

FY 2022-23 Budget Kickoff with Mayor and Council

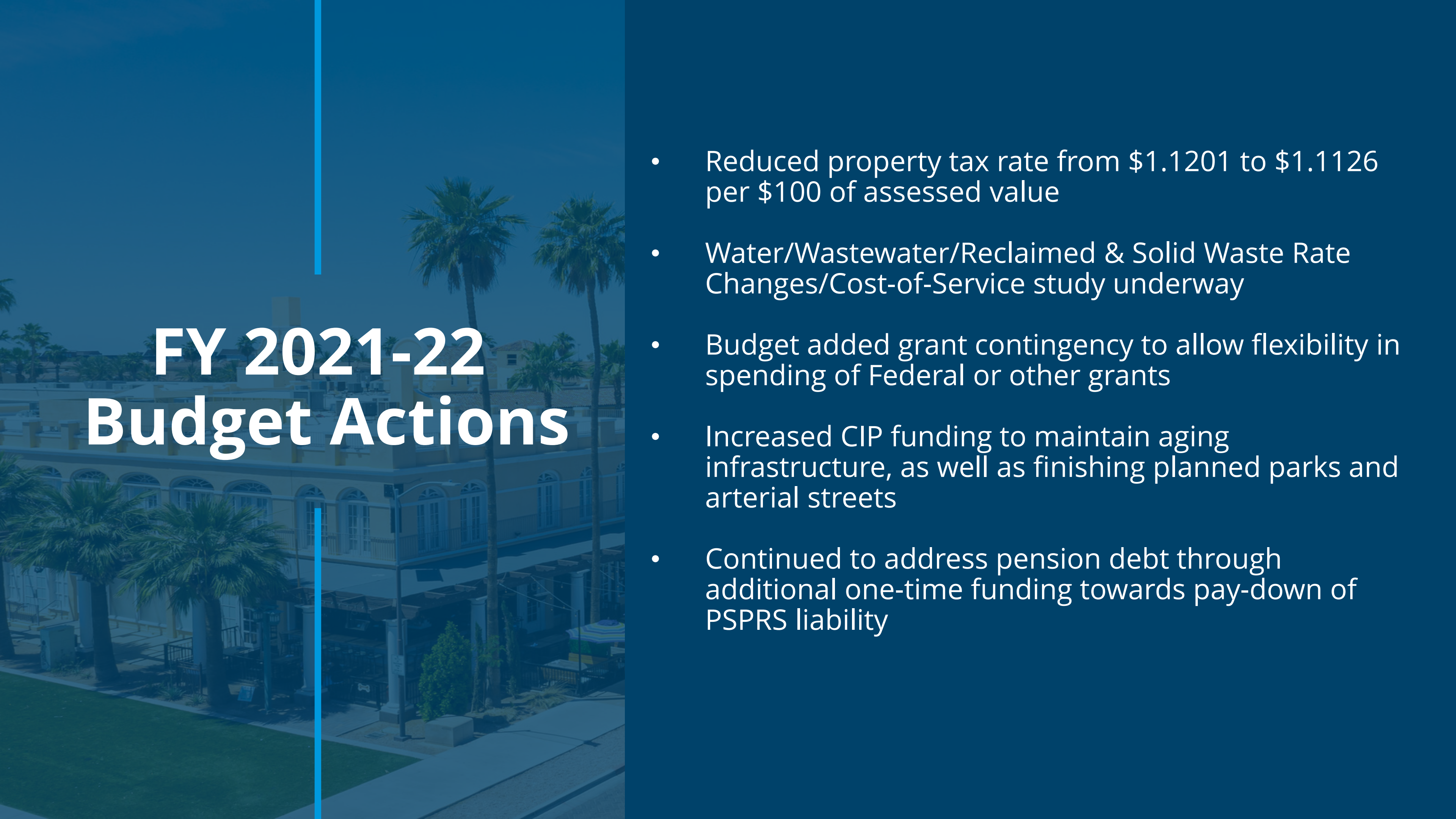
Council Conference Room
Monday, October 11, 2021 | 4:00 p.m.





Agenda

- Current Year Budget Actions
- Process Review and Theme
- Strategic Framework (Goals/Focus Areas)
- Action Items to Achieve Strategic Framework
- Capital Guidelines
- Financial Policies
- Key Dates



FY 2021-22 Budget Actions

- Reduced property tax rate from \$1.1201 to \$1.1126 per \$100 of assessed value
- Water/Wastewater/Reclaimed & Solid Waste Rate Changes/Cost-of-Service study underway
- Budget added grant contingency to allow flexibility in spending of Federal or other grants
- Increased CIP funding to maintain aging infrastructure, as well as finishing planned parks and arterial streets
- Continued to address pension debt through additional one-time funding towards pay-down of PSPRS liability

Where We Are in the Budget Process



Kickoff allows for Council direction on Strategic Goals/Focus Areas action items, policies & guidelines before budget process begins



Decision Package and CIP recommendations submitted by departments



Financial forecast, funding decisions brought to Council during workshops 1 and 2



Proposed budget brought to Council for discussion at all-day briefing

The background features a night-time city skyline, likely Chicago, with prominent skyscrapers like the Willis Tower. Overlaid on this is a network diagram consisting of various icons (cloud, triangle, square, bus, coffee cup) connected by lines, suggesting a digital or communication network.

FY 2022-23 Budget Theme

“ Staying Connected ”



Our Brand

A safe, diverse, equitable and inclusive community that connects people, chooses innovation and inspires excellence

Strategic Framework Guides Our Decision Making

Strategic Policy Goals

- Being the Most Connected City
- Being a Leader in Trust and Transparency
- Maintaining Fiscal Sustainability
- Attracting a Range of Private Sector Businesses
- Fostering a Contemporary Culture that Embraces Unity
- Being Safe and Beautiful

Focus Areas

- Economic Vitality
- Innovation and Technology
- Mobility
- Neighborhoods
- Quality of Life



Action Items to Achieve the Strategic Framework Goals

Economic Vitality, 2021-2023 Priorities

Preserve employment corridors, develop the Airpark, repurpose vacant retail, attract visitors to Chandler, be strategic about infill and redevelopment, and partner with higher education.

- Complete employment corridor area plan updates currently in progress.
- Issue requests for proposals (RFP's) for Airport development per Master Plan.
- Update infill and redevelopment policies and codes.
- Review field allocation policies and formalize partnerships with youth/amateur sports events.
- Activate underutilized park and field locations for programming.
- Transition University of Arizona Chandler campus to updated space.
- Review ACIC partnership with Arizona State University and needs of startup community.

Action Items to Achieve the Strategic Framework Goals

Innovation & Technology, 2021-2023 Priorities

Smart and sustainable solutions, ideas that promote efficiency and connectivity, leverage partnerships and outside funding, make Chandler a global technology destination, and invest in technology infrastructure.

- Increase the City's electrical vehicle fleet and number of charging stations.
- Recommend development policies that support a more sustainable community.
- Identify manual processes for conversion to digital (internal and external).
- Invest in tools that promote a mobile workforce.
- Update brand standards and communication technologies to promote a connected city.
- Initiate first phase of upgrades to City's fiber infrastructure.

Action Items to Achieve the Strategic Framework Goals

Mobility, 2021-2023 Priorities

Integrated options to access employment corridors, convenient connections to East Valley, high-tech transit options, safe and attractive roadways and traffic systems, connect neighborhoods and places with multimodal pathways, and leverage regional resources.

- Expand and/or renew pilot programs for micro transit and multimodal transportation.
- Initiate bike/pedestrian studies for connecting employment, recreation, neighborhood and entertainment nodes.
- Finalize Proposition 400 Extension efforts in cooperation with regional partners.
- With employer input, determine appropriate transit solutions for employment corridors.
- Initiate the first phase of the next round of LED streetlight replacement.
- Complete design of new bike lane projects connecting points of interest and fixing system gaps.

Action Items to Achieve the Strategic Framework Goals

Neighborhoods, 2021-2023 Priorities

Services aligned with needs in specific areas of the city, holistic approach to neighborhood improvement through internal and external partnerships, quality housing for diverse needs, and well-maintained/enhanced infrastructure.

- Use Census 2020 results to identify diversity programs tailored to specific areas.
- Integrate planning and programming efforts across City departments and partner agencies to impact disadvantaged neighborhoods.
- Initiate the City's first Rental Assistance Demonstration (RAD) development agreement to reposition the Public Housing Authority.
- Review development codes and other tools to facilitate diversity of housing choices.
- Identify unique themes and appropriate funding for new and revitalized infrastructure (e.g. major park updates).

Action Items to Achieve the Strategic Framework Goals

Quality of Life, 2021-2023 Priorities

Public safety personnel/technology/training that supports partnerships, high landscaping and architectural standards, parks and amenities serving the surrounding area, public spaces usable year-round, events capitalizing on Chandler's culture, and partnerships for cultural and recreational programs.

- Evaluate resources needed to address community behavioral health issues.
- Complete planned parks and veterans' monument.
- Develop a plan for addressing crime, infrastructure, and social issues in identified neighborhoods.
- Pursue grants opportunities for visual and performing arts, including outside downtown area.
- Identify new technologies to improve recreational facility user experience and safety.
- Evaluate future locations and resources needed for large-scale events.

Good Governance Goals

- Continue technology enhancements to support mobility and efficiency solutions
- Enhance existing City buildings based on assessments
- Voter education on bonds and home rule initiatives

High Priorities

- Maximize use of grants and partnerships to achieve strategic goals
- Building a 21st century workforce
- Continue PSPRS paydown plan



- Minimize increase in property taxes
- Maintain, enhance or re-imagine existing infrastructure
- Finish planned construction of streets, parks, fiber and utility systems
- Prior to adding capital, ensure related ongoing O&M can be supported
- Utilize master plans to guide long-term capital investment

Capital Guidelines



A photograph of the Chandler Airport Center sign, which is a dark, rectangular structure with the words "Chandler Airport Center" in white. The sign is surrounded by a circular landscaped area with green grass, yellow flowers, and a palm tree. In the background, there are more palm trees and a building under a blue sky with some clouds.

Financial Policies

(Revised and adopted by
Council January 14, 2016)

Operating Management

Capital Management

Reserves (Jan. 26, 2017) (Mar. 22, 2018)

Debt Management

Long-Range Financial Planning

Grant Management

Investment

Accounting, Auditing, and Financial Reporting

Pension Funding (annual update; last completed
June 10, 2021)

Council Approved Budgeting Practices Support Financial Sustainability

- Maintain AAA bond ratings from Moody's, Fitch and S&P
 - Continue adherence to all fiscal policies
- Structurally balanced
 - Ongoing revenues support ongoing expenditures
 - One-time revenues support one-time expenditures
- Maintain strong reserves
 - 15% General Fund contingency reserve
 - Budget Stabilization reserve at a minimum of \$10M
- Manage expenditure growth
 - Maintain existing services



Tentative Key Budget Dates

Budget Event		Date
Council Budget Kickoff		Tonight
Citizen Budget Survey		Oct. 4- Nov. 14, 2021
Council Workshop 1		February 10, 2022
Budget Input Time (BIT): Citizen Outreach Media Events		Early March
Council Workshop 2		March 24, 2022
All-Day Budget Brief		April 29, 2022
Council Meetings:	Amendment Discussion	May 9, 2022
	Tentative Adoption	May 26, 2022
	Public Hearing & Final Adoption	June 9, 2022
	Adoption of Tax Levy	June 23, 2022

Questions?



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Community of Innovation