210

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	5,972,299	6,114,031	7,032,900	6,287,560	7,260,130
Supplies & Contractual	6,724,338	6,548,928	9,277,790	7,351,236	8,553,080
Capital Outlay	2,983,548	164,858	1,802,690	1,284,490	-
Total Expenses	\$ 15,680,185	\$ 12,827,817	\$ 18,113,380	\$ 14,923,286	\$ 15,813,210

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	15,679,964	15,857,693	18,638,640	15,736,000	17,421,000
Transfers In	164,878	126,897	170,000	170,000	170,000
Total Sources	\$ 15,844,842	\$ 15,984,590	\$ 18,808,640	\$ 15,906,000	\$ 17,591,000
Total Expenses	15,680,185	12,827,817	18,113,380	14,923,286	15,813,210
Transfers Out	1,326,069	1,369,770	4,089,430	4,089,430	7,215,910
Total Uses	\$ 17,006,254	\$ 14,197,587	\$ 22,202,810	\$ 19,012,716	\$ 23,029,120
Net Operating Result	\$ (1,161,412)	\$ 1,787,003	\$ (3,394,170)	\$ (3,106,716)	\$ (5,438,120)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Commercial cardboard optimization service levels
- ◆ Maintained OSHA recordable incidents
- ◆ Researched routing technology for optimization

OBJECTIVES FY 2019
Technology Leader

- ◆ Implement Route Technology Software

High Performing Government

- ◆ Perform a commercial service right sizing audit
- ◆ Downward trend on OSHA recordable incidents
- ◆ Update Gilbert's Solid Waste Management Plan
- ◆ Increase productivity operating standards

BUDGET NOTES

There are no significant changes to the personnel budget for the Commercial division. An ongoing increase to the supplies and contractual budget is due to increased maintenance costs associated with the installation of trash compactors in the Heritage District (RD2140). FTE count reduced in FY 2018 as a result of moving a part time position to Environmental Services Residential.



<i>PERFORMANCE MEASURES</i>	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
Tons of Refuse Collected	22,016	20,588	19,688	21,250	21,250
Cubic Yards of Refuse Collected (in thousands)	686.8	649.2	580.0	653.8	653.8
Tons of Recycling Collected	1,414	831	810	850	850
Recycling Rate Diversion	6.03	3.88	3.95	4.00	4.00

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	0.48	0.48	0.94	0.94	0.94
Commercial Collections	5.80	5.80	6.50	6.00	6.00
Commercial Rolloffs	2.00	2.00	2.00	2.00	2.00
Total Personnel	8.28	8.28	9.44	8.94	8.94

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	44,387	34,888	97,710	85,880	98,990
Commercial Collections	1,745,817	1,264,571	1,608,300	1,534,978	1,378,900
Commercial Rolloffs	475,749	506,383	565,890	630,670	574,420
Non-Departmental	211,923	8,889	324,020	63,000	274,500
Total Expenses	\$ 2,477,876	\$ 1,814,731	\$ 2,595,920	\$ 2,314,528	\$ 2,326,810

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	589,954	651,989	759,190	758,050	723,210
Supplies & Contractual	1,372,914	1,161,803	1,793,710	1,556,478	1,603,600
Capital Outlay	515,008	939	43,020	-	-
Total Expenses	\$ 2,477,876	\$ 1,814,731	\$ 2,595,920	\$ 2,314,528	\$ 2,326,810

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	2,607,645	2,511,337	2,720,300	2,646,800	2,680,000
Transfers In	-	-	-	-	-
Total Sources	\$ 2,607,645	\$ 2,511,337	\$ 2,720,300	\$ 2,646,800	\$ 2,680,000
Total Expenses	2,477,876	1,814,731	2,595,920	2,314,528	2,326,810
Transfers Out	261,679	248,460	555,950	555,950	760,900
Total Uses	\$ 2,739,555	\$ 2,063,191	\$ 3,151,870	\$ 2,870,478	\$ 3,087,710
Net Operating Result	\$ (131,910)	\$ 448,146	\$ (431,570)	\$ (223,678)	\$ (407,710)

FUND DESCRIPTION

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

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

FUND ACTIVITY

The following is a statement of revenue, expenses, and transfers for the Streets funds based on the adopted budget for FY 2019.

	<u>Roadway and Maintenance</u>	<u>HURF</u>
Total Operating Revenues	\$ 10,500,000	\$ 15,001,000
Total Operating Expenses	(4,594,190)	(14,093,220)
Operating Income (Loss)	<u>\$ 5,905,810</u>	<u>\$ 907,780</u>
Non-Operating Revenues (Expenses)	-	-
Income (Loss) Before Transfers	<u>\$ 5,905,810</u>	<u>\$ 907,780</u>
Transfers In	-	-
Transfers Out	(13,333,790)	(754,300)
Net Income	<u>\$ (7,427,980)</u>	<u>\$ 153,480</u>

STRATEGIC INITIATIVES

These icons indicate the strategic initiatives addressed throughout the fund.

 Community
Livability

 Technology
Leader

 Financial
Plan

Infrastructure


 Economic
Development

 High Performing
Government

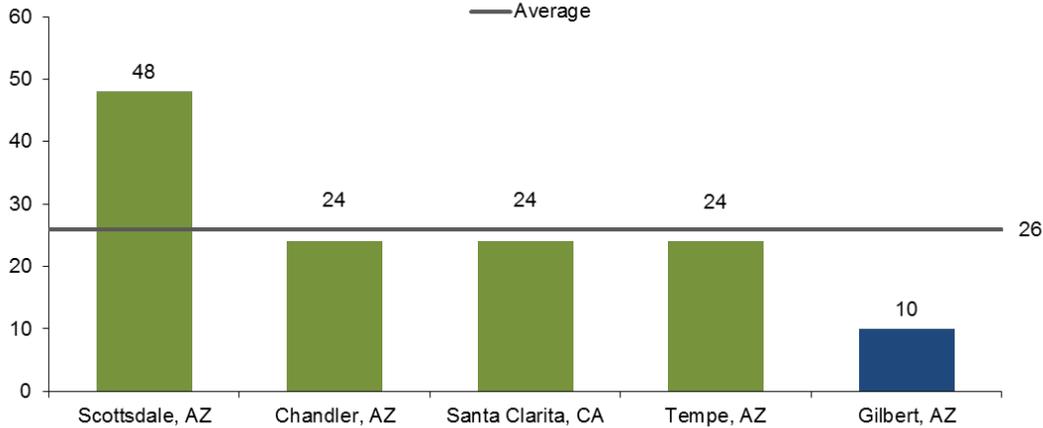

PERSONNEL BY DIVISION	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
HURF	50.67	50.67	53.67	53.66	54.66
Roadway and Maintenance	0.00	0.00	0.00	0.00	1.00
Total Personnel	50.67	50.67	53.67	53.66	55.66

EXPENSES BY DIVISION	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
HURF	18,916,238	12,797,997	14,669,320	13,776,023	14,093,220
Roadway and Maintenance	-	7,148,141	11,273,920	6,350,146	4,594,190
Total Expenses	\$ 18,916,238	\$ 19,946,138	\$ 25,943,240	\$ 20,126,169	\$ 18,687,410

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	3,654,159	3,742,044	4,331,750	3,795,370	4,443,250
Supplies & Contractual	7,377,154	9,131,787	11,339,070	10,166,799	10,635,020
Capital Outlay	7,884,925	7,072,307	10,272,420	6,164,000	3,609,140
Total Expenses	\$ 18,916,238	\$ 19,946,138	\$ 25,943,240	\$ 20,126,169	\$ 18,687,410

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	22,798,905	25,949,998	25,401,000	25,801,000	25,501,000
Transfers In	50,000	-	-	-	-
Total Sources	\$ 22,848,905	\$ 25,949,998	\$ 25,401,000	\$ 25,801,000	\$ 25,501,000
Total Expenses	18,916,238	19,946,138	25,943,240	20,126,169	18,687,410
Transfers Out	4,576,709	4,649,330	4,911,670	4,911,670	14,088,090
Total Uses	\$ 23,492,947	\$ 24,595,468	\$ 30,854,910	\$ 25,037,839	\$ 32,775,500
Net Operating Result	\$ (644,042)	\$ 1,354,530	\$ (5,453,910)	\$ 763,161	\$ (7,274,500)

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

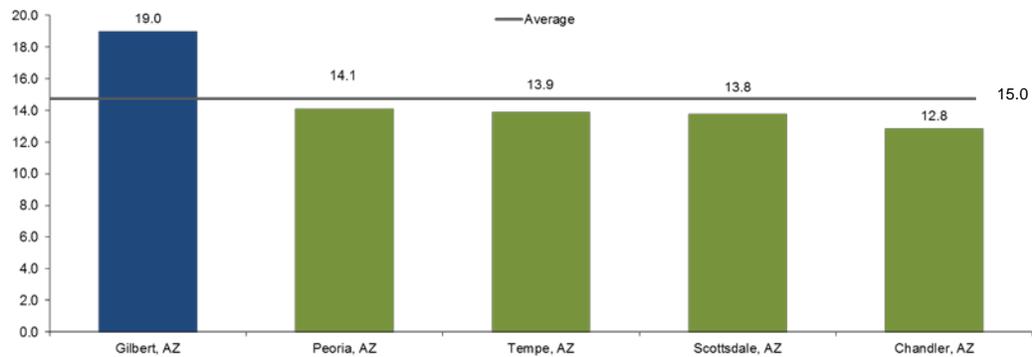


10
average no. of hours to cover graffiti in Gilbert

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

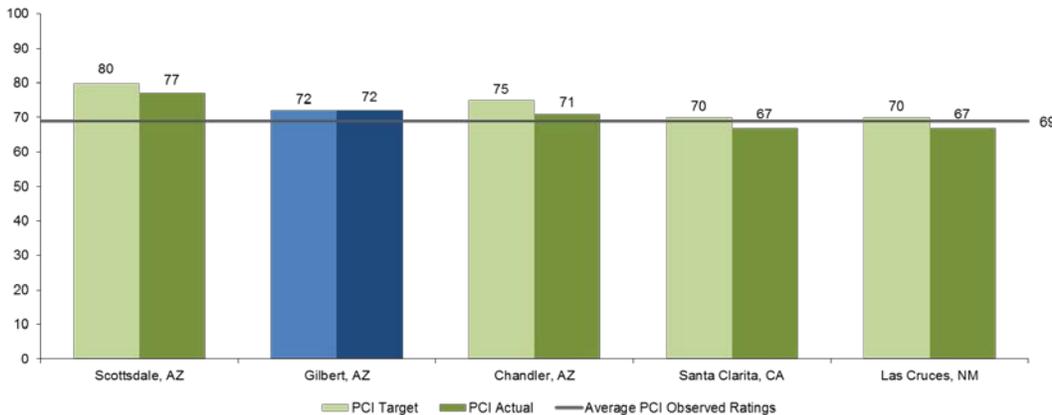
Center Line Miles Maintained per FTE

1,062
miles of paved center line miles in Gilbert



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

Pavement Condition Index: Actual vs. Target



72
Pavement Condition Index (PCI) ranking of Gilbert streets

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



PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Maintained a network Pavement Condition Index (PCI) of 73.5
- ◆ Crack sealed 100% of all roadways prior to scheduled maintenance
- ◆ 98% of streetlight work orders repaired within seven days
- ◆ Rated 20% of roadway network
- ◆ Complete Circle G Meadows subdivision overlay and ramp improvements (LRIP)
- ◆ Upgraded 256 streetlights to current standards (LRIP)
- ◆ Completed 100% of traffic signal pole inspections
- ◆ Completed traffic signal pole inventory

OBJECTIVES FY 2019
Infrastructure

- ◆ Maintain a network Pavement Condition Index (PCI) of 72
- ◆ Re-rate 20% of roadway network
- ◆ Replace 100% of all identified street lights scheduled for replacement per LRIP
- ◆ Replace all regulatory signs over ten years old
- ◆ Inspect and clean 100% of storm water inlets

High Performing Government

- ◆ Complete 100% of streetlight work orders reported within seven days
- ◆ Replace all stop sign knockdowns within one hour of receiving notification
- ◆ Respond and remove 100% of graffiti within 48 hours of notice from the Police department

BUDGET NOTES

The FY 2019 personnel budget includes a new Traffic Systems Engineer and a Maintenance and Operations Technician. The supplies and contractual budget includes one-time the purchase of a bucket truck and ongoing increases related to the completion of the new parking garage (RD1200). Changes to Non-Departmental are reflective of a change in accounting procedures for capital projects.

	PERFORMANCE MEASURES	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
	Pavement Condition Index (PCI)	N/A	73.3	72.0	72.0	72.0
	Percentage of Roadway Network Re-Rated	N/A	0%	20%	20%	20%
	Streetlight Repairs Made Within Seven Days	N/A	98%	98%	100%	100%
	Regulatory Signs Over Ten Years Old Replaced	N/A	0	1,734	4,458	4,458
	Storm Inlets Inspected and in Proper Working Order	N/A	100%	100%	100%	100%

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	3.00	3.00	3.00	3.00	4.00
Streets Maintenance	20.34	20.34	21.34	21.67	21.67
Traffic Control	19.66	19.66	21.66	21.66	22.66
Right of Way Maintenance	5.33	5.33	5.33	4.99	4.99
Hazard Response	2.34	2.34	2.34	2.34	2.34
Total Personnel	50.67	50.67	53.67	53.66	55.66

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Administration	422,543	5,274,828	6,244,820	6,227,619	4,335,710
Streets Maintenance	6,759,271	1,730,761	2,135,890	1,936,376	2,319,160
Traffic Control	5,125,322	6,727,915	7,595,220	7,436,444	6,783,060
Right of Way Maintenance	3,172,110	3,499,766	3,384,140	3,289,277	3,449,440
Hazard Response	215,156	231,373	214,410	231,113	220,500
Non-Departmental	3,221,836	2,481,495	6,368,760	1,005,340	1,579,540
Total Expenses	\$ 18,916,238	\$ 19,946,138	\$ 25,943,240	\$ 20,126,169	\$ 18,687,410

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	3,654,159	3,742,044	4,331,750	3,795,370	4,443,250
Supplies & Contractual	7,377,154	9,131,787	11,339,070	10,166,799	10,635,020
Capital Outlay	7,884,925	7,072,307	10,272,420	6,164,000	3,609,140
Total Expenses	\$ 18,916,238	\$ 19,946,138	\$ 25,943,240	\$ 20,126,169	\$ 18,687,410

FUND DESCRIPTION

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

Fleet Maintenance	Maintenance of all passenger vehicles
Copy Services	Coordination of printing and internal photocopying
Health Self Insurance	Accounting for self-insurance for health coverage under direction of a trust board
Dental Self Insurance	Accounting for self-insurance for dental coverage

FUND INFORMATION

Fleet Maintenance undergoes a rate review annually. This year, the recommended hourly rate is \$89.90 per hour. The hourly rate is calculated based on the total labor-related budget amounts divided by an estimate of productive hours. A percentage is added to the sale of parts to cover the cost of shop and operating supplies. The parts mark-up percentage is 25.3%. Fuel has a mark-up of \$.18 cents per gallon, for diesel and unleaded, to cover the cost of maintaining and replacing the fueling system. Compressed natural gas has a mark-up of \$.31 per diesel gallon equivalent. Outside services has a 4% markup up to \$300.

Copy Services replaces copiers as needed and pays for letterhead and envelopes to allow for the best price, while charging the cost to the user. Gilbert contracts with an outside vendor to administer copy services. Copy services was moved to General Fund during FY 2016 under the Information Technology umbrella.

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

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

STRATEGIC INITIATIVES

These icons indicate the strategic initiatives addressed throughout the ISF Funds.

Community
Livability

Technology
Leader

Financial
Plan



Infrastructure



Economic
Development

High Performing
Government



PERSONNEL BY DIVISION	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Fleet Maintenance	26.00	26.00	26.00	26.00	26.00
Copy Services	0.00	0.00	0.00	0.00	0.00
Health Self Insurance	0.00	0.00	0.00	0.00	0.00
Dental Self Insurance	0.00	0.00	0.00	0.00	0.00
Total Personnel	26.00	26.00	26.00	26.00	26.00

EXPENSES BY DIVISION	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Fleet Maintenance	6,508,450	6,742,912	8,504,820	7,259,861	8,057,760
Copy Services	187,140	-	-	-	-
Health Self Insurance	19,505,138	14,798,577	16,697,900	16,697,900	17,041,560
Dental Self Insurance	1,117,737	1,120,061	1,250,000	1,250,000	1,317,000
Total Expenses	\$ 27,318,465	\$ 22,661,550	\$ 26,452,720	\$ 25,207,761	\$ 26,416,320

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	1,731,619	1,822,948	2,061,530	1,775,800	2,044,860
Supplies & Contractual	25,586,846	20,745,076	24,391,190	23,431,961	24,371,460
Capital Outlay	-	93,526	-	-	-
Total Expenses	\$ 27,318,465	\$ 22,661,550	\$ 26,452,720	\$ 25,207,761	\$ 26,416,320

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	23,060,389	25,232,202	26,532,100	25,542,100	25,296,000
Transfers In	77,690	-	-	-	-
Total Sources	\$ 23,138,079	\$ 25,232,202	\$ 26,532,100	\$ 25,542,100	\$ 25,296,000
Total Expenses	27,318,465	22,661,550	26,452,720	25,207,761	26,416,320
Transfers Out	-	7,332	-	-	-
Total Uses	\$ 27,318,465	\$ 22,668,882	\$ 26,452,720	\$ 25,207,761	\$ 26,416,320
Net Operating Result	\$ (4,180,386)	\$ 2,563,320	\$ 79,380	\$ 334,339	\$ (1,120,320)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Completed review of Internal Service Fund rate structure and competitive benchmarking data and implemented new Fleet customer rate structure, which enables reserve funding
- ◆ Implemented Maintenance Shop Safety Self-Audit process to ensure proactive alignment with both Gilbert and OSHA Safety standards
- ◆ Completed procurement of 121 replacement and/or additional vehicles and equipment totaling \$11.1M, which was \$379K under budget
- ◆ Defined and implemented Fuel Island Inspection procedures and record keeping process to ensure ADEQ compliance for all Fleet responsible fuel stations
- ◆ Decommissioned 45 Vehicles and generated \$216K in auction proceeds

OBJECTIVES FY 2019
Infrastructure

- ◆ Complete decommissioning of Stage II Vapor recovery system & hardware, to be ADEQ compliant, for both NASC/SASC Unleaded fuel dispensing stations

High Performing Government

- ◆ Develop a program to optimize utilization of Fleet vehicles
- ◆ Revise and implement new performance monitors and improve preventive maintenance completion compliancy
- ◆ In conjunction with Public Works, complete re-layout of NASC/SASC yard storage and parking locations
- ◆ Drive conversion to paperless record keeping for all aspects of Fleet operations

BUDGET NOTES

The FY 2019 budget does not include any significant changes to the personnel budget. The supplies and contractual budget was reduced based on the fuel market. The budget is evaluated and adjusted annually based on fuel trends and anticipated increases/decreases in commodity costs.



PERFORMANCE MEASURES	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
Technician Productivity Ratio	65%	70%	70%	70%	70%
Total Number of Work Orders	8,937	8,806	8,100	8,500	N/A
Scheduled vs Unscheduled	N/A	66%/34%	74%/26%	70%/30%	70%/30%
Total Number of Vehicles/Equipment Supported	812	851	856	881	N/A

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Fleet Maintenance	26.00	26.00	26.00	26.00	26.00
Total Personnel	26.00	26.00	26.00	26.00	26.00

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Fleet Maintenance	6,508,450	6,742,912	8,504,820	7,259,861	8,057,760
Total Expenses	\$ 6,508,450	\$ 6,742,912	\$ 8,504,820	\$ 7,259,861	\$ 8,057,760

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	1,731,619	1,822,948	2,061,530	1,775,800	2,044,860
Supplies & Contractual	4,776,831	4,826,438	6,443,290	5,484,061	6,012,900
Capital Outlay	-	93,526	-	-	-
Total Expenses	\$ 6,508,450	\$ 6,742,912	\$ 8,504,820	\$ 7,259,861	\$ 8,057,760

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	6,397,402	6,666,005	8,229,000	7,239,000	7,239,000
Transfers In	-	-	-	-	-
Total Sources	\$ 6,397,402	\$ 6,666,005	\$ 8,229,000	\$ 7,239,000	\$ 7,239,000
Total Expenses	6,508,450	6,742,912	8,504,820	7,259,861	8,057,760
Transfers Out	-	-	-	-	-
Total Uses	\$ 6,508,450	\$ 6,742,912	\$ 8,504,820	\$ 7,259,861	\$ 8,057,760
Net Operating Result	\$ (111,048)	\$ (76,907)	\$ (275,820)	\$ (20,861)	\$ (818,760)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Increased fund reserve balance to \$3.8M
- ◆ Implemented Phase III of Gilbert Wellness, increasing engagement rate from 63% to 83%
- ◆ Held two wellness informational events that were open to Gilbert citizens
- ◆ Reviewed and identified a vendor for automated enrollment system to be implemented in FY 2019
- ◆ Achieved Gold Level Worksite designation from Maricopa Department of Health workplace health initiative
- ◆ Ranked 9th for midsize organizations in The Phoenix Business Journal's Top 100 Healthiest Employers

OBJECTIVES FY 2019

Balanced Financial Plan

- ◆ Increase Pharmacy awareness among members

High Performing Government

- ◆ Provide a competitive benefit package to Town employees and provide education in order to improve utilization and understanding of benefits
- ◆ Implement BenefitFocus as automated enrollment system
- ◆ Increase wellness visits by insured members
- ◆ Continue to engage employees in Gilbert Wellness program and maintain 83% engagement of higher

BUDGET NOTES

In FY 2017, Gilbert completed competitive procurement for Third-Party Administrator services. Aetna was selected to provide these services beginning in FY 2018. The Legacy Plan was discontinued at the end of FY 2018. The remaining plans offered are Preferred and Banner Select.

	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
 PERFORMANCE MEASURES					
 Average Total Plan Cost (Expense per Participating Employee per Month (industry average \$875-\$1,240)	\$1,455	\$1,131	\$1,062	\$1,062	N/A
 Average Actual Total Premium per Employee per Month (Industry Average \$230)	N/A	\$289	\$188	\$188	N/A
 Average Actual Town Premium Contribution per Employee per Month (Industry Average \$890)	\$856	\$976	\$978	\$978	N/A
 Health Plan Employee Participants	1,117	1,090	1,126	1,160	N/A
 Reserve in Excess of Established Incurred But Not Reported (IBNR) Claims in Millions	\$(.231)	\$1.48M	\$3.84M	\$4.10M	\$3.90M

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Health Self Insurance	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Health Self Insurance	19,505,138	14,798,577	16,697,900	16,697,900	17,041,560
Total Expenses	\$ 19,505,138	\$ 14,798,577	\$ 16,697,900	\$ 16,697,900	\$ 17,041,560

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	-	-	-	-	-
Supplies & Contractual	19,505,138	14,798,577	16,697,900	16,697,900	17,041,560
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 19,505,138	\$ 14,798,577	\$ 16,697,900	\$ 16,697,900	\$ 17,041,560

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	15,536,790	17,339,630	17,096,100	17,096,100	16,675,000
Transfers In	-	-	-	-	-
Total Sources	\$ 15,536,790	\$ 17,339,630	\$ 17,096,100	\$ 17,096,100	\$ 16,675,000
Total Expenses	19,505,138	14,798,577	16,697,900	16,697,900	17,041,560
Transfers Out	-	7,332	-	-	-
Total Uses	\$ 19,505,138	\$ 14,805,909	\$ 16,697,900	\$ 16,697,900	\$ 17,041,560
Net Operating Result	\$ (3,968,348)	\$ 2,533,721	\$ 398,200	\$ 398,200	\$ (366,560)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Sufficient premiums to pay plan expenses
- ◆ Maintained plan with no premium increase

OBJECTIVES FY 2019

High Performing Government

- ◆ Offering of mobile dental facility to increase the number of preventive visits

Balanced Financial Plan

- ◆ Sufficient premiums to pay plan expenses

- ◆ Offset claim trend through continued member education about maximizing value in use of the plan, with the goal of keeping premium costs neutral, and contributing to overall wellness

BUDGET NOTES

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

	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
 PERFORMANCE MEASURES Average Total Plan Cost (Expense) per Participating Employee per Month (Industry Average \$54 to \$84)	\$85	\$83	\$85	\$85	N/A
 Average Actual Premium per Employee per Month (Industry Average \$31)	\$18	\$18	\$18	\$18	N/A
 Average Actual Town Premium Contribution per Employee per Month (Industry Average \$39)	\$73	\$73	\$73	\$73	N/A
 Dental Plan Employee Participants	1,085	1,122	1,123	1,125	N/A

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Dental Self Insurance	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Dental Self Insurance	1,117,737	1,120,061	1,250,000	1,250,000	1,317,000
Total Expenses	\$ 1,117,737	\$ 1,120,061	\$ 1,250,000	\$ 1,250,000	\$ 1,317,000

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	-	-	-	-	-
Supplies & Contractual	1,117,737	1,120,061	1,250,000	1,250,000	1,317,000
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 1,117,737	\$ 1,120,061	\$ 1,250,000	\$ 1,250,000	\$ 1,317,000

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	1,126,197	1,226,567	1,207,000	1,207,000	1,382,000
Transfers In	-	-	-	-	-
Total Sources	\$ 1,126,197	\$ 1,226,567	\$ 1,207,000	\$ 1,207,000	\$ 1,382,000
Total Expenses	1,117,737	1,120,061	1,250,000	1,250,000	1,317,000
Transfers Out	-	-	-	-	-
Total Uses	\$ 1,117,737	\$ 1,120,061	\$ 1,250,000	\$ 1,250,000	\$ 1,317,000
Net Operating Result	\$ 8,460	\$ 106,506	\$ (43,000)	\$ (43,000)	\$ 65,000

FUNDS DESCRIPTION

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

FUND INFORMATION

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

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

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

Environmental Services Residential Equipment Replacement – The Residential Fund makes contributions to the Environmental Services Residential Equipment Replacement fund based on the useful life of the infrastructure and rolling stock assets, in order to finance future replacement. This structure evens out the cash flow in the operating fund and provides better cost information upon which to base user fees. In FY 2018 contributions to the Environmental Services Residential Replacement fund increased to accommodate storm water infrastructure assets.

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

Streets Equipment Replacement – Gilbert established the Street Equipment Replacement fund in FY 2002. The Street Fund cost centers make contributions to the Street Fund

Replacement fund based on the useful life of the rolling stock and equipment. Future rolling stock and equipment replacements will be purchased through this fund.

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

The anticipated fund balance as of July 1, 2018 for each replacement fund is listed below.

Fund	Fund Balance
General	\$ 9,085,870
Water	87,971,580
Wastewater	59,311,220
Environmental Services - Residential	4,171,070
Environmental Services - Commercial	551,270
Streets	4,645,820
Fleet Maintenance	245,800
Total Fund Balance	\$ 165,982,630

Based on budgeted revenues and expenditures for FY 2019, the anticipated ending fund balance for each replacement fund is as follows:

Fund	Fund Balance
General	\$ 7,954,370
Water	62,631,060
Wastewater	13,187,040
Environmental Services - Residential	2,147,670
Environmental Services - Commercial	76,270
Streets	3,691,770
Fleet Maintenance	45,800
Total Fund Balance	\$ 89,733,980

GENERAL REPLACEMENT FUND	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	146,491	178,242	40,000	40,000	40,000
Transfers In	1,043,160	1,993,160	2,300,000	2,300,000	2,300,000
Total Sources	\$ 1,189,651	\$ 2,171,402	\$ 2,340,000	\$ 2,340,000	\$ 2,340,000
Total Expenses	2,802,118	1,723,201	6,381,480	5,381,480	3,471,500
Transfers Out	-	-	-	-	-
Total Uses	\$ 2,802,118	\$ 1,723,201	\$ 6,381,480	\$ 5,381,480	\$ 3,471,500
Net Operating Result	\$ (1,612,467)	\$ 448,201	\$ (4,041,480)	\$ (3,041,480)	\$ (1,131,500)

WATER REPLACEMENT FUND	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	451,258	681,047	200,000	200,000	200,000
Transfers In	21,543,360	10,971,440	12,000,000	12,000,000	13,000,000
Total Sources	\$ 21,994,618	\$ 11,652,487	\$ 12,200,000	\$ 12,200,000	\$ 13,200,000
Total Expenses	4,627,696	1,399,298	23,598,640	4,093,500	3,721,900
Transfers Out	-	-	-	-	34,818,620
Total Uses	\$ 4,627,696	\$ 1,399,298	\$ 23,598,640	\$ 4,093,500	\$ 38,540,520
Net Operating Result	\$ 17,366,922	\$ 10,253,189	\$ (11,398,640)	\$ 8,106,500	\$ (25,340,520)

WASTEWATER REPLACEMENT FUND	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	454,941	591,116	200,000	200,000	200,000
Transfers In	9,305,750	9,305,750	2,747,000	2,747,000	9,200,000
Total Sources	\$ 9,760,691	\$ 9,896,866	\$ 2,947,000	\$ 2,947,000	\$ 9,400,000
Total Expenses	1,459,043	5,376,522	58,231,530	6,796,720	4,383,200
Transfers Out	-	-	-	-	51,140,980
Total Uses	\$ 1,459,043	\$ 5,376,522	\$ 58,231,530	\$ 6,796,720	\$ 55,524,180
Net Operating Result	\$ 8,301,648	\$ 4,520,344	\$ (55,284,530)	\$ (3,849,720)	\$ (46,124,180)

ENVIRO SVCS RES REPLACEMENT FUND	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	190,759	104,382	715,000	715,000	190,000
Transfers In	496,660	496,660	3,200,000	3,200,000	3,200,000
Total Sources	\$ 687,419	\$ 601,042	\$ 3,915,000	\$ 3,915,000	\$ 3,390,000
Total Expenses	1,783,573	983,016	6,133,330	5,143,330	5,413,400
Transfers Out	-	-	-	-	-
Total Uses	\$ 1,783,573	\$ 983,016	\$ 6,133,330	\$ 5,143,330	\$ 5,413,400
Net Operating Result	\$ (1,096,154)	\$ (381,974)	\$ (2,218,330)	\$ (1,228,330)	\$ (2,023,400)

ENVIRO SVCS COMM REPLACEMENT FUND	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	7,202	4,902	3,000	3,000	3,000
Transfers In	112,370	112,370	412,000	412,000	412,000
Total Sources	\$ 119,572	\$ 117,272	\$ 415,000	\$ 415,000	\$ 415,000
Total Expenses	209,959	-	716,450	466,450	890,000
Transfers Out	-	-	-	-	-
Total Uses	\$ 209,959	\$ -	\$ 716,450	\$ 466,450	\$ 890,000
Net Operating Result	\$ (90,387)	\$ 117,272	\$ (301,450)	\$ (51,450)	\$ (475,000)

STREETS REPLACEMENT FUND	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	130,458	138,785	20,000	20,000	20,000
Transfers In	428,290	428,290	428,000	428,000	428,000
Total Sources	\$ 558,748	\$ 567,075	\$ 448,000	\$ 448,000	\$ 448,000
Total Expenses	334,127	175,213	1,756,670	1,176,670	1,402,050
Transfers Out	-	-	-	-	-
Total Uses	\$ 334,127	\$ 175,213	\$ 1,756,670	\$ 1,176,670	\$ 1,402,050
Net Operating Result	\$ 224,621	\$ 391,862	\$ (1,308,670)	\$ (728,670)	\$ (954,050)

FLEET MAINTENANCE REPLACEMENT FUND	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	1,886	2,275	-	-	-
Transfers In	-	-	-	-	-
Total Sources	\$ 1,886	\$ 2,275	\$ -	\$ -	\$ -
Total Expenses	-	-	-	-	200,000
Transfers Out	-	-	-	-	-
Total Uses	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Net Operating Result	\$ 1,886	\$ 2,275	\$ -	\$ -	\$ (200,000)

FUNDS DESCRIPTION

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

FUND INFORMATION

Following is a brief description of each Special Revenue Fund.

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

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

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

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

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

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

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

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

Public Safety Security – Companies contract for security and pay a flat hourly rate. Security is provided during construction and at special events.

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

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

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

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

Cable TV – Contribution for purchase of cable equipment for the Council chambers.

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

Below is a table outlining the Special Revenue anticipated fund balances as of June 30, 2019 based on the anticipated revenue and expenditures for FY 2019.

	Estimated Starting Balance	Revenue	Expense	Estimated Ending Balance
CDBG/HOME	\$ 11,940	1,949,880	1,949,880	\$ 11,940
Solid Waste Container	\$ -	170,000	170,000	\$ -
Traffic Signal SDF	\$ 9,877,380	2,015,000	3,261,890	\$ 8,630,490
Police SDF	\$ 1,870,020	3,600,000	3,606,370	\$ 1,863,650
Fire SDF	\$ (11,248,570)	2,000,000	1,260,130	\$ (10,508,700)
General Government SDF	\$ (6,666,540)	2,400,000	2,206,790	\$ (6,473,330)
Parks and Recreation SDF	\$ 31,813,530	7,065,000	26,014,420	\$ 12,864,110
Parks SDF Prior to 2012	\$ -	24,000,000	17,307,340	\$ 6,692,660
Water SDF	\$ 6,695,770	9,700,000	23,356,020	\$ (6,960,250)
Water Resource Fee	\$ 2,751,830	2,550,000	42,736,070	\$ (37,434,240)
Wastewater SDF	\$ 1,430,330	-	968,600	\$ 461,730
Wastewater SDF - Neely	\$ 5,126,360	1,150,000	2,808,330	\$ 3,468,030
Wastewater SDF - Greenfield	\$ 22,979,380	5,000,000	16,994,060	\$ 10,985,320
Grants	\$ 6,426,630	5,660,900	5,823,510	\$ 6,264,020
Police Impound	\$ 19,750	310,000	407,820	\$ (78,070)
Street Light Improvement	\$ 87,100	1,871,900	2,029,600	\$ (70,600)
Parkway Improvement	\$ 118,720	1,046,330	1,168,300	\$ (3,250)
Other Special Revenue	\$ 652,560	3,497,870	4,252,360	\$ (101,930)

CDBG/HOME FUNDS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	603,782	711,665	2,239,650	1,481,340	1,949,880
Transfers In	13,394	-	-	-	-
Total Sources	\$ 617,176	\$ 711,665	\$ 2,239,650	\$ 1,481,340	\$ 1,949,880
Total Expenses	603,757	711,603	2,239,650	1,481,340	744,880
Transfers Out	-	-	-	-	1,205,000
Total Uses	\$ 603,757	\$ 711,603	\$ 2,239,650	\$ 1,481,340	\$ 1,949,880
Net Operating Result	\$ 13,419	\$ 62	\$ -	\$ -	\$ -

SYSTEM DEVELOPMENT FEES	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	46,477,859	37,799,308	40,100,000	35,850,000	59,650,000
Transfers In	-	-	-	-	-
Total Sources	\$ 46,477,859	\$ 37,799,308	\$ 40,100,000	\$ 35,850,000	\$ 59,650,000
Total Expenses	4,779,824	7,864,769	109,344,290	7,571,460	1,159,660
Transfers Out	34,358,965	21,578,790	21,403,710	21,403,710	139,530,360
Total Uses	\$ 39,138,789	\$ 29,443,559	\$130,748,000	\$ 28,975,170	\$140,690,020
Net Operating Result	\$ 7,339,070	\$ 8,355,749	\$ (90,648,000)	\$ 6,874,830	\$ (81,040,020)

GRANTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	1,170,479	1,201,220	6,936,490	6,524,050	5,660,900
Transfers In	-	-	-	-	-
Total Sources	\$ 1,170,479	\$ 1,201,220	\$ 6,936,490	\$ 6,524,050	\$ 5,660,900
Total Expenses	1,510,059	1,478,169	7,192,190	920,550	5,272,240
Transfers Out	-	-	-	-	551,270
Total Uses	\$ 1,510,059	\$ 1,478,169	\$ 7,192,190	\$ 920,550	\$ 5,823,510
Net Operating Result	\$ (339,580)	\$ (276,949)	\$ (255,700)	\$ 5,603,500	\$ (162,610)

POLICE IMPOUND	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	324,717	283,340	310,000	310,000	310,000
Transfers In	-	-	-	-	-
Total Sources	\$ 324,717	\$ 283,340	\$ 310,000	\$ 310,000	\$ 310,000
Total Expenses	314,361	267,675	329,160	309,300	342,820
Transfers Out	47,922	56,795	65,000	65,000	65,000
Total Uses	\$ 362,283	\$ 324,470	\$ 394,160	\$ 374,300	\$ 407,820
Net Operating Result	\$ (37,566)	\$ (41,130)	\$ (84,160)	\$ (64,300)	\$ (97,820)

SPECIAL DISTRICTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	2,577,830	2,947,131	2,953,080	2,953,080	2,918,230
Transfers In	-	-	-	-	-
Total Sources	\$ 2,577,830	\$ 2,947,131	\$ 2,953,080	\$ 2,953,080	\$ 2,918,230
Total Expenses	2,635,639	2,777,032	3,254,860	3,102,960	3,197,900
Transfers Out	-	-	-	-	-
Total Uses	\$ 2,635,639	\$ 2,777,032	\$ 3,254,860	\$ 3,102,960	\$ 3,197,900
Net Operating Result	\$ (57,809)	\$ 170,099	\$ (301,780)	\$ (149,880)	\$ (279,670)

OTHER SPECIAL REVENUE	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	1,963,291	1,441,323	3,291,540	2,313,510	3,497,870
Transfers In	-	80,766	-	-	-
Total Sources	\$ 1,963,291	\$ 1,522,089	\$ 3,291,540	\$ 2,313,510	\$ 3,497,870
Total Expenses	1,546,648	1,659,090	4,777,740	3,405,190	4,222,360
Transfers Out	93,098	109,223	30,000	30,000	30,000
Total Uses	\$ 1,639,746	\$ 1,768,313	\$ 4,807,740	\$ 3,435,190	\$ 4,252,360
Net Operating Result	\$ 323,545	\$ (246,224)	\$ (1,516,200)	\$ (1,121,680)	\$ (754,490)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2018

- ◆ Evaluated and recommended Project Management Software for utilization from project initiation through project close out
- ◆ Managed the design of Gilbert Regional Park, Rittenhouse District Park, Lindsay Road and Germann Road, Public Safety Training Facility (60%) and the Lindsay Road Traffic Interchange with SR202 (30%)
- ◆ Managed the construction of projects including the Heritage District Garage II, Fire Station #9, Greenfield Water Reclamation Plant Phase III
- ◆ Issued final completion on the construction projects of Santan Vista Water Treatment Plant expansion, Gilbert Road Waterline Replacement and Layton Lakes Force Main Replacement
- ◆ Managed the development of an Integrated Water Resources Master plan, Water Quality Master Plan, Storm water Master Plan, and ADA Transition Plan
- ◆ Scoped/developed/cost estimated 38 new projects and validated 210 existing projects
- ◆ Over 100 new contracts issued; 50 in design, 30 in construction and 20 for Project Management/Construction Management services

OBJECTIVES FY 2019
High Performing Government

- ◆ Purchase and implement Project Management Software for project tracking, collaboration and management
- ◆ Continue the refinement of the interdepartmental collaborations during project development and budgeting phase of the capital improvements planning
- ◆ Manage the completion of the design of Public Training Facility, Gilbert Regional Park Phase II, Rittenhouse District Park Phase II, Lindsay/202 Traffic Interchange
- ◆ Manage the completion of Construction on Heritage District Garage II by February 1, 2019
- ◆ Continue to provide Project Management Services on over 135 projects annually within budget and schedule to meet client satisfaction

BUDGET NOTES

There are no significant changes to the Capital Projects Administration budget. Continued authorization of a Limited Term Agreement Senior Project Manager is included in the personnel budget. For FY 2019, a change to the capital project accounting method is reflected in the financials shown, specifically the CIP funds and the Transfers Out.

	PERFORMANCE MEASURES	Actual FY 2016	Actual FY 2017	Projected FY 2018	Expected FY 2019	Target
	Input Projects in New Project Management Software	N/A	N/A	25	150	N/A
	New Projects Scoped and Cost Estimated	N/A	N/A	38	25	N/A
	New Contracts Issued	N/A	N/A	100	50	N/A
	Total Investment in Capital Projects (in Millions)	\$50.0	\$76.4	\$125.0	\$150.0	N/A
	Manage Active Projects	N/A	N/A	135	130	N/A

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Capital Projects Administration	7.40	12.40	12.40	12.40	12.40
Total Personnel	7.40	12.40	12.40	12.40	12.40

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Capital Projects Administration	742,959	1,060,626	1,906,040	1,521,610	1,820,940
CIP Contingency	-	-	100,000,000	-	100,000,000
Outside Sources	134,402	1,172,384	26,539,660	812,380	-
Bonds Proceeds	6,668,256	10,914,631	64,821,560	7,716,920	-
Prop 400	2,944,931	1,880,269	35,537,930	3,462,970	-
Revenue Obligations	7,167,024	2,276,331	2,382,000	-	-
MPC - Water System	-	-	66,588,420	26,170,051	-
MPC - Wastewater System	121,239	2,610,199	47,295,000	1,040,870	-
Redevelopment CIP	-	-	-	-	24,939,840
Streets CIP	-	-	-	-	128,028,650
Traffic Control CIP	-	-	-	-	5,580,860
Parks and Recreation CIP	-	-	-	-	55,370,510
Municipal Facilities CIP	-	-	-	-	16,857,760
Water CIP	-	-	-	-	127,180,970
Wastewater CIP	-	-	-	-	118,181,840
Storm Water CIP	-	-	-	-	1,177,810
Total Expenses	\$ 17,778,811	\$ 19,914,440	\$ 345,070,610	\$ 40,724,801	\$ 579,139,180

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	659,348	1,002,612	1,711,180	1,326,750	1,684,440
Supplies & Contractual	1,928,301	3,494,161	12,376,270	763,110	13,651,470
Capital Outlay	15,191,162	15,417,667	330,983,160	38,634,941	563,803,270
Total Expenses	\$ 17,778,811	\$ 19,914,440	\$ 345,070,610	\$ 40,724,801	\$ 579,139,180

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	20,227,819	90,875,376	189,007,520	57,569,540	140,812,260
Transfers In	-	411,000	83,000	83,000	477,318,240
Total Sources	\$ 20,227,819	\$ 91,286,376	\$ 189,090,520	\$ 57,652,540	\$ 618,130,500
Total Expenses	17,778,811	19,914,440	345,070,610	40,724,801	579,139,180
Transfers Out	-	-	-	-	217,237,910
Total Uses	\$ 17,778,811	\$ 19,914,440	\$ 345,070,610	\$ 40,724,801	\$ 796,377,090
Net Operating Result	\$ 2,449,008	\$ 71,371,936	\$(155,980,090)	\$ 16,927,739	\$(178,246,590)

Capital Improvement Plan Summary

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

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

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

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

Operations/Maintenance and Revenue Impact

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

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

Capital Improvement Plan – Ten Year Plan

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

Project Type Detail Sections

Summary by Project Type with Map - A detail table of all project expenses and funding sources for the ten year plan is presented by project type, along with a map highlighting locations for the FY 2019 projects. Following each summary and map, descriptions of each project that are included in the FY 2019 budget are presented.

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

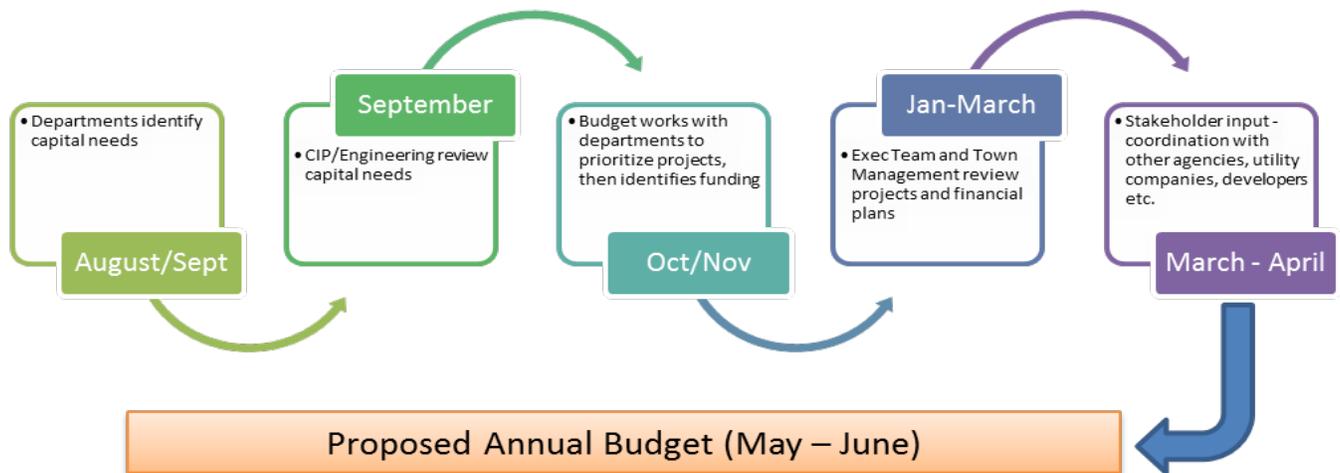


Project Description - This describes the requested capital project. The narrative generally includes a physical description of the improvements (e.g. 24,000 square-foot building, three miles of road, 12-acre park with playground equipment, etc.) and the justification for the project or alternatives to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

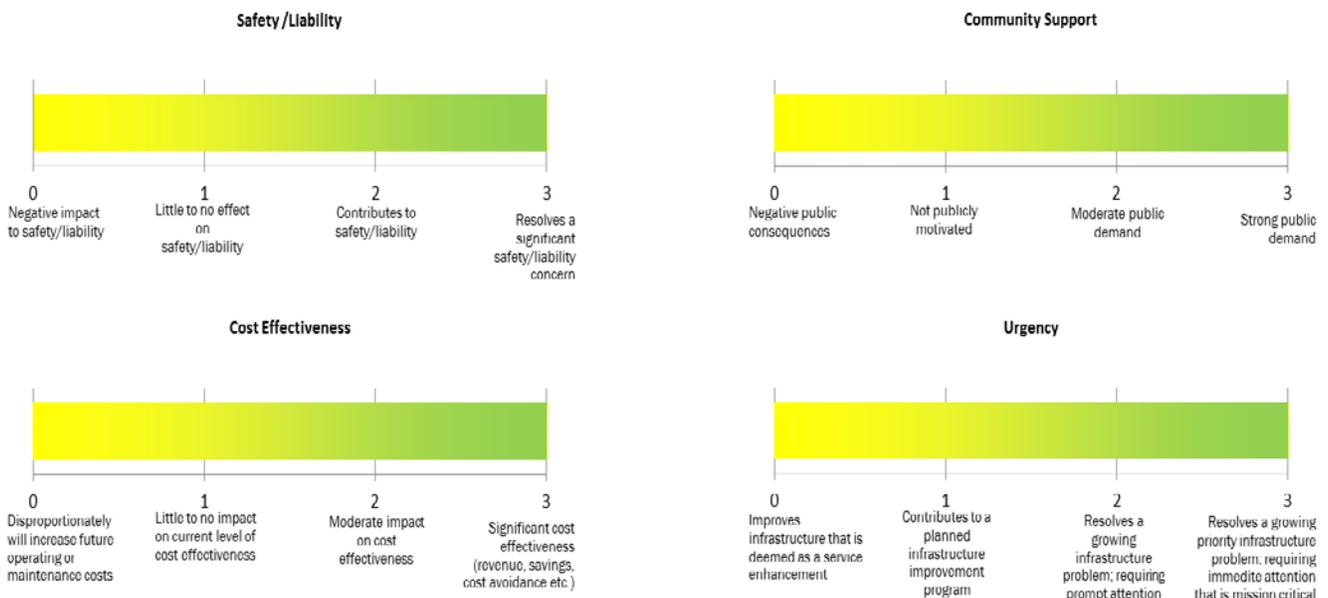
Prioritization Ranking - Each project receives a prioritization ranking score during the CIP development process. The ranking is shown in the lower left hand corner of each project description.

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

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



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



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

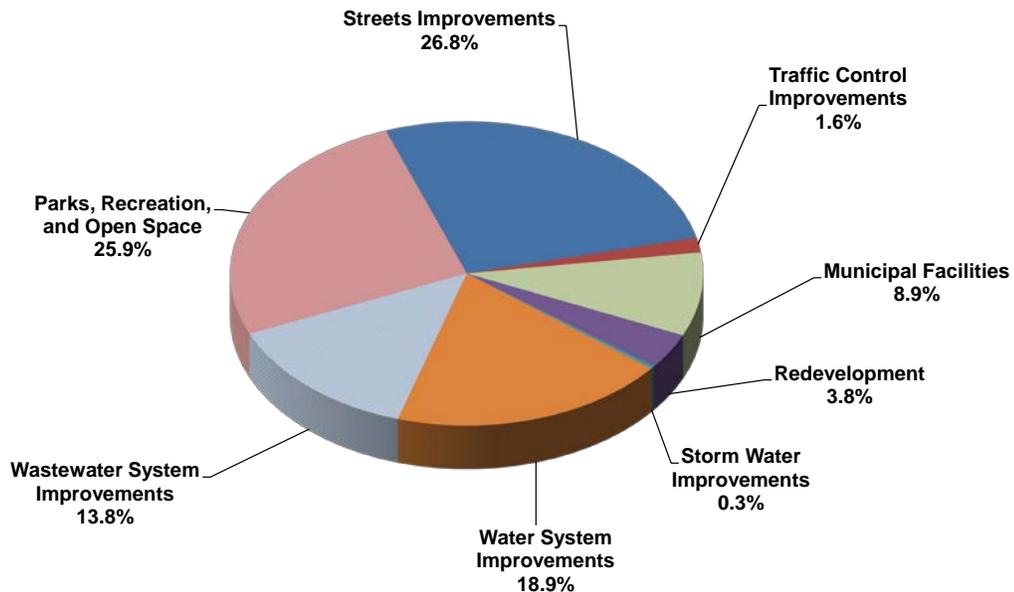
project ranking score ranging from 0-3; with 3 being the highest possible score. The score is one of the elements that is considered in both the Executive Team and Town Management deliberations.

Upon completion of this process, the CIP is incorporated into the proposed budget, and presented to Council for consideration. The FY 2019 - 2028 Capital Improvement Plan was adopted on June 7, 2018. Only the first year of the plan (FY 2019) is funded. The other years are adopted for planning and forecasting purposes. The following is a summary of the ten year plan. Detailed descriptions of the projects budgeted for FY 2019 are found in the pages that follow.

Capital Expenses: (1,000s)

	Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10
Streets Improvements	\$ 561,404	\$ 71,556	\$ 128,029	\$ 3,576	\$ 8,859	\$ 74,186	\$ 77,802	\$ 119,354	\$ 78,042
Traffic Control Improvements	32,789	4,805	5,583	5,488	3,583	3,017	2,224	8,089	-
Municipal Facilities	186,218	37,787	16,857	85,152	24,523	5,820	1,175	7,844	7,060
Redevelopment	79,825	46,102	24,941	5,422	-	236	1,024	2,100	-
Storm Water Improvements	6,014	-	1,178	300	-	-	-	4,536	-
Water System Improvements	397,095	85,957	127,180	46,544	23,323	22,701	31,351	55,366	4,673
Wastewater System Improvements	289,435	26,394	118,181	12,013	9,006	5,205	3,274	101,623	13,739
Parks, Recreation, and Open Space	543,851	31,269	55,370	21,009	1,550	24,197	13,510	218,108	178,838
Total Capital Expenses	\$ 2,096,631	\$ 303,870	\$ 477,319	\$ 179,504	\$ 70,844	\$ 135,362	\$ 130,360	\$ 517,020	\$ 282,352

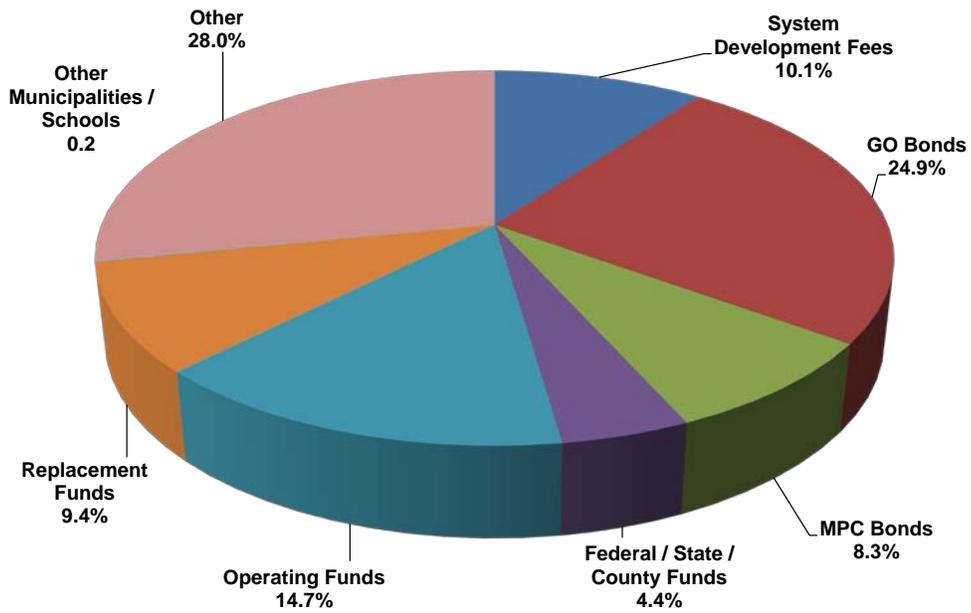
Capital Improvement Plan By Project Type



CAPITAL IMPROVEMENT PLAN SUMMARY

Capital Sources: (1,000s)	Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10
PFMPC - 2017 Bonds	\$ 9,285	\$ 3,226	\$ 6,059	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WRMPC - 2007 Bonds	13	13	-	-	-	-	-	-	-
WRMPC - 2018 Bonds	45,253	3,772	41,481	-	-	-	-	-	-
WRMPC - Intergov Contribution	27,084	23,880	3,204	-	-	-	-	-	-
WRMPC - Bonds (SDF)	59,048	32,378	26,670	-	-	-	-	-	-
PFMPC - 2009 Bonds	33,021	33,021	-	-	-	-	-	-	-
2001 GO Bonds 02-03	1	1	-	-	-	-	-	-	-
2006 GO Bonds 08	16,278	16,278	-	-	-	-	-	-	-
2007 GO Bonds 08	16,548	16,548	-	-	-	-	-	-	-
2017 GO Bonds	76,709	5,544	71,165	-	-	-	-	-	-
2020 Potential Public Safety Bonds	63,866	-	-	58,767	5,099	-	-	-	-
2022 Potential Streets Bonds	169,883	-	-	-	-	50,857	73,973	45,053	-
2024 Potential Parks Bonds	125,177	-	-	-	-	6,526	-	118,651	-
2026 Potential Streets Bonds	53,218	-	-	-	-	-	-	53,218	-
State Grant	255	115	140	-	-	-	-	-	-
Federal Grant	429	18	411	-	-	-	-	-	-
CDBG	2,652	1,227	1,205	220	-	-	-	-	-
MAG RTP Arterial Fund	74,533	17,325	15,810	7,709	7,323	12,864	6,735	6,767	-
MAG Revolving Fund	15,305	4,752	21,279	(7,709)	(7,323)	7,212	(2,906)	-	-
Aesthetic Funds	2,613	-	2,613	-	-	-	-	-	-
Developer Contribution	7,858	4,530	1,057	-	-	-	-	2,271	-
Salt River Project	19	19	-	-	-	-	-	-	-
CIP Outside Sources	23,965	12,571	9,631	1,763	-	-	-	-	-
CIP O/S Revolving Fund	1,068	(11,730)	11,732	-	-	31	-	1,035	-
City of Mesa	3,092	-	-	-	-	-	-	3,092	-
Water Repl Fund	93,801	10,396	34,818	17,504	13,447	2,400	10,636	4,600	-
Wastewater Repl Fund	102,324	10,847	51,142	5,909	7,157	4,417	3,274	10,430	9,148
Fleet Repl Fund	1,114	-	-	1,114	-	-	-	-	-
General Fund	119,289	30,556	25,654	4,796	7,091	7,791	11,701	29,334	2,366
Roadway and Maint. Fund	36,779	4,353	9,260	6,191	10,106	1,873	232	4,764	-
Env. Services - Res.	21,647	2,669	3,145	4,112	-	-	-	4,661	7,060
Water Fund	91,201	8,240	9,207	6,364	4,288	4,570	17,545	36,314	4,673
Wastewater Fund	38,604	9,927	9,922	1,987	-	887	-	11,290	4,591
Env. Services - Comm.	755	226	216	255	-	-	-	58	-
CIP Fund	250	-	250	-	-	-	-	-	-
General Govt SDF	5	-	5	-	-	-	-	-	-
Police SDF	10	-	10	-	-	-	-	-	-
Fire SDF	4,015	2,305	10	-	-	-	850	850	-
Park SDF	30,789	848	21,133	2,270	-	6,538	-	-	-
Signal SDF	15,383	3,113	3,258	3,117	1,136	1,644	1,818	1,297	-
Water SDF	41,030	3,841	13,357	4,736	-	5,932	-	13,164	-
Wastewater SDF	2,179	1,210	969	-	-	-	-	-	-
Water Resources SDF	54,871	10,780	42,731	1,360	-	-	-	-	-
Greenfield Wastewater SDF	21,262	1,005	13,373	-	-	-	-	6,884	-
Neely Wastewater SDF	2,811	7	2,804	-	-	-	-	-	-
Future Growth Funding	274,500	-	-	24,089	21,637	21,584	6,502	145,287	55,401
Park SDF - Prior to 2012	39,910	6,102	17,308	16,500	-	-	-	-	-
Private Fund	6,480	-	-	-	-	-	-	-	6,480
Investment Income	70	70	-	-	-	-	-	-	-
Unidentified	192,633	-	-	-	-	-	-	-	192,633
Miscellaneous	77,746	33,887	6,290	18,450	883	236	-	18,000	-
Total Sources	\$ 2,096,631	\$ 303,870	\$ 477,319	\$ 179,504	\$ 70,844	\$ 135,362	\$ 130,360	\$ 517,020	\$ 282,352

Capital Improvement Plan by Funding Source Type





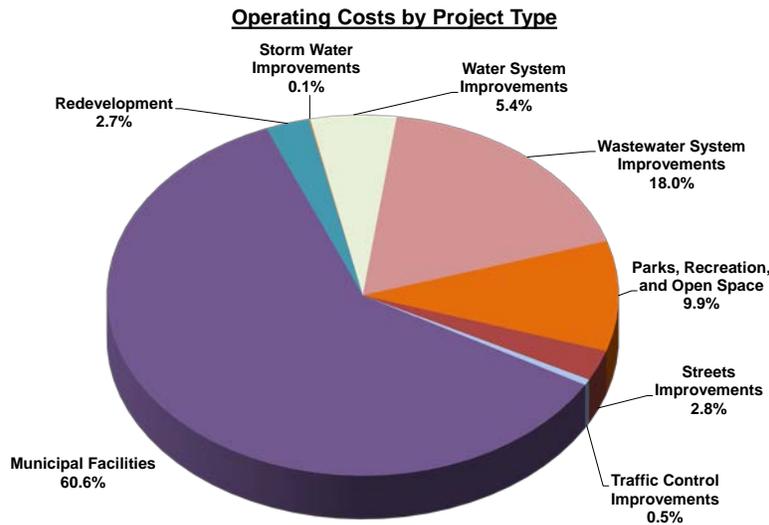
One of the considerations when a project is being proposed is the operating impacts that will result upon completion of the project. These impacts most commonly involve additional costs that will need to be incorporated into the operating budget for personnel, supplies, contractual services or utility costs. Certain projects may also generate revenue upon completion. Operating impacts are summarized here and are also noted in the project detail pages of this section. Ongoing impacts are compounded year over year, while one-time impacts are shown in the anticipated year. Details can be found in the Project Detail pages of this document.

The FY 2019-2028 expense operating impacts are shown by project type below:

Operation and Maintenance Impact (1,000s):	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
Streets Improvements	\$ -	\$ 159	\$ 159	\$ 159	\$ 159	\$ 636
Traffic Control Improvements	6	14	22	37	42	121
Municipal Facilities	1,591	1,973	2,985	3,035	4,447	14,031
Redevelopment	30	153	153	153	153	642
Storm Water Improvements	-	5	5	5	5	20
Water System Improvements	20	178	323	323	413	1,257
Wastewater System Improvements	-	457	757	1,329	1,629	4,172
Parks, Recreation, and Open Space	17	45	279	411	1,534	2,286
Net Additional Operating Cost	\$ 1,664	\$ 2,984	\$ 4,683	\$ 5,452	\$ 8,382	\$ 23,165

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

Operation and Maintenance Impact (1,000s):	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
Personnel	\$ 1,135	\$ 1,318	\$ 1,751	\$ 1,901	\$ 3,778	\$ 9,881
Contractual Services	276	688	1,320	1,710	2,350	6,344
Supplies	241	564	720	945	1,196	3,666
Utilities	(16)	333	756	760	913	2,746
Insurance	28	81	137	137	145	528
Total O&M Impact	\$ 1,664	\$ 2,984	\$ 4,683	\$ 5,452	\$ 8,382	\$ 23,165
Total Revenue	\$ -					



Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2019	FY 2020
2001 GO Bonds Projects						
PR0850	Santan Vista Trail - Phase III	1.82	\$ 1	\$ 1	\$ -	\$ -
Total 2001 GO Bonds			\$ 1	\$ 1	\$ -	\$ -
2006 GO Bonds Projects						
ST0580	Germann Road - Val Vista to Higley	3.00	\$ 157	\$ 157	\$ -	\$ -
ST0940	Cooper and Guadalupe Intersection	3.00	1,036	1,036	-	-
ST1120	Val Vista Drive - Appleby to Riggs	3.00	2,314	2,314	-	-
ST1290	Guadalupe and Gilbert Intersection	3.00	4,269	4,269	-	-
ST1520	Higley and Warner Improvements	3.00	8,466	8,466	-	-
ST1750	Mustang Road - SR202 to Germann	3.00	36	36	-	-
Total 2006 GO Bonds			\$ 16,278	\$ 16,278	\$ -	\$ -
2007 GO Bonds Projects						
ST0540	Ocotillo Road - Greenfield to Higley	2.56	\$ 246	\$ 246	\$ -	\$ -
ST0580	Germann Road - Val Vista to Higley	3.00	1,683	1,683	-	-
ST0940	Cooper and Guadalupe Intersection	3.00	7,492	7,492	-	-
ST0980	Higley Road - Riggs to Hunt Highway	1.46	1,973	1,973	-	-
ST1030	Power Rd - Santan Freeway to Pecos Rd	3.00	3,865	3,865	-	-
ST1120	Val Vista Drive - Appleby to Riggs	3.00	1,135	1,135	-	-
ST1450	Germann Road - Gilbert to Val Vista	3.00	154	154	-	-
Total 2007 GO Bonds			\$ 16,548	\$ 16,548	\$ -	\$ -
2017 GO Bonds Projects						
RD2110	Heritage District Transportation Imp.	3.00	\$ 6,107	\$ 885	\$ 5,222	\$ -
ST0940	Cooper and Guadalupe Intersection	3.00	2,472	2,055	417	-
ST0960	Recker Rd - 660' No. of Ray to 1320' No.	3.00	2,428	124	2,304	-
ST1120	Val Vista Drive - Appleby to Riggs	3.00	11,614	8	11,606	-
ST1140	Lindsay Road - Queen Creek to Ocotillo	3.00	2,761	-	2,761	-
ST1170	Lindsay Road - Pecos to SR202	3.00	3,246	82	3,164	-
ST1320	Elliot and Gilbert Intersection	1.77	150	66	84	-
ST1380	Elliot and Cooper Intersection	3.00	6,230	112	6,118	-
ST1450	Germann Road - Gilbert to Val Vista	3.00	6,480	899	5,581	-
ST1580	Lindsay Road/SR 202 Traffic Interchange	3.00	8,615	28	8,587	-
ST1590	Higley & Pecos Improvements	1.82	879	-	879	-
ST1600	Gilbert Road Railroad Crossing Upgrade	3.00	1,190	5	1,185	-
ST1680	Gilbert Rd - Baseline to No. of Guadalupe Recon.	3.00	4,593	162	4,431	-
ST1690	Val Vista Drive Reconstruction	3.00	3,128	16	3,112	-
ST1700	Stonebridge Lakes Reconstruction	3.00	686	125	561	-
ST1720	Val Vista Lakes Overlay and Imp.	3.00	8,707	74	8,633	-
ST1750	Mustang Road - SR202 to Germann	3.00	877	877	-	-
ST1780	Higley/San Tan Loop 202 Improvements	3.00	1,022	-	1,022	-
ST1820	Pecos Road - Allen to Lindsay	2.42	4,256	-	4,256	-
ST1860	Gilbert and Warner Improvements	2.05	688	-	688	-
TS1300	Val Vista and Baseline Signal Imp.	3.00	580	26	554	-
Total 2017 GO Bonds			\$ 76,709	\$ 5,544	\$ 71,165	\$ -
2020 Potential Public Safety Bonds Projects						
MF0400	Public Safety Training Facility	2.87	\$ 63,866	\$ -	\$ -	\$ 58,767
Total 2020 Potential Public Safety Bonds			\$ 63,866	\$ -	\$ -	\$ 58,767
2022 Potential Streets Bonds Projects						
ST0540	Ocotillo Road - Greenfield to Higley	2.56	\$ 61,223	\$ -	\$ -	\$ -
ST0780	Baseline Road - Greenfield to Power	1.00	2,765	-	-	-
ST0980	Higley Road - Riggs to Hunt Highway	1.46	12,062	-	-	-
ST0990	Ocotillo Road - Val Vista to Greenfield	1.42	14,613	-	-	-
ST1180	Warner Road - Power to 1/4 Mile West	2.05	2,372	-	-	-
ST1200	Power Rd - Guadalupe to Santan Fwy	1.00	8,247	-	-	-
ST1300	Warner and Greenfield Intersection	1.46	12,319	-	-	-
ST1330	Guadalupe and Val Vista Intersection	1.87	9,570	-	-	-
ST1340	Guadalupe and Power Intersection	0.77	5,115	-	-	-
ST1350	Guadalupe and Greenfield Intersection	1.00	11,327	-	-	-
ST1360	Elliot and Greenfield Intersection	0.77	9,665	-	-	-
ST1370	Elliot and Val Vista Intersection	1.24	11,371	-	-	-
ST1840	Cooley Station Transit Center	0.77	9,234	-	-	-
Total 2022 Potential Streets Bonds			\$ 169,883	\$ -	\$ -	\$ -
2024 Potential Parks Bonds Projects						
PR0190	Nichols Park at Water Ranch Phases II/III	1.82	\$ 14,830	\$ -	\$ -	\$ -
PR0310	Gilbert Regional Park	3.00	46,842	-	-	-
PR0320	Rittenhouse District Park	3.00	41,728	-	-	-

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2019	FY 2020
PR0330	Marathon Trail (East Maricopa Floodway)	1.00	15,251	-	-	-
PR1230	Trail Lighting	1.60	6,526	-	-	-
Total 2024 Potential Parks Bonds			\$ 125,177	\$ -	\$ -	\$ -
2026 Potential Streets Bonds Projects						
ST0800	Recker Rd - Ocotillo to Chandler Heights	1.00	\$ 8,564	\$ -	\$ -	\$ -
ST1150	Hunt Highway - Higley to Recker	0.77	7,035	-	-	-
ST1160	Recker Road - Riggs to Hunt Highway	0.77	8,342	-	-	-
ST1270	Val Vista Drive - Riggs to Hunt Highway	0.77	5,479	-	-	-
ST1310	Ray and Gilbert Intersection	0.77	12,319	-	-	-
ST1320	Elliot and Gilbert Intersection	1.77	9,524	-	-	-
ST1570	Constellation Way, So. of Coldwater Blvd	0.77	1,955	-	-	-
Total 2026 Potential Streets Bonds			\$ 53,218	\$ -	\$ -	\$ -
Aesthetic Funds Projects						
PR0060	Heritage Trail Middle Seg (Cons. Canal)	3.00	\$ 1,467	\$ -	\$ 1,467	\$ -
PR0840	Santan Vista Trail - Phase II	3.00	1,146	-	1,146	-
Total Aesthetic Funds			\$ 2,613	\$ -	\$ 2,613	\$ -
CDBG Fund Projects						
RD2010	Heritage District Water and Sewer Imp.	1.87	\$ 70	\$ 70	\$ -	\$ -
RD2020	Page Park Center Renovations	3.00	1,712	1,157	555	-
WA1160	Waterline - Linda Lane Replacement	1.60	870	-	650	220
Total CDGB Funds			\$ 2,652	\$ 1,227	\$ 1,205	\$ 220
CIP Fund Projects						
MF2430	CIP Project Management Software	2.18	\$ 250	\$ -	\$ 250	\$ -
Total CIP Funds			\$ 250	\$ -	\$ 250	\$ -
CIP O/S Revolving Fund Projects						
PR0060	Heritage Trail Middle Seg (Cons. Canal)	3.00	\$ (1,352)	\$ -	\$ (1,352)	\$ -
PR0310	Gilbert Regional Park	3.00	-	(411)	411	-
PR0330	Marathon Trail (East Maricopa Floodway)	1.00	-	(89)	-	-
PR0840	Santan Vista Trail - Phase II	3.00	596	174	422	-
PR1130	Western Powerline Trail - Ped Crossing	3.00	912	73	839	-
PR1250	Elliot District Park Improvements	3.00	-	(10,309)	10,309	-
ST0540	Ocotillo Road - Greenfield to Higley	2.56	375	7	368	-
ST0780	Baseline Road - Greenfield to Power	1.00	-	(215)	-	-
ST0960	Recker Rd - 660' No. of Ray to 1320' No.	3.00	-	(112)	112	-
ST1200	Power Rd - Guadalupe to Santan Fwy	1.00	-	(31)	-	-
ST1570	Constellation Way, So. of Coldwater Blvd	0.77	-	(731)	-	-
ST1610	Transit Master Plan	3.00	(33)	-	(33)	-
ST1650	Palm Street Improvements	3.00	193	193	-	-
ST1660	Adora Trails Improvements	3.00	-	(338)	338	-
ST1740	Higley and Baseline Intersection Imp.	3.00	319	19	300	-
TS1830	Queen Creek and 156th Street	3.00	58	58	-	-
WA1100	Constellation Way Water Main	3.00	-	(18)	18	-
Total CIP O/S Revolving Funds			\$ 1,068	\$ (11,730)	\$ 11,732	\$ -
CIP Outside Sources Fund Projects						
PR0310	Gilbert Regional Park	3.00	\$ 411	\$ 411	\$ -	\$ -
PR1250	Elliot District Park Improvements	3.00	11,665	11,665	-	-
MF2500	Environmental Site Remediation	3.00	1,763	-	-	1,763
ST1120	Val Vista Drive - Appleby to Riggs	3.00	3,500	-	3,500	-
ST1170	Lindsay Road - Pecos to SR202	3.00	4,000	124	3,876	-
ST1610	Transit Master Plan	3.00	33	-	33	-
ST1630	Arterial Streets Reconstruction	3.00	16	16	-	-
ST1660	Adora Trails Improvements	3.00	338	338	-	-
ST1680	Gilbert Rd - Baseline to No. of Guadalupe Recon.	3.00	1,184	-	1,184	-
ST1710	Val Vista Dr/Eastern Canal Bridge Repair	2.51	1,055	17	1,038	-
Total CIP Outside Sources Funds			\$ 23,965	\$ 12,571	\$ 9,631	\$ 1,763
City of Mesa Funded Projects						
ST0780	Baseline Road - Greenfield to Power	1.00	\$ 3,092	\$ -	\$ -	\$ -
Total City of Mesa Funds			\$ 3,092	\$ -	\$ -	\$ -
Developer Contributions Fund Projects						
PR0190	Nichols Park at Water Ranch Phases II/III	1.82	\$ 650	\$ 650	\$ -	\$ -
PR0330	Marathon Trail (East Maricopa Floodway)	1.00	89	89	-	-
ST0580	Germann Road - Val Vista to Higley	3.00	181	181	-	-
ST0780	Baseline Road - Greenfield to Power	1.00	305	305	-	-
ST0840	Hunt Highway - Val Vista to 164th Street	0.77	40	40	-	-
ST0960	Recker Rd - 660' No. of Ray to 1320' No.	3.00	112	112	-	-
ST1020	Ocotillo Road - Recker to Power	3.00	2,269	2,269	-	-

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2019	FY 2020
ST1120	Val Vista Drive - Appleby to Riggs	3.00	77	-	77	-
ST1200	Power Rd - Guadalupe to Santan Fwy	1.00	31	31	-	-
ST1570	Constellation Way, So. of Coldwater Blvd	0.77	731	731	-	-
ST1740	Higley and Baseline Intersection Imp.	3.00	885	5	880	-
ST1810	Warner Road - Higley to Wade Drive	2.42	2,271	-	-	-
ST1860	Gilbert and Warner Improvements	2.05	100	-	100	-
WA1100	Constellation Way Water Main	3.00	117	117	-	-
Total Developer Contributions Funds			\$ 7,858	\$ 4,530	\$ 1,057	\$ -
Environmental Services - Commercial Fund Projects						
MF2280	CNG Fueling Station	3.00	\$ 226	\$ 226	\$ -	\$ -
MF2310	Utility Billing/Customer Service System	1.23	8	-	-	8
MF2350	Fleet Maintenance Facility	2.56	52	-	-	52
MF2420	South Area Service Center Paving	0.77	58	-	-	-
MF2450	CNG Fueling Station - Phase II	3.00	195	-	-	195
RD2140	Heritage District Trash Compactors	3.00	216	-	216	-
Total Environmental Services - Commercial Funds			\$ 755	\$ 226	\$ 216	\$ 255
Environmental Services - Residential Fund Projects						
MF0320	Transfer Station	0.82	\$ 7,060	\$ -	\$ -	\$ -
MF2280	CNG Fueling Station	3.00	2,539	2,539	-	-
MF2310	Utility Billing/Customer Service System	1.23	1,332	-	362	970
MF2350	Fleet Maintenance Facility	2.56	595	-	-	595
MF2380	ADA Transition Plan	3.00	40	4	36	-
MF2410	North Area Service Center Paving	0.77	16	-	-	-
MF2420	South Area Service Center Paving	0.77	109	-	-	-
MF2450	CNG Fueling Station - Phase II	3.00	2,247	-	-	2,247
RD1160	Ash Street - Phase I	3.00	126	126	-	-
SW0070	Sonoqui Wash Landscaping	3.00	4,536	-	-	-
SW0080	Storm Water Pump Station Assessment	3.00	157	-	157	-
SW0090	Storm Water Priority Assessment	1.46	300	-	-	300
SW0100	Hunt Highway Bank Protection	2.18	873	-	873	-
SW0110	Desert Lane Drainage	1.77	148	-	148	-
ST1120	Val Vista Drive - Appleby to Riggs	3.00	1,569	-	1,569	-
Total Environmental Services - Residential Funds			\$ 21,647	\$ 2,669	\$ 3,145	\$ 4,112
Federal Grant Fund Projects						
TS1320	Advanced Traffic Mgmt Sys. - Phase IV	3.00	\$ 2	\$ 2	\$ -	\$ -
TS1650	Baseline Road Fiber Optic Infrastructure	3.00	415	4	411	-
TS1730	East Valley Travel Monitoring	3.00	12	12	-	-
Total Federal Grant Funds			\$ 429	\$ 18	\$ 411	\$ -
Fire System Development Fee Projects						
MF0230	Fire Station 9	3.00	\$ 734	\$ 734	\$ -	\$ -
MF2160	Adaptive Response Unit (ARU 2)		850	-	-	-
MF2170	Fire Station 7	3.00	1,571	1,571	-	-
MF2290	Adaptive Response Unit 1 (ARU 1)	1.64	850	-	-	-
MF2390	System Development Fee Study	3.00	10	-	10	-
Total Fire System Development Funds			\$ 4,015	\$ 2,305	\$ 10	\$ -
Fleet Replacement Fund Projects						
MF2440	NASC Fuel Storage Tank Replacement	1.69	\$ 1,114	\$ -	\$ -	\$ 1,114
Total Fleet Replacement Funds			\$ 1,114	\$ -	\$ -	\$ 1,114
Future Growth Funding Projects						
ISP	Intersection Signal Program	1.00	\$ 5,680	\$ -	\$ -	\$ -
PR0390	Crossroads Park - Phase II	1.00	18,200	-	-	-
PR0420	Freestone Recreation Center Pool	1.13	17,820	-	-	-
PR0580	Rittenhouse Trail	0.77	5,622	-	-	-
PR0620	Powerline Trail - Phase IV	1.60	1,444	-	-	1,444
PR0690	Gilbert Youth Soccer Complex - Phase II	1.31	52,240	-	-	-
PR0810	South Area Pool	1.27	9,162	-	-	-
PR0850	Santan Vista Trail - Phase III	1.82	5,681	-	-	-
PR0970	Santan Vista Trail - Phase IV	1.82	2,097	-	-	-
PR1010	Trail - Santan Fwy - Val Vista to Disc. Park	1.46	3,427	-	-	-
PR1020	Trail - Santan Fwy - Disc Pk to Cosmo Pk	1.46	5,793	-	-	-
PR1100	Powerline Trail - Recker to Power	1.60	1,565	-	-	-
PR1210	Santan Vista Trail - Phase V	1.82	4,539	-	-	-
MF2160	Adaptive Response Unit (ARU 2)	1.64	150	-	-	-
MF2290	Adaptive Response Unit 1 (ARU 1)	1.64	150	-	-	-

FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Beyond 10 Yrs
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	2,271	-	-	-	-
-	-	-	-	-	-	-	-	-
\$ -	\$ -	\$ -	\$ -	\$ 2,271	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	58	-	-	-	-	-
-	-	-	-	-	-	-	-	-
\$ -	\$ -	\$ -	\$ 58	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,060
-	-	-	-	-	-	-	-	-
-	-	-	16	-	-	-	-	-
-	-	-	109	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	4,536	-	-
-	-	-	-	-	-	-	-	-
\$ -	\$ -	\$ -	\$ 125	\$ -	\$ -	\$ 4,536	\$ -	\$ 7,060
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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-	-	-	850	-	-	-	-	-
-	-	850	-	-	-	-	-	-
\$ -	\$ -	\$ 850	\$ 850	\$ -	\$ -	\$ -	\$ -	\$ -
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\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ 1,136	\$ 1,136	\$ 1,136	\$ 1,136	\$ 1,136	\$ -
-	-	-	-	-	-	-	-	18,200
-	-	-	-	-	-	-	-	17,820
-	-	-	-	-	-	-	-	5,622
-	-	-	-	-	-	-	-	-
-	9,162	-	-	-	-	12,220	40,020	-
-	-	-	5,681	-	-	-	-	-
-	-	2,097	-	-	-	-	-	-
-	-	-	-	-	-	-	-	3,427
-	-	-	-	-	-	-	-	5,793
-	-	-	1,565	-	-	-	-	-
-	-	-	-	-	-	-	-	4,539
-	-	-	150	-	-	-	-	-
-	-	150	-	-	-	-	-	-

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2019	FY 2020
MF2470	Public Safety Center Expansion	2.09	10,000	-	-	-
MF2480	Police Dispatch Center Expansion	2.56	3,000	-	-	-
ST1200	Power Rd - Guadalupe to Santan Fwy	1.00	2,722	-	-	-
TS1620	Higley and Coldwater	1.46	255	-	-	-
WA0940	Water Rights - Phase II	1.77	12,250	-	-	4,050
WA1120	Waterline - Power Road Elliot to Warner	1.69	2,662	-	-	-
WA1200	Water Rights - Resiliency and Capacity	1.64	20,128	-	-	4,064
WA1230	New Res. and Res. Repl Pwr/Queen Crk	2.82	8,586	-	-	8,586
WA1260	Water Line-Lindsay - Baseline to Harwell	1.46	224	-	-	-
WA1390	Freeman Farms Booster Pump Station	3.00	818	-	-	818
WW0690	Relief Sewers	1.82	12,691	-	-	5,127
WW0960	Riparian Preserve Distrib. Structure Exp.	2.00	1,849	-	-	-
WW1200	Greenfield WRP Phase IV Expansion	1.77	65,745	-	-	-
Total Future Growth Funds			\$ 274,500	\$ -	\$ -	\$ 24,089
General Fund Projects						
PR0060	Heritage Trail Middle Seg (Cons. Canal)	3.00	\$ 1,502	\$ 1,417	\$ 85	\$ -
PR0310	Gilbert Regional Park	3.00	746	746	-	-
PR0530	Crossroads Pk - Stabilization of Lake Emb.	2.51	4,237	-	-	-
PR0560	Parks and Trails Signs	1.95	375	24	109	-
PR0570	Urban Lakes Renovation	1.94	8,410	419	975	242
PR0920	Shade Structures - Various Locations	2.36	380	-	180	-
PR1030	Playground Repl - Various Park Sites	2.13	3,540	1,240	4	-
PR1080	Discovery Park Playground Structure	1.49	831	-	-	-
PR1090	Riparian - Interpretive Sign Replacement	3.00	100	-	100	-
PR1110	SERL - Fountain/Parking Lot Connection	3.00	150	24	126	-
PR1120	Gilbert Youth Soccer Complex - Sprinkler Addition	1.60	3,144	-	-	-
PR1130	Western Powerline Trail - Ped Crossing	3.00	420	114	306	-
PR1140	Elliot District Park Repairs Phase I	3.00	4,803	4,218	585	-
PR1150	Town Store - Southeast Regional Library	0.95	130	-	-	-
PR1160	Irrigation System Replacements	3.00	18,680	-	-	-
PR1170	Irrigation Controller Replacements	3.00	950	41	459	225
PR1220	Freestone Recreation Center Roof	3.00	1,847	1,847	-	-
PR1240	Cosmo Park Turf Project	1.18	1,254	-	-	-
PR1250	Elliot District Park Improvements	3.00	650	-	650	-
PR1260	Community Center Storage	3.00	159	4	155	-
PR1270	Trail Crossings at Railroad Tracks	1.46	286	-	-	-
PR1280	Freestone Rec Center Flooring Repl.	2.82	328	-	-	328
MF0400	Public Safety Training Facility	2.87	6,934	1,188	5,746	-
MF0530	Municipal Center I Renovation - Phase II	2.05	13,063	188	1,289	3,447
MF0560	Human Res Talent Management Sys	3.00	233	233	-	-
MF2170	Fire Station 7	3.00	4,164	4,164	-	-
MF2230	Topaz Radio	1.69	9,054	6,260	429	225
MF2270	Permitting System Replacement	3.00	1,706	1,706	-	-
MF2320	Finance and HR/Payroll Sys Repl	3.00	1,816	1,046	770	-
MF2340	Parks and Rec Reservation Sys Repl	3.00	51	51	-	-
MF2360	Public Safety Roof	1.00	190	-	-	-
MF2370	Welcome Home Veterans Park	3.00	559	18	541	-
MF2380	ADA Transition Plan	3.00	435	65	370	-
MF2400	Police Information System Replacement	2.69	3,400	-	-	-
MF2410	North Area Service Center Paving	0.77	577	-	-	-
MF2420	South Area Service Center Paving	0.77	325	-	-	-
MF2460	Comprehensive Needs Assessment Study	1.87	394	-	65	329
MF2490	Family Advocacy Center	1.82	3,000	-	-	-
RD1100	Vaughn Avenue Parking Structure	3.00	172	172	-	-
RD1120	West Washington Street Parking	0.91	113	-	-	-
RD1160	Ash Street - Phase I	3.00	1,012	1,012	-	-
RD1200	Parking Structure II	3.00	13,770	1,469	12,301	-
RD2080	Southeast Corner Elliot and Gilbert	1.13	2,100	-	-	-
RD2100	Feasibility Study - Elliot Rd and Elm St	3.00	120	9	111	-

FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Beyond 10 Yrs
10,000	-	-	-	-	-	-	-	-
3,000	-	-	-	-	-	-	-	-
-	2,722	-	-	-	-	-	-	-
-	-	255	-	-	-	-	-	-
2,500	5,700	-	-	-	-	-	-	-
-	-	-	-	-	2,662	-	-	-
4,064	4,000	4,000	4,000	-	-	-	-	-
-	-	-	-	-	-	-	-	-
224	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
1,849	-	-	-	-	-	-	7,564	-
-	-	-	-	-	-	-	65,745	-
\$ 21,637	\$ 21,584	\$ 6,502	\$ 12,532	\$ 1,136	\$ 3,798	\$ 13,356	\$ 114,465	\$ 55,401
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-	-	-
-	-	4,237	-	-	-	-	-	-
242	-	-	-	-	-	-	-	-
-	1,051	312	540	399	-	-	2,236	2,236
200	-	-	-	-	-	-	-	-
-	-	1,244	1,052	-	-	-	-	-
-	-	-	-	-	831	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	640	2,504	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	130
-	920	5,620	1,420	10,720	-	-	-	-
225	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	1,254	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	286	-	-	-
-	-	-	-	-	-	-	-	-
6,039	2,100	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
385	320	175	60	300	300	300	300	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	190	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	3,400	-	-	-	-	-	-	-
-	-	-	577	-	-	-	-	-
-	-	-	325	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	3,000	-	-	-
-	-	113	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	2,100	-	-	-	-
-	-	-	-	-	-	-	-	-

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2019	FY 2020
ST1160	Recker Road - Riggs to Hunt Highway	0.77	100	1	99	-
ST1570	Constellation Way, So. of Coldwater Blvd	0.77	55	55	-	-
ST1580	Lindsay Road/SR 202 Traffic Interchange	3.00	729	658	71	-
ST1640	Meadowbrook Village Reconstruction	3.00	863	863	-	-
ST1650	Palm Street Improvements	3.00	182	182	-	-
ST1690	Val Vista Drive Reconstruction	3.00	323	195	128	-
ST1750	Mustang Road - SR202 to Germann	3.00	294	294	-	-
TS1680	Traffic Operations Center Video Wall Repl.	3.00	160	160	-	-
TS1840	Elliot Rd W. of McQueen	3.00	473	473	-	-
Total General Funds			\$ 119,289	\$ 30,556	\$ 25,654	\$ 4,796
General Government System Development Fee Project						
MF2390	System Development Fee Study	3.00	\$ 5	\$ -	\$ 5	\$ -
Total General Government System Development Fee Funds			\$ 5	\$ -	\$ 5	\$ -
Greenfield Wastewater System Development Fee Projects						
MF2390	System Development Fee Study	3.00	\$ 10	\$ -	\$ 10	\$ -
WW0720	Germann/Higley - 18" Recl. Water Main	2.40	5,416	707	4,709	-
WW0770	South Recharge Site - Phase II	3.00	5,824	6	5,818	-
WW0780	GWRP Reclaimed Water Pump Station Exp.	3.00	851	292	559	-
WW0940	Recharge Facility and 4 Recharge Wells	1.90	9,161	-	2,277	-
Total Greenfield Wastewater System Development Fee Funds			\$ 21,262	\$ 1,005	\$ 13,373	\$ -
Investment Income Projects						
PR0390	Crossroads Park - Phase II	1.00	\$ 5	\$ 5	\$ -	\$ -
PR0850	Santan Vista Trail - Phase III	1.82	3	3	-	-
MF2230	Topaz Radio	1.69	22	22	-	-
ST0580	Germann Road - Val Vista to Higley	3.00	4	4	-	-
ST0780	Baseline Road - Greenfield to Power	1.00	22	22	-	-
ST0960	Recker Rd - 660' No. of Ray to 1320' No.	3.00	14	14	-	-
Total Investment Income Funds			\$ 70	\$ 70	\$ -	\$ -
MAG Revolving Fund Projects						
ST0580	Germann Road - Val Vista to Higley	3.00	\$ 4,515	\$ 4,515	\$ -	\$ -
ST0940	Cooper and Guadalupe Intersection	3.00	343	(218)	561	-
ST1030	Power Rd - Santan Freeway to Pecos Rd	3.00	2,127	2,127	-	-
ST1120	Val Vista Drive - Appleby to Riggs	3.00	-	-	5,098	-
ST1170	Lindsay Road - Pecos to SR202	3.00	-	-	3,978	-
ST1290	Guadalupe and Gilbert Intersection	3.00	(1,828)	(1,828)	-	-
ST1380	Elliot and Cooper Intersection	3.00	-	-	2,808	(2,808)
ST1390	Elliot and Higley Intersection	1.00	8,744	-	-	-
ST1450	Germann Road - Gilbert to Val Vista	3.00	-	29	3,372	(3,401)
ST1580	Lindsay Road/SR 202 Traffic Interchange	3.00	-	-	2,225	-
ST1740	Higley and Baseline Intersection Imp.	3.00	-	127	3,237	(1,500)
ST1830	Higley Road North of Elliot	1.00	1,404	-	-	-
Total MAG Revolving Funds			\$ 15,305	\$ 4,752	\$ 21,279	\$ (7,709)
MAG RTP Arterial Fund Projects						
ST0580	Germann Road - Val Vista to Higley	3.00	\$ 5,627	\$ 5,627	\$ -	\$ -
ST0940	Cooper and Guadalupe Intersection	3.00	5,187	5,187	-	-
ST1120	Val Vista Drive - Appleby to Riggs	3.00	5,098	-	-	-
ST1170	Lindsay Road - Pecos to SR202	3.00	5,325	-	1,347	-
ST1290	Guadalupe and Gilbert Intersection	3.00	6,511	6,511	-	-
ST1330	Guadalupe and Val Vista Intersection	1.87	3,829	-	-	-
ST1340	Guadalupe and Power Intersection	0.77	2,379	-	-	-
ST1350	Guadalupe and Greenfield Intersection	1.00	2,992	-	-	-
ST1360	Elliot and Greenfield Intersection	0.77	3,775	-	-	-
ST1370	Elliot and Val Vista Intersection	1.24	3,774	-	-	-
ST1380	Elliot and Cooper Intersection	3.00	4,140	-	1,332	2,808
ST1390	Elliot and Higley Intersection	1.00	3,775	-	-	-
ST1450	Germann Road - Gilbert to Val Vista	3.00	15,445	-	12,044	3,401
ST1580	Lindsay Road/SR 202 Traffic Interchange	3.00	2,901	-	676	-
ST1740	Higley and Baseline Intersection Imp.	3.00	3,775	-	411	1,500
Total MAG RTP Arterial Funds			\$ 74,533	\$ 17,325	\$ 15,810	\$ 7,709
Miscellaneous Fund Projects						
PR0190	Nichols Park at Water Ranch Phases II/III	1.82	\$ 1,669	\$ 1,669	\$ -	\$ -
PR0310	Gilbert Regional Park	3.00	18,000	-	-	-
PR0320	Rittenhouse District Park	3.00	7	7	-	-
PR1040	Water Tower Plaza - Repairs/Upgrades	1.76	883	-	-	-

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2019	FY 2020
MF0400	Public Safety Training Facility	2.87	14,000	-	-	14,000
RD1150	University Building	3.00	32,184	32,184	-	-
RD1160	Ash Street - Phase I	3.00	27	27	-	-
RD1190	Heritage District Parking Garage III Study	1.54	236	-	-	-
RD1200	Parking Structure II	3.00	5,475	-	5,475	-
RD1210	Phoenix Avenue Pedestrian Mall	3.00	815	-	815	-
RD2090	Trail Beautification - Canal E. of Gilbert Rd	2.36	1,506	-	-	1,506
RD2130	Ash Street Re-Alignment	1.67	2,944	-	-	2,944
Total Miscellaneous Funds			\$ 77,746	\$ 33,887	\$ 6,290	\$ 18,450
Neely Wastewater System Development Fee Projects						
MF2390	System Development Fee Study	3.00	\$ 10	\$ -	\$ 10	\$ -
WW0700	Candlewood Lift Station and Force Main	3.00	995	7	988	-
WW0890	Recl. Water Rec. Well at Elliot District Park	2.18	1,806	-	1,806	-
Total Neely System Development Fee Funds			\$ 2,811	\$ 7	\$ 2,804	\$ -
Parks System Development Fee Projects						
PR0060	Heritage Trail Middle Seg (Cons. Canal)	3.00	\$ 118	\$ 118	\$ -	\$ -
PR0310	Gilbert Regional Park	3.00	10,908	430	10,478	-
PR0320	Rittenhouse District Park	3.00	10,908	300	10,608	-
PR0620	Powerline Trail - Phase IV	1.60	2,270	-	-	2,270
PR0810	South Area Pool	1.27	6,538	-	-	-
MF2390	System Development Fee Study	3.00	47	-	47	-
Total Parks System Development Fee Funds			\$ 30,789	\$ 848	\$ 21,133	\$ 2,270
Parks System Development Fee - Prior to 2012 Projects						
PR0190	Nichols Park at Water Ranch Phases II/III	1.82	\$ 42	\$ 42	\$ -	\$ -
PR0310	Gilbert Regional Park	3.00	24,539	539	7,500	16,500
PR0320	Rittenhouse District Park	3.00	15,329	5,521	9,808	-
Total Parks System Development Fee - Prior to 2012 Funds			\$ 39,910	\$ 6,102	\$ 17,308	\$ 16,500
PFMPC 2009 Bonds Projects						
PR0320	Rittenhouse District Park	3.00	\$ 10,268	\$ 10,268	\$ -	\$ -
MF0400	Public Safety Training Facility	2.87	14,496	14,496	-	-
RD1100	Vaughn Avenue Parking Structure	3.00	8,257	8,257	-	-
Total PFMPC 2009 Bonds Funds			\$ 33,021	\$ 33,021	\$ -	\$ -
PFMPC 2017 Bonds Projects						
MF0230	Fire Station 9	3.00	\$ 9,285	\$ 3,226	\$ 6,059	\$ -
Total PFMPC 2017 Bonds Funds			\$ 9,285	\$ 3,226	\$ 6,059	\$ -
Police System Development Fee Projects						
MF2390	System Development Fee Study	3.00	\$ 10	\$ -	\$ 10	\$ -
Total Police System Development Fee Funds			\$ 10	\$ -	\$ 10	\$ -
Private Funds Projects						
PR0710	Riparian Education Center	0.91	\$ 6,480	\$ -	\$ -	\$ -
Total Private Funds			\$ 6,480	\$ -	\$ -	\$ -
Roadway and Maintenance Fund Projects						
MF2380	ADA Transition Plan	3.00	\$ 40	\$ 4	\$ 36	\$ -
MF2410	North Area Service Center Paving	0.77	203	-	-	-
MF2420	South Area Service Center Paving	0.77	42	-	-	-
RD1120	West Washington Street Parking	0.91	81	-	-	-
RD2120	Heritage District Intersections Study	2.64	244	-	-	244
ST0710	Baseline Rd - Burk to Consolidated Canal	2.69	867	-	867	-
ST1020	Ocotillo Road - Recker to Power	3.00	505	505	-	-
ST1050	Elliot Road Improvements - Neely to Burk	1.77	3,407	-	-	-
ST1540	Left-Turn Safety Enhancement	1.82	1,008	234	554	220
ST1550	ADA Transition Replacement	3.00	1,845	720	800	325
ST1620	Mesquite Street Sidewalk Improvements	1.13	579	-	-	579
ST1630	Arterial Streets Reconstruction	3.00	1,636	1,636	-	-
ST1660	Adora Trails Improvements	3.00	536	49	89	398
ST1690	Val Vista Drive Reconstruction	3.00	500	-	500	-
ST1700	Stonebridge Lakes Reconstruction	3.00	3,355	-	3,355	-
ST1740	Higley and Baseline Intersection Imp.	3.00	49	44	5	-
ST1760	Higley Road Reconstruction	3.00	1,263	177	1,086	-
ST1770	Guadalupe Road Reconstruction	1.60	5,798	-	-	1,554
ST1790	PM10 Paving - FY 2018 to FY 2022	3.00	2,125	27	598	500
ST1800	Cooper Rd - Encinas to Baseline Recon.	1.23	2,499	-	-	-
ST1850	Greenfield Road Right Turn Lane at Knox	1.13	416	-	-	-
TS1300	Val Vista and Baseline Signal Imp.	3.00	37	37	-	-
TS1310	Advanced Traffic Mgmt Sys. - Phase III	1.69	741	-	-	741
TS1330	Advanced Traffic Mgmt Sys. - Phase V	1.46	1,373	-	-	-

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2019	FY 2020
TS1340	Advanced Traffic Mgmt Sys. - Phase VI	1.46	981	-	-	-
TS1350	Advanced Traffic Mgmt Sys. - Network CCTV Cameras	3.00	398	398	-	-
TS1440	Recker and Cooley Loop North	1.60	15	-	-	15
TS1450	Recker and Cooley Loop South	1.60	15	-	-	15
TS1460	Williams Field and Cooley Loop West	1.60	15	-	-	15
TS1470	Williams Field and Cooley Loop East	1.60	15	-	-	15
TS1500	Riggs and Recker	0.91	131	-	-	-
TS1540	Val Vista and Ocotillo	3.00	20	-	20	-
TS1550	Val Vista and Chandler Heights	3.00	15	-	15	-
TS1560	Greenfield and Ocotillo	3.00	5	5	-	-
TS1580	Recker and Ocotillo	0.77	136	-	-	-
TS1620	Higley and Coldwater	1.46	15	-	-	-
TS1650	Baseline Road Fiber Optic Infrastructure	3.00	149	118	31	-
TS1660	Fiber Optic Communications Infra. Repl.	2.00	744	100	644	-
TS1700	Adapt. Signal Control Sys. - Santan Mall	1.82	2,769	-	-	769
TS1730	East Valley Travel Monitoring	3.00	64	44	20	-
TS1740	Advance Detection Safety Improvement	1.93	2,002	171	583	801
TS1750	Safe Routes to Sch. Enhanced Crsswks	3.00	72	70	2	-
TS1850	Warner and Concord	3.00	14	14	-	-
TS1860	Val Vista and Appleby	3.00	20	-	20	-
TS1900	Queen Creek and Recker Road	1.46	15	-	15	-
TS1910	Pecos and Napa	1.46	20	-	20	-
Total Roadway and Maintenance Funds			\$ 36,779	\$ 4,353	\$ 9,260	\$ 6,191
Salt River Project						
PR0390	Crossroads Park - Phase II	1.00	\$ 19	\$ 19	\$ -	\$ -
Total Salt River Project Funds			\$ 19	\$ 19	\$ -	\$ -
Signal System Development Fee Projects						
ISP	Intersection Signal Program	1.00	\$ 3,976	\$ -	\$ -	\$ 568
MF2390	System Development Fee Study	3.00	10	-	10	-
TS1220	Higley and Warner	3.00	423	423	-	-
TS1230	Ray and Recker	3.00	350	350	-	-
TS1310	Advanced Traffic Mgmt Sys. - Phase III	1.69	542	-	-	542
TS1320	Advanced Traffic Mgmt Sys. - Phase IV	3.00	348	348	-	-
TS1330	Advanced Traffic Mgmt Sys. - Phase V	1.46	508	-	-	-
TS1340	Advanced Traffic Mgmt Sys. - Phase VI	1.46	363	-	-	-
TS1440	Recker and Cooley Loop North	1.60	532	31	-	501
TS1450	Recker and Cooley Loop South	1.60	533	31	-	502
TS1460	Williams Field and Cooley Loop West	1.60	533	31	-	502
TS1470	Williams Field and Cooley Loop East	1.60	533	31	-	502
TS1500	Riggs and Recker	0.91	392	-	-	-
TS1540	Val Vista and Ocotillo	3.00	549	26	523	-
TS1550	Val Vista and Chandler Heights	3.00	572	27	545	-
TS1560	Greenfield and Ocotillo	3.00	307	307	-	-
TS1570	Recker and Warner	1.46	542	-	-	-
TS1580	Recker and Ocotillo	0.77	408	-	-	-
TS1620	Higley and Coldwater	1.46	274	-	-	-
TS1820	Williams Field and Palomino Creek	3.00	358	358	-	-
TS1830	Queen Creek and 156th Street	3.00	207	207	-	-
TS1850	Warner and Concord	3.00	442	442	-	-
TS1860	Val Vista and Appleby	3.00	534	-	534	-
TS1870	Ray and Key Biscayne	3.00	457	340	117	-
TS1880	Chandler Hgts /Seville - Shamrock Estate Rd	3.00	73	73	-	-
TS1890	Higley Rd and Marbella Rd/Crescent Way	3.00	88	88	-	-
TS1900	Queen Creek and Recker Road	1.46	518	-	518	-
TS1910	Pecos and Napa	1.46	536	-	536	-
TS1920	American Heroes Way/Gilbert Rd Signal	2.05	475	-	475	-
Total Signal System Development Fee Funds			\$ 15,383	\$ 3,113	\$ 3,258	\$ 3,117
State Grant Projects						
ST1610	Transit Master Plan	3.00	\$ 255	\$ 115	\$ 140	\$ -
Total State Grant Funds			\$ 255	\$ 115	\$ 140	\$ -
Unidentified Fund Projects						
PR0030	Freestone Park Expansion (North)	1.00	\$ 22,300	\$ -	\$ -	\$ -

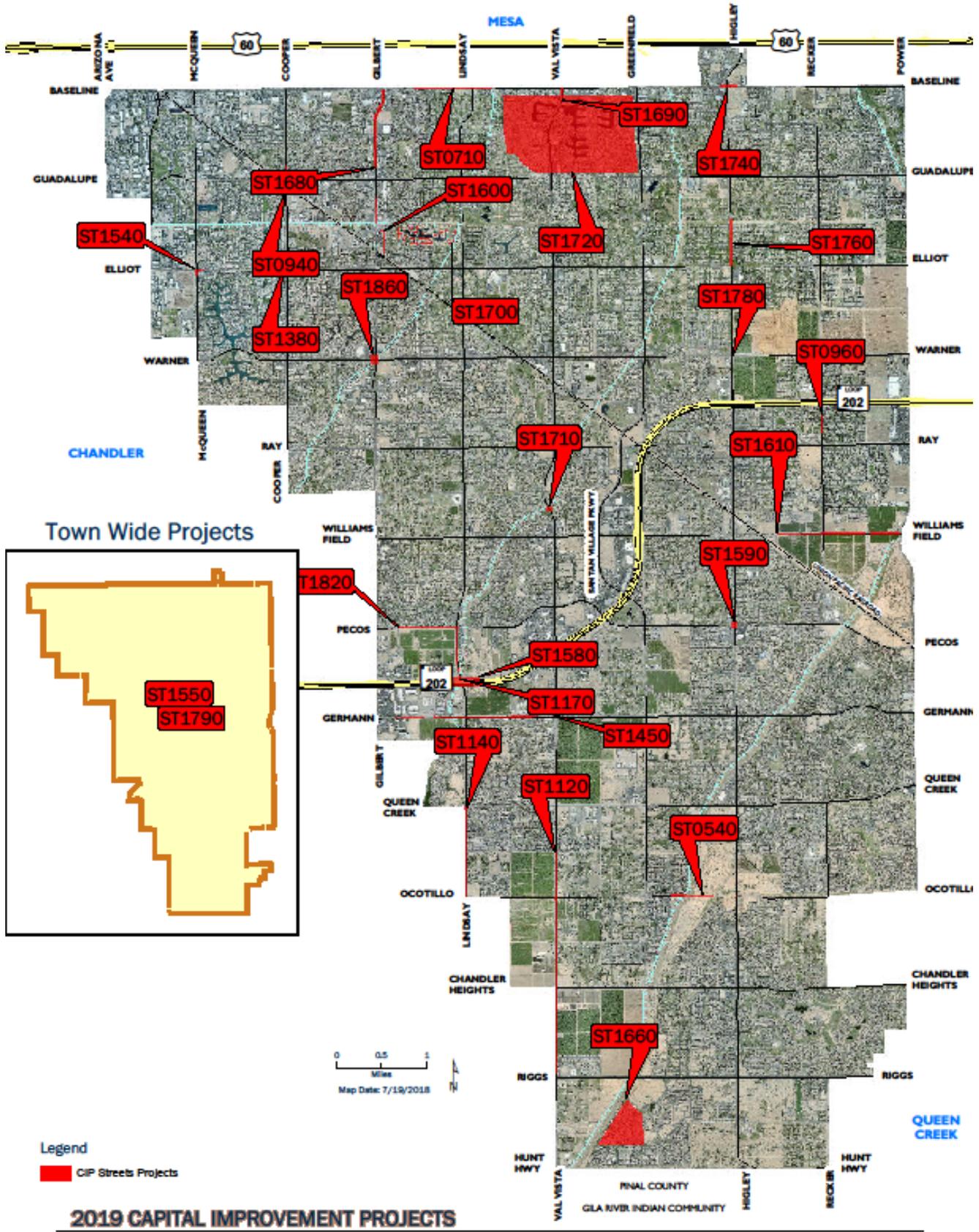
Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2019	FY 2020
PR0240	Freestone Skate/Tennis Facility - Phase II	1.13	6,140	-	-	-
PR0370	Culture and Education Center	0.60	81,740	-	-	-
PR0630	McQueen Park - Phase IV	1.00	3,100	-	-	-
PR0820	Public Bike Park Facility	1.31	1,147	-	-	-
PR1070	Riparian Preserve Yurts	0.77	164	-	-	-
ST0840	Hunt Highway - Val Vista to 164th Street	0.77	78,042	-	-	-
Total Unidentified Funds			\$ 192,633	\$ -	\$ -	\$ -
Wastewater Fund Projects						
MF2310	Utility Billing/Customer Service System	1.23	\$ 695	\$ -	\$ -	\$ 695
MF2370	Welcome Home Veterans Park	3.00	622	-	622	-
MF2380	ADA Transition Plan	3.00	40	4	36	-
MF2410	North Area Service Center Paving	0.77	140	-	-	-
MF2420	South Area Service Center Paving	0.77	150	-	-	-
RD1160	Ash Street - Phase I	3.00	58	58	-	-
RD2130	Ash Street Re-Alignment	1.67	315	-	-	315
ST1120	Val Vista Drive - Appleby to Riggs	3.00	570	-	570	-
WA1190	2018 Integrated Water Resources Master Plan	3.00	325	152	173	-
WA1430	Vulnerability Assessment and Emer Response Plan	1.63	209	-	110	-
WW0690	Relief Sewers	1.82	2,406	-	2,406	-
WW0700	Candlewood Lift Station and Force Main	3.00	1,092	108	984	-
WW0750	Greenfield WRP - Phase III	3.00	562	562	-	-
WW0770	South Recharge Site - Phase II	3.00	574	423	151	-
WW0830	Reclaimed Water Reservoir #1 Rehab	3.00	1,595	1,386	209	-
WW0910	Lift Station Odor Scrubber Replacements	3.00	30	30	-	-
WW0950	Recl. Water Line Ext. in Chandler Hgts	3.00	1,893	37	1,856	-
WW0970	GWRP - Various Plant Improvements	3.00	1,331	467	864	-
WW0990	Fiesta Tech Sewer Service/Lift Station	3.00	5,927	4,643	1,284	-
WW1000	Alternative Recovery Well R-5, McQueen Park	3.00	1,349	1,237	112	-
WW1020	Greenfield Odor Control Scrubber	3.00	712	712	-	-
WW1050	System Wide Force Main Retrofit	3.00	250	101	149	-
WW1070	No. East Wastewater Basin Outfall	1.18	4,591	-	-	-
WW1080	Recl. Water Vault - Recker/Warner	3.00	403	7	396	-
WW1160	Layton Lakes Lift Station Bio-Filter	2.60	977	-	-	977
WW1170	Freestone Park Odor Cont. Injection Sys.	2.36	788	-	-	-
WW1200	Greenfield WRP Phase IV Expansion	1.77	11,000	-	-	-
Total Wastewater Funds			\$ 38,604	\$ 9,927	\$ 9,922	\$ 1,987
Wastewater Replacement Projects						
ST0940	Cooper and Guadalupe Intersection	3.00	\$ 189	\$ 189	\$ -	\$ -
WW0700	Candlewood Lift Station and Force Main	3.00	7,886	-	7,886	-
WW0910	Lift Station Odor Scrubber Replacements	3.00	1,559	1,559	-	-
WW0970	GWRP - Various Plant Improvements	3.00	6,897	761	3,615	100
WW1010	Layton Lakes Lift Stat. Force Main Rehab.	3.00	7,812	6,352	1,460	-
WW1030	Force Main Repair - Greenfield/Ryan Rds	3.00	1,154	1,154	-	-
WW1040	Commerce and Neely Force Main Repl.	3.00	590	567	23	-
WW1050	System Wide Force Main Retrofit	3.00	21,141	55	2,164	1,086
WW1060	Concrete Pipe - Gravity Sewer Rehab	3.00	12,048	116	11,932	-
WW1090	Activated Sludge Pumping Station Repl.	2.33	3,385	-	1,378	2,007
WW1100	Oxidation Ditch Rotor Replacements	2.51	6,259	-	-	2,503
WW1110	Effluent Filter Replacements	2.51	3,259	-	-	50
WW1120	Waste Sludge Pump/Scum Removal Sys.	2.28	721	-	-	-
WW1130	Influent Odor Control System Repl.	2.42	837	-	-	-
WW1140	Greenfield Repair and Repl. - Expansion	3.00	20,540	-	20,540	-
WW1150	Crossroads Force Main Repair at Wllms Fld	3.00	1,750	94	1,656	-
WW1180	Sewer Outfall Structure - Gilbert/Ray	2.40	809	-	-	163
WW1190	Higley 202 Gravity Sewer Rehab	2.87	488	-	488	-
WW1200	Greenfield WRP Phase IV Expansion	1.77	5,000	-	-	-
Total Wastewater Replacement Funds			\$ 102,324	\$ 10,847	\$ 51,142	\$ 5,909
Wastewater System Development Fee Projects						
WW0700	Candlewood Lift Station and Force Main	3.00	\$ 183	\$ 183	\$ -	\$ -
WW0750	Greenfield WRP - Phase III	3.00	500	-	500	-
WW0770	South Recharge Site - Phase II	3.00	300	-	300	-

FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Beyond 10 Yrs
-	-	-	-	-	-	-	-	6,140
-	-	-	-	-	-	-	-	81,740
-	-	-	-	-	-	-	-	3,100
-	-	-	-	-	-	-	-	1,147
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1,086	1,086	1,086	1,086	1,086	1,086	1,086	1,086	9,148
-	-	-	-	-	-	-	-	-
3,756	-	-	-	-	-	-	-	-
1,279	1,930	-	-	-	-	-	-	-
-	351	370	-	-	-	-	-	-
-	837	-	-	-	-	-	-	-
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646	-	-	-	-	-	-	-	-
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\$ 7,157	\$ 4,417	\$ 3,274	\$ 1,086	\$ 1,086	\$ 1,086	\$ 1,086	\$ 6,086	\$ 9,148
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Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2019	FY 2020
WW0780	GWRP Reclaimed Water Pump Station Exp.	3.00	745	576	169	-
WW0890	Recl. Water Rec. Well at Elliot District Park	2.18	451	451	-	-
Total Wastewater System Development Fee Funds			\$ 2,179	\$ 1,210	\$ 969	\$ -
Water Fund Projects						
MF2230	Topaz Radio	1.69	\$ 27	\$ 27	\$ -	\$ -
MF2310	Utility Billing/Customer Service System	1.23	745	-	-	745
MF2370	Welcome Home Veterans Park	3.00	19	-	19	-
MF2380	ADA Transition Plan	3.00	120	15	105	-
MF2410	North Area Service Center Paving	0.77	624	-	-	-
MF2420	South Area Service Center Paving	0.77	150	-	-	-
RD1120	West Washington Street Parking	0.91	830	-	-	-
RD1160	Ash Street - Phase I	3.00	222	222	-	-
RD2130	Ash Street Re-Alignment	1.67	413	-	-	413
ST0580	Germann Road - Val Vista to Higley	3.00	939	939	-	-
ST0710	Baseline Rd - Burk to Consolidated Canal	2.69	473	-	473	-
ST0940	Cooper and Guadalupe Intersection	3.00	1,287	929	358	-
ST1120	Val Vista Drive - Appleby to Riggs	3.00	86	-	86	-
ST1290	Guadalupe and Gilbert Intersection	3.00	1,207	1,207	-	-
WA0550	NWTP Chlorine Conversion	3.00	1,399	99	1,300	-
WA0700	Santan Vista Water Plant - Phase II	3.00	50	50	-	-
WA0740	Reservoir #7 Tank Repl and Imp.	3.00	14	14	-	-
WA0930	Well Site Upgrades at Various Sites	3.00	2,653	2,562	91	-
WA0970	Arsenic Treatment Facility Relocation	3.00	723	723	-	-
WA1000	NWTP - Backwash Pumps	1.64	6,284	1	-	-
WA1010	Waterline Ext. - McQueen Rd/Industrial Pk	3.00	185	185	-	-
WA1020	Waterline Ext - Desert Lane to San Angelo	3.00	983	983	-	-
WA1070	NWTP - Finished Water Pump #10	3.00	1,155	-	1,155	-
WA1100	Constellation Way Water Main	3.00	272	85	187	-
WA1140	Baseline - Fiesta Tech to McQueen	3.00	2,644	47	2,597	-
WA1170	NWTP - Office Space Expansion	1.77	802	-	-	-
WA1190	2018 Integrated Water Resources Master Plan	3.00	437	152	285	-
WA1200	Water Rights - Resiliency and Capacity	1.64	20,128	-	-	4,064
WA1220	NWTP - Storage Building	1.24	3,260	-	-	-
WA1260	Water Line-Lindsay - Baseline to Harwell	1.46	224	-	-	-
WA1280	Water Meter Modernization Program	1.77	25,104	-	-	-
WA1360	Water Quality Master Plan	3.00	310	-	310	-
WA1370	Blending Control for Wells 20 & 22	2.82	462	-	462	-
WA1380	NWTP Enhanced Chemical Feed Systems	2.42	13,186	-	-	-
WA1400	NWTP Facility Condition Assessment	2.40	525	-	525	-
WA1410	Zone Split Valve Structures	1.63	1,146	-	-	382
WA1420	NWTP Reservoir Water Quality Imp	2.56	1,904	-	1,144	760
WA1430	Vulnerability Assessment and Emer Response Plan	1.63	209	-	110	-
Total Water Funds			\$ 91,201	\$ 8,240	\$ 9,207	\$ 6,364
Water Replacement Fund Projects						
RD2110	Heritage District Transportation Imp.	3.00	\$ 700	\$ 454	\$ 246	\$ -
ST1150	Hunt Highway - Higley to Recker	0.77	2,300	-	-	-
ST1270	Val Vista Drive - Riggs to Hunt Highway	0.77	2,300	-	-	-
ST1680	Gilbert Rd - Baseline to No. of Guadalupe Recon.	3.00	2,430	-	2,430	-
ST1800	Cooper Rd - Encinas to Baseline Recon.	1.23	1,200	-	-	-
WA0550	NWTP Chlorine Conversion	3.00	1,000	-	1,000	-
WA0740	Reservoir #7 Tank Repl and Imp.	3.00	5,942	5,942	-	-
WA0930	Well Site Upgrades at Various Sites	3.00	365	359	6	-
WA1030	NWTP South Reservoir Roof Repl	3.00	924	924	-	-
WA1080	NWTP - Variable Frequency Drive Repl	3.00	300	99	201	-
WA1090	NWTP - Finished Water VFD Repl - LRIP	3.00	163	63	100	-
WA1180	Waterline - Tankersley Repl Area I	1.91	3,395	102	3,293	-
WA1210	NWTP North Reservoir Roof Repl	3.00	1,377	-	1,377	-
WA1230	New Res. and Res. Repl Pwr/Queen Crk	2.82	3,679	-	1,537	2,142
WA1250	Heritage District No. - Water Line Repl	3.00	9,641	2,424	7,217	-
WA1270	ACP Water Main Priority Repl Prog	2.18	515	-	515	-

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2019	FY 2020
WA1290	NWTP Ozone Generation System Repl	3.00	6,307	-	6,307	-
WA1300	Lindsay/Galveston Res. Site Well Repl	2.54	2,409	-	2,409	-
WA1310	Tankersley - Waterline Repl - Area II	1.91	8,159	-	8,159	-
WA1320	Tankersley - Waterline Repl - Area V	1.91	15,362	-	-	15,362
WA1330	Tankersley - Waterline Repl - Area III/IV	1.91	12,247	-	-	-
WA1340	Tankersley - Waterline Repl - Area VI	1.91	2,400	-	-	-
WA1350	Tankersley - Waterline Repl - Area VII/VIII	1.91	9,559	-	-	-
WA1380	NWTP Enhanced Chemical Feed Systems	2.42	1,077	-	-	-
WW1040	Commerce and Neely Force Main Repl.	3.00	50	29	21	-
Total Water Replacement Funds			\$ 93,801	\$ 10,396	\$ 34,818	\$ 17,504
Water Resources System Development Fee Projects						
MF2390	System Development Fee Study	3.00	\$ 10	\$ -	\$ 10	\$ -
WA0830	Water Rights - WMA Settlement	3.00	10,600	-	10,600	-
WA0940	Water Rights - Phase II	1.77	30,490	10,780	18,960	750
WA0980	San Carlos Apache Tribe Wtr Rights Lease	3.00	11,000	-	11,000	-
WA1060	NIA Priority CAP Water Acquisition	3.00	2,771	-	2,161	610
Total Water Resources System Development Fee Funds			\$ 54,871	\$ 10,780	\$ 42,731	\$ 1,360
Water System Development Fee Projects						
MF2390	System Development Fee Study	3.00	\$ 10	\$ -	\$ 10	\$ -
WA0270	Well, 2 MG Reservoir and Pump Station	1.40	14,283	859	-	260
WA0620	Reservoir, Pump Station and Well Conv.	3.00	1,327	1,327	-	-
WA0670	Zone 2 to Zone 4 Interconnect	3.00	1,008	-	1,008	-
WA0710	Ray - Recker Direct Well System	3.00	6,571	1,003	5,568	-
WA0800	Bridges Well	2.82	4,476	-	-	4,476
WA0810	Direct System Well	1.00	5,934	2	-	-
WA0880	Trend Homes Direct System Well Conv.	3.00	7,421	650	6,771	-
Total Water System Development Fee Funds			\$ 41,030	\$ 3,841	\$ 13,357	\$ 4,736
WRMPC (2007 Bonds) Projects						
WA0880	Trend Homes Direct System Well Conv.	3.00	\$ 13	\$ 13	\$ -	\$ -
Total WRMPC (2007 Bonds) Funds			\$ 13	\$ 13	\$ -	\$ -
WRMPC (2018 Bonds) Projects						
WW0750	Greenfield WRP - Phase III	3.00	\$ 45,253	\$ 3,772	\$ 41,481	\$ -
Total WRMPC (2018 Bonds) Funds			\$ 45,253	\$ 3,772	\$ 41,481	\$ -
WRMPC (SDF Bonds) Projects						
WA0620	Reservoir, Pump Station and Well Conv.	3.00	\$ 17,202	\$ 344	\$ 16,858	\$ -
WA0700	Santan Vista Water Plant - Phase II	3.00	41,846	32,034	9,812	-
Total WRMPC (SDF Bond) Funds			\$ 59,048	\$ 32,378	\$ 26,670	\$ -
WRMPC (Intergov Contribution) Projects						
WA0700	Santan Vista Water Plant - Phase II	3.00	\$ 27,084	\$ 23,880	\$ 3,204	\$ -
Total WRMPC (Intergov Contribution) Funds			\$ 27,084	\$ 23,880	\$ 3,204	\$ -
Grand Total - All Capital Funds			\$ 2,096,631	\$ 303,870	\$ 477,319	\$ 179,504

FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Beyond 10 Yrs
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
12,247	-	-	-	-	-	-	-	-
-	2,400	-	-	-	-	-	-	-
-	-	9,559	-	-	-	-	-	-
-	-	1,077	-	-	-	-	-	-
\$ 13,447	\$ 2,400	\$ 10,636	\$ -	\$ -	\$ 2,300	\$ -	\$ 2,300	\$ -
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-	-	-	-	-	-	-	-	-
-	5,932	-	-	-	-	-	-	-
\$ -	\$ 5,932	\$ -	\$ -	\$ -	\$ 13,164	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 70,844	\$ 135,362	\$ 130,360	\$ 176,470	\$ 51,952	\$ 100,442	\$ 40,061	\$ 148,095	\$ 282,352



Legend
■ CIP Streets Projects

2019 CAPITAL IMPROVEMENT PROJECTS

Source: Office of Information Technology

Capital Expenses: (1,000s)

		Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
Ocotillo Road - Greenfield to Higley	ST0540	\$ 61,844	\$ 253	\$ 368	\$ -	\$ -	\$ 9,139	\$ 52,084	\$ -	\$ -
Germann Road - Val Vista to Higley	ST0580	13,106	13,106	-	-	-	-	-	-	-
Baseline Rd - Burk to Consolidated Canal	ST0710	1,340	-	1,340	-	-	-	-	-	-
Baseline Road - Greenfield to Power	ST0780	6,184	112	-	-	-	-	-	6,072	-
Recker Rd - Ocotillo to Chandler Heights	ST0800	8,564	-	-	-	-	-	-	8,564	-
Hunt Highway - Val Vista to 164th Street	ST0840	78,082	40	-	-	-	-	-	-	78,042
Cooper and Guadalupe Intersection	ST0940	18,006	16,670	1,336	-	-	-	-	-	-
Recker Rd - 660' No. of Ray to 1320' No.	ST0960	2,554	138	2,416	-	-	-	-	-	-
Higley Road - Riggs to Hunt Highway	ST0980	14,035	1,973	-	-	-	-	-	12,062	-
Ocotillo Road - Val Vista to Greenfield	ST0990	14,613	-	-	-	-	14,613	-	-	-
Ocotillo Road - Recker to Power	ST1020	2,774	2,774	-	-	-	-	-	-	-
Power Rd - Santan Freeway to Pecos Rd	ST1030	5,992	5,992	-	-	-	-	-	-	-
Elliot Road Improvements - Neely to Burk	ST1050	3,407	-	-	-	-	-	-	3,407	-
Val Vista Drive - Appleby to Riggs	ST1120	25,963	3,457	22,506	-	-	-	-	-	-
Lindsay Road - Queen Creek to Ocotillo	ST1140	2,761	-	2,761	-	-	-	-	-	-
Hunt Highway - Higley to Recker	ST1150	9,335	-	-	-	-	-	-	9,335	-
Recker Road - Riggs to Hunt Highway	ST1160	8,442	1	99	-	-	-	-	8,342	-
Lindsay Road - Pecos to SR202	ST1170	12,571	206	12,365	-	-	-	-	-	-
Warner Road - Power to 1/4 Mile West	ST1180	2,372	-	-	-	-	2,372	-	-	-
Power Rd - Guadalupe to Santan Fwy	ST1200	11,000	-	-	-	-	11,000	-	-	-
Val Vista Drive - Riggs to Hunt Highway	ST1270	7,779	-	-	-	-	-	-	7,779	-
Guadalupe and Gilbert Intersection	ST1290	10,159	10,159	-	-	-	-	-	-	-
Warner and Greenfield Intersection	ST1300	12,319	-	-	-	-	-	12,319	-	-
Ray and Gilbert Intersection	ST1310	12,319	-	-	-	-	-	-	12,319	-
Elliot and Gilbert Intersection	ST1320	9,674	66	84	-	-	-	-	9,524	-
Guadalupe and Val Vista Intersection	ST1330	13,399	-	-	-	-	-	13,399	-	-
Guadalupe and Power Intersection	ST1340	7,494	-	-	-	-	7,494	-	-	-
Guadalupe and Greenfield Intersection	ST1350	14,319	-	-	-	-	-	-	14,319	-
Elliot and Greenfield Intersection	ST1360	13,440	-	-	-	-	-	-	13,440	-
Elliot and Val Vista Intersection	ST1370	15,145	-	-	-	-	15,145	-	-	-
Elliot and Cooper Intersection	ST1380	10,370	112	10,258	-	-	-	-	-	-
Elliot and Higley Intersection	ST1390	12,519	-	-	-	-	12,519	-	-	-
Germann Road - Gilbert to Val Vista	ST1450	22,079	1,082	20,997	-	-	-	-	-	-
Higley and Warner Improvements	ST1520	8,466	8,466	-	-	-	-	-	-	-
Left-Turn Safety Enhancement	ST1540	1,008	234	554	220	-	-	-	-	-
ADA Transition Replacement	ST1550	1,845	720	800	325	-	-	-	-	-
Constellation Way, So. of Coldwater Blvd	ST1570	2,741	55	-	-	-	-	-	2,686	-
Lindsay Road/SR 202 Traffic Interchange	ST1580	12,245	686	11,559	-	-	-	-	-	-
Higley & Pecos Improvements	ST1590	879	-	879	-	-	-	-	-	-
Gilbert Road Railroad Crossing Upgrade	ST1600	1,190	5	1,185	-	-	-	-	-	-
Transit Master Plan	ST1610	255	115	140	-	-	-	-	-	-
Mesquite Street Sidewalk Improvements	ST1620	579	-	-	579	-	-	-	-	-
Arterial Streets Reconstruction	ST1630	1,652	1,652	-	-	-	-	-	-	-
Meadowbrook Village Reconstruction	ST1640	863	863	-	-	-	-	-	-	-
Palm Street Improvements	ST1650	375	375	-	-	-	-	-	-	-
Adora Trails Improvements	ST1660	874	49	427	398	-	-	-	-	-
Gilbert Rd- Baseline to Guadalupe Recon	ST1680	8,207	162	8,045	-	-	-	-	-	-
Val Vista Drive Reconstruction	ST1690	3,951	211	3,740	-	-	-	-	-	-
Stonebridge Lakes Reconstruction	ST1700	4,041	125	3,916	-	-	-	-	-	-
Val Vista Dr/Eastern Canal Bridge Repair	ST1710	1,055	17	1,038	-	-	-	-	-	-
Val Vista Lakes Overlay and Imp.	ST1720	8,707	74	8,633	-	-	-	-	-	-

Capital Expenses: (1,000s)

		Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
Mustang Road - SR202 to Germann	ST1750	1,207	1,207	-	-	-	-	-	-	-
Higley Road Reconstruction	ST1760	1,263	177	1,086	-	-	-	-	-	-
Guadalupe Road Reconstruction	ST1770	5,798	-	-	1,554	4,244	-	-	-	-
Higley/San Tan Loop 202 Improvements	ST1780	1,022	-	1,022	-	-	-	-	-	-
PM10 Paving - FY 2018 to FY 2022	ST1790	2,125	27	598	500	500	500	-	-	-
Cooper Rd - Encinas to Baseline Recon.	ST1800	3,699	-	-	-	3,699	-	-	-	-
Warner Road - Higley to Wade Drive	ST1810	2,271	-	-	-	-	-	-	2,271	-
Pecos Road - Allen to Lindsay	ST1820	4,256	-	4,256	-	-	-	-	-	-
Higley Road North of Elliot	ST1830	1,404	-	-	-	-	1,404	-	-	-
Cooley Station Transit Center	ST1840	9,234	-	-	-	-	-	-	9,234	-
Greenfield Road Right Turn Lane at Knox	ST1850	416	-	-	-	416	-	-	-	-
Gilbert and Warner Improvements	ST1860	788	-	788	-	-	-	-	-	-
Total Capital Expenses		\$ 561,404	\$ 71,556	\$ 128,029	\$ 3,576	\$ 8,859	\$ 74,186	\$ 77,802	\$ 119,354	\$ 78,042

Capital Sources: (1,000s)

	Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
2006 GO Bonds 08	\$ 16,278	\$ 16,278	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2007 GO Bonds 08	16,548	16,548	-	-	-	-	-	-	-
2017 GO Bonds	70,022	4,633	65,389	-	-	-	-	-	-
2022 Potential Streets Bonds	169,883	-	-	-	-	50,857	73,973	45,053	-
2026 Potential Streets Bonds	53,218	-	-	-	-	-	-	53,218	-
State Grant	255	115	140	-	-	-	-	-	-
MAG RTP Arterial Fund	74,533	17,325	15,810	7,709	7,323	12,864	6,735	6,767	-
MAG Revolving Fund	15,305	4,752	21,279	(7,709)	(7,323)	7,212	(2,906)	-	-
Developer Contribution	7,002	3,674	1,057	-	-	-	-	2,271	-
CIP Outside Sources	10,126	495	9,631	-	-	-	-	-	-
CIP O/S Revolving Fund	854	(1,208)	1,085	-	-	31	-	946	-
City of Mesa	3,092	-	-	-	-	-	-	3,092	-
Water Repl Fund	8,230	-	2,430	-	1,200	-	-	4,600	-
Wastewater Repl Fund	189	189	-	-	-	-	-	-	-
General Fund	2,546	2,248	298	-	-	-	-	-	-
Roadway and Maint. Fund	26,388	3,392	7,854	3,576	7,659	500	-	3,407	-
Env. Services - Res.	1,569	-	1,569	-	-	-	-	-	-
Water Fund	3,992	3,075	917	-	-	-	-	-	-
Wastewater Fund	570	-	570	-	-	-	-	-	-
Future Growth Funding	2,722	-	-	-	-	2,722	-	-	-
Investment Income	40	40	-	-	-	-	-	-	-
Unidentified	78,042	-	-	-	-	-	-	-	78,042
Total Sources	\$ 561,404	\$ 71,556	\$ 128,029	\$ 3,576	\$ 8,859	\$ 74,186	\$ 77,802	\$ 119,354	\$ 78,042

Operation and Maintenance Impact (1,000s)

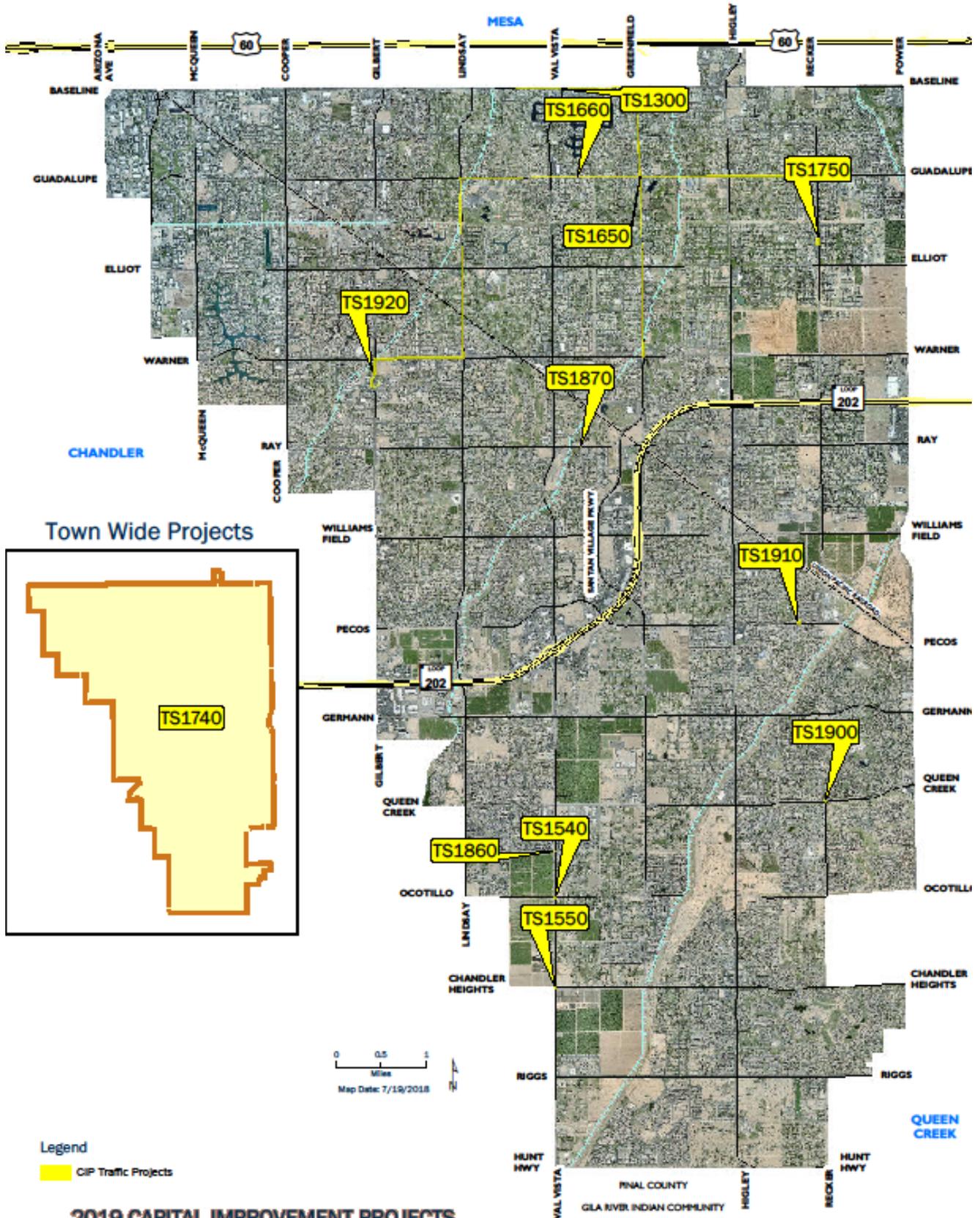
Total Operation and Maintenance Impact	\$ -	\$ 159	\$ 159	\$ 159	\$ 159	\$ -
Total Revenue	-	-	-	-	-	-
Net Additional Cost	\$ -	\$ 159	\$ 159	\$ 159	\$ 159	\$ -

ST0540 – Ocotillo Road – Greenfield to Higley	Project Priority: 2.56
Design and construction of Ocotillo Road from approximately ¼ mile east of Greenfield Road to Higley Road to minor arterial standards. The project includes crossings over the Queen Creek Wash, East Maricopa Floodway, Roosevelt Water Conservation District Canal and Chandler Heights Basin. The project includes the relocation of 69kV power lines and access into the proposed Gilbert Regional Park (PR0310).	
ST0710 – Baseline Road – Burk to Consolidated Canal	Project Priority: 2.69
Widen Baseline Road from Burk to the Consolidated Canal to the major arterial standard, including six lanes with a raised landscaped median, bike lanes, sidewalks and street lights. Project includes design and construction of approximately 350 linear feet of ductile iron pipe (Water) in Baseline Road.	
ST0940 – Cooper and Guadalupe Intersection	Project Priority: 3.00
Intersection improvements at Cooper and Guadalupe Roads in accordance with the Maricopa Association of Governments (MAG) Regional Transportation Plan approved by the voters as Proposition 400 in 2004. Improvements being made are to reduce congestion as justified by traffic studies, and related drainage improvements. This project also includes mitigation and upgrade of deficient railroad crossings and the replacement of an existing waterline pipe with new ductile iron pipe.	
ST0960 – Recker Rd – 660’ North of Ray to 1320’ North	Project Priority: 3.00
Complete Recker Road improvements to minor arterial standards, per the Gateway Character Area standards, including four lanes, raised median, landscaping, bike lanes, sidewalks, and street lights. The project includes the relocation of the 69kV power lines and raised/landscaped median from Ray Road to the Santan Freeway.	
ST1120 – Val Vista Drive – Appleby to Riggs	Project Priority: 3.00
Complete Val Vista Drive to full width improvements to a major arterial standard; includes a six-lane section with raised landscaped median, bike lanes, sidewalks and street lights from Ocotillo Road to Merlot Street, potentially reducing from six lanes to four lanes south of Chandler Heights. Also includes a 12" waterline in Chandler Heights.	
ST1140 – Lindsay Road – Queen Creek to Ocotillo	Project Priority: 3.00
Complete Lindsay Road to full width improvements for a minor arterial from Layton Lakes Blvd to approximately Spur Road (approximately ¼ mile). Improvements include a four lane section with striped two-way center left turn lane, bike lanes, sidewalks and street lights.	
ST1160 – Recker Road – Riggs to Hunt Highway	Project Priority: 0.77
Complete Recker Road to full improvements for a major collector street from Riggs Road to Hunt Highway. Improvements include a two-lane section with striped two-way center left turn lane, bike lanes, sidewalk and street lighting. The project includes a 16" waterline from Hunt Highway for ½ mile north to tie into existing line.	
ST1170 – Lindsay Road – Pecos to Germann	Project Priority: 3.00
Complete Lindsay Road improvements from Pecos Road (intersection included) to South 144 th Street to major arterial standards; including additional lanes, a raised median, sidewalks and street lights. The improvements on Lexington Street between Lindsay Road and 144 th Street are included in the scope of this project.	

ST1320 – Elliot and Gilbert Intersection Improvements being made to reduce congestion include widening to provide additional through, left and/or right turn lanes, and bike lanes as justified by traffic studies, and related drainage improvements.	Project Priority: 1.77
ST1380 – Elliot and Cooper Intersection Intersection improvements at Elliot and Cooper Roads in accordance with the Maricopa Association of Governments (MAG) Regional Transportation Plan approved by voters as Proposition 400 in 2004. Improvements to reduce congestion include widening justified by traffic studies, and related traffic signal and drainage improvements.	Project Priority: 3.00
ST1450 – Germann Road – Gilbert to Val Vista Completion of Germann Road in accordance with the Maricopa Association of Governments (MAG) Regional Transportation Plan approved by voters as Proposition 400 in 2004. Improvements are designed for major arterial roadway standards, including six lanes, a raised median, sidewalks, bike lanes, street lights, traffic signals, interconnect and improvements to the bridge over the Eastern Canal. This project will complete gaps in Germann Road left between areas previously completed by development between Gilbert Road and Val Vista Drive. The project will also include Lindsay Road improvements between SR 202 and ¼ mile south of Germann Road.	Project Priority: 3.00
ST1540 – Left-Turn Safety Enhancements Modify various intersections that were constructed with a negative offset causing left-turn sight distance restrictions for turning traffic. Possible mitigations include reconstruction of medians and conversion to protected-only left-turn signal operation.	Project Priority: 1.82
ST1550 – ADA Transition Replacement This program is a multi-year program and systematically replaces and repairs deficient sidewalk, sidewalk ramps, driveways and pedestrian push buttons. The ADA Transition Plan is used to prioritize locations to be compliant with the current PROWAG Guidelines. PROWAG is a guideline by the US Department of Transportation related to ADA within the public right of way; Accessibility Guidelines for Pedestrian Facilities in the Public Right of Way.	Project Priority: 3.00
ST1580 – Lindsay Road/SR 202 Traffic Interchange Construction of a new full access traffic interchange (TI) at Lindsay Road and SR 202 (Santan Freeway) to provide access to SR 202 ad a frontage road system on the north side of SR 202 between Lindsay Road and Gilbert Road. The improvements will include the construction of the entry/exit ramps and frontage road, traffic signals and interconnect, improvements to the mainline SR 202 to accommodate the new TI, reconstruction of Lindsay Road and Eastern Canal alignments, reconfiguration and mitigation measures for Zanjero Park, purchase of additional right-of-way for the TI, and other minor improvements to the existing street network to accommodate the TI.	Project Priority: 3.00
ST1590 – Higley and Pecos Improvements Reconstruct curb and median on the north leg of the Higley and Pecos intersection to allow for proper lane alignment and three southbound lanes with bike lane through the intersection and future dual southbound left-turn lanes.	Project Priority: 1.82

ST1600 – Gilbert Road Railroad Crossing Upgrade Upgrade the Union Pacific Railroad (UPRR) crossing at Gilbert Road (north of Elliot) to comply with existing federal standards. The project will construct a median across the center turn lane of Gilbert Road, install new sidewalks and upgrade railroad crossing to existing standards.	Project Priority: 3.00
ST1610 – Transit Master Plan The project will develop the first Transit Master Plan for Gilbert, following the 2014 adoption of the Town’s first Transportation Master Plan. The study will look at land use, demographic and transit information to provide the feasibility and framework of transit service expansion. The project will be conducted with Queen Creek, and will include several transit options such as bus, circulator, light rail, commuter rail and associated facilities.	Project Priority: 3.00
ST1660 – Adora Trails Improvements Consultant to provide engineering services for evaluations necessary for Adora Trails. The engineering services will provide a construction plan set depicting infrastructure improvements, replacements and new infrastructure to be built.	Project Priority: 3.00
ST1680 – Gilbert Road – Baseline Road to North of Guadalupe Major reconstruction of deteriorated asphalt pavement on Gilbert Road and update the pedestrian ramps and driveways for ADA compliance. This project will also install 4700 linear feet of ductile iron pipe water line. The project includes the addition of median islands and bike lanes.	Project Priority: 3.00 
ST1690 – Val Vista Drive Reconstruction Major reconstruction of deteriorated asphalt pavement caused in part by landscape overwatering on Val Vista Drive from Baseline Road through Raleigh Bay intersection. Landscape modifications to reduce water damage, bike lanes (from Baseline Road to Guadalupe Road), and ADA concrete modifications are included.	Project Priority: 3.00 
ST1700 – Stonebridge Lakes Reconstruction Reconstruct deteriorated residential asphalt pavement in Stonebridge Lakes Estates and update pedestrian ramps and driveways for ADA Compliance. Project includes streetlight replacements.	Project Priority: 3.00 
ST1710 – Val Vista Drive/Eastern Canal Bridge Repair The project will reconstruct the bridge deck on Val Vista Road.	Project Priority: 2.51 
ST1720 – Val Vista Lakes Overlay and Improvements Remove and replace approx. 370,000 square yards of Residential Local and Residential Collector Roadway in Val Vista Lakes. Follow ADA Compliance by improving pedestrian ramps and driveways.	Project Priority: 3.00 

ST1740 – Higley and Baseline Improvements Per the terms of the Development Agreement, Gilbert will improve and construct the Baseline and Higley intersection, including a traffic signal and a median left-turn lane on Baseline Road to southbound San Benito Road. Gilbert will also construct the Higley Road northbound right-turn lane onto Baseline Road eastbound and the Higley Road southbound left-turn median bay. Additionally, 50 ft. extension to the eastbound and westbound left-turn bays on Baseline Road will be constructed.	Project Priority: 3.00
ST1760 – Higley Road Reconstruction This project will be a complete reconstruction of Higley Road North of Elliot Southbound lanes adjacent to Higley Groves West Subdivision.	Project Priority: 3.00 
ST1790 – PM10 Paving FY 2018-2022 Funding allocated in FY 2018 for an assessment of areas that are unimproved. Pending completion of the study, areas will be prioritized and funding requests refined for years FY 2019 – 2022.	Project Priority: 3.00
ST1820 – Pecos Road – Allen to Lindsay Complete Pecos Road improvements from Allen Road to west of Lindsay Road to minor arterial standards; including additional lanes, sidewalk and streetlights.	Project Priority: 2.42
ST1860 – Gilbert and Warner Improvements Design and construct north and south dual left turn lanes on Gilbert Road. Includes construction of a right-turn lane on Gilbert Road north bound at Warner Road.	Project Priority: 2.05



Capital Expenses: (1,000s)

		Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
Higley and Warner	TS1220	\$ 423	\$ 423	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ray and Recker	TS1230	350	350	-	-	-	-	-	-	-
Val Vista and Baseline Signal Imp.	TS1300	617	63	554	-	-	-	-	-	-
Advanced Traffic Mgmt Sys. - Phase III	TS1310	1,283	-	-	1,283	-	-	-	-	-
Advanced Traffic Mgmt Sys. - Phase IV	TS1320	350	350	-	-	-	-	-	-	-
Advanced Traffic Mgmt Sys. - Phase V	TS1330	1,881	-	-	-	-	1,881	-	-	-
Advanced Traffic Mgmt Sys. - Phase VI	TS1340	1,344	-	-	-	-	-	-	1,344	-
Advanced Traffic Mgmt Sys- Network CCTV	TS1350	398	398	-	-	-	-	-	-	-
Recker and Cooley Loop North	TS1440	547	31	-	516	-	-	-	-	-
Recker and Cooley Loop South	TS1450	548	31	-	517	-	-	-	-	-
Williams Field and Cooley Loop West	TS1460	548	31	-	517	-	-	-	-	-
Williams Field and Cooley Loop East	TS1470	548	31	-	517	-	-	-	-	-
Riggs and Recker	TS1500	523	-	-	-	-	-	-	523	-
Val Vista and Ocotillo	TS1540	569	26	543	-	-	-	-	-	-
Val Vista and Chandler Heights	TS1550	587	27	560	-	-	-	-	-	-
Greenfield and Ocotillo	TS1560	312	312	-	-	-	-	-	-	-
Recker and Warner	TS1570	542	-	-	-	-	-	-	542	-
Recker and Ocotillo	TS1580	544	-	-	-	-	-	544	-	-
Higley and Coldwater	TS1620	544	-	-	-	-	-	544	-	-
Baseline Road Fiber Optic Infrastructure	TS1650	564	122	442	-	-	-	-	-	-
Fiber Optic Communications Infra. Repl.	TS1660	744	100	644	-	-	-	-	-	-
Traffic Operations Center Video Wall Repl.	TS1680	160	160	-	-	-	-	-	-	-
Adapt. Signal Control Sys. - Santan Mall	TS1700	2,769	-	-	769	2,000	-	-	-	-
East Valley Travel Monitoring	TS1730	76	56	20	-	-	-	-	-	-
Advance Detection Safety Improvement	TS1740	2,002	171	583	801	447	-	-	-	-
Safe Routes to Sch. Enhanced Crsswks	TS1750	72	70	2	-	-	-	-	-	-
Williams Field and Palomino Creek	TS1820	358	358	-	-	-	-	-	-	-
Queen Creek and 156th Street	TS1830	265	265	-	-	-	-	-	-	-
Elliot Rd W. of McQueen	TS1840	473	473	-	-	-	-	-	-	-
Warner and Concord	TS1850	456	456	-	-	-	-	-	-	-
Val Vista and Appleby	TS1860	554	-	554	-	-	-	-	-	-
Ray and Key Biscayne	TS1870	457	340	117	-	-	-	-	-	-
Chandler Hgts /Seville- Shamrock Estate Rd	TS1880	73	73	-	-	-	-	-	-	-
Higley Rd and Marbella Rd/Crescent Way	TS1890	88	88	-	-	-	-	-	-	-
Queen Creek and Recker Road	TS1900	533	-	533	-	-	-	-	-	-
Pecos and Napa	TS1910	556	-	556	-	-	-	-	-	-
American Heroes Way/Gilbert Rd Signal	TS1920	475	-	475	-	-	-	-	-	-
Intersection Signal Program	ISP	9,656	-	-	568	1,136	1,136	1,136	5,680	-
Total Capital Expenses		\$ 32,789	\$ 4,805	\$ 5,583	\$ 5,488	\$ 3,583	\$ 3,017	\$ 2,224	\$ 8,089	\$ -

Capital Sources: (1,000s)

	Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
2017 GO Bonds	\$ 580	\$ 26	\$ 554	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Grant	429	18	411	-	-	-	-	-	-
CIP O/S Revolving Fund	58	58	-	-	-	-	-	-	-
General Fund	633	633	-	-	-	-	-	-	-

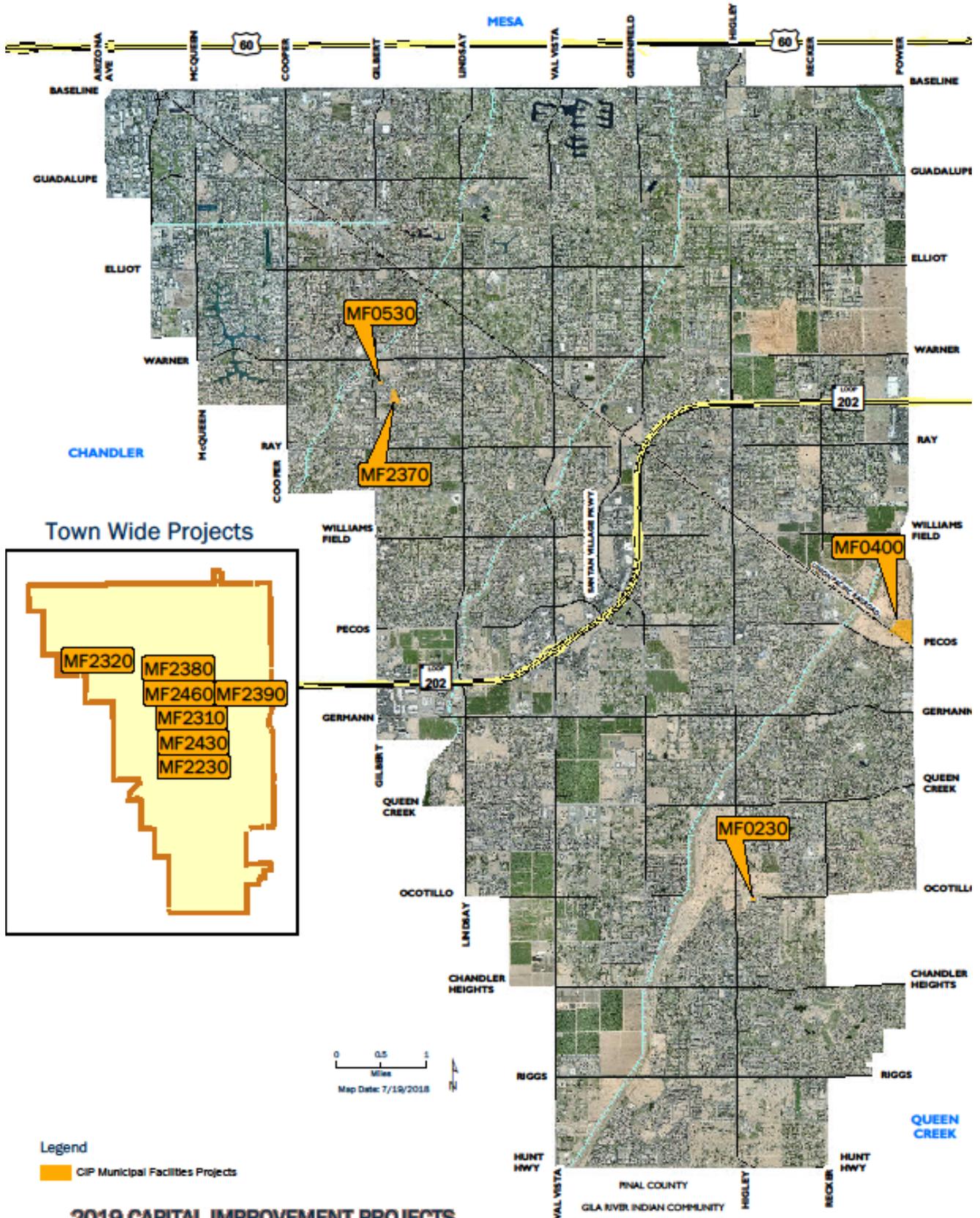
TRAFFIC CONTROL PROJECT SUMMARY

Capital Sources: (1,000s)	Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
Roadway and Maint. Fund	9,781	957	1,370	2,371	2,447	1,373	151	1,112	-
Signal SDF	15,373	3,113	3,248	3,117	1,136	1,644	1,818	1,297	-
Future Growth Funding	5,935	-	-	-	-	-	255	5,680	-
Total Sources	\$ 32,789	\$ 4,805	\$ 5,583	\$ 5,488	\$ 3,583	\$ 3,017	\$ 2,224	\$ 8,089	\$ -

Operation and Maintenance Impact (1,000s)									
Total Operation and Maintenance Impact		\$ 6	\$ 14	\$ 22	\$ 37	\$ 42	\$ -		
Total Revenue		-	-	-	-	-	-		
Net Additional Cost		\$ 6	\$ 14	\$ 22	\$ 37	\$ 42	\$ -		

TS1300 – Val Vista and Baseline Signal Improvement	Project Priority: 3.00
Work includes modifications to the raised median island and pavement markings on the south leg of the intersection to provide dual left- turn lanes and bike lanes, modification of the pavement markings on the north leg to provide dual left-turn lanes, and new signal heads, signal poles and mast arms on all corners.	
TS1540 – Val Vista and Ocotillo	Project Priority: 3.00
Design and installation of a major arterial traffic signal at the intersection of Val Vista Drive and Ocotillo Road and connection to the signal system.	
TS1550 – Val Vista and Chandler Heights	Project Priority: 3.00
Design and installation of a major arterial traffic signal at the intersection of Val Vista Drive and Chandler Heights Road and connection to the signal system.	
TS1650 – Baseline Fiber Optic Infrastructure	Project Priority: 3.00
Design and construction of fiber optic communication infrastructure on Baseline Road from Greenfield to Driftwood, including fiber optic cable, Pan-Tilt-Zoom (PTZ) cameras, vaults, pull boxes and related facilities. Also includes replacement of fiber optic cable on Greenfield Road between Baseline and Guadalupe. Adds five signals into Gilbert's fiber optic communications system.	
TS1660 – Fiber Optic Communications Infrastructure Replacement	Project Priority: 2.00
Repair/replace existing fiber optic communications infrastructure along approximately 11 miles of arterial streets. Includes replacement of broken conduit and installation of fiber optic cable, vaults, pull boxes and related equipment.	
TS1730 – East Valley Traffic Monitoring	Project Priority: 3.00
Install Anonymous Re-identification Devices (ARID) at 40 locations in Gilbert to facilitate the calculation of arterial travel times in the East Valley. ARID devices will be installed in approximately one-mile increments in existing traffic signal control cabinets along Guadalupe, Elliot, Warner, McQueen, Cooper, Gilbert, Germann, Higley, Williams Field, Lindsay and Val Vista. The travel time data will be reported to the Arizona Department of Transportation's AZ511 website for the public's travel information.	
TS1740 – Advance Detection Safety Improvement	Project Priority: 1.93
The project will implement advance detection at intersections that have correctable personal injury crashes and at intersections that will have operational benefit with advance detection.	
TS1750 – Safe Routes to School Enhance Crosswalks	Project Priority: 3.00
The project will design and construct pedestrian beacons to support Safe Routes to School at two locations: Elliot Road near Ash Street and Recker Road at Cullumber/ Park Avenue.	

TS1860 – Val Vista and Appleby	Project Priority: 3.00
Design and construction of a traffic signal at the intersection of Val Vista Drive and Appleby Road and connection to the signal system. Reconstruction of intersection ramps to comply with Public Right-of-Way Accessibility Guidelines (PROWAG).	
TS1870 – Ray and Key Biscayne	Project Priority: 3.00
Design and construction of a traffic signal at the intersection of Ray Road and Key Biscayne Drive, and connection to the signal system.	
TS1900 – Queen Creek and Recker Road	Project Priority: 1.46
Design and install a traffic signal at the intersection of Queen Creek Road and Recker Road. Scope may include median work on Recker Road to accommodate a left- turn lane. Reconstruction of intersection ramps to comply with Public Right-of-Way Accessibility Guidelines (PROWAG) may be needed.	
TS1910 – Pecos and Napa	Project Priority: 1.46
Design and installation of a traffic signal at the intersection of Napa and Pecos Roads and connection into the signal system.	
TS1920 - American Heroes Way/Gilbert Rd Signal	Project Priority: 2.05
Design and installation of a traffic signal at the intersection of American Hero’s Way and Gilbert Road and connection into the signal system.	



Capital Expenses: (1,000s)

		Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
Fire Station 9	MF0230	\$ 10,019	\$ 3,960	\$ 6,059	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer Station	MF0320	7,060	-	-	-	-	-	-	-	7,060
Public Safety Training Facility	MF0400	99,296	15,684	5,746	72,767	5,099	-	-	-	-
Municipal Center I Renovation - Phase II	MF0530	13,063	188	1,289	3,447	6,039	2,100	-	-	-
Human Res Talent Management Sys	MF0560	233	233	-	-	-	-	-	-	-
Adaptive Response Unit (ARU 2)	MF2160	1,000	-	-	-	-	-	-	1,000	-
Fire Station 7	MF2170	5,735	5,735	-	-	-	-	-	-	-
Topaz Radio	MF2230	9,103	6,309	429	225	385	320	175	1,260	-
Permitting System Replacement	MF2270	1,706	1,706	-	-	-	-	-	-	-
CNG Fueling Station	MF2280	2,765	2,765	-	-	-	-	-	-	-
Adaptive Response Unit 1 (ARU 1)	MF2290	1,000	-	-	-	-	-	1,000	-	-
Utility Billing/Customer Service System	MF2310	2,780	-	362	2,418	-	-	-	-	-
Finance and HR/Payroll Sys Repl	MF2320	1,816	1,046	770	-	-	-	-	-	-
Parks and Rec Reservation Sys Repl	MF2340	51	51	-	-	-	-	-	-	-
Fleet Maintenance Facility	MF2350	647	-	-	647	-	-	-	-	-
Public Safety Roof	MF2360	190	-	-	-	-	-	-	190	-
Welcome Home Veterans Park	MF2370	1,200	18	1,182	-	-	-	-	-	-
ADA Transition Plan	MF2380	675	92	583	-	-	-	-	-	-
System Development Fee Study	MF2390	122	-	122	-	-	-	-	-	-
Police Information System Replacement	MF2400	3,400	-	-	-	-	3,400	-	-	-
North Area Service Center Paving	MF2410	1,560	-	-	-	-	-	-	1,560	-
South Area Service Center Paving	MF2420	834	-	-	-	-	-	-	834	-
CIP Project Management Software	MF2430	250	-	250	-	-	-	-	-	-
NASC Fuel Storage Tank Replacement	MF2440	1,114	-	-	1,114	-	-	-	-	-
CNG Fueling Station - Phase II	MF2450	2,442	-	-	2,442	-	-	-	-	-
Comprehensive Needs Assessment Study	MF2460	394	-	65	329	-	-	-	-	-
Public Safety Center Expansion	MF2470	10,000	-	-	-	10,000	-	-	-	-
Police Dispatch Center Expansion	MF2480	3,000	-	-	-	3,000	-	-	-	-
Family Advocacy Center	MF2490	3,000	-	-	-	-	-	-	3,000	-
Environmental Site Remediation	MF2500	1,763	-	-	1,763	-	-	-	-	-
Total Capital Expenses		\$ 186,218	\$ 37,787	\$ 16,857	\$ 85,152	\$ 24,523	\$ 5,820	\$ 1,175	\$ 7,844	\$ 7,060

Capital Sources: (1,000s)

	Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
PFMPC - 2017 Bonds	\$ 9,285	\$ 3,226	\$ 6,059	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PFMPC - 2009 Bonds	14,496	14,496	-	-	-	-	-	-	-
2020 Potential Public Safety Bonds	63,866	-	-	58,767	5,099	-	-	-	-
CIP Outside Sources	1,763	-	-	1,763	-	-	-	-	-
Fleet Repl Fund	1,114	-	-	1,114	-	-	-	-	-
General Fund	45,901	14,919	9,210	4,001	6,424	5,820	175	5,352	-
Roadway and Maint. Fund	285	4	36	-	-	-	-	245	-
Env. Services - Res.	13,938	2,543	398	3,812	-	-	-	125	7,060
Water Fund	1,685	42	124	745	-	-	-	774	-
Wastewater Fund	1,647	4	658	695	-	-	-	290	-
Env. Services - Comm.	539	226	-	255	-	-	-	58	-
CIP Fund	250	-	250	-	-	-	-	-	-
General Govt SDF	5	-	5	-	-	-	-	-	-
Police SDF	10	-	10	-	-	-	-	-	-
Fire SDF	4,015	2,305	10	-	-	-	850	850	-

MUNICIPAL FACILITIES PROJECT SUMMARY

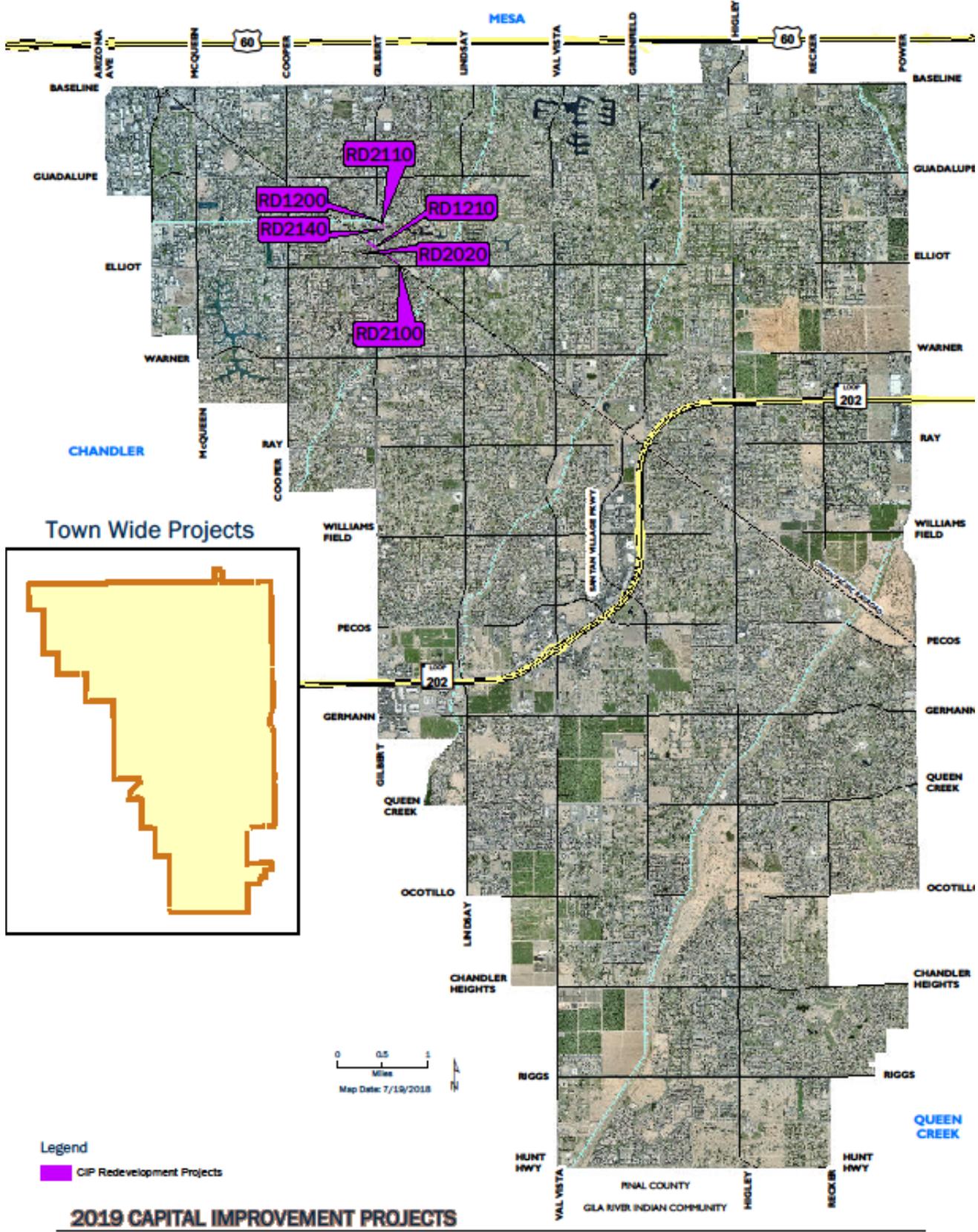
Capital Sources: (1,000s)	Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
Park SDF	47	-	47	-	-	-	-	-	-
Signal SDF	10	-	10	-	-	-	-	-	-
Water SDF	10	-	10	-	-	-	-	-	-
Water Resources SDF	10	-	10	-	-	-	-	-	-
Greenfield Wastewater SDF	10	-	10	-	-	-	-	-	-
Neely Wastewater SDF	10	-	10	-	-	-	-	-	-
Future Growth Funding	13,300	-	-	-	13,000	-	150	150	-
Investment Income	22	22	-	-	-	-	-	-	-
Miscellaneous	14,000	-	-	14,000	-	-	-	-	-
Total Sources	\$ 186,218	\$ 37,787	\$ 16,857	\$ 85,152	\$ 24,523	\$ 5,820	\$ 1,175	\$ 7,844	\$ 7,060

Operation and Maintenance Impact (1,000s)

Total Operation and Maintenance Impact		\$ 1,591	\$ 1,973	\$ 2,985	\$ 3,035	\$ 4,447	\$ -
Total Revenue		-	-	-	-	-	-
Net Additional Cost		\$ 1,591	\$ 1,973	\$ 2,985	\$ 3,035	\$ 4,447	\$ -

MF0230 – Fire Station 9 Construction of a new fire station with traffic signal on a three acre site generally located on Ocotillo Road east of Higley Road that was acquired in FY 2006 as part of the Basha development. The project includes a new fire pumper and related staffing.	Project Priority: 3.00
MF0400 – Public Safety Training Center Project includes the construction and equipping of joint public safety training facility. The project will provide a village style tactical training campus for police and fire, necessary training props and supporting infrastructure as well as drive training components consisting of a tactical driving course, evasive maneuver course and driving skills pad. Additional components are likely to include streetscape props for tactical police and fire training scenarios along with conventional structure props, a mock fire station and classrooms. The project will provide critical support for current and long-term training needs necessary for the delivery of quality public safety services as well as support for regional training efforts.	Project Priority: 2.87
MF0530 – Municipal Center I Renovation – Phase II The Municipal Center was completed in 1992 with parking lot improvements were completed in 2004. This project will include the remodeling of the existing facilities in order to improve the function and use of the facility based upon current and future demand.	Project Priority: 2.05
MF2230 – Topaz Radio The cities of Mesa, Gilbert and Apache Junction have formed an East Valley Cooperative to provide radio support and communications infrastructure for the public safety entities of these cities. This covers our police, fire and public works radio systems. Linking the radio systems of multiple jurisdictions maximizes public safety, promotes interoperability and fosters regional efficiencies which ultimately better serves our citizens.	Project Priority: 1.69
MF2310 – Utility Billing/Customer Service System Replacement of the software application used to manage utility bill accounts for water, wastewater, and environmental services. The current system was implemented in 2002. While the system is supported by the vendor, the development of the product has been minimal resulting in an outdated website, a nearly non-functional interactive voice response (IVR) solution, and no mobile app options. The FY 2019 budget is for the implementation of a customer relationship management system for all Environmental Services (ES) vehicles to improve communication with ES vehicles and improve customer service.	Project Priority: 1.23 
MF2320 – Finance and HR/Payroll System Replacement Replace the town's finance, HR, and payroll systems. The current systems were implemented in 2001 and the vendor has announced that the system will no longer be sold in competitive bid situations.	Project Priority: 3.00 
MF2370 – Welcome Home Veterans Park Design and construction of the water, sewer, and reclaimed lines from existing infrastructure to the property. Construction of the parking lot, the bus pullout on Palm Lane, and one off-site directional sign at the intersection of Gilbert Road and Civic Center Drive. Construction of the parking lot also includes landscaping, lighting in the parking lot, site drainage landscape irrigation, and ADA upgrades to sidewalk and ramps along Palm Lane as needed. Design and construction of reclaimed water infrastructure to support the conversion of the Public Safety Complex landscaping from potable water to reclaimed water. Project also includes parking lot and lighting.	Project Priority: 3.00

MF2380 – ADA Transition Plan	Project Priority: 3.00
<p>This project will provide an Americans with Disabilities Act (ADA) Self-Evaluation and Transition Plan Update for the Town of Gilbert. The project will include an ADA compliance review of town programs, procedures, and policies, employment practices, ordinances, website, design standards, buildings and associated parking lots, parks and associated parking lots, and transit stops.</p>	
MF2390 – System Development Fee Study	Project Priority: 3.00
<p>As required by Arizona Revised Statute updates of Land Use Assumptions Infrastructure Improvements Plan, and system development fees are required every five years.</p>	
MF2430 – CIP Project Management Software	Project Priority: 2.18
<p>Software to support the development of the annual Capital Improvement Plan and the tracking and the management of projects from initiation through construction and warranty. Will include document filing and email conservation.</p>	
MF2460 – Comprehensive Needs Assessment Study	Project Priority: 1.87
<p>This effort will assess how existing Gilbert facilities accommodate current needs and how they can be optimized for short and long term staffing and associated resource requirements.</p>	



Capital Expenses: (1,000s)

		Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
Vaughn Avenue Parking Structure	RD1100	\$ 8,429	\$ 8,429	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
West Washington Street Parking	RD1120	1,024	-	-	-	-	-	1,024	-	-
University Building	RD1150	32,184	32,184	-	-	-	-	-	-	-
Ash Street - Phase I	RD1160	1,445	1,445	-	-	-	-	-	-	-
Park and Ride Enhancements Study	RD1170	-	-	-	-	-	-	-	-	-
Heritage District Parking Garage III Study	RD1190	236	-	-	-	-	236	-	-	-
Parking Structure II	RD1200	19,245	1,469	17,776	-	-	-	-	-	-
Phoenix Avenue Pedestrian Mall	RD1210	815	-	815	-	-	-	-	-	-
Heritage District Water and Sewer Imp.	RD2010	70	70	-	-	-	-	-	-	-
Page Park Center Renovations	RD2020	1,712	1,157	555	-	-	-	-	-	-
Southeast Corner Elliot and Gilbert	RD2080	2,100	-	-	-	-	-	-	2,100	-
Trail Beautification - Canal E. of Gilbert Rd	RD2090	1,506	-	-	1,506	-	-	-	-	-
Feasibility Study - Elliot Rd and Elm St	RD2100	120	9	111	-	-	-	-	-	-
Heritage District Transportation Imp.	RD2110	6,807	1,339	5,468	-	-	-	-	-	-
Heritage District Intersections Study	RD2120	244	-	-	244	-	-	-	-	-
Ash Street Re-Alignment	RD2130	3,672	-	-	3,672	-	-	-	-	-
Heritage District Trash Compactors	RD2140	216	-	216	-	-	-	-	-	-
Total Capital Expenses		\$ 79,825	\$ 46,102	\$ 24,941	\$ 5,422	\$ -	\$ 236	\$ 1,024	\$ 2,100	\$ -

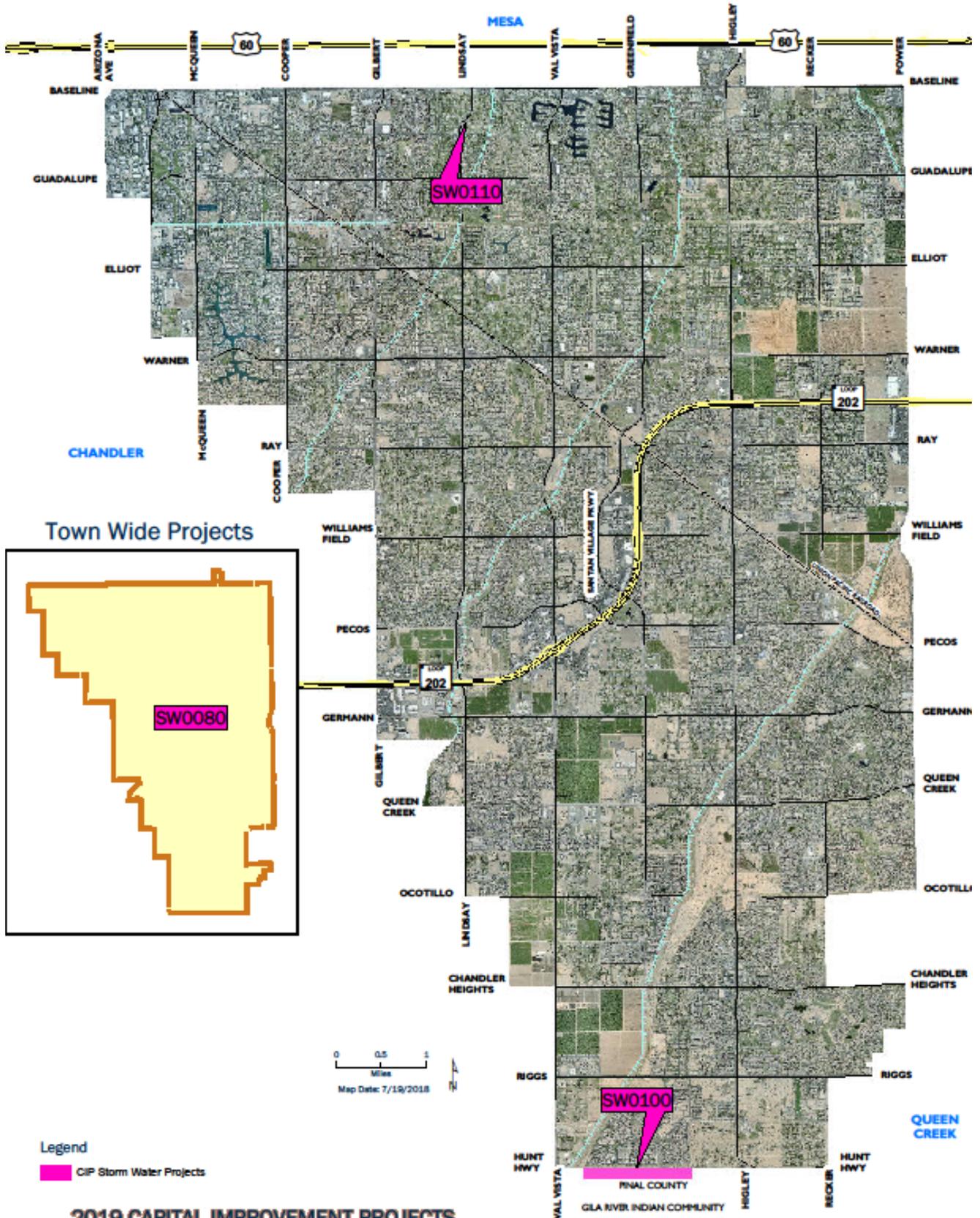
Capital Sources: (1,000s)

	Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
PFMPC - 2009 Bonds	\$ 8,257	\$ 8,257	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2017 GO Bonds	6,107	885	5,222	-	-	-	-	-	-
CDBG	1,782	1,227	555	-	-	-	-	-	-
Water Repl Fund	700	454	246	-	-	-	-	-	-
General Fund	17,287	2,662	12,412	-	-	-	113	2,100	-
Roadway and Maint. Fund	325	-	-	244	-	-	81	-	-
Env. Services - Res.	126	126	-	-	-	-	-	-	-
Water Fund	1,465	222	-	413	-	-	830	-	-
Wastewater Fund	373	58	-	315	-	-	-	-	-
Env. Services - Comm.	216	-	216	-	-	-	-	-	-
Miscellaneous	43,187	32,211	6,290	4,450	-	236	-	-	-
Total Sources	\$ 79,825	\$ 46,102	\$ 24,941	\$ 5,422	\$ -	\$ 236	\$ 1,024	\$ 2,100	\$ -

Operation and Maintenance Impact (1,000s)

Total Operation and Maintenance Impact	\$ 30	\$ 153	\$ 153	\$ 153	\$ 153	\$ -
Total Revenue	-	-	-	-	-	-
Net Additional Cost	\$ 30	\$ 153	\$ 153	\$ 153	\$ 153	\$ -

RD1200 – Parking Structure II Complete the master/concept plan, design, and construction of the second parking garage in the Heritage District.	Project Priority: 3.00
RD1210 – Phoenix Avenue Pedestrian Mall Design and construct a pedestrian mall adjacent to the Union Pacific Railroad (UPRR) right of way including a pedestrian path and wall from Gilbert Road west to Ash Street on the south side of the railroad tracks. In addition, an extension of the perimeter wall from the Heritage District Park and Ride lot southeast to Gilbert Road will be constructed.	Project Priority: 3.00
RD2020 – Page Park Center Renovations The project will renovate Page Park Center, an 8,000 square foot vacant town-owned building, to meet current code and ADA standards. The center will have a reception area, office areas, and multiuse spaces that can be operated as a community resource center available to residents and providing services that assist low to moderate income residents. The center could be utilized to address many of the top priority needs and gaps in services identified in the 2014 Gilbert Community Needs Assessment and Mercy Gilbert Medical Center's 2014 Community Health Needs Assessment.	Project Priority: 3.00
RD2100 – Feasibility Study – Elliot Rd and Elm St The Heritage District has experienced tremendous growth in the last 10 years, creating congestion on Gilbert Road, the main access road in and out of the Heritage District. The additional connection of Ash Street to Juniper Avenue created a successful secondary entrance and exit (ingress/egress) for visitors heading South on Gilbert Road into the Heritage District. Creating additional ingress and egress options for visitors headed North on Gilbert Road into the Heritage District will alleviate traffic during peak hours. The Elm/Elliot feasibility study would examine another ingress and egress access point for the Heritage District with a road running parallel to the Union Pacific railway.	Project Priority: 3.00
RD2110 – Heritage District Transportation Improvement This project will modify the intersection of Vaughn Avenue and Gilbert Road to add additional capacity on Vaughn Avenue by removing the on-street parking on the side streets of the intersection, convert Hearne Way to one-way movement eastbound, close the median at Gilbert Road and Hearne Way and reconstruct the sidewalks along Vaughn where the on-street parking is being removed. With the rapid growth and redevelopment in the Heritage District, the streets and intersections are being impacted with traffic demands and these improvements are needed to accommodate the additional traffic.	Project Priority: 3.00
RD2140 – Heritage District Trash Compactors Installation of dual trash compactors (one for cardboard, one for municipal solid waste) and enclosure that will be utilized by the businesses in the Heritage District. Units shall be located on town-owned property along Elm Street between Vaughn Avenue and Page Avenue.	Project Priority: 3.00



2019 CAPITAL IMPROVEMENT PROJECTS

Source: Office of Information Technology

STORM WATER PROJECT SUMMARY

Capital Expenses: (1,000s)

		Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
Sonoqui Wash Landscaping	SW0070	\$ 4,536	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,536	\$ -
Storm Water Pump Station Assessment	SW0080	157	-	157	-	-	-	-	-	-
Storm Water Priority Assessment	SW0090	300	-	-	300	-	-	-	-	-
Hunt Highway Bank Protection	SW0100	873	-	873	-	-	-	-	-	-
Desert Lane Drainage	SW0110	148	-	148	-	-	-	-	-	-
Total Capital Expenses		\$ 6,014	\$ -	\$ 1,178	\$ 300	\$ -	\$ -	\$ -	\$ 4,536	\$ -

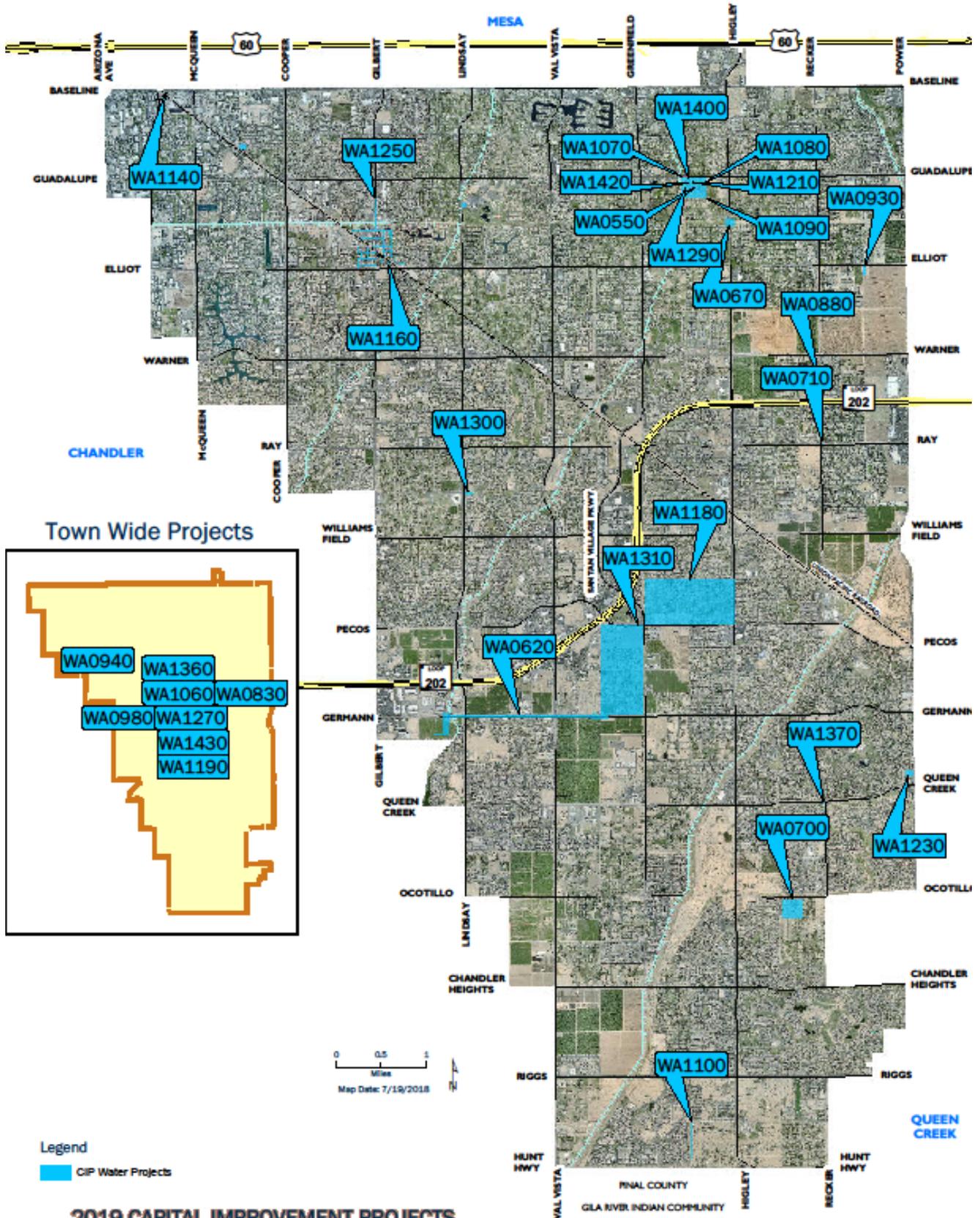
Capital Sources: (1,000s)

	Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
Env. Services - Res.	\$ 6,014	\$ -	\$ 1,178	\$ 300	\$ -	\$ -	\$ -	\$ 4,536	\$ -
Total Sources	\$ 6,014	\$ -	\$ 1,178	\$ 300	\$ -	\$ -	\$ -	\$ 4,536	\$ -

Operation and Maintenance Impact (1,000s)

Total Operation and Maintenance Impact	\$ -	\$ 5	\$ 5	\$ 5	\$ 5	\$ -
Total Revenue	-	-	-	-	-	-
Net Additional Cost	\$ -	\$ 5	\$ 5	\$ 5	\$ 5	\$ -

SW0080 – Storm Water Pump Station Assessment	Project Priority: 3.00
This project conducts an assessment of five storm water pump stations located in the following areas: Freestone Park, Nichols Park, Vaughn Retention Basin, Crossroads Park, and Village II Park. These assessments will evaluate the wet well integrity, pumps, piping, outfall locations, electrical and control serviceability, and regulatory requirements for discharge.	
SW0100 – Hunt Highway Bank Protection	Project Priority: 2.18
Roadway repairs and bank stabilization to the south side of Hunt Highway east of the East Maricopa Floodway (EMF) for storm water control for a 10-year or larger storm event.	
SW0110 – Desert Lane Drainage	Project Priority: 1.77
Design and construction of minor roadway and drainage improvements on Desert Lane within the subdivision of Porter Acres.	



2019 CAPITAL IMPROVEMENT PROJECTS

Source: Office of Information Technology

Capital Expenses: (1,000s)

		Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
Well, 2 MG Reservoir and Pump Station	WA0270	\$ 14,283	\$ 859	\$ -	\$ 260	\$ -	\$ -	\$ -	\$ 13,164	\$ -
NWTP Chlorine Conversion	WA0550	2,399	99	2,300	-	-	-	-	-	-
Reservoir, Pump Station and Well Conv.	WA0620	18,529	1,671	16,858	-	-	-	-	-	-
Zone 2 to Zone 4 Interconnect	WA0670	1,008	-	1,008	-	-	-	-	-	-
Santan Vista Water Plant - Phase II	WA0700	68,980	55,964	13,016	-	-	-	-	-	-
Ray - Recker Direct Well System	WA0710	6,571	1,003	5,568	-	-	-	-	-	-
Reservoir #7 Tank Repl and Imp.	WA0740	5,956	5,956	-	-	-	-	-	-	-
Bridges Well	WA0800	4,476	-	-	4,476	-	-	-	-	-
Direct System Well	WA0810	5,934	2	-	-	-	5,932	-	-	-
Water Rights - WMA Settlement	WA0830	10,600	-	10,600	-	-	-	-	-	-
Trend Homes Direct System Well Conv.	WA0880	7,434	663	6,771	-	-	-	-	-	-
Well Site Upgrades at Various Sites	WA0930	3,018	2,921	97	-	-	-	-	-	-
Water Rights - Phase II	WA0940	42,740	10,780	18,960	4,800	2,500	5,700	-	-	-
Arsenic Treatment Facility Relocation	WA0970	723	723	-	-	-	-	-	-	-
San Carlos Apache Tribe Wtr Rights Lease	WA0980	11,000	-	11,000	-	-	-	-	-	-
NWTP - Backwash Pumps	WA1000	6,284	1	-	-	-	-	-	6,283	-
Waterline Ext. - McQueen Rd/Industrial Pk	WA1010	185	185	-	-	-	-	-	-	-
Waterline Ext - Desert Lane to San Angelo	WA1020	983	983	-	-	-	-	-	-	-
NWTP South Reservoir Roof Repl	WA1030	924	924	-	-	-	-	-	-	-
NIA Priority CAP Water Acquisition	WA1060	2,771	-	2,161	610	-	-	-	-	-
NWTP - Finished Water Pump #10	WA1070	1,155	-	1,155	-	-	-	-	-	-
NWTP - Variable Frequency Drive Repl	WA1080	300	99	201	-	-	-	-	-	-
NWTP - Finished Water VFD Repl - LRIP	WA1090	163	63	100	-	-	-	-	-	-
Constellation Way Water Main	WA1100	389	184	205	-	-	-	-	-	-
Waterline - Power Road Elliot to Warner	WA1120	2,662	-	-	-	-	-	-	2,662	-
Baseline - Fiesta Tech to McQueen	WA1140	2,644	47	2,597	-	-	-	-	-	-
Waterline - Linda Lane Replacement	WA1160	870	-	650	220	-	-	-	-	-
NWTP - Office Space Expansion	WA1170	802	-	-	-	-	-	-	802	-
Waterline - Tankersley Repl Area I	WA1180	3,395	102	3,293	-	-	-	-	-	-
2018 Integrated Water Resources Master Pl	WA1190	762	304	458	-	-	-	-	-	-
Water Rights - Resiliency and Capacity	WA1200	40,256	-	-	8,128	8,128	8,000	8,000	8,000	-
NWTP North Reservoir Roof Repl	WA1210	1,377	-	1,377	-	-	-	-	-	-
NWTP - Storage Building	WA1220	3,260	-	-	-	-	-	-	3,260	-
New Res. and Res. Repl Pwr/Queen Crk	WA1230	12,265	-	1,537	10,728	-	-	-	-	-
Heritage District So. - Water Line Repl	WA1240	-	-	-	-	-	-	-	-	-
Heritage District No. - Water Line Repl	WA1250	9,641	2,424	7,217	-	-	-	-	-	-
Water Line-Lindsay - Baseline to Harwell	WA1260	448	-	-	-	448	-	-	-	-
ACP Water Main Priority Repl Prog	WA1270	515	-	515	-	-	-	-	-	-
Water Meter Modernization Program	WA1280	25,104	-	-	-	-	-	-	20,431	4,673
NWTP Ozone Generation System Repl	WA1290	6,307	-	6,307	-	-	-	-	-	-
Lindsay/Galveston Res. Site Well Repl	WA1300	2,409	-	2,409	-	-	-	-	-	-
Tankersley - Waterline Repl - Area II	WA1310	8,159	-	8,159	-	-	-	-	-	-
Tankersley - Waterline Repl - Area V	WA1320	15,362	-	-	15,362	-	-	-	-	-
Tankersley - Waterline Repl - Area III/IV	WA1330	12,247	-	-	-	12,247	-	-	-	-
Tankersley - Waterline Repl - Area VI	WA1340	2,400	-	-	-	-	2,400	-	-	-
Tankersley - Waterline Repl - Area VII/VIII	WA1350	9,559	-	-	-	-	-	9,559	-	-
Water Quality Master Plan	WA1360	310	-	310	-	-	-	-	-	-
Blending Control for Wells 20 & 22	WA1370	462	-	462	-	-	-	-	-	-
NWTP Enhanced Chemical Feed Systems	WA1380	14,263	-	-	-	-	471	13,792	-	-
Freeman Farms Booster Pump Station	WA1390	818	-	-	818	-	-	-	-	-

Capital Expenses: (1,000s)

		Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
NWTP Facility Condition Assessment	WA1400	525	-	525	-	-	-	-	-	-
Zone Split Valve Structures	WA1410	1,146	-	-	382	-	-	-	764	-
NWTP Reservoir Water Quality Imp	WA1420	1,904	-	1,144	760	-	-	-	-	-
Vulnerability Assmnt and Emer Response PI	WA1430	418	-	220	-	-	198	-	-	-
Total Capital Expenses		\$ 397,095	\$ 85,957	\$ 127,180	\$ 46,544	\$ 23,323	\$ 22,701	\$ 31,351	\$ 55,366	\$ 4,673

Capital Sources: (1,000s)

	Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
WRMPC - 2007 Bonds	\$ 13	\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WRMPC - Intergov Contribution	27,084	23,880	3,204	-	-	-	-	-	-
WRMPC - Bonds (SDF)	59,048	32,378	26,670	-	-	-	-	-	-
CDBG	870	-	650	220	-	-	-	-	-
Developer Contribution	117	117	-	-	-	-	-	-	-
CIP O/S Revolving Fund	-	(18)	18	-	-	-	-	-	-
Water Repl Fund	84,821	9,913	32,121	17,504	12,247	2,400	10,636	-	-
Water Fund	84,059	4,901	8,166	5,206	4,288	4,570	16,715	35,540	4,673
Wastewater Fund	534	152	283	-	-	99	-	-	-
Water SDF	41,020	3,841	13,347	4,736	-	5,932	-	13,164	-
Water Resources SDF	54,861	10,780	42,721	1,360	-	-	-	-	-
Future Growth Funding	44,668	-	-	17,518	6,788	9,700	4,000	6,662	-
Total Sources	\$ 397,095	\$ 85,957	\$ 127,180	\$ 46,544	\$ 23,323	\$ 22,701	\$ 31,351	\$ 55,366	\$ 4,673

Operation and Maintenance Impact (1,000s)

Total Operation and Maintenance Impact		\$ 20	\$ 178	\$ 323	\$ 323	\$ 413	\$ -
Total Revenue		-	-	-	-	-	-
Net Additional Cost		\$ 20	\$ 178	\$ 323	\$ 323	\$ 413	\$ -

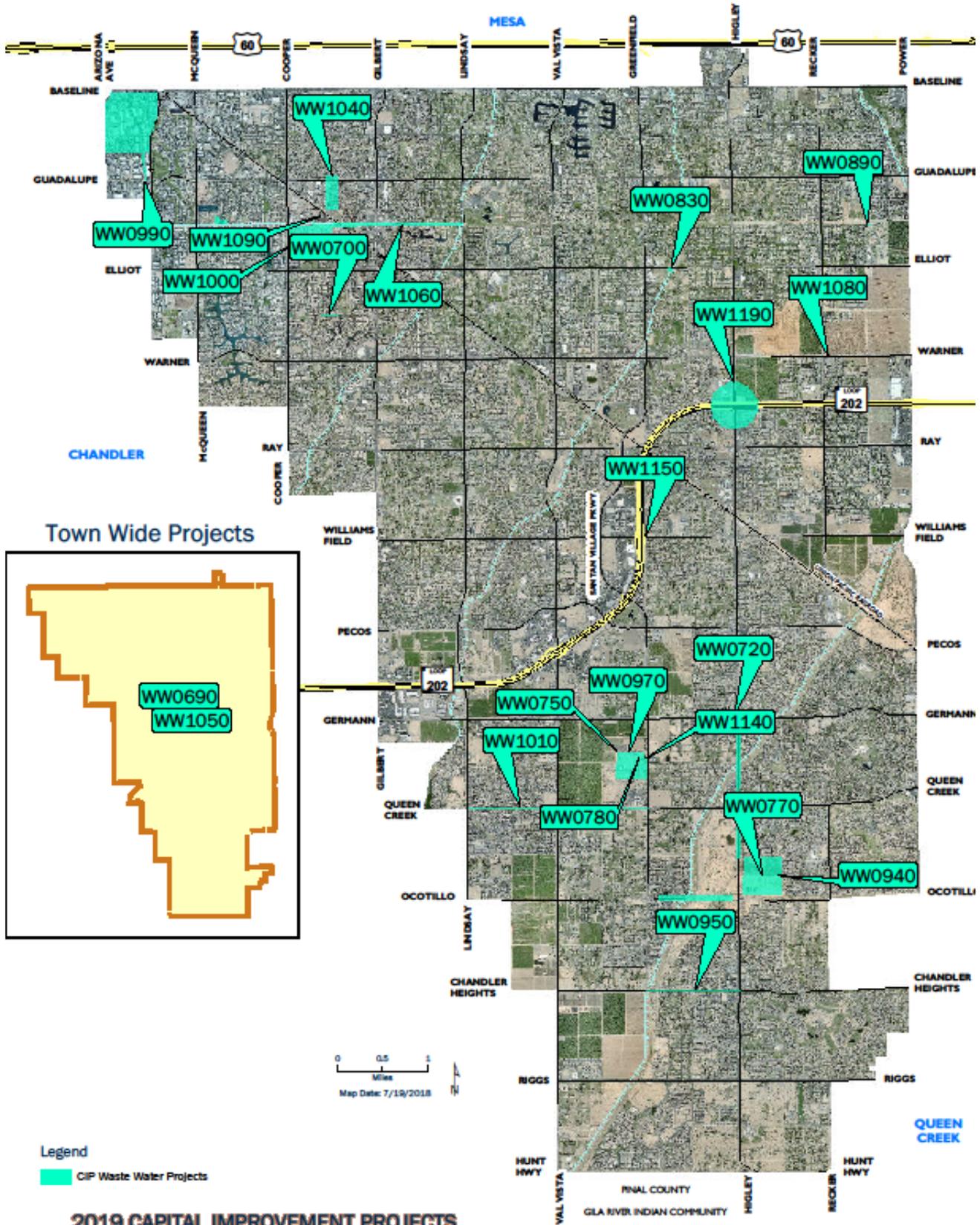
WA0550 – NWTP Chlorine Conversion	Project Priority: 3.00
<p>The existing chlorine gas feed system is at the end of its useful life and will be replaced with a liquid chlorine bulk storage and feed system.</p>	
WA0620 – Reservoir, Pump Station and Well Conversion	Project Priority: 3.00
<p>Design and construct a four million gallon in ground reservoir and pump station, and equipping of the previously drilled Well 30 to supply the reservoir. Well 30 will need a connection across Val Vista to connect to the existing waterline pipe installed with ST0580 project. Currently, Well 29 is already piped to the designated site where the reservoir is to be built and is using this area as retention to flush to waste in order to meet EPA Nitrate MCL levels.</p>	
WA0670 – Zone 2 to Zone 4 Interconnect	Project Priority: 3.00
<p>Installation of valves and piping to tie back-feed into Turner Ranch Reservoir into Zone 2 of the water distribution system at the 30" line in Higley Road near Olney Avenue. This will also allow Zone 4 to supply Central Arizona Project water.</p>	
WA0700 – Santan Vista Water Treatment Plant – Phase II	Project Priority: 3.00
<p>Phase II improvements will expand the Santan Vista Water Treatment Plant (SVWTP) to an ultimate capacity of 48 million gallon per day (MGD). Gilbert will have 12 MGD of the additional 24 MGD capacity being added. The plant is a joint facility with the City of Chandler. Project to be completed using the Construction Manager at Risk project delivery method.</p>	
WA0710 – Ray – Recker Direct Well System	Project Priority: 3.00
<p>Design, construct/convert two million gallon per day well located on the NE corner of Ray and Recker roads. The Town has purchased an existing irrigation well from the Roosevelt Water Conservation District (RWCD) and depending on the water quality this can be converted to a direct to system well supplying reservoir 31. The 12" line connecting the well with the existing reservoir (located at the northwest corner of Ray and Recker Roads) will be installed as part of a KB Homes Segretto development. This existing pipe is routed to an existing reservoir site where water quality issues can be addressed.</p>	
WA0830 – Water Rights – WMA Settlement	Project Priority: 3.00
<p>Payment for additional Central Arizona Project water rights in association with WMAT settlement. This project will result in a net increase in water rights available to Gilbert of 1,013 Acre-feet.</p>	
WA0880 – Trend Homes Direct System Well Conversion	Project Priority: 3.00
<p>Design and construct a two million gallon per day well conversion from an existing irrigation use to a direct to system well. Extend Zone 4 to the 202 Freeway. This requires the addition of approximately one mile of 16" water line and to interconnect with an existing 16" water line at Warner and Recker roads. Service taps may also need to be changed to provide water from Zone 4 versus Zone 2.</p>	

WA930 – Well Site Upgrade at Various Well Sites The project consists of multiple upgrades and replacement of various components at Booster Site 5.	Project Priority: 3.00
WA0940 – Water Rights – Phase II Acquisition of water rights (long term lease) for 3,600 acre-feet (AF) of water, and continues a one year lease for 15,000 AF for 5 more years until the long term lease can be secured. (20,000 AF in 2017 and 2018, 15,000 AF in 2019 and 10,000 AF in 2020).	Project Priority: 1.77
WA0980 – San Carlos Apache Tribe Water Rights Lease Purchase of water rights from the San Carlos Apache Tribe for a 100 year lease for the right to receive - each year for 100 years - 5,925 acre feet of water. One acre-foot of water is equal to 325,851 gallons of water.	Project Priority: 3.00
WA1060 – NIA Priority CAP Water Acquisition Gilbert has been informed that Arizona Department of Water Resources (ADWR) has accepted Gilbert's application for an allocation of Non-Indian Agriculture (NIA) Priority Central Arizona Project water; and the ADWR recommended to the U.S. Secretary of the Interior that the Town of Gilbert receive an allocation of 1,832 acre-feet each year dependent upon supply availability.	Project Priority: 3.00
WA1070 – NWTP – Finished Water Pump #10 Addition of the #10 finished water pump at the North Water Treatment Plant (NWTP). The NWTP supplies more than 80% of Gilbert's potable water supply for Zone 1 and is supplemented by ground water wells. The NWTP currently has four finished water pumps that move the treated potable water from the reservoir into the Zone 1. The ground water supplies utilized during these times does not provide adequate system pressures, capacity and water quality. The #10 finished water pump is necessary to provide the redundancy to maintain the demands and pressures for the zone.	Project Priority: 3.00
WA1080 – NWTP – Variable Frequency Drive Replacement Replacement of variable frequency drives for low-lift pumps #1, #2 and soft starts for low-lift pumps #3 and #7. These replacements are based on the replacement life cycle per industry standards and as recommended in the Long Range Infrastructure Plan analysis.	Project Priority: 3.00 
WA1090 – NWTP – Finished Water VFD Repl - LRIP The replacement of two finished water variable frequency drives (#1, #4) and three soft starts (#5, #8, #9). These pumps are used to move water out of the NWTP reservoir and to maintain system pressures. This is a result of the Long Range Infrastructure Plan analysis.	Project Priority: 3.00 

WA1100 – Constellation Way Water Main Design and construction of an 8" water main in the Constellation Way (164th St) alignment. This project will provide redundancy in the water distribution system to Adora Trails subdivision, as well as future developments adjacent to Constellation Way.	Project Priority: 3.00
WA1140 – Baseline – Fiesta Tech to McQueen Design and construction of a water main on Baseline Road from Fiesta Tech to McQueen Road. This pipeline will provide adequate fire protection for the immediate area.	Project Priority: 3.00
WA1160 – Waterline – Linda Lane Replacement Design and construct a new water main located near the North East side of Gilbert Road and Elliot Road on East Linda Lane and North Penny Place. The new waterline will be connected on Gilbert Road and on Elliot Road.	Project Priority: 1.60 
WA1180 – Waterline – Tankersley Replacement A study will be completed to identify the scope and budget to update this independent water system previously purchased by Gilbert. The project will also include the design and construction of several new water mains in the former Tankersley Water System.	Project Priority: 1.60
WA1190 – 2018 Integrated Water Resources Master Plan The previous Integrated Water Resources Master Plan Update was completed in FY 2012 and requires updates every five years. The update of the plan will incorporate changes that have occurred related to growth/demand for both the Water and Wastewater Systems.	Project Priority: 3.00
WA1210 – NWTP North Reservoir Roof Replacement This project provides for the replacement of the north reservoir roof at the North Water Treatment Plant (NWTP). The reservoir at the NWTP is made up of two different reservoirs built at different times. The north half was built in 1997 and the roof is nearing the end of its useful life. The south reservoir roof replacement was replaced in the spring of 2017.	Project Priority: 3.00 
WA1230 – New Res. and Reservoir Repl. Power/Queen Creek Construct a four million gallon partially buried concrete reservoir on an existing reservoir site and demolish the existing welded steel tank. Restore site and construct onsite split stream ion-exchange nitrate treatment system to provide redundant Zone 3 water supply.	Project Priority: 2.82 
WA1250 – Heritage District No. – Water Line Replacement Heritage District North water line replacement designs and constructs the replacement of approximately 8,200 linear feet (LF) of existing 6"AC pipe with 8" PVC pipe in the Heritage District. The project will replace undersized and outdated 6" AC pipe with 8" PVC pipe. The pipe replacement will provide adequate fire protection to our commercial and residential customers.	Project Priority: 3.00 

<p>WA1270 – ACP Water Main Priority Replacement Program</p> <p>Risk-based asset management program evaluates the network of water mains in the Gilbert water utility network to evaluate and replace water mains with an effort to reduce breaks, improve delivery efficiency, water quality and protect continuity of service. Phase one identifies and prioritizes the replacement of approximately 140 miles of ACP water distribution mains in the distribution system including the replacement method, schedule, preliminary design, and estimated budget.</p>	<p>Project Priority: 2.18</p> 
<p>WA1280 – Water Meter Modernization Program</p> <p>Gilbert currently collects monthly water meter reads by hand for over 80,000 customers. As a means of improving efficiency, reducing staff time, identifying stopped meters, improving conservation efforts, and reducing long-term costs the utility will implement a phased replacement of the system water meters with fixed base meters that allow for remote meter reading. The replacement of manual-read meters also improves revenue recovery through the automatic detection of meter issues to alert staff, and reduces leak- and loss-based bill escalations for customers through bill notification systems.</p>	<p>Project Priority: 1.77</p> 
<p>WA1290 – NWTP Ozone Generation System Replacement</p> <p>The ozone system is a critical process in the treatment scheme at the North Water Treatment Plant for removing organics and enhancing downstream treatment processes. Two independent evaluations considered the age, operational and maintenance challenges, efficiencies, and sizing of the existing system, and separately recommended full replacement of the systems to improve performance, reduce energy costs and reduce operations burden.</p>	<p>Project Priority: 3.00</p> 
<p>WA1300 – Lindsay/Galveston Reservoir Site Well Replacement</p> <p>Design and construct replacement water well located on the existing town reservoir and pump station at Lindsay Road and Galveston Road site.</p>	<p>Project Priority: 2.54</p> 
<p>WA1310 – Tankersley – Area II</p> <p>The project includes design and construction of replacement and new water distribution pipelines, valves and meters in the Town water service area formerly a segment of the Tankersley Water System in the Greenfield Road and Germann Road area.</p>	<p>Project Priority: 1.91</p> 
<p>WA1360 – Water Quality Master Plan</p> <p>Regulations governing water quality compliance are established at the Federal and state levels with each setting MCLs that must not be exceeded. These standards and sampling requirements are further defined by population and service connections. As Gilbert’s growth drives a redistribution and evaluation of monitoring and sampling requirements, changing surface and ground water quality is creating a unique opportunity to balance the portfolio of responses available to provide safe, reliable water to the distribution system. A comprehensive master plan is needed to evaluate all available supplies, blending and treatment schemas to maximize the balance of cost effective, high quality drinking water.</p>	<p>Project Priority: 1.91</p>

<p>WA1370 – Blending Control for Wells 20 & 22</p> <p>This project consists of the installation of a new control valve and flow meter structure on Queen Creek Road, west of Recker Road to facilitate blending between treated surface water, Well 20 and Well 22. Well 20 currently supplies the storage tank at Reservoir Site 20. Well 22 is connected to Reservoir Site 20 via a 20” transmission main on Queen Creek Road and is impacted by nitrates which prohibits direct use for drinking water supply. This project enables the use of Well 22 by blending with treated surface water and Well 20 prior to entering Reservoir Site 20.</p>	<p>Project Priority: 2.82</p>
<p>WA1400 – NWTP Facility Condition Assessment</p> <p>The North Water Treatment Plant (NWTP) was originally placed into operation in 1997 as a 15 million gallons per day (MGD) surface water treatment plant. Since then, the WTP has undergone subsequent upgrades to 30-MGD and 45-MGD. The original intake structure, pre-sed basins, and numerous other structures and equipment remain in-use today. In addition, the original chemical and other buildings remain in-use for storage, treatment equipment, and personnel offices. Since much of the NWTP was constructed 20 years ago and the rest of the plant was constructed as add-ons over the past 17 years, the facility is due for a formal condition assessment.</p>	<p>Project Priority: 2.40</p>
<p>WA1420 – NWTP Reservoir Water Quality Improvements</p> <p>Improvement to the NWTP North Reservoir are proposed to enhance water quality, providing design for floating aerators, blowers, electrical equipment, and associated structural modifications the opportunity to construct these improvements with the roof. In 2019 the NWTP South Reservoir will be similarly retrofit with water quality improvements in addition to access hatches.</p>	<p>Project Priority: 2.56</p>
<p>WA1430 – Vulnerability Assmnt and Emergency Response Plan</p> <p>Title IV Bioterrorism Act of 2002 requires validation of water and wastewater system vulnerabilities assessments and updates to the Emergency Response Plan every five years, and an updated assessment is now needed. This project produces documents essential to business continuity efforts.</p>	<p>Project Priority: 1.63</p>



Capital Expenses: (1,000s)

		Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
Relief Sewers	WW0690	\$ 15,097	\$ -	\$ 2,406	\$ 5,127	\$ -	\$ -	\$ -	\$ 7,564	\$ -
Candlewood Lift Station and Force Main	WW0700	10,156	298	9,858	-	-	-	-	-	-
Germann/Higley - 18" Recl. Water Main	WW0720	5,416	707	4,709	-	-	-	-	-	-
Greenfield WRP - Phase III	WW0750	46,315	4,334	41,981	-	-	-	-	-	-
South Recharge Site - Phase II	WW0770	6,698	429	6,269	-	-	-	-	-	-
GWRP Reclaimed Water Pump Station Exp.	WW0780	1,596	868	728	-	-	-	-	-	-
Reclaimed Water Reservoir #1 Rehab	WW0830	1,595	1,386	209	-	-	-	-	-	-
Recl. Water Rec. Well at Elliot District Park	WW0890	2,257	451	1,806	-	-	-	-	-	-
Lift Station Odor Scrubber Replacements	WW0910	1,589	1,589	-	-	-	-	-	-	-
Recharge Facility and 4 Recharge Wells	WW0940	9,161	-	2,277	-	-	-	-	6,884	-
Recl. Water Line Ext. in Chandler Hgts	WW0950	1,893	37	1,856	-	-	-	-	-	-
Riparian Preserve Distrib. Structure Exp.	WW0960	1,849	-	-	-	1,849	-	-	-	-
GWRP - Various Plant Improvements	WW0970	8,228	1,228	4,479	100	390	213	1,818	-	-
Fiesta Tech Sewer Service/Lift Station	WW0990	5,927	4,643	1,284	-	-	-	-	-	-
Alternative Recovery Well R-5, McQueen Pk	WW1000	1,349	1,237	112	-	-	-	-	-	-
Layton Lakes Lift Stat. Force Main Rehab.	WW1010	7,812	6,352	1,460	-	-	-	-	-	-
Greenfield Odor Control Scrubber	WW1020	712	712	-	-	-	-	-	-	-
Force Main Repair - Greenfield/Ryan Rds	WW1030	1,154	1,154	-	-	-	-	-	-	-
Commerce and Neely Force Main Repl.	WW1040	640	596	44	-	-	-	-	-	-
System Wide Force Main Retrofit	WW1050	21,391	156	2,313	1,086	1,086	1,086	1,086	5,430	9,148
Concrete Pipe - Gravity Sewer Rehab	WW1060	12,048	116	11,932	-	-	-	-	-	-
No. East Wastewater Basin Outfall	WW1070	4,591	-	-	-	-	-	-	-	4,591
Recl. Water Vault - Recker/Warner	WW1080	403	7	396	-	-	-	-	-	-
Activated Sludge Pumping Station Repl.	WW1090	3,385	-	1,378	2,007	-	-	-	-	-
Oxidation Ditch Rotor Replacements	WW1100	6,259	-	-	2,503	3,756	-	-	-	-
Effluent Filter Replacements	WW1110	3,259	-	-	50	1,279	1,930	-	-	-
Waste Sludge Pump/Scum Removal Sys.	WW1120	721	-	-	-	-	351	370	-	-
Influent Odor Control System Repl.	WW1130	837	-	-	-	-	837	-	-	-
Greenfield Repair and Repl. - Expansion	WW1140	20,540	-	20,540	-	-	-	-	-	-
Crossroads Force Main Repair at Wllms Fld	WW1150	1,750	94	1,656	-	-	-	-	-	-
Layton Lakes Lift Station Bio-Filter	WW1160	977	-	-	977	-	-	-	-	-
Freestone Park Odor Cont. Injection Sys.	WW1170	788	-	-	-	-	788	-	-	-
Sewer Outfall Structure - Gilbert/Ray	WW1180	809	-	-	163	646	-	-	-	-
Higley 202 Gravity Sewer Rehab	WW1190	488	-	488	-	-	-	-	-	-
Greenfield WRP Phase IV Expansion	WW1200	81,745	-	-	-	-	-	-	81,745	-
Total Capital Expenses		\$ 289,435	\$ 26,394	\$ 118,181	\$ 12,013	\$ 9,006	\$ 5,205	\$ 3,274	\$ 101,623	\$ 13,739

Capital Sources: (1,000s)

	Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
WRMPC - 2018 Bonds	\$ 45,253	\$ 3,772	\$ 41,481	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Repl Fund	50	29	21	-	-	-	-	-	-
Wastewater Repl Fund	102,135	10,658	51,142	5,909	7,157	4,417	3,274	10,430	9,148
Wastewater Fund	35,480	9,713	8,411	977	-	788	-	11,000	4,591
Wastewater SDF	2,179	1,210	969	-	-	-	-	-	-
Greenfield Wastewater SDF	21,252	1,005	13,363	-	-	-	-	6,884	-
Neely Wastewater SDF	2,801	7	2,794	-	-	-	-	-	-

WASTEWATER PROJECT SUMMARY

Capital Sources: (1,000s)	Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
Future Growth Funding	80,285	-	-	5,127	1,849	-	-	73,309	-
Total Sources	\$ 289,435	\$ 26,394	\$ 118,181	\$ 12,013	\$ 9,006	\$ 5,205	\$ 3,274	\$ 101,623	\$ 13,739

Operation and Maintenance Impact (1,000s)									
Total Operation and Maintenance Impact		\$	-	\$ 457	\$ 757	\$ 1,329	\$ 1,629	\$	-
Total Revenue			-	-	-	-	-		-
Net Additional Cost		\$	-	\$ 457	\$ 757	\$ 1,329	\$ 1,629	\$	-

WW0690 – Relief Sewers	Project Priority: 1.82
Design and construction of three parallel relief sewers to support the wastewater collection system, to include a parallel sewer line in Orchid Lane from Ray Road to Lindsay Road (0.5 miles in length), a parallel sewer line in Mystic Drive/Lago Boulevard/Long Meadow from Gilbert Road to Hackamore (0.6 miles in length), and a parallel sewer line in Val Vista Drive from Elliot to Olney (0.5 miles in length).	
WW0700 – Candlewood Lift Station and Force Main	Project Priority: 3.00
Replacement of the Candlewood Lift Station to accommodate future flows per the 2012 Integrated Water Resources Master Plan. Also includes approximately 5,000 feet of force main from the lift station east along the Hackamore alignment to meet the existing force main at Gilbert Road, to equalize flows between the Neely and Greenfield Water Reclamation Plants.	
WW0720 – Germann/Higley – 18” Recl. Water Main	Project Priority: 2.40
Install a reclaimed water main along Higley Road from one half mile north of Ocotillo Road to Germann Road and along Germann from Higley one quarter mile to the west. This project is to close a critical loop in the reclaimed water distribution system in order to better meet customer demands.	
WW0750 – Greenfield Water Reclamation Plant – Phase III	Project Priority: 3.00
The Greenfield Water Reclamation Plant (GWRP) is a joint use facility with the City of Mesa and the Town of Queen Creek, with Mesa acting as lead agent and plant operator. This project is in tandem with WW1140, and provides for expansion of the total capacity of the facility to accommodate new flows. Design and construction of this phase of the GWRP is scheduled to be completed by the end of 2020 and bring Gilbert's share of the total capacity to 12 million gallons per day (MGD). A pre-design effort for this phase began in FY 2015. Gilbert's share of the Phase III expansion will be 4 MGD. The ultimate plant capacity is 56 MGD. The plant will produce high quality reclaimed water suitable for direct reuse for landscape irrigation and groundwater recharge.	
WW0770 – South Recharge Site – Phase II	Project Priority: 3.00
This project will increase the South Recharge Facility's capacity by constructing the southern half of the site with the installation of four new basins and the planned extension of the site's delivery canal. The following scope of work items to be included in this phase will also enhance the facility's recharge capacity and operations through efficiencies: drain holes in the basins per the 2012 Master Plan recommendations and facility hydrology report, motorized valves and SCADA system controls, hydro-rangers to monitor basin water levels, tree purchase and installation around new basins and the delivery canal, paving the parking lot (to meet an anticipated site visitation demand) as well as parking lot lighting for site security.	
WW0780 – GWRP Reclaimed Water Pump Station Expansion	Project Priority: 3.00
Expansion of the pump station located at the reclaimed water reservoir adjacent to the Greenfield Water Reclamation Plant. Improvements include the addition of two new planned pumps, variable frequency drives and associated electrical equipment.	
WW0830 – Reclaimed Water Reservoir #1 Rehab	Project Priority: 3.00
Rehabilitate two older reclaimed water reservoir tanks by recoating the inside and outside of the tanks and making miscellaneous minor repairs.	

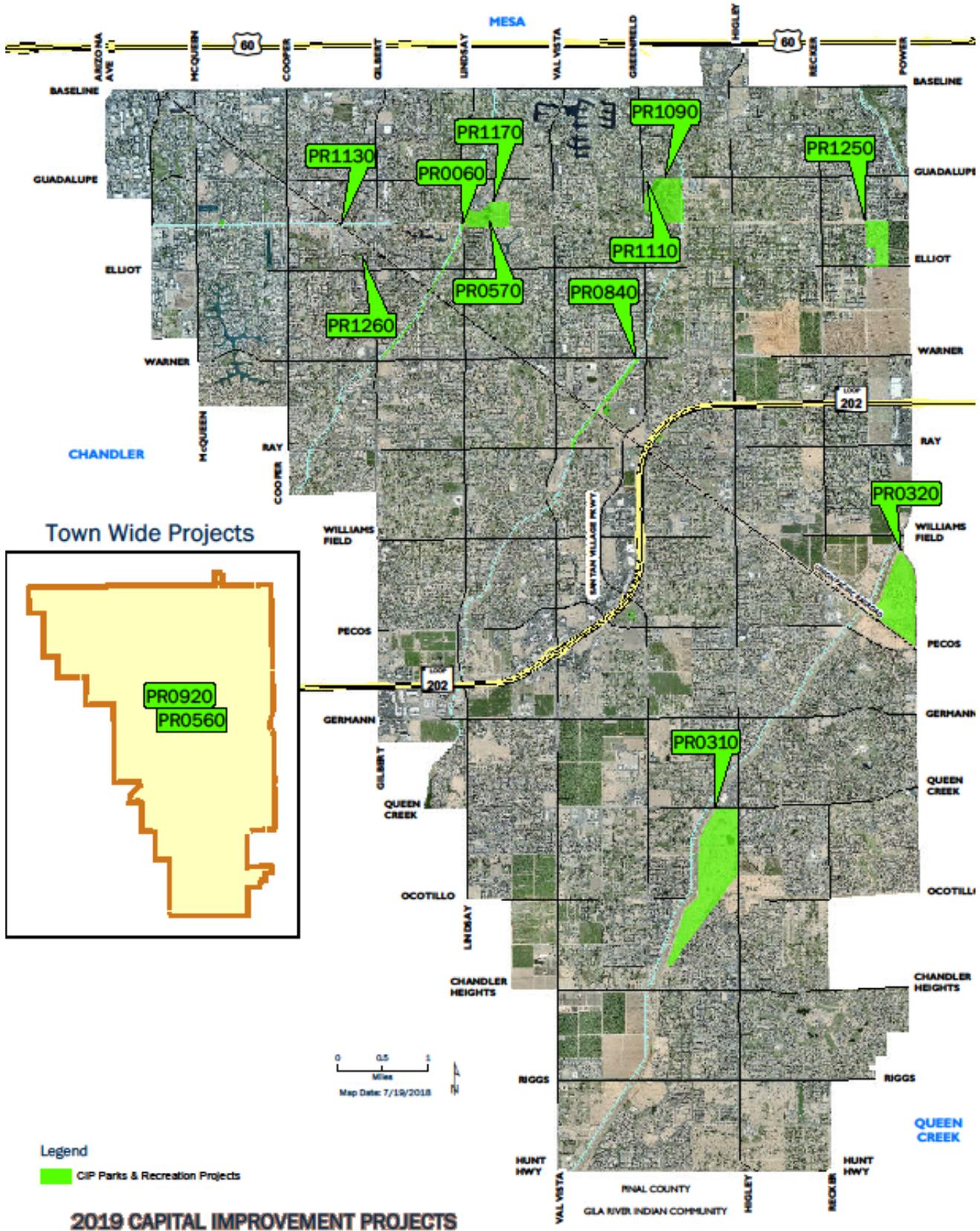
WW0890 – Recl. Water Rec. Well at Elliot District Park Design and construction of a reclaimed water recovery well at Elliot District Park and the Salt River Project power line easement.	Project Priority: 2.18
WW0940 – Recharge Facility and 4 Recharge Wells This project installs four aquifer storage recovery (ASR) recharge wells inside the south recharge facility, or other site(s) to provide additional recharge capability to the facility and south area. This project concept is included in the 2012 Integrated Water Resources Master Plan. This project includes a study phase which will site the four ASR wells and drill pilot holes to validate recharge feasibility at the proposed locations.	Project Priority: 1.90
WW0950 – Recl. Water Line Ext. in Chandler Heights This is an extension of the 12" reclaimed water line from Chandler Heights and Greenfield to Higley Rd. This pipe line will provide better flow and pressure to the reclaimed water customers located in the southern area of Gilbert.	Project Priority: 3.00
WW0990 – Fiesta Tech Sewer Service/Lift Station The Fiesta Tech Business Park is located in the northwest corner of the Town of Gilbert. Sewer service for this area has been provided by the City of Mesa through an IGA with the Town of Gilbert. The Fiesta Tech sewer service area will be modified to flow to the Town of Gilbert's Neely Wastewater Plant for treatment. The modifications will require land acquisition for the sewer lift station site, one half mile of sewer collection and one mile of force main piping to accommodate flow of up to 1.1 million galls per day (MGD).	Project Priority: 3.00
WW1000 – Alternative Recovery Well R-5, McQueen Park This project involves drilling an alternative recovery well to replace current Recovery Well R-1. This new well will be drilled into the middle aquifer, equipped with pump and SCADA controls, and tied to the recovered water system that provides water to two ski-lake communities and an additional water source to the north area reclaimed water distribution system. This deeper recovery well will provide a secure source of higher quality recovered water for the customers.	Project Priority: 3.00
WW1010 – Layton Lakes Lift Station Force Main Rehab Rehabilitation of two sewer force main pipelines that serve the Layton Lakes Lift Station. Existing 18-inch and 14-inch concrete lined ductile iron pipe (DIP) force mains both need to be rehabilitated due to pipeline corrosion. This project request is related to the force main pipe failure that occurred on Greenfield Road between Germann and Queen Creek in May 2014. This project proposes to rehabilitate both force main pipelines from the discharge manhole back to the lift station site using a slip-line rehabilitation method. The project also proposes to install pipeline inspection ports. The primary location of this project is the two mile stretch of Queen Creek Road between Greenfield and Lindsay. However, some work will also need to occur on Greenfield Road and on Lindsay Road as well. The approximate length of each pipeline to be rehabilitated is 12,067 feet (or 2.28 miles).	Project Priority: 3.00 
WW1040 – Commerce and Neely Force Main Repl The Commerce and Neely Wastewater Force Mains require replacement with a force main constructed of inert materials. Both Commerce and Neely Force Mains will be replaced with new pipe and the old infrastructure abandoned. This project is part of Gilbert's Long Range Infrastructure Plan.	Project Priority: 3.00 

<p>WW1050 – System Wide Force Main Repl.</p> <p>This project takes place in two phases. Phase one: Design will identify, prioritize, and develop design drawings for replacement of corrodible components for 14 wastewater force mains. The end state of phase one is improvement plans and priorities of work for 14 wastewater force mains that have been developed, corrodible component locations identified for replacement, and strategically placed inspection ports and air release valves located. This phase is completed when construction drawings and specifications are ready for solicitation of construction pricing. Phase two: Construction will replace ductile iron components over multiple years. Each year components be replaced based on the priorities of work established during phase one. The end state of phase two is that the wastewater force main system has replaced known corrodible components.</p>	<p>Project Priority: 3.00</p> 
<p>WW1060 – Concrete Pipe – Gravity Sewer Rehab</p> <p>Phase one of this project includes rehabilitation of the damaged section of pipe between South Higley Road and South Greenfield Road along the Ocotillo Road alignment, directly under the future Gilbert Regional Park. Additionally, pipeline video assessments will be done for Ocotillo Sewer and the Western Canal Sewer, which is anticipated to be a similar pipe material. This phase is complete when the deteriorating sections of the Ocotillo Sewer have been rehabilitated and video condition assessment has been conducted. Phase two includes rehabilitation of the approximately two miles of remaining Ocotillo Road Wastewater Interceptor and 2.5-miles of the Western Canal Sewer as required based on Phase one video assessments of pipeline condition.</p>	<p>Project Priority: 3.00</p> 
<p>WW1080 – Recl. Water Vault – Recker and Warner</p> <p>This project designs and constructs a reclaimed water vault with motor actuated control valves at the intersection of Recker and Warner Roads. This enhances safety and service to the public by eliminating the need for field operations staff to stop traffic to operate valves currently located in the roadway intersection several times a week.</p>	<p>Project Priority: 3.00</p>
<p>WW1090 – Activated Sludge Pumping Station Repl.</p> <p>Design and construction to replace return activated sludge (RAS) pumps, minor structural repairs/modifications to RAS wet well, and install new RAS pump station structure, and electrical power distribution improvements. These components of the Neely facility are nearing the end of their useful life and replacement has been scheduled as part of the Long Range Infrastructure Plan.</p>	<p>Project Priority: 2.33</p> 
<p>WW1140 – Greenfield Repair and Replacement - Expansion</p> <p>The Greenfield Water Reclamation Plant (GWRP) is a joint-use facility with the City of Mesa and the Town of Queen Creek, with Mesa acting as lead agent and plant operator. This project, in tandem with WW0750, will provide design and construction and is scheduled to be completed by the end of 2020. This project includes technology improvements to reduce operations and maintenance challenges, improve reliability, and ease of operation. Additionally, the plant will have necessary major maintenance of systems, and system changes to handle the increasing solids loading at the facility. This project covers the improvements and maintenance activities made to the existing facilities.</p>	<p>Project Priority: 3.00</p> 
<p>WW1150 – Crossroads Force Main Repair at Williams Field</p> <p>On May 31, 2017 Wastewater Operations responded to a failed section of ductile iron force main at the north east corner of Williams Field and the Greenfield Road alignment. The immediate emergency was resolved using a temporary measure; however, the pipeline under Williams Field Road remains vulnerable. This project includes design and construction of a permanent repair using trenchless construction under Williams Field Road east of the Loop 202 freeway interchange to replace the existing ductile iron section with a corrosion resistant pipe material.</p>	<p>Project Priority: 3.00</p> 

WW1190 – Higley 202 Gravity Sewer Rehab

A 530-foot long 30-inch diameter ductile iron gravity sewer pipeline crosses under Loop 202 west of Higley Road. During routine inspection in August 2017 corrosion of the pipe interior was observed. The rehabilitation method proposed is cured in place pipe lining (CIPP), to be executed during a sewer bypass. Currently, this sewer receives minimal flow which can be bypassed easily. As flow through this sewer increases with upstream development the opportunity for an inexpensive bypass is diminished.

Project Priority: 2.87

Legend
■ CIP Parks & Recreation Projects

2019 CAPITAL IMPROVEMENT PROJECTS

Source: Office of Information Technology

Capital Expenses: (1,000s)

		Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
Freestone Park Expansion (North)	PR0030	\$ 22,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,300
Heritage Trail Middle Seg (Cons. Canal)	PR0060	1,735	1,535	200	-	-	-	-	-	-
Nichols Park at Water Ranch Phases II/III	PR0190	17,191	2,361	-	-	-	-	-	14,830	-
Freestone Skate/Tennis Facility - Phase II	PR0240	6,140	-	-	-	-	-	-	-	6,140
Gilbert Regional Park	PR0310	101,446	1,715	18,389	16,500	-	-	-	64,842	-
Rittenhouse District Park	PR0320	78,240	16,096	20,416	-	-	-	-	41,728	-
Marathon Trail (East Maricopa Floodway)	PR0330	15,340	-	-	-	-	-	-	15,340	-
Skate Park	PR0340	-	-	-	-	-	-	-	-	-
Culture and Education Center	PR0370	81,740	-	-	-	-	-	-	-	81,740
Crossroads Park - Phase II	PR0390	18,224	24	-	-	-	-	-	-	18,200
Freestone Recreation Center Pool	PR0420	17,820	-	-	-	-	-	-	-	17,820
Crossroads Pk - Stabilization of Lake Emb.	PR0530	4,237	-	-	-	-	-	4,237	-	-
Parks and Trails Signs	PR0560	375	24	109	-	242	-	-	-	-
Urban Lakes Renovation	PR0570	8,410	419	975	242	-	1,051	312	3,175	2,236
Rittenhouse Trail	PR0580	5,622	-	-	-	-	-	-	-	5,622
Powerline Trail - Phase IV	PR0620	3,714	-	-	3,714	-	-	-	-	-
McQueen Park - Phase IV	PR0630	3,100	-	-	-	-	-	-	-	3,100
Gilbert Youth Soccer Complex - Phase II	PR0690	52,240	-	-	-	-	-	-	52,240	-
Riparian Education Center	PR0710	6,480	-	-	-	-	-	-	-	6,480
Crossroads Park NE Exp - Phase II	PR0790	-	-	-	-	-	-	-	-	-
South Area Pool	PR0810	15,700	-	-	-	-	15,700	-	-	-
Public Bike Park Facility	PR0820	1,147	-	-	-	-	-	-	-	1,147
Santan Vista Trail - Phase II	PR0840	1,742	174	1,568	-	-	-	-	-	-
Santan Vista Trail - Phase III	PR0850	5,685	4	-	-	-	-	-	5,681	-
Shade Structures - Various Locations	PR0920	380	-	180	-	200	-	-	-	-
Santan Vista Trail - Phase IV	PR0970	2,097	-	-	-	-	-	2,097	-	-
Trail - Santan Fwy - Val Vista to Disc. Park	PR1010	3,427	-	-	-	-	-	-	-	3,427
Trail - Santan Fwy - Disc Pk to Cosmo Pk	PR1020	5,793	-	-	-	-	-	-	-	5,793
Playground Repl - Various Park Sites	PR1030	3,540	1,240	4	-	-	-	1,244	1,052	-
Water Tower Plaza - Repairs/Upgrades	PR1040	883	-	-	-	883	-	-	-	-
Riparian Preserve Yurts	PR1070	164	-	-	-	-	-	-	-	164
Discovery Park Playground Structure	PR1080	831	-	-	-	-	-	-	831	-
Riparian - Interpretive Sign Replacement	PR1090	100	-	100	-	-	-	-	-	-
Powerline Trail - Recker to Power	PR1100	1,565	-	-	-	-	-	-	1,565	-
SERL - Fountain/Parking Lot Connection	PR1110	150	24	126	-	-	-	-	-	-
Gilbert Youth Soccer Complex - Sprinkler Ac	PR1120	3,144	-	-	-	-	-	-	3,144	-
Western Powerline Trail - Ped Crossing	PR1130	1,332	187	1,145	-	-	-	-	-	-
Elliot District Park Repairs Phase I	PR1140	4,803	4,218	585	-	-	-	-	-	-
Town Store - Southeast Regional Library	PR1150	130	-	-	-	-	-	-	-	130
Irrigation System Replacements	PR1160	18,680	-	-	-	-	920	5,620	12,140	-
Irrigation Controller Replacements	PR1170	950	41	459	225	225	-	-	-	-
Santan Vista Trail - Phase V	PR1210	4,539	-	-	-	-	-	-	-	4,539
Freestone Recreation Center Roof	PR1220	1,847	1,847	-	-	-	-	-	-	-
Trail Lighting	PR1230	6,526	-	-	-	-	6,526	-	-	-
Cosmo Park Turf Project	PR1240	1,254	-	-	-	-	-	-	1,254	-
Elliot District Park Improvements	PR1250	12,315	1,356	10,959	-	-	-	-	-	-
Community Center Storage	PR1260	159	4	155	-	-	-	-	-	-
Trail Crossings at Railroad Tracks	PR1270	286	-	-	-	-	-	-	286	-
Freestone Rec Center Flooring Repl.	PR1280	328	-	-	328	-	-	-	-	-
Total Capital Expenses		\$ 543,851	\$ 31,269	\$ 55,370	\$ 21,009	\$ 1,550	\$ 24,197	\$ 13,510	\$ 218,108	\$ 178,838

PARKS & RECREATION PROJECT SUMMARY

Capital Sources: (1,000s)	Total	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Years 6-10	Beyond 10 Yrs
PFMPC - 2009 Bonds	\$ 10,268	\$ 10,268	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2001 GO Bonds 02-03	1	1	-	-	-	-	-	-	-
2024 Potential Parks Bonds	125,177	-	-	-	-	6,526	-	118,651	-
Aesthetic Funds	2,613	-	2,613	-	-	-	-	-	-
Developer Contribution	739	739	-	-	-	-	-	-	-
Salt River Project	19	19	-	-	-	-	-	-	-
CIP Outside Sources	12,076	12,076	-	-	-	-	-	-	-
CIP O/S Revolving Fund	156	(10,562)	10,629	-	-	-	-	89	-
General Fund	52,922	10,094	3,734	795	667	1,971	11,413	21,882	2,366
Park SDF	30,742	848	21,086	2,270	-	6,538	-	-	-
Future Growth Funding	127,590	-	-	1,444	-	9,162	2,097	59,486	55,401
Park SDF - Prior to 2012	39,910	6,102	17,308	16,500	-	-	-	-	-
Private Fund	6,480	-	-	-	-	-	-	-	6,480
Investment Income	8	8	-	-	-	-	-	-	-
Unidentified	114,591	-	-	-	-	-	-	-	114,591
Miscellaneous	20,559	1,676	-	-	883	-	-	18,000	-
Total Sources	\$ 543,851	\$ 31,269	\$ 55,370	\$ 21,009	\$ 1,550	\$ 24,197	\$ 13,510	\$ 218,108	\$ 178,838

Operation and Maintenance Impact (1,000s)

Total Operation and Maintenance Impact	\$ 17	\$ 45	\$ 279	\$ 411	\$ 1,534	\$ -
Total Revenue	-	-	-	-	-	-
Net Additional Cost	\$ 17	\$ 45	\$ 279	\$ 411	\$ 1,534	\$ -

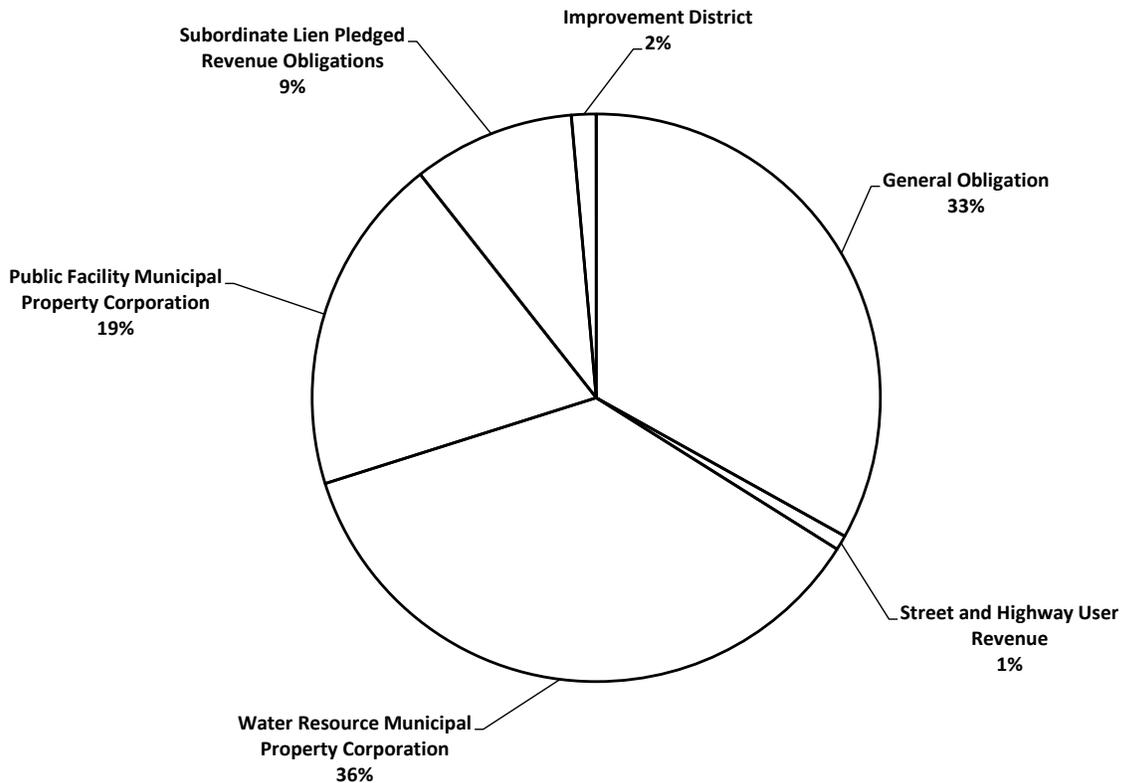
PR0060 – Heritage Trail Middle Seg (Consolidated Canal) Multi-modal canal trail improvements from the Western Canal south to Warner Road. Improvements to include bridge crossing, landscape, concrete pathway, rest areas, and signage (1½ miles).	Project Priority: 3.00
PR0310 – Gilbert Regional Park The 272 acre park will be designed to serve two purposes: flood control and storm water retention, as well as park and recreation amenities. Situated along the East Maricopa Floodway (Superstition-Santan Corridor and Marathon Trail), the park will be a destination facility for a variety of recreation pursuits for a regional population. Project components include, property acquisition, field needs assessment, conceptual design, conceptual plan agreement and construction. Currently park is estimated to be completed in three phases.	Project Priority: 3.00
PR0320 – Rittenhouse District Park Joint effort with the Flood Control District of Maricopa County (FCDMC) and Gilbert on 165 acres. The basin will be designed to serve two purposes: Flood control/storm water retention as well as park and recreation amenities. The basin is bordered by the East Maricopa Floodway (EMF), Power Road and the Union Pacific Rail Road/Rittenhouse alignment. Park and Recreation amenity development includes 18 acres for high intensity, 115 acres for medium intensity, and 32 acres for low intensity uses. Includes reclaimed water line and reclaimed water recovery for peak irrigation demands. Project may involve partnership opportunities for the development of the site.	Project Priority: 3.00
PR0560 – Parks and Trails Signs The project will develop sign designs and themes for trail signage to include informational and directional signage. Parks signs are to replace worn and outdated rules/regulations signage.	Project Priority: 1.95
PR0570 – Urban Lakes Renovation This project provides for lake dredging, lake liner replacements, sediment testing, seepage testing, pump replacements and upgrades, turf removal to eliminate run-off into lakes, addition of aerator equipment, and the reconditioning of pump stations. The repairs in FY 2017 and FY 2018 consisted of the fountain pump and vault at Freestone Park, removing turf adjacent to the lake at Cosmo and Freestone Parks, and adding a swale to the lake at the Municipal Center. The estimated schedule for the future years is as follows: Discovery Park Upper Lake FY 2019.	Project Priority: 1.94 
PR0840 – Santan Vista Trail – Phase II Multi-modal Canal trail improvements along the Eastern Canal (Santan Vista Trail) from Baseline Road south to Germann Road. Phase II includes improvements to the section from Warner Road to Ray Road. This includes concrete pathway, resting/sitting areas, and signage.	Project Priority: 3.00
PR0920 – Shade Structures – Various Locations Install shade structures over playground equipment and other park amenities such as sports fields, picnic areas, and bleachers in various parks.	Project Priority: 2.36

PR1030 – Playground Repl – Various Parks Sites	Project Priority: 2.13
Remove and replace play structures in the following and locations: Page Park, Village Park West, McQueen Ballfield North, Freestone Soccer Fields, Circle G South, Circle G North, Sunview; Freestone Recreation Center, McQueen Park Activity Center West, McQueen Park Activity Center East, Discovery, Sonora Town, McQueen Ballfield South, Cosmo.	
PR1090 – Riparian – Interpretive Sign Replacement	Project Priority: 3.00
Replace original interpretive and informational signs located at the Riparian at Water Ranch.	
PR1110 – Southeast Regional Library Fountain and Parking Lot	Project Priority: 3.00
The existing pump station and fountain will be modified and repaired.	
PR1130 – Western Powerline Trail – Ped Crossing	Project Priority: 3.00
Construct a grade separated pedestrian crossing over the Union Pacific Railroad (UPRR) at the intersection of the Western Powerline Trail (WPT) approximately 1/2 mile west of Gilbert Road. Included in the project is the completion of trail improvements approximately 1/8 mile on either side of the crossing location.	
PR1140 – Elliot District Park Repairs Phase I	Project Priority: 3.00
Complete phase I repair work at Elliot District Park.	
PR1170 – Irrigation Controller Replacements	Project Priority: 3.00
This project will replace obsolete irrigation controllers in parks and along trails. The \$50,000 allocated in FY 2017 was for a pilot program to be tested at one park. This pilot program will help determine the return on investment once all new controllers are installed. The proposed controllers will include field communication capabilities, alert notifications, and automatic evapo-transpiration controls.	
PR1250 – Elliot District Park Improvements	Project Priority: 3.00
Construct improvements to the Elliot District Park. General summary of the work items to be addressed include; ADA compliance, plaza concrete flatwork, batting cages, ball field site grading and drainage, site storm water retention, grandstands, netting support columns, parking lot, and administrative building and clubhouse. Park will remain closed for 12-18 months to complete the repairs.	
PR1260 – Community Center Storage	Project Priority: 3.00
The Community Center hosts the Gilbert Senior Center as well as the Parks & Recreation Department’s Adaptive Recreation program and general recreation programming. The Community Center has very limited storage to keep regularly used program supplies, props and documents. These items have been stored using the next door Page Park Center which will no longer be available for storage. A 400-600 square feet, climate controlled, easily accessible to the Community Center is needed.	

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

The following table indicates what percentage each type of bond represents of the total outstanding debt for Gilbert as of July 1, 2018:

TYPE OF BOND	PRINCIPAL AMOUNT OUTSTANDING
General Obligation	\$ 128,090,000
Street and Highway User Revenue	3,250,000
Water Resources Municipal Property Corporation	140,090,000
Public Facility Municipal Property Corporation	74,565,000
Subordinate Lien Pledged Revenue Obligations	35,655,000
Improvement District	5,445,000
Total Bonds Outstanding	\$ 387,095,000



Description of Bond Types

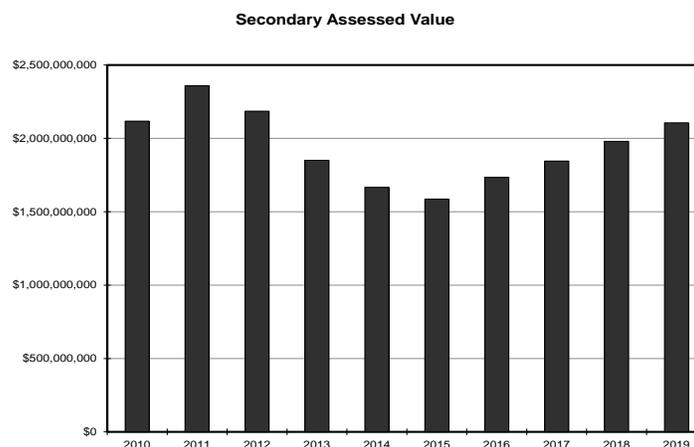
General Obligation (G.O.) Bonds are backed by the full faith and credit of the issuing municipality. The bonds are secured by the property tax of the Town and are limited in capacity based on Gilbert's secondary assessed valuation as determined by the Maricopa County Assessor. The following table illustrates the changes in secondary assessed valuation over the past ten years and the amount of property tax received to repay debt.

Year	Secondary Assessed Valuation*	Percent Change	Property Tax Levy
2009/2010	2,358,865,992	11.43%	30,739,000
2010/2011	2,185,240,661	-7.36%	26,418,130
2011/2012	1,849,983,469	-15.34%	21,400,000
2012/2013	1,666,867,842	-9.90%	19,300,000
2013/2014	1,585,463,663	-4.88%	18,440,000
2014/2015	1,734,283,157	9.39%	19,500,000
2015/2016	1,845,325,449	6.40%	19,500,000
2016/2017	1,979,359,269	7.26%	21,000,000
2017/2018	2,105,762,268	6.39%	21,650,000
2018/2019	2,256,162,227	7.14%	22,300,000

*Note: Beginning in 2015, the Maricopa County Assessor no longer distinguishes between primary and secondary assessed value. Valuations after 2015 are reported with the Full Cash Valuation.

Gilbert has been able to manage debt strategically and has been able to keep the same property tax rate for 12 years from FY 2003 through FY 2014 at \$1.15 per \$100 in secondary assessed valuation. Since FY 2015, Gilbert decreased the secondary property tax rate year over year from approx. \$1.06 in FY 2015 to \$0.99 in FY 2019. In FY 2019, Gilbert will be using General Fund monies to pay off \$1M in General Obligation bonds; saving taxpayers approximately \$105k in interest.

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



The Arizona Constitution and State Statute limits Gilbert's bonded debt capacity to certain percentages of Gilbert's secondary assessed valuation by the type of project to be constructed.

There is a limit of 20% of secondary assessed valuation for projects involving streets, water, sewer, artificial lighting, parks, open space, and recreational facility improvements.

There is a limit of 6% of secondary assessed valuation for any other general-purpose project.

Voter authorization is required before General Obligation Bonds can be issued. In 2001 a Citizens Bond Committee recommended the Council forward to the voters a bond authorization election in the amount of \$57,481,000. The Council approved this action and the bond authorization election was successful. In May 2003, the voters approved general obligation bonds in the amount of \$80 million to pay for street construction and in March 2006, voters approved \$75 million for street improvements and \$10 million for parks and recreation facilities. In November 2007, voters approved \$174 million for street improvements. The following table outlines the remaining authorization for each voter approved election:

<u>Election Date</u>	<u>Authorized</u>	<u>Issued</u>	<u>Remaining 20%</u>
November 2001	\$ 57,481,000	\$ 45,722,000	\$ 11,759,000
May 2003	\$ 80,000,000	\$ 80,000,000	\$ -
March 2006	\$ 85,000,000	\$ 85,000,000	\$ -
November 2007	\$ 174,000,000	\$ 173,993,080 ***	\$ -

*** Remaining authorization is a de minimis amount

The information below shows the legal bonding limit for General Obligation bonds as of July 1, 2018.

Debt Capacity with Bond Premiums Included

6% Limitation

FY 2018 Secondary Assessed Valuation	\$ 2,831,095,155
Allowable 6% Debt	169,865,709
Less: 6% Debt Outstanding	-
Unused 6% Debt Capacity	\$ 169,865,709

20% Limitation

FY 2018 Secondary Assessed Valuation	\$ 2,831,095,155
Allowable 20% Debt	566,219,031
Less: 20% Debt Outstanding	(127,090,000)
Less: Unamortized Premium Counted Against Capacity	(9,516,726)
Unused 20% Debt Capacity	\$ 429,612,305

The following table provides the detail for the FY 2019 general obligation debt budget. Revenue is provided from the secondary property tax levy.

<u>Name</u>	<u>Issued</u>	<u>Outstanding</u>	<u>Debt Payments</u>
GO Series 2008	\$187,990,000	\$17,000,000	\$1,510,000
GO Series 2017 Revenue and Refunding	\$121,670,000	\$111,090,000	\$21,766,800
Total General Obligation	\$309,660,000	\$128,090,000	\$23,276,800

The last General Obligation Bond sale occurred in April 2017. That issue received a Moody's rating of Aaa and a Fitch rating of AAA which are the highest ratings possible. The 2017 issue used the remaining November 2007 authorization and refunded most of the outstanding GO Series 2008. The refunding saved nearly \$3.4M in interest. This is evidence of the Town's emphasis on responsible financial stewardship, as well a reflection of a great community.

Street and Highway User Revenue (HURF) Bonds are special revenue bonds issued specifically for the purpose of constructing street and highway projects. Gilbert received a ratings upgrade from S&P

from a 'AA-' to a 'AA'. The bonds are secured by gas tax revenues collected by the State and distributed to municipalities throughout the State. The distribution of revenues is based on a formula of population and gas sales within the county of origin. These bonds are limited by the amount of HURF revenue received from the State. By state statute, the annual total debt service must not exceed one-half of the annual HURF revenues received.

The following table illustrates the debt service as a percent of anticipated revenue:

Year	HURF Revenue	Debt Service	Coverage
FY 2019	15,861,000	3,412,500	4.6x

Water and Wastewater Revenue Bonds are issued to finance construction of water and wastewater facilities. The debt is repaid through user fees. The voters must approve the bonds. The amount of debt issued is limited by the revenue source to repay the debt. The wastewater portion of these bonds was paid off early to avoid additional interest charges, so there is no outstanding water or wastewater revenue bond debt.

Water Resources and Public Facilities Municipal Property Corporation Bonds are issued by non-profit corporations created by Gilbert as a financing mechanism for the purpose of funding the construction or acquisition of capital improvement projects. The Municipal Property Corporation is governed by a board of directors consisting of citizens from the community appointed by the Council. These bonds may be issued without voter approval. Water Resources issues are split into two funds based on the revenue source for debt repayment.

In June 2016, Gilbert refunded the outstanding 2007 WRMPC debt for a savings of nearly \$15 million and issued new debt for the San Tan Vista Water Treatment Plant expansion. In May 2018, Gilbert issued debt for the Greenfield Wastewater Treatment Plant expansion. System Development fees are used to pay back both of these bonds.

Subordinate Lien Pledged Revenue Obligations are payable only from a junior and subordinate pledge of revenues generated by the Town of Gilbert from Excise Taxes and State Shared Revenues. Payments on obligations are not a direct obligation of the Town and may not be paid by revenues from *ad valorem* property taxes. These bonds may be issued without voter approval.

Gilbert currently has one Subordinate Lien obligation which is paid using revenues from leases and General Fund revenues.

Improvement District Bonds are generally issued to repay debt used to finance construction in a designated area within Gilbert. The property owners must agree to be assessed for the repayment of the costs of constructing improvements that benefit the owners' property. Gilbert is ultimately responsible for the repayment of the debt if the property owner does not pay.

The following table indicates the principal amount of debt paid annually by type of debt:

Fiscal Year	General Obligation	Street and Highway	MPC Public Facilities	MPC Water Resources	Subordinate Lien	Improvement District
2019	16,645,000	3,250,000	12,045,000	7,225,000	700,000	380,000
2020	17,480,000	-	12,565,000	7,560,000	735,000	400,000
2021	18,355,000	-	14,340,000	7,950,000	770,000	425,000
2022	16,180,000	-	5,250,000	8,340,000	810,000	450,000
2023	17,000,000	-	5,500,000	8,780,000	850,000	465,000
2024	2,485,000	-	5,770,000	9,200,000	895,000	490,000
2025	2,605,000	-	6,055,000	9,655,000	935,000	515,000
2026	2,740,000	-	6,360,000	10,155,000	985,000	555,000
2027	2,875,000	-	6,680,000	10,575,000	1,035,000	580,000
2028	3,020,000	-	-	11,105,000	1,085,000	580,000
2029	3,110,000	-	-	11,445,000	1,140,000	605,000
2030	3,200,000	-	-	11,835,000	1,195,000	-
2031	3,360,000	-	-	10,285,000	1,235,000	-
2032	3,530,000	-	-	2,950,000	1,275,000	-
2033	3,705,000	-	-	3,070,000	1,320,000	-
2034	3,820,000	-	-	3,190,000	1,365,000	-
2035	3,930,000	-	-	3,320,000	1,415,000	-
2036	4,050,000	-	-	3,450,000	1,470,000	-
2037	-	-	-	-	1,525,000	-
2038	-	-	-	-	1,580,000	-
2039	-	-	-	-	1,640,000	-
2040	-	-	-	-	1,695,000	-
2041	-	-	-	-	1,810,000	-
2042	-	-	-	-	1,900,000	-
2043	-	-	-	-	1,995,000	-
2044	-	-	-	-	2,095,000	-
2045	-	-	-	-	2,200,000	-
	128,090,000	3,250,000	74,565,000	140,090,000	35,655,000	5,445,000

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

Fiscal Year	General Obligation	Street and Highway	MPC Public Facilities	MPC Water Resources	Subordinate Lien	Improvement District
2019	5,631,800	162,500	3,654,275	6,207,162	1,559,456	268,140
2020	4,799,550	-	3,086,300	5,865,313	1,524,456	248,238
2021	3,925,550	-	2,471,275	5,487,313	1,487,706	227,185
2022	3,007,800	-	1,761,150	5,089,813	1,449,206	204,858
2023	2,198,800	-	1,508,250	4,672,813	1,408,706	181,510
2024	1,688,800	-	1,243,250	4,233,813	1,366,206	157,143
2025	1,564,550	-	954,750	3,773,813	1,321,456	131,498
2026	1,434,300	-	652,000	3,291,063	1,274,706	104,195
2027	1,297,300	-	334,000	2,857,863	1,225,456	75,235
2028	1,153,550	-	0	2,329,113	1,173,706	45,645
2029	1,062,950	-	-	1,997,300	1,119,456	15,428
2030	969,650	-	-	1,591,350	1,062,456	-
2031	809,650	-	-	1,085,100	1,023,619	-
2032	641,650	-	-	639,200	981,938	-
2033	465,150	-	-	521,200	937,313	-
2034	354,000	-	-	398,400	891,113	-
2035	239,400	-	-	270,800	843,338	-
2036	121,500	-	-	138,000	786,738	-
2037	-	-	-	-	733,450	-
2038	-	-	-	-	678,169	-
2039	-	-	-	-	620,894	-
2040	-	-	-	-	561,444	-
2041	-	-	-	-	500,000	-
2042	-	-	-	-	409,500	-
2043	-	-	-	-	314,500	-
2044	-	-	-	-	214,750	-
2045	-	-	-	-	110,000	-
	\$31,365,950	\$162,500	\$15,665,250	\$50,449,425	\$25,579,738	\$1,659,073

PERSONNEL BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
No Personnel Allocation	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
General Obligation	22,815,040	90,443,896	22,295,550	22,295,550	23,291,300
Street and Highway	3,395,820	3,412,020	3,417,250	3,417,250	3,417,500
Public Facilities MPC	13,756,138	14,281,600	15,399,230	15,399,230	15,719,280
Water Resources MPC	33,739,334	38,582,363	10,005,090	10,005,090	9,994,630
Subordinate Lien	-	-	2,261,260	-	2,264,460
Improvement Districts	2,196,289	696,795	5,486,430	5,486,430	6,411,280
Wastewater MPC	-	-	-	-	3,614,400
Total Expenses	\$ 75,902,621	\$147,416,674	\$ 58,864,810	\$ 56,603,550	\$ 64,712,850

EXPENSES BY CATEGORY	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Personnel	-	-	-	-	-
Supplies & Contractual	71,024,495	119,166,684	58,864,810	56,603,550	64,712,850
Capital Outlay	4,878,126	28,249,990	-	-	-
Total Expenses	\$ 75,902,621	\$147,416,674	\$ 58,864,810	\$ 56,603,550	\$ 64,712,850

OPERATING RESULTS	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2018	Budget FY 2019
Total Revenues	21,858,074	86,251,064	27,186,430	27,186,430	29,761,280
Transfers In	32,666,048	30,380,935	32,538,400	31,077,140	35,145,950
Total Sources	\$ 54,524,122	\$116,631,999	\$ 59,724,830	\$ 58,263,570	\$ 64,907,230
Total Expenses	75,902,621	147,416,674	58,864,810	56,603,550	64,712,850
Transfers Out	-	332,001	-	-	-
Total Uses	\$ 75,902,621	\$147,748,675	\$ 58,864,810	\$ 56,603,550	\$ 64,712,850
Net Operating Result	\$ (21,378,499)	\$ (31,116,676)	\$ 860,020	\$ 1,660,020	\$ 194,380



	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
GENERAL FUND					
Mayor and Council					
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Mayor's Aide	1.00	1.00	1.00	1.00	1.00
Total Mayor and Council	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Manager					
Town Manager	1.00	1.00	1.00	1.00	1.00
Deputy Town Manager	0.00	0.00	0.00	3.00	3.00
Assistant Town Manager	1.00	1.00	1.00	0.00	0.00
Community Resources Program Supervisor	0.00	0.15	0.15	0.35	0.35
Assistant to Town Manager	3.00	3.00	3.00	1.00	1.00
Executive Assistant to Town Manager	1.00	1.00	1.00	0.00	0.00
Executive Staff Assistant	1.00	1.00	1.00	1.00	1.00
Emergency Operations Coordinator	0.00	0.00	0.00	1.00	1.00
Total Manager	<u>7.00</u>	<u>7.15</u>	<u>7.15</u>	<u>7.35</u>	<u>7.35</u>
Digital Government					
Digital Communications Strategist	0.00	1.00	1.00	1.00	1.00
Chief Digital Officer	1.00	1.00	1.00	1.00	1.00
Digital Media and Marketing Officer	1.00	1.00	1.00	1.00	1.00
Community Engagement Coordinator	0.00	0.00	0.00	1.00	1.00
Digital Journalist	2.00	2.00	2.00	2.00	2.00
Multi-Media Analyst	1.00	1.00	1.00	1.00	1.00
Data and Technology Analyst	1.00	1.00	1.00	1.00	1.00
Total Digital Government	<u>6.00</u>	<u>7.00</u>	<u>7.00</u>	<u>8.00</u>	<u>8.00</u>
Intergovernmental					
Governmental Relationship Assistant	1.00	1.00	1.00	1.00	1.00
Program Coordinator	0.00	1.00	1.00	0.00	0.00
Director of Intergovernmental Affairs	1.00	1.00	1.00	1.00	1.00
Total Intergovernmental	<u>2.00</u>	<u>3.00</u>	<u>3.00</u>	<u>2.00</u>	<u>2.00</u>
Economic Development					
Economic Development Director	1.00	1.00	1.00	1.00	1.00
Economic Development Manager	1.00	1.00	1.00	1.00	1.00
Economic Development Administrator	4.00	4.00	4.00	4.00	4.00
Economic Development Analyst	1.00	1.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Economic Development	<u>8.00</u>	<u>8.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>
Information Technology:					
Information Technology Administration					
Information Technology Director	1.00	1.00	1.00	1.00	1.00
Chief Technology Officer	0.00	0.00	0.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Information Technology Administration	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>3.00</u>	<u>3.00</u>
Communication Services					
IT Infrastructure Manager	1.00	1.00	1.00	1.00	1.00
Systems Engineer	3.00	3.00	3.00	3.00	3.00
Telecom Engineer	1.00	1.00	1.00	1.00	1.00

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Communications Engineer	1.00	1.00	1.00	1.00	1.00
Network Administrator	1.00	1.00	1.00	1.00	1.00
Radio Technician	1.00	1.00	2.00	2.00	2.00
Audio/Visual Analyst	1.00	1.00	1.00	1.00	1.00
Total Communication Services	9.00	9.00	10.00	10.00	10.00
Application Operations and Support					
IT Applications Manager	1.00	1.00	1.00	1.00	2.00
IT Desktop Supervisor	1.00	1.00	1.00	1.00	1.00
Applications Administrator	4.00	4.00	4.00	4.00	4.00
Applications Engineer	2.00	2.00	2.00	2.00	2.00
Desktop Analyst	2.00	2.00	2.00	2.00	2.00
Applications Analyst	4.00	4.00	5.00	5.00	5.00
PC Technician	4.00	4.00	4.00	4.00	4.00
Help Desk Technician	1.00	1.00	1.00	1.00	1.00
Total Application Operations and Support	19.00	19.00	20.00	20.00	21.00
GIS Operations and Support					
GIS Supervisor	1.00	1.00	1.00	1.00	1.00
GIS Administrator	2.00	2.00	2.00	2.00	2.00
Senior GIS Technician	2.00	2.00	2.00	2.00	2.00
GIS Technician	2.00	2.00	2.00	2.00	2.00
Addressing Technician	1.00	1.00	1.00	1.00	1.00
Total GIS Operations and Support	8.00	8.00	8.00	8.00	8.00
Total Information Technology	<u>38.00</u>	<u>38.00</u>	<u>40.00</u>	<u>41.00</u>	<u>42.00</u>
Human Resources:					
Personnel Administration					
Chief Talent Officer	1.00	1.00	1.00	1.00	1.00
Senior Human Resources Analyst	3.00	4.00	5.00	5.00	5.00
Lean Innovator	0.00	0.00	0.00	1.00	1.00
Benefits Analyst	0.00	0.00	0.00	1.00	1.00
Human Resources Manager	2.00	2.00	2.00	2.00	2.00
Human Resources Supervisor	1.00	1.00	1.00	1.00	1.00
Human Resources Specialist	2.00	2.00	2.00	2.00	2.00
Office Assistant	0.00	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Total Personnel Administration	11.00	13.00	14.00	16.00	16.00
Learning and Development					
Learning and Development Manager	1.00	1.00	1.00	1.00	1.00
Learning and Development Consultant	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Learning and Development	3.00	3.00	3.00	3.00	3.00
Risk Management					
Risk Manager	1.00	1.00	1.00	0.00	0.00
Senior Safety Specialist	1.00	0.00	0.00	0.00	0.00
Senior Claims Analyst	1.00	1.00	1.00	1.00	1.00
Safety Specialist	0.00	1.00	1.00	0.00	0.00
Senior Human Resources Analyst	1.00	1.00	1.00	1.00	1.00

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Total Risk Management	4.00	4.00	4.00	2.00	2.00
Payroll					
Senior Payroll Specialist	2.00	0.00	0.00	0.00	0.00
Payroll Specialist	1.00	0.00	0.00	0.00	0.00
Total Payroll	3.00	0.00	0.00	0.00	0.00
Total Human Resources	<u>21.00</u>	<u>20.00</u>	<u>21.00</u>	<u>21.00</u>	<u>21.00</u>
Management and Budget					
Management and Budget Director	1.00	1.00	1.00	1.00	1.00
Management and Budget Analyst	3.00	3.00	3.00	3.00	3.00
Senior Performance Management Analyst	1.00	1.00	1.00	0.00	0.00
Executive Assistant	0.00	0.00	0.00	1.00	1.00
Management Support Specialist	1.00	1.00	1.00	0.00	0.00
Total Management and Budget	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>5.00</u>	<u>5.00</u>
Town Clerk					
Town Clerk	1.00	1.00	1.00	1.00	1.00
Deputy Clerk	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Receptionist	1.00	0.00	0.00	0.00	0.00
Town Clerk Specialist	2.00	2.00	2.00	2.00	2.00
Total Town Clerk	<u>6.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>
Neighborhood Services					
Program Supervisor	0.15	0.00	0.00	0.00	0.00
Program Coordinator	1.00	0.00	0.00	0.00	0.00
Total Neighborhood Services	<u>1.15</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Legal Services:					
General Counsel					
Town Attorney	1.00	1.00	1.00	1.00	1.00
Assistant Town Attorney	1.00	2.00	2.00	2.00	2.00
Legal Advisor	1.00	1.00	1.00	1.00	1.00
Paralegal	0.00	0.00	0.00	1.00	1.00
Legal Secretary	1.00	1.00	1.00	1.00	1.00
Total General Counsel	4.00	5.00	5.00	6.00	6.00
Prosecutor					
Town Prosecutor	1.00	1.00	1.00	1.00	1.00
Assistant Town Prosecutor II	7.00	7.00	7.00	7.00	7.00
Legal Secretary	3.00	3.00	3.00	3.00	3.00
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	3.00	3.00	3.00
Victim Advocate	2.00	2.00	3.00	2.00	2.00
Office Assistant	3.00	3.00	3.00	3.00	3.00
Paralegal	0.00	0.00	0.00	1.00	1.00
Total Prosecutor	19.00	19.00	21.00	21.00	21.00
Total Legal Services	<u>23.00</u>	<u>24.00</u>	<u>26.00</u>	<u>27.00</u>	<u>27.00</u>
Management Services:					

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Administration					
Finance & Management Services Director	1.00	1.00	1.00	1.00	1.00
Total Management Services Administration	1.00	1.00	1.00	1.00	1.00
Accounting					
Accounting Manager	1.00	1.00	1.00	1.00	1.00
Assistant Accounting Manager	0.00	0.00	0.00	1.00	1.00
Accounting System Analyst	1.00	1.00	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00	1.00	1.00
Accountant	1.00	1.00	1.00	1.00	1.00
Accounting Technician	3.00	3.00	3.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Accounting Specialist	1.00	1.00	1.00	1.00	1.00
Senior Payroll Specialist	0.00	2.00	2.00	2.00	2.00
Payroll Specialist	0.00	1.00	1.00	1.00	1.00
Total Accounting	9.00	12.00	12.00	12.00	12.00
Purchasing					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Purchasing Specialist	1.00	1.00	1.00	0.00	0.00
Contract Specialist	3.00	3.00	3.00	4.00	4.00
Inventory Services Specialist	1.00	1.00	1.00	1.00	1.00
Purchasing Manager	1.00	1.00	1.00	1.00	1.00
Total Purchasing	7.00	7.00	7.00	7.00	7.00
Tax Compliance					
Tax Compliance Specialist	1.00	1.00	1.00	1.00	1.00
Tax Compliance Analyst	2.00	2.00	3.00	1.00	1.50
Tax Compliance Manager	1.00	1.00	1.00	1.00	1.00
Tax Compliance Auditor	0.00	0.00	0.00	1.00	1.00
Senior Tax Compliance Auditor	0.00	0.00	0.00	1.00	1.00
Total Tax Compliance	4.00	4.00	5.00	5.00	5.50
Total Management Services	<u>21.00</u>	<u>24.00</u>	<u>25.00</u>	<u>25.00</u>	<u>25.50</u>
Municipal Court					
Presiding Judge	1.00	1.00	1.00	1.00	1.00
Municipal Judge	3.00	3.00	3.00	3.00	3.00
Civil Hearing Officer	1.00	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00	1.00
Administrative Supervisor	1.00	1.00	2.00	2.00	2.00
Deputy Court Administrator	1.00	1.00	1.00	1.00	1.00
Senior Court Services Clerk	5.00	5.00	5.00	5.00	5.00
Court Services Clerk	10.00	10.00	10.00	10.00	10.00
Court Enforcement Supervisor	1.00	1.00	1.00	1.00	1.00
Security Officer	4.00	4.00	4.00	4.00	4.00
Office Assistant	2.00	2.00	2.00	2.00	2.00
Court Interpreter	0.75	0.75	0.75	0.75	0.75
Pro Tem Judge	0.17	0.17	0.17	0.17	0.17
Total Municipal Court	<u>30.92</u>	<u>30.92</u>	<u>31.92</u>	<u>31.92</u>	<u>31.92</u>
Development Services:					
Development Services Administration					

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Development Services Director	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Development Services Administration	2.00	2.00	2.00	2.00	2.00
Permits and Licensing					
Customer Service Professional	4.30	4.30	4.30	4.30	5.03
Customer Service Manager	0.50	0.50	0.50	0.50	0.50
Customer Service Supervisor	0.70	0.70	0.70	0.70	1.00
Alarm Program Technician	1.00	1.00	1.00	1.00	0.80
Total Permits and Licensing	6.50	6.50	6.50	6.50	7.33
Plan Review and Inspection Administration					
Plan Review and Inspection Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.00	1.00	1.00
Total Plan Review and Inspection Admin	1.00	1.00	1.00	2.00	2.00
Plan Review and Inspection - Building					
Inspections Supervisor	0.75	0.75	0.75	0.75	0.75
Senior Inspector	1.00	1.00	1.00	0.00	0.00
Inspector II	4.00	4.00	4.00	4.00	4.00
Inspector I	3.00	3.00	4.00	4.00	4.00
Plan Review and Inspection Specialist	3.00	3.00	3.00	3.00	3.00
Plan Review Supervisor	0.80	0.80	0.80	0.80	0.80
Senior Plans Examiner	1.00	2.00	2.00	3.00	3.00
Plans Examiner	1.00	1.00	1.00	1.00	1.00
Permit Technician	2.00	3.00	3.00	3.00	3.00
Total Plan Review and Inspection - Building	16.55	18.55	19.55	19.55	19.55
Plan Review and Inspection - Fire					
Inspections Supervisor	0.25	0.25	0.25	0.25	0.25
Inspector II	1.00	1.00	1.00	1.00	1.00
Senior Plans Examiner	1.00	1.00	1.00	1.00	1.00
Plan Review Supervisor	0.20	0.20	0.20	0.20	0.20
Plans Examiner	0.00	1.00	1.00	1.00	1.00
Total Plan Review and Inspection - Fire	2.45	3.45	3.45	3.45	3.45
Plan Review and Inspection - Engineering					
Inspector II	5.00	5.00	6.00	6.00	6.00
Inspections Supervisor	0.95	0.95	0.95	0.95	0.95
Plans Examiner	1.00	1.00	1.00	1.00	1.00
Plans Review Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Plans Examiner	1.00	1.00	1.00	1.00	1.00
Total Plan Review and Inspection - Engineering	8.95	8.95	9.95	9.95	9.95
Plan Review and Inspection - Planning					
Plans Examiner	2.00	2.00	2.00	1.00	1.00
Senior Plans Examiner	1.00	1.00	1.00	2.00	2.00
Inspections Supervisor	0.05	0.05	0.05	0.05	0.05
Total Plan Review and Inspection - Planning	3.05	3.05	3.05	3.05	3.05
Plan Review and Inspection - Code					
Inspections Supervisor	0.80	0.80	0.80	0.80	0.80
Inspector II	1.00	1.00	1.00	1.00	1.00

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Inspector I	4.00	4.00	4.00	4.00	4.00
Administrative Assistant	2.00	1.00	1.00	1.00	1.00
Total Plan Review and Inspection - Code	7.80	6.80	6.80	6.80	6.80
Development Engineering					
Development Engineer Manager	0.00	1.00	1.00	1.00	1.00
Senior Development Engineer	0.00	1.00	1.00	1.00	1.00
Development Engineer	0.00	1.00	1.00	1.00	1.00
Total Development Engineering	0.00	3.00	3.00	3.00	3.00
Planning Services					
Planning Services Manager	1.00	1.00	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00	1.00	1.00
Senior Planner	3.00	4.00	4.00	3.00	3.00
Planner II	2.00	2.00	2.00	4.00	4.00
Plan Review and Inspection Specialist	2.00	3.00	3.00	2.00	2.00
Planning Technician	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	0.00	0.00
Total Planning Services	12.00	14.00	14.00	13.00	13.00
Transportation Planning					
Transportation Planning Manager	0.00	1.00	1.00	1.00	1.00
Planner II	0.00	0.00	1.00	1.00	1.00
Total Transportation Planning	0.00	1.00	2.00	2.00	2.00
Total Development Services	<u>60.30</u>	<u>68.30</u>	<u>71.30</u>	<u>71.30</u>	<u>72.13</u>
Public Works - Engineering:					
Engineering Administration					
Town Engineer	0.60	0.60	0.60	0.60	0.60
Inspections Specialist	0.00	0.00	0.00	0.00	1.00
Senior Plans Examiner	1.00	0.00	0.00	0.00	0.00
Total Engineering Administration	1.60	0.60	0.60	0.60	1.60
Development Engineering					
Development Engineer	1.00	0.00	0.00	0.00	0.00
Engineering Technician	1.00	0.00	0.00	0.00	0.00
Senior Plans Examiner	0.00	0.00	0.00	0.00	0.00
Total Development Engineering	2.00	0.00	0.00	0.00	0.00
Engineering Traffic					
Town Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Senior Traffic Engineering Specialist	1.00	1.00	1.00	1.00	1.00
Traffic Safety Assistant	1.00	1.00	1.00	1.00	1.00
Traffic Safety Specialist	0.00	0.00	1.00	1.00	1.00
Total Engineering Traffic	3.00	3.00	4.00	4.00	4.00
Total Public Works - Engineering	<u>6.60</u>	<u>3.60</u>	<u>4.60</u>	<u>4.60</u>	<u>5.60</u>
Police Department:					
Police Administration					
Police Chief	1.00	1.00	1.00	1.00	1.00
Assistant Police Chief	0.00	0.00	0.00	1.00	1.00

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Police Lieutenant	1.00	1.00	1.00	1.00	1.00
Police Sergeant	1.00	1.00	1.00	1.00	0.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Office Assistant	0.50	0.00	0.00	0.00	0.00
Total Police Administration	4.50	4.00	4.00	5.00	4.00
Office of Professional Standards Admin					
Police Sergeant	0.00	0.00	0.00	0.00	1.00
Background Investigator	0.00	0.00	0.00	0.00	1.00
Office Assistant	0.00	0.00	0.00	0.00	0.50
Total Office of Professional Standards Admin	0.00	0.00	0.00	0.00	2.50
Internal Affairs					
Police Sergeant	1.00	1.00	1.00	1.00	0.00
Police Officer	3.00	3.00	3.00	3.00	3.00
Non-Sworn Public Safety Technician	0.00	0.00	1.00	1.00	0.00
Total Internal Affairs	4.00	4.00	5.00	5.00	3.00
Training and Program Coordination					
Police Training Specialist	1.00	1.00	1.00	1.00	1.00
Police Officer	0.00	0.00	0.00	0.00	3.00
Rangemaster	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Police Records Clerk	2.00	1.00	1.00	1.00	1.00
Police Sergeant	0.00	0.00	0.00	0.00	1.00
Total Training & Program Coordination	5.00	4.00	4.00	4.00	8.00
Uniform Patrol					
Police Commander	1.00	1.00	2.00	2.00	2.00
Police Lieutenant	5.00	5.00	5.00	5.00	5.00
Police Sergeant	12.00	14.00	14.00	14.00	17.00
Police Officer	116.00	124.00	132.00	130.00	147.00
Administrative Assistant	1.50	1.50	2.00	2.00	2.00
Total Uniform Patrol	135.50	145.50	155.00	153.00	173.00
Detention / Court Support					
Detention Supervisor	2.00	2.00	2.00	2.00	2.00
Detention Transport Officer	6.00	7.00	7.00	7.00	7.00
Total Detention / Court Support	8.00	9.00	9.00	9.00	9.00
Enforcement Support					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Teleserve Operator	8.00	8.00	8.00	8.00	7.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Body Worn Camera Coordinator	0.00	0.00	0.00	0.00	1.00
Public Safety Assistant	2.00	2.00	2.00	2.00	2.00
Total Enforcement Support	12.00	12.00	12.00	12.00	12.00
Civilian Patrol					
Civilian Patrol Technician	4.00	4.00	4.00	4.00	4.00
Crime Scene Technician	2.00	0.00	0.00	0.00	0.00
Total Civilian Patrol	6.00	4.00	4.00	4.00	4.00

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Support Administration					
Commander Support Services	1.00	1.00	1.00	1.00	1.00
Policy and Compliance Coordinator	0.00	0.00	0.00	0.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Support Administration	2.00	2.00	2.00	2.00	3.00
Records					
Police Records and Property Manager	1.00	1.00	1.00	1.00	1.00
Police Records Shift Supervisor	3.00	3.00	3.00	3.00	3.00
Police Records Clerk	12.00	13.00	15.00	15.00	15.00
Total Records	16.00	17.00	19.00	19.00	19.00
Communications					
Police Communications Manager	1.00	1.00	1.00	1.00	1.00
Police Communications Shift Supervisor	5.00	5.00	5.00	5.00	5.00
Police Dispatcher	18.00	18.00	18.00	18.00	18.50
911 Operators	13.50	13.50	13.50	13.50	13.00
Total Communications	37.50	37.50	37.50	37.50	37.50
Property					
Property and Evidence Supervisor	1.00	1.00	1.00	1.00	1.00
Police Property and Evidence Technician	5.00	5.00	5.00	5.00	5.00
Office Assistant	1.00	1.00	1.00	1.00	1.00
Total Property	7.00	7.00	7.00	7.00	7.00
Planning and Research					
Planning and Research Data Analyst	1.00	1.00	1.00	1.00	1.00
Police Planning and Research Coordinator	1.00	1.00	1.00	1.00	1.00
Total Planning and Research	2.00	2.00	2.00	2.00	2.00
Hiring / Inspections					
Police Policy and Compliance Coordinator	1.00	1.00	1.00	1.00	0.00
Polygraph Examiner	1.00	1.00	1.00	1.00	1.00
Police Volunteer Specialist	1.00	1.00	1.00	1.00	0.00
Background Investigator	2.00	3.00	3.00	5.00	5.00
Office Assistant	0.00	0.50	0.50	0.50	0.00
Total Hiring/Inspections	5.00	6.50	6.50	8.50	6.00
Crime Prevention					
Crime Prevention Technician	3.00	3.00	3.00	3.00	2.00
Total Crime Prevention	3.00	3.00	3.00	3.00	2.00
Counseling Services					
Police Counseling Manager	1.00	1.00	1.00	1.00	1.00
Youth/Family Counselor	6.00	6.00	6.00	6.00	6.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Office Assistant	0.50	0.50	0.50	0.50	0.50
Total Counseling Services	8.50	8.50	8.50	8.50	8.50
Public Affairs					
Police Sergeant	0.00	0.00	0.00	0.00	1.00
Public Affairs Specialist	0.00	0.00	0.00	0.00	1.00

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Volunteer Specialist	0.00	0.00	0.00	0.00	1.00
Total Public Affairs	0.00	0.00	0.00	0.00	3.00
Investigations					
Police Lieutenant	2.00	2.00	2.00	2.00	2.00
Police Commander	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Investigations	4.00	4.00	4.00	4.00	4.00
Special Victims Unit					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	7.00	7.00	8.00	8.00	8.00
Non-Sworn Public Safety Technician	3.00	3.00	3.00	3.00	0.00
Total Special Victim Unit	11.00	11.00	12.00	12.00	9.00
Violent Crimes Unit					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	6.00	5.00	5.00	5.00	5.00
Total Violent Crimes Unit	7.00	6.00	6.00	6.00	6.00
Property Crimes					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	10.00	10.00	11.00	11.00	8.00
Total Property Crimes	11.00	11.00	12.00	12.00	9.00
Intel and Analysis Unit					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	4.00	5.00	5.00	5.00	3.00
Crime Analyst	3.00	3.00	3.00	3.00	3.00
Crime Analysis Technician	1.00	1.00	1.00	1.00	1.00
Audio/Visual Forensic Analyst	1.00	1.00	1.00	1.00	0.00
Total Intel and Analysis Unit	10.00	11.00	11.00	11.00	8.00
Crime Scene Unit					
Crime Scene Specialist	0.00	2.00	2.00	2.00	2.00
Total Crime Scene Unit	0.00	2.00	2.00	2.00	2.00
Financial Crimes Unit					
Police Sergeant	0.00	0.00	0.00	0.00	1.00
Police Officer	0.00	0.00	0.00	0.00	5.00
Audio Video Forensic Analyst	0.00	0.00	0.00	0.00	1.00
Total Financial Crimes Unit	0.00	0.00	0.00	0.00	7.00
Family Violence Unit					
Police Sergeant	0.00	0.00	0.00	0.00	1.00
Police Officer	0.00	0.00	0.00	0.00	4.00
Civilian Investigator	0.00	0.00	0.00	0.00	3.00
Total Family Violence Unit	0.00	0.00	0.00	0.00	8.00
Special Investigations					
Police Sergeant	1.00	1.00	1.00	1.00	0.00
Police Officer	5.00	5.00	5.00	5.00	5.00
Total Special Investigations	6.00	6.00	6.00	6.00	5.00

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Crime Suppression					
Police Sergeant	2.00	2.00	2.00	2.00	1.00
Police Officer	12.00	12.00	14.00	14.00	7.00
Total Crime Suppression	14.00	14.00	16.00	16.00	8.00
Traffic Unit					
Police Lieutenant	1.00	1.00	1.00	1.00	1.00
Police Sergeant	2.00	2.00	2.00	2.00	2.00
Police Officer	15.00	15.00	15.00	15.00	15.00
Total Traffic Unit	18.00	18.00	18.00	18.00	18.00
School Programs					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	9.00	9.00	9.00	9.00	9.00
Total School Programs	10.00	10.00	10.00	10.00	10.00
Crime Apprehension					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	5.00	5.00	5.00	4.00	4.00
Total Crime Apprehension	6.00	6.00	6.00	5.00	5.00
K9 Unit					
Police Officer	0.00	0.00	0.00	0.00	3.00
Total K9 Unit	0.00	0.00	0.00	0.00	3.00
Total Police Department	<u>353.00</u>	<u>365.00</u>	<u>381.50</u>	<u>381.50</u>	<u>405.50</u>
Fire and Rescue Department:					
Fire Administration					
Fire Chief	1.00	1.00	1.00	1.00	1.00
Assistant Fire Chief	2.00	2.00	2.00	2.00	2.00
Data Compliance Analyst	0.00	0.00	1.00	1.00	1.00
Fire Management Coordinator	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.00	1.00	1.00
Total Fire Administration	4.00	4.00	5.00	6.00	6.00
Operations Performance					
Battalion Chief	1.00	0.00	0.00	0.00	0.00
Fire Captain	1.00	0.00	0.00	0.00	0.00
Total Operations Performance	2.00	0.00	0.00	0.00	0.00
Fire Training					
Battalion Chief	1.00	1.00	1.00	1.00	1.00
EMS Specialist	1.00	1.00	1.00	1.00	1.00
Fire Captain	1.00	1.00	1.00	1.00	1.00
Fire Engineer	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Fire Training	5.00	5.00	5.00	5.00	5.00
Fire Operations					
Battalion Chief	7.00	8.00	8.00	8.00	8.00
Fire Captain	46.00	47.00	50.00	50.00	50.00
Fire Engineer	39.00	39.00	42.00	42.00	42.00

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Firefighter	82.00	88.00	88.00	88.00	88.00
Administrative Assistant	1.00	2.00	2.00	2.00	2.00
Total Fire Operations	175.00	184.00	190.00	190.00	190.00
Resource					
Fire Warehouse Supervisor	1.00	1.00	1.00	1.00	1.00
Fire Equipment Technician	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Fire Service Aide	2.00	2.00	2.00	2.00	2.00
Total Resource	5.00	5.00	5.00	5.00	5.00
Fire Prevention					
Fire Marshal	1.00	1.00	1.00	1.00	1.00
Fire Investigator	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	0.00	0.00
Fire Inspector	3.00	3.00	3.00	3.00	3.00
Total Fire Prevention	7.00	7.00	7.00	6.00	6.00
Community					
Battalion Chief	1.00	1.00	1.00	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Community Outreach and Engagement	1.00	1.00	1.00	1.00	1.00
Total Community	4.00	4.00	4.00	4.00	4.00
Emergency Operations Center					
Emergency Management Coordinator	1.00	1.00	1.00	0.00	0.00
Total Emergency Operations Center	1.00	1.00	1.00	0.00	0.00
Total Fire and Rescue Department	<u>203.00</u>	<u>210.00</u>	<u>217.00</u>	<u>216.00</u>	<u>216.00</u>
Parks and Recreation:					
Parks and Recreation Administration					
Parks and Recreation Director	1.00	1.00	1.00	1.00	1.00
Parks and Recreation Deputy Director	0.00	0.00	0.00	1.00	1.00
Parks and Recreation Manager	2.00	2.00	2.00	1.00	1.00
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	5.55	5.55	5.55	5.55	5.55
Parks and Recreation Business Manager	1.00	1.00	1.00	1.00	1.00
Recreation Leader	0.03	0.03	0.03	0.03	0.03
Total Parks and Recreation Administration	10.58	10.58	10.58	10.58	10.58
Facilities Maintenance					
Facilities Maintenance Manager	1.00	1.00	1.00	1.00	1.00
Facilities Attendant	0.00	0.00	0.48	0.48	0.48
Security Systems Technician	1.00	1.00	1.00	1.00	1.00
Senior Facilities Maintenance Technician	3.00	3.00	3.00	3.00	3.00
Custodian	2.00	2.00	2.00	2.00	2.00
Facilities Maintenance Technician	5.00	5.00	5.00	5.00	5.00
Total Facilities Maintenance	12.00	12.00	12.48	12.48	12.48
Parks and Open Space					
Parks Operations Supervisor	1.00	1.00	1.00	1.00	1.00

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Field Supervisor	2.40	2.40	2.40	2.40	2.40
Senior Park Ranger	1.00	1.00	1.00	1.00	1.00
Senior Grounds Maintenance Technician	5.00	5.00	5.00	5.00	5.00
Parks Mechanic	1.00	1.00	1.00	1.00	1.00
Spray Technician	1.00	1.00	1.00	1.00	1.00
Facilities Maintenance Technician	3.00	3.00	3.00	3.00	3.00
Grounds Maintenance Worker	14.98	11.11	12.11	12.11	12.11
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Park Ranger	2.00	5.25	6.47	6.47	6.47
Recreation Coordinator	0.50	0.50	0.50	0.50	0.50
Total Parks and Open Space	32.88	32.26	34.48	34.48	34.48
Riparian Programs					
Recreation Instructor	0.38	0.38	0.38	0.38	0.38
Program Coordinator	2.00	2.00	2.00	2.00	2.00
Grounds Maintenance Worker	0.45	0.45	0.45	0.45	0.45
Total Riparian Program	2.83	2.83	2.83	2.83	2.83
Mesquite Pool					
Recreation Supervisor	0.16	0.16	0.16	0.16	0.16
Aquatic Facility Technician	0.25	0.25	0.25	0.25	0.25
Recreation Coordinator	0.05	0.05	0.05	0.05	0.05
Pool Manager	0.33	0.33	0.33	0.33	0.33
Assistant Pool Manager	0.44	0.44	0.44	0.44	0.44
Head Coach	0.39	0.39	0.39	0.39	0.39
Assistant Coach	0.69	0.69	0.69	0.69	0.69
Lifeguard/Instructor	0.86	0.86	0.86	0.86	0.86
Lifeguard	1.88	1.88	1.88	1.88	1.88
Total Mesquite Pool	5.05	5.05	5.05	5.05	5.05
Greenfield Pool					
Recreation Supervisor	0.16	0.16	0.16	0.16	0.16
Aquatic Facility Technician	0.25	0.25	0.25	0.25	0.25
Recreation Coordinator	0.05	0.05	0.05	0.05	0.05
Pool Manager	0.33	0.33	0.33	0.33	0.33
Assistant Pool Manager	0.44	0.44	0.44	0.44	0.44
Head Coach	0.38	0.38	0.38	0.38	0.38
Assistant Coach	1.19	1.19	1.19	1.19	1.19
Lifeguard/Instructor	1.42	1.42	1.42	1.42	1.42
Total Greenfield Pool	4.22	4.22	4.22	4.22	4.22
Perry Pool					
Recreation Supervisor	0.16	0.16	0.16	0.16	0.16
Aquatic Facility Technician	0.25	0.25	0.25	0.25	0.25
Recreation Coordinator	0.05	0.05	0.05	0.05	0.05
Pool Manager	0.29	0.29	0.29	0.29	0.29
Assistant Pool Manager	0.20	0.20	0.20	0.20	0.20
Head Coach	0.66	0.66	0.66	0.66	0.66
Assistant Coach	1.49	1.49	1.49	1.49	1.49
Lifeguard/Instructor	1.04	1.04	1.04	1.04	1.04
Total Perry Pool	4.14	4.14	4.14	4.14	4.14
Williams Field Pool					

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Recreation Supervisor	0.16	0.16	0.16	0.16	0.16
Aquatic Facility Technician	0.25	0.25	0.25	0.25	0.25
Recreation Coordinator	0.05	0.05	0.05	0.05	0.05
Pool Manager	0.29	0.29	0.29	0.29	0.29
Assistant Pool Manager	0.44	0.44	0.44	0.44	0.44
Head Coach	0.29	0.29	0.29	0.29	0.29
Assistant Coach	0.71	0.71	0.71	0.71	0.71
Lifeguard/Instructor	2.18	2.18	2.18	2.18	2.18
Total Williams Field Pool	4.37	4.37	4.37	4.37	4.37
Community Center					
Recreation Supervisor	0.25	0.25	0.25	0.25	0.25
Custodial Supervisor	0.20	0.20	0.20	0.20	0.20
Custodian	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	0.70	0.70	0.70	0.70	0.70
Recreation Leader	1.65	1.83	1.83	1.83	1.83
Senior Recreation Leader	0.51	0.51	0.51	0.51	0.51
Recreation Instructor	1.39	1.52	1.52	1.52	1.52
Recreation Instructor Fitness	0.13	0.13	0.13	0.13	0.13
Total Community Center	5.83	6.14	6.14	6.14	6.14
McQueen Activity Center					
Recreation Supervisor	0.25	0.25	0.25	0.25	0.25
Custodian	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	1.00	1.00	1.00	1.00	1.00
Custodial Supervisor	0.20	0.20	0.20	0.20	0.20
Recreation Leader	3.09	3.09	3.09	3.09	3.09
Recreation Instructor	2.64	2.64	2.64	2.64	2.64
Recreation Instructor Fitness	0.24	0.24	0.24	0.24	0.24
Senior Recreation Leader	0.51	0.51	0.51	0.51	0.51
Total McQueen Activity Center	8.93	8.93	8.93	8.93	8.93
Freestone Recreation Center					
Recreation Supervisor	0.25	0.25	0.25	0.25	0.25
Recreation Coordinator	2.00	2.00	2.00	2.00	2.00
Custodial Supervisor	0.40	0.40	0.40	0.40	0.40
Custodian	2.75	2.75	2.75	2.75	2.75
Senior Recreation Leader	1.77	1.77	1.77	1.77	1.77
Recreation Leader	10.91	10.91	10.91	10.91	10.91
Recreation Instructor	1.66	1.66	1.66	1.66	1.66
Recreation Instructor Fitness	1.25	1.25	1.25	1.25	1.25
Total Freestone Recreation Center	20.99	20.99	20.99	20.99	20.99
Southeast Regional Library					
Recreation Supervisor	0.25	0.25	0.25	0.25	0.25
Custodial Supervisor	0.20	0.20	0.20	0.20	0.20
Custodian	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	1.00	1.00	1.00	1.00	1.00
Senior Recreation Leader	0.50	0.50	0.50	0.50	0.50
Recreation Instructor	0.42	0.42	0.42	0.42	0.42
Recreation Leader	0.69	0.69	0.69	0.69	0.69
Total Southeast Regional Library	4.06	4.06	4.06	4.06	4.06

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Youth Sports					
Recreation Coordinator	0.30	0.30	0.30	0.30	0.30
Recreation Supervisor	0.16	0.16	0.16	0.16	0.16
Senior Recreation Leader	0.40	0.40	0.40	0.40	0.40
Total Youth Sports	0.86	0.86	0.86	0.86	0.86
Adult Sports					
Recreation Coordinator	0.50	0.50	0.50	0.50	0.50
Recreation Supervisor	0.20	0.20	0.20	0.20	0.20
Senior Recreation Leader	1.01	1.01	1.01	1.01	1.15
Total Adult Sports	1.71	1.71	1.71	1.71	1.85
Special Events					
Recreation Coordinator	1.50	1.50	1.50	1.50	1.50
Program Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Recreation Leader	0.75	0.75	0.75	0.75	0.75
Recreation Leader	0.32	0.32	0.32	0.32	0.32
Total Special Events	3.57	3.57	3.57	3.57	3.57
Adaptive Recreation Program					
Recreation Coordinator	0.30	0.30	0.30	0.30	0.30
Recreation Leader	0.00	0.05	0.05	0.05	0.05
Senior Recreation Leader	0.00	0.06	0.06	0.06	0.06
Recreation Instructors	0.38	0.40	0.40	0.40	0.40
Total Adaptive Recreation Program	0.68	0.81	0.81	0.81	0.81
Total Parks and Recreation	<u>122.70</u>	<u>122.52</u>	<u>125.22</u>	<u>125.22</u>	<u>125.36</u>
TOTAL GENERAL FUND	<u>917.67</u>	<u>944.49</u>	<u>982.69</u>	<u>982.89</u>	<u>1010.36</u>
ENTERPRISE OPERATIONS					
Water					
Water Administration					
Water Manager	1.00	1.00	1.00	1.00	1.00
Engineer (Applications)	0.50	0.50	0.50	0.50	0.50
Total Water Administration	1.50	1.50	1.50	1.50	1.50
Water Conservation					
Water Conservation Coordinator	1.00	1.00	1.00	1.00	1.00
Water Conservation Analyst	2.00	2.00	2.00	2.00	2.00
Water Conservation Specialist	1.00	1.00	1.00	1.00	1.00
Water Conservation Intern	0.00	0.00	0.00	0.00	0.38
Total Water Conservation	4.00	4.00	4.00	4.00	4.38
North Water Plant Production					
Water Production Supervisor	1.00	1.00	1.00	1.00	1.00
Utility Supervisor	1.33	1.33	1.00	1.00	1.00
Instrumentation and Controls Specialist	2.00	1.00	1.00	2.00	2.00
Water Treatment Plant Mechanic	2.00	2.00	2.00	2.00	2.00
Water Treatment Plant Operator	10.00	10.00	5.00	5.00	5.00
Lead Water Treatment Operator	1.00	1.00	1.00	1.00	1.00
SCADA Programmer	1.00	1.00	0.00	0.00	0.00

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Lead Maintenance Mechanic	0.00	0.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total North Water Plant Production	19.33	18.33	13.00	14.00	14.00
SCADA					
Utility Supervisor	0.00	0.00	1.00	1.00	1.00
Water Treatment Plant Operator	0.00	0.00	5.00	5.00	5.00
SCADA Programmer	0.00	0.00	1.00	1.00	1.00
Total SCADA	0.00	0.00	7.00	7.00	7.00
San Tan Vista Water Plant Production					
Lead Water Treatment Plant Operator	0.00	0.00	1.00	1.00	1.00
Utility Supervisor	1.33	1.33	1.00	1.00	1.00
Instrumentation and Controls Specialist	1.00	2.00	2.00	2.00	2.00
Water Treatment Plant Mechanic	1.00	2.00	2.00	2.00	2.00
Water Treatment Plant Operator	6.00	9.00	9.00	9.00	9.00
Chemist	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total San Tan Vista Water Plant Production	11.33	16.33	17.00	17.00	17.00
Water Well Production					
Well Technician	5.00	5.00	5.00	5.00	5.00
Instrumentation and Controls Specialist	2.00	2.00	2.00	2.00	2.00
Utility Supervisor	1.34	1.34	1.00	1.00	1.00
Lead Instrumentation and Wells Specialist	1.00	1.00	1.00	1.00	1.00
Electrician	1.00	1.00	1.00	1.00	1.00
Total Water Well Production	10.34	10.34	10.00	10.00	10.00
Backflow Prevention					
Inspections Supervisor	0.20	0.20	0.20	0.20	0.20
Inspector II	2.00	2.00	2.00	2.00	2.00
Total Backflow Prevention	2.20	2.20	2.20	2.20	2.20
Water Quality Assurance					
Water Quality Technician	3.00	2.00	2.00	2.00	2.00
Water Quality Supervisor	1.00	1.00	1.00	1.00	1.00
Lead Water Quality Technician	0.00	0.00	0.00	0.00	1.00
Chemist	2.00	2.00	2.00	2.00	2.00
Total Water Quality Assurance	6.00	5.00	5.00	5.00	6.00
Water Distribution					
Utility Supervisor	1.00	1.00	1.00	1.00	1.00
Water Distribution Superintendent	1.00	1.00	1.00	1.00	1.00
Senior Utility Technician	4.00	4.00	4.00	5.00	5.00
Water Distribution Specialist	1.00	1.00	1.00	1.00	1.00
Sr. Utility Worker	1.00	1.00	1.00	0.00	0.00
Utility Worker	9.00	9.00	9.00	9.00	10.00
Total Water Distribution	17.00	17.00	17.00	17.00	18.00
Water Metering					
Utility Billing Technician	2.00	2.00	2.00	2.00	2.00
Water Meter Supervisor	2.00	2.00	2.00	2.00	2.00
Senior Utility Technician	4.00	4.00	4.00	4.00	4.00

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Water Meter Instrumentation Technician	1.00	1.00	1.00	1.00	1.00
Water Meter Reader	18.00	18.00	18.00	18.00	18.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Water Metering	28.00	28.00	28.00	28.00	28.00
Utility Customer Service					
Customer Service Manager	0.50	0.50	0.50	0.50	0.50
Accountant	1.00	1.00	1.00	1.00	1.00
Customer Service Professional	10.45	10.45	10.45	10.45	9.72
Utility Billing Technician	2.00	2.00	2.00	2.00	2.00
Alarm Technician	0.00	0.00	0.00	0.00	0.20
Customer Service Supervisor	1.30	1.30	1.30	1.30	1.00
Total Utility Customer Service	15.25	15.25	15.25	15.25	14.42
Public Works Administration					
Public Works Director	1.00	1.00	1.00	1.00	1.00
Assistant Public Works Director	0.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Customer Service Professional	1.00	1.00	1.00	1.00	1.00
Total Public Works Administration	3.00	4.00	4.00	4.00	4.00
Utility Locates					
Utility Locator	5.00	5.00	5.00	5.00	5.00
Utility Supervisor	1.00	1.00	1.00	1.00	1.00
Total Utility Locates	6.00	6.00	6.00	6.00	6.00
Water Resources					
Water Resources Manager	1.00	1.00	1.00	1.00	1.00
Total Water Resources	1.00	1.00	1.00	1.00	1.00
Total Water	<u>124.95</u>	<u>128.95</u>	<u>130.95</u>	<u>131.95</u>	<u>133.50</u>
Wastewater					
Wastewater Administration					
Wastewater Manager	1.00	1.00	1.00	1.00	1.00
Wastewater Superintendent	0.00	0.00	0.00	0.00	1.00
Engineer (Applications)	0.50	0.50	0.50	0.50	0.50
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Wastewater Administration	2.50	2.50	2.50	2.50	3.50
Wastewater Collection					
Utility Supervisor	2.00	2.00	0.00	0.00	0.00
Senior Utility Technician	6.00	6.00	0.00	0.00	0.00
Instrumentation and Controls Specialist	0.60	0.60	0.00	0.00	0.00
Lift Station Technician	4.00	4.00	0.00	0.00	0.00
Odor Control Specialist	1.00	1.00	0.00	0.00	0.00
Electrician	1.00	1.00	0.00	0.00	0.00
Utility Worker	7.00	7.00	0.00	0.00	0.00
Total Wastewater Collection	21.60	21.60	0.00	0.00	0.00
Gravity Systems					
Utility Supervisor	0.00	0.00	1.00	1.00	2.00

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Senior Utility Technician	0.00	0.00	6.00	6.00	6.00
Utility Worker	0.00	0.00	7.00	7.00	7.00
Total Gravity Systems	0.00	0.00	14.00	14.00	15.00
Lift Station Systems					
Utility Supervisor	0.00	0.00	1.00	1.00	1.00
Instrumentation and Controls Specialist	0.00	0.00	0.60	0.60	0.60
Lift Station Technician	0.00	0.00	4.00	4.00	4.00
Odor Control Specialist	0.00	0.00	1.00	1.00	1.00
Electrician	0.00	0.00	1.00	1.00	1.00
SCADA Programmer	0.00	0.00	0.60	0.60	0.60
Total Lift Station Systems	0.00	0.00	8.20	8.20	8.20
Effluent Re-use					
Utility Worker	2.00	2.00	2.00	2.00	2.00
Senior Utility Technician	2.00	2.00	2.00	2.00	2.00
Instrumentation and Controls Specialist	0.40	0.40	0.40	0.40	0.40
Well Technician	2.00	2.00	2.00	2.00	2.00
Utility Supervisor	1.00	1.00	1.00	1.00	1.00
SCADA Programmer	0.00	0.00	0.40	0.40	0.40
Total Effluent Re-use	7.40	7.40	7.80	7.80	7.80
Effluent Recharge					
Utility Worker	1.00	1.00	1.00	1.00	1.00
Senior Utility Technician	1.00	1.00	1.00	1.00	1.00
Reclaimed Water Quality Technician	2.00	2.00	2.00	2.00	2.00
Utility Supervisor	1.00	1.00	1.00	1.00	1.00
Total Effluent Recharge	5.00	5.00	5.00	5.00	5.00
Wastewater Quality					
Pretreatment Program Coordinator	1.00	1.00	1.00	1.00	1.00
Industrial Pretreatment Inspector	1.00	1.00	1.00	1.00	1.00
Wastewater Quality Inspector	4.00	4.00	4.00	4.00	4.00
Total Wastewater Quality	6.00	6.00	6.00	6.00	6.00
Total Wastewater	<u>42.50</u>	<u>42.50</u>	<u>43.50</u>	<u>43.50</u>	<u>45.50</u>
Environmental Services - Residential					
Residential Administration					
Environmental Services Manager	0.86	0.86	0.86	0.86	0.86
Environmental Services Collections Administrator	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Routing Technician	1.00	1.00	1.00	1.00	1.00
Environmental Services Service Technician	0.88	0.88	0.80	0.80	0.80
Customer Service Professional	0.78	0.78	0.90	0.90	0.90
Total Residential Administration	5.52	5.52	5.56	5.56	5.56
Residential Collections					
Environmental Services Supervisor	2.00	2.00	1.67	1.67	2.67
Administrative Assistant	0.50	0.50	0.00	0.00	0.00
Heavy Equipment Operator	26.00	26.00	24.12	24.12	25.12
Environmental Services Worker	2.50	2.50	2.50	3.00	3.00
Total Residential Collections	31.00	31.00	28.29	28.79	30.79

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Uncontained Collections					
Environmental Services Supervisor	1.00	1.00	1.00	1.00	1.00
Environmental Services Inspector	2.00	2.00	2.00	0.00	0.00
Heavy Equipment Operator	17.00	21.00	21.00	21.00	21.00
Total Uncontained Collections	20.00	24.00	24.00	22.00	22.00
Recycling					
Environmental Services Supervisor	0.70	0.70	0.33	0.33	0.33
Heavy Equipment Operator	8.00	8.00	11.88	11.88	11.88
Total Recycling	8.70	8.70	12.21	12.21	12.21
Environmental Programs					
Environmental Services Supervisor	1.00	1.00	1.00	1.00	1.00
HHW Technician	3.00	3.00	3.00	3.00	4.00
Administrative Assistant	0.50	0.50	0.00	0.00	0.00
Total Environmental Programs	4.50	4.50	4.00	4.00	5.00
Outreach Programs					
Sustainability Coordinator	1.00	1.00	1.00	1.00	1.00
Environmental Outreach Specialist	3.00	3.00	3.00	3.00	3.00
Total Outreach Programs	4.00	4.00	4.00	4.00	4.00
Street Cleaning					
Streets Supervisor	0.33	0.33	0.33	0.34	0.34
Heavy Equipment Operator	7.00	6.00	6.00	6.00	6.00
Total Street Cleaning	7.33	6.33	6.33	6.34	6.34
Storm Water Infrastructure					
M&O Worker - Storm Water	2.00	0.00	0.00	0.00	0.00
Senior Utility Technician	0.00	2.00	2.00	2.00	2.00
Storm Water Administrator	1.00	1.00	1.00	1.00	1.00
Env. Compliance Inspection Technician	0.00	0.00	0.00	2.00	2.00
Administrative Assistant	0.00	0.00	0.50	0.50	0.50
Total Storm Water Infrastructure	3.00	3.00	3.50	5.50	5.50
Total Environmental Services - Residential	<u>84.05</u>	<u>87.05</u>	<u>87.89</u>	<u>88.40</u>	<u>91.40</u>
Environmental Services - Commercial					
Commercial Administration					
Environmental Services Manager	0.14	0.14	0.14	0.14	0.14
Administrative Assistant	0.00	0.00	0.50	0.50	0.50
Environmental Services Service Technician	0.12	0.12	0.20	0.20	0.20
Customer Service Professional	0.22	0.22	0.10	0.10	0.10
Total Commercial Administration	0.48	0.48	0.94	0.94	0.94
Commercial Collections					
Environmental Services Supervisor	0.30	0.30	1.00	1.00	1.00
Heavy Equipment Operator	5.50	5.50	5.50	5.00	5.00
Total Commercial Collections	5.80	5.80	6.50	6.00	6.00
Commercial Roll Offs					
Heavy Equipment Operator	2.00	2.00	2.00	2.00	2.00
Total Commercial Roll Offs	2.00	2.00	2.00	2.00	2.00

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Total Environmental Services - Commercial	<u>8.28</u>	<u>8.28</u>	<u>9.44</u>	<u>8.94</u>	<u>8.94</u>
TOTAL ENTERPRISE OPERATIONS	<u>259.78</u>	<u>266.78</u>	<u>271.78</u>	<u>272.79</u>	<u>279.34</u>
STREETS					
Streets Administration					
Streets Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Senior Streets Maintenance Technician	0.00	0.00	0.00	0.00	1.00
Streets Superintendent	1.00	1.00	1.00	1.00	1.00
Total Streets Administration	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>4.00</u>
Asphalt Patching					
Streets Supervisor	0.33	0.33	0.33	0.33	0.33
Senior Streets Maintenance Technician	1.00	1.00	1.00	1.00	1.00
Streets Maintenance Worker	2.00	2.00	3.00	3.00	3.00
Total Asphalt Patching	<u>3.33</u>	<u>3.33</u>	<u>4.33</u>	<u>4.33</u>	<u>4.33</u>
Preventive Maintenance					
Streets Supervisor	0.34	0.34	0.34	0.34	0.34
Pavement Maintenance Specialist	1.00	1.00	1.00	1.00	1.00
Preventive Maintenance Technician	2.00	2.00	2.00	2.00	2.00
Total Preventive Maintenance	<u>3.34</u>	<u>3.34</u>	<u>3.34</u>	<u>3.34</u>	<u>3.34</u>
Crack Sealing					
Streets Supervisor	0.34	0.34	0.34	0.50	0.50
Senior Streets Maintenance Technician	2.00	2.00	2.00	2.00	2.00
Streets Maintenance Worker	6.00	6.00	6.00	6.00	6.00
Total Crack Sealing	<u>8.34</u>	<u>8.34</u>	<u>8.34</u>	<u>8.50</u>	<u>8.50</u>
Fog Sealing					
Streets Supervisor	0.33	0.33	0.33	0.33	0.50
Senior Streets Maintenance Technician	1.00	1.00	1.00	1.00	1.00
Heavy Equipment Operator	1.00	1.00	1.00	1.00	1.00
Streets Maintenance Worker	3.00	3.00	3.00	3.00	3.00
Total Fog Sealing	<u>5.33</u>	<u>5.33</u>	<u>5.33</u>	<u>5.50</u>	<u>5.50</u>
Street Marking					
Streets Supervisor	0.33	0.33	0.33	0.33	0.33
Total Street Marking	<u>0.33</u>	<u>0.33</u>	<u>0.33</u>	<u>0.33</u>	<u>0.33</u>
Street Signs					
Streets Supervisor	0.33	0.33	0.33	0.33	0.33
Sign Technician	1.00	1.00	1.00	1.00	1.00
Streets Maintenance Worker	3.00	3.00	3.00	3.00	3.00
Total Street Signs	<u>4.33</u>	<u>4.33</u>	<u>4.33</u>	<u>4.33</u>	<u>4.33</u>
Street Lighting					
Streets Supervisor	0.50	0.50	0.50	0.50	0.50
Street Light Technician	4.00	4.00	4.00	4.00	4.00
Total Street Lighting	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>
Traffic Signal Maintenance					

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Streets Supervisor	0.50	0.50	0.50	0.50	0.50
Traffic Signal Specialist	6.00	6.00	7.00	7.00	7.00
Total Traffic Signal Maintenance	6.50	6.50	7.50	7.50	7.50
Traffic Operations Center					
Traffic Operations Supervisor	1.00	1.00	1.00	0.00	0.00
Assistant Town Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Intelligent Transportation Systems Technician	1.00	1.00	1.00	1.00	1.00
Intelligent Transportation Systems Specialist	1.00	1.00	2.00	2.00	2.00
Intelligent Transportation Systems Engineer	0.00	0.00	0.00	1.00	2.00
Total Traffic Operations Center	4.00	4.00	5.00	5.00	6.00
Landscape Maintenance					
Streets Supervisor	0.50	0.50	0.50	0.33	0.33
Senior Grounds Maintenance Technician	2.00	2.00	2.00	2.00	2.00
Total Landscape Maintenance	2.50	2.50	2.50	2.33	2.33
Shoulder Maintenance					
Streets Supervisor	0.50	0.50	0.50	0.33	0.33
Heavy Equipment Operator	2.00	2.00	2.00	2.00	2.00
Total Shoulder Maintenance	2.50	2.50	2.50	2.33	2.33
Concrete Repair					
Streets Supervisor	0.33	0.33	0.33	0.33	0.33
Total Concrete Repair	0.33	0.33	0.33	0.33	0.33
Hazard Response					
Streets Supervisor	0.34	0.34	0.34	0.34	0.34
Senior Streets Maintenance Technician	2.00	2.00	2.00	2.00	2.00
Total Hazard Response	2.34	2.34	2.34	2.34	2.34
TOTAL STREETS	<u>50.67</u>	<u>50.67</u>	<u>53.67</u>	<u>53.66</u>	<u>55.66</u>
FLEET OPERATIONS					
Shop Operations					
Fleet Business Manager	1.00	0.40	0.40	0.40	0.40
Administrative Assistant	0.75	0.75	0.75	0.00	0.00
Fleet Supervisor	2.00	2.00	2.00	2.00	2.00
Fleet Specialist	2.00	2.00	2.00	2.75	2.75
Welder Technician	1.00	1.00	1.00	1.00	1.00
Fleet Technician	13.00	13.00	13.00	13.00	13.00
Service Aide	1.00	1.00	1.00	1.00	1.00
Total Shop Operations	20.75	20.15	20.15	20.15	20.15
Parts Acquisition					
Fleet Business Manager	0.00	0.30	0.30	0.30	0.30
Administrative Assistant	1.75	1.75	1.75	1.75	1.75
Parts Technician	3.00	3.00	3.00	3.00	3.00
Total Parts Acquisition	4.75	5.05	5.05	5.05	5.05
Fuel					
Fleet Business Manager	0.00	0.15	0.15	0.15	0.15
Administrative Assistant	0.25	0.25	0.25	0.25	0.25

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Total Fuel	0.25	0.40	0.40	0.40	0.40
Commercial Operations					
Fleet Business Manager	0.00	0.15	0.15	0.15	0.15
Administrative Assistant	0.25	0.25	0.25	0.25	0.25
Total Commercial Operations	0.25	0.40	0.40	0.40	0.40
TOTAL FLEET OPERATIONS	<u>26.00</u>	<u>26.00</u>	<u>26.00</u>	<u>26.00</u>	<u>26.00</u>
SPECIAL REVENUE					
CDBG/HOME Administration					
Program Supervisor	0.85	0.85	0.85	0.65	0.65
Program Coordinator	1.00	1.00	1.00	1.00	1.00
Total CDBG Administration	1.85	1.85	1.85	1.65	1.65
Police Impound Fund					
Non-Sworn Public Safety Technician	2.00	2.00	2.00	2.00	2.00
Tow Program Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Police Impound Fund	4.00	4.00	4.00	4.00	4.00
Parkway Maintenance Improvement District					
Senior Grounds Maintenance Technician	1.00	1.00	1.00	1.00	1.00
Management Analyst	0.00	0.50	0.50	0.50	0.50
Grounds Maintenance Worker	1.00	1.00	1.00	1.00	1.00
M&O Supervisor	0.60	0.60	0.60	0.60	0.60
Total PKID	2.60	3.10	3.10	3.10	3.10
Court Enhancement Fund					
Court Services Clerk	1.00	1.00	1.00	1.00	1.00
Total Court Enhancement Fund	1.00	1.00	1.00	1.00	1.00
Judicial Collection Enhancement					
Systems Analyst	1.00	1.00	1.00	1.00	1.00
Total Judicial Collection Enhancement	1.00	1.00	1.00	1.00	1.00
Transportation Assistance					
Transportation Coordinator	1.00	0.00	0.00	0.00	0.00
Total Transportation Assistance	1.00	0.00	0.00	0.00	0.00
Native American Management Program					
Intern	0.00	0.00	0.00	0.00	0.50
Total Native American Management Program	0.00	0.00	0.00	0.00	0.50
TOTAL SPECIAL REVENUE	<u>11.45</u>	<u>10.95</u>	<u>10.95</u>	<u>10.75</u>	<u>11.25</u>
Capital Project Administration					
Town Engineer	0.40	0.40	0.40	0.40	0.40
Assistant Town Engineer	1.00	1.00	1.00	1.00	1.00
Project Manager	3.00	0.00	0.00	0.00	0.00
Senior Project Manager	2.00	7.00	7.00	6.00	6.00
Project Analyst	0.00	1.00	1.00	1.00	1.00
Project Supervisor	0.00	2.00	2.00	3.00	3.00

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Budget FY 2018</u>	<u>Projected FY 2018</u>	<u>Budget FY 2019</u>
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Capital Project Administration	7.40	12.40	12.40	12.40	12.40
GRAND TOTAL POSITIONS	<u>1,272.97</u>	<u>1,311.29</u>	<u>1,357.49</u>	<u>1,358.49</u>	<u>1,395.01</u>
Limited Term Agreements:					
GENERAL FUND					
Town Manager					
Economic Development Analyst	0.50	0.50	0.00	0.00	0.00
Information Technology					
Analyst - Munis	0.00	0.00	0.00	0.00	1.00
Town Clerk					
Early Election Voting Clerks	0.00	0.49	0.00	0.00	0.00
Management and Budget					
Management and Budget Analyst - Munis	0.00	0.00	0.00	0.00	0.30
Finance					
Assistant Finance Director	0.00	1.00	1.00	1.00	0.00
Analyst - Munis	0.00	0.00	0.00	0.00	0.50
Tax Intern	1.00	1.00	1.00	0.50	0.00
Development Services					
Engineering Tech	1.00	0.00	0.00	0.00	0.00
Inspector II	1.00	1.00	0.00	0.00	0.00
Inspector I	1.00	1.00	0.00	0.00	0.00
Planning Intern	0.00	0.00	0.00	0.47	0.00
Police					
Non-Sworn Public Safety Technician	0.00	0.50	0.00	0.00	0.00
Prosecutor					
Administrative Assistant	0.00	0.00	1.00	1.00	0.00
TOTAL GENERAL FUND	<u>4.50</u>	<u>5.49</u>	<u>3.00</u>	<u>2.97</u>	<u>1.80</u>
CIP FUND					
CIP - Engineering					
Project Coordinator Supervisor	0.00	1.00	1.00	0.00	0.00
Sr. Project Manager	3.00	0.00	0.00	1.00	1.00
TOTAL CIP FUND	<u>3.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL LTA	7.50	6.49	4.00	3.97	2.80
TOTAL FTE AND LTA	<u>1,280.47</u>	<u>1,317.78</u>	<u>1,361.49</u>	<u>1,362.46</u>	<u>1,397.81</u>

<u>Department</u>	<u>Description</u>	<u>Amount</u>
GENERAL FUND		
Parks and Open Space	Service Truck - Facilities Maintenance	\$ 34,000
Parks and Open Space	Sports Turf Renovator	12,800
Police - SWAT	Ford F-350 - 1 Ton	58,000
Police Patrol	Chevrolet Tahoe	67,500
Police Patrol	Chevrolet Tahoe	67,500
Police Patrol	Interceptor Utility Vehicle	63,200
Parks and Recreation	Crossroads Marquee Sign - Carry Forward	40,000
Total General Fund Capital		\$ 343,000
GENERAL REPLACEMENT FUND		
341 Parks & Recreation Administration	Ford Fusion	\$ 20,500
384 Parks & Recreation Administration	Ford F-150	24,000
606 Plan Review & Insp. - Code	Ford F-150	27,800
685 Fire - Training	Ford F-150	34,000
698 Parks & Open Space	Ford F-250	35,900
700 Plan Review & Insp. - Bldg	Ford F-150	25,300
753 Parks & Open Space	Ford F-250	35,900
763 Parks & Recreation - Facilities	Ford F-250	31,700
805 Plan Review & Insp. - Fire	Ford Escape	26,200
2044 Police - Patrol	Ford Explorer	50,000
2045 Police - Patrol	Ford Explorer	50,000
2050 Police - Patrol	Chevrolet Tahoe	55,100
2054 Police - Patrol	Chevrolet Tahoe	55,100
Non-Departmental	Capital Allowance	3,000,000
Total General Replacement Fund Capital		\$ 3,471,500
STREET FUND		
Streets Administration	3/4 Ton Truck with Arrow Board	\$ 45,500
Traffic Operations Center	Bucket Truck	136,000
Preventative Maintenance	Maintenance	3,427,640
Total Street Fund Capital		\$ 3,609,140
STREET REPLACEMENT FUND		
661 Street Signs	Ford F-250	\$ 35,500
718 Street Marking	Ford F-150	27,700
1842 Shoulder Maintenance	Ford F-250	38,900
354 Asphalt Patching	Freightliner M2 106 with Equip - Carryfwd	198,780
520 Street Lighting	Freightliner M2 106 with Equip - Carryfwd	200,590
588 Street Lighting	Freightliner M2 106 with Equip - Carryfwd	200,580
Non-Departmental	Capital Allowance	700,000
Total Street Replacement Fund Capital		\$ 1,402,050
WATER FUND		
Water Distribution	Valve Exercising Truck	\$ 140,000
Water Distribution	Valve Exercising Equipment (2)	56,000
Water Distribution	Backhoe	125,000
Water Distribution	Loader Vehicle (used)	25,000
Water Distribution	Fire Hydrant Crane Truck	175,000
Water Wells	TTHM Water Reservoir Improvements	320,000
Water Distribution	Wells AMS TTHMS Monitor WS26	70,000
Total Water Fund Capital		\$ 911,000

<u>Department</u>	<u>Description</u>	<u>Amount</u>	
WATER REPLACEMENT FUND			
402	Water Conservation	Ford Fusion	\$ 20,500
451	Water Conservation	Ford Transit Connect 7 Passenger	27,100
528	Water Distribution	Ford F-550/Crane Truck	157,000
274	Water Distribution	Backhoe	125,000
532	Water Quality Assurance	Ford F-150	29,800
693	Water Quality Assurance	Ford F-150	29,800
713	Water Metering	Chevrolet Colorado	31,200
723	Water Metering	Ford F-250	34,100
802	Water Metering	Ford F-250	34,100
1888	Water Metering	Ford F-150	28,300
398	Water Distribution	Ford F-750 with Service Body - Carryfwd	135,000
758	Water Distribution	Ford F-750 with Service Body - Carryfwd	135,000
773	Water Distribution	Ford F-750 with Service Body - Carryfwd	135,000
	Non-Departmental	Capital Allowance	2,800,000
Total Water Replacement Fund Capital			\$ 3,721,900
WASTEWATER FUND			
	Gravity Systems	3/4 Ton Truck with Exxtended Cab	\$ 35,000
	Wastewater Recharge	Farm Implement Disks	34,000
Total Wastewater Fund Capital			\$ 69,000
WASTEWATER REPLACEMENT FUND			
435	Wastewater Effluent Re-use	Freightliner with Dump Body	\$ 141,000
668	Wastewater Gravity Systems	Freightliner with Vactor Body	428,000
1869	Wastewater Gravity Systems	Ford F-250	38,300
2030	Wastewater Effluent Re-use	Ford F-250	33,900
	Non-Departmental	Capital Allowance	3,000,000
Total Wastewater Replacement Fund Capital			\$ 3,641,200
ENVIRONMENTAL SERVICES - RESIDENTIAL REPLACEMENT			
492	Uncontained Collections	Ford F-150	\$ 24,700
672	Recycling Outreach	Ford F-150	24,700
743	Street Cleaning	Freightliner with Sweeper Body	275,000
1905	Street Cleaning	Freightliner with Sweeper Body	275,000
1906	Street Cleaning	Freightliner with Sweeper Body	275,000
1914	Uncontained Collections	Peterbuilt 320 with AMREP Body	315,000
1916	Uncontained Collections	Peterbuilt 320 with AMREP Body	315,000
2011	Street Cleaning	Freightliner with Sweeper Body	275,000
2012	Street Cleaning	Freightliner with Sweeper Body	275,000
2019	Recycling	Peterbuilt 320 with AMREP Body	320,000
2020	Residential Collections	Peterbuilt 320 with AMREP Body	320,000
2022	Recycling	Peterbuilt 320 with AMREP Body	320,000
2025	Recycling	Peterbuilt 320 with AMREP Body	320,000
2026	Residential Collections	Peterbuilt 320 with AMREP Body	320,000
1899	Street Cleaning	Street Sweeper - Carryforward	253,000
1900	Street Cleaning	Street Sweeper - Carryforward	253,000
1901	Street Cleaning	Street Sweeper - Carryforward	253,000
	Non-Departmental	Capital Allowance	1,000,000
Total Environmental Services Residential Replacement Fund Capital			\$ 5,413,400
ENVIRONMENTAL SERVICES - COMMERCIAL REPLACEMENT			
1944	Commercial Collections	Peterbuilt 320 with AMREP Body	\$ 320,000
2004	Commercial Collections	Peterbuilt 320 with AMREP Body	320,000
	Non-Departmental	Capital Allowance	250,000
Total Environmental Services Commercial Replacement Fund Capital			\$ 890,000

<u>Department</u>	<u>Description</u>	<u>Amount</u>
DEVELOPMENT FUNDS		
Police Patrol	Interceptor Utility Vehicle	\$ 50,100
Police Patrol	Interceptor Utility Vehicle	50,100
Police Patrol	Interceptor Utility Vehicle	50,100
Police Patrol	Chevrolet Tahoe	54,400
Police Patrol	Chevrolet Tahoe	54,400
Police Patrol	Chevrolet Tahoe	54,400
Police Patrol	Chevrolet Tahoe	54,400
Police Patrol	Chevrolet Tahoe	54,400
Police Patrol	Chevrolet Tahoe	54,400
Police Patrol	Chevrolet Tahoe	54,400
Police Patrol	Chevrolet Tahoe	54,400
Police Patrol	Chevrolet Tahoe	54,400
Police Patrol	Chevrolet Tahoe	54,400
Police Patrol	Ford F-150	54,400
Police Patrol	Ford F-150	54,400
Total Development Funds Capital		\$ 748,700
FLEET FUND		
Capital Allowance		\$ 200,000
Total Fleet Fund Capital		\$ 200,000
CAPITAL IMPROVEMENT PROJECT FUND		
CIP	Ford F-150	\$ 26,000
Total CIP Funds Capital		\$ 26,000
CAPITAL PROJECT CAPITAL OUTLAY		\$ 563,777,270
TOTAL CAPITAL OUTLAY		\$ 588,224,160



Interfund transfers are scheduled for FY 2019, but not appropriated to avoid double counting the expenditure. The following section details the revenue transfers that are anticipated for FY 2019 by fund.

General Fund

Overhead \$4,849,600

Revenue from Water, Wastewater, Environmental Services, and Streets are transferred into the General Fund to compensate for a portion of the expenditures for functions that occur in the General Fund but are utilized by funds other than the General Fund. Examples of these functions include Human Resources, Information Technology, Town Managers Office, Mayor and Council, Management and Budget, General Counsel, Facilities Maintenance, and Finance and Management Services. The overhead transfers are broken down by fund as follows:

Water	\$	2,079,340
Wastewater		1,011,350
Enviro Svcs - Residential		871,710
Enviro Svcs - Commercial		132,900
HURF		754,300

Special Revenue \$95,000

This transfer is from two sources:

Police Impound - \$65,000 – Funds are transferred into the General Fund to cover the costs associated with the initial traffic infraction once it is determined the vehicle must be towed. Additional information about the PD Impound Fund can be found in the Special Revenue section of the budget document.

Police Security - \$30,000 – This transfer covers the administrative costs associated with reconciling timecards to invoicing for private security.

Development Fees \$450,000

Funds are transferred from the Fire SDF and General Government SDF Funds to the General Fund to cover costs associated with the internal borrowing of General Funds in advance of collecting the respective SDF fees.

Water Fund \$35,000

Funds are transferred from the Water Fund to the General Fund to share in the cost for exercising the fire hydrants. If this was not completed by the Fire Department, the Water Department would need to perform these duties.

Roadway and Maint. Fund \$229,600

This transfer covers 25% of the cost owed by the Streets Fund to the General Fund for the prorated costs of the Special Census. This is the second of four installments paid by the Roadway and Maintenance Fund.

Wastewater Fund

Water Fund \$920,000

This transfer from the Water Fund into the Wastewater Fund is based on the anticipated amount of reclaimed water that will be used by the Water Department for daily operations.

Environmental Services - Residential

Development Fees \$170,000

At the time a building permit is issued, a fee for a residential refuse container is collected. This fee is then transferred to the Environmental Services Residential Fund to reimburse the fund for expenses associated with purchasing of the containers.

Replacement Funds

Various Funds \$28,540,000

Transfers from various funds into the respective replacement funds ensures adequate funding when rolling stock and/or infrastructure needs replacement. Transfers by fund are as follows:

General	\$	2,300,000
Water		13,000,000
Wastewater		9,200,000
Enviro Svcs - Residential		3,200,000
Enviro Svcs - Commercial		412,000
Roadway and Maintenance		428,000

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

CIP Funds
Various Funds \$477,318,420

Capital projects are expensed out of various Capital Project Funds as listed below.

Streets	\$ 128,028,650
Traffic Control	5,580,860
Municipal Facilities	16,857,760
Redevelopment	24,939,840
Storm Water	1,177,810
Water	127,180,970
Wastewater	118,181,840
Park, Rec and Open Space	55,370,510

Transfers from multiple funds are scheduled to finance the capital projects. A summary listing of the CIP funding transfers by fund is included in this section.

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

Debt
MPC – Public Facilities \$18,119,430

Transfers from various funds are scheduled to finance debt service payments and bank fees for the Public Facilities Municipal Property Corporation. Transfers by fund are as follows:

General Fund	\$ 7,778,520
Police SDF	2,471,910
Fire SDF	945,730
General Government SDF	2,047,390
Parks & Recreation SDF	4,875,880

MPC – Water System \$9,994,620

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

MPC – Wastewater System \$3,614,400

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

HURF Bonds \$3,417,500

Gilbert issues debt to finance capital project construction. Transfers of funds from the Streets Fund to the Debt Service Fund are scheduled to finance the debt service payments for street and transportation related activities.

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

Expenditure Transfers Out		Revenue Transfers In					
		General Fund	Wastewater	Residential Solid Waste	Replacement Funds	CIP Funds	Debt
General Fund	\$ 35,734,190				2,300,000	25,655,670	7,778,520
Water	\$ 25,242,820	2,114,340	920,000		13,000,000	9,208,480	
Wastewater	\$ 20,132,340	1,011,350			9,200,000	9,920,990	
Environmental Svc - Residential	\$ 7,215,910	871,710			3,200,000	3,144,200	
Environmental Svc - Commercial	\$ 760,900	132,900			412,000	216,000	
Streets	\$ 754,300	754,300					
Roadway and Maintenance	\$ 13,333,790	229,600			428,000	9,258,690	3,417,500
Water Replacement	\$ 34,818,620					34,818,620	
Wastewater Replacement	\$ 51,140,980					51,140,980	
CDBG	\$ 1,205,000					1,205,000	
Solid Waste Container	\$ 170,000			170,000			
Traffic Signal SDF	\$ 3,257,490					3,257,490	
Police SDF	\$ 2,481,910					10,000	2,471,910
Fire SDF	\$ 1,255,730	300,000				10,000	945,730
General SDF	\$ 2,202,390	150,000				5,000	2,047,390
Park & Rec SDF	\$ 26,010,020					21,134,140	4,875,880
Parks SDF Prior to 2012	\$ 17,307,340					17,307,340	
Water SDF	\$ 23,351,620					13,357,000	9,994,620
Water Resource Fee	\$ 42,731,670					42,731,670	
Wastewater SDF	\$ 968,600					968,600	
Neely Wastewater SDF	\$ 2,803,930					2,803,930	
Greenfield Wastewater SDF	\$ 16,989,660					13,375,260	3,614,400
Grants	\$ 551,270					551,270	
Special Revenue	\$ 95,000	95,000					
CIP Administration	\$ 250,000					250,000	
Outside Sources	\$ 31,321,510					31,321,510	
GO Bond Proceeds	\$ 71,164,900					71,164,900	
MAG - Prop 400	\$ 37,088,020					37,088,020	
Public Facilities MPC	\$ 6,058,730					6,058,730	
Water MPC	\$ 29,873,920					29,873,920	
Wastewater MPC	\$ 41,480,830					41,480,830	
Transfer In Amount	\$ 547,753,390	\$ 5,659,200	\$ 920,000	\$ 170,000	\$ 28,540,000	\$477,318,240	\$ 35,145,950

**TOWN OF GILBERT
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2019**

Fiscal Year	S c h	FUNDS	
		General Fund	Special Revenue Funds
2018	E	\$ 204,814,160	\$ 435,794,648
2018	E	\$ 163,662,370	\$ 78,820,940
2019		\$ 97,387,080	\$ 259,443,260
2019	B	\$ -	\$ -
2019	B	\$ -	\$ -
2019	C	\$ 166,461,000	\$ 221,750,140
2019	D	\$ -	\$ -
2019	D	\$ 7,959,200	\$ 428,000
2019	D	\$ 35,734,190	\$ 372,707,630
2019			
2019			
LESS: Minimum Fund Balance		\$ 51,590,000	\$ 4,272,000
2019		\$ 184,483,090	\$ 104,641,770
2019	E	\$ 176,526,790	\$ 136,852,760

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

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

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

TOWN OF GILBERT
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2019

FUNDS					
Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds
\$ 120,476,725	\$ -	\$ -	\$ 177,265,597	\$ 26,452,720	\$ 964,803,850
\$ 56,603,550	\$ -	\$ -	\$ 84,285,292	\$ 25,207,761	\$ 408,579,912
\$ 17,992,722	\$ -	\$ -	\$ 223,808,999	\$ 3,081,429	\$ 601,713,490
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 23,250,000	\$ -	\$ -	\$ -	\$ -	\$ 23,250,000
\$ 6,511,280	\$ -	\$ -	\$ 115,806,000	\$ 25,296,000	\$ 535,824,420
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 35,145,950	\$ 477,318,240	\$ -	\$ 26,902,000	\$ -	\$ 547,753,390
\$ -	\$ -	\$ -	\$ 139,311,570	\$ -	\$ 547,753,390
\$ -	\$ -	\$ -	\$ 29,092,563	\$ -	\$ 84,954,563
					\$ -
					\$ -
					\$ -
\$ 82,899,952	\$ 477,318,240	\$ -	\$ 198,112,866	\$ 28,377,429	\$ 1,075,833,347
\$ 64,712,850	\$ 477,318,240	\$ -	\$ 84,474,810	\$ 26,616,320	\$ 966,501,770

EXPENDITURE LIMITATION COMPARISON

	2018	2019
1. Budgeted expenditures/expenses	\$ 964,803,850	\$ 966,501,770
2. Add/subtract: estimated net reconciling items	(579,800,000)	(542,100,000)
3. Budgeted expenditures adjusted for reconciling items	385,000,000	424,400,000
4. Less: estimated exclusions	(115,000,000)	(115,000,000)
5. Amount subject to the expenditure limitation	270,000,000	309,400,000
6. EEC expenditure limitation	\$ 391,794,588	\$ 409,541,277

**TOWN OF GILBERT
Tax Levy and Tax Rate Information
Fiscal Year 2019**

(Schedule B)

	<u>2018</u>	<u>2019</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____	\$ _____
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ _____	\$ _____
B. Secondary property taxes	21,650,000	22,300,000
C. Total property tax levy amounts	\$ \$ 21,650,000	\$ \$ 22,300,000
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total primary property taxes	\$ _____	
B. Secondary property taxes		
(1) Current year's levy	\$ 21,650,000	
(2) Prior years' levies	187,004	
(3) Total secondary property taxes	\$ 21,837,004	
C. Total property taxes collected	\$ 21,837,004	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____	_____
(2) Secondary property tax rate	1.0281	0.9884
(3) Total city/town tax rate	1.0281	0.9884
B. Special assessment district tax rates		

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating 383 special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.

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

TOWN OF GILBERT
Revenues Other Than Property Taxes
Fiscal Year 2019
(Schedule C)

SOURCE OF REVENUES	ESTIMATED REVENUES 2018	ACTUAL REVENUES* 2018	ESTIMATED REVENUES 2019
GENERAL FUND			
Local taxes			
Local taxes, audit, & franchise fees	\$ 88,675,000	92,370,000	94,825,000
Licenses and permits			
	4,367,000	4,981,000	4,355,000
Intergovernmental			
State Shared Revenue	51,700,000	52,000,000	52,800,000
State Grants & Contributions	700,000	738,000	750,000
County Revenue	30,000	30,000	30,000
Other Governments Revenue	1,005,000	1,121,000	1,145,000
Charges for services			
	6,186,000	6,923,500	7,266,500
Fines and forfeits			
	3,626,000	3,466,000	3,515,000
Interest on investments			
General Fund	1,036,500	637,900	634,500
General Fund - Replacement Fund	40,000	40,000	40,000
In-lieu taxes			
SRP In Lieu	1,100,000	1,125,000	1,100,000
Contributions			
Voluntary contributions			
Miscellaneous			
Total General Fund	\$ 158,465,500	\$ 163,432,400	\$ 166,461,000
SPECIAL REVENUE FUNDS			
HURF	\$ 15,550,000	15,750,000	14,900,000
County Revenue - Auto Lieu	9,750,000	9,950,000	10,500,000
Other Streets Revenue	101,000	101,000	101,000
Streets Replacement Fund Interest Income	20,000	20,000	20,000
	\$ 25,421,000	\$ 25,821,000	\$ 25,521,000
Grants	\$ 6,936,490	6,524,050	5,660,900
	\$ 6,936,490	\$ 6,524,050	\$ 5,660,900

TOWN OF GILBERT
Revenues Other Than Property Taxes
Fiscal Year 2019
(Schedule C)

SOURCE OF REVENUES	ESTIMATED REVENUES 2018	ACTUAL REVENUES* 2018	ESTIMATED REVENUES 2019
Other Special Revenue	\$ 3,291,540	2,313,510	3,497,870
System Development Fees	20,280,000	17,280,000	41,080,000
Other Intergovernmental Revenue	25,170,980	9,057,000	3,204,000
	\$ 48,742,520	\$ 28,650,510	\$ 47,781,870
CDBG/HOME	\$ 2,239,650	1,481,340	1,949,880
	\$ 2,239,650	\$ 1,481,340	\$ 1,949,880
PKID	\$ 1,050,550	1,050,550	1,046,330
Streetlight Improvement District	1,902,530	1,902,530	1,871,900
	\$ 2,953,080	\$ 2,953,080	\$ 2,918,230
Police Impound	\$ 310,000	310,000	310,000
	\$ 310,000	\$ 310,000	\$ 310,000
Other Funding Sources	\$ 163,836,540	\$ 48,512,540	\$ 137,608,260
	\$ 163,836,540	\$ 48,512,540	\$ 137,608,260
Total Special Revenue Funds	\$ 250,439,280	\$ 114,252,520	\$ 221,750,140
DEBT SERVICE FUNDS			
Special Assessments	\$ 5,486,430	5,486,430	6,411,280
	\$ 5,486,430	\$ 5,486,430	\$ 6,411,280
Investment Interest	\$ 50,000	50,000	100,000
	\$ 50,000	\$ 50,000	\$ 100,000
Total Debt Service Funds	\$ 5,536,430	\$ 5,536,430	\$ 6,511,280
ENTERPRISE FUNDS			
Water Operating	\$ 43,179,000	44,740,000	48,210,000
Water Replacement	200,000	200,000	200,000
Water and Water Resources SDF	14,650,000	12,250,000	12,250,000
	\$ 58,029,000	\$ 57,190,000	\$ 60,660,000

TOWN OF GILBERT
Revenues Other Than Property Taxes
Fiscal Year 2019
(Schedule C)

SOURCE OF REVENUES	ESTIMATED REVENUES 2018	ACTUAL REVENUES* 2018	ESTIMATED REVENUES 2019
<u>Wastewater Operating</u>	\$ 26,575,000	26,333,200	28,332,000
<u>Wastewater Replacement</u>	200,000	200,000	200,000
<u>Wastewater SDF</u>	5,000,000	6,150,000	6,150,000
	\$ 31,775,000	\$ 32,683,200	\$ 34,682,000
<u>Environmental Services/Residential</u>	\$ 18,638,640	15,736,000	17,421,000
<u>Env. Services - Res.Replacement Fund</u>	715,000	715,000	190,000
<u>Solid Waste Container Fee</u>	170,000	170,000	170,000
	\$ 19,523,640	\$ 16,621,000	\$ 17,781,000
<u>Environmental Services/Commercial</u>	\$ 2,720,300	2,646,800	2,680,000
<u>Env. Services - Comm Replacement Fund</u>	3,000	3,000	3,000
	\$ 2,723,300	\$ 2,649,800	\$ 2,683,000
Total Enterprise Funds	\$ 112,050,940	\$ 109,144,000	\$ 115,806,000
INTERNAL SERVICE FUNDS			
<u>Fleet Maintenance</u>	\$ 8,229,000	7,239,000	7,239,000
	\$ 8,229,000	\$ 7,239,000	\$ 7,239,000
<u>Health Self Insurance</u>	\$ 17,096,100	17,096,100	16,675,000
	\$ 17,096,100	\$ 17,096,100	\$ 16,675,000
<u>Dental Self Insurance</u>	\$ 1,207,000	1,207,000	1,382,000
	\$ 1,207,000	\$ 1,207,000	\$ 1,382,000
Total Internal Service Funds	\$ 26,532,100	\$ 25,542,100	\$ 25,296,000
TOTAL ALL FUNDS	\$ 553,024,250	\$ 417,907,450	\$ 535,824,420

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

TOWN OF GILBERT
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2019
(Schedule D)

FUND	OTHER FINANCING 2019		INTERFUND TRANSFERS 2019	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
General Fund Operating	\$	\$	\$ 5,659,200	\$ 35,734,190
General Fund Repair & Replacement			2,300,000	
Total General Fund	\$	\$	\$ 7,959,200	\$ 35,734,190
SPECIAL REVENUE FUNDS				
Streets	\$	\$	\$	\$ 14,088,090
Streets Replacement Fund			428,000	
CDBG/HOME				1,205,000
Grants				551,270
Other Special Revenues				95,000
System Development Fees				139,360,360
Solid Waste Container				170,000
Other Funding Sources				217,237,910
Total Special Revenue Funds	\$	\$	\$ 428,000	\$ 372,707,630
DEBT SERVICE FUNDS				
	\$	\$	\$ 35,145,950	\$
Total Debt Service Funds	\$	\$	\$ 35,145,950	\$
CAPITAL PROJECTS FUNDS				
Redevelopment	\$	\$	\$ 24,939,840	\$
Streets			128,028,650	
Traffic Control			5,580,860	
Parks and Recreation			55,370,510	
Municipal Facilities			16,857,760	
Water			127,180,970	
Wastewater			118,181,840	
Storm Water			1,177,810	
Total Capital Projects Funds	\$	\$	\$ 477,318,240	\$
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Water	\$	\$	\$	\$ 25,242,820
Water Repair & Replacement			13,000,000	34,818,620
Wastewater			920,000	20,132,340
Wastewater Repair & Replacement			9,200,000	51,140,980
Environmental Services - Residential			3,370,000	7,215,910
Environmental Services - Commercial			412,000	760,900
Total Enterprise Funds	\$	\$	\$ 26,902,000	\$ 139,311,570
INTERNAL SERVICE FUNDS				
	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$	\$	\$ 547,753,390	\$ 547,753,390

TOWN OF GILBERT
Expenditures/Expenses by Fund
Fiscal Year 2019
(Schedule E)

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
GENERAL FUND				
Mayor and Council	\$ 744,360	\$ 6,000	\$ 717,160	\$ 816,370
Manager	1,382,230	76,540	1,583,990	1,444,630
Digital Government	971,300	138,400	1,070,650	1,098,200
Intergovernmental Relations	461,350	(128,900)	318,210	326,840
Economic Development	2,252,130	899,462	2,317,110	2,854,020
Information Technology	9,568,240	235,130	8,972,218	9,851,480
Human Resources	2,558,880	9,600	2,518,250	2,633,720
Management and Budget	708,750	30,000	601,015	635,240
Town Clerk	514,670		522,950	735,200
Legal Services	3,115,420	1,130	2,835,245	2,968,340
Management Services	2,725,920		2,406,778	2,635,420
Municipal Court	3,298,070		3,189,256	3,401,380
Development Services	7,041,370	57,800	6,727,652	7,357,710
Public Works - Engineering	578,250	1,415	517,631	642,010
Police	53,751,110	109,985	53,867,350	56,101,700
Fire and Rescue	33,641,880	2,397,720	36,554,945	34,227,730
Parks and Recreation	19,870,060	(127,070)	18,753,190	18,076,610
GF Repair and Replacement	6,381,480		5,381,480	3,471,500
Non-Departmental	52,748,690	(1,207,212)	14,807,290	27,248,690
Total General Fund	\$ 202,314,160	\$ 2,500,000	\$ 163,662,370	\$ 176,526,790
SPECIAL REVENUE FUNDS				
Streets	\$ 27,699,910	\$ (4,347)	\$ 21,302,839	\$ 20,089,460
Grants	7,192,190		920,550	5,272,240
CDBG/HOME	2,239,650		1,481,340	744,880
Police Impound	329,160		309,300	342,820
Special Districts	3,254,860		3,102,960	3,197,900
Trust Accounts	2,500		2,500	2,500
Development Fees	109,344,290	(8,645,488)	7,571,460	1,159,660
Other Special Revenue	4,777,740	(18,867)	3,405,190	4,222,360
Total Special Revenue Funds	\$ 154,840,300	\$ (8,668,702)	\$ 38,096,139	\$ 35,031,820
DEBT SERVICE FUNDS				
Total Debt Service Funds	\$ 58,864,810	\$ 61,611,915	\$ 56,603,550	\$ 64,712,850
OTHER FUNDING SOURCES				
Capital Projects	\$ 345,070,610	\$ (55,447,560)	\$ 40,724,801	\$ 101,820,940
Total Other Funding Sources	\$ 345,070,610	\$ (55,447,560)	\$ 40,724,801	\$ 101,820,940

TOWN OF GILBERT
Expenditures/Expenses by Fund
Fiscal Year 2019
(Schedule E)

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
CAPITAL PROJECT FUNDS				
Redevelopment	\$	\$	\$	\$ 24,939,840
Streets				128,028,650
Traffic Control				5,580,860
Parks and Recreation				55,370,510
Municipal Facilities				16,857,760
Water				127,180,970
Wastewater				118,181,840
Storm Water				1,177,810
Total Capital Project Funds	\$	\$	\$	\$ 477,318,240
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Water	\$ 60,471,800	\$	\$ 31,641,732	\$ 36,808,190
Wastewater	89,230,370		29,795,966	23,223,200
Environmental Services	27,559,080	4,347	22,847,594	24,443,420
Total Enterprise Funds	\$ 177,261,250	\$ 4,347	\$ 84,285,292	\$ 84,474,810
INTERNAL SERVICE FUNDS				
	\$ 26,452,720	\$	\$ 25,207,761	\$ 26,616,320
Total Internal Service Funds	\$ 26,452,720	\$	\$ 25,207,761	\$ 26,616,320
TOTAL ALL FUNDS	\$ 964,803,850	\$	\$ 408,579,912	\$ 966,501,770

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

TOWN OF GILBERT
Expenditures/Expenses by Department
Fiscal Year 2019
(Schedule F)

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
List Department:				
Mayor and Council				
General Fund	\$ 744,360	\$ 6,000	\$ 717,160	\$ 816,370
Department Total	\$ 744,360	\$ 6,000	\$ 717,160	\$ 816,370
List Department:				
Manager				
General Fund	\$ 1,382,230	\$ 76,540	\$ 1,583,990	\$ 1,444,630
CDBG/HOME	2,239,650		1,481,340	744,880
Special Revenue	41,210		75,840	59,910
Department Total	\$ 3,663,090	\$ 76,540	\$ 3,141,170	\$ 2,249,420
List Department:				
Digital Government				
General Fund	\$ 971,300	\$ 138,400	\$ 1,070,650	\$ 1,098,200
Special Revenue	22,500		22,500	40,350
Department Total	\$ 993,800	\$ 138,400	\$ 1,093,150	\$ 1,138,550
List Department:				
Intergovernmental Relations				
General Fund	\$ 461,350	\$ (128,900)	\$ 318,210	\$ 326,840
Department Total	\$ 461,350	\$ (128,900)	\$ 318,210	\$ 326,840
List Department:				
Economic Development				
General Fund	\$ 2,252,130	\$ 899,462	\$ 2,317,110	\$ 2,854,020
Department Total	\$ 2,252,130	\$ 899,462	\$ 2,317,110	\$ 2,854,020
List Department:				
Information Technology				
General Fund	\$ 9,568,240	\$ 235,130	\$ 8,972,218	\$ 9,851,480
Department Total	\$ 9,568,240	\$ 235,130	\$ 8,972,218	\$ 9,851,480
List Department:				
Human Resources				
General Fund	\$ 2,558,880	\$ 9,600	\$ 2,518,250	\$ 2,633,720
Department Total	\$ 2,558,880	\$ 9,600	\$ 2,518,250	\$ 2,633,720

TOWN OF GILBERT
Expenditures/Expenses by Department
Fiscal Year 2019
(Schedule F)

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
List Department: Management and Budget				
General Fund	\$ 708,750	\$ 30,000	\$ 601,015	\$ 635,240
Department Total	\$ 708,750	\$ 30,000	\$ 601,015	\$ 635,240
List Department: Town Clerk				
General Fund	\$ 514,670	\$	\$ 522,950	\$ 735,200
Department Total	\$ 514,670	\$	\$ 522,950	\$ 735,200
List Department: Legal Services				
General Fund	\$ 3,115,420	\$ 1,130	\$ 2,835,245	\$ 2,968,340
Department Total	\$ 3,115,420	\$ 1,130	\$ 2,835,245	\$ 2,968,340
List Department: Management Services				
General Fund	\$ 2,725,920	\$	\$ 2,406,778	\$ 2,635,420
Department Total	\$ 2,725,920	\$	\$ 2,406,778	\$ 2,635,420
List Department: Municipal Court				
General Fund	\$ 3,298,070	\$	\$ 3,189,256	\$ 3,401,380
Other Special Revenue	600,290		606,010	571,270
Department Total	\$ 3,898,360	\$	\$ 3,795,266	\$ 3,972,650
List Department: Development Services				
General Fund	\$ 7,041,370	\$ 57,800	\$ 6,727,652	\$ 7,357,710
Grants	72,270		72,270	47,430
Other Special Revenue	950,000		950,000	840,000
Department Total	\$ 8,063,640	\$ 57,800	\$ 7,749,922	\$ 8,245,140

TOWN OF GILBERT
Expenditures/Expenses by Department
Fiscal Year 2019
(Schedule F)

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
List Department:				
Public Works				
Streets Fund	\$ 27,699,910	\$ (4,347)	\$ 21,302,839	\$ 20,089,460
Water Fund	60,471,800		31,641,732	36,808,190
Wastewater Fund	89,230,370		29,795,966	23,223,200
Environ Serv - Res - Fund	24,246,710	4,347	20,066,616	21,226,610
Environ Serv - Comm - Fund	3,312,370		2,780,978	3,216,810
General Fund	578,250	1,415	517,631	642,010
Department Total	\$ 205,539,410	\$ 1,415	\$ 106,105,762	\$ 105,206,280
List Department:				
Police				
General Fund	\$ 53,751,110	\$ 109,985	\$ 53,867,350	\$ 56,101,700
Police Impound	329,160		309,300	342,820
Grants	95,540		119,250	141,590
Other Special Revenue	1,673,140		1,256,820	1,450,300
Department Total	\$ 55,848,950	\$ 109,985	\$ 55,552,720	\$ 58,036,410
List Department:				
Fire and Rescue				
General Fund	\$ 33,641,880	\$ 2,397,720	\$ 36,554,945	\$ 34,227,730
Grants	59,680		59,680	61,120
Other Special Revenue	115,410		115,410	112,150
Department Total	\$ 33,816,970	\$ 2,397,720	\$ 36,730,035	\$ 34,401,000
List Department:				
Parks and Recreation				
General Fund	\$ 19,870,060	\$ (127,070)	\$ 18,753,190	\$ 18,076,610
Other Special Revenue	43,000		43,000	25,000
Department Total	\$ 19,913,060	\$ (127,070)	\$ 18,796,190	\$ 18,101,610

TOWN OF GILBERT
Expenditures/Expenses by Department
Fiscal Year 2019
(Schedule F)

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
List Department:				
Special Revenue and Non-Operating				
Non Departmental	\$ 52,748,690	\$ (1,207,212)	\$ 14,807,290	\$ 27,248,690
Internal Services	26,452,720		25,207,761	26,616,320
Repair and Replacement	6,381,480		5,381,480	3,471,500
Grant Funds	6,964,700		669,350	5,022,100
Special Districts	3,254,860		3,102,960	3,197,900
Other Special Revenue	1,332,190	(18,867)	335,610	1,123,380
Other Funding Sources	345,070,610	(55,447,560)	40,724,801	101,820,940
Capital Project Funds				477,318,240
Debt Service	58,864,810	61,611,915	56,603,550	64,712,850
Trust Fund	2,500		2,500	2,500
Development Fees	109,344,290	(8,645,488)	7,571,460	1,159,660
Department Total	\$ 610,416,850	\$ (3,707,212)	\$ 154,406,762	\$ 711,694,080
TOTAL ALL FUNDS	\$ 964,803,850		408,579,912	966,501,770

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

TOWN OF GILBERT
Full-Time Employees and Personnel Compensation
Fiscal Year 2019
(Schedule G)

FUND	Full-Time Equivalent (FTE) 2019	Employee Salaries and Hourly Costs 2019	Retirement Costs 2019	Healthcare Costs 2019	Other Benefit Costs 2019	Total Estimated Personnel Compensation 2019
GENERAL FUND	1010.36	\$ 77,635,416	\$ 19,191,036	\$ 12,342,940	\$ 6,746,858	\$ 115,916,250
SPECIAL REVENUE FUNDS						
Streets Fund	55.66	\$ 2,899,453	\$ 333,181	\$ 641,331	\$ 434,285	\$ 4,308,250
CDBG/Home	1.65	127,485	14,608	27,322	9,685	179,100
Police Security		825,600	278,145		36,985	1,140,730
Police Impound Fund	4.00	216,424	24,854	66,236	16,006	323,520
Parkway Maint. Imp. Dist.	3.10	156,795	18,086	43,053	15,876	233,810
Court Enhancement Fund	1.00	45,704	5,240	16,559	3,447	70,950
JCEF	1.00	89,574	10,262	16,559	6,305	122,700
Native American Intern	0.50	39,312			688	40,000
GOHS Grant		141,590				141,590
Total Special Revenue Funds	66.91	\$ 4,541,937	\$ 684,376	\$ 811,060	\$ 523,277	\$ 6,560,650
DEBT SERVICE FUNDS						
Total Debt Service Funds		\$	\$	\$	\$	\$
CAPITAL PROJECTS FUNDS						
Total Capital Projects Funds	12.40	\$ 1,243,630	\$ 142,500	\$ 201,315	\$ 96,995	\$ 1,684,440
PERMANENT FUNDS						
Total Permanent Funds		\$	\$	\$	\$	\$
ENTERPRISE FUNDS						
Water	133.50	\$ 7,677,008	\$ 885,717	\$ 1,512,684	\$ 777,071	\$ 10,852,480
Wastewater	45.50	2,564,412	293,579	538,453	259,476	3,655,920
Environ Serv - Residential	91.40	4,560,354	522,144	1,174,284	587,668	6,844,450
Environ Serv - Commercial	8.94	483,194	54,004	104,064	62,918	704,180
Total Enterprise Funds	279.34	\$ 15,284,968	\$ 1,755,444	\$ 3,329,485	\$ 1,687,133	\$ 22,057,030
INTERNAL SERVICE FUND						
Total Internal Service Fund	26.00	\$ 1,436,527	\$ 162,349	\$ 306,489	\$ 139,495	\$ 2,044,860
TOTAL ALL FUNDS	1395.01	\$ 100,142,478	\$ 21,935,705	\$ 16,991,289	\$ 9,193,758	\$ 148,263,230

311	Citizen engagement tool that allows residents to report quality-of-life issues and request Gilbert Services. Residents can report issues, provide pictures, videos and specific descriptions of the issue. The tool allows residents to track the progress of their issue and be notified when it is resolved.
ACA	<i>Affordable Care Act</i> is a comprehensive health care reform law enacted in March 2010.
Account	Financial reporting unit for budget, management, or accounting purposes.
Accrual	An accounting process that matches revenue to the period earned and the expenditures to the period incurred.
Actuals	Refers to the actual expenditures paid by and revenues paid to Gilbert.
ADA	<i>Americans with Disabilities Act</i> is the Federal Law regarding issues and facilities for those with disabilities.
ADEQ	<i>Arizona Department of Environmental Quality</i> administers a variety of programs to improve the health and welfare of our citizens and ensure the quality of Arizona's air, land, and water resources meets healthful, regulatory standards.
Adoption	A formal action taken by the Town Council that sets the spending limits for the fiscal year.
AF	<i>Acre-feet/foot</i> is a unit of volume commonly used in the United States in reference to large-scale water resources, such as reservoirs, aqueducts, canals, sewer flow capacity, and river flows. One acre-foot is equal to 325,851 3/7 th gallons of water.
Alex	Gilbert launched our Open Data Portal and created a character, named Alex, to help connect the dots on how to use our data on other websites, applications or research.
Allocation	A component of an appropriation that is earmarked for expenditure by specific organization units and/or for special purposes, activities, or objects.
AMWUA	<i>Arizona Municipal Water Users Association</i> is a voluntary, non-profit corporation established by municipalities in Maricopa County for the development of urban water resources policy.
Appropriation	A legal authorization granted by Council which permits Gilbert to make expenditures of resources and to incur obligations for specific purposes.

Arizona Auditor General Schedules A-G	Arizona Revised Statutes (A.R.S.) §§42-17101 and 42-17102 require cities and towns to prepare annual budgets on forms the Office of the Auditor General developed. The official forms on Schedules A through G include all elements statute requires that the cities and towns must include in their budget
Assessed Valuation	A valuation placed upon real estate or other property by the County Assessor and the state as a basis for levying taxes.
Asset	Valuable resource that an entity owns or controls. They represent probable future economic benefits and arise as a result of past transactions or events.
ASU	<i>Arizona State University</i> , a state-funded university.
Audit	A formal examination, correction, and official endorsing of financial accounts undertaken annually by an accountant.
Available Fund Balance	Funds remaining from the prior year which are available for appropriation and expenditure in the current year.
Balanced Budget	Each fund in the budget must be in balance; total anticipated revenues plus beginning undesignated fund balance must equal or exceed total expenditure appropriations for the upcoming fiscal year.
Bond	A written instrument to pay a specified sum of money (the face value or principal amount) on a specified date (the maturity date) at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond resolution or ordinance.
Bond – General Obligation (G.O.) Bonds	Bonds that finance a variety of public projects and require voter approval. These bonds are backed by the full faith and credit of the Town. Limitations for bonding capacity are set by State statute. The Town may issue general obligation bonds up to 20% of its secondary assessed valuation for water, wastewater, artificial lighting, parks, open space, public safety and emergency services, streets, transportation, and recreational facility improvements. The Town may issue general obligation bonds up to 6% of its secondary assessed valuation for any other general-purpose improvement.
Bond – Highway Users Revenue (HURF) Bonds	This type of revenue bond is used solely for street and highway improvements and requires voter approval. State law imposes the maximum limitation of highway user revenue that shall be used for debt servicing of revenue bonds. The amount shall not exceed 50% of the total from highway user revenue for the previous twelve-month period.

Bond – Municipal Property Corporation (MPC) Bonds	This is a source of funding used to build current municipal facilities as well as major water and wastewater infrastructure facilities. Pledged against these bonds are the excise taxes of the community which include Town sales tax, franchise tax revenue, State shared sales tax, revenue sharing, and system development fee collections for growth-related projects. The corporation owns the resulting infrastructure and leases it to the Town in the amount of the required annual debt service. Once the bonds are paid in full, the infrastructure is deeded over to the town. MPC bonds do not require voter approval.
Bond – Revenue Bonds	Revenue Bonds are payable from a specific source of revenue, do not pledge the full faith and credit of the issuer, and do not affect the property tax rate. Pledged revenues may be derived from the operation of the financed project, grants, and excise or other specified non-property tax. These bonds require voter approval.
Bond Refinancing	The payoff and reissuance of bonds to obtain better interest rates and/or bond conditions.
Budget	A financial plan proposed for raising and spending money for specified programs, functions, or activities during the fiscal year. A detailed annual operating plan expressed in terms of estimated revenues and expenses for conducting programs and related services.
CAFR	A Comprehensive Annual Financial Report (CAFR) is a set of U.S. government financial statements comprising the financial report of a state, municipal or other governmental entity that complies with the accounting requirements promulgated by the Governmental Accounting Standards Board (GASB).
CAP – Central Arizona Project	Central Arizona Project (CAP) is Arizona's single largest resource for renewable water supplies. CAP is designed to bring about 1.5 million acre-feet of water from the Colorado River to Central and Southern Arizona every year.
Capital Improvement	Includes any expenditure over \$100,000 for repair and replacement of existing infrastructure as well as development of new facilities to accommodate future growth.
Capital Improvement Plan	The Capital Improvement Plan (CIP) is a comprehensive plan of capital investment projects which identifies priorities as to: need, method of financing, project costs, and revenues that will result during a five-year period. The first year of the program represents the capital budget for the ensuing fiscal year and must be formally adopted during the budget process.
Capital Outlay	Purchase of an asset with a value greater than \$10,000 that is intended to continue to be held or used for a period greater than two years. Capital Outlay can be land, buildings, machinery, vehicles, furniture, and other equipment.

Carryforward	Year-end savings that can be carried forward to cover expenses of the next fiscal year. These funds can also be appropriations for encumbered amounts made in one fiscal year that are re-appropriated in a subsequent fiscal year.
CAWCD	<i>Central Arizona Water Conservation District</i> is a multi-county water conservation district that acts as the operating agent of the Central Arizona Project.
CDBG	<i>Community Development Block Grants</i> provide Federal Grant Program funds on an annual basis to support specific low to moderate income community development opportunities.
CFS	<i>Calls for Service</i> generally refers to assignments that are typically distributed to public safety professionals that require their presence to resolve, correct or assist a particular situation.
CNG	<i>Compressed Natural Gas</i> is a fuel which can be used in place of gasoline, diesel fuel and propane.
COBRA	<i>The Consolidated Omnibus Budget Reconciliation Act (COBRA)</i> gives workers and their families who lose their health benefits the right to choose to continue group health benefits provided by their group health plan for limited periods of time under certain circumstances such as voluntary or involuntary job loss, reduction in the hours worked, transition between jobs, death, divorce, and other life events. Qualified individuals may be required to pay the entire premium for coverage up to 102 percent of the cost to the plan.
Consumer Price Index	A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).
Contingency	An amount included in the budget that is not designated for a specific purpose. The contingency amount is budgeted for emergencies and unforeseen events.
Contractual Services	Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.
CQI	<i>Continuous Quality Improvement</i> is an integral part of the Town's culture to ensure that operations are continually improved and updated.
DDACTS	<i>Data Driven Approaches to Crime and Traffic Safety</i> integrates location-based crime and traffic data to establish effective and efficient methods for deploying law enforcement and other resources.
Debt Limit	A state-imposed limit on the amount of debt that can be issued.
Debt Service	Principal and interest payments on outstanding bonds.

Department	A major administrative division of the Town that indicates overall management responsibility for an operation or a group of related operations within a functional area.
Depreciation	Expiration in the service life of capital assets attributed to wear and tear, deterioration, inadequacy, or obsolescence.
Division	A group of homogeneous cost centers within a department.
EDEN	The Town's Enterprise Resource Planning (ERP) software that consists of the following software modules: General Ledger, Accounts Payable, Accounts Receivable, Fixed Assets, Budget, Human Resources, Payroll, Business Licensing and Utility Billing. The system is currently being replaced by MUNIS.
EDGE	EDGE stands for 'Employee's Driving Gilbert's Excellence'. EDGE combines Continuous Quality Improvement and Lean Six Sigma and educates employees on methods for aligning people, process, and technology to deliver efficient, effective and customer-focused services.
Effluent	Wastewater that has been treated to required standards and is released from the treatment plant.
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.
Enterprise Funds	A sub-set of the Proprietary Fund Type that requires accounting for activities like a business where the results indicate income or loss from operations.
EPA	<i>Environmental Protection Agency</i> sets regulatory limits for the amounts of certain contaminants in water provided by public water systems. These standards are required by the Safe Drinking Water Act.
Executive Team	Team made up of the Town Manager, Assistant Town Manager, Department Directors, and designated management staff.
Expenditure	Actual outlay of funds for obtaining assets or goods and services regardless of when the expense is actual paid.
FTE	<i>Full-Time Equivalent</i> converts positions to the decimal equivalent of a full-time position primarily based on 2,080 hours per year. For example, a part-time clerk working 20 hours per week would be equivalent to 0.50 FTE.
Fund	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.
Fund Balance	Represents the net difference between total financial resources and total appropriated uses.

Fiscal Year (FY)	<i>Fiscal Year</i> is the period designated for the beginning and ending of financial transactions. The Town fiscal year is July 1 to June 30.
GAAP	<i>Generally Accepted Accounting Principles</i> are the uniform minimum standards and guidelines for financial accounting and reporting which govern the form and content of the basic financial statements of an entity. These principals encompass the conventions, rules, and procedures that define the accepted accounting practices at a particular time.
GCUHF	<i>Gilbert Chandler Unified Holding Facility</i> is a detention facility owned by Gilbert and operated in partnership with City of Chandler.
General Fund	Primary fund used to provide resources for day-to-day activities that provide general public benefit, and services that provide support to direct service areas; the fund to be used for all financial resources except those required to be accounted for in another fund. Examples include Police, Fire and Parks and Recreation.
General Plan	A planning and legal document that outlines the community vision in terms of land use.
GFOA	<i>Government Finance Officers Association</i> is the professional association of state/provincial and local finance officers in the United States and Canada, and has served the public finance profession since 1906. Members are dedicated to the sound management of government financial resources.
Gilbert Wellness	<i>Gilbert Wellness</i> a program implemented in FY 2016 to educate and support employee wellness.
GIS	<i>Geographic Information System</i> is a computer system that places layers of geographic information in a useful order to provide answers to questions regarding land.
GO Bonds	General Obligation Bonds are secured by Gilbert property tax and must be approved by a vote of the citizens.
Goal	Desired end result statement that provides a framework for what will be accomplished.
Governmental Fund	General, Special Revenue, Debt Service, Capital Projects, and Trust Funds. Refers to the use of fund accounting in which funds are set up for specific sources of revenues. The main purpose is stewardship of financial resources received and expended in compliance with legal or other requirements.
GPD	<i>Gilbert Police Department</i>
GPEC	<i>Greater Phoenix Economic Council</i> aims to attract quality businesses to the Greater Phoenix region from around the world, and to advocate and champion foundational efforts to improve the region's competitiveness.

Grants	State and Federal subsidies received in response to a specific need.
GSF	<i>Groundwater Storage Facility</i> is a water exchange authorized under state law where the operator of the GSF (typically an irrigation district) will substitute renewable surface water (CAP water) for groundwater that it has a legal right to pump. This substitution of surface water for groundwater essentially “saves” groundwater that would have been pumped and is legally considered analogous to direct recharge. The customer storing at a GSF receives long-term storage credits that can later be recovered and not counted as groundwater pumping.
Heritage District	Historic Downtown Gilbert is an area of up-scale restaurants, entertainment, and shopping.
HOA	<i>Homeowners Association</i> is an organization of all owners of land in the development that is governed by a board. The HOA collects fines and assessments from the homeowners, maintains the common areas, and enforces the association’s governing documents, including rules regarding construction and maintenance of individual homes.
HOME	<i>HOME</i> Investment Partnership Funds are provided by the U.S. Department of Housing and Urban Development (HUD) and are used to fund a wide range of activities including building, buying, and/or rehabilitation of affordable housing for rent, homeownership or providing rental assistance to low-income people.
HHW	<i>Household Hazardous Waste</i> a facility in Gilbert that accepts items that are considered inappropriate to dispose of in the landfill.
HURF	<i>Highway User Revenue Fund</i> is a separate funding source dedicated to provide support for street improvements and maintenance.
ICMA	<i>International City/County Management Association</i> is an association representing professionals in local government management.
IGA	<i>Intergovernmental Agreement</i> is a contract between governmental entities as authorized by State law.
Improvement District (ID)	Formed to address major capital needs that benefit specific property owners. Bonds are issued to finance these improvements, and are repaid by assessments on affected property owners.
Infrastructure	The physical assets of the town. Assets include streets, water, wastewater, public buildings, and parks.
Infrastructure Improvement Plan	An <i>Infrastructure Improvement Plan</i> is a written plan identifying the necessary public services that are subject to system development fees.
Internal Service Fund (ISF)	A sub-set of the Proprietary Fund Type that accounts for the activity of internal functions providing service to other functional areas. An Internal Service Fund receives revenue by charging other areas in the Town based on services provided.

JCEF	The <i>Judicial Collection Enhancement Fund</i> was established to improve the administration of justice by enhancing the enforcement of court orders.
Lean Six Sigma	Lean Six Sigma allows quality and efficiency improvements to be effectively realized. The focus of Lean is about speed, efficiency and taking waste out of a process. Six Sigma focuses on effectiveness and removal of errors. When combined and implemented properly it can be a powerful management tool that can greatly improve an organization's performance, by providing a structured approach to resolving problems.
Liability	An obligation of the entity to convey something of value in the future. Liabilities are probable future sacrifices of economic benefit that arise as a result of past transactions or events.
LRIP	<i>Long Range Infrastructure Plan</i> is a plan that includes an asset inventory, condition based assessment and programmed repair and replacement of all Town infrastructure assets. Focusing on strategic investments in infrastructure and reducing the overall cost of ownership.
LUCITY	Work order management software.
MAG	<i>Maricopa County Association of Governments</i> was formed in 1967. It is a voluntary association of governments and Indian communities formed to address regional issues in Maricopa County. MAG is the designated Regional Planning Agency and consists of 31 member agencies.
Major Fund	Any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10 percent of the revenues or expenditures of the appropriated budget.
Master Plan	A planning document that takes an area of interest and creates a comprehensive future for that area. For example, a storm water master plan would provide information regarding the location of storm water facilities, the potential timing, the barriers, and the costs.
MGD	<i>Million Gallons per Day.</i>
Modified Accrual	A basis of accounting used by governmental funds where revenue is recognized in the period it is available and measurable, and expenditures are recognized at the time a liability is incurred.
MPC	<i>Municipal Property Corporation</i> is a non-profit corporation created by Gilbert as a funding mechanism for Capital Improvement projects. The board is governed by citizens appointed by Council.
MUNIS	The Town's Enterprise Resource Planning (ERP) software that consists of the following software module: General Ledger, Accounts Payable, Accounts Receivable, Fixed Assets, Budget, Human Resources and Payroll.

NASC	<i>North Area Service Center</i> located at 900 East Juniper Avenue. The facility includes a Public Works Yard and an Equipment Repair Shop.
Objectives	Targets for accomplishing goals that are specific, measurable, attainable, results-oriented, and time bound.
OnBase	Gilbert's digital records management system.
Operating Budget	The portion of the budget associated with providing ongoing services to citizens, includes general expenditures such as personnel services, professional services, maintenance costs, and supplies.
OSHA	<i>Occupational Safety and Health Administration</i> is an agency of the United States Department of Labor.
PCI	<i>Pavement Condition Index</i> is an index that communicates the condition of driving surfaces on a 100 point scale.
Performance Measures	Indication of levels of activity or outcomes of operations.
PFMPC	<i>Public Facilities Municipal Property Corporation</i>
PKID	<i>Parkway Improvement Districts</i> provide a method to maintain the parkways within specific areas and charge the cost to the benefited property with the property tax bill.
PM-10 Regulations	PM-10 (particulate matter less than 10 microns) regulations are also known as the "dust control regulations". PM-10 emissions, including dust generating activities, are regulated by Maricopa County. It is a major component of the "brown cloud" in the metropolitan Phoenix area.
Police Impound	<i>Police Impound</i> was established as a result of Arizona law A.R.S. 28-3511 and requires mandatory tow and 30-day impound of vehicles when the driver commits specific civil traffic and criminal traffic offenses.
Property Tax Levy	The total amount to be raised by general property taxes for purposes specified in the Tax levy Ordinance. In Arizona, the property tax system is divided into primary and secondary rates.
Property Tax – Primary	Gilbert does not have a primary property tax. A Primary Property tax is a limited tax levy used for general government operations based on the Primary Assessed Valuation and Primary tax rate. The total levy for primary taxes is restricted to a 2% annual increase, plus allowances for annexations, new construction, and population increases.
Property Tax – Secondary	An unlimited tax levy restricted to general bonded debt obligations and for voter approved budget overrides. These taxes are based on the Secondary Assessed Valuation and Secondary Tax rate.
Reserve	To set aside a portion of a fund balance to guard against economic downturn or emergencies.

Resource Constrained Process	A budget process that is limited by the projected revenues based on current tax rates and fees.
Revenue	Receipts from items such as taxes, intergovernmental sources, user fees or resources from voter-authorized bonds, or system development fees.
RFP	<i>Request for Proposal</i> is a part of the competitive bidding process
RFQ	<i>Request for Quotes</i> is a part of the competitive bidding process.
ROW	<i>Right of Way</i> is a publicly-owned area of land typically adjacent to a roadway.
SASC	<i>South Area Service Center</i> is located at 4760 South Greenfield Road. The facility includes Police, Public Works, Hazardous Waste Collection, and Equipment Repair Shop.
SCADA	SCADA (Supervisory Control and Data Acquisition) is a software system used to automate and/or monitor industrial processes in various vertical markets: manufacturing, transportation, energy management, building automation, and any other field where real time operational data is used to make decisions.
SDF	<i>System Development Fees</i> are collected at the time a building permit is issued to pay for the cost of capital improvements required due to growth.
Self-Insurance	A calculated amount of money set aside to pay claims and compensate for future loss.
SharePoint	Microsoft software for the town's intranet. The intranet is a communication and project collaboration tool for employees of all departments. The intranet also provides for live document management and process automation.
SLID	<i>Street Light Improvement Districts</i> are established to charge the cost of electricity for street lights to property in subdivisions based on the actual cost of electricity and allocated based on their home value.
Standard Operating Procedure	<i>Standard operating procedures</i> are developed to educate and inform staff on how a process is to be performed to ensure accuracy and consistency in efforts and results.
SPARK –App League	Students Participate in App Resources and Knowledge (SPARK) App League is the first mobile application development contest for high school students. Created by Gilbert, Arizona in 2012, this nonprofit program is hosted in partnership with Arizona State University's Ira A. Fulton Schools of Engineering and is sponsored by Google.
Special Districts	Special Districts are established to pay for specific statute allowed expenses.

Special Revenue	Special Revenue Funds are a type of fund required to be established to account for a specific activity.
SRP	<i>Salt River Project</i> is two entities: the Salt River Project Agricultural Improvement and Power District, a political subdivision of the State of Arizona; and the Salt River Valley Water Users' Association, a private corporation.
SRP Aesthetics Program	SRP allocates funds to towns, cities and counties within SRP's service territory on an annual basis. Funds are used for aesthetic improvements to SRP water or power facilities (e.g., putting in block walls and landscaping around substations, undergrounding lower-voltage power lines [12kV or 69kV distribution lines], piping open ditches or enhancing canal-banks). SRP works directly with the municipalities to decide which projects each jurisdiction will fund with its allocation.
State Shared Revenue	Distribution of revenue collected by the State and shared based on established formulae that typically rely on population estimates.
SWAT	<i>Special Weapons and Tactics</i> team is a group of specially chosen police officers that have advanced training handling high risk situations and that use highly specialized equipment to resolve those situations.
Third Party Administrator	A <i>Third Party Administrator</i> is an organization that processes insurance claims or certain aspects of employee benefit plans for a separate entity.
Transfers	Movement of cash from one fund to another to reimburse costs or provide financial support.
TOC	<i>Traffic Operations Center</i>
TOG	<i>Town of Gilbert</i>
TTHM	<i>Trihalomethanes</i> are created when disinfectants react with naturally-occurring materials in the water.
ULDC	<i>Unified Land Development Code</i> is a compilation of town codes that govern subdivision and development of lands.
VLT	<i>Vehicle License Tax</i> are revenues derived from state-shared vehicle license tax and are used for capital projects, preventive maintenance and debt service.
Water Resource Master Plan	A plan that combines all water resources: ground, surface, recharged, and reclaimed water, into one document to determine future actions required to maintain water resources in Gilbert.
What Works Cities	<i>What Works Cities</i> is a Bloomberg Philanthropies' initiative to enhance the use of data and evidence in the public sector. Gilbert was selected as one of 10 new cities to participate in What Works Cities in 2017.

WIGS	<i>Wildly Important Goals</i> , a process developed by Franklin Covey that will help employees accomplish their goals while also managing the demands of day-to-day responsibilities.
WRMPC	<i>Water Resources Municipal Property Corporation</i>
Zero-Based	The base for the budget built from zero.
Zoning	A specific legal classification of property for purpose of development.





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