

**Preliminary
Executive Budget Plan**

City of Mesa, Arizona

for the

Fiscal Year 2012/2013

**Mayor
Scott Smith**

Councilmembers

**Scott Somers – Vice Mayor
District 6**

**Dave Richins
District 1**

**Alex Finter
District 2**

**Dennis Kavanaugh
District 3**

**Christopher Glover
District 4**

**Dina Higgins
District 5**

**City Manager
Christopher J. Brady**

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Budget Highlights

The FY 2012/13 budget was prepared with a continuing commitment to the provision of quality services to our residents in a fiscally responsible way.

The approach that was taken in preparing this budget includes a mix of ongoing and one-time budget adjustments that result in a balanced budget. This strategy sought to sustain core city services as defined by City Council strategic goals, but doing so within available resources.

In developing the FY 2012/13 budget, the City focused on five (5) key areas:

- Public Safety
- Innovations with impact
- Technological opportunities to increase productivity and quality of service
- Economic investment in the City's future
- Employees

The revenue forecast presented to the City Council in March, indicated the availability of additional one-time monies in FY 2012/13. Departments were asked to review their Operating Plans (which outline how they intended to meet service expectations) and to look for innovations and technological opportunities which could improve City operations utilizing one time budget expenditures. These plan reviews were completed in advance of the departments submitting their FY 2012/13 budget requests.

During the month of March, the City Manager met with department directors to review their proposed operational plans and budget proposals. Discussion focused on how departments proposed to meet strategic initiatives, maintain or improve core service activities, create operational efficiencies and continue to provide excellent customer service. As part of this process, departments were directed to take a long-term approach to their operational and capital budget requests.

In April, many of the departments presented their revised budget proposals to the City Council and the City Council direction was incorporated into the 12/13 budget and the preparation of the preliminary budget document.

The Preliminary Budget for FY 2012/13 is \$1,133,895,468 and includes monies for operating, capital construction and contingency purposes.

The primary changes from the FY 2011/12 adopted budget are as follows:

Budget Highlights

Operations

The FY 2012/13 budget increases City effort on the “HEAT” initiative. This initiative focuses on the development of opportunities for Healthcare, Education, Aerospace, Tourism and Technology related businesses to locate, operate and prosper in the City of Mesa. In this regard, the Economic Investment Fund includes monies for capital improvements to Spring Training Facilities, the building proposed for use by Benedictine University, 51 East Main Street, the Mesa Center for Higher Education, and the Business Accelerator property. In addition, it includes monies for marketing and attraction efforts at Gateway Airport and Falcon Fields, the AZ Labs project, and development of a recruitment strategy for the healthcare sector.

The Economic Investment Fund is fully contained within the overall Enterprise Fund and does not impact the General Fund.

The budget also incorporates a number of innovative services and programs, including:

- Self-service library hours
- iMesaLINCS program
- Rec Express
- Energy Efficiency program

Also included are a number of technological advances which improve the quantity, quality and efficiency of services, including:

- Increased library hours as a result of automated book sorting bins, collection management software and design/planning for mobile book distribution.
- Increased Engineering project management capacity as a result of new project management software.
- Increased utility crew efficiency as a result of a new mobile dispatch system.
- Improved water treatment efficiency as a result of the installation of “solar bees”.
- Increased route efficiency as a result of the use of the Zonar GPS system on vehicles.

In order to meet the goals established for this next fiscal year, the operational budget includes an increase of 39.8 FTE’s citywide. This number includes 9.0 new Police positions and 8.5 new Fire positions (including 1 grant funded position) to continue the City’s focus on public safety.

Other public safety cost increases include 28 new police vehicles, 70 e-citation units, increased jail costs, replacement fire apparatus, and a fire recruit academy.

The budget also includes increased costs for Workers Compensation, Arizona State Retirement System (ASRS) increase in rate as well as a reversion to a 50/50 employer/employee contribution rate, Public Safety Personnel Retirements System (PSPRS), and increased contribution to the City’s Property and Public Liability trust fund.

The step pay program was suspended on July 2, 2009. The budget includes a recommendation for a one-time step increase for eligible employees effective with the first pay period in July, 2012. Continuation of the program beyond 12/13 will be reviewed each year and is dependent on the availability of on-going revenues.

Budget Highlights

Capital Improvement Program

The largest projects categories included in FY 2012/13 include:

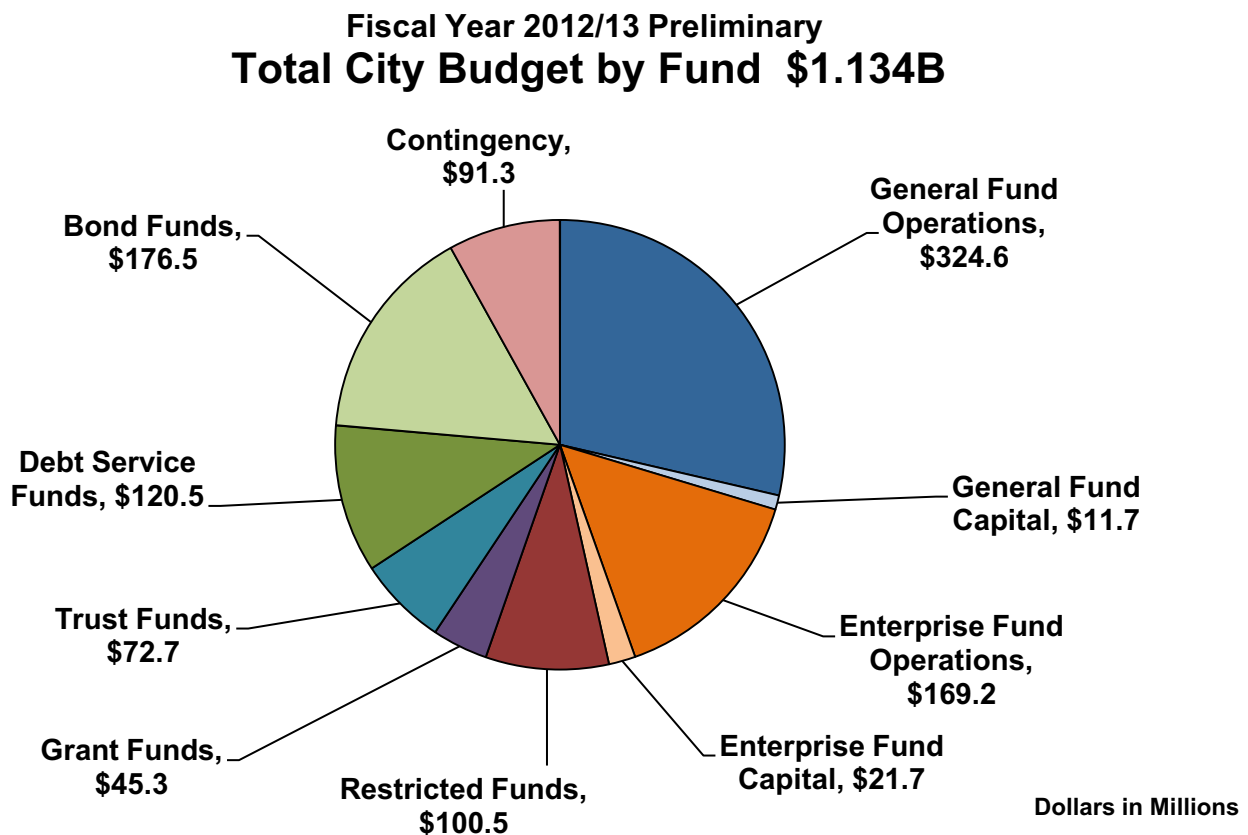
Public Safety Bond Construction Projects	\$ 8.8 million
Streets Bond Construction Projects	\$ 50.7 million
Electric Bond Construction Projects	\$ 4.3 million
Gas Bond Construction Projects	\$ 14.6 million
Water Bond Construction Projects	\$ 37.2 million
Wastewater Bond Construction Projects	\$ 12.9 million
Cubs Spring Training Bond Construction	\$ 48.0 million
Total	\$176.5 million

Additional details are included in the Capital Budget Section of this document and in the comprehensive five year capital improvement program document.

Budget Highlights

FY2012/13 Budget Overview

The City of Mesa's budget is comprised of many different funds. Revenues that can only be used for particular expenditures are accounted for by using separate funds. The major fund types are outlined in the following chart.



General Fund Operations includes those areas that are not included in the other categories. Revenue sources for the general fund are varied and are not restricted in use. Some of these sources include state-shared revenues and local sales tax.

Beginning in 12/13, capital purchases funded by general fund are now located in a capital fund. The use of a capital fund allows for easier tracking of capital expenditures, removes the volatility from the general fund for more accurate year-to-year comparisons and provides easier opportunity in setting funding aside for pay-as-you-go projects.

Debt service was also previously budgeted within the general fund. Beginning in 12/13, it has been moved to a separate *debt service fund*. Use of a debt service fund allows for easier tracking of debt service and removes the City's legal obligation from the general fund allowing for a more accurate year-to-year comparison of the City's operational budget.

A transfer from the general fund serves as the revenue for both the capital fund and the debt service fund. Volatility in these funds affect the available resources for the general fund but do not affect the year-to-year operational budget comparability.

Budget Highlights

General governmental grants were also previously budgeted within the general fund. Both the revenues and the expenditures have been moved to a general governmental grants fund.

General Fund Operations is detailed further in a later section.

The *Enterprise Fund Operations* includes the Utility operations along with the Golf Course, Airport, Mesa Convention Center, Hohokam Stadium and the new Economic Investment programs. These programs, as a group, cover all of their costs and provide a net income that is available for transfer to the General Fund.

As with the general fund, the areas of capital, debt service and enterprise grants were previously budgeted within the enterprise fund. Beginning in 12/13, those areas have been moved to their own funds to provide better tracking and provide less volatility in the enterprise fund year-to-year comparability.

Restricted Funds are those revenue sources that are restricted as to their use. Examples of funds included in this category are Highway User Revenue Funds, Regional Transportation Funds, Streets Local Revenue Funds, Impact Fees, and Environmental Compliance Fee. These funds are not available for general City operations. Expenditures must qualify under the terms of the restriction. Individual funds are used to track the larger types of sources. Smaller items or one-time restricted revenues are tracked within the Special Revenue Fund.

Grant Funds are revenues received from a granting entity for a specific purpose. The granting entity varies. Some examples are the federal government, state government, Indian communities and private corporations. Additional expenditure tracking and reporting are required as directed by the grantor. Federal Housing Grants and Federal Community Development Grants are budgeted and expensed within individual funds. Other grants are contained either within the General Governmental Grant Fund or the Enterprise Grant Fund. Some grants require a financial match by the City. The matching dollars are budgeted and tracked within the normal funds, depending on how the City is funding the match.

The City of Mesa oversees three *Trust Funds*. They are the Employee Benefit Trust (EBT) Fund, the Property and Public Liability (PPL) Fund and the Worker's Compensation (WC) Fund. The City is self-insured in all three areas. Revenues for the EBT Fund are a combination of City health premiums, employee health premiums and State retirement reimbursement for City retirees. The revenues for the PPL Fund are entirely City contributions. The revenues for the WC Fund are a combination of City and employee contributions through payroll worker's compensation rates.

Debt Service Funds allow for the separation of general fund and enterprise operations from the debt service obligations of each fund. The expenses budgeted in the debt service funds do not necessarily account for all debt service obligations as some of the restricted funds are also used for debt service. For example, both general governmental and enterprise impact fees are at least partially used for debt service.

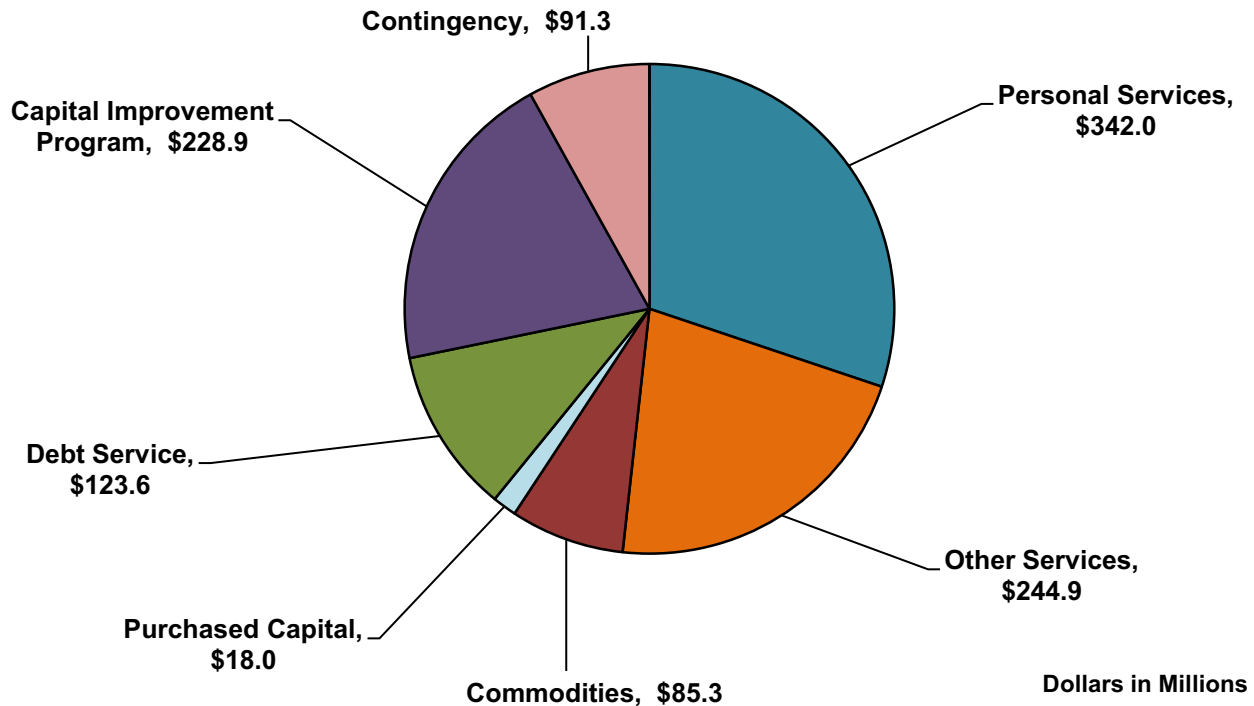
Bond Funds are the anticipated construction costs of capital projects. Revenues come from the sale of bonds authorized by the voters. Bonds are normally sold once per year in the spring. This results in a high ending fund balance for these funds as the once a year revenues are used for the expenditures during the year.

Contingency is not a separate fund. Contingency is budgeted within the General Fund and the Enterprise fund and represents the anticipated fund balance available in the combination of both funds. It has been separated in the above chart in order to exclude it from the normal operating budget. It is included in the total budget due to the State requirement for the City to appropriate the maximum budget limit for the fis-

Budget Highlights

cal year. If the City were to encounter unexpected expenses such as a natural disaster or large emergency incident, the funds would be available for use.

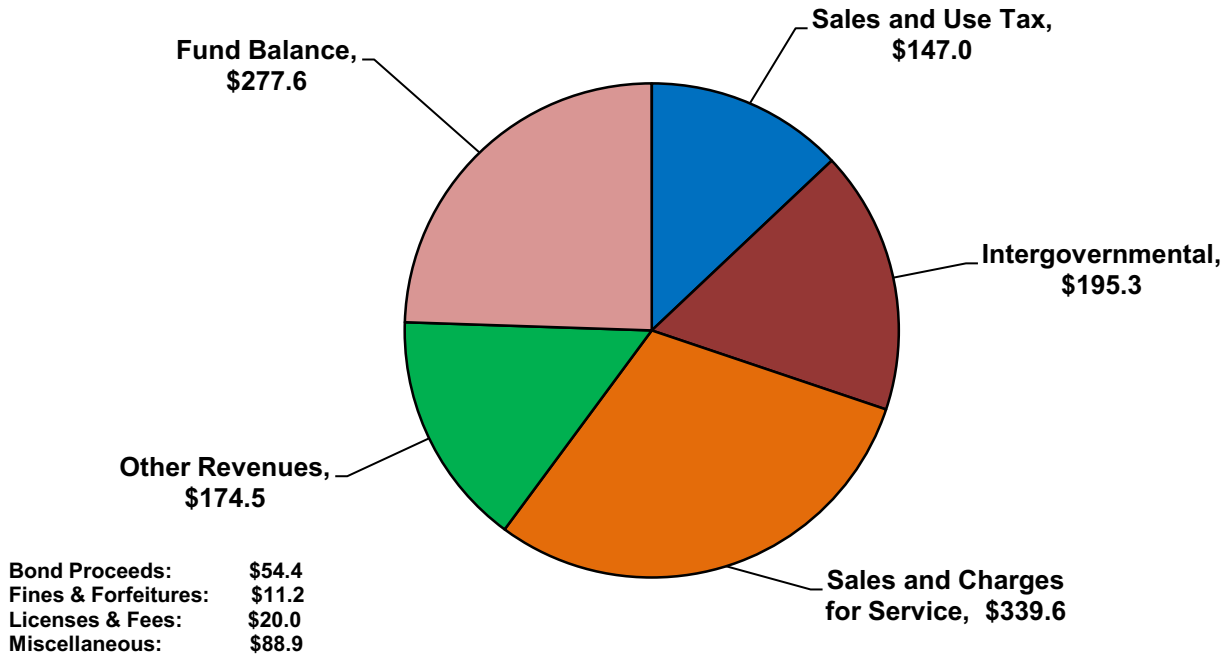
Fiscal Year 2012/13 Preliminary Total City Budget by Expenditure Categories \$1.134B



The previous chart shows the total Preliminary budget by the type of expenditure category. The Capital Improvement Program (CIP) is comprised of many types of expenditure categories, but has been excluded from the categories and separately identified in total. This allows for better illustration of the City's operational budget. The Debt Service category includes all debt service for the City regardless of the funding source. In 12/13, this includes funding from the General Fund, Enterprise Fund, various impact fee funds and the Court Construction Fee Fund. Internal service credits have been allocated to the other services or commodities categories as appropriate.

Budget Highlights

Fiscal Year 2012/13 Preliminary Total City Revenue Sources \$1.134B



Dollars in Millions

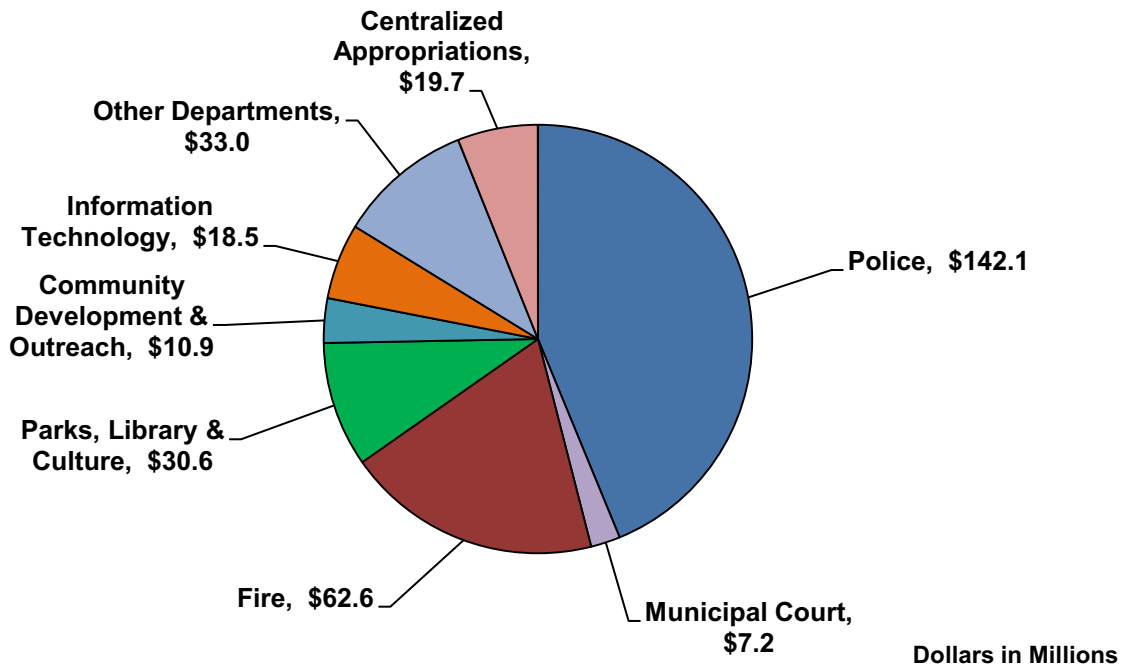
The previous chart illustrates the revenue sources anticipated for the 12/13 fiscal year for all funds. Sales and Use Tax includes the general governmental portion, the quality of life portion and the local streets portion. Intergovernmental includes items like state shared revenues, urban revenue sharing, State sales tax and highway user revenue fees (state gasoline tax). The majority of the Sales and Charges included the revenues from utility rates. The portion identified as use of fund balance is also from all funds. The bulk of the fund balance usage is from bond proceeds. The City sells bonds each spring to fund the construction costs of a twelve month period. The majority of that time period is in the following fiscal year. The result is a high beginning fund balance in the bond funds that will then be used over the course of the year until it is replenished again the following spring.

Budget Highlights

FY12/13 General Fund Overview

The General Fund Operations portion of the City total charts is broken out below by department. Public Safety comprises 65.3% of the total general fund operational budget. When comparing this percentage to the FY 11/12 budget data presented last year, it appears that the public safety percentage has decreased. However, the City of Mesa has changed the format in which expenditures will be classified. Previously, public safety programs included the direct costs of the department and the indirect costs of the support departments. Beginning in FY 12/13, the City will no longer use full-costed programs and will use direct department costs. For example, costs previously included in the Police Program for the infrastructure support of the Computer Aided Dispatch (CAD) software, is now shown in the Information Technology department. Support from various citywide overhead areas such as payroll and personnel were previously included in the various programs. They are now shown as a combined summary in Other Departments.

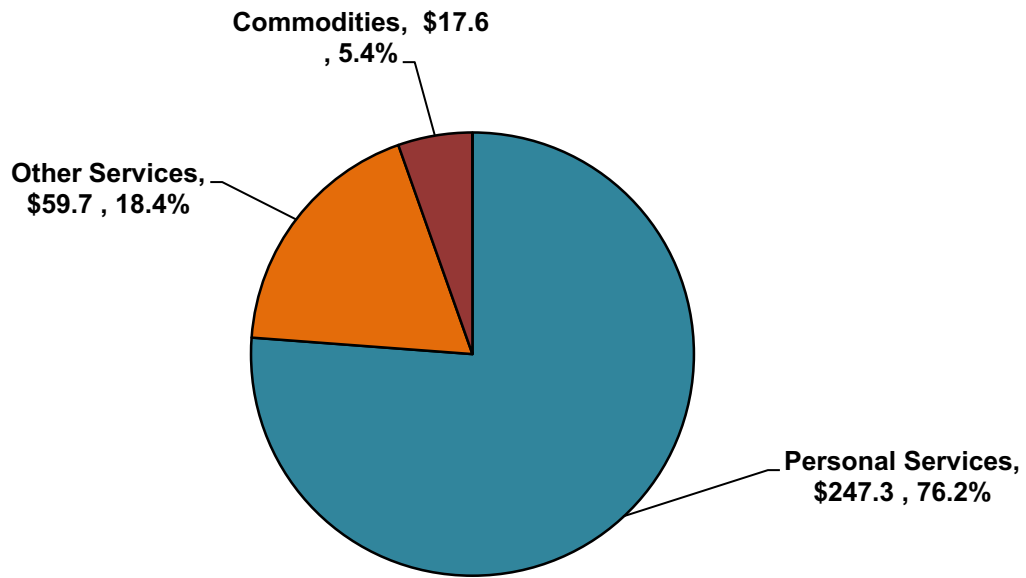
Fiscal Year 2012/13 Preliminary General Fund Budget by Department Expenditures \$324.6M



Centralized Appropriations is a new department for FY 12/13. This department houses items such as debt service, leases and retiree medical insurance. In the previous chart, most of the dollar amount is debt service as contingency is excluded from the chart.

Budget Highlights

Fiscal Year 2012/13 Preliminary General Fund Budget by Expenditures Categories \$324.6M

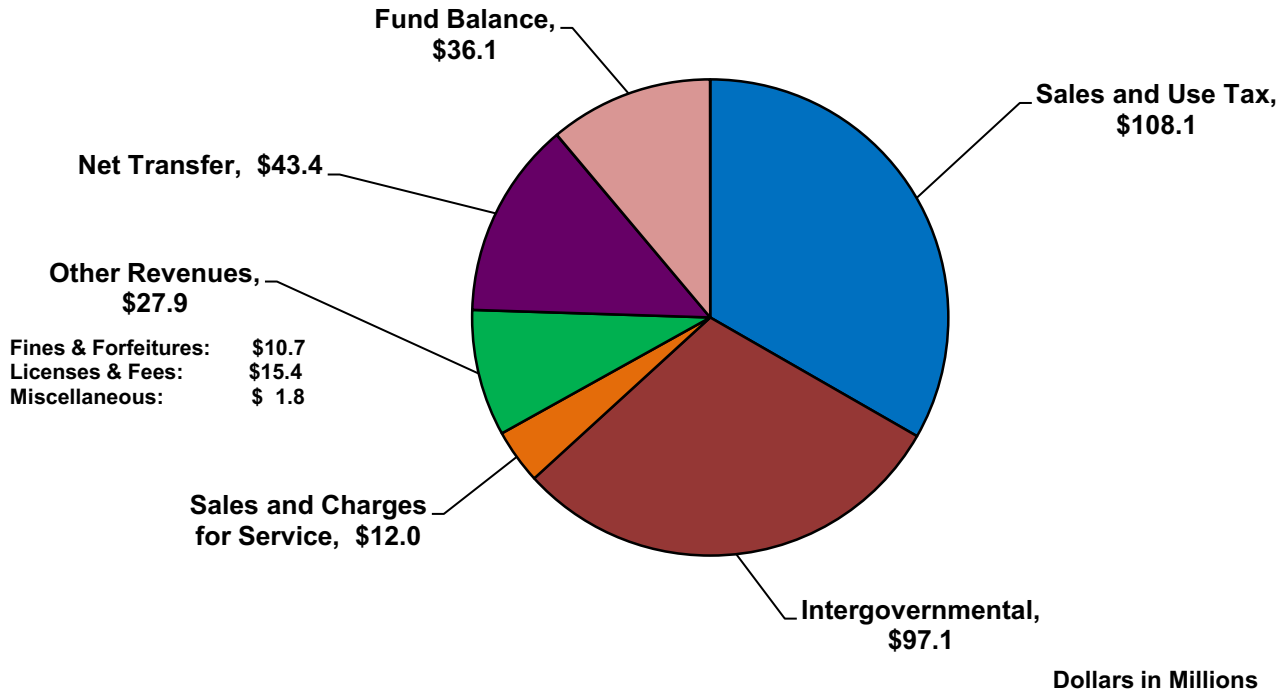


Dollars in Millions

The preceding graph illustrates the composition of the departments that comprise General Fund operations. Over 76% is personal services.

Budget Highlights

Fiscal Year 2012/13 Preliminary General Fund Revenue Sources \$324.6M



The City of Mesa is reliant on three main revenue sources for General Fund Operations: Sales and Use Tax, Intergovernmental revenues and Enterprise Fund transfer. Sales and Use Tax includes the general governmental portion and the quality of life portion of the City's sales tax rate. Intergovernmental revenues include items like state shared revenues, urban revenue sharing and State sales tax.

The transfer from the Enterprise fund is set at \$83.6M per year. Debt service and capital purchases have been separated into individual funds for FY 12/13. The General Fund transfers resources to cover those expenses as well as transferring resources to cover smaller restricted areas that are not self-sufficient. The preliminary budget includes the following transfers: from Enterprise Fund \$83.6M, to Capital Fund \$11.5M, to Transit Fund \$8.6M, to Debt Service Fund \$19.3M, to Lease Payment Fund \$0.7M, for a Net Transfer of \$43.5M to the General Fund.

Budget and Financial Summaries

Summary of Revenue by Source

Source	FY 12/13 Estimated Revenues
Taxes	
Sales and Use Taxes	\$130,668,000
Property Taxes	\$14,141,000
Transient Occupancy Taxes	\$2,106,000
Other Taxes	\$62,000
Total Taxes	\$146,977,000
Intergovernmental	
Federal Grants & Reimbursements	\$42,574,721
State Shared Revenues	\$128,392,000
State Grants and Reimbursements	\$8,987,073
County and Other Governments Revenues	\$15,323,209
Total Intergovernmental	\$195,277,003
Sales and Charges for Services	
General	\$19,280,962
Culture and Recreation	\$5,457,251
Enterprise	\$314,853,723
Total Sales and Charges for Services	\$339,591,936
Licenses Fees Permits	
Business Licenses	\$4,726,000
Permits	\$5,335,000
Fees	\$4,406,200
Court Fees	\$5,088,900
Culture and Recreation	\$480,000
Total Licenses Fees Permits	\$20,036,100
Fines and Forfeitures	
Court Fines	\$10,632,000
Other Fines	\$518,000
Total Fines and Forfeitures	\$11,150,000
Other Revenues	
Interest	\$699,490
Contributions and Donations	\$2,281,996
Other Financing Sources	\$6,127,943
Sale of Property	\$799,005
Self Insurance Contributions	\$74,873,503
Other Revenues	\$4,144,896
Total Other Revenues	\$88,926,833
Total Operating Revenues	\$801,958,872
Total Bond Revenues	\$54,381,000
Total City Revenues	\$856,339,872

Budget and Financial Summaries

Appropriations by Department

Department Name	FY 12/13 Proposed Budget
Mayor & Council	\$514,703
City Manager	\$5,710,641
Contingencies	\$91,286,000
Centralized Appropriations	\$162,148,851
Project Management Program	\$63,402,932
Arts & Culture	\$12,167,914
Business Services	\$12,113,160
City Attorney	\$11,615,670
City Auditor	\$645,593
City Clerk	\$1,249,732
Communications	\$539,185
Development & Sustainability	\$8,053,172
Economic Development	\$7,432,475
Energy Resources	\$44,285,986
Engineering	\$4,115,858
Facilities Maintenance	\$7,761,131
Falcon Field Airport	\$1,626,208
Financial Services	\$4,791,612
Fire	\$66,264,258
Fleet Services	\$6,003,356
Housing & Community Development	\$20,520,852
Human Resources	\$68,829,013
Information Technology	\$27,607,599
Library Services	\$7,639,692
Management Performance & Accountability	\$427,043
Municipal Court	\$8,706,666
Neighborhood Outreach & Animal Control	\$1,036,859
Parks, Recreation & Commercial Facilities	\$26,977,952
Police	\$152,281,940
Public Information & Communications	\$986,083
Solid Waste Management	\$23,290,118
Transit Services	\$10,002,962
Transportation	\$44,268,415
Water Resources	\$53,044,950
Total Operating Appropriations	\$957,348,582
Total Bond Appropriations	\$176,546,886 *
Total City Appropriations	\$1,133,895,468

* Total Bond Appropriations are included in the project management program in the department operational plans.

Budget and Financial Summaries

Revenues by Fund

General Fund

Fund Name	FY 12/13 Proposed Budget
General Fund	\$245,115,538

Enterprise Fund

Fund Name	FY 12/13 Proposed Budget
Enterprise Fund	\$316,288,223

Transportation Restricted Funds

Fund Name	FY 12/13 Proposed Budget
Highway User Revenue Fund	\$31,137,000
Local Streets Sales Tax	\$22,743,000
Regional Transportation Plan	\$13,950,599
Total Transportation Restricted Funds	\$67,830,599

Grant Funds

Fund Name	FY 12/13 Proposed Budget
Community Development Block Grant	\$6,916,103
Grants - Enterprise	\$4,402,800
Grants - Gen. Gov.	\$21,284,380
HOME	\$943,082
Section 8	\$11,737,838
Total Grant Funds	\$45,284,203

Other Funds

Fund Name	FY 12/13 Proposed Budget
Capital - General Fund	\$257,490
Cemetery	\$1,079,000
Cemetery Reserve	\$78,000
Court Construction Fee	\$899,000
Employee Benefit Trust	\$61,837,003
Environmental Compliance Fee	\$10,375,000
Fire Impact Fee	\$146,000
General Obligation Bond Redemption	\$14,141,000
Highway Project Advancement Notes	\$6,258,273
Library Impact Fee	\$150,000

Budget and Financial Summaries

Revenues by Fund Other Funds (Continued)

Fund Name	FY 12/13 Proposed Budget
Mesa Arts Center Restoration Fee	\$312,000
Parks Impact Fee	\$360,000
Police Impact Fee	\$212,000
Property & Public Liability	\$6,355,000
Solid Waste Development Tax	\$62,000
Special Programs Fund	\$4,352,608
Storm Sewer Impact Fee	\$114,000
Transit Fund	\$2,179,358
Utility Replacement Extension & Renewal	\$6,127,943
Utility Systems Bond Redemption	\$2,405,634
Vehicle Replacement	\$450,000
Wastewater Impact Fee	\$1,248,000
Water Impact Fees	\$1,031,000
Worker's Compensation	\$7,010,000
Total Other Funds	\$127,440,309
Total Operating Revenues	\$801,958,872
Total Bond Revenues	\$54,381,000
Total City Revenues	\$856,339,872

Budget and Financial Summaries

Appropriations by Fund

General Fund

Fund Name	FY 12/13 Proposed Budget
General Fund	\$367,755,589

Enterprise Fund

Fund Name	FY 12/13 Proposed Budget
Enterprise Fund	\$217,421,022

Transportation Restricted Funds

Fund Name	FY 12/13 Proposed Budget
Highway User Revenue Fund	\$15,159,337
Local Streets Sales Tax	\$31,677,374
Regional Transportation Plan	\$13,950,598
Total Transportation Restricted Funds	\$60,787,309

Grant Funds

Fund Name	FY 12/13 Proposed Budget
Community Development Block Grant	\$6,910,921
Grants - Enterprise	\$4,399,425
Grants - Gen. Gov.	\$21,284,381
HOME	\$942,763
Section 8	\$11,733,721
Total Grant Funds	\$45,271,211

Other Funds

Fund Name	FY 12/13 Proposed Budget
Capital - Enterprise	\$21,693,647
Capital - General Fund	\$11,703,025
Capital Lease Redemption	\$716,142
Cemetery	\$1,362,088
Court Construction Fee	\$899,000
Employee Benefit Trust	\$62,071,993
Environmental Compliance Fee	\$10,516,470
Fire Impact Fee	\$146,000
Gen Govt Facility Impact Fee	\$1,506,960
General Obligation Bond Redemption	\$32,758,252

Budget and Financial Summaries

Appropriations by Fund

Other Funds (Continued)

Fund Name	FY 12/13 Proposed Budget
Highway Project Advancement Notes	\$6,258,273
Highway User Revenue Bond Redemption	\$12,534,050
Library Impact Fee	\$150,000
Mesa Arts Center Restoration Fee	\$250,000
Parks Impact Fee	\$360,000
Police Impact Fee	\$212,000
Property & Public Liability	\$5,467,654
Solid Waste Development Tax	\$61,000
Special Programs Fund	\$6,977,171
Storm Sewer Impact Fee	\$114,000
Transit Fund	\$10,811,364
Utility Replacement Extension & Renewal	\$1,794,400
Utility Systems Bond Redemption	\$66,220,232
Utility Systems GO Bond Redemption	\$777,027
Vehicle Replacement	\$3,161,000
Wastewater Impact Fee	\$1,248,000
Water Impact Fees	\$1,031,000
WIFA Redemption	\$140,273
Worker's Compensation	\$5,172,429
Total Other Funds	\$266,113,450
Total Operating Appropriations	\$957,348,582
Total Bond Appropriations	\$176,546,886
Total City Appropriations	\$1,133,895,468

Capital Budget

Economic Investment Projects

General Government

Major Program	Fund	Appropriation
CIP Project Management Software (CP0178)		
This project provides funding for the implementation of a project management system to improve Engineering's ability to effectively manage both project and financial components of the City's Capital Improvement Program.	Electric Bond Construction	\$37,226
	Gas Bond Construction	\$79,643
	Streets Bond Construction	\$118,210
	Wastewater Bond Construction	\$116,521
	Water Bond Construction	\$148,400
	Total	\$500,000

HEAT Initiative

Major Program	Fund	Appropriation
225 East Main Building Remodel (CP0070)		
This project includes an extensive remodel of the existing facility as part of the City's strategic vision to attract higher education institutions.	Capital - Enterprise	\$10,000,000
Chicago Cubs Spring Training Facility (C10554)		
This project includes a new 13,500 - 15,000 seat capacity Major League Spring Training stadium, clubhouse, practice fields, lighting, batting tunnels, training and administrative offices, and associated parking facilities.	Cubs Spring Training Bond Construction	\$47,983,864
Mesa Center For Higher Education Remodel (CP0172)		
This project will remodel City-owned facilities at 245 W. 2nd Street for use by higher education institutions.	Capital - Enterprise	\$2,200,000

Capital Budget

Economic Investment Projects

HEAT Initiative (Continued)

Major Program	Fund	Appropriation
Riverview Area Infrastructure Improvements (CP0036)		
This project will install utility and street infrastructure required to serve the Spring Training facilities to be located at Riverview Park.	Gas Bond Construction	\$125,000
	Streets Bond Construction	\$10,000,000
	Wastewater Bond Construction	\$540,000
	Water Bond Construction	\$3,500,000
	Total	\$14,165,000

Capital Budget

Parks & Culture Projects

Parks & Recreation

Major Program	Fund	Appropriation
Downtown Urban Plaza (CP0013) This project will initially develop conceptual plans with input from community stakeholders to create an events plaza, pedestrian mall, and public gathering places in the downtown area.	Capital - General Fund	\$500,000
McDowell & Recker Park Development (CP0122) This project will construct a 16-acre community park.	Capital - General Fund	\$206,875
McKellips & Ellsworth Park Development (CP0120) This project will construct a community park on land adjacent to Zaharis Elementary School.	Capital - General Fund	\$487,765
Monterey Park Expansion (CP0007) This project will include the addition of lighted youth baseball fields, soccer fields, restroom/concession facilities, and parking.	Capital - General Fund	\$1,000,000
Pioneer Park Renovations (CP0015) This project provides funding to develop conceptual plans with input from community stakeholders to create a unique park destination adjacent to a light rail station.	Capital - General Fund	\$250,000
Riverview Park Renovation (C11002) This project includes a broad range of improvements to establish Riverview as a signature park for the area.	Capital - General Fund	\$705,125

Capital Budget

Public Safety Projects

Fire

Major Program	Fund	Appropriation
Fire Apparatus Replacement (CP0095)		
This project provides for the replacement of Fire apparatus that has exceeded useful life.	Capital - General Fund	\$764,539
	Public Safety Bond Construction	\$1,343,276
	Total	\$2,107,815

Fire Station 203: Relocation (C10127)

This project will purchase land and construct a replacement station in the area of west Broadway. Only funding for land acquisition has been authorized at this time.	Public Safety Bond Construction	\$1,173,461
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Police

Major Program	Fund	Appropriation
Fiesta District Police Station (C02224)		
This project will construct a new police station to replace the Dobson Police Station to address capacity issues and expansion needs.	Capital - General Fund	\$62,000
	Public Safety Bond Construction	\$6,300,000
	Total	\$6,362,000

Headquarters Holding Facility Remodel (CP0128)

This project includes efficiency and safety improvements at the police holding facility.	Special Programs Fund	\$272,900
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Police Evidence Freezer (CP0016)

This project will purchase and install freezers used by the Police Department to store evidence.	Special Programs Fund	\$715,000
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Capital Budget

Transportation Projects

Falcon Field Airport

Major Program	Fund	Appropriation
Airport Landscape Improvements - Interior Roads (C09036)		
This project will construct improvements to the landscaping and airport signage as part of the continuing efforts to enhance the quality and appearance of Falcon Field Airport	Capital - Enterprise	\$268,551
Airport Pavement Rehabilitation & Replacement Program - Falcon Ramp (C10435)		
This project details the capital expenditures necessary to perform a pavement overlay of existing aircraft parking ramps that have reached the end of their useful life cycles.	Capital - Enterprise	\$230,000
	Grants - Enterprise	\$2,070,000
	Total	\$2,300,000
Airport Terminal Building Upgrades (C10437)		
This project will remodel the existing airport terminal building.	Capital - Enterprise	\$150,000
Design and Construct PAPI/REIL Upgrades/Relocation (C07046)		
This project will design and construct airport visual aid landing enhancements.	Capital - Enterprise	\$34,200
	Grants - Enterprise	\$307,800
	Total	\$342,000
General Pavement Replacement (CP0117)		
This project will design and construct pavement overlays or reconstruction of airport pavements that have reached the end of their useful life cycles when indicated by the Airport Pavement Preservation plan.	Capital - Enterprise	\$70,000
Jet Hangar Upgrades (CP0111)		
This project will design and construct upgrades to this existing City-owned hangar. These improvements will allow the City to lease this hangar facility, providing an additional Airport revenue source, and thus helping the Airport maintain financial self-sustainability as an Enterprise Fund department.	Capital - Enterprise	\$333,501

Capital Budget

Transportation Projects

Falcon Field Airport (Continued)

Major Program	Fund	Appropriation
Runway Guard Light System (C10525)		
The project will design runway guard lights for installation at all remaining runway intersections not already equipped with runway guard lights.	Capital - Enterprise	\$93,375
	Grants - Enterprise	\$1,706,625
	Total	\$1,800,000
Wash Rack Shade Structure (C07039)		
This project will design and construct a shade structure over the existing aircraft washrack.	Capital - Enterprise	\$228,000
Water Tower Renovations & Upgrades (CP0116)		
The Airport is responsible for the maintenance and upkeep of the 300,000-gallon water tower located on airport property. This project will re-paint the existing structure, install lighting improvements, and construct additional site upgrades around the water tower property.	Capital - Enterprise	\$200,000
Intelligent Transportation System		
Major Program	Fund	Appropriation
Incident Detection (C10418)		
This project includes installation, testing, and evaluation of a traffic signal control system in the Superstition Springs Mall Area.	Grants - Gen. Gov.	\$381,818
	Streets Bond Construction	\$180,000
	Total	\$561,818
Intelligent Transportation System (ITS) Improvements (C01406)		
This project will install ITS communications facilities to enhance the level of service of existing roadways.	Streets Bond Construction	\$1,433,901
Traffic Signal - Cabinet and Controller Upgrades (C10416)		
This project will replace approximately 50 traffic signal cabinets and controllers at the end of their functional life.	Grants - Gen. Gov.	\$1,050,000
	Streets Bond Construction	\$500,000
	Total	\$1,550,000

Capital Budget

Transportation Projects

Intelligent Transportation System (Continued)

Major Program	Fund	Appropriation
West Side Real Time Adaptive Project (C10417)		
Implement traffic signal control system that dynamically adjusts signal timing based on real time traffic conditions in west Mesa.	Grants - Gen. Gov.	\$318,182
	Streets Bond Construction	\$140,000
	Total	\$458,182

Mass Transit

Major Program	Fund	Appropriation
Central Mesa Light Rail Extension (C09046)		
This project will extend light rail from the Sycamore station east on Main Street ending between Mesa Drive and Lesueur.	Grants - Gen. Gov.	\$5,671,538
Central Mesa LRT Extension Concurrent Improvements (CP0069)		
This project provides funding for replacement of existing utility infrastructure to accommodate the installation of the Central Mesa Light Rail system.	Capital - Enterprise	\$4,882,200
	Gas Bond Construction	\$650,622
	Transit Fund	\$3,500
	Wastewater Bond Construction	\$910,000
	Water Bond Construction	\$2,100,000
Total	\$8,546,322	
Downtown Bus Interface (CP0124)		
This project includes improvements to relocate LINK shelters to best connect with the light rail stations in the downtown area.	Grants - Gen. Gov.	\$62,630
	Regional Transportation Plan	\$15,568
	Total	\$78,198
Gilbert Road LRT Environmental Study (C11004)		
This project will conduct an environmental study of the planning area for the extension of the Light Rail to Gilbert Road.	Grants - Gen. Gov.	\$350,000
	Regional Transportation Plan	\$350,000
	Total	\$700,000

Capital Budget

Transportation Projects

Regional Transport Plan

Major Program	Fund	Appropriation
Dobson Road and University Drive Intersection (C05042)		
This project will construct an additional through lane to keep pace with traffic volumes in the area.	Gas Bond Construction	\$923,370
	Streets Bond Construction	\$3,221,096
	Total	\$4,144,466
Mesa Drive: Southern Avenue to US60 (C01817)		
This project includes adding additional lanes and dual left turn lanes to ease traffic congestion and enhance safety.	Electric Bond Construction	\$345,000
	Gas Bond Construction	\$1,124,435
	Regional Transportation Plan	\$8,025,678
	Streets Bond Construction	\$3,439,576
	Wastewater Bond Construction	\$47,400
	Water Bond Construction	\$2,897,384
Total	\$15,879,473	
Power Road; San Tan Freeway to Pecos Road (C07066)		
This project will include widening Power Road to a 6-lane principal arterial street, street lighting, landscaping, bike lanes, curb and gutter.	Regional Transportation Plan	\$3,315,854
	Streets Bond Construction	\$1,421,080
	Water Bond Construction	\$226,941
	Total	\$4,963,875
Southern Avenue and Country Club Drive Intersection Improvements (C01434)		
This project will provide intersection improvements to reduce traffic congestion and improve safety.	Gas Bond Construction	\$410,000
	Grants - Gen. Gov.	\$564,146
	Regional Transportation Plan	\$1,316,338
	Wastewater Bond Construction	\$215,250
	Water Bond Construction	\$1,650,797
Total	\$4,156,531	
Southern Avenue and Stapley Drive Intersection Improvements (C01814)		
This project will construct dual left turn lanes and additional through lanes. In addition, this project includes improvements to aging infrastructure to the existing gas and storm sewer system.	Gas Bond Construction	\$80,000
	Regional Transportation Plan	\$927,160
	Streets Bond Construction	\$397,355
	Total	\$1,404,515

Capital Budget

Transportation Projects

Shared Use Paths

Major Program	Fund	Appropriation
Fiesta Paseo Pathway and Micro Park (C06037)		
This project will create a more desirable environment for pedestrians and bicyclists in the Fiesta District.	Local Streets Sales Tax	\$76,590
Gateway SUP Power Road to Baseline Road (CP0107)		
This project will construct a shared use path along the drainage channel located on the south side of Loop 202/Santan Freeway from Power Road to Baseline.	Streets Bond Construction	\$499,501
Porter Park Pathway (C10460)		
This project will provide 1.1 miles of paved shared use path between Mesa Drive and 8th Street near the vicinity of Kino Junior High.	Grants - Gen. Gov.	\$175,000
	Local Streets Sales Tax	\$510,000
	Total	\$685,000
Rio Salado Pathway (C10469)		
This project will construct a pathway in west Mesa connecting Mesa's pathway network with multi-use pathways of Phoenix, Tempe, and Scottsdale	Streets Bond Construction	\$20,000
RWCD/East Maricopa Floodway Shared Use Path; Ray Road to Power Road (CP0159)		
This project will construct a 10-foot wide shared use pathway with landscaping, rest areas and lighting extending along the west side of the RWCD to Power Road. This path will provide 1.0 mile of paved shared use path.	Local Streets Sales Tax	\$125,000
West Mesa Connector SUP (CP0108)		
This project will construct a 10-foot wide shared use pathway with landscaping, rest areas and lighting from Country Club Dr. through the Mesa Country Club and extending along the Tempe Canal to Dobson Road. This path will provide 2.0 miles of paved shared use path.	Streets Bond Construction	\$250,000

Capital Budget

Transportation Projects

Storm Sewer

Major Program	Fund	Appropriation
Gilbert Retention Basin (CP0163)		
This project includes storm drain improvements along the vicinity of the powerline corridor near Gilbert Road and University Drive.	Grants - Gen. Gov.	\$240,000
	Local Streets Sales Tax	\$80,000
	Total	\$320,000

Streets

Major Program	Fund	Appropriation
Arterial Reconstruction - Ineligible Sections of RTP Projects (C10433)		
This project provides funding for roadway segments which are part of a RTP reimburseable project but where the segment is not eligible for reimbursement.	Streets Bond Construction	\$3,558,480
Arterial Road Construction (C04841)		
This project provides funding for roadway segments needing reconstruction as well as new segments to serve developing areas.	Streets Bond Construction	\$10,000,000
Broadway Road: Power to Hawes Road (C01716)		
This project will rebuild the street with a normal crown, install new traffic signals, streetlights, landscaping and storm sewer.	Streets Bond Construction	\$8,766,181
	Wastewater Bond Construction	\$752,576
	Water Bond Construction	\$1,489,523
	Total	\$11,008,280
Fiesta District Improvements on Dobson, Longmore, Southern, and Alma School (C10453)		
The Fiesta Improvement District is a multifaceted project with the goal of improving the area near the Fiesta Mall.	Streets Bond Construction	\$3,800,000
Mesa Drive: 10th Avenue to University Drive (C10561)		
This project will reconstruct Mesa Drive, 10th Avenue to Main Street and overlay Mesa Drive, Main Street to University Drive.	Gas Bond Construction	\$25,000
	Wastewater Bond Construction	\$22,600
	Water Bond Construction	\$114,386
	Total	\$161,986

Capital Budget

Transportation Projects

Streets (Continued)

Major Program	Fund	Appropriation
Rusted Streetlight Pole Replacements (C09027)		
This project will replace the existing poles with new base mounted poles.	Streets Bond Construction	\$441,871
Southern Avenue, Greenfield Road to Higley Road Reconstruction (C10558)		
This project will reconstruct one mile of pavement on Southern Avenue from Greenfield to Higley.	Streets Bond Construction	\$1,500,000
	Water Bond Construction	\$143,859
	Total	\$1,643,859
Street Construction, Intersection Improvements, and Streetlights (C06074)		
This project provides funding for the City's participation in the cost share of street improvements built in conjunction with development projects.	Streets Bond Construction	\$1,000,000
Traffic Signal Countdown Pedestrian Timers & Additional Signal Heads (CP0110)		
This project will purchase pedestrian countdown signal heads and traffic signal heads to improve intersection safety.	Grants - Gen. Gov.	\$144,370
	Streets Bond Construction	\$50,000
	Total	\$194,370
Traffic Signals - New and Upgrades (C01365)		
This project will install new or upgrade traffic signals.	Local Streets Sales Tax	\$745,940
Transportation Arterial Overlay: Stapley; 8th Street to University (C10560)		
This project will replace aging utility infrastructure prior to a street pavement overlay of the road segment.	Water Bond Construction	\$375,000

Capital Budget

Utilities Projects

Electric

Major Program	Fund	Appropriation
Electric Distribution - Overhead (C09019) This project will install system enhancements for future electrical loads and reduce operations and maintenance costs.	Electric Bond Construction	\$2,125,733
Electric Distribution - Underground (C09020) This project will provide various system improvements to include underground conductor installation, cable replacement, vault lid replacement and replacement of miscellaneous devices.	Electric Bond Construction	\$779,491
Electric Master Plan (CP0080) The primary focus of this project is to perform an assessment on the condition of the underground conduit system.	Electric Bond Construction	\$100,000
Electric Metering (C09024) This project will complete the installation of new and replacement meters for the fiscal year.	Electric Bond Construction	\$260,000
Electric New Services (C09023) This project will install new electrical service wires for new customers and provide for system expansion.	Electric Bond Construction	\$101,759
Electric Smart Grid (CP0081) The primary focus of this project is to replace obsolete technology to improve system reliability and improve ability to identify problems quickly and respond efficiently.	Electric Bond Construction	\$250,000
Electric Substation Improvements (C09022) This project will construct improvements at electric substations to ensure long-term system reliability.	Electric Bond Construction	\$267,875

Capital Budget

Utilities Projects

Electric (Continued)

Major Program	Fund	Appropriation
Electric Transmission (C09021)		
This project will rebuild the 69kV transmission system and install fiber optics at substation locations to allow for monitoring controls and site security.	Electric Bond Construction	\$20,001

Major Program	Fund	Appropriation
Gas		
Attaway and Judd Road HP Gas Main (C04037)		
This project will replace the current 5-inch steel pipe gas line with an 8-inch steel pipe gas line.	Gas Bond Construction	\$2,429,301

Center Street Gas Line Replacement from University to Brown (C10387)		
This project provides funding for intermediate pressure gas main replacement to ensure operational integrity of the natural gas system in Mesa.	Gas Bond Construction	\$36,000

District Regulator Station, Skyline & Circle Cross Ranch (C10376)		
This project provides funding for a high pressure gas main and district regulator installation to meet anticipated growth needs of the natural gas system in Magma.	Gas Bond Construction	\$280,000

Gas Line Retirements (C01454)		
This project will remove gas mains and services that are no longer needed to support the natural gas system.	Capital - Enterprise	\$64,610

Gas Main Replacements - Magma Service Area (CP0153)		
This project provides funding for the Magma system to ensure operational integrity of the natural gas pipeline system.	Gas Bond Construction	\$343,777

Capital Budget

Utilities Projects

Gas (Continued)

Major Program	Fund	Appropriation
Gas Meters: New & Replacement (CP0156)		
This project provides funding for the annual purchase and labor of residential, commercial/industrial size gas meters to ensure accurate measurement of gas sold.	Gas Bond Construction	\$871,821
Gas Service: New Extensions (Materials for Mains & Services) (CP0151)		
This project provides funding for gas lines in new subdivision developments throughout the City and Magma area.	Gas Bond Construction	\$1,587,128
Gas System: Aging Infrastructure Replacement (CP0155)		
This project provides funding for necessary gas system replacements identified during the annual survey.	Gas Bond Construction	\$1,335,912
Gas System: New Extensions (CP0152)		
This project provides funding for the gas utility to extend mains and services to new subdivisions.	Gas Bond Construction	\$2,438,995
High Pressure Gas Main Installations (CP0154)		
Per the Gas Master Plan, this project provides funding for high pressure gas main installation to meet anticipated growth of the City.	Gas Bond Construction	\$525,041
Magma Communication Tower Upgrades (CP0079)		
This project provides funding for the installation of a radio communication tower in the Magma service area. The tower will provide improved radio and SCADA communication for Magma and the East Mesa service areas.	Gas Bond Construction	\$160,000

Capital Budget

Utilities Projects

Gas (Continued)

Major Program	Fund	Appropriation
Magma Road; Hunt Hwy to Johnson Ranch - 4-inch PE (C10377)		
This project provides funding for intermediate pressure gas main installation to ensure operational integrity of the natural gas system in Magma.	Gas Bond Construction	\$85,000
Mainline Gas Regulators (C01451)		
This project will construct new regulator stations to regulate the mainline gas pressure to support the growth of the natural gas system.	Gas Bond Construction	\$195,000
Mesa Drive; Broadway to 8th Avenue (C10451)		
This project will replace both gas and water lines to ensure operational integrity of these utility systems.	Gas Bond Construction	\$12,500
Regulator Station Security (C10388)		
This project will install on-site security systems to monitor and deter against theft and sabotage of regulator station equipment.	Gas Bond Construction	\$50,000
SCADA System for the Natural Gas Distribution System (C01886)		
This project will install a Supervisory Control & Data Acquisition (SCADA) system to control and monitor all natural gas remote facilities.	Gas Bond Construction	\$400,000
Southern Avenue: Greenfield Road to 48th Street HP/IP Gas Main (C10373)		
This project will involve the replacement of both intermediate and high pressure existing gas mains located along East Southern Avenue with a new PE and steel gas mains.	Gas Bond Construction	\$156,002

Capital Budget

Utilities Projects

Wastewater

Major Program	Fund	Appropriation
91st Ave Wastewater Treatment Plant Upgrades (Mesa Share) (CP0141)		
This project provides funding for Mesa's share of the 91st Ave Wastewater Treatment Plant operational and facility upgrade costs.	Wastewater Bond Construction	\$603,721
Broadway Rd. Sewer Line Replacement: Horne to Williams (CP0038)		
This project will replace approximately one mile of the pipe to eliminate the defective pipe and improve flow velocities. This line was recently inspected as part of our ongoing Wastewater Asset Management Program and was found to be in poor condition.	Wastewater Bond Construction	\$610,261
Diversion Structures Rehabilitation (C01687)		
This project will rehab several diversion structures showing various degrees of degradation. These rehabs will ensure the reliability of the wastewater collection system.	Wastewater Bond Construction	\$134,752
Dobson Road Odor Control Facilities (C10326)		
This project will provide funding for the design and construction of facilities on the Central Mesa Interceptor in the vicinity of Dobson and Broadway intersection to control wastewater system odors.	Wastewater Bond Construction	\$828,701
Filters for Brown Road Water Treatment Plant (C10602)		
This project will repair and/or replace the damaged filters to bring and maintain normal plant production levels.	Water Bond Construction	\$2,218,000
Gas System Replacement Projects - Wastewater Line Inspections (CP0078)		
This project provides funding for the inspection of sewer mains following the completion of any major gas main replacement project.	Gas Bond Construction	\$250,000

Capital Budget

Utilities Projects

Wastewater (Continued)

Major Program	Fund	Appropriation
Greenfield Water Reclamation Plant Equipment Replacement (CP0145)		
This project will provide funding for the replacement of process equipment, as required, to maintain plant operation.	Wastewater Bond Construction	\$21,000
Greenfield Water Reclamation Plant Improvements (CP0045)		
This project includes modifications and/or rehabilitation of existing systems and installation of new systems to improve plant operations and reliability.	Wastewater Bond Construction	\$172,800
Greenfield Water Reclamation Plant Primary Odor Control Expansion (C10335)		
This project will expand the primary odor control facilities at the plant. These facilities are currently operating at their design capacity.	Wastewater Bond Construction	\$1,254,701
Ivyglen Sulfide Control Station Rehabilitation (CP0039)		
This project will replace the existing pumps, storage tanks, and system controls so that this facility can continue to provide adequate level of service.	Wastewater Bond Construction	\$51,000
Northwest Water Reclamation Plant (NWWRP) Facilities Upgrade (C07020)		
This project will improve existing systems at the NWWRP to correct problems and improve operating efficiencies.	Wastewater Bond Construction	\$545,000
Northwest Water Reclamation Plant Aeration System Improvements (C10478)		
This project will replace the existing coarse bubble diffusers in the aeration basins with fine bubble diffusers.	Wastewater Bond Construction	\$35,750
Northwest Water Reclamation Plant Equipment Replacement (CP0147)		
This project provides funding for the replacement of process equipment, as required, to maintain plant operation.	Wastewater Bond Construction	\$50,000

Capital Budget

Utilities Projects

Wastewater (Continued)

Major Program	Fund	Appropriation
NWWRP Plant Odor Control System Replacements (CP0046)		
This project will replace the storage tanks and piping to extend the useful life of these facilities.	Wastewater Bond Construction	\$25,000
Pecos Road Sulfide Control Station Rehabilitation (C01685)		
This project involves the rehabilitation of existing sulfide control stations that are used to control odors within the sewage collection system.	Wastewater Bond Construction	\$165,730
Ranier Lift Station and Sulfide Control Station Rehabilitation (CP0042)		
This project will replace the existing pumps, piping, and system controls so that this facility can continue to provide adequate level of service.	Wastewater Bond Construction	\$30,000
Riverview Odor Control Facility (CP0041)		
The Riverview Odor Control Facility will control wastewater odors in the vicinity of the Chicago Cubs Spring Training Complex.	Wastewater Bond Construction	\$685,000
Sewer Line Extensions to Unsewered Areas (CP0149)		
This project will extend the wastewater collection system to serve areas currently served by on-site septic systems.	Wastewater Bond Construction	\$500,000
Small Wastewater Line Repair/Replacement (CP0142)		
This project provides funding for the replacement and extensions of sewer lines throughout the City.	Wastewater Bond Construction	\$196,458
Southeast Water Reclamation Plant Disinfection (C05009)		
This project replaces the existing U.V. disinfection system with a more reliable, energy efficient, chlorine based system.	Wastewater Bond Construction	\$115,230

Capital Budget

Utilities Projects

Wastewater (Continued)

Major Program	Fund	Appropriation
Southeast Water Reclamation Plant Equipment Replacement (CP0146)		
This project will provide funding for the replacement of process equipment, as required, to maintain plant operation.	Wastewater Bond Construction	\$50,000
Southeast Water Reclamation Plant Improvements (C05010)		
This project will improve the ability to measure and control flows into and out of the plant and replace antiquated electrical equipment in the plant's primary switchgear.	Wastewater Bond Construction	\$2,100,000
Warner Lift Station Modifications (C05007)		
This project will install a new force main to the East Mesa Interceptor (EMI) and replace the existing pumps which will considerably reduce the operating cost of this station.	Water Bond Construction	\$160,000
Wastewater Asset Management (CP0148)		
This project will fund the purchase of an asset management system to monitor system condition and performance.	Wastewater Bond Construction	\$402,295
Wastewater Manhole Rehabilitation (CP0140)		
This project provides funds for the rehabilitation of wastewater manholes throughout the City.	Wastewater Bond Construction	\$675,000
Wastewater Master Plan Update (C10317)		
This project will update the 5-year Wastewater Master Plan per ADEQ Regulations.	Wastewater Bond Construction	\$74,122
Wastewater Oversize & Extensions - Cityshare for Oversizing (CP0143)		
This project provides funding for wastewater extensions and oversized mains due to development.	Wastewater Bond Construction	\$125,000

Capital Budget

Utilities Projects

Wastewater (Continued)

Major Program	Fund	Appropriation
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Wastewater System: Compliance Lab Equipment Replacement (CP0150)

This project will replace test instruments and laboratory equipment when they reach their useful life.	Wastewater Bond Construction	\$35,000
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Wastewater System: Pre-Design for Wastewater Projects (CP0144)

This project will fund pre-design work for larger, more complex projects in order to meet project timelines.	Wastewater Bond Construction	\$50,000
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Water

Major Program	Fund	Appropriation
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Brown Road WTP Pump Station Surge Mitigation (CP0034)

This project will ensure that recent capacity additions are not causing pressure issues.	Water Bond Construction	\$500,000
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City Well #14 Re-drill (CP0030)

City Well #14 was drilled in 1964 and is at the end of its useful service life. This project will re-drill the well next to its current location.	Water Bond Construction	\$950,000
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City Well #7 Re-drill (C10474)

City Well #7 was drilled in 1953 and is at the end of its useful service life. This project will re-drill the well in a new location.	Water Bond Construction	\$50,000
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County Line Pump Station 2 Upgrades (C10577)

This project will upgrade CLPS2 increasing the pumping capacity, reduce energy costs by reducing lift requirements, reduce water age, improve water quality, and improve security.	Water Bond Construction	\$2,000,000
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Capital Budget

Utilities Projects

Water (Continued)

Major Program	Fund	Appropriation
Desert Sage Well #9 Arsenic Remediation (CP0035)		
This project will explore different options to rehabilitate the well.	Water Bond Construction	\$20,000
Desert Well #6 and #7 Connection to Falcon Field Zone (CP0021)		
This project will connect groundwater wells Desert Wells #6 & 7 directly to the Falcon Field Zone to increase groundwater well production.	Water Bond Construction	\$150,000
Desert Well 18 Equip (C03080)		
This project will acquire a new site, drill and equip to augment the surface water supply.	Water Bond Construction	\$51,204
Desert Wells Zone Well Site Acquisition (C04048)		
This project provides funding for land acquisition, design and construction of additional well sites needed in the Desert Wells zone.	Water Bond Construction	\$250,000
Falcon Field Wells #10 and #15 Connection to Reclaimed Water System (CP0017)		
This project will connect these two groundwater wells to the reclaimed water system coming out of the Southeast Wastewater Reclamation Plant.	Wastewater Bond Construction	\$500,000
Fire Hydrant Meters (CP0130)		
This project provides funding for fire hydrant meters to ensure accurate measurement of construction water usage is captured to maintain water revenues.	Water Bond Construction	\$47,000
Fire Hydrant Replacement (CP0134)		
This project provides funding for the replacement of fire hydrants that are beyond their useful life to ensure hydrants are operational when needed.	Water Bond Construction	\$200,000

Capital Budget

Utilities Projects

Water (Continued)

Major Program	Fund	Appropriation
Pasadena Pump Station Improvements (C01606)		
This project will provide funding for various improvements to ensure a reliable water system.	Wastewater Bond Construction	\$75,000
	Water Bond Construction	\$4,287,274
	Total	\$4,362,274
Pressure Reducing Valve Station Replacements - Citywide (C10391)		
This project is to replace and improve aging PRV stations to allow for better operation, maintenance, and reliability.	Water Bond Construction	\$286,000
Signal Butte Well Collection Line - DW 18 to Warner (C10400)		
This project will construct well collection line along Signal Butte Road from Desert Well #18 south to Warner Road.	Water Bond Construction	\$994,378
Signal Butte Well Collection Line - DW18 to Reuban St (C10394)		
This project will construct a well collection line along Signal Butte Road from Desert Well #18 north to the Signal Butte Reservoir.	Water Bond Construction	\$56,000
Signal Butte Well Collection Line - Warner to Desert Well 20 (C10402)		
This project will construct a well collection line along Signal Butte Road from Desert Well #19 south to Desert Well #20.	Water Bond Construction	\$795,502
Signal Butte: Reuban St. to Warner Road - 30-inch DW Waterline (C04053)		
This project will install a 30-inch waterline on Signal Butte for additional transmission capacity from the South CAP Water Treatment Plant.	Water Bond Construction	\$1,430,000
Sossaman Rd Waterline: Pecos to 1/2 mile North of Williams Field Road (C09013)		
The project includes improvements to make a 16-inch line waterline hydraulically continuous in the Falcon Field Well zone.	Water Bond Construction	\$3,600,000

Capital Budget

Utilities Projects

Water (Continued)

Major Program	Fund	Appropriation
Transfer Station 3 Improvements (C10392)		
This project will construct improvements to expand transfer capacity of TS 3 to meet projected demands.	Water Bond Construction	\$332,526
Upper Zone Reliability Improvements - Pump Station Upgrades (C10279)		
This project will construct improvements to the upper zone pump stations to provide reliable service. These pump stations are considered critical supply links to the upper service areas.	Water Bond Construction	\$1,500,000
Val Vista Pipelines to City Zone Reservoirs and Val Vista Water Treatment Plant (C10597)		
This project will construct three water transmission mains to transfer water from the plant to the City Zone pump stations.	Water Bond Construction	\$600,000
Val Vista Water Treatment Plant - Mesa Share (C10319)		
This project funds the cost share in the operations and maintenance of the Val Vista Water Treatment Plant per the Intergovernmental Agreement with the City of Phoenix.	Water Bond Construction	\$777,088
Water and Wastewater Improvements for ASU Polytechnic - Phase II and III (C06010)		
This project will provide necessary water and wastewater infrastructure improvements to handle project flows from the ASU Polytechnic Campus and to maintain service reliability in the area.	Wastewater Bond Construction	\$204,501
Water Asset Management System (CP0136)		
This project provides funding for a water asset management system to monitor system condition and performance.	Water Bond Construction	\$640,771

Capital Budget

Utilities Projects

Water (Continued)

Major Program	Fund	Appropriation
Water Extensions & Oversized Mains (CP0131)		
This project provides funding for water needs for developments as needed.	Water Bond Construction	\$200,000
Water Facility Security Enhancements (C10450)		
This project will install and test security measures at remote water facilities.	Water Bond Construction	\$150,000
Water Master Plan Update (CP0133)		
This project will provide funding to update the Water Master Plan, including policies and regulation changes.	Water Bond Construction	\$100,000
Water Meter Replacements (CP0138)		
This project provides funding for the new or replacement water meters to ensure accurate measurement of water usage by customers.	Water Bond Construction	\$650,000
Water Meter Vault Rehab (CP0132)		
This project will provide funding for upgrades necessary for OSHA compliance and to reduce safety hazards for personnel and equipment.	Water Bond Construction	\$900,000
Water Services Extension and Replacements (CP0129)		
This project provides funding for water service extensions and replacements to cure inadequacies that occur in the water system.	Water Bond Construction	\$250,000
Water System: Aging Main Rehabilitation and Repairs (CP0033)		
This project provides funding for repair and replacement of aging water mains.	Water Bond Construction	\$100,000

Capital Budget

Utilities Projects

Water (Continued)

Major Program	Fund	Appropriation
Water System: Compliance Lab Replacements (CP0139)		
This project provides monies for replacement of capitalized laboratory equipment in the water compliance lab.	Water Bond Construction	\$35,000
Water System: Design Next FY Water Projects (CP0137)		
This project provides funding to begin pre-design on larger, more complex water system projects to ensure project timelines and requirements are met.	Water Bond Construction	\$50,000
Water Utility Retirements (C01464)		
This project will remove water lines that are no longer needed in the water system.	Capital - Enterprise	\$73,969
Water Valve Replacement (CP0135)		
This project provides funding for the replacement of water valves that are beyond their useful life.	Water Bond Construction	\$250,000

Department Operational Plans

City Budget Funding Summary

Department	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation		
				Restricted Funds	Grant Funds	Other Funds
Mayor & Council	\$514,703	\$288,802	\$105,525	\$29,804	-	\$90,572
City Manager	\$5,710,641	\$2,617,319	\$954,215	\$269,504	\$1,040,599	\$829,004
Contingencies	\$91,286,000	\$43,111,000	\$48,175,000	-	-	-
Centralized Appropriations	\$162,148,851	\$19,656,357	\$15,390,696	\$1,537,899	-	\$125,563,899
Project Management Program	\$239,949,818	\$2,821,726	\$528,640	\$16,231,217	\$13,042,109	\$207,326,126
Arts & Culture	\$12,167,914	\$10,977,118	-	-	\$718,397	\$472,400
Business Services	\$12,113,160	\$3,690,607	\$7,722,247	\$589,274	-	\$111,032
City Attorney	\$11,615,670	\$5,848,640	\$105,631	\$49,989	\$140,874	\$5,470,535
City Auditor	\$645,593	\$362,248	\$132,360	\$37,383	-	\$113,602
City Clerk	\$1,249,732	\$1,249,732	-	-	-	-
Communications	\$539,185	\$539,185	-	-	-	-
Development & Sustainability	\$8,053,172	\$4,441,811	\$754,235	\$203,039	\$346,303	\$2,307,785
Economic Development	\$7,432,475	\$4,209,315	\$2,860,000	-	\$315,000	\$48,160
Energy Resources	\$44,285,986	\$86,850	\$43,653,689	\$250,447	-	\$295,000
Engineering	\$4,115,858	\$2,936,097	\$250,088	\$472,145	-	\$457,527
Facilities Maintenance	\$7,761,131	\$5,783,097	\$1,637,950	\$164,376	-	\$175,708
Falcon Field Airport	\$1,626,208	-	\$1,626,208	-	-	-
Financial Services	\$4,791,612	\$2,631,849	\$1,195,383	\$295,791	-	\$668,590
Fire	\$66,264,258	\$62,581,662	\$488,510	-	\$2,597,596	\$596,490
Fleet Services	\$6,003,356	-	\$1,249,481	-	-	\$4,753,875
Housing & Community Development	\$20,520,852	\$1,229,750	-	-	\$19,291,103	-
Human Resources	\$68,829,013	\$2,392,876	\$491,397	\$142,521	-	\$65,802,219
Information Technology	\$27,607,599	\$18,532,796	\$5,162,472	\$1,223,906	-	\$2,688,425
Library Services	\$7,639,692	\$7,228,692	-	-	\$51,000	\$360,000
Management Performance & Accountability	\$427,043	\$225,189	\$123,052	\$19,510	-	\$59,293
Municipal Court	\$8,706,666	\$7,151,533	-	-	-	\$1,555,133
Neighborhood Outreach & Animal Control	\$1,036,859	\$1,036,559	-	-	-	\$300
Parks, Recreation & Commercial Facilities	\$26,977,952	\$12,407,297	\$6,737,282	-	\$276,000	\$7,557,373
Police	\$152,281,940	\$142,146,590	\$854,594	\$106,813	\$7,452,231	\$1,721,712
Public Information & Communications	\$986,083	\$737,198	\$131,176	\$46,252	-	\$71,457
Solid Waste Management	\$23,290,118	-	\$23,154,118	-	-	\$136,000
Transit Services	\$10,002,962	-	-	-	-	\$10,002,962
Transportation	\$44,268,415	\$754,744	\$971,074	\$39,117,439	-	\$3,425,157
Water Resources	\$53,044,950	\$78,951	\$52,965,999	-	-	-
Total City Appropriations	\$1,133,895,468	\$367,755,589	\$217,421,022	\$60,787,309	\$45,271,211	\$442,660,336

Department Operational Plans

City Operational Resource Detail

Department	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Mayor & Council	7.0	\$514,703	\$301,461	\$199,742	\$13,500	-	-	-
City Manager	24.0	\$5,710,641	\$3,025,579	\$2,577,629	\$97,433	\$10,000	-	-
Contingencies	-	\$91,286,000	-	-	-	-	-	\$91,286,000
Centralized Appropriations	-	\$162,148,851	\$15,675,270	\$14,181,389	-	-	\$123,564,249	\$8,727,943
Project Management Program	118.7	\$239,949,818	\$10,524,040	\$9,374,569	\$400,010	\$214,274,371	-	\$5,376,828
Arts & Culture	73.9	\$12,167,914	\$5,371,005	\$5,563,941	\$975,568	\$257,400	-	-
Business Services	144.0	\$12,113,160	\$10,026,083	\$2,848,527	\$1,939,505	-	-	(\$2,700,955)
City Attorney	58.0	\$11,615,670	\$5,818,631	\$5,203,800	\$593,239	-	-	-
City Auditor	4.0	\$645,593	\$451,568	\$174,314	\$19,711	-	-	-
City Clerk	8.0	\$1,249,732	\$743,711	\$458,121	\$47,900	-	-	-
Communications	23.0	\$539,185	\$2,060,550	\$452,789	\$871,500	-	-	(\$2,845,654)
Development & Sustainability	59.0	\$8,053,172	\$5,262,239	\$2,232,227	\$137,277	\$421,429	-	-
Economic Development	13.0	\$7,432,475	\$1,323,815	\$6,026,000	\$34,500	\$48,160	-	-
Energy Resources	98.8	\$44,285,986	\$9,525,280	\$2,409,290	\$32,198,886	\$295,000	-	(\$142,470)
Engineering	44.6	\$4,115,858	\$4,356,322	\$2,529,885	\$309,088	\$45,000	-	(\$3,124,437)
Facilities Maintenance	33.0	\$7,761,131	\$2,701,553	\$4,238,813	\$820,765	-	-	-
Falcon Field Airport	10.0	\$1,626,208	\$847,628	\$743,020	\$35,560	-	-	-
Financial Services	53.5	\$4,791,612	\$4,781,291	\$969,591	\$27,220	\$6,850	-	(\$993,340)
Fire	483.0	\$66,264,258	\$55,673,215	\$3,596,352	\$5,453,067	\$1,634,525	-	(\$92,901)
Fleet Services	77.0	\$6,003,356	\$6,128,983	\$851,493	\$7,116,032	\$7,648,881	-	(\$15,742,033)
Housing & Community Development	27.0	\$20,520,852	\$2,248,461	\$18,108,661	\$163,730	-	-	-
Human Resources	52.0	\$68,829,013	\$4,430,852	\$64,313,448	\$190,548	-	-	(\$105,835)
Information Technology	150.5	\$27,607,599	\$17,107,090	\$6,937,817	\$2,418,015	\$1,928,900	-	(\$784,223)
Library Services	78.0	\$7,639,692	\$5,432,535	\$945,297	\$1,116,860	\$145,000	-	-
Management Performance & Accountability	3.0	\$427,043	\$360,943	\$58,692	\$7,408	-	-	-
Municipal Court	80.5	\$8,706,666	\$6,266,850	\$2,367,916	\$71,900	-	-	-
Neighborhood Outreach & Animal Control	11.0	\$1,036,859	\$825,377	\$180,235	\$30,947	\$300	-	-
Parks, Recreation & Commercial Facilities	196.5	\$26,977,952	\$11,946,236	\$10,771,580	\$2,511,037	\$1,749,099	-	-
Police	1,202.0	\$152,281,940	\$123,763,022	\$20,220,403	\$5,275,908	\$3,022,607	-	-
Public Information & Communications	7.0	\$986,083	\$728,465	\$229,159	\$14,037	\$15,006	-	(\$584)
Solid Waste Management	127.0	\$23,290,118	\$9,828,263	\$12,144,038	\$1,242,817	\$75,000	-	-
Transit Services	2.3	\$10,002,962	\$274,011	\$9,691,321	\$37,630	-	-	-
Transportation	155.2	\$44,268,415	\$12,807,934	\$21,461,241	\$9,926,740	\$72,500	-	-
Water Resources	224.3	\$53,044,950	\$18,514,339	\$24,270,810	\$13,425,773	-	-	(\$3,165,972)
Total City Appropriations	3,648.9	\$1,133,895,468	\$359,132,603	\$256,332,110	\$87,524,111	\$231,650,028	\$123,564,249	\$75,692,367

Department Operational Plans

Mayor & Council Department

Legislative Business Objective

Legislative

Department Operational Plans

Mayor & Council Department

Legislative Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Legislative Business Objective	\$514,703	\$288,802	\$105,525	\$29,804	-	\$90,572
Legislative	\$514,703	\$288,802	\$105,525	\$29,804	-	\$90,572
Total Transportation Restricted Funds				\$29,804		
Local Streets Sales Tax				\$29,804		
Total Other Funds						\$90,572
Cemetery						\$883
Employee Benefit Trust						\$50,436
Environmental Compliance Fee						\$4,698
Fleet Internal Service						\$22,205
Print Shop Internal Service						\$1,054
Transit Fund						\$7,323
Warehouse Internal Service						\$3,973

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Legislative Business Objective	7.0	\$514,703	\$301,461	\$199,742	\$13,500	-	-	-
Legislative	7.0	\$514,703	\$301,461	\$199,742	\$13,500	-	-	-

Department Operational Plans

City Manager Department

Executive Business Objective

Executive

Department Operational Plans

City Manager Department

Executive Business Objective

Mission

Set the strategic direction for City; direct the administration of all City departments; manage the processes through which City Council sets policy and ordinance; monitor legislative changes and coordinate interaction with other governmental organizations; prepare the annual operating and capital budgets for Council approval; educate and involve the public in government processes.

Desired Outcomes

- The City of Mesa is responsive and accountable to its customers.
- The City of Mesa is financially healthy.
- The City of Mesa responds effectively to potential threats and opportunities posed by the legislature.
- The City of Mesa is an effective participant in local and regional issues impacting Mesa.

Department Operational Plans

City Manager Department

Executive Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Executive Business Objective	\$5,710,641	\$2,617,319	\$954,215	\$269,504	\$1,040,599	\$829,004
Executive	\$5,710,641	\$2,617,319	\$954,215	\$269,504	\$1,040,599	\$829,004
Total Transportation Restricted Funds				\$269,504		
		Local Streets Sales Tax		\$269,504		
				Total Grant Funds	\$1,040,599	
				Grants - Gen. Gov.	\$1,040,599	
				Total Other Funds		\$829,004
				Capital - General Fund		\$10,000
				Cemetery		\$7,987
				Employee Benefit Trust		\$456,067
				Environmental Compliance Fee		\$42,484
				Fleet Internal Service		\$200,798
				Print Shop Internal Service		\$9,532
				Transit Fund		\$66,216
				Warehouse Internal Service		\$35,920

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Executive Business Objective	24.0	\$5,710,641	\$3,025,579	\$2,577,629	\$97,433	\$10,000	-	-
Executive	24.0	\$5,710,641	\$3,025,579	\$2,577,629	\$97,433	\$10,000	-	-

Department Operational Plans

Contingencies Department

Contingency Business Objective

Contingency

Department Operational Plans

Contingencies Department

Contingency Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Contingency Business Objective	\$91,286,000	\$43,111,000	\$48,175,000	-	-	-
Contingency	\$91,286,000	\$43,111,000	\$48,175,000	-	-	-

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Contingency Business Objective	-	\$91,286,000	-	-	-	-	-	\$91,286,000
Contingency	-	\$91,286,000	-	-	-	-	-	\$91,286,000

Department Operational Plans

Centralized Appropriations Department

Centralized Appropriations Business Objective

Bad Debt

Centralized Revenues

Contractual Commitments

Debt Service

Lease Payments

Other Centralized Appropriations

Post Employment Benefits

Property and Public Liability Trust Fund

Department Operational Plans

Centralized Appropriations Department

Centralized Appropriations Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Centralized Appropriations Business Objective	\$162,148,851	\$19,656,357	\$15,390,696	\$1,537,899	-	\$125,563,899
Bad Debt	\$2,600,000	\$1,500,000	\$1,100,000	-	-	-
Contractual Commitments	\$7,755,000	\$1,700,000	\$4,470,000	-	-	\$1,585,000
Debt Service	\$122,848,107	-	-	-	-	\$122,848,107
Lease Payments	\$716,142	-	-	-	-	\$716,142
Other Centralized Appropriations	\$6,253,332	\$102,659	\$6,144,857	\$4,489	-	\$1,327
Post Employment Benefits	\$15,675,270	\$12,225,864	\$2,429,624	\$633,527	-	\$386,255
Property and Public Liability Trust Fund	\$6,301,000	\$4,127,834	\$1,246,215	\$899,883	-	\$27,068
Total Transportation Restricted Funds				\$1,537,899		
			Highway User Revenue Fund	\$2,743		
			Local Streets Sales Tax	\$1,535,156		
					Total Other Funds	\$125,563,899
					Capital Lease Redemption	\$716,142
					Cemetery	\$1,066
					Court Construction Fee	\$899,000
					Environmental Compliance Fee	\$24,365
					Fire Impact Fee	\$146,000
					Fleet Internal Service	\$319,579
					General Obligation Bond Redemption	\$32,758,252
					Highway Project Advancement Notes	\$6,258,273
					Highway User Revenue Bond Redemption	\$12,534,050
					Library Impact Fee	\$150,000
					Parks Impact Fee	\$360,000
					Police Impact Fee	\$212,000
					Special Programs Fund	\$1,585,000
					Storm Sewer Impact Fee	\$114,000
					Transit Fund	\$14,151
					Utility Systems Bond Redemption	\$66,220,232
					Utility Systems GO Bond Redemption	\$777,027
					Warehouse Internal Service	\$55,489
					Wastewater Impact Fee	\$1,248,000
					Water Impact Fees	\$1,031,000
					WIFA Redemption	\$140,273

Department Operational Plans

Centralized Appropriations Department

Centralized Appropriations Business Objective

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Centralized Appropriations	-	\$162,148,851	\$15,675,270	\$14,181,389	-	-	\$123,564,249	\$8,727,943
Business Objective								
Bad Debt	-	\$2,600,000	-	-	-	-	-	\$2,600,000
Contractual Commitments	-	\$7,755,000	-	\$7,755,000	-	-	-	-
Debt Service	-	\$122,848,107	-	-	-	-	\$122,848,107	-
Lease Payments	-	\$716,142	-	-	-	-	\$716,142	-
Other Centralized Appropriations	-	\$6,253,332	-	\$125,389	-	-	-	\$6,127,943
Post Employment Benefits	-	\$15,675,270	\$15,675,270	-	-	-	-	-
Property and Public Liability Trust Fund	-	\$6,301,000	-	\$6,301,000	-	-	-	-

Department Operational Plans

Project Management Program Department

Project Management Business Objective

Capital Improvement Program

Lifecycle & Infrastructure Program

Department Operational Plans

Project Management Program Department

Project Management Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Project Management Business Objective	\$239,949,818	\$2,821,726	\$528,640	\$16,231,217	\$13,042,109	\$207,326,126
Capital Improvement Program	\$235,569,880	-	-	\$16,133,981	\$13,042,109	\$206,393,790
Lifecycle & Infrastructure Program	\$4,379,938	\$2,821,726	\$528,640	\$97,236	-	\$932,336
Total Transportation Restricted Funds				\$16,231,217		
			Local Streets Sales Tax	\$2,280,619		
			Regional Transportation Plan	\$13,950,598		
			Total Grant Funds	\$13,042,109		
			Grants - Enterprise	\$4,084,425		
			Grants - Gen. Gov.	\$8,957,684		
			Total Other Funds			\$207,326,126
			Capital - Enterprise			\$20,889,681
			Capital - General Fund			\$7,188,762
			Cemetery			\$26,733
			Cubs Spring Training Bond Construction			\$47,983,864
			Electric Bond Construction			\$4,287,085
			Employee Benefit Trust			\$14,950
			Environmental Compliance Fee			\$60,575
			Fleet Internal Service			\$44,437
			Gas Bond Construction			\$14,574,547
			Gen Govt Facility Impact Fee			\$1,506,960
			Print Shop Internal Service			\$32,437
			Property & Public Liability			\$4,630
			Public Safety Bond Construction			\$8,816,737
			Special Programs Fund			\$967,900
			Streets Bond Construction			\$50,737,251
			Transit Fund			\$3,761
			Warehouse Internal Service			\$38,414
			Wastewater Bond Construction			\$12,920,369
			Water Bond Construction			\$37,227,033

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Project Management Business Objective	118.7	\$239,949,818	\$10,524,040	\$9,374,569	\$400,010	\$214,274,371	-	\$5,376,828
Capital Improvement Program	118.7	\$235,569,880	\$10,524,040	\$5,762,595	\$400,010	\$213,506,407	-	\$5,376,828
Lifecycle & Infrastructure Program	-	\$4,379,938	-	\$3,611,974	-	\$767,964	-	-

Department Operational Plans

Arts & Culture Department

Arizona Museum for Youth Business Objective

Education-AMY

Exhibitions-AMY

Operations-AMY

Arizona Museum of Natural History Business Objective

Audience and Donor Development-AZMNH

Cultural Programming-AZMNH

Operations-AZMNH

Mesa Arts Center Business Objective

Adult & Youth Studio Classes

Education & Outreach

Fund Development

Operations

Performance Live

Volunteer Recruitment & Management

Department Operational Plans

Arts & Culture Department

Arizona Museum for Youth Business Objective

Mission

Inspire children of all ages to experience their world differently through art, creativity, and imagination.

Desired Outcomes

- Provide extraordinary Arts and Culture experiences through learning, discovery and creativity.
- Increase public participation and support.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark Description	Unit of Measure	End Estimate	Target	Benchmark
AMY Expenses	AMY \$ Total Ops Expen	-	331,290	-
Expense projections were based on a combination of the first 6 months of FY 11 - 12 and the last 6 months of FY 10 - 11. This monthly data profile reflects the anticipated expenses profile of FY 12 - 13. Monthly percentages for the data profile were then applied to FY 12 - 13 total target to determine the monthly value.				
AMY Revenue	AMY \$ Revenue	164,000	168,572	-
Revenue projections were based on a combination of the first 6 months of FY 11 - 12 and the last 6 months of FY 10 - 11. This monthly data profile reflects the anticipated revenue profile of FY 12 - 13. Monthly percentages for the data profile were then applied to FY 12 - 13 total target to determine the monthly value.				
AMY Education Expenses	AMY \$ Total Education Expen	-	335,542	-
Expense projections were based on a combination of the first 6 months of FY 11 - 12 and the last 6 months of FY 10 - 11. This monthly data profile reflects the anticipated expenses profile of FY 12 - 13. Monthly percentages for the data profile were then applied to FY 12 - 13 total target to determine the monthly value.				
AMY Participation	AMY # Participants	65,000	68,250	-
Participation projections are based on a combination of the first 6 months of FY 11 - 12 and the last 6 months of FY 10 - 11. This monthly data profile reflects the anticipated participation profile of FY 12 - 13. Monthly percentages for the data profile were then applied to FY 12 - 13 total target to determine the monthly value. FY 12 - 13 target reflects a 5% increase over FY 11 - 12 target.				
AMY Exhibition Expenses	AMY \$ Total Exhibition Expen	-	368,605	-
Expense projections were based on a combination of the first 6 months of FY 11 - 12 and the last 6 months of FY 10 - 11. This monthly data profile reflects the anticipated expenses profile of FY 12 - 13. Monthly percentages for the data profile were then applied to FY 12 - 13 total target to determine the monthly value.				

Department Operational Plans

Arts & Culture Department

Arizona Museum for Youth Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Arizona Museum for Youth Business Objective	\$1,036,810	\$916,413	-	-	\$120,397	-
Education-AMY	\$179,185	\$152,628	-	-	\$26,556	-
Exhibitions-AMY	\$527,947	\$438,958	-	-	\$88,988	-
Operations-AMY	\$329,679	\$324,827	-	-	\$4,852	-
				Total Grant Funds	\$120,397	
				Grants - Gen. Gov.	\$120,397	

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Arizona Museum for Youth Business Objective	12.3	\$1,036,810	\$806,056	\$138,972	\$91,782	-	-	-
Education-AMY	1.9	\$179,185	\$132,593	\$8,500	\$38,092	-	-	-
Exhibitions-AMY	7.1	\$527,947	\$457,315	\$24,242	\$46,390	-	-	-
Operations-AMY	3.3	\$329,679	\$216,149	\$106,230	\$7,300	-	-	-

Department Operational Plans

Arts & Culture Department

Arizona Museum of Natural History Business Objective

Mission

Inspire wonder, understanding and respect for the natural and cultural history of the Southwest.

Desired Outcomes

- Provide extraordinary Arts & Culture experiences through learning, discovery & creativity.
- Increase public participation & support.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark Description	Unit of Measure	End Estimate	Target	Benchmark
AZMNH Expenses	AZMNH \$ Expenses	-	1,379,786	-
This represents AzMNH budgeted expenditures for FY 12/13. Initial, flat baseline of \$1,258,919 plus four Adjustment Requests totaling \$120,867 (grants and new Mesa Grande one time and continuing expenditures). Our goal is to come in at or under budget for the fiscal year.				
AZMNH Revenue	AZMNH \$ Revenue	-	684,500	-
The is AzMNH and Mesa Grande total revenue goal. This is an increase over prior year's budget, and is based on the great success in FY 10/11 and continuing into FY 11/12. Projected revenue includes admission and programming fees in both the museum and Mesa Grande, facility space rentals and contribution-in-aid (grants and anticipated outside funding sources).				
AZMNH Cultural Programming Participation	AZMNH # CP Participants	144,685	145,969	-
This is the combined growth of all AzMNH participation (general admission, programming and special events). FY 12/13 target was calculated at 2.5% increase from our FY 11/12 Target of 142,409.				

Department Operational Plans

Arts & Culture Department

Arizona Museum of Natural History Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Arizona Museum of Natural History Business Objective	\$1,407,519	\$1,331,119	-	-	\$69,000	\$7,400
Audience and Donor Development- AZMNH	\$119,391	\$119,391	-	-	-	-
Cultural Programming-AZMNH	\$847,372	\$770,972	-	-	\$69,000	\$7,400
Operations-AZMNH	\$440,757	\$440,757	-	-	-	-
					Total Grant Funds	
					\$69,000	
					Grants - Gen. Gov.	\$69,000
						Total Other Funds
						\$7,400
						Capital - General Fund
						\$7,400

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Arizona Museum of Natural History Business Objective	13.6	\$1,407,519	\$1,025,183	\$256,477	\$118,459	\$7,400	-	-
Audience and Donor Development-AZMNH	0.7	\$119,391	\$78,510	\$39,876	\$1,005	-	-	-
Cultural Programming- AZMNH	8.7	\$847,372	\$664,469	\$75,295	\$100,208	\$7,400	-	-
Operations-AZMNH	4.3	\$440,757	\$282,205	\$141,306	\$17,246	-	-	-

Department Operational Plans

Arts & Culture Department

Mesa Arts Center Business Objective

Mission

Inspire people through engaging arts experiences that are diverse, accessible, and relevant.

Desired Outcomes

- Provide extraordinary Arts & Culture experiences through learning, discovery & creativity.
- Increase public participation & support.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark Description	Unit of Measure	End Estimate	Target	Benchmark
MAC Expenses	MAC Compare of Exp to Budget	-	9,413,560	-
<p>Since our budgeted expenditures were flat with the exception of some increases to reflect increased costs associated with expanded earned revenues or areas of new programmatic initiatives, we feel that coming in at or under our budget for expenses is the fiscally responsible and correct goal, and will indicate that we are operating in an efficient and professional manner.</p>				
MAC Revenue	MAC Revenue Generated	3,316,000	3,696,000	-
<p>This budget goal includes growth in a number of key areas measured above, and is a significant increase over the prior year's budget. If we meet or exceed the budgeted revenues, we feel that indicates a successful year, although our goal is to exceed that target.</p>				
MAC Participation	MAC # of Participants (all)	350,000	355,000	-
<p>This is the combined growth of all MAC participants, and we intend to use the same 5% growth we have targeted across the board. Again, after double digit growth in each of the last two years, sustaining that pace will be challenging. Therefore, we feel being able to gain another 5% will indicate a successful year (although, again, we will be aiming to exceed that target).</p>				

Department Operational Plans

Arts & Culture Department

Mesa Arts Center Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Mesa Arts Center Business Objective	\$9,723,585	\$8,729,585	-	-	\$529,000	\$465,000
Adult & Youth Studio Classes	\$734,912	\$705,912	-	-	\$29,000	-
Education & Outreach	\$300,505	\$198,505	-	-	\$102,000	-
Fund Development	\$1,378,816	\$1,378,816	-	-	-	-
Operations	\$5,684,318	\$4,821,318	-	-	\$398,000	\$465,000
Performance Live	\$1,561,082	\$1,561,082	-	-	-	-
Volunteer Recruitment & Management	\$63,952	\$63,952	-	-	-	-
					Total Grant Funds	\$529,000
					Grants - Gen. Gov.	\$529,000
					Total Other Funds	\$465,000
					Mesa Arts Center Restoration Fee	\$250,000
					Special Programs Fund	\$215,000

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Mesa Arts Center Business Objective	48.0	\$9,723,585	\$3,539,766	\$5,168,492	\$765,327	\$250,000	-	-
Adult & Youth Studio Classes	3.1	\$734,912	\$259,109	\$370,858	\$104,945	-	-	-
Education & Outreach	2.2	\$300,505	\$177,805	\$115,700	\$7,000	-	-	-
Fund Development	5.3	\$1,378,816	\$481,273	\$867,598	\$29,945	-	-	-
Operations	35.6	\$5,684,318	\$2,447,284	\$2,378,206	\$608,828	\$250,000	-	-
Performance Live	1.4	\$1,561,082	\$137,352	\$1,415,630	\$8,100	-	-	-
Volunteer Recruitment & Management	0.4	\$63,952	\$36,943	\$20,500	\$6,509	-	-	-

Department Operational Plans

Business Services Department

Business Services Business Objective

Business Services Administration

Business Services Administration

Space Planning

Customer Information and Billing Operations

Billing and Account Maintenance

CIS Technical Support and Training

Print and Mail Services

Mail Services

Print Services

Procurement

Contract Administration

Customer & Vendor Support

Procurement Card Program

Purchase Order Administration

Purchasing Administration

Revenue Operations

Business Office

Call Center

License Enforcement

Payment Processing

Special Regulatory Licenses

Utility Account Credit Services

Tax Compliance

Delinquent Tax Collections

Tax Audit

Warehouse

Inventory Acquisition

Inventory Control

Surplus Property

Department Operational Plans

Business Services Department

Business Services Business Objective

Mission

Provide services that support Mesa businesses and citizens, City departments and the divisions of the Business Services Department.

Desired Outcomes

- Mesa's utility customers, taxpayers, bidders and vendors are provided with the highest quality customer service with fair and professional treatment.
- Mesa's customers are provided with an accurate billing for their utility services.
- City receipts are collected and posted accurately and in a timely manner.
- Delinquent amounts due to the City are aggressively pursued.
- City departments are provided the services needed to support their missions.

Performance Measures

Performance Measure Name		FY 11/12 Year End Estimate	FY 12/13 Target	Benchmark
Target/Benchmark Description	Unit of Measure			
Minutes to Answer Utility Customer Calls	# minutes to answer calls	1	1	1
<p>Responsiveness is a key component of customer service and has a significant impact on customer perceptions. Minimizing call answer time is a critical component and a key indicator of that responsiveness. This metric is the sum of time to answer for all calls divided by the number of calls. Calculations are performed at the conclusion of each month for results that month and included in the Performance Report. Data is obtained from the ACD System Daily Application Management Summary - Agent Applications. The target is set using historical data and the benchmark is based on common industry performance.</p>				
Utility Customer Calls Abandoned	% Util. calls abandoned	5	5	5
<p>Each abandoned call represents a customer whose expectations of access to service were denied. Customer perceptions of our organization are hurt by each these events. Abandoned calls are calls that were not answered before the customer terminated the call. This metric is calculated as follows: the number of abandoned calls divided by the total number of calls offered. Calculations are performed at the conclusion of each month for results that month and included in the Performance Report. The target is set using historical data and the benchmark is based on common industry performance.</p>				
Direct Audit Hours/Total Hours Worked	% direct vs. total audit hrs	80	80	-
<p>This metric tracks the percent of direct audit hours to total hours worked by audit staff. The target is based on historical performance and included in the Performance Report. A benchmark source and value is not available at this time.</p>				
Direct Collection Hours/Total Hours Worked	% direct vs tot collection hrs	80	80	-
<p>This metric tracks the percent of direct collection hours to total hours worked by collections. The target is based on historical performance and included in the Performance Report. A benchmark source and value is not available at this time.</p>				

Department Operational Plans

Business Services Department

Business Services Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Business Services Business Objective	\$12,113,160	\$3,690,607	\$7,722,247	\$589,274	-	\$111,032
Business Services Administration	\$568,153	\$208,812	\$214,238	\$32,899	-	\$112,204
Business Services Administration	\$482,257	\$166,315	\$189,384	\$24,765	-	\$101,793
Space Planning	\$85,896	\$42,497	\$24,854	\$8,134	-	\$10,411
Customer Information and Billing Operations	\$1,134,367	(\$2,715)	\$1,136,806	\$33	-	\$243
Billing and Account Maintenance	\$763,386	(\$2,708)	\$765,818	\$33	-	\$243
CIS Technical Support and Training	\$370,981	(\$7)	\$370,988	-	-	-
Print and Mail Services	\$1,825,948	\$633,458	\$1,191,592	\$16,139	-	(\$15,240)
Mail Services	\$1,960,325	\$633,458	\$1,191,592	\$16,139	-	\$119,136
Print Services	(\$134,376)	-	-	-	-	(\$134,376)
Procurement	\$893,189	\$300,409	\$215,648	\$60,939	-	\$316,193
Contract Administration	\$371,914	\$132,714	\$95,267	\$26,921	-	\$117,012
Customer & Vendor Support	\$117,574	\$41,404	\$29,720	\$8,399	-	\$38,051
Procurement Card Program	\$45,165	\$16,483	\$11,832	\$3,343	-	\$13,507
Purchase Order Administration	\$201,133	\$53,872	\$38,675	\$10,929	-	\$97,657
Purchasing Administration	\$157,403	\$55,937	\$40,154	\$11,347	-	\$49,965
Revenue Operations	\$6,207,642	\$1,057,991	\$4,963,963	\$173,536	-	\$12,152
Business Office	\$2,271,606	\$164,678	\$2,095,566	-	-	\$11,362
Call Center	\$1,997,416	(\$1)	\$1,997,417	-	-	-
License Enforcement	\$214,802	\$178,286	-	\$36,516	-	-
Payment Processing	\$465,566	\$229,246	\$198,008	\$37,522	-	\$790
Special Regulatory Licenses	\$585,281	\$485,783	-	\$99,498	-	-
Utility Account Credit Services	\$672,972	\$0	\$672,972	-	-	-
Tax Compliance	\$1,798,380	\$1,492,652	-	\$305,728	-	-
Delinquent Tax Collections	\$688,341	\$571,320	-	\$117,021	-	-
Tax Audit	\$1,110,040	\$921,333	-	\$188,707	-	-
Warehouse	(\$314,519)	-	-	-	-	(\$314,519)
Inventory Acquisition	\$266,614	-	-	-	-	\$266,614
Inventory Control	\$728,522	-	-	-	-	\$728,522
Surplus Property	(\$1,309,656)	-	-	-	-	(\$1,309,656)
Total Transportation Restricted Funds				\$589,274		
				Local Streets Sales Tax	\$589,274	
Total Other Funds						\$111,032
Cemetery						\$14,528
Employee Benefit Trust						\$287,186
Environmental Compliance Fee						\$14,140
Fleet Internal Service						\$137,815
Print Shop Internal Service						(\$108,710)
Transit Fund						\$33,870
Warehouse Internal Service						(\$267,796)

Department Operational Plans

Business Services Department

Business Services Business Objective

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Business Services Business Objective	144.0	\$12,113,160	\$10,026,083	\$2,848,527	\$1,939,505	-	-	(\$2,700,955)
Business Services Administration	5.0	\$568,153	\$525,153	\$22,619	\$20,381	-	-	-
Business Services Administration	4.0	\$482,257	\$446,757	\$16,269	\$19,231	-	-	-
Space Planning	1.0	\$85,896	\$78,396	\$6,350	\$1,150	-	-	-
Customer Information and Billing Operations	12.0	\$1,134,367	\$905,367	\$122,700	\$106,300	-	-	-
Billing and Account Maintenance	8.1	\$763,386	\$534,386	\$122,700	\$106,300	-	-	-
CIS Technical Support and Training	3.9	\$370,981	\$370,981	-	-	-	-	-
Print and Mail Services	12.0	\$1,825,948	\$749,367	\$652,778	\$1,603,333	-	-	(\$1,179,530)
Mail Services	7.0	\$1,960,325	\$378,992	\$62,000	\$1,519,333	-	-	-
Print Services	5.0	(\$134,376)	\$370,376	\$590,778	\$84,000	-	-	(\$1,179,530)
Procurement	11.9	\$893,189	\$912,825	\$21,200	\$6,150	-	-	(\$46,986)
Contract Administration	5.0	\$371,914	\$390,971	\$1,600	\$100	-	-	(\$20,757)
Customer & Vendor Support	1.6	\$117,574	\$122,550	\$1,000	\$500	-	-	(\$6,476)
Procurement Card Program	0.7	\$45,165	\$47,443	\$300	-	-	-	(\$2,578)
Purchase Order Administration	2.8	\$201,133	\$209,059	-	\$500	-	-	(\$8,426)
Purchasing Administration	1.9	\$157,403	\$142,802	\$18,300	\$5,050	-	-	(\$8,749)
Revenue Operations	69.0	\$6,207,642	\$4,381,462	\$1,766,330	\$59,850	-	-	-
Business Office	11.1	\$2,271,606	\$704,326	\$1,559,280	\$8,000	-	-	-
Call Center	32.1	\$1,997,416	\$1,919,666	\$70,500	\$7,250	-	-	-
License Enforcement	3.0	\$214,802	\$208,152	\$6,350	\$300	-	-	-
Payment Processing	6.1	\$465,566	\$409,216	\$49,950	\$6,400	-	-	-
Special Regulatory Licenses	7.3	\$585,281	\$503,331	\$49,750	\$32,200	-	-	-
Utility Account Credit Services	9.3	\$672,972	\$636,772	\$30,500	\$5,700	-	-	-
Tax Compliance	23.0	\$1,798,380	\$1,737,230	\$49,400	\$11,750	-	-	-
Delinquent Tax Collections	10.1	\$688,341	\$661,791	\$21,300	\$5,250	-	-	-
Tax Audit	12.9	\$1,110,040	\$1,075,440	\$28,100	\$6,500	-	-	-
Warehouse	11.2	(\$314,519)	\$814,679	\$213,500	\$131,741	-	-	(\$1,474,439)
Inventory Acquisition	3.6	\$266,614	\$266,414	\$200	-	-	-	-
Inventory Control	5.4	\$728,522	\$391,931	\$207,600	\$128,991	-	-	-
Surplus Property	2.1	(\$1,309,656)	\$156,333	\$5,700	\$2,750	-	-	(\$1,474,439)

Department Operational Plans

City Attorney Department

Legal Business Objective

Administrative Legal Services

Civil Litigation

Criminal Prosecution

Victim Services

Department Operational Plans

City Attorney Department

Legal Business Objective

Mission

Dedicated to providing quality legal services (civil and criminal) to protect the interests of the City of Mesa and its citizens.

Desired Outcomes

- To protect the interests of the city by providing thorough and accurate legal representation.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark	Description	End Estimate	Target	Benchmark
Claims Resolved - Without Litigation	% Claims Reso w/o Lit	-	85	-
Percentage of claims resolved prior to litigation being filed - Number of cases resolved before litigation case is filed. This information is obtained through the Riskmaster system. The target is based on the last 3 fiscal years.				
DUI Conviction Rate	% DUI Conviction Rate	-	80	-
This target is based on historical data. Our mission is justice and to measure the effectiveness of DUI prosecutions.				
Overall Trial Conviction Rate	% Overall Conviction Rate	-	70	-
This target is based on historical data. Our mission is justice and to measure the effectiveness of DUI prosecutions.				

Department Operational Plans

City Attorney Department

Legal Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Legal Business Objective	\$11,615,670	\$5,848,640	\$105,631	\$49,989	\$140,874	\$5,470,535
Administrative Legal Services	\$1,990,619	\$1,809,079	\$104,524	\$49,465	-	\$27,551
Civil Litigation	\$5,442,692	-	-	-	-	\$5,442,692
Criminal Prosecution	\$3,726,016	\$3,724,093	\$1,107	\$524	-	\$292
Victim Services	\$456,343	\$315,469	-	-	\$140,874	-
Total Transportation Restricted Funds				\$49,989		
Local Streets Sales Tax				\$49,989		
Total Grant Funds					\$140,874	
Grants - Gen. Gov.					\$140,874	
Total Other Funds						\$5,470,535
Cemetery						\$2,012
Environmental Compliance Fee						\$8,469
Fleet Internal Service						\$4,024
Property & Public Liability						\$5,442,692
Transit Fund						\$13,338

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Legal Business Objective	58.0	\$11,615,670	\$5,818,631	\$5,203,800	\$593,239	-	-	-
Administrative Legal Services	11.9	\$1,990,619	\$1,424,995	\$541,835	\$23,789	-	-	-
Civil Litigation	8.6	\$5,442,692	\$903,675	\$4,539,017	-	-	-	-
Criminal Prosecution	31.0	\$3,726,016	\$3,033,618	\$122,948	\$569,450	-	-	-
Victim Services	6.6	\$456,343	\$456,343	-	-	-	-	-

Department Operational Plans

City Auditor Department

City Auditor Business Objective

City Auditor Operations

Department Operational Plans

City Auditor Department

City Auditor Business Objective

Mission

Provides audit, consulting, and investigative services to identify and minimize risks, maximize efficiencies, improve internal controls, increase transparency and strengthen accountability to Mesa's citizens.

Desired Outcomes

- The City of Mesa provides high quality services at the lowest possible cost, and operates in compliance with all applicable statutes, rules, regulations, policies and procedures.
- The risks of fraud, theft, and abuse of public resources are minimized, and Mesa's citizens have confidence in the integrity and transparency of their City government.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark Description	Unit of Measure	End Estimate	Target	Benchmark
Audit Recommendations	% Audit Recs Accepted	95	95	95
This is the ratio of the number of audit recommendations accepted and implemented by auditees to the total number of recommendations made. The target is set at 95%, because although the audit process is designed to yield only those recommendations that will be accepted and implemented, there are isolated cases in which this is not possible.				
Audit Plan Completion	% Audit Plans Completed	80	80	80
This is the percentage of projects listed on the annual audit plan that are completed during the year. The target must be set to allow for those projects that are in progress at fiscal year end.				

Department Operational Plans

City Auditor Department

City Auditor Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
City Auditor Business Objective	\$645,593	\$362,248	\$132,360	\$37,383	-	\$113,602
City Auditor Operations	\$645,593	\$362,248	\$132,360	\$37,383	-	\$113,602
Total Transportation Restricted Funds				\$37,383		
			Local Streets Sales Tax	\$37,383		
					Total Other Funds	\$113,602
					Cemetery	\$1,108
					Employee Benefit Trust	\$63,261
					Environmental Compliance Fee	\$5,893
					Fleet Internal Service	\$27,852
					Print Shop Internal Service	\$1,322
					Transit Fund	\$9,184
					Warehouse Internal Service	\$4,982

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
City Auditor Business Objective	4.0	\$645,593	\$451,568	\$174,314	\$19,711	-	-	-
City Auditor Operations	4.0	\$645,593	\$451,568	\$174,314	\$19,711	-	-	-

Department Operational Plans

City Clerk Department

City Clerk Business Objective

City Clerk Administration

Elections

Department Operational Plans

City Clerk Department

City Clerk Business Objective

Mission

Serve as professional, responsive liaisons in promoting trust between the citizens and government by managing the citywide records management program, conducting fair, open and impartial City elections, ensuring legal compliance of all official postings, public notices and related advertising and administering the Public Safety Retirement System and local boards for City of Mesa police and firefighters.

Desired Outcomes

- Voter education (outreach) is enhanced.
- Voter turnout is maximized.
- Accurate and timely City elections/results are conducted.
- Access to government through public records is provided.
- Compliance with all legal notification requirements is ensured and maintained.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark Description	Unit of Measure	End Estimate	Target	Benchmark
Requests for Information/Help	# Requests for Info or Help	13,000	13,000	-
The metric is based on the total number of requests each individual staff member receives. The target is based on an average of the actual totals for past fiscal years.				
Notices and Agendas Posted	# Notices & Agendas Posted	700	700	-
The metric is based on the total number of meetings posted on the official calendar in compliance with the Open Meeting Law. The target is based on an average of the actual totals for past fiscal years. A benchmark does not exist but we are aware of surrounding communities that collect similar data.				

Department Operational Plans

City Clerk Department

City Clerk Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
City Clerk Business Objective	\$1,249,732	\$1,249,732	-	-	-	-
City Clerk Administration	\$570,072	\$570,072	-	-	-	-
Elections	\$679,660	\$679,660	-	-	-	-

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
City Clerk Business Objective	8.0	\$1,249,732	\$743,711	\$458,121	\$47,900	-	-	-
City Clerk Administration	5.6	\$570,072	\$487,717	\$74,955	\$7,400	-	-	-
Elections	2.4	\$679,660	\$255,994	\$383,166	\$40,500	-	-	-

Department Operational Plans

Communications Department

Communications Business Objective

Communications

Department Operational Plans

Communications Department

Communications Business Objective

Mission

Provide radio communication and associated electronic systems and services for the Public Safety and Municipal Departments of the City of Mesa and the members of the TOPAZ Regional Wireless Cooperative

Desired Outcomes

- The TOPAZ radio communications network infrastructure is available for use by Public Safety and Municipal Departments of the City of Mesa and the members of the TOPAZ Regional Wireless Cooperative to perform their emergency and daily business functions when needed.
- The appropriate mobile and portable radio communications subscriber equipment and associated electronic equipment and services are available when needed.
- Operations and maintenance support and network planning and project implementation are proactively provided to maximize the availability of the TOPAZ radio communications network.

Performance Measures

Performance Measure Name		FY 11/12 Year End Estimate	FY 12/13 Target	Benchmark
Target/Benchmark Description	Unit of Measure			
COMM-Unscheduled Downtime TOPAZ Network Wide	# Secs TOPAZ Downtime	316	316	316
<p>The duration of outage events is extracted from the Universal Event Manager, which is part of the Motorola SmartZone system, and is multiplied by the number of channels at the site.</p> <p>99.999% (five-nines) is a telecommunications industry-accepted benchmark. 316 seconds of outage equates to five-nines availability.</p>				
COMM-Defect-Free Radio Program- ming Templates	% Templates Defect-Free	90	90	-
<p>Rework work orders are compared with original work orders.</p> <p>Internal goal of 90%.</p>				
COMM-Defect-Free Equipment Repairs and Installations	% Repair/Instals Defect-Free	98	98	98
<p>Rework work orders are compared with original work orders.</p> <p>The benchmark is a comparison of the ePerformance Measures of Communications and Technology Management from the City of Austin Texas. The percent of returns due to improper installation metric is described as the number of improper installations divided by total number of installations. The percentage of rework installation for the Communications and Technology Management for the City of Austin is 4.99 listed in the amended FY 08 documentation.</p>				
COMM-Customer Satisfaction	% Customer Satisfaction	90	90	-
<p>Count scores on customer satisfaction cards.</p> <p>Internal goal of 90%.</p>				

Department Operational Plans

Communications Department

Communications Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Communications Business Objective	\$539,185	\$539,185	-	-	-	-
Communications	\$539,185	\$539,185	-	-	-	-

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Communications Business Objective	23.0	\$539,185	\$2,060,550	\$452,789	\$871,500	-	-	(\$2,845,654)
Communications	23.0	\$539,185	\$2,060,550	\$452,789	\$871,500	-	-	(\$2,845,654)

Department Operational Plans

Development & Sustainability Department

Environmental and Sustainability Business Objective

Air Quality

Asbestos and Lead

Energy Efficiency Program

Hazardous Materials/Waste

Storage Tanks

Sustainability

Water Quality

Planning and Development Business Objective

Administration

Annexation

Code Administration

Historic Preservation

Inspection and Enforcement

Land Entitlement

Long Range Planning

Permitting

Plan Review

Department Operational Plans

Development & Sustainability Department

Environmental and Sustainability Business Objective

Mission

Ensure residents of the City of Mesa are provided with a clean, safe and environmentally sound community and promote sustainable development that minimizes the use of natural resources, reduces dependence on nonrenewable resources, and guide decisions that recognize that economy, society, and the environment are interconnected and have a significant impact on the community.

Desired Outcomes

- The public is protected from Environmental hazards.
- City operations comply with applicable Environmental regulations.
- Residents and City departments are knowledgeable about Environmental issues.
- The use of nonrenewable resources are reduced and promoted.
- The City realizes a significant financial return on investment from the efficient use of natural resources.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark Description	Unit of Measure	End Estimate	Target	Benchmark
Household Hazardous Waste	# Gal HHW	66,000	50,000	-
Target established based on historic data and reflects that amount that can be safely collected at an event.				
Energy Conservation	# kWh Saved	500,000	3,000,000	-
Target established based on historic data and estimates from recently implemented projects				
SRP Rebates	\$ SRP Rebates	25,000	25,000	-
Target established based on historic data and estimates from recently implemented projects				
Renewable Energy	# kWh Generated Renewal	126,000	126,000	-
Target established based on historic data and estimates from recently implemented projects				

Department Operational Plans

Development & Sustainability Department

Environmental and Sustainability Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Environmental and Sustainability Business Objective	\$2,822,889	-	\$618,737	-	\$50,000	\$2,154,153
Air Quality	\$332,014	-	-	-	-	\$332,014
Asbestos and Lead	\$147,814	-	-	-	-	\$147,814
Energy Efficiency Program	\$421,429	-	-	-	-	\$421,429
Hazardous Materials/Waste	\$358,637	-	\$203,294	-	-	\$155,343
Storage Tanks	\$443,209	-	-	-	-	\$443,209
Sustainability	\$459,295	-	\$135,115	-	-	\$324,181
Water Quality	\$660,491	-	\$280,328	-	\$50,000	\$330,163
				Total Grant Funds	\$50,000	
				Grants - Gen. Gov.	\$50,000	
					Total Other Funds	\$2,154,153
					Capital - General Fund	\$421,429
					Environmental Compliance Fee	\$1,707,724
					Special Programs Fund	\$25,000

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Environmental and Sustainability Business Objective	9.8	\$2,822,889	\$835,041	\$1,510,520	\$55,899	\$421,429	-	-
Air Quality	0.8	\$332,014	\$67,561	\$264,453	-	-	-	-
Asbestos and Lead	0.5	\$147,814	\$57,521	\$90,293	-	-	-	-
Energy Efficiency Program	-	\$421,429	-	-	-	\$421,429	-	-
Hazardous Materials/Waste	0.8	\$358,637	\$78,464	\$260,898	\$19,275	-	-	-
Storage Tanks	0.4	\$443,209	\$43,209	\$400,000	-	-	-	-
Sustainability	4.2	\$459,295	\$339,302	\$93,538	\$26,455	-	-	-
Water Quality	3.1	\$660,491	\$248,984	\$401,338	\$10,169	-	-	-

Department Operational Plans

Development & Sustainability Department

Planning and Development Business Objective

Mission

In support of the City's General Plan; assisting in developing a "Complete Community" by providing professional planning, plan review, permitting, inspections and code compliance services to guide the orderly development of an attractive, healthy, livable city and promote a high quality, dynamic, diverse and sustainable environment.

Desired Outcomes

- The General Plan and Subarea Plans are prepared and maintained to guide development of the community.
- High quality new development, redevelopment, and property maintenance are facilitated by expert and proficient staff.
- Professional staff members use technology used to provide exceptional customer service.

Performance Measures

Performance Measure Name		FY 11/12 Year End Estimate	FY 12/13 Target	Benchmark
Target/Benchmark Description	Unit of Measure			
On-Time Land Entitlement Application Response	% on-time land appl responses	90	95	-
Target established based on staff availability and historic ability to meet response times				
Turn-Around Time for Commercial Plan Reviews	Avg # days comm plan rev TAT	18	18	-
The target for Commercial TAT is based on the historical average number of days to review commercial plans and set to not exceed 18 business days				
Turn-Around Time for Residential Plan Reviews	Avg # days res plan rev TAT	10	10	-
The target for Average TAT for residential projects is based on historical results and set to not exceed 10 business days				
Dev & Sustain Building Inspections Rolled-Over	% bldg inspection rollovers	2	2	-
Based on historical results, the target is for building inspections not completed within 24 business hours to not exceed 2%				

Department Operational Plans

Development & Sustainability Department

Planning and Development Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds	
Planning and Development Business Objective	\$5,230,283	\$4,441,811	\$135,498	\$203,039	\$296,303	\$153,632	
Administration	\$1,065,659	\$979,283	-	-	-	\$86,376	
Annexation	\$80,282	\$43,763	-	\$36,519	-	-	
Code Administration	\$174,215	\$174,215	-	-	-	-	
Historic Preservation	\$32,856	\$32,856	-	-	-	-	
Inspection and Enforcement	\$1,342,825	\$989,226	-	-	\$296,303	\$57,296	
Land Entitlement	\$898,113	\$898,113	-	-	-	-	
Long Range Planning	\$261,982	\$261,982	-	-	-	-	
Permitting	\$598,511	\$515,790	\$2,435	\$70,326	-	\$9,960	
Plan Review	\$775,840	\$546,582	\$133,064	\$96,194	-	-	
Total Transportation Restricted Funds				\$203,039			
				Local Streets Sales Tax	\$203,039		
					Total Grant Funds	\$296,303	
					Community Development Block Grant	\$296,303	
						Total Other Funds	\$153,632
						Environmental Compliance Fee	\$153,632

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Planning and Development Business Objective	49.2	\$5,230,283	\$4,427,198	\$721,707	\$81,378	-	-	-
Administration	6.0	\$1,065,659	\$539,787	\$484,827	\$41,045	-	-	-
Annexation	0.9	\$80,282	\$79,382	-	\$900	-	-	-
Code Administration	1.1	\$174,215	\$166,515	\$4,200	\$3,500	-	-	-
Historic Preservation	0.2	\$32,856	\$31,466	\$1,390	-	-	-	-
Inspection and Enforcement	15.3	\$1,342,825	\$1,302,242	\$26,500	\$14,083	-	-	-
Land Entitlement	8.0	\$898,113	\$851,063	\$46,550	\$500	-	-	-
Long Range Planning	0.8	\$261,982	\$113,892	\$140,240	\$7,850	-	-	-
Permitting	8.8	\$598,511	\$572,011	\$18,000	\$8,500	-	-	-
Plan Review	8.1	\$775,840	\$770,840	-	\$5,000	-	-	-

Department Operational Plans

Economic Development Department

Economic Development Business Objective

Building a Sustainable Community

Creating and Retaining Quality Jobs

Economic Investment Projects

Engineering Innovative Solutions

Department Operational Plans

Economic Development Department

Economic Development Business Objective

Mission

Create and retain high quality jobs, strengthen the city's economic base, and provide opportunities to enhance the financial well-being of Mesa residents.

Desired Outcomes

- High-quality jobs are created and retained within the city of Mesa.
- Capital investment is increased within the city of Mesa.
- Commercial square footage is increased within the city of Mesa.

Performance Measures

Performance Measure Name		FY 11/12 Year End Estimate	FY 12/13 Target	Benchmark
Target/Benchmark Description	Unit of Measure			
Jobs Retained - Announced	# of jobs retained	100	100	-
This metric captures the number of jobs retained in Mesa and is a direct reflection of retention efforts by OED and is subjective based on the needs of the business community. The current target was set based on performance in the last two fiscal years.				
New Jobs - Announced	# new jobs created	1,000	1,000	-
This metric is the total number of jobs announced by new businesses locating in Mesa that were assisted by OED. The current target was set based on performance in the last three fiscal years.				
Annual Wage of New Jobs - Announced	\$ avg new job wage	48,724	48,724	-
This metric is the average wage of jobs announced by new businesses locating in Mesa that were assisted by OED. This target is the Maricopa County average wage in the current year.				
Capital Investment - Announced	\$ Capital Invested	100,000,000	150,000,000	-
This metric is the total capital investment of the projects announced by new businesses locating in Mesa that were assisted by OED. The current target was set based on performance in the last fiscal year.				
New or Renovated Commercial SF - Announced	# New or Renovated sq ft	200,000	250,000	-
This metric is the total square footage of the projects announced by new businesses locating in Mesa that were assisted by OED. The current target was set based on performance in the last two fiscal years.				

Department Operational Plans

Economic Development Department

Economic Development Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Economic Development Business Objective	\$7,432,475	\$4,209,315	\$2,860,000	-	\$315,000	\$48,160
Building a Sustainable Community	\$1,186,234	\$1,167,434	\$18,800	-	-	-
Creating and Retaining Quality Jobs	\$5,164,524	\$2,460,164	\$2,341,200	-	\$315,000	\$48,160
Economic Investment Projects	\$500,000	-	\$500,000	-	-	-
Engineering Innovative Solutions	\$581,717	\$581,717	-	-	-	-
				Total Grant Funds	\$315,000	
				Grants - Enterprise	\$315,000	
					Total Other Funds	\$48,160
					Capital - Enterprise	\$48,160

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Economic Development Business Objective	13.0	\$7,432,475	\$1,323,815	\$6,026,000	\$34,500	\$48,160	-	-
Building a Sustainable Community	4.3	\$1,186,234	\$450,806	\$712,428	\$23,000	-	-	-
Creating and Retaining Quality Jobs	4.0	\$5,164,524	\$405,407	\$4,699,457	\$11,500	\$48,160	-	-
Economic Investment Projects	-	\$500,000	-	\$500,000	-	-	-	-
Engineering Innovative Solutions	4.7	\$581,717	\$467,602	\$114,115	-	-	-	-

Department Operational Plans

Energy Resources Department

Electric Business Objective

- Electric Business Development*
- Electric Meter Operations and Maintenance*
- Electric Program Administration*
- Electric Substation Construction*
- Electric Substation Maintenance*
- Electric Substation Operations*
- Electric System Planning*
- Electric T&D Construction*
- Electric Transmission & Distribution Maintenance*
- Electric Transmission & Distribution Operations*
- Planning and Acquisition*

Gas Business Objective

- Gas Business Development*
- Gas Emergency Response*
- Gas Meter Installation and Maintenance*
- Gas Program Administration*
- Gas Regulatory Compliance*
- Gas System Construction*
- Gas System Maintenance*
- Gas System Operations*
- Gas System Planning*
- Planning and Acquisition of Natural Gas Supplies*
- Utility Locating*

Department Operational Plans

Energy Resources Department

Electric Business Objective

Mission

Provide safe, reliable and cost-effective power to Mesa Electric customers.

Desired Outcomes

- Electric energy is acquired for and transmitted to Mesa's electric distribution system reliably at the lowest possible costs.
- Electric energy is distributed safely and reliably to our customers.
- Our customers' electric energy consumption is accurately and safely measured.

Performance Measures

Performance Measure Name		FY 11/12 Year End Estimate	FY 12/13 Target	Benchmark
Target/Benchmark Description	Unit of Measure			
O&M Costs - Electric	Elec \$ O&M Costs	5,934,015	6,387,303	-
The target is the adopted Direct O&M Budget amount projected to define a monthly and yearly cost. No industry benchmark has been found for this measure.				
SAIDI - Electric	Elec SAIDI index	29.20	29.30	39.15
Our FY target of 29.3 minutes is 75% of the APPA average for the California, Nevada, and Arizona region. The benchmark of 39.15 minutes is the average index from surveys of publicly owned utilities in American Public Power Association's APPA Region 6- California Nevada and Arizona. This information is reported in APPA's "Evaluation of Data Submitted in APPA' 2003 Distribution System Reliability and Operations Survey June 2004. The benchmark we use is an average of public utilities that share certain climate characteristics with the City of Mesa				
SAIFI - Electric	Elec SAIFI index	0.4847	0.5175	0.6900
Our target is 75% of the benchmark for the California, Nevada, and Arizona region for public utilities. The benchmark is the average index from surveys of publicly owned utilities in American Public Power Association's APPA Region 6-California Nevada and Arizona. This information is reported in APPA's "Evaluation of Data Submitted in APPA' 2003 Distribution System Reliability and Operations Survey June 2004. The benchmark we use is an average of public utilities that share certain climate characteristics with the City of Mesa.				
Lost Time Accidents - Electric	Elec # of accidents	-	-	-
Our target reflects the best possible performance, going one year without a lost time accident. Benchmark data has not been found for this measure.				

Department Operational Plans

Energy Resources Department

Electric Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Electric Business Objective	\$21,132,186	-	\$20,837,186	-	-	\$295,000
Electric Business Development	\$109,839	-	\$109,839	-	-	-
Electric Meter Operations and Maintenance	\$458,034	-	\$458,034	-	-	-
Electric Program Administration	\$958,831	-	\$958,831	-	-	-
Electric Substation Construction	\$882	-	\$882	-	-	-
Electric Substation Maintenance	\$427,618	-	\$427,618	-	-	-
Electric Substation Operations	\$370,702	-	\$370,702	-	-	-
Electric System Planning	\$114,122	-	\$114,122	-	-	-
Electric T&D Construction	\$8,826	-	\$8,826	-	-	-
Electric Transmission & Distribution Maintenance	\$1,364,673	-	\$1,364,673	-	-	-
Electric Transmission & Distribution Operations	\$715,875	-	\$420,875	-	-	\$295,000
Planning and Acquisition	\$16,602,785	-	\$16,602,785	-	-	-
					Total Other Funds	\$295,000
					Capital - Enterprise	\$295,000

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Electric Business Objective	26.1	\$21,132,186	\$2,857,791	\$1,129,633	\$16,849,762	\$295,000	-	-
Electric Business Development	1.0	\$109,839	\$107,839	-	\$2,000	-	-	-
Electric Meter Operations and Maintenance	3.5	\$458,034	\$327,480	\$108,612	\$21,942	-	-	-
Electric Program Administration	6.7	\$958,831	\$714,004	\$229,583	\$15,244	-	-	-
Electric Substation Construction	0.0	\$882	\$882	-	-	-	-	-
Electric Substation Maintenance	2.3	\$427,618	\$251,754	\$172,500	\$3,364	-	-	-
Electric Substation Operations	1.5	\$370,702	\$165,413	\$180,988	\$24,301	-	-	-
Electric System Planning	0.9	\$114,122	\$110,822	\$3,250	\$50	-	-	-
Electric T&D Construction	0.1	\$8,826	\$8,826	-	-	-	-	-
Electric Transmission & Distribution Maintenance	5.1	\$1,364,673	\$653,655	\$389,700	\$321,318	-	-	-
Electric Transmission & Distribution Operations	3.9	\$715,875	\$395,875	-	\$25,000	\$295,000	-	-
Planning and Acquisition	1.0	\$16,602,785	\$121,242	\$45,000	\$16,436,543	-	-	-

Department Operational Plans

Energy Resources Department

Gas Business Objective

Mission

Provide safe, reliable and cost-effective natural gas to our customers.

Desired Outcomes

- Reliable receipt, transmission, distribution and delivery of natural gas to our customers.
- Natural gas is delivered to our community safely.
- Mesa's cost of natural gas service is the lowest in our region.
- Employees will perform their duties safely with no accidents or lost time.

Performance Measures

Performance Measure Name		FY 11/12 Year End Estimate	FY 12/13 Target	Benchmark
Target/Benchmark Description	Unit of Measure			
O&M Costs - Gas	\$ O&M Gas Cost	11,969,893	12,813,359	-
The target is based on the adopted FY 11/12 budget for O&M. No benchmark has been found.				
SAIDI - Gas	SAIDI index Gas System	3.50	13.99	13.99
Our target is based on our benchmark for this measure. The benchmark 13.99 minutes of interruption per customer per year or 1.1658 minutes of interruptions per customer per month is the 2008 average SAIDI index for the natural gas utility in the City of Colorado Springs.				
SAIFI - Gas	SAIFI Index Gas System	0.4656	1.0000	-
The target is based on historical data. No benchmark source has been identified.				
Lost Time Accidents - Gas	Gas # Lost Time Accidents	2.0	-	1.2
"This tracks the number of lost time accidents reported in the gas system. A lost time accident occurs when an employee fails to complete an entire work shift, following an injury while on the job. This data is compiled from records maintained by City of Mesa Safety Services or other available sources. Internal Source.				

Department Operational Plans

Energy Resources Department

Gas Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Gas Business Objective	\$23,153,801	\$86,850	\$22,816,503	\$250,447	-	-
Gas Business Development	\$141,969	-	\$141,969	-	-	-
Gas Emergency Response	\$632,555	-	\$632,555	-	-	-
Gas Meter Installation and Maintenance	\$755,747	-	\$755,747	-	-	-
Gas Program Administration	\$888,087	-	\$888,087	-	-	-
Gas Regulatory Compliance	\$734,218	-	\$734,218	-	-	-
Gas System Construction	\$154,418	-	\$154,418	-	-	-
Gas System Maintenance	\$3,048,336	-	\$3,048,336	-	-	-
Gas System Operations	\$409,654	-	\$409,654	-	-	-
Gas System Planning	\$560,255	-	\$560,255	-	-	-
Planning and Acquisition of Natural Gas Supplies	\$15,008,269	-	\$15,008,269	-	-	-
Utility Locating	\$820,292	\$86,850	\$482,994	\$250,447	-	-
Total Transportation Restricted Funds				\$250,447		
				Highway User Revenue Fund	\$250,447	

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Gas Business Objective	72.7	\$23,153,801	\$6,667,490	\$1,279,657	\$15,349,124	-	-	(\$142,470)
Gas Business Development	1.3	\$141,969	\$138,469	-	\$3,500	-	-	-
Gas Emergency Response	4.8	\$632,555	\$582,130	\$43,200	\$7,225	-	-	-
Gas Meter Installation and Maintenance	7.2	\$755,747	\$717,245	\$32,200	\$6,302	-	-	-
Gas Program Administration	7.3	\$888,087	\$748,865	\$264,602	\$17,090	-	-	(\$142,470)
Gas Regulatory Compliance	7.3	\$734,218	\$660,545	\$58,730	\$14,943	-	-	-
Gas System Construction	1.8	\$154,418	\$154,418	-	-	-	-	-
Gas System Maintenance	24.8	\$3,048,336	\$2,055,141	\$673,726	\$319,469	-	-	-
Gas System Operations	4.2	\$409,654	\$377,396	\$11,598	\$20,660	-	-	-
Gas System Planning	5.0	\$560,255	\$460,255	-	\$100,000	-	-	-
Planning and Acquisition of Natural Gas Supplies	1.0	\$15,008,269	\$121,377	\$66,600	\$14,820,292	-	-	-
Utility Locating	8.1	\$820,292	\$651,648	\$129,001	\$39,643	-	-	-

Department Operational Plans

Engineering Department

Engineering Business Objective

Project Management

Property Management and Sales

ROW Management

Department Operational Plans

Engineering Department

Engineering Business Objective

Mission

Committed to being responsible stewards of public resources to enhance the community's quality of life through the provision of capital project management; engineering and inspection services for privately constructed infrastructure in the public right-of-way; and public property management, acquisition, and sales.

Desired Outcomes

- Enhance the quality of life in the City of Mesa.

Performance Measures

Performance Measure Name		FY 11/12 Year End Estimate	FY 12/13 Target	Benchmark
Target/Benchmark Description	Unit of Measure			
Projects on Schedule	% CIP Projects On Sched	88.75	80.00	-
The Target was determined by reviewing historical performance and the anticipated FY 12/13 workload.				
Budget Expended	% CIP Budget	70	70	-
The Target was determined by reviewing historical performance and analyzing the FY 12/13 projected CIP Cash Flows.				
Design Costs/Construction Bid Amount	% Infr Design Costs of Bid	10.0	16.0	17.8
The Engineering Department is using the Arizona Benchmarking Study dated November 2007 as our benchmark. This study included agencies such as Maricopa, Pima, and Pinal Counties: and the cities of Phoenix, Tucson and Gilbert. The City of Mesa participates in this benchmarking team. The average design costs for these agencies was 17.8%.				
Construction Change Orders	% Infr Const COs of Total	1.56	8.90	8.90
The Engineering Department is using the Arizona Benchmarking Study dated November 2007 as our benchmark. This study included agencies such as Maricopa, Pima, and Pinal Counties: and the cities of Phoenix, Tucson and Gilbert. The City of Mesa participates in this benchmarking team. The average construction change order percentage for these agencies was 8.9%.				

Department Operational Plans

Engineering Department

Engineering Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Engineering Business Objective	\$4,115,858	\$2,936,097	\$250,088	\$472,145	-	\$457,527
Project Management	\$2,139,242	\$1,168,166	\$99,414	\$414,134	-	\$457,527
Property Management and Sales	\$1,345,050	\$1,233,050	\$112,000	-	-	-
ROW Management	\$631,566	\$534,881	\$38,674	\$58,011	-	-
				Total Transportation Restricted Funds		
				Local Streets Sales Tax		
						\$472,145
						\$472,145
					Total Other Funds	\$457,527
					Capital - General Fund	\$45,000
					Transit Fund	\$412,527

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Engineering Business Objective	44.6	\$4,115,858	\$4,356,322	\$2,529,885	\$309,088	\$45,000	-	(\$3,124,437)
Project Management	35.0	\$2,139,242	\$3,453,419	\$1,511,172	\$254,088	\$45,000	-	(\$3,124,437)
Property Management and Sales	3.6	\$1,345,050	\$342,046	\$953,004	\$50,000	-	-	-
ROW Management	6.0	\$631,566	\$560,857	\$65,709	\$5,000	-	-	-

Department Operational Plans

Facilities Maintenance Department

District Cooling Business Objective

District Cooling

Facilities Maintenance Business Objective

Custodial

Facilities Maintenance

Landscaping

Department Operational Plans

Facilities Maintenance Department

District Cooling Business Objective

Mission

Provide exceptional district cooling services to our customers and opportunity to our employees.

Desired Outcomes

- Professional customer service and district cooling maintenance is provided in a cost effective and efficient manner.
- City's district cooling system functions as designed at all times.
- A culture of working safely while striving for excellence through education and training is cultivated and maintained.

Performance Measures

Performance Measure Name

Target/Benchmark Description	Unit of Measure	FY 11/12 Year End Estimate	FY 12/13 Target	Benchmark
Rate per Ton Hour	Rate per Ton Hour	0.25	0.28	-
This metric allows a month to month comparison of our ton-hour rate for District Cooling. Target is based on two years of monthly data allowing us to measure progress and establish more accurate rates.				

Department Operational Plans

Facilities Maintenance Department

District Cooling Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
District Cooling Business Objective	\$757,155	-	\$757,155	-	-	-
District Cooling	\$757,155	-	\$757,155	-	-	-

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
District Cooling Business Objective	0.7	\$757,155	\$71,255	\$677,500	\$8,400	-	-	-
District Cooling	0.7	\$757,155	\$71,255	\$677,500	\$8,400	-	-	-

Department Operational Plans

Facilities Maintenance Department

Facilities Maintenance Business Objective

Mission

Provide exceptional facilities maintenance services to our customers and opportunity to our employees.

Desired Outcomes

- Professional customer service and facilities maintenance is provided in a cost effective and efficient manner.
- City's building and grounds systems (including structure, heating, cooling, electrical, plumbing and landscape systems) function as designed at all times.
- A culture of working safely while striving for excellence through education and training is cultivated and maintained.

Performance Measures

Performance Measure Name

Target/Benchmark Description	Unit of Measure	FY 11/12 Year End Estimate	FY 12/13 Target	Benchmark
Facility Repair/Service Requests	# Service Requests per 100K	240	240	363

Using CMMS reports we divide the quarterly number of service requests by the number of 100,000 building square feet. ICMA benchmark is 363 service requests per 100,000 building square feet.

Department Operational Plans

Facilities Maintenance Department

Facilities Maintenance Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Facilities Maintenance Business Objective	\$7,003,976	\$5,783,097	\$880,794	\$164,376	-	\$175,708
Custodial	\$1,523,636	\$1,257,883	\$187,750	\$37,933	-	\$40,070
Facilities Maintenance	\$4,513,281	\$3,743,572	\$546,752	\$113,457	-	\$109,501
Landscaping	\$967,058	\$781,643	\$146,292	\$12,986	-	\$26,137
				Total Transportation Restricted Funds	\$164,376	
			Local Streets Sales Tax	\$164,376		
					Total Other Funds	\$175,708
					Cemetery	\$12,880
					Employee Benefit Trust	\$24,856
					Environmental Compliance Fee	\$6,802
					Fleet Internal Service	\$65,553
					Print Shop Internal Service	\$21,488
					Property & Public Liability	\$5,196
					Transit Fund	\$10,063
					Warehouse Internal Service	\$28,869

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Facilities Maintenance Business Objective	32.3	\$7,003,976	\$2,630,298	\$3,561,313	\$812,365	-	-	-
Custodial	2.6	\$1,523,636	\$202,912	\$1,314,254	\$6,470	-	-	-
Facilities Maintenance	27.1	\$4,513,281	\$2,225,328	\$1,497,859	\$790,094	-	-	-
Landscaping	2.6	\$967,058	\$202,057	\$749,200	\$15,801	-	-	-

Department Operational Plans

Falcon Field Airport Department

Falcon Field Airport Business Objective

Economic Growth

Environmental

Safety

Department Operational Plans

Falcon Field Airport Department

Falcon Field Airport Business Objective

Mission

Provide a safe, operationally-efficient general aviation reliever airport which is a financially self-sustaining economic hub in the City and takes reasonable measures to be environmentally responsible and sensitive to the surrounding community.

Desired Outcomes

- Falcon Field is safe for its customers and offers efficient aircraft access throughout the airport.
- A wide variety of aviation businesses and services are available to Falcon Field's customers, creating jobs for the community.
- Falcon Field does not rely upon the City's General Fund to operate.
- The environment and quality of life of those affected by the airport is protected without adversely affecting commerce, trade, and recreation at the airport.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark Description	Unit of Measure	End Estimate	Target	Benchmark
Airport Jobs	# Airport Jobs	1,000	1,000	-
Target: Based upon historical data but also factors in current economic conditions. Benchmark: Ultimate goal once airport is completely built out. Based upon current jobs + jobs that could be created once vacant parcels of land are developed.				
Airport Businesses	# On-Field Businesses	115	115	-
Target: Based upon historical data but also factors in current economic conditions. Benchmark: Ultimate goal once airport is completely built out. Based upon current number of businesses + businesses that could be located on the airport once vacant parcels of land are developed.				
Aircraft Operations per Complaint	# A/C Ops per Complaint	12,744	12,744	-
Target: Based upon current statistics. Benchmark: Even though the benchmark may never be reached, this is still the ultimate goal towards which the Airport must strive.				

Department Operational Plans

Falcon Field Airport Department

Falcon Field Airport Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Falcon Field Airport Business Objective	\$1,626,208	-	\$1,626,208	-	-	-
Economic Growth	\$581,390	-	\$581,390	-	-	-
Environmental	\$181,943	-	\$181,943	-	-	-
Safety	\$862,876	-	\$862,876	-	-	-

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Falcon Field Airport Business Objective	10.0	\$1,626,208	\$847,628	\$743,020	\$35,560	-	-	-
Economic Growth	4.3	\$581,390	\$346,446	\$224,854	\$10,090	-	-	-
Environmental	1.4	\$181,943	\$125,521	\$56,172	\$250	-	-	-
Safety	4.3	\$862,876	\$375,662	\$461,994	\$25,220	-	-	-

Department Operational Plans

Financial Services Department

Accounting Business Objective

Accounting Services

Payroll and Timekeeping

Security Workflow

Management and Budget Business Objective

CIP Budget Management

Forecast Management

Operating Budget Management

Department Operational Plans

Financial Services Department

Accounting Business Objective

Mission

Provide exceptional service in managing the City's financial resources for our customers and stakeholders.

Desired Outcomes

- Provide proactive leadership and reporting allowing our customers to make informed financial decisions for their organization by providing efficiency, innovation, and flexibility.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark Description	Unit of Measure	End Estimate	Target	Benchmark
Certificate of Achievement	% achievement of certification	100	100	100
The Certificate of Achievement is awarded by the GFOA annually for excellence in preparation of the annual CAFR. Benchmark source is GFOA. The FY annual target is receipt of the annual award by the GFOA.				
Investment Portfolio Earnings Rate	investment % return	0.1	0.1	0.1
Investment earnings are based on portfolio earnings compared to the 1 year Treasury Notes. Benchmark source is 1 year T bill earnings. FY target is based on historical T bill earnings.				
Service Level Agreement (SLA)	% achievement of SLA	75	75	75
Service level agreement for the first year is based on achieving 75% satisfaction based on "incident report" surveys. This measure will be adjusted going forward based on experience. No benchmark available. FY target is based on an estimate of incident reporting surveys.				
Payroll Processing Regulations	% regulatory compliance	100	100	100
Payroll will maintain a 100% compliance with all payroll regulatory rules. Benchmark is Federal and State payroll regulations. FY target is based on historical compliance with regulations.				
Payments Processed	% payments processed	95	95	95
Accounts Payable will maintain a 95% invoicing processing rate within 3 business days of invoice receipt. No benchmark is available. FY target is based on historical level of processing invoices.				

Department Operational Plans

Financial Services Department

Accounting Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Accounting Business Objective	\$3,482,607	\$1,901,198	\$928,413	\$220,391	-	\$432,605
Accounting Services	\$2,745,896	\$1,506,051	\$741,929	\$174,585	-	\$323,331
Payroll and Timekeeping	\$567,689	\$301,378	\$142,231	\$34,936	-	\$89,144
Security Workflow	\$169,022	\$93,769	\$44,253	\$10,870	-	\$20,130
				Total Transportation Restricted Funds	\$220,391	
			Local Streets Sales Tax	\$220,391		
					Total Other Funds	\$432,605
					Cemetery	\$7,023
					Employee Benefit Trust	\$331,463
					Environmental Compliance Fee	\$12,933
					Fleet Internal Service	\$16,898
					Print Shop Internal Service	\$348
					Transit Fund	\$45,279
					Warehouse Internal Service	\$1,203
					Worker's Compensation	\$17,458

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Accounting Business Objective	38.5	\$3,482,607	\$3,101,234	\$794,591	\$16,900	-	-	(\$430,118)
Accounting Services	28.5	\$2,745,896	\$2,275,127	\$794,591	\$16,900	-	-	(\$340,722)
Payroll and Timekeeping	8.0	\$567,689	\$635,871	-	-	-	-	(\$68,182)
Security Workflow	2.0	\$169,022	\$190,236	-	-	-	-	(\$21,214)

Department Operational Plans

Financial Services Department

Management and Budget Business Objective

Mission

Provide budget, fiscal planning, analysis and management support services to meet the legal and fiduciary requirements of the City.

Desired Outcomes

- An annual budget presented and recommended each fiscal year which conforms to state statutes and City Charter requirements.
- Financial analysis provided in a comprehensive, timely, and accurate manner to the City Council and City Management so that they can make informed decisions.

Department Operational Plans

Financial Services Department

Management and Budget Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Management and Budget Business Objective	\$1,309,006	\$730,651	\$266,970	\$75,400	-	\$235,985
CIP Budget Management	\$100,760	\$52,696	\$19,254	\$5,437	-	\$23,373
Forecast Management	\$557,335	\$312,725	\$114,265	\$32,272	-	\$98,073
Operating Budget Management	\$650,911	\$365,230	\$133,451	\$37,691	-	\$114,539
				Total Transportation Restricted Funds	\$75,400	
				Local Streets Sales Tax	\$75,400	
					Total Other Funds	\$235,985
					Capital - General Fund	\$6,850
					Cemetery	\$2,233
					Employee Benefit Trust	\$127,598
					Environmental Compliance Fee	\$11,885
					Fleet Internal Service	\$56,177
					Print Shop Internal Service	\$2,666
					Transit Fund	\$18,527
					Warehouse Internal Service	\$10,049

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Management and Budget Business Objective	15.0	\$1,309,006	\$1,680,058	\$175,000	\$10,320	\$6,850	-	(\$563,222)
CIP Budget Management	3.3	\$100,760	\$331,250	\$20,000	\$3,820	\$6,850	-	(\$261,160)
Forecast Management	5.3	\$557,335	\$676,669	\$20,000	-	-	-	(\$139,334)
Operating Budget Management	6.4	\$650,911	\$672,139	\$135,000	\$6,500	-	-	(\$162,728)

Department Operational Plans

Fire Department

Fire Business Objective

Community Involvement

Fire Prevention

Public Education

Public Information

Departmental Support

Administration

Departmental Training

EMS Training

Fire Maintenance

Personnel and Wellness

Planning/Research

Resource Management

Special Ops Training

Technical Support

Volunteer Management

Emergency Management

Emergency Management

Incident Response

Dispatch and Deployment

Operations

Department Operational Plans

Fire Department

Fire Business Objective

Mission

Provide the highest level of safety possible through Emergency Response, Prevention, Preparation, and Education to ensure the safety and welfare of the community.

Desired Outcomes

- Safe and efficient emergency response is provided to the community.
- Accidents and injuries are minimized through effective public education.
- Hazards are mitigated through prevention activities.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark Description	Unit of Measure	End Estimate	Target	Benchmark
Fire/EMS Response Time	% of 4 min 1st arriving unit	70	70	90
We set the target considering training, special events and assignments, and high call areas that we experience will not allow us to match the Seattle Fire Department's 90%.				
Fire Inspections Completed	# high/med risk fire inspects	1,620	1,620	-
Target based off of previous data collected with recards to total number of inspections performed by inspectors.				
Fire Community Contacts	# Fire Community Contacts	208,400	208,400	-
Fire Community Contacts target is determined from the compilation of Public Education Contacts, Volunteer Contacts, Inspection/Investigator Contacts, and the volunteer inspection program.				

Department Operational Plans

Fire Department

Fire Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Fire Business Objective	\$66,264,258	\$62,581,662	\$488,510	-	\$2,597,596	\$596,490
Community Involvement	\$1,842,474	\$1,785,514	-	-	\$56,960	-
Fire Prevention	\$1,123,664	\$1,066,704	-	-	\$56,960	-
Public Education	\$361,762	\$361,762	-	-	-	-
Public Information	\$357,049	\$357,049	-	-	-	-
Departmental Support	\$16,348,006	\$13,479,264	-	-	\$2,272,252	\$596,490
Administration	\$2,503,517	\$2,503,517	-	-	-	-
Departmental Training	\$967,297	\$967,297	-	-	-	-
EMS Training	\$933,386	\$823,470	-	-	\$109,916	-
Fire Maintenance	\$2,300,096	\$2,300,096	-	-	-	-
Personnel and Wellness	\$916,037	\$852,037	-	-	\$64,000	-
Planning/Research	\$174,817	\$174,817	-	-	-	-
Resource Management	\$5,074,388	\$3,695,186	-	-	\$1,047,716	\$331,486
Special Ops Training	\$507,141	\$451,041	-	-	\$56,100	-
Technical Support	\$2,390,480	\$1,263,208	-	-	\$862,268	\$265,004
Volunteer Management	\$580,848	\$448,596	-	-	\$132,252	-
Emergency Management	\$413,503	\$220,566	-	-	\$192,937	-
Emergency Management	\$413,503	\$220,566	-	-	\$192,937	-
Incident Response	\$47,660,274	\$47,096,317	\$488,510	-	\$75,447	-
Dispatch and Deployment	\$2,499,312	\$2,499,312	-	-	-	-
Operations	\$45,160,963	\$44,597,005	\$488,510	-	\$75,447	-
					Total Grant Funds	\$2,597,596
					Grants - Gen. Gov.	\$2,597,596
					Total Other Funds	\$596,490
					Capital - General Fund	\$596,490

Department Operational Plans

Fire Department

Fire Business Objective

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Fire Business Objective	483.0	\$66,264,258	\$55,673,215	\$3,596,352	\$5,453,067	\$1,634,525	-	(\$92,901)
Community Involvement	17.0	\$1,842,474	\$1,510,156	\$127,370	\$204,948	-	-	-
Fire Prevention	11.0	\$1,123,664	\$970,201	\$35,974	\$117,489	-	-	-
Public Education	3.0	\$361,762	\$254,381	\$64,644	\$42,737	-	-	-
Public Information	3.0	\$357,049	\$285,575	\$26,752	\$44,722	-	-	-
Departmental Support	62.7	\$16,348,006	\$7,057,907	\$2,689,523	\$5,058,952	\$1,634,525	-	(\$92,901)
Administration	12.0	\$2,503,517	\$2,037,289	\$195,549	\$270,679	-	-	-
Departmental Training	5.0	\$967,297	\$607,486	\$206,658	\$153,153	-	-	-
EMS Training	6.0	\$933,386	\$667,926	\$133,584	\$46,760	\$85,116	-	-
Fire Maintenance	10.0	\$2,300,096	\$918,518	\$566,706	\$814,872	-	-	-
Personnel and Wellness	2.7	\$916,037	\$349,987	\$496,163	\$69,887	-	-	-
Planning/Research	1.0	\$174,817	\$147,067	\$25,750	\$2,000	-	-	-
Resource Management	8.0	\$5,074,388	\$593,958	\$892,244	\$3,256,700	\$424,387	-	(\$92,901)
Special Ops Training	2.0	\$507,141	\$265,458	\$110,300	\$131,383	-	-	-
Technical Support	11.0	\$2,390,480	\$1,095,265	\$39,737	\$130,456	\$1,125,022	-	-
Volunteer Management	5.0	\$580,848	\$374,954	\$22,832	\$183,062	-	-	-
Emergency Management	2.0	\$413,503	\$289,814	\$106,322	\$17,367	-	-	-
Emergency Management	2.0	\$413,503	\$289,814	\$106,322	\$17,367	-	-	-
Incident Response	401.3	\$47,660,274	\$46,815,337	\$673,137	\$171,800	-	-	-
Dispatch and Deployment	28.0	\$2,499,312	\$2,422,712	\$34,100	\$42,500	-	-	-
Operations	373.3	\$45,160,963	\$44,392,626	\$639,037	\$129,300	-	-	-

Department Operational Plans

Fleet Services Department

Fleet Services Business Objective

Fleet Services Credits

Fuel Management

Parts Management

Preventative Maintenance

Vehicle Acquisition

Vehicle and Equipment Repairs

Department Operational Plans

Fleet Services Department

Fleet Services Business Objective

Mission

Minimize downtime and maximize equipment availability at an acceptable cost.

Desired Outcomes

- Satisfy customers.
- Maximize vehicle and equipment availability.
- Meet required vehicle turnaround times.
- Maintain competitive cost and service levels.
- Keep Safety a priority.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark Description	Unit of Measure	End Estimate	Target	Benchmark
Fleet Internal Customer Satisfaction	% cust sat Fleet	95	95	95
The target is based on the benchmark and how we feel our shops can perform to that specific standard. Source: Spectrum Consultants, Inc.				
Fleet and Equipment Availability	% fleet availability	99	99	95
The target is based on the benchmark and how we feel our shops can perform to that specific standard. Source: NAFA				

Department Operational Plans

Fleet Services Department

Fleet Services Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Fleet Services Business Objective	\$6,003,356	-	\$1,249,481	-	-	\$4,753,875
Fleet Services Credits	(\$15,016,533)	-	-	-	-	(\$15,016,533)
Fuel Management	\$4,057,998	-	-	-	-	\$4,057,998
Parts Management	\$2,768,949	-	-	-	-	\$2,768,949
Preventative Maintenance	\$1,391,738	-	-	-	-	\$1,391,738
Vehicle Acquisition	\$7,548,881	-	\$1,249,481	-	-	\$6,299,400
Vehicle and Equipment Repairs	\$5,252,323	-	-	-	-	\$5,252,323
					Total Other Funds	\$4,753,875
					Capital - General Fund	\$1,344,000
					Environmental Compliance Fee	\$7,719
					Fleet Internal Service	(\$1,553,244)
					Utility Replacement Extension & Renewal	\$1,794,400
					Vehicle Replacement	\$3,161,000

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Fleet Services Business Objective	77.0	\$6,003,356	\$6,128,983	\$851,493	\$7,116,032	\$7,648,881	-	(\$15,742,033)
Fleet Services Credits	-	(\$15,016,533)	-	-	-	-	-	(\$15,016,533)
Fuel Management	1.2	\$4,057,998	\$151,905	\$21,093	\$3,885,000	-	-	-
Parts Management	6.8	\$2,768,949	\$454,397	\$76,000	\$2,238,552	-	-	-
Preventative Maintenance	18.5	\$1,391,738	\$1,391,738	-	-	-	-	-
Vehicle Acquisition	-	\$7,548,881	-	-	-	\$7,548,881	-	-
Vehicle and Equipment Repairs	50.5	\$5,252,323	\$4,130,943	\$754,400	\$992,480	\$100,000	-	(\$725,500)

Department Operational Plans

Housing & Community Development Department

Housing and Community Development Business Objective

Housing & Community Development

Department Operational Plans

Housing & Community Development Department

Housing and Community Development Business Objective

Mission

Provide the resources, grant financial management and oversight to comply with federal, state and local funding requirements.

Desired Outcomes

- Become a best benchmark agency by completing written and updating existing procedures in each grant program.
- Reduce findings in future audits for each grant program.
- Increase staff capacity through training and certifications and providing sound financial reporting mechanisms that are compatible with CityEdge.

Department Operational Plans

Housing & Community Development Department

Housing and Community Development Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Housing and Community Development Business Objective	\$20,520,852	\$1,229,750	-	-	\$19,291,103	-
Housing & Community Development	\$20,520,852	\$1,229,750	-	-	\$19,291,103	-
				Total Grant Funds	\$19,291,103	
				Community Development Block Grant	\$6,614,618	
				HOME	\$942,763	
				Section 8	\$11,733,721	

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Housing and Community Development Business Objec- tive	27.0	\$20,520,852	\$2,248,461	\$18,108,661	\$163,730	-	-	-
Housing & Community Development	27.0	\$20,520,852	\$2,248,461	\$18,108,661	\$163,730	-	-	-

Department Operational Plans

Human Resources Department

Employee Benefits Business Objective

Benefits Contract Administration

Self Administered Health Plan

Personnel Business Objective

Employee Development

Employee Retention

Recruit and Hire

Safety & Worker's Compensation Business Objective

Claims Management

Training / Inspections / Hazard Assessment

Department Operational Plans

Human Resources Department

Employee Benefits Business Objective

Mission

Provide plan members a competitive and financially stable benefits package.

Desired Outcomes

- Plan members receive a benefits program that meets or exceeds those offered by the local market within a financially stable framework.

Performance Measures

Performance Measure Name

Target/Benchmark Description	Unit of Measure	FY 11/12 Year End Estimate	FY 12/13 Target	Benchmark
Employee Benefit Trust Fund	\$ Trust Fund Balance EOY	23,500,000	19,000,000	18,648,000

Trust Fund balance as reported on Employee Benefit Trust Statement of Operations (includes IBNR). Trust Fund balance recommended by consulting group to be equal to 3 months of claims plus 2 months of administrative costs. We consider historical trends and benchmark data (when applicable) and it is our goal to maintain or show a moderate improvement if possible within the metric time period.

Department Operational Plans

Human Resources Department

Employee Benefits Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Employee Benefits Business Objective	\$60,654,135	\$118,792	-	-	-	\$60,535,343
Benefits Contract Administration	\$60,516,340	\$118,792	-	-	-	\$60,397,548
Self Administered Health Plan	\$137,795	-	-	-	-	\$137,795
					Total Other Funds	\$60,535,343
					Employee Benefit Trust	\$60,535,343

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Employee Benefits Business Objective	16.5	\$60,654,135	\$1,292,329	\$59,300,706	\$61,100	-	-	-
Benefits Contract Administration	15.6	\$60,516,340	\$1,162,034	\$59,300,706	\$53,600	-	-	-
Self Administered Health Plan	0.9	\$137,795	\$130,295	-	\$7,500	-	-	-

Department Operational Plans

Human Resources Department

Personnel Business Objective

Mission

Provide quality HR Diverse, services to attract, develop, motivate and retain a diverse workforce within a supportive work environment.

Desired Outcomes

- Diverse, high-quality, productive employees are attracted, developed, and committed to providing quality service to our customers.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark Description	Unit of Measure	End Estimate	Target	Benchmark
Employee Job Satisfaction	% Job Satisfaction	75	78	83
<p>The job satisfaction score is determined from the citywide employee survey that is offered annually. The annual target is derived from assessing the results of prior Citywide employee surveys and determining what changes might be expected after implementing various Citywide efforts and programs designed to address employee concerns. The benchmark score comes from the Society of Human Resource Management.</p>				
Volunteer Program Cost Savings	\$ Saved by Volunteer Prog	5,400,000	5,600,000	4,000,000
<p>The annual targeted dollar savings to the City provided through the City's volunteer program is set by evaluating the number of hours worked each year by volunteers, then assessing the cost savings trends from year to year. We establish moderate increases to the target each year as the volunteer program grows. No benchmark data is available, as Mesa is one of the more progressive cities in the tracking and coordinating volunteer services and volunteer hours. This measure looks at the equivalent dollar value saved by the City through the use of volunteers as compared to paid staff. Independent Sector Value determines the equivalent hourly rate of volunteers and is currently set at \$21.79 per hour for 2011/12.</p>				

Department Operational Plans

Human Resources Department

Personnel Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Personnel Business Objective	\$2,567,590	\$1,933,473	\$417,797	\$121,176	-	\$95,144
Employee Development	\$309,390	\$232,979	\$50,345	\$14,602	-	\$11,464
Employee Retention	\$876,299	\$659,880	\$142,590	\$41,357	-	\$32,472
Recruit and Hire	\$1,381,902	\$1,040,615	\$224,862	\$65,217	-	\$51,208
				Total Transportation Restricted Funds	\$121,176	
			Local Streets Sales Tax		\$121,176	
					Total Other Funds	\$95,144
					Cemetery	\$8,184
					Employee Benefit Trust	\$9,203
					Environmental Compliance Fee	\$7,951
					Fleet Internal Service	\$55,963
					Print Shop Internal Service	\$3,681
					Transit Fund	\$2,062
					Warehouse Internal Service	\$8,100

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Personnel Business Objective	26.4	\$2,567,590	\$2,374,598	\$179,767	\$103,208	-	-	(\$89,983)
Employee Development	3.3	\$309,390	\$314,632	\$3,850	\$1,751	-	-	(\$10,843)
Employee Retention	7.3	\$876,299	\$742,116	\$78,492	\$86,401	-	-	(\$30,710)
Recruit and Hire	15.7	\$1,381,902	\$1,317,851	\$97,425	\$15,056	-	-	(\$48,430)

Department Operational Plans

Human Resources Department

Safety & Worker's Compensation Business Objective

Mission

Administer comprehensive Safety and Workers' Compensation programs that ensure regulatory compliance, while providing a safe work environment and superior Workers' Compensation adjudication, in a way that demonstrates caring and fiscal responsibility.

Desired Outcomes

- The workplace is free from recognized hazards that cause or likely to cause harm to City employees.
- Qualified, productive, skilled employees continue to work in their pre-injury position following a work-related injury and/or illness.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark	Description	End Estimate	Target	Benchmark
Experience Modification Rate	Avg Safety&WrksComp Cost	1	1	1
The annual target for the Experience Modification Rate (EMOD) is derived from evaluating historical loss data and is set based on yearly Worker's Compensation accident trends. This measure looks at the 3-year history of Safety and Worker's Compensation costs based on national averages as reported by all employers. The benchmark is set each year by the National Council on Compensation Insurance (NCCI). A target of "1" indicates losses are average.				

Department Operational Plans

Human Resources Department

Safety & Worker's Compensation Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Safety & Worker's Compensation Business Objective	\$5,607,288	\$340,610	\$73,600	\$21,345	-	\$5,171,732
Claims Management	\$5,154,971	-	-	-	-	\$5,154,971
Training / Inspections / Hazard Assessment	\$452,316	\$340,610	\$73,600	\$21,345	-	\$16,761
				Total Transportation Restricted Funds	\$21,345	
				Local Streets Sales Tax	\$21,345	
					Total Other Funds	\$5,171,732
					Cemetery	\$1,441
					Employee Benefit Trust	\$1,622
					Environmental Compliance Fee	\$1,401
					Fleet Internal Service	\$9,858
					Print Shop Internal Service	\$648
					Transit Fund	\$363
					Warehouse Internal Service	\$1,428
					Worker's Compensation	\$5,154,971

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Safety & Worker's Compensation Business Objective	9.1	\$5,607,288	\$763,925	\$4,832,975	\$26,240	-	-	(\$15,852)
Claims Management	5.5	\$5,154,971	\$431,728	\$4,718,243	\$5,000	-	-	-
Training / Inspections / Hazard Assessment	3.6	\$452,316	\$332,196	\$114,732	\$21,240	-	-	(\$15,852)

Department Operational Plans

Information Technology Department

Information Technology Business Objective

Admin and Purchasing

Business Application Services

End User Computing

Enterprise IT Services

Infrastructure Services

Department Operational Plans

Information Technology Department

Information Technology Business Objective

Mission

Plan, develop, implement, and support information technology that meets the City's business needs.

Desired Outcomes

- City services are delivered more efficiently and effectively through the use of information technology.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark Description	Unit of Measure	End Estimate	Target	Benchmark
Critical Business Application Availability	% Overall Availability	-	99	-
Based upon industry availability targets for unplanned downtime per month.				

Department Operational Plans

Information Technology Department

Information Technology Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Information Technology Business Objective	\$27,607,599	\$18,532,796	\$5,162,472	\$1,223,906	-	\$2,688,425
Admin and Purchasing	\$1,780,220	\$1,340,559	\$289,678	\$84,016	-	\$65,967
Business Application Services	\$8,666,403	\$5,497,233	\$2,345,666	\$335,068	-	\$488,436
End User Computing	\$4,142,266	\$2,974,672	\$642,786	\$196,425	-	\$328,383
Enterprise IT Services	\$6,343,169	\$4,690,005	\$1,013,444	\$299,920	-	\$339,800
Infrastructure Services	\$6,675,540	\$4,030,326	\$870,898	\$308,477	-	\$1,465,839
				Total Transportation Restricted Funds		
						\$1,223,906
				Local Streets Sales Tax		\$1,223,906
						Total Other Funds
						\$2,688,425
						Capital - Enterprise
						\$247,806
						Capital - General Fund
						\$1,552,788
						Cemetery
						\$76,168
						Employee Benefit Trust
						\$85,669
						Environmental Compliance Fee
						\$74,015
						Fleet Internal Service
						\$520,925
						Print Shop Internal Service
						\$34,260
						Transit Fund
						\$21,395
						Warehouse Internal Service
						\$75,399

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Information Technology Business Objective	150.5	\$27,607,599	\$17,107,090	\$6,937,817	\$2,418,015	\$1,928,900	-	(\$784,223)
Admin and Purchasing	12.3	\$1,780,220	\$1,125,803	\$527,282	\$189,524	-	-	(\$62,389)
Business Application Services	49.3	\$8,666,403	\$5,849,418	\$2,397,606	\$298,435	\$298,500	-	(\$177,556)
End User Computing	19.8	\$4,142,266	\$2,054,904	\$390,101	\$1,643,700	\$192,000	-	(\$138,439)
Enterprise IT Services	40.3	\$6,343,169	\$4,459,701	\$1,842,167	\$144,571	\$115,000	-	(\$218,270)
Infrastructure Services	29.0	\$6,675,540	\$3,617,263	\$1,780,661	\$141,785	\$1,323,400	-	(\$187,569)

Department Operational Plans

Library Services Department

Library Services Business Objective

Collection Support

Customer Service

Library Services Administration

Technology Support

Volunteer Services

Department Operational Plans

Library Services Department

Library Services Business Objective

Mission

Providing access and guidance to information, services, and resources that expand minds, empowers individuals, and enriches our diverse community.

Desired Outcomes

- The community is provided a resource for lifelong learning.
- Our customer quality of life is enriched.
- Customers use library resources to carry out daily life activities more effectively.

Performance Measures

Performance Measure Name		FY 11/12 Year End Estimate	FY 12/13 Target	Benchmark
Target/Benchmark Description	Unit of Measure			
LIB-Circulation of Library Materials	# Library Matrls Circulated	2,716,602	3,131,585	6,873,457
<p>The annual target for circulation is selected by comparing the current FY projected result with that of other libraries serving similar population using the most recent Public Library Data Service (2010) annual survey. Our FY 12/13 annual target comparison library is Omaha Public Library, NE and the benchmark is Cleveland Public Library, OH. The target was selected because Omaha Public is within the 50th percentile where we want to be while Cleveland Public is the benchmark as the highest performing library in that category.</p>				
LIB-In-house Library Visits	# In Library Visits	1,097,868	1,597,548	4,157,400
<p>The annual target for in-house visits is selected by comparing the current FY projected result with that of other libraries serving similar population using the most recent Public Library Data Service (2010) annual survey. Our FY 12/13 annual target comparison library is Arlington Public Library System, TX and the benchmark is Cleveland Public Library, OH. The target was selected because Arlington Public is within the 25th percentile where we want to be while Cleveland Public is the benchmark as the highest performing library in that category.</p>				
LIB-Public Internet Terminal Use	# of Public IntTerm Uses	258,348	263,790	1,130,896
<p>The annual target for public Internet uses is selected by comparing the current FY projected result with that of other libraries serving similar population using the most recent Public Library Data Service (2010) annual survey. Our FY 12/13 annual target comparison library is Great River Regional Library, MN and the benchmark is Cleveland Public Library, OH. The target was selected because Great River Regional is within the 25th percentile where we want to be while Cleveland Public is the benchmark as the highest performing library in that category.</p>				

Department Operational Plans

Library Services Department

Library Services Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Library Services Business Objective	\$7,639,692	\$7,228,692	-	-	\$51,000	\$360,000
Collection Support	\$1,549,657	\$1,521,657	-	-	\$28,000	-
Customer Service	\$3,914,794	\$3,745,794	-	-	-	\$169,000
Library Services Administration	\$1,546,611	\$1,355,611	-	-	-	\$191,000
Technology Support	\$536,415	\$513,415	-	-	\$23,000	-
Volunteer Services	\$92,215	\$92,215	-	-	-	-
					Total Grant Funds	
					\$51,000	
					Grants - Gen. Gov.	\$51,000
						Total Other Funds
						\$360,000
						Capital - General Fund
						\$145,000
						Special Programs Fund
						\$215,000

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Library Services Business Objective	78.0	\$7,639,692	\$5,432,535	\$945,297	\$1,116,860	\$145,000	-	-
Collection Support	8.6	\$1,549,657	\$698,689	\$184,452	\$666,516	-	-	-
Customer Service	59.4	\$3,914,794	\$3,700,542	\$5,898	\$208,354	-	-	-
Library Services Administration	6.0	\$1,546,611	\$709,441	\$586,100	\$106,070	\$145,000	-	-
Technology Support	3.0	\$536,415	\$235,733	\$165,547	\$135,135	-	-	-
Volunteer Services	1.0	\$92,215	\$88,130	\$3,300	\$785	-	-	-

Department Operational Plans

Management Performance & Accountability Department

Management Performance and Accountability Business Objective

Performance Management

Process Improvement and Management

Department Operational Plans

Management Performance & Accountability Department

Management Performance and Accountability Business Objective

Mission

Provide City management tools and knowledge to help leaders at all levels of the City take ownership for increasing productivity and cutting costs in their organizations while maintaining the quality of their service.

Desired Outcomes

- Activities/business processes are managed and improved to achieve desired outcomes.
- Performance measures are created and used for tracking cost, time, quality, and outcomes so everyone understands how their results contribute to the mission and desired outcomes.
- Cost drivers and non-value added efforts are reduced and resources are transferred to economic value creating activities/business processes the community wants and is willing to pay for.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark Description	Unit of Measure	End Estimate	Target	Benchmark
Training Hours Provided	# Training Hours	60	60	-
This Workload Measure estimate is predicated on the determined need for PB training that will be required through the year as well as customer demands for other types of training.				
Performance Measures Actively Reported	% Active Measures	75	95	100

The target is based on historical results and considers that it takes considerable time for any Performance Management system to mature. The best local example of a mature and effective Performance Management System is Maricopa County "Managing for Results". The County has received several awards from the Arizona Quality Alliance validating the success of their program. The maturity level of the Countys program is also reinforced by the existence of their Performance Management Certification program where their Internal Audit staff evaluates the accuracy validity and reliability of the key performance measures chosen and reported by County business units.

Department Operational Plans

Management Performance & Accountability Department

Management Performance and Accountability Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Management Performance and Accountability Business Objective	\$427,043	\$225,189	\$123,052	\$19,510	-	\$59,293
Performance Management	\$197,600	\$101,512	\$60,563	\$8,795	-	\$26,729
Process Improvement and Management	\$229,444	\$123,676	\$62,488	\$10,715	-	\$32,564
Total Transportation Restricted Funds				\$19,510		
Local Streets Sales Tax				\$19,510		
Total Other Funds						\$59,293
Cemetery						\$579
Employee Benefit Trust						\$33,015
Environmental Compliance Fee						\$3,076
Fleet Internal Service						\$14,535
Print Shop Internal Service						\$692
Transit Fund						\$4,794
Warehouse Internal Service						\$2,602

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Management Performance and Accountability Business Objective	3.0	\$427,043	\$360,943	\$58,692	\$7,408	-	-	-
Performance Management	1.5	\$197,600	\$180,472	\$13,429	\$3,699	-	-	-
Process Improvement and Management	1.5	\$229,444	\$180,472	\$45,263	\$3,709	-	-	-

Department Operational Plans

Municipal Court Department

Municipal Court Business Objective

Business Operations

Court Operations

Department Operational Plans

Municipal Court Department

Municipal Court Business Objective

Mission

As the judicial branch of government, to administer justice in a fair and timely manner.

Desired Outcomes

- Services are provided to the community in an efficient, accurate, consistent, and accessible manner.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark Description	Unit of Measure	End Estimate	Target	Benchmark
Court Performance	% Cmpst Index of Perform	90	90	-
This is a Court Tool developed by the NCSC. Mesa Municipal Court has over 130,000 violations filed annually. Initially meeting a composite of 90% for time to disposition, clearance rate, and trial date certainty is a reasonable goal based on the individual target goals of our other measures.				

Department Operational Plans

Municipal Court Department

Municipal Court Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Municipal Court Business Objective	\$8,706,666	\$7,151,533	-	-	-	\$1,555,133
Business Operations	\$4,101,172	\$2,845,071	-	-	-	\$1,256,101
Court Operations	\$4,605,493	\$4,306,461	-	-	-	\$299,032
					Total Other Funds	\$1,555,133
					Special Programs Fund	\$1,555,133

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Municipal Court Business Objective	80.5	\$8,706,666	\$6,266,850	\$2,367,916	\$71,900	-	-	-
Business Operations	37.0	\$4,101,172	\$2,599,854	\$1,465,368	\$35,950	-	-	-
Court Operations	43.5	\$4,605,493	\$3,666,995	\$902,548	\$35,950	-	-	-

Department Operational Plans

Neighborhood Outreach & Animal Control Department

Animal Control Business Objective

Community Education

Customer Service

Field Response and Action

Diversity & Neighborhood Outreach Business Objective

Diversity Initiatives

Neighborhood Outreach & Collaboration

Volunteer Coordination Program

Department Operational Plans

Neighborhood Outreach & Animal Control Department

Animal Control Business Objective

Mission

Serve and protect citizens and animals in the community through cooperative partnerships, education, and voluntary compliance or enforcement.

Desired Outcomes

- Citizen opinion of animal management positively influences community ratings of the City's overall service quality.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark Description	Unit of Measure	End Estimate	Target	Benchmark
Calls for Service	Number of All Service Calls	-	2,000	-
Target determined by number of Calls for Service in previous years; Calls for service expected to gradually increase with shift from four- to five-days per week service.				
Public Events Attended	# Public Events Attended	-	10	-
Target determined by number of events Animal Control participated in previously which should increase due to more availability of AC Supervisor.				
Citizens Contacted at Public Events	# of Contacts - Public Events	-	500	-
Target determined by manual count at events based on institutional knowledge; should increase as events increase.				

Department Operational Plans

Neighborhood Outreach & Animal Control Department

Animal Control Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Animal Control Business Objective	\$438,088	\$438,088	-	-	-	-
Community Education	\$2,161	\$2,161	-	-	-	-
Customer Service	\$127,135	\$127,135	-	-	-	-
Field Response and Action	\$308,792	\$308,792	-	-	-	-

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Animal Control Business Objective	5.0	\$438,088	\$310,912	\$112,136	\$15,040	-	-	-
Community Education	-	\$2,161	-	\$2,161	-	-	-	-
Customer Service	2.0	\$127,135	\$122,760	\$2,375	\$2,000	-	-	-
Field Response and Action	3.0	\$308,792	\$188,152	\$107,600	\$13,040	-	-	-

Department Operational Plans

Neighborhood Outreach & Animal Control Department

Diversity & Neighborhood Outreach Business Objective

Mission

Build partnerships that empower, enrich and energize Mesa's diverse community in order to create a neighborhood leaders and vibrant, safe neighborhoods.

Desired Outcomes

- Mesa residents demonstrate passion, action, and leadership in keeping their neighborhoods strong and safe.
- Mesa celebrates diversity and provides space to foster compassionate awareness and constructive conversations about important diversity matters and values.
- Volunteerism in Mesa is at an all-time high and volunteer efforts help to extend and provide services in Mesa.

Performance Measures

Performance Measure Name		FY 11/12 Year End Estimate	FY 12/13 Target	Benchmark
Target/Benchmark Description Human Relations Advisory Board Activities # HRB Activ Conducted This number is based on the anticipated number of presentations and contacts made by the Human Relations Board, given they meet on a monthly basis.	Unit of Measure # of HRB Activ Conducted	-	12	-
Neighborhood Refuse Removal # of Refuse Tons Removed Number of Tons: The target is derived from the average tonnage collected using historical data with consideration to the state of the current economy, staffing levels, and increase in the cost of dumpsters.	# of Refuse Tons Removed	150	150	-
Active Registered Neighborhoods # of Level 2/3 Active Nghbrds Active Registered Neighborhoods: The target is derived from historical data of the Neighborhood Registration Program in Mesa	# of Level 2/3 Active Nghbrds	74	74	-
Value to Mesa Volunteer Value in Dollars Value in Dollars: This target is derived from historical data with consideration the number/size of volunteer events scheduled for the upcoming year and also the value of the volunteer hour that is established yearly by the Independent Sector.	Volunteer Value in Dollars	457,464	424,000	-

Department Operational Plans

Neighborhood Outreach & Animal Control Department

Diversity & Neighborhood Outreach Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Diversity & Neighborhood Outreach Business Objective	\$598,771	\$598,471	-	-	-	\$300
Diversity Initiatives	\$164,069	\$163,969	-	-	-	\$100
Neighborhood Outreach & Collaboration	\$325,261	\$325,161	-	-	-	\$100
Volunteer Coordination Program	\$109,441	\$109,341	-	-	-	\$100
					Total Other Funds	\$300
					Capital - General Fund	\$300

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Diversity & Neighborhood Out- reach Business Objective	6.0	\$598,771	\$514,465	\$68,099	\$15,907	\$300	-	-
Diversity Initiatives	1.5	\$164,069	\$135,974	\$24,114	\$3,881	\$100	-	-
Neighborhood Outreach & Collaboration	3.3	\$325,261	\$287,334	\$30,669	\$7,158	\$100	-	-
Volunteer Coordination Program	1.3	\$109,441	\$91,157	\$13,316	\$4,868	\$100	-	-

Department Operational Plans

Parks, Recreation & Commercial Facilities Department

Parks, Recreation and Commercial Facilities Business Objective

Commercial

Cemetery

Convention Center/Amphitheatre

Golf

Pro Sports (HHK & CUB)

Recreation

Adaptive

Aquatics

Athletics

Recreation Centers

Youth Camp

Resource Management

Administration

Basin Maintenance

Parks Land Maintenance

Department Operational Plans

Parks, Recreation & Commercial Facilities Department

Parks, Recreation and Commercial Facilities Business Objective

Mission

Committed to providing sustainable facilities and opportunities to enhance the quality of life and well being of our community.

Desired Outcomes

- The community enjoys the benefits of urban forests, natural areas, and waters that endure and captivate.
- Recreation that inspires personal growth, healthy lifestyles, and a sense of community is readily available.
- Dynamic parks that shape city character and meet diverse community needs are created and maintained.
- Residents enjoy a safe place to play, celebrate, contemplate and recreate.
- Residents and visitors are provided unique opportunities in venues with a focus on cost recovery.

Performance Measures

Performance Measure Name		FY 11/12 Year End Estimate	FY 12/13 Target	Benchmark
Developed Park Acres	# park acres/1000 pop	5.28	5.28	5.90
Target based on National Recreation and Park Association (NRPA) measurement standards.				
Convention Center Direct Cost Recovery	% cost recovery Conv Ctr	90	90	69
Target based on historical data, common business measures, economic predictions and facility capacity.				
Aquatics Programs Utilization	% capacity aquatics	63	63	70
Target based on common historical measurements and national standards through NRPA.				
Rounds Played	# golf rounds played	60,000	60,000	65,900
Target based on historical measurements for industry.				
Athletic Programs Offered	% capacity athletic programs	72	72	80
Target based on historical measurements and national standards through NRPA.				

Department Operational Plans

Parks, Recreation & Commercial Facilities Department

Parks, Recreation and Commercial Facilities Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Parks, Recreation and Commercial Facilities Business Objective	\$26,977,952	\$12,407,297	\$6,737,282	-	\$276,000	\$7,557,373
Commercial	\$8,604,783	-	\$6,737,282	-	-	\$1,867,501
Cemetery	\$1,132,432	-	-	-	-	\$1,132,432
Convention Center/Amphitheatre	\$2,725,549	-	\$2,450,428	-	-	\$275,121
Golf	\$2,074,355	-	\$1,974,355	-	-	\$100,000
Pro Sports (HHK & CUB)	\$2,672,447	-	\$2,312,499	-	-	\$359,948
Recreation	\$6,078,786	\$5,902,786	-	-	\$156,000	\$20,000
Adaptive	\$496,788	\$340,788	-	-	\$156,000	-
Aquatics	\$2,395,125	\$2,395,125	-	-	-	-
Athletics	\$1,009,840	\$1,009,840	-	-	-	-
Recreation Centers	\$1,875,083	\$1,855,083	-	-	-	\$20,000
Youth Camp	\$301,950	\$301,950	-	-	-	-
Resource Management	\$12,294,383	\$6,504,511	-	-	\$120,000	\$5,669,872
Administration	\$3,052,437	\$2,726,195	-	-	-	\$326,242
Basin Maintenance	\$5,157,803	-	-	-	-	\$5,157,803
Parks Land Maintenance	\$4,084,143	\$3,778,316	-	-	\$120,000	\$185,827
					Total Grant Funds	
					Grants - Gen. Gov.	\$276,000
					Total Other Funds	\$7,557,373
					Capital - Enterprise	\$138,000
					Capital - General Fund	\$20,000
					Cemetery	\$1,132,432
					Environmental Compliance Fee	\$5,157,803
					Special Programs Fund	\$1,109,138

Department Operational Plans

Parks, Recreation & Commercial Facilities Department

Parks, Recreation and Commercial Facilities Business Objective

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Parks, Recreation and Commercial Facilities Business Objective	196.5	\$26,977,952	\$11,946,236	\$10,771,580	\$2,511,037	\$1,749,099	-	-
Commercial	53.1	\$8,604,783	\$3,713,792	\$2,861,795	\$793,458	\$1,235,738	-	-
Cemetery	10.3	\$1,132,432	\$751,859	\$205,865	\$124,708	\$50,000	-	-
Convention Center/ Amphitheatre	14.8	\$2,725,549	\$1,086,002	\$1,038,473	\$125,953	\$475,121	-	-
Golf	16.8	\$2,074,355	\$1,056,936	\$475,350	\$291,400	\$250,669	-	-
Pro Sports (HHK & CUB)	11.2	\$2,672,447	\$818,995	\$1,142,107	\$251,397	\$459,948	-	-
Recreation	87.5	\$6,078,786	\$3,967,590	\$1,351,799	\$759,397	-	-	-
Adaptive	6.3	\$496,788	\$294,940	\$140,848	\$61,000	-	-	-
Aquatics	44.1	\$2,395,125	\$1,742,905	\$193,212	\$459,008	-	-	-
Athletics	10.1	\$1,009,840	\$526,938	\$377,938	\$104,964	-	-	-
Recreation Centers	21.6	\$1,875,083	\$1,212,173	\$558,285	\$104,625	-	-	-
Youth Camp	5.5	\$301,950	\$190,634	\$81,516	\$29,800	-	-	-
Resource Management	55.9	\$12,294,383	\$4,264,854	\$6,557,986	\$958,182	\$513,361	-	-
Administration	19.4	\$3,052,437	\$1,626,197	\$904,896	\$222,602	\$298,742	-	-
Basin Maintenance	12.3	\$5,157,803	\$915,143	\$3,843,660	\$399,000	-	-	-
Parks Land Maintenance	24.2	\$4,084,143	\$1,723,514	\$1,809,430	\$336,580	\$214,619	-	-

Department Operational Plans

Police Department

Police Business Objective

Investigations

Operations

Support

Department Operational Plans

Police Department

Police Business Objective

Mission

Dedicated to working with you, fighting crime, defending human rights, protecting life and property, to make our community safe for all.

Desired Outcomes

- Crime in the City of Mesa is decreased.
- Traffic safety is increased.
- The public's perception of their safety from violent or property crimes is enhanced.

Performance Measures

Performance Measure Name		FY 11/12 Year End Estimate	FY 12/13 Target	Benchmark
Target/Benchmark Description	Unit of Measure			
Part I Crimes	# Part 1 Crimes per 1K	36	36	-
Targets were established after meeting with work area representatives, evaluating historical data and projecting trends in police related activity.				
Part I Crime Arrests	# Arrests Part 1 per 1K	10	10	-
Targets were established after meeting with work area representatives, evaluating historical data and projecting trends in police related activity.				
Automobile Accidents	# Inj/Fat Accidents per 1K	4	4	-
Targets were established after meeting with work area representatives, evaluating historical data and projecting trends in police related activity.				
Response Time	# Min. Response Time	3.6	3.6	-
Targets were established after meeting with work area representatives, evaluating historical data and projecting trends in police related activity.				

Department Operational Plans

Police Department

Police Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation			Other Funds
				Restricted Funds	Grant Funds		
Police Business Objective	\$152,281,940	\$142,146,590	\$854,594	\$106,813	\$7,452,231	\$1,721,712	
Investigations	\$2,334,281	\$2,092,244	-	-	\$242,037	-	
Operations	\$95,460,170	\$89,931,971	\$854,594	\$106,813	\$3,675,041	\$891,750	
Support	\$54,487,490	\$50,122,375	-	-	\$3,535,153	\$829,962	
Total Transportation Restricted Funds				\$106,813			
				Local Streets Sales Tax	\$106,813		
					Total Grant Funds	\$7,452,231	
					Grants - Gen. Gov.	\$7,452,231	
						Total Other Funds	\$1,721,712
						Capital - General Fund	\$350,000
						Cemetery	\$2,680
						Employee Benefit Trust	\$48,896
						Property & Public Liability	\$15,136
						Special Programs Fund	\$1,305,000

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal	Other	Commodities	Capital	Debt Service	Other
			Services	Services		Outlay		
Police Business Objective	1,202.0	\$152,281,940	\$123,763,022	\$20,220,403	\$5,275,908	\$3,022,607	-	-
Investigations	25.0	\$2,334,281	\$2,115,181	\$111,100	\$108,000	-	-	-
Operations	764.5	\$95,460,170	\$85,219,070	\$8,625,100	\$1,216,000	\$400,000	-	-
Support	412.5	\$54,487,490	\$36,428,772	\$11,484,203	\$3,951,908	\$2,622,607	-	-

Department Operational Plans

Public Information & Communications Department

Public Information and Communications Business Objective

Broadcast Media

Graphic Design/Traditional Print Media

Media Relations

Special Events and Projects

Website and Social Media

Department Operational Plans

Public Information & Communications Department

Public Information and Communications Business Objective

Mission

Promote a clear understanding of City policies, issues, and activities as well as provide timely and accurate information on Council strategic initiatives, special events, programs, and services in an effort to enhance the public and City employees' confidence in, and knowledge of, City government.

Desired Outcomes

- Residents, businesses, visitors, and employees (RBVE) know about City services and programs, how to use them, and how they can be involved.
- RBVE are aware of the decisions being made, why they were made, and how they might affect them.
- Overall media coverage of City services, programs, and issues is fair and balanced.
- All communications are interesting and informative to RBVEs and are readily available to Mesa RBVEs.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark Description	Unit of Measure	End Estimate	Target	Benchmark
Positive Media Stories	# Positive Media Stories	70	70	-
Target based on number of positive stories versus negative stories.				
Mesaaz.gov	# Visits Mesaaz.gov	250,000	200,000	-
Target based on current usage of City Web site.				
Mesachannel11.com	# Users VoD, Pod, Stream	2,000	2,000	-
Target based on current usage of Mesa Channel 11 live streaming and video on demand.				
City-Generated Feature Pieces	# Feature Pieces	70	70	-
Target based on number of City generated stories featured in local, regional and national media.				

Department Operational Plans

Public Information & Communications Department

Public Information and Communications Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Public Information and Communications Business Objective	\$986,083	\$737,198	\$131,176	\$46,252	-	\$71,457
Broadcast Media	\$325,754	\$235,905	\$41,978	\$14,801	-	\$33,070
Graphic Design/Traditional Print Media	\$173,842	\$131,976	\$23,482	\$8,280	-	\$10,104
Media Relations	\$310,413	\$235,653	\$41,929	\$14,785	-	\$18,046
Special Events and Projects	\$85,145	\$64,637	\$11,503	\$4,055	-	\$4,950
Website and Social Media	\$90,929	\$69,027	\$12,284	\$4,331	-	\$5,287
				Total Transportation Restricted Funds		
				Local Streets Sales Tax		
				\$46,252		
						Total Other Funds
						\$71,457
						Capital - General Fund
						\$15,006
						Cemetery
						\$582
						Employee Benefit Trust
						\$2,428
						Environmental Compliance Fee
						\$27,303
						Print Shop Internal Service
						\$582
						Transit Fund
						\$24,293
						Warehouse Internal Service
						\$1,263

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Public Information and Communications Business Objective	7.0	\$986,083	\$728,465	\$229,159	\$14,037	\$15,006	-	(\$584)
Broadcast Media	2.6	\$325,754	\$273,594	\$33,995	\$3,346	\$15,006	-	(\$187)
Graphic Design/Traditional Print Media	1.1	\$173,842	\$98,983	\$74,963	-	-	-	(\$104)
Media Relations	1.6	\$310,413	\$179,708	\$120,201	\$10,691	-	-	(\$187)
Special Events and Projects	0.8	\$85,145	\$85,196	-	-	-	-	(\$51)
Website and Social Media	0.9	\$90,929	\$90,984	-	-	-	-	(\$55)

Department Operational Plans

Solid Waste Management Department

Solid Waste Management Business Objective

Barrel Collection

Bin Collection

Operations Support

Recycling and Outreach

Roll-Off Collection

Safety

Solid Waste Administration

Special Collections

Department Operational Plans

Solid Waste Management Department

Solid Waste Management Business Objective

Mission

Committed to providing excellence in the delivery of solid waste services to Mesa's residents, businesses and visitors.

Desired Outcomes

- Solid Waste is collected in a safe, timely, professional and fiscally responsible manner.
- Dependence on natural resources is reduced through waste reduction and recycling.
- The Solid Waste Management program is managed to ensure our financial obligations.

Performance Measures

Performance Measure Name		FY 11/12 Year End Estimate	FY 12/13 Target	Benchmark
Target/Benchmark Description	Unit of Measure			
Preventable Accidents	# Preventable Accidents	1	1	-
<p>We based this target as a goal to not exceed. There are many factors that contribute to non-vehicular accident that include (but not limited to) non-compliant enclosure specifications, missing gate pins, vehicle configurations, and operator error. These accidents can affect personnel costs and availability as well as budgetary expenditures. The Department has seen an increase in these types of accidents over the last two years. Tracking these types of accidents as a departmental performance measurement will allow the Department to focus on the cause to minimize these operational accidents.</p>				
Solid Waste Management Net Income	\$ Net Income	18,500,000	18,500,000	-
<p>Solid Waste Management's estimated budgeted net income for FY 12-13 is \$18,500,000. The monthly targets have been created to reflect seasonal changes. This is a 3-year historical average of monthly net income (GL cash flow report) divided by the total net income for each fiscal year. Mesa's Solid Waste Management Department is unique in that the revenues generated supports other general fund programs and services. Mesa is benchmarking to other surrounding municipalities realizing that their contribution to the general fund is substantially smaller as most municipalities utilize other revenue sources to support their city.</p>				
Overall Recycling Diversion Rate.	% Overall Diversion Rate	31	31	35
<p>The target is to maintain a 31% diversion rate, over the next five years. The current national recycling average as calculated by the Environmental Protection Agency (EPA) is estimated to be at 32 percent. This includes the recycling of organic waste food & yard; paper and paperboard; and packaging/containers includes aluminum glass and plastic. In 2005 a Municipal Solid Waste Action Plan was created by the EPA to increase the rate of municipal solid waste recycling and help the country meet a national goal of 35 percent by the year 2008.</p>				
Residential Trash and Recycle Collection Cost	\$ Res Trash/Recycle Cost	6.63	6.63	5.98
<p>The current target is based on the most recent bid which was awarded by the City of Chandler with a ten-year contract to Waste Management of Arizona, Inc. (WM) that began on October 1, 2010. The contract includes trash and recycle barrel collection. Chandler's cost for trash and recycle collection under the contract is estimated to be \$5.98 per household per month.</p>				

Department Operational Plans

Solid Waste Management Department

Solid Waste Management Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Solid Waste Management Business Objective	\$23,290,118	-	\$23,154,118	-	-	\$136,000
Barrel Collection	\$12,294,391	-	\$12,294,391	-	-	-
Bin Collection	\$5,131,964	-	\$5,131,964	-	-	-
Operations Support	\$2,230,896	-	\$2,169,896	-	-	\$61,000
Recycling and Outreach	\$259,620	-	\$184,620	-	-	\$75,000
Roll-Off Collection	\$1,265,908	-	\$1,265,908	-	-	-
Safety	\$138,245	-	\$138,245	-	-	-
Solid Waste Administration	\$1,832,405	-	\$1,832,405	-	-	-
Special Collections	\$136,690	-	\$136,690	-	-	-
					Total Other Funds	\$136,000
					Capital - Enterprise	\$75,000
					Solid Waste Development Tax	\$61,000

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Solid Waste Management Business Objective	127.0	\$23,290,118	\$9,828,263	\$12,144,038	\$1,242,817	\$75,000	-	-
Barrel Collection	63.8	\$12,294,391	\$4,964,595	\$7,329,796	-	-	-	-
Bin Collection	24.1	\$5,131,964	\$1,779,942	\$3,352,022	-	-	-	-
Operations Support	14.8	\$2,230,896	\$1,018,584	\$187,415	\$1,024,897	-	-	-
Recycling and Outreach	-	\$259,620	-	\$82,550	\$102,070	\$75,000	-	-
Roll-Off Collection	8.2	\$1,265,908	\$553,937	\$708,971	\$3,000	-	-	-
Safety	1.0	\$138,245	\$82,595	\$36,450	\$19,200	-	-	-
Solid Waste Administration	15.2	\$1,832,405	\$1,428,611	\$320,144	\$83,650	-	-	-
Special Collections	-	\$136,690	-	\$126,690	\$10,000	-	-	-

Department Operational Plans

Transit Services Department

Transit Services Business Objective

Fixed Route Bus

Light Rail

Para Transit

Transit Administration

Transit Facility and Park Ride O&M

Department Operational Plans

Transit Services Department

Transit Services Business Objective

Mission

Enhance the quality of life for residents and visitors of all abilities by providing a safe and efficient transit system

Desired Outcomes

- Mesa residents and visitors have mobility options within the City and the region to access significant employment/activity centers and residential areas.

Performance Measures

Performance Measure Name		FY 11/12 Year End Estimate	FY 12/13 Target	Benchmark
Target/Benchmark Description	Unit of Measure			
Cost per EVDAR trip	\$ Cost per EVDAR trip	35	28	-
Mesa historical data was utilized to determine the target, plus known factors such as fuel cost and number of trips made to determine the annual target. No suitable benchmark was found for average Dial-a-ride cost per trip.				
Weekday Boardings-Light Rail	# wkday boardings-lt rail	900,000	900,000	2,496,000
The annual target is based on historical boardings. Tempe is the best benchmark available at this time and has 7 miles of LRT service, Mesa is a growing system that expects to have 4 miles in 2016 and an additional two miles shortly after. Tempe is a comparable model and better than Phoenix who has 12 miles of service.				
Weekday Boardings-Fixed Route	# wkday boardings-bus	4,266,000	4,266,000	6,511,200
The annual target is based on historical boardings. The City of Tempe has been chosen as a desirable benchmark or comparison City due to their preferable fixed route frequencies and area of coverage including their orbit and neighborhood flash.				

Department Operational Plans

Transit Services Department

Transit Services Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Transit Services Business Objective	\$10,002,962	-	-	-	-	\$10,002,962
Fixed Route Bus	\$4,562,916	-	-	-	-	\$4,562,916
Light Rail	\$2,204,761	-	-	-	-	\$2,204,761
Para Transit	\$2,257,981	-	-	-	-	\$2,257,981
Transit Administration	\$365,584	-	-	-	-	\$365,584
Transit Facility and Park Ride O&M	\$611,720	-	-	-	-	\$611,720
					Total Other Funds	\$10,002,962
					Transit Fund	\$10,002,962

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Transit Services Business Objective	2.3	\$10,002,962	\$274,011	\$9,691,321	\$37,630	-	-	-
Fixed Route Bus	0.6	\$4,562,916	\$62,916	\$4,500,000	-	-	-	-
Light Rail	0.3	\$2,204,761	\$42,300	\$2,162,461	-	-	-	-
Para Transit	0.3	\$2,257,981	\$40,834	\$2,217,147	-	-	-	-
Transit Administration	0.8	\$365,584	\$89,930	\$268,024	\$7,630	-	-	-
Transit Facility and Park Ride O&M	0.3	\$611,720	\$38,031	\$543,689	\$30,000	-	-	-

Department Operational Plans

Transportation Department

Streets Business Objective

Administration

Administration

Environmental Quality

Air Quality

Storm Drain Maintenance

Street Cleaning

Field Operations

City Facility Maintenance

Right of Way

Street Maintenance

Traffic Engineering

Intelligent Transportation System

Traffic Engineering Services

Traffic Operations

Signs and Markings

Street Lighting

Department Operational Plans

Transportation Department

Streets Business Objective

Mission

Serving the public by planning, designing, operating and maintaining a safe and efficient, multi-modal transportation system.

Desired Outcomes

- Motorists can safely and efficiently navigate Mesa's street system.
- Mesa's street system meets or exceeds industry standards for life expectancy.
- Vehicular incidents occurring as a result of traffic control device maintenance or street conditions is minimized.
- The street environment is aesthetically pleasing and environmentally responsible.

Performance Measures

Performance Measure Name		FY 11/12 Year End Estimate	FY 12/13 Target	Benchmark
Target/Benchmark Description	Unit of Measure			
Arterial Streets PCI	% Art Streets > MAL PCI	85	85	71
<p>The target for the City of Mesa's Street Program is to keep the average PCI rating for each of the street classes at or above the Minimum Acceptable Level. The Fiscal Year target is 85% and the five year target is 89%.</p> <p>The Pavement Condition Index - PCI - provides a good indicator of pavement service level or quality and is based on a scale of 0 to 100. The City of Chandler uses the Pavement Quality Index (PQI) another efficient indicator of pavement quality that is based on a scale of 0 to 10. Chandler streets experience the same climate and similar traffic conditions as Mesa streets and is a comparable agency. This allows Mesa to compare like-to-like. Chandler's PQI is 7.1</p>				
Collector Streets PCI	% Col Streets > MAL PCI	85	85	71
<p>The target for the City of Mesa's Street Program is to keep the average PCI rating for each of the street classes at or above the Minimum Acceptable Level. The Fiscal Year target is 85% and the five year target is 89%.</p> <p>The Pavement Condition Index - PCI - provides a good indicator of pavement service level or quality and is based on a scale of 0 to 100. The City of Chandler uses the Pavement Quality Index (PQI) another efficient indicator of pavement quality that is based on a scale of 0 to 10. Chandler streets experience the same climate and similar traffic conditions as Mesa streets and is a comparable agency. This allows Mesa to compare like-to-like. Chandler's PQI is 7.1</p>				
Residential Streets PCI	% Res Streets > MAL PCI	85	85	71
<p>The target for the City of Mesa's Street Program is to keep the average PCI rating for each of the street classes at or above the Minimum Acceptable Level. The Fiscal Year target is 85% and the five year target is 89%.</p> <p>The Pavement Condition Index - PCI - provides a good indicator of pavement service level or quality and is based on a scale of 0 to 100. The City of Chandler uses the Pavement Quality Index (PQI) another efficient indicator of pavement quality that is based on a scale of 0 to 10. Chandler streets experience the same climate and similar traffic conditions as Mesa streets and is a comparable agency. This allows Mesa to compare like-to-like. Chandler's PQI is 7.1</p>				

Department Operational Plans

Transportation Department

Streets Business Objective

Performance Measures (Continued)

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark Description	Unit of Measure	End Estimate	Target	Benchmark
Pothole Repairs	% Potholes Rep < 2 days	95	95	1

Once a citizen reports a pothole, the repairs are to be completed within two working days. The target is to have 95% of all potholes repaired within two working days of being reported.

The Benchmark Source is the City of Phoenix. Their goal is to have their potholes repaired within one day. Mesa's target allows for batching so that potholes in the same vicinity can be addressed at the same time.

Department Operational Plans

Transportation Department

Streets Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Streets Business Objective	\$44,268,415	\$754,744	\$971,074	\$39,117,439	-	\$3,425,157
Administration	\$3,292,007	-	\$56,244	\$3,210,177	-	\$25,586
Administration	\$3,292,007	-	\$56,244	\$3,210,177	-	\$25,586
Environmental Quality	\$3,188,242	-	-	\$4,640	-	\$3,183,602
Air Quality	\$51,726	-	-	-	-	\$51,726
Storm Drain Maintenance	\$1,154,874	-	-	\$1,000	-	\$1,153,874
Street Cleaning	\$1,981,642	-	-	\$3,640	-	\$1,978,002
Field Operations	\$24,010,188	\$742,744	\$914,830	\$22,136,644	-	\$215,970
City Facility Maintenance	\$1,901,544	\$742,744	\$914,830	\$28,000	-	\$215,970
Right of Way	\$6,108,824	-	-	\$6,108,824	-	-
Street Maintenance	\$15,999,820	-	-	\$15,999,820	-	-
Traffic Engineering	\$6,085,052	-	-	\$6,085,052	-	-
Intelligent Transportation System	\$4,054,386	-	-	\$4,054,386	-	-
Traffic Engineering Services	\$2,030,666	-	-	\$2,030,666	-	-
Traffic Operations	\$7,692,925	\$12,000	-	\$7,680,925	-	-
Signs and Markings	\$2,733,134	-	-	\$2,733,134	-	-
Street Lighting	\$4,959,791	\$12,000	-	\$4,947,791	-	-
				Total Transportation Restricted Funds		
				Highway User Revenue Fund	\$14,906,147	
				Local Streets Sales Tax	\$24,211,292	
					Total Other Funds	\$3,425,157
					Cemetery	\$63,570
					Environmental Compliance Fee	\$3,183,602
					Fleet Internal Service	\$56,625
					Transit Fund	\$121,255
					Warehouse Internal Service	\$105

Department Operational Plans

Transportation Department

Streets Business Objective

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Streets Business Objective	155.2	\$44,268,415	\$12,807,934	\$21,461,241	\$9,926,740	\$72,500	-	-
Administration	23.0	\$3,292,007	\$2,362,650	\$806,487	\$122,870	-	-	-
Administration	23.0	\$3,292,007	\$2,362,650	\$806,487	\$122,870	-	-	-
Environmental Quality	9.5	\$3,188,242	\$698,622	\$2,273,708	\$215,912	-	-	-
Air Quality	0.4	\$51,726	\$34,226	\$10,000	\$7,500	-	-	-
Storm Drain Maintenance	3.5	\$1,154,874	\$252,658	\$695,074	\$207,142	-	-	-
Street Cleaning	5.7	\$1,981,642	\$411,738	\$1,568,634	\$1,270	-	-	-
Field Operations	56.7	\$24,010,188	\$3,966,631	\$13,129,788	\$6,913,769	-	-	-
City Facility Maintenance	7.2	\$1,901,544	\$499,789	\$648,909	\$752,846	-	-	-
Right of Way	19.8	\$6,108,824	\$1,347,462	\$4,089,639	\$671,723	-	-	-
Street Maintenance	29.7	\$15,999,820	\$2,119,380	\$8,391,240	\$5,489,200	-	-	-
Traffic Engineering	34.2	\$6,085,052	\$3,326,950	\$1,525,261	\$1,160,341	\$72,500	-	-
Intelligent Transportation System	17.5	\$4,054,386	\$1,717,614	\$1,204,631	\$1,084,141	\$48,000	-	-
Traffic Engineering Services	16.7	\$2,030,666	\$1,609,336	\$320,630	\$76,200	\$24,500	-	-
Traffic Operations	31.8	\$7,692,925	\$2,453,080	\$3,725,997	\$1,513,848	-	-	-
Signs and Markings	19.9	\$2,733,134	\$1,425,297	\$449,737	\$858,100	-	-	-
Street Lighting	11.9	\$4,959,791	\$1,027,783	\$3,276,260	\$655,748	-	-	-

Department Operational Plans

Water Resources Department

Wastewater Business Objective

91st Avenue Wastewater Treatment Plant
Greenfield Water Reclamation Plant
Maintenance of Lift Stations and Odor Control Facilities
Maintenance of Wastewater Collection System
Northwest Water Reclamation Plant
Southeast Water Reclamation Plant
Wastewater Collection System Compliance
WW Admin
WW Eng and Planning

Water Business Objective

Brown Road Water Treatment Plant
Comm. & Res. Meter Testing, Procurement & Replacement
Irrigation
Meter Reading
Utility Service Connection/Disconnection
Val Vista Water Treatment Plant
Water Administration
Water Customer Service & Emergency Dispatch
Water Distribution Operation and Maintenance
Water Distribution System Compliance
Water Engineering and Planning
Water Pump Station, Flow Meter Reservoir & PRV Main
Water Resources Portfolio Management
Water System Operation
Well Maintenance and Treatment

Department Operational Plans

Water Resources Department

Wastewater Business Objective

Mission

Provide reliable, high quality, and environmentally responsible wastewater services at fair and reasonable rates for the people in our community.

Desired Outcomes

- Wastewater treatment is cost effective.
- The system reliably collects and treats wastewater and delivers reclaimed water.
- Treated wastewater meets all regulations for beneficial reuse.
- The environment is protected from wastewater contamination.

Performance Measures

Performance Measure Name		FY 11/12 Year	FY 12/13	
Target/Benchmark Description	Unit of Measure	End Estimate	Target	Benchmark
Wastewater Program Costs	Tot \$ WW cost/MG	5,812	5,812	5,812
Data is calculated based on fiscal year expenditures and average annual flows. We want to see how we compare with utilities of similar size and function. Benchmark Source: Other Wastewater utilities of similar size and function.				
Sanitary Sewer Overflows	# san sewer overflows	7	7	16

This metric will track the total cumulative number of sanitary sewer overflows(SSO) by fiscal year. For a wastewater system the size of Mesa, the national benchmark (AWWA) establishes an annual total of SSO's at 16 per year. SSO's can occur by blockages in the system due to root intrusion, grease and solids. An effective cleaning and pretreatment program will reduce the number of SSO's. Benchmark Source: AWWA

Department Operational Plans

Water Resources Department

Wastewater Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Wastewater Business Objective	\$18,085,214	-	\$18,085,214	-	-	-
91st Avenue Wastewater Treatment Plant	\$6,447,626	-	\$6,447,626	-	-	-
Greenfield Water Reclamation Plant	\$1,895,771	-	\$1,895,771	-	-	-
Maintenance of Lift Stations and Odor Control Facilities	\$1,322,364	-	\$1,322,364	-	-	-
Maintenance of Wastewater Collection System	\$1,503,109	-	\$1,503,109	-	-	-
Northwest Water Reclamation Plant	\$3,721,644	-	\$3,721,644	-	-	-
Southeast Water Reclamation Plant	\$1,927,266	-	\$1,927,266	-	-	-
Wastewater Collection System Compliance	\$388,606	-	\$388,606	-	-	-
WW Admin	\$775,808	-	\$775,808	-	-	-
WW Eng and Planning	\$103,019	-	\$103,019	-	-	-

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Wastewater Business Objective	77.7	\$18,085,214	\$6,583,187	\$11,864,634	\$2,756,262	-	-	(\$3,118,869)
91st Avenue Wastewater Treatment Plant	1.0	\$6,447,626	\$97,626	\$6,350,000	-	-	-	-
Greenfield Water Reclamation Plant	20.1	\$1,895,771	\$1,686,753	\$2,208,868	\$1,119,019	-	-	(\$3,118,869)
Maintenance of Lift Stations and Odor Control Facilities	6.2	\$1,322,364	\$498,801	\$155,837	\$667,726	-	-	-
Maintenance of Wastewater Collection System	12.3	\$1,503,109	\$916,048	\$477,932	\$109,129	-	-	-
Northwest Water Reclamation Plant	16.0	\$3,721,644	\$1,329,509	\$1,773,093	\$619,042	-	-	-
Southeast Water Reclamation Plant	10.2	\$1,927,266	\$917,176	\$794,620	\$215,470	-	-	-
Wastewater Collection System Compliance	3.0	\$388,606	\$286,212	\$81,518	\$20,876	-	-	-
WW Admin	8.2	\$775,808	\$753,042	\$22,766	-	-	-	-
WW Eng and Planning	0.7	\$103,019	\$98,019	-	\$5,000	-	-	-

Department Operational Plans

Water Resources Department

Water Business Objective

Mission

Provide reliable, high quality water services at fair and reasonable rates for the people in our community.

Desired Outcomes

- Mesa's water demands are met.
- Mesa's water is safe and reliable.
- Mesa's water quality meets Mesa's goals for taste, odor, and fluoride.
- Water is provided in a cost-effective manner.

Performance Measures

Performance Measure Name		FY 11/12 Year End Estimate	FY 12/13 Target	Benchmark
Target/Benchmark Description	Unit of Measure			
System Losses	% water lost from system	5	5	10
<p>This metric measures the amount of water that is "lost" between wholesale water delivery and customer use. It is calculated as the amount of water that "enters" the system minus the amount of water "used" in the system, all divided by the amount of water that "enters" the system. The target is set at the regulatory requirement of 10%. Benchmark Source: Arizona Department of Water Resources</p>				
Waterline Breaks	# leaks&breaks/100 miles pipe	1.12	1.12	1.46
<p>This metric is calculated by taking the monthly total number of leaks plus monthly total number of breaks and dividing by the total miles of distribution piping/100. This metric is a measure of system integrity, age, construction practices, material performance, and contractor actions. More breaks and leaks in the water program divert resources from maintenance activities to emergency response activities and increase costs to the city in time, materials, possibility of system contamination, and customer outages (satisfaction with service). Benchmark Source: AWWA</p>				
Operating Costs per Capita	\$ O&M cost per capita	80	90	116
<p>This metric is calculated as the total annual O&M expenditures reported for the entire Water Program divided by the total population served. This metric will vary with the direct and indirect costs of the Water Program. Benchmark Source: AMWA</p>				

Department Operational Plans

Water Resources Department

Water Business Objective

FY 12/13 Operational Resources by Funding Source

	FY 12/13 Budget	General Fund	Enterprise Funds	Transportation Restricted Funds	Grant Funds	Other Funds
Water Business Objective	\$34,959,736	\$78,951	\$34,880,785	-	-	-
Brown Road Water Treatment Plant	\$3,745,217	-	\$3,745,217	-	-	-
Comm. & Res. Meter Testing, Procurement & Replacement	\$411,312	-	\$411,312	-	-	-
Irrigation	\$107,376	-	\$107,376	-	-	-
Meter Reading	\$1,706,514	-	\$1,706,514	-	-	-
Utility Service Connection/ Disconnection	\$1,637,428	-	\$1,637,428	-	-	-
Val Vista Water Treatment Plant	\$7,159,070	-	\$7,159,070	-	-	-
Water Administration	\$2,035,021	-	\$2,035,021	-	-	-
Water Customer Service & Emergency Dispatch	\$476,689	-	\$476,689	-	-	-
Water Distribution Operation and Maintenance	\$2,565,180	-	\$2,565,180	-	-	-
Water Distribution System Compliance	\$921,978	-	\$921,978	-	-	-
Water Engineering and Planning	\$422,122	-	\$422,122	-	-	-
Water Pump Station, Flow Meter Reservoir & PRV Main	\$1,092,145	-	\$1,092,145	-	-	-
Water Resources Portfolio Management	\$8,429,649	-	\$8,429,649	-	-	-
Water System Operation	\$3,293,924	\$78,951	\$3,214,973	-	-	-
Well Maintenance and Treatment	\$956,112	-	\$956,112	-	-	-

Department Operational Plans

Water Resources Department

Water Business Objective

FY 12/13 Operational Resource Detail

	FTE	FY 12/13 Budget	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other
Water Business Objective	146.6	\$34,959,736	\$11,931,152	\$12,406,176	\$10,669,511	-	-	(\$47,103)
Brown Road Water Treatment Plant	16.8	\$3,745,217	\$1,474,716	\$695,300	\$1,575,201	-	-	-
Comm. & Res. Meter Testing, Procurement & Replacement	4.6	\$411,312	\$286,278	\$41,859	\$83,175	-	-	-
Irrigation	1.6	\$107,376	\$92,129	\$10,147	\$5,100	-	-	-
Meter Reading	27.8	\$1,706,514	\$1,602,896	\$76,092	\$27,526	-	-	-
Utility Service Connection/Disconnection	18.4	\$1,637,428	\$1,451,667	\$113,161	\$72,600	-	-	-
Val Vista Water Treatment Plant	0.9	\$7,159,070	\$59,070	\$7,100,000	-	-	-	-
Water Administration	16.4	\$2,035,021	\$1,528,708	\$501,716	\$51,700	-	-	(\$47,103)
Water Customer Service & Emergency Dispatch	6.1	\$476,689	\$476,689	-	-	-	-	-
Water Distribution Operation and Maintenance	21.4	\$2,565,180	\$1,817,539	\$416,890	\$330,751	-	-	-
Water Distribution System Compliance	6.2	\$921,978	\$580,344	\$251,434	\$90,200	-	-	-
Water Engineering and Planning	3.6	\$422,122	\$416,922	\$200	\$5,000	-	-	-
Water Pump Station, Flow Meter Reservoir & PRV Main	6.7	\$1,092,145	\$659,089	\$295,687	\$137,369	-	-	-
Water Resources Portfolio Management	1.8	\$8,429,649	\$199,699	\$30,000	\$8,199,950	-	-	-
Water System Operation	7.6	\$3,293,924	\$680,615	\$2,560,020	\$53,289	-	-	-
Well Maintenance and Treatment	6.6	\$956,112	\$604,792	\$313,670	\$37,650	-	-	-