



City Council Special Meeting Budget Kickoff

Monday, October 11, 2021
4:00 p.m.

City Council Conference Room
88 E. Chicago St., Chandler, AZ



Special Meeting



From left to right: Councilmember Matt Orlando, Councilmember Rene' Lopez, Vice Mayor Mark Stewart, Mayor Kevin Hartke, Councilmember OD Harris, Councilmember Christine Ellis, Councilmember Terry Roe

Pursuant to Resolution No. 4464 of the City of Chandler and to A.R.S. 38-431.01, notice is hereby given to the general public that the Chandler City Council will hold a SPECIAL MEETING on Monday, October 11, 2021, at 4:00 p.m. in the City Council Conference Room, 88 E.Chicago Street, Chandler, Arizona. One or more members of the Chandler City Council may attend this meeting by telephone.

Persons with disabilities may request a reasonable modification or communication aids and services by contacting the City Clerk's office at 480-782-2181 (711 via AZRS). Please make requests in advance as it affords the City time to accommodate the request.

Agendas are available in the Office of the City Clerk, 175 S. Arizona Avenue.

Agenda

Call To Order/Roll Call

Discussion

1. **Fiscal Year 2022-23 Budget Kickoff**
 1. Current Year Budget Actions
 2. Process Review and Theme
 3. Strategic Framework (Goals/Focus Areas)
 4. Action Items to Achieve Strategic Framework
 5. Capital Guidelines
 6. Financial Policies
 7. Key Dates

Adjourn



City Council Memorandum City Manager's Office Memo No.

Date: October 11, 2021
To: Mayor and Council
From: Dawn Lang, Deputy City Manager - Chief Financial Officer
Subject: Fiscal Year 2022-23 Budget Kickoff

Attachments

Budget Kickoff Presentation

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 theme of connectivity and technology.

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 a modern street scene. In the foreground, there's a gravel shoulder with several agave-like plants. A blue vertical line runs through the gravel area. In the background, a road with several cars is visible under a clear sky. The entire image is overlaid with a blue semi-transparent background.

The background of the slide features a photograph of the Chandler Airport Center. In the foreground, there is a large, dark, rectangular sign with the words "Chandler Airport Center" in white. The sign is surrounded by a circular landscaped area with green grass, small yellow flowers, and some pink flowering bushes. In the background, there are palm trees and a clear blue sky. A semi-transparent dark blue rectangle is overlaid on the left side of the image, containing the title and subtitle text.

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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arizona
Community of Innovation