



**gilbert** 

# 2024 Benchmark Report

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# INTRODUCTION

## Town of Gilbert

The Town of Gilbert prides itself on being a high-performing government that delivers exceptional service at the lowest possible cost. This commitment, originating from the town’s vision to create the *City of the Future*, drives the organization to continually seek new opportunities to improve efficiency and effectiveness.

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

## How are Benchmarks used?

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

## How were the Benchmarks developed?

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

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

This report includes a total of 75 measures across 24 departments and divisions, which collectively benchmark the Town of Gilbert with 41 communities in 13 states across the U.S.

## Moving forward

Benchmarks are reviewed and updated biennially to ensure the metrics are consistent with current town goals. The last edition of the report, published in 2022, may be found here: <http://www.gilbertaz.gov/budget>

Gilbert also participates in Valley Benchmark Communities previously named Valley Benchmark Cities, a regional collaborative of the 13 largest cities in the Phoenix metropolitan area and Maricopa County, Arizona State University, Maricopa Association of Governments. More information on the group’s work and a link to its annual report may be found here: <http://www.gilbertaz.gov/budget>



# ALIGNMENT WITH MISSION, VISION, VALUES, AND ORGANIZATION FOCUS AREAS

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

## Gilbert Mission

In Gilbert, our mission is to Anticipate. Create. Help people.

## Gilbert Vision

Our vision is to be the *city of the Future*.

## Gilbert Values

As a team, the Town of Gilbert values:

### Driven

We are passionate and driven to excel - always hungry for new challenges and opportunities to achieve more for our community every day.

### Kind

We believe in the inherent worth of all people. We are inclusive and spread Gilbert kindness in our words and actions.

### Bold

We innovate and take risks, so we can keep growing, improving and learning.

### Humble

We have a flat organization where titles are the least interesting thing about us. Service is at the heart of everything we do.

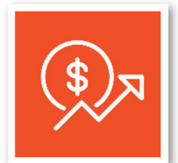
## Organization Focus Areas

Three organization focus areas have been identified to guide the town’s operations as we strive to maintain Gilbert as a clean, safe, and vibrant community and prepare for build-out. These organization focus areas include:

- Prosperous Community
- Strong Economy
- Exceptional Built Environment



*Prosperous  
Community*



*Strong Economy*



*Exceptional Built  
Environment*

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

# GILBERT PERFORMANCE MEASUREMENT – PRINCIPLE TO PRACTICE

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

[Internal performance measures](#) evaluate the town’s performance in an area for four consecutive fiscal years. There are more than 50 performance measure categories at the division and department levels that are recorded each year in the Town of Gilbert budget document. These measures monitor progress in achieving department objectives. A link to fiscal year (FY) 2024 performance measures is included at the end of every section in this report.

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

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



## Gilbert Performance Measurement

MISSION   VISION   STRATEGIC INITIATIVES		
Wildly Important Goals (WIGS)		Whirlwind (Daily Operations)
Performance Measures	Benchmark Measures	Other Performance Indicators
Key indicators of success measured over a period of time; drill down to specific quantifiable measures.	Identifies best in class; measures against those who are excelling in various service lines.	Metrics that provide updates on key organizational efforts; shows the status, health and general progress of each effort.
Gilbert : Gilbert	Gilbert : Others	Gilbert : Gilbert

# Gilbert by the Numbers

**275,346**

POPULATION  
(Census, 2022)

**35.4**

MEDIAN AGE  
(Census, 2022)

**47.1%**

POPULATION WITH  
BACHELOR'S  
DEGREE OR  
HIGHER  
(Census, 2022)

**\$115,179**

MEDIAN  
HOUSEHOLD  
INCOME  
(Census, 2022)

**\$454,300**

MEDIAN HOME  
VALUE  
(Census, 2022)

**1<sup>st</sup> Place to Live in Arizona**  
(Ranking Arizona, 2022)

**1<sup>st</sup> Best City for Early Retirement**  
(SmartAsset, 2022)

**1<sup>st</sup> Median Household Income in Arizona**  
(SmartAsset, 2023)

**2<sup>nd</sup> Safest Place Among 100 Largest Cities**  
(FBI Uniform Crime Reporting Program, 2022)

**2<sup>nd</sup> Best City for Renters**  
(Forbes Advisor, 2023)

**2<sup>nd</sup> Safest City for Trick-or-Treating**  
(Chamber of Commerce, 2023)

**3<sup>rd</sup> Cities Whose Unemployment Rates Are Bouncing Back Most**  
(WalletHub, 2022)

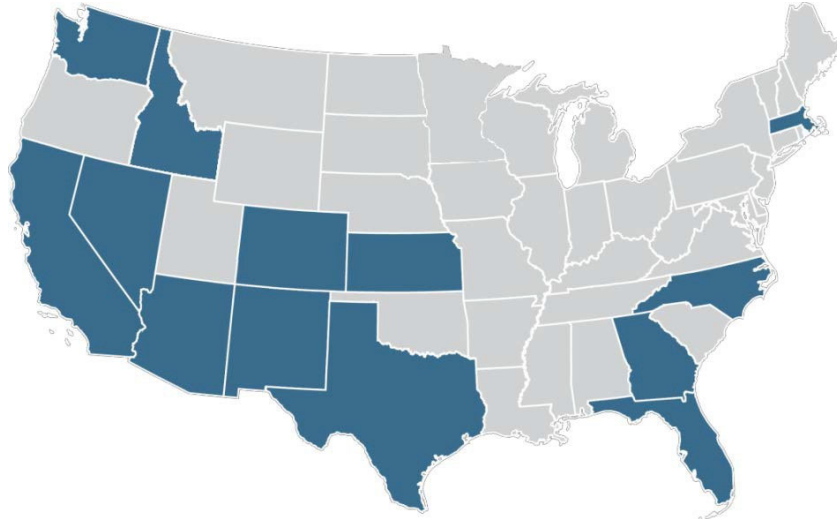
**5<sup>th</sup> Best Hidden Gem Cities for Snowbirds**  
(Architectural Digest, 2023)



# GILBERT - BENCHMARK COMMUNITIES

## Which communities were identified as Benchmarks?

This report includes 41 benchmark communities in 13 states. The map below highlights those communities, in addition to Gilbert, and their 2022 U.S. Census populations. These estimates were utilized throughout the report in per capita measures to keep consistent with the data, which is primarily representative of FY 2023.



### ARIZONA

1. Avondale, AZ (91,617)
2. Chandler, AZ (280,711)
3. Flagstaff, AZ (75,907)
4. **Gilbert, AZ (275,346)**
5. Glendale, AZ (252,136)
6. Goodyear, AZ (105,406)
7. Mesa, AZ (512,498)
7. Peoria, AZ (197,866)
9. Phoenix, AZ (1,644,409)
10. Queen Creek, AZ (70,734)
11. Scottsdale, AZ (243,050)
12. Surprise, AZ (154,198)
13. Tempe, AZ (185,950)

### CALIFORNIA

14. Fremont, CA (223,871)
15. Huntington Beach, CA (194,310)
16. Irvine, CA (313,685)
17. Palo Alto, CA (66,010)
18. Sacramento, CA (528,001)
19. Santa Clarita, CA (221,345)

### COLORADO

20. Aurora, CO (393,537)
21. Fort Collins, CO (169,249)

### FLORIDA

22. Orlando, FL (316,081)

### IDAHO

23. Boise, ID (236,634)

### GEORGIA

24. Sandy Springs, GA (107,763)

### KANSAS

25. Overland Park, KS (197,726)

### MASSACHUSETTS

26. Cambridge, MA (118,488)

### NEVADA

27. Henderson, NV (331,415)
28. Reno, NV (273,448)

### NEW MEXICO

29. Albuquerque, NM (561,008)
30. Las Cruces, NM (113,888)
31. Santa Fe, NM (89,008)

### NORTH CAROLINA

32. Durham, NC (291,928)
33. Winston-Salem, NC (251,350)

### TEXAS

33. Amarillo, TX (201,291)
34. Austin, TX (974,447)
35. Corpus Christi, TX (316,239)
36. Denton, TX (150,353)
37. Garland, TX (240,854)
38. Plano, TX (289,547)
39. Sugar Land, TX (109,414)

### WASHINGTON

41. Bellevue, WA (152,767)

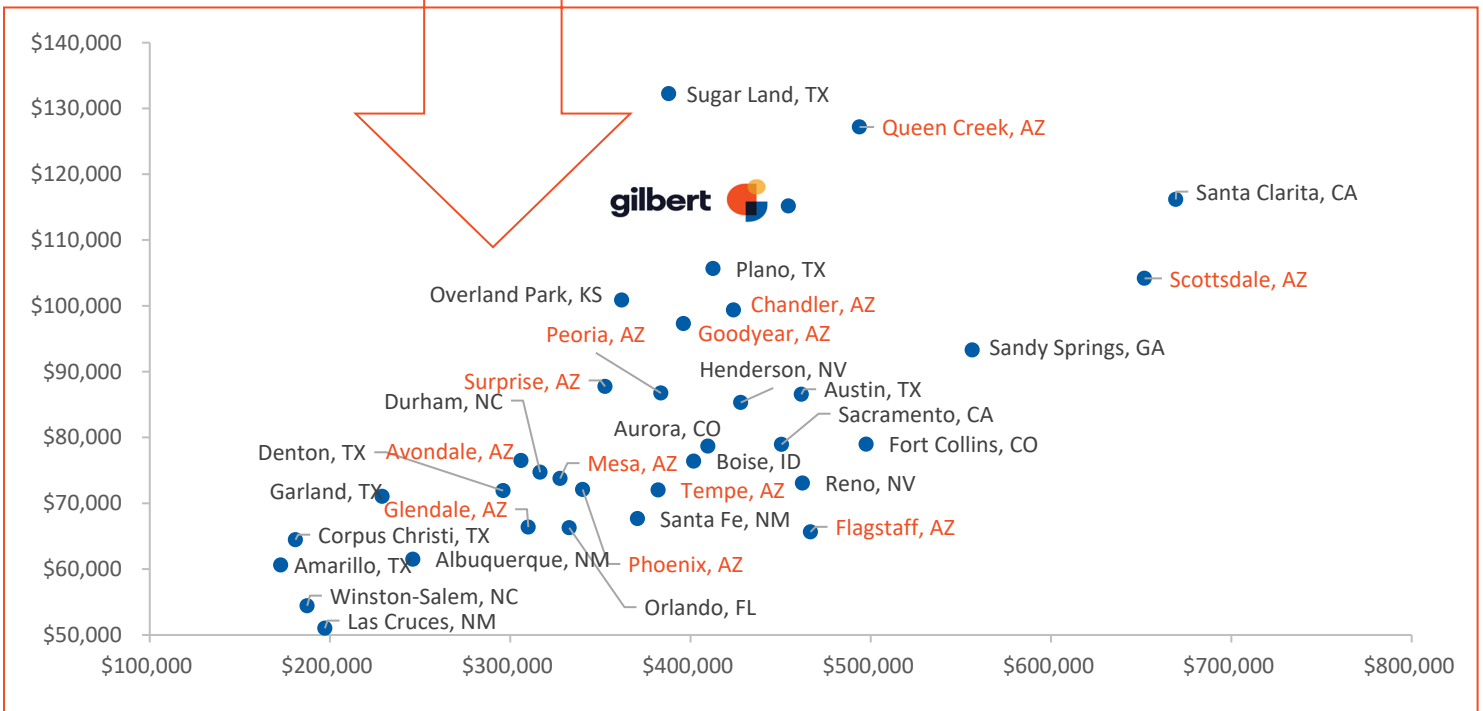
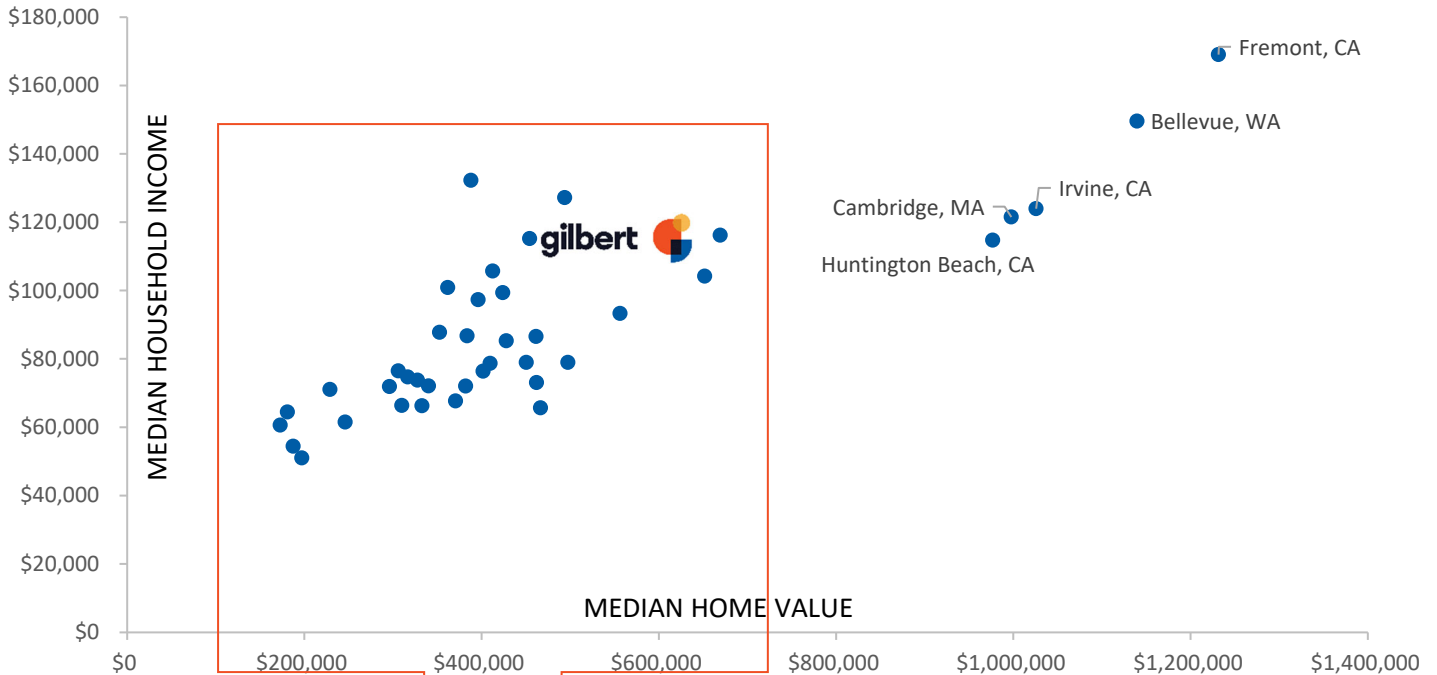
## BENCHMARK COMMUNITIES – CENSUS DATA

City/Town	Population	Median Age	Median Home Value	Average Household Size	Median Household Income	Per Capita Income	Unemployment Rate	Educational Attainment Bachelor's or Higher
Avondale, AZ	91,617	31.9	\$306,000	3.1	\$76,496	\$29,700	4.8%	20.8%
Chandler, AZ	280,711	37.0	\$423,900	2.6	\$99,374	\$48,987	3.8%	46.2%
Flagstaff, AZ	75,907	25.9	\$466,600	2.4	\$65,652	\$32,124	6.6%	52.8%
<b>Gilbert, AZ</b>	<b>275,346</b>	<b>35.4</b>	<b>\$454,300</b>	<b>3.0</b>	<b>\$115,179</b>	<b>\$46,964</b>	<b>3.5%</b>	<b>47.1%</b>
Glendale, AZ	252,136	34.1	\$310,000	2.9	\$66,375	\$30,316	5.7%	22.6%
Goodyear, AZ	105,406	40.4	\$396,100	2.8	\$97,307	\$40,779	5.5%	33.7%
Mesa, AZ	512,498	36.8	\$327,700	2.6	\$73,766	\$37,197	4.7%	30.0%
Peoria, AZ	197,866	41.4	\$383,600	2.6	\$86,759	\$42,627	3.9%	34.8%
Phoenix, AZ	1,644,409	34.4	\$340,200	2.7	\$72,092	\$37,499	5.2%	31.2%
Queen Creek, AZ	70,734	36.7	\$493,700	3.3	\$127,182	\$46,808	4.3%	44.1%
Scottsdale, AZ	243,050	48.4	\$651,800	2.0	\$104,197	\$77,594	3.5%	61.3%
Surprise, AZ	154,198	41.5	\$352,600	2.7	\$87,756	\$37,518	4.6%	31.0%
Tempe, AZ	185,950	29.7	\$382,100	2.3	\$72,022	\$40,495	5.7%	48.9%
Fremont, CA	223,871	38.6	\$1,231,500	3.0	\$169,023	\$68,357	4.0%	61.9%
Huntington Beach, CA	194,310	43.3	\$976,800	2.5	\$114,747	\$60,654	5.4%	46.7%
Irvine, CA	313,685	33.8	\$1,025,700	2.7	\$123,948	\$59,354	5.5%	70.0%
Palo Alto, CA	66,010	42.3	\$2,000,001	2.6	\$214,118	\$117,476	3.3%	82.2%
Sacramento, CA	528,001	35.2	\$450,500	2.6	\$78,954	\$39,336	6.3%	35.8%
Santa Clarita, CA	221,345	37.3	\$669,200	3.0	\$116,186	\$47,057	5.5%	38.7%
Aurora, CO	393,537	35.1	\$409,700	2.7	\$78,685	\$38,047	5.5%	31.8%
Fort Collins, CO	169,249	30.1	\$497,400	2.3	\$78,977	\$43,495	5.3%	58.3%
Orlando, FL	316,081	34.7	\$332,700	2.5	\$66,292	\$40,253	5.2%	41.7%
Sandy Springs, GA	107,763	37.4	\$556,300	2.1	\$93,303	\$75,615	3.7%	68.2%
Boise, ID	236,634	37.9	\$401,800	2.3	\$76,402	\$44,728	3.8%	45.8%
Overland Park, KS	197,726	38.4	\$361,800	2.4	\$100,876	\$57,411	3.2%	62.5%
Cambridge, MA	118,488	30.6	\$997,600	2.1	\$121,539	\$72,975	3.3%	79.9%
Henderson, NV	331,415	42.3	\$427,900	2.6	\$85,311	\$46,882	7.0%	35.3%
Reno, NV	273,448	36.9	\$462,100	2.4	\$73,073	\$43,425	5.0%	35.3%
Albuquerque, NM	561,008	38.0	\$246,000	2.3	\$61,503	\$36,879	5.5%	37.8%
Las Cruces, NM	113,888	31.8	\$197,200	2.4	\$51,013	\$28,239	7.5%	36.3%
Santa Fe, NM	89,008	44.5	\$370,600	2.2	\$67,663	\$44,359	5.3%	44.0%
Durham, NC	291,928	34.7	\$316,600	2.3	\$74,710	\$44,012	4.3%	53.8%
Winston-Salem, NC	251,350	35.7	\$187,400	2.4	\$54,416	\$33,279	6.2%	35.5%
Amarillo, TX	201,291	34.4	\$172,700	2.5	\$60,628	\$33,559	3.5%	25.2%
Austin, TX	974,447	34.2	\$461,500	2.2	\$86,556	\$54,673	4.4%	56.5%
Corpus Christi, TX	316,239	35.7	\$180,900	2.6	\$64,449	\$32,395	5.6%	23.1%
Denton, TX	150,353	30.4	\$296,100	2.5	\$71,921	\$35,628	4.8%	40.0%
Garland, TX	240,854	34.4	\$229,000	3.0	\$71,044	\$30,132	5.2%	24.1%
Plano, TX	289,547	38.9	\$412,500	2.6	\$105,679	\$55,938	4.4%	58.4%
Sugar Land, TX	109,414	42.5	\$387,900	2.9	\$132,247	\$58,237	5.0%	61.3%
Bellevue, WA	152,767	38.3	\$1,139,500	2.5	\$149,551	\$85,845	4.0%	70.0%

Data source: Population from 2022 U.S. Census, July 1, 2022. Demographic data from American Community Survey 2022 5-year estimates.

# BENCHMARK COMMUNITIES

The graphs below highlight these communities by comparing median household income with the median home value per American Community Survey 2022 5-year estimates. Arizona cities are noted in an orange colored font.



Note: Palo Alto, CA is not shown because the community is an outlier with a median household income of \$214,118 and median home value of \$2,000,001.

# HOW DOES GILBERT COMPARE TO ITS PHOENIX METROPOLITAN AREA NEIGHBORS?

## TOTAL FY 2024 ADOPTED BUDGET



	Avondale	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe
Population – 2022 U.S. Census											
	91,617	280,711	275,346	252,136	105,406	512,498	197,866	1,644,409	243,050	154,198	185,950
FY 2024 Total Adopted Budget (in millions)											
	\$464.9	\$1,656.2	\$2,049.5	\$1,260.0	\$806.9	\$2,560.0	\$950.0	\$6,750.0	\$2,533.3	\$881.2	\$1,348.6

Data source: Population from 2022 U.S. Census, July 1, 2022. Budget data from FY 2024 budget documents posted on municipal websites.

## FY 2024 MUNICIPAL PROPERTY TAX\*



	Avondale	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe
Primary	0.6373	0.2226	N/A	0.3484	0.9617	N/A	0.2900	1.2851	0.5150	0.7591	0.8917
Secondary	0.8206	0.8700	0.9800	1.2142	0.7733	0.8582	1.1500	0.8141	0.4664	0.3880	1.5289
Combined	1.4579	1.0926	0.9800	1.5626	1.7350	0.8582	1.4400	2.0992	0.9814	1.1471	2.4065

\*Per \$100 of assessed valuation. Figures reflect municipal rates and do not include school district, county rates, etc. Data source: FY 2024 budget documents posted on municipal websites.

## SALES TAX (TRANSACTION PRIVILEGE TAX)\*



	Avondale	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe
Local	2.50%	1.50%	1.50%	2.90%	2.50%	2.00%	1.80%	2.30%	1.75%	2.20%	1.80%
Combined	8.80%	7.80%	7.80%	9.20%	8.80%	8.30%	8.10%	8.60%	8.05%	8.50%	8.10%

\*On single item under \$5,000 Arizona state and Maricopa county sales tax equals 6.30%. This amount is added to each city's/town's local rate. Data source: Arizona Department of Revenue: <https://azdor.gov/business/transaction-privilege-tax/tax-rate-table>

## ESTIMATED TAXES ON COMMON ITEMS\*





	Avondale	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Tempe
Estimated Property Taxes on Home, Estimated Sales Tax on Purchase of a Car											
\$250,000 Home	\$356	\$280	\$247	\$450	\$433	\$297	\$360	\$532	\$258	\$287	\$599
\$30,000 Car	\$2,340	\$2,340	\$2,340	\$2,550	\$2,250	\$2,490	\$2,430	\$2,580	\$2,415	\$2,550	\$2,430

\*Estimated property taxes paid on a home with a \$250,000 assessed value. Calculation includes primary and secondary rates. Does not include TPT on actual sale of a new home. Sales tax on purchase of a new car accounts for Model City Tax Code Option V (reduced sales tax on single transaction over \$5,000) utilized by Avondale 1.50%, Glendale 2.20%, and Goodyear 1.20%; and includes state, county, and local estimated sales tax total.

# DEPARTMENT BENCHMARK MATRIX

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

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

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

# GILBERT - DEPARTMENT BENCHMARKS



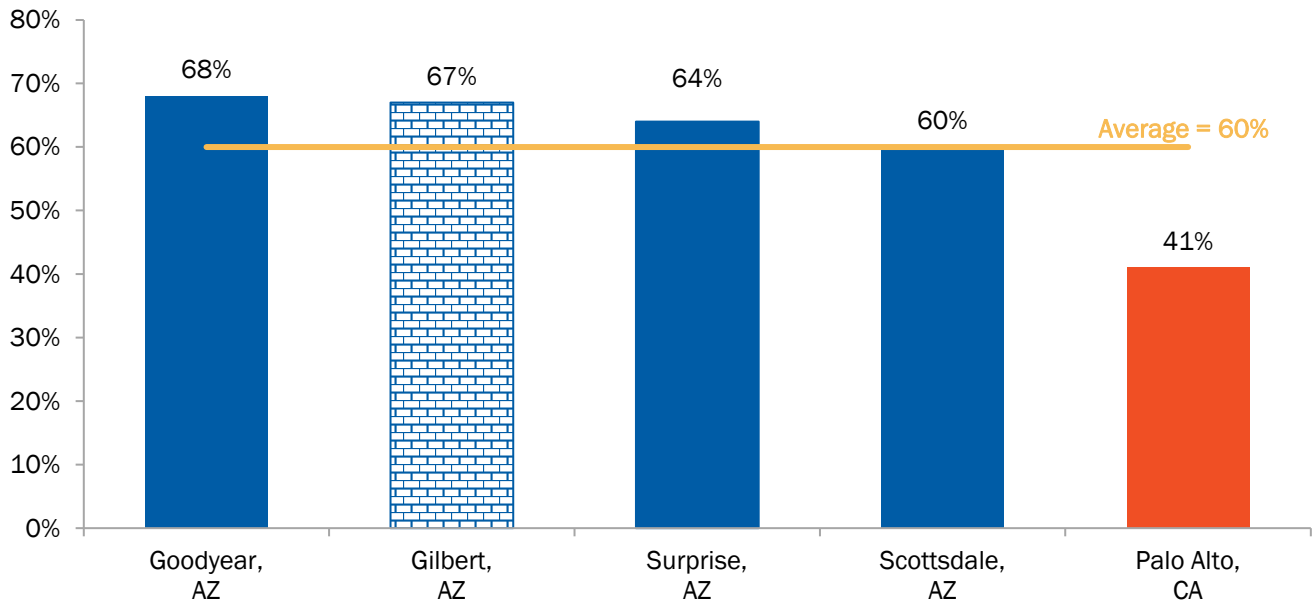


# MANAGEMENT AND POLICY

## Mayor and Council, Office of Intergovernmental Relations

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

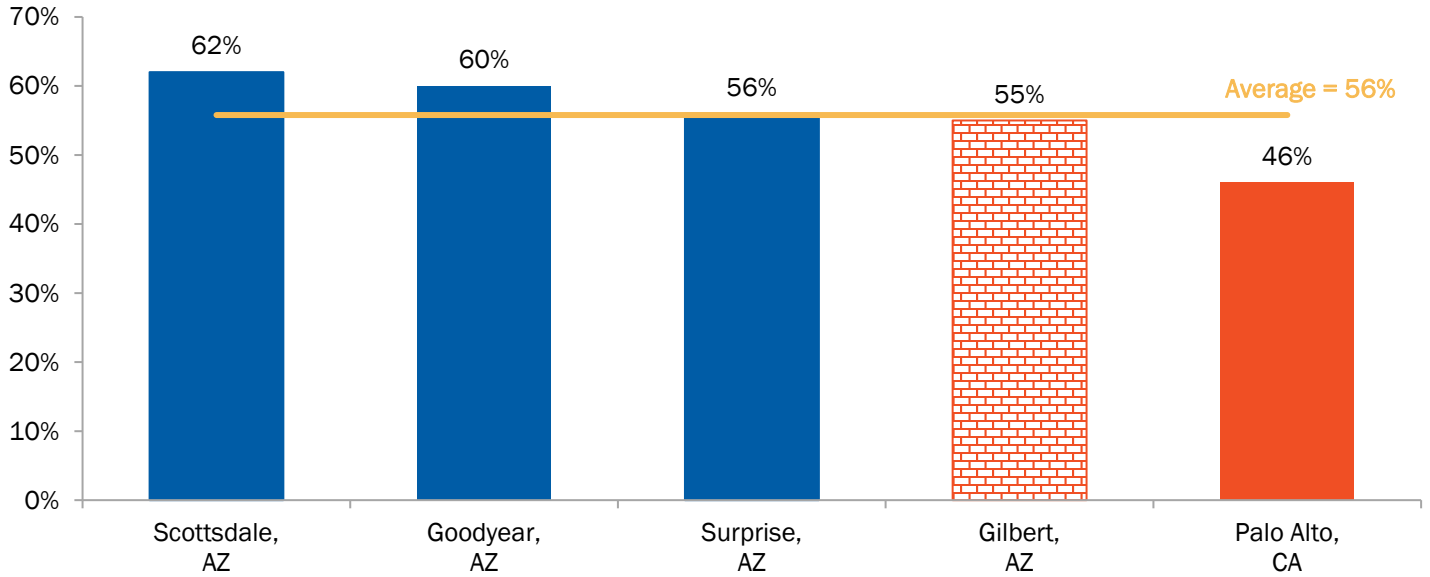
Percentage of Residents Rating Overall Direction City/Town is Taking as Good or Excellent



Data source: Municipal National Citizen Survey (NCS) reports available through city/town websites. Gilbert NCS report completed in 2023; Goodyear, 2023; Scottsdale, 2023; Surprise, 2023; and Palo Alto, 2023.

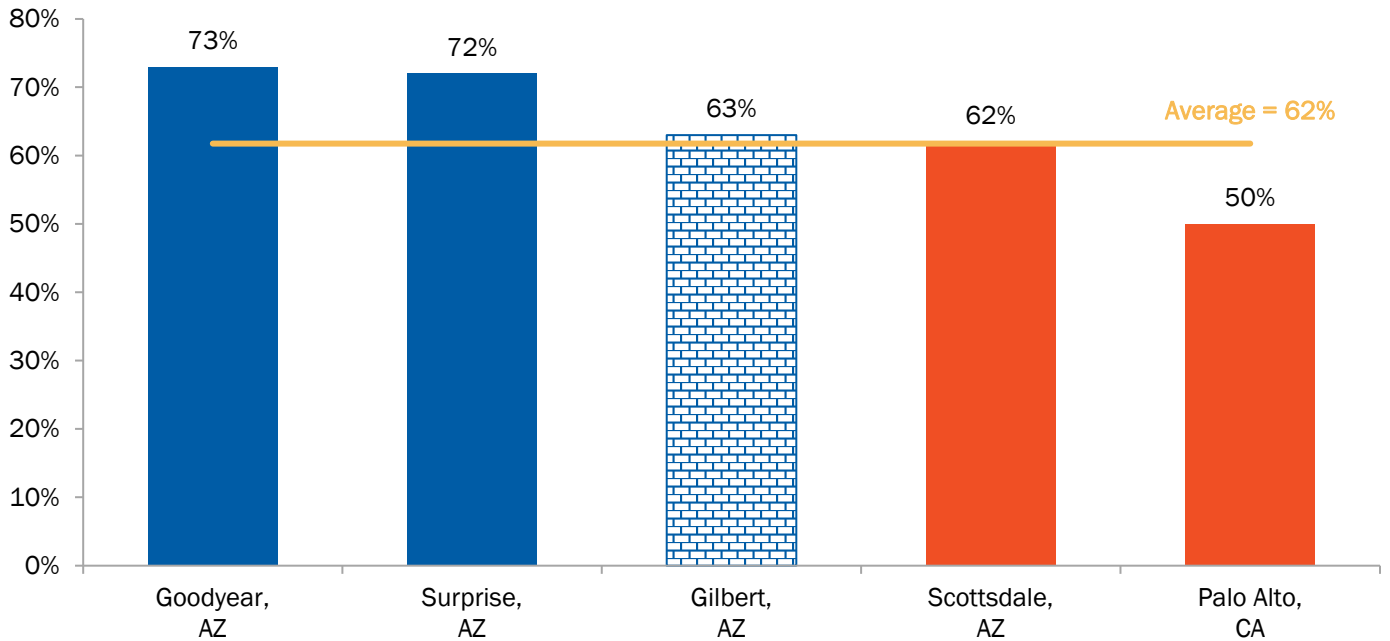


### Percentage of Residents Expressing Confidence in City/Town Government



Data source: Municipal National Citizen Survey (NCS) reports available through city/town websites. Gilbert NCS report completed in 2023; Goodyear, 2023; Scottsdale, 2023; Surprise, 2023; and Palo Alto, 2023.

### Percentage of Residents Who Believe All City/Town Residents are Treated Fairly



Data source: Municipal National Citizen Survey (NCS) reports available through city/town websites. Gilbert NCS report completed in 2023; Goodyear, 2023; Scottsdale, 2023; Surprise, 2023; and Palo Alto, 2023.





## Town Manager

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

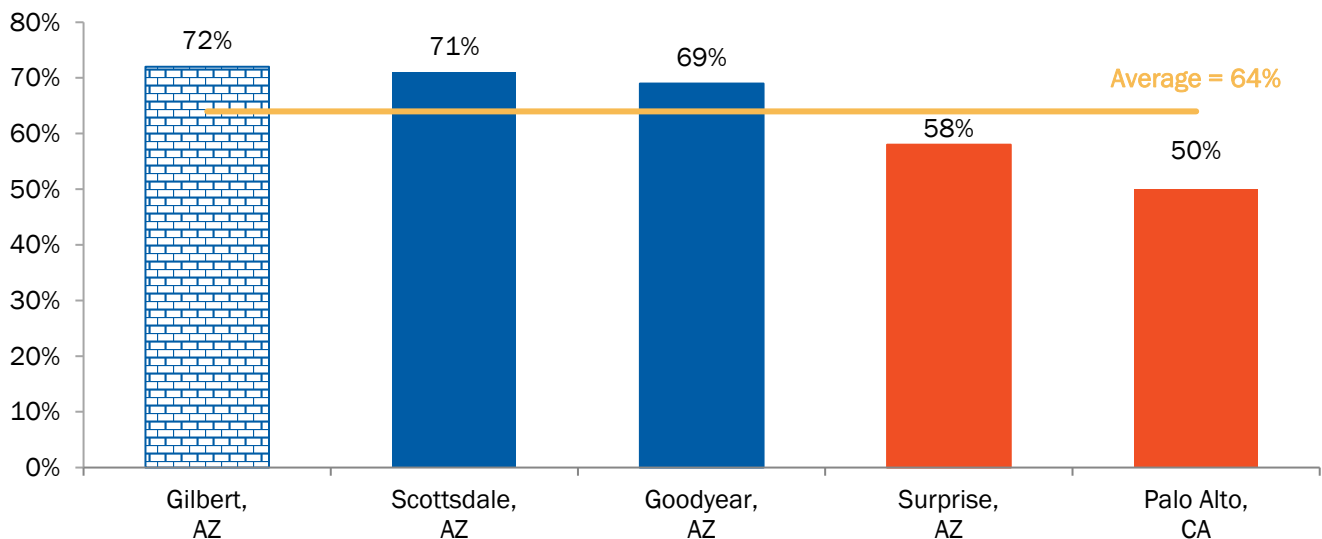
Due to the varying nature of manager’s offices structures and responsibilities throughout the country, the Town Manager’s office utilizes measures from the National Research Center’s National Citizen Survey (NCS), as it is a trusted resident survey instrument for local governments to benchmark to other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

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

City/Town	July 1, 2022 Population	Population Density (persons per sq. mile)	Median Household Income	Unemployment Rate	Retail Sales Tax Rate
Gilbert, AZ	275,346	4,001	\$115,179	3.5%	7.80%
Scottsdale, AZ	243,050	1,318	\$104,197	3.5%	8.05%
Surprise, AZ	154,198	1,395	\$87,756	4.6%	8.50%
Goodyear, AZ	105,406	551	\$97,307	5.5%	8.80%
Avondale, AZ	91,617	1,913	\$76,496	4.8%	8.80%
Palo Alto, CA	66,010	2,560	\$214,118	3.3%	9.13%

Data source: Population from 2022 U.S. Census, July 1, 2022. Demographic data from American Community Survey 2022 5-year estimates.

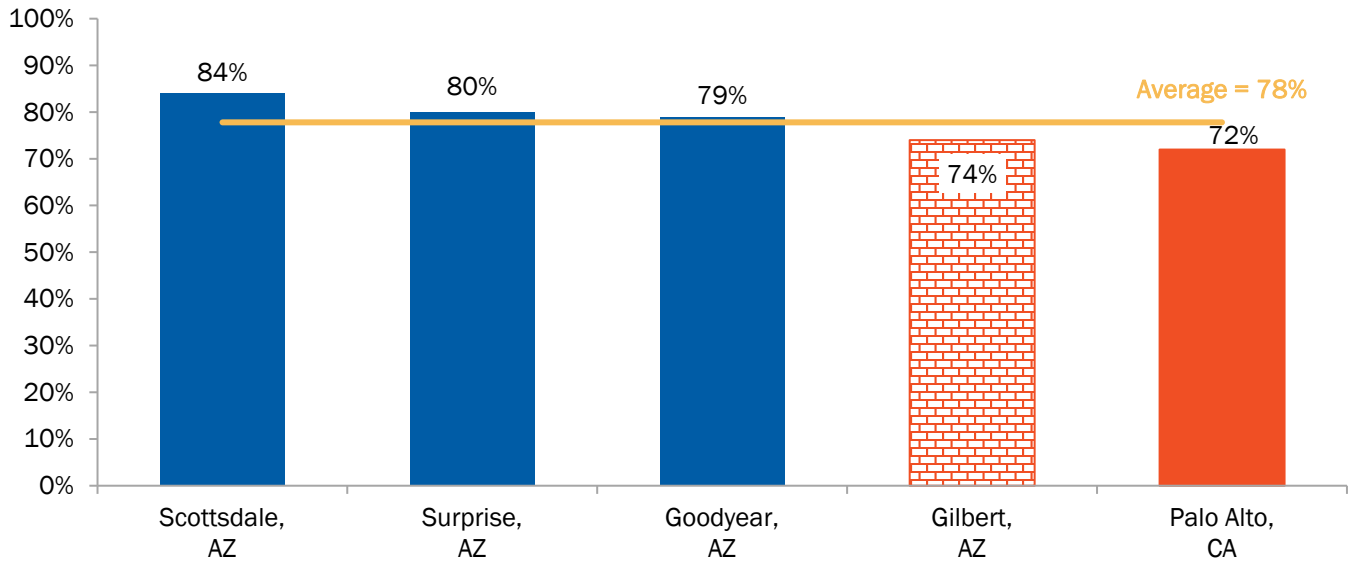
Percentage of Residents Rating Value of Service for Taxes Paid as Good or Excellent



Data source: Municipal National Citizen Survey (NCS) reports available through city/town websites. Gilbert NCS report completed in 2023; Goodyear, 2023; Scottsdale, 2023; Surprise, 2023; and Palo Alto, 2023.



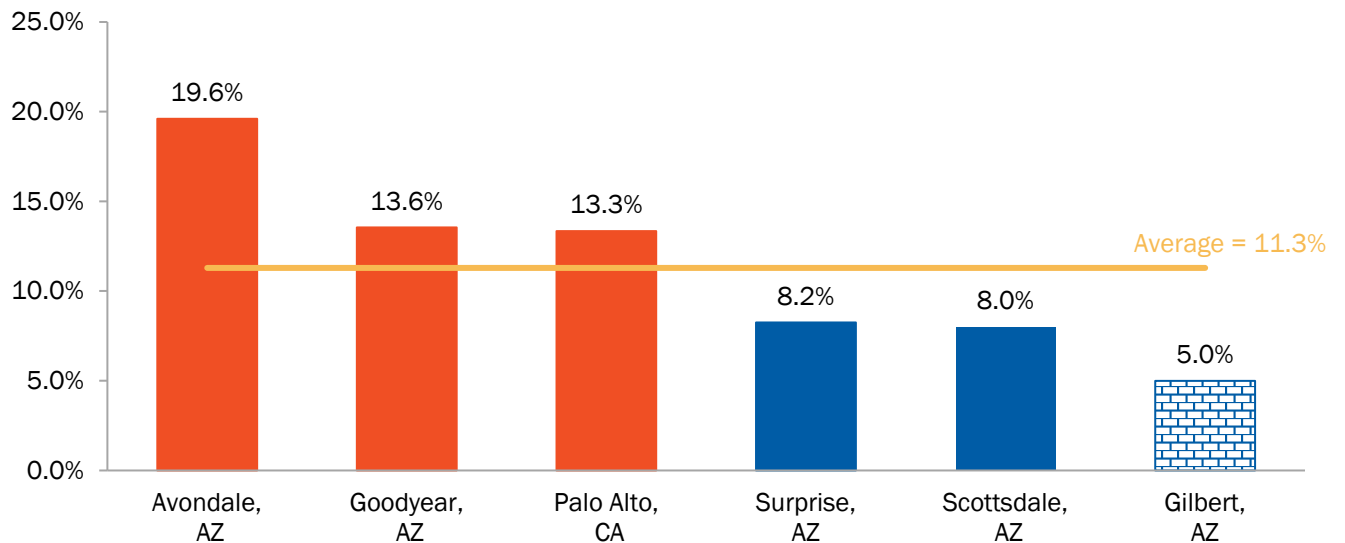
### Percentage of Residents Rating the Overall Quality of City/Town Services as Good or Excellent



Data source: Municipal National Citizen Survey (NCS) reports available through city/town websites. Gilbert NCS report completed in 2023; Goodyear, 2023; Scottsdale, 2023; Surprise, 2023; and Palo Alto, 2023.

### Corporate Management and Governance as a Percentage of FY 2024 General Fund Expenditures

For this measure, corporate management and governance includes FY 2024 operating expenditures for the following departments: Mayor and Council, City Manager, Human Resources, Information Technology, Communications, Finance, Budget, and Intergovernmental Relations. This figure is then divided by total FY 2024 municipal general fund expenditures. Percentages will vary, based on department structures, services offered, and the size of the municipality's total budget.



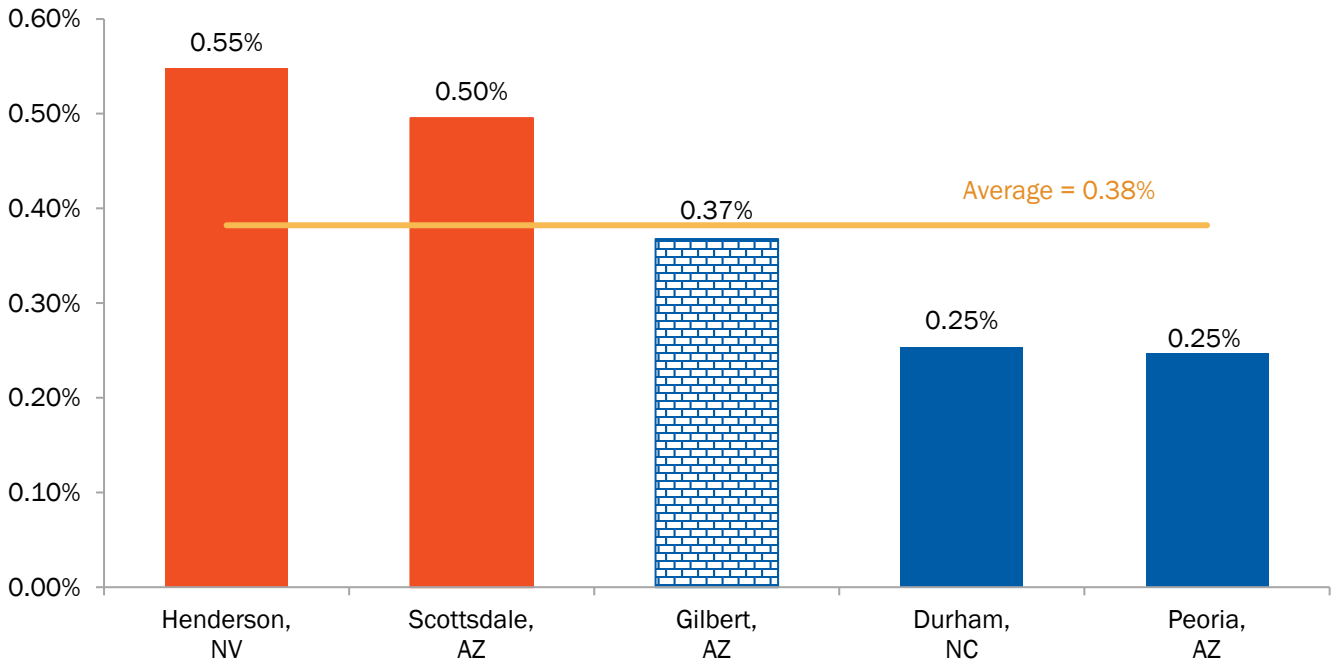
Data source: FY 2024 budget documents



## General Counsel

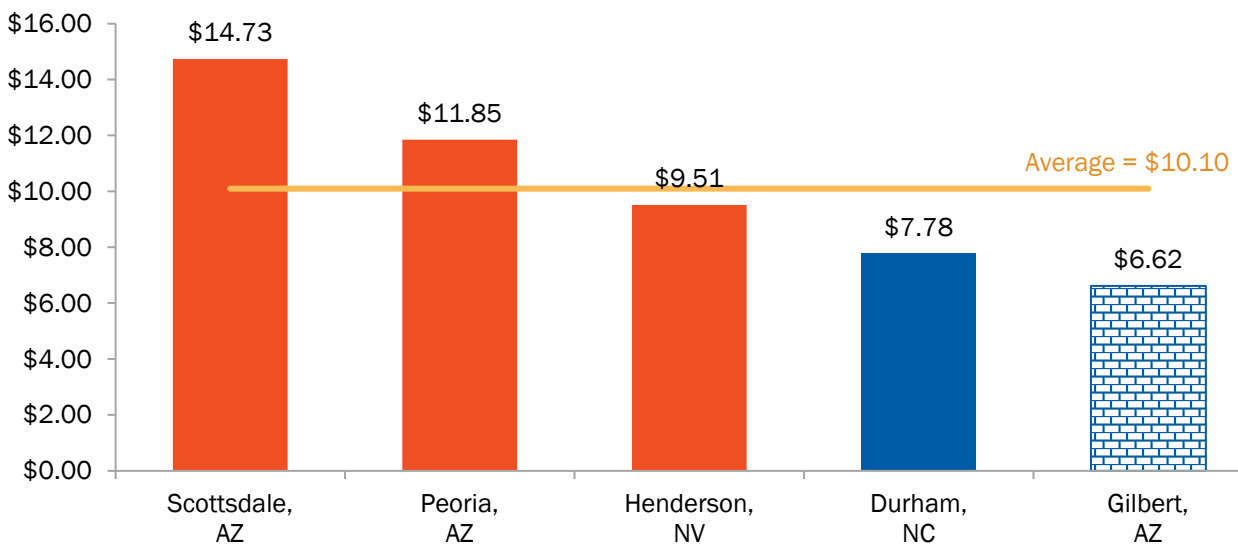
General Counsel’s mission is to provide the highest quality legal services to elected, appointed officials, and staff conducting town business. Support is provided by rendering legal advice and opinions; preparation and review of contracts, ordinances, resolutions and other documents; preparation of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

General Counsel/Town Attorney Expenditures as a Percentage of Operating Expenditures



Data source: FY 2024 budget documents and municipal staff.

Per Capita Legal Expenditures



Data source: FY 2024 budget documents and municipal staff.

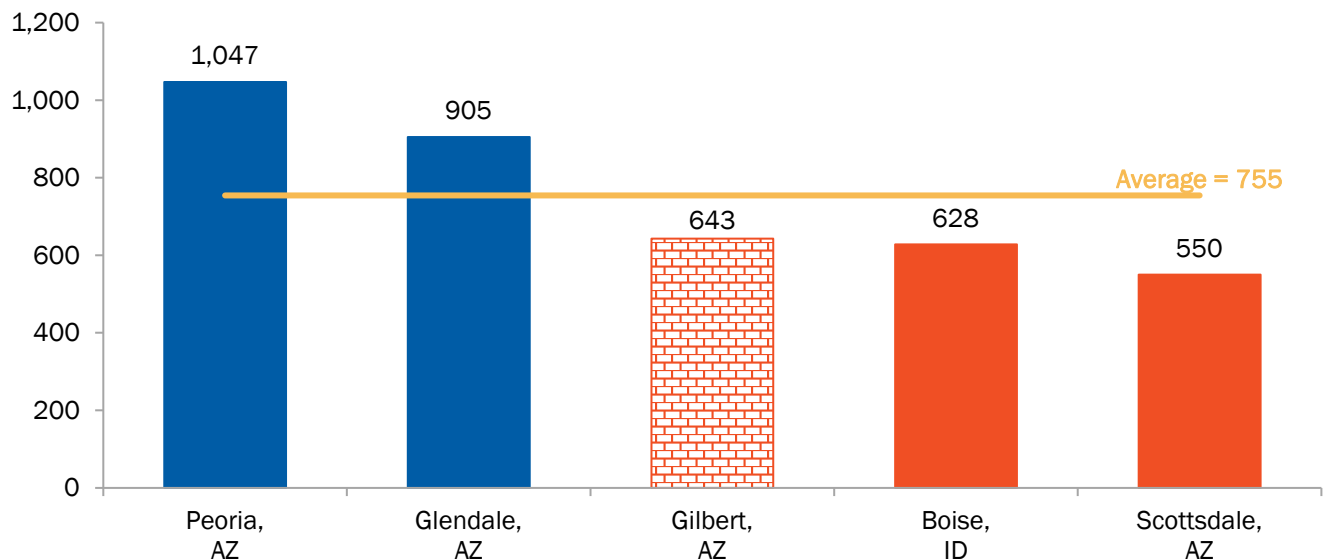


## Town Prosecutor

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

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

Caseload per Prosecutor



Data source: Municipal prosecutor office personnel.

Time to Clear Long Form Charges

City/Town	Time to Clear Long Forms
Gilbert, AZ	Within 30 days
Scottsdale, AZ	Within 30 days
Glendale, AZ	Within 30 days
Boise, ID	Within 30 days
Peoria, AZ	Within 120-150 days

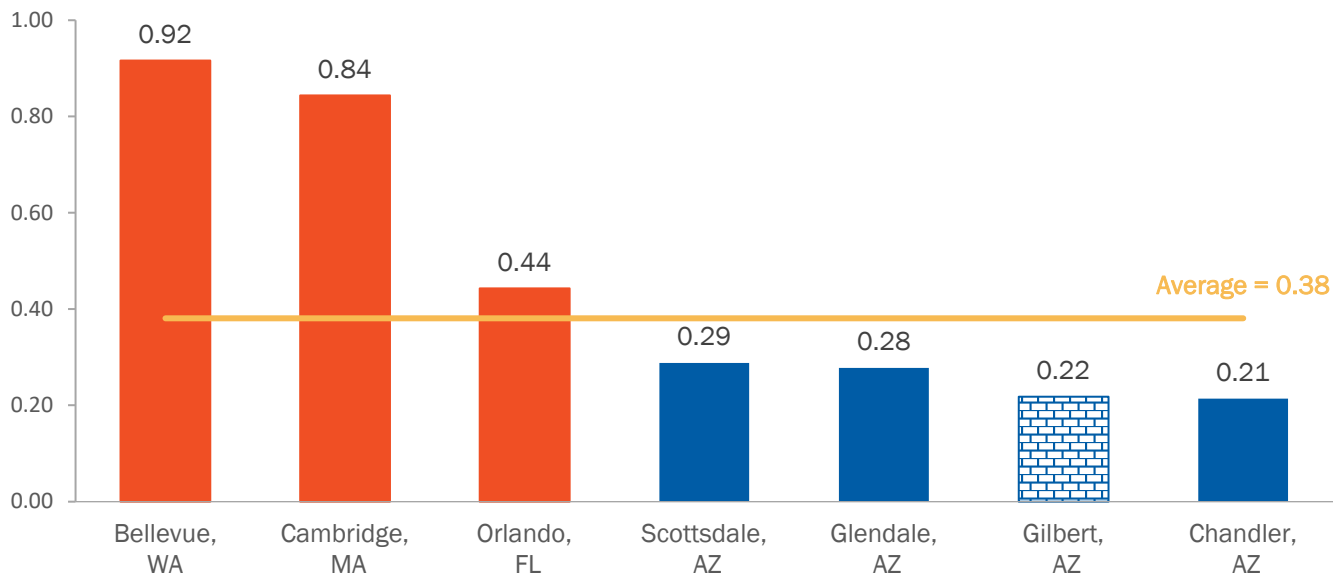
Data source: Municipal court staff.



## Town Clerk

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

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



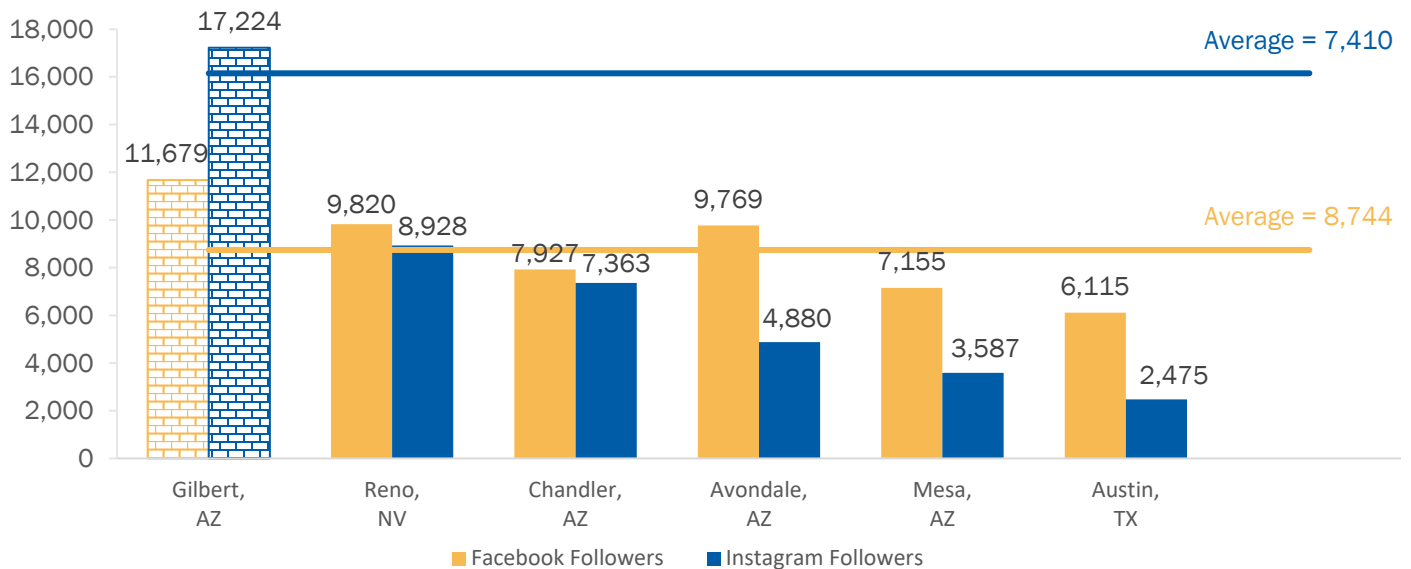
Data source: Population from 2022 U.S. Census, July 1, 2022. FTE data from FY 2024 budget documents from municipal websites.



## Digital Government

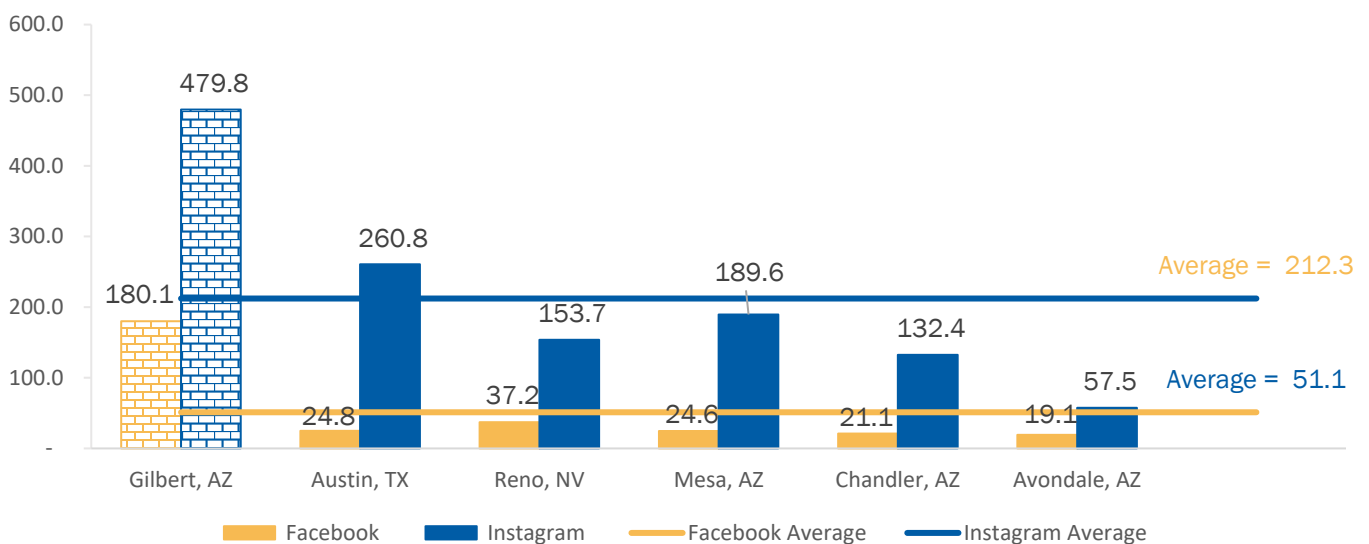
Digital Government is focused on establishing Gilbert as a leader in technology-driven government. Responsible for all internal, external, and digital communications, video production, broadcast, public relations, media relations, social media and marketing efforts for Gilbert, the Digital Government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

Social Media Followers per 100,000 Residents



Data source: Municipal staff - Figures normalized per 100,000 residents, utilizing population from 2022 U.S. Census, July 1, 2022

Public Engagements Per Post



Data source: Municipal staff

[FY 2024 Performance Measures, Digital Government](#)



## Economic Development

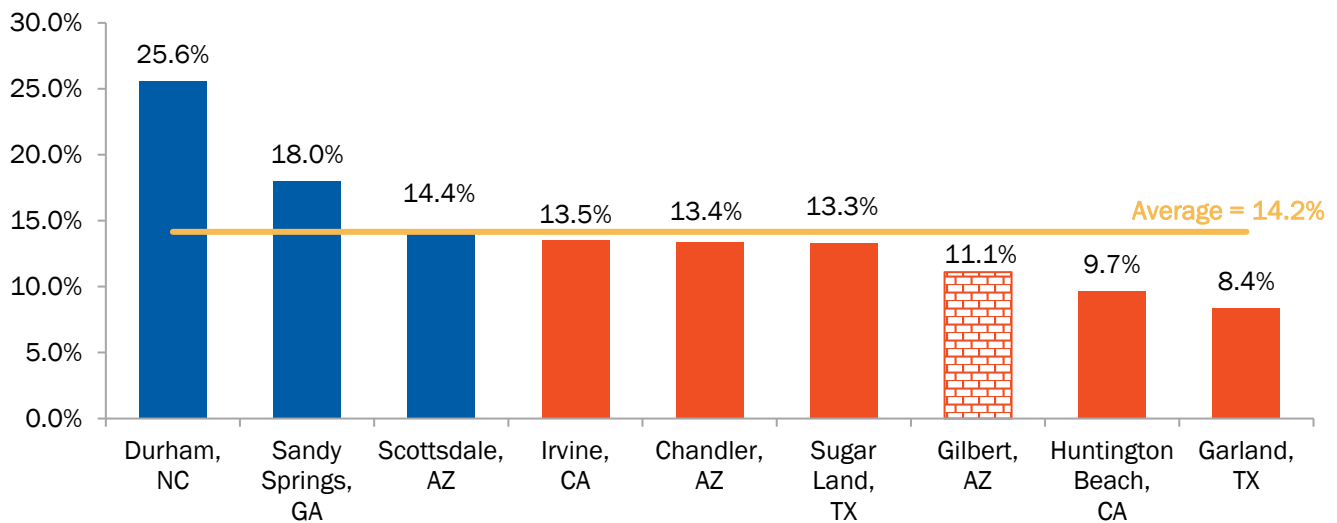
The Office of Economic Development's (OED) mission is to attract, grow, and retain business and industry to increase the economic well-being of the community. Efforts are focused on industries that have a high concentration of Science, Technology, Engineering and Math (STEM and STEM-related) occupations. The benchmarks related to the percentage of STEM/STEM-related occupations and share of high technology industry employment all help to measure whether Gilbert economic development efforts are impacting key economic performance indicators.

The OED also added benchmarks measuring commercial vacancy and average annual hotel occupancy. A measure of economic health is a low vacancy rate for existing office, retail, and industrial buildings, and this is an important measure to track. As businesses grow and vacancy rates decline, Gilbert will likely see an increase in new and speculative development to meet demand. With respect to hotel occupancy, the OED began to oversee the tourism line of service for Gilbert in 2013; and, since that time, has invested a portion of the transient occupancy tax collections to build a comprehensive tourism program that will result in increased tax revenue through an increase in bed night occupancy. Because of this expanded line of service, measuring hotel occupancy will help determine if tourism efforts are making an impact in the community.

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

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

Share of Workers in STEM and STEM-Related Occupations

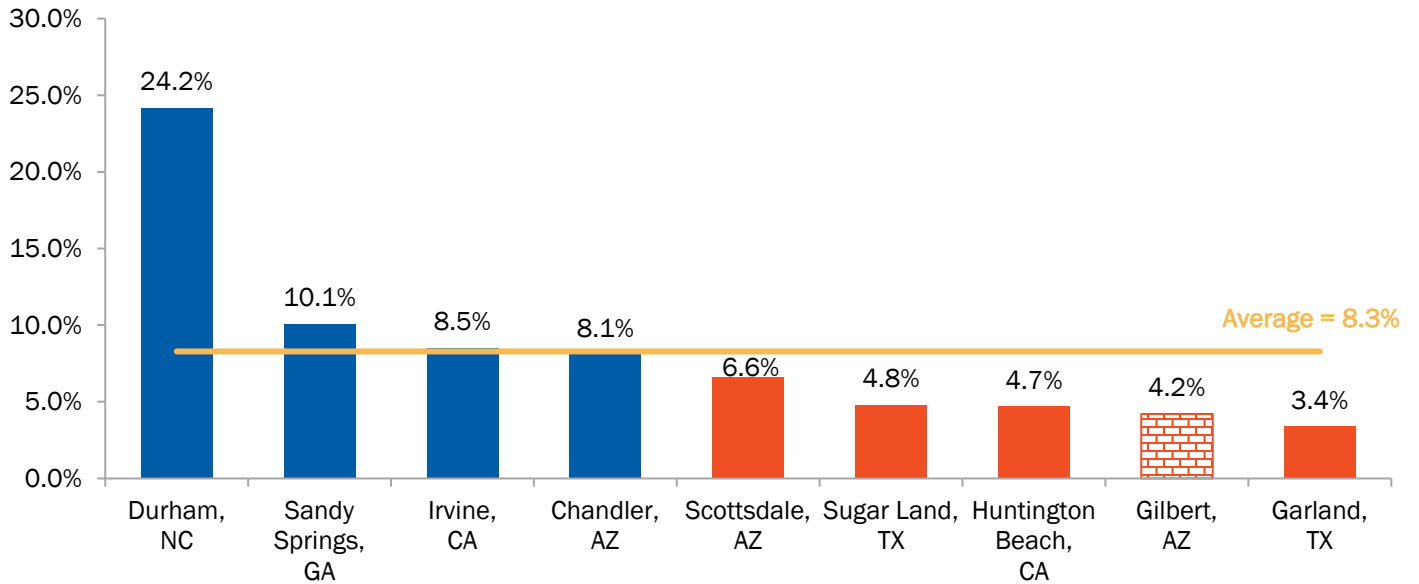


Data source: Lightcast, 2023

Note: Primary source of jobs data provided by Lightcast is the Bureau of Labor Statistics (BLS) Quarterly Census of Employment and Wages (QCEW). QCEW data is readjusted from time to time based on factors identified by BLS. Reported job figures for a given year may vary slightly between town reports based on when the data was pulled from Lightcast."



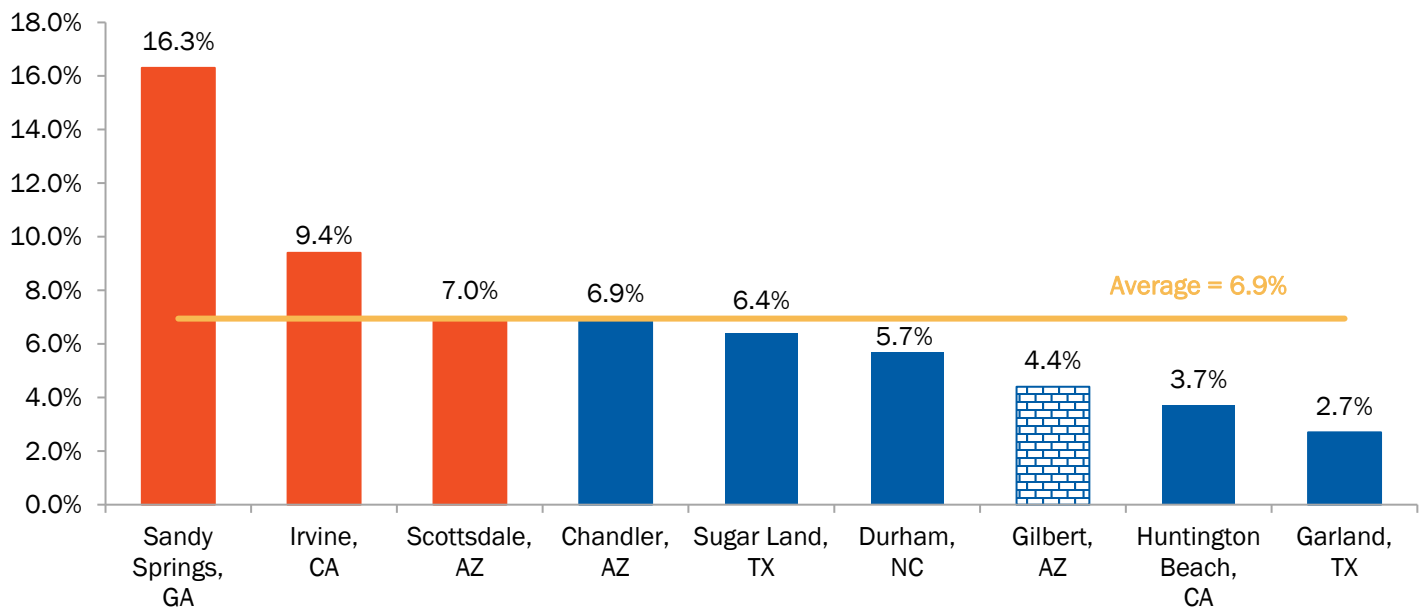
### Share of High Technology Industry Employment



Data source: Lightcast, 2023.

Note: Primary source of jobs data provided by Lightcast is the Bureau of Labor Statistics (BLS) Quarterly Census of Employment and Wages (QCEW). QCEW data is readjusted from time to time based on factors identified by BLS. Reported job figures for a given year may vary slightly between town reports based on when the data was pulled from Lightcast."

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

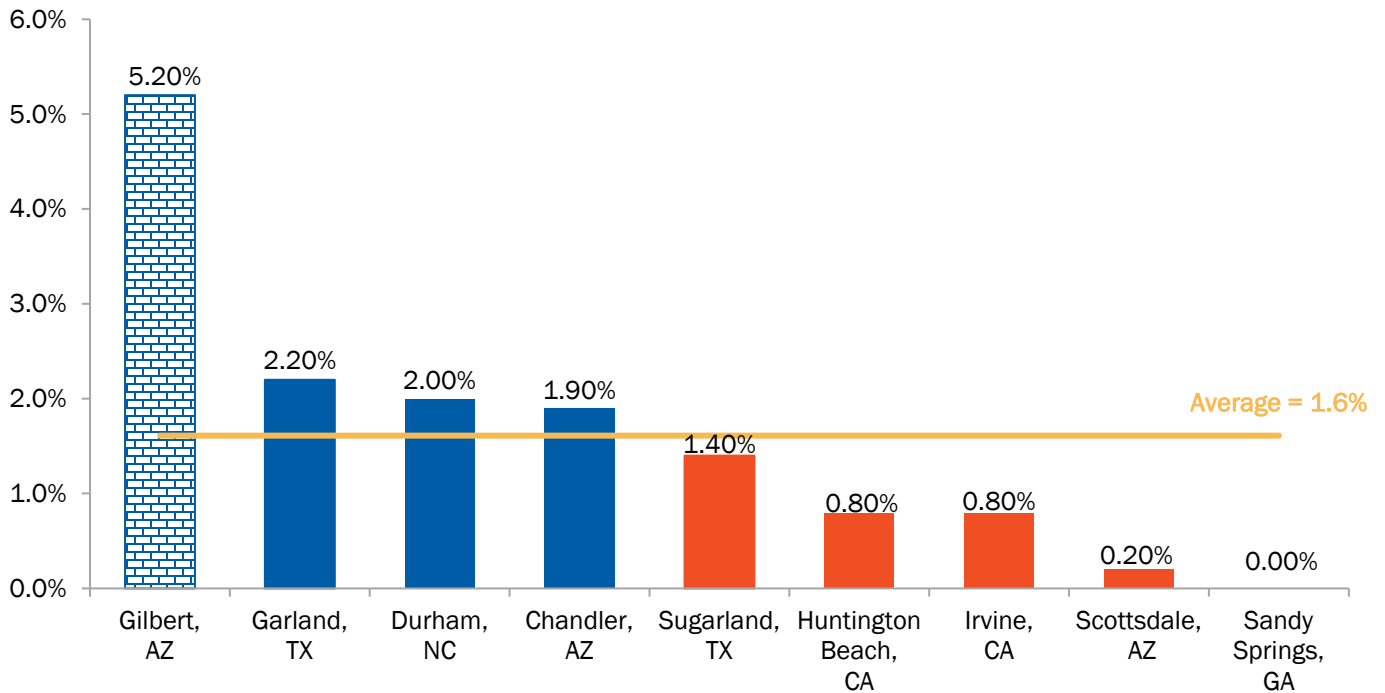


Data Source: Costar Group, 2023.





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

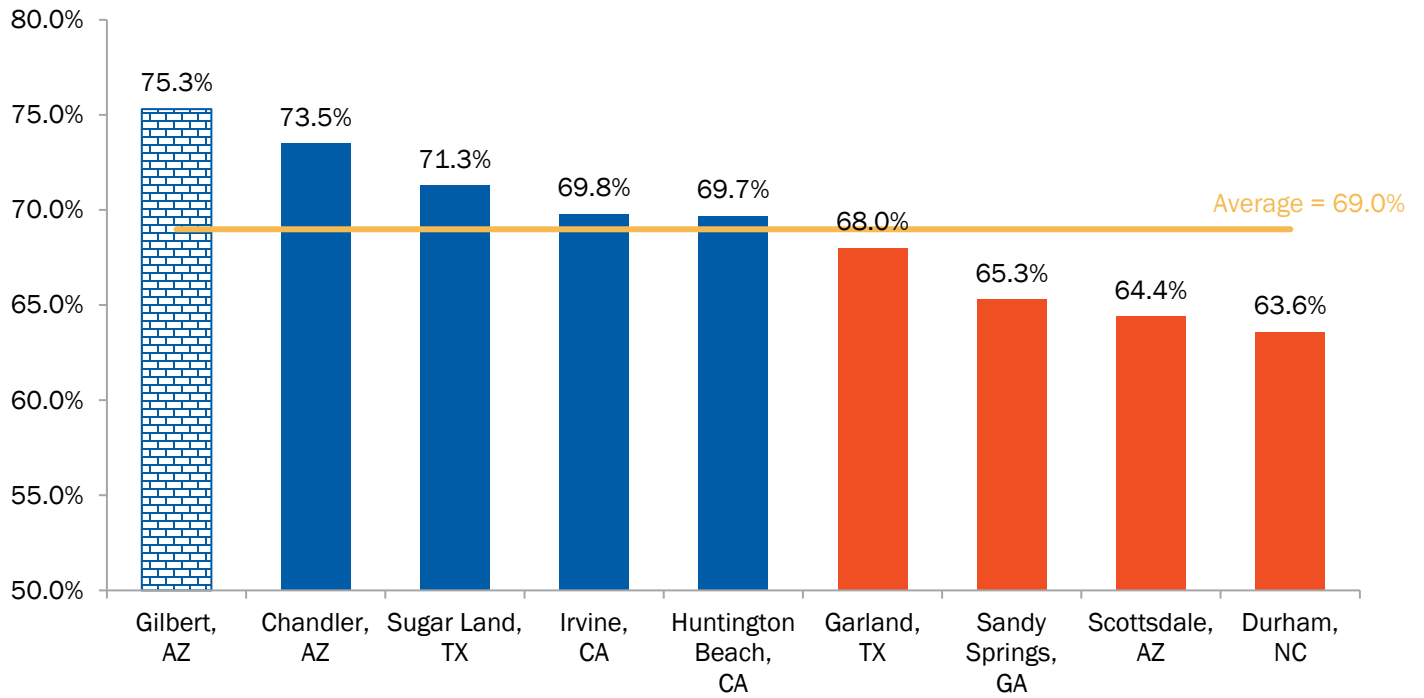


City / Town	Commercial Square Feet Added, 2023	Total Commercial Square Feet	Annual Growth by Percentage
<b>Gilbert, AZ</b>	<b>1,521,157</b>	<b>30,496,019</b>	<b>5.20%</b>
Garland, TX	1,124,884	52,768,989	2.20%
Durham, NC	1,554,989	77,478,614	2.00%
Chandler, AZ	1,140,150	62,056,092	1.90%
Sugar Land, TX	466,377	33,974,536	1.40%
Huntington Beach, CA	232,286	29,090,806	0.80%
Irvine, CA	748,922	92,016,238	0.80%
Scottsdale, AZ	157,025	67,267,775	0.20%
Sandy Springs, GA	0	3,179,451	0.00%

Data source: Commercial real estate growth obtained from Costar Group, 2023.



### Hotel Occupancy – Average Annual Occupancy Rate

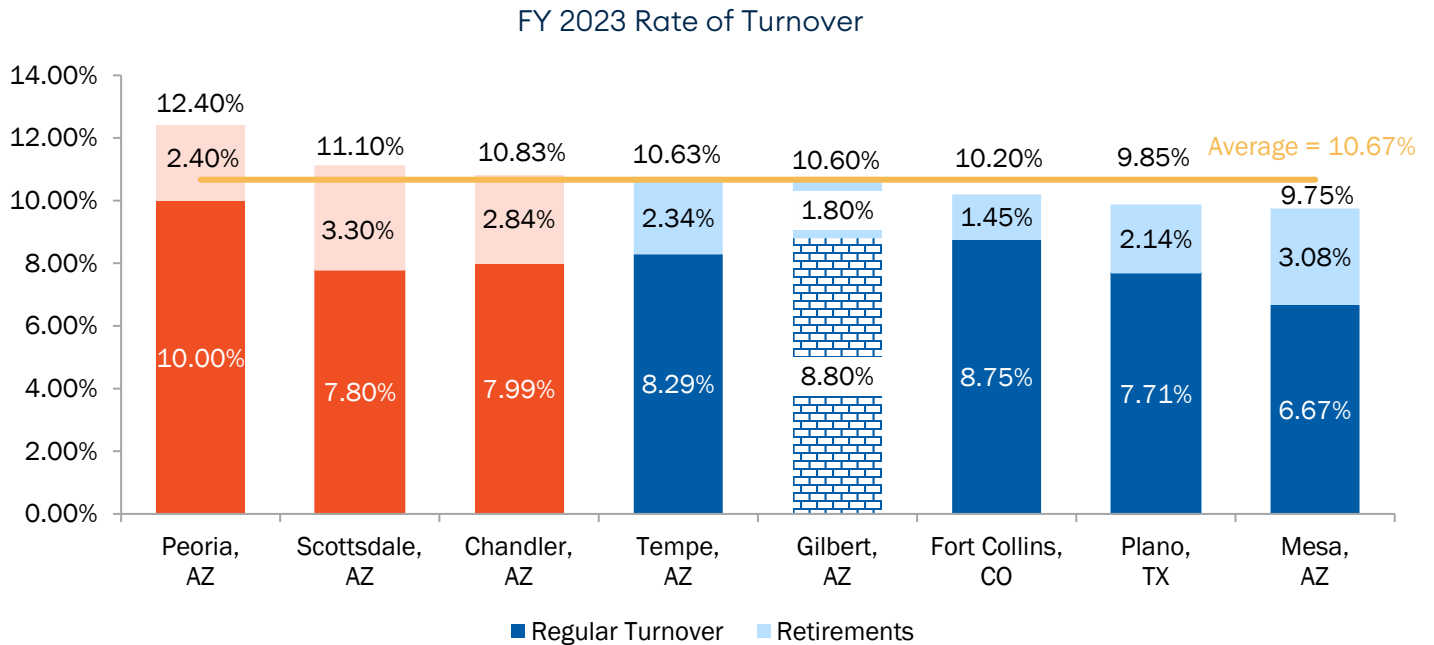


Data source(s): Municipal staff, CoStar, CoStar/Smith Travel Research, Destination Irvine, and municipal webs.



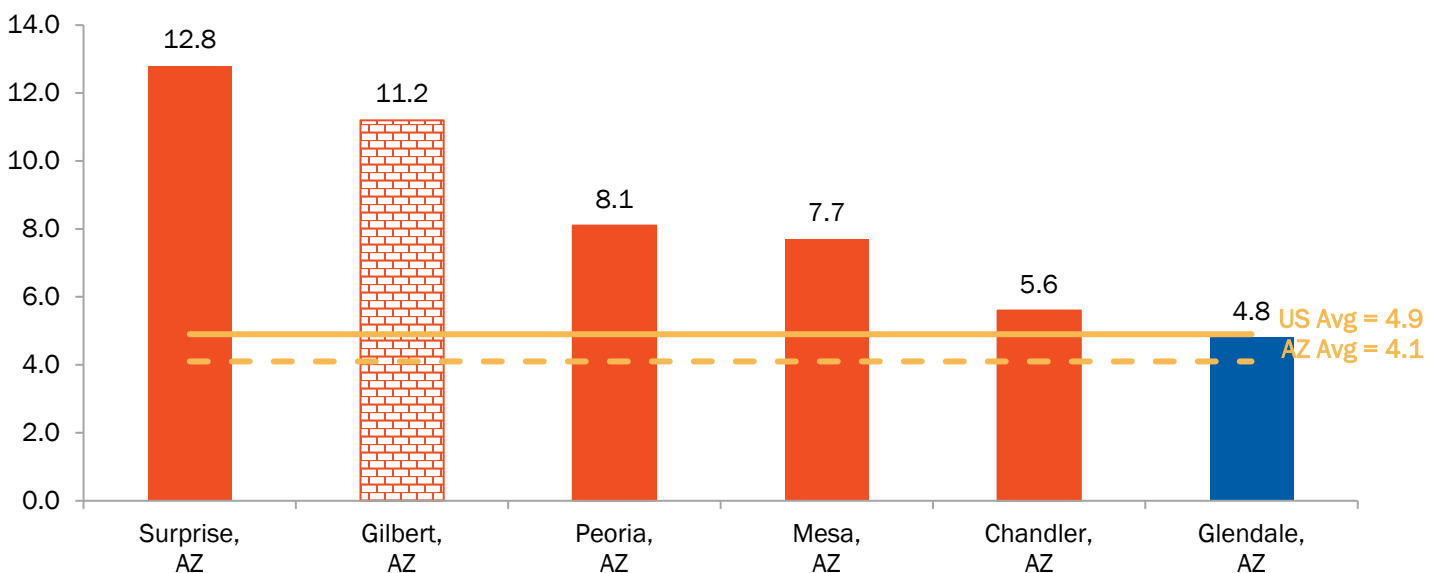
## Human Resources

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.



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

### Incident Rate - Total Recordable Non-Fatal Cases per 100 Full Time Employees Reflects Frequency of On-The-Job Injuries/Illness for Calendar Year 2023

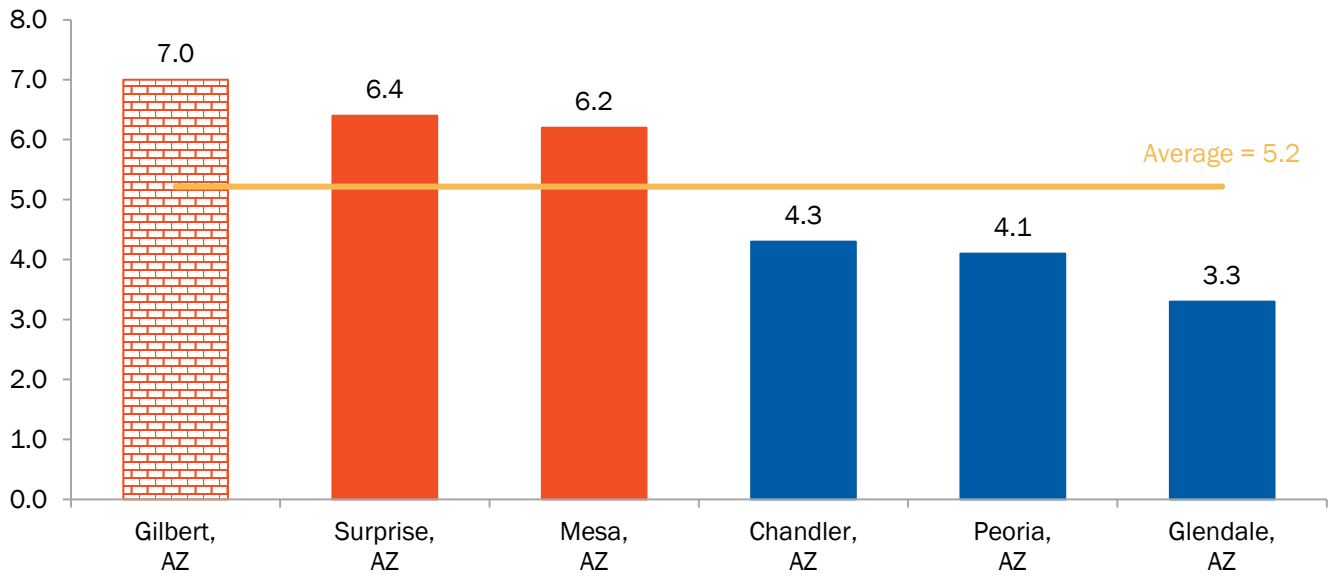


Data source: 2023 OSHA 300A Summary Log.



### DART (Days Away/Restricted Transfer) Rate

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



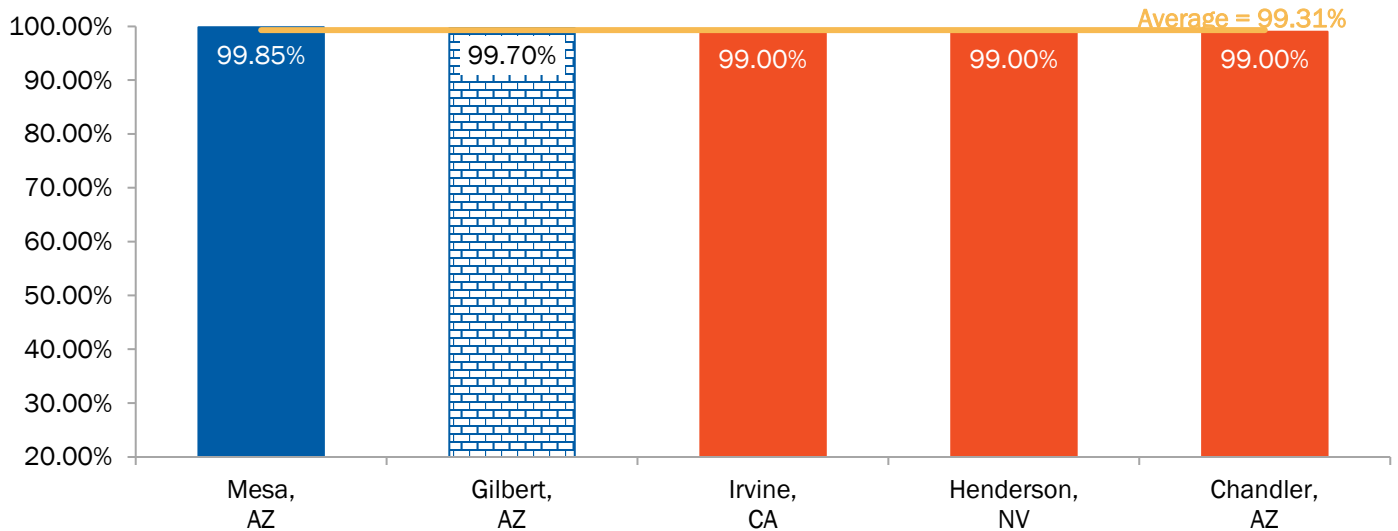
Data source: 2023 OSHA 300A Summary Log.



## Information Technology

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

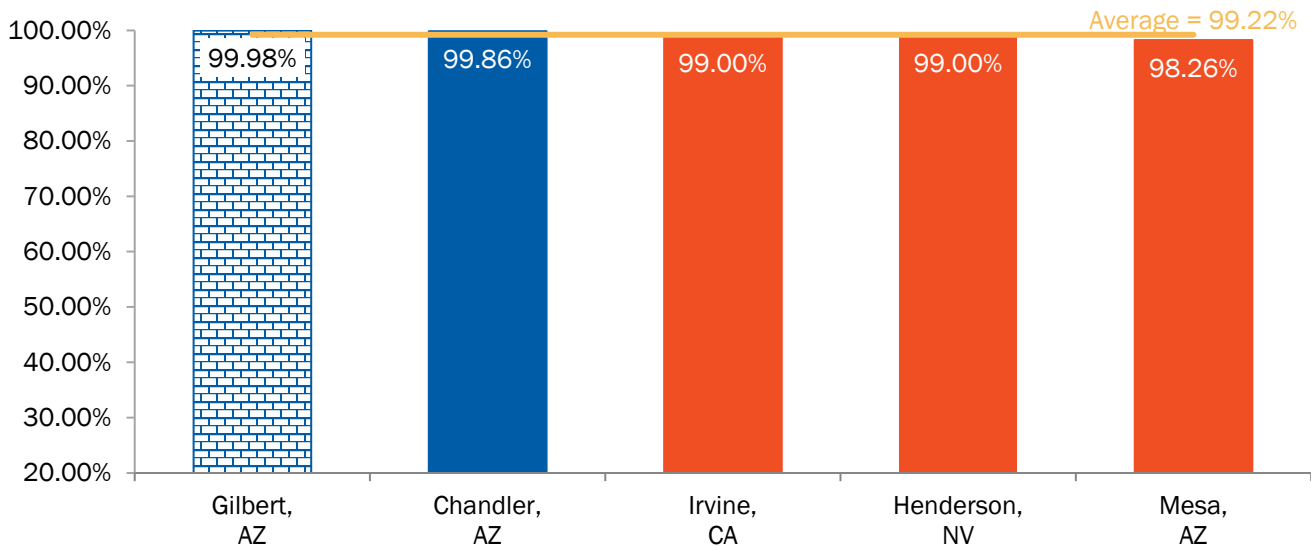
### Application Availability



Note: 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. Data source: Information received from IT staff and municipal budget documents. Mesa application availability includes planned and unplanned downtime.

### 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.



Data source: Information received from IT staff and municipal budget documents. Gilbert data includes unplanned downtime only. Mesa data includes planned and unplanned downtime; Tempe data shows an average of voice and data systems combined.



## Office of Management and Budget

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

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

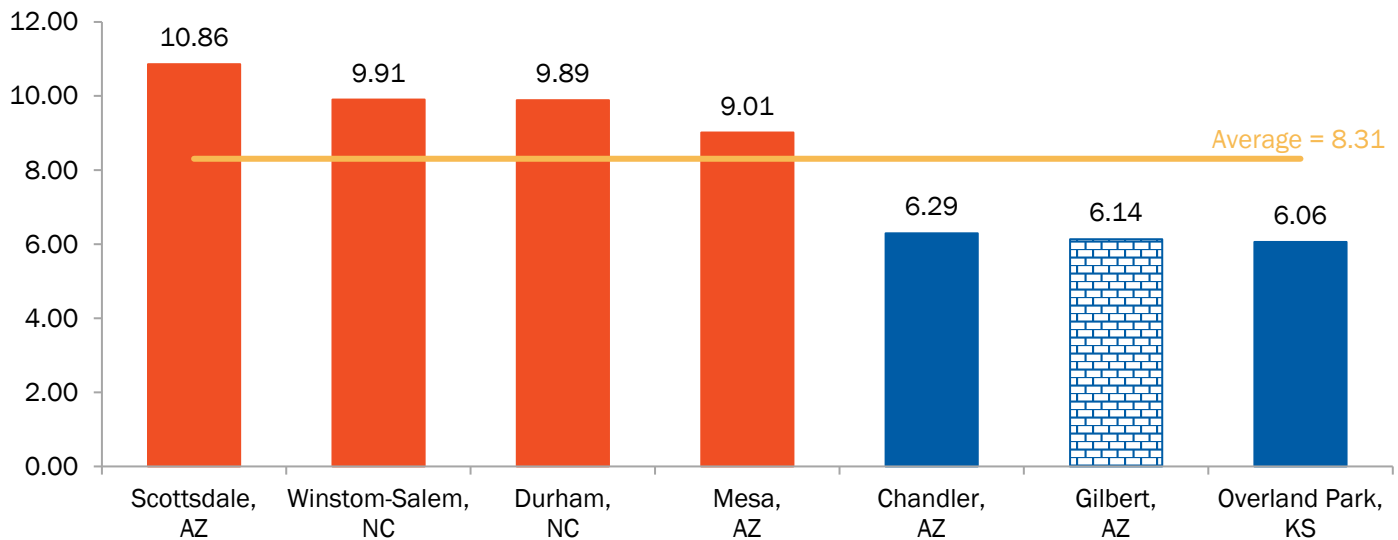
Benchmarking against other communities that have achieved a Aaa bond rating allows Gilbert to determine if there are any long-term financial goals that should be incorporated in Gilbert's long-range financial plan.

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

Data source: Municipal FY 2023 and FY 2023 Annual Comprehensive Financial Report (ACFR) documents.

### FY 2024 Full-Time Equivalents (FTE) per 1,000 Residents (Organization-Wide)

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

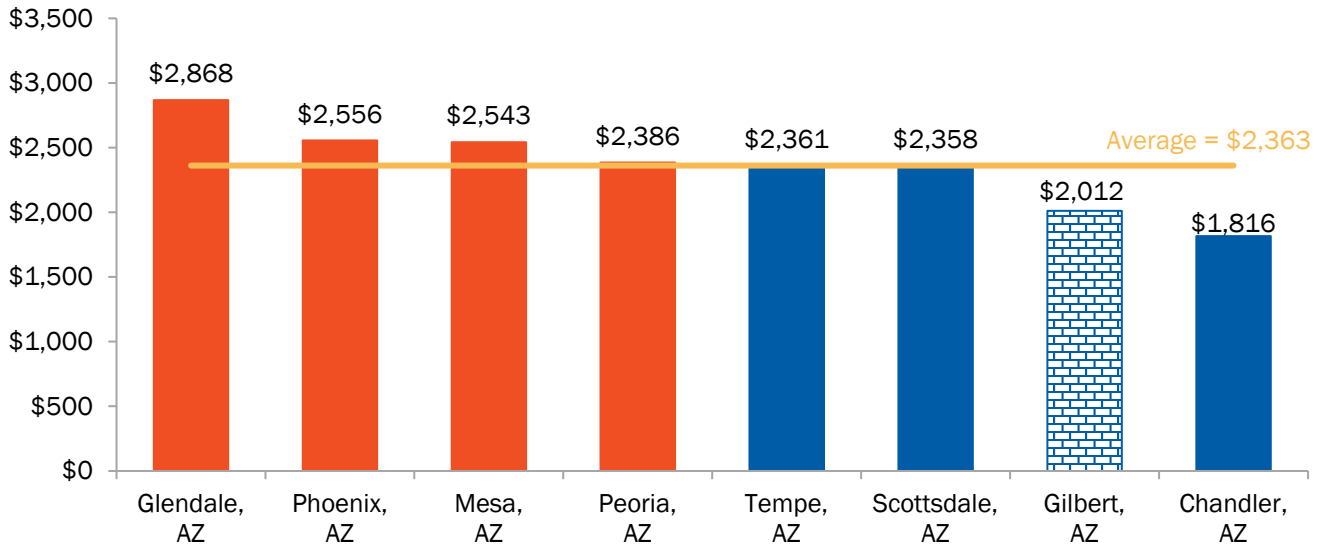


Data source: FY 2024 municipal budget documents.



### Estimated Average Residential Household Cost

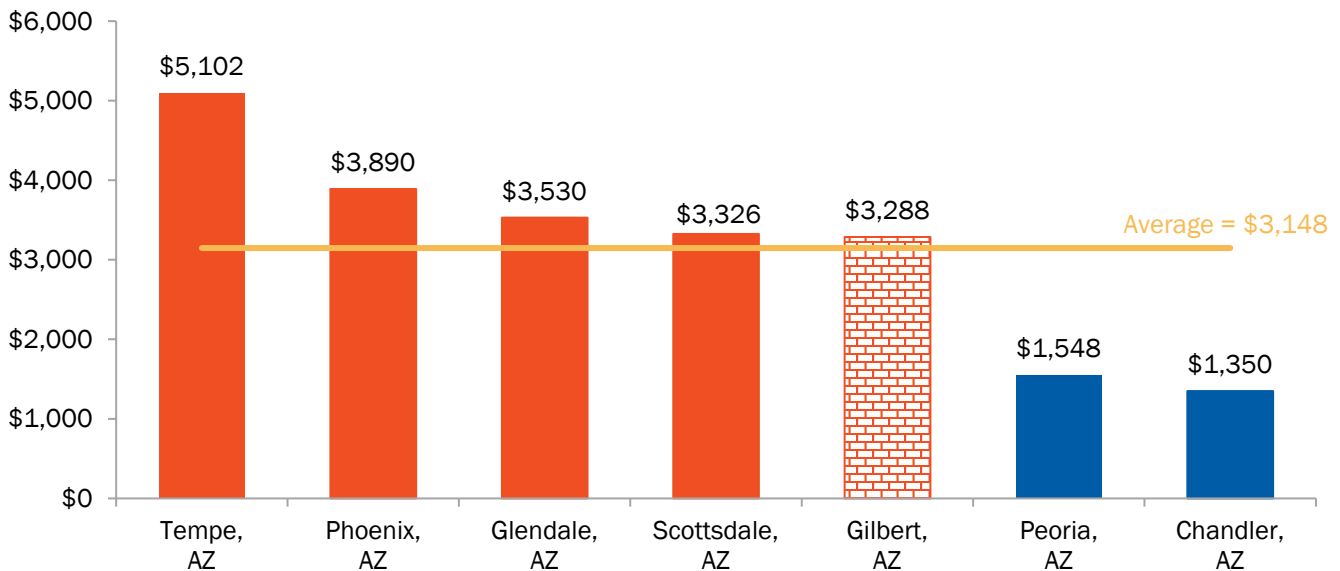
Each year, the City of Tempe, Arizona performs an analysis that estimates the average annual residential cost for citizens in eight Phoenix metropolitan area communities. Their analysis incorporates both the estimated annual cost for direct services provided by their city or town – such as water, wastewater and solid waste services – as well as costs associated with property tax and transaction privilege (sales) tax. The findings of their analysis, published in July 2023, are provided below.



Data source: City of Tempe, AZ, Comparative Cost of Services Report: <https://www.tempe.gov/government/city-manager-s-office/budget/average-residential-household-cost-comparison>

### Per Capita Bond Debt

The level of debt per capita is another measure of overall fiscal health. To calculate the debt per capita, the total outstanding debt is divided by the population. The average per capita debt for cities and towns with total outstanding debt at the end of FY 2023 is reflected in the table below.

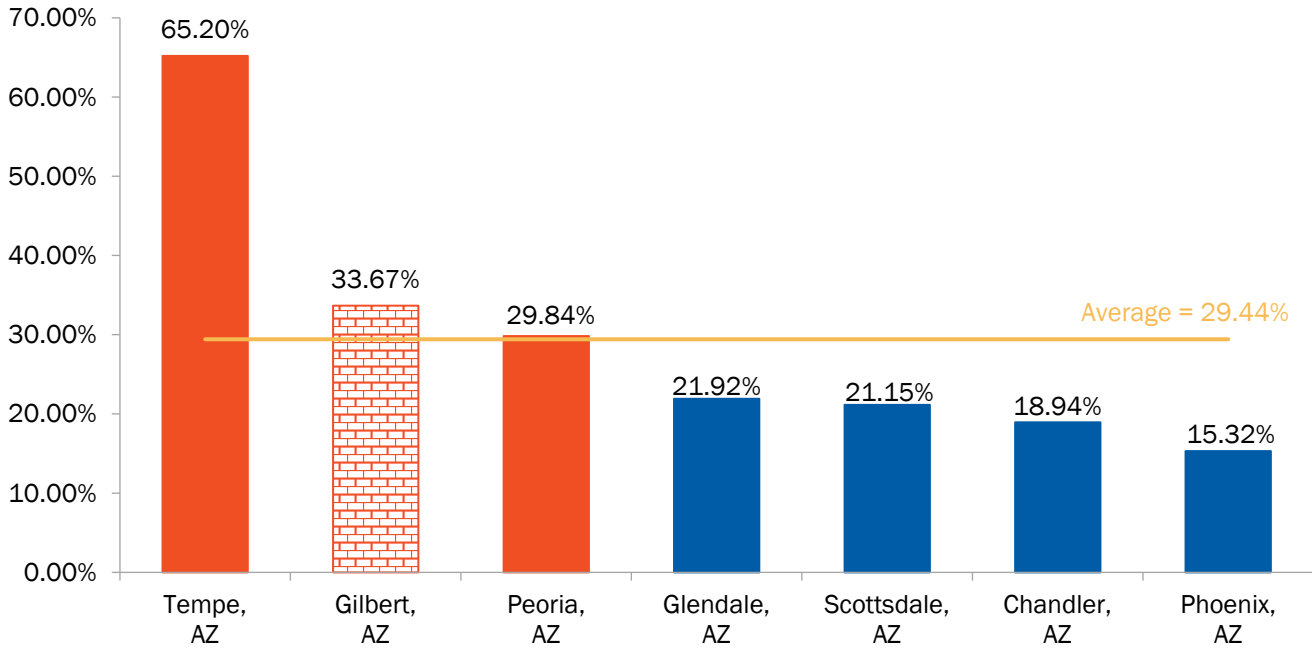


Data source: Arizona Department of Administration, FY 2023 Report of Outstanding Indebtedness



### Outstanding General Obligation Debt against Current Capacity

Arizona’s general obligation debt limit is based on the value of taxable property in the city or town, shown by the last property tax assessment before the issuance of bonds. The 20% debt limit is for projects involving streets, water, sewer, artificial lighting, parks, open space, and recreational facilities, while the 6% debt limit is for any other general-purpose project. The table below measures the outstanding general obligation debt in FY 2023, per municipality, against the capacity of each municipality to levy debt.



City/Town	General Obligation Debt	Capacity	Percent of Capacity Used
Tempe, AZ	\$421,175,000	\$645,936,240	65.20%
Gilbert, AZ	\$279,935,000	\$831,339,304	33.67%
Peoria, AZ	\$156,295,000	\$523,708,906	29.84%
Glendale, AZ	\$107,180,000	\$489,033,560	21.92%
Scottsdale, AZ	\$419,615,000	\$1,984,125,846	21.15%
Chandler, AZ	\$192,075,000	\$1,014,024,833	18.94%
Phoenix, AZ	\$647,900,000	\$4,228,988,111	15.32%

Data source: Arizona Department of Administration, FY 2023 Report of Outstanding Indebtedness

Note: Chart data is sorted by percentage of capacity used by each municipality, from highest to lowest. City of Mesa did not report for FY 2023 Report of Outstanding Indebtedness.





# MANAGEMENT SERVICES

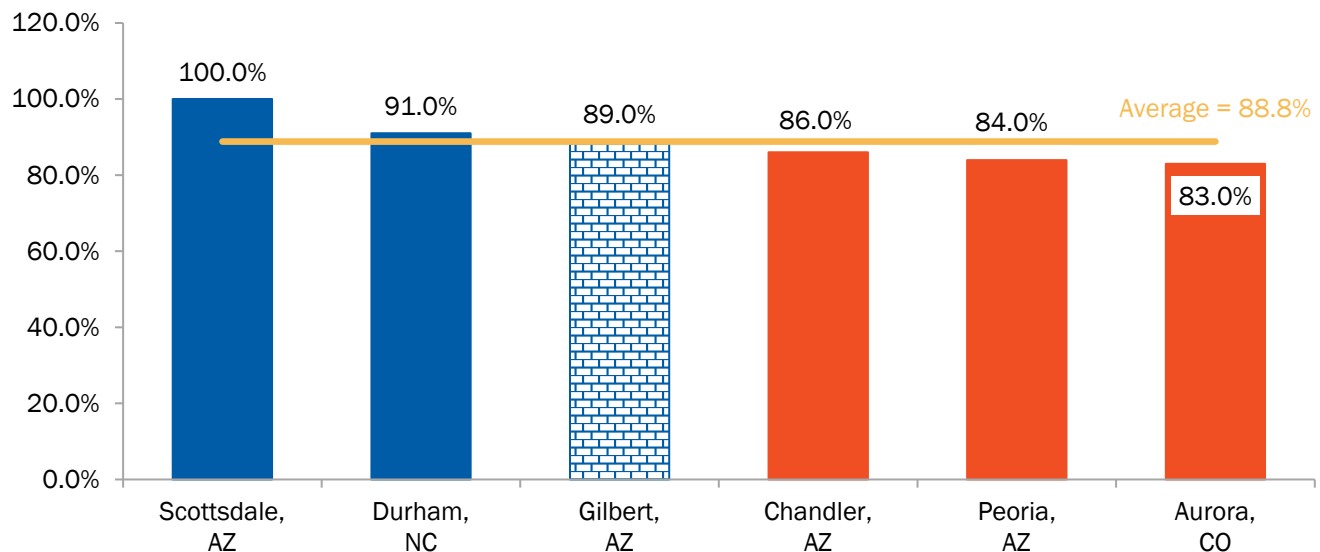
Management Services represents the financial and management services functions of the town, including Accounting, Purchasing, Tax Compliance, and Utility Customer Service. Management Services operations include the maintenance of accurate and complete financial records; the provision of meaningful and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

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

## Finance Division

For the purposes of this report, Finance is reflective of activities in the Accounting, Purchasing and Tax divisions. The Accounting Division ensures accurate financial reporting on the results of operations, and processes financial transactions in a timely manner. The Accounting Division’s responsibilities include management of the general ledger, accounts payable, accounts receivable, special assessments, fixed assets, investments, cash and debt management, and grant accounting. The division has received the Government Finance Officer Association (GFOA) Certificate of Excellence for Financial Accounting for 30 consecutive years, as well as an unmodified audit opinion; and provides exemplary service in the most efficient means possible.

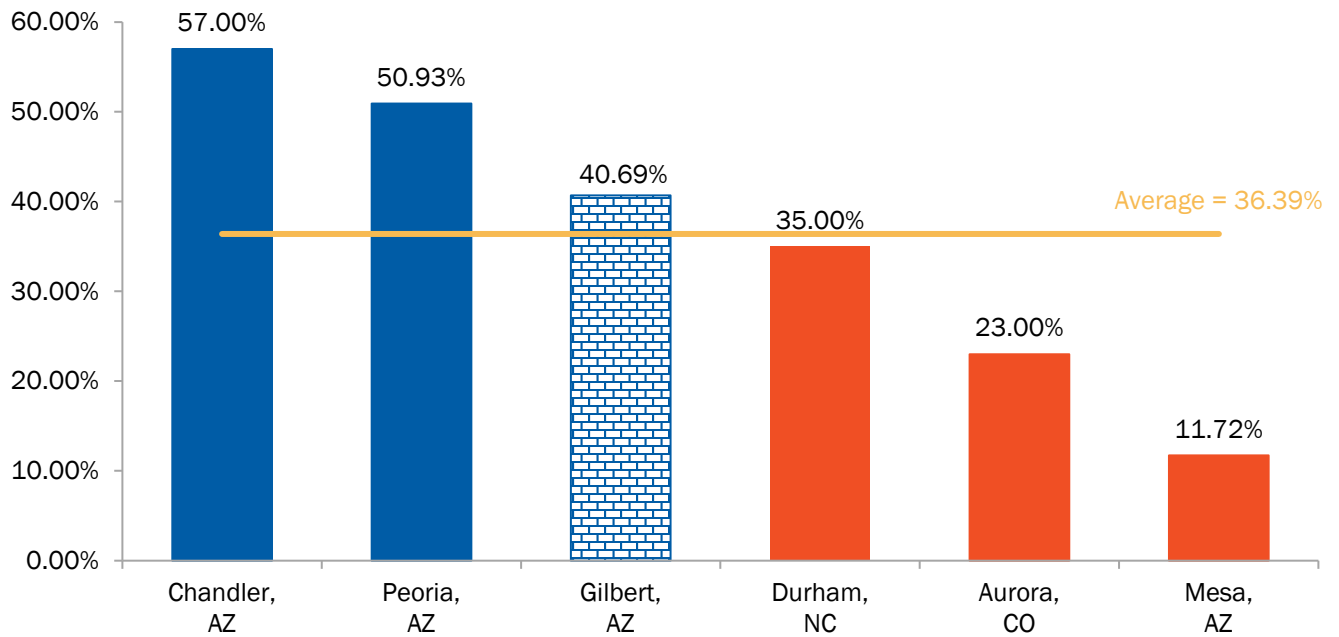
Accounts Payable (AP) Invoices Paid within 30 Days



Data source: Municipal staff.



### Percentage of All Purchases Made via Purchasing Card/Credit Card



Data source: Municipal staff.

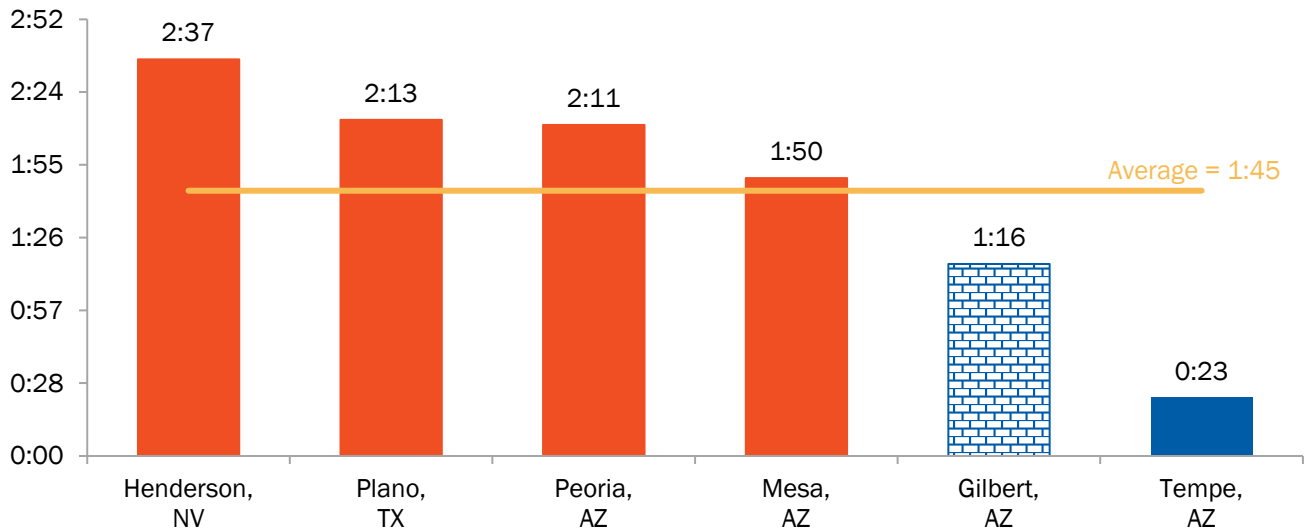
Note: The use of a purchasing/credit card for government purchases provides a percentage rebate on each purchase, and can be a source of revenue for the jurisdiction.



## Utility Billing

The Customer Care Center provides support to residents and the public for a variety of requests. Most of the approximately 2,500 calls per week Gilbert receives are regarding utility service. Answering calls quickly to respond to requests or concerns is an important factor of customer service. The ability to provide and market e-bill (receiving statements electronically) and autopay (bank accounts automatically debited monthly) services also provides a higher level of service and reduces phone calls.

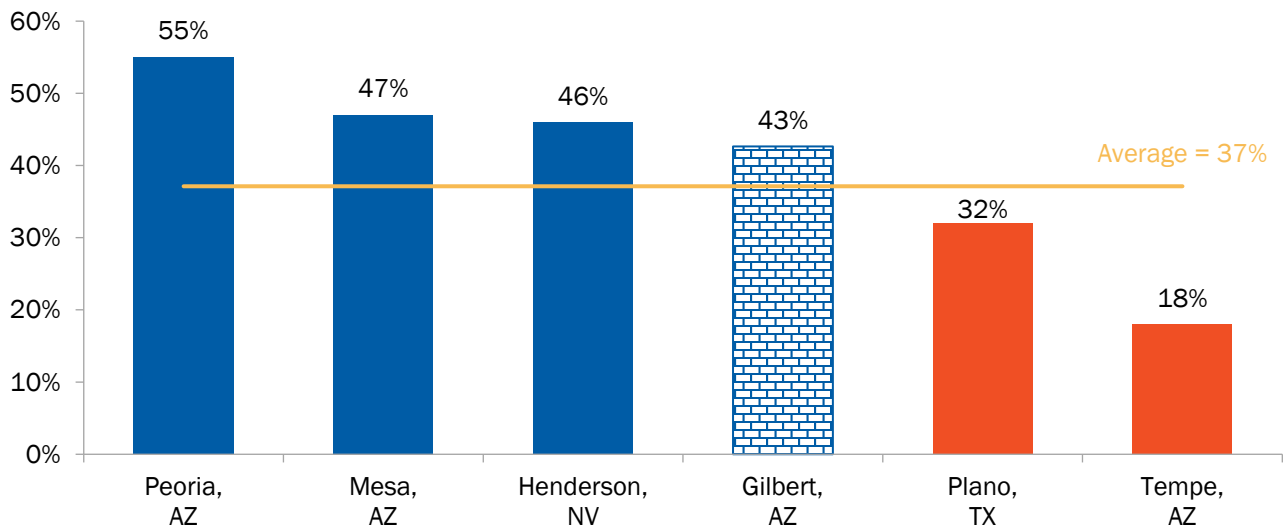
Call Center Average Answer Speed for Utility Calls\*



\*Time displayed in minutes and seconds.

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

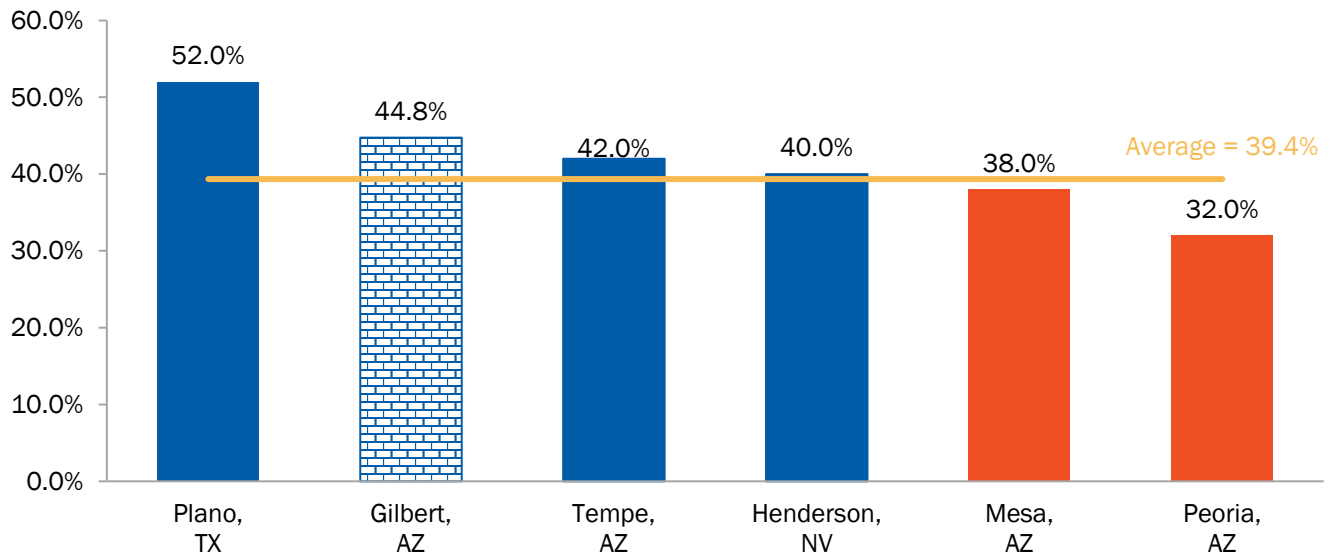
Percentage of Utility Customers who Receive Statements Electronically



Data source: Information provided by utility billing staff.



### Percentage of Utility Customers on Autopay



Data Source: Information provided by utility billing staff.



## DEVELOPMENT SERVICES

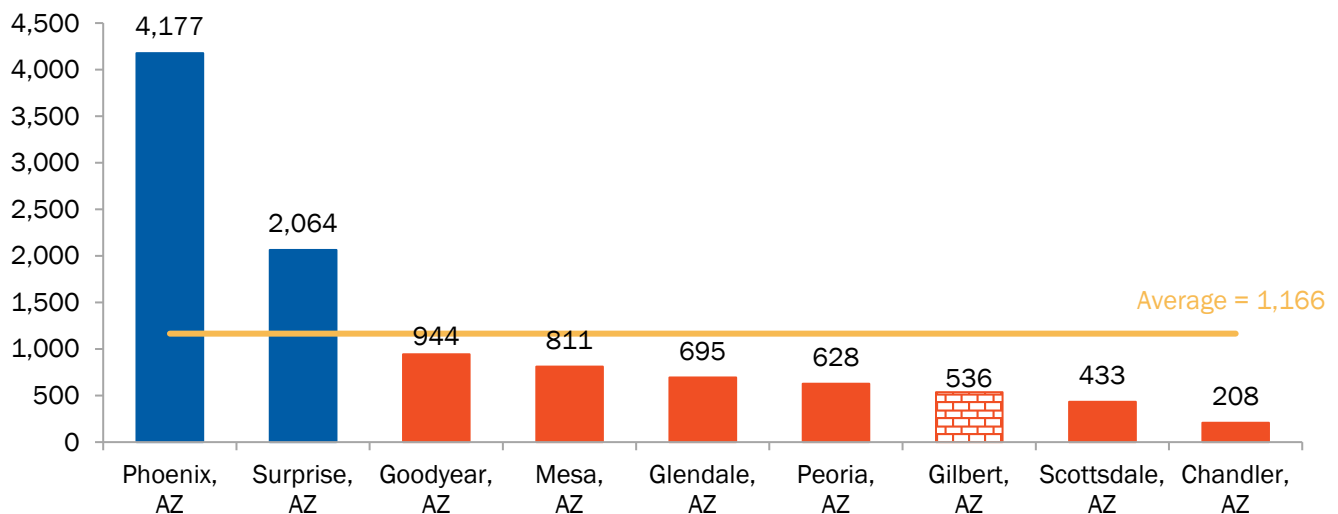
The Development Services Department provides superior performance and leadership in all development-related activities. Development Services is committed to continual improvement by providing the very best Services is committed to helping Gilbert become the City of the Future. Process improvement includes what 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 can move through the review process, relative to other communities. This is an economic advantage to customers, and ultimately the citizens, as new development is completed. The last measure depicts the efforts made by citizens, businesses, and staff to ensure a high quality of life in Gilbert.

### Permit Turnaround Time – Residential and Commercial

City /Town	Residential	Commercial	Work Week
Gilbert, AZ	12 days	13 days	M-Th, 7am-6pm
Chandler, AZ	14 days	26 days	M-F, 8am-5pm
Mesa, AZ	10 days	18 days	M-Th, 7am-6pm
Phoenix, AZ	34 days	40 days	M-F, 8am-5pm
Irvine, CA	5 to 20 days	20 days	M-Th, 7:30am-5:30pm Friday 8am-5pm

Data source: Information provided by municipal staff. Note: Data is measured in business days. Gilbert and Mesa are on a 4-day week schedule; all other municipalities are on a 5-day schedule.

### 2023 Calendar Year Single Family Building Permits Issued



Data Source: Home Builders Association of Central Arizona. Permits reflect single family activity for calendar year 2023.

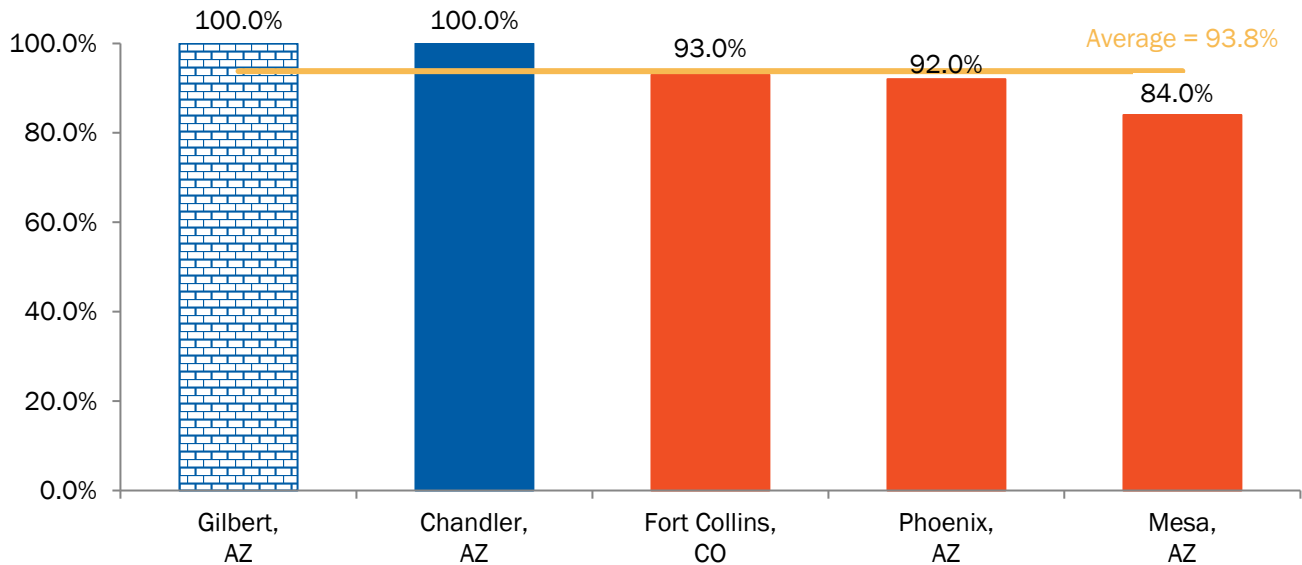


### Percentage of Building Inspections Performed on Same Day as Request

City/Town	Percentage of Building Inspections Performed the Same Day as Request
Gilbert, AZ	100%
Chandler, AZ	100%
Irvine, CA	99%
Mesa, AZ	98%
Phoenix, AZ	98%

Data source: Information provided by municipal staff. Note: Requests must be made by 5 a.m. to be completed on same day as request.

### Percentage of Voluntary Code Compliance



Data source: Information obtained from municipal websites and municipal staff.

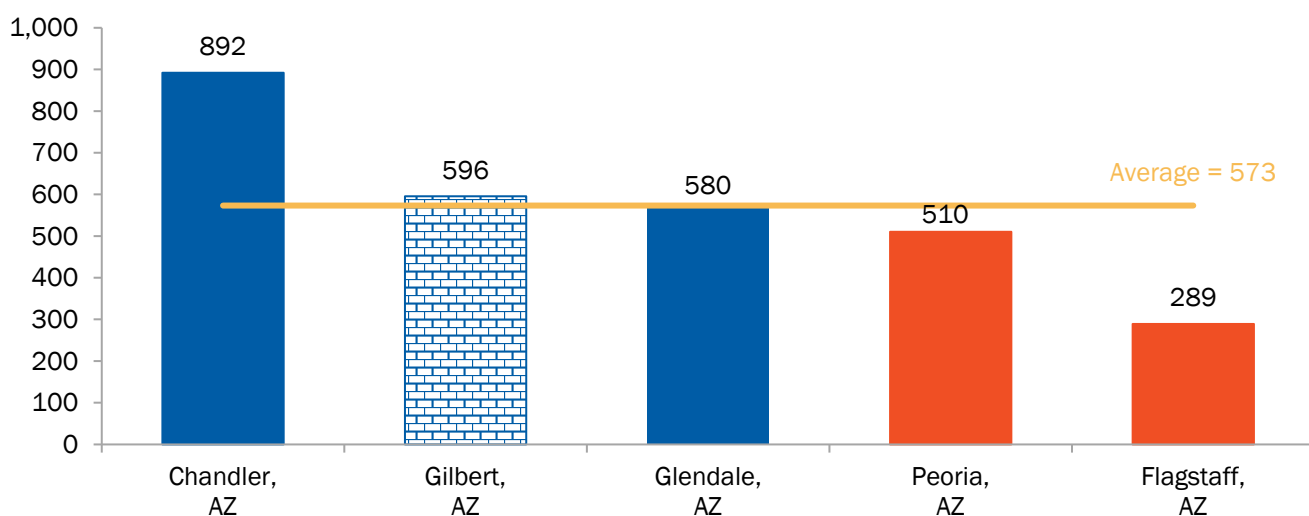


## MUNICIPAL COURT

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

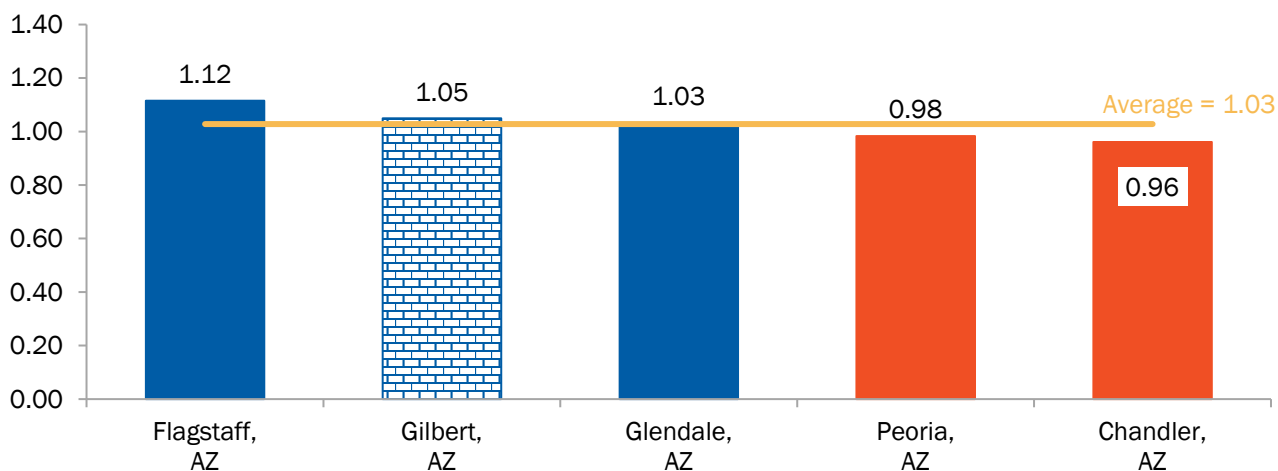
The Municipal Court is funded by the Town of Gilbert, but it is part of Arizona's integrated state court system and is subject to their administrative authority. Local comparisons can be difficult because jurisdictions may vary considerably, depending on local policies. For instance, a court may be ranked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

Case Volume per Court Full-Time Employee



Data source: Arizona Supreme Court Data Reports 2022 [www.azcourts.gov/statistics](http://www.azcourts.gov/statistics)

Clearance Rates



Data source: Arizona Supreme Court Data Reports 2022 [www.azcourts.gov/statistics](http://www.azcourts.gov/statistics)

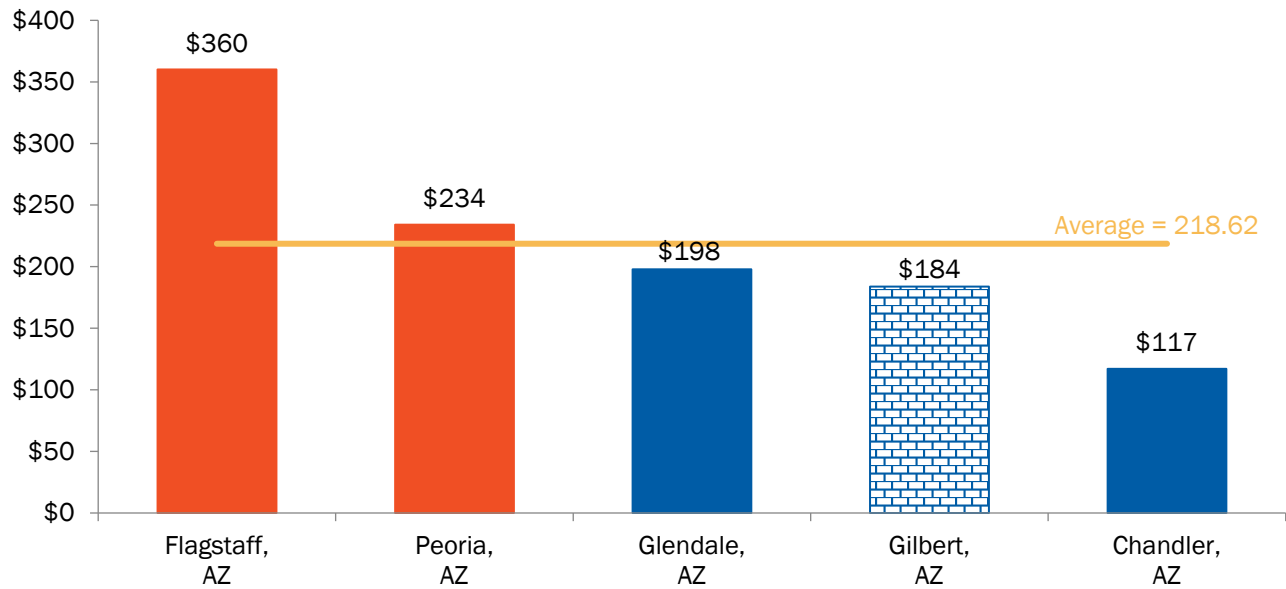


### Cases Filed, Disposed, and Clearance Rate

City/Town	Cases Filed	Cases Disposed	Clearance Rate
Flagstaff, AZ	8,542	9,530	1.12
<b>Gilbert, AZ</b>	<b>19,102</b>	<b>20,046</b>	<b>1.05</b>
Glendale, AZ	26,969	27,845	1.03
Peoria, AZ	10,948	10,764	0.98
Chandler, AZ	37,474	36,009	0.96

Data source: Arizona Supreme Court Data Reports 2022 [www.azcourts.gov/statistics](http://www.azcourts.gov/statistics)

### Cost per Case Disposed



Data source: Arizona Supreme Court Data Reports 2022 [www.azcourts.gov/statistics](http://www.azcourts.gov/statistics)





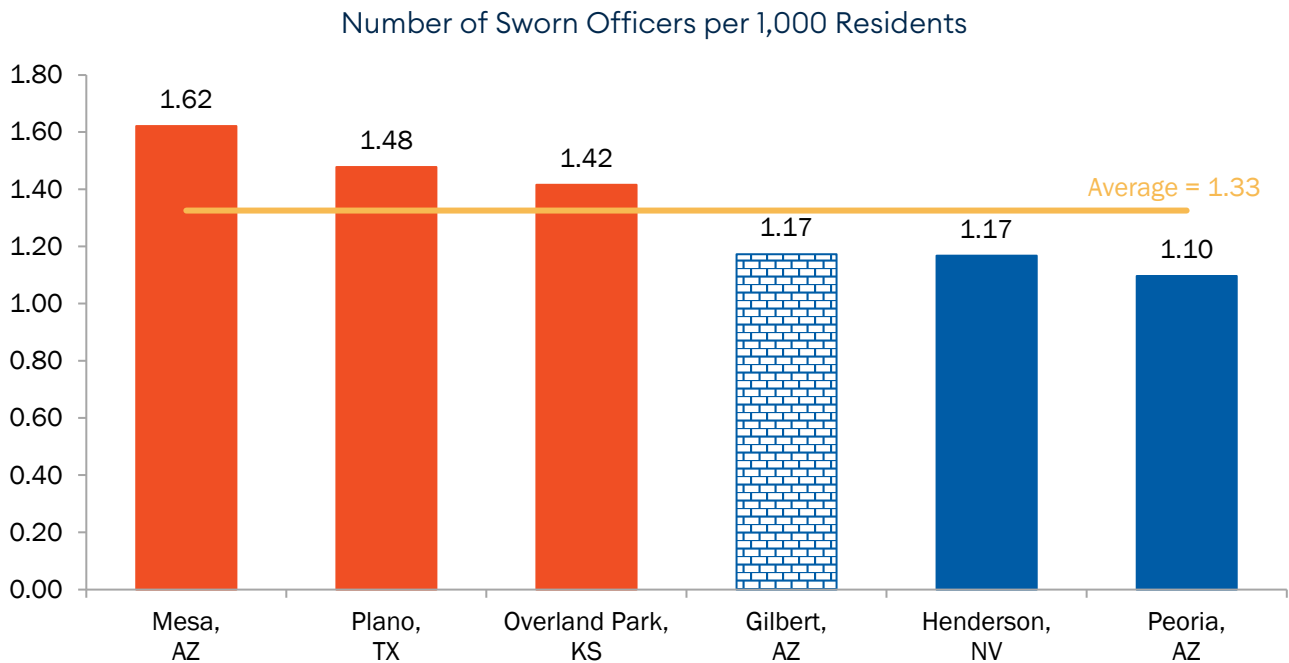
# POLICE

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

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

Data included in this study for the benchmark communities located outside of Arizona was obtained from the cities' respective websites, as well as the 2022 Benchmark Cities Survey, of which all three target cities are participants, which is compiled by the Overland Park, KS Police Department (<https://www.opkansas.org/>). The survey was originally designed in 1997 by a consortium of police chiefs to establish a measurement by which they could ensure the best service was being provided to their citizens. The most recent survey results reflect data for calendar year 2022.

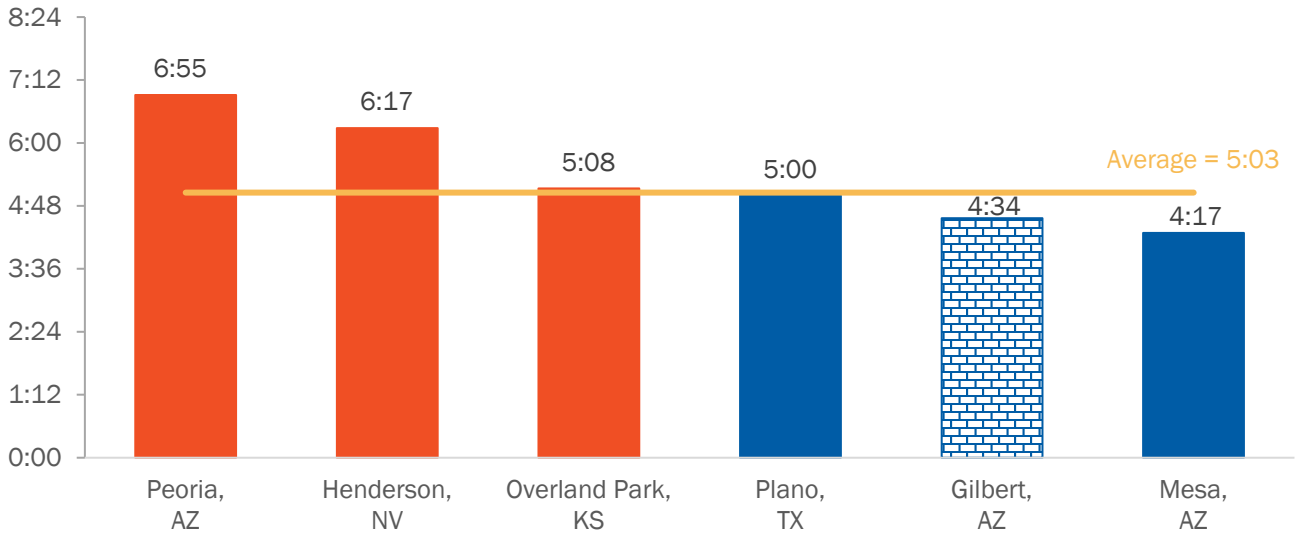
Additional data (i.e., data not tracked in the mid-size cities Benchmark Cities Survey) was received from the listed agencies, or retrieved from the Federal Bureau of Investigation Uniform Crime Reporting (UCR) data contained on their website: <http://www.fbi.gov/about-us/cjis/ucr>. The information provided is based on calendar year 2022, and utilizes population numbers reported by the FBI.



Data Source: Municipal budget documents for FY 2024.



### Average Response Time to Emergency Calls for Service



\*Time Displayed in minutes and seconds

### Total Part I Crimes per 1,000 Residents

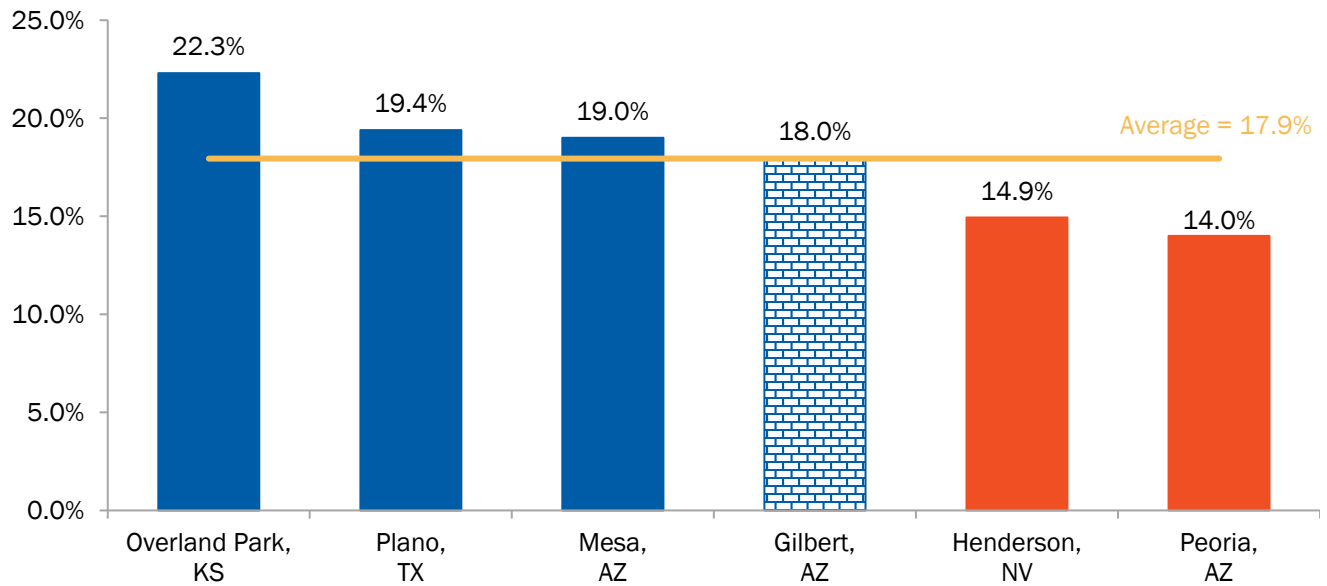
City/Town	Part I Property Crimes per 1,000	Part I Violent Crimes per 1,000	Total Part I Crimes
Overland Park, KS	23.81	2.21	26.02
Mesa, AZ	17.72	4.28	22.00
Henderson, NV	18.83	2.95	21.78
Plano, TX	18.98	1.58	20.56
Chandler, AZ	18.12	1.83	19.95
<b>Gilbert, AZ</b>	<b>10.23</b>	<b>1.17</b>	<b>11.40</b>

Data source: The data used in creating this table were from all city and town law enforcement agencies submitting 12 months of complete offense data for 2022.

Note: According to UCR standards, the definition of Part I Property Crime includes burglary, larceny-theft, motor vehicle theft, and arson; the definition for Part I Violent Crime includes criminal homicide, forcible rape, robbery, and aggravated assault.

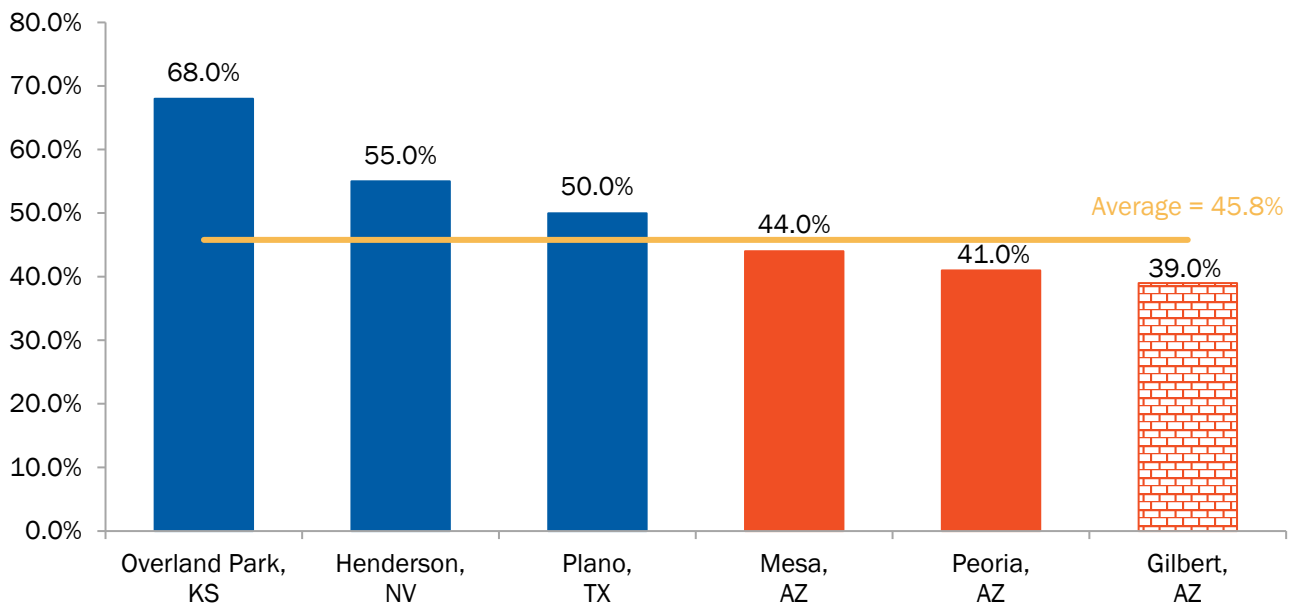


### Part I Property Crimes Cleared



Note: The UCR definition of Part I Property Crime includes burglary, larceny-theft, motor vehicle theft, and arson; for Mesa, AZ arson is not included in the property crime rates. Data source: Overland Park, KS Benchmark Cities Survey 2022 and police personnel. <https://www.opkansas.org/city-services/police-fire-safety/police-special-services/benchmark-cities-survey/>

### Part I Violent Crimes Cleared\*



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

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

Data source: Overland Park, KS Benchmark City Survey 2022 and police personnel. <https://www.opkansas.org/city-services/police-fire-safety/police-special-services/benchmark-cities-survey/>

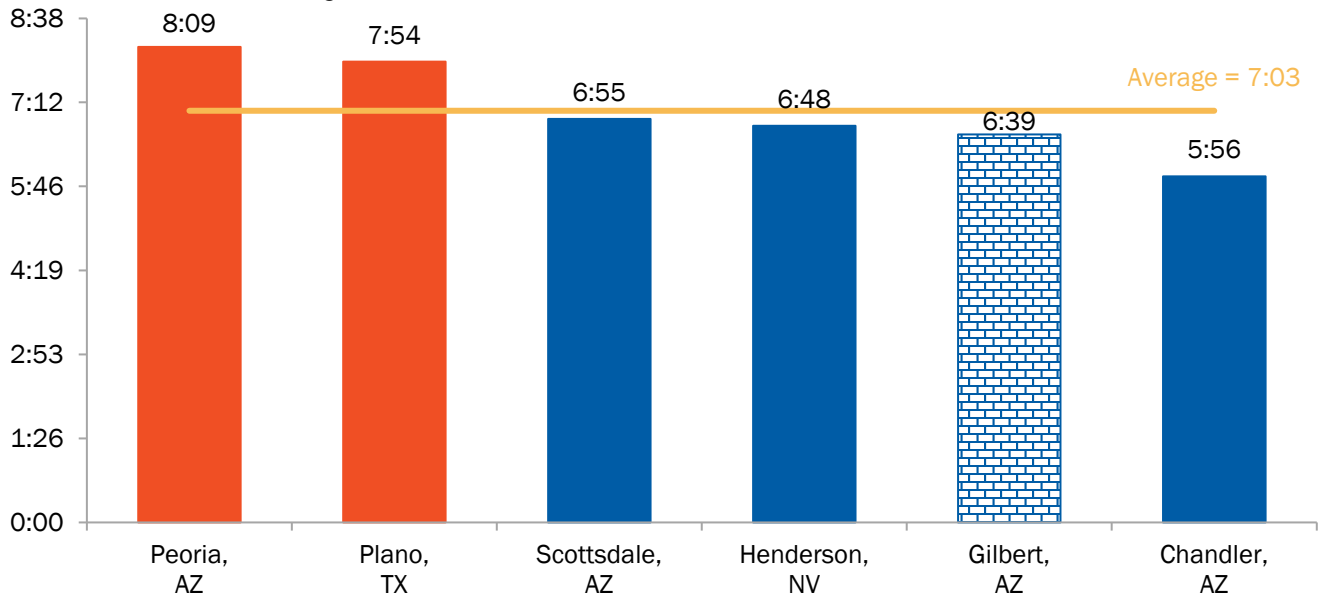


## FIRE AND RESCUE

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

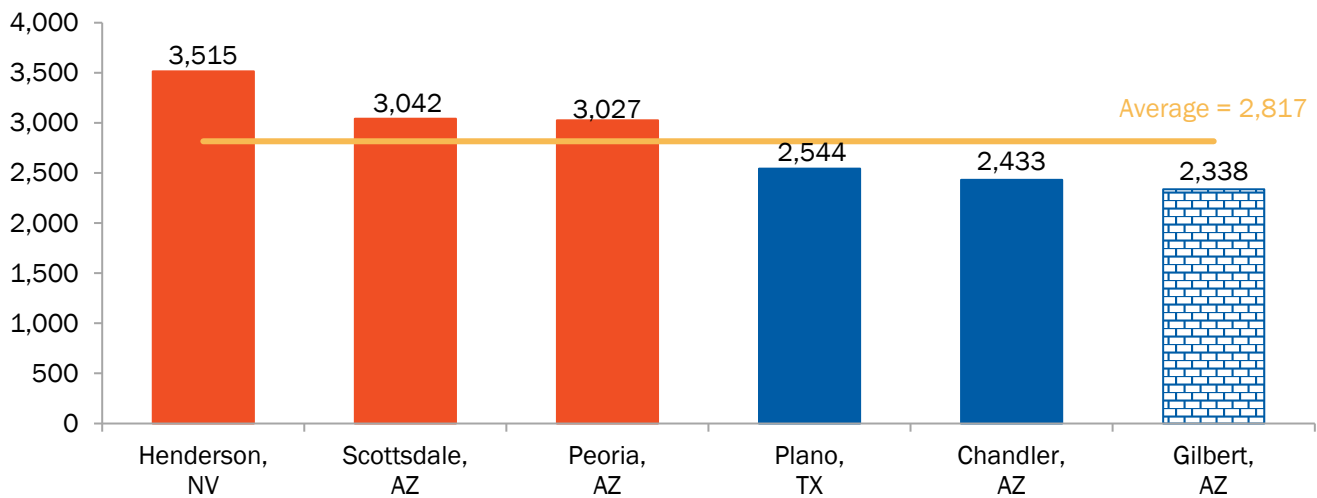
### Average Response Times – for 90% of Calls\*

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



\*Time displayed in minutes and seconds. Data source: Municipal fire department staff.

### Average Number of Calls for Service per Station



Data source: Municipal fire department staff.

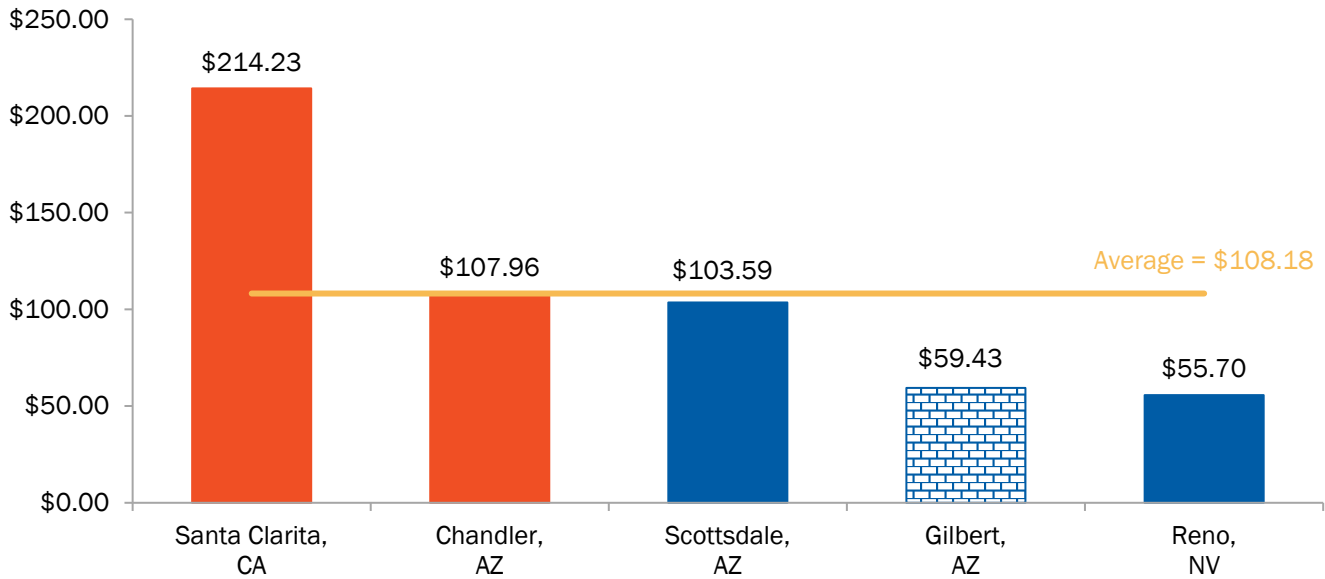
[FY 2024 Performance Measures, Fire and Rescue](#)



## PARKS AND RECREATION

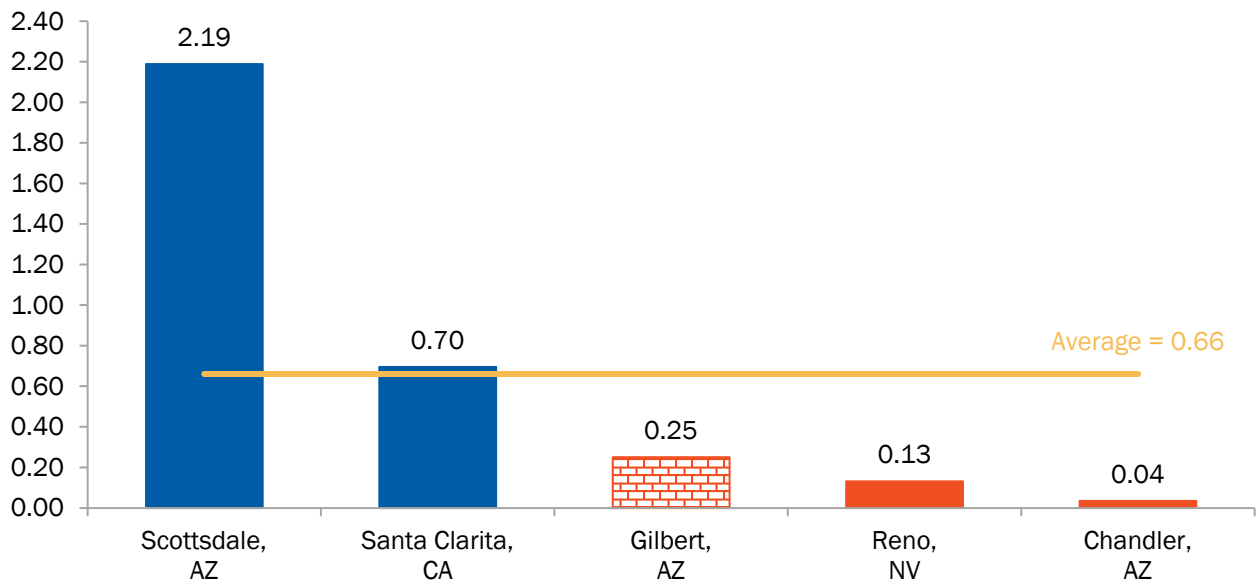
The Parks and Recreation Department provides opportunities for the community to develop skills, learn, exercise, grow, and compete; and to accomplish and enjoy a wide range of leisure pursuits. The cities selected were identified as four “best in class”; and National Parks and Recreation Association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

Budgeted Parks and Recreation Expenditures per Capita



Data source: FY 2024 adopted municipal budgets. Figures reflect parks and recreation expenditures, including library services, but excluding human services and capital expenditures.

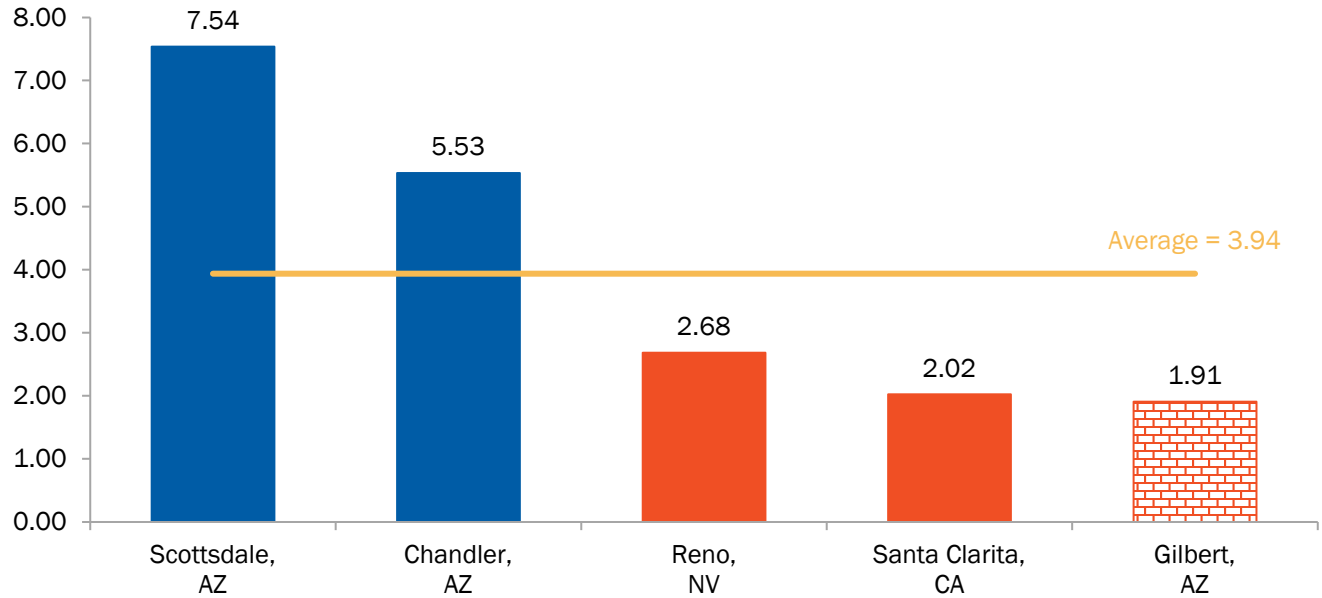
Miles of Trails per 1,000 Residents



Data source: Parks & Recreation staff.

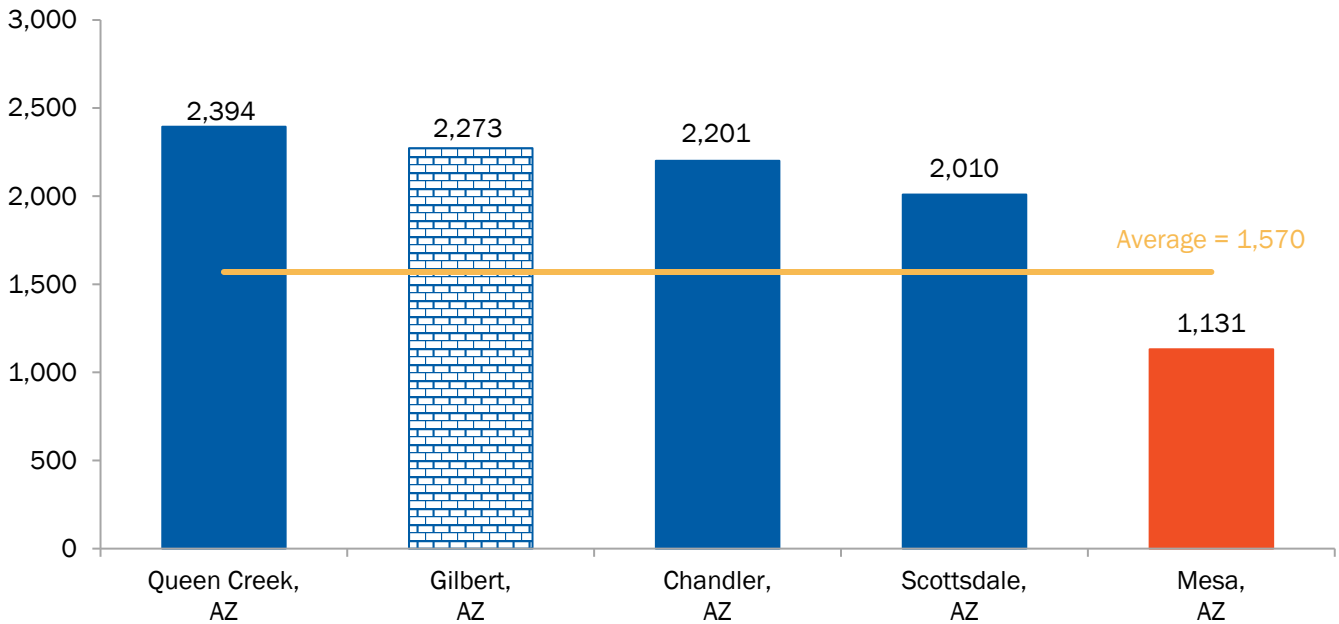


### Total Developed Park Acreage per 1,000 Residents



Data source: Parks & Recreation staff at each municipality and public information. Figures do not include preserved land.

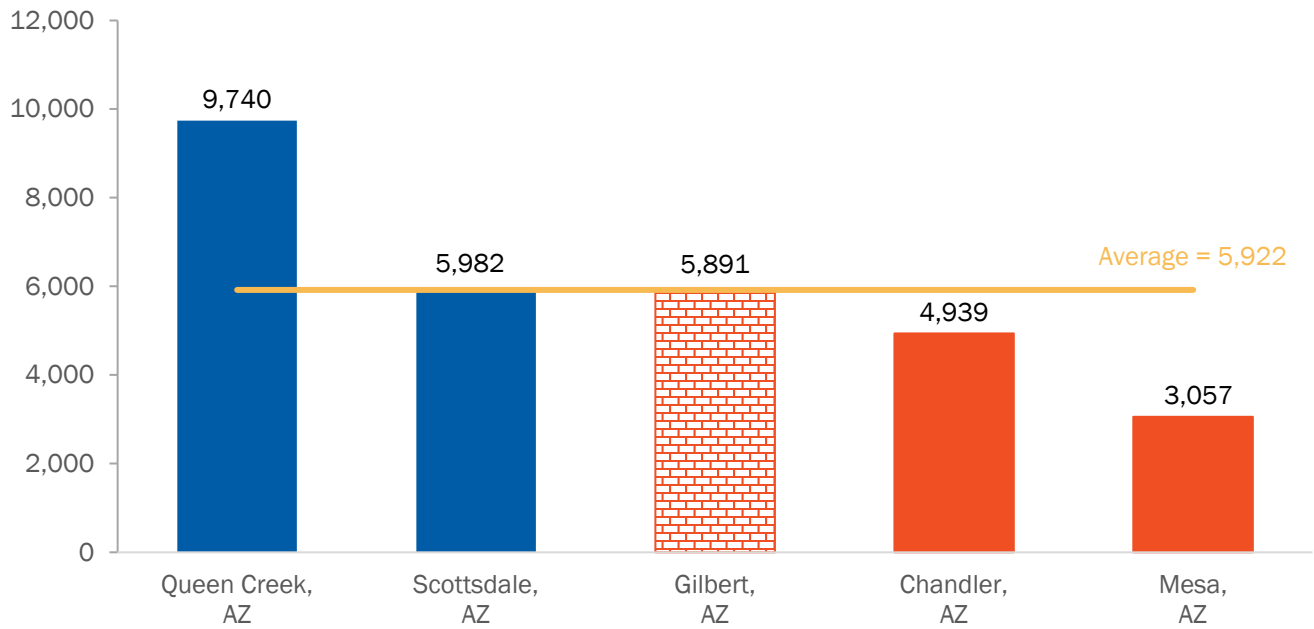
### Library Gate Count (No. of Visitors) per 1,000 Residents



Data source: Maricopa County Library District staff. Data for Gilbert represents both Southeast Regional Library and Perry Library.

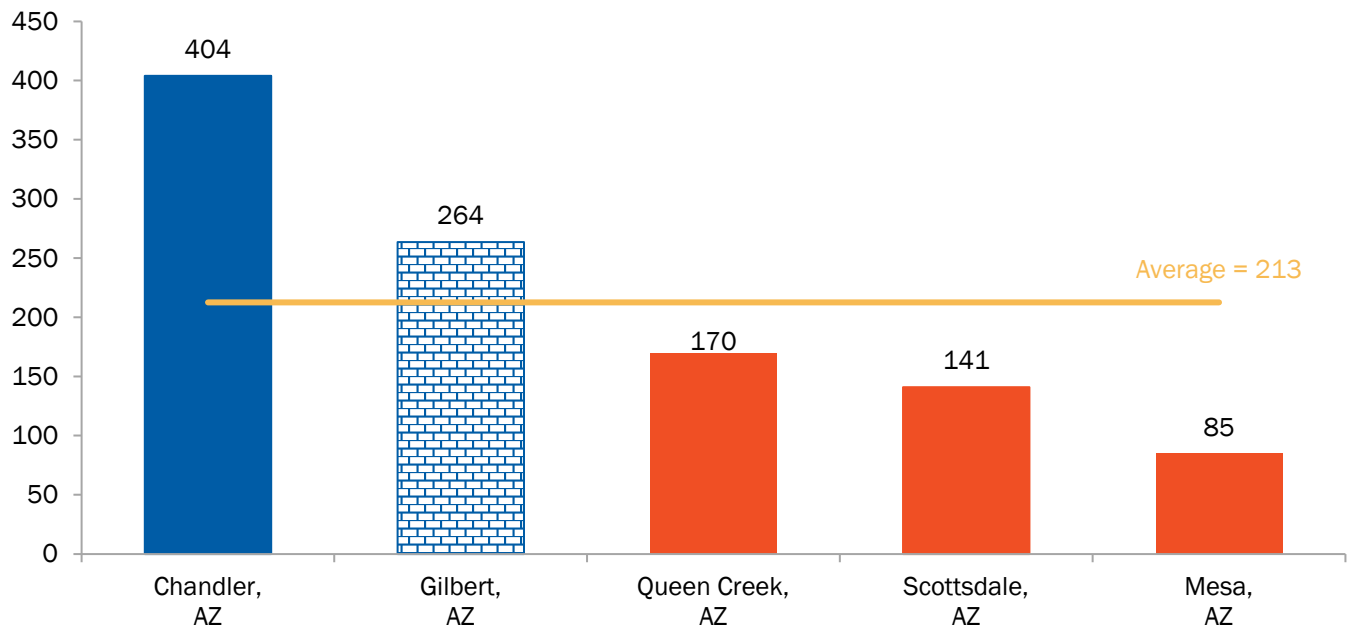


### Annual Library Circulation (Physical) per 1,000 Residents



Data source: Maricopa County Library District staff

### Library Program Participation per 1,000 Residents



Data source: Maricopa County Library District staff

[FY 2024 Performance Measures, Parks](#)  
[FY 2024 Performance Measures, Recreation Centers](#)  
[FY 2024 Performance Measures, Recreation Programs](#)

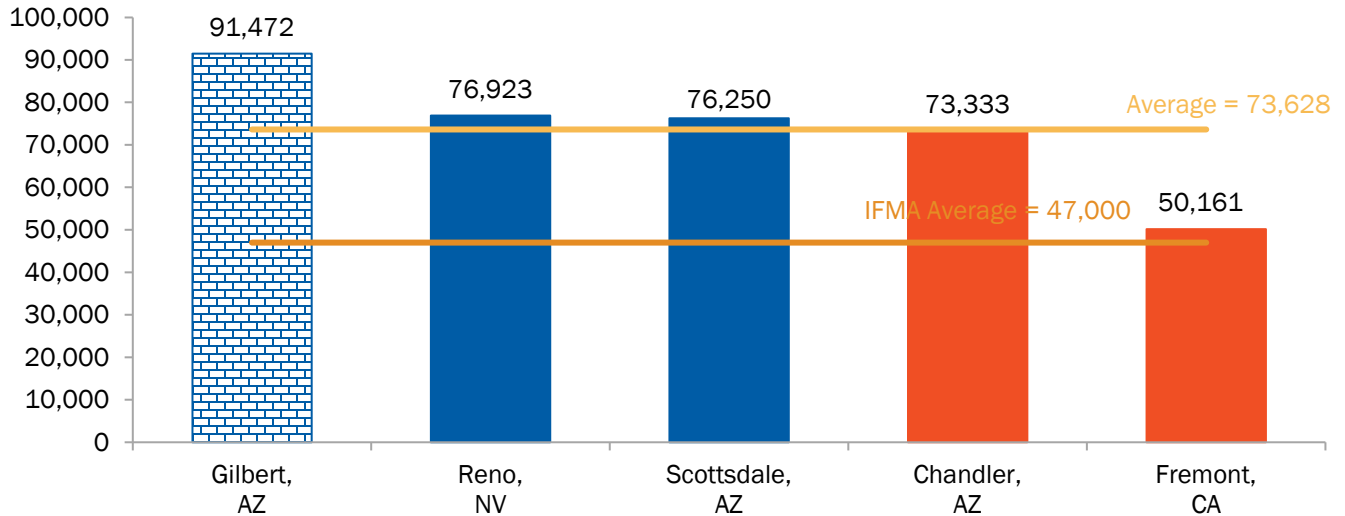


## Facilities

The purpose of the Facilities Division is to maintain assigned facilities, and 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 (IFMA) recommends one maintenance worker for every 47,000 square feet. Below are the staffing levels per city for maintenance workers.

Square Feet of Building Space Maintained per Maintenance FTE



City/Town	Square Feet	Building Maintenance FTE	Square Feet Maintained per FTE
Gilbert, AZ	1,189,130	13	91,472
Reno, AZ	1,000,000	13	76,923
Scottsdale, AZ	3,050,000	40	76,250
Chandler, AZ	1,100,000	15	73,333
Fremont, CA	902,889	18	50,161

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





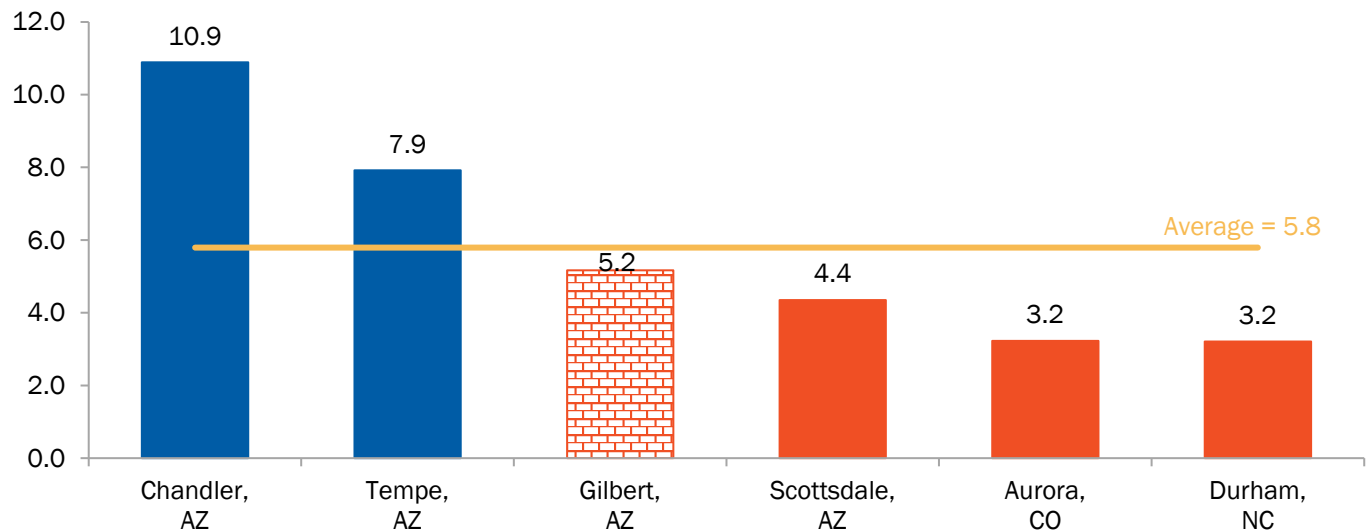
## PUBLIC WORKS

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

### Water

The Gilbert Water Division ensures a safe and dependable water supply for all residents, businesses, and visitors of Gilbert. The town acknowledges the importance of the 13,525 fire hydrants in the water system and implemented a joint venture with the Water and Fire Departments to ensure industry standards are met annually. The joint venture has meant an improved Insurance Services Office (ISO) rating for the town, as well as ensured the safety of the residents. The Water Division has provided top quality water to the residents, while maintaining some of the lowest rates in the Valley, as well as in the nation. The following benchmarks have been identified as key indicators of success and performance for the Water Division and are considered measures of best practice by the American Water Works Association (AWWA).

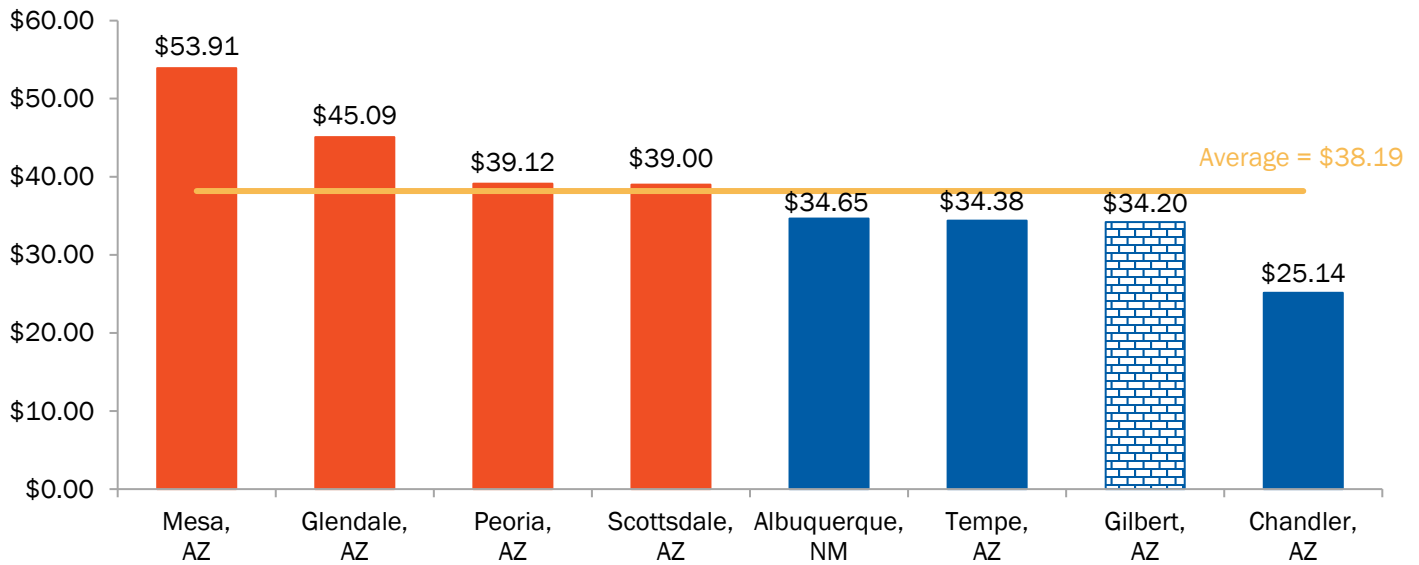
Water Conservation – Annual Residential Audits per 1,000 Single Family Residences



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

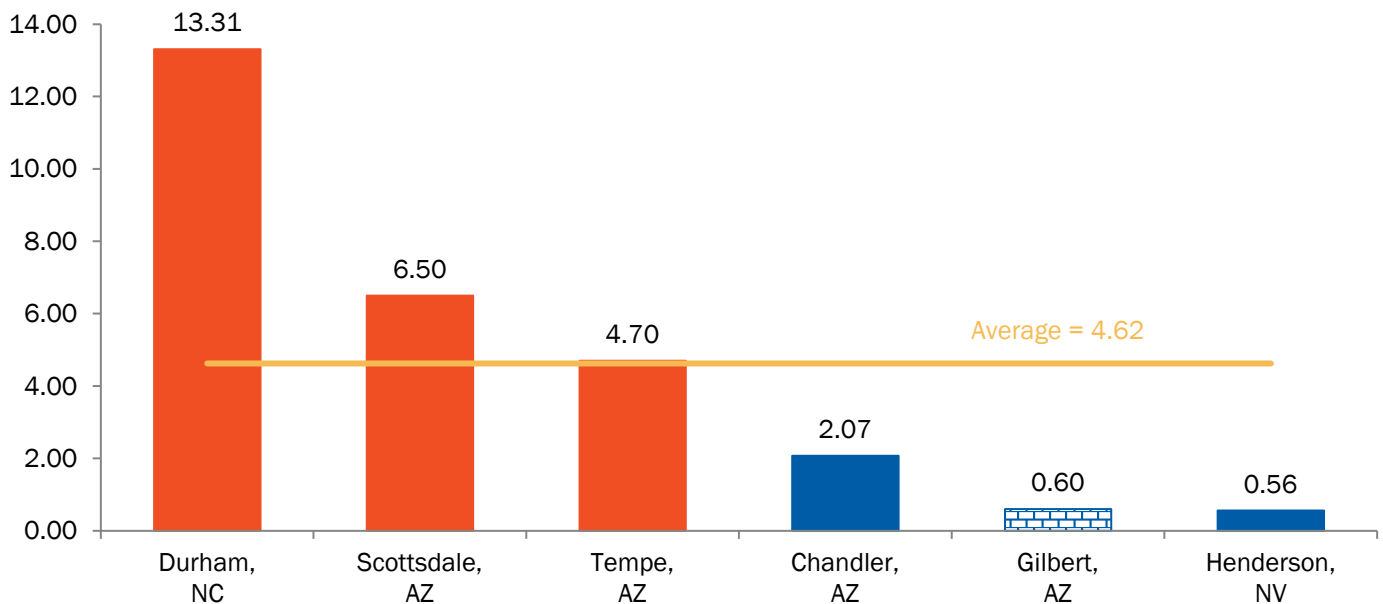


### Estimated Residential Water Bill at the Average Water Usage



Data source: Municipal water staff and FY 2023 Valley Benchmark report. Figures based on ¾" meter and 9,000 gallons of consumption.

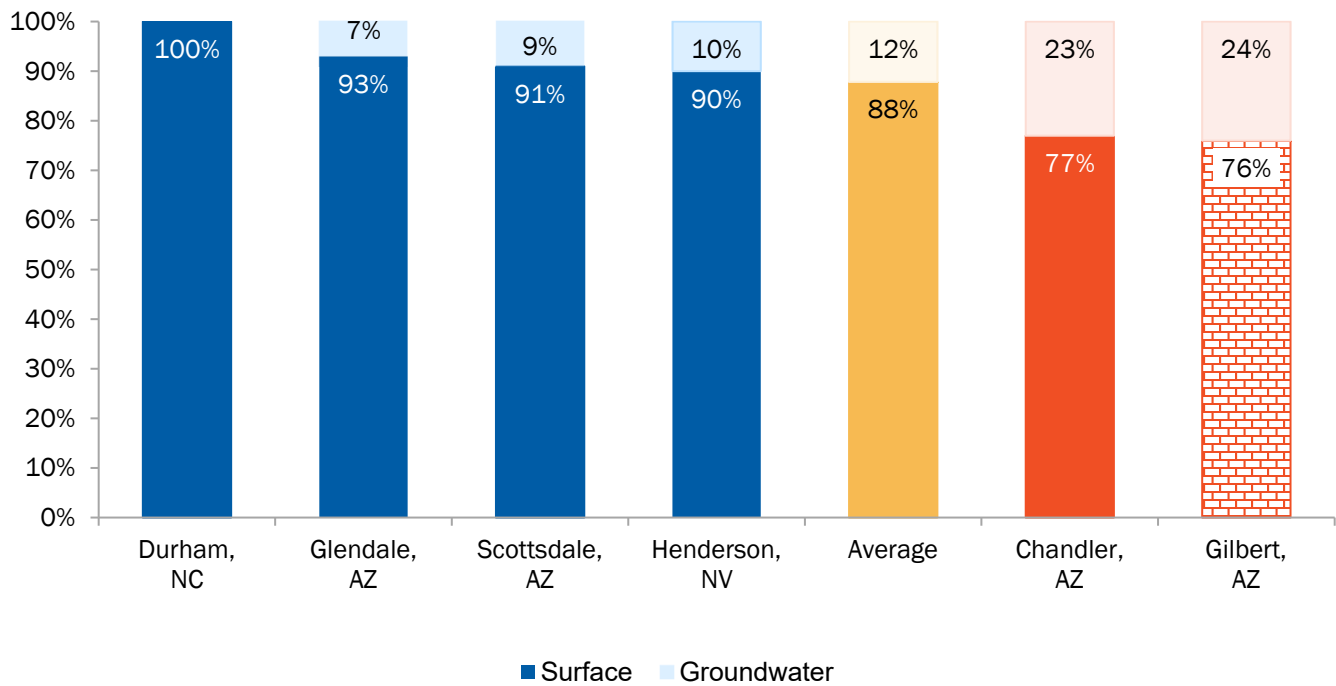
### Water Main Breaks per 100 Miles



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

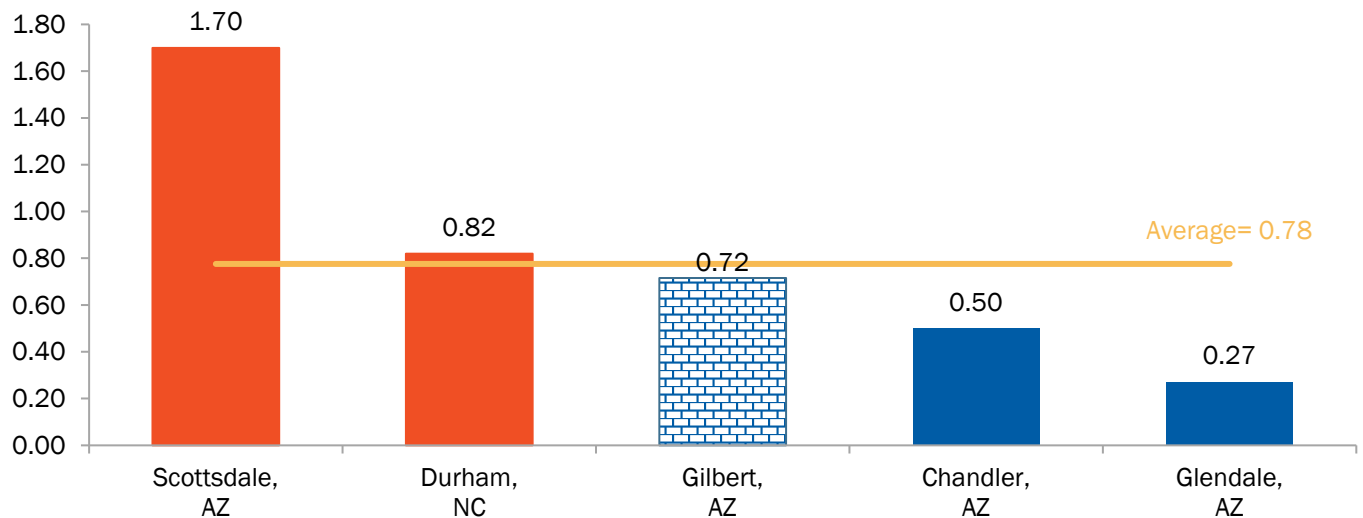


### Surface versus Groundwater Usage



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

### Water Quality Complaints per 1,000 Resident



Data source: Municipal water staff.

- [FY 2024 Performance Measures, Water Conservation](#)
- [FY 2024 Performance Measures, Water Production](#)
- [FY 2024 Performance Measures, Water Quality](#)
- [FY 2024 Performance Measures, Water Distribution](#)



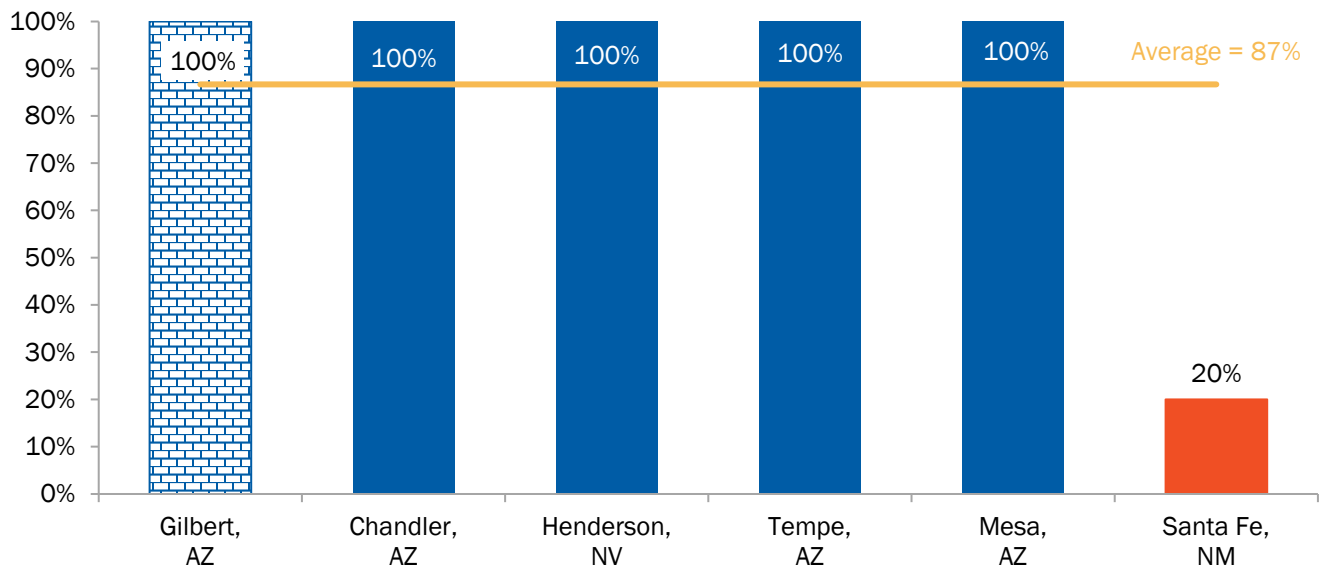
## Wastewater

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

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

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

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

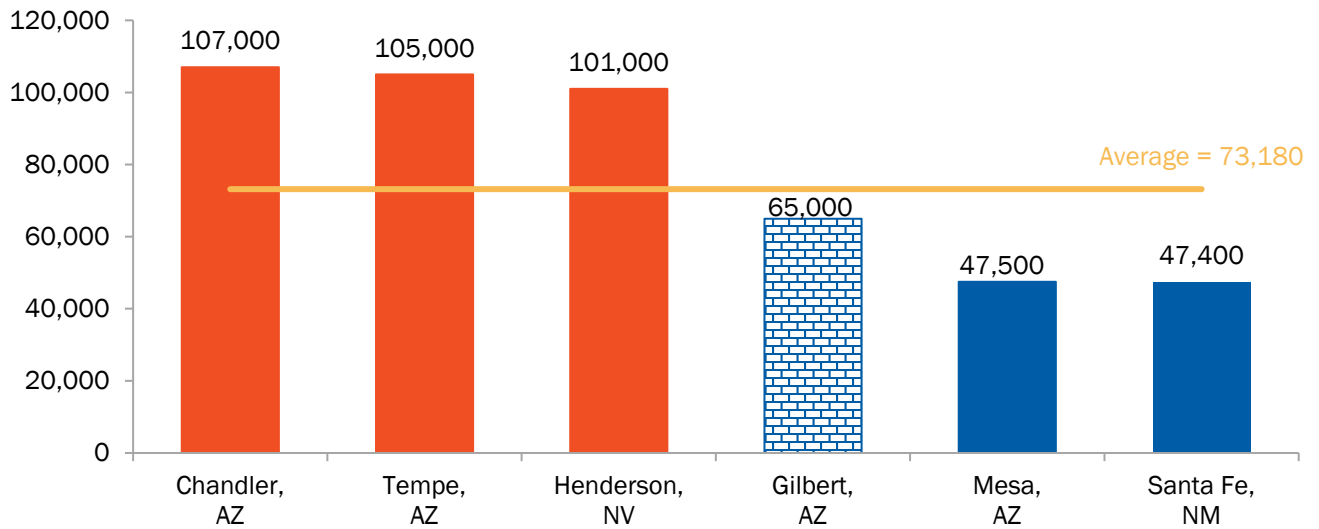


Data source: Municipal water staff.

Note: In Mesa, AZ, all remaining effluent not used within Mesa is provided to the Gila River Indian Community (50%) and the Granite Reef Underground Storage Project (48%); the remaining 2% is used and recharged within Mesa. In Tempe, AZ, all effluent is sent to the City of Phoenix 91st Avenue Wastewater Treatment Plant for treatment and disposal. In Henderson, NV, 75% of the remaining effluent is provided to Lake Mead for a water credit exchange. Santa Fe’s reuse program has been focused mainly on landscape irrigation. Looking ahead, Santa Fe has limited opportunities to expand irrigation and other non-potable reuse with the Santa Fe river.

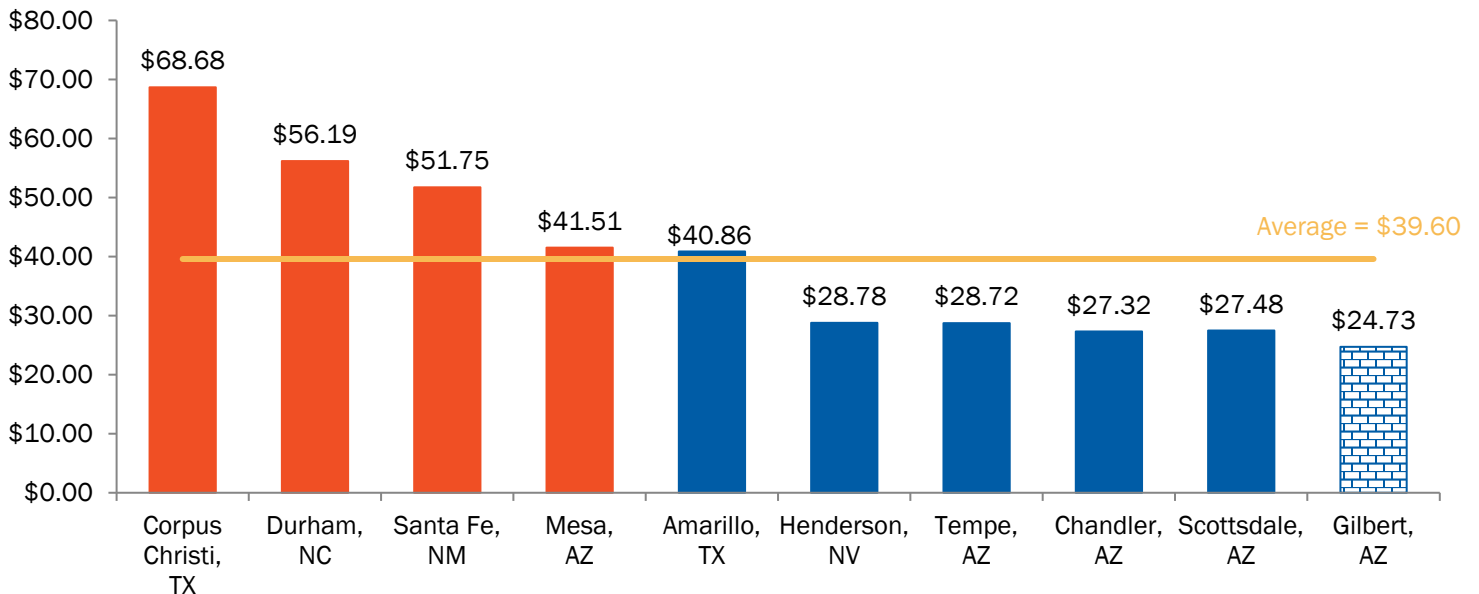


### Gallons of Wastewater Treated per Day per 1,000 Residents



Data source: Municipal wastewater staff.

### Estimated Monthly Residential Bill for Wastewater Services



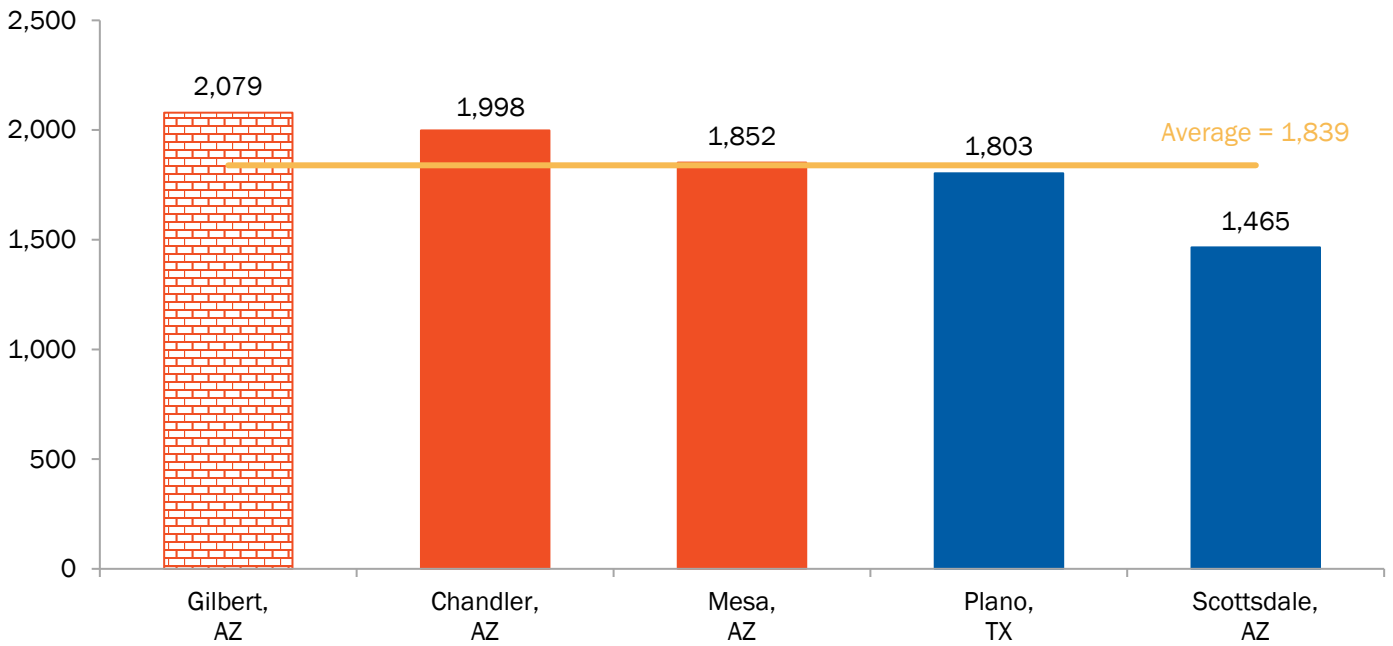
Data source: Municipal websites and 2023 Valley Benchmark Cities Report. Note: Estimated bill based on average of 9,000 gallons.



## Solid Waste Services

The purpose of the Solid Waste 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 public and businesses regarding proper disposal of wastes; and diversion of waste from landfills through recycling, reuse, and recovery of selected materials.

Average Annual Trash Weight per Household (in lbs.)



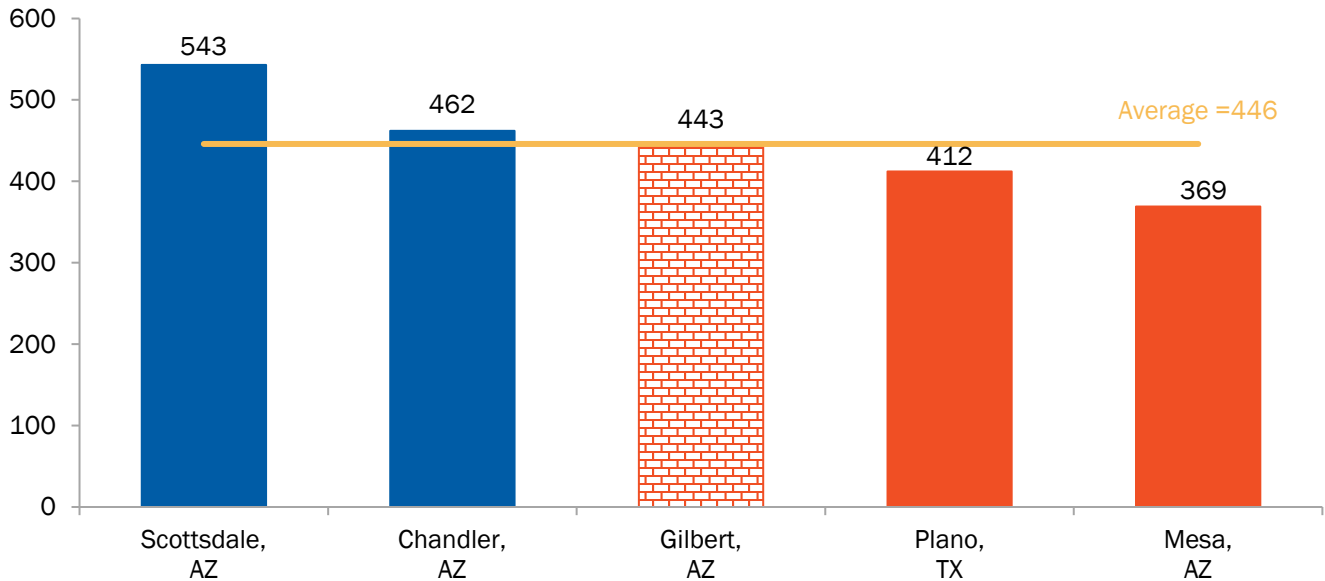
Data source: Figures for total tonnage from municipal environmental services staff.

City/Town	FY 2023 Total Trash Weight (in tons)	Est. Number of Single-Family Households	Avg. Annual Trash Weight per Household (in lbs.)
Gilbert, AZ	86,516	83,224	2,079
Chandler, AZ	78,801	78,878	1,998
Mesa, AZ	137,182	148,128	1,852
Plano, TX	67,117	74,461	1,803
Scottsdale, AZ	61,814	84,405	1,465

Data source: Estimated single-family households based on U.S. Census July 1, 2022



### Average Annual Recycling Weight per Household (in lbs.)



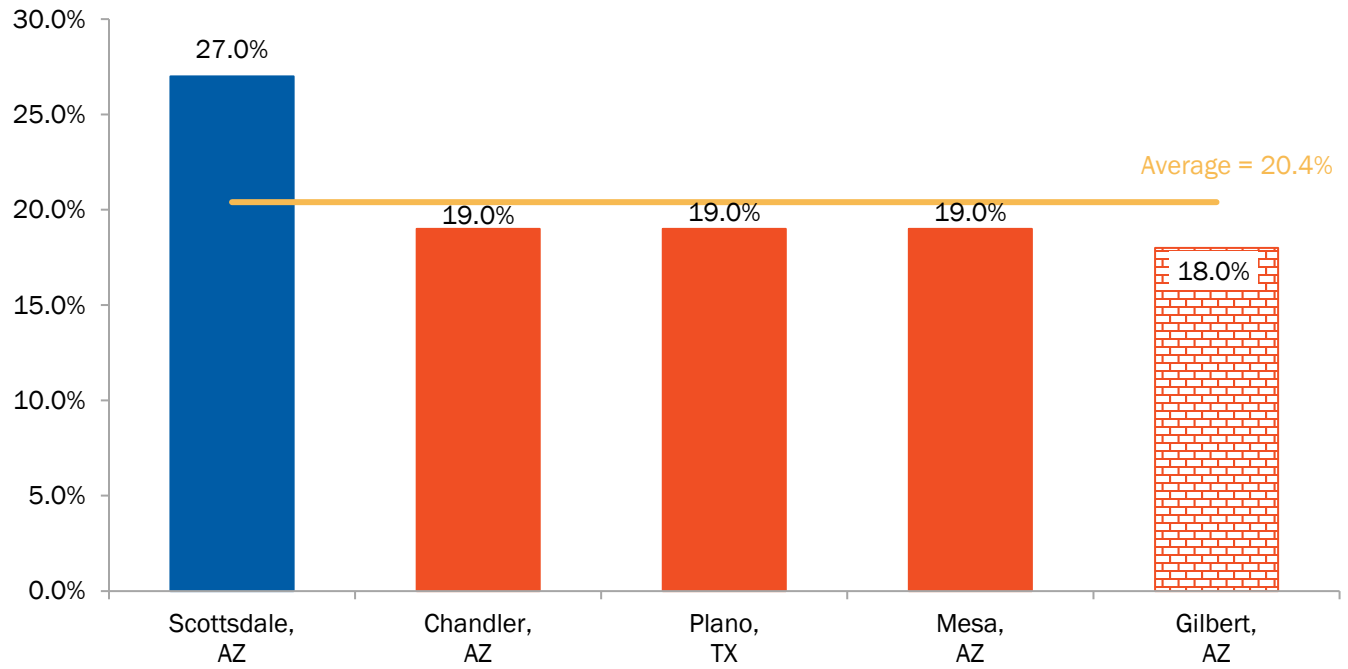
Data source: Figures for total tonnage from municipal environmental services staff.

City/Town	FY 2023 Total Recycling Weight (in tons)	Est. Number of Single-Family Households	Avg. Annual Recycling Weight per Household (in lbs.)
Scottsdale, AZ	22,903	84,405	543
Chandler, AZ	18,223	78,878	462
<b>Gilbert, AZ</b>	<b>18,414</b>	<b>83,224</b>	<b>443</b>
Plano, TX	15,338	74,461	412
Mesa, AZ	27,338	148,128	369

Data source: Estimated single-family households based on U.S. Census July 1, 2022.



### Diversion Rate



Data source: Municipal environmental services staff.

Note: Diversion rate is equal to recycle tonnage divided by total tonnage collected (trash and recycle).

[FY 2024 Performance Measures, Environmental Services - Residential](#)  
[FY 2024 Performance Measures, Environmental Services - Commercial](#)

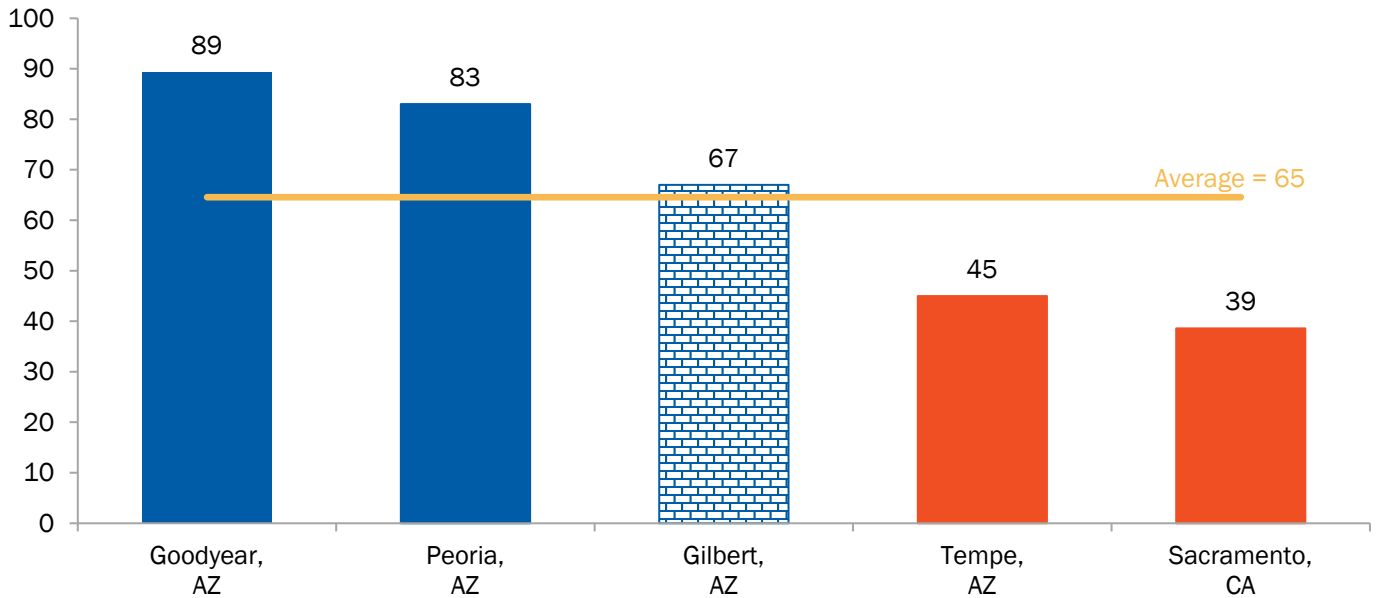




## Fleet Maintenance

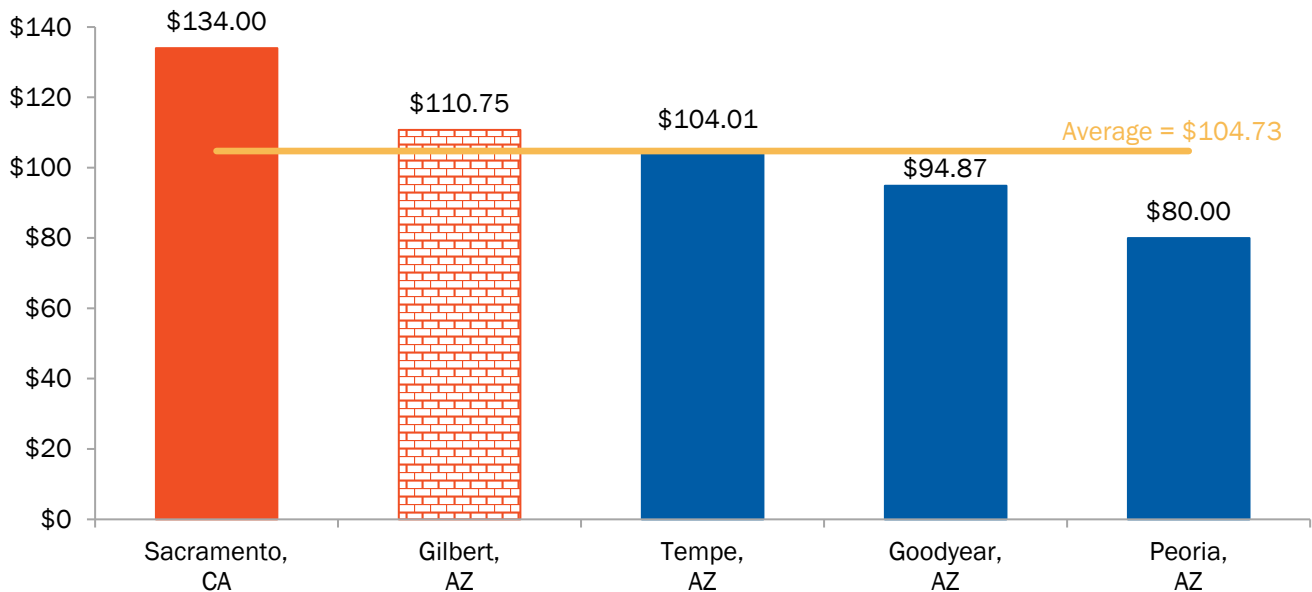
The purpose of the Fleet Division is to provide vehicle and equipment maintenance, repair, acquisition, and disposition in a cost-effective manner, while ensuring maximum availability for duty, and extending vehicle life through a proactive, preventative maintenance program. The following benchmarks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

Number of Fleet Vehicles Maintained per Technician



Data source: Information provided by fleet staff.

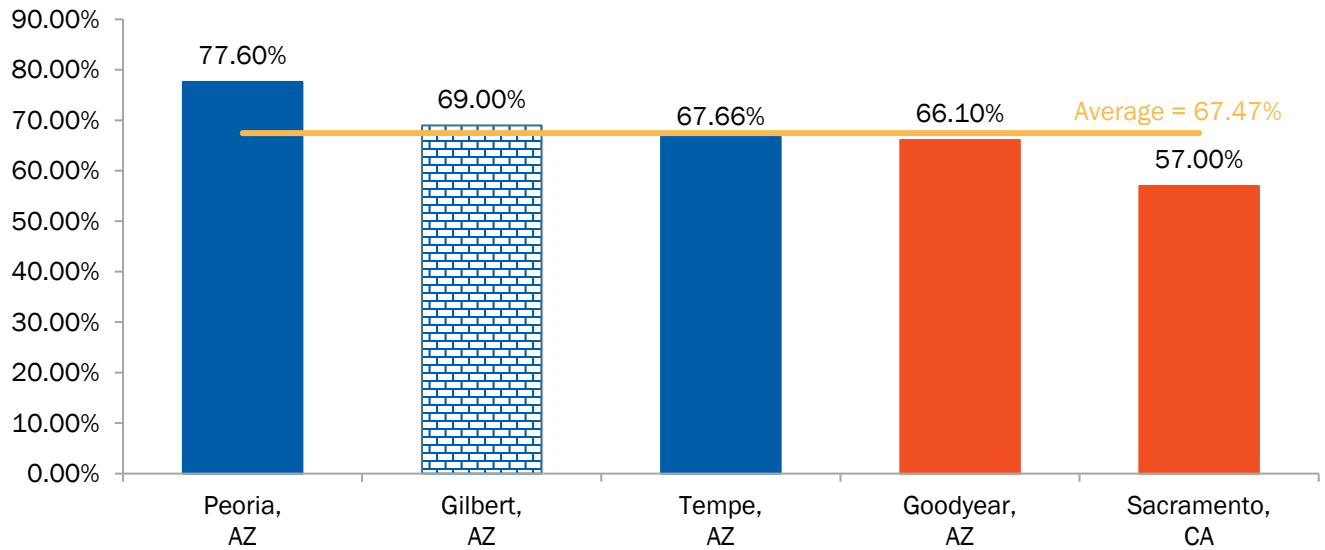
Internal Labor Rate



Data source: Information provided by fleet staff and municipal budget documents. Rates reflect FY 2023.

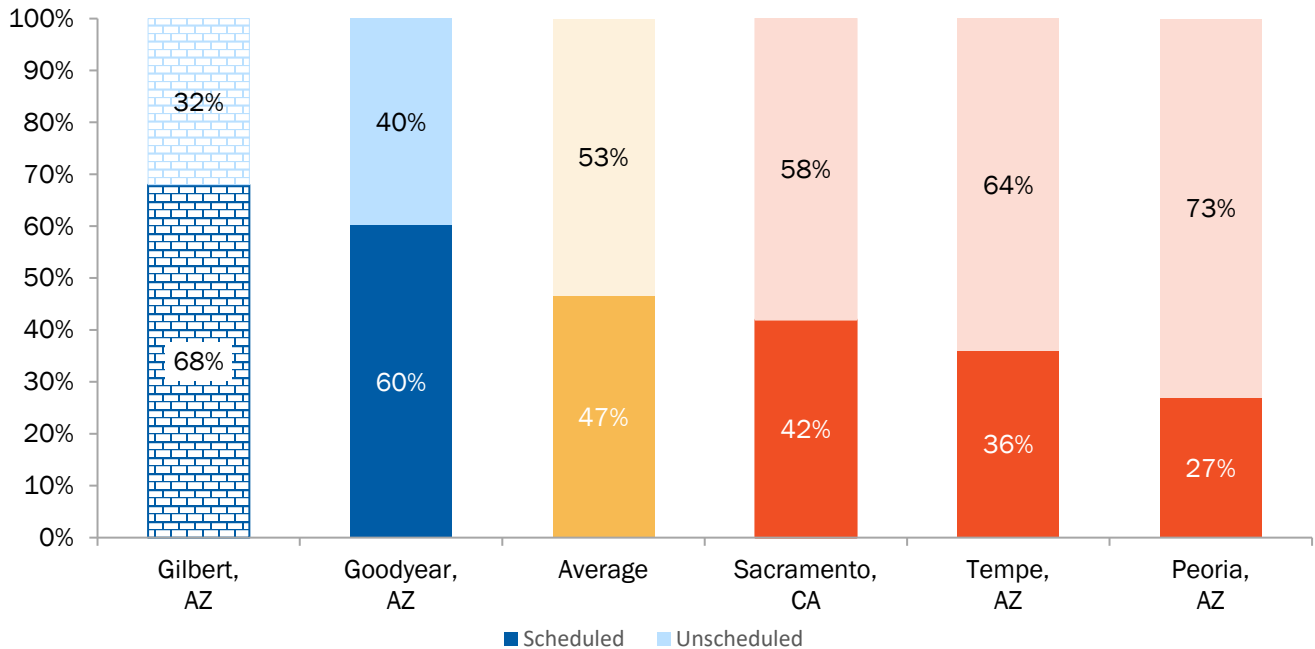


### Fleet Shop Productivity Ratio



Data source: Information provided by fleet staff. Note: This benchmark reflects time spent working on vehicles out of total available staff time.

### Scheduled versus Unscheduled Maintenance



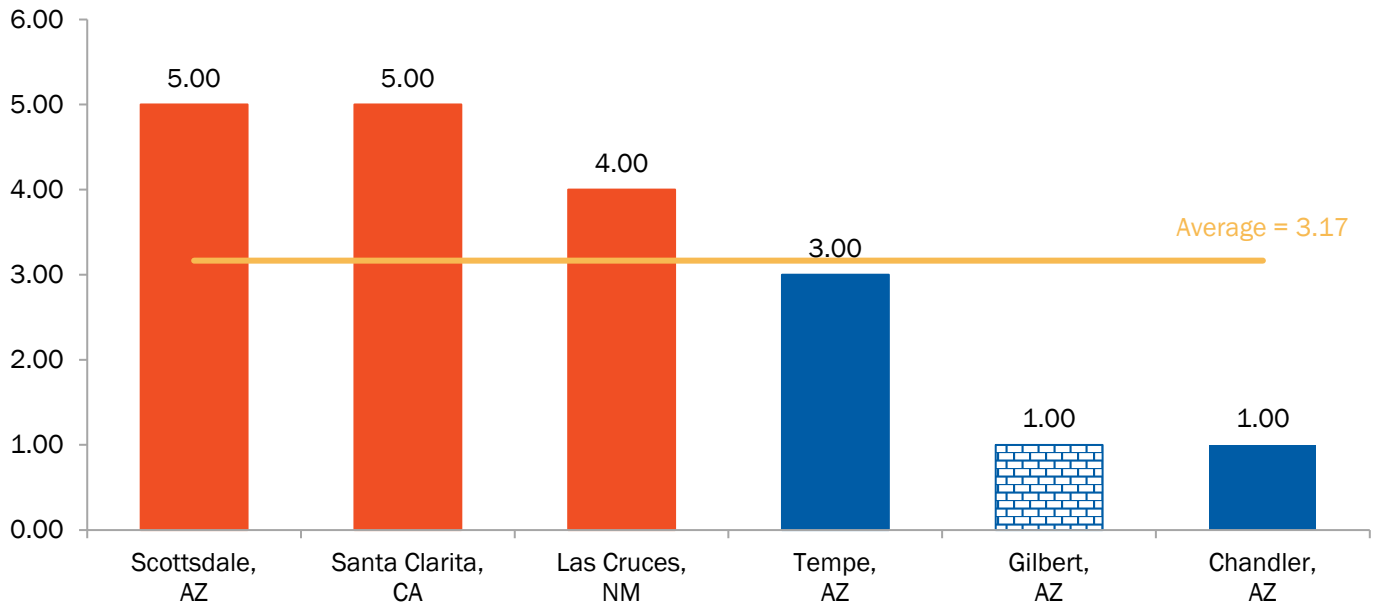
Data source: Information provided by fleet staff. Note: Gilbert's target is 70/30 scheduled versus unscheduled labor.



## Streets

The 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 to measure the efficiency, cleanliness, and safety of Gilbert’s roadway system.

Days to Repair Streetlight Outage



Data source: Municipal budget documents and public works staff. Note: Measures average number of days to repair a streetlight outage once the city or town is notified of the outage.

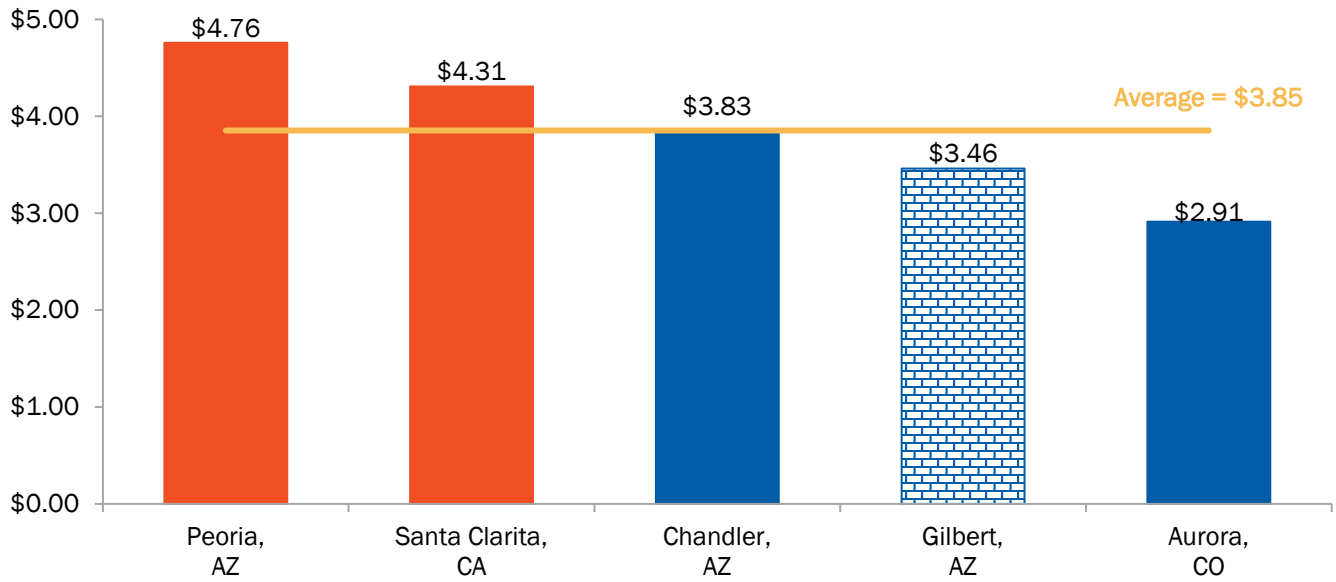
Hazard Response Operations - Average Time Required to Cover Graffiti Requests

City/Town	Average Time
Gilbert, AZ	10 hours
Chandler, AZ	24 hours
Santa Clarita, CA	24 hours
Scottsdale, AZ	24 hours
Tempe, AZ	24 hours

Data source: Municipal budget documents and public works staff.

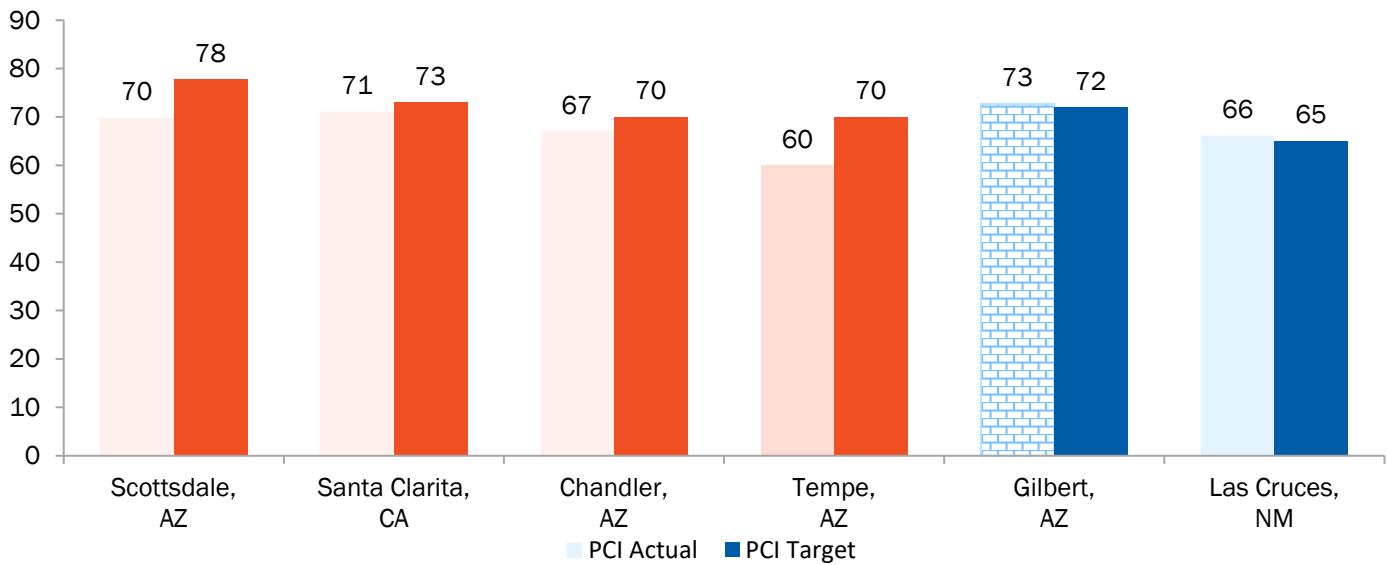


### Street Sweeping Budget per Capita for FY 2024



Data source: Municipal budget documents and public works staff.

### Pavement Condition Index – Actual and Target



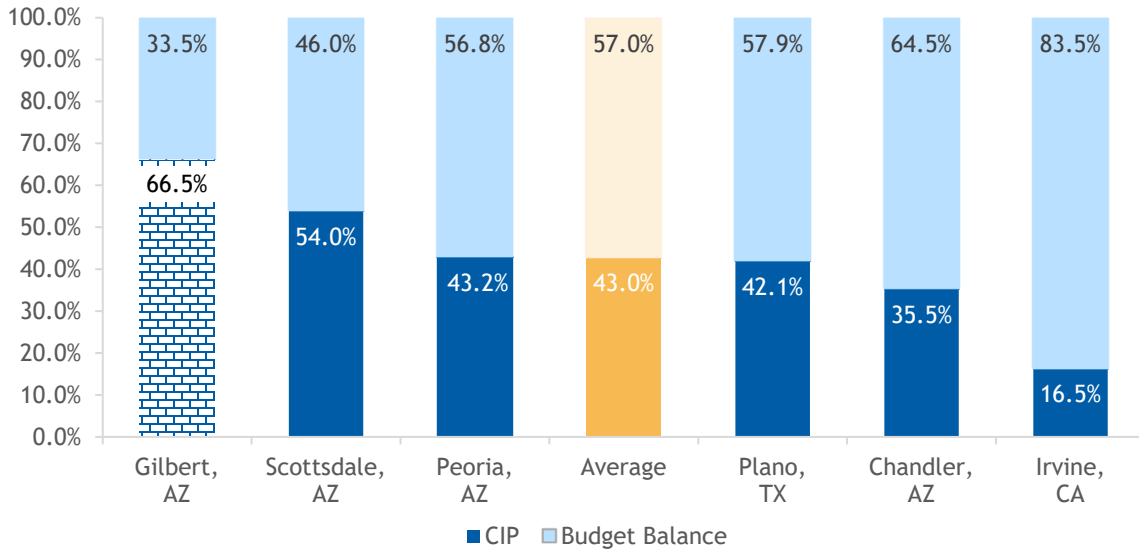
Data source: Municipal staff. Note that dark blue is PCI Target and light blue is PCI Actual



## Capital Improvement Program (CIP)

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

Percentage Budgeted for FY 2024 Capital Improvement Projects versus Total Budget



City/Town	FY 2024 CIP Budget	FY 2024 Total Budget	Portion of FY 2024 Total Budget Allocated to CIP
Gilbert, AZ	\$1,363,858,000	\$2,049,501,300	66.5%
Scottsdale, AZ	\$1,368,900,000	\$2,533,300,000	54.0%
Peoria, AZ	\$410,595,701	\$950,000,000	43.2%
Plano, TX	\$341,780,221	\$811,339,102	42.1%
Chandler, AZ	\$587,748,960	\$1,656,274,385	35.5%
Irvine, CA	\$85,304,000	\$516,590,414	16.5%

Data source: Municipal budget documents.