



# GILBERT

ARIZONA



2016 Gilbert, Arizona

# BENCHMARK REPORT

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# INTRODUCTION

## Town of Gilbert: Best in Class

The Town of Gilbert prides itself on being a high-performing government that delivers exceptional service at the lowest possible cost. This commitment, originating from the town's vision to be best in class in all lines of service, drives the organization to continually seek new opportunities to improve efficiency and effectiveness.

To that end, the town is pleased to present the second edition of the Gilbert Benchmark Report, which evaluates our progress in achieving "best in class" status as an organization.

## How are Benchmarks Used?

Through the benchmarking process, the organization can gauge performance, as well as demonstrate its commitment to highly efficient operations and delivery of superior results. Benchmarking also provides data to allow for continuous improvement.

## How Were Benchmarks Developed?

Benchmarks were developed at the department level and are intended to measure the effectiveness of a particular functional area or process outcome. Departments were asked to identify between two and three municipalities within Arizona of comparable size that offer similar programs, and are considered to provide a high level of service. In addition, departments identified two to three municipalities outside of Arizona using the same criteria, if applicable. (Note: some services are not compared across states due to varying laws and regulations.)

It is important to note that while benchmarks provide valuable information and serve as an effective performance measurement tool, it is difficult to identify true comparisons with other jurisdictions, as operations may vary significantly depending on organizational structure, funding and Council-identified priorities. What the Town of Gilbert values as the components of a successful operation may vary from other municipalities based on resident and community needs, as will the methodologies for calculating similar performance measures and benchmarks. As such, a concerted effort has been made to collect the best comparative data possible from the most reliable and up-to-date sources. Additionally, department footnotes provide information on how a measure was calculated, any nuances to the calculations and/or why a particular metric was selected. Benchmarks are not intended to be used as an exclusive indicator of performance; rather, they contribute to the town's overall performance measurement strategy.

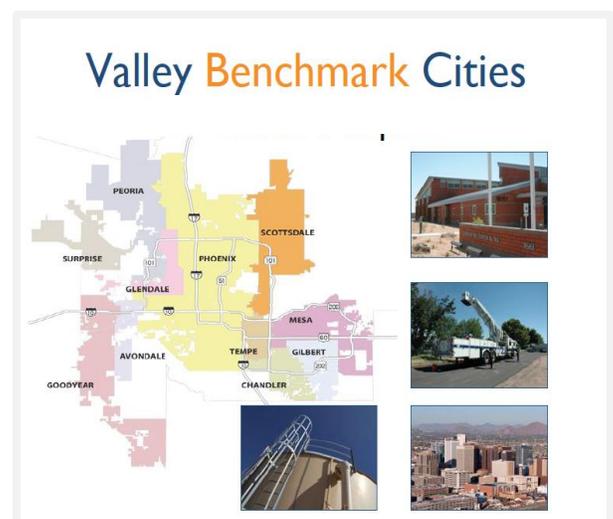
**This report includes a total of 81 measures across 27 departments and divisions, which collectively benchmark the Town of Gilbert with 40 communities in 13 states across the U.S.**

## Moving Forward

Benchmarks are reviewed and updated biennially to ensure the metrics are consistent with current town goals. The first edition of the report, published in 2014, may be found [here](#). In addition, future updates will be available online at: [www.gilbertaz.gov](http://www.gilbertaz.gov).

Gilbert also participates in Valley Benchmark Cities, a regional collaborative of the 11 largest cities in the Phoenix metropolitan area, Arizona State University, International City/County Management Association (ICMA), and Alliance for Innovation. More information on the group's work and a link to its annual report may be found [here](#):

<http://www.gilbertaz.gov/budget>.



# ALIGNMENT WITH MISSION, VISION, VALUES AND STRATEGIC INITIATIVES

Town departments first reviewed industry standards and best practices to determine “best in class” service levels. They then developed metrics in alignment with the town’s strategic initiatives, mission, vision, and values. Together, the standards and organization’s core principles were the impetus for benchmarks included in this report.

## Gilbert Mission

We are a service organization committed to enhancing quality of life and serving with integrity, trust, and respect.

## Gilbert Vision

Gilbert will be the best in class in all lines of service.

## Gilbert Values

As a team, the Town of Gilbert values:

### Integrity

by being ethical, professional and trustworthy

### Respect

by being fair, courteous and valuing others

### Accountability

by being responsible for our actions and following through on our commitments

### Innovation

by continuously improving services through progressive and creative outcomes

### Learning

by developing our knowledge and skills

### Communication

through transparency, collaboration and accessible information

## Gilbert Strategic Initiatives

Six strategic initiatives have been identified to guide the town’s operations as we strive to maintain Gilbert as a clean, safe, and vibrant community, and also prepare for build-out. These strategic initiatives include:

- Community Livability
- Technology Leader
- Financial Plan
- Infrastructure
- Economic Development
- High Performing Government

*An icon for the strategic initiative that most closely aligns with department benchmarks can be found at the top of each department or division page.*



# GILBERT PERFORMANCE MEASUREMENT – PRINCIPLE TO PRACTICE

While this report highlights external benchmarks, the Town of Gilbert also utilizes department performance measures to highlight year-over-year trends in the annual budget document. Together, these tools highlight how each functional area translates the town’s priorities into practice by providing the highest and best level of service at the lowest possible cost.

**Internal performance measures** evaluate the town’s performance in a particular area for four consecutive fiscal years. There are more than 50 performance measure categories at the division and department levels that are recorded each year in the Town of Gilbert budget document. These measures monitor progress in achieving department objectives. A link to FY16 performance measures is included at the end of every section in this report.

**External benchmarks** take a look outside the organization to examine how the town compares to other municipalities of similar size and operation. This exercise allows the town to identify where Gilbert is excelling, and where the organization could improve by incorporating demonstrated successes and process improvements that other organizations have explored.



The combination of these tools allows for a holistic view of town operations for Gilbert residents, and allows Council and management to make data-driven decisions in their efforts to continuously improve service delivery. While no single measure is capable of fully capturing department operations, collectively, the measures promote transparency and accountability throughout the town. Together, these performance measurement tools offer a snapshot of the many services Gilbert, Arizona is proud to provide its residents.

## GILBERT PERFORMANCE MEASUREMENT



# ABOUT GILBERT



**239,277**

**Gilbert Population**  
(Census Estimate, July 1, 2014)

**32.6**

**Median Age**  
(ACS, 2014 1-year estimate)

**\$81,485**

**Median Household Income**  
(ACS, 2014 1-year estimate)



**No. 1 in the Nation for Median Income**  
(WalletHub, 2015)



**Largest City in the U.S.**



**Largest City in Arizona**

**2nd**  
Safest City in the U.S.  
*(FBI Uniform Crime Report Data, 2015)*

**12th**  
Hardest Working City in America  
*(WalletHub, 2015)*

**8th**  
Best City for People with Disabilities  
*(WalletHub, 2015)*

**4th**  
Best City for Halloween  
*(WalletHub, 2015)*

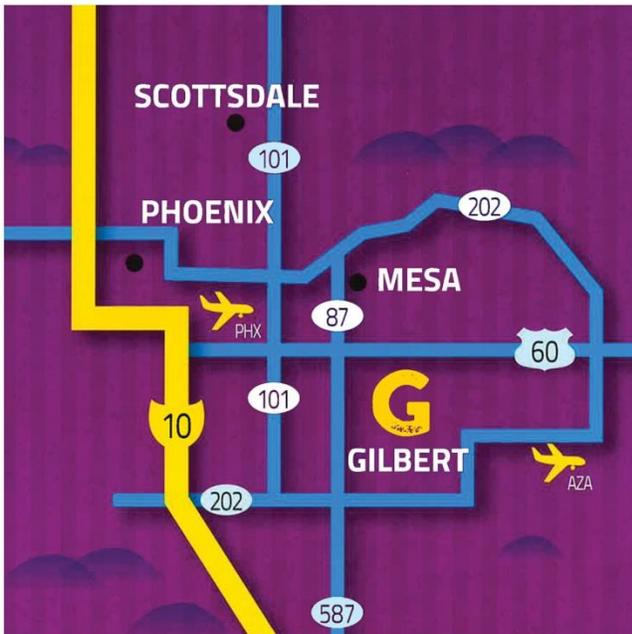
**16th**  
Best City for First-Time Home Buyers  
*(WalletHub, 2015)*

**14th**  
Best City for Families  
*(WalletHub, 2015)*

**5th**  
Best City for Veterans  
*(WalletHub, 2015)*



**3rd**  
Best City to Find a Job  
*(WalletHub, 2015)*



Planning Area: **72.6** square miles



FY2016 Town of Gilbert Employees: **1,274.97**



FY2016 Gilbert Full-Time Equivalent (FTE) per 1,000 Residents: **5.3**



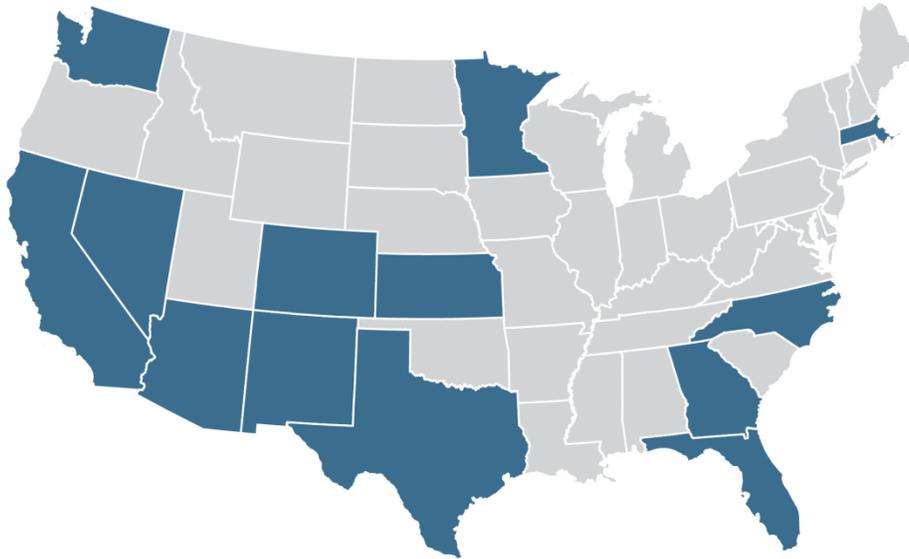
FY2016 Annual Budget

- Operating: **\$345.5 M**
- Special revenue: **\$28.8 M**
- Other capital funds: **\$179.8 M**
- Debt service: **\$60.9 M**
- Total adopted budget: **\$615.0 M**

# GILBERT - BENCHMARK COMMUNITIES

## Which Communities Were Identified as Benchmarks?

This report includes 40 benchmark communities in 13 states. The map below highlights those communities, in addition to Gilbert, and their July 1, 2014 Census population estimates. *These estimates were utilized throughout the report in per capita measures to keep consistent with the data, which is primarily representative of FY2015.*



### ARIZONA

1. Avondale, AZ (79,646)
2. Chandler, AZ (254,276)
3. Flagstaff, AZ (68,785)

**Gilbert, AZ (239,277)**

4. Glendale, AZ (237,517)
5. Goodyear, AZ (75,664)
6. Mesa, AZ (464,704)
7. Peoria, AZ (166,934)
8. Phoenix, AZ (1,537,058)
9. Queen Creek, AZ (32,236)
10. Scottsdale, AZ (230,512)
11. Surprise, AZ (126,275)
12. Tempe, AZ (172,816)

### CALIFORNIA

13. Fremont, CA (228,758)
14. Huntington Beach, CA (200,809)
15. Irvine, CA (248,531)
16. Palo Alto, CA (66,955)
17. Sacramento, CA (485,199)
18. Santa Clarita, CA (181,557)

### COLORADO

19. Aurora, CO (353,108)
20. Fort Collins, CO (156,480)

### FLORIDA

21. Orlando, FL (262,372)

### GEORGIA

22. Sandy Springs, GA (101,908)

### KANSAS

23. Overland Park, KS (184,525)

### MASSACHUSETTS

24. Cambridge, MA (109,694)

### MINNESOTA

25. Minneapolis, MN (407,207)

### NEVADA

26. Henderson, NV (277,440)
27. Reno, NV (236,995)

### NEW MEXICO

28. Albuquerque, NM (557,169)
29. Las Cruces, NM (101,408)
30. Santa Fe, NM (70,297)

### NORTH CAROLINA

31. Durham, NC (251,893)
32. Winston-Salem, NC (239,269)

### TEXAS

33. Austin, TX (912,791)
34. Denton, TX (128,205)
35. Irving, TX (232,406)
36. Garland, TX (235,501)
37. Plano, TX (278,480)
38. Sugar Land, TX (86,777)

### WASHINGTON

39. Bellevue, WA (136,426)
40. Tacoma, WA (205,159)

## Benchmark Communities – Comparative Data

Data source: American Community Survey 2014 5-year estimates.

City / Town	Median Age	Median Home Value	Average Household Size	Median Household Income	Per Capita Income	Unemployment Rate	Educational Attainment - Bachelor's or Higher
Avondale, AZ	29.8	\$129,600	3.38	\$57,170	\$20,559	9.5%	18.9%
Chandler, AZ	34.6	\$220,700	2.82	\$72,072	\$32,092	6.7%	39.7%
Flagstaff, AZ	25.9	\$263,000	2.54	\$48,120	\$24,702	8.5%	42.8%
<b>Gilbert, AZ</b>	<b>32.6</b>	<b>\$231,100</b>	<b>3.11</b>	<b>\$81,485</b>	<b>\$31,546</b>	<b>6.3%</b>	<b>40.3%</b>
Glendale, AZ	32.9	\$141,500	2.91	\$46,855	\$21,817	11.1%	21.6%
Goodyear, AZ	35.8	\$192,500	2.90	\$70,293	\$27,599	3.9%	27.0%
Mesa, AZ	35.8	\$151,800	2.68	\$48,259	\$24,427	9.1%	24.3%
Peoria, AZ	39.2	\$178,600	2.73	\$63,025	\$29,038	7.6%	27.5%
Phoenix, AZ	32.9	\$155,900	2.83	\$46,881	\$24,057	9.9%	26.5%
Queen Creek, AZ	30.3	\$237,800	3.43	\$83,809	\$30,547	4.2%	37.7%
Scottsdale, AZ	46.1	\$376,700	2.20	\$72,455	\$51,564	6.3%	53.2%
Surprise, AZ	38.7	\$171,700	2.73	\$59,094	\$25,609	9.4%	28.3%
Tempe, AZ	28.0	\$179,200	2.47	\$48,183	\$26,094	9.0%	41.0%
Fremont, CA	37.4	\$614,500	3.07	\$103,591	\$40,815	7.6%	23.9%
Huntington Beach, CA	40.9	\$628,600	2.62	\$82,554	\$42,680	8.4%	40.9%
Irvine, CA	34.0	\$662,200	2.67	\$91,999	\$43,456	7.1%	65.6%
Palo Alto, CA	42.3	\$1,000,000+	2.53	\$151,370	\$83,387	3.7%	80.4%
Sacramento, CA	33.8	\$228,400	2.06	\$50,013	\$26,060	8.7%	29.3%
Santa Clarita, CA	37.0	\$376,700	2.98	\$83,178	\$33,879	10.0%	32.0%
Aurora, CO	33.4	\$179,300	2.73	\$52,275	\$24,732	10.1%	27.1%
Fort Collins, CO	29.3	\$253,200	2.47	\$53,775	\$28,921	7.9%	51.6%
Orlando, FL	33.0	\$158,600	2.40	\$41,901	\$25,664	7.4%	33.4%
Sandy Springs, GA	35.7	\$419,100	2.33	\$63,401	\$50,384	7.3%	58.3%
Overland Park, KS	37.7	\$225,000	2.40	\$72,231	\$40,065	5.1%	57.4%
Cambridge, MA	30.5	\$552,600	2.06	\$75,909	\$48,446	3.9%	74.7%
Minneapolis, MN	31.7	\$205,200	2.26	\$50,767	\$32,232	6.6%	47.0%
Henderson, NV	40.7	\$207,500	2.60	\$63,830	\$33,238	10.3%	30.7%
Reno, NV	34.6	\$200,800	2.48	\$46,489	\$26,352	10.5%	29.4%
Albuquerque, NM	35.6	\$185,100	2.46	\$47,413	\$26,876	8.5%	33.2%
Las Cruces, NM	33.0	\$148,500	2.45	\$41,442	\$21,891	5.8%	38.0%
Santa Fe, NM	44.5	\$276,500	2.15	\$50,213	\$33,967	9.1%	44.0%
Durham, NC	32.7	\$178,200	2.34	\$49,585	\$29,051	8.3%	47.3%
Winston-Salem, NC	34.4	\$139,700	2.43	\$40,480	\$24,800	7.2%	32.7%
Austin, TX	31.8	\$227,800	2.45	\$55,216	\$32,672	6.8%	46.0%
Denton, TX	27.9	\$149,200	2.61	\$48,518	\$24,348	9.5%	38.3%
Irving, TX	31.7	\$138,900	2.70	\$50,942	\$26,959	5.5%	33.8%
Garland, TX	33.9	\$115,800	3.09	\$51,997	\$21,661	9.8%	21.6%
Plano, TX	38.1	\$222,800	2.65	\$82,944	\$41,902	5.9%	54.6%
Sugar Land, TX	41.2	\$263,700	3.06	\$105,400	\$45,611	5.3%	54.2%
Bellevue, WA	37.9	\$538,300	2.46	\$92,524	\$50,405	4.7%	62.1%
Tacoma, WA	36.0	\$207,300	2.54	\$51,953	\$27,405	7.8%	26.1%

## How Does Gilbert Compare to its Phoenix Metropolitan Area Neighbors?

### TOTAL FY2016 ADOPTED BUDGET



	Avondale	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe
Population - July 1, 2014 Census Estimate											
	79,646	254,276	239,277	237,517	75,664	467,704	166,934	1,537,058	230,512	126,725	172,816
FY2016 Total Adopted Budget (in millions)											
	\$176.7	\$910.6	\$615.0	\$632.0	\$236.0	\$1,610.0	\$511.0	\$3,702.3	\$1,201.7	\$281.4	\$607.5

Population data source: Census estimates for July 1, 2014. Budget data source: FY16 Budget documents posted on municipal websites.

### FY2016 MUNICIPAL PROPERTY TAX\*



	Avondale	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe
Primary											
	0.7756	0.2992	N/A	0.4898	1.1637	N/A	0.1900	1.3414	0.5293	0.7591	0.9334
Secondary											
	0.9744	0.8800	1.0567	1.7067	0.7063	1.2125	1.2500	0.4786	0.6244	N/A	1.5861
Combined											
	1.7500	1.1792	1.0567	2.1965	1.8700	1.2125	1.4400	1.8200	1.1537	0.7591	2.5195

\*Per \$100 in AV. Figures reflect municipal rates and do not include school district, county rates, etc.

### SALES TAX (TRANSACTION PRIVILEGE TAX)\*



	Avondale	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe
Retail											
State, County	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%
Local	2.50%	1.50%	1.50%	2.90%	2.50%	1.75%	1.80%	2.30%	1.65%	2.20%	1.80%
Combined	8.80%	7.80%	7.80%	9.20%	8.80%	8.05%	8.10%	8.60%	7.95%	8.50%	8.10%

\*On single item under \$5,000

### ESTIMATED TAXES ON COMMON ITEMS\*



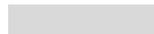
	Avondale	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe
Estimated Property Taxes on Home, Estimated Sales Tax on Purchase of a Car											
\$250,000 Home	\$438	\$295	\$264	\$672	\$468	\$303	\$360	\$455	\$288	\$190	\$630
\$30,000 Car	\$2,340	\$2,340	\$2,340	\$2,760	\$2,250	\$2,415	\$2,430	\$2,540	\$2,385	\$2,550	\$2,430

\*Estimated municipal property taxes paid on a home with a \$250,000 assessed value. Calculation includes primary and secondary rates. Does not include TPT on actual sale of a new home. Sales tax on purchase of a new car accounts for Model City Tax Code Option V (reduced sales tax on single transaction over \$5,000) utilized by Avondale, Goodyear and Phoenix, and includes state, county and local estimated sales tax total.

## Department Benchmark Matrix

The matrix below depicts the benchmark communities utilized by each **major functional area**. (Note: there may be several departments within one functional area, e.g. Management & Policy.) Departments selected two to three municipalities within Arizona and two to three outside the state to serve as benchmarks, based primarily on population, demographics and/or service delivery.

	Management & Policy	Management Services	Development Services	Court	Police	Fire	Parks & Recreation	Public Works
Avondale, AZ								
Chandler, AZ								
Flagstaff, AZ								
Glendale, AZ								
Goodyear, AZ								
Mesa, AZ								
Peoria, AZ								
Phoenix, AZ								
Queen Creek, AZ								
Scottsdale, AZ								
Surprise, AZ								
Tempe, AZ								
Fremont, CA								
Huntington, CA								
Irvine, CA								
Palo Alto, CA								
Sacramento, CA								
Santa Clarita, CA								
Aurora, CO								
Fort Collins, CO								
Orlando, FL								
Sandy Springs, GA								
Overland Park, KS								
Cambridge, MA								
Minneapolis, MN								
Durham, NC								
Winston-Salem, NC								
Albuquerque, NM								
Las Cruces, NM								
Santa Fe, NM								
Henderson, NV								
Reno, NV								
Austin, TX								
Denton, TX								
Irving, TX								
Garland, TX								
Plano, TX								
Sugar Land, TX								
Bellevue, WA								
Tacoma, WA								

 National Citizen Survey (NCS) Benchmark City  
 Utilized as a benchmark community for that department/division

# GILBERT - DEPARTMENT BENCHMARKS





## MANAGEMENT & POLICY

### Mayor and Council, and Office of Intergovernmental Relations

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

#### **Benchmark: Committees with Councilmember Participation/Representation**

As representatives of the town, the Mayor and Councilmembers are appointed to numerous boards and committees of national, statewide and regional organizations. These organizations include the National League of Cities, the League of Arizona Cities and Towns, Maricopa Association of Governments, the Greater Phoenix Economic Council, Valley Metro/Regional Public Transportation Authority, Arizona Municipal Water Users Association and East Valley Partnership to name a few. The following table represents a cumulative comparison of the Town Council’s participation vs. our peer cities.

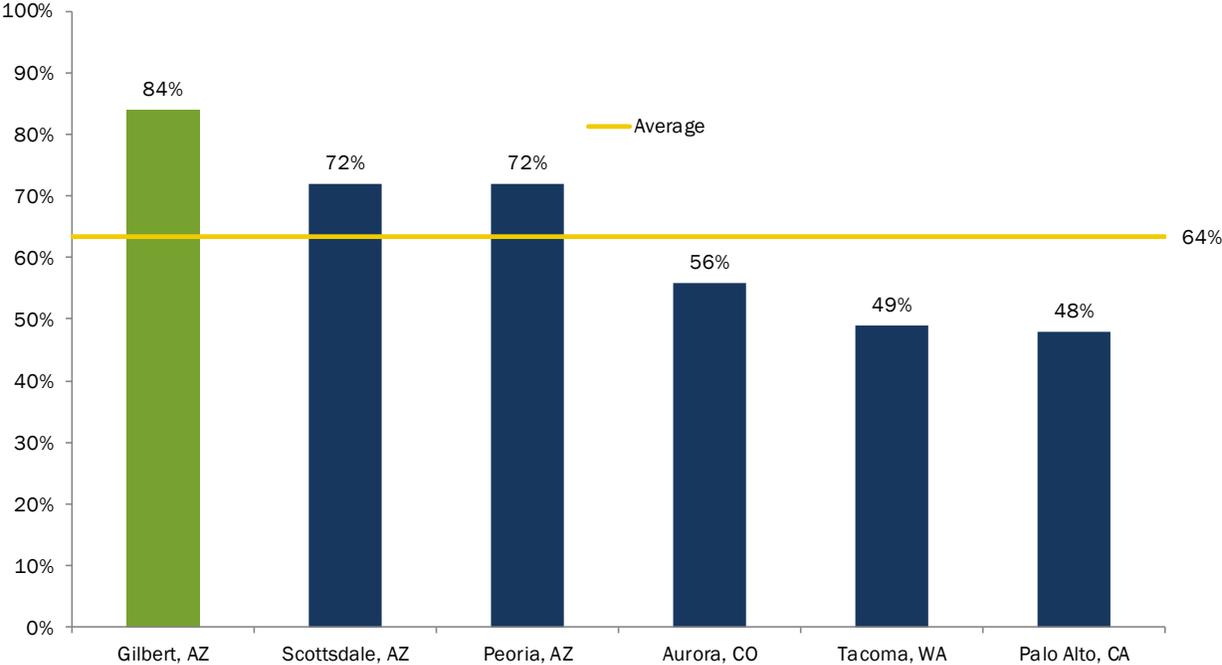
Comparison to Benchmark Communities			
City / Town	National	Statewide	Regional
Gilbert, AZ	1	5	13
Chandler, AZ	0	2	11
Peoria, AZ	3	1	10
Mesa, AZ	15	1	7

*Data source: Municipal intergovernmental relations staff.*

Intergovernmental relations personnel are primarily responsible for handling the scheduling, preparation and staffing of our Councilmembers on these assignments. In February 2016, staff conducted a survey of Council to gauge their overall satisfaction in intergovernmental relations on a scale of 1 to 10; the average score was 9.4.



**Benchmark: Percentage of Residents Rating Overall Direction City/Town is Taking as Good or Excellent**



Data source: Municipal National Citizen Survey (NCS) reports available through city/town websites. Gilbert NCS report completed in 2015; Peoria, 2013; Scottsdale, 2014; Aurora, 2013; Tacoma, 2014; and Palo Alto, 2015.

## Town Manager

The Town Manager’s office is responsible for assisting the Town Council and departments to respond to community needs, meet performance goals and provide responsible organization and fiscal management. By fostering a service organization and ensuring a commitment to an enhanced quality of life, the manager’s office encourages teamwork to deliver high quality municipal services to internal and external customers.

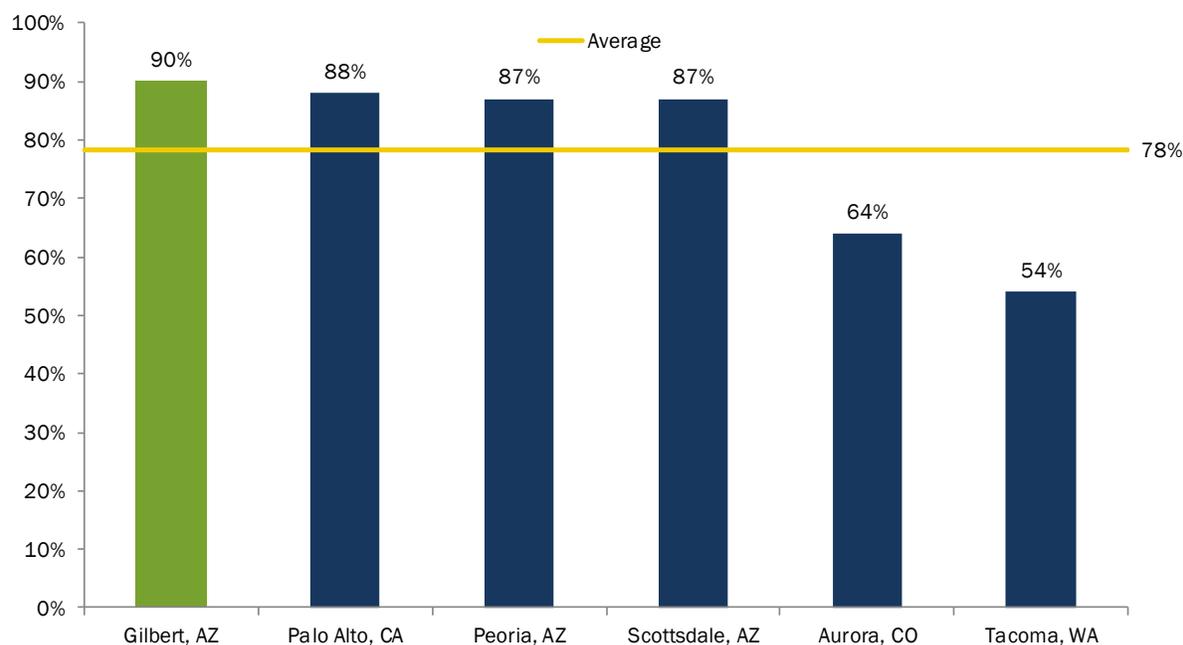
Due to the varying nature of manager’s offices structures and responsibilities throughout the country, the Town Manager’s office utilizes measures from the National Research Center’s National Citizen Survey (NCS) as it is a trusted resident survey instrument for local governments to benchmark to other communities.

Some factors that may influence outcomes in an NCS survey are demographics, socioeconomic conditions, as well as other variables. The figures below provide some context for each community.

Comparison to Benchmark Communities				
City / Town	July 1, 2014 Population	Median Household Income	Unemployment	Retail Sales Tax Rate
Gilbert, AZ	239,277	\$81,485	6.30%	7.80%
Peoria, AZ	166,934	\$63,025	7.60%	8.10%
Scottsdale, AZ	230,512	\$72,455	6.30%	7.95%
Palo Alto, CA	66,955	\$151,370	3.70%	8.75%
Aurora, CO*	353,108	\$52,275	10.10%	8.00%
Tacoma, WA	205,159	\$51,953	7.80%	9.60%

Data source: July 1, 2014 Census estimate for population; ACS 2014 5-year estimates.

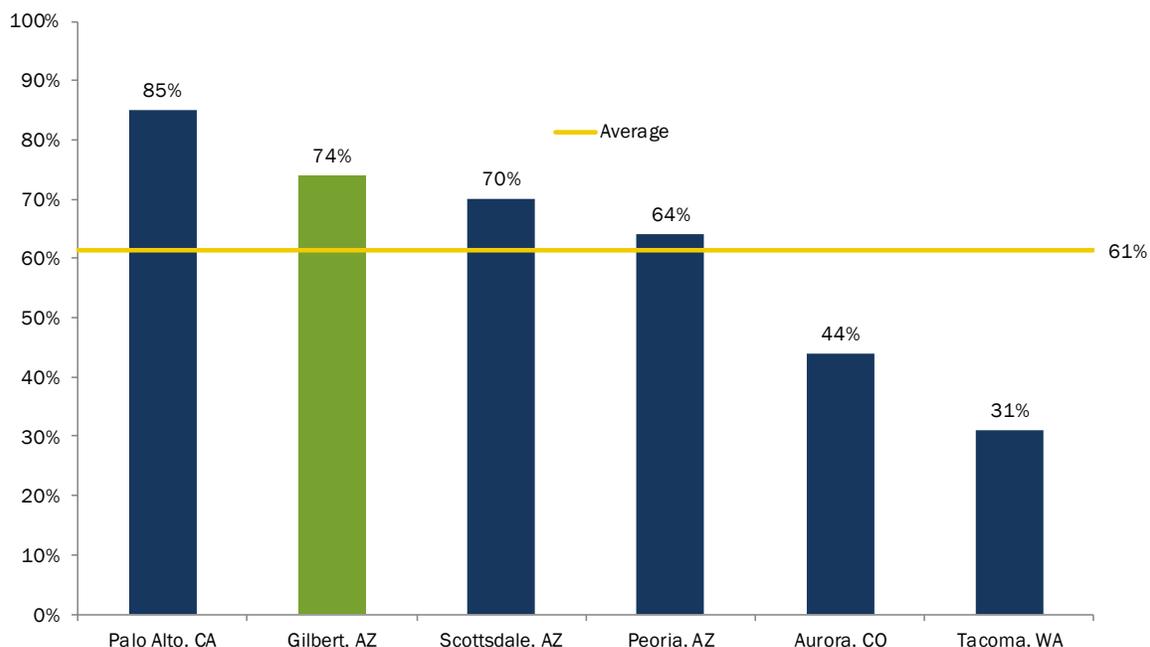
### Benchmark: Percentage of Residents Rating Overall Quality of City/Town Services as Good or Excellent



Data source: Municipal National Citizen Survey (NCS) reports posted on city/town websites. Gilbert NCS report completed in 2015; Peoria, 2013; Scottsdale, 2014; Aurora, 2013; Tacoma, 2014; and Palo Alto, 2015.



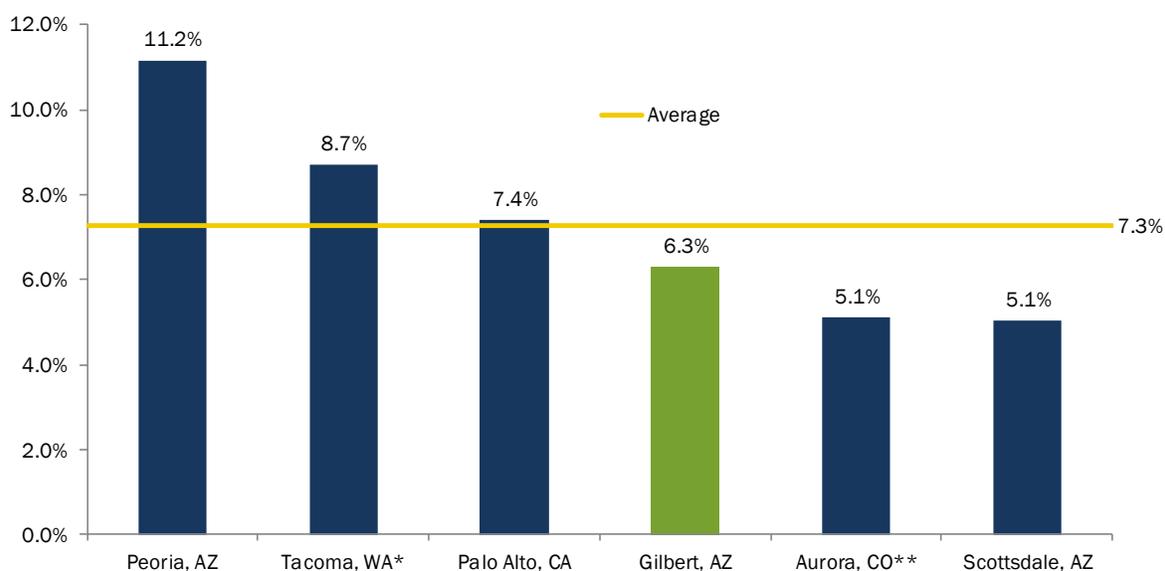
### Benchmark: Percentage of Residents Rating Value of Service for Taxes Paid as Good or Excellent



Data source: Municipal National Citizen Survey (NCS) reports posted on city/town websites. Gilbert NCS report completed in 2015; Peoria, 2013; Scottsdale, 2014; Aurora, 2013; Tacoma, 2014; and Palo Alto, 2015.

### Benchmark: Corporate Management and Governance as a Percentage of FY15 Operating Expenditures

For this measure, corporate management and governance includes FY15 operating expenditures for the following departments: Mayor and Council, City Manager, Human Resources, Information Technology, Communications, Finance, Budget, and Intergovernmental Relations. This figure is then divided by total FY15 municipal operating expenditures. Percentages will vary based on department structures, services offered and the size of the municipality's total budget.



Data source: Municipal staff, FY16 and FY17 budget documents.

\*Tacoma, WA has biennial budget beginning Jan. 1 of odd-numbered years. Latest financial report available is Sept. 2015; 2015 calendar year projections for corporate management (as defined above) and total operating expenditures utilized.

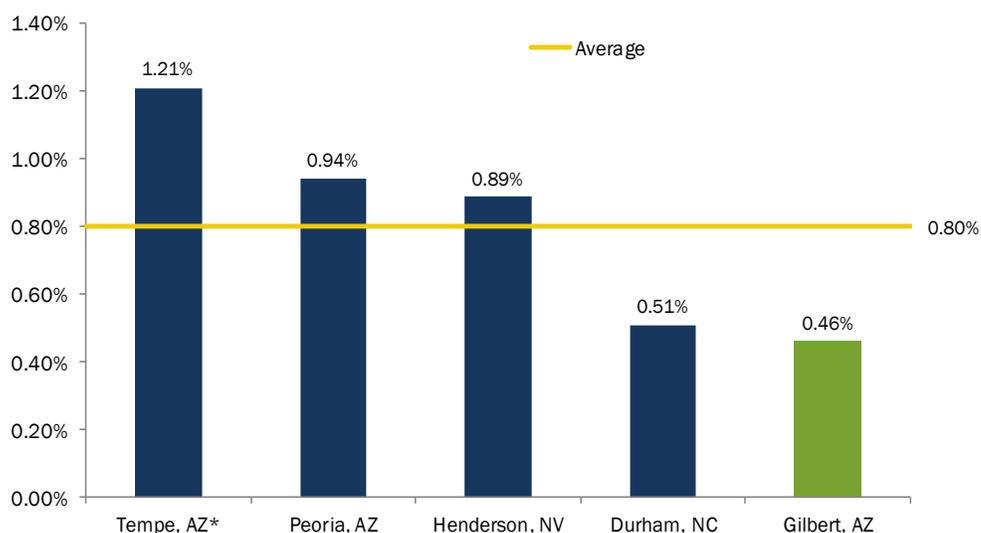
\*\*Aurora, CO fiscal year begins Jan. 1. Audited, year-end financials for FY15 not yet available; therefore, FY15 projection utilized for corporate management expenses and total operating expenditures.

### FY16 Performance Measures, Town Manager

## General Counsel

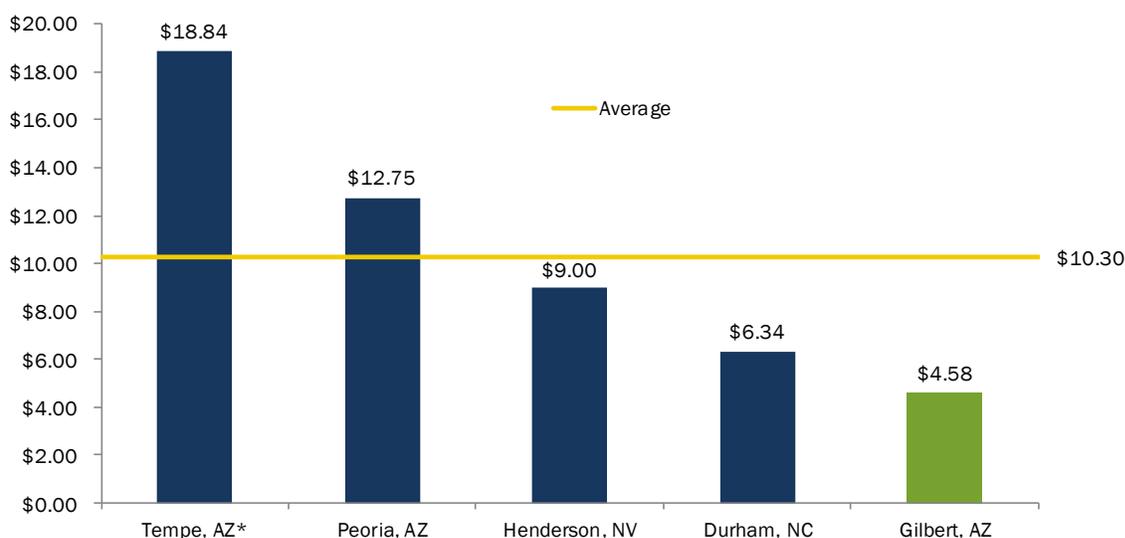
The mission of the town attorney is to provide the highest quality legal services to elected and appointed officials and staff in conducting town business. Support is provided through the rendering of legal advice and opinions; preparation and review of contracts, ordinances, resolutions and other documents; preparation of standard procedures for staff; and attending regular meetings with town staff. In FY2014, the first in-house attorney was hired for the Town of Gilbert. As the benchmarks below indicate, the Town of Gilbert has low per capita legal expenditures.

### Benchmark: General Counsel/Town Attorney Expenditures as a Percentage of Operating Expenditures



\*Note: Expenditures for all cities do not include liability litigation expenses or Prosecutor expenses, except for the City of Tempe, AZ. The City Attorney's office in Tempe includes both civil and criminal divisions and the expenditures shown in the chart above account for both.  
Data Source: The information provided is for FY 14 and was obtained from municipal budget websites and municipal staff.

### Benchmark: Per Capita Legal Expenditures



\*Note: The City Attorney's office in Tempe, AZ includes both civil and criminal divisions and the data shown in the chart above account for both.  
Data Source: The information provided is for FY 14 and was obtained from municipal budget websites and municipal staff.

## FY16 Performance Measures, Attorney

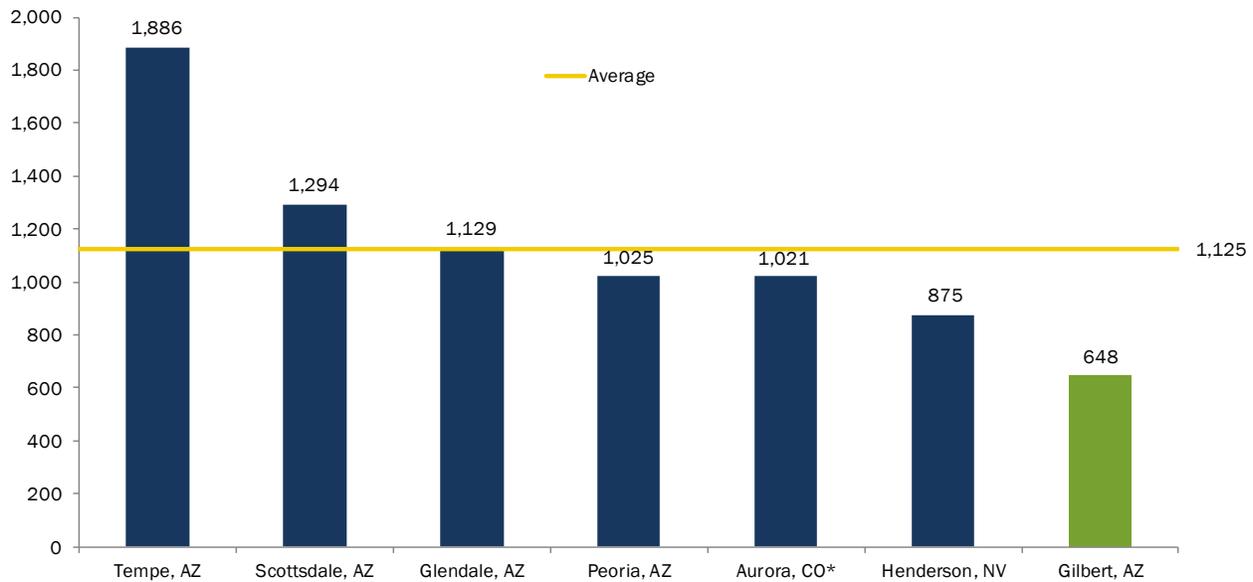


## Town Prosecutor

The Town Prosecutor’s Office is responsible for pursuing misdemeanor cases that occur in Gilbert. The responsibilities of the Prosecutor’s Office vary, but include reviewing cases that are submitted for long-form charging of criminal complaints, preparing offers on cases that are pending in court, conducting various hearings to include bench trials, jury trials, restitution hearings and probation violations, providing sentencing recommendations, and drafting various motions and appeals. Performance standards are regulated by both the Arizona Rules of Criminal Procedure and the Arizona Revised Statutes, which mandate the timeframes within which certain events must occur.

The Arizona Prosecuting Attorneys Advisory Council (APAAC) does not publish benchmarks. “Best in class” in the Prosecutor’s Office focuses on timely attention to cases so that justice can be served in a fair and expedient fashion for all parties who are impacted by a criminal case. For those reasons, the benchmarks that follow were selected. National benchmarks were not used due to variances in the protocol of mandated criminal procedure time requirements.

**Benchmark: Caseload per Prosecutor and Time to Clear Long-Form Charges**



Comparison to Benchmark Communities	
City / Town	Time to Clear Long Forms
Gilbert, AZ	within 30 days
Scottsdale, AZ	within 30 days
Tempe, AZ	within 60 days
Peoria, AZ	within 60 days
Glendale, AZ	within 60 days
Henderson, NV	within 60 days
Aurora, CO	N/A

Note: Aurora, CO does not process DUI or cases involving Colo. Rev. Stat. § 42-2-138, driving under restraint. Tempe, AZ, and Scottsdale, AZ, maintain diversion programs. The fiscal year for Aurora, CO is from January 1 – December 31<sup>st</sup> and the cases are not tracked per month. Scottsdale, AZ clears long forms involving domestic violence within 15 days; Peoria, AZ and Glendale, AZ clear long forms involving domestic violence within 30-days; all other cities do not have specific timeframes to clear long forms for cases involving domestic violence.

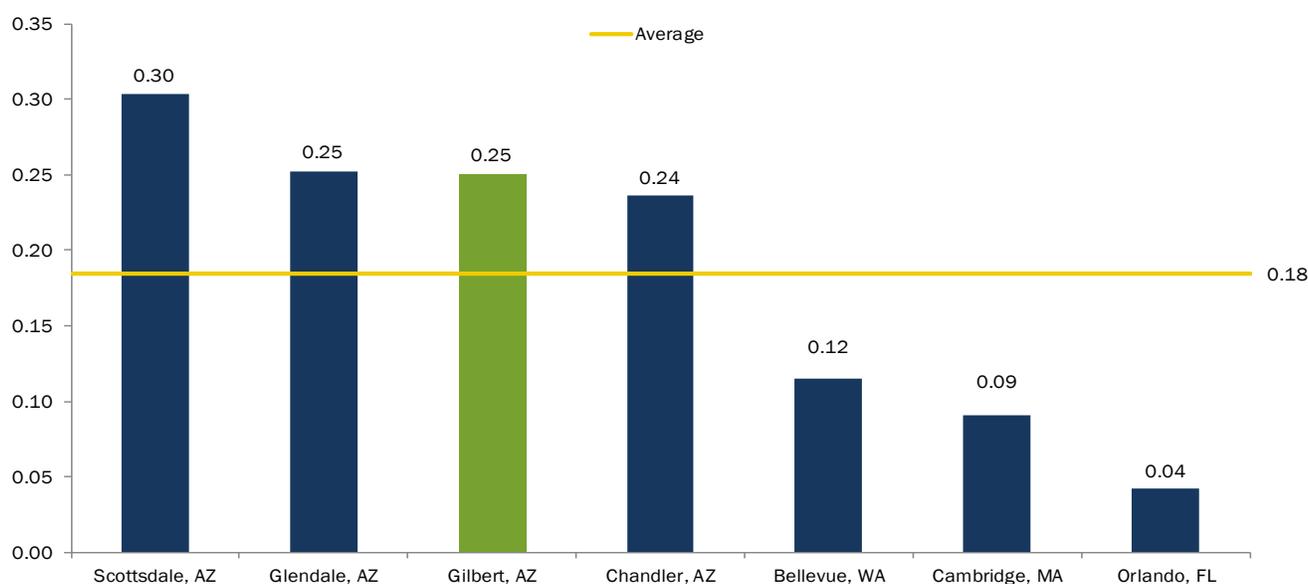
Data source: Information provided by municipal court staff.

### FY16 Performance Measures, Prosecutor

## Town Clerk

The primary functions typically performed in a clerk’s office may include meeting agendas and related packets, records management, and election administration. Although functions are similar, they are difficult to compare nationally because laws such as the open meeting and public record laws vary widely from state to state. “Best in class” in a clerk’s office focuses on providing the public accessibility to records, transparency, and compliance with state law. Accessibility and transparency have been greatly increased as information is available online.

### Benchmark: Town Clerk Full-Time Equivalent (FTE) Positions per 10,000 Residents



Note: FTE data reflects FY15; Census estimates for July 1, 2014 utilized for population.

Data Source: The information provided was obtained from municipal budget websites and municipal clerk staff.

### Benchmark: Draft Council Minutes Posted to Town Website

Gilbert posts full, draft minutes within three working days in lieu of actions as required by Open Meeting Law.

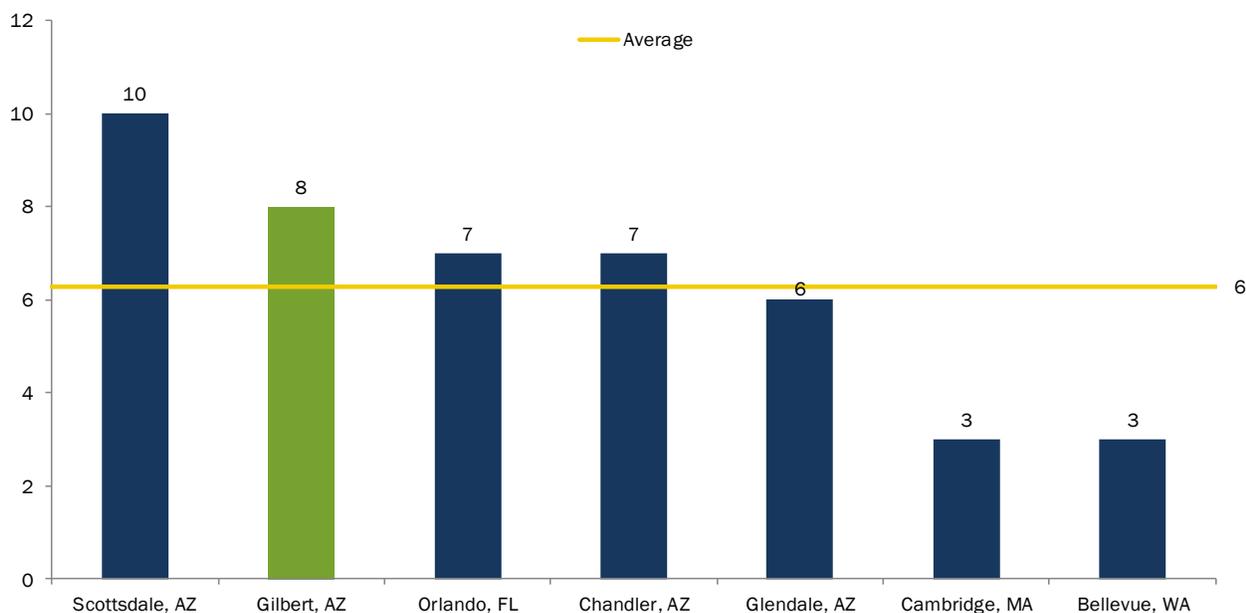
Comparison to Benchmark Communities	
City / Town	Draft Council Minutes Posted to Website for Public Accessibility and Transparency; Length of Time After Council Meeting
Gilbert, AZ	Three working days
Chandler, AZ	Draft minutes available in next Council agenda packet
Glendale, AZ	Draft minutes available in next Council agenda packet
Scottsdale, AZ	Available in next Council agenda packet
Orlando, FL	Within 1 Week
Cambridge, MA	Within 2-4 Weeks
Bellevue, WA	Available within 15 working days of the meeting

Data Source: The information provided was obtained from municipal budget websites and municipal clerk staff.



### Benchmark: Council Meeting Agenda and Agenda Items Posted to Website in Advance of Meeting (in days)

The Open Meeting Law requires posting of the agenda to the website at least 24 hours prior to a meeting, but does not require posting of agenda packet materials. Timeframes for posting are determined by when Council wishes to receive the agenda and agenda items.

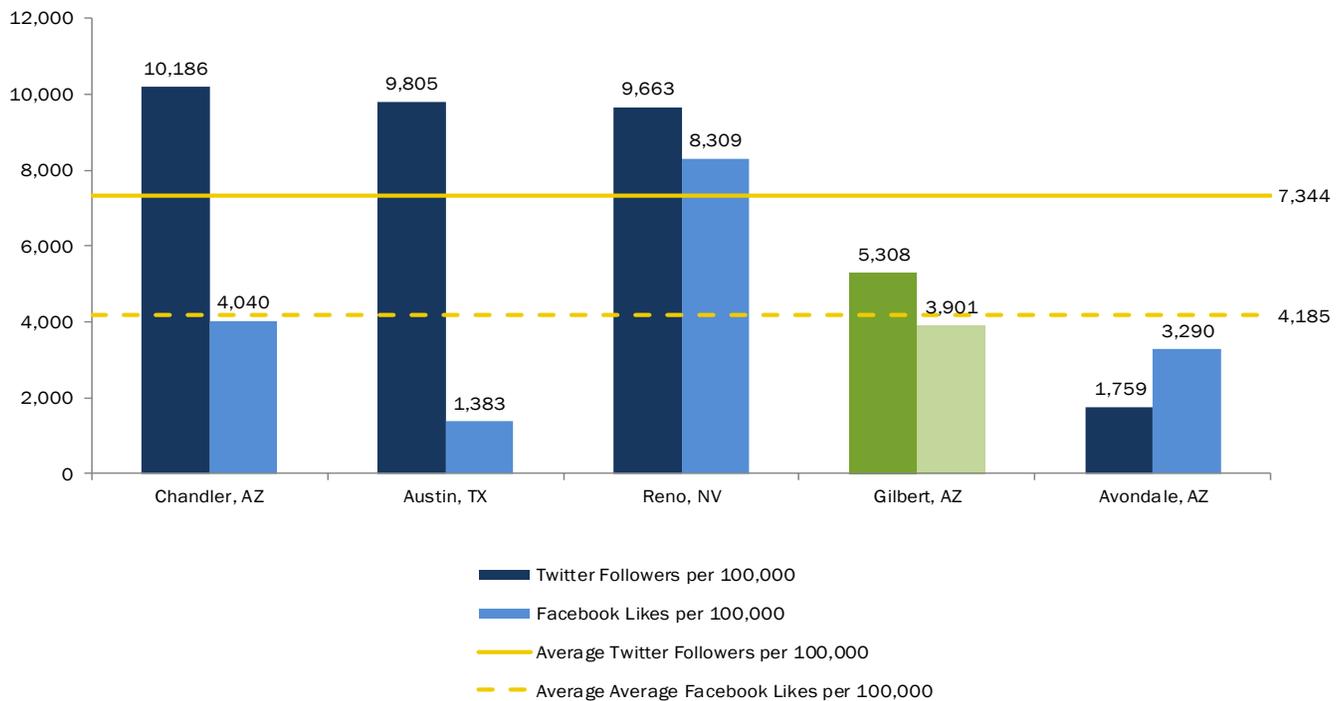


Data Source: The information provided was obtained from municipal clerk staff.

## Office of Communications

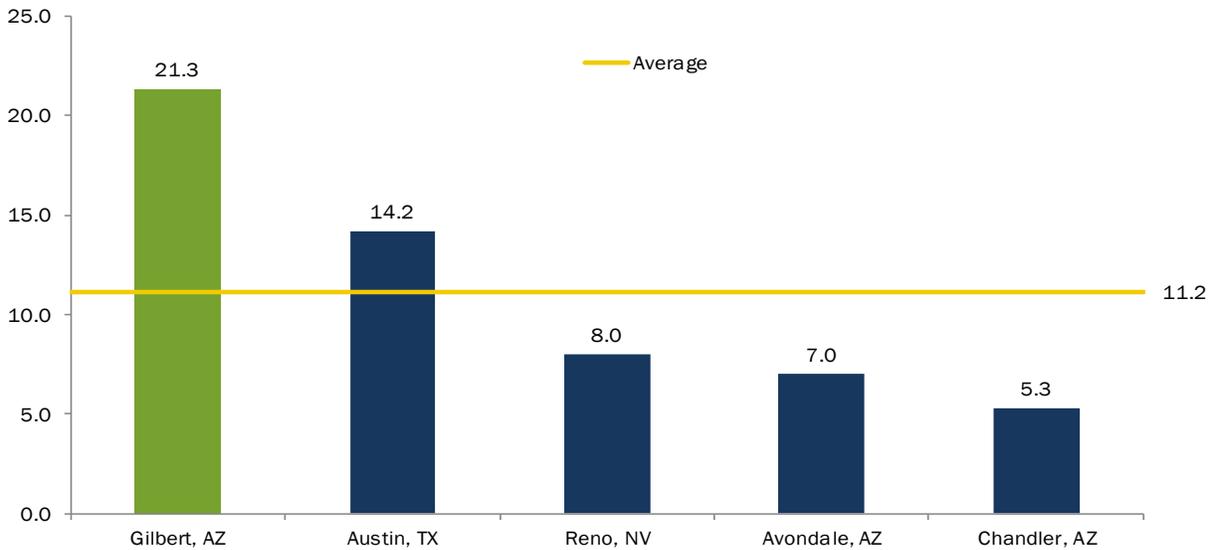
The Office of Communications is focused on establishing Gilbert as a leader in digital government. Responsible for all internal, external, and digital communications, video production, broadcast, public relations, media relations social media and marketing efforts for Gilbert, the Communications department leverages digital tools to connect with residents. Through our innovative use of technology, we engage residents and visitors with sleek web design, high-quality and high-definition video production, mobile applications, social media and other forms of digital media - establishing Gilbert as a leader in digital government not only in Arizona but nationally.

**Benchmark: Social Media Followers; Likes on Twitter and Facebook per 100,000 Residents**



Data source: Social Media statistics in likes and followers as of June 7, 2016. Figures normalized per 100,000 residents utilizing July 1, 2014 Census population estimates.

### Benchmark: YouTube Videos Produced In-House per Communications Department FTE



Comparison to Benchmark Communities			
City / Town	YouTube Videos Produced	Communications Department FTE	Videos Produced per FTE
Gilbert, AZ	128	6	21.3
Austin, TX	340	24	14.2
Reno, NV	24	3	8.0
Avondale, AZ	21	3	7.0
Chandler, AZ	74	14	5.3

Note: YouTube videos produced include any original content; Council and other required public meetings have been excluded. FTE data shown in the table above is reflective of the entire communications department staff, not just staff dedicated to video production. For instance, in Gilbert, two (2) digital journalists are responsible for the majority of video production. In addition, some cities provide unique programming and content for government access channels that may not be reflected in the videos posted to YouTube.

Data source: Municipal staff and YouTube videos posted.

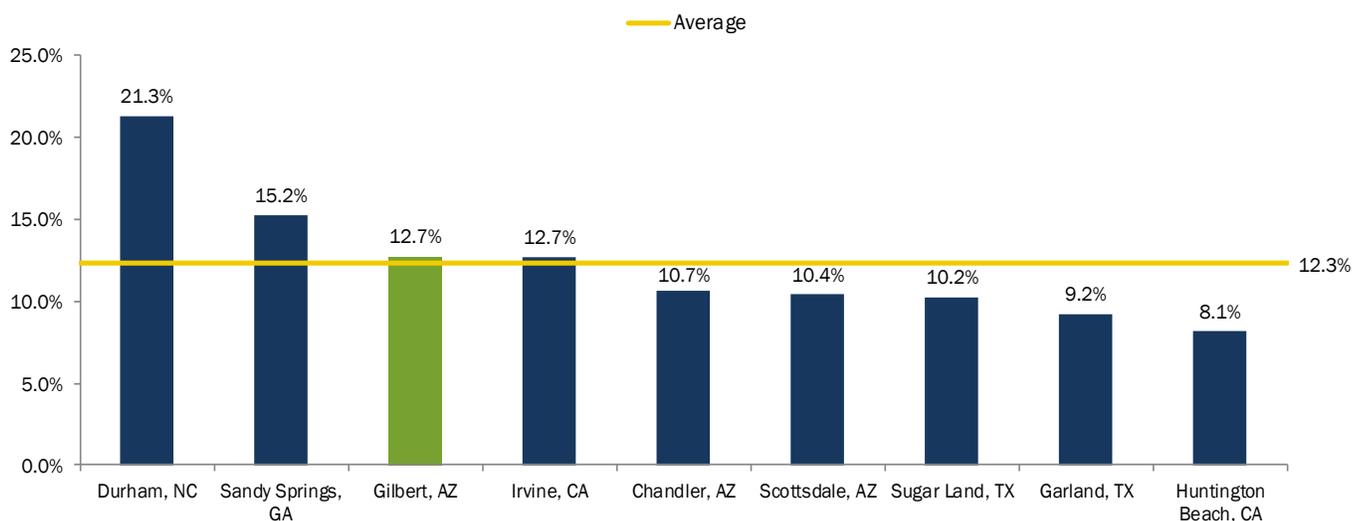
## Office of Economic Development

The mission of the Gilbert Office of Economic Development (OED) is to attract, grow, and retain business and industry, in order to increase the economic well-being of the community. Efforts are focused on industries that have a high concentration of Science, Technology, Engineering and Math (STEM and STEM - related) occupations. The benchmarks related to the percent of STEM/STEM related occupations, and share of high technology industry employment all help to measure whether or not Gilbert economic development efforts are impacting key economic performance indicators. The OED also added benchmarks measuring commercial vacancy and average annual hotel occupancy. A measure of economic health is a low vacancy rate for existing office, retail, and industrial buildings and this is an important measure to track. As businesses grow and vacancy rates decline, Gilbert will likely see an increase in new and speculative development to meet demand. With respect to hotel occupancy, the OED began to oversee the tourism line of service for Gilbert in 2013 and since that time, has invested a portion of the transient occupancy tax collections to build a comprehensive tourism program that will result in increased tax revenue through an increase in bed night occupancy. Because of this expanded line of service, measuring hotel occupancy will help determine if tourism efforts are making an impact in the community.

The “best in class” comparative areas in these benchmarks provide sound examples of human capital capacities and economic performance outcomes that align with Gilbert’s mission. The comparative municipalities have a high ratio of jobs to resident population and were selected based on their success in attracting and growing industries within target industries that are similar to Gilbert’s. The target Industries for Gilbert include:

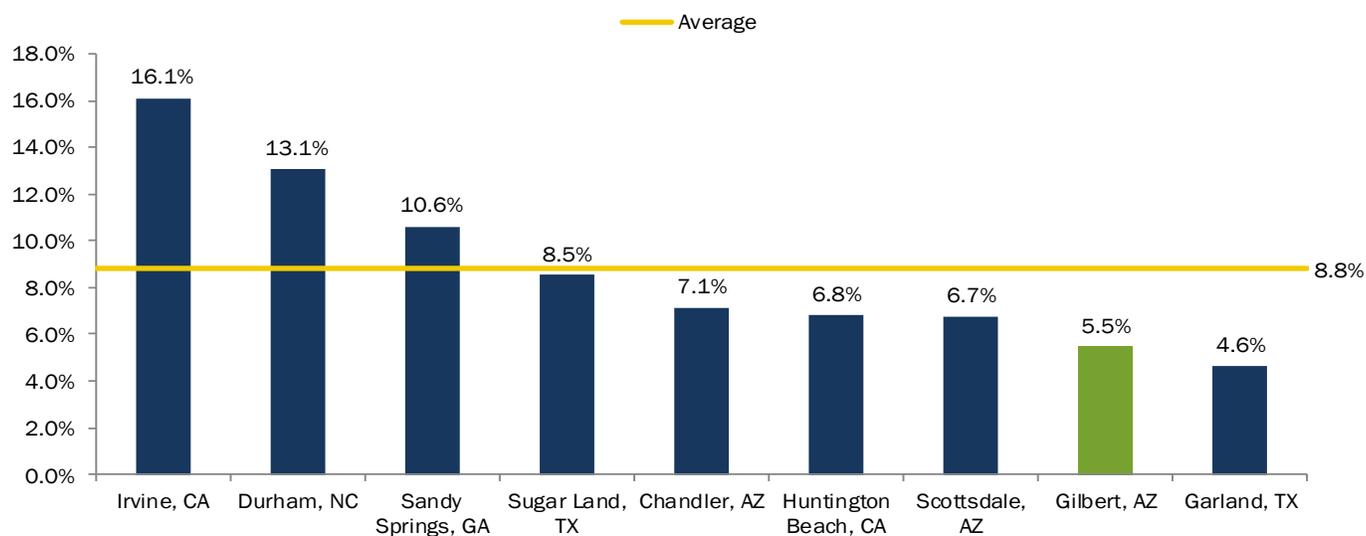
- Advanced Business Services
- Information, Communication and Technology
- Manufacturing
- Aerospace & Aviation
- Healthcare & Life Sciences

### Benchmark: Share of Workers in STEM and STEM Related Occupations



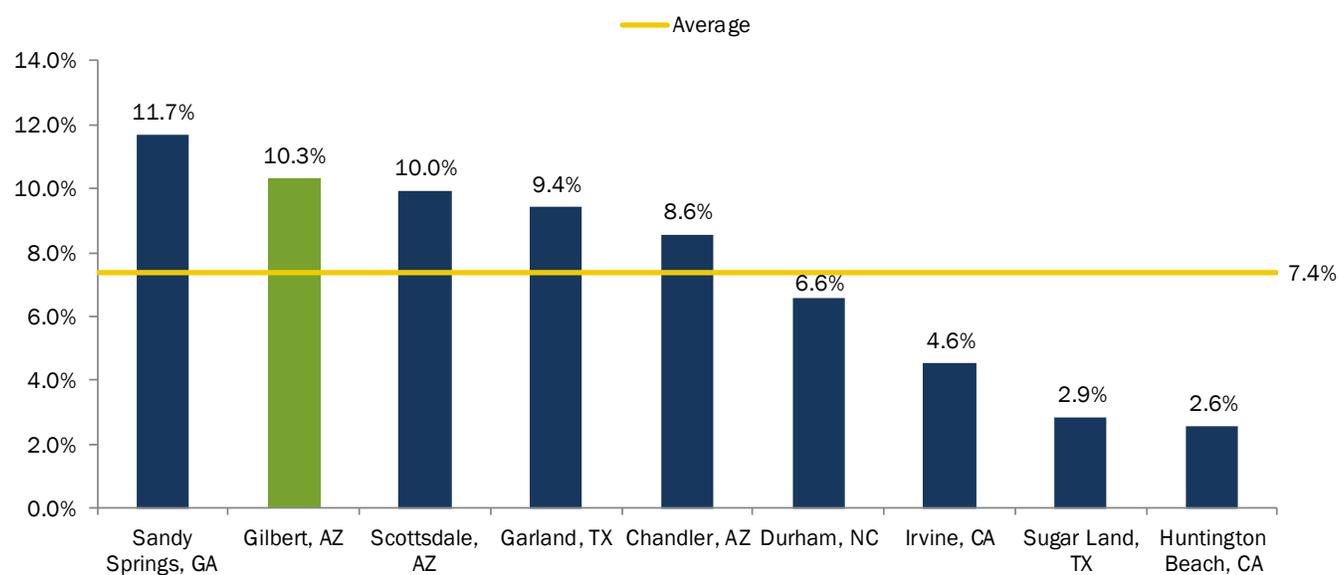
Data source: Economic Modeling Specialists, Inc. 2016

## Benchmark: Share of High Technology Industry Employment



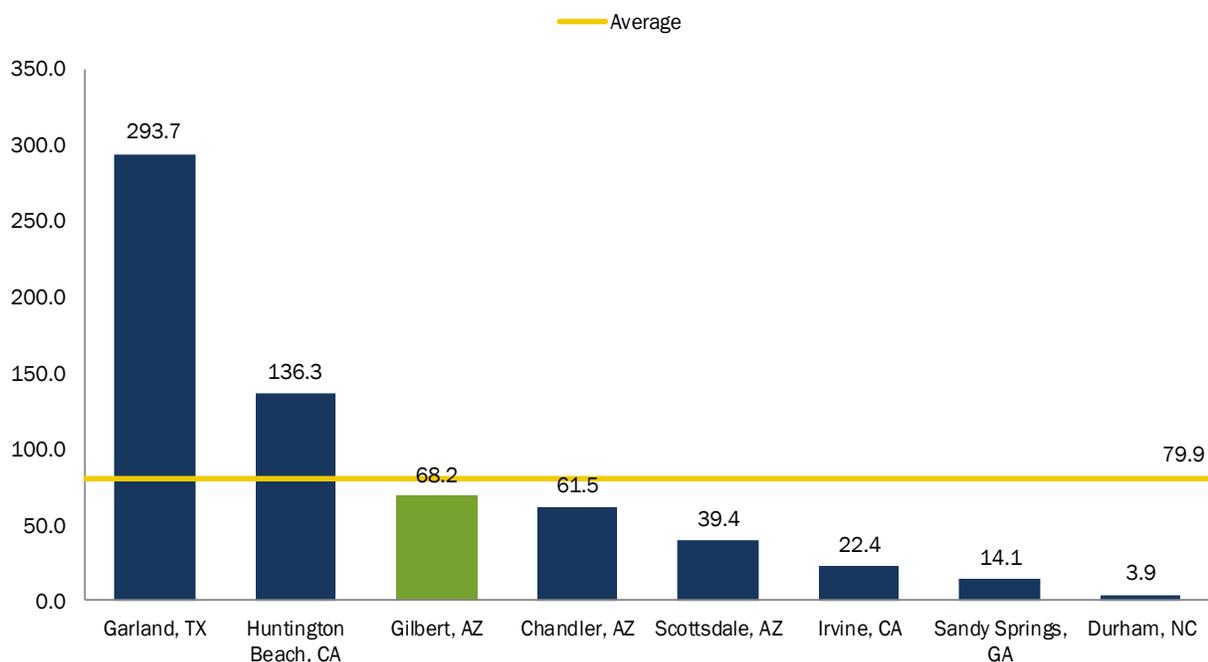
Data source: Economic Modeling Specialists, Inc. 2016

## Vacancy Rate of Commercial Property (Office, Retail, Industrial, Flex)



Data source: Xceligent, Q4 2015

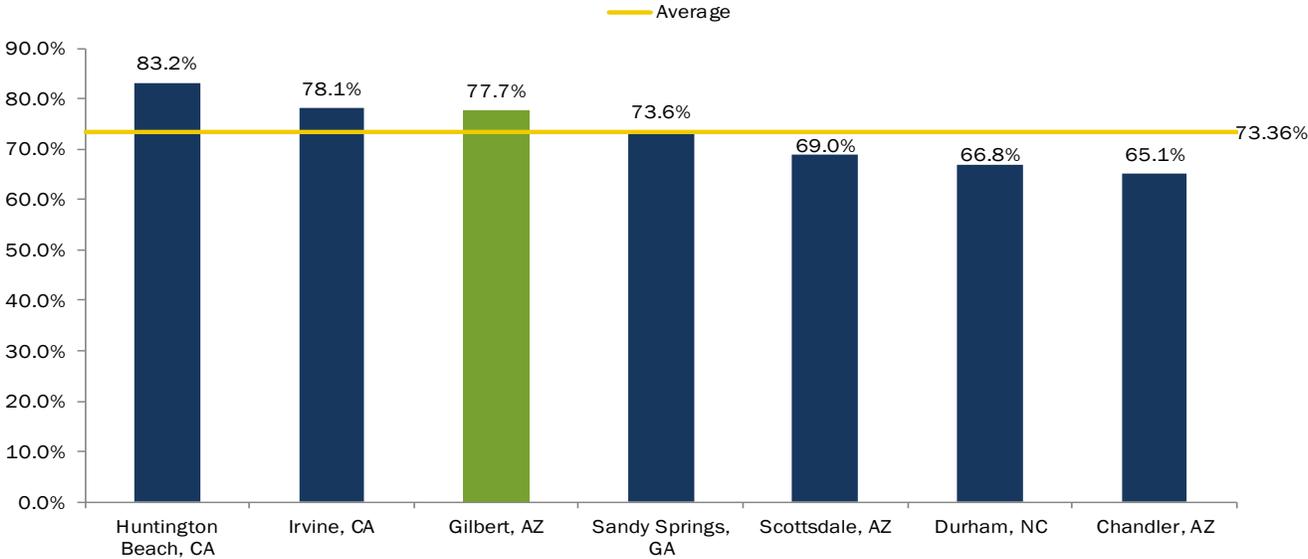
### Annual Growth in Total Commercial Real Estate (Sq Ft Added) per Commercially Zoned Acre



Comparison to Benchmark Communities			
City / Town	Annual Growth in Commercial Real Estate, FY15	Total Commercial Acres	Annual Growth (Sq. Ft.) per Commercial Acre
Garland, TX	2,398,631	8,167.5	293.7
Huntington Beach, CA	471,596	3,460.2	136.3
Gilbert, AZ	907,590	13,315.6	68.2
Chandler, AZ	2,056,499	33,422.1	61.5
Scottsdale, AZ	1,128,930	28,627.6	39.4
Irvine, CA	218,180	9,755.9	22.4
Sandy Springs, GA	18,448	1,306.1	14.1
Durham, NC	155,119	39,733.6	3.9

Data source for commercial real estate growth and commercially-zoned acres: Xceligent, Q1-Q4 2015. Sugar Land, TX added 25,156,571 square feet of commercial real estate, which represents an anomaly in the data; the number has been excluded to avoid skewing the axis and average.

**Hotel Occupancy – Average Annual Occupancy Rate**

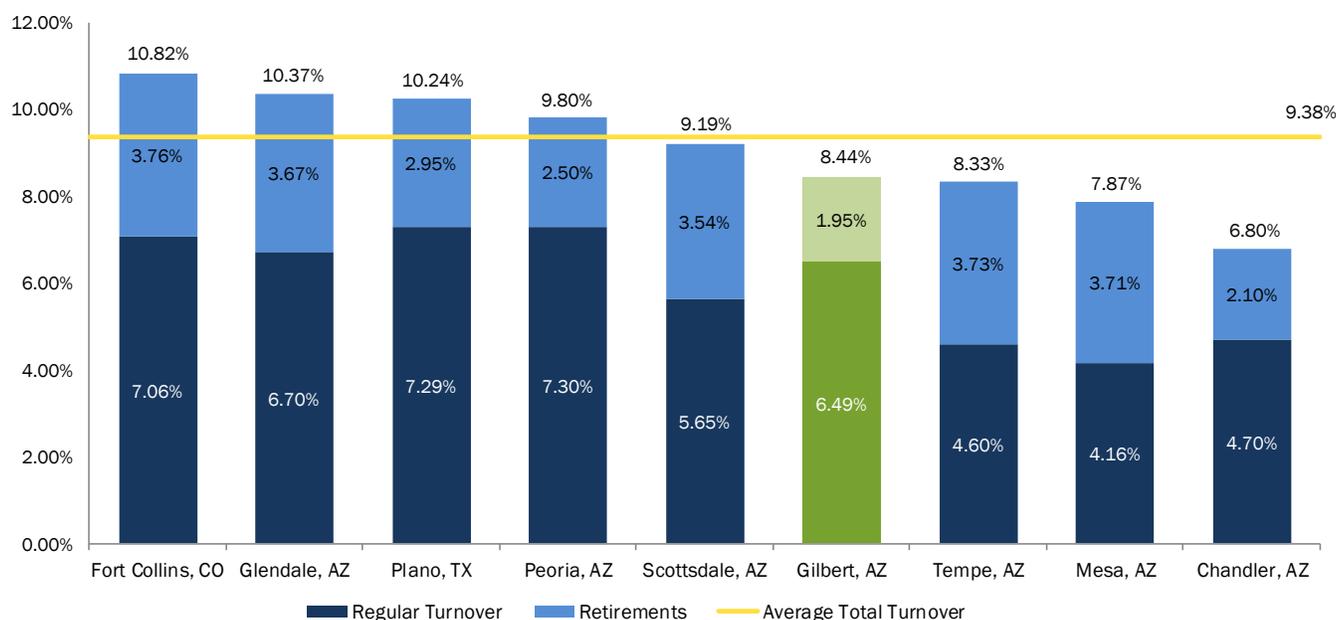


Data source: Information obtained from convention bureau and hospitality staff for Durham, NC and Sandy Springs, GA.

## Office of Human Resources

The Human Resources Department partners with stakeholders to provide the programs, services, and professional assistance necessary to: attract, retain, and develop high quality employees, supervisors, and managers that reflect the increasing diversity of the community. The core measures identified below are performance metrics that are common to human resource departments.

**Benchmark: FY15 Rate of Turnover**

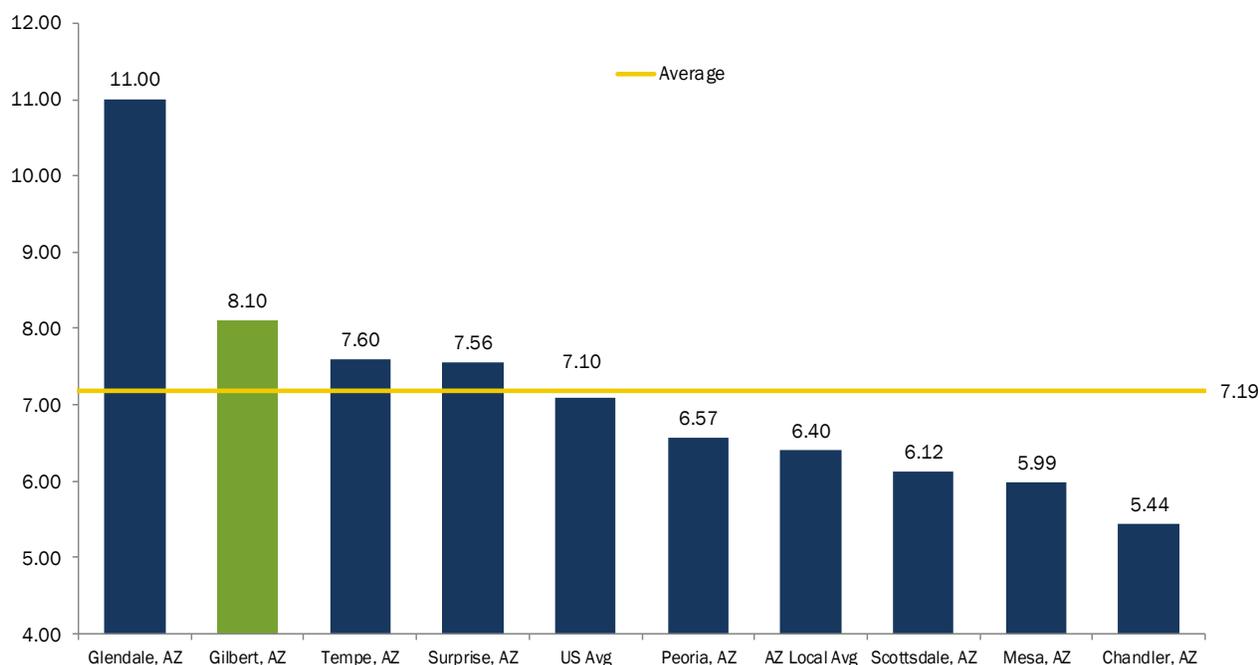


Comparison to Benchmark Communities			
City / Town	Regular Turnover	Retirements	Total Turnover
Fort Collins, CO	7.06%	3.76%	10.82%
Glendale, AZ	6.70%	3.67%	10.37%
Plano, TX	7.29%	2.95%	10.24%
Peoria, AZ	7.30%	2.50%	9.80%
Scottsdale, AZ	5.65%	3.54%	9.19%
Gilbert, AZ	6.49%	1.95%	8.44%
Tempe, AZ	4.60%	3.73%	8.33%
Mesa, AZ	4.16%	3.71%	7.87%
Chandler, AZ	4.70%	2.10%	6.80%

Data source: Data request was for full time (sworn and non-sworn), excluding seasonal and part-time. The information provided was obtained from municipal human resources staff.

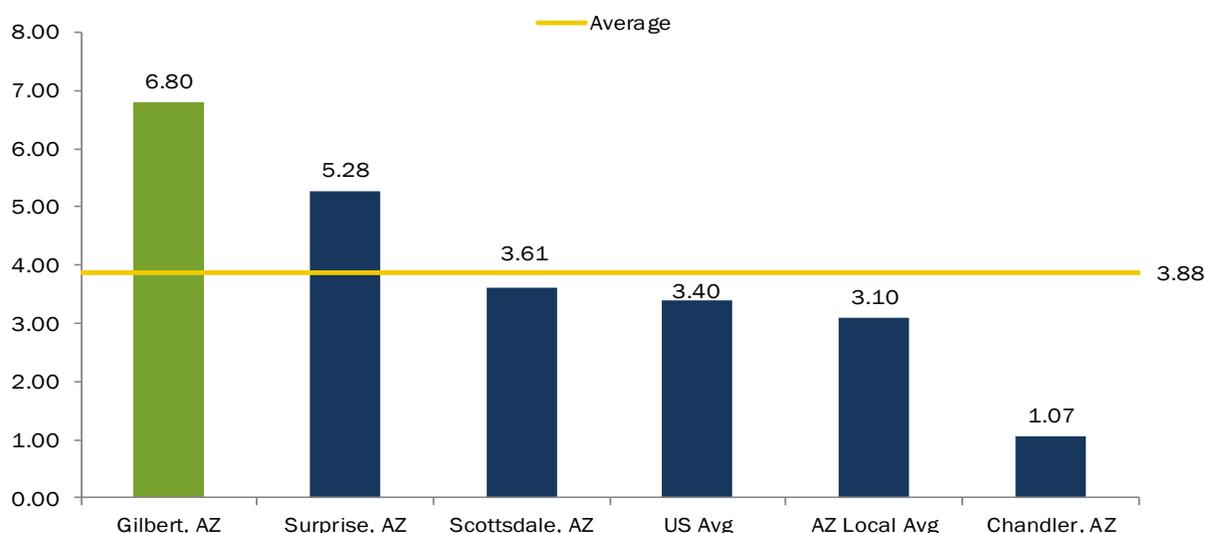
\*Glendale, AZ turnover rate includes part-time and seasonal employees. Tempe, AZ includes turnover for approximately 25 part-time positions. Fort Collins, CO total turnover includes classified and unclassified management positions only and includes all types of separations, involuntary terminations, retirements, resignations, etc.

**Benchmark: Incident Rate - Total Recordable Non-Fatal Cases per 100 Full Time Employees**  
Reflects Frequency of On-The-Job Injuries/Illness for Calendar Year 2014



Data source: \* Chandler, AZ and Scottsdale, AZ data represents the number of all injuries per 100 FTEs. Information for the remaining cities is contained within OSHA 300A Data, which can be found here: <https://www.osha.gov/recordkeeping/>  
Data for the U.S. and AZ local average are produced by the Bureau of Labor Statistics, which can be found here: <http://data.bls.gov/iirc>

**Benchmark: DART (Days Away/Restricted Transfer) Rate - Rate of Cases Involving Lost Time, Days of Restricted Work Activity and/or Job Transfer per 100 FTE for Calendar Year 2014**



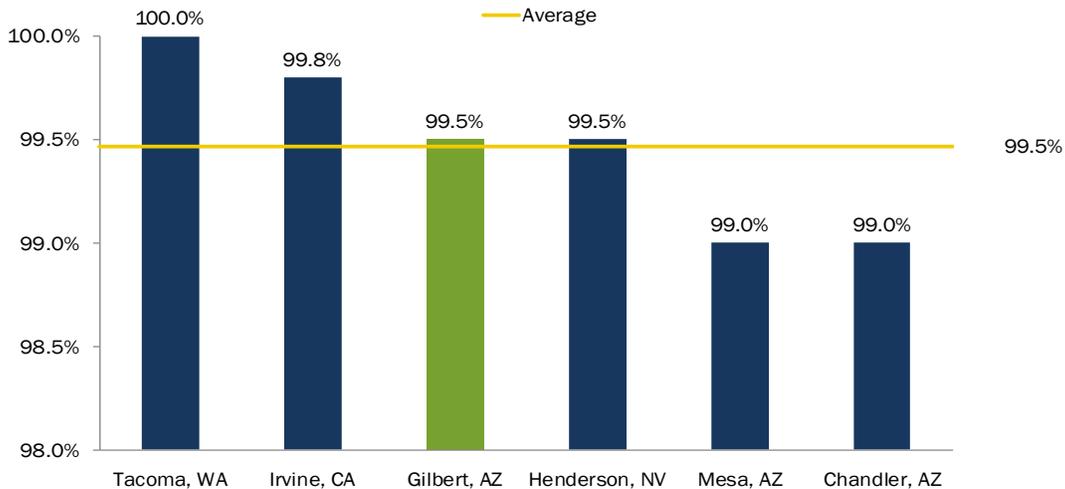
Data source: \* Chandler, AZ data is referred to as the severity rate and is amount of lost time per 100 FTEs. Information for the remaining cities is contained within OSHA 300A Data, which can be found here: <https://www.osha.gov/recordkeeping/>  
Data for the U.S. average and AZ local average are produced by the Bureau of Labor Statistics, which can be found here: <http://data.bls.gov/iirc>

## Office of Information Technology

Information Technology (IT) services can be largely grouped into categories of resident and/or business-facing and staff-facing services. Resident/business facing systems are systems that residents or businesses interface with directly. Staff facing services include IT infrastructure that must be dependable so employees can effectively leverage IT systems to more efficiently provide service to the community.

### Benchmark: Application Availability

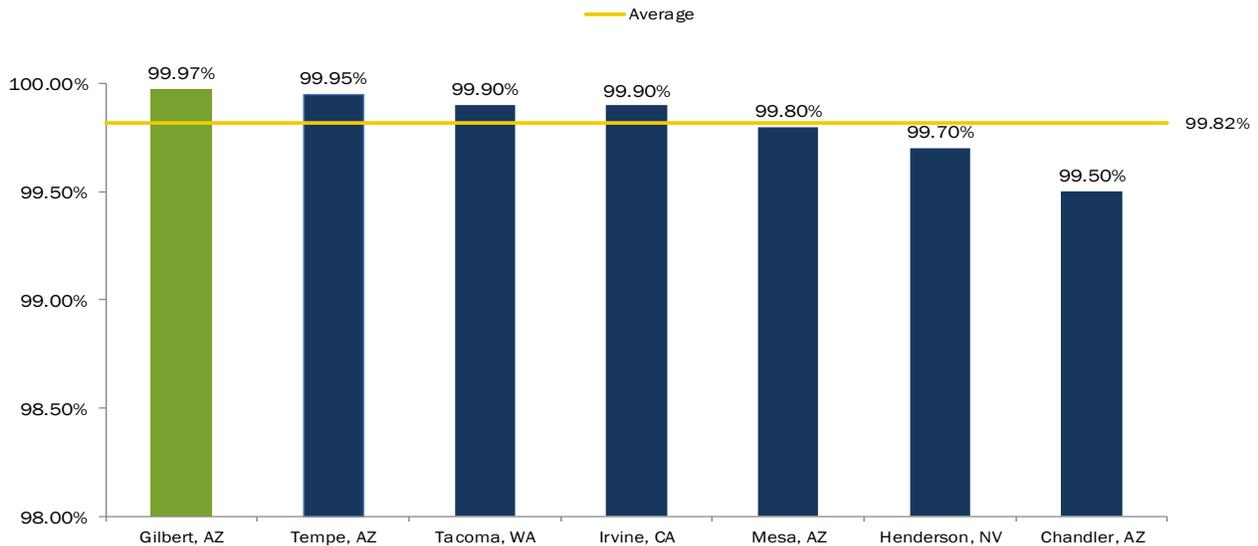
Online applications like utility bill payment and Parks and Recreation enrollment are systems that provide direct services to residents and businesses. An application outage is a service disruption.



Note: Data for Tempe, AZ is not available; Mesa, AZ application availability includes planned and unplanned downtime. Data source: Information received from IT staff and municipal budget documents.

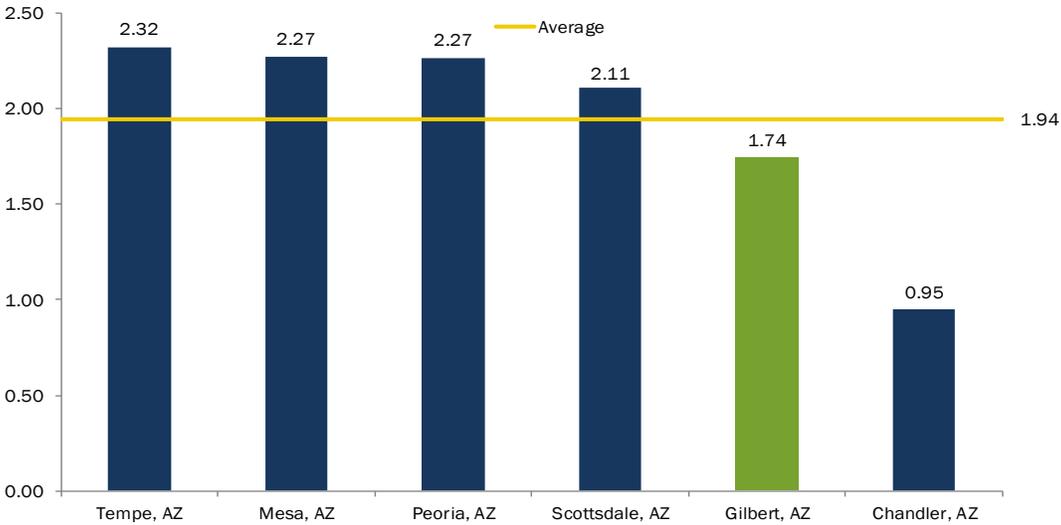
### Benchmark: Network Availability

The town's data network is essential to the successful use of applications used for service delivery by customer facing business units. A network outage has a direct and immediate impact on customer service and employee productivity.



Note: Gilbert's data includes unplanned downtime only; Mesa's data includes planned and unplanned downtime. Tempe's data shows an average of voice and data systems combined. Data from Irvine, TX is reflective of the Police Department, only. Data source: Information received from IT staff and municipal budget documents.

**Benchmark: Device to Employee Ratio**



*Note: Local communities were used to benchmark the device to employee ratio due to the reliability and accuracy of the available data.  
Data source: Devices include printers, terminals, mobile devices, desktop and laptop computers.*

## Office of Management and Budget

The Office of Management and Budget (OMB) assists in the management of the town's resources, including meeting legal requirements for financial management. OMB reviews department budgets; ensures that management, legislative and financial proposals are consistent with relevant statutes and Council objectives; provides both short and long-range analysis and advice to government officials; and develops town-wide policies. OMB is responsible for developing and implementing the town's budget. OMB is committed to improving the effectiveness and efficiency of Gilbert's operations. The benchmarks below were selected as key indicators of OMB performance.

### Benchmark: Maintain High Quality General Obligation (G.O.) Bond Rating

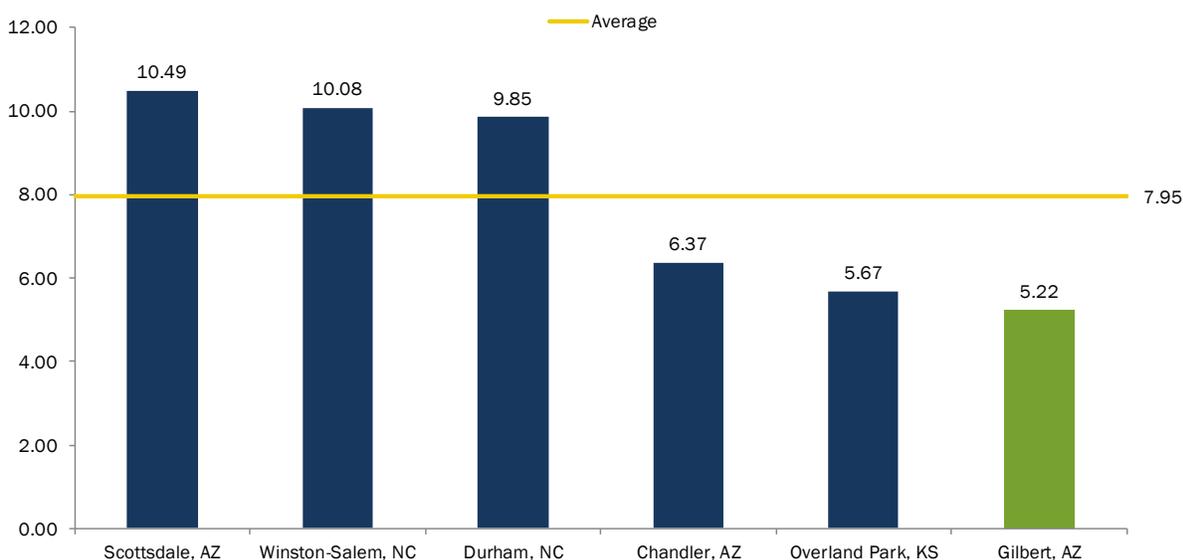
Benchmarking against other communities that have achieved a Aaa bond rating allows Gilbert to determine if there are any long-term financial goals that should be incorporated in Gilbert's long-range financial plan.

Comparison to Benchmark Communities Municipalities	
City / Town	General Obligation Bond Rating
Gilbert, AZ	Aaa
Chandler, AZ	Aaa
Scottsdale, AZ	Aaa
Durham, NC	Aaa
Overland Park, KS	Aaa
Winston-Salem, NC	Aaa

Data source: Wedbush Securities, Moody's Ratings 2016. All reflect the most recent bond rating available, direct from rating agencies  
Note: The highest possible rating a municipality can receive is an Aaa

### Benchmark: FY2015 Full-Time Equivalents (FTE) per 1,000 Residents (Organization-Wide)

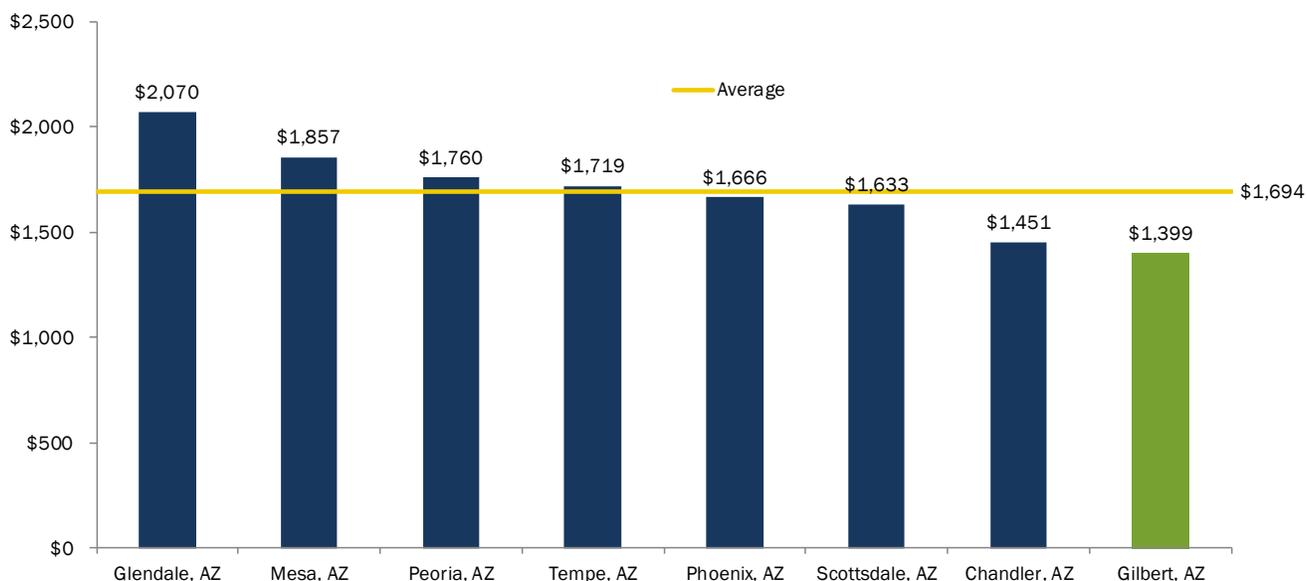
Gilbert consistently has one of the lowest FTE counts compared to municipalities in the region, as well as outside the state in our out-of-state benchmark communities. This is due to Gilbert's commitment to be as effective and efficient of an organization as possible.



Data source: Municipal budget document personnel listings

### Benchmark: Estimated Average Residential Household Cost

Each year, the city of Tempe performs an analysis that estimates the average annual residential cost for citizens in eight Phoenix metropolitan area communities. Their analysis incorporates both the estimated annual cost for direct services provided by their city or town – such as water, wastewater and solid waste services – as well as costs associated with property tax and transaction privilege (sales) tax. The findings of their analysis, published in July 2015, are provided below.

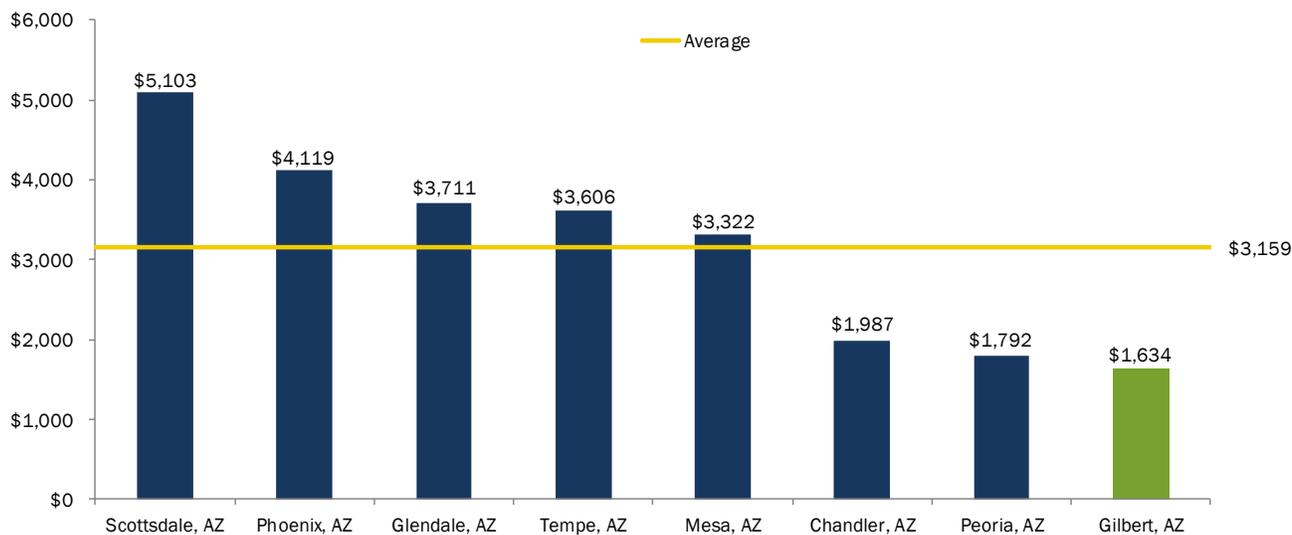


Data Source: City of Tempe, AZ Average Residential Household Cost Comparison:

<http://www.tempe.gov/city-hall/city-manager-s-office/municipal-budget-office/average-residential-household-cost-comparison>

### Benchmark: Per Capita Debt

The level of debt per capita is another measure of overall fiscal health. To calculate the debt per capita, the total outstanding debt is divided by the population. The average per capita debt for cities and towns with total outstanding debt at the end of fiscal year 2015 is reflected in the table below.

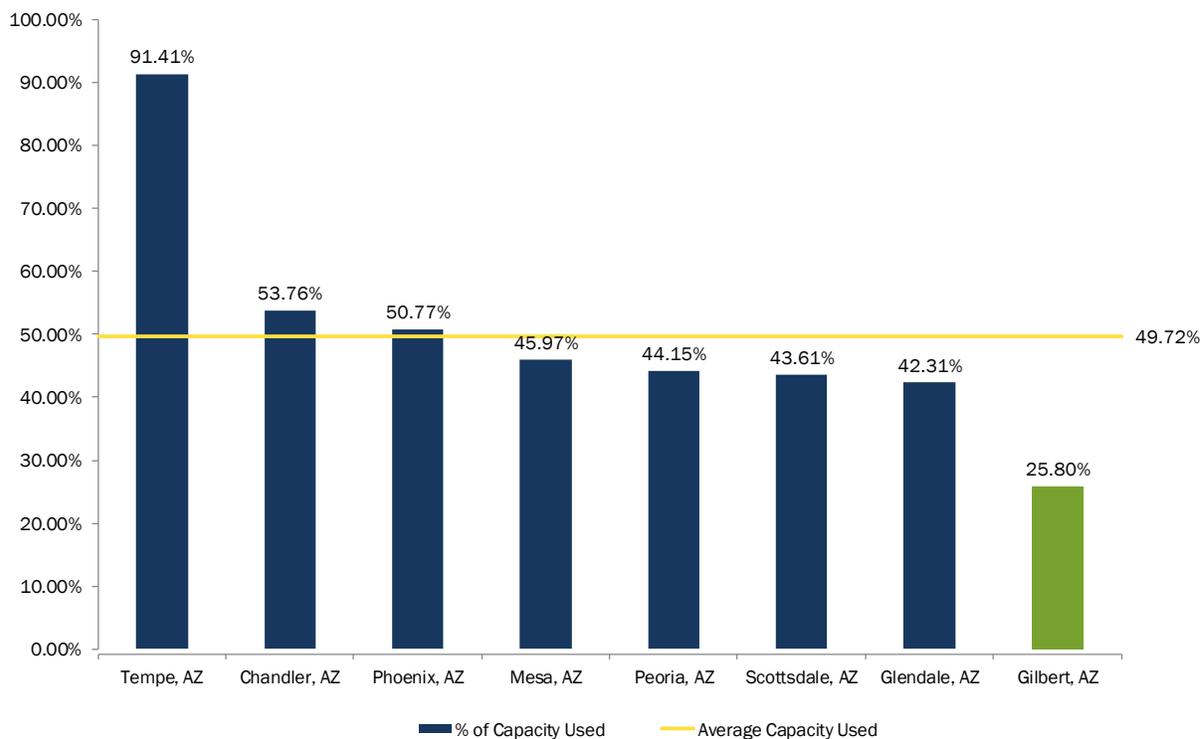


Note: Amount of debt shown per city includes bonded and leased debt combined to show total debt per capita.

Data source: Arizona Department of Revenue, DRAFT FY 2014/15 Report of Bonded Indebtedness: <http://www.aztreasury.gov/wp-content/indebtedness/FY15-Draft-Report.pdf>

### Benchmark: Outstanding General Obligation Debt against Current Capacity

Arizona's general obligation debt limit is based on the value of taxable property in the city or town, shown by the last property tax assessment before the issuance of bonds. The 20% debt limit is for projects involving streets, water, sewer, artificial lighting, parks, open space, and recreational facilities, while the 6% debt limit is for any other general purpose project. The table below measures the outstanding general obligation debt in fiscal year 2015, per municipality, against the capacity of each municipality to levy debt.



Data source: FY15 Draft Bonded Indebtedness Report published by the Arizona Department of Revenue. <http://www.aztreasury.gov/wp-content/indebtedness/FY15-Draft-Report.pdf>. Chart data is sorted by the percentage of capacity used by each municipality, from greatest to least.

Comparison to Benchmark Communities Municipalities			
City / Town	Debt	Capacity	Percent of Capacity Used
Tempe, AZ	\$386,875,000	\$423,207,434	91.41%
Chandler, AZ	\$332,870,000	\$619,213,422	53.76%
Phoenix, AZ	\$1,428,096,582	\$2,812,844,888	50.77%
Mesa, AZ	\$337,190,000	\$733,504,916	45.97%
Peoria, AZ	\$132,660,000	\$300,452,734	44.15%
Scottsdale, AZ	\$586,910,000	\$1,345,962,252	43.61%
Glendale, AZ	\$126,305,000	\$298,522,809	42.31%
Gilbert, AZ	\$122,715,000	\$475,662,678	25.80%

## MANAGEMENT SERVICES

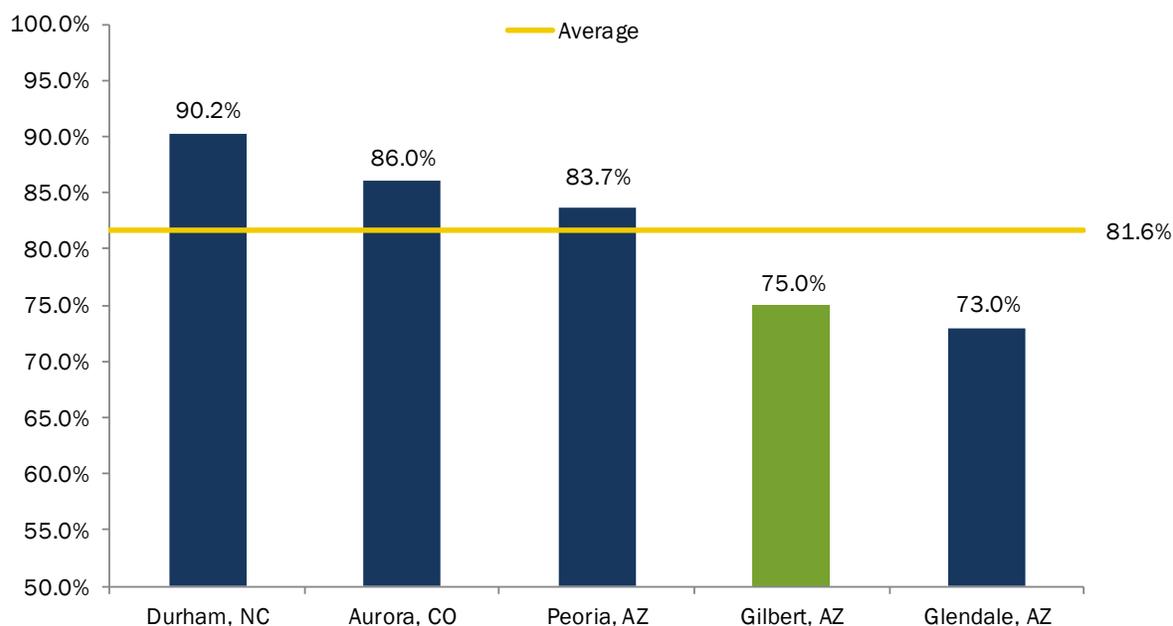
Management Services represents the financial and management services functions of the town, including: Accounting, Purchasing, Tax Compliance, Fleet Maintenance, and Utility Customer Service. Management Services operations include the maintenance of accurate and complete financial records; the provision of meaningful and timely financial reports and information; payment of all vendors; management of town-wide purchasing activities; responsibility for local sales tax education and compliance; management of billing and customer service operations for utilities; and town-wide fleet maintenance.

Three divisions within Management Services are highlighted below: Finance, Utility Billing, and Fleet.

### Finance Division

For the purposes of this report, Finance is reflective of activities in the Accounting, Purchasing and Tax divisions. The Accounting Division ensures accurate financial reporting on the results of operations, and processes financial transactions in a timely manner. The Accounting Division's responsibilities include the general ledger, accounts payable, accounts receivable, special assessments, fixed assets, cash and debt management, and grant accounting. The division has received the Government Finance Officer Association (GFOA) Certificate of Excellence for Financial Accounting for 25 consecutive years and is dedicated to providing exemplary service in the most efficient means possible.

#### Benchmark: Accounts Payable (AP) Invoices Paid within 30 Days



Data source: FY16 municipal budget documents

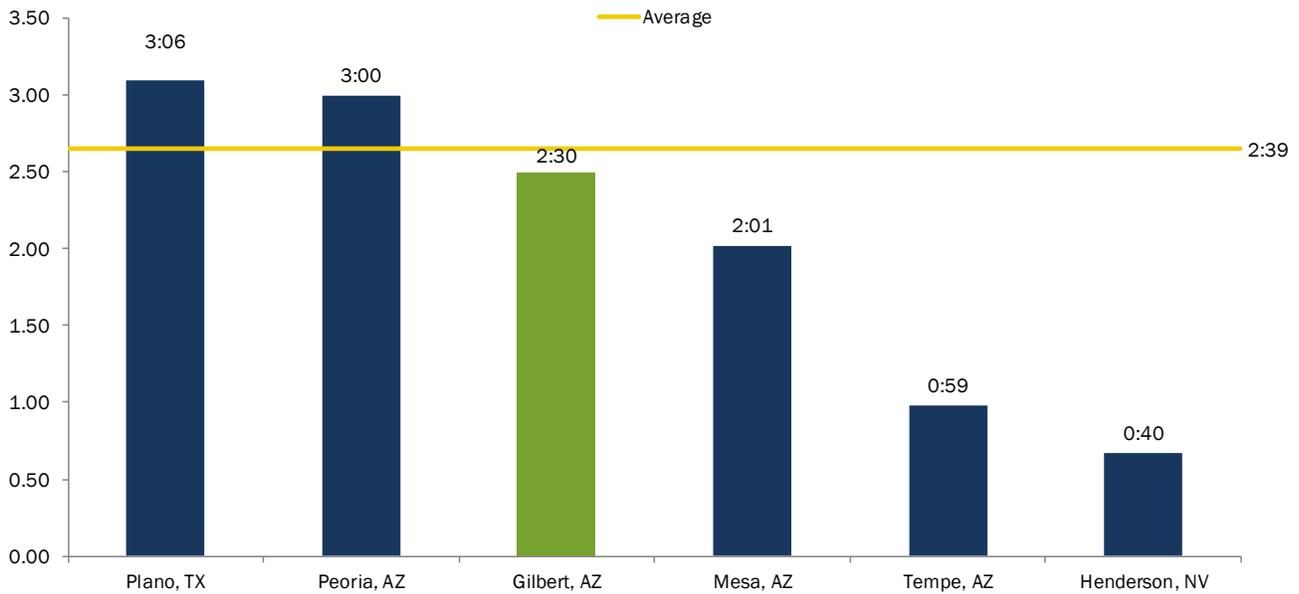
[FY16 Performance Measures, Accounting](#)  
[FY16 Performance Measures, Purchasing](#)  
[FY16 Performance Measures, Tax](#)



## Utility Billing

The Customer Care Center provides support to residents and the general public for a variety of requests. Most of the approximate 2,000 calls per week Gilbert receives are regarding utility service. Answering calls quickly to respond to requests or concerns is an important factor of customer service. The ability to provide and market e-bill (receiving statements electronically) and auto-pay (bank accounts automatically debited monthly) services also provides a higher level of service and reduces phone calls.

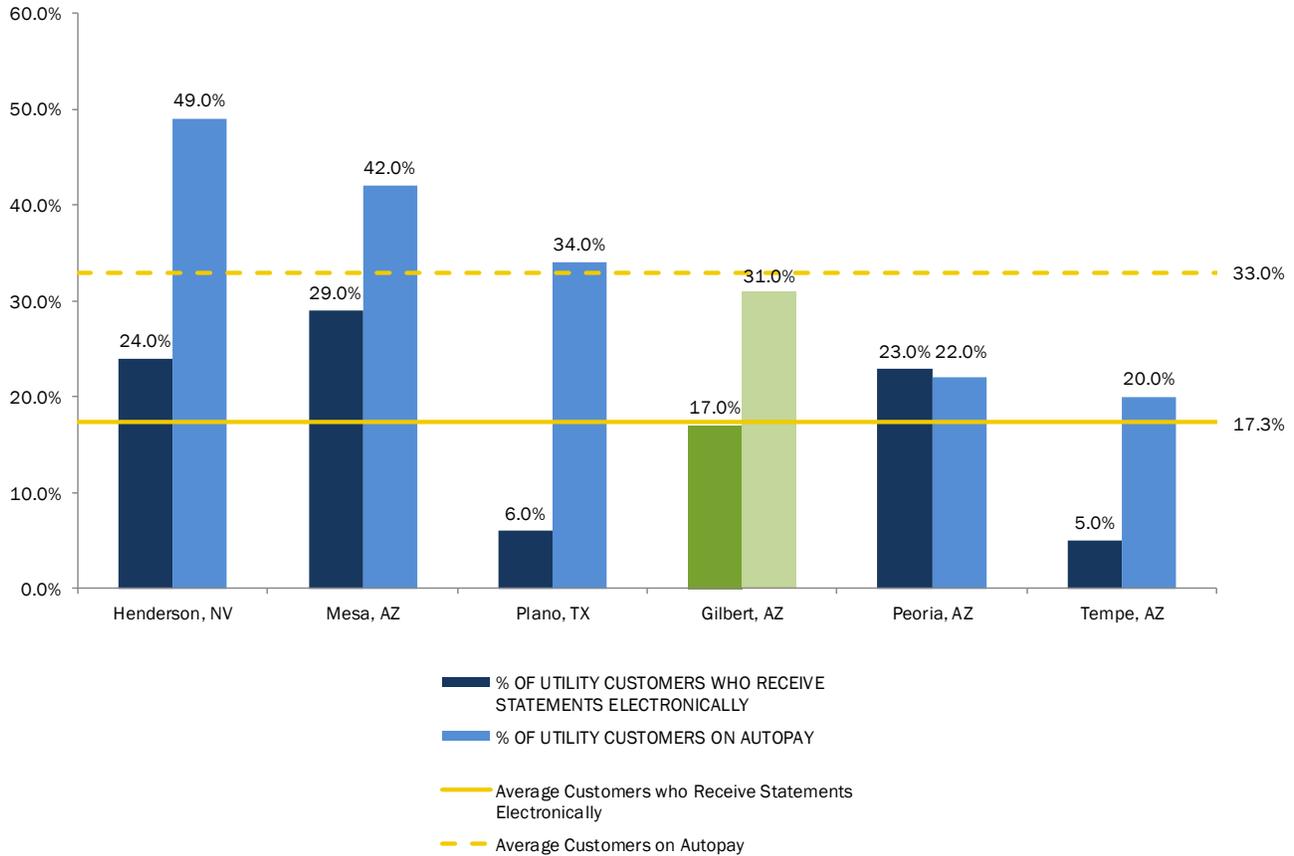
**Benchmark: Call Center Average Answer Speed for Utility Calls**



Data source: Information provided by utility billing staff. Measure reflects time from when a customer requests to speak with a representative and the call is answered by a customer service professional.



### Benchmark: Percent of Utility Customers who Receive Statements Electronically and Percent of Utility Customers on Autopay



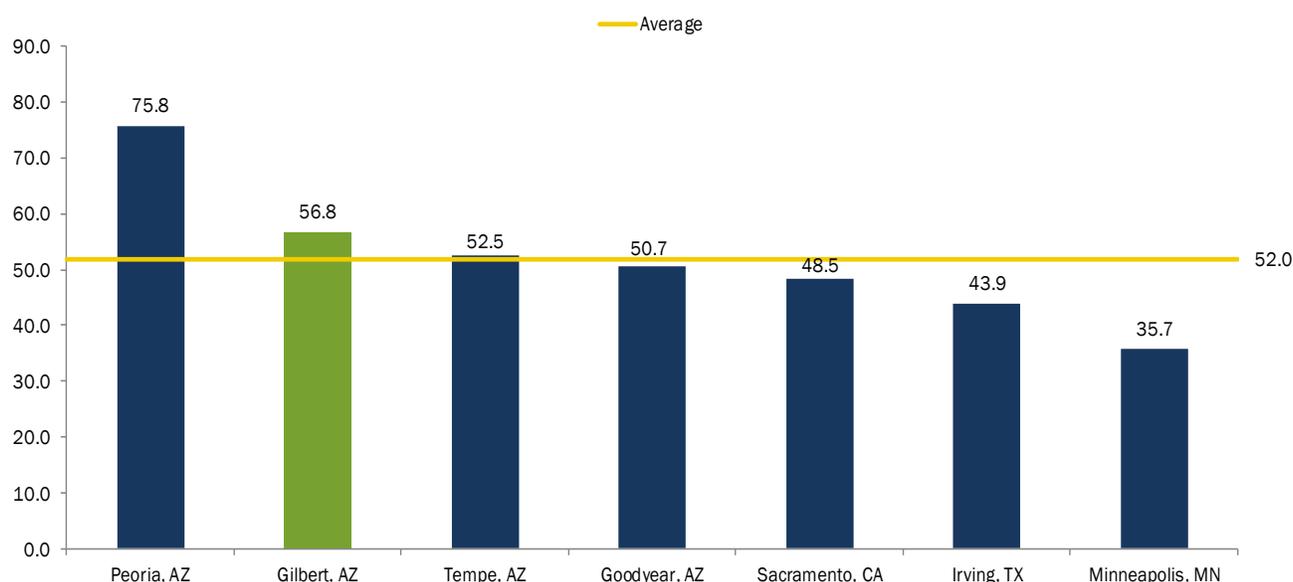
Data source: Information provided by utility billing staff. The data collected may include ACH and credit card reoccurring payments.

### FY16 Performance Measures, Utility Billing

## Fleet Maintenance

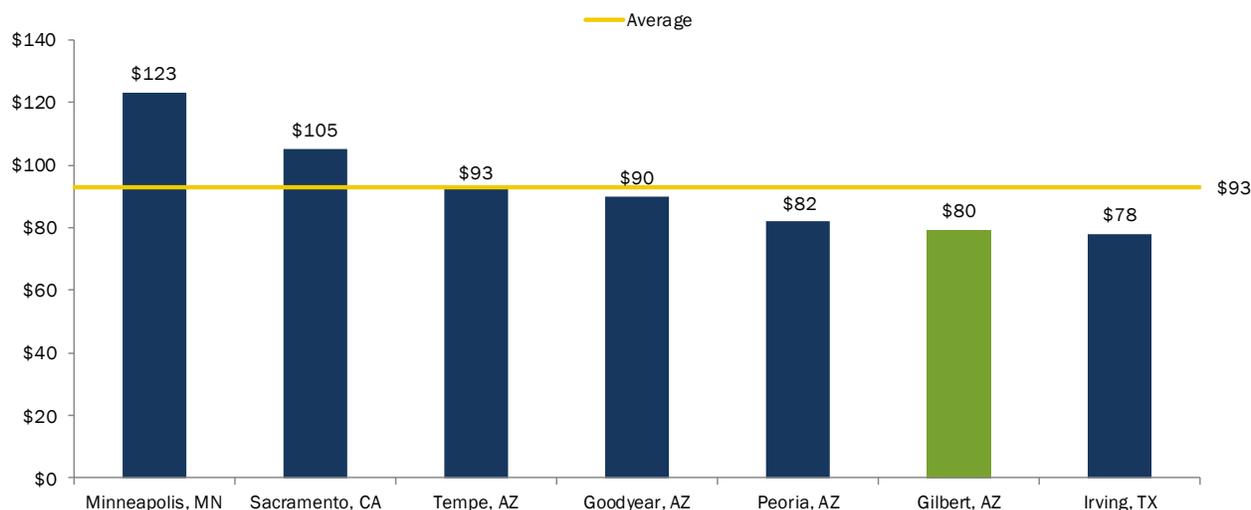
The purpose of the Fleet Division is to provide vehicle and equipment maintenance, repair, acquisition, and disposition in a cost effective manner, while ensuring maximum availability for duty and extending vehicle life through a proactive, preventative maintenance program. The following benchmarks are commonly utilized in fleet shops, and represent service quality and efficiency. Benchmark communities were identified by reviewing top fleet shops across the state and country, as well as those of similar size.

### Benchmark: Number of Fleet Vehicles Maintained per Technician



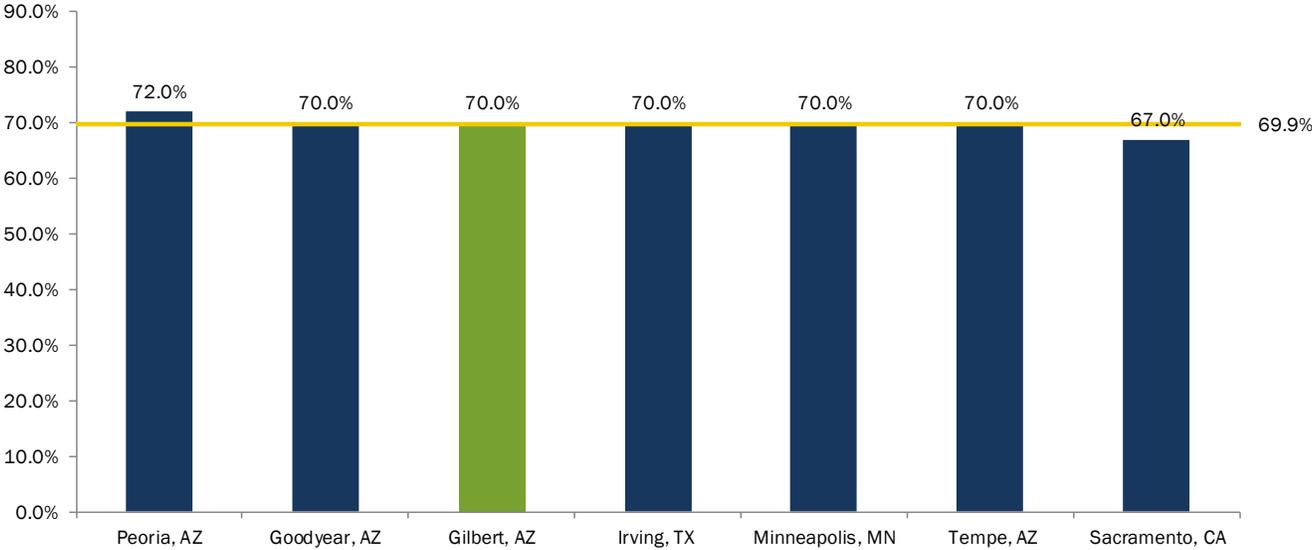
Data source: Information provided by fleet staff and municipal budget documents.

### Benchmark: Internal Labor Rate



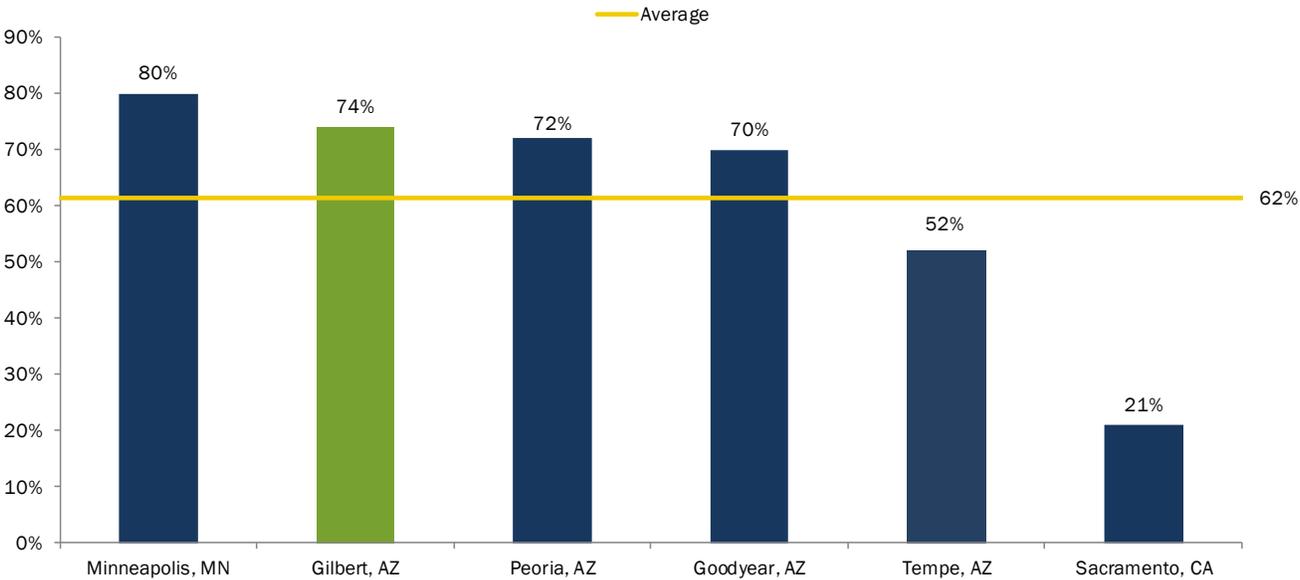
Data source: Information provided by fleet staff and municipal budget documents.

### Benchmark: Fleet Shop Productivity Ratio



Data source: Information provided by fleet staff and municipal budget documents.

### Benchmark: Scheduled versus Unscheduled Maintenance



Data source: Information provided by municipal budget documents and fleet staff. Figure for Irving, TX and Flagstaff, AZ not available for scheduled vs. unscheduled maintenance.



## DEVELOPMENT SERVICES

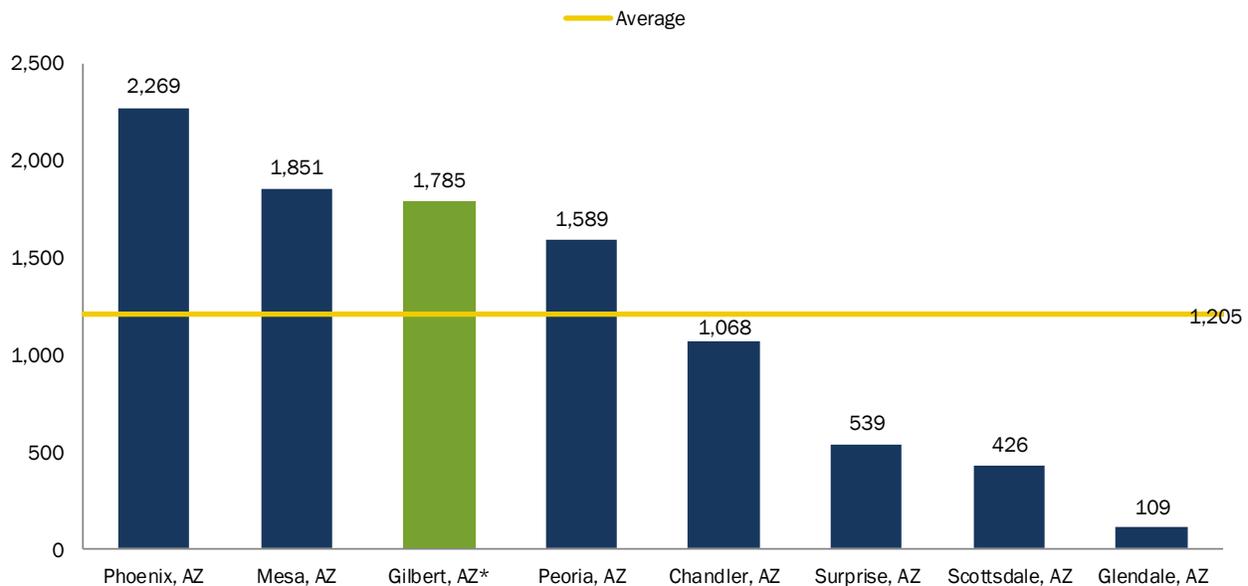
The Development Services Department identifies “Best in Class” as superior performance and leadership in all development related activities. Best in class is continual improvement and providing the very best service to each and every customer, in every interaction. Best in class is measured by citizen surveys, customer feedback, awards, recognition and comparisons to other jurisdictions providing the same or similar services. The selected benchmarks outline the speed at which projects are able to move through the review process relative to other communities. This is an economic advantage to customers and ultimately the citizens, as new development is completed. The last measure depicts the efforts made by citizens, businesses and staff to ensure a high quality of life in Gilbert.

### Benchmark: Permit Turnaround Time – Residential and Commercial

Comparison to Benchmark Communities			
City / Town	Residential	Commercial	Work Week
Gilbert, AZ	9.5 days	7 days	4 - 10's
Chandler, AZ	7-10 days	12-15 days	5 - 8's
Mesa, AZ	10 days	18 days	4 - 10's
Phoenix, AZ	8-41 days	20-45 days	5 - 8's
Irvine, CA	10 days	20 days	5 - 8's
Durham, NC	7-15 days	7-15 days	5 - 8's

Data source: Gilbert and Mesa are on a 4-10 schedule (4 days, 10 hours per day); Chandler, Phoenix, Irvine, and Durham are on a 5-8's schedule. Data is measured in business days. Information provided by municipal staff.

### Benchmark: 2015 Calendar Year Single Family Building Permits



Data source: Home Builders Association of Central Arizona. Permits reflect single family permit activity for calendar year 2015.

\* Gilbert single family permit data reported to the Home Builders Association of Central Arizona contained a calculation error; revised data has been reported in the chart above.



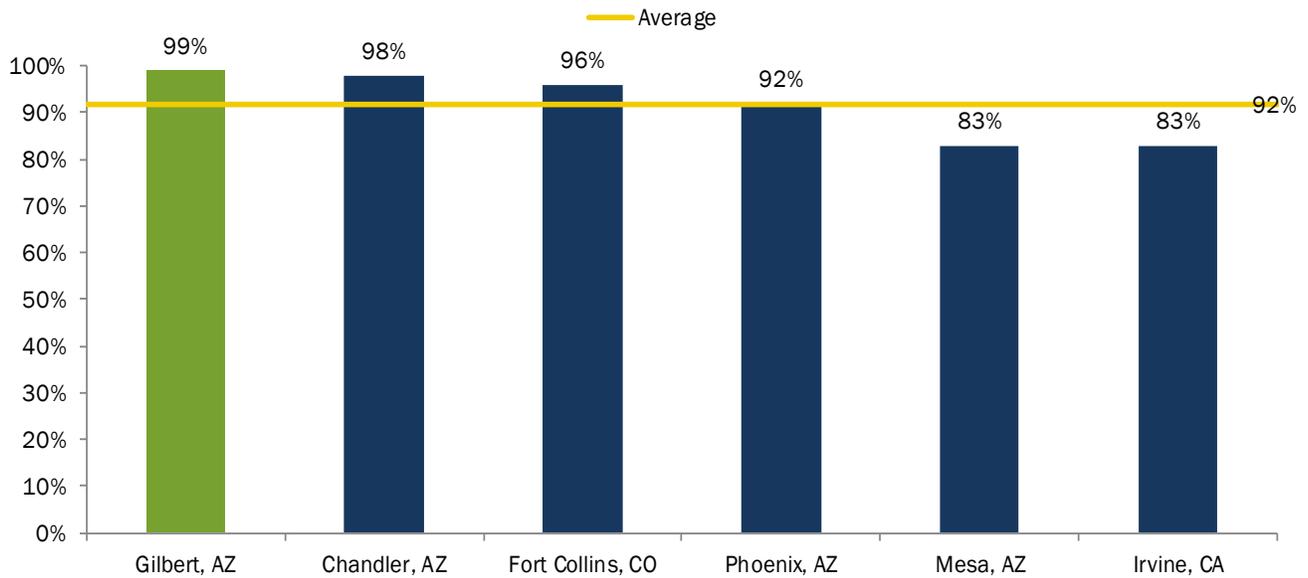
**Benchmark: Percent of Building Inspections Performed on Same Day as Request**

Comparison to Benchmark Communities	
City / Town	Percent of Building Inspections Performed the Same Day as Request
Gilbert, AZ	100%
Chandler, AZ	100%
Fort Collins, CO	100%
Irvine, CA	99%
Mesa, AZ	98%
Phoenix, AZ	96%

Data source: Information provided by municipal staff.

Note: Requests must be made by 5 a.m. in order to be complete on the same as the request.

**Benchmark: Percent of Voluntary Code Compliance**



Data source: Information obtained through each municipalities website and by municipal staff.

**FY16 Performance Measures, Permits and Licensing**  
**FY16 Performance Measures, Plan Review and Inspection**  
**FY16 Performance Measures, Planning Services**



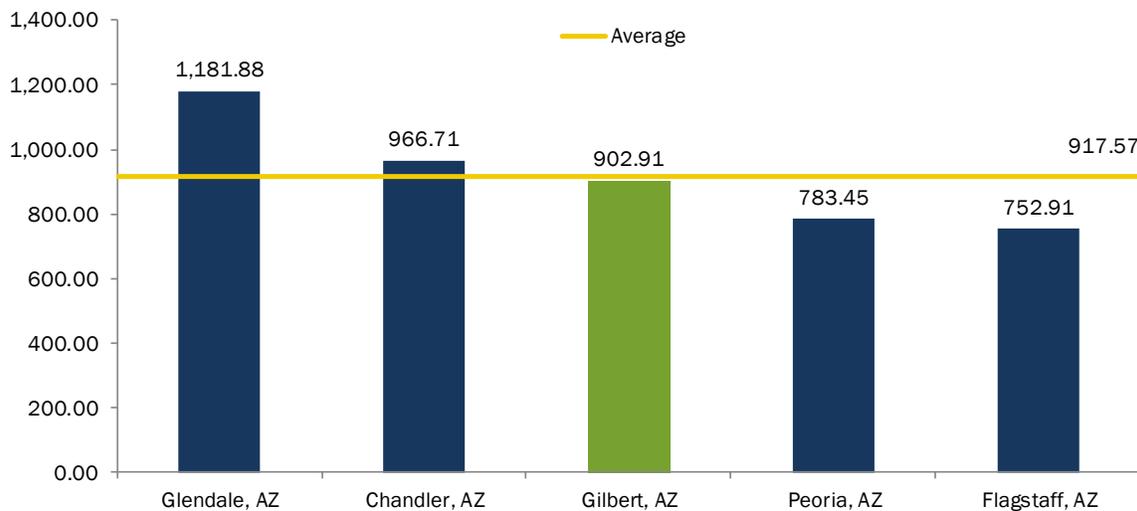
## MUNICIPAL COURT

The Municipal Court identifies “best in class” as providing superior justice services to the community by ensuring access, fair and respectful treatment, timely resolution of cases and ensuring accountability. As such, the court utilizes Courtools, the Trial Court Performance Measures prescribed by the National Center for State Courts, to determine how the court is performing relative to comparable courts in Arizona.

The Municipal Court is funded by the Town of Gilbert, but it is part of Arizona's integrated state court system and is subject to their administrative authority. Local comparisons can be difficult, because jurisdictions may vary considerably depending on local policies. For instance, a court may be ranked higher than another because of greater overall case volume but in some cases the higher ranked court has more volume due to a local policy such as photo enforcement, despite similar or disparate demographic values. As a result, the Arizona municipalities included below are most similar in case filings and less similar in size.

Due to varying state and municipal laws, benchmarks are only listed with Arizona cities.

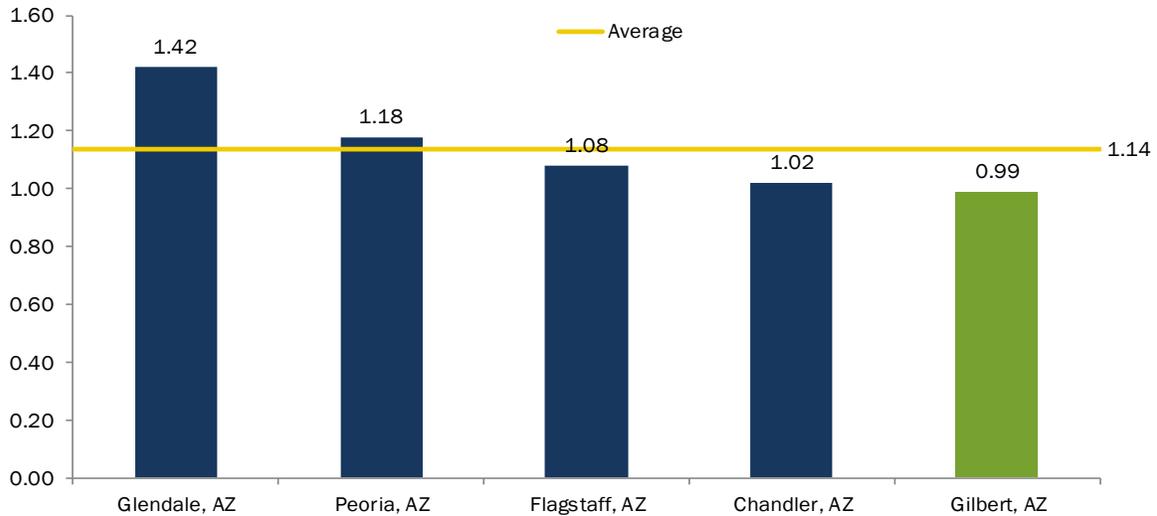
### Benchmark: Ranking – Case Volume per Court Full-Time Employee



Comparison to Benchmark Communities		
City / Town	Cases Filed	Court Full-Time Employees
Chandler, AZ	39,635	41
Glendale, AZ	37,820	32
Gilbert, AZ	28,893	32
Flagstaff, AZ	16,564	22
Peoria, AZ	15,669	20

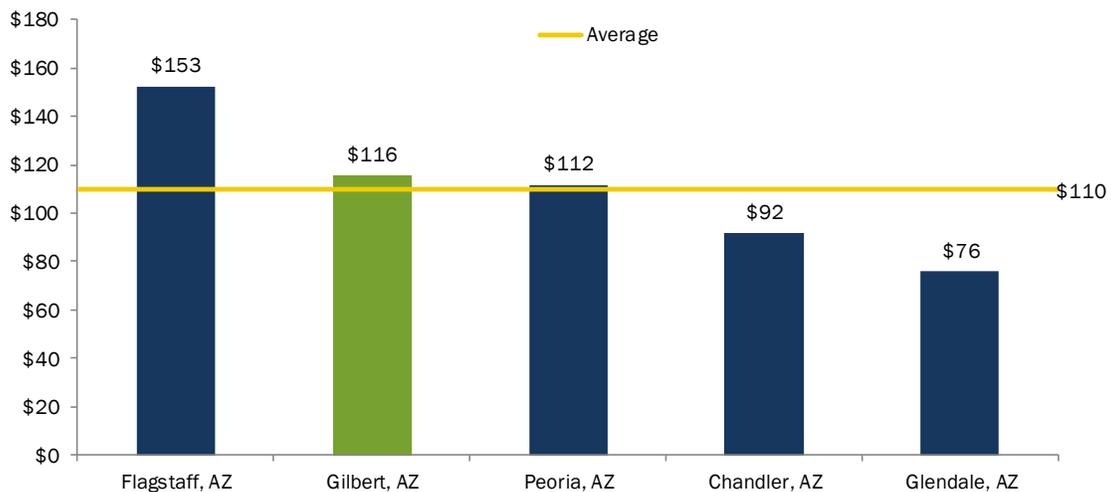


### Benchmark: Cases Filed, Cases Disposed and Clearance Rates



Comparison to Benchmark Communities			
City / Town	Cases Filed	Cases Disposed	Clearance Rate
Glendale, AZ	37,820	53,597	1.42
Peoria, AZ	15,669	18,426	1.18
Flagstaff, AZ	16,564	17,911	1.08
Chandler, AZ	39,635	40,381	1.02
Gilbert, AZ	28,893	28,696	0.99

### Benchmark: Cost to Case Disposed



Data source for court benchmarks: Arizona Supreme Court, which ranks a total of 83 municipal courts by case volume in FY2014. <http://www.azcourts.gov/Portals/39/2014DR/SWCasActivity.pdf>

### FY16 Performance Measures, Court



## POLICE

The Police Department is committed to serving the citizens of Gilbert, the business community, and its visitors in a professional, proactive, and community-oriented manner.

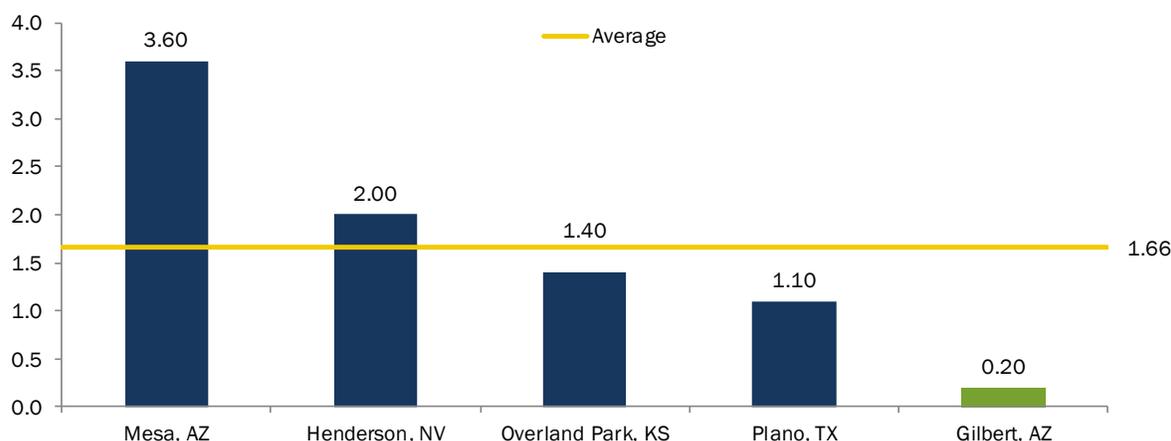
The following select benchmark data captures key measurement activities of the department. The identified comparable benchmark cities were selected based upon population, geographic size, growth and development rate and crime rate.

Data included in this study for the benchmark communities located outside of Arizona was obtained from the cities' respective websites as well as the 2014 Benchmark City Survey – of which all three target cities are participants –which is compiled by the Overland Park, Kansas, Police Department ([www.opkansas.org](http://www.opkansas.org)). The survey was originally designed in 1997 by a consortium of police chiefs in an effort to establish a measurement by which they could ensure the best service was being provided to their citizens. The most recent survey results reflect data for calendar year 2014.

Additional data (i.e., data not tracked in the mid-size cities Benchmark Cities Survey) was received from the listed agencies or retrieved from the Federal Bureau of Investigation Uniform Crime Reporting (UCR) data contained on their website: <http://www.fbi.gov/about-us/cjis/ucr>. The information provided is based on calendar year 2014 and utilizes a population generated by the FBI.

### Police Department – Office of Professional Standards

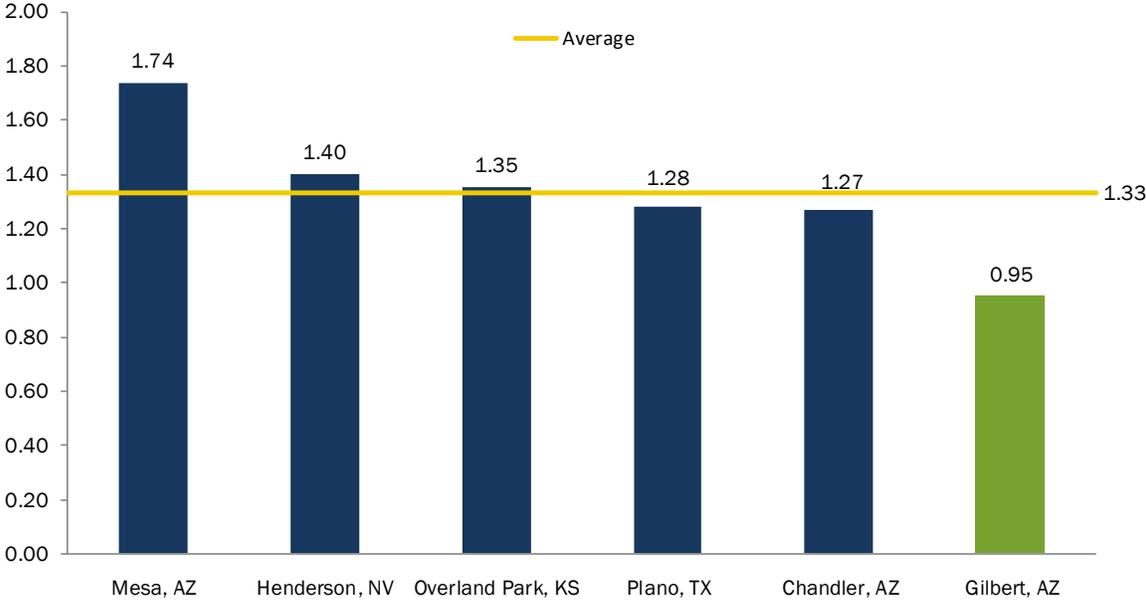
#### Benchmark: Number of At-Fault Officer Involved Collisions per 100,000 Miles Driven



Note: The data shown above is for sworn personnel only; Chandler, AZ does not track this data.



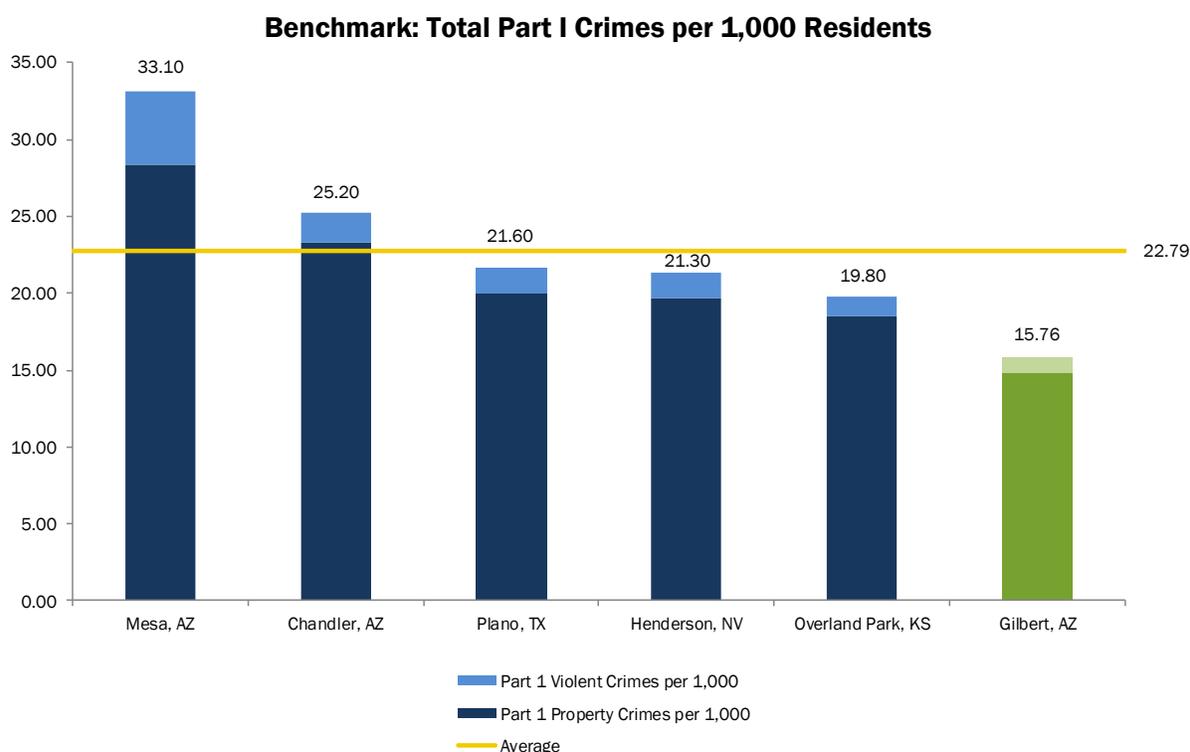
### Benchmark: Sworn Officers per 1,000 Residents



**FY16 Performance Measures, Professional Standards**



## Police Department - Patrol Services



Comparison to Benchmark Communities			
City / Town	Part 1 Property Crimes per 1,000	Part 1 Violent Crimes per 1,000	Total Part 1 Crimes
Mesa, AZ	28.40	4.70	33.10
Chandler, AZ	23.30	1.90	25.20
Plano, TX	20.00	1.60	21.60
Henderson, NV	19.70	1.60	21.30
Overland Park, KS	18.50	1.30	19.80
Gilbert, AZ	14.84	0.92	15.76

Note: According to UCR standards, the definition of Part I Property Crime includes burglary, larceny-theft, motor vehicle theft, and arson; the definition for Part I Violent Crime includes criminal homicide, forcible rape, robbery, and aggravated assault. For Mesa, AZ's data arson is not included in the property crime rates.

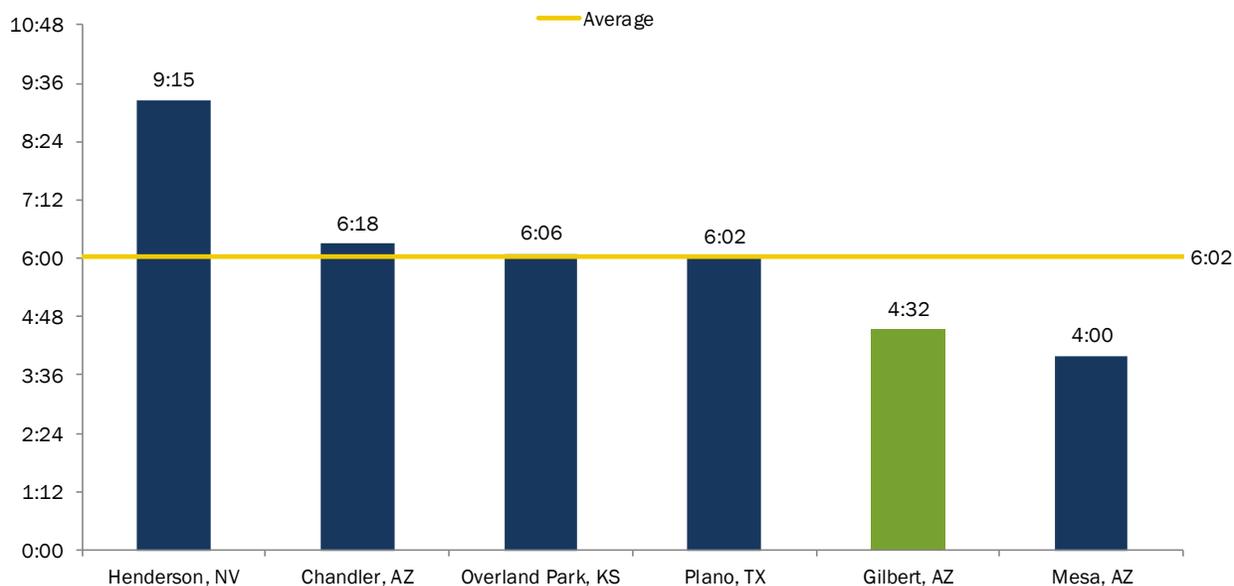
Data Source: Part 1 crimes are selected for reporting due to the seriousness of the offense, the frequency in which they occur in all areas of the country, and the likelihood of these offenses to be reported to police. Part 1 offenses are categorized independently of Part 2 offenses, for which only arrest data is collected. For more information on the differences between Part 1 and Part 2 crimes, visit: <https://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2014/crime-in-the-u.s.-2014>.

### FY16 Performance Measures, Patrol Services



### Benchmark: Average Response Time to Emergency Calls for Service

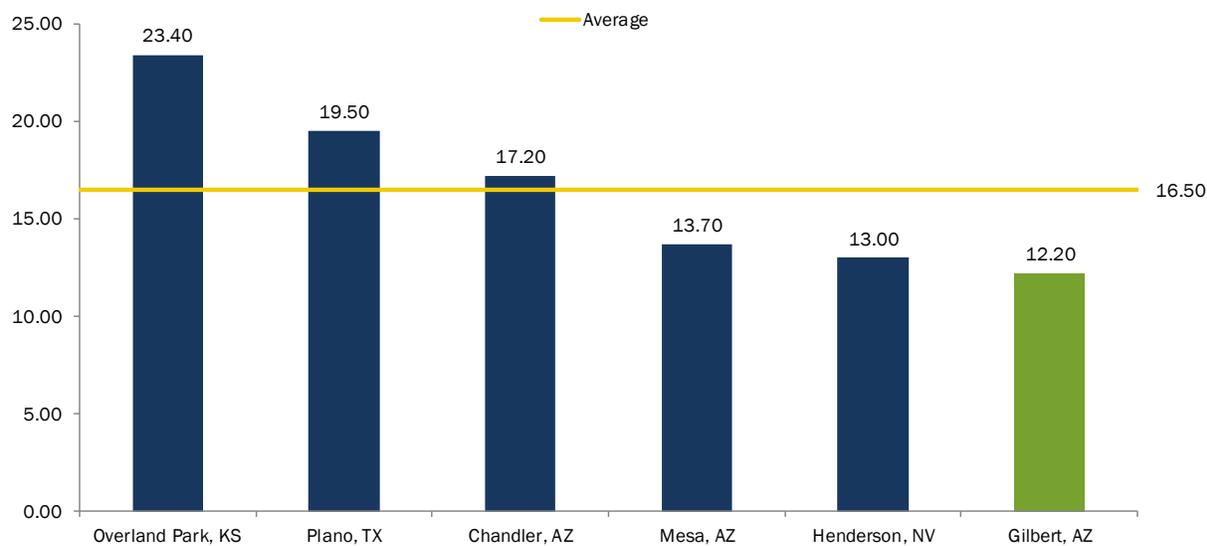
*\*Time displayed in minutes and seconds.*



Note: No cancelled or duplicate calls logged for Mesa, AZ.

### Police Department - Special Enforcement

#### Benchmark: Total Traffic Collisions per 1,000 Residents

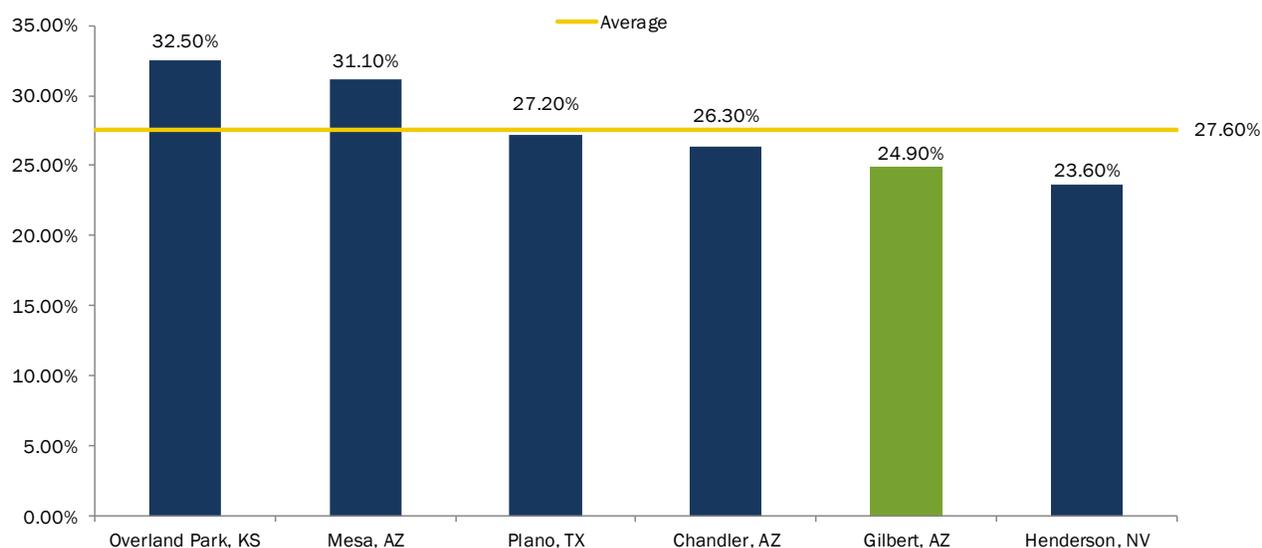


#### FY16 Performance Measures, Special Enforcement



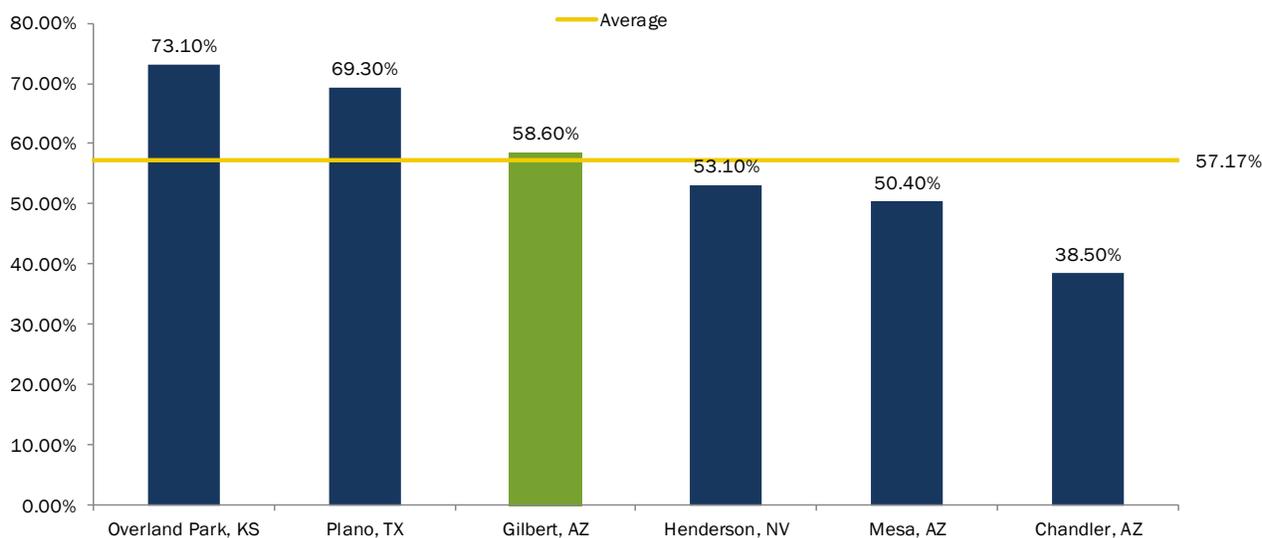
## Police Department - Criminal Investigations

### Benchmark: Part I Property Crimes Cleared



Note: The UCR definition of Part I Property Crime includes burglary, larceny-theft, motor vehicle theft, and arson; for Mesa, AZ arson is not included in the property crime rates. For more information, visit: <https://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2014/crime-in-the-u.s.-2014>.

### Benchmark: Part I Violent Crimes Cleared



Note: The UCR definition of Part I Violent Crime includes criminal homicide, forcible rape, robbery, and aggravated assault. For more information, visit: <https://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2014/crime-in-the-u.s.-2014>.

## FY16 Performance Measures, Criminal Investigations

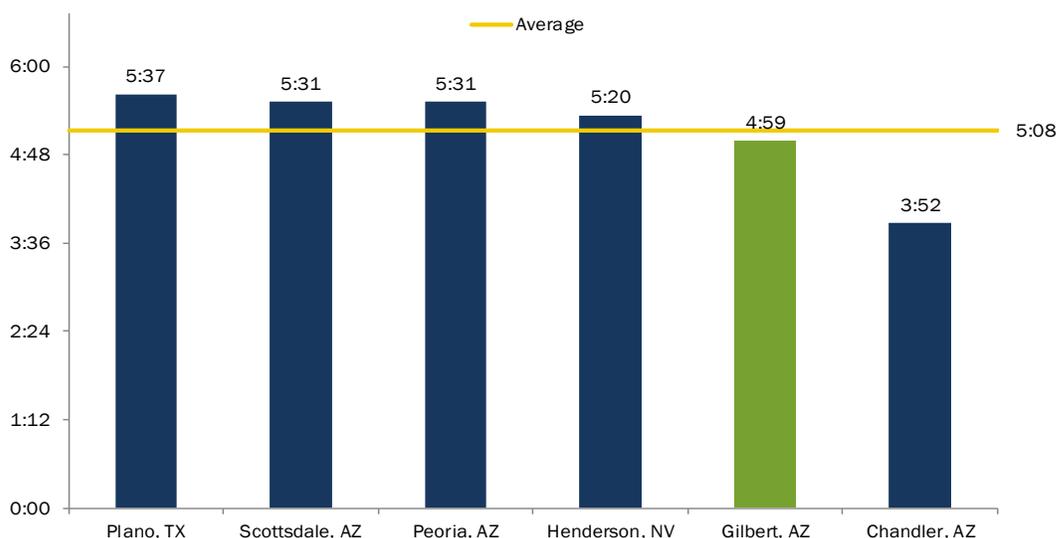


## FIRE AND RESCUE

The Fire Department provides unconditional protection against natural and man-made crises through community education, fire code compliance, emergency management, fire suppression, rescue, and emergency medical services. Cities used for comparison were selected based on location, similarity in services provided, size and data availability. Several of the agencies are accredited through the Commission for Public Safety Excellence. Accredited agencies are considered to be best in class organizations within the industry.

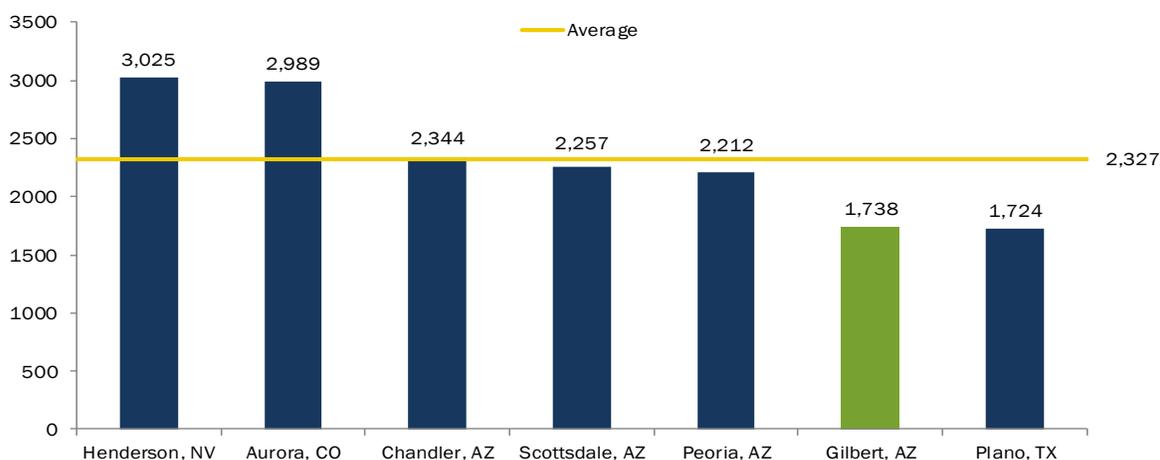
### Benchmark: Average Response Times

The time interval that begins once the alarm is sounded in the fire station to the unit's arrival on scene.



Data Source: Municipal fire department staff. Average time does not include dispatch to alarm time. Aurora, CO not included in average response times, as city tracks that response time matches target 90% of time and includes turnout time.

### Benchmark: Average Calls for Service per Station



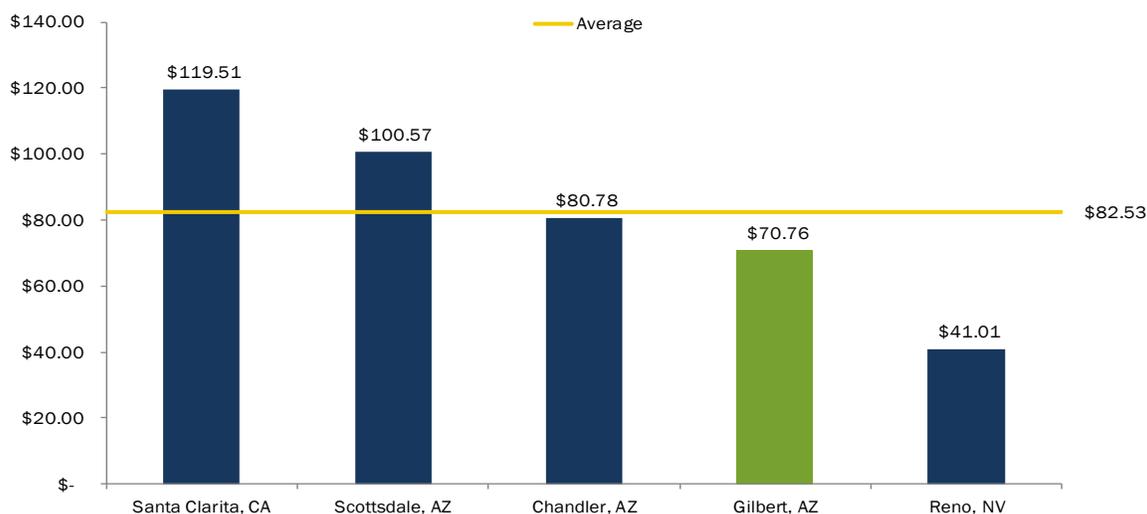
Data Source: Municipal fire department staff.

**FY16 Performance Measures, Fire**

## PARKS AND RECREATION

The Parks and Recreation Department provides opportunities for the community to develop skills, learn, exercise, grow, compete, and to accomplish and enjoy a wide range of leisure pursuits. The cities selected were identified as four other 'best in class' and National Parks and Recreation Association Gold Medal jurisdictions as selected by the Steering Committee and approved by the Parks, Recreation and Library Services Advisory Board for use in the Town of Gilbert's Master Plan development.

### Benchmark: Budgeted Parks and Recreation Expenditures per Capita\*

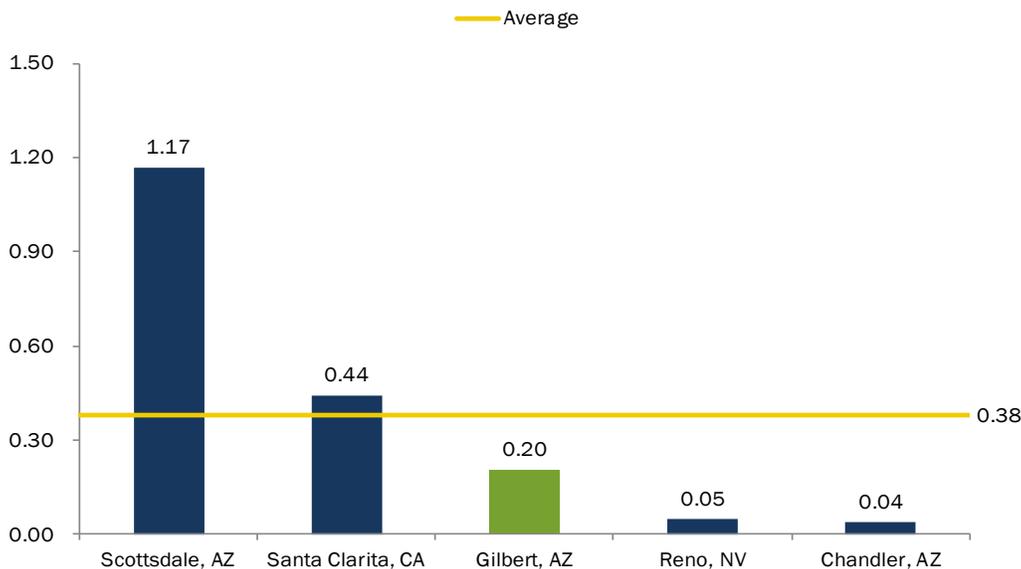


Data source: FY14 adopted municipal budgets.

\*Figures reflect parks and recreation expenditures, including library services, but excluding human services and capital expenditures.

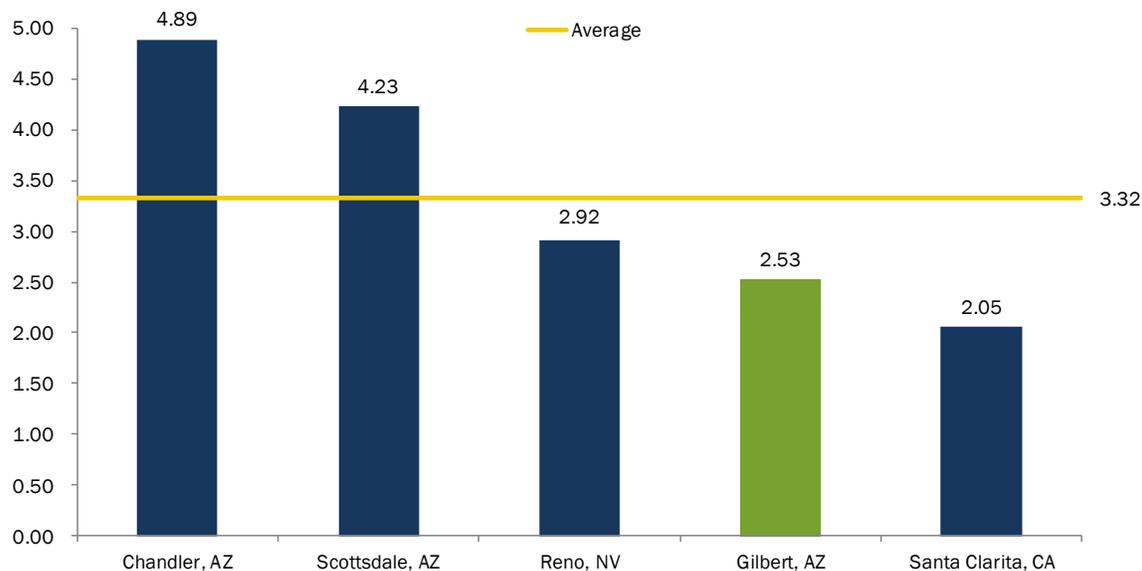
Note: Chandler, AZ figures excludes Code Enforcement, Neighborhood Resources, and Housing and Redevelopment.

### Benchmark: Trails per 1,000 Residents



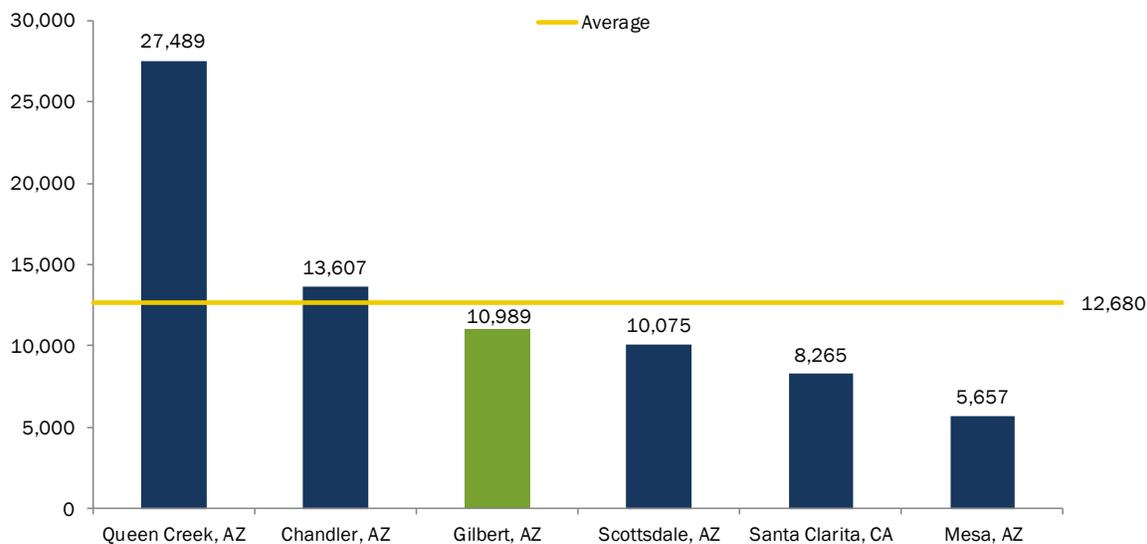
Note: Sidewalks within parks are not included in the above trail data for any city/town. Data source: Parks & Recreation staff at each municipality.

### Benchmark: Total Developed Acreage per 1,000 Residents



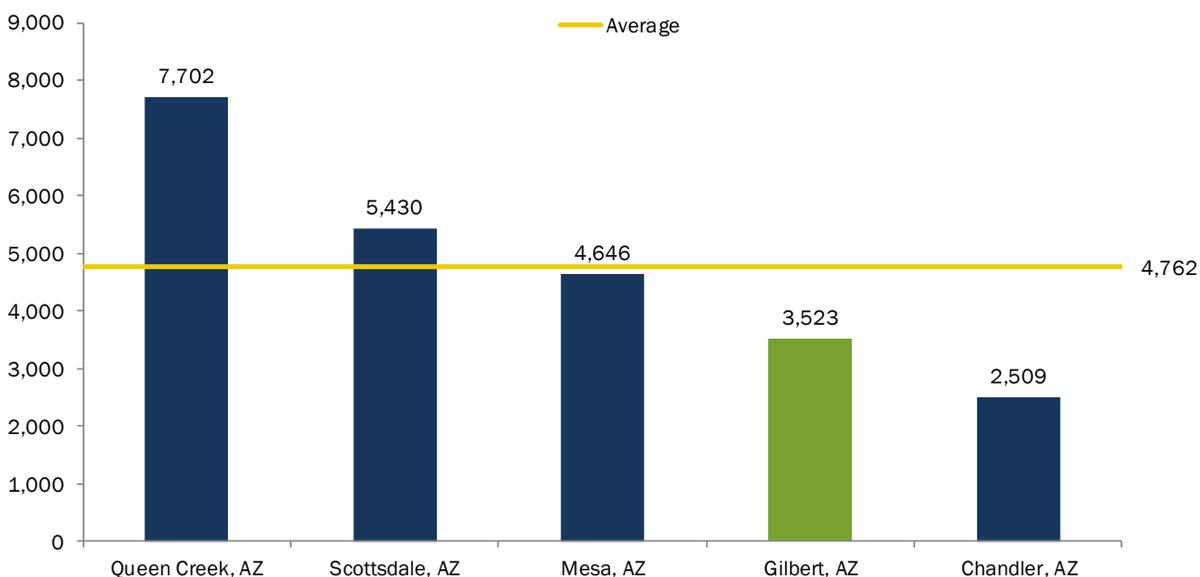
Data source: Parks & Recreation staff at each municipality. Figure does not include preserve land.

### Benchmark: Library Circulation per 1,000 Residents



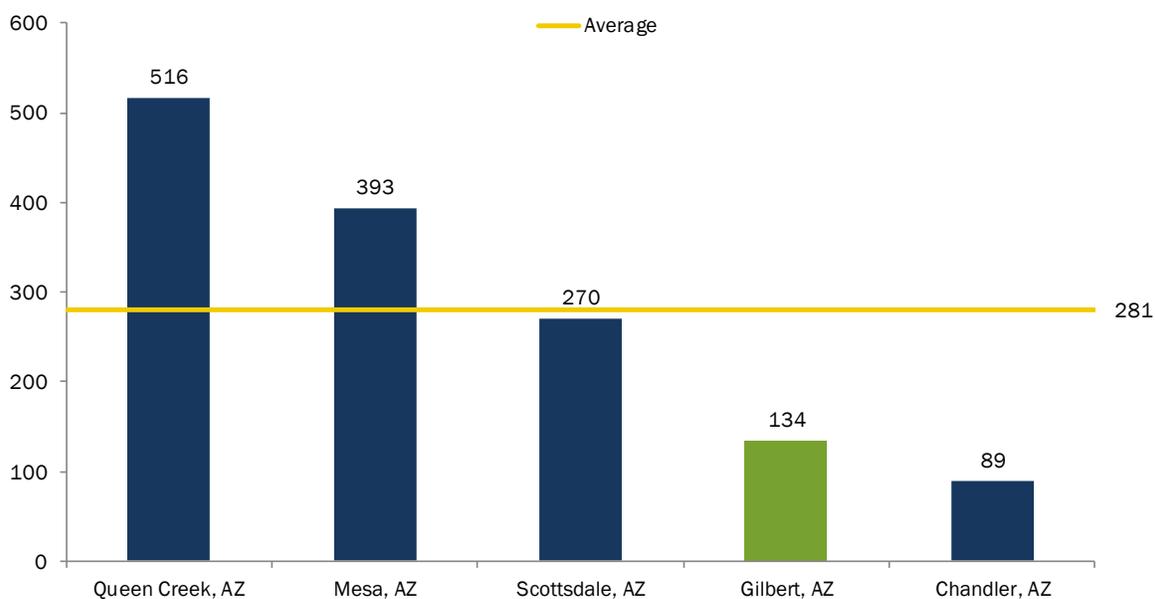
Note: Electronic books are not included in the circulation data reported above.  
Data source: Maricopa County Library District staff.

### Benchmark: Gate Count per 1,000 Residents (Library Visitors)



Data source: Maricopa County Library District staff.

### Benchmark: Library Program Participation per 1,000 Residents



Data source: Maricopa County Library District staff.

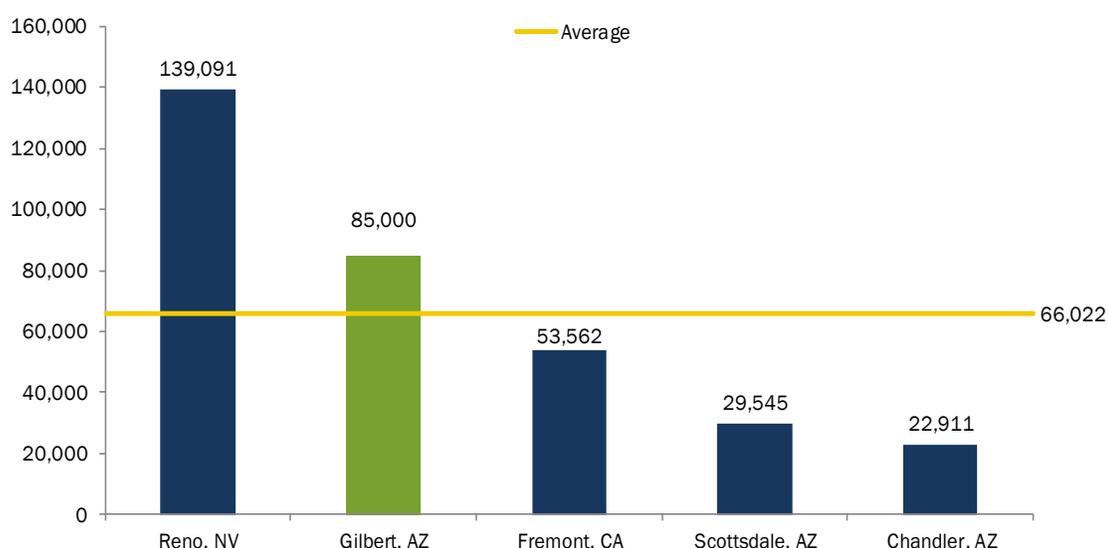
**FY16 Performance Measures, Parks**  
**FY16 Performance Measures, Recreation Centers**  
**FY 16 Performance Measures, Recreation Programs**

## Facilities

The purpose of the facilities division is to maintain assigned facilities, associated systems and equipment in proper working order for safe and effective use, and to respond to the maintenance and repair needs of customers.

The International Facility Management Association recommends one maintenance worker for every 49,000 square feet. Below are the staffing levels per city for maintenance workers.

### Benchmark: Square Feet of Building Space Maintained per Maintenance FTE



Maintenance worker/staff includes facilities maintenance technicians, facilities maintenance supervisors, energy maintenance workers and similar facilities/building maintenance functions. Excluded from the total FTE count are department directors, administrative assistants and analysts, as well as any maintenance staff for parks and/or sports complexes.

Comparison to Benchmark Communities			
City / Town	Square Feet	Building Maintenance FTE	Square Feet Maintained per FTE
Reno, NV	1,530,000	11	139,091
Gilbert, AZ	850,000	10	85,000
Scottsdale, AZ	1,300,000	44	29,545
Chandler, AZ	893,518	39	22,911
Fremont, CA	964,110	18	53,562

### FY16 Performance Measures, Facilities Maintenance



## PUBLIC WORKS

The Public Works department includes the following divisions: Water, Wastewater, Environmental Services, Streets, and CIP. Collectively, the department provides a safe, dependable water supply; and a safe and dependable wastewater collection and treatment system; an integrated solid waste operation to provide environmentally sound collection and disposal of residential and commercial waste; a reliable and efficient roadway system; and professional oversight and engineering services for the town’s capital improvement program.

### Water

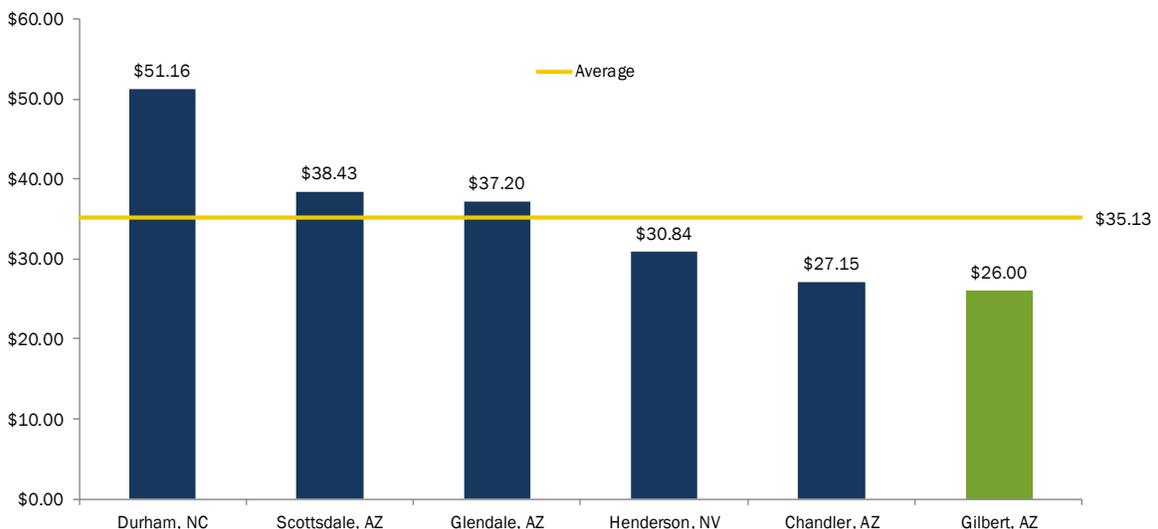
The Gilbert Water Division ensures a safe and dependable water supply for all residents, businesses, and visitors of Gilbert. The town acknowledges the importance of the 11,000 hydrants in the water system and implemented a joint venture with the Water and Fire Departments to ensure industry standards are met annually. The joint venture has meant an improved Insurance Services Office (ISO) rating for the town as well as ensured the safety of the residents. The Water Division has provided top quality water to the residents while maintaining some of the lowest rates in the Valley, as well as in the nation. The following benchmarks have been identified as key indicators of success and performance for the Water Division and are considered measures of best practice by the American Water Works Association (AWWA).

#### Benchmark: Water Conservation – Yearly Residential Audits per 1,000 Single Family Residences

Comparison to Benchmark Communities	
City / Town	Water Audits
Durham, NC	6.45
Peoria, AZ	4.90
Tempe, AZ	3.36
Henderson, NV	3.36
Gilbert, AZ	3.01

Note: The total households used in the table above have been provided by the municipal staff in each city/town. Data source: Municipal water staff. Number of water audits performed and single family residences provided by staff.

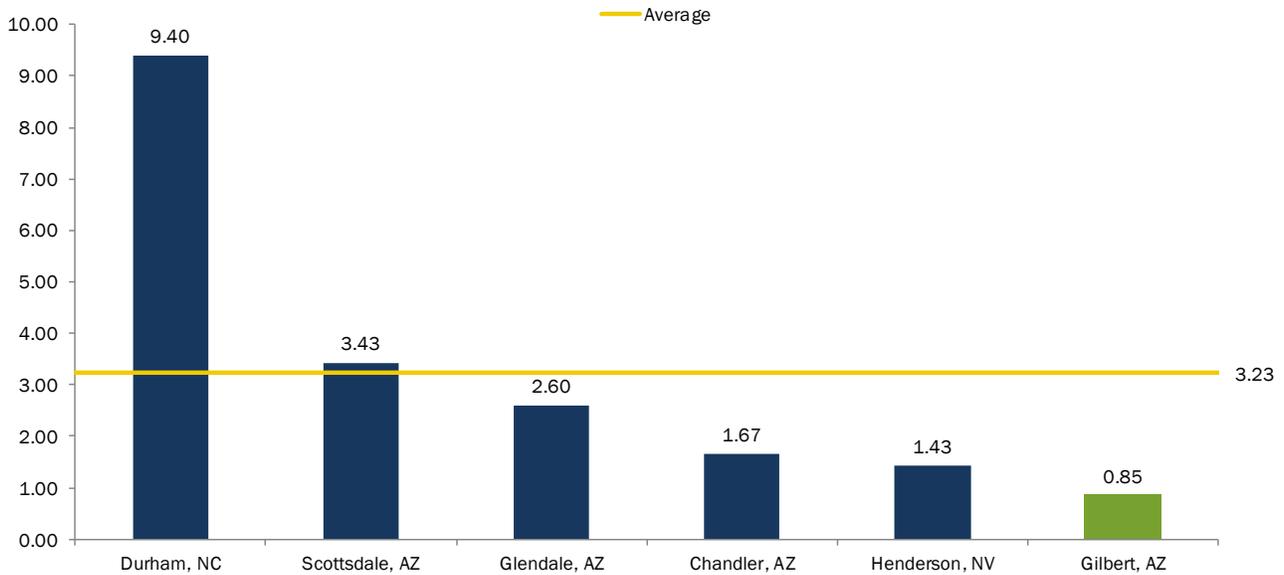
#### Benchmark: Estimated Residential Water Bill at the Average Water Usage



Data source: Municipal water staff. Figures based on 3/4" meter and 10,500 gallons per month consumption.

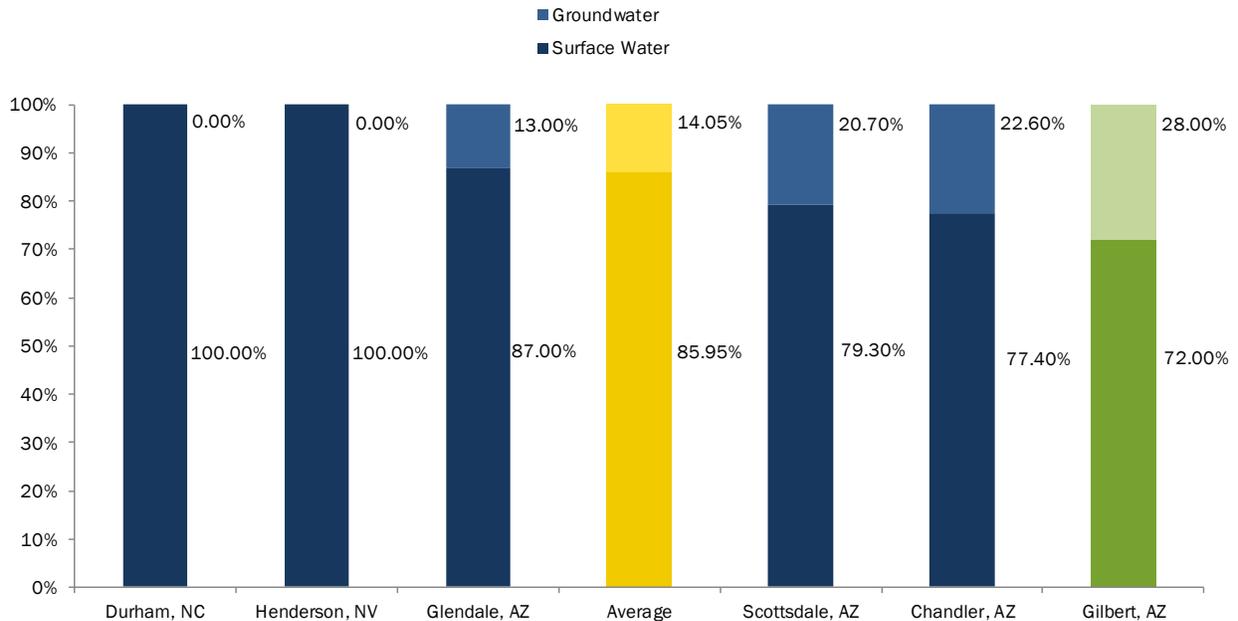


### Benchmark: Water Main Breaks per 100 miles



Data source: Municipal water staff. The age of each system's infrastructure may influence the number of main breaks observed.

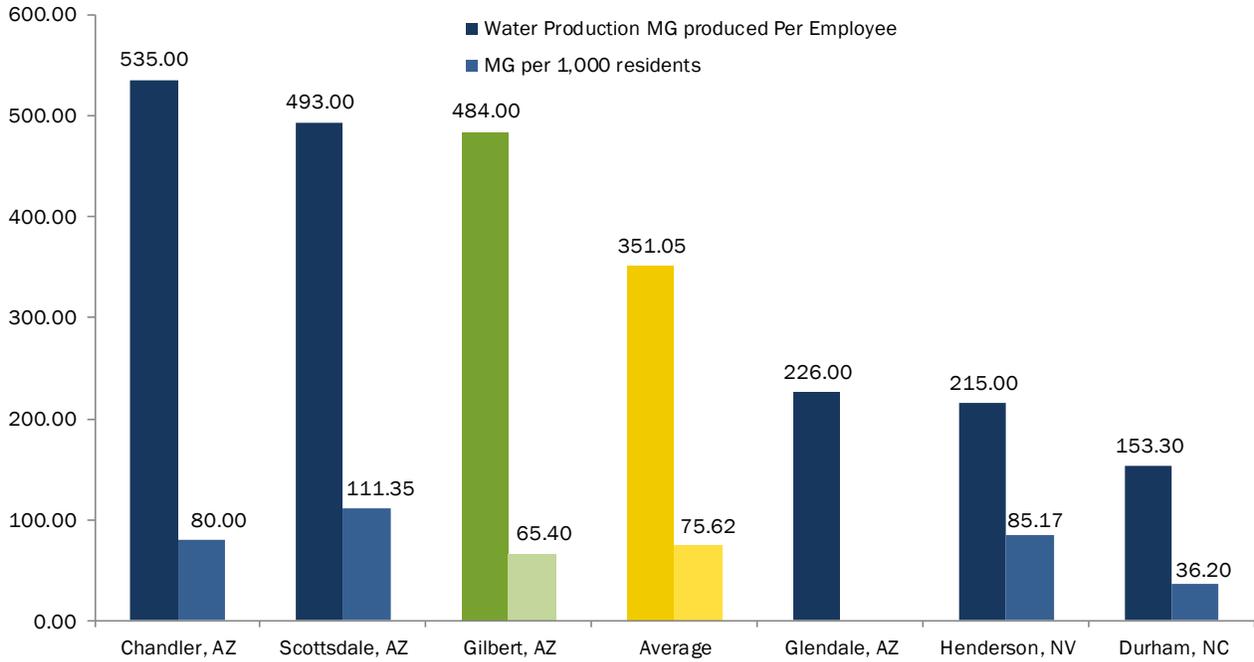
### Benchmark: Surface versus Groundwater Usage



Data source: Municipal water staff. Note: To achieve sustainability and meet state mandated Arizona Safe Yield goals, Gilbert recharged surface water to legally offset all but 5% of the physical groundwater it pumped in 2015.

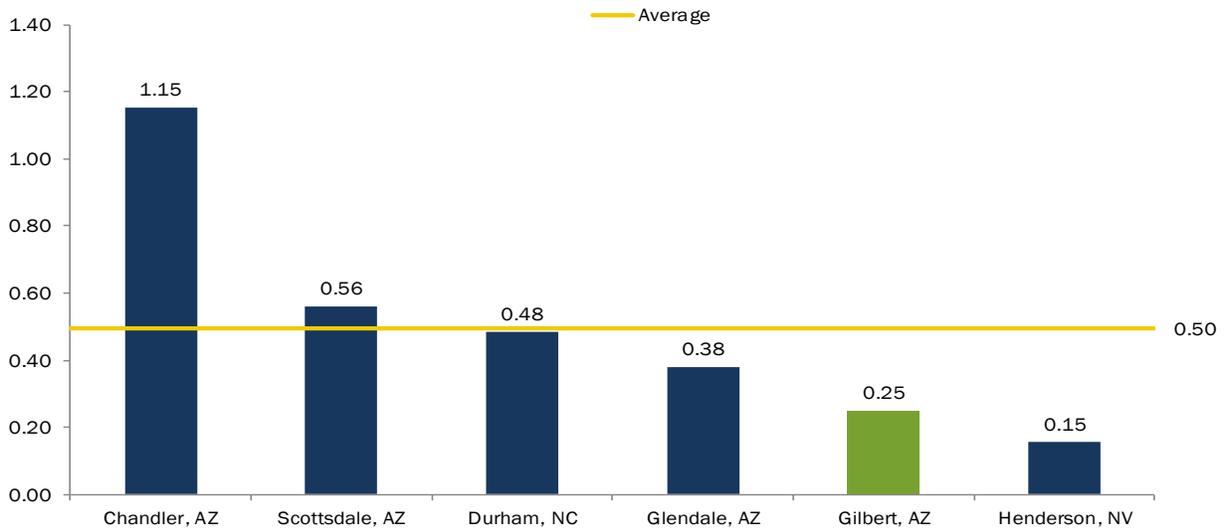


**Benchmark: Water Production**  
**Million Gallons (MG) Produced per Employee Annually; MG Produced per 1,000 Residents**



Data source: Municipal water staff. Glendale MG per 1,000 residents not available.

**Benchmark: Water Quality Complaints per 1,000 Residents**



Data source: Municipal water staff

[FY16 Performance Measures, Water Conservation](#)  
[FY16 Performance Measures, Water Production](#)  
[FY16 Performance Measures, Water Quality](#)  
[FY16 Performance Measures, Water Distribution](#)



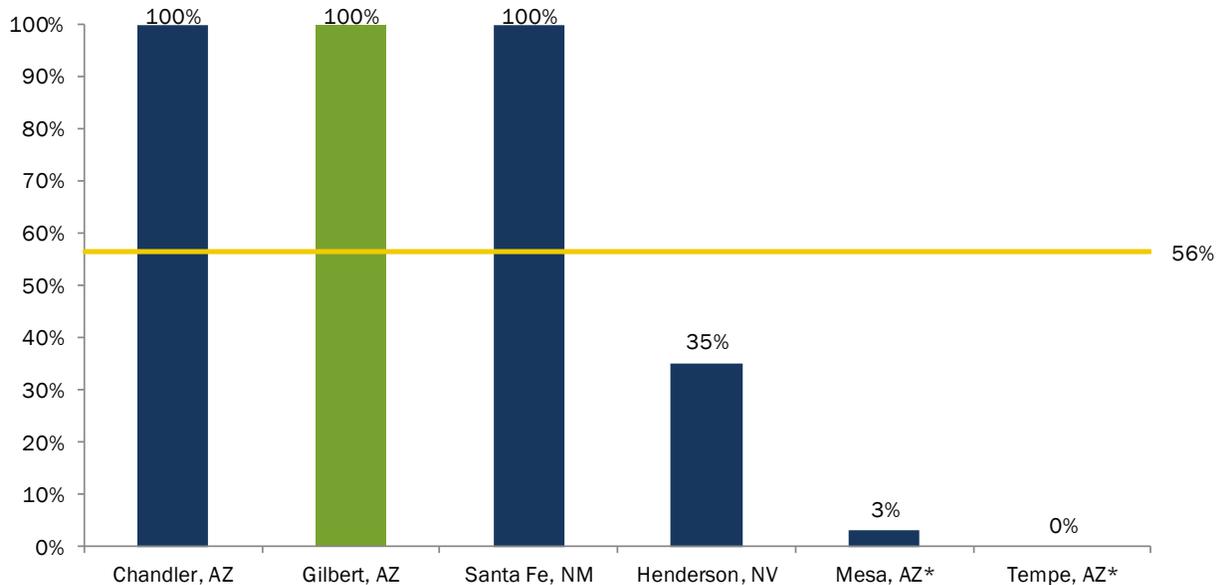
## Wastewater

The Gilbert Wastewater Division’s objective is to protect the health and safety of the public and provide reliable and efficient wastewater collection, wastewater treatment, reclaimed water reuse and groundwater recharge, wastewater quality monitoring of industrial and commercial businesses, and mosquito control operations all in a cost effective manner.

Wastewater effluent (or reclaimed water) can be a valuable resource for a community with proper planning and management. Reclaimed water can be utilized to help offset potable water demands for non-consumption uses, such as supply for community lakes or irrigation for large turf areas. Communities can also augment their groundwater supply through reclaimed water recharge efforts in order to replenish the aquifer for future use.

Communities that beneficially utilize reclaimed water do so through dedicated infrastructure consisting of storage reservoirs, pump stations, pipeline systems, and recharge facilities. Unlike a potable water distribution system, reclaimed water that is delivered to customer sites is primarily performed manually by operations staff who also monitor the daily demands required at customer sites. A community’s commitment and investment towards the utilization of a valuable commodity, such as reclaimed water, is a measurement of best in class and foresight toward long-term sustainability.

**Benchmark: Amount of Treated Wastewater Effluent (Reclaimed Water) that is Beneficially Reused and/or Recharged within the City/Town\***

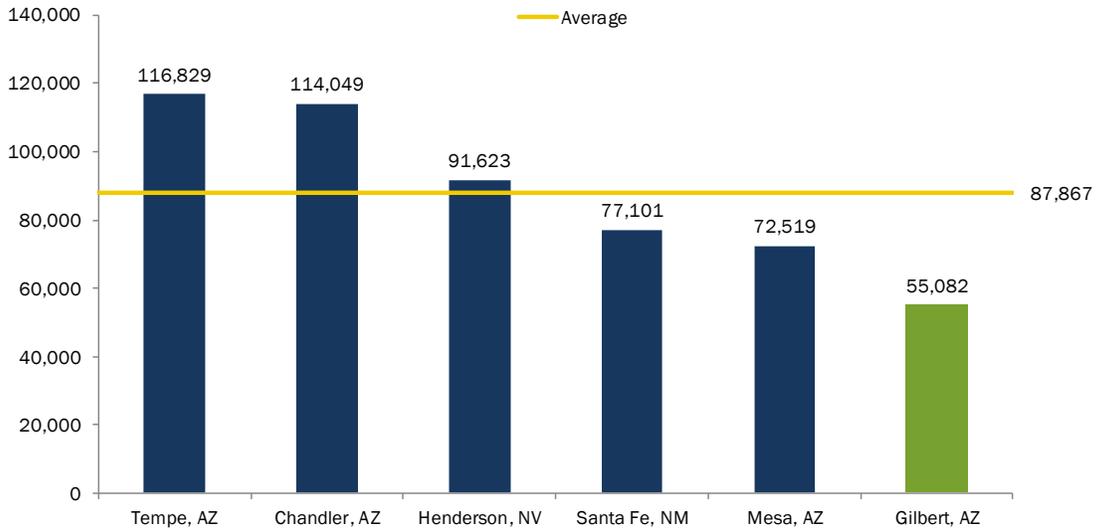


*\*Note: In Mesa, AZ, all remaining effluent not used within Mesa is provided to the Gila River Indian Community (50%) and the Granite Reef Underground Storage Project (47%), the remaining 3% is used and recharged within Mesa. For the city of Tempe, all effluent is sent to the city of Phoenix 91<sup>st</sup> Avenue Wastewater Treatment Plant for treatment and disposal. In Henderson, NV, 65% of the remaining effluent is provided to Lake Mead for a water credit exchange.*

Data source: Municipal water staff

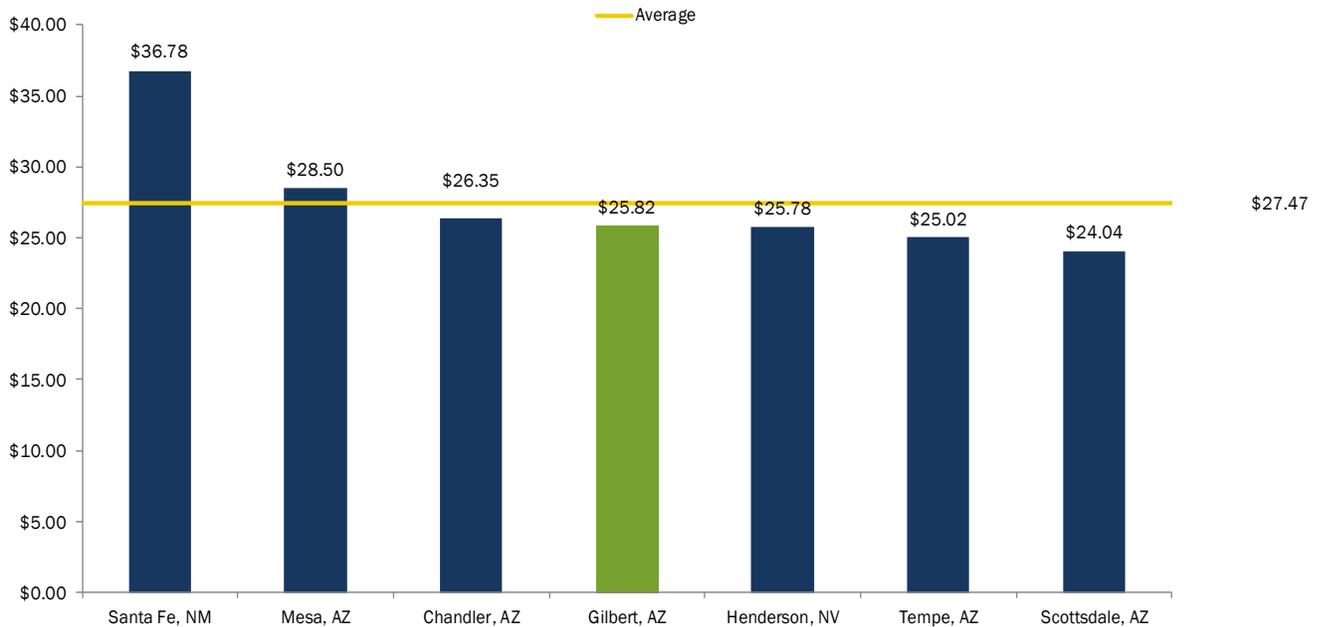


### Benchmark: Gallons of Wastewater Treated per Day per 1,000 Residents



Data source: Municipal budget documents and wastewater staff.

### Benchmark: Estimated Monthly Residential Bill for Wastewater Services



Data source: Municipal budget documents and wastewater staff. Estimated bill based on average of 8,000 gallons.

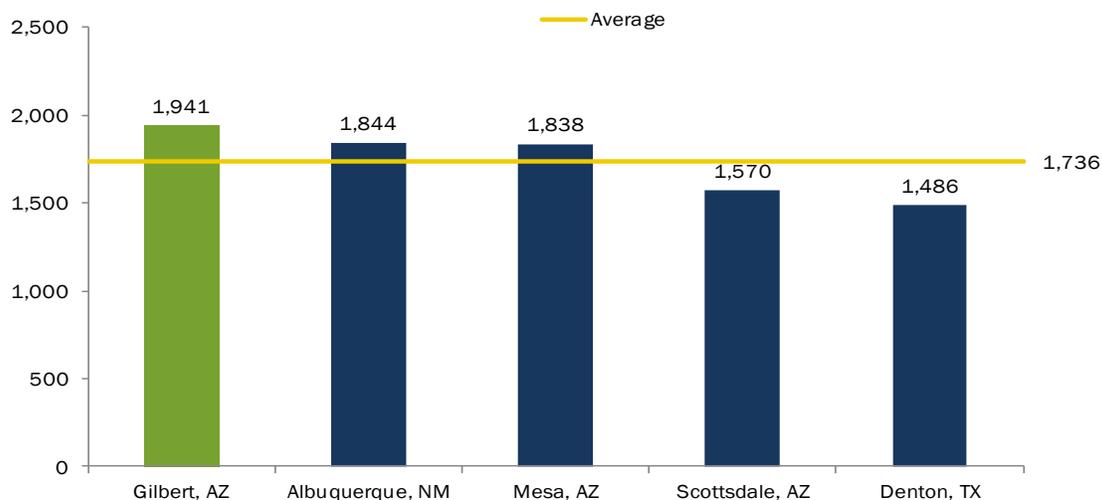
### FY16 Performance Measures, Wastewater Reclaimed



## Environmental Services

The purpose of the Environmental Services Department is to ensure the public health and welfare through the collection and disposal of solid waste from residential and commercial/industrial sources, educating members of the general public and businesses regarding proper disposal of wastes and diversion of waste from landfills through recycling, reuse, and recovery of selected materials.

### Benchmark: Average Annual Trash Weight per Household

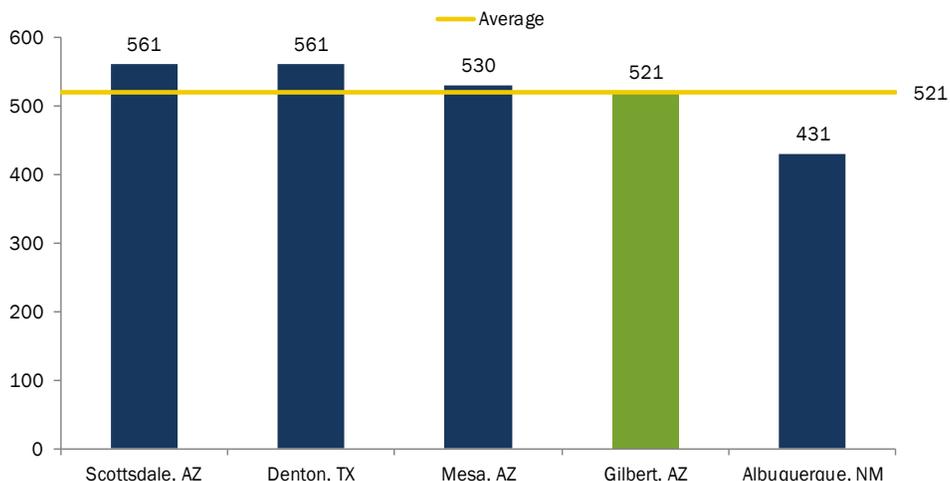


Data source: Figures for total tonnage and households provided serviced were obtained via municipal Environmental Services staff. ACS/Census estimates for households not utilized, as not all households listed may utilize city services. Estimated single family residences were obtained from city staff and are included in the table below.

Comparison to Benchmark Communities			
City / Town	FY15 Total Trash Weight (in tons)	Number of Single Family Households	Avg. Annual Trash Weight per Household
Gilbert, AZ	70,271	72,412	1,941
Scottsdale, AZ	63,587	81,015	1,570
Mesa, AZ	115,755	125,945	1,838
Denton, TX	22,241	29,927	1,486
Albuquerque, NM	156,675	169,884	1,844



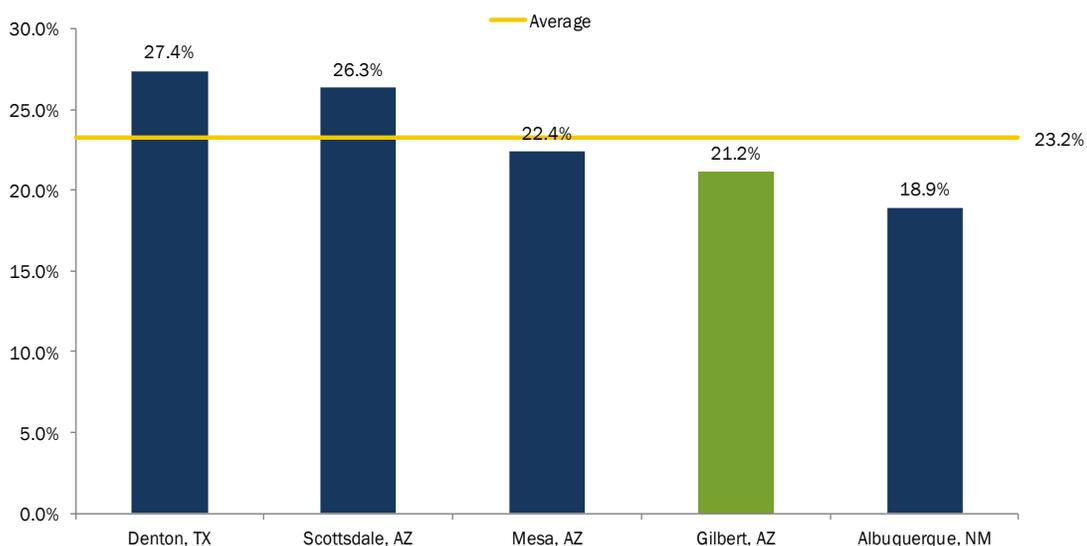
### Benchmark: Average Annual Recycling Weight per Household



Data source: Figures for total tonnage and households provided serviced were obtained via municipal Environmental Services staff. ACS/Census estimates for households not used, as not all households listed may utilize city services. Estimated single family residences were obtained from city staff and are included in the table below.

Comparison to Benchmark Communities			
City / Town	FY15 Total Recycling Weight (in tons)	Number of Single Family Households	Avg. Annual Recycling Weight per Household
Scottsdale, AZ	22,736	81,015	561
Denton, TX	8,394	29,927	561
Mesa, AZ	33,390	125,945	530
Gilbert, AZ	18,869	72,412	521
Albuquerque, NM	36,588	169,884	431

### Benchmark: Diversion Rate



Data source: Municipal staff. Note: The diversion rate is equal to the recycle tonnage divided by the total tonnage collected (trash and recycle).

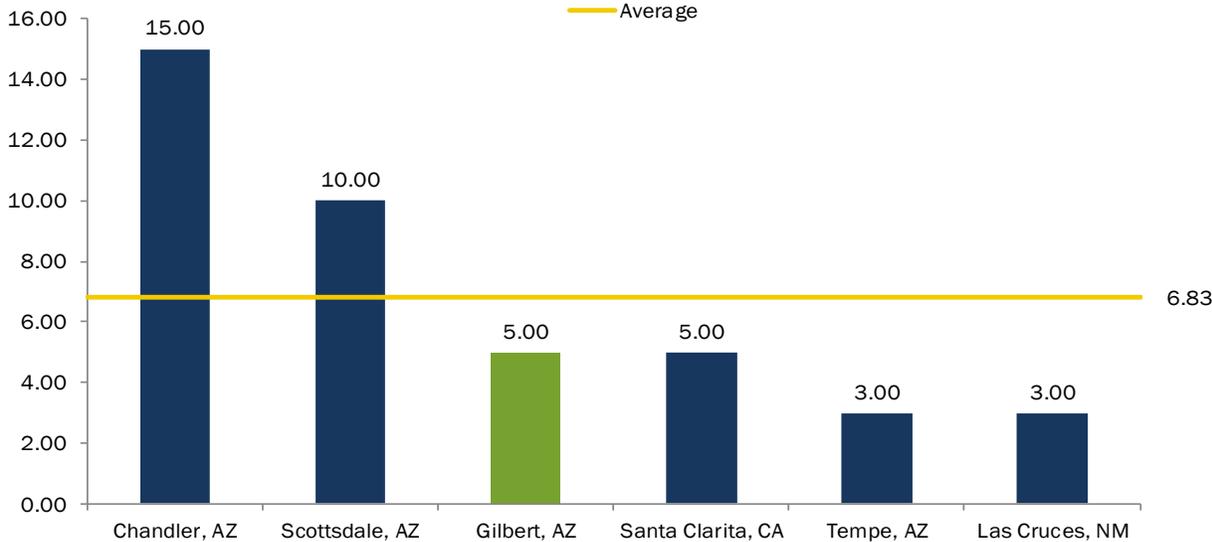
### FY16 Performance Measures, Environmental Services



# Streets

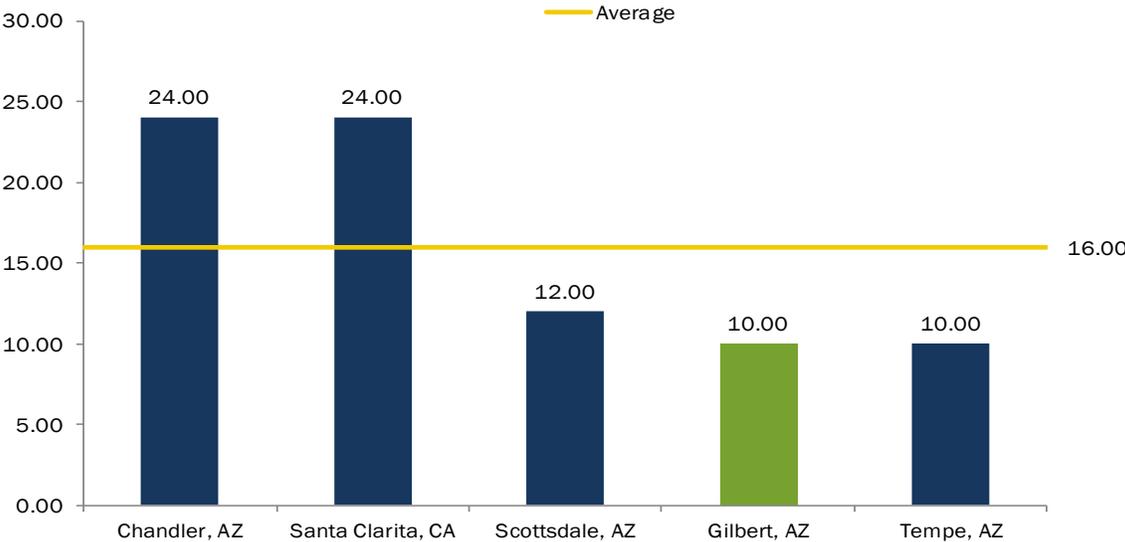
The Gilbert Streets Division provides a safe, clean, reliable, and efficient roadway system that encompasses the following operations: street maintenance, traffic control systems, rights-of-way, and storm drain systems. These benchmarks were selected because they help measure the efficiency, cleanliness and safety of Gilbert’s roadway system.

## Benchmark: Days to Repair Streetlight Outage



Note: The average number of days to repair a streetlight outage once the city or town is notified of the outage. Data source: Information obtained from municipal budget documents and public works staff.

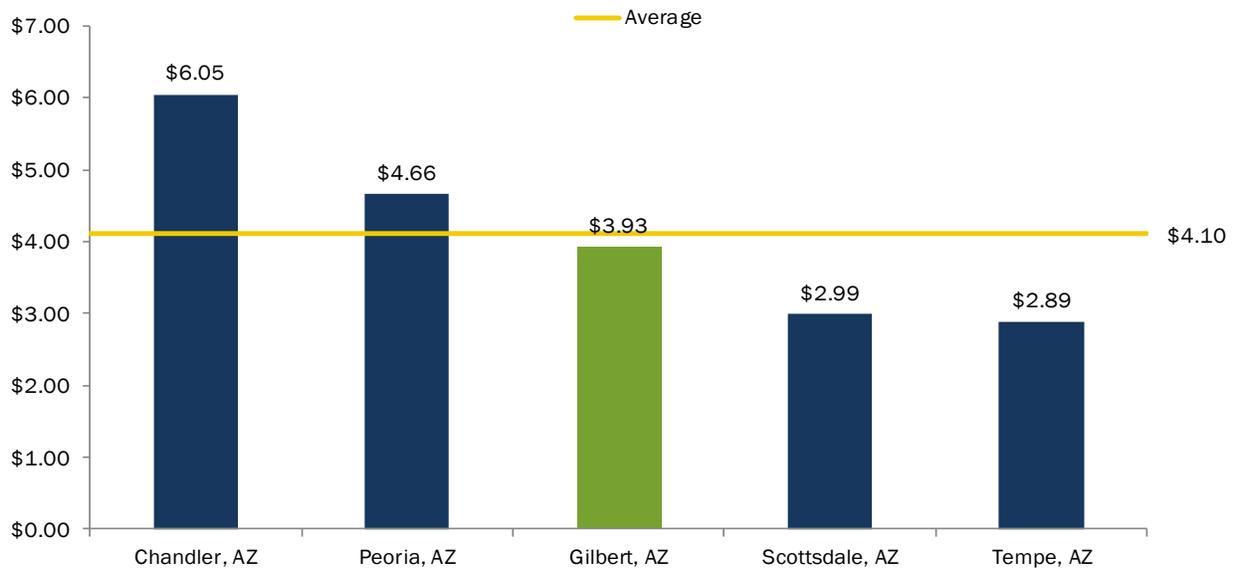
## Benchmark: Hazard Response Operations - Average No. of Hours Required to Cover Graffiti Requests



Data source: Information obtained from municipal budget documents and public works staff.

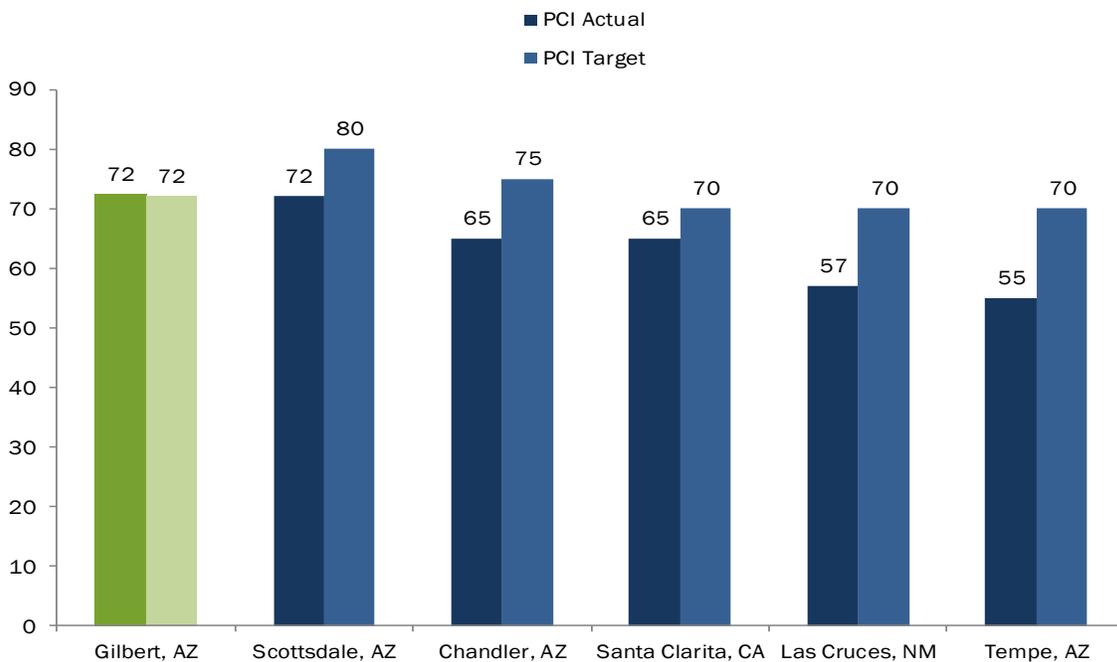


### Benchmark: Sweeping Budget per Capita for FY2016



Data source: Information obtained from municipal budget documents and public works staff.

### Benchmark: Pavement Condition Index – Actual versus Target



Data source: Information obtained from public works staff.

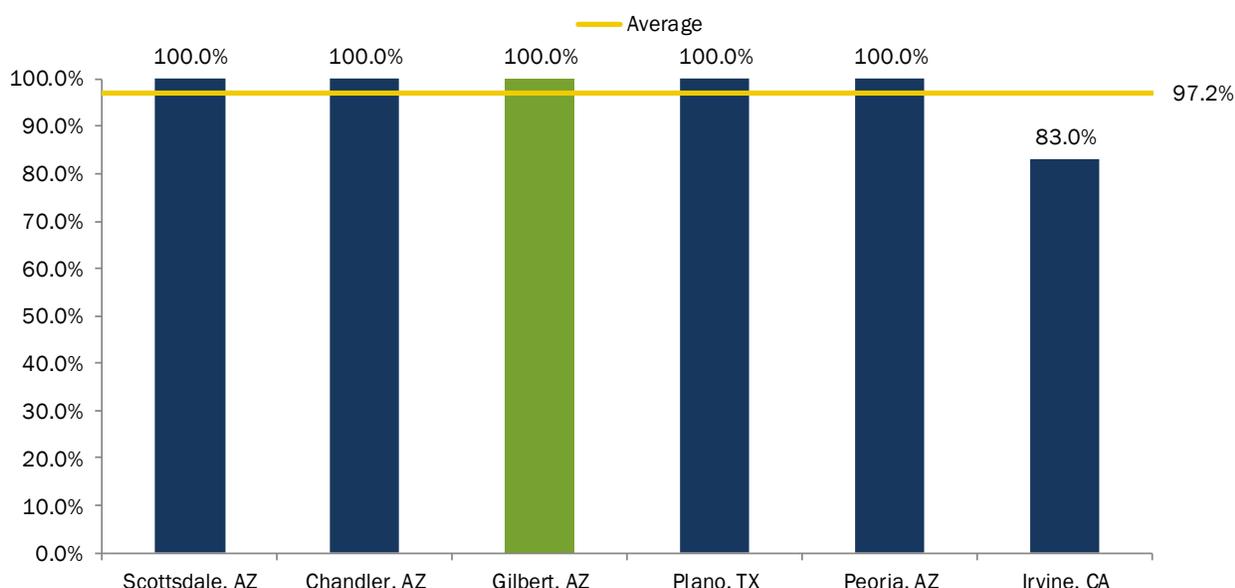
### FY16 Performance Measures, Streets



## Capital Improvement Program (CIP)

The goal of CIP administration is to provide efficient and safe public infrastructure improvements for streets, water, sanitary sewer, reclaimed water, storm drainage, and traffic signals, while balancing the impacts to the environment and adjacent land owners, residents and businesses.

### Benchmark: Percentage of FY2016 CIP Projects Managed In-House



Comparison to Benchmark Communities		
City / Town	FY 2016 Number of Capital Projects Managed In-House	FY2016 Total Project Cost for CIP projects Managed In-House
Scottsdale, AZ	182	\$482,100,000
Chandler, AZ*	160	\$187,355,000
Gilbert, AZ	81	\$168,911,000
Plano, TX	93	\$95,171,400
Peoria, AZ	82	\$89,400,000
Irvine, CA	47	\$40,008,619

Data source: Survey of municipal engineering staff. The definition for projects managed in-house, i.e. complete project management and coordination vs. project oversight with contractors, may vary from city to city and should be considered when reviewing percentage of projects managed in-house, as well as total projects. Additionally, the scope and size of each project may vary considerably.

Note: Scottsdale, AZ data includes 159 projects carried over from prior FY, representing \$375.9 million of the total CIP allocation. Peoria, AZ data includes 54 projects that are carried over from the prior FY, representing \$39 million of the total CIP allocation. Irvine, CA includes 7 projects carried forward from the prior FY, representing \$34.3 million of the total CIP allocation.

\*Chandler total project cost includes some maintenance projects for Streets, Traffic Engineering, Parks, Building and Facilities, and Municipal Utilities. The CIP group estimates approximately \$150M that engineering directly oversees. In FY16, a total of 119 projects were authorized, along with 41 carry forward projects.

