

Town of Gilbert

# Benchmark Report

Identifying Best in Class



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Benchmarks: Chandler, AZ; Mesa, AZ; Scottsdale, AZ; Tempe, AZ; Durham, NC; Santa Fe, NM; Henderson, NV; Amarillo, TX; Corpus Christi, TX

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  - ii. Wastewater treated per day per 1,000 residents
  - iii. Total wastewater treated annually
  - iv. Total reclaimed water produced and reused annually
- c. Estimated monthly residential bill for wastewater services

# Introduction

## Town of Gilbert: Identifying Best in Class 2013-2014

The Town of Gilbert prides itself on providing best in class services to residents and businesses. The commitment to be best in class, originating from the town's vision, drives the organization to continually seek new opportunities to improve the efficiency and effectiveness of services.

The town is pleased to present the first benchmarking report that evaluates Gilbert's progress toward achieving "best in class" status. The town is committed to being a high-performing government that delivers unparalleled quality of service at the lowest possible cost for all of its stakeholders.

## How are Benchmarks Used?

Through the benchmarking process, town staff will be able to gauge performance and demonstrate their commitment to highly efficient operations and delivering superior results. Benchmarking provides feedback and information for continuous improvement, while simultaneously shaping the culture of the organization.

This report includes a total of 83 measures across 25 functional areas and 17 Departments, which collectively benchmark the Town of Gilbert against 33 communities in 15 states across the U.S.

## Moving Forward

Benchmarks and performance measures will be reviewed and updated annually to ensure the metrics are still consistent with town goals. Future updates will be available online at [www.gilbertaz.gov](http://www.gilbertaz.gov).

# Alignment with Mission, Vision, Values, and Strategic Initiatives

Town departments reviewed industry standards or national averages for their fields to determine what is "best in class," and developed metrics that are in alignment with the town's strategic initiatives, mission, vision, and values – each of which is included below. These core principles were used as a driving force in creating the town's performance management strategy.

## 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:**

<b>Integrity</b>	by being ethical, professional and trustworthy
<b>Respect</b>	by being fair, courteous and valuing others
<b>Accountability</b>	by being responsible for our actions and following through on our commitments
<b>Innovation</b>	by continuously improving services through progressive and creative outcomes
<b>Learning</b>	by developing our knowledge and skills
<b>Communication</b>	through transparency, collaboration and accessible information

## Gilbert Strategic Initiatives: 2011-2016

In 2011, the Gilbert Town Council identified six strategic initiatives in its strategic plan that will guide the town's efforts over the next several years. The strategic initiatives for the Town of Gilbert are:



Community Livability



Technology Leader



Financial Plan



Infrastructure



Economic Development



High Performing Gov.

As the town works to achieve these initiatives, performance indicators aid in highlighting any successes along the way, as well as the town's progress in achieving these goals. An icon for the strategic initiative each series of benchmarks most closely aligns with can be found at the top of each department and division page.

More detail and a complete description of each strategic initiative can be found at [www.gilbertaz.gov/strategic](http://www.gilbertaz.gov/strategic).

## Gilbert Performance Management - Principle to Practice

While this report specifically highlights external benchmarks, the Town of Gilbert employs a variety of organizational performance management tools that allow the town to measure indicators of performance and success. They also demonstrate 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.



**There are three main tools the town utilizes in organizational performance management:**

- Internal performance measures
- Key organizational metrics
- External benchmarks



**Internal performance measures** evaluate the town's performance in a particular area for four consecutive fiscal years. There are more than 55 performance measure categories at the division and department levels that are recorded each year in the Town of Gilbert budget document. The measures monitor progress in achieving department objectives. A complete list of performance measures can be found on the department pages of FY2013-2014 Annual Budget. A link to individual department FY14 performance measures is included at the end of every section in this report.

**Key organizational metrics** are in development and will offer citizens, the Council and town administration a quick scan of operations in four key areas: financial, stakeholder, operational and employee perspectives. Within each area, a series of key metrics have been identified to monitor the town's operations. All will be included in an online dashboard that will display each metric as green, yellow or red to indicate areas that are performing at a high level, as well as those areas that warrant further examination to determine what systems may need to be modified to improve performance. The dashboard will serve as a "check engine" light.

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



The combination of these three tools allows for the most holistic view of town operations for Gilbert citizens, 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 aim to promote transparency and accountability throughout the town. Together, these performance management tools offer a snapshot of the many services the Town of Gilbert is proud to provide its residents.

## GILBERT PERFORMANCE MANAGEMENT



## Benchmark Development

Benchmarks were developed at the department level and are intended to measure services and processes that demonstrate the performance of a particular functional area. Departments identified approximately two to three municipalities within Arizona of comparable size that offer similar programs, and are considered to provide a high level of service in a particular area. In addition, departments identified two to three municipalities outside of Arizona using the same criteria, if applicable. (Note: some services are not able to be compared across states due to varying laws, regulations and resident needs.) The report that follows details the findings.

These benchmarks demonstrate how a department is working to achieve the strategic initiatives set forth by the Town Council, as well as department-specific goals. The benchmarks also provide definition and context to what “best in class in all lines of service” means for each functional area, whether measured by efficiency, innovation, high-quality service or a combination of each.

It is important to note that while benchmarks provide valuable information and can serve as an effective performance management 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 will 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 aim to supplement the town’s overall performance management strategy.

# Gilbert Community Profile & Key Demographics

**Estimated Current Population: 227,598**

**Year Founded: 1891**

**Incorporated: July 6, 1920**

**Elevation: 1273'**

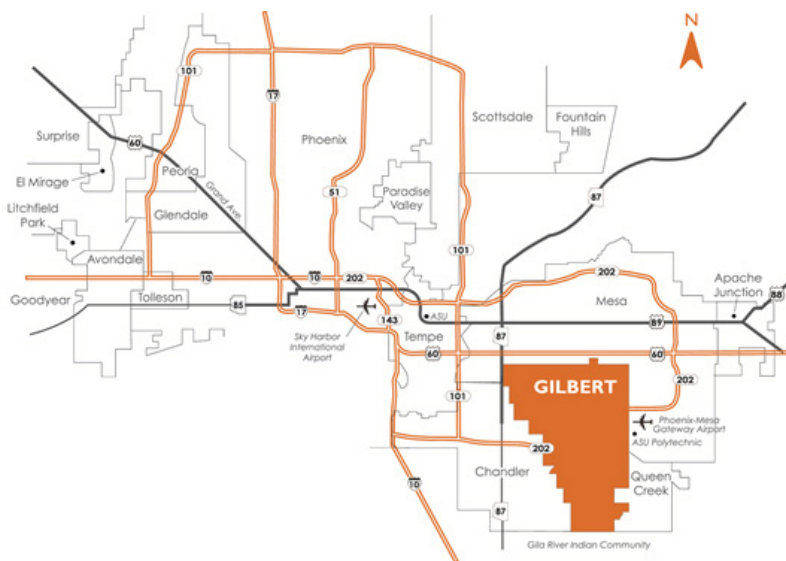
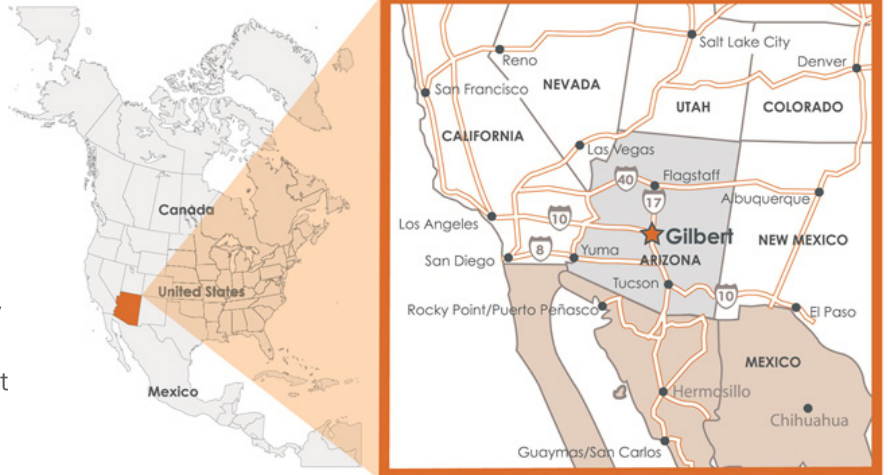
**Annual average rainfall: 6.46"**

**Annual average temperature: 72**

**Planning Area: 72.6 square miles**

**Developed Public Parks: 19**

- 33rd Best Place to Live in U.S. – CNN/Money Magazine, 2012
- 2nd Safest City in the United States - Law Street Media, 2013
- 8th Most Livable City – The Daily Beast, 2013
- Tree City USA – Arbor Day Foundation
- Bicycle Friendly Community – League of American Bicyclists
- Playful City USA (Seven-time honoree) – KaBOOM!



## **FY2013-2014 Adopted Budget:**

Operating:	\$279,835,323
Special revenue and trust accounts:	\$ 24,137,249
Capital improvement funds:	\$ 97,116,790
Debt service:	\$ 65,372,461

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**Total adopted budget: \$466,461,200**

**FY2013-2014 Town of Gilbert Employees: 1,237.62**

**FY2013-2014 Gilbert Full-Time Equivalent (FTE) per 1,000 Residents: 5.44**

## **Recent findings from 2013 National Citizen Survey of Gilbert residents:**

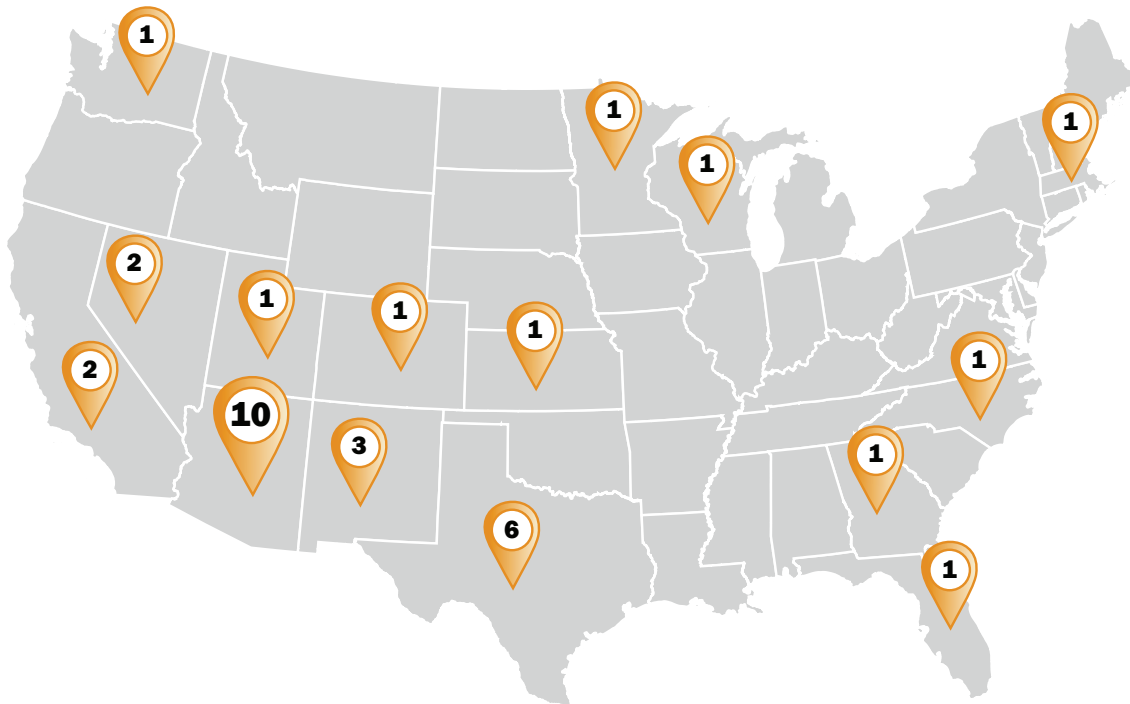
- 95% of respondents rated the town as an “excellent” or “good” place to live
- 77% of respondents believe they receive “excellent” or “good” value of services for the taxes paid to the town
- 90% of respondents believe the town provides “excellent” or “good” services, compared with 41% for the federal government and 52% for the state
- Residents trust the town with 81% of respondents stating that the overall direction is “good” or “excellent”

# Benchmark Communities & Comparative Data

## Which Communities Were Identified as Benchmarks?

This report includes 33 benchmark communities in 15 states across the U.S. The map below highlights those 33 communities, in addition to Gilbert, and their current populations. Because the makeup of services among municipalities will vary, different local governments were selected for each department in order to capture the most accurate, “apple-to-apple” comparisons. For instance, another local government’s human resources department may serve a similar function to that of Gilbert’s, but that same city may or may not provide solid waste services, have an economic development function, etc. The list below highlights the 33 communities that are utilized in the report.

The Town of Gilbert’s current population is 227,598. The icons in the map below indicate the number of benchmark communities in each state.



### ARIZONA

1. Avondale (77,509)
2. Chandler (246,191)
3. Flagstaff\* (67,502)
- 4. Gilbert (227,598)**
5. Glendale (231,104)
6. Mesa (450,300)
7. Peoria (160,542)
8. Phoenix (1,485,719)
9. Scottsdale (222,208)
10. Surprise (121,627)
11. Tempe (165,155)

### CALIFORNIA

12. Huntington Beach (194,712)
13. Irvine (230,005)

### COLORADO

14. Fort Collins (148,634)

### FLORIDA

15. Orlando (249,525)

### GEORGIA

16. Sandy Springs (99,423)

### KANSAS

17. Overland Park (178,941)

### MASSACHUSETTS

18. Cambridge (106,456)

### MINNESOTA

19. St. Paul (290,776)

### NEVADA

20. Henderson (265,688)
21. North Las Vegas (223,489)

### NEW MEXICO

22. Albuquerque (555,419)
23. Las Cruces (101,053)
24. Santa Fe (69,211)

### NORTH CAROLINA

25. Durham (239,320)

### TEXAS

26. Amarillo (195,571)
27. Austin (842,595)
28. Corpus Christi (312,192)
29. Garland (233,623)
30. Plano (270,816)
31. Sugar Land (82,479)

### UTAH

32. Salt Lake City (189,311)

### WASHINGTON

33. Bellevue (126,447)

### WISCONSIN

34. Madison (240,315)

Population source: Arizona population estimates obtained from Maricopa Association of Governments (MAG) October 2013 report. Population estimates outside Arizona reflect American Community Survey (ACS) 2012 1-year estimates, as these are the most recent projections available.

\*Flagstaff estimate not available through MAG; Arizona Department of Economic Security (DES) estimate utilized.

## Gilbert Departments and Benchmark Communities

The matrix below depicts the benchmark communities utilized by each department. Departments selected 2-3 municipalities within Arizona and 2-3 municipalities outside Arizona to serve as benchmarks, based primarily on population, demographics and/or service delivery in each functional area. Some departments elected to include additional benchmarks, which are included below. The benchmark communities identified by the 2013 Town of Gilbert National Citizen Survey were utilized most frequently as comparable organizations in this report.

	Town Manager	Town Attorney	Town Clerk	Comm.	Econ. Develop.	Human Resources	IT	Intergov. Relations	Mgmt. & Budget	Accounting
Avondale, AZ				x				x		
Chandler, AZ	x		x	x	x	x	x		x	x
Flagstaff, AZ										
Glendale, AZ			x			x			x	
Mesa, AZ						x		x	x	
Peoria, AZ	x	x				x		x	x	
Phoenix, AZ						x		x	x	
Scottsdale, AZ	x		x		x	x		x	x	x
Surprise, AZ						x				
Tempe, AZ		x				x	x		x	x
Huntington Beach, CA					x					
Irvine, CA					x					
Fort Collins, CO	x			x		x	x			
Orlando, FL			x							
Sandy Springs, GA					x					
Overland Park, KS										
Cambridge, MA			x							
St. Paul, MN										
Durham, NC		x			x				x	
Albuquerque, NM										
Las Cruces, NM										
Santa Fe, NM										
Henderson, NV	x						x			x
North Las Vegas, NV										
Amarillo, TX										
Austin, TX										
Corpus Christi, TX										
Garland, TX					x					
Plano, TX	x	x		x		x			x	x
Sugar Land, TX					x					
Salt Lake City, UT									x	
Bellevue, WA			x							
Madison, WI									x	
<i>*All police functional areas - professional standards, patrol services, special enforcement and criminal investigations - utilized the same benchmark communities</i>										
	National Citizen Survey (NCS) Benchmark City, see page 10 for more information on the NCS survey									
x	Utilized as a benchmark community for that department/division									

Continued...

	Facilities	Utility Bill	Dev. Services	Prosecutor	7ci fh	Police*	Fire	Parks and Rec.	Environ. Services	Streets	Water	Waste-water
Avondale, AZ												
Chandler, AZ	x		x	x	x	x	x	x	x	x	x	x
Flagstaff, AZ					x							
Glendale, AZ			x				x					
Mesa, AZ		x	x	x		x					x	x
Peoria, AZ	x	x	x		x							
Phoenix, AZ			x									
Scottsdale, AZ			x	x			x	x	x	x	x	x
Surprise, AZ			x									
Tempe, AZ	x	x		x							x	x
Huntington Beach, CA												
Irvine, CA			x									
Fort Collins, CO			x									
Orlando, FL												
Sandy Springs, GA												
Overland Park, KS						x						
Cambridge, MA												
St. Paul, MN										x		
Durham, NC			x								x	x
Albuquerque, NM									x			
Las Cruces, NM										x		
Santa Fe, NM												x
Henderson, NV		x				x	x	x				x
North Las Vegas, NV	x											
Amarillo, TX											x	x
Austin, TX									x			
Corpus Christi, TX											x	x
Garland, TX									x			
Plano, TX	x	x				x	x	x				
Sugar Land, TX												
Salt Lake City, UT												
Bellevue, WA												
Madison, WI												
<i>*All police functional areas - professional standards, patrol services, special enforcement and criminal investigations - utilized the same benchmark communities</i>												
	National Citizen Survey (NCS) Benchmark City, see page 10 for more information on the NCS survey											
x	Utilized as a benchmark community for that department/division											

## Gilbert Benchmark Communities – Comparative Data

The following chart highlights select demographics obtained from Census data and the American Community Survey 1-year estimates for 2012.

### Gilbert highlights:

- 6th highest median household income; highest among Arizona communities listed
- 8th lowest unemployment rate; lowest among Arizona communities listed
- 13th highest per capita income; 2nd highest among Arizona communities listed
- 15th in median home value for all benchmark communities; 3rd highest among Arizona communities

City/Town	Median Age	Avg. Household Size	Median Home Value	Med. Household Income	Per Capita Income	Unemployment Rate
Avondale, AZ	28.0	3.44	\$117,600	\$51,237	\$20,702	9.9%
Chandler, AZ	34.4	2.82	\$201,400	\$70,122	\$30,728	6.3%
Flagstaff, AZ	25.1	2.59	\$258,400	\$48,522	\$23,678	6.1%
<b>Gilbert, AZ</b>	<b>33.1</b>	<b>3.04</b>	<b>\$209,300</b>	<b>\$79,916</b>	<b>\$31,035</b>	<b>5.9%</b>
Glendale, AZ	33.6	2.84	\$124,800	\$45,765	\$21,570	9.6%
Mesa, AZ	35.6	2.68	\$129,400	\$47,256	\$23,731	9.2%
Peoria, AZ	38.3	2.79	\$162,900	\$61,880	\$27,864	6.4%
Phoenix, AZ	32.9	2.82	\$140,500	\$44,153	\$22,594	9.7%
Surprise, AZ	36.1	2.89	\$160,400	\$59,553	\$24,017	9.1%
Scottsdale, AZ	44.4	2.20	\$355,200	\$72,102	\$50,419	7.0%
Tempe, AZ	28.1	2.43	\$174,200	\$45,009	\$25,659	8.3%
Huntington Beach, CA	38.7	2.74	\$603,000	\$80,020	\$40,492	9.4%
Irvine, CA	34.1	2.69	\$630,400	\$96,278	\$42,617	7.6%
Fort Collins, CO	30.1	2.42	\$248,800	\$51,343	\$28,828	7.8%
Orlando, FL	32.4	2.39	\$137,900	\$41,695	\$25,254	11.7%
Sandy Springs, GA	33.4	2.34	\$405,100	\$61,118	\$48,339	4.5%
Overland Park, KS	37.8	2.39	\$221,900	\$70,289	\$39,242	4.4%
Cambridge, MA	30.9	2.05	\$546,800	\$76,264	\$49,966	4.8%
St. Paul, MN	31.3	2.52	\$168,300	\$48,235	\$25,072	10.0%
Durham, NC	32.9	2.30	\$174,500	\$49,332	\$28,686	8.3%
Albuquerque, NM	35.3	2.45	\$181,400	\$45,373	\$25,786	8.8%
Las Cruces, NM	31.1	2.66	\$146,600	\$40,768	\$19,923	15.6%
Santa Fe, NM	44.3	2.11	\$266,200	\$47,348	\$33,034	11.3%
Henderson, NV	41.4	2.64	\$186,500	\$61,404	\$32,735	10.3%
North Las Vegas, NV	29.5	3.28	\$120,800	\$49,586	\$19,021	10.6%
Amarillo, TX	32.8	2.62	\$115,000	\$46,028	\$22,242	4.9%
Austin, TX	31.7	2.49	\$222,100	\$52,453	\$31,130	7.1%
Corpus Christi, TX	34.7	2.76	\$113,900	\$63,423	\$23,776	6.1%
Garland, TX	33.5	3.22	\$111,700	\$49,652	\$20,487	9.3%
Plano, TX	37.3	2.70	\$212,600	\$81,475	\$41,385	4.9%
Sugar Land, TX	42.3	3.15	\$271,400	\$113,465	\$44,472	5.4%
Salt Lake City, UT	31.4	2.44	\$222,700	\$42,827	\$27,430	8.3%
Bellevue, WA	37.4	2.35	\$507,600	\$91,449	\$51,309	5.6%
Madison, WI	30.3	2.25	\$206,600	\$51,180	\$30,353	5.9%

Data source: All data reflects ACS 1-year 2012 estimates, which can be found at <http://factfinder2.census.gov>.

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

Below are some comparative figures that highlight Gilbert in reference to 10 other Phoenix metropolitan communities: Avondale, Chandler, Glendale, Goodyear, Mesa, Peoria, Phoenix, Scottsdale, Surprise and Tempe.

### Total FY13-14 Adopted Budget

	Gilbert	Avondale	Chandler	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe
<b>FY13-14 Projected Population</b>											
	227,598	77,509	246,191	231,104	72,274	450,300	160,542	1,485,719	222,208	121,627	165,155
<b>FY13-14 Total Adopted Budget (in millions)</b>											
	\$446	\$174	\$804	\$576	\$205	\$1,264	\$468	\$3,502	\$1,193	\$223	\$547

Population data source: Maricopa Association of Governments (MAG) POPTAC update/Arizona State Demographer's Office, October 2013. Budget data source: FY13-14 Budget documents posted on municipal websites. Total budgets rounded to the nearest million.

### Municipal Property Tax\*

	Gilbert	Avondale	Chandler	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe
<b>Primary</b>											
	N/A	0.7884	0.3292	0.4974	1.1994	N/A	0.1900	1.4664	0.5342	1.0000	0.9177
<b>Secondary</b>											
	1.1500	1.0176	0.9422	1.7915	0.7006	0.8636	1.2500	0.3536	0.7604	N/A	1.5705
<b>Total</b>											
	1.1500	1.8060	1.2714	2.2889	1.9000	0.8636	1.4400	1.8200	1.2946	1.0000	2.4882

\*Per \$100 assessed valuation. Figures reflect municipal rates and do not include school district, county rates, etc. Data collected from municipal websites and FY13-14 budget documents.

### Sales Tax (Transaction Privilege Tax)

	Gilbert	Avondale	Chandler	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe
<b>Retail</b>											
<b>State, County</b>	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%	6.30%
<b>Local</b>	1.50%	2.50%	1.50%	2.90%	2.50%	1.75%	1.80%	2.00%	1.65%	2.20%	2.00%
<b>Combined</b>	7.80%	8.80%	7.80%	9.20%	8.80%	8.05%	8.10%	8.30%	7.95%	8.50%	8.30%
<b>Hotel (Transient Lodging)*</b>											
<b>State, County</b>	7.27%	7.27%	7.27%	7.27%	7.27%	7.27%	7.27%	7.27%	7.27%	7.27%	7.27%
<b>Local</b>	4.50%	4.50%	4.40%	7.90%	2.50%	5.00%	5.60%	5.00%	5.00%	2.52%	5.00%
<b>Combined</b>	11.77%	11.77%	11.67%	15.17%	9.77%	12.27%	12.87%	12.27%	12.27%	9.79%	12.27%

\*Typically 30 days or less. Data collected from municipal websites and tax departments/divisions.

### Total Employment Within City or Town

	Gilbert	Avondale	Chandler	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe
<b>MAG Projections - Socioeconomic Projections Report, published June 2013</b>											
<b>2010</b>	74,558	14,064	112,851	78,593	24,227	160,814	40,852	747,669	165,809	19,516	169,095
<b>2020</b>	108,130	27,170	152,617	116,435	46,481	215,396	62,563	958,021	212,788	35,174	221,367

Maricopa Association of Governments (MAG) report available at: [http://www.azmag.gov/Documents/IS\\_2013-06-25\\_MAG-Socioeconomic-Projections-Population-Housing-and-Employment-June-2013.pdf](http://www.azmag.gov/Documents/IS_2013-06-25_MAG-Socioeconomic-Projections-Population-Housing-and-Employment-June-2013.pdf).

### Educational Attainment

	Gilbert	Avondale	Chandler	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe
<b>Percent of Population 25 Years and Older with Bachelor's Degree or Higher</b>											
	38.0%	20.1%	39.6%	21.4%	27.9%	23.5%	26.6%	25.4%	52.2%	27.5%	41.3%

Data source: ACS 2011 5-year estimates, total for male and female population 25 years and over.

**Gilbert Benchmarks -  
By Functional Area and Department**

**83** Benchmarks across

**25** Functional Areas in  
*17 Departments*

**33** *Benchmark Communities*  
*in 15 States*



# Management & Policy



## 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.

### Benchmark: Percentage of Residents Rating Contact with Employees as Good or Excellent

Comparison to Local / National Averages	
City/Town	Percentage
<b>Gilbert, AZ (2013)</b>	<b>88%</b>
Chandler, AZ (2009)	87%
Peoria, AZ (2013)	85%
Scottsdale, AZ (2011)	83%
Ft. Collins, CO (2012)	79%
Henderson, NV (2012)	79%
Plano, TX (2008)	87%
National Comparison	Much Above*
Benchmarked Communities Comparison	Above*

\*National Citizen Survey (NCS) benchmarks are recorded as “much above,” “above,” “similar” or “below.”

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

Comparison to Local / National Averages	
City/Town	Percentage
<b>Gilbert (2013)</b>	<b>77%</b>
Chandler, AZ (2009)	69%
Peoria, AZ (2013)	64%
Scottsdale, AZ (2011)	74%
Fort Collins, CO (2012)	N/A
Henderson, NV (2012)	66%
Plano, TX (2008)	67%
National Comparison	Much Above*
Benchmarked Communities Comparison	Much Above*

Note: Ft. Collins did not measure this question in 2012.

\*NCS benchmarks are recorded as “much above,” “above,” “similar” or “below.”

Data sources: Scottsdale, Peoria, Chandler and Ft. Collins surveys available on municipal websites: <http://www.scottsdaleaz.gov/citizensurvey>, [http://www.peoriaaz.gov/uploadedFiles/NewPeoriaAZ/About\\_Peoria/News\\_and\\_Press\\_Releases/FINAL2013Results.pdf](http://www.peoriaaz.gov/uploadedFiles/NewPeoriaAZ/About_Peoria/News_and_Press_Releases/FINAL2013Results.pdf), <http://www.chandleraz.gov/default.aspx?pageid=549>, <http://www.fcgov.com/citizensurvey/pdf/fort-collins-2012-report-final-2012-05-03.pdf>. Henderson, NV, results available through National Citizen Survey staff.

To view FY14 performance measures and objectives for the Town Manager’s office, [click here](#).



## Town Attorney

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 boasts low per capita legal expenditures.

### Benchmark: General Counsel/Town Attorney Expenditures as a Percentage of General Fund, Enterprise Fund and Operating Expenditures

Comparison to Local / National Averages				
City/Town	General Counsel/ Attorney Expenditures	Attorney Expenditures as Percent of General Fund Expenditures	Attorney Expenditures as Percent of Enterprise Fund Expenditures	Attorney Expenditures as Percent of Total Operating Expenditures
<b>Gilbert, AZ</b>	<b>\$1,003,392</b>	<b>1.0%</b>	<b>2.0%</b>	<b>0.6%</b>
Peoria, AZ	\$2,003,812	1.8%	2.5%	0.9%
Tempe, AZ	\$2,989,974	1.9%	3.6%	1.2%
Durham, NC	\$1,552,091	0.8%	1.5%	0.4%
Plano, TX	\$1,314,082	0.7%	1.2%	0.4%

Data source: Municipal budget documents.

Note: All figures are actuals for FY2012, as they are the most recent audited actuals available. General fund and enterprise fund selected as most civil litigation expenses for general municipal operations are in these categories. Operating expenditures include general fund, enterprise fund, internal service fund and other operating expenses. Debt service and capital were excluded.

### Benchmark: Per Capita Legal Expenditures

Comparison to Local / National Averages			
City/Town	2012 Population*	Town Attorney Expenditures	Per Capita
<b>Gilbert, AZ**</b>	<b>221,136</b>	<b>\$1,003,392</b>	<b>\$4.54</b>
Peoria, AZ	159,761	\$2,003,812	\$12.54
Tempe, AZ	166,862	\$2,989,974	\$17.92
Durham, NC	239,320	\$1,552,091	\$6.49
Plano, TX	270,816	\$1,314,082	\$4.85

Data source: Municipal budget documents.

\*American Community Survey (ACS) 1-year population estimates for 2012 used to keep expenditure year and population year consistent.

\*\*Gilbert legal expenditures include all legal expenditures across all funds.

Note: Per capita legal expenditures reflects operating expenses of town attorney's office; they do not include claim settlements.

To view FY14 objectives for the Town Attorney's office, [click here](#).

Performance measures for FY14 were not recorded, but will be developed and tracked in future years.



## 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) Staff per 1,000 Residents

Comparison to Local / National Averages			
City/Town	Clerk's Office FTE	Population*	Clerk FTE per 1,000 residents
<b>Gilbert, AZ</b>	<b>6</b>	<b>227,598</b>	<b>0.026</b>
Chandler, AZ	6	246,191	0.024
Glendale, AZ	6	231,104	0.026
Scottsdale, AZ	8	222,208	0.036
Orlando, FL**	7	249,525	0.028
Cambridge, MA	10	106,456	0.094
Bellevue, WA	14.75	126,447	0.117

Data source: municipal budget documents. FY14 Maricopa Association of Governments (MAG) population estimates used for Gilbert, Chandler, Glendale and Scottsdale. ACS 2012 1-year population estimates used for Orlando, Bellevue and Cambridge as these are the most recent estimates available.

\*Orlando FTE reflects FY13 approved positions. Orlando FY runs October 1 to September 30; FY14 budget book available at time of publication. All other figures reflect FY14 approved positions.

Note: Figures reflect authorized FTE positions within city or town. Some municipalities contract out for additional clerk's office services – Gilbert does not – all duties with the exception of support for biennial elections are conducted in-house.

### Benchmark: Draft Council Minutes Posted to the Town Website for Public Accessibility and Transparency

Gilbert posts draft minutes in lieu of actions as required by the Open Meeting Law; no other community was identified that posts draft minutes to the Internet this quickly and this could therefore be considered "best in class."

Comparison to Local / National Averages	
City/Town	Time to Post
<b>Gilbert, AZ</b>	<b>3 working days after meeting</b>
Chandler, AZ*	Available in next Council agenda packet
Glendale, AZ	Available in next Council agenda packet
Scottsdale, AZ**	Available in next Council agenda packet
Orlando, FL	5 working days
Cambridge, MA	10 working days
Bellevue, WA	14.75 working days

Data source: Municipal websites and staff. Represents current practice as of August 2013.

\*Full minutes for the City of Chandler are not available until the next Council agenda packet, but voting results are published the day following the meeting.

\*\*A marked agenda for the City of Scottsdale is typically posted within 24 hours of a meeting; full minutes are available in the next Council agenda packet.



**Draft Council minutes posted 3 working days after meeting.**

**Benchmark: Regular Council Meeting Agenda and Agenda Items Posted on the Town Website for Accessibility and Transparency.**

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.

Comparison to Local / National Averages	
City/Town	Time to Post
<b>Gilbert, AZ</b>	<b>7 days prior</b>
Chandler, AZ	7 days prior
Glendale, AZ	5 days prior
Scottsdale, AZ	10 days prior
Cambridge, MA	3 days prior
Bellevue, WA	3 days prior

Data source: Municipal websites and staff. Data represents current practice as of August 2013.

To view FY14 performance measures and objectives for the Town Clerk, [click here](#).



High Performing Gov.

**Office of Communications**

The Office of Communications is responsible for all internal, external, and digital communications, video production, broadcast, public relations, media relations and marketing efforts for the Town of Gilbert. The formation of a digital communications team is positioning Gilbert to be a leader in digital government.



Technology Leader

One example of the team’s innovative strategy is the introduction of the Digital State of the Town in 2013 – the first of its kind in the state and country. Through the creation of a 22-minute documentary video production, Gilbert was able to reach residents and others through a digital realm, instead of a traditional live speech. The communications team has already received a great deal of recognition for this production, including a national Silver Circle Award from the City-County Communications & Marketing Association (3CMA) for TV and video, as well as an Award of Merit for the Copper Anvil Awards from the Public Relations Society of America (PRSA).

The video is available at: <http://www.gilbertaz.gov/stateofthetown>. The town also produces bi-weekly video manager updates, which are a unique way to update residents on the many projects and programs underway at the Town of Gilbert. These updates can be viewed on the town’s YouTube channel [here](#).



**Followers**  
**Twitter: 4,551**  
**Facebook: 1,181**

**Benchmark: Communications Full-Time Equivalent (FTE) Staff per 1,000 Residents**

Communications - FTE per 1,000 Residents			
City/Town	FTE	Population	FTE per 1,000
<b>Gilbert, AZ</b>	<b>6</b>	<b>227,598</b>	<b>0.026</b>
Avondale, AZ	6	77,509	0.077
Chandler, AZ*	9	246,191	0.037
Fort Collins, CO	15	148,634	0.101
Plano, TX	13	270,816	0.048

Data source: Information provided by municipal communications staff. FTE positions include those authorized for FY14. Gilbert, Avondale and Chandler population figures reflect the most recent population estimates from Maricopa Association of Governments (MAG) for FY14. ACS 1-year 2012 estimates utilized for Fort Collins and Plano. \*Chandler Office of Communications FTE count includes those functions that are similar to Gilbert staff. Mayor and Council assistants, printing and mail Chandler FTE not included.

## Benchmark: Mobile Applications

The information below details the number and type of mobile applications each of the benchmark communities have available to citizens. In addition to offering six mobile applications, the Town of Gilbert also offers a mobile application contest through its SPARK (Schools Participate in App Resource and Knowledge) App League, which is unique to the cities listed in this benchmark category.

City/Town	Mobile Applications	
	Number of Mobile Apps	Type
<b>Gilbert, AZ</b>	<b>6</b>	<b>1. Police department; 2. Heritage District; 3. Environmental services; Crime &amp; traffic data; Riparian preserve; 6. Code compliance</b>
Avondale, AZ	1	1. Resident concerns, code compliance
Chandler, AZ	2	1. Code violations; 2. Solid waste services
Fort Collins, CO	7	1. Code compliance; 2. city news; 3. facilities, events information; 4. GIS; 5. building permits; 6. mobile-friendly Web content; and 7. city docs
Plano, TX	1	1.

Data source: Information provided by municipal communications staff. Data collected reflects activity as of August 2013.

## Benchmark: Press Releases

Press releases are one tool that communications staff utilize to disseminate town information to residents. The information below depicts the estimated average number of press releases issued per month, based on year-to-date (YTD) releases. In addition to traditional print releases, the Town of Gilbert utilizes other forms of non-traditional mediums to communicate with the media, including video news releases and program-ready video uploads to the Gilbert Digital Newsroom.

Press Releases - Traditional (Print) and Video	
City/Town	Estimated Number/Month
<b>Gilbert, AZ</b>	<b>16</b>
Avondale, AZ	17
Chandler, AZ	23
Fort Collins, CO	20
Plano, TX	7

Data source: Information obtained from municipal websites and communications staff for FY13.

## Benchmark: Social Media

Social Media - Resident Engagement				
City/Town	Facebook		Twitter	
	Likes	Established	Followers	Established
<b>Gilbert, AZ</b>	<b>1,181</b>	<b>2012</b>	<b>4,551</b>	<b>2009</b>
Avondale, AZ	1,573	2009	220	2012
Chandler, AZ	8,545	2009	9,505	2008
Fort Collins, CO	7,125	2009	9,709	2009
Plano, TX	4,062	2009	4,828	2008

\*Followers as of January 2014. Facebook and Twitter page counts represent main "Town of" or "City of" pages, and not individual department pages. In addition to Facebook and Twitter, the Town of Gilbert also utilizes Instagram and Instagram Video, YouTube, Pinterest, Flickr, RSS Feeds, Google+ and LinkedIn.



*Gilbert offers 6 mobile applications.*

To view FY14 objectives for the Office of Communications, [click here](#).

Performance measures for FY14 were not recorded, but will be developed and tracked in future years.



## Office of Economic Development

The mission of the Gilbert Office of Real Estate & Economic Development (OREED) is to attract, grow, and retain business and industry to the community. The Gilbert OREED outlined the following human capital benchmarks, which compare resident workforce with respect to educational attainment, quality of local schools, occupational and industry orientation. These were selected because they are key factors in a municipality's ability to attract and retain a strong workforce.

The “best in class” comparative areas in these benchmarks provide sound examples of human capital capacities that align with what Gilbert strives to become. 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 Gilbert's target clusters. The target clusters for Gilbert include:

- Advanced Business Services
- Clean Tech - specifically algae biofuels
- Software - application software linked to health care
- Aerospace Supply Chain - for satellites and other space vehicles
- Specialty Health Care – related to cancer, heart disease and stem cell treatments

### Benchmark: Share of High Tech Industry Employment

Comparison to Local / National Averages	
City/Town	Percentage
<b>Gilbert, AZ</b>	<b>5.3%</b>
Chandler, AZ	9.8%
Scottsdale, AZ	4.4%
Huntington Beach, CA	7.3%
Irvine, CA	15.2%
Sandy Springs, GA	8.1%
Durham, NC	12.8%
Garland, TX	5.5%
Sugar Land, TX	5.7%

Data source: County Business Patterns, 2011 zip code data.

### Benchmark: Percent of Workers in Science and Engineering Occupations

Comparison to Local / National Averages	
City/Town	Percentage
<b>Gilbert, AZ</b>	<b>15.8%</b>
Chandler, AZ	14.9%
Scottsdale, AZ	13.0%
Huntington Beach, CA	13.1%
Irvine, CA	20.5%
Sandy Springs, GA	13.3%
Durham, NC	18.7%
Garland, TX	8.2%
Sugar Land, TX	22.3%

Data source: U.S. Census Bureau, American Community Survey 2011, 5-year estimates.

## Benchmark: Educational Attainment – Percentage of Residents Age 25 and Older with a Bachelor’s Degree or Higher

Comparison to Local / National Averages	
City/Town	Percentage
<b>Gilbert, AZ</b>	<b>38.0%</b>
Chandler, AZ	39.6%
Scottsdale, AZ	52.2%
Huntington Beach, CA	40.4%
Irvine, CA	65.0%
Sandy Springs, GA	58.9%
Durham, NC	46.3%
Garland, TX	21.4%
Sugar Land, TX	54.6%

Data source: U.S. Census Bureau, American Community Survey 2011, 5-year estimates.

## Benchmark: Secondary Education Quality

Comparison to Local / National Averages		
City/Town	% of HS Students Proficient in Math	College Readiness Index*
<b>Gilbert, AZ</b>	<b>74.0%</b>	<b>14.1</b>
Chandler, AZ	74.0%	22.9
Scottsdale, AZ	69.0%	23.3
Huntington Beach, CA	73.9%	27.2
Irvine, CA	85.4%	47.2
Sandy Springs, GA	92.0%	N/A
Durham, NC	56.0%	20.8
Garland, TX	86.0%	17.9
Sugar Land, TX	94.0%	26.9

Data source: US News, Best High Schools, district averages.

\*Maximum value is 100, national median is 14.8. National index is based on the percentage of 12 graders who tested and passed AP or IB exams. Data for Sandy Springs was not included in the report. Georgia Department of Education and the California Department of Education were used to determine math proficiencies for respective districts.

To view FY14 performance measures and objectives for the Office of Economic Development, [click here](#).



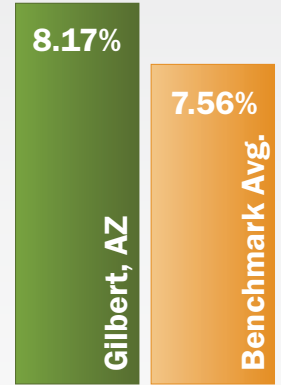
## Office of Human Resources

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: Rate of Turnover as of FY 13

Comparison to Local / National Averages	
City/Town	Percent
<b>Gilbert, AZ</b>	<b>8.17%</b>
Glendale, AZ	11.80%
Peoria, AZ	6.60%
Phoenix, AZ	5.34%
Scottsdale, AZ	7.44%
Tempe, AZ	6.34%
Fort Collins, CO	6.27%
Plano, TX	9.14%
US Bureau of Labor Statistics- State and Local Industry	1.40%

Data source: Local benchmark data obtained from a Job Information System (JIMS) inquiry on August 21, 2013. Data from Plano, TX was provided by senior compensation specialist. Data for Fort Collins, CO was provided by senior HRIS/benefits analyst.



Rate of Turnover

### Benchmark: Incidence Rate - Total Recordable Non-Fatal Cases per 100 Full-Time (FT) Employees, Reflects Frequency of On-the-Job Injuries/ Illnesses for Calendar Year 2012

Comparison to Local / National Averages	
City/Town	Rate
<b>Gilbert, AZ</b>	<b>9.5</b>
Chandler, AZ	5.7
Glendale, AZ	5.7
Mesa, AZ	8.1
Peoria, AZ	5.4
Scottsdale, AZ	5.9
Surprise, AZ	7.2
Tempe, AZ	5.5
Arizona Governmental Safety Association (AGSA) Average	7.4
Arizona Local Government*	5.5
National Local Government*	6.1

Data sources: Local benchmark data obtained from reporting members of Arizona Governmental Safety Association (AGSA) in May, 2013. Arizona Local Government and National Local Government data obtained from the Bureau of Labor Statistics.

\*Arizona Local Government and National Local Government data reflect calendar year 2011 (most recent data available).



**Benchmark: DART (Days Away/Restricted Transfer) Rate – Rate of Cases Involving Lost Time, Days of Restricted Work Activity and/or Job Transfer per 100 Full-Time Employees for Calendar Year 2012**

Comparison to Local / National Averages	
City/Town	Rate
<b>Gilbert, AZ</b>	<b>5.6</b>
Chandler, AZ	4.5
Scottsdale, AZ	5.9
Surprise, AZ	5.1
Arizona Local Government *	2.3
National Local Government *	2.6

*Data sources: Local benchmark data obtained from reporting members of Arizona Governmental Safety Association (AGSA) in May, 2013. Additional data from Chandler, Scottsdale and Surprise provided by Safety/Workers' Compensation Coordinators from those organizations 9/10/13. Arizona Local Government and National Local Government data obtained from the Bureau of Labor Statistics.*

*\*Arizona Local Government and National Local Government data reflect calendar year 2011 (the most recent data available).*

**Benchmark: Days Away Rate – Rate of Cases Involving Lost Time per 100 Full-Time Employees, Reflects Severity of On-the-Job Injuries/Illnesses as of Calendar Year 2012**

Comparison to Local / National Averages	
City/Town	Rate
<b>Gilbert, AZ</b>	<b>3.6</b>
Chandler, AZ	2.1
Glendale, AZ	1.0
Mesa, AZ	2.0
Peoria, AZ	1.7
Scottsdale, AZ	3.8
Surprise, AZ	4.4
Tempe, AZ	0.9
Arizona Governmental Safety Association (ASGA) Average	1.8
Arizona Local Government *	1.1
National Local Government *	1.9

*Data sources: Local benchmark data obtained from reporting members of Arizona Governmental Safety Association (AGSA) in May, 2013. Arizona Local Government and National Local Government data obtained from the Bureau of Labor Statistics.*

*\*Arizona Local Government and National Local Government data reflect calendar year 2011 (the most recent data available).*

To view FY14 performance measures and objectives for the Office of Human Resources, [click here](#).



## 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. Keeping these systems operational is essential to providing 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 and inconvenience to the Town’s customers.

Comparison to Local / National Averages	
City/Town	Performance (%)
<b>Gilbert, AZ</b>	<b>99.32%</b>
Chandler, AZ*	99.00%
Tempe, AZ	N/A
Fort Collins, CO	99.19%
Henderson, NV**	99.29%

\*Only reported whole numbers.

\*\*Henderson, NV tracks availability for critical systems, which include application, network and telephone availability. One figure reported for all three.

**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.

Comparison to Local / National Averages	
City/Town	Performance (%)
<b>Gilbert, AZ</b>	<b>99.90%</b>
Chandler, AZ*	98.00%
Tempe, AZ	99.93%
Fort Collins, CO**	N/A
Henderson, NV	99.29%

\*Only reported whole numbers.

\*\*Fort Collins does not have ability to record network availability per city staff; looking for ways to measure in future.

**Benchmark: Telephone Availability** – The town’s telephone system is essential to interacting with residents and businesses in need of town services. A telephone outage has a direct and immediate impact on customer service and employee productivity.

Comparison to Local / National Averages	
City/Town	Performance (%)
<b>Gilbert, AZ</b>	<b>99.90%</b>
Chandler, AZ*	99.00%
Tempe, AZ	99.93%
Fort Collins, CO	99.93%
Henderson, NV	99.29%

\*Only reported whole numbers.

Data source: Municipal FY13 budget documents, IT department staff and municipal websites.



**99.90%**  
*Network Availability*

To view FY14 performance measures and objectives for the Office of Information Technology, [click here](#).



## Office of Intergovernmental Relations

The Office of Intergovernmental Relations represents and advocates for the interests of the Town of Gilbert to the benefit of its citizens and business community. This includes building, maintaining, and facilitating meaningful relationships on behalf of the town with local, regional, state and federal organizations, agencies, groups and individuals as well as providing policy analysis and staffing assistance to the town’s elected officials and management.

Peer cities in the state and across the nation have adopted vastly different approaches to handling intergovernmental relations. The widely differing models, highly qualitative nature of the work, and absence of standardization or measurement at the state and national levels create unique challenges to performance benchmarks.

To successfully advocate for the interests of the town, the Office of Intergovernmental Relations is continuously striving to expand its scope of knowledge and influence in appropriate legislative and policy areas. “Best in class” in the Office of Intergovernmental Relations should focus both on successful advocacy and regular and transparent communication regarding the Town’s legislative activities to residents. The measure below depicts the department’s efficiency in its operations.

### Benchmark: FY14 Government Relations Staff per 1,000 Residents

Comparison to Local Municipalities			
City/Town	Number of Employees*	Population	Staff per 1,000 Residents
<b>Gilbert, AZ</b>	<b>2</b>	<b>227,598</b>	<b>0.009</b>
Avondale, AZ	1	77,509	0.013
Mesa, AZ	4	450,300	0.009
Peoria, AZ	3	160,542	0.019
Phoenix, AZ	6	1,485,719	0.004
Scottsdale, AZ	2	222,208	0.009

*Data source: Municipal government relations departments. Due to the unique nature of intergovernmental relations in the Phoenix metropolitan area, only regional benchmarks are used. Population estimates for FY14 obtained from Maricopa Association of Governments (MAG).*

*\*Figures include contract and full-time government relations staff. Mesa has two on staff, two on contract. Peoria has two on staff, one on contract. Phoenix has three on staff, three on contract. Scottsdale has one on staff, one on contract.*

To view FY14 objectives for the Office of Intergovernmental Relations, [click here](#).

Performance measures for FY14 were not recorded, but will be developed and tracked in future years.



## 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, enacting, and implementing the town's budget. OMB is committed to improving the effectiveness and efficiency of government programs and rules. 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 an 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, by looking at the financials of those AAA-bond rated municipalities.

Comparison to Local / National Averages	
City/Town	Rating
<b>Gilbert, AZ</b>	<b>Aa1</b>
Chandler, AZ	Aaa
Scottsdale, AZ	Aaa
Durham, NC	Aaa
Plano, TX	Aaa
Salt Lake City, UT*	AAA
Madison, WI	Aaa

Data source: Wedbush Securities, Moody's, and Fitch Ratings.

\*Salt Lake City rating is from Fitch. All others are Moody's bond ratings. All reflect the most recent bond rating available, direct from rating agencies.

Note: The highest possible rating a municipality can receive is an Aaa. Gilbert is at the highest Aa rating possible before reaching an Aaa rating.

### Benchmark: Budgeted FY14 Full-Time Equivalent (FTE) Per Capita (Organization-Wide).

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

Comparison to Local / National Averages			
City/Town	Population	Total FTE*	FTE per 1,000
<b>Gilbert, AZ</b>	<b>227,598</b>	<b>1,237.62</b>	<b>5.44</b>
Chandler, AZ	246,191	1,589.23	6.46
Scottsdale, AZ	222,208	2,415.72	10.87
Durham, NC	273,392	2,364.00	8.65
Plano, TX	270,816	2,409.50	8.90
Salt Lake City, UT	189,311	2,212.31	11.69
Madison, WI	240,315	2,774.70	11.55

Population data source: Gilbert, Scottsdale, Chandler FY14 projections from Maricopa Association of Governments (MAG) population estimates; others reflect ACS 1-year estimates for 2012.

Personnel data source: FY14 adopted budget documents. Calculation divides total FTE by population and is then multiplied by 1,000 for FTE per 1,000.

\*Note: Plano, TX FTE listed as full-time or part-time only (no decimals). Therefore, FTE count includes all full-time and all part-time (at .5 per PT), less convention & visitors bureau personnel. Salt Lake City (557.3), Chandler (6), and Scottsdale (14), FTE counts include all FTE less airport personnel.

**Benchmark: FY14 Budgeted Ongoing General Fund/General Government Expenditures per Capita**

**\$497.33**

*Budgeted Ongoing  
General Fund  
Expenditures per Capita*

Comparison to Local / National Averages			
City/Town	FY14 Budgeted Ongoing GF Expenditures*	Population	Expenditures per Capita
<b>Gilbert, AZ</b>	<b>\$113,192,053</b>	<b>227,598</b>	<b>\$497.33</b>
Chandler, AZ	\$176,472,068	246,191	\$716.81
Scottsdale, AZ	\$224,796,494	222,208	\$1,011.65
Durham, NC	\$169,237,365	273,392	\$619.03
Plano, TX	\$216,958,955	270,816	\$801.13
Salt Lake City, UT	\$213,412,740	189,899	\$1,123.82
Madison, WI	\$169,232,406	240,315	\$704.21

\*Municipal fund budget structures vary between organizations. Accordingly, for this metric, operating expenditures defined as ongoing general fund expenditures, which include public safety, community services, development and general government. Ongoing operating expenditures do not include debt service, contingency/reserves or transfers. Data source: FY14 municipal budget books and budget staff.

**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. The analysis incorporates both the estimated annual cost for direct services provided by a 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 for June 2013 are provided below.

Comparison to Local Municipalities	
City/Town	Estimated Annual Cost per Household
<b>Gilbert, AZ</b>	<b>\$1,353</b>
Chandler, AZ	\$1,390
Glendale, AZ	\$1,990
Mesa, AZ	\$1,574
Peoria, AZ	\$1,646
Phoenix, AZ	\$1,688
Scottsdale, AZ	\$1,578
Tempe, AZ	\$1,683

\*Data source: City of Tempe, AZ Average Residential Household Cost Comparison, which can be found here: <http://www.tempe.gov/index.aspx?page=546>.

To view FY14 performance measures and objectives for the Office of Management and Budget, [click here](#).

# Management Services

Management Services represents the financial and management services functions of the town, including: Accounting, Purchasing, Tax Compliance, Facilities Maintenance, 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; management of town-wide facility and fleet maintenance.

Three divisions within Management Services are highlighted below: Accounting, Facilities and Utility Billing.



## Accounting Division

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 Officers Association (GFOA) Certificate of Excellence for Financial Accounting for 22 consecutive years and is dedicated to providing exemplary service in the most efficient means possible. The division’s benchmark highlights staff efficiency through its low number of full-time equivalents (FTE).

### Benchmark: Accounting Full-Time Equivalent (FTE) Staff per 1,000 Residents

Comparison to Local / National Averages			
City/Town	Number of Employees	Population	FTE per 1,000 Residents
<b>Gilbert, AZ</b>	<b>9</b>	<b>227,598</b>	<b>0.040</b>
Chandler, AZ	16	246,191	0.065
Scottsdale, AZ	24	222,208	0.108
Tempe, AZ	14.5	165,155	0.088
Henderson, NV	30	270,861	0.111
Plano, TX	15	270,816	0.055

*Data source: FTE data obtained from FY14 online budget documents; Henderson via email from municipal staff. FTE includes all authorized positions for FY14. Arizona population projections for FY14 obtained from Maricopa Association of Governments (MAG). Henderson and Plano represent ACS 2012 1-year estimates or the most recent population projection from city staff, whichever figure was greater.*

To view FY14 performance measures and objectives for Accounting, [click here](#).



## 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: Staffing Levels and Square Feet of Building Space per Maintenance Employee

Comparison to Local / National Averages			
City/Town	Square feet	# of Maintenance workers/staff*	Square feet per employee
<b>Gilbert, AZ</b>	<b>850,000</b>	<b>9</b>	<b>94,444</b>
Chandler, AZ	891,000	16	55,688
Peoria, AZ	800,000	21	38,095
Tempe, AZ	1,500,000	16	93,750
N. Las Vegas, NV	1,000,000	9	111,111
Plano, TX	1,455,000	20	72,750

Data source: FY14 budget books and municipal facilities staff.

Note: Square feet rounded to the nearest thousand. 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.

To view FY14 performance measures and objectives for Facilities, [click here](#).



## 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.

### Benchmarks: Customer Care Center and Billing

Comparison to Local / National Averages				
City/Town	Call Center abandon rate for utility calls	Call Center average answer speed (utility calls)	Percentage of utility customers who receive statements electronically	Percentage of utility customers on auto-pay
<b>Gilbert, AZ</b>	<b>10.0%</b>	<b>1:25</b>	<b>17.0%</b>	<b>24.0%</b>
Mesa, AZ	3.0%	1:50	21.0%	16.0%
Peoria, AZ	13.3%	2:04	15.5%	20.8%
Tempe, AZ*	13.6%	1:40	5.0%	16.5%
Henderson, NV	8.0%	1:07	13.0%	21.0%
Plano, TX	15.0%	2:00	6.0%	30.0%

\* Tempe had a new billing system initiated - usually they are under 5% on abandon rate and have a lower answer speed.

Data source: Municipal utility billing departments; collected in August 2013.



Call Center Average Answer Speed for Utility Billing

To view FY14 performance measures and objectives for Utility Billing, [click here](#).



# 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 Local / National Averages		
City/Town	Residential	Commercial
<b>Gilbert, AZ</b>	<b>9.5 days</b>	<b>7 days</b>
Chandler, AZ	<20 days	<20 days
Mesa, AZ	10 days	18 days
Phoenix, AZ*	22 days	21 days
Irvine, CA	10 days	20 days
Fort Collins, CO*	4-6 weeks	4-6 weeks
Durham, NC	N/A	N/A

Data source: Municipal websites and budget document performance measures.

Note: Measures for new build; excludes basic permits for fence/pool/tenant improvement.

\*Phoenix and Fort Collins measures are in calendar days, all others are in working days. Phoenix residential measure reflects a typical number of calendar days to complete initial plan review for custom and standard plans for new builds. Phoenix commercial measure reflects average for medium (5,000-50,000 square feet) commercial building plan.

## Benchmark: 2013 Single Family Building Permits

Comparison to Local Municipalities	
City/Town	Single Family Permits*
<b>Gilbert, AZ</b>	<b>1,927</b>
Chandler, AZ	545
Glendale, AZ	119
Mesa, AZ	1,109
Peoria, AZ	872
Phoenix, AZ	1,674
Scottsdale, AZ	408
Surprise, AZ	551

\*Permits reflect single family permit activity for calendar year 2013, from January to December.

Data source: Home Builders Association of Central Arizona.



**1,927**  
**2013 Single Family**  
**Building Permits**



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

Comparison to Local / National Averages	
City/Town, Residential, Commercial	Response
<b>Gilbert, AZ</b>	<b>100%</b>
Chandler, AZ	100%
Mesa, AZ	98%
Phoenix, AZ	96%
Irvine, CA	99%
Fort Collins, CO	100%
Durham, NC	90%

Data source: Obtained from municipal staff.

**Benchmark: Percent of Voluntary Code Compliance**

Comparison to Local / National Averages	
City/Town	Response
<b>Gilbert, AZ</b>	<b>99%</b>
Chandler, AZ	98%
Mesa, AZ	87%
Phoenix, AZ*	93%
Irvine, CA	N/A
Fort Collins, CO	99%
Durham, NC	95%

Data source: Data derived from each municipality's website.

\*City of Phoenix figure includes percentage of cases involving code enforcement and neighborhood preservation resolved voluntarily.

To view FY14 performance measures and objectives for Development Services, [click here](#).

# Legal and Court



Community Livability

## Town Prosecutor

The Town Prosecutor’s Office is responsible for pursuing misdemeanor cases that occur in Gilbert. The responsibilities of the office vary, but include reviewing cases that are submitted for long-form charging of criminal complaints, responding to motions and appeals, and preparing offers on cases that are pending in court. Many of the performance standards are regulated by the Rules of Criminal Procedure, which mandate the timeframes within which certain events must occur.



High Performing Gov.

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 protocol based on mandated criminal procedure time requirements.

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

Comparison to Local Municipalities				
City/Town	FY13 Case Volume*	Prosecutors	Caseload per Prosecutor	Time to Clear Long-forms
Gilbert, AZ	5,380	8	673	within 30 days
Chandler, AZ**	12,867	7	1,838	1-2 weeks
Mesa, AZ	20,030	16	1,252	1 week (40 hrs)
Scottsdale, AZ	12,116	11	1,101	15 (domestic violence), 30 days (other)
Tempe, AZ	16,491	7	2,356	w/in 30-60 days

Data source: Information from municipal prosecutors.

\*Case volume reflects citations and long-forms received from municipal police departments. This figure does not include civil citations. Cities with diversion programs may not accurately reflect the number of cases seen by prosecutors. Tempe and Scottsdale caseload numbers reflect total caseload less diversion program participants; Chandler and Mesa diversion program numbers were not available at the time of publication.

\*\*Chandler figures reflect number of appearances, rather than number of cases. Appearances may include duplicates, e.g. pre-trial clearance, set to trial, etc.

The volume of cases handled by a prosecutor’s office can be difficult to measure and benchmark, given that some municipalities offer diversion programs. Diversion programs allow an offender to complete a pre-determined series of steps or actions, in lieu of the person being charged. Diversion provides for the dismissal of a criminal complaint on successful completion of the program’s requirements under A.R.S. § 9-500.22. Such programs decrease the total number of cases managed directly by a prosecutor’s office, while the total FY13 case volume for citations and long-forms received from municipal police departments will not reflect a corresponding decrease.

Therefore, cities with a high number of cases that are diverted may appear to have a higher caseload per prosecutor, while in fact the difference may indicate a discrepancy in activity, and not workload. Gilbert does not have a diversion program.

The Town of Gilbert Prosecutor’s Office is actively involved in the arraignment of all cases and schedules interviews between the defense attorney and the officers or witnesses.

To view FY14 performance measures and objectives for the Town Prosecutor’s Office, [click here](#).



## 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. Comparisons on a national level should be made at the state to state level, not from a local perspective. Local comparisons are difficult as well because jurisdictions can vary wildly 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 considered are most similar in case filings and less similar in size. Currently, the specific performance measurements considered are clearance rates, cost per case, cost per case disposed, revenue and revenue per case disposed.

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

### Benchmark: Ranking – Number of Court Cases Filed per Fiscal Year

Jurisdictions ranked by total case volume in fiscal year 2012. A total of 83 municipal courts are ranked.

Comparison to Local Jurisdictions	
City/Town	Case Volume Ranking (out of 83)
<b>Gilbert, AZ</b>	<b>9</b>
Chandler, AZ	8
Flagstaff, AZ	13
Peoria, AZ	14

Data source: Arizona Supreme Court

### Benchmark: Caseload per Municipal Judge

Comparison to Local Jurisdictions			
City/Town	Cases filed	Number of Judges	Caseload per Judge
<b>Gilbert, AZ</b>	<b>25,554</b>	<b>4.0</b>	<b>6,389</b>
Chandler, AZ*	31,809	3.0	10,603
Flagstaff, AZ	17,986	2.5	7,194
Peoria, AZ	17,473	1.0	17,473

Data source: Arizona Supreme Court.

Note: Cities may elect to utilize pro-tem judges for their cases; these judges are contracted out and do not count towards number of judges on staff. Those who utilize pro-tem judges more frequently will show a higher caseload per judge on staff, though the actual caseload handled directly will vary based on the scheduling and use of pro-tem judges.

\*Cases filed with the City of Chandler include cases that result from red light photo enforcement. Gilbert does not have such a program and therefore, the total number of cases will be lower.

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

Comparison to Local Jurisdictions			
City/Town	Cases filed	Cases disposed	Clearance rate*
<b>Gilbert, AZ</b>	<b>25,554</b>	<b>27,724</b>	<b>1.08</b>
Chandler, AZ	31,809	34,437	1.08
Peoria, AZ	17,473	22,207	1.27
Flagstaff, AZ	17,986	20,938	1.16

Data source: Arizona Supreme Court

\*Clearance rates - The number of outgoing (disposed) cases as a percentage should meet or exceed the number of the incoming cases.

# 1.08

Case clearance rate

## Benchmark: Revenue

Comparison to Local Jurisdictions		
City/Town	Revenue*	Revenue to case disposed
<b>Gilbert, AZ</b>	<b>\$7,051,858</b>	<b>\$254.36</b>
Chandler, AZ	\$6,106,007	\$177.31
Peoria, AZ	\$3,977,783	\$179.12
Flagstaff, AZ	\$3,220,993	\$153.83

Data source: Arizona Supreme Court

\*Collection of monetary penalties - Monetary penalties, restitution and fees are collected and distributed within established guidelines.

## Benchmark: Expenditures and Costs

Comparison to Local Jurisdictions			
City/Town	Expenditures	Cost per case filed*	Cost to case disposed
<b>Gilbert, AZ</b>	<b>\$2,947,154</b>	<b>\$115.33</b>	<b>\$106.30</b>
Chandler, AZ	\$3,571,766	\$112.29	\$103.72
Peoria, AZ	\$1,993,546	\$114.09	\$89.77
Flagstaff, AZ	\$2,675,294	\$148.74	\$127.77

Data source: Arizona Supreme Court

\*Cost per case - The cost of processing a case results in a sufficient outcome.

Notes: Expenditures include general fund budget and local court funds. Revenue includes all fines, surcharges, fees and restitution. Expenditures and revenue figures included in the benchmarks above are those recorded by the Arizona Judicial Branch and do not reflect town financials, as items are accounted for differently. However, for consistency with local comparisons, all data for these measures were abstracted from the Arizona Supreme Court data sets: <http://www.azcourts.gov/statistics/AnnualDataReports/2012DataReport.aspx>.

To view FY14 performance measures and objectives for the Municipal Court, [click here](#).

# Police Department

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 2011 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 were last updated in July 2013.

Additional data (e.g., 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 2012.



## Police Department – Office of Professional Standards

### Benchmark: Number of at Fault Officer Involved Collisions Per 100,000 Miles Driven

Comparison to Local / National Averages	
City/Town	Rate
<b>Gilbert, AZ</b>	<b>0.1</b>
Chandler, AZ	Not tracked
Mesa, AZ	1.7
Overland Park, KS	1.9
Henderson, NV	0.8
Plano, TX	1.7

### Benchmark: Number of Citizens Per Sworn Officer

Comparison to Local / National Averages	
City/Town	Citizens
<b>Gilbert, AZ</b>	<b>978.5</b>
Chandler, AZ	767.6
Mesa, AZ	576.6
Overland Park, KS	712.9
Henderson, NV	683.0
Plano, TX	785.0

*Data source: Chandler and Mesa sworn officers received from city police departments. Overland Park, KS; Henderson, NV; and Plano, TX obtained from Midsize City Report website. Populations estimates for 2012 utilized to keep data and population year consistent; populations obtained from ACS 2012 1-year estimates.*

To view FY14 performance measures and objectives for Police Professional Standards, [click here](#).

*(Note: figures may vary slightly in performance measures, as these are recorded by fiscal year, whereas benchmarks are recorded on calendar year.)*



## Police Department - Patrol Services

### Benchmark: Part I Property Crimes per 1,000 Citizens

Comparison to Local / National Averages	
City/Town	Crimes/1,000
<b>Gilbert, AZ</b>	<b>15.7</b>
Chandler, AZ	27.7
Mesa, AZ	31.5
Overland Park, KS	22.2
Henderson, NV	20.0
Plano, TX	23.9

### Benchmark: Part I Violent Crimes per 1,000 Citizens

Comparison to Local / National Averages	
City/Town	Crimes/1,000
<b>Gilbert, AZ</b>	<b>1.0</b>
Chandler, AZ	1.9
Mesa, AZ	4.0
Overland Park, KS	1.5
Henderson, NV	1.7
Plano, TX	1.3

### Benchmark: Total Part I Crimes per 1,000 Citizens

Comparison to Local / National Averages	
City/Town	Crimes/1,000
<b>Gilbert, AZ</b>	<b>16.7</b>
Chandler, AZ	29.6
Mesa, AZ	35.5
Overland Park, KS	23.7
Henderson, NV	21.7
Plano, TX	25.2

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

Comparison to Local / National Averages	
City/Town	Minutes
<b>Gilbert, AZ</b>	<b>4.13</b>
Chandler, AZ	6.17
Mesa, AZ	3.13
Overland Park, KS	6.42
Henderson, NV	8.80
Plano, TX	4.93

\*Time displayed in fractions of minutes. Example 5.75 = 5 minutes and 45 seconds

# 16.7

*Total Part I Crimes per  
1,000 Citizens*

*2nd safest city in U.S.  
- Law Street Media, 2013*

To view FY14 performance measures for Police Patrol Services, [click here](#).

(Note: figures may vary slightly in performance measures, as these are recorded by fiscal year, whereas benchmarks are recorded on calendar year.)



## Police Department - Special Enforcement

### Benchmark: Driving Under the Influence (DUI) Arrests per 1,000 Citizens

Comparison to Local / National Averages	
City/Town	DUI/1,000
<b>Gilbert, AZ</b>	<b>8.5</b>
Chandler, AZ	3.9
Mesa, AZ	6.0
Overland Park, KS	3.6
Henderson, NV	2.7
Plano, TX	3.4

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

Comparison to Local / National Averages	
City/Town	Collisions/1,000
<b>Gilbert, AZ</b>	<b>11.4</b>
Chandler, AZ	13.8
Mesa, AZ	13.4
Overland Park, KS	24.2
Henderson, NV	15.4
Plano, TX	18.4

Performance measures for special enforcement included in FY14 Patrol Services measures.

(Note: figures may vary slightly in performance measures, as these are recorded by fiscal year, whereas benchmarks are recorded on calendar year.)



## Police Department - Criminal Investigations

### Benchmark: Part I Property Crimes Cleared

Comparison to Local / National Averages	
City/Town	Percentage
<b>Gilbert, AZ</b>	<b>23.0%</b>
Chandler, AZ	19.0%
Mesa, AZ	3,927*
Overland Park, KS	33.1%
Henderson, NV	24.4%
Plano, TX	22.5%

\*Mesa did not have clearance rates, only the raw numbers

### Benchmark: Part I Violent Crimes Cleared

Comparison to Local / National Averages	
City/Town	Percentage
<b>Gilbert, AZ</b>	<b>56.4%</b>
Chandler, AZ	47.0%
Mesa, AZ	884*
Overland Park, KS	73.8%
Henderson, NV	45.2%
Plano, TX	54.3%

\*Mesa did not have clearance rates, only the raw numbers

To view FY14 performance measures and objectives for Police Criminal Investigations, [click here](#).

(Note: figures may vary slightly in performance measures, as these are recorded by fiscal year, whereas benchmarks are recorded on calendar year.)



# Fire Department

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. The Town of Gilbert standard for average emergency response time is four minutes. 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. Data was collected from respective FY2014 budget documents or direct contact with fire department staff.

**Benchmark: Average Response Times** - The time interval that begins when a unit is en route to an emergency incident and ends when the unit arrives at the scene.

Comparison to Local / National Averages	
City/Town	Minutes
<b>Gilbert, AZ</b>	<b>3:49</b>
Chandler, AZ	3:48
Glendale, AZ	5:34
Scottsdale, AZ	4:26
Henderson, NV	4:25
Plano, TX	5:11

Data source: Chandler, Glendale, and Henderson, NV data obtained from fire staff via phone. Scottsdale from FY13 Annual Report to Citizens. Plano, TX from 2012 Run Statistic Report. Mesa and Tempe were not included, as they utilize percentage of time the standard was met instead of average response times.



*Average Gilbert  
Fire Department  
Response Time*

**Benchmark: Fire Department Full-Time Equivalent (FTE) for FY2014 per 1,000 Residents**

Comparison to Local / National Averages			
City/Town	# Employees	Population	FTE per 1,000 Residents
<b>Gilbert, AZ</b>	<b>201</b>	<b>227,598</b>	<b>0.883</b>
Chandler, AZ	222	246,191	0.902
Glendale, AZ	267	231,104	1.155
Scottsdale, AZ	252	222,208	1.134
Henderson, NV	220	270,861	0.812
Plano, TX	354	270,816	1.307

Data source: Employee figures obtained from FY13-14 budget books; includes fire operations and administration. Population figures for Gilbert, Chandler, Glendale and Scottsdale represent the most recent population projections available from the Maricopa Association of Governments (MAG). Plano and Henderson populations obtained from ACS 1-year 2012 estimates or municipal budget book; whichever population figure was greater.

**Benchmark: Fire Department Budget Per Capita for FY2014\***

Comparison to Local / National Averages			
City/Town	Budgeted Expenditures	Population	Expenditures per Capita
<b>Gilbert, AZ</b>	<b>\$25,069,735</b>	<b>227,598</b>	<b>\$110.15</b>
Chandler, AZ	\$29,672,619	246,191	\$120.53
Glendale, AZ	\$36,744,314	231,104	\$158.99
Scottsdale, AZ	\$27,928,121	222,208	\$125.68
Henderson, NV	\$39,532,241	270,861	\$145.95
Plano, TX	\$37,928,540	270,816	\$140.05

Data source: All budget figures were obtained from FY13-14 budget documents.

\*Figure includes total department budget, including personnel and operating costs, less any fleet, grants for major capital projects.

To view FY14 performance measures and objectives for the Fire Department, [click here](#).





# 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\*

Comparison to Local / National Averages			
City/Town	FY14 Budgeted Expenditures	Population	Estimated Cost per Capita
<b>Gilbert, AZ</b>	<b>\$13,602,499</b>	<b>227,598</b>	<b>\$59.77</b>
Chandler, AZ	\$24,769,487	246,191	\$100.61
Scottsdale, AZ	\$32,643,429	222,208	\$146.90
Henderson, NV	\$36,637,020	270,861	\$135.26
Plano, TX	\$32,901,480	270,816	\$121.49
Plano, TX	\$37,928,540	270,816	\$140.05

Source: FY14 adopted municipal budgets.

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

## Benchmark: Aquatics - Annual Participation in Parks and Recreation Facility Use

Comparison to Local / National Averages				
City/Town	2011 Season	2012 Season	Total Hours Open for Public Recreation Swim	
<b>Gilbert, AZ</b>	<b>35,901</b>	<b>36,297</b>	<b>994</b>	<b>4 seasonal pools May – August</b>
Chandler, AZ	299,327	297,533	3,836	4 seasonal pools May – August; 2 pools ltd. public swim year round
Scottsdale, AZ	340,302	387,944	2,448	4 seasonal pools May – August
Henderson, NV	46,493	68,503	23,248	6 seasonal pools May – August; 3 year round
Plano, TX	49,293	44,639	10,283	2 seasonal pools May – August, 1 year round

Data source: Parks & Recreation staff at each municipality.

Note: Pools with year-round activity will not have data available until after December 2013, therefore information is provided through 2012.

## Benchmark: Centers - Annual Participation (50,000 Square Feet and Larger)

All activity including drop in, classes, events and fitness membership participation

Comparison to Local / National Averages		
City/Town	2011	2012
<b>Gilbert, AZ</b>	<b>212,030</b>	<b>236,141</b>
Chandler, AZ	354,808	390,557
Henderson, NV	709,483	642,291
Plano, TX	1,113,644	1,363,812
Scottsdale, AZ*	N/A	N/A

Data source: Parks & Recreation staff at each municipality.

\*Does not have a center over 50,000 sq. ft.

## Benchmark: Parks - Number of Ramadas Available to Rent, Scheduled Rentals and Rental Rates

Comparison to Local / National Averages						
City/Town	Total Ramadas	2011 Rentals	2012 Rentals	Small Ramada - Resident / Non-Resident Rate	Medium Ramada - Resident/ Non-Resident Rate	Large Ramada - Resident/ Non-Resident Rate
<b>Gilbert, AZ</b>	<b>37</b>	<b>746</b>	<b>771</b>	<b>\$10/\$15</b>	<b>\$15/\$20</b>	<b>\$20/\$25</b>
Chandler, AZ	43	2,948	2,956	\$5/\$7	\$14/\$19	\$55/\$76
Scottsdale, AZ*	35	1,623	1,654	\$13/\$25	\$19/\$38	\$25/\$50
				\$25/\$50	\$38/\$75	\$50/\$100
Henderson, NV	58	1,008	1,026	\$10	\$20	\$25
Plano, TX**	11	686	691	\$8/\$17	\$13/\$25	\$17/\$33

Data source: Parks & Recreation staff at each municipality.

\*Second row indicates rates during peak seasons: Feb-May; Sept-Nov.

\*\*Plano, TX rentals are only available in six-hour (1/2 day time blocks) and not hourly. Fee is based on time block; rates converted to hourly for metric.

Small ramada typically has one to four tables with about 10 people per table. Medium is five to seven tables, and large is eight or more tables.

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

Comparison to Local / National Averages			
City/Town	Total Acreage	Population	Acreage per 1,000 Residents
<b>Gilbert, AZ</b>	<b>584.00</b>	<b>227,598</b>	<b>2.57</b>
Chandler, AZ	962.36	246,191	3.91
Scottsdale, AZ	826.30	222,208	3.72
Henderson, NV	787.03	270,861	2.91
Plano, TX	1,432.87	270,816	5.29

Data source: Total acreage represents developed acreage and does not include open space. Figures obtained from Gilbert Parks Master Plan. Population figures were updated to reflect most recent MAG estimates; accordingly, acreage per 1,000 residents will vary slightly from benchmarks in the Parks Master Plan.



*Developed Acreage per 1,000 Gilbert Residents*

To view FY14 performance measures and objectives for Parks and Recreation, [click here](#).

# Public Works

The Public Works Department includes the following divisions: Environmental Services, Streets, Water and Wastewater. Collectively, the department provides an integrated solid waste operation to provide environmentally sound collection and disposal of residential and commercial waste; a reliable and efficient roadway system; a safe, dependable water supply; and a safe and dependable wastewater collection and treatment system.



## 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

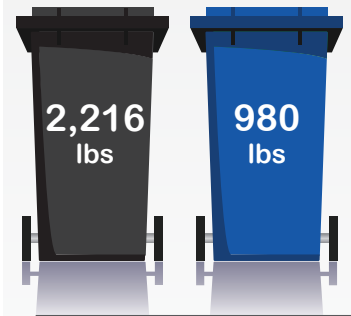
Comparison to Local / National Averages	
City/Town	Weight (pounds)
<b>Gilbert, AZ</b>	<b>2,216</b>
Chandler, AZ	2,028
Scottsdale, AZ	Not available
Albuquerque, NM	2,200
Austin, TX	1,407
Garland, TX	1,850

Data source: Via phone contact with listed agencies.

### Benchmark: Average Annual Recycling Weight per Household

Comparison to Local / National Averages	
City/Town	Weight (pounds)
<b>Gilbert, AZ</b>	<b>980</b>
Chandler, AZ	520
Scottsdale, AZ	Not available
Albuquerque, NM*	Not available
Austin, TX	591
Garland, TX	1,287

Data source: Via phone contact with listed agencies.



*Average Annual  
Trash and Recycling  
Weight per  
Gilbert Household*

## Benchmark: Tons of Trash and Recycle Collected Annually; Percentage of Waste Diverted from Landfill

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

Comparison to Local / National Averages			
City/Town	Trash - Tons Collected	Recycle - Tons Collected	Diversion Rate
<b>Gilbert, AZ</b>	<b>69,031</b>	<b>18,695</b>	<b>21.3%</b>
Chandler, AZ*	86,292	20,634	19.3%
Scottsdale, AZ	60,716	23,791	28.2%
Albuquerque, NM**	163,742	N/A	29.4%
Austin, TX***	120,322	49,987	N/A
Garland, TX***	62,905	5,550	8.1%

\*Chandler includes all bulk collection

\*\*Albuquerque new recycling program started July 2013, data not yet available

\*\*\*Austin collects every other week, Garland recycling collected every other week

Data source: Via phone contact with listed agencies.

To view FY14 performance measures and objectives for Environmental Services, [click here](#).



## 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: Hazard Response Operations - Average Number of Hours Required to Cover Graffiti Requests

Comparison to Local / National Averages	
City/Town	Hours
<b>Gilbert, AZ</b>	<b>12</b>
Chandler, AZ	24
Scottsdale, AZ	48
Las Cruces, NM	40

Data source: All data was collected via phone call or email, cities were selected based on similar size to Gilbert and responsiveness. Data is for FY13.

### Benchmark: Traffic Control Operations - Number of Days Required Repairing a Streetlight Outage

Comparison to Local / National Averages			
City/Town	Days for Repair	Crew Size	Number of Traffic Lights
<b>Gilbert, AZ</b>	<b>5</b>	<b>4-person crew</b>	<b>28,800 lights</b>
Chandler, AZ	3 to 5	3- person crew	26,700 lights
Scottsdale, AZ	16	1- person crew	9,000 lights*
St. Paul, MN	2 to 5	15- person crew	37,000 lights
Las Cruces, NM	3	4-person crew	7,800 lights

Data source: All data was collected via phone call or email, cities were selected based on similar size to Gilbert and responsiveness. Data is for FY13.

\*The City of Scottsdale has 13,700 lights, of which 9,000 are maintained by the city and 4,700 are contracted out to APS.



**5 Days**  
Avg. Time to Repair a  
Streetlight Outage

To view FY14 performance measures and objectives for Streets, [click here](#).



## 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 and improved Insurance Services Office (ISO) rating for the town as well 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: Estimated Monthly Residential Bill for Water.** This benchmark was calculated based on water consumption of 8,000 gallons. All rates are for residential service within city or town limits.

Comparison to Local / National Averages	
City/Town	Estimated Monthly Bill
<b>Gilbert, AZ</b>	<b>\$23.27</b>
Chandler, AZ	\$22.91
Mesa, AZ	\$34.39
Scottsdale, AZ	\$30.80
Tempe, AZ	\$30.30
Durham, NC	\$35.83
Amarillo, TX	\$23.63
Corpus Christi, TX	\$38.11

*Data source: Municipal utility rate structures posted online. Durham, NC figure obtained from UNC Water and Wastewater Dashboard, created by the Environmental Finance Center at the University of North Carolina at Chapel Hill in partnership with Raftelis Financial Consultants, Inc. Benchmark calculated based on consumption of 8,000 gallons. All rates are for residential service within city or town limits. Rates reflect data for 3/4" if available, or 5/8" meter.*

To view FY14 performance measures and objectives for Water, [click here](#).



*Estimated Monthly Residential Gilbert Water Bill*



## 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 Municipality

Comparison to Local / National Averages		
City/Town	Percentage	Year
<b>Gilbert, AZ</b>	<b>100%</b>	<b>2013</b>
Chandler, AZ	75%	2013
Mesa, AZ	100%	2013
Tempe, AZ*	0%	2013
Santa Fe, NM	100%	2013
Henderson, NV	100%	2013

Data source: All data obtained by municipal wastewater staff and represents average amount of wastewater effluent treated and reused.

\*Tempe sends all reclaimed water to a treatment plant in Phoenix.

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

Comparison to Local / National Averages					
City/Town	Total Waste-water Flow (Millions of Gallons/Day)	Population	Gallons Treated/Day Per 1,000 Residents	Total Waste-water Treated Annually (Billion Gallons)	Total Reclaimed Water Produced & Reused Annually (Billion Gallons)
<b>Gilbert, AZ</b>	<b>12.5</b>	<b>227,598</b>	<b>54,921</b>	<b>4.56</b>	<b>4.20</b>
Chandler, AZ	26	246,191	105,609	9.49	6.55
Tempe, AZ	33.8	165,155	204,656	12.34	0.00*
Mesa, AZ	19.5	450,300	43,304	7.12	6.55
Santa Fe, NM	5.7	69,211	82,357	2.08	1.91
Henderson, NV	23.5	270,861	86,775	8.58	7.89

Data source: Wastewater flow figures obtained from municipal public works staff. Population figures for Gilbert, Chandler, Tempe and Mesa represent the most recent population projections available from the Maricopa Association of Governments (MAG). Santa Fe and Henderson populations obtained from ACS 1-year 2012 estimates or municipal budget book; whichever population figure was greater.

Note: There is a small industrial base in Town of Gilbert, which is why number is lower than some of the local comparative communities listed.

\*Tempe sends all reclaimed water to a treatment plant in Phoenix.

## Benchmark: Estimated Monthly Residential Bill for Wastewater Services

This benchmark was calculated based on a winter water average consumption of 8,000 gallons. All rates are for residential service within city or town limits.

Comparison to Local / National Averages	
City/Town	Estimated Monthly Bill
<b>Gilbert, AZ</b>	<b>\$22.84</b>
Chandler, AZ	\$24.17
Mesa, AZ	\$25.29
Scottsdale, AZ*	\$23.43
Tempe, AZ	\$22.17
Durham, NC*	\$45.98
Amarillo, TX	\$22.59
Corpus Christi, TX	\$57.46

Data source: Municipal utility rate structures posted online. Durham, NC figure obtained from UNC Water and Wastewater Dashboard, created by the Environmental Finance Center at the University of North Carolina at Chapel Hill in partnership with Raftelis Financial Consultants, Inc. Benchmark calculated based on winter water average consumption of 8,000 gallons. All rates are for residential service within city or town limits.

To view FY14 performance measures and objectives for Wastewater, [click here](#).