

GILBERT, ARIZONA

Annual Budget

2014-2015

2nd



SAFEST COMMUNITY

Earned the designation as 2nd safest city in the U.S. for municipalities over 200,000 residents.

8th



MOST THRIVING

Named the 8th most thriving city in the U.S. based on economic factors including: population, bond ratings, residents' educational attainment and local housing market.

9th



BEST CITY FOR FAMILIES

Ranked 9th out of the 150 largest cities in the U.S. thanks to Gilbert's low crime rate and high median family income.

12th



FASTEST GROWING

Recognized as the 12th fastest-growing city in the country with a population of over 50,000 by the U.S. Census Bureau.

Adopted June 5, 2014



INSTRUCTIONS FOR NAVIGATING IN ANNUAL BUDGET PDF FILES

- **Bookmarks** for major sections are provided in the navigation pane on the left. Click on the bookmark to jump directly to that section.
- If a “+” sign is at the left of a bookmark, click on the “+” to bring up subheadings.
- All pages are linked to the **Table of Contents**. To jump to a specific page or subsection from the Table of Contents, put the pointer finger on the title or page number within and click the mouse.
- Click the **“Table of Contents”** text located in the top right hand corner of any page or click the Table of contents bookmark on the left.

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General Plan Vision
Operational Excellence
Gilbert Facts
Fund Structure
Budget Process
Budget Calendar
Financial Policies



June 5, 2014

Honorable Mayor, Council Members, and the Gilbert Community:

Gilbert, Arizona has embraced the challenge of effectively managing rapid growth and change. Known as the “Hay Capital” in the 1920's, Gilbert was home to fewer than 2,000 residents in 1970. Today, Gilbert is one of the fastest-growing communities in the country, with an estimated population of 233,000; boasting numerous accolades including 2nd safest and 8th most thriving city in the country. Nearly 39% of Gilbert residents have a bachelor's degree or higher and the average household income is \$80,080 per year, the highest in Arizona. Gilbert is a stronghold for modern science, and a leader in biomedical, adult stem-cell, and algae research. The town is also staged to welcome its first university, Saint Xavier University, next year.

A progressive community demands progressive governance, and Gilbert's Council and executive leadership stepped up. Recognizing that Gilbert was no longer a rural town, leadership met with community members, conducting a strategic think-tank to define Gilbert's strategic initiatives. Having experienced tremendous growth and increased service demands in a short amount of time, Gilbert's departments had grown to operate in silos, with many budget decisions made behind closed doors. Recognizing the need for drastic change, Town leadership laid out stringent expectations for the budget process. Processes and systems are fine-tuned each year to increase efficiency and effectiveness. Gilbert now undertakes a zero-based process every third year, and always applies priority, program, and performance-based approaches. Directors are now tasked with balancing the budget through consensus, rather than presenting requests and waiting to hear back. Only once the directors achieve consensus is the Town Manager presented with the recommended budget. This method allows the town to promote transparency and the importance of short- and long-term planning, while maintaining a strong return on investment for the zero-based process.

Early on it was recognized that our strategic initiatives should be the guide for formulating the organizational goals and corresponding budget for the following fiscal year. The FY 2015 budget process began even as Gilbert was closing out FY 2013. With both a Council retreat and a budget kickoff in August 2013, staff began the process with clear direction and focus governing the priorities for service delivery in FY 2015. Through the Council workshop and a subsequent study session, the Council and the Executive Team began by formulating key focus areas to center our efforts and resources on accomplishing our goals with excellence:

- Maintaining Service Levels
- Deferred Maintenance
- Long-Range Infrastructure Planning
- Staffing Plans
- Compensation Maintenance/Performance Management
- Innovations and Efficiencies

The budget for FY 2015 reflects an effort to deliver both effective and efficient services to our community. The budget is balanced assuming **no increases in taxes or utility rates**, and applies the non-recurring level of construction-related revenues toward non-recurring costs. Recommended increases in ongoing expenses are within the growth in ongoing levels of revenue recognized as a result of growth both in population and in additional retail opportunities within the Town.

Implementing components of a performance-based process allow for an increased focus on results. Departments identify lines of service and performance measures that will be impacted through

budgetary requests. Structuring requests by anticipated outcomes allows the leadership team to identify programs that readily align with Council-identified goals. In FY 2015, two additional improvements were made: two staff received Lean black-belt certifications to help enhance the process; a separate budget subcommittee was formed to determine the most efficient way to review department requests. Most notably, we continue to experience increased trust from our Council and the public.

FINANCIAL IMPACT

With carry forwards and contingency adjustments, the proposed budget of \$554,729,200 is just slightly less than the \$554,735,125 adopted on May 15, 2014 as the legal limitation for FY 2015, and is an increase of \$88 million from FY 2014. The change from FY 2014 primarily reflects the budget necessary for carry forward and new capital projects.

In prior years, capital improvement projects were budgeted on a cash flow basis. Beginning in FY 2014, Council approved a shift to allow staff to budget the full amount necessary to fulfill a contract, thereby providing for the full encumbrance of that contract. After updating the anticipated carry forward for capital projects, the proposed FY 2015 budget includes not only the \$79,337,673 necessary for awarding new contracts during the fiscal year, but also the carry forward of \$80,637,408 in budget authority from FY 2014. This includes an update to the CIP to provide funding for the consolidated canal project, ST156.

The capital projects contingency budget of \$64,750,000 also reflects an increase over FY 2014 to allow Council the flexibility and legal authority to respond to community needs related to the finalization of master plans. As with all contingency, any amounts exceeding \$50,000 would require explicit Council approval.

Tax Rates: The recommended budget reflects no increases to tax rates.

Balanced Financial Plan: The proposed FY 2015 Budget is balanced based upon identified revenues and expenditures.

Constitutional Expenditure Limit: The proposed FY 2015 Budget reflects expenses that will be under the constitutional expenditure limitation. Staff regularly monitors conformity with the constitutional expenditure requirements and will recommend, if necessary, continuing adjustments and modifications necessary to comply with expenditure limitation requirements.

State Shared Revenues: The proposed FY 2015 Budget reflects State Shared Revenues based upon statutory distribution formulas, taking into account currently projected State sales and income tax collections (provided by the Arizona League of Cities and Towns), which reflect the state's budgeted HURF distributions. Much credit goes to the Town's Intergovernmental Relations staff and to our state legislators. We understand that there are difficult decisions that our legislators must address. We greatly appreciate the consideration that was given to protecting and restoring cities' and towns' abilities to provide necessary public service.

Secondary Property Tax Levy: Previously collections in April could be applied to the October debt service payment, allowing for a consistent property tax levy when scheduled debt service payments fluctuated. House Bill 2347 from the 2013 Legislative Session requires municipalities to adopt a property tax levy based on the exact amount of scheduled debt service for the year, plus a reasonable amount for delinquencies and certain costs. Because the \$18,576,087.50 general obligation debt service payment required for FY 2015 is less than the \$19,092,000 required in FY 2014, the average tax payer will see a decrease in the Town's portion of the corresponding property tax in the upcoming

year. The \$22,814,500 debt service payment due in FY 2016 may cause a corresponding increase in the following fiscal year. The **FY 2015 recommended tax levy of \$19,500,000** allows for a 5% delinquency factor.

Utility Rate Modifications: The proposed FY 2015 Budget reflects revenues projected from Gilbert's current water, wastewater, environmental services, and reclaimed water rates. No rate increases are recommended for this fiscal year. Staff will be coming back before Council to present the findings of Burton and Associates related to long term rate structures within the next several weeks.

Capital Project Financing – System Development Fees: The FY 2015 adopted budget reflects revenues projected from the continued collection of System Development Fees as allowed under current State Law. Staff has undertaken a comprehensive system development fee study to ensure our continued compliance.

FUNDING CHALLENGES

The challenge continues to responsibly apply one-time revenues generated by growth to the ongoing service demands created by growth. Retail sales tax supports a significant portion of the budget, making diversification and expansion of this revenue source a critical component of Gilbert's future. Construction sales tax is viewed and applied as primarily one-time revenue. Sales tax overall, however, continues to be a highly volatile revenue source to pay for ongoing expenditures as has been demonstrated in this most recent economic downturn. This will improve over time, but it demonstrates the risk of reliance on local and state-shared sales tax to fund ongoing operating and maintenance requirements.

The Council has proactively established System Development Fees to pay for infrastructure related to growth of the community. These fees only pay for capital construction, not for ongoing operation, maintenance, or replacement costs, and have been less than consistent following the same trend lines as sales tax revenues. The passage by the State Legislature of Senate Bill 1525 three years ago further limits the Town's ability to address infrastructure needs driven by growth. Gilbert recently completed both a utility rate study and a system development fee study to ensure costs are accurately reflected and to establish new system development fees that comply with the long-term requirements of the bill. Staff continues to review the Capital Improvement Plan, reducing, deferring, or removing projects that no longer qualify for the use of system development fees, and identifying appropriate funding sources where the project is a priority.

QUALITY GOVERNANCE

In the midst of so much change, Gilbert remains consistent in its relentless pursuit of quality service. While Gilbert boasts the lowest staffing ratio of any of our peer communities, it is the caliber of those staff members that makes the difference that we see here every day. I am thankful and honored to serve by their side.

Respectfully,



Patrick S. Banger
 Town Manager



PURPOSE OF THE BUDGET DOCUMENT

The budget sets forth a strategic resource allocation plan that is aligned with strategic initiatives, community goals, preferences, and needs. The budget is a policy document, financial plan, operations guide, and communication device.

Through the budget, Gilbert demonstrates its accountability to its residents and customers. This section provides the reader with a basic understanding of the components of the budget document and what is included in each of these components.

ORGANIZATION OF THE BUDGET DOCUMENT

The budget document includes seven major areas:

1. The **Introduction** provides the Manager's budget message along with information about Gilbert, including the organization, vision, mission and values, strategic initiatives, Gilbert facts, fund structure, budget process, and policy statements.
2. The **Financial Overview** illustrates the total financial picture of Gilbert, including projected fund balances, five year fund forecasts, the sources and uses of funds, and property tax information.
3. The operating fund tabs – **General, Enterprise, Streets** - include information on all business units within each fund. Each operating fund section is organized in the same manner with a business unit page and a page for each Department within the business unit.
4. The non-operating fund tabs – **Internal Service, Special Revenue, and Debt** – include information at the fund level.
5. The **Capital Improvement** section includes information regarding the scheduled current year capital projects and the projected operating costs for the projects currently under construction.
6. The **Debt** section provides an overview of the types of debt issued, debt capacity, and debt outstanding for the Town of Gilbert.
7. The **Appendix** includes a detailed listing of authorized positions (FTE basis), the approved capital outlay list, Arizona Auditor General Schedules A-G, transfer schedules, and a glossary (including acronyms).

Manager's Budget Message

The Manager's budget message is a transmittal letter introducing the budget and the long and short-term goals that the budget addresses. The message outlines the assumptions used in budget development such as economy, revenue constraints, and Council priorities. Also included is an overview of the budget development process, major changes to the budget from prior years, and challenges facing the organization.

Financial Overview

The financial overview begins with charts displaying the Town's available revenues (sources) and the expenditures (intended uses). The fund balance pages provide a look at the level of starting balances, budgeted revenues and expenditures, and projected ending fund balance. Every year the budget must be balanced, ensuring that expenditures will never exceed the total available resources.

The Budget Summary provides an overview of the Revenue and expenditure history and projections for each category. Each is then broken down into further detail in subsequent pages. The revenue source section illustrates the major funding sources by type, including assumptions and anticipated future growth.

The property tax page includes all of the property tax rates for each taxing jurisdiction within Gilbert. Gilbert includes three school districts, and taxes are shown for each.

Fund Tabs

The first page in each Fund tab is an overview of the fund(s) within that section. A brief description includes an explanation of the fund's purpose and a summary financial outlook for each of the funds. Next are department descriptions that outline each functional area, the strategic initiatives addressed by divisions within that department, an organization chart, benchmarks, and summary personnel and financial information.

Benchmarks listed in the fund tabs are a sample of those included in the Town of Gilbert's 2013-2014 Benchmark Report, available online at <http://www.gilbertaz.gov/home/showdocument?id=2862>. Each department identified two to three local and two to three national municipal benchmarks that were appropriate for their particular functional area, based on population and service delivery. A complete list of benchmark communities and performance metrics may be found online in the aforementioned report.

Organization Charts

Throughout the document are charts that depict the budget organizational structure (not a reporting structure). Shading in a given functional area indicates that the area is funded by an alternate funding source.

Department summaries include the following components:

Purpose Statement: Explains why the Department exists and provides a list of services provided.

Accomplishments: Highlight success and describes what improvements and actions were completed during the prior fiscal year.

Objectives: Communicate what is going to be accomplished during the budget year with the resources available, and align with the Business Unit goals and with the Strategic Goals of the entire organization.

Budget Notes: Explain any noteworthy changes.

Strategic Initiatives: Each department/division has selected the Strategic Initiatives that align with the stated goals for the new budget year. Please refer to the Strategic Initiatives section of this document to view a full description of the icons that will be represented on the department/division pages.

Performance/Activity Measures: Identify desired outcomes and measure results to better define whether we are doing the right things at the right cost.

Personnel by Activity: Depict total staffing by Division within the Department for the prior three fiscal years and for the budget year.

Expenses by Division: Reflect total expenses by Division within the Department for the prior three fiscal years and the budget year, including transfers out to cover a division's share of expenses that were incurred elsewhere in the Town's budget.

Expenses by Category: Break out expenses into the categories of personnel, supplies and contractual, capital outlay, and transfers out to provide an overview of the allocation of resources by type.

Operating Results: Some functional areas charge user fees when a specific service provided has a direct benefit to a specific user. Other services provide general public benefit, such as public safety, streets, or parks, and are primarily paid by general revenues, such as sales tax or state-shared revenues. The operating results show the net of direct revenues less expenditures.



Guide to the Budget Document

Graph: The graphs are unique to each Department in an effort to show a relevant efficiency measure. For graphs based on FTE (full-time equivalent positions), the total FTE for Gilbert is used unless stated otherwise.

Replacement Funds

Replacement funds relate directly to an operating fund, but are tracked separately to ensure that aging equipment and/or infrastructure can be replaced or reconstructed. The sole financing source is the respective operating fund. Each replacement fund has a separate fund number in order to identify the fund balance for these activities. In the Comprehensive Annual Financial Report (CAFR), these funds roll up to and are reported as part of the operating fund.

Capital Improvements

The Capital Improvement Plan and Program (CIP) is an integral part of the budget process, and is updated each year. This document describes all known capital projects with a dollar value greater than \$100,000. The first five years, considered the Capital Improvement Program, are fully funded within the Town's anticipated revenue collections. The Plan itself extends out beyond the program in an effort to identify and plan for future infrastructure needs and anticipated costs. Each project must be approved by Council before the construction begins.

The first year of the CIP is included in the adopted budget each year. Both the initial capital investment and the subsequent impacts to the operating budget need to be integrated into the Town's short and long-term balanced financial plans. .

Debt

The Town of Gilbert issues debt to finance buildings, recreation facilities, and infrastructure construction. The debt section explains the types of bonds issued, the legal criteria, debt limits and capacity, and outstanding debt.

Appendix

Capital Outlay: Items with a useful life greater than two years and a purchase price greater than \$10,000 are individually approved and included in this section.

Personnel Detail: Every staff position is approved by the Council and is included in the personnel detail. Historic information is included for the prior three years.

Schedules A-G: This section includes summaries of estimated revenues and expenditures (A), tax levy and tax rate information (B), revenues other than property tax (C), fund types of other financing resources and interfund transfers (D), departments of expenditures within each fund (E) departments of expenditures (F), and full-time employees and personnel compensation by Fund (G). The State of Arizona Office of the Auditor General requires cities and towns to include this information in their annual budgets.

Transfer Schedules: This part of the budget document illustrates interfund transfers (by fund) that are scheduled for the current fiscal year.

Glossary/Acronyms: Many of the terms used in government are unique. The unique terms are described in the glossary.

Any questions regarding the document can be directed to 480-503-6757 or budget@gilbertaz.gov.



The Government Finance Officers Association of the United States and Canada presented an award for Distinguished Budget Presentation to the Town of Gilbert for its annual budget for the fiscal year beginning July 1, 2013.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to determine eligibility for another award.

ICMA
Leaders at the Core of Better Communities

This
Certificate of Distinction

is presented to

Gilbert, AZ

for exemplifying the standards established by the ICMA Center for Performance Analytics™ in the application of performance data to local government management, including training, verification, public reporting, planning and decision making, networking and accountability.

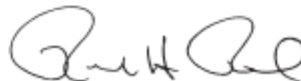
Presented at the 100th ICMA Annual Conference
 Charlotte/Mecklenburg County, North Carolina
 15 September 2014



ROBERT J. O'NEILL JR.
 ICMA EXECUTIVE DIRECTOR



SIMON FARBROTHER
 ICMA PRESIDENT



RANDALL H. REID
 DIRECTOR OF PERFORMANCE INITIATIVES
 ICMA CENTER FOR PERFORMANCE ANALYTICS

The International City/County Management Association (ICMA) recognized Gilbert, Arizona with a Certificate of Distinction from the ICMA Center for Performance Analytics™ for its performance management efforts.

ICMA assesses a local government's performance management program and encourages analysis of results by comparing to peers and gauging performance over time. Certificates are awarded at the levels of Achievement, Distinction, and Excellence. Gilbert is among 11 jurisdictions receiving the Certificate of Distinction, and one of 49 recognized overall in 2014.

The Town was incorporated July 6, 1920, and operates under the Council-Manager form of government. Six council members are elected at large to four-year staggered terms. The Council establishes policy through the enactment of laws (ordinances) and the adoption of ordinances. The Mayor is a member of the Council, directly elected by the voters for a four-year term, and serves as the chairperson of the Council.

MAYOR AND COUNCIL



Mayor John Lewis



Vice Mayor
Eddie Cook



Councilmember
Ben Cooper



Councilmember
Jenn Daniels



Councilmember
Victor Petersen



Councilmember
Jordan Ray

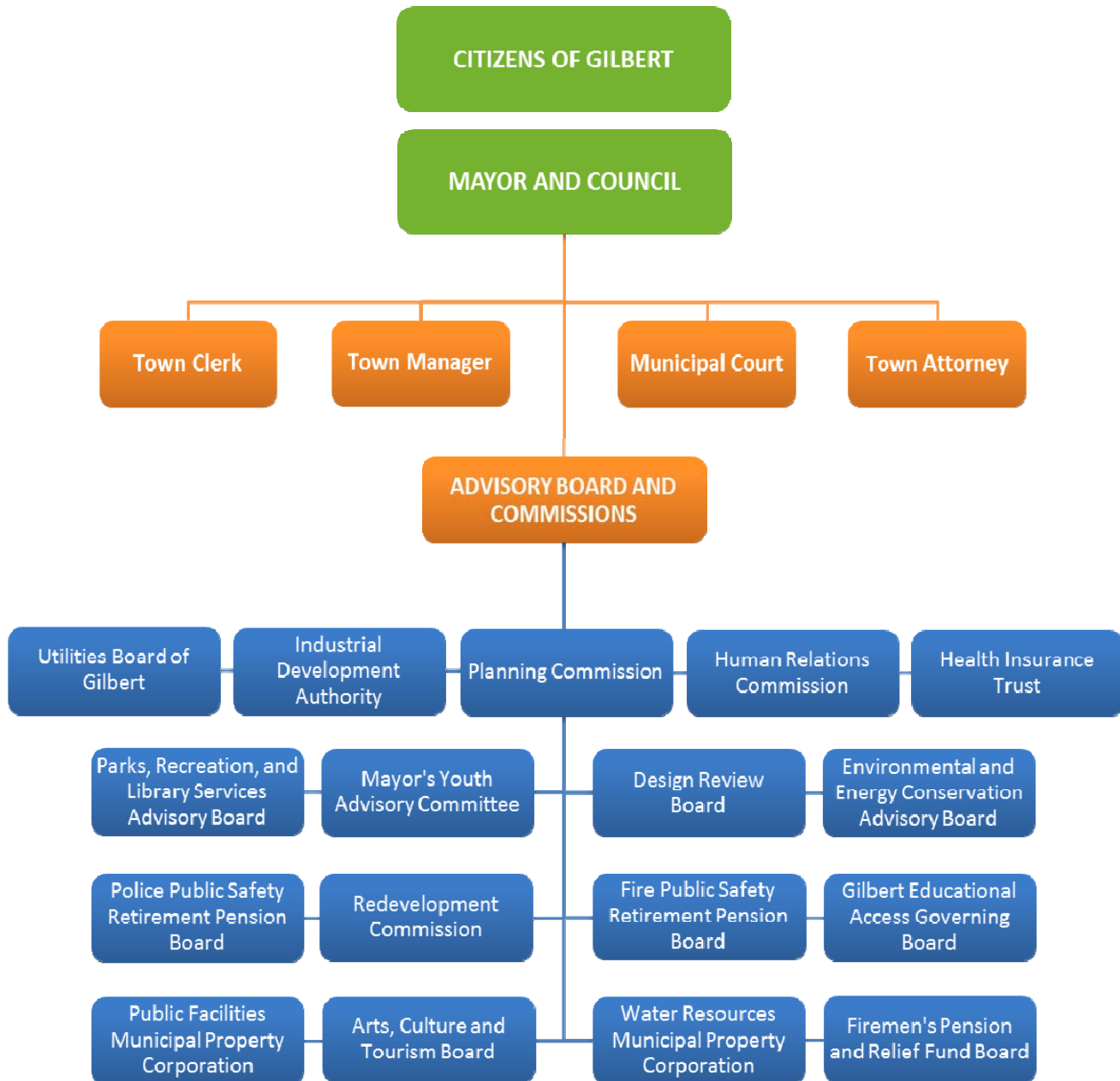


Councilmember
Jared Taylor

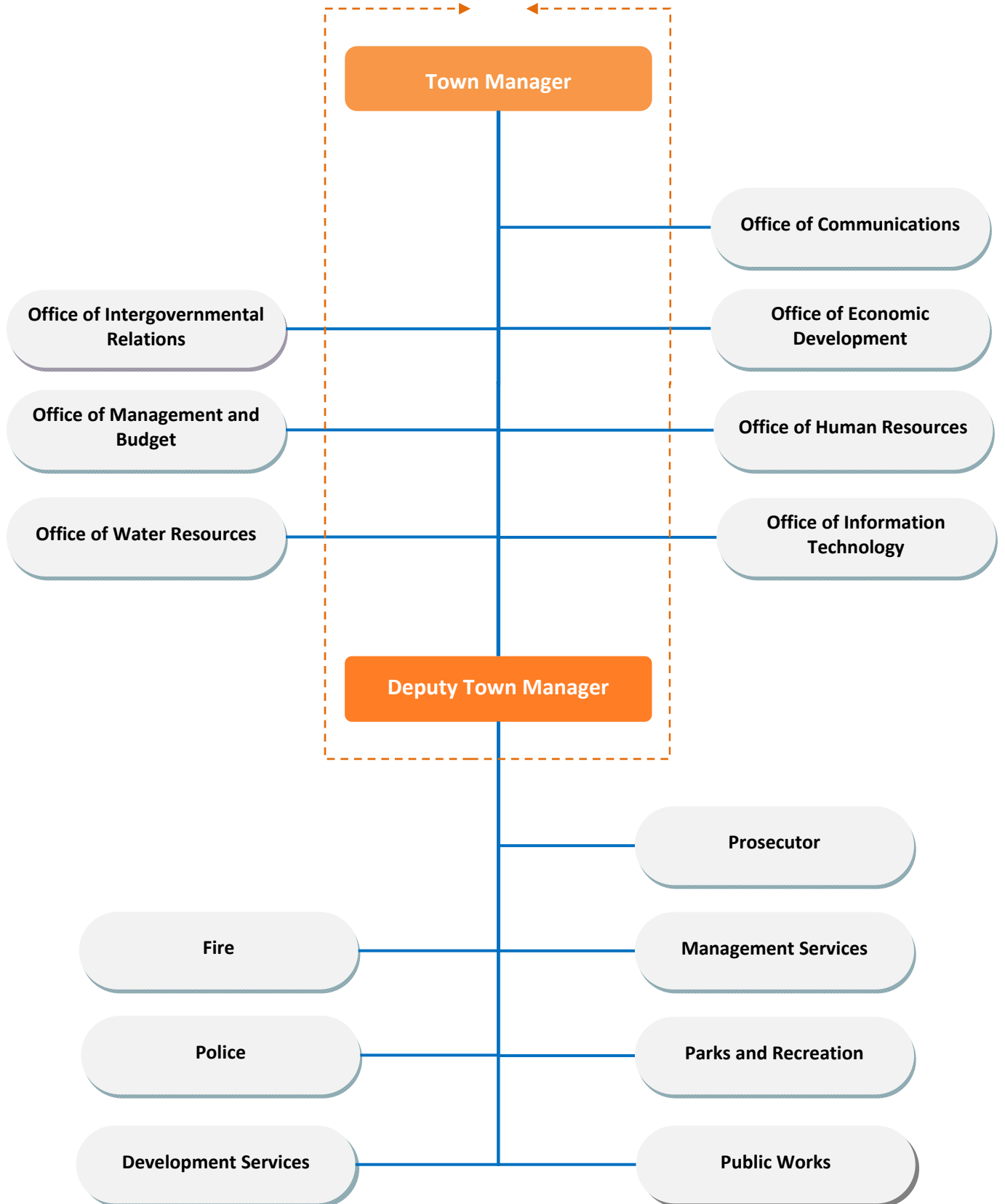
EXECUTIVE TEAM

Town Manager -----	Patrick Banger
Deputy Town Manager-----	Marc Skocypec
Chief Digital Officer -----	Dana Berchman
Development Services Director-----	Kyle Mieras
Economic Development Director -----	Dan Henderson
Finance Director -----	Cindi Mattheisen
Fire Chief -----	Jim Jobusch
Human Resources Director -----	Carrie Bosley
Information Technology Director -----	Mark Kramer
Intergovernmental Relations Director -----	Leah Hubbard
Management and Budget Director -----	Dawn Buckland
Parks and Recreation Director -----	Rod Buchanan
Police Chief -----	Tim Dorn
Presiding Judge-----	John Hudson
Public Works Director -----	Kenneth Morgan
Town Attorney-----	Michael Hamblin
Town Clerk -----	Catherine Templeton
Town Prosecutor -----	Lynn Arouh
Assistant to Town Manager-----	Gabriel Engeland
Assistant to Town Manager-----	Nicole Lance
Assistant to Town Manager-----	Andi Welsh

Advisory Organizational Chart



Organizational Report Chart



ORGANIZATIONAL VISION

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

ORGANIZATIONAL MISSION

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

ORGANIZATIONAL VALUES

As a team, the Town of Gilbert values:

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



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

Vision
as Team Gilbert we
Gilbert will be best in class in all lines of service.

Value

Integrity
by being ethical, professional, and trustworthy.

Respect
by being fair, courteous, and valuing others.

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

Innovation
by continuously improving services through progressive and creative outcomes.

Learning
by developing our knowledge and skills.

Communication
through transparency, collaboration, and accessible information.



In FY 2011, the Gilbert Town Council adopted a new Strategic Plan for 2011-2016. This plan is centered around the community vision, which guides the development of the strategic initiatives of the plan. From these initiatives, strategic action plans are implemented, and results are produced and measured.

COMMUNITY VISION

Gilbert, a safe, healthy, clean, attractive community that embraces our town's heritage yet recognizes the opportunities of the future without sacrificing the resources of today.



Organizational alignment with the Gilbert community vision is achieved by establishing individual performance measures and benchmarks that compliment department goals, and town-wide strategic initiatives. The FY 2015 budget was developed with the Council strategic initiatives as a key factor in the decision-making process. The goals and objectives included in the department information tie directly to the strategic initiatives, and represent intermediate steps to achieving those Council-identified priorities. **Accordingly, icons (pictured below) are included on each division and department page to highlight the link between the strategic initiatives and individual goals.**

The Council reviews and updates the Strategic Initiatives during their annual retreat. Management staff and departmental personnel utilize the Strategic Initiatives to guide daily operations. An administrative interpretation of each initiative is included as a starting point from which department goals and strategic action plans follow.

STRATEGIC INITIATIVES



Community Livability

Community Livability

The Town of Gilbert takes pride in being a community with a family focus, special welcoming feel, outstanding service delivery, and firm commitment to retain its defining characteristics while it continues to grow. This strategic initiative provides direction to include livability considerations in all decision-making and service delivery. Our motto is: "Gilbert: Clean, Safe, Vibrant."



Technology Leader

Be a Technology Leader

Gilbert leaders place a high value on the potential for applied technology to improve service efficiency. While technology has a cost, it can be used to reduce expenses while expanding service to a growing population. This initiative directs the organization to seek technology improvement that can provide the greatest benefit for the investment. If all segments of service delivery embrace the intention to be a technology leader we will continually improve systems and results.



Financial Plan

Long and Short Term Balanced Financial Plans

Gilbert is committed to providing a comprehensive financial perspective that enables proactive management of government finances. Long term financial planning ensures that financial perspective is strategically incorporated into organizational planning, demonstrates good management to all stakeholders including bond rating agencies, and clarifies the organization's strategic direction by identifying and prioritizing the most important issues it faces. Short term financial planning is more tactical in nature, identifying the specific near term objectives that will ultimately help to achieve the long term goals. Gilbert will provide transparency, clarity, and timely visibility and insight into impending issues, allowing for flexibility in decision making and incremental corrections.



Proactively Address Infrastructure Needs

Gilbert will have a strong and effective infrastructure management system. A growing community must pay attention to infrastructure needs by planning for both the future expansion and the deterioration of existing infrastructure. This serves the residents, business and future economic development and contributes to community livability. We will create an infrastructure plan and management system that will support policy decision-making and inform administrative processes.



Economic Development with Primary Emphasis on Advancing Science and Technology

Gilbert is committed to attracting, growing and retaining business and industry within the community. The Town Council will be well prepared for the recovering economy and encourage collaboration and innovation that contributes to the community vision. As such, it is important to identify and execute a sound economic development plan that supports an advanced economy conducive to attracting the talent and investment of science and technology-based organizations with an emphasis on the biomedical and life science industry. The appropriate policies and procedures to be business-friendly in support of the Vision and Strategic Initiatives are paramount.



High Performing Government

Gilbert is committed to highly efficient operations while delivering superior results. Excellent performance requires aligning efforts that drive internal effectiveness with those that create external impact. Gilbert will achieve optimal performance by aligning strategy with operational goals supported by best management practices and effective internal and external collaboration. Committed to the initiative of becoming a high performing organization, Gilbert will deliver unparalleled quality of service at the highest value for all of its stakeholders.

The following town-wide goals have been identified for FY 2015:

 Community Livability	 Technology Leader	 Financial Plan	 Infrastructure	 Economic Development	 High Performing Gov.
<ul style="list-style-type: none"> Parks Master Plan Phase I Implementation Parks & Facility Optimization Strat. Implementation Detention Holding Facility Relocation of Fire Station #7 ISO Community Rating Fire Accreditation Continuity of Operations Plan (COOP) 	<ul style="list-style-type: none"> Key Org. Metrics Dashboard Implementation Electronic Citation Phase I Implementation On-Officer Video Phase II Implementation Agenda Management System (cont) DS Permit System Implementation HRIS Phased Finance- Business Process Mapping Digital Roadmap-Phase 2 	<ul style="list-style-type: none"> Debt Structure/Bond Refinance Zero Based Budgeting Rates and Fees for P&R, DS, PD and FD Staffing Plan Long Range Financial Plan 	<ul style="list-style-type: none"> Long range Infrastructure Plans Phase II* 	<ul style="list-style-type: none"> Market Research/Job Creation Policy Higher Education Strategy Implementation Business Expansion & Retention Strategy Tourism Strategic Plan Redevelopment Strategic Plan 	<ul style="list-style-type: none"> Performance Management System, Phase II Leadership Development Implementation Succession Planning Strategy, Implementation Employee Safety Strategy Implementation Communication Strategy- Phase II Performance Mgmt. Goal Setting Process Optimization

The Town of Gilbert General Plan was approved by voters on May 17, 2011. It is the Community's vision and guide for future physical, economic, and social development, and is a long-range policy document covering a period of ten to twenty years. The General Plan contains visions, goals, policies, and implementation strategies that guide decisions such as how the Town grows and looks in the future, areas appropriate for residential, employment, and commercial uses, areas to reserve for parks and open space, the location of new roads and energy, and resource conservation and sustainability. The General Plan seeks to ensure that decisions are consistent with the Community's Vision.

PROCESS

The Town's previous General Plan was approved by voters in 2001. According to State Law, the plan must be updated every ten years. Since the Town's General Plan is a reflection of the Vision and Goals of the Community, a transparent process was established to obtain as much public input as possible during the drafting of the updated document. Work began in August 2008 and by January 2009, a General Plan Steering Committee was formed, consisting of Town Council members, Planning Commissioners, a Design Review Board member, a Redevelopment Commission member, an Economic Development Advisory Board member and a member-at-large. The purpose of the Steering Committee was to oversee the process of the update and ensure consistency within the document.

The Town solicited applications from Gilbert residents willing to serve on Sub-Committees dedicated to drafting the Chapters. A total of fifty-six (56) volunteers were chosen for the Sub-Committees. Chairs were selected to lead the Sub-Committees and the four (4) chairs also sat on the Steering Committee. Each member of the Steering Committee was also appointed as a liaison to a Sub-Committee. Planning Division Staff provided support for the Steering Committee and Sub-Committees. The General Plan Steering Committee and all four Sub-Committees held a kick-off meeting in May 2009.

A total of fifteen (15) Steering Committee and fifty-one (51) Sub-Committee meetings were held between May 2009 and June 2010. During this time, each group heard from experts in the fields, reviewed the existing General Plan, reviewed other General Plans and created the new chapters. All minutes and draft documents were placed on the Town's website after each meeting. Once drafted and approved by the Steering Committee, the Chapters were put on the Town's web page as one of several methods of soliciting public input.

In January 2010, the Steering Committee began holding open houses at various locations and attended events throughout the Town. The goal was to present the draft chapters to the citizens in order to gather public input. A total of ten (10) events and open houses were held. Handouts at the events included survey sheets that could be filled out and sent to staff for inclusion in the update.

The Town was also very active in providing information to the public via local newspapers, cable television, Nixle and Twitter. These social media networks were utilized to advertise open houses and public events to solicit public input on the creation of the plan. Additionally, the Town's web site had an interactive survey that could be filled out and submitted directly to staff.

The result of this effort was a citizen-driven public document that reflects the Vision and Goals of the community. This document will guide and direct the development of the Town for the next two decades.

GENERAL PLAN ELEMENTS AND VISION STATEMENTS

Land Use and Growth Areas

Deliver a mix of synergistic land uses that are appropriately located to promote employment opportunities while enhancing Gilbert's quality of life.

Circulation

Provide a safe, efficient, and aesthetically pleasing circulation network that considers all modes of vehicular and non-vehicular movement and does so in a manner that is sensitive to the environment.

Parks, Open Space, Trails, Recreation, Arts and Culture

Gilbert encourages the health and well-being of its residents through diverse recreational opportunities. The Town offers safe, well maintained facilities, parks and open spaces including locally and regionally connected multi-use trails, equestrian paths and bicycle lanes. Our community also fosters arts and cultural experiences.

Public Facilities and Services

Provide a high level of municipal services and facilities to properly serve the community in a manner that enhances quality of life, optimizes existing facilities, and provides for future needs.

Community Design

Provide the citizens of Gilbert and the development community with guidelines and assistance to continue to develop Gilbert emphasizing its heritage, yet open to innovative design opportunities that result in projects that are diverse and complementary, promoting stewardship of community resources.

Environmental Planning

Gilbert recognizes its environmental stewardship and is committed to being in the forefront as it plans, manages and conserves resources.

Housing and Conservation

The Town is committed to maintaining its housing quality and will continue offering in its land use mix a variety of residential developments for all family types and income levels. This will provide housing opportunities by creating new neighborhoods and rehabilitating existing ones while creating a balanced maturing community.

Economic Development

Gilbert is "open to business" and attracts, retains, and grows innovative, entrepreneurial businesses of all sizes that provide high-wage job opportunities for Gilbert residents and enhance Gilbert's outstanding quality of life.

Character Areas

Gilbert desires to create and protect unique areas of Town by identifying and providing guidance through the use of Character Areas and guidelines.

Energy

Gilbert is committed to being at the forefront of energy efficiency, reducing energy demand, and furthering the use of alternative and renewable energy sources.

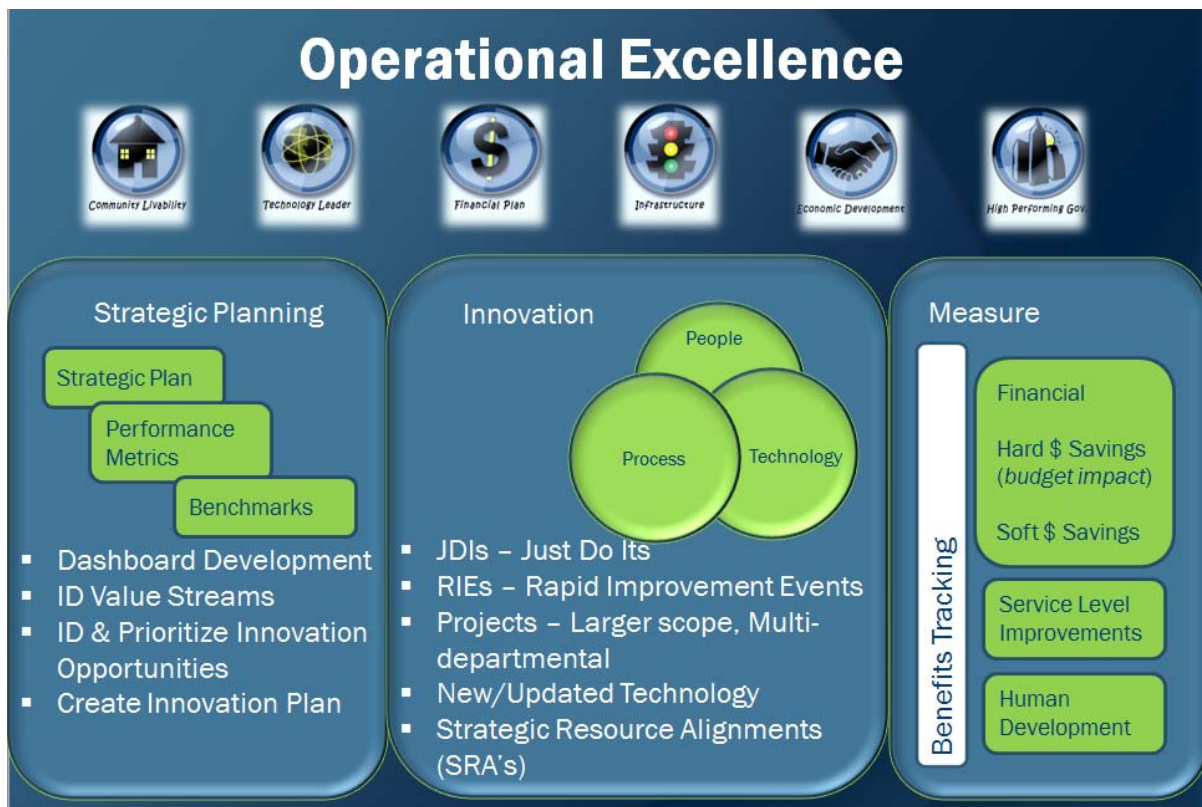
Neighborhood Preservation and Revitalization

Preserve, reinforce and, where appropriate, revitalize the core characteristics and stability that define all of the Town's neighborhoods, commercial and residential.

Continuous Improvement: the Foundation to Being a High Performing Organization

Gilbert celebrates over 20 years of its commitment to quality improvement efforts. CQI, one of the original efforts, began in 1994. CQI established the town's commitment to continuous improvement. In 2012, the town introduced Franklin Covey's *The 4 Disciplines of Execution*[™] and the concept of Wildly Important Goals (WIGs). In 2014, the town embarked on enhancing the commitment to quality service by introducing Lean Six Sigma concepts. As the town grows and the demand for service increases the town has to be in a position to respond thoughtfully, strategically and in a fiscally responsible manner. Therefore the introduction of Lean Six Sigma is an intentional and systematic approach to enhancing our improvement efforts and, relying on best practices to deliver continuous efficiency and effectiveness from a customer-centric point of view. Since departments are so diverse and there is no "one size fits all," we believe by taking the best aspects of both CQI and Lean Six Sigma, we are equipping the organization with a variety of quality tools and proven techniques in order to:

- Improve Service Delivery
- Increase Customer Satisfaction
- Encourage Innovation
- Enhance the Culture of Continuous Improvement
- Yield a Return on Investment
- Reduce Costs
- Increase Internal Capacity (without adding staff)



Dedicated to being a High Performing Organization, we are committed to delivering unparalleled quality of service at the highest value for all of our stakeholders. Through the various process improvement efforts; Continuous Quality Improvement (CQI), Franklin Covey's *The 4 Disciplines of Execution*[™], and Lean-Six Sigma we strive to continuously evaluate, improve and optimize our operations while delivering superior results to our customers.

Gilbert History

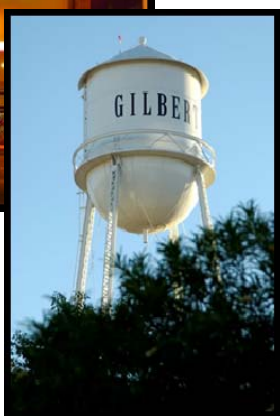
HISTORY

In 1902, the Arizona Eastern Railway asked for donations of right of way in order to establish a rail line between Phoenix and Florence. A rail siding was established on property owned by William "Bobby" Gilbert. The siding, and the town that sprung up around it, eventually became known as Gilbert. Gilbert was a prime farming community, fueled by the construction of the Roosevelt Dam and the Eastern and Consolidated Canals in 1911. It remained an agriculture town for many years, and was known as the "Hay Capital of the World" until the late 1920s. Gilbert began to take its current shape during the 1970s, when the Town Council approved a strip annexation that encompassed 53 square miles of county land. Although the population was only 1,971 in 1970, the Council realized that Gilbert would eventually grow and develop much like the neighboring communities of Tempe, Mesa, and Chandler. This proved to be a farsighted decision as Gilbert positioned itself for growth in the 1980s and beyond. Today, the town's estimated population is 233,028, with 76 square miles within its planning area.



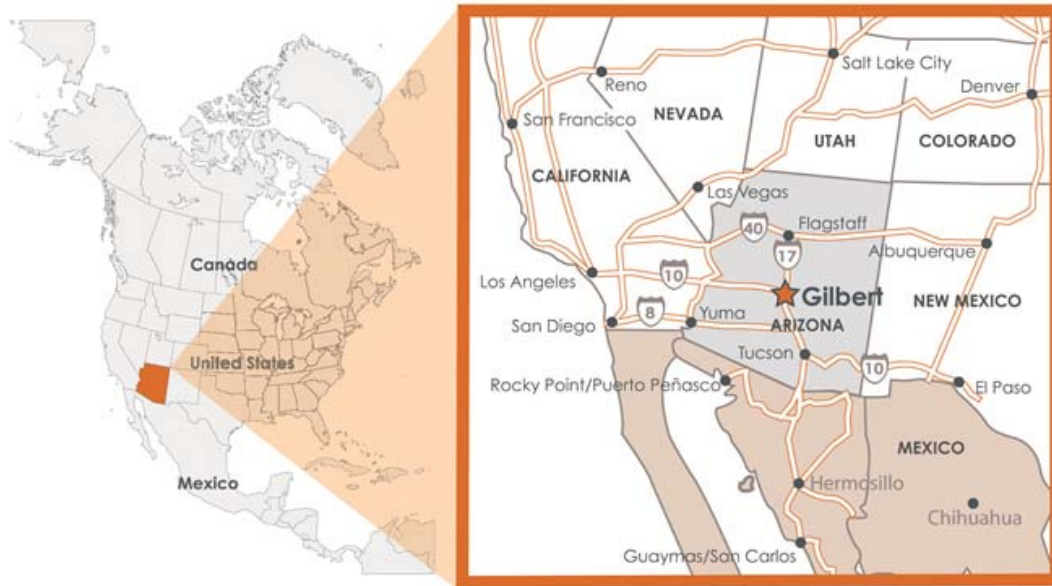
GILBERT TODAY

Located in the southeast Valley of the Phoenix metropolitan area, Gilbert is actively growing and diversifying its economic base, citing global-minded innovation and entrepreneurship as keys to productivity. Endowed with supportive infrastructure, ample land and recognition as the center of a new mega-region called the "Sun Corridor," Gilbert is committed to realizing sustainable, world-class business environments that are unique to the community.



The community's dense volume of educated residents boasts one of the highest concentrations of graduate and professional degrees among competing western U.S. cities. According to 2012 American Community Survey data, 38 percent of Gilbert residents hold a bachelor's degree or higher, compared to the national rate of 27 percent. In addition, the median income of Gilbert's residents is one of the highest in Arizona at \$80,121.

Gilbert's current estimated population of 233,028 continues to grow, having experienced 58 percent growth between 2000 and 2005; and 21 percent between 2005 and 2010. With attractive demographics, award-winning amenities, high-profile developments, and a business-friendly environment, Gilbert was recently named the 8th most thriving community in the country by The Daily Beast.



GILBERT AT A GLANCE:

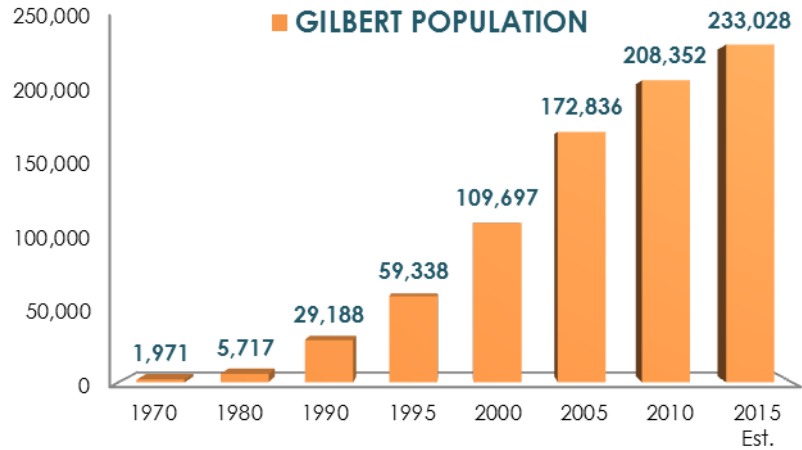
Year Founded:	1891	Census 2010 Population:	208,352
Year Incorporated:	1920	Estimated Population (as of 7/1/14):	233,028
Planning Area:	76 square miles	Median age:	32.2
Elevation:	1,273 feet		
Annual average rainfall:	6.46" inches	Under 18	31.4%
Annual sunshine days:	310 days	18-24	7.6%
		25-44	31.7%
Average Temperature (High/Low):		45-64	22.1%
January	67/41	65 and over	6.5%
April	85/54		
July	106/77		
October	89/59		
Transaction Privilege Tax Rate:	7.8%	Highway Distances from Gilbert:	
State/County	6.3%	Albuquerque, NM	477 Miles
Gilbert	1.5%	Dallas, TX	1,028 Miles
		Denver, CO	841 Miles
Total Housing Units:	74,009	Las Vegas, NV	315 Miles
Vacancy Rate	7.3%	Los Angeles, CA	415 Miles
		Phoenix, AZ	12 Miles
		Salt Lake City, UT	708 Miles
		San Diego, CA	381 Miles
		San Francisco, CA	813 Miles
		Tucson, AZ	104 Miles

More information and statistics can be found at:
<http://www.gilbertaz.gov>

Demographics:

MEDIAN AGE

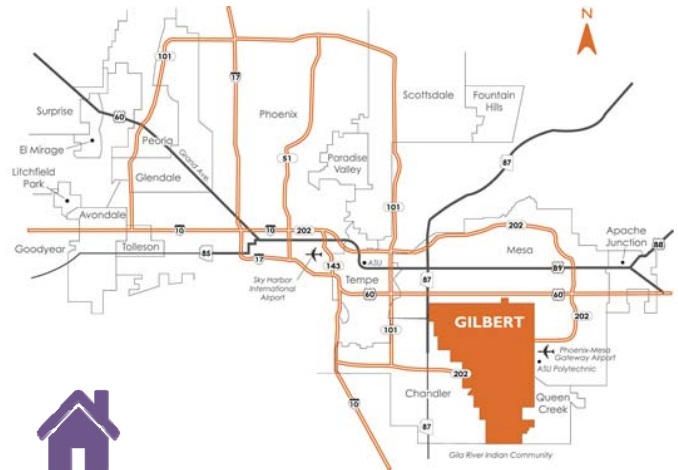
Gilbert	Greater Phoenix
32.2	34.8



EDUCATIONAL ATTAINMENT

	Gilbert	Greater Phoenix
High school graduate	17.7%	23.7%
Some college, no degree	28.5%	25.6%
Associate degree	11.1%	8.2%
Bachelor's degree	26.6%	18.4%
Graduate/ professional degree	12.0%	10.0%
High school graduate or higher	95.9%	86.0%
Bachelor's degree or higher	38.6%	28.5%

Source: U.S. Census American Community Survey, 2008-2012



HOUSEHOLD CHARACTERISTICS

	Gilbert	Greater Phoenix
Median owner-occupied housing value	\$235,500	\$185,600
Median household income	\$80,121	\$54,022
Average household size	3.04	2.71

Source: U.S. Census American Community Survey, 2008-2012

RACE / ETHNICITY



- White, 72.2%
- Black or African American, 3.6%
- Hispanic, 14.7%
- American Indian or Alaska Native, 0.6%
- Asian, 5.9%
- Native Hawaiian and Other Pacific, 0.2%
- Other Race, 0.1%
- Two or More Races, 2.7%

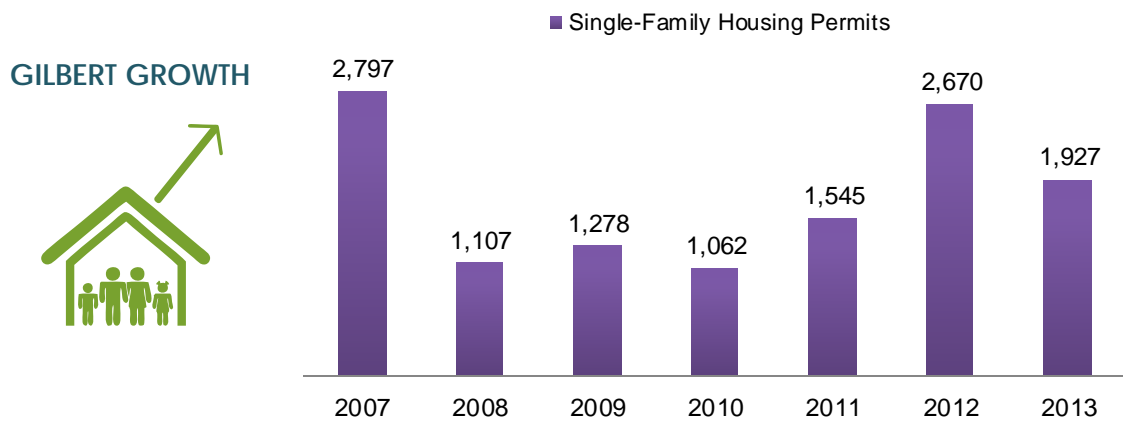
Source: U.S. Census American Community Survey, 2008-2012

AWARDS / RECOGNITION

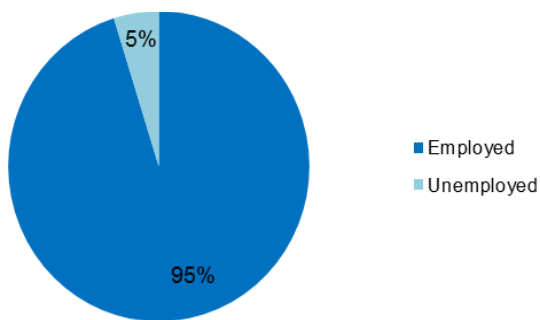
- **2nd** Safest City in the United States (Law Street Media, 2014)
- **Best City** for Working Parents (WalletHub, 2014)
- **17th** Best City for First-Time Home Buyers (WalletHub, 2014)
- **8th** Most Thriving City in the United States (The Daily Beast, 2013)
- **Fastest Growing** City in AZ (Home Builders Association of Central Arizona, 2013)
- **2nd** Best City in Arizona (Movoto.com, 2013)
- **33rd** Best Place to Live in the United States (CNN/Money Magazine, 2012)
- Playful City USA: **8-Time** Honoree (KaBoom!, 2014)
- **Tree City** USA (National Arbor Day Foundation, 2013)
- **Bicycle Friendly** Community (League of American Bicyclists, 2013)

2nd

Safest City



CIVILIAN LABOR FORCE
2014 Labor force = 119,606



Source: Arizona Department of Administration, Special Unemployment Report - 2014

PRINCIPAL EMPLOYERS

Gilbert Unified School District	3,642
Banner Health	2,268
Town of Gilbert	1,249
Mercy Gilbert Medical Center	1,233
Fry's Food and Drug	966
GoDaddy Software, Inc.	950
Wal-Mart, Inc.	791
Chandler Unified School District	518
B H Drywall	500
Dillard's Retail and Distribution	490

ECONOMIC HIGHLIGHTS

- **More than 74,000** estimated jobs in Gilbert (Maricopa Association of Governments, 2013)
- **1st** Arizona economic development organization to be accredited by the International Economic Development Council; 2nd in the country (IEDC, 2013)
- With nearly 1,200 buildings with rentable space, Gilbert boasts: **3.3 million square feet of office; 11.2 million square feet of retail; 6.1 million of industrial; and 1.1 million square feet of flex spaces.**

The financial accounts for Gilbert are organized on the basis of funds or account groups. In governmental accounting, a fund is a separate self-balancing set of accounts used to show operating results for a particular activity or activities. Funds are categorized into three classes: governmental, proprietary, or fiduciary. Different fund types are found within each of these three classes. Major funds are identified and described below.

GOVERNMENTAL FUNDS

General Fund (Major Fund) – The General Fund accounts for the resources and uses of various Gilbert departments. A majority of the daily operating activity is recorded in this fund. Governmental accounting requires the General Fund be used for all financial resources except those required to be accounted for in another fund. Departments included:

- Management and Policy
- Management Services
- Legal and Courts
- Development Services
- Police
- Fire
- Parks and Recreation

Special Revenue Funds – These funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for a specific purpose.

→ **Street Fund (Highway User Revenue Fund) (Major Fund)**

Street operating costs eligible for state highway revenues are included in this fund. Revenues are primarily derived from state-shared fuel tax and vehicle license tax. The Streets Department is a division of the Public Works Department.

→ **Community Development Block Grant**
This fund accounts for all federal CDBG revenue. The revenue is used for expenditures that create a more viable community, such as downtown renovation and social services.

→ **HOME Fund**
This fund accounts for Federal Home Investment Partnership revenue. The revenue is used for expenditures that create and maintain affordable housing within the Town.

→ **Grants (Major Fund)**

The Town accounts for grant revenue and the related expenditures in a separate fund. The entire expense is typically included in this fund and any amount not supported by grant revenue is transferred from another fund.

→ **Other Special Revenue (Major Fund)**

Other special projects are accounted for in this group of funds. The activity extends beyond one fiscal year and is for a specific event.

→ **System Development Fees (Major Fund)**

This set of funds segregates the revenue to pay for growth related capital projects. The revenue is transferred, as needed, to Capital Projects funds to pay for eligible projects or to Debt Funds to repay debt issued for growth-related construction.

→ **Maintenance Improvement Districts**

Arizona Statutes provide that improvement districts can be established to pay for streetlights and parkway improvements. Gilbert established two funds for these districts. Revenue is received from benefited property owners.

Capital Project Funds – These funds account for revenue received and expenses related to infrastructure improvements such as streets, water, wastewater, and parks. Revenue is received from system development fees, bond proceeds, and other sources.

Debt Service Funds – The short and long-term payment of principal and interest on borrowed funds is accounted for in these funds.

Special Assessment Funds – Property owners requiring specific capital improvements, from which benefit is primarily restricted to those specific property owners, may form a district. Special levies are collected from those property owners to cover those costs. There are presently three districts.

PROPRIETARY FUNDS

Enterprise Funds (Major Funds) – These are funds in which the services provided are financed and operated similarly to those of a private business. User fees are established and revised as needed to ensure that revenues are adequate to meet all necessary expenditures. The following are considered major funds:

- Water
- Wastewater
- Environmental Services – Commercial
- Environmental Services - Residential

Internal Service Funds (Major Funds) – Gilbert has three Internal Service Funds: fleet maintenance, printing service, and health self insurance. The Internal Service Funds are used to provide service to other departments and to recover the cost of that service. The use of these funds provides a more complete picture of the cost to provide a given public service, because more of the total costs are included in the respective cost center. The following are considered major funds:

- Fleet
- Health Self Insurance

FIDUCIARY FUNDS

Trust and Agency Funds – This fund type is for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governmental units or other funds. Use of these funds facilitates discharge of responsibilities placed upon the governmental unit by virtue of law or other similar authority.

ACCOUNT STRUCTURE

A number of accounts are found within each fund. A fund is divided first into cost centers that include Business Units, Departments, Divisions and activities that relate to a functional area such as Police Patrol – Canine. Within each cost center are object codes that define a particular transaction.

The cost center is further divided into separate object codes to identify the particular revenue or expenditures type. For example, within

Police Patrol - Canine there is an object code for fuel that accumulates the costs paid for fuel during that fiscal year.

The account structure hierarchy is:

- Fund
- Cost Center
- Object Code

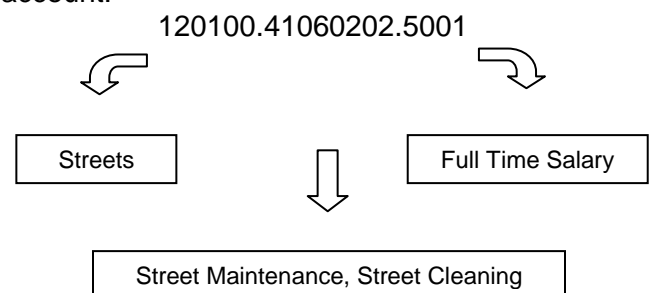
Expense object codes are segregated by the following categories:

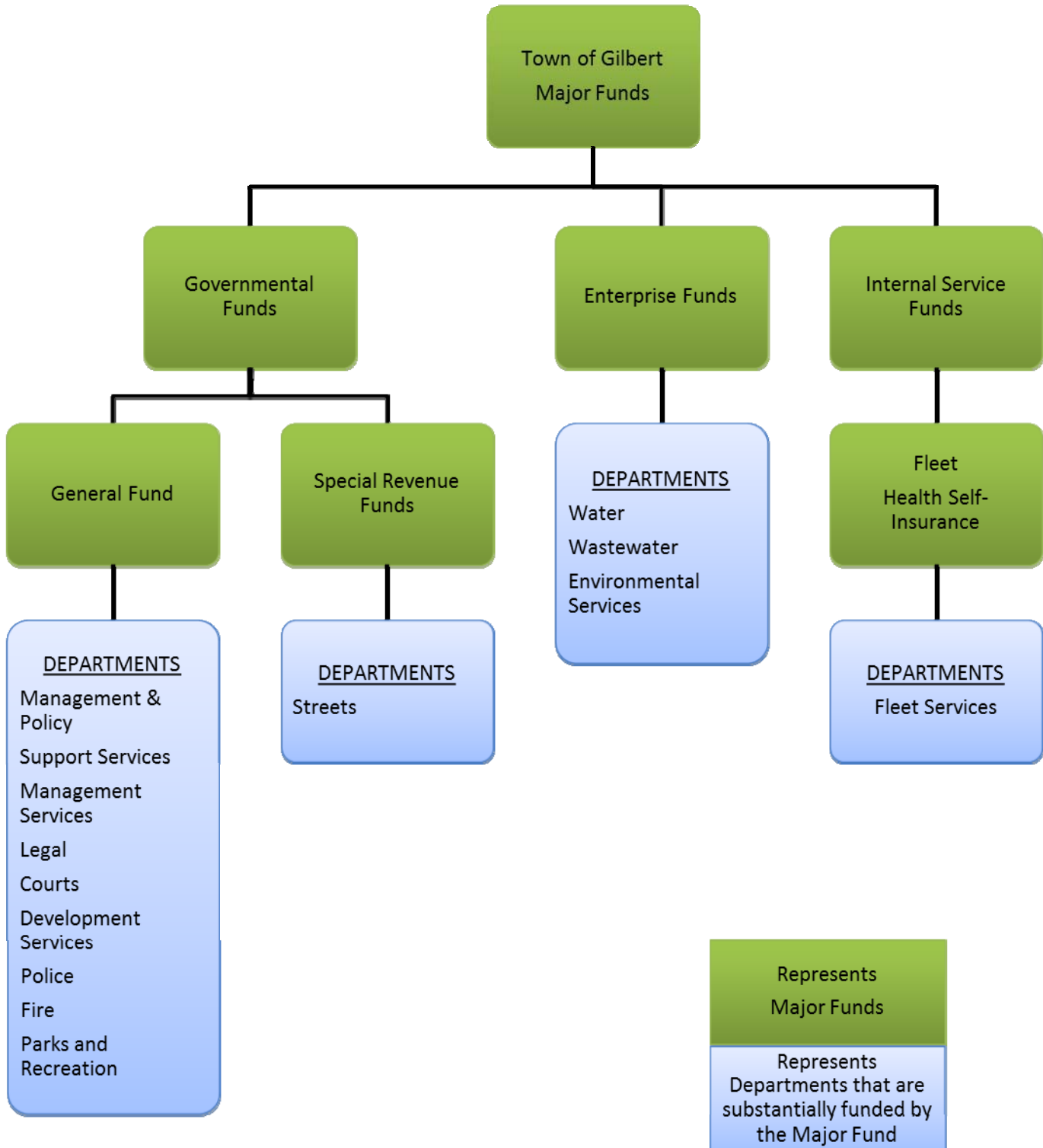
- Personnel Services
- Contractual and Other
- Capital Outlay
- Debt and Depreciation
- Transfers

Revenue object codes are also categorized based on the first two numbers in the code.

This segregation provides the ability to summarize expenditure and revenue information by major category.

The chart of accounts structure provides distinguishing characteristics for each portion of the account. For example, the salary of an employee working in the Street Fund performing Street Cleaning would be paid from account:







Budget Process

BUDGET DEVELOPMENT

The Council determines the priorities for the year and staff develops the best possible budget that incorporates Council priorities and fits within the resources available.

Council set the following boundaries for budget preparation:

- ✓ No change in local sales tax rate (1.5%)
- ✓ A minor decrease in property tax for debt service repayment. The FY14 rate of \$1.15 per \$100 has decreased for FY15 to \$1.0659 per \$100.
- ✓ Maintain minimum fund balance policies

The major steps in preparation of the budget were:

- ✓ Update FY 2014 revenue and expense projections and five-year projections for operating funds
- ✓ Council input on initiatives, boundaries, and priorities
- ✓ Perform base budget analysis
- ✓ Justify new requests or changes to existing requests for funding tying each back to specific services to be funded deliberately
- ✓ Collaborative budget process with Executive Team members to determine requests that will be recommended to the Town Manager
- ✓ Prioritization of available resources to align with Council priorities
- ✓ Present draft to Council
- ✓ Council review and adoption

The Budget Calendar page depicts the timing in more detail.

STATE EXPENDITURE LIMIT

The State of Arizona sets a limit on the expenditures of local jurisdictions. State statute sets the limits unless otherwise approved by the voters. The Town of Gilbert received voter approval to increase this limit to match the community's desired service levels. Gilbert must budget at or below this limit.

The expenditure limit base approved by the voters must be used in determining Gilbert's expenditure limit until a new base is adopted. The expenditure limit for FY 2014 is \$355,081,813. Some of the

specific items excluded from the expenditure limit include: revenue from bond sales, revenues received for interest, trust and agency accounts, federal grants, and amounts accumulated for the purchase of land, buildings, or improvements if the voters approved.

BUDGET AMENDMENTS

Under Arizona Revised Statutes, the budget cannot increase once the Council adopts the preliminary budget.

Transfers between budget line items are submitted throughout the year to align the budget with actual expenses and requirements. This provides a more refined picture of what the base should be for the next budget year.

The Town budgets for contingencies in the following funds:

- ✓ General
- ✓ Streets
- ✓ Water
- ✓ Wastewater
- ✓ Environmental Services - Residential
- ✓ Environmental Services – Commercial
- ✓ Replacement Funds
- ✓ CIP
- ✓ Grants
- ✓ Special Revenues

The contingency account is used for emergency or unanticipated needs or opportunities.

BUDGET CARRYFORWARD

If completion of a project or acquisition is not expected during a fiscal year, the amount must be included in the budget for the following fiscal year and balanced along with other requests.

BUDGET BASIS

The budget is prepared on an annual basis generally consistent with Generally Accepted Accounting Principles (GAAP). The Town's Governmental Funds consist of the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Project Funds. Governmental fund type budgets are developed using the modified accrual basis of accounting.

Under the modified accrual basis, revenues are estimated for the fiscal year that they are accrued. Principal and interest on general long-term debt is budgeted as expenditures when due, whereas other expenditures are budgeted for based on the timing of receipt of the good or service.

Proprietary Fund Budgets – Water, Wastewater, Solid Waste, and Internal Service Funds - are adopted using the full accrual basis of accounting whereby revenue projections are developed recognizing revenues earned in the period. Expenditure estimates are developed for all expenses incurred during the fiscal year.

The major differences between the budget and the Comprehensive Annual Financial Report (CAFR) are:

- ✓ Certain revenues, expenditures, and transfers are not included in the budget, but are accrued and reported on the GAAP basis. For example, the increases or decreases in compensated absences are not included for budget purposes but are in the CAFR
- ✓ Indirect administrative cost allocations to the Enterprise Funds are accounted for as transfers in or out on the budgetary basis, but are recorded as revenues and expenses for the CAFR
- ✓ New capital outlays in the Enterprise Funds are presented as expenses in the budget, but recorded as assets in the CAFR
- ✓ Depreciation expense is not included in the budget, but is an expense in the CAFR
- ✓ Debt service principal payments in the Enterprise Funds are expenses in the budget, but reported as reduction of long-term debt liability in the CAFR
- ✓ Encumbrances are treated as expenses in the year the purchase is made for budget purposes

Date	Action
August 27, 2013	Executive team presents focus areas for FY2015 – incorporating guidance provided at the town council retreat
August 15 - September 26, 2013	Call for new capital projects
September 4, 2013	Budget kick-off meeting with Town leadership
September 4 – December 2, 2013	Departments submit FY2015 requests and conduct base budget review, enter CIP maintenance related requests, possible re-organizations and contract renewal needs
January 6 – February 13, 2014	Executive Team began twice weekly review sessions for FY 2014 budget requests
February 18, 2014	First Capital Improvement Program stakeholders meeting
February 25, 2014	Present Executive Team recommendations to Town Manager
February 27, 2014	Completion of mid-year projections
April 1, 2014	Second Capital Improvement Program stakeholders meeting
April 15, 2014	Council Study Session – FY2015 budget approach and framework
May 15, 2014	Council Adopts Preliminary Budget
May 15, 2014	Declare the Draft FY2015-19 CIP/IIP a public document and direct staff to publish the notice of public hearing
June 5, 2014	Public Hearing and Adopt/Amend FY2015-19 CIP/IIP
June 5, 2014	Council adopts the final budget and property tax public hearing

Introduction

The Policies of Responsible Financial Management were adopted in May 2013 by Council and establish the framework for overall fiscal planning and management by setting forth guidelines for current activities and long range planning. These Policies of Responsible Financial Management are intended to foster and support the continued financial strength and stability of the Town of Gilbert.

PURPOSE

The Town's financial policies establish the framework for overall fiscal planning and management. The policies set forth guidelines for both current activities and long range planning. The purposes of the financial policies are:

- **Balanced Budget** – The Town is required, by Arizona Revised Statute, to adopt a balanced budget each fiscal year. A balanced budget is one in which the sum of estimated revenues and appropriated fund balances is equal to appropriations.
- **Fiscal Conservatism** – To ensure that the Town is at all times in solid financial condition, defined as:
 - ✓ **Maximized efficiency** – best possible service at the lowest possible cost
 - ✓ **Cash solvency** – the ability to pay bills
 - ✓ **Budgetary solvency** – the ability to balance the budget
 - ✓ **Long-term solvency** – the ability to pay future costs
 - ✓ **Service level solvency** – the ability to provide needed and desired services
- **Flexibility** – To ensure the Town is in a position to respond to changes in the economy or new service challenges without an undue amount of financial stress.
- **Transparency and Communication** – To utilize best practices in communicating financial information to facilitate sound decision-making, to promote openness and transparency, and to inspire public confidence and trust.
- **Adherence to the Highest Accounting and Management Practices** – As set by the Governmental Accounting Standards Board and the Government Finance Officers Association standards for financial reporting and budgeting.

SCOPE

The Town has an important responsibility to its citizens to carefully account for public funds, to manage its finances wisely, and to plan for the adequate funding of services desired by the public, including the provision and maintenance of public facilities and infrastructure. In times of tight budgets, of major changes in federal and state policies toward local government, and of limited growth in the Town's tax base, Gilbert needs to ensure that it is capable of adequately funding and providing those government services desired by the community. Ultimately, the Town's reputation and success will depend on the public's awareness and acceptance of the management and delivery of these services.

These adopted Policies of Responsible Financial Management establish guidelines for the Town's overall fiscal planning and management. These principles are intended to foster and support the continued financial strength and stability of the Town of Gilbert as reflected in its financial goals. Gilbert's financial goals are broad, fairly timeless statements of the financial position the Town seeks to attain:

- To deliver quality services in an affordable, efficient and cost-effective basis providing full value for each tax dollar
- To maintain an adequate financial base to sustain a sufficient level of municipal services, thereby preserving the quality of life in the Town of Gilbert

- To have the ability to withstand local and regional economic fluctuations, to adjust to changes in the service requirements of our community, and to respond to changes in Federal and State priorities and funding as they affect the Town's residents
- To maintain a high bond credit rating to ensure the Town's access to the bond markets and to provide assurance to the Town's taxpayers that the Town government is well managed and financially sound

Following these policies will enhance the Town's financial health as well as its credibility with its citizens; the public in general, bond rating agencies and investors. To achieve these purposes as the Town of Gilbert continues to grow and develop, it is important to regularly engage in the process of financial planning including reaffirming and updating these financial guidelines. Policy changes will be needed as the Town continues to grow and become more diverse and complex in the services it provides, as well as the organization under which it operates to provide these services to its citizens.

POLICY STATEMENT SUMMARY

The following is intended as a summary of each policy. For the full and current version of the policies please visit our website: www.gilbertaz.gov

1) Accounting, Auditing and Financial Procedures

Defines financial reporting and audit requirements. A Comprehensive Annual Financial Report (CAFR) is produced annually according to Generally Accepted Accounting Principles. Independent annual audits are performed; procurement for these services is completed every five years.

2) Budget Administration

Defines levels of budgetary controls, transfer authority, and appropriation carry forward consideration. The Town Council sets policy and adopts the annual budget at the fund level as a total amount of expenditures. Financial control is set by Council at the fund level, with budgetary control for operating performance administered at the departmental level by the Town Manager. Budget adjustments for special revenue funds, excluding Highway User Revenue Funds, will be administered by the Office of Management and Budget, and will not exceed the available revenues. Grants and restricted appropriations are administered by department. Directors may authorize transfers within non-personnel budget lines at the same fund, department, and project level. The Town Manager or his/her designee is authorized to administer a budget adjustment process *within* a fund between departments or projects. The Budget Manager or his/her designee is authorized to approve any adjustments *between* funds, projects, or contingency transactions up to \$25,000. The Town Manager or his/her designee is authorized to approve any adjustments between funds, projects, or contingency transactions up to \$50,000. Council action is required to approve adjustments between funds, projects, or contingency transactions over \$50,000. All annual appropriations lapse at year-end and are considered for inclusion in the subsequent year's budget on a case-by-case basis.

3) Long-Range Planning

The Town needs to have the ability to anticipate future challenges in revenue and expense imbalances so that corrective action can be taken before a crisis develops. In order to provide Town officials with pertinent data to make decisions, the Budget Director shall annually develop, in coordination with Town departments, five-year revenue and expenditure forecasts for the General Fund, Enterprise Funds, and Streets Fund. These forecasts will identify changes in revenue and expenditures due to projected new development in the Town, economic indicators, legislative or program changes, labor agreements, and capital projects coming online. Oversight of Intergovernmental Agreements, Development Agreements and grant applications is the responsibility of the Office of Management and Budget.

4) Repair and Replacement Funding

Outlines requirements for each of the Town's repair and replacement funds; Infrastructure, Fleet and

Rolling Stock, Information Technology Equipment, and Facilities. Funding for each of the replacement funds will be determined based on the needs of the Town in accordance with plans established to manage the repair and replacement cycles of fleet and infrastructure. An annual review of the replacement fund balances will be done to determine if the fund is over/under funded. The Information Technology Equipment repair and replacement fund policy outlines the recommended replacement cycle for various types of devices and network equipment that is managed by the IT Department.

5) Contingency

Outlines the budgeting of contingency funds for the General, Water, Wastewater, Environmental Services, and Streets Funds. Funding levels for contingency in each of these funds is determined annually during the budget process and will reflect the most-likely occurrences and levels of service for the following fiscal year. Contingency funds may be requested for unanticipated needs and opportunities that arise during the year.

6) Revenue Diversification

Provides guidelines for improving the stability of revenue sources in the General Fund. The Town values a diversified mix of revenue sources to mitigate the risk of volatility. The General Fund revenue base includes sales taxes, state shared revenues, and other revenue sources. Gilbert has a secondary property tax which cannot be used for operating expenditures. The Town will strive to maintain a diversified and stable revenue base to shelter it from economic changes or short-term fluctuations by doing the following:

- Periodically conducting a cost of service study to determine if all allowable fees are being properly calculated and set at an appropriate level;
- Establishing new charges and fees as appropriate and as permitted by law;
- Pursuing legislative change, when necessary, to permit changes or establishment of user charges and fees;
- Aggressively collecting all revenues, related interest and late penalties as authorized by the Arizona Revised Statutes.

7) Use of Revenue

Gilbert avoids dependence on temporary revenue sources to fund recurring government services. One-time revenues should be used only for one-time expenditures and not for ongoing expenditures. By definition, one-time revenues cannot be relied on in future budget years. Examples of one-time revenues are unexpected audit collections for sales tax, sales of Town assets, or one-time payments to the Town.

Sales tax revenue is a volatile source of revenue since it is a direct function of economic cycles. Sales tax revenues that exceed the normal growth rate should be used for one-time expenditures or to increase reserves for the inevitable economic downturns. When sales tax revenue growth is less than the normal growth rate, it may be necessary to use reserves until appropriate expenditure reductions or other measures can be implemented. Interest income is also volatile. Any interest earnings that exceed the average annual earnings over the last ten years should be used for one-time expenditures or to increase reserves.

The best use of one-time revenues is to invest in projects that will result in long term operating cost savings. Appropriate uses of one-time revenues include strategic investments, such as early debt retirement, capital expenditures that will reduce operating costs, information technology projects that will improve efficiency and special projects that will not incur ongoing operating costs. If projects are deemed appropriate strategic investments and do include increased ongoing operating costs, these costs should be acknowledged and planned for in long-range planning efforts prior to approval.

8) Fees and Charges

User fees and charges are payments for purchased, publicly provided services that benefit specific individuals. The Town relies on user fees and charges to supplement other revenue sources in order to provide public services. On a regular basis, the Town will conduct a cost of service study to identify the full cost of providing a service for which fees are charged. The calculation of full cost will include all reasonable and justifiable direct and indirect cost components; direct labor, direct materials, and departmental or Town-wide indirect cost. User fees related to Enterprise fund operations are calculated to recover the entire cost of operations, including indirect, debt service, reserve for replacement and overhead.

9) Debt Management

Provides guidelines for the issuance of debt, preservation of the Town's bond ratings, maintenance of adequate debt reserves, and compliance with debt instrument covenants and provisions, and required disclosure to investors, underwriters and rating agencies.

While issuance of bonds is frequently an appropriate method of financing long-term capital projects, such issuance must be carefully monitored to preserve the Town's credit strength and to provide the necessary flexibility to fund future capital needs.

- Identify and prioritize potential capital investments, the related costs and benefits.
- Identify potential funding sources for each improvement as outlined in the Capital Improvement Plan.
- Utilize other professionals as necessary to ensure compliance with the requirements of the issuance of bonds. (Approval from Town Council must also be obtained.)
- Utilize other professionals as necessary to determine whether the bonds will be sold competitively, or as a negotiated sale, or as a direct placement with a financial institution. The determination will be based on the financing needs and prevailing market conditions.
- Other conditions that need to be considered include: market conditions, financial limits (see below under "Restrictions on Debt Issuance"), long-term forecasts and specific funding sources. Finance and OMB will be responsible for reviewing the funding sources and financial forecasts to ensure compliance with existing bond covenants, debt limits and the potential impact on existing bond ratings prior to the issuance of any new bonds.
- Finance and OMB will ensure that pledged resources of the Town are adequate, in any general economic situation, so as to not hinder the Town's ability to pay its debt when due.

Types of debt instruments utilized by the Town include General Obligation (G.O.) bonds, Revenue bonds, Municipal Property Corporation (MPC) bonds, and Improvement District bonds.

Restrictions on debt issuance:

- Where appropriate, the Town will consider "pay as you go" capital financing and/or the use of impact fees.
- The Town will not issue bonds to fund current operations.
- The Town will comply with applicable debt service coverage limitations in the bond covenants for Revenue bonds.
- Under the provisions of the Arizona Constitution, outstanding general obligation bonded debt for combined water, wastewater, electric, parks and open space, streets and public safety purposes may not exceed 20% of Gilbert's net secondary assessed valuation, nor may outstanding general obligation bonded debt for all other purposes exceed 6% of Gilbert's net secondary assessed valuation.

Debt Management Process:

- The Town will monitor the debt portfolio for restructuring or refunding opportunities. Refunding bonds will be measured against a standard of the net present value debt service savings exceeding 3% of the principal amount of the bonds being refunded, or if the net present value savings exceed \$500,000, or for the purposes of modifying restrictive covenants or to modify the existing debt structure to the benefit of the Town.
- The Town will maintain regular contact with rating agencies through telephonic conferences, meetings, or visits on and off-site. The Town will secure ratings on all bonds issued when economically feasible.
- The Finance Department shall maintain a debt book for all bonds issued and update the book on an annual basis. This debt book shall include specific information regarding the size and type of debt issued, projects financed by the bonds, debt service schedules and other pertinent information related to each specific bond issue.
- This policy shall be reviewed and updated each year by the Finance and Budget Departments.

10) Post-Issuance Compliance for Tax-Exempt Governmental Bonds

Outlines responsible parties within the organization to ensure compliance with the Internal Revenue Code and Treasury Regulations.

11) Purchasing

The Town shall require adequate financial controls to be included in the Town's standard contract terms so as to provide assurance of minimum risk and access to review compliance with contract terms and conditions. Among these controls are the right to audit all provisions of contracts, the right to require appropriate levels of insurance, and the right to require complete financial reports if appropriate for the solicitation. All Purchasing transactions in the Town shall adhere to the adopted Purchasing Code.

12) Capital Improvement Plan

Gilbert adopts a Capital Improvement Plan that provides for all improvements needed. The Capital Improvement Plan is a public document that communicates timing and costs associated with constructing, staffing, maintaining, and operating publicly financed facilities and improvements with a total cost over \$100,000 and represents Gilbert's Infrastructure Improvement Plan. This Plan serves as the basis for Gilbert's System Development Fee calculations.

Projects included within the five-year program must have sound cost estimates, an identified site, and verified financing sources, as well as confirmation it can be operationally staffed and maintained within the budget resources. The first five years of projected costs are combined with other data gathering techniques to project operating results for five years. This information is the basis for developing the next year's budget and is incorporated into the five-year financial forecasts.

The purpose of the Capital Improvement Plan is to systematically identify, plan, schedule, finance, track and monitor capital projects to ensure cost-effectiveness as well as conformance to established policies.

- The Town Manager will annually submit a financially balanced, multi-year Capital Improvement Plan for review by the Town Council pursuant to the timeline established in the annual budget preparation schedule. Submission of the Capital Improvement Plan shall be consistent with the requirements of Title 42, Chapter 17, Article 3 of the Arizona Revised Statutes. The Capital Improvement Plan will incorporate a methodology to determine a general sense of project priority according to developed criteria.
- The Capital Improvement Plan shall provide:
- A statement of the objectives of the Capital Improvement Plan, including the relationship with the Town's General Plan, department master plans, necessary service levels, and expected facility needs.

- An implementation program for each of the capital improvements that provides for the coordination and timing of project construction among various Town departments.
- An estimate of each project's costs, anticipated sources of revenue for financing the project, and an estimate of the impact of each project on Town revenues and operating budgets. No capital project shall be funded unless operating impacts have been assessed and the necessary funds can be reasonably anticipated to be available when needed.
- For the systematic improvement, maintenance, and replacement of the Town's capital infrastructure as needed.
- A summary of proposed debt requirements.
- The Town will match programs and activities identified in the Capital Improvement Plan with associated funding sources. Reimbursements shall be applied to like projects and activities.
- The performance and continued use of capital infrastructure is essential to delivering public services. Deferring essential maintenance and/or asset replacement can negatively impact service delivery and increase long term costs. As such, the Town will periodically assess the condition of assets and infrastructure and appropriately plan for required major maintenance and replacement needs. Efforts will be made to allocate sufficient funds in the multi-year capital plan and operating budgets for condition assessment, preventative and major maintenance, and repair and replacement of critical infrastructure assets.

13) Fund Balance Classifications

The Governmental Accounting Standards Board (GASB) Statement No. 54 establishes accounting and financial reporting standards for all governments that report governmental funds. Governmental funds are defined as funds generally used to account for activities supported by taxes, grants, and similar resources and include the general fund, special revenue funds, debt service funds, and capital projects funds. GASB 54 does not apply to proprietary or fiduciary funds that include the enterprise, internal service, trust and agency funds.

For purposes of this policy and in accordance with GASB No. 54, unrestricted fund balance shall consist of the "committed", "assigned" and "unassigned" portions of fund balance.

- When an expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available, as a general rule, the Town would consider the restricted amount to have been spent first.
- When an expenditure is incurred for purposes for which committed, assigned and unassigned fund balances are available, as a general rule, the Town would first reduce the committed amounts, followed by assigned amounts, and then unassigned.
- For committed fund balance: formal action by Council through resolution is required to establish, modify or rescind committed fund balance. Such Council resolution must occur before the end of the reporting period.
- For assigned fund balance: The Council authorizes the Finance Director to assign fund balance amounts to a specific purpose.

14) Minimum Unrestricted Fund Balance for the General Fund

Governmental Accounting Standards Board Statement No. 54 requires entities to create a formal policy that establishes a minimum level at which unrestricted general fund balance is to be maintained.

Fund balance is an important indicator of Gilbert's financial position. Maintaining reserves is considered a prudent management practice. Adequate fund balances are maintained to allow Gilbert to continue providing services to the community in case of unexpected emergencies or requirements and/or economic downturns.

A minimum unrestricted fund balance policy ensures the continuance of sound financial management of public resources when faced with unanticipated events that could adversely affect the financial condition of Gilbert and jeopardize the continuation of public services. This policy will ensure Gilbert maintains adequate unrestricted fund balance in the general fund to provide the capacity to:

- Provide funds for unforeseen expenditures related to emergencies
- Mitigate significant economic downturns or revenue shortfalls
- Stabilize the volatility of primary revenue streams
- Allow for responsiveness to legislative changes
- Secure and maintain investment grade bond ratings
- Provide for long-term stability of the Town's financial status

Gilbert shall establish and maintain a minimum unrestricted fund balance for the General Fund. This fund balance shall be adjusted for non-spendable funds to ensure adequate balance is retained based on actual cash available. For purposes of initially establishing the balance and maintaining hereafter, Gilbert shall retain a minimum requirement of 90 days working capital of the current fiscal year, which is equal to approximately 25% of General Fund budgeted expenditures, plus one year's worth of General Fund debt service payments. Current fiscal year expenditures shall be less capital outlay and transfers out budgeted for the General Fund. For purposes of this calculation, the expenditures shall be the budget as originally adopted by ordinance. Appropriation from the minimum unrestricted fund balance shall require the approval of Council. The Council may authorize use of the minimum unrestricted fund balance for unanticipated events threatening the public health, safety or welfare. The use of minimum unrestricted fund balance should be utilized only after all budget sources have been examined for available funds.

Any use of the minimum unrestricted fund balance must include a repayment plan based on a multi-year financial projection that plans to restore the fund balance to the minimum adopted level within the three fiscal years following the fiscal year in which the event occurred. Compliance with the provisions of this policy shall be reviewed as part of the annual budget adoption process.

15) Economic Development Reserve

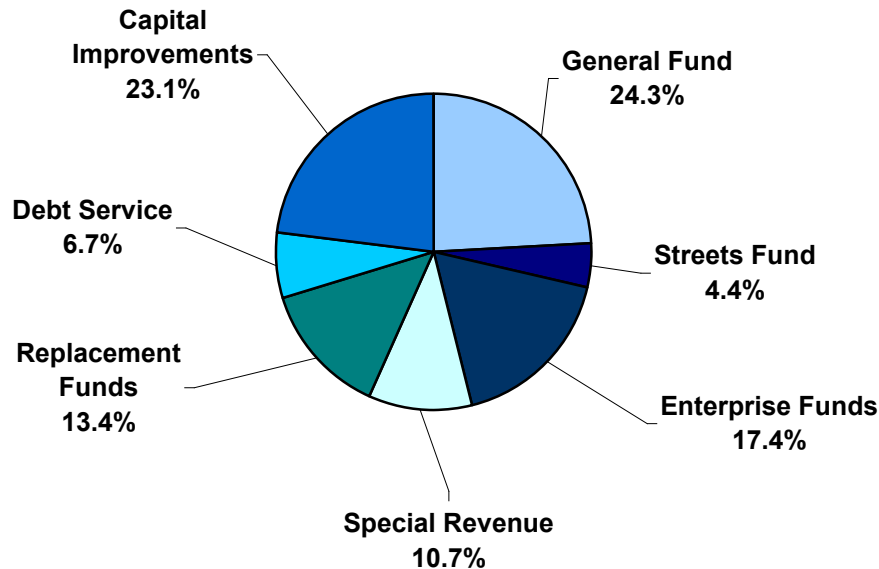
Recognizing the importance of investment in local economic development activities, the Town shall annually budget an Economic Development Reserve of \$5 million in the General Fund for the purpose of supporting economic development activities in Gilbert. Utilization of this funding shall occur within existing Town policies on expenditures and use of funding, requiring Council approval for expenditures exceeding \$50,000.

Financial Overview

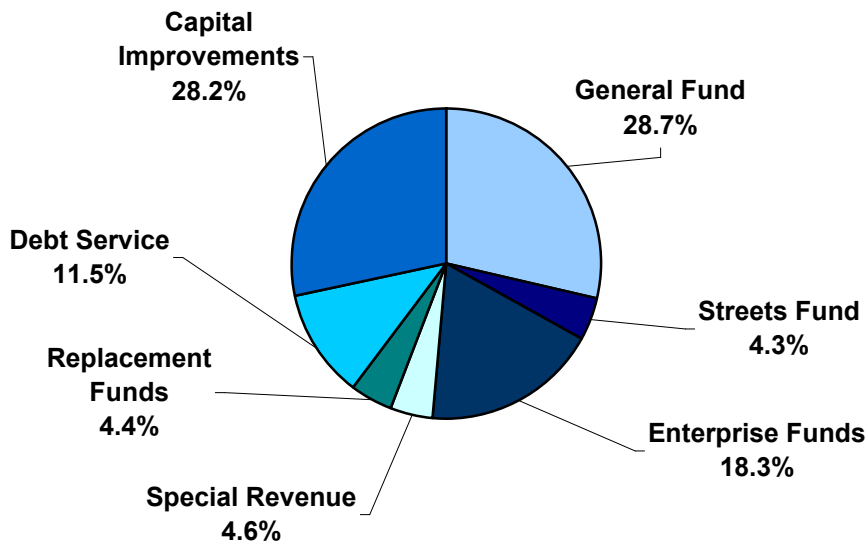
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Revenue and Expenditure Summary



The funds available for FY 2015 are approximately \$856,432,000. This consists of new revenue and funds carried forward from the previous fiscal years. The revenue detail for each area is found within the budget document – either in the summary section or in the budget detail for that department. The graph above shows percentage of sources by major category, excluding Internal Service Funds.



The total expenditures for FY 2015 are approximately \$554,729,000. The expenditure detail for each area is found within the budget document – either in the summary section or in the budget detail for that department. The graph above shows percent of expenditures by major category, excluding Internal Service Funds.



Fund Balances

	<u>Starting Balance</u>	<u>Revenue</u>	<u>Transfer Revenue</u>	<u>Total Sources</u>
GENERAL FUND	\$ 69,056,907	\$ 131,601,191	\$ 5,038,920	\$ 205,697,018
ENTERPRISE OPERATIONS				
Water	28,749,226	39,235,839	-	67,985,065
Wastewater	18,381,814	24,448,662	920,000	43,750,476
Enviro Svcs - Residential	14,512,157	14,700,929	155,000	29,368,086
Enviro Svcs - Commercial	1,822,860	2,463,231	-	4,286,091
STREETS	16,569,285	19,674,000	50,000	36,293,285
INTERNAL SERVICE				
Fleet Maintenance	682,841	8,210,000	-	8,892,841
Copy Services	317,794	588,000	-	905,794
Health Self-Insurance	4,127,220	13,345,000	-	17,472,220
Dental Self-Insurance	315,863	1,121,000	-	1,436,863
REPLACEMENT FUNDS				
General	8,906,791	30,000	5,500,000	14,436,791
Streets	4,117,303	-	425,000	4,542,303
Water	45,723,447	50,000	6,953,294	52,726,741
Wastewater	43,446,060	100,000	6,819,818	50,365,878
Enviro Svcs - Residential	7,176,649	40,000	389,474	7,606,123
Enviro Svcs - Commercial	827,513	3,000	67,360	897,873
Fleet Maintenance	239,338	-	-	239,338
SUB TOTAL OPERATING FUNDS	<u>\$ 264,973,067</u>	<u>\$ 255,610,852</u>	<u>\$ 26,318,866</u>	<u>\$ 546,902,785</u>
SPECIAL REVENUE FUNDS				
CDBG/HOME	(53,697)	834,624	-	780,927
Solid Waste Container	9,754	165,000	-	174,754
Traffic Signal SDF	6,941,964	2,500,000	-	9,441,964
Police SDF	(3,114,583)	1,400,000	-	(1,714,583)
Fire SDF	(14,512,228)	2,000,000	-	(12,512,228)
General Government SDF	(7,611,640)	1,000,000	-	(6,611,640)
Parks and Recreation SDF	20,476,614	8,815,000	-	29,291,614
Water SDF	16,957,695	11,100,000	-	28,057,695
Water Resource Fee	10,452,496	3,050,000	-	13,502,496
Wastewater SDF	995,018	12,000,000	-	12,995,018
Grants	1,520,722	6,548,048	-	8,068,770
Police Impound	146,400	285,000	-	431,400
Street Light Improvement	4,326	1,634,020	-	1,638,346
Parkway Improvement	71,296	902,140	-	973,436
Other Special Revenue	1,092,403	2,908,257	-	4,000,660
CAPITAL IMPROVEMENT				
Capital Projects Administration	(1,239)	977,775	-	976,536
Improvement Districts	3,110,196	89,097,694	-	92,207,890
Streets and Transportation	47,457,541	40,304,493	-	87,762,034
Traffic Control	66,767	-	-	66,767
Municipal Facilities	118,093	-	-	118,093
Parks, Recreation & Open Space	124,617	-	-	124,617
Redevelopment	1,431,028	-	-	1,431,028
Water	7,961,314	-	-	7,961,314
Wastewater	837,800	-	-	837,800



Fund Balances

	<u>Expense</u>	<u>Transfer Expense</u>	<u>Total Uses</u>	<u>Ending Balance</u>
GENERAL FUND	\$ 152,365,484	\$ 11,345,340	\$ 163,710,824	\$ 41,986,194
ENTERPRISE OPERATIONS				
Water	50,030,312	9,821,884	59,852,196	8,132,869
Wastewater	26,244,464	7,789,688	34,034,152	9,716,324
Enviro Svcs - Residential	17,772,107	1,161,004	18,933,111	10,434,975
Enviro Svcs - Commercial	3,231,788	189,460	3,421,248	864,843
STREETS	22,619,484	4,494,160	27,113,644	9,179,641
INTERNAL SERVICE				
Fleet Maintenance	8,676,874	-	8,676,874	215,967
Copy Services	802,974	-	802,974	102,820
Health Self-Insurance	14,275,920	-	14,275,920	3,196,300
Dental Self-Insurance	1,057,100	-	1,057,100	379,763
REPLACEMENT FUNDS				
General	4,053,950	-	4,053,950	10,382,841
Streets	743,900	-	743,900	3,798,403
Water	11,519,053	-	11,519,053	41,207,688
Wastewater	4,488,064	-	4,488,064	45,877,814
Enviro Svcs - Residential	2,020,000	-	2,020,000	5,586,123
Enviro Svcs - Commercial	350,000	-	350,000	547,873
Fleet Maintenance	-	-	-	239,338
SUB TOTAL OPERATING FUNDS	<u>\$ 320,251,474</u>	<u>\$ 34,801,536</u>	<u>\$ 355,053,010</u>	<u>\$ 191,849,775</u>
SPECIAL REVENUE FUNDS				
CDBG/HOME	991,732	-	991,732	(210,805)
Solid Waste Container	-	155,000	155,000	19,754
Traffic Signal SDF	2,692,998	-	2,692,998	6,748,966
Police SDF	-	2,663,930	2,663,930	(4,378,513)
Fire SDF	1,884,796	763,350	2,648,146	(15,160,374)
General Government SDF	-	2,328,690	2,328,690	(8,940,330)
Parks and Recreation SDF	69,175	5,332,830	5,402,005	23,889,609
Water SDF	897,050	13,089,640	13,986,690	14,071,005
Water Resource Fee	4,027,332	-	4,027,332	9,475,164
Wastewater SDF	91,000	100,000	191,000	12,804,018
Grants	6,548,048	-	6,548,048	1,520,722
Police Impound	302,732	55,920	358,652	72,748
Street Light Improvement	1,731,670	-	1,731,670	(93,324)
Parkway Improvement	1,001,600	-	1,001,600	(28,164)
Other Special Revenue	3,914,897	130,000	4,044,897	(44,237)
CAPITAL IMPROVEMENT				
Capital Projects Administration	977,775	-	977,775	(1,239)
Improvement Districts	89,097,694	-	89,097,694	3,110,196
Streets and Transportation	59,460,045	-	59,460,045	28,301,989
Traffic Control	-	-	-	66,767
Municipal Facilities	-	-	-	118,093
Parks, Recreation & Open Space	-	-	-	124,617
Redevelopment	-	-	-	1,431,028
Water	-	-	-	7,961,314
Wastewater	-	-	-	837,800



Fund Balances

	<u>Starting Balance</u>	<u>Revenue</u>	<u>Transfer Revenue</u>	<u>Total Sources</u>
DEBT SERVICE				
General Obligation Debt	7,206,575	18,676,000	3,383,250	29,265,825
Improvement Districts	(125,436)	7,085,577	-	6,960,141
MPC - Public Facilities	7,793,549	-	16,834,140	24,627,689
MPC - Water System	15,112,363	-	13,089,640	28,202,003
TRUST ACCOUNTS	94,729	-	-	94,729
TOTAL ALL FUNDS	<u>\$ 389,537,504</u>	<u>\$ 466,894,480</u>	<u>\$ 59,625,896</u>	<u>\$ 916,057,880</u>

The Fund Balances table shows the estimated carry forward balance combined with new revenue and transfers from other funds to provide an available resources column. Total uses include expenses and transfers to other funds that subtract from the available resources. The ending balance is a projection based on estimated beginning balance plus an assumption of 100% budgeted revenue collection and 100% budgeted funds expended.

Some of the funds indicate a planned deficit position during this fiscal year. Following is an explanation of the variance:

- The Police SDF, Fire SDF, and General Government SDF Funds have planned deficits due to cash funding of capital projects. Gilbert updates the Capital Improvement Plan and the System Development Fee model annually to determine long range cash balances in these funds.
- The Street Light Improvement District Fund assesses a levy on a homeowner's property tax bill for the street light usage in their subdivision. The amount assessed each year is calculated on projected expenditures and number of lots in the subdivision. The amount levied cannot exceed a certain percentage of the assessed value of the property. As the property values rise, the amount that is levied can increase accordingly.



Fund Balances

	<u>Expense</u>	<u>Transfer Expense</u>	<u>Total Uses</u>	<u>Ending Balance</u>
DEBT SERVICE				
General Obligation Debt	21,960,350	-	21,960,350	7,305,475
Improvement Districts	6,584,050	205,000	6,789,050	171,091
MPC - Public Facilities	19,148,642	-	19,148,642	5,479,047
MPC - Water System	13,093,640	-	13,093,640	15,108,363
TRUST ACCOUNTS	2,500	-	2,500	92,229
TOTAL ALL FUNDS	<u>\$ 554,729,200</u>	<u>\$ 59,625,896</u>	<u>\$ 614,355,096</u>	<u>\$ 301,702,784</u>



Budget Summary

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
General Fund	859.52	869.02	890.54	890.54	900.88
Enterprise Funds	239.43	238.88	246.38	246.13	245.84
Streets Fund	49.30	51.00	57.00	57.00	57.00
Internal Service Funds	26.00	26.00	26.00	26.00	26.00
Replacement Funds	0.00	0.00	0.00	0.00	0.00
Special Revenue	9.60	9.55	10.30	10.30	11.60
Capital Improvements	3.75	8.15	7.40	7.40	7.40
Debt Service	0.00	0.00	0.00	0.00	0.00
Trust Accounts	0.00	0.00	0.00	0.00	0.00
Total Personnel	1,187.60	1,202.60	1,237.62	1,237.37	1,248.72

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
General Fund	96,736,604	102,199,859	138,899,248	118,079,748	152,365,484
Utility Administration	16,329	-	-	-	-
Enterprise Funds	49,094,389	51,424,005	76,732,260	58,649,353	97,278,671
Streets Fund	11,142,523	11,474,882	21,902,171	16,163,790	22,619,484
Internal Service Funds	21,735,489	21,102,222	23,535,576	22,629,444	24,812,868
Replacement Funds	471,865	1,868,478	18,766,070	3,273,796	23,174,967
Special Revenue	6,954,432	5,741,495	24,134,126	10,787,345	24,153,030
Capital Improvements	39,849,392	40,917,326	97,116,788	13,040,310	149,535,514
Debt Service	111,560,279	53,453,612	65,372,461	60,038,208	60,786,682
Trust Accounts	2,500	2,500	2,500	2,500	2,500
Total Expenses	\$337,563,802	\$288,184,379	\$466,461,200	\$302,664,493	\$554,729,200

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	93,107,589	98,243,534	113,579,579	109,317,509	115,942,653
Supplies & Contractual	201,761,684	144,621,313	186,125,135	160,125,098	195,816,566
Capital Outlay	42,694,529	45,319,532	166,756,486	33,221,886	242,969,981
Total Expenses	\$337,563,802	\$288,184,379	\$466,461,200	\$302,664,493	\$554,729,200



Budget Summary

REVENUE BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
General Fund	107,533,007	121,662,524	119,032,710	128,196,000	131,601,191
Enterprise Funds	79,319,777	78,146,291	77,383,500	78,586,000	80,848,661
Streets Fund	17,433,005	18,707,581	18,650,000	19,341,000	19,674,000
Internal Service Funds	20,275,309	21,597,679	22,764,000	22,728,000	23,264,000
Replacement Funds	783,448	659,796	223,000	223,000	223,000
Special Revenue	59,844,532	55,318,250	55,229,038	48,220,570	55,142,089
Capital Improvements	8,704,801	14,085,722	69,182,790	3,980,666	130,379,962
Debt Service	64,515,090	20,680,962	25,525,577	25,525,577	25,761,577
Trust Accounts	74	104	-	-	-
Total Revenue	\$358,409,043	\$330,858,909	\$387,990,615	\$326,800,813	\$466,894,480

REVENUE BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Taxes and Fees	131,631,417	134,018,639	125,187,250	132,117,250	133,976,160
License and Permits	4,049,249	5,494,634	4,163,000	4,793,000	4,448,000
Intergovernmental	63,839,385	76,636,216	91,655,054	69,631,023	99,510,057
Charges for Service	103,367,267	104,212,772	105,130,748	106,814,313	109,693,267
Fine and Forfeits	4,443,840	4,711,446	3,965,000	3,927,000	3,902,000
Special Assessments	5,746,613	2,012,911	56,076,593	7,085,577	71,835,577
Other Non-Operating	45,331,272	3,772,291	1,812,970	2,432,650	43,529,419
Total Revenue	\$358,409,043	\$330,858,909	\$387,990,615	\$326,800,813	\$466,894,480

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	358,409,043	330,858,909	387,990,615	326,800,813	466,894,480
Transfers In	90,799,689	69,769,123	49,884,954	52,842,274	59,625,896
Total Sources	\$449,208,732	\$400,628,032	\$437,875,569	\$379,643,087	\$526,520,376
Total Expenses	337,563,802	288,184,379	466,461,200	302,664,493	554,729,200
Transfers Out	90,799,688	69,769,123	49,884,954	52,842,274	59,625,896
Total Uses	\$428,363,490	\$357,953,502	\$516,346,154	\$355,506,767	\$614,355,096
Net Operating Result	\$ 20,845,242	\$ 42,674,530	\$ (78,470,585)	\$ 24,136,320	\$ (87,834,720)

Background

The Town of Gilbert prepares an annual update to the Town's Long Term Financial Plan (LTFP). The LTFP is a tool that provides Council and citizens with information necessary to understand the Town's financial condition. The Long Term Financial Plan consists of several sections with objectives for each identified below:

Financial Trend/Environmental Analysis

Objective

A number of financial indicators are analyzed to determine significant impacts in financial trends. This annual analysis focuses on the Town's General Fund, Special Revenue Funds, Highway User Revenue Fund (HURF), Vehicle License Tax (VLT), and Enterprise Funds (Water, Wastewater, and Environmental Services).

This analysis is conducted annually through the Office of Management and Budget working with the departments to analyze the prior five year period. Departments rate the revenue or expense trend with one of the following ratings: Favorable, Favorable/Caution, Warning, or Unfavorable. Departments are then required to provide contributing factors that will have an impact on the upcoming five year planning period.

Long-Term Revenue and Expenditure Forecasting

Objective

To update the five-year financial forecast for the General Fund and Enterprise Funds, and Streets fund, incorporating adopted Town policies of Responsible Financial Management, expenditure patterns, revenue trends, fund balances, and other known financial impacts. Other significant factors are analyzed, such as SDF analysis, the Long-Range Infrastructure Plan, Long-Range Staffing Plan, and the annual rate and fee analysis.

The five year plans for the General Fund, Enterprise Funds, and Streets Fund have been included in this document. Please visit www.gilbertaz.gov to view the entire Long-Term Financial Plan.

Fiscal Policy Review

Objective

To annually review the Town's Policies of Responsible Financial Management in an effort to determine any updates that will need to be brought to Council for adoption.

Debt Analysis

Objective

To review existing debt structure in relation to long-range financing options (sources) for debt service and repayment, and to recommend alternatives to fund major capital programs, when appropriate.

Financial Balance Analysis

Objective

To analyze and recommend appropriate levels of reserve to ensure adequate resources are available to fund operations. Ensures compliance with Town policies of Responsible Financial Management and legal requirements.

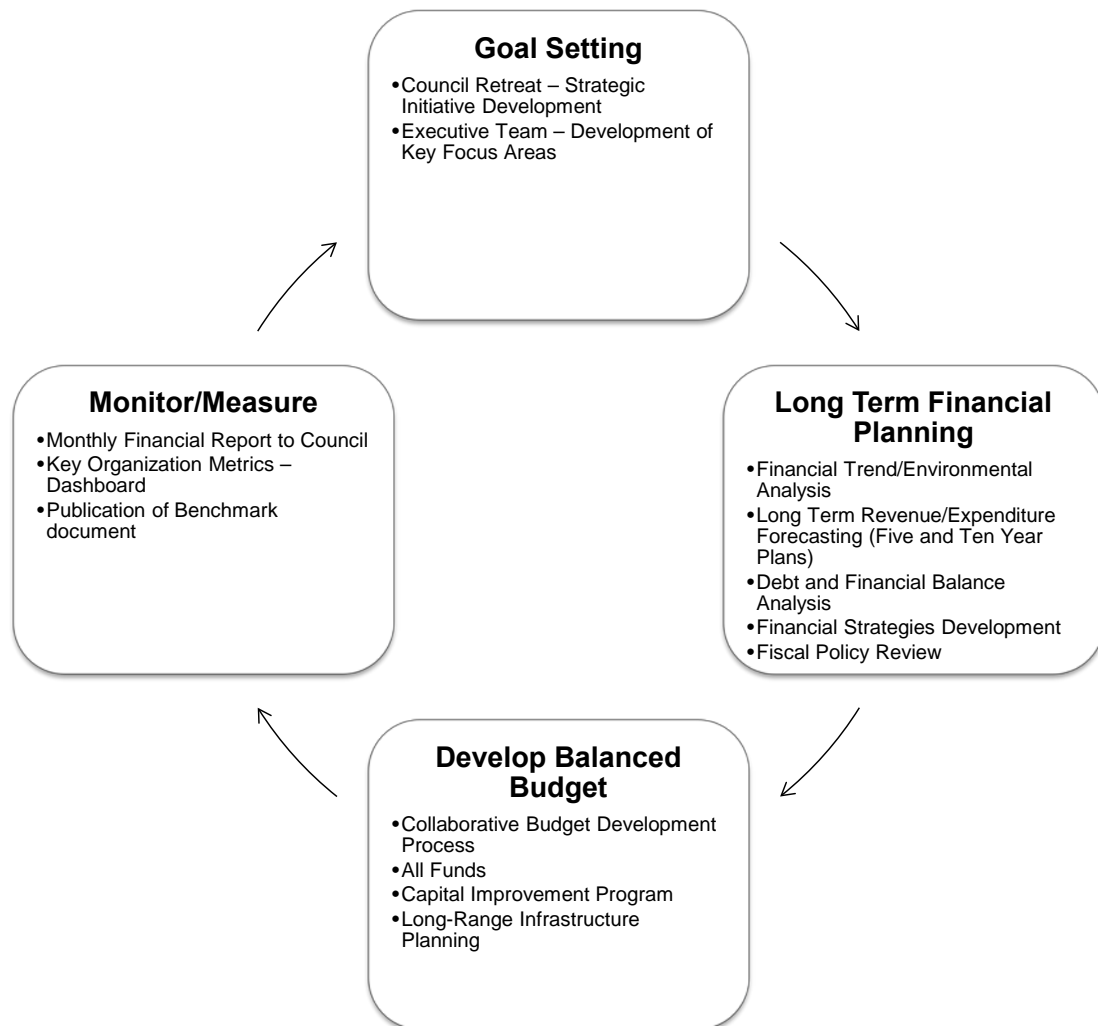
Financial Strategies Development

Objective

To analyze cash flows and funding gaps for the Town's capital projects and develop a gap-closing which will meet the future infrastructure needs of the Town, and ensure that anticipated resources will be able to sustain ongoing operations.

Long Term Financial Plan Process

The long term financial planning activities of the Town of Gilbert are ongoing throughout the fiscal year and coordinate with the budget development process. The illustration below represents strategic planning, long term financial planning and budget activities that are executed in a coordinated fashion. Elected officials, Administration, the Office of Management and Budget, and staff in various departments are tasked throughout the year to participate in teams that complete each of these activities.



Goal Setting

Each year, usually in August, the Town Council meets with staff at a Council Retreat. Topics of particular interest to Council and staff are presented and discussed. Among those topics is the development of the Strategic Initiatives that guide the organization. Currently the Council has identified six Strategic Initiatives, of which, one is Long and Short Term Balanced Financial Plans. The six Strategic Initiatives were adopted in 2011 and will guide the organization through 2016. After the Strategic Initiatives are developed, the Executive Team is tasked with assessing the Town's needs and determining Key Focus Areas for the budget process.

Key Focus Areas are town-wide interests that concentrated efforts and require additional resources. They are directly related to advancing the Strategic Initiatives and allow the Executive Team to carefully consider the requested resources during the collaborative budget process. For Fiscal Year 2015, the

Key Focus Areas are listed below with a brief description:

- Long-Range Infrastructure Planning and Implementation

Costs associated with the maintenance or assessment programs as identified by the Long-Range Infrastructure Plan.

- Deferred Maintenance

Maintenance that has been reduced or delayed in prior years due to economic concerns.

- Maintaining Service Levels

Costs associated with resources needed to maintain current operations; maintenance that is currently due; strategic replacement and accelerated timing to coordinate with other projects.

- Staffing Plans

At the direction of Council during the FY 2014 budget adoption, the Town will complete a staffing study in preparation for FY 2016. The staffing study will act as a guide for departments and will take into consideration factors such as population and growth to help determine staffing needs through the anticipated build out date.

- Innovations and Efficiencies

Implementation of new innovations or efficiencies that are designed to generate cost savings or provide 'best in class' service.

- Compensation Maintenance/Implementation of Employee Performance Management

Resources needed to maintain the Classification and Compensation Study that was implemented in FY 2013, as well as implementation of the related employee performance management system.

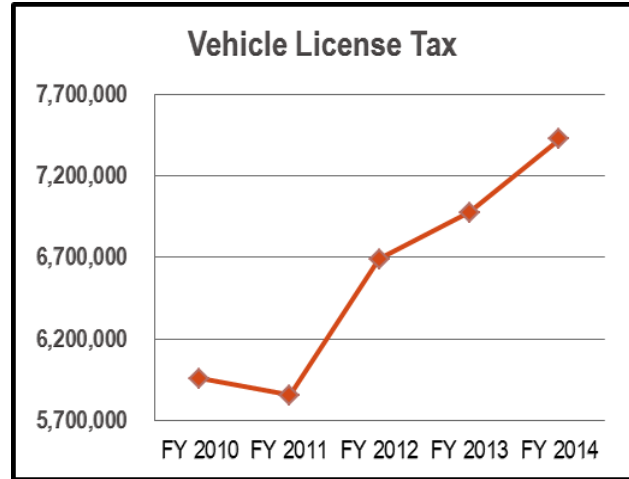
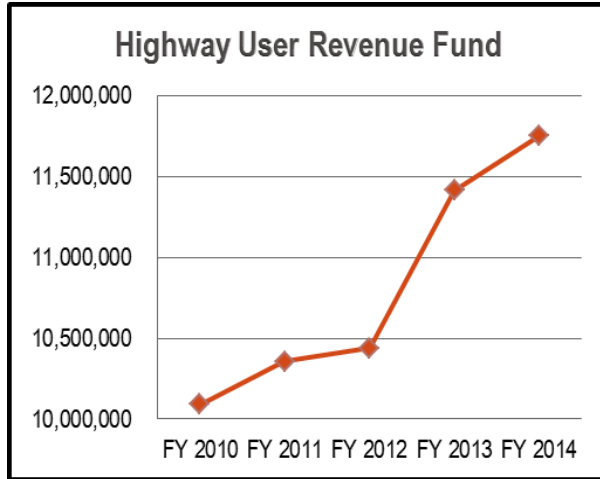
Long Term Financial Planning

During the second quarter of the fiscal year, the Town begins their Financial Trend and Environmental Analysis. Team members, from various departments, were selected based on expertise/experience in a given area. The team members are tasked with reviewing a five-year history for revenues and expenses. Any significant changes in the trends shown are investigated and contributing factors are noted. For example, revenues for a particular area may show an increase in year three of the five-year period and that increase corresponds to the implementation of a new fee. This analysis is the foundation of our Long Term Financial Plan. Below is an example of the revenue and expense analysis for our Streets Department:



Long-Term Financial Planning

Revenues - HURF/VLT - Favorable/Caution

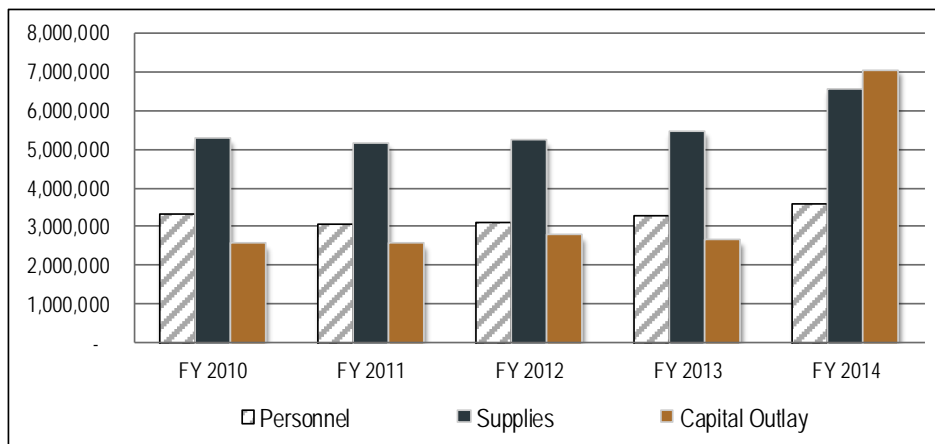


After years of volatility stemming from repetitive legislative sweeps of HURF revenues, efforts are underway to restore HURF funding to cities and towns. This is a critical revenue source for the maintenance of arterial streets. This revenue is derive from a per gallon change on gasoline, so as prices go up, consumption goes down, and therefore revenues go down. This becomes particularly challenging because increasing oil prices mean increasing maintenance costs for streets, even while the corresponding revenues are decreasing.

HURF and VLT revenues continue to increase over last year's collections. Based on initial conversations with state representatives and senators, we anticipate the prior funding levels of HURF to be restored. Recent sweeps of funding and subsequent reallocation to non-highway patrol functions of DPS are likely to discontinue in the near future.

Expenses - HURF/VLT - Favorable/Caution

FY 2013 showed minor increases in personnel and supplies. As contracts come up for renewal and are put back out to bid, costs for services are showing increases due to improvement in the economy. The Town is placing more emphasis on Long-Range Infrastructure Planning and therefore expenses are expected to increase. Infrastructure assessments, maintenance and replacement will be built into the five-year plans beginning in FY14. The addition of a crack seal team will increase the preventive maintenance that is done, thus extending the useful life of the assets.



After the historical trends are analyzed, the same team is tasked to anticipate impacts in the coming five-year period. Any significant changes in revenues or expenses are noted. Information gathered during this process also becomes important when developing the Long-Term Revenue/Expenditure Forecast.

Also during the second quarter of the fiscal year, the Town begins the annual budget development. During this process increases or decreases to the base budgets are requested. Any significant increases/decreases should be consistent with information received during the financial trend and environmental analysis phase of Long Term Financial Planning. The Long-Term Revenue/Expenditure Forecasting combine information received from the financial trend and environmental analysis with information received during the upcoming year's budget development process and use it to develop the forecasting models for the General Fund and Enterprise Funds.

In a related effort, the Office of Management and Budget analyzes the current debt structure in an effort to evaluate the revenues source for debt service and repayment. Fund balances are also analyzed to ensure that the appropriate levels of reserves are maintained for compliance with State, County and Local Ordinance, as well as Town policies. If any policy changes are anticipated related to debt or financial (fund) balances, the proposed revisions are brought to Council for consideration and adoption. To date, the revisions made have been to make the policies more, rather than less, restrictive.

Development of financial strategies combines all known information related to cash flows, capital projects, and long range infrastructure plans to obtain a comprehensive forecast of required future resources. This is compared to current available resources, then gap closing strategies are developed.

Develop Balanced Budget

In January each year, once the Long-Term Financial Plan has been outlined, the collaborative budget development process begins with the Executive Team. The Executive Team meets twice weekly, through the end of February, to review all submitted requests from the departments and evaluate them based on the Key Focus Areas. This would include all CIP and operating requests for General Fund, Enterprise Funds, Internal Service Funds and Special Revenues Funds.

After the Executive Team makes final recommendation to Town management, the budget is presented by the Office of Management and Budget to the Town Council for Preliminary and Final Adoption in accordance with Arizona Revised Statute.

Monitoring of Budget

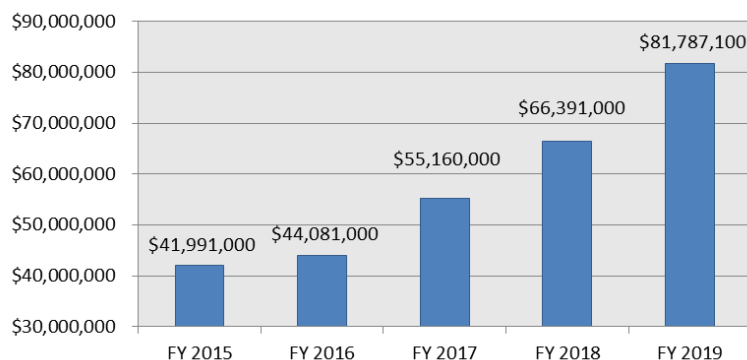
Budgets are maintained by the departments throughout the year, utilizing their budget analysts for special requests related to emergencies, or unforeseen opportunities that arise. Quarterly budget reports are provided to Council by the Office of Management and Budget following receipt of that quarter's final sales tax revenues from the Department of Revenue. This cycle is repeated until the following August when the process begins again.



General Fund Five-Year Forecast

	Budget FY 2015	Projected FY 2016	Projected FY 2017	Projected FY 2018	Projected FY 2019
BEGINNING FUND BALANCE (Less Committed)	69,060,000	41,991,000	44,081,000	55,160,000	66,391,000
REVENUE					
REVENUES - ONGOING	131,602,000	141,935,000	138,307,000	141,249,000	143,791,500
TOTAL REVENUE	131,602,000	141,935,000	138,307,000	141,249,000	143,791,500
TRANSFERS IN	5,039,000	5,064,000	5,089,000	5,114,000	5,139,600
TOTAL SOURCES	205,701,000	188,990,000	187,477,000	201,523,000	215,322,100
EXPENDITURES					
BASE EXPENDITURES	116,697,000	117,705,000	118,726,000	119,762,000	120,811,000
CIP MAINTENANCE COSTS	-	170,000	53,000	1,308,000	550,000
FIVE YEAR PLAN	-	1,041,000	1,458,000	1,659,000	1,687,000
SUB-TOTAL ONGOING EXPENDITURES	116,697,000	118,916,000	120,237,000	122,729,000	123,048,000
ONE-TIME EXPENDITURES					
SUPPLIES AND CONTRACTUAL	5,276,000	-	-	-	-
FIVE YEAR PLAN	-	3,772,000	3,059,000	3,762,000	1,851,000
CAPITAL	14,744,000	16,778,000	3,032,000	1,884,000	1,408,000
CONTINGENCY	10,648,000	-	-	-	-
ECONOMIC DEVELOPMENT INCENTIVE	5,000,000	-	-	-	-
SUB-TOTAL ONE-TIME EXPENDITURES	35,668,000	20,550,000	6,091,000	5,646,000	3,259,000
TRANSFERS OUT	11,345,000	5,443,000	5,989,000	6,757,000	7,228,000
TOTAL USES	163,710,000	144,909,000	132,317,000	135,132,000	133,535,000
ANNUAL OPERATING RESULT	(27,069,000)	2,090,000	11,079,000	11,231,000	15,396,100
FUND BALANCE	41,991,000	44,081,000	55,160,000	66,391,000	81,787,100
MINIMUM FUND BALANCE	33,560,000	33,060,000	33,430,000	34,250,000	34,680,000
FUND BALANCE ABOVE MINIMUM	8,431,000	11,021,000	21,730,000	32,141,000	47,107,100

General Fund - Total Fund Balance



Five Year Plan Assumptions:

- ✓ Compensation structure is maintained as implemented for FY 2015
- ✓ Beginning in FY 2016, an inflationary factor of .05% (for sworn positions) was applied annually
- ✓ No increases to the cost of health insurance are forecasted
- ✓ Average inflationary factor of 2%
- ✓ Minimum fund balance per policy is calculated at three months of operating expenses and one year of debt service

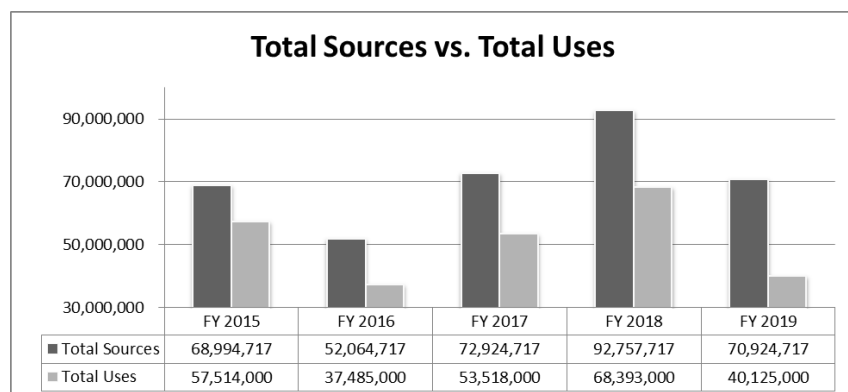


Water Fund Five-Year Forecast

	Budget FY 2015	Projected FY 2016	Projected FY 2017	Projected FY 2018	Projected FY 2019
BEGINNING FUND BALANCE	29,758,717	11,480,717	14,579,717	19,406,717	24,364,717
AVAILABLE FUND BALANCE	29,758,717	11,480,717	14,579,717	19,406,717	24,364,717
REVENUE					
REVENUES - ONGOING	37,609,000	39,139,000	41,020,000	43,007,000	45,111,000
REVENUES - ONE-TIME	1,627,000	1,361,000	1,361,000	1,361,000	1,361,000
TOTAL REVENUE	39,236,000	40,500,000	42,381,000	44,368,000	46,472,000
TRANSFERS IN	-	84,000	15,964,000	28,983,000	88,000
TOTAL SOURCES	68,994,717	52,064,717	72,924,717	92,757,717	70,924,717
EXPENDITURES					
PERSONNEL	7,302,000	7,446,000	7,669,000	7,900,000	8,137,000
VARIABLE OPERATING COSTS	8,716,000	9,273,000	9,800,000	10,319,000	10,769,000
FIXED OPERATING COSTS	8,357,000	8,140,000	8,408,000	8,806,000	9,497,000
DEBT SERVICE	-	-	826,000	1,228,000	1,224,000
SUB-TOTAL ONGOING EXPENDITURES	24,375,000	24,859,000	26,703,000	28,253,000	29,627,000
ONE-TIME EXPENDITURES					
DEBT RETIREMENT	-	-	-	-	-
CAPITAL OUTLAY	30,000	-	-	-	-
CAPITAL IMPROVEMENT PROGRAM	20,787,000	2,804,000	16,993,000	30,318,000	676,000
CONTINGENCY	2,500,000	-	-	-	-
SUB-TOTAL ONE-TIME EXPENDITURES	23,317,000	2,804,000	16,993,000	30,318,000	676,000
TRANSFERS OUT	9,822,000	9,822,000	9,822,000	9,822,000	9,822,000
TOTAL USES	57,514,000	37,485,000	53,518,000	68,393,000	40,125,000
ANNUAL OPERATING RESULT	(18,278,000)	3,099,000	4,827,000	4,958,000	6,435,000
UNRESERVED FUND BALANCE	11,480,717	14,579,717	19,406,717	24,364,717	30,799,717

Five Year Plan Assumptions:

- ✓ New customer accounts are estimated at 1900 annually
- ✓ The water rates and rate structure are reviewed annually to ensure that revenues meet operating needs. During the FY 2014 review, it was determined that no rate increases are necessary for FY 2015, however beginning in FY 2016 a 2% increase will be necessary in each fiscal year, through FY 2019
- ✓ One-time revenues include investment income, and other account related fees
- ✓ Allowance for unexpended assumes that there will be a percentage of budgeted expenditures that are not actually spent at the end of the fiscal year. This allowance is deemed to be 5% for personnel and fixed operating costs. Variable operating and capital outlay are assumed at 100% of budget





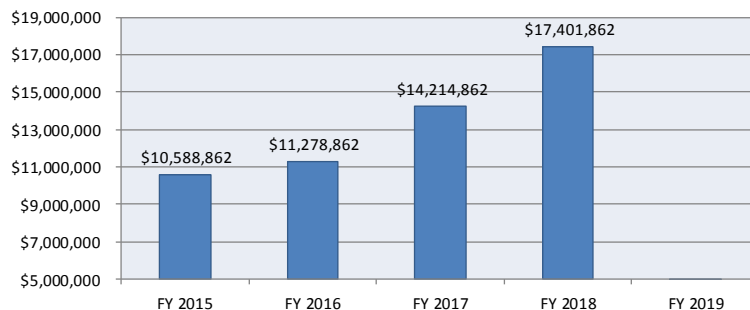
Wastewater Fund Five-Year Forecast

	Budget FY 2015	Projected FY 2016	Projected FY 2017	Projected FY 2018	Projected FY 2019
BEGINNING FUND BALANCE	14,659,862	7,373,862	10,588,862	11,278,862	14,214,862
AVAILABLE FUND BALANCE	14,659,862	7,373,862	10,588,862	11,278,862	14,214,862
REVENUE					
REVENUES - ONGOING	24,415,000	25,022,000	25,695,000	26,385,000	27,124,000
REVENUES - ONE-TIME	34,000	44,000	75,000	123,000	145,000
TOTAL REVENUE	24,449,000	25,066,000	25,770,000	26,508,000	27,269,000
TRANSFERS IN	920,000	920,000	920,000	920,000	920,000
TOTAL SOURCES	40,028,862	33,359,862	37,278,862	38,706,862	42,403,862
EXPENDITURES					
PERSONNEL	3,887,000	3,959,000	4,075,000	4,194,000	4,317,000
VARIABLE OPERATING COSTS	1,642,000	1,697,000	1,754,000	1,812,000	1,872,000
FIXED OPERATING COSTS	9,848,000	8,919,000	9,359,000	9,962,000	9,941,000
DEBT SERVICE	-	-	-	-	-
SUB-TOTAL ONGOING EXPENDITURES	15,377,000	14,575,000	15,188,000	15,968,000	16,130,000
ONE-TIME EXPENDITURES					
DEBT RETIREMENT	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-
CAPITAL IMPROVEMENT PROGRAM	5,738,000	393,000	3,009,000	721,000	1,069,000
CONTINGENCY	3,750,000	-	-	-	-
SUB-TOTAL ONE-TIME EXPENDITURES	9,488,000	393,000	3,009,000	721,000	1,069,000
TRANSFERS OUT	7,790,000	7,803,000	7,803,000	7,803,000	7,803,000
TOTAL USES	32,655,000	22,771,000	26,000,000	24,492,000	25,002,000
ANNUAL OPERATING RESULT	(7,286,000)	3,215,000	690,000	2,936,000	3,187,000
UNRESERVED FUND BALANCE	7,373,862	10,588,862	11,278,862	14,214,862	17,401,862

Five Year Plan Assumptions:

- ✓ New customer accounts are estimated at 1900 annually
- ✓ The wastewater rates and rate structure are reviewed annually to ensure that revenues meet operating needs. During the FY 2014 review, it was determined that no rates increases are necessary for during the FY 2015-19 planning period
- ✓ One-time revenues include investment income, and other account related fees
- ✓ Allowance for unexpended assumes that there will be a percentage of budgeted expenditures that are not actually spent at the end of the fiscal year. This allowance is deemed to be 5% for personnel and fixed operating costs. Variable operating and capital outlay are assumed at 100% of budget

Wastewater Fund - Unreserved Fund Balance





Environmental Services – Residential Five-Year Forecast

	Budget FY 2015	Projected FY 2016	Projected FY 2017	Projected FY 2018	Projected FY 2019
BEGINNING FUND BALANCE	14,512,100	10,673,100	11,763,100	9,584,100	8,993,100
AVAILABLE FUND BALANCE	14,512,100	10,673,100	11,763,100	9,584,100	8,993,100
REVENUE					
REVENUES - ONGOING	14,558,000	15,647,000	16,089,000	16,534,000	16,981,000
REVENUES - ONE-TIME	143,000	146,000	189,000	220,000	282,000
TOTAL REVENUE	14,701,000	15,793,000	16,278,000	16,754,000	17,263,000
TRANSFERS IN	155,000	155,000	155,000	155,000	155,000
TOTAL SOURCES	29,368,100	26,621,100	28,196,100	26,493,100	26,411,100
EXPENDITURES					
PERSONNEL	5,908,000	6,083,000	6,263,000	6,449,000	6,640,000
VARIABLE OPERATING COSTS	1,586,000	1,651,000	1,717,000	1,787,000	1,858,000
FIXED OPERATING COSTS	4,659,000	5,694,000	5,811,000	5,941,000	6,104,000
DEBT SERVICE	-	-	-	-	-
SUB-TOTAL ONGOING EXPENDITURES	12,153,000	13,428,000	13,791,000	14,177,000	14,602,000
ONE-TIME EXPENDITURES					
CAPITAL OUTLAY	2,384,000	226,000	233,000	240,000	247,000
CAPITAL IMPROVEMENT PROGRAM	1,497,000	-	-	620,000	-
CONTINGENCY	1,500,000	-	-	-	-
SUB-TOTAL ONE-TIME EXPENDITURES	5,381,000	226,000	233,000	860,000	247,000
TRANSFERS OUT	1,161,000	1,204,000	4,588,000	2,463,000	1,174,000
TOTAL USES	18,695,000	14,858,000	18,612,000	17,500,000	16,023,000
ANNUAL OPERATING RESULT	(3,839,000)	1,090,000	(2,179,000)	(591,000)	1,395,000
UNRESERVED FUND BALANCE	10,673,100	11,763,100	9,584,100	8,993,100	10,388,100

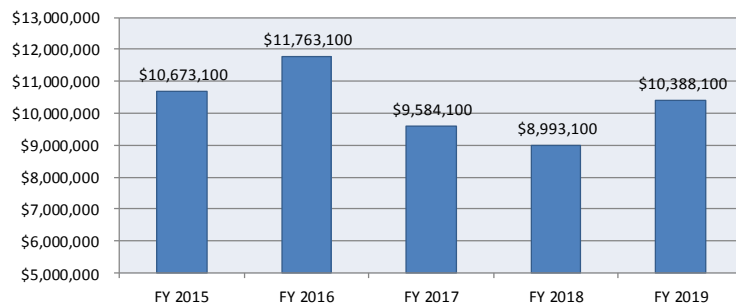
Five Year Plan Assumptions:

- ✓ New customer accounts are estimated at 2000 annually
- ✓ The residential rates and rate structure are reviewed annually to ensure that revenues meet operating needs.

During the FY 2014 review, it was determined that no rates increases are necessary for during the FY2015-19 planning period

- ✓ One-time revenues include investment income, and other account related fees
- ✓ Allowance for unexpended assumes that there will be a percentage of budgeted expenditures that are not actually spent at the end of the fiscal year. This allowance is deemed to be 10% for variable operating costs. Fixed operating is estimated at 95% of budget. Personnel and capital outlay are estimated at 100% of budget

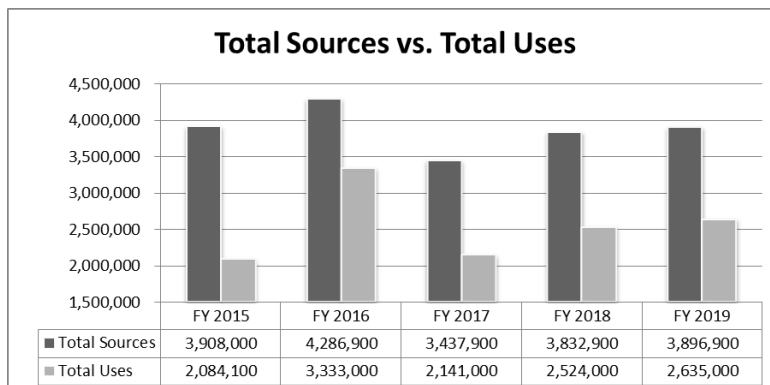
Residential Fund - Unreserved Fund Balance





Environmental Services - Commercial Five-Year Forecast

	Budget FY 2015	Projected FY 2016	Projected FY 2017	Projected FY 2018	Projected FY 2019
BEGINNING FUND BALANCE	1,823,900	953,900	1,296,900	1,308,900	1,261,900
AVAILABLE FUND BALANCE	1,823,900	953,900	1,296,900	1,308,900	1,261,900
REVENUE					
REVENUES - ONGOING	2,441,000	2,457,000	2,501,000	2,544,000	2,587,000
REVENUES - ONE-TIME	22,000	27,000	35,000	44,000	57,000
TOTAL REVENUE	2,463,000	2,484,000	2,536,000	2,588,000	2,644,000
TRANSFERS IN	-	-	-	-	-
TOTAL SOURCES	4,286,900	3,437,900	3,832,900	3,896,900	3,905,900
EXPENDITURES					
PERSONNEL	552,000	562,000	579,000	596,000	614,000
VARIABLE OPERATING COSTS	297,000	312,000	328,000	344,000	360,000
FIXED OPERATING COSTS	1,045,000	1,065,000	1,097,000	1,129,000	1,162,000
DEBT SERVICE	-	-	-	-	-
SUB-TOTAL ONGOING EXPENDITURES	1,894,000	1,939,000	2,004,000	2,069,000	2,136,000
ONE-TIME EXPENDITURES					
CAPITAL OUTLAY	322,000	-	-	-	-
CAPITAL IMPROVEMENT PROGRAM	128,000	-	-	20,000	-
CONTINGENCY	800,000	-	-	-	-
SUB-TOTAL ONE-TIME EXPENDITURES	1,250,000	-	-	20,000	-
TRANSFERS OUT	189,000	202,000	520,000	546,000	202,000
TOTAL USES	3,333,000	2,141,000	2,524,000	2,635,000	2,338,000
ANNUAL OPERATING RESULT	(870,000)	343,000	12,000	(47,000)	306,000
UNRESERVED FUND BALANCE	953,900	1,296,900	1,308,900	1,261,900	1,567,900



Five Year Plan Assumptions:

- ✓ New customer accounts are estimated at 10 annually
- ✓ The commercial rates and rate structure are reviewed annually to ensure that revenues meet operating needs. During the FY 2014 review, it was determined that no rates increases are necessary for during the FY 2015-19 planning period
- ✓ One-time revenues include investment income, and other account related fees
- ✓ Allowance for unexpended assumes that there will be a percentage of budgeted expenditures that are not actually spent at the end of the fiscal year. This allowance is deemed to be 10% for variable operating costs. Fixed operating is estimated at 95% of budget. Personnel and capital outlay are estimated at 100% of budget

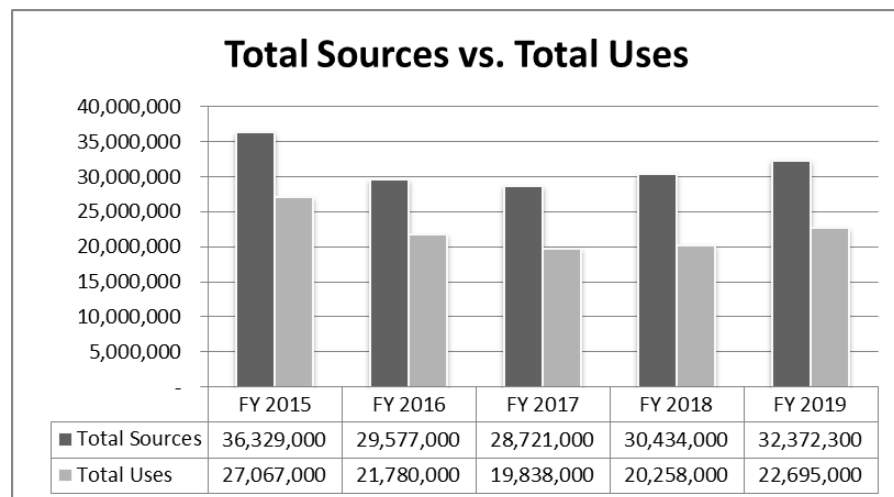


Streets Fund Five-Year Forecast

	Budget FY 2015	Projected FY 2016	Projected FY 2017	Projected FY 2018	Projected FY 2019
BEGINNING FUND BALANCE	16,605,000	9,262,000	7,797,000	8,883,000	10,176,000
AVAILABLE FUND BALANCE	16,605,000	9,262,000	7,797,000	8,883,000	10,176,000
REVENUE					
REVENUES - ONGOING	19,174,000	20,263,000	20,870,000	21,495,000	22,138,600
REVENUES - ONE-TIME	500,000	-	-	-	-
TOTAL REVENUE	19,674,000	20,263,000	20,870,000	21,495,000	22,138,600
TRANSFERS IN	50,000	52,000	54,000	56,000	57,700
TOTAL SOURCES	36,329,000	29,577,000	28,721,000	30,434,000	32,372,300
EXPENDITURES					
BASE EXPENDITURES	10,679,000	10,950,000	11,317,000	11,619,000	12,020,000
CIP MAINTENANCE COSTS	-	100,000	100,000	100,000	100,000
FIVE YEAR PLAN	-	-	46,000	-	-
SUB-TOTAL ONGOING EXPENDITURES	10,679,000	11,050,000	11,463,000	11,719,000	12,120,000
ONE-TIME EXPENDITURES					
ONE-TIME EXPENDITURES	508,000	-	-	-	-
FIVE YEAR PLAN - ONE TIME	-	50,000	13,000	50,000	-
CIP - ONE TIME EXPENDITURES	6,559,000	3,188,000	645,000	540,000	2,388,000
OTHER CAPITAL OUTLAY	2,827,000	2,863,000	2,949,000	3,038,000	3,129,000
CONTINGENCY	2,000,000	-	-	-	-
SUB-TOTAL ONE-TIME EXPENDITURES	11,894,000	6,101,000	3,607,000	3,628,000	5,517,000
TRANSFERS OUT	4,494,000	4,629,000	4,768,000	4,911,000	5,058,000
TOTAL USES	27,067,000	21,780,000	19,838,000	20,258,000	22,695,000
ANNUAL OPERATING RESULT	(7,343,000)	(1,465,000)	1,086,000	1,293,000	(498,700)
UNRESERVED FUND BALANCE	9,262,000	7,797,000	8,883,000	10,176,000	9,677,300

Five Year Plan Assumptions:

- ✓ Revenues - Ongoing - Highway User Revenue Fund (HURF) and Auto Lieu Tax - 3% growth rate annually
- ✓ Revenues - One Time - One Time funding from the State of Arizona as a return of previously swept HURF dollars
- ✓ Base Expenditures - 3% increase for inflation annually
- ✓ Contingency is included in FY 2014-15 at \$2M, but will be evaluated annually during the budget process to determine appropriate budget level in subsequent years





Revenue Summary By Fund

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
GENERAL FUND:					
Non-Allocated	91,870,450	104,202,344	105,040,000	112,205,000	116,649,000
Management and Policy	15,822	56,619	12,200	74,000	92,000
Management Services	877,499	873,585	508,000	775,000	629,000
Legal and Court	230,140	252,289	177,500	234,000	223,000
Development Services	5,342,757	7,240,774	5,173,200	6,721,000	6,244,500
Public Works - Engineering	10,000	1,179	-	24,000	-
Police	4,442,847	4,083,593	3,389,000	3,366,000	3,335,000
Fire	1,198,636	1,375,873	1,227,290	1,421,000	1,392,691
Parks and Recreation	3,204,345	3,561,321	3,505,520	2,786,000	3,036,000
Non Departmental	340,511	14,947	-	590,000	-
TOTAL GENERAL FUND	\$ 107,533,007	\$ 121,662,524	\$ 119,032,710	\$ 128,196,000	\$ 131,601,191
ENTERPRISE OPERATIONS:					
Water	38,576,239	37,940,591	37,036,000	38,195,000	39,235,839
Wastewater	22,822,962	23,425,163	23,037,500	23,207,000	24,448,662
Environmental Svc - Residential	15,488,570	14,367,820	14,878,000	14,767,000	14,700,929
Environmental Svc - Commercial	2,432,006	2,412,717	2,432,000	2,417,000	2,463,231
TOTAL ENTERPRISE	\$ 79,319,777	\$ 78,146,291	\$ 77,383,500	\$ 78,586,000	\$ 80,848,661
STREETS	\$ 17,433,005	\$ 18,707,581	\$ 18,650,000	\$ 19,341,000	\$ 19,674,000
INTERNAL SERVICES	\$ 20,275,309	\$ 21,597,679	\$ 22,764,000	\$ 22,728,000	\$ 23,264,000
REPLACEMENT FUNDS:					
General	137,148	82,296	30,000	30,000	30,000
Street	190,542	32,503	-	-	-
Water	282,349	289,709	50,000	50,000	50,000
Wastewater	97,095	207,141	100,000	100,000	100,000
Environmental Svc - Residential	71,743	42,818	40,000	40,000	40,000
Environmental Svc - Commercial	2,881	3,847	3,000	3,000	3,000
Fleet	1,690	1,482	-	-	-
TOTAL REPLACEMENT FUNDS	\$ 783,448	\$ 659,796	\$ 223,000	\$ 223,000	\$ 223,000
SUB TOTAL OPERATING FUNDS	\$ 225,344,546	\$ 240,773,871	\$ 238,053,210	\$ 249,074,000	\$ 255,610,852
SPECIAL REVENUE FUNDS:					
CDBG/HOME	1,515,822	826,442	854,764	1,232,754	834,624
Development Fees	51,151,868	48,860,729	42,030,000	42,030,000	42,030,000
Grants	2,606,506	1,163,164	7,607,000	429,542	6,548,048
Riparian Programs	-	-	-	-	-
Police Impound	220,296	238,951	310,000	285,000	285,000
Special Districts	2,543,006	2,365,396	2,362,250	2,362,250	2,536,160
Other Special Revenue	1,807,034	1,863,568	2,065,024	1,881,024	2,908,257
TOTAL SPECIAL REVENUE	\$ 59,844,532	\$ 55,318,250	\$ 55,229,038	\$ 48,220,570	\$ 55,142,089
CAPITAL IMPROVEMENTS	\$ 8,704,801	\$ 14,085,722	\$ 69,182,790	\$ 3,980,666	\$ 130,379,962
DEBT SERVICE	\$ 64,515,090	\$ 20,680,962	\$ 25,525,577	\$ 25,525,577	\$ 25,761,577
TRUST ACCOUNTS	\$ 74	\$ 104	\$ -	\$ -	\$ -
GRAND TOTAL REVENUE	\$ 358,409,043	\$ 330,858,909	\$ 387,990,615	\$ 326,800,813	\$ 466,894,480
CARRY OVER FUNDS					\$ 87,834,720
TOTAL RESOURCES					\$ 554,729,200



Revenue Summary By Fund By Type

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
GENERAL FUND					
Taxes and Fees	56,965,354	64,263,539	62,835,000	69,765,000	71,214,000
License and Permit	3,995,369	5,433,766	4,103,000	4,733,000	4,388,000
Intergovernmental	36,784,415	41,347,579	43,694,290	43,988,000	46,639,691
Charges for Service	4,550,086	5,575,665	4,557,100	5,261,000	5,148,500
Fines and Forfeits	3,985,652	4,121,805	3,414,000	3,360,000	3,361,000
Special Assessments	4,297	-	-	-	-
Other Non-Operating	1,247,834	920,170	429,320	1,089,000	850,000
TOTAL GENERAL FUND	\$ 107,533,007	\$ 121,662,524	\$ 119,032,710	\$ 128,196,000	\$ 131,601,191
ENTERPRISE OPERATIONS					
Taxes and Fees					
License and Permit	53,880	60,868	60,000	60,000	60,000
Intergovernmental	1,049,345	985,176	900,000	1,000,000	900,000
Charges for Service	77,713,987	76,149,821	76,033,500	77,145,000	79,366,925
Fines and Forfeits	1,967	852	-	-	-
Other Non-Operating	500,598	949,574	390,000	381,000	521,736
TOTAL ENTERPRISE OPERATIONS	\$ 79,319,777	\$ 78,146,291	\$ 77,383,500	\$ 78,586,000	\$ 80,848,661
STREETS FUND					
Intergovernmental	17,132,260	18,389,548	18,600,000	19,090,000	19,570,000
Charges for Service	56,728	6,294	-	6,000	4,000
Fines and Forfeits	5,601	2,776	-	1,000	-
Other Non-Operating	238,416	308,963	50,000	244,000	100,000
TOTAL STREETS FUND	\$ 17,433,005	\$ 18,707,581	\$ 18,650,000	\$ 19,341,000	\$ 19,674,000
INTERNAL SERVICES					
Intergovernmental	797,891	610,132	670,000	670,000	670,000
Charges for Service	19,408,426	20,906,216	22,014,000	22,004,000	22,514,000
Other Non-Operating	68,992	81,331	80,000	54,000	80,000
TOTAL INTERNAL SERVICES	\$ 20,275,309	\$ 21,597,679	\$ 22,764,000	\$ 22,728,000	\$ 23,264,000
REPLACEMENT FUNDS					
Charges for Service	38,279	-	-	-	-
Fines and Forfeits	1,465	1,276	-	-	-
Special Assessments	156,755	-	-	-	-
Other Non-Operating	586,949	658,520	223,000	223,000	223,000
TOTAL REPLACEMENT FUNDS	\$ 783,448	\$ 659,796	\$ 223,000	\$ 223,000	\$ 223,000
SPECIAL REVENUE FUNDS					
Taxes and Fees	53,163,741	50,571,404	44,012,250	44,012,250	44,186,160
License and Permit	-	-	-	-	-
Intergovernmental	4,007,023	1,875,296	8,461,764	1,662,296	7,382,672
Charges for Service	1,599,761	1,568,231	1,663,374	1,638,374	1,682,067
Fines and Forfeits	449,155	584,737	551,000	566,000	541,000
Special Assessments	79,181	87,530	-	-	-
Other Non-Operating	545,671	631,052	540,650	341,650	1,350,190
TOTAL SPECIAL REVENUE	\$ 59,844,532	\$ 55,318,250	\$ 55,229,038	\$ 48,220,570	\$ 55,142,089



Revenue Summary By Fund By Type

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
CAPITAL IMPROVEMENTS					
Intergovernmental	4,068,451	13,428,485	19,329,000	3,220,727	24,347,694
Charges for Service	-	-	862,774	759,939	977,775
Special Assessments	4,627,387	632,943	48,991,016	-	64,750,000
Other Non-Operating	8,963	24,294	-	-	40,304,493
TOTAL CAPITAL IMPROVEMENT	\$ 8,704,801	\$ 14,085,722	\$ 69,182,790	\$ 3,980,666	\$ 130,379,962
DEBT SERVICE					
Taxes and Fees	21,502,322	19,183,696	18,340,000	18,340,000	18,576,000
Special Assessments	878,993	1,292,438	7,085,577	7,085,577	7,085,577
Other Non-Operating	42,133,775	198,283	100,000	100,000	100,000
TOTAL DEBT SERVICE	\$ 64,515,090	\$ 20,680,962	\$ 25,525,577	\$ 25,525,577	\$ 25,761,577
TRUST ACCOUNTS					
Other Non-Operating	74	104	-	-	-
TOTAL TRUST ACCOUNTS	\$ 74	\$ 104	\$ -	\$ -	\$ -
GRAND TOTAL REVENUE	<u>\$ 358,409,043</u>	<u>\$ 330,858,909</u>	<u>\$ 387,990,615</u>	<u>\$ 326,800,813</u>	<u>\$ 466,894,480</u>



Revenue Detail

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
GENERAL FUND					
NON-ALLOCATED:					
Privilege License Tax	53,693,725	61,138,257	60,000,000	66,500,000	68,345,000
CATV Franchise Fee	1,569,973	1,522,598	1,500,000	1,750,000	1,500,000
Electric Franchise	367,344	375,059	370,000	385,000	385,000
Natural Gas Franchise	525,410	476,255	465,000	480,000	480,000
State Shared Privilege License Tax	16,288,580	17,062,262	17,400,000	18,120,000	18,664,000
Urban Revenue Sharing	17,593,587	21,293,026	23,250,000	23,250,000	25,220,000
SRP in Lieu	1,331,051	1,376,579	1,375,000	1,287,000	1,375,000
Investment Income	247,469	636,333	400,000	200,000	400,000
Other Revenue	253,311	321,975	280,000	233,000	280,000
TOTAL NON-ALLOCATED	\$ 91,870,450	\$ 104,202,344	\$ 105,040,000	\$ 112,205,000	\$ 116,649,000
MANAGEMENT AND POLICY					
Mayor and Council	14,517	39,667	10,000	55,000	80,000
Manager:					
Town Manager	-	129	-	1,000	-
Human Resources:					
Administration	160	13,972	200	10,000	10,000
Total Human Resources	160	13,972	200	11,000	10,000
Economic Development Admin	-	-	-	3,000	-
Total Manager	14,677	53,768	10,200	70,000	90,000
Town Clerk	1,145	2,851	2,000	4,000	2,000
TOTAL MANAGEMENT AND POLICY	\$ 15,822	\$ 56,619	\$ 12,200	\$ 74,000	\$ 92,000
MANAGEMENT SERVICES					
Accounting	12,646	37,437	8,000	25,000	25,000
Purchasing	55,951	84,778	-	100,000	100,000
Tax Compliance	808,902	751,370	500,000	650,000	504,000
TOTAL MANAGEMENT SERVICES	\$ 877,499	\$ 873,585	\$ 508,000	\$ 775,000	\$ 629,000
LEGAL AND COURT					
Town Prosecutor	7,717	10,382	4,500	11,000	10,000
Municipal Court	222,423	241,907	173,000	223,000	213,000
TOTAL LEGAL AND COURT	\$ 230,140	\$ 252,289	\$ 177,500	\$ 234,000	\$ 223,000
DEVELOPMENT SERVICES					
Administration	324,278	358,166	-	-	-
Permits and Licensing	-	50	324,500	351,000	574,500
Plan Review and Inspection - Bldg	3,311,262	3,715,115	2,700,000	3,600,000	3,250,000
Plan Review and Inspection - Fire	221,150	409,453	225,000	415,000	350,000
Plan Review and Inspection - Eng	1,022,444	2,082,515	1,518,200	1,725,000	1,535,000
Plan Review and Inspection - Code	1,497	480	-	-	-
Planning Services	462,126	674,995	405,500	630,000	535,000
TOTAL DEVELOPMENT SERVICES	\$ 5,342,757	\$ 7,240,774	\$ 5,173,200	\$ 6,721,000	\$ 6,244,500



Revenue Detail

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
PUBLIC WORKS					
Engineering Services	10,000	1,179	-	24,000	-
TOTAL PUBLIC WORKS	\$ 10,000	\$ 1,179	\$ -	\$ 24,000	\$ -
POLICE DEPARTMENT					
Internal Affairs	418	-	-	-	-
Animal Control	(13)	101	-	-	-
Incarceration	1,739,262	948,275	800,000	800,000	800,000
Uniform Patrol	499,778	526,701	424,000	427,000	440,000
Crime Apprehension	1	-	-	-	-
Traffic Unit	1,376,636	1,673,591	1,400,000	1,295,000	1,300,000
Detention / Court Support	301,952	369,029	305,000	330,000	305,000
School Programs	-	3,876	-	-	-
Records	32,208	28,632	25,000	25,000	25,000
Property	6,043	10,511	-	3,000	-
Alarm Management	96,420	119,590	110,000	130,000	115,000
Counseling Services	386,416	394,548	325,000	350,000	350,000
Property Crimes	3,711	8,739	-	6,000	-
Persons Crimes VCU	15	-	-	-	-
TOTAL POLICE DEPARTMENT	\$ 4,442,847	\$ 4,083,593	\$ 3,389,000	\$ 3,366,000	\$ 3,335,000
FIRE DEPARTMENT					
Administration	12,241	12,970	10,000	25,000	10,000
Training	14,877	15,953	13,500	15,000	15,000
Operations	1,113,574	1,268,498	1,158,790	1,306,000	1,305,691
Prevention	57,874	76,012	45,000	75,000	62,000
Public Education	70	-	-	-	-
Investigations	-	2,440	-	-	-
TOTAL FIRE DEPARTMENT	\$ 1,198,636	\$ 1,375,873	\$ 1,227,290	\$ 1,421,000	\$ 1,392,691
PARKS AND RECREATION					
Administration	78	-	-	-	40,000
Public Safety Center	201,348	211,888	200,000	218,000	218,000
Heritage Annex	35,833	35,962	20,000	35,000	35,000
Parks and Open Space	23,961	17,912	18,100	37,000	8,000
Freestone Park	47,937	43,691	55,300	46,000	51,000
Crossroads Park	111,737	113,814	118,320	104,000	107,000
McQueen Park	74,831	71,795	69,500	86,000	76,000
Hetchler Park	10,694	15,680	13,000	11,000	13,000
Discovery Park	59,367	55,907	58,000	53,000	55,000
Cosmo Park	638	1,054	-	2,000	2,000
Elliot District Park	105,022	277,283	240,000	240,000	240,000
Page Park	-	3,699	-	-	-
Western Canal	380	-	-	-	-
Trail System	195	22,330	-	2,000	-
Mesquite Pool	78,629	82,913	105,000	84,000	85,000
Greenfield Pool	114,202	123,381	130,000	131,000	130,000
Perry Pool	100,341	105,531	103,500	106,000	105,000



Revenue Detail

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Williams Field Pool	105,721	99,567	128,000	101,000	100,000
Community Center	94,875	127,154	118,000	91,000	98,000
McQueen Activity Center	165,379	218,741	193,000	171,000	191,000
Page Park Center	16,908	22,908	25,000	4,000	4,000
Freestone Recreation Center	807,514	782,159	720,000	582,000	720,000
Southeast Regional Library	345,795	352,927	473,000	106,000	105,000
Perry Branch Library	196,005	199,782	112,000	118,000	118,000
Youth Sports	54,669	44,865	55,000	62,000	55,000
Adult Sports	278,591	297,993	275,000	195,000	275,000
Special Events	148,974	221,163	263,800	193,000	195,000
Special Needs	12,993	11,231	12,000	8,000	10,000
Outdoor Programs	11,728	(9)	-	-	-
TOTAL PARKS AND RECREATION	\$ 3,204,345	\$ 3,561,321	\$ 3,505,520	\$ 2,786,000	\$ 3,036,000
NON DEPARTMENTAL					
Transportation	340,511	14,947	-	-	-
Capital Projects	-	-	-	590,000	-
TOTAL NON DEPARTMENTAL	\$ 340,511	\$ 14,947	\$ -	\$ 590,000	\$ -
TOTAL GENERAL FUND	\$ 107,533,007	\$ 121,662,524	\$ 119,032,710	\$ 128,196,000	\$ 131,601,191
ENTERPRISE OPERATIONS					
WATER					
Non-Allocated:					
Meter Water Sales	34,482,431	34,297,303	34,200,000	35,000,000	36,233,621
Meter Installation	312,164	282,070	275,000	275,000	275,000
Hydrant Water Metered Sales	174,801	222,361	200,000	240,000	200,000
Account Activation Fee	309,857	318,658	310,000	300,000	310,000
Delinquency/Late Fee	1,121,107	1,090,108	1,045,000	1,080,000	1,045,000
Investment Income	236,980	425,855	100,000	110,000	266,218
Other Non-Allocated	345,511	131,228	6,000	143,000	6,000
Total Non-Allocated	36,982,851	36,767,583	36,136,000	37,148,000	38,335,839
Production:					
North Water Plant Production	433,843	1,794	-	1,000	-
Santan Vista Water Treatment Plant	1,007,978	985,176	900,000	1,000,000	900,000
Well Production	-	-	-	-	-
Total Production	1,441,821	986,970	900,000	1,001,000	900,000
Quality	50	-	-	-	-
Distribution	8,611	139,290	-	16,000	-
Metering	36,376	46,291	-	30,000	-
Public Works Administration	106,180	-	-	-	-
TOTAL WATER	\$ 38,576,239	\$ 37,940,591	\$ 37,036,000	\$ 38,195,000	\$ 39,235,839
WASTEWATER					
Non-Allocated:					
Reuse/Recharge Water Use	824,308	772,810	800,000	720,000	869,643
Commercial Wastewater	1,960,579	1,985,553	2,000,000	2,000,000	2,010,586
Residential Wastewater	19,909,070	19,912,715	20,000,000	20,000,000	21,433,000



Revenue Detail

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Investment Income	69,808	337,716	200,000	106,000	97,933
Other Non-Allocated	1,389	-	-	-	-
Total Non-Allocated	22,765,154	23,008,794	23,000,000	22,826,000	24,411,162
Administration	-	61	-	-	-
Collection	12,053	381,775	-	345,000	-
Reclaimed:					
Effluent Re-Use	385	-	-	-	-
Effluent Recharge	-	-	-	6,000	-
Total Reclaimed	385	-	-	6,000	-
Quality	8,880	9,868	10,000	10,000	10,000
Riparian Programs	34,097	24,665	27,500	20,000	27,500
TOTAL WASTEWATER	\$ 22,822,962	\$ 23,425,163	\$ 23,037,500	\$ 23,207,000	\$ 24,448,662
ENVIRONMENTAL SVC - RESIDENTIAL					
Non-Allocated:					
Collection	14,463,877	13,418,455	14,000,000	13,900,000	13,693,437
Investment Income	85,834	108,569	90,000	95,000	133,127
Other Non-Allocated	5,451	1,971	-	1,000	603
Total Non-Allocated	14,555,162	13,528,995	14,090,000	13,996,000	13,827,167
Administration	21,025	4,000	-	-	-
Uncontained	36,365	34,716	38,000	24,000	38,000
Recycling	868,141	789,676	750,000	733,000	825,762
Environmental Programs	7,877	10,433	-	14,000	10,000
TOTAL ENVIRO SVC RESIDENTIAL	\$ 15,488,570	\$ 14,367,820	\$ 14,878,000	\$ 14,767,000	\$ 14,700,929
ENVIRONMENTAL SVC - COMMERCIAL					
Non-Allocated:					
Collection	(3,540)	(1,499)	-	-	-
Investment Income	8,196	9,610	-	5,000	15,345
Other Non-Allocated	2,900	2,007	-	2,000	-
Total Non-Allocated	7,556	10,118	-	7,000	15,345
Administration	45,000	51,000	50,000	50,000	50,000
Collections	1,845,842	1,787,755	1,847,000	1,795,000	1,706,045
Rolloffs	533,608	563,844	535,000	565,000	691,841
TOTAL ENVIRO SVC COMMERCIAL	\$ 2,432,006	\$ 2,412,717	\$ 2,432,000	\$ 2,417,000	\$ 2,463,231
IRRIGATION	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL ENTERPRISE	\$ 79,319,777	\$ 78,146,291	\$ 77,383,500	\$ 78,586,000	\$ 80,848,661
STREETS					
Non-Allocated:					
Highway User Tax	10,437,844	11,414,425	11,700,000	11,700,000	12,200,000
Auto Lieu Tax	6,691,110	6,975,123	6,900,000	7,390,000	7,370,000



Revenue Detail

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Investment Income	71,961	147,127	50,000	100,000	100,000
Other Non-Allocated	10,524	10,029	-	1,000	-
Total Non-Allocated	17,211,439	18,546,704	18,650,000	19,191,000	19,670,000
Administration	15,493	-	-	-	-
Street Maintenance:					
Street Cleaning	-	207	-	-	-
Total Street Maintenance	-	207	-	-	-
Traffic Control:					
Street Signs	6,102	3,671	-	6,000	-
Street Lighting	63,972	99,766	-	104,000	4,000
Traffic Signal Maintenance	131,029	50,646	-	37,000	-
Traffic Operations Center	-	720	-	-	-
Total Traffic Control	201,103	154,803	-	147,000	4,000
Right of Way Maintenance:					
Landscape Maintenance	2,850	3,687	-	2,000	-
Concrete Repair	2,120	2,180	-	1,000	-
Total Right of Way Maintenance	4,970	5,867	-	3,000	-
TOTAL STREETS	\$ 17,433,005	\$ 18,707,581	\$ 18,650,000	\$ 19,341,000	\$ 19,674,000
INTERNAL SERVICE					
Fleet Maintenance	6,963,645	7,449,241	7,710,000	7,710,000	8,210,000
Copy Services	357,857	256,353	588,000	588,000	588,000
Health Self-Insurance	11,842,500	12,782,960	13,345,000	13,303,000	13,345,000
Dental Self-Insurance	1,111,307	1,109,125	1,121,000	1,127,000	1,121,000
TOTAL INTERNAL SERVICES	\$ 20,275,309	\$ 21,597,679	\$ 22,764,000	\$ 22,728,000	\$ 23,264,000
REPLACEMENT FUNDS					
General	137,148	82,296	30,000	30,000	30,000
Water	282,349	289,709	50,000	50,000	50,000
Wastewater	97,095	207,141	100,000	100,000	100,000
Environmental Svc - Residential	71,743	42,818	40,000	40,000	40,000
Environmental Svc - Commercial	2,881	3,847	3,000	3,000	3,000
Streets	190,542	32,503	-	-	-
Fleet	1,690	1,482	-	-	-
TOTAL REPLACEMENT FUNDS	\$ 783,448	\$ 659,796	\$ 223,000	\$ 223,000	\$ 223,000
SUB TOTAL OPERATING FUNDS	\$ 225,344,546	\$ 240,773,871	\$ 238,053,210	\$ 249,074,000	\$ 255,610,852
SPECIAL REVENUE FUNDS					
CDBG/HOME	1,515,822	826,442	854,764	1,232,754	834,624
Solid Waste Container	207,649	189,778	165,000	165,000	165,000
Traffic Signal SDF	1,282,982	2,648,996	2,500,000	2,500,000	2,500,000
Police SDF	1,760,288	1,932,966	1,400,000	1,400,000	1,400,000
Fire SDF	2,568,415	2,592,575	2,000,000	2,000,000	2,000,000
General Government SDF	1,349,124	1,192,913	1,000,000	1,000,000	1,000,000
Parks and Recreation SDF	11,103,587	9,644,728	8,815,000	8,815,000	8,815,000



Revenue Detail

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Water SDF	13,726,737	12,650,233	11,100,000	11,100,000	11,100,000
Water Resource Fee	3,998,932	4,181,006	3,050,000	3,050,000	3,050,000
Wastewater SDF	15,154,154	13,827,534	12,000,000	12,000,000	12,000,000
Grants	2,606,506	1,163,164	7,607,000	429,542	6,548,048
Police Impound	220,296	238,951	310,000	285,000	285,000
Street Light Improvement	1,434,740	1,507,319	1,427,060	1,427,060	1,634,020
Parkway Improvement	1,108,266	858,077	935,190	935,190	902,140
Other Special Revenue	1,807,034	1,863,568	2,065,024	1,881,024	2,908,257
TOTAL SPECIAL REVENUE FUNDS	\$ 59,844,532	\$ 55,318,250	\$ 55,229,038	\$ 48,220,570	\$ 55,142,089
CAPITAL IMPROVEMENTS					
Administration	-	7	862,774	759,939	977,775
Improvement Districts	532,601	2,560,066	68,320,016	3,220,727	89,097,694
Streets and Transportation	3,693,132	13,799,449	-	-	40,304,493
Traffic Control	54,323	85,499	-	-	-
Redevelopment	30,136	(2,499,592)	-	-	-
Municipal Facilities	2,870,862	33,291	-	-	-
Water	-	25,000	-	-	-
Storm Water	446	-	-	-	-
Parks, Recreation and Open Space	1,523,301	82,002	-	-	-
TOTAL CAPITAL IMPROVEMENTS	\$ 8,704,801	\$ 14,085,722	\$ 69,182,790	\$ 3,980,666	\$ 130,379,962
DEBT SERVICE					
General Obligation Debt	63,623,989	19,364,204	18,440,000	18,440,000	18,676,000
Improvement Districts	880,276	1,299,801	7,085,577	7,085,577	7,085,577
MPC - Public Facilities	688	2,236	-	-	-
MPC - Water	5,389	6,607	-	-	-
MPC - Wastewater	554	-	-	-	-
Miscellaneous	4,194	8,114	-	-	-
TOTAL DEBT SERVICE	\$ 64,515,090	\$ 20,680,962	\$ 25,525,577	\$ 25,525,577	\$ 25,761,577
TRUST ACCOUNTS	\$ 74	\$ 104	\$ -	\$ -	\$ -
GRAND TOTAL REVENUE	\$ 358,409,043	\$ 330,858,909	\$ 387,990,615	\$ 326,800,813	\$ 466,894,480



Expense Summary

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
GENERAL FUND:					
Management and Policy	11,269,416	12,802,301	18,246,904	17,004,967	17,832,860
Support Services	129,592	-	-	-	-
Management Services	1,318,819	1,560,986	1,894,328	1,834,908	2,069,096
Legal and Court	4,285,635	4,391,586	4,930,256	4,773,644	4,895,585
Development Services	5,453,190	5,252,465	5,118,448	5,260,845	5,565,694
Public Works - Engineering	498,609	637,935	670,159	728,748	758,368
Police	34,460,210	37,098,268	41,171,783	40,859,032	41,824,523
Fire	21,184,960	22,338,515	25,069,735	25,018,762	26,429,823
Parks and Recreation	13,703,459	14,293,001	16,266,275	16,159,872	17,093,180
Non-Departmental	4,432,714	3,824,802	12,487,360	6,438,970	20,248,855
Contingency/Reserves	-	-	13,044,000	-	15,647,500
TOTAL GENERAL FUND	\$ 96,736,604	\$ 102,199,859	\$ 138,899,248	\$ 118,079,748	\$ 152,365,484
UTILITY ADMINISTRATION	\$ 16,329	\$ -	\$ -	\$ -	\$ -
ENTERPRISE OPERATIONS:					
Water	23,245,413	24,584,659	39,162,388	28,144,694	50,030,312
Wastewater	13,321,625	13,447,022	19,198,412	16,206,524	26,244,464
Environmental Svc - Residential	10,742,108	11,525,017	16,291,101	12,523,339	17,772,107
Environmental Svc - Commercial	1,785,243	1,867,307	2,080,359	1,774,796	3,231,788
TOTAL ENTERPRISE	\$ 49,094,389	\$ 51,424,005	\$ 76,732,260	\$ 58,649,353	\$ 97,278,671
STREETS	\$ 11,142,523	\$ 11,474,882	\$ 21,902,171	\$ 16,163,790	\$ 22,619,484
INTERNAL SERVICES	\$ 21,735,489	\$ 21,102,222	\$ 23,535,576	\$ 22,629,444	\$ 24,812,868
REPLACEMENT FUNDS:					
General	322,707	705,220	3,673,700	413,900	4,053,950
Streets	-	297,310	1,071,500	365,667	743,900
Water	-	205,993	6,743,000	1,351,415	11,519,053
Wastewater	-	80,612	3,685,000	206,644	4,488,064
Environmental Svc - Residential	131,560	579,343	2,762,340	914,317	2,020,000
Environmental Svc - Commercial	17,598	-	830,530	21,853	350,000
TOTAL REPLACEMENT FUNDS	\$ 471,865	\$ 1,868,478	\$ 18,766,070	\$ 3,273,796	\$ 23,174,967
SUBTOTAL OPERATING FUNDS	\$ 179,197,199	\$ 188,069,446	\$ 279,835,325	\$ 218,796,130	\$ 320,251,474
SPECIAL REVENUE FUNDS:					
CDBG/HOME	835,134	826,623	854,764	1,212,754	991,732
Development Fees	-	-	9,721,000	3,584,774	9,662,351
Grants	1,891,370	589,479	7,607,000	429,542	6,548,048
Police Impound	278,210	274,982	308,403	287,921	302,732
Special Districts	2,486,545	2,456,273	2,645,780	2,630,710	2,733,270
Other Special Revenue	1,463,173	1,594,138	2,997,179	2,641,644	3,914,897
TOTAL SPECIAL REVENUE	\$ 6,954,432	\$ 5,741,495	\$ 24,134,126	\$ 10,787,345	\$ 24,153,030
CAPITAL IMPROVEMENTS	\$ 39,849,392	\$ 40,917,326	\$ 97,116,788	\$ 13,040,310	\$ 149,535,514
DEBT SERVICE	\$ 111,560,279	\$ 53,453,612	\$ 65,372,461	\$ 60,038,208	\$ 60,786,682
TRUST ACCOUNTS	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
GRAND TOTAL EXPENSES	\$ 337,563,802	\$ 288,184,379	\$ 466,461,200	\$ 302,664,493	\$ 554,729,200



Expense Detail

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
GENERAL FUND					
MANAGEMENT AND POLICY					
Mayor and Council	633,662	584,642	718,257	657,087	751,956
Boards and Commissions	20,472	29,050	23,890	24,909	34,420
Town Manager	883,040	917,032	1,199,347	982,019	1,349,456
Communications	458,327	531,434	721,743	752,006	772,986
Intergovernmental Relations	238,967	218,988	294,379	275,081	296,768
Human Resources:					
Administration	877,826	1,070,591	1,337,669	1,308,336	1,353,870
Learning and Development	301,089	369,947	423,988	426,392	398,376
Risk Management	289,830	319,843	403,169	407,480	345,847
Payroll	174,932	245,070	250,976	235,897	213,008
Total Human Resources	1,643,677	2,005,451	2,415,802	2,378,105	2,311,101
Economic Development:					
Economic Development Admin	606,713	953,817	1,312,820	1,188,476	1,442,157
Redevelopment	-	19,055	-	1,647	168,936
Shop Gilbert	6,616	1,991	10,000	10,000	10,000
Tourism	-	-	-	36,412	102,000
Total Economic Development	613,329	974,863	1,322,820	1,236,535	1,723,093
Information Technology:					
Administration	282,845	250,744	361,827	256,908	301,475
Communication Services	1,727,863	2,238,065	5,245,743	4,732,888	3,628,091
Application Operations	2,232,872	2,363,250	3,132,757	2,805,242	3,555,080
GIS Application and Support	649,172	671,510	648,043	711,818	658,048
Imaging Support	173,902	156,779	-	-	-
Total Information Technology	5,066,654	5,680,348	9,388,370	8,506,856	8,142,694
Management and Budget	390,786	391,636	653,660	609,794	698,269
Town Clerk	573,177	674,792	527,660	519,216	667,680
General Counsel	747,325	794,065	980,976	1,063,359	1,084,437
TOTAL MANAGEMENT AND POLICY	\$ 11,269,416	\$ 12,802,301	\$ 18,246,904	\$ 17,004,967	\$ 17,832,860
SUPPORT SERVICES					
Support Services Administration	129,592	-	-	-	-
TOTAL SUPPORT SERVICES	\$ 129,592	\$ -	\$ -	\$ -	\$ -
MANAGEMENT SERVICES					
Finance:					
Administration	152,511	184,493	185,384	187,536	187,480
Accounting	749,114	800,526	899,916	912,872	1,081,685
Purchasing	104,467	257,359	389,874	351,014	386,856
Tax Compliance	312,727	318,608	419,154	383,486	413,075
Total Finance	1,318,819	1,560,986	1,894,328	1,834,908	2,069,096
TOTAL MANAGEMENT SERVICES	\$ 1,318,819	\$ 1,560,986	\$ 1,894,328	\$ 1,834,908	\$ 2,069,096



Expense Detail

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
LEGAL AND COURT					
Prosecutor	1,617,595	1,638,838	1,776,485	1,767,910	1,749,264
Municipal Court	2,668,040	2,752,748	3,153,771	3,005,734	3,146,321
TOTAL LEGAL AND COURT	\$ 4,285,635	\$ 4,391,586	\$ 4,930,256	\$ 4,773,644	\$ 4,895,585
DEVELOPMENT SERVICES					
Administration	773,713	349,344	286,152	294,069	279,328
Permits and Licensing	-	486,665	187,217	372,653	618,034
Plan Review and Inspection:					
Administration	-	296,150	223,652	228,155	228,919
Building	1,305,619	1,187,316	1,417,273	1,381,370	1,373,090
Fire	258,761	204,087	215,830	178,209	205,819
Engineering	1,130,707	900,183	849,930	849,770	918,864
Planning	322,829	254,176	263,532	264,486	264,387
Code	582,055	538,995	573,153	560,579	575,207
Total Plan Review and Inspection	3,599,971	3,380,907	3,543,370	3,462,569	3,566,286
Planning Services	1,079,506	1,035,549	1,101,709	1,131,554	1,102,046
TOTAL DEVELOPMENT SERVICES	\$ 5,453,190	\$ 5,252,465	\$ 5,118,448	\$ 5,260,845	\$ 5,565,694
PUBLIC WORKS					
Engineering Services:					
Administration	135,936	235,882	278,932	223,398	239,460
Development	122,296	122,944	165,809	164,079	191,775
Traffic	240,377	279,109	225,418	341,271	327,133
Total Engineering Services	498,609	637,935	670,159	728,748	758,368
TOTAL PUBLIC WORKS	\$ 498,609	\$ 637,935	\$ 670,159	\$ 728,748	\$ 758,368
POLICE DEPARTMENT					
Administration	804,999	618,303	971,263	819,824	676,381
Animal Control	143,966	143,966	148,325	144,000	148,325
Incarceration	1,383,478	1,462,747	1,650,000	1,650,000	1,650,000
Professional Standards:					
Internal Affairs	467,531	471,758	497,289	523,186	508,269
Hiring/Inspections	290,300	296,252	325,386	317,056	335,583
Alarm Management	71,300	68,335	69,533	89,477	68,782
Training & Program Coordination	113,535	123,159	370,720	382,302	442,456
Crime Prevention	242,271	236,604	241,330	245,114	241,771
Total Professional Standards	1,184,937	1,196,108	1,504,258	1,557,135	1,596,861
Patrol Services:					
Uniform Patrol	16,365,095	16,379,822	16,081,605	16,334,282	16,535,390
Detention / Court Support	377,187	456,359	478,273	524,287	709,807
Enforcement Support	-	135	789,485	759,824	771,295
Civilian Support	-	-	-	-	455,932
Total Patrol Services	16,742,282	16,836,316	17,349,363	17,618,393	18,472,424



Expense Detail

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Support Services:					
Administration	164,745	561,980	650,975	629,983	488,286
Records	875,683	881,996	991,468	935,523	1,002,949
Communications	2,410,159	2,489,246	3,260,567	3,039,264	3,029,046
Property	538,209	572,364	592,532	637,155	616,961
Planning and Research	140,040	167,519	166,501	165,488	166,134
Total Support Services	4,128,836	4,673,105	5,662,043	5,407,413	5,303,376
Counseling Services	763,678	815,861	938,234	866,610	916,603
Investigations:					
General Investigations	613,100	1,131,221	1,215,153	1,184,429	1,359,044
Persons Crimes - CSCU	1,000,786	1,035,345	1,150,230	1,211,921	1,260,881
Persons Crimes - VCU	959,415	948,175	1,064,502	1,040,087	1,065,533
Property Crimes	1,113,281	1,258,821	1,375,555	1,420,308	1,375,088
Intel and Analysis Unit	686,102	752,071	911,314	816,041	968,465
Total Investigations	4,372,684	5,125,633	5,716,754	5,672,786	6,029,011
Special Enforcement:					
Crime Suppression	376,609	1,270,449	1,489,803	1,513,552	1,495,030
Traffic Unit	1,859,319	2,234,958	2,593,470	2,664,218	2,445,020
School Programs	1,083,773	1,070,686	1,267,223	1,066,005	1,227,017
Total Special Enforcement:	3,319,701	4,576,093	5,350,496	5,243,775	5,167,067
Tactical Operations:					
SWAT	140,808	139,544	153,539	153,715	227,024
Crime Apprehension	773,827	840,173	904,815	927,226	802,209
Special Investigations	701,014	670,419	822,693	798,155	835,242
Total Tactical Operations	1,615,649	1,650,136	1,881,047	1,879,096	1,864,475
TOTAL POLICE DEPARTMENT	\$ 34,460,210	\$ 37,098,268	\$ 41,171,783	\$ 40,859,032	\$ 41,824,523
FIRE DEPARTMENT					
Administration	665,823	782,984	716,134	630,630	718,001
Operations:					
Training	764,738	858,529	850,699	966,917	737,833
Operations	18,834,864	19,740,864	22,431,769	22,365,085	23,699,135
Total Operations	19,599,602	20,599,393	23,282,468	23,332,002	24,436,968
Prevention:					
Prevention	514,736	542,394	596,602	583,557	622,409
Public Education	104,052	107,948	123,405	119,295	382,948
Investigations	16,310	23,285	30,925	28,166	32,015
Total Fire Prevention	635,098	673,627	750,932	731,018	1,037,372
Emergency Operations Center	284,437	282,511	320,201	325,112	237,482
TOTAL FIRE DEPARTMENT	\$ 21,184,960	\$ 22,338,515	\$ 25,069,735	\$ 25,018,762	\$ 26,429,823
PARKS AND RECREATION					
Administration	705,448	758,806	1,039,622	954,317	997,142
Neighborhood Services	107,317	101,523	105,793	105,753	109,921



Expense Detail

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Facilities Maintenance:					
Facilities Maintenance	758,421	839,126	980,465	891,032	979,010
Municipal Office I	357,794	380,353	375,000	456,081	620,300
Public Works Facility	150,135	148,676	156,916	166,992	233,735
Municipal Office II	147,109	148,955	139,060	160,002	158,560
Public Safety Center	751,687	854,472	777,685	790,866	894,965
South Area Service Center	202,481	225,545	175,480	189,198	179,980
Heritage Annex	52,360	39,667	35,660	34,489	35,660
Traffic Center/Radio Facility	18,482	17,123	23,510	23,510	23,510
Total Facilities Maintenance	2,438,469	2,653,917	2,663,776	2,712,170	3,125,720
Parks and Open Space:					
Parks Administration	1,944,802	1,950,832	2,159,818	1,995,733	2,221,834
Freestone Park	316,357	379,910	426,309	441,956	387,580
Crossroads Park	215,477	223,931	300,270	310,790	441,770
McQueen Park	214,690	191,025	222,125	231,131	284,805
Hetchler Park	87,621	104,623	189,746	232,639	162,186
Nichols Park	42,630	38,909	49,060	49,004	49,400
Elliot District Park	88,040	64,330	25,455	144,389	33,555
Rittenhouse Basin	-	154	225	250	225
John Allen Park	9,308	7,148	10,440	7,065	10,160
Veterans Park	5,136	4,772	7,355	6,980	7,725
Page Park	40,460	40,194	47,100	50,211	45,690
Circle G Basin	21,957	17,199	30,820	33,728	32,820
Oak Tree Park	23,585	18,192	36,210	32,305	30,430
Village II Park	31,423	7,442	16,770	16,650	16,430
Old West Park	6,698	10,311	8,380	7,760	7,640
Sunview Park	28,411	20,300	29,490	26,640	27,570
Villa Madeira Park	8,972	8,210	11,280	14,115	10,900
Vista Allegre Park	15,850	11,009	21,500	21,500	18,160
Discovery Park	205,149	178,025	200,279	199,579	210,009
Cosmo Park	97,447	89,490	101,075	100,675	126,185
Water Tower Park	49,250	100,911	82,060	80,640	114,130
Western Canal Amenities	48,687	67,281	56,435	57,232	56,575
Vaughn Avenue Basin	23,560	22,145	30,070	26,140	29,310
Zanjero Park	30,313	15,141	24,955	44,230	26,955
Sonoqui Wash	3,674	5,148	10,225	10,255	22,725
Trail System	139,613	81,516	77,130	73,194	77,270
Other Parks	7,150	4,073	16,600	18,150	16,600
Heritage District	60,894	72,087	84,160	82,800	84,480
Total Parks and Open Space	3,767,154	3,734,308	4,275,342	4,315,741	4,553,119
Aquatics:					
Gilbert Pool	24,297	22,629	78,657	3,982	25,000
Mesquite Pool	190,891	239,696	298,082	281,254	275,619
Greenfield Pool	190,945	200,509	235,812	247,661	250,360
Perry Pool	161,958	166,277	218,047	220,233	219,394
Williams Field Pool	184,060	168,574	228,943	227,797	219,808
Total Aquatics	752,151	797,685	1,059,541	980,927	990,181



Expense Detail

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Recreation Centers:					
Community Center	330,628	348,296	391,787	380,757	398,537
McQueen Activity Center	412,792	452,222	553,114	601,886	580,915
Page Park Center	23,564	14,273	13,021	18,321	13,021
Freestone Recreation Center	1,061,703	1,107,746	1,261,700	1,228,719	1,233,813
SE Regional Library	2,402,266	2,616,566	2,904,811	2,898,603	3,104,856
Perry Branch Library	946,143	867,461	1,017,209	1,017,209	997,469
Total Recreation Centers	5,177,096	5,406,564	6,141,642	6,145,495	6,328,611
Recreation Programs:					
Youth Sports	91,139	65,818	86,612	76,469	85,005
Adult Sports	235,920	248,426	267,697	242,721	275,591
Special Events Administration	353,923	268,368	301,061	291,496	301,140
Special Events	20,048	210,949	269,410	282,322	269,410
Special Needs	39,519	46,637	55,779	52,461	57,340
Outdoor Programs	15,275	-	-	-	-
Total Recreation Programs	755,824	840,198	980,559	945,469	988,486
TOTAL PARKS AND RECREATION	\$ 13,703,459	\$ 14,293,001	\$ 16,266,275	\$ 16,159,872	\$ 17,093,180
NON-DEPARTMENTAL					
Transportation:					
Transit	912,740	101,408	-	-	-
Phoenix Mesa Gateway Airport	350,000	350,000	350,000	350,000	350,000
Total Transportation	1,262,740	451,408	350,000	350,000	350,000
Outside Agencies:					
Youth Special Programs	125,000	125,000	-	123,000	-
Senior Programs	45,171	14,093	-	-	137,000
Social Services	172,156	118,657	305,000	305,000	305,000
Museum Support	51,459	51,623	51,500	51,500	51,500
Culture and Arts	-	200	-	-	-
Total Outside Agencies	393,786	309,573	356,500	479,500	493,500
ED Reserve	-	-	5,000,000	-	5,000,000
Capital Projects	-	-	8,333,000	2,054,610	14,795,685
Contingency	-	-	8,044,000	-	10,647,500
Other	2,776,188	3,063,821	3,447,860	3,554,860	4,609,670
TOTAL NON-DEPARTMENTAL	\$ 4,432,714	\$ 3,824,802	\$ 25,531,360	\$ 6,438,970	\$ 35,896,355
TOTAL GENERAL FUND	\$ 96,736,604	\$ 102,199,859	\$ 138,899,248	\$ 118,079,748	\$ 152,365,484
UTILITY ADMINISTRATION					
Utility Customer Service	8,017	-	-	-	-
Public Works Administration	8,312	-	-	-	-
TOTAL UTILITY ADMINISTRATION	\$ 16,329	\$ -	\$ -	\$ -	\$ -
ENTERPRISE OPERATIONS					
WATER					
Administration	730,793	396,794	446,365	349,298	427,205
Water Conservation	269,288	192,488	381,799	262,089	330,789



Expense Detail

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Production:					
North Water Treatment Plant	5,586,340	5,257,969	4,319,655	4,633,730	4,786,776
Santan Vista Water Treatment Pit	4,063,167	1,981,982	2,287,287	2,269,325	2,355,213
Well Production	2,819,383	2,552,385	3,334,927	2,993,908	3,216,911
Backflow Prevention	205,076	193,779	197,685	195,570	196,085
Total Production	12,673,966	9,986,115	10,139,554	10,092,533	10,554,985
Quality					
Distribution	1,172,083	1,691,532	1,849,834	1,746,576	1,808,993
Metering	3,156,265	3,431,232	3,954,074	3,966,210	4,120,332
Utility Customer Service	596,049	620,467	693,020	658,310	619,269
Public Works Administration	320,796	258,128	260,280	92,447	377,507
Utility Locates	210,340	210,969	234,110	237,267	227,796
Water Resources	-	3,684,742	5,190,990	5,190,633	5,723,045
Non-Departmental:					
Debt Service	3,426,931	3,429,220	3,427,889	3,427,889	1,463,600
Contingency	-	-	1,765,000	-	2,500,000
Capital Projects	-	-	9,785,000	1,360,924	20,837,278
Other	172,400	191,379	210,365	210,365	300,660
Total Non-Departmental	3,599,331	3,620,599	15,188,254	4,999,178	25,101,538
TOTAL WATER FUND	\$ 23,245,413	\$ 24,584,659	\$ 39,162,388	\$ 28,144,694	\$ 50,030,312
WASTEWATER					
Administration:					
Administration	401,580	104,906	283,847	284,260	250,133
Utility Customer Service	545,009	573,109	640,207	640,207	589,950
Public Works Administration	139,933	129,818	138,252	138,252	160,063
Utility Locates	171,896	208,216	233,840	233,840	227,808
Total Administration	1,258,418	1,016,049	1,296,146	1,296,559	1,227,954
Collection	3,101,020	3,271,174	3,542,210	3,380,380	3,628,368
Plant Operations:					
Neely Treatment Facility	3,943,278	4,317,668	4,235,705	4,216,700	4,503,523
Greenfield Treatment Facility	2,039,957	1,777,139	3,803,569	3,642,360	3,891,173
Total Plant Operations	5,983,235	6,094,807	8,039,274	7,859,060	8,394,696
Reclaimed:					
Effluent Reuse	897,504	939,960	951,290	1,056,933	1,033,559
Effluent Recharge	467,241	497,697	633,567	633,834	598,115
Total Reclaimed	1,364,745	1,437,657	1,584,857	1,690,767	1,631,674
Quality					
Riparian Programs	495,567	483,326	539,116	542,242	528,640
Storm Water	407,481	423,864	471,081	560,514	514,390
Non-Departmental:	-	-	-	-	67,000
Debt	659,257	664,968	668,598	668,598	656,580
Contingency	-	-	1,600,000	-	3,750,000
Capital Projects	-	-	1,396,000	146,274	5,738,132
Other	51,902	55,177	61,130	62,130	107,030
Total Non-Departmental	711,159	720,145	3,725,728	877,002	10,251,742



Expense Detail

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
TOTAL WASTEWATER	\$ 13,321,625	\$ 13,447,022	\$ 19,198,412	\$ 16,206,524	\$ 26,244,464
ENVIRONMENTAL SERVICES - RESIDENTIAL					
Administration:					
Residential Administration	353,464	314,402	1,109,859	990,744	528,142
Utility Customer Service	545,009	569,571	636,218	636,218	580,090
Public Works Administration	104,950	93,256	106,912	106,912	129,293
Total Administration	1,003,423	977,229	1,852,989	1,733,874	1,237,525
Residential Collections	5,385,814	5,661,550	5,939,433	5,824,109	7,338,760
Uncontained Collections	2,078,937	2,331,413	2,298,299	2,178,796	3,034,934
Recycling	1,845,403	1,685,517	2,018,681	1,887,136	2,168,631
Environmental Programs	360,973	386,687	461,435	436,702	481,044
Recycling Outreach	-	402,895	464,185	366,768	364,948
Non-Departmental:					
Contingency	-	-	1,700,000	-	1,500,000
Capital Projects	-	-	1,472,000	4,875	1,497,125
Other	67,558	79,726	84,079	91,079	149,140
Total Non-Departmental	67,558	79,726	3,256,079	95,954	3,146,265
TOTAL ENVIRO SVC - RESIDENTIAL	\$ 10,742,108	\$ 11,525,017	\$ 16,291,101	\$ 12,523,339	\$ 17,772,107
ENVIRONMENTAL SERVICES - COMMERCIAL					
Administration:					
Commercial Administration	25,045	25,033	38,918	29,244	38,906
Utility Customer Service	17,032	6,193	6,854	6,854	5,150
Public Works Administration	17,492	16,256	16,049	16,049	20,044
Total Administration	59,569	47,482	61,821	52,147	64,100
Commercial Collections	1,288,884	1,426,511	1,318,606	1,341,788	1,807,842
Commercial Rolloffs	427,279	385,587	412,544	370,550	416,299
Non-Departmental:					
Contingency	-	-	150,000	-	800,000
Capital Projects	-	-	128,000	423	127,577
Other	9,511	7,727	9,388	9,888	15,970
Total Non-Departmental	9,511	7,727	287,388	10,311	943,547
TOTAL ENVIRO SVC-COMMERCIAL	\$ 1,785,243	\$ 1,867,307	\$ 2,080,359	\$ 1,774,796	\$ 3,231,788
TOTAL ENTERPRISE OPERATIONS	\$ 49,094,389	\$ 51,424,005	\$ 76,732,260	\$ 58,649,353	\$ 97,278,671
STREETS					
Administration:					
Administration	158,243	144,180	328,447	328,313	260,910
Public Works Administration	-	81,107	99,878	99,878	112,070
Utility Locates	-	46,270	51,965	51,965	50,622
Total Administration	158,243	271,557	480,290	480,156	423,602
Streets Maintenance:					
Asphalt Patching	250,499	262,836	307,017	311,861	299,504
Street Cleaning	869,495	932,425	876,627	854,050	870,874
Preventive Maintenance	3,097,759	2,874,132	3,401,569	3,374,969	3,183,741



Expense Detail

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Crack Sealing	348,938	326,016	724,471	541,054	620,661
Fog Sealing	543,608	479,501	633,210	584,098	649,492
Total Streets Maintenance	5,110,299	4,874,910	5,942,894	5,666,032	5,624,272
Traffic Control:					
Street Marking	591,536	510,509	617,214	569,940	681,063
Street Signs	418,488	419,722	623,530	600,431	453,411
Street Lighting	1,369,247	1,440,343	1,480,767	1,508,227	1,478,286
Traffic Signal Maintenance	1,056,825	1,212,943	1,216,237	1,148,231	1,147,952
Traffic Operations Center	440,394	362,348	414,326	493,943	514,656
Total Traffic Control	3,876,490	3,945,865	4,352,074	4,320,772	4,275,368
Right of Way Maintenance:					
Landscape Maintenance	826,770	1,194,624	1,875,974	1,469,884	2,023,895
Shoulder Maintenance	227,779	282,086	316,181	281,227	264,809
Concrete Repair	693,442	684,181	686,045	738,551	830,338
Total Right of Way Maintenance	1,747,991	2,160,891	2,878,200	2,489,662	3,119,042
Hazard Response	162,123	133,089	166,247	194,567	197,948
Storm Water	-	-	-	-	64,750
Non-Departmental:					
Contingency	-	-	1,000,000	-	2,000,000
Capital Projects	-	-	6,983,000	2,920,135	6,559,152
Other	87,377	88,570	99,466	92,466	355,350
Total Non-Departmental	87,377	88,570	8,082,466	3,012,601	8,914,502
TOTAL STREETS FUND	\$ 11,142,523	\$ 11,474,882	\$ 21,902,171	\$ 16,163,790	\$ 22,619,484
INTERNAL SERVICE					
Fleet Maintenance	6,894,939	7,439,037	7,740,556	7,801,592	8,676,874
Copy Services	542,914	252,143	670,000	460,000	802,974
Health Self Insurance	13,203,488	12,366,316	14,067,920	13,312,852	14,275,920
Dental Self Insurance	1,094,148	1,044,726	1,057,100	1,055,000	1,057,100
TOTAL INTERNAL SERVICE	\$ 21,735,489	\$ 21,102,222	\$ 23,535,576	\$ 22,629,444	\$ 24,812,868
REPLACEMENT FUNDS					
General	322,707	705,220	3,673,700	413,900	4,053,950
Water	-	205,993	6,743,000	1,351,415	11,519,053
Wastewater	-	80,612	3,685,000	206,644	4,488,064
Environmental Svc - Residential	131,560	579,343	2,762,340	914,317	2,020,000
Environmental Svc - Commercial	17,598	-	830,530	21,853	350,000
Streets	-	297,310	1,071,500	365,667	743,900
TOTAL REPLACEMENT FUNDS	\$ 471,865	\$ 1,868,478	\$ 18,766,070	\$ 3,273,796	\$ 23,174,967
SUB-TOTAL OPERATING FUNDS	\$ 179,197,199	\$ 188,069,446	\$ 279,835,325	\$ 218,796,130	\$ 320,251,474
SPECIAL REVENUE FUNDS					
CDBG/HOME:					
Administration	86,275	106,653	149,752	137,518	162,924



Expense Detail

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Projects	748,859	719,970	705,012	1,075,236	828,808
Total CDBG/HOME	835,134	826,623	854,764	1,212,754	991,732
Development Fees:					
Traffic Signal SDF	-	-	944,000	324,978	2,692,998
Fire SDF	-	-	148,000	88,564	1,884,796
Parks and Recreation SDF	-	-	50,000	18,825	69,175
Water Resource Fee	-	-	8,488,000	3,132,759	4,027,332
Wastewater SDF	-	-	91,000	-	91,000
Total Development Fees	-	-	9,721,000	3,584,774	9,662,351
Grants	1,891,370	589,479	7,607,000	429,542	6,548,048
Police Impound	278,210	274,982	308,403	287,921	302,732
Special Districts:					
Street Light Improvement	1,480,383	1,535,735	1,674,830	1,674,830	1,731,670
Parkway Improvement	1,006,162	920,538	970,950	955,880	1,001,600
Total Special Districts	2,486,545	2,456,273	2,645,780	2,630,710	2,733,270
Other Special Revenue	1,463,173	1,594,138	2,997,179	2,641,644	3,914,897
TOTAL SPECIAL REVENUE FUNDS	\$ 6,954,432	\$ 5,741,495	\$ 24,134,126	\$ 10,787,345	\$ 24,153,030
CAPITAL IMPROVEMENTS					
Administration	916,151	775,881	862,772	759,939	977,775
CIP Contingency	-	-	48,991,016	-	64,750,000
Improvement Districts	5,334	-	-	-	-
Outside Sources	-	170	19,329,000	3,220,727	24,347,694
GO Bond Proceeds	25,200,483	25,842,248	27,934,000	9,059,644	59,460,045
Traffic Control	219,262	327,600	-	-	-
Redevelopment	31,656	18,674	-	-	-
Municipal Facilities	4,980,195	1,116,987	-	-	-
Water	7,991,577	10,802,493	-	-	-
Wastewater	141,853	75,930	-	-	-
Storm Water	-	-	-	-	-
Parks, Recreation & Open Space	362,881	1,957,343	-	-	-
TOTAL CAPITAL IMPROVEMENTS	\$ 39,849,392	\$ 40,917,326	\$ 97,116,788	\$ 13,040,310	\$ 149,535,514
DEBT SERVICE					
General Obligation Debt	64,396,121	25,081,510	24,692,120	24,692,120	21,960,350
Improvement Districts	975,728	1,143,920	7,005,415	7,005,415	6,584,050
Public Facilities MPC	15,713,047	13,904,029	21,244,538	15,910,285	19,148,642
Water System MPC	14,664,086	13,324,153	12,430,388	12,430,388	13,093,640
Wastewater System MPC	15,811,297	-	-	-	-
TOTAL DEBT SERVICE	\$ 111,560,279	\$ 53,453,612	\$ 65,372,461	\$ 60,038,208	\$ 60,786,682
TRUST ACCOUNTS					
Fire Pension	2,500	2,500	2,500	2,500	2,500
TOTAL TRUST ACCOUNTS	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
GRAND TOTAL EXPENSES	\$ 337,563,802	\$ 288,184,379	\$ 466,461,200	\$ 302,664,493	\$ 554,729,200

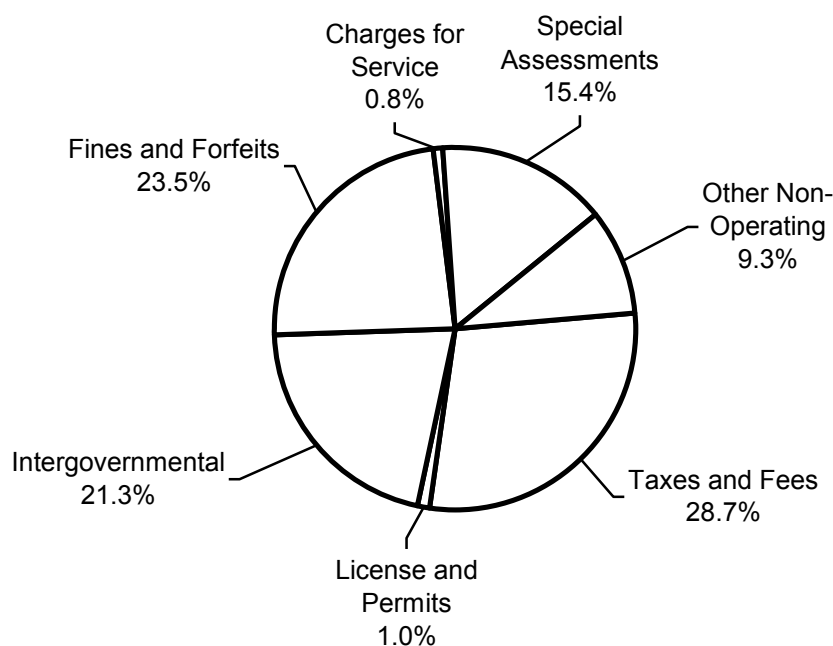
ALL REVENUE SOURCES

This section of the budget document includes detail information regarding revenue types, including historical information, assumptions for the FY 2015 budget, and future projections. Information on bond proceeds, property tax, and special assessments is found in the debt section.

The total new revenue anticipated for FY 2015 is \$526,520,376. Of this amount, \$466,894,480 is anticipated in new revenue collections, and \$59,625,896 in transfers of resources from one fund to another to cover the appropriate cost of business expenses by the benefitting fund. Fund balance is also applied for one-time expenses. Historically, large spikes in revenue in a given year can typically be attributed to the sale of bonds for capital projects, however current levels of construction-related revenues are also considered nonrecurring, and are therefore applied toward nonrecurring expenses. Details on areas of change are found in the sections in this summary area of the budget. The major revenue sources for all funds are shown on the table and graph below:

FY 2015 Revenue Sources All Funds by Type (Excludes Transfers)

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Taxes and Fees	131,631,417	134,018,639	125,187,250	132,117,250	133,976,160
License and Permit	4,049,249	5,494,634	4,163,000	4,793,000	4,448,000
Intergovernmental	63,839,385	76,636,216	91,655,054	69,631,023	99,510,057
Charges for Service	103,367,267	104,212,772	105,130,748	106,814,313	109,693,267
Fines and Forfeits	4,443,840	4,711,446	3,965,000	3,927,000	3,902,000
Special Assessments	5,746,613	2,012,911	56,076,593	7,085,577	71,835,577
Other Non-Operating	45,331,272	3,772,291	1,812,970	2,432,650	43,529,419
Total	\$ 358,409,043	\$ 330,858,909	\$ 387,990,615	\$ 326,800,813	\$ 466,894,480



TAXES AND FEES

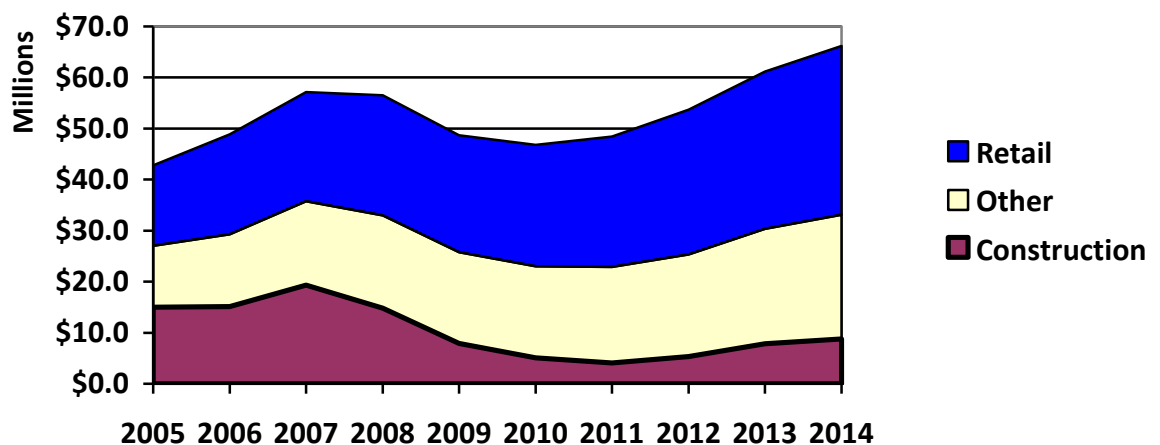
Local Sales Tax

Gilbert levies a one and one-half percent sales tax on sales collected within Gilbert's boundary. The State collects sales tax revenue and remits the amount collected weekly. During the recession, Gilbert experienced a decline in sales tax collections similar in nature to reductions seen around the state and nation, but has continued to see steady increases over the last couple of years. Staff is cautiously monitoring the amounts attributable to construction, both as the town approaches build out.

The projections are based on the following assumptions, which remain consistent from last year:

- Retail sales tax will remain somewhat stable in Gilbert, and slowly increase over time
- Any future spikes in construction sales tax will be considered one-time, not sustainable
- Permit activity will level off; sustainable levels significantly lower than peak in prior years
- No significant new non-retail sources will develop
- Other sales tax areas will grow at the same pace as retail
- The sales tax rate will not increase

Sales Tax



Property Tax

The Town has only a secondary property tax rate, which can only be used to repay debt issued for voter approved bonds. General Obligation bonds are issued to pay for construction of streets, parks, facilities, and utility infrastructure. The rate is \$1.0659 per \$100 in secondary assessed value, which equates to about 10% of the total property tax rate for property in the Gilbert School District. While the Gilbert School District is the largest, there are three school districts that cover Gilbert including Gilbert, Higley, and Chandler.

More information on general obligation debt and the property tax is found in the debt section as well as on the property tax rate page following the revenue source information.

Assessments

Assessment districts are established for street lights, parkway improvements, and capital improvements that benefit specific users. The street light district revenue is based on the cost of electricity for the district area. The amount is revised and levied every year, and each district is calculated separately. Parkway Improvement Districts (PKID) pay for the cost of maintenance and improvements in parkway areas for eleven subdivisions in Gilbert. The amount for each PKID is levied on an equal per lot basis. The levy for these districts is calculated and levied annually based on projected and historical costs. The levy for street lights and parkway maintenance is collected on the property tax bill and is included with taxes and fees.

Capital Improvement Districts repay improvement debt issued for one-time construction of infrastructure. The benefited property in the area is levied an assessment to repay the debt issued. This revenue is included in the other non-operating category. An allowance of \$64,750,000 is included in contingency in the event a project presents itself after the budget is adopted.

System Development Fees

System Development Fees (SDF) are charged to all new development. The fees are collected to pay for infrastructure required due to growth, so that new growth is provided the same level of service as the existing community. Fees are collected for traffic signals, water, wastewater, parks, police, fire, and general government. A water resource fee is charged to pay for the cost of increasing water rights to accommodate new growth and guarantee our 100-year assured water supply.

SDFs are reviewed annually and revised based on changes in the cost of construction and changes in the infrastructure requirements. The Town recently completed a full SDF study in partnership with a third party consultant to ensure that our fee structure is in line with the current environment, and compliant with recent legislative changes.

LICENSE AND PERMITS

License fees are charged for business registration and alcoholic beverage license. Permits fees are charged for building, fire, engineering, signs, and alarms. The permit fees trend with construction activity.

INTERGOVERNMENTAL

Funding received from any other government agency is considered intergovernmental. The largest source is state shared revenue for sales tax, income tax, highway user revenue, vehicle license tax and formerly local transportation assistance fund. The state shared revenue is distributed as follows:

Sales Tax: Twenty-five percent of the distribution base of state sales tax is distributed based on the relation of Gilbert's population to the total population of all incorporated cities and towns in the state.

Income Tax:	Fifteen percent of the state income tax is distributed based on the relation of Gilbert's population to the total population of all incorporated cities and towns in the state. There is a two year time lag in distribution. So the tax on income earned in FY 2013 is distributed to cities in FY 2015.
Highway User Revenue:	Cities and towns receive 27.5% of the highway user revenue fund. One half of the monies received are distributed based on the relation of Gilbert's population to the total population of all incorporated cities and towns in the State. The remaining one half is distributed based on the basis of the "county of origin" of gasoline sales and the relation of Gilbert's population to the total incorporated population of Maricopa County. These funds must be used solely for street purposes.
Vehicle License:	Twenty-five percent of the net revenues collected for the licensing of motor vehicles by the county are distributed back based on the population of Gilbert in relation to the total incorporated population of Maricopa County.
Local Transportation Assistance Fund:	The State Lottery distributes funds based on population. These distributions were suspended during FY 2010, but have been reinstated. LTAF funds are applied only to transit-related expenses.

CHARGES FOR SERVICE

All charges for service are based on the philosophy that whoever benefits from the service should pay a portion or all of the cost to provide that service. Charges for service include user fees for recreation services, water consumption, wastewater, and solid waste disposal. The goal is for internal services, enterprise operations, and all adult sports to be 100% self-supporting. The town recently completed a comprehensive rate study with Burton and Associates to examine the rates and rate structures for water, wastewater, environmental services, and storm water functions. No rate increases are recommended for FY 2015. Burton and Associates recommends a 2% overall rate-driven revenue increase to the water system in FY 2016 and no overall increases to other enterprises, but recommends reexamining the rate structure to better align the fees with those that are driving the costs.

Water

Water user fees are reviewed annually to ensure that revenue is able to cover 100% of the actual and anticipated cost of providing water to customers. The cost includes pumping water from the ground, treating the surface and ground water, distributing the water to customers, reading the meters, and maintaining the system. There was no rate increase necessary for FY 2015.

Wastewater

Staff reviews wastewater fees annually to ensure revenue covers 100% of the cost of operations. Wastewater operations include collection, treatment, and recovery of wastewater. There was no rate increase necessary for FY 2015.

Environmental Services

Environmental services includes solid waste collection of residential barrels, uncontained, and recycling, and for commercial and roll-off customers. The operation also includes street sweeping and the household hazardous waste facility. Annual rate reviews ensure that revenue covers all the cost of operations. The costs impacting rates the most in these funds are personnel, landfill tipping fees, equipment maintenance, and replacement. The residential rates for environmental services were reduced by 7.5% in FY 2013. There are no projected rates increases in the estimates.

FINES AND FORFEITS

Fines are collected by the Court based on citations issued by the Police Department and cases prosecuted by the Prosecutor's office.

INVESTMENT INCOME

In order to maximize the Town's available resources, Gilbert reviews upcoming expenditure needs, and works with a financial advisor to appropriately invest cash. Often this is done with the State of Arizona Local Government Investment Pool (LGIP). The State has recently made available investment pool options with higher interest rates for longer investment terms. Gilbert is utilizing some of those pools in an effort to maximize investment income.

OTHER NON-OPERATING

This revenue category includes property rental, insurance recoveries, donations and contributions, and other one-time revenue not categorized elsewhere. Most of the other non-operating is highly unpredictable and is included in the budget at a minimal amount unless a specific source is known during budget preparation.

BOND PROCEEDS

Gilbert anticipates selling bonds for voter approved streets projects, and for the construction of Saint Xavier University in downtown Gilbert. There is a reserve for capital improvements in the amount of \$64,750,000 to provide the ability for unforeseen development.

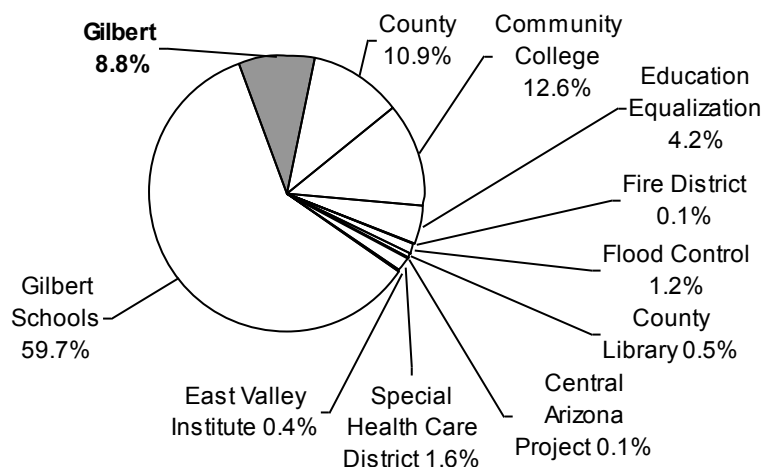
More information on debt and bond proceeds is found in the Debt section.



Property Tax Rates

The property tax rate for Gilbert is approximately \$1.07/\$100 in secondary assessed valuation, there is no primary property tax. Town of Gilbert property tax is collected for debt repayment only, not for operations.

Residents in Gilbert, based on address, are served primarily within three school districts. Each district has a unique primary and secondary tax rate. The distribution of property tax based on 2014/15 information is shown below for each district. These figures exclude certain special districts. The graph to the right shows the percentage allocation for the Gilbert School District.

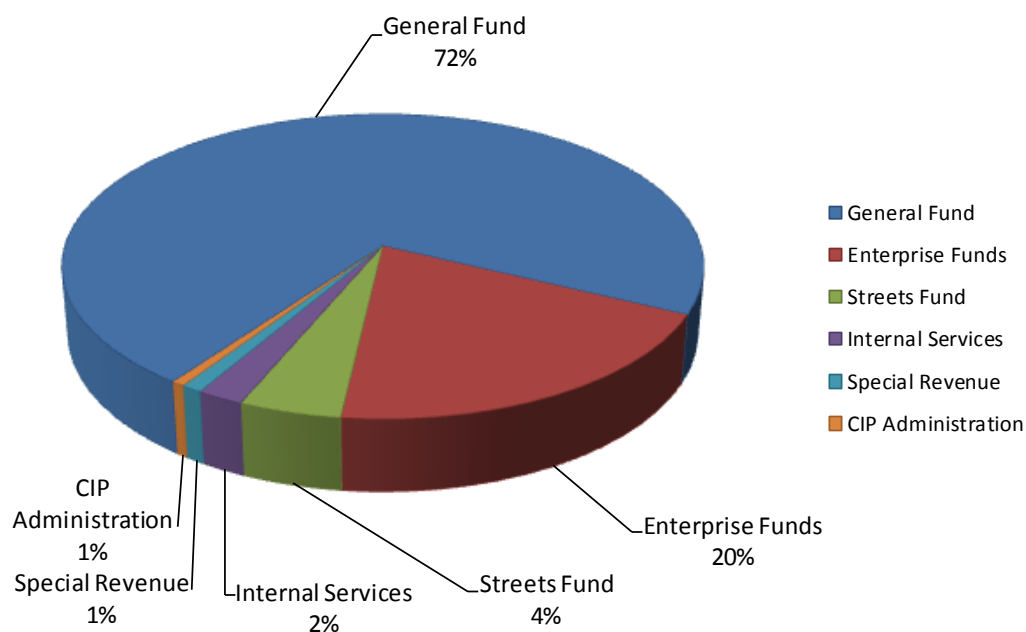


	<u>Gilbert</u> <u>School District</u>	<u>Chandler</u> <u>School District</u>	<u>Higley</u> <u>School District</u>
Primary (Operating)			
State	\$0.00	\$0.00	\$0.00
County	1.32	1.32	1.32
Community College	1.28	1.28	1.28
Education Equalization	0.51	0.51	0.51
Gilbert	0.00	0.00	0.00
East Valley Institute	0.00	0.00	0.00
Local School District	5.21	4.89	5.16
Total Primary	\$8.32	\$8.00	\$8.27
Secondary (Debt)			
County	\$0.00	\$0.00	\$0.00
Community College	0.24	0.24	0.24
Fire District	0.01	0.01	0.01
Flood Control	0.14	0.14	0.14
County Library	0.06	0.06	0.06
Central Arizona Project	0.01	0.01	0.01
Special Health Care District	0.19	0.19	0.19
Gilbert	1.07	1.07	1.07
East Valley Institute	0.05	0.05	0.05
Local School District	2.02	2.39	2.11
Total Secondary	\$3.79	\$4.16	\$3.88
Total			
State	\$0.00	\$0.00	\$0.00
County	1.32	1.32	1.32
Community College	1.52	1.52	1.52
Education Equalization	0.51	0.51	0.51
Fire District	0.01	0.01	0.01
Flood Control	0.14	0.14	0.14
County Library	0.06	0.06	0.06
Central Arizona Project	0.01	0.01	0.01
Special Health Care District	0.19	0.19	0.19
Gilbert	1.07	1.07	1.07
East Valley Institute	0.05	0.05	0.05
Local School District	7.23	7.28	7.27
Total Tax Rate	\$12.11	\$12.16	\$12.15

Personnel Summary

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
GENERAL FUND					
Management and Policy	80.41	88.49	95.75	95.75	98.00
Management Services	16.00	18.00	19.00	19.00	19.00
Legal and Court	49.92	47.92	49.92	49.92	49.92
Development Services	57.75	55.80	55.80	55.80	59.30
Public Works	5.00	5.60	5.60	5.60	6.60
Police	342.00	342.00	345.00	345.00	350.00
Fire	197.00	197.00	201.00	201.00	201.00
Parks and Recreation	111.44	114.21	118.47	118.47	117.06
TOTAL GENERAL FUND	859.52	869.02	890.54	890.54	900.88
ENTERPRISE FUNDS					
Water	119.25	118.20	118.20	117.95	116.45
Wastewater	41.68	41.68	44.68	44.68	45.39
Environmental Svc - Residential	71.22	71.72	76.22	76.22	76.72
Environmental Svc - Commercial	7.28	7.28	7.28	7.28	7.28
ENTERPRISE FUNDS	239.43	238.88	246.38	246.13	245.84
STREETS FUND	49.30	51.00	57.00	57.00	57.00
INTERNAL SERVICE FUNDS	26.00	26.00	26.00	26.00	26.00
SPECIAL REVENUE	9.60	9.55	10.30	10.30	11.60
CAPITAL PROJECTS ADMINISTRATION	3.75	8.15	7.40	7.40	7.40
TOTAL POSITIONS	<u>1,187.60</u>	<u>1,202.60</u>	<u>1,237.62</u>	<u>1,237.37</u>	<u>1,248.72</u>

FY 2015 Personnel by Fund



General Fund

General Fund Summary
Management and Policy
Management Services
Legal and Court
Development Services
Public Works
Police Department
Fire Department
Parks and Recreation
Non-Departmental



FUND DESCRIPTION

The General Fund is the largest operating fund in the budget and includes the most diverse operations. The General Fund provides accounting for all activities that do not have a specific revenue source. The revenue collected for support of the entire community is deposited in the General Fund to finance Public Safety, Development Services, Parks and Recreation, and Internal Support functions. Much of the General Fund is supported by tax revenues, but services that benefit a specific user often recover all or part of the cost of service through a user fee. The following table indicates the percentage of tax support provided for each major area:

Program	FY 2015 Expenses*	FY 2015 Fee Supported	FY 2015 Transfer Supported	FY 2015 Tax Supported	FY 2015 % Tax Supported
Management and Policy	\$ 17,832,860	\$ 92,000	\$ 3,459,680	\$ 14,281,180	80%
Management Services	2,069,096	629,000	603,050	837,046	40%
Legal and Court	4,895,585	223,000	100,000	4,572,585	93%
Development Services	5,565,694	6,244,500	-	(678,806)	-12%
Public Works Engineering	758,368	-	-	758,368	100%
Police	41,824,523	3,335,000	85,920	38,403,603	92%
Fire	26,429,823	1,392,691	35,000	25,002,132	95%
Parks and Recreation	17,093,180	3,036,000	450,270	13,606,910	80%
Non-Departmental	47,241,695	-	305,000	46,936,695	99%
Total General Fund	\$ 163,710,824	\$ 14,952,191	\$ 5,038,920	\$ 143,719,713	88%

* Expenses include transfers.

The total General Fund Revenue budget including fees and taxes is \$131,601,191. Fees charged to recover the cost of service total \$14,952,191. The tax supported (non-allocated) revenue of \$116,649,000 is detailed in the Financial Overview section of this document. In addition, transfers from other operating funds as a recovery of costs incurred to support the operations of Water, Wastewater, Environmental Services Residential, Environmental Services Commercial, and Streets total \$5,038,920.

More detail on revenue and expenditures is included in the Financial Overview section and in the individual sections for that activity.

FUND NARRATIVE

The single largest revenue source that supports the General Fund is local sales tax collected by current and new businesses locating in the community. After three consecutive years of decline in total revenues, local sales tax collection totals have stabilized over the last couple of years.. The composition of these collections, however, has changed significantly. Construction sales tax had historically been a driving element of local sales tax. As the town approaches build out, construction revenues will continue to lessen. The housing bubble "burst" and subsequent recession served to hasten this inevitability. Some of this result has been offset by additional retail sales tax opportunities that had come online just prior to the recession. The fund will continue to remain within a delicate balance for the next several years as both the local economy and corresponding development activity return to a state of normalcy. Development of the Five-Year Rolling Balanced Financial Plan must account for not only economic cycles, but the anticipated build-out structure of the town's revenues.



General Fund

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Management and Policy	80.41	88.49	95.75	95.75	98.00
Support Services	0.00	0.00	0.00	0.00	0.00
Management Services	16.00	18.00	19.00	19.00	19.00
Legal and Court	49.92	47.92	49.92	49.92	49.92
Development Services	57.75	55.80	55.80	55.80	59.30
Public Works Engineering	5.00	5.60	5.60	5.60	6.60
Police	342.00	342.00	345.00	345.00	350.00
Fire	197.00	197.00	201.00	201.00	201.00
Parks and Recreation	111.44	114.21	118.47	118.47	117.06
Non-Departmental	0.00	0.00	0.00	0.00	0.00
Total Personnel	859.52	869.02	890.54	890.54	900.88

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Management and Policy	11,269,416	12,802,301	18,246,904	17,004,967	17,832,860
Support Services	129,592	-	-	-	-
Management Services	1,318,819	1,560,986	1,894,328	1,834,908	2,069,096
Legal and Court	4,285,635	4,391,586	4,930,256	4,773,644	4,895,585
Development Services	5,453,190	5,252,465	5,118,448	5,260,845	5,565,694
Public Works Engineering	498,609	637,935	670,159	728,748	758,368
Police	34,460,210	37,098,268	41,171,783	40,859,032	41,824,523
Fire	21,184,960	22,338,515	25,069,735	25,018,762	26,429,823
Parks and Recreation	13,703,459	14,293,001	16,266,275	16,159,872	17,093,180
Non-Departmental	4,432,714	3,824,802	25,531,360	6,438,970	35,896,355
Total Expenses	\$ 96,736,604	\$ 102,199,859	\$ 138,899,248	\$ 118,079,748	\$ 152,365,484

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	71,156,875	75,376,437	86,835,850	84,833,927	89,183,769
Supplies & Contractual	25,334,771	26,298,144	43,934,898	30,509,499	48,437,452
Capital Outlay	244,958	525,278	8,128,500	2,736,322	14,744,263
Total Expenses	\$ 96,736,604	\$ 102,199,859	\$ 138,899,248	\$ 118,079,748	\$ 152,365,484

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	107,533,007	121,662,524	119,032,710	128,196,000	131,601,191
Transfers In	6,553,063	4,341,711	4,171,247	4,428,567	5,038,920
Total Sources	\$ 114,086,070	\$ 126,004,235	\$ 123,203,957	\$ 132,624,567	\$ 136,640,111
Total Expenses	96,736,604	102,199,859	138,899,248	118,079,748	152,365,484
Transfers Out	4,898,018	7,130,383	5,844,772	5,844,772	11,345,340
Total Uses	\$ 101,634,622	\$ 109,330,242	\$ 144,744,020	\$ 123,924,520	\$ 163,710,824
Net Operating Result	\$ 12,451,448	\$ 16,673,993	\$ (21,540,063)	\$ 8,700,048	\$ (27,070,713)

GENERAL FUND BENCHMARKS

MANAGEMENT AND POLICY BENCHMARKS

Mayor and Council

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

Comparison to Local / National Averages	
City/Town	Percentage
Gilbert (2013)	77%
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*

77%

of residents rank services received for taxes paid as "good" or "excellent"

Note: Ft. Collins did not measure this question in 2012.
*NCS benchmarks are recorded as "much above," "above," "similar" or "below."

Town Manager

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

88%

of residents rate contact with Gilbert employees as "good" or "excellent"

Comparison to Local / National Averages	
City/Town	Percentage
Gilbert, AZ (2013)	88%
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*

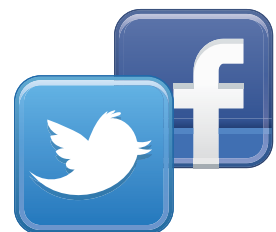
*National Citizen Survey (NCS) benchmarks are recorded as "much above," "above," "similar" or "below."

Communication

Benchmark: Social Media

Social Media - Resident Engagement				
City/Town	Facebook		Twitter	
	Likes	Established	Followers	Established
Gilbert, AZ	1,181	2012	4,551	2009
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.



Social media - resident engagement

Intergovernmental Relations

Benchmark: FY14 Government Relations Staff per 1,000 Residents

Comparison to Local Municipalities			
City/Town	Number of Employees*	Population	Staff per 1,000 Residents
Gilbert, AZ	2	227,598	0.009
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.

Human Resources

Benchmark: Rate of Turnover as of FY 13

8.2%

Rate of turnover for Town of Gilbert employees in 2013.

Comparison to Local / National Averages	
City/Town	Percent
Gilbert, AZ	8.17%
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.

Economic Development

Benchmark: Percent of Workers in Science and Engineering Occupations

Comparison to Local / National Averages	
City/Town	Percentage
Gilbert, AZ	15.8%
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.



99.9%

Network availability

Information Technology

Benchmark: Network Availability

Comparison to Local / National Averages	
City/Town	Performance (%)
Gilbert, AZ	99.90%
Chandler, AZ*	98.00%
Tempe, AZ	99.93%
Henderson, NV	99.29%

*Only reported whole numbers.

Management and Budget

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

Comparison to Local / National Averages			
City/Town	FY14 Budgeted Ongoing GF Expenditures*	Population	Expenditures per Capita
Gilbert, AZ	\$113,192,053	227,598	\$497.33
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

\$497.33

FY14 budgeted General Fund expenditures per capita

*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.

Town Clerk

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


Draft minutes posted three working days after meeting

Comparison to Local / National Averages	
City/Town	Time to Post
Gilbert, AZ	3 working days after meeting
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.

Town Attorney

Benchmark: Per Capita Legal Expenditures

Comparison to Local / National Averages			
City/Town	2012 Population*	Town Attorney Expenditures	Per Capita
Gilbert, AZ**	221,136	\$1,003,392	\$4.54
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.

MANAGEMENT SERVICES BENCHMARKS

Accounting

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
Gilbert, AZ	9	227,598	0.040
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.

LEGAL AND COURT BENCHMARKS

Prosecutor

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

1.08

Municipal Court case clearance rate

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.

Municipal Court

Benchmark: Cases Filed, Cases Disposed and Clearance Rates

Comparison to Local Jurisdictions			
City/Town	Cases filed	Cases disposed	Clearance rate*
Gilbert, AZ	25,554	27,724	1.08
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.

DEVELOPMENT SERVICES BENCHMARK

Benchmark: 2013 Single Family Building Permits

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



1,927 Single family permits

*Permits reflect single family permit activity for calendar year 2013, from January to December.
Data source: Home Builders Association of Central Arizona.

POLICE BENCHMARK

Benchmark: Total Part I Crimes per 1,000 Citizens

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

FIRE BENCHMARK

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
Gilbert, AZ	3:49
Chandler, AZ	3:48
Glendale, AZ	5:34
Scottsdale, AZ	4:26
Henderson, NV	4:25
Plano, TX	5:11



Average response time

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.

PARKS AND RECREATION BENCHMARK

Benchmark: Total Developed Acreage per 1,000 Residents

Comparison to Local / National Averages			
City/Town	Total Acreage	Population	Acreage per 1,000 Residents
Gilbert, AZ	584.00	227,598	2.57
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.



Management and Policy

Management and Policy Summary

Mayor and Council

Town Manager

Communication

Intergovernmental Relations

Economic Development

Human Resources

Information Technology

Management and Budget

Town Clerk

General Counsel

DEPARTMENT DESCRIPTION

This unit represents the core policy and managerial functions of Gilbert, including Mayor and Council, Town Manager, Town Clerk, and General Counsel. The Mayor and Council represent the legislative side of government and establish policy for Gilbert. The Mayor and Council also approve the budget and capital improvement plans, determine and set the annual tax rates, and appoint the Town Manager, Town Attorney, Town Clerk, Municipal Court Judge, and citizen Boards and Commissions.

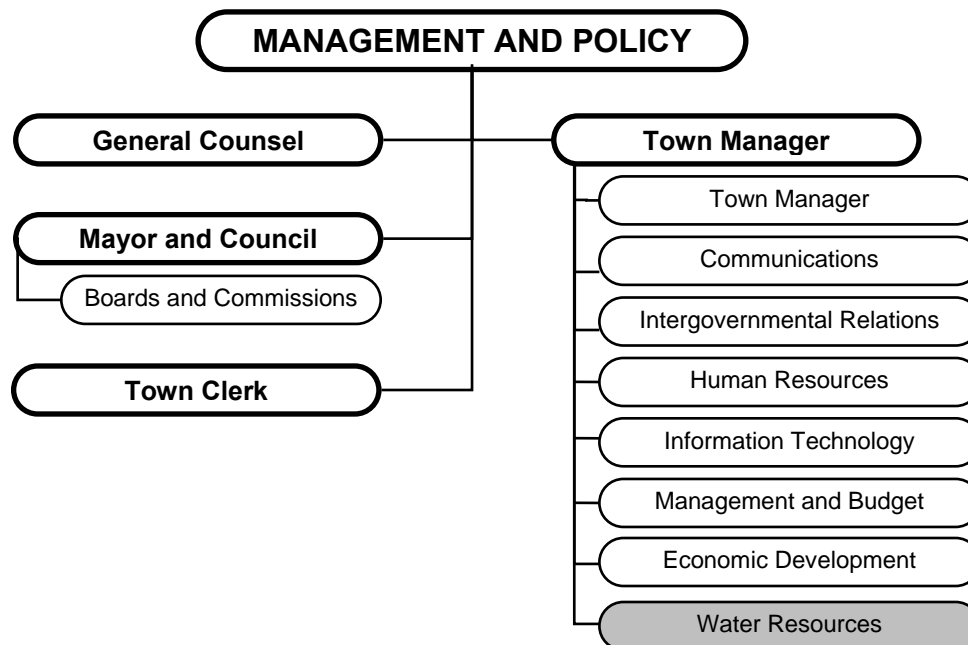
The Town Manager, representing the executive side of government, is responsible for the day-to-day oversight and management of all departments and coordination of all municipal programs and services. The Town Clerk’s main responsibilities include the coordination of the Town Council agenda process, administration of elections, and administration of the town’s records management program. Legal services are provided by an in house attorney and contracted services.

STRATEGIC INITIATIVES

These icons indicate the strategic initiatives addressed through divisions within the department.

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

ORGANIZATIONAL CHART





Management and Policy

PERSONNEL BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Mayor and Council	1.00	2.00	2.00	2.00	2.00
Boards and Commissions	0.00	0.00	0.00	0.00	0.00
Town Manager	7.00	6.00	7.00	7.00	7.00
Communications	6.00	5.00	5.00	5.00	6.00
Intergovernmental Relations	2.00	2.00	2.00	2.00	2.00
Economic Development	4.00	7.00	8.00	8.00	8.00
Human Resources	17.00	18.75	20.75	20.75	21.00
Information Technology	32.00	34.00	36.00	36.00	36.00
Management and Budget	4.25	4.25	6.00	6.00	6.00
Town Clerk	7.16	6.49	6.00	6.00	6.00
General Counsel	0.00	3.00	3.00	3.00	4.00
Total Personnel	80.41	88.49	95.75	95.75	98.00

EXPENSES BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Mayor and Council	633,662	584,642	718,257	657,087	751,956
Boards and Commissions	20,472	29,050	23,890	24,909	34,420
Town Manager	883,040	917,032	1,199,347	982,019	1,349,456
Communications	458,327	531,434	721,743	752,006	772,986
Intergovernmental Relations	238,967	218,988	294,379	275,081	296,768
Economic Development	613,329	974,863	1,322,820	1,236,535	1,723,093
Human Resources	1,643,677	2,005,451	2,415,802	2,378,105	2,311,101
Information Technology	5,066,654	5,680,348	9,388,370	8,506,856	8,142,694
Management and Budget	390,786	391,636	653,660	609,794	698,269
Town Clerk	573,177	674,792	527,660	519,216	667,680
General Counsel	747,325	794,065	980,976	1,063,359	1,084,437
Total Expenses	\$ 11,269,416	\$ 12,802,301	\$ 18,246,904	\$ 17,004,967	\$ 17,832,860

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	6,949,107	7,679,336	10,660,080	9,679,314	10,932,957
Supplies & Contractual	4,158,617	4,745,360	7,586,824	6,919,438	6,865,967
Capital Outlay	161,692	377,605	-	406,215	33,936
Total Expenses	\$ 11,269,416	\$ 12,802,301	\$ 18,246,904	\$ 17,004,967	\$ 17,832,860

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	15,822	56,619	12,200	74,000	92,000
Total Expenses	11,269,416	12,802,301	18,246,904	17,004,967	17,832,860
Net Operating Result	\$(11,253,594)	\$(12,745,682)	\$(18,234,704)	\$(16,930,967)	\$(17,740,860)

PURPOSE STATEMENT

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 and through the active democratic participation of our citizens.

ACCOMPLISHMENTS FY 2014

- Held the second annual Digital State of the Town
- Completed the Transportation Master Plan
- Completed the Parks and Recreation Master Plan
- Developed, fostered, maintained and facilitated meaningful relationships and partnerships between Gilbert and numerous local, regional, tribal, statewide and federal individuals, organizations and agencies
- Improved the current Citizen Inquiry System




OBJECTIVES FY 2015

- Continue to implement strategic initiatives
- Continue review of operating practices for efficiencies
- Develop, foster, maintain and facilitate meaningful relationships and partnerships between Gilbert and numerous local, regional, tribal, statewide and federal individuals, organizations and agencies
- Enhance the Citizen Inquiry System

BUDGET NOTES

The FY 2015 budget for supplies and contractual has remained at the same level as in FY 2014. Personnel costs increased as a result of the change in contribution rates for the Elected Officials Retirement Plan (EORP).

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Overall direction Gilbert is taking (good or excellent)	N/A	76%	83%	83%
Percentage of citizens who are very satisfied living in Gilbert	N/A	99%	99%	99%
Percentage of citizens rating Gilbert as a place to live (good or excellent)	N/A	93%	99%	99%
Percentage of citizens who believe Gilbert officials encourage citizen participation	N/A	N/A	N/A	N/A
Citizen ranking for job Gilbert government does at welcoming citizen involvement (good or excellent)	N/A	63%	74%	74%
G.O. Bond Rating – Moody's	Aa1	Aa1	Aa1	Aa1
G.O. Bond Rating – Standard and Poor's	AA	AA	AA+	AA+



Mayor and Council

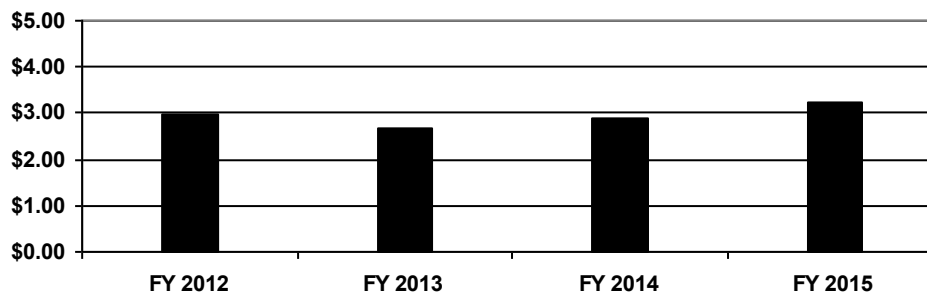
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Mayor and Council	1.00	2.00	2.00	2.00	2.00
Total Personnel	1.00	2.00	2.00	2.00	2.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Mayor and Council	633,662	584,642	718,257	657,087	751,956
Total Expenses	\$ 633,662	\$ 584,642	\$ 718,257	\$ 657,087	\$ 751,956

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	368,095	428,338	503,397	500,937	537,096
Supplies & Contractual	265,567	156,304	214,860	156,150	214,860
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 633,662	\$ 584,642	\$ 718,257	\$ 657,087	\$ 751,956

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	14,517	39,667	10,000	55,000	80,000
Total Expenses	633,662	584,642	718,257	657,087	751,956
Net Operating Result	\$ (619,145)	\$ (544,975)	\$ (708,257)	\$ (602,087)	\$ (671,956)

ANNUAL COST PER CAPITA



PURPOSE STATEMENT

The Town Manager implements the policies developed by the Town Council by providing leadership to departments while working with outside agencies, and by ensuring responsive, cost effective local government services to Gilbert residents.

The Town Manager’s Office directs and coordinates organizational activities; promotes community relations; reviews the annual operating and capital budgets; reviews financial forecasts and management analyses; performs budgetary control functions; submits recommendations to the Town Council; promotes economic development; coordinates special projects; and supervises and coordinates the daily activities of the Town government.

ACCOMPLISHMENTS FY 2014

- Developed the first phase of Gilbert's first long-range infrastructure plan and long-range revenue forecast to assist with financial planning and ensure financial sustainability
- Worked with the Office of Economic Development to identify existing and new business development opportunities within Gilbert
- Successfully hired and appointed new department directors in Public Works and Parks and Recreation
- Hired two staff assistants to the town manager to further the organization and assist with special projects

- Developed Gilbert's first departmental benchmark report to evaluate the progress towards achieving best in class status



OBJECTIVES FY 2015

- Foster relationships with the community, businesses, and other agencies, while furthering the goals and objectives of the organization by serving on various governmental and community boards
- Provide Council and management with recommendations based on qualified and quantified information
- Continue implementation of the Town Council's Strategic Plan and the six initiatives
- Finalize and implement a new personnel performance management system
- Foster regional partnerships with Native American tribes, municipalities and other regional government agencies, in addition to local, state and federal elected officials

BUDGET NOTES

Personnel costs increase as a result of one year limited term agreement Management Assistant position. This position was created to assist the Manager's Office with various projects. In addition, there is an increase in the supplies and contractual for consulting services.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
% of overall impression with contact with Gilbert employees (good or excellent)	N/A	88%	N/A	89%
Value of services for the taxes paid to Gilbert (good or excellent)	N/A	77%	N/A	79%



Town Manager

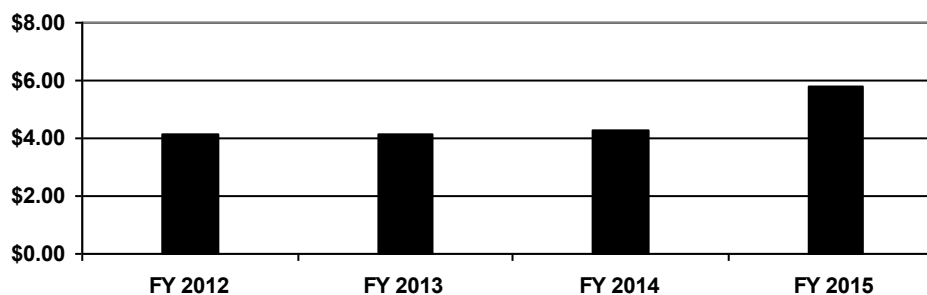
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Town Manager	7.00	6.00	7.00	7.00	7.00
Total Personnel	7.00	6.00	7.00	7.00	7.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Town Manager	883,040	917,032	1,199,347	982,019	1,349,456
Total Expenses	\$ 883,040	\$ 917,032	\$ 1,199,347	\$ 982,019	\$ 1,349,456

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	750,888	815,192	1,071,277	790,024	1,170,466
Supplies & Contractual	132,152	101,840	128,070	191,995	178,990
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 883,040	\$ 917,032	\$ 1,199,347	\$ 982,019	\$ 1,349,456

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	-	129	-	1,000	-
Total Expenses	883,040	917,032	1,199,347	982,019	1,349,456
Net Operating Result	\$ (883,040)	\$ (916,903)	\$ (1,199,347)	\$ (981,019)	\$ (1,349,456)

ANNUAL COST PER CAPITA



PURPOSE STATEMENT

The Office of Communications is focused on establishing Gilbert as a leader in digital government. Responsible for all internal, external, and digital communications, video production, broadcast, public relations, media relations, and marketing efforts for the Town, Gilbert Digital leverages digital tools and connecting with our residents like never before. Through our innovative use of technology, we engage residents and visitors with sleek web design, mobile applications and digital media – establishing Gilbert as a leader in digital government.

- The Digital Team, in conjunction with IT, expanded the reach of the digital newsroom to enhance video offerings through an FTP site – allowing multiplatform access to municipal resources and information
- Continued SMART, the Social Media Advisory Research Taskforce, bringing together local social media leaders from across various industries in Gilbert to share tips, tricks, and best practices when using social media
- Worked with Human Resources to communicate and support efforts to roll out the new performance management system

ACCOMPLISHMENTS FY 2014

- Completed the town website redesign. Utilizing a new content management system, the design was streamlined to allow for visitor access efficiencies, enhanced service capabilities, and improved aesthetics. The multi-month process included rebuilding content and extensive cross-department training
- Debuted the Second Annual Digital State of the Town, a high-quality video production, produced entirely in-house. In addition to being shared on multiple digital platforms, an interactive augmented reality piece was included through a digital application
- Continued the partnership with ASU Polytechnic campus and Intel for the Second Annual SPARK App League, designed to engage high school and college students in contests to create useful mobile applications for Gilbert
- Selected an open data platform solution, Junar, to assist with SPARK App development. The cloud-based service has proven to be a low maintenance solution with enhanced development capabilities

OBJECTIVES FY 2015

- Continue with the development of a town-wide social media strategy and guidebook for social media training to various departments
- Ensure the usage of various mediums to deliver communication content to ensure message is effectively targeting the appropriate audience
- Enhance department-specific communication services and programs that could benefit citizens through social media and communication efforts
- Develop town-wide branding guidelines
- Implement Phase II of the Digital Road Map
- Continue working with Human Resources to communicate and support efforts to roll out the new performance management system

BUDGET NOTES

Converted a Mobile Application Analyst from a limited term agreement to full time staff. Supplies and contractual increase as a result of a one-time purchase of a studio network solution to allow video storage, organization, and sharing of video and footage.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Press Releases: Traditional & Video	99	134	120	120
Facebook Followers	706	1,314	1,511	1,738
Twitter Followers	N/A	5,013	5,765	6,629
Instagram Followers	N/A	2,412	2,774	3,190
SPARK App League high school student participants	N/A	75	250	250



Communications

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Communications	6.00	5.00	5.00	5.00	6.00
Total Personnel	6.00	5.00	5.00	5.00	6.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Communications	458,327	531,434	721,743	752,006	772,986
Total Expenses	\$ 458,327	\$ 531,434	\$ 721,743	\$ 752,006	\$ 772,986

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	403,167	468,369	642,228	652,921	657,391
Supplies & Contractual	55,160	63,065	79,515	99,085	115,595
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 458,327	\$ 531,434	\$ 721,743	\$ 752,006	\$ 772,986

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	-	-	-	-	-
Total Expenses	458,327	531,434	721,743	752,006	772,986
Net Operating Result	\$ (458,327)	\$ (531,434)	\$ (721,743)	\$ (752,006)	\$ (772,986)



Intergovernmental Relations

PURPOSE STATEMENT

The purpose of the Gilbert Office of Intergovernmental Relations is to represent and advocate the interests of the Town of Gilbert to the benefit of its citizens and business community.

ACCOMPLISHMENTS FY 2014

- Represented the town in contacts with Governor's Office, Arizona Legislature, other municipalities, regional and statewide agencies and organizations, tribal communities, Maricopa County, and local and regional business and community organizations
- Developed, fostered, maintained and facilitated meaningful relationships and partnerships between the town and numerous local, regional, tribal, statewide and federal individuals, organizations and agencies
- Actively reviewed, researched and tracked all state legislation potentially impacting Gilbert
- Created and executed all legislative activities on behalf of Gilbert
- Protected the town's interests in various legislative and stakeholder processes and worked to resolve town issues with key partners
- Staffed various state and regional policy committees, including the Maricopa Association of Governments (MAG), the Regional Public Transit Authority (RPTA), the Arizona Municipal Water Users Association (AMWUA), the League of Arizona Cities and Towns, and others

OBJECTIVES FY 2015

- Strengthen our ability to anticipate, recognize and better position Gilbert for major trends or opportunities
- Streamline the constituent inquiry system
- Increase the timeliness and efficiency of responsiveness to constituent inquiries and issues
- Enhance the effectiveness of the Mayor and Council and town management in external relationships and on internal and external issues
- Continue internship and mentorship opportunities for students pursuing educational and career prospects in local government and public policy
- Develop efficient management system for Mayor and Council contacts
- Represent Gilbert in contacts with the Governor's Office, the Arizona Legislature, other municipalities, regional and statewide agencies and organizations, tribal communities, Maricopa County, and local and regional business and community organizations
- Develop, foster, maintain and facilitate meaningful relationships and partnerships between Gilbert and numerous local, regional, tribal, statewide and federal individuals, organizations and agencies
- Identify key legislative and policy issues and protect Gilbert's interests in various legislative and stakeholder processes
- Staff Mayor and Council and town management on various state and regional policy committees

BUDGET NOTES

There are no significant changes in the Office of Intergovernmental Relations budget for FY 2015.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Total number of bills introduced during the annual Arizona State Legislative Session	1,234	1,315	1,250	1,250
Number of bills tracked that had a direct impact on Gilbert and received staff input	N/A	N/A	254	To Be Determined
Representation at assigned committees (MAG, RPTA, EVM) and meetings (League of Arizona Cities and Towns).	100%	100%	100%	100%



Intergovernmental Relations

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Intergovernmental Relations	2.00	2.00	2.00	2.00	2.00
Total Personnel	2.00	2.00	2.00	2.00	2.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Intergovernmental Relations	238,967	218,988	294,379	275,081	296,768
Total Expenses	\$ 238,967	\$ 218,988	\$ 294,379	\$ 275,081	\$ 296,768

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	202,089	196,933	268,584	251,400	268,423
Supplies & Contractual	36,878	22,055	25,795	23,681	28,345
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 238,967	\$ 218,988	\$ 294,379	\$ 275,081	\$ 296,768

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	-	-	-	-	-
Total Expenses	238,967	218,988	294,379	275,081	296,768
Net Operating Result	\$ (238,967)	\$ (218,988)	\$ (294,379)	\$ (275,081)	\$ (296,768)

PURPOSE STATEMENT

The purpose of the Gilbert Office of Economic Development is to attract, grow, and retain business and industry to the community. The Office of Economic Development works with other divisions and departments to ensure Gilbert's tourism, redevelopment, real estate and overall business climate remains competitive and open to business.

ACCOMPLISHMENTS FY 2014

- Completed year two of a 5-year strategic plan ahead of forecasted goals
- Conducted in-market intelligence to understand jobs and skills vs. employer demand, and out-of-market intelligence on science and technology programs in the states of CA, CO, IL, TX and UT
- Benchmarked the community with nine high-performing metros that Gilbert competes against nationally for projects, jobs and capital investment
- Digitally engaged customers utilizing web content management, web analytics and marketing campaigns integrated with Gilbert's CRM (Customer Relations Management) system for automated history capture
- Invested in datasets and a calling campaign that builds geographic market intelligence in IL and enhance the competitiveness for Gilbert's science and technology industries
- Develop an Information Communication and Technology (ICT) campaign designed to evaluate market trends and enhance Gilbert's BR&E efforts and market intelligence
- Expanded Economic Development service offering to include redevelopment and tourism
- Developed a shovel ready program and a jobs policy to support Science and Technology Districts

OBJECTIVES FY 2015

- Conduct in-market intelligence to understand jobs and skills vs. employer demand, and out-of-market intelligence on science and technology programs in the states of CA, CO, IL, TX and UT
- Distribute a higher education RFP that allows Gilbert to become a center of learning for science and technology
- Evolve the business retention and expansion efforts (BR&E) to a tech-based "Economic Gardening" platform
- Engage a consultant to Develop an Information Communication and technology (ICT) campaign designed to evaluate market trends and enhance Gilbert's BR&E efforts and market intelligence
- Invest in datasets and networks that build geographic market intelligence in IL and enhance the competitiveness for Gilbert's science and technology industries
- Leverage and develop Gilbert Ambassador Network to broaden site selection networks and create 1:1 lead connections in CA, CO, IL, TX and UT
- Digitally engage customers utilizing web content management, web analytics and marketing campaigns integrated with Gilbert's CRM system for automated history capture

BUDGET NOTES

Significant changes in the Economic Development budget include one-time funding of \$100,000 for a Redevelopment Plan update, \$20,000 to conduct a Tourism Needs Assessment, \$60,000 in consulting, and \$66,000 in carry-forward funds from FY 2014. Additions to base include increases in membership and dues and software and database support fees. No additional FTE were added in FY 2015.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
# of leads generated by staff	171	172	200	250
# of staff-assisted projects	26	30	35	42
Capital investment	\$150,251,267	\$194,004,709	\$185,000,000	\$235,000,000
Targeted jobs created	1,446	1,695	1,500	2,000
# of retention calls	30	50	50	50



Economic Development

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Economic Development	4.00	7.00	8.00	8.00	8.00
Total Personnel	4.00	7.00	8.00	8.00	8.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Economic Development	606,713	953,817	1,312,820	1,188,476	1,442,157
Redevelopment	-	19,055	-	1,647	168,936
Shop Gilbert	6,616	1,991	10,000	10,000	10,000
Tourism	-	-	-	36,412	102,000
Total Expenses	\$ 613,329	\$ 974,863	\$ 1,322,820	\$ 1,236,535	\$ 1,723,093

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	382,394	536,662	879,861	750,711	847,408
Supplies & Contractual	230,935	419,146	442,959	485,824	841,749
Capital Outlay	-	19,055	-	-	33,936
Total Expenses	\$ 613,329	\$ 974,863	\$ 1,322,820	\$ 1,236,535	\$ 1,723,093

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	-	-	-	3,000	-
Total Expenses	613,329	974,863	1,322,820	1,236,535	1,723,093
Net Operating Result	\$ (613,329)	\$ (974,863)	\$ (1,322,820)	\$ (1,233,535)	\$ (1,723,093)

PURPOSE STATEMENT

The purpose of the Human Resources department is to partner with stakeholders in providing 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; maintain competitive compensation and benefits; promote compliance with employment and environmental laws, rules and policies; promote an organizational culture of respect, communication, alignment, accountability and continuous improvement; promote employee safety, organizational loss control and the effective management of risk; process and maintain employee records.

ACCOMPLISHMENTS FY 2014

- Implemented a competency based performance review system that aligns with talent management strategy
- Launched final track of Four Disciplines of Execution (4DX) manager certification
- Developed and began implementation of Gilbert's Leadership & Education Development Series that aligns with leadership development component of talent management strategy
- Developed and began implementation of a safety leadership program that aligns with the leadership development component of the talent management strategy
- Implemented claims management system to enhance reporting capabilities, increase administrative efficiencies and integrate with the town's records management system

- Began implementation of Human Resources Information System (HRIS) replacement
- Conducted staffing analysis
- Researched and piloted the development of town-wide performance management dashboard
- Utilized Lean methodologies to streamline the recruitment and selection process
- Outsourced COBRA administration

OBJECTIVES FY 2015

- Train all employees on the new performance management system by June 30, 2015
- Launch Situational Leadership-Building Leaders by January 31, 2015
- Develop a succession planning strategy by June 30, 2015
- Implement a Talent Management System by June 30, 2015
- Launch safety reset and safety leadership program by June 30, 2015

BUDGET NOTES

Funding includes 0.25 FTE to transition a part-time benefited Payroll Specialist to a full-time status. There are two-one requests for the implementation of the performance management system and eLearning pilot program for HR compliance related courses and business related courses, both are components of the talent management strategy. Costs to restore employee recognition are also included in FY 2015 requests.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Turnover rate for regular employees	6.84%	8.18%	7.50%	8.50%
Percentage of successful placements	80%	82%	83%	85%
Direct learning expenditure per employee	\$283	\$375	\$377	\$350
Benefits as a % of total compensation (not including overtime)	40%	40%	40%	40%
Experience modification rate	0.95	0.94	0.97	0.98
Workers' Compensation premium cost per employee	\$897	\$889	\$1,351	\$1,473
Average value of public entity insurance claims	\$2,110	\$2,300	\$2,400	\$2,400
Human Resources staff to employee ratio	1:69:86	1:64.14	1:53.63	1:59.46



Human Resources

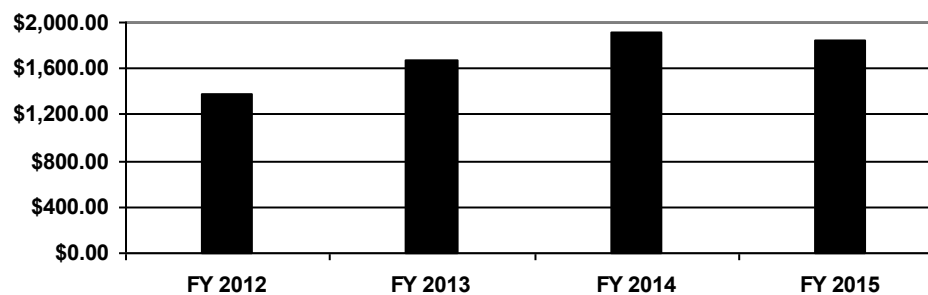
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
HR Administration	9.00	10.00	12.00	12.00	12.00
Learning and Development	2.00	3.00	3.00	3.00	3.00
Risk Management	3.00	3.00	3.00	3.00	3.00
Payroll	3.00	2.75	2.75	2.75	3.00
Total Personnel	17.00	18.75	20.75	20.75	21.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
HR Administration	877,826	1,070,591	1,337,669	1,308,336	1,353,870
Learning and Development	301,089	369,947	423,988	426,392	398,376
Risk Management	289,830	319,843	403,169	407,480	345,847
Payroll	174,932	245,070	250,976	235,897	213,008
Total Expenses	\$ 1,643,677	\$ 2,005,451	\$ 2,415,802	\$ 2,378,105	\$ 2,311,101

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	1,347,098	1,601,251	2,010,470	1,942,707	2,046,373
Supplies & Contractual	296,579	404,200	405,332	435,398	264,728
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 1,643,677	\$ 2,005,451	\$ 2,415,802	\$ 2,378,105	\$ 2,311,101

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	160	13,972	200	11,000	10,000
Total Expenses	1,643,677	2,005,451	2,415,802	2,378,105	2,311,101
Net Operating Result	\$ (1,643,517)	\$ (1,991,479)	\$ (2,415,602)	\$ (2,367,105)	\$ (2,301,101)

COST PER FTE



PURPOSE STATEMENT

Protect the Town's information and technology systems. Ensure technology infrastructure is sustainable. Implement new technology in cooperation with other departments to provide best in class community services.

ACCOMPLISHMENTS FY 2014

- Diversified Internet Services completed
- High availability phone system anticipated in June, 2014
- Virtual server infrastructure implemented for disaster recovery initiatives for municipal and police networks
- PCs upgraded to Windows 7
- Software vendor for code compliance, business licensing, permits, inspections, and electronic plan review selected
- Business process review and RFP for HRIS, payroll, recruitment, performance management, and learning management completed. Vendor selected for recruitment, performance management, and learning management
- Agenda Management system selected. Installation anticipated to finish in June 2014

OBJECTIVES FY 2015

- Implementation and training of agenda management system
- Implementation and training of performance management, and learning management systems
- Implementation and training of first half of Development Services software
- Business process review and software needs assessment for Finance and Budget
- Electronic Citations for Police Traffic Unit
- Develop testing and response procedures for disaster recovery systems

BUDGET NOTES

The supplies and contractual budget has decreased in FY 2015 due to the completion of one-time projects funded in FY 2014. There are no significant changes to the FY 2015 personnel budget.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
% of high priority work-orders resolved by Information Technology in 24 hours	70%	70%	74%	80%
% of critical work orders resolved in 2 hours	71%	52%	54%	80%
Unplanned down time for phone system	0.050%	0.004%	0.009%	<0.050%
Unplanned down time for data network	0.050%	0.000%	0.000%	<0.050%
In service time for Utility Bill payment system.	N/A	99.97%	99.98%	>99.00%
In service time for building inspection scheduling and results.	N/A	99.97%	99.98%	>99.00%
In service time for parks and recreation reservations system.	N/A	99.95%	99.99%	>99.00%



Information Technology

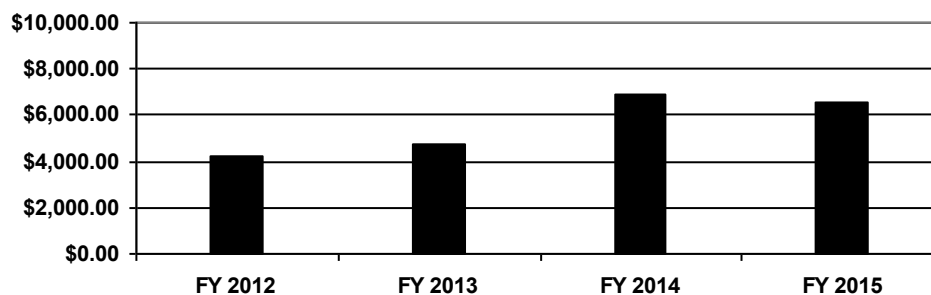
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Information Technology Admin	2.00	2.00	2.00	2.00	2.00
Communication Services	7.00	8.00	9.00	9.00	9.00
Application Operations	15.00	16.00	18.00	18.00	18.00
GIS Application and Support	7.00	7.00	7.00	7.00	7.00
Imaging Support	1.00	1.00	0.00	0.00	0.00
Total Personnel	32.00	34.00	36.00	36.00	36.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Information Technology Admin	282,845	250,744	361,827	256,908	301,475
Communication Services	1,727,863	2,238,065	5,245,743	4,732,888	3,628,091
Application Operations	2,232,872	2,363,250	3,132,757	2,805,242	3,555,080
GIS Application and Support	649,172	671,510	648,043	711,818	658,048
Imaging Support	173,902	156,779	-	-	-
Total Expenses	\$ 5,066,654	\$ 5,680,348	\$ 9,388,370	\$ 8,506,856	\$ 8,142,694

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	2,588,517	2,724,130	3,785,461	3,442,736	3,742,327
Supplies & Contractual	2,316,445	2,597,668	5,602,909	4,657,905	4,400,367
Capital Outlay	161,692	358,550	-	406,215	-
Total Expenses	\$ 5,066,654	\$ 5,680,348	\$ 9,388,370	\$ 8,506,856	\$ 8,142,694

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	-	-	-	-	-
Total Expenses	5,066,654	5,680,348	9,388,370	8,506,856	8,142,694
Net Operating Result	\$ (5,066,654)	\$ (5,680,348)	\$ (9,388,370)	\$ (8,506,856)	\$ (8,142,694)

COST PER FTE



PURPOSE STATEMENT

The Office of Management and Budget (OMB) is responsible for developing, enacting, and implementing the town's budget, strategic planning and performance accountability management. The department assists in the oversight of the town's resources, including meeting legal requirements for financial management and developing town-wide policies.

ACCOMPLISHMENTS FY 2014

- Received the Distinguished Budget Presentation Award for the 15th consecutive year from the Government Finance Officers Association (GFOA)
- Received the ICMA Center for Performance Management Certificate of Distinction Award; one of only 11 communities nationwide
- Completed a comprehensive operational and financial matrix for informed rate analysis
- Completed the Long Term Financial Plan (LTFP) framework
- Published the first Gilbert Benchmark Report, a comprehensive analysis including 83 performance indicators utilizing a total of 33 benchmark communities across the U.S.

OBJECTIVES FY 2015

- Present balanced budget to Council utilizing elements of zero-based budgeting to most accurately reflect funding necessary to provide the best possible service at lowest possible cost
- Analyze existing debt structure and future bond needs to accommodate the town's capital and financial needs
- Update the town's rates and fees to accurately reflect the current cost of doing business, intentionally incorporating policy decisions when determining the level of cost recovery
- Assist Human Resources in finalizing a staffing model and plan to provide a tool for budgeting and long-term planning
- Complete all elements of the FY 2015 LTFP
- Assist departments with defining long range infrastructure components, and budget responsibly for these needs while incorporating into LTFP
- Receive the GFOA Distinguished Budget Presentation Award for the 16th consecutive year
- Complete Denver Peak Academy Lean Black Belt Certification course and George Washington University Lean Six Sigma Green Belt Certification; begin integrating component of lean strategies throughout the organization

BUDGET NOTES

Increase in supplies and contractual is a result of \$38,000 in one-time funding for a consultant specializing in the Lean Six Sigma optimization practices. There are no significant changes in the personnel budget as no additional positions were added in FY 2015.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Maintain high quality bond rating and ultimately achieve AAA for G.O. (Standard & Poor's)	AA	AA	AA+	AA+
Maintain high quality bond rating and ultimately achieve Aaa for G.O. (Moody's)	Aa1	Aa1	Aa1	Aa1
Maintain high quality bond rating and ultimately achieve AAA underlying for G.O. (Fitch)	AA+	AA+	AA+	AA+
Percentage of budgeted operating funds spent (adopted amount)	92.47%	92.39%	90.55%*	92.00%
*FY 2014 are unaudited actuals to date				



Management and Budget

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Management and Budget	4.25	4.25	6.00	6.00	6.00
Total Personnel	4.25	4.25	6.00	6.00	6.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Management and Budget	390,786	391,636	653,660	609,794	698,269
Total Expenses	\$ 390,786	\$ 391,636	\$ 653,660	\$ 609,794	\$ 698,269

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	376,460	380,705	631,910	591,531	641,019
Supplies & Contractual	14,326	10,931	21,750	18,263	57,250
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 390,786	\$ 391,636	\$ 653,660	\$ 609,794	\$ 698,269

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	-	-	-	-	-
Total Expenses	390,786	391,636	653,660	609,794	698,269
Net Operating Result	\$ (390,786)	\$ (391,636)	\$ (653,660)	\$ (609,794)	\$ (698,269)

PURPOSE STATEMENT

The Town Clerk serves citizens in a courteous, impartial manner that promotes confidence and trust, provides all customers with quality service in an efficient and timely manner, and works in harmony with elected officials. The Clerk’s Office prepares Council agendas and related documents; records legislative actions; attests official actions of the Council; and maintains, protects, preserves official records of the town; and conducts fair and impartial town elections in accordance with federal, state, and local laws.

ACCOMPLISHMENTS FY 2014

- Prepared for 2014 fall elections
- Responded to approximately 300 public records requests with 71% of responses in less than 24 hours
- Continued to work in partnership with Information Technology and OnBase Administrator on continued implementation of electronic document management
- Continued to deliver hands-on user training for OnBase search and retrieval and email retention
- Completed Wildly Important Goal (WIG) to complete training of Clerk’s Office staff in their primary job responsibilities

OBJECTIVES FY 2015

- Respond to 100% of all subpoenas within timeframe established by law
- Respond to 65% of all public records requests within 24 hours of receipt, excluding Fridays, Saturdays, Sundays, and holidays
- Post agendas and public notices at official posting locations at least 24 hours prior to meeting or event
- Post draft minutes containing legal actions taken by the Council to the Gilbert website within three (3) working days of a meeting
- Post approved minutes of Council to the website within two (2) working days of approval
- Monitor departments that serve as liaisons to boards and commissions to assure compliance with posting requirements
- Plan and administer 2014 elections in compliance with federal, state, and local laws
- Continue focus on records management activities and programs in the organization
- Implement OnBase Agenda Management for Council agendas and meetings

BUDGET NOTES

FY2015 budget included funding of the Primary and General elections.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Percentage of public records requests responded to within 24 hours	64%	65%	71%	65%
Percentage of subpoenas responded to within timeframe established by law	100%	100%	100%	100%
Percentage of agendas and public notices posted at least 24 hours prior to meeting in conformance with Open Meeting Law	100%	100%	100%	100%
Percentage of draft minutes posted to the website within three working days of meeting for accessibility and transparency	100%	100%	100%	100%
Percentage of elections held that comply with federal, state, and local laws	N/A	100%	N/A	100%
Percentage of regular Council meeting agendas and items posted to the website for accessibility and transparency at least 7 days prior to the meeting	N/A	N/A	100%	100%



Town Clerk

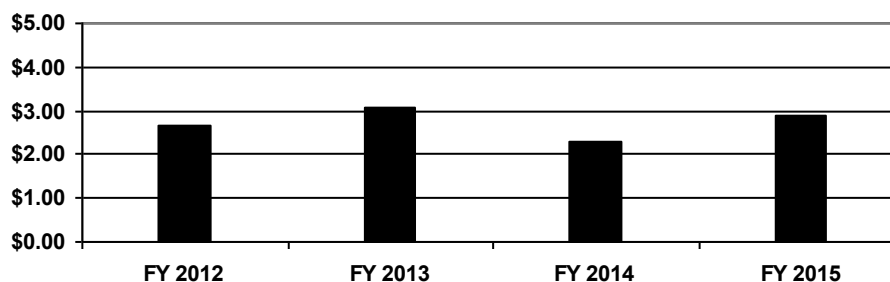
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Town Clerk	7.16	6.49	6.00	6.00	6.00
Total Personnel	7.16	6.49	6.00	6.00	6.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Town Clerk	573,177	674,792	527,660	519,216	667,680
Total Expenses	\$ 573,177	\$ 674,792	\$ 527,660	\$ 519,216	\$ 667,680

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	530,399	527,756	488,486	481,475	508,437
Supplies & Contractual	42,778	147,036	39,174	37,741	159,243
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 573,177	\$ 674,792	\$ 527,660	\$ 519,216	\$ 667,680

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	1,145	2,851	2,000	4,000	2,000
Total Expenses	573,177	674,792	527,660	519,216	667,680
Net Operating Result	\$ (572,032)	\$ (671,941)	\$ (525,660)	\$ (515,216)	\$ (665,680)

ANNUAL COST PER CAPITA



PURPOSE STATEMENT

The mission of town attorney is to provide the highest quality legal services to elected and appointed officials and to 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.

ACCOMPLISHMENTS FY 2014

- Assisted with several complex water matters to increase town water supply
- Prepared updates to several chapters of the municipal code per request of Council and worked with staff to complete several LDC amendments
- Completed negotiations and implemented development agreement with Saint Xavier University
- Completed policies regarding filming sites and food trucks
- Assisted CIP staff with resolving project problems and processed rights-of-way and well-site acquisitions
- Completed several property acquisitions
- Prepared standard planning division forms
- Advised staff regarding numerous trustee sales and bankruptcies affecting the town
- Administered public defender procurement for court
- Negotiated Polar Ice lease assumption agreement
- Reviewed and updated Town purchasing code
- Developed plan for managing external legal support
- IGA with Chandler of joint detention facility
- Advised Council on Cox audit appeal hearing
- Worked with staff on new system development fees

- Represented the town in contested personnel hearings
- Worked with Code Compliance regarding numerous compliance issues
- Addressed water law issues, including White Mountain Apache Tribe lease and general adjudication
- Prepared legal opinions for Council and staff
- Conducted Open Meeting Law and conflict of interest training for boards and commissions
- Assisted purchasing division in implementing changes to procurement code and contracts training



OBJECTIVES FY 2015

- Assist with training regarding contract and procurement procedures
- Continue public defender contract management for court
- Continue to provide litigation status reports to the Council
- Continue to assist town to comply with developments in the laws that affect Gilbert
- Continue to implement and refine management of outside counsel processes
- Issue Client expectation and satisfaction surveys

BUDGET NOTES

Supplies and contractual budget has decreased in FY 2015 due to the completion of one-time projects in FY 2014. Personnel costs and FTE count increased as a result of one FTE (Police Legal Advisor) being transferred from the Police department to General Counsel.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Per capita legal expenditures	\$3.50	\$3.61	\$4.67	\$4.65



General Counsel

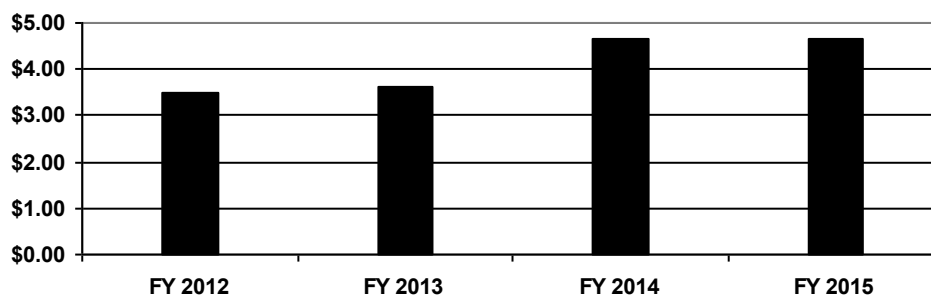
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
General Counsel	0.00	3.00	3.00	3.00	4.00
Total Personnel	0.00	3.00	3.00	3.00	4.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
General Counsel	747,325	794,065	980,976	1,063,359	1,084,437
Total Expenses	\$ 747,325	\$ 794,065	\$ 980,976	\$ 1,063,359	\$ 1,084,437

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	-	-	378,406	274,872	514,017
Supplies & Contractual	747,325	794,065	602,570	788,487	570,420
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 747,325	\$ 794,065	\$ 980,976	\$ 1,063,359	\$ 1,084,437

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	-	-	-	-	-
Total Expenses	747,325	794,065	980,976	1,063,359	1,084,437
Net Operating Result	\$ (747,325)	\$ (794,065)	\$ (980,976)	\$ (1,063,359)	\$ (1,084,437)

ANNUAL COST PER CAPITA



Management Services






Management Services Summary
Accounting
Purchasing
Tax Compliance

DEPARTMENT DESCRIPTION

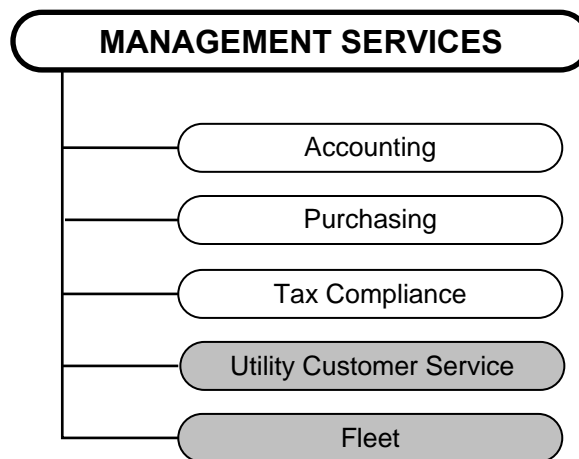
This unit represents the financial and management services functions of the Town, including: Accounting, Purchasing, Tax Compliance, Fleet Maintenance, and Utility Customer Service. Management Services operations include the maintenance of accurate and complete financial records; the provision of meaningful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

STRATEGIC INITIATIVES

These icons indicate the strategic initiatives addressed through divisions within the department.

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

ORGANIZATIONAL CHART





Management Services

PERSONNEL BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	1.00	1.00	1.00	1.00	1.00
Accounting	9.00	9.00	9.00	9.00	9.00
Purchasing	3.00	4.00	5.00	5.00	5.00
Tax Compliance	3.00	4.00	4.00	4.00	4.00
Total Personnel	16.00	18.00	19.00	19.00	19.00

EXPENSES BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	152,511	184,493	185,384	187,536	187,480
Accounting	749,114	800,526	899,916	912,872	1,081,685
Purchasing	104,467	257,359	389,874	351,014	386,856
Tax Compliance	312,727	318,608	419,154	383,486	413,075
Total Expenses	\$ 1,318,819	\$ 1,560,986	\$ 1,894,328	\$ 1,834,908	\$ 2,069,096

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	1,113,292	1,340,160	1,719,338	1,664,438	1,889,761
Supplies & Contractual	205,527	220,826	174,990	170,470	179,335
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 1,318,819	\$ 1,560,986	\$ 1,894,328	\$ 1,834,908	\$ 2,069,096

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	877,499	873,585	508,000	775,000	629,000
Total Expenses	1,318,819	1,560,986	1,894,328	1,834,908	2,069,096
Net Operating Result	\$ (441,320)	\$ (687,401)	\$ (1,386,328)	\$ (1,059,908)	\$ (1,440,096)

PURPOSE STATEMENT

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.

- Supported the Purchasing Division when key personnel left the town and provided training to newly hired personnel
- Improved the cash receipts reconciliation process for the Parks & Recreation Department
- Created online electronic employee mileage reimbursement form

ACCOMPLISHMENTS FY 2014

- Received Certificate of Achievement for Excellence in Financial Reporting for the 23rd consecutive year from the Government Finance Officers Association (GFOA)
- Received an unmodified opinion on the Comprehensive Annual Financial Report (CAFR) with no weaknesses noted
- Met all required processing and reporting deadlines for responsible areas
- Completed the process of scanning accounts payable documents into OnBase resulting in 100% of departments now operating more efficiently without paper processing
- Implemented a paperless process for the following areas: journal entries, fixed assets and CAFR
- Performed a physical inventory of all capital assets in the following departments: Water, Wastewater, Environmental Services, Public Works and Fleet
- Implemented a fuel card program for all police motor officers and fire engine trucks personnel
- Updated the town's travel policy and assisted with the creation of online travel requisition forms
- Created an Accounts Payable Manual




OBJECTIVES FY 2015

- Prepare the CAFR in conformance with Generally Accepted Accounting Principles and GFOA financial reporting excellence criteria
- Maintain a system of internal controls with no material weaknesses
- Meet all processing and reporting deadlines for responsible areas
- Create a paperless process for the accounts receivable section including scanning Eden reports and applicable supporting documents into OnBase to continue the process of going paperless
- Provide Accounts Payable training to all administrative assistants and newly promoted supervisors or managers
- Create a new Sharepoint/Eden process to better track returned checks

BUDGET NOTES

In FY 2015, there was an increase to the budget for additional audit requirements related to the implementation of the Governmental Accounting Standards Board Statement No. 68. The change in the personnel budget reflects one-time correction.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Number of material weaknesses in internal controls reported by the auditors	0	0	0	0
Percentage of time processes and reports completed by required deadlines	100%	100%	100%	100%



Accounting

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Accounting	9.00	9.00	9.00	9.00	9.00
Total Personnel	9.00	9.00	9.00	9.00	9.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Accounting	749,114	800,526	899,916	912,872	1,081,685
Total Expenses	\$ 749,114	\$ 800,526	\$ 899,916	\$ 912,872	\$ 1,081,685

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	621,558	671,258	756,631	772,788	936,320
Supplies & Contractual	127,556	129,268	143,285	140,084	145,365
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 749,114	\$ 800,526	\$ 899,916	\$ 912,872	\$ 1,081,685

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	12,646	37,437	8,000	25,000	25,000
Total Expenses	749,114	800,526	899,916	912,872	1,081,685
Net Operating Result	\$ (736,468)	\$ (763,089)	\$ (891,916)	\$ (887,872)	\$ (1,056,685)

PURPOSE STATEMENT

The Purchasing Division works with departments to ensure that goods and services are procured in a timely and cost-effective manner that is compliant with the Town Purchasing Code and federal and state statutes.

ACCOMPLISHMENTS FY 2014

- Successfully recruited for and filled new contract specialist position approved in FY14 budget to provide necessary support to CIP, Parks and Recreation and Public Works overflow
- Developed and conducted formal Purchasing training classes for Town-wide departments in October 2013 and for Public Works in February 2014
- Created and implemented new Purchasing website for FY14 wildly important goal (WIG) that includes: who we are; mission, vision and values; FAQs; staff listing; and vendor registration links, including link for town vendor database for purchases under \$50,000
- Relocated all bid and contract files to Purchasing from the Town Clerk's Office
- Created a bid opening calendar in Outlook to centralize and better coordinate scheduling by departments and Purchasing of bid openings and pre-bid or pre-proposal conferences

- Updated staff review form to include both tax and freight costs to better align with purchase order requirements in Eden, the town's financial system
- Additional fields added to the staff review form to better assist in pulling data required for OnBase, the town's online record management software, and the form was converted to Adobe fillable format to prevent required fields from being skipped

OBJECTIVES FY 2015

- Establish local business opportunity policy and program
- Conduct spend analysis of town-wide purchases to determine opportunities for savings
- Complete comprehensive formal training program and update of Purchasing Manual

BUDGET NOTES

There were no significant changes to the Purchasing budget in FY 2015. There was a slight decrease in personnel-related one-time expenses associated with the hire of a purchasing specialist in FY 2014.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Percentage of town departments trained through formal purchasing training program	N/A	N/A	80%	100%
Internal satisfaction rating of purchasing process on a scale of 1 to 10	N/A	N/A	N/A	8
Internal satisfaction rating of purchasing training program on a scale of 1 to 10	N/A	N/A	8	9



Purchasing

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Purchasing	3.00	4.00	5.00	5.00	5.00
Total Personnel	3.00	4.00	5.00	5.00	5.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Purchasing	104,467	257,359	389,874	351,014	386,856
Total Expenses	\$ 104,467	\$ 257,359	\$ 389,874	\$ 351,014	\$ 386,856

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	97,816	253,740	385,314	346,723	382,531
Supplies & Contractual	6,651	3,619	4,560	4,291	4,325
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 104,467	\$ 257,359	\$ 389,874	\$ 351,014	\$ 386,856

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	55,951	84,778	-	100,000	100,000
Total Expenses	104,467	257,359	389,874	351,014	386,856
Net Operating Result	\$ (48,516)	\$ (172,581)	\$ (389,874)	\$ (251,014)	\$ (286,856)



Tax Compliance

PURPOSE STATEMENT

To promote voluntary compliance through systematic and comprehensive tax compliance programs designed to educate the community in a fair, equitable and cost-effective manner, while providing superior customer service to all of our customers.

ACCOMPLISHMENTS FY 2014

- Achieved 92% compliance rate from reviewed taxpayers
- Achieved 95% customer satisfaction rating
- Implementing electronic tax compliance system
- Enhanced tax compliance website to better assist our customers
- Represented the Town of Gilbert, other 'Program Cities,' and assisted 'Non-Program Cities' through the implementation of an historic overhaul of state-wide tax compliance process

OBJECTIVES FY 2015

- Achieve 90% compliance rate from reviewed taxpayers*
- Achieve 90% customer satisfaction rating*
- Modify taxpayer outreach to educate customers about major tax law changes effective January 1, 2015
- Redesign tax compliance programs to meet new tax administration requirements
- Achieve Arizona Department of Revenue (AZDOR) certification of Tax Compliance Analyst staff in accordance with new legislative mandates effective January 1, 2015





**Our ability to control the rates of compliance and customer satisfaction are anticipated to be negatively impacted by increased AZDOR control over tax compliance processes effective January 1, 2015.*

BUDGET NOTES

Major operational and procedural changes will be implemented beginning mid-fiscal year as a result of recent legislation that will reduce town control over the town's tax compliance efforts effective January 1, 2015.

There were no significant changes to personnel; slight increase to supplies and contractual represents changes required from AZDOR Taxpayer Confidentiality laws.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Percentage of reviewed taxpayers brought into compliance	86%	91%	92%	90%
Customer satisfaction percentage	*	85%	95%	90%
*Data not tracked in FY 2012.				



Tax Compliance

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Tax Compliance	3.00	4.00	4.00	4.00	4.00
Total Personnel	3.00	4.00	4.00	4.00	4.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Tax Compliance	312,727	318,608	419,154	383,486	413,075
Total Expenses	\$ 312,727	\$ 318,608	\$ 419,154	\$ 383,486	\$ 413,075

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	246,389	248,279	395,074	361,359	386,495
Supplies & Contractual	66,338	70,329	24,080	22,127	26,580
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 312,727	\$ 318,608	\$ 419,154	\$ 383,486	\$ 413,075

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	808,902	751,370	500,000	650,000	504,000
Total Expenses	312,727	318,608	419,154	383,486	413,075
Net Operating Result	\$ 496,175	\$ 432,762	\$ 80,846	\$ 266,514	\$ 90,925

Legal and Court




Legal and Court Summary
Prosecutor
Municipal Court

DEPARTMENT DESCRIPTION

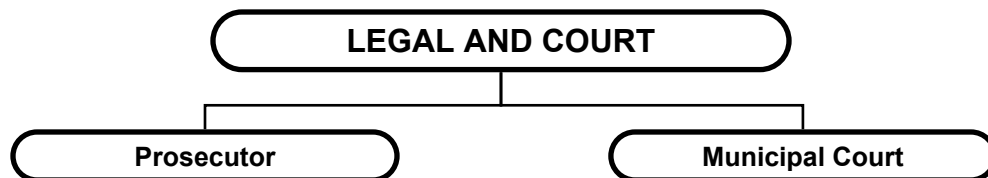
The Legal and Court Department includes the Prosecutor's Office and the Municipal Court. Each service contributes to legal compliance within Gilbert whether it is for internal or external customers. The Prosecutor's Office handles misdemeanor cases, protecting the rights of the victims, the accused, and the citizens of Gilbert. The Municipal Court provides resolution to cases as mandated under the Arizona and United States constitutions.

STRATEGIC INITIATIVES

These icons indicate the strategic initiatives addressed through divisions within the department.

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

ORGANIZATIONAL CHART





Legal and Court

PERSONNEL BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Prosecutor	19.00	18.00	19.00	19.00	19.00
Municipal Court	30.92	29.92	30.92	30.92	30.92
Total Personnel	49.92	47.92	49.92	49.92	49.92

EXPENSES BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Prosecutor	1,617,595	1,638,838	1,776,485	1,767,910	1,749,264
Municipal Court	2,668,040	2,752,748	3,153,771	3,005,734	3,146,321
Total Expenses	\$ 4,285,635	\$ 4,391,586	\$ 4,930,256	\$ 4,773,644	\$ 4,895,585

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	3,742,046	3,938,772	4,412,056	4,280,211	4,409,475
Supplies & Contractual	543,589	452,814	518,200	493,433	486,110
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 4,285,635	\$ 4,391,586	\$ 4,930,256	\$ 4,773,644	\$ 4,895,585

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	230,140	252,289	177,500	234,000	223,000
Total Expenses	4,285,635	4,391,586	4,930,256	4,773,644	4,895,585
Net Operating Result	\$ (4,055,495)	\$ (4,139,297)	\$ (4,752,756)	\$ (4,539,644)	\$ (4,672,585)

PURPOSE STATEMENT

The Prosecutor's Office is dedicated to handling criminal misdemeanor cases in a fair and just manner, safeguarding the rights of both the victim and the accused, and protecting the citizens of Gilbert. We are committed to pursuing justice with professionalism and integrity.

ACCOMPLISHMENTS FY 2014

- Met ongoing goal of reviewing cases submitted for long form review within 30 days of receipt; standards established by departmental WIG continue to be met
- Files with corresponding eCourt files were scanned into database and destroyed -- information regarding defendants can thereby be accessed efficiently without resorting to searching for a hard copy file
- Continued using volunteers in office for victim advocacy and file destruction
- Utilized a legal intern from Phoenix School of Law to assist with attorney duties including drafting motion responses
- Hired additional victim advocate to assist in providing services and constitutionally mandated notices to victims

OBJECTIVES FY 2015

- Develop an external portal so that defense attorneys can view their cases and obtain electronic discovery materials directly from our case management system
- Meet file destruction criteria established by the state's records retention laws
- Assist crime victims with receiving monetary reparation from the defendant when they are financially impacted by criminal activity
- Assist crime victims in obtaining counseling services to assist in rehabilitation
- Effectively prosecute crimes and hold defendants accountable for their actions
- Effectively use technology to increase office efficiencies to reduce demands on human resources while providing excellent service to both internal and external customers

BUDGET NOTES

There were no significant personnel changes in FY 2015. The decrease in supplies and contractual is the result of one-time hiring expenses in FY 2014.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Percentage of cases charged after review	72%	71%	72%	72%
Number of criminal cases tracked	4,975	5,323	5,450	5,500
Percentage of domestic violence offenders referred to counseling programs	100%	100%	100%	100%
Volunteer hours served	578.00	784.70	153.00	300.00



Prosecutor

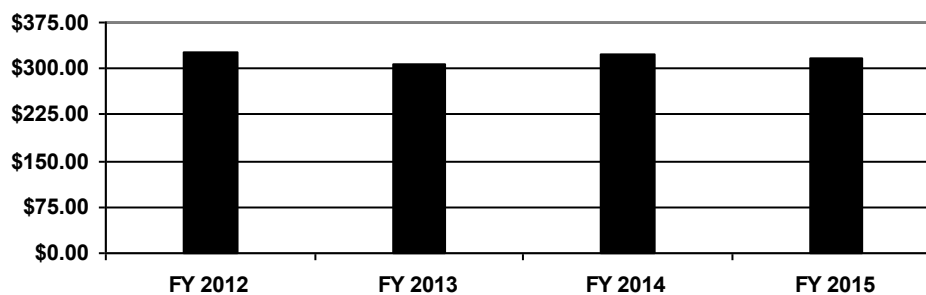
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Prosecutor	19.00	18.00	19.00	19.00	19.00
Total Personnel	19.00	18.00	19.00	19.00	19.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Prosecutor	1,617,595	1,638,838	1,776,485	1,767,910	1,749,264
Total Expenses	\$ 1,617,595	\$ 1,638,838	\$ 1,776,485	\$ 1,767,910	\$ 1,749,264

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	1,512,116	1,556,141	1,701,715	1,689,998	1,706,484
Supplies & Contractual	105,479	82,697	74,770	77,912	42,780
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 1,617,595	\$ 1,638,838	\$ 1,776,485	\$ 1,767,910	\$ 1,749,264

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	7,717	10,382	4,500	11,000	10,000
Total Expenses	1,617,595	1,638,838	1,776,485	1,767,910	1,749,264
Net Operating Result	\$ (1,609,878)	\$ (1,628,456)	\$ (1,771,985)	\$ (1,756,910)	\$ (1,739,264)

COST PER CASE



PURPOSE STATEMENT

To resolve the cases filed in the court in a timely and just manner consistent with the United States and Arizona constitutions, Arizona state law and local ordinances.

ACCOMPLISHMENTS FY 2014

- Replaced failing and outdated court security equipment, X-ray machine and metal detectors using offender paid revenues
- Implemented electronic case assignment and document distribution to public defenders
- Reconfigured Jury Assembly Room to improve juror comfort and to facilitate educational opportunities
- Implemented improved case purging process using "Wildly Important Goal" methodology to reduce accumulation of paper records
- Implemented first elements of Courtools court performance management methodology in conjunction with benchmarking similar courts to gauge performance. Elements measured include: clearance rates, cost per case and monetary collections
- Hosted five court educational events providing innovative and relevant court education to personnel from 20 Arizona courts

OBJECTIVES FY 2015

- Implement an electronic document filing interface for local prosecutor and public defenders as first stage of a broad public implementation
- Implement three more elements of Courtools court performance management methodology including: time to disposition, age of pending case and trial date certainty
- Host at least five court educational events, providing innovative and relevant education to Arizona Court personnel
- Implement an electronic record destruction protocol in compliance with requirements imposed by the Arizona Supreme Court
- Assist the Information Technology, Prosecutor and Police departments with the design and implementation of electronic citations

BUDGET NOTES

In FY14, the Court changed performance measures relative to case processing from a focus on DUI cases to all cases. Additionally, the Court utilized offender paid revenues to pay for Court Security upgrades. This resulted in an increase to the cost per case measure. There were no significant budget increases for FY 2015.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Dispose at least 55% of active cases within 90 days from filing	N/A	N/A	55%	55%
Maintain case disposition rate of 1.0 or greater	1.08	0.97	1.00	1.00
Maintain competitive cost per case disposed rate relative to benchmarked courts	\$106.30	\$109.15	\$129.00	\$110.00
Maintain higher revenue per case disposed rate relative to benchmarked courts	\$254.36	\$256.76	\$250.00	\$250.00



Municipal Court

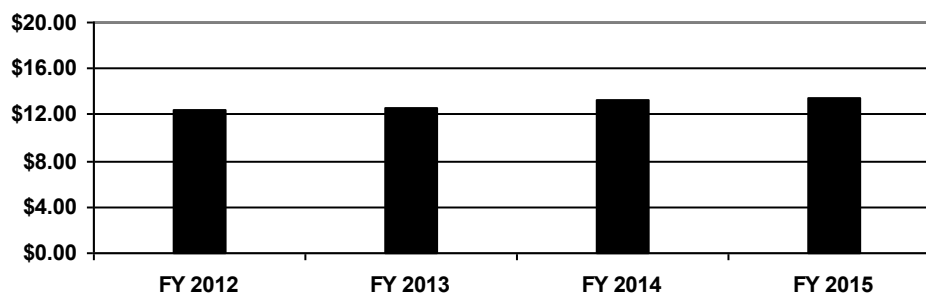
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Municipal Court	30.92	29.92	30.92	30.92	30.92
Total Personnel	30.92	29.92	30.92	30.92	30.92

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Municipal Court	2,668,040	2,752,748	3,153,771	3,005,734	3,146,321
Total Expenses	\$ 2,668,040	\$ 2,752,748	\$ 3,153,771	\$ 3,005,734	\$ 3,146,321

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	2,229,930	2,382,631	2,710,341	2,590,213	2,702,991
Supplies & Contractual	438,110	370,117	443,430	415,521	443,330
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 2,668,040	\$ 2,752,748	\$ 3,153,771	\$ 3,005,734	\$ 3,146,321

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	222,423	241,907	173,000	223,000	213,000
Total Expenses	2,668,040	2,752,748	3,153,771	3,005,734	3,146,321
Net Operating Result	\$ (2,445,617)	\$ (2,510,841)	\$ (2,980,771)	\$ (2,782,734)	\$ (2,933,321)

COST PER CAPITA



Development Services

Development Services Summary
Permits and Licensing
Plan Review and Inspection
Planning Services

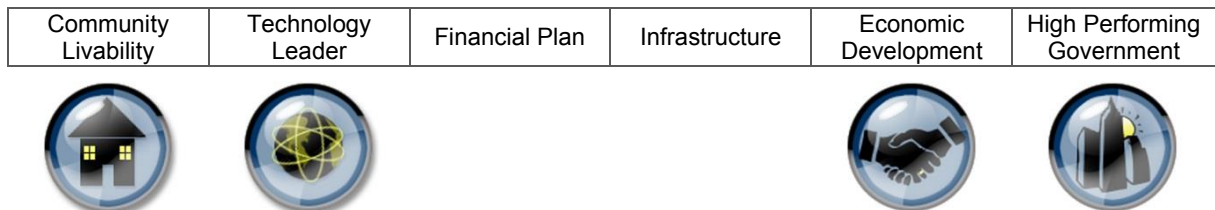
DEPARTMENT DESCRIPTION

The Development Services Department is committed to developing and sustaining a community of excellence through exceptional customer service. The divisions in the Development Services Department guide land development to maintain community aesthetics as well as protect the health, safety and welfare of citizens. The individual divisions are: Administration, Permits and Licensing, Plan Review and Inspection, and Planning Services.

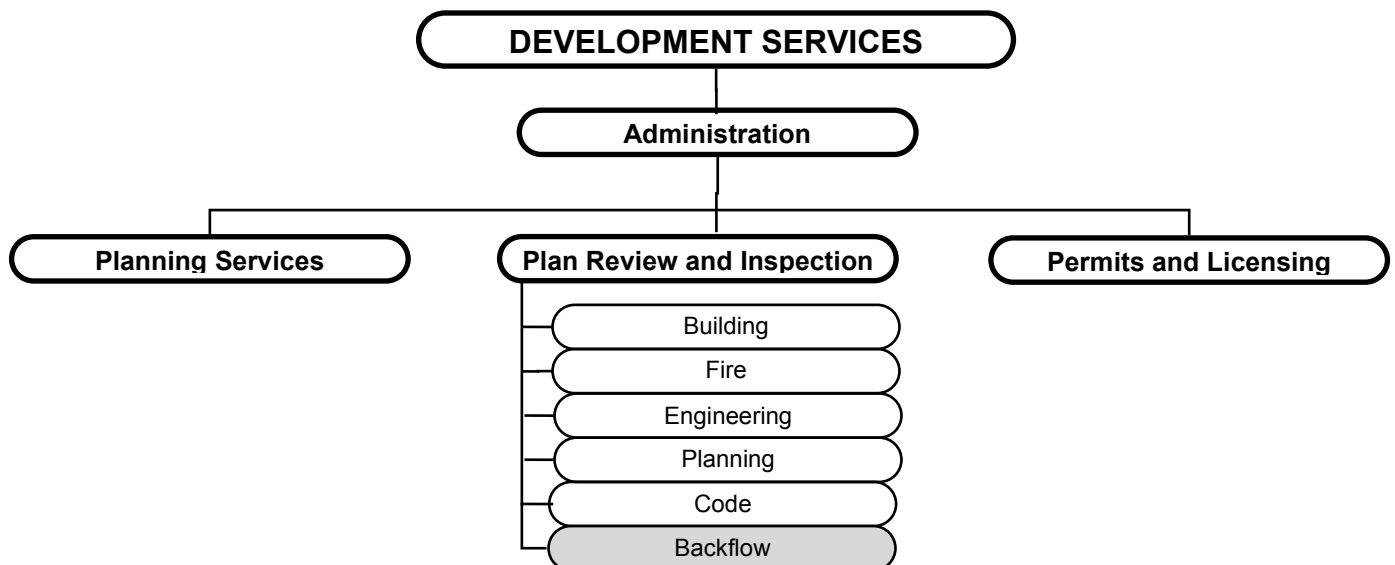
Permits and Licensing processes permit applications and licenses. Planning guides development through the General Plan and Town Ordinances. Plan Review and Inspection ensures compliance with codes and guidelines during review of construction documents. They also ensure that the structures and systems are constructed by the developers in compliance with the approved plans and per code to support the new development.

STRATEGIC INITIATIVES

These icons indicate the strategic initiatives addressed through divisions within the department.



ORGANIZATIONAL CHART





Development Services

PERSONNEL BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	9.00	4.00	2.00	2.00	2.00
Permits and Licensing	0.00	0.00	2.00	2.00	5.50
Plan Review and Inspection	38.75	40.80	40.80	40.80	40.80
Planning Services	10.00	11.00	11.00	11.00	11.00
Total Personnel	57.75	55.80	55.80	55.80	59.30

EXPENSES BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	773,713	349,344	286,152	294,069	279,328
Permits and Licensing	-	486,665	187,217	372,653	618,034
Plan Review and Inspection	3,599,971	3,380,907	3,543,370	3,462,569	3,566,286
Planning Services	1,079,506	1,035,549	1,101,709	1,131,554	1,102,046
Total Expenses	\$ 5,453,190	\$ 5,252,465	\$ 5,118,448	\$ 5,260,845	\$ 5,565,694

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	4,873,491	4,650,513	4,850,052	4,757,724	5,100,867
Supplies & Contractual	564,902	531,646	268,396	503,121	464,827
Capital Outlay	14,797	70,306	-	-	-
Total Expenses	\$ 5,453,190	\$ 5,252,465	\$ 5,118,448	\$ 5,260,845	\$ 5,565,694

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	5,342,757	7,240,774	5,173,200	6,721,000	6,244,500
Total Expenses	5,453,190	5,252,465	5,118,448	5,260,845	5,565,694
Net Operating Result	\$ (110,433)	\$ 1,988,309	\$ 54,752	\$ 1,460,155	\$ 678,806



Permits and Licensing

PURPOSE STATEMENT

Permits and Licensing is handled at a shared customer service counter that also accommodates utility billing customers. The division is responsible for providing accurate and timely service for business licenses and permitting functions with quality service.

ACCOMPLISHMENTS FY 2014

- Several staff were cross trained to assist with permit and business license tasks and phone calls
- Researched options related to implementation of a credit card fee to assist in cost recovery of bank charges.



OBJECTIVES FY 2015

- Complete cross training for staff across all lines of service within the Customer Service Center
- Adopt a fee of 2.75% for permits to recover costs associated with credit card usage

BUDGET NOTES

The FY 2015 budget reflects and increase in the costs associated with credit card charges. Revenues have been budgeted to offset these expenses in anticipation of the Council adopting the credit card fee of 2.75%. FTE increased based on the allocation of activities performed related to permits and licensing.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Answer incoming calls within 1 minute	n/a	2:00	1:10	1:00
Maintain the abandoned call rate below 6%	n/a	10%	9%	6%



Permits and Licensing

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Permits and Licensing	0.00	0.00	2.00	2.00	5.50
Total Personnel	0.00	0.00	2.00	2.00	5.50

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Permits and Licensing	-	486,665	187,217	372,653	618,034
Total Expenses	\$ -	\$ 486,665	\$ 187,217	\$ 372,653	\$ 618,034

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	-	304,285	127,278	130,377	368,034
Supplies & Contractual	-	130,156	59,939	242,276	250,000
Capital Outlay	-	52,224	-	-	-
Total Expenses	\$ -	\$ 486,665	\$ 187,217	\$ 372,653	\$ 618,034

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	-	50	324,500	351,000	574,500
Total Expenses	-	486,665	187,217	372,653	618,034
Net Operating Result	\$ -	\$ (486,615)	\$ 137,283	\$ (21,653)	\$ (43,534)



Plan Review and Inspection

PURPOSE STATEMENT

The Plan Review and Inspection Division ensures the safe and aesthetically desired environment within Gilbert by providing plan review and inspection services in the administration of Gilbert's adopted codes, ordinances, standards, regulations and guidelines relating to construction, backflow prevention, signage, zoning and other Gilbert requirements.

- Implemented "Approval to Work Process" for residential subdivisions and inspections performed were completed within established guidelines
- Processed and reviewed 100% of business license requests within established guidelines
- Resolved 99% of code compliance cases without the need for legal action via citation or long form complaint

ACCOMPLISHMENTS FY 2014

- Processed 4,069 applications
- Processed 248 commercial permits valuing \$99,959,286 of which 29 were large commercial projects
- Processed 1569 single family home permits, 69 were custom homes, 107 were standard homes
- Implemented electronic plan review for residential subdivisions, final plats and engineering miscellaneous nonresidential plans and engineering miscellaneous nonresidential plans
- Responded to 99% of all complaints within two days of receipt

OBJECTIVES FY 2015

- Implement the use of tablet computers in the field for engineering inspectors
- Complete all requested inspections within established guidelines
- Respond to 98% of code compliance complaints within two days of receipt
- Review all business license requests within applicable established guidelines
- Resolve 98% of total code compliances cases without issuing citations or file long form complaints

BUDGET NOTES

No significant changes to the FY 2015 budget.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Percentage of P.E.R.T. (Partners Experiencing Results Together) reviews that met the agreed upon schedule	100%	100%	100%	100%
Avg. # or working days to complete 1st review of large commercial projects - goal is 13 days	9.70	11.27	12.00	13.00
% of building safety inspection requests completed within scheduled times	100%	100%	100%	100%
% of complaints responded to within two working days	98.47%	99.50%	98.50%	98.00%
% of fire inspections completed within 48 hours	100%	100%	100%	100%
% of business license application reviews completed within established guidelines	100%	100%	100%	100%
% of cases resolved without the issuance of citations or filing long form complaints	98.90%	99.00%	99.00%	98.00%
Avg. # of working days to complete 1st review of custom and standard homes - goal is 12 days	16	12	12	12



Plan Review and Inspection

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	0.00	2.00	2.00	2.00	2.00
Building	13.05	16.55	16.55	16.55	16.55
Fire	2.90	2.45	2.45	2.45	2.45
Engineering	11.25	8.95	8.95	8.95	8.95
Planning	3.70	3.05	3.05	3.05	3.05
Code	7.85	7.80	7.80	7.80	7.80
Total Personnel	38.75	40.80	40.80	40.80	40.80

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	-	296,150	223,652	228,155	228,919
Building	1,305,619	1,187,316	1,417,273	1,381,370	1,373,090
Fire	258,761	204,087	215,830	178,209	205,819
Engineering	1,130,707	900,183	849,930	849,770	918,864
Planning	322,829	254,176	263,532	264,486	264,387
Code	582,055	538,995	573,153	560,579	575,207
Total Expenses	\$ 3,599,971	\$ 3,380,907	\$ 3,543,370	\$ 3,462,569	\$ 3,566,286

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	3,219,983	3,082,473	3,395,373	3,310,589	3,416,714
Supplies & Contractual	379,988	280,352	147,997	151,980	149,572
Capital Outlay	-	18,082	-	-	-
Total Expenses	\$ 3,599,971	\$ 3,380,907	\$ 3,543,370	\$ 3,462,569	\$ 3,566,286

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	4,556,353	6,207,563	4,443,200	5,740,000	5,135,000
Total Expenses	3,599,971	3,380,907	3,543,370	3,462,569	3,566,286
Net Operating Result	\$ 956,382	\$ 2,826,656	\$ 899,830	\$ 2,277,431	\$ 1,568,714

PURPOSE STATEMENT

The mission of the Planning Services Division is to enhance the quality of life for our community by guiding development with proficiency and commitment.

ACCOMPLISHMENTS FY 2014

- Completed a Wildly Important Goal (WIG) for the Planning Division: scan all applications for research and permanent filing
- Completed Annual General Plan Update
- Provided accurate information and guidance in a timely fashion to internal and external customers
- Utilize e-plan review on 90% of all planning applications
- Adoption of the new Entertainment District for the Redevelopment Area
- Downtown pedestrian safety project is under construction
- Improved Planning Department Home Web page with information for projects on hearing agendas and special projects
- Facilitated large development projects including: Top Golf, Rivulon, Heritage Marketplace, EpiCenter, process for expedited sign package approvals, Cooley Station developments





OBJECTIVES FY 2015

- Continue to foster the Find A Way To Say Yes (FAWTSY) philosophy and recognize these efforts
- Create Standard Operating Procedures (SOP) for critical duties
- Complete annual update of General Plan with focus on Santan Character Area
- Amend Land Development Code with new uses, permit additional project types to be approved administratively, and edit regulations to reflect best in class processes
- Entitle Saint Xavier University for college and office development
- Entitle Park Lucero for industrial
- Participate in the implementation of new permitting systems

BUDGET NOTES

Increases to zoning ordinance advertising costs have increased due to increased activity. No other significant changes were made to the FY 2015 budget.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
% of items continued due to ad errors	1%	1%	1%	1%
% of draft minutes completed within 72 hours	100%	100%	100%	100%
% of Design Review Board and Planning Commission packets produced on time	100%	100%	100%	100%
% of planning review comments returned on schedule	98%	98%	98%	98%
% of planning projects completed within established schedule	98%	98%	98%	98%



Planning Services

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Planning Services	10.00	11.00	11.00	11.00	11.00
Total Personnel	10.00	11.00	11.00	11.00	11.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Planning Services	1,079,506	1,035,549	1,101,709	1,131,554	1,102,046
Total Expenses	\$ 1,079,506	\$ 1,035,549	\$ 1,101,709	\$ 1,131,554	\$ 1,102,046

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	946,460	943,985	1,066,040	1,055,369	1,054,677
Supplies & Contractual	133,046	91,564	35,669	76,185	47,369
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 1,079,506	\$ 1,035,549	\$ 1,101,709	\$ 1,131,554	\$ 1,102,046

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	462,126	674,995	405,500	630,000	535,000
Total Expenses	1,079,506	1,035,549	1,101,709	1,131,554	1,102,046
Net Operating Result	\$ (617,380)	\$ (360,554)	\$ (696,209)	\$ (501,554)	\$ (567,046)

Public Works

Public Works Summary
Engineering Services

BUSINESS UNIT DESCRIPTION

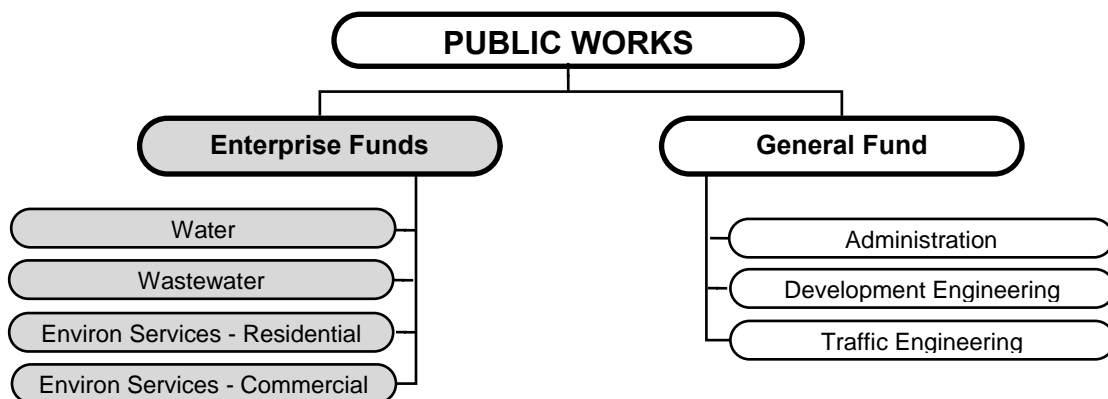
Engineering Services oversees traffic operations, traffic engineering and manages the Capital Improvement Program. Engineering also provides support for non-capital projects throughout the year.

STRATEGIC INITIATIVES

These icons indicate the strategic initiatives addressed through divisions within the department.

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

ORGANIZATIONAL CHART





Public Works

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	1.00	1.60	1.60	1.60	1.60
Development	1.00	1.00	1.00	1.00	2.00
Traffic	3.00	3.00	3.00	3.00	3.00
Total Personnel	5.00	5.60	5.60	5.60	6.60

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	135,936	235,882	278,932	223,398	239,460
Development	122,296	122,944	165,809	164,079	191,775
Traffic	240,377	279,109	225,418	341,271	327,133
Total Expenses	\$ 498,609	\$ 637,935	\$ 670,159	\$ 728,748	\$ 758,368

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	429,622	539,802	563,455	513,515	692,554
Supplies & Contractual	68,987	80,528	106,704	215,233	65,814
Capital Outlay	-	17,605	-	-	-
Total Expenses	\$ 498,609	\$ 637,935	\$ 670,159	\$ 728,748	\$ 758,368

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	10,000	1,179	-	24,000	-
Total Expenses	498,609	637,935	670,159	728,748	758,368
Net Operating Result	\$ (488,609)	\$ (636,756)	\$ (670,159)	\$ (704,748)	\$ (758,368)

PURPOSE STATEMENT

Engineering Services provides excellent customer service while ensuring safe and efficient public infrastructure improvements, minimizing long-term maintenance requirements, and balancing private developer needs.

ACCOMPLISHMENTS FY 2014

- Developed a draft update to the Town's Engineering and Construction Standards Manual
- Completed engineering review of private subdivision residential and commercial developments
- Developed the draft Integrated Transportation Master Plan
- Upgraded and installed a new traffic signal central system for the Traffic Operations Center
- Re-timed traffic signals in northeast section of Gilbert

OBJECTIVES FY 2015

- Complete the Integrated Multimodal Transportation Plan and Council adoption
- Complete the update to the Town's Engineering and Construction Standards Manual
- Develop Neighborhood Traffic Management guidelines
- Develop a prioritization process for ramp and signal upgrades for ADA compliance
- Develop performance measures to track traffic signal performance
- Continue timely engineering review of residential and commercial subdivisions

BUDGET NOTES

The FY 2015 budget has a personnel increase for the addition of one engineering technician. There are no significant changes to the supplies and contractual budget. Management of the Engineering Services Division has been moved from Development Services to Public Works to allow for streamlining of processes and additional resources related to CIP, reflecting Gilbert's shift to a stable, mature community.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Percentage of citizen contacts responded to within 24 hours:	90%	90%	90%	95%
Percentage of engineering review comments returned on schedule:	90%	90%	90%	95%
Percentage of traffic signals connected via fiber to the traffic operations center:	36%	45%	45%	55%
Percentage of intersections with video count detection configured:	34%	50%	60%	65%



Engineering Services

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	1.00	1.60	1.60	1.60	1.60
Development	1.00	1.00	1.00	1.00	2.00
Traffic	3.00	3.00	3.00	3.00	3.00
Total Personnel	5.00	5.60	5.60	5.60	6.60

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	135,936	235,882	278,932	223,398	239,460
Development	122,296	122,944	165,809	164,079	191,775
Traffic	240,377	279,109	225,418	341,271	327,133
Total Expenses	\$ 498,609	\$ 637,935	\$ 670,159	\$ 728,748	\$ 758,368

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	429,622	539,802	563,455	513,515	692,554
Supplies & Contractual	68,987	80,528	106,704	215,233	65,814
Capital Outlay	-	17,605	-	-	-
Total Expenses	\$ 498,609	\$ 637,935	\$ 670,159	\$ 728,748	\$ 758,368

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	10,000	1,179	-	24,000	-
Total Expenses	498,609	637,935	670,159	728,748	758,368
Net Operating Result	\$ (488,609)	\$ (636,756)	\$ (670,159)	\$ (704,748)	\$ (758,368)

Police Department

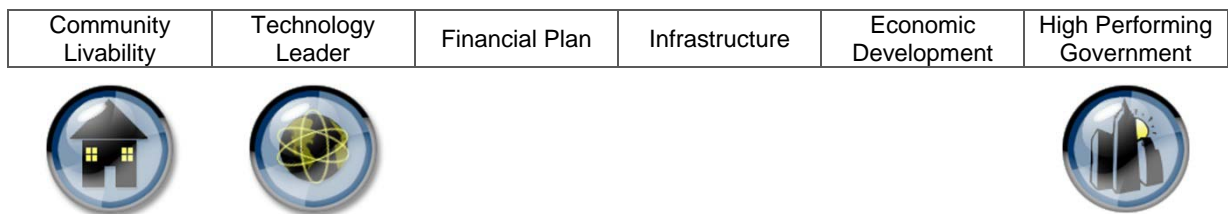
Police Department Summary
Contracted Services
Professional Standards
Patrol Services
Support Services
Counseling Services
Investigations
Special Enforcement
Tactical Operations

DEPARTMENT DESCRIPTION

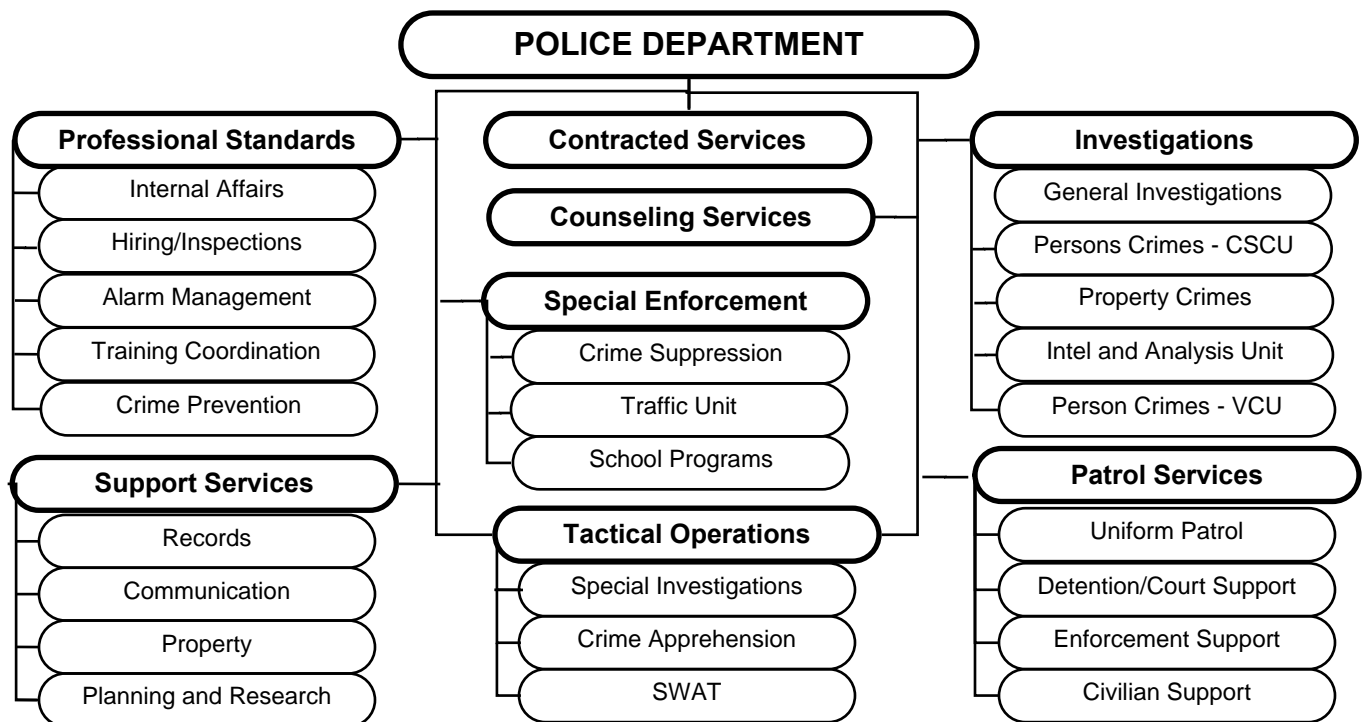
The members of the Gilbert Police Department are committed to serving the citizens of Gilbert, its business community, and its visitors in a professional, proactive, and community-oriented manner. Our success is measured by the working relationships we maintain with our citizens, our businesses and our visitors, and the safety and security the community experiences. Our mission is to provide the community of Gilbert with a professional service organization that effectively and uniformly enforces the law and provides citizen assistance. We are dedicated to the advancement of the community policing philosophy in partnership with the community to serve its needs in a professional, efficient, and effective manner.

STRATEGIC INITIATIVES

These icons indicate the strategic initiatives addressed through divisions within the department.



ORGANIZATIONAL CHART





Police Department

PERSONNEL BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	4.50	4.50	4.50	4.50	4.50
Contracted Services	0.00	0.00	0.00	0.00	0.00
Professional Standards	17.00	17.00	17.00	17.00	17.00
Patrol Services	163.00	153.50	156.50	156.50	161.50
Support Services	65.00	64.50	64.50	64.50	64.50
Counseling Services	8.50	8.50	8.50	8.50	8.50
Investigations	38.00	39.00	39.00	39.00	40.00
Special Enforcement	33.00	42.00	42.00	42.00	42.00
Tactical Operations	13.00	13.00	13.00	13.00	12.00
Total Sworn	226.00	226.00	227.00	227.00	228.00
Total Civilian	116.00	116.00	118.00	118.00	122.00
Total Personnel	342.00	342.00	345.00	345.00	350.00

EXPENSES BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	804,999	618,303	971,263	819,824	676,381
Contracted Services	1,527,444	1,606,713	1,798,325	1,794,000	1,798,325
Professional Standards	1,184,937	1,196,108	1,504,258	1,557,135	1,596,861
Patrol Services	16,742,282	16,836,316	17,349,363	17,618,393	18,472,424
Support Services	4,128,836	4,673,105	5,662,043	5,407,413	5,303,376
Counseling Services	763,678	815,861	938,234	866,610	916,603
Investigations	4,372,684	5,125,633	5,716,754	5,672,786	6,029,011
Special Enforcement	3,319,701	4,576,093	5,350,496	5,243,775	5,167,067
Tactical Operations	1,615,649	1,650,136	1,881,047	1,879,096	1,864,475
Total Expenses	\$ 34,460,210	\$ 37,098,268	\$ 41,171,783	\$ 40,859,032	\$ 41,824,523

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	29,558,171	31,822,578	35,488,778	35,133,052	35,971,876
Supplies & Contractual	4,864,539	5,228,268	5,465,505	5,474,210	5,691,747
Capital Outlay	37,500	47,422	217,500	251,770	160,900
Total Expenses	\$ 34,460,210	\$ 37,098,268	\$ 41,171,783	\$ 40,859,032	\$ 41,824,523

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	4,442,847	4,083,593	3,389,000	3,366,000	3,335,000
Total Expenses	34,460,210	37,098,268	41,171,783	40,859,032	41,824,523
Net Operating Result	\$(30,017,363)	\$(33,014,675)	\$(37,782,783)	\$(37,493,032)	\$(38,489,523)

Contracted Services

PURPOSE STATEMENT

The Town of Gilbert has entered into two separate intergovernmental agreements (IGA) with Maricopa County: Animal Control and Incarceration. Animal Control promotes and protects health, safety, and welfare of pets and people. The incarceration agreement funds detainee booking fees and housing fees for pre-trial misdemeanor offenses and misdemeanants.

ACCOMPLISHMENTS FY 2014

- Completed a six-month assessment by holding misdemeanor arrestees, taken into custody after midnight, until their initial court appearance. The assessment resulted in workflow efficiencies and information used in analyzing potential cost savings of a Unified Holding Facility
- Finalized needs for Unified Holding Facility and obtained approval to proceed with architectural and Construction Manager at Risk (CMAR) processes



OBJECTIVES FY 2015

- Continue terms of IGA with Maricopa County for FY2014 incarceration and animal control services until contract expiration
- Monitor and research cost effectiveness of Animal Control contractual services versus implementing in-house program
- Complete the Unified Holding Facility project in conjunction with the Chandler Police Department to include:
 - Construction completion
 - Unified general order completion
 - Hiring of additional detention personnel
 - Unified training of personnel
- Open fully operational Gilbert-Chandler Unified Holding Facility (GCUHF) for short-term holds; longer-term holds will continue with the county

BUDGET NOTES

Incarceration housing rates for the county increased to \$266.41 in FY 2015 from \$251.53 in FY 2014. The Police Department will monitor activity with the new GCUHF to determine estimated county expenses for FY 2016.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Calls for Animal Control service	407	400	400	400
Cost per Call – Animal Control	\$353.72	\$359.92	\$359.92	\$370.81
Cost Per Capita – Animal Control	\$0.66	\$0.66	\$0.64	\$0.64
Daily Inmate Housing Rates	\$73.54	\$85.91	\$78.90	\$81.85
Cost Per Capita - Incarceration	\$6.30	\$7.20	\$6.27	\$7.07



Contracted Services

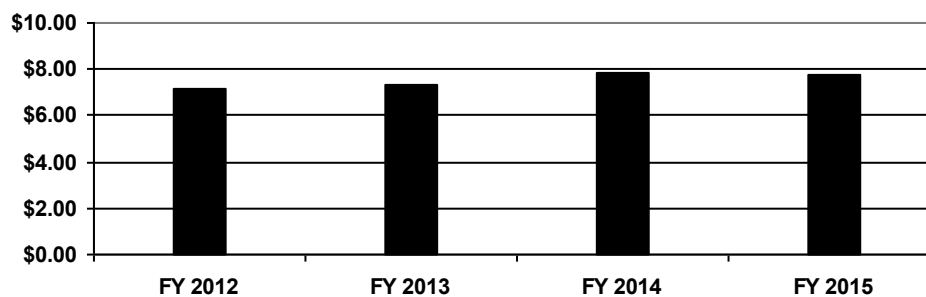
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Animal Control	0.00	0.00	0.00	0.00	0.00
Incarceration	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Animal Control	143,966	143,966	148,325	144,000	148,325
Incarceration	1,383,478	1,462,747	1,650,000	1,650,000	1,650,000
Total Expenses	\$ 1,527,444	\$ 1,606,713	\$ 1,798,325	\$ 1,794,000	\$ 1,798,325

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	-	-	-	-	-
Supplies & Contractual	1,527,444	1,606,713	1,798,325	1,794,000	1,798,325
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 1,527,444	\$ 1,606,713	\$ 1,798,325	\$ 1,794,000	\$ 1,798,325

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	1,739,249	948,376	800,000	800,000	800,000
Total Expenses	1,527,444	1,606,713	1,798,325	1,794,000	1,798,325
Net Operating Result	\$ 211,805	\$ (658,337)	\$ (998,325)	\$ (994,000)	\$ (998,325)

COST PER CAPITA - CONTRACTED SERVICES





Professional Standards

PURPOSE STATEMENT

The Gilbert Police Department Office of Professional Standards oversees internal affairs, recruiting, hiring and accreditation, training, public information, crime prevention and alarms; emphasizing the maintenance of professional police standards and open lines of communication in the furtherance of the department mission.

ACCOMPLISHMENTS FY 2014

- The Quarterly Risk Management Program continues to monitor measurements of accountability and statistics for the entire police department
- Property and Evidence inspections were carried out to examine and verify accounts and records
- Quarterly property room inspection of accounts and records of all monies, drugs, and firearms were conducted to verify their correctness
- Quarterly inspections for 2013 reported 100% compliance
- Monthly claims audit was performed to ensure that collisions, property damage, property losses and police actions, which give rise to a claim have been properly reported and documented
- Volunteer Coordinator moved under the Office of Professional Standards
- Provided 46 police department tours for citizens and children
- Continue new Child ID Program and completed over 30 child ID kits, which include CD of child, digital fingerprints, photographs, videos and audio file of child, as well as a laminated ID card

- Provided holiday gifts through “Blue Line of Love” Police Toy Drive to 95 Gilbert families in need
- Organized and maintained participation in fundraising events such as the 5k walk/run, to benefit the Special Olympics
- Conducted policy compliance inspections in each section of the police department resulting in policy and procedure updates
- Provided 668 child ID kits to parents and group leaders to complete with their respective families/groups

OBJECTIVES FY 2015

- Maintain all allotted officer and civilian positions approved by Town Council
- Complete 50% of total internal investigations within 30 days
- Complete and route 75% of total internal investigations within 60 days
- Maintain community relations projects that benefit charitable organizations

BUDGET NOTES

In FY 2015, ammunition expenses were moved to the Training & Coordination cost center from Patrol Services. There is a corresponding increase in expenses. There were no significant changes to personnel.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
% of total investigations completed within 30 days	34%	40%	47%	50%
% of total investigations completed and routed within 60 days (including those completed within 30 days)	66%	67%	73%	75%
Actual number of officers and civilians hired including over-hires	27	21	22	15
% of authorized positions filled	96%	96%	97%	100%
Number of public contacts by Crime Prevention Unit	4,500,000	4,600,000	4,700,000	4,700,000



Professional Standards

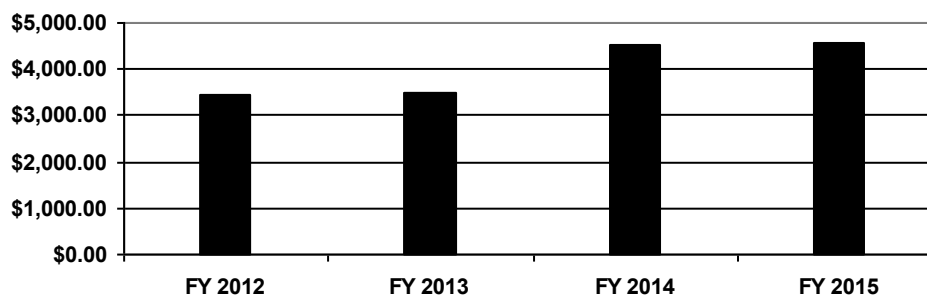
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Internal Affairs	4.00	4.00	4.00	4.00	4.00
Hiring/Inspections	5.00	5.00	5.00	5.00	5.00
Alarm Management	1.00	1.00	1.00	1.00	1.00
Training & Program Coord	4.00	4.00	4.00	4.00	4.00
Crime Prevention	3.00	3.00	3.00	3.00	3.00
Total Sworn	4.00	4.00	4.00	4.00	4.00
Total Civilian	13.00	13.00	13.00	13.00	13.00
Total Personnel	17.00	17.00	17.00	17.00	17.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Internal Affairs	467,531	471,758	497,289	523,186	508,269
Hiring/Inspections	290,300	296,252	325,386	317,056	335,583
Alarm Management	71,300	68,335	69,533	89,477	68,782
Training & Program Coord	113,535	123,159	370,720	382,302	442,456
Crime Prevention	242,271	236,604	241,330	245,114	241,771
Total Expenses	\$ 1,184,937	\$ 1,196,108	\$ 1,504,258	\$ 1,557,135	\$ 1,596,861

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	1,101,506	1,124,297	1,299,171	1,357,216	1,319,734
Supplies & Contractual	83,431	71,811	205,087	199,919	277,127
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 1,184,937	\$ 1,196,108	\$ 1,504,258	\$ 1,557,135	\$ 1,596,861

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	96,838	119,590	110,000	130,000	115,000
Total Expenses	1,184,937	1,196,108	1,504,258	1,557,135	1,596,861
Net Operating Result	\$ (1,088,099)	\$ (1,076,518)	\$ (1,394,258)	\$ (1,427,135)	\$ (1,481,861)

COST PER POLICE FTE



PURPOSE STATEMENT

The Patrol Services Division provides the first response to both emergency and non-emergency calls for service including, in-progress crimes, traffic collisions, and reports of felony and misdemeanor crimes. Additional services include search and rescue, community policing, proactive intelligence-based patrolling, fielding public safety concerns, and traffic enforcement.

ACCOMPLISHMENTS FY 2014

- Maintained patrol zone staffing
 - Central District: two zones/six beats
 - SanTan District: two zones/five beats
- Implemented new patrol staffing schedule for workload based resource deployment
- Participated in Data Driven Approach to Crime and Traffic Safety (DDACTS) II in cooperation with the Special Operations Division
- Increased the total number of DUI-related arrests from the previous year
- Increased the total number of officer-initiated traffic contacts from the previous year
- Town of Gilbert named second safest city in the U.S. for cities over 200,000 residents (source: *Law Street Media*) based on FBI statistics



OBJECTIVES FY 2015

- Realign patrol zones for more effective patrol officer deployment
- Complete the Unified Holding Facility project in conjunction with the Chandler Police Department
 - Construction completion
 - Unified general order completion
 - Hiring of additional detention personnel
 - Full program deployment
- Maintain or increase the total number of DUI-related arrests
- Maintain or increase the total number of officer-initiated traffic contacts

BUDGET NOTES

In FY 2015, a total of six new positions were authorized by Council: two patrol officers, two detention supervisors, and two civilian patrol technicians. Additionally, in FY 2015, civilian patrol technicians were separated out from uniform patrol.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Crimes committed per 1,000 population	18.5	16.5	15.5	14.5
Number of felony arrests	2,104	2,052	2,000	1,950
Number of misdemeanor arrests	6,899	6,682	6,400	6,200
Dispatched calls for service	60,424	61,348	62,500	63,500
Officer initiated calls for service	116,322	131,278	150,000	160,500



Patrol Services

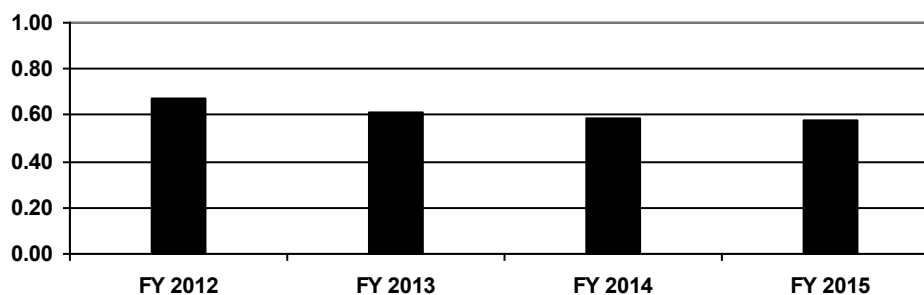
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Uniform Patrol	157.00	147.50	138.50	138.50	135.50
Detention/Court Support	6.00	6.00	6.00	6.00	8.00
Enforcement Support	0.00	0.00	12.00	12.00	12.00
Civilian Support	0.00	0.00	0.00	0.00	6.00
Total Sworn	143.00	133.00	134.00	134.00	135.00
Total Civilian	20.00	20.50	22.50	22.50	26.50
Total Personnel	163.00	153.50	156.50	156.50	161.50

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Uniform Patrol	16,365,095	16,379,822	16,081,605	16,334,282	16,535,390
Detention/Court Support	377,187	456,359	478,273	524,287	709,807
Enforcement Support	-	135	789,485	759,824	771,295
Civilian Support	-	-	-	-	455,932
Total Expenses	\$ 16,742,282	\$ 16,836,316	\$ 17,349,363	\$ 17,618,393	\$ 18,472,424

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	15,051,429	15,272,860	16,136,299	16,293,856	17,008,420
Supplies & Contractual	1,690,853	1,563,456	1,185,564	1,272,977	1,313,304
Capital Outlay	-	-	27,500	51,560	150,700
Total Expenses	\$ 16,742,282	\$ 16,836,316	\$ 17,349,363	\$ 17,618,393	\$ 18,472,424

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	801,730	895,730	729,000	757,000	745,000
Total Expenses	16,742,282	16,836,316	17,349,363	17,618,393	18,472,424
Net Operating Result	\$(15,940,552)	\$(15,940,586)	\$(16,620,363)	\$(16,861,393)	\$(17,727,424)

PATROL SERVICES SWORN PER 1,000 POPULATION



PURPOSE STATEMENT

The Support Services Division is responsible for providing all necessary logistical and police strategic support for the police department and other Town of Gilbert departments. Support Services personnel provide support through their roles in the 9-1-1 Communications Dispatch Center, Central Records, Property and Evidence, Planning and Research, and Youth and Adult Resources.

ACCOMPLISHMENTS FY 2014

- The Communications Dispatch Center responded to 107,028 calls, including 37,834 9-1-1 calls
- Dispatched 99.0% of emergency calls within 90 seconds of receipt of call
- Answered 99.7% of non-emergency calls within 30 seconds
- Answered 94.0% of all 9-1-1 calls within 10 seconds
- Successfully completed Intergraph Computer Aided Dispatch (CAD)/ Records Management System (RMS) upgrade
- Field tested ruggedized tablet solution
- Initiated the wearable camera project
- Continued to develop and update staffing study to reflect changing workload conditions
- Central records processed 20,441 information requests; 21,456 police incident reports and 21,128 citations
- Property & Evidence impounded 29,395 items for secure storage, an increase of 7%
- Assigned final disposition of 16,063 items from secure storage, an increase of 32%
- Transported 7,487 items from labs, up 21%
- Copied 5,275 items for internal and public requests, an increase of 5%
- Accomplished first WIG of disposing of over 5,000 items in last 10 weeks of the calendar year

OBJECTIVES FY 2015

- Evaluate pilot phase of portable camera project in the Q1 of FY2015; move to full deployment slated for Q3
- Develop and implement e-citation (electronic citation) program for roll-out to Traffic Section
- Fill all vacant Communications Center positions and complete entry-level training
- Fill vacant records clerk position and complete entry-level training
- Continue to dispatch all emergency and urgent calls-for- service (CFS) within 90 seconds of receipt
- Maintain 90% or greater success rate in answering 9-1-1 lines within 10 seconds and non-emergency phone lines within 30 seconds
- Complete WIG for Communications Dispatch Center - revise procedures to increase call handling accuracy
- Finish full audit of all items in RMS
- Continue imaging of paper records/documents into digital RMS for archiving
- Continue to review and revise standard operating procedures
- Establish a working relationship with firearms dealer and proceed with disposal of 500 firearms to comply with state statute
- Monitor and apply for grant funding opportunities for the department
- Develop and implement a validation and approval process for launch of e-citation for assimilation into RMS

BUDGET NOTES

Police legal advisor position and corresponding expenses moved under General Counsel in FY 2015.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Time between emergency call received to dispatching an officer	30 seconds	30 seconds	30 seconds	30 seconds
Success rate answering 9-1-1 calls within 10 seconds	92.4%	94.0%	95.0%	95.0%
Success rate answering non-emergency calls within 30 seconds	99.7%	99.7%	99.0%	99.0%



Support Services

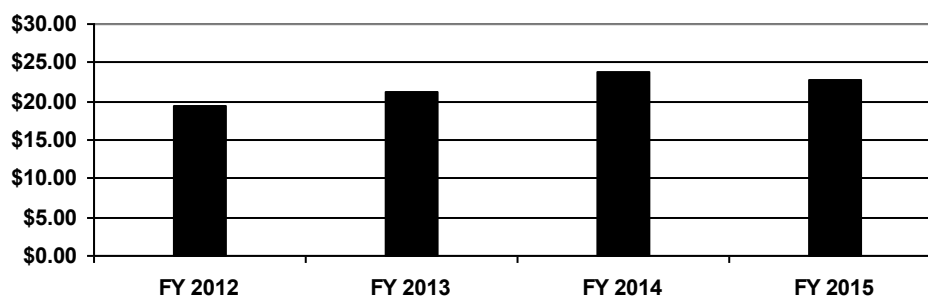
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	2.00	2.00	2.00	2.00	2.00
Records	16.00	16.00	16.00	16.00	16.00
Communication	38.00	37.50	37.50	37.50	37.50
Property	7.00	7.00	7.00	7.00	7.00
Planning and Research	2.00	2.00	2.00	2.00	2.00
Total Sworn	0.00	0.00	0.00	0.00	0.00
Total Civilian	65.00	64.50	64.50	64.50	64.50
Total Personnel	65.00	64.50	64.50	64.50	64.50

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	164,745	561,980	650,975	629,983	488,286
Records	875,683	881,996	991,468	935,523	1,002,949
Communication	2,410,159	2,489,246	3,260,567	3,039,264	3,029,046
Property	538,209	572,364	592,532	637,155	616,961
Planning and Research	140,040	167,519	166,501	165,488	166,134
Total Expenses	\$ 4,128,836	\$ 4,673,105	\$ 5,662,043	\$ 5,407,413	\$ 5,303,376

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	3,677,388	4,029,485	4,811,024	4,544,671	4,748,245
Supplies & Contractual	413,948	596,198	701,019	712,742	555,131
Capital Outlay	37,500	47,422	150,000	150,000	-
Total Expenses	\$ 4,128,836	\$ 4,673,105	\$ 5,662,043	\$ 5,407,413	\$ 5,303,376

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	38,251	39,143	25,000	28,000	25,000
Total Expenses	4,128,836	4,673,105	5,662,043	5,407,413	5,303,376
Net Operating Result	\$ (4,090,585)	\$ (4,633,962)	\$ (5,637,043)	\$ (5,379,413)	\$ (5,278,376)

COST PER CAPITA





Counseling Services

PURPOSE STATEMENT

Gilbert Youth and Adult Resources (GYAR) provides a comprehensive counseling program to Gilbert residents as well as persons referred by the Gilbert Police Department, Gilbert Municipal Court, or Gilbert Fire Rescue Department in order to improve quality of life, assist victims of crime, and reduce offender recidivism. Services provided include crisis intervention, victim assistance, domestic violence counseling, substance abuse assessment and referral, and youth and adult diversion programming.

ACCOMPLISHMENTS FY 2014

- 3,800+ clients were provided with GYAR services
- Handled 112 crisis calls
- Conducted outreach to 700+ victims by offering counseling services
- Provided 14 community youth diversion classes, 10 adolescent life fundamentals classes, and 10 adolescent drug and alcohol classes
- Launched parent outreach by way of a drug education class for parents of teens (when their teen is a referred client of GYAR)
- Conducted court ordered counseling services within 30 days of court's order
- Recidivism rate for domestic violence clients - 3%
- Recidivism rate for juvenile status offenders - 1% (.09%)
- Developed danger assessment protocol for intimate partner domestic violence cases

OBJECTIVES FY 2015

- Provide a minimum of 15,000 units of individual, family, and group counseling (a unit is ½ hour of counseling)
- Provide an adolescent life fundamentals program
- Provide services to at least 4,000 citizens
- Offer services to a minimum of 1,000 victims
- Respond to all crisis calls within 30 minutes of request by police and fire
- Maintain a recidivism rate of less than 5% on domestic violence offenses
- Maintain a recidivism rate of less than 10% on juvenile status offenses (e.g., alcohol, tobacco and curfew) for juvenile offenders who complete the GYAR diversion program
- Maintain or reduce the number of juvenile criminal offenses per thousand residents
- Conduct all court ordered counseling services within 30 days of court appearance and/or court order
- Conduct danger assessments on intimate partner domestic violence cases – to identify those cases where early contact with domestic violence victims is prudent

BUDGET NOTES

There were no significant changes to the Counseling budget in FY 2015.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Counseling units of service – individual and group	21,336	18,500	14,462	15,000
Cost per counseling unit	\$35.79	\$38.00	\$65.00	\$65.00
Victims offered services	1,392	1,200	700	1,000
Number of crisis calls handled	86	100	112	100
Average callout response time	25.12 min	25.00 min	21.00 min	25.00 min
% of youth violence referrals completing the program successfully	95%	95%	95%	95%
Total clients served	4,761	4,300	3,800	4,000



Counseling Services

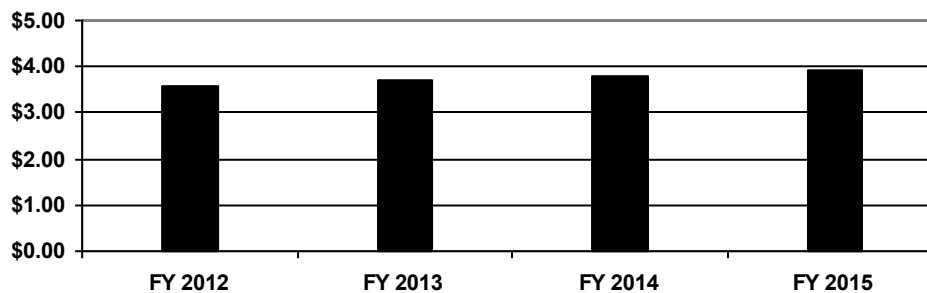
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Counseling Services	8.50	8.50	8.50	8.50	8.50
Total Personnel	8.50	8.50	8.50	8.50	8.50

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Counseling Services	763,678	815,861	938,234	866,610	916,603
Total Expenses	\$ 763,678	\$ 815,861	\$ 938,234	\$ 866,610	\$ 916,603

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	703,376	779,226	912,129	829,883	899,898
Supplies & Contractual	60,302	36,635	26,105	36,727	16,705
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 763,678	\$ 815,861	\$ 938,234	\$ 866,610	\$ 916,603

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	386,416	394,548	325,000	350,000	350,000
Total Expenses	763,678	815,861	938,234	866,610	916,603
Net Operating Result	\$ (377,262)	\$ (421,313)	\$ (613,234)	\$ (516,610)	\$ (566,603)

COST PER CAPITA



PURPOSE STATEMENT

The Gilbert Police Department Investigations Division is dedicated to apprehending and prosecuting offenders as well as resolving investigations in a timely and thorough manner. Comprised of the Violent Crimes Unit, Child / Sex Crimes Unit, Property Crimes Unit and Intelligence Unit, the Criminal Investigations Division investigates complex felony crimes, including: homicide, sexual assault, child abuse/endangerment, robbery, burglary, theft, drug trafficking, and racketeering.

ACCOMPLISHMENTS FY 2014

- Solved numerous armed robberies, aggravated assaults, sexual assaults, and homicide cases
- Worked jointly with other agencies and specialty units to apprehend violent offenders involved in shootings, stabbings and kidnap cases
- Staffed an Intelligence Detective at the multi-agency East Valley Gang and Criminal Information Fusion Center
- Proactively worked to investigate Internet-based crimes against children via the Internet Crimes Against Children (ICAC) program
- Served several ICAC search warrants and apprehended suspects downloading child pornography
- Provided information and data to other units within the Police Department, via Data-Driven Approaches to Crime and Traffic Safety (DDACTS) and Intelligence Led Policing (ILP) meetings, and bulletins, to enhance proactive enforcement and crime prevention

- Exceeded national average for clearance rates for violent crimes
- Exceeded national average for clearance rates for property crimes
- Created a surveillance detective position to more effectively and efficiently track and apprehend criminal suspects, and missing and endangered persons
- Partnered with Mesa Lab for DNA and other testing, which is now providing significantly faster analysis returns, for quicker follow up on criminal cases

OBJECTIVES FY 2015

- Maintain or exceed a clearance rate which is higher than the national average for violent crimes
- Maintain or exceed a clearance rate which is higher than the national average for property crimes
- Maintain or exceed a clearance rate for violent crimes compared to previous year
- Maintain or exceed a clearance rate for property crimes compared to previous year
- Implement fingerprint identification services with Mesa Lab
- Verify address information on all registered sex offenders registered in Gilbert within time limits established by policy and law based on classification

BUDGET NOTES

FY 2015 budget includes addition of latent fingerprint services in the Mesa Crime Lab for \$160,000 per year.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Clearance rate – Violent Crimes	60.3%	58.8%	66.1%	67.7%
Clearance rate – Property Crimes	22.4%	21.6%	23.6%	23.6%
Total number of cases	874	1,013	1,054	1,094
Total number of arrests/complaints	573	262	353	400
Total number of cases inactivated	330	306	367	382
Percentage of cases inactivated	37.8%	30.2%	35.2%	35.0%
Total number of search warrants	64	104	114	110



Investigations

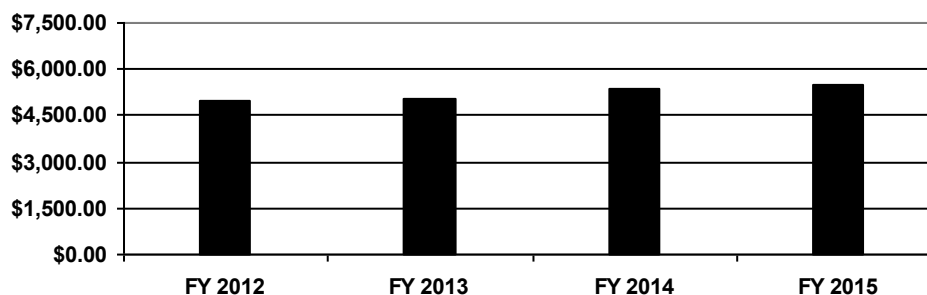
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
General Investigations	3.00	4.00	4.00	4.00	4.00
Persons Crimes - CSCU	10.00	9.00	9.00	10.00	10.00
Persons Crimes - VCU	8.00	7.00	7.00	7.00	7.00
Property Crimes	10.00	10.00	10.00	10.00	10.00
Intel and Analysis Unit	7.00	9.00	9.00	8.00	9.00
Total Sworn	30.00	31.00	31.00	31.00	32.00
Total Civilian	8.00	8.00	8.00	8.00	8.00
Total Personnel	38.00	39.00	39.00	39.00	40.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
General Investigations	613,100	1,131,221	1,215,153	1,184,429	1,359,044
Persons Crimes - CSCU	1,000,786	1,035,345	1,150,230	1,211,921	1,260,881
Persons Crimes - VCU	959,415	948,175	1,064,502	1,040,087	1,065,533
Property Crimes	1,113,281	1,258,821	1,375,555	1,420,308	1,375,088
Intel and Analysis Unit	686,102	752,071	911,314	816,041	968,465
Total Expenses	\$ 4,372,684	\$ 5,125,633	\$ 5,716,754	\$ 5,672,786	\$ 6,029,011

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	4,094,985	4,359,542	4,862,549	4,844,152	5,030,561
Supplies & Contractual	277,699	766,091	854,205	828,634	998,450
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 4,372,684	\$ 5,125,633	\$ 5,716,754	\$ 5,672,786	\$ 6,029,011

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	3,726	8,739	-	6,000	-
Total Expenses	4,372,684	5,125,633	5,716,754	5,672,786	6,029,011
Net Operating Result	\$ (4,368,958)	\$ (5,116,894)	\$ (5,716,754)	\$ (5,666,786)	\$ (6,029,011)

COST PER CASE



PURPOSE STATEMENT

The Special Enforcement section provides support and addresses problem areas and crime trends through the use of data, research and specialized equipment. It is comprised of Crime Suppression Team, School Resource Officers (SRO), Day and Night Traffic Teams, Traffic Investigations Unit, as well as the Civilian Patrol Technicians (CPT).

ACCOMPLISHMENTS FY 2014

- Successfully hired two civilian patrol technicians in FY2014
- Completed Data Driven Approach to Crime and Traffic Safety (DDACTS) II program, meeting two of three goals
- Worked jointly with other agencies (city, state and federal) to apprehend violent offenders
- Participated in numerous multi-agency holiday DUI task forces.



OBJECTIVES FY 2015

- Maintain school resource officer staffing for all Town of Gilbert junior and high schools
- Maintain or reduce traffic collision rates based upon collisions per thousand population
- Maintain or reduce alcohol/drug related traffic collision rates based upon alcohol/drug related collisions per thousand population
- Add two civilian patrol support positions to improve the department's capacity to efficiently investigate collisions and effectively process crime scenes

BUDGET NOTES

The FY2015 budget includes the addition of two Civilian Patrol Technicians and the associated one-time expenses, including an outfitted vehicle and other start-up costs.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Number of DUI arrests	1,803	2,025	2,100	2,200
Alcohol related collisions per thousand residents	1.49	1.26	1.00	.90
Traffic contacts	48,608	54,008	56,000	58,000
Collisions per thousand residents	11.1	11.9	11.5	11.7



Special Enforcement

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Crime Suppression	3.00	12.00	12.00	12.00	12.00
Traffic Unit	18.00	18.00	18.00	18.00	18.00
School Programs	12.00	12.00	12.00	12.00	12.00
Total Sworn	33.00	42.00	42.00	42.00	42.00
Total Civilian	0.00	0.00	0.00	0.00	0.00
Total Personnel	33.00	42.00	42.00	42.00	42.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Crime Suppression	376,609	1,270,449	1,489,803	1,513,552	1,495,030
Traffic Unit	1,859,319	2,234,958	2,593,470	2,664,218	2,445,020
School Programs	1,083,773	1,070,686	1,267,223	1,066,005	1,227,017
Total Expenses	\$ 3,319,701	\$ 4,576,093	\$ 5,350,496	\$ 5,243,775	\$ 5,167,067

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	3,073,895	4,300,118	4,960,661	4,873,702	4,830,122
Supplies & Contractual	245,806	275,975	349,835	319,863	326,745
Capital Outlay	-	-	40,000	50,210	10,200
Total Expenses	\$ 3,319,701	\$ 4,576,093	\$ 5,350,496	\$ 5,243,775	\$ 5,167,067

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	1,376,636	1,677,467	1,400,000	1,295,000	1,300,000
Total Expenses	3,319,701	4,576,093	5,350,496	5,243,775	5,167,067
Net Operating Result	\$ (1,943,065)	\$ (2,898,626)	\$ (3,950,496)	\$ (3,948,775)	\$ (3,867,067)

PURPOSE STATEMENT

The Gilbert Police Department Tactical Operations Section is comprised of three units: SWAT, Special Investigations, and Criminal Apprehension. SWAT provides tactical support to other police department units and assists with executing high-risk warrants, barricaded suspects, hostage situations or any incident in which there is increased danger to the public. The Criminal Apprehension Team (CAT) provides direct support to other Investigations units and apprehends wanted felons. The Special Investigations Team (SIT) works to suppress organized crime, narcotics trafficking and vice. All CAT and SIT members are trained SWAT members.

- Acquired equipment needed to interface directly with cellular telephone providers to increase our effectiveness at locating missing or kidnapped persons, in addition increasing our anti-terrorism capability

OBJECTIVES FY 2015

- Provide one unit training day per month for Entry Team, precision rifle operators, Tactical Negotiations Team, and tactical entry officers
- Provide one four-hour block of firearms training/month for entry and precision rifle operators
- Provide one additional four-hour block of firearms – sniper training to precision rifle operators and entry breachers
- Provide Basic SWAT school to new unit members
- Provide specialized tactical medicine to all new SWAT paramedics

ACCOMPLISHMENTS FY 2014



- Using federal funds through a Urban Areas Security Initiative (UASI) grant, ballistic vests were purchased for the SWAT team’s tactical paramedics
- Successfully resolved all tactical operations without injury or loss of life to officers or innocent persons, and without injury or loss of life to suspects caused by SWAT operators
- Fully trained all elements of SWAT by sending all SWAT specialty officers (breachers, paramedics, negotiators, and snipers) through annual advanced officer training in their respective fields
- Acquired a secondary armored vehicle through the US Military’s Defense Reutilization and Marketing Office (DRMO) program, which will serve as a backup vehicle or a second on-scene piece of armor for situations requiring more than one

BUDGET NOTES

A grant proposal was submitted for the UASI grant funds to purchase ballistic vests and cover back fill overtime so that SWAT paramedics would be properly equipped and trained. This effort will continue into the next federal fiscal year, as additional grant opportunities become available and are approved by Town Council.

In FY2015, one police officer position was moved to Investigations; there is a corresponding decrease in FTE. Additional funding approved in FY 2015 for SWAT Medic training.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
% of special operations members trained in knowledge, skills and abilities	100%	100%	100%	100%
Number of special operations members completing the course of instruction	28	32	31	31
Number of tactical operations	7	6	6	7
Training hours	260	260	260	260
Total Special Investigations Team cases	186	200	180	170



Tactical Operations

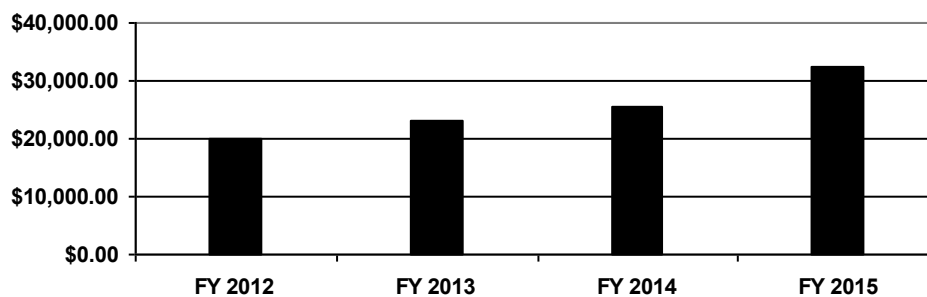
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
SWAT	0.00	0.00	0.00	0.00	0.00
Crime Apprehension	7.00	7.00	7.00	7.00	6.00
Special Investigations	6.00	6.00	6.00	6.00	6.00
Total Sworn	13.00	13.00	13.00	13.00	12.00
Total Civilian	0.00	0.00	0.00	0.00	0.00
Total Personnel	13.00	13.00	13.00	13.00	12.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
SWAT	140,808	139,544	153,539	153,715	227,024
Crime Apprehension	773,827	840,173	904,815	927,226	802,209
Special Investigations	701,014	670,419	822,693	798,155	835,242
Total Expenses	\$ 1,615,649	\$ 1,650,136	\$ 1,881,047	\$ 1,879,096	\$ 1,864,475

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	1,298,619	1,386,525	1,606,032	1,627,518	1,528,585
Supplies & Contractual	317,030	263,611	275,015	251,578	335,890
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 1,615,649	\$ 1,650,136	\$ 1,881,047	\$ 1,879,096	\$ 1,864,475

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	1	-	-	-	-
Total Expenses	1,615,649	1,650,136	1,881,047	1,879,096	1,864,475
Net Operating Result	\$ (1,615,648)	\$ (1,650,136)	\$ (1,881,047)	\$ (1,879,096)	\$ (1,864,475)

COST PER SWAT TACTICAL OPERATION



Fire Department

Fire Department Summary
Fire Operations
Fire Prevention

DEPARTMENT DESCRIPTION

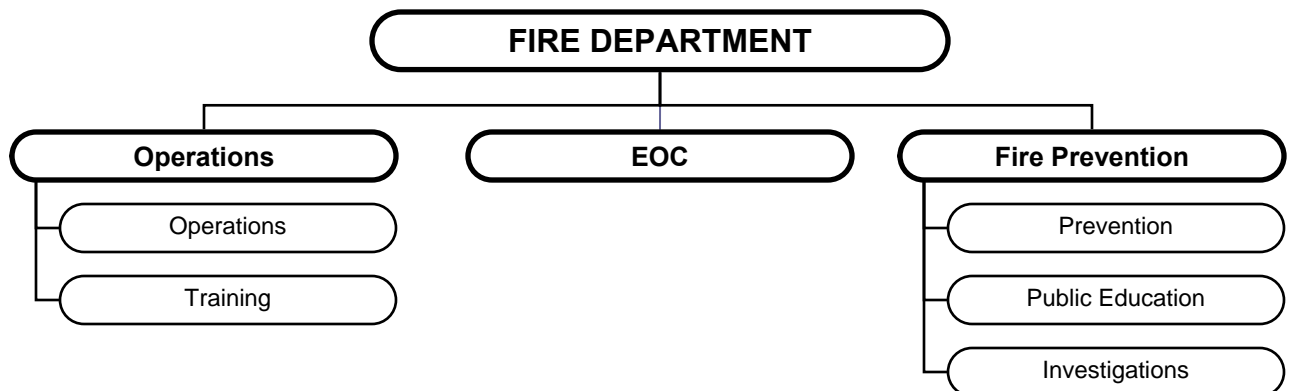
The Gilbert Fire Department provides unconditional protection against natural and man-made crises through community education, fire code compliance, emergency management, fire suppression, rescue, and emergency medical services.

STRATEGIC INITIATIVES

These icons indicate the strategic initiatives addressed through divisions within the department.

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

ORGANIZATIONAL CHART





Fire Department

PERSONNEL BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	6.00	6.00	6.00	5.00	5.00
Operations	182.00	182.00	186.00	185.00	185.00
Prevention	6.50	6.50	6.50	9.50	9.50
Emergency Operations	2.50	2.50	2.50	1.50	1.50
Total Personnel	197.00	197.00	201.00	201.00	201.00

EXPENSES BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	665,823	782,984	716,134	630,630	718,001
Operations	19,599,602	20,599,393	23,282,468	23,332,002	24,436,968
Prevention	635,098	673,627	750,932	731,018	1,037,372
Emergency Operations	284,437	282,511	320,201	325,112	237,482
Total Expenses	\$ 21,184,960	\$ 22,338,515	\$ 25,069,735	\$ 25,018,762	\$ 26,429,823

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	18,719,164	19,832,383	22,553,125	22,477,055	22,511,713
Supplies & Contractual	2,450,476	2,493,792	2,516,610	2,517,980	3,918,110
Capital Outlay	15,320	12,340	-	23,727	-
Total Expenses	\$ 21,184,960	\$ 22,338,515	\$ 25,069,735	\$ 25,018,762	\$ 26,429,823

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	1,198,636	1,375,873	1,227,290	1,421,000	1,392,691
Total Expenses	21,184,960	22,338,515	25,069,735	25,018,762	26,429,823
Net Operating Result	\$(19,986,324)	\$(20,962,642)	\$(23,842,445)	\$(23,597,762)	\$(25,037,132)

PURPOSE STATEMENT

The Fire and Rescue Operations Division is dedicated to protecting the lives and property of our citizens and those who visit Gilbert. We will strive to provide emergency services that meet or exceed national and local standards while maximizing the use of available resources.

ACCOMPLISHMENTS FY 2014

- Maintained a sub four-minute response time average to emergency incidents
- Completed a number of communications upgrades in fire stations and apparatus
- Delivered training sessions that meet or exceed local, state and national standards for firefighters and emergency medical providers
- Expanded utilization of volunteers in support of field operations and other department services
- Inspected all fire hydrants in the town of Gilbert, using a new computerized method for efficiency
- Delivered Emergency Operations Center training to designated Gilbert employees
- Completed Function EOC Exercise by participation in the Statewide EOC Functional Exercise November 2, 2013
- Awarded Leadership in Energy and Environmental Design (LEED) Gold status for Fire Station 10
- Awarded the Showcase in Excellence Award for process improvement in relation to electronic care patient reporting (FIREDOX)
- Reorganized structure of department to better align with town and department visions, and to provide best in class service as efficiently as possible

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Average response time from apparatus en route to on scene (travel time in min: sec)	3:49	3:47	3:50	3:53
Average time from dispatch to fire unit en route (turnout time in minutes : seconds)	1:10	1:07	1:07	1:07
% of time second due fire unit arrives within 6 minutes (travel time)	80%	77%	80%	80%
Training hours per operations employee	319	261	300	300
Structure fires per 1,000 population	0.55	0.40	0.49	0.50
Total volunteer participation hours	20,873	22,824	20,000	21,500
Value, in dollars, of volunteer support	\$454,823	\$505,329	\$444,800	\$480,310

OBJECTIVES FY 2015

- Maintain a sub four-minute response time average to emergency incidents
- Provide training to all operations personnel in order to maintain the minimum requirements of 60 hours per quarter
- Continue to look for opportunities to implement processes that improve effectiveness and efficiency
- Complete relocation of Fire Station #7
- Identify and employ metrics related to fiscal and operational effectiveness
- Continue to identify ways to expand utilization of credentialed volunteers in support of Field Operations and other department uses
- Increase the citizen knowledge and awareness of Gilbert's Emergency Management Program through education and outreach
- Complete an Insurance Services Office (ISO) review to improve the ISO rating
- Expanded utilization of 40-hour fire company during peak call times

BUDGET NOTES

Reorganization of department structure was completed with no change in total number of positions. One-time funds totaling \$1,100,000 for replacement of cardiac monitors and self contained breathing apparatus are included in FY 2015.



Operations

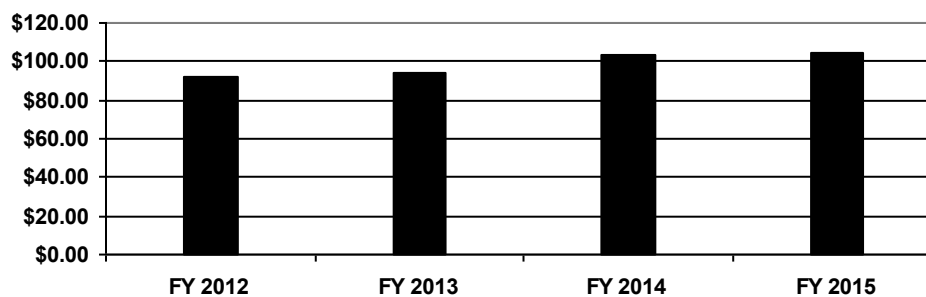
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Training	6.00	6.00	6.00	5.00	5.00
Operations	176.00	176.00	180.00	180.00	180.00
Total Personnel	182.00	182.00	186.00	185.00	185.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Training	764,738	858,529	850,699	966,917	737,833
Operations	18,834,864	19,740,864	22,431,769	22,365,085	23,699,135
Total Expenses	\$ 19,599,602	\$ 20,599,393	\$ 23,282,468	\$ 23,332,002	\$ 24,436,968

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	17,293,691	18,277,608	20,933,772	20,984,531	20,725,732
Supplies & Contractual	2,290,591	2,309,445	2,348,696	2,337,058	3,711,236
Capital Outlay	15,320	12,340	-	10,413	-
Total Expenses	\$ 19,599,602	\$ 20,599,393	\$ 23,282,468	\$ 23,332,002	\$ 24,436,968

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	1,128,451	1,284,451	1,172,290	1,321,000	1,320,691
Total Expenses	19,599,602	20,599,393	23,282,468	23,332,002	24,436,968
Net Operating Result	\$(18,471,151)	\$(19,314,942)	\$(22,110,178)	\$(22,011,002)	\$(23,116,277)

COST PER CAPITA



PURPOSE STATEMENT

To make our community a safe place to visit and work by embracing fire prevention principles through fire plan review, community service education, fire code compliance, and fire investigation. This is accomplished through partnering with various elements of our community including local businesses and development, schools, and residents.

ACCOMPLISHMENTS FY 2014

- Adoption of the 2012 Fire Code
- Incorporated a volunteer into the inspection process
- Conducted a six-month inspection on all hood systems to ensure proper cleaning and certification
- Provided various life safety programs addressing smoke detectors, drowning prevention, car seat safety, bicycle helmet safety, and school talks reaching more than 14,500 citizens

OBJECTIVES FY 2015

- Conduct annual fire inspection of all high hazard occupancies within the Town of Gilbert, with Fire Operations conducting annual safety surveys on all low hazard occupancies
- Create a fire safety cooking campaign to educate citizens and reduce the hazards associated with cooking related fires
- Evaluate a system to track and store all fire protection inspections conducted by the fire protection companies
- Establish an on-line payment system for fire permits and fees
- Incorporate additional volunteers in support of Prevention activities

BUDGET NOTES

During FY 2014, a departmental reorganization was implemented which resulted in a transfer for 3 FTE from other Fire divisions. No other significant changes were made to the FY 2015 budget.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
% of total commercial occupancies inspected	42%	30%	76%	82%
Arson fires per 1,000 population	.045	.031	.017	.025
Public education contacts per 1,000 population	85	82	71	71



Prevention

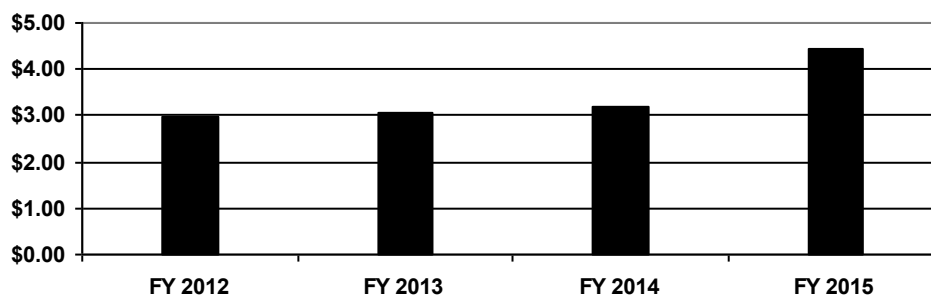
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Prevention	5.50	5.50	5.50	6.00	6.00
Public Education	1.00	1.00	1.00	3.50	3.50
Investigations	0.00	0.00	0.00	0.00	0.00
Total Personnel	6.50	6.50	6.50	9.50	9.50

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Prevention	514,736	542,394	596,602	583,557	622,409
Public Education	104,052	107,948	123,405	119,295	382,948
Investigations	16,310	23,285	30,925	28,166	32,015
Total Expenses	\$ 635,098	\$ 673,627	\$ 750,932	\$ 731,018	\$ 1,037,372

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	567,648	600,725	665,742	649,664	950,482
Supplies & Contractual	67,450	72,902	85,190	81,354	86,890
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 635,098	\$ 673,627	\$ 750,932	\$ 731,018	\$ 1,037,372

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	57,944	78,452	45,000	75,000	62,000
Total Expenses	635,098	673,627	750,932	731,018	1,037,372
Net Operating Result	\$ (577,154)	\$ (595,175)	\$ (705,932)	\$ (656,018)	\$ (975,372)

ANNUAL FIRE PREVENTION COST PER CAPITA



Parks and Recreation

Parks and Recreation Summary

Facilities Maintenance

Parks and Open Space

Aquatics

Recreation Centers

Recreation Programs

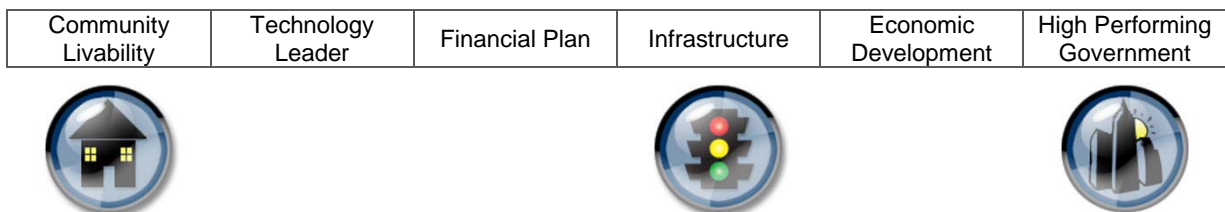
DEPARTMENT DESCRIPTION

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 Department activities include park and recreation services, programs, activities, and facilities for the community. Department programs include Aquatics, Adult Sports, Special Events, Riparian Programs, Concerts in the Parks, Youth Sports, and Special Needs Programming. Contracted concession services are offered at various park and facility sites, including Freestone Railroad and Rip City Batting Cages at Freestone Park. The department works closely with the Parks, Recreation and Library Services Advisory Board, and the Human Relations Commission.

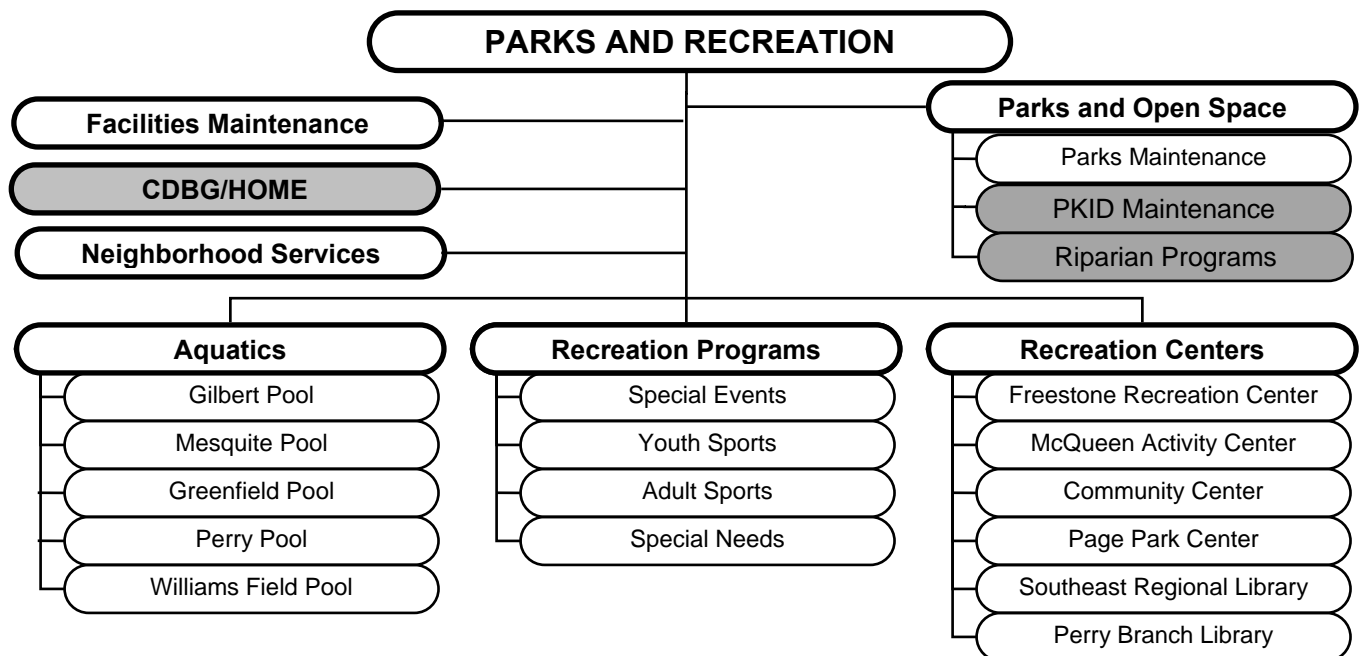
Major facilities and park area resources maintained and managed by the department include: the Freestone Recreation Center, McQueen Park Activity Center, Gilbert Community Center, Page Park Center, meeting rooms at the Southeast Regional Library, Freestone Park, Crossroads Park, McQueen Park, Nichols Park, Discovery Park, Cosmo Park, Zanjero Park, Riparian Preserve, Gilbert Soccer Complex, Water Tower Park, 11 neighborhood parks, and five swimming pools. Additional recreation and municipal areas maintained by the department include 11 parkway improvement districts, the trail system, Civic Center Complex and the South Area Service Center grounds. The department also oversees Facilities Maintenance, social service contracts, administers the Community Development Block Grant (CDBG) program, and oversees library contracts.

STRATEGIC INITIATIVES

These icons indicate the strategic initiatives addressed through divisions within the department.



ORGANIZATIONAL CHART





Parks and Recreation

PERSONNEL BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	7.55	8.60	9.85	9.85	9.84
Neighborhood Services	1.00	1.00	1.00	1.00	1.00
Facilities Maintenance	11.00	11.00	11.00	11.00	11.00
Parks and Open Space	29.86	30.83	31.88	31.88	31.88
Aquatics	20.42	20.42	20.42	20.42	17.98
Recreation Centers	35.54	35.54	37.50	37.50	38.54
Recreation Programs	6.07	6.82	6.82	6.82	6.82
Total Personnel	111.44	114.21	118.47	118.47	117.06

EXPENSES BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	705,448	758,806	1,039,622	954,317	997,142
Neighborhood Services	107,317	101,523	105,793	105,753	109,921
Facilities Maintenance	2,438,469	2,653,917	2,663,776	2,712,170	3,125,720
Parks and Open Space	3,767,154	3,734,308	4,275,342	4,315,741	4,553,119
Aquatics	752,151	797,685	1,059,541	980,927	990,181
Recreation Centers	5,177,096	5,406,564	6,141,642	6,145,495	6,328,611
Recreation Programs	755,824	840,198	980,559	945,469	988,486
Total Expenses	\$ 13,703,459	\$ 14,293,001	\$ 16,266,275	\$ 16,159,872	\$ 17,093,180

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	5,335,821	5,572,893	6,588,966	6,328,618	6,574,566
Supplies & Contractual	8,367,638	8,720,108	9,677,309	9,831,254	10,467,614
Capital Outlay	-	-	-	-	51,000
Total Expenses	\$ 13,703,459	\$ 14,293,001	\$ 16,266,275	\$ 16,159,872	\$ 17,093,180

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	3,204,345	3,561,321	3,505,520	2,786,000	3,036,000
Total Expenses	13,703,459	14,293,001	16,266,275	16,159,872	17,093,180
Net Operating Result	\$(10,499,114)	\$(10,731,680)	\$(12,760,755)	\$(13,373,872)	\$(14,057,180)



Facilities Maintenance

PURPOSE STATEMENT

To maintain and repair assigned facilities and associated systems and equipment in proper working order for the safety and effective use of facilities and to respond to facility maintenance and repair needs of customers.

ACCOMPLISHMENTS FY 2014

- Coordinated with various departments to complete necessary repairs and maintenance at the numerous facilities and related systems
- Remodeled the downstairs lobby of the Municipal Center
- Slurry sealed the Public Safety parking lot

OBJECTIVES FY 2015

- Complete Municipal Center improvements to include; upgrading Council Chamber lighting, replacing Council Chamber seating and carpet, and replacing cooling system controls and valves
- Increase the useful life of the roof at the Public Works facility by applying foam material to structure
- Install new batteries in the UPS backup system, and replace two 8-channel video receivers for the security camera fiber in the Public Safety Center
- Implement findings of the threat assessment performed by Police and Fire departments

BUDGET NOTES

One-time funding for FY 2015 include upgrades to the Council Chambers, a new A/C unit at the Municipal Center, and foam installation for the Public Works Facility roof, and one new vehicle. There are no significant changes in the personnel budget.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Number of emergency call outs	38	36	37	36
Average time spent per emergency	1 hour	2 hours	2 hours	2 hours
Cost per square foot - Municipal Center I (51,050 square feet)	\$7.01	\$7.45	\$8.93	\$12.15
Cost per square foot - Public Works Facility (33,000 square feet)	\$4.55	\$4.51	\$5.06	\$7.08
Cost per square foot - Municipal Center II (51,500 square feet)	\$2.86	\$2.89	\$3.11	\$3.08
Cost per square foot - Public Safety Center (178,00 square feet)	\$4.22	\$4.80	\$4.44	\$5.03
Cost per square foot - South Area Service Center (86,000 square feet)	\$2.35	\$2.62	\$2.20	\$2.09
Cost per square foot - Radio Maintenance Facility (7,580 square feet)	\$2.44	\$2.26	\$3.10	\$3.10



Facilities Maintenance

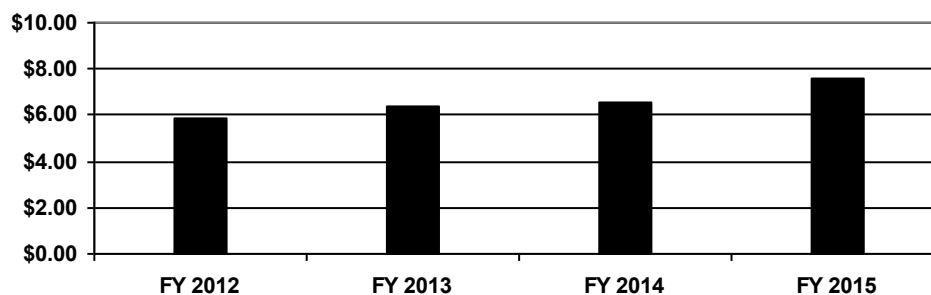
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Facilities Maintenance	11.00	11.00	11.00	11.00	11.00
Municipal Center	0.00	0.00	0.00	0.00	0.00
Public Works Facility	0.00	0.00	0.00	0.00	0.00
Municipal Office II	0.00	0.00	0.00	0.00	0.00
Public Safety Center	0.00	0.00	0.00	0.00	0.00
South Area Service Center	0.00	0.00	0.00	0.00	0.00
Heritage Annex	0.00	0.00	0.00	0.00	0.00
Radio Maintenance Facility	0.00	0.00	0.00	0.00	0.00
Total Personnel	11.00	11.00	11.00	11.00	11.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Facilities Maintenance	758,421	839,126	980,465	891,032	979,010
Municipal Center	357,794	380,353	375,000	456,081	620,300
Public Works Facility	150,135	148,676	156,916	166,992	233,735
Municipal Office II	147,109	148,955	139,060	160,002	158,560
Public Safety Center	751,687	854,472	777,685	790,866	894,965
South Area Service Center	202,481	225,545	175,480	189,198	179,980
Heritage Annex	52,360	39,667	35,660	34,489	35,660
Traffic Center/Radio Facility	18,482	17,123	23,510	23,510	23,510
Total Expenses	\$ 2,438,469	\$ 2,653,917	\$ 2,663,776	\$ 2,712,170	\$ 3,125,720

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	716,145	769,252	823,115	832,074	850,960
Supplies & Contractual	1,722,324	1,884,665	1,840,661	1,880,096	2,246,760
Capital Outlay	-	-	-	-	28,000
Total Expenses	\$ 2,438,469	\$ 2,653,917	\$ 2,663,776	\$ 2,712,170	\$ 3,125,720

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	237,181	247,850	220,000	253,000	253,000
Total Expenses	2,438,469	2,653,917	2,663,776	2,712,170	3,125,720
Net Operating Result	\$ (2,201,288)	\$ (2,406,067)	\$ (2,443,776)	\$ (2,459,170)	\$ (2,872,720)

COST PER SQUARE FOOT OF FACILITIES



PURPOSE STATEMENT

To provide clean, safe, and well-maintained parks, and open space areas for the residents of Gilbert and visiting patrons. Major services include baseball and softball fields, multi-purpose play areas, playgrounds, sport courts (volleyball, tennis, basketball), skate park, dog parks, lakes, trails, and picnic areas. Gilbert Parks services provides high quality, broad-based parks, facilities, programs, and services creating a sense of community, enabling a safe and secure environment, and enhancing Gilbert's quality of life.

ACCOMPLISHMENTS FY 2014

- Completed major renovation projects at Freestone Park including: replacement of the ball field lights, main playground structure, and basketball courts
- Completed minor repair and maintenance projects at Freestone park including: painting the backstops, dugouts, restrooms and concessions stands, repairing railing areas and replacing the roof on the concession stand
- Installed new railings at Freestone ball fields and the Freestone Recreation Center
- Obtained a grant to assist in the purchase and installation of a shade structure at Crossroads dog park
- Upgraded acid injectors at Crossroads Park and the Riparian at Water Ranch
- Installed fresh sand and wood chips at Town of Gilbert playgrounds for safety compliance
- Completed concrete repairs at numerous parks including Crossroads, Freestone, Discovery, McQueen and Cosmo Dog Park

- Completed design of trail improvements to the Heritage Trail (Consolidated Canal) from the Western Canal to Warner Road and the trail improvements to the Western Canal west of McQueen Road

OBJECTIVES FY 2015

- Update the Gilbert "Parks Handbook", which includes standards, task frequencies, inspection schedules, and maintenance schedules
- Replace aging utility vehicles with new units
- Complete the Long Range Infrastructure Plan
- Upgrade filtration system for the irrigation systems at the Riparian and SERL Library
- Install a minimum of one shade structure at Cosmo Dog Park (beach area)
- Complete the dredging/cleaning of the lake at Cosmo Dog Park
- Customize the Lucity work order system to meet the needs of the Parks Department
- Complete fence repairs for the ball fields at Crossroads Park
- Provide training for parks staff to include irrigation, equipment, electrical systems and sports turf

BUDGET NOTES

The FY 2015 budget contains one-time funding of \$163,000 for parking lot repairs at Crossroads Park, McQueen Park, and the Soccer Complex. Other one-time funding included in the supplies and contractual budget include upgrades to the pump station and shade structure at Crossroads Park and upgrades to the active areas at Cosmo Dog Park. There are no significant changes in the personnel budget.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Increase Ramada rentals	771	828	729	750
Increase number of coalition bookings in neighborhood parks	0	0	2	10



Parks and Open Space

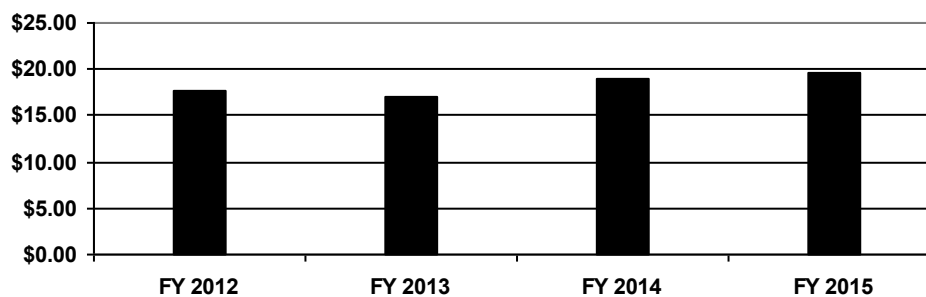
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Parks and Open Space	29.86	30.83	31.88	31.88	31.88
Total Personnel	29.86	30.83	31.88	31.88	31.88

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Parks and Open Space	3,767,154	3,734,308	4,275,342	4,315,741	4,553,119
Total Expenses	\$ 3,767,154	\$ 3,734,308	\$ 4,275,342	\$ 4,315,741	\$ 4,553,119

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	1,632,220	1,648,986	1,851,728	1,728,356	1,870,484
Supplies & Contractual	2,134,934	2,085,322	2,423,614	2,587,385	2,659,635
Capital Outlay	-	-	-	-	23,000
Total Expenses	\$ 3,767,154	\$ 3,734,308	\$ 4,275,342	\$ 4,315,741	\$ 4,553,119

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	434,762	623,165	572,220	581,000	552,000
Total Expenses	3,767,154	3,734,308	4,275,342	4,315,741	4,553,119
Net Operating Result	\$ (3,332,392)	\$ (3,111,143)	\$ (3,703,122)	\$ (3,734,741)	\$ (4,001,119)

COST PER CAPITA



PURPOSE STATEMENT

To provide a variety of aquatics programs for the community to include swimming lessons, swim team, dive team, public swimming, and pool rentals. The aquatics programs contribute to community livability by providing important spring and summer activities for both youth and adults of Gilbert.

ACCOMPLISHMENTS FY 2014

- Expanded pool rental system for Mesquite Aquatic Center to accept rentals throughout aquatic season
- Introduced pool special events and dive in movies for the Summer 2013 season, increasing program impacts and offering a wider variety of aquatic programming to the general public. Events included Greenfield Water Carnival, Williams Field Pool Pirate Party, and Dive in Movies at Mesquite Pool
- Expanded the swim lesson program to include swim lessons in May at Greenfield Pool
- Completed drain upgrades at Greenfield, Williams Field, and Perry pools
- Amended Gilbert Junior High pool intergovernmental agreement to which eliminated costs of operation and maintenance of the pool
- Record number of swim participants (1,503) in summer swim team program, an increase of 5%
- Dive team program participation increased 14% to 175 youths

- Southwest Ambulance Pool PAC drowning prevention PSA was produced at Williams Field Pool

OBJECTIVES FY 2015

- Demolition of Gilbert Junior High pool
- Complete renovation and repairs to Mesquite Aquatic Center to include decking and plaster repairs on a facility
- Expand preseason swim/dive team programs to all locations, utilizing the shoulder season to offer additional use to the community
- Offer an expanded Guard Start program to assist with staff development and train future staff members
- Complete facility maintenance at Perry, Williams Field, and Greenfield Pools that includes repainting of pool decks to extend their usable life

BUDGET NOTES

During FY 2014, staff completed a staffing analysis to determine proper FTE based on current practices. As a result, there is a reduction of FTE budgeted in FY 2015 for Aquatics. A portion of reduced hours were reallocated to other Recreation cost centers. One-time funds in the amount of \$25,000 are budgeted for the demolition of Gilbert Junior High pool due to age and condition.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Increase attendance at recreation swim	36,297	34,910	36,000	37,000
Increase number of swim lesson participants	6,987	7,119	7,200	7,500
Increase swim team participation	1,430	1,503	1,575	1,600



Aquatics

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Gilbert Pool	0.05	0.05	0.05	0.05	0.00
Mesquite Pool	5.96	5.96	5.96	5.96	5.13
Greenfield Pool	4.93	4.93	4.93	4.93	4.25
Perry Pool	4.61	4.61	4.61	4.61	4.19
Williams Field Pool	4.87	4.87	4.87	4.87	4.41
Total Personnel	20.42	20.42	20.42	20.42	17.98

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Gilbert Pool	24,297	22,629	78,657	3,982	25,000
Mesquite Pool	190,891	239,696	298,082	281,254	275,619
Greenfield Pool	190,945	200,509	235,812	247,661	250,360
Perry Pool	161,958	166,277	218,047	220,233	219,394
Williams Field Pool	184,060	168,574	228,943	227,797	219,808
Total Expenses	\$ 752,151	\$ 797,685	\$ 1,059,541	\$ 980,927	\$ 990,181

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	511,956	548,244	759,373	756,610	694,973
Supplies & Contractual	240,195	249,441	300,168	224,317	295,208
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 752,151	\$ 797,685	\$ 1,059,541	\$ 980,927	\$ 990,181

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	398,893	411,392	466,500	422,000	420,000
Total Expenses	752,151	797,685	1,059,541	980,927	990,181
Net Operating Result	\$ (353,258)	\$ (386,293)	\$ (593,041)	\$ (558,927)	\$ (570,181)

PURPOSE STATEMENT

Recreation centers provide clean, safe and well maintained indoor recreational facilities for a wide variety of activities and events. Services include an extensive class program for all ages, fitness and wellness activities, gymnasiums, sports opportunities, community events, rentals, public meetings, and forums. Centers also provide space for senior programs and meals, social service office space, and various other community uses. The amenities and programs offered at the centers add to the livability of Gilbert and enhance the quality of life.

ACCOMPLISHMENTS FY 2014

- Completed Freestone Recreation Center facility improvements to include new fitness equipment, shade structure over the Kiddy Corner, installed speed bumps, new LED electronic monument sign at the Guadalupe entrance, racquetball court resurfacing, track repairs, restroom and locker room counter top repairs and a new aerial lift
- Enhanced security measures at the McQueen Park Activity Center, Gilbert Community Center, Freestone Recreation Center and the Southeast Regional Library by adding new cameras for coverage and replacing those that were outdated and ineffective
- In conjunction with Gilbert Police and Gilbert Fire and Rescue, conducted threat assessments at the McQueen Park Activity Center, Gilbert Community Center, Freestone Recreation Center, and the Southeast Regional and Perry Libraries. Plans are now in place for lockdown rooms and facility security should there ever be a need to activate in an emergency situation

- Completed the major floor renovation and repair project at the McQueen Park Activity Center. This included new flooring in all three multi-purpose rooms, two classrooms, Kiddie Korral, front lobby and gym lobby and restroom areas
- Enhanced Independent Contractor class offerings to help grow and build partnerships with local businesses. There are now over 30 contractors working with us in class programs


OBJECTIVES FY 2015

- Revise and implement new indoor rental fee structures for the facilities
- Complete assessment to determine new room construction needs at the Southeast Regional Library in order to accommodate staff and program changes related to the Riparian
- Coordinate and schedule on site safety trainings for staff at all facilities pertaining to workplace violence and active shooter situations
- Complete facility repairs, updates and modifications in all centers as recommended by a third party safety inspector
- Continue comprehensive reviews of all center policies and procedures

BUDGET NOTES

Personnel costs increase as a result of additional seasonal Recreation Leader and Senior Recreation Leader hours at the various Centers. Increases in supplies and contractual are as a result of one-time funds to resurface the gymnasium floors at Freestone Recreation Center and McQueen Activity Center as well as additional security measures at the various Centers.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Increase annual participation at Freestone Recreation Center	236,141	242,346	243,098	243,750
Increase total number of Independent Contractor contracts in place for class programs	30	32	33	34
Increase total number of passes sold (annual, 6 month, monthly) at the Freestone Recreation Center	7,619	7,628	7,904	8,022



Recreation Centers

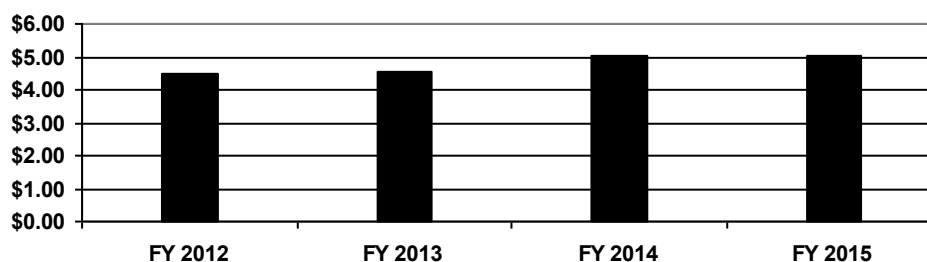
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Community Center	5.19	5.57	5.57	5.57	5.79
McQueen Activity Center	8.86	8.87	8.87	8.87	8.87
Page Park Center	0.41	0.00	0.00	0.00	0.00
Freestone Recreation Center	17.30	17.31	19.27	19.27	20.09
Southeast Regional Library	3.78	3.79	3.79	3.79	3.79
Perry Branch Library	0.00	0.00	0.00	0.00	0.00
Total Personnel	35.54	35.54	37.50	37.50	38.54

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Community Center	330,628	348,296	391,787	380,757	398,537
McQueen Activity Center	412,792	452,222	553,114	601,886	580,915
Page Park Center	23,564	14,273	13,021	18,321	13,021
Freestone Recreation Center	1,061,703	1,107,746	1,261,700	1,228,719	1,233,813
Southeast Regional Library	2,402,266	2,616,566	2,904,811	2,898,603	3,104,856
Perry Branch Library	946,143	867,461	1,017,209	1,017,209	997,469
Total Expenses	\$ 5,177,096	\$ 5,406,564	\$ 6,141,642	\$ 6,145,495	\$ 6,328,611

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	1,385,945	1,413,138	1,689,966	1,599,063	1,748,915
Supplies & Contractual	3,791,151	3,993,426	4,451,676	4,546,432	4,579,696
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 5,177,096	\$ 5,406,564	\$ 6,141,642	\$ 6,145,495	\$ 6,328,611

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	1,626,476	1,703,671	1,641,000	1,072,000	1,236,000
Total Expenses	5,177,096	5,406,564	6,141,642	6,145,495	6,328,611
Net Operating Result	\$ (3,550,620)	\$ (3,702,893)	\$ (4,500,642)	\$ (5,073,495)	\$ (5,092,611)

COST PER PARTICIPANT - FREESTONE RECREATION CENTER





Recreation Programs

PURPOSE STATEMENT

To provide premium recreation services that contribute to community livability by promoting positive social/leisure opportunities to the residents of Gilbert, through diverse programs, activities and events.

ACCOMPLISHMENTS FY 2014

- Successful completion of streamlining the inter-department permit process for special events
- Department staff successfully produced 3 new community events serving over 10,000 additional event goers (Gilbert Fall Carnival, Riparian After Dark and Martin Luther King Day Celebration)
- Special event staff processed permits and supported tourism in Gilbert by the coordination and facilitation of over 50 private producer run events
- Increased partnerships by creating and developing an agreement with the Power Ranch HOA community to offer additional recreational programming at their location
- Adaptive Recreation Cheerleading Team was awarded the Gold Medal at the Special Olympics State Competition
- The Youth Spring Ball Program increased 8% this year, to 850 registered participants from 2013



OBJECTIVES FY 2015

- Improve the block party permit approval process to include communication and input from neighborhood residents effected by a block party event
- Staff will review procedures and make recommendations to improve the quality of the sports coalition, to include updating the sports coalition handbook
- Improve marketing and social media outlets to help increase community awareness of special events
- Reinstigate a professionally developed Recreation Guide for the department to include printed copies available for the public in each of five program sessions per year
- Increase participation in Special Olympics Bowling and Cheer State Competitions by 15%
- Increase the use of Freestone Park ball fields for adult sports leagues, tournaments, and outside rentals by 25%

BUDGET NOTES

There are no significant changes in the personnel budget as staffing levels have remained consistent since FY 2013. Increases in supplies and contractual include funding for outside facilities gymnasium rentals and a one-time appropriation of \$5,000 for adult sports online class registration software.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Increase the number of community event sponsors supporting Town of Gilbert special events by 10%	42	44	51	56
Increase the number of marketing avenues used to advertise special events by introducing 2 new avenues per year.	0	2	5	7
Number of athletes representing Team Gilbert at Special Olympics State Bowling and Cheer Competitions.	30	33	40	46



Recreation Programs

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Youth Sports	0.86	0.86	0.86	0.86	0.86
Adult Sports	1.71	1.71	1.71	1.71	1.71
Special Events Admin	2.82	3.57	3.57	3.57	3.57
Special Events	0.00	0.00	0.00	0.00	0.00
Special Needs	0.68	0.68	0.68	0.68	0.68
Outdoor Programs	0.00	0.00	0.00	0.00	0.00
Total Personnel	6.07	6.82	6.82	6.82	6.82

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Youth Sports	91,139	65,818	86,612	76,469	85,005
Adult Sports	235,920	248,426	267,697	242,721	275,591
Special Events Admin	353,923	268,368	301,061	291,496	301,140
Special Events	20,048	210,949	269,410	282,322	269,410
Special Needs	39,519	46,637	55,779	52,461	57,340
Outdoor Programs	15,275	-	-	-	-
Total Expenses	\$ 755,824	\$ 840,198	\$ 980,559	\$ 945,469	\$ 988,486

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	377,195	480,882	505,234	550,909	501,161
Supplies & Contractual	378,629	359,316	475,325	394,560	487,325
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 755,824	\$ 840,198	\$ 980,559	\$ 945,469	\$ 988,486

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	506,955	575,243	605,800	458,000	535,000
Total Expenses	755,824	840,198	980,559	945,469	988,486
Net Operating Result	\$ (248,869)	\$ (264,955)	\$ (374,759)	\$ (487,469)	\$ (453,486)

Non-Departmental

Non-Departmental Summary

The General Fund non-departmental section of the budget captures all expenditures that are not directly contributed to a business unit.

Transportation

Transportation consists of the contract with Phoenix-Mesa Gateway Airport. The mission of Phoenix-Mesa Gateway Airport is to develop a safe, efficient, economical and environmentally acceptable air transportation facility.

Outside Agencies

The purpose of Outside Agencies is to augment funding for various social service agencies that provide service in Gilbert. Staff reviews and scores each application received. Based on the outcome of the scoring process, a proposed recommendation is made to Council. Council has the ability to accept the staff proposal or modify the recommendations as they feel necessary.

Capital Projects

The budget for Capital Projects is determined by the 2015-2019 Capital Improvement Program that was adopted by Council on June 5, 2014. The following projects require General Fund funding for FY 2015:

Fire Station 7	\$3,734,232
Permitting System	2,000,000
Elliott District Park Repairs	1,564,262
Heritage Trail Middle Section	1,496,763
Commerce Avenue Drainage	1,155,579
Western Canal Trail	1,153,784
Playground Replacements	900,000
Security Access Upgrades	410,000
Human Resources System	375,000
Pool Repairs	297,258
Pool Chemical Room Updates	280,000
Police App/Network Support	252,104
Powerline Trail Drainage	212,668
Urban Lakes Renovation	210,000
Detention Facility	199,050
Pool Pump Pit Upgrades	193,000
Playground/Park Replacements	139,106
Fire Station Emergency Signals	71,000
Freestone Ball Field Lighting	70,355
Fire Station Connectivity	56,524
Prosecutors Office Software	25,000

More detail on these CIP projects can be found in the Capital Improvements section of this document.

Other

Insurance

This is the General Fund portion of the Public Entity Insurance package. Policies include Police Liability, Auto Liability, Auto Damage, Contractor's Equipment, Property, General Liability, and General Excess.

Tuition Reimbursement

Based on historical usage, \$150,000 is budgeted to reimburse employees of the General Fund for tuition expenses. This is capped at \$5,000 per employee per fiscal year. Pre-authorization is required for all classes.

Copy Services

The contract for the current copy services provider expires in FY 2015. An RFP for copy services will be issued to determine the most qualified and cost efficient vendor to provide these services.

Pay for Performance/Step Increase

Council adopted a compensation philosophy which illustrates the importance of linking pay with exceptional performance for all non-sworn Gilbert employees. All sworn Public Safety employees will be compensated based on years of service and performance. A one-time allowance is budgeted in FY 2015 for all non-sworn employees who demonstrate exceptional performance. An ongoing allowance has been budgeted for sworn Public Safety employees. Once the distribution has been determined, the funds will be transferred to the appropriate cost centers.

Economic Development Reserve

The adopted budget includes an Economic Development Reserve. This reserve recognizes the importance of investment in local economic development activities. Per Policy Statement 2011-005, Gilbert shall annually budget an Economic Development Reserve of \$5 million in the General Fund for the purpose of supporting economic development activities in Gilbert. Utilization of this funding will occur within existing town policies on expenditures and use of funding.

Contingency

Contingency is budgeted for emergencies and unforeseen events at the time of budget approval. Contingency for FY 2015 was calculated to equal the unassigned fund balance after all reserves were identified.



Non-Departmental

PERSONNEL	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
No Personnel Allocations	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Transportation	1,262,740	451,408	350,000	350,000	350,000
Outside Agencies	393,786	309,573	356,500	479,500	493,500
Capital Projects	-	-	8,333,000	2,054,610	14,795,685
Other	2,776,188	3,063,821	3,447,860	3,554,860	4,609,670
ED Reserve	-	-	5,000,000	-	5,000,000
Contingency	-	-	8,044,000	-	10,647,500
Total Expenses	\$ 4,432,714	\$ 3,824,802	\$ 25,531,360	\$ 6,438,970	\$ 35,896,355

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	308,091	-	-	-	1,100,000
Supplies & Contractual	4,108,974	3,824,802	17,620,360	4,384,360	20,297,928
Capital Outlay	15,649	-	7,911,000	2,054,610	14,498,427
Total Expenses	\$ 4,432,714	\$ 3,824,802	\$ 25,531,360	\$ 6,438,970	\$ 35,896,355

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	340,511	14,947	-	590,000	-
Total Expenses	4,432,714	3,824,802	25,531,360	6,438,970	35,896,355
Net Operating Result	\$ (4,092,203)	\$ (3,809,855)	\$ (25,531,360)	\$ (5,848,970)	\$ (35,896,355)

Enterprise Funds

Enterprise Funds Summary

Water

Wastewater

Environmental Services - Residential

Environmental Services - Commercial



FUNDS DESCRIPTION

Enterprise funds are designed to allow a government operation to reflect a financial picture similar to a business enterprise. Gilbert operates these funds on the philosophy that the fees charged will cover 100% of the cost of these services – including cost of internal support from the General Fund. Included in the Enterprise Fund type are:

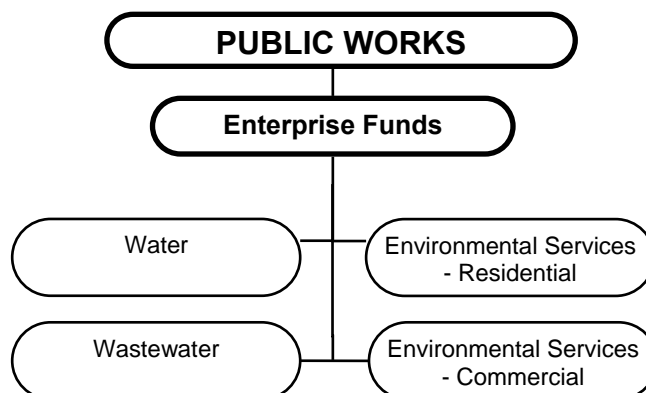
Water	Ensure a safe, dependable water supply
Wastewater	Provide a safe, dependable wastewater collection/treatment system, and a reclaimed water reuse system
Environmental Services:	
Residential	Manage the integrated solid waste operation to provide environmentally sound collection and disposal of solid waste for residential customers
Commercial	Manage the integrated solid waste operation to provide environmentally sound collection and disposal of solid waste for commercial customers

FUND ACTIVITY

The following is a statement of revenue, expenses, and transfers for the enterprise funds based on the adopted budget for FY 2015.

	<u>Water</u>	<u>Wastewater</u>	<u>Environmental Services</u>	
			<u>Residential</u>	<u>Commercial</u>
Total Operating Revenues	\$ 39,235,839	\$ 24,448,662	\$ 14,700,929	\$ 2,463,231
Total Operating Expenses	(50,030,312)	(26,244,464)	(17,772,107)	(3,231,788)
Operating Income (Loss)	<u><u>\$(10,794,473)</u></u>	<u><u>\$(1,795,802)</u></u>	<u><u>\$(3,071,178)</u></u>	<u><u>\$(768,557)</u></u>
Non-Operating Revenues (Expenses)	-	-	-	-
Income (Loss) Before Transfers	<u><u>\$(10,794,473)</u></u>	<u><u>\$(1,795,802)</u></u>	<u><u>\$(3,071,178)</u></u>	<u><u>\$(768,557)</u></u>
Operating Transfers In	-	920,000	155,000	-
Operating Transfers Out	(9,821,884)	(7,789,688)	(1,161,004)	(189,460)
Net Income	<u><u>\$(20,616,357)</u></u>	<u><u>\$(8,665,490)</u></u>	<u><u>\$(4,077,182)</u></u>	<u><u>\$(958,017)</u></u>

ORGANIZATIONAL CHART





Enterprise Funds

PERSONNEL BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Water	119.25	118.20	118.20	117.95	116.45
Wastewater	41.68	41.68	44.68	44.68	45.39
Environmental Svc-Residential	71.22	71.72	76.22	76.22	76.72
Environmental Svc-Commercial	7.28	7.28	7.28	7.28	7.28
Total Personnel	239.43	238.88	246.38	246.13	245.84

EXPENSES BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Water	23,245,413	24,584,659	39,162,388	28,144,694	50,030,312
Wastewater	13,321,625	13,447,022	19,198,412	16,206,524	26,244,464
Environmental Svc-Residential	10,742,108	11,525,017	16,291,101	12,523,339	17,772,107
Environmental Svc-Commercial	1,785,243	1,867,307	2,080,359	1,774,796	3,231,788
Total Expenses	\$ 49,094,389	\$ 51,424,005	\$ 76,732,260	\$ 58,649,353	\$ 97,278,671

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	15,561,884	15,763,496	18,239,539	16,501,138	18,237,502
Supplies & Contractual	33,429,631	35,337,110	44,045,261	39,050,118	48,105,557
Capital Outlay	102,874	323,399	14,447,460	3,098,097	30,935,612
Total Expenses	\$ 49,094,389	\$ 51,424,005	\$ 76,732,260	\$ 58,649,353	\$ 97,278,671

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	79,319,777	78,146,291	77,383,500	78,586,000	80,848,661
Transfers In	1,928,334	683,053	1,255,000	1,255,000	1,075,000
Total Sources	\$ 81,248,111	\$ 78,829,344	\$ 78,638,500	\$ 79,841,000	\$ 81,923,661
Total Expenses	49,094,389	51,424,005	76,732,260	58,649,353	97,278,671
Transfers Out	16,665,310	19,637,359	16,591,216	16,591,216	18,962,036
Total Uses	\$ 65,759,699	\$ 71,061,364	\$ 93,323,476	\$ 75,240,569	\$ 116,240,707
Net Operating Result	\$ 15,488,412	\$ 7,767,980	\$(14,684,976)	\$ 4,600,432	\$(34,317,046)

ENTERPRISE FUNDS BENCHMARKS

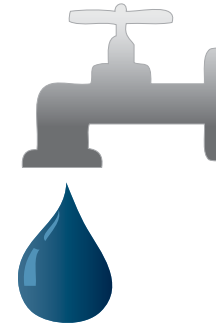
WATER BENCHMARK

Water

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
Gilbert, AZ	\$23.27
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 Raffelis 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.



WASTEWATER BENCHMARK

Wastewater

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

4.2

billion gallons of reclaimed water produced & reused annually (estimated)

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)
Gilbert, AZ	12.5	227,598	54,921	4.56	4.20
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.

ENVIRONMENTAL SERVICES BENCHMARK

Environmental Services

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
Gilbert, AZ	69,031	18,695	21.3%
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.

21.3%

diversion rate for 2013



Water

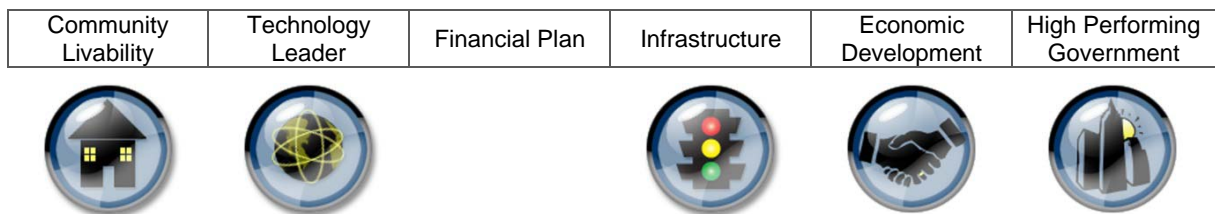
Water Summary
Conservation
Production
Quality
Distribution
Metering
Utility Customer Service
Public Works Administration
Utility Locates
Water Resources
Non-Departmental

FUND DESCRIPTION

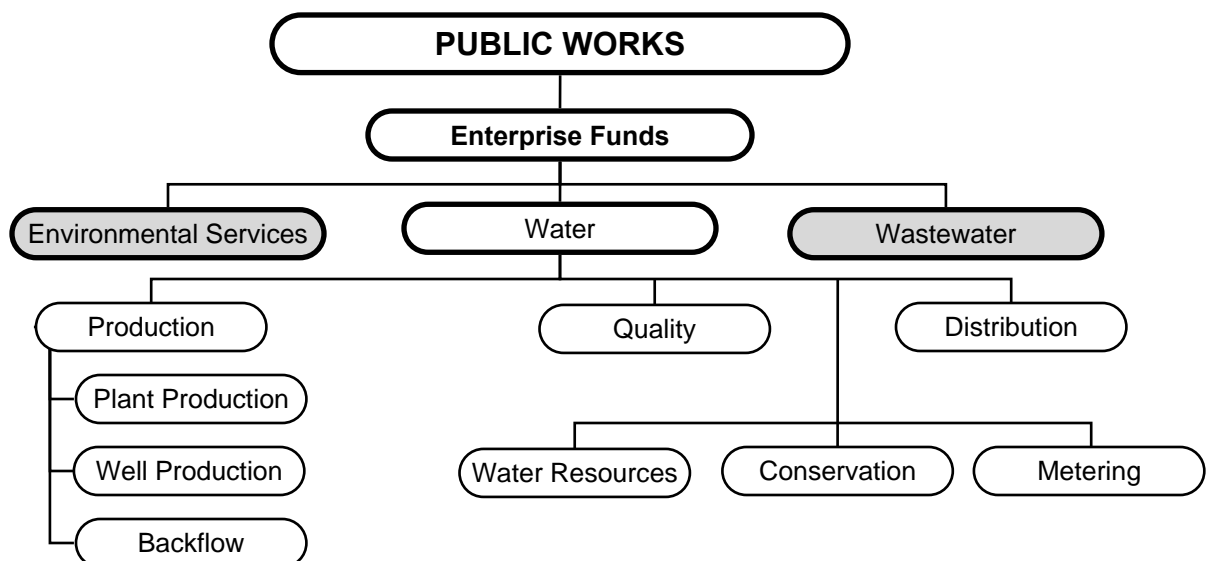
The Town of Gilbert’s Water Fund is financed and operated in a manner similar to private business enterprises. The mission of the Water Division is to ensure a safe and dependable water supply for all residents, businesses, and visitors of Gilbert. The division ensures compliance with the Department’s Goals, Gilbert Strategic Plan, Gilbert Code, and local, state, and federal regulations. The Water Division maintains the necessary tools, equipment, and properly trained and skilled personnel in order to meet the public’s expectations and resolve problems at the appropriate staff level.

STRATEGIC INITIATIVES

These icons indicate the strategic initiatives addressed through divisions within the department.



ORGANIZATIONAL CHART





Water

PERSONNEL BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	2.00	1.00	1.00	1.00	1.00
Conservation	3.00	3.00	3.00	3.00	3.00
Production	38.25	38.20	40.20	40.20	40.20
Quality	6.00	6.00	6.00	6.00	6.00
Distribution	13.00	12.00	13.00	13.00	13.00
Metering	26.00	26.00	26.00	26.00	27.00
Utility Customer Service	18.00	18.00	18.00	17.75	15.25
Public Works Administration	8.00	7.00	4.00	4.00	4.00
Utility Locates	5.00	6.00	6.00	6.00	6.00
Water Resources	0.00	1.00	1.00	1.00	1.00
Total Personnel	119.25	118.20	118.20	117.95	116.45

EXPENSES BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	730,793	396,794	446,365	349,298	427,205
Conservation	269,288	192,488	381,799	262,089	330,789
Production	12,673,966	9,986,115	10,139,554	10,092,533	10,554,985
Quality	516,502	491,593	824,108	550,153	738,853
Distribution	1,172,083	1,691,532	1,849,834	1,746,576	1,808,993
Metering	3,156,265	3,431,232	3,954,074	3,966,210	4,120,332
Utility Customer Service	596,049	620,467	693,020	658,310	619,269
Public Works Administration	320,796	258,128	260,280	92,447	377,507
Utility Locates	210,340	210,969	234,110	237,267	227,796
Water Resources	-	3,684,742	5,190,990	5,190,633	5,723,045
Non-Departmental	3,599,331	3,620,599	15,188,254	4,999,178	25,101,538
Total Expenses	\$ 23,245,413	\$ 24,584,659	\$ 39,162,388	\$ 28,144,694	\$ 50,030,312

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	6,676,923	6,680,144	7,640,134	6,805,511	7,686,696
Supplies & Contractual	16,543,628	17,610,768	21,551,794	19,874,058	21,476,338
Capital Outlay	24,862	293,747	9,970,460	1,465,125	20,867,278
Total Expenses	\$ 23,245,413	\$ 24,584,659	\$ 39,162,388	\$ 28,144,694	\$ 50,030,312

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	38,576,239	37,940,591	37,036,000	38,195,000	39,235,839
Transfers In	234,183	-	180,000	180,000	-
Total Sources	\$ 38,810,422	\$ 37,940,591	\$ 37,216,000	\$ 38,375,000	\$ 39,235,839
Total Expenses	23,245,413	24,584,659	39,162,388	28,144,694	50,030,312
Transfers Out	7,957,664	8,447,872	7,813,305	7,813,305	9,821,884
Total Uses	\$ 31,203,077	\$ 33,032,531	\$ 46,975,693	\$ 35,957,999	\$ 59,852,196
Net Operating Result	\$ 7,607,345	\$ 4,908,060	\$ (9,759,693)	\$ 2,417,002	\$(20,616,357)

PURPOSE STATEMENT

Ensure Gilbert’s water supply is used in the most efficient manner, and that Gilbert complies with state regulations regarding water conservation, which includes meeting the target gallons per person per day water use of 205 gallons.

ACCOMPLISHMENTS FY 2014

- Hosted the Town’s third 4th grade water education festival for Gilbert Public Schools students
- Held 4th “Fix A Leak Week” race in partnership with Arizona Municipal Water Users Association
- Continued partnership with the town Parks and Recreation Department to reduce water usage in the Parkway Maintenance Improvement Districts (PKID) neighborhoods
- Continued the partnership with the town Streets and Parks and Recreation departments on conservation measures through area-based water use budgets
- Reinstated the HOA Landscape Management Assistance Program (LMAP)

OBJECTIVES FY 2015

- Develop a strategic plan for the Water Conservation Division to align town goals with the Arizona Department of Water Resources 4th Management Plan
- Expand educational program offerings to middle school aged students
- Continue to maintain compliance with the Arizona Department of Water Resources Non Per Capita Conservation Program requirements
- Increase interdepartmental cooperation for achieving greater water efficiency in town operations
- Increase student participation by approximately 70% to 3500 students annually
- Increase the number of residential audits by approximately 37% to 220 audits annually

BUDGET NOTES

Due to turnover of staff, vacant position were budgeted at the minimum of the range, resulting in an overall reduction in personnel and personnel related expenses. There are no other significant changes included in the FY 2015 budget.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Number of students participating in education programs	2,910	1,088	2,050	3,500
Residential audits	298	130	160	220
Number of HOAs participating in LMAP	12	2	15	22



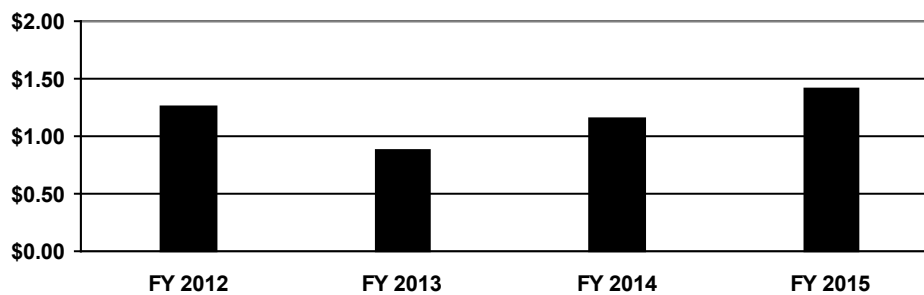
Conservation

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Conservation	3.00	3.00	3.00	3.00	3.00
Total Personnel	3.00	3.00	3.00	3.00	3.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Conservation	269,288	192,488	381,799	262,089	330,789
Total Expenses	\$ 269,288	\$ 192,488	\$ 381,799	\$ 262,089	\$ 330,789

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	232,502	164,899	323,442	205,926	279,432
Supplies & Contractual	36,786	27,589	58,357	56,163	51,357
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 269,288	\$ 192,488	\$ 381,799	\$ 262,089	\$ 330,789

COST PER CAPITA



PURPOSE STATEMENT

Facilitate the production of a safe and dependable water supply to meet all seasonal and daily demands for water. To meet all federal, state and local water quality requirements. Maintain sufficient water pressure throughout the town's water service area to meet all residential, commercial, fire and emergency needs.

ACCOMPLISHMENTS FY 2014

- Updated/resubmitted the Risk Management Plan
- Reconditioned/cleaned infrastructure at North Water Treatment Plant (NWTP)
- Updated various standard operating procedures
- Replaced propeller water meters at eight well sites with mag meters to reduce cost of complying with the Water Delivery and Use Agreement
- Well Site 12 rehabilitated piping on booster station and well manifolds
- Well Site 12 replaced all valves and pipes in valve vault. Extend operators to above grade for emergency operational capability
- Well Sites 14,15, 17 had new chlorine buildings and chlorinators installed. Well Site 19-21 received various upgrades. Well Site 29 replaced chlorine generator to improve efficiency
- Well Site 22- Completed CIP for nitrate blending plan with Well 20
- Well Site 25-Rehab of arsenic facility and contracted training for well technicians. This will allow better utilization of ground water in Zone 4 to reduce trihalomethane production
- Reservoir 27- Removed and rebuilt booster pumps 1 and 3 and improved on original design
- Well Site 31- Completed CIP for new reservoir and booster site and in zone 2

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Peak day demand (million gallons)	68	67	68	70
Daily average water production (million gallons)	43.00	42.5	44	45
# of exceeded MCL's for water quality	0	0	0	0
Average % of ground water production	25.46%	22.78%	23.00%	23.00%
Average % of surface water production	74.53%	77.21%	77.00%	77.00%
# of incidents/down-time considered a water outage	0	0	0	0

- Lindsay Road Reservoir and Turner Ranch Reservoir Sites - Completed CIP to design and install TTHM stripping systems to help meet mandatory MCL regulatory compliance
- Significantly reduced the operating cost of wells, by reducing the use of the Wells with remote Arsenic Treatment Facilities and increasing run time of more cost efficient well sites. Estimated cost savings of \$50k

OBJECTIVES FY 2015

- Continue to develop standard operating procedures and emergency response plan
- Actively emphasize methods and means for facilitating total water production, storage, and boosting capacity to meet customer daily demands
- Maximize the use of surface water, only using groundwater to supplement total production for emergencies or to meet regulatory compliance
- Schedule and monitor sampling program for all designated Environmental Protection Agency parameters and contamination
- Respond to emergency customer contacts within one hour to minimize customer service disruption and property damage. This reduces the possibility of system contamination
- Prepare for the design phase of the 24 mgd expansion of the SVWTP
- Ongoing conditioning of the infrastructure at the NWTP
- Conduct chlorine assessment of the NWTP

BUDGET NOTES

The FY 2015 contractual increased due to the inclusion of maintenance for completed capital improvement projects related to plant operations.



Production

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
North Plant Production	17.33	17.33	17.33	18.33	18.33
Santan Vista WTP	11.33	11.33	11.33	11.33	11.33
Well Production	7.34	7.34	9.34	8.34	8.34
Backflow	2.25	2.20	2.20	2.20	2.20
Total Personnel	38.25	38.20	40.20	40.20	40.20

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
North Plant Production	5,586,340	5,257,969	4,319,655	4,633,730	4,786,776
Santan Vista WTP	4,063,167	1,981,982	2,287,287	2,269,325	2,355,213
Well Production	2,819,383	2,552,385	3,334,927	2,993,908	3,216,911
Backflow	205,076	193,779	197,685	195,570	196,085
Total Expenses	\$ 12,673,966	\$ 9,986,115	\$ 10,139,554	\$ 10,092,533	\$ 10,554,985

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	2,730,048	2,890,305	3,229,536	3,074,358	3,262,182
Supplies & Contractual	9,943,918	6,937,639	6,724,558	6,918,445	7,292,803
Capital Outlay	-	158,171	185,460	99,730	-
Total Expenses	\$ 12,673,966	\$ 9,986,115	\$ 10,139,554	\$ 10,092,533	\$ 10,554,985

PURPOSE STATEMENT

Ensure Gilbert's drinking water supply is safe and dependable for all customers, and water quality meets or exceeds all local, state and federal regulations. Maintain Town's analytical laboratory operation in compliance with all applicable rules/regulations. Provide timely customer services to minimize drinking water quality discrepancy/issues.

ACCOMPLISHMENTS FY 2014

- Maintained 100% compliance with all drinking water regulations
- No Notices of Violation or Public Notifications issued due to failure to meet drinking water standards
- Scheduled and sampled two water treatment plants and 17 wells meeting all requirements
- Timely and accurate reporting of data to the appropriate agencies
- Publication of Consumer Confidence Report (CCR) in electronic format (first time for this format)
- Completed Operational Evaluation Report to address concern with elevated trihalomethane (THM) levels
- Maintained analytical lab compliance and certification with high productivity and accountability
- Record keeping and data entry into Laboratory Information Management System (LIMS) and Excel
- Provided increased testing for arsenic

- Cross trained staff so all chemists are qualified and able to operate analytical instruments at the North Plant

OBJECTIVES FY 2015

- Maintain compliance with all drinking water regulations
- Provide timely response and resolution to all customer complaints and inquiries
- Maintain analytical lab compliance and certification
- Assure publication of Consumer Confidence Report (CCR) with accuracy and in a timely manner
- Focus Water Quality Group on providing further support for optimization of water production processes to meet changing water source chemistry
- Cross train staff so all chemists are qualified and efficient at operating analytical instruments at both water treatment plants
- Increase communications with Distribution and Fire to assist in preparedness of related customer complaint
- Begin source water monitoring for Cryptosporidium and Giardia E.Coli for compliance with the enhanced surface water treatment rule
- Network Lab computers to improve efficiencies and provide redundant data storage

BUDGET NOTES

The FY 2015 budget has decreased in supplies and contractual expenses due to the completion of a project using one-time funding during the FY 2014 budget year.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Number of violations per year	0	0	0	0
Number of missed deadlines for compliance reports	0	0	0	0
Number of analyses performed in-house	18,661	18,630	18,762	19,000
Number of customer complaints	137	140	126	145
Percent of customer complaints resolved to their satisfaction	100%	100%	100%	100%



Quality

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Quality	6.00	6.00	6.00	6.00	6.00
Total Personnel	6.00	6.00	6.00	6.00	6.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Quality	516,502	491,593	824,108	550,153	738,853
Total Expenses	\$ 516,502	\$ 491,593	\$ 824,108	\$ 550,153	\$ 738,853

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	370,571	349,597	480,349	331,405	466,924
Supplies & Contractual	145,931	141,996	343,759	218,748	271,929
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 516,502	\$ 491,593	\$ 824,108	\$ 550,153	\$ 738,853

PURPOSE STATEMENT

Water Distribution ensures the integrity of the town's water infrastructure by maintaining the water distribution system infrastructure and associated assets.

ACCOMPLISHMENTS FY 2014

- Continued cooperative fire hydrant exercising with the Gilbert Fire Department. Currently there are 11,630 hydrants in the system
- Maintained approximately \$200,000 worth of repair inventory- conducting an inventory on a quarterly basis and reporting out gains/losses to the Finance Division
- Successfully trained new Maintenance and Operations Technician for distribution repair crew
- Laptops for supervisor and lead workers for real time work orders to be viewed remotely using wireless technology
- Successfully implemented a job order contract and worked successfully with contractor to replace more than 40 fire hydrants
- Successfully completed Wildly Important Goal (WIG) - painting and maintenance of approximately 600 fire hydrants in the Distribution system
- Successfully exercise 4,456 water valves

OBJECTIVES FY 2015

- Continue with contractor on fire hydrant replacement and new valve installation; funds are available for parts in order to be more aggressive with valve and hydrant replacement
- Continue with the \$150,000 estimated for 30 fire hydrant and various valve replacements
- Continue with fire hydrant repair throughout Gilbert
- Continue fire hydrant maintenance on a monthly basis; 600 hydrants annually
- Continue to maintain a parts inventory and accurate accounting of inventory
- Consider implementation of automated flushing devices into system; review costs/maintenance associated
- Continue water valve maintenance on a monthly basis

BUDGET NOTES

The FY 2015 budget has a net reduction as one-time funding allocated in FY 2014 expired. There are no other significant changes to personnel or contractual expenses in FY 2015.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
# of valves exercised	3,005	4,002	4,456	4,000
% of fire hydrants exercised/inspected	100	100	100	900
# of LUCITY work orders completed	1,262	2,055	2,100	2,000
# of fire hydrants maintenance	26	930	600	900
#of fire hydrants painted	151	912	600	900



Distribution

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Distribution	13.00	12.00	13.00	13.00	13.00
Total Personnel	13.00	12.00	13.00	13.00	13.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Distribution	1,172,083	1,691,532	1,849,834	1,746,576	1,808,993
Total Expenses	\$ 1,172,083	\$ 1,691,532	\$ 1,849,834	\$ 1,746,576	\$ 1,808,993

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	793,616	734,790	896,208	674,107	894,817
Supplies & Contractual	353,605	839,636	953,626	1,067,998	914,176
Capital Outlay	24,862	117,106	-	4,471	-
Total Expenses	\$ 1,172,083	\$ 1,691,532	\$ 1,849,834	\$ 1,746,576	\$ 1,808,993

PURPOSE STATEMENT

To provide accurate and timely readings for accounting of all domestic water produced by Gilbert that is used for residential, commercial or industrial purposes, through installation of new meters and the monthly reading of existing meters. Complete all field operations of the Billing Department within required timelines.

ACCOMPLISHMENTS FY 2014

- Continued the meter maintenance program with the target of 10% of the systems meters being changed out. This program ensures collection of appropriate revenue and brings the town into compliance with Arizona Department of Water Resources guidelines for unaccounted for water
- Continued the large water meter field testing program to ensure large meter accuracy
- Continued the zero consumption process to remove meters that have stopped registering on a weekly basis
- Reclassified current meter specialist position to better meet the departments objectives
- Implemented backflow assemblies to construction meters to ensure public safety

OBJECTIVES FY 2015

- Continue the small meter life cycle maintenance program based on consumption
- Assess data from the large meter testing program to ensure large meters are registering accurately
- Install meters in a timely manner to ensure accountability for water used
- Read every meter in Gilbert's water service area once a month
- Repair or replace all meters that stop registering water flow
- Continue research on Automated Meter Reading/AMI radio reading water meters to increase data for water conservation and customer service purposes.
- Bench test 10% of new meter shipments to ensure quality control

BUDGET NOTES

The FY 2015 budget includes increases related to the addition of one FTE. The contractual budget increased based on Consumer Price Index (CPI) allowances authorized upon contract renewal.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
# of lock-off for delinquent payment	8,925	4,831	4,276	7,500
# of work orders per year	32,508	20,693	30,881	34,000
Average meter read per cycle per reader	353	426	365	500
# of meter reads for the year	881,633	863,428	910,897	940,000
# of new meters installed	2,233	2,083	2,280	3,192
# of meters changed out	5,283	5,177	5,450	6,009



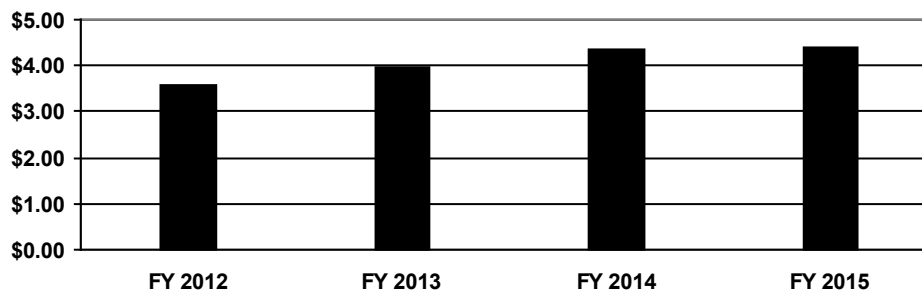
Metering

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Metering	26.00	26.00	26.00	26.00	27.00
Total Personnel	26.00	26.00	26.00	26.00	27.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Metering	3,156,265	3,431,232	3,954,074	3,966,210	4,120,332
Total Expenses	\$ 3,156,265	\$ 3,431,232	\$ 3,954,074	\$ 3,966,210	\$ 4,120,332

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	1,516,593	1,600,178	1,660,287	1,642,197	1,727,445
Supplies & Contractual	1,639,672	1,831,054	2,293,787	2,324,013	2,362,887
Capital Outlay	-	-	-	-	30,000
Total Expenses	\$ 3,156,265	\$ 3,431,232	\$ 3,954,074	\$ 3,966,210	\$ 4,120,332

ANNUAL COST PER METER READ





Utility Customer Service

PURPOSE STATEMENT

The mission of the Customer Service Center is to ensure accurate and timely billing of utility customers. The division provides accurate and quality customer service to residents and the general public that contact the customer service center.

ACCOMPLISHMENTS FY 2014

- An information desk was established in the lobby to provide customers with immediate assistance, forms and direction
- Signs and enhancements were made in the Municipal II building lobby to make it more customer and business-friendly
- Realigned non-phone tasks within the call center to allow for more efficiency
- Several staff were cross-trained to assist with permit and business license tasks and phone calls

OBJECTIVES FY 2015

- Automate an outbound notification to delinquent customers to reduce disconnection of customers for nonpayment
- Enhance marketing of the Neighbor to Neighbor program to increase donations
- Complete documentation of all reference materials to assist with new employee training and ongoing employee development and customer service
- Complete cross training for staff across all lines of service within the Customer Service Center

BUDGET NOTES

In FY 2014, front counter staff in Utility Billing and Development Services were cross-trained in order to provide a more efficient customer service center. As a result, FTE in these two areas were re-allocated based on activity. A decrease in the Utility Customer Service budget and subsequent increase in Development Services Permits and Licensing budget is the result.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
% of utility customers participating in Autopay	18%	24%	26%	26%
% of utility customers signed up to view their utility billings statements online	18%	17%	18%	18%
Answer incoming calls within the American Water Works Association industry standard of 58 seconds	2:11	1:25	2:10	1:00
Maintain the abandoned call rate below the American Water Works Association industry standard of 5.8%	15%	10%	13%	8%



Utility Customer Service

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Utility Customer Service	18.00	18.00	18.00	17.75	15.25
Total Personnel	18.00	18.00	18.00	17.75	15.25

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Utility Customer Service	596,049	620,467	693,020	658,310	619,269
Total Expenses	\$ 596,049	\$ 620,467	\$ 693,020	\$ 658,310	\$ 619,269

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	306,744	353,368	421,968	398,355	352,820
Supplies & Contractual	289,305	267,099	271,052	259,955	266,449
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 596,049	\$ 620,467	\$ 693,020	\$ 658,310	\$ 619,269



Public Works Administration

PURPOSE STATEMENT

The mission of Public Works Department is to provide reliable customer-focused services by efficiently utilizing highly qualified employees and the latest technology to construct and maintain public infrastructure to enhance community livability.

Our vision is that the Public Works Department will be considered an industry leader by demonstrating continuous quality improvement, innovation, and enhanced processes to provide the best value to our customers.

While keeping the mission and vision in mind, it is the desire of the Public Works Department Administration to provide direction and oversight within all areas of operation and planning. These areas include Engineering, Environmental Services, Street Maintenance, Water, and Wastewater. Public Works Administration is committed to optimizing services to the community and providing prompt, courteous, and informed service to our external and internal customers.

ACCOMPLISHMENTS FY 2014

- Hired critical Public Works management staff to maximize the vision and direction of new standards and goals
- Established management and operational expectations in order to fulfill the desire to be best in class
- Attentive staff successfully saved and/or avoided cost increases to the Public Works department estimated at \$392,000 over a multi-year period



OBJECTIVES FY 2015

- Formulate a comprehensive, department wide safety initiative utilizing town resources and associated outside agencies
- Gather data for the prioritization of Public Works assets and components
- Continue operational reviews, cost comparison modeling, and organizational analyses for each operational area to identify areas of optimization
- Continued development of long-range infrastructure plans for each operational area

BUDGET NOTES

The FY 2015 budget includes increases for one-time funding related to special projects. There are no significant personnel changes.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Ratio of administration staff to total department	1:35.1	1:40.4	1:74.8	1:74.7



Public Works Administration

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Public Works Admin	8.00	7.00	4.00	4.00	4.00
Total Personnel	8.00	7.00	4.00	4.00	4.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Public Works Admin	320,796	258,128	260,280	92,447	377,507
Total Expenses	\$ 320,796	\$ 258,128	\$ 260,280	\$ 92,447	\$ 377,507

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	308,639	241,266	152,014	95,482	152,964
Supplies & Contractual	12,157	16,862	108,266	(3,035)	224,543
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 320,796	\$ 258,128	\$ 260,280	\$ 92,447	\$ 377,507

PURPOSE STATEMENT

To protect Gilbert owned underground utilities from damage and disruption to customers' service and facilitate the locating of the utilities within parameters delineated by state law.

ACCOMPLISHMENTS FY 2014

- Received no fines from Arizona Corporation Commission (ACC) for inaccurate marks
- Accurately marked town-owned utilities with in parameters set forth by Arizona Revised Statutes (ARS), and successfully responded to all emergencies and unknowns within specific timelines as required
- Worked with Geographic Information System (GIS) staff to update inconsistencies in the field
- Locators participated in all Capital Improvement Projects (CIP) final walk throughs
- Successfully responded to more than 20,235 utility locate requests consisting of 105,000 utility requests received from Arizona Blue Stake, Inc. in parameters defined by state law

OBJECTIVES FY 2015

- Accurately mark town-owned utilities with in parameters set forth by ARS, responding to all emergencies and unknowns within specific timelines as required
- Receive no fines from ACC for inaccurate marks
- Communicate on a daily basis with contractors and document unknowns and inaccuracies found in field

BUDGET NOTES

There are no significant changes to the personnel, contractual or capital budget for FY 2015. While the Water Fund is the home fund for Utility Locates, a portion of the budget appropriation and expenditures for Utility Locates are split among Water, Wastewater, and Streets. This allocation is determined based on the percentage of time the Utility Locates services are needed.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
# of utility locates/dig requests from Arizona Blue Stake, Inc.	15,190	23,277	20,235	24,600
% of field tickets located by Gilbert staff	89%	96%	98%	95%
% of emergency tickets requiring one hour response	2.75%	2.00%	3.25%	2.50%



Utility Locates

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Utility Locates	5.00	6.00	6.00	6.00	6.00
Total Personnel	5.00	6.00	6.00	6.00	6.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Utility Locates	210,340	210,969	234,110	237,267	227,796
Total Expenses	\$ 210,340	\$ 210,969	\$ 234,110	\$ 237,267	\$ 227,796

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	172,236	175,678	198,724	192,511	196,011
Supplies & Contractual	38,104	32,140	35,386	44,756	31,785
Capital Outlay	-	3,151	-	-	-
Total Expenses	\$ 210,340	\$ 210,969	\$ 234,110	\$ 237,267	\$ 227,796

PURPOSE STATEMENT

Ensure the availability of potable water to meet current and future demands for all water demand sectors in Gilbert, and to make certain the water supply is used in the most efficient and sustainable method.

ACCOMPLISHMENTS FY 2014

- Gilbert's application for Non-Indian Agricultural Water through the AZ Dept. of Water Resources (ADWR) received a recommendation to receive 1,832 acre-feet (af)
- Entered into agreement with Salt River Project to partner in their Queen Creek recharge facility
- Renewed one year lease with Fort McDowell Yavapai Nation for 13,000 (af) of Central Arizona Project (CAP) water
- Renewed one year lease with San Carlos Apache Nation/Tribe for 20,000 af of CAP water
- Completed New Magma Irrigation District Groundwater Storage Facility (GSF) Agreement
- Completed GSF Agreement with Salt River Project

OBJECTIVES FY 2015

- Gain Bureau of Reclamation approval of the San Carlos 100-year lease that contributes 5,925 af of CAP water to Gilbert's assured water supply portfolio
- Gain federal enforcement of the White Mountain Apache Tribe settlement that contributes 4,000 af of water to Gilbert's assured water supply portfolio (a net increase of 1,110 af)
- Continue to work on the Domestic Water Service Agreement with Roosevelt Water Conservation District (RWCD)
- Continue to work with Central Arizona Water Conservation District (CAWCD) as a stakeholder on the development of the Central Arizona Groundwater Replenishment District (CAGRD) Plan of Operation
- Continue to pursue options regarding purchase of additional long-term storage credits and renewable supplies

BUDGET NOTES

Budget includes increases to CAP water supply delivery costs. No rate increase for water services was required for FY 2015.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Gallons per capita per day water consumption	221	196	202	200
Increase in groundwater pumping capacity (MGD)	2	0	0	2
% increase in surface water supply (additional supply acquisition)	0.00%	0.00%	0.00%	1.67%



Water Resources

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Water Resources	0.00	1.00	1.00	1.00	1.00
Total Personnel	0.00	1.00	1.00	1.00	1.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Water Resources	-	3,684,742	5,190,990	5,190,633	5,723,045
Total Expenses	\$ -	\$ 3,684,742	\$ 5,190,990	\$ 5,190,633	\$ 5,723,045

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	-	84,220	126,598	127,239	126,653
Supplies & Contractual	-	3,600,522	5,064,392	5,063,394	5,596,392
Capital Outlay	-	-	-	-	-
Total Expenses	\$ -	\$ 3,684,742	\$ 5,190,990	\$ 5,190,633	\$ 5,723,045

The non-departmental section of the budget captures all expenditures that are not directly attributed to a business unit. An overview of each section is below.

Debt

Debt is issued to finance construction of water facilities and is repaid through user fees. More information on this can be found in the Debt Section of this budget document.

Contingency

Contingency is budgeted for emergencies and unforeseen events at the time of budget approval. In FY 2015, \$2,500,000 is budgeted for contingency.

Capital Projects

The budget for Capital Projects is determined by the 2015-2019 Capital Improvement Program that was adopted by Council on June 5, 2014. The following projects require Water Fund funding for FY 2015:

Water Rights - WMA Settlement	\$ 10,048,000
Well Sight Upgrades	2,119,858
Meadows 12" Water Main	1,750,000
Waterline Ext McQueen/Industrial	1,308,000
Cooper and Guadalupe Inter	1,287,000
Guadalupe and Gilbert Inter	1,250,000
Arsenic Treatment Relocate	973,277
Germann Rd - Val Vista to Higley	740,000
Santan Vista WTP	658,000
NWTP Chemical Line Contain	366,000
Well Blending Pipeline	169,504
North WTP Chlorine Conversion	100,000
HR Information System	50,000
Santan WTP Belt Filter Press	17,639

More detail on these CIP projects can be found in the Capital Improvements section of this document.

Other

Insurance \$203,130
This is the Water Fund portion of the Public Entity Insurance package. Policies include Auto Liability, Auto Damage, Contractor's Equipment, Property, General Liability, and General Excess.

Pay for Performance \$77,000
Council adopted a compensation philosophy which illustrates the importance of linking pay with exceptional service. An allowance is budgeted in FY 2015 for a one time allocation of funds for employees who demonstrate exceptional performance. Once the distribution has been determined, the funds will be transferred to the appropriate cost centers.

Tuition Reimbursement \$10,000
Based on historical usage, \$5,000 is budgeted to reimburse employees of the Water Fund for tuition expenses. This is capped at \$5,000 per employee per fiscal year.

Copy Services \$10,530
The contract for the current copy services provider expires in FY 2015. An RFP for copy services will be issued in FY 2015 to determine the most qualified and cost efficient vendor to provide these services.



Non-Departmental

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
No Personnel Allocation	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Debt	3,426,931	3,429,220	3,427,889	3,427,889	1,463,600
Contingency	-	-	1,765,000	-	2,500,000
Capital Projects	-	-	9,785,000	1,360,924	20,837,278
Other	172,400	191,379	210,365	210,365	300,660
Total Expenses	\$ 3,599,331	\$ 3,620,599	\$ 15,188,254	\$ 4,999,178	\$ 25,101,538

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	-	-	-	-	77,000
Supplies & Contractual	3,599,331	3,620,599	5,403,254	3,638,254	4,187,260
Capital Outlay	-	-	9,785,000	1,360,924	20,837,278
Total Expenses	\$ 3,599,331	\$ 3,620,599	\$ 15,188,254	\$ 4,999,178	\$ 25,101,538

Wastewater

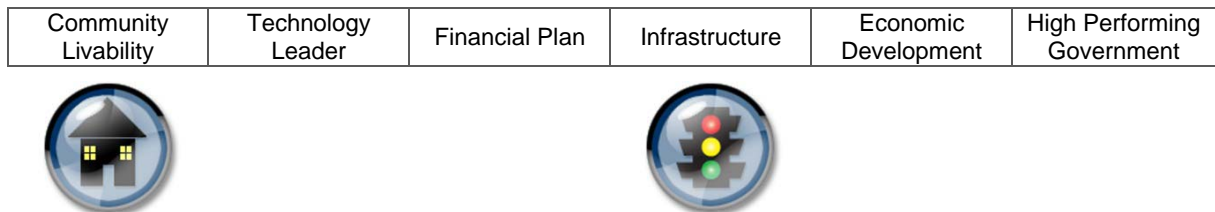
Wastewater Summary
Collection
Plant Operations
Reclaimed
Quality
Riparian Program
Non-Departmental

FUND DESCRIPTION

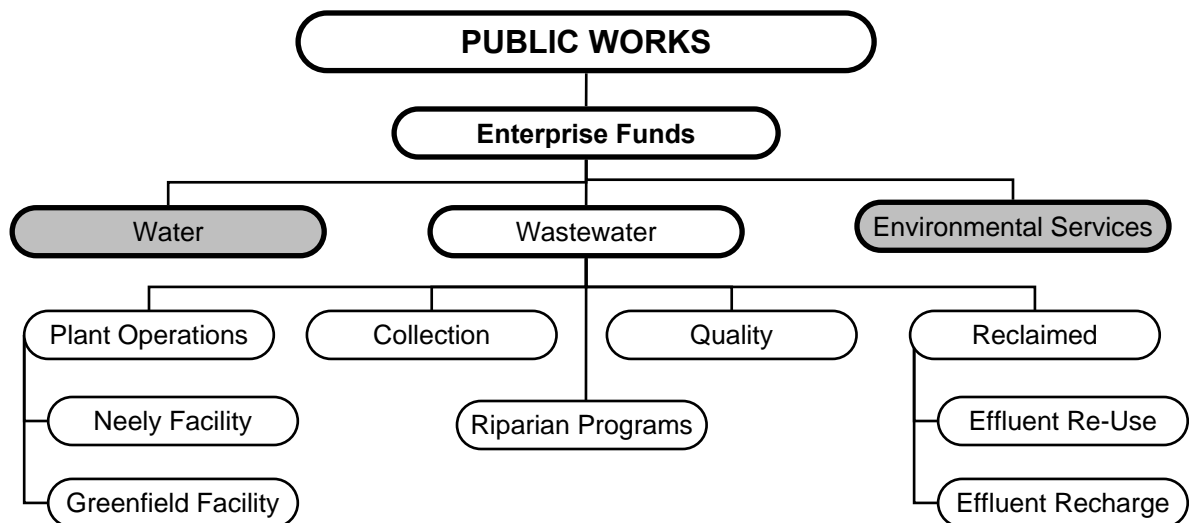
The Town of Gilbert’s Wastewater Fund is financed and operated in a manner similar to private business enterprises. Costs of providing the services to the public are financed through user charges. The mission of the Wastewater Division is to protect the health and safety of the public and provide reliable and efficient wastewater collection, wastewater treatment, reclaimed water reuse and recharge, wastewater discharge monitoring of industrial and commercial businesses, and mosquito control operations all in a cost effective manner. To responsibly and efficiently accomplish this mission, goals have been established for each functional area. In order to maintain proactive operation and maintenance programs, proper planning is conducted to accurately assess and anticipate the needs of the public and infrastructure. The Wastewater Division maintains the necessary tools, equipment, and properly trained and skilled personnel in order to meet the public’s expectations and resolve problems at the appropriate staff level.

STRATEGIC INITIATIVES

These icons indicate the strategic initiatives addressed through divisions within the department.



ORGANIZATIONAL CHART





Wastewater

PERSONNEL BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	1.00	1.00	2.00	2.00	2.00
Collection	18.60	18.60	20.60	20.60	21.60
Plant Operations	0.00	0.00	0.00	0.00	0.00
Reclaimed	12.40	12.40	12.40	12.40	12.40
Quality	6.00	6.00	6.00	6.00	6.00
Riparian Programs	3.68	3.68	3.68	3.68	3.39
Storm Water	0.00	0.00	0.00	0.00	0.00
Non-Departmental	0.00	0.00	0.00	0.00	0.00
Total Personnel	41.68	41.68	44.68	44.68	45.39

EXPENSES BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	1,258,418	1,016,049	1,296,146	1,296,559	1,227,954
Collection	3,101,020	3,271,174	3,542,210	3,380,380	3,628,368
Plant Operations	5,983,235	6,094,807	8,039,274	7,859,060	8,394,696
Reclaimed	1,364,745	1,437,657	1,584,857	1,690,767	1,631,674
Quality	495,567	483,326	539,116	542,242	528,640
Riparian Programs	407,481	423,864	471,081	560,514	514,390
Storm Water	-	-	-	-	67,000
Non-Departmental	711,159	720,145	3,725,728	877,002	10,251,742
Total Expenses	\$ 13,321,625	\$ 13,447,022	\$ 19,198,412	\$ 16,206,524	\$ 26,244,464

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	3,528,576	3,583,531	4,134,113	3,953,913	4,091,376
Supplies & Contractual	9,715,037	9,863,491	13,417,299	11,854,937	16,414,956
Capital Outlay	78,012	-	1,647,000	397,674	5,738,132
Total Expenses	\$ 13,321,625	\$ 13,447,022	\$ 19,198,412	\$ 16,206,524	\$ 26,244,464

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	22,822,962	23,425,163	23,037,500	23,207,000	24,448,662
Transfers In	1,486,668	493,142	920,000	920,000	920,000
Total Sources	\$ 24,309,630	\$ 23,918,305	\$ 23,957,500	\$ 24,127,000	\$ 25,368,662
Total Expenses	13,321,625	13,447,022	19,198,412	16,206,524	26,244,464
Transfers Out	6,690,623	9,088,615	6,554,818	6,554,818	7,789,688
Total Uses	\$ 20,012,248	\$ 22,535,637	\$ 25,753,230	\$ 22,761,342	\$ 34,034,152
Net Operating Result	\$ 4,297,382	\$ 1,382,668	\$ (1,795,730)	\$ 1,365,658	\$ (8,665,490)

PURPOSE STATEMENT

The Wastewater Collection Section is dedicated to providing safe, reliable, efficient, and cost effective operation and maintenance of the wastewater collection system which includes sewer lines, sewer manholes, lift stations, and sewer force mains.

ACCOMPLISHMENTS FY 2014

- Provided safety training to all Wastewater Collection Personnel
- Performed daily inspections at all lift station sites
- Performed annual preventive maintenance service on all lift station pumps
- Responded to and made repairs to sanitary sewer service pipelines and manholes in need of maintenance
- Rehabilitated the Islands Lift Station wet well and interior piping
- Treated sanitary sewer manholes for roach control.
- Performed odor control monitoring activities throughout the sewer system and routinely added odor control chemicals to the system
- Cleaned 23% of the sanitary sewer pipelines
- Inspected 18% of the sanitary sewer pipelines using televised inspection equipment (CCTV)

OBJECTIVES FY 2015

- Clean 20% of the sanitary sewer system to prevent sewer line blockages, overflows, and odors
- Inspect 15% of the sanitary sewer system using television inspection (CCTV) equipment to identify problem areas that can lead to sewer line blockages, overflows, and long term deterioration of the infrastructure
- Respond to emergency customer contact events within a one hour to minimize public health, safety, and environmental hazards
- Inspect all lift station sites daily to verify proper operational performance and perform scheduled preventive maintenance on related equipment
- Continue to routinely add odor control chemicals to the sewer system to minimize system odors and customer complaints
- Conduct safety training for specific operational tasks for all appropriate staff to ensure that operations are performed correctly and safely

BUDGET NOTES

The FY 2015 budget includes the addition of one FTE. Supplies and contractual expenses increased due to one-time funding allocated for repair and maintenance of infrastructure.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Percent of sewer system cleaned	19%	18%	23%	20%
Percent of sewer system inspected	12%	12%	18%	15%
Number of sewer odor complaints	137	135	126	125
Number of sewer line blockage complaints	96	68	45	50
Percent of lift station pumps pulled for preventive maintenance/service	100%	100%	100%	100%
Total annual gallons pumped by lift stations (Million Gallons)	1,958	2,051	2,167	2,250
Percent of employees receiving required safety training	100%	100%	100%	100%



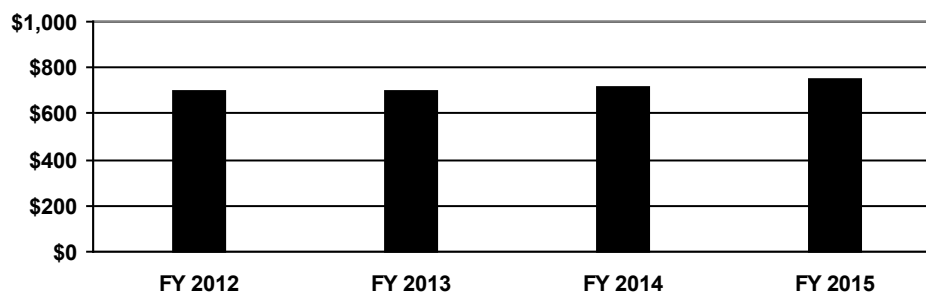
Collection

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Collection	18.60	18.60	20.60	20.60	21.60
Total Personnel	18.60	18.60	20.60	20.60	21.60

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Collection	3,101,020	3,271,174	3,542,210	3,380,380	3,628,368
Total Expenses	\$ 3,101,020	\$ 3,271,174	\$ 3,542,210	\$ 3,380,380	\$ 3,628,368

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	1,221,017	1,215,173	1,462,507	1,284,027	1,496,355
Supplies & Contractual	1,801,991	2,056,001	1,856,703	1,872,953	2,132,013
Capital Outlay	78,012	-	223,000	223,400	-
Total Expenses	\$ 3,101,020	\$ 3,271,174	\$ 3,542,210	\$ 3,380,380	\$ 3,628,368

COST PER MILLION GALLONS INFLUENT



PURPOSE STATEMENT

Wastewater Reclamation Plant (WRP) operations are dedicated to providing safe, reliable, efficient, and cost effective operation and maintenance of the wastewater treatment facility operations, sludge wasting operations, and reclaimed water production.

ACCOMPLISHMENTS FY 2014

- Performed preventative maintenance work on wastewater treatment plant equipment at the Greenfield WRP
- Performed preventative maintenance work on wastewater treatment plant equipment at the Neely WRP

OBJECTIVES FY 2015

- Conduct routine meetings with the Greenfield WRP operations staff (City of Mesa) to evaluate plant operations and maintenance projects
- Conduct routine meetings with the Neely Wastewater Reclamation Plant operations contractor (Severn Trent) to evaluate plant operations and maintenance projects
- Continuously track and conduct treatment plant capacity evaluations with the Neely WRP and Greenfield operations contractor/staff
- Evaluate reclaimed water quality by tracking test results from the Neely and Greenfield WRP's
- Conduct daily coordination with the Neely WRP operations contractor (Severn Trent) and the Greenfield WRP operations staff (City of Mesa) regarding reclaimed water production operations

BUDGET NOTES

The FY 2015 budget includes one-time funding for schedule repair and replacement project. No rate increase for wastewater services was required in FY 2015.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Cost of treatment - Neely Treatment Facility (per Million Gallons)	\$1,271.00	\$1,369.12	\$1,337.04	\$1,341.74
Cost of treatment - Greenfield Treatment Facility (per Million Gallons)	\$1,518.73	\$1,373.95	\$1,693.87	\$1,517.96
Total annual gallons of wastewater influent - Neely Treatment Facility (Million Gallons)	3,110.30	3,154.10	3,157.00	3,175.50
Total annual gallons of wastewater influent - Greenfield Treatment Facility (Million Gallons)	1,346.81	1,513.60	1,554.00	1,660.75
Percent of available treatment capacity utilized at Neely Treatment Facility	77%	79%	79%	79%
Percent of available treatment capacity utilized at Greenfield Treatment Facility	46%	50%	53%	57%
Average daily influent - Neely Treatment Facility (Million Gallons Per Day)	8.52	8.64	8.64	8.70
Average daily influent - Greenfield Treatment Facility (Million Gallons Per Day)	3.68	4.15	4.25	4.55



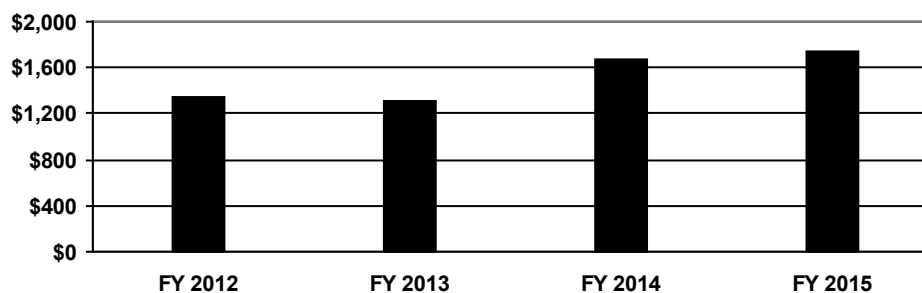
Plant Operations

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Neely Treatment Facility	0.00	0.00	0.00	0.00	0.00
Greenfield Treatment Facility	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Neely Treatment Facility	3,943,278	4,317,668	4,235,705	4,216,700	4,503,523
Greenfield Treatment Facility	2,039,957	1,777,139	3,803,569	3,642,360	3,891,173
Total Expenses	\$ 5,983,235	\$ 6,094,807	\$ 8,039,274	\$ 7,859,060	\$ 8,394,696

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	-	-	-	-	-
Supplies & Contractual	5,983,235	6,094,807	8,039,274	7,859,060	8,394,696
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 5,983,235	\$ 6,094,807	\$ 8,039,274	\$ 7,859,060	\$ 8,394,696

COST PER MILLION GALLONS TREATED



PURPOSE STATEMENT

The Effluent Reuse and Recharge Section is dedicated to providing safe, reliable, and cost effective operation and maintenance of the effluent reuse infrastructure and facilities which includes reclaimed water lines, valves, meters, recovered water wells, pumps, reservoirs, ground water recharge facilities, injection wells, and monitoring wells. Effluent Reuse and Recharge Section operations help provide a reduction and reliance of potable water sources for parks, lake developments, and other high water use landscaping areas. It also provides wildlife habitat and aquifer replenishment through groundwater recharge operations.

ACCOMPLISHMENTS FY 2014

- Performed daily reclaimed water monitoring and delivery operations for all user sites and met customer demands
- Operated and maintained reclaimed water pipeline distribution system, reservoir and pump station sites
- Operated and maintained all recovered water well sites and met customer water demands
- Provided safety training to all Effluent Reuse and Recharge personnel
- Tracked pressure monitoring gauges to ensure proper system performance
- Disked/ripped all recharge basins as needed
- Exercised reclaimed water valves
- Inspected, maintained, and took readings at all reclaimed and recovered system meters

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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- Performed all permit required water quality sampling and monitoring and submitted regulatory reports on schedule

OBJECTIVES FY 2015

- Perform water quality sampling and monitoring of reclaimed water and recovered water to ensure compliance with regulations
- Respond to emergency customer contact events within a one hour to minimize hazards and interruptions in service
- Exercise all reclaimed water system valves once annually to verify operability
- Monitor reclaimed water meter accuracy
- Inspect all well sites, reservoirs, and pump stations daily to verify proper performance
- Perform scheduled preventive maintenance on related pumping equipment and controls
- Monitor and distribute reclaimed and recovered water daily to meet customer irrigation demands and reduce the use of potable water
- Monitor and track reclaimed water delivered to groundwater recharge operations
- Perform educational outreach regarding reclaimed water programs
- Conduct annual safety training for specific operational tasks

BUDGET NOTES

The FY 2015 budget increase is due to one-time infrastructure and automation projects, as well as utility/chemical requirements.

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Number of permit limit violations per year (APP and reuse permits)	0	0	0	0
Number of reclaimed water overflow events at user sites and recharge facilities per year	0	2	1	0
Total annual reclaimed water produced/reused (million gallons)	4,350	4,545	4,550	4,670
Percent of total reclaimed water supply directly reused by customers	40%	37%	40%	40%
Percent of total reclaimed water supply recharged to aquifer	60%	63%	60%	60%
Percent of employees receiving required safety training	100%	100%	100%	100%



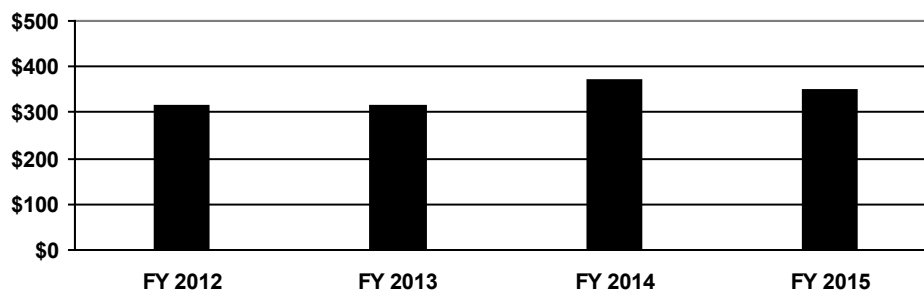
Reclaimed

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Effluent Re-use	7.40	7.40	7.40	7.40	7.40
Effluent Recharge	5.00	5.00	5.00	5.00	5.00
Total Personnel	12.40	12.40	12.40	12.40	12.40

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Effluent Re-use	897,504	939,960	951,290	1,056,933	1,033,559
Effluent Recharge	467,241	497,697	633,567	633,834	598,115
Total Expenses	\$ 1,364,745	\$ 1,437,657	\$ 1,584,857	\$ 1,690,767	\$ 1,631,674

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	922,237	926,587	985,232	933,448	951,909
Supplies & Contractual	442,508	511,070	571,625	729,319	679,765
Capital Outlay	-	-	28,000	28,000	-
Total Expenses	\$ 1,364,745	\$ 1,437,657	\$ 1,584,857	\$ 1,690,767	\$ 1,631,674

COST PER MILLION GALLONS PRODUCED/REUSED



PURPOSE STATEMENT

The Wastewater Quality Section is dedicated to providing safe, reliable, and cost effective pollution control activities relating to the wastewater discharge of commercial and industrial businesses.

Wastewater Quality Section operations strive to maintain pollutant levels in the wastewater stream below those levels mandated by regulations and oversight agency agreements.

ACCOMPLISHMENTS FY 2014

- Inspected commercial businesses of concern for compliance with Wastewater and Storm Water code requirements and to ensure that proper pretreatment device operation and maintenance is being performed
- Performed required inspections and sampling events at permitted industrial user sites
- Completed and submitted all required regulatory reports to oversight agencies on schedule
- Continued to participate in the multi-city coordination group meetings to align commercial pretreatment program compliance strategies and education
- Coordinated with Development Services to review plans of new commercial and industrial business activity
- Provided required safety training
- Processed all business licenses and wastewater questionnaires

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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OBJECTIVES FY 2015

- Perform annual inspections and sampling activities at all industrial users requiring a wastewater discharge permit to ensure compliance with regulatory requirements
- Inspect and educate all commercial businesses of concern once annually to verify compliance with wastewater and storm water code requirements and ensure that proper pretreatment device operation and maintenance is being performed
- Review and process all new wastewater questionnaires to obtain familiarity with business operations relating to code requirements
- Continue to monitor industrial wastewater discharge permitting activity and review and process new permits when required
- Continue to perform sewer flow monitoring studies in specific areas to track pipeline capacities
- Distribute related educational brochures and information to customers during inspections, service calls, and at public outreach events
- Conduct annual safety training for specific operational tasks

BUDGET NOTES

There are no significant changes to the FY 2015 budget.

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Number of commercial businesses of concern inspected	1,171	1,380	1,410	1,425
Percent of commercial businesses of concern inspected	100%	100%	100%	100%
Number of permitted industrial users	20	21	23	24
Percent of permitted industrial users inspected	100%	100%	100%	100%
Number of new business development plans reviewed for pretreatment compliance	69	110	100	110
Number of wastewater sampling events (days)	54	25	21	30
Number of new business registrations processed	988	1,090	1,005	1030



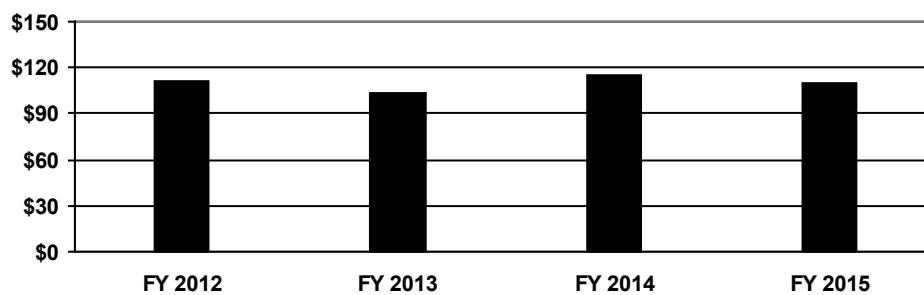
Quality

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Quality	6.00	6.00	6.00	6.00	6.00
Total Personnel	6.00	6.00	6.00	6.00	6.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Quality	495,567	483,326	539,116	542,242	528,640
Total Expenses	\$ 495,567	\$ 483,326	\$ 539,116	\$ 542,242	\$ 528,640

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	445,875	441,552	459,045	457,098	457,729
Supplies & Contractual	49,692	41,774	80,071	85,144	70,911
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 495,567	\$ 483,326	\$ 539,116	\$ 542,242	\$ 528,640

COST PER MILLION GALLONS TREATED





Riparian Programs

PURPOSE STATEMENT

The Riparian at Water Ranch is a unique water recharge facility that boasts educational and recreation experiences through natural habitats. The Riparian offers a variety of educational programs, field trips, recreational amenities, including fishing, and bird watching opportunities. In addition, an observatory is located on the property to provide unique educational experiences.

ACCOMPLISHMENTS FY 2014

- Completed deferred maintenance to the trails, fishing lake, and irrigation systems
- Served 1,888 individuals through 51 unique educational programs and field trips
- 18 volunteers committed 1,185 hours to assisting with habitat, landscaping and programming
- Completed 12 scientific wildlife surveys
- Established new partnerships with 4 organizations
- Established recycling opportunities
- Held a new event "Riparian After Dark" which attracted over 700 residents

OBJECTIVES FY 2015

- Continue with deferred maintenance projects to increase sustainability and functionality of the Riparian
- Increase the number of volunteers by 18 and increase the variety of volunteer opportunities available
- Partner with three new non-profit or service organizations to provide new program opportunities
- Streamline reservation and use policies and procedures
- Implement new fishing program/policies
- Install new directional and educational signage

BUDGET NOTES

There are no significant changes to the FY 2015 personnel budget. The supplies and contractual budget increased due to one-time funding in the amount of \$42,570 for FFE for the Riparian store, education center, and volunteer center.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Increase revenue generated by 10%	\$34,097	\$24,665	\$25,300	\$30,250
Increase number of volunteers by 30%	N/A	N/A	18	26
Increase number of unique educational/recreational opportunities by 10%	N/A	N/A	51	56



Riparian Programs

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Riparian Programs	3.68	3.68	3.68	3.68	3.39
Total Personnel	3.68	3.68	3.68	3.68	3.39

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Riparian Programs	407,481	423,864	471,081	560,514	514,390
Total Expenses	\$ 407,481	\$ 423,864	\$ 471,081	\$ 560,514	\$ 514,390

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	254,385	296,217	341,411	389,729	305,900
Supplies & Contractual	153,096	127,647	129,670	170,785	208,490
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 407,481	\$ 423,864	\$ 471,081	\$ 560,514	\$ 514,390

The non-departmental section of the budget captures all expenditures that are not directly attributed to a business unit. An overview of each section is below.

Debt

Debt is issued to finance construction of wastewater facilities, and is repaid through user fees. More information on this can be found in the Debt Section of this budget document.

Contingency

Contingency is budgeted for emergencies and unforeseen events at the time of budget approval. In FY 2015, \$3,750,000 is budgeted for contingency.

Capital Projects

The budget for Capital Projects is determined by the 2015-2019 Capital Improvement Program that was adopted by Council on June 5, 2014. The following projects require Wastewater Fund funding for FY 2015:

EMF 12" Reclaimed Water Line	\$1,785,985
Reclaimed Water Reservoir	1,235,000
Monitor Well Replacements	704,097
GWRP - Plant Improvements	687,000
Santan Lift Station Odor Control	602,820
Greenfield Water Plant Phase III	400,000
Reclaimed Water Valve Stations	296,000
HR Information System	20,000
Riggs Rd - Val Vista to Recker	6,000
Higley and Williams Field	1,230

More detail on these CIP projects can be found in the Capital Improvements section of this document.

Other

Insurance \$59,560

This is the Wastewater Fund portion of the Public Entity Insurance Package. Policies include Auto Liability, Auto Damage, Contractor's Equipment, Property, General Liability, and General Excess.

Pay for Performance \$42,000

Council adopted a compensation philosophy which illustrates the importance of linking pay with exceptional service. An allowance is budgeted in FY 2015 for a one time allocation of funds for employees who demonstrate exceptional performance. Once the distribution has been determined, the funds will be transferred to the appropriate cost centers.

Tuition Reimbursement \$2,000

Based on historical usage, \$2,000 is budgeted to reimburse employees of the Wastewater Fund for tuition expenses. This is capped at \$5,000 per employee per fiscal year. Additional amounts could be funded through contingency if needed.

Copy Services \$3,470

The contract for the current copy services provider expires in FY 2015. An RFP for copy services will be issued in FY 2015 to determine the most qualified and cost efficient vendor to provide these services.



Non-Departmental

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
No Personnel Allocation	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Debt	659,257	664,968	668,598	668,598	656,580
Contingency	-	-	1,600,000	-	3,750,000
Capital Projects	-	-	1,396,000	146,274	5,738,132
Other	51,902	55,177	61,130	62,130	107,030
Total Expenses	\$ 711,159	\$ 720,145	\$ 3,725,728	\$ 877,002	\$ 10,251,742

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	-	-	-	-	42,000
Supplies & Contractual	711,159	720,145	2,329,728	730,728	4,471,610
Capital Outlay	-	-	1,396,000	146,274	5,738,132
Total Expenses	\$ 711,159	\$ 720,145	\$ 3,725,728	\$ 877,002	\$ 10,251,742

Environmental Services - Residential

Environmental Services - Residential Summary
Residential Collections
Non-Departmental

FUND DESCRIPTION

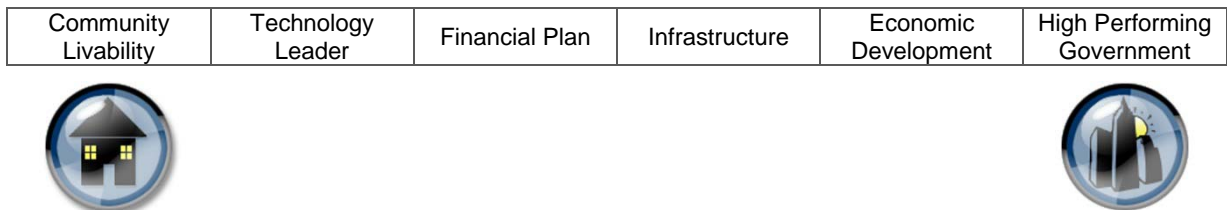
The mission of Environmental Services - Residential is to manage Gilbert’s integrated solid waste operations and to provide environmentally sound and cost effective services to meet the needs of the residents. Gilbert’s solid waste activities are financed and operated in a manner similar to private business enterprises, where costs of providing the services to the residential and commercial customers are covered by user charges.

These operations and services are directed toward ensuring the public health and welfare through the collection and disposal of solid waste (garbage, hazardous waste, and recyclable materials) from residential and commercial/industrial sources, educating members of the general public and business community regarding the proper disposal of wastes, and encouraging the diversion of waste from landfills through the recycling, reuse, and recovery of selected materials.

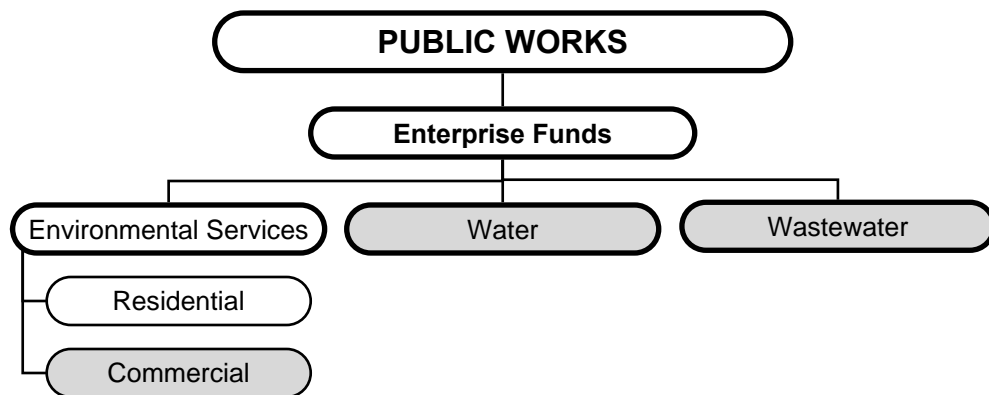
We set objectives for the activity areas to responsibly and efficiently accomplish our mission, and to better track our effectiveness. Environmental Services - Residential maintains the necessary tools, equipment, and properly trained and skilled personnel in order to meet our customer’s expectations and resolve problems at the appropriate level of responsibility.

STRATEGIC INITIATIVES

These icons indicate the strategic initiatives addressed through divisions within the department.



ORGANIZATIONAL CHART





Environmental Services - Residential

PERSONNEL BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	3.52	3.52	5.52	5.52	5.52
Residential Collections	67.70	68.20	70.70	70.70	71.20
Non-Departmental	0.00	0.00	0.00	0.00	0.00
Total Personnel	71.22	71.72	76.22	76.22	76.72

EXPENSES BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	1,003,423	977,229	1,852,989	1,733,874	1,237,525
Residential Collections	9,671,127	10,468,062	11,182,033	10,693,511	13,388,317
Non-Departmental	67,558	79,726	3,256,079	95,954	3,146,265
Total Expenses	\$ 10,742,108	\$ 11,525,017	\$ 16,291,101	\$ 12,523,339	\$ 17,772,107

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	4,836,643	5,029,233	5,929,398	5,215,427	5,907,536
Supplies & Contractual	5,905,465	6,466,132	7,659,703	6,073,037	7,983,946
Capital Outlay	-	29,652	2,702,000	1,234,875	3,880,625
Total Expenses	\$ 10,742,108	\$ 11,525,017	\$ 16,291,101	\$ 12,523,339	\$ 17,772,107

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	15,488,570	14,367,820	14,878,000	14,767,000	14,700,929
Transfers In	207,483	189,911	155,000	155,000	155,000
Total Sources	\$ 15,696,053	\$ 14,557,731	\$ 15,033,000	\$ 14,922,000	\$ 14,855,929
Total Expenses	10,742,108	11,525,017	16,291,101	12,523,339	17,772,107
Transfers Out	1,756,385	1,832,282	1,912,703	1,912,703	1,161,004
Total Uses	\$ 12,498,493	\$ 13,357,299	\$ 18,203,804	\$ 14,436,042	\$ 18,933,111
Net Operating Result	\$ 3,197,560	\$ 1,200,432	\$ (3,170,804)	\$ 485,958	\$ (4,077,182)



Residential Collections

PURPOSE STATEMENT

The Residential Collections Division manages Gilbert's integrated solid waste operations and provide environmentally sound and economically cost effective services to meet the needs of the residents. The protection of human health and the environment is accomplished by providing Gilbert solid waste services in a safe and efficient manner. These services include the collection and disposal of contained (including recyclables) and uncontained refuse (including green waste); and household hazardous waste (HHW). The Division strives to increase the diversion of materials from the solid waste stream away from the landfill to recycle them materials for use as new products or for other productive uses. The maintenance of necessary tools, equipment, as well as properly trained and skilled personnel are key in meeting customer expectations.

ACCOMPLISHMENTS FY 2014

- Began design phase of Compressed Natural Gas (CNG) fueling facility (CIP# MF228)
- Completion of Intergovernmental Agreement for regional disposal for recycling and refuse resulting in cost savings
- Completed green waste pilot program in one community
- Collected 1500 cubic feet of styrofoam, to be diverted from the landfill, during a two week holiday pilot

- Successfully introduced carpet collection drop off for diversion from the landfill
- Implemented art competition with Higley and Gilbert schools to raise recycling awareness
- Successfully promoted and implemented a soft plastics recycling campaign that diverted six tons of soft plastics within a seven week period

OBJECTIVES FY 2015

- Reduce avoidable vehicular accident from prior year
- Maintain customer satisfaction by prompt and timely service, responding to 100% of customer requests within 24 hours of first contact
- Continue to promote and educate Gilbert customers on the Reduce, Reuse and Recycle program and philosophy
- Strive to increase total diversion numbers from the landfills in residential and uncontained waste
- Explore programmatic enhancements to realize cost savings.
- Utilize routing adjustments to take advantage of new disposal locations.

BUDGET NOTES

The FY 2015 budget includes an increase of .5 FTE to adjust for a mid-year hire position approved in the FY 2014 budget. The supplies and contractual expenses have increased due to increased demand for containers and fleet maintenance. Additionally a capital allocation has been included for the purchase of front and auto side loaders.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Total recycling tonnage	18,653	19,036	19,607	20,100
Total residential solid waste tonnage (not including recycling)	79,444	85,801	92,665	98,500
Number of residential customers	67,621	69,454	71,280	73,200
Households served by HHW facility	5,611	6,308	6,516	6,700
Pounds of HHW collected	367,251	393,674	397,232	400,000
Percentage of HHW diverted	92.8%	92.8%	93.0%	93.0%
Gallons of paint recycled	6,040	6,345	5,760	6,000



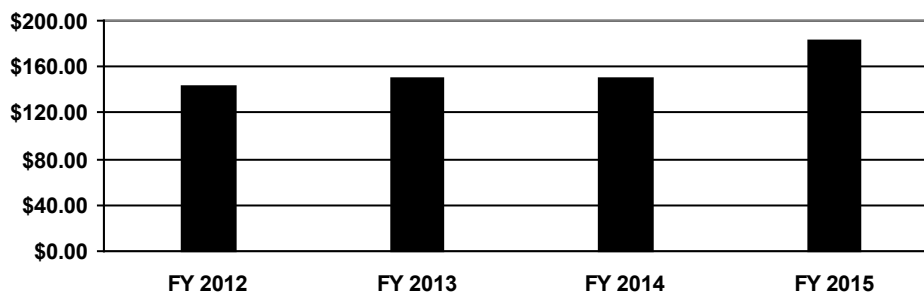
Residential Collections

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Residential Collections	29.00	28.00	30.00	30.00	31.00
Uncontained Collections	20.00	21.00	21.00	21.00	21.00
Recycling	14.70	8.70	9.20	9.20	9.70
Environmental Programs	4.00	4.50	4.50	4.50	4.50
Outreach Programs	0.00	6.00	6.00	6.00	5.00
Total Personnel	67.70	68.20	70.70	70.70	71.20

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Residential Collections	5,385,814	5,661,550	5,939,433	5,824,109	7,338,760
Uncontained Collections	2,078,937	2,331,413	2,298,299	2,178,796	3,034,934
Recycling	1,845,403	1,685,517	2,018,681	1,887,136	2,168,631
Environmental Programs	360,973	386,687	461,435	436,702	481,044
Outreach Programs	-	402,895	464,185	366,768	364,948
Total Expenses	\$ 9,671,127	\$ 10,468,062	\$ 11,182,033	\$ 10,693,511	\$ 13,388,317

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	4,198,078	4,365,700	5,041,559	4,433,505	4,985,414
Supplies & Contractual	5,473,049	6,072,710	5,510,474	5,630,006	6,019,403
Capital Outlay	-	29,652	630,000	630,000	2,383,500
Total Expenses	\$ 9,671,127	\$ 10,468,062	\$ 11,182,033	\$ 10,693,511	\$ 13,388,317

ANNUAL COST PER RESIDENTIAL CUSTOMER



The non-departmental section of the budget captures all expenditures that are not directly contributed to a business unit. An overview of each section is below.

Contingency

Contingency is budgeted for emergencies and unforeseen events at the time of budget approval. Contingency is calculated to equal the unassigned fund balance after all reserves were identified. In FY 2015, \$1,500,000 is budgeted for contingency.

Capital Projects

The budget for Capital Projects is determined by the 2015-2019 Capital Improvement Program that was adopted by Council on June 5, 2014. The following projects require Environmental Services Residential Fund funding for FY 2015:

CNG Fueling Station	\$ 1,467,125
HR Information System	30,000

More detail on these CIP projects can be found in the Capital Improvements section of this budget document.

Other

Insurance **\$77,330**
This is the Environmental Services Residential Fund portion of the Public Entity Insurance package. Policies include Auto Liability, Auto Damage, Contractor's Equipment, Property, General Liability, and General Excess.

Pay for Performance **\$60,000**
Council adopted a compensation philosophy which illustrates the importance of linking pay with exceptional service. An allowance is budgeted in FY 2015 for a one time allocation of funds for employees who demonstrate exceptional performance. Once the distribution has been determined, the funds will be transferred to the appropriate cost centers.

Tuition Reimbursement **\$5,000**
Based on historical usage, \$5,000 is budgeted to reimburse employees of the Environmental Services Residential Fund for tuition expenses. This is capped at \$5,000 per employee per fiscal year. Additional funding may be provided through contingency if necessary.

Copy Services **\$6,810**
The contract for the current copy services provider expires in FY 2015. An RFP for copy services will be issued in FY 2015 to determine the most qualified and cost efficient vendor to provide these services.



Non-Departmental

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
No Personnel Allocation	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Contingency	-	-	1,700,000	-	1,500,000
Capital Projects	-	-	1,472,000	4,875	1,497,125
Other	67,558	79,726	84,079	91,079	149,140
Total Expenses	\$ 67,558	\$ 79,726	\$ 3,256,079	\$ 95,954	\$ 3,146,265

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	-	-	-	-	60,000
Supplies & Contractual	67,558	79,726	1,784,079	91,079	1,589,140
Capital Outlay	-	-	1,472,000	4,875	1,497,125
Total Expenses	\$ 67,558	\$ 79,726	\$ 3,256,079	\$ 95,954	\$ 3,146,265

Environmental Services - Commercial

Environmental Services - Commercial Summary
Commercial Collections
Non-Departmental

FUND DESCRIPTION

The Environmental Services Commercial Collections section is a viable option for commercial businesses for their trash and recycling collection needs. We offer three, four, six and eight cubic yard front-end load containers, as well as 10, 20, and 40 cubic yard, roll-off boxes. We collaborate with our customers to engage in innovative opportunities for recycling. We operate as an enterprise fund that must be self-supporting. Our goal is to always charge a price that is fair to our customers and to provide excellent customer service. We offer service seven days a week.

Our operations and services are directed toward ensuring the public health and welfare through the disposal of commercial solid waste from commercial/industrial sources. We promote the diversion of these wastes with our comprehensive recycling programs.

We provide commercial services to all of the Town of Gilbert facilities, and are capable of responding to any emergency situation.

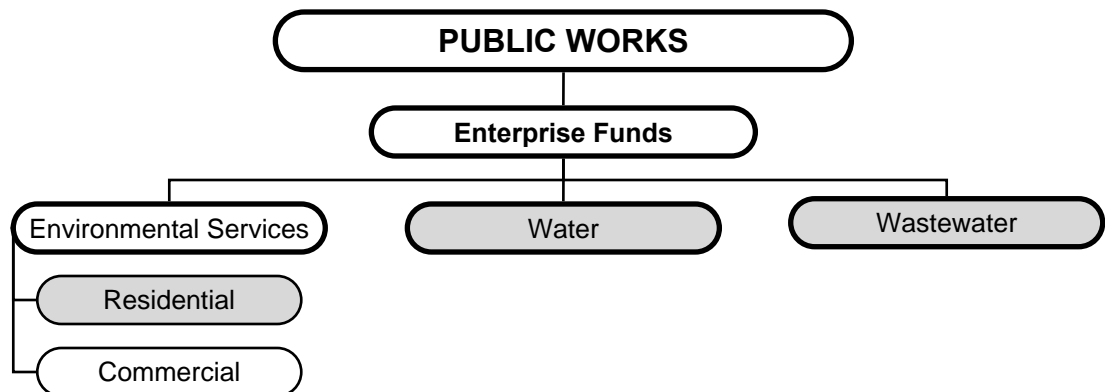
STRATEGIC INITIATIVES

These icons indicate the strategic initiatives addressed through divisions within the department.

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





Environmental Services - Commercial

PERSONNEL BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	0.48	0.48	0.48	0.48	0.48
Commercial Collections	6.80	6.80	6.80	6.80	6.80
Non-Departmental	0.00	0.00	0.00	0.00	0.00
Total Personnel	7.28	7.28	7.28	7.28	7.28

EXPENSES BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	59,569	47,482	61,821	52,147	64,100
Commercial Collections	1,716,163	1,812,098	1,731,150	1,712,338	2,224,141
Non-Departmental	9,511	7,727	287,388	10,311	943,547
Total Expenses	\$ 1,785,243	\$ 1,867,307	\$ 2,080,359	\$ 1,774,796	\$ 3,231,788

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	519,742	470,588	535,894	526,287	551,894
Supplies & Contractual	1,265,501	1,396,719	1,416,465	1,248,086	2,230,317
Capital Outlay	-	-	128,000	423	449,577
Total Expenses	\$ 1,785,243	\$ 1,867,307	\$ 2,080,359	\$ 1,774,796	\$ 3,231,788

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	2,432,006	2,412,717	2,432,000	2,417,000	2,463,231
Transfers In	-	-	-	-	-
Total Sources	\$ 2,432,006	\$ 2,412,717	\$ 2,432,000	\$ 2,417,000	\$ 2,463,231
Total Expenses	1,785,243	1,867,307	2,080,359	1,774,796	3,231,788
Transfers Out	260,638	268,590	310,390	310,390	189,460
Total Uses	\$ 2,045,881	\$ 2,135,897	\$ 2,390,749	\$ 2,085,186	\$ 3,421,248
Net Operating Result	\$ 386,125	\$ 276,820	\$ 41,251	\$ 331,814	\$ (958,017)



Commercial Collections

PURPOSE STATEMENT

Commercial protects human health and environmental quality. The program ensures a fair competition exists amongst those that provide commercial collection. Service is provided if a private business hauler falters. The operations also ensure all town operated facilities receive first class recycle and refuse collection services, including parks, streets, water and wastewater treatment plants. The division provides solid waste collection and disposal services for commercial/industrial, retail, multi-family and institutional establishments within Gilbert.

ACCOMPLISHMENTS FY 2014

- Increased roll-off diversion of inert material (rock, dirt, concrete, etc.) from the landfill by 49%
- Increased roll-off diversion of metal from the landfill by 32%
- Increased number of commercial customers by 2.8%

OBJECTIVES FY 2015

- Reduce avoidable vehicular accidents from prior year
- Explore possibilities for commercial single stream recycling

BUDGET NOTES

The FY 2015 budget includes increases for fleet maintenance and replacement containers. A one-time capital allocation is included for a new front end loader and trailer.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Number of commercial customers	758	730	751	760
Total front end loader commercial tonnage (not cardboard)	21,160	21,199	21,300	22,000
Total roll-off tonnage disposed	8,430	8,003	8,200	8,400
Total front end loader cardboard	438	533	612	700



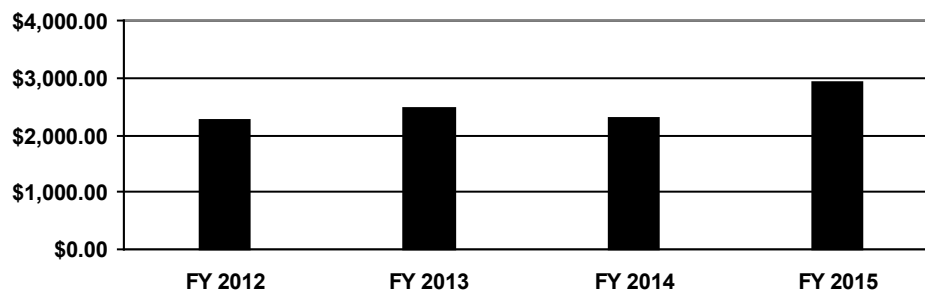
Commercial Collections

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Commercial Collections	5.80	5.80	5.80	5.80	5.80
Commercial Rolloffs	1.00	1.00	1.00	1.00	1.00
Total Personnel	6.80	6.80	6.80	6.80	6.80

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Commercial Collections	1,288,884	1,426,511	1,318,606	1,341,788	1,807,842
Commercial Rolloffs	427,279	385,587	412,544	370,550	416,299
Total Expenses	\$ 1,716,163	\$ 1,812,098	\$ 1,731,150	\$ 1,712,338	\$ 2,224,141

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	469,220	426,960	483,530	483,547	493,371
Supplies & Contractual	1,246,943	1,385,138	1,247,620	1,228,791	1,408,770
Capital Outlay	-	-	-	-	322,000
Total Expenses	\$ 1,716,163	\$ 1,812,098	\$ 1,731,150	\$ 1,712,338	\$ 2,224,141

COST PER COMMERCIAL CUSTOMER



The non-departmental section of the budget captures all expenditures that are not directly attributed to a business unit. An overview of each section is below.

Contingency

Contingency is budgeted for emergencies and unforeseen events at the time of budget approval. In FY 2015, \$800,000 is budgeted for contingency.

Capital Projects

The budget for Capital Projects is determined by the 2015-2019 Capital Improvement Program that was adopted by Council on June 5, 2014. The following projects require Environment Services Commercial Fund funding for FY 2015:

CNG Fueling Station	\$	127,577
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More detail on these CIP projects can be found in the Capital Improvements section of this budget document.

Other

Insurance **\$8,850**
This is the Environmental Services Commercial Fund portion of the Public Entity Insurance package. Policies include Auto Liability, Auto Damage, Contractor's Equipment, Property, General Liability, and General Excess.

Pay for Performance **\$6,000**
Council adopted a compensation philosophy which illustrates the importance of linking pay with exceptional service. An allowance is budgeted in FY 2015 for a one time allocation of funds for employees who demonstrate exceptional performance. Once the distribution has been determined, the funds will be transferred to the appropriate cost centers.

Tuition Reimbursement **\$1,000**
Based on historical usage, \$1,000 is budgeted to reimburse employees of the Environmental Services Commercial Fund for tuition expenses. This is capped at \$5,000 per employee per fiscal year. Additional amounts could be funded through contingency if needed.

Copy Services **\$120**
The contract for the current copy services provider expires in FY 2015. An RFP for copy services will be issued in FY 2015 to determine the most qualified and cost efficient vendor to provide these services.



Non-Departmental

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
No Personnel Allocation	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Contingency	-	-	150,000	-	800,000
Capital Projects	-	-	128,000	423	127,577
Other	9,511	7,727	9,388	9,888	15,970
Total Expenses	\$ 9,511	\$ 7,727	\$ 287,388	\$ 10,311	\$ 943,547

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	-	-	-	-	6,000
Supplies & Contractual	9,511	7,727	159,388	9,888	809,970
Capital Outlay	-	-	128,000	423	127,577
Total Expenses	\$ 9,511	\$ 7,727	\$ 287,388	\$ 10,311	\$ 943,547

Streets Fund

Streets Fund Summary
Streets Maintenance
Traffic Control
Right of Way Maintenance
Hazard Response
Non-Departmental



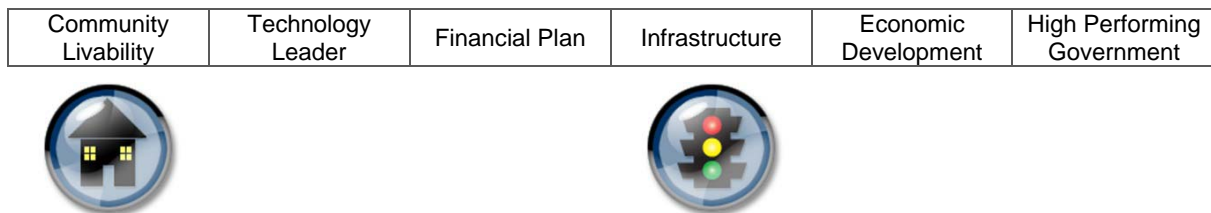
FUND DESCRIPTION

It is our mission to provide a safe, reliable, and an efficient roadway system that encompasses the following operations: streets maintenance, traffic control systems, rights-of-way, and storm drain systems.

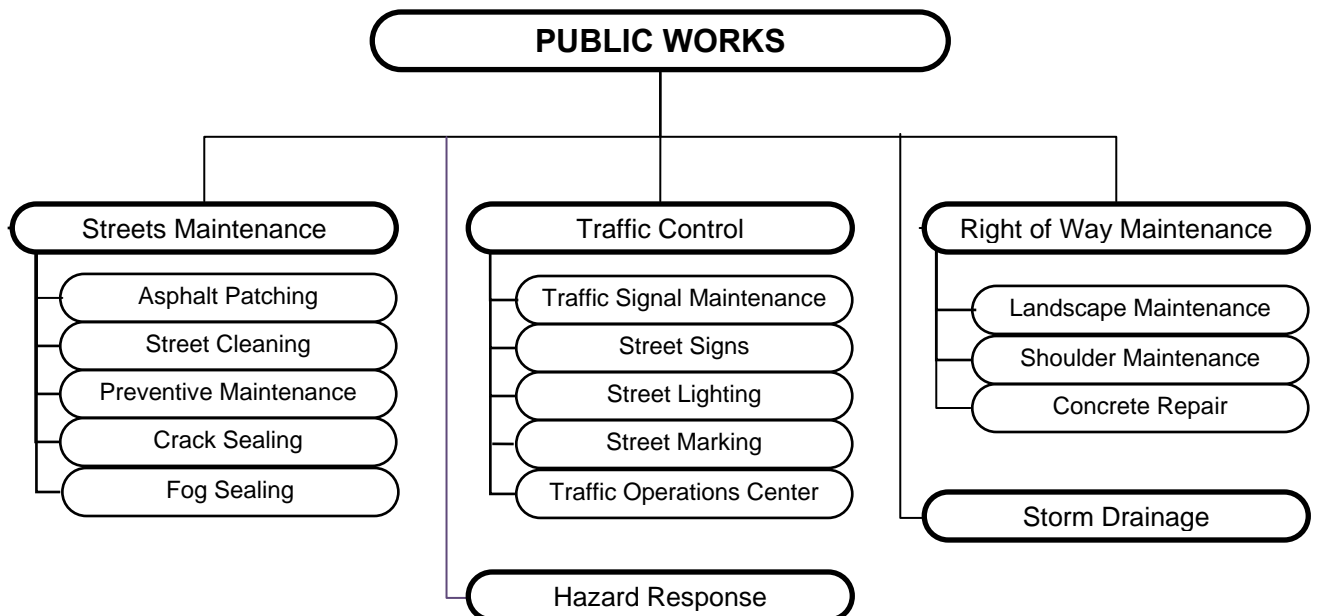
To responsibly and efficiently accomplish our mission, we have set goals for each of our areas of responsibility. We recognize that in order to maintain proactive operation and maintenance programs we must emphasize planning and teamwork. The Street Division maintains the necessary tools, equipment, and properly trained and skilled personnel in order to meet our customers' expectations and resolve problems at the most appropriate level of responsibility. State-shared gasoline tax (HURF) and vehicle license tax (VLT) revenues fund Gilbert's Street Division.

STRATEGIC INITIATIVES

These icons indicate the strategic initiatives addressed through divisions within the department.



ORGANIZATIONAL CHART





Streets Fund

PERSONNEL BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	1.00	1.00	2.00	2.00	2.00
Streets Maintenance	22.42	22.42	27.42	27.67	27.67
Traffic Control	19.00	20.00	20.00	19.66	19.66
Right of Way Maintenance	4.63	5.33	5.33	5.33	5.33
Hazard Response	2.25	2.25	2.25	2.34	2.34
Storm Water	0.00	0.00	0.00	0.00	0.00
Non-Departmental	0.00	0.00	0.00	0.00	0.00
Total Personnel	49.30	51.00	57.00	57.00	57.00

EXPENSES BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Administration	158,243	271,557	480,290	480,156	423,602
Streets Maintenance	5,110,299	4,874,910	5,942,894	5,666,032	5,624,272
Traffic Control	3,876,490	3,945,865	4,352,074	4,320,772	4,275,368
Right of Way Maintenance	1,747,991	2,160,891	2,878,200	2,489,662	3,119,042
Hazard Response	162,123	133,089	166,247	194,567	197,948
Storm Water	-	-	-	-	64,750
Non-Departmental	87,377	88,570	8,082,466	3,012,601	8,914,502
Total Expenses	\$ 11,142,523	\$ 11,474,882	\$ 21,902,171	\$ 16,163,790	\$ 22,619,484

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	3,100,493	3,294,855	4,061,056	3,644,175	4,059,260
Supplies & Contractual	5,244,995	5,496,821	8,068,535	6,779,569	9,127,992
Capital Outlay	2,797,035	2,683,206	9,772,580	5,740,046	9,432,232
Total Expenses	\$ 11,142,523	\$ 11,474,882	\$ 21,902,171	\$ 16,163,790	\$ 22,619,484

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	17,433,005	18,707,581	18,650,000	19,341,000	19,674,000
Transfers In	50,000	50,000	50,000	2,750,000	50,000
Total Sources	\$ 17,483,005	\$ 18,757,581	\$ 18,700,000	\$ 22,091,000	\$ 19,724,000
Total Expenses	11,142,523	11,474,882	21,902,171	16,163,790	22,619,484
Transfers Out	3,570,110	4,025,376	3,283,721	3,283,721	4,494,160
Total Uses	\$ 14,712,633	\$ 15,500,258	\$ 25,185,892	\$ 19,447,511	\$ 27,113,644
Net Operating Result	\$ 2,770,372	\$ 3,257,323	\$ (6,485,892)	\$ 2,643,489	\$ (7,389,644)

STREETS FUND BENCHMARK

STREETS BENCHMARK



Streets

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
Gilbert, AZ	5	4-person crew	28,800 lights
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.*

28,800

streetlights maintained by Town of Gilbert staff



PURPOSE STATEMENT

The mission of Streets Maintenance is to maintain the roadway system ensuring a high degree of reliability, safety, and ride ability, meeting or exceeding all applicable regulations for roadways in a cost effective manner.

ACCOMPLISHMENTS FY 2014

- Completion of Pavement Condition Data Collection
- Pavement Management system fully converted from CHEC to Lucity software
- All arterial streets were swept no less than twice per month
- All residential streets were swept no less than once per month
- Residential roadways successfully swept in coordination with bulk pick up and increased productivity
- Crack sealed 100% of the subdivisions that were scheduled for maintenance during FY 2014

OBJECTIVES FY 2015

- Establish acceptable Pavement Condition Index for LRIP (budget modeling)
- Sweep all arterials streets no less than twice per month
- Sweep all residential streets no less than once per month
- Resolve all concrete deviation complaints within the same business day
- Patch 100% of pot holes reported within three business hours of notification
- Mill and patch 100% of all subdivisions prior to scheduled maintenance
- Repair 100% of water and waste water patches within three days after repair is complete
- Crack seal 100% of arterial and residential streets prior to scheduled maintenance

BUDGET NOTES

The FY 2015 budget shows an overall decrease related to the completion of projects using one-time funding.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Percentage of arterial roadways swept twice per month	100%	100%	100%	100%
Percentage of residential roadways swept once per month	100%	100%	100%	100%
Average pavement condition index *Denotes a change in evaluation criteria which accounts for the change in the PCI rating	91	*80	*75	*75
Pavement condition data collection (% collected)	0%	0%	100%	0%
% of pot holes patched within three hours of notification	100%	100%	100%	100%
Average days to complete utility adjustments following resurfacing	5	5	5	5
% of subdivisions crack sealed prior to scheduled maintenance	100%	100%	100%	100%



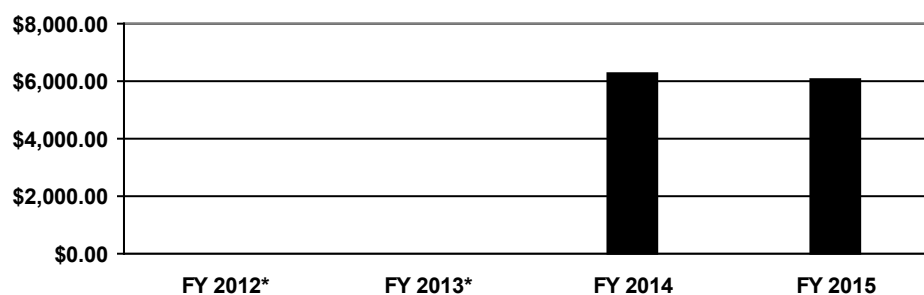
Streets Maintenance

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Asphalt Patching	3.25	3.25	3.25	3.33	3.33
Street Cleaning	7.34	7.34	7.34	7.33	7.33
Preventive Maintenance	2.33	2.33	3.33	3.34	3.34
Crack Sealing	4.25	4.25	8.25	8.34	8.34
Fog Sealing	5.25	5.25	5.25	5.33	5.33
Total Personnel	22.42	22.42	27.42	27.67	27.67

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Asphalt Patching	250,499	262,836	307,017	311,861	299,504
Street Cleaning	869,495	932,425	876,627	854,050	870,874
Preventive Maintenance	3,097,759	2,874,132	3,401,569	3,374,969	3,183,741
Crack Sealing	348,938	326,016	724,471	541,054	620,661
Fog Sealing	543,608	479,501	633,210	584,098	649,492
Total Expenses	\$ 5,110,299	\$ 4,874,910	\$ 5,942,894	\$ 5,666,032	\$ 5,624,272

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	1,227,563	1,192,806	1,662,260	1,293,939	1,582,188
Supplies & Contractual	1,085,701	1,060,469	1,491,054	1,552,513	1,215,504
Capital Outlay	2,797,035	2,621,635	2,789,580	2,819,580	2,826,580
Total Expenses	\$ 5,110,299	\$ 4,874,910	\$ 5,942,894	\$ 5,666,032	\$ 5,624,272

ANNUAL MAINTENANCE COST PER CENTER LANE MILE



*A pavement survey was completed in FY 2014 which verified the number of center lane miles. Data prior to the survey being completed was inaccurate.

PURPOSE STATEMENT

The mission of Traffic Control is to operate and maintain the traffic control systems to improve safety by regulating the flow of traffic, increasing visibility, ensuring a high degree of reliability, meeting or exceeding all applicable regulations.

ACCOMPLISHMENTS FY 2014

- Reduced the number of hours that a Traffic Signal cabinet is out of service due to a knockdown from 4.5 to 4 hours
- Installed 85% of the countdown pedestrian heads on signals
- Completed all arterial long line re-striping
- Completed all work order requests within three business days
- Completed Federal Highway Administration mandated high reflectivity sign materials replacement for street name signs in zone three

OBJECTIVES FY 2015

- Complete 100% of all street light work orders within five business days
- Remove and replace knockdowns to the signal system infrastructure with ten business days
- Complete night checks on major roadway streetlights once a month
- Test 100% of traffic signal monitors within the calendar year
- Re-stripe all arterial long line striping
- Complete all of the short line markings in zone three

BUDGET NOTES

There are no significant changes to the FY 2015 personnel budget, however supplies and contractual has been reduced due to the completion of one-time projects in FY 2014. The FY 2015 budget also included maintenance for the new Vaughn Avenue Parking Structure (CIP # RD110) that is anticipated to be completed during the fiscal year.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Percentage of signal monitors tested	100%	100%	100%	100%
Number of high pressure sodium lamps replaced in the streetlight infrastructure	3,035	2,607	3,000	3,000
Total number of traffic signals energized	174	177	180	182
Percentage of streetlight work orders completed within 10 business days	93%	93%	95%	95%
Number of traffic signals painted	1	0	3	2
Percentage of arterial long line re-striped	100%	100%	100%	100%
Percentage of short line re-striping zone 1,2,3	zone3 100%	zone1 100%	zone2 100%	zone3 100%
Emergency stop sign knockdowns replaced within 1 hour	N/A	N/A	N/A	100%



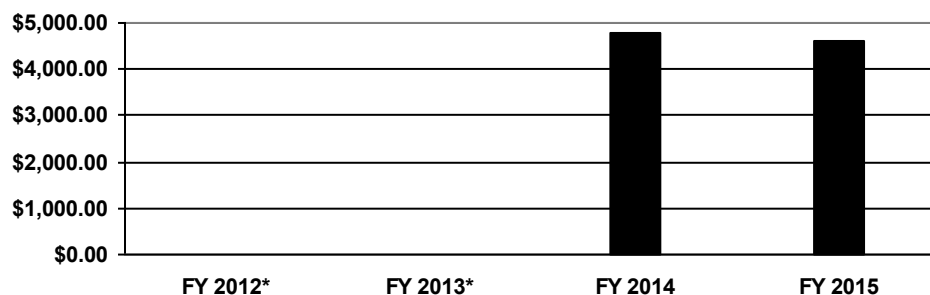
Traffic Control

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Street Marking	0.50	0.50	0.50	0.33	0.33
Street Signs	4.50	4.50	4.50	4.33	4.33
Street Lighting	3.50	4.50	4.50	4.50	4.50
Traffic Signal Maintenance	6.50	6.50	6.50	6.50	6.50
Traffic Operations Center	4.00	4.00	4.00	4.00	4.00
Total Personnel	19.00	20.00	20.00	19.66	19.66

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Street Marking	591,536	510,509	617,214	569,940	681,063
Street Signs	418,488	419,722	623,530	600,431	453,411
Street Lighting	1,369,247	1,440,343	1,480,767	1,508,227	1,478,286
Traffic Signal Maintenance	1,056,825	1,212,943	1,216,237	1,148,231	1,147,952
Traffic Operations Center	440,394	362,348	414,326	493,943	514,656
Total Expenses	\$ 3,876,490	\$ 3,945,865	\$ 4,352,074	\$ 4,320,772	\$ 4,275,368

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	1,360,913	1,403,425	1,571,617	1,531,581	1,556,251
Supplies & Contractual	2,515,577	2,512,309	2,780,457	2,789,191	2,701,117
Capital Outlay	-	30,131	-	-	18,000
Total Expenses	\$ 3,876,490	\$ 3,945,865	\$ 4,352,074	\$ 4,320,772	\$ 4,275,368

TRAFFIC CONTROL COST PER CENTER LANE MILE



*A pavement survey was completed in FY 2014 which verified the number of center lane miles. Data prior to the survey being completed was inaccurate.



Right of Way Maintenance

PURPOSE STATEMENT

The mission of Right of Way (ROW) Maintenance is to maintain the aesthetics and drainage within the right of way, control dust and prevent the spread of noxious weeds.

ACCOMPLISHMENTS FY 2014

- Maintained all shoulders and dirt roads for safety and complied with a all PM-10 regulations
- Inspected, cleaned and maintained 25% of storm structures
- Inspected 100% of dry wells in right of way, Parks and PKID's
- Replanted 250 trees in our right of way
- Maintained, cleaned inspected all bus stops and shelters
- Painted 18 bus shelters

OBJECTIVES FY 2015

- Maintain all dirt roads, shoulders and alleys for safety and in compliance with PM-10 regulations
- Inspect and maintain dry wells and storm structures in compliance with the Storm Water Management Plan
- Continue with the tree planting program
- Maintain all bus stops and structures

BUDGET NOTES

The FY 2015 budget contains increases for right of way maintenance related to landscaping due to increased square footage. Additionally, one-time funding has been included to allow for ADA compliant replacement of ramps on overlay projects. There are no significant changes in the personnel budget.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
ROW acres maintained by contractor	213	342	342	355
Storm drain inlets cleaned	2,500	2,980	2,500	2,500
Shoulder and dirt roads inspected 3 times annually	100%	100%	100%	100%
Review irrigation controllers weekly	50%	50%	50%	50%
Shoulders reconstructed within five working days	100%	100%	100%	100%
Bus shelters maintained weekly	N/A	114	114	131



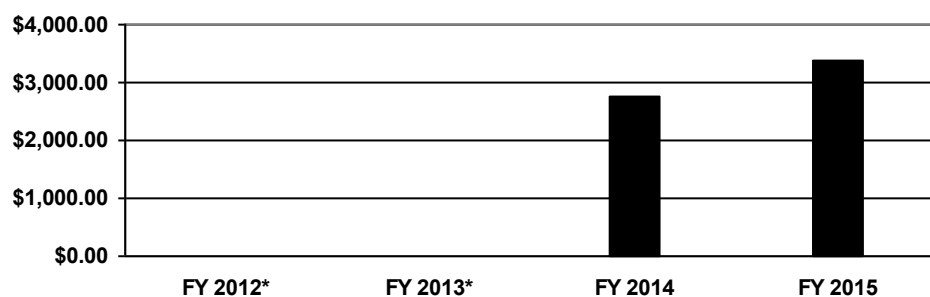
Right of Way Maintenance

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Landscape Maintenance	1.80	2.50	2.50	2.50	2.50
Shoulder Maintenance	2.50	2.50	2.50	2.50	2.50
Concrete Repair	0.33	0.33	0.33	0.33	0.33
Total Personnel	4.63	5.33	5.33	5.33	5.33

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Landscape Maintenance	826,770	1,194,624	1,875,974	1,469,884	2,023,895
Shoulder Maintenance	227,779	282,086	316,181	281,227	264,809
Concrete Repair	693,442	684,181	686,045	738,551	830,338
Total Expenses	\$ 1,747,991	\$ 2,160,891	\$ 2,878,200	\$ 2,489,662	\$ 3,119,042

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	294,299	352,241	376,805	347,914	396,347
Supplies & Contractual	1,453,692	1,777,210	2,501,395	2,141,417	2,722,695
Capital Outlay	-	31,440	-	331	-
Total Expenses	\$ 1,747,991	\$ 2,160,891	\$ 2,878,200	\$ 2,489,662	\$ 3,119,042

R.O.W. MAINTENANCE COST PER CENTER LANE MILE



*A pavement survey was completed in FY 2014 which verified the number of center lane miles. Data prior to the survey being completed was inaccurate.



Hazard Response

PURPOSE STATEMENT

The mission of Hazard Response is to keep the town's rights of way clear of driving hazards and unsightly graffiti within expected times.

ACCOMPLISHMENTS FY 2014

- Removed 100% of dead animals reported within one hour of notification
- Removed 90% of graffiti reported by the police department within 48 working hours
- Delivered 100% of barricades for scheduled block parties

OBJECTIVES FY 2015

- Remove 100% of dead animals within 1 hour of notification
- Remove 100% of graffiti reported by Police department within 48 working hours
- Deliver 100% of barricades for scheduled block parties

BUDGET NOTES

There were no significant changes to personnel or supplies and contractual line items for FY 2015

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
% of dead animals removed from rights of way within 1 hour of call	100%	100%	100%	100%
% of graffiti removed within 48 hours of notification from police department	90%	90%	90%	90%
% of barricades delivered on scheduled date	100%	100%	100%	100%



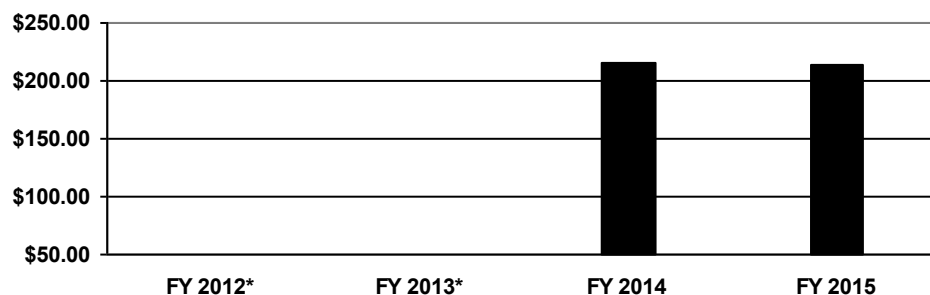
Hazard Response

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Hazard Response	2.25	2.25	2.25	2.34	2.34
Total Personnel	2.25	2.25	2.25	2.34	2.34

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Hazard Response	162,123	133,089	166,247	194,567	197,948
Total Expenses	\$ 162,123	\$ 133,089	\$ 166,247	\$ 194,567	\$ 197,948

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	116,841	110,258	131,254	149,573	152,955
Supplies & Contractual	45,282	22,831	34,993	44,994	44,993
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 162,123	\$ 133,089	\$ 166,247	\$ 194,567	\$ 197,948

COST PER CENTER LANE MILE



*A pavement survey was completed in FY 2014 which verified the number of center lane miles. Data prior to the survey being completed was inaccurate.

The non-departmental section of the budget captures all expenditures that are not directly contributed to a business unit. An overview of each section is below.

Contingency

Contingency is budgeted for emergencies and unforeseen events at the time of budget approval. Contingency is calculated to equal the unassigned fund balance after all reserves were identified. In FY 2015, \$2,000,000 is budgeted for contingency.

Capital Projects

The budget for Capital Projects is determined by the 2015-2019 Capital Improvement Program that was adopted by Council on June 5, 2014. The following projects require Street Fund funding for FY 2015:

Higley Groves Pavement Rehab	\$2,002,917
Neighborhood Streetlight Rehab	1,563,868
PM10 Paving	835,258
Consolidated Canal Bridge Repair	470,000
ADA Transition Replacement	375,000
Traffic Ops Signal System Replace	301,406
Baseline and Quinn	286,542
Advanced Traffic Mgmt System	159,528
Left Turn Safety Enhancements	144,207
Baseline Road Fiber Optic	132,157
Val Vista and Warner Signal	125,934
Gilbert Queen Creek Interconnect	67,000
East Valley Travel Monitoring	38,000
Pecos Road Conduit Install	22,786
Center to Center Communication	9,549

More detail on these CIP projects can be found in the Capital Improvements section of this document.

Miscellaneous

Contractual Agreement **\$200,000**
Funding set aside to meet obligations of Entente agreement. This is the maximum allowable expenditure.

Insurance **\$90,050**
This is the Streets Fund portion of the Public Entity Insurance package. Policies include Auto Liability, Auto Damage, Contractor's Equipment, Property, General Liability, and General Excess.

Pay for Performance **\$50,000**
Council adopted a compensation philosophy which illustrates the importance of linking pay with exceptional service. An allowance is budgeted in FY 2015 for a one time allocation of funds for employees who demonstrate exceptional performance. Once the distribution has been determined, the funds will be transferred to the appropriate cost centers.

Tuition Reimbursement **\$12,000**
Based on historical usage, \$12,000 is budgeted to reimburse employees of the Streets Fund for tuition expenses. This is capped at \$5,000 per employee per fiscal year. Pre-authorization is required for all classes.

Copy Services **\$3,300**
The contract for the current copy services provider expires in FY 2015. An RFP for copy services will be issued in FY 2015 to determine the most qualified and cost efficient vendor to provide these services.



Non-Departmental

PERSONNEL	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
No Personnel Allocation	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Contingency	-	-	1,000,000	-	2,000,000
Capital Projects	-	-	6,983,000	2,920,135	6,559,152
Miscellaneous	87,377	88,570	99,466	92,466	355,350
Total Expenses	\$ 87,377	\$ 88,570	\$ 8,082,466	\$ 3,012,601	\$ 8,914,502

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	-	-	-	-	50,000
Supplies & Contractual	87,377	88,570	1,099,466	92,466	2,305,350
Capital Outlay	-	-	6,983,000	2,920,135	6,559,152
Total Expenses	\$ 87,377	\$ 88,570	\$ 8,082,466	\$ 3,012,601	\$ 8,914,502

Internal Service Funds

Internal Service Funds Summary
Fleet Maintenance
Copy Services
Health Self Insurance
Dental Self Insurance



FUND DESCRIPTION

The internal service funds provide a method to charge the internal user of services based on their use. The concept is the same as enterprise funds, except the customers are internal. The goal of these funds is to allocate 100% of the cost of the service to the appropriate internal users. Gilbert has set up the following internal service funds:

- ◆ **Fleet Maintenance** – Maintenance of all passenger vehicles
- ◆ **Copy Services** – Coordination of printing and internal photocopying
- ◆ **Health Self Insurance** – Accounting for self-insurance for health coverage under direction of a trust board
- ◆ **Dental Self Insurance** – Accounting for self-insurance for dental coverage

FUND NARRATIVE

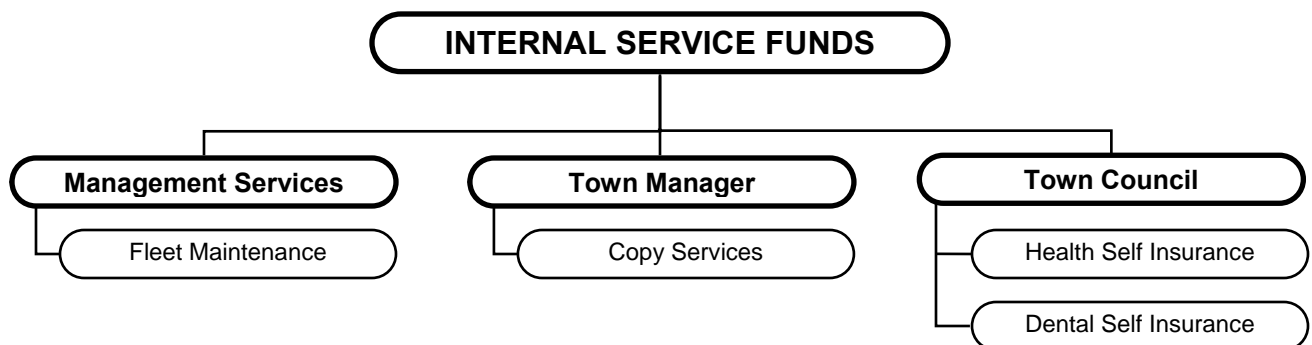
Fleet Maintenance undergoes a rate review annually. This year, the hourly rate is recommended to stay consistent with FY 2014: \$79.50 per hour. The hourly rate is calculated based on the total labor related budget amounts divided by an estimate of productive hours. A percentage is added to the sale of parts to cover the cost of shop and operating supplies. The parts mark-up percentage is 15%. Fuel has a mark-up of \$.06 cents per gallon to cover the cost of maintaining and replacing the fueling system.

Copy Services replaces copiers as needed and pays for letterhead and envelopes to allow for the best price, while charging the cost to the user. Gilbert contracts with an outside vendor to administer copy services.

Health Self Insurance accounts for costs of health insurance. All contributions are deposited into this fund, and claims are paid as approved by the administrator. The Town of Gilbert medical plan was created July 1, 2003. The plan is self-funded and administered by MMSI (Mayo). Participating providers are coordinated through the Blue Cross Blue Shield of Arizona network.

Dental Self Insurance accounts for costs of dental insurance. All contributions are deposited in this fund. The Dental Self Insurance Fund was created July 1, 2010. The plan is self-funded and administered by Delta Dental.

ORGANIZATIONAL CHART





Internal Service Funds

PERSONNEL BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Fleet Maintenance	26.00	26.00	26.00	26.00	26.00
Copy Services	0.00	0.00	0.00	0.00	0.00
Health Self Insurance	0.00	0.00	0.00	0.00	0.00
Dental Self Insurance	0.00	0.00	0.00	0.00	0.00
Total Personnel	26.00	26.00	26.00	26.00	26.00

EXPENSES BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Fleet Maintenance	6,894,939	7,439,037	7,740,556	7,801,592	8,676,874
Copy Services	542,914	252,143	670,000	460,000	802,974
Health Self Insurance	13,203,488	12,366,316	14,067,920	13,312,852	14,275,920
Dental Self Insurance	1,094,148	1,044,726	1,057,100	1,055,000	1,057,100
Total Expenses	\$ 21,735,489	\$ 21,102,222	\$ 23,535,576	\$ 22,629,444	\$ 24,812,868

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	1,370,131	1,481,277	1,811,854	1,677,494	1,851,192
Supplies & Contractual	20,206,022	19,620,945	21,443,722	20,815,550	22,627,646
Capital Outlay	159,336	-	280,000	136,400	334,030
Total Expenses	\$ 21,735,489	\$ 21,102,222	\$ 23,535,576	\$ 22,629,444	\$ 24,812,868

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	20,275,309	21,597,679	22,764,000	22,728,000	23,264,000
Transfers In	-	-	-	-	-
Total Sources	\$ 20,275,309	\$ 21,597,679	\$ 22,764,000	\$ 22,728,000	\$ 23,264,000
Total Expenses	21,735,489	21,102,222	23,535,576	22,629,444	24,812,868
Transfers Out	-	-	-	-	-
Total Uses	\$ 21,735,489	\$ 21,102,222	\$ 23,535,576	\$ 22,629,444	\$ 24,812,868
Net Operating Result	\$ (1,460,180)	\$ 495,457	\$ (771,576)	\$ 98,556	\$ (1,548,868)



Fleet Maintenance

PURPOSE STATEMENT

To provide vehicle and equipment maintenance, repair, acquisition, disposition and make-ready services in a cost effective manner, while ensuring maximum availability for duty and extending vehicle life through a proactive preventative maintenance program.

ACCOMPLISHMENTS FY 2014

- Performed a utilization analysis of the town's fleet, put together a five-year replacement projection for all general fund vehicles and a five-year replacement projection for all enterprise fund vehicles
- The SASC technicians became ADEQ Certified Emission Inspectors and the SASC shop is now conducting all diesel emission testing in-house.
- Maintained a vehicle in-service rate for emergency response vehicles of greater than 97%
- Exceeded and maintained industry standard ratio of 70% scheduled/30% unscheduled repairs by 10%

OBJECTIVES FY 2015

- Evaluate and implement safety audit plan to enhance current safety program
- Reduce the outsourced repair expense by ten percent
- Develop and implement fleet availability rate to include performance metrics

BUDGET NOTES

No additional FTE were added for Fleet in FY 2015. Increase in budget primarily due to increased repair and maintenance costs on aging fleet. Additionally, fuel expenses and parts increased.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Technician productivity ratio	71.53%	71.88%	73.00%	74.00%
Number of outsourced work orders	1,393	1,389	1,321	1,300
Total number of work orders	9,390	8,747	9,231	8,900
Total preventive maintenance work orders	6,720	6,983	7,364	7,000
Total unscheduled work orders	2,670	1,599	1,692	1,750
Total number of vehicles/equipment in Gilbert fleet	745	745	745	764
Total number of vehicles/equipment in Queen Creek fleet	134	8	8	8



Fleet Maintenance

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Shop	21.60	20.75	20.75	19.75	19.75
Parts	3.90	4.75	4.75	5.75	5.75
Fuel	0.25	0.25	0.25	0.25	0.25
Commercial	0.25	0.25	0.25	0.25	0.25
Non-Departmental	0.00	0.00	0.00	0.00	0.00
Total Personnel	26.00	26.00	26.00	26.00	26.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Shop	1,428,608	1,412,154	1,709,935	1,529,212	1,729,773
Parts	1,540,579	1,707,589	1,780,704	1,818,176	1,839,191
Fuel	3,134,266	3,144,197	3,374,216	3,378,370	3,389,216
Commercial	791,486	1,173,937	870,491	1,070,624	1,195,484
Non-Departmental	-	1,160	5,210	5,210	523,210
Total Expenses	\$ 6,894,939	\$ 7,439,037	\$ 7,740,556	\$ 7,801,592	\$ 8,676,874

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	1,370,143	1,481,277	1,811,854	1,677,494	1,851,192
Supplies & Contractual	5,524,796	5,957,760	5,898,702	6,097,698	6,741,652
Capital Outlay	-	-	30,000	26,400	84,030
Total Expenses	\$ 6,894,939	\$ 7,439,037	\$ 7,740,556	\$ 7,801,592	\$ 8,676,874

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	6,963,645	7,449,241	7,710,000	7,710,000	8,210,000
Transfers In	-	-	-	-	-
Total Sources	\$ 6,963,645	\$ 7,449,241	\$ 7,710,000	\$ 7,710,000	\$ 8,210,000
Total Expenses	6,894,939	7,439,037	7,740,556	7,801,592	8,676,874
Transfers Out	-	-	-	-	-
Total Uses	\$ 6,894,939	\$ 7,439,037	\$ 7,740,556	\$ 7,801,592	\$ 8,676,874
Net Operating Result	\$ 68,706	\$ 10,204	\$ (30,556)	\$ (91,592)	\$ (466,874)



Copy Services

PURPOSE STATEMENT

Copy Services provides support for mail services and reproduction, encompassing printing, copying, and scanning.

ACCOMPLISHMENTS FY 2014

- Replaced the following equipment due to age and increasing repair costs
 - Police – 5 copy machines
 - Public Works – 3 copy machines
 - Parks and Recreation – 2 copy machines
- Initiated an RFP for copy center, mail room, copy machine maintenance, and printer maintenance to ensure competitive pricing for service
- Collected detailed print information by month for each printer
- Completed a GIS map layer for all printer equipment to improve inventory management

OBJECTIVES FY 2015

- Evaluate print volumes by printer to identify cost optimization opportunities
- Award new contract for copy center, mail room, copy machine maintenance, and printer maintenance
- Establish a five-year replacement plan for printer equipment as part of the FY 2016 budget preparation process

BUDGET NOTES

Copy services are provided by a contracted vendor. Included in the FY 2015 budget is a one-time appropriation of \$250,000 for the replacement of printing devices. This appropriation uses the fund balance that has been accumulating specifically for the replacement of the aging equipment.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Average cost per impression	\$0.080	\$0.040	\$0.021	\$0.021
Number of impressions	2,223,482	4,609,686	5,714,032	6,000,000



Copy Services

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Copy Services	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Copy Services	542,914	252,143	670,000	460,000	802,974
Total Expenses	\$ 542,914	\$ 252,143	\$ 670,000	\$ 460,000	\$ 802,974

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	-	-	-	-	-
Supplies & Contractual	383,578	252,143	420,000	350,000	552,974
Capital Outlay	159,336	-	250,000	110,000	250,000
Total Expenses	\$ 542,914	\$ 252,143	\$ 670,000	\$ 460,000	\$ 802,974

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	357,857	256,353	588,000	588,000	588,000
Transfers In	-	-	-	-	-
Total Sources	\$ 357,857	\$ 256,353	\$ 588,000	\$ 588,000	\$ 588,000
Total Expenses	542,914	252,143	670,000	460,000	802,974
Transfers Out	-	-	-	-	-
Total Uses	\$ 542,914	\$ 252,143	\$ 670,000	\$ 460,000	\$ 802,974
Net Operating Result	\$ (185,057)	\$ 4,210	\$ (82,000)	\$ 128,000	\$ (214,974)



Health Self Insurance

PURPOSE STATEMENT

This fund provides financing for health benefits for employees, dependents, and eligible members under retiree and Consolidated Omnibus Budget Reconciliation Act (COBRA) continuation through an Exclusive Provider Organization (EPO) network.

ACCOMPLISHMENTS FY 2014

- Plan is fully funded and reserve reflects funds that exceed the estimated incurred costs at the end of the fiscal year
- Claims costs in FY 2014 were substantially impacted by large claims from individual members; stop loss insurance recoveries for FY 2014 in the amount of \$1,962,672 as of 8/31/2014 lagged fiscal year end 2014. If stop loss reimbursements were received in FY 2014, the health trust reserve would reflect an increase of \$323,141.

OBJECTIVES FY 2015

- Maintain a reserve equivalent to a minimum of three months of medical claims in excess of claims incurred but not reported

BUDGET NOTES

Medical premiums are shared between Gilbert and its employees. The contribution rate for Gilbert is 80% of the premium for both single and family coverage for the base plan option. Employees pay 20% of the premium. Retirees and COBRA participants are responsible for full premium costs.

Performance Measures Notes:

* FY 2012 includes a premium holiday totaling an estimated employer reduction of approximately \$1,000,000

** Though base premiums did not change in FY 2013, total premium per employee has increased because of increases in percentage of family coverage participants

*** Reserve change impacted by large individual claims in FY 2014; stop loss recoveries received after fiscal year end exceeded the reduction in the fiscal year end 2014 reserve

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Average total plan cost (expense) per participating employee per month	\$1,042	\$978	\$1,255	\$1,100
Average actual total premium per employee per month	\$951*	\$1,029**	\$1,050	\$1,050
Average actual Gilbert premium contribution per employee per month	\$778*	\$823	\$840	\$840
Health plan participants	3,171	3,199	3,245	3,280
Reserve in excess of estimated Incurred But Not Reported (IBNR) claims for medical and dental funds	\$3,901,741	\$4,380,935	\$2,741,404***	\$3,830,000***



Health Self Insurance

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Health Self Insurance	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Health Self Insurance	13,203,488	12,366,316	14,067,920	13,312,852	14,275,920
Total Expenses	\$ 13,203,488	\$ 12,366,316	\$ 14,067,920	\$ 13,312,852	\$ 14,275,920

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	(12)	-	-	-	-
Supplies & Contractual	13,203,500	12,366,316	14,067,920	13,312,852	14,275,920
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 13,203,488	\$ 12,366,316	\$ 14,067,920	\$ 13,312,852	\$ 14,275,920

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	11,842,500	11,842,500	13,157,000	13,252,000	13,345,000
Transfers In	-	-	-	-	-
Total Sources	\$ 11,842,500	\$ 11,842,500	\$ 13,157,000	\$ 13,252,000	\$ 13,345,000
Total Expenses	13,203,488	12,366,316	14,067,920	13,312,852	14,275,920
Transfers Out	-	-	-	-	-
Total Uses	\$ 13,203,488	\$ 12,366,316	\$ 14,067,920	\$ 13,312,852	\$ 14,275,920
Net Operating Result	\$ (1,360,988)	\$ (523,816)	\$ (910,920)	\$ (60,852)	\$ (930,920)



Dental Self Insurance

PURPOSE STATEMENT

This fund provides financing for dental benefits for employees, dependents, and eligible members under retiree and Consolidated Omnibus Budget Reconciliation Act (COBRA) continuation.

ACCOMPLISHMENTS FY 2014

- Sufficient premiums to pay plan expenses
- Better than expected claims costs and reverse growth allowed for a 2% premium decrease for FY 2014 and implementation of a benefit design improvement to sync the benefit year to the premium and contract year

OBJECTIVES FY 2015

- Sufficient premiums to pay plan expenses
- Offset claim trend through member education about maximizing value in use of the plan, with the goal of keeping premium costs neutral

BUDGET NOTES

The Dental Self Insurance Fund was implemented in FY 2011. The contribution rate for dental premiums is shared between the Town of Gilbert and employees. The Town of Gilbert contribution rate for dental premiums is 80% of the total premium for both single and family coverage. Employees pay 20% of the premium.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Average total plan cost (expense) per participating employee per month	\$87	\$87	\$85	\$86
Average actual premium per employee per month	\$88	\$88	\$87	\$86
Average actual Gilbert premium contribution per employee per month	\$70	\$70	\$69	\$69
Dental plan participants	3,171	3,171	3,183	3,290



Dental Self Insurance

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Dental Self Insurance	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Dental Self Insurance	1,094,148	1,044,726	1,057,100	1,055,000	1,057,100
Total Expenses	\$ 1,094,148	\$ 1,044,726	\$ 1,057,100	\$ 1,055,000	\$ 1,057,100

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	-	-	-	-	-
Supplies & Contractual	1,094,148	1,044,726	1,057,100	1,055,000	1,057,100
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 1,094,148	\$ 1,044,726	\$ 1,057,100	\$ 1,055,000	\$ 1,057,100

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	1,111,307	1,109,125	1,121,000	1,127,000	1,121,000
Transfers In	-	-	-	-	-
Total Sources	\$ 1,111,307	\$ 1,109,125	\$ 1,121,000	\$ 1,127,000	\$ 1,121,000
Total Expenses	1,094,148	1,044,726	1,057,100	1,055,000	1,057,100
Transfers Out	-	-	-	-	-
Total Uses	\$ 1,094,148	\$ 1,044,726	\$ 1,057,100	\$ 1,055,000	\$ 1,057,100
Net Operating Result	\$ 17,159	\$ 64,399	\$ 63,900	\$ 72,000	\$ 63,900

Replacement Funds

Replacement Funds Summary
Replacement Funds Detail



FUNDS DESCRIPTION

Replacement Funds are savings accounts for replacement of rolling stock, equipment, or infrastructure. Gilbert established replacement funds to account for the use of the assets over time, to provide for the interim period between high growth and build out, and to reduce the intergenerational inequities of future generations replacing the infrastructure “used up” by the previous generation. If funds were not available for replacement, substantial fee increases might be necessary and/or debt issued unnecessarily which increases the cost of replacement by the cost of interest and related debt issuance costs. The Council decided to fund the Replacement Funds for the replacement value of rolling stock and equipment in FY 2006. The intent of this decision was to ensure that the amount deposited in the replacement fund, in addition to the residual value of the asset sold would be sufficient to purchase a replacement asset.

FUND INFORMATION

General Equipment Replacement – The General Fund makes contributions to the General Fund Equipment Replacement fund based on the useful life of the rolling stock and equipment. Future rolling stock and equipment replacements will be purchased through this fund. Gilbert established the General Fund Equipment Replacement fund in FY 2002. Due to budget constraints contributions to the replacement fund were discontinued in FY 2007. FY2015 includes a one-time contribution of \$5M and an ongoing contribution of \$500k.

Streets Equipment Replacement – Gilbert established the Street Equipment Replacement fund in FY 2002. The Street Fund cost centers make contributions to the Street Fund Replacement fund based on the useful life of the rolling stock and equipment. Future rolling stock and equipment replacements will be purchased through this fund.

Water Repair and Replacement – Gilbert established a Water Repair and Replacement fund in FY 2004 to annually set aside the cost of using assets over the life of the assets. It is the intention to use this funding in the future to replace infrastructure that benefits the community as a whole such as wells, larger diameters water mains, reservoirs, and treatment facilities. The Water Repair and Replacement Fund includes a fleet replacement component.

Wastewater Repair and Replacement – Gilbert established a Wastewater Repair and Replacement fund in FY 2004 to annually set aside the cost of using assets over the life of the assets. It is the intention to use this funding in the future to replacement infrastructure that benefits the community as a whole, such as lift stations, larger diameters wastewater mains, reclaimed water reservoirs, and wastewater treatment facilities. The Wastewater Repair and Replacement Fund includes a fleet replacement component.

Environmental Services Residential Equipment Replacement – The Residential Fund makes contributions to the Environmental Services Residential Equipment Replacement fund based on the useful life of the rolling stock to finance for future replacement. This structure evens out the cash flow in the operating fund and provides better cost information upon which to base user fees.

Environmental Services Commercial Equipment Replacement – The Commercial Fund makes contributions to the Environmental Services Commercial Equipment Replacement fund based on the useful life of the rolling stock to finance for future replacement. This structure evens out the cash flow in the operating fund and provides better cost information upon which to base user fees.

Replacement Funds

Fleet Maintenance Equipment Replacement – Fleet Maintenance charges internal customers for service rendered. A portion of this internal charge includes funding for replacement of the fuel and oil system. The funding is then transferred to the Fleet Equipment Replacement for future replacement of the fuel and oil systems.

The anticipated fund balance as of July 1, 2014 for each replacement fund is listed below.

Fund	Fund Balance
General	\$ 8,906,791
Streets	4,117,303
Water	45,723,447
Wastewater	43,446,060
Environmental Services - Residential	7,176,649
Environmental Services - Commercial	827,513
Fleet Maintenance	239,338
Total Fund Balance	\$ 110,437,101

Based on budgeted revenues and expenditures for FY 2015, the anticipated ending fund balance for each replacement fund is as follows:

Fund	Fund Balance
General	\$ 10,382,841
Streets	3,798,403
Water	41,207,688
Wastewater	45,877,814
Environmental Services - Residential	5,586,123
Environmental Services - Commercial	547,873
Fleet Maintenance	239,338
Total Fund Balance	\$ 107,640,080



Replacement Funds

GENERAL REPLACEMENT FUND	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	137,148	82,296	30,000	30,000	30,000
Transfers In	-	-	-	-	5,500,000
Total Sources	\$ 137,148	\$ 82,296	\$ 30,000	\$ 30,000	\$ 5,530,000
Total Expenses	322,707	705,220	3,673,700	413,900	4,053,950
Transfers Out	459,656	110,344	-	-	-
Total Uses	\$ 782,363	\$ 815,564	\$ 3,673,700	\$ 413,900	\$ 4,053,950
Net Operating Result	\$ (645,215)	\$ (733,268)	\$ (3,643,700)	\$ (383,900)	\$ 1,476,050

STREETS REPLACEMENT FUND	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	190,542	32,503	-	-	-
Transfers In	-	-	-	-	425,000
Total Sources	\$ 190,542	\$ 32,503	\$ -	\$ -	\$ 425,000
Total Expenses	-	297,310	1,071,500	365,667	743,900
Transfers Out	-	-	-	-	-
Total Uses	\$ -	\$ 297,310	\$ 1,071,500	\$ 365,667	\$ 743,900
Net Operating Result	\$ 190,542	\$ (264,807)	\$ (1,071,500)	\$ (365,667)	\$ (318,900)

WATER REPLACEMENT FUND	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	282,349	289,709	50,000	50,000	50,000
Transfers In	5,286,920	5,286,920	5,286,920	5,286,920	6,953,294
Total Sources	\$ 5,569,269	\$ 5,576,629	\$ 5,336,920	\$ 5,336,920	\$ 7,003,294
Total Expenses	-	205,993	6,743,000	1,351,415	11,519,053
Transfers Out	5,286,920	78,549	-	-	-
Total Uses	\$ 5,286,920	\$ 284,542	\$ 6,743,000	\$ 1,351,415	\$ 11,519,053
Net Operating Result	\$ 282,349	\$ 5,292,087	\$ (1,406,080)	\$ 3,985,505	\$ (4,515,759)

WASTEWATER REPLACEMENT FUND	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	97,095	207,141	100,000	100,000	100,000
Transfers In	5,701,870	5,701,870	5,701,870	5,701,870	6,819,818
Total Sources	\$ 5,798,965	\$ 5,909,011	\$ 5,801,870	\$ 5,801,870	\$ 6,919,818
Total Expenses	-	80,612	3,685,000	206,644	4,488,064
Transfers Out	5,644,992	-	-	-	-
Total Uses	\$ 5,644,992	\$ 80,612	\$ 3,685,000	\$ 206,644	\$ 4,488,064
Net Operating Result	\$ 153,973	\$ 5,828,399	\$ 2,116,870	\$ 5,595,226	\$ 2,431,754



Replacement Funds

ENVIRO SVCS RES REPLACEMENT FUND	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	71,743	42,818	40,000	40,000	40,000
Transfers In	1,246,160	1,246,160	1,246,160	1,246,160	389,474
Total Sources	\$ 1,317,903	\$ 1,288,978	\$ 1,286,160	\$ 1,286,160	\$ 429,474
Total Expenses	131,560	579,343	2,762,340	914,317	2,020,000
Transfers Out	-	-	-	-	-
Total Uses	\$ 131,560	\$ 579,343	\$ 2,762,340	\$ 914,317	\$ 2,020,000
Net Operating Result	\$ 1,186,343	\$ 709,635	\$ (1,476,180)	\$ 371,843	\$ (1,590,526)

ENVIRO SVCS COMM REPLACEMENT FUND	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	2,881	3,847	3,000	3,000	3,000
Transfers In	186,210	186,210	186,210	186,210	67,360
Total Sources	\$ 189,091	\$ 190,057	\$ 189,210	\$ 189,210	\$ 70,360
Total Expenses	17,598	-	830,530	21,853	350,000
Transfers Out	-	-	-	-	-
Total Uses	\$ 17,598	\$ -	\$ 830,530	\$ 21,853	\$ 350,000
Net Operating Result	\$ 171,493	\$ 190,057	\$ (641,320)	\$ 167,357	\$ (279,640)

FLEET MAINTENANCE REPLACEMENT FUND	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	1,690	1,482	-	-	-
Transfers In	-	-	-	-	-
Total Sources	\$ 1,690	\$ 1,482	\$ -	\$ -	\$ -
Total Expenses	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Uses	\$ -	\$ -	\$ -	\$ -	\$ -
Net Operating Result	\$ 1,690	\$ 1,482	\$ -	\$ -	\$ -

Special Revenue

Special Revenue Summary
CDBG/HOME
System Development Fees
Grants
Police Impound
Special Districts
Other Special Revenue



FUNDS DESCRIPTION

Special Revenue Funds are distinct types of fund required to account for a specific activity. The activities range from System Development Fees to Police Security. Each fund is treated like a separate checkbook.

FUND INFORMATION

The individual division pages provide more detail regarding the funds in the Special Revenue group. Following is a brief description of each division page.

CDBG/HOME – Activities for federally funded programs that provide affordable housing, fair housing, limited redevelopment, and limited social service activities are recorded in this fund.

System Development Fees – The system development fee funds provide the accounting for the revenue collected from building permits to pay for various infrastructure in the community that is required due to growth.

Grants – The Grant Fund houses the revenues and expenses for all federal and state grant activity in Gilbert except those related to a specific capital project or the CDBG or HOME programs. All expenses related to a grant are found here. The portion of these expenses not funded with grant revenues is financed with transfers from other funds.

Police Impound – The Police Impound Fund was established as a result of Arizona Law A.R.S. 28-3511. This law requires a mandatory tow and 30-day impound of vehicles when the driver commits specific civil traffic and criminal traffic offenses. Expenditures associated with the tow program operations and administration is recorded in this fund.

Special Districts – These districts are established under Arizona Revised Statute to pay for street lights and parkway improvements in various areas of Gilbert.

Other Special Revenue – This category of funds includes a wide array of unique activities, each required to be accounted for separately.



Special Revenue Funds

PERSONNEL BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
CDBG/HOME	1.00	0.95	0.70	0.70	2.00
System Development Fees	0.00	0.00	0.00	0.00	0.00
Grants	0.00	0.00	0.00	0.00	0.00
Police Impound	4.00	4.00	4.00	4.00	4.00
Special Districts	2.60	2.60	2.60	2.60	2.60
Other Special Revenue	2.00	2.00	3.00	3.00	3.00
Total Personnel	9.60	9.55	10.30	10.30	11.60

EXPENSES BY DIVISION	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
CDBG/HOME	835,134	826,623	854,764	1,212,754	991,732
System Development Fees	-	-	9,721,000	3,584,774	9,662,351
Grants	1,891,370	589,479	7,607,000	429,542	6,548,048
Police Impound	278,210	274,982	308,403	287,921	302,732
Special Districts	2,486,545	2,456,273	2,645,780	2,630,710	2,733,270
Other Special Revenue	1,463,173	1,594,138	2,997,179	2,641,644	3,914,897
Total Expenses	\$ 6,954,432	\$ 5,741,495	\$ 24,134,126	\$ 10,787,345	\$ 24,153,030

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	1,483,382	1,738,772	1,835,393	1,957,481	1,900,040
Supplies & Contractual	4,900,872	3,849,410	9,957,873	5,114,757	11,179,813
Capital Outlay	570,178	153,313	12,340,860	3,715,107	11,073,177
Total Expenses	\$ 6,954,432	\$ 5,741,495	\$ 24,134,126	\$ 10,787,345	\$ 24,153,030

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	59,844,532	55,318,250	55,229,038	48,220,570	55,142,089
Transfers In	11,193,377	11,679	-	-	-
Total Sources	\$ 71,037,909	\$ 55,329,929	\$ 55,229,038	\$ 48,220,570	\$ 55,142,089
Total Expenses	6,954,432	5,741,495	24,134,126	10,787,345	24,153,030
Transfers Out	49,757,756	31,314,827	23,960,245	26,917,565	24,619,360
Total Uses	\$ 56,712,188	\$ 37,056,322	\$ 48,094,371	\$ 37,704,910	\$ 48,772,390
Net Operating Result	\$ 14,325,721	\$ 18,273,607	\$ 7,134,667	\$ 10,515,660	\$ 6,369,699

PURPOSE STATEMENT

Parks and Recreation Neighborhood and Outreach Services administers federal funds such as Community Development Block Grants (CDBG) and HOME Investment Partnership Funds (HOME). These funds are used to promote sustainable neighborhoods, repair/replace aging infrastructure, increase disability access, promote fair housing and redevelopment activities for low to moderate income areas and households.

ACCOMPLISHMENTS FY 2014

- 68 households received emergency and minor home repair assistance up from 65 in 2013
- 1,284 elderly and disabled residents received congregate and home delivered meals, an increase of 387
- 826 senior residents participated in recreational and health related activities at the Gilbert Senior Center
- Supported regional efforts for homelessness by utilizing CDBG funds to provide new electrical and lighting fixtures at the Family Promise shelter which will benefit over 100 homeless families
- Reduced presence of slum and blight by using the voluntary demolition program to demolish one vacant, blighted structure in downtown Gilbert
- Benefited approximately 578 persons by improving pedestrian safety in the downtown Heritage District with increased ADA access and safety measures

OBJECTIVES FY 2015

- Promote neighborhood stabilization through infrastructure improvements within the Heritage District by starting the water and sewer replacement project
- Increase the quality of owner-occupied housing through rehabilitation assistance to 30 low and moderate-income households
- Preserve and improve habitability of owner-occupied housing by assisting 42 homeowners through emergency home repair assistance
- Increase by 20 units the number of affordable housing opportunities through support of Maricopa County HOME Consortium development projects
- Support regional Continuum of Care efforts to serve the homeless by participating in one regional event
- Provide funding assistance of \$181,500 to non-profit providers of services to Gilbert's youth, seniors, special needs populations, victims of domestic violence, persons and families in crisis and disabled persons

BUDGET NOTES

This fund receives revenue from federal grants. The Council approves specific projects annually based on needs and funding availability. Oversight of these projects is provided by staff.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
# of households receiving repair and rehab	55	65	68	72
# of residents benefiting from revitalization and infrastructure improvements	578	750	578	650



CDBG/HOME

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
CDBG/HOME	1.00	0.95	0.70	0.70	2.00
Total Personnel	1.00	0.95	0.70	0.70	2.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
CDBG/HOME	835,134	826,623	854,764	1,212,754	991,732
Total Expenses	\$ 835,134	\$ 826,623	\$ 854,764	\$ 1,212,754	\$ 991,732

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	84,887	168,466	148,582	150,760	203,803
Supplies & Contractual	750,247	658,157	706,182	1,061,994	787,929
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 835,134	\$ 826,623	\$ 854,764	\$ 1,212,754	\$ 991,732

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	1,515,822	826,442	854,764	1,232,754	834,624
Transfers In	-	-	-	-	-
Total Sources	\$ 1,515,822	\$ 826,442	\$ 854,764	\$ 1,232,754	\$ 834,624
Total Expenses	835,134	826,623	854,764	1,212,754	991,732
Transfers Out	768,347	127	-	-	-
Total Uses	\$ 1,603,481	\$ 826,750	\$ 854,764	\$ 1,212,754	\$ 991,732
Net Operating Result	\$ (87,659)	\$ (308)	\$ -	\$ 20,000	\$ (157,108)



System Development Fees

PURPOSE STATEMENT

The primary purpose of System Development Fees (SDF) is to ensure that the cost of providing infrastructure to new development is paid for by new development and not by the existing community. By state law, SDFs may only pay for projects identified in the town's Infrastructure Improvement Plan (IIP).

FEE DESCRIPTIONS

Following are descriptions and fees for a typical single-family residential permit:

Water System & Resource \$5,901

The Water System and Resource SDF is a charge to new development to cover the costs of expanding the water system and acquiring additional water resources necessary to serve new growth.

The Water System fee design includes the supply, transportation, treatment, purification and distribution of water, and any appurtenances for those facilities. The model includes an assumption that the equivalent residential unit (ERU) will be 570 gallons per day. Calculations are based on a 3/4 inch meter.

Wastewater System

Greenfield \$4,015

Neely \$3,176

The Wastewater SDF is a charge to new development to cover the costs of expanding the wastewater system necessary to serve new growth. The fee design includes facilities, including collection, interception, transportation, treatment and disposal of wastewater, and any appurtenances for those facilities. The model includes an assumption that the equivalent single family residential unit generates 248 gallons per day of wastewater flow. Calculations are based on a 3/4 inch meter, and are based on geographic service area.

Public Safety \$2,469

Public Safety SDFs represent a combination of Fire, Police and Public Safety Debt Service. The charge is to new development to recover the town's cost of providing police and fire facilities including all appurtenances, equipment and vehicles required to serve new growth. Fees cannot be used for facilities built to replace services that were once provided elsewhere in the municipality, except for the portion of such a

facility built specifically to meet the needs of growth.

Traffic Signals \$450

The Traffic Signal SDF is a charge to new development to cover the cost of expanding the traffic signal network. The fee design uses a plan-based approach derived from trip generation rates, trip rate adjustment factors, and the growth cost of specific intersection improvements to be completed over the next ten years.

Parks and Recreation \$4,081

The Parks and Recreation SDF is a charge to new development to recover the costs of expanding parks and recreation facilities, providing general public benefit in support of new growth; if larger than thirty acres the facilities must provide a direct benefit to the development.

General Government \$1,155

General Government SDFs are used solely for the payment of principal and interest on the portion of the bonds, notes or other debt service obligations issued before June 1, 2011 to finance construction of the facility. Gilbert has outstanding debt service for the South Area Service Center and the Perry Library, which meet the criteria as defined in ARS 9-463.05 (7) (h).

Development fees for libraries are currently collected under this category and used solely for debt service payments on existing library facilities that were oversized to accommodate future development.

BUDGET NOTES

In 2011, Senate Bill 1525 was introduced which significantly amended the development fee enabling legislation. In response, the Town of Gilbert hired TischlerBise to document land use assumptions, prepare an Infrastructure Improvement Plan and update the town's system development fees pursuant to the Arizona Revised Statute 9-463.05.

Beginning in FY 2014, the actual costs associated with capital projects are expensed directly to the funding source. As a result, expenditures are now recorded in the various SDF funds. Prior to FY 2014, CIP funding was handled through interfund transfers.



System Development Fees

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
No Personnel Allocation	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Solid Waste Container Fee	-	-	-	-	-
Traffic Signals	-	-	944,000	324,978	2,692,998
Police	-	-	-	-	-
Fire	-	-	148,000	88,564	1,884,796
General Government	-	-	-	-	-
Parks and Recreation	-	-	50,000	18,825	69,175
Water System	-	-	-	19,648	897,050
Water Resources	-	-	8,488,000	3,132,759	4,027,332
Wastewater System	-	-	91,000	-	91,000
Total Expenses	\$ -	\$ -	\$ 9,721,000	\$ 3,584,774	\$ 9,662,351

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	-	-	-	-	-
Supplies & Contractual	-	-	-	-	-
Capital Outlay	-	-	9,721,000	3,584,774	9,662,351
Total Expenses	\$ -	\$ -	\$ 9,721,000	\$ 3,584,774	\$ 9,662,351

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	51,151,868	48,860,729	42,030,000	42,030,000	42,030,000
Transfers In	11,188,740	-	-	-	-
Total Sources	\$ 62,340,608	\$ 48,860,729	\$ 42,030,000	\$ 42,030,000	\$ 42,030,000
Total Expenses	-	-	9,721,000	3,584,774	9,662,351
Transfers Out	46,075,704	31,068,939	23,774,325	24,044,325	24,433,440
Total Uses	\$ 46,075,704	\$ 31,068,939	\$ 33,495,325	\$ 27,629,099	\$ 34,095,791
Net Operating Result	\$ 16,264,904	\$ 17,791,790	\$ 8,534,675	\$ 14,400,901	\$ 7,934,209

PURPOSE STATEMENT

The Grant Fund is required to segregate the costs associated with grant awards from the federal or state government. Grant funds require meticulous reporting of actual costs for reimbursement requests.

ACCOMPLISHMENTS FY 2014

- Received \$1,744,335 in grant funds
- Completed single audit report for FY 2013 with no material weaknesses

OBJECTIVES FY 2015

- Completion of single audit report with no findings

BUDGET NOTES

The grant fund also includes a contingency of \$5,000,000 for unknown grants at the time of budget adoption. A like amount is also budgeted for revenue. Departments apply for grants as opportunities arise. All requests for grants must be presented to Council prior to submitting an application.

STRATEGIC INITIATIVES

Community Livability	Technology Leader	Financial Plan	Infrastructure	Economic Development	High Performing Government
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<i>PERFORMANCE MEASURES</i>	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Grants received	\$5,955,014	\$1,227,089	\$1,744,335	\$1,500,000



Grants

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Grants	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Grants	1,891,370	589,479	7,607,000	429,542	6,548,048
Total Expenses	\$ 1,891,370	\$ 589,479	\$ 7,607,000	\$ 429,542	\$ 6,548,048

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	169,528	169,640	-	164,877	19,606
Supplies & Contractual	1,254,282	342,059	5,000,000	147,192	5,137,116
Capital Outlay	467,560	77,780	2,607,000	117,473	1,391,326
Total Expenses	\$ 1,891,370	\$ 589,479	\$ 7,607,000	\$ 429,542	\$ 6,548,048

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	2,606,506	1,163,164	7,607,000	429,542	6,548,048
Transfers In	3,974	10,930	-	-	-
Total Sources	\$ 2,610,480	\$ 1,174,094	\$ 7,607,000	\$ 429,542	\$ 6,548,048
Total Expenses	1,891,370	589,479	7,607,000	429,542	6,548,048
Transfers Out	48	49,194	-	2,700,000	-
Total Uses	\$ 1,891,418	\$ 638,673	\$ 7,607,000	\$ 3,129,542	\$ 6,548,048
Net Operating Result	\$ 719,062	\$ 535,421	\$ -	\$ (2,700,000)	\$ -

PURPOSE STATEMENT

Arizona Law, A.R.S. 28-3511 requires the mandatory tow and 30-day impound of vehicles when the driver commits specific civil traffic and criminal traffic offenses. Under this statute, anyone of interest in the vehicle may request a tow hearing for its release.

Tow hearings are held before a tow hearing coordinator who is responsible to determine if the vehicle in question was towed properly. The coordinator also reviews cases where a vehicle is eligible for early release. If the subject vehicle is ineligible for early release a hearing is required to determine vehicle disposition. These hearings are conducted after the 30 day impound period has closed. A \$150 administrative fee is collected for every vehicle release; these fees are placed into the vehicle impound fund to cover staff and program costs. All fees are pursuant to, A.R.S. 28-3511.

ACCOMPLISHMENTS FY 2014

- During FY2014 staff conducted 2,065 tow hearings
- Issued citations for violations of ARS-3512J; all of which resulted in "responsible" findings
- Developed and implemented an updated towing program to include RFP and resultant towing contract for five companies
- Process has improved efficiency as well as customer service



OBJECTIVES FY 2015

- Conduct fair and proper hearings as required pursuant to A.R.S. 28-3511
- Continue to review and manage the revised towing program that was implemented in FY 2014
- Assist in training departmental employees and provide updates on A.R.S. 28-3511 statutory changes
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BUDGET NOTES

There were no significant changes to the budget in FY 2015.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Number of tow hearings conducted	2,009	2,100	2,065	2,850
Number of proper tows	2,235	2,250	1,929	2,850
Number of vehicles eligible for early release	1,471	1,500	1,929	2,850



Police Impound

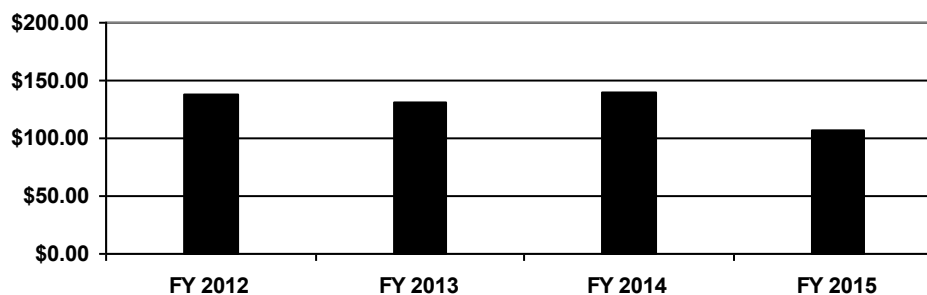
PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Police Impound	4.00	4.00	4.00	4.00	4.00
Total Personnel	4.00	4.00	4.00	4.00	4.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Police Impound	278,210	274,982	308,403	287,921	302,732
Total Expenses	\$ 278,210	\$ 274,982	\$ 308,403	\$ 287,921	\$ 302,732

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	236,788	254,263	270,484	250,052	266,013
Supplies & Contractual	41,422	20,719	37,919	37,869	36,719
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 278,210	\$ 274,982	\$ 308,403	\$ 287,921	\$ 302,732

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	220,296	238,951	310,000	285,000	285,000
Transfers In	-	-	-	-	-
Total Sources	\$ 220,296	\$ 238,951	\$ 310,000	\$ 285,000	\$ 285,000
Total Expenses	278,210	274,982	308,403	287,921	302,732
Transfers Out	47,194	34,540	55,920	43,240	55,920
Total Uses	\$ 325,404	\$ 309,522	\$ 364,323	\$ 331,161	\$ 358,652
Net Operating Result	\$ (105,108)	\$ (70,571)	\$ (54,323)	\$ (46,161)	\$ (73,652)

COST PER TOW HEARING



PURPOSE STATEMENT

Special Districts are established to pay for specific statute allowed expenses. Gilbert has funds for parkway improvement districts and street light improvement districts. The revenue for these districts is a levy amount on the annual property tax bill of the homeowners within the district.

FUND DESCRIPTIONS

Street Light Improvement Districts

Gilbert uses Street Light Improvement Districts (SLID) to recover the electric costs of streetlights installed within subdivisions and business parks through the community. This is part of the established policy of assuring that growth pays its own way as development occurs within the community. There are currently approximately 336 SLIDs, and more are added annually.

The Council adopted an FY 2015 budget of \$1,731,670 and a levy of \$1,634,020. The levy is assessed to property tax parcels within each district based upon the relative value of each parcel.

Parkway Improvement Districts

Gilbert has eleven subdivisions which use a Parkway Maintenance Improvement District (PKID) for maintenance of their drainage, retention, and off-site improvements. All other subdivisions approved since 1983 meet this maintenance obligation through homeowner's associations (HOA).

The costs of each PKID are recovered through special assessments which are levied on a per lot basis each year.

Gilbert has historically provided the levels of service sought by the neighborhoods. Recent improvements include: landscape renovations, play structure replacement, irrigation improvements, and common wall renovations.

The amount levied in FY 2015 is \$902,140. The anticipated expenditures are \$1,001,600. The levy is based on prior year collections and adjustments for budget to actual expenses for prior years.



Special Districts

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Street Light Improvement	0.00	0.00	0.00	0.00	0.00
Parkway Improvement	2.60	2.60	2.60	2.60	2.60
Total Personnel	2.60	2.60	2.60	2.60	2.60

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Street Light Improvement	1,480,383	1,535,735	1,674,830	1,674,830	1,731,670
Parkway Improvement	1,006,162	920,538	970,950	955,880	1,001,600
Total Expenses	\$ 2,486,545	\$ 2,456,273	\$ 2,645,780	\$ 2,630,710	\$ 2,733,270

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	156,792	170,031	183,481	157,741	179,180
Supplies & Contractual	2,329,753	2,286,242	2,462,299	2,472,969	2,534,590
Capital Outlay	-	-	-	-	19,500
Total Expenses	\$ 2,486,545	\$ 2,456,273	\$ 2,645,780	\$ 2,630,710	\$ 2,733,270

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	2,543,006	2,365,396	2,362,250	2,362,250	2,536,160
Transfers In	-	-	-	-	-
Total Sources	\$ 2,543,006	\$ 2,365,396	\$ 2,362,250	\$ 2,362,250	\$ 2,536,160
Total Expenses	2,486,545	2,456,273	2,645,780	2,630,710	2,733,270
Transfers Out	-	-	-	-	-
Total Uses	\$ 2,486,545	\$ 2,456,273	\$ 2,645,780	\$ 2,630,710	\$ 2,733,270
Net Operating Result	\$ 56,461	\$ (90,877)	\$ (283,530)	\$ (268,460)	\$ (197,110)

PURPOSE STATEMENT

These funds provide distinct accounting for specific activities. All activities in the Special Revenue Funds have specific sources of revenue identified. A majority of the revenue must be from outside sources in order to qualify as a Special Revenue Fund.

FUND DETAIL

Public Safety Funds

Contributions to support awards and expenses for special activities such as victim assistance.

Confiscated Funds

Dollars provided through confiscation of property by the Police Department.

Public Safety Security

Companies contract for security and pay a flat hourly rate. Security is provided during construction and at special events.

Transportation Coordination

Established to account for transportation related projects and personnel.

JCEF Funds

Judicial Collection Enforcement Fund is a mandatory fee established by the state of Arizona. When a defendant is placed on a payment plan or fails to appear in Civil Traffic Court, the fee is imposed. This is a restricted fund which requires prior authorization from the State through a grant process to expend funds.

Fill the Gap

This fee is mandated by the State of Arizona. The purpose is to set aside funds to assist the Municipal Court in times when there is insufficient funding for projects. This is a restricted fund which requires prior authorization from the state through a grant process to expend funds.

Court Automation Fund

When a defendant attends traffic school, 25% of the fee received is deposited into the Court Automation Fund. This is a non-restricted fund that is authorized by municipal code and statute.

Court Enhancement Fund

This fee was established to further court operations. It is assessed on a per charge basis when a fine is imposed. This is a non-restricted fund that is authorized by municipal code and statute.

Cable TV

Contribution for purchase of cable equipment.

Santan Mitigation

Contribution from SRP to offset homeowners associations' landscaping costs on subdivisions that are located next to the Santan Generating Plant.



Other Special Revenue

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Court Enhancement	1.00	1.00	1.00	1.00	1.00
Court JCEF	1.00	1.00	1.00	1.00	1.00
Fill the Gap	0.00	0.00	0.00	0.00	0.00
Transportation Coordination	0.00	0.00	1.00	1.00	1.00
Total Personnel	2.00	2.00	3.00	3.00	3.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Special Revenue	1,463,173	1,594,138	2,997,179	2,641,644	3,914,897
Total Expenses	\$ 1,463,173	\$ 1,594,138	\$ 2,997,179	\$ 2,641,644	\$ 3,914,897

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	835,387	976,372	1,232,846	1,234,051	1,231,438
Supplies & Contractual	525,168	542,233	1,751,473	1,394,733	2,683,459
Capital Outlay	102,618	75,533	12,860	12,860	-
Total Expenses	\$ 1,463,173	\$ 1,594,138	\$ 2,997,179	\$ 2,641,644	\$ 3,914,897

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	1,807,034	1,863,568	2,065,024	1,881,024	2,908,257
Transfers In	663	749	-	-	-
Total Sources	\$ 1,807,697	\$ 1,864,317	\$ 2,065,024	\$ 1,881,024	\$ 2,908,257
Total Expenses	1,463,173	1,594,138	2,997,179	2,641,644	3,914,897
Transfers Out	2,866,463	162,027	130,000	130,000	130,000
Total Uses	\$ 4,329,636	\$ 1,756,165	\$ 3,127,179	\$ 2,771,644	\$ 4,044,897
Net Operating Result	\$ (2,521,939)	\$ 108,152	\$ (1,062,155)	\$ (890,620)	\$ (1,136,640)

Capital Improvements

Capital Projects Administration
Capital Improvements Overview
Capital Improvement Maintenance Costs
Capital Improvement Plan Summary
Capital Improvement Detail





Capital Projects Administration

PURPOSE STATEMENT

Provide efficient and safe public infrastructure improvements for streets, water, sanitary sewer, reclaimed water, storm drainage, and traffic signals while balancing the impacts to the environment and adjacent land owners, residents, and businesses.

ACCOMPLISHMENTS FY 2014

- Completed design of 26 capital projects
- Completed construction of 14 capital projects
- Started construction of four capital projects
- Worked with town departments to update the FY 2015-19 Capital Improvement Plan and Infrastructure Improvement Plan (CIP/IIP)






OBJECTIVES FY 2015

- Complete the FY 2016 - 20 CIP/IIP updated
- Complete the design of 30 capital projects
- Start the construction 22 capital projects
- Oversee the construction projects of the Parkway Improvement Districts

BUDGET NOTES

The FY 2015 personnel budget does not contain significant changes. The supplies and contractual budget has increased due to one-time funding allocated for specific projects.

STRATEGIC INITIATIVES

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

PERFORMANCE MEASURES	Actual FY 2012	Actual FY 2013	Projected FY 2014	Anticipated FY 2015
Total project costs of CIP projects with construction complete in fiscal year	\$94,388,000	\$53,953,000	\$39,640,227	\$159,975,081



Capital Projects Administration

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Capital Projects Administration	3.75	8.15	7.40	7.40	7.40
Total Personnel	3.75	8.15	7.40	7.40	7.40

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Capital Projects Administration	916,151	775,881	862,772	759,939	977,775
CIP Contingency	-	-	48,991,016	-	64,750,000
Improvement Districts	5,334	-	-	-	-
Outside Sources	-	170	19,329,000	3,220,727	24,347,694
GO Bonds Proceeds	25,200,483	25,842,248	27,934,000	9,059,644	59,460,045
Traffic Control	219,262	327,600	-	-	-
Redevelopment	31,656	18,674	-	-	-
Municipal Facilities	4,980,195	1,116,987	-	-	-
Water	7,991,577	10,802,493	-	-	-
Wastewater	141,853	75,930	-	-	-
Storm Water	-	-	-	-	-
Parks and Open Space	362,881	1,957,343	-	-	-
Total Expenses	\$ 39,849,392	\$ 40,917,326	\$ 97,116,788	\$ 13,040,310	\$ 149,535,514

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	418,495	588,697	795,887	703,294	710,890
Supplies & Contractual	1,082,614	562,771	875,885	56,645	1,148,886
Capital Outlay	38,348,283	39,765,858	95,445,016	12,280,371	147,675,738
Total Expenses	\$ 39,849,392	\$ 40,917,326	\$ 97,116,788	\$ 13,040,310	\$ 149,535,514

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	8,704,801	14,085,722	69,182,790	3,980,666	130,379,962
Transfers In	10,859,316	19,613,133	-	-	-
Total Sources	\$ 19,564,117	\$ 33,698,855	\$ 69,182,790	\$ 3,980,666	\$ 130,379,962
Total Expenses	39,849,392	40,917,326	97,116,788	13,040,310	149,535,514
Transfers Out	2,762,474	2,281,168	-	-	-
Total Uses	\$ 42,611,866	\$ 43,198,494	\$ 97,116,788	\$ 13,040,310	\$ 149,535,514
Net Operating Result	\$ (23,047,749)	\$ (9,499,639)	\$ (27,933,998)	\$ (9,059,644)	\$ (19,155,552)

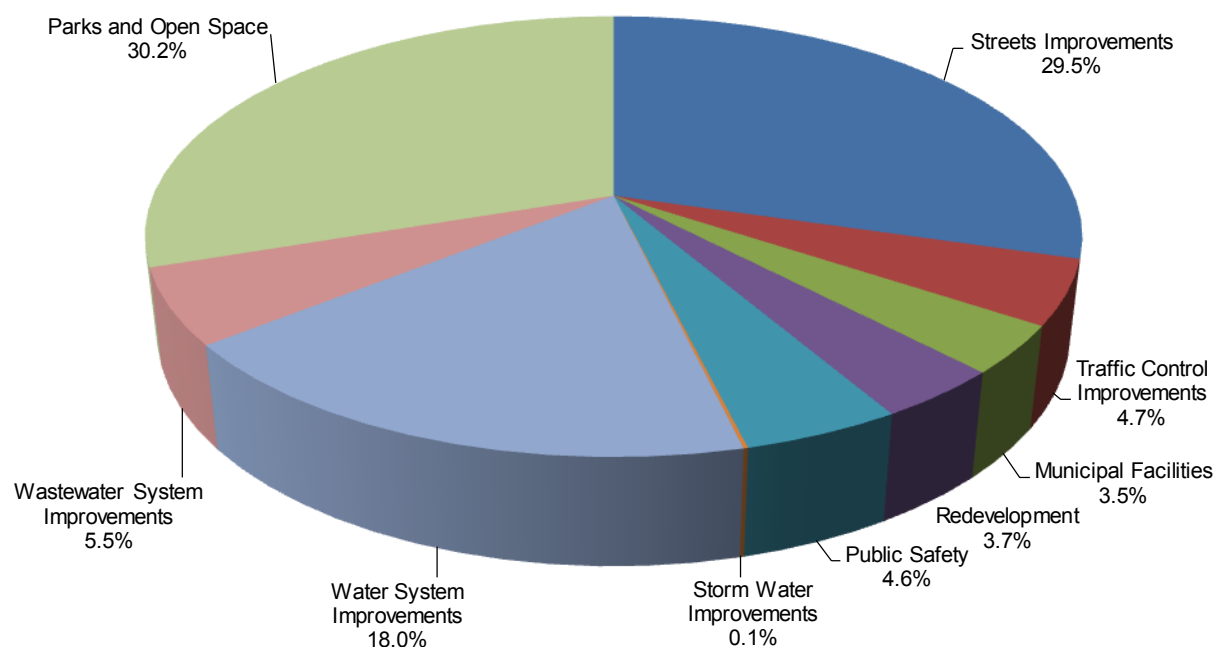
The Maricopa County Assessor's Office provides assessed values for property tax purposes based on market prices at a fixed point in time. By the time the property tax is collected, that assessment is based on sales from January two years before. This lag in timing was seen through last year in a series of continuing decline in valuations, even as we saw the beginnings of economic recovery in current housing prices. The FY 2013-14 Assessed Value (AV) decline of 4.8% combined with consecutive declining years brought the town's net AV down a total of 45% compared to FY 2006-07. This decline required an adjustment to historic assumptions, affecting the amount of capital financing sources available for projects, as well as the demand for additional facilities. FY 2015 brings the first increase in assessed valuations in several years, with a total increase of 14.7% including both new and existing development.

Previously, the ability to issue voter approved bonds for streets and parks projects was limited by the *property tax rate* of \$1.15 per \$100. Until recently, collections in April could be applied to the October debt service payment, allowing for a consistent property tax levy when scheduled debt service payments fluctuated. House Bill 2347 from the 2013 Legislative Session requires municipalities to adopt a property tax levy based on the exact amount of scheduled debt service for the year, plus a reasonable amount for delinquencies and certain costs. Because the \$18,576,087.50 general obligation debt service payment required for FY 2015 is less than the \$19,092,000 required in FY 2014, the average tax payer will see a decrease in the town's portion of the corresponding property tax in the upcoming year. The \$22,814,500 debt service payment due in FY 2016 may cause a corresponding increase in the following fiscal year. The FY 2015 recommended tax levy of \$19,500,000 allows for a 5% delinquency factor. Road construction remains the priority in using bonding capacity within what comprised the former \$1.15 tax rate; however the effective rate for FY 2015 is \$1.0659. Remaining authorization for unissued bonds includes \$11,759,000 from the 2001 election (Parks Improvements) and \$71,208,000 from the 2007 election (Transportation Improvements).

The program is built on the assumption that all of the remaining bond authorizations will eventually be issued. The decision to issue additional bonds will be contingent on both the ability to support additional bonds, while maintaining a reasonable tax rate, and the ability to have sufficient operating resources to maintain and operate the facilities without compromising established Council service standards.

The FY 2015 Capital Improvement Plan includes project costs that total \$1,391,506,000 which is an increase of \$167,673,000 (13.70%) from the 2013-18 Plan of \$1,223,833,000. Of the \$1,391,506,000 plan, \$628,461,000 or 45.16% are projects scheduled beyond the five-year period.

FY 2015 Program Areas





Capital Improvements Overview

Projects identified in the CIP are selected based on the current and future needs of the town. During the budget process, these requests are carefully reviewed by a team consisting of Engineering, project managers, representatives from the Office of Management and Budget, representatives from departments submitting projects, the Executive Team, the deputy town manager and the town manager. All projects are discussed in detail and prioritized based on a specified ranking criterion, and then carefully considered to identify the projects most likely to be recommended for funding. Projects are then recommended annually to the Town Council for review. It is important to note that the commitment of financial resources and the construction of publicly owned, operated, and maintained facilities do not occur until individual projects are authorized by the Town Council.

The capital planning process is completed in conjunction with the annual budget process in order to ensure that funding and operational issues are included in the subsequent annual budget.

Capital Project Prioritization Criteria

The town reviews each recommended capital improvement project based on ten (10) evaluation criteria to determine which projects are the most advantageous to pursue. The evaluation criteria include:

<i>Economic Development:</i>	Extent to which the project benefits the local economy
<i>Funding:</i>	Extent to which the available funding can be allocated to the project
<i>Infrastructure Capacity:</i>	Extent to which project increases level of service of deficient infrastructure
<i>Intergovernmental Agreements:</i>	Extent to which the project fulfills the town's responsibilities on agreements with other agencies
<i>Master Plans:</i>	Extent to which the project is supported by a town master plan
<i>Community Livability:</i>	Extent to which the project includes livability considerations
<i>Safety:</i>	Extent to which the project benefits the environment, safety or public health of the community
<i>Regional Plan:</i>	Extent to which the project benefits the region and/or has been identified as part of a larger regional project
<i>Regulatory Agency Compliance:</i>	Extent to which project maintains town compliance with any state or federally mandated requirements
<i>Technology Leader:</i>	Extent to which the project supports technology improvements

The individual departments rank each project in order of importance, utilizing the prioritization criteria, with 0 "Not Applicable" and 5 "Greatest Extent." After review of the proposed capital improvement projects, the executive team along with the deputy town manager and town manager will determine which capital improvement projects will be included with the proposed budget.

These criteria are used in guiding decision makers and stakeholders, but are not intended to be the only considerations. Other factors include:

- Internal capacity
- Coordination with other projects
- Alignment with Strategic Initiatives

In recognition of the complexity of this process, the prioritization criteria are being revised for the FY 2016-2020 update of the capital improvement plan.



Capital Improvements Overview

Capital Improvement projects are reviewed on an annual basis. Before each project is allowed to move forward, it must be demonstrated that the capital funding is assured and that the ongoing maintenance and operating requirements can be sustained within forecast operating resources. The Council adopted the Capital Improvement Plan on June 5, 2014. The first year of the five-year program is included in the FY 2015 budget. The remaining years are found in a separate document, and are incorporated into Gilbert's long-range financial forecasts.

The following table shows the project breakdown by category and amount for FY 2015.

CIP Contingency	\$ 64,749,400
Streets	51,582,000
Traffic Control	4,391,000
Municipal Facilities	4,530,000
Redevelopment	45,593,000
Public Safety	6,397,000
Stormwater	1,156,000
Water	31,280,000
Wastewater	7,190,000
Parks and Recreation	7,859,000
Total Capital Projects	\$ 224,727,400

The following table shows the project breakdown by funding of total capital improvements scheduled for FY 2015 excluding CIP Contingency.

GO Bonds	\$ 3,433,000
2006 GO Bonds 08	9,719,000
2007 GO Bonds 08	6,558,000
Chandler USD	15,000
CIP Outside Sources	128,000
City of Chandler	589,000
Env Svcs Comm Fund	128,000
Env Svcs Res Fund	1,497,000
Federal Grant	1,087,000
Fire SDF	1,885,000
General Fund	14,799,000
Gilbert Public Schools	555,000
Higley USD	31,000
MAG RTP Arterial Fund	22,092,000
MAG RTP Transit Fund	936,000
Park SDF	69,000
PFMPC Bonds	5,600,000
Revenue Bonds	39,750,000
Signal SDF	2,693,000
State Grant	243,000
Streets Fund	6,561,000
Wastewater Fund	5,738,000
Wastewater Replacement Fund	1,388,000
Wastewater SDF	91,000
Water Fund	20,838,000
Water Replacement Fund	8,631,000
Water Resources SDF	4,027,000
Water SDF	897,000
Total Capital Sources	\$ 159,978,000



Maintenance Costs

FY 2015 operating costs for capital projects are already included in the operating department's budget. Future operating costs are included in the planning phase and must be included in the operating departments once the project is completed. Below is a summary table that provides the future operating impacts by fiscal year.

Category	2016	2017	2018	2019	Cumulative Total
Streets	270,000	270,000	270,000	270,000	\$ 1,080,000
Traffic Control	48,000	93,000	120,000	136,000	\$ 397,000
Municipal Facilities	58,000	58,000	58,000	608,000	\$ 782,000
Redevelopment	-	-	-	-	\$ -
Public Safety	19,000	19,000	1,282,000	1,282,000	\$ 2,602,000
Stormwater	1,000	1,000	1,000	1,000	\$ 4,000
Water	27,000	52,000	213,000	2,197,000	\$ 2,489,000
Wastewater	6,000	183,000	347,000	675,000	\$ 1,211,000
Parks and Recreation	93,000	146,000	191,000	191,000	\$ 621,000
Total Operating Costs	\$ 522,000	\$ 822,000	\$ 2,482,000	\$ 5,360,000	\$ 9,186,000

The following table details the impact of these maintenance costs by expense category:

Category	Personnel	Contractual	Supplies	Utilities	Insurance	Total
Streets	-	980,000	-	100,000	-	\$ 1,080,000
Traffic Control	-	8,000	239,000	150,000	-	\$ 397,000
Municipal Facilities	-	72,000	550,000	160,000	-	\$ 782,000
Redevelopment	-	-	-	-	-	\$ -
Public Safety	2,156,000	34,000	284,000	104,000	24,000	\$ 2,602,000
Stormwater	-	4,000	-	-	-	\$ 4,000
Water	764,000	103,000	1,242,000	380,000	-	\$ 2,489,000
Wastewater	405,000	300,000	141,000	365,000	-	\$ 1,211,000
Parks and Recreation	30,000	227,000	272,000	78,000	14,000	\$ 621,000
Total Operating Costs	\$ 3,355,000	\$ 1,728,000	\$ 2,728,000	\$ 1,337,000	\$ 38,000	\$ 9,186,000

The Town of Gilbert's Capital Improvement Plan has long been a model of growth and expansion. Projects to date have not resulted in any measurable decrease to maintenance costs. As Gilbert approaches build-out, certain projects included in reconstruction would likely result in some decreases to maintenance costs. Maintenance projects will reflect those decreases at that time.



Capital Improvement Plan Summary

The summary below represents the Capital Improvement Plan by type:

Capital Expenses (1,000s)	Total	Prior Years	2015	2016	2017	2018	2019	Years 6 to 10	Beyond 10 Years
Streets	411,104	107,722	51,582	8,259	1,611	699	3,784	103,503	133,944
Traffic Control	65,790	1,227	4,391	4,540	1,090	1,311	1,326	20,800	31,105
Municipal Facilities	49,056	872	4,530	8,500	208	3,623	0	8,500	22,823
Redevelopment	51,988	3,363	45,593	0	0	0	0	1,004	2,028
Public Safety	64,347	18,504	6,397	140	31,386	6,220	0	1,700	0
Storm Water	1,806	43	1,156	0	0	0	0	607	0
Water	250,643	41,017	31,280	5,791	115,449	27,846	8,401	20,859	0
Wastewater	77,165	921	7,190	5,770	31,235	26,463	949	2,269	2,368
Parks, Recreation, & Open Space	419,607	80,450	7,859	8,138	8,066	3,195	34,948	182,378	94,573
Total Capital Expenses	1,391,506	254,119	159,978	41,138	189,045	69,357	49,408	341,620	286,841

The Capital Improvement Plan shown above by type is depicted below by funding source:

Capital Sources (1,000s)	Total	Prior Years	2015	2016	2017	2018	2019	Years 6 to 10	Beyond 10 Years
2006 GO Bonds 08	83,000	73,281	9,719	0	0	0	0	0	0
2007 GO Bonds 08	27,154	20,596	6,558	0	0	0	0	0	0
2007 GO Bonds 08-Future	23,207	0	0	0	0	0	0	23,207	0
Chandler USD	15	0	15	0	0	0	0	0	0
CIP Outside Sources	9,832	5,922	128	0	3,782	0	0	0	0
City of Chandler	43,349	0	589	0	14,966	26,438	0	0	1,356
City of Mesa	9,831	0	0	0	0	0	0	0	9,831
Developer Contribution	3,979	2,712	0	0	0	0	75	89	1,103
Env Svcs Comm Fund	972	0	128	0	0	20	0	0	824
Env Svcs Res Fund	8,165	5	1,497	0	0	620	0	0	6,043
Federal Grant	2,397	0	1,087	1,310	0	0	0	0	0
Fire SDF	5,661	2,076	1,885	0	0	0	0	1,700	0
Future Bonds	234,778	0	0	0	715	7,252	9,704	39,923	177,184
General Fund	78,937	3,840	14,799	16,778	3,032	1,884	1,408	32,435	4,761
General Replacement Fund	570	570	0	0	0	0	0	0	0
Gilbert Public Schools	555	0	555	0	0	0	0	0	0
GO Bonds	4,577	1,144	3,433	0	0	0	0	0	0



Capital Improvement Plan Summary

Capital Sources (1,000s)	Total	Prior Years	2015	2016	2017	2018	2019	Years 6 to 10	Beyond 10 Years
Higley USD	31	0	31	0	0	0	0	0	0
Investment Income	242	113	0	0	0	0	1	0	128
MAG RTP Arterial Fund	137,487	4,432	22,092	6,484	1,131	324	1,500	71,294	30,230
MAG RTP Transit Fund	1,400	464	936	0	0	0	0	0	0
Maricopa County FCD	2,090	0	0	0	0	0	0	2,090	0
Miscellaneous	225	0	0	0	0	0	0	0	225
Park SDF	156,045	10,382	69	0	1,460	1,902	23,836	118,396	0
PFMPC Bonds	8,301	2,701	5,600	0	0	0	0	0	0
PFMPC-2009 Bonds	70,200	70,200	0	0	0	0	0	0	0
PFMPC-Future Bonds	54,547	0	0	0	30,671	0	0	7,920	15,956
Private Fund	1,489	650	0	0	0	0	0	0	839
Residential Dev Tax	1,670	1,670	0	0	0	0	0	0	0
Revenue Bonds	40,305	555	39,750	0	0	0	0	0	0
Salt River Project	19	19	0	0	0	0	0	0	0
Signal SDF	52,357	517	2,693	1,817	925	1,146	1,146	16,020	28,093
State Grant	413	170	243	0	0	0	0	0	0
Streets Fund	26,103	3,293	6,561	3,188	645	540	2,388	4,780	4,708
Town of Queen Creek	75	0	0	0	0	0	0	0	75
Wastewater Fund	15,218	3,538	5,738	382	2,532	660	0	0	2,368
Wastewater Replacement Fund	1,420	32	1,388	0	0	0	0	0	0
Wastewater SDF	4,699	1,079	91	1,260	0	0	0	2,269	0
Water Fund	38,393	3,631	20,838	2,722	1,050	1,300	600	5,135	3,117
Water Replacement Fund	10,913	1,647	8,631	0	635	0	0	0	0
Water Resources SDF	51,748	36,721	4,027	0	11,000	0	0	0	0
Water SDF	34,162	2,146	897	1,094	5,054	808	7,801	16,362	0
WRMPC-2007 Bonds	13	13	0	0	0	0	0	0	0
WRMPC-Future Bonds	144,962	0	0	6,103	111,447	26,463	949	0	0
Total Capital Sources	1,391,506	254,119	159,978	41,138	189,045	69,357	49,408	341,620	286,841



Capital Improvement Detail

About this Section

Each section below provides the following summary:

- Description of the project
- Project evaluation and prioritization, including any references to Master Plans or other related documents
- Associated maintenance costs
- Expenses and sources for the life of the project

CIP Contingency

For FY 2015, the Town established an allowance of \$64,750,000 for unforeseen expenditures for new and current CIP projects. Since Arizona Statutes do not permit increasing the budget once adopted, Gilbert adopts an amount for potential expenditures so the projects are not slowed by budget constraints. Funding for any such expenditure would be determined project by project. There is no maintenance costs associated with this project.

Streets

ST057 - Greenfield Road - Pecos to Germann

Total Project Cost: \$9,660,000

Project Evaluation and Prioritization: 10

Widen Greenfield Road from Pecos Road to Germann Road to a minor arterial standard, which includes four lanes with a striped two way left turn median lane, bike lanes, sidewalk, and street lights. Project also includes Greenfield from Germann to the north entrance into the Gilbert Youth Soccer Complex, and a 16-inch waterline in Germann from 156th Street to 164th Street.

FY 2015 Expenses: (1,000s)

Professional Services	\$	-
Construction Mgmt		-
Land/ROW		23
Construction		-
FY 2015 Total Expenses	\$	23

FY 2015 Sources: (1,000s)

2007 GO Bonds 08	\$	23
Investment Income		-
Water Fund		-
Wastewater Fund		-
FY 2015 Total Sources	\$	23

ST058 - Germann Road - Val Vista to Higley

Total Project Cost: \$13,656,000

Project Evaluation and Prioritization: 12

Improvements are to major arterial roadway standards, including six lanes, a raised median, sidewalks, bike lanes, street lights, and improvements to the bridge over the Eastern Canal. This project will complete gaps in Germann Road left between areas previously completed by development between Val Vista Drive and Higley Road and install a 16" waterline for the future reservoir and direct system well.

FY 2015 Expenses: (1,000s)

Professional Services	\$	702
Construction Mgmt		898
Land/ROW		1,290
Construction		8,220
FY 2015 Total Expenses	\$	11,110

FY 2015 Sources: (1,000s)

2006 GO Bonds 08	\$	52
2007 GO Bonds 08		-
Developer Contribution		-
Water Fund		740
MAG RTP Arterial Fund		10,318
FY 2015 Total Sources	\$	11,110

ST062 - Higley and Williams Field Improvements

Total Project Cost: \$19,837,000

Project Evaluation and Prioritization: 10

Improvements on Higley Road from N. Williams Field Road to Union Pacific Railroad (UPRR), S. of Williams Field for 660' (western half). Also includes improvements on Williams Field from 1,300' west of Higley to the UPRR.



Capital Improvement Detail

Improvements will be to the major arterial standard; includes six lanes with a raised landscaped median, bike lanes, street lights and sidewalks and traffic signal modifications at Higley and Williams Field.

FY 2015 Expenses: (1,000s)

Professional Services	\$	42
Construction Mgmt		18
Land/ROW		336
Construction		434
Equipment & Furniture		-
FY 2015 Total Expenses	\$	830

FY 2015 Sources: (1,000s)

2006 GO Bonds 08	\$	653
Developer Contribution		-
Water Replacement Fund		176
Wastewater Fund		1
Water Fund		-
FY 2015 Total Sources	\$	830

ST084 - Hunt Highway - Val Vista to 164th Street
Total Project Cost: \$12,998,000
Project Evaluation and Prioritization: 6

Design and construction of a new roadway on the Hunt Highway alignment to minor collector standards, including four lanes with a striped two-way left turn median lane, bike lanes, sidewalk and street lights. Project requires construction of new bridges over the RWCD canal and East Maricopa Floodway. Scope includes a 16-inch water line from Val Vista Drive to 164th Street.

FY 2015 Expenses: (1,000s)

Professional Services	\$	-
Construction Mgmt		-
Land/ROW		-
Construction		45
FY 2015 Total Expenses	\$	45

FY 2015 Sources: (1,000s)

Future Bonds	\$	-
Developer Contribution		-
Water Fund		-
CIP Outside Sources		45
FY 2015 Total Sources	\$	45

ST094 - Cooper and Guadalupe Intersection
Total Project Cost: \$11,820,000
Project Evaluation and Prioritization: 9
MAG Regional Transportation Plan

Intersection improvements at Cooper and Guadalupe roads to reduce congestion include widening to accommodate dual left turn lanes in all four directions, additional through and right turn lanes as justified by traffic studies, and related drainage improvements. This project also includes the replacement of an existing water pipe.

FY 2015 Expenses: (1,000s)

Professional Services	\$	130
Construction Mgmt		326
Land/ROW		946
Construction		9,088
FY 2015 Total Expenses	\$	10,490

FY 2015 Sources: (1,000s)

2006 GO Bonds 08	\$	1,073
2007 GO Bonds 08		3,630
MAG RTP Arterial Fund		4,500
Water Fund		1,287
FY 2015 Total Sources	\$	10,490

ST095 - Williams Field Road - UPRR to Power
Total Project Cost: \$37,989,000
Project Evaluation and Prioritization: 11

Complete Williams Field Road improvements from Union Pacific Railroad (UPRR) to Power Road, and Recker Road improvements from Vest Road to the UPRR, to major arterial standards; including six lanes with a raised landscaped median, bike lanes, landscaping, street lights and sidewalks. Project also includes 16" water main in Recker from UPRR to Vest; 16" water main in Williams Field from UPRR to Power; and sanitary sewers.

FY 2015 Expenses: (1,000s)

Professional Services	\$	2
Construction Mgmt		-
Land/ROW		592
Construction		-
FY 2015 Total Expenses	\$	594

FY 2015 Sources: (1,000s)

2006 GO Bonds 08	\$	594
Water Fund		-
Wastewater Fund		-
CIP Outside Sources		-
Wastewater SDF		-
FY 2015 Total Sources	\$	594



Capital Improvement Detail

ST100 - Riggs Road - Val Vista to Recker

Total Project Cost: \$15,636,000

Project Evaluation and Prioritization: 5

Complete Riggs Road improvements from Val Vista Drive to Recker Road to major arterial standards consisting of six lanes, raised landscaped median, bike lanes, sidewalks and streetlights.

FY 2015 Expenses: (1,000s)

Professional Services	\$	-
Construction Mgmt		1
Land/ROW		-
Construction		104
Equipment & Furniture		-
FY 2015 Total Expenses	\$	105

FY 2015 Sources: (1,000s)

2006 GO Bonds 08	\$	99
2007 GO Bonds 08		-
CIP Outside Sources		-
Water Fund		-
Wastewater Fund		6
FY 2015 Total Sources	\$	105

ST103 - Power Road - San Tan Freeway to Pecos Road

Total Project Cost: \$6,262,000

Project Evaluation and Prioritization: 15

MAG Regional Transportation Plan

Complete Power Road improvements from the Santan Freeway to Pecos Road to major arterial standards. Improvements include widening to six lanes with a raised landscaped median, bike lanes, sidewalks and streetlights. Also includes bridge widening over the East Maricopa Floodway and RWCD Canal.

FY 2015 Expenses: (1,000s)

Professional Services	\$	40
Construction Mgmt		5
Land/ROW		-
Construction		4,871
FY 2015 Total Expenses	\$	4,916

FY 2015 Sources: (1,000s)

2007 GO Bonds 08	\$	2,905
MAG RTP Arterial Fund		2,011

FY 2015 Total Sources \$ 4,916

ST111 - Bus Stop Passenger Improvements - Phase III

Total Project Cost: \$1,400,000

Project Evaluation and Prioritization: 10

Project includes improvements to existing bus stops and construction of new at various locations throughout Gilbert.

FY 2015 Expenses: (1,000s)

Professional Services	\$	39
Construction Mgmt		53
Construction		844
FY 2015 Total Expenses	\$	936

FY 2015 Sources: (1,000s)

MAG RTP Transit Fund	\$	936
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FY 2015 Total Sources \$ 936

ST112 - Val Vista Drive - Appleby to Riggs

Total Project Cost: \$21,527,000

Project Evaluation and Prioritization: 15

Complete Val Vista Drive to full width improvements for a major arterial from Appleby to Riggs Road. Improvements include a six-lane section with raised landscaped median, bike lanes, sidewalks and street lights from Ocotillo Road to Merlot Street, reducing in the southbound direction from three lanes to two lanes across the Basha High School frontage to Riggs Road. Also includes a 16" waterline in Val Vista from Ocotillo Road to Brooks Farm Road.

FY 2015 Expenses: (1,000s)

Professional Services	\$	448
Construction Mgmt		55
Land/ROW		853
Construction		-
FY 2015 Total Expenses	\$	1,356

FY 2015 Sources: (1,000s)

2006 GO Bonds 08	\$	1,356
2007 GO Bonds 08		-
2007 GO Bonds 08-Future		-
Water Fund		-
FY 2015 Total Sources	\$	1,356



Capital Improvement Detail

ST119 - PM10 Paving

Total Project Cost: \$850,000

Project Evaluation and Prioritization: 10

Project consists of paving various unpaved streets within the town for compliance with air quality requirements. Streets included in this project are: Recker Rd, Stacey Rd to Watford Ct (west side, 1/8 mi); 164th St, Riggs Rd to Seville subdivision(1/2 mi); 164th St, Coldwater to Stacey (1/4 mi); 156th St, Riggs Rd to 1/4 mile south; Coldwater, Val Vista Rd to East Maricopa Floodway (EMF) (1/2 mi); Ryan Rd, Greenfield to 1/2 mile east; Lexington/Bonanza Rd, 156th to 157th (1/8 mi); Walnut Rd, 162nd to 164th alignment (1/4 mi); Pecos Rd, EMF to Power Rd(1/4 mi).

FY 2015 Expenses: (1,000s)

Professional Services	\$ 44
Construction Mgmt	39
Construction	752
FY 2015 Total Expenses	\$ 835

FY 2015 Sources: (1,000s)

Streets Fund	\$ 835
FY 2015 Total Sources	\$ 835

ST126 - Gilbert Road Median Landscaping

Total Project Cost: \$389,000

Project Evaluation and Prioritization: 5

Project includes the completion of median landscaping and irrigation system from South Civic Center Drive to Frye Road. Project includes adjacent intersecting arterial streets where non-landscaped raised medians exist.

FY 2015 Expenses: (1,000s)

Professional Services	\$ 1
Construction Mgmt	-
Construction	84
FY 2015 Total Expenses	\$ 85

FY 2015 Sources: (1,000s)

GO Bonds	\$ 85
FY 2015 Total Sources	\$ 85

ST129 - Guadalupe and Gilbert Intersection

Total Project Cost: \$10,873,000

Project Evaluation and Prioritization: 15

MAG Regional Transportation Plan

Improvements being made to reduce congestion include widening to accommodate dual left turn lanes in all four directions, additional through and right turn lanes as justified by traffic studies, and related drainage improvements. Project also includes the replacement of an existing AC waterline pipes with new ductile iron pipe.

FY 2015 Expenses: (1,000s)

Professional Services	\$ 126
Construction Mgmt	363
Land/ROW	352
Construction	7,670
Equipment & Furniture	33
FY 2015 Total Expenses	\$ 8,544

FY 2015 Sources: (1,000s)

2006 GO Bonds 08	\$ 2,031
MAG RTP Arterial Fund	5,263
Water Fund	1,250
FY 2015 Total Sources	\$ 8,544

ST146 - Higley and Baseline Intersection

Total Project Cost: \$6,231,000

Project Evaluation and Prioritization: 15

Complete Higley and Baseline Roads at this intersection on the south and east legs to full improvements. Improvements include six-lane sections with raised, landscaped median, bike lanes, sidewalks and street lights. Single left turn lanes in all directions will be maintained and right turn lanes will be determined at start of design.

FY 2015 Expenses: (1,000s)

Professional Services	\$ -
Construction Mgmt	4
Land/ROW	7
Construction	2
Equipment & Furniture	-
FY 2015 Total Expenses	\$ 13

FY 2015 Sources: (1,000s)

CIP Outside Sources	\$ 13
Water Fund	-
Developer Contribution	-
MAG RTP Arterial Fund	-
Wastewater Fund	-
FY 2015 Total Sources	\$ 13



Capital Improvement Detail

ST147 - Intersection & Circulation Improvement Master Plan

Total Project Cost: \$531,000

Project Evaluation and Prioritization: 5

The Intersection & Circulation Improvement Master Plan will evaluate the existing intersections and transportation system by identifying key assets and improvement needs. This Master Plan will also provide guidance on how intersections and the transportation system should develop and function in the long-term future in the context of other elements of the Town's General Plan, and how other transportation modes (transit, bicycle, pedestrian, etc.) are integrated into the system improvement.

FY 2015 Expenses: (1,000s)

Professional Services	\$	64
Construction Mgmt		6

FY 2015 Total Expenses \$ 70

FY 2015 Sources: (1,000s)

2007 GO Bonds 08	\$	-
CIP Outside Sources		70
General Fund		-
Streets Fund		-

FY 2015 Total Sources \$ 70

ST148 - Neighborhood Streetlight Rehabilitation

Total Project Cost: \$4,824,000

Project Evaluation and Prioritization: 8

Remove and replace direct bury street light poles with new foundation mounted poles, and switch out luminaires to new energy efficient models. Existing ground rods shall be removed or incorporated into the new foundation, and each pole shall have a junction box in the base and have its GPS coordinates identified.

FY 2015 Expenses: (1,000s)

Professional Services	\$	70
Construction Mgmt		125
Construction		1,000

FY 2015 Total Expenses \$ 1,195

FY 2015 Sources: (1,000s)

Streets Fund	\$	1,195
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FY 2015 Total Sources \$ 1,195

ST150 - Higley Groves West Pavement Reconstruction

Total Project Cost: \$2,465,000

Project Evaluation and Prioritization: 10

Rehabilitate the pavement within the Higley Groves West community, which is experiencing significant cracking and failure issues. Also includes upgrading all non-compliant sidewalk ramps to meet ADA standards.

FY 2015 Expenses: (1,000s)

Professional Services	\$	108
Construction Mgmt		105
Construction		1,790
Equipment & Furniture		-

FY 2015 Total Expenses \$ 2,003

FY 2015 Sources: (1,000s)

Streets Fund	\$	2,003
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FY 2015 Total Sources \$ 2,003

ST151 - McQueen Rd Median Landscaping

Total Project Cost: \$706,000

Project Evaluation and Prioritization: 5

Reconstruct and replace the landscape irrigation and vegetation materials in the median from Baseline Road to the South Town Limit at Mesquite H.S. South Drive, including intersecting arterial streets where unlandscaped raised medians exist. Project includes approximately 96,000 square feet of area.

FY 2015 Expenses: (1,000s)

Professional Services	\$	18
Construction Mgmt		7
Construction		204

FY 2015 Total Expenses \$ 229

FY 2015 Sources: (1,000s)

2006 GO Bonds 08	\$	-
GO Bonds		229

FY 2015 Total Sources \$ 229



Capital Improvement Detail

ST152 - Higley and Warner Improvements

Total Project Cost: \$7,354,000

Project Evaluation and Prioritization: 10

Complete the intersection of Higley and Warner Roads to the full major arterial intersection configuration, including three through lanes and a bicycle lane in each direction, dual left-turn lanes and right turn lanes (where supported by traffic studies), and all related improvements. Project also includes interim widening of Higley Road from Warner Road to the Santan Freeway to consist of two through lanes in each direction, a raised, non-landscaped median and street lighting.

FY 2015 Expenses: (1,000s)

Professional Services	\$	350
Construction Mgmt		458
Land/ROW		683
Construction		5,354
FY 2015 Total Expenses	\$	6,845

FY 2015 Sources: (1,000s)

GO Bonds	\$	2,984
2006 GO Bonds 08		3,861
FY 2015 Total Sources	\$	6,845

ST154 - Left-Turn Safety Enhancements

Total Project Cost: \$355,000

Project Evaluation and Prioritization: 3

Modify various intersections that were constructed with a negative offset causing no left-turn sight distance for turning traffic. Project will design and reconstruct medians to provide safer sight distance.

FY 2015 Expenses: (1,000s)

Professional Services	\$	40
Construction Mgmt		4
Construction		100
FY 2015 Total Expenses	\$	144

FY 2015 Sources: (1,000s)

Streets Fund	\$	144
FY 2015 Total Sources	\$	144

ST155 - ADA Transition Replacement - Ramps/Push Buttons

Total Project Cost: \$1,875,000

Project Evaluation and Prioritization: 21

ADA Transition Master Plan

Project is the reconstruction of deficient sidewalk ramps, driveways and pedestrian push buttons to be compliant with the minimum ADA standards. This program will a multi-year program and systematically replace prioritized locations identified through the Town of Gilbert's ADA Transition Plan, to include deficiencies identified within Town of Gilbert parks.

FY 2015 Expenses: (1,000s)

Professional Services	\$	40
Construction Mgmt		35
Construction		300
FY 2015 Total Expenses	\$	375

FY 2015 Sources: (1,000s)

Streets Fund	\$	375
FY 2015 Total Sources	\$	375

ST156 - Consolidated Canal Bridge Repair

Total Project Cost: \$470,000

Project Evaluation and Prioritization: 15

The Baseline Road Bridge over the Consolidated Canal is located about ¼-mile east of Lindsay Road at the municipal boundary between the Town of Gilbert and the City of Mesa. The bridge has experienced pitting around the reinforcement rebar along the bridge deck surface. This project will consist of the design and re-construction of the deck surface using a bonded overlay of either micro silica or polymer concrete.

FY 2015 Expenses: (1,000s)

Professional Services	\$	63
Construction Mgmt		35
Construction		372
FY 2015 Total Expenses	\$	470

FY 2015 Sources: (1,000s)

Streets Fund	\$	470
FY 2015 Total Sources	\$	470



Capital Improvement Detail

Traffic Control

TS122 - Higley and Warner Total Project Cost: \$415,000

Project Evaluation and Prioritization: 5

Design and installation of a major arterial traffic signal at the intersection of Higley Road and Warner Road, and connection to the signal system.

FY 2015 Expenses: (1,000s)

Professional Services	\$	19
Construction Mgmt		4
Construction		375

FY 2015 Total Expenses \$ 398

FY 2015 Sources: (1,000s)

Signal SDF	\$	398
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FY 2015 Total Sources \$ 398

TS123 - Ray and Recker

Total Project Cost: \$372,000

Project Evaluation and Prioritization: 14

Design and installation of a major arterial traffic signal at the intersection of Ray Road and Recker Road, and connection to the signal system. Right-of-way constraints and irrigation infrastructure may require interim pole placement on southwest and northwest corners until project ST128 is completed.

FY 2015 Expenses: (1,000s)

Professional Services	\$	18
Construction Mgmt		15
Construction		296
Equipment & Furniture		25

FY 2015 Total Expenses \$ 354

FY 2015 Sources: (1,000s)

Signal SDF	\$	354
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FY 2015 Total Sources \$ 354

TS129 - Val Vista and Warner Signal Improvements

Total Project Cost: \$160,000

Project Evaluation and Prioritization: 10

Convert left-turn lanes in all four directions of travel to dual left-turn lanes. Work includes modifications to pavement markings, new signal heads, new pole foundations and sidewalk ramps on the southeast and southwest corners, and new concrete pole aprons and detectable mats on all four corners.

FY 2015 Expenses: (1,000s)

Professional Services	\$	-
Construction Mgmt		3
Construction		123

FY 2015 Total Expenses \$ 126

FY 2015 Sources: (1,000s)

Streets Fund	\$	126
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FY 2015 Total Sources \$ 126

TS132 - Advanced Traffic Mgmt System - Phase IV

Total Project Cost: \$1,477,000

Project Evaluation and Prioritization: 9

Design and installation of the northwest fiber ring. Project includes approximately seven miles of conduit and fiber optic cable, enclosures and related infrastructure along Houston, Cooper, Guadalupe, McQueen, Elliot, Cooper, and Warner Roads.

FY 2015 Expenses: (1,000s)

Professional Services	\$	-
Construction Mgmt		49
Construction		1,145

FY 2015 Total Expenses \$ 1,194

FY 2015 Sources: (1,000s)

Federal Grant	\$	1,096
Signal SDF		98

FY 2015 Total Sources \$ 1,194



Capital Improvement Detail

TS135 - Advanced Traffic Mgmt System - Network Total Project Cost: \$406,000

CCTV Cameras

Project Evaluation and Prioritization: 10

Furnish, install and integrate four CCTV Cameras, 15 video cameras, one multi-channel video decoder, 50 broadband radios, traffic controllers, and a new core switch for the Traffic Operations Center.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Construction Mgmt	\$ 5	Streets Fund	\$ 149
Equipment & Furniture	144		
FY 2015 Total Expenses	\$ 149	FY 2015 Total Sources	\$ 149

TS151 - Gilbert - Mesa Center to Center Total Project Cost: \$185,000

Communication

Project Evaluation and Prioritization: 11

Design and install conduit and fiber optic cable between the Town of Gilbert Traffic Operations Center and the City of Mesa Traffic Management Center to provide inter-city communication and signal coordination.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Professional Services	\$ 7	Streets Fund	\$ 10
Construction Mgmt	3		
Construction	-		
FY 2015 Total Expenses	\$ 10	FY 2015 Total Sources	\$ 10

TS152 - Gilbert - Queen Creek Interconnect Total Project Cost: \$205,000

Project Evaluation and Prioritization: 9

Design and install approximately five miles of 48-strand fiber optic cable and associated electronics to provide signal system interconnect between the Town of Gilbert and Town of Queen Creek signals on Power Road. Also includes shared CCTV capabilities along Power at the Pecos, Germann and Queen Creek intersections.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Professional Services	\$ 28	Federal Grant	\$ 138
Construction Mgmt	20	Streets Fund	67
Construction	157		
FY 2015 Total Expenses	\$ 205	FY 2015 Total Sources	\$ 205

TS165 - Baseline Road Fiber Optic Infrastructure Total Project Cost: \$569,000

Project Evaluation and Prioritization: 11

Design and construction of fiber optic communication infrastructure on Baseline Road from Greenfield to Driftwood, including fiber optic cable, PTZ cameras, vaults, pull boxes and related facilities. Also includes replacement of fiber optic cable on Greenfield Road between Baseline and Guadalupe. Project results in an additional five signals added to Gilbert's fiber optic communications system.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Professional Services	\$ 164	Federal Grant	\$ 415
Construction Mgmt	9	Streets Fund	132
Construction	374		
FY 2015 Total Expenses	\$ 547	FY 2015 Total Sources	\$ 547



Capital Improvement Detail

TS167 - Traffic Operations Center Signal Subsystem Replacement Total Project Cost: \$483,000

Project Evaluation and Prioritization: 10

Replacement of the traffic signal subsystem in the Traffic Operations Center (TOC) includes servers, switches and software. Also includes replacement/upgrade of TOC computer work stations.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Professional Services	\$ 46	Streets Fund	\$ 302
Construction Mgmt	2		
Construction	254		
Equipment & Furniture	-		
FY 2015 Total Expenses	\$ 302	FY 2015 Total Sources	\$ 302

TS169 - Pecos Rd Conduit Installation - EMF & RWCD Crossing Total Project Cost: \$174,000

Project Evaluation and Prioritization: 5

Installation of a single four-inch PVC conduit with collapsible inner ducts along the Pecos Road alignment across the East Maricopa Floodway and Roosevelt Water Conversation District Canal.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Professional Services	\$ 12	Streets Fund	\$ 23
Construction Mgmt	1		
Construction	10		
FY 2015 Total Expenses	\$ 23	FY 2015 Total Sources	\$ 23

TS171 - Gilbert and Vaughn Total Project Cost: \$300,000

Project Evaluation and Prioritization: 5

Design and installation of an arterial traffic signal at the intersection of Gilbert Road and Vaughn Avenue, and connection to the traffic signal system.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Professional Services	\$ 11	Signal SDF	\$ 18
Construction Mgmt	-		
Construction	5		
Equipment & Furniture	2		
FY 2015 Total Expenses	\$ 18	FY 2015 Total Sources	\$ 18

TS172 - Val Vista and Frye Total Project Cost: \$383,000

Project Evaluation and Prioritization: 5

Design and Installation of an arterial traffic signal at the intersection of Val Vista Road and Frye Road and connection to the traffic signal system.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Professional Services	\$ 7	Signal SDF	\$ 340
Construction Mgmt	3		
Construction	277		
Equipment & Furniture	53		
FY 2015 Total Expenses	\$ 340	FY 2015 Total Sources	\$ 340



Capital Improvement Detail

TS173 - East Valley Travel Monitoring

Total Project Cost: \$295,000

Project Evaluation and Prioritization: 23

Install Anonymous Reidentification Devices (ARID) at 27 locations in Gilbert to facilitate the calculation of arterial travel times in the East Valley. ARID devices will be installed in approximately one mile increments in existing traffic signal control cabinets along Guadalupe, Elliot, Warner, McQueen, Cooper, Gilbert, Lindsay and Val Vista. The travel time data will be reported to a regional website that broadcast traveler information. This project is a multi-jurisdictional project with the City of Mesa, City of Chandler and City of Tempe, with the City of Mesa being the lead agency.

FY 2015 Expenses: (1,000s)

Professional Services	\$	38
Construction Mgmt		-
Construction		-
FY 2015 Total Expenses	\$	38

FY 2015 Sources: (1,000s)

Federal Grant	\$	-
Streets Fund		38
FY 2015 Total Sources	\$	38

TS176 - Higley Road and Seville Blvd

Total Project Cost: \$325,000

Project Evaluation and Prioritization: 5

Design and installation of an arterial traffic signal at the intersection of Higley Road and Seville Boulevard.

FY 2015 Expenses: (1,000s)

Professional Services	\$	30
Construction Mgmt		10
Construction		260
Equipment & Furniture		25
FY 2015 Total Expenses	\$	325

FY 2015 Sources: (1,000s)

Signal SDF	\$	325
FY 2015 Total Sources	\$	325

TS177 - Lindsay Road and Settlers Point Drive

Total Project Cost: \$325,000

Project Evaluation and Prioritization: 5

Design and installation of arterial traffic signal at the intersection of Lindsay Road and Settlers Point Drive.

FY 2015 Expenses: (1,000s)

Professional Services	\$	30
Construction Mgmt		10
Construction		260
Equipment & Furniture		25
FY 2015 Total Expenses	\$	325

FY 2015 Sources: (1,000s)

Signal SDF	\$	325
FY 2015 Total Sources	\$	325

TS178 - Higley Road and Willis Road/Portola Valley Drive

Total Project Cost: \$325,000

Project Evaluation and Prioritization: 5

Design and installation of an arterial traffic signal at the intersection of Higley Road and Willis Road/Portola Valley Drive.

FY 2015 Expenses: (1,000s)

Professional Services	\$	30
Construction Mgmt		10
Construction		260
Equipment & Furniture		25
FY 2015 Total Expenses	\$	325

FY 2015 Sources: (1,000s)

Signal SDF	\$	325
FY 2015 Total Sources	\$	325



Capital Improvement Detail

TS179 - Higley Road and Agritopia Loop Total Project Cost: \$325,000

Project Evaluation and Prioritization: 5

Design and installation of an arterial traffic signal at the intersection of Higley Road and Agritopia Loop.

FY 2015 Expenses: (1,000s)

Professional Services	\$	30
Construction Mgmt		10
Construction		260
Equipment & Furniture		25
FY 2015 Total Expenses	\$	325

FY 2015 Sources: (1,000s)

Signal SDF	\$	325
FY 2015 Total Sources	\$	325

TS180 - Baseline and Quinn

Total Project Cost: \$300,000

Project Evaluation and Prioritization: 15

Design and installation of arterial traffic signal at the intersection of Baseline Road and Quinn Drive and connection to the traffic signal system.

FY 2015 Expenses: (1,000s)

Professional Services	\$	17
Construction		212
Equipment & Furniture		58
FY 2015 Total Expenses	\$	287

FY 2015 Sources: (1,000s)

Street Fund	\$	287
FY 2015 Total Sources	\$	287

Municipal Facilities

MF017 - Fire Station Emergency Signals

Total Project Cost: \$1,716,000

Project Evaluation and Prioritization: 4

Construction of traffic control signals at each fire station. A station merits installation of a signal when traffic volume or speed increases and prohibits safe entry by emergency vehicles onto the arterial roadway. Signals are designed to be activated with the dispatch system so when vehicles leave on a call, traffic is stopped at the driveway.

FY 2015 Expenses: (1,000s)

Professional Services	\$	27
Construction Mgmt		14
Construction		323
Equipment & Furniture		9
FY 2015 Total Expenses	\$	373

FY 2015 Sources: (1,000s)

General Fund	\$	71
Fire SDF		302
FY 2015 Total Sources	\$	373

MF054 - Prosecutor's Office Software Replacement

Total Project Cost: \$178,000

Project Evaluation and Prioritization: 16

Replace outdated and no longer supported application software used to manage case information by the Prosecutor's Office with new and more functional application software.

FY 2015 Expenses: (1,000s)

Professional Services	\$	-
Equipment & Furniture		25
FY 2015 Total Expenses	\$	25

FY 2015 Sources: (1,000s)

General Fund	\$	25
FY 2015 Total Sources	\$	25



Capital Improvement Detail

MF055 - Fire Station Connectivity Infrastructure Support Total Project Cost: \$312,000

Project Evaluation and Prioritization: 6

Replace and upgrade obsolete microwave infrastructure at the public safety complex and at various fire stations around Gilbert. The fire stations receive and transmit alerts and data over the microwave system, and the primary facilities are now outdated and no longer supported with parts or service by the manufacturer.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Professional Services	\$ 2	General Fund	\$ 57
Construction Mgmt	-		
Equipment & Furniture	55		
FY 2015 Total Expenses	\$ 57	FY 2015 Total Sources	\$ 57

MF056 - Human Resources Information System Replacement Total Project Cost: \$500,000

Project Evaluation and Prioritization: 7

Replace the current Human Resources Information System (HRIS) with a comprehensive system incorporating the following features: HR Management, benefits administration, salary planning and budgeting, time and attendance, learning management system (LMS), talent management (recruitment, onboarding, performance management, and succession management), compliance and reporting, workforce analytics, and online services.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Equipment & Furniture	500	General Fund	\$ 375
		Water Fund	50
		Wastewater Fund	20
		Env Svcs Res Fund	30
		Streets Fund	25
FY 2015 Total Expenses	\$ 500	FY 2015 Total Sources	\$ 500

MF217 - Fire Station 7 Total Project Cost: \$5,945,000

Project Evaluation and Prioritization: 13

The present location of Fire Station 7 at Cooper and the Western Canal has been found to be inadequate to provide four-minute response time to southwest portion of the fire station's current response area. A new two-story, three-bay fire station at a new location near Cooper and Warner Roads will provide better coverage and assure a more timely response to this area.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Professional Services	\$ 305	Fire SDF	\$ 1,583
Construction Mgmt	302	General Fund	3,734
Land/ROW	-		
Construction	4,710		
FY 2015 Total Expenses	\$ 5,317	FY 2015 Total Sources	\$ 5,317

MF222 - Police Application and Network Support Total Project Cost: \$1,440,000

Project Evaluation and Prioritization: 13

Upgrade the two factor authentication systems for the Police Department network, replace 25 mobile data computers mounted in police patrol cars, and upgrade the Police Department's Computer Aided Dispatch (CAD), Mobile, Records Management System (RMS) and Mobile for Public Safety (MPS).

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Professional Services	\$ 32	General Fund	\$ 252
Equipment & Furniture	220	General Replacement Fund	-
		State Grant	-
FY 2015 Total Expenses	\$ 252	FY 2015 Total Sources	\$ 252



Capital Improvement Detail

MF226 - Security Access System Upgrades Total Project Cost: \$410,000

Project Evaluation and Prioritization: 5

Upgrade/replace the badge reader system on all facilities town-wide.

FY 2015 Expenses: (1,000s)

Construction	\$ 108
Equipment & Furniture	302

FY 2015 Total Expenses \$ 410

FY 2015 Sources: (1,000s)

General Fund	\$ 410
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FY 2015 Total Sources \$ 410

MF227 - Permitting System Replacement Total Project Cost: \$2,000,000

Project Evaluation and Prioritization: 16

Replace the EDEN Permitting system with a new, modern software application that can better automate the planning, building, engineering, inspections, and code compliance process.

FY 2015 Expenses: (1,000s)

Professional Services	\$ 500
Equipment & Furniture	1,500

FY 2015 Total Expenses \$ 2,000

FY 2015 Sources: (1,000s)

General Fund	\$ 2,000
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FY 2015 Total Sources \$ 2,000

MF228 - CNG Fueling Station Total Project Cost: \$1,600,000

Project Evaluation and Prioritization: 17

Construction of CNG fueling station at 4760 S Greenfield Rd. Project to include a fast fill, open to the public and for town use, located outside the west gate, as well as a slow fill inside the yard to service the town's fleet.

FY 2015 Expenses: (1,000s)

Professional Services	\$ 190
Construction Mgmt	105
Construction	1,300

FY 2015 Total Expenses \$ 1,595

FY 2015 Sources: (1,000s)

Env Svcs Comm Fund	\$ 128
Env Svcs Res Fund	1,467

FY 2015 Total Sources \$ 1,595

MF230 - Detention Facility Total Project Cost: \$398,000

Project Evaluation and Prioritization: 15

These improvements will reduce the amount of fees associated with transportation of detainees from Maricopa County facilities. Conversion of the existing facility from temporary holding cells to overnight cells.

FY 2015 Expenses: (1,000s)

Professional Services	\$ 40
Construction Mgmt	10
Construction	298
Equipment & Furniture	50

FY 2015 Total Expenses \$ 398

FY 2015 Sources: (1,000s)

General Fund	\$ 199
City of Chandler	199

FY 2015 Total Sources \$ 398

Redevelopment

RD110 - Vaughn Avenue Parking Structure Total Project Cost: \$8,301,000

Project Evaluation and Prioritization: 16

Design and construction of a structured parking facility located near Vaughn and Ash on the north side of Vaughn in support of the restaurant and entertainment uses developing in the Heritage District. The garage is planned for 364 spaces in a four-story structure with restroom facilities and surrounding surface parking.



Capital Improvement Detail

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Professional Services	\$ 96	PFMPC Bonds	\$ 5,600
Construction Mgmt	188		
Construction	5,316		
FY 2015 Total Expenses	\$ 5,600	FY 2015 Total Sources	\$ 5,600

RD114 - Downtown Transit Stops **Total Project Cost: \$350,000**
Project Evaluation and Prioritization: 15
 Upgrade/replace three transit stops in the downtown area with new artistic transit stops. Locations are Historical Society, Market Place, and Boys and Girls Club.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Professional Services	\$ 21	State Grant	\$ 243
Construction Mgmt	12		
Construction	210		
FY 2015 Total Expenses	\$ 243	FY 2015 Total Sources	\$ 243

RD115 - Saint Xavier University **Total Project Cost: \$40,305,000**
Project Evaluation and Prioritization: 18
 The proposed facility will be an approximate 87,000-square-foot, four-story building located on Vaughn Avenue, west of Gilbert Road, and west of the anticipated Heritage District parking structure. Design of this facility will include, but is not limited to: academic space, administrative space, laboratories, parking, retail, and lease space. In addition, the building will be built with sustainable building products that ultimately lower the long-term maintenance and operations of the facility. Saint Xavier University will cover all of the debt service costs for this project through its annual lease payments.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Professional Services	\$ 1,990	Revenue Bonds	\$ 39,750
Construction Mgmt	1,260		
Construction	29,000		
Equipment & Furniture	7,500		
FY 2015 Total Expenses	\$ 39,750	FY 2015 Total Sources	\$ 39,750

Stormwater

SW006 - Commerce Avenue Drainage Improvements **Total Project Cost: \$1,199,000**
Project Evaluation and Prioritization: 5
 Design and construction of storm water improvements recommended in the drainage study completed for the areas along Commerce Avenue east of Cooper Road, and along Cooper Road, to prevent flooding of Commerce Avenue and Cooper Road.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Professional Services	\$ 100	General Fund	\$ 1,156
Construction Mgmt	70		
Land/ROW	275		
Construction	711		
FY 2015 Total Expenses	\$ 1,156	FY 2015 Total Sources	\$ 1,156

Water

WA027 - Well, 2 MG Reservoir and Pump Station **Total Project Cost: \$11,441,000**
Project Evaluation and Prioritization: 5 **Water Resources Master Plan**
 Design and construct a 2.0 MGD well, two million gallon in ground reservoir, and pump station. Reservoir will be located in Cooley Station.



Capital Improvement Detail

FY 2015 Expenses: (1,000s)

Professional Services	\$	-
Construction Mgmt		-
Land/ROW		897
Construction		-

FY 2015 Total Expenses \$ 897
FY 2015 Sources: (1,000s)

Water SDF	\$	897
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FY 2015 Total Sources \$ 897
WA052 - Water Rights - Phase I
Total Project Cost: \$40,748,000
Project Evaluation and Prioritization: 15

Project is for the acquisition of water rights (lease) for 11,640 acre-feet of water.

FY 2015 Expenses: (1,000s)

Land/ROW	\$	4,027
FY 2015 Total Expenses	\$	4,027

FY 2015 Sources: (1,000s)

Water Resources SDF	\$	4,027
FY 2015 Total Sources	\$	4,027

WA055 - North Water Treatment Plant Chlorine Conversion
Total Project Cost: \$3,997,000
Project Evaluation and Prioritization: 8

A study will be completed in FY 2015 to determine an appropriate solution for the existing chlorine feed system. At the conclusion of the study when a solution is identified, this project will be updated based on the new scope and maintenance costs (if applicable).

FY 2015 Expenses: (1,000s)

Professional Services	\$	100
Construction Mgmt		-
Construction		-
FY 2015 Total Expenses	\$	100

FY 2015 Sources: (1,000s)

Water Fund	\$	100
FY 2015 Total Sources	\$	100

WA066 - Meadows 12" Water Main
Total Project Cost: \$1,750,000
Project Evaluation and Prioritization: 8
Water Resources Master Plan

This project is for design and construction of a 12-inch water main from Meadows east in the Houston Avenue alignment to the East Maricopa Floodway right-of-way and south to Guadalupe. This project completes a loop in the water distribution system.

FY 2015 Expenses: (1,000s)

Professional Services	\$	175
Construction Mgmt		125
Land/ROW		450
Construction		1,000
FY 2015 Total Expenses	\$	1,750

FY 2015 Sources: (1,000s)

Water Fund	\$	1,750
FY 2015 Total Sources	\$	1,750

WA070 - Santan Vista Water Treatment Plant - Phase II
Total Project Cost: \$82,808,000
Project Evaluation and Prioritization: 20
Water Resources Master Plan

Phase II improvements will expand the SWWTP to an ultimate capacity of 48 MGD. Gilbert will have 12 MGD of the additional 24 MGD capacity being added. The plant is a joint facility with the City of Chandler. Project to be completed using the Construction Manager at Risk project delivery method.

FY 2015 Expenses: (1,000s)

Professional Services	\$	600
Construction Mgmt		58
Construction		-
FY 2015 Total Expenses	\$	658

FY 2015 Sources: (1,000s)

City of Chandler	\$	-
WRMPC-Future Bonds		-
Water Fund		658
FY 2015 Total Sources	\$	658



Capital Improvement Detail

WA074 - Reservoir #7 Tank Replacement and Site Improvement Total Project Cost: \$6,546,000

Project Evaluation and Prioritization: 5

Reservoir #7 is an above ground steel tank installed in 1985. An inspection of the tank in FY09 considered possible rehabilitation measures, with a final recommendation for complete replacement of the tank. With considerations given to the pump curves not meeting current requirements, the obsolete drives and controls, the discharge Header and the chlorine system not capable of matching our current process demands put into effect as a result of new more stringent EPA water quality regulations. The scope of this CIP includes a new recessed concrete reservoir with detached wet well, new discharge manifold, including valves, pressure gauges, and flow meter. A new Chlorinator with VFD's capable of feeding chlorine to multiple points, including Well discharge, booster discharge, and backfill. Replacement of the PLC with an Allen Bradley PLC and replacement of the nonoperational surge tank with a surge anticipator.

FY 2015 Expenses: (1,000s)

Professional Services	\$	434
Construction Mgmt		314
Construction		5,540
FY 2015 Total Expenses	\$	6,288

FY 2015 Sources: (1,000s)

Water Fund	\$	-
Water Replacement Fund		6,288
FY 2015 Total Sources	\$	6,288

WA083 - Water Rights - WMA Settlement Total Project Cost: \$10,048,000

Project Evaluation and Prioritization: 15

Payment for existing CAP water rights due to White Mountain Apache Tribe water rights settlement. This project will result in a net increase in water rights available to the Town of Gilbert of 1,013 acre-feet. Execution of this agreement is contingent upon congressional action approving the agreement. One acre-foot of water is equal to 325,851 gallons of water.

FY 2015 Expenses: (1,000s)

Land/ROW	\$	10,048
FY 2015 Total Expenses	\$	10,048

FY 2015 Sources: (1,000s)

Water Fund	\$	10,048
FY 2015 Total Sources	\$	10,048

WA087 - Well Blending Pipeline Total Project Cost: \$831,000

Project Evaluation and Prioritization: 5

Water Resources Master Plan

Well 22 and the new well on Recker near Ocotillo experience high nitrate levels on a recurring basis requiring flushing. To prevent potential wasted water, a pipeline to carry the well water to a reservoir for blending with water from other sources is desired. Project will disconnect Well 22 from the system, and install approximately 3500' of 16" pipe to connect to the existing 20" fill line to the Well 20 reservoir site in Queen Creek Road to both wells. Will also install a discharge into Queen Creek Wash for flushing Well 22 when necessary.

FY 2015 Expenses: (1,000s)

Professional Services	\$	-
Construction Mgmt		6
Construction		164
FY 2015 Total Expenses	\$	170

FY 2015 Sources: (1,000s)

Water Fund	\$	170
FY 2015 Total Sources	\$	170

WA089 - Reservoir #3 Tank Replacement and Site Improvement Total Project Cost: \$2,965,000

Project Evaluation and Prioritization: 10

Reservoir #3 is an above ground 1MG steel tank. The initial assessment calls for replacement of the tank with a new above ground steel tank. With the new above ground steel tank, this project will replace obsolete PLC with our standard Allen Bradley PLC, replace nonoperational surge tank with surge anticipation valve, and replace chain link perimeter fence with 8 foot high block wall to meet new security requirements. A new chlorinator with VFD's capable of feeding chlorine to multiple points, including well discharge and booster discharge will be added, in addition to this an air stripper will be added. The combination of these additions will aid us in developing our process to meet the more stringent EPA water quality demands.



Capital Improvement Detail

FY 2015 Expenses: (1,000s)

Professional Services	\$	172
Construction Mgmt		95
Construction		1,900
FY 2015 Total Expenses	\$	2,167

FY 2015 Sources: (1,000s)

Water Replacement Fund	\$	2,167
FY 2015 Total Sources	\$	2,167

WA093 - Well Site Upgrades at Various Sites
Total Project Cost: \$2,141,000
Project Evaluation and Prioritization: 20

Upgrades and site improvements at reservoirs and well sites. Sites 8 and 12 need Variable Frequency Drives. Sites 5 and 12 replace discharge manifold piping and site 5 install surge anticipator to replace out of service surge tank. Water Quality THM control Lindsay Road, WS25, WS26, WS28, WS31, WS21, WS05, WSFF Reservoirs need THM strippers and chlorination system modifications to meet newer water quality regulations.

FY 2015 Expenses: (1,000s)

Professional Services	\$	210
Construction Mgmt		150
Construction		1,760
FY 2015 Total Expenses	\$	2,120

FY 2015 Sources: (1,000s)

Water Fund	\$	2,120
FY 2015 Total Sources	\$	2,120

WA095 - Santan Vista WTP Belt Filter Press
Total Project Cost: \$780,000
Project Evaluation and Prioritization: 10

Install a belt filter press at the SWWTP to provide a mechanical sludge dewatering process that will increase the decanting and evaporative drying effectiveness.

FY 2015 Expenses: (1,000s)

Construction Mgmt	\$	3
Construction		405
FY 2015 Total Expenses	\$	408

FY 2015 Sources: (1,000s)

Water Fund	\$	18
City of Chandler		390
FY 2015 Total Sources	\$	408

WA097 - Arsenic Treatment Facility Relocation
Total Project Cost: \$1,000,000
Project Evaluation and Prioritization: 15

Move Arsenic Treatment Facility from Well Site 26 located at 5539 E. Baseline Rd to Well Site 28 located at 2820 E. Riggs Rd.

FY 2015 Expenses: (1,000s)

Professional Services	\$	97
Construction Mgmt		131
Construction		695
Equipment & Furniture		50
FY 2015 Total Expenses	\$	973

FY 2015 Sources: (1,000s)

Water Fund	\$	973
FY 2015 Total Sources	\$	973

WA099 - North Water Treatment Plant - Chemical Line Containment
Total Project Cost: \$366,000
Project Evaluation and Prioritization: 10

Design and replacement of all chemical lines at the North Water Treatment Plant, with approximately 850 lineal feet of double containment chemical lines.

FY 2015 Expenses: (1,000s)

Professional Services	\$	40
Construction Mgmt		36
Construction		290
FY 2015 Total Expenses	\$	366

FY 2015 Sources: (1,000s)

Water Fund	\$	366
FY 2015 Total Sources	\$	366



Capital Improvement Detail

WA101 - Waterline Extension - McQueen Road/Industrial Park Total Project Cost: \$1,308,000

Project Evaluation and Prioritization: 9

Provide a 1500' waterline to loop between the 12" waterlines on McQueen and the Orbital business park. The proposed waterline loop will be constructed as originally proposed to support the business park. The waterline loop will provide the necessary redundancy in an area that requires water service 24 hours per day.

FY 2015 Expenses: (1,000s)

Professional Services	\$	300
Construction Mgmt		508
Land/ROW		100
Construction		400
FY 2015 Total Expenses	\$	1,308

FY 2015 Sources: (1,000s)

Water Fund	\$	1,308
FY 2015 Total Sources	\$	1,308

Wastewater

WW044 - Reclaimed Water Valve Stations

Total Project Cost: \$688,000

Project Evaluation and Prioritization: 5

Design and construction of two pressure reducing valve stations to establish pressure zones in the reclaimed water distribution system. These two valve stations will allow for more efficient pressure management within the reclaimed water distribution system which will aid in meeting customer delivery requirements.

FY 2015 Expenses: (1,000s)

Professional Services	\$	8
Construction Mgmt		26
Land/ROW		27
Construction		235
FY 2015 Total Expenses	\$	296

FY 2015 Sources: (1,000s)

Wastewater SDF	\$	-
WRMPC-Future Bonds		-
Wastewater Fund		296
FY 2015 Total Sources	\$	296

WW070 - Candlewood Lift Station and Force Main

Total Project Cost: \$6,601,000

Project Evaluation and Prioritization: 5

Water Resources Master Plan

Replacement of the Candlewood Lift Station to accommodate future flows. Also includes approximately 5,000 feet of 12-inch force main from the lift station east along the Hackamore alignment to meet the existing force main at Gilbert Road, to equalize flows between the Neely and Greenfield Water Reclamation Plants.

FY 2015 Expenses: (1,000s)

Professional Services	\$	-
Construction Mgmt		-
Land/ROW		91
Construction		-
FY 2015 Total Expenses	\$	91

FY 2015 Sources: (1,000s)

Wastewater Fund	\$	-
Wastewater SDF		91
WRMPC-Future Bonds		-
FY 2015 Total Sources	\$	91

WW075 - Greenfield Water Reclamation Plant - Phase III

Total Project Cost: \$39,800,000

Project Evaluation and Prioritization: 10

Water Resources Master Plan

The Greenfield Water Reclamation Plant (GWRP) is a joint use facility with the City of Mesa and the Town of Queen Creek, with Mesa acting as Lead Agent and Plant Operator. Design and construction of this phase of the GWRP will be completed by 2018 and bring Gilbert's share of the total capacity to 12 MGD. A pre-design effort for this phase is schedule to begin in FY 2015. Gilbert's share of the phase three expansion will be 4 MGD (34,484 additional ERUs). The ultimate plant capacity is 42 MGD (approximate shares are Mesa at 18, Queen Creek at 8 and Gilbert at 16 MGD). The plant will produce high quality reclaimed water suitable for direct reuse for landscape irrigation and groundwater recharge. The expense data listed in beyond 10 years reflects the phase four expansion of the GWRP. This expansion is anticipated to add an additional 4 MGD to Gilbert's capacity at that plant. The projected schedule for the phase four expansion is estimated to be 2028.



Capital Improvement Detail

FY 2015 Expenses: (1,000s)

Professional Services	\$	400
Construction Mgmt		-
Construction		-

FY 2015 Total Expenses \$ 400

FY 2015 Sources: (1,000s)

WRMPC-Future Bonds	\$	-
Wastewater Fund		400

FY 2015 Total Sources \$ 400

WW080 - Santan Lift Station Odor Control Conversion
Total Project Cost: \$717,000
Project Evaluation and Prioritization: 4
Water Resources Master Plan

Design and construction improvement at the San Tan lift station site to include an electrical system upgrade and the addition of an on-site chemical injection system for enhanced sewer system odor control.

FY 2015 Expenses: (1,000s)

Professional Services	\$	46
Construction Mgmt		47
Construction		510

FY 2015 Total Expenses \$ 603

FY 2015 Sources: (1,000s)

Wastewater Fund	\$	603
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FY 2015 Total Sources \$ 603

WW083 - Reclaimed Water Reservoir Rehabilitation
Total Project Cost: \$1,245,000
Project Evaluation and Prioritization: 4

This project will rehabilitate two reclaimed water reservoirs by recoating the inside and outside of the tanks and making miscellaneous minor repairs.

FY 2015 Expenses: (1,000s)

Professional Services	\$	130
Construction Mgmt		110
Construction		995

FY 2015 Total Expenses \$ 1,235

FY 2015 Sources: (1,000s)

Wastewater Fund	\$	1,235
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FY 2015 Total Sources \$ 1,235

WW091 - Lift Station Odor Scrubber Replacements
Total Project Cost: \$1,420,000
Project Evaluation and Prioritization: 15
Water Resources Master Plan

Design and construct a Bohn Bio filtration system at Gilbert Commons and Crossroads Lift Stations for the elimination of gases created by microbial consumption and oxidation of the gas components.

FY 2015 Expenses: (1,000s)

Professional Services	\$	350
Construction Mgmt		88
Construction		950

FY 2015 Total Expenses \$ 1,388

FY 2015 Sources: (1,000s)

Wastewater Fund	\$	1,388
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FY 2015 Total Sources \$ 1,388

WW092 - EMF 12" Reclaimed Water Line
Total Project Cost: \$1,845,000
Project Evaluation and Prioritization: 5

Install a 12" reclaimed water main along the east side of the East Maricopa Floodway to connect existing lines in Chandler Heights Road and Riggs Road to close a system loop.

FY 2015 Expenses: (1,000s)

Professional Services	\$	132
Construction Mgmt		144
Construction		1,310
Equipment & Furniture		200

FY 2015 Total Expenses \$ 1,786

FY 2015 Sources: (1,000s)

Wastewater Fund	\$	1,786
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FY 2015 Total Sources \$ 1,786



Capital Improvement Detail

WW093 - Monitor Well Replacements

Total Project Cost: \$750,000

Project Evaluation and Prioritization: 5

Water Resources Master Plan

The design and installation of 9 replacement monitoring wells. The original wells should be capped in the approved ADEQ/ADWR method, with the "Capped Well" paper work filed with ADWR.

FY 2015 Expenses: (1,000s)

Professional Services	\$	88
Construction Mgmt		16
Land/ROW		50
Construction		550
FY 2015 Total Expenses	\$	704

FY 2015 Sources: (1,000s)

Wastewater Fund	\$	704
FY 2015 Total Sources	\$	704

WW097 - GWRP -Various Plant Improvements

Total Project Cost: \$687,000

Project Evaluation and Prioritization: 5

Pursuant to the Intergovernmental Agreement with Mesa, various improvements will be completed including: Upgrade head-works and solids building electrical buss-duct; Replacement of 3 solids building pumps, 2 influent pump discharge valve actuators, solids probes, primary acid tanks, pumps, and piping, and upgrade instrumentation at primary and solids; and rehabilitate aeration basin 1&2 probes and the waste gas burner.

FY 2015 Expenses: (1,000s)

Professional Services	\$	687
FY 2015 Total Expenses	\$	687

FY 2015 Sources: (1,000s)

Wastewater Fund	\$	687
FY 2015 Total Sources	\$	687

Parks, Recreation and Open Spaces

PR006 - Heritage Trail Middle Segment (Consolidated Canal)

Total Project Cost: \$1,805,000

Project Evaluation and Prioritization: 13

Multi-modal canal trail improvements from the Western Canal south to Warner. Improvements to include bridge crossing, landscape, concrete pathway, rest areas, lighting, and signage (1½ miles).

FY 2015 Expenses: (1,000s)

Professional Services	\$	11
Construction Mgmt		105
Land/ROW		99
Construction		1,282
FY 2015 Total Expenses	\$	1,497

FY 2015 Sources: (1,000s)

General Fund	\$	1,497
Park SDF		-
FY 2015 Total Sources	\$	1,497

PR011 - Western Canal Trail

Total Project Cost: \$1,372,000

Project Evaluation and Prioritization: 14

Improvements along the south side of the Western Canal, directly north of Crystal Point Estates. Amenities to include seating areas, shade structures, landscaping, bank stabilization, sidewalk and trail improvements (5/8 mile).

FY 2015 Expenses: (1,000s)

Professional Services	\$	111
Construction Mgmt		41
Land/ROW		15
Construction		960
Equipment & Furniture		27
FY 2015 Total Expenses	\$	1,154

FY 2015 Sources: (1,000s)

General Fund	\$	1,154
Developer Contribution		-
Investment Income		-
FY 2015 Total Sources	\$	1,154



Capital Improvement Detail

PR054 - Freestone Ball Field Lighting Renovation Total Project Cost: \$742,000

Project Evaluation and Prioritization: 10

The existing light poles and fixtures were installed at Freestone District Park in 1988. Renovate and/or replace aging ball field lighting system for all four fields of the ball field complex with new lighting fixtures, light poles and related equipment as needed. Install a lighting "package" that is in compliance with local ordinances, is more efficient and emits less light spillage and glare to nearby residential neighborhoods.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Professional Services	\$ -	General Fund	\$ 71
Construction Mgmt	17		
Construction	54		
FY 2015 Total Expenses	\$ 71	FY 2015 Total Sources	\$ 71

PR057 - Urban Lakes Renovation Total Project Cost: \$2,604,000

Project Evaluation and Prioritization: 12

Dredge the lake bottoms and renovate the urban lakes at Freestone and Crossroads District Parks, McQueen Activity Center, Discovery Park, and Cosmo Dog Park. Crossroads Lake is approximately 4.6 surface acres and the two lakes at Freestone are two and three surface acres respectively. The lakes have accumulated quantities of biomass, sludge, and debris, impacting water quality and the balance of the lake ecosystem.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Construction	\$ 2,394	General Fund	\$ 2,394
FY 2015 Total Expenses	\$ 2,394	FY 2015 Total Sources	\$ 2,394

PR078 - Powerline Trail Drainage at Holliday Farms Total Project Cost: \$226,000

Project Evaluation and Prioritization: 10

Grading and drainage improvements along the Powerline Trail to prevent after rainfall.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Professional Services	\$ 24	General Fund	\$ 213
Construction Mgmt	19		
Construction	170		
FY 2015 Total Expenses	\$ 213	FY 2015 Total Sources	\$ 213

PR089 - Playground-Park Equipment Replacements/Upgrades Total Project Cost: \$397,000

Project Evaluation and Prioritization: 15

Remove and replace play structures, and replace or upgrade miscellaneous park equipment at Freestone Park.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Professional Services	\$ 1	GO Bonds	\$ 81
Construction Mgmt	1	General Fund	139
Construction	218		
FY 2015 Total Expenses	\$ 220	FY 2015 Total Sources	\$ 220

PR091 - Freestone Park Basketball Courts Total Project Cost: \$171,000

Project Evaluation and Prioritization: 10

Replacement of four existing basketball courts at Freestone Park with new courts on post-tensioned slabs.

FY 2015 Expenses: (1,000s)		FY 2015 Sources: (1,000s)	
Professional Services	\$ 14	GO Bonds	\$ 168
Construction Mgmt	11		
Construction	143		
FY 2015 Total Expenses	\$ 168	FY 2015 Total Sources	\$ 168



Capital Improvement Detail

PR095 - Trail Crossing Signals – Phase II
Project Evaluation and Prioritization: 13
 Signalize trail crossings at various locations.

Total Project Cost: \$622,000

FY 2015 Expenses: (1,000s)

Professional Services	\$	33
Construction Mgmt		8
Construction		562
FY 2015 Total Expenses	\$	603

FY 2015 Sources: (1,000s)

Park SDF	\$	69
Federal Grant		534
FY 2015 Total Sources	\$	603

PR098 - Pool Repairs - Various Locations
Project Evaluation and Prioritization: 23

Total Project Cost: \$1,202,000

All four pool sites require Virginia Graeme Baker Act (VGBA) drain cover modification/replacement and sump work. Mesquite Aquatic Center repairs include concrete decking repair and other various repairs.

FY 2015 Expenses: (1,000s)

Professional Services	\$	45
Construction Mgmt		13
Construction		892

FY 2015 Sources: (1,000s)

GO Bonds	\$	51
General Fund		298
Chandler USD		15
Gilbert Public Schools		555
Higley USD		31
FY 2015 Total Sources	\$	950

FY 2015 Total Expenses \$ 950

PR103 - Playground Replacements - Various Park Sites
Project Evaluation and Prioritization: 15

Total Project Cost: \$3,702,000

Remove and replace play structures in the following locations: FY 2015, Crossroads, Freestone Ball field, Vista Allegre, Oak Tree East, Oak Tree West, Veteran's Park, Village II East;

FY 2015 Expenses: (1,000s)

Professional Services	\$	225
Construction Mgmt		150
Construction		525
FY 2015 Total Expenses	\$	900

FY 2015 Sources: (1,000s)

General Fund	\$	900
FY 2015 Total Sources	\$	900

PR105 - Pool Pump Pit Upgrades

Total Project Cost: \$193,000

Project Evaluation and Prioritization: 9

Upgrade the pump pits at Mesquite Aquatic Center, Greenfield Pool, Williams Field Pool, and Perry Pool by adding electrically controlled shut off valves that can be operated without staff entering the pit areas.

FY 2015 Expenses: (1,000s)

Professional Services	\$	35
Construction Mgmt		18
Construction		140
FY 2015 Total Expenses	\$	193

FY 2015 Sources: (1,000s)

General Fund	\$	193
FY 2015 Total Sources	\$	193



Capital Improvement Detail

PR106 - Pool Chemical Room Modifications

Total Project Cost: \$280,000

Project Evaluation and Prioritization: 11

Modify the chemical rooms at Mesquite Aquatic Center, Greenfield Pool, Williams Field Pool, and Perry Pool by adding a barrier wall between the chlorine and acid systems and modify the chemical room ventilation systems at each of the four pools.

FY 2015 Expenses: (1,000s)

Professional Services	\$	50
Construction Mgmt		30
Construction		200
FY 2015 Total Expenses	\$	280

FY 2015 Sources: (1,000s)

General Fund	\$	280
FY 2015 Total Sources	\$	280

PR114 - Elliott District Park Repairs - Phase I

Total Project Cost: \$1,892,000

Project Evaluation and Prioritization: 15

Complete the repair work necessary to correct construction and design deficiencies at the Elliot District Park . The remaining safety design scope of work includes remediating 1) ADA compliant ramps and stairs in the clubhouse buildings, 2) height of playground shade structure, 3) ADA compliant stadium stairs and handrails, 4) depressed stairways for ADA compliance around the perimeter of the clubhouse buildings, 5) ADA compliant stairs and handrails at dugout stairways, 6) ADA compliant switchback walking surfaces, and 7) ADA defined trip hazards in existing flatwork (temporary fix).

FY 2015 Expenses: (1,000s)

Professional Services	\$	541
Construction Mgmt		253
Construction		595
Equipment & Furniture		176
FY 2015 Total Expenses	\$	1,565

FY 2015 Sources: (1,000s)

General Fund	\$	1,565
FY 2015 Total Sources	\$	1,565



Debt Service

Debt Service Summary

Debt Service Detail

Debt Service Financial



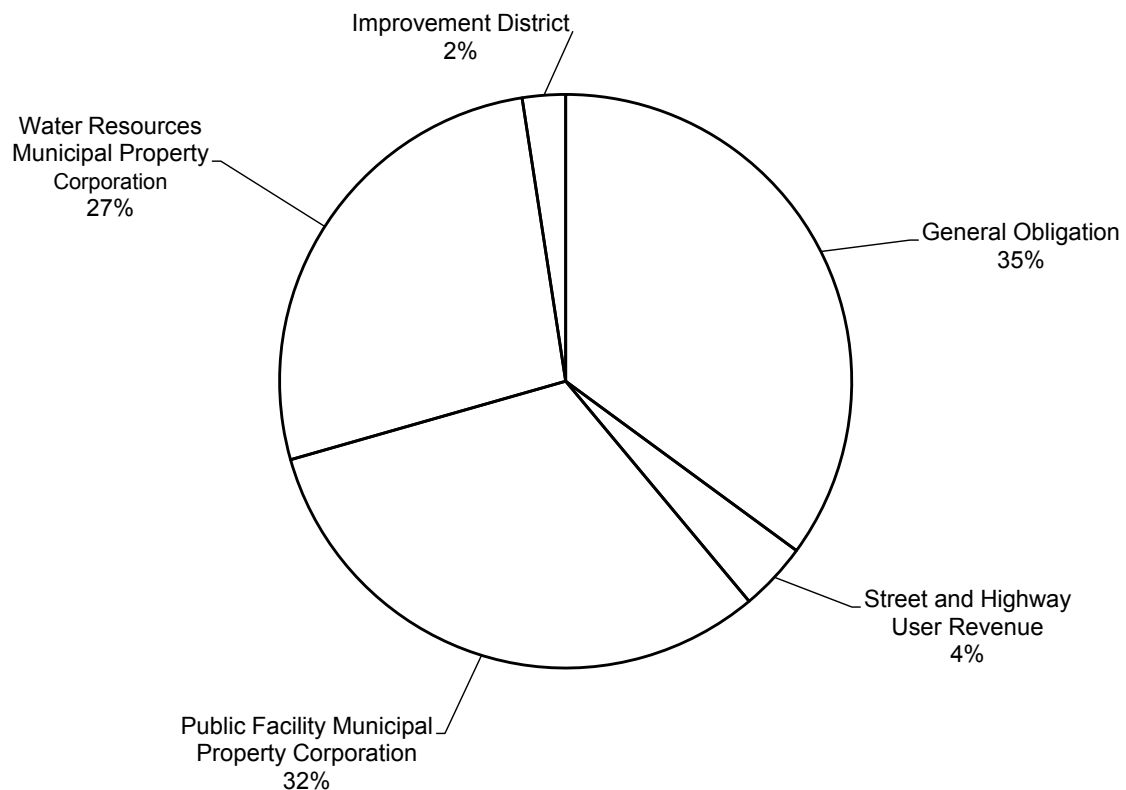


Debt Service

Gilbert issues debt to finance capital project construction. This section of the budget document provides the reader with summary information regarding the type of debt issued, the amount of debt outstanding, the legal limit for general obligation debt, the purpose for that debt, and future debt payment requirements.

The following table indicates what percentage each type of bond represents of the total outstanding debt for Gilbert as of July 1, 2014.

TYPE OF BOND	PRINCIPAL AMOUNT OUTSTANDING
General Obligation	\$ 135,310,000
Street and Highway User Revenue	14,915,000
Public Facility Municipal Property Corporation	122,215,000
Water Resources Municipal Property Corporation	104,120,000
Improvement District	9,410,000
Total Bonds Outstanding	\$ 385,970,000



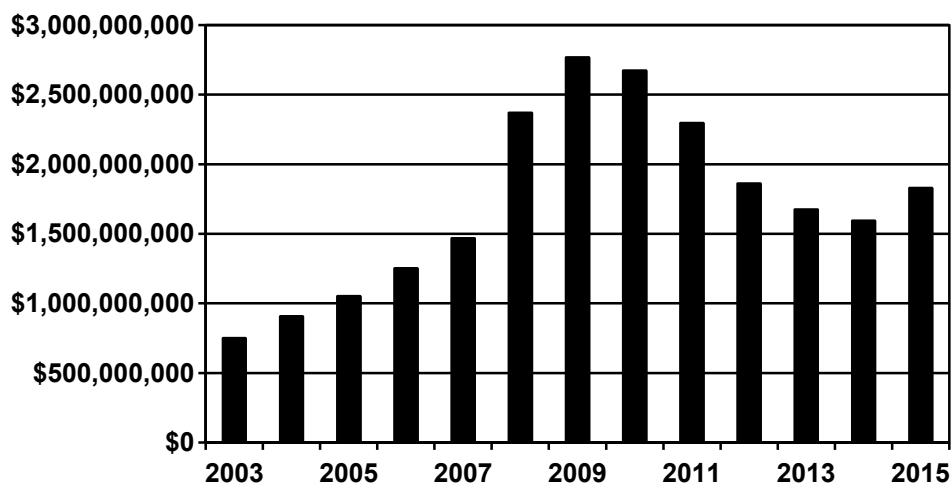
Description of Bond Types

General Obligation (G.O.) Bonds are backed by the full faith and credit of the issuing municipality. The bonds are secured by the property tax of the Town and are limited in capacity based on the Town's secondary assessed valuation as determined by the Maricopa County Assessor. The following table illustrates the changes in secondary assessed valuation over the past ten years and the amount of property tax received to repay debt.

Year	Secondary Assessed Valuation	Percent Change	Property Tax
2005/2006	1,251,766,000	19.0%	14,395,300
2006/2007	1,466,841,566	17.2%	16,868,678
2007/2008	2,370,221,717	61.6%	27,257,550
2008/2009	2,768,391,194	16.8%	31,836,500
2009/2010	2,672,949,852	-3.4%	30,739,000
2010/2011	2,297,228,317	-14.1%	26,418,130
2011/2012	1,861,193,961	-19.0%	21,403,731
2012/2013	1,675,360,422	-9.98%	19,266,645
2013/2014	1,594,806,737	-4.81%	18,340,277
2014/2015	1,829,471,839	14.72%	19,500,340

The average annual valuation growth of 10.54% (since 2001) in the Town combined with strategic debt planning allowed the Town to keep the same property tax rate for 17 years through FY 2002 and to decrease the rate to \$1.15 per \$100 in secondary assessed valuation for FY 2003. The 14.72% **levy** increase in FY 2015 is reflective of a property value increase due to economic conditions relative to the real estate market, and reflects a **decrease** in **rate** to \$1.0659. Assessed value for Property Tax purposes lags market by nearly two years.

Secondary Assessed Value



The Arizona Constitution and State Statute limits Gilbert's bonded debt capacity to certain percentages of Gilbert's secondary assessed valuation by the type of project to be constructed.

There is a limit of 20% of secondary assessed valuation for projects involving streets, water, sewer, artificial lighting, parks, open space, and recreational facility improvements.

There is a limit of 6% of secondary assessed valuation for any other general-purpose project.

Voter authorization is required before General Obligation Bonds can be issued. In 2001 a Citizens Bond Committee recommended the Council forward to the voters a bond authorization election in the amount of \$57,481,000. The Council approved this action and the bond authorization election was successful. In May 2003, the voters approved general obligation bonds in the amount of \$80 million to pay for street construction and in March 2006, voters approved \$75 million for street improvements and \$10 million for parks and recreation facilities. In November 2007, voters approved \$174 million for street improvements. The following table outlines the remaining authorization for each voter approved election:

<u>Election Date</u>	<u>Authorized</u>	<u>Issued</u>	<u>Remaining 20%</u>
November 2001	\$ 57,481,000	\$ 45,722,000	\$ 11,759,000
May 2003	\$ 80,000,000	\$ 80,000,000	\$ -
March 2006	\$ 85,000,000	\$ 85,000,000	\$ -
November 2007	\$ 174,000,000	\$ 102,990,000	\$ 71,010,000

The information below shows the legal bonding limit for General Obligation bonds as of July 1, 2014.

Debt Capacity with Bond Premiums Included

6% Limitation

FY 2014 Secondary Assessed Valuation	\$1,829,471,839
Allowable 6% Debt	109,768,310
Less: 6% Debt Outstanding	<u>0</u>

Unused 6% Debt Capacity

\$109,768,310

20% Limitation

FY 2014 Secondary Assessed Valuation	\$1,829,471,839
Allowable 20% Debt	365,894,368
Less: 20% Debt Outstanding	<u>(135,310,000)</u>

Unused 20% Debt Capacity

\$230,584,368

The following table provides the detail for the FY 2015 general obligation debt budget. Revenue is provided from the secondary property tax levy.

Issue Name	Debt Issued	Debt Outstanding	Tax Supported Debt Payments
GO Refunding Series 2002	20,960,000	245,000	259,490
GO Refunding Series 2005	14,115,000	9,715,000	486,020
GO Series 2008	187,990,000	125,350,000	17,831,520
Total General Obligation	\$223,065,000	\$135,310,000	\$18,577,030

The last General Obligation Bond sale occurred in July 2008. That issue received a Moody's rating of Aa2, which was an upgrade from the previous Aa3 rating. Moody's has since upgraded all underlying GO ratings to Aa1; Fitch and S&P have subsequently upgraded their underlying GO ratings for the Town of Gilbert to AA+, the second highest possible rating. This is evidence of the Town's emphasis on responsible financial stewardship, as well a reflection of a great community.

Street and Highway User Revenue Bonds are special revenue bonds issued specifically for the purpose of constructing street and highway projects. Gilbert received a ratings upgrade from S&P from a 'AA-' to a 'AA'. Gilbert's HURF bond rating from Moody's was also affirmed at Aa3 when other Arizona municipalities received downgrades due to the volatility of the revenue source. The bonds are secured by gas tax revenues collected by the State and distributed to municipalities throughout the State based on a formula of population and gas sales within the county of origin. These bonds are limited by the amount of HURF revenue received from the State. By state statute, the annual total debt service must not exceed one-half of the annual HURF revenues received.

The following table illustrates the debt service as a percent of anticipated revenue:

<i>Year</i>	<i>HURF Revenue</i>	<i>Debt Service</i>	<i>Coverage</i>
FY 2015	12,200,000	2,723,450	4.5x
FY 2016	12,566,000	3,382,550	3.7x
FY 2017	12,943,000	3,395,050	3.8x
FY 2018	13,331,000	3,411,250	3.9x
FY 2019	13,730,900	3,412,250	4.0x

Water and Wastewater Revenue Bonds are issued to finance construction of water and wastewater facilities. The debt is repaid through user fees. The voters must approve the bonds. The amount of debt issued is limited by the revenue source to repay the debt. The wastewater portion of these bonds was paid off early to avoid additional interest charges.

Water Resources and Public Facilities Municipal Property Corporation Bonds are issued by non-profit corporations created by Gilbert as a financing mechanism for the purpose of funding the construction or acquisition of capital improvement projects. The Municipal Property Corporation is governed by a board of directors consisting of citizens from the community appointed by the Council. These bonds may be issued without voter approval. Water Resources issues are split into two funds based on the revenue source for debt repayment. There is a debt fund for Water projects and a debt fund for Wastewater projects.

Improvement District Bonds are generally issued to repay debt used to finance construction in a designated area within Gilbert. The property owners must agree to be assessed for the repayment of the costs of constructing improvements that benefit the owners' property. Gilbert is ultimately responsible for the repayment of the debt if the property owner does not pay.

The Town currently has two Improvement District bond issues outstanding totaling \$9,410,000.



Debt Service

The following table indicates the principal amount of debt paid annually by type of debt:

YR	General Obligation	Street and Highway	MPC Public Facilities	MPC Water Resources	Improvement District
14/15	12,595,000	2,750,000	7,515,000	4,075,000	445,000
15/16	17,465,000	2,845,000	7,950,000	4,275,000	475,000
16/17	13,200,000	2,975,000	8,950,000	4,500,000	505,000
17/18	14,000,000	3,095,000	10,485,000	4,750,000	535,000
18/19	14,250,000	3,250,000	12,100,000	4,975,000	540,000
19/20	14,800,000		12,725,000	5,225,000	575,000
20/21	15,500,000		11,775,000	5,500,000	605,000
21/22	16,500,000		5,000,000	5,775,000	635,000
22/23	17,000,000		2,850,000	6,075,000	670,000
23/24			5,075,000	6,350,000	700,000
24/25			9,025,000	6,650,000	735,000
25/26			6,575,000	7,000,000	790,000
26-32			22,190,000	38,970,000	2,200,000
	\$135,310,000	\$14,915,000	\$122,215,000	\$104,120,000	\$9,410,000

The following table indicates the total interest payments per year by type of debt:

YR	General Obligation	Street and Highway	MPC Public Facilities	MPC Water Resources	Improvement District
14/15	5,981,090	632,550	6,028,790	5,010,640	470,230
15/16	5,349,500	550,050	5,700,140	4,801,890	446,670
16/17	4,476,250	436,250	5,330,090	4,582,510	421,580
17/18	3,816,250	317,250	4,905,890	4,351,260	394,950
18/19	3,116,250	162,500	4,405,360	4,108,140	367,420
19/20	2,403,750		3,834,640	3,853,140	338,870
20/21	1,663,750		3,211,610	3,585,010	308,650
21/22	1,005,000		2,679,580	3,303,140	276,900
22/23	510,000		2,429,580	3,022,080	243,480
23/24			2,287,080	2,734,580	208,400
24/25			2,033,330	2,425,830	171,650
25/26			1,582,080	2,092,890	132,600
26-32			1,836,450	4,775,490	162,010
	\$28,321,840	\$2,098,600	\$46,264,620	\$48,646,600	\$3,943,410

- Information obtained from Wedbush Securities



Debt Service

PERSONNEL BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
No Personnel Allocation	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
General Obligation	64,396,121	25,081,510	24,692,120	24,692,120	21,960,350
Improvement Districts	975,728	1,143,920	7,005,415	7,005,415	6,584,050
Public Facilities MPC	15,713,047	13,904,029	21,244,538	15,910,285	19,148,642
Water System MPC	14,664,086	13,324,153	12,430,388	12,430,388	13,093,640
Wastewater System MPC	15,811,297	-	-	-	-
Total Expenses	\$111,560,279	\$ 53,453,612	\$ 65,372,461	\$ 60,038,208	\$ 60,786,682

EXPENSES BY CATEGORY	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Personnel	-	-	-	-	-
Supplies & Contractual	111,560,279	53,453,612	57,796,461	57,796,461	55,186,720
Capital Outlay	-	-	7,576,000	2,241,747	5,599,962
Total Expenses	\$111,560,279	\$ 53,453,612	\$ 65,372,461	\$ 60,038,208	\$ 60,786,682

OPERATING RESULTS	Actual FY 2012	Actual FY 2013	Budget FY 2014	Projected FY 2014	Budget FY 2015
Total Revenues	64,515,090	20,680,962	25,525,577	25,525,577	25,761,577
Transfers In	47,794,439	32,648,387	31,987,547	31,987,547	33,307,030
Total Sources	\$112,309,529	\$ 53,329,349	\$ 57,513,124	\$ 57,513,124	\$ 59,068,607
Total Expenses	111,560,279	53,453,612	65,372,461	60,038,208	60,786,682
Transfers Out	1,754,452	5,191,117	205,000	205,000	205,000
Total Uses	\$113,314,731	\$ 58,644,729	\$ 65,577,461	\$ 60,243,208	\$ 60,991,682
Net Operating Result	\$ (1,005,202)	\$ (5,315,380)	\$ (8,064,337)	\$ (2,730,084)	\$ (1,923,075)

Appendix

Personnel Detail
Capital Outlay
Transfer Schedule
Schedules A-G
Glossary/Acronyms
Acknowledgements





Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
GENERAL FUND					
MANAGEMENT AND POLICY					
Mayor and Council					
Mayor and Council Assistant	1.00	1.00	1.00	1.00	1.00
Governmental Relationship Assistant	0.00	1.00	1.00	1.00	1.00
Total Mayor and Council	<u>1.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Manager					
Town Manager	1.00	1.00	1.00	1.00	1.00
Deputy Town Manager	1.00	1.00	1.00	1.00	1.00
Assistant to Town Manager	3.00	3.00	3.00	3.00	3.00
Executive Assistant to Town Manager	1.00	1.00	1.00	1.00	1.00
Executive Staff Assistant	1.00	0.00	1.00	1.00	1.00
Total Manager	7.00	6.00	7.00	7.00	7.00
Communication					
Communications Manager	1.00	1.00	0.00	0.00	0.00
Chief Digital Officer	0.00	0.00	1.00	1.00	1.00
Public Information Officer	1.00	0.00	0.00	0.00	0.00
Digital Media and Marketing Officer	0.00	1.00	1.00	1.00	1.00
AV Specialist	3.00	0.00	0.00	0.00	0.00
Digital Journalist	0.00	2.00	2.00	2.00	2.00
Multi-Media Analyst	0.00	1.00	1.00	1.00	1.00
Mobile Applications Analyst	0.00	0.00	0.00	0.00	1.00
Web Specialist	1.00	0.00	0.00	0.00	0.00
Total Communication	6.00	5.00	5.00	5.00	6.00
Intergovernmental					
Governmental Relationship Assistant	1.00	1.00	1.00	1.00	1.00
Intergovernmental Relations Manager	1.00	1.00	0.00	0.00	0.00
Governmental Relationship Director	0.00	0.00	1.00	1.00	1.00
Total Intergovernmental	2.00	2.00	2.00	2.00	2.00
Economic Development					
Economic Development Director	1.00	1.00	1.00	1.00	1.00
Economic Development Manager	1.00	1.00	1.00	1.00	1.00
Economic Development Administrator	1.00	3.00	4.00	4.00	4.00
Economic Development Analyst	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	1.00	1.00	1.00	1.00
Total Economic Development	4.00	7.00	8.00	8.00	8.00
Management and Budget					
Office of Management and Budget Manager	1.00	1.00	0.00	0.00	0.00
Management and Budget Director	0.00	0.00	1.00	1.00	1.00
Management and Budget Analyst	3.00	3.00	3.00	3.00	3.00
Management and Budget Administrator	0.00	0.00	1.00	1.00	1.00
Management Support Specialist	0.25	0.25	1.00	1.00	1.00
Total Management and Budget	4.25	4.25	6.00	6.00	6.00



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Information Technology:					
Information Technology Administration					
Chief Information Officer	0.00	0.00	0.00	0.00	0.00
Information Technology Director	1.00	1.00	1.00	1.00	1.00
Administrative Supervisor	1.00	0.00	0.00	0.00	0.00
Administrative Assistant	0.00	1.00	1.00	1.00	1.00
Total Information Technology Administration	2.00	2.00	2.00	2.00	2.00
Communication Services					
IT Infrastructure Manager	0.00	1.00	1.00	1.00	1.00
Systems Engineer	5.00	4.00	5.00	3.00	3.00
Telecom Engineer	0.00	0.00	0.00	1.00	1.00
Communications Engineer	0.00	0.00	0.00	1.00	1.00
Telecom Technician	1.00	0.00	0.00	0.00	0.00
Network Administrator	1.00	1.00	1.00	1.00	1.00
Radio Technician	0.00	1.00	1.00	1.00	1.00
Audio/Visual Analyst	0.00	1.00	1.00	1.00	1.00
Total Communication Services	7.00	8.00	9.00	9.00	9.00
Application Operations and Support					
Assistant Information Technology Manager	1.00	0.00	0.00	0.00	0.00
IT Applications Manager	0.00	1.00	1.00	1.00	1.00
IT Desktop Supervisor	1.00	1.00	1.00	1.00	1.00
Audio/Visual Coordinator	1.00	0.00	0.00	0.00	0.00
Applications Administrator	3.00	4.00	4.00	4.00	4.00
Applications Engineer	0.00	0.00	0.00	2.00	2.00
Desktop Analyst	0.00	0.00	0.00	2.00	2.00
Applications Analyst	5.00	6.00	8.00	4.00	4.00
PC Technician	4.00	4.00	4.00	4.00	4.00
Total Application Operations and Support	15.00	16.00	18.00	18.00	18.00
GIS Operations and Support					
GIS Supervisor	1.00	1.00	1.00	1.00	1.00
GIS Administrator	1.00	1.00	1.00	1.00	1.00
Senior GIS Technician	2.00	2.00	2.00	2.00	2.00
GIS Technician	2.00	2.00	2.00	2.00	2.00
Addressing Technician	1.00	1.00	1.00	1.00	1.00
Total GIS Operations and Support	7.00	7.00	7.00	7.00	7.00
Imaging Support					
Systems Analyst	1.00	1.00	0.00	0.00	0.00
Total Imaging Support	1.00	1.00	0.00	0.00	0.00
Total Technology Services	32.00	34.00	36.00	36.00	36.00
Human Resources:					
Personnel Administration					
Human Resources Director	1.00	1.00	1.00	1.00	1.00
Senior Human Resources Analyst	3.00	4.00	5.00	4.00	4.00
Human Resources Coordinator	1.00	0.00	0.00	0.00	0.00
Human Resources Manager	0.00	0.00	0.00	2.00	2.00



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Human Resources Supervisor	0.00	1.00	1.00	1.00	1.00
Human Resources Specialist	1.00	1.00	2.00	2.00	2.00
Employee Relations Administrator	1.00	1.00	1.00	0.00	0.00
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Total Personnel Administration	9.00	10.00	12.00	12.00	12.00
Learning and Development					
Learning and Development Manager	1.00	1.00	1.00	1.00	1.00
Learning and Development Consultant	0.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Learning and Development	2.00	3.00	3.00	3.00	3.00
Risk Management					
Risk Manager	1.00	1.00	1.00	1.00	1.00
Senior Claims Analyst	1.00	1.00	1.00	1.00	1.00
Environmental and Safety Coordinator	1.00	1.00	1.00	1.00	1.00
Total Risk Management	3.00	3.00	3.00	3.00	3.00
Payroll					
Compensation Administrator	1.00	0.00	0.00	0.00	0.00
Senior Payroll Specialist	1.00	1.00	1.00	2.00	2.00
Payroll Specialist	1.00	1.75	1.75	0.75	1.00
Total Payroll	3.00	2.75	2.75	2.75	3.00
Total Human Resources	17.00	18.75	20.75	20.75	21.00
Total Town Manager	<u>72.25</u>	<u>77.00</u>	<u>84.75</u>	<u>84.75</u>	<u>86.00</u>
Town Clerk					
Town Clerk	1.00	1.00	1.00	1.00	1.00
Deputy Town Clerk	2.00	1.00	1.00	1.00	1.00
Administrative Assistant	3.00	1.00	1.00	1.00	1.00
Receptionist	1.00	1.00	1.00	1.00	1.00
Management Support Specialist	0.00	2.00	2.00	2.00	2.00
Early Elections Voting Clerk	0.16	0.49	0.00	0.00	0.00
Total Town Clerk	<u>7.16</u>	<u>6.49</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>
Legal					
Town Attorney	0.00	1.00	1.00	1.00	1.00
Assistant Town Attorney	0.00	1.00	1.00	1.00	1.00
Legal Advisor	0.00	0.00	0.00	0.00	1.00
Legal Secretary	0.00	1.00	1.00	1.00	1.00
Total Legal	0.00	3.00	3.00	3.00	4.00
TOTAL MANAGEMENT AND POLICY	<u>80.41</u>	<u>88.49</u>	<u>95.75</u>	<u>95.75</u>	<u>98.00</u>
MANAGEMENT SERVICES					
Administration					
Finance & Management Services Director	1.00	1.00	1.00	1.00	1.00
Total Management Services Administration	1.00	1.00	1.00	1.00	1.00



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Accounting					
Accounting Manager	1.00	1.00	1.00	1.00	1.00
Accounting System Analyst	1.00	1.00	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00	1.00	1.00
Accountant	1.00	1.00	1.00	1.00	1.00
Accounting Technician	3.00	3.00	3.00	3.00	3.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Accounting Specialist	1.00	1.00	1.00	1.00	1.00
Total Accounting	9.00	9.00	9.00	9.00	9.00
Purchasing					
Administrative Assistant	0.00	1.00	1.00	1.00	1.00
Purchasing Specialist	1.00	1.00	1.00	1.00	1.00
Contract Specialist	1.00	1.00	2.00	2.00	2.00
Purchasing Manager	1.00	1.00	1.00	1.00	1.00
Total Purchasing	3.00	4.00	5.00	5.00	5.00
Tax Compliance					
Tax Compliance Specialist	1.00	1.00	1.00	1.00	1.00
Tax Compliance Analyst	1.00	2.00	2.00	2.00	2.00
Tax Compliance Manager	1.00	1.00	1.00	1.00	1.00
Total Tax Compliance	3.00	4.00	4.00	4.00	4.00
TOTAL MANAGEMENT SERVICES	<u>16.00</u>	<u>18.00</u>	<u>19.00</u>	<u>19.00</u>	<u>19.00</u>
LEGAL AND COURT					
Prosecutor					
Town Prosecutor	1.00	1.00	1.00	1.00	1.00
Assistant Town Prosecutor II	7.00	7.00	7.00	7.00	7.00
Legal Secretary	3.00	3.00	3.00	3.00	3.00
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	3.00	2.00	2.00	2.00	2.00
Victim Advocate	1.00	1.00	2.00	2.00	2.00
Office Assistant	3.00	3.00	3.00	3.00	3.00
Total Prosecutor	<u>19.00</u>	<u>18.00</u>	<u>19.00</u>	<u>19.00</u>	<u>19.00</u>
Municipal Court					
Presiding Judge	1.00	1.00	1.00	1.00	1.00
Municipal Judge	3.00	3.00	3.00	3.00	3.00
Civil Hearing Officer	1.00	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00	1.00
Administrative Supervisor	0.00	0.00	1.00	1.00	1.00
Deputy Court Administrator	1.00	1.00	1.00	1.00	1.00
Senior Court Services Clerk	5.00	5.00	5.00	5.00	5.00
Court Services Clerk	11.00	10.00	10.00	10.00	10.00
Court Enforcement Supervisor	1.00	1.00	1.00	1.00	1.00
Security Officer	4.00	4.00	4.00	4.00	4.00
Office Assistant	2.00	2.00	2.00	2.00	2.00
Court Interpreter	0.75	0.75	0.75	0.75	0.75
Pro Tem Judge	0.17	0.17	0.17	0.17	0.17
Total Municipal Court	<u>30.92</u>	<u>29.92</u>	<u>30.92</u>	<u>30.92</u>	<u>30.92</u>
TOTAL LEGAL AND COURT	<u>49.92</u>	<u>47.92</u>	<u>49.92</u>	<u>49.92</u>	<u>49.92</u>



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
DEVELOPMENT SERVICES					
Development Services Administration					
Development Services Director	1.00	1.00	1.00	1.00	1.00
Administration and Customer Services Manager	1.00	0.00	0.00	0.00	0.00
Development Services Representative	5.00	2.00	0.00	0.00	0.00
Development Services Records Coordinator	1.00	0.00	0.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Development Services Administration	<u>9.00</u>	<u>4.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Permits and Licensing					
Customer Service Professional	0.00	0.00	2.00	2.00	4.30
Customer Service Manager	0.00	0.00	0.00	0.00	0.50
Customer Service Supervisor	0.00	0.00	0.00	0.00	0.70
Total Permits and Licensing	<u>0.00</u>	<u>0.00</u>	<u>2.00</u>	<u>2.00</u>	<u>5.50</u>
Plan Review and Inspection Services:					
Plan Review and Inspection Administration					
Plan Review and Inspection Manager	0.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	1.00	1.00	1.00	1.00
Total Plan Review and Inspection Admin	<u>0.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Plan Review and Inspection - Building					
Inspection and Compliance Services Manager	0.50	0.00	0.00	0.00	0.00
Inspections Supervisor	0.75	0.75	0.75	0.75	0.75
Administrative Assistant	0.70	0.00	0.00	0.00	0.00
Senior Inspector	2.00	1.00	1.00	1.00	1.00
Inspector II	3.00	4.00	4.00	4.00	4.00
Inspector I	2.00	3.00	3.00	3.00	3.00
Plan Review and Inspection Specialist	0.00	3.00	3.00	3.00	3.00
Plan Review Supervisor	0.80	0.80	0.80	0.80	0.80
Senior Plans Examiner	1.00	1.00	1.00	1.00	1.00
Plans Examiner	1.00	1.00	1.00	1.00	1.00
Permit Technician	1.00	2.00	2.00	2.00	2.00
Total Plan Review and Inspection - Building	<u>13.05</u>	<u>16.55</u>	<u>16.55</u>	<u>16.55</u>	<u>16.55</u>
Plan Review and Inspection - Fire					
Inspection and Compliance Services Manager	0.05	0.00	0.00	0.00	0.00
Inspections Supervisor	0.25	0.25	0.25	0.25	0.25
Inspector II	1.00	1.00	1.00	1.00	1.00
Senior Plans Examiner	1.00	1.00	1.00	1.00	1.00
Plan Review Supervisor	0.20	0.20	0.20	0.20	0.20
Administrative Assistant	0.20	0.00	0.00	0.00	0.00
Permit and Plan Review Services Manager	0.20	0.00	0.00	0.00	0.00
Total Plan Review and Inspection - Fire	<u>2.90</u>	<u>2.45</u>	<u>2.45</u>	<u>2.45</u>	<u>2.45</u>
Plan Review and Inspection - Engineering					
Inspection and Compliance Services Manager	0.30	0.00	0.00	0.00	0.00
Inspector II	5.00	5.00	5.00	5.00	5.00
Inspections Supervisor	0.95	0.95	0.95	0.95	0.95
Plans Examiner	1.00	1.00	1.00	1.00	1.00
Plans Review Supervisor	1.00	1.00	1.00	1.00	1.00



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Senior Plans Examiner	2.00	1.00	1.00	1.00	1.00
Permit and Plan Review Services Manager	0.30	0.00	0.00	0.00	0.00
Administrative Assistant	0.70	0.00	0.00	0.00	0.00
Total Plan Review and Inspection - Engineering	11.25	8.95	8.95	8.95	8.95
Plan Review and Inspection - Planning					
Inspection and Compliance Services Manager	0.05	0.00	0.00	0.00	0.00
Landscape Technician	1.00	1.00	1.00	0.00	0.00
Plans Examiner	1.00	1.00	1.00	2.00	2.00
Administrative Assistant	0.40	0.00	0.00	0.00	0.00
Senior Plans Examiner	1.00	1.00	1.00	1.00	1.00
Permit and Plan Review Services Manager	0.20	0.00	0.00	0.00	0.00
Inspections Supervisor	0.05	0.05	0.05	0.05	0.05
Total Plan Review and Inspection - Planning	3.70	3.05	3.05	3.05	3.05
Plan Review and Inspection - Code					
Inspection and Compliance Services Manager	0.05	0.00	0.00	0.00	0.00
Inspections Supervisor	0.80	0.80	0.80	0.80	0.80
Inspector II	1.00	1.00	1.00	1.00	1.00
Inspector I	4.00	4.00	4.00	4.00	4.00
Administrative Assistant	1.00	1.00	1.00	2.00	2.00
Customer Service Representative	1.00	1.00	1.00	0.00	0.00
Total Plan Review and Inspection - Code	7.85	7.80	7.80	7.80	7.80
Total Plan Review and Inspection Services	<u>38.75</u>	<u>40.80</u>	<u>40.80</u>	<u>40.80</u>	<u>40.80</u>
Planning Services					
Planning Services Manager	1.00	1.00	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00	1.00	1.00
Senior Planner	3.00	3.00	3.00	3.00	3.00
Planner II	2.00	2.00	2.00	2.00	2.00
Plan Review and Inspection Specialist	0.00	1.00	1.00	1.00	1.00
Planning Technician	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Planning Services	<u>10.00</u>	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>
TOTAL DEVELOPMENT SERVICES	<u>57.75</u>	<u>55.80</u>	<u>55.80</u>	<u>55.80</u>	<u>59.30</u>
PUBLIC WORKS - ENGINEERING					
Engineering Administration					
Town Engineer	1.00	0.60	0.60	0.60	0.60
Senior Plans Examiner	0.00	1.00	1.00	1.00	1.00
Total Engineering Administration	1.00	1.60	1.60	1.60	1.60
Engineering Development					
Development Engineer	1.00	1.00	1.00	1.00	1.00
Engineering Technician	0.00	0.00	0.00	0.00	1.00
Total Engineering Development	1.00	1.00	1.00	1.00	2.00



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Engineering Traffic					
Town Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Senior Traffic Engineering Specialist	1.00	1.00	1.00	1.00	1.00
Traffic Safety Assistant	1.00	1.00	1.00	1.00	1.00
Total Engineering Traffic	3.00	3.00	3.00	3.00	3.00
TOTAL PUBLIC WORKS ENGINEERING	<u>5.00</u>	<u>5.60</u>	<u>5.60</u>	<u>5.60</u>	<u>6.60</u>
POLICE DEPARTMENT					
Police Administration					
Police Chief	1.00	1.00	1.00	1.00	1.00
Police Commander	0.00	0.00	0.00	0.00	0.00
Police Lieutenant	1.00	1.00	1.00	1.00	1.00
Police Sergeant	0.00	0.00	0.00	0.00	1.00
Legal Advisor	1.00	1.00	1.00	1.00	0.00
Administrative Assistant	0.00	0.00	0.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Office Assistant	0.50	0.50	0.50	0.50	0.50
Total Police Administration	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>
Office of Professional Standards:					
Internal Affairs					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	3.00	3.00	3.00	3.00	3.00
Total Internal Affairs	4.00	4.00	4.00	4.00	4.00
Hiring / Inspections					
Police Policy and Compliance Coordinator	1.00	1.00	1.00	1.00	1.00
Polygraph Examiner	1.00	1.00	1.00	1.00	1.00
Police Volunteer Specialist	1.00	1.00	1.00	1.00	1.00
Non-Sworn Public Safety Technician	2.00	2.00	2.00	2.00	2.00
Total Hiring/Inspections	5.00	5.00	5.00	5.00	5.00
Alarm Management					
Alarm Program Technician	1.00	1.00	1.00	1.00	1.00
Total Alarm Management	1.00	1.00	1.00	1.00	1.00
Training and Program Coordination					
Police Training Specialist	1.00	1.00	1.00	1.00	1.00
Rangemaster	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Police Records Clerk	1.00	1.00	1.00	1.00	1.00
Total Training & Program Coordination	4.00	4.00	4.00	4.00	4.00
Crime Prevention					
Crime Prevention Technician	3.00	3.00	3.00	3.00	3.00
Total Crime Prevention	3.00	3.00	3.00	3.00	3.00
Total Office of Professional Standards	<u>17.00</u>	<u>17.00</u>	<u>17.00</u>	<u>17.00</u>	<u>17.00</u>



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Patrol Services:					
Uniform Patrol					
Police Commander	2.00	1.00	1.00	1.00	1.00
Police Lieutenant	4.00	4.00	5.00	5.00	5.00
Police Sergeant	15.00	14.00	13.00	13.00	12.00
Police Officer	122.00	114.00	114.00	114.00	116.00
Teleserve Operators	8.00	8.00	0.00	0.00	0.00
Administrative Assistant	2.00	2.50	1.50	1.50	1.50
Civilian Patrol Technician	2.00	2.00	4.00	4.00	0.00
Service Aide	2.00	2.00	0.00	0.00	0.00
Total Uniform Patrol	157.00	147.50	138.50	138.50	135.50
Detention / Court Support					
Detention Supervisor	0.00	0.00	0.00	0.00	2.00
Detention Transport Officer	6.00	6.00	6.00	6.00	6.00
Total Detention / Court Support	6.00	6.00	6.00	6.00	8.00
Enforcement Support					
Police Sergeant	0.00	0.00	1.00	1.00	1.00
Non-Sworn Public Safety Technician	0.00	0.00	8.00	8.00	8.00
Administrative Assistant	0.00	0.00	1.00	1.00	1.00
Public Safety Assistant	0.00	0.00	2.00	2.00	2.00
Total Enforcement Support	0.00	0.00	12.00	12.00	12.00
Civilian Patrol					
Civilian Patrol Technician	0.00	0.00	0.00	0.00	6.00
Total Civilian Patrol	0.00	0.00	0.00	0.00	6.00
Total Patrol Services	163.00	153.50	156.50	156.50	161.50
Support Services:					
Records					
Police Records and Property Manager	1.00	1.00	1.00	1.00	1.00
Police Records Shift Supervisor	3.00	3.00	3.00	3.00	3.00
Police Records Clerk	12.00	12.00	12.00	12.00	12.00
Total Records	16.00	16.00	16.00	16.00	16.00
Communications					
Police Communications Manager	1.00	1.00	1.00	1.00	1.00
Police Communications Shift Supervisor	5.00	5.00	5.00	5.00	5.00
Police Dispatcher	18.50	18.00	18.00	18.00	18.00
911 Operators	13.50	13.50	13.50	13.50	13.50
Total Communications	38.00	37.50	37.50	37.50	37.50
Property					
Property and Evidence Supervisor	1.00	1.00	1.00	1.00	1.00
Police Property Custodian	0.00	0.00	0.00	0.00	0.00
Police Property and Evidence Technician	5.00	5.00	5.00	5.00	5.00
Office Assistant	1.00	1.00	1.00	1.00	1.00
Total Property	7.00	7.00	7.00	7.00	7.00



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Planning and Research					
Police Records Clerk	1.00	1.00	1.00	1.00	1.00
Police Planning and Research Coordinator	1.00	1.00	1.00	1.00	1.00
Total Planning and Research	2.00	2.00	2.00	2.00	2.00
Support Administration					
Non-Sworn Police Commander	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Support Administration	2.00	2.00	2.00	2.00	2.00
Total Support Services	65.00	64.50	64.50	64.50	64.50
Counseling Services					
Police Counseling Manager	1.00	1.00	1.00	1.00	1.00
Youth/Family Counselor	6.00	6.00	6.00	6.00	6.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Office Assistant	0.50	0.50	0.50	0.50	0.50
Total Counseling Services	8.50	8.50	8.50	8.50	8.50
Investigations:					
General Investigations					
Police Lieutenant	2.00	2.00	2.00	2.00	2.00
Police Commander	0.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total General Investigations	3.00	4.00	4.00	4.00	4.00
Person Crimes - Child / Sex Crimes Unit					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	6.00	5.00	5.00	6.00	6.00
Non-Sworn Public Safety Technician	3.00	3.00	3.00	3.00	3.00
Total Person Crimes - Child / Sex Crimes Unit	10.00	9.00	9.00	10.00	10.00
Property Crimes					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	9.00	9.00	9.00	9.00	9.00
Total Property Crimes	10.00	10.00	10.00	10.00	10.00
Intel and Analysis Unit					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	2.00	4.00	4.00	3.00	4.00
Crime Analyst	2.00	2.00	2.00	2.00	2.00
Non-Sworn Public Safety Technician - Crime An	1.00	1.00	1.00	1.00	1.00
Audio/Visual Forensic Analyst	0.00	1.00	1.00	1.00	1.00
Civilian Investigator	1.00	0.00	0.00	0.00	0.00
Total Intel and Analysis Unit	7.00	9.00	9.00	8.00	9.00
Persons Crimes - Violent Crimes Unit					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	7.00	6.00	6.00	6.00	6.00
Total Persons Crimes - Violent Crimes Unit	8.00	7.00	7.00	7.00	7.00
Total Investigations	38.00	39.00	39.00	39.00	40.00



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Special Enforcement:					
Crime Suppression					
Police Sergeant	0.00	1.00	1.00	1.00	1.00
Police Officer	3.00	11.00	11.00	11.00	11.00
Total Crime Suppression	3.00	12.00	12.00	12.00	12.00
Traffic Unit					
Police Lieutenant	1.00	1.00	1.00	1.00	1.00
Police Sergeant	2.00	2.00	2.00	2.00	2.00
Police Officer	15.00	15.00	15.00	15.00	15.00
Total Traffic Unit	18.00	18.00	18.00	18.00	18.00
School Programs					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	11.00	11.00	11.00	11.00	11.00
Total School Programs	12.00	12.00	12.00	12.00	12.00
Total Special Enforcement	<u>33.00</u>	<u>42.00</u>	<u>42.00</u>	<u>42.00</u>	<u>42.00</u>
Tactical Operations:					
SWAT					
Police Officer (Overtime only)	0.00	0.00	0.00	0.00	0.00
Total SWAT	0.00	0.00	0.00	0.00	0.00
Crime Apprehension					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	6.00	6.00	6.00	6.00	5.00
Total Crime Apprehension	7.00	7.00	7.00	7.00	6.00
Special Investigations					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	5.00	5.00	5.00	5.00	5.00
Total Special Investigations	6.00	6.00	6.00	6.00	6.00
Total Tactical Operations	<u>13.00</u>	<u>13.00</u>	<u>13.00</u>	<u>13.00</u>	<u>12.00</u>
TOTAL POLICE DEPARTMENT	<u>342.00</u>	<u>342.00</u>	<u>345.00</u>	<u>345.00</u>	<u>350.00</u>
FIRE DEPARTMENT					
Administration					
Fire Chief	1.00	1.00	1.00	1.00	1.00
Assistant Fire Chief	1.00	1.00	1.00	1.00	1.00
Battalion Chief	1.00	1.00	1.00	1.00	1.00
Fire Management Coordinator	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	0.00	0.00
Total Fire Administration	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>5.00</u>	<u>5.00</u>



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Fire Training					
Battalion Chief	1.00	1.00	1.00	1.00	1.00
EMS Specialist	1.00	1.00	1.00	1.00	1.00
Fire Captain	3.00	3.00	3.00	1.00	1.00
Fire Engineer	0.00	0.00	0.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Fire Training	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>5.00</u>	<u>5.00</u>
Fire Operations					
Assistant Fire Chief	1.00	1.00	1.00	0.00	0.00
Battalion Chief	7.00	7.00	7.00	7.00	7.00
Fire Captain	45.00	45.00	46.00	48.00	48.00
Fire Engineer	39.00	39.00	40.00	39.00	39.00
Firefighter	81.00	81.00	83.00	83.00	82.00
Fire Warehouse Manager	0.00	0.00	0.00	0.00	1.00
Fire Equipment Technician	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Fire Service Aide	1.00	1.00	1.00	1.00	1.00
Total Fire Operations	<u>176.00</u>	<u>176.00</u>	<u>180.00</u>	<u>180.00</u>	<u>180.00</u>
Fire Prevention and Education:					
Fire Prevention					
Fire Marshal	1.00	1.00	1.00	1.00	1.00
Fire Investigator	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	0.50	0.50	0.50	1.00	1.00
Fire Inspector	2.00	2.00	2.00	2.00	2.00
Total Fire Prevention	<u>5.50</u>	<u>5.50</u>	<u>5.50</u>	<u>6.00</u>	<u>6.00</u>
Fire Public Education					
Battalion Chief	0.00	0.00	0.00	1.00	1.00
Volunteer Coordinator	0.00	0.00	0.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.00	0.50	0.50
Program Coordinator	1.00	1.00	1.00	1.00	1.00
Total Fire Public Education	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>3.50</u>	<u>3.50</u>
Total Fire Prevention and Education	<u>6.50</u>	<u>6.50</u>	<u>6.50</u>	<u>9.50</u>	<u>9.50</u>
Emergency Operations Center					
Emergency Management Coordinator	1.00	1.00	1.00	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00	0.00	0.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50
Total Emergency Operations Center	<u>2.50</u>	<u>2.50</u>	<u>2.50</u>	<u>1.50</u>	<u>1.50</u>
TOTAL FIRE DEPARTMENT	<u>197.00</u>	<u>197.00</u>	<u>201.00</u>	<u>201.00</u>	<u>201.00</u>
PARKS AND RECREATION					
Parks and Recreation Administration					
Parks and Recreation Director	1.00	0.95	1.00	1.00	0.80
Parks Superintendent	0.00	0.00	0.00	0.00	0.00
Recreation Superintendent	0.00	0.00	0.00	0.00	0.00
Parks and Recreation Manager	1.00	1.00	1.00	1.00	1.34



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00
Program Supervisor	0.00	0.10	0.30	0.30	0.15
Administrative Assistant	2.00	3.00	3.00	5.55	5.55
Customer Service Representative	2.55	2.55	2.55	0.00	0.00
Program Support Analyst	0.00	0.00	1.00	1.00	1.00
Total Parks and Recreation Administration	<u>7.55</u>	<u>8.60</u>	<u>9.85</u>	<u>9.85</u>	<u>9.84</u>
Neighborhood Services					
Program Coordinator	1.00	1.00	1.00	1.00	1.00
Total Neighborhood Services	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Facilities Maintenance					
Facilities Maintenance Manager	1.00	1.00	1.00	1.00	1.00
Security Systems Technician	1.00	1.00	1.00	1.00	1.00
Senior Facilities Maintenance Technician	3.00	3.00	3.00	3.00	3.00
Custodian	2.00	2.00	2.00	2.00	2.00
Facilities Maintenance Technician	4.00	4.00	4.00	4.00	4.00
Total Facilities Maintenance	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>
Parks and Open Space					
Parks Operations Supervisor	1.00	1.00	1.00	1.00	1.00
Field Supervisor	2.40	2.40	2.40	2.40	2.40
Senior Park Ranger	1.00	1.00	1.00	1.00	1.00
Senior Grounds Maintenance Technician	5.00	5.00	5.00	5.00	5.00
Parks Mechanic	1.00	1.00	1.00	1.00	1.00
Spray Technician	1.00	1.00	1.00	1.00	1.00
Facilities Maintenance Technician	2.00	2.00	2.00	2.00	2.00
Grounds Maintenance Worker	10.96	11.93	12.98	14.98	14.98
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Park Attendant	2.00	2.00	2.00	0.00	0.00
Park Ranger	2.00	2.00	2.00	2.00	2.00
Recreation Coordinator	0.50	0.50	0.50	0.50	0.50
Total Parks and Open Space	<u>29.86</u>	<u>30.83</u>	<u>31.88</u>	<u>31.88</u>	<u>31.88</u>
Aquatics:					
Gilbert Pool					
Aquatic Facility Technician	0.05	0.05	0.05	0.05	0.00
Total Gilbert Pool	<u>0.05</u>	<u>0.05</u>	<u>0.05</u>	<u>0.05</u>	<u>0.00</u>
Mesquite Pool					
Recreation Supervisor	0.16	0.16	0.16	0.16	0.16
Aquatic Facility Technician	0.30	0.30	0.30	0.30	0.25
Recreation Coordinator	0.05	0.05	0.05	0.05	0.05
Pool Manager	0.38	0.38	0.38	0.38	0.33
Assistant Pool Manager	0.67	0.67	0.67	0.67	0.44
Head Coach	0.19	0.19	0.19	0.19	0.39
Assistant Coach	0.53	0.53	0.53	0.53	0.70
Lifeguard/Instructor	1.35	1.35	1.35	1.35	0.89
Lifeguard	2.09	2.09	2.09	2.09	1.92
Senior Recreation Aide	0.24	0.24	0.24	0.24	0.00
Total Mesquite Pool	<u>5.96</u>	<u>5.96</u>	<u>5.96</u>	<u>5.96</u>	<u>5.13</u>



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Greenfield Pool					
Recreation Supervisor	0.16	0.16	0.16	0.16	0.16
Aquatic Facility Technician	0.22	0.22	0.22	0.22	0.25
Recreation Coordinator	0.05	0.05	0.05	0.05	0.05
Pool Manager	0.38	0.38	0.38	0.38	0.33
Assistant Pool Manager	0.29	0.29	0.29	0.29	0.44
Head Coach	0.38	0.38	0.38	0.38	0.38
Assistant Coach	1.06	1.06	1.06	1.06	1.20
Lifeguard/Instructor	1.96	1.96	1.96	1.96	1.44
Lifeguard	0.43	0.43	0.43	0.43	0.00
Total Greenfield Pool	4.93	4.93	4.93	4.93	4.25
Perry Pool					
Recreation Supervisor	0.16	0.16	0.16	0.16	0.16
Aquatic Facility Technician	0.21	0.21	0.21	0.21	0.25
Recreation Coordinator	0.05	0.05	0.05	0.05	0.05
Pool Manager	0.38	0.38	0.38	0.38	0.29
Assistant Pool Manager	0.29	0.29	0.29	0.29	0.20
Head Coach	0.48	0.48	0.48	0.48	0.67
Assistant Coach	0.96	0.96	0.96	0.96	1.51
Lifeguard/Instructor	1.70	1.70	1.70	1.70	1.06
Lifeguard	0.38	0.38	0.38	0.38	0.00
Total Perry Pool	4.61	4.61	4.61	4.61	4.19
Williams Field Pool					
Recreation Supervisor	0.16	0.16	0.16	0.16	0.16
Aquatic Facility Technician	0.22	0.22	0.22	0.22	0.25
Recreation Coordinator	0.05	0.05	0.05	0.05	0.05
Pool Manager	0.39	0.39	0.39	0.39	0.29
Assistant Pool Manager	0.29	0.29	0.29	0.29	0.44
Head Coach	0.48	0.48	0.48	0.48	0.29
Assistant Coach	0.96	0.96	0.96	0.96	0.72
Lifeguard/Instructor	1.89	1.89	1.89	1.89	2.21
Lifeguard	0.43	0.43	0.43	0.43	0.00
Total Williams Field Pool	4.87	4.87	4.87	4.87	4.41
Total Aquatics	20.42	20.42	20.42	20.42	17.98
Recreation Centers:					
Community Center					
Recreation Supervisor	0.24	0.25	0.25	0.25	0.25
Custodial Supervisor	0.15	0.20	0.20	0.20	0.20
Custodian	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	0.70	0.70	0.70	0.70	0.70
Recreation Leader	1.31	1.40	1.40	1.40	1.62
Senior Recreation Leader	0.50	0.50	0.50	0.50	0.50
Recreation Instructor	1.29	1.52	1.52	1.16	1.39
Recreation Instructor Fitness	0.00	0.00	0.00	0.36	0.13
Total Community Center	5.19	5.57	5.57	5.57	5.79



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
McQueen Activity Center					
Recreation Supervisor	0.24	0.25	0.25	0.25	0.25
Custodian	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	1.00	1.00	1.00	1.00	1.00
Custodial Supervisor	0.20	0.20	0.20	0.20	0.20
Recreation Leader	3.04	3.04	3.04	3.04	3.04
Recreation Instructor	2.88	2.88	2.88	2.16	2.64
Recreation Instructor Fitness	0.00	0.00	0.00	0.72	0.24
Senior Recreation Leader	0.50	0.50	0.50	0.50	0.50
Total McQueen Activity Center	8.86	8.87	8.87	8.87	8.87
Page Park Center					
Recreation Supervisor	0.04	0.00	0.00	0.00	0.00
Custodial Supervisor	0.05	0.00	0.00	0.00	0.00
Recreation Leader	0.09	0.00	0.00	0.00	0.00
Recreation Instructor	0.23	0.00	0.00	0.00	0.00
Total Page Park Center	0.41	0.00	0.00	0.00	0.00
Freestone Recreation Center					
Recreation Supervisor	0.24	0.25	0.25	0.25	0.25
Recreation Coordinator	2.00	2.00	2.00	2.00	2.00
Custodial Supervisor	0.40	0.40	0.40	0.40	0.40
Custodian	1.00	1.00	2.00	2.00	2.00
Senior Recreation Leader	1.34	1.34	1.66	1.66	1.74
Recreation Leader	9.62	9.62	10.26	10.26	10.79
Recreation Instructor	2.70	2.70	2.70	1.84	1.66
Recreation Instructor Fitness	0.00	0.00	0.00	0.86	1.25
Total Freestone Recreation Center	17.30	17.31	19.27	19.27	20.09
Southeast Regional Library					
Recreation Supervisor	0.24	0.25	0.25	0.25	0.25
Custodial Supervisor	0.20	0.20	0.20	0.20	0.20
Custodian	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	1.00	1.00	1.00	1.00	1.00
Senior Recreation Leader	0.35	0.35	0.35	0.35	0.35
Recreation Instructor	0.42	0.42	0.42	0.42	0.42
Recreation Leader	0.57	0.57	0.57	0.57	0.57
Total Southeast Regional Library	3.78	3.79	3.79	3.79	3.79
Total Recreation Centers	35.54	35.54	37.50	37.50	38.54
Youth Sports					
Recreation Coordinator	0.30	0.30	0.30	0.30	0.30
Recreation Supervisor	0.16	0.16	0.16	0.16	0.16
Senior Recreation Leader	0.40	0.40	0.40	0.40	0.40
Total Youth Sports	0.86	0.86	0.86	0.86	0.86
Adult Sports					
Recreation Coordinator	0.50	0.50	0.50	0.50	0.50
Recreation Supervisor	0.20	0.20	0.20	0.20	0.20
Senior Recreation Leader	1.01	1.01	1.01	1.01	1.01
Total Adult Sports	1.71	1.71	1.71	1.71	1.71



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Special Events					
Recreation Coordinator	0.50	0.50	0.50	1.50	1.50
Program Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Recreation Coordinator	1.00	1.00	1.00	0.00	0.00
Senior Recreation Leader	0.00	0.75	0.75	0.75	0.75
Recreation Leader	0.32	0.32	0.32	0.32	0.32
Total Special Events	<u>2.82</u>	<u>3.57</u>	<u>3.57</u>	<u>3.57</u>	<u>3.57</u>
Special Needs Program					
Recreation Coordinator	0.30	0.30	0.30	0.30	0.30
Recreation Instructors	0.38	0.38	0.38	0.38	0.38
Total Special Needs Program	<u>0.68</u>	<u>0.68</u>	<u>0.68</u>	<u>0.68</u>	<u>0.68</u>
Total Recreation Programs	<u>6.07</u>	<u>6.82</u>	<u>6.82</u>	<u>6.82</u>	<u>6.82</u>
TOTAL PARKS AND RECREATION	<u>111.44</u>	<u>114.21</u>	<u>118.47</u>	<u>118.47</u>	<u>117.06</u>
TOTAL GENERAL FUND	<u>859.52</u>	<u>869.02</u>	<u>890.54</u>	<u>890.54</u>	<u>900.88</u>
ENTERPRISE OPERATIONS					
Water					
Water Administration					
Water Superintendent	0.00	0.00	0.00	0.00	0.00
Water Manager	1.00	1.00	1.00	1.00	1.00
Water Resources Administrator	1.00	0.00	0.00	0.00	0.00
Total Water Administration	<u>2.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Water Conservation					
Water Conservation Supervisor	1.00	1.00	1.00	1.00	1.00
Water Conservation Specialist	2.00	2.00	2.00	2.00	2.00
Total Water Conservation	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
Water Production:					
North Water Plant Production					
Water Production Supervisor	1.00	1.00	1.00	1.00	1.00
Utility Supervisor	1.33	1.33	1.33	1.33	1.33
Instrumentation and Controls Specialist	2.00	2.00	2.00	2.00	2.00
Water Treatment Plant Mechanic	2.00	2.00	2.00	2.00	2.00
Water Treatment Plant Operator	10.00	10.00	10.00	10.00	10.00
Senior Utility Worker	0.00	0.00	0.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total North Water Plant Production	<u>17.33</u>	<u>17.33</u>	<u>17.33</u>	<u>18.33</u>	<u>18.33</u>
South Water Plant Production					
Utility Supervisor	1.33	1.33	1.33	1.33	1.33
Instrumentation and Controls Specialist	1.00	1.00	1.00	1.00	1.00
Water Treatment Plant Mechanic	1.00	1.00	1.00	1.00	1.00
Water Treatment Plant Operator	6.00	6.00	6.00	6.00	6.00
Chemist	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total South Water Plant Production	<u>11.33</u>	<u>11.33</u>	<u>11.33</u>	<u>11.33</u>	<u>11.33</u>



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Water Well Production					
Instrumentation and Controls Specialist	1.00	1.00	2.00	1.00	1.00
Utility Supervisor	1.34	1.34	1.34	1.34	1.34
Lead Instrumentation and Wells Specialist	0.00	0.00	0.00	1.00	1.00
Electrician	0.00	0.00	1.00	1.00	1.00
Senior Utility Worker	1.00	1.00	1.00	0.00	0.00
Total Water Well Production	<u>7.34</u>	<u>7.34</u>	<u>9.34</u>	<u>8.34</u>	<u>8.34</u>
Water Quality Assurance					
Water Quality Technician	3.00	3.00	3.00	3.00	3.00
Water Quality Supervisor	1.00	1.00	1.00	1.00	1.00
Lead Chemist	0.00	0.00	1.00	0.00	0.00
Chemist	2.00	2.00	1.00	2.00	2.00
Total Water Quality Assurance	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>
Backflow Prevention					
Inspections Supervisor	0.20	0.20	0.20	0.20	0.20
Inspection and Compliance Services Manager	0.05	0.00	0.00	0.00	0.00
Inspector II	2.00	2.00	2.00	2.00	2.00
Total Backflow Prevention	<u>2.25</u>	<u>2.20</u>	<u>2.20</u>	<u>2.20</u>	<u>2.20</u>
Total Water Production	<u>44.25</u>	<u>44.20</u>	<u>46.20</u>	<u>46.20</u>	<u>46.20</u>
Water Distribution					
Utility Supervisor	1.00	1.00	1.00	1.00	1.00
Water Distribution Superintendent	0.00	0.00	1.00	1.00	1.00
Senior Utility Technician	4.00	4.00	4.00	4.00	4.00
Utility Worker	8.00	7.00	7.00	7.00	7.00
Total Water Distribution	<u>13.00</u>	<u>12.00</u>	<u>13.00</u>	<u>13.00</u>	<u>13.00</u>
Water Metering					
Utility Billing Technician	2.00	2.00	2.00	2.00	2.00
Water Meter Supervisor	2.00	2.00	2.00	2.00	2.00
Senior Utility Technician	4.00	4.00	4.00	4.00	4.00
Instrumentation Technician	1.00	1.00	1.00	1.00	1.00
M&O Worker	17.00	17.00	17.00	17.00	18.00
Total Water Metering	<u>26.00</u>	<u>26.00</u>	<u>26.00</u>	<u>26.00</u>	<u>27.00</u>
Water Resources					
Water Superintendent	0.00	0.00	0.00	0.00	0.00
Water Resources Manager	0.00	1.00	1.00	1.00	1.00
Total Water Resources	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Utility Customer Service					
Financial Services Manager	0.25	0.25	0.25	0.00	0.00
Customer Service Manager	1.00	1.00	1.00	1.00	0.50
Accountant	1.00	1.00	1.00	1.00	1.00
Customer Service Professional	12.75	12.75	12.75	12.75	10.45
Utility Billing Technician	1.00	1.00	1.00	1.00	2.00
Customer Service Supervisor	2.00	2.00	2.00	2.00	1.30
Total Utility Customer Service	<u>18.00</u>	<u>18.00</u>	<u>18.00</u>	<u>17.75</u>	<u>15.25</u>



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Public Works Administration					
Public Works Director	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	5.00	4.00	1.00	1.00	1.00
Inventory Services Specialist	1.00	1.00	1.00	1.00	1.00
Customer Service Professional	1.00	1.00	1.00	1.00	1.00
Total Public Works Administration	<u>8.00</u>	<u>7.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
Utility Locates					
Utility Locator	4.00	5.00	5.00	5.00	5.00
Utility Supervisor	1.00	1.00	1.00	1.00	1.00
Total Utility Locates	<u>5.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>
Total Water	<u>119.25</u>	<u>118.20</u>	<u>118.20</u>	<u>117.95</u>	<u>116.45</u>
Wastewater					
Wastewater Administration					
Wastewater Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	1.00	1.00	1.00
Total Wastewater Administration	<u>1.00</u>	<u>1.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Wastewater Collection					
Utility Supervisor	2.00	2.00	2.00	2.00	2.00
Senior Utility Technician	6.00	6.00	6.00	6.00	6.00
Instrumentation and Controls Specialist	0.60	0.60	0.60	0.60	0.60
Lift Station Technician	4.00	4.00	4.00	4.00	4.00
Odor Control Specialist	0.00	0.00	0.00	0.00	1.00
Electrician	0.00	0.00	1.00	1.00	1.00
Utility Worker	6.00	6.00	7.00	7.00	7.00
Total Wastewater Collection	<u>18.60</u>	<u>18.60</u>	<u>20.60</u>	<u>20.60</u>	<u>21.60</u>
Wastewater Reclaimed:					
Effluent Re-use					
Utility Worker	2.00	2.00	2.00	2.00	2.00
Senior Utility Technician	2.00	2.00	2.00	2.00	2.00
Instrumentation and Controls Specialist	0.40	0.40	0.40	0.40	0.40
Well Technician	2.00	2.00	2.00	2.00	2.00
Utility Supervisor	1.00	1.00	1.00	1.00	1.00
Total Effluent Re-use	<u>7.40</u>	<u>7.40</u>	<u>7.40</u>	<u>7.40</u>	<u>7.40</u>
Effluent Recharge					
Utility Worker	1.00	1.00	1.00	1.00	1.00
Senior Utility Technician	1.00	1.00	1.00	1.00	1.00
Reclaimed Water Quality Technician	2.00	2.00	2.00	2.00	2.00
Utility Supervisor	1.00	1.00	1.00	1.00	1.00
Total Effluent Recharge	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>
Total Wastewater Reclaimed	<u>12.40</u>	<u>12.40</u>	<u>12.40</u>	<u>12.40</u>	<u>12.40</u>
Wastewater Quality					
Pretreatment Program Coordinator	1.00	1.00	1.00	1.00	1.00
Industrial Pretreatment Inspector	1.00	1.00	1.00	1.00	1.00
Wastewater Quality Inspector	4.00	4.00	4.00	4.00	4.00
Total Wastewater Quality	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Riparian Programs					
Parks and Recreation Director	0.00	0.00	0.00	0.00	0.15
Parks and Recreation Manager	1.00	1.00	1.00	1.00	0.41
Recreation Instructor	0.68	0.68	0.68	0.68	0.68
Program Supervisor	0.00	0.00	0.00	0.00	0.15
Program Coordinator	1.00	1.00	1.00	2.00	2.00
Naturalist	1.00	1.00	1.00	0.00	0.00
Total Riparian Program	3.68	3.68	3.68	3.68	3.39
Total Wastewater	<u>41.68</u>	<u>41.68</u>	<u>44.68</u>	<u>44.68</u>	<u>45.39</u>
Environmental Services - Residential					
Residential Administration					
Environmental Services Manager	0.86	0.86	0.86	0.86	0.86
Environmental Services Collections Administrator	0.00	0.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	1.00	1.00	1.00
Environmental Services Specialist	1.00	1.00	1.00	1.00	1.00
Environmental Services Service Technician	0.88	0.88	0.88	0.88	0.88
Customer Service Professional	0.78	0.78	0.78	0.78	0.78
Total Residential Administration	3.52	3.52	5.52	5.52	5.52
Residential Collections					
Environmental Services Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50
Heavy Equipment Operator	24.00	24.00	26.00	26.00	26.00
Solid Waste Crew Leader	1.00	0.00	0.00	0.00	1.00
Environmental Services Worker	2.50	2.50	2.50	2.50	2.50
Total Residential Collections	29.00	28.00	30.00	30.00	31.00
Uncontained Collections					
Environmental Services Supervisor	1.00	1.00	1.00	1.00	1.00
Environmental Services Crew Leader	1.00	1.00	1.00	1.00	1.00
Environmental Services Inspector	1.00	2.00	2.00	2.00	2.00
Heavy Equipment Operator	17.00	17.00	17.00	17.00	17.00
Total Uncontained Collections	20.00	21.00	21.00	21.00	21.00
Recycling					
Environmental Services Supervisor	0.70	0.70	0.70	0.70	0.70
Recycling Administrator	1.00	0.00	0.00	0.00	0.00
Solid Waste Inspector	5.00	0.00	0.00	0.00	0.00
Environmental Services Crew Leader	1.00	1.00	1.00	1.00	1.00
Heavy Equipment Operator	7.00	7.00	7.50	7.50	8.00
Total Recycling	14.70	8.70	9.20	9.20	9.70
Environmental Programs					
Environmental Services Supervisor	1.00	1.00	1.00	1.00	1.00
HHW Technician	2.50	3.00	3.00	3.00	3.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50
Total Environmental Programs	4.00	4.50	4.50	4.50	4.50



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Outreach Programs					
Recycling Administrator	0.00	1.00	1.00	1.00	1.00
Solid Waste Crew Leader	0.00	1.00	1.00	1.00	0.00
Environmental Outreach Specialist	0.00	4.00	4.00	4.00	4.00
Total Outreach Programs	0.00	6.00	6.00	6.00	5.00
Total Environmental Services - Residential	<u>71.22</u>	<u>71.72</u>	<u>76.22</u>	<u>76.22</u>	<u>76.72</u>
Environmental Services - Commercial					
Commercial Administration					
Environmental Services Manager	0.14	0.14	0.14	0.14	0.14
Environmental Services Service Technician	0.12	0.12	0.12	0.12	0.12
Customer Service Professional	0.22	0.22	0.22	0.22	0.22
Total Commercial Administration	0.48	0.48	0.48	0.48	0.48
Commercial Collections					
Environmental Services Supervisor	0.30	0.30	0.30	0.30	0.30
Heavy Equipment Operator	5.50	5.50	5.50	5.50	5.50
Total Commercial Collections	5.80	5.80	5.80	5.80	5.80
Commercial Roll Offs					
Heavy Equipment Operator	1.00	1.00	1.00	1.00	1.00
Total Commercial Roll Offs	1.00	1.00	1.00	1.00	1.00
Total Environmental Services - Commercial	<u>7.28</u>	<u>7.28</u>	<u>7.28</u>	<u>7.28</u>	<u>7.28</u>
TOTAL ENTERPRISE OPERATIONS	<u>239.43</u>	<u>238.88</u>	<u>246.38</u>	<u>246.13</u>	<u>245.84</u>
STREETS					
Streets Administration					
Streets Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	1.00	1.00	1.00
Total Streets Administration	<u>1.00</u>	<u>1.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Streets Maintenance:					
Asphalt Patching					
Streets Supervisor	0.25	0.25	0.25	0.33	0.33
Senior Streets Maintenance Technician	1.00	1.00	1.00	1.00	1.00
Streets Maintenance Worker	2.00	2.00	2.00	2.00	2.00
Total Asphalt Patching	3.25	3.25	3.25	3.33	3.33
Street Cleaning					
Streets Supervisor	0.34	0.34	0.34	0.33	0.33
Heavy Equipment Operator	7.00	7.00	7.00	7.00	7.00
Total Street Cleaning	7.34	7.34	7.34	7.33	7.33
Preventive Maintenance					
Streets Supervisor	0.33	0.33	0.33	0.34	0.34
Pavement Maintenance Specialist	1.00	1.00	1.00	1.00	1.00
Preventive Maintenance Technician	1.00	1.00	2.00	2.00	2.00
Total Preventive Maintenance	2.33	2.33	3.33	3.34	3.34



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Crack Sealing					
Streets Supervisor	0.25	0.25	0.25	0.34	0.34
Senior Streets Maintenance Technician	1.00	1.00	2.00	2.00	2.00
Streets Maintenance Worker	3.00	3.00	6.00	6.00	6.00
Total Crack Sealing	4.25	4.25	8.25	8.34	8.34
Fog Sealing					
Streets Supervisor	0.25	0.25	0.25	0.33	0.33
Senior Streets Maintenance Technician	1.00	1.00	1.00	1.00	1.00
Heavy Equipment Operator	1.00	1.00	1.00	1.00	1.00
Streets Maintenance Worker	3.00	3.00	3.00	3.00	3.00
Total Fog Sealing	5.25	5.25	5.25	5.33	5.33
Total Streets Maintenance	<u>22.42</u>	<u>22.42</u>	<u>27.42</u>	<u>27.67</u>	<u>27.67</u>
Street Traffic Control:					
Street Marking					
Streets Supervisor	0.50	0.50	0.50	0.33	0.33
Total Street Marking	0.50	0.50	0.50	0.33	0.33
Street Signs					
Streets Supervisor	0.50	0.50	0.50	0.33	0.33
Sign Technician	1.00	1.00	1.00	1.00	1.00
Streets Maintenance Worker	3.00	3.00	3.00	3.00	3.00
Total Street Signs	4.50	4.50	4.50	4.33	4.33
Street Lighting					
Streets Supervisor	0.50	0.50	0.50	0.50	0.50
Street Light Technician	3.00	4.00	4.00	4.00	4.00
Total Street Lighting	3.50	4.50	4.50	4.50	4.50
Traffic Signal Maintenance					
Streets Supervisor	0.50	0.50	0.50	0.50	0.50
Traffic Signal Specialist	6.00	6.00	6.00	6.00	6.00
Total Traffic Signal Maintenance	6.50	6.50	6.50	6.50	6.50
Traffic Operations Center					
Traffic Operations Supervisor	0.00	1.00	1.00	1.00	1.00
Assistant Town Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Intelligent Transportation Systems Technician	2.00	1.00	1.00	1.00	1.00
Intelligent Transportation Systems Specialist	1.00	1.00	1.00	1.00	1.00
Total Traffic Operations Center	4.00	4.00	4.00	4.00	4.00
Total Street Traffic Control	<u>19.00</u>	<u>20.00</u>	<u>20.00</u>	<u>19.66</u>	<u>19.66</u>
Right of Way Maintenance:					
Landscape Maintenance					
Streets Supervisor	0.50	0.50	0.50	0.50	0.50
Senior Grounds Maintenance Technician	1.00	2.00	2.00	2.00	2.00
Senior Streets Maintenance Worker	0.30	0.00	0.00	0.00	0.00
Total Landscape Maintenance	1.80	2.50	2.50	2.50	2.50



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Shoulder Maintenance					
Streets Supervisor	0.50	0.50	0.50	0.50	0.50
Heavy Equipment Operator	2.00	2.00	2.00	2.00	2.00
Total Shoulder Maintenance	2.50	2.50	2.50	2.50	2.50
Concrete Repair					
Streets Supervisor	0.33	0.33	0.33	0.33	0.33
Total Concrete Repair	0.33	0.33	0.33	0.33	0.33
Total Right of Way Maintenance	4.63	5.33	5.33	5.33	5.33
Hazard Response					
Streets Supervisor	0.25	0.25	0.25	0.34	0.34
Senior Streets Maintenance Technician	2.00	2.00	2.00	2.00	2.00
Total Hazard Response	2.25	2.25	2.25	2.34	2.34
TOTAL STREETS	49.30	51.00	57.00	57.00	57.00
Fleet Maintenance:					
Shop Operations					
Fleet Asset Manager	0.85	0.00	0.00	0.00	0.00
Administrative Assistant	0.75	0.75	0.75	0.75	0.75
Fleet Supervisor	2.00	2.00	2.00	2.00	2.00
Fleet Specialist	2.00	2.00	2.00	2.00	2.00
Welder Technician	1.00	1.00	1.00	1.00	1.00
Fleet Technician	14.00	14.00	14.00	13.00	13.00
Service Aide	1.00	1.00	1.00	1.00	1.00
Total Shop Operations	21.60	20.75	20.75	19.75	19.75
Parts Acquisition					
Fleet Business Manager	0.15	1.00	1.00	1.00	1.00
Administrative Assistant	1.75	1.75	1.75	1.75	1.75
Parts Technician	2.00	2.00	2.00	3.00	3.00
Total Parts Acquisition	3.90	4.75	4.75	5.75	5.75
Fuel					
Administrative Assistant	0.25	0.25	0.25	0.25	0.25
Total Fuel	0.25	0.25	0.25	0.25	0.25
Commercial Operations					
Administrative Assistant	0.25	0.25	0.25	0.25	0.25
Total Commercial Operations	0.25	0.25	0.25	0.25	0.25
TOTAL INTERNAL SERVICE	26.00	26.00	26.00	26.00	26.00
SPECIAL REVENUE					
CDBG/HOME Administration					
Program Supervisor	1.00	0.90	0.70	0.70	0.70
Program Coordinator	0.00	0.00	0.00	0.00	1.00
Parks and Recreation Manager	0.00	0.00	0.00	0.00	0.25
Parks and Recreation Director	0.00	0.05	0.00	0.00	0.05
Total CDBG Administration	1.00	0.95	0.70	0.70	2.00



Personnel Detail

	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Projected FY 2014</u>	<u>Budget FY 2015</u>
Police Impound Fund					
Non-Sworn Public Safety Technician	2.00	2.00	2.00	2.00	2.00
Tow Program Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Police Impound Fund	4.00	4.00	4.00	4.00	4.00
Parkway Maintenance Improvement District					
Senior Grounds Maintenance Technician	1.00	1.00	1.00	1.00	1.00
Grounds Maintenance Worker	1.00	1.00	1.00	1.00	1.00
M&O Supervisor	0.60	0.60	0.60	0.60	0.60
Total PKID	2.60	2.60	2.60	2.60	2.60
Court Enhancement Fund					
Court Services Clerk	1.00	1.00	1.00	1.00	1.00
Total Court Enhancement Fund	1.00	1.00	1.00	1.00	1.00
Judicial Collection Enhancement					
Systems Analyst	1.00	1.00	1.00	1.00	1.00
Total Judicial Collection Enhancement	1.00	1.00	1.00	1.00	1.00
Transportation Assistance					
Transportation Coordinator	0.00	0.00	1.00	1.00	1.00
Total Transportation Assistance	0.00	0.00	1.00	1.00	1.00
TOTAL SPECIAL REVENUE	<u>9.60</u>	<u>9.55</u>	<u>10.30</u>	<u>10.30</u>	<u>11.60</u>
CAPITAL PROJECT ADMINISTRATION					
Town Engineer	0.00	0.40	0.40	0.40	0.40
Assistant Town Engineer	1.00	1.00	1.00	1.00	1.00
Project Manager	1.00	2.00	2.00	2.00	2.00
Senior Project Manager	0.00	2.00	2.00	2.00	2.00
Project Coordinator	0.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.75	1.75	1.00	1.00	1.00
TOTAL CAPITAL PROJECT ADMINISTRATION	3.75	8.15	7.40	7.40	7.40
GRAND TOTAL POSITIONS	<u>1,187.60</u>	<u>1,202.60</u>	<u>1,237.62</u>	<u>1,237.37</u>	<u>1,248.72</u>
Limited Term Agreements:					
GENERAL FUND					
Development Services					
Inspector II					1.00
Inspector I					1.00
Manager					
Management Support Analyst					1.00
TOTAL GENERAL FUND					<u>3.00</u>



Capital Outlay

<u>Department</u>	<u>Description</u>	<u>Amount</u>	
GENERAL FUND			
Capital Projects	Various - New Budget	\$ 6,584,370	
Capital Projects	Various - Carry Forward	7,914,057	
Redevelopment	Heritage District Prop Carry Fwd	33,936	
Police Patrol	Interceptor Utility Vehicle w/Upfit	55,000	
Police Civilian Patrol	Interceptor Utility Vehicle w/Upfit	55,000	
Police Patrol	Interceptor Utility Carry Fwd	30,500	
Parks & Open Space	Utility Vehicle	11,500	
Parks & Open Space	Utility Vehicle	11,500	
Facilities Maintenance	3/4 Ton Truck	28,000	
Police Patrol	Vehicle Upfit Carry Fwd	10,200	
Police Traffic	Vehicle Upfit Carry Fwd	10,200	
Total General Fund Capital		\$ 14,744,263	
GENERAL REPLACEMENT FUND			
0615	Inspection and Compliance - Engineering	1/2 Ton Truck	\$ 17,000
0605	Inspection and Compliance - Code	1/2 Ton Truck	17,000
0598	Fire Operations	1/2 Ton Truck	18,000
0616	Fire Operations	3/4 Ton Truck with Service Body	36,700
0566	Fire Training	3/4 Ton Truck with Crew Cab	31,200
0572	Fire Prevention	3/4 Ton Truck with Service Body	36,700
0571	Fire Investigations	3/4 Ton Truck with Service Body	36,700
0511	Emergency Operations Center	Sedan	20,000
0557	Parks & Open Space	3/4 Ton Truck	29,600
0550	Parks & Open Space	3/4 Ton Truck	23,400
0369	Parks & Open Space	Medium Duty Utility Vehicle	20,400
0487	Parks & Open Space	Medium Duty Utility Vehicle	20,400
0486	Parks & Open Space	Medium Duty Utility Vehicle	20,400
2073	Parks & Open Space	3/4 Ton Truck Carry Fwd	28,400
1891	Court Support	Full Size Van (E350) w/ Insert	38,600
1892	Court Support	Full Size Van Carry Fwd	27,600
1948	Police Traffic Unit	Motorcycle	26,000
1335	Police Traffic Unit	Motorcycle	26,000
1334	Police Traffic Unit	Motorcycle	26,000
1298	Police Traffic Unit	Motorcycle Carry Fwd	26,000
1947	Police Traffic Unit	Motorcycle Carry Fwd	26,000
0410	Police Investigations - Property Crimes	1/2 Ton with Upfit Carry Fwd	22,000
1328	Police Patrol	Interceptor Util. w/Upfit Carry Fwd	41,900
1327	Police Patrol	Interceptor Util. w/Upfit Carry Fwd	41,900
1312	Police Patrol	Interceptor Util. w/Upfit Carry Fwd	41,900
1866	Police Patrol	Interceptor Util. w/Upfit Carry Fwd	41,900
1861	Police Patrol	Interceptor Util. w/Upfit Carry Fwd	41,900
1821	Police Patrol	Interceptor Util. w/Upfit Carry Fwd	41,900
1841	Police Patrol	Interceptor Util. w/Upfit Carry Fwd	41,900
1822	Police Patrol	Interceptor Util. w/Upfit Carry Fwd	41,900
1865	Police Patrol	Interceptor Utility Carry Fwd	30,500
1868	Police Patrol	Interceptor Utility Carry Fwd	30,500



Capital Outlay

<u>Department</u>	<u>Description</u>	<u>Amount</u>
Various	Vehicle Upfit Carry Fwd	83,650
Non-Departmental	Capital Allowance	3,000,000
Total General Replacement Fund		\$ 4,053,950
STREET FUND		
Capital Projects	Various - New Budget	\$ 2,435,250
Capital Projects	Various - Carry Fwd	4,123,902
Preventive Maintenance	Maintenance	2,826,580
Storm Water Infrastructure	Camera Van w/Software	28,500
Traffic Signals	Traffic Signal Trailer	18,000
Total Street Fund Capital		\$ 9,432,232
STREET REPLACEMENT FUND		
0559 Fog Sealing	Isuzu NPR	\$ 43,900
Non-Departmental	Capital Allowance	700,000
Total Street Replacement Fund		\$ 743,900
WATER FUND		
Capital Projects	Various - New Budget	\$ 16,535,500
Capital Projects	Various - Carry Fwd	4,301,778
Water Metering	3/4 ton truck	30,000
Total Water Fund Capital		\$ 20,867,278
WATER REPLACEMENT FUND		
Capital Projects	Various - New Budget	\$ 2,225,000
Capital Projects	Various - Carry Fwd	6,407,253
0575 Water - North Treatment Plant	1/2 ton truck	19,400
0462 Water - Wells	1/2 ton truck	19,400
0621 Water - Metering	S-10 truck	17,700
0608 Water - Distribution	3/4 ton truck Carry Fwd	30,300
Non-Departmental	Capital Allowance	2,800,000
Total Water Replacement Fund Capital		\$ 11,519,053
WASTEWATER FUND		
Capital Projects	Various - New Budget	\$ 4,396,800
Capital Projects	Various - Carry Fwd	1,341,332
Total Wastewater Fund Capital		\$ 5,738,132
WASTEWATER REPLACEMENT FUND		
Capital Projects	Various - New Budget	\$ 475,000
Capital Projects	Various - Carry Fwd	912,564
0534 Wastewater Collections	1/2 ton truck	19,400
0632 Wastewater Collections	1/2 ton truck	19,400
0637 Effluent Re-use	1/2 ton truck	19,400
0670 Effluent Recharge	1/2 ton truck	19,400
0609 Effluent Recharge	3/4 ton truck/tool box Carry Fwd	22,900
Non-Departmental	Capital Allowance	3,000,000
Total Wastewater Replacement Fund Capital		\$ 4,488,064



Capital Outlay

<u>Department</u>	<u>Description</u>	<u>Amount</u>
ENVIRONMENTAL SERVICES - RESIDENTIAL		
Capital Projects	Various - New Budget	\$ 8,700
Capital Projects	Various - Carry Fwd	1,488,425
Residential Collections	Automated Side Loader	300,000
Residential Collections	Automated Side Loader	300,000
Residential Collections	Automated Side Loader	300,000
Residential Collections	Automated Side Loader - Carry Fwd	315,000
Residential Collections	Small Automated Loader	175,000
Uncontained	Rear End Loader	275,000
Uncontained	Rear End Loader	275,000
Uncontained	Tractor	60,000
Uncontained	Tractor	60,000
Uncontained	Trailer	8,500
Residential Recycling	Automated Side Loader - Carry Fwd	315,000
Total Environmental Services Residential Capital		\$ 3,880,625
ENVIRONMENTAL SERVICES - RESIDENTIAL REPLACEMENT		
0828 Residential Collections	Auto Side Loader - Carry Fwd	\$ 340,000
0830 Recycling	Auto Side Loader - Carry Fwd	340,000
1875 Recycling	Auto Side Loader - Carry Fwd	340,000
Non-Departmental	Capital Allowance	1,000,000
Total Environmental Services Residential Replacement Capital		\$ 2,020,000
ENVIRONMENTAL SERVICES - COMMERCIAL		
Capital Projects	Various - New Budget	\$ -
Capital Projects	Various - Carry Fwd	127,577
Commerical Collections	Front End Loader	315,000
Commercial Collections	Trailer	7,000
Total Environmental Services Commercial Capital		\$ 449,577
ENVIRONMENTAL SERVICES - COMMERCIAL REPLACEMENT		
Non-Departmental	Capital Allowance	\$ 350,000
Total Environmental Services Commercial Replacement Capital		\$ 350,000
PARKWAY MAINTENANCE IMPROVEMENT DISTRICT		
Non-Departmental	Capital Allowance	\$ -
0537 Parks PKID Maintenance	1/2 ton truck	19,500
Total PKID Capital		\$ 19,500
FLEET FUND		
Non-Departmental	Capital Allowance	\$ -
Fleet Maintenance	SASC Shop ventilation system	18,000
Fleet Maintenance	SASC Shade structure	32,450
Fleet Maintenance	NASC Shade structure	33,580
Total Fleet Capital		\$ 84,030



Capital Outlay

<u>Department</u>	<u>Description</u>	<u>Amount</u>
CIP OUTSIDE SOURCES		
Capital Projects	Various - New Budget	\$ 21,742,521
Capital Projects	Various - Carry Fwd	2,004,173
Non-Departmental	CIP Allowance	64,750,000
Total CIP Outside Sources Capital		\$ 88,496,694
DEVELOPMENT FUNDS		
Capital Projects	Various - New Budget	\$ 3,700,880
Capital Projects	Various - Carry Fwd	5,961,471
Total Development Funds		\$ 9,662,351
DEBT SERVICE		
Capital Projects	Various - New Budget	\$ 3,575,000
Capital Projects	Various - Carry Fwd	21,453,723
Total Debt Service Capital		\$ 25,028,723
COPY SERVICES		
Non-Departmental	Capital Allowance	\$ 250,000
Total Copy Services		\$ 250,000
BOND PROCEEDS		
Capital Projects	Various - New Budget	\$ 36,500,000
Capital Projects	Various - Carry Fwd	3,250,283
Total Bond Proceeds		\$ 39,750,283
GRANT FUND		
Capital Projects	Various - New Budget	\$ 438,000
Capital Projects	Various - Carry Fwd	892,263
Transportation	Transit Improvement	61,063
Total Grant Fund Capital		\$ 1,391,326
TOTAL CAPITAL OUTLAY		\$ 242,969,981



Interfund transfers are scheduled for FY 2015, but not appropriated to avoid double counting the expenditure. The following details the revenue transfers that are anticipated for FY 2015 by fund:

General Fund

Overhead \$4,488,000

Revenue from Water, Wastewater, Environmental Services, and Streets are transferred into the General Fund to compensate for a portion of the expenditures for functions that occur in the General Fund but are utilized by funds other than the General Fund. Examples of these functions include Human Resources, Information Technology, Town Managers Office, Mayor and Council, Office of Management and Budget, and Management Services. The overhead transfers are broken down by fund as follows:

Water	\$ 1,963,590
Wastewater	944,870
Enviro Svcs - Residential	771,530
Enviro Svcs - Commercial	122,100
Streets	685,910

Special Revenue \$185,920

This transfer is from three sources:

Court Security - \$100,000 – A portion of the fines collected by the court are reserved to reimburse for security related expenditures. Since the salaries for the security personnel are paid from the General Fund, this transfer is initiated to cover a portion of these costs.

Police Impound - \$55,920 – Funds are transferred into the General Fund to cover the costs associated with the initial traffic infraction once it is determined the vehicle must be towed. Additional information about the PD Impound Fund can be found in the Special Revenue section of the budget document.

Police Security - \$30,000 – This transfer covers the administrative costs associated with reconciling timecards to invoicing for private security.

Development Fees \$100,000

Funds are transferred from Fire SDF Fund to the General Fund to cover costs associated with the internal borrowing of General Funds in advance of collecting Fire SDF fees.

Debt \$205,000

Funds are transferred from the Debt Service Fund to General Fund to reimburse costs associated with issuance of debt for Improvement District #11.

Water \$35,000

Funds are transferred from the Water Fund to the General Fund to share in the cost for exercising the fire hydrants. If this was not completed by the Fire Department, the Water Department would need to perform these duties.

Wastewater \$25,000

The Riparian Programs are expensed out of the Wastewater Fund but report to Parks and Recreation Administration in the General Fund. This transfer covers the administrative and supervisory expenditures associated with operating the Riparian Programs.

Wastewater Fund

Development Fees \$100,000

Funds are transferred from Wastewater SDF Fund to the Wastewater Fund to cover costs associated with the internal borrowing of Wastewater Funds in advance of collecting Wastewater SDF fees.

Water Fund \$820,000

This transfer from the Water Fund into the Wastewater Fund is based on the anticipated amount of reclaimed water that will be consumed by the Water Fund for daily operations.

Environmental Services - Residential

Development Fees \$155,000

At the time a building permit is issued, a fee for a residential refuse container is collected. This fee is then transferred to the Environmental Services Residential Fund to reimburse the fund for expenses associated with purchasing of the containers.

Streets Fund

Water Fund \$50,000

Transfer of funds from the Water Fund to the Streets Fund to reimburse for expenses incurred by the Streets Department when pavement maintenance is needed as a result of a water related project or incident.

Replacement Funds

Transfers from various funds into the respective replacement funds ensures adequate funding when rolling stock and/or infrastructure needs replacement. Transfers by fund are as follows:

General	\$ 5,500,000
Water	6,953,294
Wastewater	6,819,818
Enviro Svcs - Residential	389,474
Enviro Svcs - Commercial	67,360
Streets	425,000

Additional information regarding replacement funds is located in the Replacement Fund section of the budget document.

MPC – Municipal Public Facilities

Transfers from various funds to cover bank fees for the Public Facilities Municipal Property Corporation. Transfers by fund are as follows:

General	\$ 1,330
Police SDF	690
Fire SDF	190
General Government SDF	470
Parks & Recreation SDF	1,150

MPC – Water System

Water SDF Fund **\$13,089,640**
Water System Development Fee revenue collected from permits is used to pay down water MPC debt. Revenue available for debt service is transferred from the Water SDF fund to the Water MPC Fund.

Debt Service

Gilbert issues debt to finance capital project construction. Transfers of funds from the General Fund, Streets Fund, and Development Funds to the Debt Service Fund are scheduled to finance the debt service payments. Each fund transfers funds to the Debt Service Fund to cover the portion of the debt that is related to activities originating in the respective fund. Detail by fund is as follows:

General	\$ 5,844,010
Streets	3,383,250
Police SDF	2,663,240
Fire SDF	663,160
General Government SDF	2,328,220
Parks & Recreation SDF	5,331,680

Additional detail on Debt Service is located in the Debt Service section of the budget document.



Transfer Summary

Expenditure Transfers Out		Revenue		
		General Fund	Water	Wastewater
General Fund	\$ 5,844,772			
Water	\$ 7,813,305	1,656,385		820,000
Wastewater	\$ 6,554,818	762,948	90,000	
Enviro Svcs - Residential	\$ 1,912,703	621,543	45,000	
Enviro Svcs - Commercial	\$ 310,390	79,180	45,000	
Streets	\$ 3,283,721	560,271		
Solid Waste Container	\$ 155,000			
Police SDF	\$ 2,664,834			
Fire SDF	\$ 763,308	100,000		
General SDF	\$ 2,329,093			
Park & Rec SDF	\$ 5,331,702			
Water SDF	\$ 12,430,388			
Wastewater SDF	\$ 100,000			100,000
Special Revenue	\$ 185,920	185,920		
Debt Service	\$ 205,000	205,000		
Transfer In Amount	\$ 49,884,954	\$ 4,171,247	\$ 180,000	\$ 920,000

Transfers In			
Enviro Svcs - Residential	Streets	Replacement Funds	Debt
			5,844,772
	50,000	5,286,920	
		5,701,870	
		1,246,160	
		186,210	
			2,723,450
155,000			
			2,664,834
			663,308
			2,329,093
			5,331,702
			12,430,388
\$ 155,000	\$ 50,000	\$ 12,421,160	\$ 31,987,547

(Schedule A)

TOWN OF GILBERT
**Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2015**

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2014	ACTUAL EXPENDITURES/ EXPENSES** 2014	FUND BALANCE/ NET POSITION*** July 1, 2014**	PROPERTY TAX REVENUES 2015	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2015
1. General Fund	\$ 148,417,720	\$ 124,338,420	\$ 77,963,698	Primary: \$	\$ 131,631,191
2. Special Revenue Funds	74,354,263	57,520,588	54,157,857	Secondary: 19,500,000	48,501,089
3. Debt Service Funds Available	65,577,461	60,243,208	29,987,051	\$ -	25,761,577
4. Less: Amounts for Future Debt Retirement			\$ -	\$ -	
5. Total Debt Service Funds	65,577,461	60,243,208	29,987,051	\$ -	25,761,577
6. Capital Projects Funds	97,116,788	13,040,310	61,106,117	\$ -	130,379,962
7. Permanent Funds	\$ -		\$ -		
8. Enterprise Funds Available	107,344,346	77,734,798	160,639,726	\$ -	107,356,661
9. Less: Amounts for Future Debt Retirement			\$ -	\$ -	
10. Total Enterprise Funds	107,344,346	77,734,798	160,639,726	\$ -	107,356,661
11. Internal Service Funds	23,535,576	22,629,444	5,683,056	\$ -	23,264,000
12. TOTAL ALL FUNDS	\$ 516,346,154	\$ 355,506,767	\$ 389,537,504	\$ 19,500,000	\$ 466,894,480

EXPENDITURE LIMITATION COMPARISON

1. Budgeted expenditures/expenses
2. Add/subtract: estimated net reconciling items
3. Budgeted expenditures/expenses adjusted for reconciling items
4. Less: estimated exclusions
5. Amount subject to the expenditure limitation
6. EEC or voter-approved alternative expenditure limitation

* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts in this column represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).



Schedules A-G

(Schedule A continued)

TOWN OF GILBERT
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2015

OTHER FINANCING 2015		INTERFUND TRANSFERS 2015		TOTAL FINANCIAL RESOURCES AVAILABLE 2015	BUDGETED EXPENDITURES/ EXPENSES 2015
SOURCES	<USES>	IN	<OUT>		
\$	\$	\$ 10,538,920	\$ 11,345,340	\$ 208,788,469	\$ 167,764,774
		475,000	29,113,520	93,520,426	76,632,434
		33,307,030	205,000	88,850,658	60,991,682
		33,307,030	205,000	88,850,658	60,991,682
				191,486,079	149,535,514
		15,304,946	18,962,036	264,339,297	134,617,824
		15,304,946	18,962,036	264,339,297	134,617,824
				28,947,056	24,812,868
\$	\$	\$ 59,625,896	\$ 59,625,896	\$ 875,931,984	\$ 614,355,096

EXPENDITURE LIMITATION COMPARISON

	2014	2015
1. Budgeted expenditures/expenses	\$ 516,346,154	\$ 614,355,096
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	516,346,154	614,355,096
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 516,346,154	\$ 614,355,096
6. EEC or voter-approved alternative expenditure limitation	\$	\$



Schedules A-G

(Schedule B)
TOWN OF GILBERT
Tax Levy and Tax Rate Information
Fiscal Year 2015

	2014	2015
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____ <u> </u>	\$ _____ <u> </u>
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____ <u> </u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ _____	\$ _____
B. Secondary property taxes	18,440,000	19,500,000
C. Total property tax levy amounts	\$ 18,440,000	\$ 19,500,000
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total primary property taxes	\$ _____	
B. Secondary property taxes		
(1) Current year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total secondary property taxes	\$ _____	
C. Total property taxes collected	\$ _____ <u> </u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate		
(2) Secondary property tax rate	1.1500	1.0659
(3) Total city/town tax rate	1.1500	1.0659
B. Special assessment district tax rates		
<p>Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating _____ special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.</p>		



Schedules A-G

(Schedule C)
TOWN OF GILBERT
Revenues Other Than Property Taxes
Fiscal Year 2015

SOURCE OF REVENUES	REVENUES 2014	REVENUES* 2014	REVENUES 2015
GENERAL FUND			
Local taxes			
Local taxes, audit, & franchise fees	\$ 62,835,000	\$ 69,765,000	\$ 71,214,000
Licenses and permits			
	4,103,000	4,733,000	4,388,000
Intergovernmental			
	43,694,290	43,988,000	46,639,691
Charges for services			
	4,557,100	5,261,000	5,148,500
Fines and forfeits			
	3,414,000	3,360,000	3,361,000
Interest on investments			
General Fund	429,320	1,089,000	850,000
General Fund - Replacement Fund	30,000	30,000	30,000
In-lieu property taxes			
Contributions			
Voluntary contributions			
Miscellaneous			
Total General Fund	\$ 119,062,710	\$ 128,226,000	\$ 131,631,191



Schedules A-G

(Schedule C)
TOWN OF GILBERT
Revenues Other Than Property Taxes
Fiscal Year 2015

SPECIAL REVENUE FUNDS**Streets Fund**

HURF	\$ 11,700,000	\$ 11,700,000	\$ 12,200,000
Auto Lieu	6,900,000	7,390,000	7,370,000
Other Streets Revenue	50,000	251,000	104,000
Streets - Capital Replacement			
	<u>\$ 18,650,000</u>	<u>\$ 19,341,000</u>	<u>\$ 19,674,000</u>

Grants	\$ 7,607,000	\$ 429,542	\$ 6,548,048
	<u>\$ 7,607,000</u>	<u>\$ 429,542</u>	<u>\$ 6,548,048</u>

Other Special Revenue	\$ 2,065,024	\$ 1,881,024	\$ 2,908,257
System Development Fees	15,715,000	15,715,000	15,715,000
	<u>\$ 17,780,024</u>	<u>\$ 17,596,024</u>	<u>\$ 18,623,257</u>

CDBG/HOME	\$ 854,764	\$ 1,232,754	\$ 834,624
	<u>\$ 854,764</u>	<u>\$ 1,232,754</u>	<u>\$ 834,624</u>

SLID	\$ 1,427,060	\$ 1,427,060	\$ 1,634,020
PKID	935,190	935,190	902,140
	<u>\$ 2,362,250</u>	<u>\$ 2,362,250</u>	<u>\$ 2,536,160</u>

Police Impound	\$ 310,000	\$ 285,000	\$ 285,000
	<u>\$ 310,000</u>	<u>\$ 285,000</u>	<u>\$ 285,000</u>

Total Special Revenue Funds \$ 47,564,038 \$ 41,246,570 \$ 48,501,089

DEBT SERVICE FUNDS

Secondary Property Tax - Schedule B	\$	\$ 18,440,000	\$ 18,676,000
	<u>\$</u>	<u>\$ 18,440,000</u>	<u>\$ 18,676,000</u>



Schedules A-G

(Schedule C)

TOWN OF GILBERT
Revenues Other Than Property Taxes
Fiscal Year 2015

<u>Special Assessments</u>	\$ <u>7,085,577</u>	\$ <u>7,085,577</u>	\$ <u>7,085,577</u>
	\$ <u>7,085,577</u>	\$ <u>7,085,577</u>	\$ <u>7,085,577</u>
Municipal Property Corporation			
	\$ _____	\$ _____	\$ _____
	\$ _____	\$ _____	\$ _____
Total Debt Service Funds	\$ <u>7,085,577</u>	\$ <u>25,525,577</u>	\$ <u>25,761,577</u>
CAPITAL PROJECTS FUNDS			
<u>Streets - Intergovernmental</u>	\$ _____	\$ _____	\$ _____
<u>Storm water</u>	_____	_____	_____
<u>Traffic Controls - Intergovernmental</u>	_____	_____	_____
	\$ _____	\$ _____	\$ _____
<u>Municipal Facilities - Intergovernmental</u>	\$ _____	\$ _____	\$ _____
<u>Redevelopment - Outside Source</u>	_____	_____	_____
<u>Parks and Open Space - Intergovernmental</u>	_____	_____	_____
	\$ _____	\$ _____	\$ _____
<u>Improvement Districts</u>	\$ <u>68,320,016</u>	\$ <u>3,220,727</u>	\$ <u>129,402,187</u>
	\$ <u>68,320,016</u>	\$ <u>3,220,727</u>	\$ <u>129,402,187</u>
<u>CIP Administration - Charges for Service</u>	\$ <u>862,774</u>	\$ <u>759,939</u>	\$ <u>977,775</u>
	\$ <u>862,774</u>	\$ <u>759,939</u>	\$ <u>977,775</u>
Total Capital Projects Funds	\$ <u>69,182,790</u>	\$ <u>3,980,666</u>	\$ <u>130,379,962</u>
PERMANENT FUNDS			
	\$ _____	\$ _____	\$ _____
	\$ _____	\$ _____	\$ _____
Total Permanent Funds	\$ _____	\$ _____	\$ _____
ENTERPRISE FUNDS			
<u>Water Operating</u>	\$ <u>37,036,000</u>	\$ <u>38,195,000</u>	\$ <u>39,235,839</u>
<u>Water Replacement</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
<u>Water and Water Resources SDF</u>	<u>14,150,000</u>	<u>14,150,000</u>	<u>14,150,000</u>
<u>Water Capital</u>	\$ <u>51,236,000</u>	\$ <u>52,395,000</u>	\$ <u>53,435,839</u>



Schedules A-G

(Schedule C)
TOWN OF GILBERT
Revenues Other Than Property Taxes
Fiscal Year 2015

Wastewater Operating	\$ 23,037,500	\$ 23,207,000	\$ 24,448,662
Wastewater Replacement	100,000	100,000	100,000
Wastewater SDF	12,000,000	12,000,000	12,000,000
	\$ 35,137,500	\$ 35,307,000	\$ 36,548,662

Environmental Services/Residential	\$ 14,878,000	\$ 14,767,000	\$ 14,700,929
Env. Services - Residential Replacement Fund	40,000	40,000	40,000
Solid Waste Container Fee	165,000	165,000	165,000
	\$ 15,083,000	\$ 14,972,000	\$ 14,905,929

Environmental Services/Commercial	\$ 2,432,000	\$ 2,417,000	\$ 2,463,231
Env. Services - Commercial Replacement Fund	3,000	3,000	3,000
	\$ 2,435,000	\$ 2,420,000	\$ 2,466,231

Total Enterprise Funds \$ 103,891,500 \$ 105,094,000 \$ 107,356,661

INTERNAL SERVICE FUNDS

Fleet Maintenance	\$ 7,710,000	\$ 7,710,000	\$ 8,210,000
	\$ 7,710,000	\$ 7,710,000	\$ 8,210,000

Copy Services	\$ 588,000	\$ 588,000	\$ 588,000
	\$ 588,000	\$ 588,000	\$ 588,000

Health Self Insurance	\$ 13,345,000	\$ 13,303,000	\$ 13,345,000
	\$ 13,345,000	\$ 13,303,000	\$ 13,345,000

Dental Self Insurance	\$ 1,121,000	\$ 1,127,000	\$ 1,121,000
	\$ 1,121,000	\$ 1,127,000	\$ 1,121,000

Total Internal Service Funds \$ 22,764,000 \$ 22,728,000 \$ 23,264,000

TOTAL ALL FUNDS \$ 369,550,615 \$ 326,800,813 \$ 466,894,480

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.



Schedules A-G

(Schedule D)

TOWN OF GILBERT

Other Financing Sources/<Uses> and Interfund Transfers

Fiscal Year 2015

FUND	OTHER FINANCING 2015		INTERFUND TRANSFERS 2015	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
General Fund Operating	\$	\$	\$ 5,038,920	\$ 11,345,340
General Fund Repair & Replacement			5,500,000	
Total General Fund	\$	\$	\$ 10,538,920	\$ 11,345,340
SPECIAL REVENUE FUNDS				
Streets	\$	\$	\$ 50,000	\$ 4,494,160
Streets Replacement Fund			425,000	
Grants				
Other Special Revenues				185,920
System Development Fees				24,278,440
Solid Waste Container				155,000
Total Special Revenue Funds	\$	\$	\$ 475,000	\$ 29,113,520
DEBT SERVICE FUNDS				
	\$	\$	\$ 33,307,030	\$ 205,000
Total Debt Service Funds	\$	\$	\$ 33,307,030	\$ 205,000
CAPITAL PROJECTS FUNDS				
	\$	\$	\$	\$
Total Capital Projects Funds	\$	\$	\$	\$
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Water	\$	\$	\$ 6,953,294	\$ 9,821,884
Wastewater			7,739,818	7,789,688
Environmental Services - Residential			544,474	1,161,004
Environmental Services - Commercial			67,360	189,460
Total Enterprise Funds	\$	\$	\$ 15,304,946	\$ 18,962,036
INTERNAL SERVICE FUNDS				
	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$	\$	\$ 59,625,896	\$ 59,625,896



Schedules A-G

(Schedule E)
TOWN OF GILBERT
Expenditures/Expenses by Fund
Fiscal Year 2015

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
GENERAL FUND				
Management and Policy	\$ 18,246,904	\$	\$ 17,004,967	\$ 17,832,860
Management Services	1,894,328		1,834,908	2,069,096
Legal and Court	4,930,256		4,773,644	4,895,585
Development Services	5,118,448		5,260,845	5,565,694
Public Works - Engineering	670,159		728,748	758,368
Police	41,171,783		40,859,032	41,824,523
Fire	25,069,735		25,018,762	26,429,823
Parks and Recreation	16,266,275		16,159,872	17,093,180
GF Repair and Replacement	3,673,700		413,900	4,053,950
Non-Departmental	12,487,360		6,438,970	36,396,355
Contingency & ED Reserve	13,044,000			5,000,000
Debt Service	5,844,772		5,844,772	5,845,340
Total General Fund	\$ 148,417,720	\$	\$ 124,338,420	\$ 167,764,774
SPECIAL REVENUE FUNDS				
Streets	\$ 26,257,392	\$	\$ 19,813,178	\$ 27,857,544
Grants	7,607,000		3,129,542	6,548,048
CDBG/HOME	854,764		1,212,754	991,732
Police Impound	364,323		331,161	358,652
Special Districts	2,645,780		2,630,710	2,733,270
Trust Accounts	2,500		2,500	2,500
Development Fees	33,495,325		27,629,099	34,095,791
Other Special Revenue	3,127,179		2,771,644	4,044,897
Total Special Revenue Funds	\$ 74,354,263	\$	\$ 57,520,588	\$ 76,632,434
DEBT SERVICE FUNDS				
	\$ 65,577,461	\$	\$ 60,243,208	\$ 60,991,682
Total Debt Service Funds	\$ 65,577,461	\$	\$ 60,243,208	\$ 60,991,682
CAPITAL PROJECTS FUNDS				
	\$ 97,116,788	\$	\$ 13,040,310	\$ 149,535,514
Total Capital Projects Funds	\$ 97,116,788	\$	\$ 13,040,310	\$ 149,535,514
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Water	\$ 53,718,693	\$	\$ 37,309,414	\$ 71,371,249
Wastewater	29,438,230		22,967,986	38,522,216
Environmental Services	24,187,423		17,457,398	24,724,359
Total Enterprise Funds	\$ 107,344,346	\$	\$ 77,734,798	\$ 134,617,824
INTERNAL SERVICE FUNDS				
	\$ 23,535,576	\$	\$ 22,629,444	\$ 24,812,868
Total Internal Service Funds	\$ 23,535,576	\$	\$ 22,629,444	\$ 24,812,868
TOTAL ALL FUNDS	\$ 516,346,154	\$	\$ 355,506,767	\$ 614,355,096

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.



Schedules A-G

(Schedule F)
TOWN OF GILBERT
Expenditures/Expenses by Department
Fiscal Year 2015

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
List Department:				
Management and Policy				
General Fund	\$ 18,246,904	\$	\$ 17,004,967	\$ 17,832,860
Department Total	\$ 18,246,904	\$	\$ 17,004,967	\$ 17,832,860
List Department:				
Finance/Management Services				
General Fund	\$ 1,894,328	\$	\$ 1,834,908	\$ 2,069,096
Department Total	\$ 1,894,328	\$	\$ 1,834,908	\$ 2,069,096
List Department:				
Legal and Court				
General Fund	\$ 4,930,256	\$	\$ 4,773,644	\$ 4,895,585
Department Total	\$ 4,930,256	\$	\$ 4,773,644	\$ 4,895,585
List Department:				
Development Services				
General Fund	\$ 5,118,448	\$	\$ 5,260,845	\$ 5,565,694
Department Total	\$ 5,118,448	\$	\$ 5,260,845	\$ 5,565,694
List Department:				
Public Works				
Streets Fund	\$ 26,257,392	\$	\$ 19,813,178	\$ 27,857,544
Water Fund	53,718,693		37,309,414	71,371,249
Wastewater Fund	29,438,230		22,967,986	38,522,216
Environ Serv - Res - Fund	20,966,144		15,350,359	20,953,111
Environ Serv - Comm - Fund	3,221,279		2,107,039	3,771,248
General Fund	670,159		728,748	758,368
Department Total	\$ 134,271,897	\$	\$ 98,276,724	\$ 163,233,736
List Department:				
Police				
General Fund	\$ 41,171,783	\$	\$ 40,859,032	\$ 41,824,523
Police Impound	364,323		331,161	358,652
Department Total	\$ 41,536,106	\$	\$ 41,190,193	\$ 42,183,175
List Department:				
Fire				
General Fund	\$ 25,069,735	\$	\$ 25,018,762	\$ 26,429,823
Department Total	\$ 25,069,735	\$	\$ 25,018,762	\$ 26,429,823



Schedules A-G

(Schedule F)
TOWN OF GILBERT
Expenditures/Expenses by Department
Fiscal Year 2015

List Department:

Parks and Recreation

General Fund	\$ 16,266,275	\$	\$ 16,159,872	\$ 17,093,180
CDBG/HOME	854,764		1,212,754	991,732
Department Total	\$ 17,121,039	\$	\$ 17,372,626	\$ 18,084,912

List Department:

Special Revenue and Non-Operating

General Fund	\$ 31,376,132	\$	\$ 12,283,742	\$ 47,241,695
Internal Services	23,535,576		22,629,444	24,812,868
Repair and Replacement	3,673,700		413,900	4,053,950
Grant Funds	7,607,000		3,129,542	6,548,048
Special Districts	2,645,780		2,630,710	2,733,270
Other Special Revenue	3,127,179		2,771,644	4,044,897
Capital Improvements	97,116,788		13,040,310	149,535,514
Debt Service	65,577,461		60,243,208	60,991,682
Trust Fund	2,500		2,500	2,500
Development Fees	33,495,325		27,629,099	34,095,791
Department Total	\$ 268,157,441	\$	\$ 144,774,099	\$ 334,060,215

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.



Schedules A-G

(Schedule G)
TOWN OF GILBERT
Full-Time Employees and Personnel Compensation
Fiscal Year 2015

FUND	Full-Time Equivalent (FTE) 2015	Employee Salaries and Hourly Costs 2015	Retirement Costs 2015	Healthcare Costs 2015	Other Benefit Costs 2015	Total Estimated Personnel Compensation 2015
GENERAL FUND	900.88	\$ 65,850,916	\$ 8,937,822	\$ 9,090,389	\$ 5,304,642	= \$ 89,183,769
SPECIAL REVENUE FUNDS						
Streets Fund	57.00	\$ 2,800,112	\$ 319,014	\$ 486,709	\$ 349,558	= \$ 3,955,393
Internal Service Fund	26.00	1,336,589	152,958	241,049	120,596	= 1,851,192
CDBG/Home	2.00	156,319	18,134	17,256	12,094	= 203,803
Police Security		787,930	147,028		31,109	= 966,067
Police Impound Fund	4.00	189,598	21,994	39,750	14,671	= 266,013
Parkway Maint. Imp. Dist.	2.60	119,750	13,658	34,450	11,322	= 179,180
Court Enhancement Fund	1.00	44,174	5,124	13,250	3,295	= 65,843
Judicial Collection Enhancement	1.00	84,838	9,841	13,250	6,825	= 114,754
Transportation Assistance	1.00	79,614	6,961	13,250	4,555	= 104,380
Total Special Revenue Funds	94.60	\$ 5,598,924	\$ 694,712	\$ 858,964	\$ 554,025	= \$ 7,706,625
DEBT SERVICE FUNDS						
		\$	\$	\$	\$	= \$
Total Debt Service Funds		\$	\$	\$	\$	= \$
CAPITAL PROJECTS FUNDS						
CIP Administration	7.40	\$ 532,798	\$ 61,806	\$ 75,585	\$ 40,701	= \$ 710,890
Total Capital Projects Funds	7.40	\$ 532,798	\$ 61,806	\$ 75,585	\$ 40,701	= \$ 710,890
PERMANENT FUNDS						
		\$	\$	\$	\$	= \$
Total Permanent Funds		\$	\$	\$	\$	= \$
ENTERPRISE FUNDS						
Water	116.45	\$ 6,346,329	\$ 725,128	\$ 1,170,294	\$ 580,866	= \$ 8,822,617
Wastewater	45.39	2,503,335	285,513	452,182	232,084	= 3,473,114
Environ Serv - Residential	76.72	3,837,910	438,186	813,683	417,682	= 5,507,461
Environ Serv - Commercial	7.28	380,262	43,415	70,816	43,684	= 538,177
Total Enterprise Funds	245.84	\$ 13,067,836	\$ 1,492,242	\$ 2,506,975	\$ 1,274,316	= \$ 18,341,369
TOTAL ALL FUNDS	1248.72	\$ 85,050,474	\$ 11,186,582	\$ 12,531,913	\$ 7,173,684	= \$ 115,942,653

ACA	Arizona Commerce Authority
Account	Financial reporting unit for budget, management, or accounting purposes.
Accrual	An accounting process that matches revenue to the period earned and the expenditures to the period incurred.
Actuals	Refers to the actual expenditures paid by and revenues paid to Gilbert.
ADA	<i>Americans with Disabilities Act</i> is the Federal Law regarding issues and facilities for those with disabilities.
ADD Water	<i>Acquisition, Development and Delivery of Water Supplies</i> . This project was a public stakeholder process that resulted in a consensus regarding how new water supplies should be shared and paid for by water users in CAP's three-county service area, assuming CAP is the entity that acquires, develops and delivers those supplies.
ADEQ	<i>Arizona Department of Environmental Quality</i> administers a variety of programs to improve the health and welfare of our citizens and ensure the quality of Arizona's air, land, and water resources meets healthful, regulatory standards.
Adoption	A formal action taken by the Town Council that sets the spending limits for the fiscal year.
AF	<i>Acre feet/foot</i> is a unit of volume commonly used in the United States in reference to large-scale water resources, such as reservoirs, aqueducts, canals, sewer flow capacity, and river flows. One acre-foot is equal to 325,851 3/7 th gallons of water.
Allocation	A component of an appropriation that is earmarked for expenditure by specific organization units and/or for special purposes, activities, or objects.
AMWUA	<i>Arizona Municipal Water Users Association</i> is a voluntary, non-profit corporation established by municipalities in Maricopa County for the development of urban water resources policy.
Annex	To incorporate land into Gilbert.
Appropriation	A legal authorization granted by Council which permits Gilbert to make expenditures of resources and to incur obligations for specific purposes.
Arsenic Mitigation	Construction of systems to reduce naturally occurring arsenic from the ground water to below the EPA threshold of 10 parts per billion.
Assessed Valuation	A valuation placed upon real estate or other property by the County Assessor and the state as a basis for levying taxes.

ASE	<i>Automotive Service Excellence.</i> A professional certification group that certifies professionals in the automotive repair and service industry. The organization aims to improve the quality of vehicle repair and service through the testing and certification of repair and service professionals.
Asset	Valuable resource that an entity owns or controls. They represent probable future economic benefits and arise as a result of past transactions or events.
ASU	<i>Arizona State University,</i> a state-funded university.
Audit	A formal examination, correction, and official endorsing of financial accounts undertaken annually by an accountant.
Available Fund Balance	Funds remaining from the prior year which are available for appropriation and expenditure in the current year.
Balanced Budget	Each fund in the budget must be in balance; total anticipated revenues plus beginning undesignated fund balance must equal or exceed total expenditure appropriations for the upcoming fiscal year.
BlueBeam	Software that allows staff to provide electronic plan review services.
Blue Stake	Location of underground utilities before excavation of right of way.
Bond	A written instrument to pay a specified sum of money (the face value or principal amount) on a specified date (the maturity date) at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond resolution or ordinance.
Bond – General Obligation (G.O.) Bonds	Bonds that finance a variety of public projects and require voter approval. These bonds are backed by the full faith and credit of the Town. Limitations for bonding capacity are set by State statute. The Town may issue general obligation bonds up to 20% of its secondary assessed valuation for water, wastewater, artificial lighting, parks, open space, public safety and emergency services, streets, transportation, and recreational facility improvements. The Town may issue general obligation bonds up to 6% of its secondary assessed valuation for any other general-purpose improvement.
Bond – Highway Users Revenue (HURF) Bonds	This type of revenue bond is used solely for street and highway improvements and requires voter approval. State law imposes the maximum limitation of highway user revenue that shall be used for debt servicing of revenue bonds. The amount shall not exceed 50% of the total from highway user revenue for the previous twelve-month period.
Bond – Municipal Property Corporation (MPC) Bonds	This is a source of funding used to build current municipal facilities as well as major water and wastewater infrastructure facilities. Pledged against these bonds are the excise taxes of the community which include Town sales tax, franchise tax revenue, State shared sales tax, revenue sharing, and system development fee collections for growth-related

	projects. The corporation owns the resulting infrastructure and leases it to the Town in the amount of the required annual debt service. Once the bonds are paid in full, the infrastructure is deeded over to the town. MPC bonds do not require voter approval.
Bond – Revenue Bonds	Revenue Bonds are payable from a specific source of revenue, do not pledge the full faith and credit of the issuer, and do not affect the property tax rate. Pledged revenues may be derived from the operation of the financed project, grants, and excise or other specified non-property tax. These bonds require voter approval.
Bond Refinancing	The payoff and reissuance of bonds to obtain better interest rates and/or bond conditions.
Budget	A financial plan proposed for raising and spending money for specified programs, functions, or activities during the fiscal year. A detailed annual operating plan expressed in terms of estimated revenues and expenses for conducting programs and related services.
Business Unit	A group of activities that, joined together, perform a more inclusive function.
CFS	<i>Calls for Service</i> generally refers to assignments that are typically distributed to public safety professionals that require their presence to resolve, correct or assist a particular situation.
Capital Improvement	Includes any expenditure over \$100,000 for repair and replacement of existing infrastructure as well as development of new facilities to accommodate future growth.
Capital Improvement Plan	The Capital Improvement Plan (CIP) is a comprehensive plan of capital investment projects which identifies priorities as to: need, method of financing, project costs, and revenues that will result during a five-year period. The first year of the program represents the capital budget for the ensuing fiscal year and must be formally adopted during the budget process.
Capital Outlay	Purchase of an asset with a value greater than \$10,000 that is intended to continue to be held or used for a period greater than two years. Capital Outlay can be land, buildings, machinery, vehicles, furniture, and other equipment.
Carryforward	Year-end savings that can be carried forward to cover expenses of the next fiscal year. These funds can also be appropriations for encumbered amounts made in one fiscal year that are re-appropriated in a subsequent fiscal year.
CAWCD	<i>Central Arizona Water Conservation District</i> is a multi-county water conservation district that acts as the operating agent of the Central Arizona Project.

CAGR	<i>Central Arizona Groundwater Replenishment District</i> provides a mechanism for landowners and water providers to demonstrate an assured water supply under the new Assured Water Supply Rule.
CDBG	<i>Community Development Block Grants</i> provide Federal Grant Program funds on an annual basis to support specific low to moderate income community development opportunities.
CERT	<i>Community Emergency Response Team</i> is a committee established to offer disaster preparedness training to the community.
COBRA	<i>The Consolidated Omnibus Budget Reconciliation Act (COBRA)</i> gives workers and their families who lose their health benefits the right to choose to continue group health benefits provided by their group health plan for limited periods of time under certain circumstances such as voluntary or involuntary job loss, reduction in the hours worked, transition between jobs, death, divorce, and other life events. Qualified individuals may be required to pay the entire premium for coverage up to 102 percent of the cost to the plan.
Command	The Tactical Operations Commander and his support staff.
Consumer Price Index	A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).
Contingency	An amount included in the budget that is not designated for a specific purpose. The contingency amount is budgeted for emergencies and unforeseen events.
Contractual Services	Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.
CPTED	<i>Crime Prevention Through Environmental Design</i> is a multi-disciplinary approach to deterring criminal behavior through environmental design.
CQI	<i>Continuous Quality Improvement</i> is an integral part of the Town's culture to ensure that operations are continually improved and updated.
DDACTS	<i>Data Driven Approaches to Crime and Traffic Safety</i> integrates location-based crime and traffic data to establish effective and efficient methods for deploying law enforcement and other resources.
Debt Limit	A state-imposed limit on the amount of debt that can be issued.
Debt Service	Principal and interest payments on outstanding bonds.
Department	A major administrative division of the Town that indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation	Expiration in the service life of capital assets attributed to wear and tear, deterioration, inadequacy, or obsolescence.
Division	A group of homogeneous cost centers within a department.
East Valley Gang & Criminal Information Fusion Center	Is designed to be an effective mechanism to exchange information, streamline operations and enhance crime-fighting efforts within the East Valley law enforcement community by analyzing data from multiple sources.
EDEN	The Town's Enterprise Resource Planning (ERP) software that consists of the following software module: General Ledger, Accounts Payable, Accounts Receivable, Fixed Assets, Budget, Human Resources, Payroll, Business Licensing, Permits & Inspections, and Utility Billing.
Effluent	Wastewater that has been treated to required standards and is released from the treatment plant.
Encumbrance	The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.
Enterprise Funds	A sub-set of the Proprietary Fund Type that requires accounting for activities like a business where the results indicate income or loss from operations.
Entry Team	The officers positioned nearest the targets that are prepared to take immediate action.
Executive Team	Team made up of the Town Manager, Deputy Town Manager, Department Directors, and designated management staff.
Expenditure	Actual outlay of funds for obtaining assets or goods and services regardless of when the expense is actual paid.
FTE	<i>Full-Time Equivalent</i> converts positions to the decimal equivalent of a full-time position primarily based on 2,080 hours per year. For example, a part-time clerk working 20 hours per week would be equivalent to 0.50 FTE.
Fund	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.
Fund Balance	Represents the net difference between total financial resources and total appropriated uses.
Fiscal Year (FY)	<i>Fiscal Year</i> is the period designated for the beginning and ending of financial transactions. The Town fiscal year is July 1 to June 30.
GAAP	<i>Generally Accepted Accounting Principles</i> are the uniform minimum standards and guidelines for financial accounting and reporting which

	govern the form and content of the basic financial statements of an entity. These principals encompass the conventions, rules, and procedures that define the accepted accounting practices at a particular time.
GBA Master Series	Commercial off-the-shelf software application that focuses exclusively on the design, development, and implementation of Public Works and utilities infrastructure systems.
General Fund	Primary fund used to provide resources for day-to-day activities that provide general public benefit, and services that provide support to direct service areas; the fund to be used for all financial resources except those required to be accounted for in another fund. Examples include Police, Fire and Parks and Recreation.
General Plan	A planning and legal document that outlines the community vision in terms of land use.
G2	<i>Generation 2</i> is the second generation of station alerting which gives the fire stations an audible and visual notification of an emergency call.
GFOA	<i>Government Finance Officers Association</i> is the professional association of state/provincial and local finance officers in the United States and Canada, and has served the public finance profession since 1906. Members are dedicated to the sound management of government financial resources.
Gilbert Go Green Team	Initiative team set up to establish current Town baseline conditions related to recycling, green waste diversion, energy, water and other resource usage to advance the Town toward green goals.
GIS	<i>Geographic Information System</i> is a computer system that places layers of geographic information in a useful order to provide answers to questions regarding land.
Goal	Desired end result statement that provides a framework for what will be accomplished.
GPD	<i>Gilbert Police Department</i>
GPEC	<i>Greater Phoenix Economic Council</i>
Grants	State and Federal subsidies received in response to a specific need.
GRIC	<i>Gila River Indian Community</i>
GSF	<i>Groundwater Storage Facility</i> is a water exchange authorized under state law where the operator of the GSF (typically an irrigation district) will substitute renewable surface water (CAP water) for groundwater that it has a legal right to pump. This substitution of surface water for groundwater essentially “saves” groundwater that would have been pumped and is legally considered analogous to direct recharge. The customer storing at a GSF receives long-term storage credits that can

	later be recovered and not counted as groundwater pumping.
Heritage District	Historic Downtown Gilbert
HOA	<i>Homeowners Association</i> is an organization of all owners of land in the development that is governed by a board. The HOA collects fines and assessments from the homeowners, maintains the common areas, and enforce the association's governing documents, including rules regarding construction and maintenance of individual homes.
HURF	<i>Highway User Revenue Fund</i> is a separate funding source dedicated to provide support for street improvements and maintenance.
IGA	<i>Intergovernmental Agreement</i> is a contract between governmental entities as authorized by State law.
IKON	IKON is the contracted company that provides copier, printer, scanner support, print shop services, and mailroom services for the Town of Gilbert.
ILP Improvement District (ID)	<i>Intelligence Lead Policing</i> Formed to address major capital needs that benefit specific property owners. Bonds are issued to finance these improvements, and are repaid by assessments on affected property owners.
Indirect Cost Allocation	Funding transferred to the General Fund for central administrative services which benefit those funds.
Infrastructure	The physical assets of the town. Assets include streets, water, wastewater, public buildings, and parks.
Interfund Loans	Loans between Town funds, such as from operating funds to system development funds budgeted to complete projects that will be repaid to the operating funds in future years.
Internal Service Fund (ISF)	A sub-set of the Proprietary Fund Type that accounts for the activity of internal functions providing service to other functional areas. An Internal Service Fund receives revenue by charging other areas in the Town based on services provided.
JAG	<i>Justice Assistance Grant.</i> The JAG Program, administered by the Bureau of Justice Assistance (BJA) and authorized under Public Law 109-162, is the leading source of federal justice funding to state and local jurisdictions.
JCEF	The <i>Judicial Collection Enhancement Fund</i> was established to improve the administration of justice by enhancing the enforcement of court orders.
Liability	An obligation of the entity to convey something of value in the future. Liabilities are probable future sacrifices of economic benefit that arise as a result of past transactions or events.

LUCITY	Work order management software.
MAG	<i>Maricopa County Association of Governments</i> was formed in 1967. It is a voluntary association of governments and Indian communities formed to address regional issues in Maricopa County. MAG is the designated Regional Planning Agency and consists of 31 member agencies.
Master Plan	A planning document that takes an area of interest and creates a comprehensive future for that area. For example, a storm water master plan would provide information regarding the location of storm water facilities, the potential timing, the barriers, and the costs.
MGD	<i>Million Gallons per Day</i>
Modified Accrual	A basis of accounting used by governmental funds where revenue is recognized in the period it is available and measurable, and expenditures are recognized at the time a liability is incurred.
MOU	<i>Memorandum of Understanding</i>
MPC	<i>Municipal Property Corporation</i> is a non-profit corporation created by Gilbert as a funding mechanism for Capital Improvement projects. The board is governed by citizens appointed by Council.
NASC	<i>North Area Service Center</i> , 900 East Juniper Avenue. Location includes a Public Works Yard and an Equipment Repair Shop.
NIBIN	<i>National Integrated Ballistic Information Network</i> . In 1999, the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) established and began administration of the National Integrated Ballistic Information Network (NIBIN). In this program, ATF administers automated ballistic imaging technology for NIBIN Partners in the United States that have entered into a formal agreement with ATF to enter ballistic information into NIBIN.
Objectives	Targets for accomplishing goals that are specific, measurable, attainable, results-oriented, and time bound.
OnBase	Gilbert's digital records management system.
Operating Budget	The portion of the budget associated with providing ongoing services to citizens, includes general expenditures such as personnel services, professional services, maintenance costs, and supplies.
PCI	<i>Pavement Condition Index</i> is an index that communicates the condition of driving surfaces on a 100 point scale.
Performance Measures	Indication of levels of activity or outcomes of operations.
PKID	<i>Parkway Improvement Districts</i> provide a method to maintain the parkways within specific areas and charge the cost to the benefited property with the property tax bill.

PM-10 Regulations	PM-10 (particulate matter less than 10 microns) regulations are also known as the “dust control regulations”. PM-10 emissions, including dust generating activities, are regulated by Maricopa County. It is a major component of the “brown cloud” in the metropolitan Phoenix area.
Property Tax Levy	The total amount to be raised by general property taxes for purposes specified in the Tax levy Ordinance. In Arizona, the property tax system is divided into primary and secondary rates.
Property Tax – Primary	Gilbert does not have a primary property tax. A Primary Property tax is a limited tax levy used for general government operations based on the Primary Assessed Valuation and Primary tax rate. The total levy for primary taxes is restricted to a 2% annual increase, plus allowances for annexations, new construction, and population increases.
Property Tax – Secondary	An unlimited tax levy restricted to general bonded debt obligations and for voter approved budget overrides. These taxes are based on the Secondary Assessed Valuation and Secondary Tax rate.
Reserve	To set aside a portion of a fund balance to guard against economic downturn or emergencies.
Resource Constrained Process	A budget process that is limited by the projected revenues based on current tax rates and fees.
Revenue	Receipts from items such as taxes, intergovernmental sources, and user fees or resources from voter-authorized bonds, system development fees, and grants.
RFP	<i>Request for Proposal</i> – part of the competitive bidding process
ROW	<i>Right of Way</i> is a publicly-owned area of land typically adjacent to a roadway.
SASC	<i>South Area Service Center</i> , 4760 South Greenfield Road. Location includes Police, Public Works, Hazardous Waste Collection, and Equipment Repair Shop.
SDF	<i>System Development Fees</i> are collected at the time a building permit is issued to pay for the cost of capital improvements required due to growth.
Self Insurance	A calculated amount of money set aside to pay claims and compensate for future loss.
SharePoint	Microsoft software for the town’s intranet. The intranet is a communication and project collaboration tool for employees of all departments. The intranet also provides for live document management and process automation.

SLID	<i>Street Light Improvement Districts</i> are established to charge the cost of electricity for street lights to property in subdivisions based on the actual cost of electricity and allocated based on their home value.
Snipers	Riflemen positioned at a distance providing intelligence and protection to the entry team.
Special Revenue	Special Revenue Funds are a type of fund required to be established to account for a specific activity.
SRP	<i>Salt River Project</i> is two entities: the Salt River Project Agricultural Improvement and Power District, a political subdivision of the State of Arizona; and the Salt River Valley Water Users' Association, a private corporation.
State Shared Revenue	Distribution of revenue collected by the State and shared based on established formulae that typically rely on population estimates.
SWAT	<i>Special Weapons and Tactics</i> team is a group of specially chosen police officers that have advanced training handling high risk situations and that use highly specialized equipment to resolve those situations.
TEO	<i>Technical Equipment Officers</i> have the responsibility of maintaining and operating the SWAT team's technical equipment. That equipment includes all of our electronic cameras, audio equipment and most importantly, they manage/operate our robot program.
TNT	<i>Tactical Negotiations Team</i> is a subset of the SWAT team. Their primary responsibility is to perform hostage or barricaded subject negotiations with the goal of minimizing the need to use force.
Transfers	Movement of cash from one fund to another to reimburse costs or provide financial support.
UASI	<i>Urban Area Security Initiative</i> is a program that provides federal funds to local jurisdictions for the purpose of homeland security. Specifically for preventing, responding to and recovering from potential or real terrorist events.
ULDC	<i>Unified Land Development Code</i> is a compilation of town codes that govern subdivision and development of lands.
Water Resource Master Plan	A plan that combines all water resources: ground, surface, recharged, and reclaimed water, into one document to determine future actions required to maintain water resources in Gilbert.
WIGS	<i>Wildly Important Goals</i> , a process developed by Franklin Covey that will help employees accomplish their goals while also managing the demands of day-to-day responsibilities.
Zero-Based	The base for the budget built from zero.
Zoning	A specific legal classification of property for purpose of development.

I would like to personally thank those who were instrumental in developing the FY 2015 budget. First and foremost, the Gilbert Town Council gave clear direction early on and throughout, bringing focus and clarity to the process. Staff throughout the town came together, building a budget to meet the Council's direction to ensure a resounding success. Because of this, the budget before you reflects the interests not only of the tremendous support services staff in the departments of Finance and Management Services, the Office of Human Resources, Information Technology, the Office of Management and Budget, and the Town Manager's Office, but also those of the line departments who provide direct services to our public every day.

Budget will always require a team effort. A significant portion of this day-to-day work, however, is the responsibility of the Budget staff. For that reason, I would like to thank **Laura Lorenzen, Cris Parisot, Mary Vinzant, and Jocelyn Smith**, and the newest member of our team, **Amber Costa**. Anyone who has had the pleasure of working with this team knows the diversity of skills and talents that each of them brings to the group.

Finally, I cannot express enough the extent to which I appreciate the superb leadership of the Town Manager, **Patrick Banger**, and Deputy Town Manager, **Marc Skocypec**. Mr. Banger and Mr. Skocypec would agree that this budget is a reflection of the cumulative efforts of the Council and Town staff throughout the organization. Budget liaisons were instrumental in coordinating the submission, analysis, and prioritization of budget requests. The budget liaisons were the first to learn each new process and system, and ensured the departments' submissions were accurate, thorough, and timely. We all greatly appreciate their efforts, as well as those of department directors, division managers, and department budget experts who have played key roles in developing a balanced spending plan for the upcoming year. Thank you for yet another phenomenal year!



Dawn Buckland
Director, Office of Management and Budget



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