FISCAL YEAR

# 2011 / 2012

## CITY OF MESA, ARIZONA

mesa·az

# EXECUTIVE BUDGET PLAN















# Executive Budget Plan

## City of Mesa, Arizona

## for the

## Fiscal Year 2011/2012

**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**

# Executive Budget Plan

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Letter from the City Manager

Dear Mayor, Councilmembers and Mesa Residents:

I am pleased to present to you the FY11/12 Adopted Budget for the City of Mesa, Arizona. The Adopted Budget was developed under the framework of the Mayor and City Council's adopted Strategic Initiatives. The Strategic Initiatives provide the direction needed in establishing the budget priorities for the coming fiscal year. The accomplishment of these priorities will be supported by strong fiscal policies and active management involvement.

The City prepared and adopted a conservative budget that includes additional reductions and reprioritization of services. The adopted budget continues to position the City to be proactive and responsive to opportunities that benefit the community. This results from the City Council's continued focus on enhancing long-term financial sustainability through quality economic development and the continuation of strategic investments that build upon those the City has already made.

Mesa's General Fund revenue stream is strongly influenced by both national and regional economic conditions. Nationally, the economy appears to be slowly recovering from a serious and prolonged recession. In Arizona, the distressed real estate market seems to be hampering consumer spending which will likely continue to curtail economic growth in our region during the coming fiscal year.

FY10/11 General Fund revenues were projected to be significantly less than budgeted with an additional decline in the upcoming FY11/12. As a result of the departments' continued efforts to increase efficiency and reduce cost, the City experienced expenditure savings in FY 10/11 that offset the revenue shortfall. These savings also provided additional resources to offset the FY11/12 originally projected budget shortfall. A general fund reduction of $7.4M and a reduction of 32.1 FTE (full-time equivalent) were still necessary to provide a balanced budget. Fortunately, many of the positions were vacant. For the third year in a row, the budget reflects no increase in employee compensation or step increases. Total compensation-related expenses have increased though, primarily as a result of increased employer contribution rates required by the state retirement systems and an increase in employer contribution to the self-administered medical insurance program.

While the last three years have been very challenging for the City of Mesa, the City is hopeful that the most difficult period has past. The City Council and City staff have addressed these challenges with innovative and proactive solutions which will allow us to continue our commitment to provide quality services to Mesa's residents, businesses and visitors.

Sincerely,

Christopher J. Brady
City Manager

mesa·az
OFFICE OF THE MAYOR

20 E Main St Suite 750
PO Box 1466
Mesa, Arizona 852111-1466

mesaaz.gov

Dear Residents:

I am pleased to present Mesa's *Executive Budget Plan* for Fiscal Year 2011/12.

As Mayor, I get to see firsthand how the City of Mesa touches the lives of residents each and every day through the services we provide. From the first turn of the water faucet in the morning, to the roads that pave the way home from work - we all rely on local government to provide the most basic of services to get through the day. The City of Mesa has a responsibility to be sure those services are delivered in an effective, efficient and financially responsible manner.

There is no such thing as "business as usual" at the City of Mesa. We've had the opportunity to learn some valuable lessons over the last few years. Our world has changed as we adjusted to the new reality of our economy. Mesa residents are working smarter and harder than ever to get things done - doing more with less and in a more competitive environment. Government is not immune from this adjustment. City Council and staff have worked hard to implement creative solutions to serve our residents. Through this process, we have also realized the importance of moving forward as a community despite our challenges.

In Mesa, we've had to make a conscious choice whether to be in survival mode or growth mode. Residents have clearly stated it isn't good enough to merely scrape by and survive. Mesa has emerged as a regional leader, setting the bar higher for how government can improve processes to provide essential services and excel in our core economic areas of healthcare, education, aerospace, tourism and technology. No matter where the economy takes us from here, together we can continue to "Build a Better Mesa" by staying in growth mode and turning challenges into opportunities.

Sincerely,



Mayor Scott Smith
City of Mesa

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Mesa, Arizona for its annual budget for the fiscal year beginning July 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

# *Distinguished Budget Presentation Award*

**PRESENTED TO**

## City of Mesa

## Arizona

For the Fiscal Year Beginning

**July 1, 2010**

President

Executive Director

The International City/County Management Association (ICMA) presented the City of Mesa with a Certificate of Excellence from the ICMA Center for Performance Measurement (CPM). The City was recognized for its superior performance management efforts and is one of 28 jurisdictions to receive the honor in 2011.

The certificate program recognizes local governments for their exceptional commitment to continuous learning and improvement. The criteria on which the certificates are based serve as a checklist of effective, results-oriented management practices.

ICMA

*Leaders at the Core of Better Communities*

This

# Certificate of Excellence

is presented to

*Mesa, AZ*

for exceeding the standards established by the ICMA Center for Performance Measurement™ in the identification and public reporting of key outcome measures, surveying of both residents and employees, and the pervasiveness of performance measurement in the organization's culture.

Presented at the 97th ICMA Annual Conference
Milwaukee, Wisconsin
19 September 2011

Robert J. O'Neill Jr.
ICMA Executive Director

David M. Childs
ICMA President

Michael Lawson
Director
ICMA Center for Performance Measurement




*CITY OF MESA, ARIZONA*
*2011/2012*

# CITY LEADERSHIP & DEMOGRAPHICS

# City Leadership & Demographics

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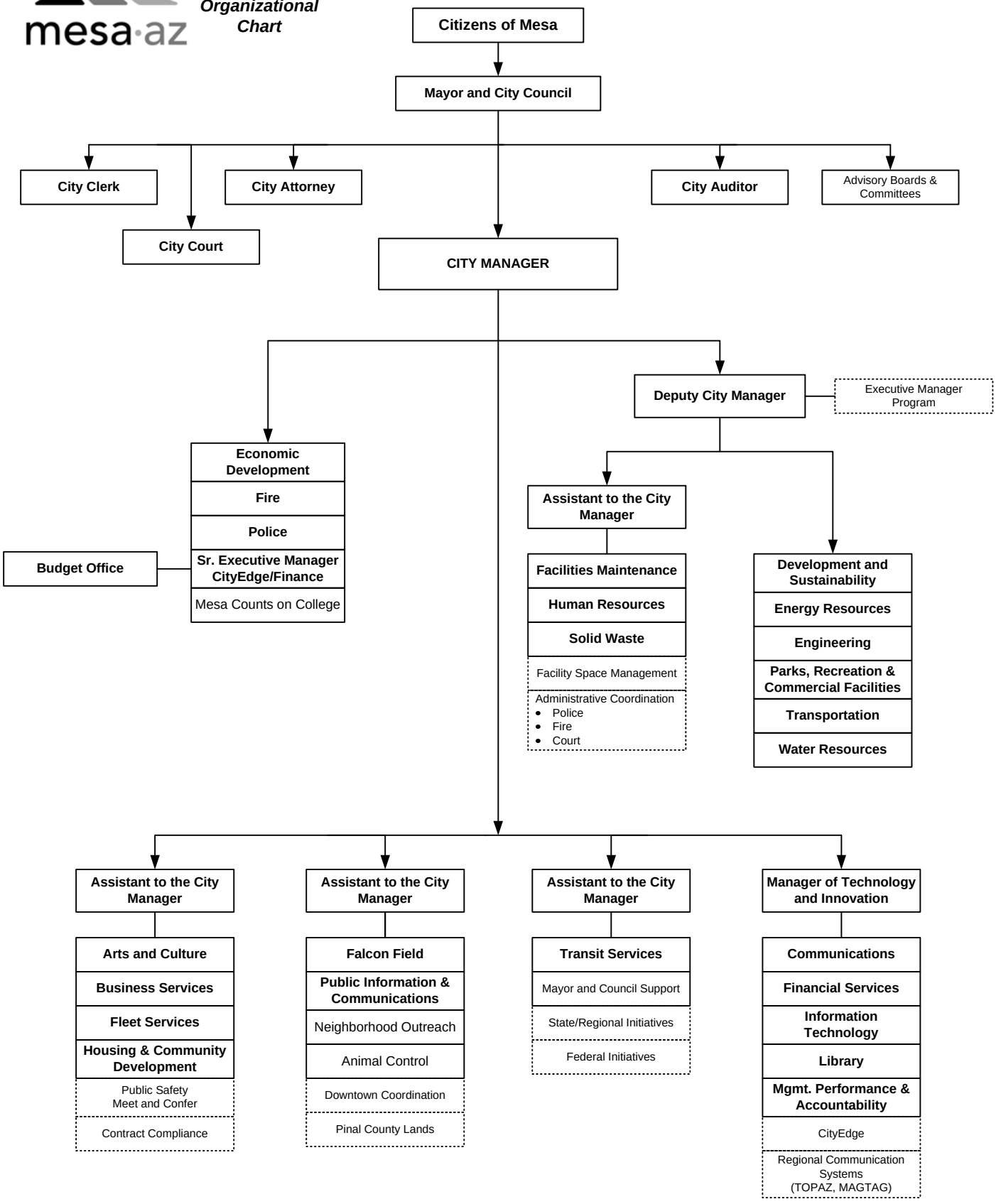
***Organizational Chart***



## *Mayor and City Council*

Mesa operates under a charter form of government with citizens electing a mayor and six councilmembers to set policy for the City.

Mesa's councilmembers serve terms of four-years, with three members being elected every two years. The mayor is elected at-large every four years. The mayor and council are elected on a non-partisan basis. The vice mayor is selected by the City Council.

The Mesa City Council believes its people, not leaders, are what make this city great, and actively work to encourage citizen participation in the decision-making process. Whether it's through neighborhood meetings, advisory boards and committees, telephone calls, letters or e-mail, the Mesa City Council sets policies based on the input and needs of its citizens.

One of the initiatives unveiled in January of 2011 was iMesa; a grassroots citizen investment and improvement effort to develop transformational community projects in Mesa. Part of the iMesa strategy is to use technology to engage residents like never before. The online tool for iMesa utilizes crowdsourcing, a type of mass online collaboration to collect fresh ideas and stimulate discussions related to a particular topic. Crowdsourcing outsources a project to the public that may have typically been assigned to city employees.

iMesa is designed to invigorate Mesa. It is a portal where residents submit, vote and comment on ideas that they believe will transform the community. The ideas are then collected by a Mayor and Council appointed committee who will report recommendations back to the Council.

More information on the iMesa initiative can be found at www.mesaaz.gov/iMesa/



# City Leadership & Demographics

## Scott Smith, City of Mesa Mayor



**TERM OF OFFICE:** June 2, 2008 – Jan 22, 2013

**COUNCIL OFFICE:** Phone: (480) 644-2388
Fax: (480) 644-2175
P.O. Box 1466
Mesa, AZ 85211-1466
E-Mail: mayor.smith@mesaaz.gov

**OCCUPATION:** Business, Financial and Legal Consultant

Scott Smith was elected Mayor of Mesa, Arizona in May of 2008 in his first try at an elected office.

The Mayor's private sector experience as a business consultant and homebuilder allowed him to usher in a new era of decisive leadership and civic engagement. Within weeks of taking office in 2008, Mesa found itself in an unprecedented budget crisis. Smith restructured city departments and operations and cut more than $65 million from Mesa's operating budget. While these cuts were deep, swift action enabled Mesa to handle the fiscal downturn early with fewer disruptions than many neighboring cities.

After stabilizing the City's financial situation, Smith lead a successful effort to keep Chicago Cubs spring training in Mesa - securing the future of a 50-year baseball tradition in the Cactus League and a powerful tourism driver in the region.

Mayor Smith negotiated two of the biggest economic development deals in Mesa's history. Most recently, Smith helped seal the deal for First Solar to build a solar module manufacturing plant in Mesa. At full build out, First Solar will bring nearly 5,000 high-wage jobs ranging from accounting and manufacturing to engineering and information technology.

In January, Mayor Smith unveiled iMesa, an exciting initiative designed to invigorate Mesa through transformative community projects. Leveraging technology for civic engagement, iMesa is a grassroots improvement effort where residents submit, vote and comment on ideas that will transform the community.

As a strong proponent of regional solutions, Mayor Smith serves in key roles on many local, state and national boards and committees including the United States Conference of Mayors Executive Committee, Maricopa Association of Governments Regional Council Executive Committee and Transportation Policy Committee, League of Cities and Towns Executive Board, and Phoenix-Mesa Gateway Airport Board.

The Arizona Republic named Mayor Smith the city's MVP, stating that, "Smith is restoring Mesa to its rightful place as a regional leader. He has strengthened ties with several cities and has gained the confidence of many skeptical residents. The change is so marked that we shudder to think what shape the city would be in without him at the helm."

Mayor Smith earned a degree in Accounting from BYU, and MBA and JD degrees from Arizona State. He and his wife Kim have been married for nearly 33 years and have three children and three grandchildren.

**COMMITTEES:**

- US Conference of Mayors, Board of Trustees (Executive Committee)
- US Conference of Mayors, Finance and Audit Committee
- National League of Cities Transportation Infrastructure & Services Policy and Advocacy Committee
- Phoenix-Mesa Gateway Airport Board, Director
- Maricopa Association of Governments Regional Council Executive Committee
- Maricopa Association of Governments Transportation Policy Committee, Vice Chair
- Maricopa Association of Governments Economic Development Committee
- League of Arizona Cities and Towns Executive Board
- AT Still University Council

# City Leadership & Demographics

## Scott Somers, Vice Mayor
## District 6



**TERM OF OFFICE:** June 5, 2006 – Jan, 2015

**COUNCIL OFFICE:** Phone**:** (480) 644-4003
Fax: (480) 644-2175
P.O. Box 1466
Mesa, AZ 85211-1466
E-Mail: councilmember.somers@mesaaz.gov

**OCCUPATION:** Phoenix Fire Department,
Fire Engineer/Paramedic

**PROFESSIONAL EXPERIENCE:**

- FEMA Urban Search & Rescue, Arizona Task Force One
- Faculty Associate, Arizona State University
- Independent Consultant, Continuity of Government/Operations Planning

**COMMUNITY ORGANIZATIONS:**

- Economic Development Committee, Chair
- Council Audit and Finance Committee
- Community and Cultural Development Committee
- Valley Metro Regional Public Transportation Authority, Board of Directors
- East Valley Partnership, Board of Directors
- Mesa United Way, Board of Directors
- Mesa Chamber of Commerce, Council Representative
- Arizona Homeland Security Coordinating Council, Member
- National League of Cities, Community & Regional Development Panel
- National League of Cities, Public Safety & Crime Prevention Steering Committee, Member
- National League of Cities, Finance, Administration, and Intergovernmental Relations (FAIR) Steering Committee, Past
- National EMS Advisory Council, Member
- Commission on Excellence in Education, Mesa Community College, Member
- American Red Cross Scientific Advisory Council, Board Member
- Arizona Town Hall, Member
- "Land Use: Challenges and Choices for the 21st Century" 91st Arizona Town Hall
- "AZone, A Reality Check for Central Arizona" Urban Land Institute, 2008
- Fire Programs Advisory Board, Arizona State University Polytechnic
- Mesa Building Board of Appeals, Past Member 2004 – 2005
- Mesa Leadership Training and Development, Class of 2005

**PROFESSIONAL AFFILIATIONS & AWARDS:**

- American Society for Public Administration
- International Research Committee on Disasters
- National Defense Service Medal, US Air Force, 1991

**EDUCATION:**

- Ph.D. Public Administration, Arizona State University, 2007
- M.S. in Technology, Arizona State University Polytechnic, 2002
- Bachelor of Applied Science, summa cum laude, Arizona State University Polytechnic, 2001
- Pi Alpha Alpha and Phi Kappa Phi

## Dave Richins, Councilmember
## District 1



**TERM OF OFFICE:** June 2, 2008 – Jan 22, 2013

**COUNCIL OFFICE:** Phone: (480) 644-4002
Fax: (480) 644-2175
P.O. Box 1466
Mesa, AZ 85211-1466
E-Mail: councilmember.richins@mesaaz.gov

**OCCUPATION:** Sun Corridor Legacy Program Director – Sonoran Institute

**COMMUNITY ORGANIZATIONS:**

- Member, National League of Cities Community & Economic Development Committee
- Chairperson, General & Economic Development Committee
- Member, Transportation & Infrastructure and Community & Neighborhood Services Committee
- Member, City of Mesa Employee Benefits Advisory Committee
- Council Representative, Arizona Museum of Natural History
- Council Representative, West Mesa CDC
- Vice Chair, Arizona Municipal Water Users Association Board
- Co-Chair – Mesa Grande Community Alliance
- Past Executive Director – West Mesa Community Development Corporation
- Mesa Community College Commission on Excellence in Education
- Boy Scouts of America – Volunteer Leader
- Honorary Government Chair – FAAN's 2010 Walk for Food Allergy

**EDUCATION:**

- Prescott College – BA, Sustainable Community Development
- Mesa Leadership Training and Development, Class of 2005
- Professional Certificate – Affordable Housing Development

## Alex Finter, Councilmember
## District 2



**TERM OF OFFICE:** June 2, 2008 – Jan 22, 2013

**COUNCIL OFFICE:** Phone: (480) 644-3772
Fax: (480) 644-2175
P.O. Box 1466
Mesa, AZ 85211-1466
E-Mail: councilmember.finter@mesaaz.gov

**OCCUPATION:** Business, Partner – Worldwide Investments LLC

**COMMUNITY ORGANIZATIONS:**

- Vice President Mesa Public Safety Foundation
- Past Vice Chair, Planning and Zoning Board
- Past Member, Human Relations Advisory Board
- Chair, Audit, Finance and Enterprise Committee
- Member, Council Government Affairs Committee
- Member, Council Economic Development Committee
- Member, Maricopa Association of Governments – Human Services Coordinating Committee
- Member, Citizen Corps
- Past Member, Arizona Museum for Youth Friends Board

**PROFESSIONAL EXPERIENCE:**

- City of Mesa, Fire Captain, 1989 - 1999
- Mesa Fire Department, 1981 – 1999
- Firefighter Scottsdale/Rural Metro Fire Dept 1978 - 1981

**EDUCATION:**

- University of Phoenix
- Mesa Community College

## Dennis Kavanaugh, Councilmember
## District 3



**TERM OF OFFICE:** June 2, 2008 – Jan 22, 2013

**COUNCIL OFFICE:** Phone: (480) 644-3003
Fax: (480) 644-2175
P.O. Box 1466
Mesa, AZ 85211-1466
E-Mail: councilmember.kavanaugh@mesaaz.gov

**OCCUPATION:** Attorney – Day Kavanaugh P.C.

**COMMUNITY ORGANIZATIONS:**

- Member, Arizona Supreme Court Commission on Technology
- Board Member, National League of Cities
- Chair, Council Public Safety Committee
- Member, National League of Cities Board Finance Committee
- Member, National League of Cities Information Technology and Communications Committee (ITC)
- Member, Council Economic Development Committee
- Member, Council Sustainability & Transportation Committee
- Vice Chair, Valley Metro Rail
- Council Representative, West Mesa CDC
- Chancellor, Arizona Society, Sons of the American Revolution
- Board Member, Mesa United Way
- Board Member, Mesa Community College Rose Garden Committee
- Board Member, Mesa Prevention Foundation
- Chair, Mesa Community College, Commission on Excellence in Education
- Member, Arizona Town Hall
- Member, East Valley Partnership
- Past President, Child Crisis Center
- Lector, Church of the Resurrection
- Former Board Member: National Assembly of State Arts Agencies, Mesa Historical Society, Dobson Ranch HOA, A New Leaf, East Valley Senior Services, West Mesa Community Development Corporation, Arizona Museum for Youth Friends, Arizona Museum of Natural History Foundation, Mesa United Way, Mesa Symphony, Southwest Shakespeare Company, Arizona Commission on the Arts and Foundation for People with Disabilities.
- Former Member: Mesa Downtown Rotary Club
- Former Board Member, Mesa Arts Center Foundation

**PROFESSIONAL EXPERIENCE:**

- Partner, Day Kavanaugh P.C., 1990 – Present
- Associate Attorney, Stephens, Watts, Day and Brown, P.C., 1988 – 1990
- Attorney and Chief Counsel, Industrial Commission of Arizona, 1984 – 1988
- Staff Attorney, Arizona Legislative Council, 1978 – 1984

**PROFESSIONAL AFFILIATIONS AND AWARDS:**

- Member, Workplace Injury Law and Advocacy Group
- Mesa Symphony Executive Directors' Community Service Award, 1999
- Certified Specialist, Workers Compensation, State Bar of Arizona, 1988 –Present
- Member, East Valley Bar Association
- Member, State Bar of Arizona, Workers Compensation Section
- Arizona Arts Advocate of the Year, 2008 by Arizona Citizens for the Arts
- Member, Palo Verde Chapter, Sons of the American Revolution
- Member, National Organization of Social Security Claimants' Representatives
- 2008 Cox/East Valley Partnership "Dwight Patterson Lifetime Achievement Award"

**EDUCATION:**

- J.D., Arizona State University College of Law, 1978
- Honors B.A. in Political Science, magna cum laude, St. Louis University, 1975
- Phi Betta Kappa and Alpha Sigma Nu

## Christopher Glover, Councilmember
## District 4



**TERM OF OFFICE:** Jan, 2011 – Jan, 2015

**COUNCIL OFFICE:** Phone: (480) 644-3004
Fax: (480) 644-2175
P.O. Box 1466
Mesa, AZ 85211-1466
E-Mail: councilmember.glover@mesaaz.gov

My family history is interwoven with the history of the City of Mesa. My great-grandparents, Wilford and Ella Farnsworth came to Mesa in 1948 from Mexico. My mother's parents, Dr. Eugene and LaVieve Swenson, followed and have lived in Mesa for almost all of their married life. My father's parents, Harry and Patricia Glover, came to Arizona in 1956. They fell in love with Mesa and its charm and decided to live here. My parents, Mark and Ann Glover, have lived in Mesa for almost their entire lives.

I was born and raised in Mesa, Arizona the seventh child of my parents. I attended Mesa Public Schools and worked with Mesa Government as a member of the Mayor's Youth Committee. I graduated with honors in the top twenty of my class from Mesa High School.

After a semester at Arizona State University, I had the opportunity to serve a two year mission as a representative of my church, The Church of Jesus Christ of Latter-day Saints. This was not a position that I was paid to hold, rather a position I paid to pursue. After I returned from my mission I continued my studying at ASU. I was a Summer Intern for Republican Senator Ensign of Nevada.

**COMMUNITY ORGANIZATIONS:**

- National League of Cities Youth, Education and Families Member
- Community & Cultural Development Committee Member
- Government Affairs Committee Member
- Public Safety Committee Member
- City of Mesa Employee Benefits Advisory Committee
- Mesa Family YMCA Board of Directors Member
- Arizona Museum for Youth Board of Directors Member
- Arizona Museum of Natural History Board of Directors
- Arizona State Citizens Corp Council
- Downtown Mesa Association Board of Directors

**EDUCATION:**

- Arizona State University – BA, Political Science, minors in History and Spanish
- Arizona State University Certificate – Latin American Studies
- Arizona State University Certificate – International Studies

**HONORS:**

- Arizona State University Capitol Scholar and Junior Fellow

## Dina Higgins, Councilwoman
## District 5



**TERM OF OFFICE:** Jan 24, 2011 – Jan, 2015
June 2, 2008 – Jan 24, 2011

**COUNCIL OFFICE:** Phone: (480) 644-3771
Fax: (480) 644-2175
P.O. Box 1466
Mesa, AZ 85211-1466
E-Mail: councilmember.higgins@mesaaz.gov

**OCCUPATION:** Part-Time Teacher,
Licensed Professional Engineer

Councilwoman Dina Higgins was elected to the Mesa City Council in June 2008. She is a graduate of Michigan Technical University, earning a bachelor's degree in Mechanical Engineering. She is currently working on a master's degree in Environmental Technology Management at Arizona State University Polytechnic campus.

Her public service includes a strong interest in environmental projects to improve the quality of life in Mesa and representing the unique environmental issues in the West. Councilwoman Higgins continues to be a tireless advocate for alternative energy and green building, by evidence of the fact that her district is home to the manufacturing arm of Sol Focus, a solar energy generation company. Regionally with the Maricopa Association of Governments and nationally as a member of the National League of Cities (NLC) Environment and Natural Resources Committee, Councilmember Higgins continues to seek ways to encourage new and innovative partnerships for a sustainable future. She is also a member of the Arizona Bioscience Roadmap Steering Committee.

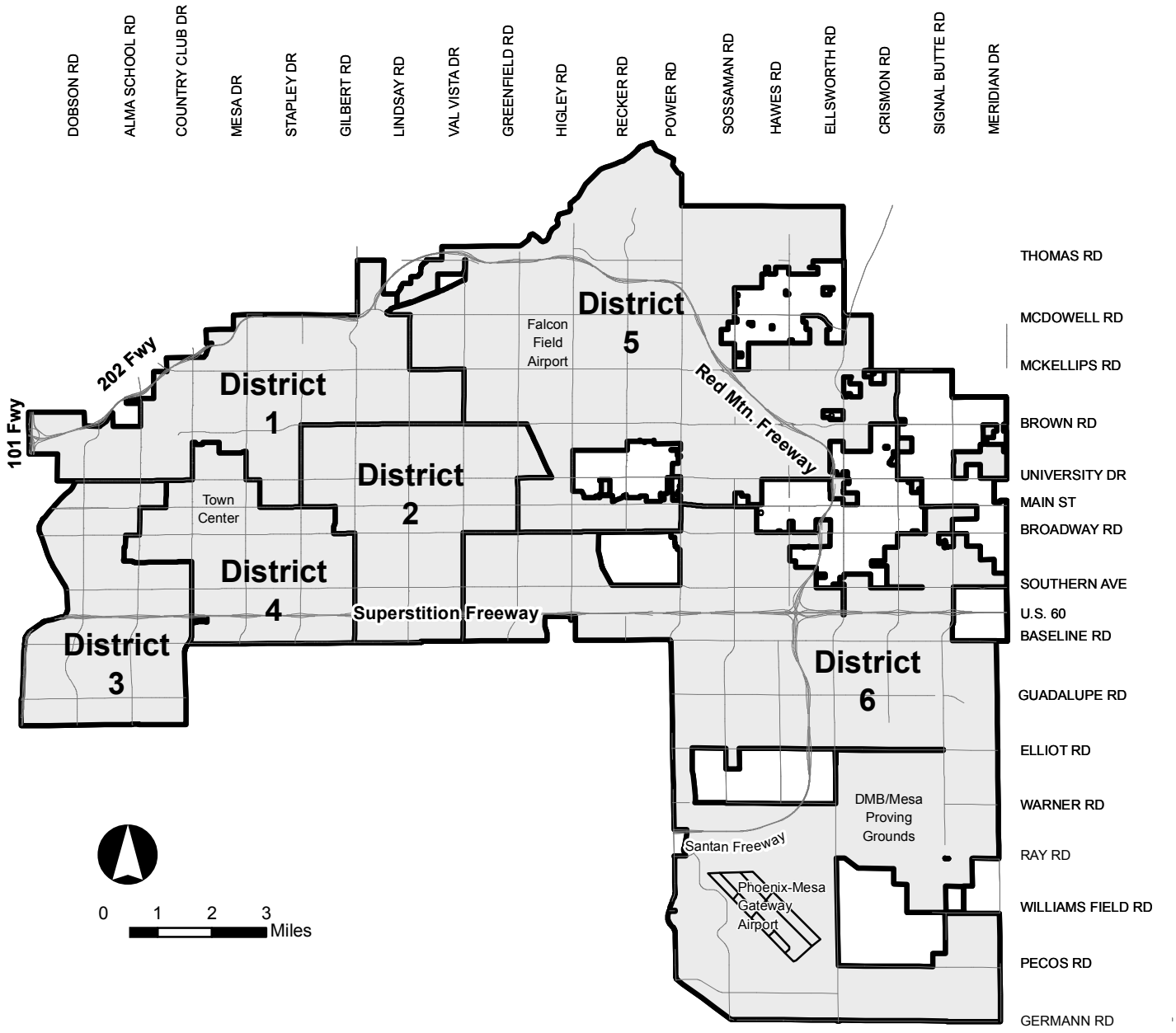
Councilwoman Higgins is the Chairwoman of the City Council Sustainability and Transportation Committee and a member of the Government Affairs Committee and the Audit, Finance & Enterprise Committee. She is also the Vice Chair of the Large Cities Council for NLC and serves on the Board of Directors of the NLC Women in Municipal Government.

Councilwoman Higgins serves on the Board of Directors of Sunshine Acres Children's Home, the Mesa Arts Center Foundation, and is a member of the Arizona Town Hall. She is a Board of Director's alternate representative for the Arizona Municipal Water Users Association. She has previously been involved with the City of Mesa Board of Adjustment and Mesa Leadership Training and Development.

Councilwoman Higgins also serves as the Mesa City Council Representative on the Domestic Violence Council and the Self Insurance Board of Trustees.

Councilwoman Higgins is a Part-Time Teacher and Licensed Professional Engineer. She and her husband Jack have two sons, Kyle and Sean. The family attends The Rock Church East Valley.

# City of Mesa
# Council Districts



## City Profile

The City of Mesa was founded in 1878 and incorporated July 15, 1883 with an approximate population of 300 and an area of one square mile. Today, the City's estimated population is over 440,000 within an incorporated area of approximately 137 square miles. This is less than reported in previous years due to the update from the 2010 Census. Total land area encompasses 170.7 square miles. The City ranks as the 38th most populous city in the United States, larger than the cities of Kansas City, Miami, St. Louis and Pittsburgh. The City operates under a charter form of government with citizens electing a Mayor and six Council members to set policy for the City. In 1998, a voter initiative was approved that changed the way Council members are elected from an at-large to a district system. Six districts were created and in March 2000, the first three district Council members were elected in the Spring of 2000. In 2002, the remaining three districts elected their first district Council members. Mesa's Council members serve terms of four years, with three members being elected every two years. The Mayor will continue to be elected at-large every four years. The Mayor and Council are elected on a non-partisan basis, and the Vice Mayor is selected by the City Council.

The City Manager, who has full responsibility for carrying out City Council policies and administering City operations, is appointed by the Mayor and City Council. The City Manager is responsible for the appointment of City department heads with the concurrence of the City Council. Additionally, City employees are hired under merit system procedures as specified in the City Charter. City employees working within 29 City departments undertake the various functions of City government and operations. As of July 1, 2011, staff in 3,609.1 full-time equivalent positions provides functions of City government and operations. The City provides a full range of municipal services, including police and fire protection, parks and recreation, library, transportation, health, certain social services and general administration; and, the City owns and operates enterprises including operations of electric, gas, water, wastewater, solid waste, district cooling, airport, golf courses, baseball stadium and a community center.

The City's population is counted once every ten years by the United States Census Bureau, and then estimated by the City of Mesa Planning Department between decade censuses. There was a significant population reduction between previous population estimates and the 2010 Census.

| | |
|---|---|
| 2005 Mid-Decade Census: | 448,096 |
| FY 2005/06 population estimate: | 451,223 |
| FY 2006/07 population estimate: | 455,151 |
| FY 2007/08 population estimate: | 460,155 |
| FY 2008/09 population estimate: | 463,397 |
| FY 2009/10 population estimate: | 465,272 |
| FY 2010/11 population estimate: | 467,355 |
| 2010 Decade Census: | 439,041 |

Other evidence of a population reduction has been seen in reduced utility revenues because of less consumption and volumes, as well as reduced school enrollments. This evidence further suggests that most of the population reduction may have taken place over just the last two or three years in response to the downturn in the economy.

# City Leadership & Demographics

The 2010 Census will be the starting point for population estimates for the next decade. To ensure integrity and consistency of data, no changes were made to previous year population estimates. The result of this population adjustment can be noted mainly for FY 2010/11 and FY 2011/12 on the per capita charts contained in the Budget and Financial Summary section.

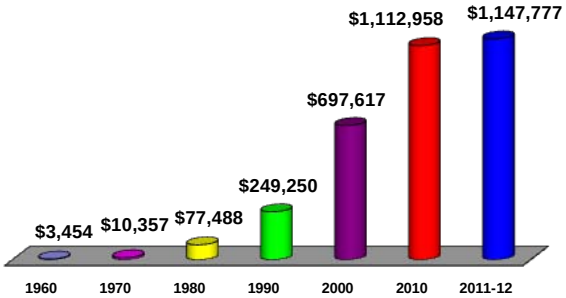
The City of Mesa is the third largest community in the State of Arizona and is located 16 miles east of the City of Phoenix, within the County of Maricopa, one of the fastest growing counties in the nation with a population of over 3.8 million. The following tables illustrate the City's growth expressed by population statistics and demographics:

| | 1960 | 1970 | 1980 | 1990 | 2000 | 2010 | July 1, 2011 |
|---|---|---|---|---|---|---|---|
| **Population** | | | | | | | Estimated |
| | 33,772 | 62,853 | 152,453 | 288,091 | 397,760 | 439,041 | 440,677 |
| % Increase Over Prior Column | | | | | | | |
| | 101% | 86% | 143% | 89% | 38% | 10.4% | 0.4% |
| **Population by Age** | | | | | | | |
| Under 5 | 4,229 | 5,957 | 14,173 | 24,959 | 32,749 | 33,759 | 33,885 |
| 5 to 19 | 10,606 | 19,594 | 36,899 | 65,642 | 88,226 | 94,103 | 94,454 |
| 20 to 44 | 10,161 | 19,427 | 59,849 | 118,411 | 150,803 | 148,835 | 149,390 |
| 45 to 64 | 5,747 | 11,320 | 24,465 | 43,366 | 73,052 | 100,585 | 100,960 |
| 65 and over | 3,029 | 6,555 | 17,067 | 35,713 | 52,930 | 61,759 | 61,989 |
| Total | 33,772 | 62,853 | 152,453 | 288,091 | 397,760 | 439,041 | 440,677 |

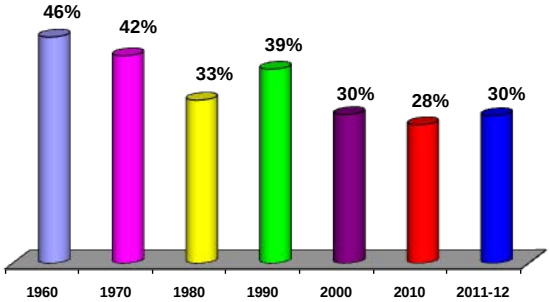
| **Official 2010 US Census Population** | **Total** | | **Council District 1** | | **Council District 2** | | **Council District 3** | | **Council District 4** | | **Council District 5** | | **Council District 6** | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| White | 338,591 | 77.1% | 48,940 | 75.7% | 52,826 | 78.2% | 43,094 | 68.1% | 34,671 | 58.9% | 69,817 | 88.9% | 89,243 | 84.0% |
| Black African American | 15,289 | 3.5% | 2,416 | 3.7% | 2,191 | 3.2% | 3,895 | 6.2% | 1,975 | 3.4% | 1,480 | 1.9% | 3,332 | 3.1% |
| American Indian | 10,377 | 2.4% | 2,653 | 4.1% | 1,173 | 1.7% | 2,999 | 4.7% | 1,721 | 2.9% | 718 | 0.9% | 1,113 | 1.0% |
| Asian | 8,493 | 1.9% | 1,099 | 1.7% | 879 | 1.3% | 1,992 | 3.1% | 442 | 0.8% | 1,344 | 1.7% | 2,737 | 2.6% |
| Hawaiian | 1,672 | 0.4% | 154 | 0.2% | 249 | 0.4% | 355 | 0.6% | 476 | 0.8% | 121 | 0.2% | 317 | 0.3% |
| Multiracial | 64,619 | 14.7% | 9,374 | 14.5% | 10,199 | 15.1% | 10,968 | 17.3% | 19,532 | 33.2% | 5,050 | 6.4% | 9,496 | 8.9% |
| **Total** | 439,041 | 100% | 64,636 | 100% | 67,517 | 100% | 63,303 | 100% | 58,817 | 100% | 78,530 | 100% | 106,238 | 100% |
| Hispanic | 115,753 | 26.4% | 16,931 | 26.2% | 17,852 | 26.4% | 18,829 | 29.7% | 35,867 | 61.0% | 9,140 | 11.6% | 17,134 | 16.1% |

| **City of Mesa Profile** | 1960 | 1970 | 1980 | 1990 | 2000 | 2010 | 2011-12 |
|---|---|---|---|---|---|---|---|
| Total Budget ($000's) | $ 3,454 | $ 10,357 | $ 77,488 | $249,250 | $697,617 | $1,112,958 | $1,147,777 |
| % Increase Over Prior Column | 240% | 200% | 648% | 222% | 180% | 60% | 3% |
| Total Personnel Services ($ 000's) | $ 1,573 | $ 4,328 | $ 25,451 | $ 97,448 | $208,939 | $310,494 | $341,099 |
| % Increase Over Prior Column | 575% | 175% | 488% | 283% | 114% | 49% | 10% |
| % of Total Budget | 46% | 42% | 33% | 39% | 30% | 28% | 30% |
| City Employees FTE's | 306.0 | 489.9 | 1,275.3 | 2,326.3 | 3,574.7 | 3,597.4 | 3,609.1 |
| % Increase Over Prior Column | N/A | 60% | 160% | 82% | 54% | 1% | 0% |

**Total Fiscal Year Adopted Budget ($ 000's)**




**Personal Services as a Percent of Total Budget**



# City Leadership & Demographics

**Household Income** (2009 American Community Survey)

| | | |
|---|---|---|
| Less than $25,000 | 37,463 | 22.8% |
| $25,000 to $49,999 | 45,529 | 27.7% |
| $50,000 to $99,999 | 55,106 | 33.5% |
| $100,000 to $149,000 | 17,467 | 10.6% |
| Greater than $150,000 | 8,815 | 5.4% |
| Total Households | 164,380 | 100.0% |

**Home Value** (2009 American Community Survey)

| | | |
|---|---|---|
| Less than $100,000 | 20,623 | 18.8% |
| $100,000 to $149,000 | 20,078 | 18.3% |
| $150,000 to $199,000 | 27,328 | 24.9% |
| $200,000 to $499,000 | 36,002 | 32.9% |
| $500,000 to $999,999 | 4,436 | 4.0% |
| Greater than $1,000,000 | 1,076 | 1.0% |
| Total Owner Occupied Units | 109,543 | 100.0% |

**Key Employers** (Economic Development Department)

| | | | |
|---|---|---|---|
| Mesa Public Schools | 9,500 | Veolia Transportation | 600 |
| Banner Health System | 8,650 | Otto Trucking | 600 |
| Boeing | 4,260 | Target | 611 |
| City of Mesa | 3,609 | Impulse Response Group | 500 |
| Wal-Mart | 2,503 | United Subcontractors | 500 |
| Mesa Community College | 2,201 | Bashas' | 593 |
| The Kroger Company (Fry's) | 1,276 | Albertsons | 417 |
| The Home Depot | 826 | US Postal Service | 400 |
| Maricopa County Government | 720 | TRW Vehicle Safety Systems | 398 |
| Mountain Vista Medical Center | 627 | Safeway | 390 |
| Empire Southwest Machinery | 607 | ASU Polytechnic | 256 |

**Educational Attainment** (population 25 and older)

| | |
|---|---|
| High School graduate | 27.2% |
| Some College (including Associates degrees) | 35.6% |
| Bachelor's degree | 15.4% |
| Graduate degree | 8.2% |

(2009 American Community Survey)

**Places within an 8 hour drive time of Mesa-Phoenix**

Tucson - Flagstaff - Page - Tombstone - Prescott
Las Vegas - Los Angeles - San Diego - Durango
Albuquerque - Santa Fe - El Paso - St. George
Grand Canyon - Zion - Death Valley
Guaymas/San Carlos - Hermosillo - Nogales - Tijuana

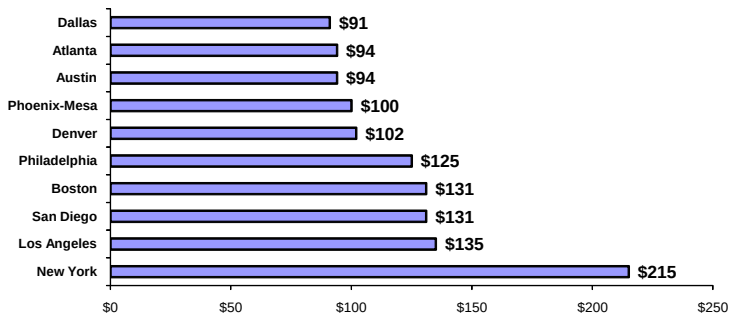
**Employment by Industry** (2009 American Community Survey)

| | | |
|---|---|---|
| Agriculture/forestry/fishing/hunting/mining | 1,155 | 0.6% |
| Construction | 17,503 | 8.6% |
| Manufacturing | 15,977 | 7.8% |
| Wholesale/Retail Trade | 34,052 | 16.7% |
| Transportation/warehousing/utilities | 11,316 | 5.5% |
| Information | 4,490 | 2.2% |
| Finance, Insurance, Real Estate and Rental/Leasing | 14,099 | 6.9% |
| Professional, Scientific and Wastemanagement Services | 28,640 | 14.0% |
| Education, Health/Social Services | 39,336 | 19.3% |
| Arts & Entertainment, Hotel and Food Service | 20,392 | 10.0% |
| Public Administration | 6,340 | 3.1% |
| Other Services | 10,788 | 5.3% |
| Total Industry | 204,088 | 100.0% |

**Employment Status** (2009 American Community Survey)

| | | |
|---|---|---|
| Population - 16 years and over | 357,801 | 100.0% |
| In labor force | 229,487 | 64.1% |
| Civilian labor force | 229,487 | 64.1% |
| Employed | 204,088 | 57.0% |
| Unemployed | 25,399 | 7.1% |
| % of Civilian Labor | 11.1% | |
| Armed Forces | 0 | 0.0% |
| Not in labor force | 128,314 | 35.9% |

**Cost of Living Comparison (composite index)**




(CNNMoney.com -July 2011)

**Apartment Rental**
**Average Monthly Rent**

| | |
|---|---|
| One - Three Bedrooms | $ 440 - 1,440 |

(Apartment Finders, July 2011)

**Climate Conditions** (ASU Department of Climatology via Mesa AZ Convention And Visitors Bureau website)

| | |
|---|---|
| Average Annual Temp. High/Low | 87/56 |
| January High/Low | 65/36 |
| July High/Low | 104/74 |
| Sunny Days | 325 |
| Annual Precipitation | 7.74 inches |

# City Leadership & Demographics

## City of Mesa - Community Profile - as of July 1, 2011

**Fire Protection**

| | |
|---|---|
| Fire Stations | 18 |
| Sworn Firefighters - FTE's | 373.0 |
| Civilian Staff - FTE's | 87.5 |
| Total Fire FTE's | 460.5 |
| Emergency Response | |
| Total Fires | 981 |
| Rescue or Emergency | 38,788 |
| False Alarms | 1,478 |
| Hazardous Conditions | 478 |
| Other Calls | 11,840 |

**Police Protection**

| | |
|---|---|
| Police Substations (not including main station) | 4 |
| Sworn Police - FTE's | 777.0 |
| Civilian Staff - FTE's | 417.0 |
| Total Police FTE's | 1,194.0 |
| Calls for Service (Mesa Police Events) | 319,290 |
| Major Crimes: (Part 1 crimes-arson not incl.) | 16,623 |
| Traffic Accidents | 5,952 |

**Utilities**

| | |
|---|---|
| Water Connections | 134,072 |
| Water Retail Sales (thousands of gallons) | 27,127,327 |
| Water Miles of Lines | 2,136 |
| Electric Connections | 15,064 |
| Natural Gas Connections | 53,434 |
| Natural Gas Miles of Lines | 1,247 |
| Wastewater Connections | 118,413 |
| Wastewater Miles of Lines | 1,613 |

**Streets**

| | |
|---|---|
| Paved | 1,190 |
| Unpaved | 12 |
| Storm Drains Miles of Lines | 329 |

**Municipal Facilities**

| | |
|---|---|
| Number of Parks | 57 |
| Number of Pools (4 temporarily out of service) | 13 |
| Special Recreation Facilities | 6 |
| Golf Courses | 2 |
| Cemeteries | 1 |
| Developed Park Acres (includes golf courses and trails) | 1,154 |
| Undeveloped Park Acres (includes retention basins used as recreation areas) | 1,074 |

**Library**

| | |
|---|---|
| Number of registered borrowers | 220,812 |
| Electronic Resource Transactions | 1,691,966 |
| Reference Transactions Total | 181,355 |
| Total attendance (in-library patrons) | 1,095,196 |

**Falcon Field**

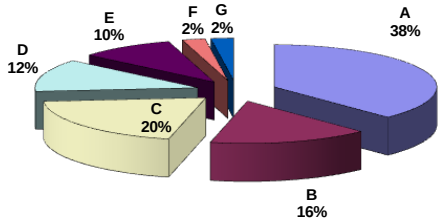
| | |
|---|---|
| Average Number of Aircraft Based | 789 |
| Aircraft Operations (Annual) | 221,910 |

**Wastemanagement**

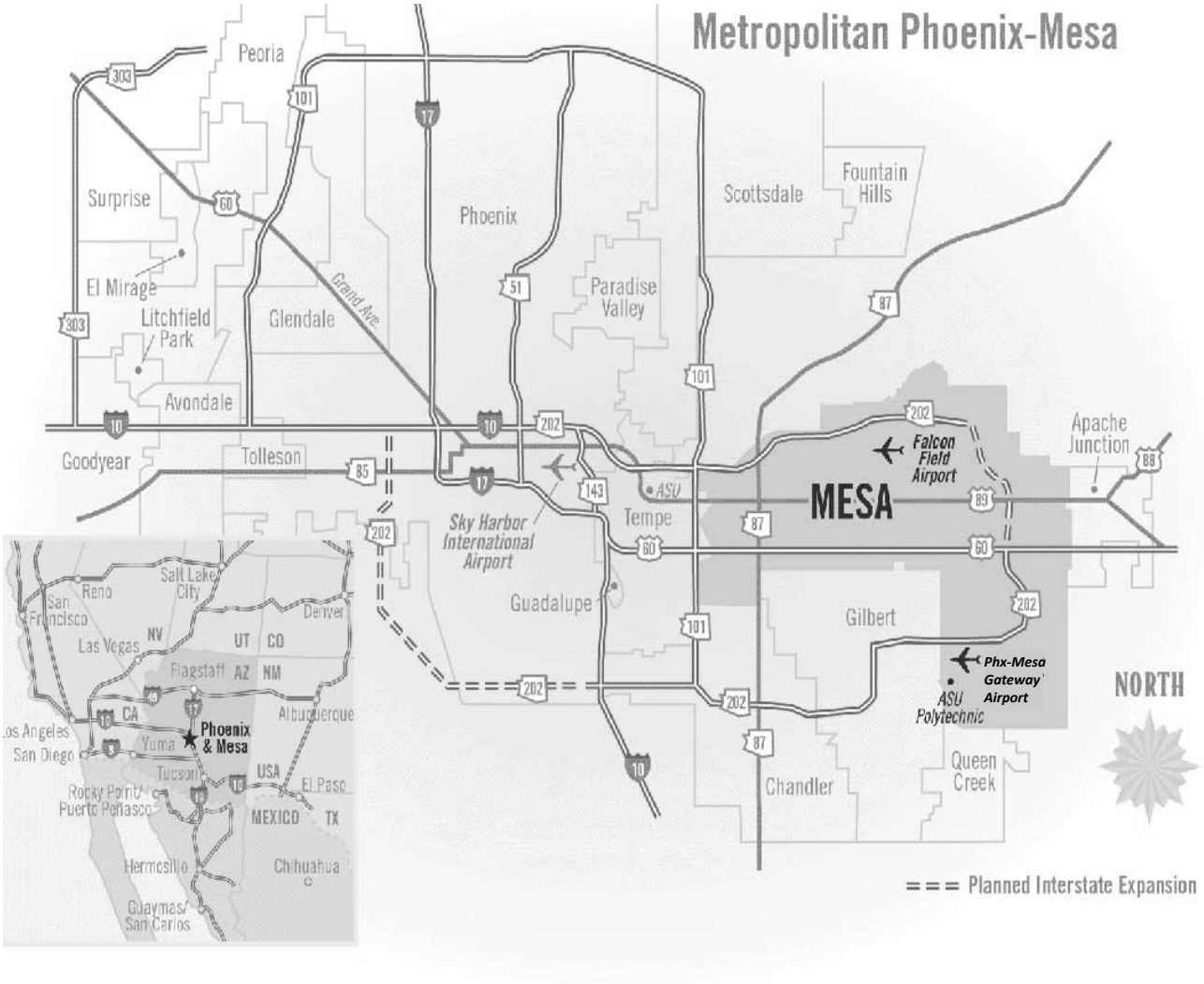
| | |
|---|---|
| Customers Served | 115,811 |
| Refuse Collected (tons) | 223,217 |
| Recyclables Collected (tons) | 35,486 |
| Green Waste Recyclables (tons) | 19,149 |

## Land Use

| Description | Square Miles | |
|---|---|---|
| A Residential | 51.69 | 38% |
| B Vacant/Agricultural | 21.82 | 16% |
| C Transportation/Airport/Water | 27.36 | 20% |
| D Education/Institution/Public Facility | 17.01 | 12% |
| E Commercial/Office | 12.94 | 10% |
| F Recreation/Open Space/Dedicated/Non-Dev | 3.12 | 2% |
| G Industrial | 3.08 | 2% |
| | 137.02 | 100% |




Source: Maricopa County Assessor's Office Property Use Codes reported by City of Mesa-ITD-GIS section, July 2011


Metropolitan Phoenix-Mesa
Peoria
Surprise
El Mirage
Litchfield Park
Glendale
Grand Ave.
Avondale
Goodyear
Tolleson
Phoenix
Scottsdale
Fountain Hills
Paradise Valley
Tempe
ASU
Sky Harbor International Airport
Guadalupe
MESA
Falcon Field Airport
Apache Junction
Gilbert
Phx-Mesa Gateway Airport
ASU Polytechnic
Chandler
Queen Creek
NORTH
=== Planned Interstate Expansion
Salt Lake City
Reno
San Francisco
Las Vegas
Denver
NV
UT
CO
Flagstaff
AZ
NM
CA
Albuquerque
Phoenix & Mesa
Yuma
Tucson
USA
El Paso
Rocky Point/ Puerto Peñasco
MEXICO
TX
Hermosillo
Chihuahua
Guaymas/ San Carlos

# MESA GROWTH

## 1878-2009

Original Square Mile



1878- 1930:
1.0 Sq Mile
Population: 83 - 3,711



1940
2.33 Sq Miles
Population: 7,224



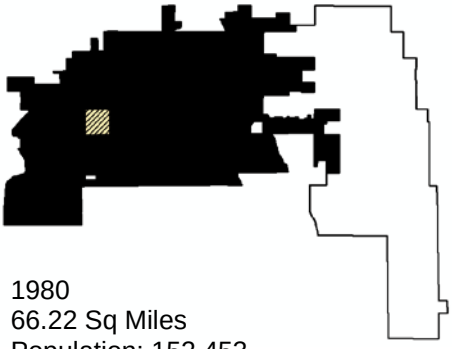
1950
6.39 Sq Miles
Population: 16.790



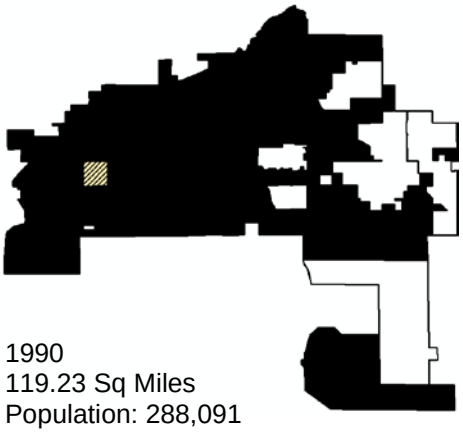
1960
14.19 Sq Miles
Population: 33,772



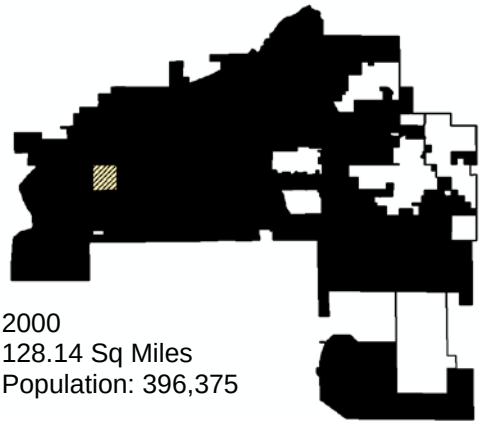
1970
20.36 Sq Miles
Population: 63,049



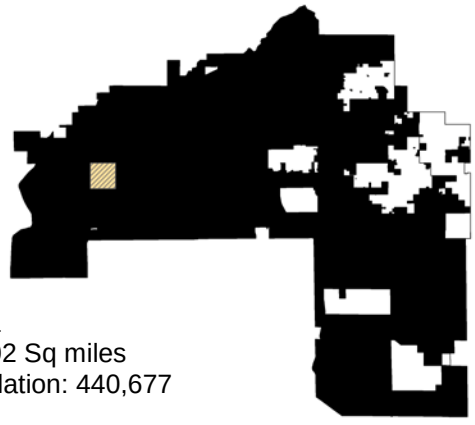
1980
66.22 Sq Miles
Population: 152,453



1990
119.23 Sq Miles
Population: 288,091



2000
128.14 Sq Miles
Population: 396,375



2011
137.02 Sq miles
Population: 440,677

mesa·az

*CITY OF MESA, ARIZONA*
*2011/2012*

# BUDGET & FINANCIAL SUMMARIES

# *Overview of Budget Publications*

The City of Mesa budget publications consist of four documents; the Official Budget, the Executive Budget Plan, the Five-Year Capital Improvement Program, and the Detail Budget Plan.

## Official Budget

The City Council adopts a three-page legal budget that identifies revenues by major revenue category, revenues by fund, appropriations by financial program, and appropriations by fund. The current budget information is included, along with the forecasted ending results for the current budget and the following years adopted budget. The FY 2011/12 budget was adopted in June of 2011. The three-page document serves as the official budget for the City of Mesa.

## Executive Budget Plan

The Preliminary Executive Budget Plan serves as a working document during budget preparation and is presented to the City Council and citizens of Mesa in the spring. The preliminary document is a modified version of the final document, as City Leadership & Demographics and some financial schedules are not included. Citizens are invited to comment on the proposed budget during two public hearings held by the City Council.

The final Executive Budget Plan is presented to the City Council and citizens after the budget has been adopted by the City Council. The final version of the document includes five sections: City Leadership & Demographics, Budget & Financial Summaries, Capital Budget, Department Operational Plans and Financial Schedules.

***City Leadership & Demographics*** – This section includes the City of Mesa organizational chart, City Councilmember information, a Council District Map, a City profile, and demographics about the community. This section is not included in the Preliminary Executive Budget Plan.

***Budget & Financial Summaries*** – This section is divided into five subsections: Budget Process, Budget Overview, Revenues, Expenditures and Financial Policies.

- The *Budget Process* subsection provides an overview of the budget cycle and legal deadlines, as well as an overview of the City of Mesa's budget structure and defines types of funding sources.

- The *Financial Policies* subsection contains the City's financial policies as adopted by the City Council.

- The *Budget Overview* subsection provides a summary of the adopted budget, categorizes the budget by fund and outlines general governmental revenues and expenditures.

- The *Revenues* subsection discusses the main revenue sources for the City and provides a summary of revenue sources by fund.

- The *Expenditures* subsection provides a summary of the proposed budget, historical trends and outlines program budgets by both fund and type of expense.

***Capital Budget*** – This section highlights the operational capital appropriations as well as the major capital projects impacting the upcoming budget. Appropriations are identified by funding source and by category. Operational capital is presented, as well as the vehicle replacement program, the Capital Improvement Program (CIP) overview and the operational effect of the CIP. The detail for the CIP projects is presented within the Five-Year Capital Improvement Program document.

***Department Operational Plans*** – Strategic planning is an on-going process in the City of Mesa. This section summarizes the current status of the various programs and provides departmental summary funding reports. The FY 2011/12 Operational Plans are outlined in this section, as well as the detail for the corresponding funding sources. Departments and programs review and update their strategic plans on an annual basis, and the updated plan is included in the budget document.

***Financial Schedules*** – This section presents adopted financial program data in a summarized format, including expenditure funding sources and bond schedules. Also included are resource summaries, the budget and CIP adoption resolutions, a glossary of terms and a listing of acronyms referenced in the Executive Budget Plan.

The Executive Budget Plan document outlines the forecasted sources of City revenues and forecasted areas of expenditures. It serves as a planning tool for providing services to the citizens of Mesa. Revenues and expenses are continually monitored and the budget plan is modified accordingly.

## Five-Year Capital Improvement Program (CIP)

The five-year capital improvement program presents projects in one of five categories:

- General Government
- Parks and Recreation, Library, Arts and Cultural
- Public Safety
- Transportation
- Utilities

Projects are identified over a five-year period. Detail regarding the project timelines, funding sources, construction costs and operational costs are outlined. Projects are prioritized city-wide and reviewed for funding availability. There are no projects currently planned in the General Government category.

## Detail Budget Plan

The Detail Budget Plan is a line-item document outlining the adopted budget. It is compiled by department and division and includes the detail of the major resource categories, such as individual positions, types of commodities, etc. The Detail Budget Plan is available to City staff as a reference tool for budget management.

Both the three-page legal budget, as well as the Executive Budget Plan, are available on the City of Mesa's internet site at www.mesaaz.gov. Also available on the site are the Preliminary Executive Budget Plan documents, and presentations and publications with regards to the FY 2011/12 Budget Process.

## Budget Requirements and Limitations

The City of Mesa is bound by the requirements of the Arizona Constitution, various state statutes, the City Charter, generally accepted accounting principles (GAAP), and City financial policies. Restrictions include limitations on the amount of annual appropriation, as well as limitations on actual expenditures. There are also requirements for the issuance, type and amount of debt; budget calendar dates; and the number and type of public notices that must be made as part of the budget process.

The Arizona Constitution requires the adoption of a balanced budget, which is "all-inclusive". This means that estimated revenues and resources must be equal to estimated expenditures and that no expenditure may be made without appropriation. Because of this, it is incumbent on the City to ensure that the budget includes sufficient appropriation and contingency for unanticipated revenues (e.g., unanticipated grant awards) that may become available during the fiscal year.

The Arizona Constitution and state statutes also establish an expenditure limitation for all cities and towns. Unless the City Council and the voters of a city approve an expenditure limitation alternative, the State imposed limitation will apply for the fiscal year in question. The State expenditure limitation is based on the City's budget as of FY 1979/80 adjusted for inflation and population. As a result of this regulation, even if the City were to have revenues in excess of the expenditure limitation, they would not be able to appropriate or spend these monies. In November 2010, the voters of Mesa passed a Locally Controlled Alternative Expenditure Limitation, also known as the "Home Rule" Option. The Home Rule Option allows the City to determine its own expenditure limitation, within the available revenues and resources. The Home Rule Option remains in effect for the four fiscal years following its passage by the voters. In Mesa's case this includes FY 2011/12 through FY 2014/15.

Arizona is unique in that it uses two values and two tax rates for property taxation:

- Limited Value is a statutorily established value which is used in conjunction with primary tax rates to establish taxes due.
- Full Cash Value is synonymous with Market Value and is used in conjunction with secondary tax rates to establish taxes due.

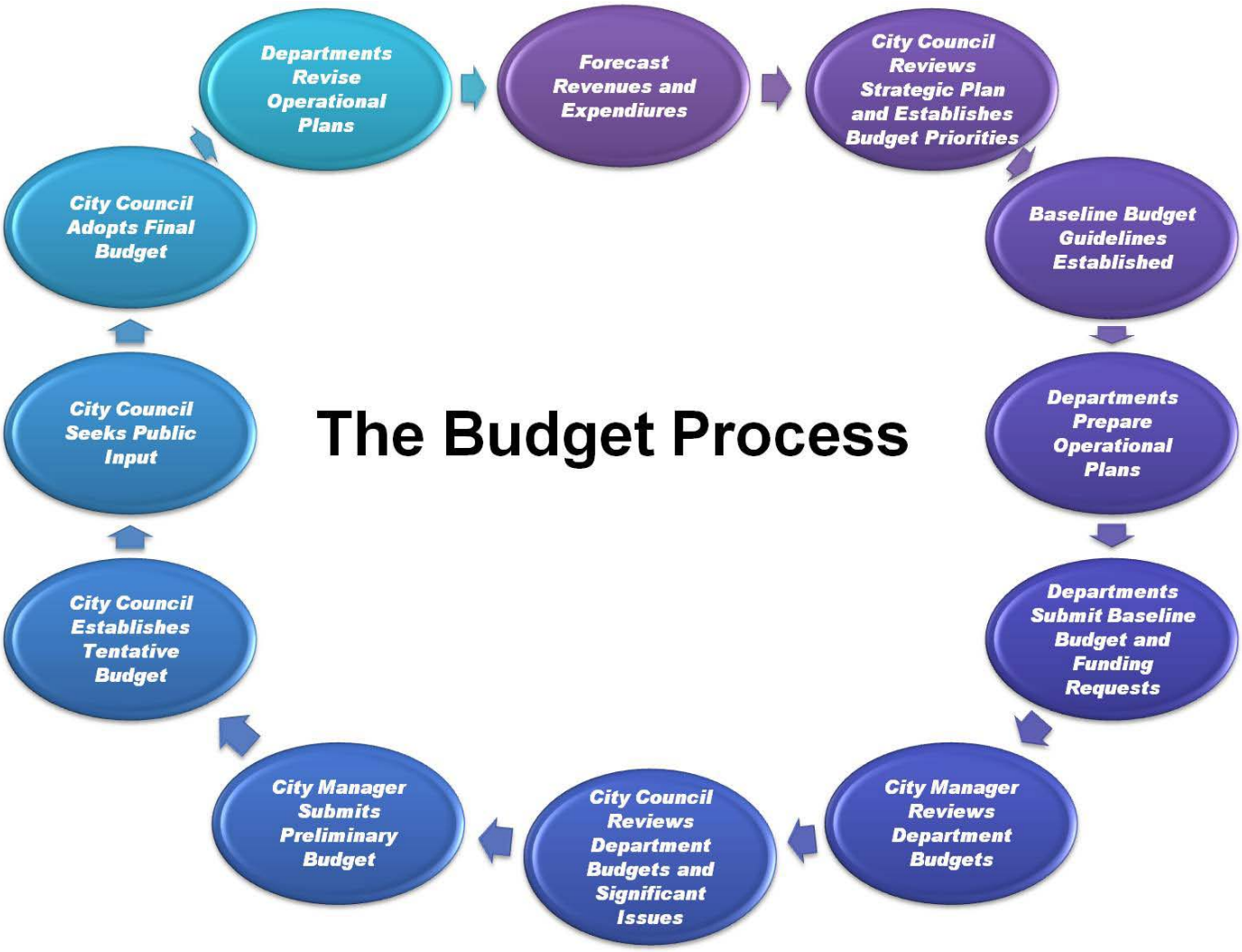
The amount of primary property tax that a county, city, town or community college district may levy is limited by the Arizona Constitution. Each taxing entity's limit was established in 1980, and that limit can increase by 2% each year, plus any new construction. As the City of Mesa does not levy a primary property tax, it is not subject to the requirements for limiting primary property tax levies.

Secondary property taxes in Arizona may only be levied for voter-approved budget overrides, special districts, or to pay for bonded indebtedness. The City instituted a secondary property tax for the repayment of bond debt associated with the 2008 bond election. The first receipts of secondary property tax occurred in FY 2009/10.

## *Budget Process*

Annually, prior to the start of the budget process, the Budget Office presents its preliminary forecast for the current and next fiscal year at a Strategic Planning Workshop held with the City Council, City Manager and the City's Executive team. The purpose of the workshop is to review the City's Long-Term Strategic Plan, provide updates to Council on the status of the current fiscal year's initiatives, and to receive direction from Council on priorities for the upcoming budget cycle.

At the same time, departments begin development of their annual program operational plans that identify the planned work (action plan), and the personnel, materials, and capital items needed to conduct that work for one year. The operational plan identifies who will do what and with what resources. These plans identify a means to evaluate progress toward, and achievement of, the desired outcomes of the work conducted and are presented in the Department Operational Plans section.



# Budget & Financial Summaries

Following departmental budget reviews by the City Manager and presentations to the City Council, the City Manager submits a preliminary budget (in the form of the Preliminary Executive Budget Plan) to the Council. During a regularly scheduled City Council meeting, the Council adopts the Tentative Budget and establishes a date for a public hearing. Following the public hearing, the City Council adopts the final budget with any amendments that may be required.

During the fiscal year, all large dollar contracts and purchases are presented to the City Council for approval. Amendments to these contracts are also presented to the City Council for approval. Budget adjustments made after the budget is adopted by the City Council are kept to a minimum. Unless additional appropriation is needed, budget adjustments are not presented to the City Council.

Department directors and program managers have the authority to realign resources within their span of control in order to achieve the desired results as identified in their program operational plans. Changes from one department to another, or from one fund to another must be presented to the Budget Office for verification of appropriation capacity and qualification of the funding source. Additional positions and fleet expansion must be approved by the City Manager's Office.

The City Manager meets with each program manager on a regular basis to review the progress on their performance measures and to receive a general status update. Smaller programs meet twice a year for a full review while larger programs meet each quarter to review performance measures and every other quarter to review their financial status.

Contingency funds are used for unforeseen expenses during the course of the year and are appropriated in the budget. Some examples of the use of contingency may be expenses necessitated by localized natural disasters, new unfunded mandates, or receipt of unanticipated grant funding. Program managers may request use of contingency funds in writing to the City Manager's Office through the Budget Office.

# Legal Deadlines

### Summary of Major Steps and Legal Deadlines in the Budget Process

| Action Required | City Charter Deadlines | Arizona State Statute Deadlines | FY 2011/12 Dates |
|---|---|---|---|
| ***Operational Budget Process*** | | | |
| City Manager submits Preliminary budget to City Council | None | None | May 19, 2011 |
| City Council adopts tentative budget | None | On or before the third Monday in July | June 6, 2011 |
| Publish summary of tentatively adopted budget and notice of public hearing which must precede final adoption. | None | Once a week for two consecutive weeks following tentative adoption and before final adoption. | June 11, 2011<br>June 18, 2011 |
| City Council holds public hearing and adopts final budget | None | On or before the 14th day before a tax levy is adopted | June 27, 2011 |
| City Council adopts secondary property tax levy. | None | On or before the 3rd Monday in August. | July 14, 2011 |
| | | | |
| ***Capital Improvement Program Process*** | | | |
| City Manager submits Charter Five Year CIP Program | By March 1 submit a Five Year capital program | None | March 1, 2011 |
| City Manager submits Preliminary Five Year CIP Program | None | None | May 19, 2011 |
| Publish summary of 5-Year Capital Program and notice of public hearing which must precede final adoption | One publication at least two weeks prior to public hearing. | None | June 11, 2011 |
| City Council holds public hearing and adopts Five Year CIP program | Not less than 2 weeks after the publication | None | June 27, 2011 |
| | | | |
| ***Utility Rate Process*** | | | |
| City Council adopts a Notice of Intention to adjust utility rates and sets a public hearing | None | At a regular Council Meeting at least 30 days prior to public hearing | May 16, 2011 |
| Utility Rate Adjustment written report submitted to the City Clerk's office | None | 30 days prior to the public hearing | May 19, 2011 |
| Publish Notice of Intention and notice of public hearing for utility rate adjustments | None | One publication at least 20 days before the public hearing | May 21, 2011 |
| City Council introduces utility rate adjustment ordinances | Ordinance is required for all utility rate adjustments and must be introduced at a regular Council Meeting | Only water and wastewater are included in state statute and may use either an ordinance or resolution | June 6, 2011 |
| City Council holds public hearing on utility rate adjustments | At least 6 days after the publication | Not less than 30 days after the adoption of the notice of intent | June 27, 2011 |
| City Council adopts utility rate adjustment ordinances and resolutions | After the public hearing | After the public hearing | June 27, 2011 |
| Utility rate adjustments become effective | 30 days after adoption of ordinance or any later date specified in the ordinance | 30 days after adoption of ordinance | August 1, 2011 |

# The Structure of Mesa's Budget Plan

For management purposes, the City of Mesa budgets in three distinct ways: by Department, by Financial Program and by Operational Program.

## Budgeting by Department

Departments can be as small as the City Manager's Office or as large as the Police or Fire Departments. Depending on their size, City departments may be further sub-divided into Divisions, Sections and Sub-Sections. Each of these groups is known as a Responsibility Center (RC) and has been assigned an RC number for tracking purposes.

Each RC in the City has its own "mini-budget" plan that outlines the resources needed. When the budget is compiled, the information from each of these RCs is then combined with other RCs within the same department to form each department's budget. The Department/RC line-item budget detail is compiled in a separate document for reference by City staff.

## Budgeting by Financial Program

A financial program is a group of related services performed by one or more responsibility centers (RC) for the purpose of accomplishing one general mission, i.e.--Law Enforcement.

Program budgeting provides the best method of capturing the total cost for providing services to the citizens. For example, the cost to provide police service is not completely captured in the budgets of the various Police Department RCs. Many other City departments supply services and equipment to the Police Department, which are necessary for Police personnel to perform their duties. Equipment and services include: patrol cars and fleet repairs provided by the Fleet Services Department; hand-held and mobile radios provided by the Communications Department; and computer equipment provided by the Information Technology Department. Other costs are contained in RCs that provide administrative support. Examples are the Personnel and Accounting areas. These RCs exist outside of the Police Department.

To capture the true cost of providing law enforcement services, the expense of the services and equipment are allocated to the Law Enforcement Program via functions. A function is a number code that is associated with a specific program. When the Fleet Services Department repairs Law Enforcement vehicles, the expenses are charged to the Law Enforcement program by using a function code within the Law Enforcement program. Under this arrangement, the program budget differs greatly from the department budget. The department budget contains only the direct expenses of the program, while the program budget contains all of the related expenses of the program as well. The program budget provides a better reflection of the actual resources needed to provide the service.

## Budgeting by Operational Program

An operational program is also a group of related services performed by one or more responsibility centers (RCs) for the purpose of accomplishing one general mission. The difference between a financial program and an operational program is that a financial program groups all of the associated costs from throughout the city while an operational program groups the associated costs from just within the department. Program managers have direct control of the resources allocated to their operational program, but do not have direct control of the resources allocated to their financial program. However, they are still accountable for the management of both programs.

Identifying and allocating resources to operational programs is a cross between department line-item budgeting and full financial program budgeting. It allows for the identification of the costs of providing services, while maintaining management accountability. Strategic plans have been developed for each operational program and are updated as needed. Annual operational plans have also been developed for each program that outline how the goals and objectives of the strategic plan will be accomplished during that year. The annual operating plans and corresponding budget information can be found in the Department Operational Budget section of this document.

# Fund Types

The financial transactions of the City are recorded in individual funds. A fund is a grouping of related accounts used to maintain control over resources that have been designated for specific activities or objectives. The City uses fund accounting to ensure compliance with finance-related legal requirements, as well as for managerial control to demonstrate fiduciary responsibility over the assets of the City. Types of funds used by the City include governmental funds, proprietary funds and fiduciary funds.

## Governmental Funds

The *General Fund* accounts for all revenues and expenditures used to finance the traditional services associated with a municipal government that are not accounted for in other funds. In Mesa, these services include general government, public safety services, cultural and recreational services, community environment services and any other activity for which a special fund has not been created.

The *Quality of Life Sales Tax* was for a voter-approved revenue dedicated to the following programs: Law Enforcement, Fire, Parks and Recreation, Library, Aquatics, Arts and Culture and Transportation. In previous years, the quality of life portion of the City sales tax was budgeted and tracked separately. Beginning in FY 2009/10, these revenue and expenditures were included in the general fund.

The *Streets Sales Tax Fund* is a voter-approved revenue dedicated to the Streets program. This fund provides the matching requirement to obtain Maricopa Association of Governments (MAG) Proposition 400 monies as well as providing a local revenue source.

*Special Revenue Funds* are used to account for specific revenues that are restricted to expenditures for particular purposes. The City's Special Revenue Funds include the following:

- *Local Transportation Assistance Fund* (LTAF) accounts for expenditures on local transportation operations and capital outlay, as mandated by the Arizona State Legislature. The principal financing source was state-shared lottery revenues; however the Arizona State Legislature reallocated these funds elsewhere effective mid-year FY 2009/10. No LTAF revenue is anticipated in the future. The fund is still in use to track expenditures due to mass transit services and revenues received from Light Rail fare recovery. The main source of revenue is general fund transfer.

- *Housing Services Funds* account for expenditures for the City's housing assistance programs, which consist of rent subsidy payments to private sector owners of dwelling units. Financing for this fund is derived from the United States Department of Housing and Urban Development.

- *Cemetery Reserve Fund* is designed to provide an accumulation of monies from which the interest earnings will provide perpetual care of the City cemetery. These funds are provided through cemetery sales and services.

- *Vehicle Replacement Fund* is designed to account for replacement costs for the City's fleet. Funds are transferred from other funds to support the replacement of vehicles.

- *Public Art Fund* is designed to provide a balance of monies from which public art projects throughout the City may be developed. Funds were provided through allocations from the General Fund. The general fund allocation was discontinued a few years ago. The fund continues to be active to account for the remaining fund balance.

- *Arts Center Restoration Fund* has been established as a replacement fund to provide for future repairs and maintenance of the Mesa Arts Center. The revenues for this fund are collected as a ticket surcharge for events that take place at the Mesa Arts Center.

- *Development/Impact Fees Funds* are designed to provide a balance of monies to ensure that new development bears their proportionate share of the cost of improvements to the City's parks; cultural facilities; law enforcement, fire facilities and equipment; and libraries. These funds are provided through the collection of development impact fees.

- *Court Construction Fee Fund* was established to assist with the payment of debt for the construction of a new court facility. Funds are provided through the collection of a surcharge on fines levied by Mesa Municipal Court.

- *Highway User Revenue Fund* accounts for capital projects and maintenance of the City's streets and highways, as mandated by the Arizona Revised Statutes. Financing for this fund is provided by the state shared fuel taxes.

- *Regional Transportation Plan (RTP) Revenue Fund* accounts for Maricopa Association of Government (MAG) Proposition 400 sales tax funds that are allocated to local subdivisions for transportation projects.

- *Environmental Compliance Fund* was established to comply with the mandated Federal and State requirements regarding environmental standards. A flat fee is charged per account, each month to all City of Mesa utility customers. Revenues from this fee offset mandated compliance expenses such as maintenance of storm water retention basins and air quality standards.

## Proprietary Funds

The *Enterprise Fund* is used to account for operations:

a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges;

b) Or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

The Enterprise Fund is utilized to account for city-owned electric, gas, water, wastewater, solid waste and district cooling systems, as well as the city-owned airport, golf courses, Mesa Convention Center, Hohokam Stadium and Cubs Spring Training facility. The Utility Fund and the Utility Development Fund (which are impact fees for water, wastewater and solid waste) complete the makeup of the City's Enterprise Fund.

*Internal Service Funds* are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governments on a cost reimbursement basis. These services include fleet services, materials and supply, printing and graphics, and self-insurance for property and public liability, worker's compensation and employee benefit programs.

## Fiduciary Funds

Agency Funds are used to account for assets held by the City as an agent for individuals, private organizations, other governments and/or other funds. Agency Funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations.

# Budget Basis of Accounting

The City of Mesa uses the modified accrual basis of accounting for governmental funds. Revenues are recognized when they become measurable and available to finance City operations. "Available" means "collectable" within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are generally recognized when the related fund liability is incurred.

An exception to this general rule is interest on long-term debt, which is recorded when due.

The accrual basis of accounting is used by Proprietary Funds. Revenues are recognized in the accounting period in which they are earned and become measurable. Expenditures are recognized when they are incurred.

In all cases, if the goods and/or services are not received by the end of the fiscal year, the encumbrances will automatically lapse in the current fiscal year and the purchase order will be encumbered in the new fiscal year.

The Comprehensive Annual Financial Report (CAFR) presents the status of the City's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases, this conforms to the way the City prepares its budget with the following major exceptions:

a. Compensated absence liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees (GAAP), as opposed to being expended when paid (Budget).

b. Principal payments on long-term debt within the Enterprise Fund are applied to the outstanding liability on a GAAP basis, as opposed to being expended on a Budget basis.

c. Capital outlays within the Enterprise Fund are recorded as assets on a GAAP basis and expended on a Budget basis.

d. Depreciation expense is recorded on a GAAP basis only.

The Comprehensive Annual Financial Report presents fund expenditures and revenues on both a GAAP basis and Budget basis for comparison purposes.

# Financial Policies

The City Council adopted a set of financial policies on May 19, 2008. These policies identify and outline the financial aspirations of the City of Mesa. They are intended to serve as guidelines for the City Council and City staff alike in the decision making processes related to the City's financial operations and the development of financial forecasts, annual budget and capital improvement plans.

The City Council's Audit and Finance Committee will complete a status review of each of the policy subcomponents annually. In addition, every year all of the policies and each of their subcomponents will be evaluated for continued applicability, required modification and/or potential additions.

The financial policies identify guidelines applicable to ten content areas.

Financial Policy 1 – The Annual Budget
Financial Policy 2 – Fund Balances and Contingency Fund Targets
Financial Policy 3 – Fees and Charges
Financial Policy 4 – Debt Issuance and Management
Financial Policy 5 – Capital Improvement Program (CIP) and Asset Replacement
Financial Policy 6 – Investments and Cash Equivalents
Financial Policy 7 – Financial Reporting
Financial Policy 8 – Long Range Planning and Forecasting
Financial Policy 9 – Risk Management
Financial Policy 10 – Amending and Updating Financial Policies

**Financial Policy 1 – The Annual Budget**

Arizona law (Title 42 Arizona Revised Statutes) requires the City Council to annually adopt a balanced budget by purpose of public expense.

1.1 In accordance with Arizona law (Title 42, Arizona Revised Statutes), the Mesa City Council shall annually adopt a balanced budget by purpose of public expense.
1.2 The City will budget revenues and expenditures on the basis of a fiscal year which begins on July 1 and ends on the following June 30.
1.3 The status of the Budget will be monitored continuously throughout the course of the fiscal year.
1.4 Financial systems will be maintained to monitor expenditures, revenues and program performances on an ongoing basis.
1.5 Updates will be reported to City Management monthly, and reviewed with the City Council at a minimum of twice annually.
1.6 Performance measurement indicators will be integrated into the budget process as appropriate.
1.7 Ongoing expenses will be funded with ongoing revenues.
1.8 The State of Arizona limits expenditures by local jurisdictions. The City will comply with these expenditures limitations and will submit the necessary documents as required by the Uniform Expenditure Reporting System (A.R.S. Section 41-1279.07) to the State Auditor General each year.
1.9 The City may pursue through public vote adjustments to its expenditure limitation as it deems necessary through either alternative expenditure limitation (Home Rule) or a permanent base adjustment (Article IX, Section 20, Subsections 9 & 6, Arizona State Constitution).
1.10 Mesa's annual budget will include contingency appropriations sufficient to provide for the temporary financing of an unforeseen nature for that year.

1.11 The City Manager may institute changes to budgeted operating expenses during the fiscal year including, but not limited to hiring, promotions, transfers, and capital equipment purchases as budget trends dictate.
1.12 The City will provide replacement funding for fleet vehicles. The replacement schedule will be updated as part of the annual budget process.

**Financial Policy 2 – Fund Balances and Contingency Fund Targets**

The economy's cyclical nature creates a need for comprehensive fund balance policies to ensure stable service delivery, while avoiding revenue-expenditure imbalances when unforeseen circumstances occur. The City's (bond) rating agencies expect cities to maintain adequate fund balances. Mesa's revenue structure requires that it these targets are higher than those in comparable cities that have more typical revenue structures.

2.1 Mesa's adopted Annual Budget will be developed so as to maintain a forecasted General and Enterprise (unrestricted) fund balance of 8% - 10% per fiscal year.

**Financial Policy 3 – Fees and Charges**

Fees and charges policies aid in the consistent provision of public services and help ensure financial stability that the fees and charges remain fair and appropriate.

3.1 Fees and charges revenues will be monitored continuously with status reports provided to Management monthly, and summary updates provided to the City Council twice annually.
3.2 Adjustments will be made to Fees and Charges if deemed necessary and following approval by the City Council.
3.3 User fees for all operations will be examined annually to ensure that fees address costs of service. Rate adjustments for enterprise operations will be based on five-year enterprise fund plans and/or other comprehensive rate studies.
3.4 Development fees for one-time capital expenses attributable to requirements for additional capacity will have a complete review every three years with index-driven annual adjustments made during the intervening years to ensure that fees match development-related expenses.

**Financial Policy 4 – Debt Issuance and Management**

Debt service requirements can impact the City's financial condition and can limit the flexibility to respond to changing service priorities, funding availability, or cost structures. When debt is issued, it obligates the borrowing government to make regular payments for periods of up to 30 years or more.

4.1 The City of Mesa should impose a secondary property tax at a rate necessary to offset General Obligation bond debt.
4.2 City should maintain an adequate general obligation debt service fund balance.
4.3 Long-term debt will not be issued to finance current operations.
4.4 Debt term should match the useful life of the capital project funded.
4.5 General Obligation and Revenue bond debt service payments should be structured so as to be consistent from year-to-year.
4.6 The City shall comply with the State of Arizona Constitution's requirements that bonded debt not exceed the 20% and 6% limitations of the total secondary assessed valuation of taxable property in the City.

4.7 Benchmark ratios of per capita debt, debt service to operating revenue, and outstanding debt as a percent of full cash value will be updated annually.
4.8 To ensure that bond refunding produce the anticipated savings, the refunding bonds will be measured against a standard of the net present value debt services savings exceeding 3% of the debt service amount of the bonds being refunded unless the refunding was initiated for purposes other than debt service savings.
4.9 The City shall comply will all U.S. Internal Revenue Service arbitrage rebate requirements for bonded indebtedness.
4.10 The City shall comply with all requirements of A.R.S., Title 15.1, and other legal requirements regarding the issuance of bonds and certificates of the City of its debt issuing authorities.

**Financial Policy 5 – Capital Improvement Program (CIP) & Asset Replacement**

The Capital Improvement Plan (CIP) provides a rolling five-year projection of the city's capital projects. The CIP identifies future financial requirements for the constructed capital component as part of the overall financial forecast.

5.1 Pursuant to the City Charter's requirement as outlined in Article VI, section 605, the City Manager will submit to the City Council a five-year capital program by March 1 of each year is met.
5.2 Development of the CIP will be coordinated with the annual operating budget.
5.3 Future operating, maintenance and replacement costs associated with new capital improvements will be forecast and matched to available revenue sources.
5.4 Before adoption, the CIP will be adjusted to ensure that adequate revenues are forecasted to be available to offset the initial costs of the project, in the form of cash or available debt service and revenue to meet required operating and maintenance (O&M) costs are identified and allocated.
5.5 Capital project contract awards will include a fiscal impact statement disclosing the expected operating impact of the project and when such cost is expected to occur.

**Financial Policy 6 – Investments & Cash Equivalents**

The investment of City resources will be done so as to balance risk and return while following a conservative investment approach that preserves sufficient liquidity to allow the government to meet its cash flow needs.

6.1 In accordance with Article VI, section 611 of the City Charter, the Council may authorize the investment of any money subject to its control in any security authorized by the laws of the State of Arizona as delegated in Chapter 18 of the Mesa City Code.
6.2 City of Mesa's investments shall comply with the approved Investment Policy that is reviewed biannually by the Council's Audit and Finance Committee and (re)authorized through Council resolution.
6.3 The City will collect, deposit, and disburse all funds on a schedule that insure optimum cash availability for investments.
6.4 All City investment/bank accounts shall be reconciled and reviewed on a monthly basis.
6.5 Updates will be reported to City Management monthly, and reviewed with the City Council annually.

**Financial Policy 7 – Financial Reporting**

Reporting of the City's finances should be done in such a way as to satisfy both the management and transparency needs of government. It should provide information on the value of the portfolio frequently enough to give an accurate picture of the funds available to provide services, and it should provide the necessary detail for oversight bodies to determine that staff meets the government's policy goals.

7.1 Mesa will ensure that the City's accounting and financial reporting systems will be maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP), standards of the Governmental Accounting Standards Board (GASB), and the Government Finance Officers Association (GFOA).

7.2 An annual audit will be performed by an independent public accounting firm, with the audit opinion included as part of the City's published Comprehensive Annual Financial Report (CAFR).

7.3 The CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provision, disclose thoroughness and detail sufficiency, and minimize ambiguities and potentials for misleading inference.

7.4 The Biennial Budget Plan will be submitted to the GFOA Distinguished Budget Presentation Program. The document should satisfy criteria as a financial and programmatic policy statement, as a comprehensive financial plan, as an operations guide for all organizational units and as a communications device for all significant budgetary issues, trends and resource choices.

**Financial Policy 8 – Long Range Planning and Forecasting**

Long-term financial planning uses trends such as population, labor markets, and general financial conditions to forecast future revenues and expenditures over a three-to-five year period. Accurate assessment of future finances will allow Mesa to adjust resource allocation as necessary.

8.1 The city shall develop and utilize short, medium and a long range forecasts each with commensurate level of detail.
- 8.1.1 Short-range forecasts shall look at a range of 1 to 2 years.
- 8.1.2 The medium-range forecast shall look at a range of 3 to 7 years.
- 8.1.3 The long-range forecast shall look at a range of 8 to 20+ years.

8.2 Financial forecasts should be capable of modeling the following:
- 8.2.1 Costs to maintain the current level of staffing.
- 8.2.2 Costs of providing expanded, new, or reduced levels of staffing.
- 8.2.3 Debt service costs for existing and new bond sales during the forecast period.
- 8.2.4 Construction and purchased capital needs including the operating and maintenance costs associated with the capital projects.

8.3 Forecasts shall accommodate financial modeling through the integration of the Budget and CIP systems and will allow for changes in forecast variables, such as:
- 8.3.1 Changes in forecasted individual revenue sources.
- 8.3.2 Changes in forecasted economic indicators, i.e. consumer price index, disposable income, salary growth, etc.
- 8.3.3 Changes in population growth percentages.
- 8.3.4 Changes in service demand volumes.

8.4 The forecast system will integrate the future needs of all budgeted service areas of the City. The use of the system will supplement the use of statistical and regression modeling software.

8.5 The forecast shall allow the City Council to establish & modify short, medium and long-range fiscal plans. These policies include fund balance goals, contingency reserve requirements, revenue strategies, program expansion/reduction and the timing of bond projects.

8.6 Results of the forecasts will be used as components in the annual budget development process for City staff, management and Council.

**Financial Policy 9 – Risk Management**

Risk Management policies are designed to protect against losses that would affect its assets and, hence, its ability to provide ongoing services. Risk Management should seek realistic risk avoidance, risk reduction, risk transfer, and risk retention strategies.

9.1 The City of Mesa relies on the advice and counsel from the City Attorney's Office to identify, evaluate, and limit the City's risk.

9.2 The City will work to prevent or mitigate the loss of City assets and to reduce the City's exposure to liability through training, safety, risk financing and the transfer of risk when cost effective.

9.3 When cost effective, the City shall manage its exposure to risk through self-insurance or through the purchase of traditional third-party insurance as needed.

9.4 When cost effective, the City will further control its exposure to risk through use of "hold harmless" agreements in City contracts and by requiring contractors to carry liability insurance.

9.5 Insurance reserves shall be maintained at a level that together with any purchased insurance will adequately indemnify the City's assets and its elected officials, officers and directors against loss. Reviews will be conducted for potential liability areas and shall be used as a basis for determining self-insurance reserves based on historical loss data.

9.6 The City will identify and disclose any material issues regarding contingent liabilities in the City's Comprehensive Annual Financial Report (CAFR).

**Financial Policy 10 – Amending and Updating Financial Policies**

Financial policies should be subject to regular review, and any policy that has become obsolete or in need of revision should be revised at that time.

10.1 Mesa City Council's Audit and Finance Committee will periodically review the City's financial policies, and forward recommendations for any revisions to the City's financial policies to the City Council for consideration.

10.2 City staff will report annually to the Mesa City Council's Audit and Finance Committee concerning the status of the City's on-going compliance with the adopted financial policies.

## Strategic and Operational Planning

A city as large and complex as Mesa needs to clearly articulate its strategic direction as well as utilize a systematic approach to translate long range intent into actions. The City Council has defined the five Strategic Initiatives below to encapsulate their long term direction for the City.




**ECONOMIC DEVELOPMENT** pursues a variety of Healthcare, Education, Aerospace, Tourism (HEAT) and other dynamic, citywide opportunities, seeks entrepreneurial solutions, ensures success-oriented business and industry partnerships and tools, and delivers new jobs to propel Mesa's economic growth, prosperity and innovative spirit forward within the global marketplace.




**QUALITY OF LIFE** for Mesa's citizens and youth offers safe and clean neighborhoods, invests in outstanding recreation, libraries and community open space, delivers transportation choices, elevates culture, arts and education, and ensures solutions are sustainable and environmentally responsible.




**COMMUNITY ENGAGEMENT** builds pride in Mesa, encourages and develops a wide range of civic and neighborhood leadership, involves non-profits, faith-based organizations, community youth and volunteers, and maximizes direct communications with residents using a variety of tools and technology.




**FINANCIAL STABILITY** provides proactive leadership and considers all financial factors in order to diversify revenues, bring new jobs to Mesa, create responsible budgets, and ensure operational efficiencies.




**REGIONAL LEADERSHIP** acknowledges that Mesa's and the region's well being are intertwined. We recognize Mesa's responsibility to be a leader of and an active participant in working with regional partners to find innovative and sustainable solutions to regional challenges.

# Short Term Initiatives

Strategic Planning addresses both long and short term needs by establishing a vision, direction and priorities for the programs delivered to the public. While it looks to the future, a strategic plan recognizes that the environment we live in is continually changing and that regular review and adjustment is needed in the short-term in order to achieve long-term goals.

These strategic initiatives provide a framework within which City efforts and operations can be focused. For example, all Council reports from departments applying for resources, improving City policies or identifying new opportunities in areas such as innovation or customer service will explain how their requests will help the City move forward in one or more of its stated aspirations.

During the City Council's Strategic Planning Workshop, Council identified priorities and key outcomes they would like to have underway or accomplished during the next two years.

## *Economic Development*

1. A significant number of new high wage jobs.
2. A new focus on entrepreneurial development of new businesses.
3. Tools and a track record for attracting businesses from other states.
4. Significant growth of core industries, such as aerospace.
5. Significant improvement in the development and activation of downtown Mesa.
6. A focus on development/growth of small business as an engine for our economy.
7. Fiesta District shows significant progress as urban center.
8. Downtown Mesa has integrated a new college presence.
9. Significant development along light rail corridor.
10. Focus and development of our health care industry.
11. Further development of ASU Poly as a business accelerator.
12. Smart strategies to leverage regional/federal funds for economic development.
13. Main Street revitalization.
14. A new focus on community workforce development as core strategy.
15. Mesa gains visibility as technology innovator and attractor of the creative class.

## *Quality of Life*

1. A great sense of neighborhood pride exists throughout Mesa.
2. A strategic development plan for our parks is well defined and underway.
3. The Express library concept is being expanded.
4. Transportation alternatives are upgraded to ensure we serve the full city.
5. Private and non-profit sectors are helping support development of our parks.
6. Light rail is being extended to Gilbert Road.
7. Public safety continues to be a Mesa priority.
8. The Mesa Arts Center is developed as a true community center.
9. Downtown Mesa has an increased number of events/celebrations.
10. Mesa is a regional leader on green initiatives.
11. Downtown night life is active.
12. The Mesa Community College events center and sports facilities are complete.
13. Major road beautification project investments are underway.
14. iMesa has become a tool to enhance Mesa's quality of life.
15. Blighted areas are being cleaned up and Mesa has an early warning system for emerging areas.

## *Community Engagement*

1. Grass roots efforts are increasing for neighborhood enhancement and code compliance.
2. iMesa has become a hugely successful mechanism to change/engage community.
3. There is a new sense of positive activism from the community aligned with many of our core initiatives.
4. Social media is well utilized as platform for engaging the community.
5. Outcomes demonstrate a continued focus on community outreach efforts.
6. A village - type approach is creating neighborhood pride and development.
7. Volunteerism at all time high and is linked with coordination to initiatives.
8. Channel 11 programming has expanded and focuses on community engagement.
9. Cultural centers/efforts are expanded in other areas (West Mesa).
10. More neighborhoods now participate in neighborhood watch programs with PD.
11. Businesses, educational institutions and individual citizens have a renewed sense of the importance in give back in service.
12. Engaging Mesa's youth is a critical priority.

## *Financial Stability*

1. Broaden overall tax base to diversify revenue.
2. Complete implementation of CityEdge.
3. Protect our shared revenue base.
4. Consistent creation of net new jobs is critical success factor for financial stability.
5. Get community to recognize that "Shop Mesa" matters.
6. Consider a primary property tax dedicated to public safety.
7. Target specific industries and job classifications that are sustainable/high paying.
8. Seek approval of secondary property taxes to cover bond debt.
9. Continue to develop tourism as strong revenue base.
10. Grow Cactus League base - add a second team.
11. Leverage under-utilized City space for solar energy development.
12. Continue to educate citizens on how our City is funded and what will create financial stability.
13. Continue to identify/implement operational efficiencies in delivery of City services.
14. Strategic expansion of Gateway for passenger/cargo.

## *Regional Leadership*

1. Mesa viewed as genuine regional leader by surrounding communities.
2. We have specifically raised the bar on transit leadership.
3. We've engaged other regional stakeholders on high-impact job attraction.
4. Council members engaged in regional activities consistently.
5. Learning from national case studies/best practices.
6. Continued expansion of our participation in the National League of Cities.
7. We have integrated a view that our long-term success is tied to regional success.
8. Our regional definition expands to international trade.
9. Engage Greater Phoenix Economic Council and other regional organizations on the role Mesa plays.
10. Consider a direct assignment for each council member to one of key cities adjacent to Mesa.

# FY 2011/12 Budget Overview

This year's operating and capital budgets were prepared based upon the priorities established by the citizens as expressed through their elected representatives, the City Council. The budget seeks to balance the provision of quality community services with the need to maintain fiscal stability in difficult economic times.

## Economic Outlook

While the nation's economy going into FY 2011/12 appears to be recovering slowly, despite the housing crisis, consumer price increases, and severe weather conditions, Arizona's economy seems to be stuck in a holding pattern.

One of the biggest concerns is that housing prices are continuing to fall and there is a large inventory of vacant housing throughout the State. The 2010 Census found 463,000 vacant houses statewide. Based on normal population growth rates, it could take about a decade to deplete this oversupply. To compound the problem, statistics show that 51% of homes in Arizona now have negative equity. This means that homeowners will not be able to sell their current homes and move into larger houses. It also means that people may simply walk away from their homes, taking themselves out of the home-buying pool for years to come.

Arizona was hit harder than most states during this most recent recession. While the U.S. lost 6% of jobs overall, Arizona lost 11%. The primary reason for this is that many of Arizona's jobs were in the construction industry. Mesa has made great efforts to take advantage of job growth in specific areas, by establishing economic development goals to develop a more diversified jobs base. Industries in Arizona expected to create jobs in FY 2011/12 include health care, professional and business services, trade, and leisure and hospitality.

On the brighter side, while unemployment claims nationwide have started to increase again, claims in Arizona have continued to decline. While the rate of unemployment is still high, some sectors of the job market are starting to show some improvement.

In addition to the generally depressed economic conditions in Arizona, Mesa has some challenges that are unique. Unlike many jurisdictions, Mesa does not levy a primary property tax. Because of this, other sources of general fund revenue must be found to support all core city services. In the past, city sales and use tax (supported strongly by construction related sales) was a primary source of general fund revenue. In addition to sales and use tax, state shared revenues, grants and enterprise net income comprise 75% of available city revenue. With the state and local economies still struggling, Mesa has worked diligently to restructure, and to seek efficiency improvements to meet these challenges.

The last few months of FY 2010/11 have brought possible indications of economic stabilization, with retail sales showing signs of modest growth. The City will continue to monitor this and other indicators to determine if the extended recession is finally coming to an end.

## Budget Highlights

Bearing in mind the difficult economic conditions the City has faced over the last few years, the FY 2011/12 budget was prepared with a continued commitment to provide 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.

All departments were directed to take a long-term approach to their operational and capital budget requests. Each department was asked to identify possible budget reductions and to revise their Operating Plans which outline how they intended to meet service expectations within the reduced available resources. These plans were completed in advance of submitting their FY 2011/12 budget requests.

During February, 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 core service activities, create operational efficiencies and continue to provide excellent customer service.

In April, department directors made budget presentations to the City Council addressing issues for review and discussion. The City Manager then brought forward to the City Council in May a Preliminary Executive Budget Plan.

The Final Executive Budget for FY 2011/12 is $1,147,777,000 and includes monies for operating, capital and contingency purposes. Of this amount, approximately $105,000,000 represents prior year encumbrances that were formally re-appropriated into FY 2011/12.

The primary changes from FY 2010/11 presented in the Executive Budget Plan are as follows:

## Operations

The operational budget includes a reduction of 32.1 FTE's citywide. Many of these are currently unfilled positions throughout the organization, with 19.5 FTE's being vacant civilian positions within the Police Department.

No cost of living adjustments (COLA) for personnel are being included and the merit pay review program which was suspended on 7/2/2009 has been extended through 6/30/2012.

One time general fund operational savings of $2.4M are a result of delaying the hiring of Fire Station #220 personnel as a result of the delayed construction of the fire station, discontinuing certain Information Technology enterprise license renewals and shifting some unfunded mandate costs from the General Fund.

On-going savings of $3.8M are a result of service reductions and cost efficiencies across all City departments (including the personnel reductions mentioned earlier).

One time revenues of $0.7M for Mass Transit are included in FY 2011/12 revenues. Among these are LTAF II and ARRA funds received in FY 2010/11 which will be carried forward for FY 2011/12 projects.

Ongoing revenue increases of $0.5M are anticipated based on Municipal Court fee increases and increased attendance estimates for Performing Live activities in the Arts & Culture Department.

## *Operational Capital*

One of the major initiatives in the operational capital budget is the “CityEdge” financial system replacement. This multi-year project will provide a consolidated, "single source of data" system for end-to-end processing of budget, accounting, purchasing, timekeeping, payroll and human resources functions for the city. When fully implemented in 2013, this integrated system will provide a robust framework that will be able to support the city well into the future.

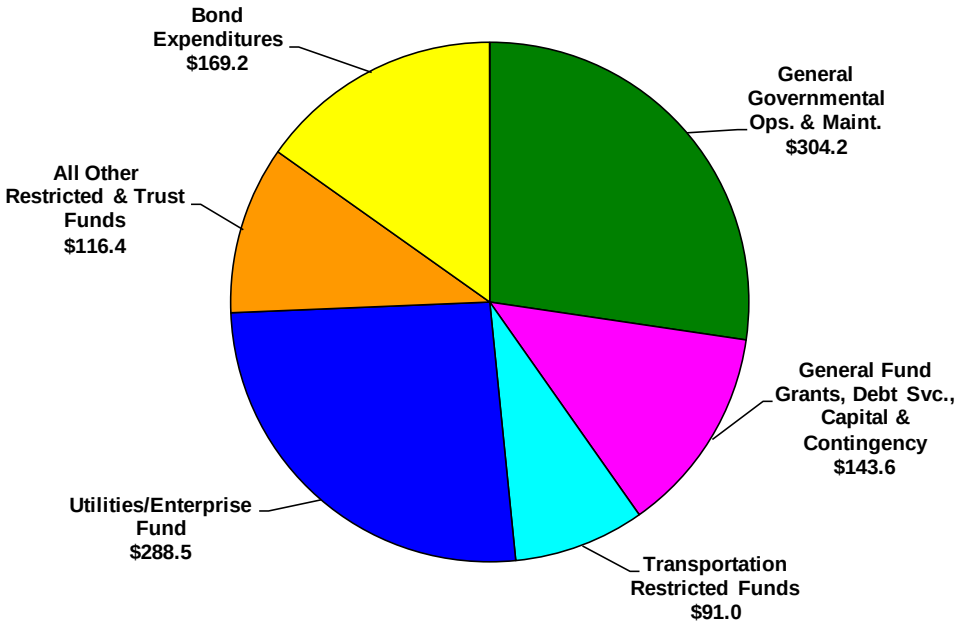
## *Capital Improvement Program*

The largest of the projects appropriated in FY 2011/12 include:

- Street and Street Bond Construction Projects $72.9 million
- Gas Bond Construction Projects $20.0 million
- Water Bond Construction Projects $51.8 million
- Wastewater Bond Construction Projects $38.7 million
- Cubs Spring Training Bond Construction $25.8 million

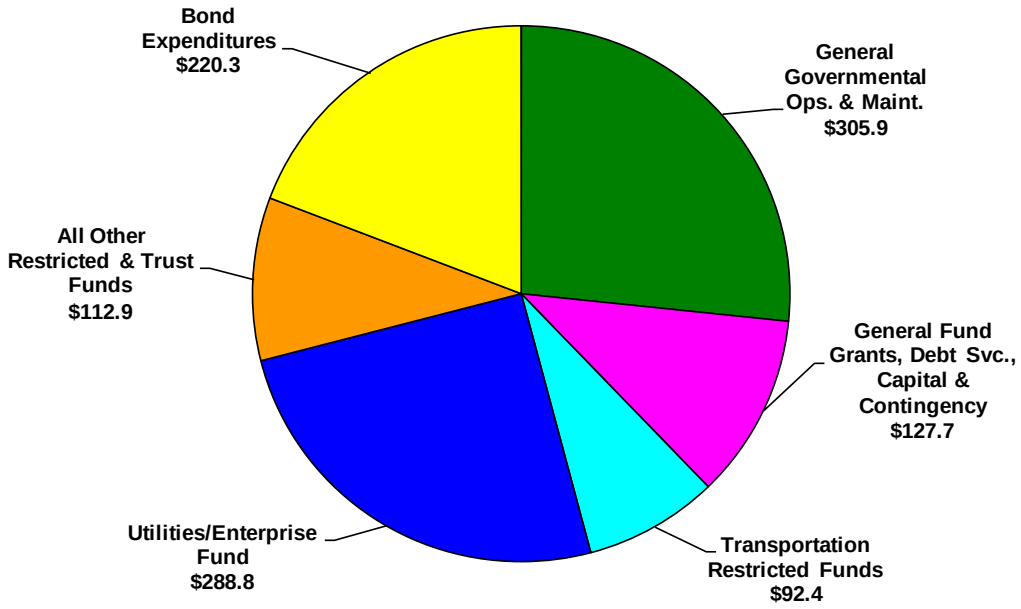
Additional details are included in the Capital Budget Section of this document and in the comprehensive five year capital improvement program document.

**FY 2010/11**
**Total City of Mesa "All Funds" Final Budget $1.113B**




Dollars in Millions

**FY 2011/12**
**Total City of Mesa "All Funds" Budget $1.148B**




Dollars in Millions

**FY 2010/11 Adopted Budget to FY 2011/2012 Adopted Budget**

| | Total | General Governmental O & M | General Fund Non O & M | Transportation Restricted Funds | Utilities/ Enterprise Fund | All Other Restricted & Trust Funds | Bond Expenditures |
|---|---|---|---|---|---|---|---|
| | in Millions | | | | | | |
| Adopted 10/11 Budget | $1,112.9 | $304.2 | $143.6 | $91.0 | $288.5 | $116.4 | $169.2 |
| Adopted 11/12 Budget | $1,147.8 | $305.9 | $127.7 | $92.4 | $288.8 | $112.5 | $220.3 |
| Difference | $34.9 | $1.7 | ($15.9) | $1.4 | $0.3 | ($3.9) | $51.1 |

**FY 2011/12 Adopted City Budget "All Funds" Summary**

| | Total | General Fund | | Transportation Restricted Funds | Enterprise Fund | Special Revenue Funds | Internal Services Fund |
|---|---|---|---|---|---|---|---|
| Total City Appropriation | $ 1,147,777,000 | $ 425,507,412 | | $ 92,426,503 | $ 287,181,110 | $ 342,599,921 | $ 62,054 |
| General Fund Non O&M | | | | | | | |
| Grants | | | | | | | |
| Operational | $ - | $ (30,528,000) | $ 30,528,000 | | | | |
| Capital | $ - | $ (2,842,000) | $ 2,842,000 | | | | |
| Capital | $ - | $ (16,545,810) | $ 16,545,810 | | | | |
| Debt | $ - | $ (33,517,178) | $ 33,517,178 | | | | |
| Contingency | $ - | $ (36,149,000) | $ 36,149,000 | | | | |
| Internal Services | $ - | | | | | $ 62,054 | $ (62,054) |
| Impact Fees | $ - | | $ 4,576,346 | | $ 1,632,890 | $ (6,209,236) | |
| Vehicle Replacement Fund | $ - | | $ 3,582,811 | | | $ (3,582,811) | |
| Bond Funds | $ - | | | | | $ (220,334,000) | $ 220,334,000 |
| | Total | General Governmental O & M | General Fund Non O & M | Transportation Restricted Funds | Utilities/ Enterprise Fund | All Other Restricted & Trust Funds | Bond Expenditures |
| Total City Budget Categories | $ 1,147,777,000 | $ 305,925,424 | $ 127,741,145 | $ 92,426,503 | $ 288,814,000 | $ 112,535,928 | $ 220,334,000 |

The *General Governmental* category covers those areas that are not included in the other categories. Revenue sources for the general fund are varied. Some of these sources include state-shared revenues, local sales tax, and grants. The total General Governmental category has been divided into two sections. The Operations and Maintenance section represents the discretionary portion of the general fund. This is addressed further on the following pages.

The *Transportation Restricted Funds* category includes Highway User Revenue Funds, Regional Transportation Funds and Streets Local Revenue Funds. All of these funding sources are restricted solely to Transportation-related expenses.

The *Utilities/Enterprise Fund* category includes the Utility operations along with the Golf Course, Airport, Mesa Convention Center and Hohokam Stadium 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.

The *All Other Restricted and Trust Funds* categories are those programs that have revenue sources that are restricted as to their use. The majority of these funds (Federal Housing Grants, Federal Community Development Grants) stand on their own, and provide services as long as revenues from other governmental entities are received by the City. While impact fees are restricted in their use, they are included in the general governmental and enterprise categories in order to better illustrate the programs benefiting from these funding sources.

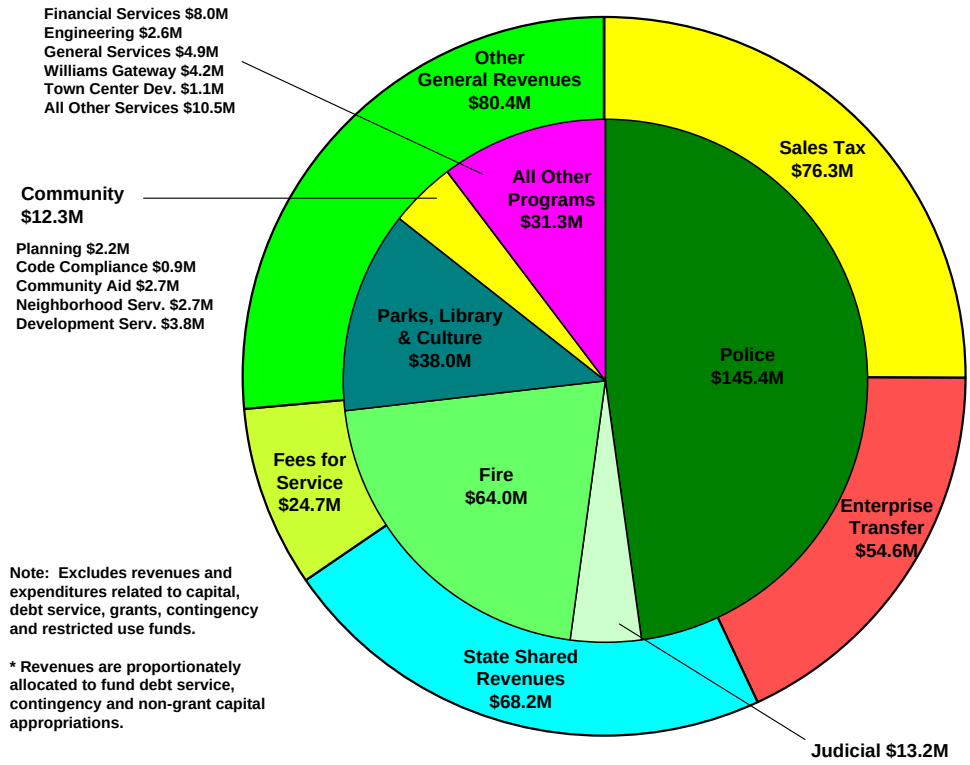
The *Bond Expenditure* category contains bond proceeds authorized by the voters and sold for construction of capital projects.

# General Governmental Discretionary Budget

The General Fund is the area where all general governmental costs are identified. This includes Public Safety, Parks, Library, Community Aid and other miscellaneous programs. The General Fund also assists the operations of other programs that do not generate enough revenues to cover all of their costs. Funds transferred from the General Fund help cover the costs in the Mass Transit program, as well as other smaller operations.

The General Fund budget contains grants that are dedicated to particular expenditures. Removing these dollars, as well as funding dedicated to capital, debt service and contingency, reveals the City's total discretionary appropriations. The following charts depict the adopted discretionary appropriation for FY 2010/11 and the adopted FY 2011/12 discretionary appropriation.

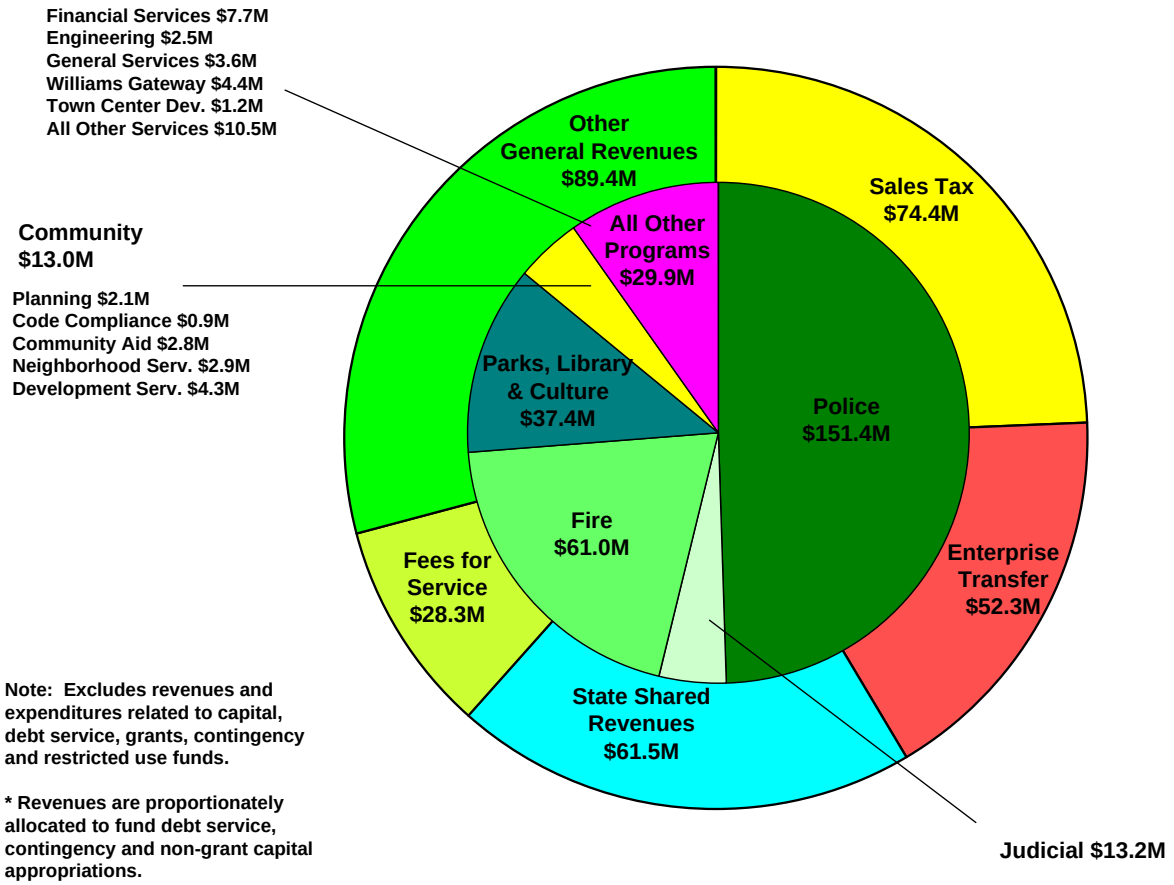
**FY 2010/11**
**General Governmental Operations & Maintenance Final Budget $304.2M**




Note: Excludes revenues and expenditures related to capital, debt service, grants, contingency and restricted use funds.

* Revenues are proportionately allocated to fund debt service, contingency and non-grant capital appropriations.

## FY 2011/12
## General Governmental Operations & Maintenance Final Budget $305.9M




**Note: Excludes revenues and expenditures related to capital, debt service, grants, contingency and restricted use funds.**

*** Revenues are proportionately allocated to fund debt service, contingency and non-grant capital appropriations.**

| | Total Dollars in Millions | | | Percent of Total | | |
|---|---|---|---|---|---|---|
| | FY 2010/11 Adopted | FY 2011/12 Adopted | Change | FY 2010/11 Adopted | FY 2011/12 Adopted | Change |
| **General Fund O&M** | | | | | | |
| Police | $ 145.4 | $ 151.4 | $ 6.0 | 48% | 50% | 2% |
| Judicial | 13.2 | 13.2 | 0.0 | 4% | 4% | 0% |
| Fire | 64.0 | 61.0 | (3.0) | 21% | 20% | -1% |
| Parks, Library & Culture | 38.0 | 37.4 | (0.6) | 12% | 12% | 0% |
| Community Services | 12.3 | 13.0 | 0.7 | 4% | 4% | 0% |
| All Other Programs | 31.3 | 29.9 | (1.4) | 10% | 10% | 0% |
| Total | $ 304.2 | $ 305.9 | $ 1.7 | 100% | 100% | |
| **General Fund Revenues** | | | | | | |
| Sales Tax | $ 76.3 | $ 74.4 | $ (1.9) | 25% | 25% | 0% |
| Enterprise Transfer | 54.6 | 52.3 | (2.3) | 18% | 17% | -1% |
| State Shared Revenues | 68.2 | 61.5 | (6.7) | 22% | 20% | -2% |
| Fees for Service | 24.7 | 28.3 | 3.6 | 8% | 9% | 1% |
| Other General Revenues | 80.4 | 89.4 | 9.0 | 26% | 29% | 3% |
| Total | $ 304.2 | $ 305.9 | $ 1.7 | 100% | 100% | |

State Shared Revenues in the General Governmental category are a combination of Auto In-Lieu payment on vehicle taxes, a share of State Sales Taxes and a share of State Income Taxes.

## Fund Balance

The beginning fund balance plus revenues received equals the available resources. The ending fund balance is the difference between the available resources and the expenditures projected/experienced. The ending fund balance of one fiscal year is the beginning fund balance for the next fiscal year.

The estimated FY 2011/12 ending fund balance is summarized in the table below. Detail by major fund category can be found on page E32. The City fund balance is made up of restricted and unrestricted resources. For example, $32.9M of the FY 2011/12 projected ending fund balance is contained in the trust funds. These funds are managed individually and restricted in their use. $1.5M of the FY 2011/12 fund balance usage is a scheduled decrease in one of the trust fund balances (Worker's Compensation).

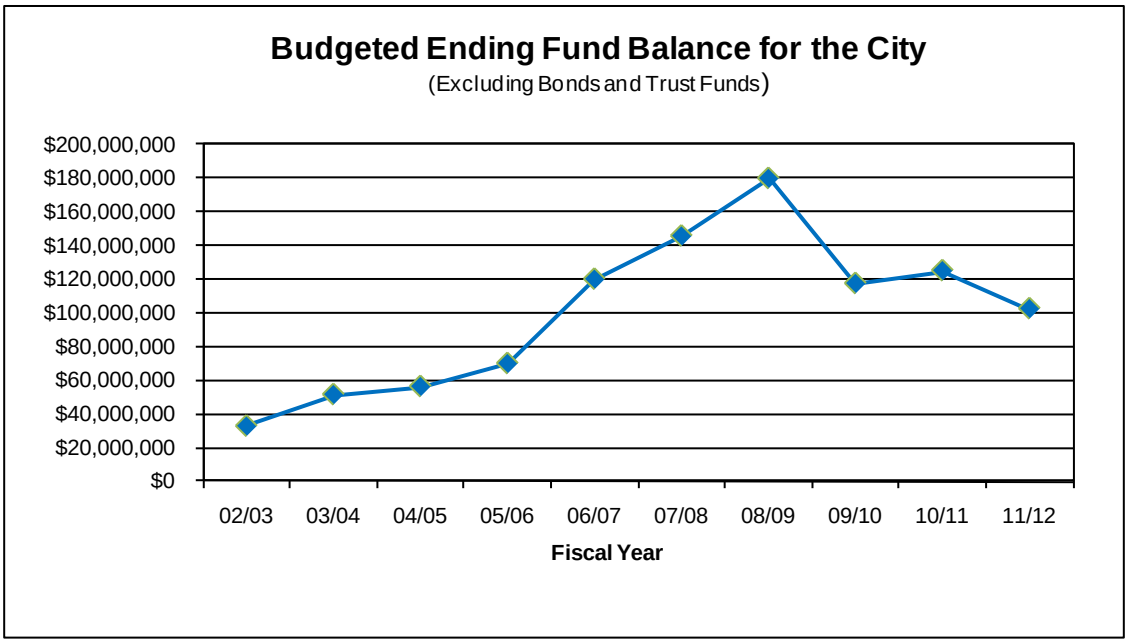
**Summary of Changes in City Fund Balance (with trust funds)**
**FY 2011/12**

| Projected Beginning Fund Balance | + | Projected Revenues (Less Bad Debts) | - | Estimated Expenditures | = | Projected Ending Fund Balance |
|---|---|---|---|---|---|---|
| $207,800,746 | | $771,827,000 | | $844,429,000 | | $135,198,746 |

Fund balance usage also occurs when budgeted expenses are not able to be completed in the original budget year. The resources have been identified and are restricted at year-end in order to fund the needed expenses in the following budget year. This timing issue causes the ending fund balance to be greater than projected, but does not necessarily increase the available resources.

Fund balance increases or decreases are analyzed to determine if the cause is one-time or recurring, scheduled or not scheduled. If the City experiences unanticipated savings, that are found to be recurring, these savings become available resources for City services. If the savings are due to one-time issues, they are only available to fund one-time expenses.

Increases in fund balance are sometimes scheduled in order to meet a future expenditure need. The City increased utility rates 2% for three years (FY 2005/06, FY 2006/07, FY 2007/08) to specifically set the revenue aside for use on scheduled increased debt service payments in the enterprise fund. The subsequent increase in fund balance can be seen in the following chart as the City's budgeted fund balance increases over these years.




The previous chart shows the budgeted ending City fund balance, excluding trust funds. While FY 2009/10 was anticipated to decrease do to the increased debt service, the decrease in fund balance was magnified by the downturn in the economy during FY 2008/09. The FY 2009/10 budgeted ending fund balance reflects the lower beginning fund balance and the effect of the economy of the City's revenue streams. The decrease in available resources was found to be a recurring item and on-going City services were reduced to maintain the financial stability of the City.

The City adopted financial policies that include a goal of maintaining a budgeted unrestricted General Fund and Enterprise Fund balance between 8-10% of the next year's anticipated operating budget. The City usually strives to maintain a budgeted fund balance at the top of the range, around 10%. During the FY 2011/12 budget process, the City Council supported a move toward 8% budgeted fund balances in order to reduce the impact of further reductions of City services.

# Balanced Budget

The following table summarizes revenues and expenditures by major fund categories for FY 2011/12. The City of Mesa meets the State requirement mandating the adoption of a balanced budget, where expenditures equal the available resources.

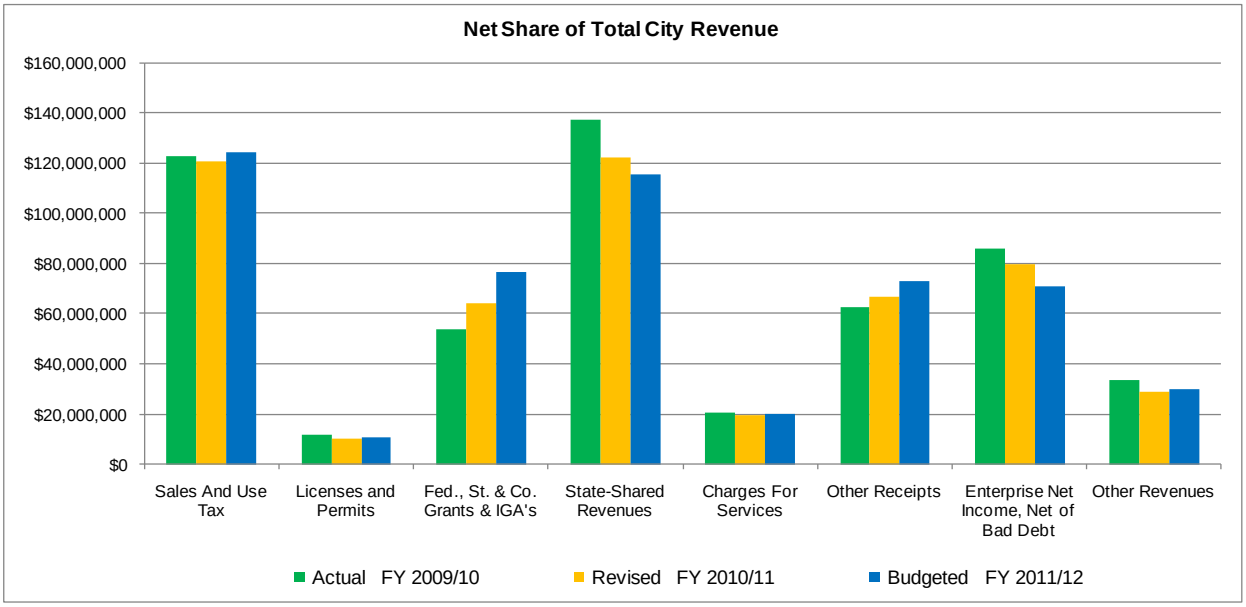
**SUMMARY OF REVENUES BY FUND**

| | FY 2009/10 Actual Revenues | FY 2010/11 Original Budget | FY 2010/11 Estimated Revenues | FY 2011/12 Estimated Revenues |
|---|---|---|---|---|
| GENERAL FUND | 293,456,396 | $ 294,052,000 | $ 280,791,000 | $ 280,970,000 |
| LOCAL STREETS SALES TAX FUND | 26,819,340 | 29,865,000 | 27,845,095 | 31,567,000 |
| ENTERPRISE FUND | 297,080,863 | 314,887,000 | 302,394,500 | 320,784,000 |
| UTIL IMPCT FEES/SOLID WST DEV. TAX FDS | 3,675,250 | 3,995,000 | 2,356,000 | 2,393,000 |
| TRUST FUNDS | 58,634,655 | 62,896,000 | 65,826,000 | 72,310,000 |
| LOCAL TRANSPORTATION ASSIST FUND | 7,349,558 | 14,252,169 | 8,298,169 | 6,997,000 |
| MESA HOUSING SERVICES FUNDS | 12,257,025 | 14,261,000 | 12,370,000 | 11,236,000 |
| CEMETERY RESERVE FUND | 1,187,035 | 1,143,000 | 1,086,000 | 1,086,000 |
| VEHICLE REPLACEMENT FUND | 127,291 | 120,000 | 120,000 | 344,000 |
| PUBLIC ART FUND | 18 | 0 | 0 | 0 |
| ARTS CENTER RESTORATION FUND | 255,903 | 262,000 | 186,000 | 186,000 |
| IMPACT FEES | 2,561,409 | 2,788,000 | 1,348,000 | 1,368,000 |
| COURT CONSTRUCTION FEE FUND | 762,410 | 746,000 | 746,000 | 746,000 |
| HIGHWAY USER REVENUE FUND | 31,790,889 | 32,591,000 | 30,860,000 | 30,539,000 |
| R.T.P. REVENUE FUND | 4,318,545 | 4,413,000 | 3,351,000 | 12,416,000 |
| ENVIRONMENTAL COMPLIANCE FUND | 5,734,554 | 5,785,000 | 5,785,000 | 6,185,000 |
| **TOTAL REVENUES** | **746,011,141** | **782,056,169** | **743,362,764** | **779,127,000** |
| RESTRICTED FUNDS | (8,675,094) | (44,060,752) | (80,497,736) | (52,184,746) |
| FUNDS RELEASED | 8,033,898 | 91,483,110 | 8,675,094 | 80,497,736 |
| LESS BAD DEBTS | (4,060,380) | (7,300,000) | (7,300,000) | (7,300,000) |
| FUNDS CARRIED FORWARD ADJ JULY 1 | 241,646,684 | 121,530,473 | 246,988,042 | 127,303,010 |
| LESS: ESTIMATED JUNE 30 | (246,449,218) | 0 | (127,303,010) | 0 |
| **NET OPERATING RESOURCES** | **$736,507,031** | **$943,709,000** | **$783,925,155** | **$927,443,000** |

**SUMMARY OF APPROPRIATIONS BY FUND**

| | FY 2009/10 Actual Expenditures | FY 2010/11 Adopted Budget Past Year | FY 2010/11 Revised Estimates Past Year | FY 2011/12 Estimated Budget Ensuing Year |
|---|---|---|---|---|
| GENERAL FUND | $353,594,038 | $434,699,215 | $373,248,200 | $425,507,412 |
| LOCAL STREETS SALES TAX FUND | 32,164,322 | 47,536,674 | 32,842,000 | 49,432,207 |
| ENTERPRISE FUND | 212,333,919 | 284,611,000 | 220,789,955 | 287,181,110 |
| UTILITIES DEVELOPMENT FUND/IMPACT FEES | 3,077,002 | 3,924,000 | 3,032,000 | 1,632,890 |
| LOCAL TRANSPORTATION ASSISTANCE FUND | 13,045,900 | 22,227,138 | 16,326,000 | 16,158,303 |
| MESA HOUSING AUTHORITY FUNDS | 11,917,797 | 14,260,000 | 12,369,000 | 12,847,000 |
| CEMETERY RESERVE FUND | 1,866,743 | 1,725,000 | 915,000 | 2,058,000 |
| VEHICLE REPLACEMENT FUND | 2,325,934 | 3,033,631 | 2,263,000 | 3,582,811 |
| IMPACT FEES | 4,097,083 | 10,079,660 | 4,338,000 | 4,576,346 |
| COURT CONSTRUCTION FEE FUND | 1,666,939 | $746,000 | $746,000 | $746,000 |
| ARTS CENTER RESTORATION FUND | 141,243 | 250,000 | 250,000 | 251,292 |
| HIGHWAY USER REVENUE FUND | 25,724,275 | 39,009,409 | 36,521,000 | 30,579,016 |
| REGIONAL TRANSPORTATION FUND | 35,344 | 4,412,534 | 3,422,000 | 12,415,280 |
| ENVIRONMENTAL COMPLIANCE FUND | 5,276,089 | 6,626,492 | 6,340,000 | 6,534,279 |
| TRUST FUNDS | 67,043,559 | 70,469,000 | 70,456,000 | 73,879,000 |
| INTERNAL SERVICES | 1,658,020 | 99,247 | 67,000 | 62,054 |
| HIGHWAY PROJECT ADVANCEMENT NOTES | 538,824 | 0 | 0 | 0 |
| **TOTAL APPROPRIATIONS** | **$736,507,031** | **$943,709,000** | **$783,925,155** | **$927,443,000** |

# Revenues



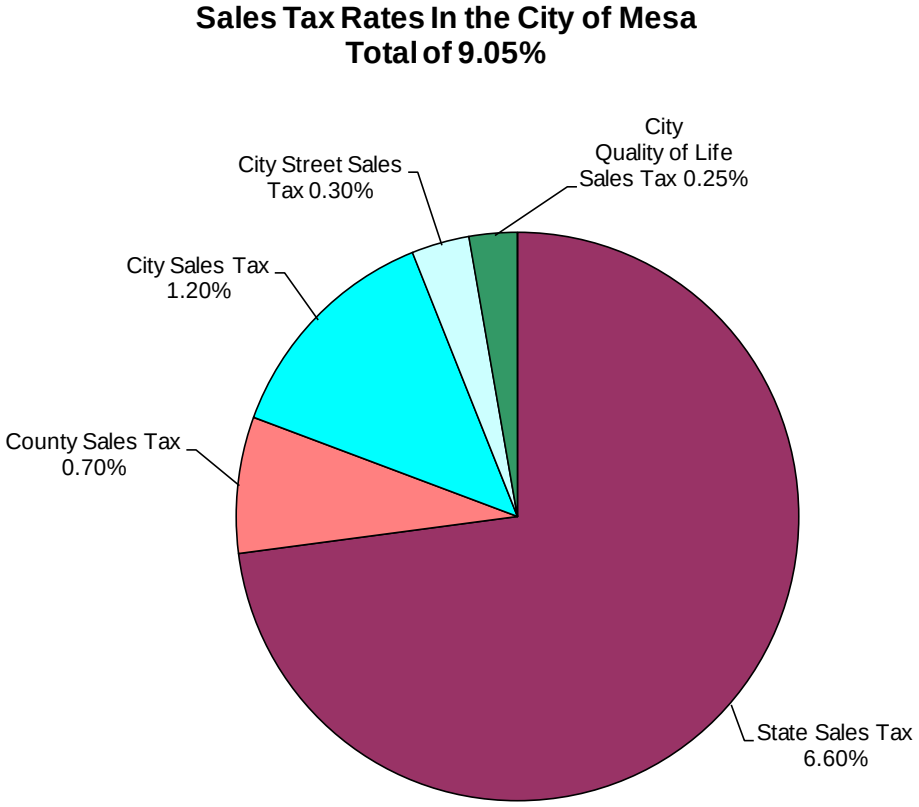

The preceding chart and following table summarize the total net revenues available for non-enterprise activities. The Other Receipts category consists mainly of City of Mesa contributions toward various trust funds, such as the Employee Benefit Trust Fund and the Property and Public Liability Fund. The Enterprise Net Income category is comprised of the revenues of the Utilities as well as the non-utility enterprise programs. They are presented here net of related operational, capital, debt service and bad debt expenses. This exhibits the amount of resources available for general uses.

In FY 2011/12, the four largest categories comprise 74.7% of the available revenue. They are Sales and Use Tax, Federal, State and County Grants and IGA's, State Shared Revenues and Other Receipts (includes fund balance re-appropriation). The first three categories normally comprise the majority of available revenue and are discussed in greater detail on the following pages.

## Net Share of Total City Revenue

| | Actual FY 2009/10 | % of Total | Budgeted FY 2010/11 | % of Total | Revised FY 2010/11 | % of Total | Budgeted FY 2011/12 | % of Total |
|---|---|---|---|---|---|---|---|---|
| **Sales And Use Tax** | 122,806,058 | 23.3% | 126,865,000 | 23.8% | 120,637,853 | 23.6% | 124,101,000 | 23.8% |
| **Other Taxes** | 15,466,282 | 2.9% | 15,585,000 | 2.9% | 15,585,000 | 3.0% | 15,634,000 | 3.0% |
| **Licenses and Permits** | 11,823,758 | 2.2% | 10,970,000 | 2.1% | 10,268,000 | 2.0% | 10,500,000 | 2.0% |
| **Intergovernmental Revenues:** | | | | | | | | |
| **Fed., St. & Co. Grants & IGA's** | 53,724,946 | 10.2% | 76,612,169 | 14.4% | 64,045,411 | 12.5% | 76,442,000 | 14.7% |
| **State-Shared Revenues** | 137,260,294 | 26.0% | 126,931,000 | 23.8% | 122,299,000 | 23.9% | 115,562,000 | 22.2% |
| **Charges For Services** | 20,522,669 | 3.9% | 20,183,000 | 3.8% | 19,343,000 | 3.8% | 19,939,000 | 3.8% |
| **Fines & Forfeitures, Net of Bad Debt** | 8,320,287 | 1.6% | 5,811,000 | 1.1% | 8,214,000 | 1.6% | 8,214,000 | 1.6% |
| **Miscellaneous Revenues** | 9,545,144 | 1.8% | 6,818,000 | 1.3% | 5,077,000 | 1.0% | 6,243,000 | 1.2% |
| **Other Receipts** | 62,827,070 | 11.9% | 63,159,000 | 11.9% | 66,943,000 | 13.1% | 73,115,000 | 14.0% |
| **Enterprise Net Income, Net of Bad Debt** | 85,657,928 | 16.2% | 79,711,000 | 15.0% | 79,845,545 | 15.6% | 71,039,000 | 13.6% |
| **Total Revenues, Net of Bad Debt** | 527,954,436 | 100.0% | 532,645,169 | 100.0% | 512,257,809 | 100.0% | 520,789,000 | 100.0% |

## Sales Tax Rate Allocation




Arizona's cities and towns under State law have the authority to establish certain taxes for revenue purposes. The local transaction privilege tax, also known as a sales tax, is one such means for financing municipal services. State law allows for the establishment of a local sales tax without a vote of the people of the community. The City of Mesa charter requires a vote of the people for the establishment of a sales tax greater than 1.0%. The City of Mesa's current local sales tax rate is 1.75%. When combined with the State and County sales tax rates, the total sales tax rate is 9.05%.

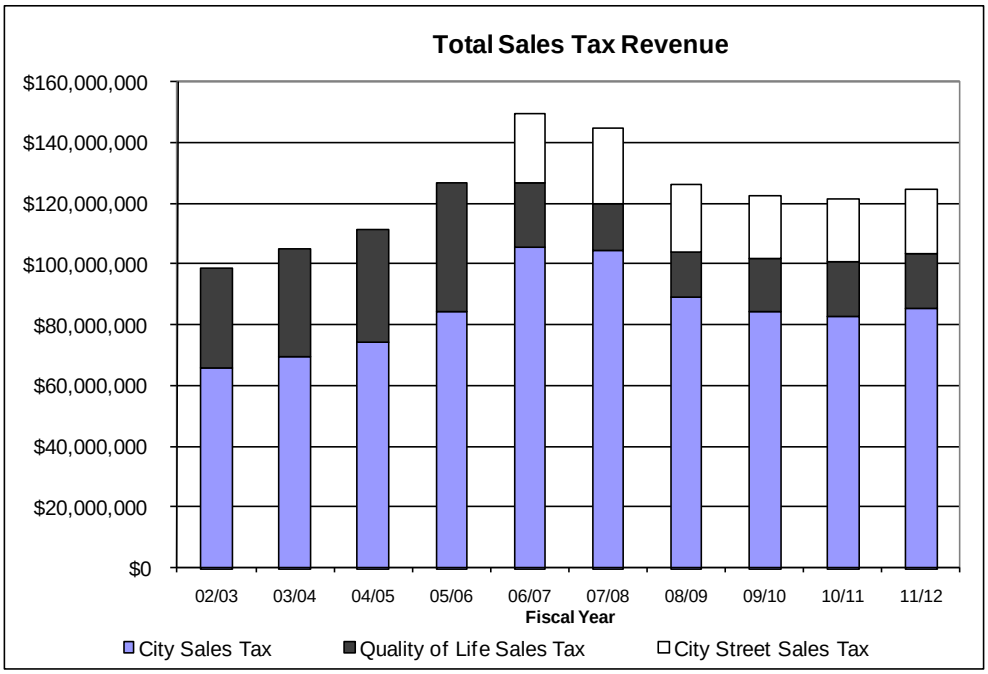
In March of 1998 the voters of Mesa approved a Quality-of-Life Sales Tax of 0.50%. Half of the rate (0.25%) was allocated to capital and infrastructure improvements within the Public Safety, Culture, Parks, Streets and Aquatics programs. The remaining half (0.25%) was allocated to fund the operations and maintenance of the new facilities. The capital portion of the sales tax was adopted for a ten-year time period and was discontinued as scheduled as of July 1, 2006. The operations portion of the rate was adopted as an on-going tax rate.

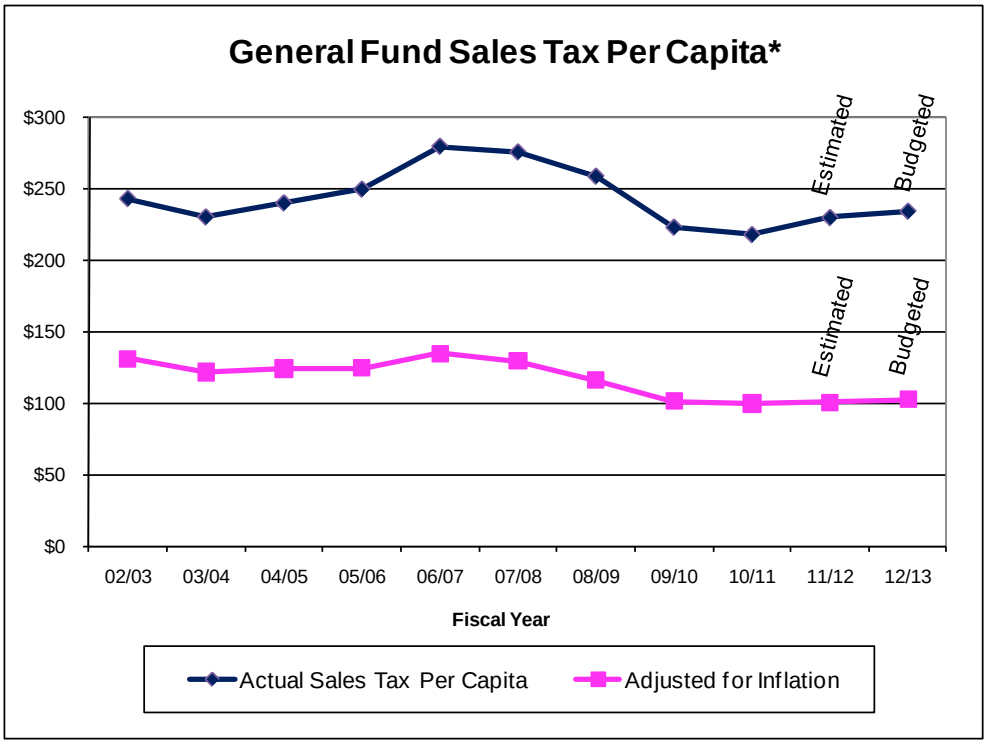
In May of 2006, the voters of Mesa approved an increase of the general sales tax rate by 0.20% and instituted a new sales tax of 0.30% allocated to the streets program. These new rates became effective on July 1, 2006.

In May of 2010, the voters of the State of Arizona approved a temporary sales tax increase of 1.0% to fund education and public safety. The new rate became effective June 1, 2010 and is scheduled to expire May 31, 2013.

## Local Sales Tax Revenue

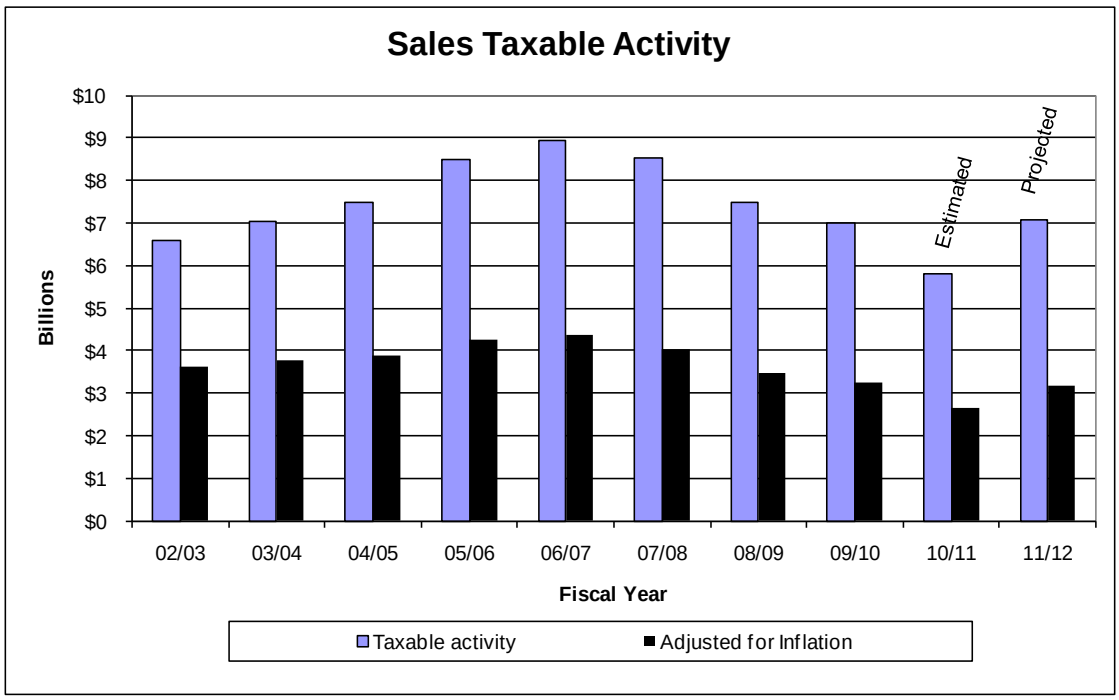
Local Sales Tax is a major source of revenue to the City and accounts for approximately one quarter of the General Fund revenue. Changes in the availability of this resource greatly impact the ability of the City to provide general governmental services. The graph below illustrates general fund sales tax revenue per capita. In FY 2006/07, the composition of the sales tax changed. The restricted Quality-of-Life portion of the rate decreased by 0.25% as scheduled and the general fund portion of the rate increased by 0.20%. A new restricted rate of 0.30% was implemented for the Streets program.




* Population was revised in FY 2010/11 to reflect the 2010 Census. See page A12 for further details.

By adjusting the revenue per capita for inflation, this indicates if Mesa is retaining the same level of revenue retention per capita or if buying patterns have changed. The graph on the previous page shows the change in buying habits since FY 2005/06. While there continues to be increased competition from other valley cities, the main driver is decreased buying valley-wide. The experienced and potential job losses in the Valley created consumer financial conservatism. This can also be seen when the total taxable sales are analyzed. The estimated taxable sales activity is illustrated in the following chart. While Mesa has experienced a downward trend for the last four years, an increase is projected for FY 2011/12, hopefully beginning a return to previous activity levels.

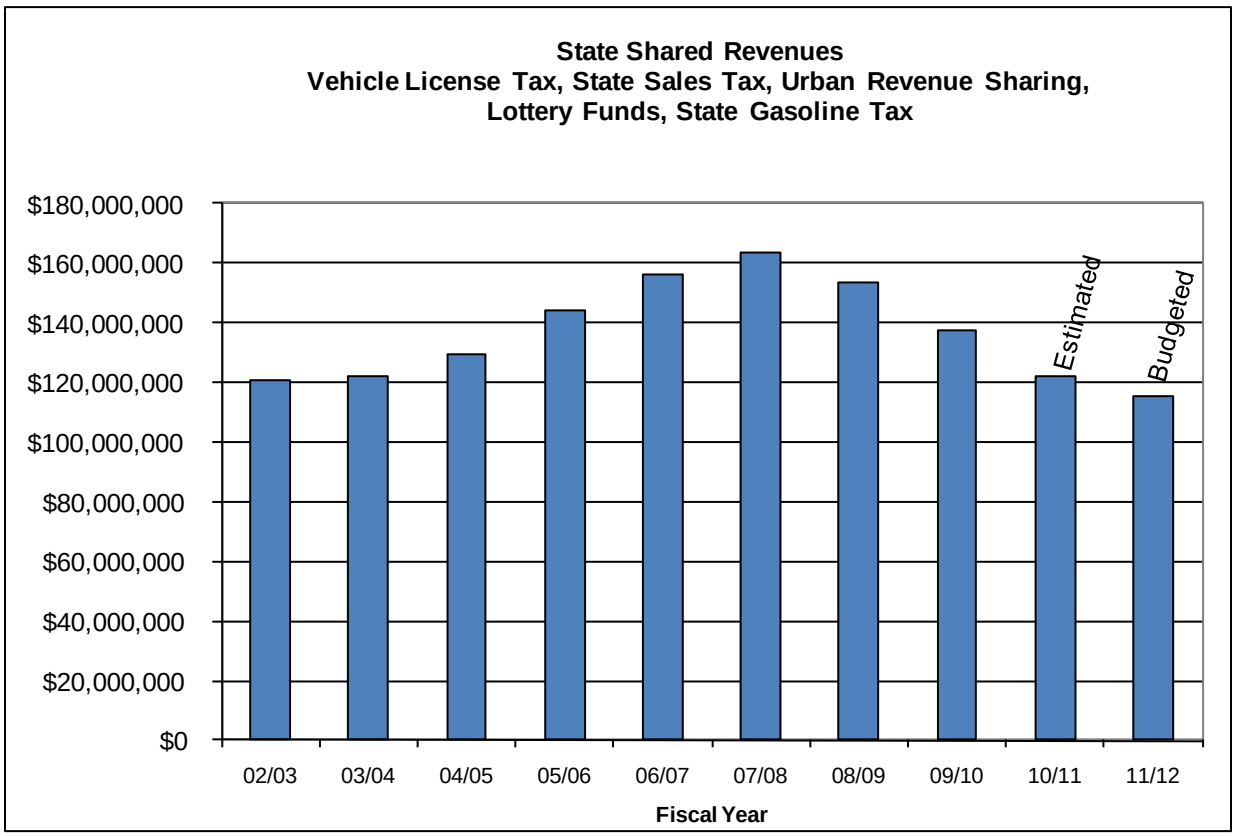


## State Shared Revenues

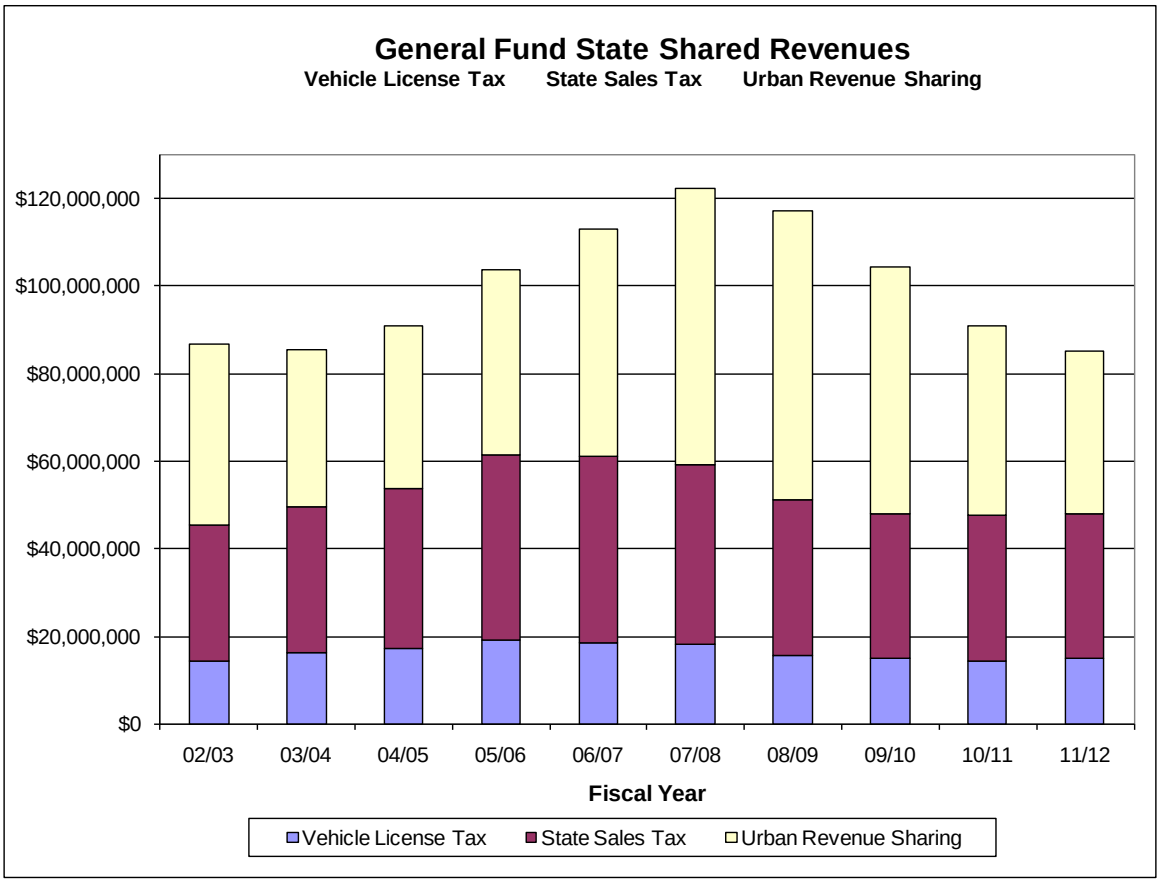
As local jurisdictions gave up some of their ability to tax personal property, the state supplanted these revenue sources with State Sales and Income Tax revenues. The State also provides gasoline tax revenues to local governmental entities for use on transportation-related expenses. In order to receive these funds, the municipality must continue to fund transportation expenses with local revenue sources equal to the amount of local funding that was provided in FY 1979/80. For Mesa, this amount is approximately $5.1 million each year and is covered with the local streets sales tax.

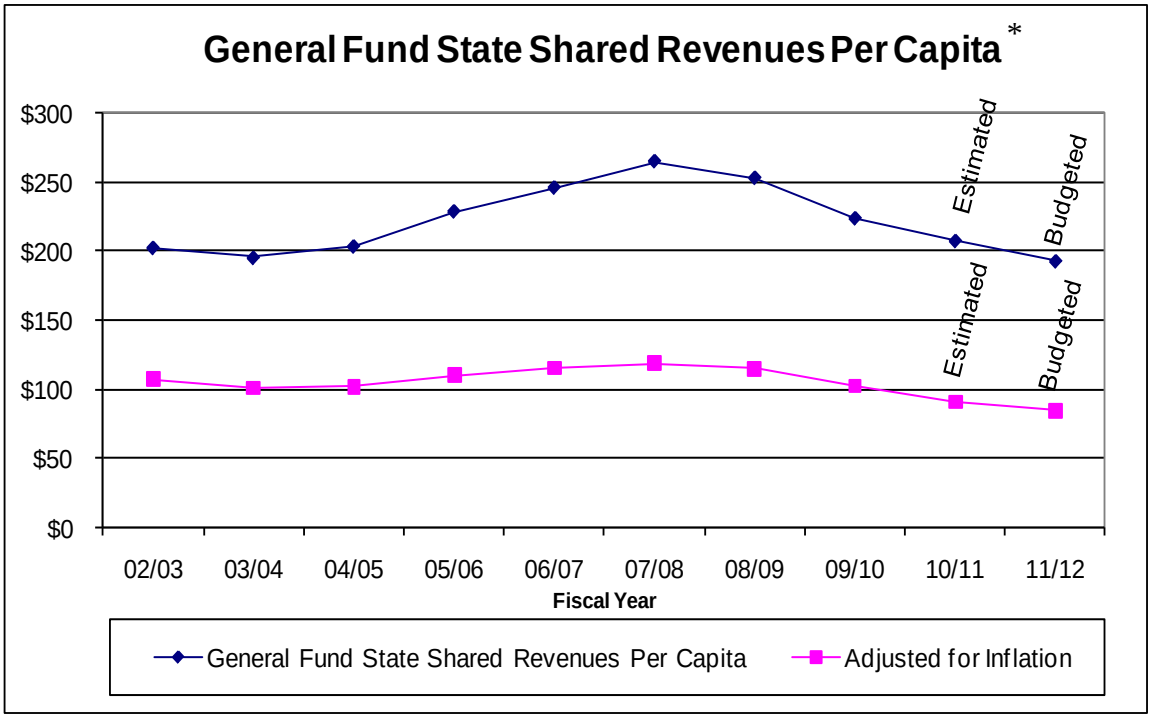
State Shared Revenues consist of Auto In-Lieu taxes, Highway User Revenue Funds (HURF, State gasoline tax), 3% HURF (gas tax for cities with populations over 300,000), State Sales Tax, Urban Revenue Sharing (State Income Tax), and Local Transportation Assistance Fund (State lottery funds). Lottery funds were distributed to local jurisdictions each year and cities with populations over 300,000 were required to use these funds for mass transit programs. Effective mid-year in FY 2009/10, the Arizona State Legislature reallocated these funds. The FY 2011/12 budget includes the on-going loss of roughly $2 million a year.

FY 2007/08 saw the start of the decline in state shared revenues. While the shared revenues for FY 2007/08 were greater in total than FY 2006/07, they were anticipated to be higher. The FY 2011/12 estimated receipts continue that downward trend as some shared revenue streams, such as income tax (urban revenue sharing), are received by the City two years after collection by the State. State shared revenues for FY 2011/12 are estimated to be lower than the levels seen in FY 2002/03.



Some state shared revenues are restricted to particular uses. The following chart illustrates the portion of state revenue sharing that is not restricted in use. This is the general fund portion of the state shared revenues. Changes in this portion of funding directly affect the ability of the City to provide general fund related services.



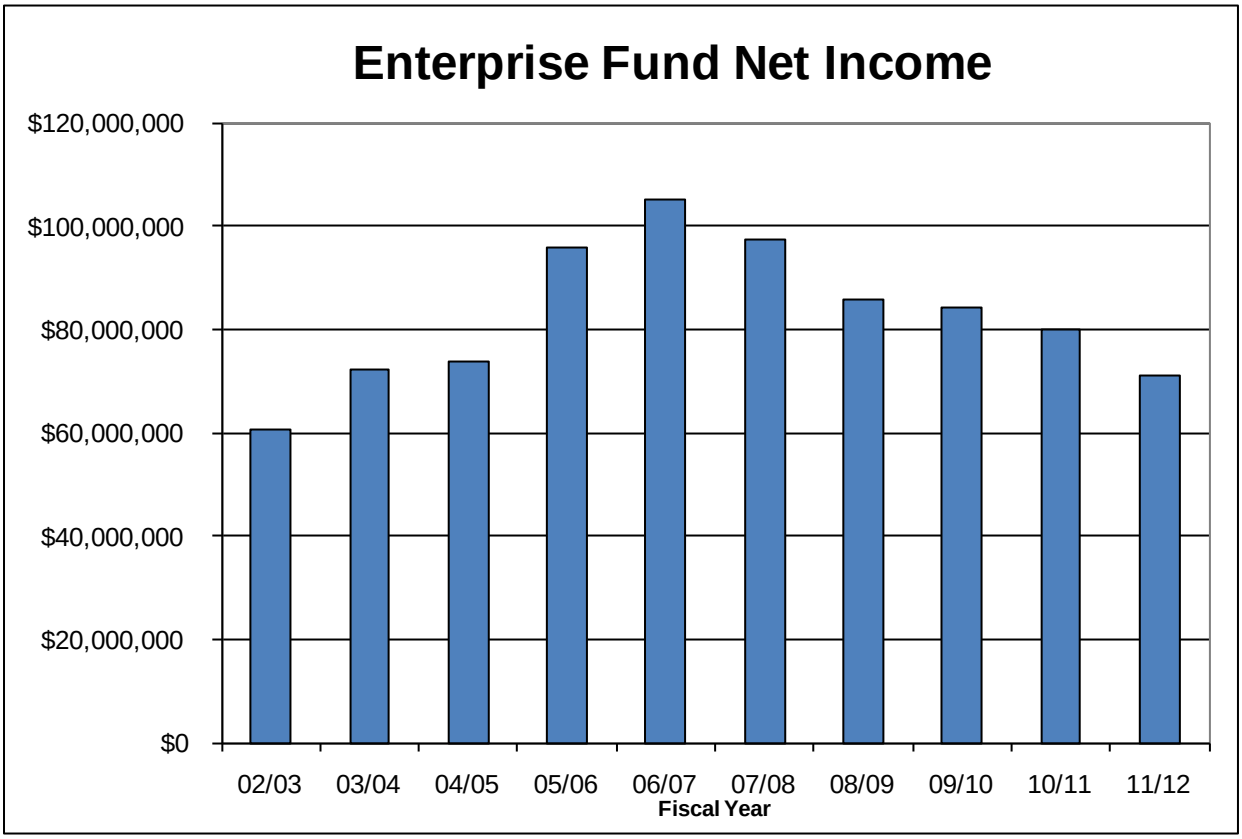



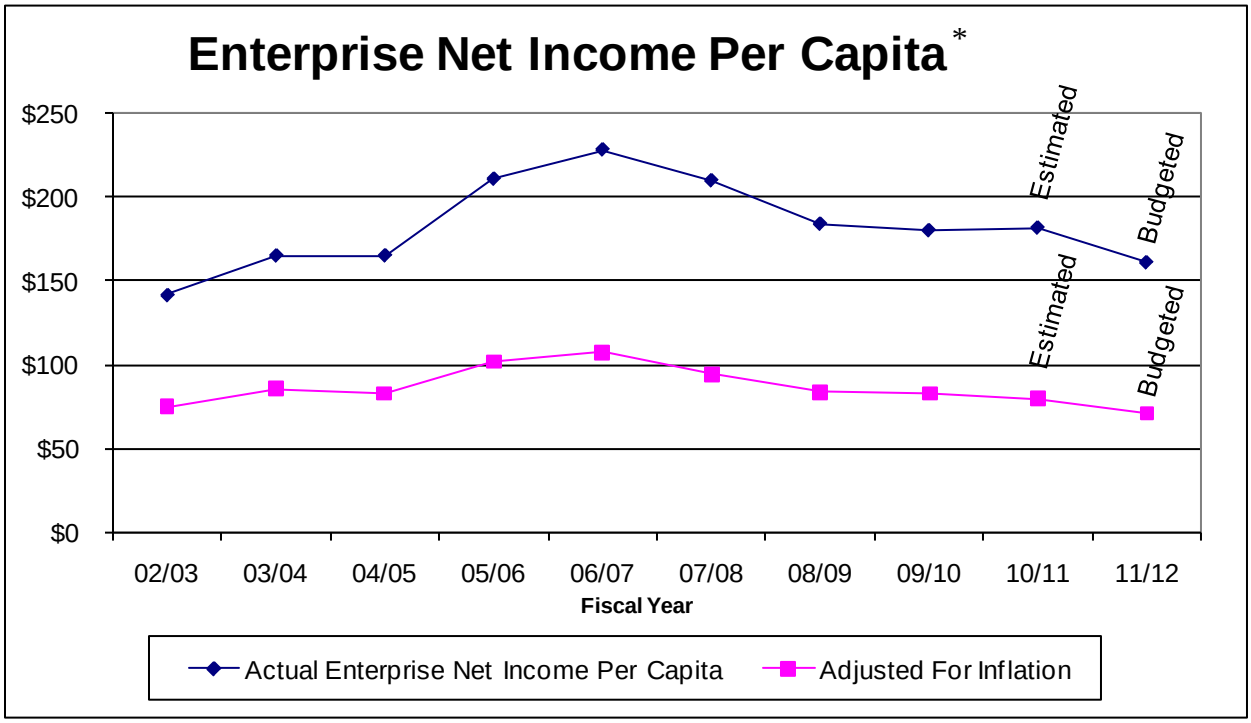

* Population was revised in FY 2010/11 to reflect the 2010 Census. See page A12 for further details.

## Enterprise Fund Net Income

The Enterprise Fund consists of all the utility programs (Electric, Natural Gas, Water, Wastewater, Solid Waste and District Cooling), the Falcon Field Airport Program, the Golf Course Program, the Mesa Convention Center Program, the Hohokam Stadium Program and the Cubs Spring Training Facility Program. The graph below identifies the amount of revenue in excess of expenditures that occurred each year. The net income provides a resource available for transfer to the General Fund to help pay for operating costs for general governmental services such as Police, Fire and Parks & Recreation.

Utility program revenues have been utilized to meet the additional demands of utility infrastructure development and maintenance, expanded service requirements and a revenue stream to help fund the costs of general governmental services. It has been necessary to increase rates in the various utilities throughout the fiscal years to maintain infrastructure and service levels. Rate increases in the various utilities, along with growth in consumption, result in the increase in net income shown by the graph below. FY 2003/04 and FY 2004/05 saw a flattening of the net income growth that corresponds to the drought period for water usage in Mesa, as well as a flattening in natural gas consumption. The dramatic increase in net income in FY 2005/06 was planned in anticipation of the increased debt service payments in FY 2007/08 and FY 2008/09. Revenue receipts increased as a result of a utility rate increase of 2.0% in FY 2005/06, FY 2006/07 and FY 2007/08 that was restricted to the ending fund balance. The planned decrease in net income in FY 2008/09 and FY 2009/10 was due to an increase in debt service which returned net income to previous levels. FY 2011/12 projects enterprise net income to decrease over FY 2010/11 due to lower anticipated revenues. The chart below shows income net of bad debt.






As the revenue source that has the greatest ability for discretionary changes, the utility revenue has been adjusted to attempt to keep up with the increased cost of existing services and meet the demands for new or expanded services. Customer growth and legislative requirements contribute to the need for additional infrastructure and operational funding. The budget for FY 2011/12 includes utility revenues based on both growth and the recommended rate increases as outlined below. Electric rates and Solid Waste rates were not recommended for adjustment for the upcoming year. Utility rate adjustments are acted on by the City Council at the time of budget adoption, after a public notification and hearing process have taken place.

**Utility Historical Rate Increases**

| | Electric* | Natural Gas | Water | Wastewater | Solid Waste |
|---|---|---|---|---|---|
| FY 2011/12 Adopted Increase | 0.00% | 2.50% | 6.80% | 5.80% | 0.00% |
| Previous 10 Year Average | 0.20% | 4.25% | 4.65% | 5.35% | 4.03% |
| Previous 20 Year Average | 0.39% | 2.79% | 4.13% | 4.16% | 4.00% |

* The Electric utility has had only one rate increase in the last 17 years (FY 2003/04).

Proposed rate adjustments are analyzed to estimate the impact on the average Mesa citizen. The same analysis is used to compare the impact of rate structures in other cities on their average citizen. This is illustrated in the following section.

* Population was revised in FY 2010/11 to reflect the 2010 Census. See page A12 for further details.

## Average Homeowner's Charges Survey

One of the key analysis tools used by City Council and staff is the comparison of average charges incurred by homeowners in the Valley. This analysis compares the property taxes of home values from each respective city, the estimated city sales taxes paid based on an annual household income of $66,600 and standard solid waste and utility charges based on Mesa's average monthly water usage for the most recent 12-month period.

Based upon this analysis, for FY 2011/12, with the increase in utility rates, the total cost to the average household in Mesa would be less than most of the other cities in the Valley, with only Chandler and Gilbert comparable. This establishes the third largest city in the State as one of the most affordable place to live in the Valley. The following table summarizes the Average Homeowner's Charges Survey:

Utility Rates adopted 06/27/11; Mesa Secondary Property Tax adopted 07/14/11

**AVERAGE HOMEOWNER'S CHARGES SURVEY**

| | CITY PROPERTY TAXES (1, 6) | | CITY SALES | SOLID WASTE | WATER | WASTEWATER | ANNUAL | PERCENTAGE OF |
|---|---|---|---|---|---|---|---|---|
| | PRIMARY | SECONDARY | TAXES (2, 7) | CHARGES (3) | CHARGES (4) | CHARGE (5) | TOTAL | MESA'S ADOPTED |
| **MESA - Adopted** | median home value | $136,100 | | | | | | |
| Rate | $0.00 | $0.4469 | 1.75% | $23.88 | $38.33 | $22.50 | | |
| Annual Cost | $0.00 | $60.82 | $529.14 | $286.56 | $460.01 | $270.00 | $1,606.53 | 100.0% |
| **CHANDLER** | | $178,300 | | | | | | |
| Rate | $0.3292 | $0.8522 | 1.50% | $15.07 | $26.08 | $22.17 | | |
| Annual Cost | $44.80 | $151.95 | $616.95 | $180.84 | $312.96 | $266.04 | $1,573.54 | 97.9% |
| **GILBERT *** | | $184,500 | | | | | | |
| Rate | $0.0000 | $1.1500 | 1.50% | $17.30 | $25.17 | $22.00 | | |
| Annual Cost | $0.00 | $212.18 | $541.46 | $207.60 | $302.04 | $264.00 | $1,527.27 | 95.1% |
| **GLENDALE *** | | $117,500 | | | | | | |
| Rate | $0.2252 | $1.3699 | 2.20% | $16.30 | $34.83 | $31.73 | | |
| Annual Cost | $30.65 | $160.96 | $865.40 | $195.60 | $417.96 | $380.76 | $2,051.33 | 127.7% |
| **PHOENIX** | | $121,100 | | | | | | |
| Rate | $0.8832 | $0.9368 | 2.00% | $26.85 | $29.37 | $22.24 | | |
| Annual Cost | $120.20 | $113.45 | $752.25 | $322.20 | $352.44 | $266.88 | $1,927.42 | 120.0% |
| **SCOTTSDALE *** | | $295,500 | | | | | | |
| Rate | $0.3836 | $0.5140 | 1.65% | $16.00 | $36.81 | $19.23 | | |
| Annual Cost | $52.21 | $151.89 | $595.60 | $192.00 | $441.72 | $230.76 | $1,664.18 | 103.6% |
| **TEMPE *** | | $172,800 | | | | | | |
| Rate | $0.5176 | $0.8824 | 2.00% | $19.98 | $29.60 | $23.44 | | |
| Annual Cost | $70.45 | $152.48 | $721.94 | $239.76 | $355.20 | $281.26 | $1,821.09 | 113.4% |

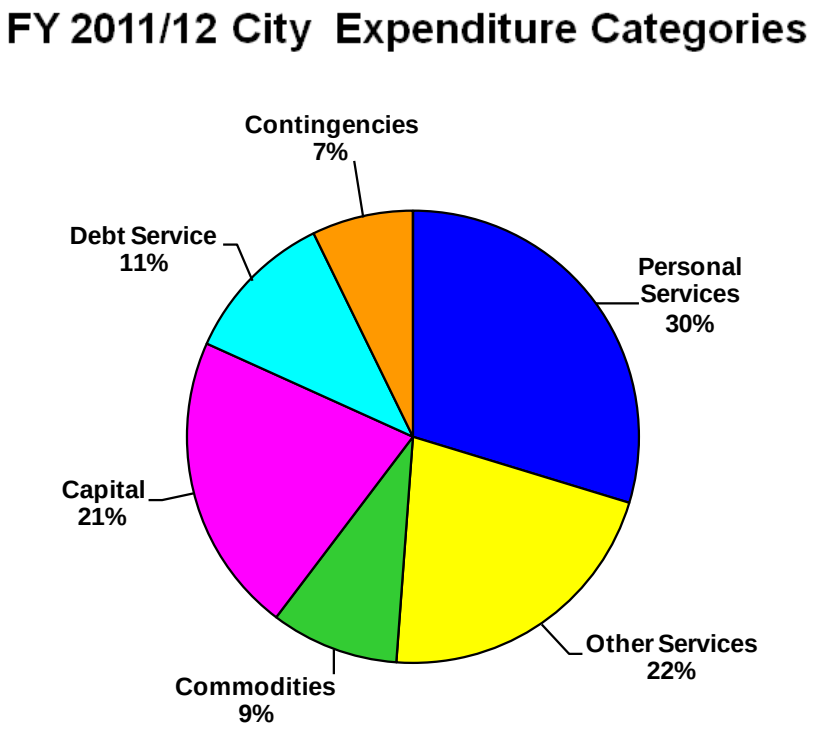
Notes:

1. Single family home full cash value based upon median value for each respective city.
   2010 Median FCV X 10% X (Tax Rate/100) Source: Maricopa County Assessor's Office, (Median LPV by city not available)
2. Annual Maricopa County income of: $66,600 Source: 2010 Median Family Income, Phoenix-Mesa-Glendale MSA - HUD User website
3. Charge for biweekly garbage (and recyclables where applicable) collection using 90 gallon barrels. The Solid Waste residential charges include a $0.54 Green and Clean fee for Mesa. Other city's environmental fees are also included as applicable.
4. Based on Mesa's average monthly residential water use for the most recent twelve months.
5. Winter Water Average formulas are applied in cities where known. Changes in fees are due to both rate and formula changes.
6. Primary and Secondary Tax Rates reflect the 2010 Tax Rates as listed on the County Treasurer's website, which corresponds to the effective tax rates.
7. The city sales tax rate listed is for retail sales. Mesa does not collect sales tax on the sale of food for consumption at home.

* Phoenix and Chandler increased their water rates 7.0% and 9.3% respectively, effective April 1, 2011. The other municipalities had not taken action on their FY 2011/12 rates at the time of this comparison.

# *Expenditures*

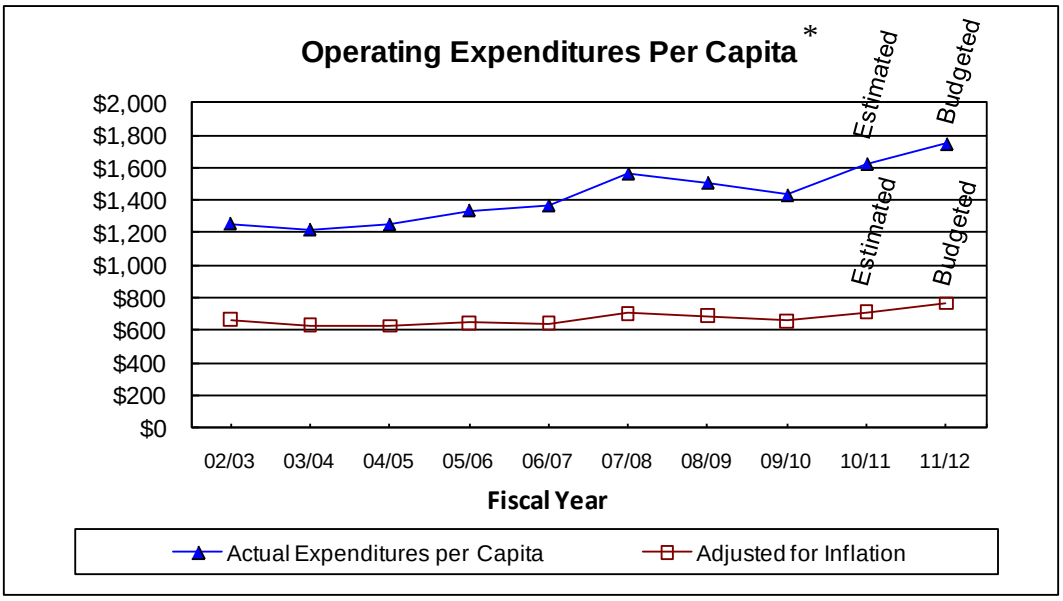
The following chart and table illustrate the total FY 2011/12 proposed budget, detailed by the type of expenditure. All funding sources are included, both operational and bond.




| | FTEs | Total Budget | Personal Services | Other Services | Commodities | Capital | Debt Service | Contingencies | Credits |
|---|---|---|---|---|---|---|---|---|---|
| Total City Budget | 3,609.1 | $1,147,777,000 | $341,098,799 | $299,539,771 | $109,726,869 | $245,906,655 | $126,375,566 | $83,014,000 | ($57,884,660) |
| Net Effect of Internal Credits | | | | ($53,258,211) | ($4,626,449) | | | | $57,884,660 |
| Revised Total City Budget | 3,609.1 | $1,147,777,000 | $341,098,799 | $246,281,560 | $105,100,420 | $245,906,655 | $126,375,566 | $83,014,000 | $0 |

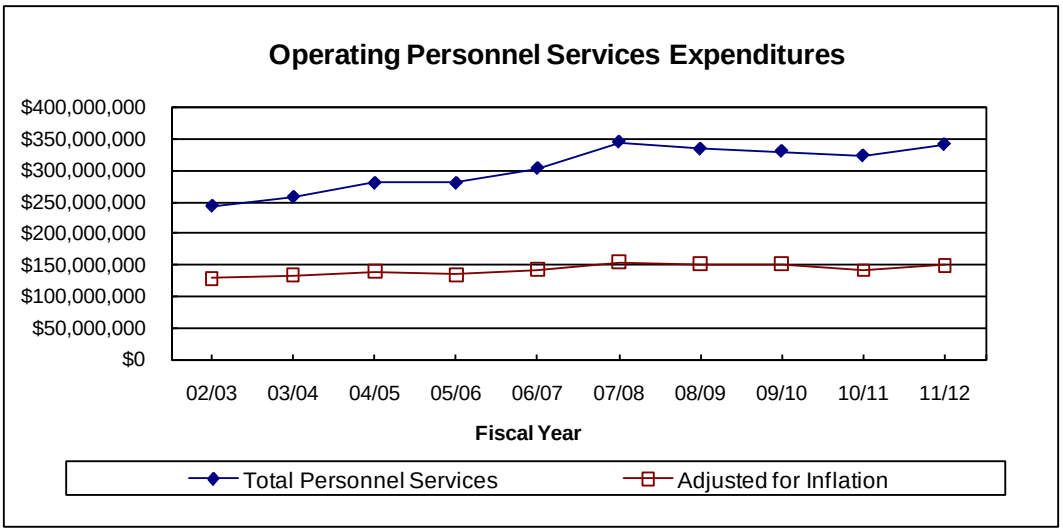
## Operating Expenditures

The expenditures per capita after adjustment for inflation show no significant increase since FY 2002/03. This is because delays in capital replacement, as well as the reduction in some existing services, have offset some of the costs for increased service such as the utility facility expansions. The reduction in debt service payments from FY 2003/04 to FY 2005/06 were a major factor in slowing the increase in cost per capita. In FY 2006/07, an additional funding source was available in the form of an increase to the local sales tax rate, with a portion of the increase dedicated to streets expenditures. Some of the increase in FY 2007/08 is attributable to the continued implementation of the new sales tax.




## Personal Services Expenditures

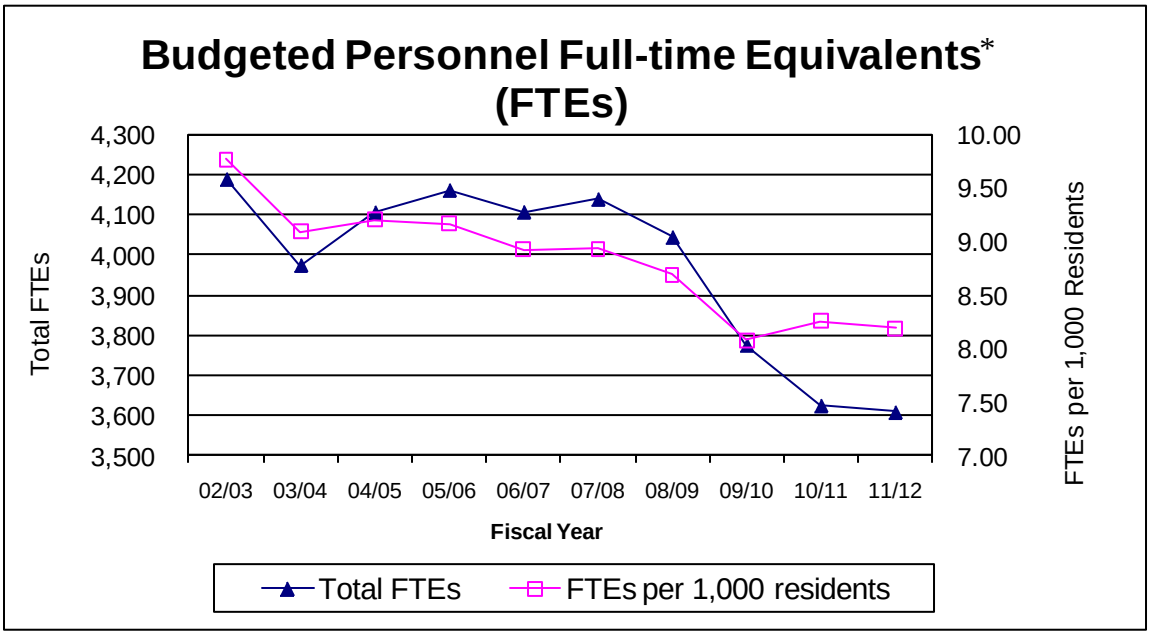
The increase in personal services costs over the years is a result of many factors. The cost of existing positions rose in FY 2007/08 due to increased pension costs, a market salary adjustment for some positions and a cost of living adjustment for all positions. The decrease since FY 2008/09 is due to a citywide reduction in salaries, effective January 2009, and the continued reduction in positions. Position reductions continued in FY 2009/10 and FY 2010/11. While the number of positions continues to decrease in FY 2011/12, the overall cost has increased due to increases in medical and pension costs.




* Population was revised in FY 2010/11 to reflect the 2010 Census. See page A12 for further details.

## Positions

The cost of personnel accounts for the largest portion of the expenditures of the City. During times of economic downturn, the City is forced to reduce labor costs in order to remain within available resources. Labor is tracked by full time equivalents (FTE's). For example, two part-time employees who each work 20 hours a week (or 50%) would be one full-time equivalent.




The City has experienced many reductions in workforce in the last ten years. In FY 2002/03, rather than officially removing positions from the budget, they were kept vacant and not authorized to be filled. These frozen positions were subsequently removed from the budget in FY 2003/04. An additional reduction in workforce was experienced in FY 2006/07. While the number of FTE's increased in FY 2007/08, many of them were funded with restricted funding. The declining building development industry required significant reductions in the associated City staff support. Positions were eliminated in the spring of 2008, with the effect shown in the adopted FY 2008/09 budget. As the general economy followed in the decline, severe mid-year budget adjustments were made. While some of the effects on FTE's can be seen in the budget for FY 2009/10, most of the reductions were implemented in January of 2009. The adopted budget for FY 2009/10 contained fewer FTE's than were budgeted ten years prior in fiscal year FY 2000/01. With the continuing decline of the economy, the FY 2011/12 budget reduces City FTE's once again.

* Population was revised in FY 2010/11 to reflect the 2010 Census. See page A12 for further details.

The current status of Mesa's economy requires the reduction of 32.1 FTE's in the adopted FY 2011/12 budget. Additional FTE's added are due to anticipated grant availability or operational costs of completed capital improvement program projects. The FY 2011/12 budget includes a net decrease of 18.1 FTE's.

**PROPOSED FULL-TIME EQUIVALENT (FTE) CHANGES BY EMPLOYEE CATEGORY**

| Category | FY 2010/11 FTE | Reductions | Percentage Reduction | Additions | Net Change | Percentage Net Change | FY 2011/12 FTE |
|---|---|---|---|---|---|---|---|
| Elected Officials | 7.0 | 0.0 | 0.00% | 0.0 | 0.0 | 0.00% | 7.0 |
| Officials & Administrators | 122.0 | 0.0 | 0.00% | 0.0 | 0.0 | 0.00% | 122.0 |
| Professionals | 592.6 | (6.0) | (1.01%) | 4.0 | (2.0) | (0.34%) | 590.6 |
| Paraprofessionals | 134.0 | (3.0) | (2.24%) | 0.0 | (3.0) | (2.24%) | 131.0 |
| Protective Service Workers | 1,074.0 | (1.0) | (0.09%) | 10.0 | 9.0 | 0.84% | 1,083.0 |
| Administrative Support | 569.4 | (15.0) | (2.63%) | 0.0 | (15.0) | (2.63%) | 554.4 |
| Technicians | 388.0 | (6.0) | (1.55%) | 0.0 | (6.0) | (1.55%) | 382.0 |
| Skilled Craft Workers | 321.0 | 0.0 | 0.00% | 0.0 | 0.0 | 0.00% | 321.0 |
| Service Maintenance | 419.2 | (1.1) | (0.26%) | 0.0 | (1.1) | (0.26%) | 418.1 |
| Total Full-Time Equivalent (FTE) | 3,627.2 | (32.1) | (0.88%) | 14.0 | (18.1) | (0.50%) | 3,609.1 |

Budgeted FY 2010/11 FTE's changed by 29.8 (3,597.4 to 3,627.2) due to approved mid-year changes (increases and decreases) in positions.

Of the 14 positions added during the FY 2011/12 budget process, 13 were added with a delayed start in March 2012 for the expected opening of Fire Station 220.

In addition to the above position reductions, the following personnel-related issues were addressed during the FY 2011/12 budget process:

1. No cost of living adjustment (COLA) was scheduled.

2. The merit pay review program suspension was extended another year. The suspension is now effective 7/2/09 through 06/30/12.

3. The medical premiums were analyzed and restructured to ensure a stable fund balance in the Employee Benefit Trust Fund. A three-year phased approach was implemented beginning with the 2011 plan calendar year. The City's contribution was greatly increased in FY 2011/12 to order to allow a more smoothed implementation for the employees. The result was a $12.2M increase in City cost, with an $8.9M impact on the general fund.

## Bonds and Debt Service

Municipal bonds are a way for the City to issue debt or, in other words, raise funds. The City issues bonds to support voter-approved projects and the City agrees to pay back the bonds with interest. Bond funding is for assets with a long useful life such as buildings, utility systems and street improvements. The assets should have the same useful life as the length of the bond repayment schedule. For example, if the City issues 20-year bonds, the projects funded need to have at least a 20-year useful life (e.g. a building would qualify, but a vehicle would not). Bond funds cannot be used to fund City operations such as employee salaries, police sedans or personal computers. Municipal bonds usually carry a lower interest rate than other types of funding; therefore, it is an attractive source of financing.

One of the considerations in determining the interest rate is the City's ability to repay the bonds. This ability is determined by a private assessment company that assigns the City a "bond rating". In order to receive and maintain a high bond rating and thus a low interest rate, it is important for the City to have sound financial practices and policies. One of the City of Mesa's financial policies is to maintain an 8 - 10% fund balance in both the City's general fund and enterprise fund.

The City received the following bond ratings during the 2011 bond series sale.

| | Standard & Poor's | Moody's |
|---|---|---|
| General Obligation Bonds | AA | Aa2 |
| Utility Revenue Bonds | AA- | Aa2 |

The City uses two types of bond funding:

*General Obligation (G.O.) Bonds* – G.O. bonds are categorized into two groups:

20% - Under Arizona law, cities can issue G.O. Bonds for purposes of water, wastewater, artificial light, streets, public safety, open preserves, parks, playground, and recreational facilities up to an amount not exceeding 20% of the secondary assessed valuation for Mesa.

6% - Under Arizona law, cities can issue G.O. Bonds for all purposes other than those listed above (definition of 20% G.O. Bond), up to an amount not exceeding six percent of the secondary assessed valuation for Mesa.

*Revenue Bonds*

*Utility Revenue Bonds* - Utility Revenue Bonds have no statutory limitations as to the amount of which may be issued. Projects that fall into this category are Gas, Water, Wastewater, and Electric projects. Bonds used for these projects are repaid from revenues received from the City's customers of that particular utility.

*Excise Tax Bonds* – Excise Tax Bonds are repaid by revenues derived from taxation of a particular activity or asset. An example of an Excise Tax bond is a HURF (Highway User Revenue Fund) Bond. HURF bonds are secured by revenues received from the State of Arizona. Revenues are collected from vehicle taxes, penalties and interest. Only street and/or transportation-related activities and projects can utilize HURF bonds.

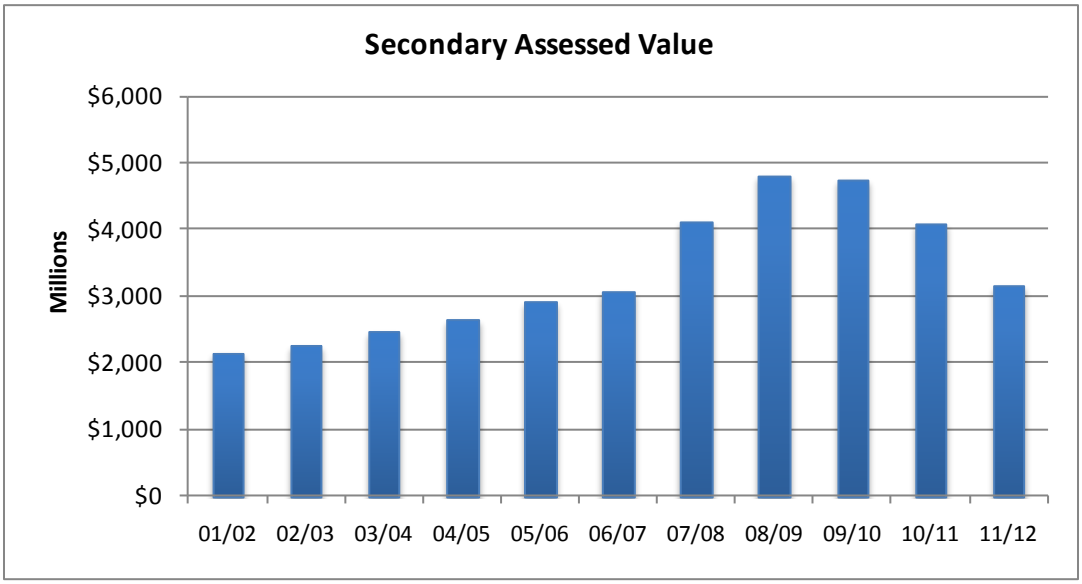
## General Obligation Bond Capacity

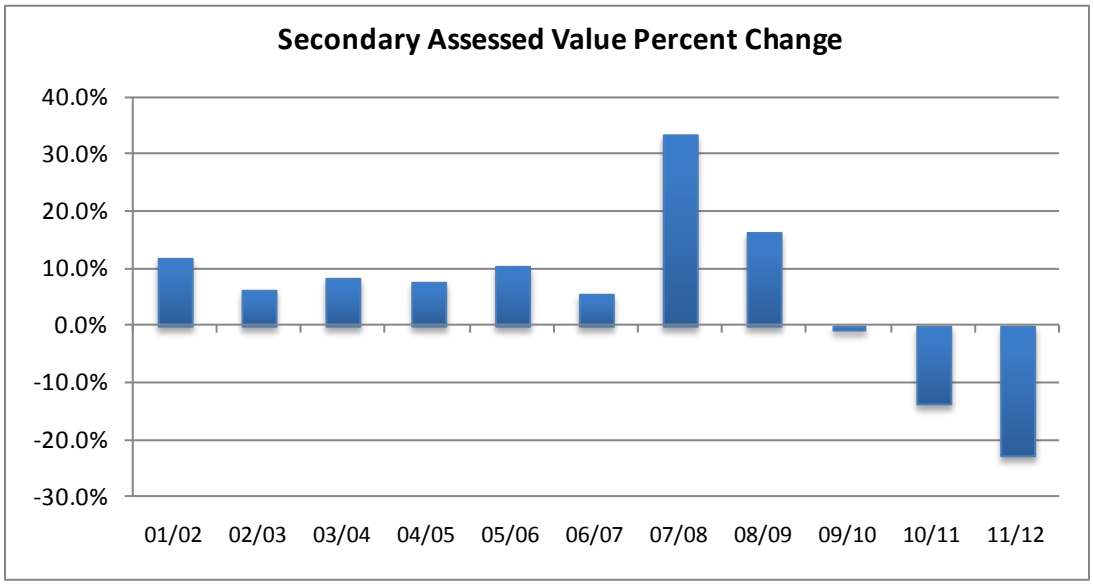
The 20% and 6% bonding capacity is based on the 2011 secondary assessed value of $3,164,277,311. The State of Arizona uses the full cash (secondary) value of a property to compute secondary taxes, which are restricted to repay either the City's general obligation bonded debt, or for voter-approved budget overrides.

**General Obligation Bond Capacity**

| | 20% | 6% | Total |
|---|---|---|---|
| Legal Bond Limit | $632,855,462 | $189,856,639 | $822,712,101 |
| Outstanding Bonded Debt | 271,836,359 | 4,723,641 | 276,560,000 |
| **Remaining Bond Capacity** | **$361,019,103** | **$185,132,998** | **$546,152,101** |

*Does include 2011 bond sale.



## Utility System Revenue Bonds Capacity

The City revenue bond indenture ordinances require that the net revenues equal to at least a ratio of 1.2 of the principal and interest requirement in each fiscal year for Utility System Revenue Bonds. These bonds include electric, gas, water and wastewater bonds. The ratio is a comparison of net revenues to debt service expenses (Coverage Ratio = Net Revenue/Debt Service).

**Utility System Revenue Bonds**

| Fiscal Year | Operating Revenues | Operating Expenses | Net Revenue Available for Debt Service | Debt Service Principal | Debt Service Interest | Coverage Ratio |
|---|---|---|---|---|---|---|
| 1999/00 | $ 176,531,381 | $ 106,823,380 | $ 69,708,001 | $ 175,000 | $ 11,669,338 | 5.89 |
| 2000/01 | 191,782,485 | 129,099,163 | 62,683,322 | 200,000 | 14,050,528 | 4.40 |
| 2001/02 | 199,854,151 | 122,151,840 | 77,702,311 | 4,650,000 | 16,301,351 | 3.71 |
| 2002/03 | 201,213,634 | 124,831,571 | 76,382,063 | 8,475,000 | 18,784,114 | 2.80 |
| 2003/04 | 221,775,345 | 132,447,862 | 89,327,483 | 14,010,000 | 20,476,532 | 2.59 |
| 2004/05 | 228,502,773 | 156,577,547 | 71,925,226 | 310,000 | 23,444,519 | 3.03 |
| 2005/06 | 254,216,355 | 174,560,598 | 79,655,757 | 340,000 | 25,843,553 | 3.04 |
| 2006/07 | 270,069,593 | 175,941,671 | 94,127,922 | 340,000 | 29,304,976 | 3.18 |
| 2007/08 | 278,365,559 | 196,129,748 | 82,235,811 | 7,960,000 | 34,658,198 | 1.93 |
| 2008/09 | 274,497,036 | 197,991,577 | 76,505,459 | 9,815,000 | 37,224,639 | 1.63 |
| 2009/10 | 275,192,780 | 194,158,513 | 81,034,267 | 10,475,000 | 40,379,631 | 1.59 |

## Bond Authorization

Presently, the City has $329,450,190 in bond authorization remaining from the voters. The following bond authorization summary outlines the City's prior available bond authorizations, the 2011 bond sale amounts and the authorization remaining.

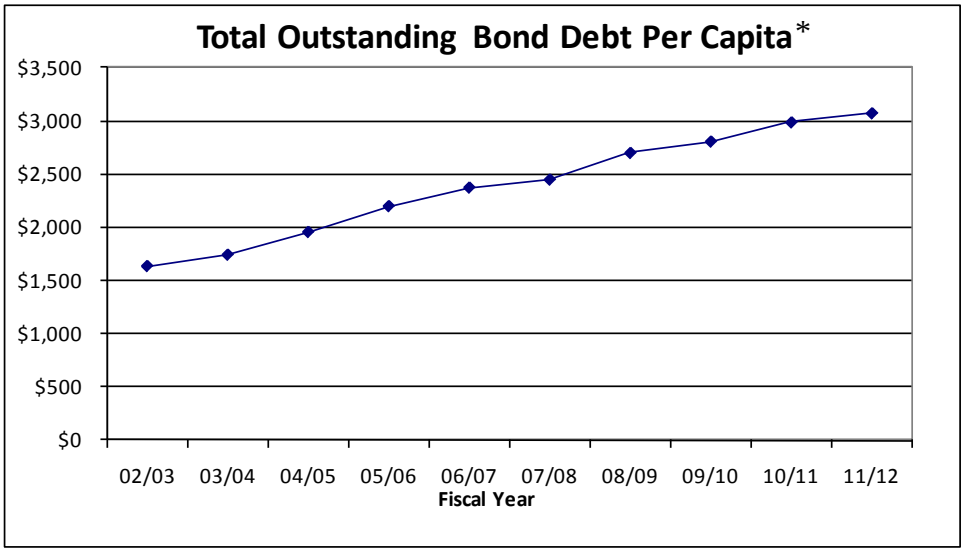
**Bond Authorization Summary**

| Program | Statutory Bond Type | Prior Available Authorization | 2011 Bond Sale | Remaining Authorization |
|---|---|---|---|---|
| **General Obligation Bonds** | | | | |
| Public Safety | 20% | $20,180,000 | $6,595,000 | $13,585,000 |
| Library | 6% | 7,944,000 | - | 7,944,000 |
| Park and Recreation | 20% | 16,900,000 | - | 16,900,000 |
| Storm Sewer | 20% | 7,003,000 | - | 7,003,000 |
| Transportation/Streets | 20% | 80,595,000 | 22,725,000 | 57,870,000 |
| **Utility Revenue Bonds** | | | | |
| Natural Gas | Utility | 48,700,000 | 10,705,000 | 37,995,000 |
| Water | Utility | 126,085,402 | 29,105,000 | 96,980,402 |
| Wastewater | Utility | 76,902,788 | 9,700,000 | 67,202,788 |
| Solid Waste | Utility | 7,670,000 | - | 7,670,000 |
| Electric | Utility | 17,780,000 | 4,440,000 | 13,340,000 |
| **Highway User Revenue Bonds** | | | | |
| Streets | HURF | 2,960,000 | - | 2,960,000 |
| **Total Bonds** | | **$412,720,190** | **$83,270,000** | **$329,450,190** |

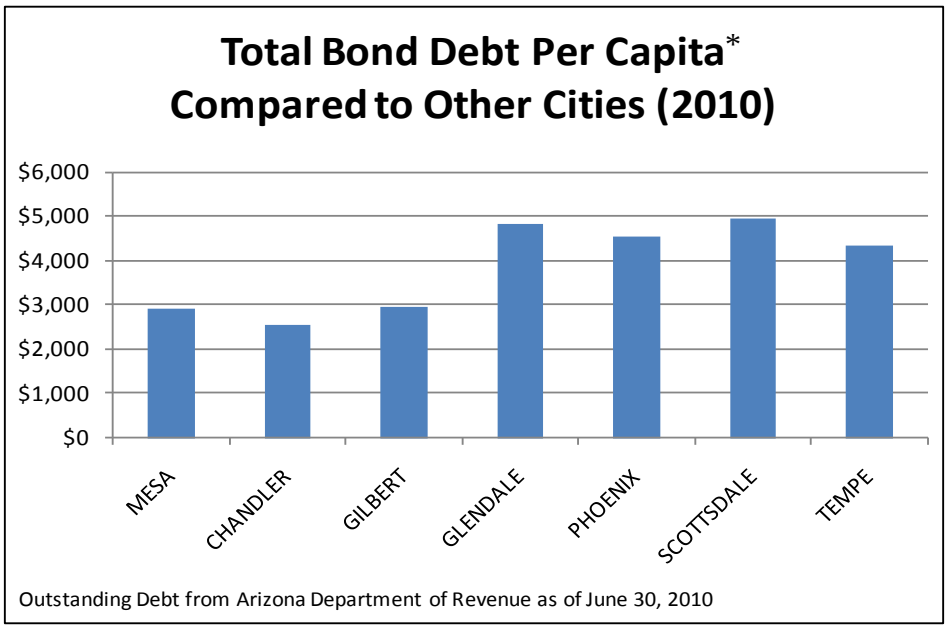
Proceeds received from the sale of these bonds will be used to pay for the design, construction, acquisition and land purchase components of certain capital projects which the City will continue to undertake or will begin during FY 2011-12. The above listed bonds represent portions of bond authorizations approved by the City electorate at special bond elections held in the years 1987, 1994, 1996, 2004, 2006, 2008 and 2010.

## Bonds per Capita Ratio

After the City receives voter approval and is ready to proceed on an approved capital project(s), the City issues bonds. The bond proceeds are then used to fund these projects and the outstanding bonded debt balance increases. As of July 1, 2011, the City's total outstanding bond debt is $1,354,816,963. To put this number in perspective, the City's total bond debt per resident is $3,074.



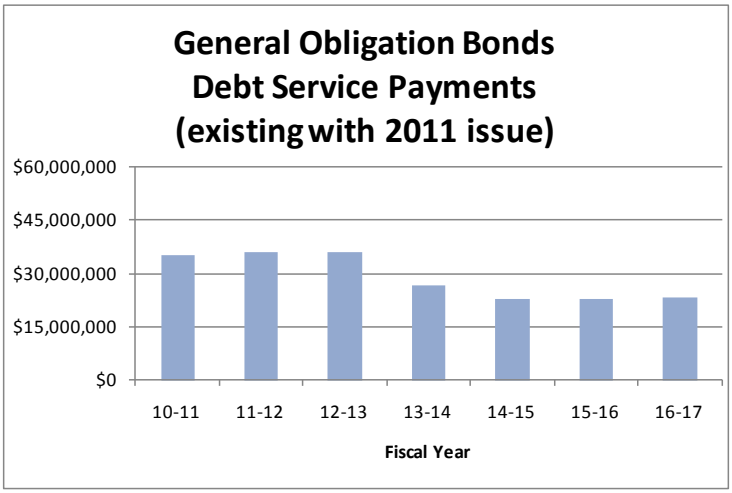

In order to compare City of Mesa Bond Debt to other municipalities, a common data source was used. Maricopa Association of Government (MAG) produces midyear estimates of resident population by municipal boundaries annually. MAG works in collaboration with the Arizona Department of Commerce to produce these estimates. The Arizona Department of Revenue records all issues of bonds or other securities issued for a term in excess of one year by the state or a county, city, town, school district, irrigation district or other political subdivision within the State of Arizona. Neither agency was reporting 2011 data at the time of the FY 2011/12 budget adoption; therefore, 2010 data was utilized.




* Population was revised in FY 2010/11 to reflect the 2010 Census. See page A12 for further details.

## Debt Policy

Debt service requirements can impact the City's financial condition and can limit the flexibility to respond to changing service priorities, funding availability or cost structures. When debt is issued, it obligates the borrowing government to make regular payments for periods of up to 30 years. The City's goal is to have a consistent level of debt service obligations and to have future General Obligation debt service paid for through a secondary property tax levy, which creates a more stable financial environment for providing consistent services. The chart below represents the City's current debt liabilities for General Obligation bonds only. As new debt is issued, debt service will be structured to create a consistent level of debt repayment in future years.




## Debt Service Budget

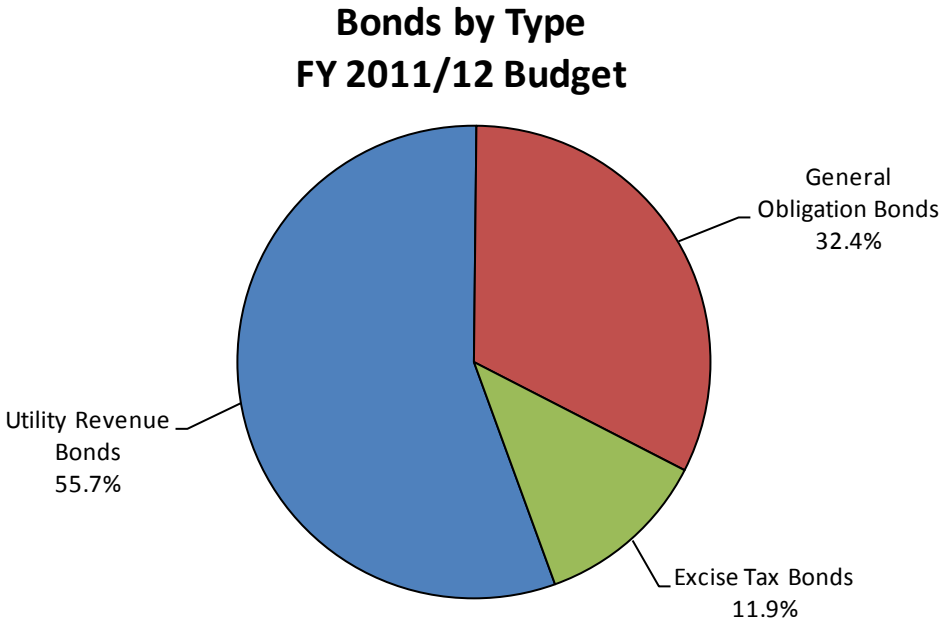
The outstanding bond debt balance is paid back over time through annual principal and interest payments (otherwise known as debt service payments). General Obligation bonds, normally for public safety and recreational projects, are repaid from the City's general sources of income (General Fund), such as City sales tax and stated shared revenue. In November 2008, voters approved $169,200,000 in new bond projects and the debt service for those projects will be paid by a secondary property tax instead of the General Fund. The budgeted secondary property tax revenue for FY 2011/12 is $14,141,000, which will offset the General Fund debt service listed below. The total budgeted debt service for FY 2011/12 is $126,375,566 representing 11.01% of the City's operating budget.

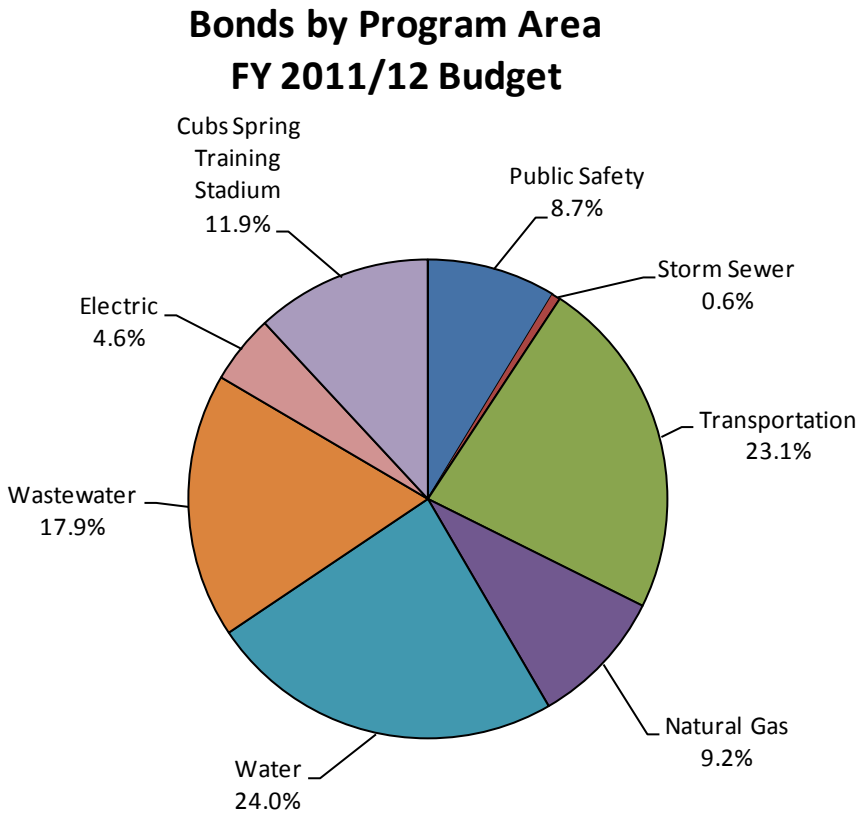
**Debt Service FY 2011/12 Budget**

| City Fund | Principal & Interest |
|---|---|
| General Fund | $ 33,517,178 |
| Enterprise Fund | $ 76,802,590 |
| Police Impact Fee | $ 217,866 |
| Fire Impact Fee | $ 149,737 |
| Parks Impact Fee | $ 368,546 |
| Library Impact Fee | $ 462,000 |
| Storm Sewer Impact Fee | $ 117,516 |
| Court Construction Fee Fund | $ 746,000 |
| Highway User Revenue Fund | $ 12,422,243 |
| Water Impact Fee | $ 1,055,250 |
| Wastewater Impact Fee | $ 516,640 |
| **Total Debt Service** | **$ 126,375,566** |

## Bonds Budget

The FY 2011/12 budget includes $216,772,452 in bond projects which excludes $3,561,548 in Replacement and Extension Reserves (RER). These are projects that currently have voter approval and the City will issue bonds to pay for the construction.



## Financial Program versus Operational Program

The City of Mesa appropriates an expenditure budget by financial program. A financial program is the full cost of providing the services to the citizens. The financial program differs from the operational program in that it contains the indirect cost of the services.

For example, the Law Enforcement Operational Program includes the direct cost of the officers, Police Department support staff and their related expenses. This allows for the management of resources by personnel with expertise in the relevant field. Also included in the operational program are expenses related to supporting other areas of the City. For Law Enforcement, municipal security officers are included as resources in the operational program, but they are used in support of other areas of the City, like the Municipal Court.

The cost of the security officers assigned to the Municipal Court is allocated to the Judicial Financial Program. This allows the Judicial Financial Program to accurately budget and track the full cost associated with providing Judicial services for the citizens of Mesa.

Some operational programs do not have a financial program counterpart. These are City support areas like Human Resources and Information Services. They fully allocate their expenses to their customers, which are other financial programs in the City.

Some financial programs do not have an operational program counterpart. These financial programs are for specific expenses based on a funding source, like bond programs and trust fund programs. They assist in identifying the costs for specific services but they are managed as part of a larger operational area.

Financial programs are used solely for the tracking of expenses. Operational programs are used for the management of resources. Strategic plans are developed to align the goals and objectives of the programs with the City of Mesa strategic plan. Operational programs are divided into smaller management units. The programs, as well as the sub-units, develop an operational plan for the fiscal year. Operational plans consist of a mission, desired outcomes and performance measures. Program operational plans are included in the Department Operational Plans section of the Executive Budget Plan.

The following two tables provide a financial program summary and illustrate the budget difference between the operational programs and the financial programs for the upcoming year. The two additional tables break out the operational programs by funding source and by type of resource (personal services, capital, etc.) respectively.

**FY 2011/12 Summary of Appropriations by Financial Programs**

| Financial Program | Total Appropriation | Operating Budget | CIP Capital | CIP O&M |
|---|---|---|---|---|
| AQUATICS | $2,726,000 | $2,726,000 | $0 | $0 |
| ARIZONA MUSEUM FOR YOUTH | 1,674,000 | 1,674,000 | 0 | 0 |
| ARIZONA MUSEUM OF NATURAL HISTORY | 2,188,000 | 1,917,077 | 270,923 | 0 |
| ARTS & CULTURAL | 11,153,000 | 11,153,000 | 0 | 0 |
| CEMETERY | 2,058,000 | 1,205,610 | 852,390 | 0 |
| CITY CLERK | 1,110,000 | 1,110,000 | 0 | 0 |
| CODE COMPLIANCE | 921,000 | 921,000 | 0 | 0 |
| COMMUNITY AID | 2,840,000 | 2,840,000 | 0 | 0 |
| COMMUNITY DEVELOPMENT | 13,140,000 | 13,140,000 | 0 | 0 |
| DEVELOPMENT SERVICES | 4,392,000 | 4,392,000 | 0 | 0 |
| DISTRICT COOLING | 1,516,000 | 1,516,000 | 0 | 0 |
| ECONOMIC DEVELOPMENT | 3,952,000 | 3,952,000 | 0 | 0 |
| ELECTRIC | 26,146,000 | 26,146,000 | 0 | 0 |
| ENGINEERING | 2,783,000 | 2,783,000 | 0 | 0 |
| ENVIRONMENTAL & SUSTAINABILITY | 8,705,000 | 6,178,708 | 2,243,292 | 283,000 |
| E-STREETS & CABLE TV LIC. | 783,000 | 783,000 | 0 | 0 |
| EXECUTIVE | 946,000 | 946,000 | 0 | 0 |
| FACILITIES MAINTENANCE | 1,880,000 | 1,880,000 | 0 | 0 |
| FALCON FIELD AIRPORT | 11,160,000 | 2,895,558 | 8,264,442 | 0 |
| FINANCIAL SERVICES | 8,370,000 | 8,370,000 | 0 | 0 |
| FIRE | 82,847,000 | 77,691,254 | 4,103,500 | 1,052,246 |
| FLEET SERVICES | 205,000 | 205,000 | 0 | 0 |
| GAS | 35,390,000 | 35,325,390 | 64,610 | 0 |
| GENERAL GOV CAPITAL PROJECTS | 3,937,000 | 3,937,000 | 0 | 0 |
| GENERAL SERVICES | 4,238,000 | 4,238,000 | 0 | 0 |
| GOLF COURSE | 3,007,000 | 3,007,000 | 0 | 0 |
| HOHOKAM STDM/FITCH COMPLEX | 6,857,000 | 6,857,000 | 0 | 0 |
| HOUSING SERVICES | 12,847,000 | 12,847,000 | 0 | 0 |
| JUDICIAL | 15,072,000 | 15,072,000 | 0 | 0 |
| LAW ENFORCEMENT | 175,933,000 | 175,594,752 | 0 | 338,248 |
| LEGAL | 847,000 | 847,000 | 0 | 0 |
| LEGISLATIVE | 1,664,000 | 1,664,000 | 0 | 0 |
| LIBRARY SERVICES | 10,021,000 | 10,021,000 | 0 | 0 |
| MASS TRANSIT | 16,184,000 | 8,085,773 | 5,924,000 | 2,174,227 |
| MESA CONVENTION CENTER | 3,431,000 | 3,431,000 | 0 | 0 |
| MESA GATEWAY AREA | 4,444,000 | 4,444,000 | 0 | 0 |
| MISCELLANEOUS SERVICES | 625,000 | 625,000 | 0 | 0 |
| NEIGHBORHOOD & HUMAN SERVICES | 3,137,000 | 3,137,000 | 0 | 0 |
| PARKS & RECREATION | 21,118,000 | 20,628,157 | 489,843 | 0 |
| PLANNING | 2,172,000 | 2,172,000 | 0 | 0 |
| SOLID WASTE MANAGEMENT | 28,824,000 | 28,824,000 | 0 | 0 |
| STORM SEWER | 7,293,000 | 6,793,000 | 500,000 | 0 |
| STREETS | 86,128,000 | 62,868,273 | 23,125,031 | 134,696 |
| TOWN CENTER DEVELOPMENT | 1,161,000 | 1,161,000 | 0 | 0 |
| WAREHOUSE | 12,000 | 12,000 | 0 | 0 |
| WASTEWATER | 60,203,000 | 60,203,000 | 0 | 0 |
| WATER | 74,510,000 | 74,436,031 | 73,969 | 0 |
| | | | | |
| EMPLOYEE BENEFIT TRUST PROGRAM | 65,704,000 | 65,704,000 | 0 | 0 |
| PROP. & PUBLIC LIAB. PROGRAM | 4,423,000 | 4,423,000 | 0 | 0 |
| WORKER S COMP PROGRAM | 3,752,000 | 3,752,000 | 0 | 0 |
| CONTINGENCIES | 83,014,000 | 83,014,000 | 0 | 0 |
| Total Operating Budget | 927,443,000 | 877,548,583 | 45,912,000 | 3,982,417 |
| | | | | |
| CUBS STADIUM BOND CONSTRUCTION | 25,785,000 | 281 | 25,784,719 | 0 |
| ELECTRIC BOND CONSTRUCTION | 10,383,000 | 343,896 | 10,039,104 | 0 |
| FIRE BOND CONSTRUCTION | 7,066,000 | 60 | 7,065,940 | 0 |
| GAS BOND CONSTRUCTION | 20,372,000 | 330,265 | 20,041,735 | 0 |
| LAW ENFORCEMENT BOND CONSTR | 11,769,000 | 887 | 11,768,113 | 0 |
| LIBRARY BOND CONSTRUCTION | 100,000 | 0 | 100,000 | 0 |
| SOLID WASTE BOND CONSTRUCTION | 2,656,000 | 2,656,000 | 0 | 0 |
| STORM SEWER BOND CONSTRUCTION | 1,275,000 | 0 | 1,275,000 | 0 |
| STREETS BOND CONSTRUCTION | 49,982,000 | 200,879 | 49,781,121 | 0 |
| WASTEWATER BOND CONSTRUCTION | 38,728,000 | 16 | 38,727,984 | 0 |
| WATER BOND CONSTRUCTION | 52,218,000 | 432,547 | 51,785,453 | 0 |
| Total Bonds | 220,334,000 | 3,964,831 | 216,369,169 | 0 |
| | | | | |
| Total City Appropriation | $1,147,777,000 | $881,513,414 | $262,281,169 | $3,982,417 |

**FY 2011/12 Operational Programs Compared to Financial Programs**

| Operational Program | Operational Budget | Support Toward Other Programs | Support From Other Programs | Financial Budget | FINANCIAL PROGRAM |
|---|---|---|---|---|---|
| | $0 | $0 | $2,726,000 | $2,726,000 | AQUATICS |
| Arizona Museum for Youth | 1,171,249 | 0 | 502,751 | 1,674,000 | ARIZONA MUSEUM FOR YOUTH |
| Arizona Museum of Natural History | 1,332,312 | 0 | 855,688 | 2,188,000 | ARIZONA MUSEUM OF NATURAL HISTORY |
| Arts & Cultural | 9,133,522 | 0 | 2,019,478 | 11,153,000 | ARTS & CULTURAL |
| Business Services | 9,803,213 | (9,803,213) | 0 | 0 | |
| | 0 | 0 | 2,058,000 | 2,058,000 | CEMETERY |
| Centralized Appropriations | 513,146,998 | (513,146,998) | 0 | 0 | |
| City Auditor | 493,745 | (493,745) | 0 | 0 | |
| City Clerk | 787,948 | 0 | 322,052 | 1,110,000 | CITY CLERK |
| | 0 | 0 | 921,000 | 921,000 | CODE COMPLIANCE |
| Commercial Operations | 7,780,961 | (7,780,961) | 0 | 0 | |
| Communications | 3,317,438 | (3,317,438) | 0 | 0 | |
| | 0 | 0 | 2,840,000 | 2,840,000 | COMMUNITY AID |
| | 0 | 0 | 13,140,000 | 13,140,000 | COMMUNITY DEVELOPMENT |
| Community Revitalization | 12,418,803 | (12,418,803) | 0 | 0 | |
| Development & Sustainability | 876,197 | (876,197) | 0 | 0 | |
| Development Services | 3,647,545 | (1,428,516) | 2,172,971 | 4,392,000 | DEVELOPMENT SERVICES |
| District Cooling | 1,408,320 | 0 | 107,680 | 1,516,000 | DISTRICT COOLING |
| Diversity | 79,037 | (79,037) | 0 | 0 | |
| Economic Development | 3,924,728 | (2,460,306) | 2,487,578 | 3,952,000 | ECONOMIC DEVELOPMENT |
| Electric | 20,231,662 | 0 | 5,914,338 | 26,146,000 | ELECTRIC |
| Engineering | 2,314,940 | (1,737,578) | 2,205,638 | 2,783,000 | ENGINEERING |
| Environmental & Sustainability | 2,590,891 | (689,523) | 6,803,632 | 8,705,000 | ENVIRONMENTAL & SUSTAINABILITY |
| | 0 | 0 | 783,000 | 783,000 | E-STREETS & CABLE TV LIC. |
| Executive | 7,911,515 | (7,896,229) | 930,714 | 946,000 | EXECUTIVE |
| Facilities Maintenance | 12,915,254 | (11,767,898) | 732,644 | 1,880,000 | FACILITIES MAINTENANCE |
| Falcon Field Airport | 1,604,900 | 0 | 9,555,100 | 11,160,000 | FALCON FIELD AIRPORT |
| Financial Services | 5,057,530 | (5,002,596) | 8,315,066 | 8,370,000 | FINANCIAL SERVICES |
| Fire | 62,996,347 | (1,448,608) | 21,299,261 | 82,847,000 | FIRE |
| Fleet Services | 8,388,617 | (9,578,495) | 1,394,878 | 205,000 | FLEET SERVICES |
| Gas | 24,435,405 | (1,624,180) | 12,578,775 | 35,390,000 | GAS |
| | 0 | 0 | 3,937,000 | 3,937,000 | GENERAL GOV CAPITAL PROJECTS |
| | 0 | 0 | 4,238,000 | 4,238,000 | GENERAL SERVICES |
| | 0 | 0 | 3,007,000 | 3,007,000 | GOLF COURSE |
| | 0 | 0 | 6,857,000 | 6,857,000 | HOHOKAM STDM/FITCH COMPLEX |
| Housing & Community Development Admin | 760,356 | (760,356) | 0 | 0 | |
| Housing Services | 13,371,054 | (524,100) | 46 | 12,847,000 | HOUSING SERVICES |
| Human Resources | 71,330,609 | (71,330,609) | 0 | 0 | |
| Information Services | 27,867,735 | (27,867,735) | 0 | 0 | |
| Judicial | 8,578,059 | 0 | 6,493,941 | 15,072,000 | JUDICIAL |
| Law Enforcement | 141,890,115 | (3,360,460) | 37,403,345 | 175,933,000 | LAW ENFORCEMENT |
| Legal | 9,701,740 | (9,695,859) | 841,119 | 847,000 | LEGAL |
| Legislative | 505,683 | (97,954) | 1,256,271 | 1,664,000 | LEGISLATIVE |
| Library Services | 6,938,115 | 0 | 3,082,885 | 10,021,000 | LIBRARY SERVICES |
| Management Performance and Accountability | 326,914 | (326,914) | 0 | 0 | |
| Mass Transit | 9,402,506 | (27,300) | 6,808,794 | 16,184,000 | MASS TRANSIT |
| | 0 | 0 | 3,431,000 | 3,431,000 | MESA CONVENTION CENTER |
| | 0 | 0 | 4,444,000 | 4,444,000 | MESA GATEWAY AREA |
| | 0 | 0 | 625,000 | 625,000 | MISCELLANEOUS SERVICES |
| | 0 | 0 | 3,137,000 | 3,137,000 | NEIGHBORHOOD & HUMAN SERVICES |
| Neighborhood Outreach | 333,084 | (333,084) | 0 | 0 | |
| | 0 | 0 | 21,118,000 | 21,118,000 | PARKS & RECREATION |
| | 0 | 0 | 2,172,000 | 2,172,000 | PLANNING |
| Planning and Entitlements | 1,130,197 | (1,130,197) | 0 | 0 | |
| Parks, Recreation & Commercial Facilities Dept. Admin. | 1,911,469 | (1,911,469) | 0 | 0 | |
| Printing/Graphics & Mail Services | 1,944,929 | (1,944,929) | 0 | 0 | |
| Public Information & Communications | 960,986 | (960,986) | 0 | 0 | |
| Purchasing | 811,581 | (811,581) | 0 | 0 | |
| Recreation Operations | 15,800,814 | (15,800,814) | 0 | 0 | |
| Solid Waste Management | 22,581,845 | 0 | 6,242,155 | 28,824,000 | SOLID WASTE MANAGEMENT |
| | 0 | 0 | 7,293,000 | 7,293,000 | STORM SEWER |
| Streets | 41,089,924 | (2,924,706) | 47,962,782 | 86,128,000 | STREETS |
| | 0 | 0 | 1,161,000 | 1,161,000 | TOWN CENTER DEVELOPMENT |
| Warehouse | 347,621 | (652,631) | 317,010 | 12,000 | WAREHOUSE |
| Wastewater | 16,474,758 | 0 | 43,728,242 | 60,203,000 | WASTEWATER |
| Water | 35,947,829 | (4,475,790) | 43,037,961 | 74,510,000 | WATER |
| | | | | | |
| | 0 | 0 | 65,704,000 | 65,704,000 | EMPLOYEE BENEFIT TRUST PROGRAM |
| | 0 | 0 | 4,423,000 | 4,423,000 | PROP. & PUBLIC LIAB. PROGRAM |
| | 0 | 0 | 3,752,000 | 3,752,000 | WORKER S COMP PROGRAM |
| | 0 | 0 | 83,014,000 | 83,014,000 | CONTINGENCIES |
| Total Operating Budget | | | | 927,443,000 | |
| | | | | | |
| | 0 | 0 | 25,785,000 | 25,785,000 | CUBS STADIUM BOND CONSTRUCTION |
| | 0 | 0 | 10,383,000 | 10,383,000 | ELECTRIC BOND CONSTRUCTION |
| | 0 | 0 | 7,066,000 | 7,066,000 | FIRE BOND CONSTRUCTION |
| | 0 | 0 | 20,372,000 | 20,372,000 | GAS BOND CONSTRUCTION |
| | 0 | 0 | 11,769,000 | 11,769,000 | LAW ENFORCEMENT BOND FUND |
| | 0 | 0 | 100,000 | 100,000 | LIBRARY BOND CONSTRUCTION |
| | 0 | 0 | 2,656,000 | 2,656,000 | SOLID WASTE BOND CONSTRUCTION |
| | 0 | 0 | 1,275,000 | 1,275,000 | STORM SEWER BOND CONSTRUCTION |
| | 0 | 0 | 49,982,000 | 49,982,000 | STREETS BOND CONSTRUCTION |
| | 0 | 0 | 38,728,000 | 38,728,000 | WASTEWATER BOND CONSTRUCTION |
| | 0 | 0 | 52,218,000 | 52,218,000 | WATER BOND CONSTRUCTION |
| | | | | 220,334,000 | |
| Total City Appropriation | $1,147,777,000 | ($736,487,795) | $736,487,795 | $1,147,777,000 | |

**FY 2011/12 City Budget Funding Summary**

| Operational Program | Total Operational Budget | General Fund | Transportation Restricted Funds | Enterprise Fund | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| Arizona Museum for Youth | $1,171,249 | $1,171,249 | $0 | $0 | $0 | $0 |
| Arizona Museum of Natural History | 1,332,312 | 1,332,312 | 0 | 0 | 0 | 0 |
| Arts & Culture | 9,133,522 | 8,883,522 | 0 | 0 | 0 | 250,000 |
| Business Services | 9,803,213 | 2,605,117 | 467,876 | 6,624,741 | 64,469 | 41,010 |
| Centralized Appropriations | 513,146,998 | 100,168,725 | 48,114,908 | 133,611,465 | 523,485 | 230,728,415 |
| City Auditor | 493,745 | 266,763 | 39,095 | 144,315 | 28 | 43,544 |
| City Clerk | 787,948 | 787,948 | 0 | 0 | 0 | 0 |
| Commercial Operations | 7,780,961 | 0 | 0 | 6,733,161 | 0 | 1,047,800 |
| Communications | 3,317,438 | 2,741,592 | 184,395 | 379,299 | 10,967 | 1,185 |
| Community Revitalization | 12,418,803 | 12,418,803 | 0 | 0 | 0 | 0 |
| Development & Sustainability | 876,197 | 700,079 | 0 | 0 | 0 | 176,118 |
| Development Services | 3,647,545 | 3,250,795 | 196,155 | 130,770 | 0 | 69,825 |
| District Cooling | 1,408,320 | 0 | 0 | 1,408,320 | 0 | 0 |
| Diversity | 79,037 | 58,861 | 520 | 5,200 | 1,040 | 13,416 |
| Economic Development | 3,924,728 | 3,924,728 | 0 | 0 | 0 | 0 |
| Electric | 20,231,662 | 0 | 0 | 20,231,662 | 0 | 0 |
| Engineering | 2,314,940 | 672,120 | 663,890 | 393,890 | 0 | 585,040 |
| Environmental & Sustainability | 2,590,891 | 44,156 | 0 | 689,523 | 0 | 1,857,212 |
| Executive | 7,911,515 | 6,336,982 | 208,066 | 1,322,250 | 17,008 | 27,209 |
| Facilities Maintenance | 12,915,254 | 10,526,590 | 150,067 | 1,744,601 | 393,328 | 100,668 |
| Falcon Field Airport | 1,604,900 | 0 | 0 | 1,604,900 | 0 | 0 |
| Financial Services | 5,057,530 | 2,346,032 | 443,495 | 1,514,300 | 139,302 | 614,401 |
| Fire | 62,996,347 | 62,508,115 | 0 | 488,232 | 0 | 0 |
| Fleet Services | 8,388,617 | 1,702,568 | 543,915 | 241,605 | (1,349,878) | 7,250,407 |
| Gas | 24,435,405 | 24,594 | 295,125 | 24,115,686 | 0 | 0 |
| Housing & Community Development Administration | 760,356 | 760,356 | 0 | 0 | 0 | 0 |
| Housing Services | 13,371,054 | 524,100 | 0 | 0 | 0 | 12,846,954 |
| Human Resources | 71,330,609 | 2,108,035 | 123,351 | 533,969 | 82,190 | 68,483,064 |
| Information Technology | 27,867,735 | 19,923,686 | 1,257,180 | 5,912,868 | 324,034 | 449,967 |
| Judicial | 8,578,059 | 8,578,059 | 0 | 0 | 0 | 0 |
| Law Enforcement | 141,890,115 | 140,976,878 | 106,298 | 772,388 | 20,789 | 13,762 |
| Legal | 9,701,740 | 5,098,684 | 39,704 | 198,954 | 3,308 | 4,361,090 |
| Legislative | 505,683 | 443,264 | 0 | 62,419 | 0 | 0 |
| Library Services | 6,938,115 | 6,938,115 | 0 | 0 | 0 | 0 |
| Management Performance and Accountability | 326,914 | 212,370 | 7,159 | 64,431 | 14,318 | 28,636 |
| Mass Transit | 9,402,506 | 27,300 | 0 | 0 | 0 | 9,375,206 |
| Neighborhood Outreach | 333,084 | 333,084 | 0 | 0 | 0 | 0 |
| Planning and Entitlements | 1,130,197 | 1,130,197 | 0 | 0 | 0 | 0 |
| PRCF Department Administration | 1,911,469 | 1,247,597 | 0 | 594,213 | 0 | 69,659 |
| Print & Mail Services | 1,944,929 | 766,724 | 9,251 | 1,100,927 | (44,589) | 112,616 |
| Public Information & Communications | 960,986 | 837,004 | 5,769 | 93,360 | 0 | 24,853 |
| Purchasing | 811,581 | 219,015 | 81,517 | 209,182 | 159,285 | 142,582 |
| Recreation Operations | 15,800,814 | 12,019,557 | 0 | 0 | 0 | 3,781,257 |
| Solid Waste Management | 22,581,845 | 0 | 0 | 22,520,845 | 0 | 61,000 |
| Streets | 41,089,924 | 642,515 | 39,116,089 | 1,281,340 | 7,980 | 42,000 |
| Warehouse | 347,621 | 80,661 | 263,969 | 306,976 | (305,010) | 1,025 |
| Wastewater | 16,474,758 | 0 | 0 | 16,474,758 | 0 | 0 |
| Water | 35,947,829 | 168,560 | 108,709 | 35,670,560 | 0 | 0 |
| Total City Appropriations | $1,147,777,000 | $425,507,412 | $92,426,503 | $287,181,110 | $62,054 | $342,599,921 |

**FY 2011/12 City Operational Resource Detail**

| Operational Program | FTEs | Total Operational Budget | Personal Services | Other Services | Commodities | Capital | Debt Service | Contingencies | Credits |
|---|---|---|---|---|---|---|---|---|---|
| Arizona Museum for Youth | 12.3 | $1,171,249 | $813,631 | $272,120 | $85,498 | $0 | $0 | $0 | $0 |
| Arizona Museum of Natural History | 13.3 | 1,332,312 | 973,288 | 239,671 | 119,353 | 0 | 0 | 0 | 0 |
| Arts & Culture | 46.8 | 9,133,522 | 3,262,032 | 4,870,650 | 532,780 | 468,060 | 0 | 0 | 0 |
| Business Services | 107.0 | 9,803,213 | 7,191,116 | 1,886,893 | 330,080 | 395,124 | 0 | 0 | 0 |
| Centralized Appropriations | 122.2 | 513,146,998 | 28,541,656 | 45,866,485 | 1,380,478 | 227,968,813 | 126,375,566 | 83,014,000 | 0 |
| City Auditor | 4.0 | 493,745 | 459,820 | 22,164 | 11,761 | 0 | 0 | 0 | 0 |
| City Clerk | 8.0 | 787,948 | 705,593 | 75,983 | 6,372 | 0 | 0 | 0 | 0 |
| Commercial Operations | 55.2 | 7,780,961 | 3,743,351 | 2,556,763 | 991,603 | 489,244 | 0 | 0 | 0 |
| Communications | 23.0 | 3,317,438 | 2,019,581 | 460,852 | 837,005 | 0 | 0 | 0 | 0 |
| Community Revitalization | 18.3 | 12,418,803 | 1,494,145 | 8,199,708 | 2,724,950 | 0 | 0 | 0 | 0 |
| Development & Sustainability | 7.0 | 876,197 | 550,428 | 280,472 | 45,297 | 0 | 0 | 0 | 0 |
| Development Services | 32.2 | 3,647,545 | 2,751,862 | 235,483 | 660,200 | 0 | 0 | 0 | 0 |
| District Cooling | 1.8 | 1,408,320 | 141,820 | 1,247,500 | 19,000 | 0 | 0 | 0 | 0 |
| Diversity | 0.5 | 79,037 | 63,356 | 12,949 | 2,732 | 0 | 0 | 0 | 0 |
| Economic Development | 10.0 | 3,924,728 | 1,059,327 | 2,850,401 | 15,000 | 0 | 0 | 0 | 0 |
| Electric | 21.3 | 20,231,662 | 2,227,455 | 2,630,107 | 18,272,804 | 0 | 0 | 0 | (2,898,704) |
| Engineering | 41.0 | 2,314,940 | 3,988,134 | 2,728,863 | 162,917 | 0 | 0 | 0 | (4,564,974) |
| Environmental & Sustainability | 8.8 | 2,590,891 | 783,006 | 1,761,978 | 45,907 | 0 | 0 | 0 | 0 |
| Executive | 24.0 | 7,911,515 | 3,071,393 | 4,624,597 | 215,525 | 0 | 0 | 0 | 0 |
| Facilities Maintenance | 30.7 | 12,915,254 | 2,560,978 | 9,599,280 | 754,996 | 0 | 0 | 0 | 0 |
| Falcon Field Airport | 10.0 | 1,604,900 | 829,279 | 699,432 | 76,189 | 0 | 0 | 0 | 0 |
| Financial Services | 48.5 | 5,057,530 | 4,124,462 | 870,499 | 58,314 | 4,255 | 0 | 0 | 0 |
| Fire | 474.5 | 62,996,347 | 50,232,192 | 2,460,940 | 9,551,227 | 751,988 | 0 | 0 | 0 |
| Fleet Services | 76.0 | 8,388,617 | 5,766,944 | 3,897,279 | 13,309,206 | 8,309,584 | 0 | 0 | (22,894,396) |
| Gas | 74.1 | 24,435,405 | 6,718,686 | 4,040,268 | 17,488,861 | 0 | 0 | 0 | (3,812,410) |
| Housing & Community Development Administration | 8.2 | 760,356 | 589,865 | 149,420 | 21,071 | 0 | 0 | 0 | 0 |
| Housing Services | 15.0 | 13,371,054 | 970,000 | 12,373,744 | 27,310 | 0 | 0 | 0 | 0 |
| Human Resources | 44.5 | 71,330,609 | 3,741,135 | 67,334,815 | 254,659 | 0 | 0 | 0 | 0 |
| Information Technology | 150.5 | 27,867,735 | 16,783,641 | 2,171,678 | 5,096,564 | 3,815,852 | 0 | 0 | 0 |
| Judicial | 80.5 | 8,578,059 | 6,167,080 | 2,333,786 | 77,193 | 0 | 0 | 0 | 0 |
| Law Enforcement | 1,194.0 | 141,890,115 | 116,534,902 | 17,772,220 | 5,312,802 | 2,270,191 | 0 | 0 | 0 |
| Legal | 58.0 | 9,701,740 | 5,713,929 | 3,927,449 | 60,362 | 0 | 0 | 0 | 0 |
| Legislative | 7.0 | 505,683 | 292,441 | 197,558 | 15,684 | 0 | 0 | 0 | 0 |
| Library Services | 77.1 | 6,938,115 | 5,161,377 | 858,738 | 918,000 | 0 | 0 | 0 | 0 |
| Management Performance and Accountability | 2.0 | 326,914 | 241,682 | 77,432 | 7,800 | 0 | 0 | 0 | 0 |
| Mass Transit | 2.8 | 9,402,506 | 300,366 | 9,061,485 | 40,655 | 0 | 0 | 0 | 0 |
| Neighborhood Outreach | 3.0 | 333,084 | 246,820 | 78,251 | 8,013 | 0 | 0 | 0 | 0 |
| Planning and Entitlements | 9.0 | 1,130,197 | 992,586 | 125,356 | 12,255 | 0 | 0 | 0 | 0 |
| PRCF Department Administration | 11.0 | 1,911,469 | 1,120,969 | 695,000 | 95,500 | 0 | 0 | 0 | 0 |
| Print & Mail Services | 11.5 | 1,944,929 | 713,394 | 2,500,420 | 95,457 | 0 | 0 | 0 | (1,364,342) |
| Public Information & Communications | 7.0 | 960,986 | 702,784 | 243,147 | 15,055 | 0 | 0 | 0 | 0 |
| Purchasing | 10.0 | 811,581 | 774,542 | 33,389 | 3,650 | 0 | 0 | 0 | 0 |
| Recreation Operations | 129.5 | 15,800,814 | 6,700,713 | 6,392,065 | 1,427,492 | 1,280,544 | 0 | 0 | 0 |
| Solid Waste Management | 127.0 | 22,581,845 | 9,242,836 | 12,027,247 | 1,311,762 | 0 | 0 | 0 | 0 |
| Streets | 159.3 | 41,089,924 | 12,633,078 | 25,736,026 | 9,317,359 | 153,000 | 0 | 0 | (6,749,539) |
| Warehouse | 11.0 | 347,621 | 780,744 | 873,926 | 4,626,449 | 0 | 0 | 0 | (5,933,498) |
| Wastewater | 73.4 | 16,474,758 | 5,043,098 | 12,642,044 | 1,986,704 | 0 | 0 | 0 | (3,197,088) |
| Water | 147.6 | 35,947,829 | 11,577,282 | 19,543,238 | 11,297,018 | 0 | 0 | 0 | (6,469,709) |
| Total City Appropriations | 3,609.1 | $1,147,777,000 | $341,098,799 | $299,539,771 | $109,726,869 | $245,906,655 | $126,375,566 | $83,014,000 | ($57,884,660) |




*CITY OF MESA, ARIZONA*
*2011/2012*

# CAPITAL BUDGET

# Capital Budget

## *Capital Budget Overview*

The capital portion of the budget is comprised of four elements: Operational Capital – Vehicles; Operation Capital – General; Vehicle Replacement Program; and Capital Improvement Program (CIP).

| 2011/12 Total Capital Allocation | |
|---|---|
| Type | Allocation |
| Operational Capital - Vehicles | $1,574,560 |
| Operational Capital - General | 20,140,178 |
| Vehicle Replacement Program | 7,144,101 |
| Capital Improvement Program | 262,281,169 |
| **Total General Allocation** | **$291,140,008** |

**2011/12 Capital Summary by Funding Source**

| | Operational Capital | | Vehicle Replacement Program | CIP Related Appropriation | Total Capital Appropriation |
|---|---|---|---|---|---|
| | Vehicles | General | | | |
| ***Operating Funds*** | | | | | |
| ***Unrestricted*** | | | | | |
| General Fund | $35,000 | $8,584,110 | | $848,266 | $9,467,376 |
| Enterprise Fund | $373,589 | 4,067,647 | | 2,268,021 | 6,709,257 |
| Internal Services Fund | | 62,054 | | | 62,054 |
| | $408,589 | $12,713,811 | $0 | $3,116,287 | $16,238,687 |
| ***Restricted*** | | | | | |
| American Recovery and Reinvestment Act | | | | 8,278,645 | 8,278,645 |
| Highway User Revenue Fund | | | | 180,000 | 180,000 |
| Environmental Compliance | | 73,286 | | 250,000 | 323,286 |
| Cemetery Reserve Fund | | | | 852,390 | 852,390 |
| General Government Facility Impact Fees | | 3,260,681 | | | 3,260,681 |
| Federal Aid | $905,971 | 2,361,497 | | 15,278,479 | 18,545,947 |
| Proposition 400 Revenue Fund | | | | 12,415,280 | 12,415,280 |
| Vehicle Replacement Fund | | | 3,582,811 | | 3,582,811 |
| Mesa Arts Center Restoration Fund | | 250,000 | | | 250,000 |
| State Aid | | | | 3,602,500 | 3,602,500 |
| Street Sales Tax | $260,000 | 1,077,362 | | 1,438,419 | 2,775,781 |
| Other Grants | | | | 500,000 | 500,000 |
| | 1,165,971 | 7,022,826 | 3,582,811 | 42,795,713 | 54,567,321 |
| ***Total Operating Funds*** | $1,574,560 | $19,736,637 | $3,582,811 | $45,912,000 | $70,806,008 |
| ***Bond Funds*** | | | | | |
| Replacement Extension Reserve | | | $3,561,548 | | 3,561,548 |
| General Obligation 20% Bonds | | 201,826 | | 69,890,174 | 70,092,000 |
| General Obligation 6% Bonds | | | | 100,000 | 100,000 |
| Utility Revenue Bonds | | 201,176 | | 120,594,276 | 120,795,452 |
| Excise Tax Bonds | | 281 | | 25,784,719 | 25,785,000 |
| ***Total Bond Funds*** | $0 | $403,283 | $3,561,548 | $216,369,169 | $220,334,000 |
| ***Total All Funds*** | $1,574,560 | $20,139,920 | $7,144,359 | $262,281,169 | $291,140,008 |

## *Operational Capital*

Operational capital includes replacements and additions to the City's fleet as well as equipment replacements and additions. Capital assets are those items that have a useful life of at least one year and a value of at least $5,000 per unit. Operational capital is included in the operating budgets of the various City programs.

| 2011/12 Operational Capital - General | |
|---|---|
| | **Allocation** |
| CityEdge - Financial System Replacement | $9,302,245 |
| Telephone Replacement Project | 1,374,360 |
| Software Maintenance and Licensing | 1,189,481 |
| PD Systems Upgrades (Grant Funded) | 1,077,389 |
| Lease Payments | 972,708 |
| Parks Facility Infrastructure Replacement | 948,544 |
| Network Infrastructure Replacement | 920,500 |
| Storage/Backup Infrastructure Replacement | 889,963 |
| IT Systems Improvements | 730,130 |
| Improvements for the Mesa Arts Center | 468,060 |
| CVB-Funded Improvements | 300,000 |
| Miscellaneous | 1,966,798 |
| **Total General Allocation** | **$20,140,178** |

The CityEdge project will replace the City's current financial system which is approximately 30 years old. The City has been setting aside funds to obtain an enterprise-wide system to adequately support the financial requirements of a city of Mesa's size.

| 2011/12 Operational Capital - Vehicles | |
|---|---|
| **Program Area** | **Allocation** |
| *Replacement Vehicles* | |
| Law Enforcement | $651,568 |
| Streets | 478,915 |
| Fire | 409,077 |
| Falcon Field Airport | 35,000 |
| | $1,574,560 |
| *Fleet Additions* | |
| | - |
| **Total General Allocation** | **$1,574,560** |

Replacement Vehicles are those vehicles currently in service but due for retirement or replacement because of age and condition. These replacements do not increase the size of the City's fleet. In addition, these replacements are not included in the City's Vehicle Replacement Program due to the program's specialized funding sources.

Fleet Additions are new vehicles to the City and will increase the City's fleet. These additions are typically for new positions. There are no fleet additions proposed for 2011/12.

## *Vehicle Replacement Program*

In fiscal year 2007/08, the City implemented a vehicle replacement program. The development of the city-wide program allows for the City's fleet to be reviewed in a more global manner and resources to be applied to the greatest need. Proper fleet management allows for greater efficiency in operations.

| **2011/12 Vehicles Replacement Program** | |
|---|---|
| * Program area usage | **Allocation** |
| *Revenue Funds* | |
| Law Enforcement | $1,731,795 |
| Streets | 912,265 |
| Parks and Recreation | 327,800 |
| Engineering | 205,300 |
| Fleet Services | 160,000 |
| Facilities Maintenance | 131,751 |
| Communications | 73,900 |
| Code Compliance | 40,000 |
| | 3,582,811 |
| *Replacement Extension Reserve Funds* | |
| Solid Waste | 2,655,742 |
| Electric | 343,619 |
| Gas | 330,000 |
| Water | 231,929 |
| | 3,561,290 |
| **Total General Allocation** | **$7,144,101** |

*The purchase and preparation of replacement vehicles is centralized in the Fleet Services department budget. The budget for the operating expenses is in the programs using the vehicles.

# Capital Budget

## *Capital Improvement Program Overview*

Major capital improvements and purchases are planned and tracked on a more long-term basis than annual capital purchases. Departments plan and develop projects in conjunction with the Engineering Department. The projects are analyzed and ranked in priority. This allows City management to apply limited funding and staff resources to the highest priority projects. Based on the resources projected to be available for the various types of projects, a multi-year plan is developed.

An eight-year Capital Improvement Program is developed to assist in the City's forecast preparation. This plan includes all related project costs as well as all resulting operational and maintenance costs. The first five years of the plan is published in the Five-Year Capital Improvement Program document. The first year of the plan is adopted by the City Council as part of the annual budget process.

## *Capital Improvement Program Funding*

### CIP Capital

There are two primary funding sources for capital improvements – current revenue sources (various) and the issuance of City bonds.

**Revenue/Operating** - Revenue sources range from general and special revenues (sales taxes, Highway User Revenue, State shared revenue, Federal and State grants, fines) to enterprise revenue (electric, gas, water, solid waste, etc.). For purposes of the Capital Improvement Program, reimbursements of expenses from other governmental entities are included in this category. While they are not considered revenue, their inclusion assists in ascertaining the net City cost of a project.

**Bonds -** Issuing bonds is not only a common practice among cities; it is the primary and most widely accepted method of funding large capital projects for municipalities throughout the nation. There are two types of "bond" fund projects in the Capital Improvement Program. They are as follows:

*General Obligation (G.O.)* - General obligation bonds are categorized into two groups. The two groups are:

20% - Under Arizona law, cities can issue G.O. Bonds for purposes of water, wastewater, artificial light, streets, public safety, open preserves, parks, playground, and recreational facilities up to an amount not exceeding 20% of the secondary assessed valuation for Mesa.

6% - Under Arizona law, cities can issue G.O. Bonds for all purposes other than those listed above (definition of 20% G.O. Bond), up to an amount not exceeding six percent of the secondary assessed valuation for Mesa.

*Revenue Bonds:*

*Utility Revenue Bonds* - Utility Revenue Bonds have no statutory limitations as to the amount of which may be issued. Projects that fall into this category are Gas, Water, Wastewater, and Electric projects. Bonds used for these projects are repaid from revenues received from the City's customers of that particular utility.

*Excise Tax Bonds* - Excise Tax Bonds are repaid by revenues derived from the taxation of a particular activity or asset. An example of an Excise Tax bond is a HURF (Highway User Revenue Fund) Bond. HURF Bonds are secured by revenues received from the State of Arizona. Revenues are collected from vehicle taxes, penalties, interests. Only street transportation related activities and projects can utilize HURF bonds.

**Capital Improvement Program**

Capital Project Funding Sources for Fiscal Year 2011/12

| | CIP Plan | *Adjustments | CIP Related Appropriation |
|---|---|---|---|
| ***Operating Funds*** | | | |
| ***Unrestricted*** | | | |
| General Fund | $848,266 | | $848,266 |
| Maricopa Association of Governments Reimbursement | (257,000) | 257,000 | - |
| Enterprise Fund | 2,268,021 | | 2,268,021 |
| | 2,859,287 | 257,000 | 3,116,287 |
| ***Restricted*** | | | |
| American Economic Recovery and Reinvestment Act | 8,278,645 | | 8,278,645 |
| Highway User Revenue Fund | 180,000 | | 180,000 |
| Environmental Compliance Fund | 250,000 | | 250,000 |
| Cemetery Reserve Fund | 852,390 | | 852,390 |
| Federal Aid | 15,278,479 | | 15,278,479 |
| State Aid | 3,602,500 | | 3,602,500 |
| Regional Transportation Program (RTP) Revenue Fund | 12,415,280 | | 12,415,280 |
| Local Transportation Assistance Fund | 5,671,538 | (5,671,538) | - |
| Federal Transit Authority Reimbursement | (5,671,538) | 5,671,538 | - |
| Street Sales Tax | 1,438,419 | | 1,438,419 |
| Other Grants | 500,000 | | 500,000 |
| | 42,795,713 | 0 | 42,795,713 |
| ***Total Operating Funds*** | $45,655,000 | $257,000 | $45,912,000 |
| ***Bond Funds*** | | | |
| General Obligation 20% Bonds | 69,890,174 | | 69,890,174 |
| General Obligation 6% Bonds | 100,000 | | 100,000 |
| Utility Revenue Bonds | 120,594,276 | | 120,594,276 |
| Excise Tax Bonds | 25,784,719 | | 25,784,719 |
| ***Total Bond Funds*** | $216,369,169 | $0 | $216,369,169 |
| ***Total All Funds*** | $262,024,169 | $257,000 | $262,281,169 |

*Adjustments include items such as reimbursements and lease proceeds. These items are used for planning purposes as part of the Capital Improvement Program, but are not included in the budget appropriated by the City Council.

## Capital Improvement Program Prior Fiscal Year Comparison

The total capital improvement program adopted for 2011/12 is $262,281,169. The next two tables illustrate the adopted 2011/12 budget compared to 2010/11.

**Comparison of FY 2010/11 and FY 2011/12 CIP Budgets**
**By Funding Source**

| | 2010/11 | 2011/12 |
|---|---|---|
| ***Operating Funds*** | | |
| ***Unrestricted*** | | |
| General Fund | 6,195,138 | 848,266 |
| Enterprise Fund | 4,202,653 | 2,268,021 |
| | 10,397,791 | 3,116,287 |
| ***Restricted*** | | |
| American Economic Recovery and Reinvest Act | 15,576,856 | 8,278,645 |
| Highway User Revenue Fund | - | 180,000 |
| Environmental Compliance Fund | 643,347 | 250,000 |
| Cemetery Reserve Fund | 510,500 | 852,390 |
| Cutural Impact Fees | 13,016 | - |
| Federal Aid | 18,471,835 | 15,278,479 |
| Library Impact Fees | 225,000 | - |
| Local Transportation Assistance Fund | 977,542 | - |
| Proposition 400 Revenue Fund | 4,412,534 | 12,415,280 |
| State Aid | - | 3,602,500 |
| Streets Sales Tax | 4,618,077 | 1,438,419 |
| Other Grants | 621,357 | 500,000 |
| | 46,070,064 | 42,795,713 |
| ***Total Operating Funds*** | 56,467,855 | 45,912,000 |
| ***Bond Funds*** | | |
| Replacement Extension Reserve | - | - |
| General Obligation 20% Bonds | 65,017,855 | 69,890,174 |
| General Obligation 6% Bonds | 451,944 | 100,000 |
| Utility Revenue Bonds | 101,353,381 | 120,594,276 |
| Excise Tax Bonds | - | 25,784,719 |
| ***Total Bond Funds*** | 166,823,180 | 216,369,169 |
| ***Total All Funds*** | 223,291,035 (1) | 262,281,169 (1) |

(1) - Totals do not include reimbursements to the General Fund of approximately $4M for 2010/11 and $257,000 for 2011/12. Totals include reimbursements to Proposition 400 Revenue Fund (Fund 480).

Referencing the above table, notable differences between 2010/11 and 2011/12 are increases in budget amounts for Proposition 400 Revenue Fund, Excise Tax Bond, and Utility Revenue Bond funding sources. The budget amount for American Economic Recovery and Reinvestment funds have decreased from the 2010/11 amount as eligible projects have been completed.

*Proposition 400 Revenue Fund* – Projects are submitted to MAG (Maricopa Association of Governments) for approval, and funding is awarded from the voter-approved Proposition 400.

- $3.5M for street improvements on Mesa Drive

- $3.0M for street improvements on Power Road
- $4.2M to improve the Southern Avenue and Stapley Drive Intersection

*Excise Tax Bonds* – Funding includes construction of the new voter-approved Chicago Cubs Spring Training Facility. Construction is slated to be completed in fiscal year 2013/14.

*Federal Aid* – approximately 11.3M of the total 15.3M budgeted for 2011/12 are funds that were carried over from 2010/11. The 15.3M includes:

- $4M for Fire Stations 219 and 220;
- $8.7M for Intelligent Transportation Systems for streets;
- $2.5M for Falcon Field Airport improvements;

*Utility Revenue Bonds* - approximately $27M of the $120.6M budgeted for 2011/12 are funds that were carried over from 2010/11. The $120.6M will fund capital infrastructure projects for the City's electric, gas, water and wastewater systems.

**Comparison of FY 2010/11 and FY 2011/12 CIP Budgets**
**By Program**

| Program | 2010/11 | 2011/12 |
|---|---|---|
| Arts and Cuture Capital | 147,873 | 270,923 |
| Electric Capital | - | - |
| Electric Bond (Utility Revenue) | 6,983,922 | 10,039,104 |
| Environmental and Sustainability | 5,403,449 | 2,243,292 |
| Falcon Field Airport Capital | 7,785,000 | 8,264,442 |
| Fire Capital | 4,130,868 | 4,103,500 |
| Fire Bonds (General Obligation 20%) | 14,600,844 | 7,065,940 |
| Gas Capital | 64,610 | 64,610 |
| Gas Bonds (Utility Revenue) | 16,158,487 | 20,041,735 |
| General Government Capital | - | - |
| Highway User Revenue Capital | - | - |
| Highway User Revenue Bonds | - | - |
| Library Capital | 225,000 | - |
| Library Bonds (General Obligation 6%) | 451,944 | 100,000 |
| Mass Transit Capital | 14,068,711 | 5,924,000 |
| Parks, Recreation and Commercial Facilities | 6,923,470 | 1,342,233 |
| Police Capital | - | - |
| Police and Law Enforcement Bond (General Obligation 20%) | 15,219,846 | 11,768,113 |
| Community Development Capital | - | - |
| Cubs Stadium Construction Bond (Excise Tax Bond) | - | 25,784,719 |
| Storm Sewer Capital | 500,000 | 500,000 |
| Storm Sewer Bond (General Obligation 20%) | 2,276,365 | 1,275,000 |
| Streets Capital | 17,154,031 | 23,125,031 |
| Street Bonds (General Obligation 20%) | 32,920,800 | 49,781,121 |
| Wastewater Capital | - | - |
| Wastewater Bond (Utility Revenue) | 30,088,548 | 38,727,984 |
| Water Capital | 64,843 | 73,969 |
| Water Bond (Utility Revenue) | 48,122,424 | 51,785,453 |
| *Total All Programs* | 223,291,035 (1) | 262,281,169 (1) |

(1) - Totals do not include reimbursements to the General Fund of approximately $4M for 2010/11 and $257,000 for 2011/12. Totals include reimbursements to Proposition 400 Revenue Fund (Fund 480).

## CIP Operations

The completion of capital improvement program projects results in the need for additional funding for one-time start-up purchases as well as operational and maintenance funding. During the project planning process, operational needs and related funding are identified. Operations and maintenance costs budgeted in FY 2011/12 are not necessarily a result of the capital projects in the same year. Major capital projects often require a multi-year design and construction period. Therefore the FY 2011/12 operations and maintenance may be a result of projects that were completed in the prior year. Operations and maintenance costs are included in the operating budgets of the applicable City Program.

### CIP Related Operations & Maintenance

Fiscal Year 2011/12

| | CIP Plan | *Adjustments | CIP Related Appropriation |
|---|---|---|---|
| *Unrestricted* | | | |
| General Fund | $1,362,070 | | $1,362,070 |
| Enterprise Fund | - | | - |
| | 1,362,070 | 0 | 1,362,070 |
| *Restricted* | | | |
| Street Sales Tax | 32,880 | | 32,880 |
| Light Rail Fare Recovery Revenue | (948,891) | 948,891 | - |
| Local Transportation Assistance Fund | 2,051,650 | | 2,051,650 |
| Environmental Compliance Fund | 283,000 | | 283,000 |
| Highway User Revenue Fund | 101,816 | | 101,816 |
| | 1,520,455 | 948,891 | 2,469,346 |
| *Total Operating Funds* | $2,882,525 | $948,891 | $3,831,416 |

*Adjustments include items such as reimbursements and lease proceeds. These items are used for planning purposes as part of the Capital Improvement Program, but are not included in the budget appropriated by the City Council.

**Comparison of FY 2010/11 and FY 2011/12 Operational Impacts of Capital Budgets**
**By Funding Source** (Includes One-Time Start Up Costs)

| | 2010/11 | 2011/12 |
|---|---|---|
| *Unrestricted* | | |
| General Fund | 3,835,870 | 1,362,070 |
| Enterprise Fund | 61,126 | - |
| | 3,896,996 | 1,362,070 |
| *Restricted* | | |
| American Economic Recovery & Reinvest Act | 1,039,786 | - |
| Street Sales Tax | - | 32,880 |
| Local Transportation Assistance Fund | 2,145,689 (1) | 2,051,650 (1) |
| Environmental Compliance Fund | 399,000 | 283,000 |
| Highway User Revenue Fund | 380,744 | 101,816 |
| | 3,965,219 | 2,469,346 |
| *Total Operational Impacts* | 7,862,215 | 3,831,416 |

(1) Budget is to fund the City of Mesa's Share of the operations and maintenance of the Light Rail Transit project. Not Represented on this table is the Fare Recovery Revenue received by the City. The Budget for the Fare Recovery for 2009/10 was $1,500,000 and was decreased to $948,891 for 2011/12 based on revised revenue estimates.

**Comparison of FY 2010/11 and FY 2011/12 Operational Impacts of Capital Budgets**
**By Program** (Includes One-Time Start Up Costs)

| | 2010/11 | 2011/12 |
|---|---|---|
| *Program* | | |
| Arts and Culture | 3,758 | - |
| City Court | 349,362 | - |
| Environmental and Sustainability | 1,438,786 | 283,000 |
| Fire | 1,239,688 | 338,248 |
| Library | 45,950 | - |
| Mass Transit (1) | 2,145,689 | 2,051,650 |
| Parks and Recreation | 259,160 | - |
| Police | 1,716,260 | 1,023,822 |
| Prosecutor's Office | 221,692 | - |
| Storm Sewer | 3,565 | - |
| Streets | 377,179 | 134,696 |
| Water | 61,126 | - |
| *Total Operational Impacts* | 7,862,215 | 3,831,416 |

## *Capital Improvement Program Categories*

All projects are assigned to one of five categories. These categories are:

**General Government** - Programs that fall under this category are Legislative, Town Center Development, General Services, Capital Improvement and Operations, Fleet Support Services, Warehouse, Community Development (CDBG), and Capital Improvement Bonds.

> *General Government projects are defined as any improvements or land acquisition associated with Mesa's Town Center Redevelopment area; upgrades or renovations to existing buildings where City employees currently reside; and improvements to City-owned CNG fueling facilities.*

**Parks and Recreation, Library** - Programs that fall into this category are Parks and Recreation, Parks Bonds, Cubs Stadium Construction Bonds, Golf Course, Aquatics, Library and Library Bonds, Community Center, and Cemetery.

> *Parks and Recreation and Library projects are defined as new neighborhood, community or district parks and associated amenities; park maintenance offices; retention basin improvements; golf course improvements; athletic field lighting; community recreation centers; skate parks; shared use paths; park canal projects; aquatic facilities; facility improvements to buildings associated with the Community Center; and any master plan/studies or design of projects under the Community Services category.*

**Public Safety** - Programs that fall into this category are Law Enforcement, Law Enforcement Bonds, Fire Prevention and Control, Fire Bonds, Judicial, and Environmental Management.

> *Public Safety projects are defined as new buildings or existing buildings/facilities that are planned to be remodeled, renovated, or expanded such as Police precincts; Fire stations; City Courtrooms; pistol ranges; training facilities; or parking garages associated with Public Safety. This also includes the purchase of property for Public Safety improvements. Other improvements include new equipment purchases or existing equipment upgrades and environmental mitigation improvements.*

**Transportation** - Programs that fall into this category are Streets, Street Bonds, Regional Transit Plan, Mass Transit, and Airports (Falcon Field and Phoenix-Mesa Gateway).

> *Transportation projects are defined as widening the existing arterial street system; intersection improvements; adding new roadways; landscaping within public right-of-way; street lighting and traffic signal system improvements; bus purchases; bus pullouts/bus shelters; park-n-ride lots; transit facilities; light-rail studies; infrastructure improvements to the Falcon Field Airport and Phoenix-Mesa Gateway Airport; and any master plans/studies or design of projects under the Transportation category.*

**Utilities** - Programs that fall into this category are Water, Water Bonds, Wastewater, Wastewater Bonds, Storm Sewer, Storm Sewer Bonds, Gas, Gas Bonds, Electric, Electric Bonds, and Solid Waste Bonds.

> *Utility projects are defined as water reclamation plants; water treatment plants; well sites; water lines; wastewater lines; gas lines; storm sewer lines; lift stations; new or expanded pump*

*stations; sulfide stations; storage or recharge sites; storm sewer drainage improvements; floodway improvements; electrical substation expansions; solid waste facility improvements; and any master plan/studies or design of projects under the Utilities category.*

The following pages contain a list of capital projects planned for the 2011/12 fiscal year. Detailed descriptions can be found in the separate document Capital Improvement Program for fiscal years 2011-2016.

## Parks-Recreation, Library

| | | 11/12 |
|---|---|---|

### Aquatics

**Pool Demolitions - Mesa, Poston, and Powell Junior High Schools**

This project will demolish three out-of-service pools at Mesa, Poston, and Powell Junior High Schools. These pools no longer meet current code requirements and would require significant renovations to meet code.

*General Fund* $129,301

### Arts and Culture

**Phase I Mesa Grande Ruins**

This project will complete the consultant study for schematic designs for future phases of the Mesa Grande Ruins.

*General Fund* $257,923

### Cemetery

**Cemetery Expansion**

This project will expand the cemetery by approximately 2,800 spaces.

*Cemetery Reserve Fund* $852,390

### Library

**Mesa Express Library**

This project will provide funding for a small library, called an express branch for southeast Mesa residents.

*General Obligation 6% Bonds* $100,000

### Museum

**Arizona Museum of Natural History Ventilation System and Annex Fire System**

This project will complete the construction to improve the ventilation system as well as install a new exhaust system in the Arizona Museum for Natural History.

*General Fund* $13,000

***11/12***

## *Parks & Recreation*

**Chicago Cubs Spring Training Facility**

The project will be constructed near the Price Freeway (SR 101) and Red Mountain Freeway (SR 202) Interchange in northwest Mesa. Major features for the project will include a new 13,500 -15,000 seat capacity Major League spring training stadium, clubhouse, practice fields, lighting, batting tunnels, training and administration offices, and associated parking facilities.

*Excise Tax Bonds* $25,784,719

**Kleinman Park Basketball Courts**

This project will reconstrunct the basketball courts at Kleinman Park. These courts are used extensively and are in need of rehabilitation.

*General Fund* $82,103

**Princess Park Playground**

This Project will include installing new play equipment, wood fiber resilient surface, new accessible ramps between the play areas and walkways, trash receptacles, benches, a drinking fountain and picnic tables.

*General Fund* $278,439

*11/12*

## Environmental Management

**Conversion to Energy Efficient Building Lighting**

This project will replace aging city building lighting with modern, energy-efficient lighting.

| | |
|---|---|
| *American Economic Recovery And Reinvestment Act* | $767,800 |

**Installation of Energy Efficient Roofs for City Buildings**

This project will install energy efficient coating and/or insulation on aging city building roofs.

| | |
|---|---|
| *American Economic Recovery And Reinvestment Act* | $706,840 |

**Solar Installation at the CAP Water Treatment Plant**

This project will install solar arrays at the CAP Water Treatment Plant.

| | |
|---|---|
| *American Economic Recovery And Reinvestment Act* | $320,000 |

## Fire

**Fire Station #219 Communications Tower**

This project will construct a communications tower to increase system reliability in Southeast Mesa.

| | |
|---|---|
| *General Obligation 20% Bonds* | $162,000 |

**Fire Station 219: New Station**

This project will provide funding for the construction of Fire Station 219 that will be necessary as the Fire Department expands to meet the needs and demands of the community.

| | |
|---|---|
| *Federal Aid* | $2,020,000 |
| *General Obligation 20% Bonds* | $1,465,000 |
| | $3,485,000 |

**Fire Station 220: New Station**

This project will provide funding for the construction of Fire Station 220 that will be necessary as the Fire Department expands to meet the needs and demands of the community.

| | |
|---|---|
| *Federal Aid* | $2,020,000 |
| *General Fund* | $63,500 |
| *General Obligation 20% Bonds* | $2,874,424 |
| | $4,957,924 |

*11/12*

## Fire

**Public Safety Training Facility: Defensive Tactics, Health and Safety Offices**

This project will provide necessary improvements to the Public Safety Training Facility to accomodate needs for training of police, fire recruits and ongoing training for incumbents.

*General Obligation 20% Bonds* $2,360,293

## Police

**Building Treatment for 800MHz Radio Coverage**

This project provides funding to ensure public safety two-way radio system coverage is available in all city buildings.

*General Obligation 20% Bonds* $1,062,047

**Fiesta District Police Station**

This project will provide funding to replace the Dobson Police Station to address capacity issues and expansion needs.

*General Obligation 20% Bonds* $5,576,111

**Mesa TOPAZ Wireless Network Lifecycle Planning**

This project provides funding to update the public safety wireless network.

*General Obligation 20% Bonds* $1,471,802

**Microwave Replacement**

This project provides funding to upgrade the public safety communications systems.

*General Obligation 20% Bonds* $213,621

**Mobile Data System Replacement**

This project will replace the Mobile Data System to support public safety.

*General Obligation 20% Bonds* $2,511,999

**Thompson Peak Communications Site Improvements**

This project provides funding to make improvements to the Thompson Peak Communication Site to handle increase public safety communication volume.

*General Obligation 20% Bonds* $911,555

**TOPAZ Communications System Reconfiguration**

This project will install a reconfigured TOPAZ communications system.

*General Obligation 20% Bonds* $20,978

*11/12*

## *Falcon Field Airport*

**Airfield Access Roads and Phase 4 Gates**

This project will design and construct access roads along Greenfield Road and Mallory Circle to the City access-controlled gates at Falcon Field Airport.

| | |
|---|---|
| *Enterprise Fund* | $804,442 |

**Airport Landscape Improvements (Interior Roads)**

This project will design and install landscaping improvements to the medians along Falcon Drive as part of a continuing effort to enhance the quality of Falcon Field.

| | |
|---|---|
| *Enterprise Fund* | $435,000 |

**Airport Pavement Rehabilitation & Replacement Program - Falcon Ramp**

This program details the capital pavement preservation program expenditures necessary to perform a pavement overlay of the existing terminal building and Falcon aircraft parking ramps that have reached the end of their useful life cycles.

| | |
|---|---|
| *Enterprise Fund* | $700,000 |
| *State Aid* | $3,600,000 |
| | $4,300,000 |

**Airport Terminal Building Upgrades**

This project will complete the design for the remodel of the existing airport terminal building.

| | |
|---|---|
| *Enterprise Fund* | $50,000 |

**Installation of an Automated Surface Observing System (ASOS)**

This project will design and construct the concrete pad and electrical lines for an Automated Surface Observing System (ASOS) that is being installed by the Federal Aviation Administration (FAA) to improve the weather reporting capabilities at the airport for use by pilots.

| | |
|---|---|
| *Enterprise Fund* | $75,000 |

***11/12***

## *Falcon Field Airport*

**Runway Guard Light System**

This project will design and construct runway safety program improvements to the airfield and has been identified as a priority item by the FAA Runway Safety Action Team (RSAT).

| | |
|---|---|
| *Enterprise Fund* | $2,500 |
| *Federal Aid* | $95,000 |
| *State Aid* | $2,500 |
| | $100,000 |

**Taxiway Bravo Reconfiguration/Install Runway Guard Lights, Design and Construct**

This project will upgrade the Taxiway Bravo intersections on both sides of the runways and will include the reconfiguration of the existing taxiway pavement and the installation of runway guard lights.

| | |
|---|---|
| *Enterprise Fund* | $62,500 |
| *Federal Aid* | $2,437,500 |
| | $2,500,000 |

***11/12***

## *Intelligent Transportation Systems*

**East Loop ITS Device Deployment (Red Mountain Freeway and US 60)**

This project will provide funding for traffic control system conversion to maintain the signal system.

| | |
|---|---|
| *Federal Aid* | $792,000 |
| *General Obligation 20% Bonds* | $61,160 |
| | $853,160 |

**Fiber Optic Lines - Signal System for US 60 Connectivity, Phase 4B**

This project will provide funding for traffic control system conversion to maintain the signal system.

| | |
|---|---|
| *Federal Aid* | $2,758,363 |

**Intelligent Transportation System (ITS) Improvements**

This project will install ITS communications facilities to enhance the level of service of existing roadways by providing real-time information to drivers and by operating traffic signals more efficiently. Funding for this project is within the current general obligation streets bond authorization.

| | |
|---|---|
| *General Obligation 20% Bonds* | $142,404 |

**Pedestrian Countdown Signals and Upgrade to 12-inch Signal Heads**

This project will replace existing pedestrian signals with pedestrian countdown signals at 43 intersections. The project scope also includes the replacement of 8-inch traffic signal indications with 12-inch indications at 73 intersections.

| | |
|---|---|
| *Federal Aid* | $100,000 |

**Real Time Traffic Control System: Superstition Springs Mall Area**

This project will cost share with the Arizona Department of Transportation in the installation of a traffic signal control system within the Superstition Springs Mall area to mitigate traffic congestion in the area.

| | |
|---|---|
| *Federal Aid* | $372,634 |

**Real-Time Adaptive Expansion**

This project will install a traffic signal control system that dynamically adjusts signal timing based on real time traffic conditions at the Superstition Springs Mall Area

| | |
|---|---|
| *General Obligation 20% Bonds* | $84,300 |

*11/12*

## *Intelligent Transportation Systems*

**Sonex to ICONS Signal Conversion (Phase 4A): Broadway Road Corridor**

This project will provide funding for traffic control system conversion to maintain the signal system.

| | |
|---|---|
| *American Economic Recovery And Reinvestment Act* | $274,667 |
| *Federal Aid* | $316,379 |
| | $591,046 |

**Sonex to ICONS Signal Conversion Phase 5: Brown Road, Higley Road**

This project will provide funding for traffic control system conversion to maintain the signal system.

| | |
|---|---|
| *Federal Aid* | $659,994 |
| *General Obligation 20% Bonds* | $1,934,406 |
| | $2,594,400 |

**Upgrade Traffic Signal Cabinets and Controllers**

The project will complete the replacement of traffic cabinets and controllers, all located at existing intersections in City of Mesa right-of-way.

| | |
|---|---|
| *Federal Aid* | $1,200,000 |

**Video Wall Replacement at Transportation Management Center**

This project will complete the replacement of the video wall in the Transportation Management Center (TMC) that has exceed its useful life.

| | |
|---|---|
| *General Obligation 20% Bonds* | $287,500 |

**West Side Real Time Adaptive Project**

This project will install a traffic signal control system that dynamically adjusts signal timing based on real time traffic conditions in west Mesa.

| | |
|---|---|
| *General Obligation 20% Bonds* | $70,200 |

***11/12***

## Mass Transit

**Central Mesa Light Rail Extension**

This project is a 2.7 mile extension of the regional light rail system from Sycamore and Main to the vicinity of Mesa Drive and Main Street. It includes the construction of a dual track, overhead powered light rail vehicle system. Additional facilities include stations, traction power substations, landscaping and streetscape modifications.

| | |
|---|---|
| *Federal Transit Authority* | ($5,671,538) |
| *Transportation Assist. Local Fund* | $5,671,538 |
| | $0 |

**Light Rail Transit (LRT)**

This project records the final federal and regional reimbursements anticipated for the high capacity public transit system completed in December, 2008.

| | |
|---|---|
| *General Fund* | $24,000 |
| *Maricopa Association Of Governments* | ($257,000) |
| | ($233,000) |

**Park and Ride Lot at Country Club and Juanita**

This project will construct a park and ride facility at Country Club and Mesa Drive.

| | |
|---|---|
| *American Economic Recovery And Reinvestment Act* | $1,900,000 |

**Park and Ride Lots, Red Mountain Freeway at Power and Gilbert**

This project will construct two park and ride lots along the Red Mountain Freeway at Gilbert and Power.

| | |
|---|---|
| *American Economic Recovery And Reinvestment Act* | $4,000,000 |

## Regional Transportation Plan

**Dobson Road and University Drive Intersection**

This project will construct a third through lane to accommodate the expected increase in traffic for the intersection of Dobson Road and University due to the implementation of Light Rail system.

| | |
|---|---|
| *General Obligation 20% Bonds* | $2,663,532 |
| *Utility Revenue Bonds* | $1,555,120 |
| | $4,218,652 |

*11/12*

## *Regional Transportation Plan*

**Mesa Drive: Southern Avenue to US 60 (Superstition Freeway) - Gas and Electric Components Only**

This project will construct gas and electric improvements along Mesa Drive between US-60 and Southern Avenue in conjunction with CIP 01-817.

| | |
|---|---|
| *Utility Revenue Bonds* | $396,796 |

**Mesa Drive: Southern Avenue to US-60 (Superstition Fwy)**

This project will construct fully-protected dual left turn lanes, additional through lanes through the intersection and along Mesa Drive between US-60 and Southern Avenue as well as provide improvements to the current storm sewer system to mitigate street flooding during storms.

| | |
|---|---|
| *General Obligation 20% Bonds* | $8,468,047 |
| *Prop. 400 Revenue Fund* | $3,545,000 |
| *Utility Revenue Bonds* | $897,383 |
| | $12,910,430 |

**Power Road: Phase III, Santan Freeway to Pecos Road**

This project will include widening Power Road to a 6-lane principal arterial street with raised median, street lighting, landscaping, bike lanes, curb and gutter.

| | |
|---|---|
| *General Obligation 20% Bonds* | $5,563,066 |
| *Prop. 400 Revenue Fund* | $3,023,280 |
| | $8,586,346 |

**Southern Avenue and Country Club Drive Intersection**

This project will provide intersection improvements to include an additional westbound through lane east of Country Club Drive, bus bays, and right turn lanes to reduce traffic congestion and improve safety.

| | |
|---|---|
| *General Obligation 20% Bonds* | $682,000 |
| *Prop. 400 Revenue Fund* | $310,000 |
| | $992,000 |

*11/12*

## Regional Transportation Plan

**Southern Avenue and Stapley Drive Intersection**

This project will complete the design and land acquisition necessary to construct dual left turn lanes and additional through lanes as well as include improvements to aging infrastructure to the existing gas and storm sewer systems.

| | |
|---|---|
| *General Obligation 20% Bonds* | $1,945,244 |
| *Prop. 400 Revenue Fund* | $4,218,000 |
| *Utility Revenue Bonds* | $52,000 |
| | $6,215,244 |

## Shared Use Path

**Dobson Road Pedestrian and Bicycle Route Improvements (Broadway to Main Street)**

This project will install a shared use path to provide access for pedestrians and bicyclists to the light rail station.

| | |
|---|---|
| *Federal Aid* | $1,082,739 |
| *Local Streets Sales Tax* | $402,825 |
| | $1,485,564 |

**Porter Park Pathway**

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. The project will integrate pedestrian and bike amenities to the existing park.

| | |
|---|---|
| *Federal Aid* | $425,000 |

**San Tan Shared Use Path: Feasibility Study**

This project will conduct a feasibility study for a shared use path along the drainage channel located on the southside of Loop 202/Santan Freeway from South Power Road, east to Hawes Road.

| | |
|---|---|
| *Local Streets Sales Tax* | $50,000 |

**Shared Use Path: 8th Street to Lindsay Road**

This project will install 2.5 miles of multi-use path system along the Consolidated Canal from 8th St. to Lindsay Rd.

| | |
|---|---|
| *American Economic Recovery And Reinvestment Act* | $110,686 |

**Shared Use Path: Lindsay to Baseline Road**

This project will develop 1.5 miles of multi-use path system along the Consolidated Canal from Lindsay Road to Baseline Road.

| | |
|---|---|
| *Local Streets Sales Tax* | $78,500 |

*11/12*

## Storm Sewer

**Broadway Road and 72nd Street Drainage Improvements**

This project will construct improvements to the Broadway Road box culverts at 72nd Street and to the upstream 72nd Street channel.

| | |
|---|---|
| *General Obligation 20% Bonds* | $578,990 |
| *Utility Revenue Bonds* | $330,000 |
| | $908,990 |

**Hibbert and 1st Street Drainage Improvements**

This project will add additional storm drain pipe to protect existing homes from flooding.

| | |
|---|---|
| *010 Grant Funds* | $250,000 |
| *Highway User Revenue Funds* | $100,000 |
| | $350,000 |

**Mesa Vista Subdivision Drainage Improvements**

This project will add storm drain pipe to prevent existing homes from being flooded by off-site flows.

| | |
|---|---|
| *010 Grant Funds* | $250,000 |
| *Highway User Revenue Funds* | $80,000 |
| | $330,000 |

**Oak Street Basin**

This project will complete design for a storm sewer to improve drainage in the area.

| | |
|---|---|
| *General Obligation 20% Bonds* | $75,000 |

**Water Infiltration at Sixth Street Service Center Yard**

This project will repair the water drain flow for the Sixth Street Yard with entries below grade.

| | |
|---|---|
| *485 Environmental Compliance* | $250,000 |

## Streets

**Arterial Road Reconstruction**

This project will remove and replace the existing asphalt to prevent total failure and unsafe driving conditions for identified arterial and residential street segments.

| | |
|---|---|
| *General Obligation 20% Bonds* | $1,466,251 |

***11/12***

## *Streets*

**ASU Polytechnic Campus Roadway**

This project will construct a new, four-lane central ring road off Power Road into the ASU Polytechnic and Chandler Gilbert Community College Campuses.

| | |
|---|---|
| *General Obligation 20% Bonds* | $8,000,000 |
| *Prop. 400 Revenue Fund* | $1,200,000 |
| | $9,200,000 |

**Broadway Road: 70th Street to Hawes Road**

This project will rebuild the street with a normal crown, install new traffic signals, streetlights, landscaping and storm sewer.

| | |
|---|---|
| *General Obligation 20% Bonds* | $1,248,284 |
| *Utility Revenue Bonds* | $2,464,501 |
| | $3,712,785 |

**Fiesta District Improvements on Dobson, Longmore, Southern, and Alma School**

The project will provide enhancements to the corridor that may include but not be limited to the layout of vehicular, bicycle and pedestrian lanes on both sides of Southern Avenue from Extension Road to the Tempe Canal as well as other streets within the boundaries.

| | |
|---|---|
| *Federal Aid* | $998,870 |
| *General Obligation 20% Bonds* | $5,952,640 |
| | $6,951,510 |

**Infill Streets Projects In Redevelopment Areas (West Mesa)**

This project would make use of this funding for design and construction of off-site (public) improvements adjacent to infill parcels that otherwise would be the developer's responsibility.

| | |
|---|---|
| *General Obligation 20% Bonds* | $750,000 |

**Install New and Upgrade Signals**

This project provides funding for the installation of new and upgraded signals.

| | |
|---|---|
| *Local Streets Sales Tax* | $711,525 |

**Mesa Drive: 10th Avenue to University Drive**

This project will reconstruct Mesa Drive, 10th Avenue to Main Street and overlay Mesa Drive, Main Street to University Drive.

| | |
|---|---|
| *General Obligation 20% Bonds* | $659,734 |

***11/12***

## *Streets*

**Pavement Rehabilitations**

This project will provide for street reconstructions at various locations.

*General Obligation 20% Bonds* $542,690

**Pedestrian Countdown Signals and Upgrade to 12-inch Signal Heads**

This project consists of replacing existing pedestrian signals at 43 intersections with pedestrian countdown signals. The project scope also includes replacing any existing 8-inch signal heads located at 73 intersections with 12-inch signal heads.

*Local Streets Sales Tax* $195,569

**Recker Road, Sossaman Road, and Signal Butte Road Reconstruction**

This project will reconstruct the pavement for three road segments: Recker Road, Veiwmont Drive to Thomas Road; Sossaman Road, Ray Road to Avery; and Signal Butte Road, US 60 to Southern Avenue.

*General Obligation 20% Bonds* $2,150,000

**Riverview Street Improvements**

This project will provide funding for the acquisition, design, and construction of street improvements such as roadways, driveways, streets and other public rights-of-way.

*General Obligation 20% Bonds* $300,000

**Rusted Streetlight Pole Replacements**

This project will replace the existing poles with new base mounted poles.

*General Obligation 20% Bonds* $430,673

**Scalloped Street Areas**

This project would utilize funding to widen narrow sections of streets between two sections that already have been widened.

*General Obligation 20% Bonds* $750,000

***11/12***

## *Streets*

**Street and Water Line Improvements on Signal Butte Road: Elliot to 1/2 mile N. of Elliot**

This project will perform street and utility improvements along Signal Butte and Elliot Roads.

| | |
|---|---|
| *General Obligation 20% Bonds* | $1,504,223 |
| *Utility Revenue Bonds* | $900,000 |
| | $2,404,223 |

**Street Construction, Intersection Improvements and Streetlights**

This project provides funding for the participation with developers on the widening of streets and installation of new street lights to ensure the roadway network has adequate capacity to serve traffic demand.

| | |
|---|---|
| *General Obligation 20% Bonds* | $1,000,000 |

**Water, Gas and Street Improvements on Main Street: Mesa Drive to Val Vista**

This project is for the completion of Arterial Collector Street Overlay projects.

| | |
|---|---|
| *General Obligation 20% Bonds* | $1,200,000 |
| *Utility Revenue Bonds* | $4,376,332 |
| | $5,576,332 |

***11/12***

## *Electric*

**Electric Distribution - Overhead**

This project installs system enhancements to provide for future electrical loads and reduce operations and maintenance costs.

*Utility Revenue Bonds* $2,295,601

**Electric Distribution - Underground**

This project will provide various system improvements to include underground conductor installation, cable replacement, vault lid replacement and replacement of miscellaneous devices.

*Utility Revenue Bonds* $577,500

**Electric Metering**

This project will complete the installation of new and replacement electrical meters for the fiscal year.

*Utility Revenue Bonds* $56,232

**Electric New Services**

This project will complete the installation of new electrical service wires for new customers and provide for system expansion.

*Utility Revenue Bonds* $98,968

**Electric Substation Improvements**

This project will install a new 12.5kV substation at the Fraser substation yard.

*Utility Revenue Bonds* $2,275,000

**Electric Transmission**

This project will rebuild 69kV transmission systems, install fiber optics and site security for substation locations.

*Utility Revenue Bonds* $3,922,453

**Energy Efficient Retrofits for City Facilities**

This project will use grant funding to improve energy efficiency at City facilities.

*American Economic Recovery And Reinvestment Act* $198,652

## *Gas*

**Attaway and Judd Road HP Gas Main**

This project will replace a 5-inch high pressure steel gas main with an 8-inch gas main.

*Utility Revenue Bonds* $709,627

*11/12*

## *Gas*

**City of Mesa Gate Station 3 and Power Road 8-inch High Pressure Gas Main Extension**

This project will install COM gate stations to the proposed El Paso natural gas line that will be extended to support the Santan Power Plant expansion.

*Utility Revenue Bonds* $3,835,020

**Communications Tower at Arizona Farms Road and Herseth Road**

This projects will construct a communications tower in the Magma Service Area to improve system reliability.

*Utility Revenue Bonds* $50,000

**District Regulator Station, Skyline & Circle Cross Ranch**

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.

*Utility Revenue Bonds* $28,000

**Dobson Road: Tempe Canal North 4-inch High Pressure Gas Main**

This project will install 3,000 L.F. of 4-inch gas main to serve the north west section of Mesa.

*Utility Revenue Bonds* $850,000

**Gas Line Retirements**

This project provides funding for the replacement of gas lines that have been scheduled for retirement.

*Enterprise Fund* $64,610

**Gateway and Desert Banner Hospitals Service Line Improvements**

This project will install service line improvements at Gateway and Desert Banner Hospitals.

*Utility Revenue Bonds* $170,000

**Hawes Road: Hermosa Vista to McDowell - 4-inch PE**

This project provides funding for intermediate pressure gas main installation to meet anticipated growth in Mesa. Funding of this project will be contingent on the outcome of a future bond election.

*Utility Revenue Bonds* $71,500

***11/12***

## *Gas*

**High Pressure Gas Main Installations**

This project will install high pressure gas mains to meet anticipated growth of the City.

*Utility Revenue Bonds* $510,641

**Hunt Highway, Ellsworth Road to Village Lane**

This project provides funding for intermediate pressure gas main installation to meet anticipated growth in Magma.

*Utility Revenue Bonds* $160,000

**Magma Road, Hunt Hwy to Johnson Ranch - 4-inch PE**

This project provides funding for intermediate pressure gas main installation to ensure operational integrity of the natural gas system in Magma.

*Utility Revenue Bonds* $8,500

**Magma System Gas Main Replacements**

This project will install upgrades to the existing Magma system to reduce maintenance problems and ensure operational integrity of the natural gas pipeline system.

*Utility Revenue Bonds* $440,469

**Mainline Gas Regulators**

This project will install gas regulators at various locations to ensure operational integrity of the natural gas pipeline system.

*Utility Revenue Bonds* $30,000

**New Gas Line Extensions**

This project will extend gas mains and services into new subdivisions.

*Utility Revenue Bonds* $1,800,000

**New Gas Meter/Replacements**

This project provides funding for the annual purchase and labor of residential, commercial/industrial size gas meters to ensure accurate measurement of gas sold.

*Utility Revenue Bonds* $858,882

***11/12***

## *Gas*

**New Gas Service Extensions (Commodities - Materials for Mains & Services)**

This project provides funding for the commodities, mains and services for new development of subdivisions throughout the City and Magma area.

*Utility Revenue Bonds* $900,000

**Quail Run, Roberts to Skyline and Skyline, Quail Run to Camino Largo**

This project will replace aging infrastructure in the Magma natural gas system.

*Utility Revenue Bonds* $500,000

**Regulator Station Security**

This project will install on-site security systems to monitor and deter against theft and sabotage of regulator station equipment.

*Utility Revenue Bonds* $50,000

**Regulator Station, Thomas & Power - 4-inch Steel HP**

This project will provide funding for system improvements to ensure operational reliability and expansion of the natural gas pipeline to customers in Northeast Mesa.

*Utility Revenue Bonds* $638,000

**Replace Aging Infrastructure - 6th Drive: Date to Country Club**

This project will complete the design of a new gas main on West 6th Drive, from South Date to Country Club Drive.

*Utility Revenue Bonds* $494,968

**Replace Aging Infrastructure in Quarter Section 28B, 28D**

This project will replace aging water and gas lines in quarter sections 28B and 28D to ensure service reliability.

*Utility Revenue Bonds* $218,481

**Replacement of Aging Gas System Infrastructure**

This project will install gas system infrastructure replacements to ensure operational integrity of the natural gas pipeline system.

*Utility Revenue Bonds* $1,324,065

***11/12***

### *Wastewater*

**Apache Paradise Sewers**

This project will install public sewer in an area currently served by on-site septic systems, in conjunction with a proposed water line replacement project.

*Utility Revenue Bonds* $1,043,011

**Baseline Road Sewer #2: Greenfield to Kyrene**

This project will provide a Condition Assessment and required Rehabilitation of approximately 60,600 feet of existing 33-inch wastewater line that was installed in the mid to late 1970 s.

*Utility Revenue Bonds* $586,710

**Brown Road Relief Sewer: Greenfield to Gilbert (Flow Diversion Structure to NWWRP)**

This project will evaluate alternatives to bring more flow to the Northwest Water Reclamation Plant including a lift station at Southern Avenue and Dobson Road.

*Utility Revenue Bonds* $1,800,000

**Compliance Lab Replacement Equipment**

This project will replace test instruments and laboratory equipment when they reach their useful life.

*Utility Revenue Bonds* $90,000

**Disinfection at Southeast Water Reclamation Plant**

This project will install UV Disinfection at the Southeast Water Reclamation Plant to allow for proper operation.

*Utility Revenue Bonds* $2,500,000

**Dobson Road: Odor Control Facilities**

This project will provide funding for the design and construction of Facilities on Central Mesa Interceptor in vicinity of Dobson Rd. and Broadway to control odors.

*Utility Revenue Bonds* $106,200

**East Mesa Interceptor Odor Control Facilities**

This project will construct a Ferrous Chloride feed station on the East Mesa Interceptor between Elliot Road and Pecos Road. The station will provide odor control and prevent pipeline corrosion.

*Utility Revenue Bonds* $181,800

*11/12*

## *Wastewater*

**Elliot Road 24-inch Wastewater Line: Ellsworth to Signal Butte**

This project includes the construction of approximately 7,800 feet of 24-inch gravity sewer in Elliot Road from Ellsworth Road to Signal Butte Road to serve proposed development in the former GM Proving Grounds area.

*Utility Revenue Bonds* $1,312,000

**Emergency Wastewater Replacement**

This project provides funding for the replacement and extensions of wastewater lines throughout the City.

*Utility Revenue Bonds* $495,617

**Flow Monitoring System**

This project will install temporary flow meters at various locations within the wastewater collection system to verify existing flows and identify areas with rainfall inflow.

*Utility Revenue Bonds* $100,000

**Greenfield Water Reclamation Plant Capacity Re-rating Study**

This project will assess the current plant capacity based on actual flows and loads and evaluate, the feasibility of re-rating the plant capacity, and confirm the timing of the Phase III Expansion.

*Utility Revenue Bonds* $25,000

**Greenfield Water Reclamation Plant Co-Gen**

This project will study and identify the facilities that would be required to implement co-generation (produce on-site power to supplement the power currently purchased from SRP) at the GWRP and evaluate the cost-effectiveness of co-generation under current and future conditions.

*Utility Revenue Bonds* $100,000

**Greenfield Water Reclamation Plant Electrical Substation**

This project will share the costs with the towns of Gilbert and Queen Creek for purchasing an electrical substation for the Greenfield Water Reclamation Plant.

*Utility Revenue Bonds* $21,025

*11/12*

## *Wastewater*

**Greenfield Water Reclamation Plant Equipment Replacement**

This project will complete the purchase of process equipment, as required, to maintain plant operation.

*Utility Revenue Bonds* $21,000

**Lehi Crossing Force Main and Lift Station**

The project will construct a new lift station and approximately 12,000 feet of 12-inch force main to serve the area north of the Consolidated Canal between Gilbert Road and Val Vista Road.

*Utility Revenue Bonds* $1,953,252

**Leisure World Sewer Condition Assessment: Southern Avenue to SEWRP**

This project will provide a Condition Assessment and required Rehabilitation of approximately 5,200 feet of existing 18-inch and 21-inch sewer line that was installed in the late 1970 s.

*Utility Revenue Bonds* $20,000

**Mesa Share of 91st Ave. Wastewater Treatment Plant Upgrades**

This project provides funding for the City cost share of the operational and facility upgrades to the 91st Avenue wastewater treatment plant.

*Utility Revenue Bonds* $2,723,792

**Northwest Water Reclamation Plant (NWWRP) Facilities Upgrade**

This project will provide funding for improvements to the Northwest Water Reclamation Plant Facility to reduce algae in the tertiary filters.

*Utility Revenue Bonds* $1,000,000

**Northwest Water Reclamation Plant Co-Gen Upgrade**

This project will provide funding for the improvements to the existing co-generation system to allow longer run time with the current gas production rates.

*Utility Revenue Bonds* $100,000

**Northwest Water Reclamation Plant Equipment Replacement**

This project provides funding for the replacement of process equipment, as required, to maintain plant operation.

*Utility Revenue Bonds* $50,000

***11/12***

## *Wastewater*

**Northwest Water Reclamation Plant Landscaping**

This project will add landscaping on the north, east, and south sides of the Northwest Water Reclamation Plant to mitigate the visual impact of the plant.

*Utility Revenue Bonds* $300,000

**Northwest Water Reclamation Plant Reclaimed Water Delivery System to SEWRP**

This project is the construction of a reclaimed water storage facility.

*Utility Revenue Bonds* $400,000

**NWWRP Asset Management Data Collection**

This project will collect data related to the plant mechanical, electrical, and control systems required to implement the Asset Management Program.

*Utility Revenue Bonds* $45,000

**NWWRP Bypass in Tempe - 8th Street Sewer: Northwest Water Reclamation Plant**

This project will provide a Condition Assessment and required Rehabilitation of approximately 15,400 feet of 30-inch and 36-inch sewer line that was installed in the early 1980 s.

*Utility Revenue Bonds* $1,961,610

**NWWRP Reclaimed Water Use Plan**

This project will conduct a planning study to evaluate alternatives for beneficial reuse of reclaimed water from the Northwest Water Reclamation Plant.

*Utility Revenue Bonds* $100,000

**Odor Control at Greenfield Water Reclamation Plant**

This project will expand the primary odor control facilities at the plant. These facilities are currently operating at their design capacity

*Utility Revenue Bonds* $31,500

**Pecos Road Sulfide Control Station Rehabilitation**

This project rehabilitates the existing sulfide control stations that are used to control odors within the wastewater collection system.

*Utility Revenue Bonds* $550,000

*11/12*

## *Wastewater*

**Pre-Design for Wastewater Projects**

This project will provide funding for the pre-design of larger and more complex wastewater projects.

*Utility Revenue Bonds* $50,000

**Rehab Southern Avenue Sewer Line - McClintock to Mill Avenue (with Tempe)**

This project will cost share with the City of Tempe in the installation of a new wastewater line from Tempe Canal to Priest Drive.

*Utility Revenue Bonds* $2,121,814

**Rehabilitate Broadway Lift Station**

The Broadway Road Lift Station was constructed in 1981 and has reached its useful life. This project will replace the existing pumps and upgrade the facilities to meet current standards.

*Utility Revenue Bonds* $650,000

**Remote Facilities Security Improvements**

The project will provide security improvements at City lift stations, sulfide control stations, and metering stations.

*Utility Revenue Bonds* $185,000

**Replace SRPMIC Lift Station Pump**

This project will replace a failed pump to increase the reliability of this facility.

*Utility Revenue Bonds* $60,000

**Rittenhouse Road Sewer: Power Road to East Maricopa Interceptor**

This project will install a 30-inch Relief Sewer between Power Road and the East Mesa Interceptor to provide additional capacity to the existing Pecos Rd. Sewer to serve development along the Pecos Rd. corridor between Power Rd and Meridian Rd.

*Utility Revenue Bonds* $3,050,160

**Southeast Water Reclamation Plant Aeration Basin Mixer Replacement**

This project will replace two submersible mixers in the aeration basins that have exceeded their useful life and failed.

*Utility Revenue Bonds* $28,225

***11/12***

## *Wastewater*

**Southeast Water Reclamation Plant Aeration System Improvements**

This project will replace the existing centrifugal blowers and course bubble diffusers with more efficient turbine blowers and fine bubble diffusers.

*Utility Revenue Bonds* $3,100,000

**Southeast Water Reclamation Plant Equipment Replacement**

This project will provide funding for the replacement of process equipment, as required, to maintain plant operation.

*Utility Revenue Bonds* $21,775

**Southeast Water Reclamation Plant Improvements**

This project will provide necessary upgrades to the plant to improve operations.

*Utility Revenue Bonds* $2,111,359

**Southern Avenue Metering Station Electrical Rehab**

This project will replace corroded equipment and extend the useful life of this facility.

*Utility Revenue Bonds* $90,000

**Update Wastewater Master Plan**

This project will update the 5-year Wastewater Master Plan per ADEQ Regulations. Funding of this project is from the 2010 Bond Election.

*Utility Revenue Bonds* $124,764

**Warner Lift Station Modifications**

This project will providing funding for the design to construct improvements to the Warner Lift Station.

*Utility Revenue Bonds* $754,892

**Warner Road: Power to Ellsworth**

This project will install an 18-inch sanitary sewer line is needed along Warner Road from Power Road to Ellsworth.

*Utility Revenue Bonds* $1,100,000

**Wastewater Asset Management System**

This project will provide funding for the implementation of the Wastewater Asset Management Program.

*Utility Revenue Bonds* $205,872

*11/12*

## *Wastewater*

**Wastewater Manhole Rehabilitation**

This project provides funds for the rehabilitation of wastewater manholes throughout the City.

*Utility Revenue Bonds* $675,000

**Wastewater Oversize and Extensions (City Share for Oversizing)**

This project will install wastewater extensions and oversized mains due to development.

*Utility Revenue Bonds* $125,000

## *Water*

**20-inch Water Line on Ellsworth Road, Ray Road to State Route 24**

This project will design the portion of this waterline within the extents of the State Route 802 design and construction corridor as part of the State Route 802 design.

*Utility Revenue Bonds* $1,536,220

**6th Place Water Main Replacement**

This project will replace water lines to improve system reliability.

*Utility Revenue Bonds* $562,627

**City Well #11 Equip**

This project will provide new equipment at the well including new electrical service, new electrical and instrument components, new pump and motor.

*Utility Revenue Bonds* $1,130,000

**Compliance Lab Replacements**

This project provides funding for the replacement of capitalized laboratory equipment in the water and wastewater compliance lab.

*Utility Revenue Bonds* $90,000

**Connect Desert Well 13, Desert Well 16 and Desert Well 17 to SCAP**

This project will construct a well collection line from the wells to the reservoir.

*Utility Revenue Bonds* $1,100,000

| | 11/12 |
|---|---|

## *Water*

**County Line Pump Station 2 Upgrades**

This project will upgrade this pump station to increase pumping capacity, reduce energy costs by reducing lift requirements, reduce water age, improve water quality, and improve security.

| | |
|---|---|
| *Utility Revenue Bonds* | $161,186 |

**Desert Well 22**

This project will provide a backup supply for Desert Well #22, in the event of CAP canal outages and peaking reliability in the Southeast area of Mesa.

| | |
|---|---|
| *Utility Revenue Bonds* | $660,000 |

**Design Next Fiscal Year s Water Projects**

This project provides funding for the design of larger and more complex water projects by the Engineering Department.

| | |
|---|---|
| *Utility Revenue Bonds* | $50,000 |

**Disinfection-By-Products (DBP) Mitigation**

This project will upgrade the remote disinfection facilities to reduce operations and maintenance costs.

| | |
|---|---|
| *Utility Revenue Bonds* | $809,000 |

**Downtown Utility Improvements**

This project will provide 6-inch fire line stubs off of the new 12-inch main to locations within 5 feet of each building, resulting in greater marketability for this area.

| | |
|---|---|
| *General Obligation 20% Bonds* | $50,000 |
| *Utility Revenue Bonds* | $1,254,990 |
| | $1,304,990 |

**Ellsworth: 16-inch Waterline Connections Between County Line Pump Stations**

This project will route and construct a transmission pipeline between the County Line Pump Station No. 3 on Elmwood Street just west of Crismon and Country Line Reservoir No. 2, north of McLellan Rd just east of Ellsworth.

| | |
|---|---|
| *Utility Revenue Bonds* | $2,176,799 |

**Emergency Pressure Reducing Valve Replacements - Citywide**

This project is to replace and improve aging pressure reducing valve stations to allow for better operation, maintenance, and reliability.

| | |
|---|---|
| *Utility Revenue Bonds* | $286,000 |

*11/12*

## *Water*

**Emergency Waterline Replacement**

This project provides funding for the replacement and extension of waterlines throughout the City.

*Utility Revenue Bonds* $5,105,727

**Fiber to City Zone Pump Stations**

This project will convert sites to City owned fiber optic communications to allow for increased bandwidth or capacity.

*Utility Revenue Bonds* $400,000

**Filters for Brown Road Water Treatment Plant**

This project will repair and/or replace the damaged filters to bring and maintain normal plant production levels.

*Utility Revenue Bonds* $600,000

**Fire Hydrant Meters**

This project installs new fire hydrant meters to ensure accurate measurement of construction water usage is captured to maintain water revenues.

*Utility Revenue Bonds* $94,000

**Improvements to Pasadena, Brooks, Lindsay Reservoirs**

This project provides funding for the implementation of an emergency power system to ensure both the reservoir and transfer station maintain operations in the event of a power shortage.

*Utility Revenue Bonds* $7,328,727

**Install New Waterline: 34th Place, North of McDowell Road**

This project will install approximately 1,200 linear feet of 8-inch water and wastewater line.

*Utility Revenue Bonds* $150,000

**North CAP Misc. Improvements**

This project will design and construct plant improvements that will provide increased reliability and cost effective operation of the North CAP Water Treatment Plant.

*Utility Revenue Bonds* $792,500

**Pasadena Reservoir Rehabilitation**

This project will rehabilitate the Pasadena Reservoir and will include the addition of a mixing system to the reservoir and replacement of the 5 reservoir side pumps and one motor.

*Utility Revenue Bonds* $452,062

*11/12*

## *Water*

**PCCP Manholes and Lindsay Road Pipeline**

This project will provide manholes and a redundant pipeline in order to be able to complete inspections.

*Utility Revenue Bonds* $1,651,000

**Remote Facility Security Enhancements**

This project will install and test security measures at remote water facilities in a phased approach.

*Utility Revenue Bonds* $150,000

**Replace Aging Infrastructure - Center Street: University to 9th Place**

This project involves the replacement of existing, aging waterlines located along Center Street between University Drive and 9th Place.

*Utility Revenue Bonds* $64,342

**Replace Aging Infrastructure - QS 37B, D and 45B**

This project will replace the old water lines bringing the system up to present day standards.

*Utility Revenue Bonds* $6,317,869

**Replace Aging Water Infrastructure**

This project will replace aging water infrastructure lines to conform to City standards.

*Utility Revenue Bonds* $3,119,336

**Replace Fire Hydrants**

This project provides funding for the replacement of fire hydrants that are beyond their useful life.

*Utility Revenue Bonds* $200,000

**Replace Water Valves**

This project provides funding for the replacement of water valves that are beyond their useful life.

*Utility Revenue Bonds* $250,000

**Sossaman Road: Pecos to 1/2 mile North of Williams Field Road**

This project will replace connecting lines to a 16-inch water line along Sossaman Road: 1/2 mile North of Williams Field Road to improve service.

*Utility Revenue Bonds* $2,500,000

*11/12*

## *Water*

**Southern Avenue and Country Club Drive Intersection (Gas & Water Components)**

This project will replace water and gas lines in conjunction with the street intersection improvements.

| | |
|---|---|
| *Utility Revenue Bonds* | $121,535 |

**Update Water Master Plan**

This project will provide funding to update the Water Master Plan, including policies and regulation changes.

| | |
|---|---|
| *Utility Revenue Bonds* | $100,000 |

**Upgrade Electrical Equipment at Well Sites**

This project will upgrade electrical equipment at various well sites.

| | |
|---|---|
| *Utility Revenue Bonds* | $1,040,389 |

**Upper Zone Reliability**

This project will construct improvements needed to make selected upper zone pump stations to provide reliable service for the upper service zones. These pump stations are considered critical supply links to the upper service areas.

| | |
|---|---|
| *Utility Revenue Bonds* | $150,000 |

**Utility and Roadway Improvements - Elliot Road and Signal Butte Road**

This project will construct water, wastewater, and roadway infrastructure improvements to service new development in Southeast Mesa.

| | |
|---|---|
| *General Obligation 20% Bonds* | $2,700,000 |
| *Utility Revenue Bonds* | $4,400,000 |
| | $7,100,000 |

**Val Vista Water Treatment Plant (Mesa Share)**

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.

| | |
|---|---|
| *Utility Revenue Bonds* | $961,677 |

**Water and Wastewater Improvements for ASU Polytechnic - Phase II and III**

This project will construct improvements to ensure fire water flow requirements are met due to development in the area.

| | |
|---|---|
| *Utility Revenue Bonds* | $4,160,271 |

***11/12***

### *Water*

**Water Asset Management System**

This project will fund the implementation of a water distribution system to provide accurate and efficient methods to track condition assessment, repair, replacement and maintenance history of wells, pumps, motors, electrical components and reservoirs.

*Utility Revenue Bonds* $711,331

**Water Meter Replacements**

This project provides funding for the annual purchase of new or replacement water meters to ensure accurate measurement of water usage by customers.

*Utility Revenue Bonds* $450,000

**Water Meter Vault Rehabilitation**

This project will provide funding for upgrades necessary for OSHA compliance and to reduce safety hazards for personnel and equipment.

*Utility Revenue Bonds* $939,271

**Water Service Extensions & Replacements**

This project provides funding for water service extensions and replacements to cure inadequacies that occur in the water system.

*Utility Revenue Bonds* $250,000

**Water Utility Retirements**

This project provides funding for water utility replacements scheduled for retirement.

*Enterprise Fund* $73,969

**Waterline Replacement at QS 125D Apache Paradise**

This project will replace waterlines to improve system reliability.

*Utility Revenue Bonds* $1,400,000

**Well Casing and Equipment Replacement/Redrill**

This project provides funding for well repair or redrilling to prevent future failure.

*Utility Revenue Bonds* $1,000,000




*CITY OF MESA, ARIZONA*
*2011/2012*

# DEPARTMENT OPERATIONAL PLANS

# Department Operational Plans

## *Department Operational Plans Overview*

The operational planning process includes the assessment of resource needs prior to submission of budget requests. In this manner, the preliminary operational plan provides the basis for the budgeting process. When the budget is finalized and approved, the operational plan is adjusted to reflect the resources available and identifies the work to be done.

In Fiscal Year 06/07, COMPASS, a new citywide online management tool was implemented to store and report strategic and operational plans for each Department. All Departments enter their operational plans into COMPASS on an annual basis. The Operational plans include a statement of the results (desired outcomes) expected from the work to be completed in the budget year, performance measures that will be used to indicate progress toward achievement of the desired outcomes, and the dollars allocated to carry out the work.

COMPASS allows monthly reporting and review of progress status and performance measures at each level. A structured approach to quarterly reviews of each program's performance ("MesaStat") was initiated by the City Manager in Fiscal Year 07/08. This process was modeled after successful efforts in several large cities in the United States.

MesaStat is a key component in the management system areas of accountability and communication expected by City leadership. MesaStat forums enable review and alignment of Program direction with City priorities and maintain a focus on results, encourage inter-organizational cooperation by allowing leaders and managers from different organizations to hold each other accountable for results, and allow executive staff to review more areas of City government efficiently, using less meeting time.

MesaStat is a tool set designed to hold City Program leadership accountable to customers, taxpayers, and citizens for the quality, efficiency, and effectiveness of the services they provide.

## *Activity Based Budgeting*

The City of Mesa has continued a city-wide effort to improve the efficiency and effectiveness of the goods and services it provides to its customers. Beginning in FY 2007/08 the City developed its first budget using Activity Based Budgeting (ABB).

ABB is a method of budgeting in which the activities that incur costs in every functional area of the organization are recorded and their relationships are defined and analyzed. Activities are then tied to strategic goals, after which the costs of the activities needed are used to create the budget.

Activity based budgeting stands in contrast to traditional, cost-based budgeting practices in which a prior period's budget is simply adjusted to account for inflation or revenue growth. As such, ABB provides opportunities to align activities with objectives, streamline costs and improve governmental practices

Departments may have up to four levels in the activity based budgeting/costing model. Each department has at least one program and at least one activity. More complex areas may have additional subprograms and/or service levels between the program and activity.

An area using all possible levels would resemble the following:

Department
- Operational Program
  - Subprogram
    - Service
      - Activity

Operational plans have been developed for each level below the department. This section of the Executive Budget Plan details the Program level operational plans, and outlines the budget for each level.

Following is a summary of the department budgets as developed in the Activity Based Budgeting model. The first report is by department and by funding source. The second report is by department and by type of resource (personal services, capital, etc.). For each report, the total budget is summarized on the left, with the breakdown shown on the right.

**2011/12 City Budget Funding Summary**

| Department | Total Operational Budget | General Fund | Transportation Restricted Funds | Enterprise Fund | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| Mayor and Council/City Auditor | $999,428 | $710,027 | $39,095 | $206,734 | $28 | $43,544 |
| City Manager | 7,911,515 | 6,336,982 | 208,066 | 1,322,250 | 17,008 | 27,209 |
| Centralized Appropriations | 513,146,998 | 100,168,725 | 48,114,908 | 133,611,465 | 523,485 | 230,728,415 |
| Arts & Culture | 11,637,083 | 11,387,083 | 0 | 0 | 0 | 250,000 |
| Business Services | 12,907,344 | 3,671,517 | 822,613 | 8,241,826 | (125,845) | 297,233 |
| City Attorney | 9,701,740 | 5,098,684 | 39,704 | 198,954 | 3,308 | 4,361,090 |
| City Clerk | 787,948 | 787,948 | 0 | 0 | 0 | 0 |
| Communications | 3,317,438 | 2,741,592 | 184,395 | 379,299 | 10,967 | 1,185 |
| Development & Sustainability | 8,244,830 | 5,125,227 | 196,155 | 820,293 | 0 | 2,103,155 |
| Economic Development | 3,924,728 | 3,924,728 | 0 | 0 | 0 | 0 |
| Energy Resources | 44,667,067 | 24,594 | 295,125 | 44,347,348 | 0 | 0 |
| Engineering | 2,314,940 | 672,120 | 663,890 | 393,890 | 0 | 585,040 |
| Facilities Maintenance | 14,323,574 | 10,526,590 | 150,067 | 3,152,921 | 393,328 | 100,668 |
| Falcon Field Airport | 1,604,900 | 0 | 0 | 1,604,900 | 0 | 0 |
| Financial Services | 5,057,530 | 2,346,032 | 443,495 | 1,514,300 | 139,302 | 614,401 |
| Fire | 62,996,347 | 62,508,115 | 0 | 488,232 | 0 | 0 |
| Fleet Services | 8,388,617 | 1,702,568 | 543,915 | 241,605 | (1,349,878) | 7,250,407 |
| Housing & Community Development | 26,962,334 | 14,095,204 | 520 | 5,200 | 1,040 | 12,860,370 |
| Human Resources | 71,330,609 | 2,108,035 | 123,351 | 533,969 | 82,190 | 68,483,064 |
| Information Technology | 27,867,735 | 19,923,686 | 1,257,180 | 5,912,868 | 324,034 | 449,967 |
| Library Services | 6,938,115 | 6,938,115 | 0 | 0 | 0 | 0 |
| Management Performance and Accountability | 326,914 | 212,370 | 7,159 | 64,431 | 14,318 | 28,636 |
| Municipal Court | 8,578,059 | 8,578,059 | 0 | 0 | 0 | 0 |
| Parks, Recreation & Commercial Facilities | 25,493,244 | 13,267,154 | 0 | 7,327,374 | 0 | 4,898,716 |
| Police | 141,890,115 | 140,976,878 | 106,298 | 772,388 | 20,789 | 13,762 |
| Public Information and Communications | 960,986 | 837,004 | 5,769 | 93,360 | 0 | 24,853 |
| Solid Waste Management | 22,581,845 | 0 | 0 | 22,520,845 | 0 | 61,000 |
| Transit Services | 9,402,506 | 27,300 | 0 | 0 | 0 | 9,375,206 |
| Transportation | 41,089,924 | 642,515 | 39,116,089 | 1,281,340 | 7,980 | 42,000 |
| Water Resources | 52,422,587 | 168,560 | 108,709 | 52,145,318 | 0 | 0 |
| Total City Appropriations | $1,147,777,000 | $425,507,412 | $92,426,503 | $287,181,110 | $62,054 | $342,599,921 |

**2011/12 City Operational Resource Detail**

| Department | FTEs | Total Operational Budget | Personal Services | Other Services | Commodities | Capital | Debt Service | Contingencies | Credits |
|---|---|---|---|---|---|---|---|---|---|
| Mayor and Council/City Auditor | 11.0 | $999,428 | $752,261 | $219,722 | $27,445 | $0 | $0 | $0 | $0 |
| City Manager | 24.0 | 7,911,515 | 3,071,393 | 4,624,597 | 215,525 | 0 | 0 | 0 | 0 |
| Centralized Appropriations | 122.2 | 513,146,998 | 28,541,656 | 45,866,485 | 1,380,478 | 227,968,813 | 126,375,566 | 83,014,000 | 0 |
| Arts & Culture | 72.3 | 11,637,083 | 5,048,951 | 5,382,441 | 737,631 | 468,060 | 0 | 0 | 0 |
| Business Services | 139.5 | 12,907,344 | 9,459,796 | 5,294,628 | 5,055,636 | 395,124 | 0 | 0 | (7,297,840) |
| City Attorney | 58.0 | 9,701,740 | 5,713,929 | 3,927,449 | 60,362 | 0 | 0 | 0 | 0 |
| City Clerk | 8.0 | 787,948 | 705,593 | 75,983 | 6,372 | 0 | 0 | 0 | 0 |
| Communications | 23.0 | 3,317,438 | 2,019,581 | 460,852 | 837,005 | 0 | 0 | 0 | 0 |
| Development & Sustainability | 57.0 | 8,244,830 | 5,077,882 | 2,403,289 | 763,659 | 0 | 0 | 0 | 0 |
| Economic Development | 10.0 | 3,924,728 | 1,059,327 | 2,850,401 | 15,000 | 0 | 0 | 0 | 0 |
| Energy Resources | 95.3 | 44,667,067 | 8,946,141 | 6,670,375 | 35,761,665 | 0 | 0 | 0 | (6,711,114) |
| Engineering | 41.0 | 2,314,940 | 3,988,134 | 2,728,863 | 162,917 | 0 | 0 | 0 | (4,564,974) |
| Facilities Maintenance | 32.5 | 14,323,574 | 2,702,798 | 10,846,780 | 773,996 | 0 | 0 | 0 | 0 |
| Falcon Field Airport | 10.0 | 1,604,900 | 829,279 | 699,432 | 76,189 | 0 | 0 | 0 | 0 |
| Financial Services | 48.5 | 5,057,530 | 4,124,462 | 870,499 | 58,314 | 4,255 | 0 | 0 | 0 |
| Fire | 474.5 | 62,996,347 | 50,232,192 | 2,460,940 | 9,551,227 | 751,988 | 0 | 0 | 0 |
| Fleet Services | 76.0 | 8,388,617 | 5,766,944 | 3,897,279 | 13,309,206 | 8,309,584 | 0 | 0 | (22,894,396) |
| Housing & Community Development | 45.0 | 26,962,334 | 3,364,186 | 20,814,072 | 2,784,076 | 0 | 0 | 0 | 0 |
| Human Resources | 44.5 | 71,330,609 | 3,741,135 | 67,334,815 | 254,659 | 0 | 0 | 0 | 0 |
| Information Technology | 150.5 | 27,867,735 | 16,783,641 | 2,171,678 | 5,096,564 | 3,815,852 | 0 | 0 | 0 |
| Library Services | 77.1 | 6,938,115 | 5,161,377 | 858,738 | 918,000 | 0 | 0 | 0 | 0 |
| Management Performance and Accountability | 2.0 | 326,914 | 241,682 | 77,432 | 7,800 | 0 | 0 | 0 | 0 |
| Municipal Court | 80.5 | 8,578,059 | 6,167,080 | 2,333,786 | 77,193 | 0 | 0 | 0 | 0 |
| Parks, Recreation & Commercial Facilities | 195.7 | 25,493,244 | 11,565,033 | 9,643,828 | 2,514,595 | 1,769,788 | 0 | 0 | 0 |
| Police | 1,194.0 | 141,890,115 | 116,534,902 | 17,772,220 | 5,312,802 | 2,270,191 | 0 | 0 | 0 |
| Public Information and Communications | 7.0 | 960,986 | 702,784 | 243,147 | 15,055 | 0 | 0 | 0 | 0 |
| Solid Waste Management | 127.0 | 22,581,845 | 9,242,836 | 12,027,247 | 1,311,762 | 0 | 0 | 0 | 0 |
| Transit Services | 2.8 | 9,402,506 | 300,366 | 9,061,485 | 40,655 | 0 | 0 | 0 | 0 |
| Transportation | 159.3 | 41,089,924 | 12,633,078 | 25,736,026 | 9,317,359 | 153,000 | 0 | 0 | (6,749,539) |
| Water Resources | 221.1 | 52,422,587 | 16,620,380 | 32,185,282 | 13,283,722 | 0 | 0 | 0 | (9,666,797) |
| Total City Appropriations | 3,609.1 | $1,147,777,000 | $341,098,799 | $299,539,771 | $109,726,869 | $245,906,655 | $126,375,566 | $83,014,000 | ($57,884,660) |

# MAYOR AND COUNCIL/CITY AUDITOR DEPARTMENT

## Legislative

- Intergovernmental Activities
  - National Legislative Activities
  - State Legislative Activities
- Legislative Activities
  - Administrative Activities
  - Constituent Activities

## City Auditor

- Audit Administration
- Audits
- Consulting
- Investigations

# Program: Legislative

## Mission

Represent the residents of Mesa and make policy on their behalf.

## Desired Outcomes

Mesa residents have trust in the Council and City government because of its openness, responsiveness, and effective delivery of service.

# Program: Legislative

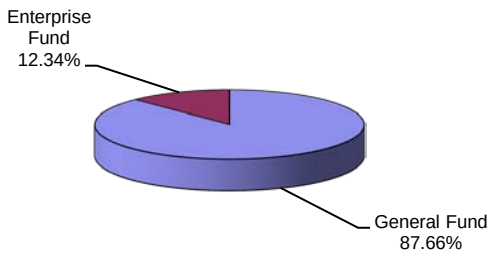
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 459,019** | **$ 488,035** | **$ 505,683** |
| General Fund | 396,884 | 425,729 | 443,264 |
| Enterprise Fund | 62,135 | 62,306 | 62,419 |

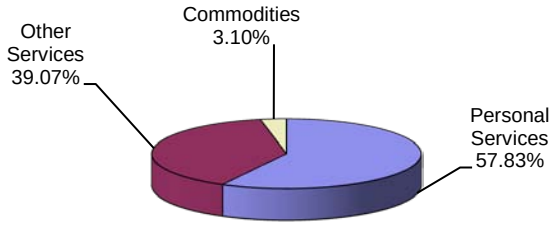
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 7.0 | 7.0 |
| **Totals** | **$ 459,019** | **$ 488,035** | **$ 505,683** |
| Personal Services | 256,184 | 274,792 | 292,441 |
| Other Services | 178,774 | 197,559 | 197,558 |
| Commodities | 24,061 | 15,684 | 15,684 |

**Legislative**
**2011/12 Operational Funding**
**$505,683**




**Legislative**
**2011/12 Operational Category**
**$505,683**



# Program: Legislative

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Legislative** | **$ 505,683** | **$ 443,264** | **$ -** | **$ 62,419** | **$ -** | **$ -** |
| **Intergovernmental Activities** | **203,327** | **181,601** | **-** | **21,726** | **-** | **-** |
| National Legislative Activities | 139,540 | 126,074 | - | 13,466 | - | - |
| State Legislative Activities | 63,787 | 55,527 | - | 8,260 | - | - |
| **Legislative Activities** | **302,356** | **261,663** | **-** | **40,693** | **-** | **-** |
| Administrative Activities | 78,117 | 68,001 | - | 10,116 | - | - |
| Constituent Activities | 224,239 | 193,662 | - | 30,577 | - | - |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Legislative** | **7.0** | **$ 505,683** | **$ 292,441** | **$ 197,558** | **$ 15,684** | **$ -** |
| **Intergovernmental Activities** | **3.2** | **203,327** | **131,591** | **71,736** | **-** | **-** |
| National Legislative Activities | 1.8 | 139,540 | 73,107 | 66,433 | - | - |
| State Legislative Activities | 1.4 | 63,787 | 58,484 | 5,303 | - | - |
| **Legislative Activities** | **3.9** | **302,356** | **160,850** | **125,822** | **15,684** | **-** |
| Administrative Activities | 0.4 | 78,117 | 14,630 | 59,564 | 3,923 | - |
| Constituent Activities | 3.5 | 224,239 | 146,220 | 66,258 | 11,761 | - |

# Program: City Auditor

## Mission

The City Auditor's office 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.
- The City of Mesa operates in compliance with statutes, rules, regulations, policies and procedures.
- The risks of fraud, theft, or abuse of public resources are minimized.
- Mesa's citizens have confidence in the integrity and transparency of their City government.

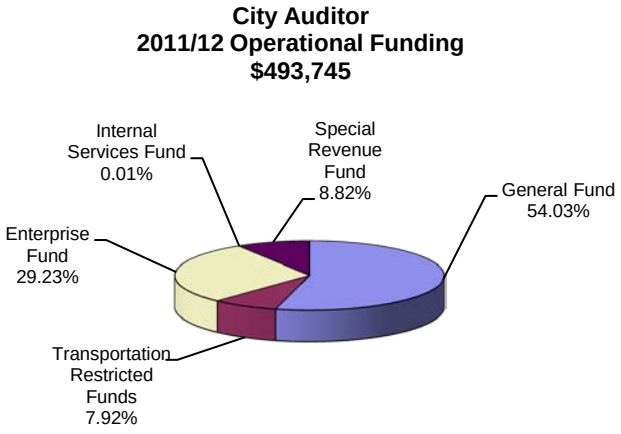
# Program: City Auditor

### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 464,394** | **$ 511,491** | **$ 493,745** |
| General Fund | 253,117 | 276,357 | 266,763 |
| Transportation Restricted Funds | 36,390 | 40,499 | 39,095 |
| Enterprise Fund | 134,334 | 149,497 | 144,315 |
| Internal Services Fund | 24 | 28 | 28 |
| Special Revenue Fund | 40,529 | 45,110 | 43,544 |

### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 4.0 | 4.0 |
| **Totals** | **$ 464,394** | **$ 511,491** | **$ 493,745** |
| Personal Services | 442,340 | 477,566 | 459,820 |
| Other Services | 18,083 | 22,189 | 22,164 |
| Commodities | 3,971 | 11,736 | 11,761 |






# Program: City Auditor

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **City Auditor** | **$ 493,745** | **$ 266,763** | **$ 39,095** | **$ 144,315** | **$ 28** | **$ 43,544** |
| Audit Administration | 206,977 | 111,828 | 16,389 | 60,496 | 11 | 18,253 |
| Audits | 243,920 | 131,785 | 19,313 | 71,295 | 15 | 21,512 |
| Consulting | 35,473 | 19,164 | 2,809 | 10,369 | 2 | 3,129 |
| Investigations | 7,375 | 3,986 | 584 | 2,155 | - | 650 |

| | |
|---|---|
| ***Transportation Restricted Funds Total*** | **$39,095** |
| 012 Local Streets Sales Tax | 39,095 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$43,544** |
| 485 Environmental Compliance | 2,315 |
| 430 Cemetery Reserve Fund | 683 |
| 400 Transportation Assist Locl | 13,216 |
| 280 City Empl Benefit Trust | 27,330 |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **City Auditor** | **4.0** | **$ 493,745** | **$ 459,820** | **$ 22,164** | **$ 11,761** | **$ -** |
| Audit Administration | 1.4 | 206,977 | 173,052 | 22,164 | 11,761 | - |
| Audits | 2.3 | 243,920 | 243,920 | - | - | - |
| Consulting | 0.3 | 35,473 | 35,473 | - | - | - |
| Investigations | 0.1 | 7,375 | 7,375 | - | - | - |


mesa·az

# CITY MANAGER DEPARTMENT

## Executive

Administration/Organizational Leadership
Contracts/Memberships
Intergovernmental Programs

# Program: Executive

## Mission

To set the strategic direction for the 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 government 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.

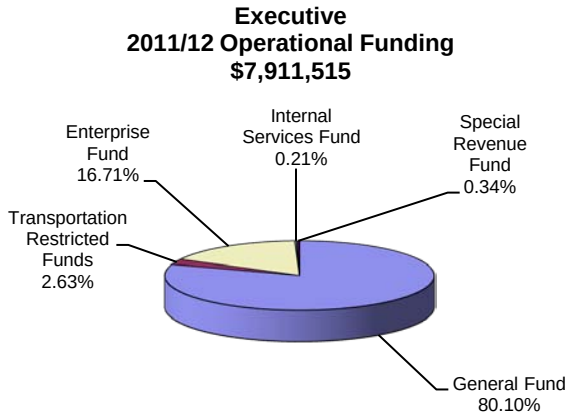
# Program: Executive

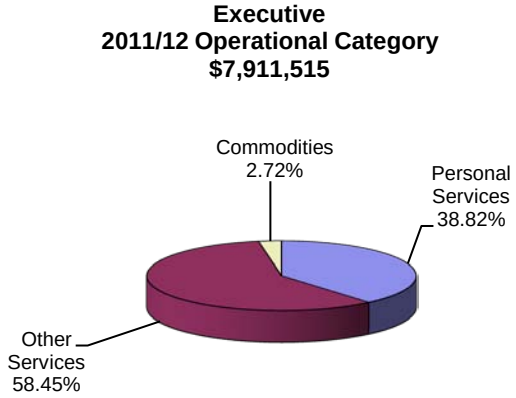
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 5,591,978** | **$ 5,514,250** | **$ 7,911,515** |
| General Fund | 3,873,680 | 4,078,881 | 6,336,982 |
| Transportation Restricted Funds | 227,507 | 190,863 | 208,066 |
| Enterprise Fund | 1,442,943 | 1,204,688 | 1,322,250 |
| Internal Services Fund | 18,445 | 15,316 | 17,008 |
| Special Revenue Fund | 29,404 | 24,502 | 27,209 |

### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 20.0 | 24.0 |
| **Totals** | **$ 5,591,978** | **$ 5,514,250** | **$ 7,911,515** |
| Personal Services | 2,669,794 | 2,605,122 | 3,071,393 |
| Other Services | 2,894,257 | 2,858,068 | 4,624,597 |
| Commodities | 27,927 | 27,060 | 215,525 |
| Purchased Capital | - | 24,000 | - |



# Program: Executive

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total Executive** | **$ 7,911,515** | **$ 6,336,982** | **$ 208,066** | **$ 1,322,250** | **$ 17,008** | **$ 27,209** |
| **Without Grant Funds** | | | | | | |
| **Executive** | **5,966,613** | **4,392,080** | **208,066** | **1,322,250** | **17,008** | **27,209** |
| Administration/Organizational Leadershi | 2,318,284 | 1,286,655 | 138,770 | 864,899 | 10,754 | 17,206 |
| Contracts/Memberships | 2,992,586 | 2,719,228 | 35,663 | 229,824 | 3,028 | 4,843 |
| Intergovernmental Programs | 655,743 | 386,197 | 33,633 | 227,527 | 3,226 | 5,160 |
| **Grant Funds Only** | | | | | | |
| **Executive** | **1,944,902** | **1,944,902** | **-** | **-** | **-** | **-** |
| Contracts/Memberships | 1,944,902 | 1,944,902 | - | - | - | - |

| ***Transportation Restricted Funds Total*** | **$208,066** |
|---|---|
| 012 Local Streets Sales Tax | 208,066 |

| ***Special Revenue Fund Total*** | **$27,209** |
|---|---|
| 485 Environmental Compliance | 8,504 |
| 430 Cemetery Reserve Fund | 8,504 |
| 400 Transportation Assist Locl | 1,697 |
| 280 City Empl Benefit Trust | 8,504 |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grand Total Executive** | **24.0** | **$ 7,911,515** | **$ 3,071,393** | **$ 4,624,597** | **$ 215,525** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **Executive** | **21.0** | **5,966,613** | **2,762,878** | **3,176,210** | **27,525** | **-** |
| Administration/Organizational Leadershi | 15.6 | 2,318,284 | 2,026,595 | 264,164 | 27,525 | - |
| Contracts/Memberships | 3.3 | 2,992,586 | 445,574 | 2,547,012 | - | - |
| Intergovernmental Programs | 2.2 | 655,743 | 290,709 | 365,034 | - | - |
| **Grant Funds Only** | | | | | | |
| **Executive** | **3.0** | **1,944,902** | **308,515** | **1,448,387** | **188,000** | **-** |
| Contracts/Memberships | 3.0 | 1,944,902 | 308,515 | 1,448,387 | 188,000 | - |

# CENTRALIZED APPROPRIATIONS DEPARTMENT

## Centralized Appropriations

Capital Improvement
Contingency
Contractual Commitments
Debt Service
Lease Payments
Post Employment Benefits
Property and Public Liability Trust Fund
Special Projects

# Program: Centralized Appropriations

The Centralized Appropriations program contains Citywide related expenses such as Capital Improvement, Contingency, Contractual Commitments, Debt Service, Lease Payments, Post Employment Benefits, Property and Public Liability, etc. The Centralized Appropriations program is managed separately from any department operational plan.

# Program: Centralized Appropriations

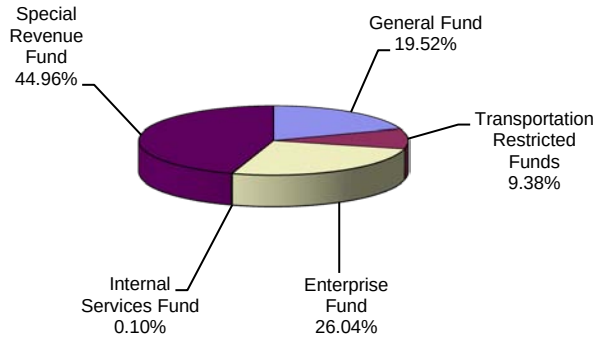
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 258,221,907** | **$ 486,471,366** | **$ 513,146,998** |
| General Fund | 54,755,652 | 112,415,953 | 100,168,725 |
| Transportation Restricted Funds | 67,581,785 | 48,845,238 | 48,114,908 |
| Enterprise Fund | 353,766 | 127,651,908 | 133,611,465 |
| Internal Services Fund | 113,024,474 | 437,437 | 523,485 |
| Special Revenue Fund | 22,506,230 | 197,120,830 | 230,728,415 |

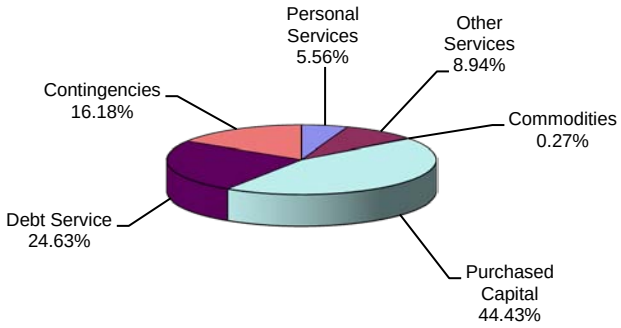
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 111.8 | 122.2 |
| **Totals** | **$ 258,221,907** | **$ 486,471,366** | **$ 513,146,998** |
| Personal Services | 19,180,031 | 22,420,714 | 28,541,656 |
| Other Services | 40,917,797 | 45,492,467 | 45,866,485 |
| Commodities | 2,590,933 | 1,679,453 | 1,380,478 |
| Purchased Capital | 87,715,957 | 195,410,316 | 227,968,813 |
| Debt Service | 107,817,189 | 109,256,416 | 126,375,566 |
| Contingencies | - | 112,212,000 | 83,014,000 |

**Centralized Appropriations**
**2011/12 Operational Funding**
**$513,146,998**




**Centralized Appropriations**
**2011/12 Operational Category**
**$513,146,998**



# Program: Centralized Appropriations

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Centralized Appropriations** | **$ 513,146,998** | **$ 100,168,725** | **$ 48,114,908** | **$ 133,611,465** | **$ 523,485** | **$ 230,728,415** |
| Capital Improvement | 262,892,031 | 7,916,196 | 23,201,255 | 8,403,021 | - | 223,371,559 |
| Contingency | 83,014,000 | 36,149,000 | 9,095,000 | 37,770,000 | - | - |
| Contractual Commitments | 6,491,389 | 2,104,638 | 1,819 | 4,384,932 | - | - |
| Debt Service | 126,637,762 | 33,517,178 | 12,422,243 | 76,664,786 | - | 4,033,555 |
| Lease Payments | 3,080,719 | 1,430,415 | 1,512,500 | 137,804 | - | - |
| Post Employment Benefits | 17,181,813 | 13,196,827 | 615,524 | 2,878,229 | 474,321 | 16,912 |
| Property and Public Liability Trust Fund | 4,300,995 | 2,782,244 | 484,581 | 876,940 | 49,164 | 108,066 |
| Special Projects | 9,548,289 | 3,072,227 | 781,986 | 2,495,753 | - | 3,198,323 |

| ***Transportation Restricted Funds Total*** | **$48,114,908** |
|---|---|
| 012 Local Streets Sales Tax | 13,929,829 |
| 470 Highway User Revenue Fund | 12,678,467 |
| 480 R.T.P. Revenue Fund | 12,415,280 |
| American Economic Recovery & Reinvest. Act | 385,353 |
| Federal Aid | 8,705,979 |

| ***Special Revenue Fund Total*** | **$230,728,415** |
|---|---|
| 740 Prj 11 Spring Training Bnd | 25,784,719 |
| 739 Prj 10 Water Sys Bonds | 51,985,453 |
| 698 Prj 10 Gas Sys Bonds | 20,041,735 |
| 682 Prj 10 Electric Sys Bonds | 10,039,104 |
| 485 Environmental Compliance | 356,573 |
| 465 Court Constrctn Fee Fund | 746,000 |
| 457 Gen Govt Fac. Impact Fee | 3,128,019 |
| 456 Storm Sewer Impact Fee | 117,516 |
| 455 Library Impact Fee | 462,000 |
| 453 Parks Impact Fee | 368,546 |
| 452 Fire Impact Fee | 149,737 |
| 451 Police Impact Fee | 217,866 |
| 430 Cemetery Reserve Fund | 877,008 |
| 400 Transportation Assist Locl | 5,939,847 |
| 368 Prj 10 Streets Bond Fund | 49,981,121 |
| 357 Prj 10 Storm Sewer Bond Fd | 1,275,000 |
| 353 Prj 10 Wstwtr Bond Con Fd | 38,727,984 |
| 341 Prj 10 Fire Bond Const Fd | 7,065,940 |
| 325 Prj 10 Law Enf Bond Con Fd | 11,768,113 |
| 313 Prj 02 Library Bond Con Fd | 100,000 |
| 280 City Empl Benefit Trust | 24,244 |
| 023 Wastewater Impact Fee | 516,640 |
| 022 Water Impact Fees | 1,055,250 |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital | Debt Service | Contingencies |
|---|---|---|---|---|---|---|---|---|
| **Centralized Appropriations** | **122.2** | **$ 513,146,998** | **$ 28,541,656** | **$ 45,866,485** | **$ 1,380,478** | **$ 227,968,813** | **$ 126,375,566** | **$ 83,014,000** |
| Capital Improvement | 122.2 | 262,892,031 | 11,359,843 | 22,182,897 | 1,380,478 | 227,968,813 | - | - |
| Contingency | 0.0 | 83,014,000 | - | - | - | - | - | 83,014,000 |
| Contractual Commitments | 0.0 | 6,491,389 | - | 6,491,389 | - | - | - | - |
| Debt Service | 0.0 | 126,637,762 | - | 400,000 | - | - | 126,237,762 | - |
| Lease Payments | 0.0 | 3,080,719 | - | 2,942,915 | - | - | 137,804 | - |
| Post Employment Benefits | 0.0 | 17,181,813 | 17,181,813 | - | - | - | - | - |
| Property and Public Liability Trust Fund | 0.0 | 4,300,995 | - | 4,300,995 | - | - | - | - |
| Special Projects | 0.0 | 9,548,289 | - | 9,548,289 | - | - | - | - |

# ARTS AND CULTURE DEPARTMENT

## Arts & Culture

- Art Studios-Classes & Stageworks
- Community Relations
- Mesa Arts Center Campus/Box Office/Operations
- Mesa Contemporary Arts (MCA)
- Performing Live and Rentals

## AZ Museum for Youth

- Administration and Operations
- Exhibits and Programs

## AZ Museum of Natural History

- Museum Administration
- Collections Care
- Education
- Exhibitions

# Program: Arts & Culture

## Mission

To create, present, and deliver outstanding theater performances, concerts, arts classes, art exhibitions, and cultural events that are diverse, accessible, and that stimulate the local economy.

## Desired Outcomes

- Quality of life for Mesa citizens is enhanced.
- Mesa citizens and visitors actively participate in all Mesa Arts Center programs and activities.
- Attract diverse and large numbers of members of the community to regular Arts and Cultural Community Events and Festivals.
- Revenue generated by Mesa Arts Center programs and activities maximized the level of direct cost recovery.
- Positive economic impact for the City of Mesa organization and community through direct and ancillary spending by Mesa Arts Center visitors, volunteers, students, and ticket buyers.

The Performance Measures below were prepared at the department level and include the Mesa Arts Center, Arizona Museum for Youth, and the Arizona Museum of Natural History.

***Performance Measures:***

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Arts & Cultural Department Participation.<br>*We use a number of industry benchmarks to evaluate performance of individual sectors in our department. Examples are the "Pollstar" for Performing Live. American Association of Museums standards for Collections Education and Exhibitions for Arizona Museum of Natural History. These do not always apply directly but we use these as guidelines to set and monitor standards.* | 472,037 | 510,000 | 540,000 | 600,000 |
| Arts & Cultural Department Revenue.<br>*We use a number of industry benchmarks to evaluate performance of individual sectors in our department. Examples are the "Pollstar" for Performing Live American Association of Museums standards for Collections Education and Exhibitions for Arizona Museum of Natural History. These do not always apply directly but we use these as guidelines to set and monitor standards.* | $4,342,158 | $4,200,000 | $4,300,000 | $5,000,000 |

# Program: Arts & Culture

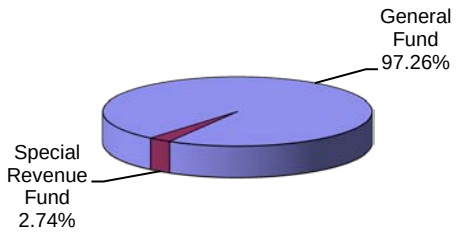
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 8,101,973** | **$ 8,998,206** | **$ 9,133,522** |
| General Fund | 8,056,616 | 8,748,206 | 8,883,522 |
| Special Revenue Fund | 45,357 | 250,000 | 250,000 |

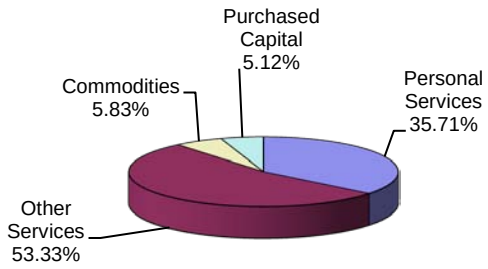
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 47.8 | 46.8 |
| **Totals** | **$ 8,101,973** | **$ 8,998,206** | **$ 9,133,522** |
| Personal Services | 3,316,901 | 3,199,821 | 3,262,032 |
| Other Services | 4,321,432 | 4,591,730 | 4,870,650 |
| Commodities | 427,220 | 460,773 | 532,780 |
| Purchased Capital | 36,420 | 745,882 | 468,060 |

**Arts & Culture**
**2011/12 Operational Funding**
**$9,133,522**




**Arts & Culture**
**2011/12 Operational Category**
**$9,133,522**



# Program: Arts & Culture

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Arts & Culture** | **$ 9,133,522** | **$ 8,883,522** | **$ -** | **$ -** | **$ -** | **$ 250,000** |
| **Without Grant Funds** | | | | | | |
| **Arts & Culture** | **7,961,437** | **7,961,437** | **-** | **-** | **-** | **-** |
| Art Studios-Classes & Stageworks | 461,464 | 461,464 | - | - | - | - |
| Community Relations | 1,376,168 | 1,376,168 | - | - | - | - |
| Mesa Arts Center Campus/Box Office/O | 3,714,192 | 3,714,192 | - | - | - | - |
| Mesa Contemporary Arts (MCA) | 297,949 | 297,949 | - | - | - | - |
| Performing Live and Rentals | 2,111,664 | 2,111,664 | - | - | - | - |
| **Grant Funds Only** | | | | | | |
| **Arts & Culture** | **1,172,085** | **922,085** | **-** | **-** | **-** | **250,000** |
| Art Studios-Classes & Stageworks | 119,093 | 119,093 | - | - | - | - |
| Community Relations | 230,005 | 230,005 | - | - | - | - |
| Mesa Arts Center Campus/Box Office/O | 760,060 | 510,060 | - | - | - | 250,000 |
| Performing Live and Rentals | 62,927 | 62,927 | - | - | - | - |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$250,000** |
| 445 Arts Center Restoration Fd | 250,000 |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Arts & Culture** | **46.8** | **$ 9,133,522** | **$ 3,262,032** | **$ 4,870,650** | **$ 532,780** | **$ 468,060** |
| **Without Grant Funds** | | | | | | |
| **Arts & Culture** | **44.8** | **7,961,437** | **3,109,100** | **4,475,160** | **377,177** | **-** |
| Art Studios-Classes & Stageworks | 3.0 | 461,464 | 234,105 | 184,199 | 43,160 | - |
| Community Relations | 6.0 | 1,376,168 | 471,038 | 854,453 | 50,677 | - |
| Mesa Arts Center Campus/Box Office/O | 28.3 | 3,714,192 | 1,963,689 | 1,515,566 | 234,937 | - |
| Mesa Contemporary Arts (MCA) | 3.0 | 297,949 | 212,179 | 61,574 | 24,196 | - |
| Performing Live and Rentals | 4.5 | 2,111,664 | 228,089 | 1,859,368 | 24,207 | - |
| **Grant Funds Only** | | | | | | |
| **Arts & Culture** | **2.0** | **1,172,085** | **152,932** | **395,490** | **155,603** | **468,060** |
| Art Studios-Classes & Stageworks | 0.0 | 119,093 | - | 101,490 | 17,603 | - |
| Community Relations | 1.0 | 230,005 | 90,005 | 129,000 | 11,000 | - |
| Mesa Arts Center Campus/Box Office/O | 0.0 | 760,060 | - | 165,000 | 127,000 | 468,060 |
| Performing Live and Rentals | 1.0 | 62,927 | 62,927 | - | - | - |

# Program: AZ Museum for Youth

## Mission

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

## Desired Outcomes

- Children and their caregivers strengthen their relationship by gaining skills in communicating, creating, and understanding art together.

Performance Measures were prepared at the department level and are shown in the Arts & Culture Program.

# Program: AZ Museum for Youth

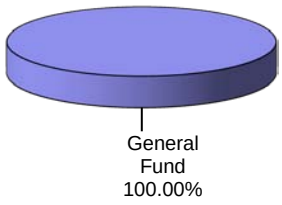
***Operational Resource History by Funding Source***

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 1,105,363** | **$ 1,125,554** | **$ 1,171,249** |
| General Fund | 1,105,363 | 1,125,554 | 1,171,249 |

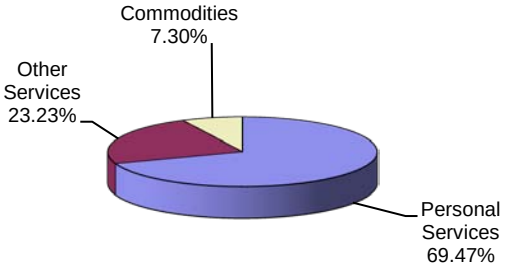
***Operational Resource History by Category***

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 11.0 | 12.3 |
| **Totals** | **$ 1,105,363** | **$ 1,125,554** | **$ 1,171,249** |
| Personal Services | 804,874 | 772,348 | 813,631 |
| Other Services | 192,048 | 264,708 | 272,120 |
| Commodities | 108,441 | 88,498 | 85,498 |

**AZ Museum for Youth**
**2011/12 Operational Funding**
**$1,171,249**




**AZ Museum for Youth**
**2011/12 Operational Category**
**$1,171,249**



# Program: AZ Museum for Youth

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **AZ Museum for Youth** | **$ 1,171,249** | **$ 1,171,249** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **AZ Museum for Youth** | **1,053,825** | **1,053,825** | **-** | **-** | **-** | **-** |
| Administration and Operations | 522,148 | 522,148 | - | - | - | - |
| Exhibits and Programs | 531,677 | 531,677 | - | - | - | - |
| **Grant Funds Only** | | | | | | |
| **AZ Museum for Youth** | **117,424** | **117,424** | **-** | **-** | **-** | **-** |
| Exhibits and Programs | 117,424 | 117,424 | - | - | - | - |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **AZ Museum for Youth** | **12.3** | **$ 1,171,249** | **$ 813,631** | **$ 272,120** | **$ 85,498** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **AZ Museum for Youth** | **9.6** | **1,053,825** | **726,207** | **257,120** | **70,498** | **-** |
| Administration and Operations | 5.1 | 522,148 | 386,772 | 117,378 | 17,998 | - |
| Exhibits and Programs | 4.5 | 531,677 | 339,435 | 139,742 | 52,500 | - |
| **Grant Funds Only** | | | | | | |
| **AZ Museum for Youth** | **2.7** | **117,424** | **87,424** | **15,000** | **15,000** | **-** |
| Exhibits and Programs | 2.7 | 117,424 | 87,424 | 15,000 | 15,000 | - |

# Program: AZ Museum of Natural History

## Mission

The mission of the Arizona Museum of Natural History is to inspire wonder, understanding and respect for the natural and cultural history of the Southwest.

## Desired Outcomes

- Increase awareness, understanding and preservation of natural and cultural history of Mesa and the Southwest.
- A well-run and professional community resource for life-long learning.
- Enrich quality of life.
- Be a trusted institution for expansion and distribution of knowledge about Mesa and the Southwest.
- Serve as a destination and attraction for the City of Mesa and as a catalyst for economic development.

Performance Measures were prepared at the department level and are shown in the Arts & Culture Program.

# Program: AZ Museum of Natural History

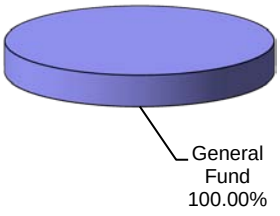
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 1,278,012** | **$ 1,409,580** | **$ 1,332,312** |
| General Fund | 1,275,456 | 1,409,580 | 1,332,312 |
| Enterprise Fund | 2,411 | - | - |
| Special Revenue Fund | 145 | - | - |

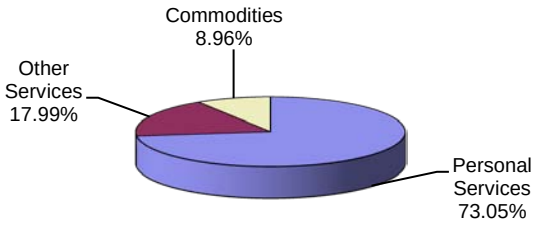
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 13.3 | 13.3 |
| **Totals** | **$ 1,278,012** | **$ 1,409,580** | **$ 1,332,312** |
| Personal Services | 912,126 | 945,696 | 973,288 |
| Other Services | 229,136 | 353,605 | 239,671 |
| Commodities | 87,108 | 110,279 | 119,353 |
| Purchased Capital | 49,643 | - | - |

**AZ Museum of Natural History**
**2011/12 Operational Funding**
**$1,332,312**




**AZ Museum of Natural History**
**2011/12 Operational Category**
**$1,332,312**



# Program: AZ Museum of Natural History

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **AZ Museum of Natural History** | **$ 1,332,312** | **$ 1,332,312** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **AZ Museum of Natural History** | **1,263,312** | **1,263,312** | **-** | **-** | **-** | **-** |
| Museum Administration | 419,636 | 419,636 | - | - | - | - |
| Collections Care | 159,841 | 159,841 | - | - | - | - |
| Education | 270,415 | 270,415 | - | - | - | - |
| Exhibitions | 413,420 | 413,420 | - | - | - | - |
| **Grant Funds Only** | | | | | | |
| **AZ Museum of Natural History** | **69,000** | **69,000** | **-** | **-** | **-** | **-** |
| Collections Care | 19,000 | 19,000 | - | - | - | - |
| Education | 7,000 | 7,000 | - | - | - | - |
| Exhibitions | 43,000 | 43,000 | - | - | - | - |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **AZ Museum of Natural History** | **13.3** | **$ 1,332,312** | **$ 973,288** | **$ 239,671** | **$ 119,353** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **AZ Museum of Natural History** | **13.3** | **1,263,312** | **973,288** | **218,168** | **71,856** | **-** |
| Museum Administration | 4.2 | 419,636 | 266,154 | 140,886 | 12,596 | - |
| Collections Care | 1.9 | 159,841 | 141,375 | 10,656 | 7,810 | - |
| Education | 2.9 | 270,415 | 238,365 | 24,448 | 7,602 | - |
| Exhibitions | 4.4 | 413,420 | 327,394 | 42,178 | 43,848 | - |
| **Grant Funds Only** | | | | | | |
| **AZ Museum of Natural History** | **0.0** | **69,000** | **-** | **21,503** | **47,497** | **-** |
| Collections Care | 0.0 | 19,000 | - | 14,503 | 4,497 | - |
| Education | 0.0 | 7,000 | - | 7,000 | - | - |
| Exhibitions | 0.0 | 43,000 | - | - | 43,000 | - |

# BUSINESS SERVICES DEPARTMENT

## Business Services

- Business Services Administration
- Administering Special Regulatory Licenses
  - Licensing Enforcement
  - Special Regulatory Licensing
- Customer Information and Billing Operations
  - Billing & Account Maintenance
  - Technical Support Services - CIS
  - Training - CIS
- Revenue Collection & Payment Processing
  - Business Office
  - Call Center Services
  - Payment Processing
  - Utility Account Credit Services
- Tax Compliance
  - Conduct Tax Audits
  - Delinquent Tax Collection

## Print & Mail Services

- Mail Services
- Print Services
  - Print Services Activities
  - Print Services Citywide Credits

## Purchasing

- Administration
- Bid and Contract Administration
- Customer Support
- Procurement Card Administration
- Procurement/Requisition Process

## Warehouse

- General Administrative
- Acquisition of Materials
  - Accounts Payable
  - Inventory Control
  - Procurement
- Disposal of City Property/Collecting and Housing Surplus Property
- Manage Inventory Value
- Materials Handling
- Admin. Overhead Credits

# Program: Business Services

## Mission

To provide services that support Mesa businesses and citizens and City departments, including Utility customer account maintenance, billing and payment processing; tax and business licensing; tax audit and collections; City procurement and materials warehousing services; and print and mail services.

## 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:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Percent of Utility Customer Calls Abandoned | 6.50% | 8.00% | 5.00% | |
| *International Customer Management Institutes "Call Center KPI/Performance Metric Survey".* | *5.00%* | *5.00%* | *5.00%* | |
| Minutes to Answer Utility Customer Calls | 2.62 | 2.67 | 1.00 | |
| *International Customer Management Institutes "Call Center KPI/Performance Metric Survey".* | *1.00* | *1.00* | *1.00* | |
| Percent of direct collection hours to total hours worked by tax collection staff | 91.79% | 96.00% | 75.00% | |
| *Based on historical data* | *75.00%* | *75.00%* | *75.00%* | |
| Percent of direct audit hours to total hours worked by tax audit staff | 86.29% | 83.60% | 80.00% | |
| *Based on historical data* | *80.00%* | *80.00%* | *80.00%* | |

# Program: Business Services

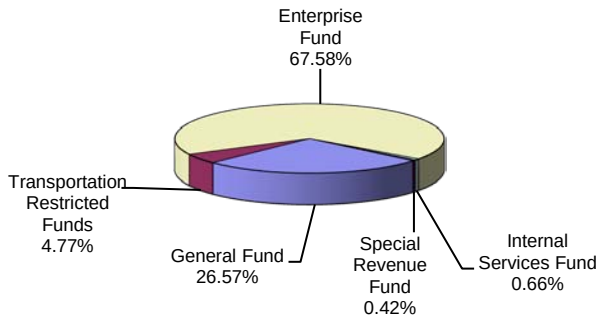
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 8,713,206** | **$ 9,822,875** | **$ 9,803,213** |
| General Fund | 2,833,211 | 3,106,187 | 2,605,117 |
| Transportation Restricted Funds | 12,264 | 12,088 | 467,876 |
| Enterprise Fund | 5,775,954 | 6,613,214 | 6,624,741 |
| Internal Services Fund | 63,288 | 62,365 | 64,469 |
| Special Revenue Fund | 28,489 | 29,021 | 41,010 |

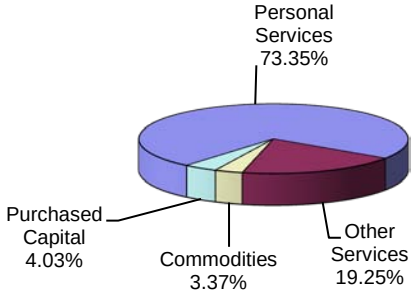
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 107.0 | 107.0 |
| **Totals** | **$ 8,713,206** | **$ 9,822,875** | **$ 9,803,213** |
| Personal Services | 6,832,302 | 7,025,066 | 7,191,116 |
| Other Services | 1,699,664 | 1,928,561 | 1,886,893 |
| Commodities | 181,239 | 399,248 | 330,080 |
| Purchased Capital | - | 470,000 | 395,124 |

**Business Services**
**2011/12 Operational Funding**
**$9,803,213**




**Business Services**
**2011/12 Operational Category**
**$9,803,213**



# Program: Business Services

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Business Services** | **$ 9,803,213** | **$ 2,605,117** | **$ 467,876** | **$ 6,624,741** | **$ 64,469** | **$ 41,010** |
| **Business Services Administration** | **915,352** | **205,907** | **21,300** | **593,484** | **64,469** | **30,192** |
| **Administering Special Regulatory Lic** | **683,209** | **573,834** | **109,375** | **-** | **-** | **-** |
| Licensing Enforcement | 271,496 | 225,723 | 45,773 | - | - | - |
| Special Regulatory Licensing | 411,713 | 348,111 | 63,602 | - | - | - |
| **Customer Information and Billing Ope** | **1,128,634** | **-** | **-** | **1,128,634** | **-** | **-** |
| Billing & Account Maintenance | 793,969 | - | - | 793,969 | - | - |
| Technical Support Services - CIS | 257,858 | - | - | 257,858 | - | - |
| Training - CIS | 76,807 | - | - | 76,807 | - | - |
| **Revenue Collection & Payment Proce** | **5,305,508** | **355,851** | **36,216** | **4,902,623** | **-** | **10,818** |
| Business Office | 2,010,880 | 135,738 | - | 1,865,088 | - | 10,054 |
| Call Center Services | 1,841,253 | - | - | 1,841,253 | - | - |
| Payment Processing | 845,896 | 220,113 | 36,216 | 588,803 | - | 764 |
| Utility Account Credit Services | 607,479 | - | - | 607,479 | - | - |
| **Tax Compliance** | **1,770,510** | **1,469,525** | **300,985** | **-** | **-** | **-** |
| Conduct Tax Audits | 1,118,434 | 928,302 | 190,132 | - | - | - |
| Delinquent Tax Collection | 652,076 | 541,223 | 110,853 | - | - | - |

| | |
|---|---|
| ***Transportation Restricted Funds Total*** | **$467,876** |
| 012 Local Streets Sales Tax | 467,876 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$41,010** |
| 485 Environmental Compliance | 2,261 |
| 430 Cemetery Reserve Fund | 11,467 |
| 400 Transportation Assist Locl | 7,934 |
| 280 City Empl Benefit Trust | 19,348 |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Business Services** | **107.0** | **$ 9,803,213** | **$ 7,191,116** | **$ 1,886,893** | **$ 330,080** | **$ 395,124** |
| **Business Services Administration** | **5.0** | **915,352** | **524,651** | **195,510** | **195,191** | **-** |
| **Administering Special Regulatory Lic** | **10.0** | **683,209** | **639,892** | **12,453** | **30,864** | **-** |
| Licensing Enforcement | 4.0 | 271,496 | 265,765 | 4,096 | 1,635 | - |
| Special Regulatory Licensing | 6.0 | 411,713 | 374,127 | 8,357 | 29,229 | - |
| **Customer Information and Billing Ope** | **12.0** | **1,128,634** | **875,816** | **183,938** | **68,880** | **-** |
| Billing & Account Maintenance | 8.3 | 793,969 | 545,687 | 182,312 | 65,970 | - |
| Technical Support Services - CIS | 2.7 | 257,858 | 255,738 | 426 | 1,694 | - |
| Training - CIS | 1.1 | 76,807 | 74,391 | 1,200 | 1,216 | - |
| **Revenue Collection & Payment Proce** | **57.0** | **5,305,508** | **3,445,018** | **1,437,421** | **27,945** | **395,124** |
| Business Office | 11.0 | 2,010,880 | 672,685 | 1,332,808 | 5,387 | - |
| Call Center Services | 30.0 | 1,841,253 | 1,752,373 | 79,029 | 9,851 | - |
| Payment Processing | 7.0 | 845,896 | 436,329 | 7,262 | 7,181 | 395,124 |
| Utility Account Credit Services | 9.0 | 607,479 | 583,631 | 18,322 | 5,526 | - |
| **Tax Compliance** | **23.0** | **1,770,510** | **1,705,739** | **57,571** | **7,200** | **-** |
| Conduct Tax Audits | 13.6 | 1,118,434 | 1,075,844 | 39,095 | 3,495 | - |
| Delinquent Tax Collection | 9.4 | 652,076 | 629,895 | 18,476 | 3,705 | - |

# Program: Print & Mail Services

## Mission

Mail, Print and Graphics Services provides essential mail, print and graphic services that support all City departments in a timely and cost-effective manner.

## Desired Outcomes

- Other City operations are provided high quality and economical internal and external mail, printing and graphics services.
- The ever-changing needs and requirements of all City divisions are met as provided services evolve and adapt.
- Cost savings are maximized as current technologies and techniques are utilized in mail, print & graphics processes.

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Percent of satisfaction with overall mail service rated at "satisfied" or "very satisfied" | 95% | 95% | 95% | |
| *Based on historical performance.* | *94%* | *95%* | *95%* | |
| Number of mail pieces processed monthly. | 297,066 | 287,000 | 287,000 | |
| | *285,000* | *285,000* | *285,000* | |
| Percent of outgoing mail to be processed at discounted rate. | 99% | 99% | 99% | |
| *Based on historical performance.* | *99%* | *99%* | *99%* | |
| Percent of overall internal print customer satisfaction rated as "satisfied" or "very satisfied" on survey instrument. | 100% | 100% | 100% | |
| *Based on historical performance.* | *100%* | *100%* | *100%* | |
| The percent of savings achieved by using Printing and Graphics Services for the City's printing needs. | 60% | 50% | 50% | |
| *Based on historical performance.* | *50%* | *50 %* | *50%* | |

# Program: Print & Mail Services

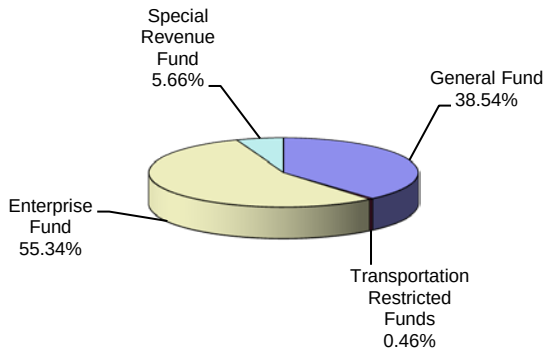
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 1,843,476** | **$ 1,994,613** | **$ 1,944,929** |
| General Fund | 716,439 | 820,568 | 766,724 |
| Transportation Restricted Funds | 9,022 | 10,084 | 9,251 |
| Enterprise Fund | 1,066,639 | 1,088,352 | 1,100,927 |
| Internal Services Fund | (70,460) | (38,946) | (44,589) |
| Special Revenue Fund | 121,837 | 114,555 | 112,616 |

### *Operational Resource History by Category*

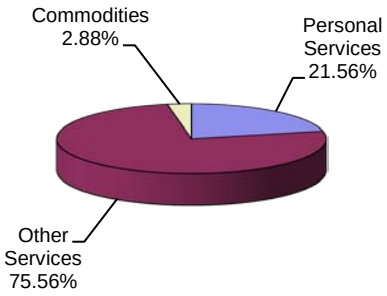
| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 11.5 | 11.5 |
| **Totals** | **$ 1,843,476** | **$ 1,994,613** | **$ 1,944,929** |
| Personal Services | 676,804 | 659,872 | 713,394 |
| Other Services | 2,000,625 | 2,552,184 | 2,500,420 |
| Commodities | 70,955 | 95,457 | 95,457 |
| Purchased Capital | 12,933 | 90,981 | - |
| Credits & Clearing Accts | (917,841) | (1,403,881) | (1,364,342) |

**Print & Mail Services**
**2011/12 Operational Funding**
**$1,989,518***




*Internal Services Fund not included. Negative number represents a transfer of costs from other areas of the City to this area.

**Print & Mail Services**
**2011/12 Operational Category**
**$3,309,271***




*Credits & Clearing Accts not included. Negative number represents a transfer of costs from other areas of the City to this area.

# Program: Print & Mail Services

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Print & Mail Services** | **$ 1,944,929** | **$ 766,724** | **$ 9,251** | **$ 1,100,927** | **$ (44,589)** | **$ 112,616** |
| **Mail Services** | **1,955,785** | **725,362** | **9,251** | **1,100,927** | **7,629** | **112,616** |
| **Print Services** | **(10,856)** | **41,362** | **-** | **-** | **(52,218)** | **-** |
| Print Services Activities | 1,353,486 | 41,362 | - | - | 1,312,124 | - |
| Print Services Citywide Credits | (1,364,342) | - | - | - | (1,364,342) | - |

| | |
|---|---|
| ***Transportation Restricted Funds Total*** | **$9,251** |
| 012 Local Streets Sales Tax | 9,251 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$112,616** |
| 485 Environmental Compliance | 233 |
| 430 Cemetery Reserve Fund | 1,152 |
| 400 Transportation Assist Locl | 1,428 |
| 280 City Empl Benefit Trust | 109,803 |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital | Credits |
|---|---|---|---|---|---|---|---|
| **Print & Mail Services** | **11.5** | **$ 1,944,929** | **$ 713,394** | **$ 2,500,420** | **$ 95,457** | **$ -** | **$ (1,364,342)** |
| **Mail Services** | **6.5** | **1,955,785** | **353,186** | **1,581,642** | **20,957** | **-** | **-** |
| **Print Services** | **5.0** | **(10,856)** | **360,208** | **918,778** | **74,500** | **-** | **(1,364,342)** |
| Print Services Activities | 5.0 | 1,353,486 | 360,208 | 918,778 | 74,500 | - | - |
| Print Services Citywide Credits | 0.0 | (1,364,342) | - | - | - | - | (1,364,342) |

# Program: Purchasing

## Mission

The City of Mesa Purchasing Division acquires quality materials and services for City departments in a timely and cost effective manner, providing the resources they need to perform their jobs, while maintaining an open and competitive bidding environment.

## Desired Outcomes

- City departments are provided with the materials and services needed to meet their missions.
- The vendor community is provided an opportunity to do business with the City using information from and interaction with Purchasing staff.
- City departments and vendors interact with professional and innovative public procurement staff who continually pursue excellence.

***Performance Measures:***

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Dollar value of City non-construction purchases completed or monitored by the Purchasing division. | $102,790,962 | $113,612,747 | $114,000,000 | $120,000,000 |
| *Based on historical data.* | *$94,000,000* | *$110,000,000* | *$112,000,000* | |
| Cumulative Dollar Value of Procurement Card Transactions | $1,669,056 | $2,188,783 | $2,188,783 | |
| *Based on historical data.* | *$1,800,000* | *$2,100,000* | *$2,100,000* | |
| Number of Bids/proposals issued annually. | 153 | 155 | 160 | |
| *Based on historical data.* | *120* | *120* | *120* | |

# Program: Purchasing

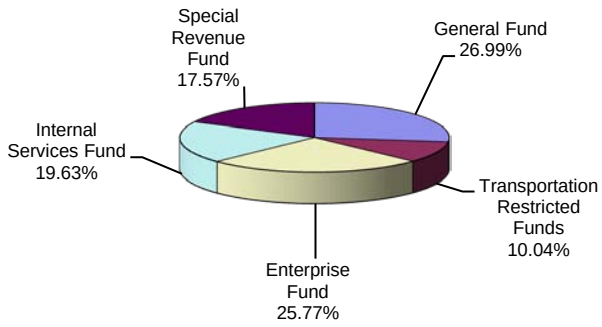
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 792,204** | **$ 790,317** | **$ 811,581** |
| General Fund | 253,877 | 210,823 | 219,015 |
| Transportation Restricted Funds | 78,157 | 84,686 | 81,517 |
| Enterprise Fund | 218,578 | 221,460 | 209,182 |
| Internal Services Fund | 131,033 | 154,813 | 159,285 |
| Special Revenue Fund | 110,560 | 118,535 | 142,582 |

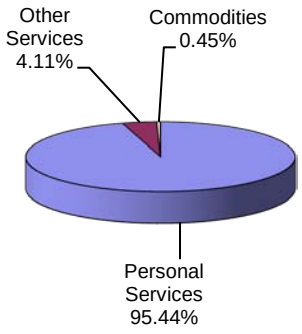
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 10.0 | 10.0 |
| **Totals** | **$ 792,204** | **$ 790,317** | **$ 811,581** |
| Personal Services | 764,535 | 753,478 | 774,542 |
| Other Services | 24,729 | 33,189 | 33,389 |
| Commodities | 2,941 | 3,650 | 3,650 |

**Purchasing**
**2011/12 Operational Funding**
**$811,581**




**Purchasing**
**2011/12 Operational Category**
**$811,581**



# Program: Purchasing

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Purchasing** | **$ 811,581** | **$ 219,015** | **$ 81,517** | **$ 209,182** | **$ 159,285** | **$ 142,582** |
| Administration | 93,986 | 26,590 | 9,994 | 25,713 | 14,718 | 16,971 |
| Bid and Contract Administration | 323,360 | 92,685 | 34,461 | 88,406 | 47,347 | 60,461 |
| Customer Support | 117,998 | 33,959 | 12,656 | 32,488 | 16,835 | 22,060 |
| Procurement Card Administration | 44,436 | 14,926 | 5,537 | 14,195 | 2 | 9,776 |
| Procurement/Requisition Process | 231,801 | 50,855 | 18,869 | 48,380 | 80,383 | 33,314 |

| | |
|---|---|
| ***Transportation Restricted Funds Total*** | **$81,517** |
| 012 Local Streets Sales Tax | 81,517 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$142,582** |
| 485 Environmental Compliance | 16,935 |
| 430 Cemetery Reserve Fund | 1,410 |
| 400 Transportation Assist Locl | 33,460 |
| 280 City Empl Benefit Trust | 90,777 |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Purchasing** | **10.0** | **$ 811,581** | **$ 774,542** | **$ 33,389** | **$ 3,650** | **$ -** |
| Administration | 0.9 | 93,986 | 73,595 | 20,233 | 158 | - |
| Bid and Contract Administration | 3.9 | 323,360 | 315,565 | 7,322 | 473 | - |
| Customer Support | 1.5 | 117,998 | 112,204 | 3,476 | 2,318 | - |
| Procurement Card Administration | 0.7 | 44,436 | 44,187 | 249 | - | - |
| Procurement/Requisition Process | 3.1 | 231,801 | 228,991 | 2,109 | 701 | - |

# Program: Warehouse

## Mission

The Materials and Supply Division assists all City departments in accomplishing their missions through the acquisition, stocking and issuing of quality materials and supplies in a timely and cost effective manner.

## Desired Outcomes

- City services are maintained through the timely provision of best value supplies and materials.
- Customers have access to required inventory 24/7.
- Materials are readily available to customers due to accurate receipting, storage and issuance.
- Suppliers enjoy doing business with the City as invoices are paid accurately and in a timely manner.
- Return is maximized through innovative disposition of surplus inventory.

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Percent of overall customer satisfaction rated as "very good" or "excellent" on survey instrument. | 100.00% | 100.00% | 100.00% | |
| Dollar value of annual inventory sales. | $5,442,764 | $4,758,375 | $4,758,375 | |
| Proceeds from excess and obsolete personal property disposal. | $107,281 | $134,269 | $134,269 | |
| Rate of inventory accuracy. | 99.65% | 99.88% | 99.00% | |

# Program: Warehouse

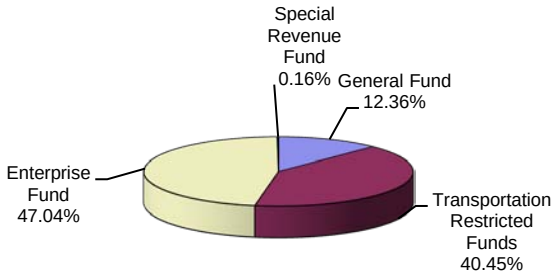
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 1,359,012** | **$ 313,635** | **$ 347,621** |
| General Fund | 64,812 | 75,538 | 80,661 |
| Transportation Restricted Funds | 151,353 | 176,405 | 263,969 |
| Enterprise Fund | 215,883 | 251,613 | 306,976 |
| Internal Services Fund | 926,794 | (190,119) | (305,010) |
| Special Revenue Fund | 170 | 198 | 1,025 |

### *Operational Resource History by Category*

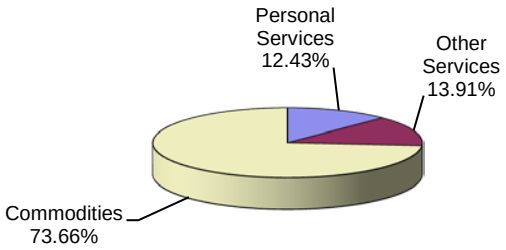
| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 11.0 | 11.0 |
| **Totals** | **$ 1,359,012** | **$ 313,635** | **$ 347,621** |
| Personal Services | 773,404 | 757,864 | 780,744 |
| Other Services | 723,472 | 814,019 | 873,926 |
| Commodities | 6,364,261 | 4,724,387 | 4,626,449 |
| Credits & Clearing Accts | (6,502,125) | (5,982,635) | (5,933,498) |

**Warehouse**
**2011/12 Operational Funding**
**$652,631***




*Internal Services Fund not included. Negative number represents a transfer of costs from other areas of the City to this area.

**Warehouse**
**2011/12 Operational Category**
**$6,281,119***




*Credits & Clearing Accts not included. Negative number represents a transfer of costs from other areas of the City to this area.

# Program: Warehouse

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Warehouse** | **$ 347,621** | **$ 80,661** | **$ 263,969** | **$ 306,976** | **$ (305,010)** | **$ 1,025** |
| **General Administrative** | **878,417** | **80,661** | **263,969** | **306,976** | **225,786** | **1,025** |
| **Acquisition of Materials** | **187,052** | **-** | **-** | **-** | **187,052** | **-** |
| Accounts Payable | 40,475 | - | - | - | 40,475 | - |
| Inventory Control | 61,767 | - | - | - | 61,767 | - |
| Procurement | 84,810 | - | - | - | 84,810 | - |
| **Disposal of City Property/Collecting a** | **193,294** | **-** | **-** | **-** | **193,294** | **-** |
| **Manage Inventory Value** | **-** | **-** | **-** | **-** | **-** | **-** |
| **Materials Handling** | **269,581** | **-** | **-** | **-** | **269,581** | **-** |
| **Admin. Overhead Credits** | **(1,180,723)** | **-** | **-** | **-** | **(1,180,723)** | **-** |

| | |
|---|---|
| ***Transportation Restricted Funds Total*** | **$263,969** |
| 012 Local Streets Sales Tax | 263,969 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$1,025** |
| 485 Environmental Compliance | 289 |
| 280 City Empl Benefit Trust | 736 |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital | Credits |
|---|---|---|---|---|---|---|---|
| **Warehouse** | **11.0** | **$ 347,621** | **$ 780,744** | **$ 873,926** | **$ 4,626,449** | **$ -** | **$ (5,933,498)** |
| **General Administrative** | **1.6** | **878,417** | **161,802** | **713,507** | **3,108** | **-** | **-** |
| **Acquisition of Materials** | **3.1** | **187,052** | **187,012** | **40** | **-** | **-** | **-** |
| Accounts Payable | 0.7 | 40,475 | 40,455 | 20 | - | - | - |
| Inventory Control | 1.0 | 61,767 | 61,767 | - | - | - | - |
| Procurement | 1.3 | 84,810 | 84,790 | 20 | - | - | - |
| **Disposal of City Property/Collecting a** | **2.7** | **193,294** | **190,188** | **3,106** | **-** | **-** | **-** |
| **Manage Inventory Value** | **0.0** | **-** | **-** | **141,226** | **4,611,549** | **-** | **(4,752,775)** |
| **Materials Handling** | **3.7** | **269,581** | **241,742** | **16,047** | **11,792** | **-** | **-** |
| **Admin. Overhead Credits** | **0.0** | **(1,180,723)** | **-** | **-** | **-** | **-** | **(1,180,723)** |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# CITY ATTORNEY DEPARTMENT

## Legal

- Office Administration
- Drafting Documents
  - Drafting Documents
  - Provide Legal Advice - Documents
- Drafting Ordinances
  - Drafting Ordinances/Laws
  - Provide Legal Advice - Ordinances/Laws
- Litigation
  - Administrative Litigation
  - Community Prosecution
  - Criminal Prosecution
  - Liability Litigation
  - Management of Property and Public Liability Trust Fund
- Victim Services

# Program: Legal

## Mission

The Mesa City Attorney's Office, comprised of the Civil and Criminal Divisions, is dedicated to providing quality legal services to protect the interests of the City of Mesa and its citizens.

## Desired Outcomes

Provide quality legal services to protect the interests of the City of Mesa and its citizens.

***Performance Measures:***

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Percent of clients rating City Attorney's Office as Good to Excellent in providing document drafting services. | 76.00%<br>*n/a* | 80.00%<br>*n/a* | 80.00%<br>*n/a* | 85.00% |
| DUI conviction rate | 92.77%<br>*n/a* | 91.74%<br>*n/a* | 91.32%<br>*n/a* | 85.00% |
| Percent of claims or lawsuits resolved in favor of the City or within settlement range. | 100.00%<br>*n/a* | 90.00%<br>*n/a* | 90.00%<br>*n/a* | 90.00% |
| Percent of claims resolved without litigation. | 89.20%<br>*n/a* | 90.00%<br>*n/a* | 90.00%<br>*n/a* | 90.00% |

# Program: Legal

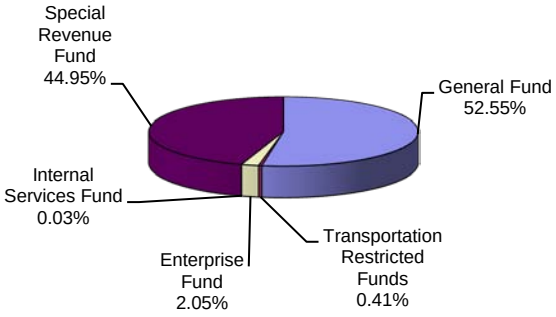
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 12,813,565** | **$ 9,758,132** | **$ 9,701,740** |
| General Fund | 5,125,149 | 5,191,671 | 5,098,684 |
| Transportation Restricted Funds | 38,390 | 40,754 | 39,704 |
| Enterprise Fund | 218,306 | 216,350 | 198,954 |
| Internal Services Fund | 3,178 | 3,397 | 3,308 |
| Special Revenue Fund | 7,428,541 | 4,305,960 | 4,361,090 |

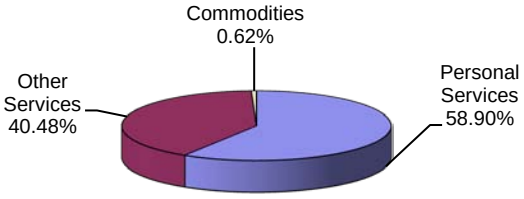
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 59.0 | 58.0 |
| **Totals** | **$ 12,813,565** | **$ 9,758,132** | **$ 9,701,740** |
| Personal Services | 5,769,905 | 5,615,568 | 5,713,929 |
| Other Services | 6,992,140 | 4,053,702 | 3,927,449 |
| Commodities | 44,159 | 88,862 | 60,362 |
| Purchased Capital | 7,361 | - | - |

**City Attorney**
**2011/12 Operational Funding**
**$9,701,740**




**City Attorney**
**2011/12 Operational Category**
**$9,701,740**



# Program: Legal

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Legal** | **$ 9,701,740** | **$ 5,098,684** | **$ 39,704** | **$ 198,954** | **$ 3,308** | **$ 4,361,090** |
| **Without Grant Funds** | | | | | | |
| **Legal** | **9,477,749** | **4,874,693** | **39,704** | **198,954** | **3,308** | **4,361,090** |
| **Office Administration** | **964,772** | **928,850** | **9,233** | **22,167** | **769** | **3,753** |
| **Drafting Documents** | **615,621** | **558,116** | **14,775** | **35,484** | **1,231** | **6,015** |
| Drafting Documents | 299,385 | 271,420 | 7,185 | 17,256 | 599 | 2,925 |
| Provide Legal Advice - Documents | 316,236 | 286,696 | 7,590 | 18,228 | 632 | 3,090 |
| **Drafting Ordinances** | **699,120** | **554,384** | **10,567** | **128,987** | **880** | **4,302** |
| Drafting Ordinances/Laws | 51,077 | 46,306 | 1,226 | 2,944 | 102 | 499 |
| Provide Legal Advice - Ordinances/L | 648,043 | 508,078 | 9,341 | 126,043 | 778 | 3,803 |
| **Litigation** | **6,826,257** | **2,461,364** | **5,129** | **12,316** | **428** | **4,347,020** |
| Administrative Litigation | 213,714 | 193,754 | 5,129 | 12,316 | 428 | 2,087 |
| Community Prosecution | 220,594 | 220,594 | - | - | - | - |
| Criminal Prosecution | 2,047,016 | 2,047,016 | - | - | - | - |
| Liability Litigation | 720,057 | - | - | - | - | 720,057 |
| Management of Property and Public | 3,624,876 | - | - | - | - | 3,624,876 |
| **Victim Services** | **371,979** | **371,979** | **-** | **-** | **-** | **-** |
| **Grant Funds Only** | | | | | | |
| **Legal** | **223,991** | **223,991** | **-** | **-** | **-** | **-** |
| **Drafting Ordinances** | **25,000** | **25,000** | **-** | **-** | **-** | **-** |
| Provide Legal Advice - Ordinances/L | 25,000 | 25,000 | - | - | - | - |
| **Litigation** | **20,706** | **20,706** | **-** | **-** | **-** | **-** |
| Criminal Prosecution | 20,706 | 20,706 | - | - | - | - |
| **Victim Services** | **178,285** | **178,285** | **-** | **-** | **-** | **-** |

| | |
|---|---|
| ***Transportation Restricted Funds Total*** | **$39,704** |
| 012 Local Streets Sales Tax | 39,704 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$4,361,090** |
| 485 Environmental Compliance | 3,537 |
| 430 Cemetery Reserve Fund | 1,654 |
| 400 Transportation Assist Locl | 10,966 |
| 220 Mesa Ppty & Public Liab Tr | 4,344,933 |

# Program: Legal

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Legal** | **58.0** | **$ 9,701,740** | **$ 5,713,929** | **$ 3,927,449** | **$ 60,362** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **Legal** | **54.5** | **9,477,749** | **5,489,938** | **3,927,449** | **60,362** | **-** |
| **Office Administration** | **7.1** | **964,772** | **665,477** | **238,933** | **60,362** | **-** |
| **Drafting Documents** | **4.8** | **615,621** | **615,621** | **-** | **-** | **-** |
| Drafting Documents | 2.5 | 299,385 | 299,385 | - | - | - |
| Provide Legal Advice - Documents | 2.3 | 316,236 | 316,236 | - | - | - |
| **Drafting Ordinances** | **4.5** | **699,120** | **646,076** | **53,044** | **-** | **-** |
| Drafting Ordinances/Laws | 0.4 | 51,077 | 51,077 | - | - | - |
| Provide Legal Advice - Ordinances/L | 4.1 | 648,043 | 594,999 | 53,044 | - | - |
| **Litigation** | **33.6** | **6,826,257** | **3,190,785** | **3,635,472** | **-** | **-** |
| Administrative Litigation | 0.8 | 213,714 | 65,611 | 148,103 | - | - |
| Community Prosecution | 2.0 | 220,594 | 220,594 | - | - | - |
| Criminal Prosecution | 22.1 | 2,047,016 | 2,039,267 | 7,749 | - | - |
| Liability Litigation | 7.1 | 720,057 | 704,454 | 15,603 | - | - |
| Management of Property and Public | 1.6 | 3,624,876 | 160,859 | 3,464,017 | - | - |
| **Victim Services** | **4.5** | **371,979** | **371,979** | **-** | **-** | **-** |
| **Grant Funds Only** | | | | | | |
| **Legal** | **3.5** | **223,991** | **223,991** | **-** | **-** | **-** |
| **Drafting Ordinances** | **0.0** | **25,000** | **25,000** | **-** | **-** | **-** |
| Provide Legal Advice - Ordinances/L | 0.0 | 25,000 | 25,000 | - | - | - |
| **Litigation** | **0.5** | **20,706** | **20,706** | **-** | **-** | **-** |
| Criminal Prosecution | 0.5 | 20,706 | 20,706 | - | - | - |
| **Victim Services** | **3.0** | **178,285** | **178,285** | **-** | **-** | **-** |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# CITY CLERK DEPARTMENT

**City Clerk**

City Clerk Administration
Elections

# Program: City Clerk

## Mission

The mission of the City Clerk's Office is to serve the citizens, elected officials and the City organization in a professional, courteous and responsive manner; enhance and maintain trust in local government; serve as a liaison between citizens and government by providing effective processing, distribution and retention of public records; conduct fair, open and impartial City elections; and ensure legal compliance of all official postings, public notices and related advertising.

## Desired Outcomes

- Enhanced voter education (outreach)
- Increased voter turnout
- Accurate and timely City elections/results
- Access to government through public records
- Compliance with all legal notification requirements

***Performance Measures:***

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Number of citizen and staff requests for information processed. | 12,210 | 14,000 | 12,000 | 12,000 |
| *This is a workload metric. No benchmark exists but this metric captures the number of requests for service that the City Clerks Office handles.* | *N/A* | *N/A* | *N/A* | |
| Number of meeting notices and agendas posted to ensure Open Meeting Law compliance. | 698 | 680 | 650 | |
| *This is a workload metric. A benchmark does not exist but we are aware of surrounding communities that collect similar data. This metric identifies the number of postings required to ensure compliance with the Open Meeting Law.* | *N/A* | *N/A* | *N/A* | |

# Program: City Clerk

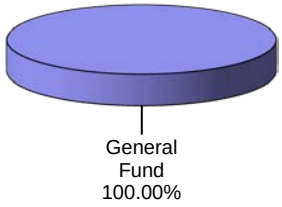
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 635,360** | **$ 1,182,564** | **$ 787,948** |
| General Fund | 635,360 | 1,182,564 | 787,948 |

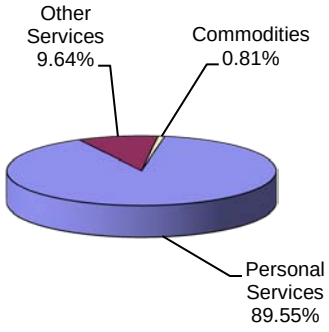
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 8.0 | 8.0 |
| **Totals** | **$ 635,360** | **$ 1,182,564** | **$ 787,948** |
| Personal Services | 590,122 | 685,009 | 705,593 |
| Other Services | 31,646 | 491,783 | 75,983 |
| Commodities | 4,547 | 5,772 | 6,372 |
| Purchased Capital | 9,044 | - | - |

**City Clerk**
**2011/12 Operational Funding**
**$787,948**




**City Clerk**
**2011/12 Operational Category**
**$787,948**



# Program: City Clerk

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **City Clerk** | **$ 787,948** | **$ 787,948** | **$ -** | **$ -** | **$ -** | **$ -** |
| City Clerk Administration | 787,948 | 787,948 | - | - | - | - |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **City Clerk** | **8.0** | **$ 787,948** | **$ 705,593** | **$ 75,983** | **$ 6,372** | **$ -** |
| City Clerk Administration | 8.0 | 787,948 | 705,593 | 75,983 | 6,372 | - |

# COMMUNICATIONS DEPARTMENT

## Communications

- Administration
- Data System Support
- Electronic Equipment Repair & Install
- Electronic Equipment Support
- Engineering
- Infrastructure Support
- Special Projects
- Warehouse

# Program: Communications

## Mission

The City of Mesa Communications Department provides quality radio communications systems, electronic systems, and associated services for the Public Safety and municipal departments of Mesa and our partners on the TOPAZ Regional Wireless Cooperative (TRWC) network in compliance with the rules set forth by the Federal Communications Commission.

## Desired Outcomes

Public Safety and municipal departments' communications, portable and mobile equipment and network infrastructure is available for use when needed to perform their emergency and daily work assignments. Provide Administrative Management functions for the TOPAZ Regional Wireless Cooperative (TRWC).

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Percent of repairs completed by the Mobile Radio Shop not requiring rework. | 99.900% | 97.000% | 98.000% | |
| *The benchmark is a comparison from the City of Virginia Beach, Virginia and the national average. Benchmark of Performance page 7. The national average and Virginia Beach, Virginia have used Performance Milestones with Fleet Management of reworks for FY 05-06 set at 97 percent of maintenance services provided not having to be reworked.* | *97.000%* | *97.000%* | *97.000%* | |
| Percentage of Preventative Maintenance Work Orders Versus Unscheduled Repair Work Orders | 59.000% | 70.000% | 65.000% | |
| *Benchmark is a comparison from Best Fleet Management Practices and Performance Manual 2006 edition. "Effectiveness / Outcomes Performance Measures" section. Page 54 # 19 states typical performance target of 70 preventative maintenance to 30 unscheduled repairs.* | *70.000%* | *70.000%* | *70.000%* | |
| Percent of Priority One Infrastructure repair calls corrected within 4 hours. | 100.000% | 95.000% | 95.000% | |
| *Source: International City/County Managers Association ICMA: Center for Performance Measures FY2006 Data Report based on FY2005-06 using the mean average percentage in jurisdictions with a population over 100,000. The target was chosen as a goal for improvement based on the City Of Mesa Communications division performance for previous years.* | *88.000%* | *88.000%* | *88.000%* | |
| Percent of repairs for communications systems supporting infrastructure made within 24 hours. | 100.000% | 92.000% | 92.000% | |
| *International City/County Managers Association: Center for Performance Measures FY2006 Data Report based on FY2005-06 using the mean average percentage in jurisdictions with a population over 100,000 The mean average for comparison cities is 56. The target was chosen as a goal for improvement based on the City Of Mesa Communications division performance for previous years.* | *87.900%* | *87.900%* | *87.900%* | |
| % of time the TOPAZ radio system is available to users. | 99.991% | 99.995% | 99.999% | |
| *This is an industry standard.* | *99.999%* | *99.999%* | *99.999%* | |

# Program: Communications

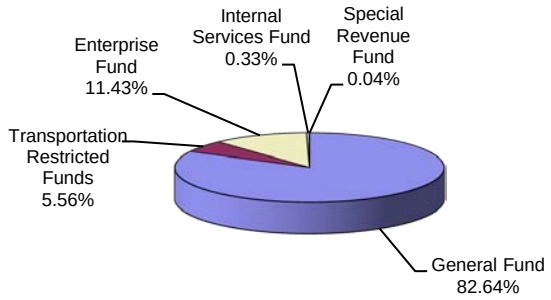
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 2,430,907** | **$ 3,323,168** | **$ 3,317,438** |
| General Fund | 2,158,883 | 2,732,008 | 2,741,592 |
| Transportation Restricted Funds | 84,279 | 187,324 | 184,395 |
| Enterprise Fund | 174,983 | 390,458 | 379,299 |
| Internal Services Fund | 5,470 | 12,162 | 10,967 |
| Special Revenue Fund | 7,292 | 1,216 | 1,185 |

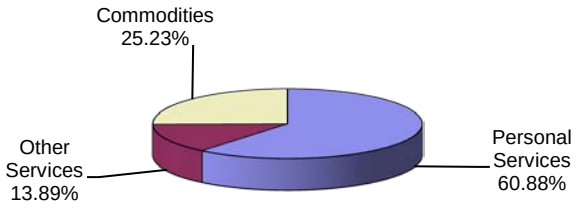
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 23.0 | 23.0 |
| **Totals** | **$ 2,430,907** | **$ 3,323,168** | **$ 3,317,438** |
| Personal Services | 1,800,726 | 1,994,067 | 2,019,581 |
| Other Services | 293,589 | 387,332 | 460,852 |
| Commodities | 336,592 | 941,769 | 837,005 |

**Communications**
**2011/12 Operational Funding**
**$3,317,438**




**Communications**
**2011/12 Operational Category**
**$3,317,438**



# Program: Communications

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Communications** | **$ 3,317,438** | **$ 2,741,592** | **$ 184,395** | **$ 379,299** | **$ 10,967** | **$ 1,185** |
| Administration | 380,955 | 312,463 | 21,839 | 45,167 | 1,346 | 140 |
| Data System Support | 1,155,413 | 967,826 | 60,665 | 123,234 | 3,301 | 387 |
| Electronic Equipment Repair & Install | 671,572 | 551,198 | 38,319 | 79,409 | 2,398 | 248 |
| Electronic Equipment Support | 128,074 | 105,281 | 7,226 | 15,054 | 467 | 46 |
| Engineering | 141,376 | 116,155 | 8,005 | 16,652 | 512 | 52 |
| Infrastructure Support | 597,872 | 489,759 | 34,597 | 71,227 | 2,068 | 221 |
| Special Projects | 112,350 | 92,355 | 6,336 | 13,206 | 411 | 42 |
| Warehouse | 129,826 | 106,555 | 7,408 | 15,350 | 464 | 49 |

| | |
|---|---|
| ***Transportation Restricted Funds Total*** | **$184,395** |
| 012 Local Streets Sales Tax | 184,395 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$1,185** |
| 485 Environmental Compliance | 1,185 |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Communications** | **23.0** | **$ 3,317,438** | **$ 2,019,581** | **$ 460,852** | **$ 837,005** | **$ -** |
| Administration | 3.0 | 380,955 | 297,785 | 82,841 | 329 | - |
| Data System Support | 3.0 | 1,155,413 | 282,222 | 145,027 | 728,164 | - |
| Electronic Equipment Repair & Install | 7.0 | 671,572 | 565,914 | 48,484 | 57,174 | - |
| Electronic Equipment Support | 1.0 | 128,074 | 126,631 | 1,171 | 272 | - |
| Engineering | 1.0 | 141,376 | 133,178 | 8,198 | - | - |
| Infrastructure Support | 5.0 | 597,872 | 393,112 | 154,132 | 50,628 | - |
| Special Projects | 1.0 | 112,350 | 111,498 | 852 | - | - |
| Warehouse | 2.0 | 129,826 | 109,241 | 20,147 | 438 | - |

# DEVELOPMENT & SUSTAINABILITY DEPARTMENT

## Development & Sustainability

- Administration
  - Administrative Support

## Development Services

- Development Planning and Civil Engineering Plan Review
  - Civil Engineering Plan Review
  - Development Planning
- Inspection and Enforcement Services
  - Enforcement-Code Compliance
  - Inspections
- Permiting Services
  - Permits
  - Plan Review

## Environmental & Sustainability

- Air Quality
  - Indoor Air Quality
  - Other Air Quality
  - PM-10 Compliance
- Environmental Water Quality
  - Groundwater Activities - Environmental Programs
  - Stormwater Quality
- Hazardous Materials/Waste
  - Asbestos Management
  - Hazardous Materials Response
  - Hazardous Waste Management
  - Household Hazardous Waste Program
  - Lead Based Paint Management
- Public Health
- Storage Tanks
  - Leaking Underground Storage Tanks
  - Underground Storage Tanks
- Sustainability
  - Brownfields
  - Energy Conservation
  - Environmental Site Assessments
  - Water Conservation

# DEVELOPMENT & SUSTAINABILITY DEPARTMENT

## Planning and Entitlements

- Civil Hearing Office
- Entitlement Services
  - Annexations
  - City Code Amendments
  - Code Interpretations
  - Land Development Process Implementation
  - Land Division Process Implementation
  - Variance Process Implementation
- Historic Preservation
- Long Range Planning Services
  - General Plan Implementation
  - General Plan Update/Modifications
  - Participate in Regional Planning
- Zoning Code Updates

# Program: Development & Sustainability

## Mission

Development & Sustainability Department partners with our customers and citizens to promote and maintain quality development and a sustainable community.

## Desired Outcomes

- Customers receive information in a user friendly, professional and timely manner.
- Completed development and construction projects are code-compliant and safe for occupancy.
- Mesa's neighborhoods are clean, safe, and aesthetically pleasing.
- Mesa is recognized as a leader in sustainable development.
- Staffing levels and alternative resources are appropriate to meet our customer's needs.

# Program: Development & Sustainability

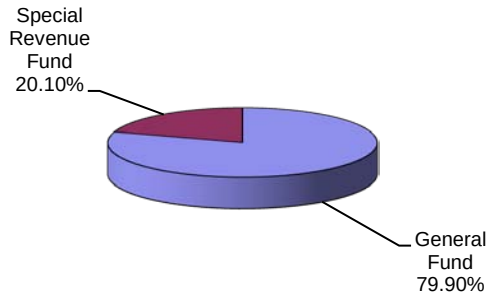
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 1,004,309** | **$ 816,638** | **$ 876,197** |
| General Fund | 854,928 | 642,812 | 700,079 |
| Transportation Restricted Funds | 48 | - | - |
| Enterprise Fund | 379 | - | - |
| Internal Services Fund | 27 | - | - |
| Special Revenue Fund | 148,928 | 173,826 | 176,118 |

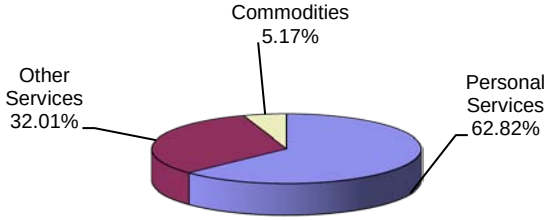
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 8.0 | 7.0 |
| **Totals** | **$ 1,004,309** | **$ 816,638** | **$ 876,197** |
| Personal Services | 726,711 | 583,146 | 550,428 |
| Other Services | 253,758 | 187,424 | 280,472 |
| Commodities | 23,840 | 46,068 | 45,297 |

**Development & Sustainability**
**2011/12 Operational Funding**
**$876,197**




**Development & Sustainability**
**2011/12 Operational Category**
**$876,197**



# Program: Development & Sustainability

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Development & Sustainability** | **$ 876,197** | **$ 700,079** | **$ -** | **$ -** | **$ -** | **$ 176,118** |
| **Administration** | **876,197** | **700,079** | **-** | **-** | **-** | **176,118** |
| Administrative Support | 876,197 | 700,079 | - | - | - | 176,118 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$176,118** |
| 485 Environmental Compliance | 176,118 |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Development & Sustainability** | **7.0** | **$ 876,197** | **$ 550,428** | **$ 280,472** | **$ 45,297** | **$ -** |
| **Administration** | **7.0** | **876,197** | **550,428** | **280,472** | **45,297** | **-** |
| Administrative Support | 7.0 | 876,197 | 550,428 | 280,472 | 45,297 | - |

# Program: Development Services

## Mission

Development Services assists customers in creating and sustaining a desirable community.

## Desired Outcomes

- Encourage innovative approaches to compliance with established community standards.
- Achieve a balance between customer and community needs.
- Service through knowledgable staff and transparent and user friendly procedures.

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Percentage of code violation cases resolved through voluntary compliance. | 74.08% | 90.00% | 90.00% | |
| *2009 Mid-Year ICMA data indicates that other cities over 100,000 in population have a 75.6% voluntary compliance rate. When a violation is abated voluntarily it results in less staff time to process the violations. This allows us to respond to more complaints.* | *75.60%* | *75.60%* | *75.60%* | |
| Percent of building inspections unable to be completed next business day. | 2.00% | 0.00% | 0.00% | |
| *The International Organization for Standardization indicates that 12 inspections per inspector per day is a desired workload to maintain quality inspections. This is a workload that is acceptable and can be accomplished without rollovers. Florida Benchmarking Consortium projects 16.68 inspections per inspector, per day. In an effort to show how our rollovers related to the total number of inspections performed per day, the rollover figure has been converted to show it as percentage of the total number of inspections performed. The goal is to have 0 rollovers. Chandler, Gilbert, Scottsdale, Tempe and Phoenix were contacted and their goals are also to perform all inspections within 24 hours with 0 rollovers.* | *0.00%* | *0.00%* | *0.00%* | |
| Days to Turn Around Residential Plans | 9.00 | 10.00 | 10.00 | |
| | *15.00* | *15.00* | *15.00* | |
| Days to Turn Around Medium Commercial Plans | 9.36 | 15.00 | 15.00 | |
| | *15.00* | *15.00* | *15.00* | |
| Days to Turn Around Large Commercial Plans | 0.00 | 15.00 | 15.00 | |
| | *15.00* | *15.00* | *15.00* | |

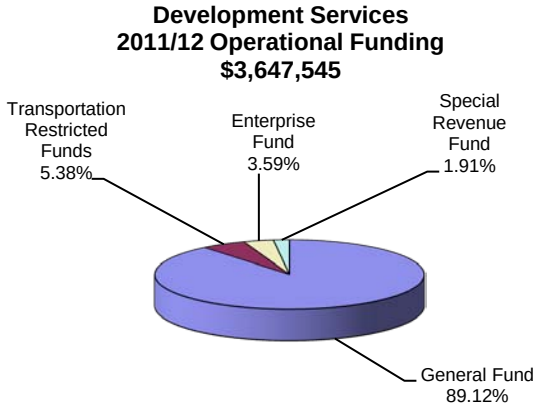
# Program: Development Services

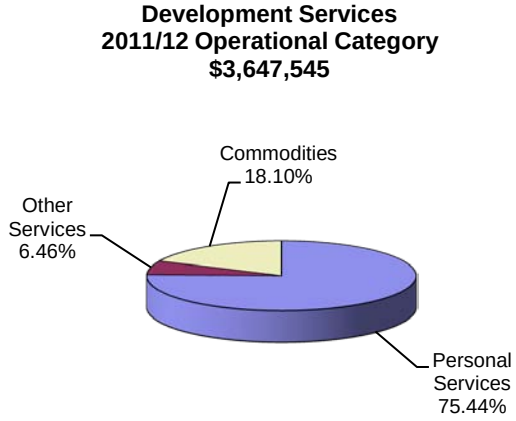
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 2,939,318** | **$ 3,184,577** | **$ 3,647,545** |
| General Fund | 2,803,633 | 2,757,800 | 3,250,795 |
| Transportation Restricted Funds | 44,712 | 210,877 | 196,155 |
| Enterprise Fund | 29,952 | 140,587 | 130,770 |
| Special Revenue Fund | 61,021 | 75,313 | 69,825 |

### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 33.2 | 32.2 |
| **Totals** | **$ 2,939,318** | **$ 3,184,577** | **$ 3,647,545** |
| Personal Services | 2,827,528 | 2,817,178 | 2,751,862 |
| Other Services | 104,138 | 353,299 | 235,483 |
| Commodities | 7,652 | 14,100 | 660,200 |



# Program: Development Services

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total Development Services** | **$ 3,647,545** | **$ 3,250,795** | **$ 196,155** | **$ 130,770** | **$ -** | **$ 69,825** |
| **Without Grant Funds** | | | | | | |
| **Development Services** | **3,160,495** | **2,763,745** | **196,155** | **130,770** | **-** | **69,825** |
| **Development Planning and Civil Engi** | **443,292** | **116,367** | **196,155** | **130,770** | **-** | **-** |
| Civil Engineering Plan Review | 214,843 | 53,711 | 96,679 | 64,453 | - | - |
| Development Planning | 228,449 | 62,656 | 99,476 | 66,317 | - | - |
| **Inspection and Enforcement Services** | **1,161,712** | **1,091,887** | **-** | **-** | **-** | **69,825** |
| Enforcement-Code Compliance | 348,830 | 348,830 | - | - | - | - |
| Inspections | 812,882 | 743,057 | - | - | - | 69,825 |
| **Permitting Services** | **1,555,491** | **1,555,491** | **-** | **-** | **-** | **-** |
| Permits | 280,532 | 280,532 | - | - | - | - |
| Plan Review | 1,274,959 | 1,274,959 | - | - | - | - |
| **Grant Funds Only** | | | | | | |
| **Development Services** | **487,050** | **487,050** | **-** | **-** | **-** | **-** |
| **Inspection and Enforcement Services** | **487,050** | **487,050** | **-** | **-** | **-** | **-** |
| Enforcement-Code Compliance | 487,050 | 487,050 | - | - | - | - |

| | |
|---|---|
| ***Transportation Restricted Funds Total*** | **$196,155** |
| 012 Local Streets Sales Tax | 196,155 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$69,825** |
| 485 Environmental Compliance | 69,825 |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grand Total Development Services** | **32.2** | **$ 3,647,545** | **$ 2,751,862** | **$ 235,483** | **$ 660,200** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **Development Services** | **26.2** | **3,160,495** | **2,304,812** | **195,483** | **660,200** | **-** |
| **Development Planning and Civil Engi** | **4.2** | **443,292** | **438,767** | **4,225** | **300** | **-** |
| Civil Engineering Plan Review | 2.0 | 214,843 | 214,843 | - | - | - |
| Development Planning | 2.2 | 228,449 | 223,924 | 4,225 | 300 | - |
| **Inspection and Enforcement Services** | **12.0** | **1,161,712** | **1,037,079** | **116,183** | **8,450** | **-** |
| Enforcement-Code Compliance | 5.0 | 348,830 | 338,830 | 10,000 | - | - |
| Inspections | 7.0 | 812,882 | 698,249 | 106,183 | 8,450 | - |
| **Permitting Services** | **10.0** | **1,555,491** | **828,966** | **75,075** | **651,450** | **-** |
| Permits | 4.0 | 280,532 | 260,672 | 19,360 | 500 | - |
| Plan Review | 6.0 | 1,274,959 | 568,294 | 55,715 | 650,950 | - |
| **Grant Funds Only** | | | | | | |
| **Development Services** | **6.0** | **487,050** | **447,050** | **40,000** | **-** | **-** |
| **Inspection and Enforcement Services** | **6.0** | **487,050** | **447,050** | **40,000** | **-** | **-** |
| Enforcement-Code Compliance | 6.0 | 487,050 | 447,050 | 40,000 | - | - |

# Program: Environmental & Sustainability

## Mission

Environmental and Sustainability is responsible for ensuring that residents of the City of Mesa are provided with a clean, safe and environmentally sound community. We will also promote sustainable development that minimizes the use of natural resources, reduces dependence on nonrenewable resources and will 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.
- Reduce the use of nonrenewable resources and promote the use of renewable resources.
- The City realizes a significant financial return on investment from the efficient use of natural resources.

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Gallons of Household Hazardous Waste collected per year at Household Hazardous Waste events | 52,837 | 50,000 | 58,000 | 75,000 |
| *There are many variables that make benchmarking this measure complex. Many municipalities both inside and outside Arizona have opened full-time facilities including Gilbert, Chandler and Tempe in the East Valley. Each municipality differs in the materials that they collect and the manner in which collection is reported. We are currently reviewing data received from other cities for comparison.* | *N/A* | *N/A* | *N/A* | |

# Program: Environmental & Sustainability

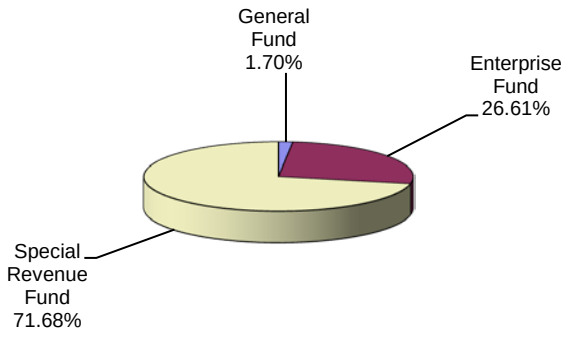
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 1,398,789** | **$ 2,306,071** | **$ 2,590,891** |
| General Fund | (2,151) | 220,000 | 44,156 |
| Transportation Restricted Funds | 575 | - | - |
| Enterprise Fund | 570,130 | 711,171 | 689,523 |
| Internal Services Fund | 4,189 | - | - |
| Special Revenue Fund | 826,047 | 1,374,900 | 1,857,212 |

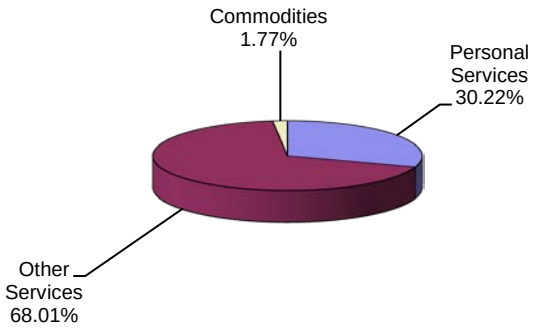
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 8.3 | 8.8 |
| **Totals** | **$ 1,398,789** | **$ 2,306,071** | **$ 2,590,891** |
| Personal Services | 535,179 | 721,856 | 783,006 |
| Other Services | 840,798 | 1,536,668 | 1,761,978 |
| Commodities | 22,381 | 47,547 | 45,907 |
| Purchased Capital | 432 | - | - |

**Environmental & Sustainability**
**2011/12 Operational Funding**
**$2,590,891**




**Environmental & Sustainability**
**2011/12 Operational Category**
**$2,590,891**



# Program: Environmental & Sustainability

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Environmental & Sustainability** | **$ 2,590,891** | **$ 44,156** | **$ -** | **$ 689,523** | **$ -** | **$ 1,857,212** |
| **Without Grant Funds** | | | | | | |
| **Environmental & Sustainability** | **1,925,632** | **-** | **-** | **508,371** | **-** | **1,417,261** |
| **Air Quality** | **320,835** | **-** | **-** | **-** | **-** | **320,835** |
| Indoor Air Quality | 43,766 | - | - | - | - | 43,766 |
| Other Air Quality | 26,824 | - | - | - | - | 26,824 |
| PM-10 Compliance | 250,245 | - | - | - | - | 250,245 |
| **Environmental Water Quality** | **332,509** | **-** | **-** | **-** | **-** | **332,509** |
| Groundwater Activities - Environmer | 62,573 | - | - | - | - | 62,573 |
| Stormwater Quality | 269,936 | - | - | - | - | 269,936 |
| **Hazardous Materials/Waste** | **552,528** | **-** | **-** | **256,165** | **-** | **296,363** |
| Asbestos Management | 147,880 | - | - | - | - | 147,880 |
| Hazardous Materials Response | 40,907 | - | - | - | - | 40,907 |
| Hazardous Waste Management | 95,664 | - | - | 15,963 | - | 79,701 |
| Household Hazardous Waste Progra | 240,202 | - | - | 240,202 | - | - |
| Lead Based Paint Management | 27,875 | - | - | - | - | 27,875 |
| **Public Health** | **40,136** | **-** | **-** | **-** | **-** | **40,136** |
| **Storage Tanks** | **324,198** | **-** | **-** | **-** | **-** | **324,198** |
| Leaking Underground Storage Tanks | 25,383 | - | - | - | - | 25,383 |
| Underground Storage Tanks | 298,815 | - | - | - | - | 298,815 |
| **Sustainability** | **355,426** | **-** | **-** | **252,206** | **-** | **103,220** |
| Brownfields | 70,563 | - | - | - | - | 70,563 |
| Environmental Site Assessments | 32,657 | - | - | - | - | 32,657 |
| Water Conservation | 252,206 | - | - | 252,206 | - | - |
| **Grant Funds Only** | | | | | | |
| **Environmental & Sustainability** | **665,259** | **44,156** | **-** | **181,152** | **-** | **439,951** |
| **Sustainability** | **665,259** | **44,156** | **-** | **181,152** | **-** | **439,951** |
| Brownfields | 400,000 | - | - | - | - | 400,000 |
| Energy Conservation | 107,759 | 44,156 | - | 23,652 | - | 39,951 |
| Water Conservation | 157,500 | - | - | 157,500 | - | - |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$1,857,212** |
| 485 Environmental Compliance | 1,857,212 |

# Program: Environmental & Sustainability

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Environmental & Sustainability** | **8.8** | **$ 2,590,891** | **$ 783,006** | **$ 1,761,978** | **$ 45,907** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **Environmental & Sustainability** | **7.8** | **1,925,632** | **698,899** | **1,180,826** | **45,907** | **-** |
| **Air Quality** | **0.8** | **320,835** | **62,899** | **257,936** | **-** | **-** |
| Indoor Air Quality | 0.1 | 43,766 | 11,439 | 32,327 | - | - |
| Other Air Quality | 0.2 | 26,824 | 15,150 | 11,674 | - | - |
| PM-10 Compliance | 0.5 | 250,245 | 36,310 | 213,935 | - | - |
| **Environmental Water Quality** | **2.1** | **332,509** | **229,313** | **102,696** | **500** | **-** |
| Groundwater Activities - Environmer | 0.1 | 62,573 | 62,573 | - | - | - |
| Stormwater Quality | 2.0 | 269,936 | 166,740 | 102,696 | 500 | - |
| **Hazardous Materials/Waste** | **1.4** | **552,528** | **127,207** | **390,083** | **35,238** | **-** |
| Asbestos Management | 0.3 | 147,880 | 30,062 | 117,818 | - | - |
| Hazardous Materials Response | 0.2 | 40,907 | 18,099 | 21,642 | 1,166 | - |
| Hazardous Waste Management | 0.3 | 95,664 | 25,842 | 53,653 | 16,169 | - |
| Household Hazardous Waste Progra | 0.4 | 240,202 | 36,908 | 185,391 | 17,903 | - |
| Lead Based Paint Management | 0.2 | 27,875 | 16,296 | 11,579 | - | - |
| **Public Health** | **0.5** | **40,136** | **40,136** | **-** | **-** | **-** |
| **Storage Tanks** | **0.4** | **324,198** | **41,198** | **283,000** | **-** | **-** |
| Leaking Underground Storage Tanks | 0.2 | 25,383 | 25,383 | - | - | - |
| Underground Storage Tanks | 0.2 | 298,815 | 15,815 | 283,000 | - | - |
| **Sustainability** | **2.7** | **355,426** | **198,146** | **147,111** | **10,169** | **-** |
| Brownfields | 0.6 | 70,563 | 57,329 | 13,234 | - | - |
| Environmental Site Assessments | 0.1 | 32,657 | 11,439 | 21,218 | - | - |
| Water Conservation | 2.0 | 252,206 | 129,378 | 112,659 | 10,169 | - |
| **Grant Funds Only** | | | | | | |
| **Environmental & Sustainability** | **1.0** | **665,259** | **84,107** | **581,152** | **-** | **-** |
| **Sustainability** | **1.0** | **665,259** | **84,107** | **581,152** | **-** | **-** |
| Brownfields | 0.0 | 400,000 | - | 400,000 | - | - |
| Energy Conservation | 1.0 | 107,759 | 84,107 | 23,652 | - | - |
| Water Conservation | 0.0 | 157,500 | - | 157,500 | - | - |

# Program: Planning and Entitlements

## Mission

In support of the City's General Plan, the Planning Division provides professional planning and entitlement services to guide the orderly development of an attractive, healthy, livable community and promote a high quality, dynamic, diverse and sustainable environment.

## Desired Outcomes

- Livable and sustainable neighborhoods are developed, conserved and revitalized throughout Mesa.
- Decision makers and citizens receive high quality information that meets their needs.
- Citizens engage in the process of planning for the future of the community.
- Mesa is a prosperous, economically balanced community addressing housing needs, economic opportunities and sustainability as a community.

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Percent of response to submittals received by the Planning Division meeting established turnaround times. | 93% | 120% | 95% | 95% |
| *Benchmark has been difficult to find, research continues.* | *N/A* | *N/A* | *N/A* | |
| Number of items placed on Board agendas each month by the Planning Division. | 26 | 200 | 200 | 200 |
| *Benchmark has been difficult to find, research continues.* | *N/A* | *N/A* | *N/A* | |
| Percent of times the recommendation from the planning staff is upheld by the approving body. | 93% | 90% | 90% | 90% |
| *Benchmark has been difficult to find, research continues.* | *N/A* | *N/A* | *N/A* | |
| Number of active items being worked on per planner per month. | 16 | 19 | 12 | 120 |
| *Benchmark has been difficult to find, research continues.* | *N/A* | *N/A* | *N/A* | |

# Program: Planning and Entitlements

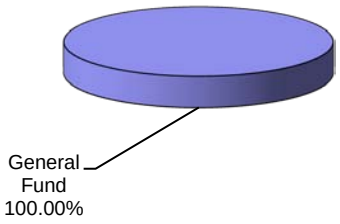
***Operational Resource History by Funding Source***

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 1,145,233** | **$ 1,341,453** | **$ 1,130,197** |
| General Fund | 1,145,233 | 1,341,453 | 1,130,197 |

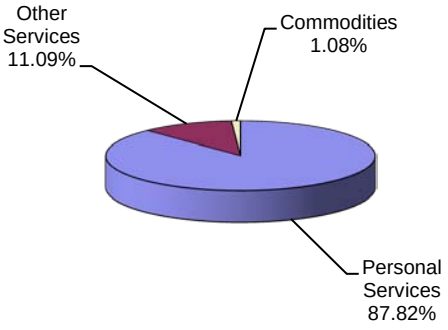
***Operational Resource History by Category***

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 9.0 | 9.0 |
| **Totals** | **$ 1,145,233** | **$ 1,341,453** | **$ 1,130,197** |
| Personal Services | 986,361 | 973,825 | 992,586 |
| Other Services | 158,672 | 355,544 | 125,356 |
| Commodities | 200 | 12,084 | 12,255 |

**Planning & Entitlements**
**2011/12 Operational Funding**
**$1,130,197**




**Planning & Entitlements**
**2011/12 Operational Category**
**$1,130,197**



# Program: Planning and Entitlements

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Planning and Entitlements** | **$ 1,130,197** | **$ 1,130,197** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **Planning and Entitlements** | **1,097,885** | **1,097,885** | **-** | **-** | **-** | **-** |
| **Civil Hearing Office** | **32,991** | **32,991** | **-** | **-** | **-** | **-** |
| **Entitlement Services** | **805,036** | **805,036** | **-** | **-** | **-** | **-** |
| Annexations | 83,217 | 83,217 | - | - | - | - |
| City Code Amendments | 34,350 | 34,350 | - | - | - | - |
| Code Interpretations | 30,200 | 30,200 | - | - | - | - |
| Land Development Process Implem | 265,150 | 265,150 | - | - | - | - |
| Land Division Process Implementati | 184,839 | 184,839 | - | - | - | - |
| Variance Process Implementation | 207,280 | 207,280 | - | - | - | - |
| **Historic Preservation** | **38,223** | **38,223** | **-** | **-** | **-** | **-** |
| **Long Range Planning Services** | **139,213** | **139,213** | **-** | **-** | **-** | **-** |
| General Plan Implementation | 40,478 | 40,478 | - | - | - | - |
| General Plan Update/Modifications | 39,403 | 39,403 | - | - | - | - |
| Participate in Regional Planning | 59,332 | 59,332 | - | - | - | - |
| **Zoning Code Updates** | **82,422** | **82,422** | **-** | **-** | **-** | **-** |
| **Grant Funds Only** | | | | | | |
| **Planning and Entitlements** | **32,312** | **32,312** | **-** | **-** | **-** | **-** |
| **Long Range Planning Services** | **32,312** | **32,312** | **-** | **-** | **-** | **-** |
| General Plan Update/Modifications | 32,312 | 32,312 | - | - | - | - |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Planning and Entitlements** | **9.0** | **$ 1,130,197** | **$ 992,586** | **$ 125,356** | **$ 12,255** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **Planning and Entitlements** | **9.0** | **1,097,885** | **992,586** | **93,044** | **12,255** | **-** |
| **Civil Hearing Office** | **0.3** | **32,991** | **27,291** | **4,200** | **1,500** | **-** |
| **Entitlement Services** | **6.7** | **805,036** | **731,812** | **64,969** | **8,255** | **-** |
| Annexations | 0.6 | 83,217 | 62,167 | 20,550 | 500 | - |
| City Code Amendments | 0.3 | 34,350 | 33,350 | - | 1,000 | - |
| Code Interpretations | 0.2 | 30,200 | 25,250 | 3,700 | 1,250 | - |
| Land Development Process Implem | 2.4 | 265,150 | 252,914 | 8,236 | 4,000 | - |
| Land Division Process Implementati | 1.5 | 184,839 | 154,334 | 30,000 | 505 | - |
| Variance Process Implementation | 1.9 | 207,280 | 203,797 | 2,483 | 1,000 | - |
| **Historic Preservation** | **0.3** | **38,223** | **30,423** | **7,800** | **-** | **-** |
| **Long Range Planning Services** | **1.3** | **139,213** | **137,138** | **1,075** | **1,000** | **-** |
| General Plan Implementation | 0.4 | 40,478 | 38,903 | 1,075 | 500 | - |
| General Plan Update/Modifications | 0.4 | 39,403 | 38,903 | - | 500 | - |
| Participate in Regional Planning | 0.6 | 59,332 | 59,332 | - | - | - |
| **Zoning Code Updates** | **0.5** | **82,422** | **65,922** | **15,000** | **1,500** | **-** |
| **Grant Funds Only** | | | | | | |
| **Planning and Entitlements** | **0.0** | **32,312** | **-** | **32,312** | **-** | **-** |
| **Long Range Planning Services** | **0.0** | **32,312** | **-** | **32,312** | **-** | **-** |
| General Plan Update/Modifications | 0.0 | 32,312 | - | 32,312 | - | - |


mesa·az

# ECONOMIC DEVELOPMENT DEPARTMENT

## Economic Development

- Administration
- Business Expansion and Retention
- Competitive Positioning
- Corporate Locates
- Downtown Mesa Association Coordination
- Image Building and Public Relations
- Mesa Gateway Area
- Research and Development
- Small Business & Entrepreneurial

# Program: Economic Development

## Mission

To lead, plan, and execute a coordinated strategy that will create a sustainable community by attracting and retaining high-quality jobs and promoting economic growth.

## Desired Outcomes

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

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Number of new jobs created citywide. | (2762) | 1,000 | 1,056 | 4,939 |
| *The Miliken Institute produces an annual list of the "Best Performing Cities" in the country. Large and small metro regions are ranked using several economic-related performance metrics. The benchmark for new jobs created in Mesa is set to match the job growth rate of the metro area the Miliken Institute identified as having the largest 1-year gain in wages & earnings. The number of jobs created is scaled down from the metro level by using the current proportion of jobs in Mesa to the region which is currently about 8-10 percent.* | *1,582* | *2,085* | *NA* | |

# Program: Economic Development

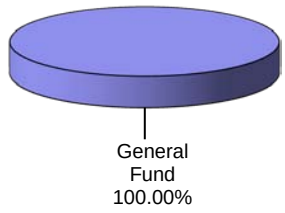
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 3,695,991** | **$ 3,750,038** | **$ 3,924,728** |
| General Fund | 3,695,991 | 3,750,038 | 3,924,728 |

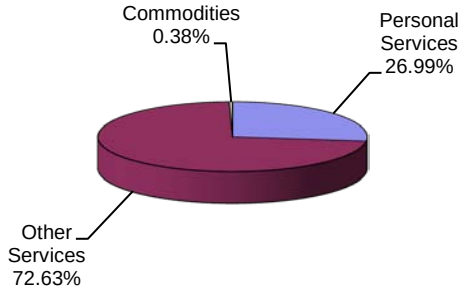
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 9.0 | 10.0 |
| **Totals** | **$ 3,695,991** | **$ 3,750,038** | **$ 3,924,728** |
| Personal Services | 925,691 | 946,232 | 1,059,327 |
| Other Services | 2,754,960 | 2,788,806 | 2,850,401 |
| Commodities | 15,340 | 15,000 | 15,000 |

**Economic Development**
**2011/12 Operational Funding**
**$3,924,728**




**Economic Development**
**2011/12 Operational Category**
**$3,924,728**



# Program: Economic Development

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total Economic Development** | **$ 3,924,728** | **$ 3,924,728** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **Economic Development** | **3,780,051** | **3,780,051** | **-** | **-** | **-** | **-** |
| Administration | 333,358 | 333,358 | - | - | - | - |
| Business Expansion and Retention | 219,766 | 219,766 | - | - | - | - |
| Competitive Positioning | 130,564 | 130,564 | - | - | - | - |
| Corporate Locates | 443,691 | 443,691 | - | - | - | - |
| Downtown Mesa Association Coordinati | 624,365 | 624,365 | - | - | - | - |
| Image Building and Public Relations | 178,121 | 178,121 | - | - | - | - |
| Mesa Gateway Area | 1,785,560 | 1,785,560 | - | - | - | - |
| Research and Development | 4,480 | 4,480 | - | - | - | - |
| Small Business & Entrepreneurial | 60,146 | 60,146 | - | - | - | - |
| **Grant Funds Only** | | | | | | |
| **Economic Development** | **144,677** | **144,677** | **-** | **-** | **-** | **-** |
| Business Expansion and Retention | 144,677 | 144,677 | - | - | - | - |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grand Total Economic Development** | **10.0** | **$ 3,924,728** | **$ 1,059,327** | **$ 2,850,401** | **$ 15,000** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **Economic Development** | **9.0** | **3,780,051** | **973,245** | **2,791,806** | **15,000** | **-** |
| Administration | 2.6 | 333,358 | 216,747 | 102,611 | 14,000 | - |
| Business Expansion and Retention | 1.8 | 219,766 | 189,801 | 29,965 | - | - |
| Competitive Positioning | 0.6 | 130,564 | 84,821 | 45,743 | - | - |
| Corporate Locates | 2.2 | 443,691 | 251,483 | 192,208 | - | - |
| Downtown Mesa Association Coordinati | 0.1 | 624,365 | 14,318 | 610,047 | - | - |
| Image Building and Public Relations | 1.2 | 178,121 | 145,149 | 31,972 | 1,000 | - |
| Mesa Gateway Area | 0.2 | 1,785,560 | 17,760 | 1,767,800 | - | - |
| Research and Development | 0.0 | 4,480 | - | 4,480 | - | - |
| Small Business & Entrepreneurial | 0.5 | 60,146 | 53,166 | 6,980 | - | - |
| **Grant Funds Only** | | | | | | |
| **Economic Development** | **1.0** | **144,677** | **86,082** | **58,595** | **-** | **-** |
| Business Expansion and Retention | 1.0 | 144,677 | 86,082 | 58,595 | - | - |

# ENERGY RESOURCES DEPARTMENT

## Electric

- Electric Administration
- Electric Installation, Svc Request, Meter Testing & Retirement, Meter Changeout
- Electric Resources
  - Electric Business Development
- Electric Substation Operations
  - Electric Substation Maintenance
  - Electric Substation Operations/SCADA and Control Room
- Electric Transmission and Distribution
  - Electric Transmission/Distribution Maintenance
- Electric Admin. Overhead Credits

## Gas

- Gas Administration
- Gas Resources
  - Gas Public Outreach
  - Gas System Monitoring
  - Gas System Planning
  - Gas Utility Locating
  - Natural Gas Business Development
- Gas System Maintenance/Operations
  - Commercial Gas Regulator and Meter Maintenance
  - Gas Emergency Response
  - Gas Regulatory Compliance
  - Gas Tech Services
  - Gas Valve and Pipeline Maintenance
  - Residential Gas Regulator and Meter Maintenance
- Gas Admin. Overhead Credits

# Program: Electric

## Mission

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

## Desired Outcomes

- Reliable generation, transmission and distribution of electric energy to our customers
- Electric energy is delivered to our community safely
- Mesa's cost of electric energy service is the lowest in our region

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Electric System Average Interruption Frequency Index expressed as "interruptions per customer" (SAIFI) | 0.9331 | 0.6582 | 0.5175 | 0.5175 |
| *The SAIFI benchmark 0.69 interruptions per year is the average index from surveys of publicly owned utilities in APPAs Region 6- California Nevada and Arizona. This information is reported in APPAs "Evaluation of Data Submitted in APPA 2003 Distribution System Reliability and Operations Survey June 2004" which is the most recent comprehensive and complete survey summary for Region* | *0.6900* | *0.6900* | *0.6900* | |
| Monthly electric commodity cost (dollars) | $16,888,526 | $17,042,733 | $17,872,879 | $23,217,180 |
| *Data necessary to develop comparable benchmarks on a current time period for regional utilities has not yet been found. This research continues.* | *N/A* | *N/A* | *NA* | |
| Number of lost time accidents per month - electric program | 0.000 | 0.000 | 0.000 | 0.266 |
| *OSHA - Incidence rates of nonfatal occupational injuries and illnesses by industry and case types 2008; Utilities; Electric power transmission control and distribution. Number of cases with days away from work = 1.1. The incidence rates represent the number of injuries and illnesses per 100 full-time workers and were calculated as: N/EH x 200000 where N = number of injuries and illnesses; EH = total hours worked by all employees during the calendar year; 200000 = base for 100 equivalent full-time workers working 40 hrs per wk 50 wks per yr. Days-away-from-work cases include those that resulted in days away from work some of which also included job transfer or restriction. Source: Bureau of Labor Statistics U.S.Dept of Labor Oct 2009.* | *1.400* | *1.400* | *1.400* | |

# Program: Electric

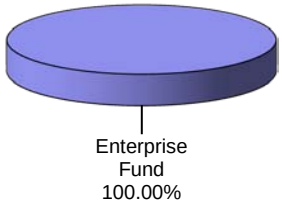
## *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 19,433,189** | **$ 20,746,926** | **$ 20,231,662** |
| General Fund | 16,652 | - | - |
| Enterprise Fund | 19,416,537 | 20,746,926 | 20,231,662 |

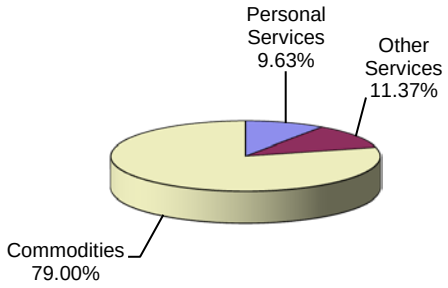
## *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 22.8 | 21.3 |
| **Totals** | **$ 19,433,189** | **$ 20,746,926** | **$ 20,231,662** |
| Personal Services | 2,627,011 | 2,348,382 | 2,227,455 |
| Other Services | 2,876,853 | 2,837,687 | 2,630,107 |
| Commodities | 17,180,957 | 18,789,138 | 18,272,804 |
| Credits & Clearing Accts | (3,251,632) | (3,228,281) | (2,898,704) |

**Electric**
**2011/12 Operational Funding**
**$20,231,662**




**Electric**
**2011/12 Operational Category**
**$23,130,366***




*Credits & Clearing Accts not included. Negative number represents a transfer of costs from other areas of the City to this area.

# Program: Electric

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Electric** | **$ 20,231,662** | **$ -** | **$ -** | **$ 20,231,662** | **$ -** | **$ -** |
| **Electric Administration** | **552,178** | **-** | **-** | **552,178** | **-** | **-** |
| **Electric Installation, Svc Request, Me** | **1,095,460** | **-** | **-** | **1,095,460** | **-** | **-** |
| **Electric Resources** | **2,000** | **-** | **-** | **2,000** | **-** | **-** |
| Electric Business Development | 2,000 | - | - | 2,000 | - | - |
| **Electric Substation Operations** | **1,093,564** | **-** | **-** | **1,093,564** | **-** | **-** |
| Electric Substation Operations/SCAI | 188,024 | - | - | 188,024 | - | - |
| Electric Substation Maintenance | 905,540 | - | - | 905,540 | - | - |
| **Electric Transmission and Distributio** | **20,387,164** | **-** | **-** | **20,387,164** | **-** | **-** |
| Electric Transmission/Distribution M | 20,387,164 | - | - | 20,387,164 | - | - |
| **Electric Admin. Overhead Credits** | **(2,898,704)** | **-** | **-** | **(2,898,704)** | **-** | **-** |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital | Credits |
|---|---|---|---|---|---|---|---|
| **Electric** | **21.3** | **$ 20,231,662** | **$ 2,227,455** | **$ 2,630,107** | **$ 18,272,804** | **$ -** | **$ (2,898,704)** |
| **Electric Administration** | **5.3** | **552,178** | **521,460** | **30,718** | **-** | **-** | **-** |
| **Electric Installation, Svc Request, Me** | **4.7** | **1,095,460** | **419,232** | **654,286** | **21,942** | **-** | **-** |
| **Electric Resources** | **0.0** | **2,000** | **-** | **-** | **2,000** | **-** | **-** |
| Electric Business Development | 0.0 | 2,000 | - | - | 2,000 | - | - |
| **Electric Substation Operations** | **3.6** | **1,093,564** | **449,886** | **619,377** | **24,301** | **-** | **-** |
| Electric Substation Operations/SCAI | 0.9 | 188,024 | 94,278 | 87,746 | 6,000 | - | - |
| Electric Substation Maintenance | 2.7 | 905,540 | 355,608 | 531,631 | 18,301 | - | - |
| **Electric Transmission and Distributio** | **7.7** | **20,387,164** | **836,877** | **1,325,726** | **18,224,561** | **-** | **-** |
| Electric Transmission/Distribution M | 7.7 | 20,387,164 | 836,877 | 1,325,726 | 18,224,561 | - | - |
| **Electric Admin. Overhead Credits** | **0.0** | **(2,898,704)** | **-** | **-** | **-** | **-** | **(2,898,704)** |

# Program: Gas

## 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:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Monthly natural gas commodity cost (dollars) | $16,142,019 | $16,699,018 | $16,952,355 | $24,643,117 |
| *Data necessary to develop comparable benchmarks for regional utilities has not been found. Research continues.* | *N/A* | *N/A* | *N/A* | |
| Number of lost time accidents per month - gas program | 0.00 | 0.00 | 0.00 | 0.18 |
| *OSHA-Incidence rates of nonfatal occupational injuries and illnesses by industry and case types 2008; Utilities; Natural gas distribution. Number of cases w/ days away from work = 1.2. The incidence rates represent the number of injuries and illnesses per 100 full-time workers and were calculated as: N/EH x 200000 where N= number of injuries & illnesses; EH= total hours worked by all employees during the calendar year; 200000= base for 100 equivalent full-time workers working 40 hrs per wk 50 wks per yr. Days-away-from-work cases include those that resulted in days away from work some of which also included job transfer or restriction. Source: Bureau of Labor Statistics U.S.Dept of Labor Oct 2009.* | *0.96* | *0.96* | *0.96* | |
| Percent of Regulatory required [maintenance] programs on schedule for both Mesa and Magma operational areas. | 100% | 98% | 100% | |
| *The maintenance requirements for a natural gas utility are set and regulated by both Federal and State pipeline safety regulations.* | *100%* | *100%* | *100%* | |

# Program: Gas

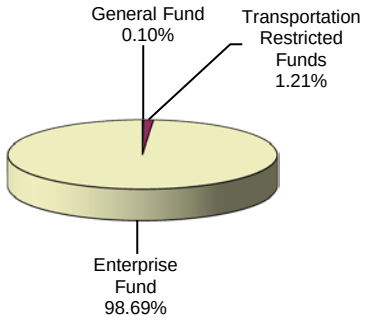
## *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 22,672,177** | **$ 27,094,789** | **$ 24,435,405** |
| General Fund | 69,119 | 24,127 | 24,594 |
| Transportation Restricted Funds | 234,443 | 289,523 | 295,125 |
| Enterprise Fund | 22,368,588 | 26,781,139 | 24,115,686 |
| Internal Services Fund | 27 | - | - |

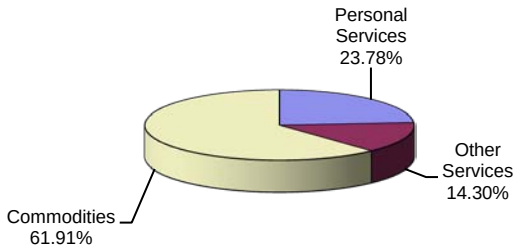
## *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 74.0 | 74.1 |
| **Totals** | **$ 22,672,177** | **$ 27,094,789** | **$ 24,435,405** |
| Personal Services | 6,008,085 | 6,331,802 | 6,718,686 |
| Other Services | 3,923,622 | 4,080,437 | 4,040,268 |
| Commodities | 16,616,624 | 20,407,984 | 17,488,861 |
| Purchased Capital | 2,823 | - | - |
| Credits & Clearing Accts | (3,878,976) | (3,725,434) | (3,812,410) |

**Gas**
**2011/12 Operational Funding**
**$24,435,405**




**Gas**
**2011/12 Operational Category**
**$28,247,815***




*Credits & Clearing Accts not included. Negative number represents a transfer of costs from other areas of the City to this area.

# Program: Gas

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Gas** | **$ 24,435,405** | **$ 24,594** | **$ 295,125** | **$ 24,115,686** | **$ -** | **$ -** |
| **Gas Administration** | **1,973,928** | **-** | **-** | **1,973,928** | **-** | **-** |
| **Gas Resources** | **2,159,045** | **24,594** | **295,125** | **1,839,326** | **-** | **-** |
| Gas Public Outreach | 103,561 | - | - | 103,561 | - | - |
| Gas System Monitoring | 22,485 | - | - | 22,485 | - | - |
| Gas System Planning | 546,182 | - | - | 546,182 | - | - |
| Gas Utility Locating | 1,276,886 | 24,594 | 295,125 | 957,167 | - | - |
| Natural Gas Business Development | 209,931 | - | - | 209,931 | - | - |
| **Gas System Maintenance/Operations** | **24,114,842** | **-** | **-** | **24,114,842** | **-** | **-** |
| Commercial Gas Regulator and Met | 586,499 | - | - | 586,499 | - | - |
| Gas Emergency Response | 526,439 | - | - | 526,439 | - | - |
| Gas Regulatory Compliance | 996,173 | - | - | 996,173 | - | - |
| Gas Tech Services | 628,122 | - | - | 628,122 | - | - |
| Gas Valve and Pipeline Maintenanc | 21,099,705 | - | - | 21,099,705 | - | - |
| Residential Gas Regulator and Mete | 277,904 | - | - | 277,904 | - | - |
| **Gas Admin. Overhead Credits** | **(3,812,410)** | **-** | **-** | **(3,812,410)** | **-** | **-** |

| | |
|---|---|
| ***Transportation Restricted Funds Total*** | **$295,125** |
| 470 Highway User Revenue Fund | 295,125 |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital | Credits |
|---|---|---|---|---|---|---|---|
| **Gas** | **74.1** | **$ 24,435,405** | **$ 6,718,686** | **$ 4,040,268** | **$ 17,488,861** | **$ -** | **$ (3,812,410)** |
| **Gas Administration** | **14.7** | **1,973,928** | **1,565,103** | **379,865** | **28,960** | **-** | **-** |
| **Gas Resources** | **15.5** | **2,159,045** | **1,342,383** | **771,897** | **44,765** | **-** | **-** |
| Gas Public Outreach | 1.0 | 103,561 | 82,765 | 16,092 | 4,704 | - | - |
| Gas System Monitoring | 0.0 | 22,485 | - | 16,825 | 5,660 | - | - |
| Gas System Planning | 4.3 | 546,182 | 374,130 | 172,037 | 15 | - | - |
| Gas Utility Locating | 8.5 | 1,276,886 | 709,777 | 534,723 | 32,386 | - | - |
| Natural Gas Business Development | 1.8 | 209,931 | 175,711 | 32,220 | 2,000 | - | - |
| **Gas System Maintenance/Operations** | **43.8** | **24,114,842** | **3,811,200** | **2,888,506** | **17,415,136** | **-** | **-** |
| Commercial Gas Regulator and Met | 4.1 | 586,499 | 347,244 | 230,463 | 8,792 | - | - |
| Gas Emergency Response | 2.3 | 526,439 | 321,990 | 197,212 | 7,237 | - | - |
| Gas Regulatory Compliance | 7.1 | 996,173 | 624,851 | 361,083 | 10,239 | - | - |
| Gas Tech Services | 4.9 | 628,122 | 372,913 | 254,109 | 1,100 | - | - |
| Gas Valve and Pipeline Maintenanc | 24.6 | 21,099,705 | 2,059,983 | 1,743,998 | 17,295,724 | - | - |
| Residential Gas Regulator and Mete | 0.9 | 277,904 | 84,219 | 101,641 | 92,044 | - | - |
| **Gas Admin. Overhead Credits** | **0.0** | **(3,812,410)** | **-** | **-** | **-** | **-** | **(3,812,410)** |


mesa·az

# ENGINEERING DEPARTMENT

**Engineering**

- Administration
- City Infrastructure Construction
  - Field Engineering Technical Support
  - Permit Construction Inspection
- City Infrastructure Design
  - Engineering Technical Support
- Property Management and Sales
- Engineering Administrative Overhead Credits

# Program: Engineering

## Mission

The Engineering Program oversees the design and construction of City capital improvement projects and works with private developers and other entities such as non-city utilities to ensure that all constructed infrastructure is built to City design and quality standards.

## Desired Outcomes

- Infrastructure projects for City and outside agencies are delivered on time, within budget, in a quality manner, therefore allowing effective service delivery.
- Infrastructure is consistent, uniform, and meets current city standards.

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Percent of CIP Projects On Time (Design and Construction) | 82.00% | 90.00% | 80.00% | 80.00% |
| *Research to find appropriate benchmarks is in process. The Engineering Department is a member of the Arizona Benchmarking Group and the main objective of the Study Group is to share performance benchmarking on delivering capital projects. The Group currently has 7 agency members throughout the State and was formed 2 years ago.* | *80.00%* | *80.00%* | *80.00%* | |
| Percent of current FY CIP Budget Expended | 52.00% | 80.00% | 80.00% | 80.00% |
| *The Engineering Department is a member of the Arizona Benchmarking Group. This Group consists of seven member agencies comprising Pinal County Maricopa County Maricopa Community College Pima County City of Phoenix and the City of Tucson. This group was formed approximately three years ago but Mesa joined in early 2008. This group meets quarterly to share information and benchmark services.* | *70.00%* | *70.00%* | *70.00%* | |
| Number of current FY CIP Engineering Projects Bid (60 projects) | 68 | 70 | 70 | |
| *Research to find appropriate benchmarks is in process. The Engineering Department is a member of the Arizona Benchmarking Group and the main objective of the Study Group is to share performance benchmarking on delivering capital projects. The Group consists of seven agency members comprising Pinal County Maricopa County Maricopa County Community College District Pima County City of Phoenix and the City of Tucson. This group was formed approximately three years ago. This group meets quarterly to share information and benchmark services.* | *82* | *82* | *82* | |
| Construction change orders as a percentage of total construction costs | 2.45% | 2.50% | 8.90% | |
| *The Arizona Benchmarking Group's Phase 4 data indicates that the combined average Change Order Percentage between seven local valley agencies is 8.9 percent. The percentage is an average of 249 capital improvement projects completed during 2003 to 2007 ranging in cost from 0.5 million to 40+ million dollars.* | *8.90%* | *8.90%* | *8.90%* | |

# Program: Engineering

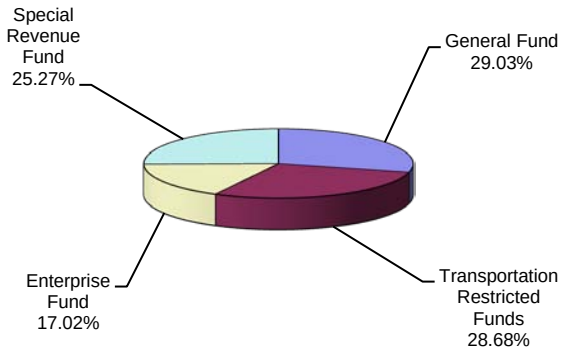
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 1,473,234** | **$ 1,989,141** | **$ 2,314,940** |
| General Fund | 657,283 | 922,156 | 672,120 |
| Transportation Restricted Funds | 513,330 | 677,995 | 663,890 |
| Enterprise Fund | 294,765 | 388,990 | 393,890 |
| Internal Services Fund | 7,856 | - | - |
| Special Revenue Fund | - | - | 585,040 |

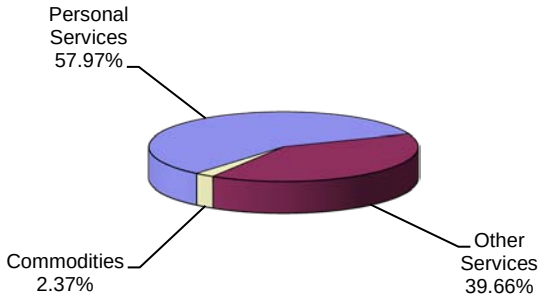
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 38.7 | 41.0 |
| **Totals** | **$ 1,473,234** | **$ 1,989,141** | **$ 2,314,940** |
| Personal Services | 3,044,968 | 3,622,041 | 3,988,134 |
| Other Services | 2,059,767 | 2,723,146 | 2,728,863 |
| Commodities | 95,899 | 157,917 | 162,917 |
| Credits & Clearing Accts | (3,727,400) | (4,513,963) | (4,564,974) |

**Engineering**
**2011/12 Operational Funding**
**$2,314,940**




**Engineering**
**2011/12 Operational Category**
**$6,879,914***




*Credits & Clearing Accts not included. Negative number represents a transfer of costs from other areas of the City to this area.

# Program: Engineering

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total Engineering** | **$ 2,314,940** | **$ 672,120** | **$ 663,890** | **$ 393,890** | **$ -** | **$ 585,040** |
| **Without Grant Funds** | | | | | | |
| **Engineering** | **1,729,900** | **672,120** | **663,890** | **393,890** | **-** | **-** |
| **Administration** | **2,675,655** | **2,675,655** | **-** | **-** | **-** | **-** |
| **City Infrastructure Construction** | **1,057,038** | **883,739** | **108,401** | **64,898** | **-** | **-** |
| Field Engineering Technical Support | 172,855 | 172,855 | - | - | - | - |
| Permit Construction Inspection | 884,183 | 710,884 | 108,401 | 64,898 | - | - |
| **City Infrastructure Design** | **1,221,121** | **448,640** | **555,489** | **216,992** | **-** | **-** |
| Engineering Technical Support | 1,221,121 | 448,640 | 555,489 | 216,992 | - | - |
| **Property Management and Sales** | **1,341,060** | **1,229,060** | **-** | **112,000** | **-** | **-** |
| **Engineering Administrative Overhead** | **(4,564,974)** | **(4,564,974)** | **-** | **-** | **-** | **-** |
| **Grant Funds Only** | | | | | | |
| **Engineering** | **585,040** | **-** | **-** | **-** | **-** | **585,040** |
| **City Infrastructure Construction** | **403,843** | **-** | **-** | **-** | **-** | **403,843** |
| Field Engineering Technical Support | 403,843 | - | - | - | - | 403,843 |
| **City Infrastructure Design** | **181,197** | **-** | **-** | **-** | **-** | **181,197** |
| Engineering Technical Support | 181,197 | - | - | - | - | 181,197 |

| | |
|---|---|
| ***Transportation Restricted Funds Total*** | **$663,890** |
| 012 Local Streets Sales Tax | 663,890 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$585,040** |
| 400 Transportation Assist Locl | 585,040 |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital | Credits |
|---|---|---|---|---|---|---|---|
| **Grand Total Engineering** | **41.0** | **$ 2,314,940** | **$ 3,988,134** | **$ 2,728,863** | **$ 162,917** | **$ -** | **$ (4,564,974)** |
| **Without Grant Funds** | | | | | | | |
| **Engineering** | **37.0** | **1,729,900** | **3,609,421** | **2,522,536** | **162,917** | **-** | **(4,564,974)** |
| **Administration** | **17.9** | **2,675,655** | **1,796,646** | **720,092** | **158,917** | **-** | **-** |
| **City Infrastructure Construction** | **7.4** | **1,057,038** | **684,251** | **372,787** | **-** | **-** | **-** |
| Field Engineering Technical Support | 1.4 | 172,855 | 111,894 | 60,961 | - | - | - |
| Permit Construction Inspection | 6.0 | 884,183 | 572,357 | 311,826 | - | - | - |
| **City Infrastructure Design** | **8.1** | **1,221,121** | **790,468** | **430,653** | **-** | **-** | **-** |
| Engineering Technical Support | 8.1 | 1,221,121 | 790,468 | 430,653 | - | - | - |
| **Property Management and Sales** | **3.6** | **1,341,060** | **338,056** | **999,004** | **4,000** | **-** | **-** |
| **Engineering Administrative Overhead** | **0.0** | **(4,564,974)** | **-** | **-** | **-** | **-** | **(4,564,974)** |
| **Grant Funds Only** | | | | | | | |
| **Engineering** | **4.0** | **585,040** | **378,713** | **206,327** | **-** | **-** | **-** |
| **City Infrastructure Construction** | **3.0** | **403,843** | **261,419** | **142,424** | **-** | **-** | **-** |
| Field Engineering Technical Support | 3.0 | 403,843 | 261,419 | 142,424 | - | - | - |
| **City Infrastructure Design** | **1.0** | **181,197** | **117,294** | **63,903** | **-** | **-** | **-** |
| Engineering Technical Support | 1.0 | 181,197 | 117,294 | 63,903 | - | - | - |

# FACILITES MAINTENANCE DEPARTMENT

## District Cooling

District Cooling

## Facilities Maintenance

Administative Support
Building Maintenance
Custodial
Electric
HVAC (Heating, Ventilation and Air Conditioning)
Landscaping
Plumbing

# Program: District Cooling

## Mission

Provide energy and cost savings, and generate revenue through the utilization of district cooling for City and selected privately owned buildings.

## Desired Outcomes

- Reduce capital, operating, maintenance, and energy costs by consolidating air conditioning equipment into a central chilled water plant.
- Create a self-sustaining district cooling utility enterprise.
- Obtain full cost-recovery.
- Contribute to the General Fund.
- Support Downtown development.

# Program: District Cooling

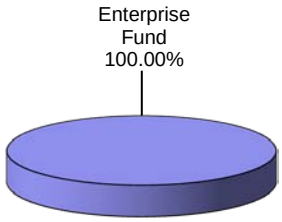
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 553,114** | **$ 795,954** | **$ 1,408,320** |
| General Fund | - | 70,000 | - |
| Enterprise Fund | 553,114 | 725,954 | 1,408,320 |

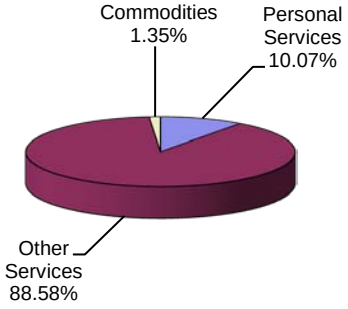
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 0.9 | 1.8 |
| **Totals** | **$ 553,114** | **$ 795,954** | **$ 1,408,320** |
| Personal Services | 102,941 | 71,454 | 141,820 |
| Other Services | 429,980 | 675,500 | 1,247,500 |
| Commodities | 20,193 | 49,000 | 19,000 |

**District Cooling**
**2011/12 Operational Funding**
**$1,408,320**




**District Cooling**
**2011/12 Operational Category**
**$1,408,320**



# Program: District Cooling

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **District Cooling** | **$ 1,408,320** | **$ -** | **$ -** | **$ 1,408,320** | **$ -** | **$ -** |
| District Cooling | 1,408,320 | - | - | 1,408,320 | - | - |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **District Cooling** | **1.8** | **$ 1,408,320** | **$ 141,820** | **$ 1,247,500** | **$ 19,000** | **$ -** |
| District Cooling | 1.8 | 1,408,320 | 141,820 | 1,247,500 | 19,000 | - |

# Program: Facilities Maintenance

## Mission

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

## Desired Outcomes

- Provide professional customer service and facilities maintenance in a cost effective and efficient manner.
- Assure that City building and grounds systems (including structure, heating, cooling, electrical, plumbing, and landscape systems) function as designed at all times.
- Cultivate a culture of working safely while striving for excellence through education and training.

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Number of facility repair/service requests per 100,000 building square feet. | 207 | 210 | 240 | 210 |
| *The ICMA benchmark is 363 repair/service requests per 100,000 building square feet per year. The City of Mesa target is 240/100K of building square feet - one third lower.* | *363* | *363* | *363* | |
| Number of building square feet maintained per Facilities Maintenance employee. | 89,230 | 90,000 | 90,000 | 90,000 |
| *The International Facility Management Association benchmark is 1 maintenance employee for every 49,000 square feet maintained.* | *49,000* | *49,000* | *49,000* | |
| Annual cost per square foot of facilities maintained. | $3.37 | $3.16 | $3.25 | $3.62 |
| *The IFMA benchmark of annual cost of facilities maintenance operations for city/county governments is 3.62 per square foot.* | *$3.62* | *$3.62* | *$3.62* | |
| Percentage of customers responding Very Satisfied/Satisfied with the maintenance of City facilities. | 89.9% | 90.0% | 90.0% | 90.0% |
| *The IFMA benchmark for overall customer satisfaction with Facilities Maintenance is eighty-five percent 85.* | *85.0%* | *85.0%* | *85.0%* | |
| Average number of days response time for non-emergency repair/service requests. | 0.75 | 0.75 | 2.00 | 2.00 |
| *ICMA benchmark is 2.0 days response time for non-emergency repairs/service requests.* | *2.00* | *2.00* | *2.00* | |

# Program: Facilities Maintenance

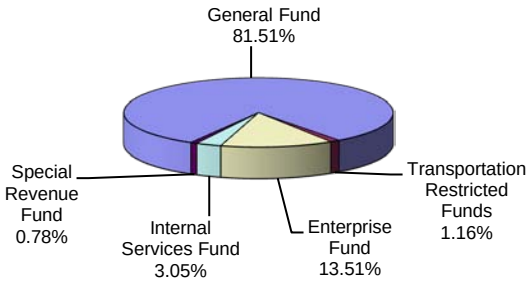
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 6,398,656** | **$ 11,938,063** | **$ 12,915,254** |
| General Fund | 5,213,033 | 10,025,186 | 10,526,590 |
| Transportation Restricted Funds | 115,976 | 149,082 | 150,067 |
| Enterprise Fund | 869,178 | 1,443,721 | 1,744,601 |
| Internal Services Fund | 182,060 | 228,145 | 393,328 |
| Special Revenue Fund | 18,407 | 91,929 | 100,668 |

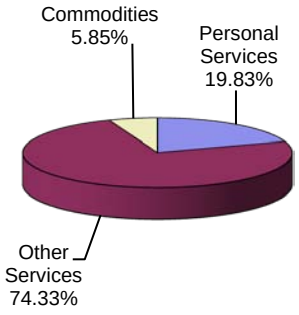
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 31.6 | 30.7 |
| **Totals** | **$ 6,398,656** | **$ 11,938,063** | **$ 12,915,254** |
| Personal Services | 2,424,887 | 2,641,365 | 2,560,978 |
| Other Services | 3,162,675 | 7,345,403 | 9,599,280 |
| Commodities | 683,630 | 1,639,324 | 754,996 |
| Capital | 127,463 | 311,971 | - |

**Facilities Maintenance**
**2011/12 Operational Funding**
**$12,915,254**




**Facilities Maintenance**
**2011/12 Operational Category**
**$12,915,254**



# Program: Facilities Maintenance

### *2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Facilities Maintenance** | **$ 12,915,254** | **$ 10,526,590** | **$ 150,067** | **$ 1,744,601** | **$ 393,328** | **$ 100,668** |
| Administative Support | 839,142 | 839,142 | - | - | - | - |
| Building Maintenance | 4,986,924 | 4,221,028 | 29,486 | 434,045 | 244,251 | 58,114 |
| Custodial | 1,541,894 | 1,272,243 | 36,525 | 188,700 | 30,770 | 13,656 |
| Electric | 3,094,732 | 2,225,035 | 45,388 | 749,104 | 63,771 | 11,434 |
| HVAC (Heating, Ventilation and Air Con | 850,193 | 685,093 | 16,680 | 128,199 | 14,079 | 6,142 |
| Landscaping | 754,376 | 606,153 | 12,052 | 114,334 | 19,392 | 2,445 |
| Plumbing | 847,993 | 677,896 | 9,936 | 130,219 | 21,065 | 8,877 |

| | |
|---|---|
| ***Transportation Restricted Funds Total*** | **$150,067** |
| 012 Local Streets Sales Tax | 150,067 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$100,668** |
| 485 Environmental Compliance | 11,127 |
| 445 Arts Center Restoration Fd | 1,292 |
| 430 Cemetery Reserve Fund | 332 |
| 400 Transportation Assist Locl | 9,704 |
| 280 City Empl Benefit Trust | 54,200 |
| 220 Mesa Ppty & Public Liab Tr | 24,013 |

### *2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Facilities Maintenance** | **30.7** | **$ 12,915,254** | **$ 2,560,978** | **$ 9,599,280** | **$ 754,996** | **$ -** |
| Administative Support | 8.1 | 839,142 | 697,966 | 104,573 | 36,603 | - |
| Building Maintenance | 5.9 | 4,986,924 | 453,335 | 4,407,965 | 125,624 | - |
| Custodial | 0.8 | 1,541,894 | 53,958 | 1,482,736 | 5,200 | - |
| Electric | 7.8 | 3,094,732 | 605,014 | 2,252,047 | 237,671 | - |
| HVAC (Heating, Ventilation and Air Con | 4.8 | 850,193 | 482,725 | 134,429 | 233,039 | - |
| Landscaping | 0.8 | 754,376 | 51,599 | 676,165 | 26,612 | - |
| Plumbing | 2.5 | 847,993 | 216,381 | 541,365 | 90,247 | - |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# FALCON FIELD AIRPORT DEPARTMENT

## Falcon Field Airport

- Administrative Support
- Community Outreach
- Public Use Property
  - Airside
  - Landside and Terminal Building
- Rental Property
  - Ground and Building Leases
  - Hangars and Storage Rooms
  - Tiedowns

# Program: Falcon Field Airport

## Mission

The Airport provides a safe, secure, and financially self-sustaining general aviation facility. It is responsible for providing friendly service and high quality improvements that allow aircraft to safely and conveniently land, take off, taxi, and park, and which are compatible with the surrounding area.

## Desired Outcomes

- Customers choose to use the Airport as their general aviation airport of choice because it is safe, efficient, secure, aesthetically pleasing, and responsive to customer needs.
- The Airport attracts businesses and creates jobs that contribute to the economic growth and vitality of the community.
- The Airport operates in a manner that is compatible with the surrounding neighborhoods.

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Percent of leaseable airport land that is leased | 63% | 62% | 62% | 80% |
| *Lease 80 percent of developable land based upon a benchmark comparison with Scottsdale Air Park. Scottsdale was chosen because it is located in the Phoenix area and has very little vacant land remaining that is available for lease.* | *80%* | *80%* | *80%* | |
| Amount of grant funds awarded | $135,000 | $2,386,952 | $95,000 | $5,416,875 |
| *Airport grants are awarded on a competitive basis. The amount will vary from year to year depending upon which projects an airport has scheduled on the Airport Capital Improvement Program for that year. Therefore it is difficult to establish a benchmark comparison to another airport since each airport has its own capital improvement program that is unique to that airport. Funding availability depends upon: 1. the amount of federal funds appropriated nationwide and to the FAA Western-Pacific Region; 2. where individual projects fall within the FAAs system of priorities; 3. what projects are being funded at other airports that may take priority for funding; 4. how well the airport has spent prior grant funds; 5. the number of based aircraft or enplanements at an airport.* | *N/A* | *N/A* | *N/A* | |
| Number of cumulative aircraft operations | 223,276 | 225,000 | 225,000 | 225,000 |
| *A benchmark has not been established at this time due to the effect that increased operations have on the surrounding community.* | *N/A* | *N/A* | *N/A* | |
| Number of businesses | 98 | 110 | 110 | 100 |
| *The benchmark is 117 business which is comparable to Van Nuys CA airport prior to the current economic recession. Van Nuys is one of the busiest general aviation airports in the United States.* | *117* | *117* | *117* | |
| Number of full-time equivalent jobs at airport businesses | 1,104 | 971 | 1,000 | 1,300 |
| *The benchmark of 1300 is equal to the actual number of employees working on the airport in FY2007-08.* | *1,300* | *1,300* | *1,300* | |

# Program: Falcon Field Airport

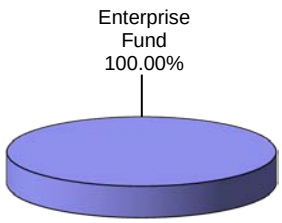
***Operational Resource History by Funding Source***

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 1,880,272** | **$ 1,572,948** | **$ 1,604,900** |
| Enterprise Fund | 1,880,272 | 1,572,948 | 1,604,900 |

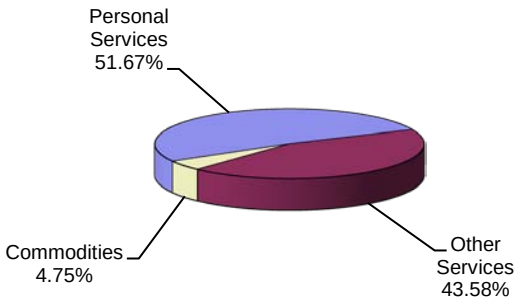
***Operational Resource History by Category***

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 10.0 | 10.0 |
| **Totals** | **$ 1,880,272** | **$ 1,572,948** | **$ 1,604,900** |
| Personal Services | 797,208 | 797,327 | 829,279 |
| Other Services | 1,022,635 | 699,432 | 699,432 |
| Commodities | 59,180 | 76,189 | 76,189 |
| Purchased Capital | 1,249 | - | - |

**Falcon Field Airport**
**2011/12 Operational Funding**
**$1,604,900**




**Falcon Field Airport**
**2011/12 Operational Category**
**$1,604,900**



# Program: Falcon Field Airport

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Falcon Field Airport** | **$ 1,604,900** | **$ -** | **$ -** | **$ 1,604,900** | **$ -** | **$ -** |
| **Administrative Support** | **17,583** | **-** | **-** | **17,583** | **-** | **-** |
| **Community Outreach** | **100,200** | **-** | **-** | **100,200** | **-** | **-** |
| **Public Use Property** | **690,356** | **-** | **-** | **690,356** | **-** | **-** |
| Airside | 422,567 | - | - | 422,567 | - | - |
| Landside and Terminal Building | 267,789 | - | - | 267,789 | - | - |
| **Rental Property** | **796,761** | **-** | **-** | **796,761** | **-** | **-** |
| Ground and Building Leases | 213,465 | - | - | 213,465 | - | - |
| Hangars and Storage Rooms | 371,547 | - | - | 371,547 | - | - |
| Tiedowns | 211,749 | - | - | 211,749 | - | - |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Falcon Field Airport** | **10.0** | **$ 1,604,900** | **$ 829,279** | **$ 699,432** | **$ 76,189** | **$ -** |
| **Administrative Support** | **0.0** | **17,583** | **4,963** | **12,620** | **-** | **-** |
| **Community Outreach** | **0.0** | **100,200** | **-** | **63,700** | **36,500** | **-** |
| **Public Use Property** | **2.2** | **690,356** | **175,334** | **475,333** | **39,689** | **-** |
| Airside | 2.2 | 422,567 | 175,334 | 216,389 | 30,844 | - |
| Landside and Terminal Building | 0.0 | 267,789 | - | 258,944 | 8,845 | - |
| **Rental Property** | **7.8** | **796,761** | **648,982** | **147,779** | **-** | **-** |
| Ground and Building Leases | 2.2 | 213,465 | 209,252 | 4,213 | - | - |
| Hangars and Storage Rooms | 2.8 | 371,547 | 229,968 | 141,579 | - | - |
| Tiedowns | 2.7 | 211,749 | 209,762 | 1,987 | - | - |

# FINANCIAL SERVICES DEPARTMENT

## Financial Services

- Accounting
  - Accounting Services
  - Payroll Services
- Budget
  - Budget Administration
    - Budget Administrative Support
    - Research/Special Projects
    - Training
  - Capital Improvement Program Coordination
    - Coordination and Management of Bond Elections and Bond Sales
    - Coordination of Capital Improvement Program
  - Data System Management
  - Fiscal Budget Management
    - Budget Prep
    - Monitor & Adjust Adopted Budget
    - Rates
  - Forecast Coordination

# Program: Financial Services

## Mission

The Financial Services Department is focused on continually strengthening the financial management of the City.

## Desired Outcomes

- Analysis is provided in a timely manner and results communicated effectively.
- Financial transactions are processed efficiently and timely.
- The needs and requirements of all City divisions are met as provided services evolve and adapt.
- The City is recognized as a leader in financial reporting.
- Future financial impact information is available and future significant impacts can be identified.

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Adopted budget conforms to state statutes and City charter requirements. | Yes | Yes | Yes | |
| Receipt of the Distinguished Budget Award from Government Financial Officers Association. | Yes | Yes | Yes | |
| Receipt of the Annual Certificate of Achievement for Excellence in Financial Reporting. | N/A | 100.00% | 100.00% | |
| *Government Financial Officers Association* | *100.00%* | *100.00%* | *100.00%* | |
| Track investment portfolio monthly earnings among LGIP Pool 7, PFM Asset Management and 1-Year Treasury investments. | 0.14% | 0.11% | 0.11% | |
| *LGIP Pool 7 & 1 year Treasury rates fluctuate daily so there is no annual projected benchmark.* | *N/A* | *N/A* | *N/A* | |

# Program: Financial Services

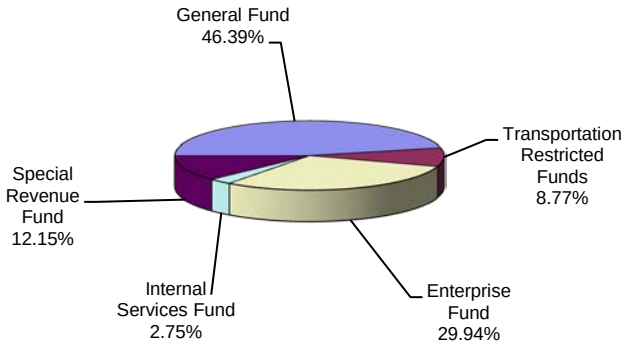
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 4,050,744** | **$ 4,278,621** | **$ 5,057,530** |
| General Fund | 2,121,167 | 2,061,090 | 2,346,032 |
| Transportation Restricted Funds | 294,295 | 361,907 | 443,495 |
| Enterprise Fund | 1,110,644 | 1,301,523 | 1,514,300 |
| Internal Services Fund | 94,358 | 92,352 | 139,302 |
| Special Revenue Fund | 430,280 | 461,749 | 614,401 |

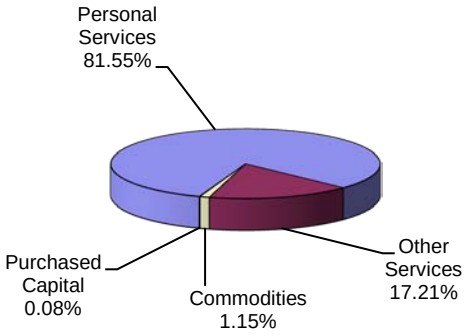
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 43.5 | 48.5 |
| **Totals** | **$ 4,050,744** | **$ 4,278,621** | **$ 5,057,530** |
| Personal Services | 3,598,374 | 3,573,531 | 4,124,462 |
| Other Services | 426,223 | 645,727 | 870,499 |
| Commodities | 26,146 | 54,243 | 58,314 |
| Purchased Capital | - | 5,120 | 4,255 |

**Financial Services**
**2011/12 Operational Funding**
**$5,057,530**




**Financial Services**
**2011/12 Operational Category**
**$5,057,530**



# Program: Financial Services

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Financial Services** | **$ 5,057,530** | **$ 2,346,032** | **$ 443,495** | **$ 1,514,300** | **$ 139,302** | **$ 614,401** |
| **Accounting** | **3,619,123** | **1,664,278** | **305,173** | **1,054,735** | **138,472** | **456,465** |
| Accounting Services | 2,956,788 | 1,380,244 | 250,773 | 869,594 | 116,012 | 340,165 |
| Payroll Services | 662,335 | 284,034 | 54,400 | 185,141 | 22,460 | 116,300 |
| **Budget** | **1,438,407** | **681,754** | **138,322** | **459,565** | **830** | **157,936** |
| **Budget Administration** | **367,684** | **200,602** | **35,295** | **98,250** | **29** | **33,508** |
| Budget Administrative Support | 102,086 | 50,525 | 9,663 | 29,531 | 9 | 12,358 |
| Research/Special Projects | 246,883 | 140,818 | 23,860 | 63,305 | 18 | 18,882 |
| Training | 18,715 | 9,259 | 1,772 | 5,414 | 2 | 2,268 |
| **Capital Improvement Program Co** | **160,083** | **49,625** | **24,011** | **68,838** | **-** | **17,609** |
| Coordination and Management c | 5,628 | 1,744 | 844 | 2,421 | - | 619 |
| Coordination of Capital Improver | 154,455 | 47,881 | 23,167 | 66,417 | - | 16,990 |
| **Data System Management** | **89,895** | **44,472** | **8,512** | **26,011** | **10** | **10,890** |
| **Fiscal Budget Management** | **520,542** | **238,542** | **42,077** | **179,600** | **758** | **59,565** |
| Budget Prep | 264,976 | 131,890 | 22,868 | 73,782 | 738 | 35,698 |
| Monitor & Adjust Adopted Budge | 191,489 | 94,735 | 18,132 | 55,408 | 20 | 23,194 |
| Rates | 64,077 | 11,917 | 1,077 | 50,410 | - | 673 |
| **Forecast Coordination** | **300,203** | **148,513** | **28,427** | **86,866** | **33** | **36,364** |

| ***Transportation Restricted Funds Total*** | **$443,495** |
|---|---|
| 012 Local Streets Sales Tax | 442,753 |
| 470 Highway User Revenue Fund | 742 |

| ***Special Revenue Fund Total*** | **$614,401** |
|---|---|
| 968 Utility R.E.R. Fund | 258 |
| 740 Prj 11 Spring Training Bnd | 281 |
| 739 Prj 10 Water Sys Bonds | 618 |
| 698 Prj 10 Gas Sys Bonds | 265 |
| 682 Prj 10 Electric Sys Bonds | 277 |
| 485 Environmental Compliance | 49,359 |
| 430 Cemetery Reserve Fund | 11,749 |
| 425 Mhs Sec 8 Choice Vouchers | 46 |
| 400 Transportation Assist Locl | 104,660 |
| 368 Prj 10 Streets Bond Fund | 879 |
| 353 Prj 10 Wstwtr Bond Con Fd | 16 |
| 341 Prj 10 Fire Bond Const Fd | 60 |
| 325 Prj 10 Law Enf Bond Con Fd | 887 |
| 280 City Empl Benefit Trust | 350,475 |
| 220 Mesa Ppty & Public Liab Tr | 50,446 |
| 210 Workers Compensation Fund | 44,125 |

# Program: Financial Services

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Financial Services** | **48.5** | **$ 5,057,530** | **$ 4,124,462** | **$ 870,499** | **$ 58,314** | **$ 4,255** |
| **Accounting** | **37.5** | **3,619,123** | **2,852,725** | **712,735** | **53,663** | **-** |
| Accounting Services | 28.5 | 2,956,788 | 2,190,390 | 712,735 | 53,663 | - |
| Payroll Services | 9.0 | 662,335 | 662,335 | - | - | - |
| **Budget** | **11.0** | **1,438,407** | **1,271,737** | **157,764** | **4,651** | **4,255** |
| **Budget Administration** | **1.7** | **367,684** | **260,923** | **102,110** | **4,651** | **-** |
| Budget Administrative Support | 0.3 | 102,086 | 86,326 | 11,109 | 4,651 | - |
| Research/Special Projects | 1.3 | 246,883 | 155,882 | 91,001 | - | - |
| Training | 0.2 | 18,715 | 18,715 | - | - | - |
| **Capital Improvement Program Co** | **1.7** | **160,083** | **155,975** | **4,108** | **-** | **-** |
| Coordination and Management c | 0.1 | 5,628 | 5,628 | - | - | - |
| Coordination of Capital Improver | 1.6 | 154,455 | 150,347 | 4,108 | - | - |
| **Data System Management** | **0.9** | **89,895** | **89,895** | **-** | **-** | **-** |
| **Fiscal Budget Management** | **4.2** | **520,542** | **475,602** | **40,685** | **-** | **4,255** |
| Budget Prep | 2.0 | 264,976 | 220,036 | 40,685 | - | 4,255 |
| Monitor & Adjust Adopted Budge | 1.6 | 191,489 | 191,489 | - | - | - |
| Rates | 0.6 | 64,077 | 64,077 | - | - | - |
| **Forecast Coordination** | **2.5** | **300,203** | **289,342** | **10,861** | **-** | **-** |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# FIRE DEPARTMENT

## Fire

- Fire Administration
  - Fire Administration
  - Fire Fiscal Management
- Departmental Communications
  - Departmental Communications Administration
  - Public Information Office
- Emergency Management
  - "All Hazard" Emergency Preparedness
  - City Emergency Management Operations and Training
  - City Emergency Management Strategic Planning
- Emergency Medical Support
  - EMS Operations Administration
  - EMS Training
- Fire and Life Safety Education
  - Fire and Life Safety Education Administration
  - Community Education
  - Volunteer Program
- Fire Dispatch and Deployment
  - Fire Dispatch and Deployment Administration
  - Fire Dispatch and Deployment
- Fire Maintenance
  - Fire Maintenance Administration
  - Fleet Maintenance
  - Small Equipment, SCBA, Fire Hose Repair
- Fire Prevention
  - Administration
  - Fire Investigations
  - Inspections
- Operations
  - Fire Operations Administration
  - Code 3 Emergency Response Management
- Personnel and Wellness
  - Fire Personnel Administration
  - Recruitment/Promotions
  - Wellness/Infectious Exposure Programs
- Resource Management
  - Resource Management Administration
  - Contract Maintenance
  - Facility and Fire Operation Support
- Special Operations
  - Special Operations Admin
  - Other Special Teams
- Technical Services
  - Technical Services Administration
  - Computers/Systems Support
- Training
  - Planning and Administration of Training Programs
  - Firefighter Recruit Training
  - Operational Training Programs

# Program: Fire

## Mission

Provide the highest level of safety possible through emergency response, prevention and education to assure the safety and welfare of the community.

## Desired Outcomes

- Safe and efficient emergency response to the community
- Minimizing accident and injury through effective public education
- Hazard mitigation through inspection and investigation of businesses and public facilities

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Standards of Response coverage are met at 4 minutes 90% of the time for the first arriving unit. | 66% | 68% | 69% | 90% |
| *NFPA 1710 guidelines recommend that fire departments establish a response time of 4 minutes or less for the arrival of a first arriving company at an emergency incident. Fire departments shall also establish a performance objective of not less than 90.* | *90%* | *90%* | *90%* | |
| Number of Public Education Contacts by Fire with High Risk Population | 128,745 | 275,000 | 200,000 | 300,000 |
| *The Fire and Life Safety Education Section has a comprehensive injury prevention and volunteer program. Through our injury prevention programs we are able to provide education to residents via special events and classes. Through our volunteer programs we are able to provide valuable services through our Connector/ CRT /Social Service/ HSI/Cadet Programs and our BAT. At this time we have not found an agency that records and reports larger numbers. At this time we are exceeding other agencies.* | *226,579* | *300,000* | *300,000* | |
| Number of High and Medium Risk Fire Inspections Completed Annually | 1,887 | 1,485 | 1,620 | 8,100 |
| *Benchmark Research in progress.* | *N/A* | *N/A* | *N/A* | |

# Program: Fire

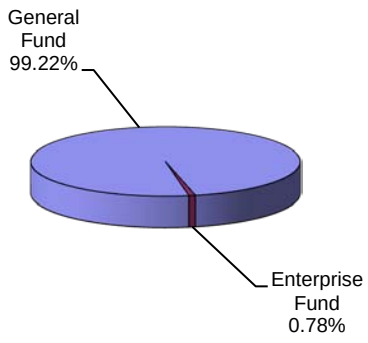
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 53,980,526** | **$ 60,112,027** | **$ 62,996,347** |
| General Fund | 53,945,338 | 59,676,184 | 62,508,115 |
| Enterprise Fund | 26,463 | 435,843 | 488,232 |
| Internal Services Fund | 463 | - | - |
| Special Revenue Fund | 8,262 | - | - |

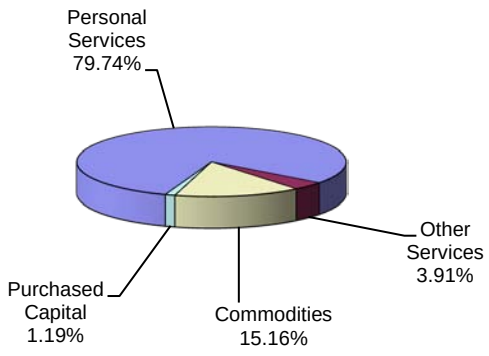
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 461.5 | 474.5 |
| **Totals** | **$ 53,980,526** | **$ 60,112,027** | **$ 62,996,347** |
| Personal Services | 48,123,713 | 48,651,689 | 50,232,192 |
| Other Services | 2,087,573 | 2,260,996 | 2,460,940 |
| Commodities | 2,678,782 | 8,212,988 | 9,551,227 |
| Purchased Capital | 1,090,458 | 986,354 | 751,988 |

**Fire**
**2011/12 Operational Funding**
**$62,996,347**




**Fire**
**2011/12 Operational Category**
**$62,996,347**



# Program: Fire

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Fire** | **$ 62,996,347** | **$ 62,508,115** | **$ -** | **$ 488,232** | **$ -** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **Fire** | **56,453,741** | **55,965,509** | **-** | **488,232** | **-** | **-** |
| **Fire Administration** | **2,477,259** | **2,477,259** | **-** | **-** | **-** | **-** |
| Fire Administration | 1,976,705 | 1,976,705 | - | - | - | - |
| Fire Fiscal Management | 500,554 | 500,554 | - | - | - | - |
| **Departmental Communications** | **332,936** | **332,936** | **-** | **-** | **-** | **-** |
| Departmental Communications Adm | 207,501 | 207,501 | - | - | - | - |
| Public Information Office | 125,435 | 125,435 | - | - | - | - |
| **Emergency Management** | **234,578** | **234,578** | **-** | **-** | **-** | **-** |
| "All Hazard" Emergency Preparedne | 15,253 | 15,253 | - | - | - | - |
| City Emergency Management Opera | 92,214 | 92,214 | - | - | - | - |
| City Emergency Management Strate | 127,111 | 127,111 | - | - | - | - |
| **Emergency Medical Support** | **1,204,688** | **1,204,688** | **-** | **-** | **-** | **-** |
| EMS Operations Administration | 732,740 | 732,740 | - | - | - | - |
| EMS Training | 471,948 | 471,948 | - | - | - | - |
| **Fire and Life Safety Education** | **708,525** | **708,525** | **-** | **-** | **-** | **-** |
| Fire and Life Safety Education Admi | 241,913 | 241,913 | - | - | - | - |
| Community Education | 299,998 | 299,998 | - | - | - | - |
| Volunteer Program | 166,614 | 166,614 | - | - | - | - |
| **Fire Dispatch and Deployment** | **2,437,105** | **2,437,105** | **-** | **-** | **-** | **-** |
| Fire Dispatch and Deployment Admi | 430,738 | 430,738 | - | - | - | - |
| Fire Dispatch and Deployment | 2,006,367 | 2,006,367 | - | - | - | - |
| **Fire Maintenance** | **2,320,182** | **2,320,182** | **-** | **-** | **-** | **-** |
| Fire Maintenance Administration | 180,851 | 180,851 | - | - | - | - |
| Fleet Maintenance | 1,812,160 | 1,812,160 | - | - | - | - |
| Small Equipment, SCBA, Fire Hose | 327,171 | 327,171 | - | - | - | - |
| **Fire Prevention** | **1,085,722** | **1,085,722** | **-** | **-** | **-** | **-** |
| Administration | 438,103 | 438,103 | - | - | - | - |
| Fire Investigations | 121,927 | 121,927 | - | - | - | - |
| Inspections | 525,692 | 525,692 | - | - | - | - |
| **Operations** | **38,979,126** | **38,490,894** | **-** | **488,232** | **-** | **-** |
| Fire Operations Administration | 335,510 | 335,510 | - | - | - | - |
| Code 3 Emergency Response Mana | 38,643,616 | 38,155,384 | - | 488,232 | - | - |
| **Personnel and Wellness** | **826,166** | **826,166** | **-** | **-** | **-** | **-** |
| Fire Personnel Administration | 230,635 | 230,635 | - | - | - | - |
| Recruitment/Promotions | 194,116 | 194,116 | - | - | - | - |
| Wellness/Infectious Exposure Progr | 401,415 | 401,415 | - | - | - | - |
| **Resource Management** | **3,144,214** | **3,144,214** | **-** | **-** | **-** | **-** |
| Resource Management Administrati | 677,414 | 677,414 | - | - | - | - |
| Contract Maintenance | 625,483 | 625,483 | - | - | - | - |
| Facility and Fire Operation Support | 1,841,317 | 1,841,317 | - | - | - | - |
| **Special Operations** | **408,442** | **408,442** | **-** | **-** | **-** | **-** |
| Special Operations Admin | 153,982 | 153,982 | - | - | - | - |
| Other Special Teams | 254,460 | 254,460 | - | - | - | - |
| **Technical Services** | **1,323,341** | **1,323,341** | **-** | **-** | **-** | **-** |
| Technical Services Administration | 133,050 | 133,050 | - | - | - | - |
| Computers/Systems Support | 1,190,291 | 1,190,291 | - | - | - | - |
| **Training** | **971,457** | **971,457** | **-** | **-** | **-** | **-** |
| Planning and Administration of Train | 389,997 | 389,997 | - | - | - | - |
| Firefighter Recruit Training | 404,181 | 404,181 | - | - | - | - |
| Operational Training Programs | 177,279 | 177,279 | - | - | - | - |
| **Grant Funds Only** | | | | | | |
| **Fire** | **6,542,606** | **6,542,606** | **-** | **-** | **-** | **-** |
| **Fire Administration** | **5,582,230** | **5,582,230** | **-** | **-** | **-** | **-** |
| Fire Fiscal Management | 5,582,230 | 5,582,230 | - | - | - | - |
| **Operations** | **960,376** | **960,376** | **-** | **-** | **-** | **-** |
| Code 3 Emergency Response Mana | 960,376 | 960,376 | - | - | - | - |

# Program: Fire

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Fire** | **474.5** | **$ 62,996,347** | **$ 50,232,192** | **$ 2,460,940** | **$ 9,551,227** | **$ 751,988** |
| **Without Grant Funds** | | | | | | |
| **Fire** | **465.5** | **56,453,741** | **49,271,816** | **2,460,940** | **4,269,121** | **451,864** |
| **Fire Administration** | **10.0** | **2,477,259** | **1,691,231** | **135,659** | **650,369** | **-** |
| Fire Administration | 8.4 | 1,976,705 | 1,551,145 | 135,659 | 289,901 | - |
| Fire Fiscal Management | 1.6 | 500,554 | 140,086 | - | 360,468 | - |
| **Departmental Communications** | **2.5** | **332,936** | **281,462** | **6,752** | **44,722** | **-** |
| Departmental Communications Adm | 2.0 | 207,501 | 176,027 | 6,752 | 24,722 | - |
| Public Information Office | 0.5 | 125,435 | 105,435 | - | 20,000 | - |
| **Emergency Management** | **1.0** | **234,578** | **180,778** | **49,539** | **4,261** | **-** |
| "All Hazard" Emergency Preparedne | 0.1 | 15,253 | 12,763 | 2,490 | - | - |
| City Emergency Management Opera | 0.4 | 92,214 | 48,347 | 43,867 | - | - |
| City Emergency Management Strate | 0.6 | 127,111 | 119,668 | 3,182 | 4,261 | - |
| **Emergency Medical Support** | **6.0** | **1,204,688** | **977,947** | **190,331** | **36,410** | **-** |
| EMS Operations Administration | 2.9 | 732,740 | 617,981 | 101,843 | 12,916 | - |
| EMS Training | 3.2 | 471,948 | 359,966 | 88,488 | 23,494 | - |
| **Fire and Life Safety Education** | **7.0** | **708,525** | **535,114** | **88,267** | **85,144** | **-** |
| Fire and Life Safety Education Admi | 2.0 | 241,913 | 138,878 | 60,907 | 42,128 | - |
| Community Education | 3.0 | 299,998 | 242,444 | 19,934 | 37,620 | - |
| Volunteer Program | 2.0 | 166,614 | 153,792 | 7,426 | 5,396 | - |
| **Fire Dispatch and Deployment** | **29.0** | **2,437,105** | **2,357,505** | **43,600** | **36,000** | **-** |
| Fire Dispatch and Deployment Admi | 3.0 | 430,738 | 351,138 | 43,600 | 36,000 | - |
| Fire Dispatch and Deployment | 26.0 | 2,006,367 | 2,006,367 | - | - | - |
| **Fire Maintenance** | **11.0** | **2,320,182** | **977,081** | **289,501** | **732,077** | **321,523** |
| Fire Maintenance Administration | 1.9 | 180,851 | 194,751 | 1,630 | (15,530) | - |
| Fleet Maintenance | 7.2 | 1,812,160 | 619,378 | 277,050 | 594,209 | 321,523 |
| Small Equipment, SCBA, Fire Hose | 2.0 | 327,171 | 162,952 | 10,821 | 153,398 | - |
| **Fire Prevention** | **11.0** | **1,085,722** | **1,030,213** | **29,698** | **25,811** | **-** |
| Administration | 5.0 | 438,103 | 438,103 | - | - | - |
| Fire Investigations | 1.0 | 121,927 | 121,926 | 1 | - | - |
| Inspections | 5.0 | 525,692 | 470,184 | 29,697 | 25,811 | - |
| **Operations** | **363.5** | **38,979,126** | **38,408,597** | **244,562** | **325,967** | **-** |
| Fire Operations Administration | 4.5 | 335,510 | 329,825 | 5,685 | - | - |
| Code 3 Emergency Response Mana | 359.0 | 38,643,616 | 38,078,772 | 238,877 | 325,967 | - |
| **Personnel and Wellness** | **1.5** | **826,166** | **399,895** | **352,049** | **74,222** | **-** |
| Fire Personnel Administration | 1.1 | 230,635 | 167,052 | 51,979 | 11,604 | - |
| Recruitment/Promotions | 0.2 | 194,116 | 101,006 | 77,480 | 15,630 | - |
| Wellness/Infectious Exposure Progr | 0.2 | 401,415 | 131,837 | 222,590 | 46,988 | - |
| **Resource Management** | **8.0** | **3,144,214** | **582,512** | **837,413** | **1,698,948** | **25,341** |
| Resource Management Administrati | 3.0 | 677,414 | 243,166 | 518,152 | (83,904) | - |
| Contract Maintenance | 0.8 | 625,483 | 46,398 | 95,797 | 483,288 | - |
| Facility and Fire Operation Support | 4.3 | 1,841,317 | 292,948 | 223,464 | 1,299,564 | 25,341 |
| **Special Operations** | **2.0** | **408,442** | **242,594** | **59,565** | **106,283** | **-** |
| Special Operations Admin | 1.3 | 153,982 | 143,988 | 8,428 | 1,566 | - |
| Other Special Teams | 0.7 | 254,460 | 98,606 | 51,137 | 104,717 | - |
| **Technical Services** | **10.0** | **1,323,341** | **1,003,774** | **68,937** | **145,630** | **105,000** |
| Technical Services Administration | 0.9 | 133,050 | 100,392 | 22,550 | 10,108 | - |
| Computers/Systems Support | 9.1 | 1,190,291 | 903,382 | 46,387 | 135,522 | 105,000 |
| **Training** | **3.0** | **971,457** | **603,113** | **65,067** | **303,277** | **-** |
| Planning and Administration of Train | 2.1 | 389,997 | 232,112 | 51,319 | 106,566 | - |
| Firefighter Recruit Training | 0.0 | 404,181 | 206,470 | 1,000 | 196,711 | - |
| Operational Training Programs | 0.9 | 177,279 | 164,531 | 12,748 | - | - |
| **Grant Funds Only** | | | | | | |
| **Fire** | **9.0** | **6,542,606** | **960,376** | **-** | **5,282,106** | **300,124** |
| **Fire Administration** | **0.0** | **5,582,230** | **-** | **-** | **5,282,106** | **300,124** |
| Fire Fiscal Management | 0.0 | 5,582,230 | - | - | 5,282,106 | 300,124 |
| **Operations** | **9.0** | **960,376** | **960,376** | **-** | **-** | **-** |
| Code 3 Emergency Response Mana | 9.0 | 960,376 | 960,376 | - | - | - |


mesa·az

# FLEET SERVICES DEPARTMENT

**Fleet Services**

- Fleet Services Support
- Fleet Services Maintenance
  - Preventative Maintenance
  - Vehicle and Equipment Repairs
- Fleet Services Parts & Fuel Support
  - Fuel Management
  - Parts Management
- Fleet Equipment Usage & Admin. Overhead Credits

# Program: Fleet Services

## Mission

Purchase vehicles for City of Mesa departments and maintain and repair the fleet.

## 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:***

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Percent availability of Citywide Fleet Equipment | 99% | 95% | 95% | 95% |
| *Fleet Services Target is measured against "world class" vehicle availability standard that is established by NAFA which is 95.* | *95%* | *95%* | *95%* | |

# Program: Fleet Services

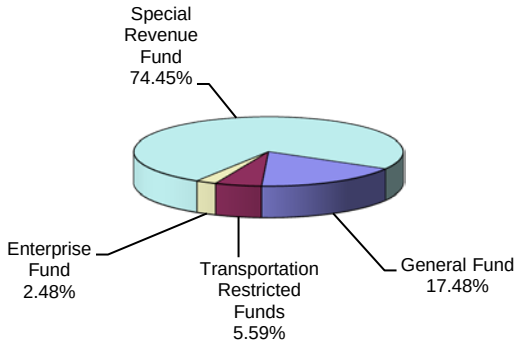
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 7,656,878** | **$ 5,491,361** | **$ 8,388,617** |
| General Fund | 1,422,572 | 1,063,000 | 1,702,568 |
| Transportation Restricted Funds | 258,427 | 65,000 | 543,915 |
| Enterprise Fund | 1,337,393 | 209,000 | 241,605 |
| Internal Services Fund | (443,438) | (1,183,456) | (1,349,878) |
| Special Revenue Fund | 5,081,924 | 5,337,817 | 7,250,407 |

### *Operational Resource History by Category*

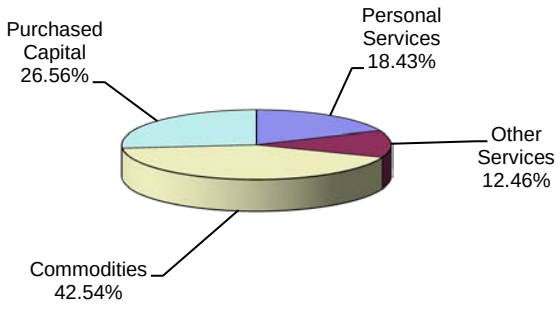
| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 76.0 | 76.0 |
| **Totals** | **$ 7,656,878** | **$ 5,491,361** | **$ 8,388,617** |
| Personal Services | 5,274,901 | 5,641,389 | 5,766,944 |
| Other Services | 3,880,789 | 3,948,475 | 3,897,279 |
| Commodities | 15,290,495 | 13,975,453 | 13,309,206 |
| Purchased Capital | 5,267,247 | 5,055,891 | 8,309,584 |
| Credits & Clearing Accts | (22,056,554) | (23,129,847) | (22,894,396) |

**Fleet Services**
**2011/12 Operational Funding**
**$9,738,495**




*Internal Services Fund not included. Negative number represents a transfer of costs from other areas of the City to this area.

**Fleet Services**
**2011/12 Operational Category**
**$31,283,013**




*Credits & Clearing Accts not included. Negative number represents a transfer of costs from other areas of the City to this area.

# Program: Fleet Services

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total Fleet Services** | **$ 8,388,617** | **$ 1,702,568** | **$ 543,915** | **$ 241,605** | **$ (1,349,878)** | **$ 7,250,407** |
| **Without Grant Funds** | | | | | | |
| **Fleet Services** | **7,488,134** | **1,051,000** | **295,000** | **241,605** | **(1,349,878)** | **7,250,407** |
| **Fleet Services Support** | **8,545,367** | **-** | **230,000** | **35,000** | **1,136,266** | **7,144,101** |
| **Fleet Services Maintenance** | **8,563,582** | **133,000** | **59,000** | **176,605** | **8,143,066** | **51,911** |
| Preventative Maintenance | 3,638,910 | - | - | - | 3,638,910 | - |
| Vehicle and Equipment Repairs | 4,924,672 | 133,000 | 59,000 | 176,605 | 4,504,156 | 51,911 |
| **Fleet Services Parts & Fuel Support** | **6,748,503** | **918,000** | **6,000** | **30,000** | **5,740,108** | **54,395** |
| Fuel Management | 4,230,603 | 716,000 | 3,000 | 16,000 | 3,441,208 | 54,395 |
| Parts Management | 2,517,900 | 202,000 | 3,000 | 14,000 | 2,298,900 | - |
| **Fleet Equipment Usage & Admin. Ove** | **(16,369,318)** | **-** | **-** | **-** | **(16,369,318)** | **-** |
| **Grant Funds Only** | | | | | | |
| **Fleet Services** | **900,483** | **651,568** | **248,915** | **-** | **-** | **-** |
| Fleet Services Support | 900,483 | 651,568 | 248,915 | - | - | - |

| ***Transportation Restricted Funds Total*** | **$543,915** |
|---|---|
| 012 Local Streets Sales Tax | 303,000 |
| 470 Highway User Revenue Fund | 22,000 |
| Federal Aid | 218,915 |

| ***Special Revenue Fund Total*** | **$7,250,407** |
|---|---|
| 968 Utility R.E.R. Fund | 3,561,290 |
| 485 Environmental Compliance | 95,306 |
| 435 Vehicle Replacement Fund | 3,582,811 |
| 430 Cemetery Reserve Fund | 11,000 |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital | Credits |
|---|---|---|---|---|---|---|---|
| **Grand Total Fleet Services** | **76.0** | **$ 8,388,617** | **$ 5,766,944** | **$ 3,897,279** | **$ 13,309,206** | **$ 8,309,584** | **$ (22,894,396)** |
| **Without Grant Funds** | | | | | | | |
| **Fleet Services** | **76.0** | **7,488,134** | **5,766,944** | **3,897,279** | **13,309,206** | **7,409,101** | **(22,894,396)** |
| **Fleet Services Support** | **7.6** | **8,545,367** | **750,370** | **322,972** | **62,924** | **7,409,101** | **-** |
| **Fleet Services Maintenance** | **59.4** | **8,563,582** | **4,385,585** | **3,408,373** | **769,624** | **-** | **-** |
| Preventative Maintenance | 27.5 | 3,638,910 | 1,923,025 | 1,576,885 | 139,000 | - | - |
| Vehicle and Equipment Repairs | 31.9 | 4,924,672 | 2,462,560 | 1,831,488 | 630,624 | - | - |
| **Fleet Services Parts & Fuel Support** | **9.0** | **6,748,503** | **630,989** | **165,934** | **12,476,658** | **-** | **(6,525,078)** |
| Fuel Management | 1.8 | 4,230,603 | 217,939 | 147,934 | 7,974,730 | - | (4,110,000) |
| Parts Management | 7.3 | 2,517,900 | 413,050 | 18,000 | 4,501,928 | - | (2,415,078) |
| **Fleet Equipment Usage & Admin. Ove** | **0.0** | **(16,369,318)** | **-** | **-** | **-** | **-** | **(16,369,318)** |
| **Grant Funds Only** | | | | | | | |
| **Fleet Services** | **0.0** | **900,483** | **-** | **-** | **-** | **900,483** | **-** |
| Fleet Services Support | 0.0 | 900,483 | - | - | - | 900,483 | - |

# HOUSING & COMMUNITY DEVELOPMENT DEPARTMENT

## Housing & Community Development Administration

Housing & Community Development Administration
Animal Control
Community Education

## Community Revitalization

ABC, ESG and Human Services Management System Activity
CDBG and Home Management System Activity
Neighborhood Stabilization Program

## Diversity

Community Outreach
Responsiveness to Diverse Customers

## Housing Services

Housing Rehabilitation
Housing Rental Assistance

## Neighborhood Outreach

Neighborhood Collaboration & Partnerships
Neighborhood Support and Revitalization
Special Projects

# Program: Housing & Community Development Administration

## Mission

Partnering together to preserve and revitalize neighborhoods to enhance the quality of life for Mesa residents.

## Desired Outcomes

-The Quality of Life for Mesa residents is enhanced through the services provided by Neighborhood Services.

-Neighborhood Service employees are satisfied with the work they are performing for the department.

# Program: Housing and Community Development Administration

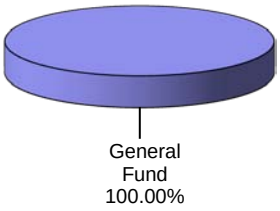
***Operational Resource History by Funding Source***

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 614,541** | **$ 731,820** | **$ 760,356** |
| General Fund | 613,829 | 731,820 | 760,356 |
| Enterprise Fund | 712 | - | - |

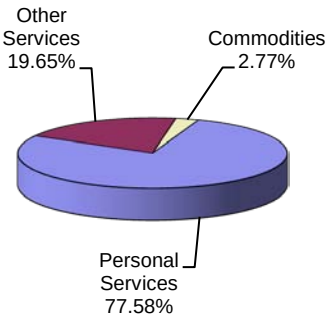
***Operational Resource History by Category***

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 8.2 | 8.2 |
| **Totals** | **$ 614,541** | **$ 731,820** | **$ 760,356** |
| Personal Services | 493,580 | 575,610 | 589,865 |
| Other Services | 113,651 | 135,139 | 149,420 |
| Commodities | 7,310 | 21,071 | 21,071 |

**Housing & Community Development Admin**
**2011/12 Operational Funding**
**$760,356**




**Housing & Community Development Admin**
**2011/12 Operational Category**
**$760,356**



# Program: Housing and Community Development Administration

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Housing & Community Development Ac** | **$ 760,356** | **$ 760,356** | **$ -** | **$ -** | **$ -** | **$ -** |
| Housing & Community Development Ad | 257,932 | 257,932 | - | - | - | - |
| Animal Control | 455,579 | 455,579 | - | - | - | - |
| Community Education | 46,845 | 46,845 | - | - | - | - |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Housing & Community Development Ac** | **8.2** | **$ 760,356** | **$ 589,865** | **$ 149,420** | **$ 21,071** | **$ -** |
| Housing & Community Development Ad | 2.7 | 257,932 | 220,591 | 30,561 | 6,780 | - |
| Animal Control | 5.0 | 455,579 | 323,479 | 117,809 | 14,291 | - |
| Community Education | 0.5 | 46,845 | 45,795 | 1,050 | - | - |

# Program: Community Revitalization

## Mission

Administer allocated funding to provide basic health, safety, and revitalization services to low- and/or moderate-income Mesa residents.

## Desired Outcomes

Improve the quality of life of Mesa's low- and/or moderate-income residents by:

- Funding internal and external partners that connect families and individuals to needed health, safety, and revitalization services.
- Actively monitoring internal and external subrecipients to ensure accurate and timely reporting as well as compliance with all federal regulatory requirements.

***Performance Measures:***

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Residents receiving substance abuse treatment. | 4,769 | 5,200 | 5,200 | 26,000 |
| *Benchmark has been difficult to find. Research continues.* | *N/A* | *N/A* | *N/A* | |
| Meals served to Mesa seniors. | 79,035 | 80,900 | 80,000 | 400,000 |
| *Benchmark has been difficult to find. Research continues.* | *N/A* | *NA* | *N/A* | |
| Number of shelter nights provided. | 113,932 | 98,200 | 100,000 | 500,000 |
| *Benchmark has been difficult to find. Research continues.* | *N/A* | *N/A* | *N/A* | |
| Number of emergency food boxes distributed. | 520,054 | 600,000 | 600,000 | 2,400,000 |
| *Benchmark has been difficult to find. Research continues.* | *N/A* | *N/A* | *N/A* | |

# Program: Community Revitalization

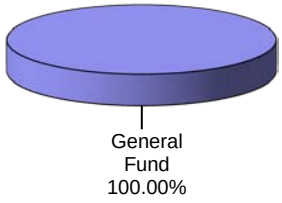
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 12,317,823** | **$ 12,820,016** | **$ 12,418,803** |
| General Fund | 12,317,823 | 12,793,847 | 12,418,803 |
| Special Revenue Fund | - | 26,169 | - |

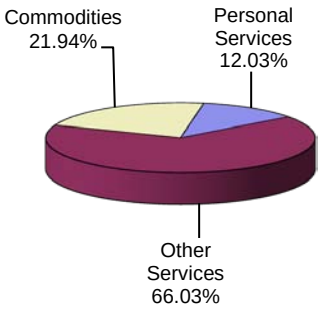
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 15.5 | 18.3 |
| **Totals** | **$ 12,317,823** | **$ 12,820,016** | **$ 12,418,803** |
| Personal Services | 962,906 | 1,220,679 | 1,494,145 |
| Other Services | 8,098,211 | 8,131,095 | 8,199,708 |
| Commodities | 3,256,706 | 3,468,242 | 2,724,950 |

**Community Revitalization**
**2011/12 Operational Funding**
**$12,418,803**




**Community Revitalization**
**2011/12 Operational Category**
**$12,418,803**



# Program: Community Revitalization

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Community Revitalization** | **$ 12,418,803** | **$ 12,418,803** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **Community Revitalization** | **658,767** | **658,767** | **-** | **-** | **-** | **-** |
| ABC, ESG and Human Services Manag | 658,767 | 658,767 | - | - | - | - |
| **Grant Funds Only** | | | | | | |
| **Community Revitalization** | **11,760,036** | **11,760,036** | **-** | **-** | **-** | **-** |
| ABC, ESG and Human Services Manag | 150,528 | 150,528 | - | - | - | - |
| CDBG and Home Management System | 4,506,992 | 4,506,992 | - | - | - | - |
| Neighborhood Stabilization Program | 7,102,516 | 7,102,516 | - | - | - | - |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Community Revitalization** | **18.3** | **$ 12,418,803** | **$ 1,494,145** | **$ 8,199,708** | **$ 2,724,950** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **Community Revitalization** | **1.0** | **658,767** | **58,834** | **599,933** | **-** | **-** |
| ABC, ESG and Human Services Manag | 1.0 | 658,767 | 58,834 | 599,933 | - | - |
| **Grant Funds Only** | | | | | | |
| **Community Revitalization** | **17.3** | **11,760,036** | **1,435,311** | **7,599,775** | **2,724,950** | **-** |
| ABC, ESG and Human Services Manag | 0.1 | 150,528 | 4,706 | 145,822 | - | - |
| CDBG and Home Management System | 9.0 | 4,506,992 | 742,252 | 3,748,045 | 16,695 | - |
| Neighborhood Stabilization Program | 8.3 | 7,102,516 | 688,353 | 3,705,908 | 2,708,255 | - |

# Program: Diversity

## Mission

Increase awareness and acceptance of diversity through inclusion, education and opportunity.

## Desired Outcomes

We are a workforce and community that invites, includes, and respects diversity.

***Performance Measures:***

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Number of community involvement projects, events and/or presentations initiated, maintained or completed. | 109 | 80 | 80 | 400 |
| *Research is currently being conducted with the regional cities and cities of similar size to Mesa's population* | *N/A* | *N/A* | *N/A* | |

# Program: Diversity

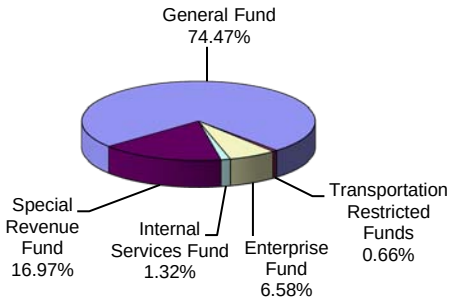
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 131,919** | **$ 109,120** | **$ 79,037** |
| General Fund | 99,826 | 85,260 | 58,861 |
| Transportation Restricted Funds | 868 | 615 | 520 |
| Enterprise Fund | 7,966 | 6,150 | 5,200 |
| Internal Services Fund | 868 | 1,230 | 1,040 |
| Special Revenue Fund | 22,391 | 15,865 | 13,416 |

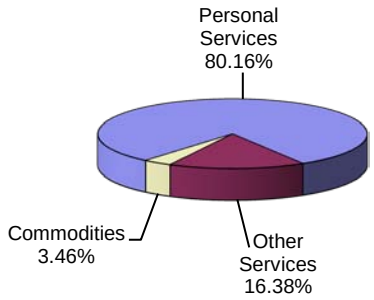
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 0.8 | 0.5 |
| **Totals** | **$ 131,919** | **$ 109,120** | **$ 79,037** |
| Personal Services | 127,129 | 93,443 | 63,356 |
| Other Services | 3,954 | 12,952 | 12,949 |
| Commodities | 836 | 2,725 | 2,732 |

**Diversity**
**2011/12 Operational Funding**
**$79,037**




**Diversity**
**2011/12 Operational Category**
**$79,037**



# Program: Diversity

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Diversity** | **$ 79,037** | **$ 58,861** | **$ 520** | **$ 5,200** | **$ 1,040** | **$ 13,416** |
| Community Outreach | 53,493 | 39,838 | 352 | 3,520 | 704 | 9,079 |
| Responsiveness to Diverse Customers | 25,544 | 19,023 | 168 | 1,680 | 336 | 4,337 |

| | |
|---|---|
| ***Transportation Restricted Funds Total*** | **$520** |
| 012 Local Streets Sales Tax | 520 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$13,416** |
| 485 Environmental Compliance | 520 |
| 430 Cemetery Reserve Fund | 520 |
| 400 Transportation Assist Locl | 520 |
| 280 City Empl Benefit Trust | 11,856 |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Diversity** | **0.5** | **$ 79,037** | **$ 63,356** | **$ 12,949** | **$ 2,732** | **$ -** |
| Community Outreach | 0.4 | 53,493 | 44,353 | 7,784 | 1,356 | - |
| Responsiveness to Diverse Customers | 0.2 | 25,544 | 19,003 | 5,165 | 1,376 | - |

# Program: Housing Services

## Mission

Mesa Housing Services stabilizes families by providing rental assistance and housing rehabilitation services to the low- and moderate-income households in our community.

## Desired Outcomes

Mesa's residents have access to decent, safe and affordable housing. Mesa's housing stock is maintained in livable condition.

***Performance Measures:***

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Percent of Housing Choice Voucher allocation in use. | 94% | 97% | 100% | 100% |
| *U.S. Department of Housing and Urban Development* | *100%* | *100%* | *100%* | |

# Program: Housing Services

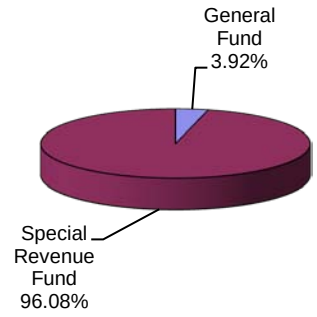
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 12,254,275** | **$ 15,161,616** | **$ 13,371,054** |
| General Fund | 349,121 | 967,140 | 524,100 |
| Special Revenue Fund | 11,905,154 | 14,194,476 | 12,846,954 |

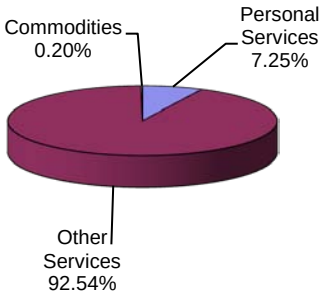
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 18.2 | 15.0 |
| **Totals** | **$ 12,254,275** | **$ 15,161,616** | **$ 13,371,054** |
| Personal Services | 1,107,043 | 1,137,928 | 970,000 |
| Other Services | 11,095,644 | 13,929,188 | 12,373,744 |
| Commodities | 51,588 | 94,500 | 27,310 |

**Housing Services**
**2011/12 Operational Funding**
**$13,371,054**




**Housing Services**
**2011/12 Operational Category**
**$13,371,054**



# Program: Housing Services

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grant Funds Only** | | | | | | |
| **Housing Services** | **$ 13,371,054** | **$ 524,100** | **$ -** | **$ -** | **$ -** | **$ 12,846,954** |
| Housing Rehabilitation | 524,100 | 524,100 | - | - | - | - |
| Housing Rental Assistance | 12,846,954 | - | - | - | - | 12,846,954 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$12,846,954** |
| 425 Mhs Sec 8 Choice Vouchers | 12,065,104 |
| 422 Mhs Sec 8 Mainstream Vchr | 781,850 |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grant Funds Only** | | | | | | |
| **Housing Services** | **15.0** | **$ 13,371,054** | **$ 970,000** | **$ 12,373,744** | **$ 27,310** | **$ -** |
| Housing Rehabilitation | 0.0 | 524,100 | - | 524,100 | - | - |
| Housing Rental Assistance | 15.0 | 12,846,954 | 970,000 | 11,849,644 | 27,310 | - |

# Program: Neighborhood Outreach

## Mission

We provide education and resources to empower, enrich, and energize Mesa's diverse neighborhoods.

## Desired Outcomes

All Mesa's neighborhoods are healthy, safe, attractive and positive places to live, work, learn, play and invest.

***Performance Measures:***

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Tons of refuse removed from Mesa neighborhoods as part of Neighborhood Outreach initiatives. | 608<br>*N/A* | 600<br>*N/A* | 600<br>*N/A* | 2,950 |
| Number of hours of service provided by Neighborhood Services volunteers. | 36,618<br>*N/A* | 26,809<br>*N/A* | 26,809<br>*N/A* | 127,343 |
| Percent of active Registered Neighborhoods. | 79%<br>*N/A* | | 75%<br>*N/A* | 75% |
| Personnel costs saved through Volunteer Program. | $741,515<br>*N/A* | $466,659<br>*N/A* | $466,659<br>*N/A* | $1,929,600 |

# Program: Neighborhood Outreach

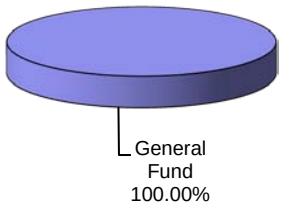
***Operational Resource History by Funding Source***

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 253,555** | **$ 321,437** | **$ 333,084** |
| General Fund | 253,555 | 321,437 | 333,084 |

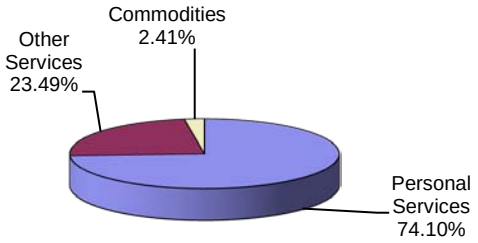
***Operational Resource History by Category***

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 3.0 | 3.0 |
| **Totals** | **$ 253,555** | **$ 321,437** | **$ 333,084** |
| Personal Services | 229,918 | 233,776 | 246,820 |
| Other Services | 19,429 | 79,853 | 78,251 |
| Commodities | 4,209 | 7,808 | 8,013 |

**Neighborhood Outreach**
**2011/12 Operational Funding**
**$333,084**




**Neighborhood Outreach**
**2011/12 Operational Category**
**$333,084**



# Program: Neighborhood Outreach

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Neighborhood Outreach** | **$ 333,084** | **$ 333,084** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **Neighborhood Outreach** | **297,983** | **297,983** | **-** | **-** | **-** | **-** |
| Neighborhood Collaboration & Partnersl | 40,441 | 40,441 | - | - | - | - |
| Neighborhood Support and Revitalizatio | 159,666 | 159,666 | - | - | - | - |
| Special Projects | 97,876 | 97,876 | - | - | - | - |
| **Grant Funds Only** | | | | | | |
| **Neighborhood Outreach** | **35,101** | **35,101** | **-** | **-** | **-** | **-** |
| Neighborhood Support and Revitalizatio | 35,101 | 35,101 | - | - | - | - |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Neighborhood Outreach** | **3.0** | **$ 333,084** | **$ 246,820** | **$ 78,251** | **$ 8,013** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **Neighborhood Outreach** | **3.0** | **297,983** | **246,820** | **45,150** | **6,013** | **-** |
| Neighborhood Collaboration & Partnersl | 0.5 | 40,441 | 40,441 | - | - | - |
| Neighborhood Support and Revitalizatio | 1.5 | 159,666 | 121,318 | 33,175 | 5,173 | - |
| Special Projects | 1.0 | 97,876 | 85,061 | 11,975 | 840 | - |
| **Grant Funds Only** | | | | | | |
| **Neighborhood Outreach** | **0.0** | **35,101** | **-** | **33,101** | **2,000** | **-** |
| Neighborhood Support and Revitalizatio | 0.0 | 35,101 | - | 33,101 | 2,000 | - |

# HUMAN RESOURCES DEPARTMENT

## Human Resources

- Employee Benefits
  - Benefit Contract Administration
  - Self Administered Health Plan
    - Health Plan Administration
    - Customer Service
    - Flexible Spending Account Administration
  - Trust Fund Management
- Personnel
  - Personnel Administration
  - Employee Development
    - Career Development
    - Instructional Design and Delivery
    - Performance Management
  - Employee Recruiting and Selecting Service
    - Employee Selecting and Placement
    - Recruiting
  - Employee Satisfaction
    - Discrimination/Harrassment Complaint
    - Job Studies/Market Salary Survey
- Safety Services
  - Safety Administration
    - Inspections/Audits/Hazard Assessments
    - OSHA Record Keeping
    - Safety Training
  - Safety Services/Workers Compensation Administration
  - Workers Compensation
    - Claims Management
    - Transitional Work

# Program: Human Resources

## Mission

Human Resources is dedicated to providing exceptional services in:

- Benefits
- Compensation
- Employee Development
- Employee Relations
- Recruitment
- Safety
- Testing
- Training

We serve our customers with integrity and professionalism while building strategic partnerships in support of the City's mission.

## Desired Outcomes

-The workforce is highly committed and satisfied.

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Employee Benefits Administrative Costs | $18.25 | $19.16 | $18.90 | |
| *This measure compares the administrative average per employee per month PEPM cost of processing claims internally compared to a third party. Mesa's administrative processing costs are below what a third party administrator charges as supported by bids evaluated in 2009.* | *$18.72* | *$18.90* | *$18.90* | |
| Percent of minority representation. | 23.05% | 23.00% | 23.00% | |
| *This measure looks at Mesas diversity and the percent of minority employees in the City. The rate is benchmarked against U.S. Census data and labor statistics provided by Maricopa County. Mesa's percent of minority employees is at or above the percentage of minority representation in the Maricopa County available labor market..* | *19.40%* | *19.40%* | *19.40%* | |
| Employee Turnover rate (percent of full-time employees separating from the City annually-including retirements). | 6.67% | 6.67% | 6.67% | |
| *This measure looks at the percent of full-time employees separating from the City annually including retirements. The rates are benchmarked against other core valley cities. Mesa seeks a turnover rate that is at or below the turnover rates of the other cities.* | *6.67%* | *6.67%* | *6.67%* | |
| Experience Modification Rate | 0.83 | 1.00 | 1.00 | |
| *This measure looks at the 3-year history of safety and Workers Compensation costs based on national averages as reported by all employers. Target is 1 or below. Mesa is at or below industry standards.* | *1.00* | *1.00* | *1.00* | |
| Personnel costs saved through volunteer program. | $4,628,068 | $4,500,000 | $4,500,000 | |
| *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 of volunteer hour of equivalent compensation is 20.85 dollars/hour for 2009/2010. This is the latest information available as of 3/14/11.* | *$1,000,000* | *$1,000,000* | *$1,000,000* | |

# Program: Human Resources

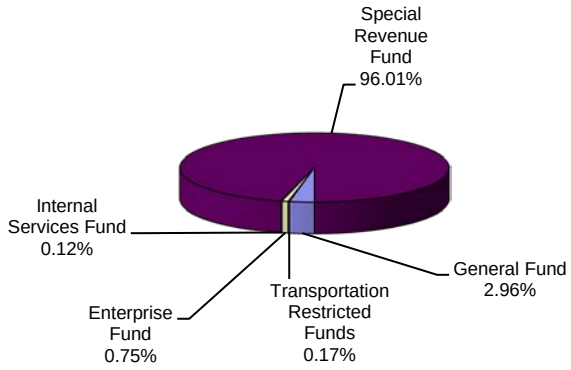
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 60,530,205** | **$ 68,094,629** | **$ 71,330,609** |
| General Fund | 2,158,325 | 2,197,593 | 2,108,035 |
| Transportation Restricted Funds | 85,683 | 124,545 | 123,351 |
| Enterprise Fund | 509,597 | 533,204 | 533,969 |
| Internal Services Fund | 84,399 | 83,929 | 82,190 |
| Special Revenue Fund | 57,692,200 | 65,155,358 | 68,483,064 |

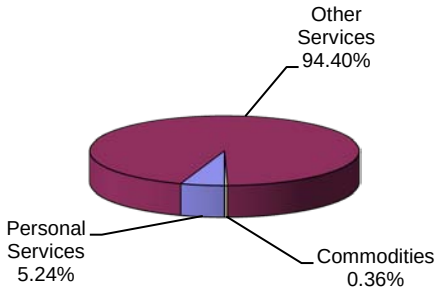
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 45.5 | 44.5 |
| **Totals** | **$ 60,530,205** | **$ 68,094,629** | **$ 71,330,609** |
| Personal Services | 3,675,098 | 3,762,102 | 3,741,135 |
| Other Services | 56,687,886 | 64,036,696 | 67,334,815 |
| Commodities | 147,165 | 295,831 | 254,659 |
| Purchased Capital | 20,055 | - | - |

**Human Resources**
**2011/12 Operational Funding**
**$71,330,609**




**Human Resources**
**2011/12 Operational Category**
**$71,330,609**



# Program: Human Resources

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Human Resources** | **$ 71,330,609** | **$ 2,108,035** | **$ 123,351** | **$ 533,969** | **$ 82,190** | **$ 68,483,064** |
| **Employee Benefits** | **64,758,067** | **-** | **-** | **-** | **-** | **64,758,067** |
| **Benefit Contract Administration** | **3,037,557** | **-** | **-** | **-** | **-** | **3,037,557** |
| **Self Administered Health Plan** | **1,013,062** | **-** | **-** | **-** | **-** | **1,013,062** |
| Health Plan Administration | 710,576 | - | - | - | - | 710,576 |
| Customer Service | 246,597 | - | - | - | - | 246,597 |
| Flexible Spending Account Admi | 55,889 | - | - | - | - | 55,889 |
| **Trust Fund Management** | **60,707,448** | **-** | **-** | **-** | **-** | **60,707,448** |
| **Personnel** | **2,398,887** | **1,835,774** | **104,025** | **374,028** | **58,019** | **27,041** |
| **Personnel Administration** | **985,978** | **754,536** | **42,752** | **153,729** | **23,845** | **11,116** |
| **Employee Development** | **189,226** | **144,806** | **8,207** | **29,502** | **4,578** | **2,133** |
| Career Development | 4,720 | 3,612 | 205 | 736 | 114 | 53 |
| Instructional Design and Delivery | 113,143 | 86,583 | 4,907 | 17,640 | 2,738 | 1,275 |
| Performance Management | 71,363 | 54,611 | 3,095 | 11,126 | 1,726 | 805 |
| **Employee Recruiting and Selectin** | **521,707** | **399,238** | **22,624** | **81,347** | **12,618** | **5,880** |
| Employee Selecting and Placem | 334,466 | 255,952 | 14,504 | 52,152 | 8,089 | 3,769 |
| Recruiting | 187,241 | 143,286 | 8,120 | 29,195 | 4,529 | 2,111 |
| **Employee Satisfaction** | **701,976** | **537,194** | **30,442** | **109,450** | **16,978** | **7,912** |
| Discrimination/Harrassment Con | 279,804 | 214,123 | 12,134 | 43,626 | 6,768 | 3,153 |
| Job Studies/Market Salary Surve | 422,172 | 323,071 | 18,308 | 65,824 | 10,210 | 4,759 |
| **Safety Services** | **4,173,655** | **272,261** | **19,326** | **159,941** | **24,171** | **3,697,956** |
| **Safety Administration** | **267,155** | **150,541** | **10,685** | **88,427** | **13,360** | **4,142** |
| Inspections/Audits/Hazard Asses | 79,999 | 45,081 | 3,199 | 26,477 | 4,002 | 1,240 |
| OSHA Record Keeping | 60,165 | 33,905 | 2,406 | 19,913 | 3,008 | 933 |
| Safety Training | 126,991 | 71,555 | 5,080 | 42,037 | 6,350 | 1,969 |
| **Safety Services/Workers Compens** | **403,979** | **121,720** | **8,641** | **71,514** | **10,811** | **191,293** |
| **Workers Compensation** | **3,502,521** | **-** | **-** | **-** | **-** | **3,502,521** |
| Claims Management | 3,484,389 | - | - | - | - | 3,484,389 |
| Transitional Work | 18,132 | - | - | - | - | 18,132 |

| ***Transportation Restricted Funds Total*** | **$123,351** |
|---|---|
| 012 Local Streets Sales Tax | 123,351 |

| ***Special Revenue Fund Total*** | **$68,483,064** |
|---|---|
| 485 Environmental Compliance | 12,124 |
| 430 Cemetery Reserve Fund | 7,903 |
| 400 Transportation Assist Locl | 4,242 |
| 280 City Empl Benefit Trust | 64,768,331 |
| 210 Workers Compensation Fund | 3,690,464 |

# Program: Human Resources

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Human Resources** | **44.5** | **$ 71,330,609** | **$ 3,741,135** | **$ 67,334,815** | **$ 254,659** | **$ -** |
| **Employee Benefits** | **12.5** | **64,758,067** | **916,728** | **63,801,339** | **40,000** | **-** |
| **Benefit Contract Administration** | **0.7** | **3,037,557** | **63,917** | **2,973,640** | **-** | **-** |
| **Self Administered Health Plan** | **11.0** | **1,013,062** | **773,252** | **199,810** | **40,000** | **-** |
| Health Plan Administration | 6.7 | 710,576 | 474,976 | 198,900 | 36,700 | - |
| Customer Service | 3.7 | 246,597 | 245,687 | 910 | - | - |
| Flexible Spending Account Admi | 0.7 | 55,889 | 52,589 | - | 3,300 | - |
| **Trust Fund Management** | **0.9** | **60,707,448** | **79,559** | **60,627,889** | **-** | **-** |
| **Personnel** | **24.0** | **2,398,887** | **2,130,412** | **158,675** | **109,800** | **-** |
| **Personnel Administration** | **7.8** | **985,978** | **734,512** | **148,272** | **103,194** | **-** |
| **Employee Development** | **2.6** | **189,226** | **176,463** | **8,587** | **4,176** | **-** |
| Career Development | 0.1 | 4,720 | 4,720 | - | - | - |
| Instructional Design and Delivery | 1.1 | 113,143 | 100,380 | 8,587 | 4,176 | - |
| Performance Management | 1.5 | 71,363 | 71,363 | - | - | - |
| **Employee Recruiting and Selectin** | **6.5** | **521,707** | **517,713** | **1,793** | **2,201** | **-** |
| Employee Selecting and Placem | 4.5 | 334,466 | 330,472 | 1,793 | 2,201 | - |
| Recruiting | 2.0 | 187,241 | 187,241 | - | - | - |
| **Employee Satisfaction** | **7.1** | **701,976** | **701,724** | **23** | **229** | **-** |
| Discrimination/Harrassment Con | 2.8 | 279,804 | 279,552 | 23 | 229 | - |
| Job Studies/Market Salary Surve | 4.4 | 422,172 | 422,172 | - | - | - |
| **Safety Services** | **8.0** | **4,173,655** | **693,995** | **3,374,801** | **104,859** | **-** |
| **Safety Administration** | **2.8** | **267,155** | **229,286** | **36,868** | **1,001** | **-** |
| Inspections/Audits/Hazard Asses | 1.0 | 79,999 | 79,999 | - | - | - |
| OSHA Record Keeping | 0.7 | 60,165 | 59,164 | - | 1,001 | - |
| Safety Training | 1.1 | 126,991 | 90,123 | 36,868 | - | - |
| **Safety Services/Workers Compens** | **1.7** | **403,979** | **191,987** | **108,134** | **103,858** | **-** |
| **Workers Compensation** | **3.6** | **3,502,521** | **272,722** | **3,229,799** | **-** | **-** |
| Claims Management | 3.4 | 3,484,389 | 254,590 | 3,229,799 | - | - |
| Transitional Work | 0.2 | 18,132 | 18,132 | - | - | - |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# INFORMATION TECHNOLOGY DEPARTMENT

## Information Technology

- Administration & Purchasing
- Business Applications Services
  - Community & Human Services
  - Development Services
  - Document Management
  - Enterprise GIS & CMMS
  - Enterprise Services
  - Fire
  - General Government Operations
  - Internal Operations
  - Judicial
  - Parks, Library, Arts & Cultural
  - Web Site & e-Commerce
- Disaster Recovery
- Help Desk & Service Desk
- Infrastructure Services
  - Data Center
  - Desktop & Messaging
  - Network, Storage & Telephone
  - Security
  - Server & Database
- Project Management

# Program: Information Technology

## 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:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| IT Project Portfolio - Percent of project milestones completed on schedule | 86.0% | 88.0% | 75.0% | 80.0% |
| *(Benchmark Source: Interthink Inc. Average for reporting organizations 2004 and 2003 Data Supporting Data: Interthink Inc. is a consulting firm that specializes in IT benchmarking studies for project and program management including both the private and public sectors. )* | *67.0%* | *67.0%* | *67.0%* | |
| Percent of total incident tickets resolved within 4 hours | 83.0% | 83.0% | 85.0% | 82.0% |
| *(Benchmark Source: International City/ County Management Association ICMA Represents the overall average for the top 3 organizations w/ pop > 100K: 2009 data - Q62h+Q62i)* | *80.0%* | *80.0%* | *80.0%* | |
| Percent of Utility as-built plans input within 30 days of receipt. | 99.0% | 99.0% | 99.0% | |
| *Research is underway as part of the IDMS initiative to identify a viable benchmark.* | *N/A* | *NA* | *N/A* | |

# Program: Information Technology

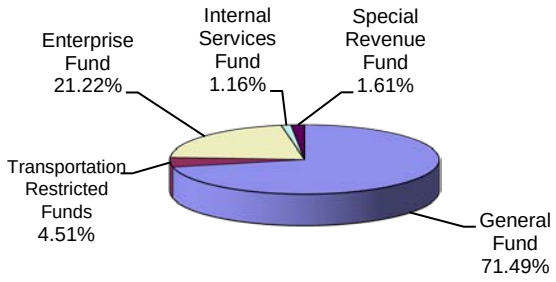
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 21,843,020** | **$ 28,855,056** | **$ 27,867,735** |
| General Fund | 16,156,163 | 21,867,954 | 19,923,686 |
| Transportation Restricted Funds | 800,633 | 1,050,028 | 1,257,180 |
| Enterprise Fund | 4,280,195 | 5,126,062 | 5,912,868 |
| Internal Services Fund | 208,416 | 348,893 | 324,034 |
| Special Revenue Fund | 397,613 | 462,119 | 449,967 |

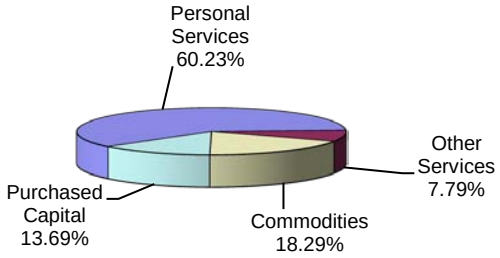
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 148.5 | 150.5 |
| **Totals** | **$ 21,843,020** | **$ 28,855,056** | **$ 27,867,735** |
| Personal Services | 15,756,738 | 16,247,878 | 16,783,641 |
| Other Services | 1,644,028 | 2,950,205 | 2,171,678 |
| Commodities | 3,689,322 | 3,796,218 | 5,096,564 |
| Purchased Capital | 752,932 | 5,860,755 | 3,815,852 |

**Information Technology**
**2011/12 Operational Funding**
**$27,867,735**




**Information Technology**
**2011/12 Operational Category**
**$27,867,735**



# Program: Information Technology

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Information Technology** | **$ 27,867,735** | **$ 19,923,686** | **$ 1,257,180** | **$ 5,912,868** | **$ 324,034** | **$ 449,967** |
| **Administration & Purchasing** | **2,250,813** | **1,539,543** | **88,861** | **447,173** | **29,496** | **145,740** |
| **Business Applications Services** | **10,417,696** | **5,647,678** | **686,762** | **3,828,457** | **28,197** | **226,602** |
| Community & Human Services | 40,795 | 40,795 | - | - | - | - |
| Development Services | 522,496 | 496,370 | - | 26,126 | - | - |
| Document Management | 419,557 | 341,306 | 12,588 | 52,447 | 629 | 12,587 |
| Enterprise GIS & CMMS | 1,828,644 | 322,743 | 350,204 | 1,155,023 | - | 674 |
| Enterprise Services | 1,577,801 | 79,734 | 2,186 | 1,494,350 | 73 | 1,458 |
| Fire | 204,778 | 204,778 | - | - | - | - |
| General Government Operations | 3,267,649 | 1,844,349 | 277,400 | 940,673 | 2,564 | 202,663 |
| Internal Operations | 511,180 | 430,588 | 17,119 | 50,300 | 9,615 | 3,558 |
| Judicial | 750,059 | 750,059 | - | - | - | - |
| Parks, Library, Arts & Cultural | 446,451 | 416,893 | 29 | 29,508 | 16 | 5 |
| Web Site & e-Commerce | 848,286 | 720,063 | 27,236 | 80,030 | 15,300 | 5,657 |
| **Disaster Recovery** | **196,145** | **165,223** | **6,569** | **19,299** | **3,689** | **1,365** |
| **Help Desk & Service Desk** | **526,763** | **443,715** | **17,641** | **51,832** | **9,909** | **3,666** |
| **Infrastructure Services** | **14,202,144** | **11,896,579** | **448,165** | **1,539,129** | **247,586** | **70,685** |
| Data Center | 234,070 | 197,165 | 7,840 | 23,031 | 4,404 | 1,630 |
| Desktop & Messaging | 4,222,504 | 3,556,788 | 141,411 | 415,495 | 79,422 | 29,388 |
| Network, Storage & Telephone | 6,197,092 | 5,093,326 | 192,817 | 784,170 | 108,299 | 18,480 |
| Security | 646,681 | 544,727 | 21,656 | 63,630 | 12,165 | 4,503 |
| Server & Database | 2,901,797 | 2,504,573 | 84,441 | 252,803 | 43,296 | 16,684 |
| **Project Management** | **274,174** | **230,948** | **9,182** | **26,978** | **5,157** | **1,909** |

| ***Transportation Restricted Funds Total*** | **$1,257,180** |
|---|---|
| 012 Local Streets Sales Tax | 1,257,180 |

| ***Special Revenue Fund Total*** | **$449,967** |
|---|---|
| 485 Environmental Compliance | 72,440 |
| 457 Gen Govt Fac. Impact Fee | 132,662 |
| 400 Transportation Assist Locl | 7,909 |
| 280 City Empl Benefit Trust | 219,545 |
| 210 Workers Compensation Fund | 17,411 |

# Program: Information Technology

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Information Technology** | **150.5** | **$ 27,867,735** | **$ 16,783,641** | **$ 2,171,678** | **$ 5,096,564** | **$ 3,815,852** |
| **Administration & Purchasing** | **13.0** | **2,250,813** | **1,309,314** | **641,724** | **(413,748)** | **713,523** |
| **Business Applications Services** | **79.2** | **10,417,696** | **8,882,749** | **125,384** | **1,409,563** | **-** |
| Community & Human Services | 0.3 | 40,795 | 31,542 | - | 9,253 | - |
| Development Services | 3.6 | 522,496 | 423,042 | - | 99,454 | - |
| Document Management | 1.9 | 419,557 | 238,692 | - | 180,865 | - |
| Enterprise GIS & CMMS | 15.7 | 1,828,644 | 1,605,033 | 32,501 | 191,110 | - |
| Enterprise Services | 11.3 | 1,577,801 | 1,338,591 | 28,397 | 210,813 | - |
| Fire | 1.9 | 204,778 | 202,880 | 1,058 | 840 | - |
| General Government Operations | 24.8 | 3,267,649 | 2,754,024 | 13,500 | 500,125 | - |
| Internal Operations | 4.9 | 511,180 | 511,180 | - | - | - |
| Judicial | 6.1 | 750,059 | 737,230 | - | 12,829 | - |
| Parks, Library, Arts & Cultural | 3.3 | 446,451 | 377,917 | - | 68,534 | - |
| Web Site & e-Commerce | 5.4 | 848,286 | 662,618 | 49,928 | 135,740 | - |
| **Disaster Recovery** | **1.4** | **196,145** | **186,542** | **9,603** | **-** | **-** |
| **Help Desk & Service Desk** | **6.0** | **526,763** | **526,217** | **-** | **546** | **-** |
| **Infrastructure Services** | **48.5** | **14,202,144** | **5,604,645** | **1,394,967** | **4,100,203** | **3,102,329** |
| Data Center | 1.3 | 234,070 | 164,454 | 11,052 | 58,564 | - |
| Desktop & Messaging | 13.0 | 4,222,504 | 1,415,164 | 131,496 | 2,675,844 | - |
| Network, Storage & Telephone | 17.5 | 6,197,092 | 2,020,436 | 843,198 | 231,129 | 3,102,329 |
| Security | 5.3 | 646,681 | 612,642 | 1,999 | 32,040 | - |
| Server & Database | 11.4 | 2,901,797 | 1,391,949 | 407,222 | 1,102,626 | - |
| **Project Management** | **2.3** | **274,174** | **274,174** | **-** | **-** | **-** |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# LIBRARY SERVICES DEPARTMENT

**Library Services**

- Administration
- Circulation Services
- Collection Support
- Reference
- Technology Support
- Volunteer Services

# Program: Library Services

## Mission

By providing access and guidance to information, services, and resources, the City of Mesa Libraries expand minds, empower individuals, and enrich our diverse community.

## Desired Outcomes

- A community resource for lifelong learning.
- Enrichment of customer quality of life.
- Customers use library resources to carry out daily life activities more effectively.

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Number of Library public Internet terminal uses monthly. | 289,316 | 255,668 | 306,405 | |
| *2009 Public Library Data Service. St. Paul Public Library MN; highest performing library.* | *331,851* | *807,476* | *807,476* | |
| Number of library materials circulated monthly. | 2,346,586 | 2,382,507 | 2,524,870 | |
| *2009 Public Library Data Service; St. Paul Public Library MN; highest performing library.* | *2,595,500* | *3,321,165* | *3,321,165* | |
| Number of in-house library visits monthly. | 1,367,667 | 1,049,819 | 1,021,310 | |
| *2009 Public Library Data Service; St. Paul Public Library MN; highest performing library.* | *1,834,601* | *2,775,188* | *2,775,188* | |

# Program: Library Services

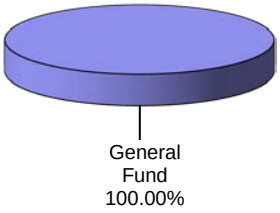
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 6,563,729** | **$ 6,960,943** | **$ 6,938,115** |
| General Fund | 6,563,729 | 6,960,943 | 6,938,115 |

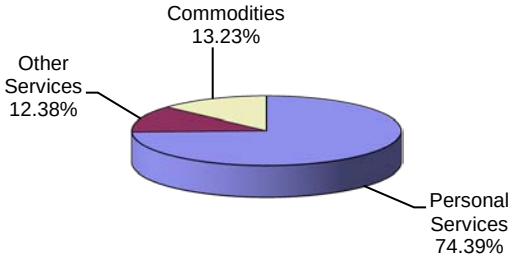
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 78.0 | 77.1 |
| **Totals** | **$ 6,563,729** | **$ 6,960,943** | **$ 6,938,115** |
| Personal Services | 5,061,509 | 5,148,714 | 5,161,377 |
| Other Services | 722,162 | 840,659 | 858,738 |
| Commodities | 779,256 | 971,570 | 918,000 |
| Purchased Capital | 801 | - | - |

**Library Services**
**2011/12 Operational Funding**
**$6,938,115**




**Library Services**
**2011/12 Operational Category**
**$6,938,115**



# Program: Library Services

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total Library Services** | **$ 6,938,115** | **$ 6,938,115** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **Library Services** | **6,669,365** | **6,669,365** | **-** | **-** | **-** | **-** |
| Administration | 1,209,720 | 1,209,720 | - | - | - | - |
| Circulation Services | 894,653 | 894,653 | - | - | - | - |
| Collection Support | 1,424,514 | 1,424,514 | - | - | - | - |
| Reference | 2,585,488 | 2,585,488 | - | - | - | - |
| Technology Support | 465,044 | 465,044 | - | - | - | - |
| Volunteer Services | 89,946 | 89,946 | - | - | - | - |
| **Grant Funds Only** | | | | | | |
| **Library Services** | **268,750** | **268,750** | **-** | **-** | **-** | **-** |
| Administration | 11,650 | 11,650 | - | - | - | - |
| Collection Support | 38,000 | 38,000 | - | - | - | - |
| Reference | 24,100 | 24,100 | - | - | - | - |
| Technology Support | 10,000 | 10,000 | - | - | - | - |
| Volunteer Services | 185,000 | 185,000 | - | - | - | - |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grand Total Library Services** | **77.1** | **$ 6,938,115** | **$ 5,161,377** | **$ 858,738** | **$ 918,000** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **Library Services** | **77.1** | **6,669,365** | **5,161,377** | **849,738** | **658,250** | **-** |
| Administration | 6.0 | 1,209,720 | 708,880 | 475,966 | 24,874 | - |
| Circulation Services | 21.3 | 894,653 | 845,389 | 40,214 | 9,050 | - |
| Collection Support | 8.6 | 1,424,514 | 672,248 | 183,250 | 569,016 | - |
| Reference | 36.0 | 2,585,488 | 2,568,758 | 2,750 | 13,980 | - |
| Technology Support | 4.2 | 465,044 | 280,441 | 144,358 | 40,245 | - |
| Volunteer Services | 1.0 | 89,946 | 85,661 | 3,200 | 1,085 | - |
| **Grant Funds Only** | | | | | | |
| **Library Services** | **0.0** | **268,750** | **-** | **9,000** | **259,750** | **-** |
| Administration | 0.0 | 11,650 | - | 9,000 | 2,650 | - |
| Collection Support | 0.0 | 38,000 | - | - | 38,000 | - |
| Reference | 0.0 | 24,100 | - | - | 24,100 | - |
| Technology Support | 0.0 | 10,000 | - | - | 10,000 | - |
| Volunteer Services | 0.0 | 185,000 | - | - | 185,000 | - |

# MANAGEMENT PERFORMANCE AND ACCOUNTABILITY DEPARTMENT

**Management Performance and Accountability**

Administration
Business Planning and Performance Management
Business Process Automation and Integration

# Program: Management Performance and Accountability

## Mission

Provide the 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

- City services are provided correctly, on time, in a quality manner, every time.
- The City clearly demonstrates that it produces the results that residents want and need, while controlling costs and optimizing limited resources.
- The organization is responsive, innovative, and agile in adapting to changes in technology, economy, business, and society.
- Mesa is recognized nationally as being well managed, using the most contemporary management best practices.
- The individual components of the city-wide performance management system operate as a fully interconnected unit

***Performance Measures:***

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Percent of Performance Measures in COMPASS that are Actively Reported. | 88% | 88% | 95% | 100% |
| *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 County's 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.* | *100%* | *100%* | *100%* | |
| Number of Training Hours Provided by MPA to City staff. | 68 | 50 | 60 | 80 |
| *As a workload measure there is no need for a benchmark.* | *n/a* | *n/a* | *n/a* | |

# Program: Management Performance and Accountability

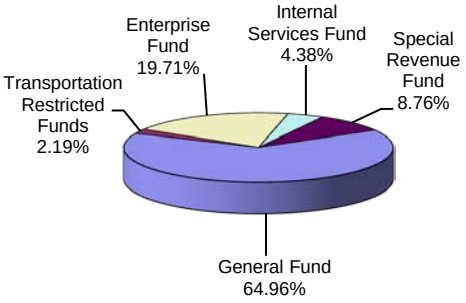
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 290,135** | **$ 317,908** | **$ 326,914** |
| General Fund | 191,092 | 204,703 | 212,370 |
| Transportation Restricted Funds | 6,272 | 6,966 | 7,159 |
| Enterprise Fund | 56,448 | 64,443 | 64,431 |
| Internal Services Fund | 17,507 | 13,932 | 14,318 |
| Special Revenue Fund | 18,817 | 27,864 | 28,636 |

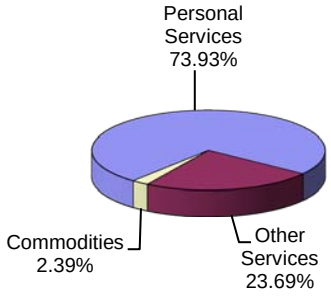
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 2.0 | 2.0 |
| **Totals** | **$ 290,135** | **$ 317,908** | **$ 326,914** |
| Personal Services | 236,339 | 232,672 | 241,682 |
| Other Services | 46,170 | 77,432 | 77,432 |
| Commodities | 7,625 | 7,804 | 7,800 |

**Management Performance & Accountability**
**2011/12 Operational Funding**
**$326,914**




**Management Performance & Accountability**
**2011/12 Operational Category**
**$326,914**



# Program: Management Performance and Accountability

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Management Performance and Accoun** | **$ 326,914** | **$ 212,370** | **$ 7,159** | **$ 64,431** | **$ 14,318** | **$ 28,636** |
| Administration | 134,949 | 87,669 | 2,955 | 26,595 | 5,910 | 11,820 |
| Business Planning and Performance Ma | 131,416 | 85,368 | 2,878 | 25,902 | 5,756 | 11,512 |
| Business Process Automation and Integ | 60,549 | 39,333 | 1,326 | 11,934 | 2,652 | 5,304 |

| | |
|---|---|
| ***Transportation Restricted Funds Total*** | **$7,159** |
| 012 Local Streets Sales Tax | 7,159 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$28,636** |
| 485 Environmental Compliance | 7,159 |
| 430 Cemetery Reserve Fund | 7,159 |
| 400 Transportation Assist Locl | 7,159 |
| 280 City Empl Benefit Trust | 7,159 |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Management Performance and Accoun** | **2.0** | **$ 326,914** | **$ 241,682** | **$ 77,432** | **$ 7,800** | **$ -** |
| Administration | 0.4 | 134,949 | 49,717 | 77,432 | 7,800 | - |
| Business Planning and Performance Ma | 1.1 | 131,416 | 131,416 | - | - | - |
| Business Process Automation and Integ | 0.5 | 60,549 | 60,549 | - | - | - |

# MUNICIPAL COURT DEPARTMENT

**Judicial**

- Administration Management & Support
- Judiciary
  - Civil Traffic
  - Custody Court
  - Municipal Court Services
- Municipal Court Operations
  - Civil Traffic Support
  - Collections
  - Court Services
  - Custody Court Support
  - Customer Service

# Program: Judicial

## Mission

The mission of the Mesa Municipal Court, as the judicial branch of government, is to impartially resolve all disputes following the rule of law, to provide full access to judicial services, and to treat all persons with dignity and respect

## Desired Outcomes

- Management decisions will be made based upon performance priorities.
- Employee satisfaction will be maintained at a high level.
- Public service will be kept at a high level.
- Compliance with court orders, monetary and non-monetary, will increase.
- Case processing times will be reduced.

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Percentage of individuals served at front counter in 15 minutes. | 97.0% | 97.0% | 98.0% | 100.0% |
| *A benchmark for this measure is still in development* | *n/a* | *n/a* | *n/a* | |
| Percentage of Abandoned Telephone Calls | 11.0% | 9.0% | 4.0% | 3.0% |
| *A benchmark for this measure is still under development.* | *n/a* | *n/a* | *n/a* | |
| The number of outgoing cases as a percentage of the number of incoming cases. | 103.0% | 101.0% | 105.0% | 105.0% |
| *A benchmark for this measure is still in development* | *n/a* | *n/a* | *n/a* | |
| Percentage of cases disposed or otherwise resolved within established timeframes. | 98.0% | 98.0% | 98.0% | 100.0% |
| *A benchmark for this measure is still in development* | *n/a* | *n/a* | *n/a* | |
| Percent of Cases Pending Beyond 180 days | 1.3% | 2.0% | 1.0% | 0.0% |
| *A benchmark for this measure is still in development* | *n/a* | *n/a* | *n/a* | |

# Program: Judicial

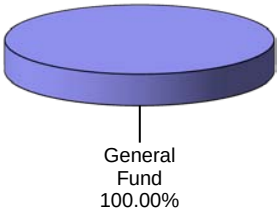
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 7,049,131** | **$ 8,346,384** | **$ 8,578,059** |
| General Fund | 7,049,131 | 8,346,384 | 8,578,059 |

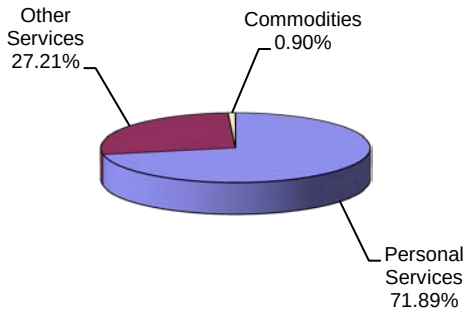
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 80.5 | 80.5 |
| **Totals** | **$ 7,049,131** | **$ 8,346,384** | **$ 8,578,059** |
| Personal Services | 5,926,088 | 5,971,690 | 6,167,080 |
| Other Services | 910,028 | 2,297,501 | 2,333,786 |
| Commodities | 86,668 | 77,193 | 77,193 |
| Purchased Capital | 126,347 | - | - |

**Judicial**
**2011/12 Operational Funding**
**$8,578,059**




**Judicial**
**2011/12 Operational Category**
**$8,578,059**



# Program: Judicial

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Judicial** | **$ 8,578,059** | **$ 8,578,059** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **Judicial** | **7,012,761** | **7,012,761** | **-** | **-** | **-** | **-** |
| **Administration Management & Suppo** | **1,181,400** | **1,181,400** | **-** | **-** | **-** | **-** |
| **Judiciary** | **1,222,896** | **1,222,896** | **-** | **-** | **-** | **-** |
| Civil Traffic | 119,344 | 119,344 | - | - | - | - |
| Custody Court | 230,048 | 230,048 | - | - | - | - |
| Municipal Court Services | 873,504 | 873,504 | - | - | - | - |
| **Municipal Court Operations** | **4,608,465** | **4,608,465** | **-** | **-** | **-** | **-** |
| Civil Traffic Support | 141,487 | 141,487 | - | - | - | - |
| Collections | 675,897 | 675,897 | - | - | - | - |
| Court Services | 1,789,277 | 1,789,277 | - | - | - | - |
| Custody Court Support | 540,834 | 540,834 | - | - | - | - |
| Customer Service | 1,460,970 | 1,460,970 | - | - | - | - |
| **Grant Funds Only** | | | | | | |
| **Judicial** | **1,565,298** | **1,565,298** | **-** | **-** | **-** | **-** |
| **Administration Management & Suppo** | **1,525,106** | **1,525,106** | **-** | **-** | **-** | **-** |
| **Municipal Court Operations** | **40,192** | **40,192** | **-** | **-** | **-** | **-** |
| Collections | 40,192 | 40,192 | - | - | - | - |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Judicial** | **80.5** | **$ 8,578,059** | **$ 6,167,080** | **$ 2,333,786** | **$ 77,193** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **Judicial** | **80.0** | **7,012,761** | **6,126,888** | **808,680** | **77,193** | **-** |
| **Administration Management & Suppo** | **5.0** | **1,181,400** | **496,401** | **607,806** | **77,193** | **-** |
| **Judiciary** | **7.0** | **1,222,896** | **1,089,831** | **133,065** | **-** | **-** |
| Civil Traffic | 1.0 | 119,344 | 114,332 | 5,012 | - | - |
| Custody Court | 1.4 | 230,048 | 221,694 | 8,354 | - | - |
| Municipal Court Services | 4.7 | 873,504 | 753,805 | 119,699 | - | - |
| **Municipal Court Operations** | **68.0** | **4,608,465** | **4,540,656** | **67,809** | **-** | **-** |
| Civil Traffic Support | 2.2 | 141,487 | 141,487 | - | - | - |
| Collections | 9.5 | 675,897 | 675,897 | - | - | - |
| Court Services | 26.5 | 1,789,277 | 1,721,680 | 67,597 | - | - |
| Custody Court Support | 7.9 | 540,834 | 540,834 | - | - | - |
| Customer Service | 21.9 | 1,460,970 | 1,460,758 | 212 | - | - |
| **Grant Funds Only** | | | | | | |
| **Judicial** | **0.5** | **1,565,298** | **40,192** | **1,525,106** | **-** | **-** |
| **Administration Management & Suppo** | **0.0** | **1,525,106** | **-** | **1,525,106** | **-** | **-** |
| **Municipal Court Operations** | **0.5** | **40,192** | **40,192** | **-** | **-** | **-** |
| Collections | 0.5 | 40,192 | 40,192 | - | - | - |

# PARKS, RECREATION & COMMERCIAL FACILITIES DEPARTMENT

## PRCF Department Administration

- Admin. Accounting/Budget/Finance

## Commercial Operations

- Program Administration
- Cemetery
  - Operations and Maintenance
- Convention Center/Amphitheatre
  - Operations and Maintenance
- Golf Course
  - Contracted Sales
  - Operations and Maintenance
- HoHokam Stadium/Fitch Complex
  - Operations and Maintenance

## Recreation Operations

- Programs Administration
- Aquatics Programs
  - Competitive Programs
- Parks & Recreation
  - Adaptive Recreation Programs
  - Adult Sports Recreation Leagues
  - Aquatics Facilities Maintenance
  - Parks and Facilities Maintenance
  - Recreation Centers Operations
  - Recreation Facilities Management
  - Recreation Special Activities & Events
  - Retention Basins
  - Summer Recreation Progams
  - Youth Recreation Sports Groups
- Park Rangers
- Registration and Reservations

# Program: PRCF Department Administration

## Mission

Provide accurate and timely administrative support to the Department to ensure realization of our mission to fill our facilities and programs with satisfied guests.

## Desired Outcomes

- The Parks & Recreation Advisory Board remains appraised of departmental issues and opportunities.
- Resources are reviewed regularly in an effort to provide opportunities responsive to community needs.
- Staff is provided accurate and timely reports to support decision making.
- Financial transactions are processed efficiently and accurately.
- Technology requirements and services are coordinated in compliance with City ITD Policy.

***Performance Measures:***

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Developed Park Acres Per Thousand Population | 3.26 Acres | 3.26 Acres | 6.60 Acres | |
| *FY 2010 ICMA Mid-Year Parks and Recreation Report - Median Developed Acres Per Thousand Population for Cities of at least 100,000 Population* | *5.90 Acres* | *5.90 Acres* | *5.90 Acres* | |
| Percent of Automated Participant Registrations | 34.53% | 60.00% | 60.00% | |
| *FY 09/10 The Town of Oro Valley Arizona achieves the highest level of automated registrations compared to other agencies such as Flagstaff and Glendale* | *48.00%* | *49.00%* | *49.00%* | |

# Program: PRCF Department Administration

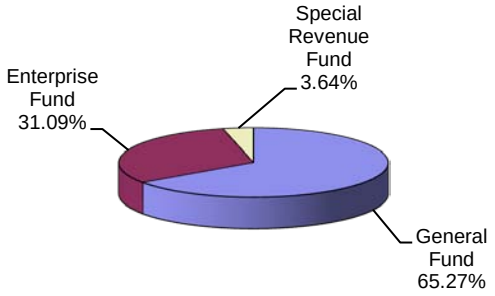
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 1,542,104** | **$ 1,857,559** | **$ 1,911,469** |
| General Fund | 980,625 | 1,396,496 | 1,247,597 |
| Enterprise Fund | 483,020 | 389,022 | 594,213 |
| Special Revenue Fund | 78,459 | 72,041 | 69,659 |

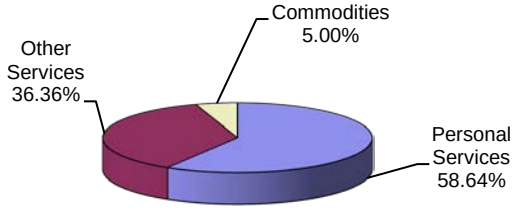
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 11.0 | 11.0 |
| **Totals** | **$ 1,542,104** | **$ 1,857,559** | **$ 1,911,469** |
| Personal Services | 1,323,614 | 1,066,353 | 1,120,969 |
| Other Services | 193,251 | 694,920 | 695,000 |
| Commodities | 23,929 | 96,286 | 95,500 |
| Purchased Capital | 1,310 | - | - |

**PRCF Department Administration**
**2011/12 Operational Funding**
**$1,911,469**




**PRCF Department Administration**
**2011/12 Operational Category**
**$1,911,469**



# Program: PRCF Department Administration

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **PRCF Department Administration** | **$ 1,911,469** | **$ 1,247,597** | **$ -** | **$ 594,213** | **$ -** | **$ 69,659** |
| Admin. Accounting/Budget/Finance | 1,911,469 | 1,247,597 | - | 594,213 | - | 69,659 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$69,659** |
| 430 Cemetery Reserve Fund | 69,659 |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **PRCF Department Administration** | **11.0** | **$ 1,911,469** | **$ 1,120,969** | **$ 695,000** | **$ 95,500** | **$ -** |
| Admin. Accounting/Budget/Finance | 11.0 | 1,911,469 | 1,120,969 | 695,000 | 95,500 | - |

# Program: Commercial Operations

## Mission

Generate unique opportunities for residents and visitors while identifying additional revenue sources in enterprise venues.

## Desired Outcomes

- Families and patrons at the Cemetery receive respectful and professional customer service.
- Patrons enjoy a quality municipal golf course experience.
- Stadium and sports complexes generate enhanced economic impact.
- Local, regional and national events are attracted to Mesa Convention Center.
- Being fiscally responsible by managing with an entrepreneurial spirit and public stewardship.

***Performance Measures:***

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Number of Rounds Played at Dobson Ranch Golf Course | 67,179 | 67,000 | 67,000 | |
| *2011 Phoenix Metro Municipal 18-Hole Golf Courses: City of Phoenix: 55,700 Rounds City of Tempe: 65,900 Rounds* | *65,900* | *65,900* | *65,900* | |
| Total Revenue: Mesa Cemetery | $1,107,737 | $1,069,000 | $1,184,770 | |
| *2011 Annual Cemetery Revenues: City of Glendale: 175,000 City of Tempe: 120,000.* | *$175,000* | *$175,000* | *$175,000* | |
| Total Revenue: Commercial Operations | $11,341,948 | $12,049,000 | $11,237,510 | $11,500,000 |

# Program: Commercial Operations

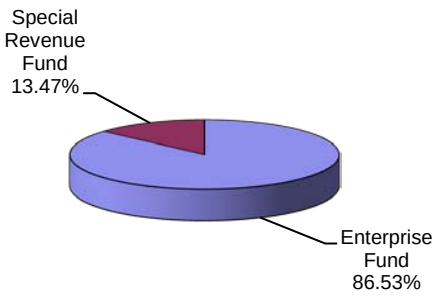
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 6,957,105** | **$ 10,467,450** | **$ 7,780,961** |
| General Fund | 12,850 | 36,019 | - |
| Enterprise Fund | 6,055,022 | 9,375,410 | 6,733,161 |
| Special Revenue Fund | 889,233 | 1,056,021 | 1,047,800 |

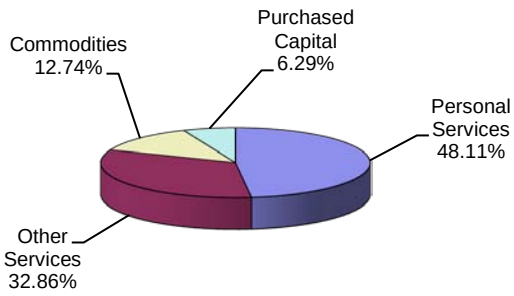
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 55.4 | 55.2 |
| **Totals** | **$ 6,957,105** | **$ 10,467,450** | **$ 7,780,961** |
| Personal Services | 3,317,650 | 3,609,418 | 3,743,351 |
| Other Services | 2,788,306 | 4,626,005 | 2,556,763 |
| Commodities | 719,905 | 1,132,783 | 991,603 |
| Purchased Capital | 131,243 | 1,099,244 | 489,244 |

**Commercial Operations**
**2011/12 Operational Funding**
**$7,780,961**




**Commercial Operations**
**2011/12 Operational Category**
**$7,780,961**



# Program: Commercial Operations

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Commercial Operations** | **$ 7,780,961** | **$ -** | **$ -** | **$ 6,733,161** | **$ -** | **$ 1,047,800** |
| **Without Grant Funds** | | | | | | |
| **Commercial Operations** | **7,472,961** | **-** | **-** | **6,425,161** | **-** | **1,047,800** |
| **Program Administration** | **465,776** | **-** | **-** | **440,795** | **-** | **24,981** |
| **Cemetery** | **1,022,819** | **-** | **-** | **-** | **-** | **1,022,819** |
| Operations and Maintenance | 1,022,819 | - | - | - | - | 1,022,819 |
| **Convention Center/Amphitheatre** | **2,012,304** | **-** | **-** | **2,012,304** | **-** | **-** |
| Operations and Maintenance | 2,012,304 | - | - | 2,012,304 | - | - |
| **Golf Course** | **2,257,562** | **-** | **-** | **2,257,562** | **-** | **-** |
| Contracted Sales | 462,297 | - | - | 462,297 | - | - |
| Operations and Maintenance | 1,795,265 | - | - | 1,795,265 | - | - |
| **HoHokam Stadium/Fitch Complex** | **1,714,500** | **-** | **-** | **1,714,500** | **-** | **-** |
| Operations and Maintenance | 1,714,500 | - | - | 1,714,500 | - | - |
| **Grant Funds Only** | | | | | | |
| **Commercial Operations** | **308,000** | **-** | **-** | **308,000** | **-** | **-** |
| **Convention Center/Amphitheatre** | **208,000** | **-** | **-** | **208,000** | **-** | **-** |
| Operations and Maintenance | 208,000 | - | - | 208,000 | - | - |
| **HoHokam Stadium/Fitch Complex** | **100,000** | **-** | **-** | **100,000** | **-** | **-** |
| Operations and Maintenance | 100,000 | - | - | 100,000 | - | - |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$1,047,800** |
| 430 Cemetery Reserve Fund | 1,047,800 |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Commercial Operations** | **55.2** | **$ 7,780,961** | **$ 3,743,351** | **$ 2,556,763** | **$ 991,603** | **$ 489,244** |
| **Without Grant Funds** | | | | | | |
| **Commercial Operations** | **55.2** | **7,472,961** | **3,743,351** | **2,556,763** | **991,603** | **181,244** |
| **Program Administration** | **4.6** | **465,776** | **370,507** | **51,269** | **44,000** | **-** |
| **Cemetery** | **10.0** | **1,022,819** | **690,592** | **200,115** | **132,112** | **-** |
| Operations and Maintenance | 10.0 | 1,022,819 | 690,592 | 200,115 | 132,112 | - |
| **Convention Center/Amphitheatre** | **12.7** | **2,012,304** | **893,146** | **1,006,455** | **112,703** | **-** |
| Operations and Maintenance | 12.7 | 2,012,304 | 893,146 | 1,006,455 | 112,703 | - |
| **Golf Course** | **17.9** | **2,257,562** | **1,101,319** | **546,766** | **428,233** | **181,244** |
| Contracted Sales | 4.4 | 462,297 | 168,533 | 153,075 | 9,445 | 131,244 |
| Operations and Maintenance | 13.5 | 1,795,265 | 932,786 | 393,691 | 418,788 | 50,000 |
| **HoHokam Stadium/Fitch Complex** | **10.0** | **1,714,500** | **687,787** | **752,158** | **274,555** | **-** |
| Operations and Maintenance | 10.0 | 1,714,500 | 687,787 | 752,158 | 274,555 | - |
| **Grant Funds Only** | | | | | | |
| **Commercial Operations** | **0.0** | **308,000** | **-** | **-** | **-** | **308,000** |
| **Convention Center/Amphitheatre** | **0.0** | **208,000** | **-** | **-** | **-** | **208,000** |
| Operations and Maintenance | 0.0 | 208,000 | - | - | - | 208,000 |
| **HoHokam Stadium/Fitch Complex** | **0.0** | **100,000** | **-** | **-** | **-** | **100,000** |
| Operations and Maintenance | 0.0 | 100,000 | - | - | - | 100,000 |

# Program: Recreation Operations

## Mission

The mission of Parks and Recreation is to develop and maintain a high level of balanced, safe and easily accessible parks, recreational facilities and programs.

## Desired Outcomes

- Residents participate in a variety of recreation and special interest programs.
- Individuals and groups assist the community through volunteer opportunities.
- Mesa's parks, facilities and pools are safe, clean and well maintained for all users.
- Residents participate in neighborhood-based programs that are facilitated by community partnerships.

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Total number of times the Red Mountain Multigenerational Center was utilized by patrons and participants to meet their health, wellness, social and community needs. | 191,610 | 183,000 | 183,000 | |
| *FY 09/10 Annual participation numbers have been surveyed from four other recreation centers in the Phoenix area. Apache Junction Multigenerational Center has been selected as the benchmark because this center is similar in size and has similar operational hours.* | *115,349* | *115,349* | *115,349* | |
| Public Swim Admissions | 12,422 | 12,500 | 12,500 | |
| *2010 City of Phoenix: 21 pools 195,416 total visits averaging 9,305 visits per pool.* | *9,305* | *9,305* | *9,305* | |
| Percent of Capacity: Parks & Recreation Programs | 87% | 80% | 80% | 85% |
| *January 2011 City of Phoenix Parks & Recreation Monthly Performance Report closest match excluding team sports. Fill 60 of non-team sport registration spots ensures resources are utilized efficiently. This measure also provides information on community support of programs conducted.* | *60%* | *60%* | *60%* | |

# Program: Recreation Operations

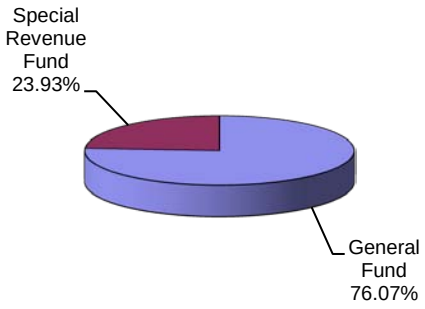
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 14,777,590** | **$ 15,890,499** | **$ 15,800,814** |
| General Fund | 11,895,827 | 12,987,613 | 12,019,557 |
| Enterprise Fund | - | 69,725 | - |
| Special Revenue Fund | 2,881,763 | 2,833,161 | 3,781,257 |

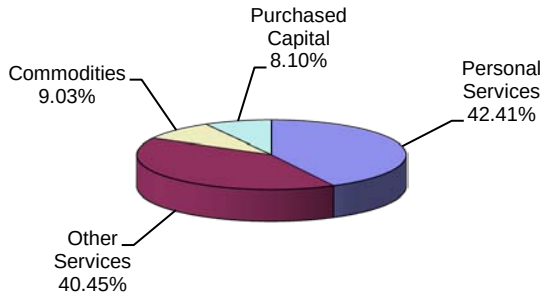
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 129.0 | 129.5 |
| **Totals** | **$ 14,777,590** | **$ 15,890,499** | **$ 15,800,814** |
| Personal Services | 6,089,662 | 6,443,163 | 6,700,713 |
| Other Services | 7,236,803 | 6,179,294 | 6,392,065 |
| Commodities | 1,339,782 | 1,669,998 | 1,427,492 |
| Purchased Capital | 111,343 | 1,598,044 | 1,280,544 |

**Recreation Operations**
**2011/12 Operational Funding**
**$15,800,814**




**Recreation Operations**
**2011/12 Operational Category**
**$15,800,814**



# Program: Recreation Operations

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Recreation Operations** | **$ 15,800,814** | **$ 12,019,557** | **$ -** | **$ -** | **$ -** | **$ 3,781,257** |
| **Without Grant Funds** | | | | | | |
| **Recreation Operations** | **15,023,168** | **11,241,911** | **-** | **-** | **-** | **3,781,257** |
| **Programs Administration** | **217,954** | **217,954** | **-** | **-** | **-** | **-** |
| **Aquatics Programs** | **1,266,538** | **1,266,538** | **-** | **-** | **-** | **-** |
| Competitive Programs | 1,266,538 | 1,266,538 | - | - | - | - |
| **Parks & Recreation** | **13,018,344** | **9,237,087** | **-** | **-** | **-** | **3,781,257** |
| Adaptive Recreation Programs | 285,248 | 285,248 | - | - | - | - |
| Adult Sports Recreation Leagues | 642,794 | 642,794 | - | - | - | - |
| Aquatics Facilities Maintenance | 991,897 | 991,897 | - | - | - | - |
| Parks and Facilities Maintenance | 5,833,179 | 4,876,173 | - | - | - | 957,006 |
| Recreation Centers Operations | 1,644,005 | 1,644,005 | - | - | - | - |
| Recreation Facilities Management | 103,172 | 103,172 | - | - | - | - |
| Recreation Special Activities & Even | 238,427 | 238,427 | - | - | - | - |
| Retention Basins | 2,824,251 | - | - | - | - | 2,824,251 |
| Summer Recreation Progams | 251,934 | 251,934 | - | - | - | - |
| Youth Recreation Sports Groups | 203,437 | 203,437 | - | - | - | - |
| **Park Rangers** | **282,986** | **282,986** | **-** | **-** | **-** | **-** |
| **Registration and Reservations** | **237,346** | **237,346** | **-** | **-** | **-** | **-** |
| **Grant Funds Only** | | | | | | |
| **Recreation Operations** | **777,646** | **777,646** | **-** | **-** | **-** | **-** |
| **Programs Administration** | **272,000** | **272,000** | **-** | **-** | **-** | **-** |
| **Parks & Recreation** | **505,646** | **505,646** | **-** | **-** | **-** | **-** |
| Adaptive Recreation Programs | 134,000 | 134,000 | - | - | - | - |
| Parks and Facilities Maintenance | 165,023 | 165,023 | - | - | - | - |
| Recreation Centers Operations | 199,623 | 199,623 | - | - | - | - |
| Summer Recreation Progams | 7,000 | 7,000 | - | - | - | - |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$3,781,257** |
| 485 Environmental Compliance | 3,781,257 |

# Program: Recreation Operations

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Recreation Operations** | **129.5** | **$ 15,800,814** | **$ 6,700,713** | **$ 6,392,065** | **$ 1,427,492** | **$ 1,280,544** |
| **Without Grant Funds** | | | | | | |
| **Recreation Operations** | **125.9** | **15,023,168** | **6,463,110** | **6,265,385** | **1,346,129** | **948,544** |
| **Programs Administration** | **1.2** | **217,954** | **157,030** | **33,928** | **26,996** | **-** |
| **Aquatics Programs** | **36.1** | **1,266,538** | **1,137,631** | **49,067** | **79,840** | **-** |
| Competitive Programs | 36.1 | 1,266,538 | 1,137,631 | 49,067 | 79,840 | - |
| **Parks & Recreation** | **80.3** | **13,018,344** | **4,669,662** | **6,166,918** | **1,233,220** | **948,544** |
| Adaptive Recreation Programs | 5.8 | 285,248 | 189,735 | 53,513 | 42,000 | - |
| Adult Sports Recreation Leagues | 6.1 | 642,794 | 250,994 | 296,800 | 95,000 | - |
| Aquatics Facilities Maintenance | 8.0 | 991,897 | 514,584 | 156,550 | 320,763 | - |
| Parks and Facilities Maintenance | 30.0 | 5,833,179 | 1,991,844 | 2,452,698 | 440,093 | 948,544 |
| Recreation Centers Operations | 17.9 | 1,644,005 | 1,012,095 | 530,560 | 101,350 | - |
| Recreation Facilities Management | 1.3 | 103,172 | 71,770 | 21,638 | 9,764 | - |
| Recreation Special Activities & Even | 1.4 | 238,427 | 136,427 | 72,900 | 29,100 | - |
| Retention Basins | 2.0 | 2,824,251 | 197,392 | 2,478,859 | 148,000 | - |
| Summer Recreation Progams | 5.2 | 251,934 | 161,084 | 62,700 | 28,150 | - |
| Youth Recreation Sports Groups | 2.6 | 203,437 | 143,737 | 40,700 | 19,000 | - |
| **Park Rangers** | **4.3** | **282,986** | **277,043** | **1,470** | **4,473** | **-** |
| **Registration and Reservations** | **4.0** | **237,346** | **221,744** | **14,002** | **1,600** | **-** |
| **Grant Funds Only** | | | | | | |
| **Recreation Operations** | **3.6** | **777,646** | **237,603** | **126,680** | **81,363** | **332,000** |
| **Programs Administration** | **0.0** | **272,000** | **-** | **-** | **40,000** | **232,000** |
| **Parks & Recreation** | **3.6** | **505,646** | **237,603** | **126,680** | **41,363** | **100,000** |
| Adaptive Recreation Programs | 0.0 | 134,000 | 77,000 | 35,450 | 21,550 | - |
| Parks and Facilities Maintenance | 0.0 | 165,023 | - | 65,023 | - | 100,000 |
| Recreation Centers Operations | 3.6 | 199,623 | 160,603 | 26,207 | 12,813 | - |
| Summer Recreation Progams | 0.0 | 7,000 | - | - | 7,000 | - |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# POLICE DEPARTMENT

## Law Enforcement

- Management Services - Police
  - Police Administration
  - Recruitment and Hiring
- Investigations
  - Criminal Invest
  - Special Investigations
- Patrol Operations
- Patrol Support
  - Academy Management
  - Aviation
  - Communications
  - Holding Facility/Jail
  - Municipal Security
  - Traffic
  - Warrants
- Professional Standards - Police
  - Professional Standards
  - Training
- Public Education - Police
  - Community Relations
  - Crime Free
  - Public Information
- Technical Services - Police
  - Computer Support Services
  - Crime Lab
  - ID Lab
  - Records

# Program: Law Enforcement

## Mission

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

## Desired Outcomes

- Mesa citizens live and work in a safe community.
- Public order is maintained.

***Performance Measures:***

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Part 1 Crimes per 1000 residents | 35.63 | 34.56 | N/A | N/A |
| *Research is underway to identify a benchmark.* | *N/A* | *N/A* | *N/A* | |
| Part I and Part II Arrests | 54.91 | 50.72 | N/A | N/A |
| *Research is underway to identify a benchmark.* | *N/A* | *N/A* | *N/A* | |
| Number injury/fatal accidents per 1000 residents | 3.84 | 3.64 | N/A | N/A |
| *Research is underway to identify a benchmark.* | *N/A* | *N/A* | *N/A* | |
| Time to Respond to Emergency Calls | 3.50 | 3.60 | N/A | N/A |
| *Research is underway to identify a benchmark.* | *N/A* | *N/A* | *N/A* | |

# Program: Law Enforcement

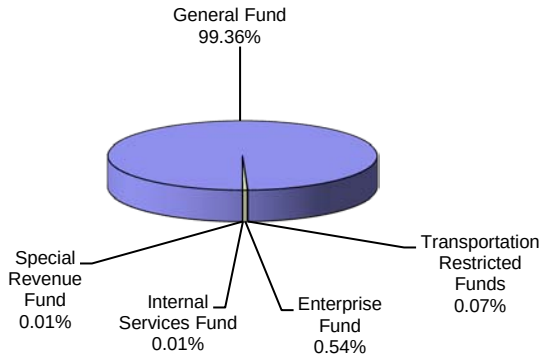
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 137,299,792** | **$ 140,811,461** | **$ 141,890,115** |
| General Fund | 137,239,497 | 139,908,792 | 140,976,878 |
| Transportation Restricted Funds | 49,680 | 102,800 | 106,298 |
| Enterprise Fund | 10,614 | 744,603 | 772,388 |
| Internal Services Fund | - | 20,789 | 20,789 |
| Special Revenue Fund | - | 34,477 | 13,762 |

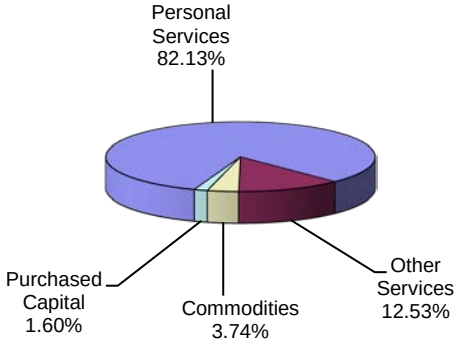
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 1,214.0 | 1,194.0 |
| **Totals** | **$ 137,299,792** | **$ 140,811,461** | **$ 141,890,115** |
| Personal Services | 116,763,355 | 111,478,654 | 116,534,902 |
| Other Services | 15,507,263 | 18,161,272 | 17,772,220 |
| Commodities | 3,680,946 | 8,615,762 | 5,312,802 |
| Purchased Capital | 1,348,227 | 2,555,773 | 2,270,191 |

**Law Enforcement**
**2011/12 Operational Funding**
**$141,890,115**




**Law Enforcement**
**2011/12 Operational Category**
**$141,890,115**



# Program: Law Enforcement

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Law Enforcement** | **$ 141,890,115** | **$ 140,976,878** | **$ 106,298** | **$ 772,388** | **$ 20,789** | **$ 13,762** |
| **Without Grant Funds** | | | | | | |
| **Law Enforcement** | **131,983,246** | **131,070,009** | **106,298** | **772,388** | **20,789** | **13,762** |
| **Management Services - Police** | **7,870,646** | **7,870,646** | **-** | **-** | **-** | **-** |
| Police Administration | 5,798,102 | 5,798,102 | - | - | - | - |
| Recruitment and Hiring | 2,072,544 | 2,072,544 | - | - | - | - |
| **Investigations** | **16,461,316** | **16,461,316** | **-** | **-** | **-** | **-** |
| Criminal Invest | 11,446,722 | 11,446,722 | - | - | - | - |
| Special Investigations | 5,014,594 | 5,014,594 | - | - | - | - |
| **Patrol Operations** | **60,413,007** | **59,546,325** | **96,297** | **770,385** | **-** | **-** |
| **Patrol Support** | **26,999,507** | **26,952,952** | **10,001** | **2,003** | **20,789** | **13,762** |
| Aviation | 1,673,722 | 1,673,722 | - | - | - | - |
| Communications | 7,307,906 | 7,307,906 | - | - | - | - |
| Holding Facility/Jail | 9,404,547 | 9,404,547 | - | - | - | - |
| Municipal Security | 1,575,332 | 1,528,777 | 10,001 | 2,003 | 20,789 | 13,762 |
| Traffic | 6,154,502 | 6,154,502 | - | - | - | - |
| Warrants | 883,498 | 883,498 | - | - | - | - |
| **Professional Standards - Police** | **4,344,761** | **4,344,761** | **-** | **-** | **-** | **-** |
| Professional Standards | 2,045,253 | 2,045,253 | - | - | - | - |
| Training | 2,299,508 | 2,299,508 | - | - | - | - |
| **Public Education - Police** | **937,678** | **937,678** | **-** | **-** | **-** | **-** |
| Community Relations | 602,817 | 602,817 | - | - | - | - |
| Crime Free | 11,090 | 11,090 | - | - | - | - |
| Public Information | 323,771 | 323,771 | - | - | - | - |
| **Technical Services - Police** | **14,956,331** | **14,956,331** | **-** | **-** | **-** | **-** |
| Computer Support Services | 5,504,584 | 5,504,584 | - | - | - | - |
| Crime Lab | 2,929,915 | 2,929,915 | - | - | - | - |
| ID Lab | 3,418,403 | 3,418,403 | - | - | - | - |
| Records | 3,103,429 | 3,103,429 | - | - | - | - |
| **Grant Funds Only** | | | | | | |
| **Law Enforcement** | **9,906,869** | **9,906,869** | **-** | **-** | **-** | **-** |
| **Management Services - Police** | **74,969** | **74,969** | **-** | **-** | **-** | **-** |
| Police Administration | 74,969 | 74,969 | - | - | - | - |
| **Investigations** | **2,751,471** | **2,751,471** | **-** | **-** | **-** | **-** |
| Criminal Invest | 1,028,826 | 1,028,826 | - | - | - | - |
| Special Investigations | 1,722,645 | 1,722,645 | - | - | - | - |
| **Patrol Operations** | **4,805,691** | **4,805,691** | **-** | **-** | **-** | **-** |
| **Patrol Support** | **342,406** | **342,406** | **-** | **-** | **-** | **-** |
| Academy Management | 158,174 | 158,174 | - | - | - | - |
| Traffic | 184,232 | 184,232 | - | - | - | - |
| **Technical Services - Police** | **1,932,332** | **1,932,332** | **-** | **-** | **-** | **-** |
| Computer Support Services | 953,119 | 953,119 | - | - | - | - |
| Crime Lab | 979,213 | 979,213 | - | - | - | - |

| | |
|---|---|
| ***Transportation Restricted Funds Total*** | **$106,298** |
| 012 Local Streets Sales Tax | 106,298 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$13,762** |
| 485 Environmental Compliance | 4,231 |
| 280 City Empl Benefit Trust | 5,923 |
| 220 Mesa Ppty & Public Liab Tr | 3,608 |

# Program: Law Enforcement

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Law Enforcement** | **1,194.0** | **$ 141,890,115** | **$ 116,534,902** | **$ 17,772,220** | **$ 5,312,802** | **$ 2,270,191** |
| **Without Grant Funds** | | | | | | |
| **Law Enforcement** | **1,166.0** | **131,983,246** | **111,416,486** | **16,647,449** | **3,919,311** | **-** |
| **Management Services - Police** | **51.0** | **7,870,646** | **4,956,559** | **1,889,189** | **1,024,898** | **-** |
| Police Administration | 31.0 | 5,798,102 | 3,073,020 | 1,729,353 | 995,729 | - |
| Recruitment and Hiring | 20.0 | 2,072,544 | 1,883,539 | 159,836 | 29,169 | - |
| **Investigations** | **143.0** | **16,461,316** | **15,225,760** | **1,142,541** | **93,015** | **-** |
| Criminal Invest | 106.5 | 11,446,722 | 10,929,134 | 470,654 | 46,934 | - |
| Special Investigations | 36.5 | 5,014,594 | 4,296,626 | 671,887 | 46,081 | - |
| **Patrol Operations** | **576.0** | **60,413,007** | **58,158,067** | **2,077,444** | **177,496** | **-** |
| **Patrol Support** | **209.5** | **26,999,507** | **16,952,235** | **9,539,005** | **508,267** | **-** |
| Aviation | 9.0 | 1,673,722 | 1,045,461 | 321,582 | 306,679 | - |
| Communications | 102.0 | 7,307,906 | 7,033,664 | 221,402 | 52,840 | - |
| Holding Facility/Jail | 38.0 | 9,404,547 | 2,956,156 | 6,437,072 | 11,319 | - |
| Municipal Security | 18.0 | 1,575,332 | 1,276,936 | 263,405 | 34,991 | - |
| Traffic | 35.5 | 6,154,502 | 3,855,768 | 2,204,786 | 93,948 | - |
| Warrants | 7.0 | 883,498 | 784,250 | 90,758 | 8,490 | - |
| **Professional Standards - Police** | **35.0** | **4,344,761** | **4,001,424** | **294,156** | **49,181** | **-** |
| Professional Standards | 17.0 | 2,045,253 | 1,981,579 | 53,382 | 10,292 | - |
| Training | 18.0 | 2,299,508 | 2,019,845 | 240,774 | 38,889 | - |
| **Public Education - Police** | **9.0** | **937,678** | **839,138** | **78,491** | **20,049** | **-** |
| Community Relations | 7.0 | 602,817 | 554,806 | 37,225 | 10,786 | - |
| Crime Free | 0.0 | 11,090 | - | 8,002 | 3,088 | - |
| Public Information | 2.0 | 323,771 | 284,332 | 33,264 | 6,175 | - |
| **Technical Services - Police** | **142.5** | **14,956,331** | **11,283,303** | **1,626,623** | **2,046,405** | **-** |
| Computer Support Services | 30.5 | 5,504,584 | 3,214,644 | 815,454 | 1,474,486 | - |
| Crime Lab | 20.5 | 2,929,915 | 1,926,120 | 537,246 | 466,549 | - |
| ID Lab | 42.5 | 3,418,403 | 3,108,672 | 226,793 | 82,938 | - |
| Records | 49.0 | 3,103,429 | 3,033,867 | 47,130 | 22,432 | - |
| **Grant Funds Only** | | | | | | |
| **Law Enforcement** | **28.0** | **9,906,869** | **5,118,416** | **1,124,771** | **1,393,491** | **2,270,191** |
| **Management Services - Police** | **0.0** | **74,969** | **2,574** | **68,285** | **4,110** | **-** |
| Police Administration | 0.0 | 74,969 | 2,574 | 68,285 | 4,110 | - |
| **Investigations** | **13.0** | **2,751,471** | **2,150,778** | **(13,627)** | **14,932** | **599,388** |
| Criminal Invest | 10.0 | 1,028,826 | 979,078 | (24,184) | 3,932 | 70,000 |
| Special Investigations | 3.0 | 1,722,645 | 1,171,700 | 10,557 | 11,000 | 529,388 |
| **Patrol Operations** | **11.0** | **4,805,691** | **2,661,648** | **613,265** | **1,227,278** | **303,500** |
| **Patrol Support** | **4.0** | **342,406** | **303,416** | **10,930** | **10,060** | **18,000** |
| Academy Management | 2.0 | 158,174 | 158,174 | - | - | - |
| Traffic | 2.0 | 184,232 | 145,242 | 10,930 | 10,060 | 18,000 |
| **Technical Services - Police** | **0.0** | **1,932,332** | **-** | **445,918** | **137,111** | **1,349,303** |
| Computer Support Services | 0.0 | 953,119 | - | 248,486 | 32,255 | 672,378 |
| Crime Lab | 0.0 | 979,213 | - | 197,432 | 104,856 | 676,925 |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# PUBLIC INFORMATION AND COMMUNICATIONS DEPARTMENT

**Public Information & Communications**

Channel 11
Electronic Communications
Graphic Design
Media Relations
Public Information & Communications

# Program: Public Information & Communications

## Mission

To promote a clear understanding of City policies, issues, and activities as well as providing timely and accurate information on Council priorities, 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, and how to use them.
- RBVE are aware of the decisions being made and how they might affect them.
- Overall media coverage of City services, programs and issues fair and balanced.
- Mesa Channel 11 programming is interesting and informative to RBVEs; and is readily available to Mesa cable subscribers and internet users.

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Percentage of media stories per month about City services and programs that are positive | 71% | 73% | 68% | 70% |
| *Exploring performance measures with 3CMA City-County Communications & Marketing Association* | *N/A* | *N/A* | *N/A* | |
| Number of City-generated "feature" pieces (topics) published or broadcast monthly | 70 | 70 | 70 | 75 |
| *Exploring performance measures with 3CMA City-County Communications & Marketing Association* | *N/A* | *N/A* | *N/A* | |
| Number of visits per month to the City's external Web site, mesaaz.gov | 274,843 | 300,000 | 300,000 | 300,000 |
| *Benchmarking opportunities are still being explored. We are working with other Valley cities and city members of Public Technology Inc. to create a better benchmark* | *N/A* | *N/A* | *N/A* | |
| Number of people per month accessing Mesa Channel 11's website to view video-on-demand, podcasts, or video-streaming | 1,165 | 1,500 | 1,750 | 2,000 |
| *Exploring potential benchmarking with the Alliance for Community Media and 3CMA City-County Communications and Marketing Association.* | *N/A* | *N/A* | *N/A* | |

# Program: Public Information & Communication

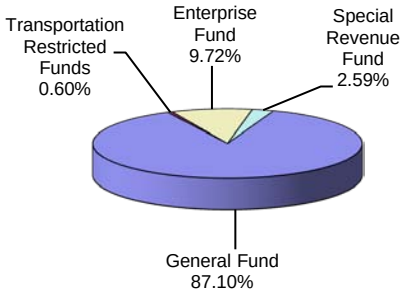
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 942,642** | **$ 933,644** | **$ 960,986** |
| General Fund | 826,601 | 813,298 | 837,004 |
| Transportation Restricted Funds | 5,395 | 5,600 | 5,769 |
| Enterprise Fund | 87,388 | 90,620 | 93,360 |
| Special Revenue Fund | 23,258 | 24,126 | 24,853 |

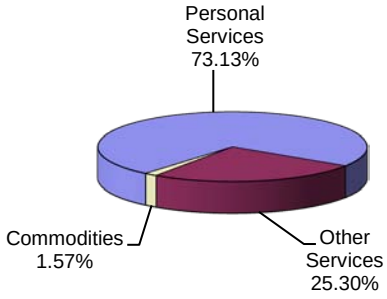
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 7.0 | 7.0 |
| **Totals** | **$ 942,642** | **$ 933,644** | **$ 960,986** |
| Personal Services | 719,137 | 675,442 | 702,784 |
| Other Services | 191,417 | 243,147 | 243,147 |
| Commodities | 32,088 | 15,055 | 15,055 |

**Public Information & Communications**
**2011/12 Operational Funding**
**$960,986**




**Public Information & Communications**
**2011/12 Operational Category**
**$960,986**



# Program: Public Information & Communication

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Public Information & Communications** | **$ 960,986** | **$ 837,004** | **$ 5,769** | **$ 93,360** | **$ -** | **$ 24,853** |
| **Without Grant Funds** | | | | | | |
| **Public Information & Communications** | **876,980** | **760,194** | **5,434** | **87,942** | **-** | **23,410** |
| Channel 11 | 327,337 | 283,739 | 2,029 | 32,830 | - | 8,739 |
| Electronic Communications | 91,028 | 78,906 | 564 | 9,128 | - | 2,430 |
| Graphic Design | 132,140 | 114,544 | 819 | 13,249 | - | 3,528 |
| Media Relations | 226,961 | 196,732 | 1,407 | 22,763 | - | 6,059 |
| Public Information & Communications | 99,514 | 86,273 | 615 | 9,972 | - | 2,654 |
| **Grant Funds Only** | | | | | | |
| **Public Information & Communications** | **84,006** | **76,810** | **335** | **5,418** | **-** | **1,443** |
| Channel 11 | 15,002 | 13,003 | 93 | 1,505 | - | 401 |
| Electronic Communications | 39,004 | 33,807 | 242 | 3,913 | - | 1,042 |
| Graphic Design | 30,000 | 30,000 | - | - | - | - |

| | |
|---|---|
| ***Transportation Restricted Funds Total*** | **$5,769** |
| 012 Local Streets Sales Tax | 5,769 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$24,853** |
| 485 Environmental Compliance | 5,769 |
| 400 Transportation Assist Locl | 13,315 |
| 280 City Empl Benefit Trust | 5,769 |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Grand Total** | | | | | | |
| **Public Information & Communications** | **7.0** | **$ 960,986** | **$ 702,784** | **$ 243,147** | **$ 15,055** | **$ -** |
| **Without Grant Funds** | | | | | | |
| **Public Information & Communications** | **7.0** | **876,980** | **702,784** | **159,141** | **15,055** | **-** |
| Channel 11 | 2.5 | 327,337 | 253,563 | 69,935 | 3,839 | - |
| Electronic Communications | 0.9 | 91,028 | 77,852 | 13,176 | - | - |
| Graphic Design | 1.0 | 132,140 | 76,404 | 51,031 | 4,705 | - |
| Media Relations | 2.1 | 226,961 | 226,521 | 440 | - | - |
| Public Information & Communications | 0.5 | 99,514 | 68,444 | 24,559 | 6,511 | - |
| **Grant Funds Only** | | | | | | |
| **Public Information & Communications** | **0.0** | **84,006** | **-** | **84,006** | **-** | **-** |
| Channel 11 | 0.0 | 15,002 | - | 15,002 | - | - |
| Electronic Communications | 0.0 | 39,004 | - | 39,004 | - | - |
| Graphic Design | 0.0 | 30,000 | - | 30,000 | - | - |

# SOLID WASTE MANAGEMENT DEPARTMENT

**Solid Waste Management**

- Administration
- Barrel Collection
- Bin Collection
- Operation Support
- Roll-off Collection
- Safety

# Program: Solid Waste Management

## Mission

The City of Mesa Solid Waste Management Department is 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, courteous and fiscally responsible manner.
- Dependence on natural resources is reduced through waste reduction and recycling.
- Solid Waste Management program is managed to ensure our financial obligations in accordance with the financial forecast model approved by City Council.

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Overall recycling diversion rate. | 31.7% | 32.0% | 35.0% | 35.0% |
| *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.* | *35.0%* | *35.0%* | *35.0%* | |
| Number of preventable accidents per 100,000 miles. | 0.3 | 1.0 | 1.0 | 1.0 |
| *The National Safety Council defines a preventable accident as "one in which the driver failed to do everything that reasonably could be done to avoid the accident." In other words when a driver commits errors and/or fails to act reasonably to the error of others the Council considers the accident to be preventable. When a driver commits no errors and reacts reasonably to the errors of others the Council considers the accident non-preventable."* | *1.0* | *1.0* | *1.0* | |
| The recycle and green waste financial benefit. | $1,816,313 | $2,250,000 | $1,040,000 | |
| *There is not a benchmark because this is a workload metric. The purpose of this measure is to show the financial benefit of the recycle and green waste barrel diversion rate.* | *N/A* | *N/A* | *N/A* | |
| Net income as a percent of revenue for bin collection activities. | 27.4% | 19.0% | 10.0% | |
| *Benchmark to private haulers net profit statements.* | *10.0%* | *10.0%* | *10.0%* | |

# Program: Solid Waste Management

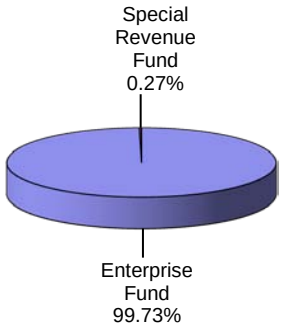
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 20,485,367** | **$ 22,143,735** | **$ 22,581,845** |
| Enterprise Fund | 20,285,367 | 22,082,735 | 22,520,845 |
| Special Revenue Fund | 200,000 | 61,000 | 61,000 |

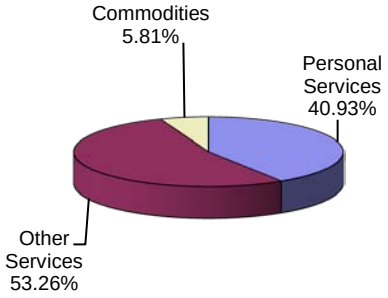
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 128.0 | 127.0 |
| **Totals** | **$ 20,485,367** | **$ 22,143,735** | **$ 22,581,845** |
| Personal Services | 8,474,467 | 8,914,657 | 9,242,836 |
| Other Services | 10,889,833 | 12,024,261 | 12,027,247 |
| Commodities | 1,121,067 | 1,204,817 | 1,311,762 |

**Solid Waste Management**
**2011/12 Operational Funding**
**$22,581,845**




**Solid Waste Management**
**2011/12 Operational Category**
**$22,581,845**



# Program: Solid Waste Management

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Solid Waste Management** | **$ 22,581,845** | **$ -** | **$ -** | **$ 22,520,845** | **$ -** | **$ 61,000** |
| Administration | 1,562,340 | - | - | 1,562,340 | - | - |
| Barrel Collection | 12,385,887 | - | - | 12,385,887 | - | - |
| Bin Collection | 5,072,557 | - | - | 5,072,557 | - | - |
| Operation Support | 2,314,645 | - | - | 2,253,645 | - | 61,000 |
| Roll-off Collection | 1,119,202 | - | - | 1,119,202 | - | - |
| Safety | 127,214 | - | - | 127,214 | - | - |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Solid Waste Management** | **127.0** | **$ 22,581,845** | **$ 9,242,836** | **$ 12,027,247** | **$ 1,311,762** | **$ -** |
| Administration | 14.2 | 1,562,340 | 1,203,868 | 165,660 | 192,812 | - |
| Barrel Collection | 63.8 | 12,385,887 | 4,726,361 | 7,601,713 | 57,813 | - |
| Bin Collection | 24.1 | 5,072,557 | 1,658,763 | 3,413,794 | - | - |
| Operation Support | 16.8 | 2,314,645 | 1,079,493 | 193,215 | 1,041,937 | - |
| Roll-off Collection | 7.2 | 1,119,202 | 481,582 | 637,620 | - | - |
| Safety | 1.0 | 127,214 | 92,769 | 15,245 | 19,200 | - |

# TRANSIT SERVICES DEPARTMENT

**Mass Transit**

Transit Planning & Administration
CIP Projects
Fixed Route Bus
Light Rail
Para Transit
Transit Facility and Park & Ride O & M

# Program: Mass Transit

## Mission

Enhance the quality of life for citizens 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 activity centers and residential areas.
- Safety on the transit system is ensured by comprehensive policies for drivers and riders, guidelines for removing unsafe vehicles from service, and processes for receiving and responding to citizen complaints from an automated customer complaint management database.

***Performance Measures:***

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Passenger Boardings per revenue mile (local bus trips) | 1.49 | 1.75 | 2.10 | 2.10 |
| *The benchmark is as defined by Regional Public Transportation Authority Efficiency and Effectiveness Passenger Boardings Per Revenue Mile measure of 2.1. This measure is used as part of the mandated data requirements as part of the transit portion of Proposition 400.* | *2.10* | *2.10* | *2.10* | |

# Program: Mass Transit

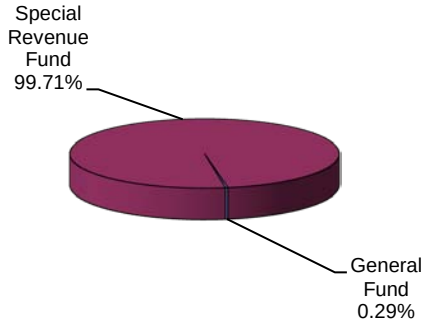
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 8,301,803** | **$ 8,171,779** | **$ 9,402,506** |
| General Fund | 1,237 | 27,300 | 27,300 |
| Special Revenue Fund | 8,300,566 | 8,144,479 | 9,375,206 |

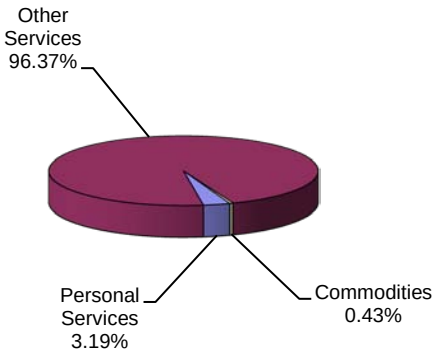
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 1.5 | 2.8 |
| **Totals** | **$ 8,301,803** | **$ 8,171,779** | **$ 9,402,506** |
| Personal Services | 179,388 | 153,671 | 300,366 |
| Other Services | 8,110,379 | 7,978,008 | 9,061,485 |
| Commodities | 12,036 | 40,100 | 40,655 |

**Mass Transit**
**2011/12 Operational Funding**
**$9,402,506**




**Mass Transit**
**2011/12 Operational Category**
**$9,402,506**



# Program: Mass Transit

***2011/12 Operational Resources by Funding Source***

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Mass Transit** | **$ 9,402,506** | **$ 27,300** | **$ -** | **$ -** | **$ -** | **$ 9,375,206** |
| Transit Planning & Administration | 306,167 | - | - | - | - | 306,167 |
| CIP Projects | 122,377 | - | - | - | - | 122,377 |
| Fixed Route Bus | 4,156,841 | 27,300 | - | - | - | 4,129,541 |
| Light Rail | 2,252,626 | - | - | - | - | 2,252,626 |
| Para Transit | 2,492,495 | - | - | - | - | 2,492,495 |
| Transit Facility and Park & Ride O & M | 72,000 | - | - | - | - | 72,000 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$9,375,206** |
| 400 Transportation Assist Locl | 9,375,206 |

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital |
|---|---|---|---|---|---|---|
| **Mass Transit** | **2.8** | **$ 9,402,506** | **$ 300,366** | **$ 9,061,485** | **$ 40,655** | **$ -** |
| Transit Planning & Administration | 2.1 | 306,167 | 226,288 | 74,224 | 5,655 | - |
| CIP Projects | 0.0 | 122,377 | - | 122,377 | - | - |
| Fixed Route Bus | 0.0 | 4,156,841 | - | 4,121,841 | 35,000 | - |
| Light Rail | 0.7 | 2,252,626 | 74,078 | 2,178,548 | - | - |
| Para Transit | 0.0 | 2,492,495 | - | 2,492,495 | - | - |
| Transit Facility and Park & Ride O & M | 0.0 | 72,000 | - | 72,000 | - | - |

# TRANSPORTATION DEPARTMENT

## Streets

- Transportation Administration
  - Administration
  - Asset Managment
  - Budget & Finance
  - Planning Administration
- CIP Projects
- Environmental Quality
  - Air Quality
  - Storm Drain Maintenance
  - Street Cleaning
- Street Maintenance
  - Asphalt Repair
  - City Facility Maintenance
  - Concrete Repair
  - Emergency & Hazard Response
  - Landscape Maintenance
  - Overlays
  - Right of Way Maintenance
  - Sealcoating
- Traffic Engineering
  - Intelligent Transportation System
  - Temporary Traffic Control
  - Traffic Studies
- Traffic Operations
  - Street Lighting
  - Street Marking
  - Street Signage
- Streets Admin. Overhead Credits

# Program: Streets

## Mission

Mesa's Transportation Department serves 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.
- Minimize vehicular incidents occurring as a result of traffic control device maintenance or street conditions.
- The street environment is aesthetically pleasing and environmentally responsible.

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Percentage of Residential Streets with an average PCI above Minimum Acceptable Level (MAL) | 91.7% | 93.0% | 93.0% | 93.0% |
| *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.* | *71.0%* | *71.0%* | *71.0%* | |
| Percentage of Arterial Streets with an average PCI above Minimum Acceptable Level (MAL) | 83.5% | 89.0% | 89.0% | 93.0% |
| *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.* | *71.0%* | *71.0%* | *71.0%* | |
| Percentage of Collector Streets with an average PCI above Minimum Acceptable Level (MAL) | 86.9% | 94.0% | 94.0% | 93.0% |
| *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.* | *71.0%* | *71.0%* | *71.0%* | |
| Percent of potholes reported by citizens repaired within 2 working days | 96.9% | 97.6% | 92.0% | |
| *The City of Phoenix has a Street Maintenance Rapid Response crew. Their Rapid Response crew requests involve addressing urgent issues such as obstructions in the roadway potholes on major streets or tripping hazards on sidewalks. Addressing these requests is vital to facilitating traffic flow and protecting the public. Their goal is to protect the public and facilitate traffic flow by providing an immediate response to urgent maintenance requests. Their target is complete 95 percent of Rapid Response requests within 24 hours.* | *95.0%* | *95.0%* | *95.0%* | |

# Program: Streets

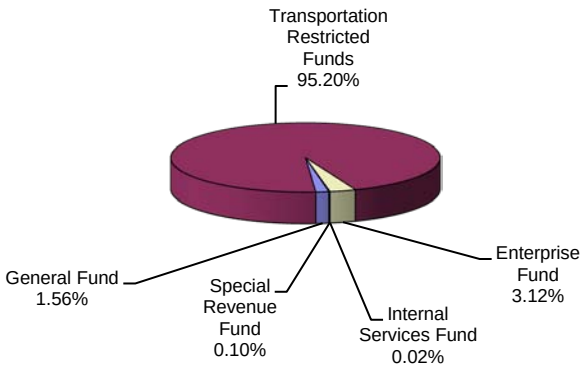
## *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 35,427,406** | **$ 41,040,315** | **$ 41,089,924** |
| General Fund | 746,738 | 540,487 | 642,515 |
| Transportation Restricted Funds | 32,803,832 | 38,294,656 | 39,116,089 |
| Enterprise Fund | 652,590 | 1,213,282 | 1,281,340 |
| Internal Services Fund | 20,725 | 36,980 | 7,980 |
| Special Revenue Fund | 1,203,520 | 954,910 | 42,000 |

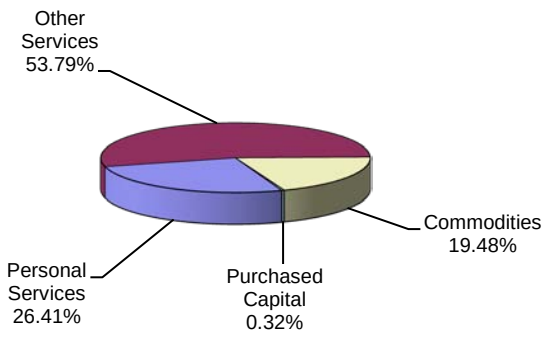
## *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 160.5 | 159.3 |
| **Totals** | **$ 35,427,406** | **$ 41,040,315** | **$ 41,089,924** |
| Personal Services | 11,131,848 | 12,224,080 | 12,633,078 |
| Other Services | 21,811,699 | 25,268,716 | 25,736,026 |
| Commodities | 7,488,541 | 8,909,773 | 9,317,359 |
| Purchased Capital | 350,464 | 407,512 | 153,000 |
| Credits & Clearing Accts | (5,355,145) | (5,769,766) | (6,749,539) |

**Streets**
**2011/12 Operational Funding**
**$41,089,924**




**Streets**
**2011/12 Operational Category**
**$47,839,463***




*Credits & Clearing Accts not included. Negative number represents a transfer of costs from other areas of the City to this area.

# Program: Streets

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Streets** | **$ 41,089,924** | **$ 642,515** | **$ 39,116,089** | **$ 1,281,340** | **$ 7,980** | **$ 42,000** |
| **Transportation Administration** | **3,225,964** | **-** | **3,208,453** | **17,511** | **-** | **-** |
| Administration | 1,719,173 | - | 1,701,662 | 17,511 | - | - |
| Asset Managment | 541,870 | - | 541,870 | - | - | - |
| Budget & Finance | 397,023 | - | 397,023 | - | - | - |
| Planning Administration | 567,898 | - | 567,898 | - | - | - |
| **CIP Projects** | **21,262** | **-** | **21,262** | **-** | **-** | **-** |
| **Environmental Quality** | **3,244,152** | **-** | **3,244,152** | **-** | **-** | **-** |
| Air Quality | 91,734 | 91,734 | - | - | - | - |
| Storm Drain Maintenance | 950,871 | - | 950,871 | - | - | - |
| Street Cleaning | 2,201,547 | - | 2,201,547 | - | - | - |
| **Street Maintenance** | **24,183,031** | **538,781** | **22,330,441** | **1,263,829** | **7,980** | **42,000** |
| Asphalt Repair | 2,984,185 | - | 2,984,185 | - | - | - |
| City Facility Maintenance | 2,002,590 | 538,781 | 150,000 | 1,263,829 | 7,980 | 42,000 |
| Concrete Repair | 1,552,457 | - | 1,552,457 | - | - | - |
| Emergency & Hazard Response | 413,555 | - | 413,555 | - | - | - |
| Landscape Maintenance | 3,194,098 | - | 3,194,098 | - | - | - |
| Overlays | 3,799,569 | - | 3,799,569 | - | - | - |
| Right of Way Maintenance | 1,055,301 | - | 1,055,301 | - | - | - |
| Sealcoating | 9,181,276 | - | 9,181,276 | - | - | - |
| **Traffic Engineering** | **8,159,144** | **-** | **8,159,144** | **-** | **-** | **-** |
| Intelligent Transportation System | 5,664,571 | - | 5,664,571 | - | - | - |
| Temporary Traffic Control | 465,943 | - | 465,943 | - | - | - |
| Traffic Studies | 2,028,630 | - | 2,028,630 | - | - | - |
| **Traffic Operations** | **9,005,910** | **12,000** | **8,993,910** | **-** | **-** | **-** |
| Street Lighting | 5,588,889 | 12,000 | 5,576,889 | - | - | - |
| Street Marking | 1,773,819 | - | 1,773,819 | - | - | - |
| Street Signage | 1,643,202 | - | 1,643,202 | - | - | - |
| **Streets Admin. Overhead Credits** | **(6,749,539)** | **-** | **(6,749,539)** | **-** | **-** | **-** |

| | |
|---|---|
| ***Transportation Restricted Funds Total*** | **$39,116,089** |
| 012 Local Streets Sales Tax | 21,642,115 |
| 470 Highway User Revenue Fund | 17,473,974 |

| | |
|---|---|
| ***Special Revenue Fund Total*** | **$42,000** |
| 400 Transportation Assist Locl | 42,000 |

# Program: Streets

***2011/12 Operational Resource Detail***

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital | Credits |
|---|---|---|---|---|---|---|---|
| **Streets** | **159.3** | **$ 41,089,924** | **$ 12,633,078** | **$ 25,736,026** | **$ 9,317,359** | **$ 153,000** | **$ (6,749,539)** |
| **Transportation Administration** | **23.5** | **3,225,964** | **2,247,833** | **811,814** | **166,317** | **-** | **-** |
| Administration | 10.0 | 1,719,173 | 1,024,543 | 557,376 | 137,254 | - | - |
| Asset Managment | 5.3 | 541,870 | 499,370 | 42,500 | - | - | - |
| Budget & Finance | 5.0 | 397,023 | 397,023 | - | - | - | - |
| Planning Administration | 3.3 | 567,898 | 326,897 | 211,938 | 29,063 | - | - |
| **CIP Projects** | **0.2** | **21,262** | **13,033** | **8,229** | **-** | **-** | **-** |
| **Environmental Quality** | **12.2** | **3,244,152** | **859,166** | **2,349,806** | **35,180** | **-** | **-** |
| Air Quality | 0.7 | 91,734 | 51,327 | 40,407 | - | - | - |
| Storm Drain Maintenance | 4.5 | 950,871 | 307,474 | 609,487 | 33,910 | - | - |
| Street Cleaning | 7.0 | 2,201,547 | 500,365 | 1,699,912 | 1,270 | - | - |
| **Street Maintenance** | **55.4** | **24,183,031** | **3,796,355** | **14,050,840** | **6,335,836** | **-** | **-** |
| Asphalt Repair | 14.1 | 2,984,185 | 918,781 | 1,301,418 | 763,986 | - | - |
| City Facility Maintenance | 9.0 | 2,002,590 | 570,116 | 819,073 | 613,401 | - | - |
| Concrete Repair | 6.3 | 1,552,457 | 378,427 | 758,018 | 416,012 | - | - |
| Emergency & Hazard Response | 2.2 | 413,555 | 161,607 | 237,658 | 14,290 | - | - |
| Landscape Maintenance | 3.0 | 3,194,098 | 231,593 | 2,817,385 | 145,120 | - | - |
| Overlays | 1.2 | 3,799,569 | 104,852 | 3,694,717 | - | - | - |
| Right of Way Maintenance | 5.8 | 1,055,301 | 388,567 | 647,447 | 19,287 | - | - |
| Sealcoating | 13.9 | 9,181,276 | 1,042,412 | 3,775,124 | 4,363,740 | - | - |
| **Traffic Engineering** | **35.0** | **8,159,144** | **3,290,339** | **3,358,175** | **1,357,630** | **153,000** | **-** |
| Intelligent Transportation System | 19.5 | 5,664,571 | 1,855,089 | 2,351,482 | 1,305,000 | 153,000 | - |
| Temporary Traffic Control | 3.0 | 465,943 | 246,992 | 190,551 | 28,400 | - | - |
| Traffic Studies | 12.5 | 2,028,630 | 1,188,258 | 816,142 | 24,230 | - | - |
| **Traffic Operations** | **33.0** | **9,005,910** | **2,426,352** | **5,157,162** | **1,422,396** | **-** | **-** |
| Street Lighting | 12.6 | 5,588,889 | 1,022,326 | 3,866,167 | 700,396 | - | - |
| Street Marking | 9.3 | 1,773,819 | 635,314 | 711,505 | 427,000 | - | - |
| Street Signage | 11.1 | 1,643,202 | 768,712 | 579,490 | 295,000 | - | - |
| **Streets Admin. Overhead Credits** | **0.0** | **(6,749,539)** | **-** | **-** | **-** | **-** | **(6,749,539)** |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# WATER RESOURCES DEPARTMENT

## Wastewater

- Wastewater Administration
  - Wastewater Administration
  - Wastewater Engineering and Planning
  - Wastewater Training, Certification and Safety
- Wastewater Collection
  - Wastewater Collection System Compliance
  - Wastewater Customer Service
  - Wastewater Maintenance of Collection System Pipeline
  - Wastewater Mechanical and Electrical Maintenance of Lift Stations and Metering Stations
  - Wastewater Odor and Corrosion Control
- Wastewater Treatment
  - GWRP IGA O&M
  - Northwest WRP O&M
  - Southeast WRP O&M
  - SROG IGA (91st Ave.)
- Wastewater Admin. Overhead Credits

## Water

- Water Administration
  - Water Administration
  - Water Engineering and Planning
  - Water Training, Certification and Safety
- Utility Customer Service
  - Meter Reading
  - Utility Service Connection/Disconnection
- Water Pumping, Storage and Distribution
  - Commercial and Residential Meter Testing, Procurement and Replacement
  - Irrigation
  - Water Customer and Emergency Dispatch Service
  - Water Distribution System Compliance
  - Water Distribution System Emergency Response, Maintenance and New Service
  - Water Pump Station, Flow Meter Reservoir and PRV Maintenance
  - Water System Operation
- Water Supply and Treatment
  - CAP Water Treatment Plant O&M
  - Val Vista Water Treatment Plant O&M
  - Water Resources Portfolio Management
  - Well Maintenance and Treatment
- Water Admin. Overhead Credits

# Program: Wastewater

## Mission

Provide reliable cost effective wastewater collection and treatment services and protect the environment. Continue striving to adjust business practices that will optimize operations and management.

## 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.
- Environment is protected from wastewater contamination.

### *Performance Measures:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Total Wastewater Program Costs per million gallons generated - Annually. | $4,043 | $4,235 | $4,414 | $5,812 |
| *The benchmark values used are the budgeted dollars allocated to the Wastewater program. The goal of the Department is to come in within budgeted allocation.* | *$4,235* | *$4,414* | *$4,414* | |
| Percent of reclaimed water that is reused or banked for future use. | 70% | 70% | 95% | 70% |
| *Cities in the Valley of the Sun aim to reuse or bank 100 percent of available reclaimed water supplies.* | *70%* | *70%* | *70%* | |
| Cumulative Sanitary Sewer Overflows by fiscal year | 11 | 12 | 16 | 12 |
| *According to AWWA benchmarks for a system of this size. Mesa cannot exceed a cumulative total of 16 SSO's for fiscal year.* | *16* | *16* | *16* | |

# Program: Wastewater

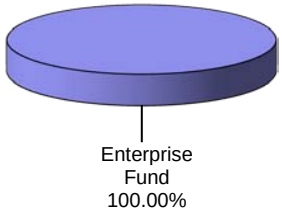
### *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 16,379,813** | **$ 16,955,328** | **$ 16,474,758** |
| General Fund | 1,661 | - | - |
| Enterprise Fund | 16,378,152 | 16,955,328 | 16,474,758 |

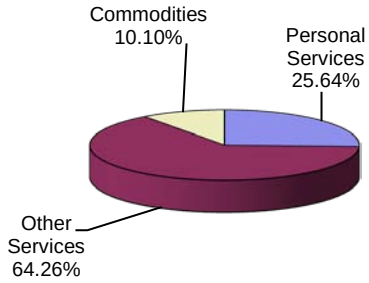
### *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 74.8 | 73.4 |
| **Totals** | **$ 16,379,813** | **$ 16,955,328** | **$ 16,474,758** |
| Personal Services | 4,434,906 | 5,047,112 | 5,043,098 |
| Other Services | 12,692,530 | 13,483,544 | 12,642,044 |
| Commodities | 2,054,719 | 1,799,436 | 1,986,704 |
| Credits & Clearing Accts | (2,802,342) | (3,374,764) | (3,197,088) |

**Wastewater**
**2011/12 Operational Funding**
**$16,474,758**




**Wastewater**
**2011/12 Operational Category**
**$19,671,846***




*Credits & Clearing Accts not included. Negative number represents a transfer of costs from other areas of the City to this area.

# Program: Wastewater

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Wastewater** | **$ 16,474,758** | **$ -** | **$ -** | **$ 16,474,758** | **$ -** | **$ -** |
| **Wastewater Administration** | **855,461** | **-** | **-** | **855,461** | **-** | **-** |
| Wastewater Administration | 573,880 | - | - | 573,880 | - | - |
| Wastewater Engineering and Planni | 116,147 | - | - | 116,147 | - | - |
| Wastewater Training, Certification a | 165,434 | - | - | 165,434 | - | - |
| **Wastewater Collection** | **6,753,126** | **-** | **-** | **6,753,126** | **-** | **-** |
| Wastewater Collection System Com | 550,958 | - | - | 550,958 | - | - |
| Wastewater Customer Service | 218,915 | - | - | 218,915 | - | - |
| Wastewater Maintenance of Collecti | 3,666,230 | - | - | 3,666,230 | - | - |
| Wastewater Mechanical and Electric | 688,308 | - | - | 688,308 | - | - |
| Wastewater Odor and Corrosion Co | 1,628,715 | - | - | 1,628,715 | - | - |
| **Wastewater Treatment** | **12,063,259** | **-** | **-** | **12,063,259** | **-** | **-** |
| GWRP IGA O&M | 1,478,350 | - | - | 1,478,350 | - | - |
| Northwest WRP O&M | 2,723,663 | - | - | 2,723,663 | - | - |
| Southeast WRP O&M | 1,532,491 | - | - | 1,532,491 | - | - |
| SROG IGA (91st Ave.) | 6,328,755 | - | - | 6,328,755 | - | - |
| **Wastewater Admin. Overhead Credits** | **(3,197,088)** | **-** | **-** | **(3,197,088)** | **-** | **-** |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital | Credits |
|---|---|---|---|---|---|---|---|
| **Wastewater** | **73.4** | **$ 16,474,758** | **$ 5,043,098** | **$ 12,642,044** | **$ 1,986,704** | **$ -** | **$ (3,197,088)** |
| **Wastewater Administration** | **8.9** | **855,461** | **769,204** | **80,497** | **5,760** | **-** | **-** |
| Wastewater Administration | 6.9 | 573,880 | 573,880 | - | - | - | - |
| Wastewater Engineering and Planni | 0.7 | 116,147 | 95,387 | 15,000 | 5,760 | - | - |
| Wastewater Training, Certification a | 1.3 | 165,434 | 99,937 | 65,497 | - | - | - |
| **Wastewater Collection** | **21.1** | **6,753,126** | **1,601,476** | **3,712,168** | **1,439,482** | **-** | **-** |
| Wastewater Collection System Com | 3.0 | 550,958 | 251,519 | 275,043 | 24,396 | - | - |
| Wastewater Customer Service | 1.9 | 218,915 | 129,801 | 89,114 | - | - | - |
| Wastewater Maintenance of Collecti | 8.9 | 3,666,230 | 665,676 | 2,901,057 | 99,497 | - | - |
| Wastewater Mechanical and Electric | 4.3 | 688,308 | 358,983 | 312,736 | 16,589 | - | - |
| Wastewater Odor and Corrosion Co | 3.0 | 1,628,715 | 195,497 | 134,218 | 1,299,000 | - | - |
| **Wastewater Treatment** | **43.4** | **12,063,259** | **2,672,418** | **8,849,379** | **541,462** | **-** | **-** |
| GWRP IGA O&M | 19.1 | 1,478,350 | 631,836 | 638,468 | 208,046 | - | - |
| Northwest WRP O&M | 14.6 | 2,723,663 | 1,185,725 | 1,310,215 | 227,723 | - | - |
| Southeast WRP O&M | 8.7 | 1,532,491 | 760,246 | 666,552 | 105,693 | - | - |
| SROG IGA (91st Ave.) | 1.0 | 6,328,755 | 94,611 | 6,234,144 | - | - | - |
| **Wastewater Admin. Overhead Credits** | **0.0** | **(3,197,088)** | **-** | **-** | **-** | **-** | **(3,197,088)** |

# Program: Water

## Mission

Provide reliable, high quality, and cost effective water services.

## 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:*

| Measurement<br>*Benchmark* | 2009/10<br>Actuals | 2010/11<br>Projected | 2011/12<br>Target | Five-Year<br>Target |
|---|---|---|---|---|
| Total water service cost (dollars) per million gallons - Annually | $2,019 | $2,094 | $2,397 | $2,788 |
| *The benchmark values used are the budgeted dollars allocated to the water program. The goal of the department is to come in within budgeted allocation.* | *$2,061* | *$2,397* | *$2,397* | |
| Distribution System Losses | 2.86% | 3.60% | 5.00% | 5.00% |
| *The State of Arizona sets a regulatory goal at 10 but top performers should hit half of this.* | *5.00%* | *5.00%* | *5.00%* | |
| Monthly Water Distribution Pipeline Leaks and Breaks per 100 Miles of Piping. | 0.06 | 0.10 | 1.12 | 1.12 |
| *The American Water Works Association QualServe Benchmark Study published in 2006 rates top performers top 25 percent as under 1.46 distribution pipeline leaks and breaks per 100 miles of piping per month.* | *1.46* | *1.46* | *1.46* | |

# Program: Water

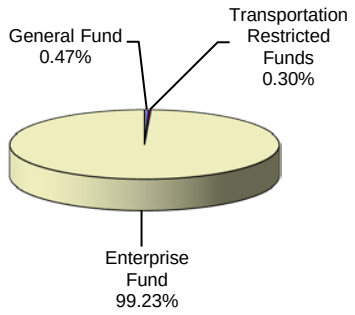
## *Operational Resource History by Funding Source*

| Fund Sources | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| **Totals** | **$ 35,720,858** | **$ 35,844,908** | **$ 35,947,829** |
| General Fund | 426,639 | 158,664 | 168,560 |
| Transportation Restricted Funds | 41,680 | 31,082 | 108,709 |
| Enterprise Fund | 35,240,631 | 35,652,768 | 35,670,560 |
| Internal Services Fund | 11,908 | - | - |
| Special Revenue Fund | - | 2,394 | - |

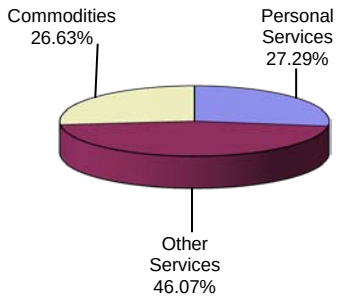
## *Operational Resource History by Category*

| Categories | 2009/10 Actuals | 2010/11 Budget | 2011/12 Budget |
|---|---|---|---|
| FTE | | 145.5 | 147.6 |
| **Totals** | **$ 35,720,858** | **$ 35,844,908** | **$ 35,947,829** |
| Personal Services | 11,669,611 | 10,916,531 | 11,577,282 |
| Other Services | 18,565,098 | 20,336,154 | 19,543,238 |
| Commodities | 10,079,600 | 10,121,766 | 11,297,018 |
| Purchased Capital | 11,139 | - | - |
| Credits & Clearing Accts | (4,604,590) | (5,529,543) | (6,469,709) |

**Water**
**2011/12 Operational Funding**
**$35,947,829**




**Water**
**2011/12 Operational Category**
**$42,417,538***




*Credits & Clearing Accts not included. Negative number represents a transfer of costs from other areas of the City to this area.

# Program: Water

*2011/12 Operational Resources by Funding Source*

| | 2011/12 Budget | General Fund | Transportation Restricted Funds | Enterprise Funds | Internal Services Fund | Special Revenue Funds |
|---|---|---|---|---|---|---|
| **Water** | **$ 35,947,829** | **$ 168,560** | **$ 108,709** | **$ 35,670,560** | **$ -** | **$ -** |
| **Water Administration** | **2,435,141** | **-** | **-** | **2,435,141** | **-** | **-** |
| Water Administration | 1,649,280 | - | - | 1,649,280 | - | - |
| Water Engineering and Planning | 339,708 | - | - | 339,708 | - | - |
| Water Training, Certification and Sat | 446,153 | - | - | 446,153 | - | - |
| **Utility Customer Service** | **5,447,765** | **-** | **-** | **5,447,765** | **-** | **-** |
| Meter Reading | 2,934,606 | - | - | 2,934,606 | - | - |
| Utility Service Connection/Disconnec | 2,513,159 | - | - | 2,513,159 | - | - |
| **Water Pumping, Storage and Distribu** | **11,280,193** | **168,560** | **108,709** | **11,002,924** | **-** | **-** |
| Commercial and Residential Meter T | 684,428 | - | - | 684,428 | - | - |
| Irrigation | 220,438 | - | - | 220,438 | - | - |
| Water Customer and Emergency Dis | 686,429 | 27,857 | 45,583 | 612,989 | - | - |
| Water Distribution System Complian | 1,143,397 | - | - | 1,143,397 | - | - |
| Water Distribution System Emergen | 3,615,557 | 102,126 | - | 3,513,431 | - | - |
| Water Pump Station, Flow Meter Re | 1,403,188 | - | - | 1,403,188 | - | - |
| Water System Operation | 3,526,756 | 38,577 | 63,126 | 3,425,053 | - | - |
| **Water Supply and Treatment** | **23,254,439** | **-** | **-** | **23,254,439** | **-** | **-** |
| CAP Water Treatment Plant O&M | 4,883,043 | - | - | 4,883,043 | - | - |
| Val Vista Water Treatment Plant O& | 8,525,000 | - | - | 8,525,000 | - | - |
| Water Resources Portfolio Manager | 8,394,090 | - | - | 8,394,090 | - | - |
| Well Maintenance and Treatment | 1,452,306 | - | - | 1,452,306 | - | - |
| **Water Admin. Overhead Credits** | **(6,469,709)** | **-** | **-** | **(6,469,709)** | **-** | **-** |

| | |
|---|---|
| ***Transportation Restricted Funds Total*** | **$108,709** |
| 470 Highway User Revenue Fund | 108,709 |

*2011/12 Operational Resource Detail*

| | FTE | 2011/12 Budget | Personal Services | Other Services | Commodities | Purchased Capital | Credits |
|---|---|---|---|---|---|---|---|
| **Water** | **147.6** | **$ 35,947,829** | **$ 11,577,282** | **$ 19,543,238** | **$ 11,297,018** | **$ -** | **$ (6,469,709)** |
| **Water Administration** | **20.2** | **2,435,141** | **1,818,725** | **561,388** | **55,028** | **-** | **-** |
| Water Administration | 13.3 | 1,649,280 | 1,219,708 | 389,894 | 39,678 | - | - |
| Water Engineering and Planning | 3.3 | 339,708 | 324,358 | - | 15,350 | - | - |
| Water Training, Certification and Sat | 3.7 | 446,153 | 274,659 | 171,494 | - | - | - |
| **Utility Customer Service** | **48.3** | **5,447,765** | **3,111,635** | **2,230,078** | **106,052** | **-** | **-** |
| Meter Reading | 28.6 | 2,934,606 | 1,613,389 | 1,294,217 | 27,000 | - | - |
| Utility Service Connection/Disconnec | 19.7 | 2,513,159 | 1,498,246 | 935,861 | 79,052 | - | - |
| **Water Pumping, Storage and Distribu** | **53.0** | **11,280,193** | **4,395,282** | **6,030,435** | **854,476** | **-** | **-** |
| Commercial and Residential Meter T | 5.4 | 684,428 | 358,924 | 237,774 | 87,730 | - | - |
| Irrigation | 2.1 | 220,438 | 128,895 | 84,343 | 7,200 | - | - |
| Water Customer and Emergency Dis | 5.6 | 686,429 | 436,692 | 249,737 | - | - | - |
| Water Distribution System Complian | 6.2 | 1,143,397 | 560,002 | 490,895 | 92,500 | - | - |
| Water Distribution System Emergen | 21.5 | 3,615,557 | 1,793,384 | 1,485,073 | 337,100 | - | - |
| Water Pump Station, Flow Meter Re | 6.1 | 1,403,188 | 579,619 | 521,473 | 302,096 | - | - |
| Water System Operation | 6.1 | 3,526,756 | 537,766 | 2,961,140 | 27,850 | - | - |
| **Water Supply and Treatment** | **26.0** | **23,254,439** | **2,251,640** | **10,721,337** | **10,281,462** | **-** | **-** |
| CAP Water Treatment Plant O&M | 18.5 | 4,883,043 | 1,553,505 | 1,305,016 | 2,024,522 | - | - |
| Val Vista Water Treatment Plant O& | 0.0 | 8,525,000 | - | 8,525,000 | - | - | - |
| Water Resources Portfolio Manager | 1.8 | 8,394,090 | 189,873 | 45,657 | 8,158,560 | - | - |
| Well Maintenance and Treatment | 5.7 | 1,452,306 | 508,262 | 845,664 | 98,380 | - | - |
| **Water Admin. Overhead Credits** | **0.0** | **(6,469,709)** | **-** | **-** | **-** | **-** | **(6,469,709)** |




*CITY OF MESA, ARIZONA*
*2011/2012*

# FINANCIAL SCHEDULES

## *SUMMARY OF ESTIMATED REVENUES AND EXPENDITURES*
## *FISCAL YEAR 2011/2012*

| | FY 2009/2010 | FY 2010/2011 | 7/1/2011 | FY 2011/2012 | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Fund | Actual Expenditures | Adopted Budgeted Expenditures | Unreserved Fund Balance | Property Tax Revenues | Estimated Revenues Other Than Property Taxes | Proceeds From Other Financing Sources | Interfund Transfers In (Out) & Restricted | Total Financing Resources Available | Budgeted Expenditures |
| General Fund | $386,297,184 | $482,235,889 | $77,954,332 | $14,141,000 | $292,196,000 | $0 | $90,648,287 | $474,939,619 | $474,939,619 |
| Special Revenue Fund | 66,219,686 | 102,369,864 | 54,545 | 0 | 71,103,000 | 0 | 18,590,782 | 89,748,327 | 89,748,327 |
| Capital Projects Fund | 52,264,542 | 65,671,000 | 24,842,668 | 0 | 0 | 86,538,000 | (15,403,668) | 95,977,000 | 95,977,000 |
| Enterprise Fund | 269,984,909 | 392,113,000 | 102,695,172 | 0 | 322,077,000 | 87,136,000 | (98,737,172) | 413,171,000 | 413,171,000 |
| Internal Service Fund | 1,658,020 | 99,247 | 0 | 0 | 0 | 0 | 62,054 | 62,054 | 62,054 |
| Trust Funds | 67,043,559 | 70,469,000 | 0 | 0 | 72,310,000 | 0 | 1,569,000 | 73,879,000 | 73,879,000 |
| **LEGAL BUDGET** | **$843,467,900** | **$1,112,958,000** | **$205,546,717** | **$14,141,000** | **$757,686,000** | **$173,674,000** | **($3,270,717)** | **$1,147,777,000** | **$1,147,777,000** |

| Expenditure Limitation Comparison | FY 2009/2010 Actual | FY 2010/2011 Budget | FY 2011/2012 Budget |
|---|---|---|---|
| **Expenditures** | $843,467,900 | $1,112,958,000 | $1,147,777,000 |
| **Less Estimated Exclusions** | (843,467,900) | (1,112,958,000) | (1,147,777,000) |
| **Estimated Expenditures Subject to Limitation** | 0 | 0 | 0 |
| **Less State Expenditure Limitation** | 511,715,387 | 521,247,935 | 501,706,702 |
| **Over (Under) State Limit** | (511,715,387) | (521,247,935) | (501,706,702) |
| **Less State Lid Limit Carryover** | 0 | 0 | 0 |
| **Over (Under) State Limit with Carryover Adjustments** | ($511,715,387) | ($521,247,935) | ($501,706,702) |

The Fund types above include the following funds:

General Fund - General, Local Streets Sales Tax and Highway Project Advancement Notes

Special Revenue Fund - Local Transportation Assistance, Housing Services, Cemetery Reserve, Vehicle Replacement, Public Art, Arts Center Restoration, General Governmental Impact Fees, Court Construction Fee, Highway User Revenue, R.T.P. Revenue, Environmental Compliance and Highway User Revenue Bonds

Capital Projects Fund - General Obligation Bonds

Enterprise Fund - Enterprise, Utilities Development Tax/Impact Fees, Utility Revenue Bonds and Replacement & Extension Reserves

Internal Service Fund - Internal Service

Trust Funds - Employee Benefit Trust, Property & Public Liability Trust and Worker's Compensation

***SUMMARY OF TAX LEVY AND TAX RATE INFORMATION***
***FISCAL YEAR 2011/2012***

| | FY 2010/2011 | FY 2011/2012 |
|---|---|---|
| Maximum allowable primary property tax levy | **N/A** | **N/A** |
| Amount received from primary property taxation in excess of the sum of that year's maximum allowable primary property tax levy | **N/A** | |
| Property tax levy amounts: | | |
| Primary property taxes | N/A | N/A |
| Secondary property taxes | 14,141,000 | 14,141,000 |
| Total property tax levy amounts | **$14,141,000** | **$14,141,000** |
| Property taxes collected:* | | |
| Primary property taxes: | | |
| Current year's levy | N/A | |
| Prior years' levies | N/A | |
| Total primary property taxes | N/A | |
| Secondary property taxes: | | |
| Current year's levy | 14,141,000 | |
| Prior years' levies | 0 | |
| Total secondary property taxes | 14,141,000 | |
| Total property taxes collected | **$14,141,000** | |
| Property tax rates: | | |
| City tax rate: | | |
| Primary property tax rate | N/A | N/A |
| Secondary property tax rate | 0.3454 | 0.4469 |
| Total city tax rate | **0.3454** | **0.4469** |
| Special assessment district tax rates: | | |
| Number of special assessment districts for which secondary property taxes are levied. | **0** | **0** |

*Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

## *SUMMARY OF REVENUES BY SOURCE*

| Source | FY 2009/10 Actual Revenues | FY 2010/11 Original Budget | FY 2010/11 Estimated Revenues | FY 2011/12 Estimated Revenues |
|---|---|---|---|---|
| **TAXES** | | | | |
| GENERAL SALES AND USE TAX | $122,806,058 | $126,865,000 | $120,637,853 | $124,101,000 |
| SECONDARY PROPERTY TAX | 13,885,749 | 14,141,000 | 14,141,000 | 14,141,000 |
| TRANSIENT OCCUPANCY TAX | 1,568,477 | 1,438,000 | 1,438,000 | 1,487,000 |
| TRANS OCCY TAX INT & PENALTY | 12,056 | 6,000 | 6,000 | 6,000 |
| **TOTAL TAXES** | **138,272,340** | **142,450,000** | **136,222,853** | **139,735,000** |
| **LICENSES AND PERMITS** | | | | |
| **Business Licenses & Permits:** | | | | |
| **Licenses:** | | | | |
| ALCOHOLIC BEVERAGE LICENSE | 482,280 | 493,000 | 445,000 | 460,000 |
| SPECIAL REGULATORY LICENSE | 82,900 | 73,000 | 108,000 | 112,000 |
| PRIVILEGE & USE TAX LICENSE | 148,125 | 140,000 | 129,000 | 133,000 |
| RENEWAL PRIV. & USE TAX LICENSE | 633,285 | 480,000 | 480,000 | 496,000 |
| SECURITY CO LICENSING FEES | 9,920 | 9,000 | 9,000 | 9,000 |
| CATV LICENSE | 3,113,231 | 2,547,000 | 3,535,000 | 3,654,000 |
| **Permits:** | | | | |
| BUILDING PERMITS | 4,035,973 | 3,722,000 | 3,416,000 | 3,470,000 |
| **Non-Business Licenses & Permits:** | | | | |
| IMPACT FEES | 2,552,700 | 2,782,000 | 1,339,000 | 1,359,000 |
| O/S CITY LIMITS SVC AGREEMENTS | 27,901 | 24,000 | 24,000 | 24,000 |
| OTHER LICENSES | 2,000 | 2,000 | 2,000 | 2,000 |
| OTHER LICENSES - TAXABLE | 0 | 0 | 5,000 | 5,000 |
| FIRE SPEC EVENT/SAFETY PERMITS | 111,281 | 118,000 | 115,000 | 115,000 |
| ALARM PERMIT & ASSESSMENT FEES | 624,161 | 580,000 | 661,000 | 661,000 |
| **TOTAL LICENSES & PERMITS** | **11,823,757** | **10,970,000** | **10,268,000** | **10,500,000** |
| **INTERGOVERNMENTAL REVENUE** | | | | |
| **Federal Grants:** | | | | |
| TRANSIT LIGHT RAIL | 4,106,764 | 3,848,000 | 0 | 250,000 |
| CITY MANAGER | 0 | 451,000 | 451,000 | 419,000 |
| FED GRANT-FEMA | 0 | 190,000 | 146,000 | 3,819,000 |
| MASS TRANSIT | 322,946 | 12,750,169 | 6,850,169 | 6,280,000 |
| FIRE | 929,521 | 7,271,000 | 3,143,000 | 5,319,000 |
| CITY ATTORNEY | 154,220 | 90,000 | 148,000 | 90,000 |
| LIBRARY | 0 | 40,000 | 26,000 | 49,000 |
| CNG FUEL | 0 | 1,000 | 1,000 | 0 |
| MUSEUM | 5,310 | 0 | 0 | 19,000 |
| REDEVELOPMENT | 0 | 0 | 0 | 30,000 |
| PARKS & RECREATION | 29,895 | 50,000 | 50,000 | 86,000 |
| POLICE | 2,693,724 | 6,691,000 | 6,318,000 | 5,890,000 |
| C.D.B.G. | 3,672,217 | 3,904,000 | 3,648,000 | 4,130,000 |
| H.O.M.E. | 1,971,279 | 1,498,000 | 1,098,000 | 1,887,000 |
| FED GRANT-PLANNING | 3,010 | 0 | 0 | 0 |
| ENVIRONMENTAL | 0 | 4,760,000 | 2,767,000 | 0 |
| STREETS | 529,952 | 7,207,000 | 1,958,000 | 8,610,000 |
| FED GRANT - ARRA STIMULUS | 8,731,463 | 650,000 | 4,751,242 | 573,000 |

## *SUMMARY OF REVENUES BY SOURCE*

| Source | FY 2009/10 Actual Revenues | FY 2010/11 Original Budget | FY 2010/11 Estimated Revenues | FY 2011/12 Estimated Revenues |
|---|---|---|---|---|
| FED GRANT-ARRA ENVIRONMENTAL | 76,098 | 0 | 205,000 | 2,037,000 |
| FED GRANT-HUD-SEC 8 VOUCHER | 11,507,038 | 13,492,000 | 11,601,000 | 11,035,000 |
| FED GRANT-VASH HOUSING ASSIST PMT | 147,105 | 201,000 | 201,000 | 176,000 |
| MHS DISASTER HOUSING ASST. | 2,500 | 0 | 0 | 0 |
| MHA-PORTBLE VCHR RMB | 435,158 | 420,000 | 420,000 | 0 |
| FED GRANT-BUILD AMERICA | 0 | 0 | 599,000 | 599,000 |
| FED GRANT-ARRA NGHBRHD STBLZTN | 5,549,745 | 3,900,000 | 3,900,000 | 4,019,000 |
| ARRA NBRHD STBL PROGRAM INCOME | 788,510 | 4,520,000 | 4,520,000 | 3,085,000 |
| CDBG OTHER PROGRAM INCOME | 85,371 | 125,000 | 125,000 | 15,000 |
| **Total Federal Grants:** | **41,741,826** | **72,059,169** | **52,926,411** | **58,417,000** |
| **Federal Shared Revenues:** | | | | |
| CDBG-REHAB RVLVNG LOAN INCOME | 11,396 | 19,000 | 19,000 | 9,000 |
| **Total Federal Shared Revenues:** | **11,396** | **19,000** | **19,000** | **9,000** |
| **State Grants:** | | | | |
| PROSECUTOR'S OFFICE | 50,500 | 51,000 | 51,000 | 45,000 |
| COMMUNITY SERVICES | 52,466 | 0 | 0 | 0 |
| FIRE | 0 | 226,000 | 216,000 | 30,000 |
| LIBRARY | 22,170 | 25,000 | 34,000 | 25,000 |
| MASS TRANSIT | 19,721 | 0 | 0 | 0 |
| ADEQC.N.G. | 829,540 | 180,000 | 180,000 | 0 |
| AZ GRANT-PARKS & REC | 0 | 100,000 | 100,000 | 0 |
| CULTURAL | 52,698 | 0 | 34,000 | 40,000 |
| AZ MUSEUM OF NATURAL HISTORY | 33,570 | 121,000 | 121,000 | 0 |
| POLICE | 821,482 | 744,000 | 755,000 | 905,000 |
| IGA-AZ SHARE-FIRE | 29,625 | 162,000 | 162,000 | 162,000 |
| **Total State Grants:** | **1,911,772** | **1,609,000** | **1,653,000** | **1,207,000** |
| **State-Shared Revenues:** | | | | |
| AUTO LIEU TAX | 15,029,252 | 17,153,000 | 14,399,000 | 14,806,000 |
| HIGHWAY USER GAS TAX | 25,465,773 | 26,370,000 | 24,841,000 | 24,214,000 |
| HURF 3% FUNDS | 6,104,110 | 6,183,000 | 5,963,000 | 6,269,000 |
| STATE SALES TAX | 32,883,713 | 33,617,000 | 33,118,000 | 33,216,000 |
| STATE LTAF II FUNDS | 0 | 0 | 370,000 | 0 |
| STATE REVENUE SHARING | 56,667,428 | 43,608,000 | 43,608,000 | 37,057,000 |
| TRANSP. ASSIST-LOCAL | 1,110,018 | 0 | 0 | 0 |
| **Total State-Shared Revenues:** | **137,260,294** | **126,931,000** | **122,299,000** | **115,562,000** |
| **County Grants:** | | | | |
| FIRE | 0 | 0 | 0 | 315,000 |
| LIBRARY | 0 | 10,000 | 10,000 | 10,000 |
| COUNTY GRANT-STREETS | 0 | 0 | 0 | 500,000 |
| COUNTY R.T.P. FUNDS | 4,318,545 | 4,413,000 | 3,351,000 | 12,416,000 |
| R.T.P. REIMBURSEMENT-LIGHT RAIL | 2,200,500 | 0 | 1,897,000 | 0 |
| **Total County Grants:** | **6,519,045** | **4,423,000** | **5,258,000** | **13,241,000** |

*SUMMARY OF REVENUES BY SOURCE*

| Source | FY 2009/10 Actual Revenues | FY 2010/11 Original Budget | FY 2010/11 Estimated Revenues | FY 2011/12 Estimated Revenues |
|---|---|---|---|---|
| IGA-FED SHARE-POLICE | 215,536 | 0 | 0 | 475,000 |
| IGA-ADOT HPANS | 448,266 | 0 | 1,721,000 | 1,721,000 |
| IGA - TOPAZ | 290,103 | 335,000 | 354,000 | 354,000 |
| IGA-RADIO COM SVCS-OTHER CITIES | 47,119 | 42,000 | 16,000 | 16,000 |
| IGA - CULTRL - WITH MCC | 54,979 | 0 | 0 | 0 |
| IGA'S WITH W.G.A.A. | 945,589 | 1,965,000 | 1,965,000 | 959,000 |
| IGA-OTHER LOCAL GOVERNMENTS | 1,539,315 | 200,000 | 133,000 | 43,000 |
| **TOTAL INTERGOVERNMENTAL REVENUE** | **190,985,240** | **207,583,169** | **186,344,411** | **192,004,000** |
| **CHARGES FOR SERVICES** | | | | |
| **General Government:** | | | | |
| ENVIRONMENTAL COMPLIANCE FEE | 5,733,948 | 5,784,000 | 5,784,000 | 6,184,000 |
| MISCELLANEOUS APPLICATION FEES | 0 | 0 | 75,000 | 75,000 |
| CEMETERY | 1,174,962 | 1,139,000 | 1,076,000 | 1,076,000 |
| ENGINEERING FEES | 378,093 | 252,000 | 414,000 | 421,000 |
| MISC AND PARKING GARAGE RENTS | 593,761 | 702,000 | 707,000 | 707,000 |
| COMMUNICATION SITE LEASING | 508,009 | 510,000 | 513,000 | 513,000 |
| PLANNING SERVICE FEES | 446,402 | 379,000 | 304,000 | 307,000 |
| TOWN CENTER PARKING FEES | 55,761 | 48,000 | 21,000 | 21,000 |
| RE-INSPECTION FEE-CODE COMPLIANCE | 35,164 | 21,000 | 33,000 | 33,000 |
| TRAFFIC BARRICADE MGMT FEE | 32,150 | 24,000 | 37,000 | 37,000 |
| BLOCK PARTY BARRICADE FEE | 2,625 | 0 | 2,000 | 2,000 |
| FIRE INSPECT/DISPATCH/CPR FEES | 2,049,295 | 1,815,000 | 1,898,000 | 1,898,000 |
| TAX LIEN FILING FEES | 9,236 | 11,000 | 11,000 | 11,000 |
| ISD SOFTWARE CLASS REGISTRATION | 1,000 | 0 | 4,000 | 4,000 |
| LIBRARY CHARGES FOR SERVICES | 12,009 | 12,000 | 12,000 | 12,000 |
| PUB ROW & EASEMNT ENCROACHMNTS | 20,245 | 4,000 | 4,000 | 4,000 |
| TOWING IMPOUND FEES | 605,850 | 607,000 | 594,000 | 594,000 |
| LIGHT RAIL FARE RECOVERY | 1,481,060 | 1,500,000 | 715,000 | 715,000 |
| INTERDEPARTMENTAL | 455,060 | 512,000 | 512,000 | 512,000 |
| **Total General Government:** | **13,594,630** | **13,320,000** | **12,716,000** | **13,126,000** |
| **Cultural and Recreational:** | | | | |
| MESA ARTS CENTER FEES | 2,399,819 | 2,210,000 | 1,966,000 | 2,127,000 |
| MESA ARTS CENTER CLASSES | 422,935 | 394,000 | 541,000 | 541,000 |
| MESA ARTS CENTER-FAC. REST. FEES | 255,040 | 261,000 | 184,000 | 184,000 |
| MESA ARTS CENTER RENTALS | 336,741 | 291,000 | 272,000 | 208,000 |
| YOUTH PROGRAMS | 61,701 | 26,000 | 41,000 | 37,000 |
| ADAPTIVE PROGRAMS | 49,113 | 63,000 | 57,000 | 48,000 |
| SPECIAL INTEREST CLASSES | 43,290 | 36,000 | 24,000 | 24,000 |
| PARKS MISCELLANEOUS | 315,612 | 356,000 | 304,000 | 354,000 |
| SPORTSFIELDS RENTED | 460,263 | 424,000 | 394,000 | 394,000 |
| SPORTS TOURNAMENTS | 95,057 | 85,000 | 85,000 | 85,000 |
| ADULT SPORTS PROGRAMS | 602,095 | 649,000 | 714,000 | 714,000 |
| GENE AUTRY SPORTS COMPLEX | 31,849 | 50,000 | 50,000 | 65,000 |
| RED MOUNTAIN RECREATION CENTER | 425,028 | 451,000 | 439,000 | 439,000 |
| WEBSTER REC CENTER | 34,000 | 33,000 | 10,000 | 10,000 |
| JEFFERSON GYM | 43,837 | 38,000 | 42,000 | 42,000 |
| ARIZONA MUSEUM OF NATURAL HISTORY | 532,538 | 550,000 | 562,000 | 562,000 |

*SUMMARY OF REVENUES BY SOURCE*

| Source | FY 2009/10 Actual Revenues | FY 2010/11 Original Budget | FY 2010/11 Estimated Revenues | FY 2011/12 Estimated Revenues |
|---|---|---|---|---|
| ARIZONA MUSEUM FOR YOUTH | 121,799 | 194,000 | 159,000 | 159,000 |
| PARKS SPONSORSHIPS | 5,084 | 1,000 | 1,000 | 1,000 |
| PARKS CELL TOWER USAGE | 46,849 | 47,000 | 47,000 | 47,000 |
| AQUATICS | 645,391 | 704,000 | 735,000 | 772,000 |
| **Total Cultural and Recreational** | **6,928,041** | **6,863,000** | **6,627,000** | **6,813,000** |
| **TOTAL CHARGES FOR SERVICES** | **20,522,671** | **20,183,000** | **19,343,000** | **19,939,000** |
| **FINES AND FORFEITURES** | | | | |
| COURT CONSTRUCTION FEE | 761,804 | 746,000 | 746,000 | 746,000 |
| COURT MISCELLANEOUS FEES | 556,977 | 473,000 | 777,000 | 777,000 |
| MISC COURT FINES | 692,616 | 675,000 | 623,000 | 623,000 |
| PUBLIC DEFENDER/INDIGENT ADM ASSMT | 60,263 | 52,000 | 102,000 | 102,000 |
| CRIMINAL FINES | 437,428 | 446,000 | 392,000 | 392,000 |
| CIVIL FINES | 2,648,057 | 2,650,000 | 2,899,000 | 2,899,000 |
| DUI FINES | 348,265 | 343,000 | 366,000 | 366,000 |
| COURT USER/DEFAULT FEES | 1,586,087 | 1,700,000 | 1,737,000 | 1,737,000 |
| TAPE, CLERK AND COPY FEES | 12,380 | 19,000 | 19,000 | 19,000 |
| COURT HOLDING ACCOUNT | 1,071,125 | 2,000,000 | 3,300,000 | 3,300,000 |
| DEFENSIVE DRIVING CLASSES | 1,596,819 | 1,499,000 | 1,947,000 | 1,947,000 |
| JAIL INCARCERATION FINES | 334,002 | 327,000 | 316,000 | 316,000 |
| AZ AID TO COURTS-FILL THE GAP | 73,690 | 70,000 | 70,000 | 70,000 |
| LIBRARY FINES AND FEES | 326,700 | 305,000 | 309,000 | 309,000 |
| PARKING FINES AND VIOLATIONS | 48,672 | 49,000 | 60,000 | 60,000 |
| CIVIL HEARING FINES | 75,123 | 56,000 | 75,000 | 75,000 |
| SCHOOL ZONE ENFORCEMENT FUND | 7,224 | 6,000 | 6,000 | 6,000 |
| RESTITUTION/SEIZURES - NARCOTICS | 108,805 | 67,000 | 90,000 | 90,000 |
| PAWN FEES | 354,153 | 353,000 | 422,000 | 422,000 |
| BSD TECHNOLOGY FEE | 169,598 | 166,000 | 142,000 | 142,000 |
| COURT - LIGHT RAIL SANCTIONS | 219 | 0 | 0 | 0 |
| ASPHALT FAILURE PENALTY | 8,800 | 9,000 | 16,000 | 16,000 |
| **TOTAL FINES AND FORFEITURES** | **11,278,807** | **12,011,000** | **14,414,000** | **14,414,000** |
| **MISCELLANEOUS REVENUE** | | | | |
| ADVERTISING REVENUE | 74,113 | 84,000 | 85,000 | 84,000 |
| CRIME LAB ASSMT FUND-RESTRICTED | 67,578 | 22,000 | 50,000 | 67,000 |
| ASSET FORFEITURE-POLICE RESTRICTED | 831,156 | 1,692,000 | 1,657,000 | 1,202,000 |
| CNTR IN AID-LIBRARY | 71,989 | 10,000 | 50,000 | 50,000 |
| CONTRIB IN AID-FIRE/RESTRICTED | 8,656 | 20,000 | 20,000 | 20,000 |
| CONTRIB IN AID-PARKS AND RECREATION | 57,838 | 49,000 | 49,000 | 49,000 |
| CONTRIB IN AID-STREETS | 10,305 | 0 | 0 | 0 |
| CONTRIB IN AID-STORM SEWER | 65,769 | 0 | 0 | 0 |
| CONTRIB IN AID-AZ MUSEUM FOR YOUTH | 106,393 | 145,000 | 145,000 | 119,000 |
| CONTRIB IN AID-HOMELESS | 4,799,989 | 0 | 0 | 0 |
| CONTRIBUTIONS MAYORS | 0 | 0 | 60,000 | 60,000 |
| CONTR IN AID-CRIME PREVENTION | 10 | 1,000 | 1,000 | 1,000 |
| CONTRIB TO FIRE | 22,059 | 25,000 | 25,000 | 25,000 |
| CONTRIB IN AID-MUSEUMS | 49,482 | 143,000 | 143,000 | 50,000 |
| CONTRIB IN AID-EMERGENCY MGMT | 2,550 | 2,000 | 2,000 | 2,000 |
| CONTRIB IN AID-PD AM | 53,885 | 0 | 0 | 0 |

## *SUMMARY OF REVENUES BY SOURCE*

| Source | FY 2009/10 Actual Revenues | FY 2010/11 Original Budget | FY 2010/11 Estimated Revenues | FY 2011/12 Estimated Revenues |
|---|---|---|---|---|
| CONTRIB IN AID-POLICE | 945,930 | 1,030,000 | 1,030,000 | 768,000 |
| CONTRIBUTIONS IN AID | 34,619 | 35,000 | 35,000 | 35,000 |
| CONTRIB IN AID-CULTURAL | 52,000 | 27,000 | 27,000 | 27,000 |
| CONTRIB IN AID-M.A.E.A. MOU | 461 | 0 | 0 | 0 |
| CON IN AID-FIRE VOLUNTEER PRGM | 3,346 | 33,000 | 33,000 | 33,000 |
| C-I-A: MESA ARTS CENTER FOUNDATION | 195,000 | 240,000 | 240,000 | 348,000 |
| CONTRIB IN AID-ECONOMIC DEV | 75,000 | 0 | 0 | 1,944,000 |
| INTEREST ON INVESTMENTS | 463,814 | 445,000 | 318,000 | 307,000 |
| ENVIRON. PUBLIC RECORDS SEARCH | 2,300 | 2,000 | 2,000 | 2,000 |
| MISCELLANEOUS REVENUE | 393,204 | 246,000 | 280,000 | 248,000 |
| HIGHWAY PRJCT ADVANCEMENT NOTES | 0 | 1,721,000 | 0 | 0 |
| MISC SERVICE RECEIPTS | 392,392 | 251,000 | 251,000 | 251,000 |
| MISC REC-BLUE STAKE | 44,859 | 60,000 | 20,000 | 21,000 |
| MISC REC-PROPERTY DAMAGE | 534,243 | 359,000 | 378,000 | 378,000 |
| MISC REC-COUNTY STREETS | 9,272 | 8,000 | 8,000 | 8,000 |
| POLICE TRAINING/SCHOOL REVENUE | 44,994 | 48,000 | 48,000 | 48,000 |
| PD FEES FOR RESEARCH/COPIES | 64,951 | 60,000 | 60,000 | 60,000 |
| RETURNED CHECK CHARGES | 8,584 | 10,000 | 10,000 | 10,000 |
| ABANDONMENT FEES | 6,250 | 3,000 | 3,000 | 3,000 |
| MHA-DAMAGES & OVERPAID ASSISTANCE | 9,941 | 10,000 | 10,000 | 9,000 |
| MHA-HAPSFSS CANCELLATIONS | 42,212 | 37,000 | 37,000 | 14,000 |
| **TOTAL MISCELLANEOUS REVENUE** | **9,545,144** | **6,818,000** | **5,077,000** | **6,243,000** |
| **OTHER RECEIPTS** | | | | |
| RECOVERY OF PRIOR YEARS EXPENSE | 884,757 | 166,000 | 1,062,000 | 164,000 |
| LIBRARY-MISC TAXABLE REVENUES | 2,746 | 3,000 | 3,000 | 3,000 |
| LIBRARY-SALES MISC. | 52,863 | 48,000 | 48,000 | 48,000 |
| SALE OF CITY PROPERTY | 344,415 | 253,000 | 466,000 | 690,000 |
| SALE-CITY PROP/POLICE WEAPONS | 23 | 0 | 0 | 0 |
| SALE OF CITY REAL PROPERTY | 3,144,966 | 0 | 0 | 0 |
| RESTITUTION PAYMENTS | 13,580 | 13,000 | 13,000 | 13,000 |
| WORKERS COMP. EMPLOYER CONTRIB | 2,141,209 | 400,000 | 400,000 | 2,148,000 |
| PROP & PUBLIC LIAB EMPLOYER CONTRIB | 4,301,000 | 4,301,000 | 4,301,000 | 4,301,000 |
| EMPLOYEE BENEFIT TRUST CONTRIB | 50,316,619 | 57,093,000 | 58,140,000 | 65,063,000 |
| CLAIMS REFUND REVENUE | 24,912 | 3,000 | 3,000 | 3,000 |
| STOP LOSS REFUNDS | 1,599,980 | 879,000 | 2,507,000 | 682,000 |
| **TOTAL OTHER RECEIPTS** | **62,827,070** | **63,159,000** | **66,943,000** | **73,115,000** |
| **ENTERPRISE REVENUES** | | | | |
| ELECTRIC | 33,422,989 | 34,988,000 | 33,084,000 | 34,134,000 |
| GAS | 39,076,614 | 44,655,000 | 42,098,000 | 43,845,000 |
| WATER | 104,925,055 | 108,441,000 | 104,534,000 | 109,553,000 |
| WASTEWATER | 60,786,759 | 65,376,000 | 62,459,000 | 66,962,000 |
| SOLID WASTE MANAGEMENT | 47,037,256 | 46,043,000 | 47,933,000 | 48,023,000 |
| DISTRICT COOLING | 994,237 | 944,000 | 950,000 | 969,000 |

***SUMMARY OF REVENUES BY SOURCE***

| Source | FY 2009/10 Actual Revenues | FY 2010/11 Original Budget | FY 2010/11 Estimated Revenues | FY 2011/12 Estimated Revenues |
|---|---|---|---|---|
| AIRPORT | 4,287,737 | 7,525,000 | 3,397,500 | 9,396,000 |
| GOLF COURSE | 2,317,924 | 2,301,000 | 1,957,000 | 1,957,000 |
| HOHOKAM / FITCH SPORTS COMPLEX | 5,936,650 | 6,409,000 | 6,409,000 | 6,409,000 |
| MESA CONVENTION CENTER | 1,970,891 | 2,200,000 | 1,929,000 | 1,929,000 |
| **TOTAL ENTERPRISE REVENUES** | **300,756,112** | **318,882,000** | **304,750,500** | **323,177,000** |
| **TOTAL REVENUES** | **746,011,141** | **782,056,169** | **743,362,764** | **779,127,000** |
| RESTRICTED FUNDS | (8,675,094) | (44,060,752) | (80,497,736) | (52,184,746) |
| FUNDS RELEASED | 8,033,898 | 91,483,110 | 8,675,094 | 80,497,736 |
| LESS: BAD DEBTS | (4,060,380) | (7,300,000) | (7,300,000) | (7,300,000) |
| FUNDS CARRIED FORWARD ADJ JULY 1 | 241,646,684 | 121,530,473 | 246,988,042 | 127,303,010 |
| LESS: ESTIMATED JUNE 30 | (246,449,218) | 0 | (127,303,010) | 0 |
| **NET OPERATING RESOURCES** | **$736,507,031** | **$943,709,000** | **$783,925,155** | **$927,443,000** |

## *SUMMARY OF REVENUES BY FUND AND SOURCE*

| Source | FY 2009/10 Actual Revenues | FY 2010/11 Original Budget | FY 2010/11 Estimated Revenues | FY 2011/12 Estimated Revenues |
|---|---|---|---|---|
| ***GENERAL FUND*** | | | | |
| **TAXES** | | | | |
| GENERAL SALES AND USE TAX | $102,116,412 | $105,518,000 | $100,014,000 | $102,896,000 |
| **Other Taxes:** | | | | |
| SECONDARY PROPERTY TAX | 13,885,749 | 14,141,000 | 14,141,000 | 14,141,000 |
| TRANSIENT OCCUPANCY TAX | 1,568,477 | 1,438,000 | 1,438,000 | 1,487,000 |
| TRANS OCCY TAX INT & PENALTY | 12,056 | 6,000 | 6,000 | 6,000 |
| **TOTAL TAXES** | 117,582,694 | 121,103,000 | 115,599,000 | 118,530,000 |
| **LICENSES AND PERMITS** | | | | |
| **Business Licenses and Permits** | | | | |
| **Licenses:** | | | | |
| ALCOHOLIC BEVERAGE LICENSE | 482,280 | 493,000 | 445,000 | 460,000 |
| GENERAL BUSINESS LICENSE | 82,900 | 73,000 | 108,000 | 112,000 |
| PRIVILEGE & USE TAX LICENSE | 148,125 | 140,000 | 129,000 | 133,000 |
| RENEWAL PRIV. & USE TAX | 633,285 | 480,000 | 480,000 | 496,000 |
| SECURITY CO LICENSING FEES | 9,920 | 9,000 | 9,000 | 9,000 |
| CATV LICENSE | 3,113,231 | 2,547,000 | 3,535,000 | 3,654,000 |
| **Permits:** | | | | |
| BUILDING PERMITS | 4,035,973 | 3,722,000 | 3,416,000 | 3,470,000 |
| **Non-Business Licenses & Permits:** | | | | |
| O/S CITY LIMITS SVC AGREEMENTS | 27,901 | 24,000 | 24,000 | 24,000 |
| OTHER LICENSES | 2,000 | 2,000 | 2,000 | 2,000 |
| OTHER LICENSES - TAXABLE | 0 | 0 | 5,000 | 5,000 |
| FIRE/SPEC EVENT/SAFETY PERMITS | 111,281 | 118,000 | 115,000 | 115,000 |
| ALARM PERMIT & ASSESS | 624,161 | 580,000 | 661,000 | 661,000 |
| **TOTAL LICENSES & PERMITS** | 9,271,057 | 8,188,000 | 8,929,000 | 9,141,000 |
| **INTERGOVERNMENTAL REVENUE** | | | | |
| **Federal Grants:** | | | | |
| TRANSIT LIGHT RAIL | 4,106,764 | 3,848,000 | 0 | 250,000 |
| CITY MANAGER | 0 | 451,000 | 451,000 | 419,000 |
| FED GRANT-FEMA | 0 | 190,000 | 146,000 | 3,819,000 |
| FIRE | 929,521 | 7,271,000 | 3,143,000 | 5,319,000 |
| CITY ATTORNEY | 154,220 | 90,000 | 148,000 | 90,000 |
| LIBRARY | 0 | 40,000 | 26,000 | 49,000 |
| CNG FUEL | 0 | 1,000 | 1,000 | 0 |
| MUSEUM | 5,310 | 0 | 0 | 19,000 |
| REDEVELOPMENT | 0 | 0 | 0 | 30,000 |
| PARKS & RECREATION | 29,895 | 50,000 | 50,000 | 86,000 |
| POLICE | 2,693,724 | 6,691,000 | 6,318,000 | 5,890,000 |
| C.D.B.G. | 3,672,217 | 3,904,000 | 3,648,000 | 4,130,000 |
| H.O.M.E. | 1,971,279 | 1,498,000 | 1,098,000 | 1,887,000 |
| FED GRANT-PLANNING | 3,010 | 0 | 0 | 0 |
| ENVIRONMENTAL | 0 | 4,760,000 | 2,767,000 | 0 |
| STREETS | (8,246) | 500,000 | 500,000 | 0 |
| FED GRANT - ARRA STIMULUS | 1,135,811 | 650,000 | 413,000 | 573,000 |

## *SUMMARY OF REVENUES BY FUND AND SOURCE*

| Source | FY 2009/10 Actual Revenues | FY 2010/11 Original Budget | FY 2010/11 Estimated Revenues | FY 2011/12 Estimated Revenues |
|---|---|---|---|---|
| FED GRANT-ARRA ENVIRONMENTAL | 76,098 | 0 | 205,000 | 2,037,000 |
| FED GRANT-BUILD AMERICA | 0 | 0 | 599,000 | 599,000 |
| FED GRANT-ARRA NGHBRHD STBLZTN | 5,549,745 | 3,900,000 | 3,900,000 | 4,019,000 |
| ARRA NBRHD STBL PROGRAM INCOME | 788,510 | 4,520,000 | 4,520,000 | 3,085,000 |
| CDBG OTHER PROGRAM INCOME | 85,371 | 125,000 | 125,000 | 15,000 |
| **Total Federal Grants** | 21,193,229 | 38,489,000 | 28,058,000 | 32,316,000 |
| **Federal Shared Revenues:** | | | | |
| CDBG-REHAB RVLVNG LOAN INCOME | 11,396 | 19,000 | 19,000 | 9,000 |
| **Total Federal Shared Revenues** | 11,396 | 19,000 | 19,000 | 9,000 |
| **State Grants:** | | | | |
| PROSECUTOR'S OFFICE | 50,500 | 51,000 | 51,000 | 45,000 |
| COMMUNITY SERVICES | 52,466 | 0 | 0 | 0 |
| FIRE | 0 | 226,000 | 216,000 | 30,000 |
| LIBRARY | 22,170 | 25,000 | 34,000 | 25,000 |
| ADEQC.N.G. | 829,540 | 180,000 | 180,000 | 0 |
| AZ GRANT-PARKS & REC | 0 | 100,000 | 100,000 | 0 |
| CULTURAL | 52,698 | 0 | 34,000 | 40,000 |
| AZ MUSEUM OF NATURAL HISTORY | 33,570 | 121,000 | 121,000 | 0 |
| POLICE | 821,482 | 744,000 | 755,000 | 905,000 |
| IGA-AZ SHARE-FIRE | 29,625 | 162,000 | 162,000 | 162,000 |
| **Total State Grants** | 1,892,051 | 1,609,000 | 1,653,000 | 1,207,000 |
| **State-Shared Revenues:** | | | | |
| AUTO LIEU TAX | 15,029,252 | 17,153,000 | 14,399,000 | 14,806,000 |
| STATE SALES TAX | 32,883,713 | 33,617,000 | 33,118,000 | 33,216,000 |
| STATE REVENUE SHARING | 56,667,428 | 43,608,000 | 43,608,000 | 37,057,000 |
| **Total State-Shared Revenues** | 104,580,393 | 94,378,000 | 91,125,000 | 85,079,000 |
| **County Grants:** | | | | |
| FIRE | 0 | 0 | 0 | 315,000 |
| LIBRARY | 0 | 10,000 | 10,000 | 10,000 |
| COUNTY GRANT-STREETS | 0 | 0 | 0 | 500,000 |
| R.T.P. REIMBURSEMENT-LIGHT RAIL | 2,200,500 | 0 | 1,897,000 | 0 |
| **Total County Grants** | 2,200,500 | 10,000 | 1,907,000 | 825,000 |
| IGA-FED SHARE-POLICE | 215,536 | 0 | 0 | 475,000 |
| IGA - TOPAZ | 290,103 | 335,000 | 354,000 | 354,000 |
| IGA-RADIO COM SVCS-OTHER CITIES | 47,119 | 42,000 | 16,000 | 16,000 |
| IGA - CULTRL - WITH MCC | 54,979 | 0 | 0 | 0 |
| IGA'S WITH W.G.A.A. | 945,589 | 1,965,000 | 1,965,000 | 959,000 |
| IGA-OTHER LOCAL GOVERNMENTS | 315,578 | 100,000 | 9,000 | 43,000 |
| **TOTAL INTERGOVERNMENTAL REVENUE** | 131,746,473 | 136,947,000 | 125,106,000 | 121,283,000 |

*SUMMARY OF REVENUES BY FUND AND SOURCE*

| Source | FY 2009/10 Actual Revenues | FY 2010/11 Original Budget | FY 2010/11 Estimated Revenues | FY 2011/12 Estimated Revenues |
|---|---|---|---|---|
| **CHARGES FOR SERVICES** | | | | |
| **General Government:** | | | | |
| ENGINEERING FEES | 378,093 | 252,000 | 414,000 | 421,000 |
| MISC AND PARKING GARAGE RENTS | 593,760 | 702,000 | 707,000 | 707,000 |
| COMMUNICATION SITE LEASING | 508,009 | 510,000 | 513,000 | 513,000 |
| PLANNING SERVICE FEES | 446,402 | 379,000 | 379,000 | 382,000 |
| TOWN CENTER PARKING FEES | 55,761 | 48,000 | 21,000 | 21,000 |
| RE-INSPECTION FEE-CODE COMPLIANCE | 35,164 | 21,000 | 33,000 | 33,000 |
| FIRE INSPECT/DISPATCH/CPR FEES | 2,049,295 | 1,815,000 | 1,898,000 | 1,898,000 |
| TAX LIEN FILING FEES | 9,236 | 11,000 | 11,000 | 11,000 |
| ISD SOFTWARE CLASS REGISTRATION | 1,000 | 0 | 4,000 | 4,000 |
| LIBRARY CHARGES FOR SERVICES | 12,009 | 12,000 | 12,000 | 12,000 |
| PUB ROW & EASEMNT ENCROACHMNTS | 20,245 | 4,000 | 4,000 | 4,000 |
| TOWING IMPOUND FEES | 605,850 | 607,000 | 594,000 | 594,000 |
| INTERDEPARTMENTAL | 455,060 | 512,000 | 512,000 | 512,000 |
| **Total General Government** | 5,169,884 | 4,873,000 | 5,102,000 | 5,112,000 |
| **Cultural and Recreational:** | | | | |
| MESA ARTS CENTER FEES | 2,406,802 | 2,229,000 | 1,982,000 | 2,143,000 |
| MESA ARTS CENTER CLASSES | 377,444 | 349,000 | 506,000 | 506,000 |
| MESA ARTS CENTER RENTALS | 385,943 | 327,000 | 308,000 | 244,000 |
| YOUTH PROGRAMS | 51,005 | 16,000 | 24,000 | 20,000 |
| ADAPTIVE PROGRAMS | 49,113 | 63,000 | 57,000 | 48,000 |
| SPECIAL INTEREST CLASSES | 43,290 | 36,000 | 24,000 | 24,000 |
| PARKS MISCELLANEOUS | 315,612 | 356,000 | 304,000 | 354,000 |
| ADULT SPORTS PROGRAMS | 602,095 | 649,000 | 714,000 | 714,000 |
| SPORTSFIELDS RENTED | 460,263 | 424,000 | 394,000 | 394,000 |
| SPORTS TOURNAMENTS | 95,057 | 85,000 | 85,000 | 85,000 |
| GENE AUTRY SPORTS COMPLEX | 31,849 | 50,000 | 50,000 | 65,000 |
| RED MOUNTAIN RECREATION CENTER | 425,028 | 451,000 | 439,000 | 439,000 |
| WEBSTER REC CENTER | 34,000 | 33,000 | 10,000 | 10,000 |
| JEFFERSON GYM | 43,837 | 38,000 | 42,000 | 42,000 |
| ARIZONA MUSEUM OF NATURAL HISTORY | 532,538 | 550,000 | 562,000 | 562,000 |
| ARIZONA MUSEUM FOR YOUTH | 121,799 | 194,000 | 159,000 | 159,000 |
| PARKS SPONSORSHIPS | 5,084 | 1,000 | 1,000 | 1,000 |
| PARKS CELL TOWER USAGE | 46,849 | 47,000 | 47,000 | 47,000 |
| AQUATICS | 645,391 | 704,000 | 735,000 | 772,000 |
| **Total Cultural and Recreational** | 6,672,999 | 6,602,000 | 6,443,000 | 6,629,000 |
| **TOTAL CHARGES FOR SERVICES** | 11,842,883 | 11,475,000 | 11,545,000 | 11,741,000 |
| **FINES AND FORFEITURES** | | | | |
| COURT MISCELLANEOUS FEES | 556,977 | 473,000 | 777,000 | 777,000 |
| MISC COURT FINES | 692,616 | 675,000 | 623,000 | 623,000 |
| PUBLIC DEFENDER/INDIGENT ADM ASSMT | 60,263 | 52,000 | 102,000 | 102,000 |
| CRIMINAL FINES | 437,428 | 446,000 | 392,000 | 392,000 |
| CIVIL FINES | 2,648,057 | 2,650,000 | 2,899,000 | 2,899,000 |
| DUI FINES | 348,265 | 343,000 | 366,000 | 366,000 |
| COURT USER/DEFAULT FEES | 1,586,087 | 1,700,000 | 1,737,000 | 1,737,000 |
| TAPE, CLERK AND COPY FEES | 12,380 | 19,000 | 19,000 | 19,000 |

*SUMMARY OF REVENUES BY FUND AND SOURCE*

| Source | FY 2009/10 Actual Revenues | FY 2010/11 Original Budget | FY 2010/11 Estimated Revenues | FY 2011/12 Estimated Revenues |
|---|---|---|---|---|
| COURT HOLDING ACCOUNT | 1,071,125 | 2,000,000 | 3,300,000 | 3,300,000 |
| DEFENSIVE DRIVING CLASSES | 1,596,819 | 1,499,000 | 1,947,000 | 1,947,000 |
| JAIL INCARCERATION FINES | 334,002 | 327,000 | 316,000 | 316,000 |
| AZ AID TO COURTS-FILL THE GAP | 73,690 | 70,000 | 70,000 | 70,000 |
| LIBRARY FINES AND FEES | 326,700 | 305,000 | 309,000 | 309,000 |
| PARKING FINES AND VIOLATIONS | 48,672 | 49,000 | 60,000 | 60,000 |
| CIVIL HEARING FINES | 75,123 | 56,000 | 75,000 | 75,000 |
| SCHOOL ZONE ENFORCEMENT FUND | 7,224 | 6,000 | 6,000 | 6,000 |
| RESTITUTION/SEIZURES - NARCOTICS | 108,805 | 67,000 | 90,000 | 90,000 |
| PAWN FEES | 354,153 | 353,000 | 422,000 | 422,000 |
| BSD TECHNOLOGY FEE | 169,598 | 166,000 | 142,000 | 142,000 |
| COURT - LIGHT RAIL SANCTIONS | 219 | 0 | 0 | 0 |
| **TOTAL FINES AND FORFEITURES** | 10,508,204 | 11,256,000 | 13,652,000 | 13,652,000 |
| **MISCELLANEOUS REVENUE** | | | | |
| ADVERTISING REVENUE | 74,113 | 84,000 | 75,000 | 84,000 |
| CRIME LAB ASSMT FUND-RESTRICTED | 67,578 | 22,000 | 50,000 | 67,000 |
| ASSET FORFEITURE-POLICE RESTRICTED | 831,156 | 1,692,000 | 1,657,000 | 1,202,000 |
| CNTR IN AID-LIBRARY | 71,989 | 10,000 | 50,000 | 50,000 |
| CONTRIB IN AID-FIRE/RESTRICTED | 8,656 | 20,000 | 20,000 | 20,000 |
| CONTRIB IN AID-PARKS AND RECREATION | 57,838 | 49,000 | 49,000 | 49,000 |
| CONTRIB IN AID-STORM | 65,769 | 0 | 0 | 0 |
| CONTRIB IN AID-AZ MUSEUM FOR YOUTH | 106,393 | 145,000 | 145,000 | 119,000 |
| CONTRIB IN AID-HOMELESS | 4,799,989 | 0 | 0 | 0 |
| CONTRIBUTIONS MAYORS | 0 | 0 | 60,000 | 60,000 |
| CONTR IN AID-CRIME PREVENTION | 10 | 1,000 | 1,000 | 1,000 |
| CONTRIB TO FIRE | 22,059 | 25,000 | 25,000 | 25,000 |
| CONTRIB IN AID-MUSEUMS | 49,482 | 143,000 | 143,000 | 50,000 |
| CONTRIB IN AID-PD VIC | 2,550 | 2,000 | 2,000 | 2,000 |
| CONTRIB IN AID-POLICE | 948,480 | 1,032,000 | 1,032,000 | 770,000 |
| CONTRIBUTIONS IN AID | 34,619 | 35,000 | 35,000 | 35,000 |
| CONTRIBUTIONS IN AID CULTURAL | 247,461 | 267,000 | 267,000 | 375,000 |
| CON IN AID-FIRE VOLUNTEER PRGM | 3,346 | 33,000 | 33,000 | 33,000 |
| INTEREST ON INVESTMENTS | 252,248 | 275,000 | 227,000 | 227,000 |
| ENVIRON. PUBLIC RECORDS SEARCH | 2,300 | 2,000 | 2,000 | 2,000 |
| MISCELLANEOUS REVENUE | 234,461 | 168,000 | 234,000 | 234,000 |
| MISC SERVICE RECEIPTS | 392,392 | 251,000 | 251,000 | 251,000 |
| MISC REC-BLUE STAKE | 44,859 | 60,000 | 20,000 | 21,000 |
| MISC REC-PROPERTY DAMAGE | 534,243 | 359,000 | 378,000 | 378,000 |
| MISC REC-COUNTY STREETS | 9,272 | 8,000 | 8,000 | 8,000 |
| POLICE TRAINING/SCHOOL REVENUES | 44,994 | 48,000 | 48,000 | 48,000 |
| PD FEES FOR RESEARCH/COPIES | 64,951 | 60,000 | 60,000 | 60,000 |
| RETURNED CHECK CHARGES | 8,584 | 10,000 | 10,000 | 10,000 |
| ABANDONMENT FEES | 6,250 | 3,000 | 3,000 | 3,000 |
| **TOTAL MISCELLANEOUS REVENUE** | 9,058,492 | 4,802,000 | 4,883,000 | 6,126,000 |

## *SUMMARY OF REVENUES BY FUND AND SOURCE*

| Source | FY 2009/10 Actual Revenues | FY 2010/11 Original Budget | FY 2010/11 Estimated Revenues | FY 2011/12 Estimated Revenues |
|---|---|---|---|---|
| **OTHER RECEIPTS** | | | | |
| RECOVERY OF PRIOR YEAR EXPENSE | 83,462 | 84,000 | 667,000 | 87,000 |
| LIBRARY-MISC TAXABLE REVENUES | 2,746 | 3,000 | 3,000 | 3,000 |
| LIBRARY-SALES MISC. | 52,863 | 48,000 | 48,000 | 48,000 |
| SALE OF CITY PROPERTY | 148,953 | 133,000 | 346,000 | 346,000 |
| SALE-CITY PROP/POLICE WEAPONS | 23 | 0 | 0 | 0 |
| SALE OF CITY REAL PROPERTY | 3,144,966 | 0 | 0 | 0 |
| RESTITUTION PAYMENTS | 13,580 | 13,000 | 13,000 | 13,000 |
| **TOTAL OTHER RECEIPTS** | 3,446,593 | 281,000 | 1,077,000 | 497,000 |
| ***TOTAL GENERAL FUND REVENUE*** | ***293,456,396*** | ***294,052,000*** | ***280,791,000*** | ***280,970,000*** |
| ***LOCAL STREETS SALES TAX*** | | | | |
| **TAXES** | | | | |
| GENERAL SALES TAX | 20,689,647 | 21,347,000 | 20,623,853 | 21,205,000 |
| **TOTAL TAXES** | 20,689,647 | 21,347,000 | 20,623,853 | 21,205,000 |
| **INTERGOVERNMENTAL REVENUE** | | | | |
| IGA-OTHER LOCAL GOVERNMENTS | 1,087,681 | 0 | 24,000 | 0 |
| **TOTAL INTERGOVERNMENTAL REVENUE** | 1,087,681 | 0 | 24,000 | 0 |
| **MISCELLANEOUS REVENUE** | | | | |
| FEDERAL GRANTS - STREETS | 538,198 | 6,707,000 | 1,458,000 | 8,610,000 |
| FEDERAL GRANTS - ARRA | 3,949,276 | 0 | 3,987,242 | 0 |
| IGA-ADOT HPANS | 448,266 | 0 | 1,721,000 | 1,721,000 |
| INTEREST ON INVESTMENTS | 95,222 | 90,000 | 31,000 | 31,000 |
| MISCELLANEOUS REVENUE | 11,050 | 0 | 0 | 0 |
| HIGHWAY PRJCT ADVANCEMENT NOTES | 0 | 1,721,000 | 0 | 0 |
| **TOTAL MISCELLANEOUS REVENUE** | 5,042,012 | 8,518,000 | 7,197,242 | 10,362,000 |
| ***TOTAL LOCAL STREETS SALES TAX REVENUE*** | ***26,819,340*** | ***29,865,000*** | ***27,845,095*** | ***31,567,000*** |
| ***ENTERPRISE FUND REVENUES*** | | | | |
| ELECTRIC | 33,422,989 | 34,988,000 | 33,084,000 | 34,134,000 |
| GAS | 39,076,614 | 44,655,000 | 42,098,000 | 43,845,000 |
| WATER | 103,337,424 | 106,661,000 | 103,496,000 | 108,499,000 |
| WASTEWATER | 58,841,937 | 63,293,000 | 61,203,000 | 65,686,000 |
| SOLID WASTE MANAGEMENT | 46,894,460 | 45,911,000 | 47,871,000 | 47,960,000 |
| DISTRICT COOLING | 994,237 | 944,000 | 950,000 | 969,000 |
| AIRPORT | 4,287,737 | 7,525,000 | 3,397,500 | 9,396,000 |
| GOLF COURSE | 2,317,924 | 2,301,000 | 1,957,000 | 1,957,000 |

## *SUMMARY OF REVENUES BY FUND AND SOURCE*

| Source | FY 2009/10 Actual Revenues | FY 2010/11 Original Budget | FY 2010/11 Estimated Revenues | FY 2011/12 Estimated Revenues |
|---|---|---|---|---|
| HOHOKAM / FITCH SPORTS COMPLEX | 5,936,650 | 6,409,000 | 6,409,000 | 6,409,000 |
| MESA CONVENTION CENTER | 1,970,891 | 2,200,000 | 1,929,000 | 1,929,000 |
| ***TOTAL ENTERPRISE FUND REVENUE*** | ***297,080,863*** | ***314,887,000*** | ***302,394,500*** | ***320,784,000*** |
| ***UTILITIES IMPACT FEES/SOLID WASTE DEVELOPMENT TAX FUND*** | | | | |
| WATER IMPACT FEES | 1,587,632 | 1,780,000 | 1,038,000 | 1,054,000 |
| WASTEWATER IMPACT FEES | 1,944,822 | 2,083,000 | 1,256,000 | 1,276,000 |
| SOLID WASTE DEVELOPMENT TAX | 142,796 | 132,000 | 62,000 | 63,000 |
| ***TOTAL UTILITIES IMPACT FEES/SOLID WASTE DEV. TAX FUND REVENUE*** | ***3,675,250*** | ***3,995,000*** | ***2,356,000*** | ***2,393,000*** |
| ***TRUST FUNDS*** | | | | |
| **Worker's Compensation Fund:** | | | | |
| INTEREST ON INVESTMENT | 10,247 | 7,000 | 7,000 | 7,000 |
| RECOVERY OF PRIOR YEARS EXPENSE | 23,736 | 29,000 | 342,000 | 24,000 |
| W. C. EMPLOYER CONTRIBUTIONS | 2,141,209 | 400,000 | 400,000 | 2,148,000 |
| CLAIMS REFUND REVENUE | 24,912 | 3,000 | 3,000 | 3,000 |
| STOP LOSS REFUNDS | 71,689 | 107,000 | 107,000 | 107,000 |
| **Total Worker's Compensation Fund** | 2,271,793 | 546,000 | 859,000 | 2,289,000 |
| **Property & Public Liability Trust Fund:** | | | | |
| INTEREST ON INVESTMENT | 9,059 | 6,000 | 6,000 | 6,000 |
| RECOVERY OF PRIOR YEARS EXPENSE | 0 | 53,000 | 53,000 | 53,000 |
| P.P.L. EMPLOYER CONTRIBUTIONS | 4,301,000 | 4,301,000 | 4,301,000 | 4,301,000 |
| **Total Property & Public Liability Trust Fund** | 4,310,059 | 4,360,000 | 4,360,000 | 4,360,000 |
| **Employee Benefit Trust Fund:** | | | | |
| INTEREST ON INVESTMENT | 74,426 | 54,000 | 24,000 | 12,000 |
| MISCELLANEOUS REVENUE | 133,467 | 71,000 | 43,000 | 11,000 |
| EBT FUND CONTRIBUTIONS | 50,316,619 | 57,093,000 | 58,140,000 | 65,063,000 |
| STOP-LOSS REFUNDS | 1,528,291 | 772,000 | 2,400,000 | 575,000 |
| **Total Employee Benefit Trust Fund** | 52,052,803 | 57,990,000 | 60,607,000 | 65,661,000 |
| ***TOTAL TRUST FUNDS REVENUE*** | ***58,634,655*** | ***62,896,000*** | ***65,826,000*** | ***72,310,000*** |

## *SUMMARY OF REVENUES BY FUND AND SOURCE*

| Source | FY 2009/10 Actual Revenues | FY 2010/11 Original Budget | FY 2010/11 Estimated Revenues | FY 2011/12 Estimated Revenues |
|---|---|---|---|---|
| ***LOCAL TRANSPORTATION ASSISTANCE FUND*** | | | | |
| FED GRANT-MASS TRANSIT | 322,946 | 12,750,169 | 6,850,169 | 6,280,000 |
| FED GRANT-ARRA | 3,646,375 | 0 | 351,000 | 0 |
| AZ GRANT-MASS TRANSIT | 19,721 | 0 | 0 | 0 |
| STATE LTAF II FUNDS | 0 | 0 | 370,000 | 0 |
| TRANSP. ASSIST-LOCAL | 1,110,018 | 0 | 0 | 0 |
| LIGHT RAIL FARE RECOVERY | 1,481,060 | 1,500,000 | 715,000 | 715,000 |
| MISCELLANEOUS REVENUE | 4,023 | 2,000 | 12,000 | 2,000 |
| RECOVERY OF PRIOR YRS | 765,415 | 0 | 0 | 0 |
| ***TOTAL LOCAL TRANSPORTATION ASSISTANCE FUND REVENUE*** | ***7,349,558*** | ***14,252,169*** | ***8,298,169*** | ***6,997,000*** |
| ***MESA HOUSING SERVICES FUNDS*** | | | | |
| **MHS Nonfederal:** | | | | |
| IGA-OTHER LOCAL GOVERNMENTS | 100,000 | 100,000 | 100,000 | 0 |
| **Total MHS Nonfederal** | 100,000 | 100,000 | 100,000 | 0 |
| **MHS Section 8 Mainstream Voucher:** | | | | |
| FED GRANT-HUD-SEC 8 VOUCHER | 687,470 | 699,000 | 699,000 | 699,000 |
| MISCELLANEOUS REVENUE | 35 | 1,000 | 1,000 | 0 |
| **Total MHS Section 8 Mainstream Voucher** | 687,505 | 700,000 | 700,000 | 699,000 |
| **MHS Section 8 Choice Vouchers:** | | | | |
| FED GRANT-HUD-SEC 8 VOUCHER | 10,819,568 | 12,793,000 | 10,902,000 | 10,336,000 |
| FED GRANT-VASH HOUSING ASSIST PMT | 147,105 | 201,000 | 201,000 | 176,000 |
| MHA-PORTBLE VCHR RMB | 435,158 | 420,000 | 420,000 | 0 |
| INTEREST ON INVESTMENTS | 1,213 | 1,000 | 1,000 | 2,000 |
| MHA-DMG'S&OVRPD ASSTNCE VOUCHERS | 9,941 | 9,000 | 9,000 | 9,000 |
| MHA-HAPSFSS CANCELLATIONS | 42,212 | 37,000 | 37,000 | 14,000 |
| RECOVERY OF PRIOR YEARS EXP | 11,804 | 0 | 0 | 0 |
| **Total MHS Section 8 Choice Vouchers** | 11,467,001 | 13,461,000 | 11,570,000 | 10,537,000 |
| **MHS Disaster Housing Assistance:** | | | | |
| MHS DISASTER HOUSING ASST. | 2,500 | 0 | 0 | 0 |
| INTEREST ON INVESTMENTS | 19 | 0 | 0 | 0 |
| **Total MHS Disaster Housing Assistance** | 2,519 | 0 | 0 | 0 |
| ***TOTAL MESA HOUSING SERVICES FUNDS REVENUE*** | ***12,257,025*** | ***14,261,000*** | ***12,370,000*** | ***11,236,000*** |

## *SUMMARY OF REVENUES BY FUND AND SOURCE*

| Source | FY 2009/10 Actual Revenues | FY 2010/11 Original Budget | FY 2010/11 Estimated Revenues | FY 2011/12 Estimated Revenues |
|---|---|---|---|---|
| ***CEMETERY RESERVE FUND*** | | | | |
| CEMETERY CANOPY & CHAIR RENTALS | 39,599 | 38,000 | 40,000 | 40,000 |
| CEM. VASE & VASE INSERT SALES | 6,019 | 6,000 | 7,000 | 7,000 |
| PERPETUAL CARE CHARGE | 72,190 | 70,000 | 68,000 | 68,000 |
| SALE-FEATURE SPACE | 16,325 | 15,000 | 33,000 | 33,000 |
| OPENING OF GRAVES | 339,945 | 334,000 | 326,000 | 326,000 |
| SALE OF CEMETERY LOTS | 515,355 | 494,000 | 409,000 | 409,000 |
| SETTING MARKERS & MISC | 185,529 | 182,000 | 193,000 | 193,000 |
| INTEREST ON INVESTMENTS | 7,108 | 4,000 | 10,000 | 10,000 |
| MISCELLANEOUS REVENUE | 4,625 | 0 | 0 | 0 |
| RECOVERY OF PRIOR YEARS EXP | 340 | 0 | 0 | 0 |
| ***TOTAL CEMETERY RESERVE FUND REVENUE*** | ***1,187,035*** | ***1,143,000*** | ***1,086,000*** | ***1,086,000*** |
| ***VEHICLE REPLACEMENT FUND*** | | | | |
| INTEREST ON INVESTMENTS | 3,438 | 0 | 0 | 0 |
| SALE OF CITY PROPERTY | 123,853 | 120,000 | 120,000 | 344,000 |
| ***TOTAL VEHICLE REPLACEMENT FUND REVENUE*** | ***127,291*** | ***120,000*** | ***120,000*** | ***344,000*** |
| ***PUBLIC ART FUND*** | | | | |
| INTEREST ON INVESTMENTS | 18 | 0 | 0 | 0 |
| ***TOTAL PUBLIC ART FUND REVENUE*** | ***18*** | ***0*** | ***0*** | ***0*** |
| ***ARTS CENTER RESTORATION FUND*** | | | | |
| CULTURAL FAC. RESTORATION FEES | 255,040 | 261,000 | 184,000 | 184,000 |
| INTEREST ON INVESTMENTS | 863 | 1,000 | 2,000 | 2,000 |
| ***TOTAL ARTS CENTER RESTORATION FUND REVENUE*** | ***255,903*** | ***262,000*** | ***186,000*** | ***186,000*** |
| ***IMPACT FEES*** | | | | |
| IMPACT FEES | 2,552,700 | 2,782,000 | 1,339,000 | 1,359,000 |
| INTEREST ON INVESTMENTS | 8,709 | 6,000 | 9,000 | 9,000 |
| ***TOTAL IMPACT FEES REVENUE*** | ***2,561,409*** | ***2,788,000*** | ***1,348,000*** | ***1,368,000*** |

## *SUMMARY OF REVENUES BY FUND AND SOURCE*

| Source | FY 2009/10 Actual Revenues | FY 2010/11 Original Budget | FY 2010/11 Estimated Revenues | FY 2011/12 Estimated Revenues |
|---|---|---|---|---|
| ***COURT CONSTRUCTION FEE FUND*** | | | | |
| COURT CONSTRUCTION FEE | 761,804 | 746,000 | 746,000 | 746,000 |
| INTEREST ON INVESTMENTS | 606 | 0 | 0 | 0 |
| ***TOTAL COURT CONSTRUCTION FEE FUND REVENUE*** | ***762,410*** | ***746,000*** | ***746,000*** | ***746,000*** |
| ***HIGHWAY USER REVENUE FUND*** | | | | |
| HIGHWAY USER GAS TAX | 25,465,773 | 26,370,000 | 24,841,000 | 24,214,000 |
| HURF 3% FUNDS | 6,104,110 | 6,183,000 | 5,963,000 | 6,269,000 |
| IGA-OTHER LOCAL GOVERNMENTS | 36,055 | 0 | 0 | 0 |
| TRAFFIC BARRICADE MGMT FEE | 32,150 | 24,000 | 37,000 | 37,000 |
| BLOCK PARTY BARRICADE FEE | 2,625 | 0 | 2,000 | 2,000 |
| ASPHALT FAILURE PENALTY | 8,800 | 9,000 | 16,000 | 16,000 |
| INTEREST ON INVESTMENTS | 53,885 | 0 | 0 | 0 |
| MISCELLANEOUS REVENUE | 87,491 | 5,000 | 1,000 | 1,000 |
| ***TOTAL HIGHWAY USER REVENUE FUND*** | ***31,790,889*** | ***32,591,000*** | ***30,860,000*** | ***30,539,000*** |
| ***R.T.P. REVENUE FUND*** | | | | |
| COUNTY R.T.P. FUNDS - PROP 400 | 4,318,545 | 4,413,000 | 3,351,000 | 12,416,000 |
| ***TOTAL R.T.P. REVENUE FUND*** | ***4,318,545*** | ***4,413,000*** | ***3,351,000*** | ***12,416,000*** |
| ***ENVIRONMENTAL COMPLIANCE FUND*** | | | | |
| ENVIRONMENTAL COMPLIANCE FEE | 5,733,948 | 5,784,000 | 5,784,000 | 6,184,000 |
| INTEREST ON INVESTMENTS | 606 | 1,000 | 1,000 | 1,000 |
| ***TOTAL ENVIRONMENTAL COMPLIANCE FUND REVENUE*** | ***5,734,554*** | ***5,785,000*** | ***5,785,000*** | ***6,185,000*** |
| **TOTAL REVENUES** | **746,011,141** | **782,056,169** | **743,362,764** | **779,127,000** |
| RESTRICTED FUNDS | (8,675,094) | (44,060,752) | (80,497,736) | (52,184,746) |
| FUNDS RELEASED | 8,033,898 | 91,483,110 | 8,675,094 | 80,497,736 |
| LESS BAD DEBTS | (4,060,380) | (7,300,000) | (7,300,000) | (7,300,000) |
| FUNDS CARRIED FORWARD ADJ JULY 1 | 241,646,684 | 121,530,473 | 246,988,042 | 127,303,010 |
| LESS: ESTIMATED JUNE 30 | (246,449,218) | 0 | (127,303,010) | 0 |
| **NET OPERATING RESOURCES** | **$736,507,031** | **$943,709,000** | **$783,925,155** | **$927,443,000** |

## *SUMMARY OF APPROPRIATIONS BY PROGRAM*

| *PROGRAM* | *FY 2009/2010 ACTUAL EXPENDITURES* | *FY 2010/2011 ADOPTED BUDGET* | *FY 2010/2011 CONTINGENCY ALLOCATIONS* | *FY 2011/2012 ADOPTED BUDGET* |
|---|---|---|---|---|
| AQUATICS | $6,172,548 | $8,551,000 | $0 | $2,726,000 |
| ARIZONA MUSEUM FOR YOUTH | 1,453,240 | 1,531,000 | (11,638) | 1,674,000 |
| ARIZONA MUSEUM OF NATURAL HISTORY | 1,800,966 | 2,106,000 | (7,645) | 2,188,000 |
| ARTS AND CULTURE | 10,339,564 | 11,402,000 | (41,120) | 11,153,000 |
| CEMETERY | 1,866,743 | 1,725,000 | 0 | 2,058,000 |
| CITY CLERK | 845,430 | 1,450,000 | (4,373) | 1,110,000 |
| CODE COMPLIANCE | 890,865 | 951,000 | (2,907) | 921,000 |
| COMMUNITY AID | 1,994,179 | 2,757,000 | 0 | 2,840,000 |
| COMMUNITY DEVELOPMENT | 12,998,443 | 13,966,000 | 0 | 13,140,000 |
| DEVELOPMENT SERVICES | 4,023,410 | 3,872,000 | (15,644) | 4,392,000 |
| DISTRICT COOLING | 1,629,008 | 757,000 | 0 | 1,516,000 |
| ECONOMIC DEVELOPMENT | 1,758,936 | 1,904,000 | (4,006) | 3,952,000 |
| ELECTRIC | 25,423,324 | 26,190,000 | (21,670) | 26,146,000 |
| ENGINEERING | 2,074,474 | 2,809,000 | (36,224) | 2,783,000 |
| ENVIRONMENTAL & SUSTAINABILITY | 5,518,015 | 12,911,000 | (35,999) | 8,705,000 |
| E-STREETS & CABLE TV LICENSE | 685,415 | 934,000 | 0 | 783,000 |
| EXECUTIVE | 1,067,104 | 959,000 | (14,925) | 946,000 |
| FACILITIES MAINTENANCE | 1,768,688 | 1,414,000 | (8,365) | 1,880,000 |
| FALCON FIELD AIRPORT | 4,143,273 | 10,512,000 | (4,726) | 11,160,000 |
| FINANCIAL SERVICES | 8,977,057 | 8,353,000 | (78,041) | 8,370,000 |
| FIRE | 67,147,736 | 78,514,000 | (2,338,807) | 82,847,000 |
| FLEET SERVICES | 611,572 | 71,000 | (18,564) | 205,000 |
| GAS | 31,439,175 | 36,015,000 | (38,233) | 35,390,000 |
| GENERAL GOV CAPITAL PROJECTS | 817,078 | 8,022,000 | 0 | 3,937,000 |
| GENERAL SERVICES | 5,269,488 | 5,765,000 | (114,996) | 4,238,000 |
| GOLF COURSE | 2,427,051 | 2,787,000 | 0 | 3,007,000 |
| HOHOKAM STADIUM/FITCH COMPLEX | 7,351,248 | 7,874,000 | 0 | 6,857,000 |
| HOUSING SERVICES | 11,917,797 | 14,260,000 | 0 | 12,847,000 |
| JUDICIAL | 14,399,902 | 15,938,000 | (35,662) | 15,072,000 |
| LAW ENFORCEMENT | 161,509,481 | 170,855,000 | (2,057,901) | 175,933,000 |
| LEGAL | 666,050 | 1,085,000 | (24,743) | 847,000 |
| LEGISLATIVE | 1,559,479 | 1,621,000 | (2,907) | 1,664,000 |
| LIBRARY SERVICES | 10,203,456 | 10,201,000 | (44,393) | 10,021,000 |
| MASS TRANSIT | 13,939,669 | 22,575,000 | (1,820) | 16,184,000 |
| MESA CONVENTION CENTER | 3,019,148 | 5,559,000 | 0 | 3,431,000 |
| MESA GATEWAY AREA | 4,362,623 | 4,239,000 | 0 | 4,444,000 |
| MISCELLANEOUS SERVICES | 1,984,584 | 735,000 | 0 | 625,000 |
| NEIGHBORHOOD & HUMAN SERVICES | 2,443,428 | 2,953,000 | (14,558) | 3,137,000 |
| PARKS & RECREATION | 21,157,642 | 21,125,000 | (55,678) | 21,118,000 |
| PLANNING | 2,441,812 | 2,287,000 | (5,459) | 2,172,000 |
| SOLID WASTE MANAGEMENT | 27,061,465 | 28,540,000 | (44,301) | 28,824,000 |
| STORM SEWER | 4,831,362 | 6,037,000 | 0 | 7,293,000 |
| STREETS | 62,445,329 | 77,903,000 | (558,452) | 86,128,000 |
| TOWN CENTER DEVELOPMENT | 1,037,733 | 1,156,000 | 0 | 1,161,000 |
| WAREHOUSE | 1,071,253 | 20,000 | (5,093) | 12,000 |
| WASTEWATER | 50,564,020 | 54,211,000 | (55,862) | 60,203,000 |
| WATER | 62,353,209 | 65,626,000 | (67,708) | 74,510,000 |
| EMPLOYEE BENEFIT TRUST PROGRAM | 54,668,951 | 62,442,000 | 0 | 65,704,000 |
| PROPERTY & PUBLIC LIABILITY PROGRAM | 8,539,980 | 4,325,000 | 0 | 4,423,000 |
| WORKER'S COMP PROGRAM | 3,834,628 | 3,702,000 | 0 | 3,752,000 |
| CONTINGENCIES - GENERAL | 0 | 112,212,000 | 5,772,420 | 83,014,000 |
| ***TOTAL APPROPRIATIONS AND EXPENDITURES*** | ***$736,507,031*** | ***$943,709,000*** | ***$0*** | ***$927,443,000*** |

***SUMMARY OF APPROPRIATIONS BY CHARACTER OF EXPENDITURE***
***FISCAL YEAR 2011/2012***

| *PROGRAM* | *OPERATIONS EXPENDITURES* | *CAPITAL OUTLAY* | *DEBT SERVICE* | *CONTINGENCIES* | *ADOPTED BUDGET* |
|---|---|---|---|---|---|
| AQUATICS | $2,701,505 | $24,495 | $0 | $0 | $2,726,000 |
| ARIZONA MUSEUM FOR YOUTH | 1,637,640 | 36,360 | 0 | 0 | 1,674,000 |
| ARIZONA MUSEUM OF NATURAL HISTORY | 1,886,409 | 301,591 | 0 | 0 | 2,188,000 |
| ARTS AND CULTURE | 10,492,567 | 660,433 | 0 | 0 | 11,153,000 |
| CEMETERY | 1,205,610 | 852,390 | 0 | 0 | 2,058,000 |
| CITY CLERK | 1,091,976 | 18,024 | 0 | 0 | 1,110,000 |
| CODE COMPLIANCE | 870,008 | 50,992 | 0 | 0 | 921,000 |
| COMMUNITY AID | 2,813,634 | 26,366 | 0 | 0 | 2,840,000 |
| COMMUNITY DEVELOPMENT | 13,140,000 | 0 | 0 | 0 | 13,140,000 |
| DEVELOPMENT SERVICES | 4,322,909 | 69,091 | 0 | 0 | 4,392,000 |
| DISTRICT COOLING | 1,509,978 | 6,022 | 0 | 0 | 1,516,000 |
| ECONOMIC DEVELOPMENT | 3,925,366 | 26,634 | 0 | 0 | 3,952,000 |
| ELECTRIC | 24,262,182 | 341,541 | 1,542,277 | 0 | 26,146,000 |
| ENGINEERING | 2,475,306 | 307,694 | 0 | 0 | 2,783,000 |
| ENVIRONMENTAL & SUSTAINABILITY | 6,379,195 | 2,325,805 | 0 | 0 | 8,705,000 |
| E-STREETS & CABLE TV LIC. | 159,991 | 623,009 | 0 | 0 | 783,000 |
| EXECUTIVE | 904,285 | 41,715 | 0 | 0 | 946,000 |
| FACILITIES MAINTENANCE | 1,709,014 | 170,986 | 0 | 0 | 1,880,000 |
| FALCON FIELD AIRPORT | 2,680,097 | 8,479,903 | 0 | 0 | 11,160,000 |
| FINANCIAL SERVICES | 8,162,016 | 207,984 | 0 | 0 | 8,370,000 |
| FIRE | 70,177,497 | 5,996,359 | 6,673,144 | 0 | 82,847,000 |
| FLEET SERVICES | 0 | 205,000 | 0 | 0 | 205,000 |
| GAS | 29,765,714 | 606,645 | 5,017,641 | 0 | 35,390,000 |
| GENERAL GOV CAPITAL PROJECTS | 19,611 | 3,260,681 | 656,708 | 0 | 3,937,000 |
| GENERAL SERVICES | 3,611,723 | 626,277 | 0 | 0 | 4,238,000 |
| GOLF COURSE | 2,527,258 | 203,460 | 276,282 | 0 | 3,007,000 |
| HOHOKAM STADIUM/FITCH COMPLEX | 6,699,908 | 157,092 | 0 | 0 | 6,857,000 |
| HOUSING SERVICES | 12,847,000 | 0 | 0 | 0 | 12,847,000 |
| JUDICIAL | 13,231,992 | 190,373 | 1,649,635 | 0 | 15,072,000 |
| LAW ENFORCEMENT | 158,762,991 | 7,217,689 | 9,952,320 | 0 | 175,933,000 |
| LEGAL | 780,890 | 66,110 | 0 | 0 | 847,000 |
| LEGISLATIVE | 1,644,251 | 19,749 | 0 | 0 | 1,664,000 |
| LIBRARY SERVICES | 8,961,977 | 171,519 | 887,504 | 0 | 10,021,000 |
| MASS TRANSIT | 10,258,303 | 5,925,697 | 0 | 0 | 16,184,000 |
| MESA CONVENTION CENTER | 3,179,903 | 251,097 | 0 | 0 | 3,431,000 |
| MESA GATEWAY AREA | 4,410,269 | 33,731 | 0 | 0 | 4,444,000 |
| MISCELLANEOUS SERVICES | 625,000 | 0 | 0 | 0 | 625,000 |
| NEIGHBORHOOD & HUMAN SERVICES | 2,877,681 | 259,319 | 0 | 0 | 3,137,000 |
| PARKS & RECREATION | 11,911,515 | 2,392,014 | 6,814,471 | 0 | 21,118,000 |
| PLANNING | 2,142,143 | 29,857 | 0 | 0 | 2,172,000 |
| SOLID WASTE MANAGEMENT | 27,260,443 | 408,059 | 1,155,498 | 0 | 28,824,000 |
| STORM SEWER | 1,192,166 | 548,124 | 5,552,710 | 0 | 7,293,000 |
| STREETS | 44,719,833 | 25,593,573 | 15,814,594 | 0 | 86,128,000 |
| TOWN CENTER DEVELOPMENT | 1,152,301 | 8,699 | 0 | 0 | 1,161,000 |
| WAREHOUSE | 0 | 12,000 | 0 | 0 | 12,000 |
| WASTEWATER | 21,647,116 | 828,042 | 37,727,842 | 0 | 60,203,000 |
| WATER | 40,631,253 | 1,223,807 | 32,654,940 | 0 | 74,510,000 |
| EMPLOYEE BENEFIT TRUST PROGRAM | 65,704,000 | 0 | 0 | 0 | 65,704,000 |
| PROPERTY & PUBLIC LIABILITY PROGRAM | 4,423,000 | 0 | 0 | 0 | 4,423,000 |
| WORKER'S COMP PROGRAM | 3,752,000 | 0 | 0 | 0 | 3,752,000 |
| CONTINGENCIES - GENERAL | 0 | 0 | 0 | 83,014,000 | 83,014,000 |
| ***TOTAL APPROPRIATIONS AND EXPENDITURES*** | ***$647,247,426*** | ***$70,806,008*** | ***$126,375,566*** | ***$83,014,000*** | ***$927,443,000*** |

## *SUMMARY OF APPROPRIATIONS BY FUND*

| *FUND* | *FY 2009/2010 ACTUAL EXPENDITURES* | *FY 2010/2011 ADOPTED BUDGET* | *FY 2010/2011 CONTINGENCY ALLOCATIONS* | *FY 2011/2012 ADOPTED BUDGET* |
|---|---|---|---|---|
| GENERAL | $353,594,038 | $434,699,215 | $0 | $425,507,412 |
| LOCAL STREETS SALES TAX | 32,164,322 | 47,536,674 | 0 | 49,432,207 |
| ENTERPRISE | 212,333,919 | 284,611,000 | 0 | 287,181,110 |
| UTILITIES DEVELOPMENT TAX/IMPACT FEES | 3,077,002 | 3,924,000 | 0 | 1,632,890 |
| INTERNAL SERVICES | 1,658,020 | 99,247 | 0 | 62,054 |
| WORKER'S COMPENSATION | 3,834,628 | 3,702,000 | 0 | 3,752,000 |
| PROPERTY & PUBLIC LIABILITY TRUST | 8,539,980 | 4,325,000 | 0 | 4,423,000 |
| EMPLOYEE BENEFIT TRUST | 54,668,951 | 62,442,000 | 0 | 65,704,000 |
| LOCAL TRANSPORTATION ASSISTANCE | 13,045,900 | 22,227,138 | 0 | 16,158,303 |
| HOUSING SERVICES | 11,917,797 | 14,260,000 | 0 | 12,847,000 |
| CEMETERY RESERVE | 1,866,743 | 1,725,000 | 0 | 2,058,000 |
| VEHICLE REPLACEMENT | 2,325,934 | 3,033,631 | 0 | 3,582,811 |
| ARTS CENTER RESTORATION | 141,243 | 250,000 | 0 | 251,292 |
| GENERAL GOVERNMENTAL IMPACT FEES | 4,097,083 | 10,079,660 | 0 | 4,576,346 |
| COURT CONSTRUCTION FEE | 1,666,939 | 746,000 | 0 | 746,000 |
| HIGHWAY USER REVENUE | 25,724,275 | 39,009,409 | 0 | 30,579,016 |
| R.T.P. REVENUE | 35,344 | 4,412,534 | 0 | 12,415,280 |
| ENVIRONMENTAL COMPLIANCE | 5,276,089 | 6,626,492 | 0 | 6,534,279 |
| HIGHWAY PROJECT ADVANCEMENT NOTES | 538,824 | 0 | 0 | 0 |
| ***TOTAL FUND APPROPRIATIONS*** | ***$736,507,031*** | ***$943,709,000*** | ***$0*** | ***$927,443,000*** |

## *SUMMARY OF APPROPRIATIONS BY FUND AND PROGRAM*

| *SOURCE* | *FY 2009/2010 ACTUAL EXPENDITURES* | *FY 2010/2011 ADOPTED BUDGET* | *FY 2010/2011 CONTINGENCY ALLOCATIONS* | *FY 2011/2012 ADOPTED BUDGET* |
|---|---|---|---|---|
| ***GENERAL FUND*** | | | | |
| AQUATICS | $6,172,548 | $8,551,000 | $0 | $2,726,000 |
| ARIZONA MUSEUM FOR YOUTH | 1,453,240 | 1,531,000 | (11,638) | 1,674,000 |
| ARIZONA MUSEUM OF NATURAL HISTORY | 1,800,966 | 2,106,000 | (7,645) | 2,188,000 |
| ARTS AND CULTURE | 9,832,936 | 11,138,984 | (41,120) | 10,901,708 |
| CITY CLERK | 845,430 | 1,450,000 | (4,373) | 1,110,000 |
| CODE COMPLIANCE | 890,865 | 951,000 | (2,907) | 881,000 |
| COMMUNITY AID | 1,994,179 | 2,757,000 | 0 | 2,840,000 |
| COMMUNITY DEVELOPMENT | 12,998,443 | 13,966,000 | 0 | 13,140,000 |
| DEVELOPMENT SERVICES | 4,023,410 | 3,872,000 | (15,644) | 4,392,000 |
| ECONOMIC DEVELOPMENT | 1,758,936 | 1,904,000 | (4,006) | 3,952,000 |
| ENGINEERING | 2,074,474 | 2,809,000 | (36,224) | 2,577,700 |
| ENVIRONMENTAL & SUSTAINABILITY | 241,926 | 6,284,508 | (35,999) | 2,170,721 |
| E-STREETS & CABLE TV LIC. | 685,415 | 934,000 | 0 | 783,000 |
| EXECUTIVE | 1,067,104 | 959,000 | (14,925) | 946,000 |
| FACILITIES MAINTENANCE | 1,692,325 | 1,414,000 | (8,365) | 1,748,249 |
| FINANCIAL SERVICES | 8,977,057 | 8,353,000 | (78,041) | 7,923,424 |
| FIRE | 66,871,736 | 78,213,000 | (2,338,807) | 82,697,263 |
| GENERAL GOV CAPITAL PROJECTS | 817,078 | 834,000 | 0 | 676,319 |
| GENERAL SERVICES | 5,228,056 | 5,756,753 | (112,809) | 4,159,046 |
| JUDICIAL | 12,732,963 | 15,192,000 | (35,662) | 14,326,000 |
| LAW ENFORCEMENT | 159,484,761 | 167,870,000 | (871,993) | 173,983,339 |
| LEGAL | 666,050 | 1,085,000 | (24,743) | 847,000 |
| LEGISLATIVE | 1,559,479 | 1,621,000 | (2,907) | 1,664,000 |
| LIBRARY SERVICES | 8,095,758 | 9,090,356 | (44,393) | 9,559,000 |
| MASS TRANSIT | 893,768 | 347,862 | (1,820) | 25,697 |
| MESA GATEWAY AREA | 4,362,623 | 4,239,000 | 0 | 4,444,000 |
| MISCELLANEOUS SERVICES | 1,984,584 | 735,000 | 0 | 625,000 |
| NEIGHBORHOOD & HUMAN SERVICES | 2,443,428 | 2,953,000 | (14,558) | 3,137,000 |
| PARKS & RECREATION | 20,435,642 | 20,347,000 | (55,678) | 20,421,654 |
| PLANNING | 2,441,812 | 2,287,000 | (5,459) | 2,172,000 |
| STORM SEWER | 4,533,616 | 5,627,348 | 0 | 6,113,941 |
| STREETS | 3,495,697 | 2,909,404 | 0 | 3,392,351 |
| TOWN CENTER DEVELOPMENT | 1,037,733 | 1,156,000 | 0 | 1,161,000 |
| CONTINGENCIES - GENERAL | 0 | 45,455,000 | 3,769,716 | 36,149,000 |
| ***TOTAL GENERAL FUND APPROPRIATION*** | ***353,594,038*** | ***434,699,215*** | ***0*** | ***425,507,412*** |
| ***LOCAL STREETS SALES TAX FUND*** | | | | |
| FINANCIAL SERVICES | 0 | 0 | 0 | 446,576 |
| STREETS | 32,164,322 | 31,243,674 | (44,027) | 39,890,631 |
| CONTINGENCIES - GENERAL | 0 | 16,293,000 | 44,027 | 9,095,000 |
| ***TOTAL LOCAL STREETS SALES TAX FUND APPROPRIATION*** | ***32,164,322*** | ***47,536,674*** | ***0*** | ***49,432,207*** |
| ***ENTERPRISE FUND*** | | | | |
| DISTRICT COOLING | 1,629,008 | 757,000 | 0 | 1,516,000 |
| ELECTRIC | 25,423,324 | 26,190,000 | (21,670) | 26,146,000 |
| FALCON FIELD AIRPORT | 4,143,273 | 10,512,000 | (4,726) | 11,160,000 |
| GAS | 31,439,175 | 36,015,000 | (38,233) | 35,390,000 |
| GOLF COURSE | 2,427,051 | 2,787,000 | 0 | 3,007,000 |
| HOHOKAM STADIUM/FITCH COMPLEX | 7,351,248 | 7,874,000 | 0 | 6,857,000 |
| MESA CONVENTION CENTER | 3,019,148 | 5,559,000 | 0 | 3,431,000 |
| SOLID WASTE MANAGEMENT | 26,861,463 | 28,479,000 | (44,301) | 28,763,000 |
| WASTEWATER | 49,294,020 | 52,128,000 | (55,862) | 59,686,360 |
| WATER | 60,746,209 | 63,846,000 | (67,708) | 73,454,750 |
| CONTINGENCIES - GENERAL | 0 | 50,464,000 | 232,500 | 37,770,000 |
| ***TOTAL ENTERPRISE FUND APPROPRIATION*** | ***212,333,919*** | ***284,611,000*** | ***0*** | ***287,181,110*** |

## *SUMMARY OF APPROPRIATIONS BY FUND AND PROGRAM*

| SOURCE | FY 2009/2010 ACTUAL EXPENDITURES | FY 2010/2011 ADOPTED BUDGET | FY 2010/2011 CONTINGENCY ALLOCATIONS | FY 2011/2012 ADOPTED BUDGET |
|---|---|---|---|---|
| ***UTILITIES DEVELOPMENT TAX/IMPACT FEES FUND*** | | | | |
| SOLID WASTE MANAGEMENT | 200,002 | 61,000 | 0 | 61,000 |
| WASTEWATER | 1,270,000 | 2,083,000 | 0 | 516,640 |
| WATER | 1,607,000 | 1,780,000 | 0 | 1,055,250 |
| ***TOTAL UTILITIES DEV. TAX./ IMPACT FEES FD APPROP.*** | ***3,077,002*** | ***3,924,000*** | ***0*** | ***1,632,890*** |
| ***INTERNAL SERVICES FUND*** | | | | |
| FLEET SERVICES | 584,954 | 71,000 | (18,564) | 45,000 |
| GENERAL SERVICES | 1,813 | 8,247 | (2,187) | 5,054 |
| WAREHOUSE | 1,071,253 | 20,000 | (5,093) | 12,000 |
| CONTINGENCIES - GENERAL | 0 | 0 | 25,844 | 0 |
| ***TOTAL INTERNAL SERVICES FUND APPROPRIATION*** | ***1,658,020*** | ***99,247*** | ***0*** | ***62,054*** |
| ***WORKER'S COMPENSATION FUND*** | | | | |
| WORKER'S COMP PROGRAM | 3,834,628 | 3,702,000 | 0 | 3,752,000 |
| ***TOTAL WORKER'S COMP. FUND APPROPRIATION*** | ***3,834,628*** | ***3,702,000*** | ***0*** | ***3,752,000*** |
| ***PROPERTY & PUBLIC LIABILITY FUND*** | | | | |
| PROPERTY & PUBLIC LIABILITY PROG. | 8,539,980 | 4,325,000 | 0 | 4,423,000 |
| ***TOTAL PROPERTY & PUBLIC LIABILITY FUND APPROPRIATION*** | ***8,539,980*** | ***4,325,000*** | ***0*** | ***4,423,000*** |
| ***EMPLOYEE BENEFIT TRUST FUND*** | | | | |
| EMPLOYEE BENEFIT TRUST PROG. | 54,668,951 | 62,442,000 | 0 | 65,704,000 |
| ***TOTAL EMPLOYEE BENEFIT TRUST FUND APPROPRIATION*** | ***54,668,951*** | ***62,442,000*** | ***0*** | ***65,704,000*** |
| ***LOCAL TRANSPORTATION ASSISTANCE FUND*** | | | | |
| MASS TRANSIT | 13,045,900 | 22,227,138 | 0 | 16,158,303 |
| ***LOCAL TRANSPORTATION ASSIST. FUND APPROPRIATION*** | ***13,045,900*** | ***22,227,138*** | ***0*** | ***16,158,303*** |
| ***HOUSING SERVICES FUND*** | | | | |
| HOUSING SERVICES | 11,917,797 | 14,260,000 | 0 | 12,847,000 |
| ***TOTAL HOUSING SERVICES FUND APPROPRIATION*** | ***11,917,797*** | ***14,260,000*** | ***0*** | ***12,847,000*** |

## *SUMMARY OF APPROPRIATIONS BY FUND AND PROGRAM*

| SOURCE | FY 2009/2010 ACTUAL EXPENDITURES | FY 2010/2011 ADOPTED BUDGET | FY 2010/2011 CONTINGENCY ALLOCATIONS | FY 2011/2012 ADOPTED BUDGET |
|---|---|---|---|---|
| ***CEMETERY RESERVE FUND*** | | | | |
| CEMETERY | 1,866,743 | 1,725,000 | 0 | 2,058,000 |
| ***TOTAL CEMETERY RESERVE FUND APPROPRIATION*** | ***1,866,743*** | ***1,725,000*** | ***0*** | ***2,058,000*** |
| ***VEHICLE REPLACEMENT FUND*** | | | | |
| CODE COMPLIANCE | 0 | 0 | 0 | 40,000 |
| ENGINEERING | 0 | 0 | 0 | 205,300 |
| FACILITIES MAINTENANCE | 76,363 | 0 | 0 | 131,751 |
| FLEET SERVICES | 26,618 | 0 | 0 | 160,000 |
| GENERAL SERVICES | 39,619 | 0 | 0 | 73,900 |
| LAW ENFORCEMENT | 1,608,720 | 2,528,000 | (1,185,908) | 1,731,795 |
| PARKS & RECREATION | 0 | 0 | 0 | 327,800 |
| STREETS | 574,614 | 505,631 | (215,040) | 912,265 |
| CONTINGENCIES - GENERAL | 0 | 0 | 1,400,948 | |
| ***TOTAL VEHICLE REPLACEMENT FUND APPROPRIATION*** | ***2,325,934*** | ***3,033,631*** | ***0*** | ***3,582,811*** |
| ***ARTS CENTER RESTORATION FUND*** | | | | |
| ARTS & CULTURE | 141,243 | 250,000 | 0 | 251,292 |
| ***TOTAL ARTS CENTER RESTOR. FUND APPROPRIATION*** | ***141,243*** | ***250,000*** | ***0*** | ***251,292*** |
| ***GENERAL GOVERNMENTAL IMPACT FEE FUNDS*** | | | | |
| ARTS AND CULTURE | 365,385 | 13,016 | 0 | 0 |
| FIRE | 276,000 | 301,000 | 0 | 149,737 |
| GENERAL GOV CAPITAL PROJECTS | 0 | 7,188,000 | 0 | 3,260,681 |
| LAW ENFORCEMENT | 416,000 | 457,000 | 0 | 217,866 |
| LIBRARY SERVICES | 2,107,698 | 1,110,644 | 0 | 462,000 |
| PARKS & RECREATION | 722,000 | 778,000 | 0 | 368,546 |
| STORM SEWER | 210,000 | 232,000 | 0 | 117,516 |
| ***TOTAL GENERAL GOV'L IMPACT FEES FUND APPROPRIATION*** | ***4,097,083*** | ***10,079,660*** | ***0*** | ***4,576,346*** |
| ***COURT CONSTRUCTION FEE FUND*** | | | | |
| JUDICIAL | 1,666,939 | 746,000 | 0 | 746,000 |
| ***TOTAL COURT CONSTRUCTION FEE FUND APPROPRIATION*** | ***1,666,939*** | ***746,000*** | ***0*** | ***746,000*** |
| ***HIGHWAY USER REVENUE FUND*** | | | | |
| STORM SEWER | 87,746 | 177,652 | 0 | 1,061,543 |
| STREETS | 25,636,529 | 38,831,757 | (299,385) | 29,517,473 |
| CONTINGENCIES - GENERAL | 0 | 0 | 299,385 | 0 |
| ***TOTAL HIGHWAY USER REVENUE FUND APPROPRIATION*** | ***25,724,275*** | ***39,009,409*** | ***0*** | ***30,579,016*** |

## *SUMMARY OF APPROPRIATIONS BY FUND AND PROGRAM*

| *SOURCE* | *FY 2009/2010 ACTUAL EXPENDITURES* | *FY 2010/2011 ADOPTED BUDGET* | *FY 2010/2011 CONTINGENCY ALLOCATIONS* | *FY 2011/2012 ADOPTED BUDGET* |
|---|---|---|---|---|
| ***R.T.P. REVENUE FUND*** | | | | |
| MASS TRANSIT | 1 | 0 | 0 | 0 |
| STREETS | 35,343 | 4,412,534 | 0 | 12,415,280 |
| ***TOTAL R.T.P. REVENUE FUND APPROPRIATION*** | ***35,344*** | ***4,412,534*** | ***0*** | ***12,415,280*** |
| ***ENVIRONMENTAL COMPLIANCE FUND*** | | | | |
| ENVIRONMENTAL & SUSTAINABILITY | 5,276,089 | 6,626,492 | 0 | 6,534,279 |
| ***TOTAL ENVIRONMENTAL COMPLIANCE FUND APPROPRIATION*** | ***5,276,089*** | ***6,626,492*** | ***0*** | ***6,534,279*** |
| ***HIGHWAY PROJECT ADVANCEMENT NOTES FUND*** | | | | |
| STREETS | 538,824 | 0 | 0 | 0 |
| ***TOTAL HIGWAY PROJECT ADVANCEMENT NOTES FUND APPROPRIATION*** | ***538,824*** | ***0*** | ***0*** | ***0*** |
| ***TOTAL APPROPRIATIONS BY FUND & PROGRAM*** | ***$736,507,031*** | ***$943,709,000*** | ***$0*** | ***$927,443,000*** |

## *SUMMARY OF APPROPRIATIONS BY PROGRAM AND FUND*

| SOURCE | FY 2009/2010 ACTUAL EXPENDITURES | FY 2010/2011 ADOPTED BUDGET | FY 2010/2011 CONTINGENCY ALLOCATIONS | FY 2011/2012 ADOPTED BUDGET |
|---|---|---|---|---|
| ***AQUATICS*** | | | | |
| GENERAL FUND | $6,172,548 | $8,551,000 | $0 | $2,726,000 |
| ***TOTAL AQUATICS PROGRAM APPROPRIATION*** | ***6,172,548*** | ***8,551,000*** | ***0*** | ***2,726,000*** |
| ***ARIZONA MUSEUM FOR YOUTH*** | | | | |
| GENERAL FUND | 1,453,240 | 1,531,000 | (11,638) | 1,674,000 |
| ***TOTAL AZ MUSEUM FOR YOUTH PROGRAM APPROPRIATION*** | ***1,453,240*** | ***1,531,000*** | ***(11,638)*** | ***1,674,000*** |
| ***ARIZONA MUSEUM OF NATURAL HISTORY*** | | | | |
| GENERAL FUND | 1,800,966 | 2,106,000 | (7,645) | 2,188,000 |
| ***TOTAL AZ MUSEUM OF NATURAL HISTORY PROGRAM APPROPRIATION*** | ***1,800,966*** | ***2,106,000*** | ***(7,645)*** | ***2,188,000*** |
| ***ARTS & CULTURE*** | | | | |
| GENERAL FUND | 9,832,936 | 11,138,984 | (41,120) | 10,901,708 |
| ARTS CENTER RESTORATION FUND | 141,243 | 250,000 | 0 | 251,292 |
| CULTURE FACILITIES IMPACT FEE FUND | 365,385 | 13,016 | 0 | 0 |
| ***TOTAL ARTS & CULTURE PROGRAM APPROPRIATION*** | ***10,339,564*** | ***11,402,000*** | ***(41,120)*** | ***11,153,000*** |
| ***CEMETERY*** | | | | |
| CEMETERY RESERVE FUND | 1,866,743 | 1,725,000 | 0 | 2,058,000 |
| ***TOTAL CEMETERY PROGRAM APPROPRIATION*** | ***1,866,743*** | ***1,725,000*** | ***0*** | ***2,058,000*** |
| ***CITY CLERK*** | | | | |
| GENERAL FUND | 845,430 | 1,450,000 | (4,373) | 1,110,000 |
| ***TOTAL CITY CLERK PROGRAM APPROPRIATION*** | ***845,430*** | ***1,450,000*** | ***(4,373)*** | ***1,110,000*** |
| ***CODE COMPLIANCE*** | | | | |
| GENERAL FUND | 890,865 | 951,000 | (2,907) | 881,000 |
| VEHICLE REPLACEMENT FUND | 0 | 0 | 0 | 40,000 |
| ***TOTAL CODE COMPLIANCE PROGRAM APPROPRIATION*** | ***890,865*** | ***951,000*** | ***(2,907)*** | ***921,000*** |
| ***COMMUNITY AID*** | | | | |
| GENERAL FUND | 1,994,179 | 2,757,000 | 0 | 2,840,000 |
| ***TOTAL COMMUNITY AID PROGRAM APPROPRIATION*** | ***1,994,179*** | ***2,757,000*** | ***0*** | ***2,840,000*** |

## *SUMMARY OF APPROPRIATIONS BY PROGRAM AND FUND*

| SOURCE | FY 2009/2010 ACTUAL EXPENDITURES | FY 2010/2011 ADOPTED BUDGET | FY 2010/2011 CONTINGENCY ALLOCATIONS | FY 2011/2012 ADOPTED BUDGET |
|---|---|---|---|---|
| ***COMMUNITY DEVELOPMENT*** | | | | |
| GENERAL FUND | 12,998,443 | 13,966,000 | 0 | 13,140,000 |
| ***TOTAL COMMUNITY DEVELOPMENT PROGRAM APPROPRIATION*** | ***12,998,443*** | ***13,966,000*** | ***0*** | ***13,140,000*** |
| ***DEVELOPMENT SERVICES*** | | | | |
| GENERAL FUND | 4,023,410 | 3,872,000 | (15,644) | 4,392,000 |
| ***TOTAL DEVELOPMENT SERVICES PROGRAM APPROPRIATION*** | ***4,023,410*** | ***3,872,000*** | ***(15,644)*** | ***4,392,000*** |
| ***DISTRICT COOLING*** | | | | |
| ENTERPRISE FUND | 1,629,008 | 757,000 | 0 | 1,516,000 |
| ***TOTAL DISTRICT COOLING PROGRAM APPROPRIATION*** | ***1,629,008*** | ***757,000*** | ***0*** | ***1,516,000*** |
| ***ECONOMIC DEVELOPMENT*** | | | | |
| GENERAL FUND | 1,758,936 | 1,904,000 | (4,006) | 3,952,000 |
| ***TOTAL ECONOMIC DEVELOPMENT PROGRAM APPROPRIATION*** | ***1,758,936*** | ***1,904,000*** | ***(4,006)*** | ***3,952,000*** |
| ***ELECTRIC*** | | | | |
| ENTERPRISE FUND | 25,423,324 | 26,190,000 | (21,670) | 26,146,000 |
| ***TOTAL ELECTRIC PROGRAM APPROPRIATION*** | ***25,423,324*** | ***26,190,000*** | ***(21,670)*** | ***26,146,000*** |
| ***ENGINEERING*** | | | | |
| GENERAL FUND | 2,074,474 | 2,809,000 | (36,224) | 2,577,700 |
| VEHICLE REPLACEMENT FUND | 0 | 0 | 0 | 205,300 |
| ***TOTAL ENGINEERING PROGRAM APPROPRIATION*** | ***2,074,474*** | ***2,809,000*** | ***(36,224)*** | ***2,783,000*** |
| ***ENVIRONMENTAL & SUSTAINABILITY*** | | | | |
| GENERAL FUND | 241,926 | 6,284,508 | (35,999) | 2,170,721 |
| ENVIRONMENTAL COMPLIANCE FUND | 5,276,089 | 6,626,492 | 0 | 6,534,279 |
| ***TOTAL ENVIRONMENTAL & SUSTAINABILITY PROGRAM APPROPRIATION*** | ***5,518,015*** | ***12,911,000*** | ***(35,999)*** | ***8,705,000*** |
| ***E-STREETS & CABLE TV LIC.*** | | | | |
| GENERAL FUND | 685,415 | 934,000 | 0 | 783,000 |
| ***TOTAL E-STREETS & CABLE TV LIC. PROGRAM APPROPRIATION*** | ***685,415*** | ***934,000*** | ***0*** | ***783,000*** |
| ***EXECUTIVE*** | | | | |
| GENERAL FUND | 1,067,104 | 959,000 | (14,925) | 946,000 |
| ***TOTAL EXECUTIVE PROGRAM APPROPRIATION*** | ***1,067,104*** | ***959,000*** | ***(14,925)*** | ***946,000*** |

## *SUMMARY OF APPROPRIATIONS BY PROGRAM AND FUND*

| SOURCE | FY 2009/2010 ACTUAL EXPENDITURES | FY 2010/2011 ADOPTED BUDGET | FY 2010/2011 CONTINGENCY ALLOCATIONS | FY 2011/2012 ADOPTED BUDGET |
|---|---|---|---|---|
| ***FACILITIES MAINTENANCE*** | | | | |
| GENERAL FUND | 1,692,325 | 1,414,000 | (8,365) | 1,748,249 |
| VEHICLE REPLACEMENT FUND | 76,363 | 0 | 0 | 131,751 |
| ***TOTAL FACILITIES MAINTENANCE PROGRAM APPROPRIATION*** | ***1,768,688*** | ***1,414,000*** | ***(8,365)*** | ***1,880,000*** |
| ***FALCON FIELD AIRPORT*** | | | | |
| ENTERPRISE FUND | 4,143,273 | 10,512,000 | (4,726) | 11,160,000 |
| ***TOTAL FALCON FIELD AIRPORT PROGRAM APPROPRIATION*** | ***4,143,273*** | ***10,512,000*** | ***(4,726)*** | ***11,160,000*** |
| ***FINANCIAL SERVICES*** | | | | |
| GENERAL FUND | 8,977,057 | 8,353,000 | (78,041) | 7,923,424 |
| LOCAL STREETS SALES TAX FUND | 0 | 0 | 0 | 446,576 |
| ***TOTAL FINANCIAL SERVICES PROGRAM APPROPRIATION*** | ***8,977,057*** | ***8,353,000*** | ***(78,041)*** | ***8,370,000*** |
| ***FIRE*** | | | | |
| GENERAL FUND | 66,871,736 | 78,213,000 | (2,338,807) | 82,697,263 |
| FIRE IMPACT FEE FUND | 276,000 | 301,000 | 0 | 149,737 |
| ***TOTAL FIRE PROGRAM APPROPRIATION*** | ***67,147,736*** | ***78,514,000*** | ***(2,338,807)*** | ***82,847,000*** |
| ***FLEET SERVICES*** | | | | |
| INTERNAL SERVICES FUND | 584,954 | 71,000 | (18,564) | 45,000 |
| VEHICLE REPLACEMENT FUND | 26,618 | 0 | 0 | 160,000 |
| ***TOTAL FLEET SERVICES PROGRAM APPROPRIATION*** | ***611,572*** | ***71,000*** | ***(18,564)*** | ***205,000*** |
| ***GAS*** | | | | |
| ENTERPRISE FUND | 31,439,175 | 36,015,000 | (38,233) | 35,390,000 |
| ***TOTAL GAS PROGRAM APPROPRIATION*** | ***31,439,175*** | ***36,015,000*** | ***(38,233)*** | ***35,390,000*** |
| ***GENERAL GOV CAPITAL PROJECTS*** | | | | |
| GENERAL FUND | 817,078 | 834,000 | 0 | 676,319 |
| GENERAL GOVERNMENT FACILITIES IMPACT FEE FUND | 0 | 7,188,000 | 0 | 3,260,681 |
| ***TOTAL GENERAL GOV CAPITAL PROJECTS PROGRAM APPROPRIATION*** | ***817,078*** | ***8,022,000*** | ***0*** | ***3,937,000*** |
| ***GENERAL SERVICES*** | | | | |
| GENERAL FUND | 5,228,056 | 5,756,753 | (112,809) | 4,159,046 |
| INTERNAL SERVICES FUND | 1,813 | 8,247 | (2,187) | 5,054 |
| VEHICLE REPLACEMENT FUND | 39,619 | 0 | 0 | 73,900 |
| ***TOTAL GENERAL SERVICES PROGRAM APPROPRIATION*** | ***5,269,488*** | ***5,765,000*** | ***(114,996)*** | ***4,238,000*** |

## *SUMMARY OF APPROPRIATIONS BY PROGRAM AND FUND*

| SOURCE | FY 2009/2010 ACTUAL EXPENDITURES | FY 2010/2011 ADOPTED BUDGET | FY 2010/2011 CONTINGENCY ALLOCATIONS | FY 2011/2012 ADOPTED BUDGET |
|---|---|---|---|---|
| ***GOLF COURSE*** | | | | |
| ENTERPRISE FUND | 2,427,051 | 2,787,000 | 0 | 3,007,000 |
| ***TOTAL GOLF COURSE PROGRAM APPROPRIATION*** | ***2,427,051*** | ***2,787,000*** | ***0*** | ***3,007,000*** |
| ***HOHOKAM STADIUM/FITCH COMPLEX*** | | | | |
| ENTERPRISE FUND | 7,351,248 | 7,874,000 | 0 | 6,857,000 |
| ***TOTAL HOHOKAM STADIUM/FITCH COMPLEX PROGRAM APPROPRIATION*** | ***7,351,248*** | ***7,874,000*** | ***0*** | ***6,857,000*** |
| ***HOUSING SERVICES*** | | | | |
| HOUSING SERVICES FUND | 11,917,797 | 14,260,000 | 0 | 12,847,000 |
| ***TOTAL HOUSING SERVICES PROGRAM APPROPRIATION*** | ***11,917,797*** | ***14,260,000*** | ***0*** | ***12,847,000*** |
| ***JUDICIAL*** | | | | |
| GENERAL FUND | 12,732,963 | 15,192,000 | (35,662) | 14,326,000 |
| COURT CONSTRUCTION FEE FUND | 1,666,939 | 746,000 | 0 | 746,000 |
| ***TOTAL JUDICIAL PROGRAM APPROPRIATION*** | ***14,399,902*** | ***15,938,000*** | ***(35,662)*** | ***15,072,000*** |
| ***LAW ENFORCEMENT*** | | | | |
| GENERAL FUND | 159,484,761 | 167,870,000 | (871,993) | 173,983,339 |
| VEHICLE REPLACEMENT FUND | 1,608,720 | 2,528,000 | (1,185,908) | 1,731,795 |
| POLICE IMPACT FEE FUND | 416,000 | 457,000 | 0 | 217,866 |
| ***TOTAL LAW ENFORCEMENT PROGRAM APPROPRIATION*** | ***161,509,481*** | ***170,855,000*** | ***(2,057,901)*** | ***175,933,000*** |
| ***LEGAL*** | | | | |
| GENERAL FUND | 666,050 | 1,085,000 | (24,743) | 847,000 |
| ***TOTAL LEGAL PROGRAM APPROPRIATION*** | ***666,050*** | ***1,085,000*** | ***(24,743)*** | ***847,000*** |
| ***LEGISLATIVE*** | | | | |
| GENERAL FUND | 1,559,479 | 1,621,000 | (2,907) | 1,664,000 |
| ***TOTAL LEGISLATIVE PROGRAM APPROPRIATION*** | ***1,559,479*** | ***1,621,000*** | ***(2,907)*** | ***1,664,000*** |
| ***LIBRARY SERVICES*** | | | | |
| GENERAL FUND | 8,095,758 | 9,090,356 | (44,393) | 9,559,000 |
| LIBRARY IMPACT FEE FUND | 2,107,698 | 1,110,644 | 0 | 462,000 |
| ***TOTAL LIBRARY SERVICES PROGRAM APPROPRIATION*** | ***10,203,456*** | ***10,201,000*** | ***(44,393)*** | ***10,021,000*** |

## *SUMMARY OF APPROPRIATIONS BY PROGRAM AND FUND*

| SOURCE | FY 2009/2010 ACTUAL EXPENDITURES | FY 2010/2011 ADOPTED BUDGET | FY 2010/2011 CONTINGENCY ALLOCATIONS | FY 2011/2012 ADOPTED BUDGET |
|---|---|---|---|---|
| ***MASS TRANSIT*** | | | | |
| GENERAL FUND | 893,768 | 347,862 | (1,820) | 25,697 |
| LOCAL TRANSPORTATION ASSISTANCE FUND | 13,045,900 | 22,227,138 | 0 | 16,158,303 |
| R.T.P. REVENUE FUND | 1 | 0 | 0 | 0 |
| ***TOTAL MASS TRANSIT PROGRAM APPROPRIATION*** | ***13,939,669*** | ***22,575,000*** | ***(1,820)*** | ***16,184,000*** |
| ***MESA CONVENTION CENTER*** | | | | |
| ENTERPRISE FUND | 3,019,148 | 5,559,000 | 0 | 3,431,000 |
| ***TOTAL MESA CONVENTION CENTER PROGRAM APPROPRIATION*** | ***3,019,148*** | ***5,559,000*** | ***0*** | ***3,431,000*** |
| ***MESA GATEWAY AREA*** | | | | |
| GENERAL FUND | 4,362,623 | 4,239,000 | 0 | 4,444,000 |
| ***TOTAL MESA GATEWAY AREA PROGRAM APPROPRIATION*** | ***4,362,623*** | ***4,239,000*** | ***0*** | ***4,444,000*** |
| ***MISCELLANEOUS SERVICES*** | | | | |
| GENERAL FUND | 1,984,584 | 735,000 | 0 | 625,000 |
| ***TOTAL MISCELLANEOUS SERVICES PROGRAM APPROPRIATION*** | ***1,984,584*** | ***735,000*** | ***0*** | ***625,000*** |
| ***NEIGHBORHOOD & HUMAN SERVICES*** | | | | |
| GENERAL FUND | 2,443,428 | 2,953,000 | (14,558) | 3,137,000 |
| ***TOTAL NEIGHBORHOOD & HUMAN SVS PROGRAM APPROPRIATION*** | ***2,443,428*** | ***2,953,000*** | ***(14,558)*** | ***3,137,000*** |
| ***PARKS & RECREATION*** | | | | |
| GENERAL FUND | 20,435,642 | 20,347,000 | (55,678) | 20,421,654 |
| VEHICLE REPLACEMENT FUND | 0 | 0 | 0 | 327,800 |
| PARKS IMPACT FEE FUND | 722,000 | 778,000 | 0 | 368,546 |
| ***TOTAL PARKS & RECREATION PROGRAM APPROPRIATION*** | ***21,157,642*** | ***21,125,000*** | ***(55,678)*** | ***21,118,000*** |
| ***PLANNING*** | | | | |
| GENERAL FUND | 2,441,812 | 2,287,000 | (5,459) | 2,172,000 |
| ***TOTAL PLANNING PROGRAM APPROPRIATION*** | ***2,441,812*** | ***2,287,000*** | ***(5,459)*** | ***2,172,000*** |
| ***SOLID WASTE MANAGEMENT*** | | | | |
| ENTERPRISE FUND | 26,861,463 | 28,479,000 | (44,301) | 28,763,000 |
| SOLID WASTE DEVELOPMENT TAX | 200,002 | 61,000 | 0 | 61,000 |
| ***TOTAL SOLID WASTE MANAGEMENT PROGRAM APPROPRIATION*** | ***27,061,465*** | ***28,540,000*** | ***(44,301)*** | ***28,824,000*** |

## *SUMMARY OF APPROPRIATIONS BY PROGRAM AND FUND*

| SOURCE | FY 2009/2010 ACTUAL EXPENDITURES | FY 2010/2011 ADOPTED BUDGET | FY 2010/2011 CONTINGENCY ALLOCATIONS | FY 2011/2012 ADOPTED BUDGET |
|---|---|---|---|---|
| ***STORM SEWER*** | | | | |
| GENERAL FUND | 4,533,616 | 5,627,348 | 0 | 6,113,941 |
| HIGHWAY USER REVENUE FUND | 87,746 | 177,652 | 0 | 1,061,543 |
| STORM SEWER IMPACT FEE | 210,000 | 232,000 | 0 | 117,516 |
| ***TOTAL STORM SEWER PROGRAM APPROPRIATION*** | ***4,831,362*** | ***6,037,000*** | ***0*** | ***7,293,000*** |
| ***STREETS*** | | | | |
| GENERAL FUND | 3,495,697 | 2,909,404 | 0 | 3,392,351 |
| LOCAL STREETS SALES TAX FUND | 32,164,322 | 31,243,674 | (44,027) | 39,890,631 |
| VEHICLE REPLACEMENT FUND | 574,614 | 505,631 | (215,040) | 912,265 |
| HIGHWAY USER REVENUE FUND | 25,636,529 | 38,831,757 | (299,385) | 29,517,473 |
| R.T.P. REVENUE FUND | 35,343 | 4,412,534 | 0 | 12,415,280 |
| HIGHWAY PROJECT ADVANCEMENT NOTES FUND | 538,824 | 0 | 0 | 0 |
| ***TOTAL STREETS PROGRAM APPROPRIATION*** | ***62,445,329*** | ***77,903,000*** | ***(558,452)*** | ***86,128,000*** |
| ***TOWN CENTER DEVELOPMENT*** | | | | |
| GENERAL FUND | 1,037,733 | 1,156,000 | 0 | 1,161,000 |
| ***TOTAL TOWN CENTER DEVELOPMENT PROGRAM APPROPRIATION*** | ***1,037,733*** | ***1,156,000*** | ***0*** | ***1,161,000*** |
| ***WAREHOUSE*** | | | | |
| INTERNAL SERVICES FUND | 1,071,253 | 20,000 | (5,093) | 12,000 |
| ***TOTAL WAREHOUSE PROGRAM APPROPRIATION*** | ***1,071,253*** | ***20,000*** | ***(5,093)*** | ***12,000*** |
| ***WASTEWATER*** | | | | |
| ENTERPRISE FUND | 49,294,020 | 52,128,000 | (55,862) | 59,686,360 |
| WASTEWATER IMPACT FEES FUND | 1,270,000 | 2,083,000 | 0 | 516,640 |
| ***TOTAL WASTEWATER PROGRAM APPROPRIATION*** | ***50,564,020*** | ***54,211,000*** | ***(55,862)*** | ***60,203,000*** |
| ***WATER*** | | | | |
| ENTERPRISE FUND | 60,746,209 | 63,846,000 | (67,708) | 73,454,750 |
| WATER IMPACT FEES FUND | 1,607,000 | 1,780,000 | 0 | 1,055,250 |
| ***TOTAL WATER PROGRAM APPROPRIATION*** | ***62,353,209*** | ***65,626,000*** | ***(67,708)*** | ***74,510,000*** |
| ***EMPLOYEE BENEFIT TRUST PROGRAM*** | | | | |
| EMPLOYEE BENEFIT TRUST FUND | 54,668,951 | 62,442,000 | 0 | 65,704,000 |
| ***TOTAL EMPLOYEE BENEFIT TRUST PROGRAM APPROPRIATION*** | ***54,668,951*** | ***62,442,000*** | ***0*** | ***65,704,000*** |
| ***PROPERTY & PUBLIC LIABILITY PROGRAM*** | | | | |
| PROP. & PUBLIC LIAB. FUND | 8,539,980 | 4,325,000 | 0 | 4,423,000 |
| ***TOTAL PROPERTY & PUBLIC LIABILITY PROGRAM APPROPRIATION*** | ***8,539,980*** | ***4,325,000*** | ***0*** | ***4,423,000*** |

## *SUMMARY OF APPROPRIATIONS BY PROGRAM AND FUND*

| *SOURCE* | *FY 2009/2010 ACTUAL EXPENDITURES* | *FY 2010/2011 ADOPTED BUDGET* | *FY 2010/2011 CONTINGENCY ALLOCATIONS* | *FY 2011/2012 ADOPTED BUDGET* |
|---|---|---|---|---|
| ***WORKER'S COMP PROGRAM*** | | | | |
| WORKER'S COMPENSATION FUND | 3,834,628 | 3,702,000 | 0 | 3,752,000 |
| ***TOTAL WORKER'S COMP. PROGRAM APPROPRIATION*** | ***3,834,628*** | ***3,702,000*** | ***0*** | ***3,752,000*** |
| ***CONTINGENCIES PROGRAM*** | | | | |
| CONTINGENCIES - GENERAL - GENERAL FUND | 0 | 45,455,000 | 3,769,716 | 36,149,000 |
| CONTINGENCIES-GEN.-LOCAL STREETS SALES TAX FUND | 0 | 16,293,000 | 44,027 | 9,095,000 |
| CONTINGENCIES - GENERAL - ENTERPRISE FUND | 0 | 50,464,000 | 232,500 | 37,770,000 |
| CONTINGENCIES - GENERAL - INTERNAL SERVICES FUND | 0 | 0 | 25,844 | 0 |
| CONTINGENCIES - GENERAL - VEHICLE REPLACEMENT FUND | 0 | 0 | 1,400,948 | 0 |
| CONTINGENCIES - GENERAL - HIGHWAY USER REV FUND | 0 | 0 | 299,385 | 0 |
| ***TOTAL CONTINGENCIES PROGRAM APPROPRIATION*** | ***0*** | ***112,212,000*** | ***5,772,420*** | ***83,014,000*** |
| ***TOTAL APPROPRIATIONS BY FUND & PROGRAM*** | ***$736,507,031*** | ***$943,709,000*** | ***$0*** | ***$927,443,000*** |

## *SUMMARY OF CHANGES IN FUND BALANCE*
## *FISCAL YEAR 2011/2012*

| | Projected Funds Available | | | | Projected Expenses | | | | Projected Fund Balance | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Fund** | **Beginning Fund Balance** | **Projected Revenues Less Bad Debts** | **Fund Transfers** | **Estimated Funds Available** | **Operations** | **Capital Outlay** | **Debt Service** | **Estimated Expenditures** | **Funds Restricted** | **Contingencies** | **Ending Fund Balance** |
| General | $78,622,078 | $274,770,000 | $72,269,000 | **$425,661,078** | $336,453,424 | $19,387,810 | $33,517,178 | **$389,358,412** | $153,666 | $36,149,000 | **$36,302,666** |
| Local Streets Sales Tax | 18,809,744 | 31,567,000 | (725,000) | **$49,651,744** | 28,251,179 | 12,086,028 | 0 | **$40,337,207** | 219,537 | 9,095,000 | **$9,314,537** |
| Enterprise, Utilities Dev. Tax and Impact Fees | 54,690,890 | 322,077,000 | (83,615,000) | **$293,152,890** | 160,163,852 | 12,505,668 | 78,374,480 | **$251,044,000** | 4,338,890 | 37,770,000 | **$42,108,890** |
| Internal Services | 83 | 0 | 62,000 | **$62,083** | 0 | 62,054 | 0 | **$62,054** | 29 | 0 | **$29** |
| Worker's Compensation | 7,126,676 | 2,289,000 | 0 | **$9,415,676** | 3,752,000 | 0 | 0 | **$3,752,000** | 5,663,676 | 0 | **$5,663,676** |
| Property & Public Liability Trust | 9,366,098 | 4,360,000 | 0 | **$13,726,098** | 4,423,000 | 0 | 0 | **$4,423,000** | 9,303,098 | 0 | **$9,303,098** |
| Employee Benefit Trust | 17,985,434 | 65,661,000 | 0 | **$83,646,434** | 65,704,000 | 0 | 0 | **$65,704,000** | 17,942,434 | 0 | **$17,942,434** |
| Local Transportation Assistance | 177 | 6,997,000 | 9,162,000 | **$16,159,177** | 10,258,303 | 5,900,000 | 0 | **$16,158,303** | 874 | 0 | **$874** |
| Housing Services | 1,611,788 | 11,236,000 | 0 | **$12,847,788** | 12,847,000 | 0 | 0 | **$12,847,000** | 788 | 0 | **$788** |
| Cemetery Reserve | 6,896,711 | 1,086,000 | 0 | **$7,982,711** | 1,205,610 | 852,390 | 0 | **$2,058,000** | 5,924,711 | 0 | **$5,924,711** |
| Vehicle Replacement | 2,821,314 | 344,000 | 2,847,000 | **$6,012,314** | 0 | 3,582,811 | 0 | **$3,582,811** | 2,429,503 | 0 | **$2,429,503** |
| Public Art | 17,181 | 0 | 0 | **$17,181** | 0 | 0 | 0 | **$0** | 17,181 | 0 | **$17,181** |
| Arts Center Restoration | 942,962 | 186,000 | 0 | **$1,128,962** | 1,292 | 250,000 | 0 | **$251,292** | 877,670 | 0 | **$877,670** |
| General Governmental Impact Fees | 5,343,128 | 1,368,000 | 0 | **$6,711,128** | 0 | 3,260,681 | 1,315,665 | **$4,576,346** | 2,134,782 | 0 | **$2,134,782** |
| Court Construction Fee | 382 | 746,000 | 0 | **$746,382** | 0 | 0 | 746,000 | **$746,000** | 382 | 0 | **$382** |
| Highway User Revenue | 406,055 | 30,539,000 | 0 | **$30,945,055** | 17,976,773 | 180,000 | 12,422,243 | **$30,579,016** | 366,039 | 0 | **$366,039** |
| R.T.P. Revenue | 2,796,180 | 12,416,000 | 0 | **$15,212,180** | 0 | 12,415,280 | 0 | **$12,415,280** | 2,796,900 | 0 | **$2,796,900** |
| Environmental Compliance | 363,865 | 6,185,000 | 0 | **$6,548,865** | 6,210,993 | 323,286 | 0 | **$6,534,279** | 14,586 | 0 | **$14,586** |
| **Total** | $207,800,746 | $771,827,000 | $0 | **$979,627,746** | $647,247,426 | $70,806,008 | $126,375,566 | **$844,429,000** | $52,184,746 | $83,014,000 | **$135,198,746** |

## SUMMARY OF BOND AND RESERVE EXPENDITURES BY PROGRAM AND FUNCTION

| | FUNCTION NUMBER | 2009/10 ACTUAL EXPENDITURES | 2010/11 ADOPTED BUDGET | 2010/11 REVISED ESTIMATE | 2011/12 ADOPTED BUDGET |
|---|---|---|---|---|---|
| **ELECTRIC BOND CONSTRUCTION** | | **$3,026,744** | **$7,168,000** | **$2,433,078** | **$10,383,000** |
| Elec Replace & Ext Res 968 | 9222 | 301,184 | 184,078 | 184,078 | 343,619 |
| Elec Rev Const Bond 680 | 9227 | (879,886) | 0 | 0 | 0 |
| Elec Rev Const Bond 681 | 9228 | 3,533,191 | 6,983,922 | 2,249,000 | 0 |
| Elec Rev Const Bond 682 | 9229 | 72,255 | 0 | 0 | 10,039,381 |
| **GAS BOND CONSTRUCTION** | | **7,947,113** | **16,303,000** | **5,316,454** | **20,372,000** |
| Gas Replace & Ext Res 968 | 9322 | 379,730 | 144,454 | 144,454 | 330,000 |
| Gas Bond Constr 698 | 9337 | 533,705 | 0 | 0 | 20,042,000 |
| Gas Bond Constr 691 | 9340 | (334,281) | 0 | 0 | 0 |
| Gas Bond Constr 692 | 9341 | 7,367,959 | 16,158,546 | 5,172,000 | 0 |
| **WATER BOND CONSTRUCTION** | | **26,603,255** | **48,430,000** | **15,672,139** | **52,218,000** |
| Water Replace & Ext Res 968 | 9422 | 776,748 | 107,139 | 107,139 | 231,929 |
| Water Const WIFA 731 | 9437 | 2,281,200 | 0 | 0 | 0 |
| Water Const Bond 733 | 9440 | (2,006,378) | 0 | 0 | 0 |
| Water Const Bond 735 | 9441 | 22,033,197 | 48,322,861 | 15,565,000 | 0 |
| Water Const Bond 739 | 9442 | 3,518,488 | 0 | 0 | 51,986,071 |
| **SOLID WASTE BOND CONSTRUCTION** | | **4,826,162** | **1,588,000** | **1,588,000** | **2,656,000** |
| Solid Waste Replace & Ext Res 968 | 9482 | 4,826,162 | 1,588,000 | 1,588,000 | 2,656,000 |
| **WASTEWATER BOND CONSTRUCTION** | | **12,170,714** | **30,089,000** | **9,732,622** | **38,728,000** |
| Wastewater Bond Const 351 | 9535 | 10,795,017 | 30,089,000 | 9,732,622 | 0 |
| Wastewater WIFA Const 352 | 9537 | 1,205,702 | 0 | 0 | 0 |
| Wastewater Bond Const 353 | 9538 | (73,721) | 0 | | 38,728,000 |
| Wastewater Bond Const 350 | 9540 | 243,716 | 0 | 0 | 0 |
| **STORM SEWER BOND CONSTRUCTION** | | **4,864,142** | **2,277,000** | **1,652,000** | **1,275,000** |
| Storm Sewer Bond Const 355 | 9555 | (12,798) | 0 | 0 | 0 |
| Storm Sewer Bond Const 356 | 9557 | 3,818,529 | 0 | 0 | 0 |
| Storm Sewer Bond Const 357 | 9558 | 1,058,411 | 2,277,000 | 1,652,000 | 1,275,000 |
| **CUBS STADIUM BOND CONSTRUCTION** | | **0** | **0** | **0** | **25,785,000** |
| Spring Training Bond Const 740 | 9576 | 0 | 0 | 0 | 25,785,000 |
| **FIRE BOND CONSTRUCTION** | | **13,252,488** | **14,601,000** | **5,651,000** | **7,066,000** |
| Fire Bond Const 335 | 9633 | (40,859) | 0 | 0 | 0 |
| Fire Bond Const 336 | 9634 | 13,214,072 | 14,601,000 | 5,651,000 | 0 |
| Fire Bond Const 341 | 9635 | 79,275 | 0 | 0 | 7,066,000 |
| **LAW ENFORCEMENT BOND CONSTR** | | **13,025,126** | **15,220,000** | **6,369,000** | **11,769,000** |
| Law Enforce Bond Const 328 | 9657 | (41,369) | 0 | 0 | 0 |
| Law Enforce Bond Const 329 | 9658 | 11,901,425 | 15,220,000 | 6,369,000 | 0 |
| Law Enforce Bond Const 325 | 9659 | 1,165,070 | 0 | 0 | 11,769,000 |
| **PARKS BOND CONSTRUCTION** | | **16,871** | **0** | **0** | **0** |
| Parks Const Bond 385 | 9752 | 16,871 | 0 | 0 | 0 |
| **STREETS BOND CONSTRUCTION** | | **21,152,452** | **33,121,000** | **7,344,000** | **49,982,000** |
| Streets Const Bond 367 | 9806 | 0 | 0 | 0 | 49,982,000 |
| Streets HURF Const Bond 365 | 9807 | 584,997 | 0 | 0 | 0 |
| Streets Const Bond 369 | 9808 | 20,445,116 | 33,121,000 | 7,344,000 | 0 |
| Streets Const Bond 368 | 9809 | 122,339 | 0 | 0 | 0 |
| **LIBRARY BOND CONSTRUCTION** | | **75,802** | **452,000** | **264,000** | **100,000** |
| Library G.O. Const Bond 313 | 9884 | 75,802 | 452,000 | 264,000 | 100,000 |
| **TOTAL BOND FUNCTION** | | **$106,960,869** | **$169,249,000** | **$56,022,293** | **$220,334,000** |

## SUMMARY OF BOND AND RESERVE EXPENDITURES BY FUND

| | 2009/10 ACTUAL EXPENDITURES | 2010/11 ADOPTED BUDGET | 2010/11 REVISED ESTIMATE | 2011/12 ADOPTED BUDGET |
|---|---|---|---|---|
| **G.O. BONDS** | | | | |
| **STORM SEWER BOND CONSTRUCTION** | | | | |
| Storm Sewer Bond Const 355 | ($12,798) | $0 | $0 | $0 |
| Storm Sewer Bond Const 356 | 3,818,529 | 0 | 0 | 0 |
| Storm Sewer Bond Const 357 | 1,058,411 | 2,277,000 | 1,652,000 | 1,275,000 |
| **FIRE BOND CONSTRUCTION** | | | | |
| Fire Bond Const 335 | (40,859) | 0 | 0 | 0 |
| Fire Bond Const 336 | 13,214,072 | 14,601,000 | 5,651,000 | 0 |
| Fire Bond Const 341 | 79,275 | 0 | 0 | 7,066,000 |
| **LAW ENFORCEMENT BOND CONSTR** | | | | |
| Law Enforce Bond Const 328 | (41,369) | 0 | 0 | 0 |
| Law Enforce Bond Const 329 | 11,901,425 | 15,220,000 | 6,369,000 | 0 |
| Law Enforce Bond Const 325 | 1,165,070 | 0 | 0 | 11,769,000 |
| **PARKS BOND CONSTRUCTION** | | | | |
| Parks Const Bond 385 | 16,871 | 0 | 0 | 0 |
| **STREETS BOND CONSTRUCTION** | | | | |
| Streets Const Bond 367 | 0 | 0 | 0 | 49,982,000 |
| Streets Const Bond 369 | 20,445,116 | 33,121,000 | 7,344,000 | 0 |
| Streets Const Bond 368 | 122,339 | 0 | 0 | 0 |
| **LIBRARY BOND CONSTRUCTION** | | | | |
| Library G.O. Const Bond 313 | 75,802 | 452,000 | 264,000 | 100,000 |
| **TOTAL G.O. BONDS** | **51,801,884** | **65,671,000** | **21,280,000** | **70,192,000** |
| **EXCISE TAX BONDS** | | | | |
| **CUBS STADIUM BOND CONSTRUCTION** | | | | |
| Spring Training Bond Const 740 | 0 | 0 | 0 | 25,785,000 |
| **HURF BONDS** | | | | |
| Streets HURF Const Bond 365 | 584,997 | 0 | 0 | 0 |
| **TOTAL EXCISE TAX BONDS** | **584,997** | **0** | **0** | **25,785,000** |
| **REVENUE BONDS** | | | | |
| **ELECTRIC BOND CONSTRUCTION** | | | | |
| Elec Rev Const Bond 680 | (879,886) | 0 | 0 | 0 |
| Elec Rev Const Bond 681 | 3,533,191 | 6,983,922 | 2,249,000 | 0 |
| Elec Rev Const Bond 682 | 72,255 | 0 | 0 | 10,039,381 |
| **GAS BOND CONSTRUCTION** | | | | |
| Gas Bond Constr 698 | 533,705 | 0 | 0 | 20,042,000 |
| Gas Bond Constr 691 | (334,281) | 0 | 0 | 0 |
| Gas Bond Constr 692 | 7,367,959 | 16,158,546 | 5,172,000 | 0 |
| **WATER BOND CONSTRUCTION** | | | | |
| Water Const WIFA 731 | 2,281,200 | 0 | 0 | 0 |
| Water Const Bond 733 | (2,006,378) | 0 | 0 | 0 |
| Water Const Bond 735 | 22,033,197 | 48,322,861 | 15,565,000 | 0 |
| Water Const Bond 739 | 3,518,488 | 0 | 0 | 51,986,071 |
| **WASTEWATER BOND CONSTRUCTION** | | | | |
| Wastewater Bond Const 351 | 10,795,017 | 30,089,000 | 9,732,622 | 0 |
| Wastewater WIFA Const 352 | 1,205,702 | 0 | 0 | 0 |
| Wastewater Bond Const 353 | (73,721) | 0 | 0 | 38,728,000 |
| Wastewater Bond Const 350 | 243,716 | 0 | 0 | 0 |
| **TOTAL REVENUE BONDS** | **48,290,164** | **101,554,329** | **32,718,622** | **120,795,452** |

## SUMMARY OF BOND AND RESERVE EXPENDITURES BY FUND

| | 2009/10 ACTUAL EXPENDITURES | 2010/11 ADOPTED BUDGET | 2010/11 REVISED ESTIMATE | 2011/12 ADOPTED BUDGET |
|---|---|---|---|---|
| **REPLACEMENT AND EXTENSION RESERVES (RER)** | | | | |
| Elec Replace & Ext Res 968 | 301,184 | 184,078 | 184,078 | 343,619 |
| Gas Replace & Ext Res 968 | 379,730 | 144,454 | 144,454 | 330,000 |
| Water Replace & Ext Res 968 | 776,748 | 107,139 | 107,139 | 231,929 |
| Solid Waste Replace & Ext Res 968 | 4,826,162 | 1,588,000 | 1,588,000 | 2,656,000 |
| **TOTAL RER** | **6,283,824** | **2,023,671** | **2,023,671** | **3,561,548** |
| **TOTAL EXPENDITURES** | **$106,960,869** | **$169,249,000** | **$56,022,293** | **$220,334,000** |

## COMPARISON OF PROJECTED BOND RECEIPTS AND EXPENDITURES BY FUND FOR FISCAL YEAR 2011/12

| | FUNDS CARRIED FORWARD JULY 1, 2011 | 2011/12 ESTIMATED RECEIPTS | 2011/12 ESTIMATED EXPENDITURES | FUNDS CARRIED FORWARD JULY 1, 2012 |
|---|---|---|---|---|
| **BONDS** | | | | |
| ELECTRIC BOND CONSTRUCTION | $3,215,264 | $6,825,000 | $10,039,381 | $883 |
| GAS BOND CONSTRUCTION | 3,557,513 | 16,486,000 | 20,042,000 | 1,513 |
| WATER BOND CONSTRUCTION | 20,944,600 | 31,043,000 | 51,986,071 | 1,529 |
| WASTEWATER BOND CONSTRUCTION | 11,949,741 | 26,779,000 | 38,728,000 | 741 |
| STORM SEWER BOND CONSTRUCTION | 782,909 | 0 | 1,275,000 | (492,091) |
| CUBS STADIUM BOND CONSTRUCTION | 0 | 25,785,000 | 25,785,000 | 0 |
| FIRE BOND CONSTRUCTION | 22,486,081 | 0 | 7,066,000 | 15,420,081 |
| LAW ENFORCEMENT BOND CONSTR | (7,928,743) | 19,699,000 | 11,769,000 | 1,257 |
| PARKS BOND CONSTRUCTION | 17,000 | 0 | 0 | 17,000 |
| STREETS BOND CONSTRUCTION | 8,983,735 | 41,054,000 | 49,982,000 | 55,735 |
| CAPITAL IMPROVEMENT BOND CONST | 293 | 0 | 0 | 293 |
| LIBRARY BOND CONSTRUCTION | 555,938 | 0 | 100,000 | 455,938 |
| TOTAL BOND FUNDS | 64,564,331 | 167,671,000 | 216,772,452 | 15,462,879 |
| **REPLACEMENT & EXTENSION RESERVE (RER)** | 13,679,376 | 6,003,000 | 3,561,548 | 16,120,828 |
| **TOTAL** | **$78,243,707** | **$173,674,000** | **$220,334,000** | **$31,583,707** |

# PERSONAL SERVICES OVERVIEW

The Personal Services portion of the City of Mesa budget is a significant part of the total budget. Total personal services dollars for Fiscal Year 2011/12 are $341,098,799 which is 29.7% of the total annual budget.

## Number of Full Time Equivalent's (FTE's) by Department

| Department | Adopted FY 2009/10 | Adopted FY 2010/11 | 2010/11 % of total FTE's | Adopted FY 2011/12 | 2011/12 % of total FTE's |
|---|---|---|---|---|---|
| Mayor & Council/City Auditor | 11.0 | 11.0 | 0.3% | 11.0 | 0.3% |
| City Manager | 21.0 | 20.0 | 0.6% | 24.0 | 0.7% |
| Arts & Culture | 76.7 | 72.0 | 2.0% | 72.3 | 2.0% |
| Business Services | 139.5 | 139.5 | 3.9% | 139.5 | 3.9% |
| City Attorney | 60.5 | 59.0 | 1.6% | 58.0 | 1.6% |
| City Clerk | 8.0 | 8.0 | 0.2% | 8.0 | 0.2% |
| Communications | 23.0 | 23.0 | 0.6% | 23.0 | 0.6% |
| Development & Sustainability | 59.5 | 58.5 | 1.6% | 57.0 | 1.6% |
| Economic Development | 9.0 | 9.0 | 0.3% | 10.0 | 0.3% |
| Energy Resources | 128.0 | 128.0 | 3.6% | 128.0 | 3.5% |
| Engineering | 92.5 | 92.5 | 2.6% | 104.5 | 2.9% |
| Facilities Maintenance | 33.5 | 32.5 | 0.9% | 32.5 | 0.9% |
| Falcon Field Airport | 10.0 | 10.0 | 0.3% | 10.0 | 0.3% |
| Financial Services | 44.5 | 43.5 | 1.2% | 48.5 | 1.3% |
| Fire | 470.5 | 461.5 | 12.8% | 474.5 | 13.1% |
| Fleet Services | 79.0 | 76.0 | 2.1% | 76.0 | 2.1% |
| Housing & Community Development | 44.5 | 45.5 | 1.3% | 45.0 | 1.2% |
| Human Resources | 49.0 | 45.5 | 1.3% | 44.5 | 1.2% |
| Information Technology | 152.5 | 148.5 | 4.1% | 150.5 | 4.2% |
| Library Services | 75.4 | 78.0 | 2.2% | 77.1 | 2.1% |
| Management Performance & Accountability | 3.0 | 3.0 | 0.1% | 3.0 | 0.1% |
| Municipal Court | 83.0 | 80.5 | 2.2% | 80.5 | 2.2% |
| Parks, Recreation & Commercial Facilities | 189.8 | 195.4 | 5.4% | 195.7 | 5.4% |
| Police | 1,365.6 | 1,214.0 | 33.7% | 1,194.0 | 33.3% |
| Public Information & Communications | 7.0 | 7.0 | 0.2% | 7.0 | 0.2% |
| Solid Waste Management | 132.0 | 128.0 | 3.6% | 127.0 | 3.5% |
| Transit Services | 0.0 | 6.0 | 0.2% | 3.0 | 0.1% |
| Transportation | 165.0 | 156.0 | 4.3% | 159.0 | 4.4% |
| Water Resources | 243.0 | 246.0 | 6.8% | 246.0 | 6.8% |
| | 3,776.0 | 3,597.4 | 100.0% | 3,609.1 | 100.0% |

The City of Mesa's Full-Time Equivalent (FTE) count increased by 11.7 (net) from FY 2010/11 to FY 2011/12. This was as a result of a citywide reduction in work force of 32.1 FTE due to the downturn in the economy; an increase of 14.0 FTE for the addition of Fire Station #220 (13.0 FTE) and the implementation of a new financial system (1.0 FTE); and a net increase of 29.8 FTE mid-years during FY 2010/11. The mid-years which were added in FY 2010/11 after the budget was adopted occurred in the following departments: City Manager (3.0 FTE), Information Technology (2.0 FTE), Financial Services (6.0 FTE), Business Services (1.0 FTE), Library Services (-0.3 FTE), Parks, Recreation & Commercial Facilities (0.3 FTE), Arts & Culture (2.3 FTE), Housing & Community Development (0.5 FTE), Economic Development (1.0 FTE), Fire (1.0 FTE), Development & Sustainability (0.5), Engineering (12.0 FTE), Solid Waste Management (-1.0 FTE), Transportation (3.0 FTE), Transit Services (-3.0 FTE), Water Resources (2.0 FTE), and Police (-0.5 FTE). These mid-year changes are approved by the City Manager's Office and are resultant of implementation of a new financial system, changes in organizational structure or duties, or the receipt of grant funding.

During FY 2010/11 the Neighborhood Services Department name was changed to Housing and Community Development.

**SUMMARY BUDGET**
**BY MINOR OBJECT**

| FY 2009-10 | | FY 2010-11 | | | | FY 2011-2012 | |
|---|---|---|---|---|---|---|---|
| BUDGET AMOUNT | ACTUAL EXPENDITURES | BUDGET AMOUNT | CONTINGENCY ALLOCATION | DESCRIPTION | OBJ CODE | ADOPTED BUDGET | % CH |
| | | | | **PERSONAL SERVICES** | | | |
| 0 | -289,393 | 0 | 0 | PAYROLL NONOVERHEAD TRA | 71001 | 0 | 0 |
| -839,989 | -984,496 | -1,015,803 | 0 | GWRP LABOR CREDITS | 71002 | -975,770 | -4 |
| 122,959,031 | 117,174,341 | 120,046,562 | 0 | TIME WORKED | 71110 | 120,175,733 | 0 |
| 69,269,604 | 75,817,830 | 68,228,081 | 0 | TIME WORKED-POLICE/FIRE | 71111 | 69,049,377 | 1 |
| 2,711,187 | 2,071,146 | 2,526,946 | 0 | OVERTIME | 71120 | 2,558,361 | 1 |
| 3,707,252 | 2,374,123 | 4,731,893 | 0 | OVERTIME-POLICE/FIRE | 71121 | 4,980,603 | 5 |
| 706,644 | 651,019 | 705,348 | 0 | FIRE HALF TIME | 71122 | 711,826 | 1 |
| 1,723,663 | 1,797,556 | 1,723,663 | 0 | MINIMUM STAFFING/FIRE RC O | 71123 | 1,723,663 | 0 |
| 1,873,112 | 629,685 | 1,863,612 | 0 | COMP TIME | 71125 | 1,639,979 | -12 |
| 3,663,557 | 3,221,700 | 3,465,159 | 0 | HOLIDAYS-POLICE/FIRE | 71130 | 3,450,571 | 0 |
| 2,636,244 | 2,316,014 | 2,302,924 | 0 | STABILITY PAY | 71140 | 1,968,408 | -15 |
| 1,894,464 | 1,667,874 | 1,571,544 | 0 | STABILITY PAY-POLICE/FIRE | 71141 | 1,452,802 | -8 |
| 69,630 | 18,593 | 64,630 | 0 | SPECIAL PERFORMANCE AWAR | 71150 | 49,230 | -24 |
| 9,069,776 | 9,990,147 | 8,675,744 | 0 | VACATION LEAVE | 71210 | 8,625,344 | -1 |
| 5,768,000 | 5,752,769 | 5,385,568 | 0 | VACATION LEAVE-POLICE/FIRE | 71211 | 5,375,296 | 0 |
| 3,968,027 | 5,901,165 | 3,795,638 | 0 | SICK LEAVE | 71220 | 3,773,588 | -1 |
| 2,523,500 | 2,411,567 | 2,356,186 | 0 | SICK LEAVE-POLICE/FIRE | 71221 | 2,351,692 | 0 |
| 9,273,610 | 5,134,485 | 8,788,320 | 0 | HOLIDAY LEAVE | 71230 | 8,750,400 | 0 |
| 175,671 | 1,421,163 | 175,671 | 0 | OTHER LEAVE | 71240 | 180,398 | 3 |
| 287,900 | 740,624 | 287,900 | 0 | OTHER LEAVE-POLICE/FIRE | 71241 | 287,900 | 0 |
| 671,125 | 766,101 | 665,460 | 0 | UNIFORM ALLOWANCE-POLICE/ | 71260 | 665,460 | 0 |
| 97,300 | 0 | 97,300 | 0 | UNIFORM ALLOWANCE-CIVILIA | 71262 | 97,300 | 0 |
| 9,279,548 | 8,365,553 | 8,866,801 | 0 | FICA | 71310 | 8,782,712 | -1 |
| 3,385,912 | 3,187,080 | 3,237,220 | 0 | MEDICARE | 71312 | 3,235,253 | 0 |
| 13,444,809 | 12,572,236 | 13,696,675 | 0 | STATE RETIRE CONTR | 71320 | 13,983,150 | 2 |
| 44,088 | 40,002 | 50,960 | 0 | ELECTED OFFICIAL'S RETIREM | 71325 | 55,406 | 9 |
| 18,636,276 | 17,524,208 | 17,029,248 | 0 | PUBLIC SAFETY PENSION CON | 71330 | 19,058,800 | 12 |
| 961,184 | 1,119,405 | 956,058 | 0 | CITY CONTR TO DEF. COMP. | 71335 | 957,942 | 0 |
| 16,713,866 | 16,244,419 | 18,669,036 | 0 | HOSPITAL & LIFE INSURANCE | 71340 | 24,321,636 | 30 |
| 9,451,188 | 9,473,667 | 10,275,948 | 0 | HOS & LIFE INS-POLICE/FIRE | 71341 | 13,477,123 | 31 |
| 10,687,284 | 9,907,918 | 12,325,135 | 0 | HOS INS-RETIREES | 71342 | 17,081,815 | 39 |
| 122,960 | 120,000 | 115,200 | 0 | CANCER INSURANCE - POLICE/ | 71343 | 116,400 | 1 |
| 1,740,116 | 985,799 | 186,557 | 0 | INDUSTRIAL INSURANCE | 71350 | 1,003,055 | 438 |
| 2,079,312 | 1,146,442 | 195,052 | 0 | INDUST INS-POLICE/FIRE | 71351 | 1,120,362 | 474 |
| 26,000 | 8,110 | 26,000 | 0 | IND. INS-VOLUNTEER POLICE/FI | 71352 | 26,000 | 0 |
| 100,000 | 403,361 | 100,000 | 0 | UNEMPLOYMENT BENEFITS PAI | 71360 | 100,000 | 0 |
| 603,550 | 557,294 | 360,287 | 0 | LONG TERM DISABILITY INSUR | 71370 | 357,392 | -1 |
| 271,759 | 118,791 | 135,223 | 0 | L.T.DISABILITY INS POLICE/FIRE | 71371 | 134,965 | 0 |
| 394,867 | 372,570 | 394,027 | 0 | MISC BENEFITS | 71380 | 394,627 | 0 |
| 330,152,027 | 320,730,870 | 323,061,773 | 0 | **TOTAL Personal Services** | **71** | 341,098,799 | 6 |

**SUMMARY BUDGET**
**BY MINOR OBJECT**

| FY 2009-10 | | FY 2010-11 | | | | FY 2011-2012 | |
|---|---|---|---|---|---|---|---|
| BUDGET AMOUNT | ACTUAL EXPENDITURES | BUDGET AMOUNT | CONTINGENCY ALLOCATION | DESCRIPTION | OBJ CODE | ADOPTED BUDGET | % CH |
| | | | | **OTHER SERVICES - REGULAR** | | | |
| 0 | -528,716 | 0 | 0 | OTHER SERVICES COST TRANS | 72001 | 0 | 0 |
| -1,302,667 | -1,754,350 | -1,794,555 | 0 | GWRP OTHER SVC'S CREDITS | 72002 | -1,736,018 | -3 |
| 1,004,249 | 1,308,818 | 913,116 | 0 | ADVERTISING | 72030 | 880,949 | -4 |
| 60,000 | 12,376 | 15,000 | 0 | LIB MATERIALS PROCESSING | 72070 | 15,000 | 0 |
| 3,139,287 | 3,852,840 | 2,716,153 | -32,360 | PROF SERV-AGENCY TEMPORA | 72105 | 2,893,422 | 7 |
| 291,200 | 90,772 | 141,200 | 0 | PROF SERV-AUDITING | 72110 | 145,400 | 3 |
| 1,500 | 0 | 500 | 0 | PROF SERV-ADVIS BDS & COM | 72120 | 500 | 0 |
| 8,000 | 1,032,029 | 8,000 | 0 | PROF SERV-ARCHITECTURAL | 72130 | 37,500 | 369 |
| 9,626,006 | 15,803,080 | 25,289,673 | -99,624 | PROF SERV-CONSULTING | 72140 | 25,681,590 | 2 |
| 488,547 | 337,517 | 444,078 | 0 | PROF SERV-HOS LAB & MEDICA | 72150 | 472,217 | 6 |
| 513,967 | 826,028 | 553,285 | 0 | PROF SERV-LEGAL | 72160 | 546,499 | -1 |
| 0 | 1,173,532 | 500 | 0 | PROF SERV-CONCESSIONS | 72164 | 500 | 0 |
| 2,201,940 | 485,370 | 2,219,140 | 0 | PROF SERV-CATERING | 72165 | 1,634,550 | -26 |
| 242,142 | 99,011 | 242,192 | 0 | PROF SERV-AUDIO/VISUAL | 72166 | 136,725 | -44 |
| 1,690,416 | 656,348 | 1,671,071 | 0 | PROF SERV-PROMOTERS | 72167 | 200,000 | -88 |
| 250,000 | 0 | 70,000 | 0 | PROF SERV-CONCERT MERCHA | 72168 | 0 | -100 |
| 889,465 | 825,453 | 889,465 | 0 | PROF SERV-PUBLIC DEFENDER | 72170 | 889,465 | 0 |
| 14,872,504 | 14,406,160 | 14,431,929 | 0 | PROF SERV-OTHER | 72180 | 14,528,116 | 1 |
| 1,314,696 | 1,006,622 | 1,133,389 | 0 | TELEPHONE-LOCAL SVC | 72210 | 1,039,123 | -8 |
| 963,042 | 923,727 | 1,036,177 | 0 | TELEPHONE-CELLULAR SVC | 72211 | 1,084,596 | 5 |
| 57,543 | 19,199 | 40,407 | 0 | TELEPHONE-LONG DISTANCE S | 72212 | 35,751 | -12 |
| 305,463 | 234,433 | 333,792 | 0 | TELEPHONE-MAINTENANCE | 72213 | 331,052 | -1 |
| 1,614,020 | 1,461,267 | 1,664,247 | 0 | POSTAGE | 72220 | 1,573,819 | -5 |
| 23,713 | 5,964 | 16,063 | 0 | SPECIAL SHIPPING CHARGE IN/ | 72224 | 16,563 | 3 |
| 756,019 | 461,110 | 992,937 | 0 | OUTSIDE PRINTING COSTS | 72230 | 853,673 | -14 |
| 1,422,014 | 917,841 | 1,403,881 | 0 | PRINT SHOP CHARGES | 72240 | 1,364,342 | -3 |
| 15,301,308 | 12,251,350 | 13,685,861 | 0 | EQUIPMENT USAGE EXPENSE | 72260 | 13,598,266 | -1 |
| 58,123 | 25,323 | 46,368 | 0 | MILEAGE REIMBURSEMENT | 72265 | 55,205 | 19 |
| 534,199 | 391,890 | 441,544 | 0 | TRAVEL EXPENSE | 72270 | 546,544 | 24 |
| 1,201,000 | 1,200,886 | 1,203,342 | 0 | INS. PREMIUMS - AGENCIES | 72310 | 1,180,534 | -2 |
| 4,301,000 | 4,301,000 | 4,301,000 | 0 | INS. PREMIUMS - SELF INS | 72311 | 4,301,000 | 0 |
| 0 | 0 | 0 | 0 | INS. LIABILITY PMTS | 72320 | 0 | 0 |
| 0 | 670 | 0 | 0 | INS. BONDS | 72330 | 750 | 999 |
| 5,405,525 | 3,133,820 | 7,871,263 | 0 | REPAIRS & MAINT-OUTSIDE | 72360 | 10,836,103 | 38 |
| 515 | 2,044 | 515 | 0 | RENT-DATA PROC. EQUIP. | 72410 | 515 | 0 |
| 127,257 | 105,984 | 115,381 | 0 | RENT-REPRODUCTION EQUIP. | 72420 | 115,760 | 0 |
| 57,500 | 36,200 | 53,000 | 0 | RENT-MUSEUM EXHIBITS | 72425 | 108,000 | 104 |
| 2,184,612 | 1,994,993 | 2,296,527 | 0 | RENT OTHER | 72430 | 2,178,202 | -5 |
| 6,493,525 | 5,079,970 | 5,318,570 | 0 | LEASE PAYMENTS | 72450 | 3,330,942 | -37 |
| 10,119,454 | 10,381,818 | 10,061,532 | 0 | UTIL-REGULAR(E,G,W,S,S,&I) | 72510 | 11,535,328 | 15 |

**SUMMARY BUDGET**
**BY MINOR OBJECT**

| FY 2009-10 | | FY 2010-11 | | | | FY 2011-2012 | |
|---|---|---|---|---|---|---|---|
| BUDGET AMOUNT | ACTUAL EXPENDITURES | BUDGET AMOUNT | CONTINGENCY ALLOCATION | DESCRIPTION | OBJ CODE | ADOPTED BUDGET | % CH |
| 0 | -432 | 0 | 0 | UTIL-WATER (MCP ONLY) | 72513 | 0 | 0 |
| 0 | 0 | 0 | 0 | UTIL-IRRIG (MCP ONLY) | 72516 | 0 | 0 |
| 2,957,500 | 2,793,935 | 5,091,006 | 0 | UTIL-SRP ELECTRIC (WATER R | 72517 | 4,750,000 | -7 |
| 0 | 1,118 | 0 | 0 | GAS FOR PUMPING CITY WELL | 72520 | 0 | 0 |
| 500,000 | 434,972 | 420,000 | 0 | POWER-PUMPING CITY WELLS- | 72530 | 350,000 | -17 |
| 1,576,828 | 1,368,521 | 445,357 | 0 | POWER-PUMPING CITY WELLS- | 72531 | 354,000 | -21 |
| 75,000 | 493,147 | 50,000 | 0 | POWER-PUMPING WASTEWATE | 72532 | 42,000 | -16 |
| 239,670 | 283,644 | 234,670 | 0 | STREET LIGHT POWER-MESA | 72550 | 292,732 | 25 |
| 2,294,419 | 2,618,063 | 2,339,789 | 0 | STREET LIGHT POWER-SRPD | 72551 | 2,691,535 | 15 |
| 91,235 | 40,351 | 91,235 | 0 | MARICOPA ASSOC OF GOVERN | 72613 | 91,235 | 0 |
| 367,500 | 320,833 | 367,500 | 0 | GRANTS & SUBSIDIES-MASS TR | 72616 | 0 | -100 |
| 131,019 | 138,244 | 131,019 | 0 | MESA COMMUNITY ACTION | 72617 | 131,019 | 0 |
| 1,787,490 | 359,978 | 1,802,088 | 0 | OTHER GRANTS & SUBSIDIES | 72630 | 1,579,954 | -12 |
| 1,820,168 | 1,107,516 | 270,714 | 0 | HOMELESS SHELTER | 72633 | 270,719 | 0 |
| 1,820,000 | 1,540,459 | 1,413,000 | 0 | TOURISM PROMO-CONV&VIS B | 72665 | 1,467,744 | 4 |
| 106,957 | 99,000 | 97,957 | 0 | LEAGUE OF ARIZ CITIES & TOW | 72711 | 97,957 | 0 |
| 18,035 | 0 | 18,035 | 0 | NLC & USCM DUES (RC 100 ONL | 72712 | 35,535 | 97 |
| 13,000 | 100 | 13,100 | 0 | FEE SCHEDULES | 72715 | 13,100 | 0 |
| 1,081,979 | 1,173,711 | 1,054,189 | 0 | OTHER SUBSCRIP & MEMBERS | 72720 | 929,173 | -12 |
| 2,499 | -7,837 | 3,414 | 0 | CASH OVER & SHORT | 72810 | 5,617 | 65 |
| 2,951,402 | 604,840 | 3,171,279 | 0 | CONTRACT-PREVENTIVE | 72813 | 3,245,898 | 2 |
| 1,364,771 | 1,267,315 | 1,363,665 | 0 | CONTRACT-CUSTODIAL | 72814 | 1,385,544 | 2 |
| 58,916,664 | 44,897,189 | 48,564,486 | 0 | CONTRACT ITEMS | 72815 | 47,728,611 | -2 |
| 3,990,155 | 3,840,850 | 4,596,058 | 0 | CONTRACT-LANDSCAPE/MAINT | 72816 | 3,825,619 | -17 |
| 12,221,587 | 10,981,407 | 12,937,025 | 0 | HOUS ASSIST PMTS (RC 264 ON | 72817 | 11,705,788 | -10 |
| 996,598 | 545,022 | 818,344 | 0 | TRAINING COSTS | 72820 | 1,155,518 | 41 |
| 365,336 | 402,900 | 354,569 | 0 | TUITION REIMBURSEMENT | 72821 | 393,449 | 11 |
| 275,000 | 0 | 338,000 | 0 | INTEREST | 72825 | 299,032 | -12 |
| 85,000 | 90,130 | 45,110 | 0 | ENVIRONMENTAL PERMITS | 72829 | 135,798 | 201 |
| 58,610 | 68,439 | 58,610 | 0 | JURY SERVICE FEES | 72830 | 58,610 | 0 |
| 390,597 | 300,595 | 429,065 | 0 | GREEN WASTE TIPPING FEES | 72831 | 429,490 | 0 |
| 6,887,790 | 5,471,753 | 5,712,312 | 0 | LANDFILL CHARGES | 72833 | 5,625,999 | -2 |
| 70,094 | 54,461 | 54,378 | 0 | STATE LANDFILL FEE | 72834 | 53,742 | -1 |
| 270,037 | 137,389 | 240,316 | 0 | LINENS & LAUNDRY | 72835 | 238,539 | -1 |
| 5,000 | 2,950 | 9,000 | 0 | REFUNDS AWARDS & INDEMNIT | 72840 | 9,000 | 0 |
| 65,525 | 7,675 | 1,592 | 0 | MOVING AND RELATED EXPENS | 72843 | 1,592 | 0 |
| 30,870 | 27,161 | 30,870 | 0 | SUBSISTENCE-PRISONERS | 72846 | 30,870 | 0 |
| 1,638,851 | 2,706,939 | 1,519,629 | 0 | SUNDRY UNCLASS SERVICES | 72850 | 2,533,159 | 67 |
| 6,014,075 | 5,384,138 | 6,014,075 | 0 | SUNDRY UNCLASS SERVICES-J | 72851 | 6,314,779 | 5 |
| 0 | 1,575 | 1,200 | 0 | GAS APPLIANCE REBATES | 72852 | 1,200 | 0 |
| 1,060 | 49,250 | 225,000 | 0 | GAS PIPING REBATES | 72853 | 25,000 | -89 |

## SUMMARY BUDGET
## BY MINOR OBJECT

| FY 2009-10 | | FY 2010-11 | | | | FY 2011-2012 | |
|---|---|---|---|---|---|---|---|
| BUDGET AMOUNT | ACTUAL EXPENDITURES | BUDGET AMOUNT | CONTINGENCY ALLOCATION | DESCRIPTION | OBJ CODE | ADOPTED BUDGET | % CH |
| 0 | 18,000 | 71,500 | 0 | CONSERVATION REBATES | 72854 | 41,500 | -42 |
| 903,496 | 617,259 | 760,896 | 0 | TAXES (NON-PAYROLL) | 72855 | 760,896 | 0 |
| 13,892 | 29,627 | 14,096 | 0 | EMP. BUS PASS REIMBURSEME | 72857 | 18,333 | 30 |
| 28,326,622 | 26,743,177 | 29,576,560 | 0 | APPLIED OVERHEAD | 72885 | 31,385,266 | 6 |
| 2,322,825 | 2,644,172 | 2,322,825 | 0 | W.C. CLAIMS PAID | 72940 | 2,322,825 | 0 |
| 2,387,022 | 6,640,350 | 2,387,022 | 0 | P.P.L. CLAIMS PAID | 72945 | 2,387,022 | 0 |
| 43,791,009 | 44,813,223 | 51,840,322 | 0 | MEDICAL CLAIMS | 72950 | 54,840,268 | 6 |
| 10,000 | 10,000 | 10,000 | 0 | DEATH CLAIM | 72951 | 10,000 | 0 |
| 4,882,469 | 4,616,413 | 4,963,261 | 0 | DENTAL | 72952 | 4,963,261 | 0 |
| 0 | 80,301 | 100,000 | 0 | HEALTH SCREENING | 72988 | 100,000 | 0 |
| 817,175 | 784,732 | 750,000 | 0 | NETWORK ACCESS FEE | 72995 | 679,560 | -9 |
| 16,000 | 22,570 | 15,000 | 0 | PRESCRIPTION ADMIN FEES | 72996 | 24,800 | 65 |
| 2,217,400 | 1,871,229 | 2,000,000 | 0 | STOP LOSS PREMIUM | 72997 | 2,294,000 | 15 |
| 500,000 | 360,325 | 400,000 | 0 | LIFE PREMIUM | 72998 | 400,000 | 0 |
| 503,500 | 646,665 | 600,000 | 0 | VISION PREMIUM | 72999 | 600,000 | 0 |
| 284,390,815 | 262,067,721 | 295,965,681 | -131,984 | **TOTAL Other Services - Regular** | **72** | 299,539,771 | 1 |
| | | | | **COMMODITIES** | | | |
| 0 | -267,613 | 0 | 0 | COMMODITIES COST TRANSFE | 74001 | 0 | 0 |
| -414,006 | -600,452 | -509,853 | 0 | GWRP COMMODITIES CREDITS | 74002 | -691,340 | 36 |
| 5,847,838 | 5,210,031 | 4,670,426 | 0 | MATERIALS & SUPPLIES-WHSE | 74110 | 4,561,366 | -2 |
| 101,980 | 0 | 1,980 | 0 | REPAIR PARTS-WHSE | 74120 | 0 | -100 |
| 859,481 | 771,521 | 719,481 | 0 | TIRES TUBES & CHAINS-WHSE | 74130 | 719,481 | 0 |
| 14,278,274 | 11,561,914 | 14,373,733 | 0 | MATERIALS & SUPPLIES-OUTSI | 74210 | 13,738,036 | -4 |
| 2,348,061 | 2,464,943 | 2,701,588 | 0 | CHEMICAL PURCHASES | 74211 | 3,540,542 | 31 |
| 25,000 | 4,093 | 25,000 | 0 | FOOD/BEV PUR 4 RESALE-ONL | 74215 | 29,000 | 16 |
| 3,319,160 | 5,126,849 | 4,659,664 | -6,247 | REPAIR PARTS - OUTSIDE | 74220 | 4,116,458 | -12 |
| 142,588 | 169,396 | 143,312 | 0 | TIRES TUBES & CHAINS-OUTSI | 74230 | 161,803 | 13 |
| 9,967,511 | 6,506,861 | 18,832,004 | -2,084,617 | NON-CAPITALIZED ASSETS | 74240 | 16,192,378 | -14 |
| 527,756 | 817,962 | 640,880 | 0 | NON-CAPITAL COMPUTER HAR | 74245 | 557,000 | -13 |
| 540,019 | 599,390 | 677,966 | 0 | LIBRARY MEDIA MATERIALS | 74248 | 551,966 | -19 |
| 2,787,057 | 721,700 | 1,456,840 | -4,790 | NEW SOFTWARE&EXISTING UP | 74250 | 2,107,187 | 45 |
| 4,931,607 | 4,617,063 | 3,258,390 | 0 | SOFTWARE LIC RENEWAL & MA | 74255 | 4,501,877 | 38 |
| 566,967 | 407,572 | 752,934 | 0 | CITY UNIFORM PURCHASES | 74280 | 797,862 | 6 |
| 153,595 | 123,659 | 154,711 | 0 | SAFETY SHOES | 74290 | 154,746 | 0 |
| 2,040 | 0 | 2,500 | 0 | RESPIRATORS | 74291 | 2,500 | 0 |
| 21,438 | 11,371 | 19,640 | 0 | SAFETY GLASSES | 74292 | 17,297 | -12 |
| 0 | 0 | 2,000 | 0 | SAFETY AWARDS (RC 117 ONLY | 74294 | 2,000 | 0 |
| 104,125 | 74,695 | 86,071 | 0 | OTHER RECOGNITION AWARDS | 74298 | 90,726 | 5 |
| 56,622 | 27,551 | 40,448 | 0 | STAR RECOGNITION AWARDS | 74299 | 53,416 | 32 |
| 15,435 | 9,503 | 15,435 | 0 | AVIATION FUEL-REGULAR | 74310 | 15,435 | 0 |
| 205,800 | 128,856 | 99,800 | 0 | AVIATION FUEL-JET | 74311 | 104,800 | 5 |

## SUMMARY BUDGET
## BY MINOR OBJECT

| FY 2009-10 | | FY 2010-11 | | | | FY 2011-2012 | |
|---|---|---|---|---|---|---|---|
| BUDGET AMOUNT | ACTUAL EXPENDITURES | BUDGET AMOUNT | CONTINGENCY ALLOCATION | DESCRIPTION | OBJ CODE | ADOPTED BUDGET | % CH |
| 5,860,382 | 3,840,408 | 3,910,515 | 0 | AUTOMOTIVE FUEL | 74320 | 3,891,515 | 0 |
| 114,601 | 29,974 | 117,290 | 0 | AUTOMOTIVE FUEL-OUTSIDE | 74321 | 113,934 | -3 |
| 296,865 | 269,816 | 270,428 | 0 | OIL & LUBRICANTS-REGULAR | 74330 | 269,432 | 0 |
| 20,562,057 | 16,929,328 | 18,501,284 | 0 | ELECTRICITY PURCHASED | 74410 | 17,873,410 | -3 |
| 0 | 228 | 0 | 0 | ELEC POWER POOLING COSTS | 74420 | 0 | 0 |
| 29,074,980 | 16,140,668 | 19,681,363 | 0 | GAS PURCHASED | 74430 | 16,952,355 | -14 |
| 0 | 9,568 | 0 | 0 | WATER PURCHASED/AGREEME | 74438 | 0 | 0 |
| 0 | 437,333 | 0 | 0 | WATER PURCHASED-RECHARG | 74439 | 0 | 0 |
| 6,759,058 | 7,560,117 | 7,599,299 | 0 | WATER PURCHASED-DOMESTI | 74440 | 8,158,560 | 7 |
| 191,355 | 82,214 | 6,000 | 0 | WATER PURCHASED-IRRIGATIO | 74441 | 6,000 | 0 |
| 6,053,354 | 4,518,622 | 4,113,000 | 0 | M M INV APPLIED GAS & OIL | 74710 | 4,110,000 | 0 |
| 1,437,404 | 3,062,755 | 2,759,285 | 0 | M M INV APPLIED REPAIR PART | 74720 | 2,415,078 | -12 |
| 217 | 11,948 | 217 | 0 | STORES DEPOSITS-DRUMS | 74892 | 217 | 0 |
| 542 | 0 | 542 | 0 | STORES DEPOSITS-PALLETS & | 74894 | 542 | 0 |
| 5,986,394 | 6,351,590 | 4,710,728 | 0 | STORES INVENTORY PURCHAS | 74899 | 4,610,790 | -2 |
| 3,500 | 0 | 3,500 | 0 | NON-CAP ASSETS CREDITS/NO | 74945 | 500 | -86 |
| 122,729,057 | 97,731,433 | 114,498,401 | -2,095,654 | **TOTAL Commodities** | **74** | 109,726,869 | -4 |
| | | | | **PURCHASED CAPITAL OUTLAY** | | | |
| 0 | -3,286,258 | 0 | 0 | CAPITAL OUTLAY COST TRANS | 75001 | 0 | 0 |
| 19,336,274 | 4,548,780 | 14,527,544 | 0 | LAND & LAND RIGHTS | 75100 | 3,813,344 | -74 |
| 12,901,694 | 18,720,068 | 12,515,642 | 0 | BUILDINGS | 75200 | 32,500,306 | 160 |
| 59,084,508 | 16,999,202 | 56,557,094 | 0 | OTHER STRUCTURES & IMPRO | 75310 | 51,555,470 | -9 |
| 37,732,922 | 18,889,147 | 23,664,271 | 0 | STREETS-ARTERIAL | 75320 | 42,083,125 | 78 |
| 0 | 0 | 0 | 0 | STREETS & SIDEWALKS | 75321 | 0 | 0 |
| 2,823,827 | 4,841,613 | 1,500,000 | 0 | STORM DRAINS | 75323 | 2,480,000 | 65 |
| 8,103,978 | 609,363 | 6,709,830 | 0 | SIGNALS | 75326 | 6,239,378 | -7 |
| 0 | 0 | 0 | 0 | BIKEWAYS | 75327 | 300,000 | 999 |
| 32,832,970 | 13,721,825 | 51,055,921 | 0 | MAINS | 75340 | 63,318,931 | 24 |
| 1,374,418 | 0 | 1,027,500 | 0 | SERVICES | 75341 | 977,715 | -5 |
| 4,473,433 | 664,799 | 812,585 | 0 | METERS | 75342 | 2,067,761 | 154 |
| 0 | 138,101 | 0 | 0 | REGULATORS | 75343 | 0 | 0 |
| 1,226,000 | 39,628 | 1,277,263 | 0 | BOOSTER PUMPING STATIONS | 75344 | 550,000 | -57 |
| 18,513,798 | 6,382,909 | 1,532,116 | 0 | JOINT EQUITY MULTI-CITY ASS | 75345 | 2,603,525 | 70 |
| 0 | 0 | 0 | 0 | TOWERS & FIXTURES | 75354 | 162,000 | 999 |
| 904,315 | 398,689 | 440,000 | 0 | POLES & FIXTURES | 75355 | 0 | -100 |
| 0 | 0 | 0 | 0 | O/H CONDUCTORS/DEVICES-TR | 75356 | 0 | 0 |
| 0 | 237,384 | 0 | 0 | UNDERGROUND CONDUITS-TR | 75357 | 0 | 0 |
| 900,000 | 780,399 | 0 | 0 | STATION EQUIPMENT | 75362 | 0 | 0 |
| 0 | 0 | 9,893 | 0 | O/H CONDUCTORS/DEVICES-DI | 75365 | 1,166,586 | 999 |
| 0 | 118,791 | 0 | 0 | UNDERGROUND CONDUITS-DIS | 75366 | 563,350 | 999 |
| 0 | 11,278 | 0 | 0 | UNDRGRND CONDUCT/DEVICE | 75367 | 0 | 0 |

## SUMMARY BUDGET
## BY MINOR OBJECT

| FY 2009-10 | | FY 2010-11 | | | | FY 2011-2012 | |
|---|---|---|---|---|---|---|---|
| BUDGET AMOUNT | ACTUAL EXPENDITURES | BUDGET AMOUNT | CONTINGENCY ALLOCATION | DESCRIPTION | OBJ CODE | ADOPTED BUDGET | % CH |
| 0 | -859,841 | 157,997 | 0 | DISTRIBUTION TRANSFORMER | 75368 | 0 | -100 |
| 0 | 208,225 | 0 | 0 | STREET LIGHTING-COMMERCIA | 75373 | 0 | 0 |
| 0 | 85,739 | 0 | 0 | STREET LIGHTING-RESIDENTIA | 75374 | 0 | 0 |
| 6,211,528 | 1,516,280 | 3,212,525 | 0 | WELLS | 75380 | 2,890,000 | -10 |
| 120,000 | 19,417 | 1,086,000 | 0 | RESERVOIRS & ELEVATED TAN | 75381 | 7,352,062 | 577 |
| 200,000 | 0 | 200,000 | 0 | HYDRANTS | 75382 | 115,776 | -42 |
| 8,557,925 | 0 | 5,484,770 | 0 | SWIMMING POOLS & ACCESSO | 75410 | 0 | -100 |
| 0 | 0 | 0 | 0 | ART | 75500 | 0 | 0 |
| 12,714,996 | 12,792,025 | 7,153,392 | -1,511,475 | ROLLING STOCK-TRANS EQUIP | 75505 | 8,267,071 | 16 |
| 0 | 85,619 | 0 | 0 | TRANS EQUIP-ACCESSORIES | 75510 | 47,522 | 999 |
| 70,000 | 124,098 | 0 | 0 | ROLLING STOCK-POWER EQUIP | 75515 | 461,393 | 999 |
| 59,000 | 705,393 | 342,789 | 0 | OFFICE FURNITURE FIX & EQUI | 75520 | 0 | -100 |
| 4,249,859 | 2,532,244 | 6,151,343 | 0 | COMMUNICATIONS EQUIP | 75525 | 5,468,023 | -11 |
| 0 | 13,373 | 0 | 0 | TOOLS SHOP & GARAGE EQUIP | 75530 | 7,645 | 999 |
| 50,000 | 89,249 | 0 | 0 | GROUNDS & JANITORIAL EQUIP | 75535 | 0 | 0 |
| 5,655,240 | 74,978 | 1,748,053 | -45,973 | FIRE EQUIPMENT | 75540 | 884,133 | -49 |
| 2,807,202 | 18,888 | 1,327,583 | -103,026 | POLICE EQUIPMENT | 75545 | 246,000 | -81 |
| 0 | 52,579 | 0 | 0 | GOLF COURSE EQUIPMENT | 75555 | 50,000 | 999 |
| 5,144,505 | 4,420,747 | 9,952,450 | -526,306 | MISCELLANEOUS EQUIPMENT | 75565 | 5,109,688 | -49 |
| 3,312,602 | 2,473,020 | 3,928,174 | -1,358,002 | COMPUTER EQUIPMENT | 75570 | 3,366,756 | -14 |
| 2,750,005 | 15,990 | 2,036,998 | 0 | CAPITALIZED SOFTWARE | 75571 | 1,194,485 | -41 |
| 70,300 | 33,552 | 145,500 | 0 | ISD STOCKROOM CAP. ISSUES | 75575 | 0 | -100 |
| 63,158 | 0 | 64,610 | 0 | COST-RETIR ENTERPRISE ASS | 75900 | 64,610 | 0 |
| 252,244,457 | 108,217,293 | 214,621,843 | -3,544,782 | **TOTAL Purchased Capital Outlay** | **75** | 245,906,655 | 15 |
| | | | | **DEBT SERVICE** | | | |
| 0 | 0 | 0 | 0 | BOND RETIRE - FUND 575 | 77109 | 0 | 0 |
| 8,625,000 | 6,900,000 | 4,185,000 | 0 | BOND RETIRE - FUND 574 | 77110 | 1,750,000 | -58 |
| 0 | 0 | 0 | 0 | BOND RETIRE - FUND 571 | 77113 | 500,000 | 999 |
| 1,250,000 | 1,250,000 | 1,250,000 | 0 | BOND RETIRE - FUND 589 | 77115 | 1,500,000 | 20 |
| 0 | 0 | 1,825,000 | 0 | BOND RETIRE - FUND 588 | 77116 | 0 | -100 |
| 0 | 0 | 2,750,000 | 0 | BOND RETIRE - FUND 587 | 77117 | 0 | -100 |
| 375,000 | 375,000 | 400,000 | 0 | BOND RETIRE - FUND 584 | 77122 | 425,000 | 6 |
| 0 | 0 | 150,000 | 0 | BOND RETIRE - FUND 772 | 77123 | 11,200,000 | 7,367 |
| 100,000 | 100,000 | 1,625,000 | 0 | BOND RETIRE - FUND 773 | 77124 | 1,675,000 | 3 |
| 45,000 | 45,000 | 45,000 | 0 | BOND RETIRE - FUND 777 | 77128 | 45,000 | 0 |
| 3,050,000 | 3,050,000 | 0 | 0 | BOND RETIRE - FUND 765 | 77132 | 0 | 0 |
| 1,000,000 | 1,000,000 | 1,000,000 | 0 | BOND RETIRE - FUND 766 | 77133 | 1,000,000 | 0 |
| 5,000,000 | 5,000,000 | 5,250,000 | 0 | BOND RETIRE - FUND 767 | 77135 | 0 | -100 |
| 970,000 | 970,000 | 1,000,000 | 0 | BOND RETIRE - FUND 768 | 77136 | 1,000,000 | 0 |
| 100,000 | 100,000 | 100,000 | 0 | BOND RETIRE - FUND 783 | 77143 | 125,000 | 25 |
| 75,000 | 75,000 | 1,740,000 | 0 | BOND RETIRE - FUND 785 | 77145 | 15,035,000 | 764 |

## SUMMARY BUDGET
## BY MINOR OBJECT

| FY 2009-10 | | FY 2010-11 | | | | FY 2011-2012 | |
|---|---|---|---|---|---|---|---|
| BUDGET AMOUNT | ACTUAL EXPENDITURES | BUDGET AMOUNT | CONTINGENCY ALLOCATION | DESCRIPTION | OBJ CODE | ADOPTED BUDGET | % CH |
| 9,545,000 | 9,545,000 | 885,000 | 0 | BOND RETIRE - FUND 786 | 77146 | 1,030,000 | 16 |
| 1,955,000 | 1,955,000 | 2,830,000 | 0 | BOND RETIRE - FUND 787 | 77147 | 4,740,000 | 67 |
| 6,210,000 | 6,210,000 | 10,655,000 | 0 | BOND RETIRE - FUND 788 | 77148 | 5,185,000 | -51 |
| 180,000 | 180,000 | 1,870,000 | 0 | BOND RETIRE - FUND 789 | 77149 | 1,955,000 | 5 |
| 100,000 | 100,000 | 100,000 | 0 | BOND RETIRE - FUND 790 | 77150 | 50,000 | -50 |
| 750,000 | 750,000 | 0 | 0 | BOND RETIRE - FUND 795 | 77153 | 0 | 0 |
| 1,500,000 | 1,500,000 | 1,500,000 | 0 | BOND RETIRE - FUND 796 | 77154 | 0 | -100 |
| 800,000 | 800,000 | 1,000,000 | 0 | BOND RETIRE - FUND 797 | 77155 | 1,000,000 | 0 |
| 505,000 | 505,000 | 500,000 | 0 | BOND RETIRE - FUND 798 | 77156 | 500,000 | 0 |
| 110,000 | 110,000 | 100,000 | 0 | BOND RETIRE - FUND 799 | 77157 | 100,000 | 0 |
| 0 | 0 | 0 | 0 | BOND RETIRE - FUND 770 | 77162 | 50,000 | 999 |
| 0 | 0 | 0 | 0 | BOND RETIRE - FUND 761 | 77164 | 0 | 0 |
| 0 | 751,847 | 0 | 0 | NOTE RETIREMENT - WIFA | 77176 | 119,694 | 999 |
| 0 | 133,214 | 2,111,303 | 0 | BOND INTEREST-FUND 575 | 77209 | 4,616,130 | 119 |
| 4,186,745 | 2,631,356 | 2,355,356 | 0 | BOND INTEREST-FUND 574 | 77210 | 2,187,956 | -7 |
| 712,625 | 712,625 | 712,625 | 0 | BOND INTEREST-FUND 573 | 77211 | 712,625 | 0 |
| 439,150 | 439,150 | 439,150 | 0 | BOND INTEREST-FUND 572 | 77212 | 439,150 | 0 |
| 493,700 | 493,700 | 493,700 | 0 | BOND INTEREST-FUND 571 | 77213 | 493,700 | 0 |
| 951,969 | 951,969 | 908,219 | 0 | BOND INTEREST-FUND 589 | 77215 | 863,219 | -5 |
| 95,813 | 95,813 | 95,812 | 0 | BOND INTEREST-FUND 588 | 77216 | 0 | -100 |
| 178,750 | 178,750 | 178,750 | 0 | BOND INTEREST-FUND 587 | 77217 | 0 | -100 |
| 695,000 | 695,000 | 676,250 | 0 | BOND INTEREST-FUND 584 | 77222 | 656,250 | -3 |
| 1,362,875 | 1,362,875 | 1,362,875 | 0 | BOND INTEREST-FUND 772 | 77223 | 1,356,500 | 0 |
| 819,000 | 822,750 | 815,000 | 0 | BOND INTEREST-FUND 773 | 77224 | 750,000 | -8 |
| 1,187,500 | 1,187,500 | 1,187,500 | 0 | BOND INTEREST-FUND 775 | 77226 | 1,187,500 | 0 |
| 863,500 | 863,500 | 863,500 | 0 | BOND INTEREST-FUND 776 | 77227 | 863,500 | 0 |
| 2,205,318 | 2,205,319 | 2,204,126 | 0 | BOND INTEREST-FUND 777 | 77228 | 2,202,821 | 0 |
| 1,983,680 | 1,983,680 | 1,983,680 | 0 | BOND INTEREST-FUND 778 | 77229 | 1,983,680 | 0 |
| 3,085,125 | 3,085,125 | 3,085,125 | 0 | BOND INTEREST-FUND 750 | 77230 | 3,085,125 | 0 |
| 2,605,781 | 2,605,781 | 2,605,782 | 0 | BOND INTEREST-FUND 763 | 77231 | 2,605,782 | 0 |
| 290,000 | 290,000 | 290,000 | 0 | BOND INTEREST-FUND 764 | 77232 | 4,290,000 | 1,379 |
| 198,250 | 198,250 | 0 | 0 | BOND INTEREST-FUND 765 | 77233 | 0 | 0 |
| 435,000 | 435,000 | 392,500 | 0 | BOND INTEREST-FUND 766 | 77234 | 335,000 | -15 |
| 666,250 | 666,250 | 341,250 | 0 | BOND INTEREST-FUND 767 | 77235 | 0 | -100 |
| 1,115,200 | 1,115,200 | 1,081,250 | 0 | BOND INTEREST-FUND 768 | 77236 | 1,046,250 | -3 |
| 367,500 | 367,500 | 367,500 | 0 | BOND INTEREST-FUND 769 | 77237 | 367,500 | 0 |
| 15,063 | 15,062 | 10,562 | 0 | BOND INTEREST-FUND 783 | 77243 | 5,937 | -44 |
| 6,729,600 | 6,729,600 | 6,726,600 | 0 | BOND INTEREST-FUND 785 | 77245 | 6,657,000 | -1 |
| 799,090 | 799,090 | 297,977 | 0 | BOND INTEREST-FUND 786 | 77246 | 260,365 | -13 |
| 1,407,892 | 1,407,893 | 1,310,142 | 0 | BOND INTEREST-FUND 787 | 77247 | 1,168,643 | -11 |
| 2,775,170 | 2,775,170 | 1,332,295 | 0 | BOND INTEREST-FUND 788 | 77248 | 932,732 | -30 |

## SUMMARY BUDGET
## BY MINOR OBJECT

| FY 2009-10 | | FY 2010-11 | | | | FY 2011-2012 | |
|---|---|---|---|---|---|---|---|
| BUDGET AMOUNT | ACTUAL EXPENDITURES | BUDGET AMOUNT | CONTINGENCY ALLOCATION | DESCRIPTION | OBJ CODE | ADOPTED BUDGET | % CH |
| 2,178,180 | 2,178,180 | 2,171,880 | 0 | BOND INTEREST-FUND 789 | 77249 | 2,097,080 | -3 |
| 494,000 | 494,000 | 490,000 | 0 | BOND INTEREST-FUND 790 | 77250 | 486,000 | -1 |
| 2,893,375 | 2,893,375 | 2,893,375 | 0 | BOND INTEREST-FUND 771 | 77251 | 2,893,375 | 0 |
| 48,750 | 48,750 | 0 | 0 | BOND INTEREST-FUND 795 | 77253 | 0 | 0 |
| 195,000 | 195,000 | 97,500 | 0 | BOND INTEREST-FUND 796 | 77254 | 0 | -100 |
| 171,000 | 171,000 | 125,000 | 0 | BOND INTEREST-FUND 797 | 77255 | 62,500 | -50 |
| 1,240,775 | 1,240,775 | 1,213,000 | 0 | BOND INTEREST-FUND 798 | 77256 | 1,185,500 | -2 |
| 71,750 | 71,750 | 67,350 | 0 | BOND INTEREST-FUND 799 | 77257 | 63,350 | -6 |
| 4,027,812 | 4,027,813 | 4,027,813 | 0 | BOND INTEREST-FUND 751 | 77258 | 4,027,812 | 0 |
| 2,958,062 | 2,958,063 | 2,958,063 | 0 | BOND INTEREST-FUND 752 | 77259 | 2,958,062 | 0 |
| 539,062 | 539,063 | 539,062 | 0 | BOND INTEREST-FUND 791 | 77260 | 539,062 | 0 |
| 472,188 | 472,188 | 472,188 | 0 | BOND INTEREST-FUND 792 | 77261 | 472,188 | 0 |
| 5,972,665 | 5,972,665 | 5,972,665 | 0 | BOND INTEREST-FUND 770 | 77262 | 5,972,665 | 0 |
| 4,970,103 | 3,800,063 | 3,800,062 | 0 | BOND INTEREST-FUND 762 | 77263 | 3,800,062 | 0 |
| 0 | 239,025 | 3,447,906 | 0 | BOND INTEREST-FUND 761 | 77264 | 7,780,141 | 126 |
| 0 | 1,896 | 0 | 0 | NOTE INTEREST - WIFA | 77276 | 18,110 | 999 |
| 0 | 449,167 | 0 | 0 | NOTE INTEREST - HPAN | 77277 | 0 | 0 |
| 0 | 0 | 0 | 0 | BANK SVC CHG'S-FUND 575 | 77308 | 400 | 999 |
| 0 | 400 | 0 | 0 | BANK SVC CHG'S-FUND 773 | 77309 | 0 | 0 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 573 | 77311 | 400 | -2 |
| 400 | 400 | 410 | 0 | BANK SVC CHG'S-FUND 572 | 77312 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 571 | 77313 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 589 | 77315 | 400 | -2 |
| 400 | 400 | 408 | 0 | BANK SVC CHG'S-FUND 588 | 77316 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 587 | 77317 | 400 | -2 |
| 0 | 300 | 0 | 0 | BANK SVC CHG'S-FUND 574 | 77318 | 0 | 0 |
| 800 | 400 | 818 | 0 | BANK SVC CHG'S-FUND 584 | 77322 | 0 | -100 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 772 | 77323 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 775 | 77326 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 776 | 77327 | 400 | -2 |
| 400 | 400 | 408 | 0 | BANK SVC CHG'S-FUND 777 | 77328 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 750 | 77330 | 400 | -2 |
| 400 | 1,036 | 409 | 0 | BANK SVC CHG'S-FUND 763 | 77331 | 0 | -100 |
| 0 | 378 | 0 | 0 | BANK SVC CHG'S-FUND 764 | 77332 | 0 | 0 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 766 | 77333 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 767 | 77335 | 400 | -2 |
| 400 | 400 | 410 | 0 | BANK SVC CHG'S-FUND 768 | 77336 | 400 | -2 |
| 400 | 37 | 409 | 0 | BANK SVC CHG'S-FUND 769 | 77337 | 400 | -2 |
| 400 | 763 | 408 | 0 | BANK SVC CHG'S-FUND 778 | 77338 | 400 | -2 |
| 0 | 367 | 0 | 0 | BANK SVC CHG'S-FUND 783 | 77343 | 0 | 0 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 785 | 77345 | 400 | -2 |

**SUMMARY BUDGET**
**BY MINOR OBJECT**

| FY 2009-10 | | FY 2010-11 | | | | FY 2011-2012 | |
|---|---|---|---|---|---|---|---|
| BUDGET AMOUNT | ACTUAL EXPENDITURES | BUDGET AMOUNT | CONTINGENCY ALLOCATION | DESCRIPTION | OBJ CODE | ADOPTED BUDGET | % CH |
| 400 | 400 | 408 | 0 | BANK SVC CHG'S-FUND 786 | 77346 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 787 | 77347 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 788 | 77348 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 789 | 77349 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 790 | 77350 | 400 | -2 |
| 400 | 400 | 410 | 0 | BANK SVC CHG'S-FUND 771 | 77351 | 400 | -2 |
| 0 | 351 | 0 | 0 | BANK SVC CHG'S-FUND 794 | 77352 | 0 | 0 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 795 | 77353 | 0 | -100 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 796 | 77354 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 797 | 77355 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 798 | 77356 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 799 | 77357 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 751 | 77358 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 752 | 77359 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 791 | 77360 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 792 | 77361 | 400 | -2 |
| 400 | 400 | 409 | 0 | BANK SVC CHG'S-FUND 770 | 77362 | 400 | -2 |
| 0 | 300 | 0 | 0 | BANK SVC CHG'S-FUND 762 | 77363 | 0 | 0 |
| 0 | 0 | 0 | 0 | BANK SVC CHG'S-FUND 761 | 77364 | 400 | 999 |
| 0 | 2,817 | 0 | 0 | BANK SVC CHG'S - WIFA | 77376 | 0 | 0 |
| 0 | 0 | 0 | 0 | BANK SVC CHG'S - HPAN | 77377 | 0 | 0 |
| 5,857,000 | 5,525,900 | 5,977,000 | 0 | REPLACEMENT & EXT RES FUN | 77500 | 5,954,000 | 0 |
| 111,014,668 | 107,817,189 | 109,256,416 | 0 | **TOTAL Debt Service** | **77** | 126,375,566 | 16 |
| | | | | **CONTINGENCIES** | | | |
| 41,702,000 | 0 | 45,455,000 | 3,769,716 | GENERAL CONTINGENCY | 78010 | 36,149,000 | -20 |
| 14,948,000 | 0 | 16,293,000 | 44,027 | TRANS TAX FD CONTINGENCY | 78017 | 9,095,000 | -44 |
| 34,773,000 | 0 | 50,464,000 | 232,500 | UTILITY CONTINGENCY | 78020 | 37,770,000 | -25 |
| 151,000 | 0 | 0 | 0 | CEMETERY FUND CONTINGENC | 78057 | 0 | 0 |
| 0 | 0 | 0 | 25,844 | INT SVC CONTINGENCY | 78070 | 0 | 0 |
| 0 | 0 | 0 | 0 | HOUSING AUTHORITY CONTING | 78420 | 0 | 0 |
| 2,666,000 | 0 | 0 | 1,400,948 | VEHICLE REPLACEMEN FD CON | 78435 | 0 | 0 |
| 1,587,000 | 0 | 0 | 299,385 | HIGHWAY USER CONTINGENCY | 78470 | 0 | 0 |
| 95,827,000 | 0 | 112,212,000 | 5,772,420 | **TOTAL Contingencies** | **78** | 83,014,000 | -26 |
| | | | | **CREDITS & CLEARING ACCTS** | | | |
| -15,301,308 | -12,257,979 | -13,685,861 | 0 | EQUIPMENT EXPENSE CREDITS | 79120 | -13,598,266 | -1 |
| -6,053,354 | -4,058,288 | -4,113,000 | 0 | GAS & OIL CREDITS | 79130 | -4,110,000 | 0 |
| -1,437,404 | -3,142,603 | -2,759,285 | 0 | REPAIR PARTS CREDITS | 79140 | -2,415,078 | -12 |
| -6,128,379 | -5,432,428 | -4,852,713 | 0 | MATERIALS & SUPPLIES CREDI | 79150 | -4,752,775 | -2 |
| -29,007,565 | -27,287,468 | -29,843,374 | 0 | OVERHEAD CREDITS | 79160 | -31,644,199 | 6 |
| -1,422,014 | -917,841 | -1,403,881 | 0 | PRINT SHOP CREDITS | 79170 | -1,364,342 | -3 |

**SUMMARY BUDGET**
**BY MINOR OBJECT**

| FY 2009-10 | | FY 2010-11 | | | | FY 2011-2012 | |
|---|---|---|---|---|---|---|---|
| BUDGET AMOUNT | ACTUAL EXPENDITURES | BUDGET AMOUNT | CONTINGENCY ALLOCATION | DESCRIPTION | OBJ CODE | ADOPTED BUDGET | % CH |
| -59,350,024 | -53,096,606 | -56,658,114 | 0 | **TOTAL Credits & Clearing Accts** | **79** | -57,884,660 | 2 |
| 1,137,008,000 | 843,467,899 | 1,112,958,000 | 0 | **GRAND TOTAL** | | 1,147,777,000 | 3 |

RESOLUTION NO. 9886

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MESA, MARICOPA COUNTY, ARIZONA, APPROVING A BUDGET FOR THE CITY OF MESA FOR FISCAL YEAR ENDING JUNE 30, 2012

WHEREAS, the City Council of the City of Mesa did on the 6th day of June, 2011 propose a budget for the said City of Mesa for the fiscal year ending June 30, 2012; and

WHEREAS, the proposed budget has been published for the period required by law and notice of the hearing on said proposed budget has been published as required by law; and

WHEREAS, the hearing was held at the City Council Chambers in the City of Mesa on Monday, June 27, 2011 at 5:45 p.m., at which meeting all interested persons were invited to appear and be heard in favor of or against adoption of said budget;

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF MESA, MARICOPA COUNTY, ARIZONA, AS FOLLOWS:

Section 1: That the proposed budget, a copy of which is attached hereto, incorporated herein, and made a part hereof, be, and the same hereby is adopted as the budget for the City of Mesa for the fiscal year ending June 30, 2012.

PASSED AND ADOPTED by the Mayor and City Council of the City of Mesa, Maricopa County, Arizona, this 27st day of June, 2011.

APPROVED:

Mayor

ATTEST:

City Clerk

CITY OF MESA, ARIZONA
FINAL BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2012

## SUMMARY OF REVENUES BY SOURCE

| Source | 2010-11 Adopted Budget Past Year | 2010-11 Revised Estimates Past Year | 2011-12 Estimated Ensuing Year |
|---|---|---|---|
| Sales & Use Tax | $105,518,000 | $100,014,000 | $102,896,000 |
| Local Streets Sales Tax | 21,347,000 | 20,623,853 | 21,205,000 |
| Other Taxes | 1,444,000 | 1,444,000 | 1,493,000 |
| Secondary Property Taxes | 14,141,000 | 14,141,000 | 14,141,000 |
| Licenses and Permits | 10,970,000 | 10,268,000 | 10,500,000 |
| Intergovernmental Revenues | | | |
| Federal Grants | 72,078,169 | 52,945,411 | 58,426,000 |
| State Grants | 1,609,000 | 1,653,000 | 1,207,000 |
| County Grants and IGA's | 2,552,000 | 6,096,000 | 4,393,000 |
| Auto In Lieu Tax | 17,153,000 | 14,399,000 | 14,806,000 |
| Highway User Gas Tax | 26,370,000 | 24,841,000 | 24,214,000 |
| Regional Transportation Funding | 4,413,000 | 3,351,000 | 12,416,000 |
| 3% HURF Funds | 6,183,000 | 5,963,000 | 6,269,000 |
| State Sales Tax | 33,617,000 | 33,118,000 | 33,216,000 |
| State Revenue Sharing | 43,608,000 | 43,608,000 | 37,057,000 |
| Transportation Assistance | 0 | 370,000 | 0 |
| Charges for Services | 20,183,000 | 19,343,000 | 19,939,000 |
| Fines and Forfeitures | 12,011,000 | 14,414,000 | 14,414,000 |
| Miscellaneous Revenue | 6,680,000 | 4,997,000 | 6,207,000 |
| Other Receipts | 401,000 | 1,197,000 | 841,000 |
| Enterprise Revenues | 318,882,000 | 304,750,500 | 323,177,000 |
| Trust Fund | 62,896,000 | 65,826,000 | 72,310,000 |
| Gross Revenues | 782,056,169 | 743,362,764 | 779,127,000 |
| Restricted Funds | (44,060,752) | (80,497,736) | (52,184,746) |
| Funds Released | 91,483,110 | 8,675,094 | 80,497,736 |
| Less Bad Debt | (7,300,000) | (7,300,000) | (7,300,000) |
| Funds Carried Forward | | | |
| Adjusted July 1 | 121,530,473 | 246,988,042 | 127,303,010 |
| Less: Estimated June 30 | 0 | (127,303,010) | 0 |
| **Net Operating Budget Resources** | **$943,709,000** | **$783,925,155** | **$927,443,000** |
| Bond Proceeds & Revenues | 117,626,007 | 70,103,000 | 173,674,000 |
| Funds Carried Forward | | | |
| Adjusted July 1 | 58,600,573 | 64,163,000 | 78,243,707 |
| Less: Estimated June 30 | (6,977,580) | (78,243,707) | (31,583,707) |
| **Net Bond Resources** | **$169,249,000** | **$56,022,293** | **$220,334,000** |
| **CITY TOTAL** | **$1,112,958,000** | **$839,947,448** | **$1,147,777,000** |

## SUMMARY OF APPROPRIATIONS BY FINANCIAL PROGRAM

| Program | 2010-11 Adopted Budget Past Year | 2010-11 Prior & Current Year Contingency Allocations | 2010-11 Revised Estimates Past Year | 2011-12 Estimated Ensuing Year |
|---|---|---|---|---|
| AQUATICS | $8,551,000 | $0 | $8,540,000 | $2,726,000 |
| ARIZONA MUSEUM FOR YOUTH | 1,531,000 | (11,638) | 1,489,000 | 1,674,000 |
| ARIZONA MUSEUM OF NATURAL HISTORY | 2,106,000 | (7,645) | 1,765,000 | 2,188,000 |
| ARTS AND CULTURE | 11,402,000 | 43,000 | 11,445,000 | 11,153,000 |
| CEMETERY | 1,725,000 | 0 | 915,000 | 2,058,000 |
| CITY CLERK | 1,450,000 | (4,373) | 1,433,000 | 1,110,000 |
| CODE COMPLIANCE | 951,000 | (2,907) | 946,000 | 921,000 |
| COMMUNITY AID | 2,757,000 | 0 | 2,674,000 | 2,840,000 |
| COMMUNITY DEVELOPMENT | 13,966,000 | 0 | 13,309,000 | 13,140,000 |
| DEVELOPMENT SERVICES | 3,872,000 | (15,644) | 3,834,000 | 4,392,000 |
| DISTRICT COOLING | 757,000 | 0 | 86,000 | 1,516,000 |
| ECONOMIC DEVELOPMENT | 1,904,000 | (4,006) | 882,000 | 3,952,000 |
| ELECTRIC | 26,190,000 | (21,670) | 24,837,960 | 26,146,000 |
| ENGINEERING | 2,809,000 | (36,224) | 2,766,000 | 2,783,000 |
| ENVIRONMENTAL & SUSTAINABILITY | 12,911,000 | (35,999) | 10,595,000 | 8,705,000 |
| E-STREETS & CABLE TV LIC. | 934,000 | 0 | 933,000 | 783,000 |
| EXECUTIVE | 959,000 | (14,925) | 932,500 | 946,000 |
| FACILITIES MAINTENANCE | 1,414,000 | (8,365) | 1,307,000 | 1,880,000 |
| FALCON FIELD AIRPORT | 10,512,000 | (4,726) | 3,163,000 | 11,160,000 |
| FINANCIAL SERVICES | 8,353,000 | (78,041) | 8,135,000 | 8,370,000 |
| FIRE | 78,514,000 | (2,338,807) | 71,921,000 | 82,847,000 |
| FLEET SERVICES | 71,000 | (18,564) | 48,000 | 205,000 |
| GAS | 36,015,000 | (38,233) | 32,672,995 | 35,390,000 |
| GENERAL GOV CAPITAL PROJECTS | 8,022,000 | 0 | 2,839,000 | 3,937,000 |
| GENERAL SERVICES | 5,765,000 | (114,996) | 5,559,000 | 4,238,000 |
| GOLF COURSE | 2,787,000 | 0 | 2,668,000 | 3,007,000 |
| HOHOKAM STADIUM/FITCH COMPLEX | 7,874,000 | 0 | 7,821,000 | 6,857,000 |
| HOUSING SERVICES | 14,260,000 | 0 | 12,369,000 | 12,847,000 |
| JUDICIAL | 15,938,000 | (35,662) | 14,412,000 | 15,072,000 |
| LAW ENFORCEMENT | 170,855,000 | (2,057,901) | 167,744,000 | 175,933,000 |
| LEGAL | 1,085,000 | (24,743) | 1,037,000 | 847,000 |
| LEGISLATIVE | 1,621,000 | (2,907) | 1,584,000 | 1,664,000 |
| LIBRARY SERVICES | 10,201,000 | (44,393) | 10,006,000 | 10,021,000 |
| MASS TRANSIT | 22,575,000 | (1,820) | 16,744,000 | 16,184,000 |
| MESA CONVENTION CENTER | 5,559,000 | 0 | 5,192,000 | 3,431,000 |
| MESA GATEWAY AREA | 4,239,000 | 0 | 4,235,700 | 4,444,000 |
| MISCELLANEOUS SERVICES | 735,000 | 1,000 | 736,000 | 625,000 |
| NEIGHBORHOOD & HUMAN SERVICES | 2,953,000 | (14,558) | 2,910,000 | 3,137,000 |
| PARKS & RECREATION | 21,125,000 | (55,678) | 20,474,000 | 21,118,000 |
| PLANNING | 2,287,000 | (5,459) | 2,235,000 | 2,172,000 |
| SOLID WASTE MANAGEMENT | 28,540,000 | (44,301) | 28,209,000 | 28,824,000 |
| STORM SEWER | 6,037,000 | 0 | 6,035,000 | 7,293,000 |
| STREETS | 77,903,000 | (558,452) | 75,833,000 | 86,128,000 |
| TOWN CENTER DEVELOPMENT | 1,156,000 | 0 | 1,011,000 | 1,161,000 |
| WAREHOUSE | 20,000 | (5,093) | 14,000 | 12,000 |
| WASTEWATER | 54,211,000 | (55,862) | 54,023,000 | 60,203,000 |
| WATER | 65,626,000 | (67,708) | 65,149,000 | 74,510,000 |
| TRUST FUNDS | 70,469,000 | 0 | 70,456,000 | 73,879,000 |
| CONTINGENCIES-GENERAL | 112,212,000 | 5,687,300 | 0 | 83,014,000 |
| CONTINGENCIES RESV., PRIOR YR. ENC | 0 | 0 | 0 | 0 |
| INTERNAL SERVICES | 0 | 0 | 0 | 0 |
| **Total Budget Appropriations** | **$943,709,000** | **$0** | **$783,925,155** | **$927,443,000** |
| **Bond Capital Improvements Scheduled** | **$169,249,000** | | **$56,022,293** | **$220,334,000** |
| **CITY TOTAL APPROPRIATIONS** | **$1,112,958,000** | | **$839,947,448** | **$1,147,777,000** |

## SUMMARY OF REVENUES BY FUND

| Fund | 2010-11 Adopted Budget Past Year | 2010-11 Revised Estimates Past Year | 2011-12 Estimated Budget Ensuing Year |
|---|---|---|---|
| General | $294,052,000 | $280,791,000 | $280,970,000 |
| Local Streets Sales Tax | 29,865,000 | 27,845,095 | 31,567,000 |
| Enterprise | 314,887,000 | 302,394,500 | 320,784,000 |
| Utilities Development Fund/Impact Fees | 3,995,000 | 2,356,000 | 2,393,000 |
| Local Transportation Assistance | 14,252,169 | 8,298,169 | 6,997,000 |
| Mesa Housing Authority | 14,261,000 | 12,370,000 | 11,236,000 |
| Cemetery Reserve Fund | 1,143,000 | 1,086,000 | 1,086,000 |
| Vehicle Replacement Fund | 120,000 | 120,000 | 344,000 |
| Arts Center Restoration | 262,000 | 186,000 | 186,000 |
| Impact Fees | 2,788,000 | 1,348,000 | 1,368,000 |
| Court Construction Fee Fund | 746,000 | 746,000 | 746,000 |
| Highway User Revenue Fund | 32,591,000 | 30,860,000 | 30,539,000 |
| Regional Transportation Fund | 4,413,000 | 3,351,000 | 12,416,000 |
| Environmental Compliance Fund | 5,785,000 | 5,785,000 | 6,185,000 |
| Trust Funds | 62,896,000 | 65,826,000 | 72,310,000 |
| Total Revenues | $782,056,169 | $743,362,764 | $779,127,000 |
| Funds (Restricted) | (44,060,752) | (80,497,736) | (52,184,746) |
| Funds Released | 91,483,110 | 8,675,094 | 80,497,736 |
| Less Bad Debts | (7,300,000) | (7,300,000) | (7,300,000) |
| Funds Carried Forward | | | |
| Adjusted July 1 | $121,530,473 | 246,988,042 | 127,303,010 |
| Less: Estimated June 30 | 0 | (127,303,010) | 0 |
| **Net Operating Budget Resources** | **$943,709,000** | **$783,925,155** | **$927,443,000** |
| Bond Proceeds & Revenues | $117,626,007 | $70,103,000 | $173,674,000 |
| Funds Carried Forward | | | |
| Adjusted July 1 | 58,600,573 | 64,163,000 | 78,243,707 |
| Less: Estimated June 30 | (6,977,580) | (78,243,707) | (31,583,707) |
| **Net Bond Resources** | **$169,249,000** | **$56,022,293** | **$220,334,000** |
| **CITY TOTAL** | **$1,112,958,000** | **$839,947,448** | **$1,147,777,000** |

## SUMMARY OF APPROPRIATIONS BY FUND

| | | | |
|---|---|---|---|
| General | $434,699,215 | $373,248,200 | $425,507,412 |
| Quality of Life Sales Tax | 0 | 0 | 0 |
| Local Streets Sales Tax | 47,536,674 | 32,842,000 | 49,432,207 |
| Enterprise | 284,611,000 | 220,789,955 | 287,181,110 |
| Utilities Development Fund/Impact Fees | 3,924,000 | 3,032,000 | 1,632,890 |
| Local Transportation Assistance | 22,227,138 | 16,326,000 | 16,158,303 |
| Mesa Housing Authority | 14,260,000 | 12,369,000 | 12,847,000 |
| Cemetery Reserve Fund | 1,725,000 | 915,000 | 2,058,000 |
| Vehicle Replacement Fund | 3,033,631 | 2,263,000 | 3,582,811 |
| Impact Fees | 10,079,660 | 4,338,000 | 4,576,346 |
| Court Construction Fee Fund | $746,000 | $746,000 | $746,000 |
| Public Art | 0 | 0 | 0 |
| Arts Center Restoration | 250,000 | 250,000 | 251,292 |
| Highway User Revenue Fund | 39,009,409 | 36,521,000 | 30,579,016 |
| Regional Transportation Fund | 4,412,534 | 3,422,000 | 12,415,280 |
| Environmental Compliance Fund | 6,626,492 | 6,340,000 | 6,534,279 |
| Trust Funds | 70,469,000 | 70,456,000 | 73,879,000 |
| Internal Services | 99,247 | 67,000 | 62,054 |
| **Total Budget Appropriations** | **$943,709,000** | **$783,925,155** | **$927,443,000** |
| **Bond Capital Improvements Scheduled** | **$169,249,000** | **$56,022,293** | **$220,334,000** |
| **CITY TOTAL** | **$1,112,958,000** | **$839,947,448** | **$1,147,777,000** |
| EXPENDITURE LIMITATION COMPARISON | | | |
| Budgeted Expenditures | $1,112,958,000 | $839,947,448 | $1,147,777,000 |
| Less: Estimated Exclusions | (1,112,958,000) | (839,947,448) | (1,147,777,000) |
| Estimated Expenditures Subject to Limitation | 0 | 0 | 0 |
| Expenditure Limitation | 521,247,935 | 521,247,935 | 501,706,702 |
| **Over (Under) State Limit** | **($521,247,935)** | **($521,247,935)** | **($501,706,702)** |
| State Lid Limit Carryover | | | |
| **Over (Under) State Limit W/Carryover Adjustments** | - | - | - |

RESOLUTION NO. 9887

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MESA, MARICOPA COUNTY, ARIZONA, APPROVING A FIVE YEAR CAPITAL PROGRAM FOR THE CITY OF MESA

WHEREAS, the City Manager of the City of Mesa did prepare and submit a Five Year Capital Program for the City of Mesa pursuant to the provisions of Section 605 of the Mesa City Charter; and

WHEREAS, the proposed summary of the Capital Program has been published for the period required by law and notice of the hearing on said proposed program has been published as required by law; and a copy of the general summary of the Capital Program was available for inspection by the public; and

WHEREAS, the public hearing was held at the City Council Chambers in the City of Mesa on Monday, June 27, 2011 at 5:45 p.m., at which meeting all interested persons were invited to appear and be heard in favor of or against adoption of said Capital Program;

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF MESA, MARICOPA COUNTY, ARIZONA, AS FOLLOWS:

Section 1: That the Five Year Capital Program, heretofore submitted by the City Manager pursuant to the provisions of Section 605 of the Mesa City Charter, copies of which are on file in the office of the City Clerk, is adopted.

PASSED AND ADOPTED by the Mayor and City Council of the City of Mesa, Maricopa County, Arizona, this 27th day of June, 2011.

APPROVED:

Mayor

ATTEST:

City Clerk

# City of Mesa

Summary Five-Year Capital Improvement Program

| **Capital Improvement Funds** | Proposed | Proposed | Proposed | Proposed | Proposed | Five-Year |
|---|---|---|---|---|---|---|
| Restricted Funds | FY 2011/12 | FY 2012/13 | FY 2013/14 | FY 2014/15 | FY 2015/16 | Total |
| American Economic Recovery & Reinvestment | 8,278,645 | - | - | - | - | 8,278,645 |
| Local Streets Sales Tax | 1,438,419 | 1,813,602 | 884,847 | 819,683 | 769,836 | 5,726,387 |
| Highway User Revenue Fund | 180,000 | - | - | - | - | 180,000 |
| Regional Transportation Program (RTP) Revenue Fund | 12,415,280 | 10,734,663 | 7,317,059 | - | - | 30,467,002 |
| Environmental Compliance Fund | 250,000 | - | - | - | - | 250,000 |
| Cemetery Reserve Fund | 852,390 | - | - | - | - | 852,390 |
| Local Transportation Assistance Fund | 5,671,538 | 5,779,297 | 77,660 | 79,011 | 80,331 | 11,687,837 |
| Grants | 500,000 | - | - | - | - | 500,000 |
| Federal Aid | 15,278,479 | 3,168,071 | 981,977 | 3,100,519 | 3,209,741 | 25,738,787 |
| State Aid | 3,602,500 | 1,847,773 | 86,066 | 763,276 | 181,000 | 6,480,615 |
| Total | 48,467,251 | 23,343,406 | 9,347,609 | 4,762,489 | 4,240,908 | 90,161,663 |

| Unrestricted Funds | FY 2011/12 | FY 2012/13 | FY 2013/14 | FY 2014/15 | FY 2015/16 | Five-Year Total |
|---|---|---|---|---|---|---|
| General Fund | 848,266 | - | - | - | - | 848,266 |
| Enterprise Fund | 2,268,021 | 365,791 | 153,579 | 250,079 | 227,329 | 3,282,243 |
| Total | 3,116,287 | 370,108 | 154,133 | 256,209 | 233,772 | 4,130,509 |

| Bonds Funds | FY 2011/12 | FY 2012/13 | FY 2013/14 | FY 2014/15 | FY 2015/16 | Five-Year Total |
|---|---|---|---|---|---|---|
| General Obligation Bonds 20% | 69,890,174 | 60,875,901 | 15,892,789 | 16,723,474 | 5,478,185 | 168,860,523 |
| General Obligation Bonds 6% | 100,000 | - | - | - | - | 100,000 |
| Utility Revenue Bonds | 120,594,276 | 61,139,454 | 51,556,382 | 52,372,445 | 56,252,876 | 341,915,433 |
| Excise Tax Bonds | 25,784,719 | 51,308,931 | 8,153,460 | - | - | 85,247,110 |
| Total | 216,369,169 | 173,324,286 | 75,602,631 | 69,095,919 | 61,731,061 | 596,123,066 |

| | | | | | | |
|---|---|---|---|---|---|---|
| Subtotal Capital Improvement Program | 267,952,707 | 197,037,800 | 85,104,373 | 74,114,617 | 66,205,741 | 690,415,238 |

| Reimbursements | FY 2011/12 | FY 2012/13 | FY 2013/14 | FY 2014/15 | FY 2015/16 | Five-Year Total |
|---|---|---|---|---|---|---|
| Maricopa Association of Governments | (257,000) | - | - | - | - | (257,000) |
| Federal Transit Authority | (5,671,538) | (5,779,297) | (77,660) | (79,011) | (80,331) | (11,687,837) |
| Total | (5,928,538) | (5,779,297) | (77,660) | (79,011) | (80,331) | (11,944,837) |

| **Total Capital Improvement Program By Fiscal Year** | FY 2011/12 | FY 2012/13 | FY 2013/14 | FY 2014/15 | FY 2015/16 | Five-Year Total |
|---|---|---|---|---|---|---|
| | 262,024,169 | 191,258,503 | 85,026,713 | 74,035,606 | 66,125,410 | 678,470,401 |

| **One-Time Start Up and Ongoing Maintenance** [1] | Proposed FY 2011/12 | Proposed FY 2012/13 | Proposed FY 2013/14 | Proposed FY 2014/15 | Proposed FY 2015/16 | Five-Year Total |
|---|---|---|---|---|---|---|
| General Fund | 1,362,070 | 2,234,711 | 2,346,496 | 2,391,758 | 2,440,248 | 10,775,283 |
| Local Streets Sales Tax | 32,880 | 33,505 | 35,866 | 36,490 | 37,099 | 175,840 |
| Environmental Compliance | 283,000 | 280,225 | - | - | - | 563,225 |
| Local Transportation Assistance Fund | 2,051,650 | 2,153,413 | 2,257,010 | 2,365,128 | 2,476,634 | 11,303,835 |
| Highway User Revenue | 101,816 | 136,460 | 279,858 | 384,950 | 391,379 | 1,294,463 |
| Subtotal | 3,831,416 | 4,838,314 | 4,919,230 | 5,178,326 | 5,345,360 | 24,112,646 |
| Light Rail Fare Revenue | (948,891) | (995,928) | (1,043,859) | (1,093,884) | (1,950,678) | (6,033,240) |
| **Total One-Time Start Up and Ongoing Maintenance** | 2,882,525 | 3,842,386 | 3,875,371 | 4,084,442 | 3,394,682 | 18,079,406 |

[1] *Major capital projects often require a multi-year design and construction period and therefore operations and maintenance costs may be a result of projects that were completed in a prior fiscal year.*

# Glossary of Terms

ACCRUAL BASIS – The basis whereby transactions and events are recognized when they occur, regardless of when cash is received or paid.

ACTIVITY - The purpose/activity or group of sub-activities within a function/program for which the City is responsible.

ADOPTED – Represents the budget as approved by formal action of the City Council which sets the spending limits for the fiscal year.

AD VALOREM TAX – A tax based on the assessed value of real estate or personal property.

ALLOCATION - Assigning one or more items of cost or revenue to one or more segments of an organization according to benefits received, responsibilities, or other logical measures of use.

ANNUALIZED COSTS - Operating costs incurred at annual rates for a portion of the prior fiscal year and which must be incurred at similar rates for the entire 12 months of the succeeding fiscal year.

APPROPRIATION - An authorization granted by the City Council to make expenditures and to incur obligations for purposes specified in the Appropriation Ordinance.

ASSESSED VALUATION - A valuation set upon real estate or other property by the County Assessor and the State as a basis for levying taxes (Primary or Secondary).

ASSET – Resources owned or held by a government which has monetary value.

BALANCED BUDGET – A balanced budget occurs when the total anticipated revenues plus beginning undesignated fund balance (all resources) equals total expenditure appropriations for the upcoming fiscal year.

BENCHMARKING – The process of comparing an entities performance against the practices of other leading entities for the purpose of improving performance. Entities also benchmark internally by tracking and comparing past performances.

BOND RATING – Is the measure of the quality and safety of a bond. It indicates the likelihood that a debt issuer will be able to meet scheduled repayments and dictates the interest rate paid.

BUDGET BASIS OF ACCOUNTING – The method used to determine when revenues and expenditures are recognized for budgetary purposes.

BOND - A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specific rate.

BOND FUNDS - Used to account for the purchase or construction of major capital facilities which are not financed by other funds. The use of bond funds is necessary to demonstrate that bond proceeds are spent only in amounts and for purposes authorized.

BONDS-GENERAL OBLIGATION - A limited tax bond which is paid for from utility system or other monies from the General Fund as is secured by the City's Option to implement an ad valorem secondary property tax.

BOND PROCEEDS - Debt issuances derived from the sale of bonds for the purpose of constructing major capital facilities.

BUDGET - A Financial plan consisting of an estimate of proposed expenditures and their purposes for a given period and the proposed means of financing them.

CAPITAL BUDGET - A financial plan of proposed capital expenditures and the means of financing them for the current fiscal period.

CAPITAL IMPROVEMENT PROGRAM (CIP) - A plan separate from the Annual Budget that identifies: (a) all capital improvements which are proposed to be undertaken during a five fiscal year period; (b) the cost estimate for each improvement; (c) the method of financing each improvement; (d) the recommended time schedule for each project; and (e) the estimated annual operating and maintenance costs.

CAPITAL OUTLAY – Includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increase the capacity, efficiency, span of life, or economy of operating an existing fixed asset. For an item to qualify as a capital outlay expenditure it must meet all of the following requirements: (1) have an estimated useful life of more than one year; (2) typically have a unit cost of $5,000 or more; and (3) be a betterment or improvement.

CAPITAL PROJECT - Any project having assets of significant value and having a useful life of one year or over. Capital projects include the purchase of land for design, engineering and construction of buildings and infrastructure items such as streets, bridges, drainage, street lighting, water system, etc. Capital projects are permanent attachments intended to remain with the land. Capital projects may include equipment and machinery or rolling stock being requisitioned, etc.

CARRY FORWARD CAPITAL IMPROVEMENT PROJECT - The process of requesting funds for capital improvement projects that were approved in the previous year's budget, but are anticipated to be completed in the following fiscal year.

# Glossary of Terms

COMMODITIES - Expendable items used by operating or construction activities. Examples include office supplies, repair and replacement parts for equipment, fuels and lubricants etc.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) – Federal Grant Funds provided on an annual basis that can be used to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low and moderate income persons.

CONSTRUCTED CAPITAL OUTLAY - Capital items constructed by in-house personnel and may contain other service costs and commodities costs.

CONTINGENCY – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

DEBT SERVICE - Payment of principal, interest, and related service charges on obligations resulting from the issuance of bonds.

DEPARTMENT – A major administrative division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area.

DIVISION – A group of homogenous cost centers within a department.

EMPLOYEE BENEFIT SELF-INSURANCE FUND – Established to account for the costs of maintaining the City's self-insurance health program.

ENCUMBRANCES - Obligations in the form of purchase orders, or contracts, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise liquidated.

ENTERPRISE - A specific program within the Enterprise or Internal Service Fund that is set up to report the entire activity of a specific City business such as Electric, Gas, etc.

ENTERPRISE FUND – An accounting entity established to account for the acquisition, operation and maintenance of government facilities and services, which are entirely or predominately self-supporting.

EXPENDITURE – Outlay of funds for obtaining assets or good and services. Expenditures represent a decrease in fund resources.

EXPENDITURE LIMITATION – Requires the adoption of a balanced budget. It imposes an expenditure limitation for all cities and towns based on 1979/80 expenditures, adjusted for population growth and inflation. All municipalities have the option of Home Rule where the voters approve a four-year expenditure limit based on available revenues and resources. Mesa citizens approved Home Rule in March 2008 for the next four consecutive years.

FISCAL YEAR - A 12-month period of time to which the Annual Budget applies and at the end of which, a governmental unit determines its financial position and the results of its operations. For the City of Mesa, it is July 1 through June 30.

FORECAST – A prediction of a future outcome based on known and unknown factors.

FULL-TIME EQUIVALENT POSITIONS - A position converted to a decimal equivalent of a full-time position based on 2,080 hours per year (ie., not including holiday and overtime). For example, a summer lifeguard working for four months, or 690 hours, would be equivalent to 0.3 of a full-time position.

FUNCTION – The purpose/activity or group of activities within a program for which the City is responsible.

FUND - An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.

FUND BALANCES - The balance of operating funds brought forward from prior years.

GENERAL FUND – A fund used to account for all general purpose transactions of the City which do not require a special type of fund.

GENERAL OBLIGATION (G.O.) BONDS – Bonds that require voter approval and finance a variety of public capital projects. The bonds are backed by the "full faith and credit" of the issuing government.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) – The uniform minimum standards and guidelines for financial accounting and reporting which govern the form and content of the basic financial statements of an entity. These principles encompass the conventions, rules, and procedures that define the accepted accounting practices at a particular time. They include both broad guidelines of general application and detailed practices and procedure and provide a standard by which to measure financial presentations.

# Glossary of Terms

GOAL – A statement of broad direction, purpose or intent based on the needs of the community. The goal may be of a programmatic, policy, or managemental nature, and is expressed in a manner that allows a future assessment to be made of whether the goal was or is being achieved.

GRANT – A contribution by the State or Federal government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.

IMPACT FEES – Amounts paid by new development to assist in funding the developments' portion of the cost of necessary public infrastructure.

INFRASTRUCTURE – Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings, parks and airports.

INTERFUND TRANSFERS - Are transactions that would be treated as revenues, expenditures, or expenses if they involved parties external to the government. Charges may be against other organizations or funds.

INTERGOVERNMENTAL AGREEMENT (IGA) – A contract between governmental entities as authorized by State law.

INTERGOVERNMENTAL REVENUE – Funds received from federal, state and other local government sources in the form of grants, shared revenue, and payments in lieu of taxes.

INTERNAL SERVICE FUND – Established to account for the financing, on a cost reimbursement basis, of commodities or services provided by one program for the benefit of other programs within the City.

MODIFIED ACCRUAL BASIS - A basis of accounting used by governmental funds where revenue is recognized in the period it is available and measurable, and expenditures are recognized at the time the liability is incurred.

NON-CAPITALIZED ASSET - An item of machinery or furniture having a unit cost of less than $5,000.

NON-RECURRING REVENUE – Revenue sources that are only available in this fiscal year and are not available on an ongoing basis.

OBJECTIVE – Desired output oriented accomplishments which can be measured and achieved within a given time frame. Achievement of the objective advances the activity and organization toward a corresponding goal.

OPERATING BUDGET - A budget which applies to all outlays other than Bond capital improvements.

OPERATING FUNDS - Resources derived from recurring revenue sources used to finance recurring operating expenditures and pay-as-you-go capital expenditures.

ORDINANCE – A formal legislative enactment by the City Council. If it is not in conflict with any higher form of law, such as state statute or constitutional provision, it has the full force and effect of law within the boundaries of the city.

OUTSIDE AGENCIES - Refers to a group of organizations, which are not associated with or can be allocated to any particular Department. These organizations are: Intergovernmental Agreements, Master Operating Agreements, Memoranda of Understanding, Financial Participation Agreements, and Boards, Committees, and Commissions.

PER CAPITA – Applies to a unit of population or a person and shows how much each would have if a commodity/expense was divided equally.

PERFORMANCE MEASURE – Data collected to determine how effective or efficient a program is in achieving its objectives.

PERSONAL SERVICES - All employer costs related to compensating employees of the City of Mesa, including employee fringe benefit costs such as City portions of retirement, social security, health and industrial insurance.

PRIMARY PROPERTY TAXES – Levied for the purpose of funding general government operations. All ad valorem taxes except for secondary property taxes. Reference ARS 42-201.

PRIMARY TAX RATE - The rate per one hundred dollars of assessed value employed in the levy of primary taxes. Reference ARS 42-304. The assessed value is the basis for computing taxes for the maintenance and operation of school districts, cities, community college districts, and the State. The "limited" value increased by ten percent or the current year's full cash value whichever is lower unless the property has been altered since the previous year. There is a one percent ceiling on the amount of primary taxes that can be levied on owner occupied homes and mobile homes.

PROGRAM – A group of related functions/activities/sub-activities performed by one or more responsibility centers for the purpose of accomplishing an activity or group or activities for which the City is responsible.

PROPERTY AND PUBLIC LIABILITY SELF- INSURANCE FUND – Established to account for the cost of claims incurred by the City under a self- insurance program.

PROPOSITION 400 (REGIONAL SALES TAX) – represents revenues received from the 2004 voter approved 20-year extension of a half-cent transportation sales tax in Maricopa County that was first approved in 1985 to fund freeway construction.

# Glossary of Terms

PURCHASED CAPITAL OUTLAY - Acquisition of any item of capital that is complete in and of itself when it is purchased.

RECURRING REVENUES - Revenue sources available on a constant basis to support operating and capital budgetary needs.

REPLACEMENT AND EXTENSION RESERVE FUND (RER) - Pursuant to the provisions of the Bond Resolution of the City of Mesa Utility System Revenue and Refunding bonds, Replacement and Reserve Funds are required to be established. A sum equal to 2 percent of the gross revenues, as determined on a modified accrual basis, must be deposited in the fund. The revenues deposited are available for replacement and extension expenses for programs contained within the enterprise fund.

RESOURCES – Total amounts available for appropriation including estimated revenue, fund transfers and beginning balances.

RESPONSIBILITY CENTER - The smallest unit of a budgetary accountability and control area where the people reside and the appropriated dollars are spent, which encompass specific and distinguishable lines of work performed by the organizational unit to accomplish a function/ program/activity for which the City is responsible. They may be at the Department, Division, Section, or Sub-section level.

RESTRICTED REVENUES - Are legally restricted to be used for a specific purpose as defined by Federal, State or local governments.

REVENUES - Amounts estimated to be received from taxes and other sources.

SECONDARY PROPERTY TAXES - Ad valorem taxes or special property assessments used to pay the principal of and the interest and redemption charges on any bonded indebtedness or other lawful long-term obligation issued or incurred for a specific purpose by a municipality and amounts raised by ad valorem taxes or assessments levied by or for assessment districts and for limited purpose districts other than school districts and community colleges pursuant to an election to temporarily exceed (not to exceed one year) budget expenditure, or tax limitation. Reference ARS 42-201.

SECONDARY TAX RATE - The rate per one hundred dollars of assessed value employed in the levy of secondary taxes. The assessed value derived from the current full cash value (market value) is the basis for computing taxes for budget overrides, bonds and sanitary, fire and other special districts. Reference ARS 42-304.

SERVICES/OTHER SERVICES - REGULAR - Include: outside professional services, public utility services, travel, rents, insurance, etc.

STATE SHARED REVENUE – The state distributes a portion of its collected income tax and sales tax revenue to cities and towns based on population.

TAX LEVY - The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

TAX RATE - The amount of tax levied for each $100 of assessed valuation.

TRANSFERS – The authorized exchange of cash or other resources between funds.

USER FEES – The fee charged for services to the party or parties who directly benefits.

WORKERS' COMPENSATION SELF-INSURANCE FUND – Established to account for the costs of maintaining a self-insurance program for industrial insurance at the City.

# Acronyms

| | |
|---|---|
| ABC | A Better Community |
| ADA | Americans with Disabilities Act |
| ADEQ | Arizona Department of Environmental Quality |
| ADOT | Arizona Department of Transportation |
| ALGA | Association of Local Government Auditors |
| ALS | Advanced Life Support |
| APPA | American Public Power Association |
| ARRA | American Recovery and Reinvestment Act |
| ARS | Arizona Revised Statutes |
| ASRS | Arizona State Retirement System |
| ASU | Arizona State University |
| AWWA | American Water Works Association |
| BAT | Bilingual Assistance Team |
| BLS | Basic Life Support |
| BRT | Bus Rapid Transit |
| CAFR | Comprehensive Annual Financial Report |
| CAP | Central Arizona Project |
| CAWCD | Central Arizona Water Conservation District |
| CDBG | Community Development Block Grant |
| CDC | Community Development Corporation |
| CIP | Capital Improvement Program |
| CIS | Customer Information System |
| CMAQ | Congestion, Mitigation and Air Quality Grants |
| CMMS | Computerized Maintenance Management System |
| COM | City of Mesa |
| CNG | Compressed Natural Gas |
| COLA | Cost of Living Adjustment |
| COPS | Community Oriented Policing System |
| CPI | Consumer Price Index |
| CRT | Community Response Team |
| DBP | Disinfection-by-Product |
| DPS | Department of Public Safety |
| DTH | Dekatherm |
| DUI | Driving Under the Influence |
| EEOC | Equal Employment Opportunity Commission |
| EMS | Emergency Medical Services |

# Acronyms

| | |
|---|---|
| EPA | Environmental Protection Agency |
| ESG | Emergency Shelter Grant |
| FAA | Federal Aviation Administration |
| FBI | Federal Bureau of Investigation |
| FCV | Full Cash Value |
| FEMA | Federal Emergency Management Agency |
| FLSA | Fair Labor Standards Act |
| FMLA | Family and Medical Leave Act |
| FTE | Full Time Equivalent |
| FY | Fiscal Year |
| GAAP | Generally Accepted Accounting Principles |
| GASB | Governmental Accounting Standards Board |
| GFOA | Government Finance Officers Association |
| GIS | Geographic Information System |
| GO | General Obligation |
| GWRP | Greenfield Water Reclamation Plant |
| HHW | Household Hazardous Waste |
| HIPAA | Health Insurance Portability and Accountability Act |
| HOME | Home Ownership Made Easier |
| HP | High Pressure |
| HPAN | Highway Project Acceleration Note |
| HSI | Home Safety Inspections |
| HUD | U.S. Department of Housing and Urban Development |
| HURF | Highway User Revenue Fund |
| HVAC | Heating, Ventilation and Air Conditioning |
| ICC | International Code Council |
| ICMA | International City/County Management Association |
| ID | Identification |
| IDMS | Infrastructure Data Management System |
| IFMA | International Facility Management Association |
| IGA | Intergovernmental Agreement |
| IT | Information Technology |
| ITC | Information Technology & Communications |
| ITS | Intelligent Transportation System |
| IVR | Interactive Voice Response |
| JCEF | Judicial Collections Enhancement Fund |

# Acronyms

| | |
|---|---|
| KPI | Key Performance Indicator |
| KV | Kilovolts |
| KWH | Kilowatt-hour |
| LF | Linear Feet |
| LGIP | Local Government Investment Pool |
| LPV | Limited Property Value |
| LRT | Light Rail Transit |
| LTAF | Local Transportation Assistance Fund |
| MAC | Mesa Arts Center |
| MAG | Maricopa Association of Governments |
| MAL | Minimum Acceptable Level |
| MCA | Mesa Contemporary Arts |
| MCDOT | Maricopa County Department of Transportation |
| MPA | Management Performance and Accountability |
| MUP | Multi-Use Path |
| N/A | Not Applicable |
| NAFA | National Association of Fleet Administrators |
| NFPA | National Fire Protection Association |
| NOV | Notices of Violation |
| NWWRP | Northwest Water Reclamation Plant |
| O&M | Operations and Maintenance |
| OPEB | Other Post Employment Benefits |
| OSHA | Occupational Safety and Health Administration |
| PC | Personal Computer |
| PCCP | Prestressed Concrete Cylinder Pipe |
| PCI | Pavement Condition Index |
| PD | Police Department |
| PE | Polyethylene |
| PEPM | Per Employee per Month |
| PFM | Public Financial Management |
| PM-10 | Particulate Matter less than 10 Microns |
| PO | Purchase Order |
| PQI | Pavement Quality Index |
| PRCF | Parks, Recreation & Commercial Facilities |
| PRV | Pressure Reducing Valves |
| RBVE | Residents, Businesses, Visitors and Employees |

# Acronyms

| | |
|---|---|
| RC | Responsibility Center |
| RER | Replacement Extension Reserve |
| RFP | Request for Proposal |
| RICO | Racketeer Influenced and Corrupt Organizations |
| RWCD | Roosevelt Water Conservation District |
| ROW | Right of Way |
| RPTA | Regional Public Transportation Authority |
| RTP | Regional Transportation Plan |
| SAIFI | System Average Interruption Frequency Index |
| SCADA | Supervisory Control and Data Acquisition |
| SCBA | Self-Contained Breathing Apparatus |
| SROG | Sub Regional Operating Group |
| SRP | Salt River Project |
| SSO | Sanitary Sewer Overflow |
| SUP | Shared Use Path |
| TAT | Turn Around Time |
| TRWC | TOPAZ Regional Wireless Cooperative |
| VRF | Vehicle Replacement Fund |
| WIFA | Water Infrastructure Finance Authority |
| WRP | Water Reclamation Plant |




***BUDGET & RESEARCH***

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