

Industrial Development Authority Regular Meeting

December 9, 2025 | 7:30 a.m.

Chandler City Council Chambers

88 E. Chicago St., Chandler, AZ

or [Webex](#) 1-602-666-0783

code: 2664 476 1463 password: CBpimrBW432



Directors

President Shannon Wilson

Vice President John Lok

Secretary Anthony Yang

Treasurer Lee Kroll

Director Charles Ertl

Director Sunil Das

Director Francisca Benavides

Pursuant to Resolution No. 4464 of the City of Chandler and to A.R.S. § 38-431.02, notice is hereby given to the members of the Industrial Development Authority and to the general public that the Industrial Development Authority will hold a REGULAR MEETING open to the public on Tuesday, December 9, 2025, at 7:30 a.m., at City Council Chambers, 88 E. Chicago Street, Chandler, AZ. One or more Directors may be attending by telephone or via [webex](#).

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.

Industrial Development Authority

Regular Meeting Agenda - December 9, 2025

Call to Order/Roll Call

Unscheduled Public Appearances

Members of the audience may address any item not on the agenda. State Statute prohibits the Board or Commission from discussing an item that is not on the agenda, but the Board or Commission does listen to your concerns and has staff follow up on any questions you raise.

Approval of Minutes

1. **Minutes of the August 12, 2025 Regular Meeting**
Move the Industrial Development Authority to approve the minutes from the August 12, 2025 Regular Meeting

Briefing Items and Discussion

2. **Welcome Newly Appointed IDA Board Member - Ms. Smith**
3. **Chandler Career Center Update - Mr. Escalante**
4. **Chandler Career Center Grant - 1st Quarter Report - Ms. Smith**
5. **Chandler Next Twenty Economic Vitality Report Grant- 1st Quarter Report - Ms. Smith**
6. **Young Families and Professionals (YFP) Marketing Campaign Grant - 1st Quarter Report - Ms. Smith**
7. **July, August, September and October, 2025 Financials - Ms. Goucher**
8. **Arizona Corporation Commission Annual Report - Ms. Goucher**
9. **IRS Form 990, Fiscal Year Ending June 30, 2025 - Ms. Goucher**

Member Comments/Announcements

Calendar

10. **Next Meeting Date: January 13, 2026**

Information Items

Adjourn



Industrial Development Authority Management Services

Date: 12/09/2025
To: Industrial Development Authority
Thru: Kristi Smith, Management Services Director
Julie Goucher, Accounting Senior Manager
From: Karla Lange, Management Assistant
Subject: Minutes of the August 12, 2025 Regular Meeting

Proposed Motion:

Move the Industrial Development Authority to approve the minutes from the August 12, 2025 Regular Meeting

Attachments

Minutes 8-12-25

Meeting Minutes

Industrial Development Authority

Regular Meeting

August 12, 2025 | 7:30 a.m.
Chandler City Council Chambers
88 E. Chicago Street, Chandler, AZ



Call to Order

The meeting was called to order by Vice President Shannon Wilson at 7:31 a.m.

Roll Call

Commission Attendance

Vice President Shannon Wilson
Treasurer Lee Kroll
Director Anthony Yang
Director Sunil Das
Director Charles Ertl

Staff Attendance

Dawn Lang, Deputy City Manager | CFO
Kristi Smith, Financial Services Director
Julie Goucher, Accounting Senior Manager
Jenny Winkler, Assistant City Attorney
Karla Lange, Management Assistant
Sylvia Dlott, Budget & Research Administrator

Other Attendees

Zach Sakas, Bond Counsel, Greenberg Traurig, LLP
Deborah Boye, Partner, KutakRock LLP
Angela Creedon, Director, State and Local Government Relations, Intel Corporation
Mike Seal, Assistant Treasurer, Intel Corporation

Absent

Treasurer John Lok

Scheduled and Unscheduled Public Appearances

Mayor Kevin Hartke addressed the Board, offering his appreciation to the members for their service and he provided written brochures related to the Council's strategic focus areas as well as the upcoming Special Election in November 2025.

Approval of Minutes

1. Director Ertl moved to approve the May 13, 2025, Regular Meeting Minutes. Director Das seconded the motion. Motion approved unanimously (5-0).

Briefing Items

2. **Chandler Career Center Grant - 4th Quarter Report:** Ms. Lang voiced that the 4th Quarter Chandler Career Center Grant Report was provided to the Board in the agenda packet. She reminded the Board that the award authorization was \$53,200, and of that, \$35,000 has been paid to date. The target completion date for this grant is June 2026. She continued that over the last quarter, 17 new Chandler-based employers joined the platform, for a total of 60. 178 job opportunities were manually posted to the platform on behalf of Chandler-based employers, and 193 new job seekers registered on the platform.

Responding to Director Yang, Ms. Lang confirmed that funding for these grants is from revenue received from on-going bond administrative fees.

3. **Chandler Next Twenty Economic Vitality Report Grant – 4th Quarter Report:** Ms. Lang voiced that the Intergovernmental Agreement (IGA) between Arizona State University (ASU) and the City of Chandler was approved by the Mayor and Council on June 9, 2025. This grant was awarded in the amount of \$150,000, and to date, \$20,714 has been paid, and the report is targeted for completion in February 2026.
4. **Young Families and Professionals (YFP) Marketing Campaign Grant- 4th Quarter Report:** Ms. Lang voiced that this grant was authorized for \$150,000 and to date, \$0 has been paid, as the team is working through the Request for Proposal (RFP) process to hire a marketing firm, and is also targeted for completion in February 2026.
5. **Upcoming Special Election Discussion:** Ms. Lang reiterated that Mayor Hartke supplied the Board members with the educational brochure related to the upcoming Special Election that will take place on November 4, 2025. She noted that there is a PowerPoint presentation attached to the agenda packet that includes additional information related to the items on the ballot, and a video produced by the City of Chandler was played for the board members. Ms. Lang offered that the last bond election for the city was in 2021, and after extensive review and analysis of the projects that are part of the city's capital improvement plan, by the Resident Bond Exploratory

Committee, in addition to the rising project costs, it was decided to hold a bond election, in order to complete these projects.

Ms. Lang emphasized that Chandler has one of the lowest property tax rates, and the cost behind the proposed bond is 0.47 cents per \$100 of assessed value, however, the city aligns the retirement of debt with the sale of new bonds, so the tax rate remains stable.

Responding to Director Ertl, Ms. Lang conveyed that if the bonds are not authorized by the voters, they would have to go back to the voters for approval in 2026, as bonds are 73% of the city's 10-year capital plan. Without that authorization, the city would be limited in the capital projects that can be completed. She continued that the city typically goes out to the voters for bond approval on even years, in November as a part of the general election. This year is considered a Special Election, as it is occurring during an odd year.

Responding to Treasurer Kroll, Ms. Lang noted that the city is only 10% of the property tax bill, and the rest goes to the school districts and special districts.

Responding to Director Yang, Ms. Lang voiced that with the new bonds, according to what economists are saying, the interest rate will likely be around 4%.

Director Das stated that he believes the video should boldly highlight the fact that there will be no projected increase in property taxes to residents. Ms. Lang stated that she would make that change.

6. **May and June 2025 Financials:** Ms. Goucher reported that in the past, there was an approximate minimum balance of \$100,000 in the cash account in order to avoid incurring additional fees, however that is no longer a requirement. She noted that the board will be earning a variable interest rate on the cash in the JP Morgan bank account, and recommended that with the upcoming grant payments, that they retain the current balance in order to make those payments.

Ms. Goucher presented the Financials for May and June 2025, attached to these minutes as **Exhibit A**.

Responding to Director Yang, Ms. Lang re-confirmed that the grants awarded by the IDA are paid out of ongoing administrative fees paid by entities during the life of the bond, once it is issued. This would allow the board, at their discretion, to continue to fund grant requests. She noted that the grant funds awarded amount is significantly lower than the funds on hand.

Treasurer Kroll noted that the Board has operated by funneling funds back out into the community to generate economic activity. An example of this was PPE grants awarded to businesses during COVID-19.

Ms. Lang voiced that the Board has also used funds for grants helping projects for Gangplank, the Chamber of Commerce and the railroad museum.

7. **Discussion Regarding a Request Submitted by Intel Corporation for an Extension of the Preliminary Approval of the Authority to issue its Revenue Bonds in an Amount not to Exceed \$700,000,000 for Intel Corporation or its Affiliates:** Mr. Sakas reported that Intel Corporation is requesting an extension, as they continue to work toward obtaining an award of volume cap from the Arizona Finance Authority. He mentioned in the past, there has been an oversupply of volume cap, however, in the past few years, the demand has exceeded the available supply, and Intel's \$700M bond is a large number, relative to the amount of annual volume cap available. So, Intel is working diligently with the Finance Authority on the project details on how best to secure the required volume cap. He added that in the past, the Board has approved waiving the \$500 extension request fee, however, that is at the discretion of the Board.

Ms. Boye voiced that Intel can only go back 3 years for expenses, so they are hoping to capture 2024, 2025 and 2026 qualifying expenses and be awarded the necessary volume cap to do the bond and reimburse themselves with the bond proceeds.

Responding to Treasurer Kroll, Mr. Sakas acknowledged that this is the second extension before the Board, as the Board approved an extension last year in August 2024. Typically, extensions are done in 6-month increments, giving Intel a year to secure their volume cap allows them more time to do so.

Responding to Treasurer Kroll, Ms. Lang confirmed that the fee waiver is solely at the board's discretion, however, these fees have historically been waived in the past because of the long-term relationship with Intel and their continued use of the IDA.

Action Agenda

8. **Consideration and Possible Adoption of Resolution No. 2025-03, Granting an Extension of the Preliminary Approval for the Authority to Issue its Revenue Bonds, in an Amount not to Exceed \$700,000,000 Intel Corporation, or its Affiliates.**

Director Ertl moved to approve Resolution No. 2025-03, granting an extension of the preliminary approval for the Authority to issue its Revenue Bonds in an amount not to exceed \$700,000,000 for Intel Corporation or its affiliates. Treasurer Kroll seconded the motion. Motion approved unanimously, (5-0).

9. **Election of Officers (President).** Ms. Lange reported that long-time Board Member William Nolde, who was elected President of the IDA on May 13, 2025, submitted his resignation from the Board on July 21, 2025. This requires a new President be elected by the Board for the remainder of fiscal year 2025-26.

The Board moved to elect Shannon Wilson to President, John Lok to Vice President, Anthony Yang to Secretary, with Lee Kroll remaining as the Treasurer and the other Directors remaining in the annual rotation. Director Ertl motioned to approve as proposed, and Director Das seconded the motion. Motion approved unanimously, (5-0).

Member Comments/Announcement

None.

Calendar

The next regular meeting will be held on Tuesday, September 9, 2025, at 7:30 a.m.

Informational Items

None.

Adjourn

The meeting was adjourned at 8:27 a.m.

Shannon Wilson, President

Exhibit A

DRAFT

CHANDLER INDUSTRIAL DEVELOPMENT AUTHORITY
STATEMENT OF NET POSITION
MAY 31, 2025

ASSETS

CURRENT ASSETS:

Cash in bank	\$ 109,270	
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TOTAL CURRENT ASSETS		\$ 109,270
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OTHER ASSETS:

Investments	1,396,230	
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TOTAL OTHER ASSETS		1,396,230
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TOTAL ASSETS		\$ 1,505,500
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LIABILITIES

CURRENT LIABILITIES:

Application deposits	3,000	
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TOTAL CURRENT LIABILITIES		3,000
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TOTAL LIABILITIES		3,000
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CAPITAL:

BEGINNING NET POSITION	\$ 1,325,396	
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Year-to-date change in net position	177,104	
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ENDING NET POSITION		\$ 1,502,500
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CHANDLER INDUSTRIAL DEVELOPMENT AUTHORITY
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN NET POSITION
May 31, 2025

	May 31, 2025	11 Months Ended May 31, 2025
OPERATING REVENUES:		
Annual admin fees (Intel)	\$ -	\$ 140,539
Other revenue	500	10,918
TOTAL INCOME	500	151,457
TOTAL OPERATING REVENUES	500	151,457
OPERATING EXPENSES:		
Refunded admin fees	-	6,000
Legal fees	-	7,418
Miscellaneous (account analysis settlement bank charge, IRS filings)	-	190
Grant payments	-	9,100
TOTAL OPERATING EXPENSES	-	22,708
OPERATING INCOME (LOSS)	500	128,749
NONOPERATING REVENUE:		
Investment income (LOSS)-Note 1	5,062	48,355
TOTAL NONOPERATING REVENUE	5,062	48,355
NET CHANGE IN NET POSITION	\$ 5,562	\$ 177,104

Note 1 - Interest income (Loss) is as follows:

Realized interest to date	5,062	48,355
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CHANDLER INDUSTRIAL DEVELOPMENT AUTHORITY

STATEMENT OF NET POSITION

JUN 30, 2025

ASSETS

CURRENT ASSETS:

Cash in bank \$ 109,270

TOTAL CURRENT ASSETS \$ 109,270

OTHER ASSETS:

Investments 1,400,965

TOTAL OTHER ASSETS 1,400,965

TOTAL ASSETS \$ 1,510,236

LIABILITIES

CURRENT LIABILITIES:

Application deposits 3,000

TOTAL CURRENT LIABILITIES 3,000

TOTAL LIABILITIES 3,000

CAPITAL:

BEGINNING NET POSITION \$ 1,325,396

Year-to-date change in net position 181,840

ENDING NET POSITION \$ 1,507,236

CHANDLER INDUSTRIAL DEVELOPMENT AUTHORITY
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN NET POSITION
June 30, 2025

	June 30, 2025	12 Months Ended June 30, 2025
OPERATING REVENUES:		
Annual admin fees (Intel)	\$ -	\$ 140,539
Other revenue		10,918
TOTAL INCOME	-	151,457
TOTAL OPERATING REVENUES	-	151,457
OPERATING EXPENSES:		
Refunded admin fees	-	6,000
Legal fees	-	7,418
Miscellaneous (account analysis settlement bank charge, IRS filings)	-	190
Grant payments	-	9,100
TOTAL OPERATING EXPENSES	-	22,708
OPERATING INCOME (LOSS)	-	128,749
NONOPERATING REVENUE:		
Investment income (LOSS)-Note 1	4,735	53,091
TOTAL NONOPERATING REVENUE	4,735	53,091
NET CHANGE IN NET POSITION	<u>\$ 4,735</u>	<u>\$ 181,840</u>

Note 1 - Interest income (Loss) is as follows:

Realized interest to date	4,735	53,091
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Industrial Development Authority Management Services

Date: 12/09/2025
To: Industrial Development Authority
Thru: Kristi Smith, Management Services Director
Julie Goucher, Accounting Senior Manager
From: Karla Lange, Management Assistant
Subject: Welcome Newly Appointed IDA Board Member



Industrial Development Authority Management Services

Date: 12/09/2025
To: Industrial Development Authority
Thru: Kristi Smith, Management Services Director
Julie Goucher, Accounting Senior Manager
From: Karla Lange, Management Assistant
Subject: Chandler Career Center Update



Industrial Development Authority Management Services

Date: 12/09/2025
To: Industrial Development Authority
Thru: Kristi Smith, Management Services Director
Julie Goucher, Accounting Senior Manager
From: Karla Lange, Management Assistant
Subject: Chandler Career Center Grant - 1st Quarter Report

Attachments

Grant Report



IDA Grant Report 6: Chandler Career Center FY2025-26 Q1

SUBMITTED TO:
CHANDLER IDA BOARD

RECIPIENT:
CITY OF CHANDLER ECONOMIC
DEVELOPMENT



Chandler Career Center

As part of our ongoing commitment to enhancing Chandler's local economy through workforce development, this report provides an update on the Chandler Career Center initiatives and performance metrics for Q1 of FY 2025-26. The data below illustrates our performance in relation to our FY 2025-26 goals:

Performance Measure	Performance from 07/01/25 - 09/30/25	Running Total	FY 2025-26 Goal
Chandler Companies Utilizing Chandler Career Center	13 Tyler's Place AZ PCL Industrial Services VBA Cleaning Services Pride Group LLC Mingle + Graze Spin the Bottle AZ Masonry Council City of Chandler Pathway for Life Quantum Helicopters Retronix VirTra Wayfair Outlets	76 1. 3D Barrier Bags 2. AboutCare 3. Advantest 4. AeroSpec 5. Andretti Indoor Karting & Games 6. ARM 7. ArmorWorks 8. Applied Art Productions 9. Applied Materials 10. ATCI 11. Avnet 12. Axus Technology 13. AZ Liver Health 14. AZ Masonry Council 15. AZ Nutritional Supplements 16. Bashas 17. Bestway Corporation 18. Black Diamond Advanced Technology 19. Caribou Financial 20. Carvana 21. Catalina Components 22. Cirrus Logic 23. Chandler-Gilbert Arc 24. Chandler Post Acute & Rehab 25. City of Chandler 26. Crowne Plaza San Marcos Resort 27. DCS Consulting 28. Dignity Health East Valley Rehab Hospital 29. East Valley JCC 30. EMD Electronics 31. Everspin Technologies 32. Focus LCDs 33. Gummi World 34. Humanitas Family Center 35. Intel 36. IntraEdge 37. Isola 38. It Takes a Village 39. Jollibee 40. JX Metals USA 41. KeenStack 42. Kovach 43. Laser Components 44. Majestic Chandler 9 45. Microchip 46. Mingle + Graze 47. NewVivaMD 48. NXP Semiconductors 49. Oasis Behavioral Health Hospital 50. Pathway for Life 51. PCL Industrial Services 52. Penn Foster Group 53. Pride Group LLC 54. Quantum Helicopters 55. Retronix 56. Rogers Corporation 57. Shanti Hospice 58. Someburros 59. Spin the Bottle 60. Tempe Mechanical 61. The Advanced Insurance Group 62. The Mahoney Group 63. The SPEAK Center 64. The Zippertubing Company 65. Timeero 66. Tokyo Electron 67. Tyler's Place AZ 68. Ultra Clean Technology 69. Valleywise Community Health 70. VB Cosmetics 71. VBA Cleaning Services 72. Vensure Employer Solutions 73. VIAVI Solutions 74. VirTra 75. Walgreens 76. Wayfair Outlets	75
Chandler Companies Job Postings on Chandler Career Center	247	1080	500
Job Seekers Utilizing Chandler Career Center	124	1070	500
Workforce Development Event Presentations/Partnered Trainings	6 CUSD High School CCC Outreach (Casteel HS) CUSD High School CCC Outreach (CHS) #2 Uptown Chandler Workforce Roundtable CUSD High School CCC Outreach (ACPHS) RR Event for DFC/TXP MCCCD Summer 2025 Manufacturing, Automation, and Robotics Career Event	25	6

FY2025-26 Q1 Highlights

During the first quarter of Fiscal Year 2025-26, the Chandler Career Center continued to expand with another quarter of strong engagement and growth from both our employer and job seeker bases. 13 new Chandler-based employers joined the platform, raising the total amount of employers that we provide direct workforce support to 76, with notable additions including PCL Industrial Services, VirTra, and Wayfair Outlets. A total of 247 job opportunities were manually posted on behalf of Chandler-based employers, while 124 new job seekers registered on the platform to explore these opportunities, bringing the lifetime total of both metrics over 1000. 6 events were attended and/or hosted this quarter, highlighted by presentations given at the Uptown Chandler Workforce Roundtable and to the City of Chandler Executive Leadership Team. Looking ahead, efforts will continue to prioritize partnership with CUSD's CTE program, along with hosting an "Internship 101 for Businesses" event to connect local employers with local educational institutions, and continuing "boots on the ground" employer outreach to grow the Chandler Career Center platform's employer base and offer even more diverse employment opportunities to local job seekers.



Chandler Career Center Outreach to
University of Arizona - Chandler
Master of Science in Business
Analytics Students



City of Chandler Job Seeker
Testimonial



Industrial Development Authority Management Services

Date: 12/09/2025
To: Industrial Development Authority
Thru: Kristi Smith, Management Services Director
Julie Goucher, Accounting Senior Manager
From: Karla Lange, Management Assistant
Subject: Chandler Next Twenty Economic Vitality Report Grant- 1st Quarter Report

Attachments

Grant Report



IDA Grant Quarterly Update 2

Chandler Next Twenty Economic Vitality Report

SUBMITTED TO:
CHANDLER IDA BOARD
OCTOBER 31, 2025

GRANT AWARDEE:
CITY OF CHANDLER
ECONOMIC DEVELOPMENT



Project Update

Next Twenty Economic Vitality Report

The City of Chandler's Economic Development Division was awarded \$150,000 in grant funding to engage Arizona State University (ASU) to prepare a twenty-year economic vitality plan for the city. The Next Twenty report will address multiple topics critical to the city's future economic prosperity and will complement long-term planning efforts being undertaken for the city's 2026 General Plan Update.

This is the second quarterly update to the Chandler IDA Board and covers the period of August through October 2025. The following steps have been taken to advance the project over the past quarter:

- The ASU Seidman Research Institute team completed the Demographic Analysis and Economic Snapshot sections of the scope of work, compiled into the attached "Demography and Economy: City of Chandler Study" document. Findings will support recommendations in the final Next Twenty report.
- Stakeholder engagement has begun with the ASU Seidman team conducting in-depth interviews with key industry corporate executives, entrepreneurs, civic leaders, and other community stakeholders identified by city staff. Two resident focus group sessions are also planned for Dec. 9 and Dec. 11 that will include graduates from the city's CIVIC program. Each will have up to 20 participants.
- A progress presentation is planned for the Economic Development Advisory Board meeting on Wednesday, Dec. 10. The ASU Seidman team is required to give two presentations, and staff will work to schedule one with the IDA Board.
- Thunderbird School of Global Management students have begun working on the Foreign Direct Investment (FDI) section of the report. As a reminder, the city applied for Thunderbird's Global Challenge Lab, which simulates a real-world consulting project for its graduate students. A team of five students is assigned to the project, and they have been working on it since mid-October. Their final deliverable will be due at the end of November and will include an international analysis of geographies the city should target for FDI opportunities along with a five-year implementation plan.

Project Timeline

There have been no significant changes to the project timeline. It is expected the report will take approximately six months to complete with delivery in early 2026.

	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.
IDA Grant Awarded											
Contract Preparation											
City Council Approval											
Seidman Work											
Thunderbird GCL											
Draft Report Due											
Final Report Due											

Project Funding

To date, \$41,428 in grant funding has been spent. Of the \$150,000 awarded, most (\$145,000) is allocated to the contract with ASU Seidman Research Institute. Payment is made in monthly installments with each being one-seventh of the total contract amount. The remaining \$5,000 of the grant award will cover transportation reimbursements for Thunderbird students working on the FDI piece. They have been commuting from Thunderbird’s campus in Phoenix to Chandler City Hall for onsite work and will be submitting mileage reimbursements.

Questions?

We appreciate the Chandler IDA Board’s support for this project.

Please contact us if you have questions about the information provided in this quarterly update.



Micah Miranda
ECONOMIC DEVELOPMENT
DIRECTOR



Michael Winer
ECONOMIC DEVELOPMENT
PROJECT MANAGER



DEMOGRAPHY AND THE ECONOMY: CITY OF CHANDLER STUDY

L William Seidman Research Institute

W. P. Carey School of Business, Arizona State University

August 28, 2025

(Updated September 30, 2025)

L. WILLIAM SEIDMAN RESEARCH INSTITUTE

The L. William Seidman Research Institute serves as a link between the local, national, and international business communities and the W. P. Carey School of Business at Arizona State University (ASU).

First established in 1985 to serve as a center for applied business research alongside a consultancy resource for the Arizona business community, Seidman collects, analyzes and disseminates information about local economies, benchmarks industry practices, and identifies emerging business research issues that affect productivity and competitiveness.

Using tools that support sophisticated statistical modeling and planning, supplemented by an extensive understanding of the local, state and national economies, Seidman today offers a host of economic research and consulting services, including economic impact analyses, economic forecasting, general survey research, attitudinal and qualitative studies, and strategic analyses of economic development opportunities.

Working on behalf of government agencies, regulatory bodies, public or privately owned firms, academic institutions, and non-profit organizations, Seidman specializes in studies at the city, county, or statewide level. Recent and current clients include:

- Alliance of Arizona Nonprofits
- Arizona Community Foundation
- Arizona Commerce Authority (ACA)
- Arizona Corporation Commission (ACC)
- Arizona Coyotes
- Arizona Department of Health Services (ADHS)
- Arizona Dept of. Mines and Mineral Resources
- Arizona Department of Veterans Services
- Arizona Diamondbacks
- Arizona Hospital and Healthcare Association
- Arizona Investment Council (AIC)
- Arizona Mining Council
- Arizona Public Service Corporation (APS)
- Arizona School Boards Association
- Arizona Science Center
- Banner Health
- BHP Billiton
- The Boeing Company
- The Boys and Girls Clubs of the Valley
- The Cactus League Association
- The Center for American Progress
- The Central Arizona Project (CAP)
- Chicanos Por La Causa
- Children's Action Alliance
- City of Peoria
- City of Phoenix
- City of Prescott
- City of Scottsdale
- CopperPoint
- Curis Resources (Arizona)
- The David and Gladys Wright House Foundation
- Dignity Health
- Downtown Phoenix Partnership
- Downtown Tempe Authority
- Environmental Defense Fund
- EPCOR Water (USA), Inc.
- Excelsior Mining
- Executive Budget Office State of Arizona
- The Fiber Box Association
- The Fiesta and Cactus Bowls Host Committee
- First Things First
- Florence Copper Mine
- Freedom Financial
- Freeport McMoRan
- Greater Phoenix Economic Council
- Hamilton Place Strategies
- HonorHealth
- Hudbay Minerals
- Intel Corporation
- ISM Raceway
- Latino Donor Collaborative
- Maricopa Integrated Health System
- Mohave County
- Navajo Nation Div. Economic Development
- The NFL
- The NCAA
- Phoenix Convention Center
- Phoenix Sky Harbor International Airport
- The Phoenix Suns
- Pinal County
- Protect the Flows
- Public Service New Mexico (PNM)
- Raytheon
- Republic Services, Inc.
- Rio Tinto
- Rosemont Copper Mine
- Salt River Project (SRP)
- Science Foundation Arizona (SFAZ)
- Super Bowl XLIX and LVII
- Televerde/Arouet Foundation
- Valley METRO Light Rail
- Tenet Healthcare
- Valley Metro
- Vote Solar Initiative
- Waste Management Inc.
- Wells Fargo
- Westworld
- Yavapai County Jail District

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DEMOGRAPHIC ANALYSIS

Demographic data at the city level are quite limited. Other than estimates and projections of the total population, the American Community Survey (ACS) is the predominant source. The focus in this section is the city of Chandler, with comparisons to Maricopa County.

Total Population

The Maricopa Association of Governments (MAG) produces annual population estimates by city” <https://azmag.gov/Programs/Maps-and-Data/Population-and-Housing-Estimates>. The estimates are expressed as of July 1, with the latest figures for 2024. The Arizona Office of Economic Opportunity (OEO) presents MAG’s estimates for 2021 through 2024 but has benchmarked earlier MAG estimates to decennial census counts. A consistent historical time series is available at <https://oao.az.gov/population/estimates>. The U.S. Census Bureau also provides population estimates by city, but its track record over the last couple of decades has been inferior to that of MAG/OEO.

The annual change in population calculated from the MAG/OEO estimates for Chandler is presented in Figure 1. The up-and-down fluctuations are due to the economic cycle. Otherwise, population gains have trended down since the mid-2000s.

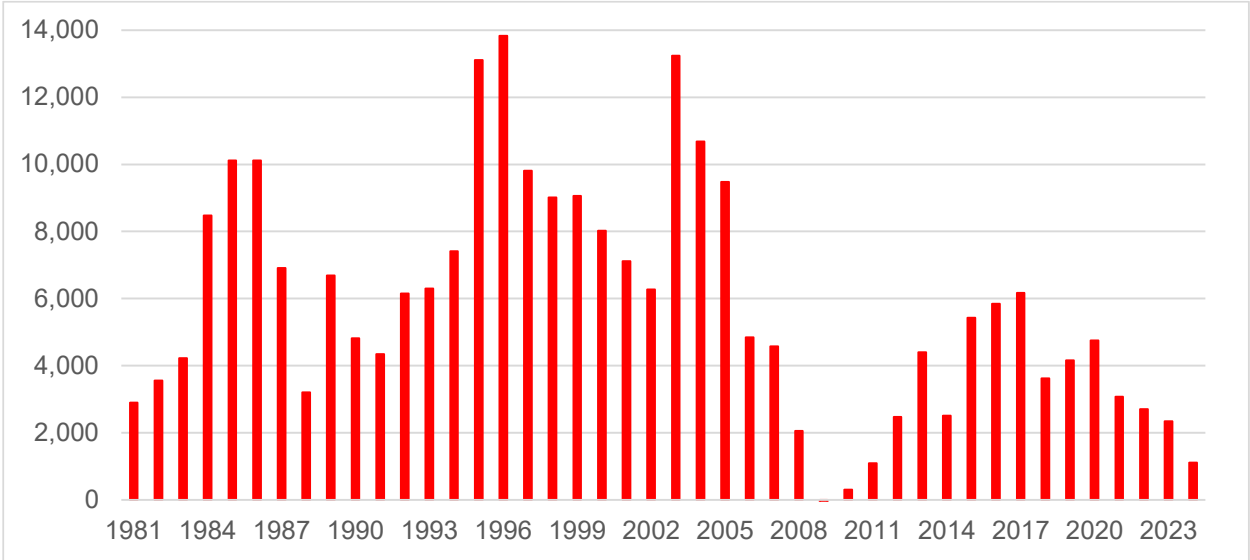
MAG also produces population projections. The latest series were released in 2023 (<https://azmag.gov/Programs/Maps-and-Data/Socioeconomic-Projections>).¹ The projected changes indicate that population growth in Chandler is expected to remain slow through the 2040s, then gains are expected to largely disappear (see Figure 2).

In 1980, Chandler’s population accounted for just 2.0 percent of the Maricopa County total. Its share peaked at about 6.25 percent of the county total from 2017 through 2020. The city’s share is projected to drop to 5.0 percent in 2060.

Geographically, single-family residential housing development in the Phoenix area has been relatively orderly, gradually moving outward from the core of the metro area. As land availability in an area dissipates, development moves out farther from the center of the metro area. Until land availability becomes restricted in areas closer to the core, population growth in an outlying area is slow. A period of rapid growth then ensues until developable land for single-family housing has been nearly depleted, when growth slows. Subsequently, most of the population growth in what has become an inner suburb is due to multifamily housing projects. The slowing population growth in Chandler in recent years is directly related to the increasing shortage of undeveloped land for single-family projects in the city, as the main area of development has moved outward past Chandler.

¹ Thus, the projected populations for 2023 and 2024 are not equal to the subsequently issued estimates for those years.

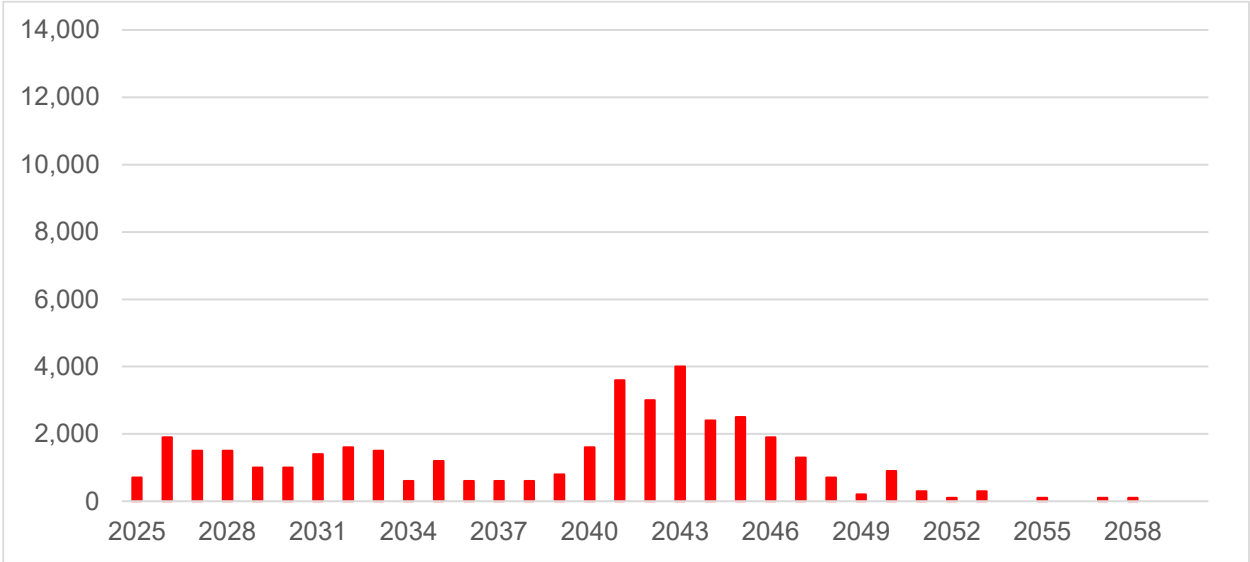
Figure 1: Estimated Annual Population Change in Chandler



Note: Unusual values in 1985 and 1986 were smoothed.

Sources: Calculated from Maricopa Association of Governments and Arizona Office of Economic Opportunity

Figure 2: Projected Annual Population Change in Chandler



Source: Calculated from Maricopa Association of Governments, Socioeconomic Projections, June 2023

American Community Survey

The ACS has been conducted annually by the U.S. Department of Commerce, Census Bureau (<https://www.census.gov/programs-surveys/acs.html>) since 2005. Standard tables of the results are available from the Census Bureau's website and from the IPUMS website maintained by the University of Minnesota (the NHGIS portion: <https://www.nhgis.org/>). The IPUMS site was used to collect the ACS data used in this report. Since the results are based on a survey, sampling error is present.

Most of the data reported by the ACS are by place of residence. For example, the data for the city of Chandler were collected from residents of the city — those living in households and those living in group quarters. The ACS collects employment and other economic data from respondents, but most of these data are reported only by place of residence. Since more than half of employed Chandler residents work outside of the Chandler city limits, these place-of-residence data are of limited value in examining the companies and jobs located within the city. However, the ACS does provides limited data by place of work.

Standard ACS tables produced by the Census Bureau are available for single years and for five-year aggregations. In general, for ACS data not available from the standard tables produced by the Census Bureau, researchers can access ACS microdata. However, microdata is not an option for this project. ACS microdata at a substate level are only available for Public Use Microdata Areas (PUMAs), each of which is designed to represent a population of 100,000 or a little more. Two PUMAs are exclusive to Chandler, but a third PUMA combines west Chandler with south Tempe. Apart from this geographic discordance, sampling error from the microdata is quite large for PUMAs.

The population of Chandler (more than 280,000 in 2024) is large enough that sampling error from the one-year files is not an issue for high-level analyses, but sampling error is significant when cell sizes of a crosstabulation are small. For example, the population of some minority groups is quite small in Chandler (e.g., fewer than 10,000 blacks and less than 5,500 Native Americans) such that crosstabs (e.g., race/ethnicity by age) generate unreliable results. In order to provide consistent data with less sampling error, only the five-year aggregated ACS data were used for the analyses presented in this report. Another reason to use the five-year data is that the limited amount of place-of-work data (tables labeled as “for workplace geography”) that are available from the ACS come *only* from the five-year aggregation.

The five-year ACS data are released in each year in December. Thus, for the analyses presented in this paper, the latest data were for 2019 through 2023. This five-year period is compared to three earlier five-year periods: 2014 through 2018, 2009 through 2013, and 2005 through 2009. Since the earliest data from the ACS are from 2005, the 2005-09 period overlaps with the 2009-13 period. Some of the standard tables of interest are not available for all four of these five-year periods; in particular, fewer tables and tables with less detail are available for the 2005-09 period.

Demographic and especially economic data are affected by the nation's economic cycle. Population growth slows during economic recessions and is greatest at the peak of the economic cycle. Employment frequently declines during economic downturns and gains are greatest during economic booms. However, the ups and downs of the economic cycle do not equally affect all industries. Thus, the economic cycle

needs to be considered when examining socioeconomic data over time. The impacts of the economic cycle on each of these five-year periods are discussed below:

- 2005 through 2009: This period encompasses the greatest economic boom the state has experienced (in 2005 and 2006) and the worst economic recession (in 2008 and 2009) since the Great Depression.
- 2009 through 2013: This period includes much of the deep economic recession and an unusually slow economic recovery.
- 2014 through 2018: All of this period was marked by economic expansion.
- 2019 through 2023: 2019 was another year of economic expansion, but 2020 featured a brief period of very deep economic decline tied to COVID-19, followed by a very strong recovery that extended through 2022; 2023 was a more typical expansionary year.

The following ACS data analyses by place of residence are divided into three types: demographic and social characteristics, economic characteristics, and housing characteristics. Economic characteristics by place of work are discussed in the “Economic Snapshot” section of this report.

Demographic and Social Characteristics

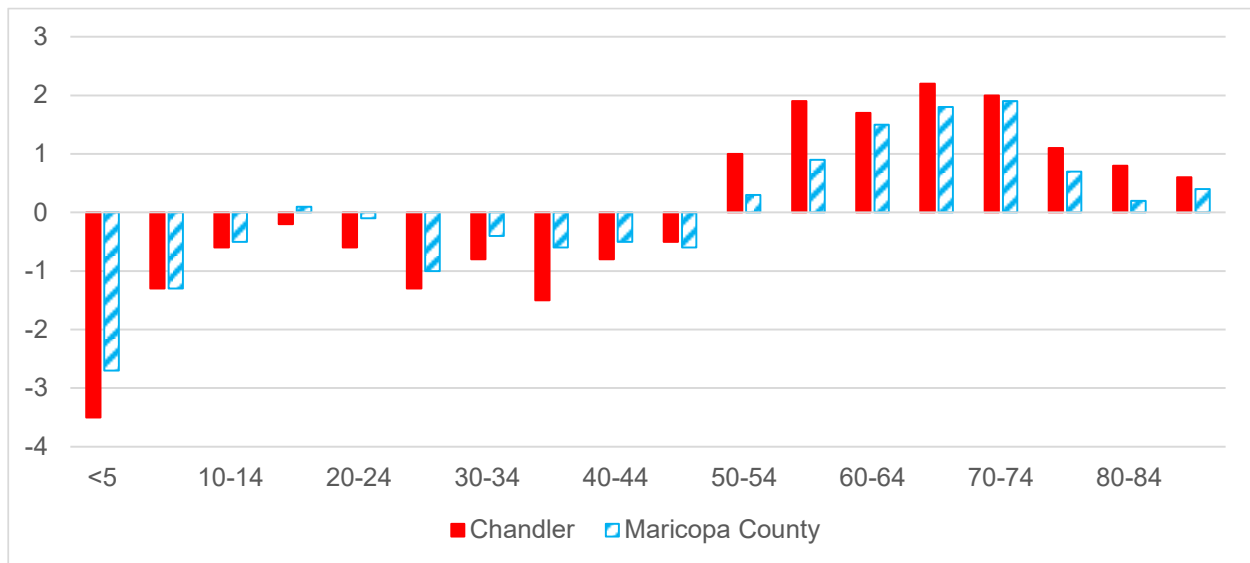
Age

The median age of Chandler residents in 2019-23 was 37.4, about the same as for Maricopa County residents (37.5). The median age in Chandler varied by race and ethnicity; it was highest among non-Hispanic whites at 42.7 and lowest among those of two-or-more races at 25.3. The median was 39.0 for Asians and 29.0 for Hispanics. The median age in Chandler in 2019-23 was up 5.1 years from 2005-09, a somewhat greater gain than the 4.2 years in the county. The increase in Chandler was 7.1 years for non-Hispanic whites, 4.8 years for Asians, and 4.7 years for Hispanics.

The share of the total population in each age group younger than 50 declined between 2005-09 and 2019-23 in Chandler, with the magnitude of the decreases generally slightly greater in Chandler than in the county (see Figure 3). The largest decreases were among children younger than 10 and those from 25-to-44 years of age. The share increased in each of the age groups older than 49. The increase in the older age groups was somewhat greater in Chandler than in Maricopa County. Figure 4 displays the age distribution in Chandler in each of the four time periods.

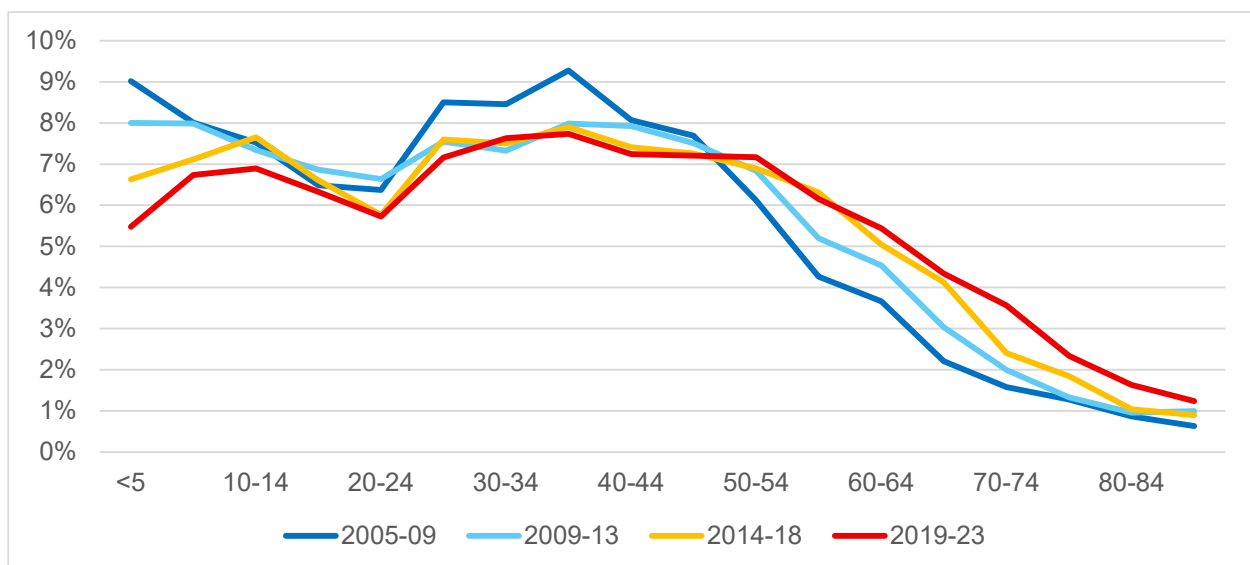
Changes in the age distribution over time largely result from fluctuations in the number of births. Since the Phoenix area attracts so many in-migrants, variations in the number of births nationally needs to be considered as well as locally. Nationally, during the baby boom of 1946 through 1964, the number of births rose from 3.4 million in 1946 to more than 4 million per year from 1954 through 1964. During the baby bust from 1965 into the mid-1980s, the number of births in each year was less than 3.8 million and was as low as less than 3.2 million per year from 1973 through 1976. From 1987 through 2017, the number of births ranged from 3.8-to-4.3 million. The number of births dropped after that, reaching a trough in 2023 at 3.6 million. The decrease in the number of births was more precipitous in Maricopa County, from more than 66,000 in 2006 to less than 50,000 in 2020. The number was less than 51,000 in each year 2021-2024.

Figure 3: Percentage-Point Change in the Share of the Total Population by Age Group in Chandler and Maricopa County, 2005 through 2009 to 2019 through 2023



Source: Calculated from U.S. Department of Commerce, Census Bureau, American Community Survey, five-year data aggregations, obtained from IPUMS NHGIS, University of Minnesota, www.nhgis.org. Table B01001

Figure 4: Share of the Total Population by Age Group in Chandler



Source: Calculated from U.S. Department of Commerce, Census Bureau, American Community Survey, five-year data aggregations, obtained from IPUMS NHGIS, University of Minnesota, www.nhgis.org. Table B01001

Race and Ethnicity

Table 1 displays the racial and ethnic shares of the Chandler population in each of the four time periods. The non-Hispanic white share has dropped, but not because of increases in share of the Hispanic population. Instead, the share increased in each of the other non-Hispanic races, particularly Asians and the two-or-more-race category.

Relative to all residents of Maricopa County, the non-Hispanic Asian proportion was considerably higher in Chandler (11.3-versus-4.3 percent). Shares also were higher in Chandler for non-Hispanic whites (55.3-versus-53.4 percent) and for non-Hispanics of more than one race (4.8-versus-4.0 percent), offset by a much lesser share of Hispanics (21.4-versus-30.9 percent).

Between 2005-09 and 2019-23, the Asian share increased more in Chandler than in Maricopa County. The decline in the non-Hispanic white share was greater in Chandler than in the county.

Table 1: Share of the Total Population by Race and Ethnicity in Chandler

	2005-09	2009-13	2014-18	2019-23
Hispanic	22.3%	23.1%	21.3%	21.4%
Not Hispanic				
White Alone	63.7%	59.4%	58.7%	55.3%
Black alone	4.1%	5.1%	5.1%	5.1%
Native American Alone	0.9%	1.0%	1.3%	1.5%
Asian Alone	6.6%	8.5%	10.3%	11.3%
Pacific Islander Alone	0.1%	0.2%	0.1%	0.2%
Other Race Alone	0.1%	0.2%	0.1%	0.5%
Two or More Races	2.1%	2.6%	3.0%	4.8%

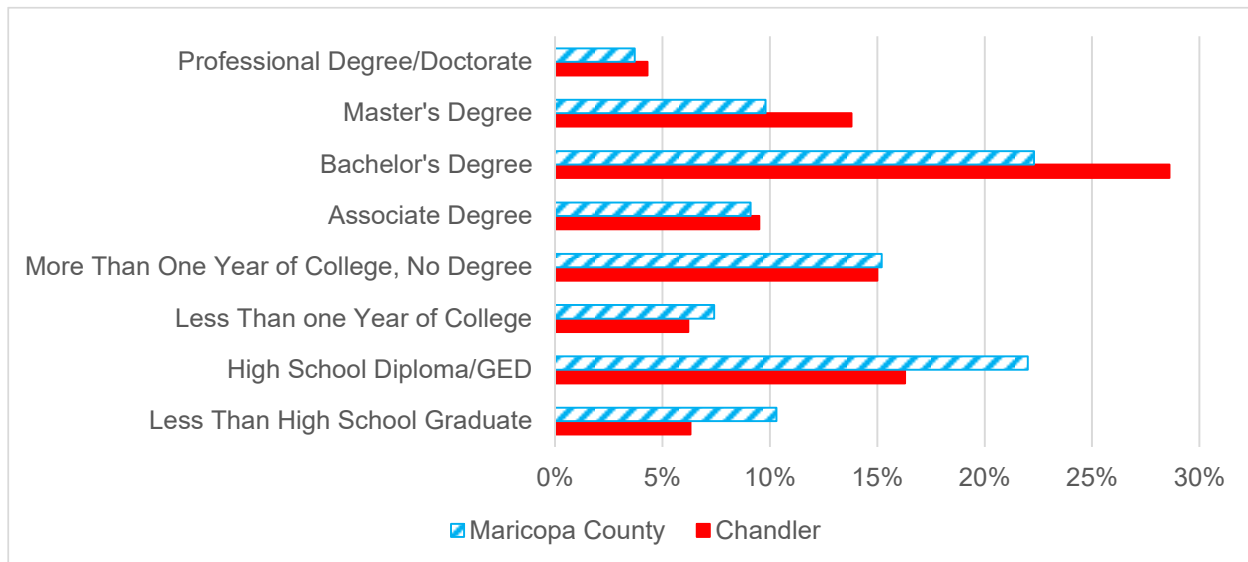
Source: Calculated from U.S. Department of Commerce, Census Bureau, American Community Survey, five-year data aggregations, obtained from IPUMS NHGIS, University of Minnesota, www.nhgis.org. Table B03002

Educational Attainment

Educational attainment of those 25 and older in 2019-23 is displayed in Figure 5. Chandler residents were more highly educated than Maricopa County residents, with a considerably higher share with bachelor's and master's degrees and lesser shares of those with some college or less education. The change in educational attainment between 2009-13 and 2019-23 is shown in Figure 6. Chandler outpaced Maricopa County in the increase in the share with at least a bachelor's degree. Educational attainment varies considerably by race and ethnicity, as seen in Figure 7.² A relatively high share of Hispanics in 2019-23 were not high school graduates and a relatively low share were college graduates. For non-Hispanic whites, a low share had not graduated from high school, but the percentage of college graduates was less than among Asians.

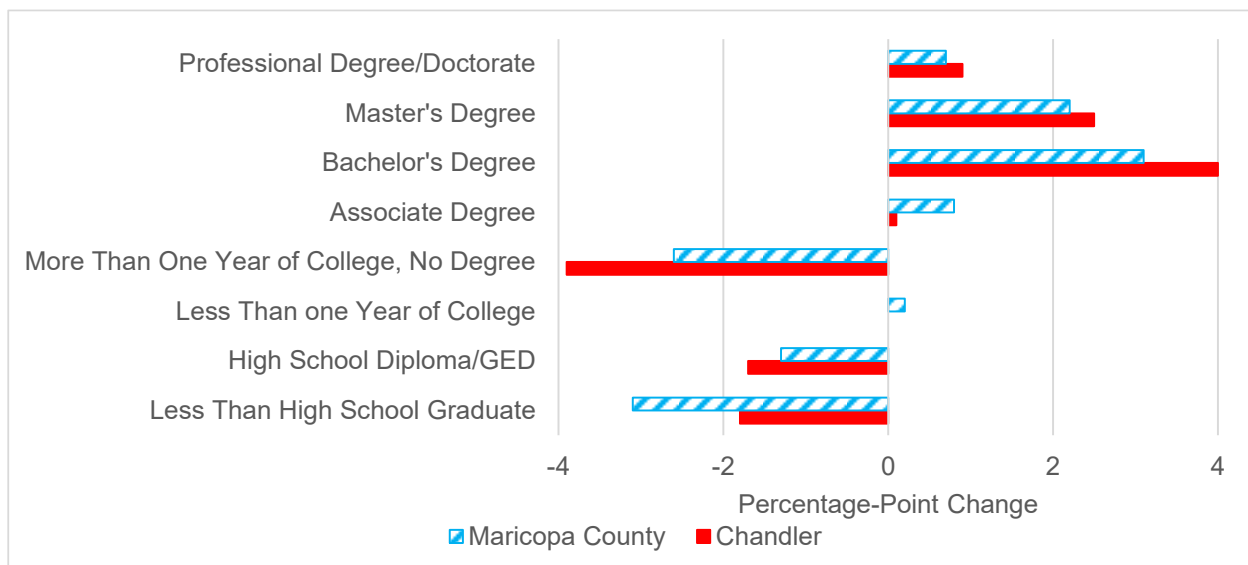
² Other racial/ethnic groups are not displayed due to the relatively small number of individuals in the categories living in Chandler.

Figure 5: Educational Attainment as a Share of the Population Aged 25 and Older in 2019 through 2023



Source: Calculated from U.S. Department of Commerce, Census Bureau, American Community Survey, five-year data aggregations, obtained from IPUMS NHGIS, University of Minnesota, www.nhgis.org. Table B15003

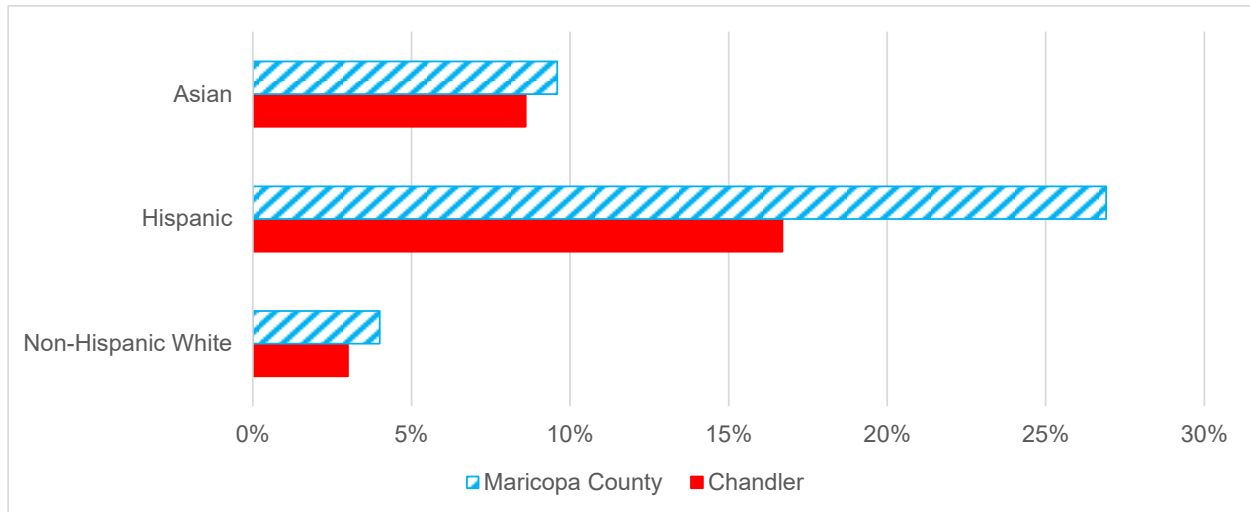
Figure 6: Change in Educational Attainment as a Share of the Population Aged 25 and Older Between 2009 through 2013 and 2019 through 2023



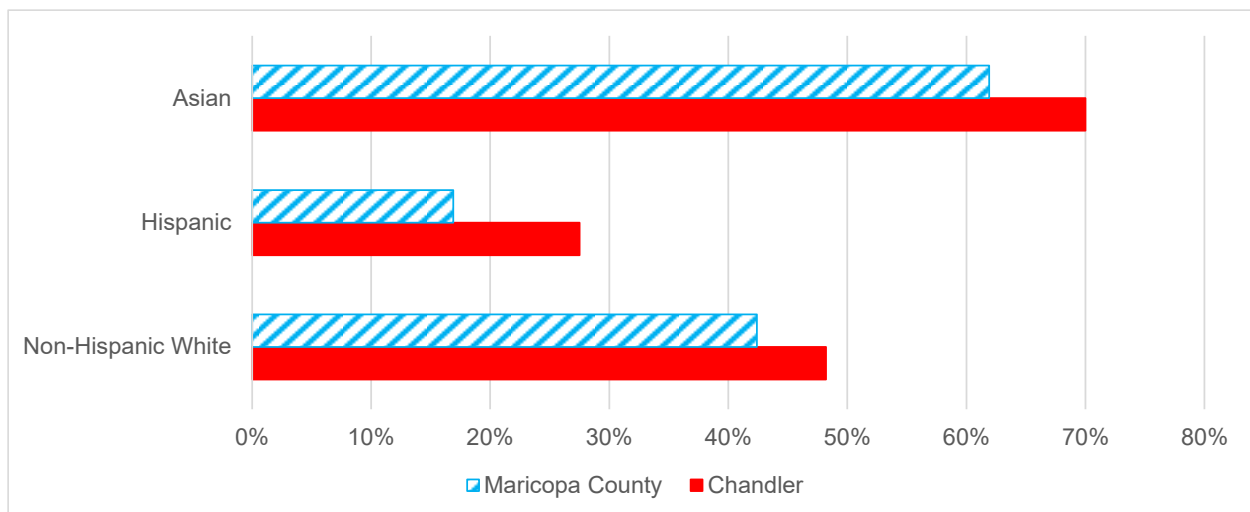
Source: Calculated from U.S. Department of Commerce, Census Bureau, American Community Survey, five-year data aggregations, obtained from IPUMS NHGIS, University of Minnesota, www.nhgis.org. Table B15003

Figure 7: Educational Attainment as a Share of the Population Aged 25 and Older by Race/Ethnicity in 2019 through 2023

(A) Not a High School Graduate



(B) Bachelor's Degree or Higher Education



Source: Calculated from U.S. Department of Commerce, Census Bureau, American Community Survey, five-year data aggregations, obtained from IPUMS NHGIS, University of Minnesota, www.nhgis.org. Table B15002

Between 2005-09 and 2019-23, the share of Chandler residents with at least a bachelor's degree rose the most among Asians, by more than in the county. The increase among Hispanics was similar to that of non-Hispanic whites, with the gains in each group a little less than in the county.

The Census Bureau provides educational attainment for five age groups: 18 to 24, 25 to 34, 35 to 44, 45 to 64, and 65 and older. Results for the 18-to-24 age group are difficult to interpret since so many individuals in this age group are still pursuing an education. In each age group in 2019-23, the proportion with a bachelor's degree and the percentage with at least a master's degree was higher in Chandler than in Maricopa County. The least differential was in the 65 and older age group. The comparison between Chandler and Maricopa County in the change in educational attainment between 2005-09 and 2019-23 by age group was inconsistent, perhaps due to sampling error.

Table 2: Field of Degree of the Population Aged 25 and Older who Earned a Bachelor's Degree or a Graduate Degree

FIELD OF DEGREE	SHARE OF TOTAL			
	Chandler		Chandler Minus Maricopa County	
	2019-23	Change*	2019-23	Change*
Computers, Mathematics, and Statistics	5.8%	0.5%	1.1%	0.4%
Biological, Agricultural, Environmental Science	4.9%	1.0%	-0.5%	0.1%
Physical and Related Sciences	3.2%	-0.4%	0.6%	0.1%
Psychology	4.6%	0.3%	-0.6%	-0.4%
Social Sciences	5.7%	-0.2%	-1.2%	-0.1%
Engineering	14.6%	1.5%	6.5%	2.1%
Multidisciplinary	1.3%	0.7%	0.2%	0.3%
Science and Engineering Related	9.7%	0.9%	-0.7%	-0.4%
Business	20.9%	-3.2%	-1.6%	-2.6%
Education	9.6%	-1.6%	-1.7%	1.0%
Literature and Languages	2.6%	-0.6%	-0.8%	-0.5%
Liberal Arts and History	3.5%	0.0%	-0.3%	0.4%
Visual and Performing Arts	2.8%	0.2%	-0.7%	0.0%
Communications	4.5%	0.7%	-0.1%	0.2%
Other Arts and Humanities	6.3%	0.4%	-0.3%	-0.3%

* Percentage-point change from 2009-13 to 2019-23

Source: Calculated from U.S. Department of Commerce, Census Bureau, American Community Survey, five-year data aggregations, obtained from IPUMS NHGIS, University of Minnesota, www.nhgis.org. Table C24010

Table 2 presents the field of degree for those 25 and older who had earned a bachelor's or graduate degree. Relative to Maricopa County residents, a higher share of Chandler residents had an engineering degree in 2019-23. Chandler's share was less than in the county in every field not related to science and engineering. Between 2009-13 and 2019-23, Chandler experienced a large decrease in the share of

residents with a business degree, greater than the decrease in the county. For those with an engineering degree, a sizable increase occurred in Chandler compared to a small decline in Maricopa County.

Citizenship and Language

In 2019-23, the citizenship distribution of Chandler residents was 85 percent U.S.-born, 8 percent naturalized citizens, and 7 percent noncitizens. The naturalized share was higher in Chandler than Maricopa County, offset by lesser shares of U.S.-born citizens and noncitizens. From 2005-09 to 2019-23, the naturalized citizen share rose in Chandler more than in the county while the U.S.-born share slipped in Chandler but rose in Maricopa County.

In 2019-23, more than three-fourths of Chandler residents aged five and older spoke only English, a higher share than in Maricopa County. About 10 percent spoke Spanish, with a high proportion of these speaking English well. The proportion speaking Spanish was considerably less than in Maricopa County. In contrast, the proportion speaking another language, especially an Asian language, was higher in Chandler than in Maricopa County. A high share of those speaking another language spoke English well.

Household Composition

Slightly more than 50 percent of Chandler households in 2019-23 consisted of a married-couple family, a lesser share than in 2005-09. One-parent families accounted for 17 percent. Nonfamily households of a single person accounted for 23 percent of all households and other nonfamily households were responsible for 9 percent. Of households classified as a family, 28 percent had two persons, 17 percent consisted of three persons, 14 percent were four-person families, and 9 percent were families of at least five people.

Housing Characteristics

In 2019-23, the vacancy rate in Chandler was 5.0 percent, down from more than 8 percent in 2005-09 and 2009-13. This overstates the vacancy rate as typically defined since seasonal dwellings and other vacant units not for sale or rent are included by the Census Bureau as vacant. The share of housing units held for seasonal or recreational use was lower in Chandler than in Maricopa County.

Based only on those units for rent or for sale, the vacancy rate in Chandler was 2.7 percent in 2019-23, down from more than 3 percent in 2005-09 and 2009-13. The 2019-23 vacancy rate of units for rent or for sale was marginally higher than in Maricopa County; the vacancy rate had been lower in Chandler than the county in the three prior periods.

In 2019-23, the owner-occupancy rate in Chandler was 65.6 percent, a higher share than in 2009-13 and 2014-18, but less than in 2005-09. The owner-occupancy rate in Chandler in 2019-23 was slightly higher than in Maricopa County, with the change over time similar to that in the county.

The average household size of owner-occupied units was 2.71 in Chandler in 2019-23, less than in each of the prior periods. The average household size of renter-occupied units was 2.43 in 2019-23, also less than in each of the prior periods. Overall average household size in Chandler dropped from 2.84 in 2005-09, to

2.80 in 2009-13, to 2.78 in 2014-18, to 2.61 in 2019-23. The overall average household size in Chandler in 2019-23 was the same as in Maricopa County, with a similar change over time.

Of Chandler residents not living in group quarters, 68 percent lived in an owner-occupied unit in 2019-23, a little higher share than in Maricopa County. The vast majority living in owner-occupied units lived in single-family units (either attached or detached) in Chandler, with the share higher than in Maricopa County; in contrast the share living in mobile homes was lower in Chandler than in the county. Less than half of the people living in rental units lived in single-family units.

In 2019-23, median contract rent in Chandler was \$1,650, a figure 18.5 percent higher than the Maricopa County median. The median gross rent of \$1,806 in Chandler was 13.8 percent higher than the county median. Gross rent is the sum of contract rent and the estimated average monthly cost of utilities if these are paid separately by the renter. On an inflation-adjusted basis, median contract rent in Chandler in 2019-23 was 41 percent higher than in 2005-09, an increase greater than in Maricopa County. The increase in median gross rent in Chandler was less at 32 percent, a slightly smaller rise than in the county.

The median gross rent in Chandler amounted to 28.1 percent of household income in 2019-23, a slightly higher share than in the prior periods. Despite the higher median rent in Chandler than Maricopa County, the rental share of household income was lower in Chandler than in Maricopa County. Gross rent amounted to more than 30 percent of household income in 2019-23 for 45 percent of renters in Chandler and for 51 percent in Maricopa County.

The median value of an owned housing unit in Chandler in 2019-23 was \$469,800, higher than the Maricopa County median by 13 percent. The inflation-adjusted increase in the median value in Chandler was 24 percent from 2005-09 but was 73 percent from 2009-13. These increases were less than in Maricopa County.

The share of owner-occupied units with a mortgage or similar debt in Chandler dropped from 87 percent in 2005-09 to 73 percent in 2019-23 but remained higher than the share in Maricopa County. Units with multiple mortgages fell sharply from 31 percent to 8 percent in Chandler but remained higher than the share in the county.

Despite the increase in home prices, median homeowner costs as a percentage of household income dropped from 22 percent in 2005-09 to 16 percent in 2019-23 in Chandler, with similar figures in Maricopa County. Of those units with a mortgage, homeowner costs in Chandler in 2019-23 amounted to more than 30 percent of household income for 20 percent of homeowners, a lesser share than in Maricopa County. The percentage with costs at least 30 percent of income fell considerably from 2005-09, with the improvement in Chandler a little less than in Maricopa County.

Economic Characteristics by Place of Residence

The percentage of employed Chandler residents who worked in Chandler increased from 32 percent in 2005-09 to 48 percent in 2019-23.

Employment

Of those 16 and older, 69 percent of Chandler residents were employed in 2019-23, a higher share than in Maricopa County. Less than 3 percent were unemployed, a slightly lesser share than in Maricopa County.

By age, the percentage employed, both overall and among those working full-time year-round, was higher among Chandler residents than residents of Maricopa County in each age group younger than the age of 70. The share employed in Chandler was at least 86 percent in the 20-to-24, 25-to-44, and 45-to-54 age groups. The proportion working full-time year-round was highest in the 45-to-54 age group at 72 percent.

In 2019-23, the percentage of Chandler residents 16-to-64 years old who had worked at some point in the prior year was 83 percent, higher than in Maricopa County. The share working at least 35 hours a week for at least 48 weeks was 61 percent, also higher than in Maricopa County. Relative to 2005-09, the share working full-time and year-round rose.

Income and Poverty

Per capita income in 2019-23 was \$58,669 in Chandler, 17 percent higher than the figure for Maricopa County. The inflation-adjusted increase from 2005-09 was 22 percent in Chandler, marginally greater than in Maricopa County.

Median household income in 2019-23 was \$103,691 in Chandler, 21 percent higher than the figure for Maricopa County. The inflation-adjusted increase from 2005-09 was 10 percent in Chandler, less than in Maricopa County. In 2019-23, the share of Chandler households with an income of less than \$50,000 (18 percent) was equal to the share with an income of at least \$200,000. In 2019-23, median worker earnings were \$56,670 in Chandler, 21 percent more than in Maricopa County. The median was higher for full-time year-round workers at \$79,820 for males and \$61,604 for females.

There are several types of household income, of which wage and salary income is the most common — it was received by 83 percent of Chandler households in 2019-23. The average (not median) figure was \$132,878. About 10 percent of Chandler households had self-employment income; the average was \$47,751. The average income from each of the other sources was less; these sources include Social Security; retirement; and dividends, interest, and rent.

The poverty rate in Chandler in 2019-23 was 7.7 percent, about the same as in 2005-09. The 2019-23 rate in Maricopa County was 10.3 percent.

Occupation, Industry, and Class of Worker

The occupational groups of employed Chandler residents are provided in Table 3. Relative to Maricopa County, the occupational mix of Chandler's residents in 2019-23 was tilted to the higher-paying occupational groups of architecture and engineering, computer and mathematical, and business and financial operations. The higher shares in these groups were offset by lower shares in several of the lower-paying groups, including construction and extraction, building and grounds cleaning and maintenance, material moving, and transportation.

Table 3: Occupational Group of Employed Residents of Chandler and Maricopa County

OCCUPATIONAL GROUP	SHARE OF TOTAL			
	Chandler		Chandler Minus Maricopa County	
	2019-23	Change*	2019-23	Change*
Management	12.4%	-0.6%	0.6%	-2.4%
Business and Financial Operations	8.4%	2.6%	1.3%	0.6%
Computer and Mathematical	6.5%	2.7%	2.3%	1.2%
Architecture and Engineering	6.7%	1.9%	4.1%	1.7%
Life, Physical, and Social Science	0.8%	-0.1%	0.0%	-0.2%
Community and Social Service	1.6%	0.1%	-0.1%	0.0%
Legal	0.9%	-0.1%	-0.2%	-0.2%
Educational Instruction and Library	5.6%	0.2%	0.4%	-0.2%
Arts, Design, Entertainment, Sports, and Media	2.2%	0.7%	0.2%	0.4%
Health Diagnosing and Treating Practitioners	4.8%	1.3%	0.5%	0.3%
Health Technicians	1.4%	0.0%	-0.4%	-0.5%
Healthcare Support	2.5%	1.2%	-0.3%	0.0%
Protective Service	1.6%	-0.5%	-0.3%	-0.3%
Food Preparation and Serving	4.3%	-0.3%	-0.9%	0.1%
Building & Grounds Cleaning & Maintenance	2.1%	-0.2%	-1.3%	0.8%
Personal Care and Service	2.4%	-1.4%	0.0%	-0.4%
Sales and Related	9.6%	-4.3%	-0.8%	-2.0%
Office and Administrative Support	12.5%	-1.6%	0.0%	0.8%
Farming, Fishing, and Forestry	0.1%	-0.2%	-0.1%	0.1%
Construction and Extraction	3.0%	-1.3%	-2.0%	1.5%
Installation, Maintenance, and Repair	2.8%	-0.4%	-0.2%	0.1%
Production	3.4%	-0.6%	-0.4%	-0.1%
Transportation	2.3%	-0.1%	-1.1%	-0.4%
Material Moving	2.3%	0.8%	-1.3%	-0.8%

* Percentage-point change from 2005-09 to 2019-23

Source: Calculated from U.S. Department of Commerce, Census Bureau, American Community Survey, five-year data aggregations, obtained from IPUMS NHGIS, University of Minnesota, www.nhgis.org. Table C24010

The change in Chandler's occupational mix between 2005-09 and 2019-23 featured sizable increases in the business and financial operations; computer and mathematical; architecture and engineering; health diagnosing and treating practitioners; and healthcare support occupational groups. Other than the latter group, each is high paying and has high educational requirements. The increases in the computer and mathematical; and architecture and engineering groups exceeded those in Maricopa County. These gains in share were offset by reductions in share in several lower-paying groups, including sales and related; office and administrative support; personal care and service; and construction and extraction. The

decrease in the sales and related group was larger than in Maricopa County. The share of Chandler residents working in the management group dropped while an increase occurred in Maricopa County. Among those working full-time and year-round, the occupational mix of Chandler's residents in 2019-23 was tilted even more to the higher-paying occupational groups of management; architecture and engineering; computer and mathematical; and business and financial operations. The share of the food preparation and serving group was substantially lower among those working full-time and year-round.

In the ACS, the 20 sectors defined in the North American Industry Classification System (NAICS) are combined into 14 sectoral groups. The data for employed Chandler residents and relative to Maricopa County residents is provided in Table 4.

Table 4: Sectoral Group of Employed Residents of Chandler and Maricopa County (ACS by Place of Residence)

SECTORAL GROUP	SHARE OF TOTAL			
	Chandler		Chandler Minus Maricopa County	
	2019-23	Change*	2019-23	Change*
Agriculture, Forestry, Fishing, and Hunting	0.2%	-0.3%	-0.2%	-0.3%
Mining, Quarrying, and Oil and Gas Extraction	0.2%	0.1%	0.0%	0.1%
Utilities	0.8%	0.0%	0.0%	0.1%
Construction	5.7%	-1.1%	-2.1%	1.4%
Manufacturing	13.3%	0.1%	5.5%	0.7%
Wholesale Trade	1.9%	-1.7%	-0.3%	-0.8%
Retail Trade	10.8%	-1.7%	-1.1%	-1.6%
Transportation and Warehousing	3.9%	0.3%	-1.2%	-0.7%
Information	2.1%	-0.2%	0.4%	0.1%
Finance and Insurance	9.4%	1.8%	1.4%	0.7%
Real Estate, Rental and Leasing	2.3%	-0.4%	-0.3%	0.0%
Professional, Scientific, and Technical Services	8.5%	1.7%	0.5%	0.0%
Management of Companies	0.1%	0.0%	-0.1%	-0.1%
Administrative and Support Services	4.1%	-0.3%	-1.2%	0.3%
Educational Services	8.7%	-0.2%	0.3%	-0.9%
Health Care and Social Assistance	12.5%	2.6%	0.0%	0.5%
Arts, Entertainment, and Recreation	2.2%	0.4%	0.1%	0.4%
Accommodation and Food Services	5.6%	-0.8%	-1.2%	-0.2%
Other Services (except public administration)	4.2%	0.2%	-0.2%	0.5%
Public Administration	3.5%	-0.6%	-0.3%	-0.3%

* Percentage-point change from 2005-09 to 2019-23

Source: Calculated from U.S. Department of Commerce, Census Bureau, American Community Survey, five-year data aggregations, obtained from IPUMS NHGIS, University of Minnesota, www.nhgis.org. Table C24010

Relative to Maricopa County, the sectoral-group share of Chandler's residents in 2019-23 was much higher in manufacturing and also higher in finance and insurance. The higher shares in these sectoral groups were offset by lower shares in several groups, including construction; transportation and warehousing; administrative and support services; accommodation and food services; and retail trade.

Changes in Chandler's sectoral-group mix between 2005-09 and 2019-23 featured increases in the healthcare and social assistance; finance and insurance; and the professional, scientific, and technical services groups. These gains in share were offset by reductions in share in the wholesale trade; retail trade; and construction groups. The decrease in the retail trade share was much larger than in Maricopa County.

Nearly three-fourths of employed Chandler residents worked for a private-sector company in 2019-23, a higher share than for Maricopa County residents. Between 2005-09 and 2019-23, the share of Chandler residents working for a nonprofit organization increased while the share working for local government decreased by more than in Maricopa County.

Means of Transportation to Work and Travel Time

The share of workers who worked from home was considerably higher in 2019-23 than in earlier periods. Among Chandler residents, the share increased to 23 percent in 2019-23, up from 5 percent in 2005-09 and 7 percent in 2014-18. The increase was larger among Chandler residents than residents of Maricopa County, where the share rose from 7 percent in 2014-18 to 19 percent in 2019-23.

Nearly 85 percent of employed Chandler residents who did not work from home commuted to work by driving alone in 2019-23, a slightly higher share than in the past and a higher share than in Maricopa County. The carpool share was 11 percent, slightly less than the figure for Maricopa County.

Median travel time to work of employed Chandler residents who did not work from home was about 22 minutes in 2019-23, compared to 24 minutes in Maricopa County. These figures were nearly the same as in the past.

Of employed Chandler residents who did not work from home in 2019-23, 30 percent left for work between 5-and-7 a.m., 24 percent departed from 7-to-8 a.m., and 17 percent left between 8-and-9 a.m. Compared to 2005-09, there was a slight shift from leaving before 8 a.m. to leaving after 8 a.m.

Summary of Place-of-Residence Characteristics

Generally, the demographics of Chandler residents are similar to those of all residents of Maricopa County. Differences from Maricopa County in 2019-23 and/or in the change from 2005-09 to 2019-23 for Chandler residents are highlighted below:

- The percentage of residents of Asian race was higher, offset by a lesser share of Hispanics.
- Educational attainment was higher, particularly of those with at least a bachelor's degree; the gain over time in the share with at least a bachelor's degree also was higher. Of those who had earned at least a bachelor's degree, the share with an engineering major was higher, with a greater increase over time.
- The percentage of naturalized citizens was higher, with a larger increase over time.

- Fewer residents spoke Spanish, with a higher share speaking Asian languages.
- A greater percentage were employed.
- Per capita income, median household income, and median earnings were considerably higher, and the poverty rate was lower.
- A higher share worked in the following occupational groups: architecture and engineering; computer and mathematical; and business and financial operations. The increase in share was higher in the computer and mathematical; and architecture and engineering groups.
- A much higher share worked in the manufacturing sector, with a somewhat higher share in finance and insurance.
- A higher percentage worked at for-profit companies.
- Median rent was higher but rent as a percentage of household income was lower.
- Median home value was higher, but homeowner's costs as a percentage of household income was the same.

ECONOMIC SNAPSHOT

Economic data by place of work at the city level generally are even more limited than demographic data. However, MAG's employer database is a valuable resource for jurisdictions within the state of Arizona.

MAG Employer Database

MAG has attempted to identify every business establishment that has employment of five or more in the state and to assign a detailed NAICS code to each (<https://azmag.gov/Programs/Maps-and-Data/Employment>). The latest information for Maricopa County is for 2023.

The creation of the MAG Employer Database begins with information from a number of sources, most notably Dun & Bradstreet, which produces business directories, and the Maricopa County Trip Reduction Program. The latter collects data from employees working at establishments of at least 50 workers.

Due to the exclusion of establishments with fewer than five employees, the sum of employment from the employer database in Maricopa County and in each of its jurisdictions is less than that from other sources. For Maricopa County in 2023, the Quarterly Census of Employment and Wages (QCEW) produced by the U.S. Department of Labor, Bureau of Labor Statistics (BLS) reported employment of 2,233,956 compared to MAG's total of 1,933,210 (13.5 percent lower).

In part because of the exclusion of establishments with fewer than five employees, the sectoral shares calculated from the MAG Employer Database differ from those of the QCEW. However, the larger reason for the sectoral differences is in the assignment of a NAICS code to each establishment. In many establishments, more than one type of business is conducted. For example, some manufacturing sites may have a retail trade component that sells directly to consumers. However, only one NAICS code may be assigned to an establishment. Thus, it is not surprising that the NAICS industry assigned in the MAG Employer Database differs from that assigned by the federal government. Additional considerations are that the NAICS code in the MAG Employer Database has changed over time for some establishments and in a few cases is obviously incorrect.

The differences in sectoral shares in 2023 between the MAG employer database and the QCEW are presented in Table 5. Based on employment, the difference in sectoral share between MAG and the QCEW exceeded 1 percentage point in nine of 20 sectors. The differences were considerably larger based on the number of establishments.

In this section, employment and the number of establishments are reported for 2023 and for the comparison years of 2007, 2014, and 2021 as follows³:

- For two-digit NAICS sectors for Chandler and Maricopa County
- For three-digit NAICS subsectors for Chandler and Maricopa County
- For Chandler's target industry groups for Chandler

³ The MAG Employer Database for 1995 and 2000 also have been examined. Since the Standard Industrial Classification rather than the NAICS was used in those years, it is not possible to compare the sectoral mixes for those years to subsequent years.

Table 5: Comparison of Sectoral Shares in Maricopa County, 2023

SECTOR	EMPLOYMENT			NUMBER OF ESTABLISHMENTS		
	MAG	QCEW	Difference	MAG	QCEW	Difference
Agriculture	0.3%	0.3%	0.0%	0.4%	0.3%	0.1%
Mining	0.1%	0.1%	0.0%	0.1%	0.1%	0.0%
Utilities	0.7%	0.8%	-0.1%	0.3%	0.1%	0.2%
Construction	5.6%	7.5%	-1.9%	7.4%	8.0%	-0.6%
Manufacturing	8.1%	6.4%	1.7%	4.5%	2.7%	1.8%
Wholesale Trade	3.7%	4.1%	-0.4%	3.6%	7.6%	-4.0%
Retail Trade	12.0%	10.7%	1.3%	11.6%	7.8%	3.8%
Transportation & Warehousing	3.9%	5.3%	-1.4%	1.8%	2.5%	-0.7%
Information	2.0%	1.8%	0.2%	2.0%	2.4%	-0.4%
Finance & Insurance	6.1%	6.5%	-0.4%	4.6%	6.7%	-2.1%
Real Estate & Rental	2.5%	2.1%	0.4%	4.3%	6.8%	-2.5%
Prof., Scientific, Technical Services	6.2%	6.0%	0.2%	8.3%	18.1%	-9.8%
Management of Companies	1.7%	1.8%	-0.1%	0.2%	2.5%	-2.3%
Administrative & Support Services	5.0%	8.5%	-3.5%	4.8%	6.8%	-2.0%
Educational Services	7.3%	6.1%	1.2%	3.4%	1.9%	1.5%
Health Care & Social Assistance	13.2%	14.9%	-1.7%	16.8%	11.0%	5.8%
Arts, Entertainment & Recreation	2.1%	1.7%	0.4%	3.0%	1.5%	1.5%
Accommodation & Food Services	10.2%	9.4%	0.8%	11.6%	6.4%	5.2%
Other Services	4.4%	2.8%	1.6%	10.2%	6.7%	3.5%
Public Administration	4.8%	3.3%	1.5%	1.2%	0.2%	1.0%

Sources: Calculated from the Maricopa Association of Governments (MAG), Employer Database, and the U.S. Department of Labor, Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW)

- For the Arizona Commerce Authority's target industry groups for Chandler
- For Chandler's employment corridors

In addition, a list of the major employers in each of these years in Chandler is presented for the city, for each of the target groups, and for each of the employment corridors.

Chandler Totals

A history of employment and number of establishments located in Chandler is shown in Table 6. Given the variation in the number of years between observations, the annual average numeric change also is shown. The variations in the annual averages partially reflect the economic cycle and the timing of recessions. An economic recession occurred in 2001, followed by a slow recovery. A deep recession occurred in 2008 to 2009, again followed by a slow recovery. The COVID-induced recession in 2020 featured a huge two-month decline in employment followed by a rapid recovery. The 2014-to-2021 period had by far the greatest annual average gains.

Table 6: Historical Comparison of Business Establishments and Employment in Chandler

YEAR	TOTAL BY YEAR		AVERAGE ANNUAL NUMERIC CHANGE	
	Number of Establishments	Employment	Number of Establishments	Employment
1995	1,044	47,111		
2000	1,383	58,150	68	2,208
2007	2,068	78,960	98	2,973
2014	2,726	99,664	94	2,958
2021	4,992	130,901	324	4,462
2023	5,235	135,891	122	2,495

Source: Calculated from the Maricopa Association of Governments Employer Database

Chandler's Industrial Mix

Chandler's industrial mix expressed at the sectoral level, with a comparison to the mix in Maricopa County, is displayed in Table 7. Pinal County has a small employment base and an industrial mix more like that of a rural county than a metropolitan county. Thus, its sectoral mix is considerably different from that of Maricopa County and Chandler.

The big difference in the sectoral mix between Chandler and Maricopa County in 2023 was the much higher share in manufacturing in Chandler. The share also was higher in Chandler in the management of companies sector and the finance and insurance sector. Chandler's share was less than in Maricopa County in 15 of the 20 sectors, with the largest differences in healthcare and social assistance; public administration; administrative and support services; construction; and transportation and warehousing.

Using sub-sectoral and industrial group data to pinpoint the differences in share between Chandler and Maricopa County in 2023, the larger share in manufacturing in Chandler predominantly was in the computer and electronic products subsector, mostly in the semiconductor and other electronic component industry, but also in the navigational, measuring, electromedical, and control instruments industry group. The transportation equipment subsector also was larger in Chandler, due to the aerospace products and parts industry group.

The larger share in Chandler in the finance and insurance sector was due to a higher share in the credit intermediation subsector. This subsector includes banks, credit unions, credit card issuing companies, mortgage lending, and similar activities. In contrast, the share in the insurance carriers subsector in Chandler was less than in Maricopa County.

The smaller share in Chandler in the health care and social assistance sector occurred mostly in the ambulatory health care services subsector, which includes such services as physicians, dentists, other health care practitioners, outpatient care, medical laboratories, home health care, and ambulance services.

Table 7: Sectoral Mix in Chandler and Maricopa County (Maricopa Association of Governments)

SECTOR	SHARE OF TOTAL EMPLOYMENT				
	2007	2014	2021	2023	Change 2007 – 2023
Chandler					
Agriculture	0.3%	0.2%	0.1%	0.1%	-0.3%
Mining	0.0%	0.0%	0.0%	0.1%	0.1%
Utilities	0.1%	0.1%	0.1%	0.1%	0.0%
Construction	6.6%	5.2%	3.8%	3.6%	-3.0%
Manufacturing	30.6%	24.0%	20.6%	22.1%	-8.5%
Wholesale Trade	4.9%	3.7%	3.2%	3.9%	-1.0%
Retail Trade	12.5%	13.5%	11.2%	11.3%	-1.2%
Transportation and Warehousing	2.2%	1.9%	2.0%	1.9%	-0.3%
Information	2.4%	1.6%	1.6%	1.7%	-0.8%
Finance and Insurance	4.7%	6.5%	8.9%	7.6%	2.9%
Real Estate and Rental and Leasing	1.8%	1.6%	1.5%	1.6%	-0.2%
Professional, Scientific, and Technical Services	3.2%	5.4%	5.7%	5.2%	2.0%
Management of Companies	0.0%	0.6%	4.7%	4.1%	4.0%
Administrative & Support Services	3.2%	8.8%	3.2%	2.7%	-0.5%
Educational Services	6.5%	6.9%	7.2%	7.0%	0.5%
Health Care and Social Assistance	5.8%	6.7%	10.0%	10.3%	4.5%
Arts, Entertainment, and Recreation	2.9%	1.0%	1.9%	1.8%	-1.1%
Accommodation and Food Services	7.3%	7.8%	9.2%	8.9%	1.6%
Other Services	2.1%	2.7%	3.5%	3.9%	1.8%
Public Administration	2.9%	1.7%	1.6%	2.3%	-0.6%
Maricopa County					
Agriculture	0.4%	0.3%	0.3%	0.3%	-0.1%
Mining	0.1%	0.1%	0.1%	0.1%	0.0%
Utilities	0.9%	0.7%	0.7%	0.7%	-0.2%
Construction	8.5%	6.1%	5.4%	5.6%	-2.9%
Manufacturing	10.6%	9.0%	8.0%	8.1%	-2.5%
Wholesale Trade	4.7%	4.3%	3.6%	3.7%	-0.9%
Retail Trade	12.2%	12.3%	12.4%	12.0%	-0.1%
Transportation and Warehousing	3.6%	3.3%	3.4%	3.9%	0.4%
Information	1.9%	2.1%	2.2%	2.0%	0.1%
Finance and Insurance	6.2%	7.3%	6.6%	6.1%	-0.1%
Real Estate and Rental and Leasing	2.6%	2.4%	2.4%	2.5%	-0.1%

(continued)

SECTOR	SHARE OF TOTAL EMPLOYMENT				
	2007	2014	2021	2023	Change 2007 – 2023
Professional, Scientific, and Technical Services	6.9%	6.8%	6.1%	6.2%	-0.6%
Administrative & Support Services	5.3%	5.7%	5.2%	5.0%	-0.3%
Educational Services	7.9%	8.6%	7.2%	7.3%	-0.6%
Health Care and Social Assistance	9.2%	10.9%	12.8%	13.2%	4.0%
Arts, Entertainment, and Recreation	1.8%	2.1%	2.1%	2.1%	0.3%
Accommodation and Food Services	7.6%	8.9%	10.4%	10.2%	2.6%
Other Services	3.7%	3.6%	4.1%	4.4%	0.7%
Public Administration	5.8%	5.3%	4.8%	4.8%	-0.9%
Chandler Minus Maricopa County	0.0%	0.1%	-0.2%	-0.2%	-0.2%
Agriculture	-0.1%	-0.1%	-0.1%	0.0%	0.1%
Mining	-0.8%	-0.6%	-0.6%	-0.6%	0.2%
Utilities	-1.9%	-0.9%	-1.6%	-2.0%	-0.1%
Construction	20.0%	15.0%	12.6%	14.0%	-6.0%
Manufacturing	0.2%	-0.6%	-0.4%	0.2%	0.0%
Wholesale Trade	0.3%	1.2%	-1.2%	-0.7%	-1.0%
Retail Trade	-1.4%	-1.4%	-1.4%	-2.0%	-0.7%
Transportation and Warehousing	0.5%	-0.5%	-0.6%	-0.3%	-0.9%
Information	-1.5%	-0.8%	2.3%	1.5%	3.0%
Finance and Insurance	-0.8%	-0.8%	-0.9%	-0.9%	-0.1%
Real Estate and Rental and Leasing	-3.7%	-1.4%	-0.4%	-1.0%	2.6%
Professional, Scientific, and Technical Services	-0.2%	0.5%	2.4%	2.4%	2.5%
Management of Companies	-2.1%	3.1%	-2.0%	-2.3%	-0.2%
Administrative & Support Services	-1.4%	-1.7%	0.0%	-0.3%	1.1%
Educational Services	-3.4%	-4.2%	-2.8%	-2.9%	0.5%
Health Care and Social Assistance	1.0%	-1.1%	-0.2%	-0.3%	-1.4%
Arts, Entertainment, and Recreation	-0.3%	-1.1%	-1.2%	-1.3%	-1.0%
Accommodation and Food Services	-1.6%	-0.9%	-0.6%	-0.5%	1.1%
Other Services	-2.9%	-3.6%	-3.2%	-2.5%	0.4%
Public Administration	0.0%	0.1%	-0.2%	-0.2%	-0.2%

Source: Calculated from the Maricopa Association of Governments Employer Database

The lesser share in public administration in Chandler was spread across most of its subsectors, as was the case in the administrative and support services sector and the construction sector. Chandler's share was smaller than the county's share in most of the transportation and warehousing sector's subsectors, but especially in warehousing.

The major difference in the change in share from 2007 to 2023 between Chandler and Maricopa County was the much larger decrease in the manufacturing share in Chandler, offset by larger increases in the finance and insurance; management of companies; and professional, scientific, and technical services sectors. Despite the larger gain, the latter sector's share in 2023 remained below that of Maricopa County.

Major Employers in Chandler

Numerous changes have occurred to the list of Chandler's largest employers since 1995, as seen in Tables 8A and 8B. However, there has been one constant: Intel has remained at the top of the list by a wide margin. In 2023, Intel accounted for nearly 10 percent of the city's employment.

The 25 largest employers accounted for 37 percent of Chandler's total employment in 2023. The share provided by the top 25 has declined over time; it was 44 percent in 1995.

The Chandler Unified School District was the city's third-largest employer in 2023 with 3,886 employees. Adding schools located in Chandler operated by the Kyrene and Mesa school districts, total school district employment was 4,688 in 2023.

Tables 9A and 9B display the change over time in the employment of the major employers. In four of the five time periods, Intel was among the top five in the gain in employment.

The City of Chandler's Target Industry Groups

Chandler targets six industrial groups in their economic development efforts. Data for each of these groups are detailed in Table 10. There are considerable differences in size across these six groups. Taken together, they accounted for 40 percent of the city's total employment in 2023 and for 57 percent of the city's change in employment from 2014 to 2023.

Information on the major employers in these groups in 2023 follows:

- **Advanced Business Services.** One location of Wells Fargo, the largest employer, and Verizon were classified as regional offices. One location of Walgreens was classified as a telemarketing center. Intraedge provides computer systems design services. Clairvoyant AI was listed as a research and development facility.
- **Aerospace and Aviation.** Northrop Grumman was the largest employer, with two of its locations classified in the guided missile and space vehicles industry.
- **Healthcare.** Dignity Health was the major employer, with most of its workforce at Chandler Regional Hospital. Other entities in this category included the drug stores of Walgreens and CVS, and Banner Health.

Table 8A: Top 25 Employers in Chandler in 2023, Listed by Size

COMPANY	INDUSTRY	1995	2000	2007	2014	2021	2023
Intel	Semiconductor Manufacturing	6,235	7,900	10,456	11,700	11,806	12,990
Wells Fargo	Credit Intermediation	0	0	1,861	2,434	5,531	5,684
Chandler Unified School District	Public Schools	1,053	1,953	2,980	3,410	4,091	3,886
Bank of America	Credit Intermediation	61	31	35	2,537	2,903	3,393
Dignity Health (a)	Hospitals and Other Healthcare	902	868	921	1,719	2,773	3,213
Northrop Grumman (b)	Aerospace Manufacturing	311	462	934	1,254	1,903	2,604
City of Chandler	City Government	627	1,106	2,058	1,509	1,608	2,492
NXP USA (c)	Semiconductor Manufacturing	0	0	1,300	1,159	1,477	1,769
Microchip Technology	Semiconductor Manufacturing	520	621	914	1,116	1,440	1,660
Walmart	Warehouse Clubs and Supercenters	366	440	1,231	1,295	1,687	1,481
Insight Direct	Computer and Software Wholesale	0	0	0	0	0	1,186
Maricopa County Community College	Public Higher Education	223	280	275	319	982	1,107
Fry's Food Stores	Supermarkets	704	446	733	677	847	791
Walgreens	Drug Stores	83	155	226	323	798	768
Voya Financial	Portfolio Management	0	0	0	0	750	750
UnitedHealth Group	Health Insurance Carriers	0	0	0	0	649	713
State of Arizona	State Government	0	90	115	34	443	698
Toyota Financial Services	Sales Financing	0	0	459	497	550	690
Safelite Auto Glass	Automotive Glass Replacement	0	0	0	685	600	675
Honeywell (d)	Instrument & Aircraft Engine Mfg.	269	170	120	0	639	640
Avnet	Electronic Parts Equipment Wholesale	938	772	922	851	589	622
Verizon Wireless	Wireless Communications	0	0	1,200	2,661	579	619
Arizona Nutritional Supplements	Pharmaceutical Manufacturing	0	0	100	518	432	605
Bashas	Supermarkets & Distribution Center	768	1,428	1,865	934	623	604
Waymo	Taxi Service	0	0	0	0	600	600

Table 8B: Other Employers Ranking in Top 25 in Some Year, Listed Alphabetically

COMPANY	INDUSTRY	1995	2000	2007	2014	2021	2023
ADESA Phoenix Auto Auction (e)	Automobile Wholesaler	341	360	370	159	100	110
Adflex Solutions	Electronic Components	676	414	0	0	0	0
Advanced Home Health	Home Healthcare Services	340	0	0	0	0	0
Allstate Insurance	Insurance Agency	6	5	4	10	705	5
American InterContinental Univ. (f)	Private University	0	0	0	715	350	350
Amkor Technology	Semiconductor Manufacturing	130	302	309	306	19	12
Arch Chemical (g)	Chemical Manufacturing	311	275	0	0	0	0
Crowne Plaza (San Marcos) (h)	Hotel	294	250	212	116	62	85
Erickson Construction	Framing Contractors	0	250	300	376	200	200
GM Technology Innovation Center	Custom Computer Programming	0	0	0	500	612	0
Gold Canyon International (i)	Miscellaneous Manufacturing	0	0	300	126	0	0
Goodrich Turbomachinery (j)	Aircraft Engine Manufacturing	572	213	228	0	0	0
Heraeus	Glass Products Manufacturing	108	125	400	214	32	32
Home Depot	Home Centers	10	294	494	513	749	591
Inter-tel	Telephone Apparatus Manufacturing	321	279	296	0	0	0
Kyrene School District	Public Schools	418	492	470	496	544	454
Lam Research (k)	Semiconductor Machinery Mfg.	0	930	830	30	30	30
Layne Christensen	Water and Sewer Line Construction	128	296	150	0	0	0
Liberty Mutual	Property and Casualty Insurance	0	0	7	14	861	512
Mesa School District	Public Schools	351	294	378	364	353	348
Motorola	Electronics Manufacturing	2,436	2,482	1,650	0	0	0
Mr. Cooper (l)	Real Estate Credit	0	0	0	1,000	500	500
Olsen Brothers	Single-Family Housing Construction	64	300	300	0	0	0
PayPal	Financial Transactions Processing	0	0	0	1,720	1,223	0
Pearson Education	Educational Support Services	0	0	0	531	288	50

(continued)

Table 8B (Continued): Other Employers Ranking in Top 25 in Some Year, Listed Alphabetically

COMPANY	INDUSTRY	1995	2000	2007	2014	2021	2023
Qbe First (Queensland Bank)	Telemarketing	0	0	0	527	80	0
Rogers (m)	Advanced Materials Manufacturing	304	437	534	353	515	466
Ryobi	Lawn & Garden Equipment Mfg.	862	779	0	0	0	0
Sharp Drywall	Drywall Contractor	447	420	600	50	44	0
Target	Warehouse Clubs and Supercenters	240	140	368	393	206	267
USA Group	Nondeposit Trust	163	329	0	0	0	0

Notes:

- (a) “Community Hospital Chandler” in 1995; “Chandler Regional Hospital” and “Community Hospital Chandler” in 2000; “Chandler Regional Hospital” in 2007 and 2014; “Dignity Health” in 2021 and 2023. A new “Chandler Regional Hospital” was opened at a different address between 2014 and 2021.
- (b) “Orbital Science Corporation” from 1995 through 2014. Northrop Grumman purchased this company in 2018.
- (c) Most of the employment is at one facility, at 1300 North Alma School. Prior to 2007, this facility was owned by Motorola, which employed 1,142 in 1995 and 1,343 in 2000; this employment is included in the Motorola total. In 2007 and 2014, the facility was owned by Freescale, which merged with NXP in 2015.
- (d) “Allied Signal” prior to 2000; Allied Signal and Honeywell merged in 1999.
- (e) “Arizona Auction Services” in 1995 and 2000.
- (f) “Edmc” in 2014 (Education Management Company, which owned this and other universities).
- (g) “Olin Corp.” in 1995; Olin spun off this business in 1999 as Arch Chemicals.
- (h) “Sheraton San Marcos” in 1995 and 2000 and “San Marcos” in 2007.
- (i) “Gold Canyon Candles” in 2007.
- (j) “Walbar” in 1995 and 2000.
- (k) “SpeedFam-IPEC” in 2000 and “Novellus” in 2007. Novellus purchased SpeedFam-IPEC in 2002. Lam Research acquired Novellus in 2011.
- (l) “Nationstar Mortgage” in 2014.
- (m) In 1995 and 2000, some of the operations were listed under “Durel,” which was a joint venture of Rogers and 3M. Durel became a division of Rogers in 2003.

Source: Calculated from the Maricopa Association of Governments Employer Database

Table 9A: Change in Employment at Top 25 Employers in Chandler in 2023, Listed by Size

COMPANY	INDUSTRY	1995-2000	2000-2007	2007-2014	2014-2021	2021-2023
Intel	Semiconductor Manufacturing	1,665	2,556	1,244	106	1,184
Wells Fargo	Credit Intermediation	-	1,861	573	3,097	353
Chandler Unified School District	Public Schools	900	1,027	430	681	-205
Bank of America	Credit Intermediation	-30	4	2,502	366	490
Dignity Health	Hospitals and Other Healthcare	-34	53	798	1,054	440
Northrop Grumman	Aerospace Manufacturing	151	472	320	649	701
City of Chandler	City Government	479	952	-549	99	884
NXP USA	Semiconductor Manufacturing	-	1,300	-141	318	292
Microchip Technology	Semiconductor Manufacturing	101	293	202	324	220
Walmart	Warehouse Clubs and Supercenters	74	791	64	392	-206
Insight Direct	Computer and Software Wholesale	-	-	-	-	1,186
Maricopa County Community College	Public Higher Education	57	-5	44	663	125
Fry's Food Stores	Supermarkets	-258	287	-56	170	-56
Walgreens	Drug Stores	72	71	97	475	-30
Voya Financial	Portfolio Management	-	-	-	750	0
UnitedHealth Group	Health Insurance Carriers	-	-	-	649	64
State of Arizona	State Government	90	25	-81	409	255
Toyota Financial Services	Sales Financing	-	459	38	53	140
Safelite Auto Glass	Automotive Glass Replacement	-	-	685	-85	75
Honeywell	Instrument & Aircraft Engine Mfg.	-99	-50	-120	639	1
Avnet	Electronic Parts & Equipment Wholesale	-166	150	-71	-262	33
Verizon Wireless	Wireless Communications	-	1,200	1,461	-2,082	40
Arizona Nutritional Supplements	Pharmaceutical Manufacturing	-	100	418	-86	173
Bashas	Supermarkets & Distribution Centers	660	437	-931	-311	-19
Waymo	Taxi Service	-	-	-	600	0

Note: A dash indicates that a company had no operations in Chandler during this period. The five largest gains in each time period are displayed in **bold**.

Table 9B: Change in Employment at Other Employers Ranking in Top 25 in Chandler in Some Year Listed Alphabetically

COMPANY	INDUSTRY	1995- 2000	2000- 2007	2007- 2014	2014- 2021	2021- 2023
ADESA Phoenix Auto Auction	Automobile Wholesalers	19	10	-211	-59	10
Adflex Solutions	Electronic Components Manufacturing	-262	-414	-	-	-
Advanced Home Health	Home Healthcare Services	-340	-	-	-	-
Allstate Insurance	Insurance Agencies	-1	-1	6	695	-700
American Intercontinental University	Private Universities	-	-	715	-365	0
Amkor Technology	Semiconductor Manufacturing	172	7	-3	-287	-7
Arch Chemical	Chemical Manufacturing	-36	-275	-	0	-
Crowne Plaza (San Marcos)	Hotels and Motels	-44	12	-146	-54	23
Erickson Construction	Framing Contractors	250	50	76	-176	0
GM Technology Innovation Center	Custom Computer Programming	-	-	500	112	-612
Gold Canyon International	Miscellaneous Manufacturing	-	300	-174	-126	-
Goodrich Turbomachinery	Aircraft Engine Manufacturing	-359	15	-228	-	-
Heraeus	Glass Products Manufacturing	17	275	-186	-182	0
Home Depot	Home Centers	284	200	19	236	-158
Inter-tel	Telephone Apparatus Manufacturing	-42	17	-296	-	-
Kyrene School District	Public Schools	74	-22	26	48	-90
Lam Research	Semiconductor Machinery Mfg.	930	-100	-800	0	0
Layne Christensen	Water and Sewer Line Construction	168	-146	-150	-	-
Liberty Mutual	Property and Casualty Insurance	-	7	7	847	-349
Mesa School District	Public Schools	-57	84	-14	-11	-5
Motorola	Electronics Manufacturing	46	-832	-1,650	-	-
Mr. Cooper	Real Estate Credit	-	-	1,000	-500	0
Olsen Brothers	Single-Family Housing Construction	236	0	-300	-	-
PayPal	Financial Transactions Processing	-	-	1,720	-497	-1,223
Pearson Education	Educational Support Services	-	-	531	-243	-238

(continued)

Table 9B: Change in Employment at Other Employers Ranking in Top 25 in Chandler in Some Year Listed Alphabetically

COMPANY	INDUSTRY	1995- 2000	2000- 2007	2007- 2014	2014- 2021	2021- 2023
Qbe First (Queensland Bank)	Telemarketing	-	-	527	-447	-80
Rogers	Advanced Materials Manufacturing	133	97	-181	162	-49
Ryobi	Lawn & Garden Equipment Mfg.	-83	-779	-	-	-
Sharp Drywall	Drywall Contractors	-27	180	-550	-6	-44
Target	Warehouse Clubs and Supercenters	-100	228	25	-187	61
USA Group	Nondeposit Trusts	166	-329	-	-	-

Source: Calculated from the Maricopa Association of Governments Employer Database

Table 10: City of Chandler's Target Industry Groups (Maricopa Association of Governments)

	NUMBER OF ESTABLISHMENTS					EMPLOYMENT				
				2014-2023 Change					2014-2023 Change	
	2014	2021	2023	Numeric	Percent	2014	2021	2023	Numeric	Percent
Target Group										
Advanced Business Services	253	413	426	173	68%	7,214	14,221	13,323	6,109	85%
Aerospace and Aviation	12	14	14	2	17%	1,671	2,352	2,855	1,184	71%
Automotive Technology	7	6	5	-2	-29%	269	164	269	0	0%
Healthcare	303	812	859	556	183%	6,354	12,534	13,297	6,943	109%
High-Tech Manufacturing	48	68	80	32	67%	10,225	19,195	21,818	11,593	113%
IT and Software	38	44	45	7	18%	7,721	1,597	2,555	-5,166	-67%
Target Total	661	1,357	1,429	768	116%	33,454	50,063	54,117	20,663	62%
Nontarget Total	2,065	3,635	3,806	1,741	84%	66,210	80,838	81,774	15,564	24%
City Total	2,726	4,992	5,235	2,509	92%	99,664	130,901	135,891	36,227	36%
Share of City										
Advanced Business Services	9.3%	8.3%	8.1%	6.9%		7.2%	10.9%	9.8%	16.9%	9.3%
Aerospace and Aviation	0.4%	0.3%	0.3%	0.1%		1.7%	1.8%	2.1%	3.3%	0.4%
Automotive Technology	0.3%	0.1%	0.1%	-0.1%		0.3%	0.1%	0.2%	0.0%	0.3%
Healthcare	11.1%	16.3%	16.4%	22.2%		6.4%	9.6%	9.8%	19.2%	11.1%
High-Tech Manufacturing	1.8%	1.4%	1.5%	1.3%		10.3%	14.7%	16.1%	32.0%	1.8%
IT and Software	1.4%	0.9%	0.9%	0.3%		7.7%	1.2%	1.9%	-14.3%	1.4%
Target Total	24.2%	27.2%	27.3%	30.6%		33.6%	38.2%	39.8%	57.0%	24.2%

Note: IT is information technology

Source: Calculated from the Maricopa Association of Governments Employer Database

- High-Tech Manufacturing. Most of this target group consisted of semiconductor manufacturers, including Intel, NXP, and Microchip. Also included was Honeywell, an instruments manufacturer, and Arizona Nutritional Supplements, a pharmaceutical manufacturer.
- Information Technology and Software. Insight Direct was the major employer, a wholesaler of computers and software.

Arizona Commerce Authority's Target Industry Groups in Chandler

Chandler's target groups differ from those of the Arizona Commerce Authority (ACA). Even in groups with similar titles, the industrial definition differs between Chandler and the ACA.

Data for each of the ACA's groups are detailed in Table 11. Taken together, these target groups accounted for 46 percent of the city's total employment in 2023 and for 42 percent of the city's change in employment from 2014 to 2023. The percent change in target group employment was less than that of nontarget employment.

Information on the major employers in these groups in 2023 follows:

- Aerospace and Defense. This group is defined differently from Chandler's Aerospace and Aviation group. Major employers were Northrop Grumman and Honeywell. The latter's instruments manufacturing is included in this group; in Chandler it is in the high-tech manufacturing group. These two companies accounted for 81 percent of the group's employment.
- Bioscience and Healthcare. Dignity Health was the major employer. Arizona Nutritional Supplements and Clairvoyant AI are included in this group.
- Business and Financial Services. Among the definitional differences from Chandler's Advanced Business Services group is the inclusion of financial services. Wells Fargo and Bank of America were the major employers; other financial services companies included GM Financial, Loandepot, and Mr. Cooper. Toyota Financial was assigned an incorrect NAICS industry in the MAG Employer Database; it too should be included in this group.
- Manufacturing. Chandler has few large manufacturers other than those included in other target groups. The largest in 2023 was Ultra Clean Technology, with fewer than 400 employees; it was classified in the sheet metal work industry.
- Technology and Innovation. Semiconductor manufacturers, including Intel, NXP, and Microchip are in this target group. The other large employer was the wholesaler Insight Direct. These four companies combined to account for 87 percent of the category's employment.

Employment Corridors in Chandler

The Maricopa Association of Governments has identified approximately 170 "job centers" in Metro Phoenix. Five of these are within Chandler. The city sometimes refers to these as "employment corridors." Data by job center are available for 2014, 2021, and 2023; an overview is provided in Table 12.

The number of establishments and especially employment vary widely across the five job centers. The Price Road employment corridor provided the most jobs in 2023, followed by West Chandler. Between

2014 and 2023, the Price Road employment corridor had the largest numeric increase in employment, but the percent change was considerably higher in the Airpark Area and also in Downtown Chandler.

Combined, the five job centers in 2023 accounted for more than one-half of the city's business establishments and more than three-fourths of its employment. However, between 2014 and 2023, the percent change in the number of establishments and in employment was less in the five job centers combined than in the rest of the city.

The sectoral mix of each of the five employment corridors is compared to the city total in Table 13. Overall, the sectoral mix in 2023 was closest to the city's total in the Price Road and Uptown Chandler employment corridors. The mix was most different in the Downtown Chandler job center.

Employment in each of Chandler's target groups in each of the five employment corridors are compared to the city total in Table 14. More than half of the employment in the Price Road corridor in 2023 was in the target groups; target group employment accounted for 49 percent of the total in the West Chandler job center. In contrast, target group employment accounted for only 9 percent of the total in the Downtown Chandler job center; the share also was relatively low in the Airpark job center and for the portion of the city not in a job center.

A discussion of the sectoral mix and target-group mix, based on employment, in each of the five employment corridors and in the portion of the city not in an employment center follows. Major employers in each job center also are cited.

Table 11: Arizona Commerce Authority's Target Industry Groups in Chandler (Maricopa Association of Governments)

	NUMBER OF ESTABLISHMENTS					EMPLOYMENT				
				2014-2023 Change					2014-2023 Change	
	2014	2021	2023	Numeric	Percent	2014	2021	2023	Numeric	Percent
Target Group										
Aerospace and Defense	22	22	25	3	14%	2,353	3,261	3,997	1,644	70%
Bioscience & Healthcare	284	808	858	574	202%	6,456	12,715	14,383	7,927	123%
Business & Financial Service	284	568	436	152	54%	17,239	25,565	18,178	939	5%
Manufacturing	164	204	214	50	30%	5,438	5,413	6,015	577	11%
Technology & Innovation	37	46	56	19	51%	16,154	17,799	20,214	4,060	25%
Target Total	791	1,648	1,589	798	101%	47,640	64,753	62,787	15,147	32%
Nontarget Total	1,935	3,344	3,646	1,711	88%	52,024	66,148	73,104	21,080	41%
City Total	2,726	4,992	5,235	2,509	92%	99,664	130,901	135,891	36,227	36%
Share of City										
Aerospace and Defense	0.8%	0.4%	0.5%	0.1%		2.4%	2.5%	2.9%	4.5%	0.8%
Bioscience & Healthcare	10.4%	16.2%	16.4%	22.9%		6.5%	9.7%	10.6%	21.9%	10.4%
Business & Financial Service	10.4%	11.4%	8.3%	6.1%		17.3%	19.5%	13.4%	2.6%	10.4%
Manufacturing	6.0%	4.1%	4.1%	2.0%		5.5%	4.1%	4.4%	1.6%	6.0%
Technology & Innovation	1.4%	0.9%	1.1%	0.8%		16.2%	13.6%	14.9%	11.2%	1.4%
Target Total	29.0%	33.0%	30.4%	31.8%		47.8%	49.5%	46.2%	41.8%	29.0%

Source: Calculated from the Maricopa Association of Governments Employer Database

Table 12: Employment Corridors in Chandler (Maricopa Association of Governments)

EMPLOYMENT CORRIDOR	NUMBER OF ESTABLISHMENTS					EMPLOYMENT				
				2014-2023 Change					2014-2023 Change	
	2014	2021	2023	Numeric	Percent	2014	2021	2023	Numeric	Percent
Airpark Area	180	445	484	304	169%	6,546	12,361	14,129	7,583	116%
Downtown Chandler	72	115	123	51	71%	2,241	2,514	3,558	1,317	59%
Price Road	427	711	747	320	75%	33,277	44,420	43,895	10,618	32%
Uptown Chandler	409	509	566	157	38%	10,487	11,678	12,066	1,579	15%
West Chandler	525	812	841	316	60%	26,795	28,396	29,879	3,084	12%
Employment Corridor Total	1,613	2,592	2,761	1,148	71%	79,346	99,369	103,527	24,181	30%
Nonjob Center Total	1,113	2,400	2,474	1,361	122%	20,318	31,532	32,364	12,046	59%
City Total	2,726	4,992	5,235	2,509	92%	99,664	130,901	135,891	36,227	36%
Share of City										
Airpark Area	6.6%	8.9%	9.2%	12.1%		6.6%	9.4%	10.4%	20.9%	6.6%
Downtown Chandler	2.6%	2.3%	2.3%	2.0%		2.2%	1.9%	2.6%	3.6%	2.6%
Price Road	15.7%	14.2%	14.3%	12.8%		33.4%	33.9%	32.3%	29.3%	15.7%
Uptown Chandler	15.0%	10.2%	10.8%	6.3%		10.5%	8.9%	8.9%	4.4%	15.0%
West Chandler	19.3%	16.3%	16.1%	12.6%		26.9%	21.7%	22.0%	8.5%	19.3%
Employment Corridor Total	59.2%	51.9%	52.7%	45.8%		79.6%	75.9%	76.2%	66.7%	59.2%

Source: Calculated from the Maricopa Association of Governments Employer Database

Table 13: Sectoral Mix in Employment Corridors in Chandler, 2023 (Maricopa Association of Governments)

SECTOR	SHARE OF TOTAL EMPLOYMENT							
	City	Airpark	Downtown Chandler	Price Road	Uptown Chandler	West Chandler	Sum of Five	Balance of City
Agriculture	0.1%	0.4%	0.0%	0.0%	0.0%	0.1%	0.1%	0.0%
Mining	0.1%	0.0%	0.0%	0.3%	0.0%	0.0%	0.1%	0.0%
Utilities	0.1%	0.5%	0.0%	0.0%	0.0%	0.0%	0.1%	0.1%
Construction	3.6%	3.6%	0.3%	1.1%	10.6%	4.9%	3.6%	3.3%
Manufacturing	22.1%	7.9%	0.3%	27.9%	25.3%	43.9%	28.5%	1.5%
Wholesale Trade	3.9%	9.4%	0.6%	1.4%	8.1%	6.5%	4.7%	1.4%
Retail Trade	11.3%	16.3%	3.2%	10.4%	11.1%	7.5%	10.2%	14.8%
Transportation and Warehousing	1.9%	3.2%	4.9%	0.6%	0.8%	3.7%	2.0%	1.5%
Information	1.7%	2.7%	4.9%	1.5%	1.1%	1.6%	1.8%	1.3%
Finance and Insurance	7.6%	5.8%	7.2%	17.5%	1.2%	1.3%	9.0%	3.2%
Real Estate and Rental and Leasing	1.6%	2.9%	1.0%	0.7%	1.3%	1.0%	1.2%	2.8%
Professional, Scientific, and Technical Services	5.2%	4.6%	8.2%	3.1%	6.7%	7.5%	5.2%	5.3%
Management of Companies	4.1%	0.0%	0.0%	11.2%	0.2%	1.9%	5.3%	0.0%
Administrative & Support Services	2.7%	3.1%	0.4%	2.2%	5.9%	2.9%	2.9%	2.1%
Educational Services	7.0%	17.1%	10.5%	0.8%	3.6%	2.1%	4.1%	16.3%
Health Care and Social Assistance	10.3%	4.1%	0.2%	11.7%	8.3%	3.5%	7.5%	19.1%
Arts, Entertainment, and Recreation	1.8%	1.3%	0.7%	0.4%	1.3%	1.3%	0.9%	4.4%
Accommodation and Food Services	8.9%	7.5%	17.0%	6.3%	5.4%	6.7%	6.9%	15.7%
Other Services	3.9%	4.5%	6.5%	2.7%	3.5%	2.8%	3.2%	6.2%
Public Administration	2.3%	5.0%	33.9%	0.1%	5.7%	0.6%	2.7%	0.9%

Source: Calculated from the Maricopa Association of Governments Employer Database

Table 14: Target Group Mix in Employment Corridors in Chandler, 2023 (Maricopa Association of Governments)

SECTOR	SHARE OF TOTAL EMPLOYMENT							
	City	Airpark	Downtown Chandler	Price Road	Uptown Chandler	West Chandler	Sum of Five	Balance of City
Aerospace and Aviation	2.1%	0.4%	0.0%	5.8%	0.0%	0.8%	2.8%	0.0%
Advanced Business Services	9.8%	4.2%	7.7%	15.5%	9.7%	9.4%	11.2%	5.2%
Automotive Technology	0.2%	0.0%	0.0%	0.0%	0.2%	0.7%	0.2%	0.1%
Healthcare	9.8%	3.6%	0.0%	12.5%	5.8%	3.3%	7.4%	17.4%
High-Tech Manufacturing	16.1%	3.6%	0.0%	20.6%	19.6%	33.0%	21.0%	0.1%
IT and Software	1.9%	8.9%	1.5%	1.0%	1.0%	2.1%	2.4%	0.1%
Target Group Total	39.8%	20.6%	9.2%	55.4%	36.3%	49.3%	45.1%	22.9%

Source: Calculated from the Maricopa Association of Governments Employer Database

Airpark. The sectoral mix in this job center in 2023 was moderately different from that of the city. The Airpark job center had disproportionately high shares in wholesale trade; retail trade; and educational services. It had low shares in manufacturing and health care and social assistance.

The target-group mix in the Airpark job center relative to the city was the most different of the job centers in 2023. The share of employment in the target groups was relatively low. The share was less than the share in the city in five of the six target groups; the exception was IT and software.

Major employers in the Airpark job center in 2023 included Insight Direct, the Maricopa County Community College, the City of Chandler, Walmart, and Liberty Mutual Insurance.

The sectoral mix in the Airpark job center changed considerably between 2014 and 2023. Sectors with the largest increases in share were educational services; finance and insurance; and wholesale trade. Sectors with the greatest decreases in sectoral share were retail trade; and professional, scientific, and technical services.

The target-group share of total employment in the Airpark job center did not rise much between 2014 and 2023. However, the mix of the target groups changed, with gains in share in healthcare and IT and software and a decrease in advanced business services.

Downtown Chandler. The sectoral mix in this job center in 2023 was the most different from that of the city. The Downtown Chandler job center had disproportionately high shares of transportation and warehousing; information; professional, scientific, and technical services; accommodation and food services; other services; and especially public administration. It had low shares in construction; manufacturing; wholesale trade; retail trade; administrative and support services; and health care and social assistance.

The share of employment in the target groups was quite low in 2023 in the Downtown Chandler job center. The share was less than the share in the city in each of the six target groups, especially healthcare and high-tech manufacturing. The target-group mix was moderately different from that of the city.

The major employer in the Downtown Chandler job center in 2023 was the City of Chandler.

The sectoral mix in the Downtown Chandler job center changed the most of all job centers between 2014 and 2023. Sectors with the largest increases in share were educational services; accommodation and food services; and other services. Sectors with the greatest decreases in sectoral share were transportation and warehousing; and public administration.

The target-group share of total employment in the Downtown Chandler job center did not rise much between 2014 and 2023. The mix of the target groups also did not change much.

Price Road. The sectoral mix in this job center in 2023 was the second closest among the job centers to that of the city. The Price Road employment corridor had disproportionately high shares of finance and insurance; and management of companies. The manufacturing share also was higher than the city's figure. The Price Road employment corridor had somewhat low shares in several sectors, including construction;

wholesale trade; transportation and warehousing; professional, scientific, and technical services; educational services; arts, entertainment, and recreation; other services; and public administration.

The share of employment in the target groups was the highest of the five job centers in 2023 in the Price Road job center. The share was higher than the city's share in four of the six target groups: aerospace and aviation; advanced business services; healthcare; and high-tech manufacturing. The target-group mix was the second closest to that of the city.

Major employers in the Price Road job center in 2023 included Intel, Wells Fargo, Bank of America, Dignity Health, Northrop Grumman, Microchip Technology, Voya Financial, Toyota Financial Services, UnitedHealth Group, Safelite Auto Glass, GM Financial Services, Mr. Cooper, and Walgreens.

The sectoral mix in the Price Road job center changed moderately between 2014 and 2023. Sectors with the largest increases in share were management of companies; and health care and social assistance. A substantial decrease in sectoral share occurred in administrative and support services.

The target-group share of total employment in the Price Road job center rose between 2014 and 2023. A large increase in share occurred in high-tech manufacturing, with smaller gains in advanced business services and healthcare. However, a large decrease in share occurred in IT and software.

Uptown Chandler. The sectoral mix in this job center in 2023 was the closest among the job centers to that of the city. The Uptown Chandler employment corridor had disproportionately high shares of construction; wholesale trade; administrative and support services; and public administration. Its shares were below average in transportation and warehousing; information; finance and insurance; educational services; and accommodation and food services.

The target-group mix was the closest of the job centers to that of the city, with the share not much different from that of the city in any of the target groups.

Major employers in the Uptown Chandler job center in 2023 were NXP and the State of Arizona.

The sectoral mix in the Uptown Chandler job center changed the least of the employment corridors between 2014 and 2023. Sectors with the largest increases in share were health care and social assistance; and public administration. A substantial decrease in sectoral share occurred in retail trade.

The target-group share of total employment in the Uptown Chandler job center rose between 2014 and 2023. The largest increase in share occurred in high-tech manufacturing, with smaller gains in advanced business services and healthcare.

West Chandler. The sectoral mix in this job center in 2023 was moderately different from that of the city. The West Chandler employment corridor had a very high share in manufacturing, with somewhat above-average shares in construction; wholesale trade; transportation and warehousing; and professional, scientific, and technical services. It had comparatively low shares in retail trade; finance and insurance; educational services; health care and social assistance; other services; and public administration.

The target-group mix was moderately different from that of the city, mostly due to the job center's high share in high-tech manufacturing. Its share in healthcare was relatively low.

Major employers in the West Chandler job center in 2023 were Intel, Honeywell, Avnet, Waymo, Arizona Nutritional Supplements, Intraedge, Verizon, and Ultra Clean Technology.

The sectoral mix in the West Chandler job center changed moderately between 2014 and 2023. Sectors with the largest increases in share were manufacturing; and professional, scientific, and technical services. A substantial decrease in sectoral share occurred in administrative and support services.

The target-group share of total employment in the West Chandler job center rose between 2014 and 2023. The largest increase in share occurred in high-tech manufacturing, with smaller gains in advanced business services and healthcare. A decrease in share occurred in IT and software.

Portion of Chandler Not in a Job Center. The sectoral mix in 2023 was relatively different from that of the city. The share was higher than in the city in retail trade; educational services; health care and social assistance; arts, entertainment, and recreation; accommodation and food services; and other services. This portion of the city had a very low share in manufacturing and was below average in wholesale trade.

The target-group mix was rather different from that of the city, with an above-average share in healthcare and below-average shares in the other target groups, especially high-tech manufacturing.

MAG Employment Projections

MAG periodically produces employment projections by place of work at two geographic levels: Municipal Planning Area (MPA) and Regional Analysis Zone (RAZ). Projections based on current city limits are not available. MPAs are larger in geographic size than current city limits, intended to allow for possible future city annexations. The difference between the jurisdiction (city) and the MPA is not substantial for Chandler (a 2050 projected population of 336,500 for the MPA and 325,400 for the city). The RAZs do not cross MPA boundaries so the sum of RAZs within a MPA equals the MPA total. The Chandler MPA consists of seven RAZs ranging from 5.5-to-14.5 square miles.

With population growth expected to be slow in Chandler in coming years, employment growth is projected to be greater than population growth in three of the next four decades, as seen in Table 15. Thus, the employment-to-population ratio in the city is projected to rise. The projected increase in the ratio exceeds that of Maricopa County. Of the larger cities in Maricopa County, only Tempe and Scottsdale have a higher employment-to-population ratio.

By RAZ within the Chandler MPA, employment density currently is greatest in the downtown area, followed by west Chandler. These two RAZs are projected to still have the highest densities in 2060, but the greatest increase in density is expected in the RAZ south of the downtown area that extends south to the city limits.

Table 15: Projected Employment and Population in Chandler Metropolitan Planning Area

	2020	2030	2040	2050	2060
Employment	157,400	189,400	204,500	216,000	224,700
Population	286,100	304,300	315,900	336,500	337,600
Employment-to-Population Ratio	55.0	62.2	64.7	64.2	66.6
Change	2020-30	2030-40	2040-50	2050-60	2020-60
Employment	32,000	15,100	11,500	8,700	67,300
Population	18,200	11,600	20,600	1,100	51,500
Employment-to-Population Ratio	7.2	2.5	-0.5	2.4	11.6

Source: Calculated from Maricopa Association of Governments, Socioeconomic Projections, June 2023

ACS Economic Characteristics by Place of Work

Most of the ACS data by place of work are presented in crosstabulations with the means of transportation to work. Thus, the detail on the other characteristics, such as industry, is less than in the place-of-residence tables. The following highlights the ACS results of the 2019-through-2023 period compared to the earlier periods for those working in the city of Chandler, with comparisons to those working in Maricopa County. Total employment in Chandler by place of work in the 2019-to-2023 period was estimated at 164,779.

Age

The median age of those working in Chandler was 40.3 in 2019-23, up from 37.9 in 2005-09. These figures were marginally less than those for Maricopa County. The median age was slightly higher for those working from home and a little lower for those commuting to work, for Chandler workers and all workers in Maricopa County.

The share of all workers decreased from 2005-09 to 2019-23 in each age group younger than 45 and increased in each age group 55 and older, for both Chandler workers and Maricopa County workers. Nearly half of the Chandler workers were from 25-to-44 years old, and more than two-thirds were between the ages of 25 and 54, in 2019-23 — slightly higher percentages than for all workers in Maricopa County.

Race and Ethnicity

Unlike the place-of-residence data that provides full detail of race by ethnicity, the place-of-work data splits out ethnicity only for the white race. Hispanics may identify as being of any racial group; the most common is two-or-more races, followed by white, and some other race.

The share of workers in the non-Hispanic white category in 2019-23 was close to 10 percentage points less than that of the white race alone group. The non-Hispanic white group had a smaller decrease in share between 2005-09 and 2019-23 than did the white race alone group, for both Chandler workers and all workers in Maricopa County.

By race, the white alone group accounted for five-eighths of the employment in Chandler in 2019-23, down from four-fifths in 2005-09, slightly lesser shares than for all workers in Maricopa County. Every other racial group experienced an increase in share, with the two-or-more races group by far having the largest increase, in Chandler and in Maricopa County.

By ethnicity, Hispanics accounted for 24 percent of Chandler workers in 2019-23, less than the 29.5 percent in Maricopa County. These percentages were up only slightly from 2005-09.

Citizenship and Language

U.S.-born citizens accounted for 81 percent of the workers in Chandler in 2019-23, the same share as in each of the three earlier periods. Compared to Chandler workers, the share was a little lower in 2005-09 and a little higher in 2019-23 for all Maricopa County workers. Among Chandler workers, the share who were foreign-born naturalized citizens rose from less than 7 percent in 2005-09 to more than 10 percent in 2019-23, while the percentage of workers who were not citizens fell from 12-to-8 percent. Compared to Chandler, the naturalized citizen share was lower, and the noncitizen share slightly higher, among all Maricopa county workers.

Three-fourths of the workers in Chandler spoke only English in each of the four time periods. The share speaking Spanish declined from 17 percent to 14 percent, though the share speaking English very well increased. The share speaking other languages rose from less than 8 percent to more than 10 percent, with all of the increase occurring among those speaking English very well. Comparing all Maricopa County workers to Chandler workers, a slightly lower share spoke only English, a higher share spoke Spanish, and a lesser share spoke another language.

Earnings, Poverty, and Tenure

The median earnings of workers in Chandler of \$55,246 in the 2019-23 period was 12 percent higher than the median of all Maricopa County workers. On an inflation-adjusted basis, the median of both Chandler workers and all workers in Maricopa County dropped slightly from 2005-09 to 2009-13 and again from 2009-13 to 2014-18 but increased substantially from 2014-18 to 2019-23. The increase from 2005-09 to 2019-23 was a little more for Chandler workers than all workers in Maricopa County. In 2019-23, Chandler workers who earned at least \$75,000 accounted for 36 percent of the total, but 19 percent earned less than \$25,000.

Only 4 percent of Chandler's workers were living in poverty in 2019-23, down roughly 2 percentage points from 2009-13 and 2014-18. The share of workers living in poverty was slightly less in Chandler than in Maricopa County.

Two-third of the Chandler workers lived in owner-occupied housing in 2019-23, a higher percentage than in 2014-18 but a lesser share than in 2005-09. The homeowner share was slightly higher among Chandler workers than all Maricopa County workers in each time period.

Occupation, Industry, and Class of Worker

Only five categories of occupations are available by place of work. Table 16 displays the shares of the total for workers in Chandler and Maricopa County. A substantial increase in share occurred in the management, business, science, and arts group, more so in Chandler than in Maricopa County.

Sectoral-group data are summarized in Table 17. Chandler's sectoral-group mix was considerably different from that of Maricopa County. In particular, manufacturing's share was much higher in Chandler in 2019-23. The finance, insurance, real estate, and rental group was the only other one with more than a marginally higher share in Chandler. In most groups, the share was smaller in Chandler than Maricopa County by at least 0.5 percentage points.

Substantial changes in sectoral-group shares occurred in Chandler between 2005-09 and 2019-23. The following had a sizable increase in share in Chandler:

- The combination of the educational services sector and the health care and social assistance sector, which outpaced the gain in Maricopa County
- The combination of the professional, scientific, and technical services sector and the administrative and support services sector, which outpaced the rise in Maricopa County
- The combination of the finance and insurance sector and the real estate and rental sector, whose share rose only slightly in Maricopa County

The following industry categories had a sizable decrease in share in Chandler:

- The manufacturing sector; its share dropped only a little in Maricopa County
- The retail trade sector; its share was steady in Maricopa County
- The combination of the arts, entertainment, and recreation sector and the accommodation and food services sector; its share dropped only a little in Maricopa County

By class of worker, employees of private for-profit companies accounted for 79 percent of all workers in Chandler in 2019-23, more than in Maricopa County by 7 percentage points. The share in Chandler was less than in Maricopa County in each of the other classes, including three levels of government, self-employed, and private not-for-profit.

In Chandler in 2019-23, no other class had a share of even 6 percent. Some increase over time occurred in the private not-for-profit category, offset by a decline in the share of local government workers. The increase in the private not-for-profit category matched that of the county.

Table 16: Occupational Group of those Working in Chandler and Maricopa County

OCCUPATIONAL GROUP	SHARE OF TOTAL EMPLOYMENT			
	2005-2009	2009-2013	2014-2018	2019-2023
Chandler	38.2%	39.7%	43.0%	48.2%
Management, Business, Science, and Arts	16.1%	16.8%	15.1%	12.7%
Services	26.8%	27.0%	25.7%	22.4%
Sales and Office	9.7%	8.4%	6.6%	6.8%
Natural Resources, Construction, Maintenance	9.2%	8.2%	9.6%	9.9%
Production, Transportation, Material Moving				
Maricopa County	34.2%	36.4%	37.2%	42.1%
Management, Business, Science, and Arts	16.7%	18.2%	17.9%	15.5%
Services	27.8%	27.6%	25.3%	23.0%
Sales and Office	11.6%	8.4%	8.5%	8.4%
Natural Resources, Construction, Maintenance	9.6%	9.4%	10.9%	10.9%
Production, Transportation, Material Moving				
Chandler Less Maricopa County	4.0%	3.3%	5.8%	6.1%
Management, Business, Science, and Arts	-0.6%	-1.4%	-2.8%	-2.8%
Services	-1.0%	-0.6%	0.4%	-0.6%
Sales and Office	-1.9%	0.0%	-1.9%	-1.6%
Natural Resources, Construction, Maintenance	-0.4%	-1.2%	-1.3%	-1.0%

Source: Calculated from U.S. Department of Commerce, Census Bureau, American Community Survey, five-year data aggregations, obtained from IPUMS NHGIS, University of Minnesota, www.nhgis.org. Table B08524

Table 17: Sectoral Group of those Working in Chandler and Maricopa County (ACS By Place of Work)

SECTORAL GROUP	SHARE OF TOTAL EMPLOYMENT			
	2005-2009	2009-2013	2014-2018	2019-2023
Chandler	0.4%	0.3%	0.2%	0.3%
Agriculture, Forestry, Fishing, Hunting; Mining	7.4%	6.5%	4.6%	6.4%
Construction	21.9%	20.9%	19.5%	18.3%
Manufacturing	3.0%	2.6%	2.7%	2.2%
Wholesale Trade	15.0%	13.3%	13.3%	11.4%
Retail Trade	1.9%	1.7%	2.3%	3.2%
Transportation and Warehousing; Utilities	2.3%	2.8%	2.5%	1.9%
Information	9.0%	9.6%	10.8%	12.3%
Finance and Insurance; Real Estate, Rental & Leasing	8.7%	10.4%	11.9%	12.5%
Professional, Scientific; Management; Admin Services	13.8%	15.1%	17.0%	18.2%
Educational Services; Health Care & Social Assistance	10.6%	10.7%	9.5%	7.3%
Arts, Entertainment, Recreation; Accommodation, Food	4.0%	4.1%	4.2%	3.9%
Other Services (except Public Administration)	2.1%	1.9%	1.5%	2.1%
Public Administration	0.1%	0.1%	0.1%	0.0%
Armed Forces	0.4%	0.3%	0.2%	0.3%
Maricopa County				
Agriculture, Forestry, Fishing, Hunting; Mining	0.5%	0.6%	0.6%	0.5%
Construction	10.3%	6.7%	6.9%	7.9%
Manufacturing	8.6%	8.3%	7.5%	7.9%
Wholesale Trade	3.2%	2.7%	2.6%	2.3%
Retail Trade	12.0%	12.2%	12.2%	11.9%
Transportation and Warehousing; Utilities	5.1%	5.1%	5.5%	5.9%
Information	2.1%	2.0%	2.0%	1.8%
Finance and Insurance; Real Estate, Rental & Leasing	10.0%	9.6%	10.0%	10.6%
Professional, Scientific; Management; Admin Services	12.1%	12.8%	13.2%	13.4%
Educational Services; Health Care & Social Assistance	17.7%	20.9%	20.5%	20.6%
Arts, Entertainment, Recreation; Accommodation, Food	9.4%	9.8%	10.3%	8.8%
Other Services (except Public Administration)	4.6%	4.8%	4.8%	4.4%
Public Administration	4.1%	4.3%	3.7%	3.7%
Armed Forces	0.3%	0.3%	0.2%	0.3%

(continued)

Table 17 (Continued): Sectoral Group of those Working in Chandler and Maricopa County (ACS By Place of Work)

SECTORAL GROUP	SHARE OF TOTAL EMPLOYMENT			
	2005-2009	2009-2013	2014-2018	2019-2023
Chandler Less Maricopa County				
Agriculture, Forestry, Fishing, Hunting; Mining	-0.1%	-0.3%	-0.4%	-0.2%
Construction	-2.9%	-0.2%	-2.3%	-1.5%
Manufacturing	13.3%	12.6%	12.0%	10.4%
Wholesale Trade	-0.2%	-0.1%	0.1%	-0.1%
Retail Trade	3.0%	1.1%	1.1%	-0.5%
Transportation and Warehousing; Utilities	-3.2%	-3.4%	-3.2%	-2.7%
Information	0.2%	0.8%	0.5%	0.1%
Finance and Insurance; Real Estate, Rental & Leasing	-1.0%	0.0%	0.8%	1.7%
Professional, Scientific; Management; Admin Services	-3.4%	-2.4%	-1.3%	-0.9%
Educational Services; Health Care & Social Assistance	-3.9%	-5.8%	-3.5%	-2.4%
Arts, Entertainment, Recreation; Accommodation, Food	1.2%	0.9%	-0.8%	-1.5%
Other Services (except Public Administration)	-0.6%	-0.7%	-0.6%	-0.5%
Public Administration	-2.0%	-2.4%	-2.2%	-1.6%
Armed Forces	-0.2%	-0.2%	-0.1%	-0.3%

Source: Calculated from U.S. Department of Commerce, Census Bureau, American Community Survey, five-year data aggregations, obtained from IPUMS NHGIS, University of Minnesota, www.nhgis.org. Table B08526

Means of Transportation to Work and Travel Time

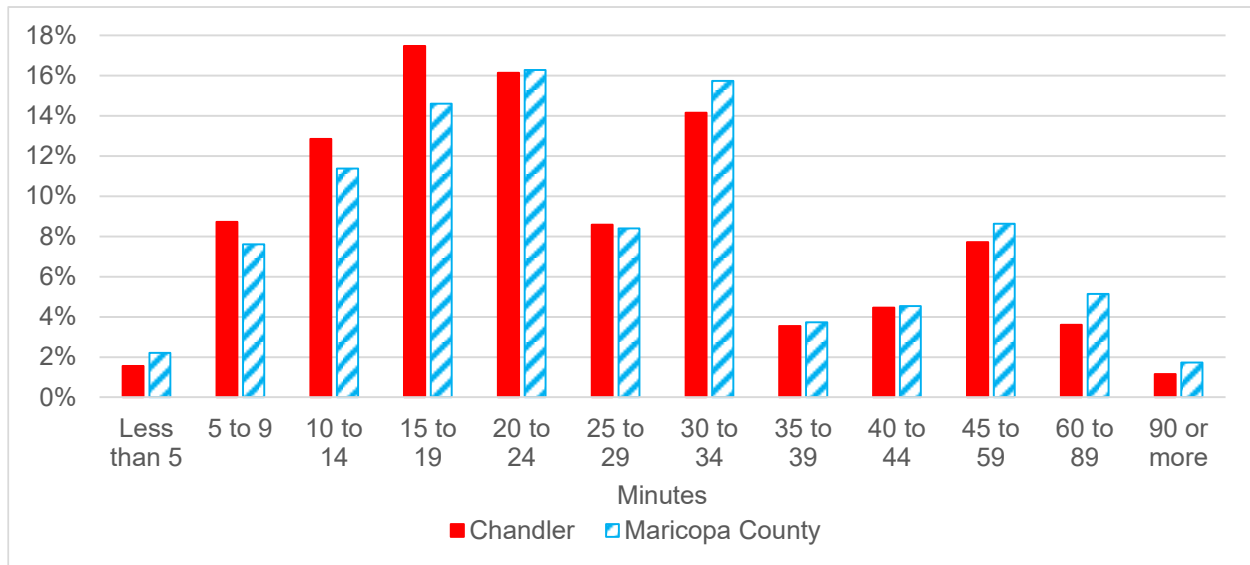
In 2019-23, more than 20 percent of those working in Chandler worked from home, a sharp increase from the 6-to-7 percent in each of the three earlier time periods. In Maricopa County, the 2019-23 figure was 18 percent, up by a similar amount to Chandler.

Two-thirds of those working in Chandler drove alone to work in 2019-23, down from the 77-to-79 percent of earlier time periods, similar to the figures for Maricopa County. Less than 9 percent of Chandler workers carpooled in 2019-23, down from a high of 13 percent in 2005-09. The percentage carpooling was slightly lower in Chandler than Maricopa County. Only 3.5 percent of Chandler workers commuted by another means in 2019-23, compared to 5 percent in Maricopa County.

Of those workers not working from home, the commute time to work in 2019-23 is shown in Figure 8 for workers in Chandler and in Maricopa County. Compared to 2005-09, commute times for Chandler workers became slightly longer, while there was little change for all workers in Maricopa County. However, commute times in 2019-23 remained a little shorter for Chandler workers.

There has not been much change over time in the arrival time at work. In 2019-23, 41 percent of Chandler workers not working from home arrived at between 7 a.m. and 9 a.m., marginally higher than the figure for Maricopa County.

Figure 8: Commute Time to Work of those Working in Chandler and Maricopa County, 2019 through 2023



Source: Calculated from U.S. Department of Commerce, Census Bureau, American Community Survey, five-year data aggregations, obtained from IPUMS NHGIS, University of Minnesota, www.nhgis.org. Table B08603, which excludes those working from home

Comparison of Sectoral Group Mix From MAG Employer Database and ACS

The correlation in the difference between Chandler and Maricopa County in sectoral group shares in 2023 from MAG and from the 2019-23 ACS is quite high, though there are differences in magnitude (see Tables 18A and 18B). While the differing time period may account for some of the differences in the mix between the two sources, it is more likely that the differences mostly are due to differing assignment of NAICS codes in the two sources. The correlation in the difference between Chandler and Maricopa County in the change over time in sectoral group shares from MAG and from the ACS is not as high.

Other Sources of Economic Data

The U.S. Department of Labor, Bureau of Labor Statistics (BLS) provides monthly estimates of the labor force, employment, unemployment, and unemployment rate *by place of residence* for cities with a population of at least 25,000 through the Local Area Unemployment Statistics program (<https://www.bls.gov/lau/data.htm>). These figures are derived from the Current Population Survey and have a very large margin of error.

For 2019 through 2023, employment by place of residence of Chandler residents averaged 153,089 according to the BLS and 151,526 according to the ACS, a difference of 1.0 percent.

Each of the BLS measures are impacted by the economic cycle. Figure 9 displays the annual time series of the unemployment rate of Chandler residents. Chandler has had one of the lowest unemployment rates of cities in Maricopa County. In recent years, only Gilbert and Queen Creek have had lower rates. Over the last decade, the unemployment rate in Chandler has ranged from 0.2-to-0.8 percentage points lower than the Maricopa County rate. The annual change in employment is shown in Figure 10, but these figures are subject to substantial sampling error. The displayed time series begins in 2001 due to unreliable figures in earlier years.

Another federal data product was examined for use in this project: Zip Business Patterns (ZBP), part of the County Business Patterns program of the U.S. Census Bureau (<https://www.census.gov/programs-surveys/cbp.html>). Data for 2023 were released in June. This program provides detailed industrial data by place of work. At the county level, the number of establishments, employment, payroll, and a frequency distribution of the number of establishments by employment size class (e.g., 250-to-499 employees) is provided by industry, though much of the data may be withheld due to federal disclosure restrictions.

The main advantage of the ZBP data is that establishments of less than five employees are included. However, there are significant limitations to the ZBP data that preclude the use of these data in this project:

- The employment and payroll data are limited to the zip code total. By industry, only the frequency distribution of establishments by employment size is available.
- Due to the federal government's strict disclosure laws, some of the limited data provided by zip code are withheld. For example, even the zip code total for employment and payroll was withheld in some Chandler zip codes in some years. In addition, the frequency distribution by employment size class often is incomplete, even for the zip code total, particularly due to the limited number of large establishments.

Table 18A: Comparison of Sectoral Share of Total Employment, Chandler Minus Maricopa County (Latest Data)

SECTORAL GROUP	MAG 2023	ACS 2019- 23	DIFFERENCE
Agriculture, Forestry, Fishing, Hunting; Mining	-0.2	-0.2	0
Construction	-2	-1.5	-0.5
Manufacturing	14	10.4	3.6
Wholesale Trade	0.2	-0.1	0.3
Retail Trade	-0.7	-0.5	-0.2
Transportation and Warehousing; Utilities	-2.6	-2.7	0.1
Information	-0.3	0.1	-0.4
Finance and Insurance; Real Estate, Rental and Leasing	0.6	1.7	-1.1
Professional, Scientific; Management; Administrative Services	-0.9	-0.9	0
Educational Services; Health Care and Social Assistance	-3.2	-2.4	-0.8
Arts, Entertainment, Recreation; Accommodation & Food Services	-1.6	-1.5	-0.1
Other Services (except Public Administration)	-0.5	-0.5	0
Public Administration	-2.5	-1.6	-0.9

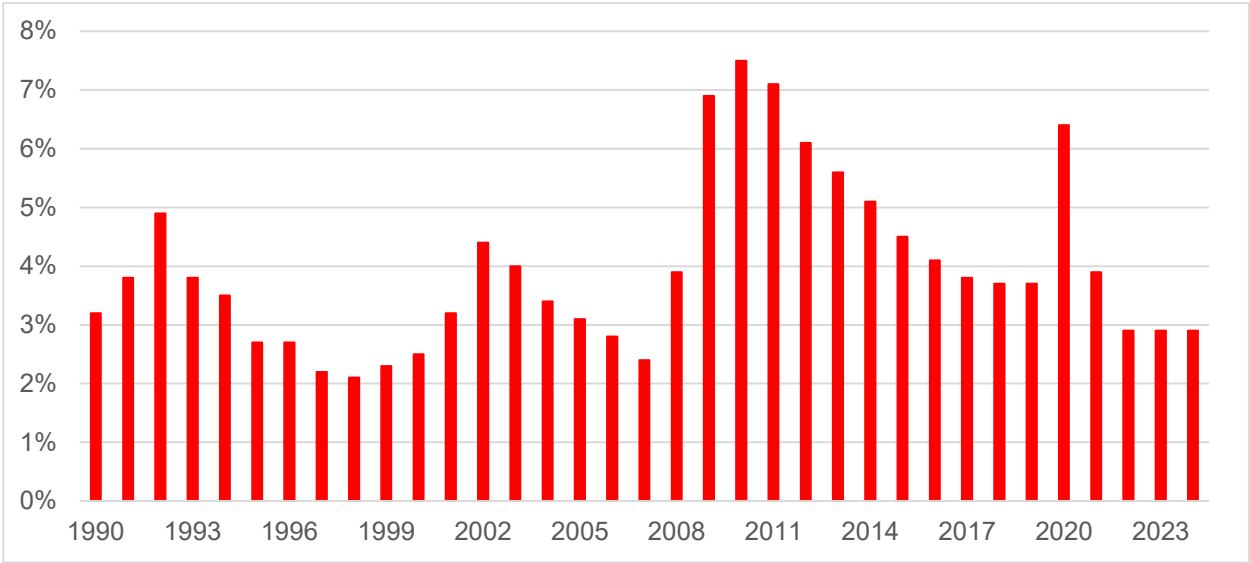
Table 18B: Changes in Sectoral Share of Total Employment Over Time, Chandler Minus Maricopa County

SECTORAL GROUP	MAG	ACS	DIFFERENCE
Agriculture, Forestry, Fishing, Hunting; Mining	0	-0.1	0.1
Construction	-0.3	1.4	-1.7
Manufacturing	-5.8	-2.9	-2.9
Wholesale Trade	-0.1	0.1	-0.2
Retail Trade	-1.2	-3.5	2.3
Transportation and Warehousing; Utilities	-0.6	0.5	-1.1
Information	-0.9	-0.1	-0.8
Finance and Insurance; Real Estate, Rental and Leasing	2.8	2.7	0.1
Professional, Scientific; Management; Administrative Services	4.8	2.5	2.3
Educational Services; Health Care and Social Assistance	1.4	1.5	-0.1
Arts, Entertainment, Recreation; Accommodation & Food Services	-1.1	-2.7	1.6
Other Services (except Public Administration)	1.1	0.1	1
Public Administration	0.2	0.4	-0.2

* Change from 2007 to 2023 from MAG; from 2005-09 to 2019-23 from ACS

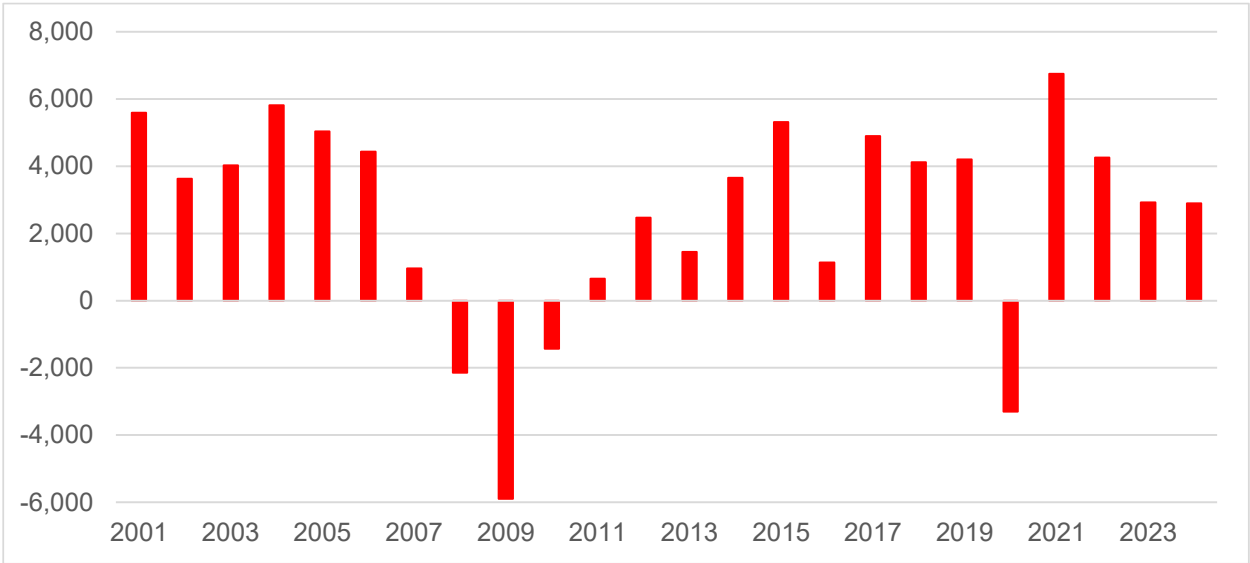
Sources: Calculated from Maricopa Association of Governments (MAG) Employer Database and U.S. Department of Commerce, Census Bureau, American Community Survey (ACS), five-year data aggregations, obtained from IPUMS NHGIS, University of Minnesota, www.nhgis.org. Table B08526

Figure 9: Annual Unemployment Rate of Chandler Residents in the Workforce



Source: U.S. Department of Labor, Bureau of Labor Statistics

Figure 10: Annual Change in the Number of Employed Chandler Residents



Source: Calculated from U.S. Department of Labor, Bureau of Labor Statistics.

- Two of the Chandler zip codes extend into unincorporated areas — thus the sum of the Chandler zip codes will not be identical to the city limits. The Chandler zip codes are 85224, 85225, 85226, 85244, 85246, 85248, 85249, and 85286, with 85226 and 85248 including unincorporated areas. (The 85244 and 85246 zip codes are used only for post office boxes.)

Summary of Place-of-Work Economic Characteristics

Generally, the demographics of Chandler workers are similar to those of all workers in Maricopa County. Differences from Maricopa County in 2019-23 and/or in the change from 2005-09 to 2019-23 for Chandler workers are highlighted below (the sectoral mix summary primarily is drawn from the MAG data):

- Median earnings were higher.
- The share working in the management, business, science, and arts occupational group was much higher, with lesser shares in each of the other groups. Over time, the share in the management, business, science, and arts occupational group rose, while the share in the services group fell.
- A much higher share worked in the manufacturing sector, due primarily to a larger semiconductor industry in Chandler, but Chandler also had relatively large instruments and aerospace industries. Chandler also had a somewhat higher share in finance and insurance and in management of companies. Over time, the manufacturing share fell more in Chandler, with larger gains in finance and insurance; professional, scientific, and technical services; and management of companies.

COMPARISON TO FIVE CITIES IN MARICOPA COUNTY

In this section, place-of-work data from the MAG employer database and from the ACS are used to compare Chandler to five other cities in Maricopa County: Gilbert, Glendale, Mesa, Scottsdale, and Tempe. Gilbert and Tempe are neighboring cities of roughly similar population size. Mesa also borders Chandler but is substantially more populous. Glendale and Scottsdale are other cities of similar size. The population of each city is compared in Table 19.

Being closer to the center of the metro area, and like Chandler being unable to extend its city limits, Tempe's historical population growth is of relevance to Chandler. Population growth in Tempe slowed to almost zero during the 2000-to-2010 decade but has subsequently rebounded.

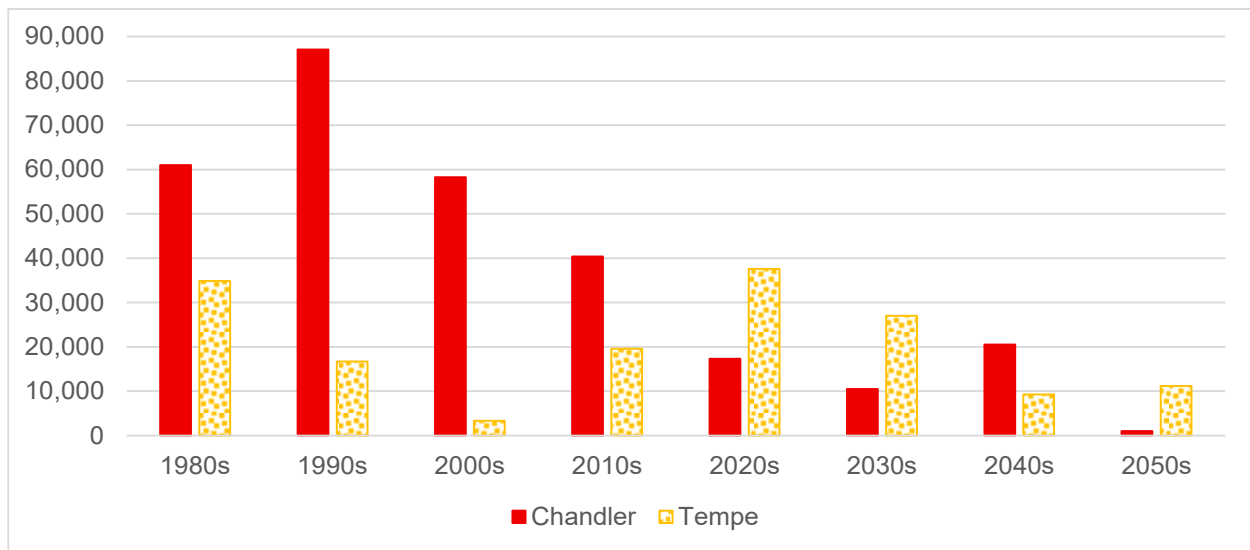
The faster growth in recent years has resulted from redevelopment of underutilized land, largely to build multifamily housing. Figure 11 portrays the estimated and projected population growth by decade in Tempe and Chandler. The projections for Chandler do not envision as much conversion of underutilized sites to multifamily development as in Tempe.

Table 19: Estimated and Projected Population of Selected Cities in Maricopa County, in Thousands

	CHANDLER	GILBERT	GLENDALE	MESA	SCOTTSDALE	TEMPE
Population						
1980	30.3	5.6	93.6	155.6	88.8	107.1
1990	91.3	29.8	148.8	289.0	130.8	142.0
2000	178.4	111.3	219.4	400.5	204.1	158.7
2010	236.7	209.5	226.9	439.9	217.3	162.0
2020	277.1	268.7	248.7	505.4	241.7	181.6
2030	294.4	297.4	275.2	543.9	275.6	219.2
2040	304.9	305.7	291.9	576.3	286.6	246.2
2050	325.4	316.6	298.7	596.1	301.2	255.5
2060	326.4	317.6	300.2	610.5	307.1	266.7
Change						
1980-90	61.0	24.2	55.2	133.4	42.0	34.9
1990-2000	87.1	81.5	70.6	111.5	73.3	16.7
2000-10	58.3	98.2	7.5	39.4	13.2	3.3
2010-20	40.4	59.2	21.8	65.5	24.4	19.6
2020-30	17.3	28.7	26.5	38.5	33.9	37.6
2030-40	10.5	8.3	16.7	32.4	11.0	27.0
2040-50	20.5	10.9	6.8	19.8	14.6	9.3
2050-60	1.0	1.0	1.5	14.4	5.9	11.2

Sources: Calculated from Maricopa Association of Governments and Arizona Office of Economic Opportunity

Figure 11: Estimated and Projected Decadal Population Change in Chandler and Tempe



Sources: Calculated from Maricopa Association of Governments and Arizona Office of Economic Opportunity

Employment From MAG

Total employment among the six cities has been greatest in Tempe since 2014, followed in order by Scottsdale, Mesa, and Chandler. Chandler posted the greatest increase in employment between 2007 and 2023 on a numeric basis; it was second behind Gilbert on the percent change. The percent change in the other comparison cities was much lower.

Using the total employment per 1,000 residents measure, Chandler ranked third in 2023. Its figure of 476 was far less than in Tempe (943) and Scottsdale (733), but well above the 335 or less in the other three comparison cities. The 2007-to-2023 change in the employment-to-population measure was greatest in Chandler on both a numeric and percentage basis. Gilbert ranked second on the numeric change, with the other four comparison cities trailing far behind.

Sectors. Table 20 displays the employment sectoral shares in 2023 in Chandler and in each of the five comparison cities. The big difference between Chandler and each of the other comparison cities was the much higher manufacturing share in Chandler. Chandler's share also was higher than in each comparison city in the management of companies sector.

These higher shares were offset by lower shares in Chandler than in most of the comparison cities in several sectors:

- Construction: Chandler had a lower share versus each of the five cities.
- Educational Services: Chandler's share was lower except versus Scottsdale.
- Health Care and Social Assistance: Chandler's share was lower except versus Tempe.
- Accommodation and Food Services: Chandler had a lower share except versus Tempe.

Table 21 displays the change in sectoral shares between 2007 and 2023 in Chandler and in each of the five comparison cities. Manufacturing again is the highlight, with Chandler experiencing the largest decrease in share among the six cities, by a wide margin versus Gilbert, Glendale, Mesa, and Scottsdale. Chandler was the only city with a decline in share in the information sector. In contrast, Chandler generally outperformed the other cities in the following sectors:

- Management of Companies: Chandler had the largest gain among the six cities.
- Finance and Insurance: Chandler had a larger increase in share than Gilbert, Glendale, Mesa, and Scottsdale.
- Professional, Scientific, and Technical Services: Chandler ranked first.
- Educational Services: Chandler was the only city with an increase in share.

Taking all of the sectoral shares into account, the sectoral mix in 2023 was most similar to Chandler in Mesa and Tempe. The mix was the most different in Glendale and Scottsdale. Relative to Chandler, the change in the sectoral mix between 2007 and 2023 was most similar in Tempe and the most variant in Glendale and Gilbert.

Table 20: Sectoral Mix of those Working in Chandler and in Selected Other Cities in Maricopa County, 2023 (Maricopa Association of Governments)

SECTOR	SHARE OF TOTAL EMPLOYMENT					
	Chandler	Gilbert	Glendale	Mesa	Scottsdale	Tempe
Agriculture, Forestry, Fishing, and Hunting	0.1%	0.2%	0.2%	0.2%	0.2%	0.0%
Mining	0.1%	0.0%	0.2%	0.1%	0.1%	0.0%
Utilities	0.1%	0.3%	0.1%	0.6%	0.3%	1.9%
Construction	3.6%	8.0%	5.9%	5.9%	4.9%	5.2%
Manufacturing	22.1%	7.1%	4.2%	8.8%	4.8%	10.1%
Wholesale Trade	3.9%	2.3%	1.6%	3.9%	2.2%	4.0%
Retail Trade	11.3%	15.3%	15.2%	13.7%	9.7%	10.7%
Transportation and Warehousing	1.9%	1.3%	3.7%	3.0%	1.4%	3.4%
Information	1.7%	1.4%	1.0%	1.7%	2.9%	2.6%
Finance and Insurance	7.6%	3.3%	3.8%	3.4%	9.5%	10.2%
Real Estate, Rental and Leasing	1.6%	1.8%	1.5%	2.2%	4.1%	2.2%
Professional, Scientific, and Technical Services	5.2%	5.4%	3.2%	4.5%	11.4%	7.8%
Management of Companies	4.1%	0.7%	0.2%	0.4%	1.9%	2.0%
Administrative and Support Services	2.7%	3.3%	3.1%	3.5%	5.1%	10.5%
Educational Services	7.0%	9.1%	10.3%	9.1%	3.2%	9.4%
Health Care and Social Assistance	10.3%	17.2%	15.1%	15.9%	16.4%	7.2%
Arts, Entertainment, and Recreation	1.8%	2.8%	1.8%	2.2%	3.5%	1.1%
Accommodation and Food Services	8.9%	12.8%	11.0%	12.1%	12.3%	7.6%
Other Services (except Public Administration)	3.9%	5.4%	4.4%	5.0%	4.8%	3.2%
Public Administration	2.3%	2.3%	13.5%	3.8%	1.5%	1.0%

Source: Calculated from the Maricopa Association of Governments Employer Database

Table 21: Change in Sectoral Mix of those Working in Chandler and in Selected Other Cities in Maricopa County, 2007 to 2023 (Maricopa Association of Governments)

SECTOR	SHARE OF TOTAL EMPLOYMENT					
	Chandler	Gilbert	Glendale	Mesa	Scottsdale	Tempe
Agriculture, Forestry, Fishing, and Hunting	-0.3%	-0.2%	-0.3%	-0.2%	0.1%	0.0%
Mining	0.1%	-0.1%	0.1%	-0.1%	0.0%	0.0%
Utilities	0.0%	0.2%	-0.2%	0.0%	0.1%	0.7%
Construction	-3.0%	-10.6%	-6.1%	-4.4%	-1.3%	-2.3%
Manufacturing	-8.5%	-1.2%	-2.3%	0.1%	-0.9%	-7.4%
Wholesale Trade	-1.0%	-2.4%	-2.3%	0.8%	-0.9%	-2.1%
Retail Trade	-1.2%	1.5%	-2.6%	-3.9%	-2.4%	-1.0%
Transportation and Warehousing	-0.3%	-1.4%	1.3%	1.3%	0.3%	-0.5%
Information	-0.8%	1.0%	0.0%	0.3%	1.1%	0.3%
Finance and Insurance	2.9%	0.9%	1.9%	0.5%	0.4%	3.0%
Real Estate, Rental and Leasing	-0.2%	-0.7%	-1.4%	-0.8%	0.9%	0.3%
Professional, Scientific, and Technical Services	2.0%	-0.5%	-0.6%	0.3%	-3.2%	0.0%
Management of Companies	4.0%	-0.2%	0.1%	0.2%	1.3%	1.9%
Administrative and Support Services	-0.5%	-0.1%	-1.9%	-0.7%	-2.2%	4.7%
Educational Services	0.5%	-5.3%	-2.7%	-1.2%	-0.2%	-1.7%
Health Care and Social Assistance	4.5%	11.1%	3.7%	3.7%	7.6%	3.0%
Arts, Entertainment, and Recreation	-1.1%	1.2%	0.0%	0.8%	-2.1%	0.3%
Accommodation and Food Services	1.6%	6.1%	3.8%	3.5%	0.8%	1.1%
Other Services (except Public Administration)	1.8%	1.9%	-0.1%	0.4%	1.6%	-0.1%
Public Administration	-0.6%	-1.1%	9.4%	-0.4%	-0.9%	-0.3%

Source: Calculated from the Maricopa Association of Governments Employer Database

ACA Targets. In 2023, Chandler had the greatest share of employment in the ACA's five target groups at 46.2 percent. Scottsdale (43.5 percent) and Tempe (41.5 percent) were not far behind, but the share in each of the other three comparison cities was less than 33 percent. Chandler dominated in the technology and innovation target with a share of 14.9 percent; the share was less than 2 percent in Tempe and less than 0.5 percent in the other cities.

The comparison of employment shares in 2023 across the six cities in the other four target groups follows:

- Aerospace and Defense: Chandler (2.9 percent) ranked second to Mesa (3.9 percent).
- Bioscience and Health Care: Only Tempe (8.1 percent) had a lesser share than Chandler's 10.6 percent. The share was greater than 13.6 percent in each of the other four cities.
- Business and Financial Services: Chandler (13.4 percent) ranked third, but its share was considerably lower than Scottsdale (22.5 percent) and Tempe (23.9 percent).
- Manufacturing: Chandler ranked third (4.4 percent), behind Tempe (6.6 percent) and Gilbert (4.9 percent).

On the change in employment share between 2007 and 2023 in the ACA's target groups, Chandler, with a gain of 6.1 percentage points, ranked in the middle of the group; Mesa had the largest increase at 11.6 percentage points.

The changes in employment share in the individual target groups follow:

- Aerospace and Defense: Chandler had the greatest gain at 1.2 percentage points; three cities experienced a decrease in share.
- Bioscience and Health Care: Chandler's increase of 4.8 percentage points ranked fourth, with much higher gains in Gilbert (9.5 percentage points) and Scottsdale (8.5 percentage points).
- Business and Financial Services: Chandler's increase (9.1 percentage points) was a little less than Tempe; the largest gain in the other four cities was 2.1 percentage points.
- Technology and Innovation: Chandler's share dropped 4.8 percentage points; Tempe had the next largest decline at 3.5 percentage points.
- Manufacturing: Chandler also had the largest decline (4.4 percentage points).

The City of Chandler's Targets. In 2023, Chandler had the greatest share of employment in its six target groups at 39.8 percent. Scottsdale (35.5 percent) was not far behind, but the share in each of the other three cities was 26 percent or less. Chandler dominated in the high-tech manufacturing target with a share of 16.1 percent; the share was less than 3.2 percent in each of the other cities.

The comparison of employment shares in 2023 across the six cities in the five other target groups follows:

- Aerospace and Aviation: Chandler (2.1 percent) ranked second to Mesa (3.4 percent).
- Advanced Business Services: Chandler (9.8 percent) ranked third, but its share was considerably lower than Scottsdale (15.3 percent) and Tempe (13.2 percent).
- Automotive Technology: The highest share was only 0.8 percent in Mesa. Chandler ranked third at 0.2 percent.

- Healthcare: Only Tempe (7.1 percent) had a lesser share than Chandler's 9.8 percent. The share was greater than 14.3 percent in each of the other four cities.
- IT and Software: Chandler ranked second (1.9 percent) behind Scottsdale (2.2 percent).

On the change in employment share between 2014 and 2023 in the city's target groups, Chandler, with a gain of 6.3 percentage points, was far ahead of each of the other cities; Scottsdale was second with an increase of 2.8 percentage points.

The changes in employment share in the individual target groups follow:

- Aerospace and Aviation: Chandler, with a gain of 0.4 percentage points, ranked third behind Glendale and Gilbert.
- Advanced Business Services: Chandler's increase of 2.6 percentage points was greatest.
- Automotive Technology: Gilbert and Mesa experienced small gains of less than 0.4 percentage points; essentially no change occurred in the other four cities.
- Healthcare: Chandler's increase of 3.4 percentage points was the highest.
- High-Tech Manufacturing: Chandler's share jumped 5.8 percentage points; Mesa had the next largest increase at 0.8 percentage points.
- IT and Software: Chandler's big gain in high-tech manufacturing share was offset by a large decrease of 5.9 percentage points in IT and Software. The next-largest decrease was 1.4 percentage points in Tempe.

ACS Economic Characteristics by Place of Work

Age. The median age of the workforce in Chandler in 2019-23 was 40.3. The median did not vary much across the six cities; Scottsdale had the highest median at 41.1 and Tempe the lowest at 38.6. Chandler's median age rose 2.4 years from 2005-09 to 2019-23. The largest increase in the median age was in Gilbert (3.7), with the lowest in Glendale (0.5).

Similarly, the age distribution of the workforce in 2019-23 was not much different in Chandler than in the other five cities. The largest differences were with Glendale and Scottsdale. The change between 2005-09 and 2019-23 also differed little across the six cities, with Gilbert's change the most like that of Chandler; Glendale and Scottsdale were the most different.

Race and Ethnicity. The racial/ethnic distribution of the workforce in 2019-23 varied across the six cities, with Tempe's distribution the closest to Chandler; Scottsdale and Gilbert were the most different. Chandler had the highest share of Asians and had the second-lowest share (to Glendale) of whites. The Hispanic share in Chandler was in the middle of the six cities. Gilbert and Scottsdale had the highest shares of whites and the lowest shares of Hispanics.

The change between 2005-09 and 2019-23 did not differ as much across the six cities. Chandler had the greatest increase in the share of Asians but the smallest gain in the share of those of two-or-more races. Chandler ranked fifth in the increase in the share of Hispanics.

Citizenship and Language. Based on the three categories of U.S. born citizen, naturalized citizen, and noncitizen, Glendale's distribution of the workforce in 2019-23 was the closest to Chandler, with Gilbert's

the most different. Chandler had the lowest percentage in 2019-23 that were U.S. born, and the highest share of naturalized citizens, among the six cities. Gilbert had the highest native-born share.

Except for Mesa, the change in citizenship shares from 2005-09 to 2019-23 did not vary much across the cities. The increase from 2005-09 to 2019-23 in the share of naturalized citizens was greatest in Chandler.

Based on the five categories of speak only English, speak Spanish and speak English very well, speak Spanish and speak English less than very well, speak another language and speak English very well, and speak another language and speak English less than very well, Tempe's distribution was most similar to that of Chandler. Chandler was in the middle of the six cities on the share of workers who spoke only English; this percentage was highest in Gilbert and lowest in Glendale.

On the change in language spoken from 2005-09 to 2019-23, Gilbert and Glendale were most similar to Chandler, with Mesa the most different. Chandler had the highest share who spoke another language other than Spanish and the largest increase in share from 2005-09 to 2019-23.

Earnings, Poverty, and Tenure. The median earnings of the workforce in Chandler in 2019-23 was the highest of the six cities. It was higher by 0.5 percent than in Scottsdale, by 10 percent relative to Gilbert and Tempe, and by more than 17 percent versus Glendale and Mesa. The inflation-adjusted percent change between 2005-09 and 2019-23 ranked third in Chandler, behind Gilbert and Mesa.

The distribution of earnings in 2019-23 was nearly the same in Scottsdale as in Chandler, while the distributions in Mesa and especially Glendale were substantially different. The change in the distribution from 2005-09 to 2019-23 also was most similar to Chandler in Scottsdale.

The poverty rate of workers in Chandler was second lowest to Gilbert in 2019-23. Only Mesa had a larger decrease in the poverty rate than Chandler from 2005-09 to 2019-23.

The homeowner occupancy rate in Chandler in 2019-23 was second highest among the six cities; only Gilbert had a higher percentage. Only Mesa had a smaller decrease in the rate than Chandler between 2005-09 and 2019-23.

Occupation, Industry, and Class of Worker. The occupational mix of the workforce in 2019-23, shown in Table 22, was not substantially different across the cities, except for Glendale, which had a much lower share in the management, business, science, and arts group, offset by relatively high shares in blue-collar occupational groups. The mix was most similar to Chandler in Tempe. Chandler had the highest share in the management, business, science, and arts group and the lowest share in the services group and in the sales and office group.

The change in the occupational mix between 2005-09 and 2019-23 also did not vary substantially across the six cities. It was most similar to Chandler in Mesa. Chandler had the least decrease in the sales and office group and the greatest decrease in the services group.

The industrial mix, based on sectoral groups, of the workforce in 2019-23 was most similar to Chandler in Tempe. The mix was rather different from Chandler in the other cities, especially Glendale. Chandler easily had the highest share in manufacturing. Chandler had the lowest share of the six cities in educational

services, and health care and social assistance, and the second-lowest share in retail trade; and in arts, entertainment, and recreation, and accommodation and food services (see Table 23).

Scottsdale was most similar to Chandler in the change in sectoral group shares between 2005-09 and 2019-23. Chandler had the largest decrease among the six cities in the share in manufacturing; retail trade; and arts, entertainment, and recreation, and accommodation and food services. Chandler had the largest increase in share in finance and insurance, and real estate and rental and leasing; and ranked second in professional, scientific, and management, and administrative and waste management services, as well as educational services, and health care and social assistance.

Tempe and Gilbert were closest to Chandler in 2019-23 in the class-of-worker distribution; Glendale was substantially different. In 2019-23, Chandler had the highest share among the six cities of its workers employed by a private for-profit company but ranked low in the share in each other class of worker.

The change in the class of worker from 2005-09 to 2019-23 did not vary much across five of the six cities. However, Gilbert experienced a gain in share of those employed by a private for-profit company compared to a loss in each of the other cities.

Means of Transportation to Work and Travel Time. In 2019-23, Chandler ranked second of the six cities on the share of those working from home, well behind the share of Gilbert workers. Of those commuting to work, there was little difference in the means of transportation to work. By a small margin, Chandler had the lowest share carpooling. Tempe had the highest share traveling by a means other than a private vehicle.

Of those commuting to work, Chandler had the highest share of the six cities of workers leaving home between 6 a.m. and 7 a.m. The median travel time to work was fourth highest among Chandler's workers, with the difference by city not significant.

Summary of Comparison to Five Cities in Maricopa County

Based on MAG's employer database, the sectoral mix in 2023 was most similar to Chandler in Mesa and Tempe. The mix was the most different in Glendale and Scottsdale. Relative to Chandler, the change in the sectoral mix between 2007 and 2023 was most similar in Tempe and the most variant in Glendale and Gilbert.

The big difference between Chandler and each of the other comparison cities was the much higher manufacturing share in Chandler. Chandler's share also was higher than in each comparison city in the management of companies sector. These higher shares were offset by lower shares in Chandler than in most of the comparison cities in most of the other sectors, particularly construction, educational services, health care and social assistance, and accommodation and food services.

Considering the full range of worker characteristics from the ACS, the characteristics of those working in Chandler in 2019-23 were relatively similar to workers in Gilbert, Scottsdale, Mesa, and Tempe, but rather different from those in Glendale. Considering only the occupational mix, industrial mix, and class-of-worker mix, Tempe was the most similar to Chandler, followed by Gilbert, Scottsdale, and Mesa. Glendale was the least similar on these characteristics.

Table 22: Occupational Group of those Working in Chandler and in Selected Other Cities in Maricopa County

OCCUPATIONAL GROUP	SHARE OF TOTAL EMPLOYMENT					
	Chandler	Gilbert	Glendale	Mesa	Scottsdale	Tempe
2019 Through 2023						
Management, Business, Science, and Arts	48.2%	46.0%	37.4%	41.3%	47.6%	46.0%
Services	12.7%	16.1%	17.8%	16.9%	16.6%	11.6%
Sales and Office	22.4%	24.1%	23.0%	22.4%	23.7%	25.0%
Natural Resources, Construction, Maintenance	6.8%	6.5%	9.6%	9.5%	6.1%	6.6%
Production, Transportation, Material Moving	9.9%	7.3%	10.4%	9.9%	6.1%	10.7%
Military-Specific Occupations	0.0%	0.0%	1.9%	0.0%	0.0%	0.1%
Change, 2005 to 2009 to 2019 Through 2023	10.0%	12.2%	6.6%	10.3%	8.2%	6.0%
Management, Business, Science, and Arts	-3.4%	-0.3%	0.7%	-2.6%	-1.4%	-0.7%
Services	-4.4%	-6.4%	-5.3%	-5.5%	-6.9%	-5.2%
Sales and Office	-2.9%	-5.3%	-3.3%	-3.9%	-1.0%	-1.1%
Natural Resources, Construction, Maintenance	0.6%	-0.2%	0.9%	1.7%	1.1%	0.8%
Production, Transportation, Material Moving	0.0%	0.0%	0.4%	0.0%	0.0%	0.1%
Military-Specific Occupations	10.0%	12.2%	6.6%	10.3%	8.2%	6.0%

Source: Calculated from U.S. Department of Commerce, Census Bureau, American Community Survey, five-year data aggregations, obtained from IPUMS NHGIS, University of Minnesota, www.nhgis.org. Table B08524

Table 23: Occupational Group of those Working in Chandler and in Selected Other Cities in Maricopa County (ACS By Place of Work)

SECTOR	TOTAL SHARE OF EMPLOYMENT					
	Chandler	Gilbert	Glendale	Mesa	Scottsdale	Tempe
2019 through 2023						
Agriculture, Forestry, Fishing, Hunting; Mining	0.3%	0.4%	0.5%	0.4%	0.5%	0.2%
Construction	6.4%	6.9%	6.6%	8.5%	6.0%	6.3%
Manufacturing	18.3%	7.7%	5.7%	8.0%	5.5%	11.0%
Wholesale Trade	2.2%	1.7%	1.4%	2.4%	1.8%	2.6%
Retail Trade	11.4%	13.0%	12.4%	13.6%	11.2%	11.9%
Transportation and Warehousing; Utilities	3.2%	2.3%	4.6%	4.1%	2.4%	5.9%
Information	1.9%	2.3%	1.0%	1.3%	1.9%	3.0%
Finance, Insurance; Real Estate, Rental & Leasing	12.3%	10.7%	8.4%	7.7%	14.9%	12.7%
Professional, Scientific; Management; Admin Services	12.5%	13.4%	9.7%	12.2%	18.7%	15.1%
Educational Services; Health Care & Social Assistance	18.2%	24.7%	25.7%	24.4%	19.1%	19.9%
Arts, Entertainment, Recreation; Accommodation, Food	7.3%	9.7%	9.4%	9.4%	11.5%	6.7%
Other Services (except Public Administration)	3.9%	4.7%	5.2%	4.6%	4.8%	3.3%
Public Administration	2.1%	2.3%	4.4%	3.3%	1.6%	1.4%
Armed Forces	0.0%	0.1%	5.1%	0.1%	0.1%	0.1%
Change, 2005 to 2009 and 2019 to 2023						
Agriculture, Forestry, Fishing, Hunting; Mining	-0.2%	-0.1%	-0.1%	0.2%	0.2%	0.1%
Construction	-1.1%	-5.6%	-3.6%	-3.9%	-1.2%	-1.0%
Manufacturing	-3.6%	0.7%	-0.3%	1.0%	-0.5%	-2.4%
Wholesale Trade	-0.8%	-1.2%	-1.0%	0.3%	-1.0%	-1.7%
Retail Trade	-3.5%	-2.6%	-2.4%	-1.0%	-1.8%	1.0%
Transportation and Warehousing; Utilities	1.4%	-0.8%	0.9%	1.0%	0.2%	0.6%
Information	-0.4%	-0.1%	-0.2%	-0.4%	-0.5%	0.8%

(continued)

Table 23 (Continued): Occupational Group of those Working in Chandler and in Selected Other Cities in Maricopa County (ACS By Place of Work)

SECTOR	TOTAL SHARE OF EMPLOYMENT					
	Chandler	Gilbert	Glendale	Mesa	Scottsdale	Tempe
Change, 2005 to 2009 and 2019 to 2023						
Finance, Insurance; Real Estate, Rental & Leasing	3.3%	2.1%	1.2%	0.6%	-0.9%	1.0%
Professional, Scientific; Management; Admin Services	3.9%	2.8%	2.3%	1.2%	4.3%	1.3%
Educational Services; Health Care & Social Assistance	4.4%	5.2%	2.4%	2.7%	3.5%	0.9%
Arts, Entertainment, Recreation; Accommodation, Food	-3.3%	0.3%	0.4%	-0.9%	-2.0%	-1.0%
Other Services (except Public Administration)	-0.1%	-0.9%	0.1%	-1.0%	-0.4%	0.4%
Public Administration	0.0%	0.2%	-1.0%	0.2%	0.2%	-0.1%
Armed Forces	-0.1%	0.1%	1.2%	-0.1%	0.0%	0.1%

Source: Calculated from U.S. Department of Commerce, Census Bureau, American Community Survey, five-year data aggregations, obtained from IPUMS NHGIS, University of Minnesota, www.nhgis.org. Table B08526

COMPARISON TO THREE CITIES OUTSIDE MARICOPA COUNTY

Three additional cities were selected by the City of Chandler for comparison to Chandler: Boulder, Colorado; McKinney, Texas; and Salt Lake City, Utah. For these cities, the economic data by place of work are limited to the ACS since an employer database similar to that produced by MAG is not available for any of these cities. In addition to these economic data, a history of the population of each city is included below.

Population

Each of these cities is part of a multicounty metropolitan statistical area (MSA) or a combined statistical area (CSA, the combination of two or more metropolitan areas or micropolitan areas). The population at the city, county, and metro/combined statistical area levels is summarized in Table 24.

Boulder. Boulder is within Boulder County, which is its own metropolitan area, part of the Denver-Aurora-Greeley CSA. Population growth in the city has been much slower than in Chandler. Boulder's population exceeded that of Chandler into the 1980s, but in 2024, Boulder's population was just 38 percent that of Chandler. Population growth in Boulder County was faster than in the city from the 1970s through 1990s, but the county's population growth has been slow since 2000. In 2024, the city accounted for nearly one-third of the county's population but less than 3 percent of the CSA population. In comparison, Chandler made up 6 percent of the Maricopa County population and 5.4 percent of the metro population.

McKinney. McKinney is within Collin County, which is part of the Dallas-Fort Worth-Arlington MSA. In 1970, McKinney's population was similar to that of Chandler. While Chandler's rapid growth began in the 1970s, McKinney's did not start until the 1990s. McKinney's growth has outpaced that of Chandler since 2000, such that its 2024 population was up to 81 percent of Chandler. In 2024, McKinney accounted for 18 percent of the county's population but less than 3 percent of the MSA population.

Salt Lake City. Salt Lake City is within Salt Lake County, which makes up most of the Salt Lake City-Murray MSA. In 1970, Salt Lake City was much more populous than Chandler, but Salt Lake City's population has not increased much since then; its population in 2024 was 77 percent that of Chandler. The county's population growth has been greater than that of the city. In 2024, the city accounted for 18 percent of the county's population and 17 percent of the MSA population.

ACS Economic Characteristics by Place of Work

Age. The median age of workers did not vary much across the four cities in 2019-23. Relative to Chandler, McKinney had a slightly higher median while Boulder and Salt Lake City had slightly lower medians. Similarly, the age distribution of the workforce was not much different in Chandler from that of the other three cities, with McKinney the most similar.

Relative to Chandler, McKinney had a marginally larger increase in the median age from 2005-09 to 2019-23, while Salt Lake City had a smaller increase and Boulder experienced a decrease. The change in the age distribution between 2005-09 and 2019-23 varied across the four cities, with McKinney most closely approximating Chandler's change while the change was much different in Boulder.

Table 24: Population of Chandler and Out-of-State Comparison Cities

	CITY				COUNTY				METROPOLITAN AREA			
	Chandler	Boulder	McKinney	Salt Lake	Maricopa	Boulder	Collin	Salt Lake	Phoenix	Denver	Dallas	Salt Lake
Population in Thousands												
	14	67	15	176	968	132	67	459	1,035	1,248	2,420	480
	30	77	16	163	1,509	190	145	619	1,600	1,640	3,012	645
	91	83	21	160	2,122	225	264	726	2,238	1,876	3,984	753
	177	95	54	182	3,072	291	492	898	3,252	2,449	5,156	939
	236	97	131	186	3,817	295	782	1,030	4,193	2,838	6,367	1,088
	276	108	195	200	4,421	331	1,064	1,185	4,846	3,295	7,638	1,258
	281	107	228	218	4,673	330	1,255	1,216	5,187	3,753	8,344	1,301
Numeric Change in Thousands												
	16	10	1	-13	541	58	78	160	565	392	592	165
	61	6	5	-3	613	35	119	107	638	236	972	108
	86	12	33	22	950	66	228	172	1,014	573	1,172	186
	59	2	77	5	745	4	290	132	941	389	1,211	149
	40	11	64	13	604	36	282	155	653	457	1,271	170
	4	-2	30	17	228	-1	179	29	311	120	676	40
Percent Change												
	116%	15%	7%	-7%	56%	44%	116%	35%	55%	31%	24%	34%
	205%	9%	31%	-2%	41%	19%	83%	17%	40%	14%	32%	17%
	95%	14%	155%	14%	45%	29%	86%	24%	45%	31%	29%	25%
	34%	3%	141%	3%	24%	1%	59%	15%	29%	16%	23%	16%
	17%	11%	49%	7%	16%	12%	36%	15%	16%	16%	20%	16%
	1%	-1%	15%	9%	5%	0%	17%	2%	6%	3%	9%	3%

* The 1970 through 2020 figures are decennial census counts as of April 1; the 2024 figures are estimates as of July 1. The 2020-24 change is calculated as the difference in the July 1 estimates for 2020 and 2024

Sources: Calculated from U.S. Department of Commerce, Census Bureau

Race and Ethnicity. The racial/ethnic distribution of the workforce in Chandler in 2019-23 was different from that in the other cities. Relative to Boulder and Salt Lake City, Chandler had an appreciably lesser share of whites and a greater share of each of the other racial/ethnic groups. Relative to McKinney, the differences were smaller, with Chandler having a lesser share of blacks and a greater share of Hispanics.

The change in the racial/ethnic composition between 2005-09 and 2019-23 also differed across the four cities. Relative to Chandler, Boulder and Salt Lake City had lesser declines in the share of whites and a greater increase in Hispanics; McKinney had greater gains in blacks and Asians but experienced a decrease in the Hispanic share.

Citizenship and Language. Relative to Chandler, the percentage of the workforce in 2019-23 that were U.S. born was higher in Boulder and Salt Lake City, but less in McKinney. Boulder and Salt Lake City had relatively low shares of naturalized citizens, while McKinney had a higher share of noncitizens than the other three cities. Relative to Chandler, the other three cities had a lesser decrease from 2005-09 to 2019-23 in the share of noncitizens.

Among workers, Boulder and Salt Lake City had relatively high shares in 2019-23 who spoke only English. The share speaking Spanish was relatively low in Boulder. In the change between 2005-09 and 2019-23 in languages spoken, McKinney had a greater increase than Chandler in those speaking Spanish but a lesser increase in those speaking another language.

Earnings, Poverty, and Tenure. Adjusted for the cost of living,⁴ median earnings of the workforce in Chandler in 2019-23 was a little less than in each of the other three cities, by 5 percent versus Boulder, 3 percent versus McKinney, and 2 percent versus Salt Lake City. The inflation-adjusted percent change between 2005-09 and 2019-23 in cost-of-living-adjusted median earnings also was lower in Chandler (16 percent) than in each of the other cities: Boulder (22 percent), McKinney (43 percent), and Salt Lake City (20 percent).

The income distribution in 2019-23 was most similar to Chandler in Salt Lake City and most different in Boulder. The change in the distribution from 2005-09 to 2019-23 was most different from Chandler in Boulder.

The poverty rate — which is not adjusted for regional differences in the cost of living — of workers in Chandler was similar to that of workers in McKinney and Salt Lake City in 2019-23; the poverty rate was higher in Boulder. McKinney had a larger decrease in the poverty rate from 2005-09 to 2019-23 than each of the other cities.

The homeowner occupancy rate of workers in Chandler in 2019-23 was slightly less than in McKinney and Salt Lake City, but higher than in Boulder. The decrease in the rate between 2005-09 and 2019-23 was a bit larger in Chandler than in McKinney and Salt Lake City; Boulder had a larger decline.

Occupation, Industry, and Class of Worker. The occupational mix of the workforce in 2019-23 was quite similar in Chandler and McKinney, as seen in Table 25. The mix in Salt Lake City was a little different, with

⁴ The adjustment for the cost of living used the Regional Price parity figures produced by the U.S. Department of Commerce, Bureau of Economic Analysis.

a lesser share in sales and office occupations and a greater share in production, transportation, and material moving occupations. The mix in Boulder was considerably different relative to the other three cities, with higher shares in the management, business, science, and arts group and in the services group, with a lesser share in each of the other groups.

The change in the occupational mix between 2005-09 and 2019-23 varied by city. Chandler had the least decrease in the sales and office group and the greatest decrease in the services group. McKinney's change more closely resembled the change in Chandler than the other two cities.

The sectoral-group mix of the workforce was most similar to Chandler in McKinney in 2019-23, but with a significant difference: Chandler had a much higher manufacturing share and lesser shares in several groups, including professional, scientific, and technical services (see Table 26). The shares in Chandler were considerably different from those in Boulder and Salt Lake City.

Relative to Chandler, Boulder had higher shares in information; professional, scientific, and technical services; educational services, and health care and social assistance; arts, entertainment, and recreation, and accommodation and food services. Boulder had much lower shares in manufacturing and in finance and insurance, and real estate and rental and leasing, and lesser shares in construction and trade.

Salt Lake City, relative to Chandler, had higher shares in transportation and warehousing, and utilities; educational services, and health care and social assistance; and public administration. It had a much lesser share in manufacturing, and lower shares in finance and insurance, and real estate and rental and leasing, and retail trade.

The pattern of the change in the shares of sectoral groups between 2005-09 and 2019-23 was unique to each city. McKinney's change most closely resembled that of Chandler. The largest decrease in manufacturing; and arts, entertainment, and recreation, and accommodation and food services occurred in Chandler. Its increase in educational services, and health care and social assistance was the highest.

The distribution of the class of worker in 2019-23 was closest to Chandler in McKinney. In 2019-23, Chandler had the highest share among the four cities of its workers employed by a private for-profit company. Boulder and Salt Lake City had much lesser shares working at private for-profit companies, offset by greater shares working for nonprofits and for government; Boulder also had a higher share self-employed at not-incorporated businesses. McKinney had a slightly higher share self-employed or working for government.

The change in the class of worker from 2005-09 to 2019-23 did not vary much across the four cities. Chandler had the largest gain in those employed by a nonprofit. It experienced a loss in share, compared to a small gain in the other cities, in local government workers.

Means of Transportation to Work and Travel Time. In 2019-23, Chandler was in the middle of the four cities on the share of those working from home, with Salt Lake City an outlier with few working from home. Of those commuting to work, McKinney closely matched Chandler. Salt Lake City and especially Boulder had relatively low shares driving alone to work and a higher share taking public transit. Boulder also had a relatively high share bicycling or walking.

Table 25: Occupational Group of those Working in Chandler and in Out-of-State Comparison Cities

OCCUPATIONAL GROUP	SHARE OF TOTAL EMPLOYMENT			
	Chandler	Boulder	McKinney	Salt Lake
2019 Through 2023				
Management, Business, Science, and Arts	48.2%	58.1%	47.2%	45.9%
Services	12.7%	15.3%	13.1%	11.6%
Sales and Office	22.4%	15.0%	21.5%	18.9%
Natural Resources, Construction, Maintenance	6.8%	4.5%	7.8%	8.0%
Production, Transportation, Material Moving	9.9%	7.0%	10.4%	15.4%
Military-Specific Occupations	0.0%	0.1%	0.1%	0.2%
Change, 2005 to 2009 and 2019 to 2023				
Management, Business, Science, and Arts	10.0%	6.9%	14.2%	6.7%
Services	-3.4%	1.6%	-2.5%	-0.8%
Sales and Office	-4.4%	-7.7%	-6.8%	-7.6%
Natural Resources, Construction, Maintenance	-2.9%	-0.8%	-4.5%	-0.6%
Production, Transportation, Material Moving	0.6%	0.1%	-0.5%	2.3%
Military-Specific Occupations	0.0%	0.0%	0.0%	0.1%

Source: Calculated from U.S. Department of Commerce, Census Bureau, American Community Survey, five-year data aggregations, obtained from IPUMS NHGIS, University of Minnesota, www.nhgis.org. Table B08524

Of those commuting to work, Chandler had the highest share leaving home between 6 a.m. and 7 a.m. and the lowest share leaving between 8 a.m. and 9 a.m. in 2019-23. The median travel time to work was lowest in Chandler, but not by a significant amount.

Table 26: Sectoral-Group of those Working in Chandler and in Out-of-State Comparison Cities (ACS By Place of Work)

	Chandler	Boulder	McKinney	Salt Lake
2019 Through 2023				
Agriculture, Forestry, Fishing, Hunting; Mining	0.3%	0.4%	0.4%	0.5%
Construction	6.4%	4.1%	6.7%	6.6%
Manufacturing	18.3%	10.8%	10.8%	10.7%
Wholesale Trade	2.2%	1.1%	2.7%	2.8%
Retail Trade	11.4%	8.6%	11.5%	8.2%
Transportation and Warehousing; Utilities	3.2%	2.4%	4.0%	10.7%
Information	1.9%	3.7%	2.4%	1.8%
Finance and Insurance; Real Estate, Rental & Leasing	12.3%	5.2%	11.8%	7.1%
Professional, Scientific; Management; Admin Services	12.5%	19.1%	14.6%	12.6%
Educational Services; Health Care and Social Assistance	18.2%	26.8%	18.5%	22.7%
Arts, Entertainment, Recreation; Accommodation, Food	7.3%	9.9%	8.0%	6.2%
Other Services (except Public Administration)	3.9%	4.2%	5.6%	4.7%
Public Administration	2.1%	3.6%	2.8%	5.1%
Armed Forces	0.0%	0.1%	0.1%	0.3%
Change, 2005 to 2009 and 2019 to 2023				
Agriculture, Forestry, Fishing, Hunting; Mining	-0.2%	0.1%	-0.2%	-0.2%
Construction	-1.1%	-0.6%	-4.7%	0.4%
Manufacturing	-3.6%	-0.8%	-2.3%	-0.3%
Wholesale Trade	-0.8%	-1.1%	-0.1%	-0.8%
Retail Trade	-3.5%	-1.6%	-3.5%	-0.2%
Transportation and Warehousing; Utilities	1.4%	0.6%	1.8%	1.4%
Information	-0.4%	0.4%	1.2%	-1.2%
Finance and Insurance; Real Estate, Rental & Leasing	3.3%	-0.4%	3.1%	-1.2%
Professional, Scientific; Management; Admin Services	3.9%	0.2%	4.9%	0.1%
Educational Services; Health Care and Social Assistance	4.4%	2.9%	2.2%	3.9%
Arts, Entertainment, Recreation; Accommodation, Food	-3.3%	0.6%	-1.3%	-0.9%
Other Services (except Public Administration)	-0.1%	-0.3%	0.1%	-0.1%
Public Administration	0.0%	0.0%	-1.3%	-1.0%
Armed Forces	-0.1%	0.0%	0.1%	0.0%

Source: Calculated from U.S. Department of Commerce, Census Bureau, American Community Survey, five-year data aggregations, obtained from IPUMS NHGIS, University of Minnesota, www.nhgis.org.

Table B08526

Of those commuting to work, Chandler had the highest share leaving home between 6 a.m. and 7 a.m. and the lowest share leaving between 8 a.m. and 9 a.m. in 2019-23. The median travel time to work was lowest in Chandler, but not by a significant amount.

Summary of Comparison to Three Cities Outside Arizona

Chandler's history of population growth is most closely approximated by growth in McKinney, though the latter city's period of rapid growth began a couple of decades after Chandler. In contrast, growth in Boulder and Salt Lake City has been much slower since 1970.

The characteristics of those working in Chandler in 2019-23 were quite similar to workers in McKinney, but rather different from those in Salt Lake City and especially Boulder. The occupational mix in McKinney was very similar to Chandler, while the mix in Boulder was much different. The industrial mix was closest to that of Chandler in McKinney, with Boulder's the most different.

Considering the full range of worker characteristics from the ACS, McKinney was closer in 2019-23 to Chandler than any of the five selected cities in Maricopa County. Salt Lake City ranked sixth among the eight cities, ahead of Glendale and Boulder. Boulder was the most different from Chandler.

Considering only the occupational mix, industrial mix, and class-of-worker mix, McKinney tied Tempe as being closest to Chandler. Salt Lake City ranked sixth among the eight cities, ahead of Glendale and Boulder. Boulder was the most different from Chandler.

ASU **W. P. Carey**
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Arizona State University
Seidman Research Institute

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TEMPE

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Seidman Research Institute



@SeidmanResearch



Industrial Development Authority Management Services

Date: 12/09/2025
To: Industrial Development Authority
Thru: Kristi Smith, Management Services Director
Julie Goucher, Accounting Senior Manager
From: Karla Lange, Management Assistant
Subject: Young Families and Professionals (YFP) Marketing Campaign Grant - 1st
Quarter Report

Attachments

Grant Report



IDA Grant Quarterly Update 2

Young
Families and
Professionals
(YFP)
Marketing
Campaign

SUBMITTED TO:
CHANDLER IDA BOARD
NOVEMBER 12, 2025

PREPARED BY:
CITY OF CHANDLER
ECONOMIC DEVELOPMENT



Q2 Project Update

YFP Community Attraction Campaign

This is the second quarterly update to the Chandler IDA Board and covers the period of August through October 2025. The following steps have been taken to advance the project over the past quarter:

- An Intergovernmental Agreement (IGA) between the City of Chandler and four participating education partners: Chandler Unified School District, Kyrene Elementary School District, Mesa Public Schools, and Tempe Union Highschool District was drafted and approved by respective boards and Chandler City Council.
- Answered local media inquiries regarding overview of this campaign. Stories were published in KJZZ, SanTan Sun News, and Chandler Independent.
- Invoices of \$10,000 were sent to be paid by participating school districts. Payment are currently being processed into a designated campaign fund.
- Stakeholder meeting with participating school districts was held to begin the review process of the RFP and discuss overall campaign strategy/timeline. As a reminder, the RFP to find a qualified marketing agency to help execute this campaign is expected to be posted in late December 2025 or early January 2026.
- We will continue collaborating with our school district partners to brainstorm campaign approach and gathering existing video/photo assets that can be used throughout this campaign. Internal research efforts, including our online listening audit, will also remain ongoing to support the campaign's development.



Tentative Project Timeline

Upon recommendations received from the Economic Vitality Report, the city will quickly work to issue a request for proposal to identify a qualified marketing agency to help strategize and execute this campaign.

Once an agency is selected, we anticipate it will take two to three months to perform market research and develop a draft campaign strategy with supporting story board concepts for approval by city management and key project stakeholders. Once approved, initial asset production would begin.

An updated tentative project timeline is provided below.

As a reminder, the success of this campaign would be evaluated throughout the year and the Economic Development Division would report on traction gained. It is expected the campaign would span several years as it is focused on a challenge that cannot be fully addressed in the near-term.

	Mar. 25/26	Apr. 25/26	May 25/26	June 25/26	July 25/26	Aug. '25	Sep. '25	Oct. '25	Nov. '25	Dec. '25	Jan. '26	Feb. '26
IDA Grant Awarded												
RFP Draft Developed												
RFP Issued												
Agency Onboarding												
Asset Development												
Campaign Approval												
Campaign Launch												

Questions?

We appreciate the Chandler IDA Board’s continued partnership.

Please contact us if you have questions about the information provided in this quarterly update.



**Micah
Miranda**
ECONOMIC DEVELOPMENT
DIRECTOR



**Chelsey
Faggiano**
ECONOMIC DEVELOPMENT
PROJECT MANAGER



Industrial Development Authority Management Services

Date: 12/09/2025
To: Industrial Development Authority
Thru: Kristi Smith, Management Services Director
Julie Goucher, Accounting Senior Manager
From: Karla Lange, Management Assistant
Subject: July, August, September and October, 2025 Financials

Attachments

Financials - JUL, AUG, SEP, OCT 2025

CHANDLER INDUSTRIAL DEVELOPMENT AUTHORITY
STATEMENT OF NET POSITION
July 31, 2025

ASSETS

CURRENT ASSETS:

Cash in bank	\$ 100,336	
--------------	------------	--

TOTAL CURRENT ASSETS		\$ 100,336
----------------------	--	------------

OTHER ASSETS:

Investments	1,405,801	
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TOTAL OTHER ASSETS		1,405,801
--------------------	--	-----------

TOTAL ASSETS		\$ 1,506,137
--------------	--	--------------

LIABILITIES

CURRENT LIABILITIES:

Application deposits	3,000	
----------------------	-------	--

TOTAL CURRENT LIABILITIES		3,000
---------------------------	--	-------

TOTAL LIABILITIES		3,000
-------------------	--	-------

CAPITAL:

BEGINNING NET POSITION	\$ 1,507,236	
------------------------	--------------	--

Year-to-date change in net position	(4,099)	
-------------------------------------	---------	--

ENDING NET POSITION		\$ 1,503,137
---------------------	--	--------------

CHANDLER INDUSTRIAL DEVELOPMENT AUTHORITY
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN NET POSITION
July 31, 2025

	1 Month Ended July 31, 2025
OPERATING REVENUES:	
Interest income	\$ 166
TOTAL INCOME	166
TOTAL OPERATING REVENUES	166
OPERATING EXPENSES:	
Grant payments	9,100
TOTAL OPERATING EXPENSES	9,100
OPERATING INCOME (LOSS)	(8,934)
NONOPERATING REVENUE:	
Investment income (loss)-Note 1	4,835
TOTAL NONOPERATING REVENUE	4,835
NET CHANGE IN NET POSITION	\$ (4,099)
Note 1 - Interest income (loss) is as follows:	
Realized interest to date	4,835

CHANDLER INDUSTRIAL DEVELOPMENT AUTHORITY

STATEMENT OF NET POSITION

August 31, 2025

ASSETS

CURRENT ASSETS:

Cash in bank	\$ 79,607	
--------------	-----------	--

TOTAL CURRENT ASSETS		\$ 79,607
----------------------	--	-----------

OTHER ASSETS:

Investments	1,410,637	
-------------	-----------	--

TOTAL OTHER ASSETS		1,410,637
--------------------	--	-----------

TOTAL ASSETS		\$ 1,490,244
--------------	--	--------------

LIABILITIES

CURRENT LIABILITIES:

Application deposits	3,000	
----------------------	-------	--

TOTAL CURRENT LIABILITIES		3,000
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TOTAL LIABILITIES		3,000
-------------------	--	-------

CAPITAL:

BEGINNING NET POSITION	\$ 1,507,236	
------------------------	--------------	--

Year-to-date change in net position	(19,992)	
-------------------------------------	----------	--

ENDING NET POSITION		\$ 1,487,244
---------------------	--	--------------

CHANDLER INDUSTRIAL DEVELOPMENT AUTHORITY
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN NET POSITION
August 31, 2025

	August 31, 2025	2 Month Ended August 31, 2025
OPERATING REVENUES:		
Interest income	\$ 144	\$ 310
TOTAL INCOME	144	310
TOTAL OPERATING REVENUES	144	310
OPERATING EXPENSES:		
Miscellaneous (account analysis settlement bank charge, IRS filings)	159	159
Grant payments	20,714	29,814
TOTAL OPERATING EXPENSES	20,873	29,973
OPERATING INCOME (LOSS)	(20,729)	(29,663)
NONOPERATING REVENUE:		
Investment income (loss)-Note 1	4,836	9,671
TOTAL NONOPERATING REVENUE	4,836	9,671
NET CHANGE IN NET POSITION	\$ (15,893)	\$ (19,992)
Note 1 - Interest income (loss) is as follows:		
Realized interest to date	4,836	9,671

CHANDLER INDUSTRIAL DEVELOPMENT AUTHORITY

STATEMENT OF NET POSITION

September 30, 2025

ASSETS

CURRENT ASSETS:

Cash in bank	\$ 79,576	
--------------	-----------	--

TOTAL CURRENT ASSETS		\$ 79,576
----------------------	--	-----------

OTHER ASSETS:

Investments	1,415,318	
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TOTAL OTHER ASSETS		1,415,318
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TOTAL ASSETS		\$ 1,494,894
--------------	--	--------------

LIABILITIES

CURRENT LIABILITIES:

Application deposits	3,000	
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TOTAL CURRENT LIABILITIES		3,000
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TOTAL LIABILITIES		3,000
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CAPITAL:

BEGINNING NET POSITION	\$ 1,507,236	
------------------------	--------------	--

Year-to-date change in net position	(15,342)	
-------------------------------------	----------	--

ENDING NET POSITION		\$ 1,491,894
---------------------	--	--------------

CHANDLER INDUSTRIAL DEVELOPMENT AUTHORITY
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN NET POSITION
September 30, 2025

	September 30, 2025	3 Month Ended September 30, 2025
OPERATING REVENUES:		
Interest income	\$ 103	\$ 412
TOTAL INCOME	103	412
TOTAL OPERATING REVENUES	103	412
OPERATING EXPENSES:		
Miscellaneous (account analysis settlement bank charge, IRS filings)	134	293
Grant payments	-	29,814
TOTAL OPERATING EXPENSES	134	30,107
OPERATING INCOME (LOSS)	(31)	(29,695)
NONOPERATING REVENUE:		
Investment income (loss)-Note 1	4,681	14,352
TOTAL NONOPERATING REVENUE	4,681	14,352
NET CHANGE IN NET POSITION	\$ 4,650	\$ (15,342)
Note 1 - Interest income (loss) is as follows:		
Realized interest to date	4,681	14,352

CHANDLER INDUSTRIAL DEVELOPMENT AUTHORITY
STATEMENT OF NET POSITION
October 31, 2025

ASSETS

CURRENT ASSETS:

Cash in bank	<u>\$ 58,587</u>	
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TOTAL CURRENT ASSETS		<u>\$ 58,587</u>
----------------------	--	------------------

OTHER ASSETS:

Investments	<u>1,420,161</u>	
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TOTAL OTHER ASSETS		<u>1,420,161</u>
--------------------	--	------------------

TOTAL ASSETS		<u>\$ 1,478,748</u>
--------------	--	---------------------

LIABILITIES

CURRENT LIABILITIES:

Application deposits	<u>3,000</u>	
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TOTAL CURRENT LIABILITIES		<u>3,000</u>
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TOTAL LIABILITIES		3,000
-------------------	--	-------

CAPITAL:

BEGINNING NET POSITION	\$ 1,507,236	
------------------------	--------------	--

Year-to-date change in net position	<u>(31,488)</u>	
-------------------------------------	-----------------	--

ENDING NET POSITION		<u>\$ 1,475,748</u>
---------------------	--	---------------------

CHANDLER INDUSTRIAL DEVELOPMENT AUTHORITY
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN NET POSITION
October 31, 2025

	October 31, 2025	4 Month Ended October 31, 2025
OPERATING REVENUES:		
Interest income	\$ 51	\$ 464
TOTAL INCOME	51	464
TOTAL OPERATING REVENUES	51	464
OPERATING EXPENSES:		
Annual Corporation Report	10	10
Miscellaneous (account analysis settlement bank charge, IRS filings)	315	608
Grant payments	20,714	50,528
	-	
TOTAL OPERATING EXPENSES	21,039	51,146
OPERATING INCOME (LOSS)	(20,988)	(50,682)
NONOPERATING REVENUE:		
Investment income (loss)-Note 1	4,842	19,194
TOTAL NONOPERATING REVENUE	4,842	19,194
NET CHANGE IN NET POSITION	\$ (16,146)	\$ (31,488)
Note 1 - Interest income (loss) is as follows:		
Realized interest to date	4,842	19,194



Industrial Development Authority Management Services

Date: 12/09/2025
To: Industrial Development Authority
Thru: Kristi Smith, Management Services Director
Julie Goucher, Accounting Senior Manager
From: Karla Lange, Management Assistant
Subject: Arizona Corporation Commission Annual Report

Attachments

ACC Annual Filing



Corporations Division

COMMISSIONERS

KEVIN THOMPSON – Chair
NICK MYERS - Vice Chair
LEA MÁRQUEZ PETERSON
RACHEL WALDEN
RENE LOPEZ

Date: 8/19/2025

Delivered via: Email

Karla Lange

RE: Entity Name: THE INDUSTRIAL DEVELOPMENT AUTHORITY OF
THE CITY OF CHANDLER
ACC File Number: 01275004
ACC Order Number: 202508193301766
Document Received 08/19/2025
Date:

We are pleased to notify you that the Annual Report submitted for the above-referenced entity have or has been APPROVED for filing.

The Corporations Division strongly recommends that you periodically monitor the corporation's public record, which can be viewed at ecorp.azcc.gov. If you have questions or for further information, contact Customer Service at 602-542-3026, or, within Arizona only, 800-345-5819.

Division Director Tanya Gibson
1300 W.Washington Street, Phoenix, AZ 85007 | 602-542-3026 | azcc.gov



Industrial Development Authority Management Services

Date: 12/09/2025
To: Industrial Development Authority
Thru: Kristi Smith, Management Services Director
Julie Goucher, Accounting Senior Manager
From: Karla Lange, Management Assistant
Subject: IRS Form 990, Fiscal Year Ending June 30, 2025

Attachments

Form 990

Taxpayer Copy

TIN: 94-2781837

Form 990
Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2024

Open to Public Inspection

A For the 2024 calendar year, or tax year beginning 07-01-2024 , and ending 06-30-2025

B Check if applicable:
☐ Address change
☐ Name change
☐ Initial return
☐ Final return/terminated
☐ Amended return
☐ Application pending

C Name of organization
INDUSTRIAL DEVELOPMENT AUTHORITY OF THE CITY OF CHANDLER

Doing business as

Number and street (or P.O. box if mail is not delivered to street address) Room/suite
PO BOX 4008

City or town, state or province, country, and ZIP or foreign postal code
CHANDLER, AZ 852444008

F Name and address of principal officer:
Shannon Wilson
PO Box 4008 MS 702
Chandler, AZ 85244

H(a) Is this a group return for subordinates?
☐ Yes ☒ No

H(b) Are all subordinates included?
☐ Yes ☐ No
If "No," attach a list. See instructions.

H(c) Group exemption number

D Employer identification number
94-2781837

E Telephone number
(480) 782-2333

G Gross receipts \$ 213,978

I Tax-exempt status: ☐ 501(c)(3) ☒ 501(c) (6) (insert no.) ☐ 4947(a)(1) or ☐ 527

J Website: <http://www.chandleraz.gov/default.aspx?pageid=633>

K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other

L Year of formation: 1979

M State of legal domicile: AZ

Part I Summary			
Activities & Governance	1 Briefly describe the organization's mission or most significant activities: To enhance employment opportunities and improve Chandler's tax base by focusing on industrial, office and retail revitalization and tourism development.		
	2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	7
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	7
	5 Total number of individuals employed in calendar year 2024 (Part V, line 2a)	5	0
	6 Total number of volunteers (estimate if necessary)	6	
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
	b Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g)	0	0
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	142,540	134,539
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	48,156	68,521
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	0	10,918
		190,696	213,978
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)	16,800	9,100
	14 Benefits paid to or for members (Part IX, column (A), line 4)	0	0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	0	0
	16a Professional fundraising fees (Part IX, column (A), line 11e)	0	0
	b Total fundraising expenses (Part IX, column (D), line 25) 0		
	17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	251	7,608
	18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	17,051	16,708
Net Assets or Fund Balances	19 Revenue less expenses. Subtract line 18 from line 12	173,645	197,270
		Beginning of Current Year	End of Year
	20 Total assets (Part X, line 16)	1,323,873	1,521,143
	21 Total liabilities (Part X, line 26)	3,000	3,000
	22 Net assets or fund balances. Subtract line 21 from line 20	1,320,873	1,518,143

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer
Shannon Wilson President
Type or print name and title

2025-08-21

Date

Paid Preparer Use Only

Print/Type preparer's name

Preparer's signature

Date

Check ☐ if self-employed

PTIN

Firm's name

Firm's EIN

Firm's address

Phone no.

May the IRS discuss this return with the preparer shown above? See Instructions. ☐ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat. No. 11282Y

Form 990 (2024)

Part III	Statement of Program Service Accomplishments
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Check if Schedule O contains a response or note to any line in this Part III ☐

1 Briefly describe the organization's mission:

To enhance employment opportunities and improve Chandler's tax base by focusing on industrial office and retail revitalization and tourism development.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ **Yes** ☒ **No**
If "Yes," describe these new services on Schedule O.

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 16,708 including grants of \$ 9,100) (Revenue \$ 134,539)
To enhance employment opportunities and improve Chandler's tax base by focusing on industrial, office and retail revitalization and tourism development.

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe in Schedule O.)
(Expenses \$ _____ including grants of \$ _____) (Revenue \$ _____)

4e	Total program service expenses	16,708
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Part IV		Checklist of Required Schedules			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	1		No		
2	Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions.	2		No		
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>	3		No		
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	4				
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III.</i>	5		No		
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I.</i>	6		No		
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>	7		No		
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>	8		No		
9	Did the organization report an amount in Part X, line 21 for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	9		No		
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi endowments? <i>If "Yes," complete Schedule D, Part V</i>	10		No		
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.					
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI.</i>	11a		No		
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>	11b		No		
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	11c		No		
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	11d		No		
e	Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	11e		No		
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	11f		No		
12a	Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	12a		No		
b	Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	12b		No		
13	Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	13		No		
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		No		
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>	14b		No		
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>	15		No		
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>	16		No		
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I.</i> See instructions.	17		No		
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	18		No		
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>	19		No		
20a	Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	20a		No		
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b				
21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21	Yes			

Part IV		Checklist of Required Schedules (continued)			Yes	No
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22				No
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23				No
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	24a				No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b				
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c				
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d				
25a	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a				
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b				
26	Did the organization report any amount on Part X, line 5 or 22 for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>	26				No
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	27				No
28	Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):					
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>	28a				No
b	A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>	28b				No
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>	28c				No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29				No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30				No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31				No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32				No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33				No
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	34				No
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a				No
b	If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b				
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36				No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37				No
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O.	38				No
Part V		Statements Regarding Other IRS Filings and Tax Compliance			Yes	No
Check if Schedule O contains a response or note to any line in this Part V						☐
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a		0		
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b		0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	Yes			

Part V		Statements Regarding Other IRS Filings and Tax Compliance (continued)						
2a		Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return		2a	0			
b		If at least one is reported on line 2a, did the organization file all required federal employment tax returns?		2b				
3a		Did the organization have unrelated business gross income of \$1,000 or more during the year? . . .		3a			No	
b		If "Yes," has it filed a Form 990-T for this year?If "No" to line 3b, provide an explanation in Schedule O . . .		3b				
4a		At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? . .		4a			No	
b		If "Yes," enter the name of the foreign country:_____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).						
5a		Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . .		5a			No	
b		Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		5b			No	
c		If "Yes," to line 5a or 5b, did the organization file Form 8886-T?		5c				
6a		Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? . . .		6a			No	
b		If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		6b				
7		Organizations that may receive deductible contributions under section 170(c).						
a		Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?		7a				
b		If "Yes," did the organization notify the donor of the value of the goods or services provided?		7b				
c		Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		7c				
d		If "Yes," indicate the number of Forms 8282 filed during the year		7d				
e		Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		7e				
f		Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . .		7f				
g		If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		7g				
h		If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		7h				
8		Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		8				
9		Sponsoring organizations maintaining donor advised funds.						
a		Did the sponsoring organization make any taxable distributions under section 4966?		9a				
b		Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? . . .		9b				
10		Section 501(c)(7) organizations. Enter:						
a		Initiation fees and capital contributions included on Part VIII, line 12		10a				
b		Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities		10b				
11		Section 501(c)(12) organizations. Enter:						
a		Gross income from members or shareholders		11a				
b		Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)		11b				
12a		Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?		12a				
b		If "Yes," enter the amount of tax-exempt interest received or accrued during the year.		12b				
13		Section 501(c)(29) qualified nonprofit health insurance issuers.						
a		Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O.		13a				
b		Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans		13b				
c		Enter the amount of reserves on hand		13c				
14a		Did the organization receive any payments for indoor tanning services during the tax year?		14a			No	
b		If "Yes," has it filed a Form 720 to report these payments?If "No," provide an explanation in Schedule O . .		14b				
15		Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.		15			No	
16		Is the organization an educational institution subject to the section 4968 excise tax on net investment income? . . If "Yes," complete Form 4720, Schedule O.		16			No	
17		Section 501(c)(21) organizations. Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? . . If "Yes," complete Form 6069.		17				

Part VI

Governance, Management, and Disclosure.

For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

☒

Section A. Governing Body and Management

			Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year	1a7		
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.			
b	Enter the number of voting members included in line 1a, above, who are independent	1b7		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2		No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?	3		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4		No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5		No
6	Did the organization have members or stockholders?	6		No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a		No
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b		No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:			
a	The governing body?	8a	Yes	
b	Each committee with authority to act on behalf of the governing body?	8b	Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9		No

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

			Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a		No
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a		No
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.			
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	12a		No
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b		
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done	12c		
13	Did the organization have a written whistleblower policy?	13		No
14	Did the organization have a written document retention and destruction policy?	14		No
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official	15a		No
b	Other officers or key employees of the organization	15b		No
	If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		No
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

17

List the states with which a copy of this Form 990 is required to be filed

AZ

18

Section 6104 requires an organization to make its Form 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☐ Own website

☐ Another's website

☒ Upon request

☐ Other (explain in Schedule O)

19

Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20

State the name, address, and telephone number of the person who possesses the organization's books and records:

City of Chandler Accounting Divisio 175 S Arizona Ave Chandler, AZ 85225 (480) 782-2333

Part VII

Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Shannon Wilson President	0.02	X		X				0	0	0
(2) Anthony Yang Secretary	0.02	X		X				0	0	0
(3) John Lok Vice President	0.02 0.00	X		X				0	0	0
(4) Lee Kroll Treasurer	0.02	X		X				0	0	0
(5) Charles Ertl Director	0.02	X						0	0	0
(6) Sunil Das Director	0.02	X						0	0	0
(7) Vacant Director	0.02	X						0	0	0

Part VIII		Statement of Revenue		Check if Schedule O contains a response or note to any line in this Part VIII				
				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns		1a					
	b Membership dues		1b					
	c Fundraising events		1c					
	d Related organizations		1d					
	e Government grants (contributions)		1e					
	f All other contributions, gifts, grants, and similar amounts not included above		1f					
	g Noncash contributions included in lines 1a - 1f:\$		1g					
	h Total. Add lines 1a-1f							
Program Service Revenue	2a Office Administrative Services		Business Code 561110	134,539	134,539			
	b							
	c							
	d							
	e							
	f All other program service revenue.							
	g Total. Add lines 2a-2f.		134,539					
	Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			68,521	68,521		
4 Income from investment of tax-exempt bond proceeds								
5 Royalties								
6a Gross rents		6a	(i) Real					
			(ii) Personal					
		b Less: rental expenses	6b					
		c Rental income or (loss)	6c					
d Net rental income or (loss)								
7a Gross amount from sales of assets other than inventory		7a	(i) Securities					
			(ii) Other					
		b Less: cost or other basis and sales expenses	7b					
		c Gain or (loss)	7c					
d Net gain or (loss)								
8a Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18		8a						
		b Less: direct expenses	8b					
c Net income or (loss) from fundraising events								
9a Gross income from gaming activities. See Part IV, line 19		9a						
		b Less: direct expenses	9b					
c Net income or (loss) from gaming activities								
10aGross sales of inventory, less returns and allowances	10a							
	b Less: cost of goods sold	10b						
c Net income or (loss) from sales of inventory								
Other Revenue	11aReimbursement of Legal Fees		Business Code 561110	7,418	7,418			
	b Application Fees		561110	3,500	3,500			
	c							
	d All other revenue							
	e Total. Add lines 11a-11d			10,918				
	12 Total revenue. See instructions			213,978	213,978	0	0	

Part IX Statement of Functional Expenses				
Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).				
Check if Schedule O contains a response or note to any line in this Part IX ☐				
Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	9,100	9,100		
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages				
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits				
10 Payroll taxes				
11 Fees for services (non-employees):				
a Management				
b Legal	7,418	0	7,418	
c Accounting				
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	190	190		
12 Advertising and promotion				
13 Office expenses				
14 Information technology				
15 Royalties				
16 Occupancy				
17 Travel				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization				
23 Insurance				
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a				
b				
c				
d				
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	16,708	9,290	7,418	0
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720).				

Part X

Balance Sheet

Check if Schedule O contains a response or note to any line in this Part IX

☐

				(A)		(B)
				Beginning of year		End of year
Assets	1	Cash—non-interest-bearing		228,521	1	109,270
	2	Savings and temporary cash investments		24,656	2	47,092
	3	Pledges and grants receivable, net		2,000	3	0
	4	Accounts receivable, net		0	4	0
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) . . .			6	
	7	Notes and loans receivable, net			7	
	8	Inventories for sale or use			8	
	9	Prepaid expenses and deferred charges			9	
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a			
	b	Less: accumulated depreciation	10b		10c	
	11	Investments—publicly traded securities		1,068,696	11	1,364,781
	12	Investments—other securities. See Part IV, line 11			12	
	13	Investments—program-related. See Part IV, line 11			13	
	14	Intangible assets			14	
	15	Other assets. See Part IV, line 11			15	
16	Total assets. Add lines 1 through 15 (must equal line 33)		1,323,873	16	1,521,143	
Liabilities	17	Accounts payable and accrued expenses		3,000	17	3,000
	18	Grants payable			18	
	19	Deferred revenue			19	
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D			21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			22	
	23	Secured mortgages and notes payable to unrelated third parties			23	
	24	Unsecured notes and loans payable to unrelated third parties			24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17 - 24). Complete Part X of Schedule D			25	
	26	Total liabilities. Add lines 17 through 25		3,000	26	3,000
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here ☐ and complete lines 27, 28, 32, and 33.					
	27	Net assets without donor restrictions		0	27	0
	28	Net assets with donor restrictions			28	
	Organizations that do not follow FASB ASC 958, check here ☒ and complete lines 29 through 33.					
	29	Capital stock or trust principal, or current funds		0	29	0
	30	Paid-in or capital surplus, or land, building or equipment fund			30	
	31	Retained earnings, endowment, accumulated income, or other funds		1,320,873	31	1,518,143
	32	Total net assets or fund balances		1,320,873	32	1,518,143
	33	Total liabilities and net assets/fund balances		1,323,873	33	1,521,143

Part XI

Reconcillation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	213,978
2	Total expenses (must equal Part IX, column (A), line 25)	2	16,708
3	Revenue less expenses. Subtract line 2 from line 1	3	197,270
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	1,320,873
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	1,518,143

Part XII

Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

		Yes	No
1	Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant? If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		No
b	Were the organization's financial statements audited by an independent accountant? If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		No
c	If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.		
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?		No
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.		

Schedule I
(Form 990)Department of the Treasury
Internal Revenue ServiceGrants and Other Assistance to Organizations,
Governments and Individuals in the United States
Complete if the organization answered "Yes," on Form 990, Part IV, line 21 or 22.
▶ Attach to Form 990.▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2024

Open to Public
InspectionName of the organization
INDUSTRIAL DEVELOPMENT AUTHORITY OF THE CITY OF CHANDLER

Employer identification number

94-2781837

Part I General Information on Grants and Assistance

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ Yes ☐ No
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

(a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1) Pipeline AZ 2055 E Warner Rd Tempe, AZ 85284	88-3797648	501(c)(3)	9,100				Workforce Dev. Software

- 2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶
- 3 Enter total number of other organizations listed in the line 1 table ▶ 1

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat. No. 50055P

Schedule I (Form 990) Rev. 1-2025

Part III **Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					

Part IV **Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

Return Reference	Explanation
Part II, Line 1	City will receive quarterly reporting to monitor the platform's implementation and success

Name of the organization
INDUSTRIAL DEVELOPMENT AUTHORITY OF THE CITY OF CHANDLER

Employer identification number
94-2781837

Return Reference	Explanation
Form 990, Part VI, Section B, Line 11b	This is reviewed by the President or Vice President prior to filing. The signed and reviewed Form 990 is provided to the board members at the next meeting following the filing.
Form 990, Part VI, Section C, Line 19	Current and past respective results are available to the public via the City of Chandler website, http://www.chandleraz.gov/default.asp?pageid=633 . Minutes are provided upon request.
Part VI, Line 19	Current and past agendas and respective results are available to the public via the City of Chandler website, http://www.chandleraz.gov/default.aspx?pageid=633 . Minutes are provided upon request.