



BENCHMARK REPORT

2018 Gilbert, Arizona

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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.

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

How are Benchmarks Used?

Benchmarking allows an organization to gauge performance, as well as demonstrate its commitment to highly efficient operations and delivery of superior results. Benchmarking also provides data to support continuous improvement.

How were the 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.)

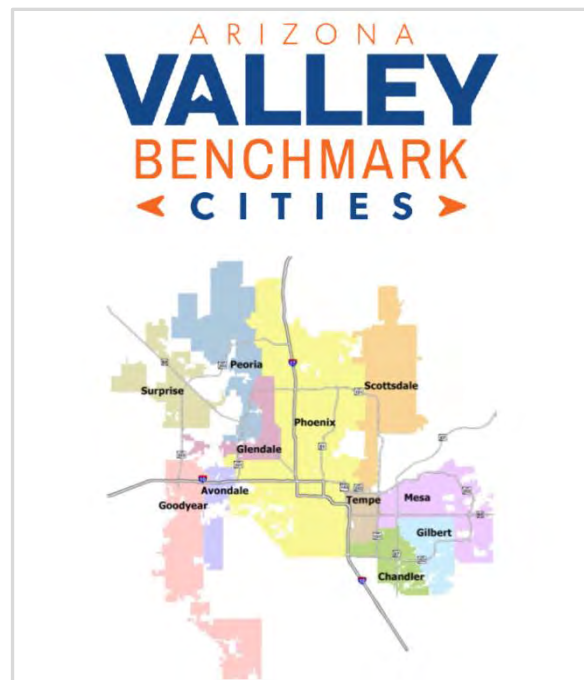
It is important to note that while benchmarks provide valuable information and serve as an effective performance measurement tool, it is difficult to identify true comparisons with other jurisdictions, as operations may vary significantly depending on organizational structure, funding and Council identified 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 75 measures across 24 departments and divisions, which collectively benchmark the Town of Gilbert with 42 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 last edition of the report, published in 2016, may be found here: <http://www.gilbertaz.gov/budget>

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

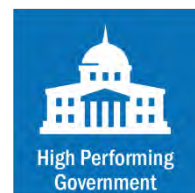
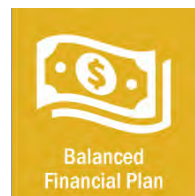
through transparency, collaboration and accessible information

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
- Balanced 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 fiscal year (FY) 2018 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



GILBERT BY THE NUMBERS



237,133
Gilbert Population



33.3
Median Age



42.4%
Residents with Bachelor's Degree or Higher



\$85,581
Median Household Income



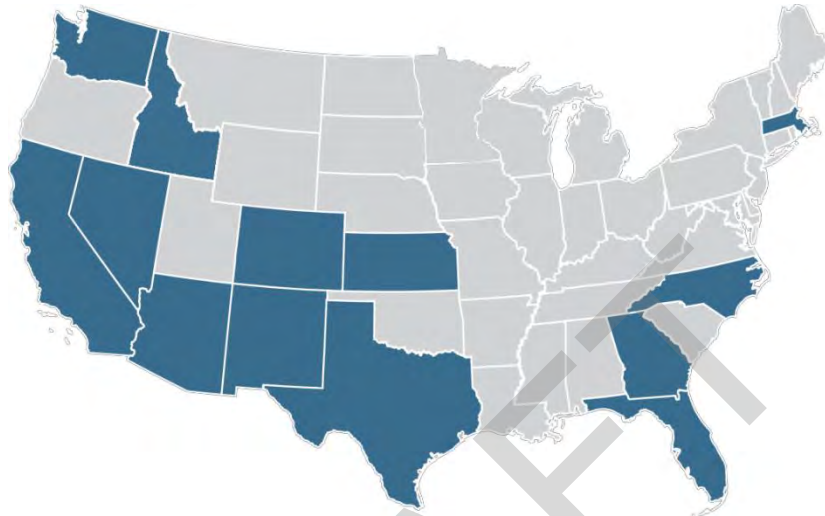
\$264,700
Median Home Value

- #1** Most Prosperous City in the U.S. (Economic Innovation Group, 2017)
- #1** Place to Raise a Family in Arizona (WalletHub, 2017)
- #2** Safest City in the U.S. (Law Street Media, 2016)
- #2** Best Suburb to Live in Arizona (Niche, 2017)
- #2** City for Under-35 Homeownership (SmartAsset, 2017)
- #3** Best City to Buy a Family Home (SmartAsset, 2017)
- #5** Best Place to Find a Job (WalletHub, 2018)
- #7** Best City to Be a Homeowner (SmartAsset, 2017)
- #7** Best City for Hispanic Entrepreneurs (WalletHub, 2017)
- #12** Best City to Live in America (24/7 Wall St., 2017)
- #16** Happiest Place to Live in America (WalletHub, 2017)
- #22** Most Caring City in the U.S. (WalletHub, 2017)
- TOP 10** Top Ten City Where Retirees are Moving (SmartAsset, 2017)
- 1 of** Arizona's Most Admired Companies (AZ Big Media, 2017)

GILBERT - BENCHMARK COMMUNITIES

Which communities were identified as Benchmarks?

This report includes 42 benchmark communities in 13 states. The map below highlights those communities, in addition to Gilbert, and their July 1, 2017 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 FY 2017.



ARIZONA

1. Avondale, AZ (82,881)
2. Chandler, AZ (247,477)
3. Flagstaff, AZ (71,459)
- 4. Gilbert, AZ (237,133)**
5. Glendale, AZ (245,895)
6. Goodyear, AZ (77,258)
6. Mesa, AZ (484,587)
7. Peoria, AZ (164,173)
8. Phoenix, AZ (1,615,017)
9. Queen Creek, AZ (35,524)
10. Scottsdale, AZ (246,645)
11. Surprise, AZ (132,677)
12. Tempe, AZ (182,498)

CALIFORNIA

13. Fremont, CA (233,136)
14. Huntington Beach, CA (200,652)
15. Irvine, CA (266,122)
16. Palo Alto, CA (67,024)
17. Sacramento, CA (495,234)
18. Santa Clarita, CA (181,972)

COLORADO

19. Aurora, CO (361,710)
20. Fort Collins, CO (164,207)

FLORIDA

21. Orlando, FL (277,173)

IDAHO

22. Boise, ID (223,154)

GEORGIA

23. Sandy Springs, GA (105,703)

KANSAS

24. Overland Park, KS (188,966)

MASSACHUSETTS

25. Cambridge, MA (110,651)

NEVADA

26. Henderson, NV (292,969)
27. North Las Vegas, NV (238,702)
28. Reno, NV (245,255)

NEW MEXICO

29. Albuquerque, NM (559,277)
30. Las Cruces, NM (101,759)
31. Santa Fe, NM (83,875)

NORTH CAROLINA

32. Durham, NC (263,016)
33. Winston-Salem, NC (242,203)

TEXAS

34. Amarillo, TX (197,570)
35. Austin, TX (199,582)
36. Corpus Christi, TX (325,733)
37. Denton, TX (133,808)
38. Garland, TX (234,943)
39. Plano, TX (286,057)
40. Sugar Land, TX (88,177)

WASHINGTON

41. Bellevue, WA (141,400)
42. Tacoma, WA (213,418)

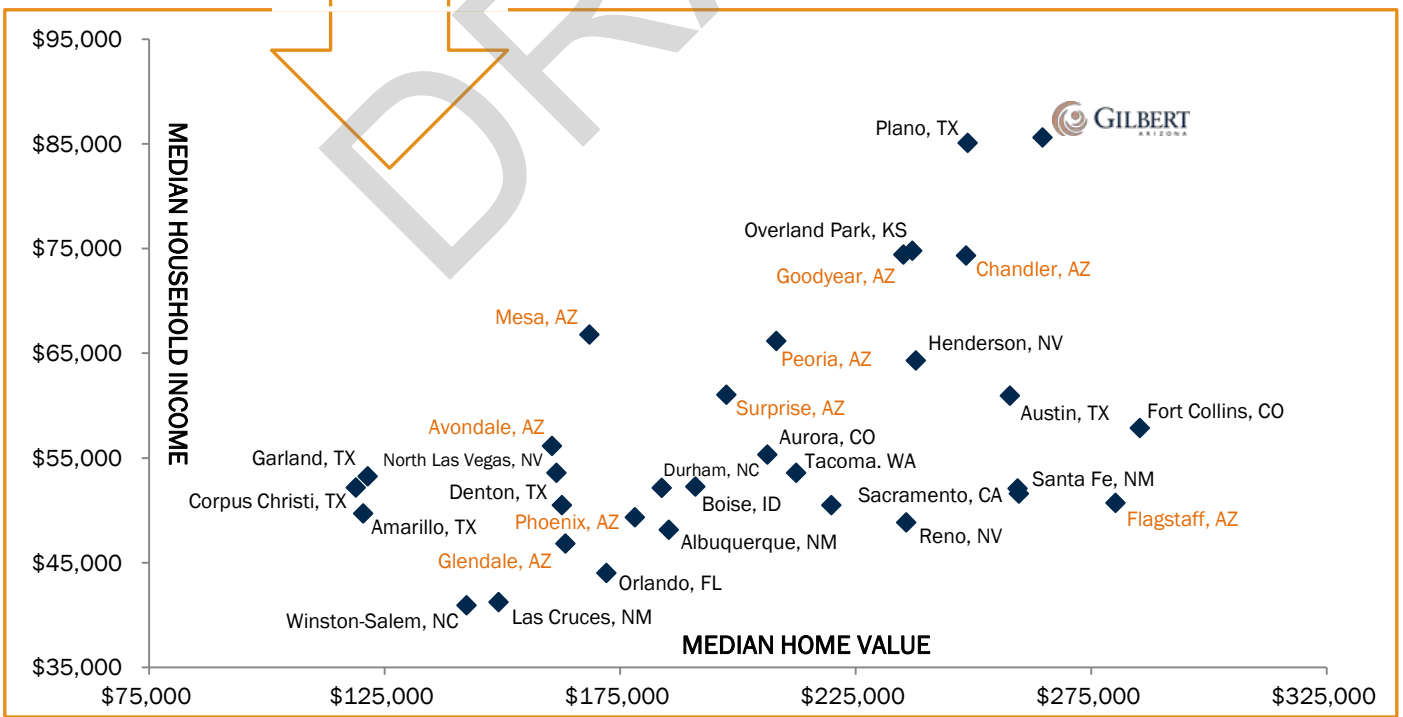
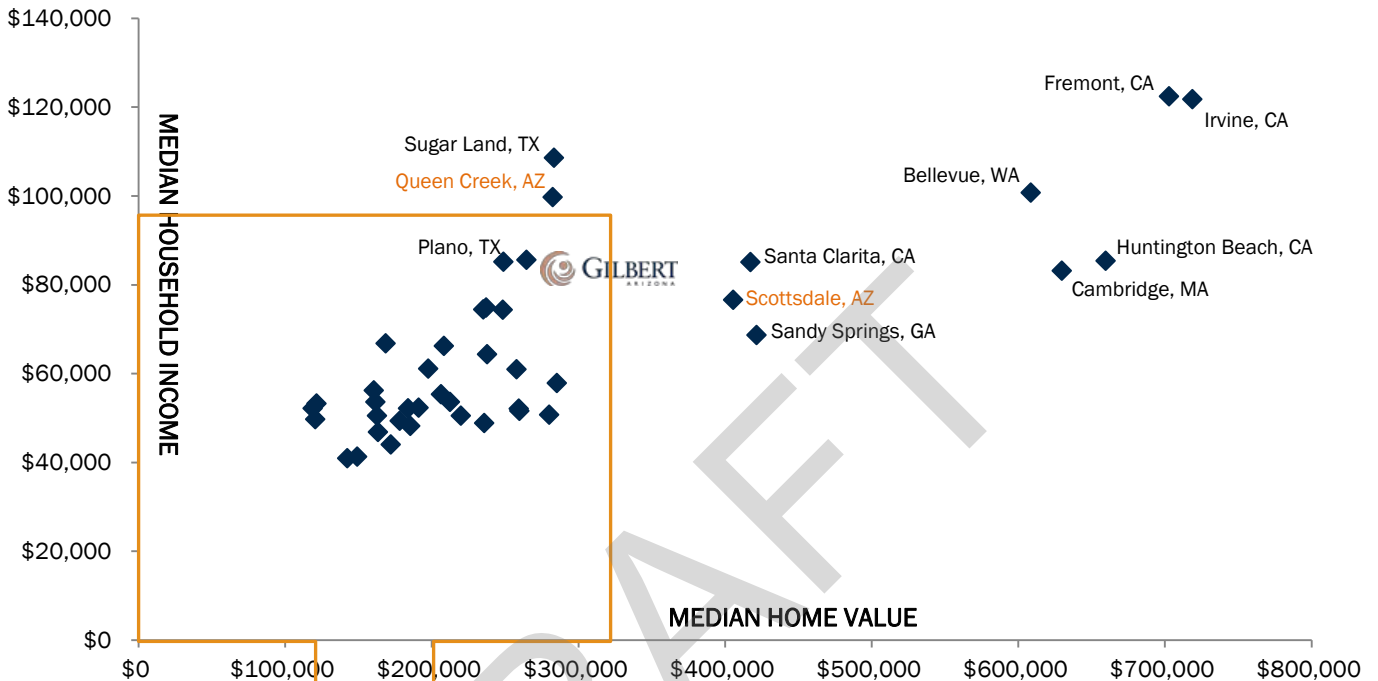
BENCHMARK COMMUNITIES – COMPARATIVE DATA

City / Town	Population	Median Age	Median Home Value	Average Household Size	Median Household Income	Per Capita Income	Unemployment Rate	Educational Attainment Bachelor's or Higher
Avondale, AZ	82,881	25-30	\$160,600	3.29	\$56,120	\$21,226	6.90%	19.20%
Chandler, AZ	247,477	31-35	\$248,500	2.81	\$74,329	\$33,972	5.00%	41.20%
Flagstaff, AZ	71,459	25-30	\$280,200	2.50	\$50,677	\$25,540	7.00%	44.40%
Gilbert, AZ	237,133	31-35	\$264,700	3.15	\$85,581	\$32,936	5.40%	42.40%
Glendale, AZ	245,895	31-35	\$163,400	2.90	\$46,817	\$22,452	7.20%	21.20%
Goodyear, AZ	77,258	36-40	\$235,200	2.94	\$74,417	\$29,263	4.20%	28.40%
Mesa, AZ	484,587	36-40	\$168,500	2.70	\$66,753	\$25,669	6.90%	25.70%
Peoria, AZ	164,173	36-40	\$208,200	2.81	\$66,163	\$29,968	6.40%	29.80%
Phoenix, AZ	1,615,017	31-35	\$178,200	2.85	\$49,328	\$25,213	7.70%	27.30%
Queen Creek, AZ	35,524	31-35	\$282,600	3.37	\$99,645	\$33,087	2.80%	39.70%
Scottsdale, AZ	246,645	41+	\$405,500	2.21	\$76,543	\$54,060	4.90%	55.50%
Surprise, AZ	132,677	36-40	\$197,600	2.75	\$61,035	\$26,675	7.80%	27.60%
Tempe, AZ	182,498	25-30	\$219,900	2.45	\$50,474	\$27,705	6.00%	42.80%
Fremont, CA	233,136	36-40	\$702,800	3.10	\$122,328	\$43,875	5.30%	54.10%
Huntington Beach, CA	200,652	41+	\$659,700	2.62	\$85,312	\$43,863	6.00%	41.90%
Irvine, CA	266,122	31-35	\$718,800	2.66	\$121,748	\$45,140	6.20%	68.10%
Palo Alto, CA	67,024	41+	\$1,702,100	2.51	\$137,043	\$78,721	4.80%	80.00%
Sacramento, CA	495,234	31-35	\$259,400	2.65	\$52,071	\$27,146	10.50%	30.70%
Santa Clarita, CA	181,972	36-40	\$417,400	2.99	\$85,042	\$35,317	8.10%	33.50%
Aurora, CO	361,710	31-35	\$206,300	2.78	\$55,303	\$25,830	7.00%	27.90%
Fort Collins, CO	164,207	25-30	\$285,400	2.48	\$57,831	\$30,680	6.60%	53.40%
Orlando, FL	277,173	31-35	\$172,100	2.40	\$44,007	\$26,982	8.20%	35.00%
Boise, ID	223,154	36-40	\$191,000	2.44	\$52,249	\$30,798	6.00%	40.60%
Sandy Springs, GA	105,703	36-40	\$421,600	2.30	\$68,629	\$53,257	4.90%	60.70%
Overland Park, KS	188,966	36-40	\$237,100	2.40	\$74,789	\$42,196	4.00%	58.80%
Cambridge, MA	110,651	31-35	\$629,700	2.10	\$83,122	\$50,195	5.40%	74.90%
Henderson, NV	292,969	41+	\$237,800	2.57	\$64,277	\$34,447	8.60%	31.10%
North Las Vegas, NV	238,702	31-35	\$161,500	3.30	\$53,565	\$20,899	9.60%	16.30%
Reno, NV	245,255	31-35	\$235,800	2.47	\$48,815	\$27,811	7.60%	30.70%
Albuquerque, NM	559,277	36-40	\$185,400	2.49	\$48,127	\$27,317	7.30%	33.80%
Las Cruces, NM	101,759	31-35	\$149,200	2.55	\$41,215	\$22,070	9.90%	33.30%
Santa Fe, NM	83,875	41+	\$259,700	2.30	\$51,572	\$33,146	6.90%	40.80%
Durham, NC	263,016	31-35	\$183,900	2.34	\$52,115	\$30,645	6.50%	48.30%
Winston-Salem, NC	242,203	31-35	\$142,400	2.42	\$40,898	\$25,852	9.90%	34.20%
Amarillo, TX	197,570	31-35	\$120,500	2.62	\$49,684	\$26,086	4.30%	22.30%
Austin, TX	199,582	31-35	\$257,800	2.47	\$60,939	\$35,672	5.00%	47.70%
Corpus Christi, TX	325,733	31-35	\$118,900	2.69	\$52,154	\$26,109	5.90%	21.10%
Denton, TX	133,808	25-30	\$162,700	2.62	\$50,487	\$24,721	7.90%	36.90%
Garland, TX	234,943	31-35	\$121,400	3.10	\$53,220	\$21,931	7.80%	22.50%
Plano, TX	286,057	36-40	\$248,800	2.65	\$85,085	\$43,579	4.80%	55.60%
Sugar Land, TX	88,177	41+	\$283,400	3.03	\$108,504	\$48,793	5.00%	56.40%
Bellevue, WA	141,400	36-40	\$608,500	2.48	\$100,703	\$54,883	5.00%	64.10%
Tacoma, WA	213,418	36-40	\$212,400	2.49	\$53,553	\$27,947	8.00%	26.70%

Demographic data source: American Community Survey 2016 5-year estimates except population is US Census Annual Estimates of Resident Population: April 1, 2010 to July 1, 2017

BENCHMARK COMMUNITIES

The graphs below highlight these communities by comparing median household income with the median home value per American Community Survey 2016 5-year estimates. Arizona cities are noted in an orange colored font.



Note: Palo Alto, CA is not shown because the community is an outlier with a median household income of \$78,721 and median home value of \$1,702,100.

HOW DOES GILBERT COMPARE TO ITS PHOENIX METROPOLITAN AREA NEIGHBORS?

TOTAL FY 2018 ADOPTED BUDGET



	Avondale	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe
Population – July 1, 2016											
	82,881	247,477	237,133	245,895	77,258	484,587	164,173	1,615,017	246,645	132,677	182,498
FY 2018 Total Adopted Budget (in millions)											
	\$217.5	\$934.5	\$964.8	\$672.0	\$319.8	\$1,740.0	\$590.0	\$4,063.3	\$1,201.7	\$275.8	\$682.9

Population data source: U.S. Census projections for July 1, 2016. Budget data source: FY 2018 Budget documents posted on municipal websites.

FY 2018 MUNICIPAL PROPERTY TAX*



	Avondale	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe
Primary	0.7501	0.2700	N/A	0.4632	1.1344	N/A	0.1900	1.3359	0.5293	0.7591	0.9246
Secondary	0.8499	0.8700	1.0281	1.6140	0.6005	1.0968	1.2500	0.8341	0.6244	N/A	1.5688
Combined	1.6000	1.1400	1.0281	2.0772	1.7349	1.0968	1.4400	2.1700	1.1537	0.7591	2.4934

*Per \$100 in assessed valuation. Figures reflect municipal rates and do not include school district, county rates, etc. Data source: FY 2018 Budget Documents posted on municipal websites.

SALES TAX (TRANSACTION PRIVILEGE TAX)*



	Avondale	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe
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. Arizona state and Maricopa county sales tax equals 6.30%. This amount is added to each city's/town's local rate. Data Source: Arizona Department of Revenue: https://www.azdor.gov/Portals/0/TPTRates/03012018_RateTable.pdf

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	\$400	\$285	\$257	\$519	\$434	\$274	\$360	\$543	\$288	\$190	\$623
\$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 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 Beach, CA								
Irvine, CA								
Palo Alto, CA								
Sacramento, CA								
Santa Clarita, CA								
Aurora, CO								
Fort Collins, CO								
Orlando, FL								
Sandy Springs, GA								
Boise, ID								
Overland Park, KS								
Cambridge, MA								
Durham, NC								
Winston-Salem, NC								
Albuquerque, NM								
Las Cruces, NM								
Santa Fe, NM								
Henderson, NV								
North Las Vegas, NV								
Reno, NV								
Amarillo, TX								
Austin, TX								
Corpus Cristi, TX								
Denton, TX								
Garland, TX								
Plano, TX								
Sugar Land, TX								
Bellevue, WA								



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

GILBERT - DEPARTMENT BENCHMARKS

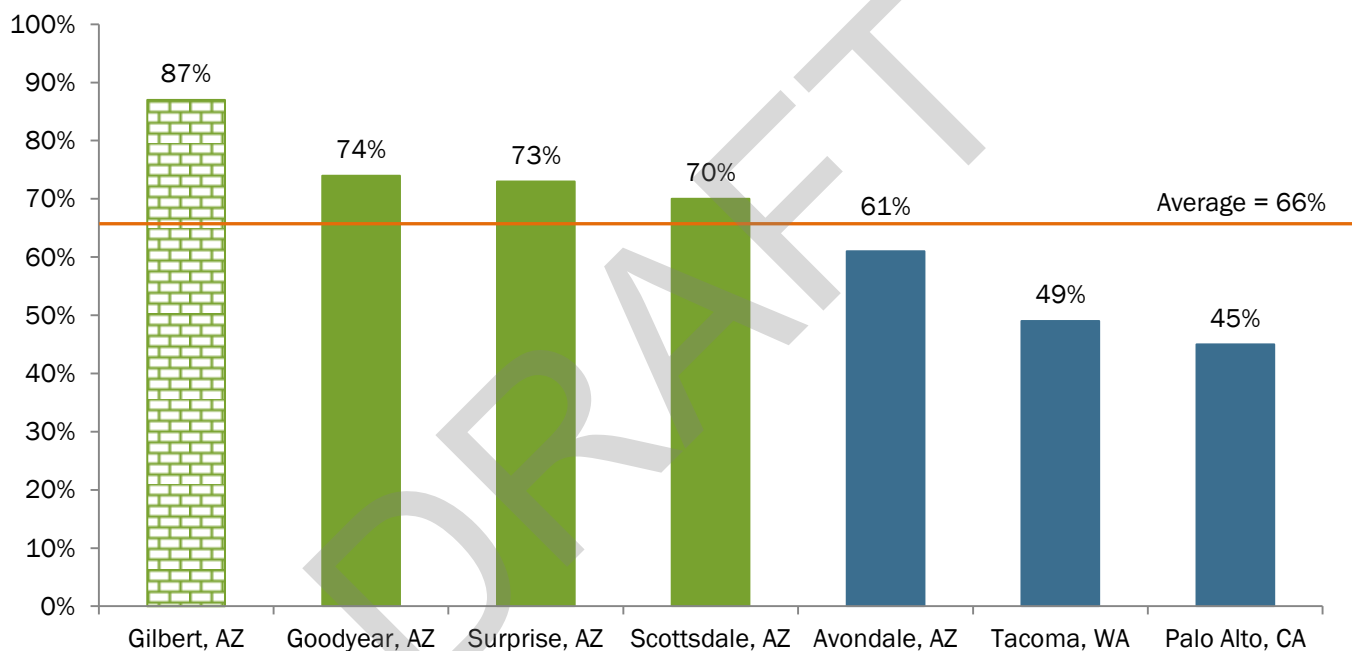


MANAGEMENT & POLICY

Mayor and Council, and Office of Intergovernmental Relations

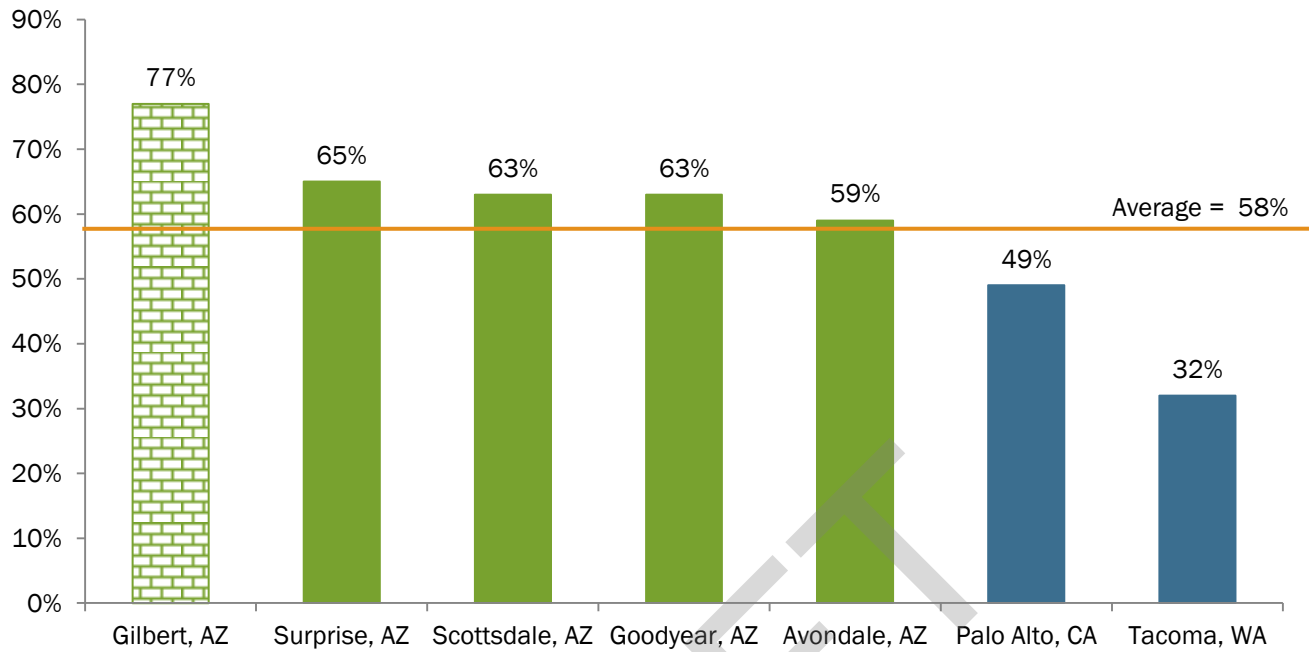
The Mayor and Council provide community leadership; develop policies to guide Gilbert in delivering services and achieving community goals; and advance and promote the physical, social, cultural, and economic environment of Gilbert through effective civic leadership, as well as the active democratic 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.

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



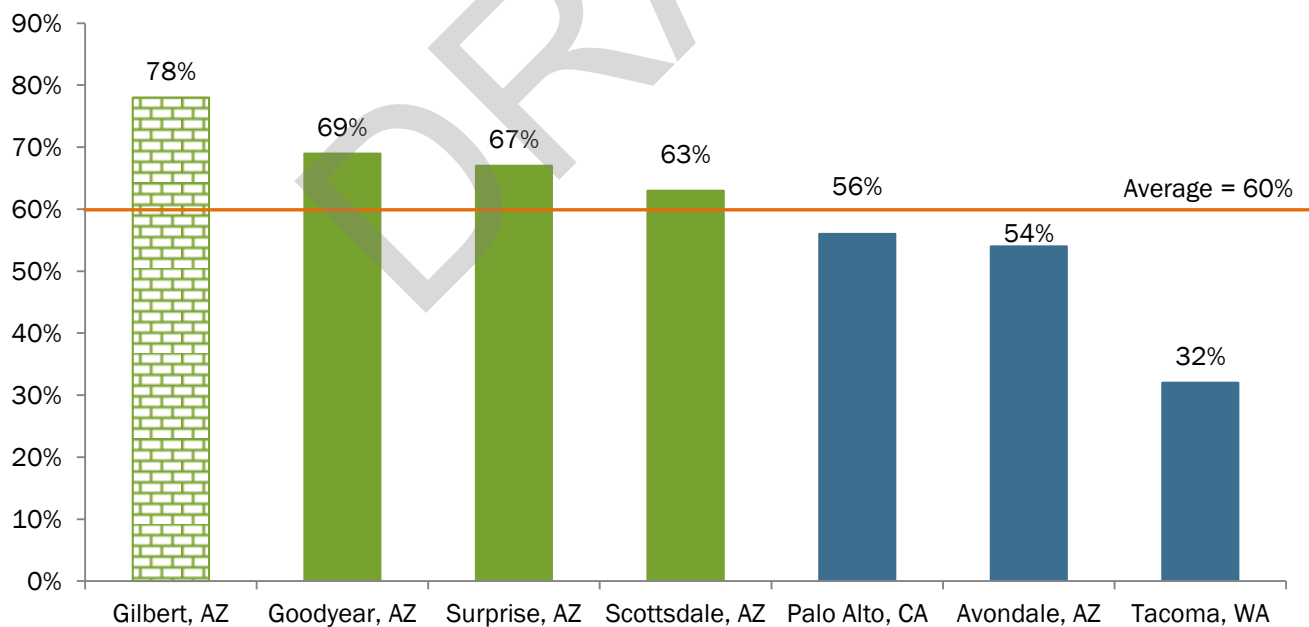
Data source: Municipal National Citizen Survey (NCS) reports available through city/town websites. Gilbert NCS report completed in 2017; Scottsdale, 2016; Surprise, 2015; Goodyear, 2014; Avondale, 2016; Tacoma, WA, 2014; and Palo Alto, 2017.

Percentage of Residents Expressing Confidence in City/Town Government



Data source: Municipal National Citizen Survey (NCS) reports available through city/town websites. Gilbert NCS report completed in 2017; Scottsdale, 2016; Surprise, 2015; Goodyear, 2014; Avondale, 2016; Tacoma, WA, 2014; and Palo Alto, 2017.

Percentage of Residents Who Believe All Town/City Residents Are Treated Fairly



Data source: Municipal National Citizen Survey (NCS) reports available through city/town websites. Gilbert NCS report completed in 2017; Scottsdale, 2016; Surprise, 2015; Goodyear, 2014; Avondale, 2016; Tacoma, WA, 2014; and Palo Alto, 2017.

FY 2018 Performance Measures, Town Council

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.

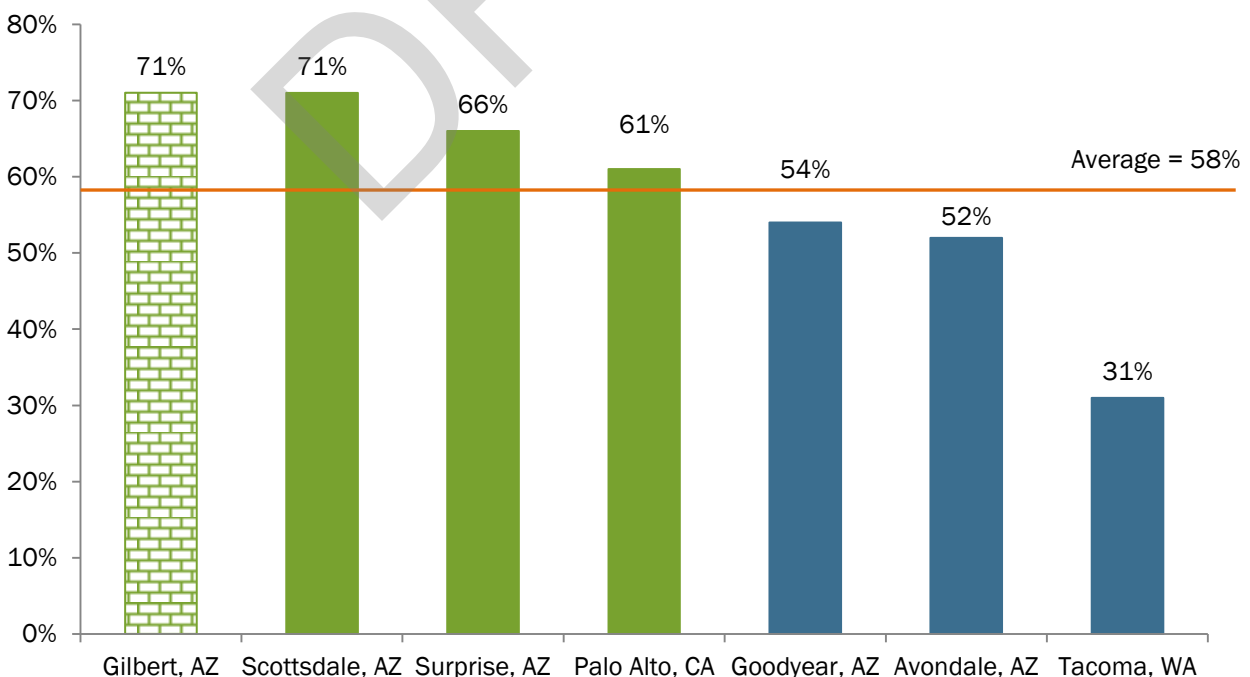
Due to the varying nature of manager’s offices structures and responsibilities throughout the country, the Town Manager’s office utilizes measures from the National Research Center’s National Citizen Survey (NCS) as it is a trusted resident survey instrument for local governments to benchmark to other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

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

City / Town	July 1, 2017 Population	Population Density (persons per sq. mile)	Median Household Income	Unemployment Rate	Retail Sales Tax Rate
Gilbert, AZ	237,133	3,477	\$85,581	5.4%	7.80%
Scottsdale, AZ	246,645	1,341	\$76,543	4.9%	7.95%
Tacoma, WA	213,418	3,369	\$53,553	8.0%	10.10%
Surprise, AZ	132,677	1,230	\$61,035	7.8%	8.50%
Goodyear, AZ	77,258	404	\$74,417	4.2%	8.80%
Avondale, AZ	82,881	1,832	\$56,120	6.9%	8.80%
Palo Alto, CA	67,024	2,809	\$137,043	4.8%	9.00%

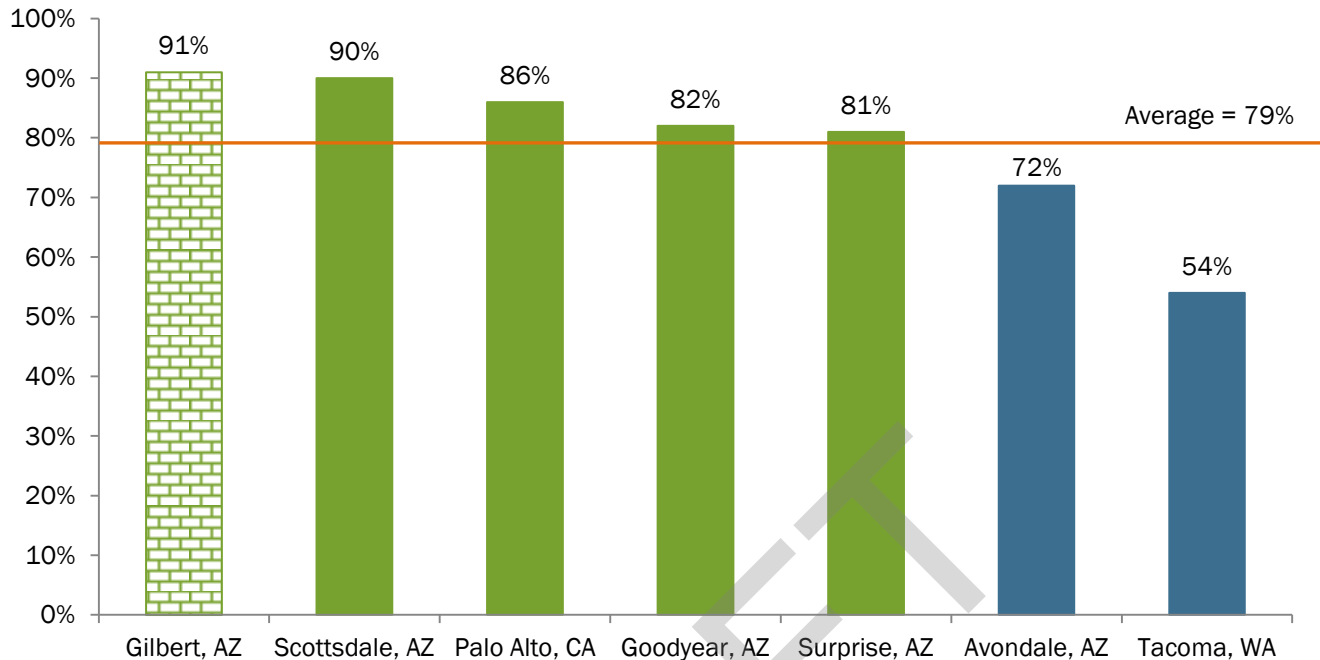
Data source: ACS 2016 5-year estimates. Population is US Census revised data as of July 1, 2017.

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



Data source: Municipal National Citizen Survey (NCS) reports available through city/town websites. Gilbert NCS report completed in 2017; Scottsdale, 2016; Surprise, 2015; Goodyear, 2014; Avondale, 2016; Tacoma, WA, 2014; and Palo Alto, 2017.

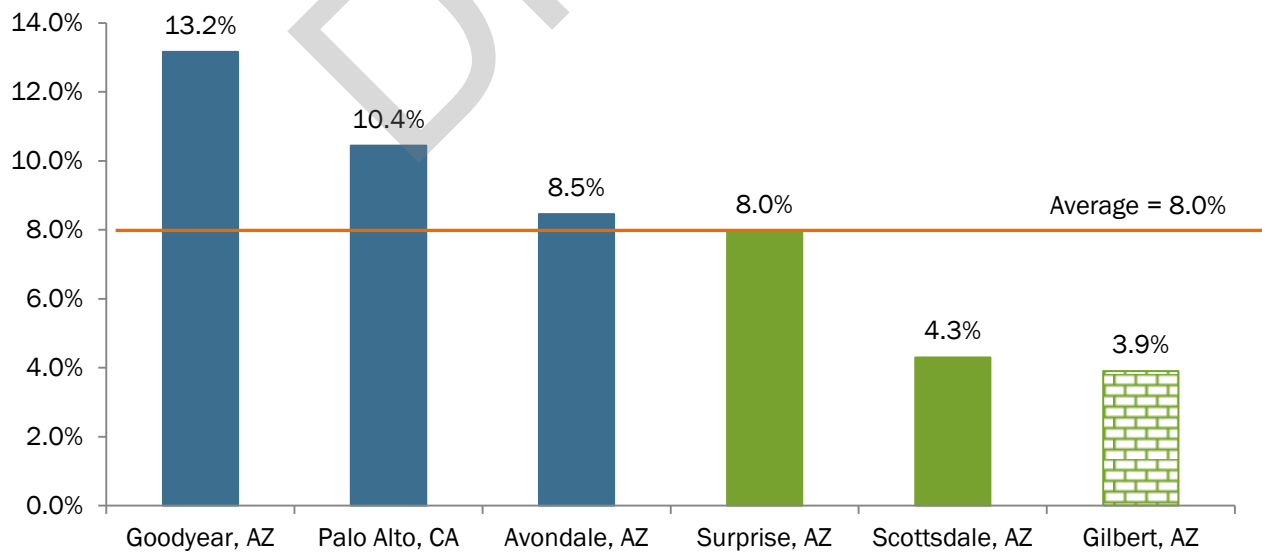
Percentage of Residents Rating the Overall Quality of City/Town Services as Good or Excellent



Data source: Municipal National Citizen Survey (NCS) reports available through city/town websites. Gilbert NCS report completed in 2017; Scottsdale, 2016; Surprise, 2015; Goodyear, 2014; Avondale, 2016; Tacoma, WA, 2014; and Palo Alto, 2017.

Corporate Management and Governance as a Percentage of FY 2018 General Fund Expenditures

For this measure, corporate management and governance includes FY 2018 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 FY 2018 municipal general fund expenditures. Percentages will vary based on department structures, services offered, and the size of the municipality's total budget.



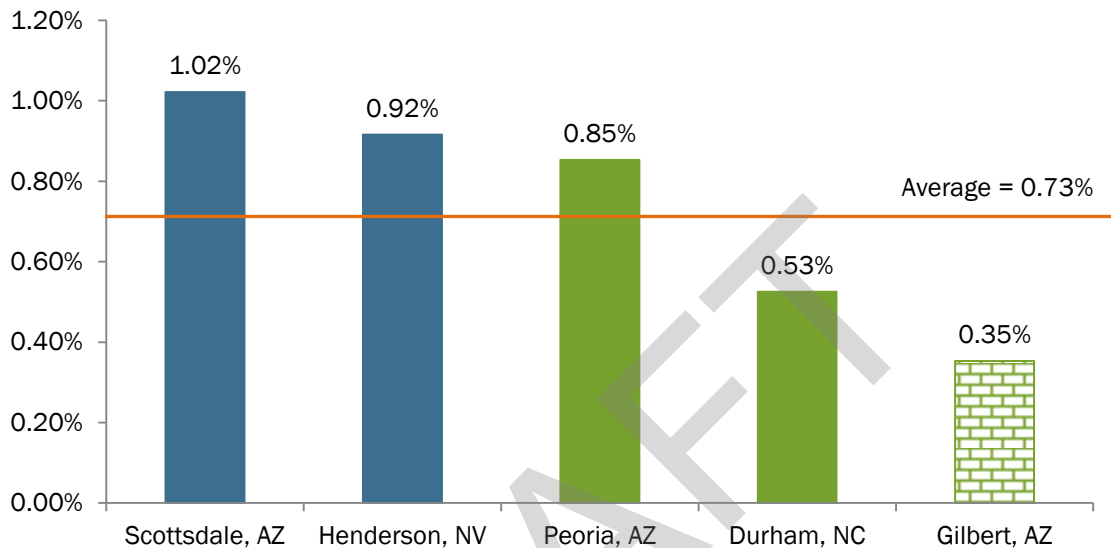
Data source: FY 2018 budget documents.

FY 2018 Performance Measures, Town Manager

General Counsel

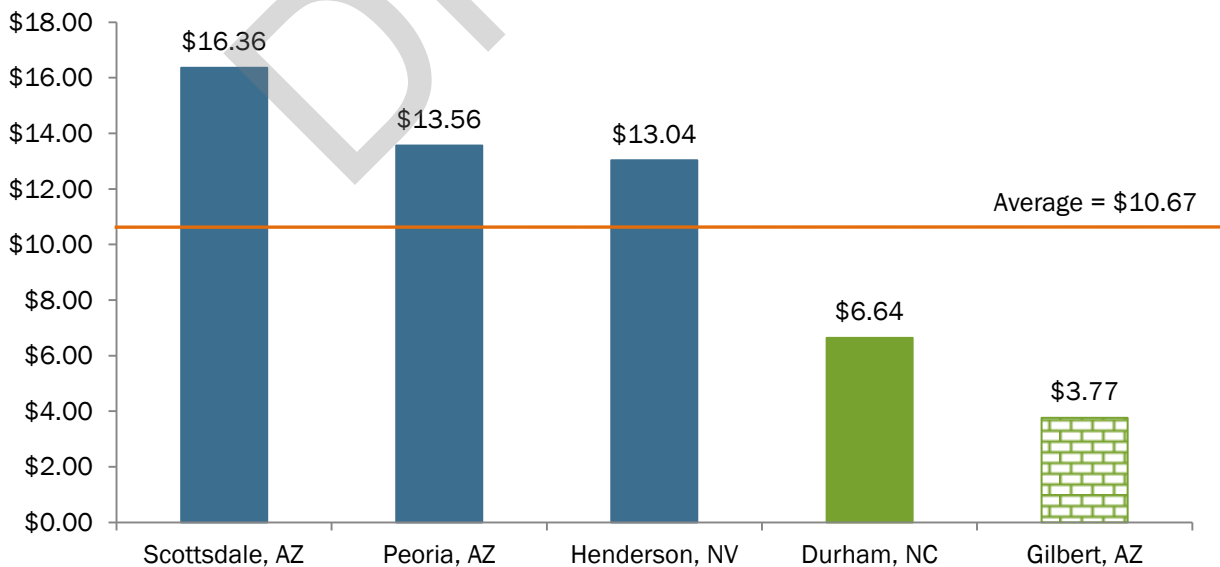
General Counsel’s mission is to provide the highest quality legal services to elected, appointed officials, and staff conducting town business. Support is provided by rendering legal advice and opinions; preparation and review of contracts, ordinances, resolutions and other documents; preparation of standard procedures; and attending regular meetings with town staff.

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 2016 and was obtained from municipal budget websites and municipal staff.

Per Capita Legal Expenditures



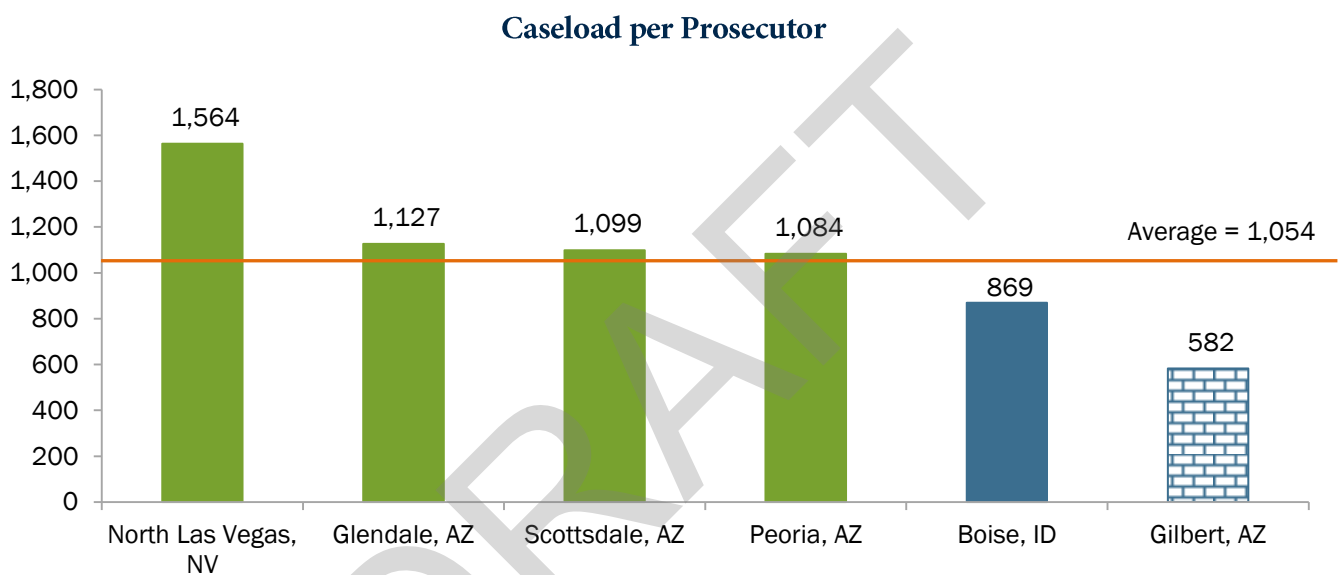
Note: The City Attorney’s office in Tempe, AZ includes both civil and criminal divisions and the data shown in the chart above account for both. Data Source: The information provided is for FY 2016 and was obtained from municipal budget websites and municipal staff.

FY 2018 Performance Measures, General Council

Town Prosecutor

The Town Prosecutor’s Office pursues misdemeanor cases that occur in Gilbert. The responsibilities of the Prosecutor’s Office vary, but include reviewing cases that are submitted for long-form 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.

*A “Long Form Complaint” is a document the prosecutor prepares, which is a written statement of the facts that allegedly constitute an offense. It is a sworn statement submitted to a judge. When the judge signs off on the complaint, a “summons” is then issued.



Source: Municipal prosecutor office personnel.

Time to Clear Long-Form Charges

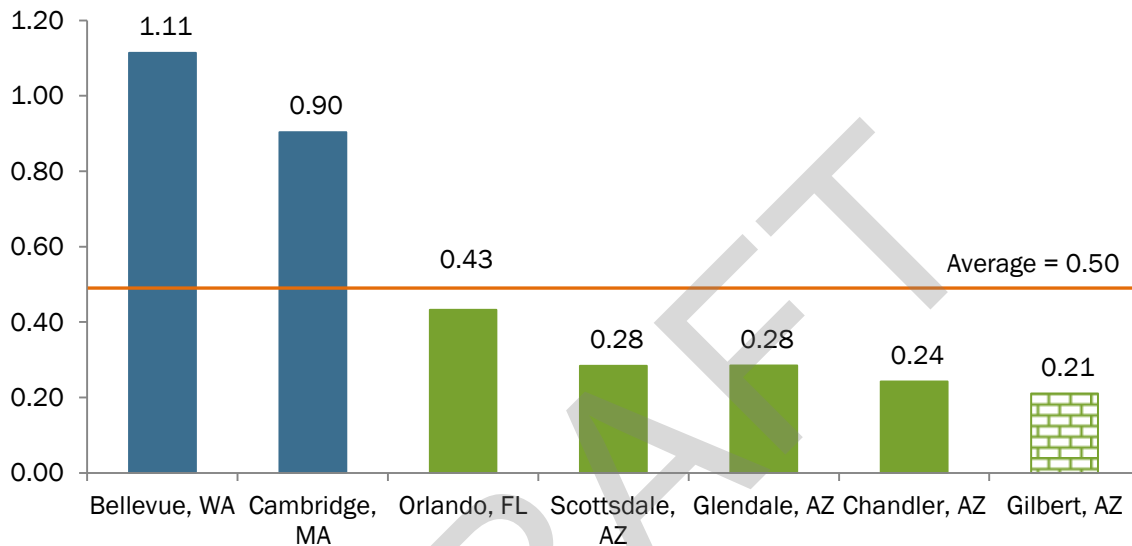
City / Town	Time to Clear Long Forms
Gilbert, AZ	Within 30 days
Scottsdale, AZ	Within 30 days
Glendale, AZ	Within 30 days
Boise, ID	Within 30 days
Peoria, AZ	Within 90 days
North Las Vegas, NV	Does not process long form charges

Data source: Information provided by municipal court staff.

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.

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

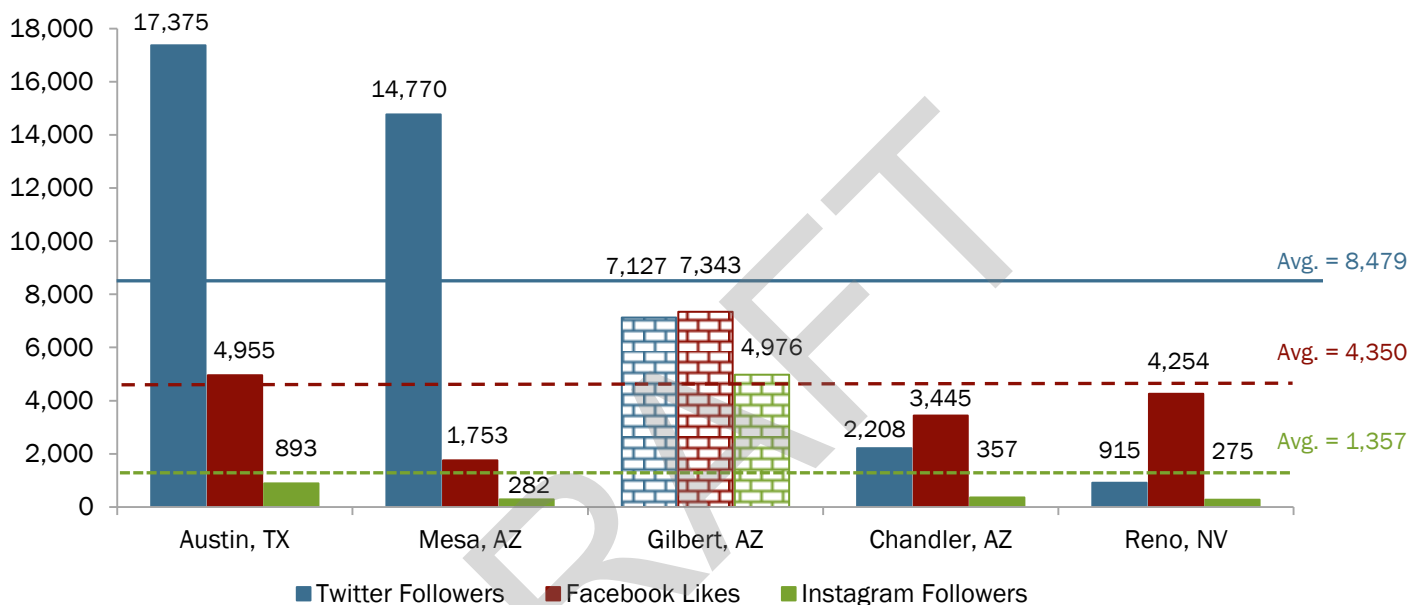


Note: FTE data from FY 2018 municipal budgets. U.S. Census revised estimates for July 1, 2017. Data Source: The information shown was obtained from municipal budget websites.

Digital Government

Digital Government is focused on establishing Gilbert as a leader in technology driven government. Responsible for all internal, external, and digital communications, video production, broadcast, public relations, media relations social media and marketing efforts for Gilbert, the Digital Government 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.

Social Media Likes/Followers per 100,000 Residents



Data source: Social Media statistics in likes and followers as of March 14, 2018. Figures normalized per 100,000 residents utilizing July 1, 2017 Census population estimates.

YouTube Videos Produced In-House per Communications Department FTE

City / Town	YouTube Videos Produced	Communications Department FTE	Videos Produced per FTE
Mesa, AZ	145	9.5	15.3
Gilbert, AZ	113	8.0	14.1
Austin, TX	320	35.0	10.4
Reno, NV	16	11.0	0.3
Avondale, AZ	2	8.0	9.1
Chandler, AZ	114	11.0	1.5

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.

FY 2018 Performance Measures, Digital Government

Economic Development

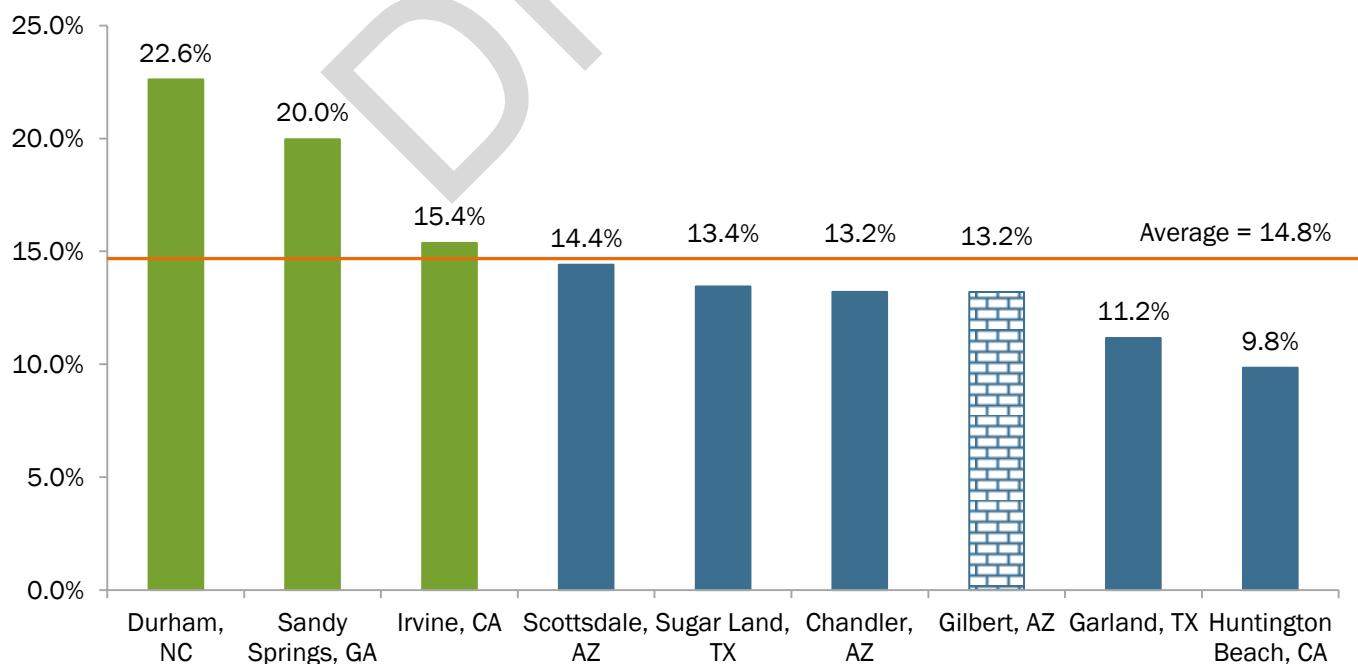
The Gilbert Office of Economic Development’s mission (OED) is to attract, grow, and retain business and industry, in order to increase the economic well-being of the community. Efforts are focused on industries that have a high concentration of Science, Technology, Engineering and Math (STEM and STEM – 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:

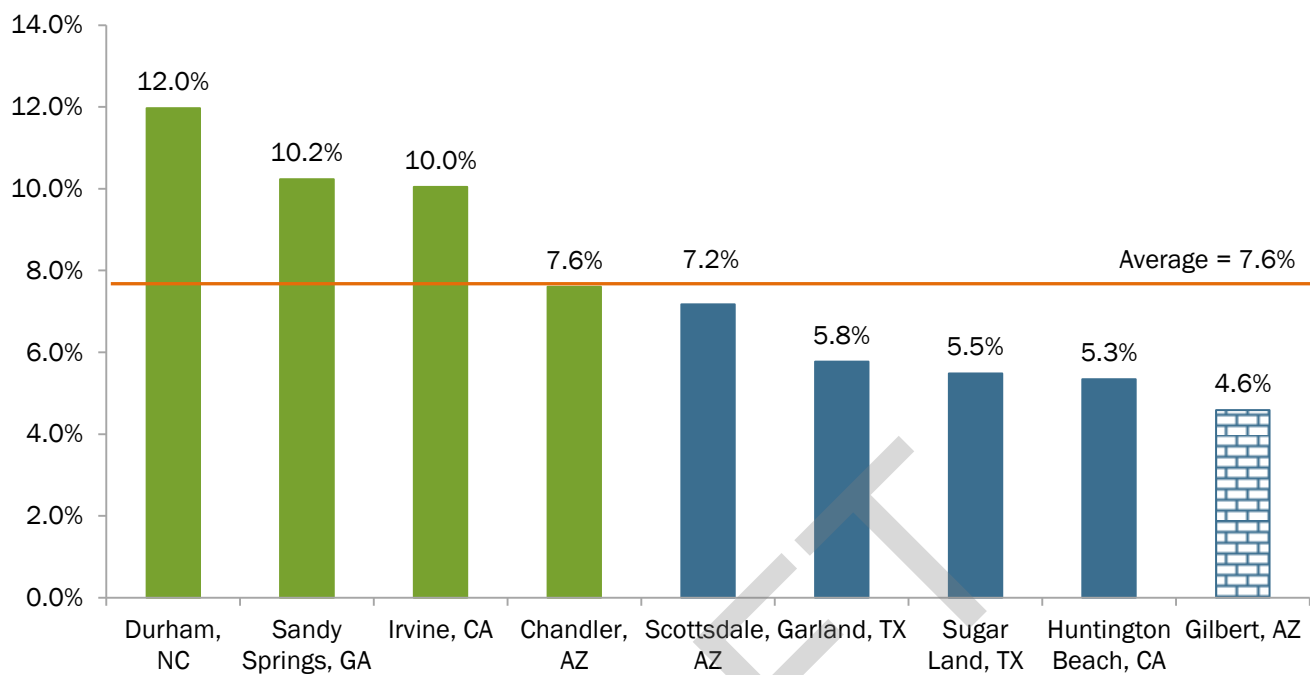
- Advanced Business Services
- Information, Communication and Technology
- Manufacturing
- Aerospace & Aviation
- Healthcare & Life Sciences

Share of Workers in STEM and STEM Related Occupations



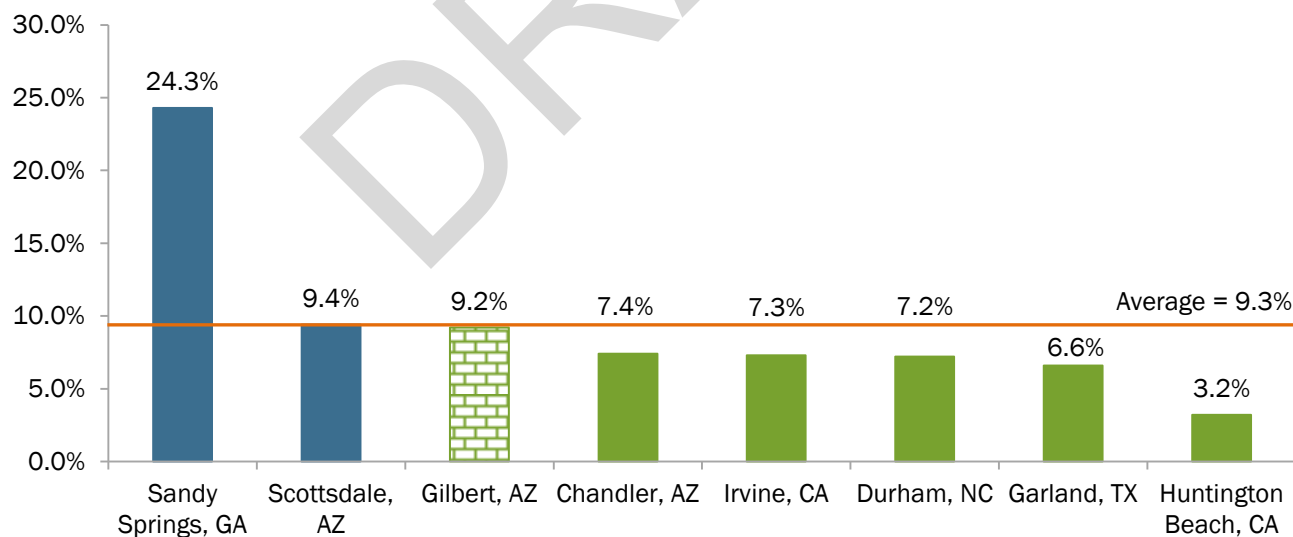
Data source: Economic Modeling Specialists, Inc. 2017

Share of High Technology Industry Employment



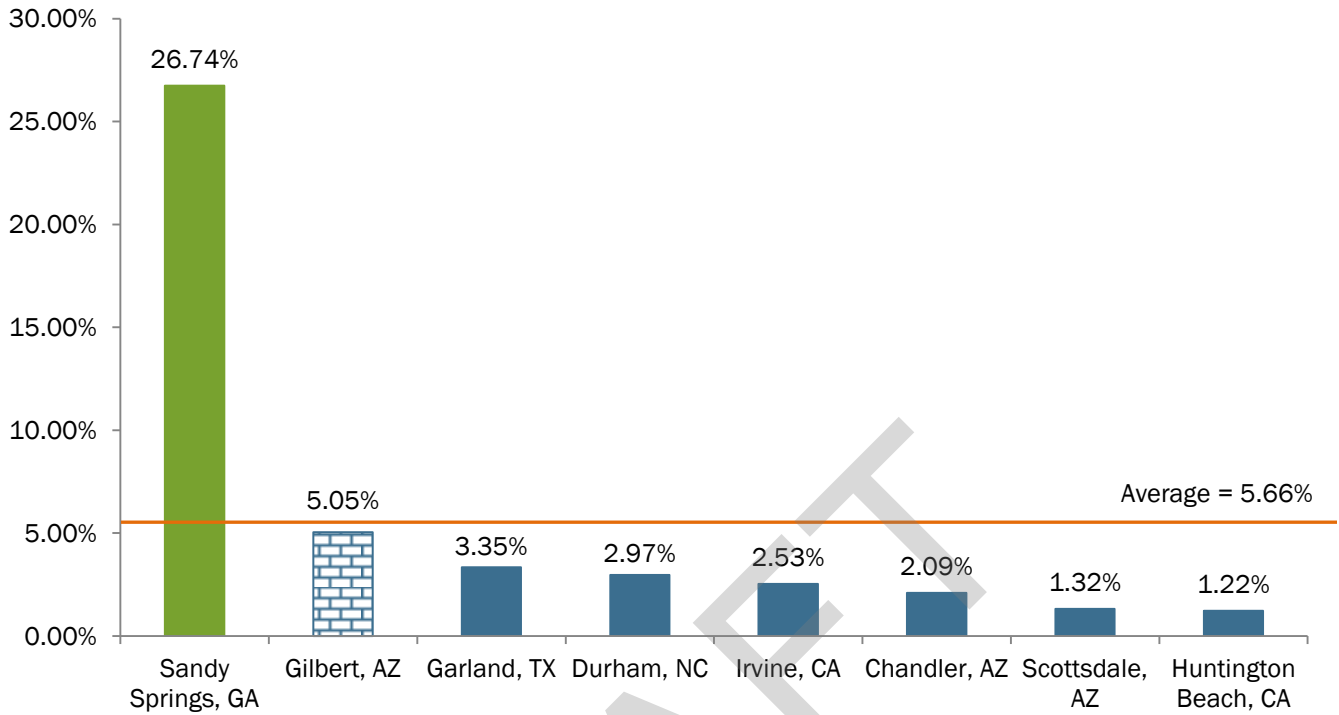
Data source: Economic Modeling Specialists Inc., 2017

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



Data Source: Costar Group, 2018

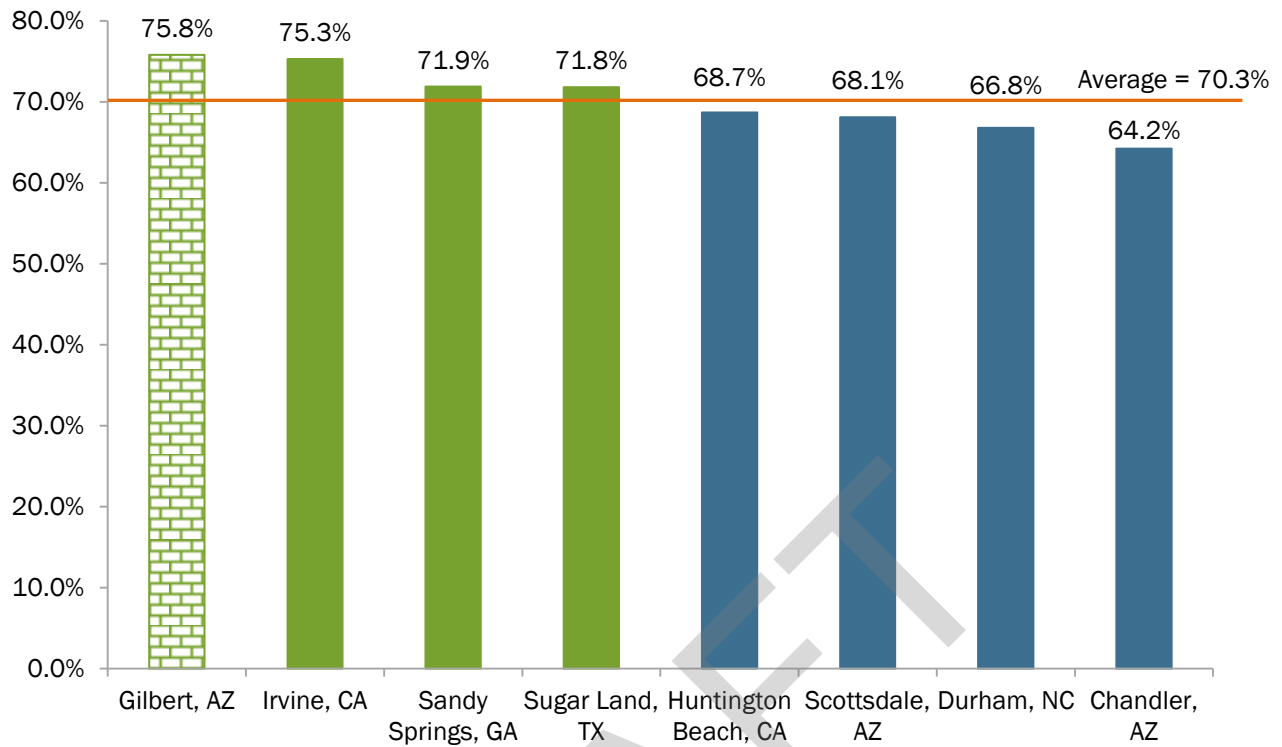
Annual Growth in Total Commercial Real Estate (Square Feet Added)



City / Town	Commercial Square Feet Added, 2017	Total Commercial Square Feet	Annual Growth by Percentage
Sandy Springs, GA	2,300,000	8,600,000	26.74%
Gilbert, AZ	2,026,998	40,159,081	5.05%
Garland, TX	2,280,000	68,100,000	3.35%
Durham, NC	3,300,000	111,111,111	2.97%
Irvine, CA	3,600,000	142,292,490	2.53%
Chandler, AZ	1,730,375	82,755,891	2.09%
Scottsdale, AZ	1,562,755	118,147,572	1.32%
Huntington Beach, CA	671,000	55,000,000	1.22%

Data source for commercial real estate growth: Costar Group, 2018. Sugar Land, TX data was unavailable at time of publication.

Hotel Occupancy – Average Annual Occupancy Rate



Data Source: Municipal staff, Smith Travel Research, Destination Irvine, and municipal websites.

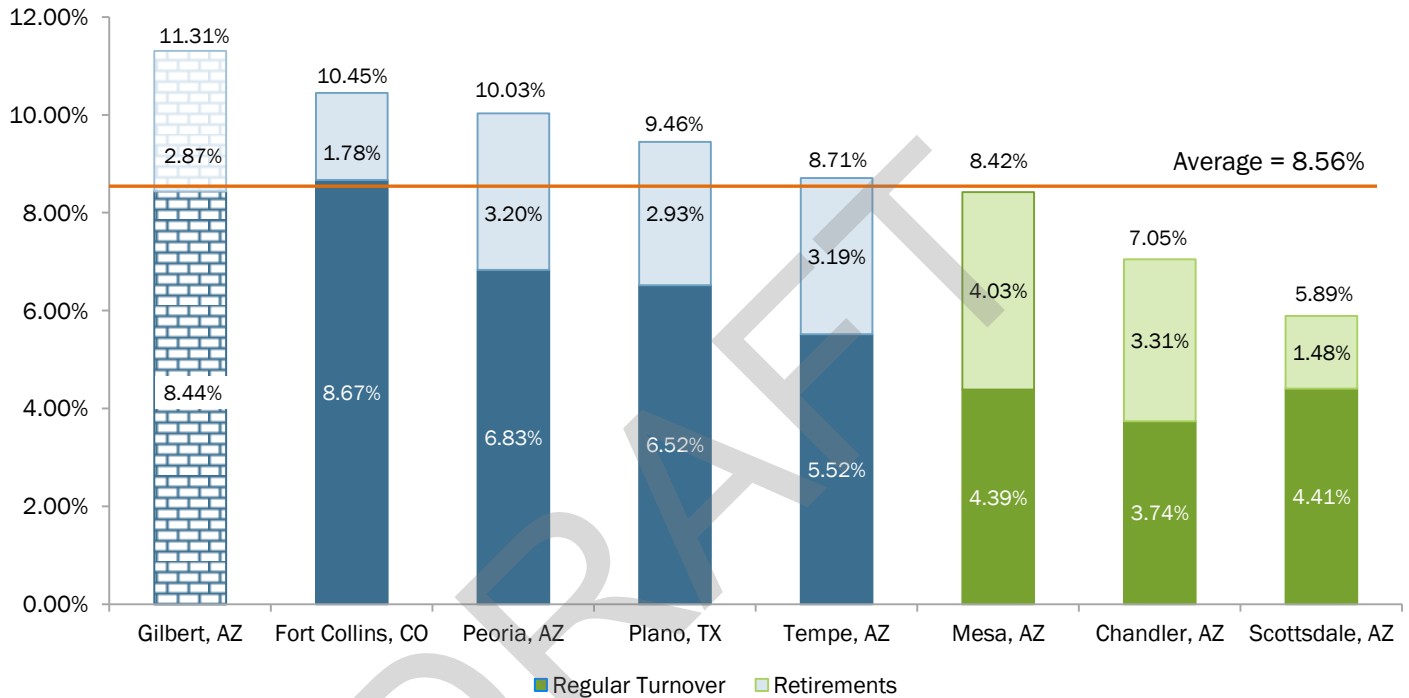
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FY 2018 Performance Measures, Economic Development

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.

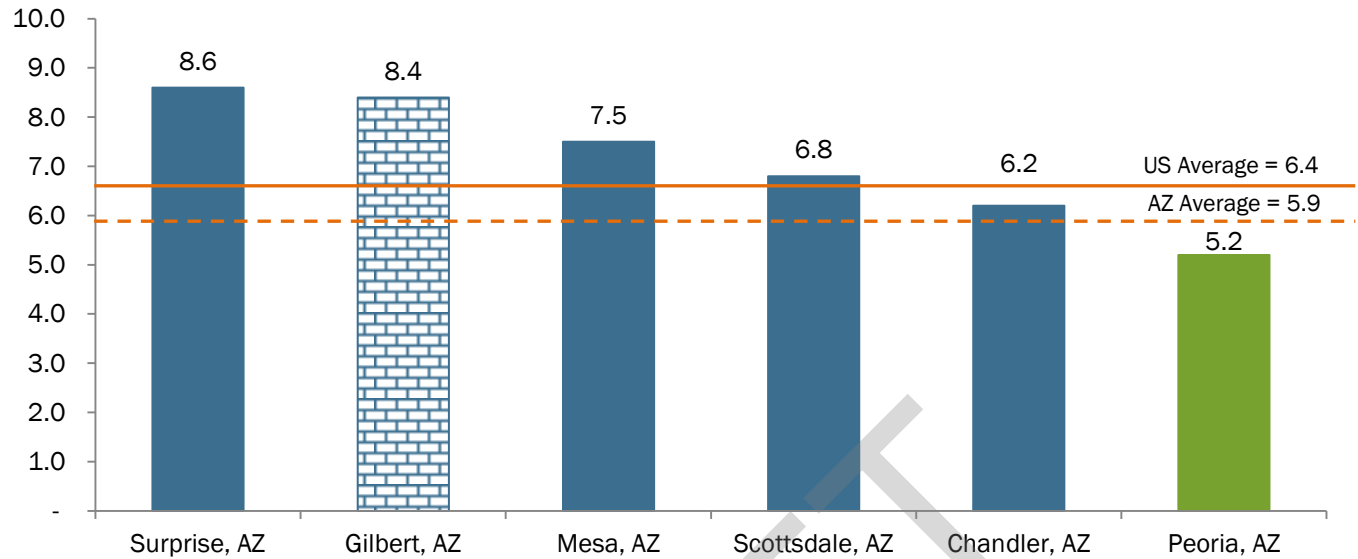
FY 2017 Rate of Turnover



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.

Incident Rate - Total Recordable Non-Fatal Cases per 100 Full Time Employees

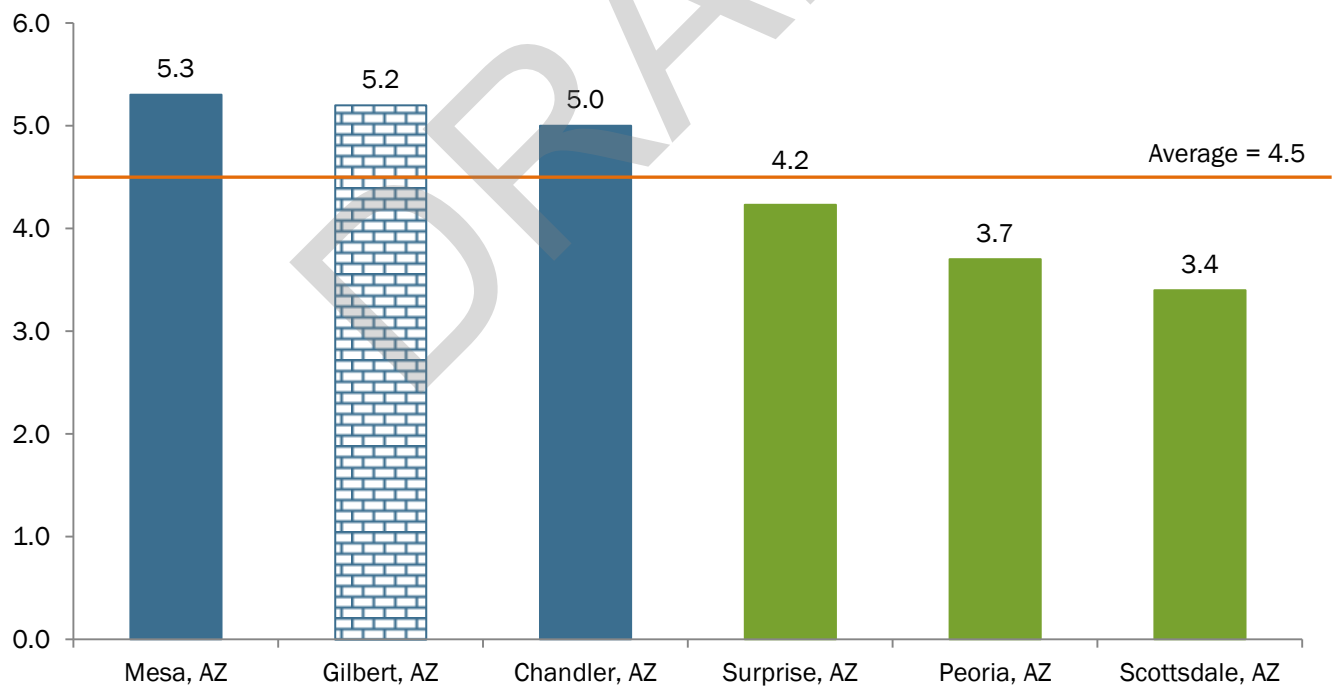
Reflects Frequency of On-The-Job Injuries / Illness for Calendar Year 2017



Data source: 2017 OSHA 300A Summary Log

DART (Days Away/Restricted Transfer) Rate

Rate of Cases Involving Lost Time, Days of Restricted Work Activity and/or Job Transfer per 100 FTE

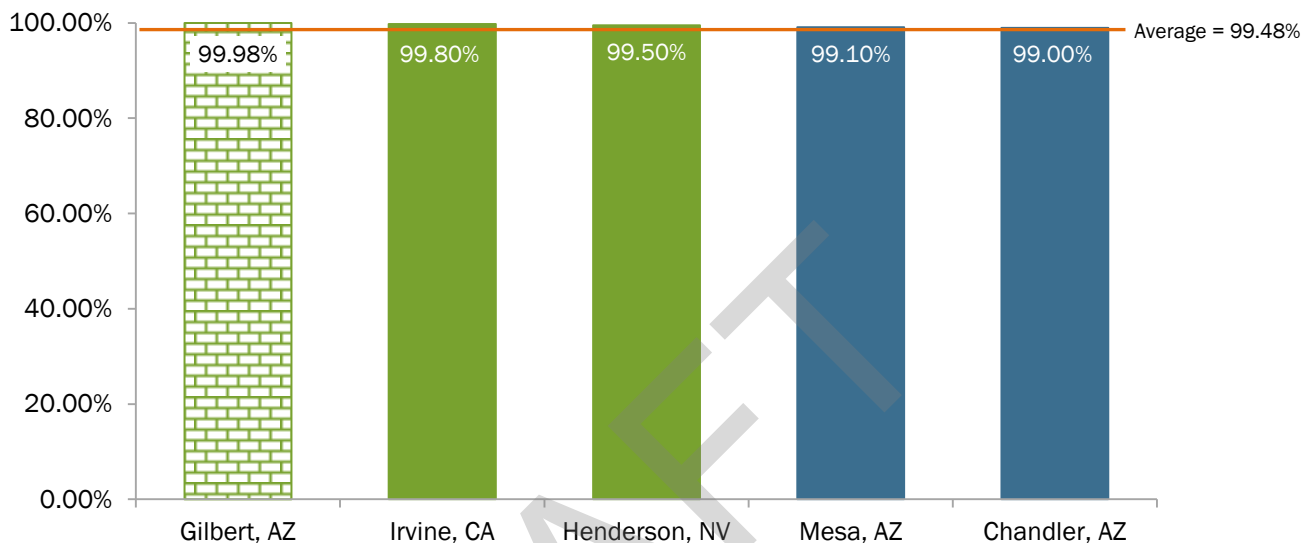


Data source: 2017 OSHA 300A Summary Log

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.

Application Availability

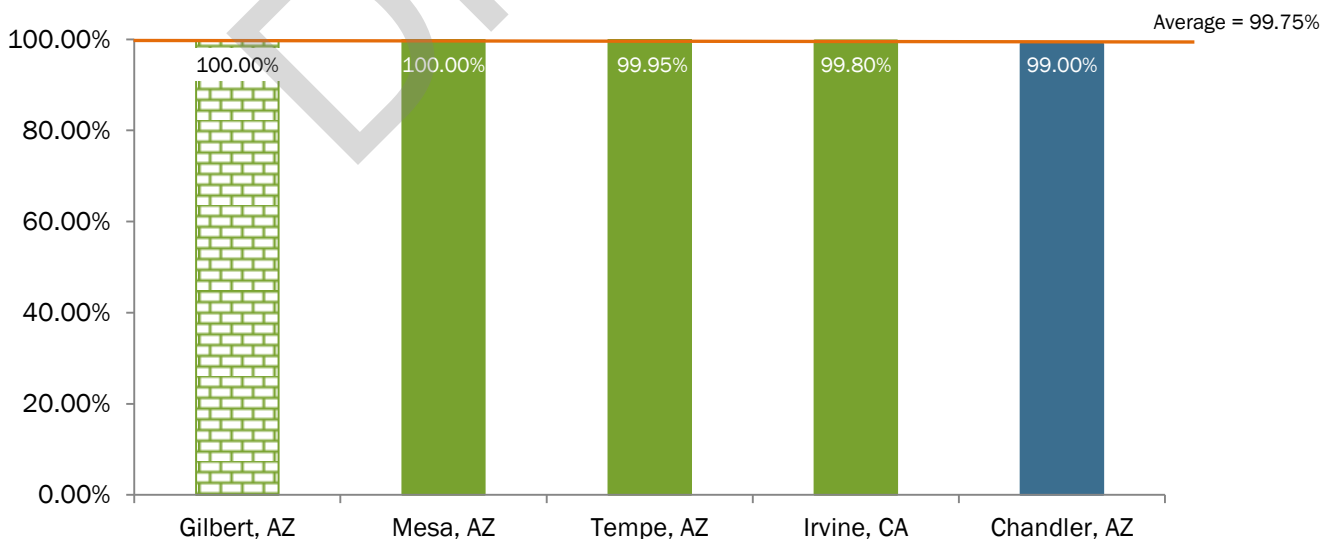


Online applications like utility bill payment and Parks and Recreation enrollment are systems that provide direct services to residents and businesses. An application outage is a service disruption.

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.

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 source: Information received from IT staff and municipal budget documents.

FY 2018 Performance Measures, Information Technology

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.

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

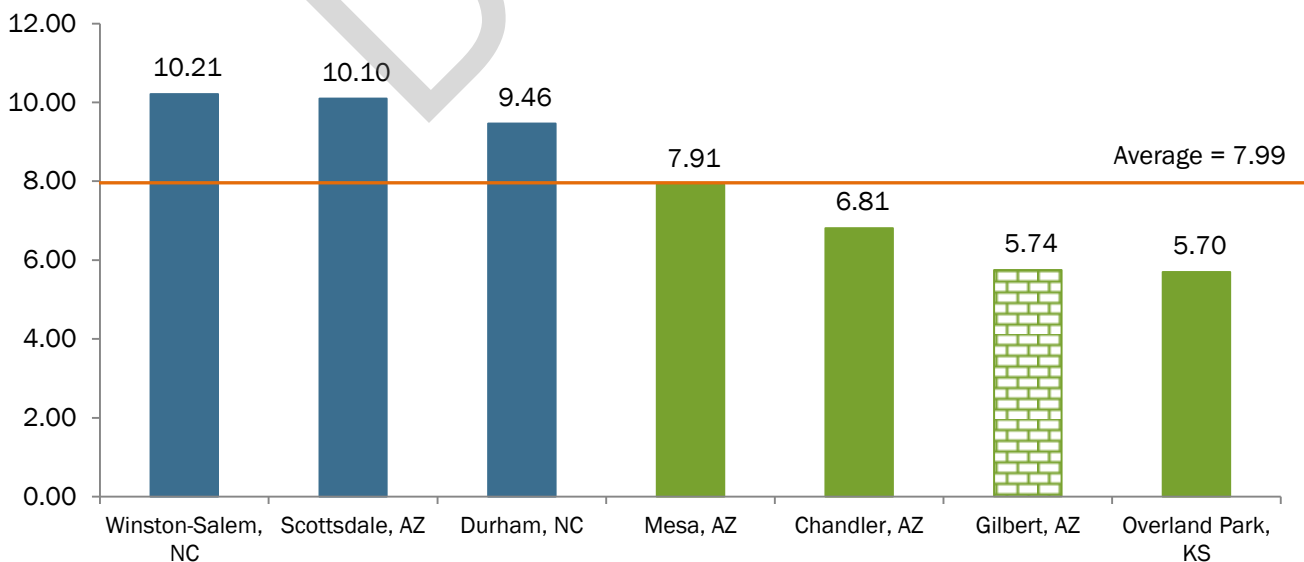
Benchmarking against other communities that have achieved a Aaa bond rating allows Gilbert to determine if there are any long-term financial goals that should be incorporated in Gilbert’s long-range financial plan.

City / Town	General Obligation Bond Rating
Gilbert, AZ	Aaa
Chandler, AZ	Aaa
Scottsdale, AZ	Aaa
Mesa, AZ	Aa2
Durham, NC	Aaa
Overland Park, KS	Aaa
Winston-Salem, NC	Aaa

Data source: Municipal FY 2017 CAFR documents except Overland Park, KS is from their FY 2106 CAFR. Note: The highest possible rating a municipality can receive is Aaa.

FY 2018 Full-Time Equivalents (FTE) per 1,000 Residents (Organization-Wide)

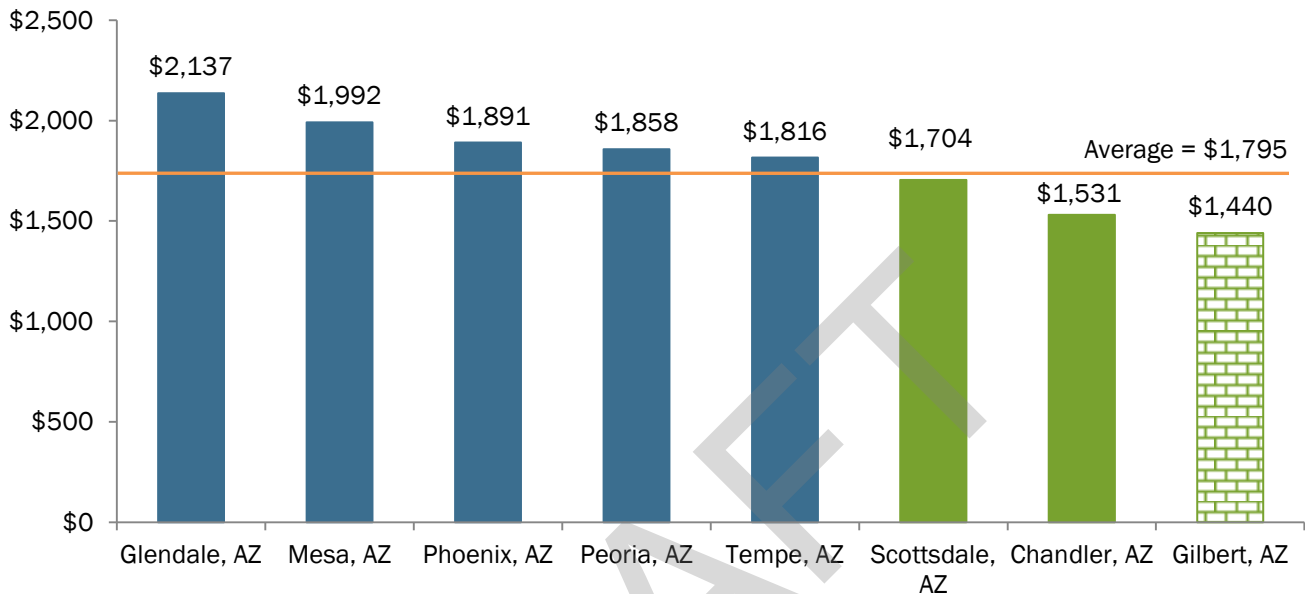
Gilbert consistently has one of the lowest FTE counts compared to municipalities in the region, as well as in our out-of-state benchmark communities. This is due to Gilbert’s commitment to be as effective and efficient of an organization as possible.



Source: FY 2018 municipal budgets.

Estimated Average Residential Household Cost

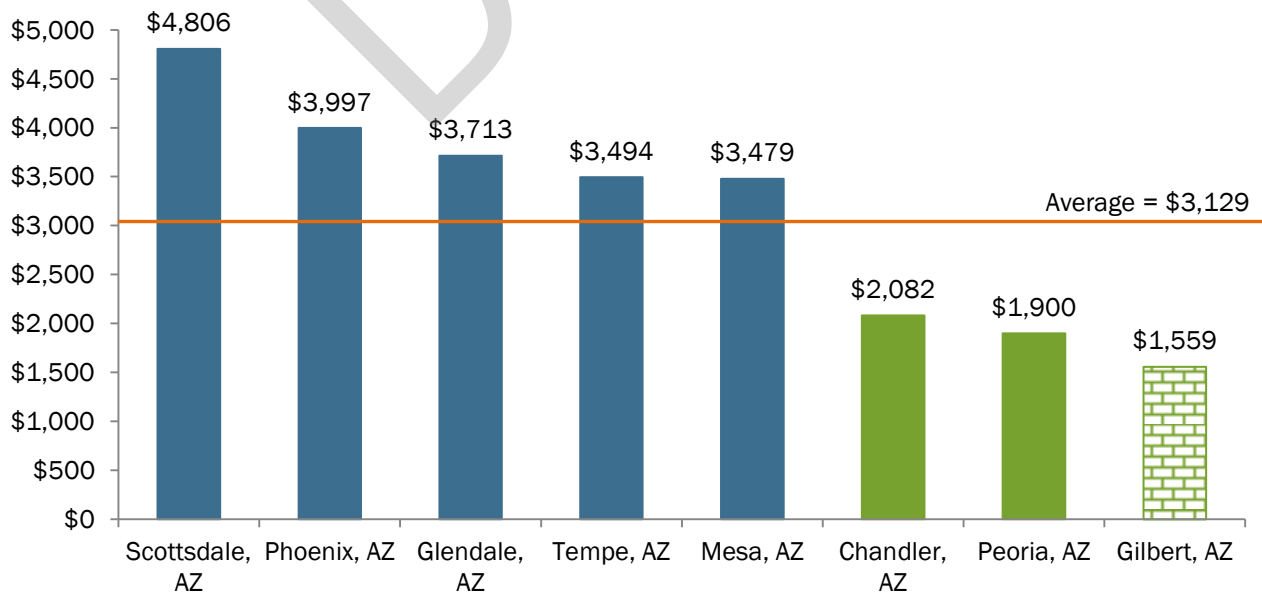
Each year, the city of Tempe, Arizona performs an analysis that estimates the average annual residential cost for citizens in eight Phoenix metropolitan area communities. Their analysis incorporates both the estimated annual cost for direct services provided by their city or town – such as water, wastewater 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 2017, are provided below.



Data Source: City of Tempe, AZ Average Residential Household Cost Comparison:
<http://www.tempe.gov/city-hall/city-manager-s-office/budget/average-residential-household-cost-comparison>

Per Capita Bond Debt

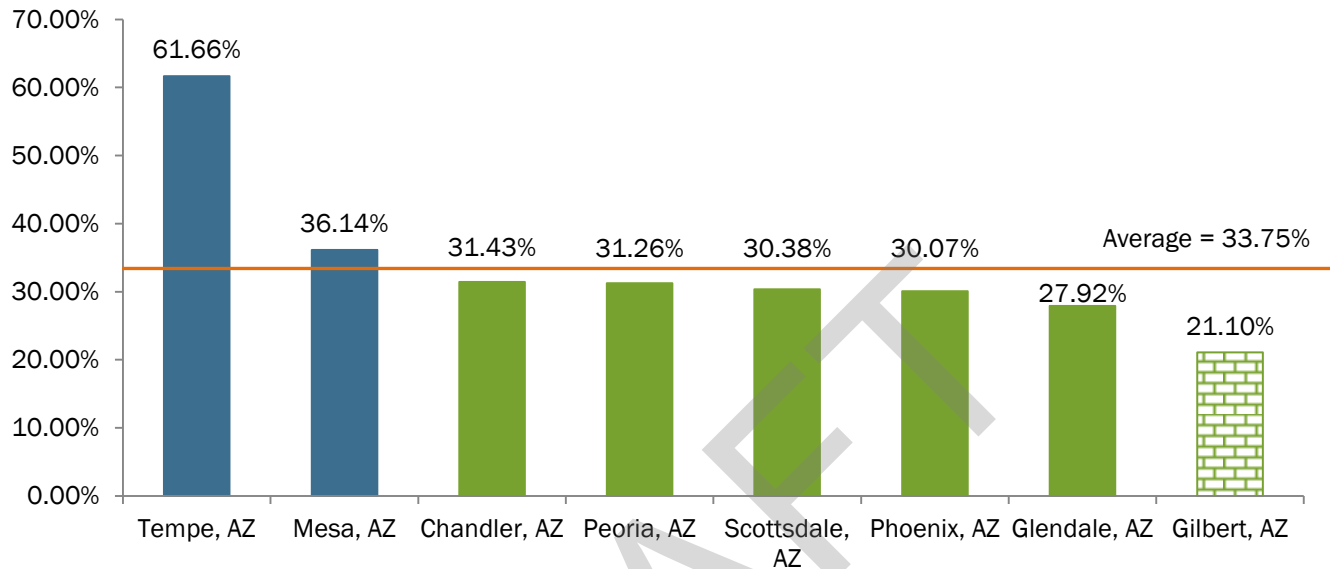
The level of debt per capita is another measure of overall fiscal health. To calculate the debt per capita, the total outstanding debt is divided by the population. The average per capita debt for cities and towns with total outstanding debt at the end of fiscal year 2016 is reflected in the table below.



Data source: Arizona Department of Revenue, FY 2015/16 Report of Bonded Indebtedness:
<https://aztreasury.gov/bids/fy2016/FY2016%20Final%20Debt%20Report.pdf>

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 2017, per municipality, against the capacity of each municipality to levy debt.



City / Town	General Obligation Debt	Capacity	Percent of Capacity Used
Tempe, AZ	\$366,390,000	\$594,228,165	61.66%
Mesa, AZ	\$374,755,000	\$1,036,959,038	36.14%
Chandler, AZ	\$270,255,000	\$859,875,883	31.43%
Peoria, AZ	\$138,230,000	\$442,154,894	31.26%
Scottsdale, AZ	\$547,295,000	\$1,801,393,398	30.38%
Phoenix, AZ	\$1,201,405,000	\$3,995,251,999	30.07%
Glendale, AZ	\$120,000,000	\$429,825,298	27.92%
Gilbert, AZ	\$143,945,000	\$682,173,073	21.10%

Data source: FY 2017 Bonded Indebtedness Report published by the Arizona Department of Administration:

<http://openbooks.az.gov/sites/default/files/FY17-Bonding-Report.pdf>

Chart data is sorted by the percentage of capacity used by each municipality, from greatest to least.

FY 2018 Performance Measures, Management & Budget



MANAGEMENT SERVICES

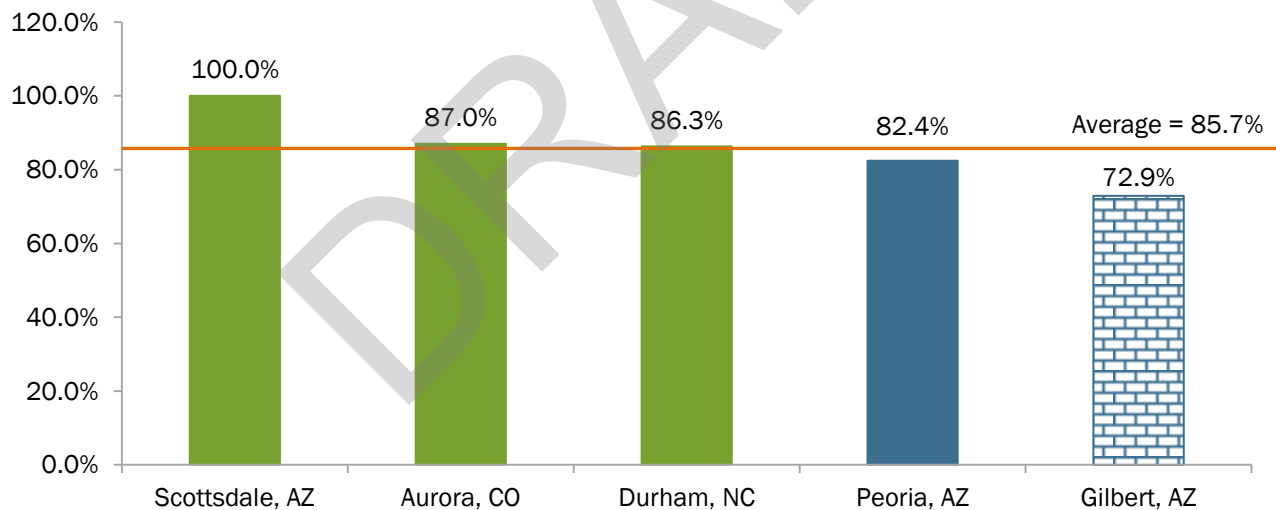
Management Services represents the financial and management services functions of the town, including: Accounting, Purchasing, Tax Compliance, Fleet Maintenance, and Utility Customer Service. Management Services operations include the maintenance of accurate and complete financial records; the provision 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

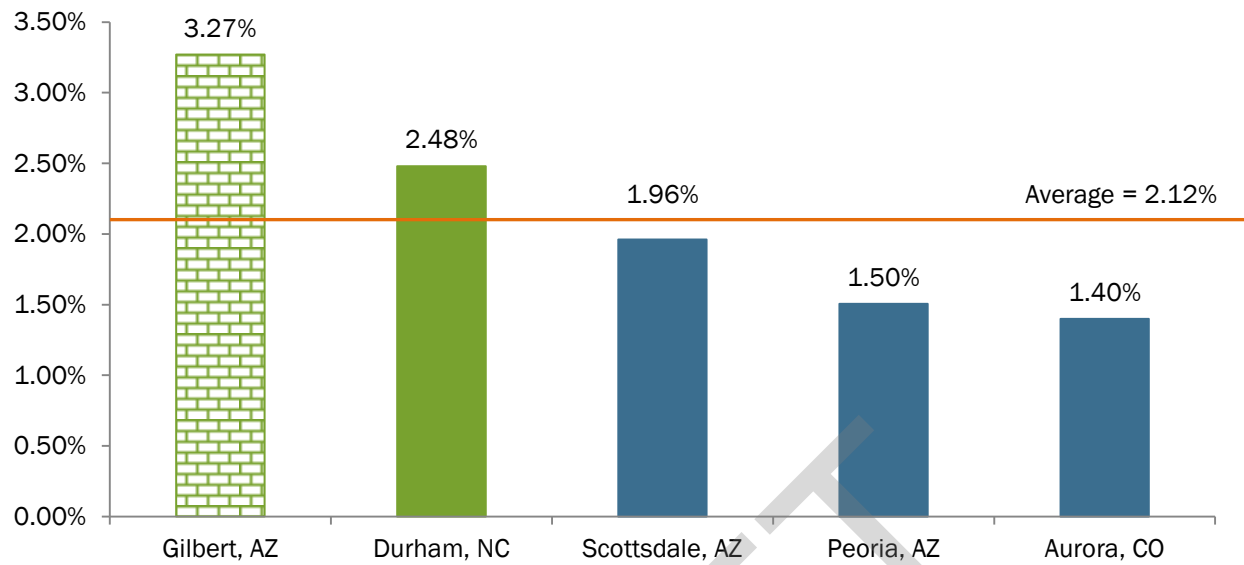
For the purposes of this report, Finance is reflective of activities in the Accounting, Purchasing and Tax divisions. The Accounting Division ensures accurate financial reporting on the results of operations, and processes financial transactions in a timely manner. The Accounting Division’s responsibilities 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 27 consecutive years and is dedicated to providing exemplary service in the most efficient means possible.

Accounts Payable (AP) Invoices Paid within 30 Days



Data source: Municipal staff

Percentage of All Purchases Made via Purchasing Card/Credit Card



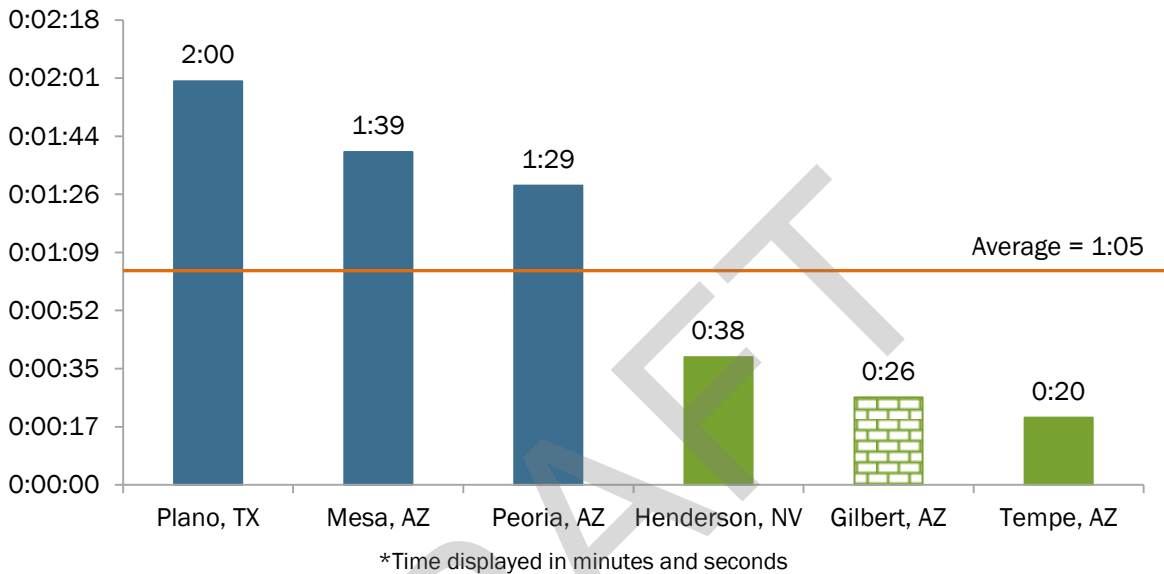
Data source: Municipal staff. Note: the use of a purchasing/credit card for government purchases provides a percentage rebate on each purchase and can be a source of revenue for the jurisdiction.

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Utility Billing

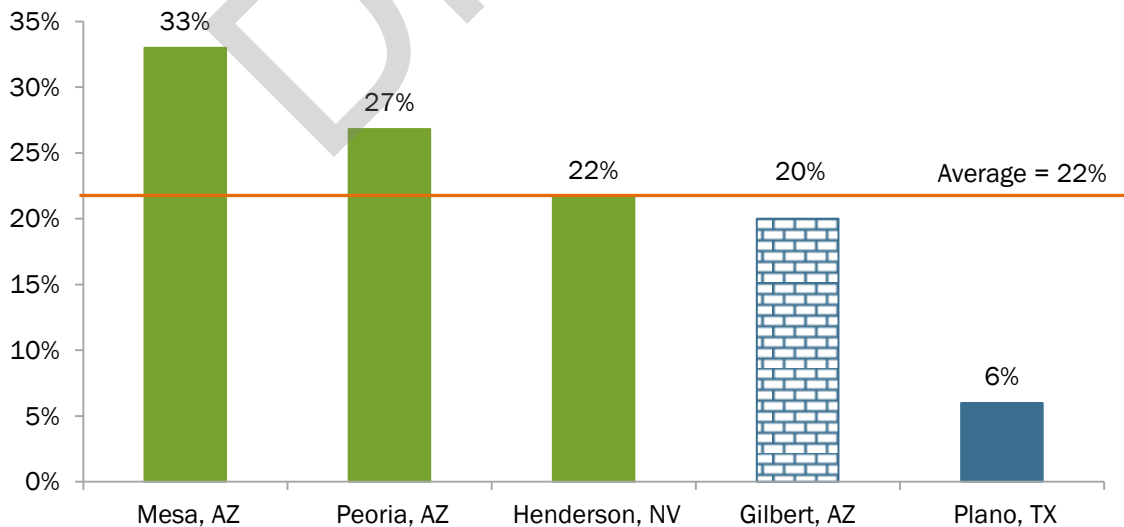
The Customer Care Center provides support to residents and the general public for a variety of requests. Most of the approximate 2,500 calls per week Gilbert receives are regarding utility service. Answering calls quickly to respond to requests or concerns is an important factor of customer service. 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.

Call Center Average Answer Speed for Utility Calls



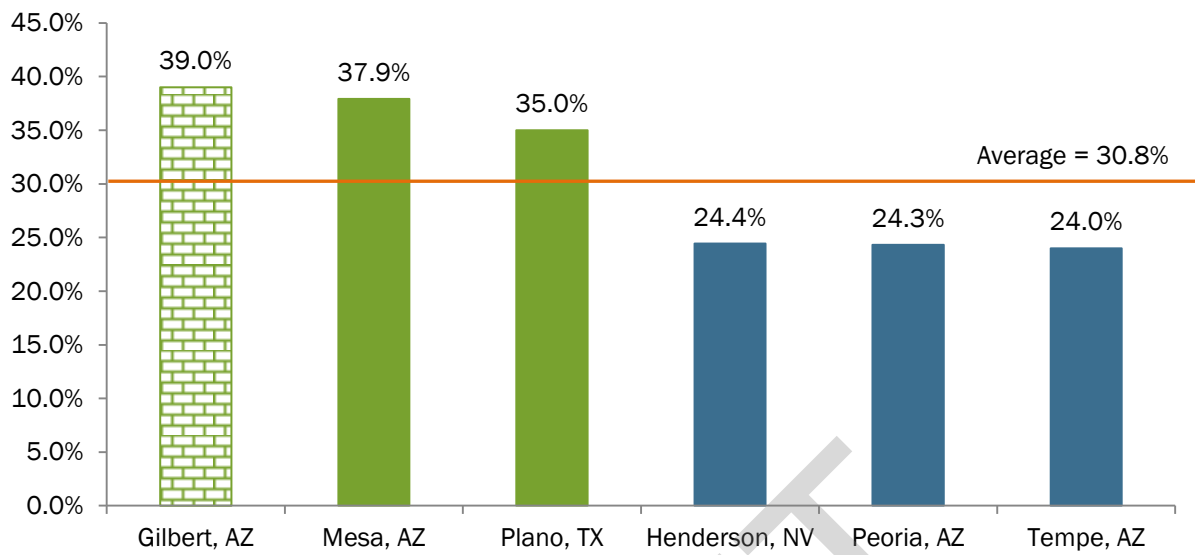
Data source: Information provided by utility billing staff. Measure reflects time from when a customer requests to speak with a representative and the call is answered by a customer service professional.

Percent of Utility Customers who Receive Statements Electronically



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

Percent of Utility Customers on Autopay



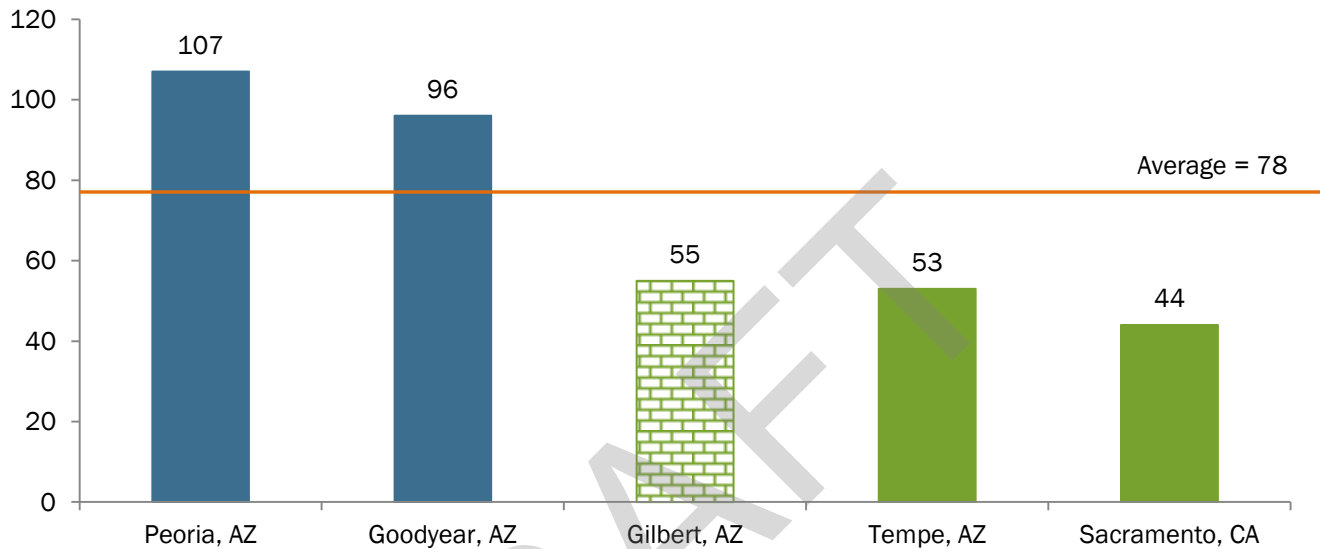
Data source: Information provided by utility billing staff.

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Fleet Maintenance

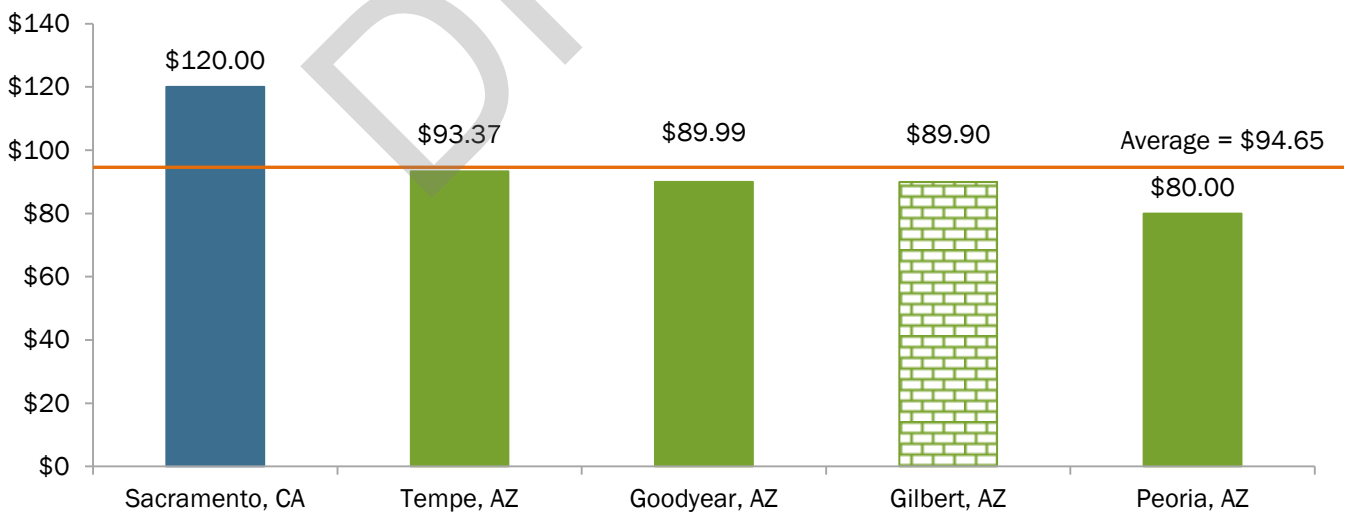
The purpose of the Fleet Division is to provide vehicle and equipment maintenance, repair, acquisition, and disposition in a cost effective manner, while ensuring maximum availability for duty and extending vehicle life through a proactive, preventative maintenance program. The following benchmarks are 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.

Number of Fleet Vehicles Maintained per Technician



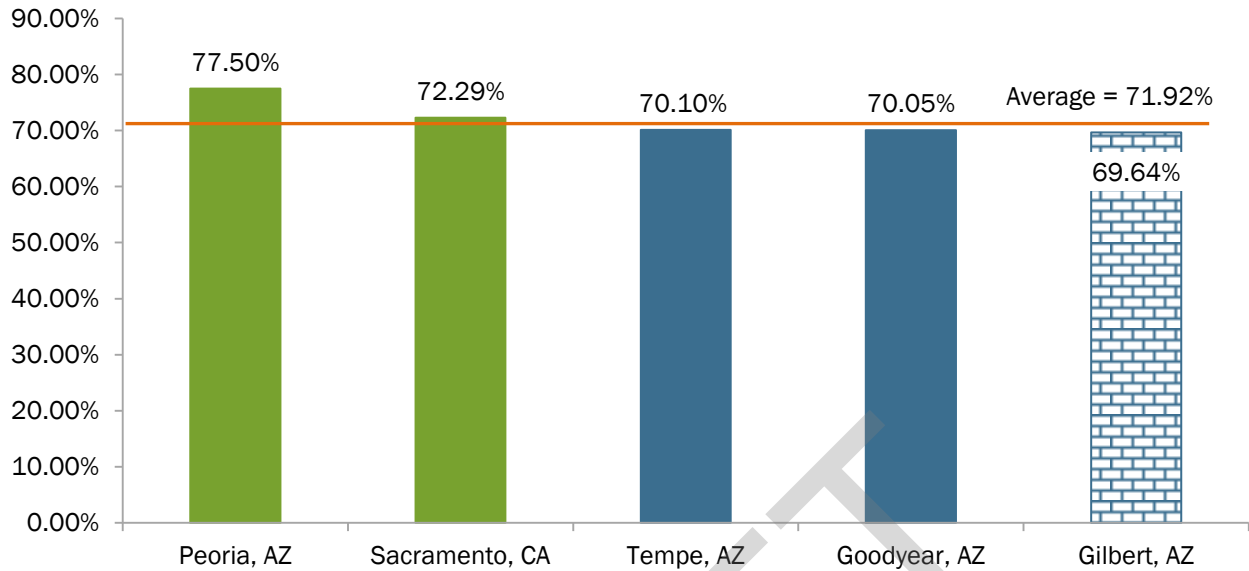
Data source: Information provided by fleet staff.

Internal Labor Rate



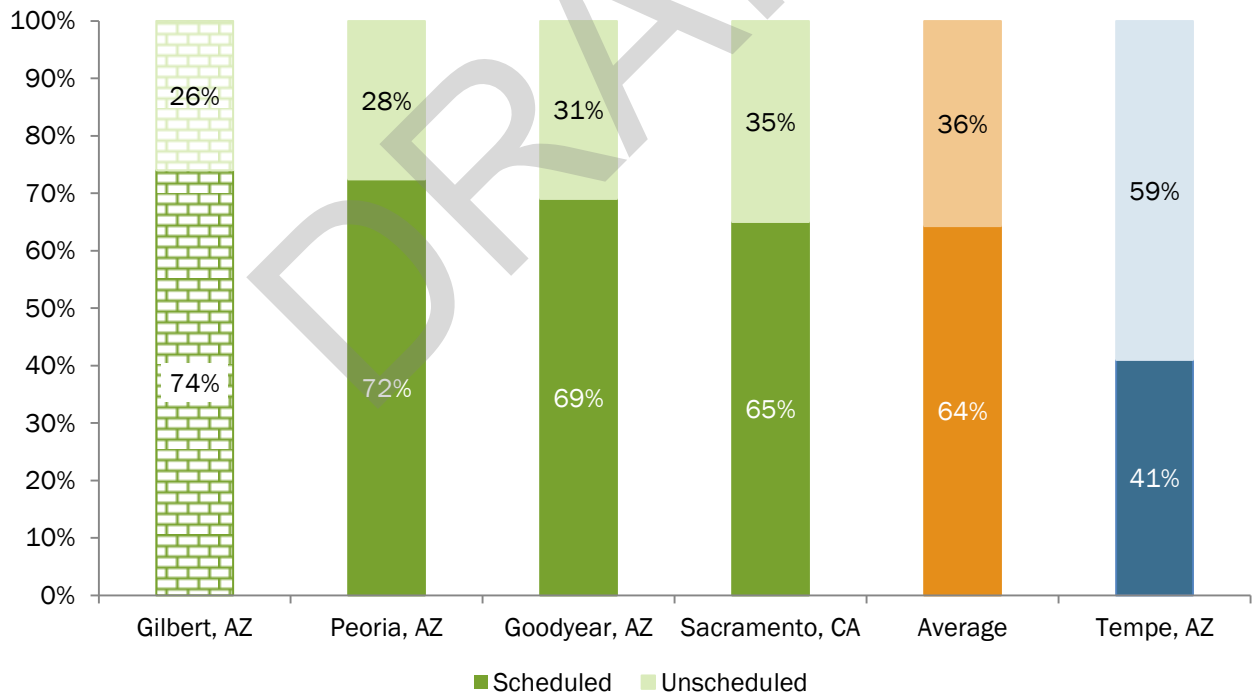
Data source: Information provided by fleet staff and municipal budget documents.

Fleet Shop Productivity Ratio



Data source: Information provided by fleet staff.

Scheduled vs. Unscheduled Maintenance



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

FY 2018 Performance Measures, Fleet Services

DEVELOPMENT SERVICES

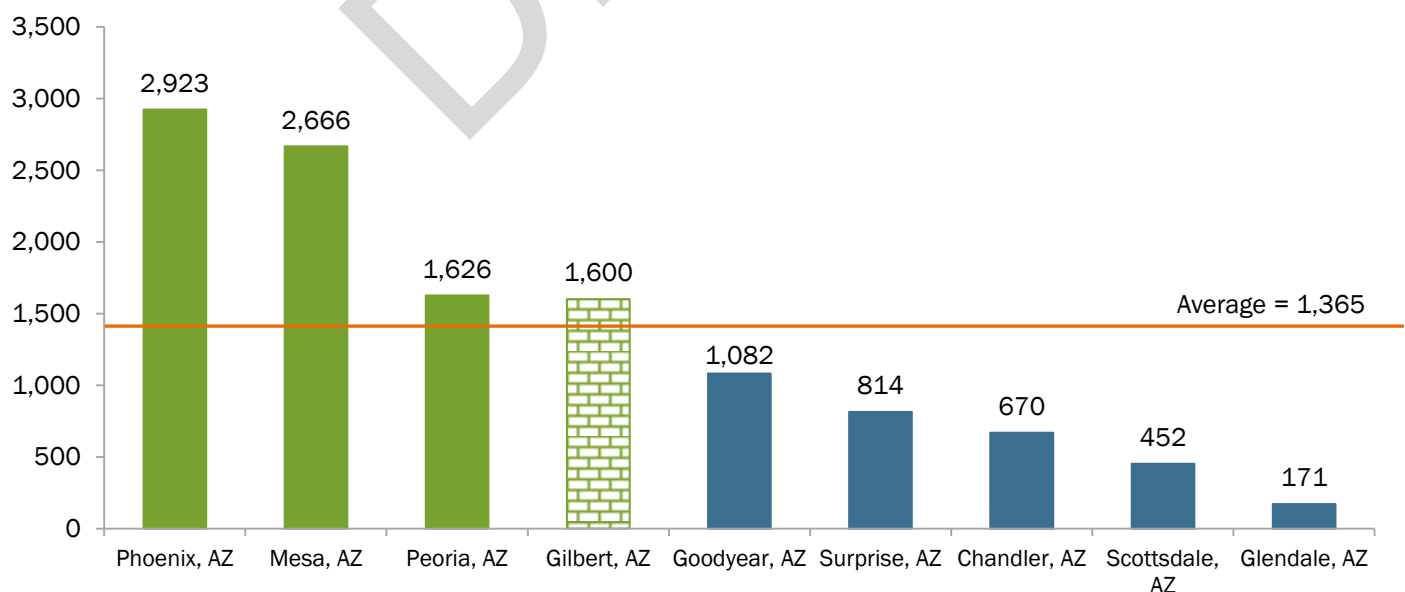
The Development Services Department identifies “Best in Class” as superior performance and leadership in all development related activities. Best in class is continual improvement and providing the very best service to each and every customer, in every interaction. Best in class is measured by citizen 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.

Permit Turnaround Time – Residential and Commercial

City / Town	Residential	Commercial	Work Week
Gilbert, AZ	12 days	13 days	M-TH; 7am-6pm
Chandler, AZ	20 days	20 days	M-F; 8am-5pm
Mesa, AZ	10 days	18 days	M-TH; 7am-6pm
Phoenix, AZ	19-30 days	18-45 days	M-F; 8am-5pm
Irvine, CA	10-20 days	20-25 days	M-F; 8am-5pm
Durham, NC	10-15 days	10-15 days	M-F; 8am-5pm

Data is measured in business days. Information provided by municipal staff.

2017 Calendar Year Single Family Building Permits Issued

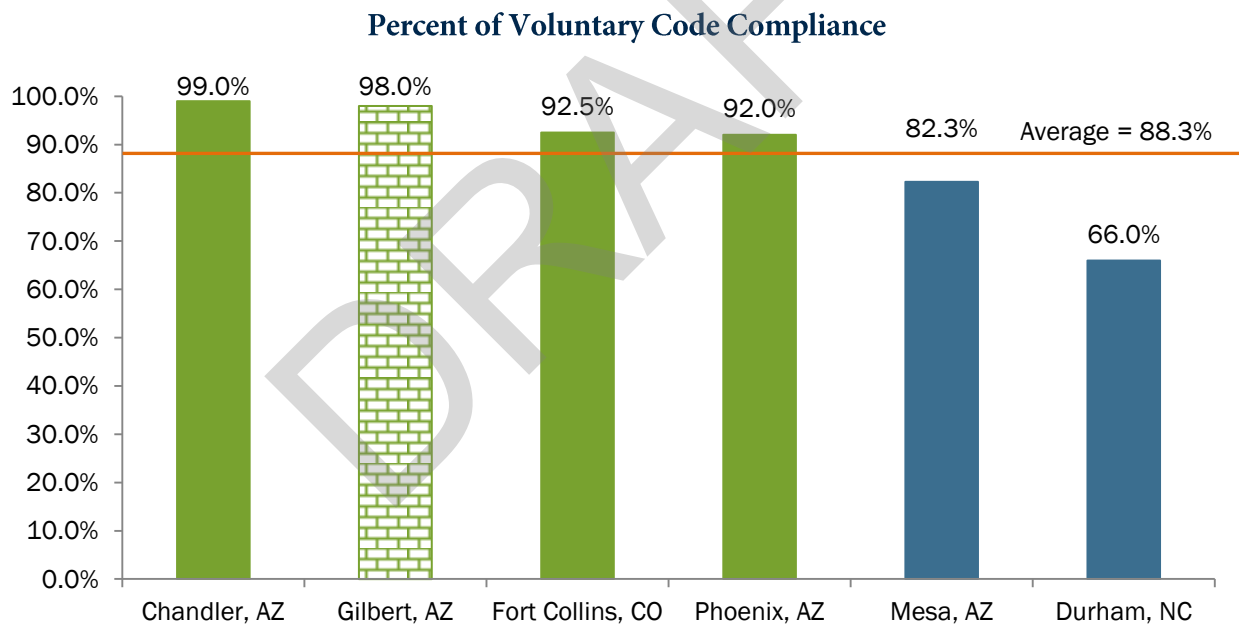


Data source: Home Builders Association of Central Arizona. Permits reflect single family permit activity for calendar year 2017.

Percent of Building Inspections Performed on Same Day as Request

City / Town	Percent of Building Inspections Performed the Same Day as Request
Gilbert, AZ	100%
Chandler, AZ	100%
Fort Collins, CO	100%
Durham, NC	99%
Phoenix, AZ	98%
Mesa, AZ	97%

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.



Data source: Information obtained through municipalities' websites and by municipal staff. Durham, NC has a one 10-day Notice of Violation, prior to a citation, whereas all other agencies proceed with a 1st, 2nd, and Final Notice enforcement policy prior to citation.

FY 2018 Performance Measures, Development Services

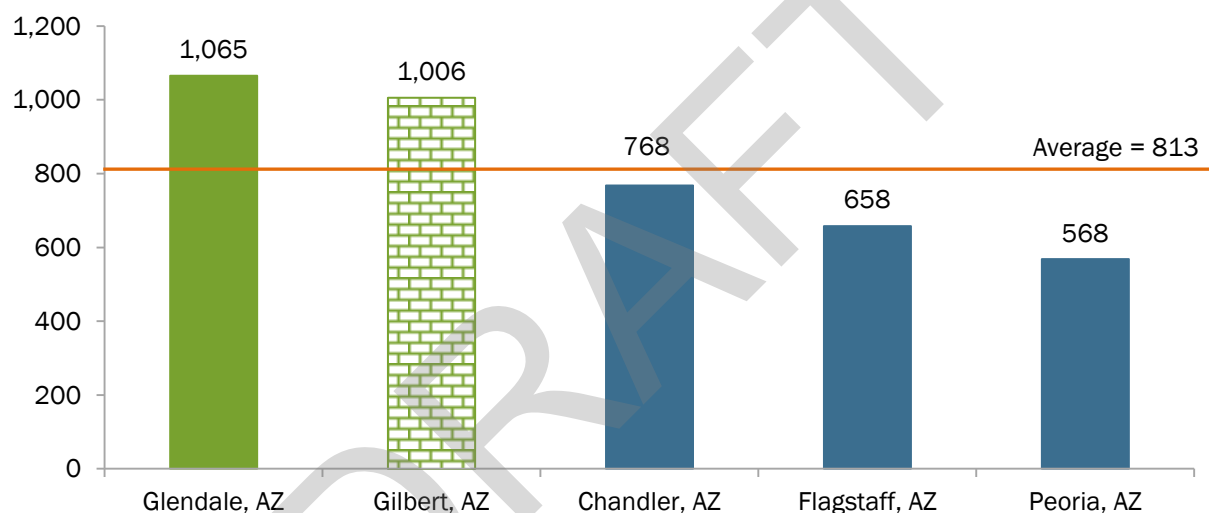
MUNICIPAL COURT

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.

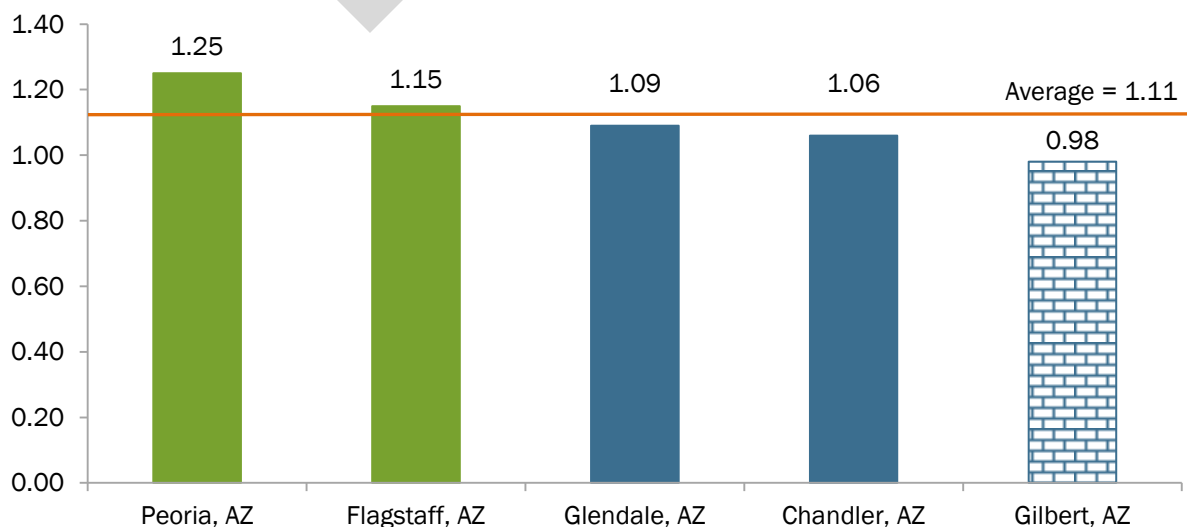
Due to varying state and municipal laws, benchmarks are only listed with Arizona cities.

Case Volume per Court Full-Time Employee



Source: Arizona Supreme Court Data Reports 2016 www.azcourts.gov/statistics

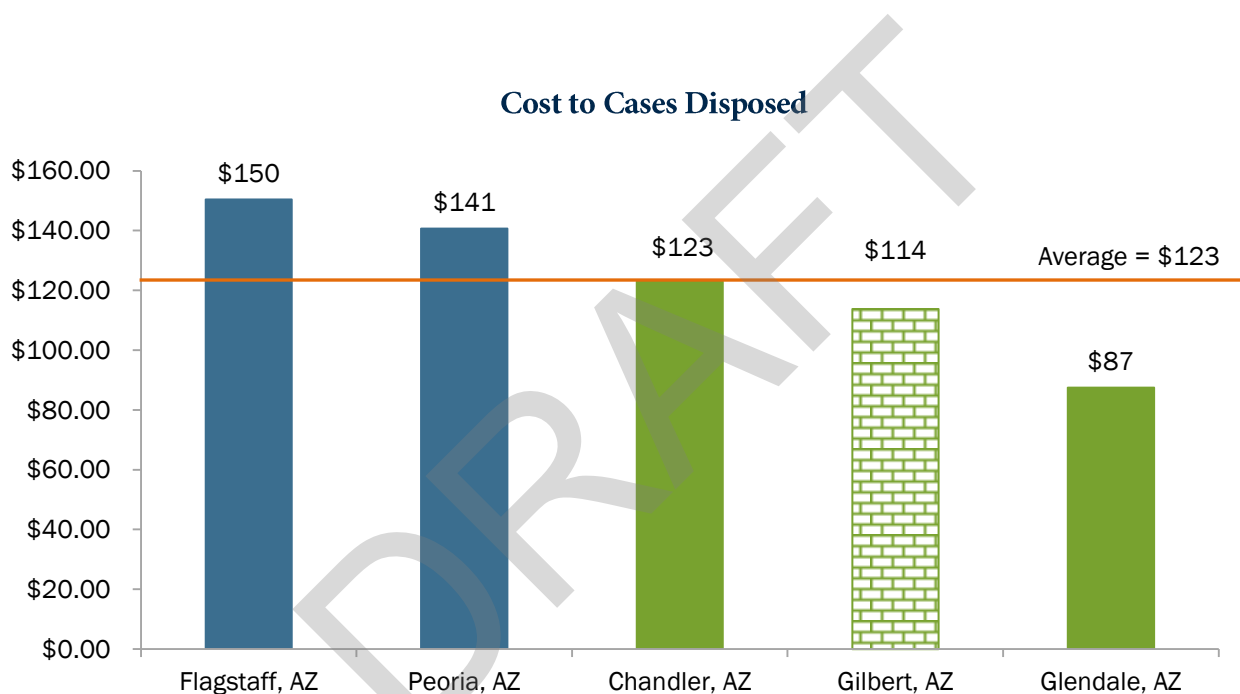
Clearance Rates



Source: Arizona Supreme Court Data Reports 2016 www.azcourts.gov/statistics

Cases Filed, Disposed, and Clearance Rate

City / Town	Cases Filed	Cases Disposed	Clearance Rate
Peoria, AZ	11,930	14,394	1.25
Flagstaff, AZ	16,449	18,920	1.15
Glendale, AZ	44,758	48,897	1.09
Chandler, AZ	30,716	32,716	1.06
Gilbert, AZ	32,194	31,434	0.98



Source: Arizona Supreme Court Data Reports 2016 www.azcourts.gov/statistics

FY 2018 Performance Measures, Court

POLICE

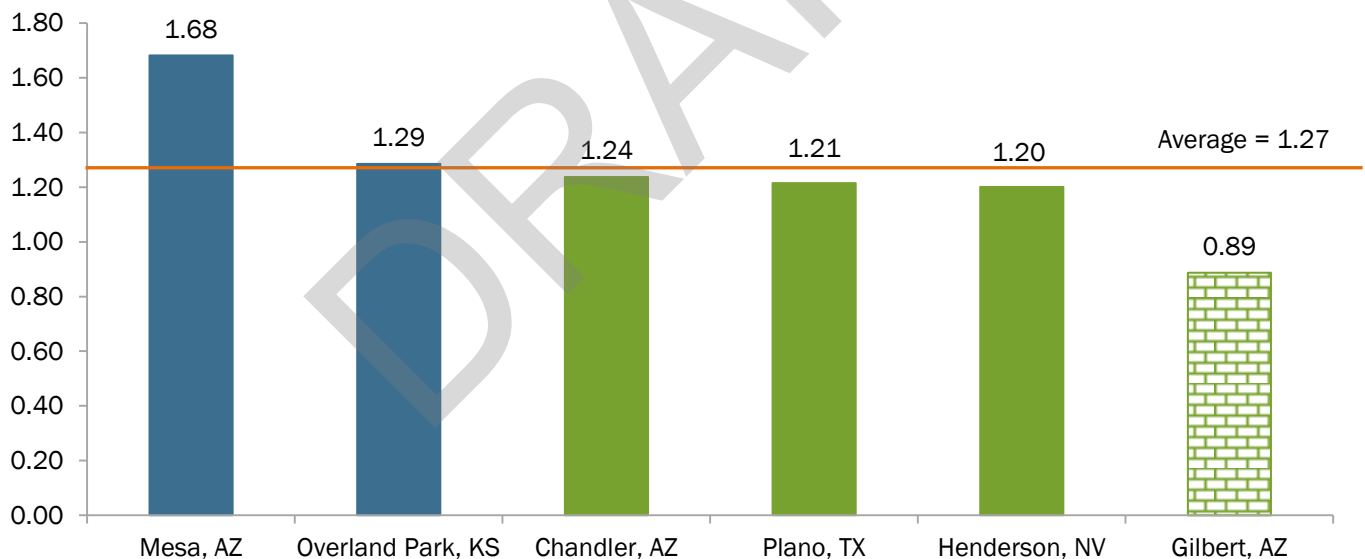
The Police Department is committed to serving the citizens of Gilbert, the business community, and its visitors in a professional, proactive, and community-oriented manner.

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 2016 Benchmark City Survey – of which all three target cities are participants—which is compiled by the Overland Park, Kansas, Police Department (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 2016.

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 2016 and utilizes population numbers reported by the FBI.

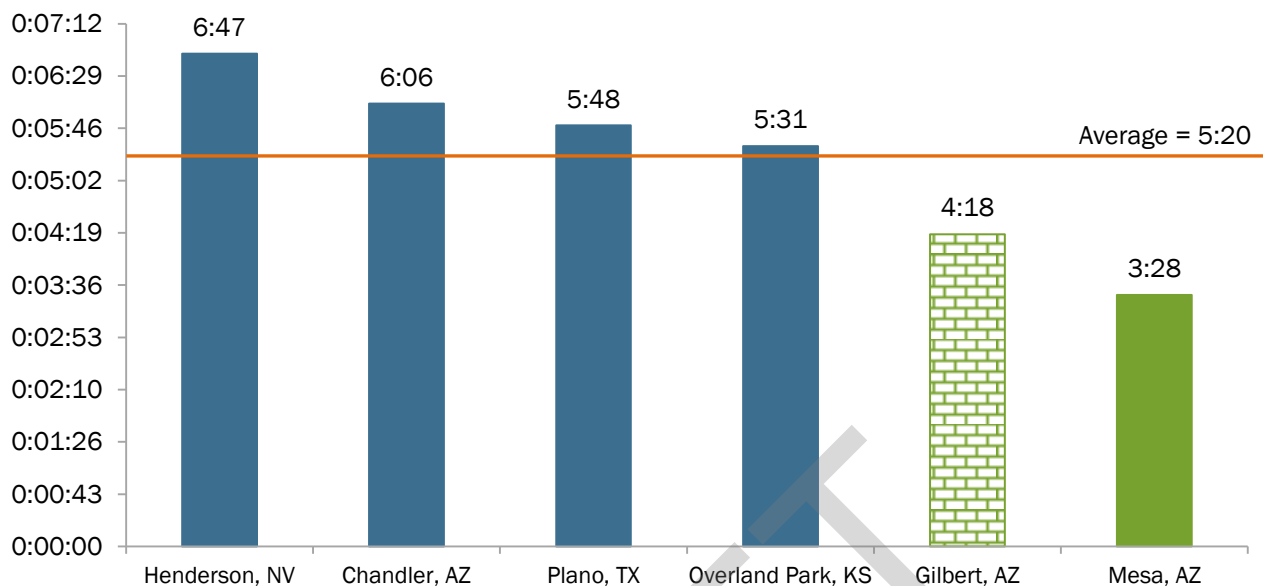
Number of Sworn Officers per 1,000 Residents



Source: Municipal budget documents for FY 2018 except Mesa, AZ and Henderson, NV from FY 2016.



Average Response Time to Emergency Calls for Service



*Time displayed in minutes and seconds

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

Total Part I Crimes per 1,000 Residents

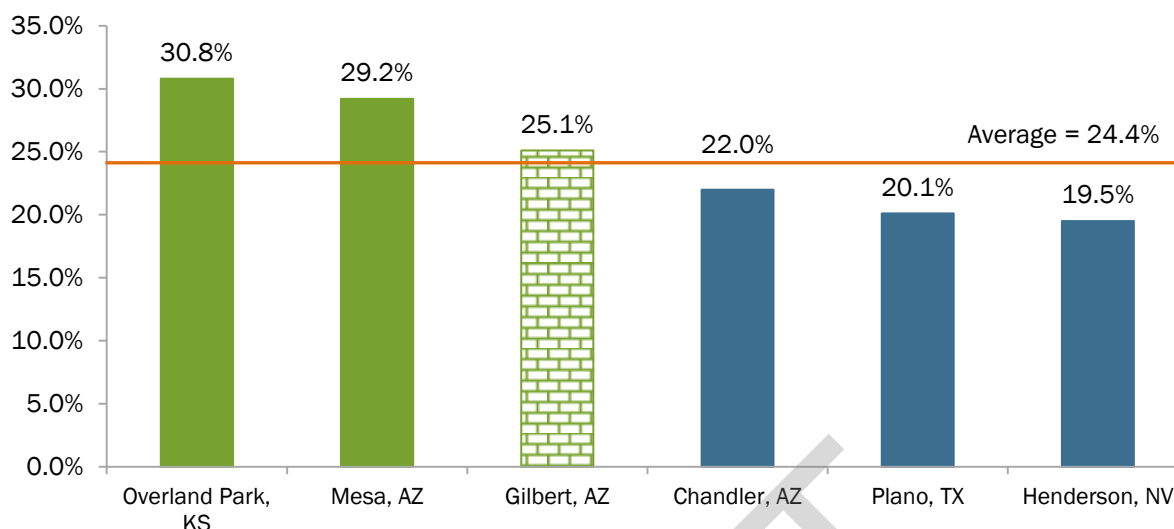
City / Town	Part I Property Crimes per 1,000	Part I Violent Crimes per 1,000	Total Part I Crimes
Mesa, AZ	23.14	4.23	27.37
Chandler, AZ	24.86	2.25	27.11
Henderson, NV	18.72	2.11	20.82
Plano, TX	19.15	1.39	20.55
Overland Park, KS	14.83	1.99	16.82
Gilbert, AZ	14.20	0.84	15.05

The data used in creating this table were from all city and town law enforcement agencies submitting 12 months of complete offense data for 2016.

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.

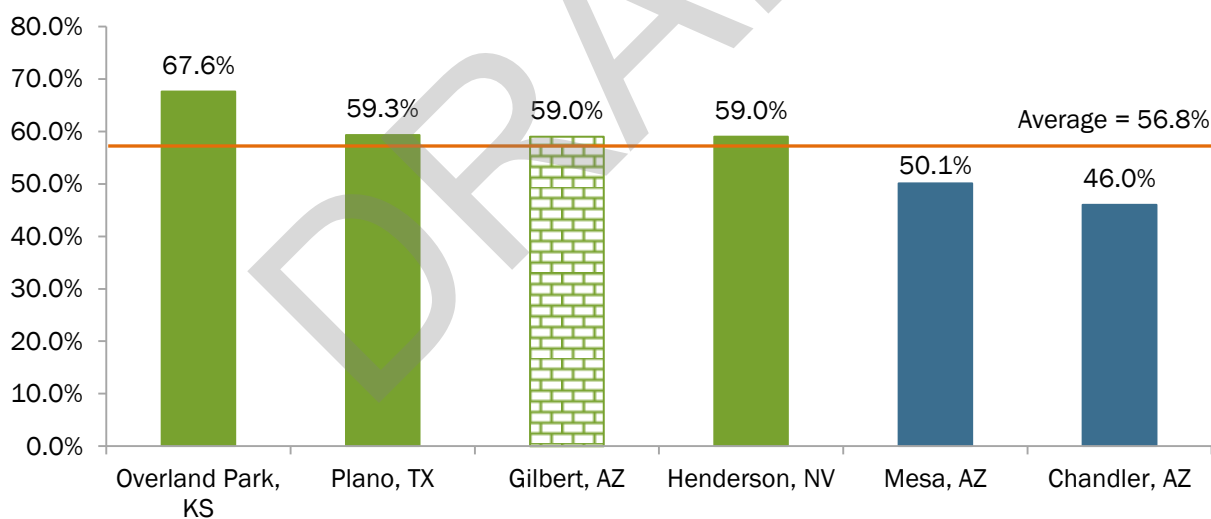
FY 2018 Performance Measures, Patrol Services

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. Source: Overland Park, KS Benchmark City Survey 2016 and police personnel. <https://www.opkansas.org/maps-and-stats/benchmark-cities-survey/>

Part I Violent Crimes Cleared



Note: The UCR definition of Part I Violent Crime includes criminal homicide, forcible rape, robbery, and aggravated assault.

Source: Overland Park, KS Benchmark City Survey 2016 and police personnel. <https://www.opkansas.org/maps-and-stats/benchmark-cities-survey/>

Law enforcement agencies can clear offenses by arrest or exceptional means (i.e., when they can identify the perpetrator but are unable to make an arrest due to circumstances beyond their control, such as the death or suicide of the subject).

FY 2018 Performance Measures, Criminal Investigations

FIRE AND RESCUE

The [Fire Department](#) (Click for FY 2018 Performance Measures) 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.

Average Response Times – for 90% of Calls

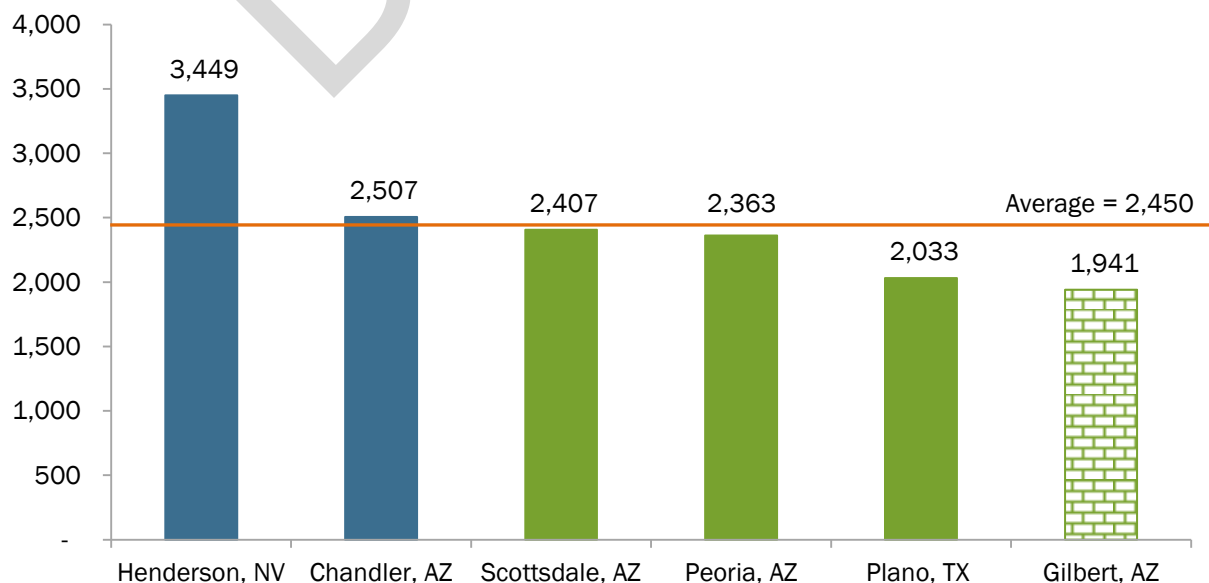
The time interval that begins once the alarm is sounded in the fire station to the unit’s arrival on scene.



*Time displayed in minutes and seconds

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.

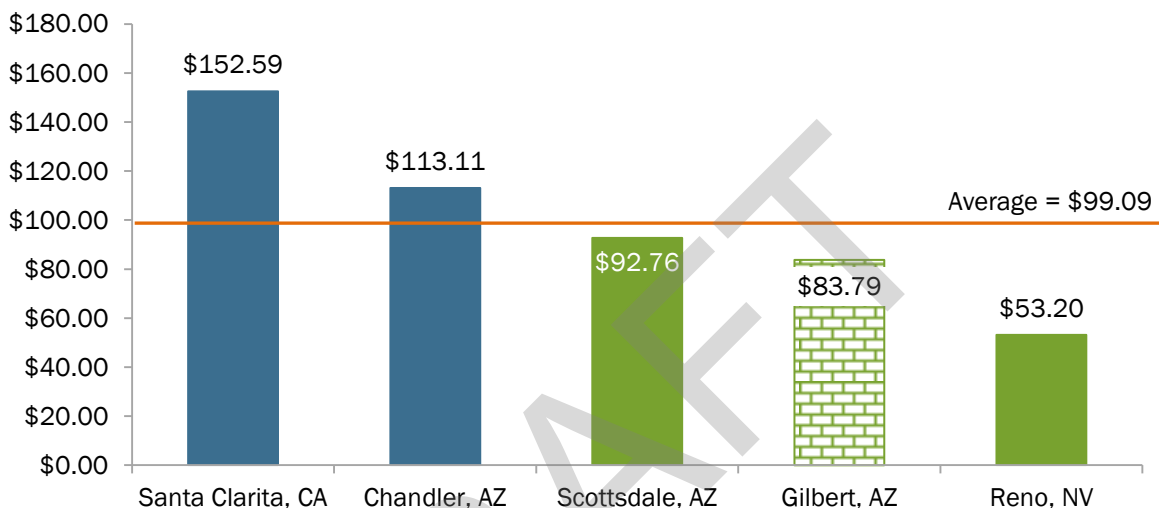
Average Number of Calls for Service per Station



PARKS AND RECREATION

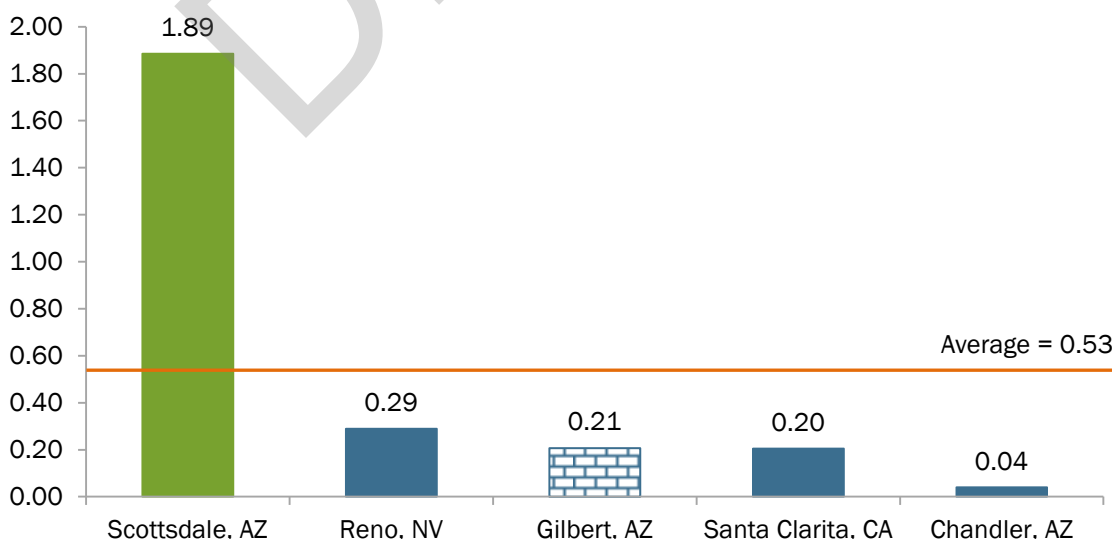
The Parks and Recreation Department provides opportunities for the community to develop skills, learn, exercise, grow, compete, and to accomplish and enjoy a wide range of leisure pursuits. The cities selected were identified as four other 'best in class' and National Parks and Recreation Association 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.

Budgeted Parks and Recreation Expenditures per Capita



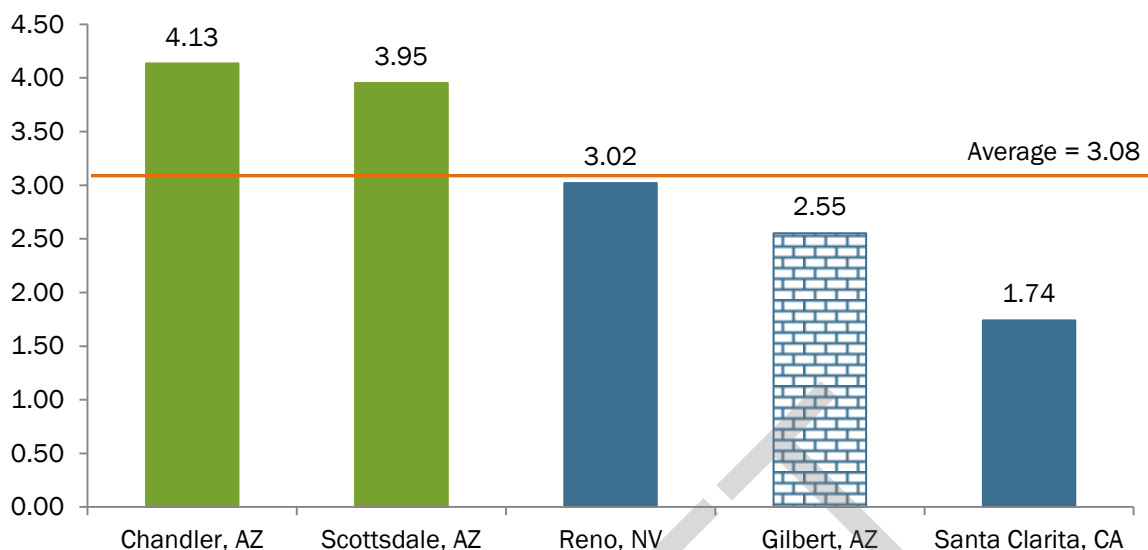
Data source: FY 2018 adopted municipal budgets. Figures reflect parks and recreation expenditures, including library services, but excluding human services and capital expenditures. Chandler, AZ figures excludes Code Enforcement, Neighborhood Resources, and Housing and Redevelopment.

Miles of Trails per 1,000 Residents



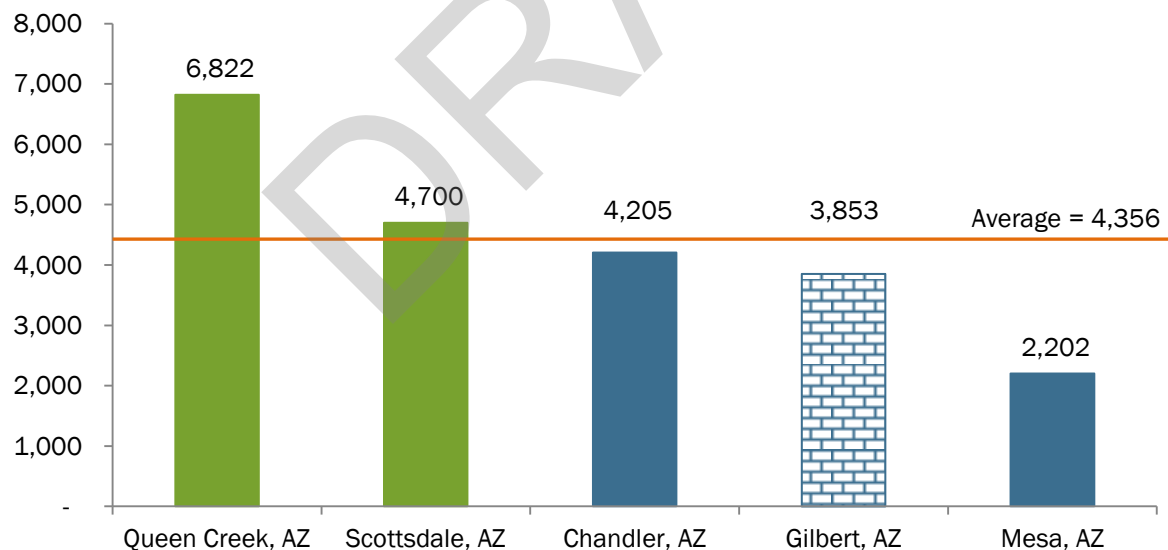
Data source: Parks & Recreation staff. Sidewalks within parks are not included in the above trail data for any city/town.

Total Developed Park Acreage per 1,000 Residents



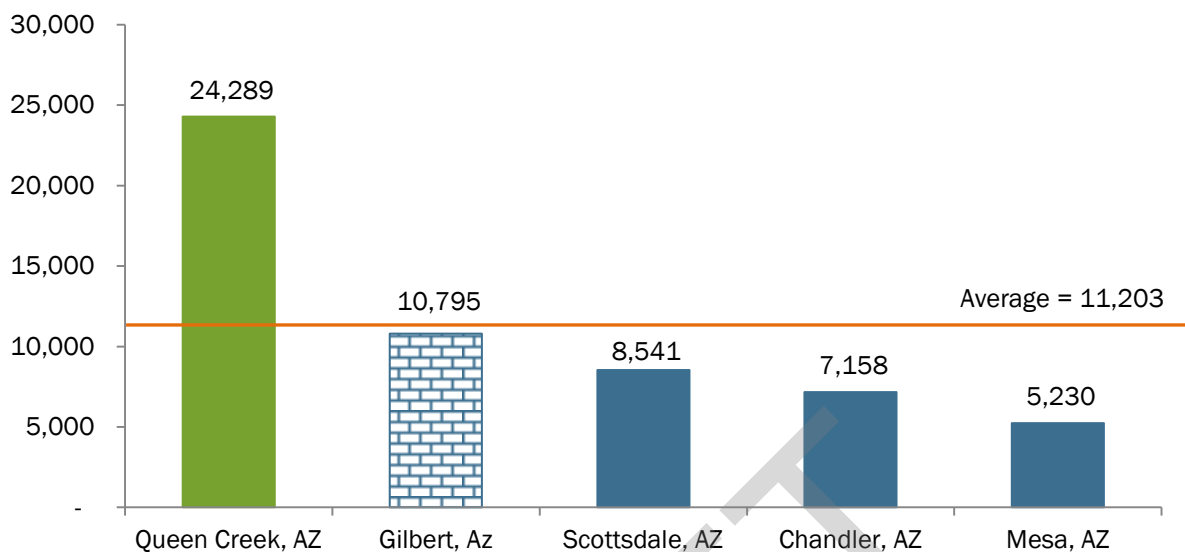
Data source: Parks & Recreation staff at each municipality and public information. Figure does not include preserve land.

Library Gate Count (No. of Visitors) per 1,000 Residents



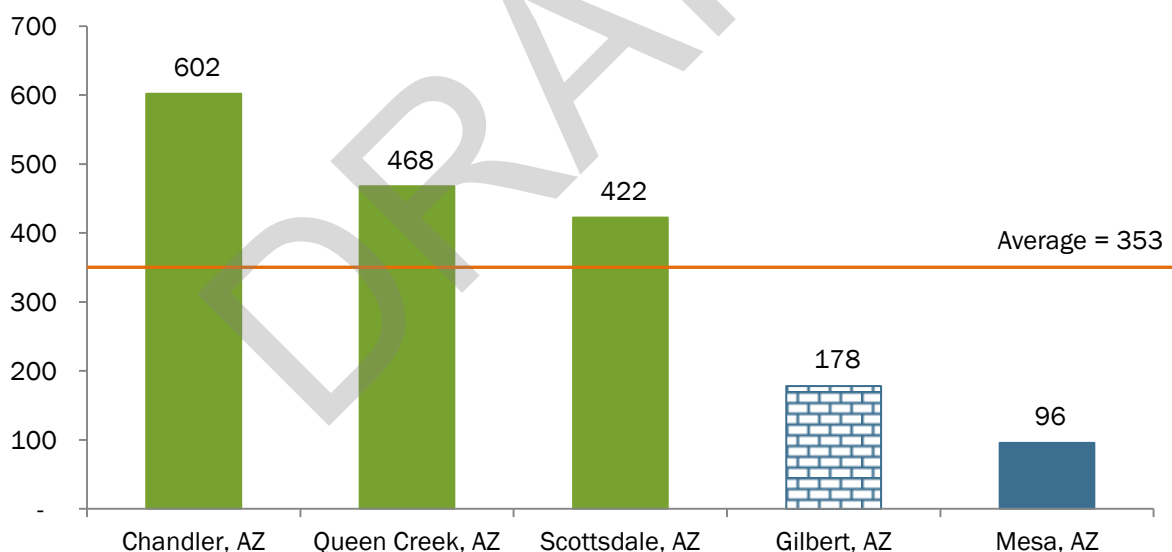
Data source: Maricopa County Library District staff.

Annual Library Circulation (Physical) per 1,000 Residents



Data source: FY 2017 Valley Benchmark Cities data and Maricopa County Library District staff.

Library Program Participation per 1,000 Residents



Data source: Maricopa County Library District staff and 2017 Arizona Public Library Survey.

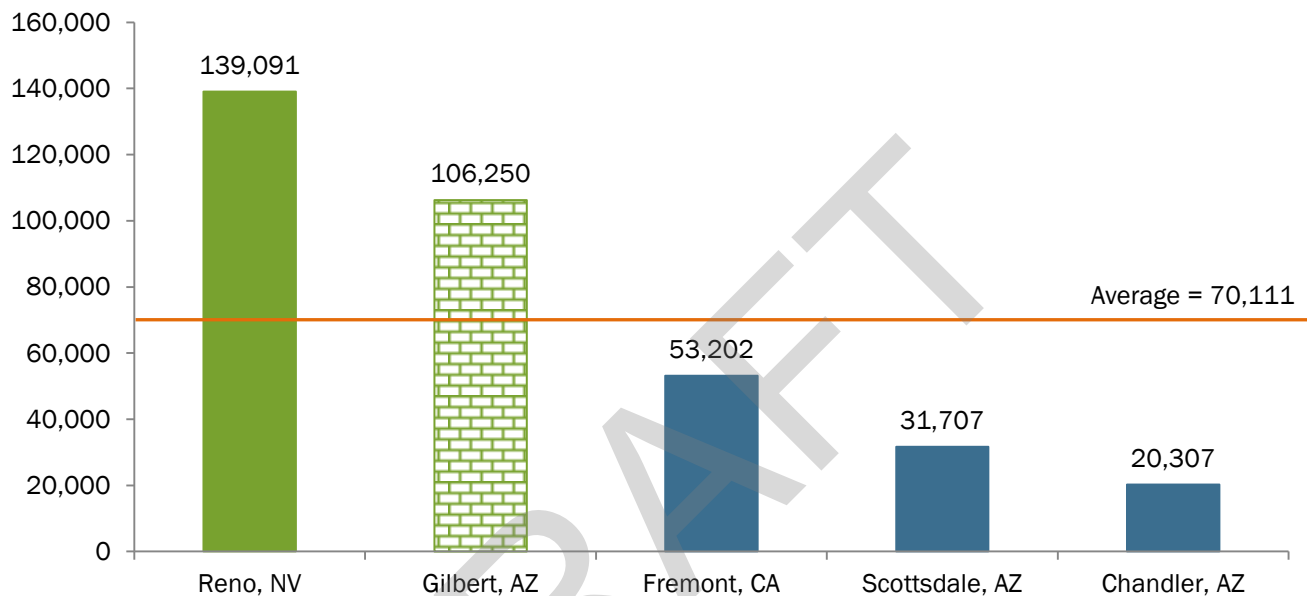
FY 2018 Performance Measures, Parks
FY 2018 Performance Measures, Recreation Centers
FY 2018 Performance Measures, Recreation Programs

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.

Square Feet of Building Space Maintained per Maintenance FTE



City / Town	Square Feet	Building Maintenance FTE	Square Feet Maintained per FTE
Reno, NV	1,530,000	11	139,091
Gilbert, AZ	1,062,500	10	106,250
Fremont, CA	957,630	16	53,202
Scottsdale, AZ	1,300,000	41	31,707
Chandler, AZ	893,518	44	20,307

Source: Municipal staff and budget documents. 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. Square footage assumed not to have changed since 2016 except Fremont, CA.



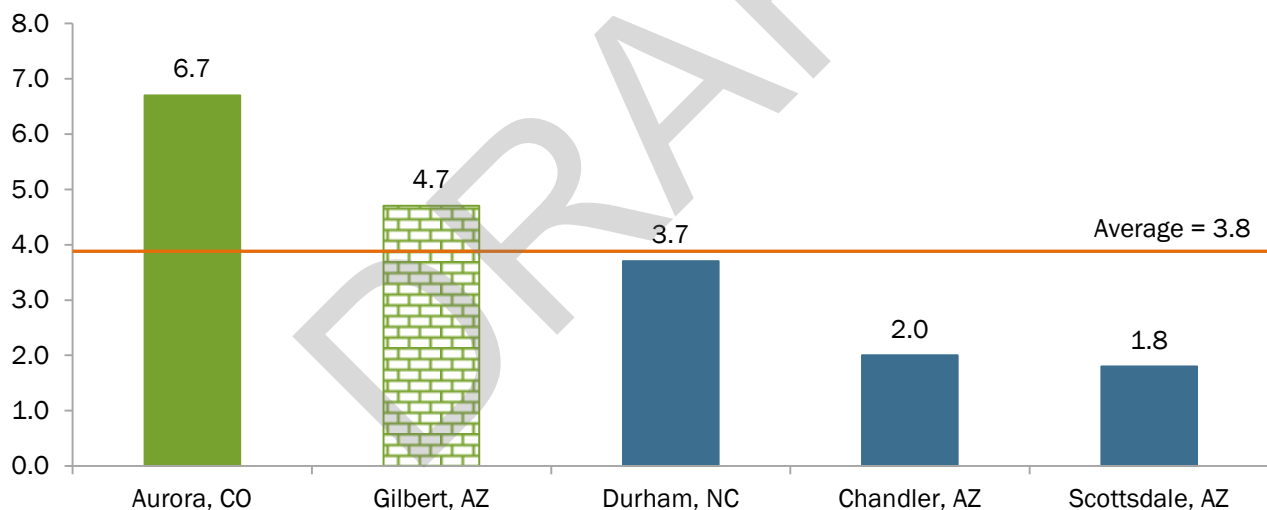
PUBLIC WORKS

The Public Works department includes the following divisions: Water, Wastewater, Environmental Services, Streets, and CIP. Collectively, the department provides a safe, dependable water supply; 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 12,937 fire 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).

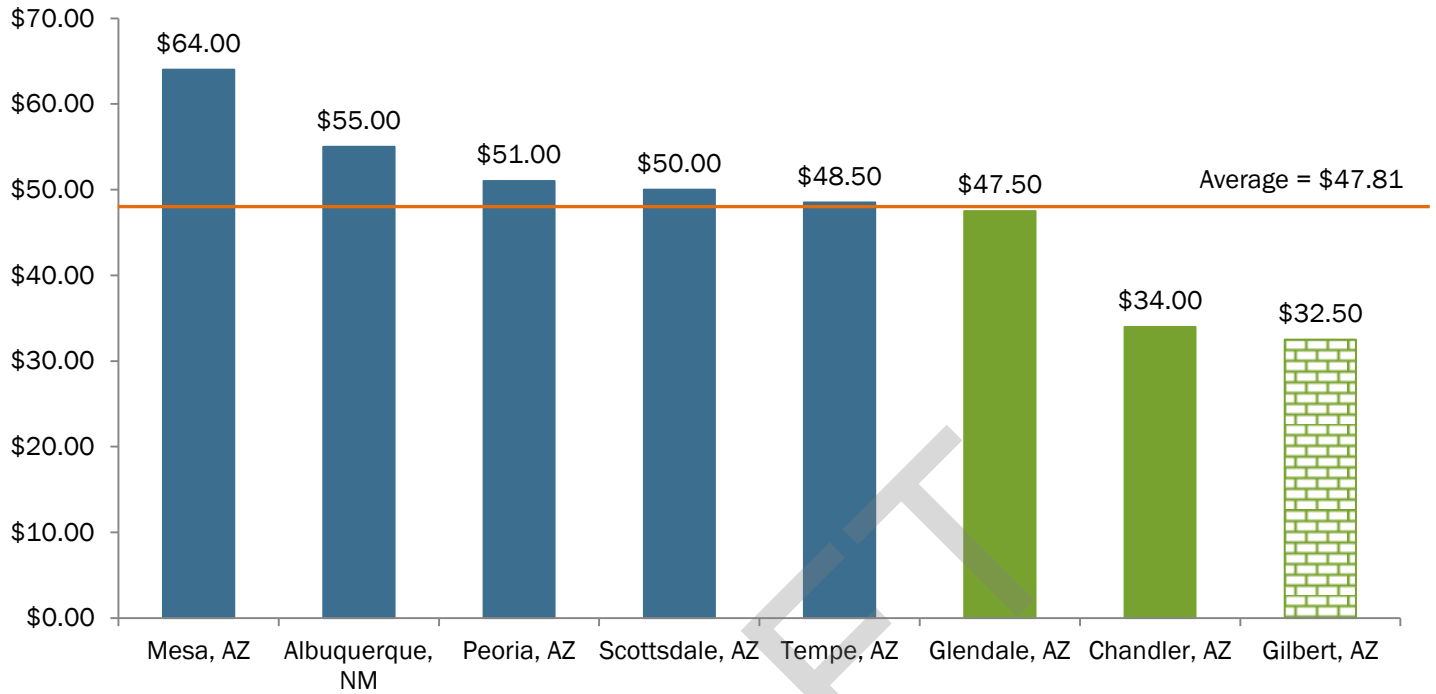
Water Conservation – Annual Residential Audits per 1,000 Single Family Residences



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

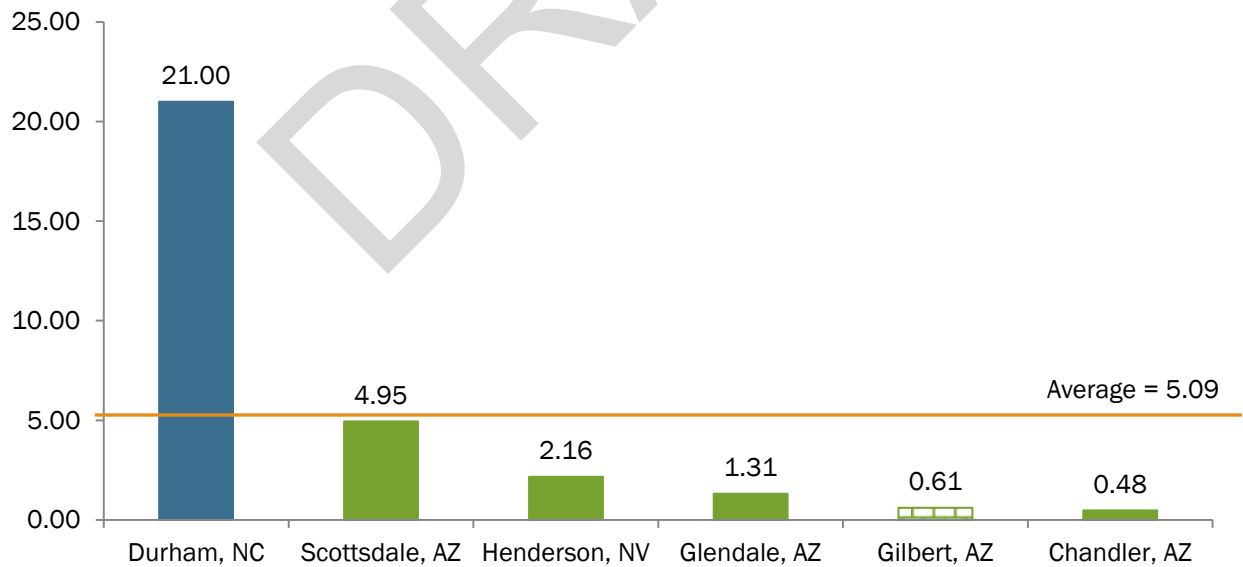


Estimated Residential Water Bill at the Average Water Usage



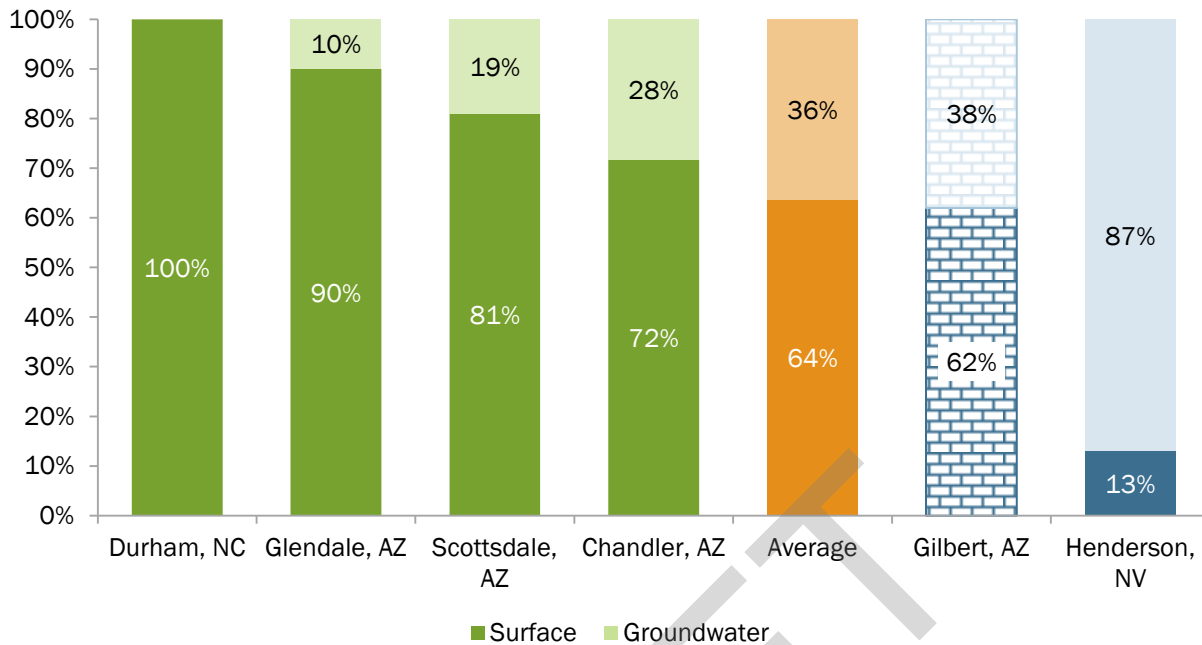
Data source: Municipal water staff and FY 2017 Valley Benchmark report. Figures based on ¾" meter and 10,500 gallons per month consumption. Albuquerque, NM figure based on average residential bill for the Albuquerque Bernalillo County Water Utility Authority.

Water Main Breaks per 100 miles



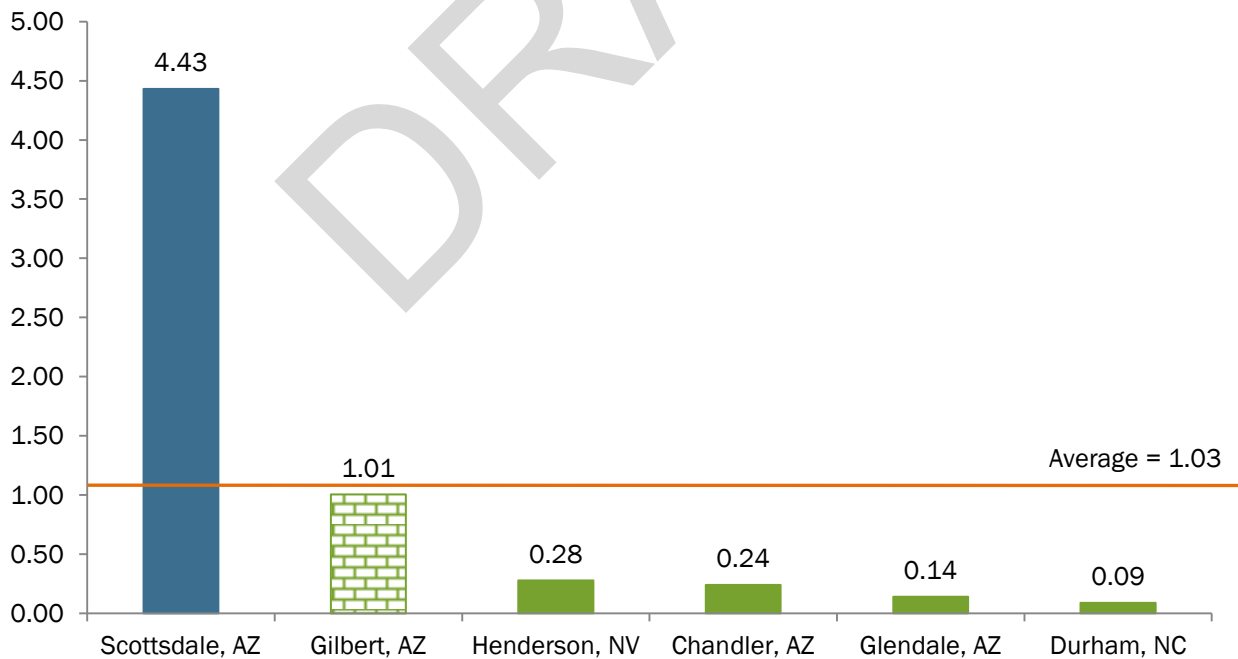
Data source: Municipal water staff. The age of each system's infrastructure and local climate may influence the number of main breaks observed.

Surface versus Groundwater Usage



Data source: Municipal water staff. The Arizona Groundwater Management Code controls severe groundwater depletion and provides the means for allocating Arizona's limited groundwater resources.

Water Quality Complaints per 1,000 Residents



Data source: Municipal water staff.

[FY 2018 Performance Measures, Water Conservation](#)
[FY 2018 Performance Measures, Water Production](#)
[FY 2018 Performance Measures, Water Quality](#)
[FY 2018 Performance Measures, Water Distribution](#)



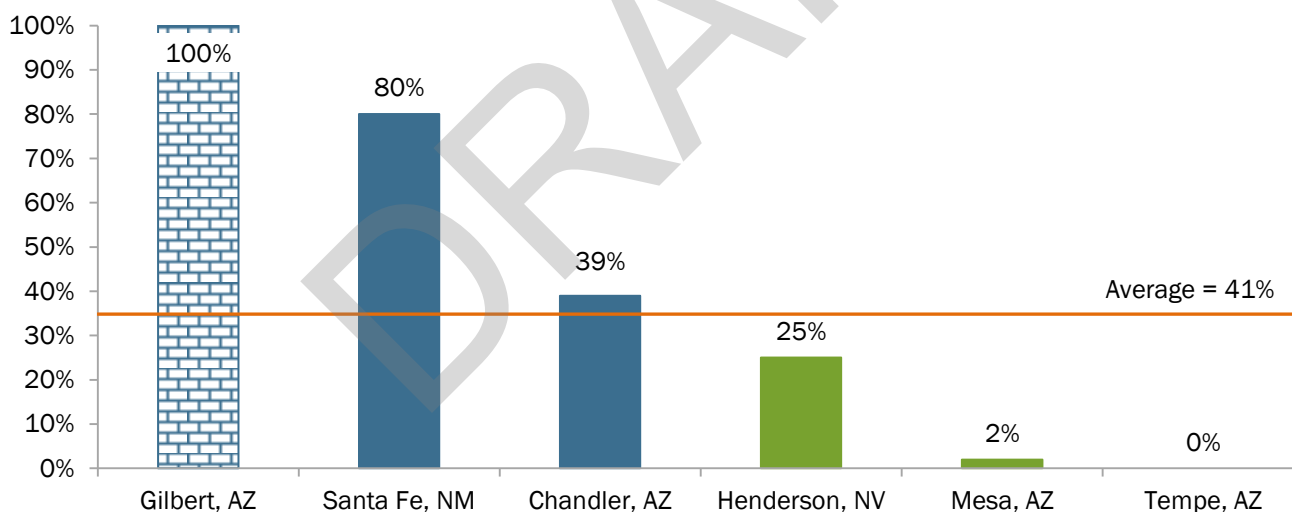
Wastewater

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.

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

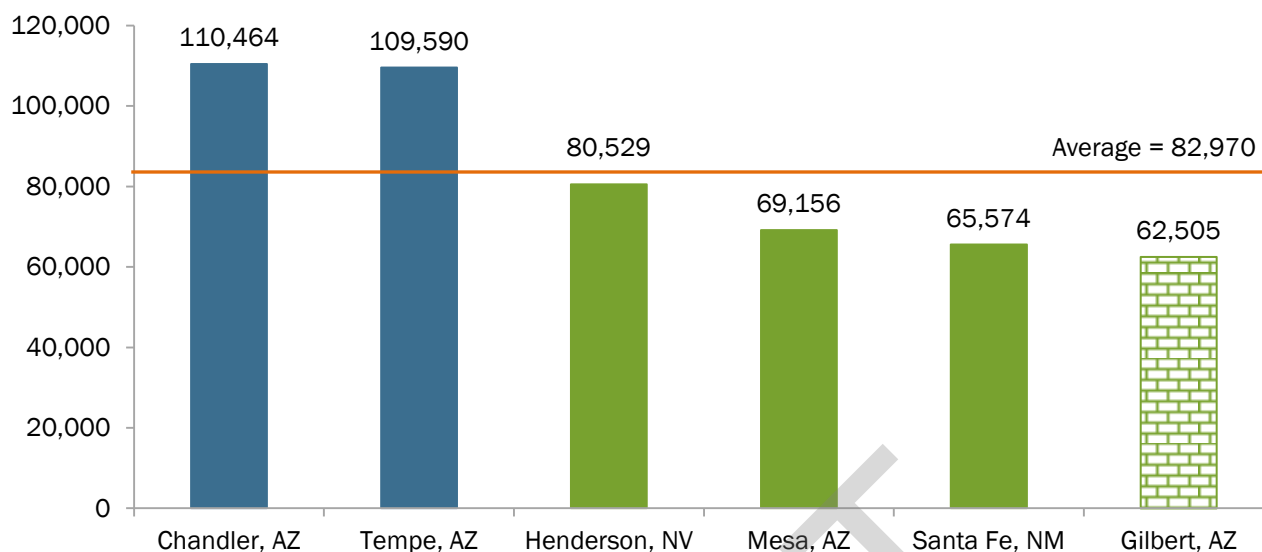


Data source: Municipal water staff

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 (48%), the remaining 2% is used and recharged within Mesa. For the city of Tempe, all effluent is sent to the city of Phoenix 91st Avenue Wastewater Treatment Plant for treatment and disposal. In Henderson, NV, 75% of the remaining effluent is provided to Lake Mead for a water credit exchange. Santa Fe’s reuse program has been focused mainly on landscape irrigation. Looking ahead, Santa Fe has limited opportunities to expand irrigation and other non-potable reuse applications in Santa Fe.

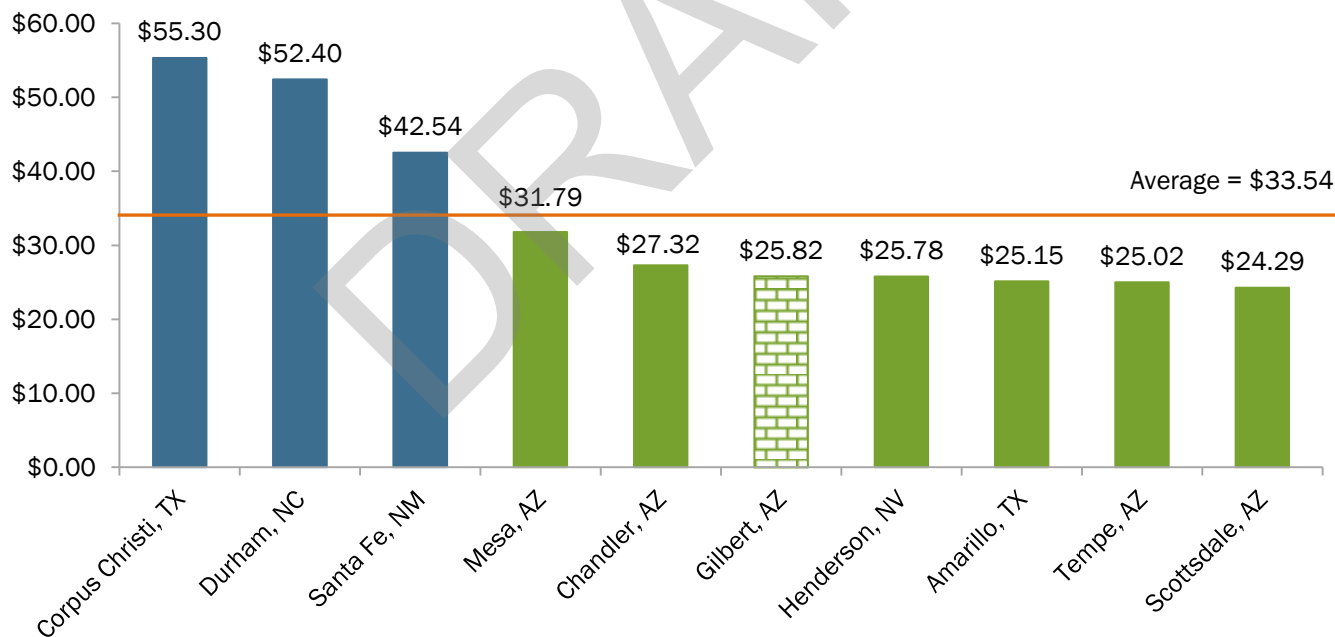


Gallons of Wastewater Treated per Day per 1,000 Residents



Data source: Municipal wastewater staff.

Estimated Monthly Residential Bill for Wastewater Services



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

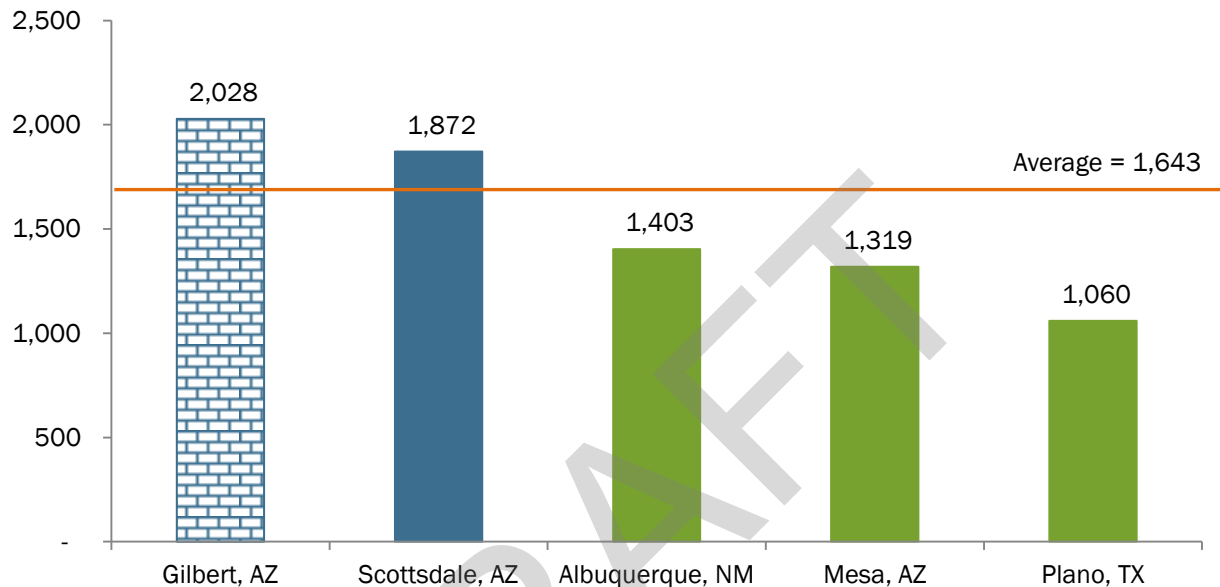
FY 2018 Performance Measures, Wastewater Reclaimed



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.

Average Annual Trash Weight per Household (in lbs).



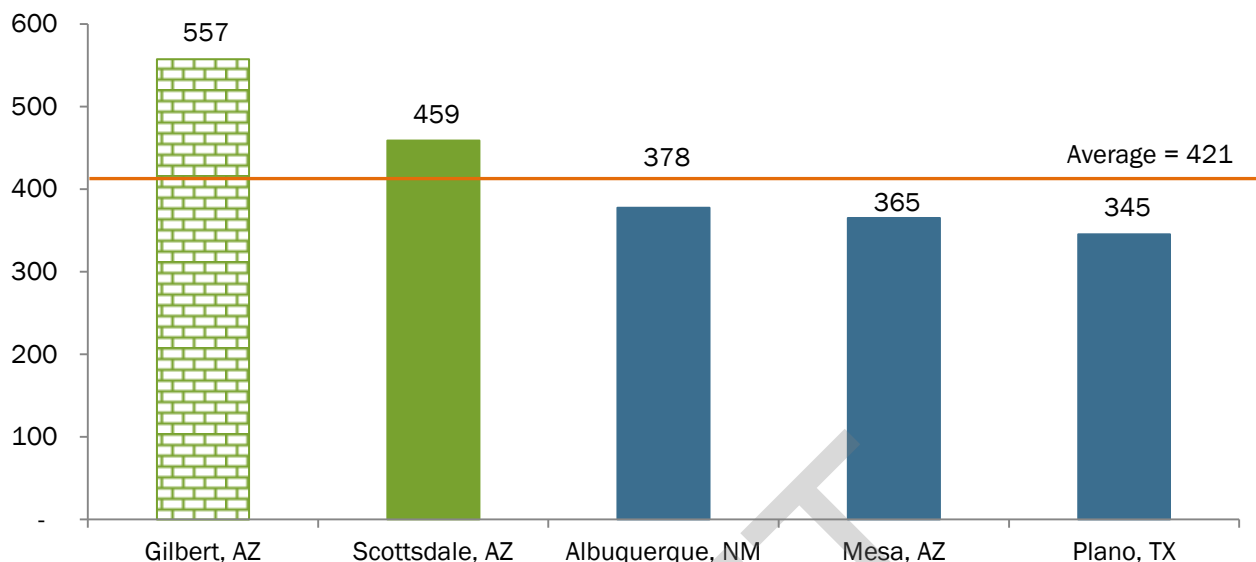
Data source: Figures for total tonnage obtained via municipal Environmental Services staff.

City / Town	FY 2017 Total Trash Weight (in tons)	Est. Number of Single Family Households	Avg. Annual Trash Weight per Household (in lbs.)
Gilbert, AZ	76,343	75,280	2,028
Scottsdale, AZ	104,461	111,604	1,872
Albuquerque, NM	157,581	224,609	1,403
Mesa, AZ	118,404	179,477	1,319
Plano, TX	57,192	107,946	1,060

Estimate of single family households based on US Census July 1, 2017 population estimates divided by American Community Survey 2016 average household size.



Average Annual Recycling Weight per Household (in lbs).



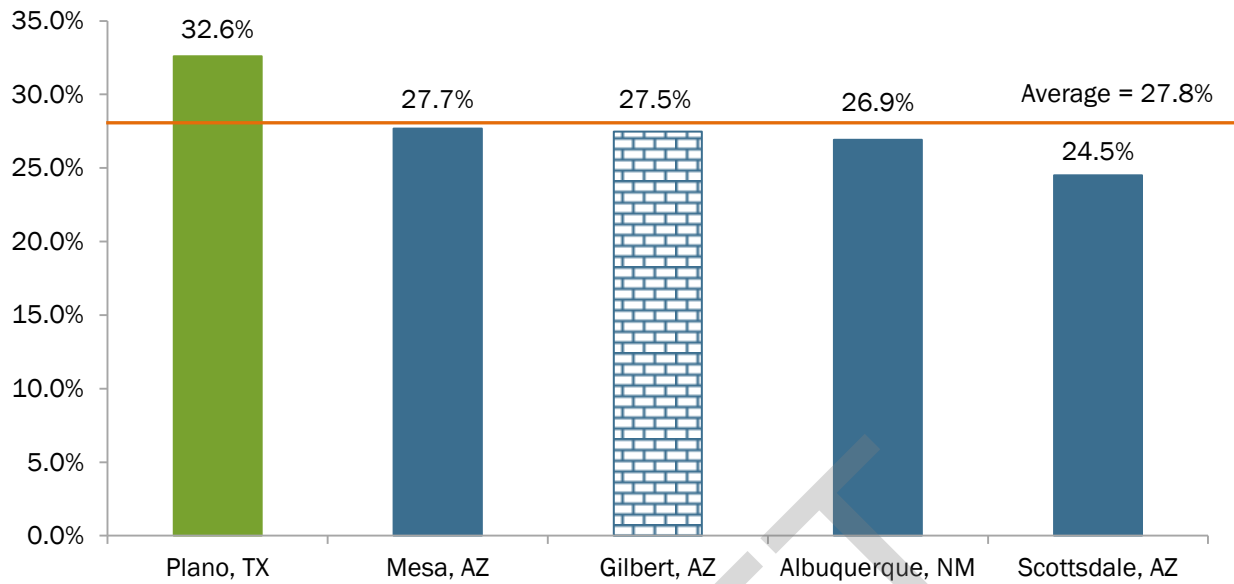
Data source: Figures for total tonnage obtained via municipal Environmental Services staff.

City / Town	FY 2017 Total Recycling Weight (in tons)	Est. Number of Single Family Households	Avg. Annual Recycling Weight per Household (in lbs.)
Gilbert, AZ	20,976	75,280	557
Scottsdale, AZ	25,601	111,604	459
Albuquerque, NM	42,414	224,609	378
Mesa, AZ	32,779	179,477	365
Plano, TX	18,644	107,946	345

Estimate of single family households based on US Census July 1, 2017 population estimates divided by American Community Survey 2016 average household size.



Diversion Rate



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

DRAFT

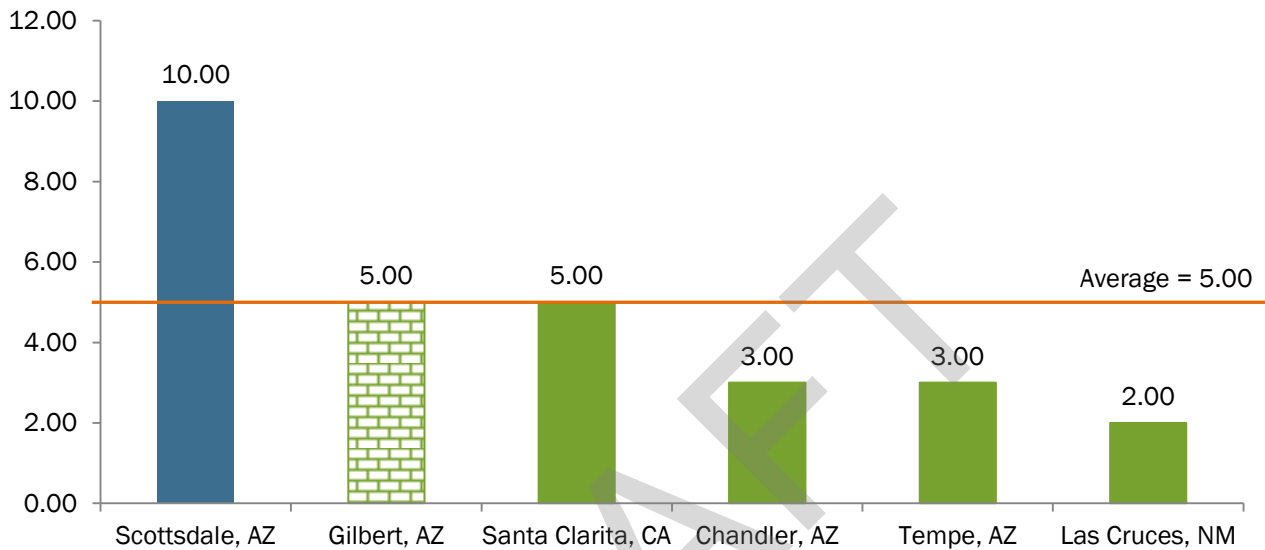
FY 2018 Performance Measures, Environmental Services



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.

Days to Repair Streetlight Outage



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

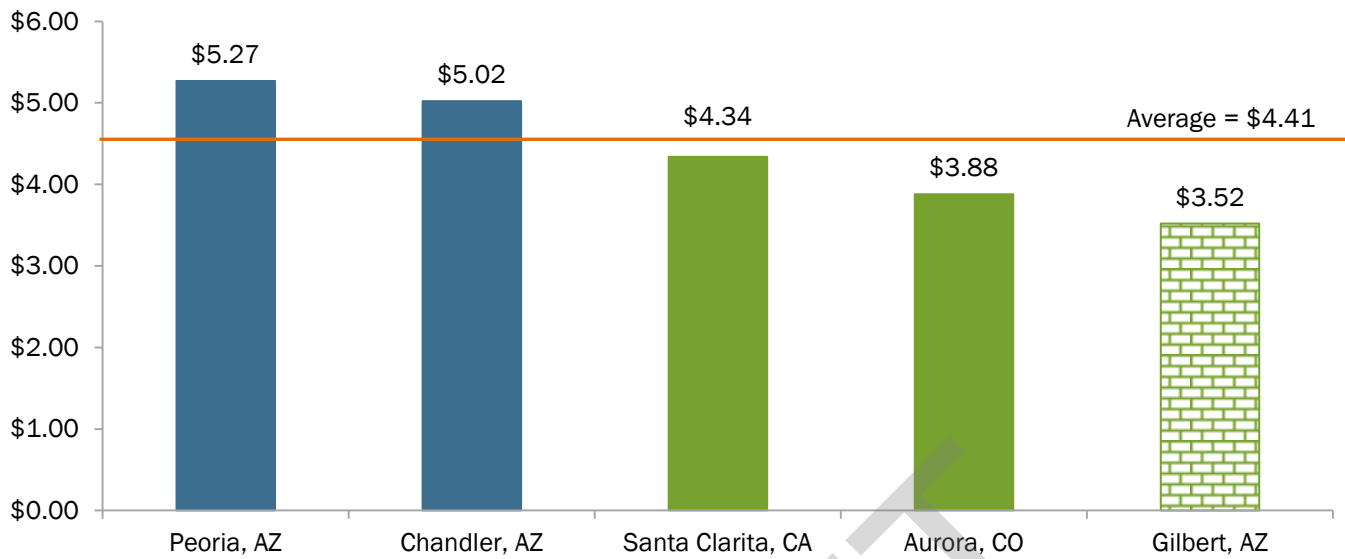
Hazard Response Operations - Average Time Required to Cover Graffiti Requests

Town / City	Average Time
Gilbert, AZ	10 hours
Tempe, AZ	24 hours Mon.-Fri. / 48 hours Sat.-Sun.
Santa Clarita, CA	24 hours
Scottsdale, AZ	48-72 hours
Chandler, AZ	Property owner has 7 days to remove graffiti

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

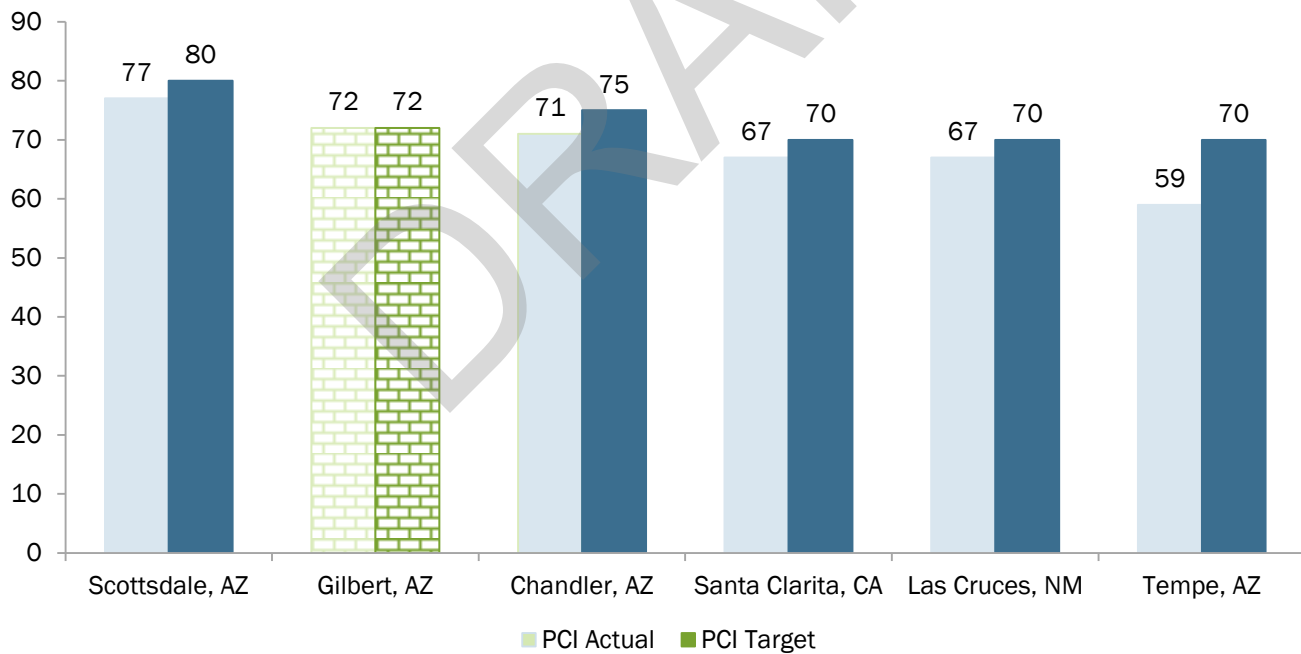


Street Sweeping Budget per Capita for FY 2018



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

Pavement Condition Index – Actual and Target



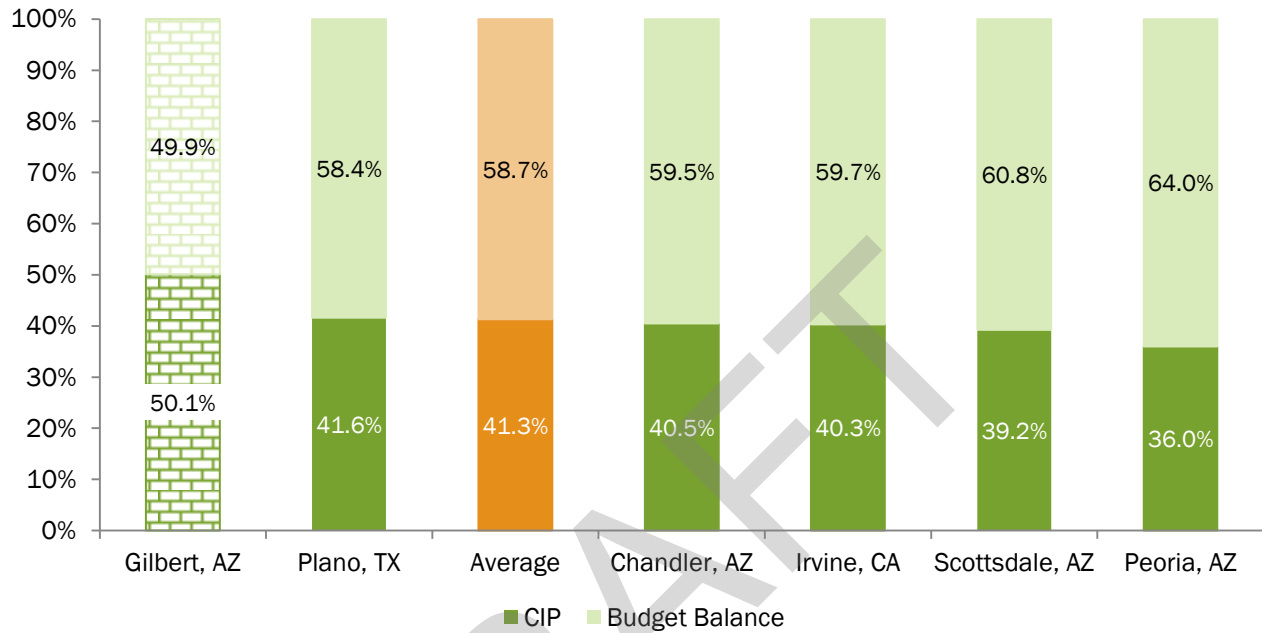
Data source: Municipal staff. Note that dark blue is PCI Target and light blue is PCI Actual.

FY 2018 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.

Percent Budgeted for FY 2018 Capital Improvement Projects vs. Total Budget



City / Town	FY 2018 CIP Budget	FY 2018 Total Budget	Portion of FY 2018 Total Budget Allocated to CIP
Gilbert, AZ	\$483,348,000	\$964,803,850	50.1%
Plano, TX	\$229,088,674	\$550,197,021	41.6%
Chandler, AZ	\$378,086,134	\$934,545,997	40.5%
Irvine, CA	\$279,817,181	\$694,118,556	40.3%
Scottsdale, AZ	\$522,604,700	\$1,332,500,000	39.2%
Peoria, AZ	\$212,187,537	\$590,000,000	36.0%

Data source: Municipal budgets found online.