

# Executive Budget Plan



FISCAL YEAR  
**2015-2016**  
City of Mesa, Arizona

# **Executive Budget Plan**

**City of Mesa, Arizona**

**for the**

**Fiscal Year 2015/2016**

**Mayor  
John Giles**

## **Councilmembers**

**Dennis Kavanaugh – Vice Mayor**  
District 3

**Dave Richins**  
District 1

**Alex Finter**  
District 2

**Christopher Glover**  
District 4

**David Luna**  
District 5

**Kevin Thompson**  
District 6

**City Manager  
Christopher J. Brady**

# Executive Budget Plan

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## Letter from the City Manager

Dear Mayor, Councilmembers and Mesa Residents,

The City of Mesa's FY 2015/16 budget continues the City's commitment to providing quality, sustainable services to the residents and businesses within Mesa. Efforts to align on-going expenses with on-going revenues are reflected in the adopted budget plan while continuing to prioritize public safety, quality service, investment in the community, and investment in City employees.

Specific areas of emphasis in the FY 2015/16 budget are:

*Financial Sustainability* – The City has a goal to align on-going expenses with on-going revenues to ensure that quality services and programs can be continued in the future. The adopted budget takes the first step in a multi-year approach toward this goal.

*Public Safety* - Focus on increasing service levels and decreasing costs by programmatically reducing the time that a Firefighter or Police Officer position remains vacant. The size and frequency of recruit academies has been reevaluated to allow for a more proactive approach.

*Economic Development* – Emphasis and resources for marketing the "Next Mesa" and Downtown Mesa as well as the Falcon Field Development Area.

*Competitive Compensation for a Quality Workforce* – As an organization of excellence, the City relies on high-quality, professional employees. Adjustments regarding market rate salaries were completed in May 2015 with on-going impacts included in the adopted budget. The results of employee investment can be seen through the efficient and effective service available to Mesa residents, the friendly faces and the award winning programs.

*Storm Water Infrastructure* – Leveraging grant funds for infrastructure improvements in areas historically experiencing storm water or flooding issues.

*Transit Infrastructure and Operations* – The Central Mesa Light Rail (Extension to Mesa Drive) project is scheduled for opening early in FY 2015/16. The adopted budget includes operations and maintenance for the additional miles of service as well as capital funding for the design work on extending the light rail line to Gilbert Road.

*Aligning utility rates with the associated demand on the system* – Analysis has been completed regarding the relative demand by residential customers on the water infrastructure system. The adopted budget includes the first year impact of a five-year plan realigning the residential water rate tiers to more accurately reflect the types of system demand.

Mesa voters approved utility bond questions in November 2014 authorizing funding for equipment and facilities to support the City's water, wastewater, natural gas, and electric systems. Major projects include a new water treatment plant in southeast Mesa and the expansion of an existing wastewater plant. The budget includes the design of these projects as well as the design and construction of other various utility projects, street projects and public safety projects authorized in 2013 as well as parks projects authorized in 2012.

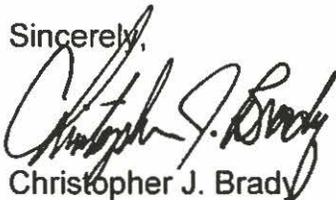
New park facilities require additional on-going funding to operate and maintain. As the economy has recovered, contracted maintenance services have become more expensive. The new and renovated parks approved in the 2012 bond election are scheduled in the capital improvement program, however some of the projects have been placed on hold until sufficient on-going funds can be identified to operate and maintain them.

Mesa faces significant pressure from increasing expenses. Due to various reasons, the pension rates for public safety personnel increased greatly for FY 15/16, estimated at an \$8.7 million impact. The Public Safety Personnel Retirement System (PSPRS) gave municipalities the option of phasing into the new rates over three years. The adopted budget includes the phased-in schedule approved by City Council in March 2015 with an estimated impact of \$5.0 million. The full impact of the rates will need to be addressed again in FY 16/17.

The economy continues a slow and steady growth. As part of the goal to align on-going expenses with on-going revenues, the adopted budget includes many operating budget reductions including a net reduction of 56.5 positions citywide. Of those positions, 52.5 are related to General Governmental areas. All of the positions are expected to be vacant by the time they are inactivated.

This FY 2015/16 Executive Budget Plan provides a balanced approach by identifying the reserves necessary for the City to maintain its positive bond ratings, but also meeting the need to fund programs, projects and services that support community priorities. Financial sustainability is addressed while ensuring that Mesa is a great place to live, work and play.

Sincerely,



Christopher J. Brady  
City Manager

Dear Mesa Residents:

You wouldn't be wrong for noticing that Mesa has a little more swagger these days. As our city continues to grow and prosper, many of our accomplishments have received increased regional and national attention. Time.com recently named Mesa the best big city in the Southwest to live, as well as one of the top ten cities for outdoor lovers. Forbes named Mesa one of the top twenty five places to retire and Best for Vets named our city one of the top twenty places to live for Veterans. These achievements wouldn't be possible without the Mesa community and residents like you taking pride in our city and working every day for its betterment.

Speaking of notable achievements, there are a few recent highlights that deserve special recognition. At the end of the summer, we celebrated one of the most significant events in the history of our Downtown with the opening of light rail through Mesa Drive. Now, Mesa residents are even more connected to the region and folks from neighboring cities will have an easier opportunity to experience all that Mesa has to offer. We look forward to the next leg of the light rail extension to Gilbert Drive breaking ground soon. A little further west, the Fiesta District is experiencing a resurgence. The recently completed Southern Avenue streetscape improvements and micro parks have added a new flavor to the area. The District is also boasting new high end residential units, employers and other development.

Bringing these types of forward thinking projects to fruition requires responsible financial stewardship and the use of data and evidence to guide our decisions. City staff regularly monitors city finances and makes adjustments as necessary. I'm excited to announce that Mesa was recently selected as one of only eight initial cities to participate in What Works Cities, an initiative that will allow us to more efficiently use data and financial resources to provide the best possible city services to our residents. Although the recovery from the Great Recession continues, I am confident that through these efforts and more we remain on the right track to continued prosperity.

With all of the great things happening in Mesa, its hard not to take pride in our city. I look forward to celebrating many more successes with you in the years to come.

Sincerely,



John Giles  
Mayor

The International City/County Management Association (ICMA) is pleased to announce that Mesa, Arizona is being recognized for its performance management efforts with a Certificate of Excellence from the ICMA Center for Performance Analytics™.

“The certificate program recognizes the principles of performance management,” said Randall H. Reid, ICMA Director of Performance Initiatives. “Jurisdictions meeting the qualifications have demonstrated leadership in continuous improvement and community engagement, and they serve as examples for other governments to follow.”

ICMA assesses a local government’s performance management program and encourages analysis of results by comparing to peers and gauging performance over time. Performance management aids in cost reduction, program prioritization, and quality improvement. It also encourages accountability and transparency. Certificates are awarded at the levels of Achievement, Distinction, and Excellence. Mesa is among 33 jurisdictions receiving the Certificate of Excellence – the highest level awarded.

Criteria for the Certificate of Excellence include:

- Reporting of performance data to the public through budgets, newsletters, and/or information provided to elected officials
- Data verification efforts to ensure data reliability
- Staff training
- Use of performance data in strategic planning and operational decision-making
- Sharing of performance measurement knowledge with other local governments through presentations, site visits, and other networking
- Commitment to tracking and reporting to the public key outcomes
- Surveying of the both residents and local government employees
- Effective and timely reporting.

The City of Mesa has been awarded the ICMA’s Certificate of Excellence annually since 2010.



*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 Analytics™ in the identification and public reporting of key outcome measures, surveying of both residents and employees, and the pervasiveness of performance management in the organization's culture.

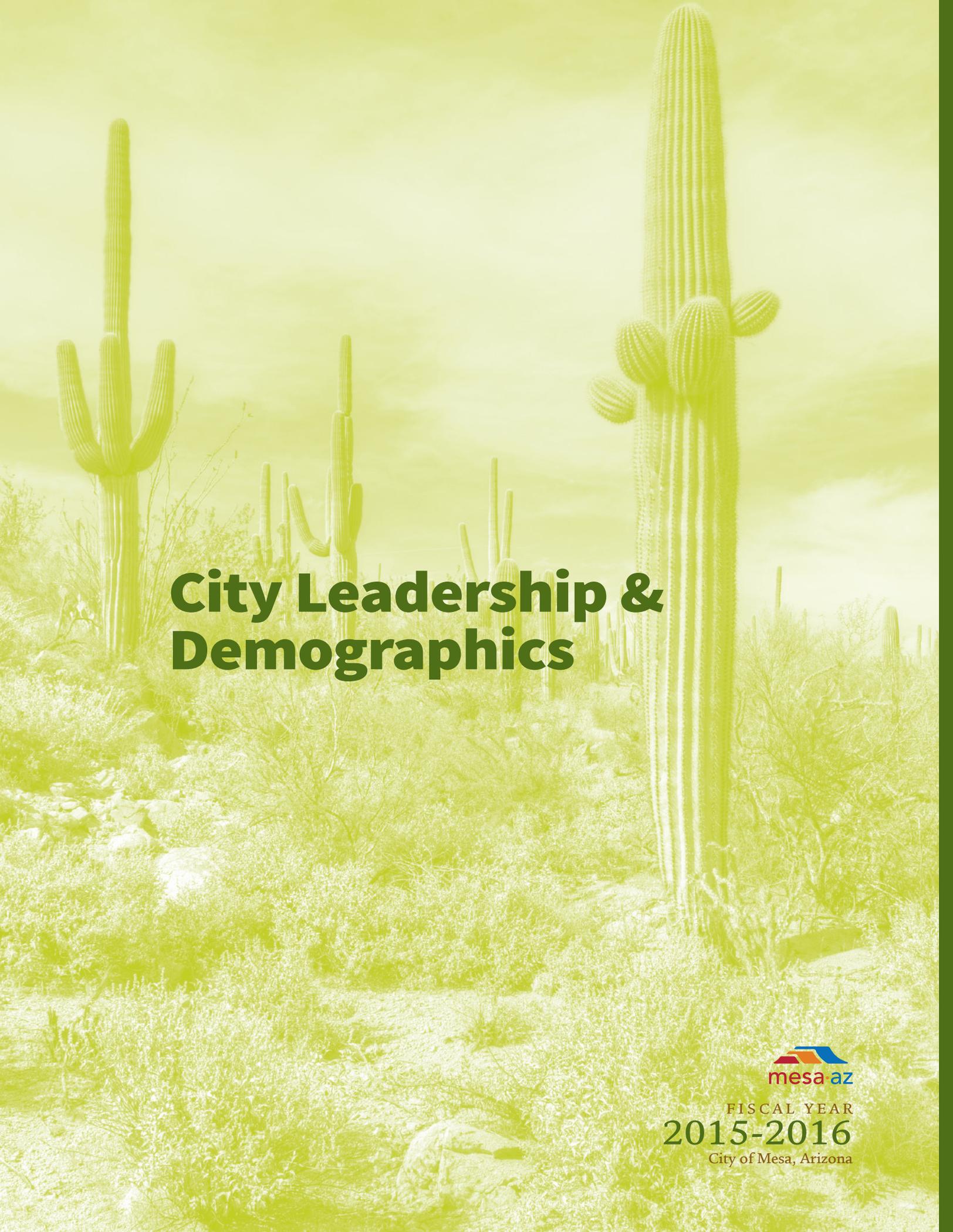
Presented at the 101st ICMA Annual Conference  
Seattle/King County, Washington  
28 September 2015

ROBERT J. O'NEILL JR.  
ICMA EXECUTIVE DIRECTOR

JAMES BENNETT  
ICMA PRESIDENT

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



A photograph of a desert landscape featuring several tall saguaro cacti. The scene is bathed in a warm, golden-yellow light, likely from a low sun, creating a hazy atmosphere. The cacti are of various sizes and stages of growth, some with multiple arms. The ground is covered with sparse, low-lying desert vegetation and scattered rocks.

# City Leadership & Demographics

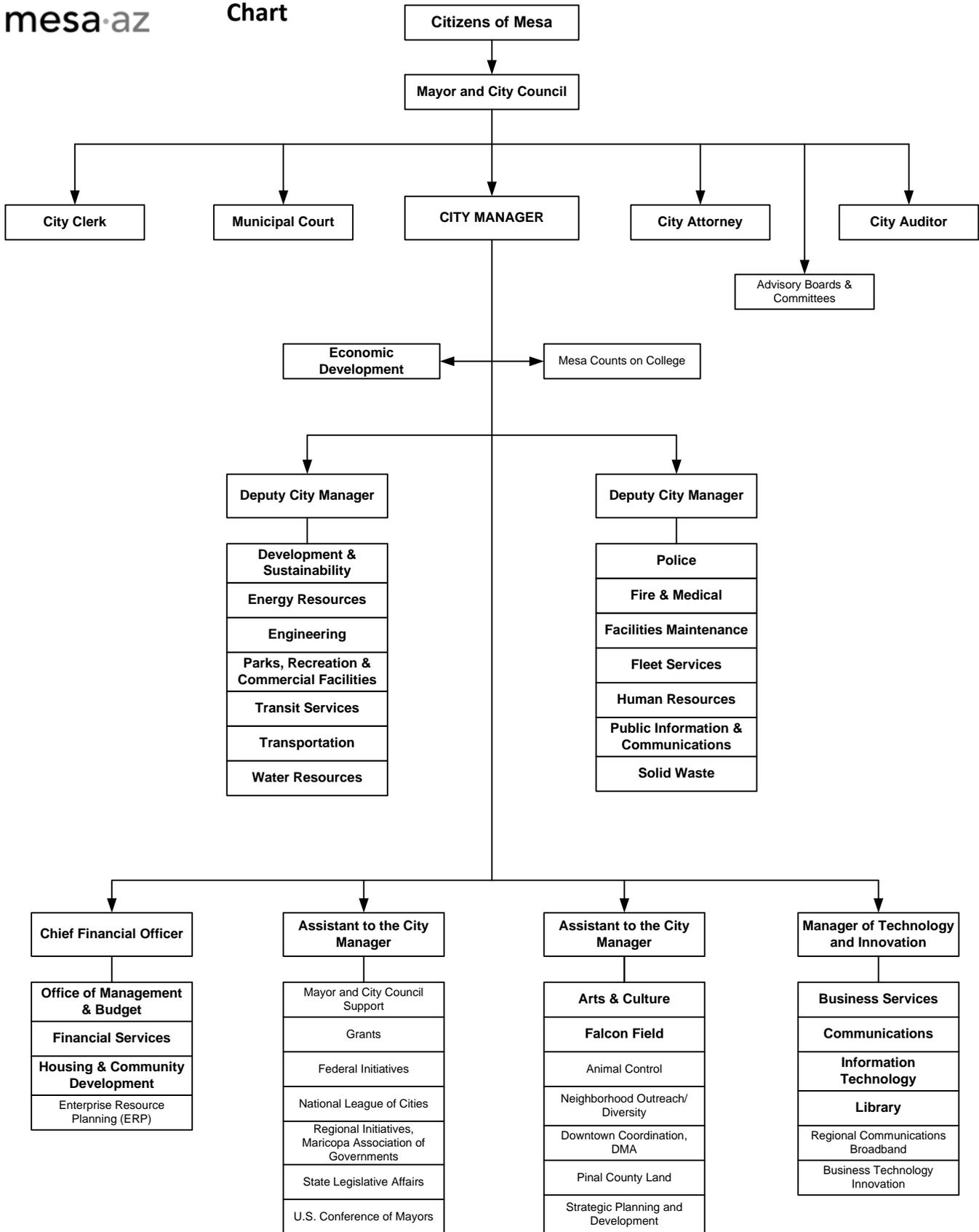


FISCAL YEAR  
**2015-2016**  
City of Mesa, Arizona

# City Leadership and Demographics



## Organizational Chart





# Council Strategic Initiatives

## 2015/16

# City Leadership and Demographics

## Strategic and Operational Planning

A city as large and complex as Mesa makes it a practice to clearly articulate its strategic direction as well as utilize a systematic approach to translate long-range intent into actions. As such, the City Council has developed a series of “Strategic Initiatives,” or broad statements that serve as a key tool in guiding the City’s decision making. The City Council meets annually to discuss and refine their Strategic Initiatives. In addition, the Council identified and ranked priority efforts that they want to achieve during the next one to two years, and that correspond to their strategic initiatives.

## FY 15/16 City Council Strategic Initiatives



**ECONOMIC DEVELOPMENT** pursues Healthcare, Education, Aerospace, Tourism/Technology (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, fosters the inclusion of a diverse community and workforce, 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.

# City Leadership and Demographics

## FY 15/16 City Council Priorities and Legacy Projects

While the Council identified 11 legacy projects, those listed below were among the top ranked items and where there was the most agreement by the Council.

- **Phoenix-Mesa Gateway Airport:** Expand economic impact as a regional, national and global hub of commerce.
- **Educational Community:** Invest in and value all levels of education and life-long learning, including colleges/universities that align with community values.
- **Transportation Infrastructure:** Advance all modalities, including light rail, surface streets, pedestrian and bike with thought given to regional connections.
- **Neighborhoods as the Place to Be:** Become a national best practice for revitalizing and planning neighborhoods to align with the strong value Mesa places on family and neighborhood interaction.
- **Arts and Culture Matter:** Build on Mesa Arts Center success and recognize the community is enhanced by strong investments in arts/culture.
- **Downtown Mesa:** Make downtown Mesa the place to be for the community, business, education and visitors.

# City Leadership & Demographics

## 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 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 initiative that was built to meet the needs of the citizens is H.E.A.T.; an innovative and aggressive approach designed to attract high-paying jobs to the City of Mesa. H.E.A.T. is an economic development strategy that is designed to focus on attracting targeted industries to expand, relocate, or start a business in the City of Mesa.

The five targeted industries outlined in the H.E.A.T. initiative are:



During the past several years, the City of Mesa's achievements through the H.E.A.T. initiative include attracting Apple's Global Command Center, Bridgestone Biorubber Process Research Center, Go Financial, American Traffic Solutions (ATS), and two new hotel properties adding 279 rooms to meet growing demand. The City has also assisted in the expansion of Special Devices, Inc. (SDI) and Fuji Chemicals, the renovation of Hohokam Stadium for the Oakland A's and the construction of Sloan Park, the new home of Chicago Cubs Spring Training. Additionally, the City opened Launchpoint – Mesa's Technology Accelerator and remains actively involved in the continued expansion of the new and established higher education institutions. Mesa's enhanced efforts to revitalize the Fiesta District have resulted in the redevelopment and repositioning of more than 325,000 square feet of previously vacant space to high-end commercial property.

During this same time period, the City of Mesa has assisted in creating and retaining more than 4,500 jobs, generated \$3.33 billion of capital investment in the City with more than 3.91 million square feet of newly-created or renovated space from projects completed or underway.

Information on the H.E.A.T. initiative can be found at [www.mesaaz.gov/economic](http://www.mesaaz.gov/economic).

# City Leadership & Demographics

## John Giles, Mayor

**TERM OF OFFICE:** August 2014 - January 2019

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

**OCCUPATION:** Attorney – Giles & Dickson P.C.



John Giles was elected the 40th Mayor of Mesa, Arizona in August, 2014. Mayor Giles is committed to taking Mesa to the next level with his NextMesa vision. Giles earned degrees from Brigham Young University in Political Science and Arizona State University's Sandra Day O'Connor College of Law. He has managed his own law firm in downtown Mesa for the past 20 years.

In 1996, Giles was elected to the Mesa City Council and from 1998 to 2000, he served as Vice Mayor. After his service on the City Council, he remained active in the community and served on 25 boards and committees. Giles has been very involved in interfaith relations throughout the Phoenix-metro area, including serving on the Board of the Arizona Interfaith Movement for the last 8 years. As Mayor, he serves on numerous local and regional boards and committees.

Born and raised in Mesa, he graduated from Westwood High School in 1978. Giles is an active marathoner and triathlete who has completed two full Ironman competitions, 20 marathons and four Boston Marathons. In 2013, he was named "Mesa Man of the Year." Giles and his wife Dawn have been married for more than thirty years. They have five children and four grandchildren.

## City Leadership & Demographics

### **Dennis Kavanaugh, Vice Mayor District 3**

**TERM OF OFFICE:** June 2, 2008 - January 2017

**COUNCIL OFFICE:** Phone: (480) 644-3003  
Fax: (480) 644-2175  
P.O. Box 1466  
Mesa, AZ 85211-1466  
E-Mail: [District3@mesaaz.gov](mailto:District3@mesaaz.gov)

**OCCUPATION:** Attorney – Dennis Kavanaugh, P.C.



Elected to the Mesa City Council in June of 2008 and re-elected in August of 2012, Dennis Kavanaugh serves as the Councilmember for District 3. Kavanaugh is the founder of the law firm Dennis Kavanaugh, P.C., one of Arizona's leading social security and workers' compensation law firms. His term on the Mesa City Council runs until January of 2017. Kavanaugh was also a member of the City Council from 1996 to 2004, serving as Vice Mayor from 2002 until 2004.

Kavanaugh sits on several different committees and boards, including serving as the chairperson of the Council Public Safety committee. He currently sits on the Mesa Community College Commission on Excellence in Education after serving as Chair and is the Chair of the Valley Metro Rail board and the chancellor of the Arizona Society Sons of the American Revolution, of which he is a Palo Verde Chapter member. He is a member of the Council Community and Cultural Development committee, the Council Sustainability and Transportation committee and is one of the Council representatives to the West Mesa Community Development Corporation. He sits on the board of the Mesa United Way, the Mesa Preservation Foundation and College Bound Mesa. He also sits on the Benedictine University at Mesa Advisory Board.

Nationally, Councilmember Kavanaugh is very active with the National League of Cities. He is a member of the NLC International Council, the NLC Advisory Council and the Audit Committee. He also served on the NLC Board of Directors.

Kavanaugh is the Vice President of the Child Crisis Center and formerly served on the board of the National Assembly of State Arts Agencies, Mesa Historical Society, Dobson Ranch Home Owners Association, A New Leaf, East Valley Senior Services, West Mesa Community Development Corporation, Arizona Museum For Youth Friends, Arizona Museum of Natural History Foundation, Mesa Symphony, Arizona Commission on the Arts, People With Disabilities Foundation, Mesa Arts Center Foundation and Mesa Community Action Network.

He began his legal career in 1978, serving as a staff attorney for the Arizona Legislative Council for six years. In 1984 he became the Attorney and Chief Counsel of the Industrial Commission of Arizona, a position he held until 1988, when he joined Stephens, Watts, Day and Brown, P.C. as an associate attorney. In 1990 he

# City Leadership & Demographics

became a founding partner of Day Kavanaugh, P.C., where he has practiced law for the past 24 years. He is a member of the Workplace Injury Law and Advocacy Group, the East Valley Bar Association, the State Bar of Arizona workers compensation section and the National Organization of Social Security Claimants' Representatives and is a certified specialist in workers' compensation by the State Bar of Arizona. Kavanaugh owns an "AV Preeminent" rating in the Martindale Hubble national attorney directory.

Kavanaugh was the 1999 recipient of the Mesa Symphony Executive Director's Community Service award, the 2008 Arizona Arts Advocate of the Year and in 2008 was awarded the Cox/East Valley Partnership Dwight Patterson Lifetime Achievement award. He was honored by Mesa Community College in 2013 for his service to the Commission on Excellence in Education. He received his J.D. degree in 1978 from Arizona State University and a B.A. in Political Science (magna cum laude) from St. Louis University in 1975. Mr. Kavanaugh was awarded memberships in Phi Beta Kappa and Alpha Sigma Nu (National Jesuit Honor Society).

## **Council Committees**

- Public Safety
- Community and Cultural Development
- Economic Development

## **National Boards and Committees**

- National League of Cities Advisory Council
- National League of Cities Information, Technology and Communications Steering Committee
- National League of Cities Audit Committee

## **Arizona Boards and Committees**

- Valley Metro Regional Public Transit Authority – Council Representative
- Metro Rail – Past Chair, Council Representative
- Mesa Sister Cities – Council Representative
- Mesa United Way – Council Representative
- Arizona Society Sons of the American Revolution (Palo Verde Chapter & State Chancellor)
- Mesa Preservation Foundation Board of Directors
- Benedictine University at Mesa Community Advisory Board
- Child Crisis Center Foundation – Vice President

## **Past Board and Committee Memberships**

- National League of Cities Board of Directors
- National Assembly of State Arts Agencies
- Mesa Historical Society
- Dobson Ranch Home Owners Association
- A New Leaf
- East Valley Adult Resources
- West Mesa Community Development Corporation
- Arizona Museum for Youth Friends
- Arizona Museum of Natural History Foundation
- Mesa Symphony
- Arizona Commission on the Arts
- Foundation for People with Disabilities
- Mesa Arts Center Foundation
- Mesa Community Action Network
- Southwest Shakespeare Company
- Arizona Citizens for the Arts
- Mesa Chamber of Commerce
- Visit Mesa
- East Valley Firefighter Charities

# City Leadership & Demographics

## **Dave Richins, Councilmember District 1**

**TERM OF OFFICE:** June 2, 2008 - January 2017

**COUNCIL OFFICE:** Phone: (480) 644-4002  
Fax: (480) 644-2175  
P.O. Box 1466  
Mesa, AZ 85211-1466  
E-Mail: [District1@mesaaz.gov](mailto:District1@mesaaz.gov)

**OCCUPATION:** Principal Government Affairs Advisor  
– Resolution Copper Mining, LLC.



Elected to the Mesa City Council in June of 2008 and re-elected in August of 2012, Dave Richins serves as the Councilmember for District 1. His term on the Mesa City Council runs until January 2017.

Richins is the principal government affairs advisor for Resolution Copper Mining, LLC. His duties include engaging government officials about aspects of the project for a copper mine just east of Superior, Arizona.

Prior to his work with Resolution Copper Mining, Richins was the Sun Corridor Legacy Program Director at the Sonoran Institute, managing on the ground conservation proposals and research as well as the Institute's Public Policy work. He also spent time as the Executive Director and Founder of the West Mesa Community Development Corporation, where he worked with neighbors, community leaders, business leaders and other stakeholders to revitalize Northwest Mesa.

Richins earned his Bachelor of Arts degree in Sustainable Community Development from Prescott College. He has his professional certificate in Affordable Housing Development and was a member of the Class of 2005 in the Mesa Leadership, Training and Development program.

### **Council Committees**

- Community and Cultural Development – Chair
- Sustainability and Transportation

### **National Boards and Committees**

- NLC Community and Economic Development Steering Committee – Fourth Term
- Smart Growth America's Local Leaders Council Advisory Board
- U.S. EPA Local Government Advisory Council

### **Arizona Boards and Committees**

- City of Mesa Benefits Advisory Committee – Council Representative

## City Leadership & Demographics

### **Alex Finter, Councilmember District 2**

**TERM OF OFFICE:** June 2008 – January 2017

**COUNCIL OFFICE:** Phone: (480) 644-2388  
Fax: (480) 644-2175  
P.O. Box 1466  
Mesa, AZ 85211-1466

E-Mail: [councilmember.finter@mesaaz.gov](mailto:councilmember.finter@mesaaz.gov)

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



Elected to the Mesa City Council in June of 2008 and re-elected in August of 2012, Alex Finter is in his second term as the Councilmember for District 2. Finter was chosen as Vice Mayor of the City Council in January 2013, holding that title until he became the Mayor of Mesa in April 2014. He served as Mesa’s Mayor until September 18, 2014, when he resumed his role as the District 2 Councilmember. Finter’s term on Council runs until January of 2017. In the private-sector, Finter is a businessman and partner at Worldwide Investments LLC.

During his time in the Mayor’s office, Finter helped implement the Falcon Field Strategic Visioning Commission and the Downtown Vision Committee as well as the Hometown Heroes banner program. Finter also oversaw one of the most trying times in Mesa’s history, a massive rain storm in September of 2014 that left many neighborhoods flooded. Finter helped lead the effort to alleviate the flooding and assist the residents during the state of emergency. Finter was also in the Mayor’s office when Mesa Police Officer Brandon Mendoza was killed in the line of duty, the first Mesa officer to be killed on duty in more than 20 years.

Councilmember Finter has spent the majority of his career as a public servant, beginning in 1978 as a firefighter for the Scottsdale/Rural Metro Fire Department. In 1981 he joined the Mesa Fire Department, serving the City until 1999, with the final 11 years as a City of Mesa Fire Captain. During his time as Captain, Finter and his fellow crew members received several lifesaving awards and were recognized for acts of heroism.

Finter is extremely active on numerous boards and committees, including chairing the Council Public Safety committee. Finter is also a member of the Mesa Public Safety Foundation and is on the Board of the Arizona Municipal Water Users Association

Born and raised in Mesa, Councilmember Finter and his wife, JoAn, have three children and four grandchildren.

# City Leadership & Demographics

## **Council Committees**

- Public Safety – Chair
- Audit, Finance and Enterprise
- Sustainability and Transportation

## **National Boards and Committees**

- National League of Cities Public Safety and Crime Prevention Steering Committee

## **Arizona Boards and Committees**

- City of Mesa Citizen Corps – Council Representative
- City of Mesa Gang Prevention Steering Committee – Council Representative
- Arizona Municipal Water Users Association
- Mesa Public Safety Foundation – Vice President

## City Leadership & Demographics

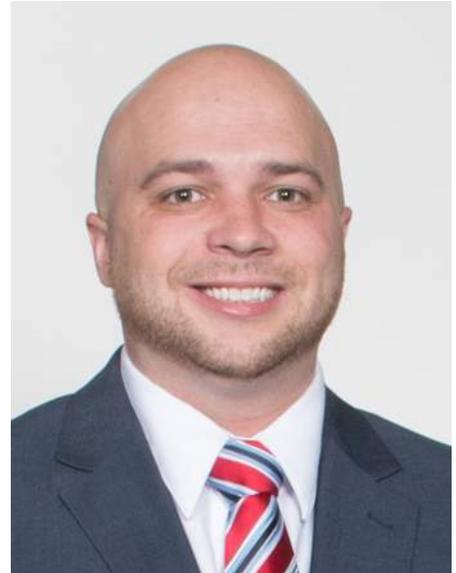
### **Christopher Glover, Councilmember District 4**

**TERM OF OFFICE:** January 24, 2011 - January 2019

**COUNCIL OFFICE:** Phone: (480) 644-3004  
Fax: (480) 644-2175  
P.O. Box 1466  
Mesa, AZ 85211-1466

E-Mail: [councilmember.glover@mesaaz.gov](mailto:councilmember.glover@mesaaz.gov)

**OCCUPATION:** Adjunct Professor- Mesa Community College; Associate Professor- Arizona State University



In 2011 at age 23, Chris Glover became the youngest person ever elected to the Mesa City Council. He served as Vice Mayor from April 2014 to January 2015 and is serving his second term as District 4 Councilmember. His term runs through January of 2019.

Councilmember Glover holds a Master of Science in Management from the W.P. Carey School of Business at Arizona State University. While completing his B.S. in Political Science at Arizona State University, Glover earned degrees in History and Spanish, certificates in Latin American Studies and International Studies, and was a Capitol Scholar and Junior Fellow. He also served as an intern in Washington, D.C. for Senator John Ensign (R-Nevada). Glover also studied at Universidad de Torcuato di Tella in Buenos Aires, Argentina.

Glover is a Mesa native, attending Mesa Public Schools and graduating from Mesa High School. His family ties to Mesa trace back to 1948 when his great-grandparents, Wilford and Ella Farnsworth, came to Mesa from Mexico. His mother's parents, Dr. Eugene and LaVieve Swenson, followed shortly after to start their family. His father's parents, Harry and Patricia Glover, came to Arizona in 1956 where they fell in love with Mesa and its charm and decided to stay. His parents, Mark and Ann Glover, have lived in Mesa for almost their entire lives. Glover has lived the majority of his life in Mesa, except the two years he spent in Argentina on his mission for The Church of Jesus Christ of Latter-day Saints.

He currently serves as an Adjunct Professor in the Business Department at Mesa Community College and an Associate Professor at Arizona State University.

# City Leadership & Demographics

## **Council Committees**

- Audit, Finance and Enterprise – Chair
- Public Safety

## **Arizona Boards and Committees**

- Maricopa Association of Governments Human Services Coordinating Committee – Council Representative
- Arizona Museum of Natural History – Council Representative
- Downtown Mesa Association – Council Representative
- Child Crisis Center
- Barry and Peggy Goldwater Library and Archives Foundation  
Mesa Community Action Network
- Benedictine University at Mesa Academic Board

## **National Boards and Committees**

- National League of Cities Council on Youth, Education and Families – Fourth Term
- National League of Cities Finance, Administration and Intergovernmental Relations Steering Committee – Third Term

## **Past Board and Committee Memberships**

- Arizona Museum for Youth
- Arizona State Citizen Corp Council
- Mesa YMCA
- Paz de Cristo

## City Leadership & Demographics

### **David Luna, Councilmember District 5**

**TERM OF OFFICE:** September 12, 2013 - January 2019

**COUNCIL OFFICE:** Phone: (480) 644-3771  
Fax: (480) 644-2175  
P.O. Box 1466  
Mesa, AZ 85211-1466

E-Mail: [councilmember.luna@mesaaz.gov](mailto:councilmember.luna@mesaaz.gov)

**OCCUPATION:** Community Outreach Specialist –  
Mesa Public Schools



Appointed to fill the vacant District 5 seat in September of 2013, David Luna became the first Hispanic elected to the Mesa City Council when voters elected him in August of 2014. His term on the Mesa City Council runs until January of 2019.

Luna works as a Community Outreach Specialist for Mesa Public Schools. He is also an adjunct professor at both Arizona State University and Mesa Community College. He spent 27 years as the Director of Education Television for Mesa Public Schools, directing and managing channel 99 and edtv99.org.

Luna has also been recognized for his community involvement with numerous awards, including the Mesa United Way Volunteer of the Year Award in 2006, the City of Mesa National Emergency Preparedness Recognition in 2007, the National Academy of Television Arts and Sciences Silver Circle Society, the NAACP East Valley Chapter Humanitarian Award in 2008, Arizona Hispanic School Administration's Outstanding Administrator Award in 2008, the Valle del Sol Hall of Fame Award in 2011 and the Mesa United Way Spirit of Mesa Award in 2012. He was also named the City of Mesa's Citizen of the Year in 2012.

Luna began his career in broadcasting in Tucson, working as a camera operator and floor director for KVOA Channel 4 and with the Tucson Unified School District as a video/media specialist before joining Mesa Public Schools. He earned his Bachelor of Arts in Radio/Television from the University of Arizona in 1979, a Master of Mass Communication from Arizona State University in 1999 and his Doctorate in Educational Leadership from Northern Arizona University in 2012. He is also a 2002 graduate of the Mesa Leadership Training and Development program.

David is married to Hilda Luna, Director of Nursing Services at University of Arizona Cancer Center at Dignity Health. They have two adult daughters, Melina Smith and Marissa Luna, and two grandchildren, Sophia and Henry Smith.

# City Leadership & Demographics

## **Council Committees**

- Economic Development – Chair
- Community and Cultural Development

## **National Boards or Committees**

- National League of Cities Information and Technology Steering Committee
- National League of Cities Hispanic Elected Local Officials Board of Directors
- National Association of Latino Elected & Appointed Officials

## **Arizona Boards and Committees**

- Arizona Museum for Youth Friends – Council Representative
- City of Mesa Benefits Advisory Committee – Council Representative
- Mesa Arts Center Foundation Board – Council Representative
- Visit Mesa – Council Representative
- Mesa Association of School Administrators
- Mesa Senior Services
- Mesa United Way
- A New Leaf
- United Food Bank
- Mesa Community Action Network
- Mesa Association of Hispanic Citizens
- Mesa Community College Commission on Excellence
- Mesa Counts on College
- Mesa Rotary International
- Latino Town Hall (Past Co-Chair)
- City of Mesa Day Labor Task Force
- City of Mesa Human Relation Advisory Board (Charter Member and Past Chair)

# City Leadership & Demographics

## **Kevin Thompson, Councilmember District 6**

**TERM OF OFFICE:** January 2015- January 2019

**COUNCIL OFFICE:** Phone: (480) 644-3771  
Fax: (480) 644-2175  
P.O. Box 1466  
Mesa, AZ 85211-1466

E-Mail: [councilmember.thompson@mesaaz.gov](mailto:councilmember.thompson@mesaaz.gov)

**OCCUPATION:** Principle Owner – Broadmor Consulting



Elected to the Mesa City Council in August 2014, Councilmember Kevin Thompson began his first term representing District 6 in January of 2015. His term on the Council runs until January of 2019.

Thompson serves as the Chair of the Council Sustainability and Transportation committee and also sits on the Council Economic Development committee. He is very active in the community, serving on the Board of Directors for the Mesa Chamber of Commerce and the Centers for Habilitation. He was a member of the Military and Veterans Affairs Committee at the Arizona Chamber of Commerce, is the past chair of the Government Affairs Committee for the American Public Works Association and the chair of the National Utility Contractors Association. He is also the secretary of the Tonto Recreation Alliance.

A veteran of the United States Air Force, Thompson spent eight years in the service, including serving in Operation Desert Storm. He earned a bachelor's degree in Mechanical Engineering from the University of Nevada-Las Vegas and is a 2012 graduate of the Mesa Leadership Training and Development program. Kevin and his wife Donna have two children.

### **Council Committees**

- Sustainability and Transportation – Chair
- Economic Development

### **Arizona Boards and Committees**

- Mesa Chamber of Commerce
- Centers for Habilitation
- Tonto Recreation Alliance – Secretary

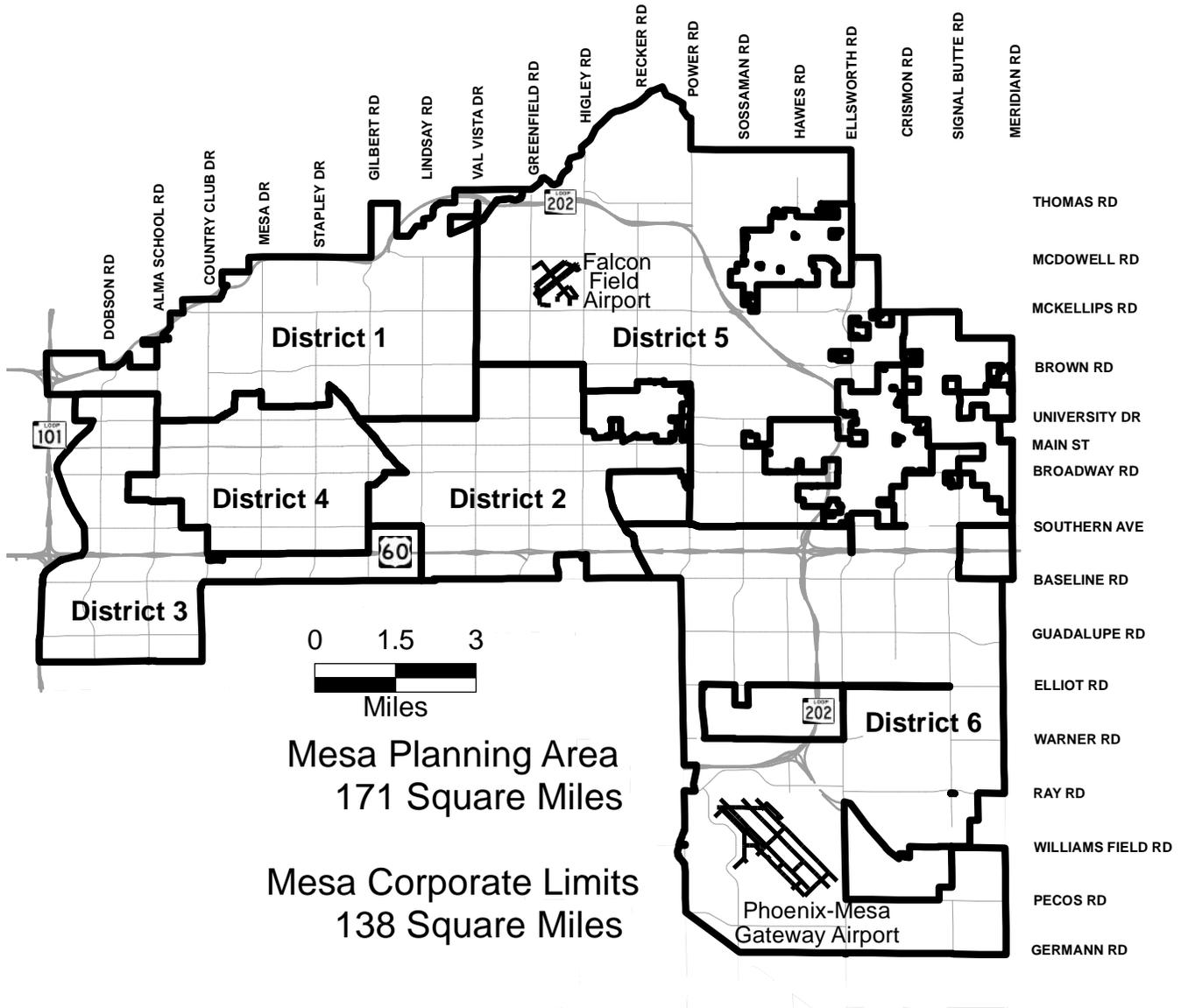
### **Past Board and Committee Memberships**

- Arizona Chamber of Commerce Military and Veterans Affairs
- American Public Works Association Government Affairs Committee – Chair
- Arizona Utility Contractors Association – Chair

# City Leadership and Demographics



## City of Mesa Council Districts



Created By: Mesa - GIS  
Print Date: 7/29/2015  
Source: City of Mesa

The City of Mesa makes no claims concerning the accuracy of this map nor assumes any liability resulting from the use of the information herein.

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# City Leadership and Demographics

## Mesa History - A Step Back in Time

### ***The Hohokam People: Outlining Success***

The history of Mesa dates back over 1,500 years to the Hohokam tribe. The Hohokam people were part of a farming community best known for the construction of the original canal system which was hand dug and spanned hundreds of miles for irrigating over 110,000 acres. Many of those canals are still in use today. In the 15<sup>th</sup> century, the Hohokam people departed from the area. Still today, the reason for their departure is unclear, but speculations have been that the tribe was driven out by the Apache tribe or that they merged into the Tohono O'odham tribe.

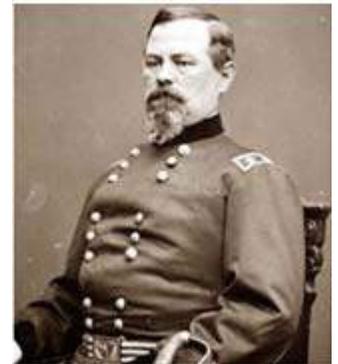


Mesa Grande Ruins

### ***Fort McDowell: A Safe Passage***

Though Mesa was inhabited thousands of years earlier, the United States Government did not establish a presence in the area until 1865. The United States Army built a permanent settlement, Fort McDowell. The fort was originally named Camp Verde, but the settlement was later changed and named after Major General Irwin McDowell.

The fort became a safe haven for settlers during the Apache wars. As the area's conflict subsided, more settlers began to move into Arizona.



Major General Irwin McDowell

### ***The First Settlers: Laying Down Roots***

In 1877-1878 two pioneer companies from both Utah and Idaho embarked on a journey to the Arizona territory as many people were fascinated by descriptions relayed back to their hometowns by returning soldiers from the Mexican War. The pioneers settled in the area near Lehi. The settlers established a community, built houses and businesses, and enlarged the Hohokam Canals, increasing the canals' effectiveness for agriculture endeavors. In mid-July 1878, Mesa City was registered as a town site. As the community flourished, Mesa City was incorporated on July 15, 1883, with an approximate population of 300 people who were located within an area of one square mile. Within the first 10 years, the City established a post office, a school, city hall, and the Mesa Free Press which is still in existence today in the form of the East Valley Tribune.



The Sistine House, Built in 1896

# City Leadership and Demographics

## ***World War II: Take Flight!***

With flowing canals, the agrarian culture shaped the society and economy of Mesa. This would all change during World War II. In 1941, two airbases were constructed in Mesa to serve as training sites for British (Falcon Field Airbase) and US (Williams Air Force Base, known today as Phoenix-Mesa Gateway) pilots. The airbases had a direct effect on Mesa's future economy. The arrival of military families and the invention of air conditioning enlarged Mesa's population in the 1950's and 1960's, and the population increased continuously thereafter. The airbases attracted aviation and aerospace companies and boosted tourism to the area.



Pilots in training in Mesa, AZ during World War II

## ***Mesa Today***

Since then Mesa has not looked back. The City's 2014 estimated population is nearly 456,000 within an incorporated area of approximately 138 square miles. Mesa is the 3<sup>rd</sup> most populous city in Arizona and the 38<sup>th</sup> most populous city in the United States.

The City continues to grow into the future with innovative strategic initiatives like H.E.A.T. (Healthcare, Education, Aerospace, Tourism and Technology). The H.E.A.T initiative is a focused approach on expanding areas of opportunity for the City of Mesa by building on the City's strengths, quality infrastructure, talented workforce, projected growth, and global market trends. With an adept focus on these industries, Mesa has seen positive growth. For example:

- **Healthcare:** Banner Simulation Medical Center is the largest simulation training center in the southwest.
- **Education:** The East Valley Institute of Technology (EVIT) is considered a model for career and technical education.
- **Aerospace:** Boeing manufactures the top-rated Apache attack helicopter as well as the Hummingbird, an Unmanned Aerial Vehicle (UAV), in Mesa.
- **Tourism:** In 2014, 40.7 million domestic and international overnight travelers visited Arizona, equal to roughly 111,500 visitors per day.
- **Technology:** Mesa is home to major technology firms such as Boeing, Bridgestone, FUJIFILM, Mitel, International Rectifier, Ulthera, Guided Therapy Systems, PCT International, Telonics, LaunchPoint: Mesa's Technology Accelerator, and the Arizona Center for Algae Technology and Innovation (AzCATI).

# City Leadership and Demographics

## Transportation - Choose Your Path

Mesa is a city on the move with an abundance of freeways, highways, bike paths, bus routes, and flights which are easily accessible along commercial and residential corridors of current and future population centers.

### ***Freeways: Swiftly to Your Destination***

Mesa boasts multiple freeways moving in and around the City's borders. State Route 101 cuts through Mesa's west border, and State Route 202 circles the interior of northeastern Mesa. These state routes are locally referred to as Loop 101/Price Freeway and Loop 202/Santan Freeway as they create a circle around the greater Phoenix metropolitan area. U.S. Route 60 and State Route 87 intersect through the heart of Mesa. These freeways are minutes away from Interstates 10, 17 and 8, and State Routes 51, 74, 85 and 88, which link Mesa to other Arizona markets, California and Mexico.

### ***Airports: Easy Getaways***

Mesa features two airports: [Falcon Field](#) and [Phoenix-Mesa Gateway](#). The airports contribute to Mesa's diverse industrial portfolio in aerospace, defense, aviation and other high tech industries while giving residents flexibility in their travel options. The Phoenix-Mesa Gateway airport enables travelers to fly to and from more than 30 destinations. Dr. Lee McPheters of Arizona State University's W.P. Carey School of Business estimated the Phoenix-Mesa Gateway Airport generated more than \$1.3 billion in total economic benefits and supported 10,470 jobs in the region in Fiscal Year 2013.



Entrance to Phoenix-Mesa Gateway Airport

### ***Light Rail: Expansion Coming Soon!***

Mesa leaders recently announced that the three-mile extension to the light rail system, which will provide four additional station locations through downtown Mesa, will open on August 22, 2015. The addition is expected to draw about 5,000 new light-rail riders per day once it opens to the public. The extension will give riders easy access to Mesa's downtown to catch a show or event at the Mesa Arts Center or dine at any of the many exceptional restaurants in the area.

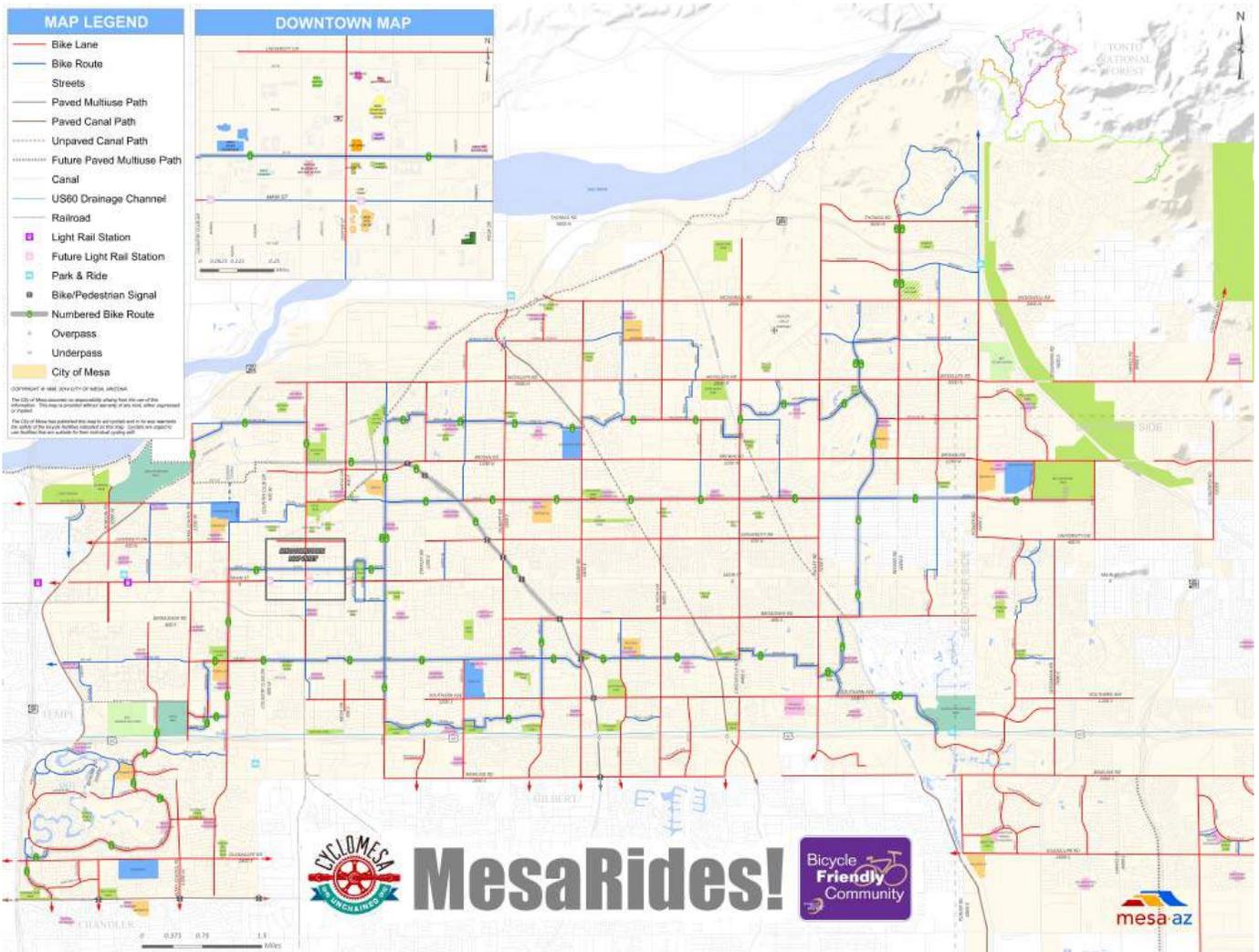


The Downtown Mesa light rail extension will open August 22.

# City Leadership and Demographics

## **Bus, Bike, and Walk:**

[Valley Metro](#) provides bus routes throughout the entire Phoenix metropolitan area. Two transit centers in Mesa, one located at Sycamore and Main Street and the other at the Superstition Springs Center, allow riders to transfer among different routes and services. If walking or biking is more up your alley, Mesa encourages all forms of transportation with multiple bike and walking paths throughout the City. You can enjoy a bike ride along the canal paths or a stroll through downtown as you enjoy Mesa's collection of permanent sculptures.



Additional cycling events/information can be found here: <http://www.cyclomesa.com/>

# City Leadership and Demographics

## Education - Advancing into the Future

Mesa offers a variety of educational opportunities through a diverse mix of high-class and nationally ranked educational institutions.

### ***Mesa Public Schools: Developing the Best***

Operating under the mission to develop a highly educated and productive community, one student at a time, [Mesa Public Schools](#) is the largest school district in Arizona and the 59th largest in the country with nearly 65,000 students. It is recognized nationally for superb educational programs and student achievements in academics, sports, creative and performing arts, as well as technical and career training.

The A+ School of Excellence Program, created by the Arizona Educational Foundation in 1983, is a comprehensive assessment program that celebrates outstanding schools and brings to light the positive stories and successes happening in public schools every day. In 2015, 51 Arizona schools were named A+ Schools of Excellence, including a record-breaking count of nine schools in Mesa Public Schools. This is the first time a single school district had so many schools recognized in one year.

### ***Higher Education: Planned Growth***

Increasing educational opportunities and attainment for young adults and adults returning to college is a top priority for the City of Mesa. Already today, there are more than 40,000 students enrolled in higher education in Mesa at schools including: [Arizona State University \(ASU\) Polytechnic](#), [Mesa Community College](#), [Northern Arizona University Mesa Campus](#), [A.T. Still University](#), [Benedictine University](#), [Wilkes University](#) and [Upper Iowa University](#).



Benedictine University in Downtown Mesa

The City of Mesa now has a full service, free college access center for students and their families called [Mesa Counts on College](#). The mission of the center is to double the number of students in Mesa who complete their post-secondary credentials.

Services at the center include:

- One on one college advisement
- College application support
- Financial Aid information
- College search assistance
- Scholarship search assistance
- GED testing and prep
- PSAT, SAT and ACT test prep



# City Leadership and Demographics

## Tourism - A Desert Retreat

With 325 sunny days a year and picturesque desert landscape, Mesa is a top tourist destination for all ages. In 2014, 40.7 million people visited Arizona who collectively spent \$20.9 billion in the State, which equates to approximately \$57.3 million a day. Mesa continues to invest in the community in an effort to draw tourism to the City.

### ***Places to See: Getting Outdoors or Walking Around***

Mesa is surrounded by the Superstition Mountains and the Tonto National Forest which provide multiple hiking trails and immaculate views of Arizona's wildlife and landscape. Tonto National Forest is the largest national forest in Arizona, stretching 2.9 million acres across multiple counties. Along with hiking, camping and other outdoor activities, a popular attraction is to cool down and unwind with a tubing trip down the Salt River.



Mesa's scenic Red Mountain

If you want to stay closer to town, Mesa has many museums and other attractions. Airbase Arizona of the [Commemorative Air Force](#), which is located at Falcon Field, displays a multitude of aircrafts from World War I to the Vietnam War, and the organization even gives patrons an opportunity to fly in a restored B-17! For kids, you can visit the [Arizona Museum of Natural History](#) to uncover the origins of dinosaurs, or they can discover their inner Picasso at the [i.d.e.a. \(imagination, design, experience and art\) Museum](#). At night, visitors can stroll through the Mesa Arizona Temple Gardens and experience breathtaking displays of lights during the winter holidays.



### ***Art and Music: Imagination and Creativity***

Inspiring, fun, and transformational cultural experiences abound in Mesa. Along with the i.d.e.a. Museum and the Arizona Museum of Natural History, the City unveiled the nationally-acclaimed [Mesa Arts Center](#) in downtown Mesa. As the largest arts center in Arizona, the venue includes three buildings and houses, a 5,500 square foot exhibition space, four theaters including a 1,600 seat theater, and an area for 14 visual and performing art studios. With an annual attendance of more than 400,000 people, the Mesa Arts Center's unique and captivating space draws a variety of artistic talent from local aspiring artists to world-class professional touring entertainment.

## City Leadership and Demographics

Take advantage of a multitude of events at the Mesa Arts Center and downtown such as the Mesa Arts Festival, [Spark! Mesa's Festival of Creativity](#), and many more. For concert goers who want an outdoor environment, just minutes away you can enjoy today's popular bands and musical acts at the [Mesa Amphitheatre](#). The Mesa Amphitheatre is a tiered lawn venue that is big enough for great acts and intimate enough for everyone to have a great view of the stage!



Mesa Arts Center

### ***Sports: Play Ball!***

If relaxing, eating a hot dog, and watching baseball are your things, Mesa in the spring time is perfect for you! Mesa is now home to two major league baseball teams' spring training facilities with the completion of renovations at Hohokam Stadium.



Newly renovated Hohokam Stadium

The City of Mesa and the Oakland Athletics reached a 20-year agreement for the A's to return to Mesa and call [Hohokam Stadium](#) home. The A's previously trained in Mesa from 1969 to 1978. During their first season at Hohokam Stadium (2015), the A's averaged over 7,000 fans per game. Improvements to Hohokam Stadium included refurbished seating, a state-of-the-art scoreboard, which is the largest in the Cactus League, and a remodeled clubhouse.

On February 12, 2014, Mesa celebrated the completion of the new [Chicago Cub's spring training facility](#). The Chicago Cubs, who continue to be the biggest draw in the Cactus League, will be a permanent fixture in Mesa for the next 30 years. Located near the Loop 202 and Dobson Road, the new Cubs Park boasts a seating capacity of 15,000, which is the largest in the Cactus League, and an enhanced player development center and training facility to accommodate players training year round. Alongside the baseball stadium is Riverview Park. This premier recreation destination includes a 50 foot tall Genesis climbing tower, an urban fishing lake, miles of accessible sidewalks, and much more.



Longbow Golf Course

In addition to baseball, Mesa is a world renowned stop for golf. With more than 40 courses including one municipal course, [Dobson Ranch Golf Course](#), the options are endless for all experience levels to enjoy. Courses include designed layouts from Jack Nicklaus, Peter Dye and Robert Trent Jones, Jr.

# City Leadership and Demographics

## Key Statistics and Demographics

The Phoenix-Mesa area's population is currently 4.3 million and projected to reach 6.0 million by 2030. The following charts and tables illustrate the City's population statistics and other demographics.

### **Population, Race, and Ethnicity:**

The City's population is counted once every ten years by the United States Census Bureau and then estimated between decade censuses. The 2010 Census is used by the City of Mesa as the starting point for population estimates for the next decade. As a city on the move, Mesa saw a 10.4 percent or 41,281 population increase between 2000 and 2010.

The 2010 Census showed that Mesa's median age jumped more than 2.6 years. In 2000, the median age was 32 years. Ten years later, the median age had increased to 34.6 years. Compared with a nation median age in 2010 of 37.2 years (35.3 years in 2000), Mesa is younger than the national average.

**US Census Population: Total and by Age**

Mesa, AZ	1990	2000	2010	Est. 2013	Est. 2014*
Population	288,091	397,760	439,041	450,310	455,567
% Increase Over Prior Column		38.1%	10.4%	2.6%	1.2%
Population by Age	1990	2000	2010	Est. 2013	Est. 2014*
Under 5	24,959	32,749	33,759	33,323	33,712
5 to 19	65,642	88,226	94,103	92,314	93,391
20 to 44	118,411	150,803	148,835	151,754	153,526
45 to 64	43,366	73,052	100,585	104,472	105,692
65 and over	35,713	52,930	61,759	68,447	69,246
<b>Total</b>	<b>288,091</b>	<b>397,760</b>	<b>439,041</b>	<b>450,310</b>	<b>455,567</b>

\* 2014 population est. - Maricopa Association of Governments, Municipality Population and Housing Unit Update 2014; This is the population number used by the State of Arizona to calculate state shared revenues.

There were similar changes in the number of older and younger Mesa residents. In 2000, people under age 20 accounted for 30 percent of Mesa's population. By 2010, that number dipped to 29.1 percent. Meanwhile, the percentage of people 65 and older rose from 13.3 percent in 2000 to 14.1 percent in 2010. Those older than 85 made up 2 percent of Mesa's population in 2010, compared with 1.5 percent in 2000. This age is expected to tick upwards as the baby boomer generation moves into retirement.

**Mesa, AZ by Race/Ethnicity**

Race/Ethnicity	Mesa, AZ 2010 Census	Mesa, AZ 2014 (est)	Mesa, AZ % of	United States
White	338,591	351,336	77.12%	72.40%
Black or African American	15,289	15,864	3.48%	12.60%
American Indian and Alaska Native	10,377	10,768	2.36%	0.90%
Asian	8,493	8,813	1.93%	4.80%
Native Hawaiian and Other Pacific Islander	1,672	1,735	0.38%	0.20%
Some Other Race	49,578	51,444	11.29%	6.20%
Two or More Races	15,041	15,607	3.43%	2.90%
<b>Total</b>	<b>439,041</b>	<b>455,567</b>	<b>100.00%</b>	<b>100.00%</b>
Hispanic	115,753	120,110	26.36%	16.30%
Non-Hispanic	323,288	335,457	73.64%	83.70%

Source: US Census, AZMAG.gov

Mesa's agrarian roots have resulted in the migration of many different cultures to the area including a strong Hispanic influence. Mesa's Hispanic community is 10 percent larger than the national average.

# City Leadership and Demographics

## Employment: Growing Your Career

In the Phoenix-Mesa metro region, the healthcare industry is a \$20.5 billion industry that supports 184,272 jobs with a median wage of \$58,586. In fact, the Life Science industry in Arizona has grown 45% over the last 10 years, compared to a national growth rate of only 12%. Banner Health in Mesa is at the forefront of Arizona’s healthcare services, with four hospitals (Banner Desert, Banner Baywood, Banner Heart Hospital and Cardon Children’s Hospital) and nearly 10,000 employees.



### Top 10 Employers - Mesa, AZ

Company/Organization	# of Employees
Banner Health System	9,573
Mesa Public Schools	8,770
Boeing	4,700
City of Mesa	3,715
Maricopa County Government	2,644
Wal-Mart	2,533
Maricopa Community College	1,951
Kroger (Fry’s)	1,210
Gilbert Unified	1,087
Aviall Inc	842

Source: Mesa 2014 Comprehensive Annual Financial Report



The arid, warm climate of Mesa has made it a top-flight location for aeronautical industries. Boeing maintains a facility at Falcon Field Airport where flight control panels are created, tested, and installed in freighters. The Mesa plant was the site of the development of the Apache Longbow helicopter during the 1990s, and the plant continues advancing research and development in military aeronautical equipment.

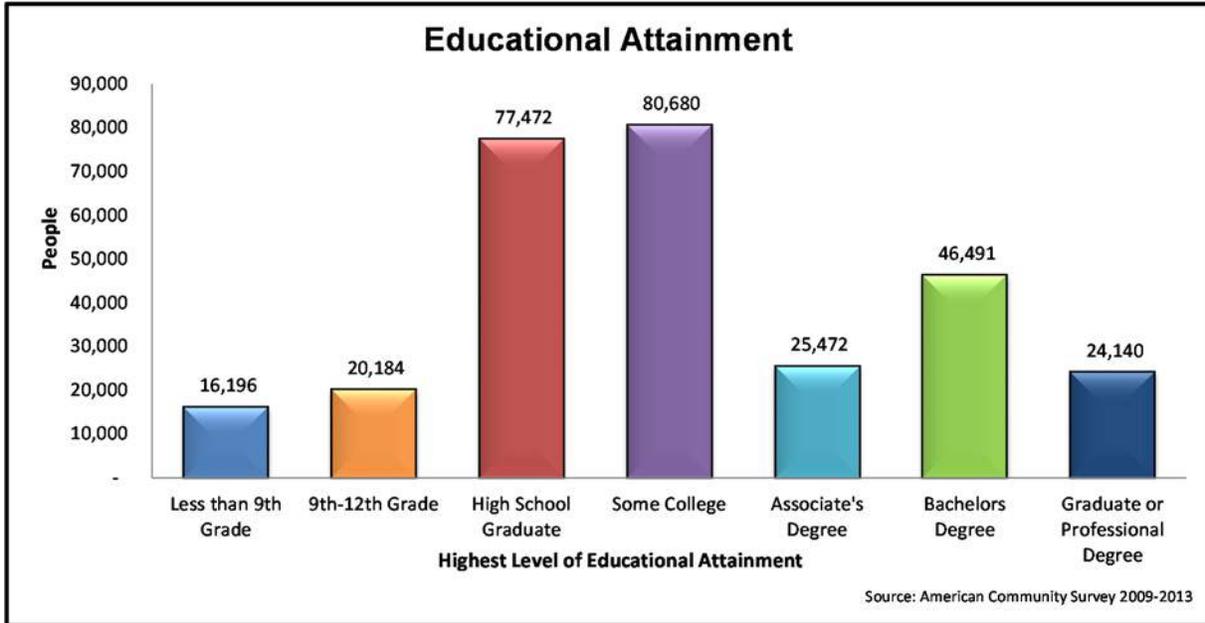
### Businesses/Employees in Mesa, AZ by Sector

Sector	Sector: Number of Businesses	Sector: Number of Employees	Businesses per Sector	Employees per Sector
Consumer Services	686	13,802	15.30%	11.78%
Retail	664	18,303	14.81%	15.62%
Health Care Services	540	16,639	12.05%	14.20%
Business Services	530	8,300	11.82%	7.08%
Construction	512	9,340	11.42%	7.97%
Finance, Insurance & Real Estate	377	5,811	8.41%	4.96%
Government, Social & Advocacy Services	359	9,930	8.01%	8.47%
Transportation & Distribution	212	6,501	4.73%	5.55%
Education	187	12,825	4.17%	10.94%
Hospitality, Tourism & Recreation	134	3,529	2.99%	3.01%
High Tech Manufacturing & Development	62	6,226	1.38%	5.31%
Non-Metallic Manufacturing	51	1,468	1.14%	1.25%
Metal Inputs & Transportation-Related Manufacturing	48	1,717	1.07%	1.46%
Consumer Goods Manufacturing	44	711	0.98%	0.61%
Telecommunications	34	710	0.76%	0.61%
Media, Publishing & Entertainment	25	575	0.56%	0.49%
Resource Dependent Activities	18	827	0.40%	0.71%

Source: 2013 MAG Database (limited to employer with 5 or more employees)

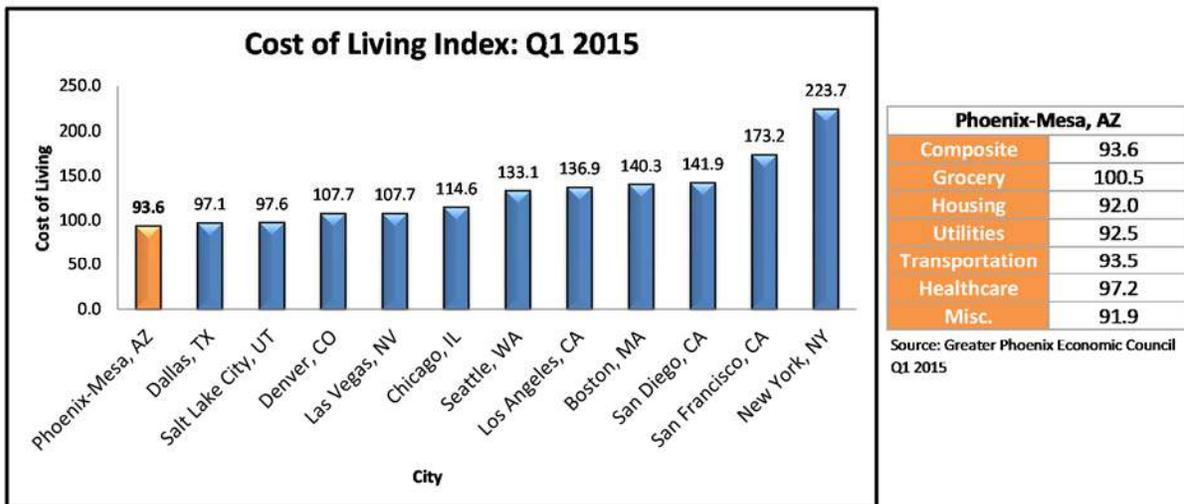
# City Leadership and Demographics

Leading employers like Boeing and Banner Medical Center benefit from Mesa's well-educated workforce, where over 30% of the workforce have obtained an Associate's Degree or higher. Since 2010, Mesa's labor force has continued to grow, adding about 7,000 new workers. Overall, the Mesa labor force has grown by 12.2% since 2000, which is comparable to the growth of the Phoenix labor force, which grew by 14.5% during the same time period.



## ***Livability and Affordability: Mesa is one of the best!***

Over the years, Mesa has consistently been recognized as a top city in which to live. Recently Mesa was awarded the U.S. Conference of Mayors 2014 Outstanding Achievement City Livability Award. Mesa was named one of the "Best Cities for Families" by *Parenting* magazine. In addition, Mesa Public Schools consistently rank at the top of the achievement lists.



Mesa is also one of the most affordable places to live. The chart above details the affordability of the Phoenix-Mesa Metropolitan Statistical Area (MSA) as compared to other major metro areas.

# City Leadership and Demographics

## City of Mesa – Community Profile as of July 1, 2015

<b>Falcon Field</b>	
Aircraft Operations (Annual)	241,848
Average Number of Aircraft Based	702
<b>Fire Emergency Response</b>	
False Alarms	1,106
Hazardous Conditions	534
Other Calls	8,964
Rescue or Emergency	45,832
Total Fires	1,083
<b>Fire Protection</b>	
Civilian Staff - FTE's	101.0
Fire Stations	20
Sworn Firefighters - FTE's	408
<b>Library</b>	
Circulation	3,044,746
Electronic Resource Transactions	1,549,150
Number of registered borrowers	125,336
Reference Transactions Total	145,440
Total attendance (in-library patrons)	1,166,131
Library Facilities	4
<b>Municipal Facilities</b>	
Cemeteries	1
Golf Courses	1
Number of Basins used as parks	134
Number of Parks	65
Number of Pools	9
Recreation Centers	4
Undeveloped Park Acres (includes undeveloped park and cemetery parcels)	633.09
Developed Park Acres (includes developed parks, basins, Convention Center/Amphitheatre, pool sites, golf course, and developed cemetery parcels)	1901.25
<b>Police Protection</b>	
Calls for Service (Mesa Police Events)	292,771
Civilian Staff - FTE's	428
Major Crimes (Part 1 crimes-arson not incl.)	14,795
Sworn Police - FTE's	756
Traffic Accidents	6,622
Police Stations	8
<b>Solid Waste &amp; Recycling</b>	
Customers Served	122,552
Green Waste Recyclables (tons)	21,151
Recyclables Collected (tons)	35,541
Refuse Collected (tons)	233,754
<b>Streets (including parking lots; excluding alleys)</b>	
Storm Drains Miles of Lines	423
Paved (miles)	1427
Unpaved (miles)	1
<b>Utilities*</b>	
Electric Bills	16,703
Natural Gas Bills	59,214
Natural Gas Miles of Lines	1,311
Wastewater Bills	124,142
Wastewater Miles of Lines	1,781
Water Miles of Lines	2,364
Water Sales (thousands of gallons)	26,389,154
Water Bills	139,560

# City Leadership and Demographics

## Mesa's City Limits: Expansion on the Rise

The diagram below depicts the growth of Mesa's incorporated area over the past century with population numbers attached to show the significant increase over time.

Year	1878-1930	1940	1950	1960	1970	1980	1990	2000	2014
Sq. Miles	1	2.33	6.39	14.19	20.36	66.22	119.23	128.14	138.19
Population	83-3,711	7,224	16,790	33,772	63,049	152,453	288,091	396,375	455,567*

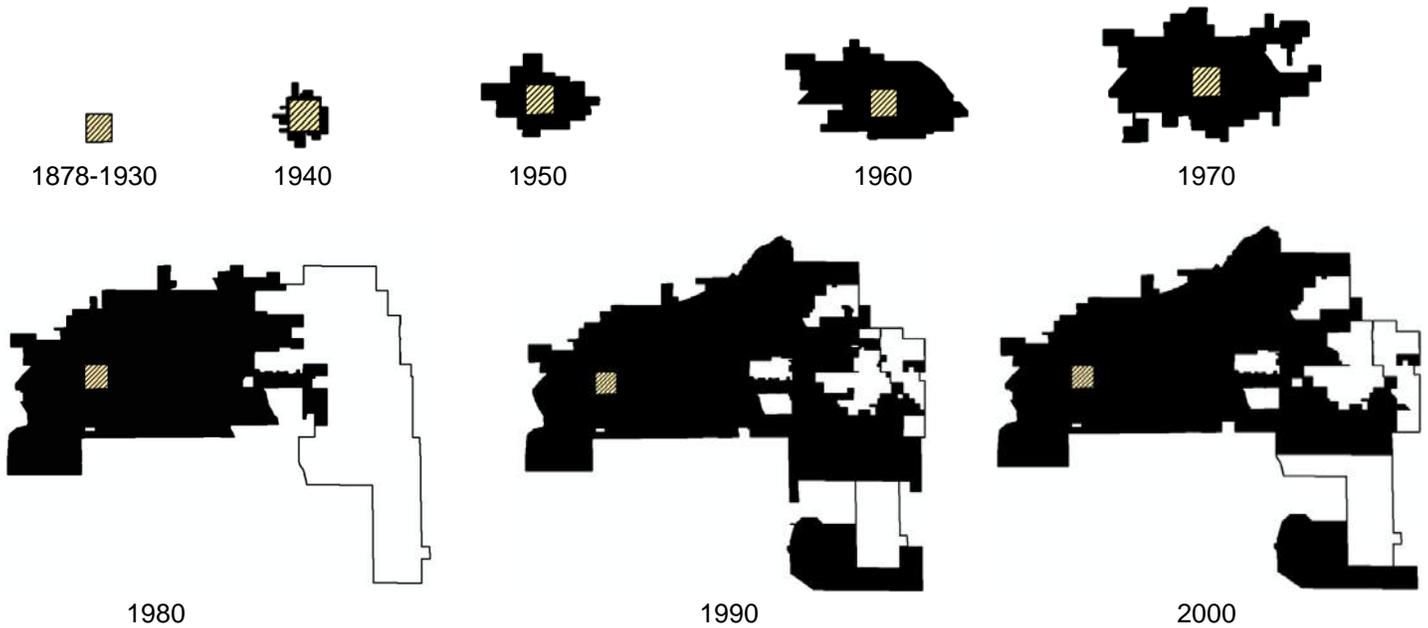
\* 2014 population est. - Maricopa Association of Governments, Municipality Population and Housing Unit Update 2014; This is the population number used by the State of Arizona to calculate state shared revenues.

2014



Land Use	Square Miles	Total Percentage
Single Family Residential	41.63	30.1%
Vacant	4.21	3.0%
Open Space	6.87	5.0%
Employment	3.52	2.5%
Transportation/ROW	0.67	0.5%
Retail	9.54	6.9%
Industrial	33.79	24.5%
Multi-Family Residential	21.16	15.3%
Office	0.31	0.2%
Multiple Use	16.49	11.9%
<b>Total</b>	<b>138.19</b>	<b>100.0%</b>

Source: City of Mesa-ITD-GIS

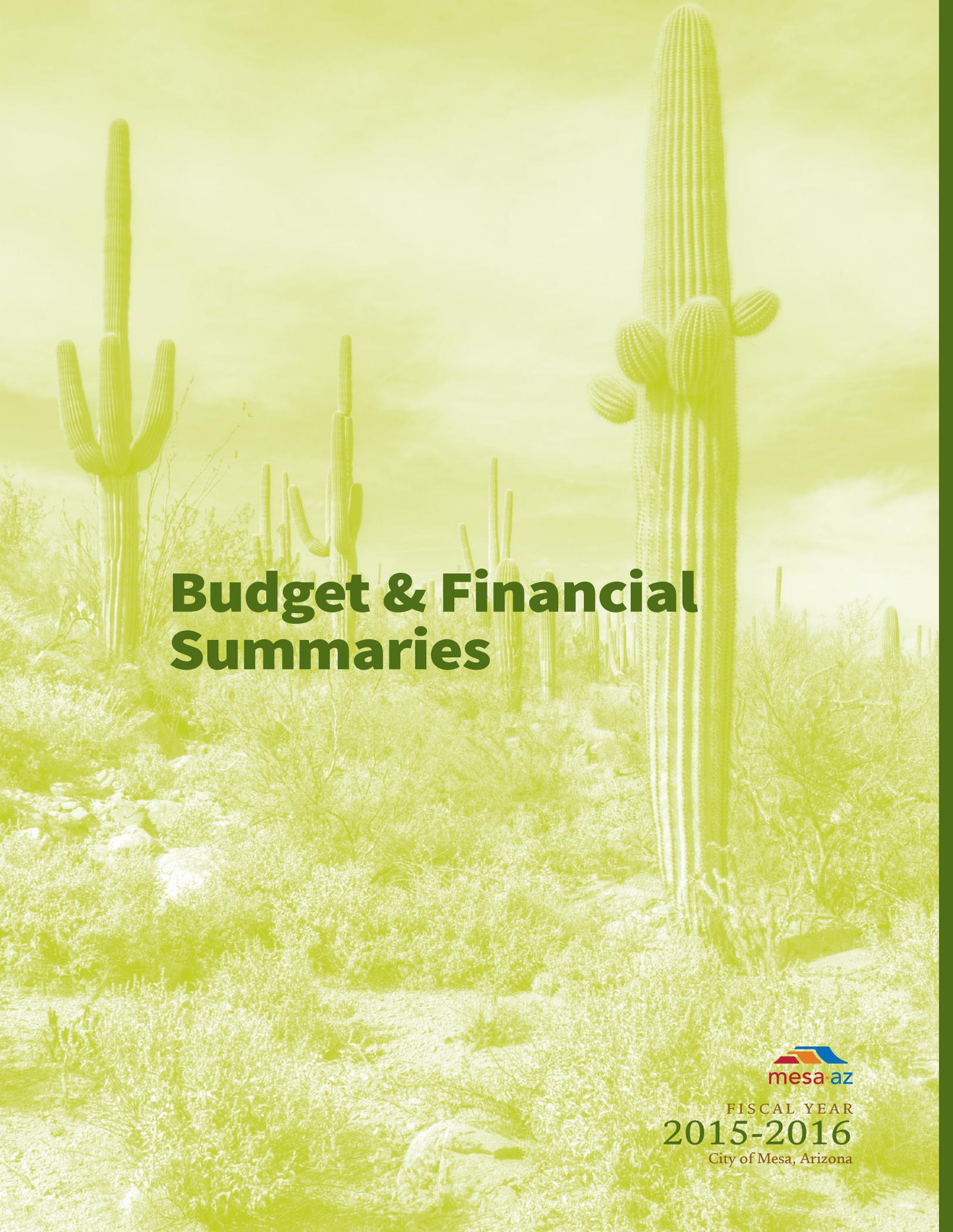


# City Leadership and Demographics



Source: Maricopa Association of Governments



A photograph of a desert landscape featuring several tall saguaro cacti. The scene is bathed in a warm, golden-yellow light, likely from a low sun, creating a hazy atmosphere. The cacti are of various sizes and stages of growth, some with multiple arms. The ground is covered with sparse, low-lying desert vegetation and scattered rocks.

# Budget & Financial Summaries



FISCAL YEAR  
**2015-2016**  
City of Mesa, Arizona

# Budget & Financial Summaries

## Introduction

The Budget & Financial Summaries section is divided into three subsections:

1. **The Budget Process:** provides an overview of the budget requirements and limitations, financial policies, the budget cycle, legal deadlines, and the requirement that the adopted budget is balanced.
2. **The Total City Budget: A Closer Look:** provides a summary of the adopted budget as well as an outline of revenues and expenditures and how they fit within funds.
3. **Bonds and Debt Service:** provides a summary of the different bond types and their limits as well as debt policy and debt service information.

# Budget & Financial Summaries

## The Budget Process

### Budget Requirements and Limitations

The City of Mesa is bound by the requirements of the Arizona Constitution, various State statutes, the Mesa City Charter, generally accepted accounting principles (GAAP), and City financial policies. Restrictions include limitations on the amount of annual expenditure 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” (Title 42 Arizona Revised Statutes (ARS)). This means that budgeted revenues and other resources must be equal to budgeted expenditures and that no expenditure may be made without appropriation. Because of this, it is incumbent upon the City to ensure that the budget includes sufficient appropriation for unanticipated revenues (e.g., unanticipated grant awards) that may become available during the fiscal year, as well as other unanticipated expenses.

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 applies 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, it would not be able to appropriate or spend these monies. In November 2014, City voters passed the 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 available resources. The Home Rule Option remains in effect for the four fiscal years following its passage by the voters. In the case of Mesa’s 2014 Home Rule option, this includes FY 2015/16 through FY 2018/19.

Arizona’s property tax system utilizes a statutorily-defined Limited Property Value (LPV) (ARS §42-13301) and a legislatively-adopted property tax rate to establish the tax 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 “levy limit” was established in 1980, and that limit can increase by up to 2% each year, plus the value of any new construction. The City of Mesa does not currently levy a primary property tax.

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 a 2008 General Obligation bond election. Subsequently, the first levy and receipt of secondary property tax took place in FY 2009/10.

# Budget & Financial Summaries

## Financial Policies

Beyond the requirements set by the State of Arizona, the City of Mesa has also adopted a set of financial policies. These policies identify and outline the financial aspirations of the City. 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, the annual budget, and capital improvement plans.

Below are highlights of the financial policies of the City of Mesa. The policies identify guidelines applicable to ten specific areas that support fiscal responsibility.

- Financial Policy 1 – The Annual Budget:** the adopted budget needs to be balanced, monitored and include performance measures.
- Financial Policy 2 – Fund Balances and Contingency Fund Targets:** the adopted budget will maintain an unrestricted fund balance of 8-10% per fiscal year in key funds.
- Financial Policy 3 – Fees and Charges:** policies to provide a consistent, stable, fair and appropriate means to fund public services.
- Financial Policy 4 – Debt Issuance and Management:** policies and guidelines to appropriately issue debt according to state and federal guidelines.
- Financial Policy 5 – Capital Improvement Program (CIP) and Asset Replacement:** the provision for a rolling five-year projection of the City's capital projects to identify future financial requirements as part of the overall financial forecast.
- Financial Policy 6 – Investments and Cash Equivalents:** policies for the investment of City resources to balance risk and return while preserving sufficient liquidity.
- Financial Policy 7 – Financial Reporting:** policies to report the City's finances in a way to satisfy both management and the need for government transparency.
- Financial Policy 8 – Long Range Planning and Forecasting:** policies used to accurately assess future finances to allow for resource allocation adjustments as necessary.
- Financial Policy 9 – Risk Management:** policies designed to protect against losses that would affect the ability to provide ongoing services and to reduce risk overall.
- Financial Policy 10 – Amending and Updating Financial Policies:** these financial policies are subject to regular review and will be revised as needed.

A full version of these policies is included in the Financial Schedules section of this book.

# Budget & Financial Summaries

## The Budget Cycle

Creating a budget is a continuous process that requires planning, maintenance, and review. Figure 1 outlines the steps in the Budget cycle starting with forecasting revenues and expenditures.



Figure 1: The Budget Cycle

A description of the steps in the Budget Cycle in more detail:

### 1. Forecast Revenues and Expenditures

Annually, prior to the start of the budget process, the Office of Management and Budget (OMB) prepares a preliminary multi-year forecast of revenues and expenditures. The forecast process is the City's best effort to understand and predict its financial future. Historical trends, current events, and predictions of future economic indicators are incorporated into the forecast. An accurate and comprehensive forecast process helps prepare for potential adverse events and circumstances. It provides a framework that assists Mesa's elected officials and executive team in making important decisions about the direction of the City.

Analyzing historical financial data allows for the identification of seasonal patterns. The data provides context to the City's current financial state. Historical data helps the City anticipate when, and to what extent, to expect different revenues and expenditures during the course of the fiscal year. Once identified, these patterns are considered in relation to current events on the national, state, and local levels. Federal

# Budget & Financial Summaries

fiscal policy, state budget decisions, and local housing permit levels are all examples of factors that impact the City's budget.

In addition, data predicting future economic trends is incorporated into the City's forecast model. Through a partnership with the University of Arizona's Eller College of Management, the City analyzes a variety of economic factors predicted for the next thirty years. These long-term factors, along with an understanding of current and past conditions, provide a framework for the forecast.

While preparing a forecast generally follows an annual schedule, it is also a continuous process. Forecasting models and the information on which they are based are constantly updated in an effort to provide the best forecast possible. City staff works to supply the Council and City Manager with accurate information from which the best decisions can be made.

## **2. City Council Reviews Strategic Plan and Establishes Budget Priorities**

An updated forecast is presented 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 receive direction from Council on priorities for the upcoming budget cycle.

## **3. Base Budget Guidelines Established**

Based on forecasted City resources, departments are allocated a portion of those resources in order to fund their operations. Typically, a department is allocated an amount equal to the previous year's ongoing budgeted expenditures plus any change in personnel costs.

## **4. Departments Prepare Operational Plans**

Departments develop annual 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 and achievement of desired outcomes. The plans are presented in the Department Operational Plans section of this document.

## **5. Departments Submit Base Budget and Funding Requests**

A department allocates its base budget to core business processes based on the resources apportioned to the department each year. Departments submit to the City Manager, through the Office of Management and Budget (OMB), requests for additional resources. The requests can be for one-time or ongoing budget increases. Based on available funding and Council priorities, the City Manager may recommend additional funding in base budgets.

## **6. OMB/City Manager Review Department Budgets and Performance Plans**

The Office of Management and Budget (OMB) and the City Manager review the budget submissions to ensure that Council priorities are followed, legal regulations are adhered to and City functions are properly supported. Budget submissions are reviewed for alignment with available resources.

# Budget & Financial Summaries

## **7. City Council Reviews Department Budgets and Significant Issues**

OMB provides preliminary budget information to the City Council through a combination of reports and presentations. The City Council receives additional information from departments as needed. The City Council provides direction on issues and projects included in the upcoming budget.

## **8. City Manager Submits Budget to City Council**

Based on feedback received from the City Council, the City Manager submits a balanced budget to the City Council for consideration.

## **9. City Council Establishes Tentative Budget**

Per State statute, the City Council adopts a Tentative Budget, which sets a legal ceiling or maximum for the Final budget.

## **10. City Council Seeks Public Input**

The City Council requests public input, including during one or more public hearings.

## **11. City Council Adopts Final Budget**

Feedback may be incorporated into the budget and the City Council adopts a Final budget.

## **12. Departments Review Progress Toward Achieving Plan Desired Outcomes**

Departments review progress towards achieving desired outcomes. They evaluate what allowed them to exceed performance targets or what prevented them from achieving departmental goals. They decide on actions to build on success or to correct steps in the process in order to meet future goals.

# Budget & Financial Summaries

## Legal Requirements

Arizona law and the Mesa City Charter include a litany of legal requirements for adoption of the budget and the levy of property tax. Figure 2 includes the major steps and legal deadlines in the budget process, including the date that each step was completed during the FY 2015-16 budget process.

Summary of Major Steps and Legal Deadlines in the FY 2015/16 Budget Process			
Action Required	City Charter Deadlines	Arizona State Statute Deadlines	Date Completed
<b>Operational Budget Process</b>			
City Council adopts tentative budget	None	On or before the third Monday in July	June 1, 2015
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 7, 2015 June 14, 2015
City Council holds public hearing and adopts final budget	None	On or before the 14th day before a tax levy is adopted	June 15, 2015
City Council adopts secondary property tax levy.	None	On or before the 3rd Monday in August.	July 1, 2015
<b>Capital Improvement Program Process</b>			
Publish summary of the Five Year Capital Improvement Program and notice of public hearing which must precede final adoption	One publication at least two weeks prior to public hearing.	None	May 2, 2015
City Council holds public hearing and adopts the Five Year Capital Improvement Program	Not less than 2 weeks after the publication	None	May 18, 2015
<b>Utility Rate Process</b>			
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	April 6, 2015
Utility Rate Adjustment written report submitted to the City Clerk's office	None	30 days prior to the public hearing	April 16, 2015
Publish Notice of Intention and notice of public hearing for utility rate adjustments	None	One publication at least 20 days before the public hearing	April 11, 2015
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	May 4, 2015
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	May 18, 2015
City Council adopts utility rate adjustment ordinances and resolutions	After the public hearing	After the public hearing	May 18, 2015
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	July 1, 2015

Figure 2: Summary of Major Steps and Deadlines in Budget Process

## Final Budget Document

On June 15, 2015, the City Council passed and adopted the City of Mesa budget for the fiscal year ending June 30, 2016, meeting the state requirement mandating the adoption of a balanced budget. The adopted, or Final, budget is found in the Financial Schedules section of this book.

# Budget & Financial Summaries

## **Budget Maintenance**

Once the budget has been adopted, the City of Mesa continually monitors budget to actual revenues and spending through a variety of methods including budget to actual reports, “MesaStat” meetings with City management in which financial and operational performance is discussed, and budget amendments as needed.

## **Budget to Actual Review**

The Office of Management and Budget and the Financial Services Department monitor budget to actual spending and provide monthly reports to City management.

## **MesaStat Meetings**

The City Manager meets with each department on a regular basis to review financial information and progress on achieving desired outcomes, and to receive a general status update.

## **Budget Amendments**

In order to achieve the desired results identified in department operational plans, department directors have the authority to realign resources within their departments. Budget adjustments between departments or between funds must be presented to the Office of Management and Budget (OMB) for verification of budget capacity and the appropriateness of the funding source.

The annual budget includes contingency funding to provide spending authority for unexpected events or other unforeseen needs that arise during the course of the fiscal year. Examples include natural disasters, new unfunded mandates, or the receipt of unanticipated grant funding. If unable to cover an unexpected cost within their department budget, managers may submit a request for contingency funding to OMB for review. The City Manager’s Office considers the request in the context of all City priorities and needs.

Contingency funding is supported by unrestricted fund balance reserves. The needs of the City are balanced with the needs of maintaining adequate reserves.

New positions and additions to the fleet result in ongoing financial obligations. Therefore, requests for new positions or vehicles are required to be approved by the City Manager’s Office regardless of the department’s ability to cover the current year’s cost.

# Budget & Financial Summaries

## The Total City Budget: A Closer Look

In following the financial policies adopted by the City Council, the budget adopted by the City Council on June 15, 2015 was balanced with the anticipated expenditures of \$1.61 billion to be covered by anticipated resources of \$1.61 billion for the period July 1, 2015 through June 30, 2016. This section explores both expenditure and revenue trends in the City of Mesa and explains how they fit within City funds.

### Expenditure Trends

The City purchases goods and services and employs staff in order to provide services, programs and activities to meet the municipal needs of the residents of Mesa.

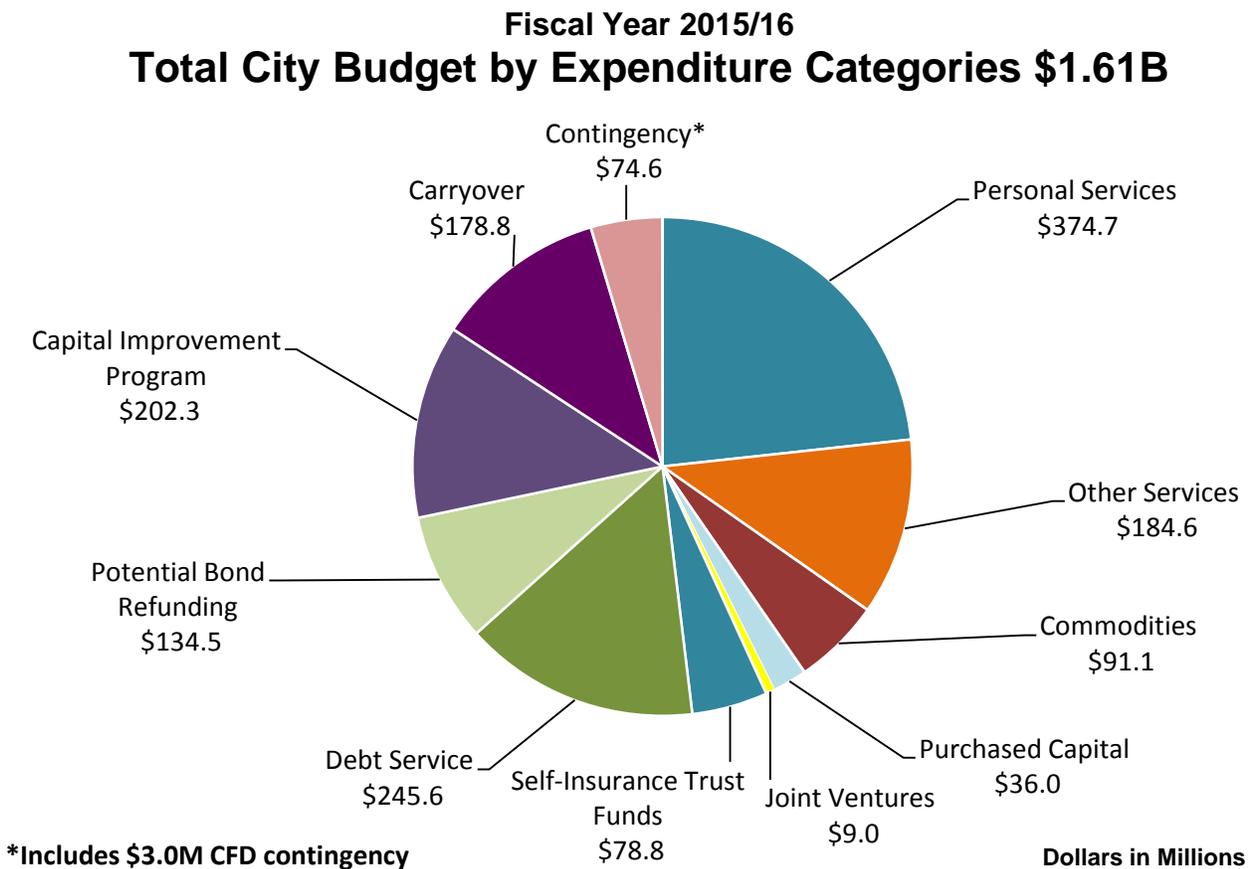


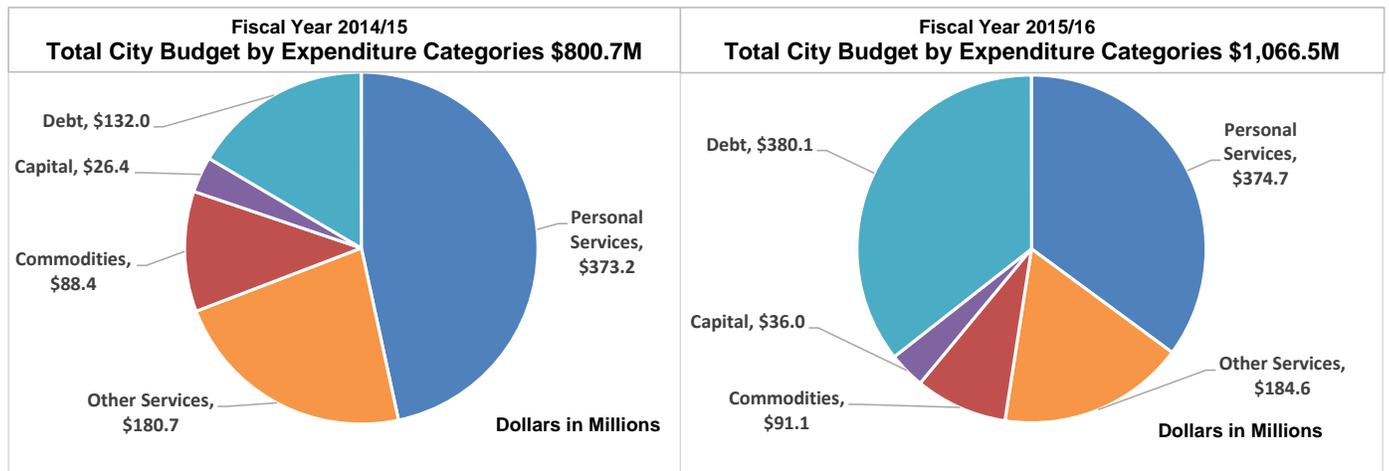
Figure 3: Total City Budget

Expenditures are classified into different categories to allow for year-to-year comparison. Figure 3 shows the total adopted city budget by expenditure category. Because expenses related to the capital improvement program (CIP) are managed separately, these expenses are presented in their own category. Expenses related to items that were budgeted last year but were not received in time to be recorded last fiscal year have also been separated and labeled as carryover. These types of expenditures can vary from year to year based on the lead-time for various purchases. Also separated out is the contingency budget authorization. The contingency budget allows reserve dollars to be spent on unplanned expenses, emergencies like a natural disaster, on unforeseen federal or state mandates, etc.

# Budget & Financial Summaries

Joint ventures managed by the City and trust funds are also separate from the operating budget. These areas are partially funded through contributions from City departments and are managed in separate funds. Excluding them from the annual operating budget avoids the City of Mesa contributions being included twice as expenses.

The remaining expenditures represent the annual operating needs of the City of Mesa. As shown in Figure 4, the FY 2015/16 operating expenditures total of \$1,066.5 million is approximately \$265.8 million more than the previous fiscal year of \$800.7 million. Operations approximate 66% of the total budget appropriated by the City Council.



Annual Operating Needs						
	Personal Services	Other Services	Commodities	Capital	Debt	Total
2014/15	\$373.2	\$180.7	\$88.4	\$26.4	\$132.0	\$800.7
2015/16	\$374.7	\$184.6	\$91.1	\$36.0	\$380.1	\$1,066.5
Difference	\$1.5	\$3.9	\$2.7	\$9.6	\$248.1	\$265.8

Figure 4: Comparison of Total Operating Budget from FY 2014/15 to FY 2015/16

The most significant change between the two years is in the debt category. The FY 2015/16 budget includes \$380.1 million for debt service, which is an increase of \$248.1 million from the \$132.0 million budgeted in FY 2014/15. The FY 15/16 budget includes \$78.1 million in Highway Project Notes due to early availability of state funding for the City’s final repayment of principal in order to fully retire the HPAN debt for the Gateway Freeway in southeast Mesa. It also includes \$134.5 million in Utility Systems Bond Refunding for the possible refunding of outstanding debt at a lower interest rate. The City would receive the proceeds from the refinancing and use them to pay off the eligible portion of the debt.

## Personal Services

Personal Services consists of all employer costs related to the compensation of City employees. This includes full-time, part-time and seasonal positions as well as pay categories such as overtime, benefits, etc. Also included are benefit expenses related to retired employees. Figure 5 shows the increase in Personal Services expenditures over the last ten years. Personal Services expenditures are approximately

# Budget & Financial Summaries

\$66 million higher than 10 years ago, but there are over 400 fewer positions budgeted in FY 2015/16 than there were in FY 2006/07. The increase is due primarily to rising costs in areas such as healthcare, pensions and salaries.

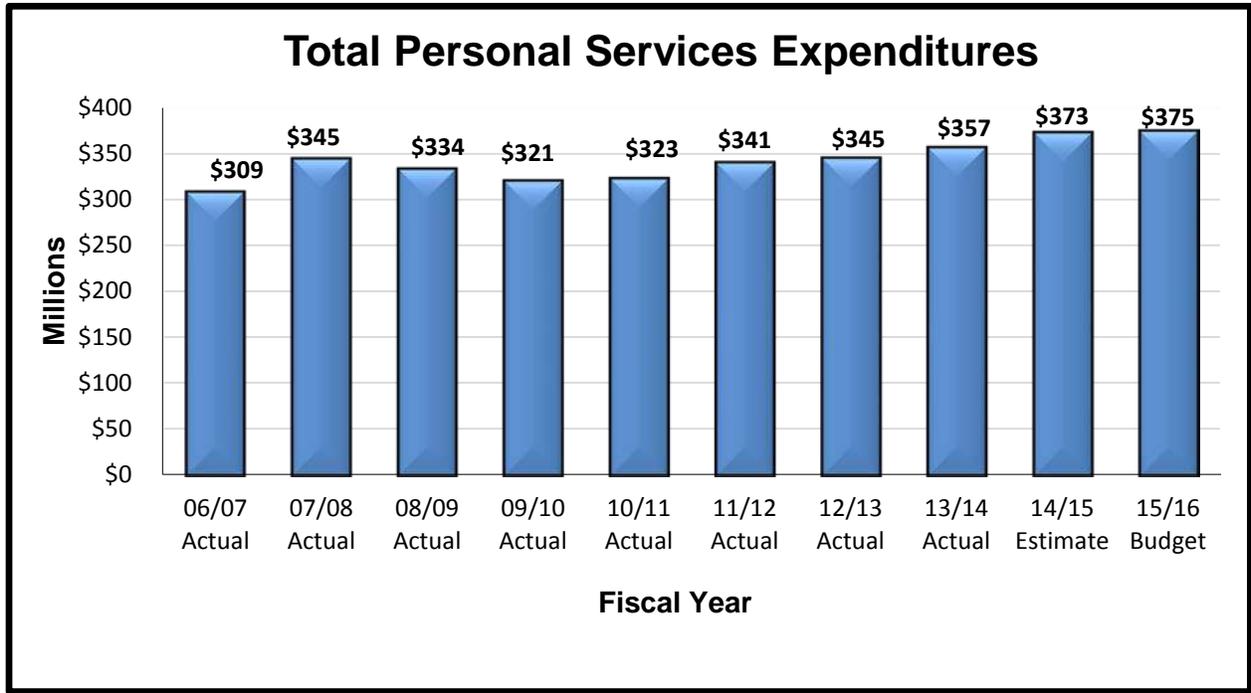


Figure 5: Total Personal Services Expenditures

Salary range adjustments are implemented on occasion to keep the City competitive in the local job market. The FY 2015/16 budget includes a market salary adjustment for most positions within the City. In accordance with the City’s compensation plan, the FY15/16 budget also includes step-pay funding for those employees that qualify.

Various salary adjustments were implemented in FY 2007/08 to keep the City competitive in the local job market; however, when the first impacts of the recession were felt in the housing industry, the City reduced salaries citywide by 2% and drastically reduced the number of positions.

Additionally, the City placed the citywide step-pay program on hold from FY 2009/10 through FY 2011/12. As the economy improved, the prior 2% salary reduction was restored to employees in January 2012 and the step-pay program was reinstated with a year-by-year review effective in FY 2012/13.

Although salary is an important component to attracting and retaining a quality workforce, City benefits also play an important role. The cost of employee benefits has had the greatest impact on the cost of personnel. Figure 6 illustrates the benefit cost of a position with a salary of \$50,000 in FY 2015/16 compared to the cost of the benefits on the same salary ten years ago.

## Budget & Financial Summaries

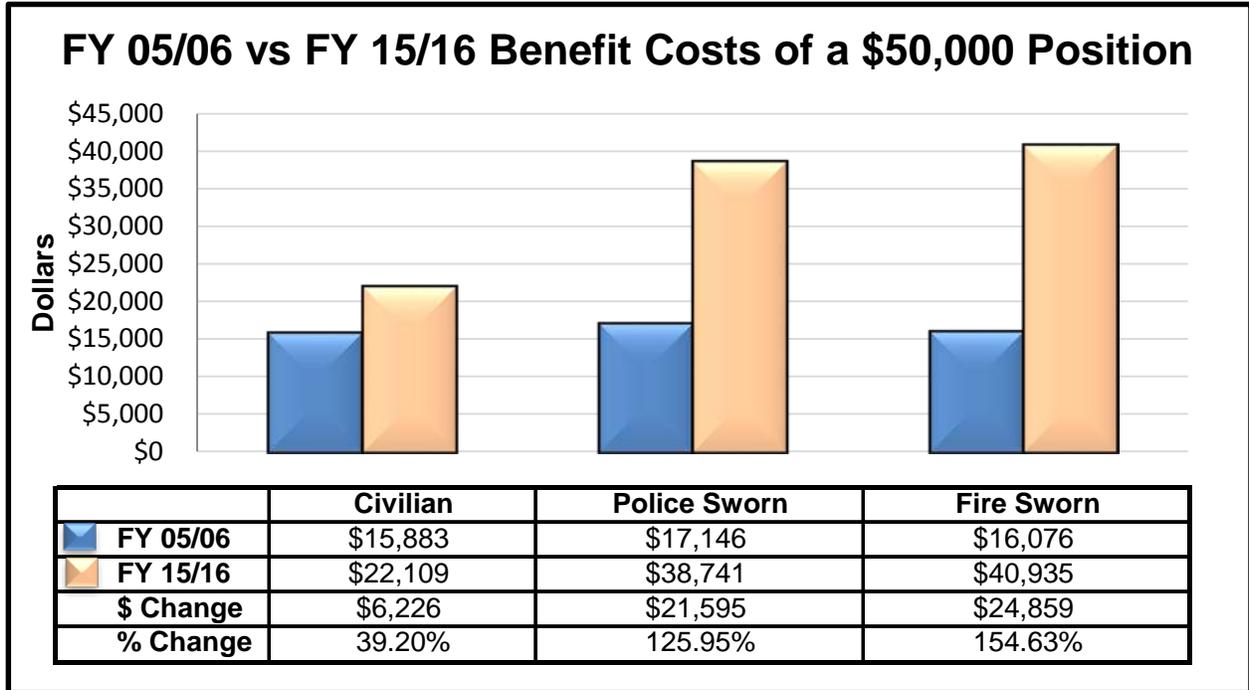


Figure 6: Comparison of Benefit Costs from FY 05/06 to FY 15/16

The cost of benefits for sworn employees has more than doubled over the period. Healthcare premium costs are the same for both sworn and civilian personnel. This difference in the cost increases is due to the increases in the City's required contribution to the respective retirement plans.

### Pension Costs

Most City of Mesa employees are members of the Arizona State Retirement System. Sworn police and fire personnel are members of the Public Safety Personnel Retirement System, there are distinct plans for police and fire. Some City judges and elected officials are included in the Elected Official Retirement System. The current annual increases in the Arizona State Retirement System (ASRS) and Public Safety Personnel Retirement System (PSPRS) contribution rates are shown in Figure 7, with the history of rate increases shown in Figure 8.

# Budget & Financial Summaries

Retirement Plan	FTE	FY14/15 Rate	FY15/16 Rate	Rate Change	Contribution Change (All Funds)*
Arizona State Retirement System (ASRS)	2,460	11.48%	11.35%	- 0.13%	+ \$123,826
Elected Official Retirement System (EORP)	7	57.49%	85.36%	+ 27.87%	+ \$133,530
Public Safety Personnel Retirement System (PSPRS) – Fire	407	29.98%	38.49%	+ 8.51%	+ \$1,078,795
Public Safety Personnel Retirement System (PSPRS) – Police	759	33.07%	39.49%	+ 6.42%	+ \$2,840,142
<b>Total</b>	<b>3,633</b>				<b>+ \$4,176,293</b>

Figure 7: Retirement Contribution Rates

\*Increased annual costs include the net effect of rate changes, along with various other budget adjustments. Although the ASRS rate decreased slightly, the amount budgeted increased due to a higher base of salary costs. PSPRS includes the net impact of a \$5.0 million increase over the prior year as well as significant reductions to police positions (23 FTE) and a reallocation of federal grant funding for fire personnel costs.

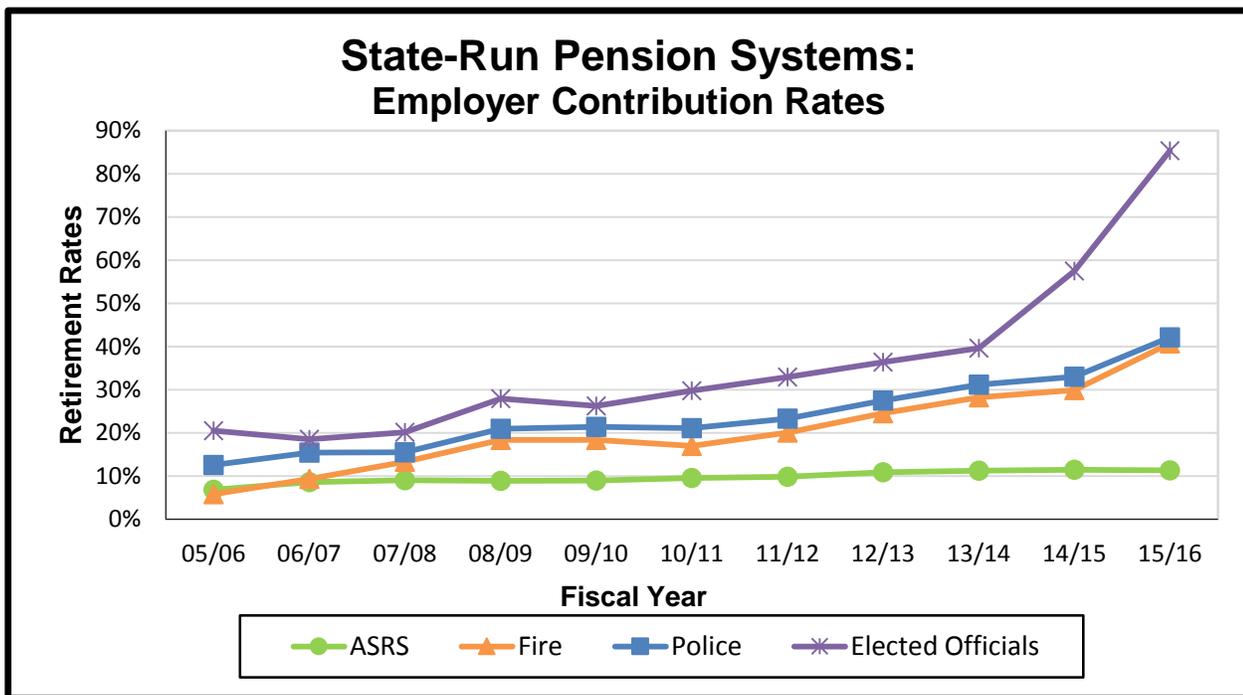


Figure 8: State Run Pension Systems: Employer Contribution Rates

## Elected Officials Retirement Plan (EORP)

During FY 2012/13, the State Legislature closed the Elected Officials Retirement (EORP) defined benefit plan to newly-elected officials. After January 1, 2014, newly-elected officials may elect to participate in the Arizona State Retirement System (ASRS) if they had prior ASRS service, otherwise they will be required to participate in the new Elected Officials Defined Contribution Retirement System (EODCRS). The closing

## Budget & Financial Summaries

of the EORP plan caused a sharp increase in rates for FY 2014/15 and 2015/16 as the costs of current and future EORP retirees is dependent on the employer and employee contributions of the dwindling number of active EORP members (future retirees). But since there are very few Mesa employees that participate in EORP, the dollar impact to the City is relatively small.

### Public Safety Personnel Retirement System (PSPRS)

In February 2014, the Arizona Supreme Court ruled that some cost-saving reforms made in 2011 to State-run public pension plans were unconstitutional for retirees. As a result of the ruling, the City’s police and fire plans were required to pay out benefits to retirees that would have been received had the reforms not been implemented. This additional cost resulted in a significant decline in the funded status of the plans, as shown in Figure 9 below.

Plan	As of June 30, 2013		As of June 30, 2014	
	Funded	Unfunded Liability	Funded	Unfunded Liability
Mesa - Fire/Medical	61.8%	\$ 105,604,693	55.9%	\$ 135,654,327
Mesa - Police	58.1%	\$ 204,673,038	51.7%	\$ 270,325,643
<b>Total</b>		<b>\$ 310,277,731</b>		<b>\$ 405,979,970</b>

Figure 9: Mesa PSPRS Plans - Funded Status (Pension and Health)

As a result of the decline in the funded status of the plans, contribution rates increased substantially. To ease the burden on participants, PSPRS allowed for a three-year phase-in of the contribution increase. The City elected to contribute \$5.0 million more than in the prior fiscal year, less than the full contribution amount (\$8.7 million), but more than the phase-in contribution amount (\$2.2 million). The full impact of the increased rates will need to be addressed again in FY 2016/17.

In addition to the Arizona Supreme Court ruling that certain aspects of 2011 pension reforms were unconstitutional, increases to FY 2015/16 PSPRS contributions rates were due to:

- Continued recognition of investment losses during 2008-2009 economic recession (smoothed over seven years)
- Adjustment of actuarial assumptions to account for anticipated permanent benefit increases/cost of living adjustments

The 2011 pension reforms remain in place for current PSPRS employees. However, other lawsuits challenging the legality of the reforms for current employees are pending resolution by the court. A ruling in these cases that reverses the reforms for current employees would result in additional major increases in PSPRS contribution amounts and rates for the City.

# Budget & Financial Summaries

## Positions

The cost of personnel accounts for the largest portion of operating expenditures of the City. During economic downturns, the City is forced to reduce labor costs in order to maintain a balanced budget. Labor is tracked by full-time equivalents (FTE) for a 40-hour workweek. For example, two part-time employees who each work 20 hours a week (or 50%) would equal one full-time equivalent. The budgeted personnel full-time equivalents for each fiscal year are shown in Figure 10 below.

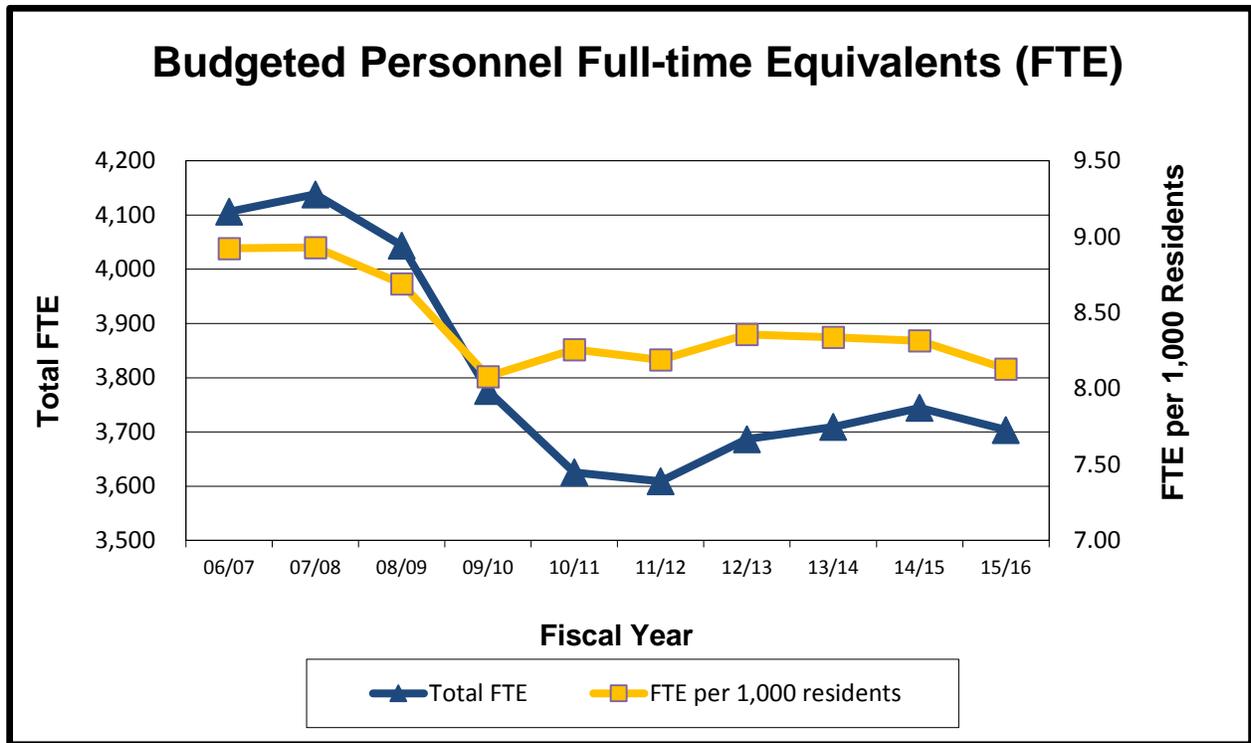


Figure 10: Budgeted Personnel Full-Time Equivalents

The City has experienced reductions in its workforce over the last ten years. A decline in building development resulted in significant reductions in associated City staff. Large numbers of positions were eliminated during the economic crisis beginning in 2008. With the recent slow increase in revenues, a small number of critical positions were added in FY 2012/13, FY 2013/14 and FY 2014/15.

In order to more closely match ongoing expenditures with ongoing resources, the City implemented reductions again in FY 2015/16. As part of this overall reduction, 62 positions (58.5 FTE) were eliminated. Included in this number are 23 sworn Police and 1 sworn Fire vacant positions. Positions were eliminated as vacancies occurred. As Figure 10 shows, the number of FTE per 1,000 residents has been fairly steady for the past few years. The total FTE count for FY 2015/16 of 3,703.7 FTE is 402.4 FTE or 9.8% below the 4,106.1 FTE that existed in FY 2006/07.

## Budget & Financial Summaries

During FY 2014/15, a net increase of 10.7 FTE mid-year changes were added after budget adoption. The increase in the Professional category is mainly attributed to an increase in Fire and Medical positions funded with new grants. The decrease in the Protective Services Workers category was due to the elimination of new school resource officer positions added to the Police Department budget in FY 2014/15 pending an intergovernmental agreement with Mesa Public Schools and Gilbert Public Schools that did not occur.

The FY 2015/16 adopted budget includes a total net reduction of 40.9 FTE. These modifications are shown by position category in Figure 11.

<b>Proposed Full-Time Equivalent (FTE) Changes By Employee Category</b>							
<b>Category</b>	<b>FY 2014/15 FTE</b>	<b>Mid -Year Changes</b>	<b>Reductions</b>	<b>Additions</b>	<b>Net Change</b>	<b>Percentage Net Change</b>	<b>FY 2015/16 FTE</b>
Elected Officials	7.0	0.0	0.0	0.0	0.0	0.00%	7.0
Officials & Administrators	131.0	0.0	(1.0)	0.0	(1.0)	(0.76%)	130.0
Professional	680.3	13.7	(8.0)	2.0	7.7	1.13%	688.0
Paraprofessionals	141.0	2.0	(2.5)	0.0	(0.5)	(0.35%)	140.5
Protective Service Workers	1,084.0	(5.0)	(25.0)	0.0	(30.0)	(2.77%)	1,054.0
Administrative Support	563.1	(0.9)	(7.0)	0.0	(7.9)	(1.40%)	555.2
Technicians	395.0	0.0	(8.0)	2.0	(6.0)	(1.52%)	389.0
Skilled Craft Workers	336.4	1.0	(2.0)	0.0	(1.0)	(0.30%)	335.4
Service Maintenance	406.8	(0.1)	(5.0)	2.9	(2.2)	(0.54%)	404.6
<b>Total FTE</b>	<b>3,744.6</b>	<b>10.7</b>	<b>(58.5)</b>	<b>6.9</b>	<b>(40.9)</b>	<b>(1.09%)</b>	<b>3,703.7</b>

Figure 11: Full-Time Equivalent Changes

# Budget & Financial Summaries

## Revenue Trends

The City of Mesa receives revenue from many different sources. The three main sources are (1) taxes, (2) intergovernmental revenues, and (3) sales and charges for service. These three categories constitute 50% of the resources expected to be received in FY 2015/16. Bond proceeds are a type of financing and are not revenues. Some of the resources or portions of resources are restricted, they can only be used for certain types of expenditures. Other resources or portions of resources are not restricted, they are available for general operations. Some revenue sources are relatively stable over time while others fluctuate up and down with the economy. Therefore, the City strives for a diversity of revenue sources in order to ensure the continuation of City services during economic cycles. Figure 12 below shows the total City available resources.

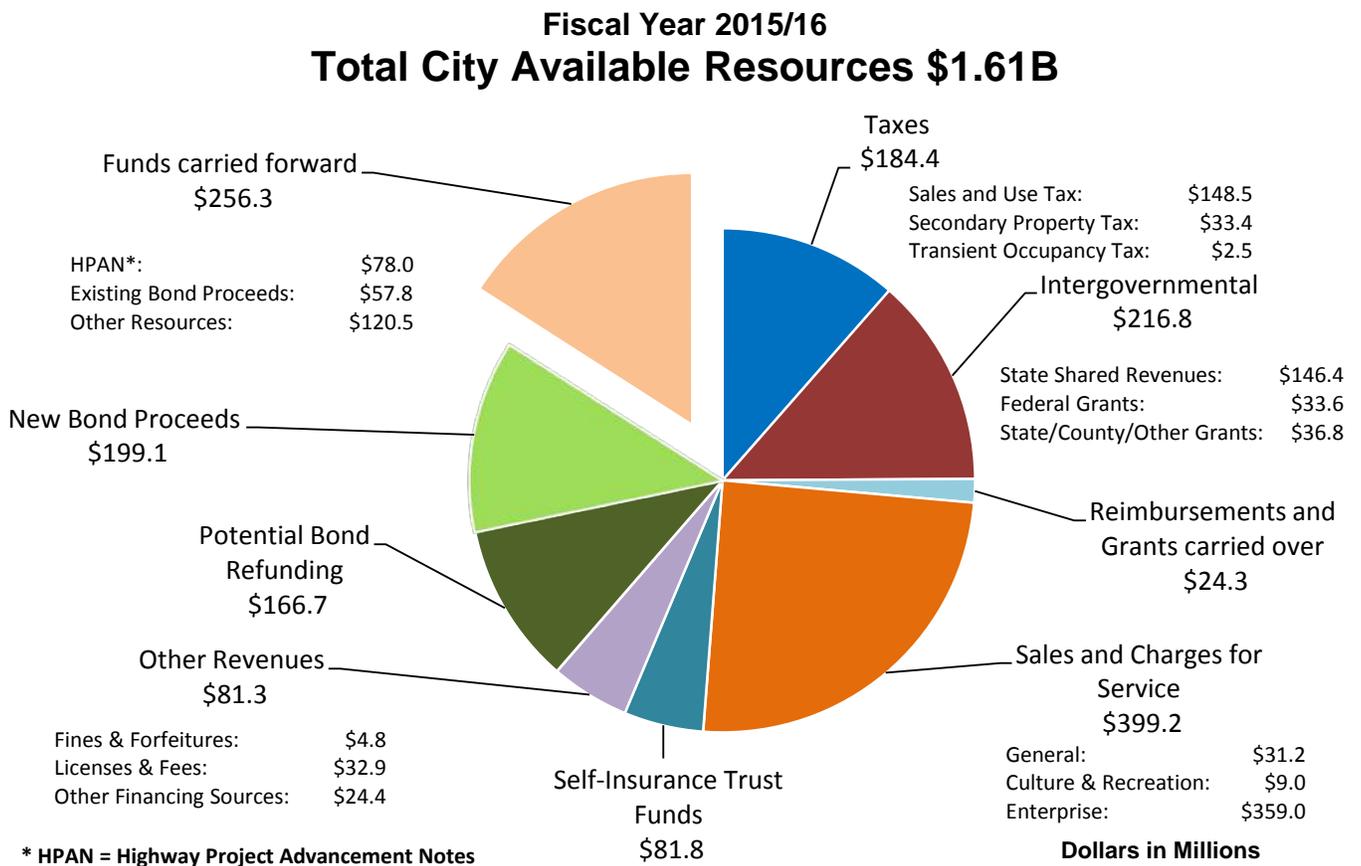


Figure 12: Total City Available Resources

# Budget & Financial Summaries

## Taxes

### Sales and Use Tax

Arizona’s cities and towns have authority granted by the State to establish certain taxes for revenue purposes. The local transaction privilege tax, also known as sales tax, is one such means for funding municipal services. The City of Mesa Charter (Article VI, §602(A)) authorizes the City to levy a local sales tax, requiring voter approval for a local rate in excess of 1%. The City of Mesa’s current local sales tax rate is 1.75% and consists of three parts: the City General Sales tax portion of 1.20%; the City Quality of Life Sales Tax portion of 0.25%, (which together make up the tax portion of the General Governmental revenues); and the City Street Sales Tax portion of 0.30%, which is restricted for use only on local transportation needs. When combined with the State and County sales tax rates, the total sales tax rate is 8.05%. Figure 13 below shows the allocation by percent.

### Sales Tax Rate Allocation

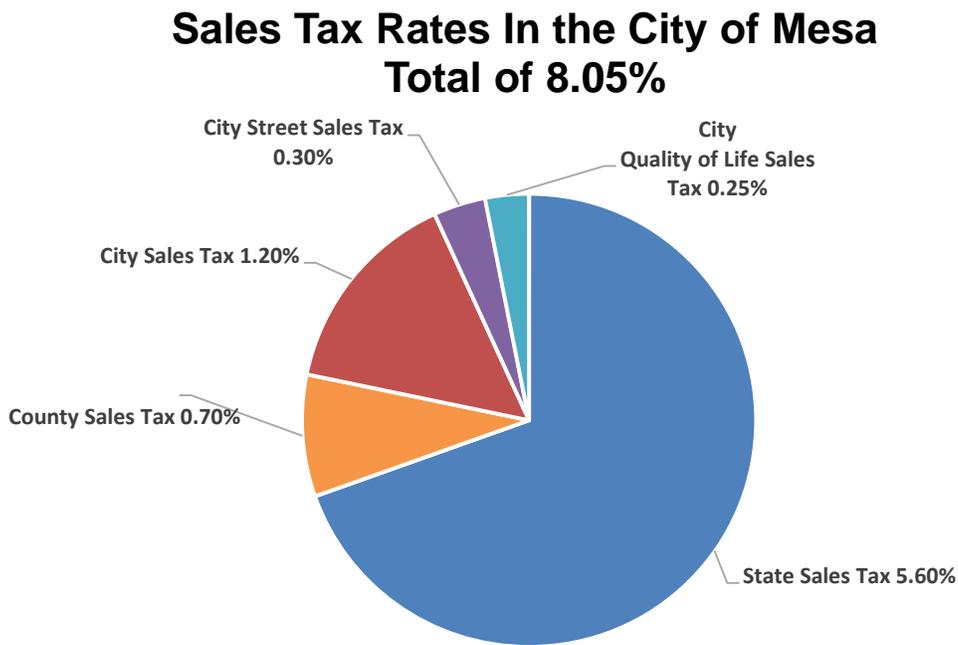


Figure 13: Sales Tax Rates in the City of Mesa

With a transaction privilege (sales) tax of 8.05%, when a person buys \$100 worth of taxable items, the vendor is responsible for remitting \$8.05 to the taxing entity (City, County, State). Of that \$8.05, \$1.75 goes to maintain City services; of which \$1.45 supports police, fire, parks, arts and culture, and business operations, and the remaining \$0.30 goes toward maintaining and repairing City streets. Mesa also receives a portion of the sales tax collected by the State. The sharing of State sales tax is discussed in the Intergovernmental Resources section of this document.

Use tax is levied on items acquired from a retailer and stored or used within the City that have not been charged Transaction Privilege Tax equal to at least the Mesa tax rate of 1.75%.

# Budget & Financial Summaries

## Sales and Use Tax Trends

The Sales and Use Tax category consists of the City portion of sales and use tax collected on taxable sales activity. For example, the City of Mesa does not have a local sales tax on food meant to be consumed at home, those sales are not taxable.

Normal inflation of prices over time impacts the buying power of a dollar. The figure below outlines taxable sales activity in the City by fiscal year. After declining during the Great Recession, anticipated activity in FY 2015/16 is again close to the level experienced in FY 2007/08. However, when adjusted for inflation, fewer goods and services are expected to be purchased in FY 2015/16 than was purchased with the same dollar amount in FY 2007/08.

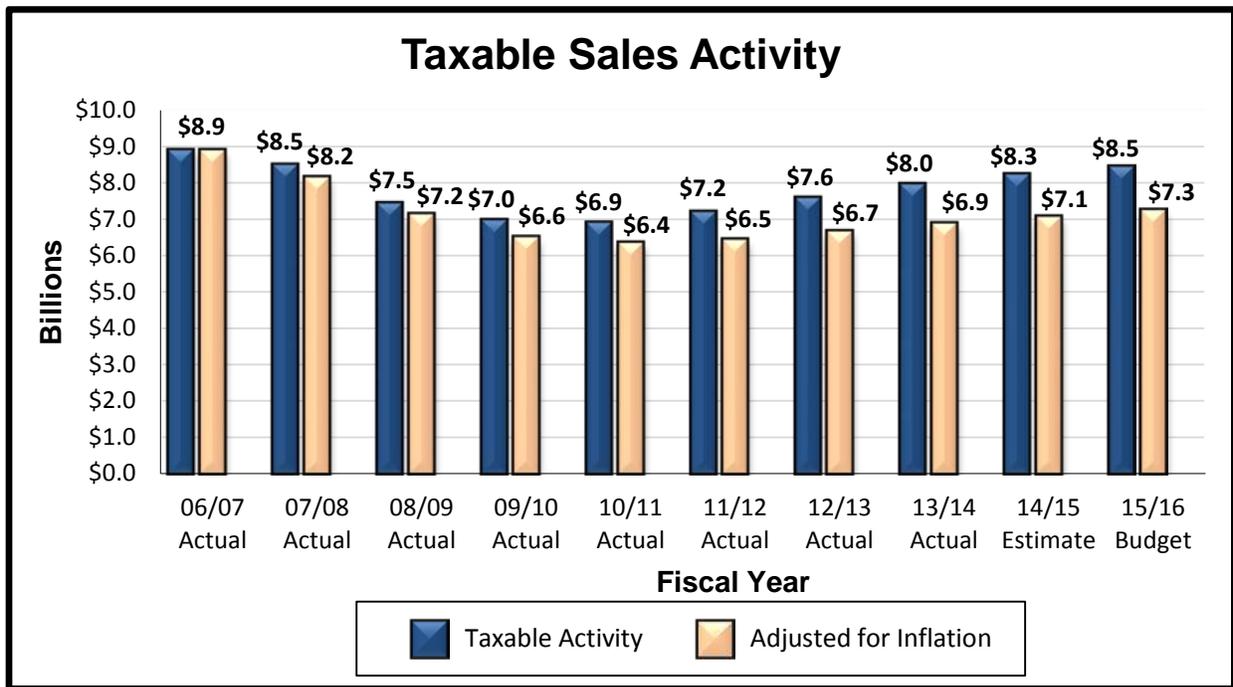


Figure 14: Taxable Sales Activity

During the Great Recession, fewer high dollar ticket items like new cars were purchased. Fewer homes were built, and fewer appliances and furniture were purchased for those new homes. When home construction essentially stopped, construction and associated trades jobs left the area and the number of people shopping in Mesa declined. There were also new shopping options outside of Mesa. Mesa continues to recover from the low of activity in FY 2010/11, but still has not reached pre-recession levels.

# Budget & Financial Summaries

Figure 15 illustrates City revenue generated from taxable sales. Some changes in the sales tax rate occurred during the time period. As with taxable sales activity, the FY 2015/16 revenue is catching up to pre-recession levels. However, when adjusted for inflation, revenues are still lagging.

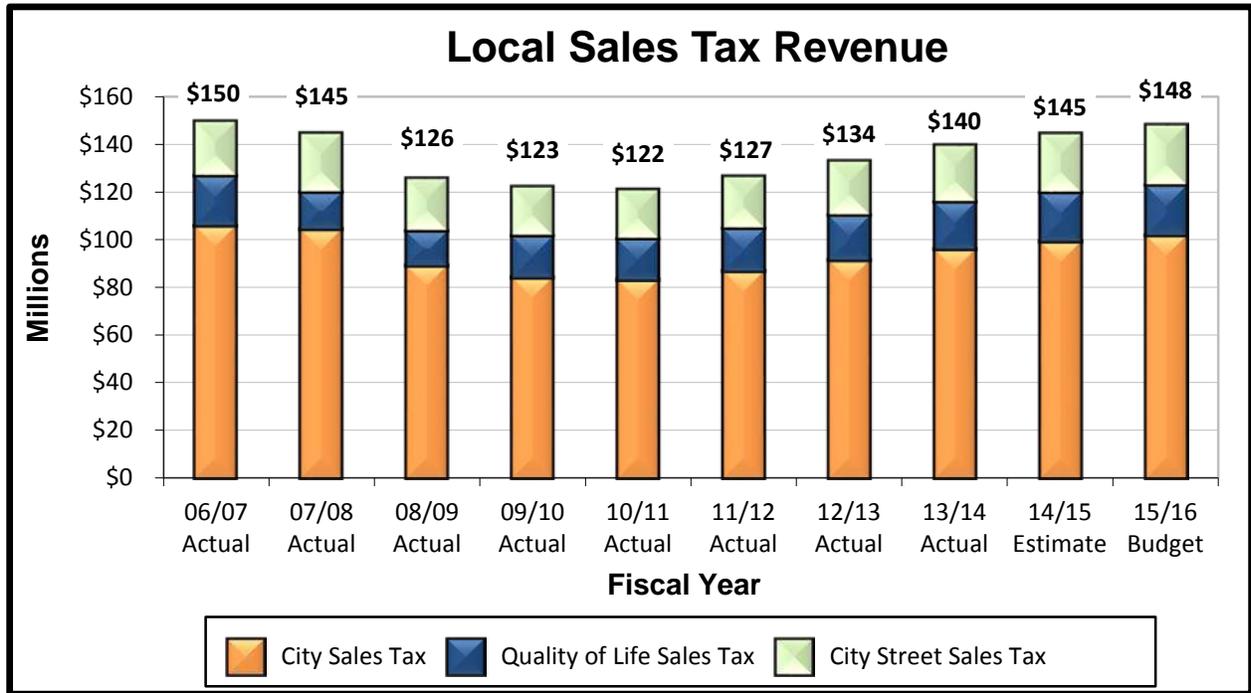


Figure 15: Local Sales and Use Tax Revenue

In March of 1998, Mesa voters approved a Quality of Life Sales Tax of 0.50%. Half of the rate (0.25%) was allocated to fund 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 discontinued as scheduled on July 1, 2006. The operations portion of the rate was adopted as an on-going tax.

In May of 2006, Mesa voters 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.

## Property Tax

State law (A.R.S. §42-17151(A)) allows a municipality to levy a property tax. There are two types of property tax in the State of Arizona, primary and secondary.

Primary property tax can be used for any general City operations. Since 1946, the City of Mesa has not levied a primary property tax to fund City operations. As established at that time, the City uses utility rate revenue to fund some City operations, including but not limited to services such as police, fire and municipal court.

A secondary property tax may be levied for payment of principal and interest due to debt associated with General Obligation bonds. Therefore, the City’s secondary property tax is restricted to that use. The City

# Budget & Financial Summaries

Council sets the property tax levy and associated rate annually. The FY 2015/16 secondary property tax rate is \$1.2125 per \$100 of net assessed value with a corresponding levy of \$33,439,694.

Further information is outlined in the Bonds and Debt Service section of this document.

## Transient Occupancy Tax

State law (A.R.S. §42-6002) allows a municipality to levy a Transient Occupancy Tax. Also known as, bed tax, the transient occupancy tax is assessed on hotel/motel stays at a rate of 5.0%. This tax is dedicated to the Visit Mesa program, capital improvements at the convention center and Hohokam Stadium, and the payment of excise tax bond debt related to the spring training facilities construction and renovation projects. Transient Occupancy Tax is a restricted revenue source.

## Intergovernmental Resources

Intergovernmental revenues are normally received from other government agencies however; grants may be received from private organizations as well.

## State Shared Revenues

State shared revenues are received from the State of Arizona. In Arizona, the state shares income tax (urban revenue sharing), transaction privilege tax (state shared sales tax), state gasoline tax (Highway User Revenue Fund (HURF)), vehicle license tax (VLT), and state lottery funds (Local Transportation Assistance Fund (LTAF)) with incorporated cities and towns, and counties. HURF revenues are restricted to transportation expenditures and LTAF revenues are restricted to transit. The remaining state shared revenues are not restricted in use. The total state shared revenues received can be seen in the figure below.

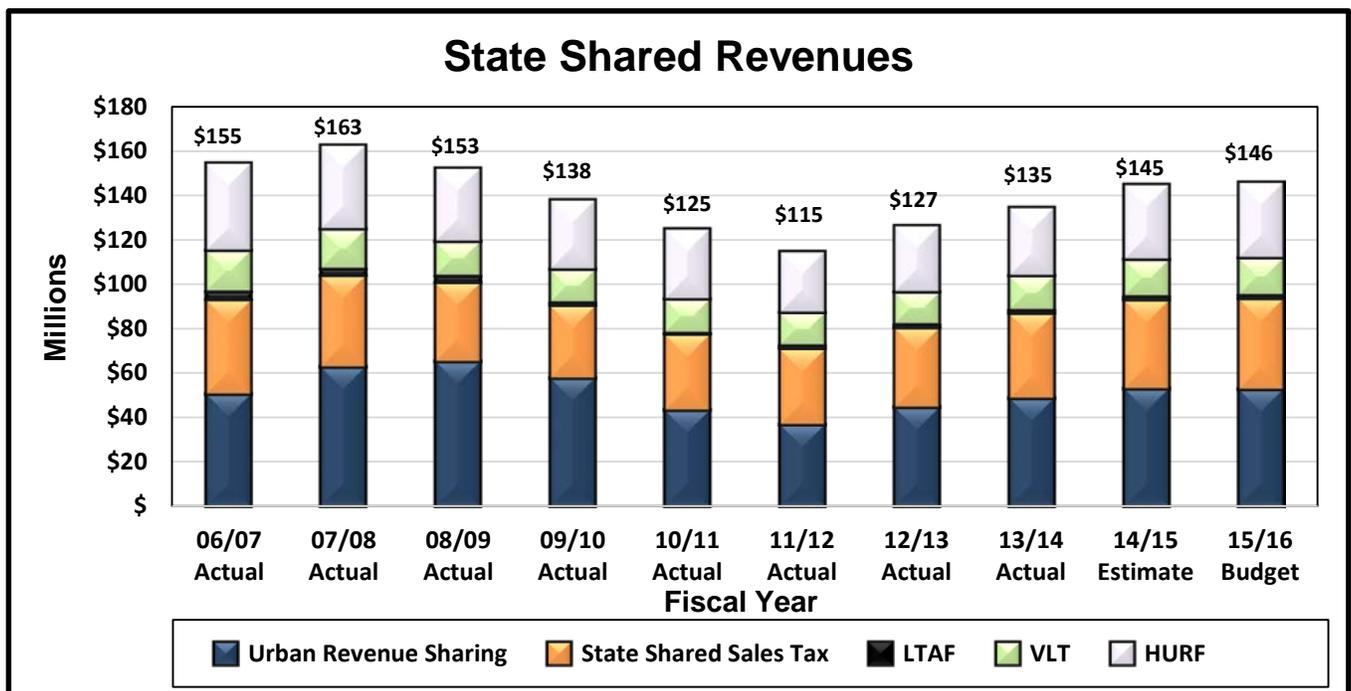


Figure 16: State Shared Revenues

# Budget & Financial Summaries

In order to receive gasoline tax (HURF) dollars, a 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 funded with the local streets portion of the sales tax. A portion of HURF revenues previously sent to cities and towns has been diverted for State funding of Highway Patrol and Motor Vehicle Division operations. Urban Revenue Sharing revenue received from the State is based on personal income levels. There is a two-year lag between when the income is reported and the receipt of revenues by the City. Therefore, the amount for FY 2015/16 is a known amount rather than a forecast. Urban Revenue Sharing was budgeted at \$53.2 million in FY 2014/15 and \$52.9 million in FY 2015/16.

## **Grants**

The top three City departments to receive grant funding are Police, Fire and Medical, and Housing and Community Development. All three areas depend on annual grant resources to fund part of their daily operations. Grant funding must be applied for each year unless a multi-year grant is specified. Grant funding is restricted to the use designated in each grant and has reporting requirements. The City determines if the value of the grant is worth the additional requirements and staff time before accepting grants.

## **Reimbursements and Grants Carried Over**

This category of revenue is monies received previously from a prepayment arrangement for timing purposes. The City provides funding upfront and then gets the money back when the appropriate funding source eventually becomes available. This category also holds any grant revenues received in a previous year until spent in a subsequent year.

## **Sales and Charges for Service**

Sales and charges revenues come from customers in the exchange for services. Over 90% of the revenues in this category are attributable to the various City enterprises. Enterprises are business-like service areas tracked individually in order to determine net income. Utility rate revenues make up the bulk of the enterprise resources. The City provides Water and Wastewater services to all residential and commercial customers. The Solid Waste Department services all residential customers and is available to commercial customers if they choose to use City service. The City supplies natural gas to a portion of the City for both residential and commercial as well as a large service area outside of the City limits. The City also provides electric service and district cooling for portions of the downtown area.

The remaining sales and charges are for entrance to venues like the Arizona Natural History Museum and the i.d.e.a. Museum, entrance to events at the Mesa Art Center and the Mesa Amphitheater, room reservations at the Mesa Convention Center, and enrollment into classes offered through various departments and at various locations around Mesa.

## **Utility Revenues**

While utility rates are less affected by the economy than sales tax, the 2007-2008 crash of the housing market did contribute to a decline in utility revenues. All utilities, with the exception of Solid Waste, rely on a fixed base/service charge applied to each account and a variable charge applied to the consumption of the utility itself. Solid Waste has only the fixed component. The increase of foreclosures and the

# Budget & Financial Summaries

resulting vacant homes reduced utility consumption and therefore utility revenues. Figure 17 below shows the utility revenues over the past ten years.

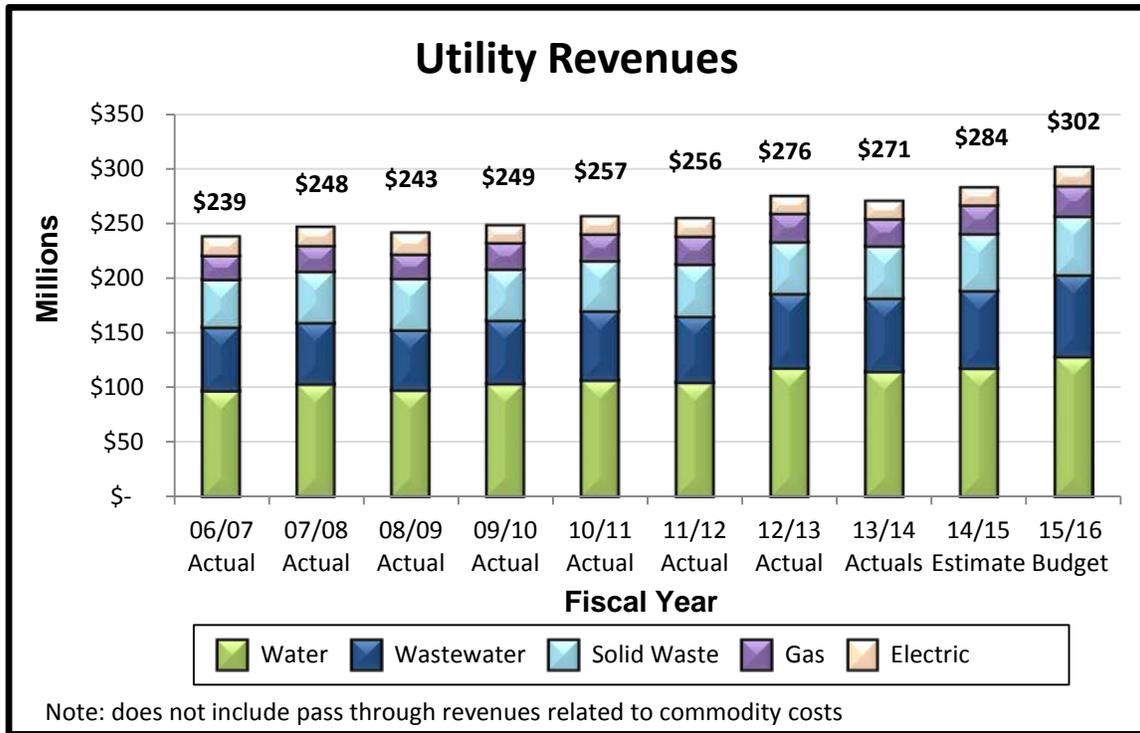


Figure 17: Utility Revenues

Utility rates are adjusted to keep up with the increased cost of existing services and to meet demand for new or expanded services. Customer growth and legislative requirements contribute to the need for additional infrastructure and operational funding. Environmental regulations result in both one-time and on-going compliance costs. Utility rate adjustments are enacted by the City Council during the annual budget process, after public notification and hearings are held. The current rate adjustment as well as the past average rate adjustments are shown below in Figure 18: Historical Homeowner Utility Rate Adjustments

Historical Homeowner Utility Rate Adjustments					
	Electric	Natural Gas	Water*	Wastewater	Solid Waste
FY 15/16 Adjustment	1.7%	3.8%	5.0%	5.0%	5.0%
10 Year Average	0.4%	2.8%	4.4%	4.7%	2.7%
20 Year Average	0.3%	3.3%	4.0%	4.3%	3.2%

\* A restructure to the water rate tier system was introduced in FY 15/16 in which the typical water consumer experienced a 5.0% rate adjustment. Consumers with higher volume usage would likely experience a higher adjustment.

Figure 18: Historical Homeowner Utility Rate Adjustments

Building a new Signal Butte Water Plant and expanding the existing Greenfield Wastewater Plant have been included in long-range planning efforts for some time. Because of anticipated growth, primarily in southeast Mesa, these plants are now moving forward. The added operating and debt service costs

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associated with the construction of these critical facilities have been considered in the proposed 5.0% rate adjustments for water and wastewater in the coming year.

The Solid Waste Department is incurring additional vehicle fleet costs as the City continues to grow faster in the eastern part of Mesa. The 5.0% rate adjustment for residential services in FY 2015/16 takes this added cost into account.

The Electric and Gas rate adjustments are intended to stabilize the fixed portion of the rate component tied to maintaining existing infrastructure.

As economic conditions have improved in recent years, Mesa has experienced an increase in the number of utility customers. However, usage per account in several of the City's utilities has decreased because of factors such as low economic confidence, increased efficiency in homes and appliances, and mild winter conditions. These effects have mostly balanced each other and produced steady revenue.

## **Average Homeowner's Cost Comparison**

One key analytical tool used by the City Council and City staff is a comparison of the average costs incurred by homeowners in several cities throughout the Valley. The average charges for the current fiscal year for various cities are compared with the average costs for the current fiscal year in the City of Mesa. While some neighboring municipalities have a different resource mix than Mesa, bringing them all together allows for comparison to ensure that Mesa remains an affordable place to live, work and play.

In FY 2014/15, the total annual municipal cost to the average household in Mesa was \$1,724, which is less than three of the six comparison cities in the Valley. Figure 19 shows the total annual cost by city as of July 2015.

# Budget & Financial Summaries

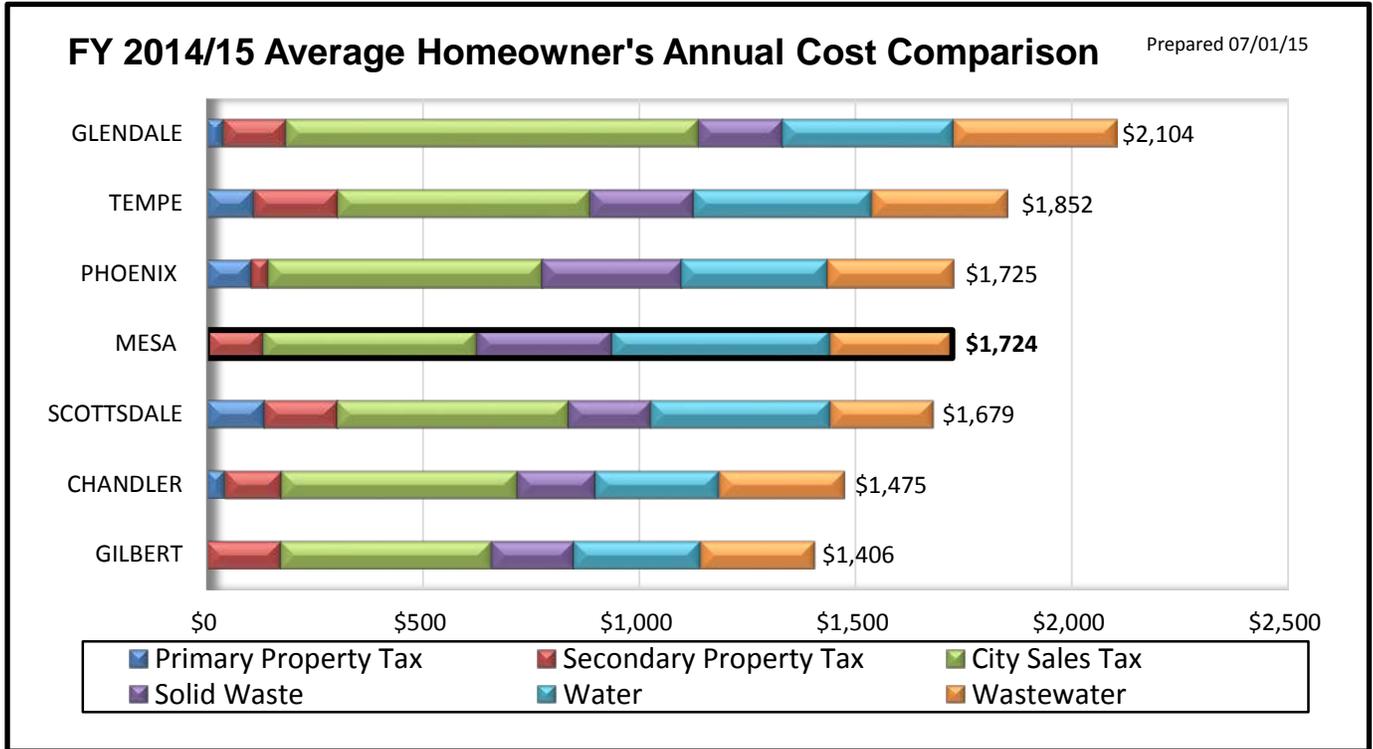


Figure 19: Average Homeowner Comparison by City

Figure 20 summarizes the average costs by revenue category for each city.

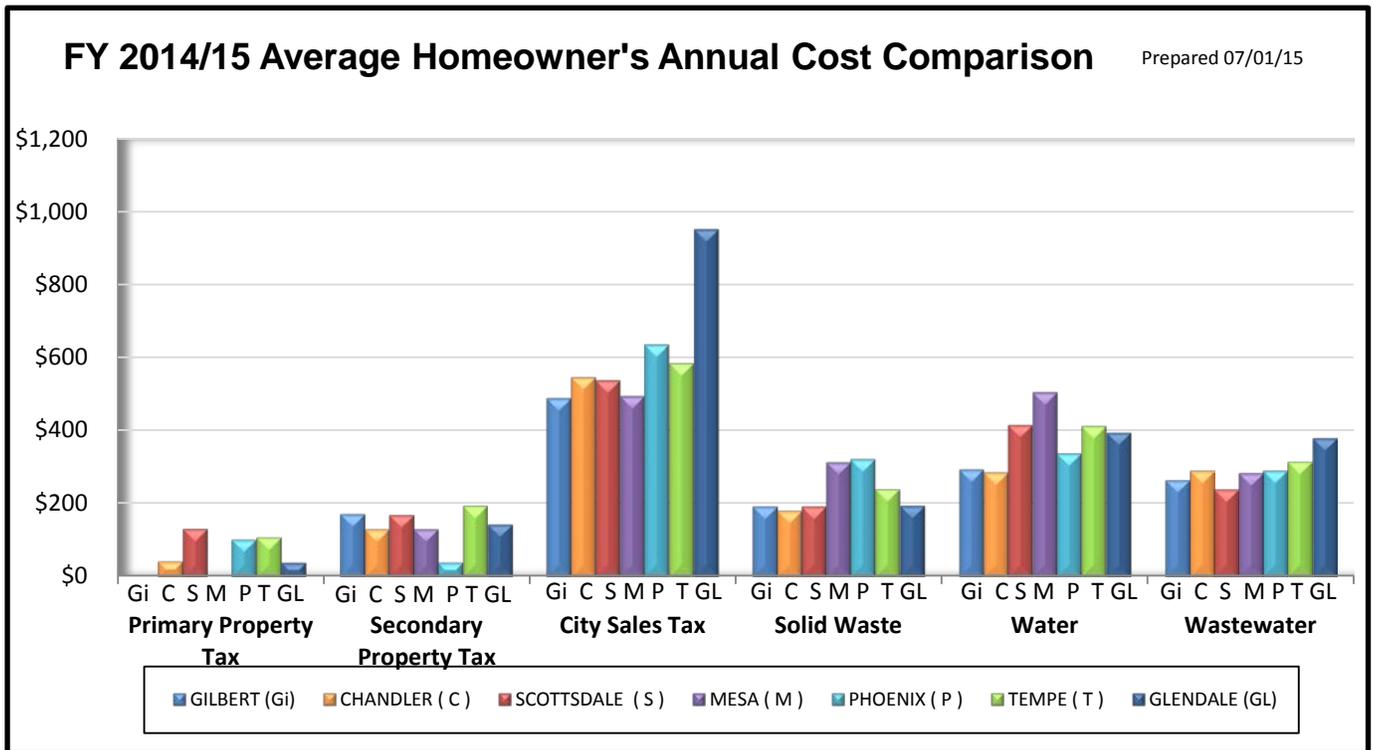


Figure 20: Average Homeowner's Annual Cost Comparison by Revenue Category

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In the Average Homeowner's Annual Cost Comparison:

- The City of Mesa and the Town of Gilbert are the only municipalities that do not have a primary property tax. All other revenue sources exist in all municipalities.
- Estimated city sales taxes paid is based on average household expenditures from the Bureau of Labor and Statistics Consumer Expenditure Survey applied to each city's sales tax rate. Some cities have different rates for different taxable items. Mesa does not collect sales tax on the sale of food for consumption at home.
- Comparisons are determined using a standard service level for all cities.
- Standard solid waste charges are for biweekly garbage (and recyclables where applicable) collection using 90 gallon barrels. Solid Waste residential charges include a Green and Clean fee for Mesa. Other city's environmental fees are included as applicable.
- Water charges are based on an average consumption per month.
- Wastewater charges are based on the average consumption of water during the winter months.

More detail regarding the comparison can be found in the Financial Schedule section of this document.

## **Self-Insurance Trust Funds**

Self-insurance trust fund revenues come from internal sources like department and City contributions and in the case of employee benefits, from City employees and retirees. The City operates three self-insurance areas. They are discussed in detail in the Major Fund Review section of this document under Trust Funds.

## **Other Revenues/Resources**

The remaining revenues pertain to areas such as Municipal Court fines and fees, fees for permits and licenses and other financing sources besides bonds.

## **Potential Bond Refunding**

Municipal bonds are a tool used by the City to finance capital improvement projects. The City may occasionally refund (refinance) bonds in order to take advantage of lower interest rates, similar to a homeowner refinancing a home mortgage. Municipal bonds are discussed further in the Bonds and Debt portion of this document.

## **New Bond Proceeds**

Municipal bonds are a tool used by the City to finance capital improvement projects. Bond proceeds are resources available for use on annual expenditures. However, the issuance of bonds results in a liability for the City. The City must pay back the bondholders with interest over the term of the loan. Municipal bonds are discussed further in the Bonds and Debt portion of this document.

## **Funds Carried Forward**

If resources are greater than expenditures in a given year, the result is an increase in available resources. This can be due to many things: timing of expenditures, lead-time of an acquisition, overall savings or

# Budget & Financial Summaries

resource amounts greater than projected. The City can also set aside funds over multiple years in order to pay for large projects or items. These funds have already been received by the City. Some of the funds are allocated to items that are already contracted. Some of the funds remain unallocated and are available for expenditure in the upcoming fiscal year. Funds carried forward are sometimes referred to as reserves or fund balance.

## **Fund Details**

The City of Mesa uses funds to record and keep track of revenues and how they are expended. Fund accounting also allows the City to ensure and demonstrate compliance with finance-related legal requirements as well as for managerial control over various responsibilities of the City. A fund is a grouping of related accounts used to maintain control over resources that have been segregated for specific activities or objectives. The budget consists of different funds according to where the money came from and how it may be spent. Different types of funds the City uses include General Governmental Funds, Enterprise Related Funds, Restricted Funds, Trust Funds, and Grant Funds. Details of these funds are explained below.

## **General Governmental Funds**

These are resources and expenses that are discretionary in nature and can be allocated based on the needs of the City. The majority of the funds go to Public Safety (Police, Municipal Court, Fire and Medical) and to the departments that support those efforts, like Information Technology and Business Services. It also includes the Parks, Library, and Culture areas, as well as Community Development and Outreach.

## **Enterprise-Related Funds**

The Enterprise-Related Funds consist of all of the utilities (Electric, Natural Gas, Water, Wastewater, Solid Waste and District Cooling), the Golf Course, the Mesa Convention Center, the Hohokam Stadium and the Cubs Spring Training Facility. Falcon Field was previously included in the Enterprise Fund but because airports have certain funding restrictions, a separate restricted fund was created in FY 2014/15 to account for Falcon Field activities. The Economic Investment Fund was previously considered an Enterprise Fund but in FY 2015/16 it was changed to a restricted fund.

## **Restricted Funds**

Restricted funds are legally restricted to be used for a specific purpose as defined by federal, state or local governments.

### **Transportation Related Restricted Funds**

Transportation funds come from two sources. First, the State of Arizona collects Highway User Revenue Funds (HURF) and a portion is given to cities. This is the fuel tax paid at the pump by the consumer. Arizona's three largest cities also receive an additional allocation of the revenues referred to as HURF 3%. Second, a 0.30% City of Mesa transaction privilege (sales) tax is dedicated to street expenditures referred to as Local Street Sales Tax (LSST).

HURF and LSST are managed together as both funds are restricted to street-related expenditures. The State diversion of HURF revenues from cities and reduced sales tax receipts due to the Great Recession

# Budget & Financial Summaries

caused some street maintenance activities to fall behind the schedule anticipated when the LSST was approved. Much of the State diversion of HURF revenue from cities has been restored, but it is still short of original levels. The City's street maintenance program outlines the highest priorities for allocation of available resources. Street maintenance is managed to remain within available resources.

## **Falcon Field Airport Fund**

Because of restrictions on airport funding, starting in FY 2014/15 Falcon Field Airport expenditures and revenues were recorded in a separate fund. Revenue generated by airport functions must be used to support airport operations. Profits from airport operations cannot be used to pay for general city purposes. Although Falcon Field revenue cannot be used to support other Mesa governmental operations, Falcon Field benefits the City by allowing customers from around the country to connect to business in Mesa.

## **Environmental Compliance Fee Fund**

The Environmental Compliance Fee is a set amount applied to each utility account customer to meet the projected costs of Federal and State environmental mandates. Neither the Federal nor the State government provides funding for these environmental mandates.

The current \$7.32 monthly Environmental Compliance Fee is anticipated to generate \$14.8 million in revenue in FY 2015/16. The current fee fully funds annual operating costs and partially funds one-time projects supporting environmental activities such as air quality, storm water quality, hazardous waste management, and asbestos management. Environmental compliance activities have experienced inflationary pressures over the last few years. For example, the contracted costs for the maintenance of storm water basins increased during the last renewal period.

## **Economic Investment Fund**

The Economic Investment Fund is used to pursue a variety of Healthcare, Education, Aerospace, Tourism/Technology (HEAT) and other dynamic, citywide opportunities. Also, it is used to seek entrepreneurial solutions, business and industry partnerships and tools, and to deliver new jobs to propel Mesa's economic growth, prosperity and innovative spirit forward in the global marketplace.

## **Arts and Culture Fund**

The Arts and Culture Department manages the Mesa Arts Center, the i.d.e.a. Museum and the Museum of Natural History. These facilities rely on admission fees and ticket sales to augment the City of Mesa's General Fund support. To allow for easier tracking and management of the financial aspect of the various activities, all previous General Fund budget dollars have been moved to a new fund called the "Arts and Culture Fund." Revenues collected at the different venues will be deposited to this fund. The General Fund contribution will be set at a fixed amount each fiscal year and transferred to the new fund

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## Trust Funds

The City of Mesa uses trust funds to track revenues and expenses related to employee benefits, workers compensation claims, and legal claims.

### Employee Benefit Trust Fund

The Employee Benefit Trust (EBT) Fund is used to fund employee health benefits and other employee benefit programs that the City sponsors. It is funded through medical and dental premiums that are paid partially by the employee and partially by the City. Total budgeted expenses were \$69.7 million in FY 2014/15 and \$67.5 million in FY 2015/16. The FY 2014/15 budget included one-time costs associated with software implementation and the construction of a new employee wellness center.

### Worker's Compensation Fund

The Worker's Compensation Fund is used to fund claims related to employee work-related injuries. FY 2014/15 total budgeted expenses were \$6.0 million and total budgeted expenses for FY 2015/16 are \$5.9 million.

### Property and Public Liability Fund (PPL)

The Property and Public Liability (PPL) Fund is used to pay claims related to lawsuits against the City. The value of claims paid can vary significantly by year. The budgeted expenditures for FY 2014/15 were \$5.8 million and \$5.5 million for FY 2015/16. The length of time from the submission of a claim to its final resolution can take over a year, which causes fluctuations in annual cost.

## Grant Funds

The City pursues grants to fund projects, implement or enhance programs, and fund the acquisition of new equipment. While the application for grant funding requires preparation time by City staff as well as subsequent tracking of grant expenditures, grant awards provide the City with the means to fund services that would not otherwise be funded in the City's budget. Not all grants applied for are awarded to the City. The City includes grants currently being applied for in the adopted budget to allow for budget capacity.

## Fund Balance

Beginning fund balance plus projected sources and net fund transfers equals the estimated funds available each year. Taking the estimated funds available less budgeted expenditures equates to the ending fund balance. The ending fund balance for one fiscal year is the beginning fund balance for the next fiscal year. City fund balance is made up of restricted and unrestricted resources. For example, \$76.1 million of the FY 2015/16 projected ending fund balance is contained in trust funds. A number of funds like the trust funds, are managed individually and are restricted in their use. Figure 21 summarizes the estimated FY 2015/16 ending fund balance of the General Governmental and Enterprise Funds. Details on fund balance by individual fund are found in the Financial Schedules section.

## Budget & Financial Summaries

Summary of Changes in Fund Balance for General Governmental and Enterprise Funds FY 2015/16									
Fund	Projected Beginning Fund Balance	+	Projected Sources	+	Net Fund Transfers	-	Budgeted Expenditures	=	Projected Ending Fund Balance
General Governmental	\$53,983,197		\$271,892,780		\$71,920,157		\$354,382,844		\$43,413,290
Enterprise	\$30,371,381		\$337,742,467		(\$178,938,002)		\$163,332,647		\$25,843,199
<b>Total</b>	<b>\$84,354,578</b>		<b>\$609,635,247</b>		<b>(\$107,017,845)</b>		<b>\$517,715,491</b>		<b>\$69,256,489</b>

**Figure 21: Fund Balance Changes for General Governmental and Enterprise Funds**

The Projected Ending Fund Balance assumes that all Budgeted Expenditures will be spent. Budgeted Expenditures includes carryover from the prior year (\$139.3 million of Capital Improvement and \$39.5 million of Operating carryover for FY 2015/16) and contingency of \$71.6 million.

Fund balance usage also occurs when budgeted expenditures are not completed in the original budget year, a process known as carryover. The resources to fund the needed expenses in the following budget year are identified and funds are restricted at year-end in order to cover these expenditures. This timing issue causes the ending fund balance to be greater than projected, but does not necessarily increase 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 future expenditure needs.

# Budget & Financial Summaries

## Bonds and Debt Service

### Bonds

The City issues debt in the form of bonds in order to finance long-term capital improvements such as streets, buildings, utility systems, etc. Because municipal bonds are typically tax-exempt, they usually carry a lower interest rate than other types of funding, and are therefore an attractive source of financing. It is a “best practice” that municipal bonds have at least the same useful life as the length of the bond repayment schedule. For example, if the City issues a 20-year bond, the funded projects should have at least a 20-year useful life (e.g., a building would qualify, but a vehicle would not). Bond funds are not used to fund City operations such as employee salaries, police vehicles or personal computers. This allows the City to meet infrastructure needs while paying for the assets as they are used. A competitive bidding process is generally used to sell bonds in order to ensure the lowest possible cost.

Bond financing allows the City to continue to place a high priority on infrastructure investment to attract and service future development. The FY 2015/16 budget includes \$256,903,000 of bonds to fund capital projects, 16.0% of budgeted total City expenditures. The City will utilize existing bond proceeds, and issue new bonds during the fiscal year, to pay for the projects. As shown in Figure 22, funding has been budgeted for projects to expand the Greenfield Wastewater Treatment Plant and to construct a new water treatment plant, including the associated distribution infrastructure. The financing of these projects is available through utility revenue bonds authorized by Mesa voters in November 2014. Repayment of the bonds is funded through rates paid by utility customers. The customers served by these plants will help to pay the new debt service related to the projects.

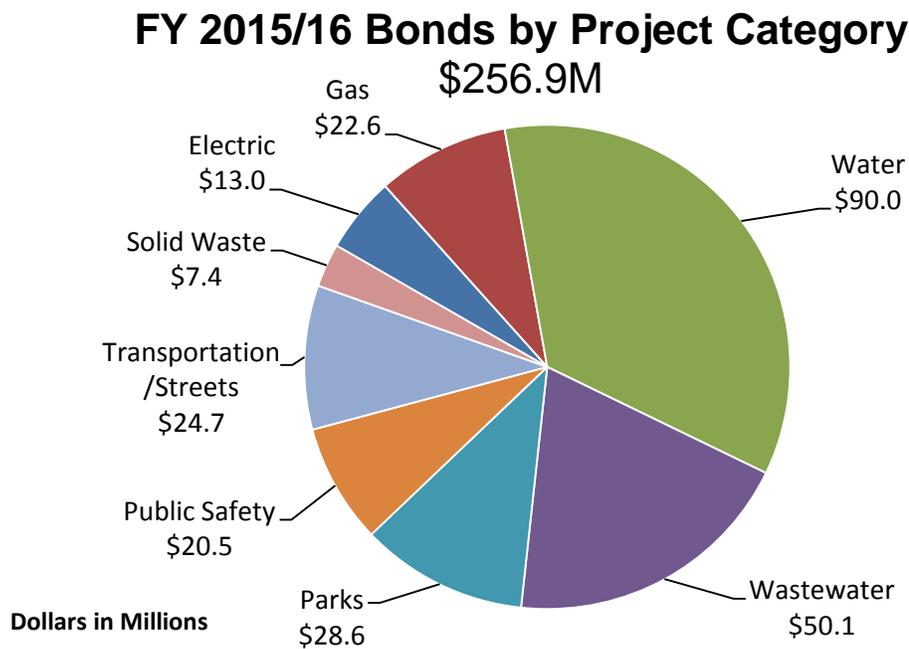


Figure 22: Bonds by Project Category

# Budget & Financial Summaries

Funding is also included for continuation of citizen initiated and approved parks projects, as well as recently approved public safety and transportation projects. Planned park improvements include renovation of Pioneer Park and the development of parks in the northeast area of Mesa. The relocation of Fire Station 203 on the west side of the City and the replacement of a police helicopter will ensure the City has the proper resources to address public safety needs. Scheduled street improvements include the secondary phases for initial projects on Mesa Drive and in the Fiesta District.

## Bond Rating

A significant factor in determining the interest rate that the City pays on bonds is the perceived ability of the City to pay interest and repay principal on the bonds. This ability is assessed by private ratings companies that assign the City’s bond issuances a “bond rating.” Figure 23 illustrates the bond ratings that the City received during the Series 2015 bond sales.

Series 2015 Bond Ratings		
Type of Bond	Standard & Poor’s	Moody’s
General Obligation Bonds	AA-	Aa2
Utility Revenue Bonds	AA-	Aa2

Figure 23: Series 2015 Bond Ratings

## Types of Bonds

The City uses two main types of bond funding: General Obligation and Utility System Revenue bonds. The principal and interest payments on the bonds come from a variety of sources as described below. As shown in Figure 24, Utility System Revenue Bonds will fund the majority of City projects in the FY 2015/16 budget. In comparison, only about 29% of projects are funded by general obligation bonds.

# Budget & Financial Summaries

## FY15/16 Budget - Bonds by Type \$256.9M

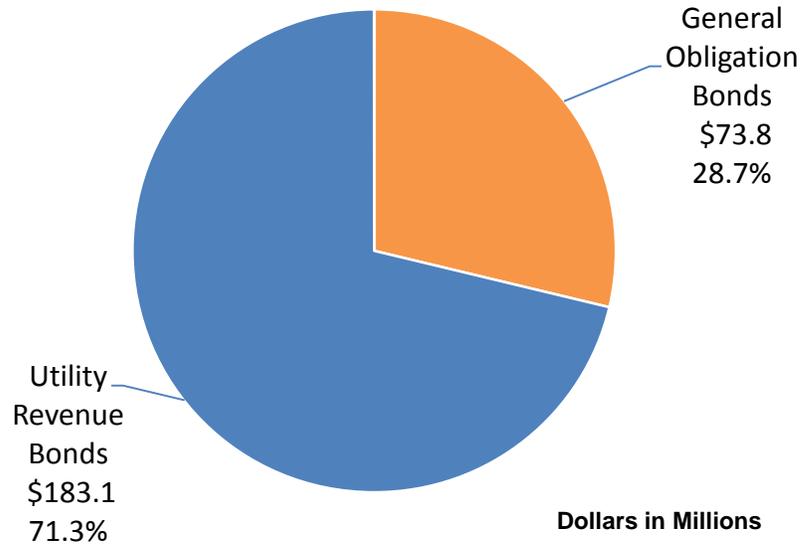


Figure 24: Bonds by Type

### General Obligation Bonds

General obligation bonds are used to finance public infrastructure such as parks, streets, and police and fire facilities. General obligation bonds are backed by the “full faith and credit” of the City, meaning that the City pledges to take whatever action is necessary to raise the revenue to repay the loan. Principal and interest payments on the bonds are funded by a secondary property tax, development impact fees, and a court construction fee. If these revenue sources are not sufficient, the General Fund (sales tax revenue) is used to fund the remaining portion of the payment.

In November 2008, voters authorized general obligation bonds with ballot language stating that the debt service for the projects would be paid by a secondary property tax (rather than from the General Fund). Budgeted secondary property tax revenue in FY 2015/16 is \$33,440,000. This revenue offsets debt service costs to the General Fund.

The Arizona Constitution (Article 9, Section 8, Paragraph 1) imposes two distinct limits on the city’s issuance of general obligation bonds. The limits are based on the aggregate net assessed value of property used for the levy of secondary property taxes (ARS 35-503).

- i. 6% Limit – For general municipal purposes up to 6% of net assessed value.
- ii. 20% Limit (in addition to the 6% limit) – For purposes of water, artificial light, or sewers, open space preserves, parks, playgrounds and recreational facilities, public safety, law enforcement, fire and emergency services facilities and streets and transportation facilities up to 20% of net assessed value.

## Budget & Financial Summaries

A voter-approved change to the Arizona Constitution regarding how property tax is calculated that took effect in FY 2015-16 also changed the basis for calculating the City's general obligation debt limit. Historically, the secondary net assessed value was based on full cash value, and was used for calculating both secondary property tax and the debt limit. In FY 2015-16, the basis for calculating secondary property tax and the debt limit changed to limited property value. The debt limit calculations are included in Figure 25 below. The City is well within the statutory general obligation debt limit.

FY 2015-16 General Obligation Bond Capacity					
	20% Limit		6% Limit		Total
Legal Bond Limit	\$	552,865,932	\$	165,859,780	\$ 718,725,711
Outstanding Bond Debt	\$	335,964,962	\$	1,225,038	\$ 337,190,000
Remaining Bond Capacity	\$	216,900,970	\$	164,634,742	\$ 381,535,711
Percent of Debt Limit Used		61%		1%	47%

Figure 25: FY 2015-16 General Obligation Bond Capacity

### Property Tax

After general obligation bonds were authorized in the November 2008 election, the City levied a secondary property tax in FY 2009/10. The City does not levy a primary property tax. Secondary taxes are restricted to repayment of general obligation bond debt. Accordingly, the levy is used to fund principal and interest on debt service from general obligation (GO) bonds issued to finance capital infrastructure in the City.

In FY 2013/14, the levy was adjusted to fund debt service from Parks bonds authorized in 2012, as well as a small amount of debt service authorized prior to 2008. In FY 2014/15, the levy was increased to include the cost of debt service for the public safety and streets bonds authorized by voters in 2013. A flat amount (the same as in FY 2014/15) is levied in FY 2015/16, as shown in Figure 26.

Secondary Property Tax Levy by Fiscal Year				
Fiscal Year	New Levy (millions)	Purpose of GO Bonds	Approved by Voters in:	Total Levy (millions)
2008-09				\$0.0
2009-10	\$14.10	Public Safety, Streets	2008	\$14.1
2010-11				\$14.1
2011-12				\$14.1
2012-13				\$14.1
2013-14	\$8.00	Parks	2012	\$22.1
2014-15	\$11.30	Public Safety, Streets	2013	\$33.4
2015-16				\$33.4

Figure 26: Secondary Property Tax Levy by Fiscal Year

### Property Tax Levy

The City uses the tax levy (not the tax rate) to manage the secondary property tax. Unless new general obligation bonds are authorized by voters, or the Council provides specific direction to alter the levy, the

# Budget & Financial Summaries

tax rate is adjusted to maintain the same levy from one year to the next. The amount of the levy is intended to fund the annual cost of debt service over the life of the bonds. State law (A.R.S. §45-458(A)) limits a secondary property tax levy to the amount of general obligation principal and interest due, plus a reasonable delinquency factor.

The FY 2015/16 secondary property tax levy is \$33,439,694. The tax levy is the total net assessed value of property in Mesa multiplied by the tax rate per \$100 of value. The two parts of this formula (net assessed value and tax rate) are explained below.

## Assessed Property Value

The Maricopa County Assessor’s Office or the Arizona Department of Revenue determine a “full cash value” for all property in the City of Mesa on an annual basis. Property values used each year are based on market values from approximately two years prior. For example, the FY 2015/16 assessed value is based on property valuations from 2013. An assessment ratio is applied to the full cash value of property based on property classification, which determines the “assessed value” of a property. Excluding any exemptions from the assessed value determines the “net assessed value” of a property, which is used for taxing purposes. City of Mesa secondary net assessed value for recent fiscal years is shown below.

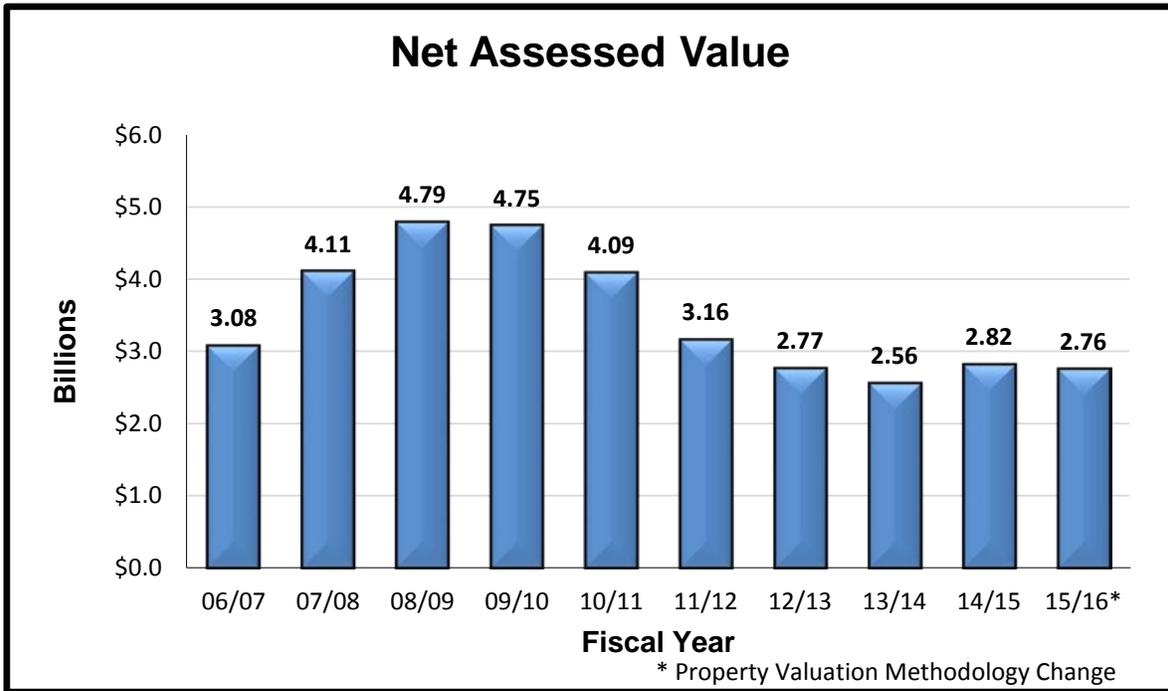


Figure 27: Net Assessed Value

Historically, limited property value has been used to levy primary property tax and full cash value has been used to levy secondary property tax. In November 2012, Arizona voters approved an amendment to the state constitution regarding property valuation. As a result, beginning in FY 2015/16, all property tax is based on the limited property value and that value can only increase by 5% per year (this is more restrictive than the prior limit).

## Budget & Financial Summaries

The secondary net assessed value (based on full cash value) of property in Mesa increased by 19% in FY15/16. However, since the property value used to levy secondary property tax switched from full cash value to limited property value, the base value used for property tax decreased by 2% in FY15/16.

Property Value used for Tax Levy - FY 14/15 vs. FY15/16			
	FY14/15	FY15/16	% Change
Secondary Net Assessed Value (based on full cash value)	\$2.82 Billion	\$3.37 Billion	+19%
Primary Net Assessed Value (based on limited property value)	\$2.66 Billion	\$2.76 Billion	+4%
<b>Assessed Value Used for Secondary Property Tax Levy</b>	<b>\$2.82 Billion</b>	<b>\$2.76 Billion</b>	<b>-2%</b>

Figure 28: Property Value used for Tax Levy – FY 14/15 vs. FY15/16

### Property Tax Rate

Since the secondary property tax levy is calculated by applying the secondary property tax rate to the net assessed value of property in the City, as the net assessed value of property increases or decreases, the city has historically adjusted the tax rate up or down to maintain a steady levy. Since the net assessed value will be decreased by 2 % in FY 2015/16 due to legislation. The City’s FY15/16 secondary property tax rate increased by 2% in order to maintain the same total levy, as shown in Figure 29.

Property Value, Rate, and Levy - FY 14/15 vs. FY15/16			
	FY14/15	FY15/16	% Change
Assessed Value Used for Secondary Property Tax Levy	\$2.82 Billion	\$2.76 Billion	-2%
Secondary Property Tax Rate (per \$100 of Assessed Value)	\$1.1853	\$1.2125	+2%
Secondary Property Tax Levy	\$33.4 Million	\$33.4 Million	0%

Figure 29: Property Value, Rate, and Levy – FY 14/15 vs. FY15/16

The new property tax methodology using a slightly lower assessed value combined with a slightly higher tax rate results in the same levy of \$33.4 million.

For additional detail on property valuation and property tax, see:

Maricopa County Department of Finance

<http://www.maricopa.gov/Finance/PDF/Tax/PropertyTaxOverview%2010222013.pdf>

Maricopa County Assessor

<http://mcaassessor.maricopa.gov/category/frequently-asked-questions/property-tax/>

Arizona Tax Research Association

<http://www.arizonatax.org/publications/books>

# Budget & Financial Summaries

## Revenue Bonds

The second main type of bonds the city uses are revenue bonds. Revenue Bonds are also categorized into two groups: Excise Tax Bonds and Utility Revenue bonds.

### Excise Tax Bonds

Excise taxes are taxes paid when purchases are made on a specific good, such as gasoline. Excise tax bonds are repaid from revenues derived from taxation of a particular good or activity. The bonds are backed by the City’s excise tax revenue (city sales and use tax; state-shared revenues; licenses, fees, and permits; fines and forfeitures; etc.). For example, Highway User Revenue Fund (HURF) bonds are secured by gasoline tax revenues received from the State of Arizona.

Excise tax bonds were issued in FY 2012/13 to finance the construction and renovation of Spring Training facilities. In November 2010, Mesa voters approved a resolution for the City to expend public funds to construct a city-owned Spring Training baseball facility. The City issued \$104.5 million of excise tax bonds to support the construction and renovation of Spring Training facilities at Riverview (Chicago Cubs) and Hohokam (Oakland Athletics) Parks. The City is in the process of selling land owned in Pinal County in order to retire the Excise Tax bond principal.

### Utility Revenue Bond

Utility revenue bonds have no statutory limitations as to the amount that may be issued. Projects that fall into this category are gas, water, wastewater, electric, and solid waste projects. Bonds used for these projects are repaid from revenues received from the customers of that particular utility. Utility system charges and development impact fees fund the repayment of utility revenue bonds.

The City’s revenue bond ordinances require that net revenues equal 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, solid waste, water and wastewater bonds. The ratio is a comparison of net revenues to debt service expenses (Coverage Ratio = Net Revenue/Debt Service) as published in the official statement for the 2015 utility revenue bond issuance.

Utility System Revenue Bonds Debt Coverage Ratio						
Fiscal Year	Operating Revenues	Operating Expenses	Net Revenue Available for Debt Service	Debt Service		Debt Coverage Ratio
				Principal	Interest	
2009/10	\$279,772,621	\$133,810,233	\$145,962,388	\$10,475,000	\$40,379,631	2.87
2010/11	\$286,999,030	\$131,313,192	\$155,685,838	\$12,585,000	\$42,813,585	2.81
2011/12	\$302,768,068	\$131,610,590	\$171,157,478	\$21,365,000	\$43,465,323	2.64
2012/13	\$302,743,928	\$134,440,830	\$168,303,098	\$21,630,000	\$46,411,686	2.89
2013/14	\$335,032,494	\$138,659,513	\$196,372,981	\$22,550,000	\$44,787,000	2.92

Figure 30: Utility System Revenue Bonds Debt Coverage Ratio

# Budget & Financial Summaries

## Bonds per Capita Ratio

After the City receives voter authorization and is ready to proceed with approved capital projects, the City issues (sells) bonds and outstanding bond debt increases. Each year, the City retires (pays off) a portion of outstanding debt. As of June 30, 2014, the City's total outstanding bond debt is \$1,622,129,990. To put this number in perspective, the City's total bond debt per capita (per resident) is \$3,602.

An Arizona Department of Revenue comparison of different cities bond debt per resident is shown below. The outstanding debt for each city or town as of June 30, 2014 is compared to the population of each city or town as of July 1, 2013. Note the one-year lag between outstanding debt and population dates.

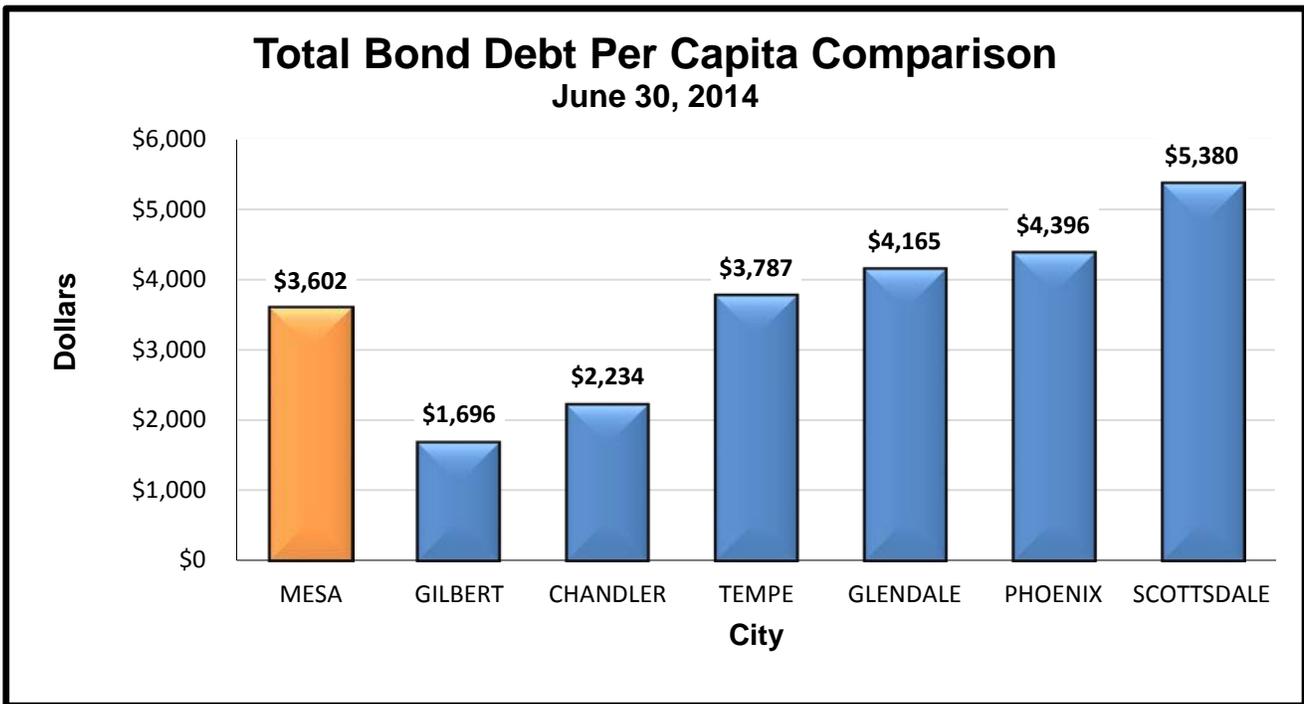


Figure 31: Total Bond Debt per Capita Comparison

## Bond Authorization

At the beginning of FY 2015/16, the City has \$847,594,190 in unissued bond authorization remaining. The following bond authorization summary (Figure 32) outlines the City's prior available bond authorizations, the 2015 bond sale amounts and the authorization remaining.

## Budget & Financial Summaries

Remaining Bond Authorization Summary				
Program	Statutory Bond Type	Prior Available Authorization	2015 Bond Sale	Remaining Authorization
<b>General Obligation Bonds</b>				
Public Safety	20%	\$ 45,705,000	\$ -	\$ 45,705,000
Fire and Medical	20%	\$ 4,974,000	\$ -	\$ 4,974,000
Library	6%	\$ 7,944,000	\$ -	\$ 7,944,000
Park and Recreation	20%	\$ 59,435,000	\$ (13,690,000)	\$ 45,745,000
Storm Sewer	20%	\$ 7,003,000	\$ -	\$ 7,003,000
Transportation/Streets	20%	\$ 67,360,000	\$ -	\$ 67,360,000
<b>Utility Revenue Bonds</b>				
Natural Gas	Utility	\$ 74,220,000	\$ (3,615,000)	\$ 70,605,000
Water	Utility	\$ 325,365,402	\$ (20,580,000)	\$ 304,785,402
Wastewater	Utility	\$ 215,022,788	\$ -	\$ 215,022,788
Solid Waste	Utility	\$ 7,285,000	\$ (3,715,000)	\$ 3,570,000
Electric	Utility	\$ 30,320,000	\$ (2,310,000)	\$ 28,010,000
<b>Highway User Revenue Bonds</b>				
Streets	HURF	\$ 2,960,000	\$ -	\$ 2,960,000
<b>Total Bonds</b>		<b>\$ 847,594,190</b>	<b>\$ (43,910,000)</b>	<b>\$ 803,684,190</b>

Figure 32: Remaining Bond Authorization Summary

Proceeds received from the sale of bonds are used to pay for the design, construction, acquisition and land purchase components of certain capital projects that the City will begin or continue during FY 2015/16. The bonds listed above represent portions of bond authorizations approved by the City electorate at bond elections held in the years 1987, 1994, 1996, 2004, 2010, 2012, 2013, and 2014.

# Budget & Financial Summaries

## Debt Service

Debt service requirements impact the City’s financial condition and can limit flexibility in responding to changing circumstances or priorities. When debt is issued, it obligates the City 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 funded through the secondary property tax levy, creating a stable financial environment for providing consistent services.

Total budgeted debt service for FY 2015/16 is \$379,244,637, representing 23.6% of the City’s operating budget. Debt service schedules for Mesa’s two primary bond types (General Obligation and Utility System Revenue) are shown below.

### General Obligation Debt Service

The scheduled debt service payments for the GO bonds are shown in Figure 33. Debt service schedules are included in the Financial Schedules section of this book.

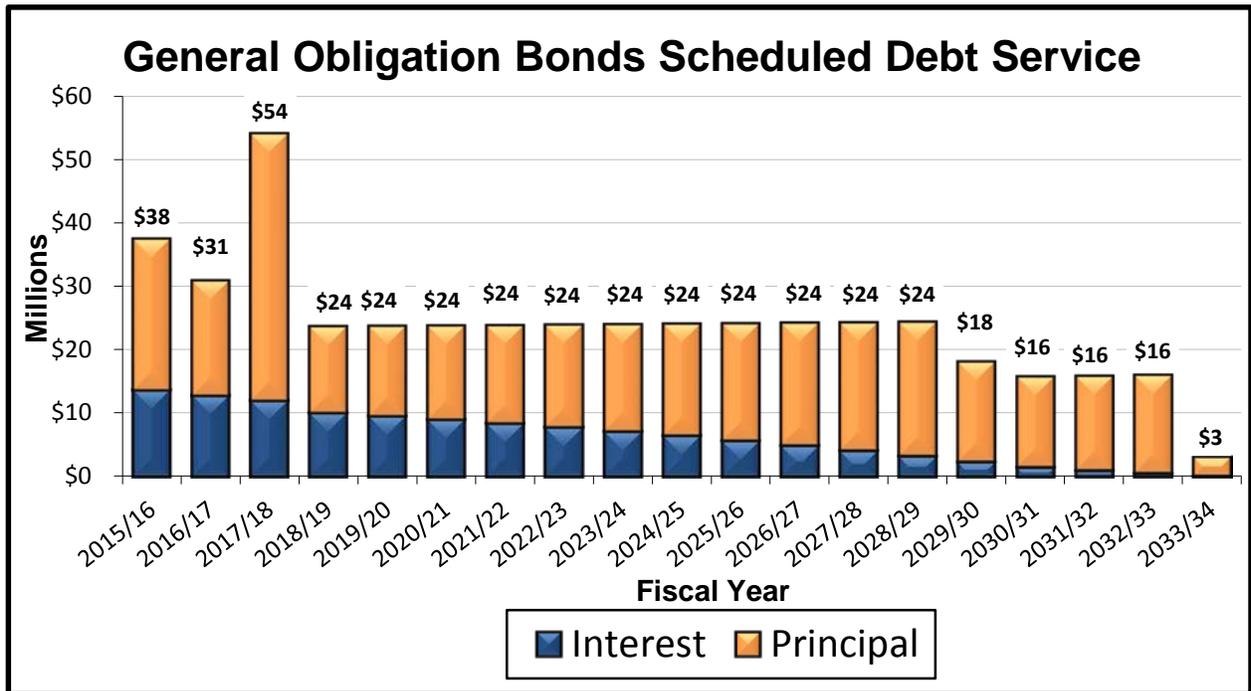


Figure 33: G. O. Bonds Scheduled Payments

As new debt is issued, debt service will be structured to create a consistent level of debt repayment in future years. The City plans to refund (refinance) the large debt payment due in FY 2017/18 to smooth the cost over future years.

The outstanding bond debt balance is paid back over time through annual principal and interest payments (debt service payments).

# Budget & Financial Summaries

## Utility System Revenue Debt Service

Debt service payments for utility revenue bonds are funded by rate charges paid by utility customers. Utility system revenue bonds scheduled debt service payments by fiscal year can be seen in Figure 34. Debt service schedules are included in the Financial Schedules section of this book.

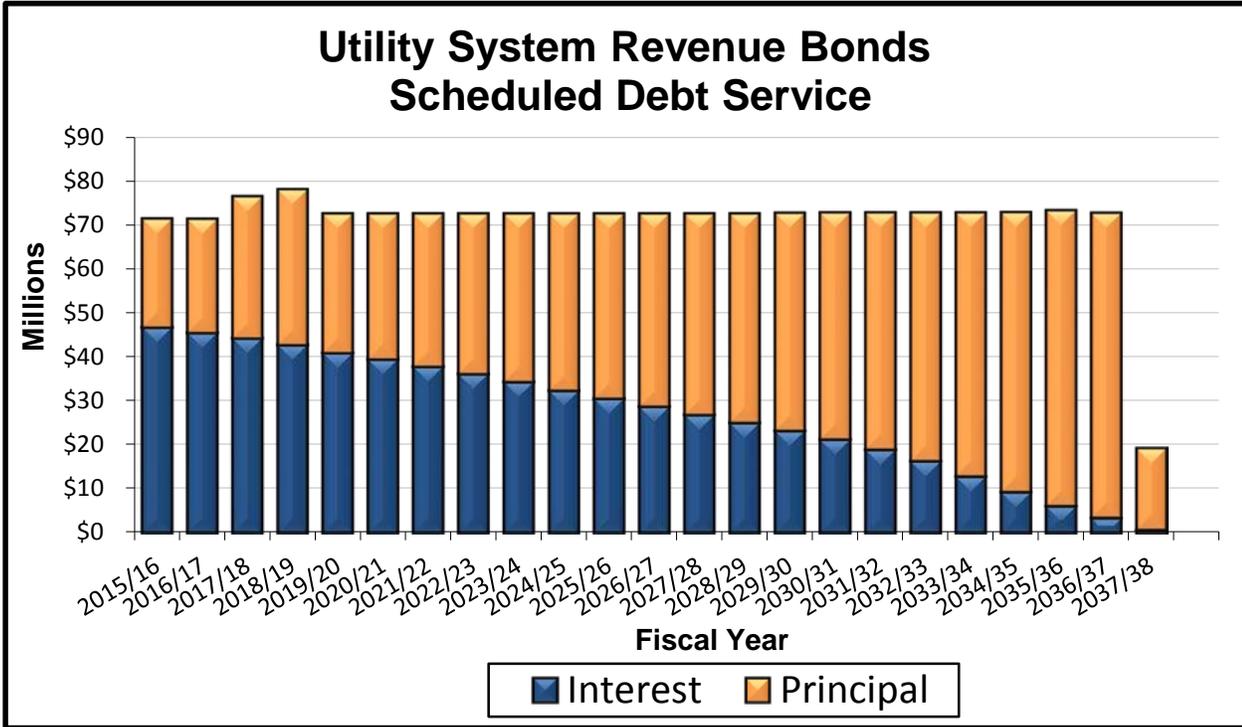
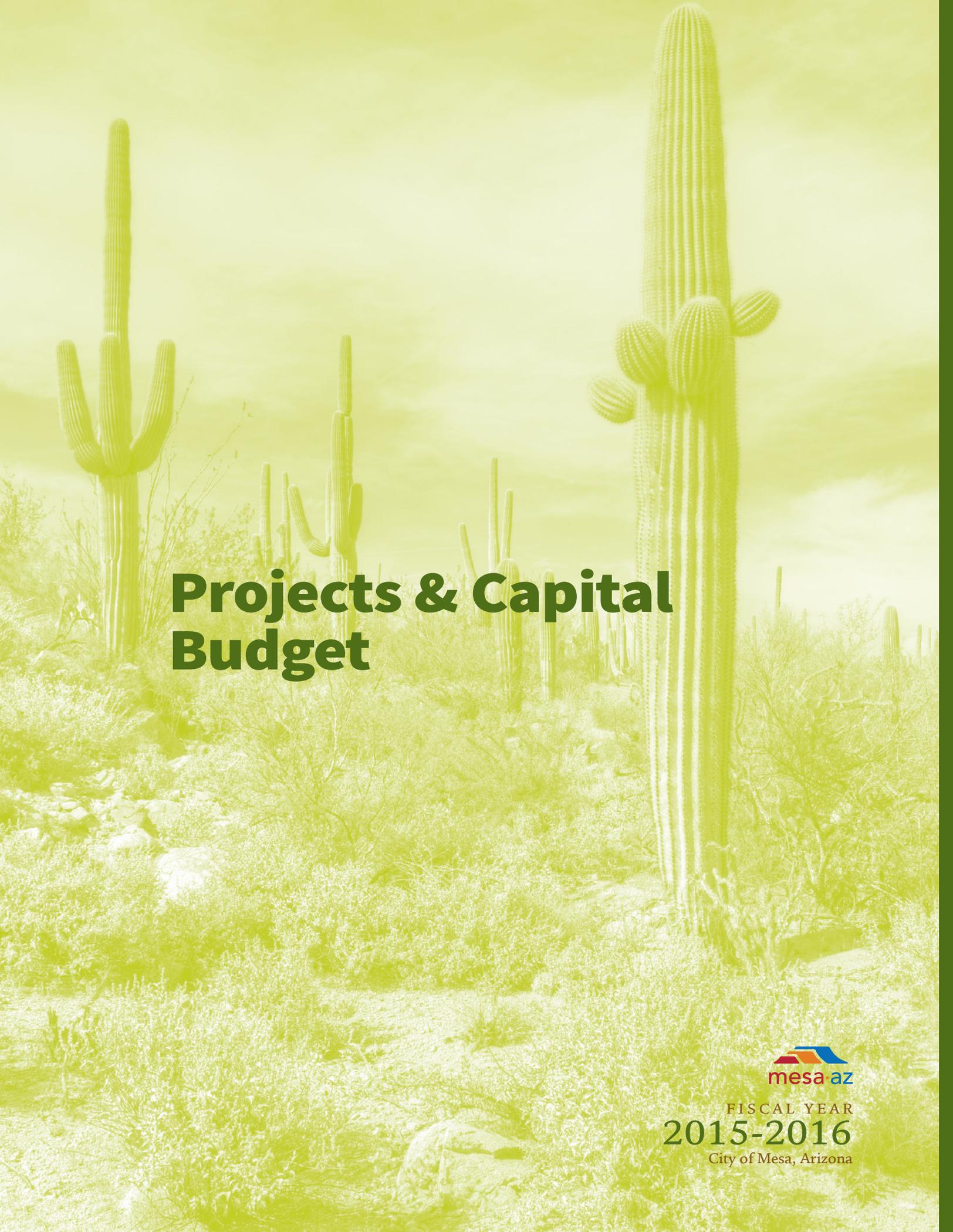


Figure 34: Utility System Revenue Bonds Scheduled Debt Service

# Budget & Financial Summaries

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# Projects & Capital Budget



FISCAL YEAR  
**2015-2016**  
City of Mesa, Arizona

# Projects & Capital Budget

## CAPITAL BUDGET OVERVIEW

The City of Mesa recognizes the need to keep pace with the growth of the community and the needs of the City’s residents. Accordingly, the Capital Budget is designed to identify the public facility and infrastructure needs of the City.

Capital expenditures are purchases that meet the following requirements:

- 1) Have an estimated useful life of more than one year
- 2) Have a unit cost of \$5,000 or more
- 3) Considered a betterment or improvement of a capital asset (if it is an existing capital asset)

The largest component of the capital budget includes the five-year Capital Improvement Program (CIP). This five-year plan includes improvements to existing facilities, the acquisition of land and buildings, construction of new facilities, and major equipment purchases. The City also maintains a regular replacement schedule for equipment such as vehicles and computer hardware. Proposed capital purchases are included in the executive budget plan which is reviewed and adopted by City Council as a part of the annual budgeting process.

The Fiscal Year 2015/16 Capital Budget is comprised of four categories. Below is a summary of the budget in each category. A schedule showing the funding sources for each of the categories can be found at the end of this section.

FY 2015/16 Capital Budget	
Category	Total Budget
Operating Capital – General	\$ 32,619,091
Vehicle Replacement Program	\$ 10,213,482
Operating Capital – Vehicles	\$ 5,701,945
Capital Improvement Program (CIP)	\$ 341,535,000
<b>Total Capital Budget</b>	<b>\$ 390,069,518</b>

Due to limited resources, not all projects identified during the budget process are included in the adopted budget. Projects are prioritized based on how each project:

- Meets the needs of the City—considering factors such as financial feasibility, public health, and safety
- Fulfills the City’s legal commitment to provide safe and adequate facilities and services
- Creates efficiencies in existing facilities
- Prevents or reduces future improvement cost
- Provides services to developed areas lacking full-service
- Promotes infill development

# Projects & Capital Budget

## CAPITAL BUDGET CATEGORIES

### Operating Capital - General

Operating capital expenditures include acquisitions or upgrades to physical assets such as property, buildings, vehicles or equipment.

Operating capital expenditures are included in the operating budgets of City departments.

Also included in the operating capital category are the City's infrastructure lifecycle programs for facility maintenance, information technology infrastructure, desktop computer replacement and parks facility maintenance.



*The City of Mesa budgeted over \$2.5 million for improvements to the amphitheater and convention center in 2015/16.*

Below is a table describing some of the notable capital purchases using operating funds budgeted in FY 2015/16.

FY 2015/16 Operating Capital - General	
Description	Total Budget*
Eastmark Development Agreement Improvements*	\$ 20,500,000
Infrastructure, Computer Equipment	\$ 2,667,039
Convention Center and Amphitheater Improvements	\$ 2,551,909
Traffic Engineering Services	\$ 463,000
Forensics	\$ 434,651
Miscellaneous	\$ 6,002,492
<b>Total</b>	<b>\$ 32,619,091</b>

*\*The expenditures from Eastmark will be reimbursed by the Community Facility District (CFD).*

### Vehicle Replacement Program

The Vehicle Replacement Program allows the City's fleet replacements to be reviewed in a global manner and resources to be applied to the greatest need. Proper fleet management allows for greater efficiency in operations.

The vehicle replacement program is funded using money from the vehicle replacement fund and the replacement extension reserve fund.

*Vehicle Replacement Fund:* The Vehicle Replacement Fund is funded through proceeds from the sale of vehicles, interest on the fund balance, and fund transfers from each of the various general governmental city funds.

*Replacement Extension Reserve (RER):* Mesa's bond covenants require that two percent of all utility revenue is used to continue to improve utility system infrastructure. Mesa has used RER revenue to purchase the vehicles necessary to adequately maintain the infrastructure.

## Projects & Capital Budget

FY 2015/16 Vehicle Replacement Program*	
Funding Source	Total Budget
Vehicle Replacement Fund	\$ 4,038,678
Replacement Extension Reserve	\$ 6,174,804
<b>Total</b>	<b>\$ 10,213,482</b>

*\*Purchase and preparation of replacement vehicles is centralized in Fleet Services. Operating and maintenance expenses are included in the budgets of departments using the vehicles.*

### Operating Capital - Vehicles

Each fiscal year, some vehicles are not included in the City's vehicle replacement program because they are either (1) being funded with a grant or (2) being replaced with a different type of vehicle (e.g., a ½ ton truck being replaced with a ¾ ton truck). Purchase of these vehicles is considered on an individual basis during the budget process. Future replacements of these vehicles will be funded through the vehicle replacement program.



Vehicles purchased in this category include both replacements and fleet additions. Fleet additions are new vehicles to the City and increase the City's fleet. These additions are typically the result of new programs, services or positions.

For example, in 2015/16, the Solid Waste Management Department has planned vehicle replacement needs that exceed the funding available in the Vehicle Replacement Program. These replacements are a continuation of a multi-year effort to convert the solid waste

collection fleet from gasoline to compressed natural gas.

New and replacement vehicles funded outside of the Vehicle Replacement Program are outlined below.

FY 2015/16 Operating Capital - Vehicles	
Department	Total Budget
<i>Replacement Vehicles</i>	
Fire and Medical	\$ 267,281
Transportation	\$ 760,112
Solid Waste Management	\$ 3,057,655
<b>Total Replacement Vehicles</b>	<b>\$ 4,085,048</b>
<i>Fleet Additions</i>	
Development Services	\$ 60,000
Police	\$ 220,000
Facilities Maintenance	\$ 122,500
Parks, Recreation and Commercial Facilities	\$ 265,122
Energy	\$ 308,275
Transportation	\$ 250,000
Solid Waste	\$ 391,000
<b>Total Fleet Additions</b>	<b>\$ 1,616,897</b>
<b>Total</b>	<b>\$ 5,701,945</b>

# Projects & Capital Budget

## Capital Improvement Program

Major capital improvements and purchases are planned and tracked on a longer-term basis than annual capital purchases. Departments plan and develop projects in cooperation with the Engineering Department. City management meets with departments to analyze and prioritize the projects. This allows the City 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 (CIP) assists in development of the City's forecast. This plan includes 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 City Council as part of the annual budget process. The planning process is shown below.



## Funding Sources

Capital improvements are funded by two primary sources: (1) operating revenues and (2) bonds. The following is a brief summary of the funding sources:

**Operating Revenues** – These revenues range from general and special sources (Local Street Sales Tax, Highway User Revenue, State shared revenue, Federal and State aid, fines, etc.) to enterprise revenues (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 not considered revenue, their inclusion assists in ascertaining the City's net cost for a project.

*Highway User Revenue* – funds received through the State of Arizona collection of gasoline tax and a number of additional transportation related fees. Revenues from these taxes and fees are deposited into the Arizona Highway User Revenue Fund (HURF), of which the City of Mesa receives a portion of the total. Funds in this category can only be used for Transportation related activities.

*Local Streets Sales Tax* – funds received from a May 2006 voter approved increase of the City's Transaction Privilege (Sales Tax) by 0.5%, of which 0.3% has been dedicated to Transportation. This

## Projects & Capital Budget

funding can only be used for streets-related activities and provides a local revenue source as well as the matching requirement to obtain Maricopa Association of Governments (MAG) Proposition 400 monies.

*Federal Grant* – funds obtained through federal grantors such as the Community Development Block Grant Program (CDBG) and the Federal Transit Administration.

*State Grant*– funds obtained through state grantors such as the Arizona Department of Transportation.

**Bonds** - Issuing bonds is a common practice among cities. It is the primary and most widely accepted method for municipalities to fund large capital projects. There are two types of bond fund projects in the Capital Improvement Program:

*General Obligation (G.O.) Bonds* - General obligation bonds are categorized into two groups, 20% and 6%.

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.

*Utility Revenue Bonds* - Utility revenue bonds have no statutory limitations on the amount which may be issued. Projects that fall into this category are Electric, Gas, Solid Waste, Water, and Wastewater projects. Bonds used for these projects are repaid from payments made by each utility customer.

### CIP AT A GLANCE

**\$341,535,000**

Total Capital Improvement Program 2015/16 budget.

Capital improvements are funded by two primary sources:

**Operating Revenues  
Bonds**

All capital improvement projects are assigned to one of five categories:

**Economic Investment  
Parks & Culture  
Public Safety  
Transportation  
Utilities**

The FY 2015/16 CIP Budget includes funds for **264** projects.

Completed CIP projects may need additional funding for one-time start-up purchases and ongoing operations and maintenance (O&M). FY 2015/16 funding is

**\$3,665,054**

## Projects & Capital Budget

The total Capital Improvement Program budget adopted for FY 2015/16 is \$341,535,000. The table below presents a high level overview of the adopted FY 2014/15 CIP budget compared to FY 2015/16. A more detailed CIP schedule can be found at the end of this section.

Comparison of Prior Year CIP Budget		
Funding Source	FY 2014/15	FY 2015/16
<i>Operating Funds</i>		
Unrestricted	\$ 2,137,641	\$ 3,288,027
Restricted	\$ 39,554,359	\$ 53,909,973
<b>Operating Funds Subtotal</b>	<b>\$ 41,692,000</b>	<b>\$ 57,198,000</b>
<i>Bond Funds</i>		
General Obligation	\$ 74,352,784	\$ 35,536,548
Utility Revenue	\$ 109,363,216	\$ 109,520,452
<b>Bond Funds Subtotal</b>	<b>\$ 183,716,000</b>	<b>\$ 145,057,000</b>
<b>Total Budget (without carryover)</b>	<b>\$ 225,408,000</b>	<b>\$ 202,255,000</b>
<i>Carryover</i>		
Capital Improvement Carryover	\$ 35,374,000	\$ 27,434,000
Bond Capital Improvement Carryover	\$ 81,903,000	\$ 111,846,000
<b>Carryover Subtotal</b>	<b>\$ 117,277,000</b>	<b>\$ 139,280,000</b>
<b>Total Budget</b>	<b>\$ 342,685,000</b>	<b>\$ 341,535,000</b>

Notable differences in the CIP budget between FY 2014/15 and FY 2015/16 include the following:

*General Obligation Bonds* – FY 2014/15 budget included a large amount of new general obligation bonds for new projects. Much of this funding was not used in the fiscal year, and is reflected in the increase in Bond Capital Improvement Carryover. Accordingly, less new general obligation bond funding is needed in FY 2015/16 than in the previous fiscal year.

*Bond Capital Improvement Carryover* – Much of the newly acquired general obligation bond funds from FY 2014/15 was not spent within the fiscal year and is included as bond capital improvement carryover for FY 2015/16.

*Restricted Funds* – FY 2015/16 includes additional funds restricted to the Greenfield Water Reclamation Plant, and the TOPAZ Joint Venture Fund (public safety radio and communications).

### IMPACT ON OPERATING BUDGET

The completion of capital improvement projects may result in the need for additional funding for one-time start-up purchases as well as ongoing operations and maintenance (O&M) funding (e.g., a new fire station requires one-time funding for items such as furniture, fixtures and equipment and ongoing funding for expenditures such as personnel, utilities and maintenance). Operating and maintenance needs are identified during the project planning process.

## Projects & Capital Budget

Increased O&M costs budgeted in FY 2015/16 result from projects completed in prior years. Major capital projects typically have design and construction schedules that last throughout the year; therefore, O&M usually begins the following fiscal year. Operations and maintenance costs are included in the operating budgets of the applicable department.

Funding Source	CIP Impact on Operating Budget				
	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20
General Fund	\$ 453,254	\$ 844,827	\$ 1,598,752	\$ 1,627,340	\$ 3,401,017
Local Street Sales Tax	\$ 46,800	\$ 243,533	\$ 293,177	\$ 394,997	\$ 425,050
Highway User Revenue	-	\$ 194,693	\$ 264,615	\$ 322,675	\$ 334,946
Enterprise Fund	-	\$ 255,947	\$ 1,014,057	\$ 2,575,528	\$ 5,146,040
Capital - General Fund	-	-	\$ 3,299,167	-	-
Transit Fund	\$3,165,000	\$3,211,209	\$ 3,947,059	\$ 6,770,903	\$ 6,898,906
<b>Total Operational Impact</b>	<b>\$3,665,054</b>	<b>\$4,750,209</b>	<b>\$10,416,827</b>	<b>\$11,691,443</b>	<b>\$16,205,959</b>

Below are examples of capital projects included in the FY 2015/16 CIP that will have a significant impact on the operational budget. Each project will require money in future years for operations and maintenance. The descriptions below include the estimated annual operating impact of each project and a description of the operating costs.

### ***Mesa Light Rail Extension***

**Project Description:** An approximately 3.1 miles of double track alignment, extending along Main Street, has been constructed from the existing light rail system end of line (Sycamore Station) to a new end of line station between Mesa Drive and Lesueur.

**Annual Operating Impact: ~\$3.4 million**

The light rail extension project will be completed in FY 2015/16 with trains beginning operation on August 22, 2015. Additional operation and maintenance will be necessary to maintain the 3.1 miles of new track, fund the upkeep of stations, cover security cost, and pay for staff and day to day operations of the new rail system. The operational cost of the light rail is partially offset by fare and advertising revenues.



# Projects & Capital Budget

## Desert Arroyo Park

**Project Description:** Desert Arroyo Park opened to the public in late August of 2015. The park was constructed on desert land near Zaharis Elementary School and enhances the existing arroyo as an interpretive and educational desert riparian habitat experience. Nature-based play, hiking, and biking opportunities will be incorporated into the park.

### Annual Operating Impact: ~\$55,000 - \$70,000

During its first year of operation, Desert Arroyo Park will require an O&M budget of \$70,435 to cover startup costs. These one-time costs include a maintenance vehicle, uniform, and cell phone for a new employee to work at the park. In the following years, the annual operations and maintenance costs will range from \$55,000 - \$60,000. This will continue to cover staff, but also upkeep of the park and its facilities such as increases in landscape maintenance for daily trash cleanup, vegetation maintenance; as well as electric and water bills for drinking fountains, water features, drip irrigation, and area lighting.



*The Desert Arroyo Park features trails for discovering the flora and fauna of the area. Discovery guides are available online for use in interacting with educational nodes, ramadas, and signs.*

## West Mesa Connector



**Project Description:** The West Mesa Connector is a 10-foot wide, paved, shared-use pathway complete with landscaping, rest areas, and lighting. The pathway runs from Country Club Drive through the Mesa Country Club and extends along the Tempe Canal to Dobson Road. The canal will provide 2 miles of paved shared use path.

### Annual Operating Impact: ~\$60,000

Upon completion, the West Mesa Connector will require a small startup operating cost of \$18,750 and then have an annual operating and maintenance budget of \$56,000-\$64,000.



# Projects & Capital Budget

## CAPITAL IMPROVEMENT PROGRAM CATEGORIES

All capital improvement projects are assigned to one of five categories. The total CIP is summarized by these categories following the descriptions.

**Economic Investment** - This category includes projects for the HEAT Initiative (defined below), General Government, Capital Improvement and Operations, Community Development (CDBG), and Town Center Development.

*HEAT Initiative projects promote economic development in five key areas: Healthcare, Education, Aerospace, Tourism, and Technology.*

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

**Parks and Culture** - This category includes projects for Arts and Culture, Parks and Recreation, Golf Course, Aquatics, Library, Community Center, and Cemetery.

*Parks and Culture projects are defined as new neighborhood, community or district parks and associated amenities; park offices; retention basin improvements; golf course improvements; athletic field lighting; community recreation centers; skate parks; park projects; and aquatic facilities.*

**Public Safety** - This category includes projects for Police, Fire and Medical, Judicial, Communications 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 substations; Fire stations; courtrooms; training facilities; or parking garages associated with public safety. This also includes land acquisition for public safety improvements. New equipment purchases or existing equipment upgrades, and environmental mitigation improvements are also included in this category.*

**Transportation** - This category includes projects for Streets, the Regional Transit Plan, Mass Transit, and Airports (Falcon Field and Phoenix-Mesa Gateway).

*Transportation projects are defined as improvements to the existing arterial street system; intersection improvements; new roadways; landscaping within public right-of-way; street lighting and traffic signal system improvements; shared use paths; bus purchases; bus pullouts/bus shelters; park-n-ride lots; transit facilities; light rail studies; and infrastructure improvements to Falcon Field and Phoenix-Mesa Gateway airports.*

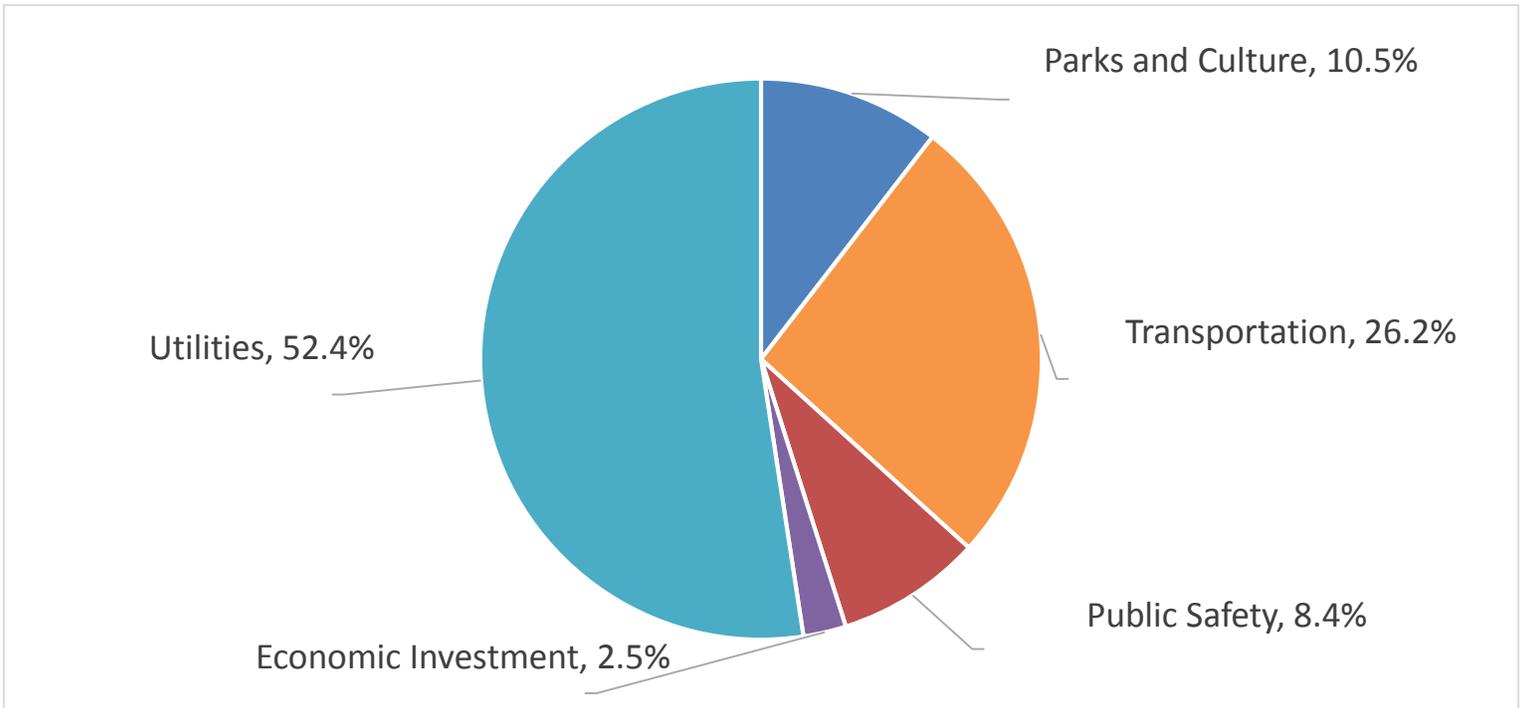
**Utilities** - This category includes projects for Electric, Natural Gas, Solid Waste, Storm Sewer, Wastewater, and Water.

*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; and solid waste facility improvements.*

## Projects & Capital Budget



The 2015/16 CIP shows the City’s continued commitment to reliable utility and transportation systems. Below is a chart showing the percent of the total CIP represented by each category.



The following pages contain a list of capital projects planned for FY 2015/16, grouped by CIP category. Each project description shows only the budget for FY 2015/16. More detailed descriptions and total project costs can be found in the separate document “Capital Improvement Program FY 2015-2020.”

ECONOMIC INVESTMENT- \$8,425,250

Program	Funding Source	Budget*
<b>Community Development</b>		<b>FY 15/16</b>
<b>Oakwood Creative Care Rehabilitation Project - CP0333</b>		
Install new flooring, heating, ventilation, and air conditioning systems; remodel the kitchen and bathrooms; and upgrade fire alarm system.	1250CDBG - Community Development Block Grant	\$44,860
	1301A - Capital - General Fund	\$10,681
		<b>\$55,541</b>
<b>Total for Community Development</b>		<b>\$55,541</b>
<b>General Government</b>		<b>FY 15/16</b>
<b>CIP Bond Issuance Cost - CN0017</b>		
Consultant fees for issuing bonds on behalf of the city.	13042013 - 2013 Public Safety Bond	\$1,000
	13072013 - 2013 Street Bond	\$19,000
	13082012 - 2012 Park Bond	\$140,000
	31052010 - 2010 Electric Bond	\$10,000
	31062010 - 2010 Gas Bond	\$20,000
	31072014 - 2014 Water Bond	\$120,000
	31111994 - 1994 Bond Election	\$10,000
		<b>\$320,000</b>
<b>CNG Facilities (East &amp; West) - CP0440</b>		
Construct CNG Facilities at East and West service centers to be used by City vehicles.	31111994 - 1994 Bond Election	<b>\$7,342,600</b>
<b>Electrical System Redundancy for ITD Bldg- Design Only - CP0453</b>		
Install a second uninterruptable power supply (UPS) system to feed the IT server room to improve the reliability of the system and allow for maintenance of the existing electrical distribution system.	1301A - Capital - General Fund	<b>\$97,388</b>
<b>Total for General Government</b>		<b>\$7,759,988</b>
<b>HEAT Initiative</b>		<b>FY 15/16</b>
<b>Chicago Cubs Spring Training Facility - C10554</b>		
Meet the ongoing capital needs for the Chicago Cubs Spring Training Facility	1301A - Capital - General Fund	<b>\$25,000</b>
<b>Cubs/A's Stadium Signage - CP0436</b>		
Install guide signs on Loop 202 freeway for the Cubs and Astros stadiums	1206A - Highway User Revenue Fund	<b>\$60,125</b>
<b>Fiesta District Imp-Dob, Longmore, Strn - C10453</b>		
The Fiesta Improvement District is a multifaceted project with the goal of improving the area near the Fiesta Mall.	13072008 - 2008 Street Bond	<b>\$48,808</b>
<b>Mesa Monument Sign - CP0444</b>		
Install a "Welcome to Mesa" sign on Mesa Drive	1104A - Economic Investment Fund	<b>\$9,288</b>
<b>Oakland Athletics - Hohokam &amp; Fitch Park Renovations - CP0206</b>		
Renovate the facilities at Hohokam Stadium and Fitch Park for future use.	1301A - Capital - General Fund	<b>\$25,000</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

ECONOMIC INVESTMENT- \$8,425,250

Program	Funding Source	Budget*
<b>Spring Training Paseo Improvements - CP0395</b>		
Construction of 2-one way roads and 45 degree angle parking on north and south sides of Paseo.	1205A - Local Streets Sales Tax	<b>\$42,800</b>
<b>Total for HEAT Initiative</b>		<b>\$211,021</b>
<b>Town Center Development</b>		
		FY 15/16
<b>Mesa CAN Tenant Improvements - CP0346</b>		
Construct a Learning Center on the second floor of 635 E. Broadway for the City's College Program.	1220A - Grants - Gen. Gov.	\$44,000
	1250CDBG - Community Development Block Grant	\$353,000
	1301A - Capital - General Fund	\$1,700
		<b>\$398,700</b>
<b>Total for Town Center Development</b>		<b>\$398,700</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

PARKS AND CULTURE – \$35,718,536

Program	Funding Source	Budget*
<b>Arts And Culture</b>		<b>FY 15/16</b>
<b>21st Century Cafe (ArtPlace Grant) - CP0347</b> Enhance the patron experience at the Mesa Arts Center.	1209A - Mesa Arts Center Restoration Fee 1220A - Grants - Gen. Gov.	\$10,430 \$291,066 <hr/> <b>\$301,496</b>
<b>Mesa Arts Center Grating Modification - CP0552</b> Improve the safety and function of a damaged grate and vault/light shaft.	1209A - Mesa Arts Center Restoration Fee	<b>\$54,234</b>
<b>Museum &amp; Cultural Resource Expansion (Federal Building) - CP0213</b> Renovate the old Federal Building in Downtown Mesa to allow for expansion of museum exhibit space, offices, and museum collection processing and storage.	13082012 - 2012 Park Bond	<b>\$2,435,000</b>
<b>Total for Arts And Culture</b>		<b>\$2,790,730</b>
<b>Cemetery</b>		<b>FY 15/16</b>
<b>Future Cemetery Expansion - CP0210</b> Fund the expansion of the city cemetery.	1102A - Cemetery	<b>\$526,608</b>
<b>Total for Cemetery</b>		<b>\$526,608</b>
<b>Library</b>		<b>FY 15/16</b>
<b>Main Library Lighting Improvements - CP0431</b> Improve lighting at the main library.	1301A - Capital - General Fund	<b>\$619,864</b>
<b>Total for Library</b>		<b>\$619,864</b>
<b>Mesa Centennial Center</b>		<b>FY 15/16</b>
<b>Mesa Convention Center Renovation - CP0551</b> Renovate the bathrooms in Buildings A and C at the Mesa Convention Center.	3101CC - Convention Center	<b>\$193,000</b>
<b>Total for Mesa Centennial Center</b>		<b>\$193,000</b>
<b>Parks &amp; Recreation</b>		<b>FY 15/16</b>
<b>Existing Parks Bond Improvements - CP0191</b> Develop concepts for park development projects to be proposed for existing Parks Bond Packages.	1301A - Capital - General Fund	<b>\$1,274</b>
<b>Baseball Lighting - CP0298</b> Upgrade sports field lights and poles at 13 sites throughout Mesa.	13082012 - 2012 Park Bond	<b>\$964,198</b>
<b>Desert Arroyo Park - CP0120</b> Construct a community park on land adjacent to Zaharis Elementary School.	13082012 - 2012 Park Bond	<b>\$1,535,268</b>
<b>Engineering Park Irrigation Projects - CP0485</b> Upgrade existing irrigation systems and components at various locations in the park system.	1301A - Capital - General Fund 13082012 - 2012 Park Bond	\$114,871 \$960,577 <hr/> <b>\$1,075,448</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

PARKS AND CULTURE – \$35,718,536

Program	Funding Source	Budget*
<b>Fiesta Sports Park - CP0009</b> Acquire and improve underutilized space into a sports complex consisting of recreational youth lighted softball and baseball fields.	13082012 - 2012 Park Bond	<b>\$4,761,714</b>
<b>Gene Autry Park Improvements - CP0559</b> Update the existing playground to meet current safety and accessibility requirements, improve accessibility in the baseball complex restrooms, and modify the baseball field irrigation system to improve efficiency.	13082012 - 2012 Park Bond	<b>\$421,014</b>
<b>Guerrero-Rotary Park Rehab - CP0502</b> Construct shade over the existing playground at Guerrero Rotary Park and replace the cracked concrete on the two basketball courts.	1250CDBG - Community Development Block Grant 1301A - Capital - General Fund	\$298,223 \$10,478 <b>\$308,701</b>
<b>Landscape/Irrigation - CP0299</b> Upgrade existing irrigation systems and components at various locations in the park system.	1301A - Capital - General Fund 13082012 - 2012 Park Bond	\$955,196 \$2,798,599 <b>\$3,753,795</b>
<b>Mariposa Park - CP0123</b> Construct a 9-acre neighborhood park.	13082012 - 2012 Park Bond	<b>\$74,604</b>
<b>Mesa City Center - CP0013</b> Develop conceptual plans to create a public gathering place to enhance the downtown area.	13082012 - 2012 Park Bond	<b>\$582,931</b>
<b>Minor Equipment - CP0303</b> Replace aging maintenance equipment and update park system signage.	1301A - Capital - General Fund 13082012 - 2012 Park Bond	\$517,573 \$96,000 <b>\$613,573</b>
<b>Parks Irrigation Controllers - CN0009</b> Upgrade the irrigation controllers to tie into the City's existing central irrigation control system used throughout the park system.	1301A - Capital - General Fund 13082012 - 2012 Park Bond	\$543,899 \$1,103,386 <b>\$1,647,285</b>
<b>Pioneer Park Renovations - CP0015</b> Develop a concept and create a unique park destination adjacent to a light rail station through renovation of the central corridor of Pioneer Park.	13082012 - 2012 Park Bond	<b>\$3,760,196</b>
<b>Playground Improvements - CP0486</b> Upgrade and activate existing playgrounds to meet current safety and accessibility requirements.	1301A - Capital - General Fund 13082012 - 2012 Park Bond	\$752,700 \$1,164,200 <b>\$1,916,900</b>
<b>Playground Upgrades - CP0300</b> Upgrade and activate existing playgrounds to meet current safety and accessibility requirements.	13082012 - 2012 Park Bond	<b>\$504,671</b>
<b>Playground Upgrades - Parks - CN0300</b> Upgrade and activate existing playgrounds to meet current safety and accessibility requirements.	1301A - Capital - General Fund	<b>\$100,000</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

**PARKS AND CULTURE – \$35,718,536**

Program	Funding Source	Budget*
<b>Pool Improvements - CP0301</b>		
Complete improvements and lifecycle maintenance at existing pool sites.	1301A - Capital - General Fund	\$326,800
	13082012 - 2012 Park Bond	\$265,000
		<u>\$591,800</u>
<b>Pool Improvements - Parks - CN0301</b>		
Improvements and routine maintenance at existing pool sites are planned throughout the city.	1301A - Capital - General Fund	<b>\$43,000</b>
<b>Recreational Facility Upgrade - CP0302</b>		
Improvements and routine maintenance at existing sports complexes and recreation centers are planned through this project.	1301A - Capital - General Fund	<b>\$561,104</b>
<b>Recreation Facility Improvements - CP0488</b>		
Complete improvements and lifecycle maintenance at existing sports complexes and recreation centers.	13082012 - 2012 Park Bond	<b>\$357,500</b>
<b>Rio Salado Pathway Segment 4 - CP0332</b>		
Construct a paved shared use pathway adjacent to the Salt River to provide regional connections.	1220A - Grants - Gen. Gov.	\$1,585,674
	13082012 - 2012 Park Bond	\$339,180
		<u>\$1,924,854</u>
<b>Riverview Park Modifications - CP0547</b>		
Improve the hill treatment between the rock climbing walls and perform a maintenance treatment of the surfacing in the playground area.	1301A - Capital - General Fund	<b>\$82,800</b>
<b>Riverview Quad Lights - CP0565</b>		
Expand the hours of availability for the Riverview baseball quad with the addition of sports field lights.	13082012 - 2012 Park Bond	<b>\$1,450,000</b>
<b>Rotary Memorial Field - CP0564</b>		
Enhance the existing youth baseball field with the addition of dugouts and a spectator seating area.	13082012 - 2012 Park Bond	<b>\$50,000</b>
<b>Southeast Mesa Bike &amp; Pedestrian Path - CP0198</b>		
Create a pedestrian and bike trail connection in southeast Mesa with a concrete path, landscaping, and lighting.	13082012 - 2012 Park Bond	<b>\$1,541,377</b>
<b>West Mesa Connector Shared Use Path - CP0108</b>		
Construct a 10-foot wide, shared use pathway with landscaping, rest areas and lighting.	13082012 - 2012 Park Bond	<b>\$2,964,327</b>
<b>Total for Parks &amp; Recreation</b>		<b>\$31,588,334</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

PUBLIC SAFETY – \$28,624,035

Program	Funding Source	Budget*
<b>Communications</b>		
<b>FY 15/16</b>		
<b>Fiber to Radio Network Backbone Sites - CP0092</b> Improve the infrastructure that provides voice and data services to fire stations and other City facilities over the City's point-to-point microwave radio network.	13042013 - 2013 Public Safety Bond	<b>\$4,339,769</b>
<b>TOPAZ Voice Radio Network Upgrade/Replacement - CP0090</b> Upgrade or replace the TOPAZ voice radio network, used by police, fire, and other municipal departments.	1120A - TOPAZ Joint Venture Fund	<b>\$3,633,828</b>
<b>Total for Communications</b>		<b>\$7,973,597</b>
<b>Fire</b>		
<b>FY 15/16</b>		
<b>Fire Apparatus - CN0002</b> Purchase replacement MFMD Fire Apparatus.	1301A - Capital - General Fund	\$311,685
	13042013 - 2013 Public Safety Bond	\$3,495,651
		<b>\$3,807,336</b>
<b>Fire Station 203: Relocation - C10127</b> Purchase land and construct a replacement station in the area of west Broadway.	13042013 - 2013 Public Safety Bond	<b>\$2,787,228</b>
<b>Mesa Regional Dispatch and Emergency Operations Center - CP0340</b> Acquire the land and build the Mesa Fire and Medical Regional Dispatch Center and Emergency Operations Center	13042013 - 2013 Public Safety Bond	<b>\$1,046,627</b>
<b>Public Safety Training Facility Improvements: Burn Room - CP0096</b> Remodel the existing burn room and expand the facilities to allow for training involving other combustible material such as natural gas.	13042013 - 2013 Public Safety Bond	<b>\$1,826,430</b>
<b>VHF Radio System - CP0305</b> Complete the infrastructure buildout to bring up the VHF Radio System to operational for the TRWC.	1120A - TOPAZ Joint Venture Fund	\$900,000
	1301A - Capital - General Fund	\$601,650
		<b>\$1,501,650</b>
<b>Total for Fire</b>		<b>\$10,969,271</b>
<b>Police</b>		
<b>FY 15/16</b>		
<b>Aviation Unit Hangar Remodel - CP0216</b> Remodel the hangar in addition to the main office spaces to allow for future growth.	13042013 - 2013 Public Safety Bond	<b>\$290,193</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

**PUBLIC SAFETY – \$28,624,035**

Program	Funding Source	Budget*
<b>Central Community Media Room - CP0542</b> Installation of AV presentation equipment including camera, monitors, and audio systems to allow for news conferences.	1301A - Capital - General Fund	<b>\$177,100</b>
<b>Communications Building Facility Improvements - CP0214</b> Modernize vital Mesa Public Safety communication support systems that are essential to maintain 24/7 operations in all weather conditions.	1301A - Capital - General Fund 13042013 - 2013 Public Safety Bond	\$1,783,828 \$2,500,135 <hr/> <b>\$4,283,963</b>
<b>Dobson Substation Remodel - CP0494</b> Construct a parking canopy to house and provide protection for vehicles and equipment at Dobson Substation.	13042008 - 2008 Public Safety Bond	<b>\$65,580</b>
<b>Evidence Shelving - CP0541</b> Replace 23 computerized moveable shelving units that have reached the end of their useful life.	1301A - Capital - General Fund	<b>\$500,000</b>
<b>Firearms Range Improvement Project - CP0341</b> Construct improvements at the firearms range to ensure the safe storage of law enforcement weapons and ammunition.	13042013 - 2013 Public Safety Bond	<b>\$1,501,092</b>
<b>Impound Lot Expansion - CP0539</b> Expand the storage area of the Police Department Vehicle Impound Lot including improved lighting and alarm system.	1220A - Grants - Gen. Gov.	<b>\$19,808</b>
<b>PD Evidence Freezer Master Plan - CP0455</b> Examined various categories of evidence storage; addressed current deficiencies and proposed a long term plan for future evidence storage space needs.	1301A - Capital - General Fund	<b>\$10,613</b>
<b>Police Evidence Freezer - CP0433</b> Construct an additional evidence freezer to store biological evidence.	13042013 - 2013 Public Safety Bond	<b>\$850,854</b>
<b>Police Holding Facility Improvements - CP0084</b> Construct four (4) additional holding cells to include structural concrete walls, plumbing, electrical, ventilation, and closed-circuit TV cameras for monitoring prisoners.	1299A - Restricted Programs Fund 13042013 - 2013 Public Safety Bond	\$206,726 \$1,775,238 <hr/> <b>\$1,981,964</b>
<b>Total for Police</b>		<b>\$9,681,167</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

TRANSPORTATION – \$89,738,503

Program	Funding Source	Budget*
<b>Falcon Field Airport</b>		<b>FY 15/16</b>
<b>Access Road Improvements - CP0405</b>		
Construct road improvements to enhance the airport's customer experience	3004FF - Falcon Field Airport	<b>\$100,976</b>
<b>Acute Angle Taxiways - CP0416</b>		
Construct High-Speed Exits on runway 4L/22R to provide increased safety and operational flexibility.	3004FF - Falcon Field Airport	\$202,006
	3010FF - Falcon Field Grants	\$1,139,885
		<b>\$1,341,891</b>
<b>Airfield Lighting and Signage Upgrade - CP0114</b>		
Replace Runway & Taxiway Lighting and Airfield Signs.	3004FF - Falcon Field Airport	\$23,013
	3010FF - Falcon Field Grants	\$151,987
		<b>\$175,000</b>
<b>Airport Historic Zone Improvements - C09036</b>		
Construct improvements to the landscaping and airport signage as part of the continuing efforts to enhance the quality and appearance of Falcon Field Airport	3004FF - Falcon Field Airport	<b>\$1,771,286</b>
<b>Airport Terminal Building Upgrades - C10437</b>		
Remodel the existing airport terminal building.	3004FF - Falcon Field Airport	<b>\$1,715,646</b>
<b>Automated Surface Observing System (ASOS) - C10470</b>		
Construct a concrete pad and electrical lines for an Automated Surface Observing System (ASOS).	3004FF - Falcon Field Airport	<b>\$97,571</b>
<b>Blast Pads for Runway 4L-22R - C07044</b>		
Construct blast pads for Runway 4L-22R to reduce the erosive effects of jet blast and propeller wash.	3004FF - Falcon Field Airport	\$69,659
	3010FF - Falcon Field Grants	\$386,572
		<b>\$456,231</b>
<b>City Hangar Electrical Upgrades - CP0258</b>		
Upgrade the existing City-owned hangar electrical service.	3004FF - Falcon Field Airport	<b>\$210,427</b>
<b>Emergency Generator Evaluation for FAA Tower - CP0549</b>		
Evaluate airport generator capabilities to support FAA tower communications in event of a power loss.	3004FF - Falcon Field Airport	<b>\$1,600</b>
<b>Gate Systems Upgrade - CP0403</b>		
Upgrade electric vehicle access gates to provide higher level of operational capabilities and reliability.	3004FF - Falcon Field Airport	<b>\$300,213</b>
<b>J-Hangar Rebuild - CP0257</b>		
Replace/rebuild City-owned damaged J Hangar.	3004FF - Falcon Field Airport	<b>\$813,856</b>
<b>Lease Parcel Improvements - CP0406</b>		
Improve existing airport lease parcels.	3004FF - Falcon Field Airport	<b>\$131,300</b>
<b>Operations Sweeper Maintenance Facility - CP0408</b>		
Construct operations sweeper maintenance facility to provide a clean out pad for the City sweeper.	3004FF - Falcon Field Airport	<b>\$40,049</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

## TRANSPORTATION – \$89,738,503

Program	Funding Source	Budget*
<b>Taxiway A and C Reconfiguration - C10439</b> Realign existing Taxiways A and C to promote the use of Runway 4L-22R for training operations.	3004FF - Falcon Field Airport 3010FF - Falcon Field Grants	\$186,823 \$1,669,889 <hr/> \$1,856,712
<b>Wash Rack Shade Structure - C07039</b> Construct a shade structure over the existing aircraft wash rack.	3004FF - Falcon Field Airport	\$751,307
<b>Total for Falcon Field Airport</b>		<b>\$9,764,065</b>

Intelligent Transportation System		FY 15/16
<b>ITS - East Valley Arterial Congestion Monitoring - CP0419</b> Design a new congestion monitoring and travel time system for deployment in Mesa, Tempe and Gilbert.	1205A - Local Streets Sales Tax 1220A - Grants - Gen. Gov.	\$326,486 \$655,385 <hr/> \$981,871
<b>ITS - Integrate Mesa 9-1-1 Call - CP0420</b> Integrate Computer Aided Dispatch (CAD) data from the Mesa Fire Department 9-1-1 Call Center with the Regional Archived Data Systems (RADS).	1205A - Local Streets Sales Tax 1220A - Grants - Gen. Gov.	\$72,109 \$56,580 <hr/> \$128,689
<b>ITS - ITS Technology Hardware - CP0418</b> Replace aging computer equipment as it reaches its end of life in the Intelligent Transportation System (ITS).	1205A - Local Streets Sales Tax	\$502,250
<b>ITS - Radio Communications Upgrade - CP0417</b> Procure and install new ITS Radio equipment to be installed on existing traffic signal poles and ITS towers at 47 locations throughout the City.	1205A - Local Streets Sales Tax 1220A - Grants - Gen. Gov.	\$233,955 \$233,864 <hr/> \$467,819
<b>ITS Radio Communications Upgrades - CP0345</b> Procure and install new ITS Radio equipment to be installed on existing traffic signal poles and ITS towers at 47 locations throughout the City.	1205A - Local Streets Sales Tax 1220A - Grants - Gen. Gov.	\$249,728 \$233,864 <hr/> \$483,592
<b>MAG ITS Projects - CP0109</b> Design future MAG ITS projects.	1205A - Local Streets Sales Tax	\$406,625
<b>West Side Real Time Adaptive Project - C10417</b> Implement a traffic signal control system that dynamically adjusts signal timing based on real-time traffic conditions in west Mesa.	1205A - Local Streets Sales Tax 1220A - Grants - Gen. Gov. 13072008 - 2008 Street Bond	\$13,237 \$409,856 \$37,906 <hr/> \$460,999
<b>Total for Intelligent Transportation System</b>		<b>\$3,431,845</b>

Mass Transit		FY 15/16
<b>Central Mesa Light Rail Extension - C09046</b> Extend light rail from the Sycamore station east on Main Street ending between Mesa Drive and Lesueur.	1103A - Transit Fund	\$4,010,064

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

## TRANSPORTATION – \$89,738,503

Program	Funding Source	Budget*
<b>Central Mesa LRT Extension Concurrent Non-Project Activities - CP0069</b>		
Replace the existing utility infrastructure to accommodate the installation of the central Mesa Light Rail system extension.	1205A - Local Streets Sales Tax	\$9,498
	13072013 - 2013 Street Bond	\$265,585
		<b>\$275,083</b>
<b>East Mesa Service Center Wash Rack - CP0348</b>		
Addition of four additional wash bays for sweepers and vactor trucks.	1207A - Environmental Compliance Fee	<b>\$298,988</b>
<b>Gilbert LRT CNPAs - CP0562</b>		
Replace the existing utility infrastructure to accommodate the installation of the Light Rail system to Gilbert Road.	31052014 - 2014 Electric Bond	<b>\$40,500</b>
<b>Gilbert Road LRT Extension - CP0296</b>		
Extend the light rail line along Main Street from Edgemont to a new end of line station at Gilbert Road.	1103A - Transit Fund	<b>\$1,044,017</b>
	<b>Total for Mass Transit</b>	<b>\$5,668,652</b>

Regional Transport Plan		FY 15/16
<b>Mesa Drive: 8th Ave. to Main - C01400</b>		
Construct improvements to mitigate traffic delay and congestion and enhance safety.	13072013 - 2013 Street Bond	\$2,892,483
	31052010 - 2010 Electric Bond	\$247,082
	31052014 - 2014 Electric Bond	\$3,810,305
	31062010 - 2010 Gas Bond	\$55,944
	31072010 - 2010 Water Bond	\$76,175
	31072014 - 2014 Water Bond	\$1,706,250
		<b>\$8,788,239</b>
<b>Transportation Funded Projects - CP0158</b>		
Placeholder for Regional Transportation Plan reimbursement amounts for approved projects.	1314A - Transportation	\$17,272,067
	<b>Total for Regional Transport Plan</b>	<b>\$26,060,306</b>

Shared Use Paths		FY 15/16
<b>Bike and Ped Pilot projects - CP0531</b>		
Implement and evaluate transportation, bike and pedestrian friendly projects.	1205A - Local Streets Sales Tax	<b>\$5,175</b>
<b>Dobson Road Pedestrian and Bicycle Route Improvements - C06008</b>		
Construct a bicycle and pedestrian route along Dobson Road from Broadway to Main Street.	1205A - Local Streets Sales Tax	\$85,418
	1220A - Grants - Gen. Gov.	\$2,871,700
	13072013 - 2013 Street Bond	\$127,545
		<b>\$3,084,663</b>
<b>Fiesta Paseo Pathway and Micro Park - C06037</b>		
Construct a desirable environment for pedestrians and bicyclists in the Fiesta District.	1220A - Grants - Gen. Gov.	<b>\$1,872,334</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

**TRANSPORTATION – \$89,738,503**

<b>Program</b>	<b>Funding Source</b>	<b>Budget*</b>
<b>Lighting on Consolidated Canal Phase 2, Adobe to Lindsay - CP0274</b>		
Construct lighting for phase 2 of the consolidated canal pathway from 8th Street to Lindsay Road.	1205A - Local Streets Sales Tax	<b>\$60,548</b>
<b>Porter Park Pathway - C10460</b>		
Provide 1.1 miles of paved shared use path between Mesa Drive and 8th Street near the vicinity of Kino Junior High.	1205A - Local Streets Sales Tax	\$164,958
	1220A - Grants - Gen. Gov.	\$1,451,643
		<b>\$1,616,601</b>
<b>Rio Salado Pathway Segment 3 - C10469</b>		
Construct a pathway in west Mesa connecting Mesa's pathway network with multi-use pathways of Phoenix, Tempe and Scottsdale	1220A - Grants - Gen. Gov.	\$1,069,089
	13082012 - 2012 Park Bond	\$379,396
		<b>\$1,448,485</b>
<b>Total for Shared Use Paths</b>		<b>\$8,087,806</b>

<b>Storm Sewer</b>		<b>FY 15/16</b>
<b>10th Ave and Surrine - CP0558</b>		
Flat streets lack capacity conveyance and tops over sidewalks and floods homes that are built at grade finished floors.	1205A - Local Streets Sales Tax	\$50,000
	1220A - Grants - Gen. Gov.	\$150,000
		<b>\$200,000</b>
<b>2nd Ave and Solomon - CP0554</b>		
Construct a regional basin to collect runoff that floods local neighborhoods and presents flooding concerns for the light rail corridor.	1205A - Local Streets Sales Tax	\$1,750,000
	1220A - Grants - Gen. Gov.	\$250,000
		<b>\$2,000,000</b>
<b>Emerald Area Drainage - CP0555</b>		
Improve drainage conditions in the neighborhoods west of Emerald Park.	1205A - Local Streets Sales Tax	\$250,000
	1220A - Grants - Gen. Gov.	\$250,000
		<b>\$500,000</b>
<b>Horne Storm Drain System - CP0557</b>		
Construct a storm drain system in Horne Rd.	1205A - Local Streets Sales Tax	\$1,950,000
	1220A - Grants - Gen. Gov.	\$250,000
		<b>\$2,200,000</b>
<b>Mesa Drive Pedestrian Plazas - CP0273</b>		
Site improvements include, hardscape, landscape, drip irrigation, decorative water fountain, seat walls, area lighting, a small fabric shade structure, and a plaza area that contains skate-able hardscape features.	13072008 - 2008 Street Bond	<b>\$321,286</b>
<b>Royal Palms - CP0556</b>		
Construction of flap gates on manholes and relief line to Candlelight Park.	1205A - Local Streets Sales Tax	\$50,000
	1220A - Grants - Gen. Gov.	\$150,000
		<b>\$200,000</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

## TRANSPORTATION – \$89,738,503

Program	Funding Source	Budget*
<b>Storm Drain Pump Stations - CP0491</b> Rehabilitate three storm drain pump stations along the Consolidated Canal	1207A - Environmental Compliance Fee	\$2,053,600
<b>Total for Storm Sewer</b>		<b>\$7,474,886</b>
<b>Streets</b>		
		<b>FY 15/16</b>
<b>10th Street Traffic Calming - CP0343</b> Construct traffic calming, pedestrian, and bicycle improvements along 10th Street between Date Street and Alma School Road.	13072013 - 2013 Street Bond	\$1,114,960
<b>2013 Streets Cityshare - CN0003</b> Participate in the cost share of widening of streets built in conjunction with development projects.	13072013 - 2013 Street Bond	\$500,000
<b>Arterial Reconstruction - CP0439</b> Full reconstruction of arterial street segments that are at the end of their life cycle and can no longer be maintained by conventional means.	13072013 - 2013 Street Bond 31062010 - 2010 Gas Bond 31072010 - 2010 Water Bond	\$8,182,430 \$10,700 \$498,986 <hr/> \$8,692,116
<b>Arterial Street Reconstruction Group 3 - C10559</b> Reconstruct the pavement University Drive, Sossaman Road to 88th Street. Reconstruction activities will include repair and upgrade curb, gutter, and sidewalk as needed.	31072014 - 2014 Water Bond	\$681,521
<b>Bridge Sidewalk Ramp Improvements - CP0185</b> Construct sidewalk ramp improvements at the canal intersections to improve commuter safety.	1205A - Local Streets Sales Tax	\$429,697
<b>Crismon and US 60 Dual Left Turn Conversion - CP0283</b> Construct dual left turn lanes at Crismon and US 60 to improve traffic flow.	1205A - Local Streets Sales Tax	\$113,735
<b>DCR Germann &amp; Sossaman Intersection - CN0004</b> Evaluate the intersection of Germann Road and Sossaman Road ½ mile in each direction and develop a design concept for the intersection.	1205A - Local Streets Sales Tax	\$55,134
<b>Fiesta District Improvements Phase II - CP0275</b> The Fiesta Improvement District is a multifaceted project with the goal of improving the area near the Fiesta Mall.	13072013 - 2013 Street Bond	\$8,758,520
<b>Mesa Drive: Main to University Drive - C10561</b> Reconstruct Mesa Drive, 10th Avenue to Main Street and overlay Mesa Drive, Main Street to University Drive.	31062014 - 2014 Gas Bond	\$402,962

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

**TRANSPORTATION – \$89,738,503**

<b>Program</b>	<b>Funding Source</b>	<b>Budget*</b>
<b>Neighborhood Transportation Improvement Projects - CP0532</b> Through an outreach effort to neighborhoods a project addressing such transportation needs as determined by construction feasibility studies and cost.	1205A - Local Streets Sales Tax	<b>\$20,350</b>
<b>Railroad Quiet Zone - CP0426</b> Establish a Quiet Zone on the segment of railroad from Southern Avenue to Dobson Road where the train would not sound its horn going through intersections with roadways.	1205A - Local Streets Sales Tax	<b>\$397,998</b>
<b>Right-of-way Improvements - CP0279</b> Install landscaping improvements at various citywide locations.	13072013 - 2013 Street Bond 31052014 - 2014 Electric Bond	\$600,000 \$106,831 <b>\$706,831</b>
<b>Roosevelt Road Improvements from Broadway to 8th - CP0528</b> Widen Roosevelt Road between Broadway Road and 8th Avenue from the current half street (east side only improved) to a collector street.	1205A - Local Streets Sales Tax	<b>\$128,340</b>
<b>Rusted Streetlight Pole Replacement - CP0432</b> Replace existing direct burial and older base mounted streetlight poles have begun to rust and have become safety problems because they are structurally unsound and subject to falling over; these will be replaced with base mounted poles.	13072013 - 2013 Street Bond	<b>\$864,907</b>
<b>Streetlight Spot Improvement - CP0294</b> Install streetlights in various locations citywide.	13072013 - 2013 Street Bond	<b>\$828,000</b>
<b>Streets - Economic Development - CP0342</b> Provide discretionary funds for required street improvements associated with significant economic development projects.	13072013 - 2013 Street Bond 31072014 - 2014 Water Bond 31092014 - 2014 Wastewater Bond	\$2,000,000 \$707,001 \$385,200 <b>\$3,092,201</b>
<b>Traffic Signals - New and Upgrade - CP0450</b> Install new or upgrade traffic signals.	1205A - Local Streets Sales Tax	<b>\$1,748,203</b>
<b>Traffic Signals - New and Upgrades - C01365</b> Install new or upgrade traffic signals.	1205A - Local Streets Sales Tax	<b>\$37,327</b>
<b>Traffic Signals - New &amp; Upgrades - CP0312</b> Install new or upgrade traffic signals.	1205A - Local Streets Sales Tax	<b>\$136,030</b>
<b>UPRR Crossing Improvements, Dobson and Alma School - CP0184</b> Construct improvements to the Union Pacific Railroad crossings at Dobson and Alma School Roads.	1205A - Local Streets Sales Tax 1220A - Grants - Gen. Gov.	\$305,385 \$30,726 <b>\$336,111</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

TRANSPORTATION – \$89,738,503

Program	Funding Source	Budget*
<b>Water Ponding 10th Avenue &amp; Surrine (Lincoln Elem) - CP0527</b>	1205A - Local Streets Sales Tax	<b>\$206,000</b>
Correct water ponding at the intersection of 10th Avenue & Surrine.		
<b>Total for Streets</b>		<b>\$29,250,943</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

# UTILITIES – \$179,028,676

Program	Funding Source	Budget*
<b>Electric Growth</b>		
<b>FY 15/16</b>		
<b>Electric Distribution - Overhead - C09019</b>		
Install system enhancements for future electrical loads and reduce operations and maintenance costs.	31052010 - 2010 Electric Bond	\$728,305
	31052014 - 2014 Electric Bond	\$781,471
		<b>\$1,509,776</b>
<b>Electric Distribution - Underground - C09020</b>		
Provide various system improvements to include underground conductor installation, cable replacement, vault lid replacement and replacement of miscellaneous devices.	31052010 - 2010 Electric Bond	\$15,881
	31052014 - 2014 Electric Bond	\$2,235,653
		<b>\$2,251,534</b>
<b>Electric Distribution Underground - CP0329</b>		
Provide various system improvements to include underground conductor installation, cable replacement, vault lid replacement and replacement of miscellaneous devices.	31052010 - 2010 Electric Bond	<b>\$437,010</b>
<b>Electric Generation - CP0082</b>		
Identify power supply resources that can be owned in whole or in part by the City of Mesa.	31052014 - 2014 Electric Bond	<b>\$265,265</b>
<b>Electric Master Plan - CP0080</b>		
Perform an assessment on the condition of the underground conduit system.	31052010 - 2010 Electric Bond	\$102,225
	31052014 - 2014 Electric Bond	\$159,159
		<b>\$261,384</b>
<b>Electric Metering - C09024</b>		
Complete the installation of new and replacement meters for the fiscal year.	31052014 - 2014 Electric Bond	\$397,475
	3113A - Utility Replacement Extension and Renewal	\$568,013
		<b>\$965,488</b>
<b>Electric New Services - C09023</b>		
Install new electrical service wires for new customers and provide for system expansion.	31052010 - 2010 Electric Bond	\$685,827
	31052014 - 2014 Electric Bond	\$1,061,060
		<b>\$1,746,887</b>
<b>Electric Smart Grid - CP0081</b>		
Replace obsolete technology to improve system reliability.	31052014 - 2014 Electric Bond	<b>\$169,770</b>
<b>Electric Substation Improvements - C09022</b>		
Construct improvements at electric substations to ensure long-term system reliability.	31052010 - 2010 Electric Bond	\$9,757
	31052014 - 2014 Electric Bond	\$1,430,385
		<b>\$1,440,142</b>
<b>Electric Transmission - C09021</b>		
Rebuild the 69kV transmission system and install fiber optics at substation locations to allow for monitoring controls and site security.	31052014 - 2014 Electric Bond	<b>\$206,676</b>
<b>New Electric Services - CP0534</b>		
Install new electrical service wires for new customers and provide for system expansion.	31052014 - 2014 Electric Bond	<b>\$25,848</b>
<b>Pocket Parks 4kV Electric Substation Conversions - CP0437</b>		
Preparation and development of Engineering and Design Plans to construct pocket park and solar generation at the former Extension Substation Site	3101ELC - Electric	<b>\$100,000</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

UTILITIES – \$179,028,676

Program	Funding Source	Budget*
<b>Substation to Park Conversion - CP0522</b> Construct pocket park and solar generation at the former Extension Substation Site	31052014 - 2014 Electric Bond	\$116,717
<b>Total for Electric Growth</b>		<b>\$9,496,497</b>
<b>Gas Aging Infrastructure</b>		<b>FY 15/16</b>
<b>Attaway and Judd Road High Pressure Gas Main - C04037</b> Replace the current 5-inch steel pipe gas line with an 8-inch steel pipe gas line.	31062010 - 2010 Gas Bond	\$169,960
<b>Center Street Gas Line Replacement from University to Brown - C10387</b> Provide funding for intermediate pressure gas main replacement to ensure operational integrity of the natural gas system in Mesa.	31062014 - 2014 Gas Bond	\$21,531
<b>Cooper Rd. Gas Line Replacement - CP0224</b> Replace the high pressure gain main to ensure operational reliability of the natural gas pipeline.	31062014 - 2014 Gas Bond	\$804,949
<b>Crimson Rd. IP Cross-tie Grandview to Inglewood - CP0074</b> Construct a tie between two Construction of a tie between two existing intermediate gas mains together and a new intermediate gas main.	31062014 - 2014 Gas Bond	\$528,369
<b>Gas Line Replacement - Quail Run - C07026</b> Replacement of aging infrastructure in the Magma natural gas system.	31062010 - 2010 Gas Bond	\$528,785
<b>Gas Main Replacement- Ocotillo Rd - Taylor St to Gantzel Rd - CP0222</b> Replacement of the high pressure gas main to ensure operational reliability in the Magma Service Area.	31062010 - 2010 Gas Bond	\$230,883
<b>Gas Main Replacements - Magma Service Area - CP0153</b> Upgrade the Magma system to ensure operational integrity of the natural gas pipeline system.	31062014 - 2014 Gas Bond	\$438,879
<b>Gas Regulator Station 56 Relocation - CP0447</b> Relocate existing above ground gas regulator station below ground.	31062010 - 2010 Gas Bond	\$265,195
<b>Gas System: Aging Infrastructure Replacement - CP0155</b> Replace necessary gas system infrastructure identified during the annual survey.	31062014 - 2014 Gas Bond	\$2,393,929
<b>Magma Road; Hunt Hwy to Johnson Ranch - 4-inch Pipe - C10377</b>	31062010 - 2010 Gas Bond	\$50,673

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

**UTILITIES – \$179,028,676**

Program	Funding Source	Budget*
Install an intermediate pressure gas main installation to ensure operational integrity.		
<b>Meridian and Combs Gas Line Replacement - CP0223</b> Replace the high pressure gas main to ensure operational reliability of the natural gas pipeline.	31062014 - 2014 Gas Bond	<b>\$570,833</b>
<b>Power and Elliot Regulator Station - CP0073</b> Construct a new a regulator station.	31062014 - 2014 Gas Bond	<b>\$317,051</b>
<b>SCADA System for the Natural Gas Distribution System - C01886</b> Install a Supervisory Control & Data Acquisition (SCADA) system to control and monitor all natural gas remote facilities.	31062010 - 2010 Gas Bond 31062014 - 2014 Gas Bond	\$108,420 \$270,270 <b>\$378,690</b>
<b>Southern Avenue: Greenfield Road to 48th Street - C10373</b> Replace both intermediate and high pressure existing gas mains.	31062010 - 2010 Gas Bond 31062014 - 2014 Gas Bond	\$152,708 \$553,961 <b>\$706,669</b>
<b>Utility Replacement:8th Street - C10385</b> Replace intermediate pressure gas mains to ensure operational integrity of NG system in Mesa.	31072014 - 2014 Water Bond	\$499,937 <b>\$499,937</b>
<b>Utility Replacement QS13C, QS21A, &amp; QS20D - C10380</b> Replace aging main and service lines in plat quarter section 13C, 21A and 20D.	31062014 - 2014 Gas Bond 31072014 - 2014 Water Bond	\$65,533 \$353,531 <b>\$419,064</b>
<b>Utility Replacement QS21D, Clark, and Pepper - C10382</b> Replace aging main and service lines in plat quarter section 21D.	31062014 - 2014 Gas Bond 31072014 - 2014 Water Bond	\$811,219 \$1,989,964 <b>\$2,801,183</b>
<b>Utility Replacement QS28B &amp; QS28D - C10383</b> Replace aging main and service lines in plat quarter section 28B and 28D.	31062014 - 2014 Gas Bond	<b>\$1,721,217</b>
<b>Total for Gas Aging Infrastructure</b>		<b>\$12,847,797</b>

Gas System Reinforcement		FY 15/16
<b>District Regulator Station, Skyline and Circle Cross Ranch - C10376</b> Install a high pressure gas main and district regulator.	31062010 - 2010 Gas Bond 31062014 - 2014 Gas Bond	\$234,925 \$2,664,522 <b>\$2,899,447</b>
<b>McDowell Road; 80th Street to Hawes Road - CP0072</b> Construct a tie between two existing intermediate gas mains with new gas main.	31062014 - 2014 Gas Bond	<b>\$507,024</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

UTILITIES – \$179,028,676

Program	Funding Source	Budget*
<b>Power Road and Brown Road Cross-Tie - CP0077</b> Install of gas main from McKellips to Indigo St along north Power Road	31062014 - 2014 Gas Bond	<b>\$49,946</b>
<b>Regulator Station Security - C10388</b> Install on-site security systems to monitor and deter theft and sabotage of regulator station equipment.	31062014 - 2014 Gas Bond	<b>\$56,353</b>
<b>Total for Gas System Reinforcement</b>		<b>\$3,512,770</b>
<b>Natural Gas Growth</b>		
<b>FY 15/16</b>		
<b>Gas Meters: New and Replacement - CP0156</b> Purchase and install residential and commercial/industrial size gas meters.	31062014 - 2014 Gas Bond	\$371,645
	3113A - Utility Replacement Extension and Renewal	\$371,645
		<b>\$743,290</b>
<b>Gas New Mains - CP0481</b> Extend mains and services to new subdivisions.	31062010 - 2010 Gas Bond	<b>\$121,382</b>
<b>Gas New Services - CP0480</b> Install gas lines in new subdivision developments throughout the City and Magma Service Area.	31062010 - 2010 Gas Bond	<b>\$80,168</b>
<b>Gas System - New Mains - CP0311</b> Provide funding for the gas utility to extend mains to new subdivisions.	31062010 - 2010 Gas Bond	<b>\$1,052,415</b>
<b>Gas System: New Mains - CP0152</b> Extend of mains and services to new subdivisions.	31062010 - 2010 Gas Bond	\$216,741
	31062014 - 2014 Gas Bond	\$3,178,375
		<b>\$3,395,116</b>
<b>Gas System - New Services - CP0310</b> Provide funding for the gas utility add additional services to new residential and commercial customers.	31062010 - 2010 Gas Bond	<b>\$154,721</b>
<b>Gas System: New Services - CP0151</b> Install gas lines in new subdivision developments throughout the City and Magma area.	31062010 - 2010 Gas Bond	\$14,931
	31062014 - 2014 Gas Bond	\$2,156,755
		<b>\$2,171,686</b>
<b>High Pressure Gas Main Installations - CP0154</b> Install high pressure gas main to meet anticipated growth of the City.	31062014 - 2014 Gas Bond	<b>\$657,853</b>
<b>McDowell and Greenfield Regulator Station - CP0076</b> Install a district regulator station to meet anticipated growth in the area.	31062014 - 2014 Gas Bond	<b>\$12,621</b>
<b>Meridian and Queen Creek Gas Regulator Station - CP0394</b>	31062014 - 2014 Gas Bond	<b>\$10,781</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

UTILITIES – \$179,028,676

Program	Funding Source	Budget*
Redesign the existing regulator station at the intersection of Meridian Rd and Queen Creek Rd		
<b>Meridian Rd Int Pressure Cross-Tie - CP0393</b> Install the connection of gas line on Ocotillo Rd. to the regulator station at Queen Creek Rd. and Meridian Rd.	31062014 - 2014 Gas Bond	<b>\$392,986</b>
<b>Regulator Station, Hawes: McKellips Road to Hermosa Vista - CP0075</b> Install a high pressure gas main and district regulator station.	31062014 - 2014 Gas Bond	<b>\$76,258</b>
<b>Regulator Station, Higley; McDowell to Thomas - CP0181</b> Construct a regulator station and other system improvements.	31062014 - 2014 Gas Bond	<b>\$123,893</b>
<b>Total for Natural Gas Growth</b>		<b>\$8,993,170</b>

Wastewater Contractual Obligations		FY 15/16
<b>91st Ave Wastewater Treatment Plant Upgrades (Mesa Share) - CP0141</b> Provide funding for Mesa's share of the 91st Ave Wastewater Treatment Plant operational and facility upgrade costs.	31092014 - 2014 Wastewater Bond	<b>\$4,004,701</b>
<b>Total for Wastewater Contractual Obligations</b>		<b>\$4,004,701</b>

Wastewater Customer Demand - Citywide		FY 15/16
<b>Odor Control Master Plan - CP0349</b> Identify and mitigate the odor at the NWWRP and Baseline/Loop 101	31092010 - 2010 Wastewater Bond	<b>\$546,671</b>
<b>Sewer Line Extensions to Unsewered Areas - CP0330</b> Install trunk and lateral sewers to serve residential areas currently served by failing on-site septic systems.	31092014 - 2014 Wastewater Bond	<b>\$568,580</b>
<b>Southeast Water Reclamation Plant Grit Removal Facilities - CP0203</b> Install a grit removal system ahead of the primary clarifiers to improve grit removal efficiency, reduce grit in the primary sludge, reduce wear on downstream equipment, and reduce or eliminate clogging of the primary sludge lines.	31092010 - 2010 Wastewater Bond	<b>\$2,648,657</b>
<b>Total for Wastewater Customer Demand - Citywide</b>		<b>\$3,763,908</b>

Wastewater Customer Demand in SE Mesa		FY 15/16
<b>Ellsworth Rd. Sewer: Elliot to Ray - CP0376</b>	31092014 - 2014 Wastewater Bond	<b>\$247,377</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

UTILITIES – \$179,028,676

Program	Funding Source	Budget*
<p>Install pipe along Ellsworth Rd to serve development on the GM Proving Grounds (DMB) between Elliot and Ray Roads.</p>		
<p><b>Ellsworth Road Wastewater Line; Ray Road to State Route 24 - C10462</b></p>		
Expand wastewater collection system to provide sewer service to the east terminal area of the Williams Gateway Airport and the southwest portion of the Pacific Proving Grounds development.	31092014 - 2014 Wastewater Bond	<b>\$1,580,681</b>
<p><b>Greenfield Water Reclamation Plant Expansion - CP0067</b></p>		
Construct additional treatment capacity to increasing wastewater flows to the plant.	3020A - Greenfield WRP Joint Venture	\$6,697,656
	31092010 - 2010 Wastewater Bond	\$3,834,818
	31092014 - 2014 Wastewater Bond	\$380,000
		<b>\$10,912,474</b>
<p><b>Greenfield Water Reclamation Plant Primary Odor Control - C10335</b></p>		
Expand the primary odor control facilities at the plant. These facilities are currently operating at their design capacity.	3020A - Greenfield WRP Joint Venture	\$2,284,370
	31092006 - 2006 Wastewater Bond	\$909,081
		<b>\$3,193,451</b>
<p><b>Phoenix Mesa Gateway Airport Northeast Area Development Plan - CP0374</b></p>		
Install sewer line on Gateway Blvd in Phoenix Mesa Gateway Airport to serve northeast terminal area	31092014 - 2014 Wastewater Bond	<b>\$243,960</b>
<p><b>Rittenhouse Road Sewer - C09005</b></p>		
Construct relief sewer between Power Road and the East Mesa Interceptor to provide additional capacity to serve development along the Pecos Rd. corridor between Power Rd and Meridian Rd.	31092006 - 2006 Wastewater Bond	\$31,709
	31092014 - 2014 Wastewater Bond	\$2,466,271
		<b>\$2,497,980</b>
<p><b>Warner Road: Power Road to Ellsworth Road - CP0037</b></p>		
Install new interceptor to serve future development along the Warner Rd. alignment from the East Maricopa Floodway to Ellsworth Rd. and portions of the GM Proving Grounds (DMB).	31092014 - 2014 Wastewater Bond	<b>\$2,984,030</b>
<p><b>Wastewater Oversize and Extensions - Cityshare - CP0143</b></p>		
Construct wastewater extensions and oversized mains to serve development.	31092006 - 2006 Wastewater Bond	\$124,922
	31092014 - 2014 Wastewater Bond	\$160,500
		<b>\$285,422</b>
<p><b>Williams Field Road Sewer: Ellsworth to Mountain - C10425</b></p>		
Extend the wastewater collection system along Williams Field Rd. between Ellsworth Rd. and Mountain Rd. to serve development in southeast Mesa	31092014 - 2014 Wastewater Bond	<b>\$2,395,194</b>
<b>Total for Wastewater Customer Demand in SE Mesa</b>		<b>\$24,340,569</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

UTILITIES – \$179,028,676

Program	Funding Source	Budget*
<b>Wastewater Lifecycle</b>		
<b>FY 15/16</b>		
<p><b>6th Street Sulfide Control Station Rehabilitation - CP0040</b>                      Rehabilitate, replace and/or upgrade existing equipment to extend the useful life of the facilities and meet current City Specification</p>	31092014 - 2014 Wastewater Bond	<b>\$641,761</b>
<p><b>Alma School Lift Station Slab Deflection - CP0504</b>                      Raise and level existing piping support slab and stabilize soil to prevent further settlement.</p>	31092010 - 2010 Wastewater Bond	<b>\$33,346</b>
<p><b>Baseline Rd Biofilter Improvements - CP0378</b>                      Remove existing biotower and modify existing ductwork to eliminate leaks and allow foul air to be discharged directly into the biofilter. Replace spent media in the carbon treatment unit.</p>	31092014 - 2014 Wastewater Bond	<b>\$63,130</b>
<p><b>Broadway Road Sewer Line Replacement: Horne to Williams - CP0038</b>                      Replace approximately one mile of pipe to improve flow velocities.</p>	31092006 - 2006 Wastewater Bond	<b>\$284,248</b>
<p><b>Diversion Structures Rehabilitation - C01687</b>                      Rehabilitate several diversion structures showing various degrees of degradation.</p>	31092006 - 2006 Wastewater Bond	<b>\$95,862</b>
<p><b>Greenfield Water Reclamation Plant Improvements - CP0045</b>                      Modify existing systems or install new systems to improve plant operations and reliability.</p>	3020A - Greenfield WRP Joint Venture 31092006 - 2006 Wastewater Bond 31092014 - 2014 Wastewater Bond	\$2,141,148 \$615,466 \$894,943 <hr style="width: 100%;"/> <b>\$3,651,557</b>
<p><b>Greenfield Water Reclamation Plant Equipment Replacement - CP0328</b>                      Replace process equipment, as required, to maintain plant operation. These improvements are planned over several fiscal years.</p>	31092014 - 2014 Wastewater Bond	<b>\$577,800</b>
<p><b>Greenfield Water Reclamation Plant Headworks &amp; Solids Building Duct Upgrades - CP0263</b>                      Replace the bus duct systems at both the solids and headworks buildings with conduit and wire systems to eliminate the possibility of future failures due to water intrusion.</p>	31092014 - 2014 Wastewater Bond	<b>\$32,667</b>
<p><b>Ivyglen Sulfide Control Station Rehabilitation - CP0039</b>                      Replace the existing pumps, storage tanks, and system controls.</p>	31092006 - 2006 Wastewater Bond	<b>\$210,670</b>
<p><b>Lift Station Equipment Replacement - CP0385</b></p>		

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

## UTILITIES – \$179,028,676

Program	Funding Source	Budget*
This project provides funding for the replacement of process equipment, as required, to maintain plant operation.	31092014 - 2014 Wastewater Bond	\$57,780
<b>Northwest Water Reclamation Plant Aeration System Imp - C10478</b>		
Modify and upgrade blower control system to allow more accurate air flow to the aeration basins based on process needs and to ensure compliance with permit requirements.	31092006 - 2006 Wastewater Bond	\$903,787
	31092010 - 2010 Wastewater Bond	\$3,039,015
		<u>\$3,942,802</u>
<b>Northwest Water Reclamation Plant Facilities Upgrade - C07020</b>		
Upgrade existing systems at the NWWRP to correct problems and improve operating efficiencies.	31092006 - 2006 Wastewater Bond	\$712,560
<b>Northwest Water Reclamation Plant Equipment Replacement - CP0335</b>		
This project provides funding for the replacement of process equipment, as required, to maintain plant operation.	31092006 - 2006 Wastewater Bond	\$379,752
	31092014 - 2014 Wastewater Bond	\$577,800
		<u>\$957,552</u>
<b>Northwest Water Reclamation Plant Filter Rehabilitation - CP0266</b>		
Replace six existing rapid sand filters with three new filters using aqua diamond technology with the same treatment capacity.	31092006 - 2006 Wastewater Bond	\$1,822,678
<b>Northwest Water Reclamation Plant Perimeter Wall - CP0267</b>		
Replace wrought iron fence along the south and east sides of the Northwest Water Reclamation Plant with a Concrete Masonry Unit wall to improve plant security	31092010 - 2010 Wastewater Bond	\$84,027
<b>Northwest Water Reclamation Plant Odor Control System Replacements - CP0046</b>		
Replace the storage tanks and piping to extend the useful life of these facilities.	31092006 - 2006 Wastewater Bond	\$214,329
<b>Northwest Water Reclamation Plant Roof Painting - CP0535</b>		
Recoat metal roofing at the Northwest Water Reclamation Plant to match the color used on the Cubs stadium	31092010 - 2010 Wastewater Bond	\$216,978
<b>Odor Control Station Equipment Replacement - CP0386</b>		
Replace equipment, as required, to maintain plant operation.	31092014 - 2014 Wastewater Bond	\$28,890
<b>Ranier Lift Station and Sulfide Control Station Rehab - CP0042</b>		
Replace the existing pumps, piping, and system controls.	31092006 - 2006 Wastewater Bond	\$31,592
<b>Rehabilitate Broadway Lift Station - C10580</b>		

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

# UTILITIES – \$179,028,676

Program	Funding Source	Budget*
Replace the existing pumps and upgrade the facilities to meet current standards.	31092006 - 2006 Wastewater Bond	<b>\$919,208</b>
<b>Sewer Line Rehabilitation - CP0383</b> Rehabilitate and/or replace defective pipe in the wastewater collection system identified through the wastewater Asset Management Program, to maintain a high level of service.	31092014 - 2014 Wastewater Bond	<b>\$2,262,666</b>
<b>Southeast Water Reclamation Plant Equipment Replacement - CP0331</b> Replace process equipment, as required, to maintain plant operation.	31092014 - 2014 Wastewater Bond	<b>\$115,560</b>
<b>Southeast Water Reclamation Plant Misc Improvements - CP0381</b> Replace and upgrade aging equipment and make modifications and improvements to existing building space to make it more functional and improve plant operations.	31092010 - 2010 Wastewater Bond 31092014 - 2014 Wastewater Bond	\$2,097,078 \$225,342 <hr/> <b>\$2,322,420</b>
<b>Small Wastewater Line Repair/Replacement - CP0142</b> Replace and/or extend sewer lines throughout the City. These improvements are planned over several fiscal years.	31092006 - 2006 Wastewater Bond 31092014 - 2014 Wastewater Bond	\$85,336 \$1,048,565 <hr/> <b>\$1,133,901</b>
<b>Southeast Water Reclamation Plant Disinfection - C05009</b> Replace the existing ultraviolet disinfection system.	31092006 - 2006 Wastewater Bond	<b>\$28,335</b>
<b>Southeast Water Reclamation Plant Improvements - C05010</b> Improve the ability of the plant to by-pass flow to the Baseline Interceptor, more accurately measure and flows into and out of the plant, minimize erosion on the site, and replace aging pumps and electrical equipment.	31092006 - 2006 Wastewater Bond	<b>\$3,854,069</b>
<b>Southeast Water Reclamation Plant New Maintenance Bldg. Mods - CP0380</b> Replace and upgrade aging equipment and make modifications and improvements to existing building space to make it more functional and improve plant operations.	31092010 - 2010 Wastewater Bond	<b>\$252,780</b>
<b>Southern Avenue Metering Station Electrical Rehab - C10582</b> Replace corroded equipment to extend the useful life of this facility.	31092006 - 2006 Wastewater Bond	<b>\$71,133</b>
<b>Wastewater Asset Management - CP0148</b> Purchase and install an asset management system for wastewater system.	31092014 - 2014 Wastewater Bond	<b>\$287,830</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

UTILITIES – \$179,028,676

Program	Funding Source	Budget*
<b>Wastewater Manhole Rehabilitation - CP0140</b>		
Rehabilitate wastewater manholes throughout the City.	31092006 - 2006 Wastewater Bond	\$189,576
	31092014 - 2014 Wastewater Bond	\$770,755
		<u>\$960,331</u>
<b>Total for Wastewater Lifecycle</b>		<b>\$25,868,462</b>

Water Contractual Obligations		FY 15/16
<b>Val Vista Pipelines to City Zone Reservoirs - C10597</b>		
Construct three water transmission mains to transfer water from the plant to the City Zone pump stations.	31072010 - 2010 Water Bond	\$17,926,027
	31072014 - 2014 Water Bond	\$12,175,054
		<u>\$30,101,081</u>
<b>Val Vista Water Treatment Plant - Mesa Share - C10319</b>		
Fund the city's portion of the capital improvement cost of the Val Vista Water Treatment Plant.	31072014 - 2014 Water Bond	\$4,521,797
<b>Total for Water Contractual Obligations</b>		<b>\$34,622,878</b>

Water Customer Demand Citywide		FY 15/16
<b>Street Improvements Medina &amp; Hawes - CP0255</b>		
Construct half-street improvements adjacent to City well facilities.	1206A - Highway User Revenue Fund	\$31,001
	31072010 - 2010 Water Bond	\$119,894
		<u>\$150,895</u>
<b>Transfer Station 3 Improvements - C10392</b>		
Expand transfer capacity of Transfer Station 3 to meet projected water demands.	31072014 - 2014 Water Bond	\$504,270
<b>Total for Water Customer Demand Citywide</b>		<b>\$655,165</b>

Water Customer Demand SE Mesa		FY 15/16
<b>Drill and Equip Non-Potable Well for Southeast Mesa - CP0066</b>		
Drill and equip an irrigation well to serve the non-potable irrigation system during a canal dry up.	31072014 - 2014 Water Bond	\$56,146
<b>Ellsworth Road Waterline: State Route 24 to Pecos Rd. - C10413</b>		
Construct a waterline within the extents of the State Route 24 corridor.	31072014 - 2014 Water Bond	\$261,115
<b>Signal Butte Desert Wells Waterline: Warner to Ray - C10408</b>		
	31072014 - 2014 Water Bond	\$3,146,850

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

UTILITIES – \$179,028,676

Program	Funding Source	Budget*
Construct waterline on Signal Butte from Warner Road to Ray Road.		
<b>Signal Butte: Ray Road to Williams Field Waterline - C09009</b> Install a waterline to provide service benefit and redundancy to properties along Signal Butte Road.	31072014 - 2014 Water Bond	<b>\$231,000</b>
<b>Signal Butte Water Treatment Plant - C01600</b> Construct the first phase with a water treatment capacity of 24 million gallons per day to serve Southeast Mesa.	31072010 - 2010 Water Bond 31072014 - 2014 Water Bond	\$4,606,766 \$4,788,000 <hr/> <b>\$9,394,766</b>
<b>Warner Lift Station Modifications - C05007</b> Install a new force main to the East Mesa Interceptor and replace the existing pumps.	31072014 - 2014 Water Bond 31092006 - 2006 Wastewater Bond 31092010 - 2010 Wastewater Bond	\$196,362 \$40,830 \$648,420 <hr/> <b>\$885,612</b>
<b>Water and Wastewater Improvements for ASU Polytechnic - C06010</b> Provide necessary water and wastewater infrastructure improvements to the ASU Polytechnic Campus area.	31072010 - 2010 Water Bond 31092010 - 2010 Wastewater Bond	\$784,235 \$2,018,145 <hr/> <b>\$2,802,380</b>
<b>Waterline from CAP to Signal Butte Water Trtmnt Plant - C01645</b> Construct a waterline to connect to the turnout structure and follow the Elliot Road alignment approximately 3 miles from the CAP canal to the Signal Butte WTP.	31072010 - 2010 Water Bond 31072014 - 2014 Water Bond	\$530,250 \$2,017,604 <hr/> <b>\$2,547,854</b>
<b>Total for Water Customer Demand SE Mesa</b>		<b>\$19,325,723</b>

Water Lifecycle		FY 15/16
<b>Brown Road Water Treatment Plant Misc. Improvements - C07011</b> Fund various improvements to decrease plant failure rates.	31072014 - 2014 Water Bond	<b>\$2,370,919</b>
<b>Brown Road Water Treatment Plant Pump Surge Mitigation - CP0034</b> Conduct a surge analysis to ensure recent capacity additions are not causing pressure issues.	31072010 - 2010 Water Bond	<b>\$3,246,992</b>
<b>City Well 10 Collection Pipeline - CP0020</b> Extend discharge water main up to City Well 10 to increase well production and water pressures in the area.	31072010 - 2010 Water Bond	<b>\$185,543</b>

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

UTILITIES – \$179,028,676

Program	Funding Source	Budget*
<b>City Well 7 Re-drill - C10474</b> Re-drill City Well #7 in a new location.	31072014 - 2014 Water Bond	\$1,023,989
<b>City Well 8 Re-drill - CP0031</b> Re-drill the well next to its current location.	31072014 - 2014 Water Bond	\$1,175,012
<b>City Well 9 Improvements - CP0511</b> Revise well to wastewater waterline and site entrance.	31072010 - 2010 Water Bond	\$61,329
<b>Desert Well 18 Equip - C03080</b> Acquire, drill, and equip a new well site to augment the surface water supply.	31072014 - 2014 Water Bond	\$1,197,071
<b>Desert Well 19 - C05032</b> Provide a backup water supply for Desert Well #19.	31072014 - 2014 Water Bond	\$2,412,065
<b>Desert Well 20 Drill and Equip - C05033</b> Provide a backup water supply for Desert Well 20.	31072014 - 2014 Water Bond	\$594,882
<b>Desert Wells Zone Well Site Acquisition - C04048</b> Fund land acquisition, design, and construction of additional well sites.	31072014 - 2014 Water Bond	\$262,492
<b>Elliot Road: Hawes to Sossaman Road Waterline - CP0054</b> Install a water transmission main to move water from the South Central Arizona Project transmission main.	31072014 - 2014 Water Bond	\$226,800
<b>Elliot Road: Signal Butte to Hawes Road Waterline - CP0055</b> Install a waterline for the new Signal Butte reservoir.	31072014 - 2014 Water Bond	\$999,600
<b>Falcon Field Airport Improvements - CP0505</b> Replace 50 year old water mains during street reconstruction at the Falcon Field Airport.	31072014 - 2014 Water Bond 31092014 - 2014 Wastewater Bond	\$265,125 \$115,560 <hr/> \$380,685
<b>Filter Underdrain Replacement at Brown Rd Water Treatment Plant - CP0024</b> Replace the aging finished water filter underdrain system at the plant.	31072014 - 2014 Water Bond	\$4,899,972
<b>Fire Hydrant Meters - CP0320</b> Purchase fire hydrant water meters used to measure water used during construction projects for the City to bill back the contractor.	31072014 - 2014 Water Bond	\$10,500
<b>Fire Hydrant Replacement - CP0323</b> Replace existing fire hydrants.	31072014 - 2014 Water Bond	\$397,688

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

## UTILITIES – \$179,028,676

Program	Funding Source	Budget*
<b>Pressure Reducing Valve Station Replacements - Citywide - C10391</b> Replace and improve aging Pressure Reducing Valve (PRV) stations.	31072014 - 2014 Water Bond	\$358,639
<b>Pump Station Motor Replacements and Rehab - CP0361</b> Repair, rebuild or replace pumps, motors and variable-frequency drives (VFDs) within the City's booster pump stations.	31072014 - 2014 Water Bond	\$265,125
<b>Radio Communication Upgrade at Remote Water Facilities - CP0360</b> Replace aging radio communication facilities at Remote Water Facilities.	31072014 - 2014 Water Bond	\$78,750
<b>Re-coat Fire Protection Reservoirs at Phx-Mesa Gateway - CP0364</b> Re-coat the exterior of three existing steel storage tanks.	31072014 - 2014 Water Bond	\$284,490
<b>Replace Mag Meters at Remote Water Facilities - CP0359</b> Purchase and install replacement meters.	31072014 - 2014 Water Bond	\$105,420
<b>Signal Butte Well Collection Line – Desert Well 18 to Reuben Street - C10394</b> Construct a well collection line along Signal Butte Road from Desert Well #18 north to the Signal Butte Reservoir.	31072014 - 2014 Water Bond	\$606,566
<b>Signal Butte Well Collection Line – Desert Well 18 to Warner - C10400</b> Construct a well collection line along Signal Butte Road from Desert Well #18 south to Warner Road.	31072014 - 2014 Water Bond	\$1,137,219
<b>Sossaman Rd Waterline: Pecos to North of Williams Field Road - C09013</b> Remove PRV's and replace connection lines making the 16-inch line hydraulically continuous with the rest of the system.	31072010 - 2010 Water Bond	\$4,224,101
<b>Upper Zone Reliability Improvements - Pump Station Upgrades - C10279</b> Construct improvements to the upper zone pump stations to provide reliable service. These pump stations are considered critical supply links to the upper service areas.	31072010 - 2010 Water Bond	\$267,934
<b>Water Asset Management System - CP0136</b> Implement a water asset management system to track condition assessment, repair, replacement and maintenance history of wells, pumps, motors, electrical components and reservoirs.	31072014 - 2014 Water Bond	\$1,177,050
<b>Water Extensions and Oversized Mains - CP0321</b>	31072014 - 2014 Water Bond	\$212,100

\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

UTILITIES – \$179,028,676

Program	Funding Source	Budget*
Fund cost share with developers to oversize and/or extend water mains to serve future growth in the City so the City would not have to come back at a greater expense to put in a parallel line.		
<b>Water Facility Security Enhancements - C10450</b> Install security measures at remote water facilities.	31072014 - 2014 Water Bond	<b>\$67,200</b>
<b>Waterline Replacement: Center Street - C10414</b> Coordinate replacement of aging water mains with street reconstruction on Center Street from University to 9th Place.	31072014 - 2014 Water Bond	\$61,418
	31092014 - 2014 Wastewater Bond	\$13,231
		<b>\$74,649</b>
<b>Water Meter Replacements - CP0325</b> Purchase new or replacement water meters to ensure accurate measurement of water usage by customers.	31072014 - 2014 Water Bond	<b>\$766,500</b>
<b>Water Meter Vault Rehab - CP0322</b> Fund upgrades necessary for OSHA compliance and to reduce safety hazards for personnel and equipment along with the purchase and installation of meters	31072010 - 2010 Water Bond	\$42,100
	31072014 - 2014 Water Bond	\$949,725
		<b>\$991,825</b>
<b>Water Services Extension and Replacements - CP0319</b> Extend or replace water services from the water main up to the meter.	31072014 - 2014 Water Bond	<b>\$212,100</b>
<b>Water System Aging Main Rehab and Repairs - CP0318</b> Replace aging water mains with a history of leaks and/or breaks.	31072010 - 2010 Water Bond	\$472,434
	31072014 - 2014 Water Bond	\$99,129
		<b>\$571,563</b>
<b>Water System: Aging Main Rehabilitation and Repairs - CP0033</b> Repair and/or replace aging water mains.	31072014 - 2014 Water Bond	<b>\$379,091</b>
<b>Water Valve Replacement - CP0324</b> Replace water valves that are beyond their useful life.	31072014 - 2014 Water Bond	<b>\$371,175</b>
<b>Total for Water Lifecycle</b>		<b>\$31,597,036</b>

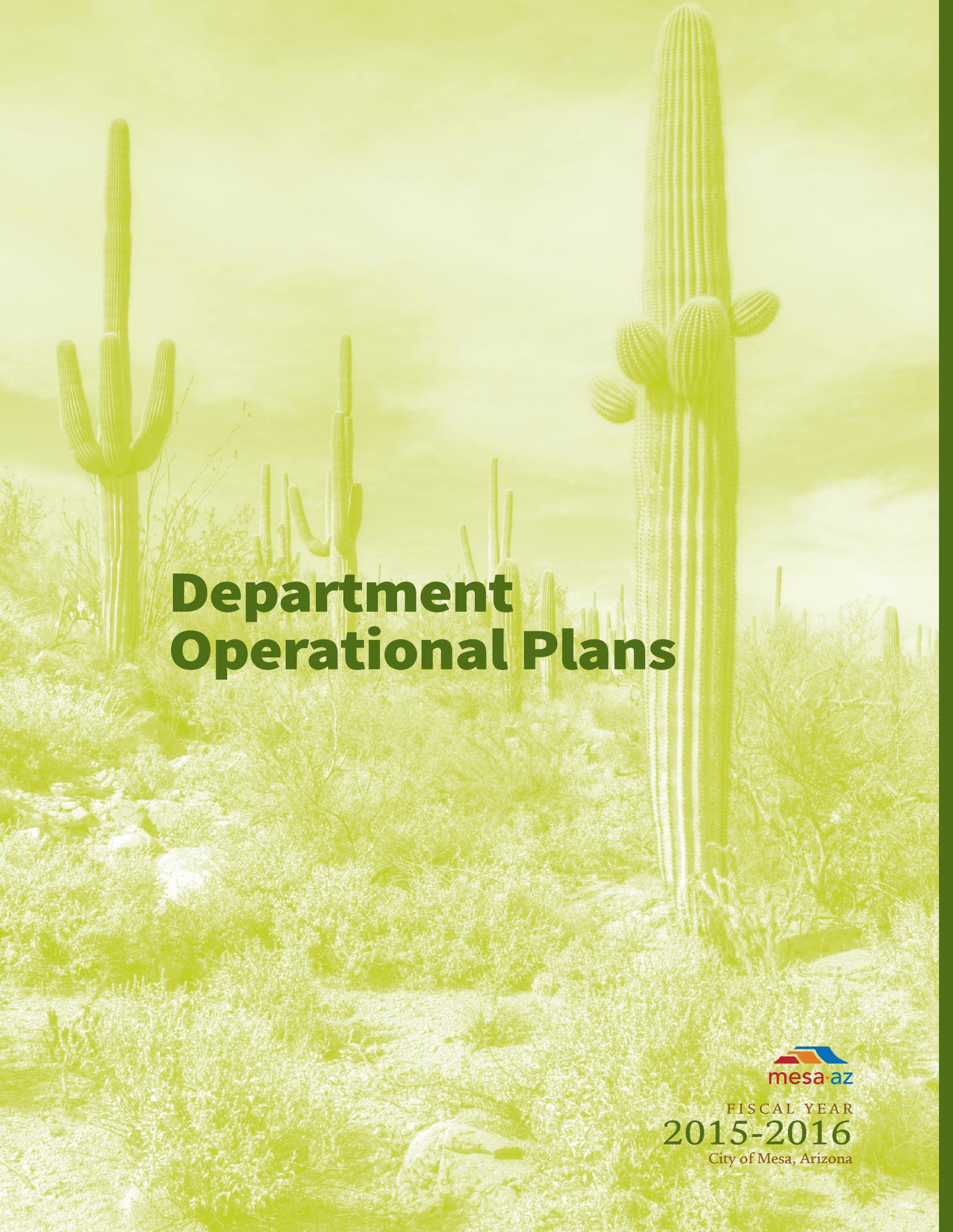
\*FY 2015/16 estimate of expenditures. Full project costs are found in the Capital Improvement Program—FY2016-2020

# Capital Budget

FY 2015/16 Capital Budget by Funding Source					
	Operating Capital		Vehicle Replacement Program	Capital Improvement Program	Total Capital Appropriation
	General	Vehicle			
<b>Operating Funds</b>					
<i>Unrestricted</i>					
General Fund	\$ 3,728,208	\$ 714,903	-	\$ 4,886,177	\$ 9,329,288
Enterprise Fund	\$ 3,814,249	\$ 3,395,930	-	\$ 3,581,027	\$ 10,791,206
Fleet Internal Services	\$ 23,000.00	-	-	-	\$ 23,000
<b>Total Unrestricted Funds</b>	<b>\$ 7,565,457</b>	<b>\$ 4,110,833</b>	<b>-</b>	<b>\$ 8,467,204</b>	<b>\$ 20,143,494</b>
<i>Restricted</i>					
Cemetery Reserve Fund	\$ 107,900	-	-	\$ 526,608	\$ 634,508
Community Development Block Grant	-	-	-	\$ 696,083	\$ 696,083
Community Facilities District - Capital	\$ 20,500,000	-	-	-	\$ 20,500,000
Economic Investment Fund	\$ 299,080	-	-	\$ 9,288	\$ 308,368
Electric Bond Construction	\$ 300,000	-	-	-	\$ 300,000
Environmental Compliance Fund	\$ 262,060	\$ 250,000	-	\$ 2,352,588	\$ 2,864,648
Falcon Field Airport	\$ 1,000	-	-	\$ 6,415,732	\$ 6,416,732
Grants - General Government	\$ 1,045,523	\$ 220,000	-	\$ 11,875,589	\$ 13,141,112
Grants - Enterprise	-	-	-	\$ 3,348,333	\$ 3,348,333
Greenfield WRP Joint Venture	-	-	-	\$ 11,123,174	\$ 11,123,174
Highway User Revenue Fund	-	-	-	\$ 91,126	\$ 91,126
Mesa Arts Center Restoration Fund	-	-	-	\$ 64,664	\$ 64,664
Replacement Extension Reserve	-	-	\$ 6,174,804	-	\$ 6,174,804
Restricted Programs Fund	\$ 504,518	-	-	-	\$ 504,518
Solid Waste Development	-	\$ 361,000	-	-	\$ 361,000
Special Programs Fund	\$ 756,233	-	-	\$ 206,726	\$ 962,959
Street Sales Tax	\$ 463,000	\$ 760,112	-	\$ 9,800,986	\$ 11,024,098
TOPAZ Joint Venture Fund	\$ 564,320	-	-	\$ 4,533,828	\$ 5,098,148
Transit Fund	-	-	-	\$ 5,054,081	\$ 5,054,081
Transportation Fund	-	-	-	\$ 19,126,332	\$ 19,126,332
Utility Reserve Extension Replacement	\$ 250,000	-	-	\$ 939,658	\$ 1,189,658
Vehicle Replacement Fund	-	-	\$ 4,038,678	-	\$ 4,038,678
<b>Total Restricted Funds</b>	<b>\$ 25,053,634</b>	<b>\$ 1,591,112</b>	<b>\$ 10,213,482</b>	<b>\$ 76,164,796</b>	<b>\$ 113,023,024</b>
<b>Total Operating Funds</b>	<b>\$ 32,619,091</b>	<b>\$ 5,701,945</b>	<b>\$ 10,213,482</b>	<b>\$ 84,632,000</b>	<b>\$ 133,166,518</b>
<b>Bond Funds</b>					
General Obligation Bonds	-	-	-	\$ 73,836,100	\$ 73,836,100
Utility Revenue Bonds	-	-	-	\$ 183,066,900	\$ 183,066,900
<b>Total Bond Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ 256,903,000</b>	<b>\$ 256,903,000</b>
<b>Total All Funds</b>	<b>\$ 32,619,091</b>	<b>\$ 5,701,945</b>	<b>\$ 10,213,482</b>	<b>\$ 341,535,000</b>	<b>\$ 390,069,518</b>

# Capital Budget

FY 2015/16 Capital Improvement Program Comparison by Funding Source		
	FY 2014/15	FY 2015/16
<b>Operating Funds</b>		
Unrestricted		
General Fund	\$ 1,453,223	-
Enterprise Fund	\$ 684,418	\$ 3,288,027
<b>Total Unrestricted Funds</b>	<b>\$ 2,137,641</b>	<b>\$ 3,288,027</b>
Restricted		
Cemetery Reserve Fund	\$ 165,000	\$ 526,608
Environmental Compliance Fund	-	\$ 1,000,000
Falcon Field Airport	\$ 2,063,751	\$ 2,117,951
Grants - General Government	\$ 12,606,751	\$ 3,701,393
Grants - Enterprise	\$ 2,232,118	\$ 3,235,833
Greenfield WRP Joint Venture	-	\$ 8,838,804
Highway User Revenue Fund	\$ 26,089	-
Street Sales Tax	\$ 3,350,051	\$ 7,463,587
TOPAZ Joint Venture Fund	-	\$ 4,533,828
Transit Fund	\$ 9,200,000	\$ 2,596,517
Transportation Fund	\$ 7,257,000	\$ 19,126,332
Utility Reserve Extension Replacement	\$ 2,653,599	\$ 769,120
<b>Total Restricted Funds</b>	<b>\$ 39,554,359</b>	<b>\$ 53,909,973</b>
<b>Total Operating Funds (excludes Carryover)</b>	<b>\$ 41,692,000</b>	<b>\$ 57,198,000</b>
<b>Bond Funds</b>		
General Obligation Bonds	\$ 74,352,784	\$ 35,536,548
Utility Revenue Bonds	\$ 109,363,216	\$ 109,520,452
Excise Tax Bonds	-	-
<b>Total Bond Funds (Excludes Carryover)</b>	<b>\$ 183,716,000</b>	<b>\$ 145,057,000</b>
<b>Prior Year Carryover</b>		
Capital Improvement Carryover	\$ 35,374,000	\$ 27,434,000
Bond Capital Improvement Carryover	\$ 81,903,000	\$ 111,846,000
<b>Total Carryover</b>	<b>\$ 117,277,000</b>	<b>\$ 139,280,000</b>
<b>Total All Funds</b>	<b>\$ 342,685,000</b>	<b>\$ 341,535,000</b>

A photograph of a desert landscape featuring several tall saguaro cacti and various desert shrubs. The entire image is overlaid with a semi-transparent yellow-green filter. The text is centered in the middle of the image.

# Department Operational Plans



FISCAL YEAR  
**2015-2016**  
City of Mesa, Arizona

# Department Operational Plans

## Department Operational Plans Overview

The City Council has articulated its long-range strategic direction through five Strategic Initiatives that encapsulate their long-term direction for the City. City departments utilize a systematic approach to translate the high-level strategic direction of the City Council into specific action plans for day-to-day operations. These operational plans describe the work planned during the fiscal year and identify the resources needed to perform that work. They explain who will do what, and with what resources, in order to carry out the Council's direction. These plans include performance measures as a means to evaluate progress toward, and achievement of, the desired outcomes of the work conducted.

The City of Mesa practices "activity-based budgeting" which allocates resources to core business processes. Department operational plans have the following structure:

**Business Objective** – A major line of business that aligns with one or more Strategic Initiative and defines where the City allocates its resources. Business Objectives include a mission statement, desired outcomes, and performance measures.

**Business Service** – A group of Core Business Processes related by a common purpose (mission, outcomes, and expected performance). This level of structure is optional depending on departmental needs.

**Core Business Process** – Main or essential business activities with a common mission and outcomes.

Progress toward achievement of a department's action plan and desired outcomes is measured throughout the year. The City Manager's Office meets with each department on a regular basis to review financial information and progress on performance measures, and to receive a general status update.

## FY 2012/13 Financial System Structural Changes

Prior to FY 2012/13, the City of Mesa operated with numerous independent computer systems for budget, finance, purchasing, and performance management. Given the importance of integrating and connecting the technical aspects of the City's resources, the City pursued a massive transformational project to provide an integrated, centralized system for managing performance, budget, financial, grants lifecycle management, timekeeping, recruitment, payroll and personnel functions.

One of the fundamental elements of this conversion was development and implementation of a completely new chart of accounts. As a result of this, the accounting presentation of data has been refined each year and comparisons between years may be affected.

# Department Operational Plans

## City Expenditure Budget by Department and Fund

Department	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
Arts and Culture	-	-	\$14,771,590	\$127,792	-	\$14,899,382
Business Services	\$12,622,249	-	\$1,782,836	-	-	\$14,405,085
Centralized Appropriations	\$(8,910,690)	\$21,482,042	\$21,323,697	-	\$381,476,951	\$415,372,000
City Attorney	\$5,702,417	-	\$60,768	\$185,567	\$5,484,663	\$11,433,415
City Auditor	\$674,000	-	-	-	-	\$674,000
City Clerk	\$848,187	-	\$2,813	-	-	\$851,000
City Manager	\$5,251,000	-	\$10,000	\$79,055	-	\$5,340,055
Communications	\$2,092,436	-	\$2,163,600	-	-	\$4,256,036
Contingency	-	-	-	-	\$71,554,000	\$71,554,000
Development and Sustainability	\$6,235,085	\$990,584	\$4,090,768	\$645,483	-	\$11,961,920
Economic Development	\$3,935,116	\$70,000	\$5,451,964	\$91,000	-	\$9,548,080
Energy Resources	\$66,228	\$42,453,637	\$366,715	-	-	\$42,886,580
Engineering	\$7,073,866	\$201,208	\$63,926	-	-	\$7,339,000
Facilities Maintenance	\$12,816,581	\$1,188,716	\$313,106	-	\$8,438	\$14,326,841
Falcon Field Airport	-	-	\$1,706,000	-	-	\$1,706,000
Financial Services	\$3,572,868	\$1,630	\$46,502	-	-	\$3,621,000
Fire and Medical	\$61,403,172	-	\$7,770,557	\$7,737,618	-	\$76,911,347
Fleet Services	\$448,083	\$3,395,930	\$29,462,146	-	-	\$33,306,159
Housing and Community Development	\$1,490,025	-	\$133,131	\$26,777,667	-	\$28,400,823
Human Resources	\$3,414,597	-	-	-	\$71,100,403	\$74,515,000
Information Technology	\$30,990,858	\$148,780	-	-	-	\$31,139,638
Library Services	\$7,091,130	-	\$222,900	\$23,000	-	\$7,337,030
Mayor and Council	\$935,000	-	-	-	-	\$935,000
Municipal Court	\$7,359,326	-	\$1,467,552	-	-	\$8,826,878
Neighborhood Outreach and Animal Control	\$1,133,000	-	-	-	-	\$1,133,000
Office of ERP Management	\$965,700	-	-	-	-	\$965,700
Office of Management and Budget	\$2,582,009	-	\$7,000	-	-	\$2,589,009
Parks, Recreation and Commercial Facilities	\$16,502,675	\$10,754,906	\$8,094,104	\$40,211	-	\$35,391,896
Police	\$148,253,520	\$734,796	\$16,359,698	\$3,175,700	\$45,612	\$168,569,326
Project Management Program	\$12,480,966	\$2,171,681	\$70,403,042	\$16,149,311	\$256,903,000	\$358,108,000
Public Information and Communications	\$1,236,000	-	-	-	-	\$1,236,000
Solid Waste Management	-	\$28,622,800	\$124,000	-	-	\$28,746,800
Transit Services	-	-	\$11,827,000	-	-	\$11,827,000
Transportation	\$26,790	\$642,446	\$41,959,764	-	-	\$42,629,000
Water Resources	\$89,660	\$58,772,377	\$8,395,963	-	-	\$67,258,000
<b>Total City Expenditures</b>	<b>\$348,381,854</b>	<b>\$171,631,533</b>	<b>\$248,381,142</b>	<b>\$55,032,404</b>	<b>\$786,573,067</b>	<b>\$1,610,000,000</b>

# Department Operational Plans

## City Expenditure Budget by Department and Category

Department	FTE	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other	FY 15/16 Budget
Arts and Culture	79.2	\$5,984,093	\$8,065,577	\$645,263	\$204,449	-	-	\$14,899,382
Business Services	139.0	\$10,519,680	\$3,481,265	\$404,140	-	-	-	\$14,405,085
Centralized Appropriations	0.0	\$14,408,416	\$12,721,271	\$5,107,878	\$20,760,000	\$380,144,637	\$(17,770,202)	\$415,372,000
City Attorney	58.5	\$6,190,398	\$5,187,481	\$55,536	-	-	-	\$11,433,415
City Auditor	5.0	\$638,212	\$31,130	\$4,658	-	-	-	\$674,000
City Clerk	8.0	\$767,540	\$75,560	\$7,900	-	-	-	\$851,000
City Manager	28.0	\$3,510,108	\$1,681,842	\$148,105	-	-	-	\$5,340,055
Communications	22.0	\$2,147,664	\$617,152	\$926,900	\$564,320	-	-	\$4,256,036
Contingency	0.0	-	-	-	-	-	\$71,554,000	\$71,554,000
Development and Sustainability	74.5	\$6,950,477	\$4,322,740	\$114,859	\$573,844	-	-	\$11,961,920
Economic Development	14.0	\$1,608,680	\$7,607,320	\$33,000	\$299,080	-	-	\$9,548,080
Energy Resources	96.6	\$10,081,618	\$2,477,529	\$30,326,973	\$460	-	-	\$42,886,580
Engineering	52.9	\$5,256,622	\$1,653,822	\$370,915	\$57,641	-	-	\$7,339,000
Facilities Maintenance	38.0	\$3,286,277	\$9,932,858	\$1,107,706	-	-	-	\$14,326,841
Falcon Field Airport	11.0	\$941,422	\$699,768	\$63,810	\$1,000	-	-	\$1,706,000
Financial Services	37.0	\$3,051,078	\$544,922	\$25,000	-	-	-	\$3,621,000
Fire and Medical	509.0	\$65,315,866	\$7,318,028	\$3,639,885	\$637,568	-	-	\$76,911,347
Fleet Services	78.0	\$6,315,016	\$1,614,986	\$9,925,011	\$15,451,146	-	-	\$33,306,159
Housing and Community Development	31.0	\$2,505,678	\$25,838,385	\$54,760	\$2,000	-	-	\$28,400,823
Human Resources	51.0	\$4,646,188	\$69,717,225	\$151,587	-	-	-	\$74,515,000
Information Technology	141.0	\$16,878,933	\$7,979,464	\$3,514,574	\$2,766,667	-	-	\$31,139,638
Library Services	76.2	\$5,180,367	\$1,066,700	\$941,284	\$148,679	-	-	\$7,337,030
Mayor and Council	7.0	\$681,156	\$233,044	\$20,800	-	-	-	\$935,000
Municipal Court	80.5	\$6,711,507	\$1,607,160	\$399,711	\$108,500	-	-	\$8,826,878
Neighborhood Outreach and Animal Control	11.0	\$899,896	\$209,921	\$23,183	-	-	-	\$1,133,000
Office of ERP Management	5.0	\$516,329	\$440,801	\$3,570	\$5,000	-	-	\$965,700
Office of Management and Budget	23.0	\$2,417,114	\$160,195	\$11,700	-	-	-	\$2,589,009
Parks, Recreation and Commercial Facilities	212.3	\$13,111,087	\$15,405,790	\$3,098,694	\$3,776,325	-	-	\$35,391,896
Police	1,184.0	\$137,340,004	\$22,641,232	\$7,137,451	\$1,450,639	-	-	\$168,569,326
Project Management Program	92.3	\$9,073,531	\$317,588,777	-	\$994,200	\$320,000	\$30,131,492	\$358,108,000
Public Information and Communications	7.5	\$852,349	\$213,629	\$150,022	\$20,000	-	-	\$1,236,000
Solid Waste Management	131.0	\$10,478,745	\$16,559,311	\$1,708,744	-	-	-	\$28,746,800
Transit Services	3.0	\$303,196	\$11,242,171	\$281,633	-	-	-	\$11,827,000
Transportation	156.5	\$13,153,719	\$21,941,643	\$7,507,768	\$463,000	-	\$(437,130)	\$42,629,000
Water Resources	240.9	\$20,420,077	\$27,686,441	\$18,901,482	\$250,000	-	-	\$67,258,000
<b>City Total</b>	<b>3,703.7</b>	<b>\$392,143,043</b>	<b>\$608,565,140</b>	<b>\$96,814,502</b>	<b>\$48,534,518</b>	<b>\$380,464,637</b>	<b>\$83,478,160</b>	<b>\$1,610,000,000</b>

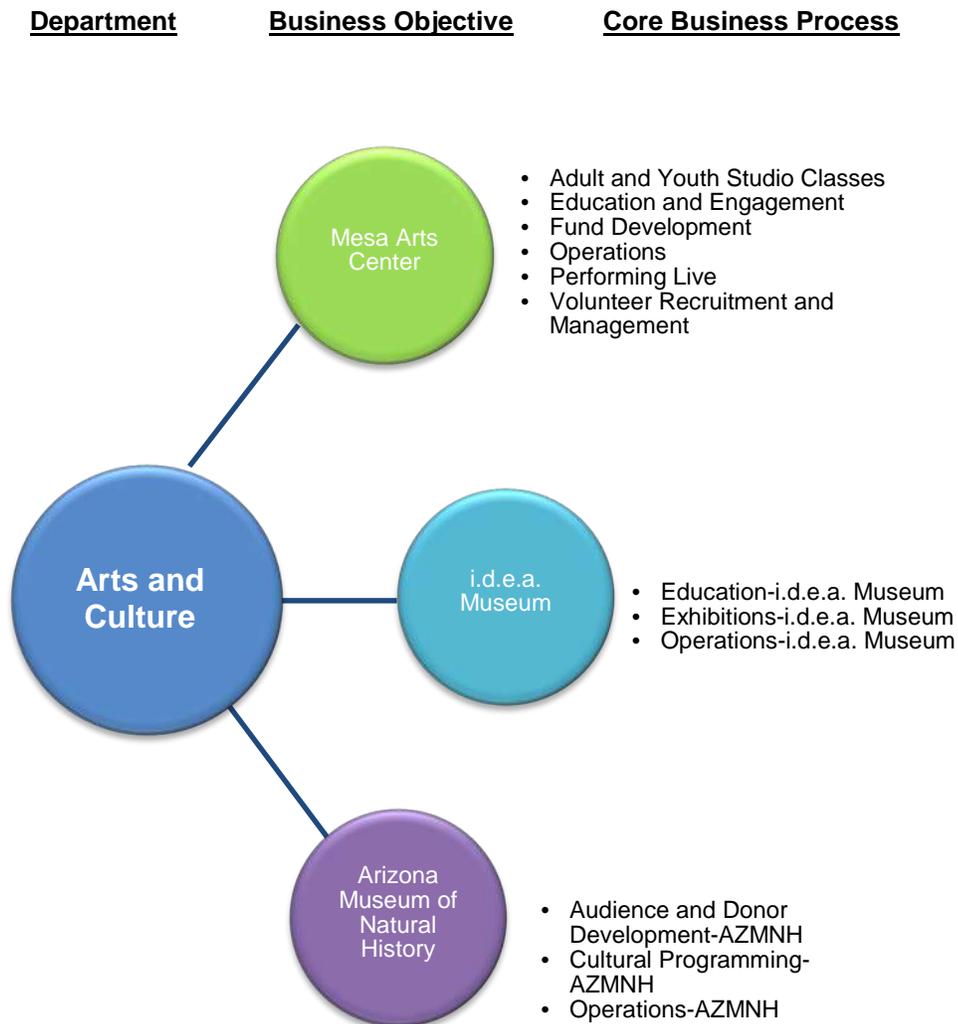
# Department Operational Plans

## Arts and Culture

### Department Description

The Arts and Culture Department of the City of Mesa serves as a cultural liaison and ambassador for the City. This department is the chief advocate for the importance of arts and culture to community life, education and economic development. The Arts and Culture Department also serves as the oversight body for the three City-owned arts and culture venues/programs: the i.d.e.a. Museum (formerly the Arizona Museum for Youth), the Arizona Museum of Natural History (AZMNH), and the Mesa Arts Center.

The Department seeks to engage with businesses, educational institutions, community members, volunteers, City staff, and other cultural and government entities to further the vision, mission and goals of the Department's Strategic Plan and support the Strategic Initiatives of the Mesa City Council. The Department believes that arts and culture are essential to a healthy and civically-engaged society, and that the creativity and discovery they help to engender, promote and support innovation, human progress and well-being.



# Department Operational Plans

## Arts and Culture

### **Budgetary Highlights**

The Mesa Arts Center schedules shows and events prior to the time of the event. The budget provides an estimate of the expenses and related revenues. As opportunities arise during the year for additional events, the department submits a business plan and requests additional budget capacity. In FY 14/15, the budget was increased by about \$2.1 million in estimated expenses and revenues to accommodate these opportunities. The General Fund portion of the funding remained the same.

As part of a citywide reduction, the budget includes a reduction in the length of Spark Festival and various expenditure line items as well as slight increases in some of the rates for classes and admissions. Of note for FY 15/16 is the movement of the Arts and Culture operating budget from the General Fund to a new Arts and Culture Fund. This will allow for easier management of a General Fund subsidy and reinvestment of additional revenues back into arts and cultural programming.

# Department Operational Plans

## Arts and Culture

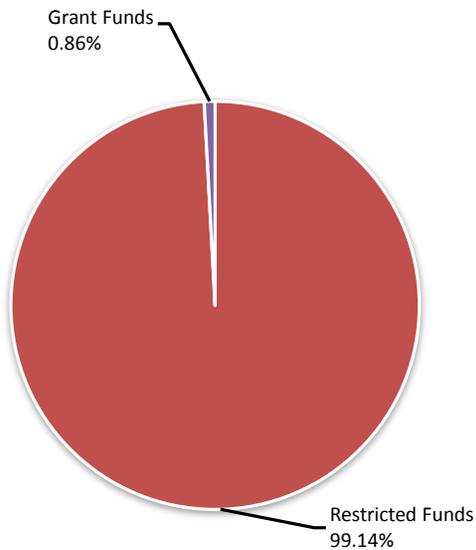
### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$12,325,500	\$11,561,707	-
Enterprise Fund	\$13,043	\$13,043	-
Restricted Funds	\$997,302	\$1,134,250	\$14,771,590
Grant Funds	\$97,699	\$90,727	\$127,792
<b>Totals</b>	<b>\$13,433,543</b>	<b>\$12,799,727</b>	<b>\$14,899,382</b>

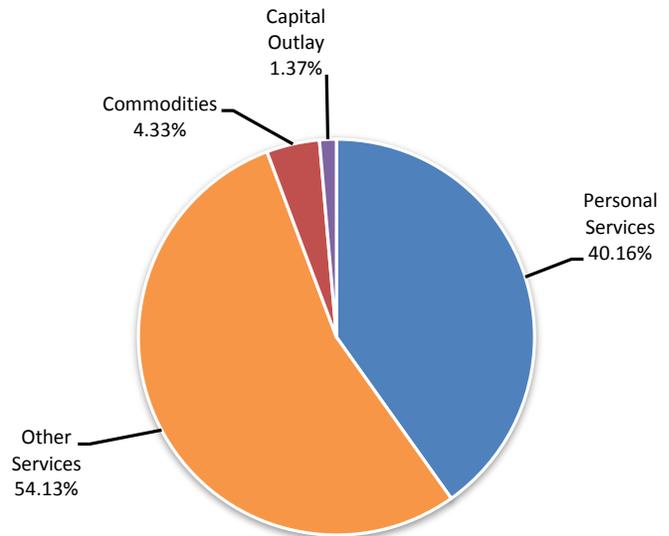
### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		78.2	79.2
Personal Services	\$5,685,285	\$5,823,364	\$5,984,093
Other Services	\$6,796,361	\$6,287,339	\$8,065,577
Commodities	\$742,243	\$675,524	\$645,263
Capital Outlay	\$209,654	\$13,500	\$204,449
<b>Totals</b>	<b>\$13,433,543</b>	<b>\$12,799,727</b>	<b>\$14,899,382</b>

**Arts and Culture  
FY 15/16 Operational Funding  
\$14,899,382**



**Arts and Culture  
FY 15/16 Operational Category  
\$14,899,382**



# Department Operational Plans

## Arts and Culture

FY 15/16 Operational Budget by Business Objective and Funding Source						
Business Objective	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Arizona Museum of Natural History	-	-	\$1,559,624	\$67,792	-	\$1,627,416
i.d.e.a. Museum	-	-	\$1,171,360	-	-	\$1,171,360
Mesa Arts Center	-	-	\$12,040,606	\$60,000	-	\$12,100,606
<b>Expenditure Total</b>	-	-	<b>\$14,771,590</b>	<b>\$127,792</b>	-	<b>\$14,899,382</b>
<b>Revenue</b>						
Arizona Museum of Natural History	-	-	\$662,265	\$32,000	-	\$694,265
i.d.e.a. Museum	-	-	\$359,238	-	-	\$359,238
Mesa Arts Center	-	-	\$6,611,955	\$60,000	-	\$6,671,955
<b>Revenue Total</b>	-	-	<b>\$7,633,458</b>	<b>\$92,000</b>	-	<b>\$7,725,458</b>
<b>Expenditures Net of Revenues</b>	-	-	<b>\$7,138,132</b>	<b>\$35,792</b>	-	<b>\$7,173,924</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>Restricted Funds</b>			
Arts and Culture Fund	\$14,019,598	\$6,815,915	\$7,203,683
Mesa Arts Center Restoration Fee	-	\$250,000	\$(250,000)
Restricted Programs Fund	\$567,543	\$567,543	-
Special Programs Fund	\$184,449	-	\$184,449
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$127,792	\$92,000	\$35,792
<b>Totals</b>	<b>\$14,899,382</b>	<b>\$7,725,458</b>	<b>\$7,173,924</b>

FY 15/16 Operational Budget By Business Objective and Category						
Business Objective	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Arizona Museum of Natural History	14.1	\$1,106,873	\$417,015	\$83,528	\$20,000	\$1,627,416
i.d.e.a. Museum	13.9	\$945,612	\$151,483	\$74,265	-	\$1,171,360
Mesa Arts Center	51.3	\$3,931,608	\$7,497,079	\$487,470	\$184,449	\$12,100,606
<b>Totals</b>	<b>79.2</b>	<b>\$5,984,093</b>	<b>\$8,065,577</b>	<b>\$645,263</b>	<b>\$204,449</b>	<b>\$14,899,382</b>

# Department Operational Plans

## Arts and Culture

### Arizona Museum of Natural History Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
CP Participants	AZMNH # CP Participants	143,756	123,574	100,000
This is the combined attendance of all AzMNH & Mesa Grande (general admission, programming & special events). We anticipate a 9.05% decrease from our FY 14/15 EOY projection of 109,954, primarily this is due to the loss of Target "Free" Sunday, Groupon & the Culture & Pogo Passes. With the installation of new dinosaurs, the Dinosaur breaking through the exterior facade, the expansion of the Culture of the Ancient Americas exhibition & the upcoming Cretaceous AZ show will surely boost attendance				

# Department Operational Plans

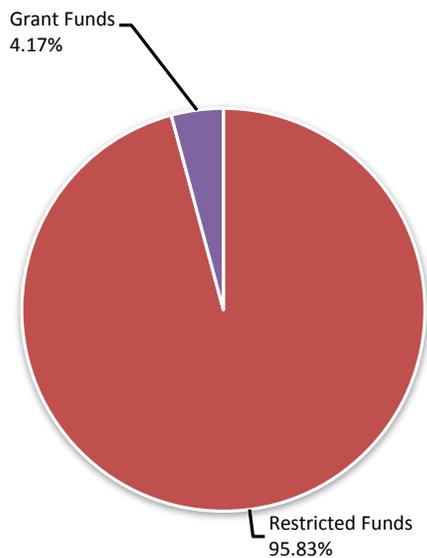
## Arts and Culture

### Arizona Museum of Natural History Business Objective

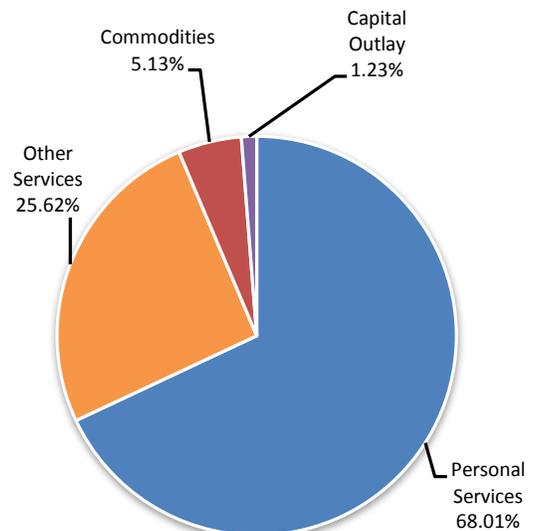
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$1,323,873	\$1,598,749	-
Restricted Funds	\$59,258	\$50,835	\$1,559,624
Grant Funds	\$1,699	\$57,727	\$67,792
<b>Totals</b>	<b>\$1,384,830</b>	<b>\$1,707,311</b>	<b>\$1,627,416</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		14.1	14.1
Personal Services	\$1,047,170	\$1,096,900	\$1,106,873
Other Services	\$221,548	\$472,755	\$417,015
Commodities	\$116,113	\$124,156	\$83,528
Capital Outlay	-	\$13,500	\$20,000
<b>Totals</b>	<b>\$1,384,830</b>	<b>\$1,707,311</b>	<b>\$1,627,416</b>

**Arizona Museum of Natural History  
FY 15/16 Operational Funding  
\$1,627,416**



**Arizona Museum of Natural History  
FY 15/16 Operational Category  
\$1,627,416**



# Department Operational Plans

## Arts and Culture

### Arizona Museum of Natural History Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Audience and Donor Development-AZMNH	-	-	\$123,483	\$4,200	-	\$127,683
Cultural Programming-AZMNH	-	-	\$838,451	\$42,729	-	\$881,180
Operations-AZMNH	-	-	\$597,690	\$20,863	-	\$618,553
<b>Expenditure Total</b>	-	-	<b>\$1,559,624</b>	<b>\$67,792</b>	-	<b>\$1,627,416</b>
<b>Revenue</b>						
Cultural Programming-AZMNH	-	-	\$10,000	\$10,200	-	\$20,200
Operations-AZMNH	-	-	\$652,265	\$21,800	-	\$674,065
<b>Revenue Total</b>	-	-	<b>\$662,265</b>	<b>\$32,000</b>	-	<b>\$694,265</b>
<b>Expenditures Net of Revenues</b>	-	-	<b>\$897,359</b>	<b>\$35,792</b>	-	<b>\$933,151</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>Restricted Funds</b>			
Arts and Culture Fund	\$1,549,624	\$652,265	\$897,359
Restricted Programs Fund	\$10,000	\$10,000	-
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$67,792	\$32,000	\$35,792
<b>Totals</b>	<b>\$1,627,416</b>	<b>\$694,265</b>	<b>\$933,151</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Audience and Donor Development-AZMNH	0.7	\$82,057	\$44,776	\$850	-	\$127,683
Cultural Programming-AZMNH	8.7	\$714,821	\$99,483	\$66,876	-	\$881,180
Operations-AZMNH	4.8	\$309,995	\$272,756	\$15,802	\$20,000	\$618,553
<b>Totals</b>	<b>14.1</b>	<b>\$1,106,873</b>	<b>\$417,015</b>	<b>\$83,528</b>	<b>\$20,000</b>	<b>\$1,627,416</b>

# Department Operational Plans

## Arts and Culture

### i.d.e.a. Museum Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
i.d.e.a. Participation	i.d.e.a. # Participants	69,749	104,971	102,470

# Department Operational Plans

## Arts and Culture

### i.d.e.a. Museum Business Objective

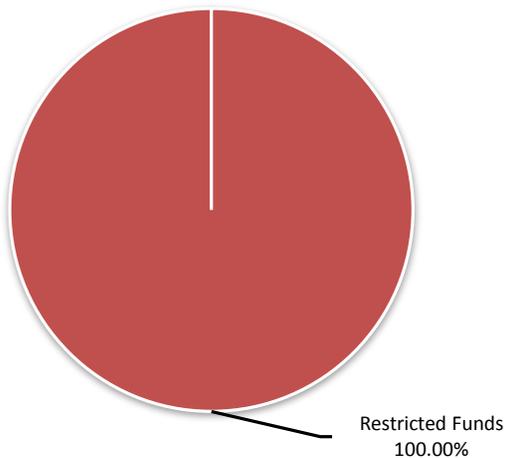
#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$1,059,307	\$982,515	-
Restricted Funds	\$191,772	\$180,740	\$1,171,360
<b>Totals</b>	<b>\$1,251,079</b>	<b>\$1,163,255</b>	<b>\$1,171,360</b>

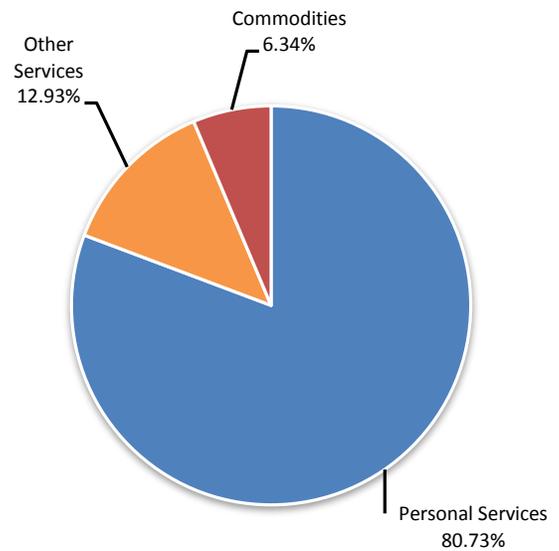
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		13.9	13.9
Personal Services	\$905,305	\$927,507	\$945,612
Other Services	\$201,808	\$147,483	\$151,483
Commodities	\$143,967	\$88,265	\$74,265
<b>Totals</b>	<b>\$1,251,079</b>	<b>\$1,163,255</b>	<b>\$1,171,360</b>

**i.d.e.a. Museum**  
**FY 15/16 Operational Funding**  
**\$1,171,360**



**i.d.e.a. Museum**  
**FY 15/16 Operational Category**  
**\$1,171,360**



# Department Operational Plans

## Arts and Culture

### i.d.e.a. Museum Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Education-i.d.e.a.	-	-	\$335,678	-	-	\$335,678
Exhibitions-i.d.e.a.	-	-	\$424,433	-	-	\$424,433
Operations-i.d.e.a.	-	-	\$411,249	-	-	\$411,249
<b>Expenditure Total</b>	-	-	<b>\$1,171,360</b>	-	-	<b>\$1,171,360</b>
<b>Revenue</b>						
Education-i.d.e.a.	-	-	\$100,584	-	-	\$100,584
Exhibitions-i.d.e.a.	-	-	\$51,959	-	-	\$51,959
Operations-i.d.e.a.	-	-	\$206,695	-	-	\$206,695
<b>Revenue Total</b>	-	-	<b>\$359,238</b>	-	-	<b>\$359,238</b>
<b>Expenditures Net of Revenues</b>	-	-	<b>\$812,122</b>	-	-	<b>\$812,122</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>Restricted Funds</b>			
Restricted Programs Fund	\$152,543	\$152,543	-
Arts and Culture Fund	\$1,018,817	\$206,695	\$812,122
<b>Totals</b>	<b>\$1,171,360</b>	<b>\$359,238</b>	<b>\$812,122</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Education-i.d.e.a.	5.4	\$295,478	\$9,900	\$30,300	-	\$335,678
Exhibitions-i.d.e.a.	4.6	\$359,323	\$28,795	\$36,315	-	\$424,433
Operations-i.d.e.a.	3.9	\$290,811	\$112,788	\$7,650	-	\$411,249
<b>Totals</b>	<b>13.9</b>	<b>\$945,612</b>	<b>\$151,483</b>	<b>\$74,265</b>	-	<b>\$1,171,360</b>

# Department Operational Plans

## Arts and Culture

### Mesa Arts Center Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
MAC Participation	MAC # of Participants (all)	420,000	450,481	420,000
This is the combined growth of all MAC participants, and we intend to use the same 5% growth we have targeted across the board.				

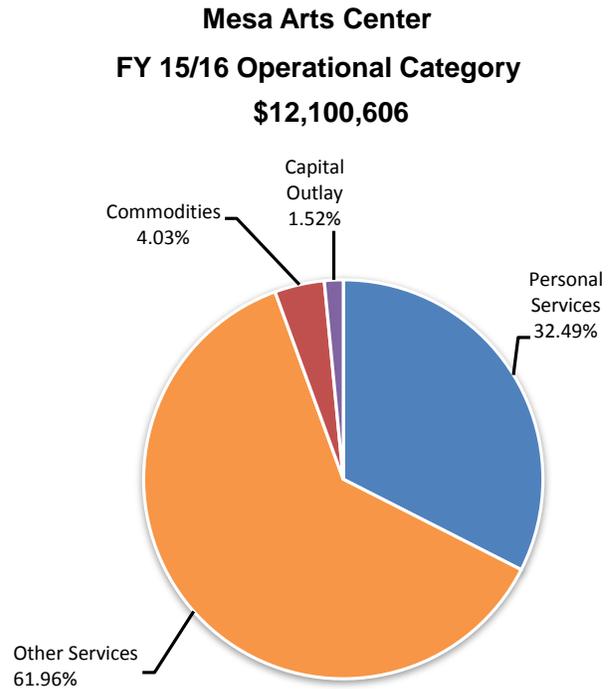
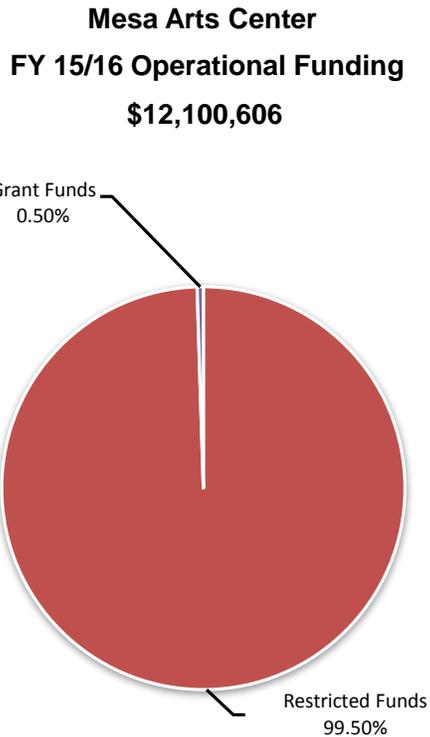
# Department Operational Plans

## Arts and Culture

### Mesa Arts Center Business Objective

Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$9,942,320	\$8,980,443	-
Enterprise Fund	\$13,043	\$13,043	-
Restricted Funds	\$746,271	\$902,675	\$12,040,606
Grant Funds	\$95,999	\$33,000	\$60,000
<b>Totals</b>	<b>\$10,797,633</b>	<b>\$9,929,161</b>	<b>\$12,100,606</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		50.3	51.3
Personal Services	\$3,732,810	\$3,798,957	\$3,931,608
Other Services	\$6,373,005	\$5,667,101	\$7,497,079
Commodities	\$482,164	\$463,103	\$487,470
Capital Outlay	\$209,654	-	\$184,449
<b>Totals</b>	<b>\$10,797,633</b>	<b>\$9,929,161</b>	<b>\$12,100,606</b>



# Department Operational Plans

## Arts and Culture

### Mesa Arts Center Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Adult and Youth Studio Classes	-	-	\$750,440	-	-	\$750,440
Education and Outreach	-	-	\$191,384	\$33,000	-	\$224,384
Fund Development	-	-	\$1,290,020	-	-	\$1,290,020
Performance Live	-	-	\$4,114,368	-	-	\$4,114,368
Volunteer Recruitment and Management	-	-	\$56,495	-	-	\$56,495
Operations	-	-	\$5,637,899	\$27,000	-	\$5,664,899
<b>Expenditure Total</b>	-	-	<b>\$12,040,606</b>	<b>\$60,000</b>	-	<b>\$12,100,606</b>
<b>Revenue</b>						
Adult and Youth Studio Classes	-	-	\$725,600	-	-	\$725,600
Education and Outreach	-	-	\$59,938	\$33,000	-	\$92,938
Fund Development	-	-	\$40,000	-	-	\$40,000
Operations	-	-	\$938,929	\$27,000	-	\$965,929
Performance Live	-	-	\$4,847,488	-	-	\$4,847,488
<b>Revenue Total</b>	-	-	<b>\$6,611,955</b>	<b>\$60,000</b>	-	<b>\$6,671,955</b>
<b>Expenditures Net of Revenues</b>	-	-	<b>\$5,428,651</b>	-	-	<b>\$5,428,651</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>Restricted Funds</b>			
Arts and Culture Fund	\$11,451,157	\$5,956,955	\$5,494,202
Mesa Arts Center Restoration Fee	-	\$250,000	\$(250,000)
Restricted Programs Fund	\$405,000	\$405,000	-
Special Programs Fund	\$184,449	-	\$184,449
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$60,000	\$60,000	-
<b>Totals</b>	<b>\$12,100,606</b>	<b>\$6,671,955</b>	<b>\$5,428,651</b>

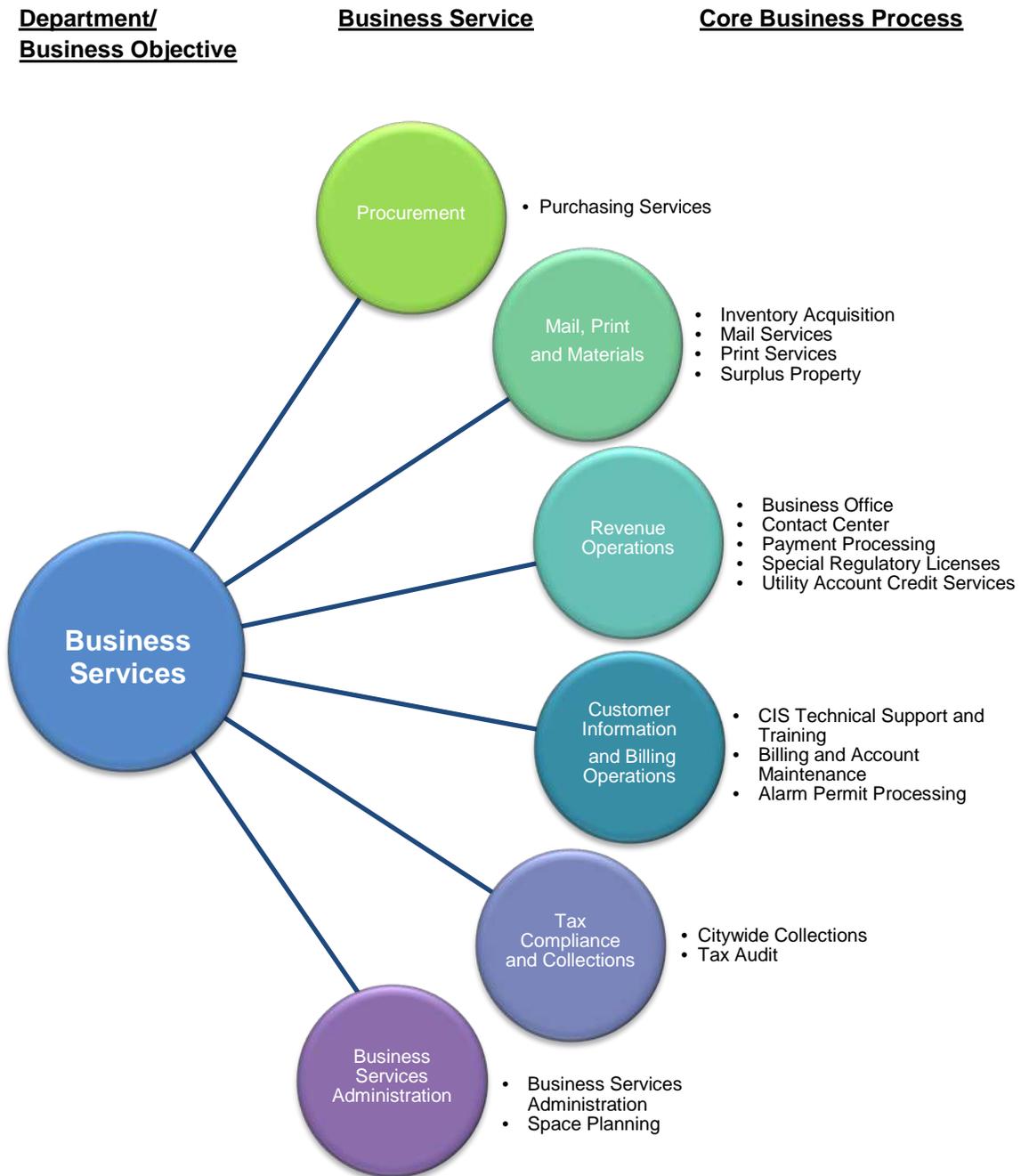
FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Adult and Youth Studio Classes	3.1	\$262,132	\$420,700	\$67,608	-	\$750,440
Education and Outreach	2.2	\$180,273	\$44,111	-	-	\$224,384
Fund Development	6.3	\$551,154	\$723,602	\$15,264	-	\$1,290,020
Performance Live	1.4	\$146,819	\$3,959,449	\$8,100	-	\$4,114,368
Volunteer Recruitment and Management	0.4	\$40,486	\$9,000	\$7,009	-	\$56,495
Operations	37.9	\$2,750,744	\$2,340,217	\$389,489	\$184,449	\$5,664,899
<b>Totals</b>	<b>51.3</b>	<b>\$3,931,608</b>	<b>\$7,497,079</b>	<b>\$487,470</b>	<b>\$184,449</b>	<b>\$12,100,606</b>

# Department Operational Plans

## Business Services

### Department Description

The Business Services Department takes on multiple responsibilities throughout the City. These responsibilities include: customer service business office, contact center and website; utility billing; revenue processing operations, tax audit and delinquent collections; business licensing; print and mail services; warehousing and procurement and contract management.



# Department Operational Plans

## **Business Services**

### **Budgetary Highlights**

Business Services is working to transfer transaction privilege tax licensing and collection activities to the Arizona Department of Revenue as part of a state-mandated consolidation effort. This implementation should be complete by the beginning of February 2016. As part of this transfer of activities, the budget includes a reduction of about \$510,000. This includes reducing positions including one part-time Mail Services Worker, three Tax Auditors, two Payment Processing Specialists and one Tax License Specialist position. As the transfer of duties will happen mid-year, the budget includes one-time funding of \$109,000 to retain three positions until February 1, 2016. The FY 15/16 budget also eliminates one part-time Customer Service Specialist position as part of the citywide reduction effort.

Business Services is in the process of realigning and enhancing the scope of the activities within the department, implementing a new licensing application (business registry), updating the Customer Information System, providing new alternative payment locations, and many other tools to make it easier for residents and businesses to conduct business with the City.

# Department Operational Plans

## Business Services

### Business Services Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Minutes to Answer Utility Customer Calls This metric is the sum of time to answer for all calls divided by the number of calls. Calculations are performed at the conclusion of each month for results that month.	# minutes to answer calls	1	2	1
Utility Customer Calls Abandoned Each abandoned call represents a customer whose expectations of access to service were denied. Customer perceptions of our organization are hurt by each these events. Abandoned calls are calls that were not answered before the customer terminated the call.	% Util. calls abandoned	5.0	4.5	5.0
Number of E-Bill Customers The current total number of ebill customers. City initiatives encourage customers to use ebill notification. The ebill program saves the city money on mailings and printing. Goal 1% increase per month	# of e-bill customers	35,000	50,114	60,134

# Department Operational Plans

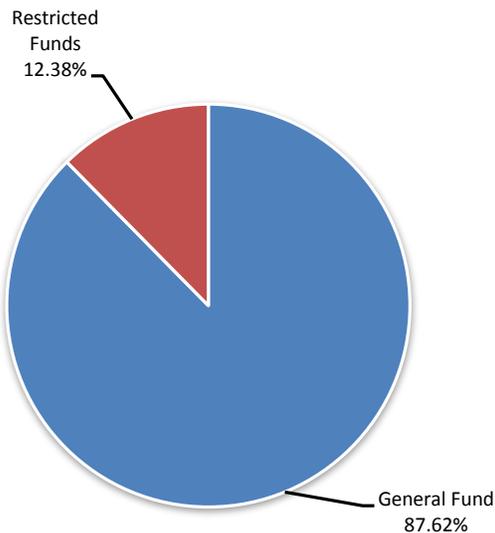
## Business Services

### Business Services Business Objective

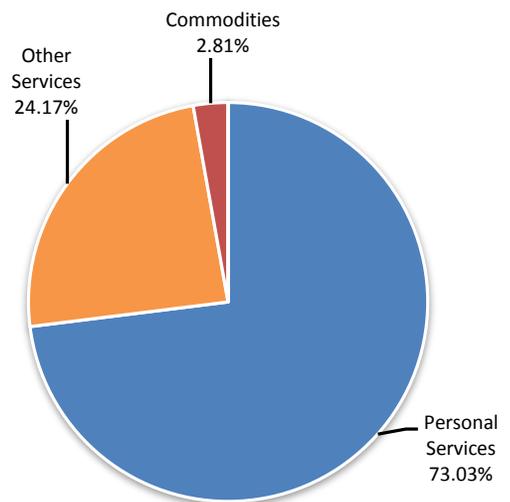
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$13,080,940	\$12,674,778	\$12,622,249
Enterprise Fund	\$(70)	-	-
Restricted Funds	\$(276,808)	\$1,832,222	\$1,782,836
<b>Totals</b>	<b>\$12,804,062</b>	<b>\$14,507,000</b>	<b>\$14,405,085</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		144.5	139.0
Personal Services	\$9,852,361	\$10,550,313	\$10,519,680
Other Services	\$3,301,789	\$3,523,190	\$3,481,265
Commodities	\$7,807,012	\$433,497	\$404,140
Capital Outlay	\$4,844	-	-
Offsets and Credits	\$(8,161,945)	-	-
<b>Totals</b>	<b>\$12,804,062</b>	<b>\$14,507,000</b>	<b>\$14,405,085</b>

**Business Services**  
**FY 15/16 Operational Funding**  
**\$14,405,085**



**Business Services**  
**FY 15/16 Operational Category**  
**\$14,405,085**



*Note: A portion of the amount budgeted to the General Fund for this department will be allocated to other funds. The allocation to other funds is recorded in the Centralized Appropriations Department. The allocation is based on the City department "customers" that the department serves.*

# Department Operational Plans

## Business Services

### Business Services Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
<b>Business Services Administration</b>						
Business Services Administration	\$524,857	-	-	-	-	\$524,857
Space Planning	\$91,299	-	-	-	-	\$91,299
<b>Customer Information and Billing Operations</b>						
Alarm Permit Processing	\$136,384	-	-	-	-	\$136,384
Billing and Account Maintenance	\$796,430	-	-	-	-	\$796,430
CIS Technical Support and Training	\$390,711	-	-	-	-	\$390,711
<b>Mail, Print and Materials</b>						
Inventory Acquisition	-	-	\$912,795	-	-	\$912,795
Mail Services	\$383,076	-	-	-	-	\$383,076
Print Services	-	-	\$686,840	-	-	\$686,840
Surplus Property	-	-	\$183,201	-	-	\$183,201
<b>Revenue Operations</b>						
Business Office	\$3,169,024	-	-	-	-	\$3,169,024
Call Center	\$1,986,248	-	-	-	-	\$1,986,248
Payment Processing	\$428,317	-	-	-	-	\$428,317
Special Regulatory Licenses	\$835,547	-	-	-	-	\$835,547
Utility Account Credit Services	\$815,843	-	-	-	-	\$815,843
<b>Tax Compliance and Collections</b>						
Collections	\$761,274	-	-	-	-	\$761,274
Tax Audit	\$991,252	-	-	-	-	\$991,252
<b>Procurement</b>						
Purchasing Services	\$1,311,987	-	-	-	-	\$1,311,987
<b>Expenditure Total</b>	<b>\$12,622,249</b>	<b>-</b>	<b>\$1,782,836</b>	<b>-</b>	<b>-</b>	<b>\$14,405,085</b>
<b>Revenue</b>						
<b>Revenue Operations</b>						
Call Center	\$36,000	-	-	-	-	\$36,000
Special Regulatory Licenses	\$1,127,387	-	-	-	-	\$1,127,387
<b>Revenue Total</b>	<b>\$1,163,387</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,163,387</b>
<b>Expenditures Net of Revenues</b>	<b>\$11,458,862</b>	<b>-</b>	<b>\$1,782,836</b>	<b>-</b>	<b>-</b>	<b>\$13,241,698</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$12,622,249	\$1,163,387	\$11,458,862
<b>Restricted Funds</b>			
Print Shop Internal Service	\$686,840	-	\$686,840
Warehouse Internal Service	\$1,095,996	-	\$1,095,996
<b>Totals</b>	<b>\$14,405,085</b>	<b>\$1,163,387</b>	<b>\$13,241,698</b>

# Department Operational Plans

## Business Services

### Business Services Business Objective

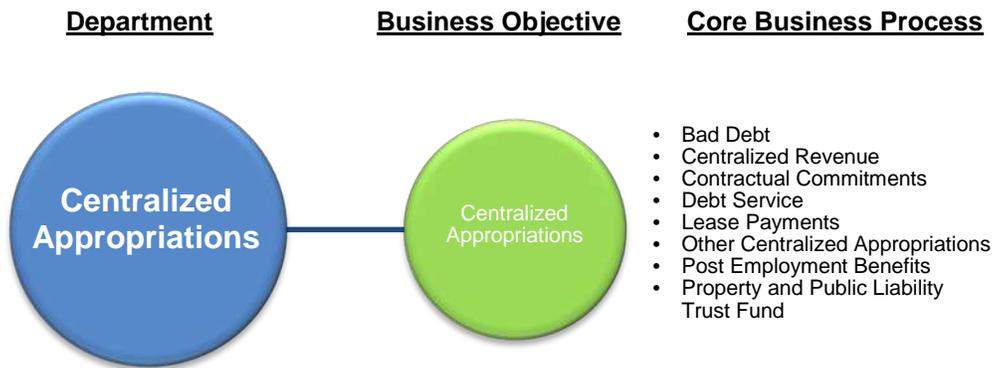
FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
<b>Business Services Administration</b>						
Business Services Administration	4.0	\$479,295	\$27,804	\$17,758	-	\$524,857
Space Planning	1.0	\$88,749	\$1,465	\$1,085	-	\$91,299
<b>Customer Information and Billing Operations</b>						
Alarm Permit Processing	2.0	\$133,309	\$3,000	\$75	-	\$136,384
Billing and Account Maintenance	8.1	\$582,295	\$117,668	\$96,467	-	\$796,430
CIS Technical Support and Training	3.9	\$390,711	-	-	-	\$390,711
<b>Mail, Print and Materials</b>						
Inventory Acquisition	8.4	\$570,190	\$220,027	\$122,578	-	\$912,795
Mail Services	6.2	\$317,676	\$56,375	\$9,025	-	\$383,076
Print Services	4.3	\$310,346	\$293,581	\$82,913	-	\$686,840
Surplus Property	2.3	\$170,533	\$10,118	\$2,550	-	\$183,201
<b>Revenue Operations</b>						
Business Office	11.1	\$728,074	\$2,432,350	\$8,600	-	\$3,169,024
Call Center	29.2	\$1,885,793	\$91,455	\$9,000	-	\$1,986,248
Payment Processing	4.1	\$390,772	\$34,745	\$2,800	-	\$428,317
Special Regulatory Licenses	9.4	\$747,447	\$63,061	\$25,039	-	\$835,547
Utility Account Credit Services	10.3	\$765,518	\$40,425	\$9,900	-	\$815,843
<b>Tax Compliance and Collections</b>						
Collections	10.1	\$735,100	\$21,024	\$5,150	-	\$761,274
Tax Audit	9.9	\$954,228	\$32,024	\$5,000	-	\$991,252
<b>Procurement</b>						
Purchasing Services	15.0	\$1,269,644	\$36,143	\$6,200	-	\$1,311,987
<b>Totals</b>	<b>139.0</b>	<b>\$10,519,680</b>	<b>\$3,481,265</b>	<b>\$404,140</b>	<b>-</b>	<b>\$14,405,085</b>

# Department Operational Plans

## Centralized Appropriations

### Department Description

The Centralized Appropriations department contains Citywide revenues and expenditures such as Contractual Commitments, Debt Service, Lease Payments, Post-Employment Benefits, Property and Public Liability, City Sales Tax, Secondary Property Tax, Urban Revenue Sharing, State Shared Sales Tax, Highway User Tax, Utility Revenues, etc. The Centralized Appropriations department is managed separately from any department operational plan.



# Department Operational Plans

## Centralized Appropriations

### Centralized Appropriations Business Objective

Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$(11,760,174)	\$(9,934,887)	\$(8,910,690)
Enterprise Fund	\$19,905,871	\$25,397,434	\$21,482,042
Restricted Funds	\$(6,751,186)	\$1,373,679	\$21,323,697
Other Funds	\$146,319,627	\$134,131,775	\$381,476,951
<b>Totals</b>	<b>\$147,714,137</b>	<b>\$150,968,000</b>	<b>\$415,372,000</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		-	-
Personal Services	\$11,341,044	\$13,100,278	\$14,408,416
Other Services	\$4,215,170	\$13,117,607	\$12,721,271
Commodities	\$(209,742)	\$5,242,644	\$5,107,878
Capital Outlay	\$5,481,155	\$6,775,000	\$20,760,000
Contingency	-	-	\$3,020,000
Debt Service	\$147,023,459	\$132,005,129	\$380,144,637
Offsets and Credits	\$(20,136,949)	\$(19,272,658)	\$(20,790,202)
<b>Totals</b>	<b>\$147,714,137</b>	<b>\$150,968,000</b>	<b>\$415,372,000</b>

# Department Operational Plans

## Centralized Appropriations

### Centralized Appropriations Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Bad Debt	\$1,417,000	\$1,100,000	-	-	-	\$2,517,000
Contractual Commitments	\$3,906,607	-	\$1,990,241	-	-	\$5,896,848
Debt Service	-	-	\$912,000	-	\$379,244,637	\$380,156,637
Other Centralized Appropriations	\$(31,274,623)	\$16,045,683	\$16,073,852	-	\$2,135,691	\$2,980,603
Post Employment Benefits	\$13,633,764	\$3,308,321	\$1,582,204	-	\$96,623	\$18,620,912
Property and Public Liability Trust Fund	\$3,406,562	\$1,028,038	\$765,400	-	-	\$5,200,000
<b>Expenditure Total</b>	<b>\$(8,910,690)</b>	<b>\$21,482,042</b>	<b>\$21,323,697</b>	<b>-</b>	<b>\$381,476,951</b>	<b>\$415,372,000</b>
<b>Revenue</b>						
Centralized Revenues	\$217,501,277	\$329,912,535	\$158,435,002	\$372	\$265,188,895	\$971,038,081
Debt Service	-	-	-	-	\$166,742,000	\$166,742,000
Other Centralized Appropriations	-	-	\$5,014,106	-	-	\$5,014,106
<b>Revenue Total</b>	<b>\$217,501,277</b>	<b>\$329,912,535</b>	<b>\$163,449,108</b>	<b>\$372</b>	<b>\$431,930,895</b>	<b>\$1,142,794,187</b>
<b>Expenditures Net of Revenues</b>	<b>\$(226,411,967)</b>	<b>\$(308,430,493)</b>	<b>\$(142,125,411)</b>	<b>\$(372)</b>	<b>\$(50,453,944)</b>	<b>\$(727,422,187)</b>

# Department Operational Plans

## Centralized Appropriations

### Centralized Appropriations Business Objective

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$(8,153,959)	\$217,501,277	\$(225,655,236)
Capital - General Fund	\$(756,731)	-	\$(756,731)
<b>Enterprise Fund</b>			
Enterprise Fund	\$21,067,101	\$329,612,535	\$(308,545,434)
Capital - Enterprise	\$414,941	\$300,000	\$114,941
<b>Restricted Funds</b>			
Arts & Culture Fund	\$1,749,714	-	\$1,749,714
Cemetery	\$122,016	\$32	\$121,984
Cemetery Reserve	-	\$10,000	\$(10,000)
Community Facilities Districts - Capital	\$24,412,000	\$24,412,000	-
Community Facilities Districts - Operating	\$20,000	\$147,668	\$(127,668)
Economic Investment Fund	\$522,759	-	\$522,759
Environmental Compliance Fee	\$1,059,653	\$14,802,000	\$(13,742,347)
Falcon Field Airport	\$370,519	-	\$370,519
Fire Impact Fee	-	\$386,314	\$(386,314)
Fleet Internal Service	\$(17,776,373)	-	\$(17,776,373)
Greenfield WRP Joint Venture	\$726,570	\$18,092,336	\$(17,365,766)
Highway User Revenue Fund	\$111,361	\$34,281,093	\$(34,169,732)
Library Impact Fee	-	\$1,000	\$(1,000)
Local Streets Sales Tax	\$4,813,031	\$25,711,457	\$(20,898,426)
Mesa Arts Center Restoration Fee	-	\$2,000	\$(2,000)
Parks Impact Fee	-	\$1,328,043	\$(1,328,043)
Police Impact Fee	-	\$580,183	\$(580,183)
Print Shop Internal Service	\$(714,140)	-	\$(714,140)
Quality of Life Sales Tax	-	\$21,209,736	\$(21,209,736)
Restricted Programs Fund	\$1,739,000	\$1,739,000	-
Solid Waste Development Fee	-	\$232,000	\$(232,000)
Special Programs Fund	-	\$80,000	\$(80,000)
Stormwater Drainage Impact Fee	-	\$417,658	\$(417,658)
TOPAZ Joint Venture Fund	-	\$6,699,943	\$(6,699,943)
Transit Fund	\$282,765	\$1,297,040	\$(1,014,275)
Utility Replacement Extension and Renewal	-	\$450,000	\$(450,000)
Vehicle Replacement	-	\$5,014,106	\$(1,129,284)
Warehouse Internal Service	\$3,884,822	\$3,562,307	\$(3,562,307)
Wastewater Impact Fee	-	\$2,993,192	\$(2,993,192)
Water Impact Fees	-	-	-
<b>Grant Funds</b>			
Grants - Gen. Gov.	-	\$372	\$(372)
<b>Other Funds</b>			
Community Facilities Districts - Debt	\$1,887,525	\$1,925,471	\$(37,946)
Court Construction Fee	-	\$780,000	\$(780,000)
Electric Bond Construction	-	\$11,817,115	\$(11,817,115)
Employee Benefit Trust	\$2,232,314	\$14,774	\$2,217,540
Gas Bond Construction	-	\$22,628,266	\$(22,628,266)
General Obligation Bond Redemption	\$38,159,132	\$33,996,302	\$4,162,830
General Obligation Bond Refunding	\$32,220,000	\$32,220,000	-
Highway Project Advancement Notes	\$82,000,000	\$4,000,000	\$78,000,000
Highway User Revenue Bond Redemption	\$12,237,687	-	\$12,237,687
Non Utility Bond Redemption	\$4,703,850	\$4,867,152	\$(163,302)
Parks Bond Construction	-	\$28,845,000	\$(28,845,000)
Property and Public Liability	-	\$5,255,085	\$(5,255,085)
Public Safety Bond Construction	-	\$20,413,661	\$(20,413,661)
Solid Waste Bond Construction	-	\$3,570,000	\$(3,570,000)
Special Improvement District Bond Redemption	\$902,500	\$902,500	-
Streets Bond Construction	-	\$24,299,165	\$(24,299,165)
Utility Systems Bond Redemption	\$72,300,703	\$2,232,430	\$70,068,273
Utility Systems Bond Refunding	\$134,522,000	\$134,522,000	-
Utility Systems GO Bond Redemption	\$101,833	-	\$101,833
Wastewater Bond Construction	-	\$38,550,709	\$(38,550,709)
Water Bond Construction	-	\$56,924,084	\$(56,924,084)
WIFA Redemption	\$209,407	-	\$209,407
Worker's Compensation	-	\$4,167,181	\$(4,167,181)
<b>Totals</b>	<b>\$415,372,000</b>	<b>\$1,142,794,187</b>	<b>\$(727,422,187)</b>

# Department Operational Plans

## Centralized Appropriations

### Centralized Appropriations Business Objective

FY 15/16 Operational Budget By Core Business Process and Category							
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	FY 15/16 Budget
Bad Debt	0.0	-	\$2,517,000	-	-	-	\$2,517,000
Contractual Commitments	0.0	-	\$5,896,848	-	-	-	\$5,896,848
Debt Service	0.0	-	\$12,000	-	-	\$380,144,637	\$380,156,637
Other Centralized Appropriations	0.0	\$(4,212,496)	\$(904,577)	\$5,107,878	\$20,760,000	-	\$2,980,603
Post Employment Benefits	0.0	\$18,620,912	-	-	-	-	\$18,620,912
Property and Public Liability Trust Fund	0.0	-	\$5,200,000	-	-	-	\$5,200,000
<b>Totals</b>	<b>0.0</b>	<b>\$14,408,416</b>	<b>\$12,721,271</b>	<b>\$5,107,878</b>	<b>\$20,760,000</b>	<b>\$380,144,637</b>	<b>\$415,372,000</b>

# Department Operational Plans

## City Attorney

### Department Description

The City Attorney's Office provides legal advice to the Mayor and Council, the City Manager, the City departments, and the City's boards and commissions. The Office prepares and/or reviews contracts, ordinances, resolutions, and other legal documents involving the City. The City Attorney's Office also represents the City in civil litigation and represents the City and the State of Arizona in criminal misdemeanor cases and certain civil traffic cases occurring within the City limits.



### Budgetary Highlights

A new Administrative Support Assistant I position was added in August 2014 in the City Attorney's Office to assist with the workload in the office. Departmental cost savings were used to fund this position. In FY 15/16 as part of the citywide reduction effort, the City Attorney's Office is eliminating two Cooperative Office Education (COE) Program positions and a Victims Notification Clerk (80% grant funded) that will save approximately \$27,000, reducing outside counsel expenses by \$50,000 and changing the funding on an Assistant City Attorney III position to be funded \$25,000 from the Housing Grant Funds since this attorney works partly on those programs. An additional \$89,000 is being reduced by downgrading to a lower level one vacant position, downgrading a second position when it becomes vacant during FY 15/16, and converting a part-time benefitted position to a part-time non-benefitted position. \$10,000 is also being reduced in various line items in the City Attorney's Office.

The City Attorney's Office oversees the Property and Public Liability (PPL) Fund. The City uses the PPL Fund to pay third-party liability claims, to pay the administrative costs for the litigation team, and to purchase insurance coverage to protect the City against major losses. At the time of the FY 15/16 budget presentation to City Council, the estimated claims to be paid for FY 14/15 was \$1.3 million which was \$2.1 million below the FY 14/15 amount budgeted for claims to be paid. FY 15/16's budgeted amount for claims to be paid is \$3.0 million, the annual average. The estimated cost for insurance premiums was increased by \$120,000 in FY 15/16 as compared to FY 14/15.

# Department Operational Plans

## City Attorney

### Legal Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Claims Resolved - Without Litigation % resolved prior to litigation being filed	% Claims Reso w/o Lit	85.0	92.0	85.0
DUI Conviction Rate % DUI Conviction Rate	% DUI Conviction Rate	80.0	93.0	80.0
Overall Conviction Rate Overall Conviction Rate	% Overall Conviction Rate	70.0	89.0	70.0

# Department Operational Plans

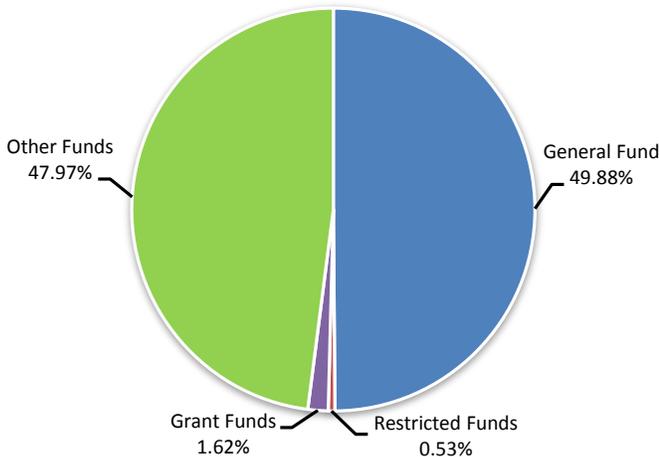
## City Attorney

### Legal Business Objective

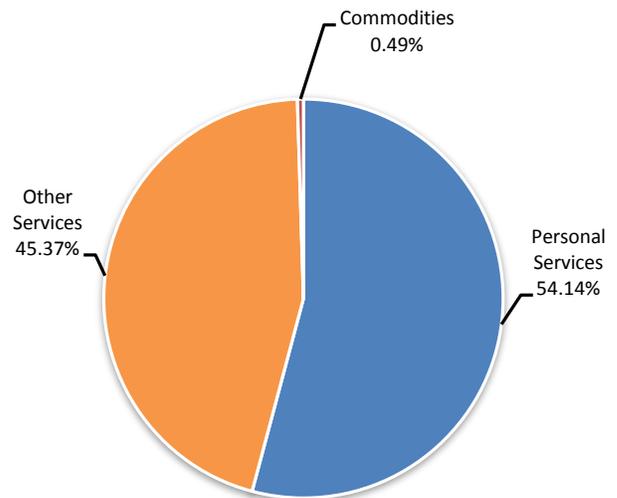
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$5,154,488	\$5,741,055	\$5,702,417
Restricted Funds	\$4,193	\$60,000	\$60,768
Grant Funds	\$135,275	\$150,804	\$185,567
Other Funds	\$5,392,214	\$5,763,557	\$5,484,663
<b>Totals</b>	<b>\$10,686,170</b>	<b>\$11,715,415</b>	<b>\$11,433,415</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		59.0	58.5
Personal Services	\$5,721,658	\$6,154,579	\$6,190,398
Other Services	\$4,891,569	\$5,469,799	\$5,187,481
Commodities	\$72,942	\$91,037	\$55,536
<b>Totals</b>	<b>\$10,686,170</b>	<b>\$11,715,415</b>	<b>\$11,433,415</b>

**Legal**  
**FY 15/16 Operational Funding**  
**\$11,433,415**



**Legal**  
**FY 15/16 Operational Category**  
**\$11,433,415**



*Note: A portion of the amount budgeted to the General Fund for this department will be allocated to other funds. The allocation to other funds is recorded in the Centralized Appropriations Department. The allocation is based on the City department "customers" that the department serves.*

# Department Operational Plans

## City Attorney

### Legal Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Administrative Legal Services	\$2,140,197	-	\$60,768	\$22,922	-	\$2,223,887
Civil Litigation	-	-	-	-	\$5,484,663	\$5,484,663
Criminal Prosecution	\$3,178,346	-	-	-	-	\$3,178,346
Victim Services	\$383,874	-	-	\$162,645	-	\$546,519
<b>Expenditure Total</b>	<b>\$5,702,417</b>	<b>-</b>	<b>\$60,768</b>	<b>\$185,567</b>	<b>\$5,484,663</b>	<b>\$11,433,415</b>
<b>Revenue</b>						
Administrative Legal Services	\$17,000	-	-	-	-	\$17,000
Victim Services	-	-	-	\$166,032	-	\$166,032
<b>Revenue Total</b>	<b>\$17,000</b>	<b>-</b>	<b>-</b>	<b>\$166,032</b>	<b>-</b>	<b>\$183,032</b>
<b>Expenditures Net of Revenues</b>	<b>\$5,685,417</b>	<b>-</b>	<b>\$60,768</b>	<b>\$19,535</b>	<b>\$5,484,663</b>	<b>\$11,250,383</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$5,702,417	\$17,000	\$5,685,417
<b>Restricted Funds</b>			
Community Facilities Districts - Operating	\$40,000	-	\$40,000
Environmental Compliance Fee	\$20,768	-	\$20,768
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$162,645	\$166,032	\$(3,387)
Community Development Block Grant	\$12,919	-	\$12,919
HOME	\$6,985	-	\$6,985
Section 8	\$3,018	-	\$3,018
<b>Other Funds</b>			
Property and Public Liability	\$5,484,663	-	\$5,484,663
<b>Totals</b>	<b>\$11,433,415</b>	<b>\$183,032</b>	<b>\$11,250,383</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Administrative Legal Services	12.6	\$1,683,599	\$524,727	\$15,561	-	\$2,223,887
Civil Litigation	8.3	\$944,663	\$4,540,000	-	-	\$5,484,663
Criminal Prosecution	30.9	\$3,039,743	\$98,628	\$39,975	-	\$3,178,346
Victim Services	6.7	\$522,393	\$24,126	-	-	\$546,519
<b>Totals</b>	<b>58.5</b>	<b>\$6,190,398</b>	<b>\$5,187,481</b>	<b>\$55,536</b>	<b>-</b>	<b>\$11,433,415</b>

# Department Operational Plans

## City Auditor

### Department Description

Under the direction of the Mesa City Council, the City Auditor's Office provides audit, consulting and investigative services to identify and minimize risks, maximize efficiencies and improve internal controls. These services help the City accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes.



### Budgetary Highlights

The City Auditor has a base budget (excluding position costs) for FY 15/16 which is equal to FY 14/15. There was no change in the number of full-time employees.

# Department Operational Plans

## City Auditor

### City Auditor Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Audit Plan Completion This is the percentage of projects listed on the annual audit plan that are completed during the year. The target must be set to allow for those projects that are in progress at fiscal year end.	% Audit Plans Completed	80.0	95.0	80.0
Audit Recommendations This is the ratio of the number of audit recommendations accepted and implemented by auditees to the total number of recommendations made. The target is set at 95%, because although the audit process is designed to yield only those recommendations that will be accepted and implemented, there are isolated cases in which this is not possible.	% Audit Recs Accepted	95.0	100.0	95.0

# Department Operational Plans

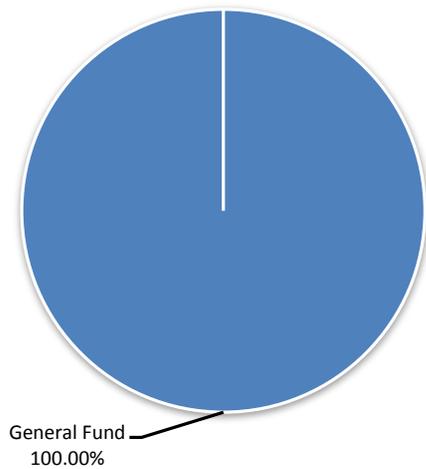
## City Auditor

### City Auditor Business Objective

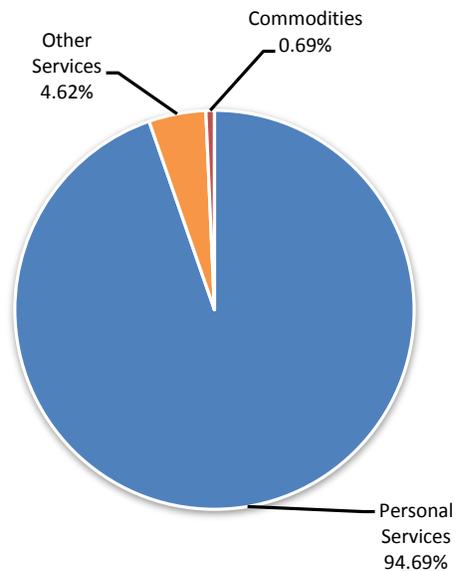
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$617,431	\$643,000	\$674,000
<b>Totals</b>	<b>\$617,431</b>	<b>\$643,000</b>	<b>\$674,000</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		5.0	5.0
Personal Services	\$587,422	\$606,519	\$638,212
Other Services	\$24,841	\$32,823	\$31,130
Commodities	\$2,186	\$3,658	\$4,658
Capital Outlay	\$2,981	-	-
<b>Totals</b>	<b>\$617,431</b>	<b>\$643,000</b>	<b>\$674,000</b>

**City Auditor**  
**FY 15/16 Operational Funding**  
**\$674,000**



**City Auditor**  
**FY 15/16 Operational Category**  
**\$674,000**



*Note: A portion of the amount budgeted to the General Fund for this department will be allocated to other funds. The allocation to other funds is recorded in the Centralized Appropriations Department. The allocation is based on the City department "customers" that the department serves.*

# Department Operational Plans

## City Auditor

### City Auditor Business Objective

#### FY 15/16 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
City Auditor Operations	\$674,000	-	-	-	-	\$674,000
<b>Expenditure Total</b>	<b>\$674,000</b>	-	-	-	-	<b>\$674,000</b>
<b>Expenditures Net of Revenues</b>	<b>\$674,000</b>	-	-	-	-	<b>\$674,000</b>

#### FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$674,000	-	\$674,000
<b>Totals</b>	<b>\$674,000</b>	-	<b>\$674,000</b>

#### FY 15/16 Operational Budget By Core Business Process and Category

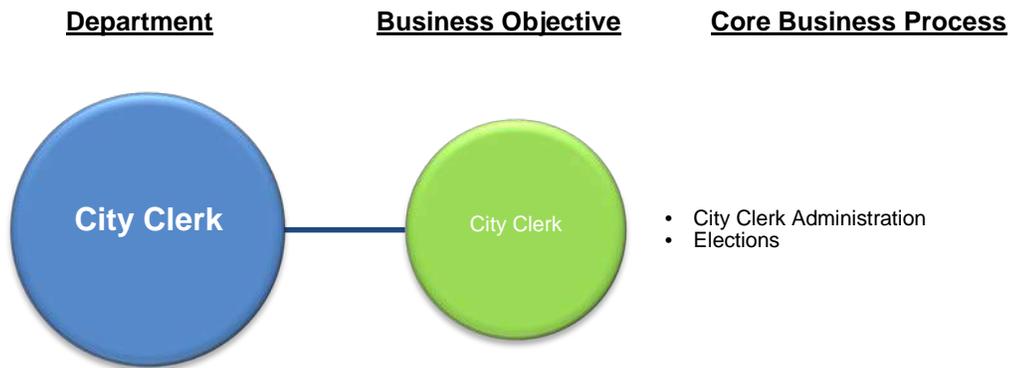
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
City Auditor Operations	5.0	\$638,212	\$31,130	\$4,658	-	\$674,000
<b>Totals</b>	<b>5.0</b>	<b>\$638,212</b>	<b>\$31,130</b>	<b>\$4,658</b>	-	<b>\$674,000</b>

# Department Operational Plans

## City Clerk

### Department Description

Professionally and responsively promote trust between the citizens and government by providing Council support, managing the citywide records management program, conducting fair, open and impartial City elections, ensuring legal compliance of all official postings, public notices and related advertising, processing legal service documents, and administering the Public Safety Retirement Local Boards as well as the Judicial Advisory Board.



### Budgetary Highlights

The budget for the City Clerk's Office is adjusted each year for the cost of possible elections. FY 14/15 included \$431,000 in estimated election costs. With no planned elections in FY 15/16, there are no election costs in the FY 15/16 proposed budget. The remainder of the budget is consistent with the FY 14/15 budget.

# Department Operational Plans

## City Clerk

### City Clerk Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Meetings Requiring Staff Support This metric is based on the total number of City Council meetings (regular, study session, special meetings, committee, budget, JAB, retreats and ad hoc meetings) requiring staff support.	# CC Mtgs Req Staff Supp	130	136	130
Requests for Information/Help (Non-Election) The metric is based on the total number of non-election requests each individual staff member receives. This includes phone calls, walk-ins and all e-mail requests.	# Req for NonElec Info	13,000	3,456	6,504
Public Meeting Notices Posted The metric is based on the total number of meetings posted on the Public Notice calendar in compliance with the Open Meeting Law.	# Pub Mtg Notices Posted	700	632	540
PSPRS Retirement Cases The metric is based on the total number of retirement and DROP cases processed by the City Clerk's Office.	# PSPRS Ret & DROP Part	60	67	60

# Department Operational Plans

## City Clerk

### City Clerk Business Objective

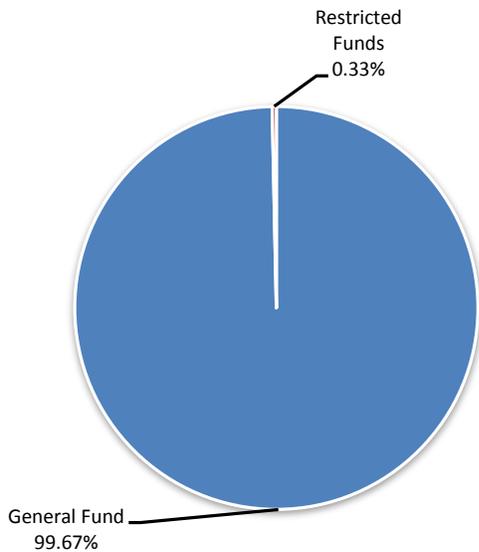
#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$890,425	\$1,259,000	\$848,187
Restricted Funds	\$444,571	\$2,000	\$2,813
<b>Totals</b>	<b>\$1,334,995</b>	<b>\$1,261,000</b>	<b>\$851,000</b>

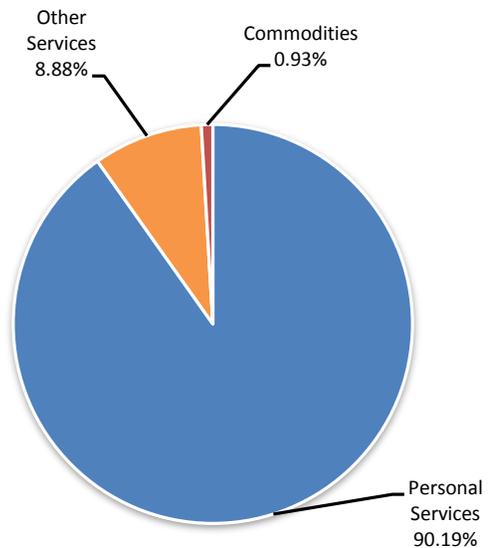
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		8.0	8.0
Personal Services	\$644,552	\$747,109	\$767,540
Other Services	\$661,427	\$468,391	\$75,560
Commodities	\$29,016	\$45,500	\$7,900
<b>Totals</b>	<b>\$1,334,995</b>	<b>\$1,261,000</b>	<b>\$851,000</b>

**City Clerk**  
**FY 15/16 Operational Funding**  
**\$851,000**



**City Clerk**  
**FY 15/16 Operational Category**  
**\$851,000**



# Department Operational Plans

## City Clerk

### City Clerk Business Objective

#### FY 15/16 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
City Clerk Administration	\$847,737	-	\$2,813	-	-	\$850,550
Elections	\$450	-	-	-	-	\$450
<b>Expenditure Total</b>	<b>\$848,187</b>	-	<b>\$2,813</b>	-	-	<b>\$851,000</b>
<b>Expenditures Net of Revenues</b>	<b>\$848,187</b>	-	<b>\$2,813</b>	-	-	<b>\$851,000</b>

#### FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$848,187	-	\$848,187
<b>Restricted Funds</b>			
Community Facilities Districts - Operating	\$2,813	-	\$2,813
<b>Totals</b>	<b>\$851,000</b>	-	<b>\$851,000</b>

#### FY 15/16 Operational Budget By Core Business Process and Category

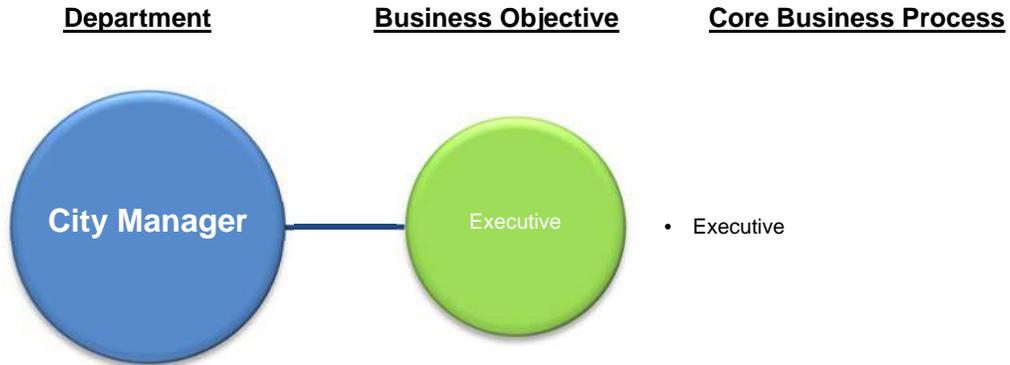
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
City Clerk Administration	8.0	\$767,540	\$75,110	\$7,900	-	\$850,550
Elections	0.0	-	\$450	-	-	\$450
<b>Totals</b>	<b>8.0</b>	<b>\$767,540</b>	<b>\$75,560</b>	<b>\$7,900</b>	-	<b>\$851,000</b>

# Department Operational Plans

## City Manager

### Department Description

The City Manager's Office is responsible for seeking policy direction from Council and preparing recommendations for Council action in accordance with established strategic initiatives.



### Budgetary Highlights

The proposed FY 15/16 budget includes the movement of the Alliance for Innovation membership fee of \$8,250 to the City Manager's budget from the Office of Management and Budget. Also included are reductions and savings from various line items of \$69,300 such as consulting services, professional services, and temporary services.

# Department Operational Plans

## City Manager

### Executive Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Organization Usage	# of reservations			160
Establishing a baseline as program is new				
Advisor Sessions	# of Advisor Sessions			550
Establishing a baseline as program is new				
Workshop Attendance	# of students			440
Establishing a baseline as program is new				
Post-Secondary Enrollment	# of enrolled students			0
Establishing a baseline as program is new				
Post-Secondary Completion	# of students			0
Establishing a baseline as program is new				

# Department Operational Plans

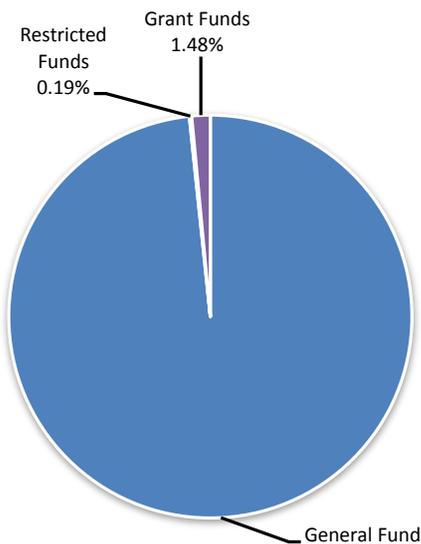
## City Manager

### Executive Business Objective

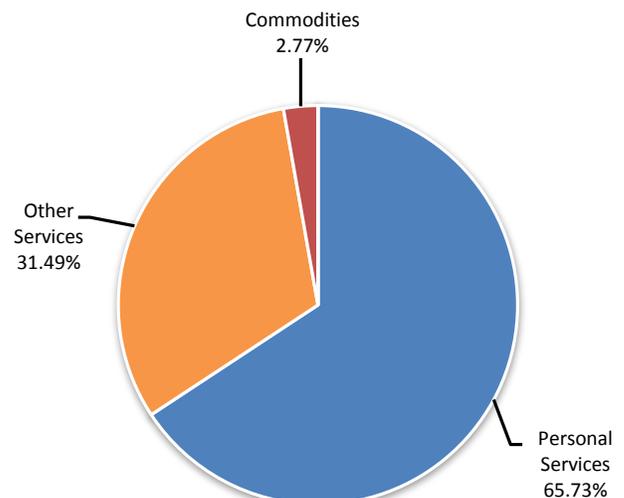
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$5,041,555	\$5,236,000	\$5,251,000
Restricted Funds	\$2,688	-	\$10,000
Grant Funds	\$103,583	-	\$79,055
<b>Totals</b>	<b>\$5,147,825</b>	<b>\$5,236,000</b>	<b>\$5,340,055</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		28.0	28.0
Personal Services	\$3,268,544	\$3,424,046	\$3,510,108
Other Services	\$1,781,262	\$1,741,904	\$1,681,842
Commodities	\$80,587	\$70,050	\$148,105
Capital Outlay	\$20,119	-	-
Offsets and Credits	\$(2,688)	-	-
<b>Totals</b>	<b>\$5,147,825</b>	<b>\$5,236,000</b>	<b>\$5,340,055</b>

**Executive  
FY 15/16 Operational Funding  
\$5,340,055**



**Executive  
FY 15/16 Operational Category  
\$5,340,055**



*Note: A portion of the amount budgeted to the General Fund for this department will be allocated to other funds. The allocation to other funds is recorded in the Centralized Appropriations Department. The allocation is based on the City department "customers" that the department serves.*

# Department Operational Plans

## City Manager

### Executive Business Objective

#### FY 15/16 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Executive	\$5,251,000	-	\$10,000	\$79,055	-	\$5,340,055
<b>Expenditure Total</b>	<b>\$5,251,000</b>	<b>-</b>	<b>\$10,000</b>	<b>\$79,055</b>	<b>-</b>	<b>\$5,340,055</b>
<b>Expenditures Net of Revenues</b>	<b>\$5,251,000</b>	<b>-</b>	<b>\$10,000</b>	<b>\$79,055</b>	<b>-</b>	<b>\$5,340,055</b>

#### FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$5,251,000	-	\$5,251,000
<b>Restricted Funds</b>			
Community Facilities Districts - Operating	\$10,000	-	\$10,000
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$79,055	-	\$79,055
<b>Totals</b>	<b>\$5,340,055</b>	<b>-</b>	<b>\$5,340,055</b>

#### FY 15/16 Operational Budget By Core Business Process and Category

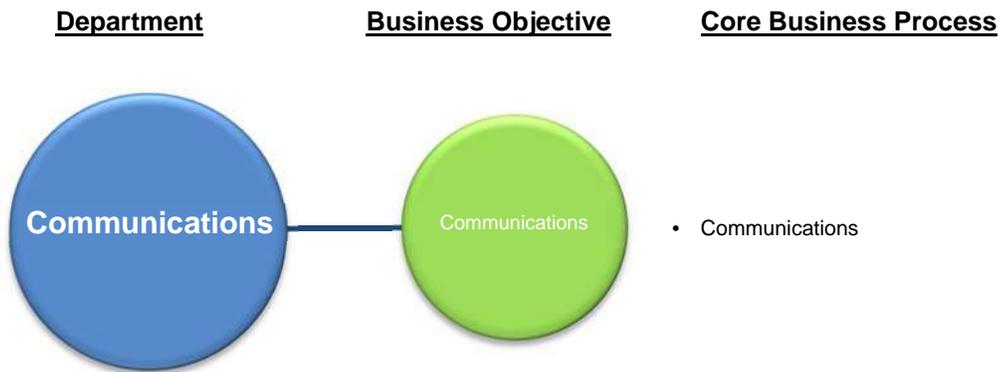
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Executive	28.0	\$3,510,108	\$1,681,842	\$148,105	-	\$5,340,055
<b>Totals</b>	<b>28.0</b>	<b>\$3,510,108</b>	<b>\$1,681,842</b>	<b>\$148,105</b>	<b>-</b>	<b>\$5,340,055</b>

# Department Operational Plans

## Communications

### Department Description

The Communications Department ensures that public safety and other municipal departments have handheld and vehicle-mounted communications equipment and network infrastructure available for use when needed to perform emergency and daily work assignments. The Department also provides administrative management functions for the TOPAZ Regional Wireless Cooperative (TRWC).



### Budgetary Highlights

The Communications budget includes \$3.6 million in FY 15/16 and \$1.3 million over the next four years for the TOPAZ Voice Radio Network Lifecycle Upgrade project. This project will upgrade the City's existing communications network to ensure reliable radio service for first responders, and includes a resiliency upgrade to ensure continued operation of the network in the event of a catastrophic failure of the network central control equipment.

Due to interference caused by the Sprint/Nextel Integrated Digital Enhanced Network (iDEN), Sprint reached an agreement with the Federal Communications Commission to "re-band" radio users in the 800 MHz band. The City received a settlement payable over two years and has signed a contract with Motorola Solutions to upgrade its system to new radio frequencies. Sprint paid \$1.8 million of this settlement in FY 14/15, which was applied to the TOPAZ Voice Radio Network Lifecycle Upgrade project. The FY 15/16 budget includes the remaining \$564,320 of the settlement which will also be applied to the upgrade contract with Motorola.

Consulting services for the TOPAZ network are included in the current budget, as well as funding for design and specification development for a Fire Hazard Zone Communications (VHF) System. The budget includes \$900,000 for the installation and commissioning of phase one of the VHF system. The remainder of the project is estimated to cost another \$1.4 million and is included in the forecast. The project is part of the capital improvement program and so the budget is reflected in the Project Management Department. The City of Mesa is responsible for about 75% of the cost with the remainder covered by the other members of the TOPAZ joint venture.

As part of the operational reduction effort, the Communications Department's FY 15/16 professional services budget has been reduced by \$110,000. The department does not anticipate any impacts to current projects but timelines for new projects may lengthen.

# Department Operational Plans

## Communications

### Communications Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
COMM-Defect-Free Equipment Repairs and Installations	% Repair/Instals Defect-Free	98.0	99.0	98.0
COMM-Defect-Free Radio Programming Templates	% Templates Defect-Free	90.0	97.0	90.0
COMM-Unscheduled Downtime TOPAZ Network Wide	# Secs TOPAZ Downtime	316	463	316

# Department Operational Plans

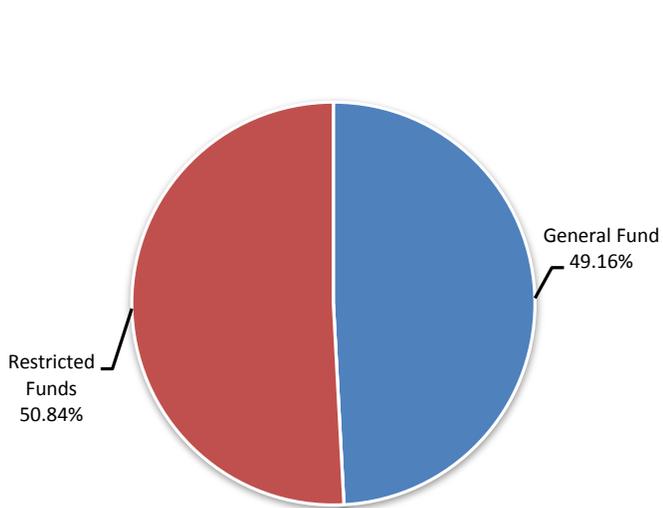
## Communications

### Communications Business Objective

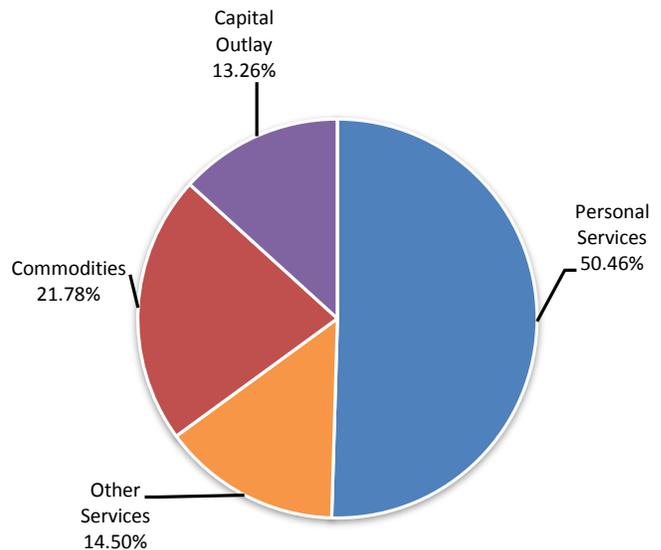
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$15,942	\$3,228,971	\$2,092,436
Enterprise Fund	\$(4,766)	-	-
Restricted Funds	\$1,345,716	\$1,650,030	\$2,163,600
<b>Totals</b>	<b>\$1,356,891</b>	<b>\$4,879,000</b>	<b>\$4,256,036</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		22.0	22.0
Personal Services	\$2,040,275	\$2,092,690	\$2,147,664
Other Services	\$482,991	\$897,510	\$617,152
Commodities	\$826,688	\$888,800	\$926,900
Capital Outlay	\$41,672	\$1,000,000	\$564,320
Offsets and Credits	\$(2,034,734)	-	-
<b>Totals</b>	<b>\$1,356,891</b>	<b>\$4,879,000</b>	<b>\$4,256,036</b>

**Communications**  
**FY 15/16 Operational Funding**  
**\$4,256,036**



**Communications**  
**FY 15/16 Operational Category**  
**\$4,256,036**



# Department Operational Plans

## Communications

### Communications Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Communications	\$2,092,436	-	\$2,163,600	-	-	\$4,256,036
<b>Expenditure Total</b>	<b>\$2,092,436</b>	<b>-</b>	<b>\$2,163,600</b>	<b>-</b>	<b>-</b>	<b>\$4,256,036</b>
<b>Revenue</b>						
Communications	\$50,000	-	-	-	-	\$50,000
<b>Revenue Total</b>	<b>\$50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$50,000</b>
<b>Expenditures Net of Revenues</b>	<b>\$2,042,436</b>	<b>-</b>	<b>\$2,163,600</b>	<b>-</b>	<b>-</b>	<b>\$4,206,036</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$2,092,436	\$50,000	\$2,042,436
<b>Restricted Funds</b>			
TOPAZ Joint Venture Fund	\$2,163,600	-	\$2,163,600
<b>Totals</b>	<b>\$4,256,036</b>	<b>\$50,000</b>	<b>\$4,206,036</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Communications	22.0	\$2,147,664	\$617,152	\$926,900	\$564,320	\$4,256,036
<b>Totals</b>	<b>22.0</b>	<b>\$2,147,664</b>	<b>\$617,152</b>	<b>\$926,900</b>	<b>\$564,320</b>	<b>\$4,256,036</b>

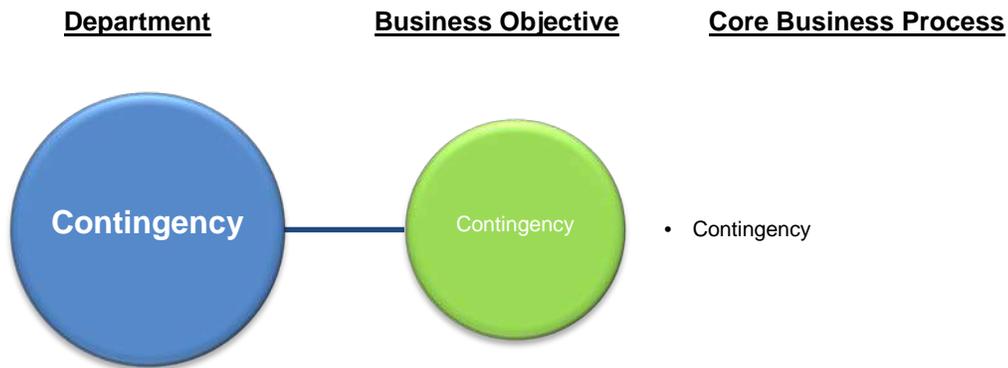
# Department Operational Plans

## Contingency

### Department Description

Each year as a part of the budget process, the City adopts a contingency fund budget. The contingency fund is used to provide spending authority to meet any municipal expense, the necessity or extent of which could not have been foreseen or reasonably evaluated at the time of adopting the annual budget, or from which to provide funding for emergencies or other unexpected events. In addition, unanticipated revenues (e.g., unanticipated grant awards) that may become available during the fiscal year have been included in the contingency fund budget.

In order to request contingency funds, a department must submit a request to the Office of Management and Budget (OMB). OMB reviews the request and forwards it, along with any pertinent analysis, to the City Manager's Office. The City Manager's Office reviews the request and determines whether it meets the priorities and needs of the City.



# Department Operational Plans

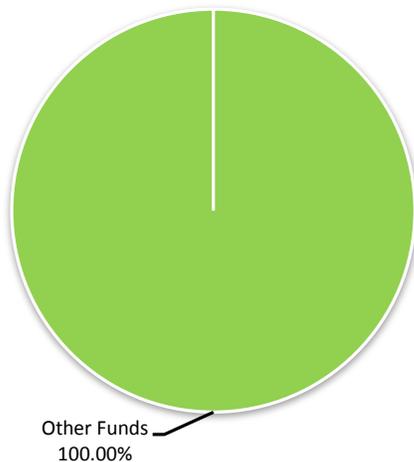
## Contingency

### Contingency Business Objective

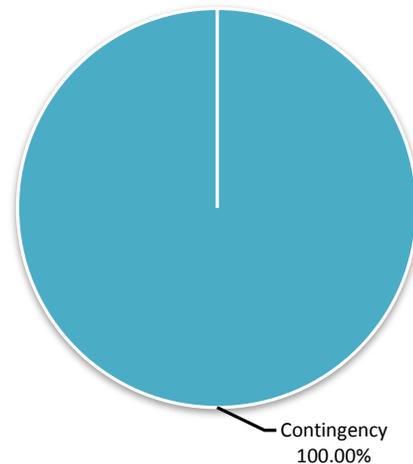
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
Other Funds	-	\$64,501,000	\$71,554,000
<b>Totals</b>	-	<b>\$64,501,000</b>	<b>\$71,554,000</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		-	-
Contingency	-	\$64,501,000	\$71,554,000
<b>Totals</b>	-	<b>\$64,501,000</b>	<b>\$71,554,000</b>

**Contingency**  
**FY 15/16 Operational Funding**  
**\$71,554,000**



**Contingency**  
**FY 15/16 Operational Category**  
**\$71,554,000**



# Department Operational Plans

## Contingency

### Contingency Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Contingency	-	-	-	-	\$71,554,000	\$71,554,000
<b>Expenditure Total</b>	-	-	-	-	<b>\$71,554,000</b>	<b>\$71,554,000</b>
<b>Revenue</b>						
Contingency	-	-	-	-	\$5,000,000	\$5,000,000
<b>Revenue Total</b>	-	-	-	-	<b>\$5,000,000</b>	<b>\$5,000,000</b>
<b>Expenditures Net of Revenues</b>	-	-	-	-	<b>\$66,554,000</b>	<b>\$66,554,000</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>Other Funds</b>			
Contingency	\$71,554,000	\$5,000,000	\$66,554,000
<b>Totals</b>	<b>\$71,554,000</b>	<b>\$5,000,000</b>	<b>\$66,554,000</b>

FY 15/16 Operational Budget By Core Business Process and Category							
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	Other	FY 15/16 Budget
Contingency	0.0	-	-	-	-	\$71,554,000	\$71,554,000
<b>Totals</b>	<b>0.0</b>	-	-	-	-	<b>\$71,554,000</b>	<b>\$71,554,000</b>

# Department Operational Plans

## Development and Sustainability

### Department Description

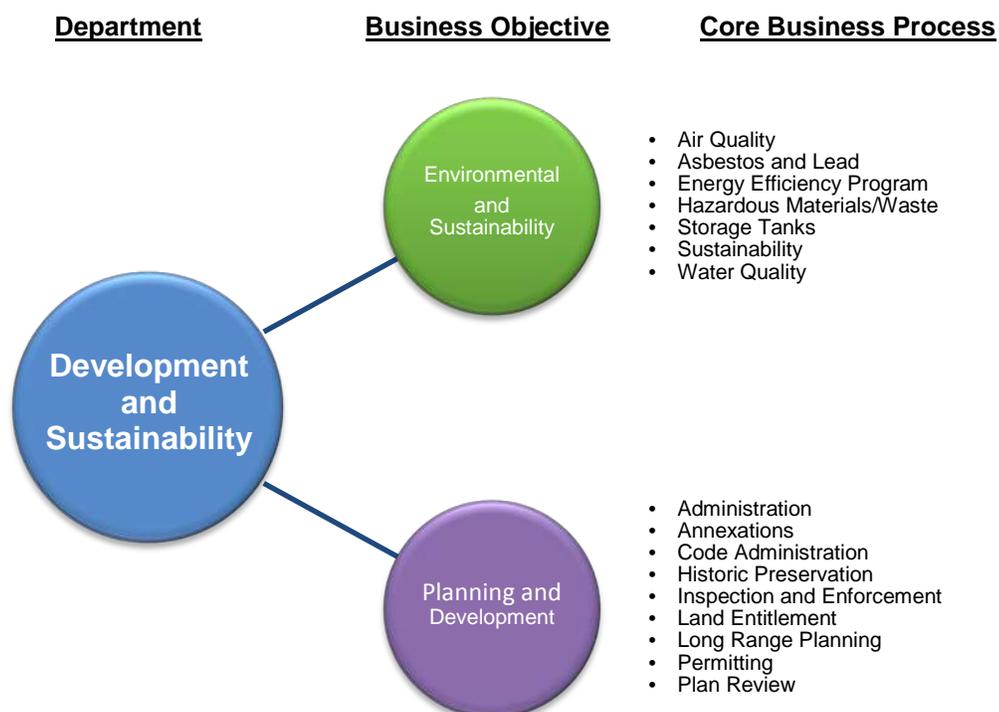
The Development and Sustainability Department is made up of four units: Environmental and Sustainability, Planning, Development Services and Inspection Service and Code Compliance.

**Environmental and Sustainability:** Environmental and Sustainability ensures that residents of the City of Mesa are provided with a clean, safe and environmentally sound community. It also promotes energy and water conservation programs for City operations, sustainable development practices for both City and private projects including the use of renewable resources, and work with numerous other City departments to insure compliance with environmental regulations.

**Planning:** Planning works with elected officials, appointed boards, and citizens to develop long range plans (General Plan and sub-area plans) for the growth and development of the community consistent with Council strategic initiatives and visions for a more complete, vibrant and dynamic community. Planning also manages entitlement processes for specific development projects including annexations, design review, rezoning, site plans, platting, variances and appeals to entitlement standards, and staff's the City's Historic Preservation Office.

**Development Services:** Development Services serves as a central point of contact with various other departments to insure that City development standards for new and existing projects are maintained, conducts construction document review and building permit issuance.

**Inspection Service and Code Compliance:** Inspection Service inspects new and existing buildings and appurtenances in the process of construction to ensure compliance with building, electrical, plumbing, mechanical, fire and zoning codes. Code Compliance works with property owners to safeguard against potential hazards; reduce occurrences of blight; mitigate potential loss of property value due to poor maintenance of lots, buildings and property; and promote attractive neighborhoods.



# Department Operational Plans

## Development and Sustainability

### Budgetary Highlights

The FY 15/16 budget for Development and Sustainability is less than the adopted FY 14/15 due to one-time funding received in FY 14/15 and reductions in FY 15/16 as part of the citywide reduction effort. In FY 14/15, significant one-time funding included \$441,000 for EPA Brownfields grants. The approved FY 14/15 budget also included a \$400,000 grant from Maricopa County for the fire station 215 Solar Project, however, the city did not receive this grant and the project was not completed. The FY 14/15 budget also included \$100,000 of SRP Rebates, whereas the FY 15/16 budget includes \$25,000 in SRP Rebates. Various other FY 14/15 one-time funding and carry overs totaled approximately \$249,000.

As part of the citywide reduction effort, the Development and Sustainability FY 15/16 budget was reduced for temporary services, an Administrative Support Assistant II position was eliminated, and funding for a Utility Conservation Specialist position was reallocated to the Environmental Fee Fund. The FY 15/16 budget also includes support and coordination for the City Council initiatives of economic development and transformation of the downtown area through the addition of a Downtown Development Project Manager position.

The FY 15/16 budget continues the project to replace the aging permitting system. The existing permitting system is obsolete and is minimally supported by the vendor. Replacing the system will result in savings to the City and to the development community by reducing printing costs and increasing productivity of professionals responsible for preparing, submitting, and correcting development plans. The system is funded through the technology fee which is charged on each permit and is restricted for use on technology maintenance and improvements.

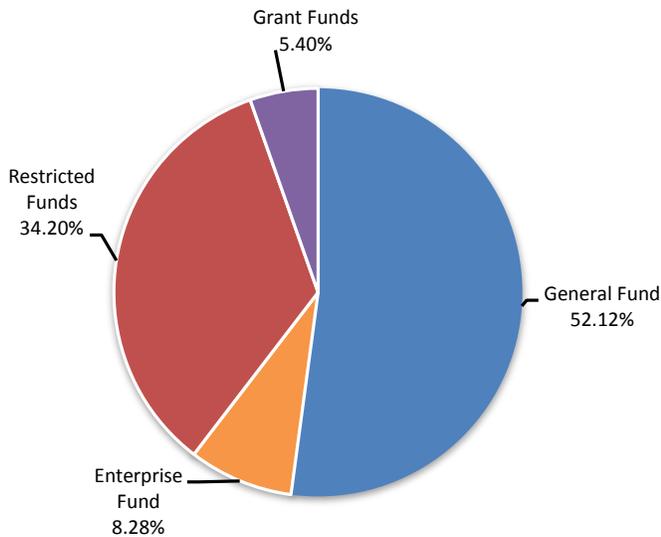
# Department Operational Plans

## Development and Sustainability

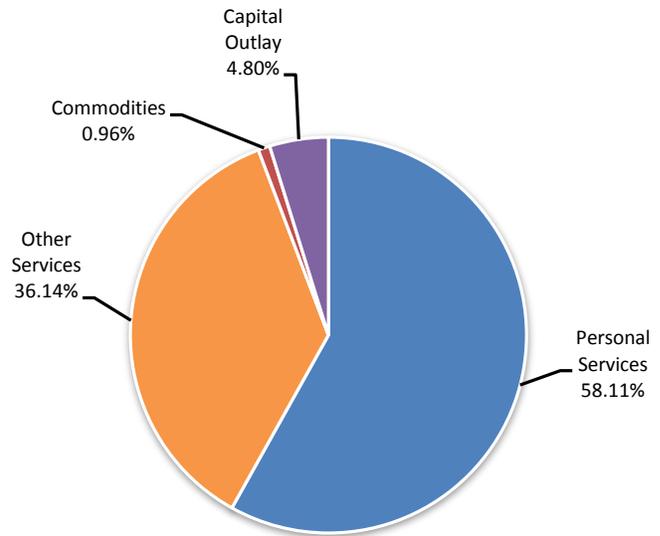
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$5,414,909	\$5,722,673	\$6,235,085
Enterprise Fund	\$737,537	\$774,545	\$990,584
Restricted Funds	\$1,657,716	\$4,257,667	\$4,090,768
Grant Funds	\$282,058	\$1,018,370	\$645,483
<b>Totals</b>	<b>\$8,092,220</b>	<b>\$11,773,254</b>	<b>\$11,961,920</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		73.5	74.5
Personal Services	\$5,813,388	\$6,613,833	\$6,950,477
Other Services	\$2,162,749	\$3,018,372	\$4,322,740
Commodities	\$114,712	\$122,649	\$114,859
Capital Outlay	\$1,372	\$2,018,400	\$573,844
<b>Totals</b>	<b>\$8,092,220</b>	<b>\$11,773,254</b>	<b>\$11,961,920</b>

**Development and Sustainability**  
**FY 15/16 Operational Funding**  
**\$11,961,920**



**Development and Sustainability**  
**FY 15/16 Operational Category**  
**\$11,961,920**



# Department Operational Plans

## Development and Sustainability

FY 15/16 Operational Budget by Business Objective and Funding Source						
Business Objective	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Environmental and Sustainability	\$450,000	\$845,011	\$1,943,372	\$489,220	-	\$3,727,603
Planning and Development	\$5,785,085	\$145,573	\$2,147,396	\$156,263	-	\$8,234,317
<b>Expenditure Total</b>	<b>\$6,235,085</b>	<b>\$990,584</b>	<b>\$4,090,768</b>	<b>\$645,483</b>	<b>-</b>	<b>\$11,961,920</b>
<b>Revenue</b>						
Environmental and Sustainability	-	\$157,500	\$25,000	\$489,220	-	\$671,720
Planning and Development	\$8,941,460	-	\$358,164	\$2,500	-	\$9,302,124
<b>Revenue Total</b>	<b>\$8,941,460</b>	<b>\$157,500</b>	<b>\$383,164</b>	<b>\$491,720</b>	<b>-</b>	<b>\$9,973,844</b>
<b>Expenditures Net of Revenues</b>	<b>\$(2,706,375)</b>	<b>\$833,084</b>	<b>\$3,707,604</b>	<b>\$153,763</b>	<b>-</b>	<b>\$1,988,076</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$6,235,085	\$8,941,460	\$(2,706,375)
<b>Enterprise Fund</b>			
Enterprise Fund	\$990,584	\$157,500	\$833,084
<b>Restricted Funds</b>			
Environmental Compliance Fee	\$2,012,496	-	\$2,012,496
Local Streets Sales Tax	\$218,971	-	\$218,971
Special Programs Fund	\$1,859,301	\$383,164	\$1,476,137
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$491,720	\$491,720	-
Community Development Block Grant	\$153,763	-	\$153,763
<b>Totals</b>	<b>\$11,961,920</b>	<b>\$9,973,844</b>	<b>\$1,988,076</b>

FY 15/16 Operational Budget By Business Objective and Category						
Business Objective	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Environmental and Sustainability	11.8	\$1,087,781	\$2,564,412	\$73,350	\$2,060	\$3,727,603
Planning and Development	62.7	\$5,862,696	\$1,758,328	\$41,509	\$571,784	\$8,234,317
<b>Totals</b>	<b>74.5</b>	<b>\$6,950,477</b>	<b>\$4,322,740</b>	<b>\$114,859</b>	<b>\$573,844</b>	<b>\$11,961,920</b>

# Department Operational Plans

## Development and Sustainability

### Environmental and Sustainability Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Energy Conservation kWh saved through energy conservation measures	# kWh Saved	3,000,000	4,156	3,000,000
Household Hazardous Waste Number of gallons of household hazardous waste collected at the Household Hazardous Waste events.	# Gal HHW	13,500	63,508	13,500
Renewable Energy KWh generated from renewable energy sources	# kWh Generated Renewal	126,000	2,115,901	126,000
Environmental Notices of Violation Number of Notices of Violation for permits issued to the City of Mesa and managed by Environmental Programs.	# Notices of Violation	0	0	0
Public Outreach Number of customer contacts via outreach materials, seminars, events and websites.	# Cust Contacts Outreach	1,500	203,782	1,500

# Department Operational Plans

## Development and Sustainability

### Environmental and Sustainability Business Objective

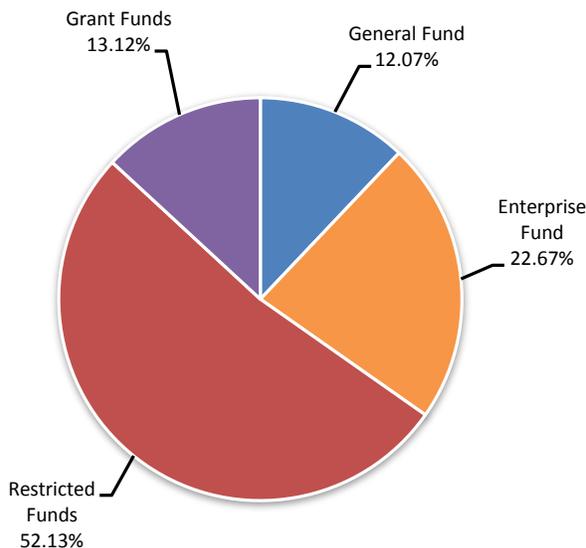
#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$76,223	\$85,558	\$450,000
Enterprise Fund	\$602,995	\$635,503	\$845,011
Restricted Funds	\$1,339,480	\$1,954,598	\$1,943,372
Grant Funds	\$115,740	\$878,606	\$489,220
<b>Totals</b>	<b>\$2,134,437</b>	<b>\$3,554,265</b>	<b>\$3,727,603</b>

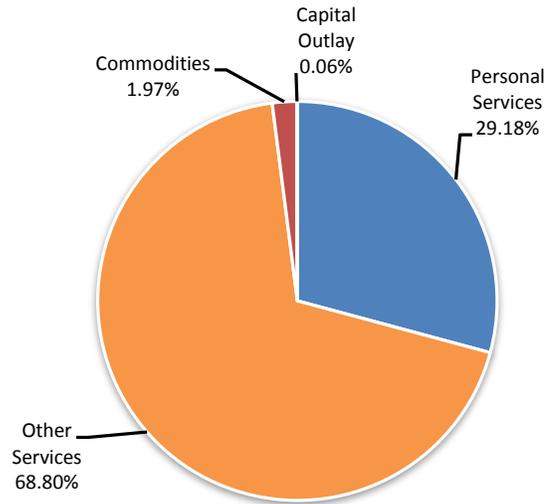
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		11.8	11.8
Personal Services	\$990,296	\$1,075,738	\$1,087,781
Other Services	\$1,105,314	\$2,396,527	\$2,564,412
Commodities	\$38,539	\$74,000	\$73,350
Capital Outlay	\$289	\$8,000	\$2,060
<b>Totals</b>	<b>\$2,134,437</b>	<b>\$3,554,265</b>	<b>\$3,727,603</b>

**Environmental and Sustainability  
FY 15/16 Operational Funding  
\$3,727,603**



**Environmental and Sustainability  
FY 15/16 Operational Category  
\$3,727,603**



# Department Operational Plans

## Development and Sustainability

### Environmental and Sustainability Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Air Quality	-	-	\$323,172	-	-	\$323,172
Asbestos and Lead	-	-	\$175,723	-	-	\$175,723
Hazardous Materials Waste	-	\$416,311	\$182,151	-	-	\$598,462
Storage Tanks	-	-	\$458,242	-	-	\$458,242
Sustainability	\$450,000	\$428,700	\$535,607	\$489,220	-	\$1,903,527
Water Quality	-	-	\$268,477	-	-	\$268,477
<b>Expenditure Total</b>	<b>\$450,000</b>	<b>\$845,011</b>	<b>\$1,943,372</b>	<b>\$489,220</b>	<b>-</b>	<b>\$3,727,603</b>
<b>Revenue</b>						
Sustainability	-	\$157,500	\$25,000	\$489,220	-	\$671,720
<b>Revenue Total</b>	<b>-</b>	<b>\$157,500</b>	<b>\$25,000</b>	<b>\$489,220</b>	<b>-</b>	<b>\$671,720</b>
<b>Expenditures Net of Revenues</b>	<b>\$450,000</b>	<b>\$687,511</b>	<b>\$1,918,372</b>	<b>-</b>	<b>-</b>	<b>\$3,055,883</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$450,000	-	\$450,000
<b>Enterprise Fund</b>			
Enterprise Fund	\$845,011	\$157,500	\$687,511
<b>Restricted Funds</b>			
Environmental Compliance Fee	\$1,918,372	-	\$1,918,372
Special Programs Fund	\$25,000	\$25,000	-
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$489,220	\$489,220	-
<b>Totals</b>	<b>\$3,727,603</b>	<b>\$671,720</b>	<b>\$3,055,883</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Air Quality	1.3	\$111,782	\$199,755	\$11,635	-	\$323,172
Asbestos and Lead	0.5	\$63,623	\$112,100	-	-	\$175,723
Hazardous Materials Waste	1.0	\$99,938	\$474,107	\$24,417	-	\$598,462
Storage Tanks	0.4	\$48,242	\$410,000	-	-	\$458,242
Sustainability	6.3	\$563,038	\$1,317,131	\$21,298	\$2,060	\$1,903,527
Water Quality	2.3	\$201,158	\$51,319	\$16,000	-	\$268,477
<b>Totals</b>	<b>11.8</b>	<b>\$1,087,781</b>	<b>\$2,564,412</b>	<b>\$73,350</b>	<b>\$2,060</b>	<b>\$3,727,603</b>

# Department Operational Plans

## Development and Sustainability

### Planning and Development Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Dev & Sustain Building Inspections Rolled-Over Number of building inspections that are "rolled over" to the next business day each month.	% bldg inspection rollovers	2.0	0.0	2.0
Active Work Items per Planner Target established based on historic data on acceptable workloads.	# of active work items/planner	18.0	9.6	18.0
Turn-Around Time for Large Residential Plan Reviews Target is based on historical data	TAT Large res plan rev	10.0	8.5	10.0
Code Case Voluntary Compliance Percentage of Code compliance cases resolved through voluntary compliance.	% vol. compliance	80.0	78.5	80.0

# Department Operational Plans

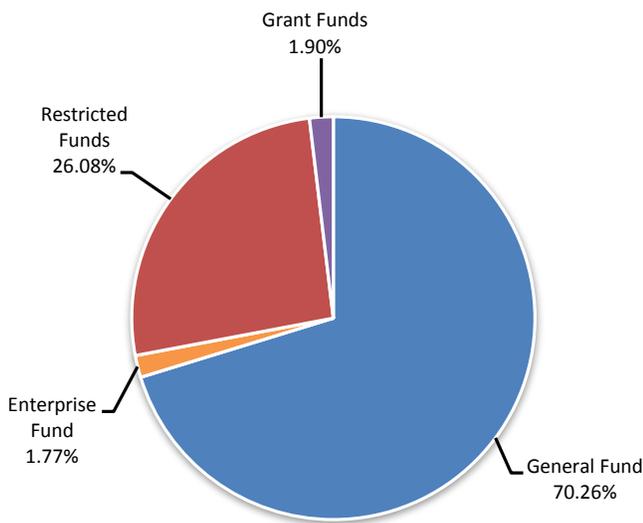
## Development and Sustainability

### Planning and Development Business Objective

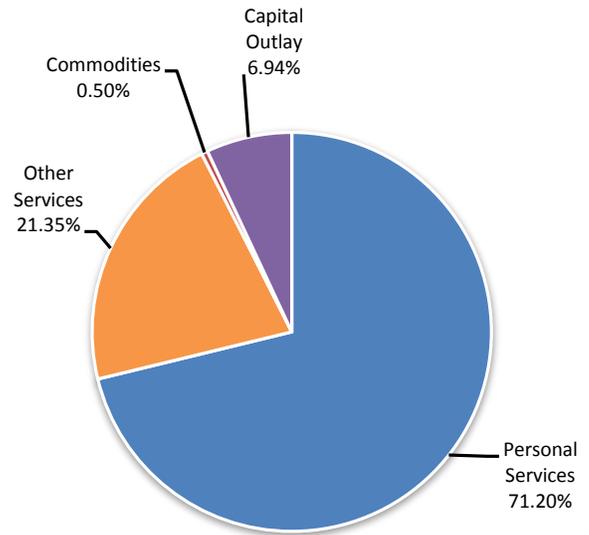
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$5,338,686	\$5,637,115	\$5,785,085
Enterprise Fund	\$134,542	\$139,042	\$145,573
Restricted Funds	\$318,236	\$2,303,069	\$2,147,396
Grant Funds	\$166,318	\$139,764	\$156,263
<b>Totals</b>	<b>\$5,957,783</b>	<b>\$8,218,989</b>	<b>\$8,234,317</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		61.7	62.7
Personal Services	\$4,823,092	\$5,538,095	\$5,862,696
Other Services	\$1,057,435	\$621,845	\$1,758,328
Commodities	\$76,173	\$48,649	\$41,509
Capital Outlay	\$1,083	\$2,010,400	\$571,784
<b>Totals</b>	<b>\$5,957,783</b>	<b>\$8,218,989</b>	<b>\$8,234,317</b>

**Planning and Development  
FY 15/16 Operational Funding  
\$8,234,317**



**Planning and Development  
FY 15/16 Operational Category  
\$8,234,317**



# Department Operational Plans

## Development and Sustainability

### Planning and Development Business Objective

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Administration	\$807,050	-	\$94,124	-	-	\$901,174
Annexation	\$44,794	-	\$44,869	-	-	\$89,663
Code Administration	\$110,336	-	-	-	-	\$110,336
Historic Preservation	\$29,650	-	-	\$2,500	-	\$32,150
Inspection and Enforcement	\$1,722,437	-	\$75,469	\$153,763	-	\$1,951,669
Land Entitlement	\$1,145,765	-	-	-	-	\$1,145,765
Long Range Planning	\$180,793	-	-	-	-	\$180,793
Permitting	\$640,707	\$2,983	\$1,831,848	-	-	\$2,475,538
Plan Review	\$1,103,553	\$142,590	\$101,086	-	-	\$1,347,229
<b>Expenditure Total</b>	<b>\$5,785,085</b>	<b>\$145,573</b>	<b>\$2,147,396</b>	<b>\$156,263</b>	<b>-</b>	<b>\$8,234,317</b>
<b>Revenue</b>						
Administration	\$921,426	-	-	-	-	\$921,426
Annexation	\$5,459	-	-	-	-	\$5,459
Historic Preservation	-	-	-	\$2,500	-	\$2,500
Inspection and Enforcement	\$83,000	-	-	-	-	\$83,000
Permitting	\$7,931,575	-	\$358,164	-	-	\$8,289,739
<b>Revenue Total</b>	<b>\$8,941,460</b>	<b>-</b>	<b>\$358,164</b>	<b>\$2,500</b>	<b>-</b>	<b>\$9,302,124</b>
<b>Expenditures Net of Revenues</b>	<b>\$(3,156,375)</b>	<b>\$145,573</b>	<b>\$1,789,232</b>	<b>\$153,763</b>	<b>-</b>	<b>\$(1,067,807)</b>

### FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$5,785,085	\$8,941,460	\$(3,156,375)
<b>Enterprise Fund</b>			
Enterprise Fund	\$145,573	-	\$145,573
<b>Restricted Funds</b>			
Environmental Compliance Fee	\$94,124	-	\$94,124
Local Streets Sales Tax	\$218,971	-	\$218,971
Special Programs Fund	\$1,834,301	\$358,164	\$1,476,137
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$2,500	\$2,500	-
Community Development Block Grant	\$153,763	-	\$153,763
<b>Totals</b>	<b>\$8,234,317</b>	<b>\$9,302,124</b>	<b>\$(1,067,807)</b>

### FY 15/16 Operational Budget By Core Business Process and Category

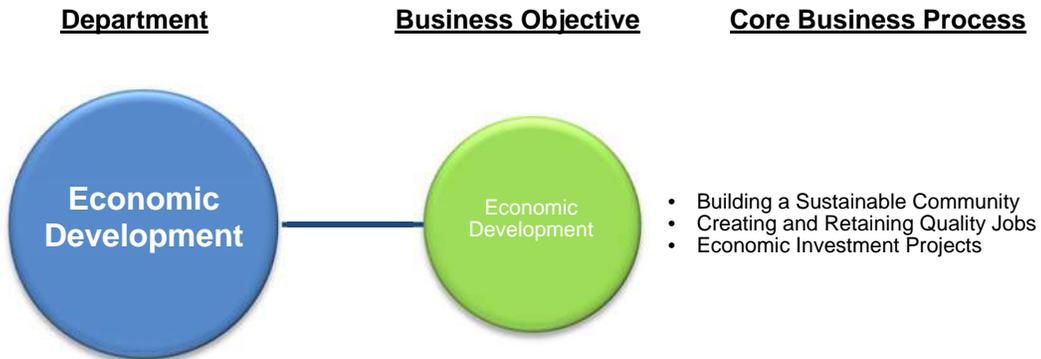
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Administration	7.0	\$730,368	\$157,552	\$13,254	-	\$901,174
Annexation	0.9	\$89,663	-	-	-	\$89,663
Code Administration	0.8	\$104,136	\$6,200	-	-	\$110,336
Historic Preservation	0.2	\$28,150	\$4,000	-	-	\$32,150
Inspection and Enforcement	20.0	\$1,694,752	\$238,264	\$18,653	-	\$1,951,669
Land Entitlement	11.4	\$1,140,465	\$4,800	\$500	-	\$1,145,765
Long Range Planning	1.4	\$180,793	-	-	-	\$180,793
Permitting	8.8	\$631,603	\$1,265,281	\$6,870	\$571,784	\$2,475,538
Plan Review	12.4	\$1,262,766	\$82,231	\$2,232	-	\$1,347,229
<b>Totals</b>	<b>62.7</b>	<b>\$5,862,696</b>	<b>\$1,758,328</b>	<b>\$41,509</b>	<b>\$571,784</b>	<b>\$8,234,317</b>

# Department Operational Plans

## Economic Development

### Department Description

The Economic Development Department directs programs to attract and retain businesses that create quality jobs, increase the tax base, improve land values and enhance city vitality. The department coordinates with both internal and external partners to preserve a business-friendly climate and enhance the quality of life for the residents of Mesa.



### Budgetary Highlights

The FY 15/16 proposed budget includes the purchase of the AZ Labs property from the United States Air Force Research Laboratory (USAFRL). The purchase and payment is expected early FY 15/16 for about \$300,000.

The budget includes a \$10,000 increase emphasizing marketing in economic development areas within the City. The increase was offset with reductions in various budget line items like training, travel, consulting, and other professional services. Also included is the allocation of 50% of one Economic Development Project Manager to the Falcon Field Fund for work to be completed on the Falcon Field Development Area project.

# Department Operational Plans

## Economic Development

### Economic Development Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Capital Investment - Announced This quarterly PM Object measures the amount (\$'s) in capital investment announced for new and existing companies.	\$ Capital Invested	225,000,000	1,691,362,854	250,000,000
New or Renovated Commercial SF - Announced This quarterly PM Object measures the amount of new or renovated sq ft announced for new and existing companies.	# New or Renovated sq ft	300,000	2,246,723	350,000
Announced New and Retained Jobs This quarterly PM Object measures the number of jobs announced for new and existing companies.	# jobs(anncd/retn)	1,200	2,403	1,400
Average Annual wage of new jobs announced and jobs retained This quarterly PM Object measures the average wage of jobs announced for new and existing companies.	Avg Wage of jobs(anncd/retn)	48,724	51,260	48,724
New Companies Announced and Retained This quarterly PM Object measures the number of new and existing companies who announce locating or staying within the City.	#companies (anncd/ret) in Mes:	18	37	20

# Department Operational Plans

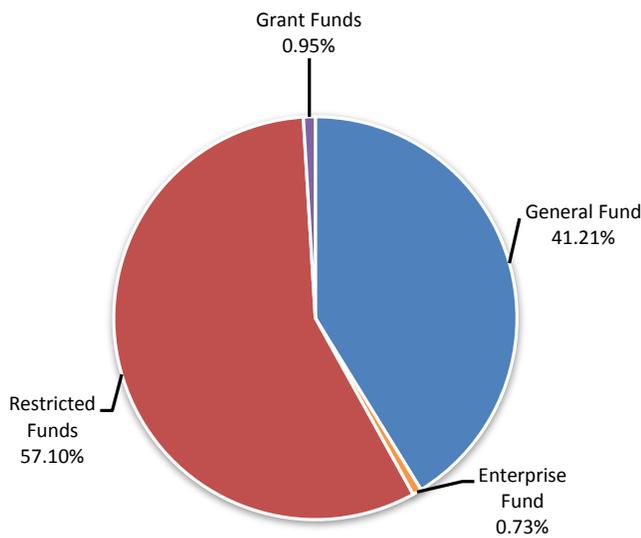
## Economic Development

### Economic Development Business Objective

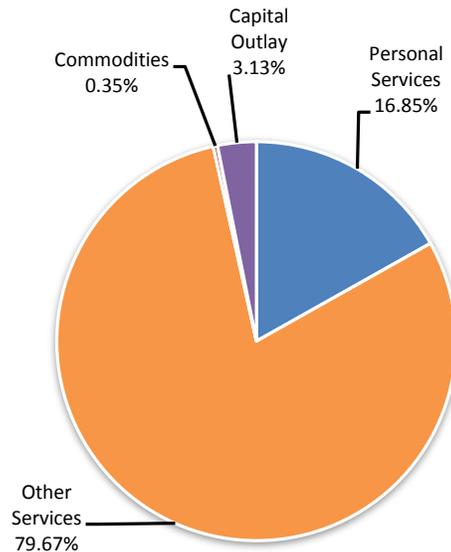
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$4,278,889	\$3,876,486	\$3,935,116
Enterprise Fund	\$2,521,072	\$4,843,149	\$70,000
Restricted Funds	\$425	\$366,467	\$5,451,964
Grant Funds	\$6,024	\$134,198	\$91,000
<b>Totals</b>	<b>\$6,806,409</b>	<b>\$9,220,300</b>	<b>\$9,548,080</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		14.0	14.0
Personal Services	\$1,383,206	\$1,506,517	\$1,608,680
Other Services	\$5,383,050	\$7,376,783	\$7,607,320
Commodities	\$31,074	\$37,000	\$33,000
Capital Outlay	\$9,080	\$300,000	\$299,080
<b>Totals</b>	<b>\$6,806,409</b>	<b>\$9,220,300</b>	<b>\$9,548,080</b>

**Economic Development  
FY 15/16 Operational Funding  
\$9,548,080**



**Economic Development  
FY 15/16 Operational Category  
\$9,548,080**



# Department Operational Plans

## Economic Development

### Economic Development Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Building a Sustainable Community	\$1,188,823	-	\$366,467	-	-	\$1,555,290
Creating and Retaining Quality Jobs	\$2,746,293	-	\$1,756,550	-	-	\$4,502,843
Economic Investment Projects	-	\$70,000	\$3,328,947	\$91,000	-	\$3,489,947
<b>Expenditure Total</b>	<b>\$3,935,116</b>	<b>\$70,000</b>	<b>\$5,451,964</b>	<b>\$91,000</b>	<b>-</b>	<b>\$9,548,080</b>
<b>Revenue</b>						
Building a Sustainable Community	\$5,000	-	\$398,455	-	-	\$403,455
Creating and Retaining Quality Jobs	-	-	\$1,700,000	-	-	\$1,700,000
Economic Investment Projects	-	-	\$1,068,904	\$91,000	-	\$1,159,904
<b>Revenue Total</b>	<b>\$5,000</b>	<b>-</b>	<b>\$3,167,359</b>	<b>\$91,000</b>	<b>-</b>	<b>\$3,263,359</b>
<b>Expenditures Net of Revenues</b>	<b>\$3,930,116</b>	<b>\$70,000</b>	<b>\$2,284,605</b>	<b>-</b>	<b>-</b>	<b>\$6,284,721</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$3,935,116	\$5,000	\$3,930,116
<b>Enterprise Fund</b>			
Enterprise Fund	\$70,000	-	\$70,000
<b>Restricted Funds</b>			
Economic Investment Fund	\$5,028,947	\$2,768,904	\$2,260,043
Falcon Field Airport	\$56,550	-	\$56,550
Special Programs Fund	\$366,467	\$398,455	\$(31,988)
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$91,000	\$91,000	-
<b>Totals</b>	<b>\$9,548,080</b>	<b>\$3,263,359</b>	<b>\$6,284,721</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Building a Sustainable Community	6.8	\$747,488	\$791,802	\$16,000	-	\$1,555,290
Creating and Retaining Quality Jobs	6.4	\$754,243	\$3,743,600	\$5,000	-	\$4,502,843
Economic Investment Projects	0.8	\$106,949	\$3,071,918	\$12,000	\$299,080	\$3,489,947
<b>Totals</b>	<b>14.0</b>	<b>\$1,608,680</b>	<b>\$7,607,320</b>	<b>\$33,000</b>	<b>\$299,080</b>	<b>\$9,548,080</b>

# Department Operational Plans

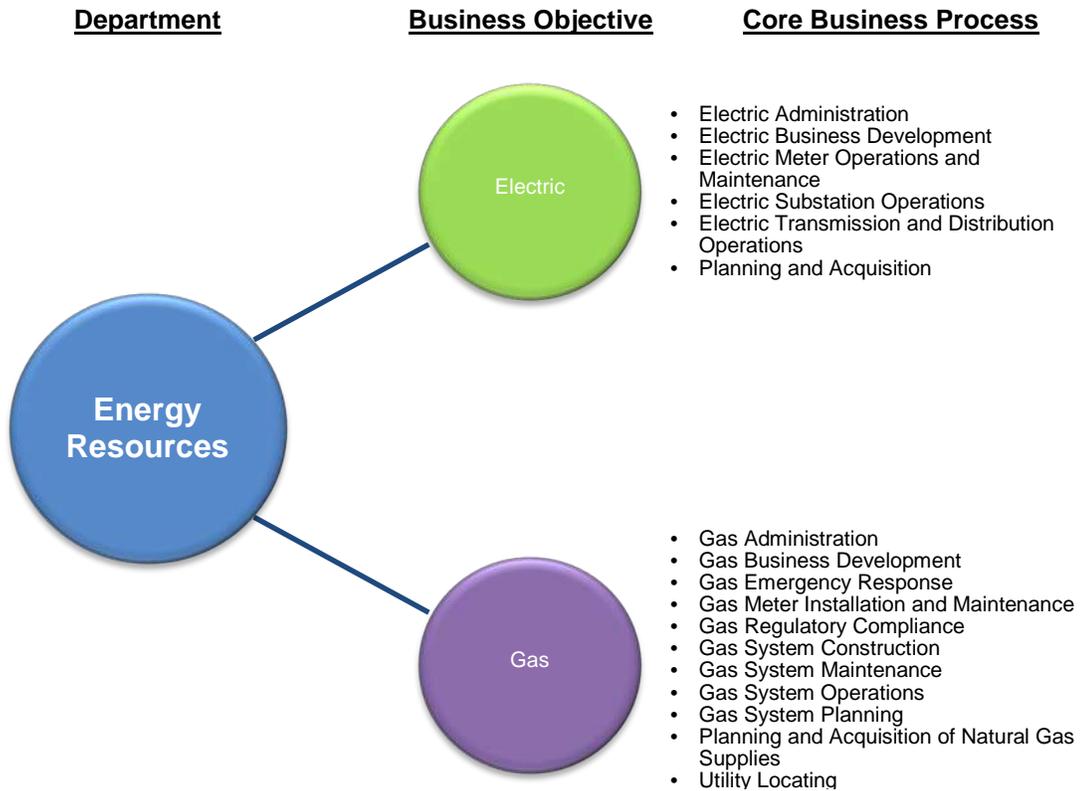
## Energy Resources

### Department Description

The Energy Resources Department consists of two utility units: Electric and Gas.

**Electric:** Electric utility service is provided to approximately 16,000 residential and commercial customers located within approximately 5.5 square-miles centered about and including Mesa's downtown area.

**Gas:** Natural gas service is provided to more than 57,000 homes and businesses within the City service area of approximately 90 square miles located in the City limits; and the Magma service area, a 236 square-mile certificated system located southeast of the City in Pinal County, Arizona.



# Department Operational Plans

## Energy Resources

### **Budgetary Highlights**

Electric and Natural Gas customer growth is forecasted to be modest. The Department's personal services budget has been reduced by over \$600,000 by eliminating eight vacant positions, four in each area. Other reductions for FY 15/16 include various areas such as overtime and vehicle costs. Included in the budget is \$60,000 towards business development and retention of downtown Mesa and \$75,000 to continue solar incentives.

The commodity cost for Gas (PNGCAF – Purchased Natural Gas Cost Adjustment Factor) is budgeted at about \$300,000 less than FY 14/15 at \$14.5 million. The legal fees related to the purchase of natural gas have been allocated to and will be recovered from the pass-through fee. The commodity cost for Electric (EECAF – Electric Energy Cost Adjustment Factor) is budgeted at just over \$200,000 less than FY 14/15 at \$14.9 million.

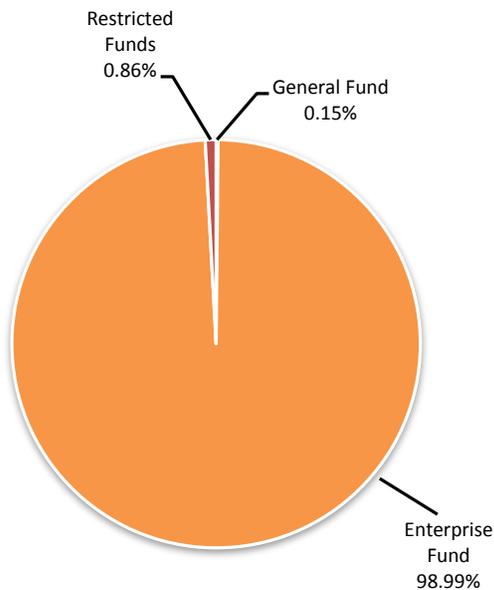
# Department Operational Plans

## Energy Resources

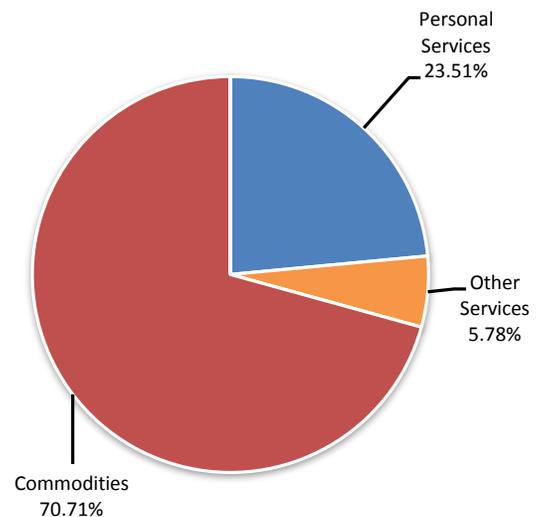
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$75,895	\$66,985	\$66,228
Enterprise Fund	\$42,540,270	\$43,175,456	\$42,453,637
Restricted Funds	\$367,363	\$595,861	\$366,715
<b>Totals</b>	<b>\$42,983,528</b>	<b>\$43,838,302</b>	<b>\$42,886,580</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		99.1	96.6
Personal Services	\$9,946,966	\$9,881,693	\$10,081,618
Other Services	\$2,230,864	\$2,754,191	\$2,477,529
Commodities	\$30,368,014	\$30,900,256	\$30,326,973
Capital Outlay	\$438,912	\$302,162	\$460
Offsets and Credits	\$(1,229)	-	-
<b>Totals</b>	<b>\$42,983,528</b>	<b>\$43,838,302</b>	<b>\$42,886,580</b>

**Energy Resources**  
**FY 15/16 Operational Funding**  
**\$42,886,580**



**Energy Resources**  
**FY 15/16 Operational Category**  
**\$42,886,580**



# Department Operational Plans

## Energy Resources

FY 15/16 Operational Budget by Business Objective and Funding Source						
Business Objective	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Electric	-	\$19,669,251	-	-	-	\$19,669,251
Gas	\$66,228	\$22,784,386	\$366,715	-	-	\$23,217,329
<b>Expenditure Total</b>	<b>\$66,228</b>	<b>\$42,453,637</b>	<b>\$366,715</b>	-	-	<b>\$42,886,580</b>
<b>Revenue</b>						
Electric	-	\$75,500	-	-	-	\$75,500
Gas	-	\$124,685	-	-	-	\$124,685
<b>Revenue Total</b>	-	<b>\$200,185</b>	-	-	-	<b>\$200,185</b>
<b>Expenditures Net of Revenues</b>	<b>\$66,228</b>	<b>\$42,253,452</b>	<b>\$366,715</b>	-	-	<b>\$42,686,395</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$66,228	-	\$66,228
<b>Enterprise Fund</b>			
Enterprise Fund	\$42,453,177	\$200,185	\$42,252,992
Capital - Enterprise	\$460	-	\$460
<b>Restricted Funds</b>			
Local Streets Sales Tax	\$366,715	-	\$366,715
<b>Totals</b>	<b>\$42,886,580</b>	<b>\$200,185</b>	<b>\$42,686,395</b>

FY 15/16 Operational Budget By Business Objective and Category						
Business Objective	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Electric	23.6	\$2,992,522	\$1,335,547	\$15,340,952	\$230	\$19,669,251
Gas	73.0	\$7,089,096	\$1,141,982	\$14,986,021	\$230	\$23,217,329
<b>Totals</b>	<b>96.6</b>	<b>\$10,081,618</b>	<b>\$2,477,529</b>	<b>\$30,326,973</b>	<b>\$460</b>	<b>\$42,886,580</b>

# Department Operational Plans

## Energy Resources

### Electric Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Lost Time Accidents - Electric	Elec # of accidents	0	0	0
The NFY target is the same as the CFY target. The benchmark represents past performance by ERD. The target and benchmark are the same.				
Distribution Outages	# distribution outages	114.0	5.3	114.0
The monthly targets were derived from benchmark reliability data from public power entities in APPA's Region 6 - Nevada, Arizona and California. The Target and benchmark are the same. The NFY target is the same as the current fiscal year target. The benchmark is based on APPA's "Evaluation of Data Submitted in APPA 2003 Distribution System Reliability and Operations Survey June 2004."				

# Department Operational Plans

## Energy Resources

### Electric Business Objective

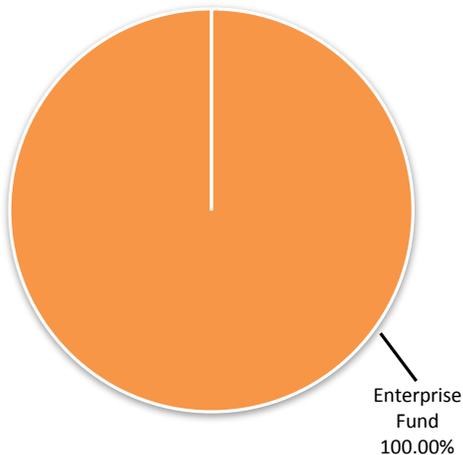
#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
Enterprise Fund	\$19,958,609	\$20,118,035	\$19,669,251
Restricted Funds	-	\$283,000	-
<b>Totals</b>	<b>\$19,958,609</b>	<b>\$20,401,035</b>	<b>\$19,669,251</b>

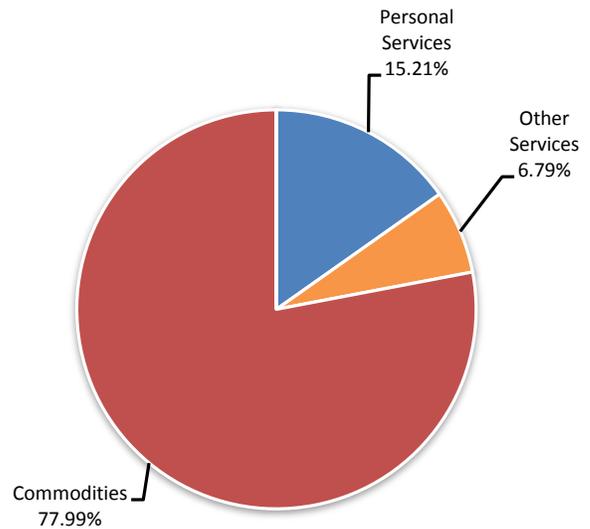
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		25.4	23.6
Personal Services	\$3,169,741	\$3,020,883	\$2,992,522
Other Services	\$885,958	\$1,473,167	\$1,335,547
Commodities	\$15,497,873	\$15,614,404	\$15,340,952
Capital Outlay	\$406,265	\$292,581	\$230
Offsets and Credits	\$(1,229)	-	-
<b>Totals</b>	<b>\$19,958,609</b>	<b>\$20,401,035</b>	<b>\$19,669,251</b>

**Electric**  
**FY 15/16 Operational Funding**  
**\$19,669,251**



**Electric**  
**FY 15/16 Operational Category**  
**\$19,669,251**



# Department Operational Plans

## Energy Resources

### Electric Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Electric Business Development	-	\$306,760	-	-	-	\$306,760
Electric Meter Operations and Maintenance	-	\$320,212	-	-	-	\$320,212
Electric Substation Operations	-	\$841,914	-	-	-	\$841,914
Electric Transmission and Distribution Operations	-	\$3,121,738	-	-	-	\$3,121,738
Planning and Acquisition	-	\$15,078,627	-	-	-	\$15,078,627
<b>Expenditure Total</b>	-	<b>\$19,669,251</b>	-	-	-	<b>\$19,669,251</b>
<b>Revenue</b>						
Electric Transmission and Distribution Operations	-	\$75,500	-	-	-	\$75,500
<b>Revenue Total</b>	-	<b>\$75,500</b>	-	-	-	<b>\$75,500</b>
<b>Expenditures Net of Revenues</b>	-	<b>\$19,593,751</b>	-	-	-	<b>\$19,593,751</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>Enterprise Fund</b>			
Enterprise Fund	\$19,669,021	\$75,500	\$19,593,521
Capital - Enterprise	\$230	-	\$230
<b>Totals</b>	<b>\$19,669,251</b>	<b>\$75,500</b>	<b>\$19,593,751</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Electric Business Development	1.6	\$168,660	\$135,100	\$3,000	-	\$306,760
Electric Meter Operations and Maintenance	2.2	\$244,702	\$52,510	\$23,000	-	\$320,212
Electric Substation Operations	4.7	\$585,159	\$230,930	\$25,825	-	\$841,914
Electric Transmission and Distribution Operations	14.2	\$1,862,015	\$912,007	\$347,486	\$230	\$3,121,738
Planning and Acquisition	0.9	\$131,986	\$5,000	\$14,941,641	-	\$15,078,627
<b>Totals</b>	<b>23.6</b>	<b>\$2,992,522</b>	<b>\$1,335,547</b>	<b>\$15,340,952</b>	<b>\$230</b>	<b>\$19,669,251</b>

# Department Operational Plans

## Energy Resources

### Gas Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Gas Emergency Response Time in Mesa The target is based on emergency calls that exceed the 30 minute response time. No more than 10% of the total calls for each month should exceed the 30 minute response time target.	% emerg calls > 30 min Mesa	10.00	1.47	10.00
Accuracy of Utility Locates The NFY target is the same as the current fiscal year target. The benchmark represents the industry standard for underground locating. The target and benchmark are the same.	# hit lines/1000 requests	2.00	0.28	2.00
SAIFI - Gas (Frequency of Interruptions) The new target for Energy Resources will reflect the performance indicator from the City of Palo Alto, California, set at 0.03, which is equivalent to 1.3 seconds per customer, per year. The prior target benchmark came from the Colorado Springs Natural Gas Utility at 0.08 interruptions per year (4.8 seconds).	SAIFI Index Gas System	1.00	0.03	0.03

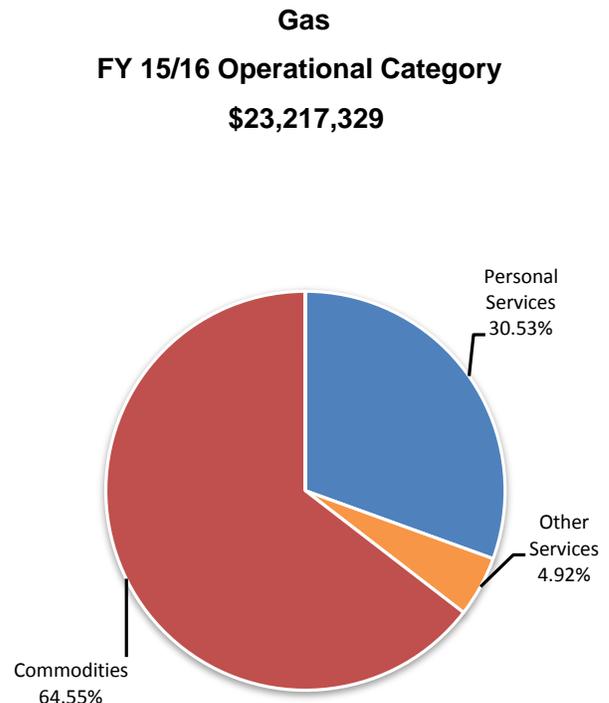
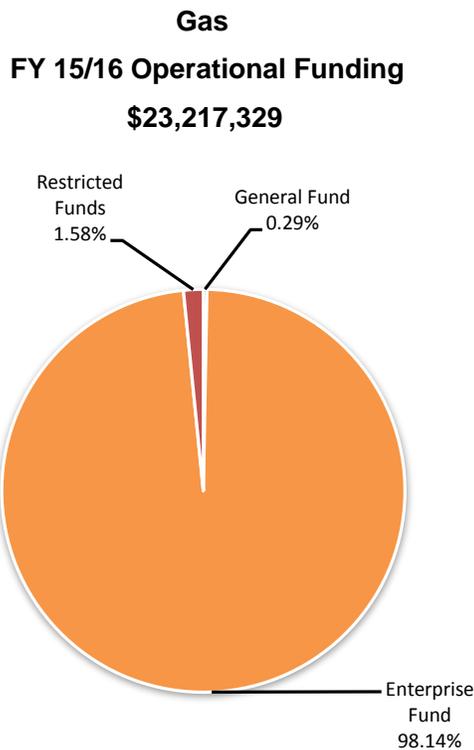
# Department Operational Plans

## Energy Resources

### Gas Business Objective

Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$75,895	\$66,985	\$66,228
Enterprise Fund	\$22,581,662	\$23,057,421	\$22,784,386
Restricted Funds	\$367,363	\$312,861	\$366,715
<b>Totals</b>	<b>\$23,024,919</b>	<b>\$23,437,268</b>	<b>\$23,217,329</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		73.8	73.0
Personal Services	\$6,777,225	\$6,860,811	\$7,089,096
Other Services	\$1,344,906	\$1,281,024	\$1,141,982
Commodities	\$14,870,141	\$15,285,852	\$14,986,021
Capital Outlay	\$32,647	\$9,581	\$230
<b>Totals</b>	<b>\$23,024,919</b>	<b>\$23,437,268</b>	<b>\$23,217,329</b>



# Department Operational Plans

## Energy Resources

### Gas Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Gas Administration	-	\$1,214,191	-	-	-	\$1,214,191
Gas Business Development	-	\$240,111	-	-	-	\$240,111
Gas Emergency Response	-	\$696,404	-	-	-	\$696,404
Gas Meter Installation and Maintenance	-	\$646,887	-	-	-	\$646,887
Gas Regulatory Compliance	-	\$798,076	-	-	-	\$798,076
Gas System Maintenance	-	\$3,150,429	-	-	-	\$3,150,429
Gas System Operations	-	\$463,781	-	-	-	\$463,781
Gas System Planning	-	\$465,414	-	-	-	\$465,414
Planning and Acquisition of Natural Gas Supplies	-	\$14,499,808	-	-	-	\$14,499,808
Utility Locating	\$66,228	\$609,285	\$366,715	-	-	\$1,042,228
<b>Expenditure Total</b>	<b>\$66,228</b>	<b>\$22,784,386</b>	<b>\$366,715</b>	<b>-</b>	<b>-</b>	<b>\$23,217,329</b>
<b>Revenue</b>						
Gas Administration	-	\$80,000	-	-	-	\$80,000
Gas Business Development	-	\$44,685	-	-	-	\$44,685
<b>Revenue Total</b>	<b>-</b>	<b>\$124,685</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$124,685</b>
<b>Expenditures Net of Revenues</b>	<b>\$66,228</b>	<b>\$22,659,701</b>	<b>\$366,715</b>	<b>-</b>	<b>-</b>	<b>\$23,092,644</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$66,228	-	\$66,228
<b>Enterprise Fund</b>			
Enterprise Fund	\$22,784,156	\$124,685	\$22,659,471
Capital - Enterprise	\$230	-	\$230
<b>Restricted Funds</b>			
Local Streets Sales Tax	\$366,715	-	\$366,715
<b>Totals</b>	<b>\$23,217,329</b>	<b>\$124,685</b>	<b>\$23,092,644</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Gas Administration	6.8	\$800,437	\$356,169	\$57,355	\$230	\$1,214,191
Gas Business Development	1.8	\$190,676	\$45,435	\$4,000	-	\$240,111
Gas Emergency Response	5.1	\$643,904	\$41,000	\$11,500	-	\$696,404
Gas Meter Installation and Maintenance	5.1	\$558,187	\$67,700	\$21,000	-	\$646,887
Gas Regulatory Compliance	8.0	\$757,959	\$30,917	\$9,200	-	\$798,076
Gas System Maintenance	26.6	\$2,306,559	\$426,170	\$417,700	-	\$3,150,429
Gas System Operations	4.7	\$439,186	\$11,095	\$13,500	-	\$463,781
Gas System Planning	4.6	\$438,369	\$14,945	\$12,100	-	\$465,414
Planning and Acquisition of Natural Gas Supplies	0.8	\$120,567	-	\$14,379,241	-	\$14,499,808
Utility Locating	9.6	\$833,252	\$148,551	\$60,425	-	\$1,042,228
<b>Totals</b>	<b>73.0</b>	<b>\$7,089,096</b>	<b>\$1,141,982</b>	<b>\$14,986,021</b>	<b>\$230</b>	<b>\$23,217,329</b>

# Department Operational Plans

## Engineering

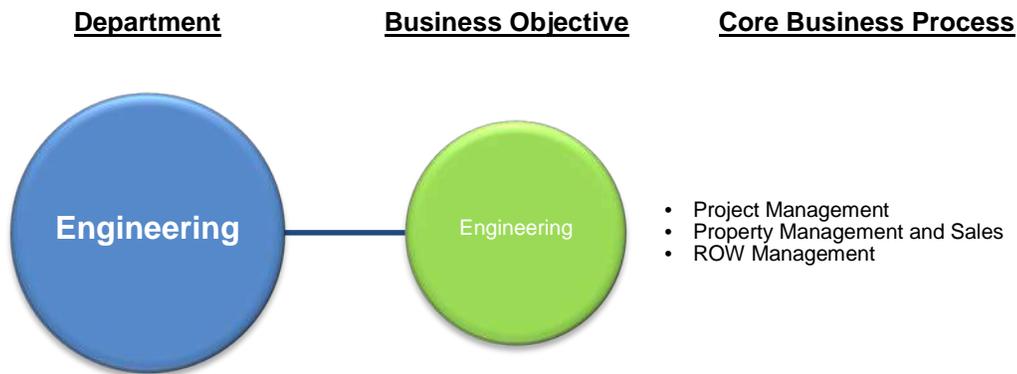
### Department Description

By utilizing a “single-point” project management approach, the Engineering Department manages City property, acquires land, and manages the design and construction of City improvement projects. Additionally, the Department coordinates with private developers and other entities, such as non-city utilities, to ensure that the City’s infrastructure is built to City standards.

The Department uses both City staff and private consultants to perform project design, contract administration, materials testing, and inspections of the City’s projects and work done in the public right-of-way by private developers.

Through public outreach by the Department, the citizens and business establishments, and the media/news community are kept up-to-date on the progress of City improvement projects.

It is the Department’s goal to see that City projects are delivered on time, within budget, and in a quality manner.



### Budgetary Highlights

Much of the Engineering Department is funded through the capital improvement program (CIP) through both direct and indirect support. The FY 15/16 budget includes \$124,000 in reductions to various operating budget line items not related to the CIP.

# Department Operational Plans

## Engineering

### Engineering Business Objective

#### Mission

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

#### Desired Outcomes

- Enhance the quality of life in the City of Mesa

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Capital Improvement Projects completed within Budget This fiscal year we are establishing a baseline.	% CIP Proj Cost winAppBudg			80.0
Real Estate Customer Service This fiscal year we are establishing a baseline.	%cust sat rated 4			80.0
Capital Improvement Projects Completed on Schedule This fiscal year we are establishing a baseline.	%CIP completed w/in schedule			80.0
Project Management Customer Service This fiscal year we are establishing a baseline.	%CIP recv 4 or higher			80.0

# Department Operational Plans

## Engineering

### Engineering Business Objective

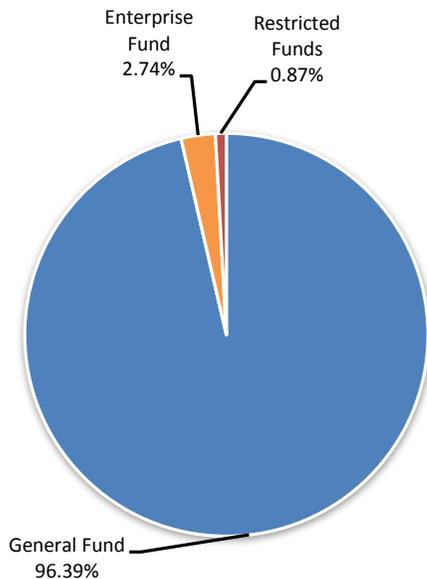
#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$6,612,677	\$7,165,239	\$7,073,866
Enterprise Fund	\$18,644	\$211,452	\$201,208
Restricted Funds	\$13,840	\$87,309	\$63,926
<b>Totals</b>	<b>\$6,645,161</b>	<b>\$7,464,000</b>	<b>\$7,339,000</b>

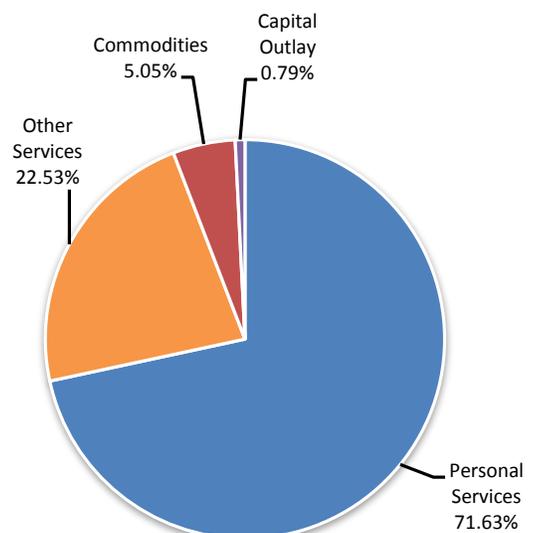
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		53.4	52.9
Personal Services	\$5,123,154	\$5,258,218	\$5,256,622
Other Services	\$1,352,288	\$1,736,867	\$1,653,822
Commodities	\$169,347	\$383,915	\$370,915
Capital Outlay	\$372	\$85,000	\$57,641
<b>Totals</b>	<b>\$6,645,161</b>	<b>\$7,464,000</b>	<b>\$7,339,000</b>

**Engineering**  
**FY 15/16 Operational Funding**  
**\$7,339,000**



**Engineering**  
**FY 15/16 Operational Category**  
**\$7,339,000**



# Department Operational Plans

## Engineering

### Engineering Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Project Management	\$5,655,690	-	\$29,009	-	-	\$5,684,699
Property Management and Sales	\$803,573	\$175,000	-	-	-	\$978,573
ROW Management	\$614,603	\$26,208	\$34,917	-	-	\$675,728
<b>Expenditure Total</b>	<b>\$7,073,866</b>	<b>\$201,208</b>	<b>\$63,926</b>	-	-	<b>\$7,339,000</b>
<b>Revenue</b>						
Project Management	\$99,288	-	-	-	-	\$99,288
Property Management and Sales	\$704,384	-	-	-	-	\$704,384
ROW Management	\$926,443	-	-	-	-	\$926,443
<b>Revenue Total</b>	<b>\$1,730,115</b>	-	-	-	-	<b>\$1,730,115</b>
<b>Expenditures Net of Revenues</b>	<b>\$5,343,751</b>	<b>\$201,208</b>	<b>\$63,926</b>	-	-	<b>\$5,608,885</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$7,016,225	\$1,730,115	\$5,286,110
Capital - General Fund	\$57,641	-	\$57,641
<b>Enterprise Fund</b>			
Enterprise Fund	\$201,208	-	\$201,208
<b>Restricted Funds</b>			
Community Facilities Districts - Operating	\$29,009	-	\$29,009
Local Streets Sales Tax	\$34,917	-	\$34,917
<b>Totals</b>	<b>\$7,339,000</b>	<b>\$1,730,115</b>	<b>\$5,608,885</b>

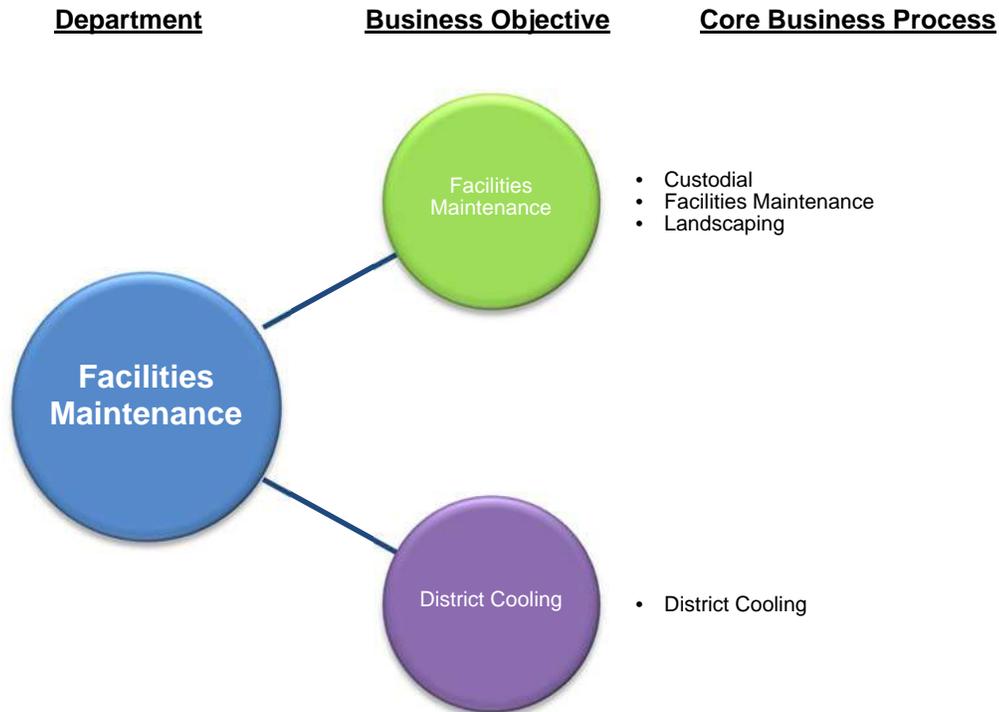
FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Project Management	41.9	\$4,184,723	\$1,145,420	\$296,915	\$57,641	\$5,684,699
Property Management and Sales	4.9	\$463,888	\$441,685	\$73,000	-	\$978,573
ROW Management	6.1	\$608,011	\$66,717	\$1,000	-	\$675,728
<b>Totals</b>	<b>52.9</b>	<b>\$5,256,622</b>	<b>\$1,653,822</b>	<b>\$370,915</b>	<b>\$57,641</b>	<b>\$7,339,000</b>

# Department Operational Plans

## Facilities Maintenance

### Department Description

The Facilities Maintenance Department is responsible for the energy management and conservation, repair and cleaning of City buildings, building systems, associated grounds and parking areas. The Department provides HVAC, District Cooling, electrical, plumbing, carpentry and structure maintenance for City facilities with in-house personnel, and also utilize outside service contracts when needed. In addition, lifecycle planning and replacement and comprehensive preventive maintenance programs are used to minimize downtime, and preserve the life expectancy of buildings and building systems.



### Budgetary Highlights

In FY 15/16, the Facilities Maintenance Department will be conducting a pilot program and will use its own Job Order Contracting (JOC) instead of using Engineering's Job Order Contracting (JOC) for small projects like painting, carpet replacements, air handling replacements, etc. An engineer from the Engineering Department will assist in this pilot. The change in process is anticipated to save the department both time and money on completing projects.

The budget includes adjustments to include the additional costs of maintaining the following new facilities: Wellness Center, Mesa Counts on College, and Hohokam/Fitch as well an increase in the citywide custodial contract.

# Department Operational Plans

## **Facilities Maintenance**

The allocation for the Facilities Maintenance Lifecycle Program is \$3.0 million. The type of funds charged is dependent on the occupants of the building that is being maintained. As unscheduled repairs increase, the ability to be proactive decreases.

# Department Operational Plans

## Facilities Maintenance

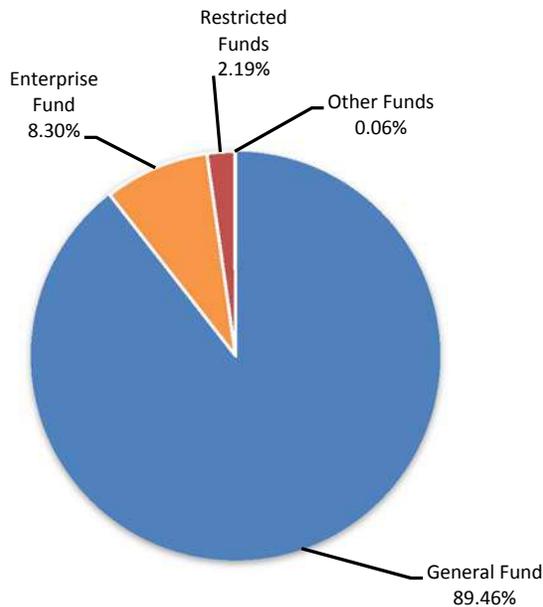
### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$7,988,724	\$11,247,253	\$12,816,581
Enterprise Fund	\$764,113	\$1,196,231	\$1,188,716
Restricted Funds	\$(13,421)	\$195,027	\$313,106
Other Funds	\$(592)	\$5,750	\$8,438
<b>Totals</b>	<b>\$8,738,823</b>	<b>\$12,644,261</b>	<b>\$14,326,841</b>

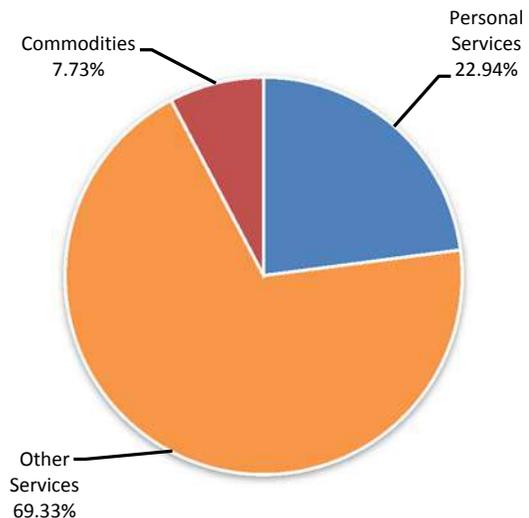
### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		37.0	38.0
Personal Services	\$2,889,383	\$3,067,699	\$3,286,277
Other Services	\$4,192,039	\$8,395,216	\$9,932,858
Commodities	\$1,657,112	\$1,179,346	\$1,107,706
Capital Outlay	\$289	\$2,000	-
<b>Totals</b>	<b>\$8,738,823</b>	<b>\$12,644,261</b>	<b>\$14,326,841</b>

**Facilities Maintenance  
FY 15/16 Operational Funding  
\$14,326,841**



**Facilities Maintenance  
FY 15/16 Operational Category  
\$14,326,841**



*Note: A portion of the amount budgeted to the General Fund for this department will be allocated to other funds. The allocation to other funds is recorded in the Centralized Appropriations Department. The allocation is based on the City department "customers" that the department serves.*

# Department Operational Plans

## Facilities Maintenance

### FY 15/16 Operational Budget by Business Objective and Funding Source

Business Objective	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
District Cooling	-	\$794,244	-	-	-	\$794,244
Facilities Maintenance	\$12,816,581	\$394,472	\$313,106	-	\$8,438	\$13,532,597
<b>Expenditure Total</b>	<b>\$12,816,581</b>	<b>\$1,188,716</b>	<b>\$313,106</b>	<b>-</b>	<b>\$8,438</b>	<b>\$14,326,841</b>
<b>Expenditures Net of Revenues</b>	<b>\$12,816,581</b>	<b>\$1,188,716</b>	<b>\$313,106</b>	<b>-</b>	<b>\$8,438</b>	<b>\$14,326,841</b>

### FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$12,816,581	-	\$12,816,581
<b>Enterprise Fund</b>			
Enterprise Fund	\$1,188,716	-	\$1,188,716
<b>Restricted Funds</b>			
Economic Investment Fund	\$171,268	-	\$171,268
Environmental Compliance Fee	\$1,003	-	\$1,003
Fleet Internal Service	\$34,884	-	\$34,884
Local Streets Sales Tax	\$50,195	-	\$50,195
Print Shop Internal Service	\$24,884	-	\$24,884
Warehouse Internal Service	\$30,872	-	\$30,872
<b>Other Funds</b>			
Employee Benefit Trust	\$8,438	-	\$8,438
<b>Totals</b>	<b>\$14,326,841</b>	<b>-</b>	<b>\$14,326,841</b>

### FY 15/16 Operational Budget By Business Objective and Category

Business Objective	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
District Cooling	2.5	\$213,744	\$537,500	\$43,000	-	\$794,244
Facilities Maintenance	35.5	\$3,072,533	\$9,395,358	\$1,064,706	-	\$13,532,597
<b>Totals</b>	<b>38.0</b>	<b>\$3,286,277</b>	<b>\$9,932,858</b>	<b>\$1,107,706</b>	<b>-</b>	<b>\$14,326,841</b>

# Department Operational Plans

## Facilities Maintenance

### District Cooling Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

<b>Performance Measure Name</b>	<b>Unit of Measure</b>	<b>FY14/15 Target</b>	<b>FY14/15 YTD Actual</b>	<b>FY 15/16 Target</b>
Maintenance Cost Per Square Foot	\$ Cost per sq ft Dist Cooling	8.20	7.81	0.00
Central Plant Bldgs Maintained per Employee	# Bldgs Maintained per Emp	1.00	1.00	0.00
Rate per Ton Hour	Rate per Ton Hour	0.28	0.24	0.00

# Department Operational Plans

## Facilities Maintenance

### District Cooling Business Objective

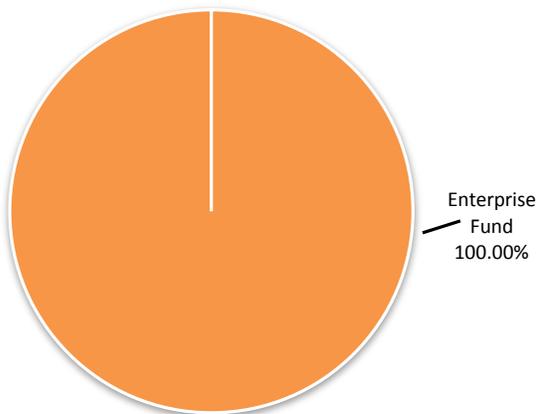
#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
Enterprise Fund	\$634,576	\$783,080	\$794,244
<b>Totals</b>	<b>\$634,576</b>	<b>\$783,080</b>	<b>\$794,244</b>

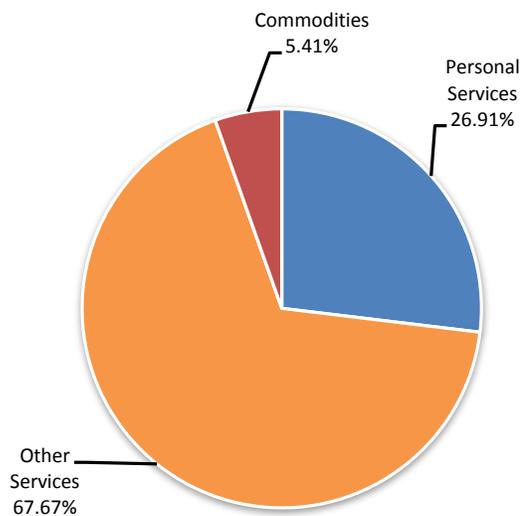
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		2.4	2.5
Personal Services	\$172,321	\$202,580	\$213,744
Other Services	\$437,679	\$535,000	\$537,500
Commodities	\$24,576	\$45,500	\$43,000
<b>Totals</b>	<b>\$634,576</b>	<b>\$783,080</b>	<b>\$794,244</b>

**District Cooling  
FY 15/16 Operational Funding  
\$794,244**



**District Cooling  
FY 15/16 Operational Category  
\$794,244**



# Department Operational Plans

## Facilities Maintenance

### District Cooling Business Objective

#### FY 15/16 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
District Cooling	-	\$794,244	-	-	-	\$794,244
<b>Expenditure Total</b>	-	<b>\$794,244</b>	-	-	-	<b>\$794,244</b>
<b>Expenditures Net of Revenues</b>	-	<b>\$794,244</b>	-	-	-	<b>\$794,244</b>

#### FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>Enterprise Fund</b>			
Enterprise Fund	\$794,244	-	\$794,244
<b>Totals</b>	<b>\$794,244</b>	<b>-</b>	<b>\$794,244</b>

#### FY 15/16 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
District Cooling	2.5	\$213,744	\$537,500	\$43,000	-	\$794,244
<b>Totals</b>	<b>2.5</b>	<b>\$213,744</b>	<b>\$537,500</b>	<b>\$43,000</b>	<b>-</b>	<b>\$794,244</b>

# Department Operational Plans

## Facilities Maintenance

### Facilities Maintenance Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

<b>Performance Measure Name</b>	<b>Unit of Measure</b>	<b>FY14/15 Target</b>	<b>FY14/15 YTD Actual</b>	<b>FY 15/16 Target</b>
Facility Repair/Service Requests	# Service Requests per 100K	240	224	0
Maintenance SF/Employee	# sq ft Maintained per Emp	90,000	116,216	90,000
Maintenance Costs	\$ Cost per sq ft facilities	4	2	0

# Department Operational Plans

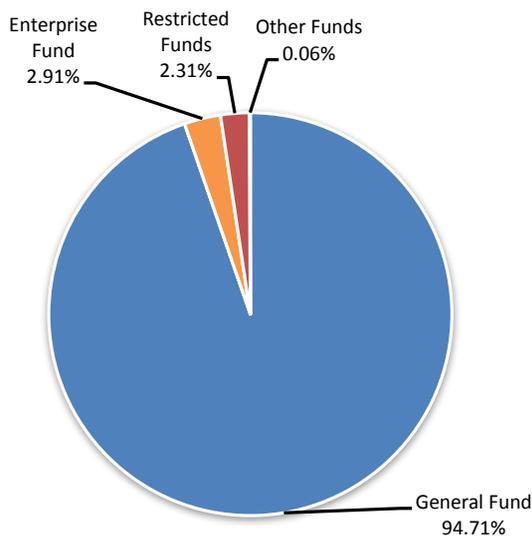
## Facilities Maintenance

### Facilities Maintenance Business Objective

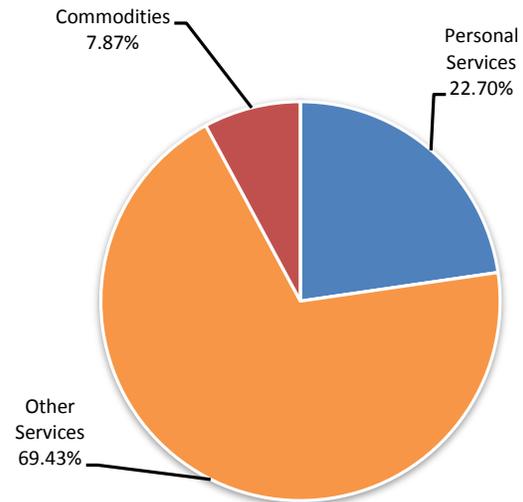
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$7,988,724	\$11,247,253	\$12,816,581
Enterprise Fund	\$129,537	\$413,152	\$394,472
Restricted Funds	\$(13,421)	\$195,027	\$313,106
Other Funds	\$(592)	\$5,750	\$8,438
<b>Totals</b>	<b>\$8,104,247</b>	<b>\$11,861,181</b>	<b>\$13,532,597</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		34.6	35.5
Personal Services	\$2,717,062	\$2,865,119	\$3,072,533
Other Services	\$3,754,360	\$7,860,216	\$9,395,358
Commodities	\$1,632,536	\$1,133,846	\$1,064,706
Capital Outlay	\$289	\$2,000	-
<b>Totals</b>	<b>\$8,104,247</b>	<b>\$11,861,181</b>	<b>\$13,532,597</b>

**Facilities Maintenance  
FY 15/16 Operational Funding  
\$13,532,597**



**Facilities Maintenance  
FY 15/16 Operational Category  
\$13,532,597**



*Note: A portion of the amount budgeted to the General Fund for this department will be allocated to other funds. The allocation to other funds is recorded in the Centralized Appropriations Department. The allocation is based on the City department "customers" that the department serves.*

# Department Operational Plans

## Facilities Maintenance

### Facilities Maintenance Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Custodial	\$2,236,914	-	-	-	-	\$2,236,914
Facilities Maintenance	\$9,605,113	\$394,472	\$313,106	-	\$8,438	\$10,321,129
Landscaping	\$974,554	-	-	-	-	\$974,554
<b>Expenditure Total</b>	<b>\$12,816,581</b>	<b>\$394,472</b>	<b>\$313,106</b>	<b>-</b>	<b>\$8,438</b>	<b>\$13,532,597</b>
<b>Expenditures Net of Revenues</b>	<b>\$12,816,581</b>	<b>\$394,472</b>	<b>\$313,106</b>	<b>-</b>	<b>\$8,438</b>	<b>\$13,532,597</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$12,816,581	-	\$12,816,581
<b>Enterprise Fund</b>			
Enterprise Fund	\$394,472	-	\$394,472
<b>Restricted Funds</b>			
Economic Investment Fund	\$171,268	-	\$171,268
Environmental Compliance Fee	\$1,003	-	\$1,003
Fleet Internal Service	\$34,884	-	\$34,884
Local Streets Sales Tax	\$50,195	-	\$50,195
Print Shop Internal Service	\$24,884	-	\$24,884
Warehouse Internal Service	\$30,872	-	\$30,872
<b>Other Funds</b>			
Employee Benefit Trust	\$8,438	-	\$8,438
<b>Totals</b>	<b>\$13,532,597</b>	<b>-</b>	<b>\$13,532,597</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Custodial	3.0	\$249,064	\$1,981,300	\$6,550	-	\$2,236,914
Facilities Maintenance	29.5	\$2,575,615	\$6,696,408	\$1,049,106	-	\$10,321,129
Landscaping	3.0	\$247,854	\$717,650	\$9,050	-	\$974,554
<b>Totals</b>	<b>35.5</b>	<b>\$3,072,533</b>	<b>\$9,395,358</b>	<b>\$1,064,706</b>	<b>-</b>	<b>\$13,532,597</b>

# Department Operational Plans

## Falcon Field Airport

### Department Description

Falcon Field Airport, and its unique aviation businesses, is an active economic engine in northeast Mesa. As a general aviation reliever airport for Phoenix-Mesa Gateway Airport and Phoenix Sky Harbor Airport, over 80 businesses call Falcon Field home. The range of services provided includes aircraft manufacturing, maintenance & repair, avionics, interiors, fueling, flight training, charters, and painting. Approximately 700 aircraft are based at the airport for corporate, business, public safety, and recreational use.

The Airport's successful "Fly Friendly" program demonstrates its commitment as a good neighbor to the community. Falcon Field Airport provides a safe, high quality, and friendly air transportation facility that meets the needs of its customers while remaining sensitive to the quality of life in the surrounding neighborhoods.



### Budgetary Highlights

In FY 14/15, the budget for Falcon Field's successful annual open house event was increased to meet the growing demands. For FY 15/16, Falcon Field will look to build up their community outreach and economic impact. Fifty percent of the personal services budget for an Economic Development Project Manager has been transitioned to Falcon Field's Fund, and a Program Assistant position has been approved to help facilitate potential growth and improve the quality of services for airport users and the community.

The Falcon Field Fund is financially self-sustaining. All revenues are reinvested back into the airport.

# Department Operational Plans

## Falcon Field Airport

### Falcon Field Airport Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Based aircraft ICMA and NRPA national standards.	# A/C Based @ Falcon	710	0	0
Time on small T-hangar Waiting List	# Months on Wait List	12	0	0

# Department Operational Plans

## Falcon Field Airport

### Falcon Field Airport Business Objective

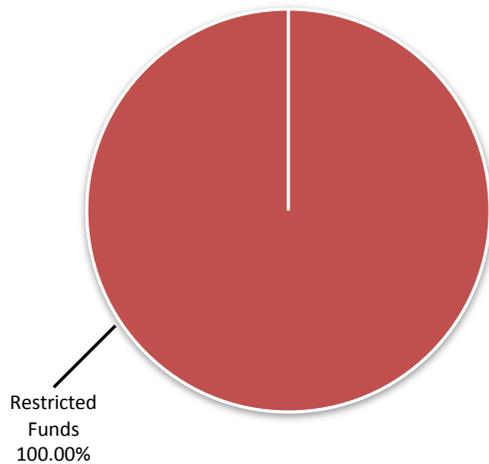
#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
Enterprise Fund	\$1,360,375	-	-
Restricted Funds	-	\$1,630,000	\$1,706,000
<b>Totals</b>	<b>\$1,360,375</b>	<b>\$1,630,000</b>	<b>\$1,706,000</b>

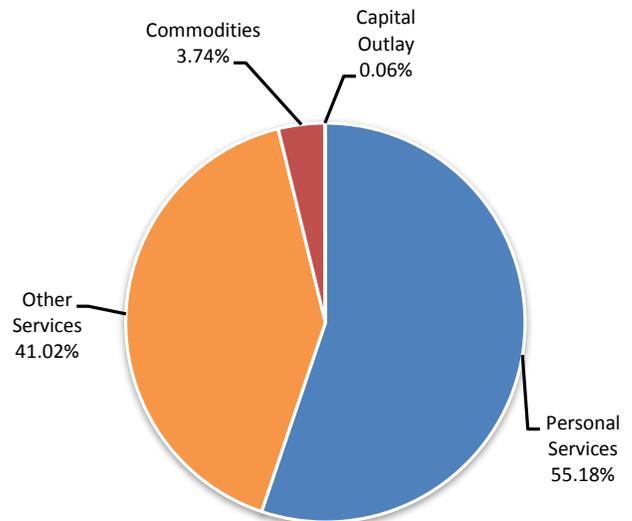
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		10.0	11.0
Personal Services	\$829,810	\$850,754	\$941,422
Other Services	\$433,976	\$697,961	\$699,768
Commodities	\$86,536	\$81,285	\$63,810
Capital Outlay	\$10,052	-	\$1,000
<b>Totals</b>	<b>\$1,360,375</b>	<b>\$1,630,000</b>	<b>\$1,706,000</b>

**Falcon Field Airport**  
**FY 15/16 Operational Funding**  
**\$1,706,000**



**Falcon Field Airport**  
**FY 15/16 Operational Category**  
**\$1,706,000**



# Department Operational Plans

## Falcon Field Airport

### Falcon Field Airport Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Economic Growth	-	-	\$743,402	-	-	\$743,402
Environmental	-	-	\$192,980	-	-	\$192,980
Safety	-	-	\$769,618	-	-	\$769,618
<b>Expenditure Total</b>	-	-	<b>\$1,706,000</b>	-	-	<b>\$1,706,000</b>
<b>Revenue</b>						
Economic Growth	-	-	\$3,718,777	-	-	\$3,718,777
Safety	-	-	\$2,200	-	-	\$2,200
<b>Revenue Total</b>	-	-	<b>\$3,720,977</b>	-	-	<b>\$3,720,977</b>
<b>Expenditures Net of Revenues</b>	-	-	<b>\$(2,014,977)</b>	-	-	<b>\$(2,014,977)</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>Restricted Funds</b>			
Falcon Field Airport	\$1,706,000	\$3,720,977	\$(2,014,977)
<b>Totals</b>	<b>\$1,706,000</b>	<b>\$3,720,977</b>	<b>\$(2,014,977)</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Economic Growth	5.3	\$443,810	\$275,082	\$23,510	\$1,000	\$743,402
Environmental	1.4	\$128,400	\$64,580	-	-	\$192,980
Safety	4.4	\$369,212	\$360,106	\$40,300	-	\$769,618
<b>Totals</b>	<b>11.0</b>	<b>\$941,422</b>	<b>\$699,768</b>	<b>\$63,810</b>	<b>\$1,000</b>	<b>\$1,706,000</b>

# Department Operational Plans

## Financial Services

### Department Description

The Financial Services Department is responsible for general accounting services and payroll. The Department is also responsible for compiling and reporting the City's Comprehensive Annual Financial Report (CAFR).



### Budgetary Highlights

During FY 14/15, Time and Labor Management moved from Financial Services to Human Resources resulting in six positions being transferred.

A full-time position was added in FY 14/15 for an Accounting Specialist II to assist with work load.

The costs associated with managing the City's investment portfolio were moved to Centralized Appropriations and are not included in the FY 15/16 Financial Services Budget.

Reductions approved in the FY 15/16 budget include the elimination of a part-time position and a \$40,000 decrease in other services due to contract savings.

# Department Operational Plans

## Financial Services

### Accounting Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

<b>Performance Measure Name</b>	<b>Unit of Measure</b>	<b>FY14/15 Target</b>	<b>FY14/15 YTD Actual</b>	<b>FY 15/16 Target</b>
Material Audit Adjustments This is a new measure.	# material audit adj		1	0
Business Days to Close Advantage This is a new measure.	# bus days to close Adv		5.5	5
Value of Documents Not Meeting Cut-off Date This is a new measure.	\$docs didn't meet cut off		0	5,000

# Department Operational Plans

## Financial Services

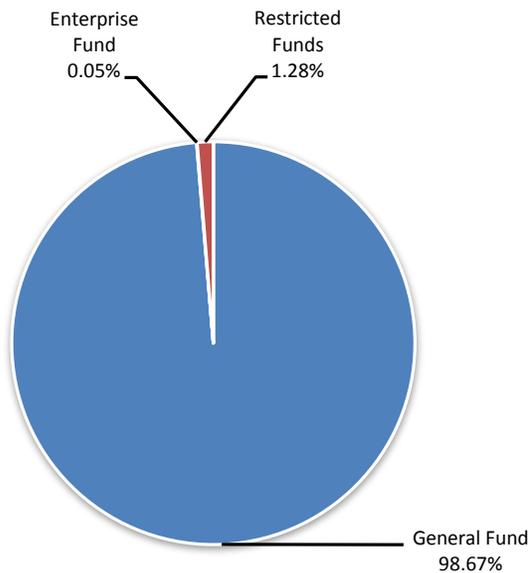
### Accounting Business Objective

Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$4,237,555	\$4,044,844	\$3,572,868
Enterprise Fund	\$5,800	\$215	\$1,630
Restricted Funds	\$28,988	\$20,941	\$46,502
Other Funds	\$5,002	-	-
<b>Totals</b>	<b>\$4,277,345</b>	<b>\$4,066,000</b>	<b>\$3,621,000</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		42.0	37.0
Personal Services	\$3,118,925	\$3,274,459	\$3,051,078
Other Services	\$1,131,255	\$755,541	\$544,922
Commodities	\$27,164	\$34,000	\$25,000
Capital Outlay	-	\$2,000	-
<b>Totals</b>	<b>\$4,277,345</b>	<b>\$4,066,000</b>	<b>\$3,621,000</b>

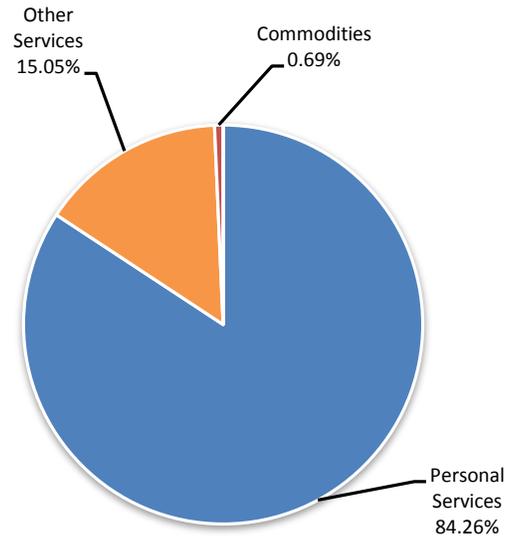
**Accounting  
FY 15/16 Operational Funding**

**\$3,621,000**



**Accounting  
FY 15/16 Operational Category**

**\$3,621,000**



*Note: A portion of the amount budgeted to the General Fund for this department will be allocated to other funds. The allocation to other funds is recorded in the Centralized Appropriations Department. The allocation is based on the City department "customers" that the department serves.*

# Department Operational Plans

## Financial Services

### Accounting Business Objective

#### FY 15/16 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Accounting Services	\$3,067,059	\$1,630	\$46,502	-	-	\$3,115,191
Payroll	\$505,809	-	-	-	-	\$505,809
<b>Expenditure Total</b>	<b>\$3,572,868</b>	<b>\$1,630</b>	<b>\$46,502</b>	<b>-</b>	<b>-</b>	<b>\$3,621,000</b>
<b>Expenditures Net of Revenues</b>	<b>\$3,572,868</b>	<b>\$1,630</b>	<b>\$46,502</b>	<b>-</b>	<b>-</b>	<b>\$3,621,000</b>

#### FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$3,572,868	-	\$3,572,868
<b>Enterprise Fund</b>			
Enterprise Fund	\$1,630	-	\$1,630
<b>Restricted Funds</b>			
Community Facilities Districts - Operating	\$38,846	-	\$38,846
Greenfield WRP Joint Venture	\$3,176	-	\$3,176
TOPAZ Joint Venture Fund	\$2,515	-	\$2,515
Transit Fund	\$1,965	-	\$1,965
<b>Totals</b>	<b>\$3,621,000</b>	<b>-</b>	<b>\$3,621,000</b>

#### FY 15/16 Operational Budget By Core Business Process and Category

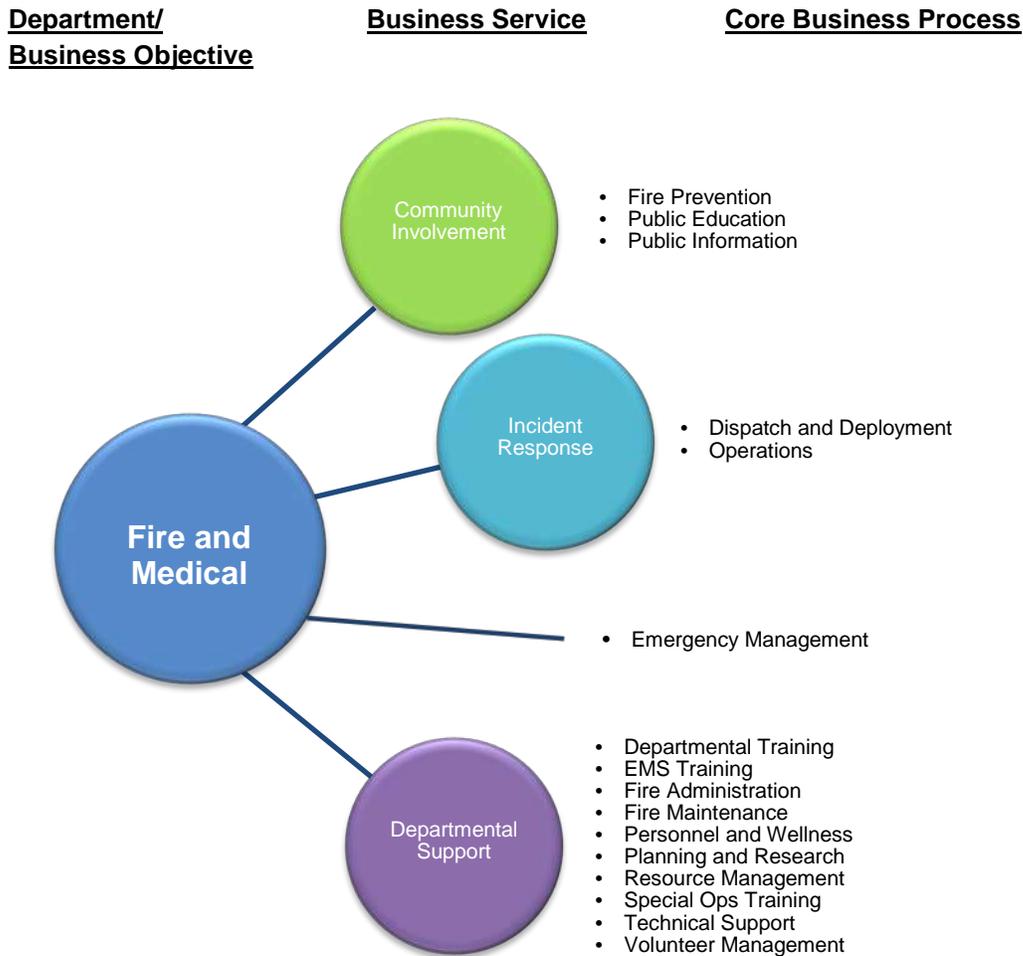
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Accounting Services	30.5	\$2,545,269	\$544,922	\$25,000	-	\$3,115,191
Payroll	6.5	\$505,809	-	-	-	\$505,809
<b>Totals</b>	<b>37.0</b>	<b>\$3,051,078</b>	<b>\$544,922</b>	<b>\$25,000</b>	<b>-</b>	<b>\$3,621,000</b>

# Department Operational Plans

## Fire and Medical

### Department Description

The Mesa Fire and Medical Department is a full service public safety organization responsible for protecting life, property and natural resources through the delivery of fire and emergency medical services. Emergency response, public education, prevention and disaster preparedness represent the core of the program. The Department recognizes that it is an integral part of the community and are sensitive and responsive to citizen needs, therefore, as an organization they are committed to improving service through the use of innovative and efficient response models with an eye toward the future.



# Department Operational Plans

## Fire and Medical

### **Budgetary Highlights**

#### ***FY 14/15 Mid-Year Budget Changes***

##### Personal Services

The 14/15 mid-year budget adjustments to the Mesa Fire and Medical Department (MFMD) include the addition of 14.7 Full-Time Equivalent (FTE) positions.

- 11.0 FTE related to a federal Centers for Medicare and Medicaid (CMS) grant. At the time of the FY 14/15 budget adoption, the position mix needed to implement the grant was not finalized. The grant funds were budgeted as other services and then converted to positions as mid-year budget adjustments. The positions are comprised of 9.0 captains, 1.0 firefighter and 1.0 financial specialist. Two additional existing fire positions were moved into the grant in nurse positions.
- 2.0 fire captain positions were created in the fire operations and support area and another in the training area. These additional captain positions will allow for the discontinuation of backfilling their duties. The costs of the positions were covered through anticipated reductions in related overtime.
- A new part-time position (0.5 FTE) was added to assist in the personal and wellness area and a part-time position (0.8 FTE) in the fire and life safety education area was converted to a full-time position. Existing budgeted funds were used for the increased costs of these positions.

##### Other Changes

The Department budget was also modified during FY 14/15 for various other items.

- A need for a second training academy was identified in order to support anticipated future vacancies.
- The contract with Southwest Ambulance was renewed resulting in additional costs to the City from a combination of increased expenses for supplies and decreased reimbursement for a city position.
- Savings related to the non-capital portion of the annual apparatus replacement contributed to positive year-end estimates and allowed capacity for the Department to purchase one-time items not previously budgeted.

#### ***FY 15/16 Budget Changes***

The Department's FY 15/16 budget includes the following changes:

##### Revenues

The adopted budget includes \$680,000 of additional revenue related to the Fire and Medical Department including:

- The Fire Prevention area has reassessed the operational model for the inspection fees and anticipates an annual increase of almost \$500,000.
- Due to the new ability of the City to charge for services like non-emergency transports and post-hospital follow-ups, the Department is forecasting \$100,000 of new revenues in FY 15/16.
- The Fire and Medical Department also provides dispatch services to other municipalities in the region. The associated charges will be increasing to better align with the cost of providing the service. Participating entities are aware and agreeable of the fee increase. The estimated increase in cost recovery is \$80,000.

# Department Operational Plans

## Fire and Medical

### Additions

- The Fire and Medical Department is a regional leader with regards to fire apparatus maintenance. Four municipalities presently contract with the City for maintenance service of their vehicles. An equipment mechanic position and additional resources were added to the Department's budget in FY 15/16 to increase their budgetary capacity to provide this service. All costs incurred with this program are recovered from the participating entities.
- The memorandum of understanding with the labor association called for a market salary increase of 2.5% to the maximum of the salary ranges for employees covered under the agreement. This market adjustment increases the number of employees that are eligible for the City's standard compensation program.

### Reductions

- The elimination of an assistant fire chief position, as a result of an anticipated retirement, and a vacant civilian position in the Fire and Life Safety area. The duties of the assistant fire chief position will be absorbed by other positions. An existing civilian fire and life safety education specialist will be reclassified to an emergency management planner and will also absorb some of the duties.
- Non-position reductions to the budget include anticipated savings in several areas such as fuel, annual replacement cycle for small vehicles, and grant application for general fund items. Reductions related to savings should not have an impact on operations. Other ongoing reductions are comprised of travel and training, temporary services and tuition reimbursement. Overtime costs related to backfilling sworn positions due to special assignments has been reduced in the budget.

### ***FY 15-16 Grant Awards***

Mesa Fire and Medical planned for \$8.0 million in new grant awards for FY 14/15 compared to \$4.6 million for FY 15/16. Notable grant awards include the following:

- \$4.2 million Centers for Medicare and Medicaid Services (CMS) Healthcare Initiative Grant, this represents the second year funding, for the department's Community Care Response Initiative providing high-quality, immediate patient care at the point of calling for low-level emergencies. This program is expected to save millions of dollars in healthcare costs, while improving patient healthcare outcomes and enhancing efficiencies at local hospitals. The grant supports the salaries and benefits for key personnel, contractual services, equipment and supplies. A grant match is not required from the City.
- \$216,000 Urban Area Security Initiative (UASI) Rapid Response Team (RRT) for salary & benefits, including travel, conferences and training for key fire personnel
- \$161,000 in various other grant awards

# Department Operational Plans

## Fire and Medical

### Fire and Medical Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Fire/EMS Response Time	% 1st arriving unit in 5 min		0.0	95.0
Target set based on historical data.				
Onsite Inspections	#Onsite Inspections		5,611	6,992
Target set to show total of face-to-face contacts including fire inspections and other customer contacts.				

# Department Operational Plans

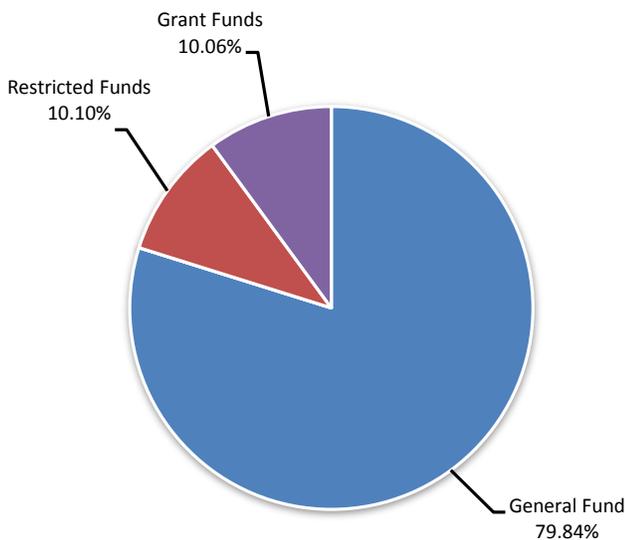
## Fire and Medical

### Fire and Medical Business Objective

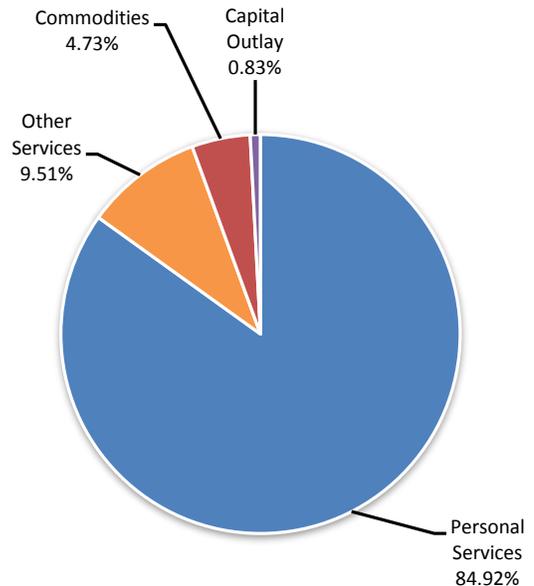
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$58,165,934	\$62,779,596	\$61,403,172
Enterprise Fund	\$450,975	-	-
Restricted Funds	\$6,246,134	\$7,892,906	\$7,770,557
Grant Funds	\$872,918	\$9,319,222	\$7,737,618
<b>Totals</b>	<b>\$65,735,961</b>	<b>\$79,991,724</b>	<b>\$76,911,347</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		496.3	509.0
Personal Services	\$57,972,834	\$66,460,899	\$65,315,866
Other Services	\$3,160,386	\$3,244,853	\$7,318,028
Commodities	\$3,696,486	\$4,630,638	\$3,639,885
Capital Outlay	\$918,951	\$5,655,334	\$637,568
Offsets and Credits	\$(12,695)	-	-
<b>Totals</b>	<b>\$65,735,961</b>	<b>\$79,991,724</b>	<b>\$76,911,347</b>

**Fire and Medical  
FY 15/16 Operational Funding  
\$76,911,347**



**Fire and Medical  
FY 15/16 Operational Category  
\$76,911,347**



# Department Operational Plans

## Fire and Medical

### Fire and Medical Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
<b>Community Involvement</b>						
Fire Prevention	\$973,717	-	\$99,499	-	-	\$1,073,216
Public Education	\$805,639	-	-	-	-	\$805,639
Public Information	\$459,930	-	-	-	-	\$459,930
<b>Departmental Support</b>						
Departmental Training	\$1,199,759	-	-	-	-	\$1,199,759
EMS Training	\$1,420,182	-	-	\$144,000	-	\$1,564,182
Fire Administration	\$1,751,466	-	-	\$71,693	-	\$1,823,159
Fire Maintenance	\$2,320,705	-	-	-	-	\$2,320,705
Personnel and Wellness	\$840,964	-	-	-	-	\$840,964
Planning and Research	\$229,570	-	-	-	-	\$229,570
Resource Management	\$3,685,081	-	-	-	-	\$3,685,081
Special Ops Training	\$521,642	-	-	-	-	\$521,642
Technical Support	\$1,528,357	-	-	-	-	\$1,528,357
<b>Emergency Management</b>						
Emergency Management	\$48,010	-	-	\$7,521,925	-	\$7,569,935
<b>Incident Response</b>						
Dispatch and Deployment	\$3,429,958	-	-	-	-	\$3,429,958
Operations	\$42,188,192	-	\$7,671,058	-	-	\$49,859,250
<b>Expenditure Total</b>	<b>\$61,403,172</b>	<b>-</b>	<b>\$7,770,557</b>	<b>\$7,737,618</b>	<b>-</b>	<b>\$76,911,347</b>
<b>Revenue</b>						
<b>Community Involvement</b>						
Fire Prevention	\$986,784	-	-	-	-	\$986,784
Public Education	\$3,500	-	-	-	-	\$3,500
<b>Departmental Support</b>						
Departmental Training	\$23,472	-	-	-	-	\$23,472
EMS Training	\$674,293	-	-	\$77,000	-	\$751,293
Fire Administration	-	-	-	\$71,693	-	\$71,693
Fire Maintenance	\$140,000	-	-	-	-	\$140,000
Special Ops Training	\$54,000	-	-	-	-	\$54,000
<b>Emergency Management</b>						
Emergency Management	-	-	-	\$7,521,925	-	\$7,521,925
<b>Incident Response</b>						
Dispatch and Deployment	\$2,133,848	-	-	-	-	\$2,133,848
Operations	\$1,130,736	-	-	-	-	\$1,130,736
<b>Revenue Total</b>	<b>\$5,146,633</b>	<b>-</b>	<b>-</b>	<b>\$7,670,618</b>	<b>-</b>	<b>\$12,817,251</b>
<b>Expenditures Net of Revenues</b>	<b>\$56,256,539</b>	<b>-</b>	<b>\$7,770,557</b>	<b>\$67,000</b>	<b>-</b>	<b>\$64,094,096</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$60,837,297	\$5,146,633	\$55,690,664
Capital - General Fund	\$565,875	-	\$565,875
<b>Restricted Funds</b>			
Falcon Field Airport	\$537,007	-	\$537,007
Quality of Life Sales Tax	\$7,233,550	-	\$7,233,550
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$7,737,618	\$7,670,618	\$67,000
<b>Totals</b>	<b>\$76,911,347</b>	<b>\$12,817,251</b>	<b>\$64,094,096</b>

# Department Operational Plans

## Fire and Medical

### Fire and Medical Business Objective

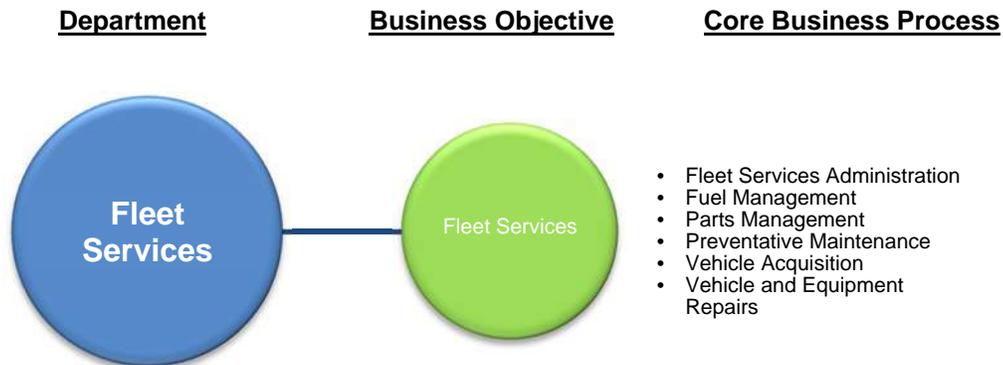
FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
<b>Community Involvement</b>						
Fire Prevention	11.0	\$1,029,696	\$29,820	\$13,700	-	\$1,073,216
Public Education	8.0	\$717,879	\$29,260	\$58,500	-	\$805,639
Public Information	3.0	\$390,720	\$37,810	\$31,400	-	\$459,930
<b>Departmental Support</b>						
Departmental Training	6.0	\$1,109,704	\$48,955	\$41,100	-	\$1,199,759
EMS Training	7.0	\$1,185,152	\$182,280	\$196,750	-	\$1,564,182
Fire Administration	12.0	\$1,529,509	\$47,757	\$174,200	\$71,693	\$1,823,159
Fire Maintenance	12.0	\$1,108,505	\$84,700	\$1,027,500	\$100,000	\$2,320,705
Personnel and Wellness	3.7	\$455,224	\$330,040	\$55,700	-	\$840,964
Planning and Research	1.5	\$212,010	\$17,560	-	-	\$229,570
Resource Management	10.0	\$745,126	\$846,580	\$1,677,500	\$415,875	\$3,685,081
Special Ops Training	2.0	\$419,452	\$42,190	\$60,000	-	\$521,642
Technical Support	9.0	\$919,447	\$477,110	\$81,800	\$50,000	\$1,528,357
<b>Emergency Management</b>						
Emergency Management	11.6	\$2,674,658	\$4,724,492	\$170,785	-	\$7,569,935
<b>Incident Response</b>						
Dispatch and Deployment	37.0	\$3,378,554	\$24,654	\$26,750	-	\$3,429,958
Operations	375.2	\$49,440,230	\$394,820	\$24,200	-	\$49,859,250
<b>Totals</b>	<b>509.0</b>	<b>\$65,315,866</b>	<b>\$7,318,028</b>	<b>\$3,639,885</b>	<b>\$637,568</b>	<b>\$76,911,347</b>

# Department Operational Plans

## Fleet Services

### Department Description

The Fleet Services Department operates two Automotive Service Excellence (ASE) Certified Blue Seal Facilities responsible for safe, dependable, professional and economical service and repairs to City vehicles. These services are delivered in an environmentally conscious manner that supports Mesa's departments in accomplishing their goals and objectives with a high focus on public safety. In addition to maintaining the City's fleet, the Fleet Services Department procures and designs new vehicles, operates and maintains eight fuel sites and has the ability to fabricate and weld most projects from other departments. City vehicle service and maintenance records are maintained in a professional database, Asset Works. This system provides management with the information to make fast and productive decisions regarding the City's fleet on a daily basis.



### Budgetary Highlights

The Fleet Services Department is funded through the Fleet Internal Services Fund. This is an internal service fund established to account for financing, on a cost reimbursement basis, of commodities or services provided by one program for the benefit of other programs within the City.

The Department is anticipating the replacement of 152 vehicles in FY 15/16. Fleet Services experienced significant savings in fuel costs in FY 14/15 due to lower prices and anticipates the trend will continue in FY 15/16. The budget also includes reductions to various budget lines.

# Department Operational Plans

## Fleet Services

### Fleet Services Business Objective

#### Mission

Minimize downtime and maximize equipment availability at an acceptable cost.

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Fleet and Equipment Availability Fleet and Equipment Availability: assure that Fleet reduces vehicle and equipment downtime. In an effort to provide excellent customer service, Fleet also provides a motor pool option to assist our customers with their vehicle/equipment needs.	% fleet availability	99.0	99.0	99.0
Indirect Labor - Preventative Maintenance and Repair Indirect Labor - Preventative Maintenance and Repair: Identify potential repairs before breakdown. Fleet mechanics are ASE certified in specialty areas which offer qualified technician expertise on all vehicles and equipment, which in turn reduces costs.	% indirect labor	30.0	22.0	30.0
Scheduled Preventative Maintenance Scheduled Preventative Maintenance: Do routine preventative maintenance in order to reduce unscheduled repairs, and prolong the vehicle and equipment lifecycle use to reduce costs to the customers.	% preventative main orders	90.0	109.0	90.0
Repair Turnaround Time Repair Turnaround Time: Maximize equipment availability, and reduce unscheduled downtime. Reduce the amount of rework and reduce costs to Fleet customers. Provide customer satisfaction by having ASE certified mechanics.	% orders completed in 1 day	70.0	73.0	70.0
Parts Filled From Inventory Parts Filled from Inventory: Reduce equipment downtime due to parts not currently available. Have an accurate inventory count, as well as secure inventory.	% orders filled from inventory	70.0	85.0	70.0

# Department Operational Plans

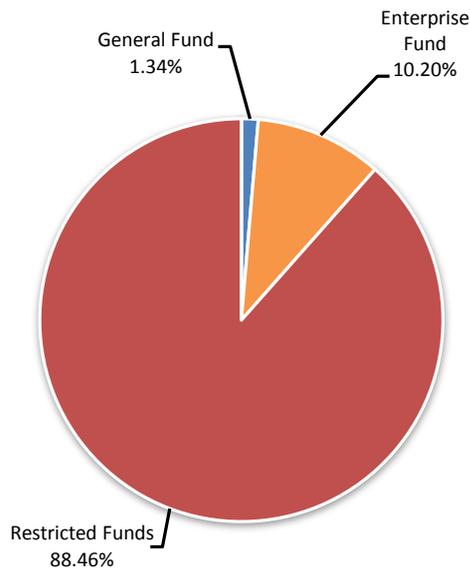
## Fleet Services

### Fleet Services Business Objective

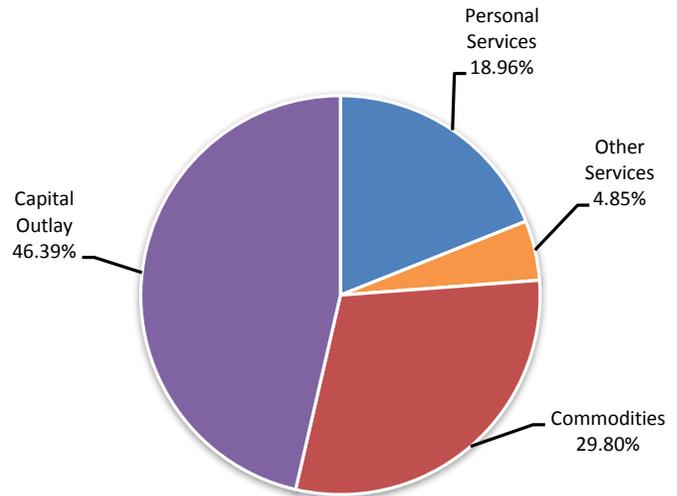
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$821,436	\$92,390	\$448,083
Enterprise Fund	\$1,478,577	\$1,859,300	\$3,395,930
Restricted Funds	\$28,191,591	\$32,533,821	\$29,462,146
Grant Funds	-	\$859,440	-
<b>Totals</b>	<b>\$30,491,604</b>	<b>\$35,344,951</b>	<b>\$33,306,159</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		78.0	78.0
Personal Services	\$6,012,627	\$6,349,402	\$6,315,016
Other Services	\$1,252,805	\$1,495,816	\$1,614,986
Commodities	\$11,802,646	\$8,791,963	\$9,925,011
Capital Outlay	\$11,423,527	\$18,707,770	\$15,451,146
<b>Totals</b>	<b>\$30,491,604</b>	<b>\$35,344,951</b>	<b>\$33,306,159</b>

**Fleet Services**  
**FY 15/16 Operational Funding**  
**\$33,306,159**



**Fleet Services**  
**FY 15/16 Operational Category**  
**\$33,306,159**



# Department Operational Plans

## Fleet Services

### Fleet Services Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Fleet Services Administration	\$461	-	\$2,384,610	-	-	\$2,385,071
Fuel Management	-	-	\$4,485,081	-	-	\$4,485,081
Parts Management	-	-	\$5,475,938	-	-	\$5,475,938
Preventative Maintenance	-	-	\$643,504	-	-	\$643,504
Vehicle Acquisition	\$447,622	\$3,395,930	\$11,739,081	-	-	\$15,582,633
Vehicle and Equipment Repairs	-	-	\$4,733,932	-	-	\$4,733,932
<b>Expenditure Total</b>	<b>\$448,083</b>	<b>\$3,395,930</b>	<b>\$29,462,146</b>	-	-	<b>\$33,306,159</b>
<b>Revenue</b>						
Parts Management	-	-	\$271,663	-	-	\$271,663
Vehicle Acquisition	-	-	\$398,953	-	-	\$398,953
Vehicle and Equipment Repairs	-	-	\$140,869	-	-	\$140,869
<b>Revenue Total</b>	-	-	<b>\$811,485</b>	-	-	<b>\$811,485</b>
<b>Expenditures Net of Revenues</b>	<b>\$448,083</b>	<b>\$3,395,930</b>	<b>\$28,650,661</b>	-	-	<b>\$32,494,674</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$461	-	\$461
Capital - General Fund	\$447,622	-	\$447,622
<b>Enterprise Fund</b>			
Capital - Enterprise	\$3,395,930	-	\$3,395,930
<b>Restricted Funds</b>			
Environmental Compliance Fee	\$661,524	-	\$661,524
Fleet Internal Service	\$17,466,028	\$412,532	\$17,053,496
Local Streets Sales Tax	\$760,112	-	\$760,112
Solid Waste Development Fee	\$361,000	-	\$361,000
Utility Replacement Extension and Renewal	\$6,174,804	-	\$6,174,804
Vehicle Replacement	\$4,038,678	\$398,953	\$3,639,725
<b>Totals</b>	<b>\$33,306,159</b>	<b>\$811,485</b>	<b>\$32,494,674</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Fleet Services Administration	19.6	\$1,811,985	\$509,586	\$63,500	-	\$2,385,071
Fuel Management	3.9	\$359,570	\$85,000	\$4,040,511	-	\$4,485,081
Parts Management	9.3	\$675,538	\$50,400	\$4,750,000	-	\$5,475,938
Preventative Maintenance	8.9	\$603,504	\$20,000	\$20,000	-	\$643,504
Vehicle Acquisition	1.9	\$154,487	-	-	\$15,428,146	\$15,582,633
Vehicle and Equipment Repairs	34.5	\$2,709,932	\$950,000	\$1,051,000	\$23,000	\$4,733,932
<b>Totals</b>	<b>78.0</b>	<b>\$6,315,016</b>	<b>\$1,614,986</b>	<b>\$9,925,011</b>	<b>\$15,451,146</b>	<b>\$33,306,159</b>

# Department Operational Plans

## Housing and Community Development

### Department Description

The Housing and Community Development Department oversees a variety of programs designed to provide safe, decent, and affordable housing and a suitable living environment within the City of Mesa. To accomplish this task, the Department has assumed a number of vital roles within the community.

One role within the Department is the City of Mesa Housing Authority. As the Housing Authority, the Department manages the following programs:

- Housing Choice Voucher (HCV) Program (Section 8) - provides rental assistance to low-income families for decent, safe, and sanitary housing by contracting with private owners and subsidizing a portion of the family's monthly rent. Since housing assistance is provided on behalf of the family or individual, participants are able to find their own housing, including single-family homes, townhouses and apartments.
- Family Self-Sufficiency program - assists HCV families in becoming independent of public assistance by overcoming barriers and improving knowledge, skills, and employability. With a case manager, participants establish a plan to achieve goals and connect with community resources.
- Veterans Affairs Supportive Housing (VASH) Program (Section 8) - provides rental assistance for chronically homeless veterans and their families, while the Veterans Administration in Phoenix provides case management and clinic services at its medical centers and community clinics.
- Mainstream Voucher Program (Section 8) - enables families having a person with disabilities to lease affordable private housing of their choice. Mainstream program vouchers also assist persons with disabilities who often face difficulties in locating suitable and accessible housing on the private market.

Furthermore, the City is a designated entitlement community by the United States Department of Housing and Urban Development (HUD). In this role, the Department oversees the following Community Planning and Development (CPD) programs designed to revitalize neighborhoods, promote economic development and improve community facilities and services:

- Community Development Block Grant (CDBG) - ensures decent affordable housing, provides services to the most vulnerable in our communities, and creates jobs through the expansion and retention of businesses.
- Neighborhood Stabilization Program (NSP) - revitalizes housing in specific areas of the City to sell to qualified residents. The funding allows the City to acquire foreclosed or abandoned homes and to rehabilitate, resell, or redevelop these homes in order to stabilize neighborhoods and stem the decline of house values of neighboring homes.
- HOME Investment Partnership (HOME) - helps communities expand the supply of decent, safe, sanitary and affordable housing, with primary attention to housing for low income families. The HOME Program funds a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership, and providing direct rental assistance to low-income people.
- Emergency Solutions Grant (ESG) - provides essential services related to emergency shelter, rehabilitation and conversion of buildings to be used as emergency shelters, operation of emergency shelters, and homelessness prevention services.

The Affordable Rental Movement (ARM) of Save the Family, in partnership with the City of Mesa, was awarded a Shelter Plus Care Grant in FY 12/13 through HUD. This was the first Shelter Plus Care Grant to be awarded in the east valley. The grant allows ARM to provide seven homes for chronically homeless families for up to five years. The City of Mesa Housing Authority determines program eligibility, refers families to the Shelter Plus Care Program and monitors the program.

Nearly all sources of funding for the Housing and Community Development Department are provided by HUD.

# Department Operational Plans

## Housing and Community Development

Finally, the Department provides coordination of a social services delivery system which addresses issues such as homelessness, poverty, domestic violence and other regional human services issues. This is accomplished through monetary contributions from the community and general funds.



### **Budgetary Highlights**

The City received a combined \$12.4 million in FY 14/15 and \$13.3 million in FY 15/16, for the following three HUD Section 8 programs:

- Housing Choice Voucher (HCV) Program
- Mainstream Voucher Program
- Veterans Affairs Supportive Housing Program (VASH)

In addition, funding for the following programs was received:

- Community Development Block Grant (CDBG) at \$8.6 million in FY 14/15 and \$5.8 million in FY 15/16.
- Neighborhood Stabilization Program (NSP) at \$2.5 million in FY 14/15 and \$3.6 million in FY 15/16.
- HOME Investment Partnership (HOME) at \$3.0 million in FY 14/15 and \$3.4 million in FY 15/16.
- Emergency Solutions Grant (ESG) at \$0.3 million in FY 14/15 and \$0.4 million in FY 15/16.
- Shelter Plus Care Grant at \$0.3 million in FY 14/15 and \$0.3 million in FY 15/16.

# Department Operational Plans

## Housing and Community Development

### Housing and Community Development Business Objective

#### Mission

Partnering together to preserve and revitalize neighborhoods to enhance the quality of life for Mesa residents.

#### Desired Outcomes

- Ensure safe, decent, and sanitary housing for moderate, low, and extremely low income families

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Utilization Rate of Housing Choice Vouchers (HCV)	% Utilization HCV in CalYr	98.0	0.0	98.0
HUD expects a high performing PHA to maintain an average utilization rate at or above 98 percent. Monthly measure available through various HUD programs can be more or less than 100% each month, but the total for calendar year should not be less than 98%.				

# Department Operational Plans

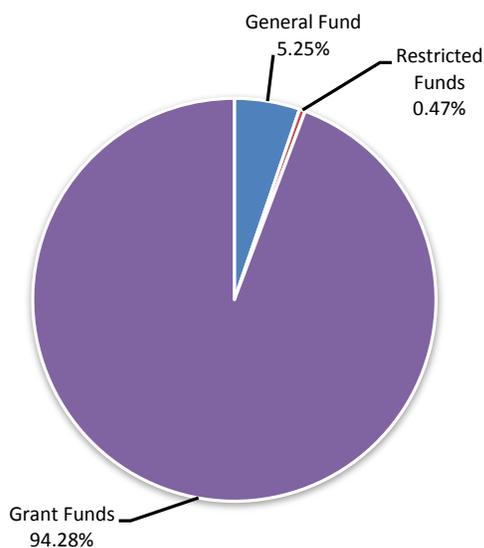
## Housing and Community Development

### Housing and Community Development Business Objective

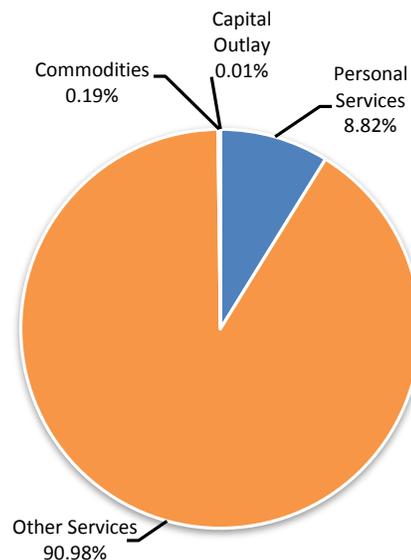
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$1,220,796	\$1,443,700	\$1,490,025
Restricted Funds	\$108,000	\$200,000	\$133,131
Grant Funds	\$17,738,369	\$26,434,356	\$26,777,667
<b>Totals</b>	<b>\$19,067,165</b>	<b>\$28,078,056</b>	<b>\$28,400,823</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		31.0	31.0
Personal Services	\$2,063,362	\$2,525,132	\$2,505,678
Other Services	\$16,957,048	\$25,452,163	\$25,838,385
Commodities	\$46,754	\$98,761	\$54,760
Capital Outlay	-	\$2,000	\$2,000
<b>Totals</b>	<b>\$19,067,165</b>	<b>\$28,078,056</b>	<b>\$28,400,823</b>

Housing and Community Development  
FY 15/16 Operational Funding  
\$28,400,823



Housing and Community Development  
FY 15/16 Operational Category  
\$28,400,823



# Department Operational Plans

## Housing and Community Development

### Housing and Community Development Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Housing and Community Development	\$1,490,025	-	\$133,131	\$26,777,667	-	\$28,400,823
<b>Expenditure Total</b>	<b>\$1,490,025</b>	<b>-</b>	<b>\$133,131</b>	<b>\$26,777,667</b>	<b>-</b>	<b>\$28,400,823</b>
<b>Revenue</b>						
Housing and Community Development	\$35,124	-	\$123,131	\$26,138,142	-	\$26,296,397
<b>Revenue Total</b>	<b>\$35,124</b>	<b>-</b>	<b>\$123,131</b>	<b>\$26,138,142</b>	<b>-</b>	<b>\$26,296,397</b>
<b>Expenditures Net of Revenues</b>	<b>\$1,454,901</b>	<b>-</b>	<b>\$10,000</b>	<b>\$639,525</b>	<b>-</b>	<b>\$2,104,426</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$1,488,025	\$35,124	\$1,452,901
Capital - General Fund	\$2,000	-	\$2,000
<b>Restricted Funds</b>			
Restricted Programs Fund	\$133,131	\$123,131	\$10,000
<b>Grant Funds</b>			
Community Development Block Grant	\$9,993,814	\$10,160,496	\$(166,682)
HOME	\$3,363,409	\$3,370,394	\$(6,985)
Section 8	\$13,420,444	\$12,607,252	\$813,192
<b>Totals</b>	<b>\$28,400,823</b>	<b>\$26,296,397</b>	<b>\$2,104,426</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Housing and Community Development	31.0	\$2,505,678	\$25,838,385	\$54,760	\$2,000	\$28,400,823
<b>Totals</b>	<b>31.0</b>	<b>\$2,505,678</b>	<b>\$25,838,385</b>	<b>\$54,760</b>	<b>\$2,000</b>	<b>\$28,400,823</b>

# Department Operational Plans

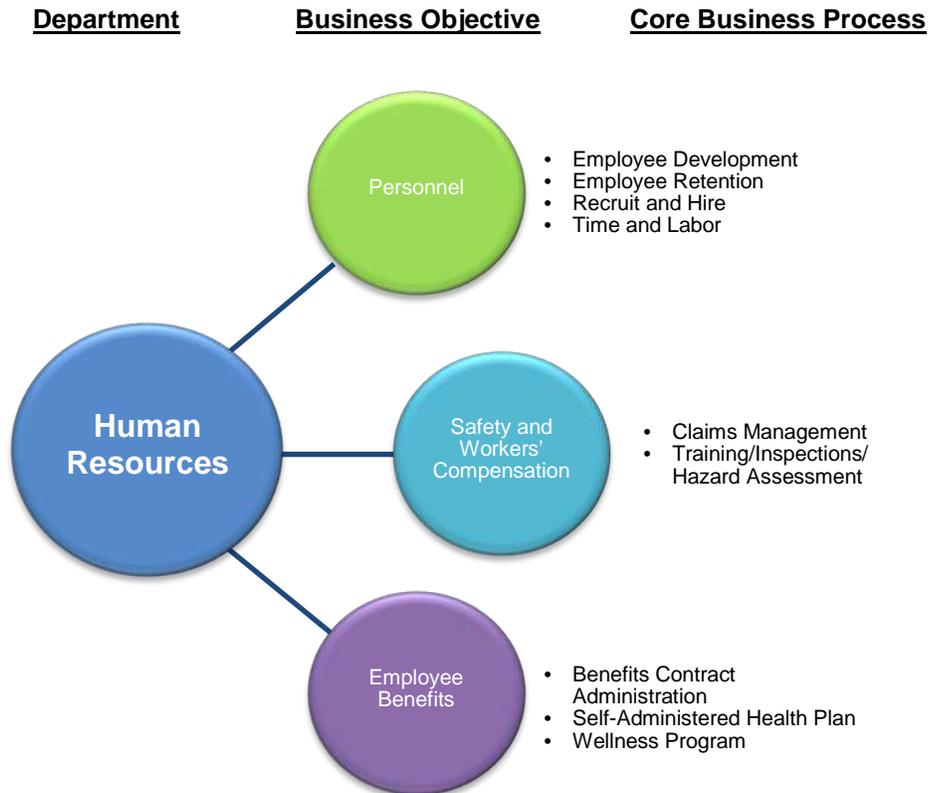
## Human Resources

### Department Description

The Human Resources (HR) Department provides the full range of HR services to approximately 3,500+ City employees. The City's medical benefits programs are fully self-funded, and our Workers' Compensation services are fully self-funded and self-administered. The Human Resources Department is dedicated to providing services in:

- Recruitment/Testing/Selection
- Benefits
- Compensation/Classification
- Employee Development/Training
- Employee Relations
- Safety/Workers' Compensation

The Human Resources Department reports to the City Manager's Office and is a key Department in providing Citywide Human Resources leadership and consultation. The Department focuses on delivering the highest quality of HR service, and values our partnerships with employees, supervisors, managers, and directors. The Department continually seeks new ways to improve our services and satisfy the needs of our customers.



# Department Operational Plans

## Human Resources

### **Budgetary Highlights**

Most of the changes in the Human Resources Department occurred in the employee benefits area. Two temporary Program Assistant positions that were previously assigned to the City's CityEdge project were inactivated. The City converted from a self-administered health and dental plan to using a third-party vendor. Three associated positions (Medical Claims Supervisor and two Claims Adjusters) were eliminated due to the transfer of duties and are not included in the FY 15/16 budget.

The FY 15/16 Employee Benefit Trust Fund budget is approximately \$2 million lower than the FY 14/15 budget. The Department received one-time funding in FY 14/15 of \$500,000 to replace the existing claims system that was no longer supported by the vendor. Additionally, the expected decrease of administration costs in FY 15/16 is \$500,000 and anticipated claims are expected to decrease by \$1.0 million.

The FY 15/16 budget for the Workers' Compensation Trust Fund includes a decrease of \$213,000 due to a decrease in anticipated claims and premium costs.

The proposed budget also includes reductions to various budget lines.

# Department Operational Plans

## Human Resources

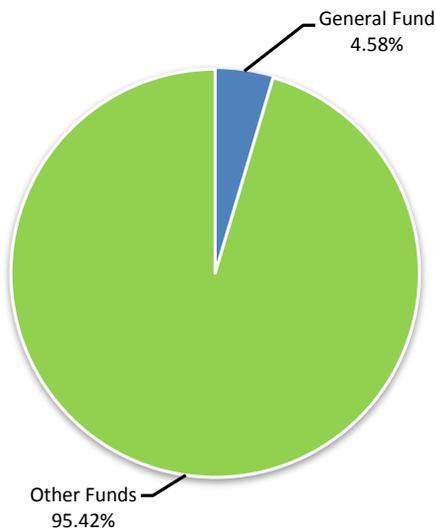
### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$2,894,874	\$3,149,351	\$3,414,597
Other Funds	\$63,356,344	\$72,496,649	\$71,100,403
<b>Totals</b>	<b>\$66,251,218</b>	<b>\$75,646,000</b>	<b>\$74,515,000</b>

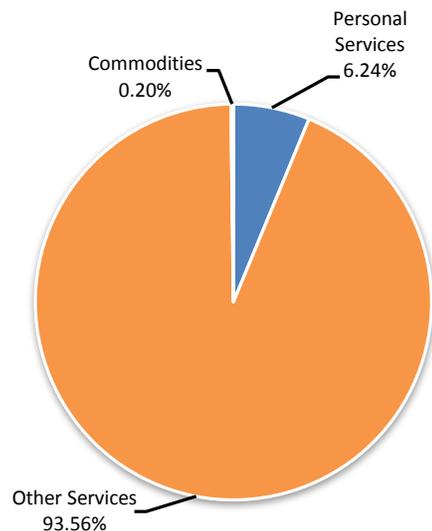
### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		50.0	51.0
Personal Services	\$4,019,109	\$4,422,879	\$4,646,188
Other Services	\$62,090,270	\$70,528,144	\$69,717,225
Commodities	\$136,673	\$194,977	\$151,587
Capital Outlay	\$5,166	\$500,000	-
<b>Totals</b>	<b>\$66,251,218</b>	<b>\$75,646,000</b>	<b>\$74,515,000</b>

**Human Resources  
FY 15/16 Operational Funding  
\$74,515,000**



**Human Resources  
FY 15/16 Operational Category  
\$74,515,000**



# Department Operational Plans

## Human Resources

### FY 15/16 Operational Budget by Business Objective and Funding Source

Business Objective	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Employee Benefits	-	-	-	-	\$65,172,392	\$65,172,392
Personnel	\$3,128,392	-	-	-	-	\$3,128,392
Safety and Workers' Compensation	\$286,205	-	-	-	\$5,928,011	\$6,214,216
<b>Expenditure Total</b>	<b>\$3,414,597</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$71,100,403</b>	<b>\$74,515,000</b>
<b>Revenue</b>						
Employee Benefits	-	-	-	-	\$72,708,525	\$72,708,525
<b>Revenue Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$72,708,525</b>	<b>\$72,708,525</b>
<b>Expenditures Net of Revenues</b>	<b>\$3,414,597</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$(1,608,122)</b>	<b>\$1,806,475</b>

### FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$3,414,597	-	\$3,414,597
<b>Other Funds</b>			
Employee Benefit Trust	\$65,172,392	\$72,708,525	\$(7,536,133)
Worker's Compensation	\$5,928,011	-	\$5,928,011
<b>Totals</b>	<b>\$74,515,000</b>	<b>\$72,708,525</b>	<b>\$1,806,475</b>

### FY 15/16 Operational Budget By Business Objective and Category

Business Objective	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Employee Benefits	10.5	\$967,169	\$64,159,123	\$46,100	-	\$65,172,392
Personnel	31.5	\$2,876,909	\$171,916	\$79,567	-	\$3,128,392
Safety and Workers' Compensation	9.0	\$802,110	\$5,386,186	\$25,920	-	\$6,214,216
<b>Totals</b>	<b>51.0</b>	<b>\$4,646,188</b>	<b>\$69,717,225</b>	<b>\$151,587</b>	<b>-</b>	<b>\$74,515,000</b>

# Department Operational Plans

## Human Resources

### Employee Benefits Business Objective

#### Mission

Provide plan members with a competitive and financially stable benefits package.

#### Desired Outcomes

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

#### Performance Measures

<b>Performance Measure Name</b>	<b>Unit of Measure</b>	<b>FY14/15 Target</b>	<b>FY14/15 YTD Actual</b>	<b>FY 15/16 Target</b>
Employee Benefit Trust Fund Balance EOY	\$ Trust Fund Balance EOY	35,000,000	48,452,244	40,000,000
Trust Fund balance as reported on statement of total revenues and expenditures FIN report measured on a fiscal year basis. Fund balance target is determined with joint agreement of Budget, Benefits Administration and Self-Insurance Trust Fund Board.				

# Department Operational Plans

## Human Resources

### Employee Benefits Business Objective

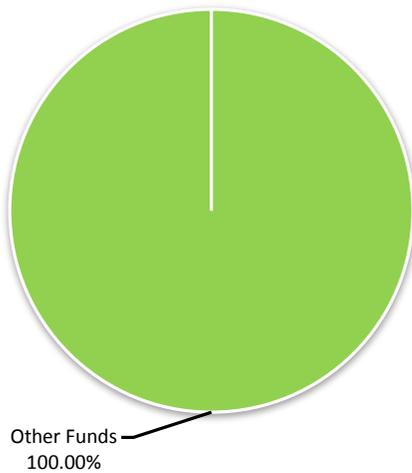
#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
Other Funds	\$58,684,485	\$66,545,479	\$65,172,392
<b>Totals</b>	<b>\$58,684,485</b>	<b>\$66,545,479</b>	<b>\$65,172,392</b>

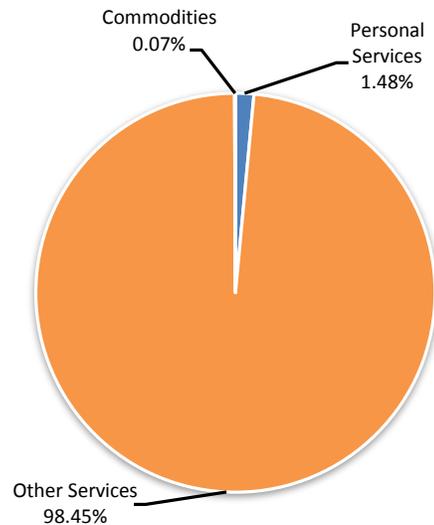
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		15.5	10.5
Personal Services	\$1,057,061	\$1,279,470	\$967,169
Other Services	\$57,583,813	\$64,693,032	\$64,159,123
Commodities	\$43,322	\$72,977	\$46,100
Capital Outlay	\$289	\$500,000	-
<b>Totals</b>	<b>\$58,684,485</b>	<b>\$66,545,479</b>	<b>\$65,172,392</b>

**Employee Benefits**  
FY 15/16 Operational Funding  
\$65,172,392



**Employee Benefits**  
FY 15/16 Operational Category  
\$65,172,392



# Department Operational Plans

## Human Resources

### Employee Benefits Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Benefits Contract Administration	-	-	-	-	\$56,340,460	\$56,340,460
Self Administered Health Plan	-	-	-	-	\$7,295,379	\$7,295,379
Wellness Program	-	-	-	-	\$1,536,553	\$1,536,553
<b>Expenditure Total</b>	-	-	-	-	<b>\$65,172,392</b>	<b>\$65,172,392</b>
<b>Revenue</b>						
Benefits Contract Administration	-	-	-	-	\$72,708,525	\$72,708,525
<b>Revenue Total</b>	-	-	-	-	<b>\$72,708,525</b>	<b>\$72,708,525</b>
<b>Expenditures Net of Revenues</b>	-	-	-	-	<b>\$(7,536,133)</b>	<b>\$(7,536,133)</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>Other Funds</b>			
Employee Benefit Trust	\$65,172,392	\$72,708,525	\$(7,536,133)
<b>Totals</b>	<b>\$65,172,392</b>	<b>\$72,708,525</b>	<b>\$(7,536,133)</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Benefits Contract Administration	7.1	\$605,280	\$55,735,180	-	-	\$56,340,460
Self Administered Health Plan	2.4	\$254,201	\$7,016,378	\$24,800	-	\$7,295,379
Wellness Program	1.0	\$107,688	\$1,407,565	\$21,300	-	\$1,536,553
<b>Totals</b>	<b>10.5</b>	<b>\$967,169</b>	<b>\$64,159,123</b>	<b>\$46,100</b>	<b>-</b>	<b>\$65,172,392</b>

# Department Operational Plans

## Human Resources

### Personnel Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Employee Commitment Index	Index = Emp Commitment	136	83	68
The Employee Commitment Index Score is derived from the annual COM Employee Survey results. We consider historical trends and benchmark data (when applicable) and it is our goal to maintain or show a moderate improvement if possible within the metric time period. Target is based on the average percentage of Very Favorable and Favorable responses by employees to 5 specific Employee Survey data questions regarding City management's leadership performance. History and future expectations are factored.				
HR Recruitment Turnaround	# Days Between Req&Screen	12	12	0
This metric measures the days between requisition receipt and eligible list created. We consider historical trends and benchmark data (when applicable). It is our goal to maintain or show a moderate improvement if possible within the metric time period.				

# Department Operational Plans

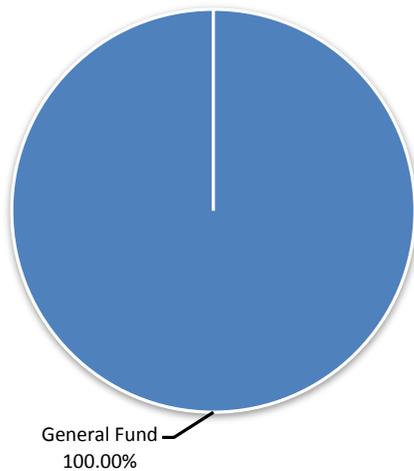
## Human Resources

### Personnel Business Objective

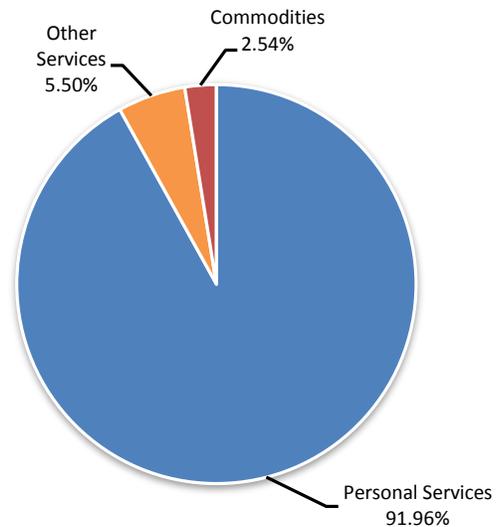
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$2,445,504	\$2,674,082	\$3,128,392
<b>Totals</b>	<b>\$2,445,504</b>	<b>\$2,674,082</b>	<b>\$3,128,392</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		25.5	31.5
Personal Services	\$2,221,881	\$2,378,370	\$2,876,909
Other Services	\$148,176	\$203,512	\$171,916
Commodities	\$70,568	\$92,200	\$79,567
Capital Outlay	\$4,878	-	-
<b>Totals</b>	<b>\$2,445,504</b>	<b>\$2,674,082</b>	<b>\$3,128,392</b>

**Personnel**  
**FY 15/16 Operational Funding**  
**\$3,128,392**



**Personnel**  
**FY 15/16 Operational Category**  
**\$3,128,392**



*Note: A portion of the amount budgeted to the General Fund for this department will be allocated to other funds. The allocation to other funds is recorded in the Centralized Appropriations Department. The allocation is based on the City department "customers" that the department serves.*

# Department Operational Plans

## Human Resources

### Personnel Business Objective

#### FY 15/16 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Employee Development	\$356,369	-	-	-	-	\$356,369
Employee Retention	\$897,926	-	-	-	-	\$897,926
Recruit and Hire	\$1,443,315	-	-	-	-	\$1,443,315
Time and Labor	\$430,782	-	-	-	-	\$430,782
<b>Expenditure Total</b>	<b>\$3,128,392</b>	-	-	-	-	<b>\$3,128,392</b>
<b>Expenditures Net of Revenues</b>	<b>\$3,128,392</b>	-	-	-	-	<b>\$3,128,392</b>

#### FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$3,128,392	-	\$3,128,392
<b>Totals</b>	<b>\$3,128,392</b>	-	<b>\$3,128,392</b>

#### FY 15/16 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Employee Development	3.3	\$352,105	\$4,264	-	-	\$356,369
Employee Retention	7.8	\$792,837	\$43,822	\$61,267	-	\$897,926
Recruit and Hire	14.3	\$1,301,185	\$123,830	\$18,300	-	\$1,443,315
Time and Labor	6.0	\$430,782	-	-	-	\$430,782
<b>Totals</b>	<b>31.5</b>	<b>\$2,876,909</b>	<b>\$171,916</b>	<b>\$79,567</b>	-	<b>\$3,128,392</b>

# Department Operational Plans

## Human Resources

### Safety and Workers' Compensation Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Experience Modification Rate	Avg Safety&WrksComp Cost	2	1	1
<p>As the City's Experience Modification (E-MOD) rate decreases, the insurance premium calculation is decreased, which results in a decrease in annual taxes and a savings to the City's workers' compensation trust fund. HOW THE E-MOD IS DETERMINED: The annual target for the E-MOD Rate is derived from evaluating historical loss data and is set based on yearly Workers' Compensation (WC) accident trends. HOW THE E-MOD RATE AFFECTS THE CITY: The E-MOD is an industry rating used by insurance companies for the calculation of Workers' Compensation insurance premiums. However, the City is required to contribute to state funds, in the form of taxes, used to pay for operational costs for the Industrial Commission of Arizona, the state agency responsible for the administration of rules/regulations related to workers' compensation claims. Industrial Commission of Arizona ICA will notify the City of the results sometime between late February to mid-March 2015. The benchmark is set each year by the National Council on Compensation Insurance (NCCI) and the ICA. The City administers a self-insured workers' compensation program and is not required to pay workers' compensation insurance. The E-MOD rates and measures the future financial risk based on current and historical losses (costs) related to work place injuries. The state calculates what the City would have paid in workers' compensation insurance premiums and uses that premium to calculate the amount of taxes the City will pay for the previous tax year. This measure looks at the 3-year history of Safety and Workers Compensation costs based on national averages as reported by all employers.</p>				

# Department Operational Plans

## Human Resources

### Safety and Workers' Compensation Business Objective

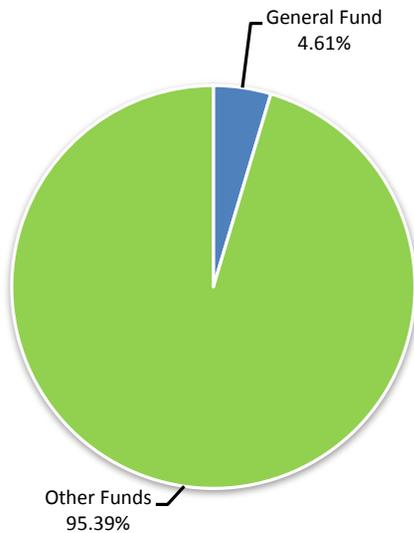
#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$449,371	\$475,269	\$286,205
Other Funds	\$4,671,859	\$5,951,170	\$5,928,011
<b>Totals</b>	<b>\$5,121,229</b>	<b>\$6,426,440</b>	<b>\$6,214,216</b>

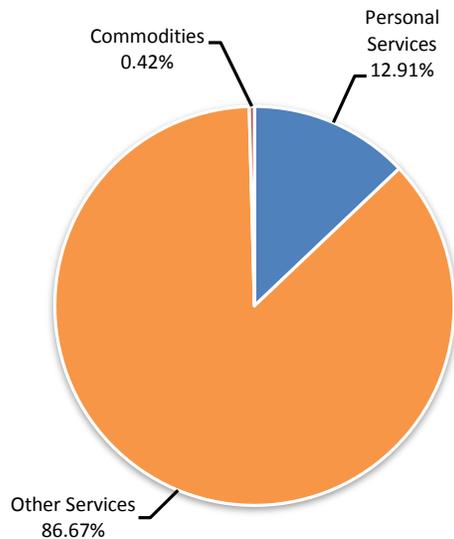
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		9.0	9.0
Personal Services	\$740,166	\$765,040	\$802,110
Other Services	\$4,358,281	\$5,631,600	\$5,386,186
Commodities	\$22,782	\$29,800	\$25,920
<b>Totals</b>	<b>\$5,121,229</b>	<b>\$6,426,440</b>	<b>\$6,214,216</b>

**Safety and Workers' Compensation  
FY 15/16 Operational Funding  
\$6,214,216**



**Safety and Workers' Compensation  
FY 15/16 Operational Category  
\$6,214,216**



# Department Operational Plans

## Human Resources

### Safety and Workers' Compensation Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Claims Management	-	-	-	-	\$5,924,726	\$5,924,726
Training Inspections Hazard Assessment	\$286,205	-	-	-	\$3,285	\$289,490
<b>Expenditure Total</b>	<b>\$286,205</b>	-	-	-	<b>\$5,928,011</b>	<b>\$6,214,216</b>
<b>Expenditures Net of Revenues</b>	<b>\$286,205</b>	-	-	-	<b>\$5,928,011</b>	<b>\$6,214,216</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$286,205	-	\$286,205
<b>Other Funds</b>			
Worker's Compensation	\$5,928,011	-	\$5,928,011
<b>Totals</b>	<b>\$6,214,216</b>	-	<b>\$6,214,216</b>

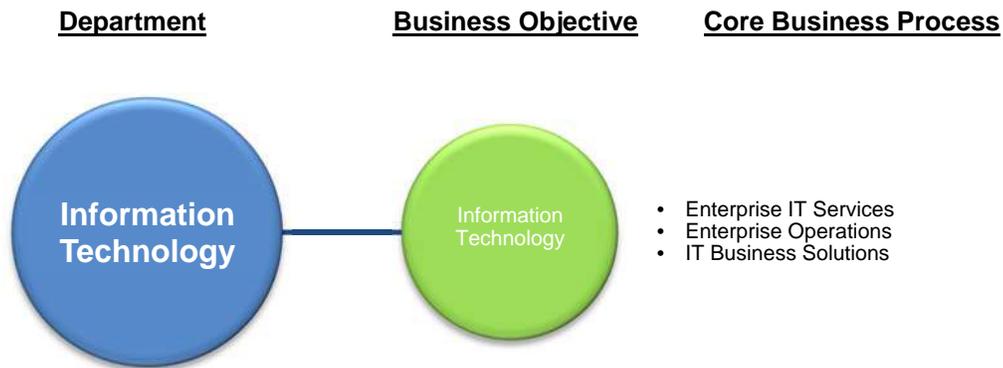
FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Claims Management	6.8	\$597,826	\$5,322,900	\$4,000	-	\$5,924,726
Training Inspections Hazard Assessment	2.2	\$204,284	\$63,286	\$21,920	-	\$289,490
<b>Totals</b>	<b>9.0</b>	<b>\$802,110</b>	<b>\$5,386,186</b>	<b>\$25,920</b>	-	<b>\$6,214,216</b>

# Department Operational Plans

## Information Technology

### Department Description

The City of Mesa's Information Technology Department (ITD) provides the technology leadership, system implementation and ongoing support for a broad range of technologies used by City departments to provide quality services to our citizens, visitors and businesses. Technology services include: Business Solutions & Support, Enterprise Operations, and Enterprise IT Services.



### Budgetary Highlights

In FY 14/15, one position was inactivated as it was originally added for the City's CityEdge project and the duties have been completed. The FY 14/15 budget included the exchange of two vacant positions into operational dollars to advance efforts with business analytics and cloud subscription services.

As part of the citywide reduction effort, the equivalent of eight positions has been reduced from the Department totaling about \$950,000. Seven vacant positions have been reduced plus funding equivalent to one of the positions converted to operational funds last year. The vacant positions were targeted to be used for areas such as Enterprise Resource Planning, database, fiber planning, and security.

# Department Operational Plans

## Information Technology

### Information Technology Business Objective

#### Mission

Improving existing City services and creating new possibilities (via technology) anytime, anywhere the City needs it.

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Critical Business Application Availability	% Overall Avail Apps	99.0	99.0	99.5
This quarterly metric is a consolidated average across enterprise applications. Target selected represents availability that includes planned downtime in addition to unexpected downtime reflecting the varied service level uptime requirements.				
Enterprise Platform Availability	% Overall Avail Infra	99.0	99.7	99.5
This quarterly metric is a consolidated average across all infrastructure platforms. Target selected represents availability that includes planned downtime in addition to unexpected downtime reflecting the varied service level uptime requirements.				

# Department Operational Plans

## Information Technology

### Information Technology Business Objective

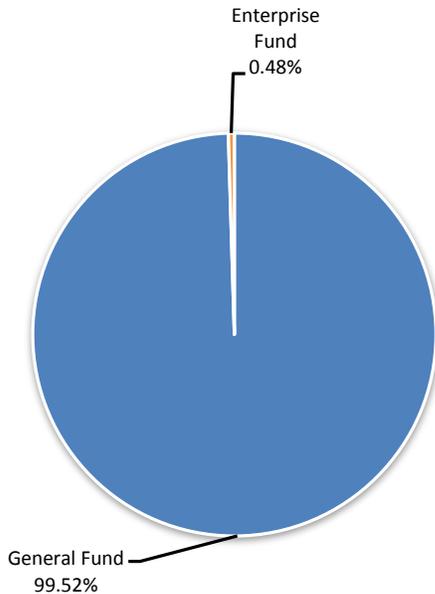
#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$24,313,563	\$30,085,441	\$30,990,858
Enterprise Fund	-	\$422,000	\$148,780
<b>Totals</b>	<b>\$24,313,563</b>	<b>\$30,507,441</b>	<b>\$31,139,638</b>

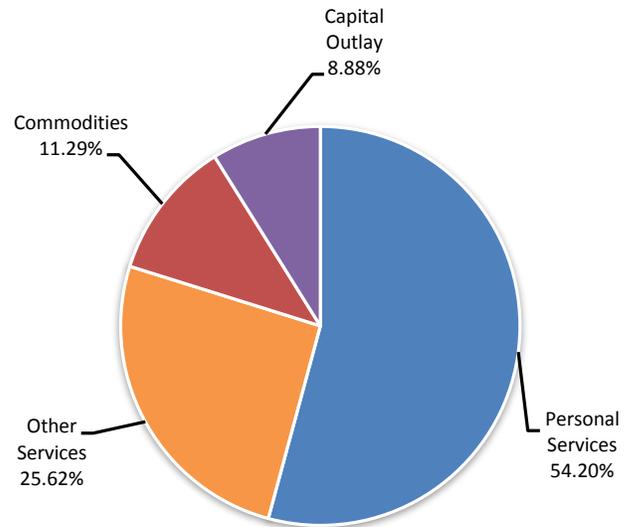
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		149.0	141.0
Personal Services	\$16,187,292	\$17,189,565	\$16,878,933
Other Services	\$5,684,742	\$7,589,833	\$7,979,464
Commodities	\$1,151,589	\$3,084,846	\$3,514,574
Capital Outlay	\$1,289,940	\$2,643,197	\$2,766,667
<b>Totals</b>	<b>\$24,313,563</b>	<b>\$30,507,441</b>	<b>\$31,139,638</b>

**Information Technology  
FY 15/16 Operational Funding  
\$31,139,638**



**Information Technology  
FY 15/16 Operational Category  
\$31,139,638**



*Note: A portion of the amount budgeted to the General Fund for this department will be allocated to other funds. The allocation to other funds is recorded in the Centralized Appropriations Department. The allocation is based on the City department "customers" that the department serves.*

# Department Operational Plans

## Information Technology

### Information Technology Business Objective

#### FY 15/16 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Enterprise IT Services	\$11,025,934	-	-	-	-	\$11,025,934
Enterprise Operations	\$11,874,815	\$148,780	-	-	-	\$12,023,595
IT Business Solutions	\$8,090,109	-	-	-	-	\$8,090,109
<b>Expenditure Total</b>	<b>\$30,990,858</b>	<b>\$148,780</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$31,139,638</b>
<b>Expenditures Net of Revenues</b>	<b>\$30,990,858</b>	<b>\$148,780</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$31,139,638</b>

#### FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$27,667,629	-	\$27,667,629
Capital - General Fund	\$3,323,229	-	\$3,323,229
<b>Enterprise Fund</b>			
Capital - Enterprise	\$148,780	-	\$148,780
<b>Totals</b>	<b>\$31,139,638</b>	<b>-</b>	<b>\$31,139,638</b>

#### FY 15/16 Operational Budget By Core Business Process and Category

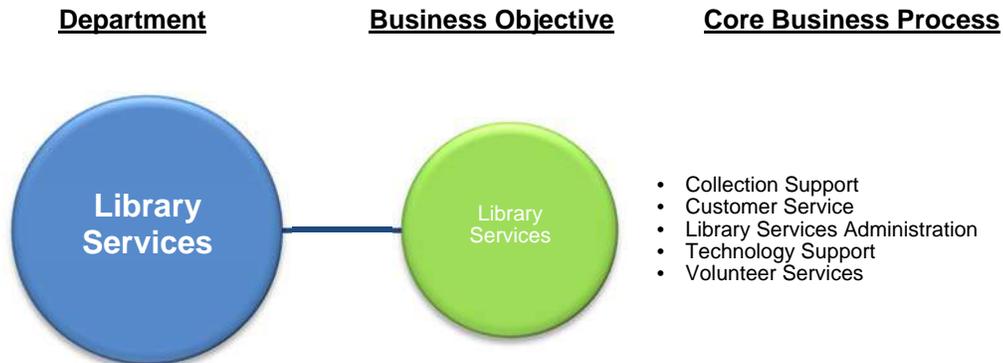
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Enterprise IT Services	60.9	\$6,875,176	\$3,547,198	\$503,932	\$99,628	\$11,025,934
Enterprise Operations	33.2	\$3,980,417	\$2,375,497	\$3,000,642	\$2,667,039	\$12,023,595
IT Business Solutions	47.0	\$6,023,340	\$2,056,769	\$10,000	-	\$8,090,109
<b>Totals</b>	<b>141.0</b>	<b>\$16,878,933</b>	<b>\$7,979,464</b>	<b>\$3,514,574</b>	<b>\$2,766,667</b>	<b>\$31,139,638</b>

# Department Operational Plans

## Library Services

### Department Description

The public library system serves the needs of Mesa citizens by providing books, programming, audio/visual materials and electronic resources that inform, educate and entertain residents. Mesa currently has four branches: Main Branch, Red Mountain Branch, Dobson Branch, and the Mesa Express Library.



### Budgetary Highlights

The Library department has minor changes in its budget between FY 14/15 and FY 15/16 and is expecting budget savings for FY 14/15 of approximately \$75,000 that does not include vacant position savings; however, additional savings from vacant positions may still be realized in FY 15/16.

The Library will be receiving \$25,000 less in grant funds in FY 15/16 because the grantor is purchasing the needed library supplies instead of giving the Library the grant funds directly. Estimated receipts of state grants for FY 15/16 is consistent with FY 14/15 at about \$23,000.

As part of the citywide reduction effort, the budget includes a reduction of four positions (two full-time and two part-time vacant positions) from Library's operating budget for a savings of just over \$200,000.

# Department Operational Plans

## Library Services

### Library Services Business Objective

#### Mission

To provide access and guidance to information through library services resources.

#### Desired Outcomes

- The community is provided with services and resources for lifelong learning.

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
LIB-Circulation of Library Materials The annual target for circulation is selected by comparing the previous fiscal year actual circulation with other libraries serving a similar population using the Public Library Data Service (2013) annual survey. The FY 15/16 annual target comparison library is Sarasota County Library System, FL.	# Library Matrls Circulated	3,495,476	3,044,746	3,003,849
LIB-In-house Library Visits The annual target for in-house visits is selected by comparing the previous fiscal year actual in-house visits with other libraries serving a similar population using the Public Library Data Service (2013) annual survey. The FY 15/16 annual target comparison library is Montgomery County Memorial Library System, TX.	# In Library Visits	1,263,518	1,166,131	1,184,833
LIB-Program Attendance The annual target for program attendance is selected by comparing the previous fiscal year actual program attendance with other libraries serving a similar population using the Public Library Data Service (2013) annual survey. The FY 15/16 annual target comparison library is Portland Public Library, OR.	# Attending Programs	28,125	41,478	24,862
LIB-Hours of Public Internet Terminal Use The annual target for hours of public Internet use is calculated using fiscal year 12/13 and 13/14 historical data. The historical data is pulled from the Envisionware PC Reservation reporting module.	# Hrs public internet use	190,885	216,188	200,000

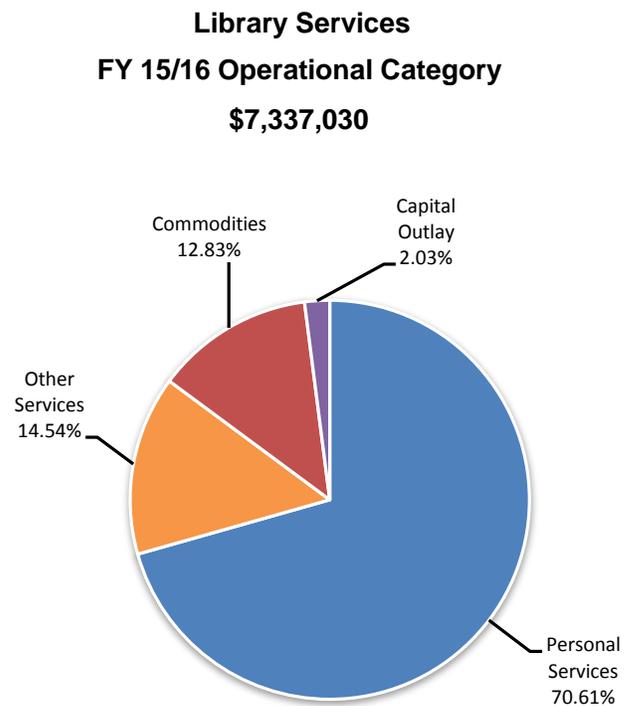
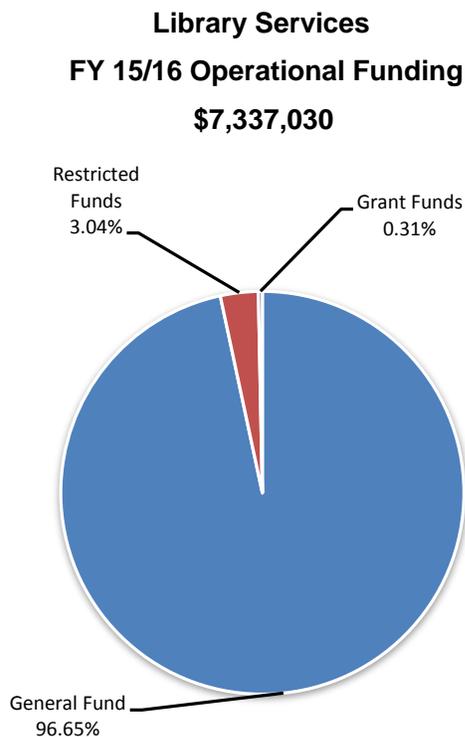
# Department Operational Plans

## Library Services

### Library Services Business Objective

Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$6,774,291	\$7,231,750	\$7,091,130
Restricted Funds	\$48,569	\$196,800	\$222,900
Grant Funds	\$57,006	\$49,000	\$23,000
<b>Totals</b>	<b>\$6,879,867</b>	<b>\$7,477,550</b>	<b>\$7,337,030</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		78.7	76.2
Personal Services	\$5,048,811	\$5,277,531	\$5,180,367
Other Services	\$924,006	\$1,042,452	\$1,066,700
Commodities	\$869,470	\$962,017	\$941,284
Capital Outlay	\$37,580	\$195,550	\$148,679
<b>Totals</b>	<b>\$6,879,867</b>	<b>\$7,477,550</b>	<b>\$7,337,030</b>



# Department Operational Plans

## Library Services

### Library Services Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Collection Support	\$1,314,339	-	\$27,000	\$23,000	-	\$1,364,339
Customer Service	\$3,978,899	-	-	-	-	\$3,978,899
Library Services Administration	\$1,302,243	-	\$180,500	-	-	\$1,482,743
Technology Support	\$347,677	-	-	-	-	\$347,677
Volunteer Services	\$147,972	-	\$15,400	-	-	\$163,372
<b>Expenditure Total</b>	<b>\$7,091,130</b>	<b>-</b>	<b>\$222,900</b>	<b>\$23,000</b>	<b>-</b>	<b>\$7,337,030</b>
<b>Revenue</b>						
Collection Support	-	-	-	\$23,000	-	\$23,000
Customer Service	\$210,677	-	\$81,500	-	-	\$292,177
<b>Revenue Total</b>	<b>\$210,677</b>	<b>-</b>	<b>\$81,500</b>	<b>\$23,000</b>	<b>-</b>	<b>\$315,177</b>
<b>Expenditures Net of Revenues</b>	<b>\$6,880,453</b>	<b>-</b>	<b>\$141,400</b>	<b>-</b>	<b>-</b>	<b>\$7,021,853</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$6,937,526	\$210,677	\$6,726,849
Capital - General Fund	\$153,604	-	\$153,604
<b>Restricted Funds</b>			
Restricted Programs Fund	\$222,900	\$81,500	\$141,400
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$23,000	\$23,000	-
<b>Totals</b>	<b>\$7,337,030</b>	<b>\$315,177</b>	<b>\$7,021,853</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Collection Support	7.5	\$546,686	\$298,452	\$519,201	-	\$1,364,339
Customer Service	60.7	\$3,809,274	\$77,575	\$80,050	\$12,000	\$3,978,899
Library Services Administration	4.0	\$495,611	\$531,230	\$319,223	\$136,679	\$1,482,743
Technology Support	2.0	\$180,824	\$148,543	\$18,310	-	\$347,677
Volunteer Services	2.0	\$147,972	\$10,900	\$4,500	-	\$163,372
<b>Totals</b>	<b>76.2</b>	<b>\$5,180,367</b>	<b>\$1,066,700</b>	<b>\$941,284</b>	<b>\$148,679</b>	<b>\$7,337,030</b>

# Department Operational Plans

## Mayor and Council

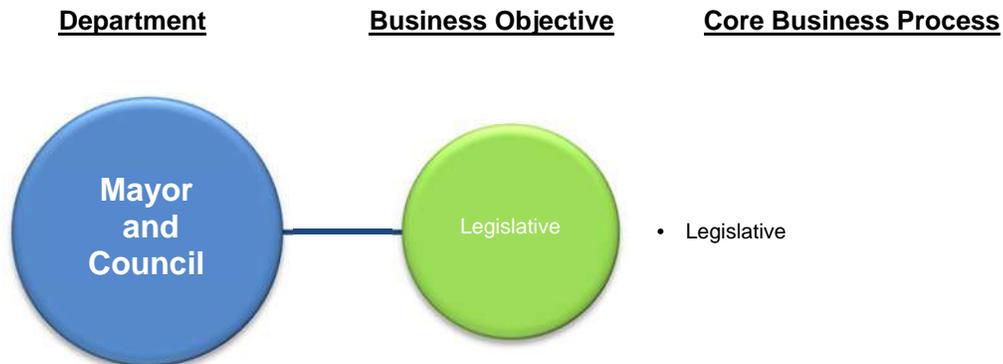
### Department Description

The Mayor and City Council constitute the elected legislative body and policy making body of the City. The Mayor is elected at-large every four years. Councilmembers are also elected to four-year terms from one of six electoral districts in Mesa. The City of Mesa is a council-manager form of government whereby the Council employs a City Manager who runs the day-to-day operations of the City.

Each year the Mesa City Council reviews and updates its strategic initiatives. These initiatives are broad statements that serve as the vision and priorities of Mesa. City staff refers to and responds to these initiatives in their operational planning and budget preparation. These initiatives focus on

- 1) Economic Development
- 2) Quality of Life
- 3) Community Engagement
- 4) Financial Stability
- 5) Regional Leadership

The Mesa City Council actively works to encourage citizen participation in the decision-making process. Whether it is through neighborhood meetings, advisory boards and committees, newsletters, telephone calls, email, letters, or social media, the Mesa City Council sets policies based on the input and needs of its citizens.



### Budgetary Highlights

FY 15/16 will be the first full budget year with the voter-approved compensation increase for the Mayor and Council which became effective January 1, 2014. The personal service cost increases about \$200,000 in total with about \$93,000 attributed to the Elected Official Retirement Pension (EORP) rate increase from 57.4% to 85.5%.

# Department Operational Plans

## Mayor and Council

### Legislative Business Objective

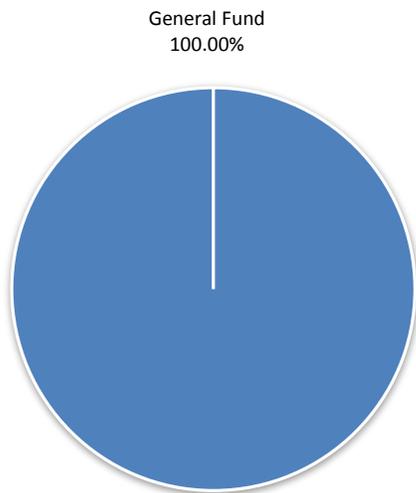
#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$498,865	\$731,000	\$935,000
<b>Totals</b>	<b>\$498,865</b>	<b>\$731,000</b>	<b>\$935,000</b>

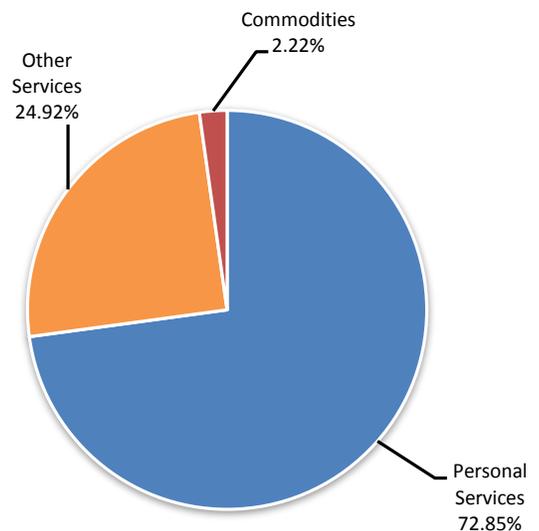
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		7.0	7.0
Personal Services	\$280,882	\$476,699	\$681,156
Other Services	\$188,702	\$233,501	\$233,044
Commodities	\$29,281	\$20,800	\$20,800
<b>Totals</b>	<b>\$498,865</b>	<b>\$731,000</b>	<b>\$935,000</b>

**Legislative**  
**FY 15/16 Operational Funding**  
**\$935,000**



**Legislative**  
**FY 15/16 Operational Category**  
**\$935,000**



*Note: A portion of the amount budgeted to the General Fund for this department will be allocated to other funds. The allocation to other funds is recorded in the Centralized Appropriations Department. The allocation is based on the City department "customers" that the department serves.*

# Department Operational Plans

## Mayor and Council

### Legislative Business Objective

#### FY 15/16 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Legislative	\$935,000	-	-	-	-	\$935,000
<b>Expenditure Total</b>	<b>\$935,000</b>	-	-	-	-	<b>\$935,000</b>
<b>Expenditures Net of Revenues</b>	<b>\$935,000</b>	-	-	-	-	<b>\$935,000</b>

#### FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$935,000	-	\$935,000
<b>Totals</b>	<b>\$935,000</b>	-	<b>\$935,000</b>

#### FY 15/16 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Legislative	7.0	\$681,156	\$233,044	\$20,800	-	\$935,000
<b>Totals</b>	<b>7.0</b>	<b>\$681,156</b>	<b>\$233,044</b>	<b>\$20,800</b>	-	<b>\$935,000</b>

# Department Operational Plans

## Municipal Court

### Department Description

The purpose of the Mesa Municipal Court is to serve as the Judicial Branch of Government for the City of Mesa, adjudicate violations of State and Local law in a fair and timely manner; and provide court services to the public in a courteous, efficient and professional manner.



### Budgetary Highlights

The proposed budget for the Municipal Court is relatively stable between FY 14/15 and FY 15/16. \$53,000 has been reduced in various line items, such as temporary services and tuition reimbursement. The department has accumulated revenues from the allocation of Judicial Collection Enhancement Funds (JCEF) received each year. These funds are “restricted” for use as approved by the Arizona Supreme Court. These funds typically support the critical automation requirements of the court, including many web-services for public use. Some of these funds are carried over in the FY 15/16 budget to support completion and implementation of a new case management system.

Court revenues are anticipated to meet the forecasted amount in FY 14/15 and increase in FY 15/16 by \$317,000. The increase is mainly due to changes in the method of calculating fines adopted by the State and implemented in the case management system.

# Department Operational Plans

## Municipal Court

### Municipal Court Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Court Performance	% Composite Index of Perform	90.0	90.0	90.0

# Department Operational Plans

## Municipal Court

### Municipal Court Business Objective

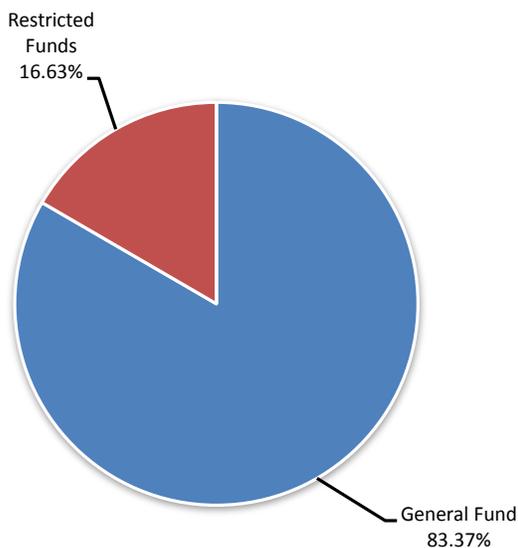
#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$7,128,355	\$7,463,428	\$7,359,326
Restricted Funds	\$260,132	\$3,110,496	\$1,467,552
Grant Funds	-	\$65,000	-
<b>Totals</b>	<b>\$7,388,486</b>	<b>\$10,638,924</b>	<b>\$8,826,878</b>

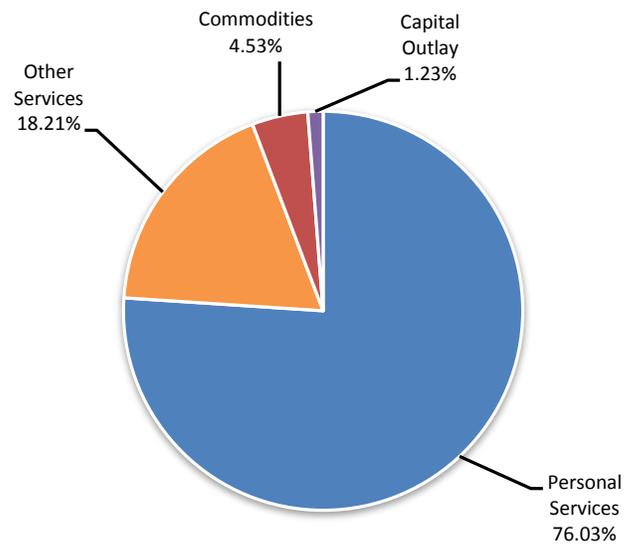
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		80.5	80.5
Personal Services	\$6,348,122	\$6,645,530	\$6,711,507
Other Services	\$938,486	\$3,141,563	\$1,607,160
Commodities	\$66,983	\$528,197	\$399,711
Capital Outlay	\$34,895	\$323,634	\$108,500
<b>Totals</b>	<b>\$7,388,486</b>	<b>\$10,638,924</b>	<b>\$8,826,878</b>

**Municipal Court  
FY 15/16 Operational Funding  
\$8,826,878**



**Municipal Court  
FY 15/16 Operational Category  
\$8,826,878**



# Department Operational Plans

## Municipal Court

### Municipal Court Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Business Operations	\$3,146,500	-	\$827,451	-	-	\$3,973,951
Court Operations	\$4,212,826	-	\$640,101	-	-	\$4,852,927
<b>Expenditure Total</b>	<b>\$7,359,326</b>	<b>-</b>	<b>\$1,467,552</b>	<b>-</b>	<b>-</b>	<b>\$8,826,878</b>
<b>Revenue</b>						
Business Operations	\$7,149,133	-	\$207,500	-	-	\$7,356,633
Court Operations	-	-	\$660,000	-	-	\$660,000
<b>Revenue Total</b>	<b>\$7,149,133</b>	<b>-</b>	<b>\$867,500</b>	<b>-</b>	<b>-</b>	<b>\$8,016,633</b>
<b>Expenditures Net of Revenues</b>	<b>\$210,193</b>	<b>-</b>	<b>\$600,052</b>	<b>-</b>	<b>-</b>	<b>\$810,245</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$7,357,326	\$7,149,133	\$208,193
Capital - General Fund	\$2,000	-	\$2,000
<b>Restricted Funds</b>			
Restricted Programs Fund	\$1,467,552	\$860,000	\$607,552
Special Programs Fund	-	\$7,500	\$(7,500)
<b>Totals</b>	<b>\$8,826,878</b>	<b>\$8,016,633</b>	<b>\$810,245</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Business Operations	38.0	\$2,764,441	\$1,066,510	\$86,000	\$57,000	\$3,973,951
Court Operations	42.5	\$3,947,066	\$540,650	\$313,711	\$51,500	\$4,852,927
<b>Totals</b>	<b>80.5</b>	<b>\$6,711,507</b>	<b>\$1,607,160</b>	<b>\$399,711</b>	<b>\$108,500</b>	<b>\$8,826,878</b>

# Department Operational Plans

## Neighborhood Outreach and Animal Control

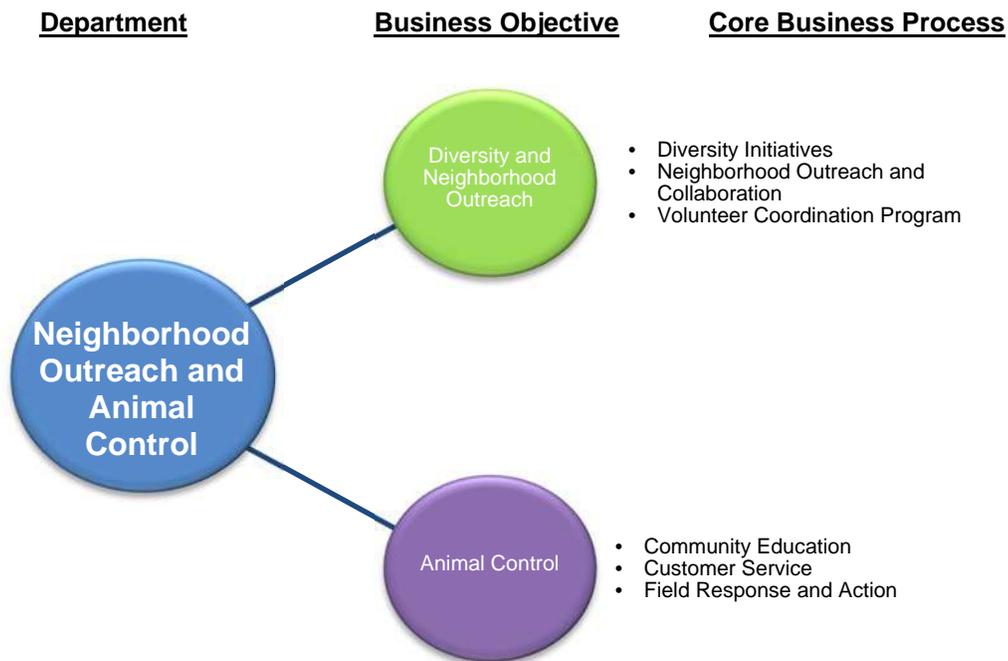
### Department Description

The Neighborhood Outreach & Animal Control Department is made up of three divisions: Diversity Office, Neighborhood Outreach and Animal Control.

**Diversity Office:** The Diversity Office works to foster an awareness, understanding and respect for the differences that make us each unique human beings. The Diversity Office was created to support and enhance the efforts of Mesa's managers and employees to improve customer service to our growing diverse customers. The Diversity Administrator serves as the Americans with Disabilities Act (ADA) Coordinator for the community.

**Neighborhood Outreach:** The Neighborhood Outreach Office strives to provide quick responses and collaborative problem solving to Mesa residents concerned with neighborhood safety, appearance, and cohesiveness. We build community and maintain quality neighborhoods through a range of programs, education, resources, one-on-one assistance, volunteerism, and outreach.

**Animal Control:** The Animal Control Unit provides the citizens of Mesa with courteous, professional and effective animal control, and ensures the rights of animal owners and non-owners are protected and served.



### Budgetary Highlights

The FY 15/16 budget for the Neighborhood Outreach and Animal Control Department is consistent with FY 14/15. Reductions to various budget items were included as part of the citywide reduction effort.

# Department Operational Plans

## Neighborhood Outreach and Animal Control

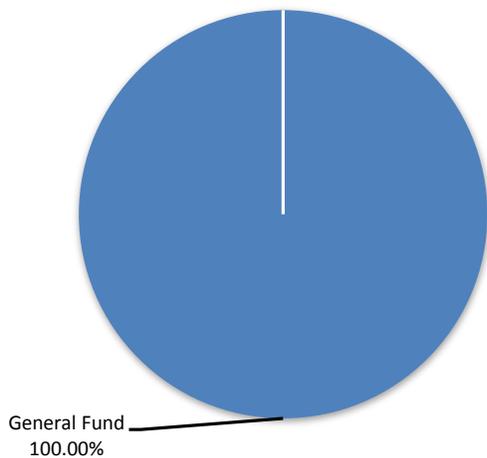
### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$1,112,533	\$1,135,000	\$1,133,000
Grant Funds	\$7,300	\$17,699	-
<b>Totals</b>	<b>\$1,119,833</b>	<b>\$1,152,699</b>	<b>\$1,133,000</b>

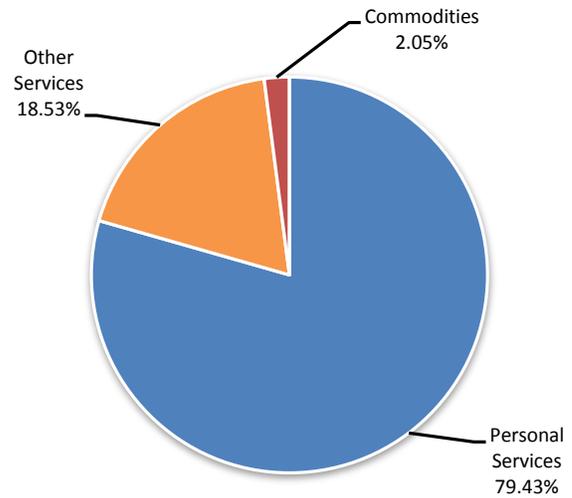
### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		11.0	11.0
Personal Services	\$851,084	\$886,257	\$899,896
Other Services	\$239,962	\$236,664	\$209,921
Commodities	\$28,498	\$29,778	\$23,183
Capital Outlay	\$289	-	-
<b>Totals</b>	<b>\$1,119,833</b>	<b>\$1,152,699</b>	<b>\$1,133,000</b>

**Neighborhood Outreach and Animal Control  
FY 15/16 Operational Funding  
\$1,133,000**



**Neighborhood Outreach and Animal Control  
FY 15/16 Operational Category  
\$1,133,000**



# Department Operational Plans

## Neighborhood Outreach and Animal Control

### FY 15/16 Operational Budget by Business Objective and Funding Source

Business Objective	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Animal Control	\$509,332	-	-	-	-	\$509,332
Diversity and Neighborhood Outreach	\$623,668	-	-	-	-	\$623,668
<b>Expenditure Total</b>	<b>\$1,133,000</b>	-	-	-	-	<b>\$1,133,000</b>
<b>Expenditures Net of Revenues</b>	<b>\$1,133,000</b>	-	-	-	-	<b>\$1,133,000</b>

### FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$1,133,000	-	\$1,133,000
<b>Totals</b>	<b>\$1,133,000</b>	-	<b>\$1,133,000</b>

### FY 15/16 Operational Budget By Business Objective and Category

Business Objective	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Animal Control	5.0	\$337,892	\$161,241	\$10,199	-	\$509,332
Diversity and Neighborhood Outreach	6.0	\$562,004	\$48,680	\$12,984	-	\$623,668
<b>Totals</b>	<b>11.0</b>	<b>\$899,896</b>	<b>\$209,921</b>	<b>\$23,183</b>	-	<b>\$1,133,000</b>

# Department Operational Plans

## Neighborhood Outreach and Animal Control

### Animal Control Business Objective

#### Mission

Serve and protect citizens and animals in the community through cooperative partnerships, education, and voluntary compliance or enforcement in order to contribute to the quality of life for Mesa residents.

#### Desired Outcomes

- Animals and citizens are protected.
- Citizens understand codes related to animals.

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
All Calls for Service	# of All Service Calls		29,581	28,500
The annual target for all service calls is based on an estimation of our CFY target and benchmark. We base our benchmark on past historical data from our department records within the past 4 years as other animal control agencies do not have a similar call intake system. The historical data is consistent with the CFY target, therefore the figure is used for our NFY target.				
Agency & Partner Assists	# of Agncy & Prtnr assists	300	434	300
The historical data is consistent with the CFY target, therefore we used the figure for our NFY target. The annual target for agency and partner assists is based on an estimation of our CFY target and benchmark. We base our benchmark on past historical data from our department records within the past 4 years as other animal control agencies do not have a similar call for service and officer response system.				

# Department Operational Plans

## Neighborhood Outreach and Animal Control

### Animal Control Business Objective

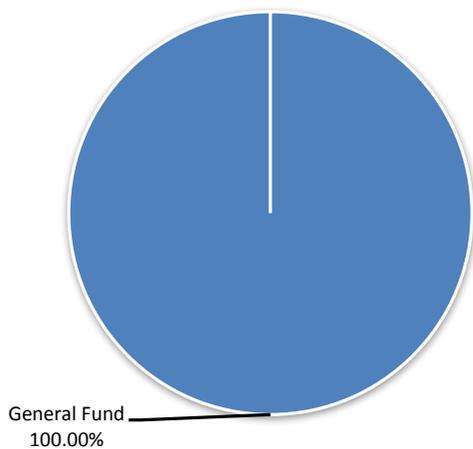
#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$469,341	\$500,947	\$509,332
<b>Totals</b>	<b>\$469,341</b>	<b>\$500,947</b>	<b>\$509,332</b>

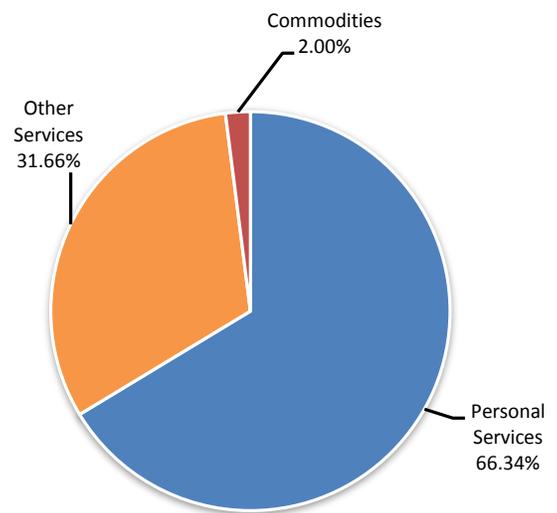
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		5.0	5.0
Personal Services	\$311,949	\$324,868	\$337,892
Other Services	\$145,392	\$165,280	\$161,241
Commodities	\$12,000	\$10,799	\$10,199
<b>Totals</b>	<b>\$469,341</b>	<b>\$500,947</b>	<b>\$509,332</b>

**Animal Control**  
**FY 15/16 Operational Funding**  
**\$509,332**



**Animal Control**  
**FY 15/16 Operational Category**  
**\$509,332**



# Department Operational Plans

## Neighborhood Outreach and Animal Control

### Animal Control Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Community Education	\$2,500	-	-	-	-	\$2,500
Customer Service	\$148,428	-	-	-	-	\$148,428
Field Response and Action	\$358,404	-	-	-	-	\$358,404
<b>Expenditure Total</b>	<b>\$509,332</b>	-	-	-	-	<b>\$509,332</b>
<b>Expenditures Net of Revenues</b>	<b>\$509,332</b>	-	-	-	-	<b>\$509,332</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$509,332	-	\$509,332
<b>Totals</b>	<b>\$509,332</b>	-	<b>\$509,332</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Community Education	0.0	-	\$2,000	\$500	-	\$2,500
Customer Service	2.0	\$140,387	\$7,341	\$700	-	\$148,428
Field Response and Action	3.0	\$197,505	\$151,900	\$8,999	-	\$358,404
<b>Totals</b>	<b>5.0</b>	<b>\$337,892</b>	<b>\$161,241</b>	<b>\$10,199</b>	-	<b>\$509,332</b>

# Department Operational Plans

## Neighborhood Outreach and Animal Control

### Diversity and Neighborhood Outreach Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Neighborhood Refuse Removal	# of Refuse Tons Removed	380	555	380
The historical data is consistent with our CFY target, therefore we used the figure for our NFY target. The annual target for amount of refuse removed is based on our CFY target compared to our benchmark. We base our benchmark on past historical data from our department records within the past 5 years as other agencies do not have a similar records keeping system.				
Citywide Volunteer Program Hrs	Volunteer Prg Hrs Citywide	200,000	212,947	200,000
The annual target for citywide volunteer program hours is based on an estimation of our CFY target and benchmark. We base our benchmark on past historical data from our department records within the past year as this is a new measure with a new tracking system. The historical data is consistent with the CFY target, therefore we used the figure for our NFY target.				
Resident Contacts & Assistance	# of Res Contacts & Asst	800	900	800
The historical data is consistent with the CFY target, therefore we used the figure for our NFY target. The annual target for resident contact and assistance is based on our CFY target compared to our benchmark. We base our benchmark on past historical data from our department records within the past 5 years as other agencies do not have a similar records keeping system.				

# Department Operational Plans

## Neighborhood Outreach and Animal Control

### Diversity and Neighborhood Outreach Business Objective

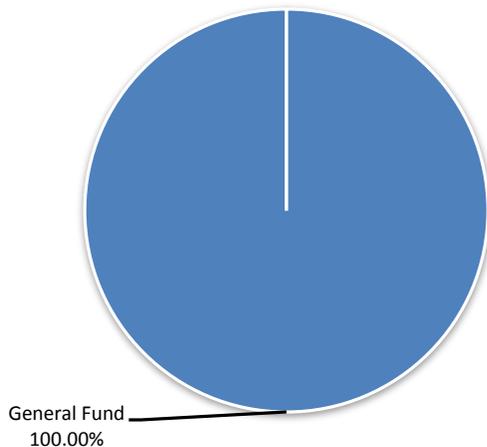
#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$643,192	\$634,053	\$623,668
Grant Funds	\$7,300	\$17,699	-
<b>Totals</b>	<b>\$650,492</b>	<b>\$651,752</b>	<b>\$623,668</b>

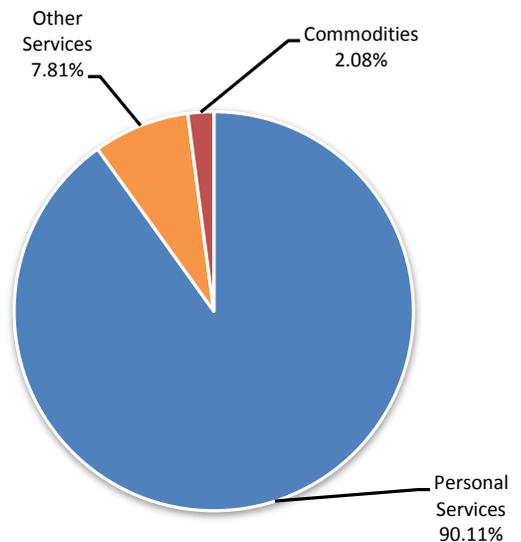
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		6.0	6.0
Personal Services	\$539,135	\$561,389	\$562,004
Other Services	\$94,570	\$71,384	\$48,680
Commodities	\$16,498	\$18,979	\$12,984
Capital Outlay	\$289	-	-
<b>Totals</b>	<b>\$650,492</b>	<b>\$651,752</b>	<b>\$623,668</b>

**Diversity and Neighborhood Outreach  
FY 15/16 Operational Funding  
\$623,668**



**Diversity and Neighborhood Outreach  
FY 15/16 Operational Category  
\$623,668**



# Department Operational Plans

## Neighborhood Outreach and Animal Control

### Diversity and Neighborhood Outreach Business Objective

#### FY 15/16 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Diversity Initiatives	\$170,432	-	-	-	-	\$170,432
Neighborhood Outreach and Collaboration	\$342,809	-	-	-	-	\$342,809
Volunteer Coordination Program	\$110,427	-	-	-	-	\$110,427
<b>Expenditure Total</b>	<b>\$623,668</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$623,668</b>
<b>Expenditures Net of Revenues</b>	<b>\$623,668</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$623,668</b>

#### FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$623,668	-	\$623,668
<b>Totals</b>	<b>\$623,668</b>	<b>-</b>	<b>\$623,668</b>

#### FY 15/16 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Diversity Initiatives	1.5	\$150,782	\$17,850	\$1,800	-	\$170,432
Neighborhood Outreach and Collaboration	3.5	\$316,079	\$20,230	\$6,500	-	\$342,809
Volunteer Coordination Program	1.0	\$95,143	\$10,600	\$4,684	-	\$110,427
<b>Totals</b>	<b>6.0</b>	<b>\$562,004</b>	<b>\$48,680</b>	<b>\$12,984</b>	<b>-</b>	<b>\$623,668</b>

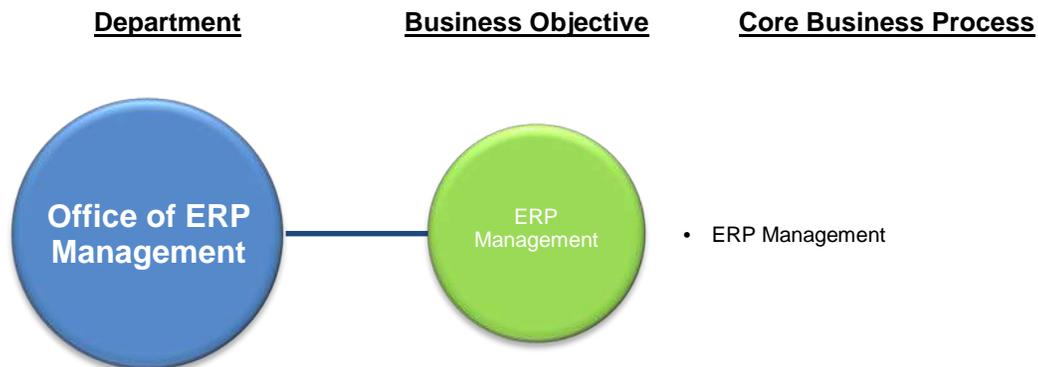
# Department Operational Plans

## Office of Enterprise Resource Planning (ERP) Management

### Department Description

The Office of ERP Management supports the group of citywide business systems collectively referred to as the ERP, Enterprise Resource Planning. The ERP includes Performance Budgeting, Financials, Purchasing, Vendor Self Service, Human Resources, Payroll, Timekeeping, Recruiting, and Debt & Investment Management systems. Primary department functions include security and workflow administration along with citywide functional training for central office staff, department users and managers.

In addition to operational support the department acts as a primary liaison to its vendor partners to improve issues management, contribute to ongoing product development, promote city driven product enhancement requests and strategic ERP roadmap and lifecycle planning.



### Budgetary Highlights

The Office of ERP Management budget includes the reduction of one enterprise resource planning (ERP) trainer. This position was created last year as one of three trainer positions. While two of the positions have been filled, the third position is not needed at this time.

# Department Operational Plans

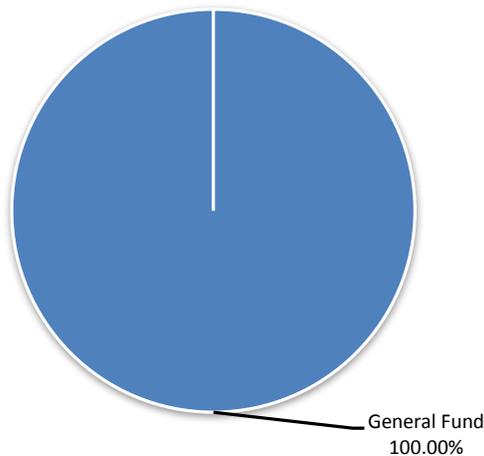
## Office of Enterprise Resource Planning Management

### ERP Management Business Objective

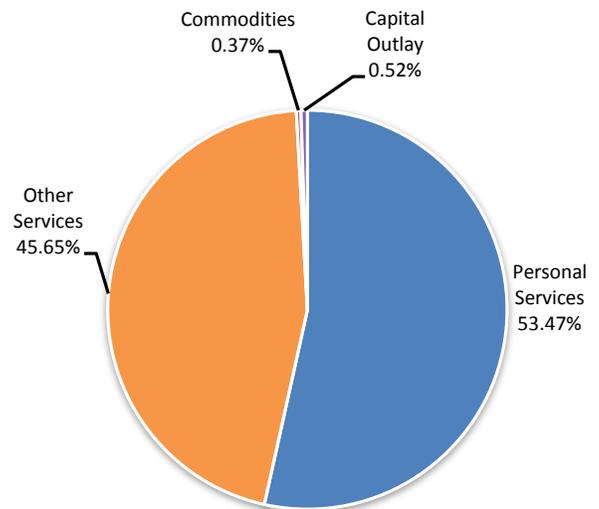
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$295,230	\$854,000	\$965,700
<b>Totals</b>	<b>\$295,230</b>	<b>\$854,000</b>	<b>\$965,700</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		6.0	5.0
Personal Services	\$289,265	\$608,759	\$516,329
Other Services	\$5,965	\$237,071	\$440,801
Commodities	-	\$3,170	\$3,570
Capital Outlay	-	\$5,000	\$5,000
<b>Totals</b>	<b>\$295,230</b>	<b>\$854,000</b>	<b>\$965,700</b>

**ERP Management  
FY 15/16 Operational Funding  
\$965,700**



**ERP Management  
FY 15/16 Operational Category  
\$965,700**



*Note: A portion of the amount budgeted to the General Fund for this department will be allocated to other funds. The allocation to other funds is recorded in the Centralized Appropriations Department. The allocation is based on the City department "customers" that the department serves.*

# Department Operational Plans

## Office of Enterprise Resource Planning Management

### ERP Management Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
ERP Management	\$965,700	-	-	-	-	\$965,700
<b>Expenditure Total</b>	<b>\$965,700</b>					<b>\$965,700</b>
<b>Expenditures Net of Revenues</b>	<b>\$965,700</b>					<b>\$965,700</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$960,700	-	\$960,700
Capital - General Fund	\$5,000	-	\$5,000
<b>Totals</b>	<b>\$965,700</b>		<b>\$965,700</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
ERP Management	5.0	\$516,329	\$440,801	\$3,570	\$5,000	\$965,700
<b>Totals</b>	<b>5.0</b>	<b>\$516,329</b>	<b>\$440,801</b>	<b>\$3,570</b>	<b>\$5,000</b>	<b>\$965,700</b>

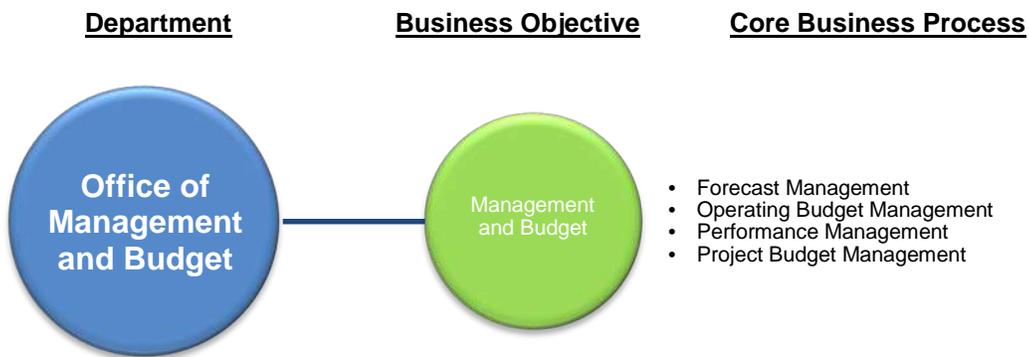
# Department Operational Plans

## Office of Management and Budget

### Department Description

The Office of Management and Budget's (OMB) mission is to ensure the effective and efficient use of resources in order to sustain the delivery of quality services for the residents of Mesa.

The OMB develops and manages the annual operating budget and the five-year capital improvement program; forecasts City-wide revenues, expenditures and fund balances; and conducts special projects. The OMB also manages a variety of City administrative processes and provides process improvement, performance management, surveying, and strategic planning services to City organizations.



### Budgetary Highlights

The FY 15/16 budget for OMB includes reductions in various budget items as part of the citywide reduction effort.

# Department Operational Plans

## Office of Management and Budget

### Management and Budget Business Objective

#### Mission

Ensure the effective and efficient use of resources in order to sustain the delivery of quality services for the residents of Mesa.

#### Desired Outcomes

- City resources are managed well
- City is delivering on outcomes

#### Performance Measures

<b>Performance Measure Name</b>	<b>Unit of Measure</b>	<b>FY14/15 Target</b>	<b>FY14/15 YTD Actual</b>	<b>FY 15/16 Target</b>
Stakeholder Ratings of OMB Services Target set based on standard customer satisfaction goals.	%responses above satisfied	80.0	0.0	80.0
Customer Satisfaction with Responsiveness Standard customer satisfaction rating.	%cust indicat sat w omb resp	85.0	0.0	80.0
Availability of MesaStat Reports New measure, establishing a baseline.	#daysMesaStat Rpt Avail		8.7	10.0

# Department Operational Plans

## Office of Management and Budget

### Management and Budget Business Objective

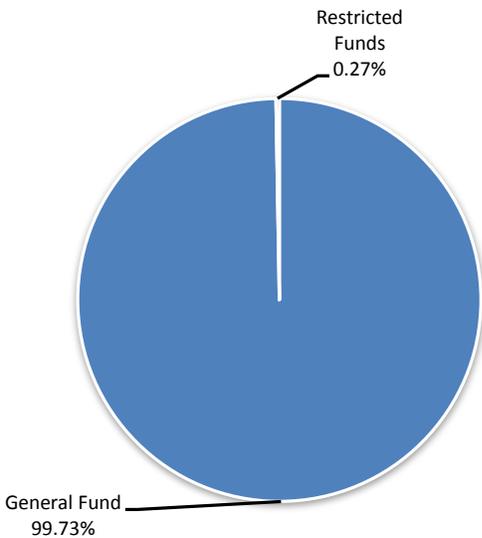
#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$2,169,277	\$2,630,757	\$2,582,009
Restricted Funds	\$7,959	\$7,000	\$7,000
<b>Totals</b>	<b>\$2,177,235</b>	<b>\$2,637,757</b>	<b>\$2,589,009</b>

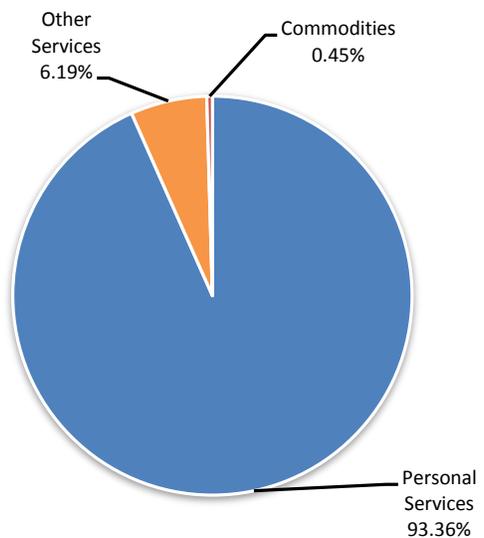
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		23.0	23.0
Personal Services	\$2,097,965	\$2,447,759	\$2,417,114
Other Services	\$72,025	\$178,298	\$160,195
Commodities	\$7,246	\$11,700	\$11,700
<b>Totals</b>	<b>\$2,177,235</b>	<b>\$2,637,757</b>	<b>\$2,589,009</b>

**Management and Budget  
FY 15/16 Operational Funding  
\$2,589,009**



**Management and Budget  
FY 15/16 Operational Category  
\$2,589,009**



*Note: A portion of the amount budgeted to the General Fund for this department will be allocated to other funds. The allocation to other funds is recorded in the Centralized Appropriations Department. The allocation is based on the City department "customers" that the department serves.*

# Department Operational Plans

## Office of Management and Budget

### Management and Budget Business Objective

#### FY 15/16 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Forecast Management	\$676,839	-	\$7,000	-	-	\$683,839
Operating Budget Management	\$786,084	-	-	-	-	\$786,084
Performance Excellence	\$553,249	-	-	-	-	\$553,249
Project Budget Management	\$565,837	-	-	-	-	\$565,837
<b>Expenditure Total</b>	<b>\$2,582,009</b>	<b>-</b>	<b>\$7,000</b>	<b>-</b>	<b>-</b>	<b>\$2,589,009</b>
<b>Expenditures Net of Revenues</b>	<b>\$2,582,009</b>	<b>-</b>	<b>\$7,000</b>	<b>-</b>	<b>-</b>	<b>\$2,589,009</b>

#### FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$2,582,009	-	\$2,582,009
<b>Restricted Funds</b>			
Community Facilities Districts - Operating	\$7,000	-	\$7,000
<b>Totals</b>	<b>\$2,589,009</b>	<b>-</b>	<b>\$2,589,009</b>

#### FY 15/16 Operational Budget By Core Business Process and Category

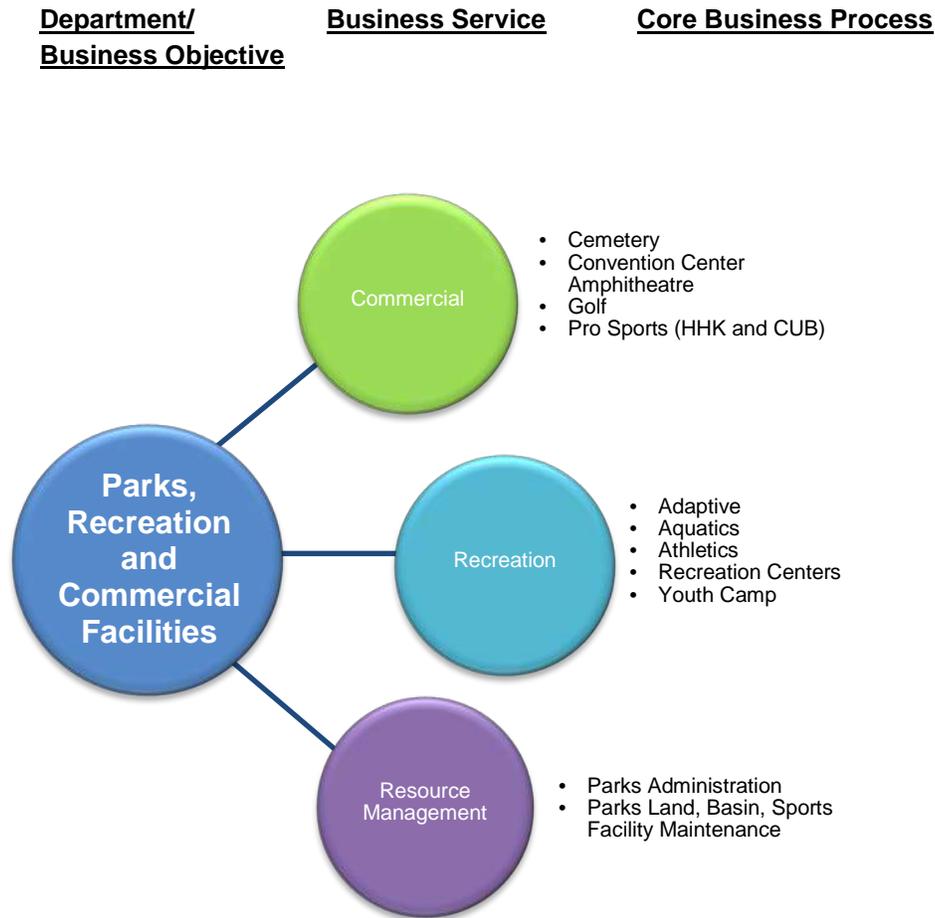
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Forecast Management	6.3	\$665,839	\$18,000	-	-	\$683,839
Operating Budget Management	6.8	\$674,848	\$99,536	\$11,700	-	\$786,084
Performance Excellence	5.3	\$528,490	\$24,759	-	-	\$553,249
Project Budget Management	4.8	\$547,937	\$17,900	-	-	\$565,837
<b>Totals</b>	<b>23.0</b>	<b>\$2,417,114</b>	<b>\$160,195</b>	<b>\$11,700</b>	<b>-</b>	<b>\$2,589,009</b>

# Department Operational Plans

## Parks, Recreation and Commercial Facilities

### Department Description

The Parks, Recreation and Commercial Facilities Department aims to help residents enjoy Mesa to the fullest through parks and basins that span more than 2,000 acres, recreation centers, aquatic centers, wheelchair courts, tennis facilities, Dobson Ranch Golf Course, Sloan Park (Spring Training Home for the Chicago Cubs), Hohokam Stadium (Spring Training Home for the Oakland A's), Mesa Convention Center, Mesa Amphitheatre and the Mesa Cemetery. The Department strives to provide sustainable facilities and opportunities to enhance the quality of life and well-being of the community.



# Department Operational Plans

## Parks, Recreation and Commercial Facilities

### **Budgetary Highlights**

City Council requested that staff look at the cost of keeping at least some of the pools open an extra two weeks to accommodate the scheduled delay in the Mesa Public Schools reopening for the 15/16 school year. \$70,000 has been added to the department's budget to keep four pools open through August 9, 2015: Skyline, Mesa, Rhodes and Stapley. This is a one-time budget adjustment for FY 15/16. The schedule for the aquatics program will be reviewed again in preparation of the FY 16/17 budget. One-time General Fund savings have been identified in FY 15/16 due to the cancellation of the Buckhorn Bath project.

New park facilities require additional ongoing funding to operate and maintain. As the economy has recovered, contracted services have become more expensive. The new and renovated parks approved in the 2012 bond election are scheduled in the capital improvement program; however the schedule will continue to be reviewed each year to determine if on-going funds are available to operate and maintain them. \$1.1 million of new operations and maintenance associated with parks have been excluded from the forecast as part of the identification of on-going budget reductions.

# Department Operational Plans

## Parks, Recreation and Commercial Facilities

### Parks, Recreation and Commercial Facilities Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Convention Center Direct Cost Recovery Based on historical data and facility capacity.	% cost recovery Conv Ctr	90.00	87.00	90.00
Developed Park Acres Based on ICMA and NRPA national standards.	# park acres/1000 pop	3.60	4.11	3.60
Rounds Played	# golf rounds played	52,000.00	68,255.00	60,000.00
Customer Satisfaction Youth Sports This measure was changed from a combined measure of all athletic programs to separate measures for youth and adults	cust sat youth athletics		88.00	0.00

# Department Operational Plans

## Parks, Recreation and Commercial Facilities

### Parks, Recreation and Commercial Facilities Business Objective

#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$12,352,249	\$16,046,943	\$16,502,675
Enterprise Fund	\$6,660,866	\$9,488,894	\$10,754,906
Restricted Funds	\$6,258,246	\$8,253,906	\$8,094,104
Grant Funds	\$119,890	\$333,177	\$40,211
<b>Totals</b>	<b>\$25,391,251</b>	<b>\$34,122,920</b>	<b>\$35,391,896</b>

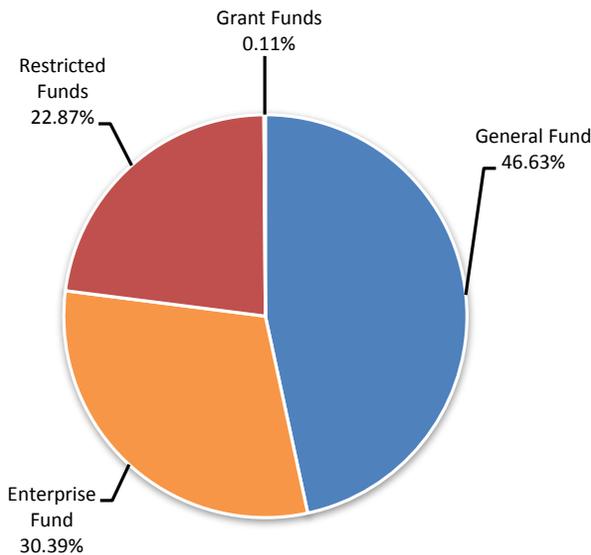
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		209.4	212.3
Personal Services	\$11,409,123	\$12,823,353	\$13,111,087
Other Services	\$10,976,133	\$13,833,248	\$15,405,790
Commodities	\$2,011,048	\$3,121,803	\$3,098,694
Capital Outlay	\$994,947	\$4,344,516	\$3,776,325
<b>Totals</b>	<b>\$25,391,251</b>	<b>\$34,122,920</b>	<b>\$35,391,896</b>

#### Parks, Recreation and Commercial Facilities

##### FY 15/16 Operational Funding

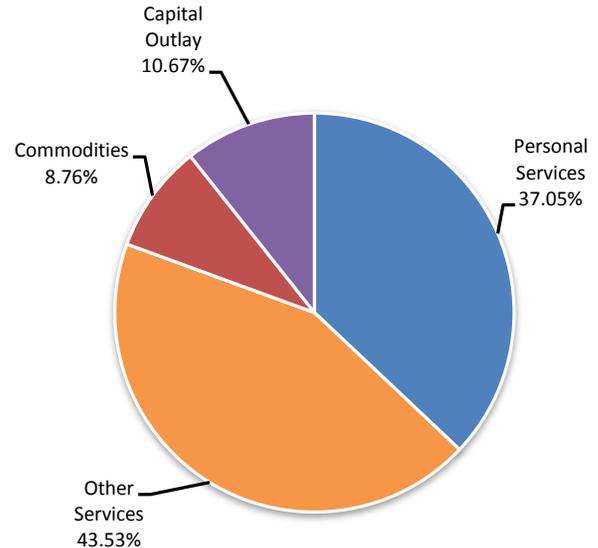
\$35,391,896



#### Parks, Recreation and Commercial Facilities

##### FY 15/16 Operational Category

\$35,391,896



# Department Operational Plans

## Parks, Recreation and Commercial Facilities

### Parks, Recreation and Commercial Facilities Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
<b>Commercial</b>						
Cemetery	-	-	\$1,253,168	-	-	\$1,253,168
Convention Center Amphitheatre	-	\$5,254,458	-	-	-	\$5,254,458
Golf	-	\$2,138,447	-	-	-	\$2,138,447
Pro Sports (HHK and CUB)	-	\$1,252,089	-	-	-	\$1,252,089
<b>Recreation</b>						
Adaptive	\$547,993	-	-	-	-	\$547,993
Aquatics	\$3,376,665	-	-	-	-	\$3,376,665
Athletics	\$1,088,642	-	\$3,250	\$39,102	-	\$1,130,994
Recreation Centers	\$2,509,113	-	-	-	-	\$2,509,113
Youth Camp	\$309,550	-	-	-	-	\$309,550
<b>Resource Management</b>						
Parks Administration	\$3,109,239	\$30,000	\$330,332	-	-	\$3,469,571
Parks Land, Basin, Sports Facility Maintenance	\$5,561,473	\$2,079,912	\$6,507,354	\$1,109	-	\$14,149,848
<b>Expenditure Total</b>	<b>\$16,502,675</b>	<b>\$10,754,906</b>	<b>\$8,094,104</b>	<b>\$40,211</b>	<b>-</b>	<b>\$35,391,896</b>
<b>Revenue</b>						
<b>Commercial</b>						
Cemetery	-	-	\$1,443,333	-	-	\$1,443,333
Convention Center Amphitheatre	-	\$2,273,242	-	-	-	\$2,273,242
Golf	-	\$1,622,000	-	-	-	\$1,622,000
Pro Sports (HHK and CUB)	-	\$273,000	-	-	-	\$273,000
<b>Recreation</b>						
Adaptive	\$173,611	-	-	-	-	\$173,611
Aquatics	\$1,196,168	-	-	-	-	\$1,196,168
Athletics	\$1,227,171	-	\$3,250	\$8,175	-	\$1,238,596
Recreation Centers	\$672,301	-	-	-	-	\$672,301
Youth Camp	\$135,873	-	-	-	-	\$135,873
<b>Resource Management</b>						
Parks Administration	\$361,065	-	\$70,603	-	-	\$431,668
Parks Land, Basin, Sports Facility Maintenance	\$107,208	-	-	-	-	\$107,208
<b>Revenue Total</b>	<b>\$3,873,397</b>	<b>\$4,168,242</b>	<b>\$1,517,186</b>	<b>\$8,175</b>	<b>-</b>	<b>\$9,567,000</b>
<b>Expenditures Net of Revenues</b>	<b>\$12,629,278</b>	<b>\$6,586,664</b>	<b>\$6,576,918</b>	<b>\$32,036</b>	<b>-</b>	<b>\$25,824,896</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$15,168,709	\$3,873,397	\$11,295,312
Capital - General Fund	\$1,333,966	-	\$1,333,966
<b>Enterprise Fund</b>			
Enterprise Fund	\$7,793,381	\$4,168,242	\$3,625,139
Capital - Enterprise	\$2,961,525	-	\$2,961,525
<b>Restricted Funds</b>			
Cemetery	\$1,263,168	\$1,368,966	\$(105,798)
Cemetery Reserve	-	\$74,367	\$(74,367)
Economic Investment Fund	\$34,940	-	\$34,940
Environmental Compliance Fee	\$6,356,027	-	\$6,356,027
Restricted Programs Fund	\$439,969	\$73,853	\$366,116
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$40,211	\$8,175	\$32,036
<b>Totals</b>	<b>\$35,391,896</b>	<b>\$9,567,000</b>	<b>\$25,824,896</b>

# Department Operational Plans

## Parks, Recreation and Commercial Facilities

### Parks, Recreation and Commercial Facilities Business Objective

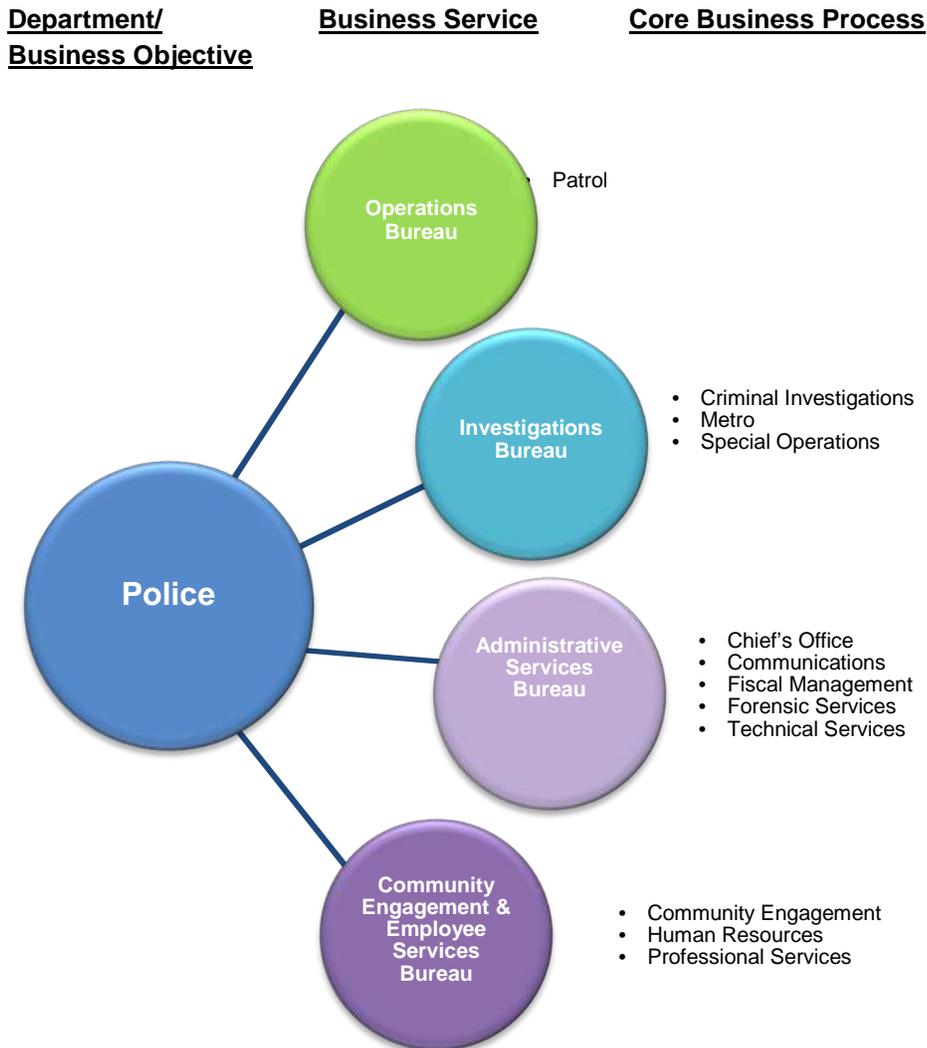
FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
<b>Commercial</b>						
Cemetery	10.3	\$785,998	\$222,850	\$136,420	\$107,900	\$1,253,168
Convention Center Amphitheatre	13.8	\$983,407	\$1,578,849	\$136,293	\$2,555,909	\$5,254,458
Golf	16.8	\$1,046,697	\$494,000	\$297,750	\$300,000	\$2,138,447
Pro Sports (HHK and CUB)	4.3	\$305,504	\$598,685	\$150,000	\$197,900	\$1,252,089
<b>Recreation</b>						
Adaptive	6.4	\$343,830	\$161,313	\$42,850	-	\$547,993
Aquatics	54.1	\$2,216,519	\$433,333	\$726,813	-	\$3,376,665
Athletics	10.7	\$633,740	\$362,053	\$135,201	-	\$1,130,994
Recreation Centers	22.2	\$1,375,032	\$1,053,656	\$80,425	-	\$2,509,113
Youth Camp	5.5	\$212,209	\$69,741	\$27,600	-	\$309,550
<b>Resource Management</b>						
Parks Administration	20.3	\$1,749,199	\$1,217,595	\$265,488	\$237,289	\$3,469,571
Parks Land, Basin, Sports Facility Maintenance	48.2	\$3,458,952	\$9,213,715	\$1,099,854	\$377,327	\$14,149,848
<b>Totals</b>	<b>212.3</b>	<b>\$13,111,087</b>	<b>\$15,405,790</b>	<b>\$3,098,694</b>	<b>\$3,776,325</b>	<b>\$35,391,896</b>

# Department Operational Plans

## Police

### Department Description

The Police Department is responsible for promoting an exceptional quality of life within the Mesa community through a process of collaboration and teamwork with residents and like-minded organizations. The Department's highest priorities are to protect life and property, preserve the peace, and uphold the rights of individuals. The Department accomplishes its mission by the suppression of crime through intensive patrol operations, thorough criminal investigations, the apprehension of criminal offenders, enhanced forensic analysis, as well as crime prevention and community engagement initiatives.



# Department Operational Plans

## Police

### **Budgetary Highlights**

#### ***FY 14/15 Mid-Year Budget Changes***

##### School Resource Officers (SRO)

The FY 14/15 budget included 6 new school resource officers (SRO) as part of an Intergovernmental Agreement (IGA) with Mesa & Gilbert Public Schools. The IGA would have provided annual reimbursement to pay for a substantial portion of the ongoing costs for these positions. The positions were contingent on each school district receiving a grant. One grant was not received; therefore the six positions were removed from the budget.

The Department continues with 14 budgeted school resource officers with 12 assigned to Mesa Public Schools (MPS) of which 10 are covered under an existing IGA. Two additional SROs are assigned to Gilbert School District campuses. The Gilbert School District discontinued reimbursement of the positions and the City is now covering the positions. There is no change in the expenditure budget for FY 15/16 but the estimated revenue amount has been decreased.

##### Officer Recruitment/Training

The Police Department and the Office of Management and Budget worked together to implement a more aggressive recruiting/training program in order to reduce the average length of time a budgeted sworn position is vacant. Officers in training do not decrease the Department's need for overtime to cover vacant positions so there is additional expenditure pressure on the Department budget this year. Once the program is fully implemented and has reached the operating norm, it is anticipated that the training costs can be covered by the reduced reliance on overtime.

#### ***FY 15/16 Budget Changes***

The Police Department's FY 15/16 budget includes the following changes:

##### Reductions

- The reduction in jail costs of about \$400,000 attributed to a two-year trend in reduced bookings and housing days as well as aggressive auditing of the monthly jail billing by Police Department staff. Jail costs for FY 15/16 are estimated around \$7.25 million.
- The inactivation of 23 sworn positions, four civilian positions and general funding reductions for a total reduction of about \$3.3 million.
- The reduction of one municipal security officer, a police driving coordinator, a civilian investigation specialist supervisor and a traffic program coordinator. The related duties will be transferred to other staff.
- Additional, reductions consist of overtime savings in the 911 operations and dispatch due to full staffing; reduction in vehicle operating costs due to position reductions; and various reductions in general overtime and commodities.

##### Additions

- An addition for Axon body cameras for officers. This is the second year of a three year phased purchase of body cameras. About \$125,000 for the purchase of the cameras and \$189,000 in overall on-going operational costs are included.

# Department Operational Plans

## Police

### ***FY 15-16 Grant Awards***

Mesa Police planned for \$2.1 million in new grant awards for FY 14/15 compared to \$2.2 million for FY 15/16. Notable anticipated grant awards include the following:

- \$600,000 Homeland Security Grant provides resources for the acquisition of equipment to support homeland security activities
- \$494,000 the Governor's Office of Highway Safety (GOHS) Grant provides resources for DUI and traffic enforcement activities, traffic safety equipment, traffic enforcement vehicles, and overtime for officers supporting the City's traffic safety program
- \$283,000 Mesa Family Advocacy Center (MFAC) Grants providing for the salaries and benefits for Victim Support Services personnel and equipment
- \$238,000 in multiple forensics grants. The National Institute of Justice DNA Backlog Program Grant provides resources for forensic personnel overtime and software in order to enhance the process of recording, screening and analyzing forensic DNA in an effort to reduce system backlog. The Coverdell Grant allows for the acquisition of new computer equipment and training for forensic personnel. The Forensics Crime Lab Grant will permit the City to upgrade one Triple Quad Gas Chromatograph Mass Spectrometer next year, along with providing funding for the purchase of computer equipment, and travel & training for forensic personnel
- \$199,000 Governor's Office of Highway Safety (GOHS) Grant for the acquisition of a Gas Chromatograph Mass Spectrometer
- \$150,000 Justice Assistance Grant for equipment acquisitions
- \$145,000 Tribal Gaming Grants provides funding for the police Bike Unit, Rape Aggression Defense System (RAD) program and the Computer Forensics Unit (CFU) Server
- \$40,000 High Intensity Drug Trafficking Areas (HITDA) Grant provides funding for officer overtime to coordinate activities that address drug trafficking in specially designated areas of the United States.

# Department Operational Plans

## Police

### Police Business Objective

#### Mission

Deliver professional police services.

#### Desired Outcomes

- Comprehensive Public Safety Plan
- Strong Community Partnerships
- Properly Trained Members

#### Performance Measures

<b>Performance Measure Name</b>	<b>Unit of Measure</b>	<b>FY14/15 Target</b>	<b>FY14/15 YTD Actual</b>	<b>FY 15/16 Target</b>
Clearance Rate	Rate of Clearance	7,484	6,504	7,620
Based on FY 14/15 actual and projected numbers. Increased by 3% to set the FY 15/16 goal.				
Efficiency Objectives Met	% of Objectives Achieved	80.0	86.0	85.0
Meeting efficiency objectives 85% of the time, 9 out of 11 units each month.				
Volunteer Hours	# of Volunteer Hours Provided	26,282	27,559	27,501
Based on FY 14/15 actual numbers and projected numbers. Increased by 3% to set the FY 15/16 goal.				

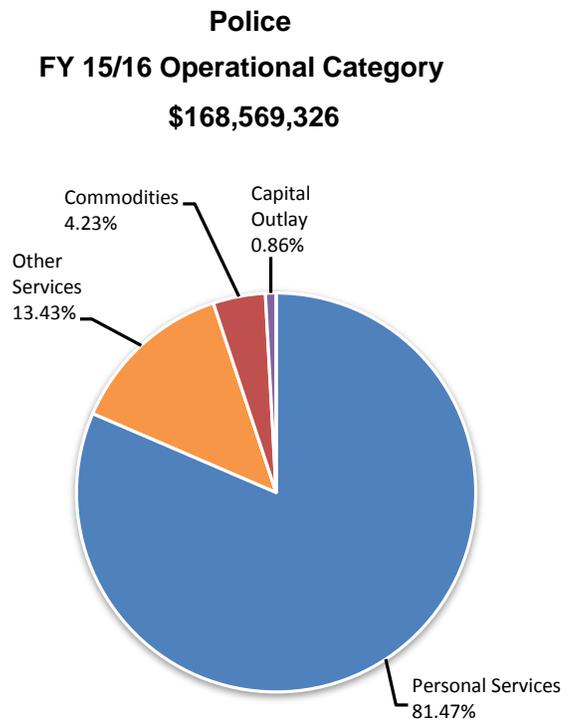
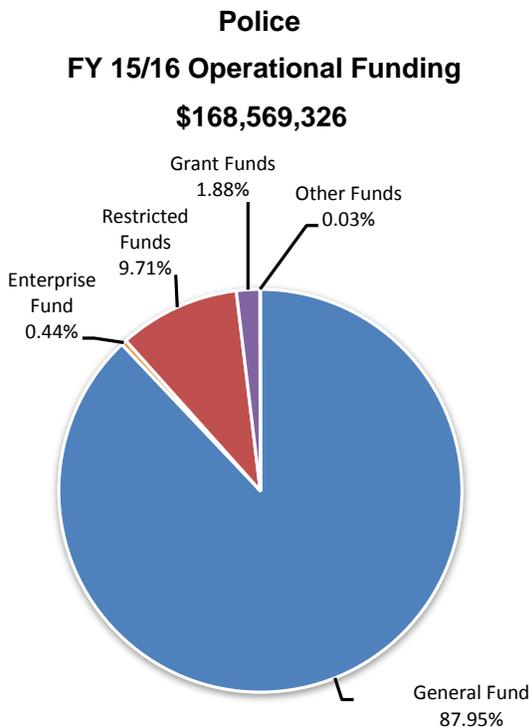
# Department Operational Plans

## Police

### Police Business Objective

Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$134,802,838	\$146,545,209	\$148,253,520
Enterprise Fund	\$910,578	\$682,800	\$734,796
Restricted Funds	\$14,512,702	\$16,408,045	\$16,359,698
Grant Funds	\$2,953,418	\$3,058,340	\$3,175,700
Other Funds	\$42,672	\$46,744	\$45,612
<b>Totals</b>	<b>\$153,222,207</b>	<b>\$166,741,138</b>	<b>\$168,569,326</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		1,219.0	1,184.0
Personal Services	\$128,161,138	\$135,830,980	\$137,340,004
Other Services	\$20,038,979	\$23,766,930	\$22,641,232
Commodities	\$4,037,196	\$5,762,036	\$7,137,451
Capital Outlay	\$1,047,970	\$1,381,192	\$1,450,639
Offsets and Credits	\$(63,076)	-	-
<b>Totals</b>	<b>\$153,222,207</b>	<b>\$166,741,138</b>	<b>\$168,569,326</b>



# Department Operational Plans

## Police

### Police Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
<b>Investigations Bureau</b>						
Criminal Investigations	\$10,725,670	-	-	\$362,900	-	\$11,088,570
Metro	\$23,611,002	-	\$364,422	\$1,573,013	\$41,585	\$25,590,022
Special Operations	\$15,709,151	-	-	\$40,000	-	\$15,749,151
<b>Operations Bureau</b>						
Patrol	\$48,372,056	\$734,796	\$14,343,579	\$87,302	-	\$63,537,733
<b>Administrative Services Bureau</b>						
Chief's Office	\$13,527,921	-	\$1,282,600	\$82,643	-	\$14,893,164
Communications	\$8,061,895	-	-	-	\$4,027	\$8,065,922
Fiscal Management	\$1,294,255	-	\$180,000	-	-	\$1,474,255
Forensic Services	\$7,175,954	-	\$100,000	\$652,675	-	\$7,928,629
Technical Services	\$6,964,562	-	-	\$374,041	-	\$7,338,603
<b>Community Engagement &amp; Employee Services Bureau</b>						
Community Engagement	\$288,598	-	-	-	-	\$288,598
Human Resources	\$11,073,421	-	\$89,097	\$3,126	-	\$11,165,644
Professional Services	\$1,449,035	-	-	-	-	\$1,449,035
<b>Expenditure Total</b>	<b>\$148,253,520</b>	<b>\$734,796</b>	<b>\$16,359,698</b>	<b>\$3,175,700</b>	<b>\$45,612</b>	<b>\$168,569,326</b>
<b>Revenue</b>						
<b>Investigations Bureau</b>						
Criminal Investigations	\$364,248	-	-	\$362,900	-	\$727,148
Metro	\$1,082,024	-	\$70,000	\$1,793,012	-	\$2,945,036
Special Operations	\$269,994	-	-	\$40,000	-	\$309,994
<b>Operations Bureau</b>						
Patrol	\$1,165,088	-	-	\$87,302	-	\$1,252,390
<b>Administrative Services Bureau</b>						
Chief's Office	\$100	-	\$1,381,099	\$82,643	-	\$1,463,842
Communications	\$961,710	-	-	-	-	\$961,710
Fiscal Management	\$72,500	-	\$180,000	-	-	\$252,500
Forensic Services	\$552,794	-	\$60,000	\$552,175	-	\$1,164,969
Technical Services	\$133,422	-	-	\$150,000	-	\$283,422
<b>Community Engagement &amp; Employee Services Bureau</b>						
Human Resources	\$165,881	-	-	-	-	\$165,881
<b>Revenue Total</b>	<b>\$4,767,761</b>	<b>-</b>	<b>\$1,691,099</b>	<b>\$3,068,032</b>	<b>-</b>	<b>\$9,526,892</b>
<b>Expenditures Net of Revenues</b>	<b>\$143,485,759</b>	<b>\$734,796</b>	<b>\$14,668,599</b>	<b>\$107,668</b>	<b>\$45,612</b>	<b>\$159,042,434</b>

# Department Operational Plans

## Police

### Police Business Objective

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$147,766,113	\$4,767,761	\$142,998,352
Capital - General Fund	\$487,407	-	\$487,407
<b>Enterprise Fund</b>			
Enterprise Fund	\$734,796	-	\$734,796
<b>Restricted Funds</b>			
Falcon Field Airport	\$244,977	-	\$244,977
Local Streets Sales Tax	\$122,418	-	\$122,418
Quality of Life Sales Tax	\$13,976,184	-	\$13,976,184
Restricted Programs Fund	\$1,936,119	\$1,611,099	\$325,020
Special Programs Fund	\$80,000	\$80,000	-
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$3,175,700	\$3,068,032	\$107,668
<b>Other Funds</b>			
Employee Benefit Trust	\$45,612	-	\$45,612
<b>Totals</b>	<b>\$168,569,326</b>	<b>\$9,526,892</b>	<b>\$159,042,434</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
<b>Investigations Bureau</b>						
Criminal Investigations	95.0	\$10,721,340	\$147,734	\$139,496	\$80,000	\$11,088,570
Metro	125.5	\$13,790,367	\$9,581,435	\$1,828,657	\$389,563	\$25,590,022
Special Operations	111.0	\$15,211,771	\$402,650	\$134,730	-	\$15,749,151
<b>Operations Bureau</b>						
Patrol	503.0	\$62,941,897	\$422,297	\$173,539	-	\$63,537,733
<b>Community Engagement &amp; Employee Services Bureau</b>						
Community Engagement	3.0	\$261,596	\$19,305	\$7,697	-	\$288,598
Human Resources	98.5	\$9,242,190	\$723,321	\$1,195,971	\$4,162	\$11,165,644
Professional Services	11.5	\$1,195,430	\$2,105	\$1,500	\$250,000	\$1,449,035
<b>Administrative Services Bureau</b>						
Chief's Office	26.5	\$5,227,081	\$8,054,041	\$1,612,042	-	\$14,893,164
Communications	100.0	\$7,826,022	\$210,000	\$29,900	-	\$8,065,922
Fiscal Management	9.0	\$761,772	\$421,578	\$290,905	-	\$1,474,255
Forensic Services	64.5	\$5,966,270	\$799,096	\$728,612	\$434,651	\$7,928,629
Technical Services	36.5	\$4,194,268	\$1,857,670	\$994,402	\$292,263	\$7,338,603
<b>Totals</b>	<b>1,184.0</b>	<b>\$137,340,004</b>	<b>\$22,641,232</b>	<b>\$7,137,451</b>	<b>\$1,450,639</b>	<b>\$168,569,326</b>

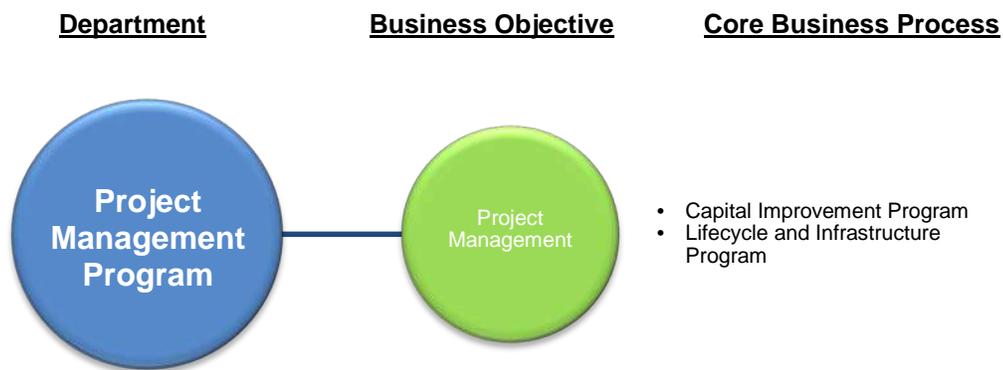
# Department Operational Plans

## Project Management Program

### Department Description

The Project Management Program department contains revenues and expenditures related to the Capital Improvement Program and Lifecycle & Infrastructure Program. Although the City Council appropriates funding for the Capital Improvement Program as part of the budget adoption process, individual projects are brought to Council for approval throughout the year.

The Project Management Program department is managed separately from any department operational plan.



# Department Operational Plans

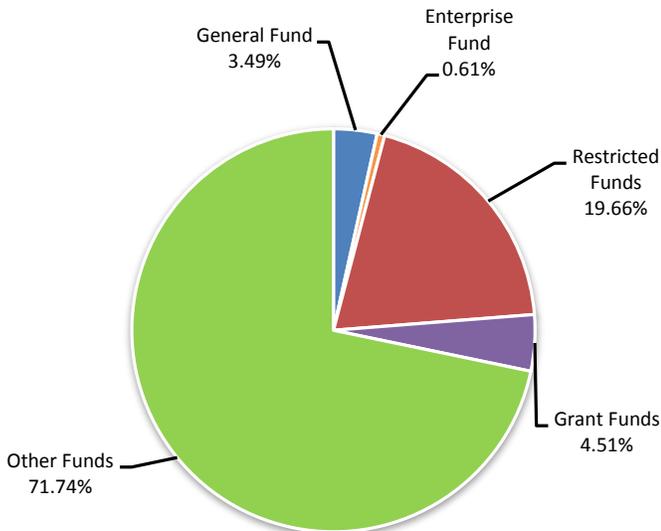
## Project Management Program

### Project Management Business Objective

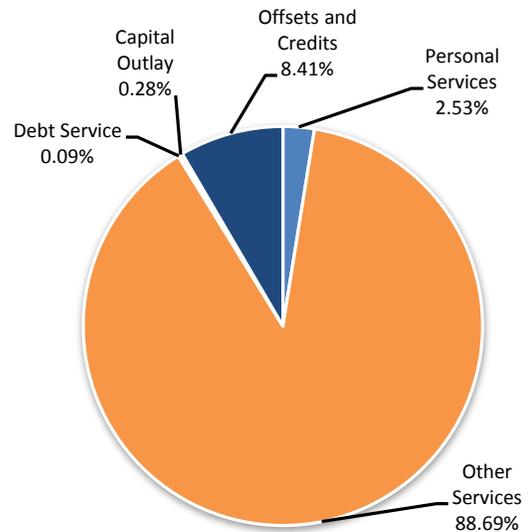
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$6,570,737	\$8,427,692	\$12,480,966
Enterprise Fund	\$12,706,325	\$17,802,593	\$2,171,681
Restricted Funds	\$32,287,868	\$37,800,893	\$70,403,042
Grant Funds	\$2,594,058	\$20,724,718	\$16,149,311
Other Funds	\$135,051,085	\$266,621,104	\$256,903,000
<b>Totals</b>	<b>\$189,210,073</b>	<b>\$351,377,000</b>	<b>\$358,108,000</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		102.2	92.3
Personal Services	\$11,987,237	\$9,820,640	\$9,073,531
Other Services	\$138,920,801	\$325,676,634	\$317,588,777
Commodities	\$4,609,779	\$1,550,733	-
Capital Outlay	\$154,214,004	\$2,253,120	\$994,200
Debt Service	-	-	\$320,000
Offsets and Credits	\$(120,521,748)	\$12,075,873	\$30,131,492
<b>Totals</b>	<b>\$189,210,073</b>	<b>\$351,377,000</b>	<b>\$358,108,000</b>

**Project Management  
FY 15/16 Operational Funding  
\$358,108,000**



**Project Management  
FY 15/16 Operational Category  
\$358,108,000**



# Department Operational Plans

## Project Management Program

### Project Management Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Capital Improvement Program Lifecycle and Infrastructure Program	\$11,450,131	\$1,777,250	\$70,079,483	\$16,149,311	\$256,903,000	\$356,359,175
	\$1,030,835	\$394,431	\$323,559	-	-	\$1,748,825
<b>Expenditure Total</b>	<b>\$12,480,966</b>	<b>\$2,171,681</b>	<b>\$70,403,042</b>	<b>\$16,149,311</b>	<b>\$256,903,000</b>	<b>\$358,108,000</b>
<b>Revenue</b>						
Capital Improvement Program	-	-	\$23,385,558	\$15,929,311	-	\$39,314,869
<b>Revenue Total</b>	<b>-</b>	<b>-</b>	<b>\$23,385,558</b>	<b>\$15,929,311</b>	<b>-</b>	<b>\$39,314,869</b>
<b>Expenditures Net of Revenues</b>	<b>\$12,480,966</b>	<b>\$2,171,681</b>	<b>\$47,017,484</b>	<b>\$220,000</b>	<b>\$256,903,000</b>	<b>\$318,793,131</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$2,913,835	-	\$2,913,835
Capital - General Fund	\$9,567,131	-	\$9,567,131
<b>Enterprise Fund</b>			
Enterprise Fund	\$794,431	-	\$794,431
Capital - Enterprise	\$1,377,250	-	\$1,377,250
<b>Restricted Funds</b>			
Cemetery	\$527,308	-	\$527,308
Economic Investment Fund	\$9,288	-	\$9,288
Environmental Compliance Fee	\$2,386,039	-	\$2,386,039
Falcon Field Airport	\$6,417,558	-	\$6,417,558
Fleet Internal Service	\$273,956	-	\$273,956
Greenfield WRP Joint Venture	\$11,123,174	-	\$11,123,174
Highway User Revenue Fund	\$591,126	-	\$591,126
Local Streets Sales Tax	\$18,707,222	-	\$18,707,222
Mesa Arts Center Restoration Fee	\$501,664	-	\$501,664
Print Shop Internal Service	\$2,416	-	\$2,416
Restricted Programs Fund	\$206,726	\$206,726	-
TOPAZ Joint Venture Fund	\$4,533,828	-	\$4,533,828
Transit Fund	\$5,054,331	\$4,052,500	\$1,001,831
Utility Replacement Extension and Renewal	\$939,658	-	\$939,658
Warehouse Internal Service	\$2,416	-	\$2,416
Transportation	\$19,126,332	\$19,126,332	-
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$12,104,895	\$11,884,895	\$220,000
Community Development Block Grant	\$696,083	\$696,083	-
Grants - Enterprise	\$3,348,333	\$3,348,333	-
<b>Other Funds</b>			
Electric Bond Construction	\$13,043,202	-	\$13,043,202
Gas Bond Construction	\$22,628,266	-	\$22,628,266
Parks Bond Construction	\$28,649,138	-	\$28,649,138
Public Safety Bond Construction	\$20,479,797	-	\$20,479,797
Solid Waste Bond Construction	\$7,352,600	-	\$7,352,600
Streets Bond Construction	\$24,707,165	-	\$24,707,165
Wastewater Bond Construction	\$50,075,852	-	\$50,075,852
Water Bond Construction	\$89,966,980	-	\$89,966,980
<b>Totals</b>	<b>\$358,108,000</b>	<b>\$39,314,869</b>	<b>\$318,793,131</b>

# Department Operational Plans

## Project Management Program

### Project Management Business Objective

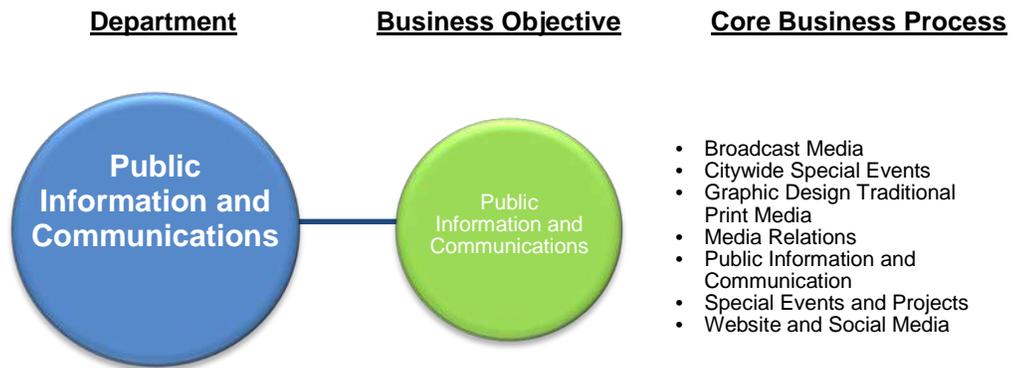
FY 15/16 Operational Budget By Core Business Process and Category							
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	Other	FY 15/16 Budget
Capital Improvement Program	92.3	\$9,073,531	\$315,839,952	-	\$994,200	\$30,451,492	\$356,359,175
Lifecycle and Infrastructure Program	0.0	-	\$1,748,825	-	-	-	\$1,748,825
<b>Totals</b>	<b>92.3</b>	<b>\$9,073,531</b>	<b>\$317,588,777</b>	<b>-</b>	<b>\$994,200</b>	<b>\$30,451,492</b>	<b>\$358,108,000</b>

# Department Operational Plans

## Public Information and Communications

### Department Description

The Public Information Office promotes a clear understanding of City policies, issues, and activities in an effort to enhance the public's and City employees' confidence in, and knowledge of City government. The Department provides information on Council strategic initiatives, special events, programs, and services in a timely and accurate manner using print, web, broadcast, social media and other web-based tools.



### Budgetary Highlights

The Public Information Department converted a temporary position to a part-time, benefited position by shifting funding from other areas in their operational budget. The conversion had no net effect on the budget.

# Department Operational Plans

## Public Information and Communications

### Public Information and Communications Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Positive responses to Event Survey (Vendor) Services	% positive response vendor		0.0	85.0
Percentage of positive responses on vendor event surveys.				
Number of Attendees at Special Events	# Attendees at Special Events		0	55,000
Number of attendees at the major special events planned by the Public Information & Communications Office				
Visits to Mesaaz.gov	# of visits to mesa.gov		0	0
Number of monthly visits to Mesaaz.gov based on Google Analytics				
Online views of Channel 11	# of Channel 11 views		0	0
# of Channel 11 programs viewed online live and # of Channel 11 programs viewed through online video on demand				
New Social Media Followers	New SM followers		0	0
Number of new social media followers for main city accounts				

# Department Operational Plans

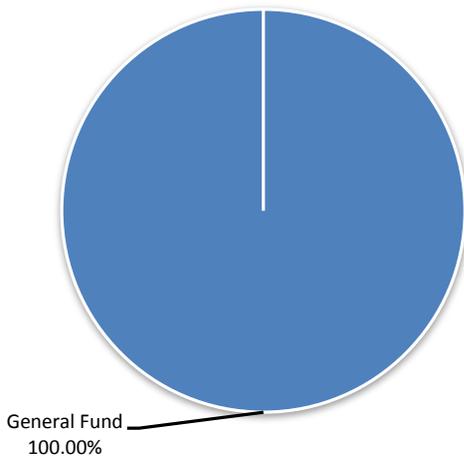
## Public Information and Communications

### Public Information and Communications Business Objective

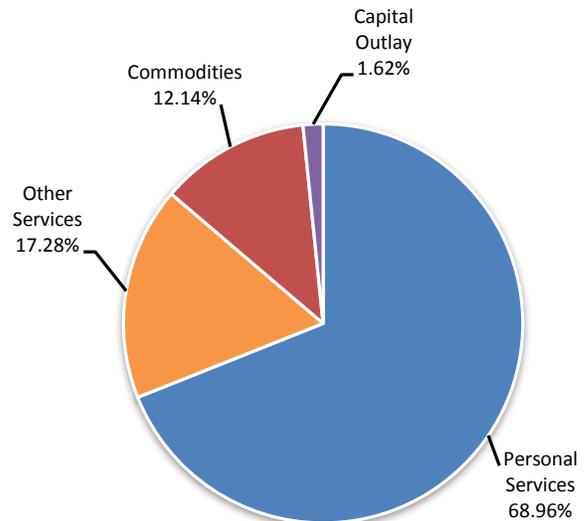
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$1,274,817	\$1,266,000	\$1,236,000
<b>Totals</b>	<b>\$1,274,817</b>	<b>\$1,266,000</b>	<b>\$1,236,000</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		7.0	7.5
Personal Services	\$802,682	\$775,037	\$852,349
Other Services	\$291,598	\$297,512	\$213,629
Commodities	\$130,266	\$173,451	\$150,022
Capital Outlay	\$50,271	\$20,000	\$20,000
<b>Totals</b>	<b>\$1,274,817</b>	<b>\$1,266,000</b>	<b>\$1,236,000</b>

**Public Information and Communications  
FY 15/16 Operational Funding  
\$1,236,000**



**Public Information and Communications  
FY 15/16 Operational Category  
\$1,236,000**



*Note: A portion of the amount budgeted to the General Fund for this department will be allocated to other funds. The allocation to other funds is recorded in the Centralized Appropriations Department. The allocation is based on the City department "customers" that the department serves.*

# Department Operational Plans

## Public Information and Communications

### Public Information and Communications Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Broadcast Media	\$285,033	-	-	-	-	\$285,033
Citywide Special Events	\$42,100	-	-	-	-	\$42,100
Graphic Design Traditional Print Media	\$112,056	-	-	-	-	\$112,056
Media Relations	\$258,688	-	-	-	-	\$258,688
Public Information & Communication	\$382,915	-	-	-	-	\$382,915
Special Events and Projects	\$95,000	-	-	-	-	\$95,000
Website and Social Media	\$60,208	-	-	-	-	\$60,208
<b>Expenditure Total</b>	<b>\$1,236,000</b>	-	-	-	-	<b>\$1,236,000</b>
<b>Revenue</b>						
Public Information & Communication	\$79,080	-	-	-	-	\$79,080
<b>Revenue Total</b>	<b>\$79,080</b>	-	-	-	-	<b>\$79,080</b>
<b>Expenditures Net of Revenues</b>	<b>\$1,156,920</b>	-	-	-	-	<b>\$1,156,920</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$1,216,000	\$79,080	\$1,136,920
Capital - General Fund	\$20,000	-	\$20,000
<b>Totals</b>	<b>\$1,236,000</b>	<b>\$79,080</b>	<b>\$1,156,920</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Broadcast Media	2.5	\$285,033	-	-	-	\$285,033
Citywide Special Events	0.0	-	\$32,100	\$10,000	-	\$42,100
Graphic Design Traditional Print Media	1.1	\$112,056	-	-	-	\$112,056
Media Relations	2.2	\$258,304	\$384	-	-	\$258,688
Public Information & Communication	0.5	\$41,748	\$181,145	\$140,022	\$20,000	\$382,915
Special Events and Projects	0.8	\$95,000	-	-	-	\$95,000
Website and Social Media	0.6	\$60,208	-	-	-	\$60,208
<b>Totals</b>	<b>7.5</b>	<b>\$852,349</b>	<b>\$213,629</b>	<b>\$150,022</b>	<b>\$20,000</b>	<b>\$1,236,000</b>

# Department Operational Plans

## Solid Waste Management

### Department Description

The Solid Waste Department provides the citizens of Mesa with quality customer service, timely refuse and recycling collections and sound landfill management practices. The department works toward cost efficient operations while considering the benefit and development of additional waste diversion programs that will sustain landfill resources.



### Budgetary Highlights

The FY 15/16 budget for the Solid Waste Department includes an increase of \$1.3 million due to increased costs associated with vehicle usage, implementation of new software, and landfill charges. The Clean Sweep/ Green Sweep fee is proposed to increase to provide an additional \$60,000 to cover related expenses. Solid Waste signed new contracts for recycling education and outreach programs, which increased the department's budget by \$50,000 in FY 15/16. The budget includes the conversion of a Customer Service Specialist I position from part-time to full-time.

The FY 15/16 budget for the Solid Waste Department includes just over \$300,000 in reductions to help offset the cost of the capital investment of compressed natural gas (CNG) vehicles. These reductions include savings in diesel fuel, changing the barrel replacement program to reactionary and reducing other various costs. The tools and technology to further assist in maintaining a top-rated, competitive, customer service driven business operation are being continually reviewed and upgraded. These upgrades include the department moving forward with its plans to save operating costs by converting their fleet to CNG, and implementing Fleet Mind (a data tracking software).

# Department Operational Plans

## Solid Waste Management

### Solid Waste Management Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Overall Blue & Green Barrel Recycling Diversion Rate	% Overall Diversion Rate	32.0	31.8	0.0
Total tonnages for recycle & green waste barrels divided by total trash, recycle and green waste barrel tonnage. This includes recycling of organic food waste, yard waste, paper and paperboard, packaging/containers including aluminum, glass and plastic.				
Preventable Accidents	# Preventable Accidents		43	0
Through safety training, Solid Waste Management is committed to continuing the downward preventable accident trend.				
Customer Sales Retention Program	# contacts made	300	3,424	0
Make personal contact by phone, in person, and written correspondence (mail/email) to increase customer satisfaction, communicate waste and recycling services available, retain current customers and secure additional customers.				
Number of Work Related Injuries	# work inj		22	0
The number of work related injuries related to Solid Waste employees.				

# Department Operational Plans

## Solid Waste Management

### Solid Waste Management Business Objective

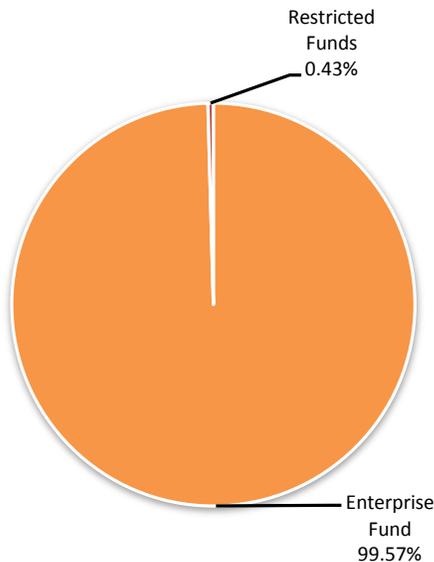
#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
Enterprise Fund	\$26,901,409	\$27,736,981	\$28,622,800
Restricted Funds	\$103,678	\$124,000	\$124,000
<b>Totals</b>	<b>\$27,005,087</b>	<b>\$27,860,981</b>	<b>\$28,746,800</b>

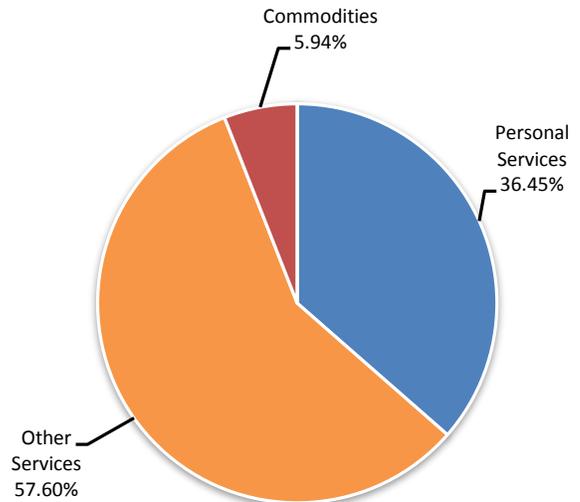
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		130.5	131.0
Personal Services	\$10,043,265	\$10,463,327	\$10,478,745
Other Services	\$15,505,097	\$15,742,269	\$16,559,311
Commodities	\$1,404,580	\$1,591,304	\$1,708,744
Capital Outlay	\$52,145	\$64,081	-
<b>Totals</b>	<b>\$27,005,087</b>	<b>\$27,860,981</b>	<b>\$28,746,800</b>

**Solid Waste Management  
FY 15/16 Operational Funding  
\$28,746,800**



**Solid Waste Management  
FY 15/16 Operational Category  
\$28,746,800**



# Department Operational Plans

## Solid Waste Management

### Solid Waste Management Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Barrel Collection	-	\$15,029,742	-	-	-	\$15,029,742
Recycling and Outreach	-	\$406,105	-	-	-	\$406,105
Safety	-	\$144,517	-	-	-	\$144,517
Solid Waste Administration	-	\$13,042,436	\$124,000	-	-	\$13,166,436
<b>Expenditure Total</b>	-	<b>\$28,622,800</b>	<b>\$124,000</b>	-	-	<b>\$28,746,800</b>
<b>Revenue</b>						
Recycling and Outreach	-	\$887,755	-	-	-	\$887,755
Solid Waste Administration	-	\$19,600	-	-	-	\$19,600
<b>Revenue Total</b>	-	<b>\$907,355</b>	-	-	-	<b>\$907,355</b>
<b>Expenditures Net of Revenues</b>	-	<b>\$27,715,445</b>	<b>\$124,000</b>	-	-	<b>\$27,839,445</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>Enterprise Fund</b>			
Enterprise Fund	\$28,622,800	\$907,355	\$27,715,445
<b>Restricted Funds</b>			
Solid Waste Development Fee	\$124,000	-	\$124,000
<b>Totals</b>	<b>\$28,746,800</b>	<b>\$907,355</b>	<b>\$27,839,445</b>

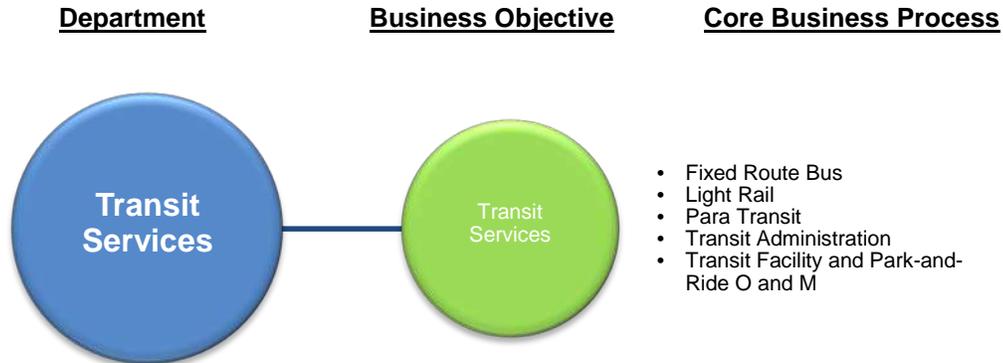
FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Barrel Collection	67.0	\$5,298,465	\$9,731,277	-	-	\$15,029,742
Recycling and Outreach	3.0	\$309,034	\$28,471	\$68,600	-	\$406,105
Safety	1.0	\$92,917	\$6,800	\$44,800	-	\$144,517
Solid Waste Administration	60.0	\$4,778,329	\$6,792,763	\$1,595,344	-	\$13,166,436
<b>Totals</b>	<b>131.0</b>	<b>\$10,478,745</b>	<b>\$16,559,311</b>	<b>\$1,708,744</b>	-	<b>\$28,746,800</b>

# Department Operational Plans

## Transit Services

### Department Description

The Transit Services Department serves the public by planning, designing, operating, and maintaining a high quality, transit system for the City of Mesa.



### Budgetary Highlights

The Transit Services budget is largely determined by contracts with the Regional Public Transportation Authority (RPTA) and METRO Light Rail for bus, para-transit and light rail operations. Light rail construction to extend the line to Mesa Drive continues on schedule to begin service in August 2015. The proposed budget includes \$3.5 million to accommodate a partial year of operations for the Central Mesa extension with an anticipated new revenue amount of \$1.0 million. Planning for extension of the line to Gilbert Road is in progress.

The cost of other transit services in FY 15/16 is increasing slightly overall. When the Central Mesa extension is open, three bus lines will no longer need to be diverted to the Sycamore station. One of these lines is locally funded and should result in operational savings.

# Department Operational Plans

## Transit Services

### Transit Services Business Objective

#### Mission

Collaborate with regional partners to provide innovative, safe, and efficient transit options that support mobility, accessibility, and economic vitality for the City of Mesa.

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Light-Rail Passengers	# of light-rail passengers			1,270,224
Total number of passengers boarding light rail at Mesa stops as reported by Valley Metro				
Fixed Route Total Ridership	# of fixed route riders			5,184,000
Total number of passengers boarding fixed route service within the City of Mesa as reported by Valley Metro				
Dial-a-Ride Ridership	# Dial-a-ride trips			131,760
Number of trips Mesa residents take using Dial A Ride as reported by Valley Metro				
Ride Choice Ridership	# of Ride Choice Riders			37,200
Number of trips Mesa residents take using Ride Choice services as reported by Valley Metro				

# Department Operational Plans

## Transit Services

### Transit Services Business Objective

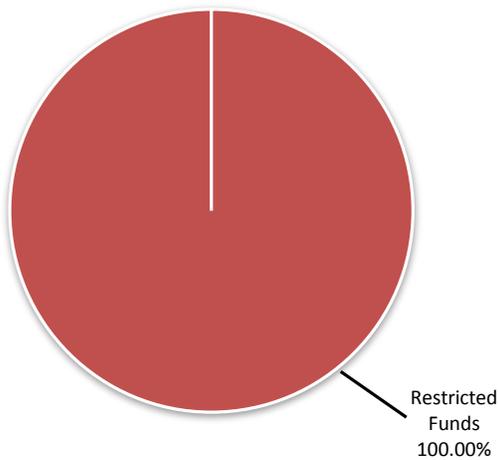
#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
Restricted Funds	\$5,313,579	\$8,399,000	\$11,827,000
<b>Totals</b>	<b>\$5,313,579</b>	<b>\$8,399,000</b>	<b>\$11,827,000</b>

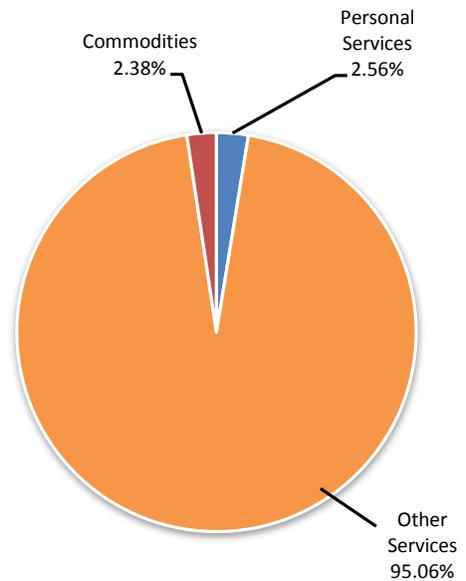
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		2.7	3.0
Personal Services	\$244,613	\$284,903	\$303,196
Other Services	\$5,044,572	\$8,086,217	\$11,242,171
Commodities	\$24,106	\$27,880	\$281,633
Capital Outlay	\$289	-	-
<b>Totals</b>	<b>\$5,313,579</b>	<b>\$8,399,000</b>	<b>\$11,827,000</b>

**Transit Services**  
**FY 15/16 Operational Funding**  
**\$11,827,000**



**Transit Services**  
**FY 15/16 Operational Category**  
**\$11,827,000**



# Department Operational Plans

## Transit Services

### Transit Services Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Fixed Route Bus	-	-	\$4,323,651	-	-	\$4,323,651
Light Rail	-	-	\$5,039,699	-	-	\$5,039,699
Para Transit	-	-	\$1,298,631	-	-	\$1,298,631
Transit Administration	-	-	\$250,588	-	-	\$250,588
Transit Facility and Park-and-Ride O and M	-	-	\$914,431	-	-	\$914,431
<b>Expenditure Total</b>	-	-	<b>\$11,827,000</b>	-	-	<b>\$11,827,000</b>
<b>Revenue</b>						
Light Rail	-	-	\$2,273,144	-	-	\$2,273,144
<b>Revenue Total</b>	-	-	<b>\$2,273,144</b>	-	-	<b>\$2,273,144</b>
<b>Expenditures Net of Revenues</b>	-	-	<b>\$9,553,856</b>	-	-	<b>\$9,553,856</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>Restricted Funds</b>			
Transit Fund	\$11,827,000	\$2,273,144	\$9,553,856
<b>Totals</b>	<b>\$11,827,000</b>	<b>\$2,273,144</b>	<b>\$9,553,856</b>

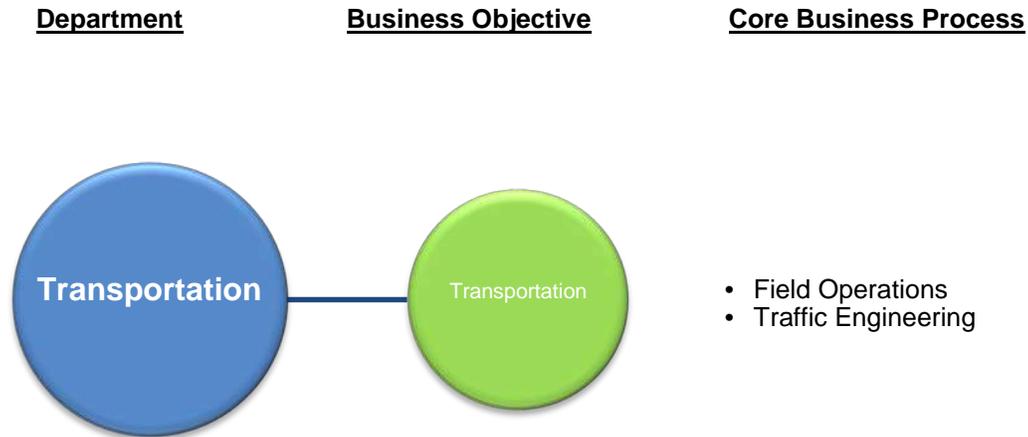
FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Fixed Route Bus	0.8	\$73,984	\$4,005,614	\$244,053	-	\$4,323,651
Light Rail	0.6	\$56,760	\$4,982,939	-	-	\$5,039,699
Para Transit	0.5	\$46,408	\$1,252,223	-	-	\$1,298,631
Transit Administration	0.7	\$73,763	\$159,245	\$17,580	-	\$250,588
Transit Facility and Park-and-Ride O and M	0.6	\$52,281	\$842,150	\$20,000	-	\$914,431
<b>Totals</b>	<b>3.0</b>	<b>\$303,196</b>	<b>\$11,242,171</b>	<b>\$281,633</b>	-	<b>\$11,827,000</b>

# Department Operational Plans

## Transportation

### Department Description

The Transportation Department serves the public by planning, designing, operating, and maintaining a high quality, multi-modal transportation system for the City of Mesa. The Department is a regional leader in transportation, anticipating future needs to maintain a high quality of life for residents.



### Budgetary Highlights

In FY 14/15, \$13.6 million was budgeted for street overlays. In the FY 15/16 budget, these overlay projects have been moved to the Projects Department to allow for easier review and management of both the overlay projects and the department's annual operating budget.

The FY 15/16 budget includes an additional \$500,000 for rusted streetlight pole replacements.

# Department Operational Plans

## Transportation

### Transportation Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Streets Network PCI Streets network average PCI.	Streets Netwk Wghted Avg PCI		0	70
Number of Traffic Injuries and/or Fatalities Persons killed or injured in traffic crashes per 1000 residents	# Killed/Injured Traffic	6	5	254
Average Speed of Travel Average speed of travel in the PM peak hour (mph)	# MPH Travel in PM Peak	31	27	25

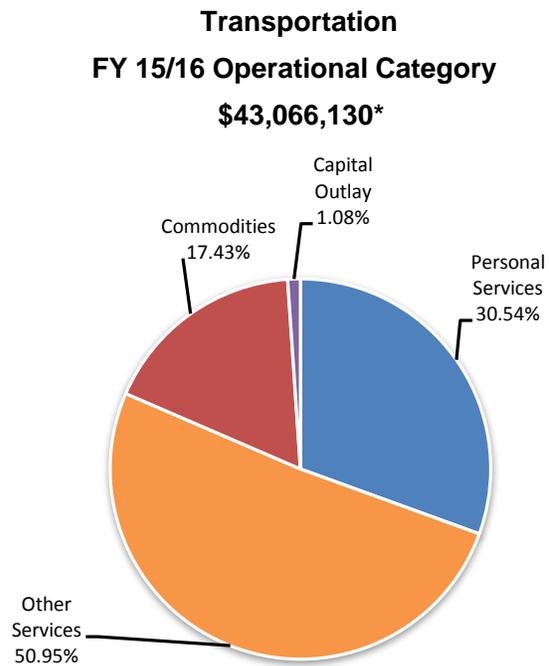
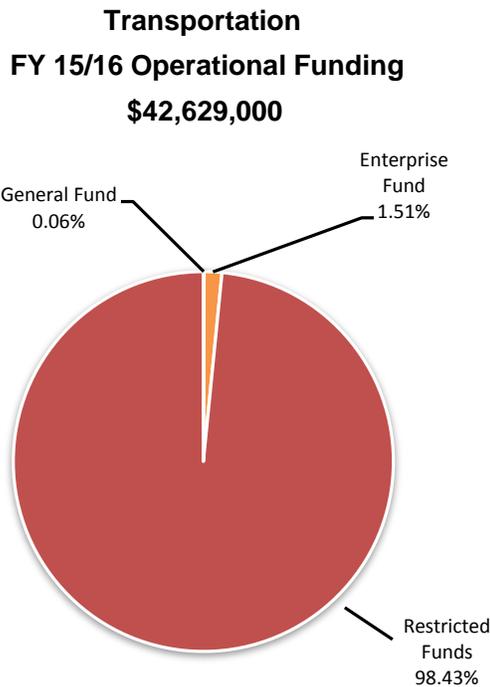
# Department Operational Plans

## Transportation

### Transportation Business Objective

Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$61,366	\$455,132	\$26,790
Enterprise Fund	\$377,189	\$928,498	\$642,446
Restricted Funds	\$30,576,812	\$54,074,971	\$41,959,764
Grant Funds	\$3,000	-	-
<b>Totals</b>	<b>\$31,018,367</b>	<b>\$55,458,600</b>	<b>\$42,629,000</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		155.5	156.5
Personal Services	\$11,893,663	\$13,134,964	\$13,153,719
Other Services	\$14,740,237	\$34,101,021	\$21,941,643
Commodities	\$4,314,365	\$7,988,365	\$7,507,768
Capital Outlay	\$72,952	\$234,250	\$463,000
Offsets and Credits	\$(2,850)	-	\$(437,130)
<b>Totals</b>	<b>\$31,018,367</b>	<b>\$55,458,600</b>	<b>\$42,629,000</b>



\*does not include Credits and Offsets

# Department Operational Plans

## Transportation

### Transportation Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Field Operations	\$26,790	\$642,446	\$34,866,118	-	-	\$35,535,354
Traffic Engineering	-	-	\$7,093,646	-	-	\$7,093,646
<b>Expenditure Total</b>	<b>\$26,790</b>	<b>\$642,446</b>	<b>\$41,959,764</b>	-	-	<b>\$42,629,000</b>
<b>Revenue</b>						
Field Operations	\$13,000	-	\$308,484	-	-	\$321,484
Traffic Engineering	-	-	\$130,000	-	-	\$130,000
<b>Revenue Total</b>	<b>\$13,000</b>	-	<b>\$438,484</b>	-	-	<b>\$451,484</b>
<b>Expenditures Net of Revenues</b>	<b>\$13,790</b>	<b>\$642,446</b>	<b>\$41,521,280</b>	-	-	<b>\$42,177,516</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$26,790	\$13,000	\$13,790
<b>Enterprise Fund</b>			
Enterprise Fund	\$642,446	-	\$642,446
<b>Restricted Funds</b>			
Environmental Compliance Fee	\$4,532,313	-	\$4,532,313
Falcon Field Airport	\$6,000	-	\$6,000
Fleet Internal Service	\$1,505	-	\$1,505
Highway User Revenue Fund	\$21,343,919	-	\$21,343,919
Local Streets Sales Tax	\$16,015,755	\$438,484	\$15,577,271
Transit Fund	\$60,272	-	\$60,272
<b>Totals</b>	<b>\$42,629,000</b>	<b>\$451,484</b>	<b>\$42,177,516</b>

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Field Operations	121.9	\$9,586,273	\$20,042,243	\$6,343,968	-	\$35,535,354
Traffic Engineering	34.6	\$3,567,446	\$1,899,400	\$1,163,800	\$463,000	\$7,093,646
<b>Totals</b>	<b>156.5</b>	<b>\$13,153,719</b>	<b>\$21,941,643</b>	<b>\$7,507,768</b>	<b>\$463,000</b>	<b>\$42,629,000</b>

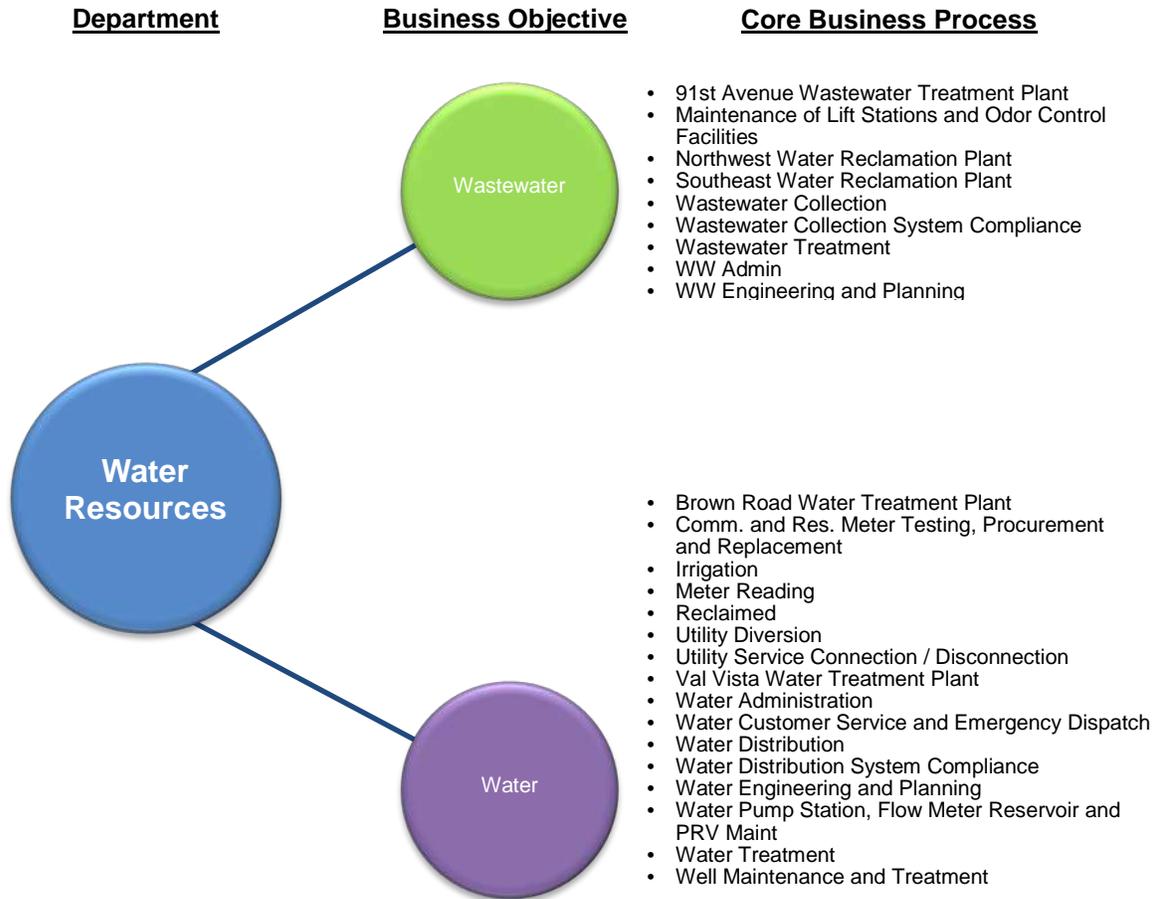
# Department Operational Plans

## Water Resources

### Department Description

The Water Resources department provides reliable, high-quality, environmentally responsible water and wastewater services at fair and reasonable rates for people in the community. The services provided by the Water Resources Department form the foundation of the economy, enable public health and safety, protect the environment, and provide for our community's quality of life.

The Water Resources department provides water and wastewater services in an area of approximately 170 square miles for a population of over 465,000 people. The water system currently consists of approximately 142,000 residential and commercial connections and the wastewater system consists of approximately 124,000 connections.



# Department Operational Plans

## Water Resources

### **Budgetary Highlights**

In FY 15/16, the Water Resources Department proposed budget includes three new positions and the upgrade of an additional position. Two of the new positions and the upgrade are due to the pending design and construction of the water and wastewater treatment plants and associated infrastructure. The costs of the positions will be covered by the projects and do not result in additional operating costs. The other position is an inspector and is anticipated to be covered primarily by an increase in fine revenues.

The cost for power and chemicals is anticipated to increase by \$591,000 and the cost for water commodity purchases by \$787,000. The City participates in joint ventures with other municipalities to provide water and wastewater services. The City's participation cost is expected to be approximately \$1.3 million less in FY 15/16 due to changes in the City of Phoenix's method of budgeting for the Val Vista Water Treatment Plan.

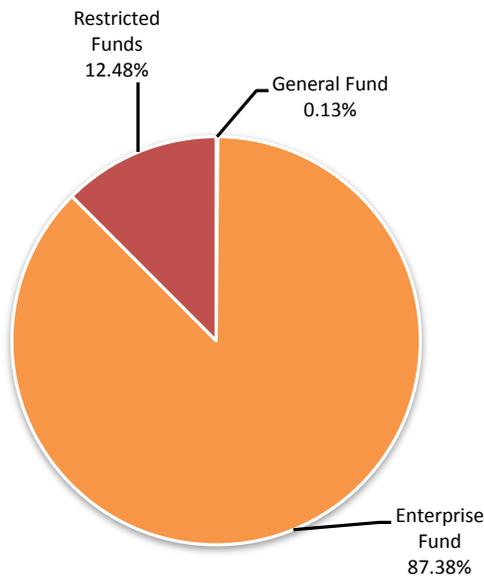
# Department Operational Plans

## Water Resources

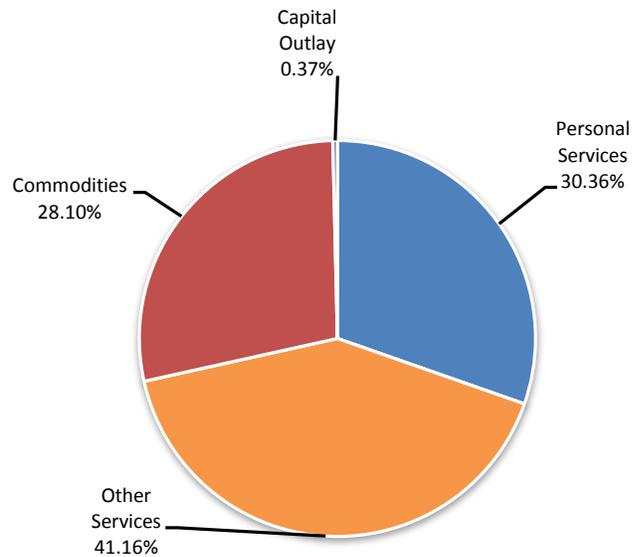
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$(2,555)	\$132,980	\$89,660
Enterprise Fund	\$49,409,130	\$58,075,990	\$58,772,377
Restricted Funds	\$5,817,165	\$6,359,030	\$8,395,963
<b>Totals</b>	<b>\$55,223,739</b>	<b>\$64,568,000</b>	<b>\$67,258,000</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		234.2	240.9
Personal Services	\$18,829,684	\$19,627,705	\$20,420,077
Other Services	\$22,198,048	\$29,247,163	\$27,686,441
Commodities	\$13,835,719	\$15,672,132	\$18,901,482
Capital Outlay	\$360,288	\$21,000	\$250,000
<b>Totals</b>	<b>\$55,223,739</b>	<b>\$64,568,000</b>	<b>\$67,258,000</b>

**Water Resources  
FY 15/16 Operational Funding  
\$67,258,000**



**Water Resources  
FY 15/16 Operational Category  
\$67,258,000**



# Department Operational Plans

## Water Resources

### FY 15/16 Operational Budget by Business Objective and Funding Source

Business Objective	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Wastewater	\$7,648	\$20,465,971	\$7,363,916	-	-	\$27,837,535
Water	\$82,012	\$38,306,406	\$1,032,047	-	-	\$39,420,465
<b>Expenditure Total</b>	<b>\$89,660</b>	<b>\$58,772,377</b>	<b>\$8,395,963</b>	-	-	<b>\$67,258,000</b>
<b>Revenue</b>						
Wastewater	-	\$2,325,000	-	-	-	\$2,325,000
Water	-	\$371,650	-	-	-	\$371,650
<b>Revenue Total</b>	-	<b>\$2,696,650</b>	-	-	-	<b>\$2,696,650</b>
<b>Expenditures Net of Revenues</b>	<b>\$89,660</b>	<b>\$56,075,727</b>	<b>\$8,395,963</b>	-	-	<b>\$64,561,350</b>

### FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$89,660	-	\$89,660
<b>Enterprise Fund</b>			
Enterprise Fund	\$58,772,377	\$2,696,650	\$56,075,727
<b>Restricted Funds</b>			
Environmental Compliance Fee	\$18,702	-	\$18,702
Local Streets Sales Tax	\$83,885	-	\$83,885
Greenfield WRP Joint Venture	\$6,239,416	-	\$6,239,416
Utility Replacement Extension and Renewal	\$2,053,960	-	\$2,053,960
<b>Totals</b>	<b>\$67,258,000</b>	<b>\$2,696,650</b>	<b>\$64,561,350</b>

### FY 15/16 Operational Budget By Business Objective and Category

Business Objective	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Wastewater	76.9	\$6,817,954	\$15,640,064	\$5,129,517	\$250,000	\$27,837,535
Water	164.0	\$13,602,123	\$12,046,377	\$13,771,965	-	\$39,420,465
<b>Totals</b>	<b>240.9</b>	<b>\$20,420,077</b>	<b>\$27,686,441</b>	<b>\$18,901,482</b>	<b>\$250,000</b>	<b>\$67,258,000</b>

# Department Operational Plans

## Water Resources

### Wastewater Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Sanitary Sewer Overflows	# san sewer overflows		4	0
Quarterly # of Sanitary Sewer Overflows - Industry Standard				
Inspection of Sewer Lines	# miles sewer line inspected	72	61.28	80
Number of Sewer Lines Inspected - Industry Standard				

# Department Operational Plans

## Water Resources

### Wastewater Business Objective

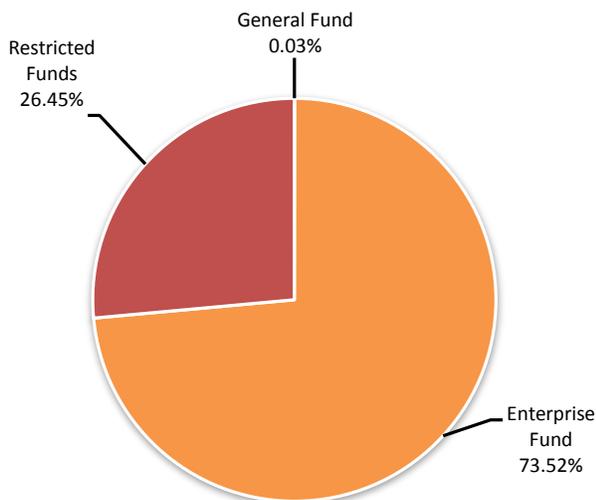
#### Operational History by Funding Source

Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	-	-	\$7,648
Enterprise Fund	\$16,625,126	\$19,604,280	\$20,465,971
Restricted Funds	\$5,449,643	\$5,811,217	\$7,363,916
<b>Totals</b>	<b>\$22,074,770</b>	<b>\$25,415,497</b>	<b>\$27,837,535</b>

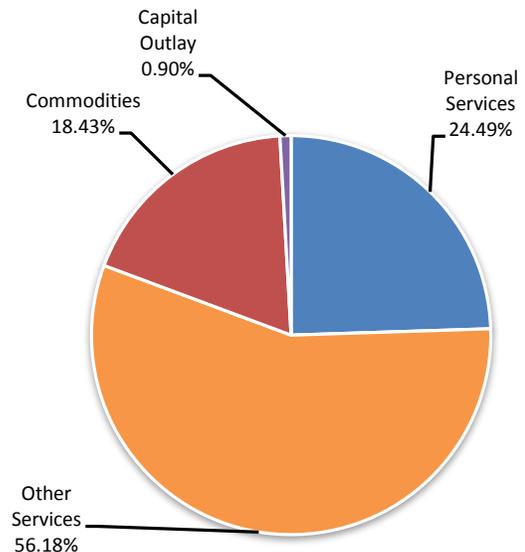
#### Operational History by Category

Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		76.5	76.9
Personal Services	\$6,398,116	\$6,649,042	\$6,817,954
Other Services	\$11,828,200	\$15,214,548	\$15,640,064
Commodities	\$3,566,882	\$3,530,907	\$5,129,517
Capital Outlay	\$281,573	\$21,000	\$250,000
<b>Totals</b>	<b>\$22,074,770</b>	<b>\$25,415,497</b>	<b>\$27,837,535</b>

**Wastewater  
FY 15/16 Operational Funding  
\$27,837,535**



**Wastewater  
FY 15/16 Operational Category  
\$27,837,535**



# Department Operational Plans

## Water Resources

### Wastewater Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
91st Avenue Wastewater Treatment Plant	-	\$6,375,652	-	-	-	\$6,375,652
Maintenance of Lift Stations and Odor Control Facilities	-	\$1,746,343	-	-	-	\$1,746,343
Northwest Water Reclamation Plant	-	\$4,695,253	\$371,438	-	-	\$5,066,691
Southeast Water Reclamation Plant	-	\$2,298,272	\$564,710	-	-	\$2,862,982
Wastewater Collection	\$7,648	\$1,365,485	\$7,648	-	-	\$1,380,781
Wastewater Collection System Compliance	-	\$355,075	\$11,054	-	-	\$366,129
Wastewater Treatment	-	\$3,164,000	\$6,409,066	-	-	\$9,573,066
WW Eng and Planning	-	\$465,891	-	-	-	\$465,891
<b>Expenditure Total</b>	<b>\$7,648</b>	<b>\$20,465,971</b>	<b>\$7,363,916</b>	<b>-</b>	<b>-</b>	<b>\$27,837,535</b>
<b>Revenue</b>						
Northwest Water Reclamation Plant	-	\$1,500,000	-	-	-	\$1,500,000
Wastewater Collection	-	\$25,000	-	-	-	\$25,000
Wastewater Collection System Compliance	-	\$800,000	-	-	-	\$800,000
<b>Revenue Total</b>	<b>-</b>	<b>\$2,325,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$2,325,000</b>
<b>Expenditures Net of Revenues</b>	<b>\$7,648</b>	<b>\$18,140,971</b>	<b>\$7,363,916</b>	<b>-</b>	<b>-</b>	<b>\$25,512,535</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$7,648	-	\$7,648
<b>Enterprise Fund</b>			
Enterprise Fund	\$20,465,971	\$2,325,000	\$18,140,971
<b>Restricted Funds</b>			
Environmental Compliance Fee	\$18,702	-	\$18,702
Greenfield WRP Joint Venture	\$6,239,416	-	\$6,239,416
Utility Replacement Extension and Renewal	\$1,105,798	-	\$1,105,798
<b>Totals</b>	<b>\$27,837,535</b>	<b>\$2,325,000</b>	<b>\$25,512,535</b>

# Department Operational Plans

## Water Resources

### Wastewater Business Objective

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
91st Avenue Wastewater Treatment Plant	0.8	\$75,652	\$6,300,000	-	-	\$6,375,652
Maintenance of Lift Stations and Odor Control Facilities	5.3	\$449,173	\$143,770	\$1,153,400	-	\$1,746,343
Northwest Water Reclamation Plant	19.0	\$1,663,254	\$2,113,932	\$1,234,505	\$55,000	\$5,066,691
Southeast Water Reclamation Plant	10.7	\$938,888	\$1,136,329	\$592,765	\$195,000	\$2,862,982
Wastewater Collection	11.9	\$981,969	\$291,502	\$107,310	-	\$1,380,781
Wastewater Collection System Compliance	3.0	\$267,874	\$69,455	\$28,800	-	\$366,129
Wastewater Treatment	22.7	\$2,004,687	\$5,556,642	\$2,011,737	-	\$9,573,066
WW Eng and Planning	3.5	\$436,457	\$28,434	\$1,000	-	\$465,891
<b>Totals</b>	<b>76.9</b>	<b>\$6,817,954</b>	<b>\$15,640,064</b>	<b>\$5,129,517</b>	<b>\$250,000</b>	<b>\$27,837,535</b>

# Department Operational Plans

## Water Resources

### Water Business Objective

#### Mission

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

#### Desired Outcomes

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

#### Performance Measures

Performance Measure Name	Unit of Measure	FY14/15 Target	FY14/15 YTD Actual	FY 15/16 Target
Waterline Breaks	# leaks&breaks/100 miles pipe		1.44	12
Waterline leaks and breaks - Historical Data				
Distribution System Water Losses	% water lost from system		9.9	10.0
Amount of water lost from the system - Historical Data				

# Department Operational Plans

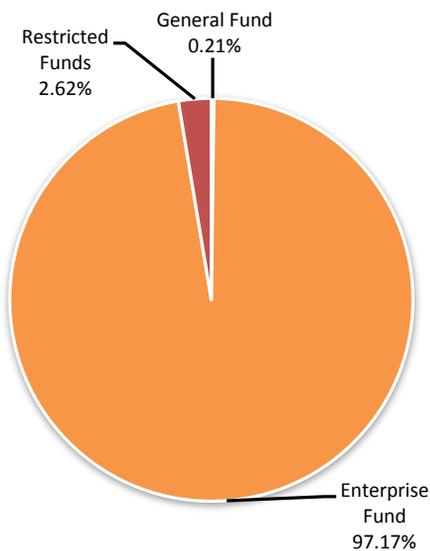
## Water Resources

### Water Business Objective

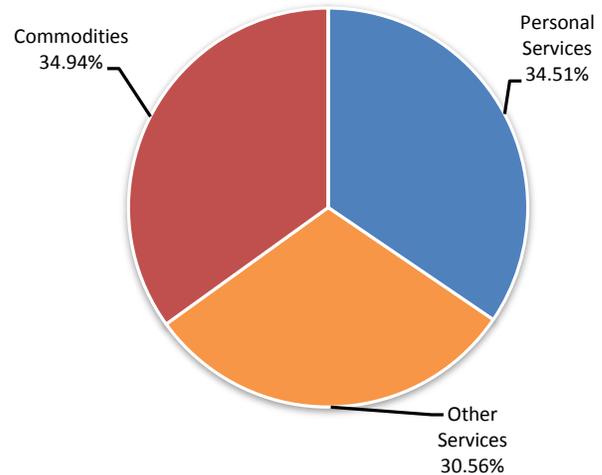
Operational History by Funding Source			
Funding Source	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
General Fund	\$(2,555)	\$132,980	\$82,012
Enterprise Fund	\$32,784,004	\$38,471,710	\$38,306,406
Restricted Funds	\$367,521	\$547,813	\$1,032,047
<b>Totals</b>	<b>\$33,148,970</b>	<b>\$39,152,503</b>	<b>\$39,420,465</b>

Operational History by Category			
Category	FY 13/14 Actuals	FY 14/15 Budget	FY 15/16 Budget
FTE		157.7	164.0
Personal Services	\$12,431,569	\$12,978,663	\$13,602,123
Other Services	\$10,369,848	\$14,032,615	\$12,046,377
Commodities	\$10,268,838	\$12,141,225	\$13,771,965
Capital Outlay	\$78,716	-	-
<b>Totals</b>	<b>\$33,148,970</b>	<b>\$39,152,503</b>	<b>\$39,420,465</b>

**Water**  
**FY 15/16 Operational Funding**  
**\$39,420,465**



**Water**  
**FY 15/16 Operational Category**  
**\$39,420,465**



# Department Operational Plans

## Water Resources

### Water Business Objective

FY 15/16 Operational Budget by Core Business Process and Funding Source						
Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 15/16 Budget
<b>Expenditure</b>						
Brown Road Water Treatment Plant	-	\$3,821,822	\$162,562	-	-	\$3,984,384
Comm. and Res. Meter Testing, Procurement and Replacement	-	\$485,868	-	-	-	\$485,868
Irrigation	-	\$166,607	-	-	-	\$166,607
Meter Reading	-	\$1,916,804	-	-	-	\$1,916,804
Reclaimed	-	\$11,141,065	-	-	-	\$11,141,065
Utility Diversion	-	\$710	-	-	-	\$710
Utility Service Connection Disconnection	-	\$1,571,822	\$43,200	-	-	\$1,615,022
Val Vista Water Treatment Plant	-	\$5,400,000	-	-	-	\$5,400,000
Water Administration	-	\$2,833,564	\$742,400	-	-	\$3,575,964
Emergency Dispatch	\$82,012	\$589,767	\$83,885	-	-	\$755,664
Water Distribution	-	\$3,014,868	-	-	-	\$3,014,868
Water Distribution System Compliance	-	\$826,231	-	-	-	\$826,231
Water Engineering and Planning	-	\$994,501	-	-	-	\$994,501
Water Pump Station, Flow Meter Reservoir and PRV Maint	-	\$1,129,166	-	-	-	\$1,129,166
Water Treatment	-	\$3,636,779	-	-	-	\$3,636,779
Well Maintenance and Treatment	-	\$776,832	-	-	-	\$776,832
<b>Expenditure Total</b>	<b>\$82,012</b>	<b>\$38,306,406</b>	<b>\$1,032,047</b>	<b>-</b>	<b>-</b>	<b>\$39,420,465</b>
<b>Revenue</b>						
Reclaimed	-	\$320,750	-	-	-	\$320,750
Water Administration	-	\$900	-	-	-	\$900
Water Distribution	-	\$50,000	-	-	-	\$50,000
<b>Revenue Total</b>	<b>-</b>	<b>\$371,650</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$371,650</b>
<b>Expenditures Net of Revenues</b>	<b>\$82,012</b>	<b>\$37,934,756</b>	<b>\$1,032,047</b>	<b>-</b>	<b>-</b>	<b>\$39,048,815</b>

FY 15/16 Operational Budget by Funding Source - Expenditures and Revenues			
Funding Source	FY 15/16 Expenditures	FY 15/16 Revenues	FY 15/16 Expenditures Net of Revenues
<b>General Fund</b>			
General Fund	\$82,012	-	\$82,012
<b>Enterprise Fund</b>			
Enterprise Fund	\$38,306,406	\$371,650	\$37,934,756
<b>Restricted Funds</b>			
Local Streets Sales Tax	\$83,885	-	\$83,885
Utility Replacement Extension and Renewal	\$948,162	-	\$948,162
<b>Totals</b>	<b>\$39,420,465</b>	<b>\$371,650</b>	<b>\$39,048,815</b>

# Department Operational Plans

## Water Resources

### Water Business Objective

FY 15/16 Operational Budget By Core Business Process and Category						
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 15/16 Budget
Brown Road Water Treatment Plant	19.2	\$1,717,438	\$648,461	\$1,618,485	-	\$3,984,384
Comm. and Res. Meter Testing,	5.5	\$373,818	\$42,000	\$70,050	-	\$485,868
Irrigation	2.2	\$135,797	\$13,460	\$17,350	-	\$166,607
Meter Reading	28.5	\$1,776,733	\$116,971	\$23,100	-	\$1,916,804
Reclaimed	2.0	\$231,290	\$542,950	\$10,366,825	-	\$11,141,065
Utility Diversion	0.0	\$710	-	-	-	\$710
Utility Service Connection Disconnection	18.1	\$1,368,222	\$129,600	\$117,200	-	\$1,615,022
Val Vista Water Treatment Plant	0.0	-	\$5,400,000	-	-	\$5,400,000
Water Administration	22.8	\$2,289,401	\$500,943	\$785,620	-	\$3,575,964
Water Customer Service and Emergency Dispatch	8.7	\$753,716	\$948	\$1,000	-	\$755,664
Water Distribution	25.9	\$1,959,572	\$626,471	\$428,825	-	\$3,014,868
Water Distribution System Compliance	7.3	\$621,294	\$133,312	\$71,625	-	\$826,231
Water Engineering and Planning	7.6	\$890,703	\$102,798	\$1,000	-	\$994,501
Water Pump Station, Flow Meter Reservoir and PRV Maint	6.7	\$590,096	\$394,785	\$144,285	-	\$1,129,166
Water Treatment	4.5	\$458,721	\$3,139,458	\$38,600	-	\$3,636,779
Well Maintenance and Treatment	5.2	\$434,612	\$254,220	\$88,000	-	\$776,832
<b>Totals</b>	<b>164.0</b>	<b>\$13,602,123</b>	<b>\$12,046,377</b>	<b>\$13,771,965</b>	<b>-</b>	<b>\$39,420,465</b>



# Financial Schedules



FISCAL YEAR  
**2015-2016**  
City of Mesa, Arizona

# Financial Schedules

## 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 in order 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, culture and recreation, and any other activity for which a special fund has not been created. The General Fund includes:

- The *Capital – General Fund* is used for capital purchases funded by the General Fund. The use of a separate capital fund allows for easier tracking of capital expenditures and provides more accurate comparisons between years in the General Fund.
- The *General Fund* is the primary operating fund of the City.

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

- The *Arts and Culture Fund* was established to allow for easier tracking and management of the financial aspect of the various activities of the Mesa Arts Center, the i.d.e.a. Museum and the Museum of Natural History. These facilities rely on admission fees and ticket sales to augment the City of Mesa's General Fund contribution. Revenues collected at the different venues will be allocated to this fund. The General Fund contribution will be set at a fixed amount each fiscal year and transferred to the new fund.
- The *Cemetery Fund* accounts for Cemetery expenditures and revenues from cemetery sales and services.
- The *Cemetery Reserve Fund* accounts for revenues and expenditures for the perpetual care of interment spaces in the Cemetery. A perpetual care fee is charged on all spaces and the interest earned from the accumulation of these fees provides for perpetual care of the spaces.
- The *Community Facilities Districts (Capital and Operating) Funds* account for large-scale, comprehensively-planned infrastructure development that promotes innovative and sustainable residential and non-residential land use.
- The *Economic Investment Fund* accounts for the investment of funds to help sustain and grow the business environment in the City of Mesa.

## Financial Schedules

- The *Environmental Compliance Fee Fund* was established to comply with the mandated Federal, State and County 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.
- The *Falcon Field Airport Fund* is used to account for all of the activities of the city-owned airport.
- The *Greenfield Water Reclamation Plant Joint Venture Fund* accounts for the Greenfield Water Reclamation Plant which is run by the City but which also treats sewage from portions of Mesa, Gilbert, Queen Creek and the Gila River Indian Community.
- The *Highway User Revenue Fund* (HURF) 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 state-shared fuel taxes.
- The *Local Streets Sales Tax Fund* accounts for voter-approved revenue dedicated to the Streets program. This fund provides the matching requirement to obtain Maricopa Association of Governments (MAG) Proposition 400 monies, and provides a local revenue source to fund street operations and maintenance.
- The *Mesa Arts Center Restoration Fee Fund* has been established as a replacement fund to provide for future repairs and maintenance of the Mesa Arts Center. The revenues in this fund are collected as a ticket surcharge for events that take place at the Mesa Arts Center.
- The *Quality of Life Sales Tax Fund* is used for voter-approved revenue dedicated to the following programs: Law Enforcement, Fire and Medical, Parks and Recreation, Library, Aquatics, Arts and Culture and Transportation.
- The *Restricted Programs Fund* was established to account for other restricted funds such as sponsorships or restricted donations.
- The *Solid Waste Development Fee Fund* was established to account for the development fee which is collected to cover the cost of new equipment needed to support the growth of residential collection for trash and recycling including the cost of vehicles, barrels and bins.
- The *Special Programs Fund* was established to account for funds that are restricted by decision of City management and not by law or designation of the donor or sponsor.
- The *TOPAZ Joint Venture Fund* accounts for revenue and expenditures related to the City of Mesa's joint venture in the Trunked Open Arizona Network (TOPAZ) which provides voice and data communication systems for public safety and municipal uses to Mesa as well as a number of other cities in the area.

## Financial Schedules

- The *Transit Fund* accounts for all transit-related funding sources and expenditures including Local Transportation Assistance Fund (LTAF) monies. The main source of funding is a transfer from the General Fund.
- The *Transportation Fund* accounts for Maricopa Association of Government (MAG) Proposition 400 sales tax funds that are allocated to local subdivisions for transportation projects in the Regional Transportation Plan (RTP).
- The *Utility Replacement Extension and Renewal Fund* is designed to account for replacement costs for the City's utilities (Electric, Gas, Water, Wastewater and Solid Waste). Funds are transferred from the Enterprise Fund to support the replacement of utility vehicles, projects and infrastructure per utility revenue bond requirements.
- The *Vehicle Replacement Fund* is designed to account for replacement costs for the City's fleet of vehicles. Funds are transferred from the General Fund and Local Street Sales Tax Fund to support the replacement of vehicles.

*Impact Fee Funds* are designed to provide funding to ensure that new development bears a proportionate share of the cost of improvements to the City's parks, law enforcement facilities, fire facilities and equipment, and utility infrastructure. These funds are provided through the collection of development impact fees.

*Grant Funds* are designed to account for all grant monies that are received by the City. They include:

- The *Community Development Block Grant Fund* accounts for Federal grant funds that are 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.
- The *Grants – Enterprise Fund* is designed to account for contributions by the State or Federal government or other organizations to support a particular function that would typically be accounted for under the Enterprise Funds.
- The *Grants – General Government Fund* is designed to account for contributions by the State or Federal government or other organizations to support a particular function.
- The *HOME (Home Ownership Made Easier) Fund* accounts for grant funds received to help communities expand the supply of decent, safe, sanitary and affordable housing, with primary attention to housing for low income families.
- The *Section 8 (Housing Choice Voucher Program) Fund* accounts for grant funds received to provide rental assistance to low-income families for decent, safe, and sanitary housing by contracting with private owners and subsidizing a portion of the family's monthly rent.

# Financial Schedules

*Debt Service Funds* are used to account for the payment of long-term debt principal and interest. The City's Debt Service Funds include:

- The *Capital Lease Redemption Fund* accumulates resources for the payment of principal and interest requirements of capital leases relating to the acquisition of land, computer equipment, communication equipment, police helicopters and various public improvements within the City.
- *Community Facilities Districts – Debt Fund* accumulates resources for the payment of principal and interest requirements of large-scale, comprehensively-planned infrastructure development that promotes innovative and sustainable residential and non-residential land use.
- The *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.
- The *General Obligation Bond Redemption Fund* accounts for payment of the principal and interest requirements of the City's General Obligation Bonds. Funding is provided by secondary property tax revenue and a transfer from the General Fund.
- The *General Obligation Bond Refunding Fund* accounts for the revenues and expenditures related to the possible refunding of existing General Obligation Bonds due to more favorable interest rates.
- The *Highway Project Advancement Notes (HPAN) Fund* accounts for the payment of principal and interest requirements for Highway Project Advancement Notes. HPANs are issued to finance highway infrastructure.
- The *Highway User Revenue Bond Redemption Fund* accounts for the payment of principal and interest requirements of the City's Highway User Revenue Bonds. Revenues are provided by a transfer from the Highway User Revenue Fund.
- The *Non-Utility Bond Redemption Fund* accounts for the payment of principal and interest requirements for non-utility economic investment projects.
- The *Special Improvements District Bond Redemption Fund* accounts for the payment of the Special Improvement District Bonds that are issued to finance the costs of improvements which are paid from special assessments levied against the benefited properties.
- The *Transportation Project Advancement Notes (TPAN) Fund* accounts for the payment of principal and interest of Transportation Project Advancement Notes issued to finance transit infrastructure.
- The *Utility Systems Bond Redemption Fund* accounts for the payment of principal and interest requirements of financing the construction and maintenance of utility system infrastructure. Debt service on utility system bonds is funded by revenue from customer utility rate charges.

# Financial Schedules

- The *Utility Systems Bond Refunding Fund* accounts for the revenues and expenditures related to the possible refunding of existing Utility Systems Bonds due to more favorable interest rates.
- The *Utility Systems GO Bond Redemption Fund* accumulates resources for the payment of principal and interest requirements of General Obligation bonds used to finance the construction and maintenance of utility system infrastructure. Debt service on utility system bonds is funded by revenue from customer utility rate charges.
- The *WIFA Redemption Fund* accumulates resources for the payment of principal and interest requirements of using Arizona Water Infrastructure Finance Authority (WIFA) financing to construct and maintain water and wastewater infrastructure. Debt service on WIFA bonds is funded by revenue from water and wastewater customer utility rate charges.

*Bond Funds* are used to account for bond proceeds to be used only for the construction of approved bond capital projects. These projects include: new park site acquisitions as well as park improvements; public safety buildings; the construction of drains, basins, channels and other storm sewer improvements; right-of-way acquisitions and street improvements; utility (Electric, Gas, Solid Waste, Wastewater and Water) infrastructure construction, upgrades and acquisitions; and the construction of spring training baseball facilities.

## **Proprietary Funds**

The *Enterprise Fund* is used to account for operations 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; or where the governing body has decided that a periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. Enterprise Funds include:

- The *Capital – Enterprise Fund* which is used for purchases funded by the Enterprise Fund. The use of a separate capital fund allows for easier tracking of capital expenditures and provides more accurate comparisons between years in the Enterprise Fund.
- The *Enterprise Fund* which is utilized to account for city-owned electric, gas, water, wastewater, solid waste and district cooling systems, as well as the city-owned golf course, the Mesa Convention Center, the Hohokam Stadium and Cubs Spring Training facilities.

*Internal Service Funds* account for goods or services provided by one department to other departments or agencies of the City, on a cost reimbursement basis. These services include fleet services, a print shop, and a materials warehouse.

# Financial Schedules

## **Fiduciary Funds**

*Agency Funds* 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.

*Trust Funds* are held in a trustee capacity and account for all assets and activities that are restricted to a specific purpose in accordance with the formal intent of the trust. The principal of the fund can only be expended to forward the activity specified, such as an employee benefits plan, self-insurance for property and public liability, and worker's compensation.

# Financial Schedules

## Budget Basis of Accounting

The basis of budgeting is the method used to determine when revenues and expenditures are recognized for budgetary purposes. This documents the key differences between generally accepted accounting principles (GAAP) and the employed budgetary basis to ensure consistency from year to year and equitably communicate the planned costs for major service areas and capital projects.

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 for Proprietary Funds. Revenues are recognized in the accounting period in which they are earned and become measurable. Expenditures are recognized when they are incurred.

The Fund Statements in the Comprehensive Annual Financial Report (CAFR) present 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.

The City of Mesa CAFR can be found at: [www.mesaaz.gov/city-hall/accounting](http://www.mesaaz.gov/city-hall/accounting).

### Summary of Estimated Revenues and Expenditures Fiscal Year 2015/16

Fiscal Year	FUND TYPES										
	General Fund	Enterprise Fund	Restricted Funds	Internal Service Funds	Impact Fee Funds	Grant Funds	Trust Funds	Debt Service Funds	Bond Funds	Contingency Fund	Total All Funds
2013/14 Actual Expenditures/Expenses	\$314,429,361	\$166,756,937	\$127,229,388	\$283,737	\$40,694	\$24,970,597	\$68,482,474	\$145,840,419	\$135,843,459	-	<b>\$983,877,064</b>
2014/15 Adopted Budgeted Expenditures/Expenses	\$353,003,472	\$192,608,581	\$183,384,947	\$5,181,371	-	\$62,255,051	\$81,441,449	\$132,005,129	\$265,619,000	\$64,501,000	<b>\$1,340,000,000</b>
2015/16 Estimated Fund Balance at July 1, 2015	\$63,432,495	\$34,621,158	\$96,917,985	-	\$5,987,834	\$4,076,018	\$72,804,794	\$99,972,787	\$57,778,189	-	<b>\$435,591,260</b>
2015/16 Primary Property Tax Levy	-	-	-	-	-	-	-	-	-	-	-
2015/16 Secondary Property Tax Levy	-	-	-	-	-	-	-	\$33,440,000	-	-	<b>\$33,440,000</b>
2015/16 Estimated Revenues Other than Property Taxes	\$250,683,044	\$338,042,467	\$170,435,818	\$5,426,638	\$9,268,697	\$53,678,402	\$82,145,565	\$15,263,855	-	\$5,000,000	<b>\$929,944,486</b>
2015/16 Other Financing Sources	-	-	\$24,412,000	-	-	-	-	\$166,742,000	\$207,048,000	-	<b>\$398,202,000</b>
2015/16 Interfund Transfers In	\$105,430,446	\$4,198,397	\$31,243,715	-	\$934,000	-	-	\$86,248,830	-	-	<b>\$228,055,388</b>
2015/16 Interfund Transfers Out	\$(27,750,843)	\$(178,938,002)	\$(12,761,687)	-	\$(7,824,856)	-	-	\$(780,000)	-	-	<b>\$(228,055,388)</b>
2015/16 Total Financial Resources Available	\$391,795,142	\$197,924,020	\$310,247,831	\$5,426,638	\$8,365,675	\$57,754,420	\$154,950,359	\$400,887,472	\$264,826,189	\$5,000,000	<b>\$1,797,177,746</b>
2015/16 Budget Expenditures/Expenses	\$348,381,854	\$171,631,533	\$243,367,036	\$5,014,106	-	\$55,032,404	\$78,871,430	\$379,244,637	\$256,903,000	\$71,554,000	<b>\$1,610,000,000</b>

Expenditure Limitation Comparison	2014/15	2015/16
Budget Expenditures/Expenses	\$1,340,000,000	\$1,610,000,000
Less: Estimated Exclusions	\$(1,340,000,000)	\$(1,610,000,000)
Amount Subject to the Expenditure Limitation	-	-
EEC Expenditure Limitation	\$529,442,050	\$545,882,614
<b>Over (Under) State Limit</b>	<b>\$(529,442,050)</b>	<b>\$(545,882,614)</b>

The Fund Types above include the following funds:

General Fund - General Fund and Capital-General Fund.

Enterprise Fund - Enterprise Fund and Capital-Enterprise.

Restricted Funds - Arts & Culture, Cemetery, Cemetery Reserve, Community Facilities Districts-Capital, Community Facilities Districts-Operating, Economic Investment, Environmental Compliance Fee, Falcon Field Airport, Greenfield WRP Joint Venture, Highway User Revenue Fund, Local Streets Sales Tax, Mesa Arts Center Restoration Fee, Quality of Life Sales Tax, Restricted Programs, Solid Waste Development Fee, Special Programs, TOPAZ Joint Venture, Transit, Transportation, Utility Replacement Extension & Renewal and Vehicle Replacement.

Internal Service Funds - Fleet, Print Shop and Warehouse.

Impact Fee Funds - Cultural Facility, Fire, General Government Facility, Library, Parks, Police, Stormwater, Wastewater and Water.

Grant Funds - Community Development Block Grant, Grants-Enterprise, Grants-Gen. Gov., HOME and Section 8.

Trust Funds - Employee Benefit, Property and Public Liability and Workers Compensation.

Debt Service Funds - Capital Lease, Community Facilities Districts - Debt, Court Construction Fee, General Obligation Bond, Highway Project Advancement Notes, Highway User Revenue Bond, Non Utility Bond, Special Improvement District Bond, Utility Systems Bond, Utility Systems GO Bond and WIFA.

Bond Funds - Electric, Gas, Parks, Public Safety, Solid Waste, Spring Training, Streets, Wastewater and Water.

Contingency Fund - Contingency.

**Summary of Tax Levy and Tax Rate Information  
Fiscal Year 2015/16**

	<b>FY 2014/15</b>	<b>FY 2015/16</b>
Maximum allowable primary property tax levy	<u><u>N/A</u></u>	<u><u>N/A</u></u>
Amount received from primary property taxation in excess of the sum of that year's maximum allowable primary property tax levy	<u><u>N/A</u></u>	
Property tax levy amounts:		
Primary property taxes	N/A	N/A
Secondary property taxes	\$33,439,361 *	\$33,439,694 *
Total property tax levy amounts	<u><u>\$33,439,361</u></u>	<u><u>\$33,439,694</u></u>
Property taxes collected:**		
Primary property taxes:		
Current year's levy	N/A	
Prior years' levies	N/A	
Total primary property taxes	<u>N/A</u>	
Secondary property taxes:		
Current year's levy	\$33,439,361 **	
Prior years' levies	-	
Total secondary property taxes	<u>\$33,439,361</u>	
Total property taxes collected	<u><u>\$33,439,361</u></u>	
Property tax rates:		
City tax rate:		
Primary property tax rate	N/A	N/A
Secondary property tax rate	1.1853	1.2125
Total city tax rate	<u><u>1.1853</u></u>	<u><u>1.2125</u></u>
Special assessment district tax rates:		
Number of special assessment districts for which secondary property taxes are levied	<u><u>0</u></u>	<u><u>0</u></u>

\*The 2014/15 and 2015/16 secondary property tax levy amounts on this page were revised from the budgeted levy to the actual levy amount.

\*\*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  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Taxes</b>			
Sales and Use Taxes	\$140,569,747	\$149,959,000	\$148,468,000
Property Taxes	\$22,501,531	\$33,440,000	\$33,440,000
Transient Occupancy Taxes	\$2,769,902	\$2,829,000	\$2,515,000
Other Taxes	\$30,287	-	-
<b>Total Taxes</b>	<u>\$165,871,467</u>	<u>\$186,228,000</u>	<u>\$184,423,000</u>
<b>Intergovernmental</b>			
Federal Grants and Reimbursements	\$24,881,376	\$63,155,750	\$57,494,476
State Shared Revenues	\$135,018,679	\$141,751,000	\$146,376,000
State Grants and Reimbursements	\$5,262,016	\$2,254,817	\$6,897,306
County and Other Governments Revenues	\$21,558,611	\$21,311,223	\$29,904,084
<b>Total Intergovernmental</b>	<u>\$186,720,682</u>	<u>\$228,472,790</u>	<u>\$240,671,866</u>
<b>Sales and Charges for Services</b>			
General	\$22,643,046	\$26,450,500	\$31,292,595
Culture and Recreation	\$6,949,038	\$5,949,000	\$9,009,200
Enterprise	\$310,796,894	\$330,253,000	\$359,019,000
<b>Total Sales and Charges for Services</b>	<u>\$340,388,978</u>	<u>\$362,652,500</u>	<u>\$399,320,795</u>
<b>Licenses Fees Permits</b>			
Business Licenses	\$4,284,531	\$3,608,000	\$3,681,000
Permits	\$9,773,304	\$12,205,000	\$12,686,000
Fees	\$11,766,445	\$10,386,293	\$11,411,000
Court Fees	\$4,483,020	\$5,107,707	\$4,723,000
Culture and Recreation	\$508,508	\$177,000	\$426,000
<b>Total Licenses Fees Permits</b>	<u>\$30,815,808</u>	<u>\$31,484,000</u>	<u>\$32,927,000</u>
<b>Fines and Forfeitures</b>			
Court Fines	\$4,575,016	\$3,895,000	\$4,133,000
Other Fines	\$323,968	\$497,000	\$597,000
<b>Total Fines and Forfeitures</b>	<u>\$4,898,984</u>	<u>\$4,392,000</u>	<u>\$4,730,000</u>
<b>Other Revenues</b>			
Interest	\$2,404,672	\$717,000	\$791,000
Contributions and Donations	\$2,517,444	\$2,266,000	\$2,085,000
Other Financing Sources	\$3,299,450	\$55,370,000	\$191,154,000
Sale of Property	\$1,444,779	\$877,000	\$1,281,000
Self Insurance Contributions	\$71,317,441	\$82,163,000	\$81,813,000
Other Revenues	\$8,400,343	\$16,671,509	\$15,341,825
<b>Total Other Revenues</b>	<u>\$89,384,129</u>	<u>\$158,064,509</u>	<u>\$292,465,825</u>
<b>Total City Revenues</b>	<u><u>\$818,080,049</u></u>	<u><u>\$971,293,799</u></u>	<u><u>\$1,154,538,486</u></u>

*Changes in accounting presentation affect comparisons between years.*

*This schedule does not include Other Financing Sources such as bonds and fund balance.*

**Summary of Revenues by Fund  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>General Fund</b>			
General Fund	\$241,766,769	\$252,390,382	\$250,683,044
Capital - General Fund	\$10,850	-	-
<b>Total General Fund</b>	<u>\$241,777,619</u>	<u>\$252,390,382</u>	<u>\$250,683,044</u>
<b>Enterprise Fund</b>			
Capital - Enterprise	\$98,623	\$300,000	\$300,000
Enterprise Fund	\$312,299,934	\$327,983,248	\$337,742,467
<b>Total Enterprise Fund</b>	<u>\$312,398,557</u>	<u>\$328,283,248</u>	<u>\$338,042,467</u>
<b>Restricted Funds</b>			
Arts and Culture Fund	-	-	\$6,815,915
Cemetery	\$1,445,713	\$1,353,000	\$1,368,998
Cemetery Reserve	\$155,035	\$83,500	\$84,367
Community Facilities Districts - Capital	\$3,367,950	\$3,370,000	\$24,412,000
Community Facilities Districts - Operating	\$1,549	\$127,939	\$147,668
Economic Investment Fund	-	-	\$2,768,904
Environmental Compliance Fee	\$10,692,385	\$14,426,358	\$14,802,000
Falcon Field Airport	-	\$3,611,604	\$3,720,977
Greenfield WRP Joint Venture	\$5,709,087	\$5,850,317	\$18,092,336
Highway User Revenue Fund	\$30,922,300	\$32,023,887	\$34,281,093
Local Streets Sales Tax	\$25,691,002	\$26,412,940	\$26,149,941
Mesa Arts Center Restoration Fee	\$297,223	\$2,000	\$252,000
Quality of Life Sales Tax	\$20,730,875	\$21,408,338	\$21,209,736
Restricted Programs Fund	\$6,314,581	\$6,744,358	\$5,262,852
Solid Waste Development Fee	\$202,238	\$110,000	\$232,000
Special Programs Fund	-	-	\$949,119
TOPAZ Joint Venture Fund	\$1,518,554	\$1,650,209	\$6,699,943
Transit Fund	\$7,429,537	\$2,620,095	\$7,622,684
Transportation	\$13,794,492	\$10,749,823	\$19,126,332
Vehicle Replacement	\$204,050	\$450,000	\$848,953
<b>Total Restricted Funds</b>	<u>\$128,476,573</u>	<u>\$130,994,368</u>	<u>\$194,847,818</u>
<b>Internal Service Funds</b>			
Fleet Internal Service	\$154,104	-	\$412,532
Print Shop Internal Service	\$14,137	-	-
Warehouse Internal Service	\$155,709	\$5,181,371	\$5,014,106
<b>Total Internal Service Funds</b>	<u>\$323,950</u>	<u>\$5,181,371</u>	<u>\$5,426,638</u>
<b>Impact Fee Funds</b>			
Cultural Facility Impact Fee	\$4,524	-	-
Fire Impact Fee	\$405,586	\$361,313	\$386,314
Gen Govt Facility Impact Fee	\$3,717	-	-
Library Impact Fee	\$494,634	\$451,078	\$1,000
Parks Impact Fee	\$1,251,497	\$1,242,095	\$1,328,043
Police Impact Fee	\$611,173	\$542,635	\$580,183
Stormwater Drainage Impact Fee	\$433,470	\$390,628	\$417,658
Wastewater Impact Fee	\$3,742,826	\$3,331,763	\$3,562,307
Water Impact Fees	\$3,079,484	\$2,799,480	\$2,993,192
<b>Total Impact Fee Funds</b>	<u>\$10,026,910</u>	<u>\$9,118,992</u>	<u>\$9,268,697</u>

**Summary of Revenues by Fund  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Grant Funds</b>			
Community Development Block Grant	\$5,235,167	\$11,793,184	\$10,856,579
Grants - Enterprise	\$259,845	\$4,860,962	\$3,348,333
Grants - Gen. Gov.	\$6,805,314	\$29,782,901	\$23,495,844
HOME	\$703,466	\$3,009,419	\$3,370,394
Section 8	\$12,032,616	\$12,112,911	\$12,607,252
<b>Total Grant Funds</b>	<b>\$25,036,408</b>	<b>\$61,559,377</b>	<b>\$53,678,402</b>
<b>Trust Funds</b>			
Customer Deposit Trust	\$94,694	-	-
Employee Benefit Trust	\$63,697,574	\$71,137,571	\$72,723,299
Property and Public Liability	\$3,574,362	\$5,434,334	\$5,255,085
Worker's Compensation	\$4,526,933	\$6,189,100	\$4,167,181
<b>Total Trust Funds</b>	<b>\$71,893,564</b>	<b>\$82,761,005</b>	<b>\$82,145,565</b>
<b>Debt Service Funds</b>			
Community Facilities Districts - Debt	\$195,469	\$891,112	\$1,925,471
Court Construction Fee	\$780,469	\$933,233	\$780,000
General Obligation Bond Redemption	\$22,512,217	\$33,996,302	\$66,216,302
Highway Project Advancement Notes	\$3,674,972	\$3,891,750	\$4,000,000
Non Utility Bond Redemption	-	-	\$4,867,152
Special Improvement District Bond Redemption	\$861,399	\$460,225	\$902,500
Transportation Project Advancement Notes	-	\$53,600,000	-
Utility Systems Bond Redemption	\$121,944	\$2,232,434	\$136,754,430
<b>Total Debt Service Funds</b>	<b>\$28,146,470</b>	<b>\$96,005,056</b>	<b>\$215,445,855</b>
<b>Contingency Fund</b>			
Contingency	-	\$5,000,000	\$5,000,000
<b>Total Contingency Fund</b>	<b>-</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>
 <b>Total City Revenues</b>	 <b>\$818,080,049</b>	 <b>\$971,293,799</b>	 <b>\$1,154,538,486</b>

*Changes in accounting presentation affect comparisons between years.*

*This schedule does not include Other Financing Sources such as bonds and fund balance.*

**Summary of Revenues by Fund and Source  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>General Fund</b>			
<b>General Fund</b>			
<b>Taxes</b>			
Sales and Use Taxes	\$95,176,628	\$102,860,657	\$101,806,581
Transient Occupancy Taxes	\$25,000	-	-
Other Taxes	\$30,287	-	-
<b>Total Taxes</b>	<u>\$95,231,915</u>	<u>\$102,860,657</u>	<u>\$101,806,581</u>
<b>Intergovernmental</b>			
Federal Grants and Reimbursements	\$639,168	\$461,248	\$304,743
State Shared Revenues	\$102,810,247	\$108,436,048	\$110,799,907
State Grants and Reimbursements	\$72,207	\$1,749,394	\$1,042,608
County and Other Governments Revenues	\$2,058,111	\$2,098,354	\$2,406,738
<b>Total Intergovernmental</b>	<u>\$105,579,732</u>	<u>\$112,745,044</u>	<u>\$114,553,996</u>
<b>Sales and Charges for Services</b>			
General	\$8,618,691	\$6,534,677	\$6,500,451
Culture and Recreation	\$6,766,903	\$5,733,167	\$2,698,496
Enterprise	\$420,109	\$212,228	\$31,481
<b>Total Sales and Charges for Services</b>	<u>\$15,805,703</u>	<u>\$12,480,072</u>	<u>\$9,230,428</u>
<b>Licenses Fees Permits</b>			
Business Licenses	\$4,109,630	\$3,608,000	\$3,681,000
Permits	\$9,770,493	\$10,355,000	\$10,998,891
Fees	\$1,476,096	\$1,268,301	\$1,451,082
Court Fees	\$3,244,003	\$2,942,767	\$3,148,000
Culture and Recreation	\$224,883	\$177,000	\$753
<b>Total Licenses Fees Permits</b>	<u>\$18,825,105</u>	<u>\$18,351,068</u>	<u>\$19,279,726</u>
<b>Fines and Forfeitures</b>			
Court Fines	\$4,219,157	\$3,665,828	\$3,833,000
Other Fines	\$323,968	\$292,980	\$310,965
<b>Total Fines and Forfeitures</b>	<u>\$4,543,125</u>	<u>\$3,958,808</u>	<u>\$4,143,965</u>
<b>Other Revenues</b>			
Interest	\$130,696	\$144,510	\$146,070
Contributions and Donations	\$94,551	\$368,490	\$329,826
Sale of Property	\$94,454	\$359,000	\$363,811
Other Revenues	\$1,461,486	\$1,122,733	\$828,641
<b>Total Other Revenues</b>	<u>\$1,781,187</u>	<u>\$1,994,733</u>	<u>\$1,668,348</u>
<b>Total General Fund</b>	<u>\$241,766,769</u>	<u>\$252,390,382</u>	<u>\$250,683,044</u>
<b>Capital - General Fund</b>			
<b>Other Revenues</b>			
Other Revenues	\$10,850	-	-
<b>Total Other Revenues</b>	<u>\$10,850</u>	<u>-</u>	<u>-</u>
<b>Total Capital - General Fund</b>	<u>\$10,850</u>	<u>-</u>	<u>-</u>
<b>Total General Fund</b>	<u>\$241,777,619</u>	<u>\$252,390,382</u>	<u>\$250,683,044</u>
<b>Enterprise Fund</b>			
<b>Capital - Enterprise</b>			
<b>Intergovernmental</b>			
State Grants and Reimbursements	\$34,679	-	-
<b>Total Intergovernmental</b>	<u>\$34,679</u>	<u>-</u>	<u>-</u>

**Summary of Revenues by Fund and Source  
Fiscal Year 2015/16**

Source	FY 2013/14 Actuals	FY 2014/15 Budget	FY 2015/16 Budget
<b>Other Revenues</b>			
Contributions and Donations	\$63,944	\$300,000	\$300,000
<b>Total Other Revenues</b>	<u>\$63,944</u>	<u>\$300,000</u>	<u>\$300,000</u>
<b>Total Capital - Enterprise</b>	<u>\$98,623</u>	<u>\$300,000</u>	<u>\$300,000</u>
<b>Enterprise Fund</b>			
<b>Taxes</b>			
Sales and Use Taxes	\$2,436	-	-
Transient Occupancy Taxes	\$851,337	\$776,079	\$776,000
<b>Total Taxes</b>	<u>\$853,773</u>	<u>\$776,079</u>	<u>\$776,000</u>
<b>Intergovernmental</b>			
County and Other Governments Revenues	\$215,253	\$315,000	\$157,500
State Grants and Reimbursements	\$238	-	-
Federal Grants and Reimbursements	\$1,128,333	\$66,000	-
<b>Total Intergovernmental</b>	<u>\$1,343,824</u>	<u>\$381,000</u>	<u>\$157,500</u>
<b>Sales and Charges for Services</b>			
Enterprise	\$303,642,809	\$320,492,837	\$330,574,808
General	\$239,511	\$950,809	\$195,234
<b>Total Sales and Charges for Services</b>	<u>\$303,882,320</u>	<u>\$321,443,646</u>	<u>\$330,770,042</u>
<b>Licenses Fees Permits</b>			
Fees	\$(7)	-	-
Permits	\$2,811	\$1,500,000	\$1,500,000
<b>Total Licenses Fees Permits</b>	<u>\$2,804</u>	<u>\$1,500,000</u>	<u>\$1,500,000</u>
<b>Other Revenues</b>			
Contributions and Donations	\$401,966	\$624,000	\$763,000
Interest	\$1,348,592	\$432,000	\$533,530
Other Revenues	\$3,462,362	\$2,758,523	\$3,174,159
Sale of Property	\$1,004,292	\$68,000	\$68,236
<b>Total Other Revenues</b>	<u>\$6,217,212</u>	<u>\$3,882,523</u>	<u>\$4,538,925</u>
<b>Total Enterprise Fund</b>	<u>\$312,299,934</u>	<u>\$327,983,248</u>	<u>\$337,742,467</u>
<b>Total Enterprise Fund</b>	<u>\$312,398,557</u>	<u>\$328,283,248</u>	<u>\$338,042,467</u>
<b>Restricted Funds</b>			
<b>Arts and Culture Fund</b>			
<b>Sales and Charges for Services</b>			
Culture and Recreation	-	-	\$6,250,504
Enterprise	-	-	\$31,481
General	-	-	\$352,331
<b>Total Sales and Charges for Services</b>	<u>-</u>	<u>-</u>	<u>\$6,634,316</u>
<b>Licenses Fees Permits</b>			
Culture and Recreation	-	-	\$175,247
<b>Total Licenses Fees Permits</b>	<u>-</u>	<u>-</u>	<u>\$175,247</u>
<b>Other Revenues</b>			
Other Revenues	-	-	\$6,352
<b>Total Other Revenues</b>	<u>-</u>	<u>-</u>	<u>\$6,352</u>
<b>Total Arts and Culture Fund</b>	<u>-</u>	<u>-</u>	<u>\$6,815,915</u>

**Summary of Revenues by Fund and Source  
Fiscal Year 2015/16**

Source	FY 2013/14 Actuals	FY 2014/15 Budget	FY 2015/16 Budget
<b>Cemetery</b>			
<b>Sales and Charges for Services</b>			
General	\$1,445,576	\$1,353,000	\$1,368,998
<b>Total Sales and Charges for Services</b>	<u>\$1,445,576</u>	<u>\$1,353,000</u>	<u>\$1,368,998</u>
<b>Other Revenues</b>			
Interest	\$137	-	-
<b>Total Other Revenues</b>	<u>\$137</u>	<u>-</u>	<u>-</u>
<b>Total Cemetery</b>	<u>\$1,445,713</u>	<u>\$1,353,000</u>	<u>\$1,368,998</u>
<b>Cemetery Reserve</b>			
<b>Sales and Charges for Services</b>			
General	\$97,360	\$73,500	\$74,367
<b>Total Sales and Charges for Services</b>	<u>\$97,360</u>	<u>\$73,500</u>	<u>\$74,367</u>
<b>Other Revenues</b>			
Interest	\$57,675	\$10,000	\$10,000
<b>Total Other Revenues</b>	<u>\$57,675</u>	<u>\$10,000</u>	<u>\$10,000</u>
<b>Total Cemetery Reserve</b>	<u>\$155,035</u>	<u>\$83,500</u>	<u>\$84,367</u>
<b>Community Facilities Districts - Capital</b>			
<b>Other Revenues</b>			
Contributions and Donations	\$65,000	-	-
Other Financing Sources	\$3,299,450	\$3,370,000	\$24,412,000
Other Revenues	\$3,500	-	-
<b>Total Other Revenues</b>	<u>\$3,367,950</u>	<u>\$3,370,000</u>	<u>\$24,412,000</u>
<b>Total Community Facilities Districts - Capital</b>	<u>\$3,367,950</u>	<u>\$3,370,000</u>	<u>\$24,412,000</u>
<b>Community Facilities Districts - Operating</b>			
<b>Other Revenues</b>			
Other Revenues	\$1,549	\$127,939	\$147,668
<b>Total Other Revenues</b>	<u>\$1,549</u>	<u>\$127,939</u>	<u>\$147,668</u>
<b>Total Community Facilities Districts - Operating</b>	<u>\$1,549</u>	<u>\$127,939</u>	<u>\$147,668</u>
<b>Economic Investment Fund</b>			
<b>Intergovernmental</b>			
Federal Grants and Reimbursements	-	-	\$3,015
<b>Total Intergovernmental</b>	<u>-</u>	<u>-</u>	<u>\$3,015</u>
<b>Sales and Charges for Services</b>			
Enterprise	-	-	\$1,700,000
General	-	-	\$1,004,206
<b>Total Sales and Charges for Services</b>	<u>-</u>	<u>-</u>	<u>\$2,704,206</u>
<b>Other Revenues</b>			
Other Revenues	-	-	\$61,683
<b>Total Other Revenues</b>	<u>-</u>	<u>-</u>	<u>\$61,683</u>
<b>Total Economic Investment Fund</b>	<u>-</u>	<u>-</u>	<u>\$2,768,904</u>
<b>Environmental Compliance Fee</b>			
<b>Sales and Charges for Services</b>			
General	\$10,667,414	\$14,424,358	\$14,800,000
<b>Total Sales and Charges for Services</b>	<u>\$10,667,414</u>	<u>\$14,424,358</u>	<u>\$14,800,000</u>

**Summary of Revenues by Fund and Source  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Other Revenues</b>			
Interest	\$24,216	\$2,000	\$2,000
Other Revenues	\$755	-	-
<b>Total Other Revenues</b>	<u>\$24,971</u>	<u>\$2,000</u>	<u>\$2,000</u>
<b>Total Environmental Compliance Fee</b>	<u>\$10,692,385</u>	<u>\$14,426,358</u>	<u>\$14,802,000</u>
<b>Falcon Field Airport</b>			
<b>Sales and Charges for Services</b>			
Enterprise	-	\$3,587,618	\$3,710,942
<b>Total Sales and Charges for Services</b>	<u>-</u>	<u>\$3,587,618</u>	<u>\$3,710,942</u>
<b>Other Revenues</b>			
Interest	-	\$6,000	-
Other Revenues	-	\$17,986	\$10,035
<b>Total Other Revenues</b>	<u>-</u>	<u>\$23,986</u>	<u>\$10,035</u>
<b>Total Falcon Field Airport</b>	<u>-</u>	<u>\$3,611,604</u>	<u>\$3,720,977</u>
<b>Greenfield WRP Joint Venture</b>			
<b>Sales and Charges for Services</b>			
Enterprise	\$5,709,087	\$5,850,317	\$18,092,336
<b>Total Sales and Charges for Services</b>	<u>\$5,709,087</u>	<u>\$5,850,317</u>	<u>\$18,092,336</u>
<b>Total Greenfield WRP Joint Venture</b>	<u>\$5,709,087</u>	<u>\$5,850,317</u>	<u>\$18,092,336</u>
<b>Highway User Revenue Fund</b>			
<b>Intergovernmental</b>			
State Shared Revenues	\$30,913,018	\$32,023,887	\$34,281,093
<b>Total Intergovernmental</b>	<u>\$30,913,018</u>	<u>\$32,023,887</u>	<u>\$34,281,093</u>
<b>Sales and Charges for Services</b>			
General	\$8,550	-	-
<b>Total Sales and Charges for Services</b>	<u>\$8,550</u>	<u>-</u>	<u>-</u>
<b>Other Revenues</b>			
Interest	\$731	-	-
<b>Total Other Revenues</b>	<u>\$731</u>	<u>-</u>	<u>-</u>
<b>Total Highway User Revenue Fund</b>	<u>\$30,922,300</u>	<u>\$32,023,887</u>	<u>\$34,281,093</u>
<b>Local Streets Sales Tax</b>			
<b>Taxes</b>			
Sales and Use Taxes	\$24,751,202	\$25,690,005	\$25,451,683
<b>Total Taxes</b>	<u>\$24,751,202</u>	<u>\$25,690,005</u>	<u>\$25,451,683</u>
<b>Sales and Charges for Services</b>			
Culture and Recreation	\$571	-	-
General	\$247,778	\$93,849	\$130,000
<b>Total Sales and Charges for Services</b>	<u>\$248,349</u>	<u>\$93,849</u>	<u>\$130,000</u>
<b>Licenses Fees Permits</b>			
Business Licenses	\$95,380	-	-
Fees	\$94,008	-	\$102,057
Permits	-	\$350,000	\$187,109
<b>Total Licenses Fees Permits</b>	<u>\$189,388</u>	<u>\$350,000</u>	<u>\$289,166</u>

**Summary of Revenues by Fund and Source  
Fiscal Year 2015/16**

Source	FY 2013/14 Actuals	FY 2014/15 Budget	FY 2015/16 Budget
<b>Fines and Forfeitures</b>			
Other Fines	-	\$204,020	\$206,035
<b>Total Fines and Forfeitures</b>	-	\$204,020	\$206,035
<b>Other Revenues</b>			
Interest	\$280,911	\$71,000	\$71,000
Other Revenues	\$221,152	\$4,066	\$2,057
<b>Total Other Revenues</b>	\$502,064	\$75,066	\$73,057
<b>Total Local Streets Sales Tax</b>	\$25,691,002	\$26,412,940	\$26,149,941
<b>Mesa Arts Center Restoration Fee</b>			
<b>Licenses Fees Permits</b>			
Culture and Recreation	\$283,625	-	\$250,000
<b>Total Licenses Fees Permits</b>	\$283,625	-	\$250,000
<b>Other Revenues</b>			
Interest	\$13,599	\$2,000	\$2,000
<b>Total Other Revenues</b>	\$13,599	\$2,000	\$2,000
<b>Total Mesa Arts Center Restoration Fee</b>	\$297,223	\$2,000	\$252,000
<b>Quality of Life Sales Tax</b>			
<b>Taxes</b>			
Sales and Use Taxes	\$20,639,481	\$21,408,338	\$21,209,736
<b>Total Taxes</b>	\$20,639,481	\$21,408,338	\$21,209,736
<b>Licenses Fees Permits</b>			
Business Licenses	\$79,521	-	-
<b>Total Licenses Fees Permits</b>	\$79,521	-	-
<b>Other Revenues</b>			
Interest	\$11,873	-	-
<b>Total Other Revenues</b>	\$11,873	-	-
<b>Total Quality of Life Sales Tax</b>	\$20,730,875	\$21,408,338	\$21,209,736
<b>Restricted Programs Fund</b>			
<b>Taxes</b>			
Transient Occupancy Taxes	\$1,893,565	\$2,052,921	\$1,739,000
<b>Total Taxes</b>	\$1,893,565	\$2,052,921	\$1,739,000
<b>Intergovernmental</b>			
County and Other Governments Revenues	-	\$40,000	\$70,000
<b>Total Intergovernmental</b>	-	\$40,000	\$70,000
<b>Sales and Charges for Services</b>			
Culture and Recreation	\$181,564	\$215,833	\$50,000
General	-	\$448,456	\$3,603
<b>Total Sales and Charges for Services</b>	\$181,564	\$664,289	\$53,603
<b>Licenses Fees Permits</b>			
Court Fees	\$458,548	\$1,231,707	\$660,000
<b>Total Licenses Fees Permits</b>	\$458,548	\$1,231,707	\$660,000
<b>Fines and Forfeitures</b>			
Court Fines	\$355,859	\$229,172	\$300,000
<b>Total Fines and Forfeitures</b>	\$355,859	\$229,172	\$300,000

**Summary of Revenues by Fund and Source  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Other Revenues</b>			
Contributions and Donations	\$1,560,701	\$873,510	\$692,174
Interest	\$7,025	-	-
Other Revenues	\$1,857,319	\$1,652,759	\$1,748,075
<b>Total Other Revenues</b>	<u>\$3,425,045</u>	<u>\$2,526,269</u>	<u>\$2,440,249</u>
<b>Total Restricted Programs Fund</b>	<u>\$6,314,581</u>	<u>\$6,744,358</u>	<u>\$5,262,852</u>
<b>Solid Waste Development Fee</b>			
<b>Sales and Charges for Services</b>			
Enterprise	-	\$110,000	-
<b>Total Sales and Charges for Services</b>	<u>-</u>	<u>\$110,000</u>	<u>-</u>
<b>Licenses Fees Permits</b>			
Fees	\$202,133	-	\$232,000
<b>Total Licenses Fees Permits</b>	<u>\$202,133</u>	<u>-</u>	<u>\$232,000</u>
<b>Other Revenues</b>			
Interest	\$105	-	-
<b>Total Other Revenues</b>	<u>\$105</u>	<u>-</u>	<u>-</u>
<b>Total Solid Waste Development Fee</b>	<u>\$202,238</u>	<u>\$110,000</u>	<u>\$232,000</u>
<b>Special Programs Fund</b>			
<b>Sales and Charges for Services</b>			
General	-	-	\$405,955
<b>Total Sales and Charges for Services</b>	<u>-</u>	<u>-</u>	<u>\$405,955</u>
<b>Licenses Fees Permits</b>			
Fees	-	-	\$358,164
<b>Total Licenses Fees Permits</b>	<u>-</u>	<u>-</u>	<u>\$358,164</u>
<b>Fines and Forfeitures</b>			
Other Fines	-	-	\$80,000
<b>Total Fines and Forfeitures</b>	<u>-</u>	<u>-</u>	<u>\$80,000</u>
<b>Other Revenues</b>			
Other Revenues	-	-	\$105,000
<b>Total Other Revenues</b>	<u>-</u>	<u>-</u>	<u>\$105,000</u>
<b>Total Special Programs Fund</b>	<u>-</u>	<u>-</u>	<u>\$949,119</u>
<b>TOPAZ Joint Venture Fund</b>			
<b>Intergovernmental</b>			
County and Other Governments Revenues	\$355,902	\$405,348	\$1,648,616
<b>Total Intergovernmental</b>	<u>\$355,902</u>	<u>\$405,348</u>	<u>\$1,648,616</u>
<b>Sales and Charges for Services</b>			
General	\$171,964	\$1,244,861	\$4,487,007
Enterprise	\$990,689	-	-
<b>Total Sales and Charges for Services</b>	<u>\$1,162,652</u>	<u>\$1,244,861</u>	<u>\$4,487,007</u>
<b>Other Revenues</b>			
Other Revenues	-	-	\$564,320
<b>Total Other Revenues</b>	<u>-</u>	<u>-</u>	<u>\$564,320</u>
<b>Total TOPAZ Joint Venture Fund</b>	<u>\$1,518,554</u>	<u>\$1,650,209</u>	<u>\$6,699,943</u>

**Summary of Revenues by Fund and Source  
Fiscal Year 2015/16**

Source	FY 2013/14 Actuals	FY 2014/15 Budget	FY 2015/16 Budget
<b>Transit Fund</b>			
<b>Intergovernmental</b>			
Federal Grants and Reimbursements	-	-	\$4,052,500
State Shared Revenues	\$1,295,413	\$1,291,065	\$1,295,000
County and Other Governments Revenues	\$4,993,525	-	\$165,280
<b>Total Intergovernmental</b>	<u>\$6,288,938</u>	<u>\$1,291,065</u>	<u>\$5,512,780</u>
<b>Sales and Charges for Services</b>			
Enterprise	\$34,200	-	\$10,800
General	\$1,057,962	\$1,326,990	\$1,970,443
<b>Total Sales and Charges for Services</b>	<u>\$1,092,161</u>	<u>\$1,326,990</u>	<u>\$1,981,243</u>
<b>Other Revenues</b>			
Other Revenues	\$48,438	\$2,040	\$128,661
<b>Total Other Revenues</b>	<u>\$48,438</u>	<u>\$2,040</u>	<u>\$128,661</u>
<b>Total Transit Fund</b>	<u>\$7,429,537</u>	<u>\$2,620,095</u>	<u>\$7,622,684</u>
<b>Transportation</b>			
<b>Intergovernmental</b>			
County and Other Governments Revenues	\$13,717,056	\$10,749,823	\$19,126,332
<b>Total Intergovernmental</b>	<u>\$13,717,056</u>	<u>\$10,749,823</u>	<u>\$19,126,332</u>
<b>Sales and Charges for Services</b>			
General	\$74,105	-	-
<b>Total Sales and Charges for Services</b>	<u>\$74,105</u>	<u>-</u>	<u>-</u>
<b>Other Revenues</b>			
Interest	\$3,331	-	-
<b>Total Other Revenues</b>	<u>\$3,331</u>	<u>-</u>	<u>-</u>
<b>Total Transportation</b>	<u>\$13,794,492</u>	<u>\$10,749,823</u>	<u>\$19,126,332</u>
<b>Vehicle Replacement</b>			
<b>Other Revenues</b>			
Interest	\$13,726	-	-
Sale of Property	\$190,324	\$450,000	\$848,953
<b>Total Other Revenues</b>	<u>\$204,050</u>	<u>\$450,000</u>	<u>\$848,953</u>
<b>Total Vehicle Replacement</b>	<u>\$204,050</u>	<u>\$450,000</u>	<u>\$848,953</u>
<b>Total Restricted Funds</b>	<u>\$128,476,573</u>	<u>\$130,994,368</u>	<u>\$194,847,818</u>
<b>Internal Service Funds</b>			
<b>Fleet Internal Service</b>			
<b>Other Revenues</b>			
Other Revenues	\$154,104	-	\$412,532
<b>Total Other Revenues</b>	<u>\$154,104</u>	<u>-</u>	<u>\$412,532</u>
<b>Total Fleet Internal Service</b>	<u>\$154,104</u>	<u>-</u>	<u>\$412,532</u>
<b>Print Shop Internal Service</b>			
<b>Sales and Charges for Services</b>			
General	\$14,137	-	-
<b>Total Other Revenues</b>	<u>\$14,137</u>	<u>-</u>	<u>-</u>
<b>Total Print Shop Internal Service</b>	<u>\$14,137</u>	<u>-</u>	<u>-</u>

**Summary of Revenues by Fund and Source  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Warehouse Internal Service</b>			
<b>Other Revenues</b>			
Sale of Property	\$155,709	-	-
Other Revenues	-	\$5,181,371	\$5,014,106
<b>Total Other Revenues</b>	<u>\$155,709</u>	<u>\$5,181,371</u>	<u>\$5,014,106</u>
<b>Total Warehouse Internal Service</b>	<u>\$155,709</u>	<u>\$5,181,371</u>	<u>\$5,014,106</u>
<b>Total Internal Service Funds</b>	<u>\$323,950</u>	<u>\$5,181,371</u>	<u>\$5,426,638</u>
<b>Impact Fee Funds</b>			
<b>Cultural Facility Impact Fee</b>			
<b>Licenses Fees Permits</b>			
Fees	\$566	-	-
<b>Total Licenses Fees Permits</b>	<u>\$566</u>	<u>-</u>	<u>-</u>
<b>Other Revenues</b>			
Interest	\$3,958	-	-
<b>Total Other Revenues</b>	<u>\$3,958</u>	<u>-</u>	<u>-</u>
<b>Total Cultural Facility Impact Fee</b>	<u>\$4,524</u>	<u>-</u>	<u>-</u>
<b>Fire Impact Fee</b>			
<b>Licenses Fees Permits</b>			
Fees	\$402,734	\$361,313	\$386,314
<b>Total Licenses Fees Permits</b>	<u>\$402,734</u>	<u>\$361,313</u>	<u>\$386,314</u>
<b>Other Revenues</b>			
Interest	\$2,852	-	-
<b>Total Other Revenues</b>	<u>\$2,852</u>	<u>-</u>	<u>-</u>
<b>Total Fire Impact Fee</b>	<u>\$405,586</u>	<u>\$361,313</u>	<u>\$386,314</u>
<b>Gen Govt Facility Impact Fee</b>			
<b>Licenses Fees Permits</b>			
Fees	\$(232)	-	-
<b>Total Licenses Fees Permits</b>	<u>\$(232)</u>	<u>-</u>	<u>-</u>
<b>Other Revenues</b>			
Interest	\$3,949	-	-
<b>Total Other Revenues</b>	<u>\$3,949</u>	<u>-</u>	<u>-</u>
<b>Total Gen Govt Facility Impact Fee</b>	<u>\$3,717</u>	<u>-</u>	<u>-</u>
<b>Library Impact Fee</b>			
<b>Licenses Fees Permits</b>			
Fees	\$490,316	\$450,078	-
<b>Total Licenses Fees Permits</b>	<u>\$490,316</u>	<u>\$450,078</u>	<u>-</u>
<b>Other Revenues</b>			
Interest	\$4,318	\$1,000	\$1,000
<b>Total Other Revenues</b>	<u>\$4,318</u>	<u>\$1,000</u>	<u>\$1,000</u>
<b>Total Library Impact Fee</b>	<u>\$494,634</u>	<u>\$451,078</u>	<u>\$1,000</u>

**Summary of Revenues by Fund and Source  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Parks Impact Fee</b>			
<b>Licenses Fees Permits</b>			
Fees	\$1,242,830	\$1,242,095	\$1,328,043
<b>Total Licenses Fees Permits</b>	<u>\$1,242,830</u>	<u>\$1,242,095</u>	<u>\$1,328,043</u>
<b>Other Revenues</b>			
Interest	\$8,667	-	-
<b>Total Other Revenues</b>	<u>\$8,667</u>	<u>-</u>	<u>-</u>
<b>Total Parks Impact Fee</b>	<u>\$1,251,497</u>	<u>\$1,242,095</u>	<u>\$1,328,043</u>
<b>Police Impact Fee</b>			
<b>Licenses Fees Permits</b>			
Fees	\$606,807	\$542,635	\$580,183
<b>Total Licenses Fees Permits</b>	<u>\$606,807</u>	<u>\$542,635</u>	<u>\$580,183</u>
<b>Other Revenues</b>			
Interest	\$4,366	-	-
<b>Total Other Revenues</b>	<u>\$4,366</u>	<u>-</u>	<u>-</u>
<b>Total Police Impact Fee</b>	<u>\$611,173</u>	<u>\$542,635</u>	<u>\$580,183</u>
<b>Stormwater Drainage Impact Fee</b>			
<b>Licenses Fees Permits</b>			
Fees	\$429,903	\$390,628	\$417,658
<b>Total Licenses Fees Permits</b>	<u>\$429,903</u>	<u>\$390,628</u>	<u>\$417,658</u>
<b>Other Revenues</b>			
Interest	\$3,567	-	-
<b>Total Other Revenues</b>	<u>\$3,567</u>	<u>-</u>	<u>-</u>
<b>Total Stormwater Drainage Impact Fee</b>	<u>\$433,470</u>	<u>\$390,628</u>	<u>\$417,658</u>
<b>Wastewater Impact Fee</b>			
<b>Licenses Fees Permits</b>			
Fees	\$3,742,010	\$3,331,763	\$3,562,307
<b>Total Licenses Fees Permits</b>	<u>\$3,742,010</u>	<u>\$3,331,763</u>	<u>\$3,562,307</u>
<b>Other Revenues</b>			
Interest	\$816	-	-
<b>Total Other Revenues</b>	<u>\$816</u>	<u>-</u>	<u>-</u>
<b>Total Wastewater Impact Fee</b>	<u>\$3,742,826</u>	<u>\$3,331,763</u>	<u>\$3,562,307</u>
<b>Water Impact Fees</b>			
<b>Licenses Fees Permits</b>			
Fees	\$3,079,245	\$2,799,480	\$2,993,192
<b>Total Licenses Fees Permits</b>	<u>\$3,079,245</u>	<u>\$2,799,480</u>	<u>\$2,993,192</u>
<b>Other Revenues</b>			
Interest	\$239	-	-
<b>Total Other Revenues</b>	<u>\$239</u>	<u>-</u>	<u>-</u>
<b>Total Water Impact Fees</b>	<u>\$3,079,484</u>	<u>\$2,799,480</u>	<u>\$2,993,192</u>
<b>Total Impact Fee Funds</b>	<u>\$10,026,910</u>	<u>\$9,118,992</u>	<u>\$9,268,697</u>

**Summary of Revenues by Fund and Source  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Grant Funds</b>			
<b>Community Development Block Grant</b>			
<b>Intergovernmental</b>			
Federal Grants and Reimbursements	\$5,235,078	\$11,793,184	\$10,856,579
<b>Total Intergovernmental</b>	<u>\$5,235,078</u>	<u>\$11,793,184</u>	<u>\$10,856,579</u>
<b>Other Revenues</b>			
Interest	\$474	-	-
Other Revenues	\$(385)	-	-
<b>Total Other Revenues</b>	<u>\$89</u>	<u>-</u>	<u>-</u>
<b>Total Community Development Block Grant</b>	<u>\$5,235,167</u>	<u>\$11,793,184</u>	<u>\$10,856,579</u>
<b>Grants - Enterprise</b>			
<b>Intergovernmental</b>			
Federal Grants and Reimbursements	\$176,469	\$4,642,039	\$1,707,641
State Grants and Reimbursements	\$83,376	\$218,923	\$1,640,692
<b>Total Intergovernmental</b>	<u>\$259,845</u>	<u>\$4,860,962</u>	<u>\$3,348,333</u>
<b>Total Grants - Enterprise</b>	<u>\$259,845</u>	<u>\$4,860,962</u>	<u>\$3,348,333</u>
<b>Grants - Gen. Gov.</b>			
<b>Intergovernmental</b>			
County and Other Governments Revenues	\$218,765	\$1,102,698	\$1,329,618
Federal Grants and Reimbursements	\$4,967,952	\$28,293,703	\$21,807,020
State Grants and Reimbursements	\$1,408,841	\$286,500	\$214,006
<b>Total Intergovernmental</b>	<u>\$6,595,558</u>	<u>\$29,682,901</u>	<u>\$23,350,644</u>
<b>Sales and Charges for Services</b>			
Culture and Recreation	-	-	\$10,200
<b>Total Sales and Charges for Services</b>	<u>-</u>	<u>-</u>	<u>\$10,200</u>
<b>Licenses Fees Permits</b>			
Court Fees	-	-	\$135,000
<b>Total Licenses Fees Permits</b>	<u>-</u>	<u>-</u>	<u>\$135,000</u>
<b>Other Revenues</b>			
Contributions and Donations	\$209,338	\$100,000	-
Interest	\$200	-	-
Other Revenues	\$218	-	-
<b>Total Other Revenues</b>	<u>\$209,756</u>	<u>\$100,000</u>	<u>-</u>
<b>Total Grants - Gen. Gov.</b>	<u>\$6,805,314</u>	<u>\$29,782,901</u>	<u>\$23,495,844</u>
<b>HOME</b>			
<b>Intergovernmental</b>			
Federal Grants and Reimbursements	\$703,466	\$3,009,419	\$3,370,394
<b>Total Intergovernmental</b>	<u>\$703,466</u>	<u>\$3,009,419</u>	<u>\$3,370,394</u>
<b>Total HOME</b>	<u>\$703,466</u>	<u>\$3,009,419</u>	<u>\$3,370,394</u>
<b>Section 8</b>			
<b>Intergovernmental</b>			
Federal Grants and Reimbursements	\$12,030,911	\$12,101,421	\$12,603,852
<b>Total Intergovernmental</b>	<u>\$12,030,911</u>	<u>\$12,101,421</u>	<u>\$12,603,852</u>
<b>Licenses Fees Permits</b>			
Fees	\$36	-	-
<b>Total Licenses Fees Permits</b>	<u>\$36</u>	<u>-</u>	<u>-</u>

**Summary of Revenues by Fund and Source  
Fiscal Year 2015/16**

Source	FY 2013/14 Actuals	FY 2014/15 Budget	FY 2015/16 Budget
<b>Other Revenues</b>			
Interest	\$(5,803)	\$11,490	\$3,400
Other Revenues	<u>\$7,472</u>	<u>-</u>	<u>-</u>
<b>Total Other Revenues</b>	<u>\$1,669</u>	<u>\$11,490</u>	<u>\$3,400</u>
<b>Total Section 8</b>	<u>\$12,032,616</u>	<u>\$12,112,911</u>	<u>\$12,607,252</u>
<b>Total Grant Funds</b>	<u>\$25,036,408</u>	<u>\$61,559,377</u>	<u>\$53,678,402</u>
<b>Trust Funds</b>			
<b>Customer Deposit Trust</b>			
<b>Other Revenues</b>			
Interest	\$94,694	-	-
<b>Total Other Revenues</b>	<u>\$94,694</u>	<u>-</u>	<u>-</u>
<b>Total Customer Deposit Trust</b>	<u>\$94,694</u>	<u>-</u>	<u>-</u>
<b>Employee Benefit Trust</b>			
<b>Other Revenues</b>			
Interest	\$283,748	\$30,000	\$15,000
Other Revenues	\$5,483	\$505,000	\$255,480
Self Insurance Contributions	\$63,408,343	\$70,602,571	\$72,452,819
<b>Total Other Revenues</b>	<u>\$63,697,574</u>	<u>\$71,137,571</u>	<u>\$72,723,299</u>
<b>Total Employee Benefit Trust</b>	<u>\$63,697,574</u>	<u>\$71,137,571</u>	<u>\$72,723,299</u>
<b>Property and Public Liability</b>			
<b>Other Revenues</b>			
Interest	\$65,445	-	-
Other Revenues	-	\$56,005	\$55,085
Self Insurance Contributions	\$3,508,917	\$5,378,329	\$5,200,000
<b>Total Other Revenues</b>	<u>\$3,574,362</u>	<u>\$5,434,334</u>	<u>\$5,255,085</u>
<b>Total Property and Public Liability</b>	<u>\$3,574,362</u>	<u>\$5,434,334</u>	<u>\$5,255,085</u>
<b>Worker's Compensation</b>			
<b>Other Revenues</b>			
Interest	\$28,267	\$7,000	\$7,000
Other Revenues	\$98,485	-	-
Self Insurance Contributions	\$4,400,181	\$6,182,100	\$4,160,181
<b>Total Other Revenues</b>	<u>\$4,526,933</u>	<u>\$6,189,100</u>	<u>\$4,167,181</u>
<b>Total Worker's Compensation</b>	<u>\$4,526,933</u>	<u>\$6,189,100</u>	<u>\$4,167,181</u>
<b>Total Trust Funds</b>	<u>\$71,893,564</u>	<u>\$82,761,005</u>	<u>\$82,145,565</u>
<b>Debt Service Funds</b>			
<b>Community Facilities Districts - Debt</b>			
<b>Other Revenues</b>			
Other Revenues	\$195,469	\$891,112	\$1,925,471
<b>Total Other Revenues</b>	<u>\$195,469</u>	<u>\$891,112</u>	<u>\$1,925,471</u>
<b>Total Community Facilities Districts - Debt</b>	<u>\$195,469</u>	<u>\$891,112</u>	<u>\$1,925,471</u>

**Summary of Revenues by Fund and Source  
Fiscal Year 2015/16**

Source	FY 2013/14 Actuals	FY 2014/15 Budget	FY 2015/16 Budget
<b>Court Construction Fee</b>			
<b>Licenses Fees Permits</b>			
Court Fees	\$780,469	\$933,233	\$780,000
<b>Total Licenses Fees Permits</b>	\$780,469	\$933,233	\$780,000
<b>Total Court Construction Fee</b>	\$780,469	\$933,233	\$780,000
<b>General Obligation Bond Redemption</b>			
<b>Taxes</b>			
Property Taxes	\$22,501,531	\$33,440,000	\$33,440,000
<b>Total Taxes</b>	\$22,501,531	\$33,440,000	\$33,440,000
<b>Intergovernmental</b>			
Federal Grants and Reimbursements	-	\$556,302	\$556,302
<b>Total Intergovernmental</b>	-	\$556,302	\$556,302
<b>Other Revenues</b>			
Other Financing Sources	-	-	\$32,220,000
Other Revenues	\$10,686	-	-
<b>Total Other Revenues</b>	\$10,686	-	\$32,220,000
<b>Total General Obligation Bond Redemption</b>	\$22,512,217	\$33,996,302	\$66,216,302
<b>Highway Project Advancement Notes</b>			
<b>Intergovernmental</b>			
State Grants and Reimbursements	\$3,662,675	-	\$4,000,000
<b>Total Intergovernmental</b>	\$3,662,675	-	\$4,000,000
<b>Other Revenues</b>			
Interest	\$12,297	-	-
Other Revenues	-	\$3,891,750	-
<b>Total Other Revenues</b>	\$12,297	\$3,891,750	-
<b>Total Highway Project Advancement Notes</b>	\$3,674,972	\$3,891,750	\$4,000,000
<b>Sales and Charges for Services</b>			
Enterprise	-	-	\$4,867,152
<b>Total Sales and Charges for Services</b>	-	-	\$4,867,152
<b>Total Non Utility Bond Redemption</b>	-	-	\$4,867,152
<b>Special Improvement District Bond Redemption</b>			
<b>Other Revenues</b>			
Other Revenues	\$861,399	\$460,225	\$902,500
<b>Total Other Revenues</b>	\$861,399	\$460,225	\$902,500
<b>Total Special Improvement District Bond Redemption</b>	\$861,399	\$460,225	\$902,500
<b>Transportation Project Advancement Notes</b>			
<b>Intergovernmental</b>			
County and Other Governments Revenues	-	\$1,600,000	-
<b>Total Intergovernmental</b>	-	\$1,600,000	-
<b>Other Revenues</b>			
Other Financing Sources	-	\$52,000,000	-
<b>Total Other Revenues</b>	-	\$52,000,000	-
<b>Total Transportation Project Advancement Notes</b>	-	\$53,600,000	-

**Summary of Revenues by Fund and Source  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Utility Systems Bond Redemption</b>			
<b>Intergovernmental</b>			
Federal Grants and Reimbursements	-	\$2,232,434	\$2,232,430
<b>Total Intergovernmental</b>	-	\$2,232,434	\$2,232,430
<b>Other Revenues</b>			
Contributions and Donations	\$121,944	-	-
Other Financing Sources	-	-	\$134,522,000
<b>Total Other Revenues</b>	\$121,944	-	\$134,522,000
<b>Total Utility Systems Bond Redemption</b>	\$121,944	\$2,232,434	\$136,754,430
<b>Total Debt Service Funds</b>	\$28,146,470	\$96,005,056	\$215,445,855
<b>Contingency Fund</b>			
<b>Contingency</b>			
<b>Intergovernmental</b>			
County and Other Governments Revenues	-	\$5,000,000	\$5,000,000
<b>Total Intergovernmental</b>	-	\$5,000,000	\$5,000,000
<b>Total Contingency</b>	-	\$5,000,000	\$5,000,000
<b>Total Contingency Fund</b>	-	\$5,000,000	\$5,000,000
<b>Total City Revenues</b>	\$818,080,049	\$971,293,799	\$1,154,538,486

*Changes in accounting presentation affect comparisons between years.*

*This schedule does not include Other Financing Sources such as bonds and fund balance.*

**Summary of Expenditures by Department  
Fiscal Year 2015/16**

<b>Department</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
Arts and Culture	\$13,433,543	\$12,799,727	\$14,899,382
Business Services	\$12,804,062	\$14,507,000	\$14,405,085
Centralized Appropriations	\$147,714,137	\$150,968,000	\$415,372,000
City Attorney	\$10,686,170	\$11,715,415	\$11,433,415
City Auditor	\$617,431	\$643,000	\$674,000
City Clerk	\$1,334,995	\$1,261,000	\$851,000
City Manager	\$5,147,825	\$5,236,000	\$5,340,055
Communications	\$1,356,891	\$4,879,000	\$4,256,036
Contingency	-	\$64,501,000	\$71,554,000
Development and Sustainability	\$8,092,220	\$11,773,254	\$11,961,920
Economic Development	\$6,806,409	\$9,220,300	\$9,548,080
Energy Resources	\$42,983,528	\$43,838,302	\$42,886,580
Engineering	\$6,645,161	\$7,464,000	\$7,339,000
Facilities Maintenance	\$8,738,823	\$12,644,261	\$14,326,841
Falcon Field Airport	\$1,360,375	\$1,630,000	\$1,706,000
Financial Services	\$4,277,345	\$4,066,000	\$3,621,000
Fire and Medical	\$65,735,961	\$79,991,724	\$76,911,347
Fleet Services	\$30,491,604	\$35,344,951	\$33,306,159
Housing and Community Development	\$19,067,165	\$28,078,056	\$28,400,823
Human Resources	\$66,251,218	\$75,646,000	\$74,515,000
Information Technology	\$24,313,563	\$30,507,441	\$31,139,638
Library Services	\$6,879,867	\$7,477,550	\$7,337,030
Mayor and Council	\$498,865	\$731,000	\$935,000
Municipal Court	\$7,388,486	\$10,638,924	\$8,826,878
Neighborhood Outreach and Animal Control	\$1,119,833	\$1,152,699	\$1,133,000
Office of ERP Management	\$295,230	\$854,000	\$965,700
Office of Management and Budget	\$2,177,235	\$2,637,757	\$2,589,009
Parks, Recreation and Commercial Facilities	\$25,391,251	\$34,122,920	\$35,391,896
Police	\$153,222,207	\$166,741,138	\$168,569,326
Project Management Program	\$189,210,073	\$351,377,000	\$358,108,000
Public Information and Communications	\$1,274,817	\$1,266,000	\$1,236,000
Solid Waste Management	\$27,005,087	\$27,860,981	\$28,746,800
Transit Services	\$5,313,579	\$8,399,000	\$11,827,000
Transportation	\$31,018,367	\$55,458,600	\$42,629,000
Water Resources	\$55,223,739	\$64,568,000	\$67,258,000
<b>Total Expenditures</b>	<b>\$983,877,064</b>	<b>\$1,340,000,000</b>	<b>\$1,610,000,000</b>

*Changes in accounting presentation affect comparisons between years.*

**Summary of Expenditures by Fund  
Fiscal Year 2015/16**

<b>Fund</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>General Fund</b>			
Capital - General Fund	\$8,929,948	\$14,010,818	\$15,208,744
General Fund	\$305,499,413	\$338,992,654	\$333,173,110
<b>Total General Fund</b>	<b>\$314,429,361</b>	<b>\$353,003,472</b>	<b>\$348,381,854</b>
<b>Enterprise Fund</b>			
Capital - Enterprise	\$15,163,911	\$23,318,933	\$8,298,886
Enterprise Fund	\$151,593,026	\$169,289,648	\$163,332,647
<b>Total Enterprise Fund</b>	<b>\$166,756,937</b>	<b>\$192,608,581</b>	<b>\$171,631,533</b>
<b>Restricted Funds</b>			
Arts and Culture	-	-	\$15,769,312
Cemetery	\$1,505,884	\$1,722,837	\$1,912,492
Cemetery Reserve	-	\$165,000	-
Community Facilities Districts - Capital	\$5,705,701	\$6,515,000	\$24,412,000
Community Facilities Districts - Operating	\$53,421	\$127,871	\$147,668
Economic Investment Fund	-	-	\$5,767,202
Environmental Compliance Fee	\$9,711,133	\$14,870,690	\$17,048,525
Falcon Field Airport	-	\$8,160,838	\$9,338,611
Greenfield WRP Joint Venture	\$5,752,181	\$5,850,317	\$18,092,336
Highway User Revenue Fund	\$16,226,866	\$21,545,313	\$22,046,406
Local Streets Sales Tax	\$23,364,446	\$40,065,279	\$41,173,221
Mesa Arts Center Restoration Fee	\$452,320	\$442,145	\$501,664
Quality of Life Sales Tax	\$19,232,429	\$21,543,145	\$21,209,734
Restricted Programs Fund	\$5,382,228	\$11,096,656	\$6,712,940
Solid Waste Development Fee	\$103,678	\$124,000	\$485,000
Special Programs Fund	-	-	\$2,490,217
TOPAZ Joint Venture Fund	\$1,346,591	\$1,650,209	\$6,699,943
Transit Fund	\$11,339,690	\$22,719,906	\$17,226,333
Transportation	\$17,205,153	\$7,257,000	\$19,126,332
Utility Replacement Extension and Renewal	\$3,976,486	\$12,785,348	\$9,168,422
Vehicle Replacement	\$5,871,181	\$6,743,393	\$4,038,678
<b>Total Restricted Funds</b>	<b>\$127,229,388</b>	<b>\$183,384,947</b>	<b>\$243,367,036</b>
<b>Internal Service Funds</b>			
Fleet Internal Service	\$127,603	-	-
Print Shop Internal Service	\$146,355	-	-
Warehouse Internal Service	\$9,778	\$5,181,371	\$5,014,106
<b>Total Internal Service Funds</b>	<b>\$283,737</b>	<b>\$5,181,371</b>	<b>\$5,014,106</b>
<b>Impact Fee Funds</b>			
Gen Govt Facility Impact Fee	\$40,694	-	-
<b>Total Impact Fee Funds</b>	<b>\$40,694</b>	<b>-</b>	<b>-</b>

**Summary of Expenditures by Fund  
Fiscal Year 2015/16**

Fund	FY 2013/14 Actuals	FY 2014/15 Budget	FY 2015/16 Budget
<b>Grant Funds</b>			
Community Development Block Grant	\$5,235,553	\$11,793,184	\$10,856,579
Grants - Enterprise	\$259,846	\$4,851,780	\$3,348,333
Grants - Gen. Gov.	\$6,727,758	\$30,250,105	\$24,033,636
HOME	\$703,466	\$3,009,268	\$3,370,394
Section 8	\$12,043,974	\$12,350,714	\$13,423,462
<b>Total Grant Funds</b>	<b>\$24,970,597</b>	<b>\$62,255,051</b>	<b>\$55,032,404</b>
<b>Trust Funds</b>			
Employee Benefit Trust	\$58,413,399	\$69,726,722	\$67,458,756
Property and Public Liability	\$5,392,214	\$5,763,557	\$5,484,663
Worker's Compensation	\$4,676,861	\$5,951,170	\$5,928,011
<b>Total Trust Funds</b>	<b>\$68,482,474</b>	<b>\$81,441,449</b>	<b>\$78,871,430</b>
<b>Debt Service Funds</b>			
Capital Lease Redemption	\$74,534	\$74,535	-
Community Facilities Districts - Debt	\$196,203	\$680,903	\$1,887,525
General Obligation Bond Redemption	\$31,280,818	\$36,033,973	\$38,159,132
General Obligation Bond Refunding	-	-	\$32,220,000
Highway Project Advancement Notes	\$49,789,806	\$3,891,750	\$82,000,000
Highway User Revenue Bond Redemption	\$12,416,900	\$12,441,200	\$12,237,687
Non Utility Bond Redemption	\$4,123,065	\$4,703,000	\$4,703,850
Special Improvement District Bond Redemption	\$961,840	\$460,225	\$902,500
Transportation Project Advancement Notes	-	\$1,600,000	-
Utility Systems Bond Redemption	\$46,915,099	\$71,789,617	\$72,300,703
Utility Systems Bond Refunding	-	-	\$134,522,000
Utility Systems GO Bond Redemption	\$30,139	\$152,260	\$101,833
WIFA Redemption	\$52,014	\$177,666	\$209,407
<b>Total Debt Service Funds</b>	<b>\$145,840,419</b>	<b>\$132,005,129</b>	<b>\$379,244,637</b>
<b>Bond Funds</b>			
Electric Bond Construction	\$2,852,440	\$6,453,190	\$13,043,202
Gas Bond Construction	\$5,536,231	\$16,687,030	\$22,628,266
Parks Bond Construction	\$14,632,311	\$44,643,598	\$28,649,138
Public Safety Bond Construction	\$2,525,269	\$23,360,631	\$20,479,797
Solid Waste Bond Construction	\$13,398	\$7,545,683	\$7,352,600
Spring Training Bond Construction	\$38,577,019	\$20,390,621	-
Storm Sewer Bond Construction	\$233,593	-	-
Streets Bond Construction	\$29,060,712	\$30,615,228	\$24,707,165
Wastewater Bond Construction	\$10,920,569	\$45,779,943	\$50,075,852
Water Bond Construction	\$31,491,919	\$70,143,076	\$89,966,980
<b>Total Bond Funds</b>	<b>\$135,843,459</b>	<b>\$265,619,000</b>	<b>\$256,903,000</b>

**Summary of Expenditures by Fund  
Fiscal Year 2015/16**

<b>Fund</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Contingency Fund</b>			
Contingency	-	\$64,501,000	\$71,554,000
<b>Total Contingency Fund</b>	-	\$64,501,000	\$71,554,000
<b>Total Fund Expenditures</b>	<u>\$983,877,064</u>	<u>\$1,340,000,000</u>	<u>\$1,610,000,000</u>

*Changes in accounting presentation affect comparisons between years.*

**Summary of Expenditures by Fund and Department  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>General Fund</b>			
<b>Capital - General Fund</b>			
Arts and Culture	\$866	-	-
Business Services	\$4,844	-	-
Centralized Appropriations	\$(334,383)	\$(596,378)	\$(756,731)
City Manager	\$20,119	-	-
Communications	-	\$1,000,000	-
Development and Sustainability	\$1,083	\$10,400	-
Engineering	\$372	\$85,000	\$57,641
Facilities Maintenance	\$289	\$2,000	-
Financial Services	-	\$2,000	-
Fire and Medical	\$699,119	\$1,416,874	\$565,875
Fleet Services	\$821,411	\$91,647	\$447,622
Housing and Community Development	-	\$2,000	\$2,000
Information Technology	\$2,586,859	\$3,191,091	\$3,323,229
Library Services	\$37,580	\$195,550	\$153,604
Municipal Court	-	\$2,000	\$2,000
Neighborhood Outreach and Animal Control	\$289	\$2,001	-
Office of ERP Management	-	\$5,000	\$5,000
Parks, Recreation and Commercial Facilities	\$48	\$781,200	\$1,333,966
Police	\$408,226	\$400,963	\$487,407
Project Management Program	\$4,632,955	\$7,401,471	\$9,567,131
Public Information and Communications	\$50,271	\$20,000	\$20,000
<b>Total Capital - General Fund</b>	<b>\$8,929,948</b>	<b>\$14,010,818</b>	<b>\$15,208,744</b>
<b>General Fund</b>			
Arts and Culture	\$12,324,634	\$11,561,707	-
Business Services	\$13,076,096	\$12,674,778	\$12,622,249
Centralized Appropriations	\$(11,425,790)	\$(9,338,509)	\$(8,153,959)
City Attorney	\$5,154,488	\$5,741,055	\$5,702,417
City Auditor	\$617,431	\$643,000	\$674,000
City Clerk	\$890,425	\$1,259,000	\$848,187
City Manager	\$5,021,436	\$5,236,000	\$5,251,000
Communications	\$15,942	\$2,228,971	\$2,092,436
Development and Sustainability	\$5,413,826	\$5,712,273	\$6,235,085
Economic Development	\$4,278,889	\$3,876,486	\$3,935,116
Energy Resources	\$75,895	\$66,985	\$66,228
Engineering	\$6,612,305	\$7,080,239	\$7,016,225
Facilities Maintenance	\$7,988,435	\$11,245,253	\$12,816,581
Financial Services	\$4,237,555	\$4,042,844	\$3,572,868
Fire and Medical	\$57,466,815	\$61,362,722	\$60,837,297
Fleet Services	\$25	\$743	\$461
Housing and Community Development	\$1,220,796	\$1,441,700	\$1,488,025
Human Resources	\$2,894,874	\$3,149,351	\$3,414,597
Information Technology	\$21,726,703	\$26,894,350	\$27,667,629
Library Services	\$6,736,711	\$7,036,200	\$6,937,526
Mayor and Council	\$498,865	\$731,000	\$935,000
Municipal Court	\$7,128,355	\$7,461,428	\$7,357,326
Neighborhood Outreach and Animal Control	\$1,112,245	\$1,135,000	\$1,133,000
Office of ERP Management	\$295,230	\$849,000	\$960,700
Office of Management and Budget	\$2,169,277	\$2,630,757	\$2,582,009
Parks, Recreation and Commercial Facilities	\$12,352,202	\$15,265,743	\$15,168,709
Police	\$134,394,612	\$146,144,246	\$147,766,113
Project Management Program	\$1,937,782	\$1,026,221	\$2,913,835
Public Information and Communications	\$1,224,546	\$1,246,000	\$1,216,000

**Summary of Expenditures by Fund and Department  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
Transportation	\$61,366	\$455,132	\$26,790
Water Resources	\$(2,555)	\$132,980	\$89,660
<b>Total General Fund</b>	<b>\$305,499,413</b>	<b>\$338,992,654</b>	<b>\$333,173,110</b>
<b>Total General Fund</b>	<b>\$314,429,361</b>	<b>\$353,003,472</b>	<b>\$348,381,854</b>
<b>Enterprise Fund</b>			
<b>Capital - Enterprise</b>			
Centralized Appropriations	\$216,288	\$363,120	\$414,941
Economic Development	\$9,080	\$300,000	-
Energy Resources	\$447,382	\$19,162	\$460
Fleet Services	\$1,478,577	\$1,859,300	\$3,395,930
Information Technology	-	\$422,000	\$148,780
Parks, Recreation and Commercial Facilities	\$471,400	\$2,854,311	\$2,961,525
Project Management Program	\$12,522,811	\$17,422,959	\$1,377,250
Solid Waste Management	\$18,084	\$64,081	-
Water Resources	\$289	\$14,000	-
<b>Total Capital - Enterprise</b>	<b>\$15,163,911</b>	<b>\$23,318,933</b>	<b>\$8,298,886</b>
<b>Enterprise Fund</b>			
Arts and Culture	\$13,043	\$13,043	-
Business Services	\$(70)	-	-
Centralized Appropriations	\$19,689,582	\$25,034,314	\$21,067,101
Communications	\$(4,766)	-	-
Development and Sustainability	\$737,537	\$774,545	\$990,584
Economic Development	\$2,511,992	\$4,543,149	\$70,000
Energy Resources	\$42,092,889	\$43,156,294	\$42,453,177
Engineering	\$18,644	\$211,452	\$201,208
Facilities Maintenance	\$764,113	\$1,196,231	\$1,188,716
Falcon Field Airport	\$1,360,375	-	-
Financial Services	\$5,800	\$215	\$1,630
Fire and Medical	\$450,975	-	-
Parks, Recreation and Commercial Facilities	\$6,189,466	\$6,634,583	\$7,793,381
Police	\$910,578	\$682,800	\$734,796
Project Management Program	\$183,514	\$379,635	\$794,431
Solid Waste Management	\$26,883,325	\$27,672,900	\$28,622,800
Transportation	\$377,189	\$928,498	\$642,446
Water Resources	\$49,408,841	\$58,061,990	\$58,772,377
<b>Total Enterprise Fund</b>	<b>\$151,593,026</b>	<b>\$169,289,648</b>	<b>\$163,332,647</b>
<b>Total Enterprise Fund</b>	<b>\$166,756,937</b>	<b>\$192,608,581</b>	<b>\$171,631,533</b>
<b>Restricted Funds</b>			
<b>Arts and Culture</b>			
Arts and Culture	-	-	\$14,019,598
Centralized Appropriations	-	-	\$1,749,714
<b>Total Arts and Culture</b>	<b>-</b>	<b>-</b>	<b>\$15,769,312</b>
<b>Cemetery</b>			
Centralized Appropriations	\$114,066	\$130,397	\$122,016
Facilities Maintenance	\$(136)	\$3,000	-
Parks, Recreation and Commercial Facilities	\$1,024,556	\$1,589,440	\$1,263,168
Project Management Program	\$367,398	-	\$527,308
<b>Total Cemetery</b>	<b>\$1,505,884</b>	<b>\$1,722,837</b>	<b>\$1,912,492</b>

**Summary of Expenditures by Fund and Department  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Cemetery Reserve</b>			
Project Management Program	-	\$165,000	-
<b>Total Cemetery Reserve</b>	-	\$165,000	-
<b>Community Facilities Districts - Capital</b>			
Centralized Appropriations	\$5,705,701	\$6,515,000	\$24,412,000
<b>Total Community Facilities Districts - Capital</b>	\$5,705,701	\$6,515,000	\$24,412,000
<b>Community Facilities Districts - Operating</b>			
Centralized Appropriations	-	-	\$20,000
City Attorney	\$4,193	\$60,000	\$40,000
City Clerk	\$401	\$2,000	\$2,813
City Manager	\$2,688	-	\$10,000
Engineering	\$13,840	\$38,707	\$29,009
Financial Services	\$26,621	\$20,164	\$38,846
Office of Management and Budget	\$5,679	\$7,000	\$7,000
<b>Total Community Facilities Districts - Operating</b>	\$53,421	\$127,871	\$147,668
<b>Economic Investment Fund</b>			
Centralized Appropriations	-	-	\$522,759
Economic Development	-	-	\$5,028,947
Facilities Maintenance	-	-	\$171,268
Parks, Recreation and Commercial Facilities	-	-	\$34,940
Project Management Program	-	-	\$9,288
<b>Total Economic Investment Fund</b>	-	-	\$5,767,202
<b>Environmental Compliance Fee</b>			
Arts and Culture	\$4,216	\$4,216	-
Centralized Appropriations	\$216,848	\$1,034,773	\$1,059,653
City Attorney	-	-	\$20,768
Development and Sustainability	\$1,458,855	\$1,948,622	\$2,012,496
Facilities Maintenance	\$(279)	-	\$1,003
Fleet Services	\$170,906	\$484,483	\$661,524
Office of Management and Budget	\$979	-	-
Parks, Recreation and Commercial Facilities	\$5,187,239	\$6,125,541	\$6,356,027
Project Management Program	\$226,895	\$62,568	\$2,386,039
Transportation	\$2,445,475	\$5,199,253	\$4,532,313
Water Resources	-	\$11,235	\$18,702
<b>Total Environmental Compliance Fee</b>	\$9,711,133	\$14,870,690	\$17,048,525
<b>Falcon Field Airport</b>			
Centralized Appropriations	-	\$341,609	\$370,519
Economic Development	-	-	\$56,550
Falcon Field Airport	-	\$1,630,000	\$1,706,000
Fire and Medical	-	\$507,383	\$537,007
Police	-	\$227,599	\$244,977
Project Management Program	-	\$5,439,895	\$6,417,558
Transportation	-	\$14,353	\$6,000
<b>Total Falcon Field Airport</b>	-	\$8,160,838	\$9,338,611
<b>Greenfield WRP Joint Venture</b>			
Centralized Appropriations	\$623,968	\$366,034	\$726,570
Facilities Maintenance	\$(4,129)	-	-
Financial Services	\$719	\$358	\$3,176
Project Management Program	\$15,145	-	\$11,123,174
Water Resources	\$5,116,478	\$5,483,925	\$6,239,416
<b>Total Greenfield WRP Joint Venture</b>	\$5,752,181	\$5,850,317	\$18,092,336

**Summary of Expenditures by Fund and Department  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Highway User Revenue Fund</b>			
Centralized Appropriations	-	\$2,743	\$111,361
Energy Resources	\$367,363	\$312,861	-
Project Management Program	\$282,392	\$86,052	\$591,126
Transportation	\$15,577,111	\$21,143,657	\$21,343,919
<b>Total Highway User Revenue Fund</b>	<b>\$16,226,866</b>	<b>\$21,545,313</b>	<b>\$22,046,406</b>
<b>Local Streets Sales Tax</b>			
Arts and Culture	\$10,670	\$10,670	-
Business Services	\$1	-	-
Centralized Appropriations	\$3,260,276	\$4,441,161	\$4,813,031
City Clerk	\$444,170	-	-
Development and Sustainability	\$198,862	\$209,045	\$218,971
Energy Resources	-	-	\$366,715
Engineering	-	\$48,602	\$34,917
Facilities Maintenance	\$(4,985)	\$57,688	\$50,195
Fleet Services	-	-	\$760,112
Office of Management and Budget	\$894	-	-
Police	\$113,813	\$124,144	\$122,418
Project Management Program	\$7,041,713	\$7,603,372	\$18,707,222
Transportation	\$12,299,032	\$27,570,597	\$16,015,755
Water Resources	-	-	\$83,885
<b>Total Local Streets Sales Tax</b>	<b>\$23,364,446</b>	<b>\$40,065,279</b>	<b>\$41,173,221</b>
<b>Mesa Arts Center Restoration Fee</b>			
Arts and Culture	\$277,138	\$432,000	-
Project Management Program	\$175,181	\$10,145	\$501,664
<b>Total Mesa Arts Center Restoration Fee</b>	<b>\$452,320</b>	<b>\$442,145</b>	<b>\$501,664</b>
<b>Quality of Life Sales Tax</b>			
Fire and Medical	\$6,183,377	\$7,385,523	\$7,233,550
Police	\$13,049,052	\$14,157,622	\$13,976,184
<b>Total Quality of Life Sales Tax</b>	<b>\$19,232,429</b>	<b>\$21,543,145</b>	<b>\$21,209,734</b>
<b>Restricted Programs Fund</b>			
Arts and Culture	\$684,488	\$666,575	\$567,543
Centralized Appropriations	\$1,442,844	\$1,739,000	\$1,739,000
Development and Sustainability	-	\$2,100,000	-
Economic Development	\$425	\$366,467	-
Fire and Medical	\$62,757	-	-
Housing and Community Development	\$108,000	\$200,000	\$133,131
Library Services	\$48,569	\$196,800	\$222,900
Municipal Court	\$260,132	\$3,110,496	\$1,467,552
Parks, Recreation and Commercial Facilities	\$46,450	\$538,924	\$439,969
Police	\$1,349,837	\$1,898,681	\$1,936,119
Project Management Program	\$1,378,726	\$279,714	\$206,726
<b>Total Restricted Programs Fund</b>	<b>\$5,382,228</b>	<b>\$11,096,656</b>	<b>\$6,712,940</b>
<b>Solid Waste Development Fee</b>			
Fleet Services	-	-	\$361,000
Solid Waste Management	\$103,678	\$124,000	\$124,000
<b>Total Solid Waste Development Fee</b>	<b>\$103,678</b>	<b>\$124,000</b>	<b>\$485,000</b>
<b>Special Programs Fund</b>			
Arts and Culture	-	-	\$184,449
Development and Sustainability	-	-	\$1,859,301

**Summary of Expenditures by Fund and Department  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
Economic Development	-	-	\$366,467
Police	-	-	\$80,000
<b>Total Special Programs Fund</b>	<b>-</b>	<b>-</b>	<b>\$2,490,217</b>
<b>TOPAZ Joint Venture Fund</b>			
Communications	\$1,345,716	\$1,650,030	\$2,163,600
Financial Services	\$875	\$180	\$2,515
Project Management Program	-	-	\$4,533,828
<b>Total TOPAZ Joint Venture Fund</b>	<b>\$1,346,591</b>	<b>\$1,650,209</b>	<b>\$6,699,943</b>
<b>Transit Fund</b>			
Centralized Appropriations	\$273,081	\$317,518	\$282,765
Facilities Maintenance	\$(213)	-	-
Financial Services	\$773	\$239	\$1,965
Project Management Program	\$5,497,276	\$13,937,020	\$5,054,331
Transit Services	\$5,313,579	\$8,399,000	\$11,827,000
Transportation	\$255,195	\$66,130	\$60,272
<b>Total Transit Fund</b>	<b>\$11,339,690</b>	<b>\$22,719,906</b>	<b>\$17,226,333</b>
<b>Transportation</b>			
Project Management Program	\$17,205,153	\$7,257,000	\$19,126,332
<b>Total Transportation</b>	<b>\$17,205,153</b>	<b>\$7,257,000</b>	<b>\$19,126,332</b>
<b>Utility Replacement Extension and Renewal</b>			
Energy Resources	-	\$283,000	-
Fleet Services	\$3,244,195	\$8,984,879	\$6,174,804
Project Management Program	\$31,604	\$2,653,599	\$939,658
Water Resources	\$700,687	\$863,870	\$2,053,960
<b>Total Utility Replacement Extension and Renewal</b>	<b>\$3,976,486</b>	<b>\$12,785,348</b>	<b>\$9,168,422</b>
<b>Vehicle Replacement</b>			
Fleet Services	\$5,871,181	\$6,743,393	\$4,038,678
<b>Total Vehicle Replacement</b>	<b>\$5,871,181</b>	<b>\$6,743,393</b>	<b>\$4,038,678</b>
<b>Total Restricted Funds</b>	<b>\$127,229,388</b>	<b>\$183,384,947</b>	<b>\$243,367,036</b>
<b>Internal Service Funds</b>			
<b>Fleet Internal Service</b>			
Arts and Culture	\$20,789	\$20,789	-
Centralized Appropriations	\$(18,822,283)	\$(16,721,444)	\$(17,776,373)
Facilities Maintenance	\$(1,618)	\$42,790	\$34,884
Fleet Services	\$18,905,309	\$16,321,066	\$17,466,028
Office of Management and Budget	\$406	-	-
Project Management Program	\$24,999	\$306,406	\$273,956
Transportation	-	\$30,392	\$1,505
<b>Total Fleet Internal Service</b>	<b>\$127,603</b>	<b>-</b>	<b>-</b>
<b>Print Shop Internal Service</b>			
Business Services	\$30,424	\$734,258	\$686,840
Centralized Appropriations	\$116,341	\$(796,582)	\$(714,140)
Facilities Maintenance	\$(933)	\$42,790	\$24,884
Project Management Program	\$522	\$61	\$2,416
Transportation	-	\$19,473	-
<b>Total Print Shop Internal Service</b>	<b>\$146,355</b>	<b>-</b>	<b>-</b>

**Summary of Expenditures by Fund and Department  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Warehouse Internal Service</b>			
Business Services	\$(307,234)	\$1,097,964	\$1,095,996
Centralized Appropriations	\$317,612	\$4,003,471	\$3,884,822
Facilities Maintenance	\$(1,128)	\$48,759	\$30,872
Project Management Program	\$529	\$61	\$2,416
Transportation	-	\$31,116	-
<b>Total Warehouse Internal Service</b>	<b>\$9,778</b>	<b>\$5,181,371</b>	<b>\$5,014,106</b>
<b>Total Internal Service Funds</b>	<b>\$283,737</b>	<b>\$5,181,371</b>	<b>\$5,014,106</b>
<b>Impact Fee Funds</b>			
<b>Gen Govt Facility Impact Fee</b>			
Centralized Appropriations	\$360	-	-
Project Management Program	\$40,334	-	-
<b>Total Gen Govt Facility Impact Fee</b>	<b>\$40,694</b>	<b>-</b>	<b>-</b>
<b>Total Impact Fee Funds</b>	<b>\$40,694</b>	<b>-</b>	<b>-</b>
<b>Grant Funds</b>			
<b>Community Development Block Grant</b>			
City Attorney	-	-	\$12,919
Development and Sustainability	\$166,318	\$139,764	\$153,763
Housing and Community Development	\$4,990,929	\$11,074,374	\$9,993,814
Project Management Program	\$78,305	\$579,046	\$696,083
<b>Total Community Development Block Grant</b>	<b>\$5,235,553</b>	<b>\$11,793,184</b>	<b>\$10,856,579</b>
<b>Grants - Enterprise</b>			
Economic Development	\$6,024	\$134,198	-
Project Management Program	\$253,822	\$4,717,582	\$3,348,333
<b>Total Grants - Enterprise</b>	<b>\$259,846</b>	<b>\$4,851,780</b>	<b>\$3,348,333</b>
<b>Grants - Gen. Gov.</b>			
Arts and Culture	\$97,699	\$90,727	\$127,792
City Attorney	\$135,275	\$150,804	\$162,645
City Manager	\$103,583	-	\$79,055
Development and Sustainability	\$115,740	\$878,606	\$491,720
Economic Development	-	-	\$91,000
Fire and Medical	\$872,918	\$9,319,222	\$7,737,618
Fleet Services	-	\$859,440	-
Library Services	\$57,006	\$49,000	\$23,000
Municipal Court	-	\$65,000	-
Neighborhood Outreach and Animal Control	\$7,300	\$17,699	-
Parks, Recreation and Commercial Facilities	\$119,890	\$333,177	\$40,211
Police	\$2,953,418	\$3,058,340	\$3,175,700
Project Management Program	\$2,261,931	\$15,428,090	\$12,104,895
Transportation	\$3,000	-	-
<b>Total Grants - Gen. Gov.</b>	<b>\$6,727,758</b>	<b>\$30,250,105</b>	<b>\$24,033,636</b>
<b>HOME</b>			
City Attorney	-	-	\$6,985
Housing and Community Development	\$703,466	\$3,009,268	\$3,363,409
<b>Total HOME</b>	<b>\$703,466</b>	<b>\$3,009,268</b>	<b>\$3,370,394</b>

**Summary of Expenditures by Fund and Department  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Section 8</b>			
City Attorney	-	-	\$3,018
Housing and Community Development	\$12,043,974	\$12,350,714	\$13,420,444
<b>Total Section 8</b>	<u>\$12,043,974</u>	<u>\$12,350,714</u>	<u>\$13,423,462</u>
<b>Total Grant Funds</b>	<u>\$24,970,597</u>	<u>\$62,255,051</u>	<u>\$55,032,404</u>
<b>Trust Funds</b>			
<b>Employee Benefit Trust</b>			
Centralized Appropriations	\$(450,827)	\$2,126,646	\$2,232,314
Facilities Maintenance	\$(592)	\$5,750	\$8,438
Human Resources	\$58,684,485	\$66,545,479	\$65,172,392
Police	\$42,672	\$46,744	\$45,612
Project Management Program	\$137,661	\$1,002,104	-
<b>Total Employee Benefit Trust</b>	<u>\$58,413,399</u>	<u>\$69,726,722</u>	<u>\$67,458,756</u>
<b>Property and Public Liability</b>			
City Attorney	\$5,392,214	\$5,763,557	\$5,484,663
<b>Total Property and Public Liability</b>	<u>\$5,392,214</u>	<u>\$5,763,557</u>	<u>\$5,484,663</u>
<b>Worker's Compensation</b>			
Financial Services	\$5,002	-	-
Human Resources	\$4,671,859	\$5,951,170	\$5,928,011
<b>Total Worker's Compensation</b>	<u>\$4,676,861</u>	<u>\$5,951,170</u>	<u>\$5,928,011</u>
<b>Total Trust Funds</b>	<u>\$68,482,474</u>	<u>\$81,441,449</u>	<u>\$78,871,430</u>
<b>Debt Service Funds</b>			
<b>Capital Lease Redemption</b>			
Centralized Appropriations	\$74,534	\$74,535	-
<b>Total Capital Lease Redemption</b>	<u>\$74,534</u>	<u>\$74,535</u>	<u>-</u>
<b>Community Facilities Districts - Debt</b>			
Centralized Appropriations	\$196,203	\$680,903	\$1,887,525
<b>Total Community Facilities Districts - Debt</b>	<u>\$196,203</u>	<u>\$680,903</u>	<u>\$1,887,525</u>
<b>General Obligation Bond Redemption</b>			
Centralized Appropriations	\$31,280,818	\$36,033,973	\$38,159,132
<b>Total General Obligation Bond Redemption</b>	<u>\$31,280,818</u>	<u>\$36,033,973</u>	<u>\$38,159,132</u>
<b>General Obligation Bond Refunding</b>			
Centralized Appropriations	-	-	\$32,220,000
<b>Total General Obligation Bond Refunding</b>	<u>-</u>	<u>-</u>	<u>\$32,220,000</u>
<b>Highway Project Advancement Notes</b>			
Centralized Appropriations	\$49,789,806	\$3,891,750	\$82,000,000
Project Management Program	-	-	-
<b>Total Highway Project Advancement Notes</b>	<u>\$49,789,806</u>	<u>\$3,891,750</u>	<u>\$82,000,000</u>
<b>Highway User Revenue Bond Redemption</b>			
Centralized Appropriations	\$12,416,900	\$12,441,200	\$12,237,687
<b>Total Highway User Revenue Bond Redemption</b>	<u>\$12,416,900</u>	<u>\$12,441,200</u>	<u>\$12,237,687</u>
<b>Non Utility Bond Redemption</b>			
Centralized Appropriations	\$4,123,065	\$4,703,000	\$4,703,850
<b>Total Non Utility Bond Redemption</b>	<u>\$4,123,065</u>	<u>\$4,703,000</u>	<u>\$4,703,850</u>

**Summary of Expenditures by Fund and Department  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Special Improvement District Bond Redemption</b>			
Centralized Appropriations	\$961,840	\$460,225	\$902,500
<b>Total Special Improvement District Bond Redemption</b>	\$961,840	\$460,225	\$902,500
<b>Transportation Project Advancement Notes</b>			
Centralized Appropriations	-	\$1,600,000	-
<b>Total Transportation Project Advancement Notes</b>	-	\$1,600,000	-
<b>Utility Systems Bond Redemption</b>			
Centralized Appropriations	\$46,915,099	\$71,789,617	\$72,300,703
<b>Total Utility Systems Bond Redemption</b>	\$46,915,099	\$71,789,617	\$72,300,703
<b>Utility Systems Bond Refunding</b>			
Centralized Appropriations	-	-	\$134,522,000
<b>Total Utility Systems Bond Refunding</b>	-	-	\$134,522,000
<b>Utility Systems GO Bond Redemption</b>			
Centralized Appropriations	\$30,139	\$152,260	\$101,833
<b>Total Utility Systems GO Bond Redemption</b>	\$30,139	\$152,260	\$101,833
<b>WIFA Redemption</b>			
Centralized Appropriations	\$52,014	\$177,666	\$209,407
<b>Total WIFA Redemption</b>	\$52,014	\$177,666	\$209,407
<b>Total Debt Service Funds</b>	<u>\$145,840,419</u>	<u>\$132,005,129</u>	<u>\$379,244,637</u>
<b>Bond Funds</b>			
<b>Electric Bond Construction</b>			
Centralized Appropriations	\$4,982	-	-
Project Management Program	\$2,847,458	\$6,453,190	\$13,043,202
<b>Total Electric Bond Construction</b>	\$2,852,440	\$6,453,190	\$13,043,202
<b>Gas Bond Construction</b>			
Centralized Appropriations	\$44,774	-	-
Project Management Program	\$5,491,457	\$16,687,030	\$22,628,266
<b>Total Gas Bond Construction</b>	\$5,536,231	\$16,687,030	\$22,628,266
<b>Parks Bond Construction</b>			
Centralized Appropriations	\$141,296	-	-
Project Management Program	\$14,491,015	\$44,643,598	\$28,649,138
<b>Total Parks Bond Construction</b>	\$14,632,311	\$44,643,598	\$28,649,138
<b>Public Safety Bond Construction</b>			
Centralized Appropriations	\$210,788	-	-
Project Management Program	\$2,314,481	\$23,360,631	\$20,479,797
<b>Total Public Safety Bond Construction</b>	\$2,525,269	\$23,360,631	\$20,479,797
<b>Solid Waste Bond Construction</b>			
Centralized Appropriations	\$3,749	-	-
Project Management Program	\$9,649	\$7,545,683	\$7,352,600
<b>Total Solid Waste Bond Construction</b>	\$13,398	\$7,545,683	\$7,352,600
<b>Spring Training Bond Construction</b>			
Project Management Program	\$38,577,019	\$20,390,621	-
<b>Total Spring Training Bond Construction</b>	\$38,577,019	\$20,390,621	-

**Summary of Expenditures by Fund and Department  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Storm Sewer Bond Construction</b>			
Project Management Program	\$233,593	-	-
<b>Total Storm Sewer Bond Construction</b>	<u>\$233,593</u>	<u>-</u>	<u>-</u>
<b>Streets Bond Construction</b>			
Centralized Appropriations	\$168,990	-	-
Project Management Program	\$28,891,722	\$30,615,228	\$24,707,165
<b>Total Streets Bond Construction</b>	<u>\$29,060,712</u>	<u>\$30,615,228</u>	<u>\$24,707,165</u>
<b>Wastewater Bond Construction</b>			
Centralized Appropriations	\$136,247	-	-
Project Management Program	\$10,784,322	\$45,779,943	\$50,075,852
<b>Total Wastewater Bond Construction</b>	<u>\$10,920,569</u>	<u>\$45,779,943</u>	<u>\$50,075,852</u>
<b>Water Bond Construction</b>			
Centralized Appropriations	\$219,209	-	-
Project Management Program	\$31,272,709	\$70,143,076	\$89,966,980
<b>Total Water Bond Construction</b>	<u>\$31,491,919</u>	<u>\$70,143,076</u>	<u>\$89,966,980</u>
<b>Total Bond Funds</b>	<u>\$135,843,459</u>	<u>\$265,619,000</u>	<u>\$256,903,000</u>
<b>Contingency Fund</b>			
<b>Contingency</b>			
Contingency	-	\$64,501,000	\$71,554,000
<b>Total Contingency</b>	<u>-</u>	<u>\$64,501,000</u>	<u>\$71,554,000</u>
<b>Total Contingency Fund</b>	<u>-</u>	<u>\$64,501,000</u>	<u>\$71,554,000</u>
<b>Total Expenditures</b>	<u>\$983,877,064</u>	<u>\$1,340,000,000</u>	<u>\$1,610,000,000</u>

*Changes in accounting presentation affect comparisons between years.*

**Summary of Expenditures by Department and Fund  
Fiscal Year 2015/16**

Source	FY 2013/14 Actuals	FY 2014/15 Budget	FY 2015/16 Budget
<b>Arts and Culture</b>			
<b>General Fund</b>			
Capital - General Fund	\$866	-	-
General Fund	\$12,324,634	\$11,561,707	-
<b>Total General Fund</b>	<u>\$12,325,500</u>	<u>\$11,561,707</u>	<u>-</u>
<b>Enterprise Fund</b>			
Enterprise Fund	\$13,043	\$13,043	-
<b>Total Enterprise Fund</b>	<u>\$13,043</u>	<u>\$13,043</u>	<u>-</u>
<b>Restricted Funds</b>			
Arts and Culture	-	-	\$14,019,598
Environmental Compliance Fee	\$4,216	\$4,216	-
Local Streets Sales Tax	\$10,670	\$10,670	-
Mesa Arts Center Restoration Fee	\$277,138	\$432,000	-
Restricted Programs	\$684,488	\$666,575	\$567,543
Special Programs	-	-	\$184,449
<b>Total Restricted Funds</b>	<u>\$976,513</u>	<u>\$1,113,461</u>	<u>\$14,771,590</u>
<b>Internal Services Funds</b>			
Fleet Internal Service	\$20,789	\$20,789	-
<b>Total Internal Services Funds</b>	<u>\$20,789</u>	<u>\$20,789</u>	<u>-</u>
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$97,699	\$90,727	\$127,792
<b>Total Grant Funds</b>	<u>\$97,699</u>	<u>\$90,727</u>	<u>\$127,792</u>
<b>Total Arts and Culture</b>	<u>\$13,433,543</u>	<u>\$12,799,727</u>	<u>\$14,899,382</u>
<b>Business Services</b>			
<b>General Fund</b>			
Capital - General Fund	\$4,844	-	-
General Fund	\$13,076,096	\$12,674,778	\$12,622,249
<b>Total General Fund</b>	<u>\$13,080,940</u>	<u>\$12,674,778</u>	<u>\$12,622,249</u>
<b>Enterprise Fund</b>			
Enterprise Fund	\$(70)	-	-
<b>Total Enterprise Fund</b>	<u>\$(70)</u>	<u>-</u>	<u>-</u>
<b>Restricted Funds</b>			
Local Streets Sales Tax	\$1	-	-
<b>Total Restricted Funds</b>	<u>\$1</u>	<u>-</u>	<u>-</u>

**Summary of Expenditures by Department and Fund  
Fiscal Year 2015/16**

Source	FY 2013/14 Actuals	FY 2014/15 Budget	FY 2015/16 Budget
<b>Internal Services Funds</b>			
Print Shop Internal Service	\$30,424	\$734,258	\$686,840
Warehouse Internal Service	\$(307,234)	\$1,097,964	\$1,095,996
<b>Total Internal Services Funds</b>	<u>\$(276,809)</u>	<u>\$1,832,222</u>	<u>\$1,782,836</u>
<b>Total Business Services</b>	<u>\$12,804,062</u>	<u>\$14,507,000</u>	<u>\$14,405,085</u>
<b>Centralized Appropriations</b>			
<b>General Fund</b>			
Capital - General Fund	\$(334,383)	\$(596,378)	\$(756,731)
General Fund	\$(11,425,790)	\$(9,338,509)	\$(8,153,959)
<b>Total General Fund</b>	<u>\$(11,760,174)</u>	<u>\$(9,934,887)</u>	<u>\$(8,910,690)</u>
<b>Enterprise Fund</b>			
Capital - Enterprise	\$216,288	\$363,120	\$414,941
Enterprise Fund	\$19,689,582	\$25,034,314	\$21,067,101
<b>Total Enterprise Fund</b>	<u>\$19,905,871</u>	<u>\$25,397,434</u>	<u>\$21,482,042</u>
<b>Restricted Funds</b>			
Arts and Culture	-	-	\$1,749,714
Cemetery	\$114,066	\$130,397	\$122,016
Community Facilities Districts - Capital	\$5,705,701	\$6,515,000	\$24,412,000
Community Facilities Districts - Operating	-	-	\$20,000
Economic Investment Fund	-	-	\$522,759
Environmental Compliance Fee	\$216,848	\$1,034,773	\$1,059,653
Falcon Field Airport	-	\$341,609	\$370,519
Greenfield WRP Joint Venture	\$623,968	\$366,034	\$726,570
Highway User Revenue Fund	-	\$2,743	\$111,361
Local Streets Sales Tax	\$3,260,276	\$4,441,161	\$4,813,031
Restricted Programs Fund	\$1,442,844	\$1,739,000	\$1,739,000
Transit Fund	\$273,081	\$317,518	\$282,765
<b>Total Restricted Funds</b>	<u>\$11,636,784</u>	<u>\$14,888,234</u>	<u>\$35,929,388</u>
<b>Internal Services Funds</b>			
Fleet Internal Service	\$(18,822,283)	\$(16,721,444)	\$(17,776,373)
Print Shop Internal Service	\$116,341	\$(796,582)	\$(714,140)
Warehouse Internal Service	\$317,612	\$4,003,471	\$3,884,822
<b>Total Internal Services Fund</b>	<u>\$(18,388,330)</u>	<u>\$(13,514,555)</u>	<u>\$(14,605,691)</u>
<b>Impact Fees</b>			
Gen Govt Facility Impact Fee	\$360	-	-
<b>Total Impact Fees</b>	<u>\$360</u>	<u>-</u>	<u>-</u>

**Summary of Expenditures by Department and Fund  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Trust Funds</b>			
Employee Benefit Trust	\$ (450,827)	\$ 2,126,646	\$ 2,232,314
<b>Total Trust Funds</b>	<b>\$ (450,827)</b>	<b>\$ 2,126,646</b>	<b>\$ 2,232,314</b>
<b>Debt Service Funds</b>			
Capital Lease Redemption	\$ 74,534	\$ 74,535	-
Community Facilities Districts - Debt	\$ 196,203	\$ 680,903	\$ 1,887,525
General Obligation Bond Redemption	\$ 31,280,818	\$ 36,033,973	\$ 38,159,132
General Obligation Bond Refunding	-	-	\$ 32,220,000
Highway Project Advancement Notes	\$ 49,789,806	\$ 3,891,750	\$ 82,000,000
Highway User Revenue Bond Redemption	\$ 12,416,900	\$ 12,441,200	\$ 12,237,687
Non Utility Bond Redemption	\$ 4,123,065	\$ 4,703,000	\$ 4,703,850
Special Improvement District Bond Redemption	\$ 961,840	\$ 460,225	\$ 902,500
Transportation Project Advancement Notes	-	\$ 1,600,000	-
Utility Systems Bond Redemption	\$ 46,915,099	\$ 71,789,617	\$ 72,300,703
Utility Systems Bond Refunding	-	-	\$ 134,522,000
Utility System GO Bond Redemption	\$ 30,139	\$ 152,260	\$ 101,833
WIFA Redemption	\$ 52,014	\$ 177,666	\$ 209,407
<b>Total Debt Service Funds</b>	<b>\$ 145,840,419</b>	<b>\$ 132,005,129</b>	<b>\$ 379,244,637</b>
<b>Bond Funds</b>			
Electric Bond Construction	\$ 4,982	-	-
Gas Bond Construction	\$ 44,774	-	-
Parks Bond Construction	\$ 141,296	-	-
Public Safety Bond Construction	\$ 210,788	-	-
Solid Waste Bond Construction	\$ 3,749	-	-
Streets Bond Construction	\$ 168,990	-	-
Wastewater Bond Construction	\$ 136,247	-	-
Water Bond Construction	\$ 219,209	-	-
<b>Total Bond Funds</b>	<b>\$ 930,034</b>	<b>-</b>	<b>-</b>
<b>Total Centralized Appropriations</b>	<b>\$ 147,714,137</b>	<b>\$ 150,968,000</b>	<b>\$ 415,372,000</b>
<b>City Attorney</b>			
<b>General Fund</b>			
General Fund	\$ 5,154,488	\$ 5,741,055	\$ 5,702,417
<b>Total General Fund</b>	<b>\$ 5,154,488</b>	<b>\$ 5,741,055</b>	<b>\$ 5,702,417</b>
<b>Restricted Funds</b>			
Community Facilities Districts - Operating	\$ 4,193	\$ 60,000	\$ 40,000
Environmental Compliance Fee	-	-	\$ 20,768
<b>Total Restricted Funds</b>	<b>\$ 4,193</b>	<b>\$ 60,000</b>	<b>\$ 60,768</b>

**Summary of Expenditures by Department and Fund  
Fiscal Year 2015/16**

Source	FY 2013/14 Actuals	FY 2014/15 Budget	FY 2015/16 Budget
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$135,275	\$150,804	\$162,645
Community Development Block Grant	-	-	\$12,919
HOME	-	-	\$6,985
Section 8	-	-	\$3,018
<b>Total Grant Funds</b>	<u>\$135,275</u>	<u>\$150,804</u>	<u>\$185,567</u>
<b>Trust Funds</b>			
Property and Public Liability	\$5,392,214	\$5,763,557	\$5,484,663
<b>Total Trust Funds</b>	<u>\$5,392,214</u>	<u>\$5,763,557</u>	<u>\$5,484,663</u>
<b>Total City Attorney</b>	<u>\$10,686,170</u>	<u>\$11,715,415</u>	<u>\$11,433,415</u>
<b>City Auditor</b>			
<b>General Fund</b>			
General Fund	\$617,431	\$643,000	\$674,000
<b>Total General Fund</b>	<u>\$617,431</u>	<u>\$643,000</u>	<u>\$674,000</u>
<b>Total City Auditor</b>	<u>\$617,431</u>	<u>\$643,000</u>	<u>\$674,000</u>
<b>City Clerk</b>			
<b>General Fund</b>			
General Fund	\$890,425	\$1,259,000	\$848,187
<b>Total General Fund</b>	<u>\$890,425</u>	<u>\$1,259,000</u>	<u>\$848,187</u>
<b>Restricted Funds</b>			
Community Facilities Districts - Operating	\$401	\$2,000	\$2,813
Local Streets Sales Tax	\$444,170	-	-
<b>Total Restricted Funds</b>	<u>\$444,571</u>	<u>\$2,000</u>	<u>\$2,813</u>
<b>Total City Clerk</b>	<u>\$1,334,995</u>	<u>\$1,261,000</u>	<u>\$851,000</u>
<b>City Manager</b>			
<b>General Fund</b>			
Capital - General Fund	\$20,119	-	-
General Fund	\$5,021,436	\$5,236,000	\$5,251,000
<b>Total General Fund</b>	<u>\$5,041,555</u>	<u>\$5,236,000</u>	<u>\$5,251,000</u>
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$103,583	-	\$79,055
<b>Total Grant Funds</b>	<u>\$103,583</u>	<u>-</u>	<u>\$79,055</u>

**Summary of Expenditures by Department and Fund  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Special Revenue Funds</b>			
Community Facilities Districts - Operating	\$2,688	-	\$10,000
<b>Total Special Revenue Funds</b>	<b>\$2,688</b>	<b>-</b>	<b>\$10,000</b>
<b>Total City Manager</b>	<b>\$5,147,825</b>	<b>\$5,236,000</b>	<b>\$5,340,055</b>
<b>Communications</b>			
<b>General Fund</b>			
Capital - General Fund	-	\$1,000,000	-
General Fund	\$15,942	\$2,228,971	\$2,092,436
<b>Total General Fund</b>	<b>\$15,942</b>	<b>\$3,228,971</b>	<b>\$2,092,436</b>
<b>Enterprise Fund</b>			
Enterprise Fund	\$(4,766)	-	-
<b>Total Enterprise Fund</b>	<b>\$(4,766)</b>	<b>-</b>	<b>-</b>
<b>Restricted Funds</b>			
TOPAZ Joint Venture Fund	\$1,345,716	\$1,650,030	\$2,163,600
<b>Total Restricted Funds</b>	<b>\$1,345,716</b>	<b>\$1,650,030</b>	<b>\$2,163,600</b>
<b>Total Communications</b>	<b>\$1,356,891</b>	<b>\$4,879,000</b>	<b>\$4,256,036</b>
<b>Contingency</b>			
<b>Contingency Fund</b>			
Contingency	-	\$64,501,000	\$71,554,000
<b>Total Contingency Fund</b>	<b>-</b>	<b>\$64,501,000</b>	<b>\$71,554,000</b>
<b>Total Contingency</b>	<b>-</b>	<b>\$64,501,000</b>	<b>\$71,554,000</b>
<b>Development and Sustainability</b>			
<b>General Fund</b>			
Capital - General Fund	\$1,083	\$10,400	-
General Fund	\$5,413,826	\$5,712,273	\$6,235,085
<b>Total General Fund</b>	<b>\$5,414,909</b>	<b>\$5,722,673</b>	<b>\$6,235,085</b>
<b>Enterprise Fund</b>			
Enterprise Fund	\$737,537	\$774,545	\$990,584
<b>Total Enterprise Fund</b>	<b>\$737,537</b>	<b>\$774,545</b>	<b>\$990,584</b>
<b>Restricted Funds</b>			
Environmental Compliance Fee	\$1,458,855	\$1,948,622	\$2,012,496
Local Streets Sales Tax	\$198,862	\$209,045	\$218,971

**Summary of Expenditures by Department and Fund  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
Restricted Programs Fund	-	\$2,100,000	-
Special Programs Fund	-	-	\$1,859,301
<b>Total Restricted Funds</b>	<b>\$1,657,716</b>	<b>\$4,257,667</b>	<b>\$4,090,768</b>
<b>Grant Funds</b>			
Community Development Block Grant	\$166,318	\$139,764	\$153,763
Grants - Gen. Gov.	\$115,740	\$878,606	\$491,720
<b>Total Grant Funds</b>	<b>\$282,058</b>	<b>\$1,018,370</b>	<b>\$645,483</b>
<b>Total Development and Sustainability</b>	<b>\$8,092,220</b>	<b>\$11,773,254</b>	<b>\$11,961,920</b>
<b>Economic Development</b>			
<b>General Fund</b>			
General Fund	\$4,278,889	\$3,876,486	\$3,935,116
<b>Total General Fund</b>	<b>\$4,278,889</b>	<b>\$3,876,486</b>	<b>\$3,935,116</b>
<b>Enterprise Fund</b>			
Capital - Enterprise	\$9,080	\$300,000	-
Enterprise Fund	\$2,511,992	\$4,543,149	\$70,000
<b>Total Enterprise Fund</b>	<b>\$2,521,072</b>	<b>\$4,843,149</b>	<b>\$70,000</b>
<b>Restricted Funds</b>			
Economic Investment Fund	-	-	\$5,028,947
Restricted Programs Fund	\$425	\$366,467	-
Special Programs Fund	-	-	\$366,467
Falcon Field Airport	-	-	\$56,550
<b>Total Restricted Funds</b>	<b>\$425</b>	<b>\$366,467</b>	<b>\$5,451,964</b>
<b>Grant Funds</b>			
Grants - Enterprise	\$6,024	\$134,198	-
Grants - Gen. Gov.	-	-	\$91,000
<b>Total Grant Funds</b>	<b>\$6,024</b>	<b>\$134,198</b>	<b>\$91,000</b>
<b>Total Economic Development</b>	<b>\$6,806,409</b>	<b>\$9,220,300</b>	<b>\$9,548,080</b>
<b>Energy Resources</b>			
<b>General Fund</b>			
General Fund	\$75,895	\$66,985	\$66,228
<b>Total General Fund</b>	<b>\$75,895</b>	<b>\$66,985</b>	<b>\$66,228</b>
<b>Enterprise Fund</b>			
Capital - Enterprise	\$447,382	\$19,162	\$460
Enterprise Fund	\$42,092,889	\$43,156,294	\$42,453,177
<b>Total Enterprise Fund</b>	<b>\$42,540,270</b>	<b>\$43,175,456</b>	<b>\$42,453,637</b>

**Summary of Expenditures by Department and Fund  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Restricted Funds</b>			
Highway User Revenue Fund	\$367,363	\$312,861	-
Local Streets Sales Tax	-	-	\$366,715
Utility Replacement Extension and Renewal	-	\$283,000	-
<b>Total Restricted Funds</b>	<b>\$367,363</b>	<b>\$595,861</b>	<b>\$366,715</b>
<b>Total Energy Resources</b>	<b>\$42,983,528</b>	<b>\$43,838,302</b>	<b>\$42,886,580</b>
<b>Engineering</b>			
<b>General Fund</b>			
Capital - General Fund	\$372	\$85,000	\$57,641
General Fund	\$6,612,305	\$7,080,239	\$7,016,225
<b>Total General Fund</b>	<b>\$6,612,677</b>	<b>\$7,165,239</b>	<b>\$7,073,866</b>
<b>Enterprise Fund</b>			
Enterprise Fund	\$18,644	\$211,452	\$201,208
<b>Total Enterprise Fund</b>	<b>\$18,644</b>	<b>\$211,452</b>	<b>\$201,208</b>
<b>Restricted Funds</b>			
Community Facilities Districts - Operating	\$13,840	\$38,707	\$29,009
Local Streets Sales Tax	-	\$48,602	\$34,917
<b>Total Restricted Funds</b>	<b>\$13,840</b>	<b>\$87,309</b>	<b>\$63,926</b>
<b>Total Engineering</b>	<b>\$6,645,161</b>	<b>\$7,464,000</b>	<b>\$7,339,000</b>
<b>Facilities Maintenance</b>			
<b>General Fund</b>			
Capital - General Fund	\$289	\$2,000	-
General Fund	\$7,988,435	\$11,245,253	\$12,816,581
<b>Total General Fund</b>	<b>\$7,988,724</b>	<b>\$11,247,253</b>	<b>\$12,816,581</b>
<b>Enterprise Fund</b>			
Enterprise Fund	\$764,113	\$1,196,231	\$1,188,716
<b>Total Enterprise Fund</b>	<b>\$764,113</b>	<b>\$1,196,231</b>	<b>\$1,188,716</b>
<b>Restricted Funds</b>			
Cemetery	\$(136)	\$3,000	-
Economic Investment Fund	-	-	\$171,268
Environmental Compliance Fee	\$(279)	-	\$1,003
Greenfield WRP Joint Venture	\$(4,129)	-	-

**Summary of Expenditures by Department and Fund  
Fiscal Year 2015/16**

Source	FY 2013/14 Actuals	FY 2014/15 Budget	FY 2015/16 Budget
Local Streets Sales Tax	\$(4,985)	\$57,688	\$50,195
Transit Fund	\$(213)	-	-
<b>Total Restricted Funds</b>	<b>\$(9,742)</b>	<b>\$60,688</b>	<b>\$222,466</b>
<b>Internal Services Funds</b>			
Fleet Internal Service	\$(1,618)	\$42,790	\$34,884
Print Shop Internal Service	\$(933)	\$42,790	\$24,884
Warehouse Internal Service	\$(1,128)	\$48,759	\$30,872
<b>Total Internal Services Funds</b>	<b>\$(3,679)</b>	<b>\$134,339</b>	<b>\$90,640</b>
<b>Trust Funds</b>			
Employee Benefit Trust	\$(592)	\$5,750	\$8,438
<b>Total Trust Funds</b>	<b>\$(592)</b>	<b>\$5,750</b>	<b>\$8,438</b>
<b>Total Facilities Maintenance</b>	<b>\$8,738,823</b>	<b>\$12,644,261</b>	<b>\$14,326,841</b>
<b>Falcon Field Airport</b>			
<b>Enterprise Fund</b>			
Enterprise Fund	\$1,360,375	-	-
<b>Total Enterprise Fund</b>	<b>\$1,360,375</b>	<b>-</b>	<b>-</b>
<b>Restricted Funds</b>			
Falcon Field Airport	-	\$1,630,000	\$1,706,000
<b>Total Restricted Funds</b>	<b>-</b>	<b>\$1,630,000</b>	<b>\$1,706,000</b>
<b>Total Falcon Field Airport</b>	<b>\$1,360,375</b>	<b>\$1,630,000</b>	<b>\$1,706,000</b>
<b>Financial Services</b>			
<b>General Fund</b>			
Capital - General Fund	-	\$2,000	-
General Fund	\$4,237,555	\$4,042,844	\$3,572,868
<b>Total General Fund</b>	<b>\$4,237,555</b>	<b>\$4,044,844</b>	<b>\$3,572,868</b>
<b>Enterprise Fund</b>			
Enterprise Fund	\$5,800	\$215	\$1,630
<b>Total Enterprise Fund</b>	<b>\$5,800</b>	<b>\$215</b>	<b>\$1,630</b>
<b>Restricted Funds</b>			
Cemetery	-	\$20,164	-
Community Facilities Districts - Operating	\$26,621	-	\$38,846
Environmental Compliance Fee	-	\$358	-
Greenfield WRP Joint Venture	\$719	-	\$3,176
Local Streets Sales Tax	-	\$180	-

**Summary of Expenditures by Department and Fund  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
TOPAZ Joint Venture Fund	\$875	-	\$2,515
Transit Fund	\$773	\$239	\$1,965
<b>Total Restricted Funds</b>	<b>\$28,988</b>	<b>\$20,941</b>	<b>\$46,502</b>
<b>Trust Funds</b>			
Worker's Compensation	\$5,002	-	-
<b>Total Trust Funds</b>	<b>\$5,002</b>	<b>-</b>	<b>-</b>
<b>Total Financial Services</b>	<b>\$4,277,345</b>	<b>\$4,066,000</b>	<b>\$3,621,000</b>
<b>Fire and Medical</b>			
<b>General Fund</b>			
Capital - General Fund	\$699,119	\$1,416,874	\$565,875
General Fund	\$57,466,815	\$61,362,722	\$60,837,297
<b>Total General Fund</b>	<b>\$58,165,934</b>	<b>\$62,779,596</b>	<b>\$61,403,172</b>
<b>Enterprise Fund</b>			
Enterprise Fund	\$450,975	-	-
Falcon Field Airport	-	\$507,383	\$537,007
<b>Total Enterprise Fund</b>	<b>\$450,975</b>	<b>\$507,383</b>	<b>\$537,007</b>
<b>Restricted Funds</b>			
Quality of Life Sales Tax	\$6,183,377	\$7,385,523	\$7,233,550
Restricted Programs Fund	\$62,757	-	-
<b>Total Restricted Funds</b>	<b>\$6,246,134</b>	<b>\$7,385,523</b>	<b>\$7,233,550</b>
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$872,918	\$9,319,222	\$7,737,618
<b>Total Grant Funds</b>	<b>\$872,918</b>	<b>\$9,319,222</b>	<b>\$7,737,618</b>
<b>Total Fire and Medical</b>	<b>\$65,735,961</b>	<b>\$79,991,724</b>	<b>\$76,911,347</b>
<b>Fleet Services</b>			
<b>General Fund</b>			
Capital - General Fund	\$821,411	\$91,647	\$447,622
General Fund	\$25	\$743	\$461
<b>Total General Fund</b>	<b>\$821,436</b>	<b>\$92,390</b>	<b>\$448,083</b>
<b>Enterprise Fund</b>			
Capital - Enterprise	\$1,478,577	\$1,859,300	\$3,395,930
<b>Total Enterprise Fund</b>	<b>\$1,478,577</b>	<b>\$1,859,300</b>	<b>\$3,395,930</b>

**Summary of Expenditures by Department and Fund  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Restricted Funds</b>			
Environmental Compliance Fee	\$170,906	\$484,483	\$661,524
Local Streets Sales Tax	-	-	\$760,112
Solid Waste Development Fee	-	-	\$361,000
Utility Replacement Extension and Renewal	\$3,244,195	\$8,984,879	\$6,174,804
Vehicle Replacement	\$5,871,181	\$6,743,393	\$4,038,678
<b>Total Restricted Funds</b>	<b>\$9,286,282</b>	<b>\$16,212,755</b>	<b>\$11,996,118</b>
<b>Internal Services Funds</b>			
Fleet Internal Service	\$18,905,309	\$16,321,066	\$17,466,028
<b>Total Internal Services Funds</b>	<b>\$18,905,309</b>	<b>\$16,321,066</b>	<b>\$17,466,028</b>
<b>Grant Funds</b>			
Grants - Gen. Gov.	-	\$859,440	-
<b>Total Grant Funds</b>	<b>-</b>	<b>\$859,440</b>	<b>-</b>
<b>Total Fleet Services</b>	<b>\$30,491,604</b>	<b>\$35,344,951</b>	<b>\$33,306,159</b>
<b>Housing and Community Development</b>			
<b>General Fund</b>			
Capital - General Fund	-	\$2,000	\$2,000
General Fund	\$1,220,796	\$1,441,700	\$1,488,025
<b>Total General Fund</b>	<b>\$1,220,796</b>	<b>\$1,443,700</b>	<b>\$1,490,025</b>
<b>Restricted Funds</b>			
Restricted Programs Fund	\$108,000	\$200,000	\$133,131
<b>Total Restricted Funds</b>	<b>\$108,000</b>	<b>\$200,000</b>	<b>\$133,131</b>
<b>Grant Funds</b>			
Community Development Block Grant	\$4,990,929	\$11,074,374	\$9,993,814
HOME	\$703,466	\$3,009,268	\$3,363,409
Section 8	\$12,043,974	\$12,350,714	\$13,420,444
<b>Total Grant Funds</b>	<b>\$17,738,369</b>	<b>\$26,434,356</b>	<b>\$26,777,667</b>
<b>Total Housing and Community Development</b>	<b>\$19,067,165</b>	<b>\$28,078,056</b>	<b>\$28,400,823</b>
<b>Human Resources</b>			
<b>General Fund</b>			
General Fund	\$2,894,874	\$3,149,351	\$3,414,597
<b>Total General Fund</b>	<b>\$2,894,874</b>	<b>\$3,149,351</b>	<b>\$3,414,597</b>

**Summary of Expenditures by Department and Fund  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Trust Funds</b>			
Employee Benefit Trust	\$58,684,485	\$66,545,479	\$65,172,392
Worker's Compensation	\$4,671,859	\$5,951,170	\$5,928,011
<b>Total Trust Funds</b>	<b>\$63,356,344</b>	<b>\$72,496,649</b>	<b>\$71,100,403</b>
<b>Total Human Resources</b>	<b>\$66,251,218</b>	<b>\$75,646,000</b>	<b>\$74,515,000</b>
<b>Information Technology</b>			
<b>General Fund</b>			
Capital - General Fund	\$2,586,859	\$3,191,091	\$3,323,229
General Fund	\$21,726,703	\$26,894,350	\$27,667,629
<b>Total General Fund</b>	<b>\$24,313,563</b>	<b>\$30,085,441</b>	<b>\$30,990,858</b>
<b>Enterprise Fund</b>			
Capital - Enterprise	-	\$422,000	\$148,780
<b>Total Enterprise Fund</b>	<b>-</b>	<b>\$422,000</b>	<b>\$148,780</b>
<b>Total Information Technology</b>	<b>\$24,313,563</b>	<b>\$30,507,441</b>	<b>\$31,139,638</b>
<b>Library Services</b>			
<b>General Fund</b>			
Capital - General Fund	\$37,580	\$195,550	\$153,604
General Fund	\$6,736,711	\$7,036,200	\$6,937,526
<b>Total General Fund</b>	<b>\$6,774,291</b>	<b>\$7,231,750</b>	<b>\$7,091,130</b>
<b>Restricted Funds</b>			
Restricted Programs Fund	\$48,569	\$196,800	\$222,900
<b>Total Restricted Funds</b>	<b>\$48,569</b>	<b>\$196,800</b>	<b>\$222,900</b>
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$57,006	\$49,000	\$23,000
<b>Total Grant Funds</b>	<b>\$57,006</b>	<b>\$49,000</b>	<b>\$23,000</b>
<b>Total Library Services</b>	<b>\$6,879,867</b>	<b>\$7,477,550</b>	<b>\$7,337,030</b>
<b>Mayor and Council</b>			
<b>General Fund</b>			
General Fund	\$498,865	\$731,000	\$935,000
<b>Total General Fund</b>	<b>\$498,865</b>	<b>\$731,000</b>	<b>\$935,000</b>
<b>Total Mayor and Council</b>	<b>\$498,865</b>	<b>\$731,000</b>	<b>\$935,000</b>

**Summary of Expenditures by Department and Fund  
Fiscal Year 2015/16**

Source	FY 2013/14 Actuals	FY 2014/15 Budget	FY 2015/16 Budget
<b>Municipal Court</b>			
<b>General Fund</b>			
Capital - General Fund	-	\$2,000	\$2,000
General Fund	\$7,128,355	\$7,461,428	\$7,357,326
<b>Total General Fund</b>	<u>\$7,128,355</u>	<u>\$7,463,428</u>	<u>\$7,359,326</u>
<b>Restricted Funds</b>			
Restricted Programs Fund	\$260,132	\$3,110,496	\$1,467,552
<b>Total Restricted Funds</b>	<u>\$260,132</u>	<u>\$3,110,496</u>	<u>\$1,467,552</u>
<b>Grant Funds</b>			
Grants - Gen. Gov.	-	\$65,000	-
<b>Total Grant Funds</b>	<u>-</u>	<u>\$65,000</u>	<u>-</u>
<b>Total Municipal Court</b>	<u>\$7,388,486</u>	<u>\$10,638,924</u>	<u>\$8,826,878</u>
<b>Neighborhood Outreach and Animal Control</b>			
<b>General Fund</b>			
Capital - General Fund	\$289	-	-
General Fund	\$1,112,245	\$1,135,000	\$1,133,000
<b>Total General Fund</b>	<u>\$1,112,533</u>	<u>\$1,135,000</u>	<u>\$1,133,000</u>
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$7,300	\$17,699	-
<b>Total Grant Funds</b>	<u>\$7,300</u>	<u>\$17,699</u>	<u>-</u>
<b>Total Neighborhood Outreach and Animal Control</b>	<u>\$1,119,833</u>	<u>\$1,152,699</u>	<u>\$1,133,000</u>
<b>Office of ERP Management</b>			
<b>General Fund</b>			
Capital - General Fund	-	\$5,000	\$5,000
General Fund	\$295,230	\$849,000	\$960,700
<b>Total General Fund</b>	<u>\$295,230</u>	<u>\$854,000</u>	<u>\$965,700</u>
<b>Total Office of ERP Management</b>	<u>\$295,230</u>	<u>\$854,000</u>	<u>\$965,700</u>
<b>Office of Management and Budget</b>			
<b>General Fund</b>			
General Fund	\$2,169,277	\$2,630,757	\$2,582,009
<b>Total General Fund</b>	<u>\$2,169,277</u>	<u>\$2,630,757</u>	<u>\$2,582,009</u>

**Summary of Expenditures by Department and Fund  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Internal Services Funds</b>			
Fleet Internal Service	\$406	-	-
<b>Total Internal Services Funds</b>	<b>\$406</b>	<b>-</b>	<b>-</b>
<b>Restricted Funds</b>			
Community Facilities Districts - Operating	\$5,679	\$7,000	\$7,000
Environmental Compliance Fee	\$979	-	-
Local Streets Sales Tax	\$894	-	-
<b>Total Restricted Funds</b>	<b>\$7,552</b>	<b>\$7,000</b>	<b>\$7,000</b>
<b>Total Office of Management and Budget</b>	<b>\$2,177,235</b>	<b>\$2,637,757</b>	<b>\$2,589,009</b>
<b>Parks, Recreation and Commercial Facilities</b>			
<b>General Fund</b>			
Capital - General Fund	\$48	\$781,200	\$1,333,966
General Fund	\$12,352,202	\$15,265,743	\$15,168,709
<b>Total General Fund</b>	<b>\$12,352,249</b>	<b>\$16,046,943</b>	<b>\$16,502,675</b>
<b>Enterprise Fund</b>			
Capital - Enterprise	\$471,400	\$2,854,311	\$2,961,525
Enterprise Fund	\$6,189,466	\$6,634,583	\$7,793,381
<b>Total Enterprise Fund</b>	<b>\$6,660,866</b>	<b>\$9,488,894</b>	<b>\$10,754,906</b>
<b>Restricted Funds</b>			
Cemetery	\$1,024,556	\$1,589,440	\$1,263,168
Economic Investment Fund	-	-	\$34,940
Environmental Compliance Fee	\$5,187,239	\$6,125,541	\$6,356,027
Restricted Programs Fund	\$46,450	\$538,924	\$439,969
<b>Total Restricted Funds</b>	<b>\$6,258,246</b>	<b>\$8,253,906</b>	<b>\$8,094,104</b>
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$119,890	\$333,177	\$40,211
<b>Total Grant Funds</b>	<b>\$119,890</b>	<b>\$333,177</b>	<b>\$40,211</b>
<b>Total Parks, Recreation and Commercial Facilities</b>	<b>\$25,391,251</b>	<b>\$34,122,920</b>	<b>\$35,391,896</b>
<b>Police</b>			
<b>General Fund</b>			
Capital - General Fund	\$408,226	\$400,963	\$487,407
General Fund	\$134,394,612	\$146,144,246	\$147,766,113
<b>Total General Fund</b>	<b>\$134,802,838</b>	<b>\$146,545,209</b>	<b>\$148,253,520</b>

**Summary of Expenditures by Department and Fund  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Enterprise Fund</b>			
Enterprise Fund	\$910,578	\$682,800	\$734,796
Falcon Field Airport	-	\$227,599	\$244,977
<b>Total Enterprise Fund</b>	<b>\$910,578</b>	<b>\$910,399</b>	<b>\$979,773</b>
<b>Restricted Funds</b>			
Local Streets Sales Tax	\$113,813	\$124,144	\$122,418
Quality of Life Sales Tax	\$13,049,052	\$14,157,622	\$13,976,184
Restricted Programs Fund	\$1,349,837	\$1,898,681	\$1,936,119
Special Programs Fund	-	-	\$80,000
<b>Total Restricted Funds</b>	<b>\$14,512,702</b>	<b>\$16,180,447</b>	<b>\$16,114,721</b>
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$2,953,418	\$3,058,340	\$3,175,700
<b>Total Grant Funds</b>	<b>\$2,953,418</b>	<b>\$3,058,340</b>	<b>\$3,175,700</b>
<b>Trust Funds</b>			
Employee Benefit Trust	\$42,672	\$46,744	\$45,612
<b>Total Trust Funds</b>	<b>\$42,672</b>	<b>\$46,744</b>	<b>\$45,612</b>
<b>Total Police</b>	<b>\$153,222,207</b>	<b>\$166,741,138</b>	<b>\$168,569,326</b>
<b>Project Management Program</b>			
<b>General Fund</b>			
Capital - General Fund	\$4,632,955	\$7,401,471	\$9,567,131
General Fund	\$1,937,782	\$1,026,221	\$2,913,835
<b>Total General Fund</b>	<b>\$6,570,737</b>	<b>\$8,427,692</b>	<b>\$12,480,966</b>
<b>Enterprise Fund</b>			
Capital - Enterprise	\$12,522,811	\$17,422,959	\$1,377,250
Enterprise Fund	\$183,514	\$379,634	\$794,431
<b>Total Enterprise Fund</b>	<b>\$12,706,325</b>	<b>\$17,802,593</b>	<b>\$2,171,681</b>
<b>Restricted Funds</b>			
Cemetery	\$367,398	-	\$527,308
Cemetery Reserve	-	\$165,000	-
Economic Investment Fund	-	-	\$9,288
Environmental Compliance Fee	\$226,895	\$62,568	\$2,386,039
Falcon Field Airport	-	\$5,439,895	\$6,417,558
Greenfield WRP Joint Venture	\$15,145	-	\$11,123,174
Highway User Revenue Fund	\$282,392	\$86,052	\$591,126
Local Streets Sales Tax	\$7,041,713	\$7,603,372	\$18,707,222
Mesa Arts Center Restoration Fee	\$175,181	\$10,145	\$501,664
Restricted Programs Fund	\$1,378,726	\$279,714	\$206,726
TOPAZ Joint Venture Fund	-	-	\$4,533,828

**Summary of Expenditures by Department and Fund  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
Transit Fund	\$5,497,276	\$13,937,020	\$5,054,331
Transportation	\$17,205,153	\$7,257,000	\$19,126,332
Utility Replacement Extension and Renewal	\$31,604	\$2,653,599	\$939,658
<b>Total Restricted Funds</b>	<b>\$32,221,484</b>	<b>\$37,494,365</b>	<b>\$70,124,254</b>
<b>Internal Services Funds</b>			
Fleet Internal Service	\$24,999	\$306,406	\$273,956
Print Shop Internal Service	\$522	\$61	\$2,416
Warehouse Internal Service	\$529	\$61	\$2,416
<b>Total Internal Services Funds</b>	<b>\$26,050</b>	<b>\$306,528</b>	<b>\$278,788</b>
<b>Impact Fees</b>			
Gen Govt Facility Impact Fee	\$40,334	-	-
<b>Total Impact Fees</b>	<b>\$40,334</b>	<b>-</b>	<b>-</b>
<b>Grant Funds</b>			
Community Development Block Grant	\$78,305	\$579,046	\$696,083
Grants - Enterprise	\$253,822	\$4,717,582	\$3,348,333
Grants - Gen. Gov.	\$2,261,931	\$15,428,090	\$12,104,895
<b>Total Grant Funds</b>	<b>\$2,594,058</b>	<b>\$20,724,718</b>	<b>\$16,149,311</b>
<b>Trust Funds</b>			
Employee Benefit Trust	\$137,661	\$1,002,104	-
<b>Total Trust Funds</b>	<b>\$137,661</b>	<b>\$1,002,104</b>	<b>-</b>
<b>Bond Funds</b>			
Electric Bond Construction	\$2,847,458	\$6,453,190	\$13,043,202
Gas Bond Construction	\$5,491,457	\$16,687,030	\$22,628,266
Parks Bond Construction	\$14,491,015	\$44,643,598	\$28,649,138
Public Safety Bond Construction	\$2,314,481	\$23,360,631	\$20,479,797
Solid Waste Bond Construction	\$9,649	\$7,545,683	\$7,352,600
Spring Training Bond Construction	\$38,577,019	\$20,390,621	-
Storm Sewer Bond Construction	\$233,593	-	-
Streets Bond Construction	\$28,891,722	\$30,615,228	\$24,707,165
Wastewater Bond Construction	\$10,784,322	\$45,779,943	\$50,075,852
Water Bond Construction	\$31,272,709	\$70,143,076	\$89,966,980
<b>Total Bond Funds</b>	<b>\$134,913,425</b>	<b>\$265,619,000</b>	<b>\$256,903,000</b>
<b>Total Project Management Program</b>	<b>\$189,210,073</b>	<b>\$351,377,000</b>	<b>\$358,108,000</b>

**Summary of Expenditures by Department and Fund  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Public Information and Communications</b>			
<b>General Fund</b>			
Capital - General Fund	\$50,271	\$20,000	\$20,000
General Fund	\$1,224,546	\$1,246,000	\$1,216,000
<b>Total General Fund</b>	<b>\$1,274,817</b>	<b>\$1,266,000</b>	<b>\$1,236,000</b>
<b>Total Public Information and Communications</b>	<b>\$1,274,817</b>	<b>\$1,266,000</b>	<b>\$1,236,000</b>
<b>Solid Waste Management</b>			
<b>Enterprise Fund</b>			
Capital - Enterprise	\$18,084	\$64,081	-
Enterprise Fund	\$26,883,325	\$27,672,900	\$28,622,800
<b>Total Enterprise Fund</b>	<b>\$26,901,409</b>	<b>\$27,736,981</b>	<b>\$28,622,800</b>
<b>Restricted Funds</b>			
Solid Waste Development Fee	\$103,678	\$124,000	\$124,000
<b>Total Restricted Funds</b>	<b>\$103,678</b>	<b>\$124,000</b>	<b>\$124,000</b>
<b>Total Solid Waste Management</b>	<b>\$27,005,087</b>	<b>\$27,860,981</b>	<b>\$28,746,800</b>
<b>Transit Services</b>			
<b>Restricted Funds</b>			
Transit Fund	\$5,313,579	\$8,399,000	\$11,827,000
<b>Total Restricted Funds</b>	<b>\$5,313,579</b>	<b>\$8,399,000</b>	<b>\$11,827,000</b>
<b>Total Transit Services</b>	<b>\$5,313,579</b>	<b>\$8,399,000</b>	<b>\$11,827,000</b>
<b>Transportation</b>			
<b>General Fund</b>			
General Fund	\$61,366	\$455,132	\$26,790
<b>Total General Fund</b>	<b>\$61,366</b>	<b>\$455,132</b>	<b>\$26,790</b>
<b>Enterprise Fund</b>			
Enterprise Fund	\$377,189	\$928,498	\$642,446
Falcon Field Airport	-	\$14,353	\$6,000
<b>Total Enterprise Fund</b>	<b>\$377,189</b>	<b>\$942,851</b>	<b>\$648,446</b>
<b>Restricted Funds</b>			
Environmental Compliance Fee	\$2,445,475	\$5,199,253	\$4,532,313
Highway User Revenue Fund	\$15,577,111	\$21,143,657	\$21,343,919
Local Streets Sales Tax	\$12,299,032	\$27,570,597	\$16,015,755
Transit Fund	\$255,195	\$66,130	\$60,272
<b>Total Restricted Funds</b>	<b>\$30,576,812</b>	<b>\$53,979,637</b>	<b>\$41,952,259</b>

**Summary of Expenditures by Department and Fund  
Fiscal Year 2015/16**

<b>Source</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Internal Services Funds</b>			
Fleet Internal Service	-	\$30,392	\$1,505
Print Shop Internal Service	-	\$19,473	-
Warehouse Internal Service	-	\$31,116	-
<b>Total Internal Services Funds</b>	<b>-</b>	<b>\$80,981</b>	<b>\$1,505</b>
<b>Grant Funds</b>			
Grants - Gen. Gov.	\$3,000	-	-
<b>Total Grant Funds</b>	<b>\$3,000</b>	<b>-</b>	<b>-</b>
<b>Total Transportation</b>	<b>\$31,018,367</b>	<b>\$55,458,600</b>	<b>\$42,629,000</b>
<b>Water Resources</b>			
<b>General Fund</b>			
General Fund	\$(2,555)	\$132,980	\$89,660
<b>Total General Fund</b>	<b>\$(2,555)</b>	<b>\$132,980</b>	<b>\$89,660</b>
<b>Enterprise Fund</b>			
Capital - Enterprise	\$289	\$14,000	-
Enterprise Fund	\$49,408,841	\$58,061,990	\$58,772,377
<b>Total Enterprise Fund</b>	<b>\$49,409,130</b>	<b>\$58,075,990</b>	<b>\$58,772,377</b>
<b>Restricted Funds</b>			
Environmental Compliance Fee	-	\$11,235	\$18,702
Greenfield WRP Joint Venture	\$5,116,478	\$5,483,925	\$6,239,416
Local Streets Sales Tax	-	-	\$83,885
Utility Replacement Extension and Renewal	\$700,687	\$863,870	\$2,053,960
<b>Total Restricted Funds</b>	<b>\$5,817,165</b>	<b>\$6,359,030</b>	<b>\$8,395,963</b>
<b>Total Water Resources</b>	<b>\$55,223,739</b>	<b>\$64,568,000</b>	<b>\$67,258,000</b>
<b>Total Expenditures</b>	<b>\$983,877,064</b>	<b>\$1,340,000,000</b>	<b>\$1,610,000,000</b>

*Changes in accounting presentation affect comparisons between years.*

**Summary of Changes in Fund Balance  
Fiscal Year 2015/16**

City of Mesa, Arizona

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Executive Budget Plan 2015/16

Fund	Projected Funds Available				Budgeted Expenditures					Projected Ending Fund Balance
	Beginning Fund Balance	Projected Sources	Fund Transfers	Estimated Funds Available	Operating	Operating Carryover	Capital Improvement Program	Capital Improvement Program Carryover	Expenditures	
Capital - General Fund	\$9,449,298	-	\$5,759,446	\$15,208,744	\$2,471,419	\$4,563,121	\$3,288,027	\$4,886,177	\$15,208,744	-
General Fund	\$53,983,197	\$250,683,044	\$71,920,157	\$376,586,398	\$326,865,188	\$6,307,922	-	-	\$333,173,110	\$43,413,288
Capital - Enterprise	\$4,249,777	\$300,000	\$4,198,397	\$8,748,174	\$4,228,397	\$3,777,489	-	\$293,000	\$8,298,886	\$449,288
Enterprise Fund	\$30,371,381	\$337,742,467	\$(178,938,002)	\$189,175,846	\$161,426,199	\$1,906,448	-	-	\$163,332,647	\$25,843,199
Arts and Culture Fund	-	\$6,815,915	\$8,953,397	\$15,769,312	\$15,604,487	\$164,825	-	-	\$15,769,312	-
Cemetery	\$(107,999)	\$1,368,998	\$527,000	\$1,787,999	\$1,302,489	\$83,395	\$526,608	-	\$1,912,492	\$(124,493)
Cemetery Reserve	\$6,292,284	\$84,367	\$(527,000)	\$5,849,651	-	-	-	-	-	\$5,849,651
Community Facilities Districts - Capital	\$26,322	\$24,412,000	-	\$24,438,322	\$24,412,000	-	-	-	\$24,412,000	\$26,322
Community Facilities Districts - Operating	\$51,334	\$147,668	-	\$199,002	\$147,668	-	-	-	\$147,668	\$51,334
Economic Investment Fund	-	\$2,768,904	\$3,033,238	\$5,802,142	\$5,453,497	\$304,417	-	\$9,288	\$5,767,202	\$34,940
Environmental Compliance Fee	\$3,434,546	\$14,802,000	-	\$18,236,546	\$14,373,457	\$322,480	\$1,000,000	\$1,352,588	\$17,048,525	\$1,188,021
Falcon Field Airport	\$7,475,863	\$3,720,977	-	\$11,196,840	\$2,914,630	\$8,249	\$2,117,951	\$4,297,781	\$9,338,611	\$1,858,229
Greenfield WRP Joint Venture	\$174,758	\$18,092,336	-	\$18,267,094	\$6,963,772	\$5,390	\$8,838,804	\$2,284,370	\$18,092,336	\$174,758
Highway User Revenue Fund	-	\$34,281,093	\$(12,234,687)	\$22,046,406	\$21,955,280	-	-	\$91,126	\$22,046,406	-
Local Streets Sales Tax	\$33,576,669	\$26,149,941	-	\$59,726,610	\$30,692,680	\$679,555	\$7,463,587	\$2,337,399	\$41,173,221	\$18,553,389
Mesa Arts Center Restoration Fee	\$891,730	\$252,000	-	\$1,143,730	\$437,000	-	-	\$64,664	\$501,664	\$642,066
Quality of Life Sales Tax	-	\$21,209,736	-	\$21,209,736	\$21,209,734	-	-	-	\$21,209,734	\$2
Restricted Programs Fund	\$2,265,642	\$5,262,852	-	\$7,528,494	\$5,097,621	\$1,408,593	-	\$206,726	\$6,712,940	\$815,554
Solid Waste Development Fee	\$306,541	\$232,000	-	\$538,541	\$485,000	-	-	-	\$485,000	\$53,541
Special Programs Fund	\$1,777,549	\$949,119	-	\$2,726,668	\$712,668	\$1,777,549	-	-	\$2,490,217	\$236,451
TOPAZ Joint Venture Fund	\$1	\$6,699,943	-	\$6,699,944	\$2,048,079	\$118,036	\$4,533,828	-	\$6,699,943	\$1
Transit Fund	\$(351)	\$7,622,684	\$9,604,000	\$17,226,333	\$12,168,009	\$4,243	\$2,596,517	\$2,457,564	\$17,226,333	-
Transportation	\$17,120,463	\$19,126,332	-	\$36,246,795	-	-	\$19,126,332	-	\$19,126,332	\$17,120,463
Utility Replacement Extension and Renewal	\$21,752,647	-	\$6,626,080	\$28,378,727	\$4,897,852	\$3,330,912	\$769,120	\$170,538	\$9,168,422	\$19,210,305
Vehicle Replacement	\$1,879,986	\$848,953	\$2,500,000	\$5,228,939	\$3,019,000	\$1,019,678	-	-	\$4,038,678	\$1,190,261
Fleet Internal Service	-	\$412,532	-	\$412,532	-	-	-	-	-	\$412,532
Print Shop Internal Service	-	-	-	-	-	-	-	-	-	-
Warehouse Internal Service	-	\$5,014,106	-	\$5,014,106	\$4,974,385	\$39,721	-	-	\$5,014,106	-
Cultural Facility Impact Fee	\$37,006	-	-	\$37,006	-	-	-	-	-	\$37,006
Fire Impact Fee	\$71	\$386,314	\$(386,237)	\$148	-	-	-	-	-	\$148
Gen Govt Facility Impact Fee	\$2,877	-	-	\$2,877	-	-	-	-	-	\$2,877
Library Impact Fee	\$436,413	\$1,000	\$(83,394)	\$354,019	-	-	-	-	-	\$354,019
Parks Impact Fee	\$948,300	\$1,328,043	\$(613,187)	\$1,663,156	-	-	-	-	-	\$1,663,156
Police Impact Fee	\$59	\$580,183	\$(564,727)	\$15,515	-	-	-	-	-	\$15,515
Stormwater Drainage Impact Fee	\$431,280	\$417,658	\$(273,085)	\$575,853	-	-	-	-	-	\$575,853
Wastewater Impact Fee	\$3,417,203	\$3,562,307	\$(2,204,036)	\$4,775,474	-	-	-	-	-	\$4,775,474
Water Impact Fees	\$714,625	\$2,993,192	\$(2,766,190)	\$941,627	-	-	-	-	-	\$941,627
Community Development Block Grant	\$2,901,679	\$10,856,579	-	\$13,758,258	\$4,626,283	\$5,534,213	-	\$696,083	\$10,856,579	\$2,901,679
Grants - Enterprise	\$(9,958)	\$3,348,333	-	\$3,338,375	-	-	\$3,235,833	\$112,500	\$3,348,333	\$(9,958)
Grants - Gen. Gov.	-	\$23,495,844	-	\$23,495,844	\$7,161,250	\$4,996,797	\$3,701,393	\$8,174,196	\$24,033,636	\$(537,792)
HOME	-	\$3,370,394	-	\$3,370,394	\$932,007	\$2,438,387	-	-	\$3,370,394	-
Section 8	\$1,184,284	\$12,607,252	-	\$13,791,536	\$12,746,239	\$677,223	-	-	\$13,423,462	\$368,074
Section 8 - Choice Voucher	\$13	-	-	\$13	-	-	-	-	-	\$13

**Summary of Changes in Fund Balance  
Fiscal Year 2015/16**

Fund	Projected Funds Available				Budgeted Expenditures					Projected Ending Fund Balance
	Beginning Fund Balance	Projected Sources	Fund Transfers	Estimated Funds Available	Operating	Operating Carryover	Capital Improvement Program	Capital Improvement Program Carryover	Expenditures	
Employee Benefit Trust	\$53,916,758	\$72,723,299	-	\$126,640,057	\$67,404,399	\$54,357	-	-	\$67,458,756	\$59,181,301
Property and Public Liability	\$10,278,503	\$5,255,085	-	\$15,533,588	\$5,484,663	-	-	-	\$5,484,663	\$10,048,925
Worker's Compensation	\$8,609,533	\$4,167,181	-	\$12,776,714	\$5,928,011	-	-	-	\$5,928,011	\$6,848,703
Capital Lease Redemption	\$1	-	-	\$1	-	-	-	-	-	\$1
Community Facilities Districts - Debt	\$393,023	\$1,925,471	-	\$2,318,494	\$1,887,525	-	-	-	\$1,887,525	\$430,969
Court Construction Fee	-	\$780,000	\$(780,000)	-	-	-	-	-	-	-
General Obligation Bond Redemption	\$2,086,031	\$33,996,302	\$3,634,630	\$39,716,963	\$38,159,132	-	-	-	\$38,159,132	\$1,557,831
General Obligation Bond Refunding	-	\$32,220,000	-	\$32,220,000	\$32,220,000	-	-	-	\$32,220,000	-
Highway Project Advancement Notes	\$78,001,823	\$4,000,000	-	\$82,001,823	\$82,000,000	-	-	-	\$82,000,000	\$1,823
Highway User Revenue Bond Redemption	\$1,100	-	\$12,234,687	\$12,235,787	\$12,237,687	-	-	-	\$12,237,687	\$(1,900)
Non Utility Bond Redemption	\$18,552,543	\$4,867,152	-	\$23,419,695	\$4,703,850	-	-	-	\$4,703,850	\$18,715,845
Special Improvement District Bond Redemption	\$(400)	\$902,500	-	\$902,100	\$902,500	-	-	-	\$902,500	\$(400)
Utility Systems Bond Redemption	\$657,066	\$2,232,430	\$70,068,273	\$72,957,769	\$72,300,703	-	-	-	\$72,300,703	\$657,066
Utility Systems Bond Refunding	-	\$134,522,000	-	\$134,522,000	\$134,522,000	-	-	-	\$134,522,000	-
Utility Systems GO Bond Redemption	\$281,600	-	\$101,833	\$383,433	\$101,833	-	-	-	\$101,833	\$281,600
WIFA Redemption	-	-	\$209,407	\$209,407	\$209,407	-	-	-	\$209,407	-
Electric Bond Construction	\$1,262,482	\$11,817,115	-	\$13,079,597	-	-	\$10,791,267	\$2,251,935	\$13,043,202	\$36,395
Gas Bond Construction	\$3,881,792	\$22,628,266	-	\$26,510,058	-	-	\$18,929,067	\$3,699,199	\$22,628,266	\$3,881,792
Parks Bond Construction	\$9,573,400	\$28,845,000	-	\$38,418,400	-	-	\$11,023,524	\$17,625,614	\$28,649,138	\$9,769,262
Public Safety Bond Construction	\$8,045,053	\$20,413,661	-	\$28,458,714	-	-	\$9,798,858	\$10,680,939	\$20,479,797	\$7,978,917
Solid Waste Bond Construction	\$3,762,324	\$3,570,000	-	\$7,332,324	-	-	\$10,000	\$7,342,600	\$7,352,600	\$(20,276)
Spring Training Bond Construction	\$559,325	-	-	\$559,325	-	-	-	-	-	\$559,325
Streets Bond Construction	\$7,734,099	\$24,299,165	-	\$32,033,264	-	-	\$14,714,166	\$9,992,999	\$24,707,165	\$7,326,099
Wastewater Bond Construction	\$8,149,612	\$38,550,709	-	\$46,700,321	-	-	\$31,912,545	\$18,163,307	\$50,075,852	\$(3,375,531)
Water Bond Construction	\$14,810,102	\$56,924,084	-	\$71,734,186	-	-	\$47,877,573	\$42,089,407	\$89,966,980	\$(18,232,794)
<b>Subtotal</b>	<b>\$435,591,260</b>	<b>\$1,356,586,486</b>	<b>-</b>	<b>\$1,792,177,746</b>	<b>\$1,157,388,000</b>	<b>\$39,523,000</b>	<b>\$202,255,000</b>	<b>\$139,280,000</b>	<b>\$1,538,446,000</b>	<b>\$253,731,746</b>
Contingency	-	\$5,000,000	-	\$5,000,000	\$71,554,000	-	-	-	\$71,554,000	\$(66,554,000) *
<b>Total</b>	<b>\$435,591,260</b>	<b>\$1,361,586,486</b>	<b>-</b>	<b>\$1,797,177,746</b>	<b>\$1,228,942,000</b>	<b>\$39,523,000</b>	<b>\$202,255,000</b>	<b>\$139,280,000</b>	<b>\$1,610,000,000</b>	<b>\$187,177,746</b>

\* Budget appropriation to allow for the use of fund balance if needed

**Summary of Bond and Reserve Expenditures by Fund and Sub-Fund  
Fiscal Year 2015/16**

<b>Fund / Sub-Fund</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Electric Bond Construction</b>			
Electric - 2010 Bond Election	\$2,852,440	\$2,222,120	\$2,236,087
Electric - 2014 Bond Election	-	\$4,231,070	\$10,807,115
<b>Gas Bond Construction</b>			
Gas - 2010 Bond Election	\$5,536,231	\$7,699,608	\$3,468,551
Gas - 2014 Bond Election	-	\$8,987,422	\$19,159,715
<b>Parks Bond Construction</b>			
Parks - 2012 Bond Election	\$14,632,311	\$44,643,598	\$28,649,138
<b>Public Safety Bond Construction</b>			
Public Safety - 2008 Bond Election	\$1,478,705	\$352,974	\$65,580
Public Safety - 2013 Bond Election	\$1,046,564	\$23,007,657	\$20,414,217
<b>Solid Waste Bond Construction</b>			
Solid Waste - 1994 Bond Election	\$13,398	\$7,545,683	\$7,352,600
<b>Spring Training Bond Construction</b>			
	\$38,577,019	\$20,390,621	-
<b>Storm Sewer Bond Construction</b>			
Storm Sewer - 1987 Bond Election	\$233,593	-	-
<b>Streets Bond Construction</b>			
Streets - 2008 Bond Election	\$28,252,781	\$3,047,466	\$408,000
Streets - 2012 Bond Election	\$37,862	-	-
Streets - 2013 Bond Election	\$770,069	\$27,567,762	\$24,299,165
<b>Wastewater Bond Construction</b>			
Wastewater - 2006 Bond Election	\$10,187,305	\$26,877,062	\$11,525,143
Wastewater - 2010 Bond Election	\$733,264	\$16,296,056	\$15,419,935
Wastewater - 2014 Bond Election	-	\$2,606,825	\$23,130,774
<b>Water Bond Construction</b>			
Water - 2006 Bond Election	\$2	-	-
Water - 2010 Bond Election	\$31,491,916	\$25,913,839	\$33,042,766
Water - 2014 Bond Election	-	\$44,229,237	\$56,924,214
<b>Total Bond and Reserve Expenditures</b>	<b>\$135,843,459</b>	<b>\$265,619,000</b>	<b>\$256,903,000</b>

**Full-Time Employees and Personnel Compensation  
Fiscal Year 2015/16**

Fund	Full-Time Equivalent (FTE)	Employee Salaries and Hourly Costs	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
<b>General Fund</b>						
Capital - General Fund*	0.9	\$62,477	\$7,159	\$8,629	\$5,504	\$83,769
General Fund	2,428.1	\$175,440,294	\$40,076,498	\$35,297,545	\$2,321,703	\$253,136,040
<b>Total General Fund</b>	<b>2,429.0</b>	<b>\$175,502,771</b>	<b>\$40,083,657</b>	<b>\$35,306,174</b>	<b>\$2,327,207</b>	<b>\$253,219,809</b>
<b>Enterprise Fund</b>						
Capital - Enterprise	0.1	\$5,151	\$590	\$712	\$454	\$6,907
Enterprise Fund	499.2	\$29,698,015	\$3,597,232	\$7,988,947	\$14,930,541	\$56,214,735
<b>Total Enterprise Fund</b>	<b>499.3</b>	<b>\$29,703,166</b>	<b>\$3,597,822</b>	<b>\$7,989,659</b>	<b>\$14,930,995</b>	<b>\$56,221,642</b>
<b>Restricted Funds</b>						
Arts & Culture Fund	74.3	\$4,312,281	\$479,126	\$569,511	\$1,359,432	\$6,720,350
Cemetery	10.3	\$586,835	\$64,100	\$111,764	\$117,115	\$879,814
Community Facilities Districts - Operating	0.3	\$26,059	\$4,570	\$2,340	\$17,499	\$50,468
Economic Investment Fund	3.1	\$200,014	\$22,788	\$30,813	\$311,486	\$565,101
Environmental Compliance Fee	42.9	\$2,522,715	\$288,719	\$403,623	\$733,486	\$3,948,543
Falcon Field Airport	18.3	\$1,290,083	\$230,164	\$282,104	\$234,317	\$2,036,668
Greenfield WRP Joint Venture	22.7	\$1,467,551	\$171,290	\$224,087	\$530,249	\$2,393,177
Highway User Revenue Fund	137.7	\$8,526,331	\$950,022	\$1,380,841	\$721,647	\$11,578,841
Local Streets Sales Tax	10.4	\$765,243	\$113,399	\$955,835	\$2,289,186	\$4,123,663
Quality of Life Sales Tax	185.0	\$12,444,493	\$5,192,638	\$2,197,197	\$1,375,406	\$21,209,734
Restricted Programs Fund	9.4	\$365,485	\$30,896	\$40,500	\$149,183	\$586,064
TOPAZ Joint Venture Fund	4.3	\$367,418	\$41,721	\$40,355	\$29,365	\$478,859
Transit Fund	3.6	\$299,063	\$31,249	\$39,191	\$228,494	\$597,997
<b>Total Restricted Funds</b>	<b>522.3</b>	<b>\$33,173,571</b>	<b>\$7,620,682</b>	<b>\$6,278,161</b>	<b>\$8,096,865</b>	<b>\$55,169,279</b>
<b>Internal Service Funds</b>						
Fleet Internal Service	75.9	\$4,388,923	\$510,060	\$1,150,161	\$1,332,677	\$7,381,821
Print Shop Internal Service	4.3	\$221,372	\$25,529	\$48,767	\$116,972	\$412,640
Warehouse Internal Service	10.6	\$528,378	\$60,419	\$174,831	\$207,897	\$971,525
<b>Total Internal Service Funds</b>	<b>90.8</b>	<b>\$5,138,673</b>	<b>\$596,008</b>	<b>\$1,373,759</b>	<b>\$1,657,546</b>	<b>\$8,765,986</b>
<b>Grant Funds</b>						
Community Development Block Grant	13.7	\$777,900	\$88,288	\$149,952	\$62,673	\$1,078,813
Grants - Gen. Gov.	17.6	\$1,375,353	\$810,186	\$193,451	\$1,289,210	\$3,668,200
HOME	1.0	\$58,089	\$6,589	\$5,664	\$4,659	\$75,001
Section 8	12.4	\$661,269	\$75,093	\$110,952	\$53,359	\$900,673
<b>Total Grant Funds</b>	<b>44.7</b>	<b>\$2,872,611</b>	<b>\$980,156</b>	<b>\$460,019</b>	<b>\$1,409,901</b>	<b>\$5,722,687</b>
<b>Trust Funds</b>						
Employee Benefit Trust	11.2	\$734,241	\$86,108	\$200,433	\$1,617,765	\$2,638,547
Property and Public Liability	8.3	\$727,362	\$83,309	\$72,814	\$61,178	\$944,663
Worker's Compensation	6.8	\$448,207	\$51,053	\$62,854	\$38,997	\$601,111
<b>Total Trust Funds</b>	<b>26.3</b>	<b>\$1,909,810</b>	<b>\$220,470</b>	<b>\$336,101</b>	<b>\$1,717,940</b>	<b>\$4,184,321</b>
<b>Bond Funds</b>						
Electric Bond Construction	11.2	\$810,430	\$92,855	\$111,935	\$71,400	\$1,086,620
Gas Bond Construction	13.5	\$975,265	\$111,741	\$134,701	\$85,923	\$1,307,630
Parks Bond Construction	14.5	\$1,046,817	\$119,939	\$144,584	\$92,227	\$1,403,567
Streets Bond Construction	2.2	\$158,585	\$18,170	\$21,903	\$13,972	\$212,630
Wastewater Bond Construction	11.1	\$806,621	\$92,419	\$111,408	\$71,065	\$1,081,513
Water Bond Construction	38.8	\$2,809,795	\$321,934	\$388,082	\$247,548	\$3,767,359
<b>Total Bond Funds</b>	<b>91.3</b>	<b>\$6,607,513</b>	<b>\$757,058</b>	<b>\$912,613</b>	<b>\$582,135</b>	<b>\$8,859,319</b>
<b>Total All Funds</b>	<b>3,703.7</b>	<b>\$254,908,115</b>	<b>\$53,855,853</b>	<b>\$52,656,486</b>	<b>\$30,722,589</b>	<b>\$392,143,043</b>

\* Central administration positions are included in the General Fund but the costs are spread among multiple funds.

## Personal Services Overview FY 2015/16

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 2015/16 are \$392,143,043 which is 24.4% of the total annual budget.

### Number of Full Time Equivalent (FTE) by Department

<u>Department</u>	<u>Budgeted FY 2013/14</u>	<u>Budgeted FY 2014/15</u>	<u>2014/15 % of total FTE</u>	<u>Budgeted FY 2015/16</u>	<u>2015/16 % of total FTE</u>
Arts and Culture	77.2	78.2	2.1%	79.2	2.1%
Business Services	147.0	144.5	3.9%	139.0	3.8%
City Attorney	59.0	59.0	1.6%	58.5	1.6%
City Auditor	5.0	5.0	0.1%	5.0	0.1%
City Clerk	8.0	8.0	0.2%	8.0	0.2%
City Manager	28.0	28.0	0.8%	28.0	0.8%
Communications	24.0	22.0	0.6%	22.0	0.6%
Development and Sustainability	61.0	73.5	2.0%	74.5	2.0%
Economic Development	14.0	14.0	0.4%	14.0	0.4%
Energy Resources	129.0	129.0	3.4%	121.0	3.3%
Engineering	105.0	105.0	2.8%	104.0	2.8%
Facilities Maintenance	35.0	37.0	1.0%	38.0	1.0%
Falcon Field Airport	10.0	10.0	0.3%	11.0	0.3%
Financial Services	44.5	42.0	1.1%	37.0	1.0%
Fire and Medical	488.5	496.3	13.3%	509.0	13.7%
Fleet Services	78.0	78.0	2.1%	78.0	2.1%
Housing and Community Development	31.0	31.0	0.8%	31.0	0.8%
Human Resources	55.0	50.0	1.3%	51.0	1.4%
Information Technology	151.0	149.0	4.0%	141.0	3.8%
Library Services	78.9	78.7	2.1%	76.2	2.1%
Mayor & Council	7.0	7.0	0.2%	7.0	0.2%
Municipal Court	80.3	80.5	2.2%	80.5	2.2%
Neighborhood Outreach and Animal Control	11.0	11.0	0.3%	11.0	0.3%
Office of ERP Management	0.0	6.0	0.2%	5.0	0.1%
Office of Management and Budget	19.5	23.0	0.6%	23.0	0.6%
Parks, Recreation and Commercial Facilities	201.5	209.4	5.6%	212.3	5.7%
Police	1,212.0	1,219.0	32.6%	1,184.0	32.0%
Public Information and Communications	7.0	7.0	0.2%	7.5	0.2%
Solid Waste Management	129.0	130.5	3.5%	131.0	3.5%
Transit Services	3.0	3.0	0.1%	3.0	0.1%
Transportation	159.0	159.0	4.3%	159.0	4.3%
Water Resources	251.0	251.0	6.7%	255.0	6.9%
	<u>3,709.4</u>	<u>3,744.6</u>	<u>100.0%</u>	<u>3,703.7</u>	<u>100.0%</u>

## Personal Services Overview FY 2015/16

The City of Mesa's total FTE count decreased by 40.9 FTE from FY 2014/15 to FY 2015/16. Included in this number was a net increase of 10.7 FTE mid-year changes which were added in FY 2014/15 after the budget was adopted. The mid-year changes are approved by the City Manager's Office and include:

- 11.0 new sworn FTE due to new grants received by the Fire and Medical Department.
- 2.0 new FTE in the Fire and Medical Department were added to reduce overtime.
- 6.0 reduced FTE sworn positions in the Police Department that were created due to the anticipation of an Intergovernmental Agreement that did not occur.
- 1.0 added FTE for two Code Compliance Officers that were calculated as two 0.5 FTE in the prior year budget but are now two full-time 1.0 FTE positions.
- 2.7 new FTE due to changes in organizational structure or duties.

In addition, a net of 51.6 FTE were decreased during the FY 2015/16 budget process.

Additions (6.9 FTE total):

- 1.0 FTE to assist with marketing, promoting, developing, & managing programs at the Falcon Field Airport.
- 3.0 FTE that are bond funded to support the construction of the Water and Wastewater treatment plants and associated infrastructure.
- 2.9 FTE for the new Mesa Aquatic Complex.

Reductions due to ongoing revenues not matching ongoing expenditures (58.5 FTE total):

- 23.0 FTE sworn positions and 4.0 civilian positions in the Police Department.
- 1.0 FTE Enterprise Resource Planning Trainer position.
- 3.0 FTE Library positions.
- 7.0 FTE Information Technology positions.
- 1.0 FTE sworn and 1.0 FTE civilian position in the Mesa Fire and Medical Department.
- 0.5 FTE in the Financial Services Department.
- 8.0 FTE Energy Resources positions.
- 1.0 FTE in the Development and Sustainability Department.
- 1.5 FTE in the City Attorney's Office.
- 7.5 FTE in the Business Services Department.

During FY 2013/14, a new department was created called Office of ERP Management to support citywide business systems, collectively called an ERP (Enterprise Resource Planning). This department was created by transferring six existing positions from various departments.

In the Department Operational Plans section of this book, the following departmental FTE that are assigned to work on Capital Improvement Projects are included in the Project Management Department and not in the individual departments:

- Energy Resources 24.4 FTE
- Engineering 51.2 FTE
- Transportation 2.6 FTE
- Water Resources 14.2 FTE

**Summary of Expenditures by Object  
Fiscal Year 2015/16**

Object Code	Object Name	FY 2013/14 Actuals	FY 2014/15 Budget	FY 2015/16 Budget
<b>Personal Services</b>				
1101	Personnel Services	\$(31,457)	-	-
110110	Salaries - Regular Full Time	\$194,139,300	\$239,477,057	\$243,536,742
110111	Special Pay - Certification Pay	\$2,395,846	\$2,383,511	\$2,492,472
110112	Vacation Leave	\$16,006,145	-	-
110113	Sick Leave	\$7,366,471	-	-
110114	Holiday Leave	\$6,179,825	\$5,070,284	\$4,981,412
110115	Special Pay - Longevity	\$2,163,570	\$2,130,892	\$1,754,276
110116	Special Pay - Other	\$9,331,148	\$2,181,098	\$2,143,213
110117	Compensatory Leave	\$644,053	\$1,400	\$84
110118	Other Compensatory Leave	\$2,485,192	\$34,008	\$39,744
110119	IIP Pay Event	\$168,634	-	-
110130	FICA - City Contribution	\$8,802,209	\$9,622,448	\$9,797,999
110131	Medicare - City Contribution	\$3,458,096	\$3,801,490	\$3,797,549
110132	Pension - ASRS	\$16,605,099	\$17,697,519	\$17,821,345
110133	Pension - PSPRS - Fire	\$8,690,307	\$10,979,919	\$12,058,714
110134	Pension - PSPRS - Police	\$18,538,511	\$20,831,464	\$23,671,606
110135	Deferred Compensation	\$1,438,130	\$1,514,202	\$1,323,955
110136	Medical Insurance - City Contribution	\$38,846,980	\$43,489,268	\$44,568,900
110137	Dental Insurance - City Contribution	\$6,571,908	\$7,317,658	\$7,464,388
110138	Vision/Life - City Contribution	\$514,155	\$612,835	\$623,198
110139	Workers Compensation - City Contribution	\$4,540,622	\$6,075,275	\$4,041,123
110141	Long Term Disability - Civilian	\$352,060	\$184,624	\$185,588
110142	Long Term Disability - Sworn	\$181,227	\$153,399	\$143,802
110143	Allowances - Uniform	\$872,838	\$824,900	\$856,745
110144	Allowances - Vehicle	\$148,250	\$158,400	\$155,880
110145	Allowances - Phone	\$164,617	\$159,726	\$178,908
110146	Other Benefits and Costs	\$415,029	\$1,280,732	\$1,113,761
110147	Pension - Elected Officials	\$47,033	\$150,558	\$284,088
110148	ASRS Defined Contribution Plan	\$25,684	-	-
110149	Retiree Benefits Trust	-	-	\$20,100
110150	Overtime - All	\$11,726,471	-	-
110151	Overtime - Civilian	-	\$2,727,856	\$2,613,455
110152	Overtime - Sworn	-	\$10,142,866	\$6,473,984
110155	Elected Officials Defined Contribution Plan	\$778	-	-
1170	Taxes - Civilian	-	-	\$10
1171	Taxes - Fire Sworn	-	-	\$(1)
1172	Taxes - Police Sworn	-	-	\$3
1994	CIP P/S Overhead Charges	\$5,607,960	-	-
1995	CIP P/S Overhead Credit	\$(4,668,398)	-	-
1998	Personal Services Citywide Overhead Charge	\$38,245,707	\$40,986,407	\$63,880,132
1999	Personal Services Citywide Overhead Credit	\$(39,185,269)	\$(40,986,407)	\$(63,880,132)
<b>Total Personal Services</b>		<b>\$362,788,733</b>	<b>\$389,003,390</b>	<b>\$392,143,043</b>

**Summary of Expenditures by Object  
Fiscal Year 2015/16**

Object Code	Object Name	FY 2013/14 Actuals	FY 2014/15 Budget	FY 2015/16 Budget
<b>Other Services</b>				
2101	Accounting and Auditing	\$281,667	\$131,684	\$136,411
2102	Advertising	\$1,021,457	\$1,057,085	\$1,008,513
2104	Commercial Facilities	\$475,180	\$700,000	\$700,000
2105	Concessions and Catering	\$494,576	\$492,990	\$419,200
2106	Consulting	\$1,467,979	\$4,060,984	\$1,601,308
2108	Engineering	\$84,847	-	-
2109	Insurance	\$4,723,696	\$1,537,450	\$1,547,200
2110	Janitorial	\$1,473,149	\$1,470,000	\$1,893,000
2111	Legal	\$1,779,515	\$1,998,393	\$1,577,268
2112	Print Service Charges	\$782,825	\$946,443	\$867,790
2113	Printing and Publishing - Outside	\$396,681	\$341,207	\$206,897
2115	Temp Services	\$5,392,054	\$4,388,006	\$4,037,359
2116	Managed Print Services	\$555,548	\$718,790	\$687,518
2130	Rents/Leases - Equipment/Vehicles	\$1,983,833	\$2,614,272	\$1,961,250
2131	Rents/Leases - Land/Buildings	\$322,225	\$1,698,935	\$1,913,395
2135	Software License Renewal and Maintenance	\$4,714,098	\$6,205,519	\$6,975,886
2136	Technology Services	\$174,468	\$172,000	\$114,000
2137	Credit Card Fees	\$2,177,712	\$2,403,000	\$2,555,528
2180	Other Professional Services	\$22,133,506	\$20,771,689	\$20,412,892
2181	Other Contractual Services	\$49,695,783	\$75,369,401	\$89,322,885
2201	Utilities	\$19,748,435	\$21,704,828	\$23,075,661
2210	Telecommunications	\$1,906,135	\$2,991,942	\$4,568,231
2215	Building Maintenance and Repair	\$828,290	\$5,309,437	\$6,866,126
2216	Grounds Maintenance and Repair	\$3,909,631	\$5,623,953	\$5,612,666
2217	Office Equipment Repair	\$254,025	\$322,099	\$345,299
2224	Other Maintenance and Repair	\$2,681,617	\$5,097,192	\$4,793,213
2225	Vehicle and Operational Equipment Usage	\$18,616,884	\$18,043,112	\$19,274,378
2226	Vehicle and Operational Equipment Repair	\$535,075	\$283,103	\$205,903
2240	Green Waste Disposal	\$401,147	\$405,000	\$492,498
2241	Solid Waste Recycling	\$17,717	\$202,000	\$52,000
2242	Landfill	\$5,567,579	\$5,780,957	\$6,207,082
2301	Medical Claims - Employee/Retiree	\$20,183,043	\$23,154,800	\$23,137,180
2302	Medical Claims - Dependent	\$24,760,208	\$27,600,000	\$27,598,000
2303	Rx Claims - Employee/Retiree	-	\$10,200	-
2305	Dental Claims - Employee/Retiree	\$2,433,951	\$2,512,311	\$2,000,000
2306	Dental Claims - Dependent	\$3,473,715	\$3,401,342	\$3,000,000
2307	Workers Comp Claims	\$3,199,503	\$4,269,000	\$4,000,000
2308	Property and Public Liability Claims	\$3,298,554	\$3,387,022	\$3,000,000
2315	Stop Loss Premium	\$2,417,014	\$2,480,000	\$2,250,000
2316	Life Insurance Premium	\$543,036	\$1,087,123	\$1,200,000
2317	Vision Insurance Premium	\$816,704	\$850,000	\$900,000
2318	EAP Premium	\$50,549	\$66,020	\$70,000
2325	Other Ins Premiums	-	\$5,378,329	\$5,200,000
2350	Administrative Fees	\$1,770	\$718,768	\$281
2351	Network Access Fee	\$934,570	\$985,000	\$380,000
2352	FSA Administration Fees	-	-	\$45,000
2353	Medical Administration Fees	-	-	\$2,036,208
2354	Dental Administration Fees	-	-	\$158,650
2801	Association Dues	\$701,743	\$833,855	\$818,521

**Summary of Expenditures by Object  
Fiscal Year 2015/16**

Object Code	Object Name	FY 2013/14 Actuals	FY 2014/15 Budget	FY 2015/16 Budget
2802	Subscriptions and Educational Materials	\$608,099	\$598,798	\$753,471
2803	Training	\$1,135,095	\$1,333,291	\$1,275,875
2804	Meetings and Conferences	\$104,563	\$103,817	\$148,655
2805	Education Reimbursement	\$700,775	\$836,959	\$926,679
2806	Other Staff Development	\$210	\$5,202	\$5,502
2807	Travel	\$771,715	\$955,211	\$878,284
2808	Bus Pass Reimbursement	\$51,002	\$22,194	\$33,807
2809	Mileage Reimbursement	\$41,642	\$60,457	\$57,044
2810	Moving and Related Expenses	-	\$6,592	-
2811	Fees and Charges	\$80,140	-	\$21,395
2850	Housing Assistance Payments	\$10,703,368	\$10,392,411	\$11,163,250
2851	Utility Assistance Payments	\$280,163	\$667,431	\$283,100
2852	Housing Admin Fees	\$47,945	-	\$48,350
2853	FSS Escrow HAP	\$83,962	\$64,000	\$83,900
2854	Housing Interest Expense	\$24,631	-	\$20,000
2879	Cash Over/Short	\$(652)	\$152,764	\$337,837
2881	Bad Debt Expense	-	\$2,517,000	\$2,517,000
2899	Internal Charges	\$126,227,142	\$2,681,040	\$1,157,110
2990	City Staff Time	-	\$15,076,514	\$26,707,439
2991	Contracts	-	\$312,204,524	\$258,075,827
2992	Direct Expenses	-	\$3,745,559	\$18,845,418
2994	CIP Services Overhead Charges	\$1,161,007	\$9,389	-
2995	CIP O/S Overhead Credit	\$(915,831)	-	-
2998	Other Services Citywide Overhead Charge	\$14,206,933	\$20,194,235	\$18,774,510
2999	Other Services Citywide Overhead Credit	\$(14,452,108)	\$(20,797,783)	\$(18,774,510)
<b>Total Other Services</b>		<b>\$358,271,494</b>	<b>\$620,404,846</b>	<b>\$608,565,140</b>

**Commodities**

3101	Office Supplies	\$449,852	\$521,552	\$457,953
3102	Postage/Shipping	\$1,357,943	\$1,613,319	\$1,576,146
3103	Safety Supplies	\$159,185	\$193,930	\$202,759
3109	Other Supplies	-	\$32,728	\$30,728
3115	Minor Equipment - Computer	\$953,087	\$583,919	\$595,351
3116	Minor Equipment - Other	\$3,519,914	\$8,582,618	\$6,662,580
3117	Library Materials	\$527,631	\$471,566	\$477,566
3118	Software	\$2,064,331	\$2,979,948	\$2,932,434
3125	STAR Awards	\$74,210	\$90,430	\$85,569
3126	Safety Awards	\$2,612	\$3,000	\$3,000
3129	Other Recognition Awards	\$65,666	\$71,487	\$67,823
3130	Materials and Supplies Warehouse	\$6,889,111	\$5,181,371	\$5,014,106
3131	Materials and Supplies Outside	\$15,538,556	\$18,629,225	\$21,895,725
3132	Merchandise for Resale	\$2,546	\$48,655	\$8,655
3133	Warehouse Cost of Goods Sold	\$6,037,370	\$3,727,211	\$3,574,563
3150	Electricity	\$15,126,177	\$15,185,224	\$14,941,641
3151	Natural Gas	\$14,267,010	\$14,673,172	\$14,379,241
3152	Water	\$7,845,560	\$9,623,252	\$10,450,575
3153	Chemicals	\$2,973,059	\$3,579,664	\$3,752,862
3160	Ammunition	\$316,415	\$492,061	\$684,100
3170	Aviation Fuel and Lubricants	\$190,183	\$200,000	\$200,000

**Summary of Expenditures by Object  
Fiscal Year 2015/16**

Object Code	Object Name	FY 2013/14 Actuals	FY 2014/15 Budget	FY 2015/16 Budget
3175	Vehicle and Equipment Parts and Supplies - Fleet Services	\$4,237,367	\$5,874,903	\$4,250,400
3176	Vehicle and Equipment Fuel - Fleet Services	\$7,219,021	\$1,974,477	\$4,470,725
3199	Warehouse Inventory Adjustments	\$190,769	\$100,000	\$100,000
3994	CIP Commodities Overhead Charges	\$230,860	-	-
3995	CIP Commodities Overhead Credit	\$(205,978)	-	-
3998	Commodities Citywide Overhead Charge	\$3,950,098	\$4,590,728	\$4,807,886
3999	Commodities Citywide Overhead Credit	\$(3,974,979)	\$(4,590,728)	\$(4,807,886)
<b>Total Commodities</b>		<b>\$90,007,575</b>	<b>\$94,433,712</b>	<b>\$96,814,502</b>
<b>Capital Outlay</b>				
4101	Land Acquisition	\$7,319,079	\$300,000	-
4102	Right of Way Acquisition	\$202,476	-	-
4103	Easements and Extraction Rights	\$11,838	-	-
4104	Relocation Assistance	\$697,337	-	-
4301	Building and Improvements Acquisition	\$1,298,872	\$806,500	\$1,116,429
4305	Architectural Services	\$17,640	-	-
4315	Construction - Buildings	\$42,105,924	-	-
4317	Construction - Energy Resources Admin Bldgs	\$57,653	-	-
4319	Construction - Water Plants	\$1,076,993	-	-
4320	Construction - Sewer Plants	\$2,876,030	-	-
4330	Construction - Other	\$39,554,717	\$1,969,639	\$1,826,544
4401	Office Equipment and Furniture	\$86,492	\$775,023	\$996,212
4402	Computer Equipment	\$2,132,033	\$2,885,731	\$3,971,930
4403	Telecommunication Equipment	\$213,168	\$1,331,897	\$577,780
4404	Other Machinery and Equipment	\$4,965,613	\$8,320,634	\$2,559,710
4405	Vehicles	\$11,882,260	\$19,422,412	\$15,915,427
4406	Heavy Equipment\Rolling Stock	\$798,079	\$283,000	\$9,402
4501	Streets and Signals	\$32,912,763	\$6,515,000	\$20,750,000
4502	Transit Systems	\$20,901	-	-
4503	Electric Systems	\$3,389,695	-	-
4504	Gas Systems	\$1,421,104	-	-
4505	Water Systems	\$20,093,089	-	-
4506	Waste Water Systems	\$1,894,589	\$1,420,743	\$195,000
4507	Storm Sewer System	\$307,982	-	-
4508	Lighting	\$578,886	-	-
4510	District Cooling	\$681,617	-	-
4511	Joint Equity Multi-City Assets	\$55,000	-	-
4701	Purchase or Licensed Software / Website	\$71,886	\$2,811,877	\$616,084
4703	Licenses and Permits	-	\$6,250	-
4994	Capital Commodities Overhead Charges	\$30	-	-
4998	Capital Citywide Overhead Charge	\$1,345,602	\$2,250,197	\$2,642,886
4999	Capital Citywide Overhead Credit	\$(1,345,632)	\$(2,250,197)	\$(2,642,886)
<b>Total Capital Outlay</b>		<b>\$176,723,717</b>	<b>\$46,848,706</b>	<b>\$48,534,518</b>

**Summary of Expenditures by Object  
Fiscal Year 2015/16**

<b>Object Code</b>	<b>Object Name</b>	<b>FY 2013/14 Actuals</b>	<b>FY 2014/15 Budget</b>	<b>FY 2015/16 Budget</b>
<b>Debt Service</b>				
5101	Bonds - General Obligation Principal	\$18,193,363	\$23,373,001	\$23,831,181
5102	Bonds - Utility Revenue Principal	-	\$23,860,001	\$191,225,822
5103	Bonds - Highway Revenue Principal	\$6,945,000	\$7,255,000	\$7,390,000
5104	Bonds - Special Assessment Principal	\$809,000	\$614,000	\$1,380,000
5122	Notes - WIFA Principal	-	\$128,389	\$131,189
5123	Notes - HPAN Principal	\$45,000,000	-	\$78,000,000
5141	Leases - Principal	\$67,953	\$71,640	-
5201	Bonds - General Obligation Interest	\$13,117,594	\$12,813,232	\$14,321,181
5202	Bonds - Utility Revenue Interest	\$47,245,691	\$47,929,616	\$47,509,143
5203	Bonds - Highway Revenue Interest	\$5,471,900	\$5,186,200	\$4,843,687
5204	Bonds - Special Assessment Interest	\$348,603	\$527,128	\$1,405,175
5205	Bonds - Non Utility Interest	\$4,703,000	\$4,703,000	\$4,703,000
5222	Notes - WIFA Interest	\$16,464	\$49,277	\$46,477
5223	Notes - HPAN Interest	\$4,789,806	\$5,491,750	\$4,000,000
5241	Leases - Interest	\$6,581	\$2,895	-
5301	Amortization of Discounts	\$2,392,687	-	-
5401	Amortization of Premiums	\$(3,281,963)	-	-
5901	Bank Services Charges	\$49,401	-	\$57,782
5902	Bond Issuance Costs	\$1,148,379	-	\$1,620,000
<b>Total Debt Service</b>		\$147,023,459	\$132,005,129	\$380,464,637
<b>Offsets and Credits</b>				
9213	CIP Overhead Charge	-	\$12,075,873	\$30,131,492
9299	Internal Reimbursement	\$(150,937,914)	\$(19,272,658)	\$(21,227,332)
<b>Total Offsets and Credits</b>		\$(150,937,914)	\$(7,196,785)	\$8,904,160
<b>Contingency</b>				
9311	Contingency	-	\$64,501,000	\$74,574,000
<b>Total Contingency</b>		-	\$64,501,000	\$74,574,000
<b>Total All Object Codes</b>		\$983,877,064	\$1,340,000,000	\$1,610,000,000

Changes in accounting presentation affect comparisons between years.

**Transfers In and Transfers Out  
Fiscal Year 2015/16**

Fund	Transfers In	Transfers Out	Net Transfers In & (Out)
<b>General Fund</b>			
Capital - General Fund	\$5,759,446	-	\$5,759,446
General Fund	\$99,671,000	\$27,750,843	\$71,920,157
<b>Total General Fund</b>	<b>\$105,430,446</b>	<b>\$27,750,843</b>	<b>\$77,679,603</b>
<b>Enterprise Fund</b>			
Capital - Enterprise	\$4,198,397	-	\$4,198,397
Enterprise Fund	-	\$178,938,002	\$(178,938,002)
<b>Total Enterprise Fund</b>	<b>\$4,198,397</b>	<b>\$178,938,002</b>	<b>\$(174,739,605)</b>
<b>Restricted Funds</b>			
Arts & Culture Fund	\$8,953,397	-	\$8,953,397
Cemetery	\$527,000	-	\$527,000
Cemetery Reserve	-	\$527,000	\$(527,000)
Economic Investment Fund	\$3,033,238	-	\$3,033,238
Highway User Revenue Fund	-	\$12,234,687	\$(12,234,687)
Transit Fund	\$9,604,000	-	\$9,604,000
Utility Replacement Extension and Renewal	\$6,626,080	-	\$6,626,080
Vehicle Replacement	\$2,500,000	-	\$2,500,000
<b>Total Restricted Funds</b>	<b>\$31,243,715</b>	<b>\$12,761,687</b>	<b>\$18,482,028</b>
<b>Impact Fee Funds</b>			
Fire Impact Fee	\$326,000	\$712,237	\$(386,237)
Library Impact Fee	-	\$83,394	\$(83,394)
Parks Impact Fee	-	\$613,187	\$(613,187)
Police Impact Fee	\$608,000	\$1,172,727	\$(564,727)
Stormwater Drainage Impact Fee	-	\$273,085	\$(273,085)
Wastewater Impact Fee	-	\$2,204,036	\$(2,204,036)
Water Impact Fees	-	\$2,766,190	\$(2,766,190)
<b>Total Impact Fee Funds</b>	<b>\$934,000</b>	<b>\$7,824,856</b>	<b>\$(6,890,856)</b>
<b>Debt Service Funds</b>			
Court Construction Fee	-	\$780,000	\$(780,000)
General Obligation Bond Redemption	\$3,634,630	-	\$3,634,630
Highway User Revenue Bond Redemption	\$12,234,687	-	\$12,234,687
Utility Systems Bond Redemption	\$70,068,273	-	\$70,068,273
Utility Systems GO Bond Redemption	\$101,833	-	\$101,833
WIFA Redemption	\$209,407	-	\$209,407
<b>Total Debt Service Funds</b>	<b>\$86,248,830</b>	<b>\$780,000</b>	<b>\$85,468,830</b>
<b>Total Transfers</b>	<b>\$228,055,388</b>	<b>\$228,055,388</b>	<b>-</b>

**General Obligation Bonds  
Outstanding Debt Service by Annual Period**

<b>Fiscal Year</b>	<b>Principal Due</b>	<b>Interest Due</b>	<b>Total Due</b>
2015/16	\$23,940,000	\$13,624,633	\$37,564,633
2016/17	\$18,240,000	\$12,740,510	\$30,980,510
2017/18	\$42,220,000	\$11,974,263	\$54,194,263
2018/19	\$13,715,000	\$10,059,100	\$23,774,100
2019/20	\$14,255,000	\$9,553,913	\$23,808,913
2020/21	\$14,875,000	\$8,996,025	\$23,871,025
2021/22	\$15,525,000	\$8,398,825	\$23,923,825
2022/23	\$16,230,000	\$7,778,481	\$24,008,481
2023/24	\$16,925,000	\$7,123,781	\$24,048,781
2024/25	\$17,725,000	\$6,452,556	\$24,177,556
2025/26	\$18,525,000	\$5,691,481	\$24,216,481
2026/27	\$19,400,000	\$4,919,869	\$24,319,869
2027/28	\$20,250,000	\$4,115,244	\$24,365,244
2028/29	\$21,200,000	\$3,257,775	\$24,457,775
2029/30	\$15,825,000	\$2,346,463	\$18,171,463
2030/31	\$14,315,000	\$1,501,950	\$15,816,950
2031/32	\$14,950,000	\$983,750	\$15,933,750
2032/33	\$15,550,000	\$532,250	\$16,082,250
2033/34	\$3,025,000	\$70,500	\$3,095,500
2034/35	\$500,000	\$10,000	\$510,000
<b>Grand Total</b>	<b><u>\$337,190,000</u></b>	<b><u>\$120,131,368</u></b>	<b><u>\$457,321,368</u></b>

**Streets and Highway  
Outstanding Debt Service by Annual Period**

<b>Fiscal Year</b>	<b>Principal Due</b>	<b>Interest Due</b>	<b>Total Due</b>
2015/16	\$7,390,000	\$4,843,688	\$12,233,688
2016/17	\$7,900,000	\$4,473,013	\$12,373,013
2017/18	\$8,375,000	\$4,080,013	\$12,455,013
2018/19	\$8,715,000	\$3,663,263	\$12,378,263
2019/20	\$9,155,000	\$3,242,938	\$12,397,938
2020/21	\$9,645,000	\$2,795,613	\$12,440,613
2021/22	\$10,075,000	\$2,314,663	\$12,389,663
2022/23	\$10,000,000	\$1,812,413	\$11,812,413
2023/24	\$10,490,000	\$1,311,788	\$11,801,788
2024/25	\$10,880,000	\$785,150	\$11,665,150
2025/26	\$3,755,000	\$343,950	\$4,098,950
2026/27	\$3,905,000	\$156,200	\$4,061,200
<b>Grand Total</b>	<b><u>\$100,285,000</u></b>	<b><u>\$29,822,688</u></b>	<b><u>\$130,107,688</u></b>

**Highway Project Advancement Notes  
Outstanding Debt Service by Annual Period**

<b>Fiscal Year</b>	<b>Principal Due</b>	<b>Interest Due</b>	<b>Total Due</b>
2015/16	-	\$3,891,750	\$3,891,750
2016/17	\$14,085,000	\$3,891,750	\$17,976,750
2017/18	\$14,800,000	\$3,187,500	\$17,987,500
2018/19	\$15,525,000	\$2,447,500	\$17,972,500
2019/20	\$16,300,000	\$1,671,250	\$17,971,250
2020/21	\$17,125,000	\$856,250	\$17,981,250
<b>Grand Total</b>	<b><u>\$77,835,000</u></b>	<b><u>\$15,946,000</u></b>	<b><u>\$93,781,000</u></b>

**Utility Revenue  
Outstanding Debt Service by Annual Period**

<b>Fiscal Year</b>	<b>Principal Due</b>	<b>Interest Due</b>	<b>Total Due</b>
2015/16	\$24,800,000	\$46,797,335	\$71,597,335
2016/17	\$26,070,000	\$45,499,933	\$71,569,933
2017/18	\$32,355,000	\$44,311,508	\$76,666,508
2018/19	\$35,535,000	\$42,752,008	\$78,287,008
2019/20	\$31,810,000	\$40,986,958	\$72,796,958
2020/21	\$33,315,000	\$39,482,120	\$72,797,120
2021/22	\$34,905,000	\$37,884,408	\$72,789,408
2022/23	\$36,600,000	\$36,183,517	\$72,783,517
2023/24	\$38,415,000	\$34,356,082	\$72,771,082
2024/25	\$40,380,000	\$32,403,514	\$72,783,514
2025/26	\$42,185,000	\$30,582,659	\$72,767,659
2026/27	\$44,015,000	\$28,756,466	\$72,771,466
2027/28	\$45,840,000	\$26,910,515	\$72,750,515
2028/29	\$47,680,000	\$25,077,557	\$72,757,557
2029/30	\$49,665,000	\$23,284,018	\$72,949,018
2030/31	\$51,685,000	\$21,304,081	\$72,989,081
2031/32	\$53,970,000	\$19,027,001	\$72,997,001
2032/33	\$56,645,000	\$16,378,580	\$73,023,580
2033/34	\$60,125,000	\$12,898,513	\$73,023,513
2034/35	\$63,690,000	\$9,353,841	\$73,043,841
2035/36	\$67,300,000	\$6,196,400	\$73,496,400
2036/37	\$69,440,000	\$3,504,400	\$72,944,400
2037/38	\$18,655,000	\$748,300	\$19,403,300
2038/39	\$2,375,000	\$47,500	\$2,422,500
<b>Grand Total</b>	<b><u>\$1,007,455,000</u></b>	<b><u>\$624,727,212</u></b>	<b><u>\$1,632,182,212</u></b>

**Water Infrastructure Finance Authority Loans  
Outstanding Debt Service by Annual Period**

<b>Fiscal Year</b>	<b>Principal Due</b>	<b>Interest Due</b>	<b>Total Due</b>
2015/16	\$131,189	\$46,476	\$177,665
2016/17	\$134,052	\$43,613	\$177,665
2017/18	\$136,981	\$40,684	\$177,665
2018/19	\$139,976	\$37,689	\$177,665
2019/20	\$143,040	\$34,625	\$177,665
2020/21	\$146,173	\$31,492	\$177,665
2021/22	\$149,378	\$28,287	\$177,665
2022/23	\$152,657	\$25,009	\$177,665
2023/24	\$156,010	\$21,655	\$177,665
2024/25	\$159,440	\$18,225	\$177,665
2025/26	\$162,949	\$14,716	\$177,665
2026/27	\$166,538	\$11,127	\$177,665
2027/28	\$170,210	\$7,455	\$177,665
2028/29	\$167,367	\$3,698	\$171,066
<b>Grand Total</b>	<b><u><u>\$2,115,962</u></u></b>	<b><u><u>\$364,752</u></u></b>	<b><u><u>\$2,480,713</u></u></b>

**Excise Tax Revenue Obligations  
Outstanding Debt Service by Annual Period**

<b>Fiscal Year</b>	<b>Principal Due</b>	<b>Interest Due</b>	<b>Total Due</b>
2015/16	-	\$4,703,000	\$4,703,000
2016/17	-	\$4,703,000	\$4,703,000
2017/18	-	\$4,703,000	\$4,703,000
2018/19	-	\$4,703,000	\$4,703,000
2019/20	-	\$4,703,000	\$4,703,000
2020/21	-	\$4,703,000	\$4,703,000
2021/22	\$6,620,000	\$4,703,000	\$11,323,000
2022/23	\$6,950,000	\$4,372,000	\$11,322,000
2023/24	\$7,300,000	\$4,024,500	\$11,324,500
2024/25	\$7,665,000	\$3,659,500	\$11,324,500
2025/26	\$8,050,000	\$3,276,250	\$11,326,250
2026/27	\$8,450,000	\$2,873,750	\$11,323,750
2027/28	\$8,875,000	\$2,451,250	\$11,326,250
2028/29	\$9,315,000	\$2,007,500	\$11,322,500
2029/30	\$9,780,000	\$1,541,750	\$11,321,750
2030/31	\$10,270,000	\$1,052,750	\$11,322,750
2031/32	\$10,785,000	\$539,250	\$11,324,250
<b>Grand Total</b>	<b><u>94,060,000.00</u></b>	<b><u>58,719,500.00</u></b>	<b><u>\$152,779,500</u></b>

**Special Improvement Districts  
Outstanding Debt Service by Annual Period**

<b>Fiscal Year</b>	<b>Principal Due</b>	<b>Interest Due</b>	<b>Total Due</b>
2015/16	\$410,000	\$30,750	\$440,750
2016/17	\$410,000	\$10,250	\$420,250
<b>Grand Total</b>	<b><u>\$820,000</u></b>	<b><u>\$41,000</u></b>	<b><u>\$861,000</u></b>

## 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, the annual budget, and capital improvement plans.

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

The following is a summary of the financial policies. The 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 (ARS)) requires the City Council to annually adopt a balanced budget by purpose of public expense.

- 1.1 In accordance with Arizona law (Title 42, ARS), 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 expenditure limitations and will submit the necessary documents as required by the Uniform Expenditure Reporting System (ARS 41-1279.07) to the State Auditor General each year.

## Financial Policies

- 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 contingency fund targets are higher than targets in comparable cities that have more typical revenue structures.

- 2.1 Mesa's adopted Annual Budget will be developed 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.

## Financial Policies

- 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 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 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.

## Financial Policies

- 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 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.

## Financial Policies

- 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.

RESOLUTION NO. 10650

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, 2016

WHEREAS, the City Council of the City of Mesa did on the 1st day of June, 2015 propose a budget for the said City of Mesa for the fiscal year ending June 30, 2016; 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 15, 2015 at 5:50 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, 2016.

PASSED AND ADOPTED by the Mayor and City Council of the City of Mesa, Maricopa County, Arizona, this 15th day of June, 2015.



APPROVED:

  
\_\_\_\_\_  
Mayor

ATTEST:

  
\_\_\_\_\_  
City Clerk

**CITY OF MESA, ARIZONA  
FINAL BUDGET  
FOR FISCAL YEAR ENDING JUNE 30, 2016**

**SUMMARY OF RESOURCES BY SOURCE**

Source	FY 2013/14	FY 2014/15	FY 2015/16
	Actuals	Adopted Budget	Proposed Budget
<b>Taxes</b>			
Sales & Use Tax	\$140,569,747	\$149,959,000	\$148,468,000
Secondary Property Tax	\$22,501,531	\$33,440,000	\$33,440,000
Transient Occupancy Tax	\$2,769,902	\$2,829,000	\$2,515,000
Other Taxes	\$30,287	-	-
<b>Total Taxes</b>	<b>\$165,871,467</b>	<b>\$186,228,000</b>	<b>\$184,423,000</b>
<b>Intergovernmental</b>			
Federal Grants and Reimbursements	\$24,881,376	\$46,653,000	\$33,641,000
State Shared Revenues	\$135,018,679	\$141,751,000	\$146,376,000
State Grants and Reimbursements	\$5,262,016	\$2,217,000	\$6,888,000
County and Other Governments Revenues	\$21,558,611	\$20,801,000	\$29,836,000
<b>Total Intergovernmental</b>	<b>\$186,720,682</b>	<b>\$211,422,000</b>	<b>\$216,741,000</b>
<b>Sales and Charges for Services</b>			
General	\$22,643,046	\$26,263,000	\$31,205,000
Culture and Recreation	\$6,949,038	\$5,949,000	\$9,007,000
Enterprise	\$310,796,894	\$330,253,000	\$359,019,000
<b>Total Sales and Charges for Services</b>	<b>\$340,388,978</b>	<b>\$362,465,000</b>	<b>\$399,231,000</b>
<b>Licenses, Fees and Permits</b>			
Business Licenses	\$4,284,531	\$3,608,000	\$3,681,000
Permits	\$9,773,304	\$12,205,000	\$12,686,000
Fees	\$11,766,445	\$11,618,000	\$11,411,000
Court Fees	\$4,483,020	\$3,876,000	\$4,723,000
Culture and Recreation	\$508,508	\$177,000	\$426,000
<b>Total Licenses, Fees and Permits</b>	<b>\$30,815,808</b>	<b>\$31,484,000</b>	<b>\$32,927,000</b>
<b>Fines and Forfeitures</b>			
Court Fines	\$4,575,016	\$3,895,000	\$4,133,000
Other Fines	\$323,968	\$497,000	\$597,000
<b>Total Fines and Forfeitures</b>	<b>\$4,898,984</b>	<b>\$4,392,000</b>	<b>\$4,730,000</b>
<b>Self Insurance Contributions</b>			
Self Insurance Contributions	\$71,317,441	\$82,163,000	\$81,813,000
<b>Total Self Insurance Contributions</b>	<b>\$71,317,441</b>	<b>\$82,163,000</b>	<b>\$81,813,000</b>
<b>Other Revenue</b>			
Interest	\$2,404,672	\$717,000	\$791,000
Contributions and Donations	\$2,517,444	\$2,266,000	\$2,085,000
Other Financing Sources	\$3,299,450	\$55,370,000	\$191,154,000
Sale of Property	\$1,444,779	\$877,000	\$1,281,000
Other Revenues	\$8,400,343	\$16,489,000	\$15,029,000
<b>Total Other Revenue</b>	<b>\$18,066,688</b>	<b>\$75,719,000</b>	<b>\$210,340,000</b>
<b>Operating Resources Subtotal</b>	<b>\$818,080,049</b>	<b>\$953,873,000</b>	<b>\$1,130,205,000</b>
Reimbursements/Previous Grant Awards Carried Over		\$17,420,799	\$24,333,486
Funds Carried Forward		\$103,087,201	\$198,558,514
Use of Fund Balance	\$29,953,557		
<b>Total Non-Bond Resources</b>	<b>\$848,033,605</b>	<b>\$1,074,381,000</b>	<b>\$1,353,097,000</b>
Existing Bond Proceeds	\$48,127,388	\$130,623,984	\$57,778,188
New Bond Proceeds	\$140,293,007	\$161,525,000	\$207,048,000
Less: Ending Fund Balance	\$(52,576,936)	\$(26,529,984)	\$(7,923,188)
<b>Total Bond Resources</b>	<b>\$135,843,459</b>	<b>\$265,619,000</b>	<b>\$256,903,000</b>
<b>City Total Resources</b>	<b>\$983,877,064</b>	<b>\$1,340,000,000</b>	<b>\$1,610,000,000</b>

## SUMMARY OF RESOURCES BY FUND

Fund	FY 2013/14	FY 2014/15	FY 2015/16
	Actuals	Adopted Budget	Proposed Budget
General Fund - Operations	\$241,766,769	\$252,390,382	\$250,683,044
General Fund - Capital	\$10,850	-	-
Enterprise Fund - Operations	\$312,299,934	\$327,983,248	\$337,742,467
Enterprise Fund - Capital	\$98,623	\$300,000	\$300,000
Restricted Funds:			
Arts & Culture Fund	-	-	\$6,815,915
Community Facilities Districts	\$3,369,499	\$3,497,939	\$24,559,668
Environmental Compliance Fee	\$10,692,385	\$14,426,358	\$14,802,000
Falcon Field Airport	-	\$3,611,604	\$3,720,977
Joint Ventures	\$7,227,641	\$7,250,526	\$24,674,243
Quality of Life Sales Tax Fund	\$20,730,875	\$21,408,338	\$21,209,736
Transportation Related:			
Highway User Revenue Fund	\$30,922,300	\$32,023,887	\$34,281,093
Local Street Sales Tax Fund	\$25,691,002	\$26,412,940	\$26,149,941
Transit Fund	\$7,429,537	\$2,620,095	\$5,122,684
Transportation Fund	\$13,794,492	\$10,749,823	\$19,126,332
Other Restricted Funds	\$18,969,701	\$27,860,712	\$31,149,703
Grant Funds:			
General Governmental Grant Fund	\$6,805,314	\$24,552,511	\$10,874,402
Enterprise Grant Fund	\$259,845	\$2,367,118	\$3,235,833
Housing Grant Funds	\$17,971,249	\$17,651,458	\$18,165,542
Trust Funds	\$71,893,564	\$82,761,005	\$82,145,565
Debt Service Funds	\$28,146,470	\$96,005,056	\$215,445,855
<b>Total Operating Revenues</b>	<b>\$818,080,049</b>	<b>\$953,873,000</b>	<b>\$1,130,205,000</b>
Reimbursements/Previous Grant Awards Carried Over		\$17,420,799	\$24,333,486
Funds Carried Forward		\$103,087,201	\$198,558,514
Use of Fund Balance	\$29,953,557		
<b>Total Non-Bond Resources</b>	<b>\$848,033,605</b>	<b>\$1,074,381,000</b>	<b>\$1,353,097,000</b>
Existing Bond Proceeds	\$48,127,388	\$130,623,984	\$57,778,188
New Bond Proceeds	\$140,293,007	\$161,525,000	\$207,048,000
Less: Ending Fund Balance	\$(52,576,936)	\$(26,529,984)	\$(7,923,188)
<b>Total Bond Resources</b>	<b>\$135,843,459</b>	<b>\$265,619,000</b>	<b>\$256,903,000</b>
<b>City Total Resources</b>	<b>\$983,877,064</b>	<b>\$1,340,000,000</b>	<b>\$1,610,000,000</b>

## SUMMARY OF EXPENDITURES BY FUND

Fund	FY 2013/14	FY 2014/15	FY 2015/16
	Actuals	Adopted Budget	Proposed Budget
General Fund - Operations	\$305,499,413	\$335,674,257	\$326,865,188
General Fund - Capital	\$8,929,948	\$5,431,647	\$5,759,446
Enterprise Fund - Operations	\$151,593,026	\$168,912,230	\$161,426,199
Enterprise Fund - Capital	\$15,163,911	\$4,359,045	\$4,228,397
Restricted:			
Arts & Culture Fund	-	-	\$15,604,487
Community Facilities Districts	\$5,759,123	\$6,642,871	\$24,559,668
Environmental Compliance Fee	\$9,711,133	\$14,083,512	\$15,373,457
Falcon Field Airport	-	\$4,766,675	\$5,032,581
Joint Ventures	\$7,098,772	\$7,250,526	\$22,384,483
Quality of Life Sales Tax Fund	\$19,232,429	\$21,543,145	\$21,209,734
Transportation Related:			
Highway User Revenue Fund	\$16,226,866	\$21,385,350	\$21,955,280
Local Street Sales Tax Fund	\$23,364,446	\$29,030,426	\$38,156,267
Transit Fund	\$11,339,690	\$18,229,800	\$14,764,526
Transportation Fund	\$17,205,153	\$7,257,000	\$19,126,332
Other Restricted Funds	\$17,616,207	\$24,366,830	\$27,675,240
Grant Funds:			
General Governmental Grant Fund	\$6,727,758	\$24,519,813	\$10,862,643
Enterprise Grant Fund	\$259,846	\$2,366,316	\$3,235,833
Housing Grant Funds	\$17,982,993	\$17,310,064	\$18,304,529
Trust Funds	\$68,482,474	\$80,414,364	\$78,817,073
Debt Service Funds	\$145,840,419	\$132,005,129	\$379,244,637
<b>Expenditure Subtotal</b>	<b>\$848,033,605</b>	<b>\$925,549,000</b>	<b>\$1,214,586,000</b>
Operating Carryover		\$48,957,000	\$39,523,000
Capital Improvement Carryover: Non-Bond		\$35,374,000	\$27,434,000
<b>Total Carryover</b>		<b>\$84,331,000</b>	<b>\$66,957,000</b>
<b>Contingency</b>		<b>\$64,501,000</b>	<b>\$71,554,000</b>
<b>Total Expenditure Non-Bond Funds</b>	<b>\$848,033,605</b>	<b>\$1,074,381,000</b>	<b>\$1,353,097,000</b>
Bond Capital Improvement Scheduled	\$135,843,459	\$183,716,000	\$145,057,000
Bond Capital Improvement Carryover		\$81,903,000	\$111,846,000
<b>Total Bonds Capital Improvement</b>	<b>\$135,843,459</b>	<b>\$265,619,000</b>	<b>\$256,903,000</b>
<b>City Total Expenditure</b>	<b>\$983,877,064</b>	<b>\$1,340,000,000</b>	<b>\$1,610,000,000</b>
<b>Expenditure Limitation Comparison</b>			
Expenditures	\$983,877,064	\$1,340,000,000	\$1,610,000,000
Less: Estimated Exclusions	\$(983,877,064)	\$(1,340,000,000)	\$(1,610,000,000)
Estimated Expenditures Subject to Limitation	-	-	-
Expenditure Limitation	\$528,019,508	\$529,442,050	\$545,882,614
<b>Over (Under) State Limit</b>	<b>\$(528,019,508)</b>	<b>\$(529,442,050)</b>	<b>\$(545,882,614)</b>

## SUMMARY OF EXPENDITURES BY DEPARTMENT

Department	FY 2013/14	FY 2014/15	FY 2015/16
	Actuals	Adopted Budget	Proposed Budget
Arts & Culture	\$13,433,543	\$12,728,000	\$14,738,000
Business Services	\$12,804,062	\$14,507,000	\$14,437,000
City Attorney	\$10,688,073	\$11,708,000	\$11,426,000
City Auditor	\$617,431	\$643,000	\$674,000
City Clerk	\$1,334,995	\$1,261,000	\$851,000
City Manager	\$5,147,825	\$5,236,000	\$5,261,000
Communications	\$1,356,891	\$4,629,000	\$4,138,000
Development & Sustainability	\$8,092,220	\$9,647,000	\$9,691,000
Economic Development	\$6,806,409	\$8,912,000	\$9,088,000
Energy Resources	\$42,691,103	\$43,797,000	\$42,811,000
Engineering	\$2,944,056	\$7,464,000	\$7,339,000
Facilities Maintenance	\$8,738,823	\$11,261,000	\$12,559,000
Falcon Field Airport	\$1,360,375	\$1,616,000	\$1,706,000
Financial Services	\$4,277,345	\$4,066,000	\$3,621,000
Fire and Medical Services	\$65,735,961	\$78,076,000	\$73,556,000
Fleet Services	\$30,491,604	\$26,103,000	\$28,264,000
Housing & Community Development	\$19,067,165	\$18,814,000	\$19,741,000
Human Resources	\$66,251,218	\$75,646,000	\$74,515,000
Information Technology	\$24,122,184	\$28,071,000	\$28,496,000
Library Services	\$6,879,867	\$7,368,000	\$7,171,000
Mayor & Council	\$498,865	\$731,000	\$935,000
Municipal Court	\$7,388,486	\$9,060,000	\$7,938,000
Neighborhood Outreach & Animal Control	\$1,119,833	\$1,135,000	\$1,133,000
Office of Enterprise Resource Planning	\$295,230	\$854,000	\$761,000
Office of Management and Budget	\$1,758,027	\$2,637,000	\$2,589,000
Parks, Recreation & Commercial Facilities	\$25,364,324	\$31,338,000	\$31,868,000
Police	\$153,222,207	\$164,901,000	\$165,816,000
Public Information & Communications	\$1,274,817	\$1,266,000	\$1,236,000
Solid Waste Management	\$27,005,087	\$27,795,000	\$28,360,000
Transit Services	\$5,313,579	\$8,399,000	\$11,827,000
Transportation	\$31,018,367	\$48,079,000	\$42,166,000
Water Resources	\$55,223,751	\$64,568,000	\$67,258,000
Project Management Program-Lifecycle/Infrastructure Projects	\$8,883,969	\$573,000	\$10,046,000
Centralized Appropriations	\$151,364,662	\$150,968,000	\$415,372,000
Operating Expenditure Subtotal	\$802,572,356	\$883,857,000	\$1,157,388,000
Operating Expenditure Carryover		\$48,957,000	\$39,523,000
<b>Operating and Carryover Expenditure Subtotal</b>	<b>\$802,572,356</b>	<b>\$932,814,000</b>	<b>\$1,196,911,000</b>
Contingency		\$64,501,000	\$71,554,000
<b>Total Operating Expenditure</b>	<b>\$802,572,356</b>	<b>\$997,315,000</b>	<b>\$1,268,465,000</b>
Capital Improvement Program: Non-Bond	\$45,461,249	\$41,692,000	\$57,198,000
Capital Improvement Program: Bond	\$135,843,459	\$183,716,000	\$145,057,000
<b>Capital Improvement Program Subtotal</b>	<b>\$181,304,708</b>	<b>\$225,408,000</b>	<b>\$202,255,000</b>
Non-Bond Capital Improvement Program Carryover		\$35,374,000	\$27,434,000
Bond Capital Improvement Program Carryover		\$81,903,000	\$111,846,000
<b>Capital Improvement Program Carryover Subtotal</b>		<b>\$117,277,000</b>	<b>\$139,280,000</b>
<b>Total Capital Improvement Program</b>	<b>\$181,304,708</b>	<b>\$342,685,000</b>	<b>\$341,535,000</b>
<b>City Total Expenditure</b>	<b>\$983,877,064</b>	<b>\$1,340,000,000</b>	<b>\$1,610,000,000</b>

**FULL-TIME EMPLOYEES AND PERSONNEL COMPENSATION  
FISCAL YEAR 2015/2016**

<b>Fund</b>	<b>Full-Time Equivalent (FTE)</b>	<b>Employee Salaries and Hourly Costs</b>	<b>Retirement Costs</b>	<b>Healthcare Costs</b>	<b>Other Benefit Costs</b>	<b>Total Estimated Personnel Compensation</b>
General Fund - Operations*	2,428.1	\$175,440,294	\$40,076,498	\$35,297,545	\$2,321,703	\$253,136,040
General Fund - Capital	0.9	\$62,477	\$7,159	\$8,629	\$5,504	\$83,769
Enterprise Fund - Operations	499.2	\$29,698,015	\$3,597,232	\$7,988,947	\$14,930,541	\$56,214,735
Enterprise Fund - Capital	0.1	\$5,151	\$590	\$712	\$454	\$6,907
Restricted:						
Arts & Culture Fund	74.3	\$4,312,281	\$479,126	\$569,511	\$1,359,432	\$6,720,350
Community Facilities Districts	0.3	\$26,059	\$4,570	\$2,340	\$17,499	\$50,468
Environmental Compliance Fee	42.9	\$2,522,715	\$288,719	\$403,623	\$733,486	\$3,948,543
Falcon Field Airport	18.3	\$1,290,083	\$230,164	\$282,104	\$234,317	\$2,036,668
Joint Ventures	27.0	\$1,834,969	\$213,011	\$264,442	\$559,614	\$2,872,036
Quality of Life Sales Tax Fund	185.0	\$12,444,493	\$5,192,638	\$2,197,197	\$1,375,406	\$21,209,734
Transportation Related:						
Highway User Revenue Fund	137.7	\$8,526,331	\$950,022	\$1,380,841	\$721,647	\$11,578,841
Local Streets Sales Tax	10.4	\$765,243	\$113,399	\$955,835	\$2,289,186	\$4,123,663
Transit Fund	3.6	\$299,063	\$31,249	\$39,191	\$228,494	\$597,997
Other Restricted Funds	113.6	\$6,291,007	\$713,792	\$1,556,836	\$2,235,330	\$10,796,965
Grant Funds:						
General Governmental Grant Fund	17.6	\$1,375,353	\$810,186	\$193,451	\$1,289,210	\$3,668,200
Housing Grant Funds	27.1	\$1,497,258	\$169,970	\$266,568	\$120,691	\$2,054,487
Trust Funds	26.3	\$1,909,810	\$220,470	\$336,101	\$1,717,940	\$4,184,321
<b>Total Non-Bond Funds</b>	<b>3,612.4</b>	<b>\$248,300,602</b>	<b>\$53,098,795</b>	<b>\$51,743,873</b>	<b>\$30,140,454</b>	<b>\$383,283,724</b>
<b>Bond Capital Improvement</b>	<b>91.3</b>	<b>\$6,607,513</b>	<b>\$757,058</b>	<b>\$912,613</b>	<b>\$582,135</b>	<b>\$8,859,319</b>
<b>Total All Funds</b>	<b>3,703.7</b>	<b>\$254,908,115</b>	<b>\$53,855,853</b>	<b>\$52,656,486</b>	<b>\$30,722,589</b>	<b>\$392,143,043</b>

\* Central administration positions are included in the General Fund but the costs are spread among multiple funds.

RESOLUTION NO. 10635

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

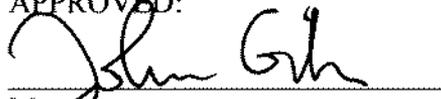
WHEREAS, the public hearing was held at the City Council Chambers in the City of Mesa on Monday, May 18, 2015 at 5:50 p.m., at which meeting all interested persons were invited to appear and be heard in favor of or against adoption of said Capital Program;

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, a summary of which is attached as Exhibit A, 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 18th day of May, 2015.

APPROVED:

  
Mayor

ATTEST:

  
City Clerk



**City of Mesa**  
 Summary of Final Five-Year Capital Improvement Program  
 FY 2016-2020

<b>Capital Appropriations</b>	Proposed FY 2015/16	Proposed FY 2016/17	Proposed FY 2017/18	Proposed FY 2018/19	Proposed FY 2019/20	Total
<b>Restricted Funds</b>						
Cemetery Reserve Fund	526,608	923,564	-	-	17,329	1,467,501
Community Development Block Grant Fund	696,083	-	-	-	-	696,083
Economic Investment Fund	9,288	-	-	-	-	9,288
Environmental Compliance Fund	2,352,588	-	-	-	-	2,352,588
Falcon Field Fund	6,415,732	1,009,151	1,173,449	377,949	596,299	9,572,580
Greenfield WRP Joint Venture Fund	11,123,174	26,731,706	81,979,667	71,215,985	-	191,050,532
Highway User Revenue Fund	91,126	-	-	-	-	91,126
Local Streets Sales Tax	9,800,986	4,329,725	2,651,180	2,299,049	6,035,003	25,115,943
Mesa Arts Center Restoration Fee Fund	64,664	-	-	-	-	64,664
Restricted Programs Fund	206,726	-	-	-	-	206,726
TOPAZ Joint Venture Fund	4,533,828	1,353,302	758,925	457,584	466,235	7,569,874
Transit Fund	5,054,081	1,021,524	1,403,850	1,716,361	1,253,675	10,449,491
Transportation Fund	19,126,332	22,691,886	23,225,101	38,871,779	44,719,143	148,634,241
Utility Replacement Extension and Renewal	939,658	797,288	811,567	1,726,096	1,753,235	6,027,844
<b>Subtotal Restricted Funds</b>	<b>60,940,874</b>	<b>58,858,146</b>	<b>112,003,739</b>	<b>116,664,803</b>	<b>54,840,919</b>	<b>403,308,481</b>
<b>Unrestricted Funds</b>						
Enterprise Fund - Capital	293,000	-	-	-	-	293,000
General Fund - Capital	8,174,204	6,209,385	4,567,902	4,666,701	2,138,978	25,757,170
<b>Subtotal Unrestricted Funds</b>	<b>8,467,204</b>	<b>6,209,385</b>	<b>4,567,902</b>	<b>4,666,701</b>	<b>2,138,978</b>	<b>26,050,170</b>
<b>Grant Funds</b>						
Grants - Enterprise	3,348,333	2,937,615	1,236,376	2,788,087	5,192,202	15,502,613
Grants - General Gov.	11,875,589	-	-	-	-	11,875,589
<b>Subtotal Grant Funds</b>	<b>15,223,922</b>	<b>2,937,615</b>	<b>1,236,376</b>	<b>2,788,087</b>	<b>5,192,202</b>	<b>27,378,202</b>
<b>Bond Funds - Authorized</b>						
Electric Bond Construction	13,043,202	9,651,603	6,468,756	-	-	29,163,561
Gas Bond Construction	22,628,266	16,789,891	14,317,713	-	-	53,735,870
Water Bond Construction	89,966,980	141,989,120	78,204,926	11,546,038	10,912,697	332,619,761
Wastewater Bond Construction	50,075,852	35,725,603	67,018,374	56,392,570	7,801,791	217,014,190
Parks Bond Construction	28,649,138	10,186,165	2,579,890	1,595,690	-	43,010,883
Public Safety Bond Construction	20,479,797	13,204,349	4,990,397	-	-	38,674,543
Solid Waste Bond Construction	7,352,600	-	-	-	-	7,352,600
Streets Bond Construction	24,707,165	21,889,442	13,525,010	-	-	60,121,617
<b>Subtotal Bond Funds - Authorized</b>	<b>256,903,000</b>	<b>249,436,173</b>	<b>187,105,066</b>	<b>69,534,298</b>	<b>18,714,488</b>	<b>781,693,025</b>
<b>Bond Funds - Future Authorization</b>						
Parks Bond Construction	-	-	-	1,135,007	4,769,053	5,904,060
Public Safety Bond Construction	-	-	-	17,217,117	36,994,343	54,211,460
Streets Bond Construction	-	-	-	8,081,026	19,272,226	27,353,252
<b>Subtotal Bond Funds - Future Authorization</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>26,433,150</b>	<b>61,035,622</b>	<b>87,468,772</b>
<b>Total Capital Improvement Program</b>	<b>341,535,000</b>	<b>317,441,319</b>	<b>304,913,083</b>	<b>220,087,039</b>	<b>141,922,209</b>	<b>1,325,898,650</b>
<b>One-Time Start Up and Ongoing Maintenance <sup>(1)</sup></b>						
General Fund	452,254	844,827	1,598,752	1,627,340	3,401,017	7,924,190
Local Streets Sales Tax	46,800	243,533	293,177	394,997	425,050	1,403,557
Highway User Revenue Fund	-	194,693	264,615	322,675	334,946	1,116,929
Enterprise Fund	-	255,947	1,014,057	2,575,528	5,146,040	8,991,572
Enterprise Fund - Capital	-	-	3,299,167	-	-	3,299,167
Transit Fund	3,165,000	3,211,209	3,947,059	6,770,903	6,898,906	23,993,077
<b>Total One-Time Start Up and Ongoing Maintenance</b>	<b>3,664,054</b>	<b>4,750,209</b>	<b>10,416,827</b>	<b>11,691,443</b>	<b>16,205,959</b>	<b>46,728,492</b>

<sup>(1)</sup> 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** – A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Activity** – An element used to assign accounting entries to a core business process. Budgets are prepared at the Activity level. Performance data is reported at the Business Objective level and not at the Activity level.

**Ad Valorem Tax** – A tax based on the assessed value of real estate or personal property.

**Adopted** – Represents the budget as approved by formal action of the City Council which sets the spending limits for the fiscal year.

**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** – The full-year (annual) cost of an operating expense.

**Appropriation** – An authorization granted by the City Council to make expenditures or to incur obligations for specified purposes.

**Assessed Valuation** – A valuation set upon real estate or other property by the County Assessor or the State as a basis for levying taxes (primary or secondary).

**Asset** – Resources owned or held which have monetary value.

**Balanced Budget** – Total anticipated revenues plus beginning undesignated fund balance (all resources) equal total expenditure appropriations for the fiscal year.

**Basis of Accounting** – The timing of when accounting transactions are recognized.

**Benchmarking** – The process of comparing an entity's performance against the practices of other leading entities for the purpose of improving performance. Entities also benchmark internally by tracking and comparing past performance.

**Bond** – Debt instruments that require repayment of a specified principal amount on a certain date (maturity date), along with interest at a stated rate or according to a formula for determining the interest rate.

**Bond Funds** – 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.

**Bond Proceeds** – Debt issuances derived from the sale of bonds for the purpose of constructing major capital facilities.

# Glossary of Terms

**Bond Rating** – An evaluation of a bond issuer's credit quality and perceived ability to pay the principal and interest on time and in full.

**Budget** – A plan of financial operation representing an estimate of proposed expenditures for a given period (the City of Mesa's adopted budgeted is for a fiscal year July 1 - June 30) and the proposed means of financing those expenditures. This official public document reflects decisions, considers service needs, establishes the allocation of resources, and is the monetary plan for achieving the City's Strategic Initiatives.

**Business Objective** – A goal or target that aligns with one or more Strategic Initiatives and defines where the City allocates its resources.

**Business Service** – A group of Core Business Processes related by a common purpose (mission, outcomes, and expected performance).

**Capital Budget** – A financial plan of proposed capital expenditures for improvements to facilities and other infrastructure and the means of financing them for the current fiscal period.

**Capital Expenditures** – Includes the purchase or construction of land, 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 Improvement Program (CIP)** – A plan separate from the Annual Budget that identifies: (a) all capital improvements which are proposed to be undertaken during a period of five fiscal years; (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. This is a requirement of Mesa's City Charter as outlined in Article VI, section 605.

**Capital Outlay** – Expenditures which result in the acquisition of or addition to fixed assets.

**Capital Project** – Any project having assets of significant value and having a useful life of one year or more. 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 one year's budget, but are anticipated to be completed in the following fiscal year.

**Commodities** – Expendable items used by operating or construction activities. Examples include office supplies, repair and replacement parts for equipment, fuels and lubricants etc.

# Glossary of Terms

**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 services and commodities costs.

**Contingency** – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Core Business Process** – A collection of related inputs and outputs with a common mission and outcomes.

**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.

**Development Fees** – See *Impact Fees*.

**Employee Benefit Self-Insurance Fund** – A city 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, for which the budget is reserved. The obligations cease to be encumbrances when they are paid or otherwise liquidated.

**Enterprise Fund** – Established to account for operations, including debt service that are financed and operated similarly to private business – where the intent is that the service is self-sufficient, with all costs supported predominantly by user charges.

**Expenditure** – Outlay of funds for obtaining assets or goods and services. Expenditures represent a decrease in fund resources.

**Expenditure Limitation** – The Arizona Constitution and state statutes establish an expenditure limitation for all cities and towns (Arizona Constitution Article IX § 20 (1); ARS § 41-563, et. al.). 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. In November 2014, the voters of Mesa passed a Locally Controlled Alternative Expenditure Limitation, also known as the "Home Rule" Option, which 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 2015/16 through FY 2018/19.

# Glossary of Terms

**Fiduciary Funds** – Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government’s own programs.

**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, the fiscal year is July 1 through June 30.

**Fixed Asset** – A long-term tangible piece of property owned and used in the production of income and is not expected to be consumed or converted into cash any sooner than at least one year's time. Buildings, real estate, equipment and furniture are examples of fixed assets.

**Forecast** – A prediction of a future outcome based on known and unknown factors.

**Full Faith And Credit** – A pledge of a government’s taxing power to repay debt obligations.

**Full-Time Equivalent (FTE) Positions** – A position converted to a decimal equivalent of a full-time position based on 2,080 hours per year. The full-time equivalent of a part-time position is calculated by dividing the number of hours budgeted by 2,080 hours.

**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 Balance** – 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 (GO) Bonds** – Bonds that require voter approval and finance a variety of public capital projects. GO 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.

**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 management nature, and is expressed in a manner which allows a future assessment to be made of whether the goal was or is being achieved.

**Governmental Funds** – Funds generally used to account for tax-supported activities.

# Glossary of Terms

**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 offset costs to the City associated with providing necessary public services to a development. (ARS § 9-463.05). Also may be referred to as *Development Fees*.

**Infrastructure** – Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings, parks and airports.

**Interfund Transfers** – The movement of monies between funds of the same governmental entity.

**Intergovernmental Agreement (IGA)** – A contract or agreement between two or more governmental entities for services, to jointly exercise any powers common to the contracting parties or for cooperative actions, so long as each entity has been authorized by their respective legislative or other governing body.

**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** – A 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.

**Joint Venture** – A business agreement in which the City and other parties agree to develop, for a finite time, a new entity and create new assets by contributing equity. They exercise control over the enterprise and consequently share revenues, expenses, and assets.

**Major Program** – The highest level element of the cost accounting hierarchy equivalent to a Capital Improvement Project (CIP) or a Grant Award contract capturing the costs of a specific CIP project, grant or other jobs/projects.

**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 not available on an ongoing basis.

**Object Code** – A Chart of Accounts element that describes tangible items purchased or a service obtained. Also referred to as a line item.

# Glossary of Terms

**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** – The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains funding for such expenditures as personnel, supplies, utilities, materials, travel, and fuel.

**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.

**Other Services** – Object category that includes outside professional services, public utility services, travel, rents, insurance, etc.

**Per Capita** – Applies to a unit of population or a person 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 insurance, and industrial insurance.

**Phase** – A department-specific element representing the various steps of a program.

**Post-Employment Benefits** – Post-employment benefits are benefits that an employee receives at the start of retirement. This does not include pension benefits paid to the retired employee through the retirement system. Other post-employment benefits that a retired employee can receive are life insurance premiums, healthcare premiums and deferred-compensation arrangements.

**Primary Property Tax** – Mesa does not have a primary property tax. A primary property tax is a limited tax levy used to fund general government operations based on the primary assessed valuation and primary tax rate. The total levy for primary taxes is restricted to a two percent annual increase, plus allowances for annexations, new construction, and population increases.

**Primary Tax Rate** – The rate per one hundred dollars of assessed value employed in the levy of primary taxes (ARS § 42-17051).

**Program** – An element that defines the breakdown of a Major Program based on budgeting or reporting requirements.

# Glossary of Terms

**Proprietary Funds** – Funds that focus on business-like activities, including the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows.

**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)** – Revenues received from a 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.

**Purchased Capital Outlay** – The 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 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 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, bond proceeds, fund transfers, and beginning balances.

**Restricted Revenues** – Are legally restricted to be used for a specific purpose as defined by federal, state or local governments.

**Revenues** – Amounts received from taxes and other sources.

**Secondary Property Taxes** – Ad valorem taxes or special property assessments that are used to pay the principal, interest, and redemption charges on bonded indebtedness or other lawful long-term obligations that are issued or incurred for a specific capital purpose by a municipality (ARS § 42-11001).

**Secondary Tax Rate** – The rate per one hundred dollars of assessed value employed in the levy of secondary property taxes. The assessed value derived from the full cash value (market value) is the basis for computing taxes for secondary property taxes and special districts.

**State Shared Revenue** – Revenues levied and collected by the state but shared with local governments each year as determined by state law. In Arizona, a portion of the state's sales, income, and vehicle license tax revenues are distributed on the basis of a city's relative population percentage.

**Sub-Fund** – A breakout of a fund. Not every fund will have a sub-fund.

## Glossary of Terms

**Tax Levy** – The total amount to be raised by property taxes for purposes specified in the Tax Levy Ordinance. In Arizona, the property tax system is divided into primary and secondary rates.

**Tax Rate** – The amount of tax levied for each \$100 of assessed valuation.

**Taxes** – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Transfers** – The authorized exchange of cash or other resources between funds.

**Unit** – A Chart of Accounts element that functions as both a budget/expense center and an organizational level element.

**Unrestricted Fund Balance** – That portion of fund balance that is not reserved, designated or restricted for any specific purpose.

**User Fees** – An amount charged for a public service or use of a public facility paid by the individual or organization benefiting from the service.

**Worker's 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
ACP	Asbestos Concrete Pipe
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
AMY	Arizona Museum for Youth
APPA	American Public Power Association
APMS	Airport Pavement Management System
ARRA	American Recovery and Reinvestment Act
ARID	Anonymous Re-Identification
ARS	Arizona Revised Statutes
ASOS	Automated Surface Observing System
ASRS	Arizona State Retirement System
ASU	Arizona State University
AWWA	American Water Works Association
AZMNH	Arizona Museum of Natural History
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
CERT	Community Emergency Response Team
CI	Continuous Improvement
CIP	Capital Improvement Program
CIS	Customer Information System

# Acronyms

CMAQ	Congestion, Mitigation and Air Quality Grants
CMMS	Computerized Maintenance Management System
CNG	Compressed Natural Gas
COM	City of Mesa
CNG	Compressed Natural Gas
COLA	Cost of Living Adjustment
COPS	Community Oriented Policing System
CP	Culture Pass
CPI	Consumer Price Index
CRT	Community Response Team
CUB	Chicago Cubs
DBP	Disinfection-by-Product
DIP	Ductal Iron Pipe
DPS	Department of Public Safety
DTH	Dekatherm
DUI	Driving Under the Influence
EBT	Employee Benefit Trust
EEOC	Equal Employment Opportunity Commission
EIC	Emergency Information Center
EMOD	Experience Modification Rate
EMS	Emergency Medical Services
EODCRS	Elected Officials Defined Contribution Retirement System
EORP	Elected Officials Retirement Plan
EOY	End of Year
EPA	Environmental Protection Agency
ERP	Enterprise Resource Planning
ESG	Emergency Shelter Grant
EVDAR	East Valley Dial-a-Ride
FA	FleetAnywhere Fleet Management Software
FAA	Federal Aviation Administration

# Acronyms

FBI	Federal Bureau of Investigation
FCV	Full Cash Value
FEMA	Federal Emergency Management Agency
FIN	Citywide Financial System
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
HCV	Housing Choice Voucher
HEAT	Healthcare, Education, Aerospace, and Tourism/Technology
HHK	Hohokam
HHW	Household Hazardous Waste
HIPAA	Health Insurance Portability and Accountability Act
HOME	Home Ownership Made Easier
HP	High Pressure
HPAN	Highway Project Acceleration Note
HR	Human Resources
HSI	Home Safety Inspections
HSIP	Highway Safety Improvement Program
HUD	U.S. Department of Housing and Urban Development
HURF	Highway User Revenue Fund
HVAC	Heating, Ventilation and Air Conditioning
ICA	Industrial Commission of Arizona
ICC	International Code Council

# Acronyms

ICMA	International City/County Management Association
ID	Identification
i.d.e.a.	imagination, design, experience, art Museum (formerly Arizona Museum for Youth)
IDMS	Infrastructure Data Management System
IFMA	International Facility Management Association
IGA	Intergovernmental Agreement
IP	Intermediate Pressure
IT	Information Technology
ITC	Information Technology & Communications
ITS	Intelligent Transportation System
IVR	Interactive Voice Response
JCEF	Judicial Collections Enhancement Fund
KPI	Key Performance Indicator
KV	Kilovolts
KWH	Kilowatt-hour
LF	Linear Feet
LGIP	Local Government Investment Pool
LID	Low Impact Development
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

# Acronyms

NCCI	National Council on Compensation Insurance
NFPA	National Fire Protection Association
NG	Natural Gas
NOV	Notices of Violation
NRPA	National Recreation and Park Association
NWWRP	Northwest Water Reclamation Plant
O&M	Operations and Maintenance
OPEB	Other Post Employment Benefits
OSHA	Occupational Safety and Health Administration
PAPI	Precision Approach Path Indicator
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
PHA	Public Housing Authority
PM-10	Particulate Matter less than 10 Microns
PO	Purchase Order
PQI	Pavement Quality Index
PAPI	Precision Approach Path Indicator
PRCF	Parks, Recreation & Commercial Facilities
PRV	Pressure Reducing Valves
PSPRS	Public Safety Personnel Retirement System
RBVE	Residents, Businesses, Visitors and Employees
RC	Responsibility Center
REIL	Runway End Identifier Lights
RER	Replacement Extension Reserve
RFP	Request for Proposal

## Acronyms

RICO	Racketeer Influenced and Corrupt Organizations
RWCD	Roosevelt Water Conservation District
ROW	Right of Way
RPTA	Regional Public Transportation Authority
RTP	Regional Transportation Plan
SAIDI	System Average Interruption Duration Index
SAIFI	System Average Interruption Frequency Index
SCADA	Supervisory Control and Data Acquisition
SCBA	Self-Contained Breathing Apparatus
SEWRP	Southeast Water Reclamation Plant
SLA	Service Level Agreement
SROG	Sub Regional Operating Group
SRP	Salt River Project
SSO	Sanitary Sewer Overflow
SUP	Shared Use Path
TAT	Turn Around Time
TOPAZ	Trunked OPen AriZona Network
TRWC	TOPAZ Regional Wireless Cooperative
UPRR	Union Pacific Railroad
VoD	Video on Demand
VRF	Vehicle Replacement Fund
WIFA	Water Infrastructure Finance Authority
WRP	Water Reclamation Plant
WTP	Water Treatment Plant
WW	Wastewater





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