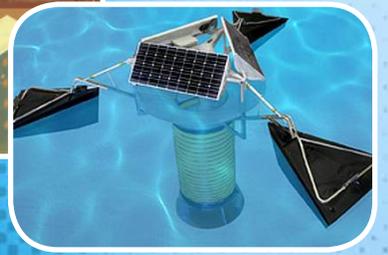


EXECUTIVE BUDGET PLAN

FISCAL YEAR
2013-2014
CITY OF MESA, ARIZONA



Executive Budget Plan

City of Mesa, Arizona

for the

Fiscal Year 2013/2014

Mayor

Scott Smith

Councilmembers

Alex Finter – Vice Mayor

District 2

Dave Richins

District 1

Dennis Kavanaugh

District 3

Christopher Glover

District 4

Dina Higgins

District 5

Scott Somers

District 6

City Manager

Christopher J. Brady

Executive Budget Plan

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Mesa, Arizona 85211-1466

mesaaz.gov

Letter from the City Manager

Dear Mayor, Councilmembers and Mesa Residents:

The adopted FY2013-14 budget continues the City's fiscally conservative approach while, at the same time, providing quality services to its citizens. The budget reinforces the City's sustained effort to invest in economic development, improve public safety, and attract and retain excellent employees.

The economy continues a steady but measured recovery. The City continues to seek innovative solutions to maximize resources in pursuit of the community priorities set by the City Council. Last year, the City focused on working with the community to identify and commit to projects that would help to transform Mesa by creating long-term economic benefits and improving quality of life. This year's focus is to deliver on those commitments. Projects that are in various stages of development this year:

- Mesa's residents overwhelmingly supported a Parks bond proposal last fall; new parks and renovations to existing parks are being designed.
- The Cubs are here to stay; new facilities will open at Riverview Park this fall. The Oakland A's will play in an improved Hohokam Stadium in 2015.
- Four new colleges in Mesa will be open by August 2013, including Albright College and Upper Iowa University in the Fiesta District, Benedictine University in downtown, and Westminster and Wilkes universities at the Mesa Center for Higher Education also in downtown.
- Downtown light rail construction/transformation is underway on Main Street east to Mesa Drive.

Public safety remains a high priority for Mesa. Violent crime rates continue to decline and are among the lowest for cities of its size nationwide. This budget includes five new civilian positions that will free up officers time, allowing them to provide additional police services to the community. The new state-of-the-art Fiesta District Police substation will open this fall. Funds have been identified for a Fire unit to backfill fire stations during quarterly training. Two new Fire dispatch positions have been added as well.

The City Council called a special bond election to take place in November 2013. The election includes equipment and facilities to support police and fire services as well as communication projects related to providing those services. The election also includes street projects that increase the safety of Mesa neighborhoods and support economic development projects.

While City revenue collection is improving along with the economic recovery, much of the revenue growth is the result of construction activity that may not continue at the same level in the future. It is anticipated that revenue growth will continue at a modest rate. The City's costs, most notably for State retirement system payments, have increased significantly over the past several years. The budget assumes that City departments will continue to manage their budgets to achieve savings through vacancies, effective bidding and RFPs, and fiscal responsibility.

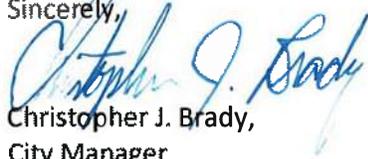
The FY2013-14 budget provides a balanced approach by identifying the reserves necessary for the City to maintain its positive bond ratings, but also meeting the need to fund programs, projects, and services that support community priorities. Several Council actions in the budget help to provide long-term financial stability:

- The budget for a portion of the City's debt service payments is shifted from sales tax to a more stable and consistent financing source in the debt service fund.
- The budget includes a one-time drawdown from City reserves that maintains the reserve level required under the City's financial plan.

The City Council and City management recognize the importance of attracting, developing and retaining highly-skilled employees. The budget includes the City's standard compensation policy for pay-range advancement. Cost containment measures in the Employee Benefit Trust Fund resulted in a fund balance sufficient to meet the City's needs. This allows the City to forego a scheduled increase in 2014 benefit charges and allows for a health benefit premium holiday in December for both the City and employees. These actions will provide savings to all employees as well as savings to the City.

The FY2013-14 Budget Plan contains information about the outstanding programs and services that are provided each day by the City's dedicated, professional employees. From excellent library services, clean water and safe electricity, award-winning arts and culture programs, resources to strengthen Mesa's neighborhoods, improvements to Mesa's roads and infrastructure, recycling initiatives, and every effort to ensure that Mesa is a great place to live, work, and play.

Sincerely,

A handwritten signature in blue ink that reads "Christopher J. Brady". The signature is written in a cursive style and is positioned above the printed name and title.

Christopher J. Brady,
City Manager

Dear Mesa Residents:

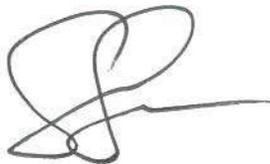
Please excuse our dust! Mesa is a city under construction. While some may see barricades and bulldozers as a hindrance, we see construction activity as a sign that we are literally “Building a Better Mesa.”

This is an extraordinary time to live in Mesa. We are in the process of building the New American City and the evidence is all around us. The Mesa Center for Higher education opened its doors in August along with Benedictine University in downtown Mesa. The light rail extension project continues down Main Street, the Fiesta District transformation carries on with street improvements and new development, and Mesa Drive’s facelift will be complete this fall. Through the iMesa citizen brainstorming project, Mesa residents are seeing many of their ideas come to life. After a successful parks bond election last November, iMesa projects are under way from east to west Mesa. And the new Cubs Stadium Complex will open in time for the first pitch of the 2014 Spring Training Season.

Aside from bricks and mortar, we are building relationships and increasing our influence for the benefit of our residents. All eyes are on Mesa as the City Council leads in regional and national posts from the National League of Cities to the presidency of the United States Conference of Mayors. This national stage brings Mesa’s needs and strengths to the attention of Washington and they are listening. We are reaching out to our neighbors in Mexico and Canada to strengthen economic ties, promote trade and create jobs. Cities from around the country are modeling our successful programs from citizen engagement to emergency response and partnering with us on new initiatives like the regional medical corridor and bike share.

Thank you for putting your faith and investment in Mesa. In the end it doesn’t matter how many things you build unless it improves the lives of our residents. That’s what “Building a Better Mesa” is all about.

Sincerely,



Scott Smith
Mayor

The International City/County Management Association (ICMA) has recognized the City of Mesa for superior performance management efforts with a ***Certificate of Excellence*** from the ICMA Center for Performance Measurement™ (CPM). Mesa is among 28 jurisdictions receiving this highest level of recognition in 2013.

“The certificate program recognizes the principles of performance management,” said Wayne Sommer, ICMA’s Director of U.S. Programs. “Jurisdictions meeting the qualifications have demonstrated leadership in continuous improvement and community engagement, and they serve as examples for other governments to follow.” The certificate program 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.

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

Presented at the 99th ICMA Annual Conference
Boston/New England
24 September 2013

ROBERT J. O'NEILL JR.
ICMA EXECUTIVE DIRECTOR

BONNIE SVRCEK
ICMA PRESIDENT

WAYNE SOMMER
ACTING DIRECTOR
ICMA CENTER FOR PERFORMANCE MEASUREMENT

Economic Outlook

Arizona and Mesa are growing again. In contrast to the economic boom and bust of the last decade, the current expansion is slow and modest. Arizona's economy is forecasted to recover more rapidly than the national economy due to a resurgence in the housing market and related industries. The number of home sales in 2012 climbed to the highest level since the housing market's 2006 peak and foreclosures fell to the lowest level since 2008. New home permits in Mesa have increased by almost 30% over the previous year.

Mesa has made great efforts to take advantage of job growth in specific areas, by establishing economic development goals for a more diversified job base. Industries expected to create jobs in FY 2013/14 include healthcare, education, technology, and tourism. FY 2012/13 brought continued indications of an economic upturn in Mesa, with retail sales experiencing annual growth of at least 3%. The City is also seeing a number of projects and developments, both public and private, helping to further the economic recovery at the local level.

Budget Highlights

The FY 2013/14 budget was prepared with a commitment to continue to provide quality services to residents in a fiscally responsible way. In FY 2012/13, revenue receipts were modestly higher than budgeted, but not significant enough to meet the critical needs and rising costs of the City. The multi-year forecast made it apparent that, if no changes were made, reserves would fall below the minimum thresholds established in the City's financial policies.

The City evaluated various approaches to balance the budget and fund critical needs in FY 2013/14. The following adjustments were made in order to balance expenditures with anticipated revenues:

- Medical and dental premiums to the Employee Benefit Trust were held flat (at 2012 rates) and a one-month "premium holiday" is planned for both for employees and for the City resulting in reduced expenditures in the operating funds.
- The fund transfer from the City's Enterprise Fund to the General Fund was adjusted from \$83.6 million to \$90 million.
- A portion of the City's debt service payments was shifted from sales tax to secondary property tax.
- The City reduced the interdepartmental water rate resulting in reduced expenditures to the General Fund as well as other operating funds.
- A new Court Technology and Sustainability fee was approved effective October 1, 2013.
- The schedule to replace desktop computers was lengthened from a four to a five year program.
- Modest increases were made to some utility rates.

The FY 2013/14 budget includes a net increase of 22.5 FTE (from 3,686.9 FTE to 3,709.4 FTE). The City continues to prioritize public safety needs. Examples include five civilian police positions that will allow sworn officers to shift from administrative duties to policing functions, two fire dispatch positions that will assist with emergency response. Also included is a City wellness coordinator who will develop programs intended to improve employee health, thereby reducing long-term medical costs.

The FY 2013/14 budget includes a \$335 million Capital Improvement Program. Many highly-anticipated Economic Investment projects will be completed in FY 2013/14 including improvements for Benedictine University, the Mesa Center for Higher Education, and a new spring training facility for the Chicago Cubs. Several other projects will start in FY 2013/14 including improvements to the Fiesta District and renovations to Hohokam Stadium.

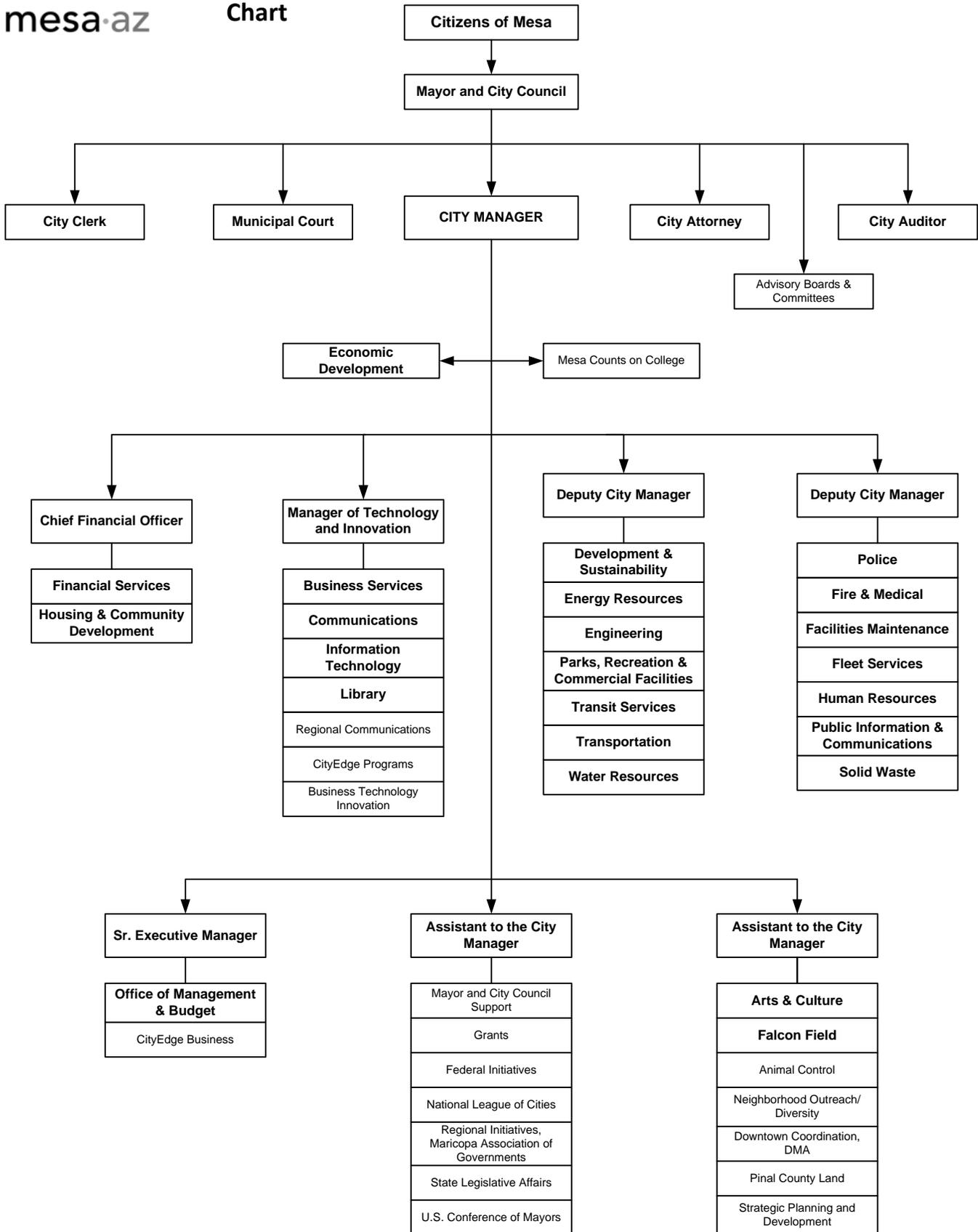
The adopted Budget for FY 2013/14 is \$1,330,000,000 and includes monies for operating, capital construction, and contingency purposes.

***CITY LEADERSHIP &
DEMOGRAPHICS***

City Leadership and Demographics



Organizational Chart





Council Strategic Initiatives

2013/14

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. Most recently, the Council also identified and ranked priority efforts that they want to achieve during the next one to two years, and that respond to their strategic initiatives.

FY 13/14 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 13/14 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 and 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, not leaders, are what make this city great, and actively work to encourage citizen participation in the decision-making process. Whether it's through neighborhood meetings, advisory boards and committees, telephone calls, letters or e-mail, the Mesa City Council sets policies based on the input and needs of its citizens.

One 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:

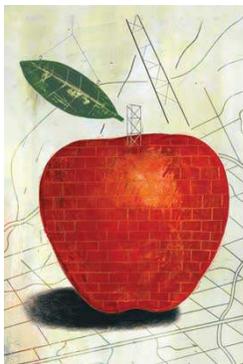
Healthcare.....**E**ducation.....**A**erospace.....**T**ourism.....**T**echnology

Information on the H.E.A.T initiative can be found at www.mesaaz.gov/economic/ under Industries of Opportunity.

Healthcare



Education



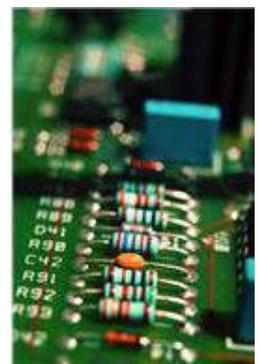
Aerospace



Tourism



Technology



City Leadership & Demographics

Scott Smith, City of Mesa Mayor

TERM OF OFFICE: June 2, 2008 - January 2017

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

OCCUPATION: Business, Financial and Legal
Consultant



Scott Smith was elected Mayor of Mesa in 2008 and re-elected to a second term unopposed in 2012. Mayor Smith is also President of the United States Conference of Mayors, Arizona's first Mayor to lead the organization.

Serving in his first elected office, Mayor Smith has used his private-sector experience as a CEO, accountant and attorney to usher in a new era of decisive leadership and civic engagement. Smith led efforts for the largest reorganization of city government in Mesa's history reducing the budget nearly 20 percent, while simultaneously making the city more effective, efficient and business-friendly.

Mayor Smith's HEAT initiative – which stands for Healthcare, Education, Aerospace, Tourism and Technology – has led to many successes including financing a new Chicago Cubs spring training facility and gaining the keys to AZLabs, a high-security former military lab that has the potential to become a national aerospace research center.

During his 2012 State of the City address, Mayor Smith announced StartUpMesa, an initiative that expands collaboration between business and government, empowers and strengthens small business, fosters innovation, expands access to capital, provides entrepreneurship education and removes barriers to success.

Mayor Smith also championed iMesa, a grassroots community engagement effort where residents submit, vote and comment on ideas that will transform the community. In the November 2012 election, voters overwhelmingly approved a \$70 million parks plan generated from iMesa.

Realizing that a strong higher education environment is crucial to producing much-needed high wage jobs, Mayor Smith participated in the recruitment of five liberal arts colleges to Mesa. Four of the five new colleges will be located downtown, creating a college town atmosphere and complimenting the light rail extension through the heart of Mesa.

City Leadership & Demographics

The Arizona Republic has touted Mayor Smith's regional and local leadership and vision, writing, "He has strengthened ties with several cities and has gained the confidence of many skeptical residents. The change is so marked that we shudder to think what shape the city would be in without him at the helm."

Mayor Smith earned a degree in Accounting from Brigham Young University, and MBA and Juris Doctor Degrees from Arizona State University. He is a fourth-generation Arizonan who lived in Tucson before moving to Mesa in his youth. He and his wife Kim have been married for more than 30 years and have three children and five grandchildren.

City Leadership & Demographics

Alex Finter, Vice Mayor District 2

TERM OF OFFICE: June 2, 2008 - January 2017

COUNCIL OFFICE: Phone: (480) 644-3772
Fax: (480) 644-2175
P.O. Box 1466
Mesa, AZ 85211-1466

E-Mail: councilmember.finter@mesaz.gov

OCCUPATION: Business, Partner – Worldwide
Investments LLC



Elected to the Mesa City Council in June of 2008 and re-elected in August of 2012, Vice Mayor Alex Finter serves as the councilmember for District 2. In addition to serving on the Mesa City Council, Finter is a partner at Worldwide Investments LLC. Prior to joining Worldwide Investments, Finter spent 22 years as a firefighter in both Scottsdale and Mesa. His term on the Mesa City Council runs through 2016.

Extremely active on numerous boards and committees, Finter is the Vice President of the Mesa Public Safety Foundation, Chair of the Audit, Finance and Enterprise committee and a past Vice Chair of the Planning and Zoning board. He is a member of the Council Economic Development committee, the Council Public Safety committee, and a member of the Citizens Corps. He is also a past member of the Maricopa Association of Governments Human Services Coordinating committee, Human Relations Advisory Board and the Arizona Museum for Youth Friends board. He also serves on the National League of Cities' Transportation Infrastructure and Services Steering Committee.

Finter has spent the majority of his life as a public servant, beginning his career 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, including the final 11 years as a City of Mesa Fire Captain.

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

OCCUPATION: Sun Corridor Legacy Program Director
– Sonoran Institute



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 through 2016.

Richins is 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 is Chair of the Mesa City Council Community and Cultural Development committee and serves on the Council Economic Development committee and the Council Government Affairs committee as well as Chair of the City of Mesa Employee Benefits Advisory committee. He is Board Liaison for the Mesa Chamber of Commerce and is also one of the Council representatives to the West Mesa Community Development Corporation (ex Officio).

On a regional level, Councilmember Richins is on the Board of the Arizona Municipal Water Users Association and an Arizona Power Plant and Line Sitting Commission member.

Nationally, Councilmember Richins is currently serving his fourth term on the National League of Cities Community and Economic Development steering committee. He also serves on the Advisory Board of Smart Growth America's Local Leaders Council and sits on the U.S. Environmental Protection Agency's Local Government Advisory Council.

Prior to his work with Sonoran Institute, Richins was 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.

City Leadership & Demographics

Dennis Kavanaugh, Councilmember 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

OCCUPATION: Attorney – Day 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. He is the senior member on council having previously served from 1996-2004. Kavanaugh is a founding partner in the law firm of Day Kavanaugh, one of Arizona's leading social security and worker's compensation law firms. His term on the Mesa City Council runs until January of 2017.

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 Vice 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 Board of Directors, the Board Liaison to the Community and Economic Development Steering Committee and is a member of the NLC Audit, Bylaws and Membership Committee.

Kavanaugh is the Vice-President of the Child Crisis Center Foundation 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 and Foundation for People With Disabilities, Mesa Arts Center Foundation and Mesa Community Action Network.

City Leadership & Demographics

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 became a founding partner of Day Kavanaugh, P.C., where he has practiced law for the past 23 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 Claimant's 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).

City Leadership & Demographics

Christopher Glover, Councilmember District 4

TERM OF OFFICE: Jan 24, 2011 - January 2015

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

E-Mail: councilmember.glover@mesaaz.gov



Serving his first term representing Mesa's District 4, Councilmember Chris Glover became the youngest person ever to serve on the Mesa City Council following his election in 2011. Glover is a native of Mesa, attending Mesa Public Schools, graduating with honors from Mesa High School and he was a member of the Mayor's Youth Committee. While at Arizona State as an undergrad, Glover earned certificates in both Latin American Studies and International Studies and was a Capitol Scholar and Junior Fellow. Glover earned a degree in Political Science with minors in History and Spanish from Arizona State University. He also spent a summer in Washington, D.C. as an intern for Senator John Ensign (R-Nevada). He also earned a Master of Science in Management from the W.P. Carey School of Business at Arizona State University.

Councilmember Glover is very active locally, serving as chairperson for the Council Government Affairs committee and is a member of the Council Public Safety committee and Council Sustainability and Transportation committee. He sits on the Maricopa Association of Governments Human Services Coordinating Committee as well as the Arizona State Citizens Corps Council. He is a member of the Board of Directors for the Downtown Mesa Association, Mesa Family YMCA, Arizona Museum of Natural History, Child Crisis Center, Paz de Cristo, the Barry and Peggy Goldwater Library and Archives Foundation, Mesa Community Action Network and the Benedictine University at Mesa Academic Board.

Councilmember Glover is also active in the National League of Cities, an organization dedicated to helping city leaders build better communities. Glover is in his third term with the Council on Youth, Education and Families and represents Mesa on the Finance, Administration and Intergovernmental Relations steering committee, his second term on the committee.

His family history ties directly to Mesa. His great-grandparents, Wilford and Ella Farnsworth, came to Mesa in 1948 from Mexico. His mother's parents, Dr. Eugene and LaVieve Swenson, followed and have lived in Mesa for almost all of their married life. His father's parents, Harry and Patricia Glover, came to Arizona in 1956. They fell in love with Mesa and its charm and decided to live here. Christopher's parents, Mark and Ann Glover, have lived in Mesa for almost their entire lives. Glover has lived in Mesa for his entire life, except the two years he spent in Argentina on a mission as a representative of his church, The Church of Jesus Christ of Latter-day Saints.

City Leadership & Demographics

Dina Higgins, Councilwoman District 5

TERM OF OFFICE: June 2, 2008 - January 2015

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P.O. Box 1466
Mesa, AZ 85211-1466
E-Mail: District5@mesaaz.gov

OCCUPATION: Business Development Manager,
Licensed Professional Engineer



Councilwoman Dina Higgins was elected to the Mesa City Council in 2008 and re-elected for a second term in 2010. She is a graduate of Michigan Technical University, earning a bachelor's degree in Mechanical Engineering. She earned a master's degree in Environmental Technology Management at Arizona State University Polytechnic campus.

She is dedicated to representing Mesa and the region in an effort to find solutions to the unique environmental challenges in the Southwest. Councilwoman Higgins continues to be a tireless advocate for the use of clean and efficient energy by serving nationally on the American Public Gas Association Board of Directors and as the Vice Chair of the National League of Cities (NLC) Energy, Environment and Natural Resources Committee. Regionally Councilwoman Higgins serves on the Arizona Bioscience Roadmap Steering Committee and continues to seek ways to encourage new and innovative partnerships for a sustainable future.

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

Councilwoman Higgins serves on the Board of Directors of Sunshine Acres Children's Home, the Mesa Arts Center Foundation, and the Arizona Museum for Youth. She is a Board of Director's alternate representative for the Arizona Municipal Water Users Association. Councilwoman Higgins previously served on the City of Mesa's Board of Adjustment and is a graduate of the Mesa Leadership Training and Development program.

Councilwoman Higgins began a new career in business development for Severn Trent Services. This position allows her to utilize her engineering and environmental management skills. She and her husband Jack have two sons, Kyle and Sean. The family attends The Rock Church East Valley.

City Leadership & Demographics

Scott Somers, Councilmember District 6

TERM OF OFFICE: June 5, 2006 - January 2015

COUNCIL OFFICE: Phone: (480) 644-4003
Fax: (480) 644-2175
P.O. Box 1466
Mesa, AZ 85211-1466

E-Mail: councilmember.somers@mesaaz.gov

OCCUPATION: Phoenix Fire Department,
Fire Engineer/Paramedic



Councilmember Scott Somers was first elected to the Mesa City Council in 2006, and re-elected in 2010. He spent two years serving Mesa as Vice Mayor from 2011 to 2013. He works to accomplish his District's priorities: ensuring fiscal stability, improving public safety, and strategic planning to make the Mesa Gateway Area a high-wage job hub.

Councilmember Somers currently represents Mesa as the Chair of the Regional Public Transportation Authority and on the Board of Directors for the East Valley Partnership.

He has been actively engaged in regional planning and economic development. Councilmember Somers chairs the Council Economic Development committee and also serves on the Council Audit, Finance and Enterprise committee and the Council Government Affairs committee. He is a founding member of the Arizona Aerospace Institute Advisory Board, seeking to create high-wage jobs by expanding the State's aerospace industry. He has created a partnership between the City of Mesa and ASU to explore a Business Accelerator at the Polytechnic campus to facilitate entrepreneurship in emerging technology industries. Councilmember Somers has been an invited participant in several Arizona Town Hall and Urban Land Institute studies. Councilmember Somers also serves on the Advisory Board for Wilkes University at Mesa, the Municipal Tax Code Commission and the Visit Mesa Board.

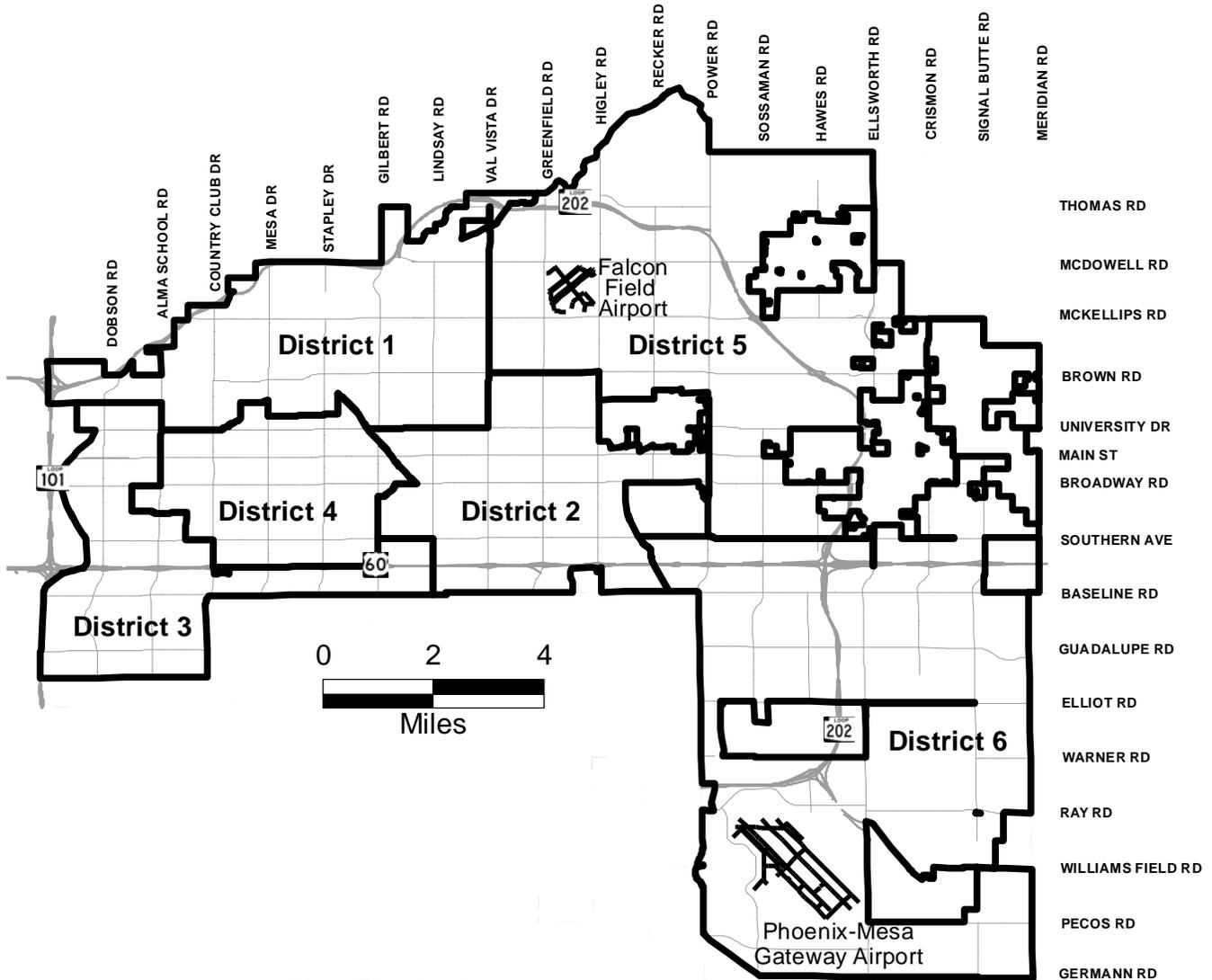
Councilmember Somers is personally and professionally dedicated to ensuring that our first responders are prepared to answer the call. He serves as the Vice Chair of the National League of Cities' Public Safety & Crime Prevention steering committee and serves on the Arizona Homeland Security Coordinating Council, National EMS Advisory Council (NEMSAC), American Red Cross Scientific Advisory Council and as a professional public safety provider, he has demonstrated his subject matter expertise and leadership in emergency services. He also serves on the National Homeland Security Consortium and FirstNet's Public Safety Advisory Committee.

Councilmember Somers earned a Ph.D. in public administration from Arizona State University with concentrations in urban policy and intergovernmental relations. He holds Bachelor of Applied Science (Summa Cum Laude) and Master of Science in Technology degrees from the ASU Polytechnic campus.

City Leadership and Demographics



City of Mesa Council Districts



Mesa Planning Area
171 Square Miles

Mesa Corporate Limits
141 Square Miles

Created By: Mesa - GIS
Print Date: 7/18/2013
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

History



Intersection at Main Street and Macdonald,
headed west 1957

The history of Mesa dates back at least 2,000 years to the arrival of the Hohokam people. The Hohokam people built the original canal system which spanned hundreds of miles. Many of those canals are still in use today.

The City of Mesa was founded in 1878 and incorporated July 15, 1883 with an approximate population of 300 and an area of one square mile. Those days are long gone as the City continues to experience significant growth.

Today, the City's estimated population is over 440,000 within an incorporated area of approximately 141 square miles.

Mesa is the 38th most populous city in the United States, larger than the cities of Oakland, Miami, St. Louis and Pittsburgh.

City Government

The City operates under a charter form of government with citizens electing a Mayor and six Council members to set policy for the City. In 1998, a voter initiative changed the way that Council members are elected from an at-large to a district system. Currently the City is made up of six districts. Mesa's Council members serve terms of four years, with three members being elected every two years. The Mayor will continue to be elected at-large every four years. The Mayor and Council are elected on a non-partisan basis.



Intersection at Main Street and Center Street,
headed west

The City Manager, who has full responsibility for carrying out City Council policies and administering City operations, is appointed by the Mayor and City Council. The City Manager is responsible for the appointment of City department heads with the concurrence of the City Council. Additionally, City employees are hired under merit system procedures as specified in the City Charter. City employees working within 31 City departments undertake the various functions of City government and operations. As of July 1, 2013, there were 3,709.4 full-time equivalent positions providing all functions of City government and operations.

The City provides a full range of municipal services, including police and fire protection, parks and recreation, library, transportation, health, certain social services, and general administration. The City owns and operates enterprises including operations of electric, gas, water, wastewater, solid waste, district cooling, an airport, a golf course, the Hohokam baseball stadium, the soon-to-be completed Cubs Riverview stadium, and a community center.

City Leadership and Demographics

Quality of Life

The City of Mesa is dedicated to searching for ways to improve the quality of life for the citizens of Mesa. This includes making essential investments in our environment, public safety, and recreational opportunities within the City. The City Council has made Quality of Life one of their key strategic initiatives, thus making it a driving factor in decisions made by the City.

Transportation

Mesa is a city on the move with an abundance of freeways, highways and state routes strategically located along commerce corridors and both current and future population centers. Freeways ease traffic congestion—the Loop 101 along Mesa’s west border and the Loop 202 circling the interior of Mesa. US 60 and SR 87 intersect in Mesa and minutes away are Interstates 10, 17 and 8, plus State Routes 51, 74, 85 and 88 linking Mesa to other Arizona markets, to California, and to Mexico.

The City boasts two airports: Mesa Falcon Field and Phoenix Mesa Gateway. These offer a diverse portfolio of aerospace, defense, aviation and other high tech industries, plus the operations to support those industries, such as maintenance, cargo, and research and development activities.

Mesa has recently broken ground for a light rail system which will provide a three-mile extension with four additional station locations through Downtown Mesa.



Phoenix-Mesa Gateway Airport

Light rail extension construction began in 2013 and will be completed in 2016.

Education



Concept drawing of the Mesa Center for Higher Education

Mesa Public Schools is the largest school district in Arizona and the 45th largest in the country. It is recognized nationally for its superb educational programs and student achievements in academics, sports, creative and performing arts, as well as technical and career training. Mesa boasts a new biotech academy and an advanced health sciences academy. For the past three years, America’s Promise Alliance named Mesa Public Schools as No. 1 in graduation rates among the nation’s 50 largest cities.

City Leadership and Demographics

Education (continued)

More than 50,000 students are enrolled in higher education in Mesa at schools including: Arizona State University (ASU) Polytechnic, Arizona School of Health Sciences, Chandler-Gilbert Community College, DeVry Institute of Technology, Mesa Community College, Ottawa University, A.T. Still University, Arizona School of Dentistry and Oral Health, and the University of Phoenix.

Mesa's latest addition to higher education, Albright College, located at 1201 S. Alma School Road, started holding classes in the Fiesta District in January of 2013.

Additionally, four more universities have made plans to begin classes starting in the fall of 2013:

Westminster College and Wilkes University will be located at the new Mesa Center for Higher Education, 245 W. 2nd Street. The City is transforming the old court building into space for these two new colleges and universities that are expanding into Mesa. The grand opening will be held on August 15, 2013.

Upper Iowa University will be opening their new Fiesta District location at 1361 S. Alma School Road on August 5, 2013.

Benedictine University has opened an office at 51 E Main Street that will serve as its administrative offices while they establish their new campus. The campus is being built at 225 E Main Street in the former Tri-City Community Service Center and is scheduled to open for classes on August 27, 2013.

Tourism



City of Mesa
Chicago Cubs Spring Training Facility
Budget and Revenue Plan / Aerial View Looking East
04/12/12

Concept drawing of the new Chicago Cubs Spring Training Facility

Total direct spending in Arizona was \$19.3 billion in 2011. That equates to approximately \$53 million a day. Mesa continues to invest in the community in an effort to bring more tourism to the City. This creates employment and a better quality of life for the citizens of Mesa. From golf to conventions to arts and entertainment, Mesa offers attractions for tourists of all kinds.

In July 2012 the City broke ground on construction of a new Chicago Cubs spring training facility, which is expected to be completed in 2013. The Chicago Cubs continue to be the biggest draw in the Cactus League. Beginning in 2015, the Hohokam stadium will be the Oakland A's new spring training home.

City Leadership and Demographics

Key Statistics and Demographics

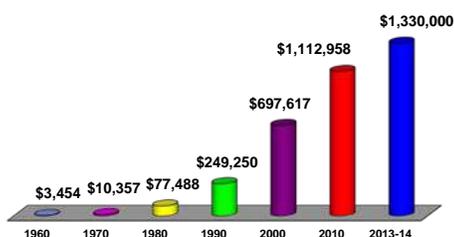
The Phoenix-Mesa area's population is currently 4.3 million and projected to reach 6.0 million by 2030. The following charts and tables illustrate the City's growth expressed by population statistics and other demographics:

	1960	1970	1980	1990	2000	2010	July 1, 2012
Population	33,772	62,853	152,453	288,091	397,760	439,041	Estimated 444,856
% Increase Over Prior Column	101%	86%	143%	89%	38%	10.4%	1.3%
Population by Age							
Under 5	4,229	5,957	14,173	24,959	32,749	33,759	34,206
5 to 19	10,606	19,594	36,899	65,642	88,226	94,103	95,349
20 to 44	10,161	19,427	59,849	118,411	150,803	148,835	150,806
45 to 64	5,747	11,320	24,465	43,366	73,052	100,585	101,917
65 and over	3,029	6,555	17,067	35,713	52,930	61,759	62,577
Total	33,772	62,853	152,453	288,091	397,760	439,041	444,856

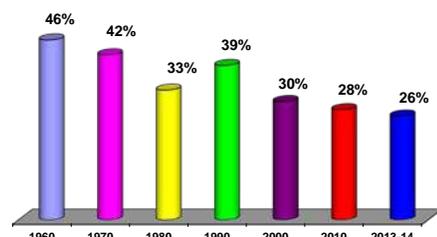
Official 2010 US Census Population	Total		Council District 1		Council District 2		Council District 3		Council District 4		Council District 5		Council District 6
White	338,591	77.1%	48,940	75.7%	52,826	78.2%	43,094	68.1%	34,671	58.9%	69,817	88.9%	89,243
Black African American	15,289	3.5%	2,416	3.7%	2,191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

City of Mesa Profile	1960	1970	1980	1990	2000	2010	2013-14
Total Budget (\$000's)	\$ 3,454	\$ 10,357	\$ 77,488	\$249,250	\$697,617	\$1,112,958	\$1,330,000
% Increase Over Prior Column	240%	200%	648%	222%	180%	60%	20%
Total Personnel Services (\$ 000's)	\$ 1,573	\$ 4,328	\$ 25,451	\$97,448	\$208,939	\$310,494	\$349,500
% Increase Over Prior Column	575%	175%	488%	283%	114%	49%	13%
% of Total Budget	46%	42%	33%	39%	30%	28%	26%
City Employees FTE's	306.0	489.9	1,275.3	2,326.3	3,574.7	3,597.4	3,709.4
% Increase Over Prior Column	N/A	60%	160%	82%	54%	1%	3%

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



Personal Services as a Percent of Total Budget



City Leadership and Demographics

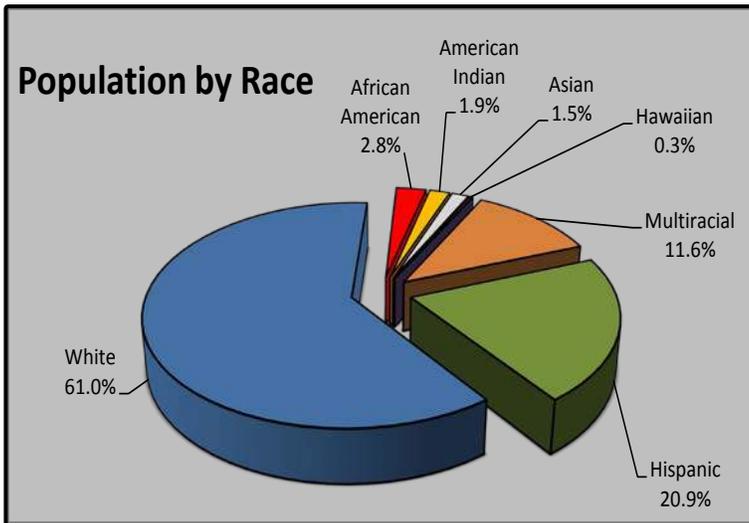
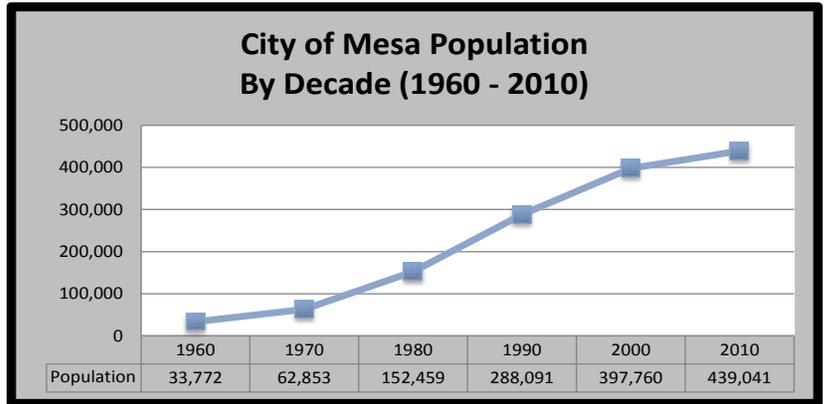
Population

The City's population is counted once every ten years by the United States Census Bureau, and then estimated by the Maricopa Association of Governments (MAG) between decade censuses. There was a significant population reduction between previous population estimates and the 2010 census.

The 2010 census showed that Mesa's median age (half the population is older, half younger) – increased by 2.6 years. In 2000, it was 32 years. Ten years later, it was 34.6 years. That still puts Mesa on the young side in a nation whose median age in 2010 was 37.2 years, compared with 35.3 in 2000.

There were corresponding changes in the number of older and younger Mesa residents as well. 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 over rose from 13.3 percent in 2000 to 14.1 percent in 2010. Those over 85 made up 2 percent of Mesa's population in 2010, compared with 1.5 percent a decade earlier.



The 2010 Census will be used by the City of Mesa as the starting point for population estimates for the next decade.

City Leadership and Demographics

Employment

The arid, warm climate of Mesa has made it a top-flight locale for aeronautical industries that range from manufacturing to education. 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 continues to research and develop military aeronautical equipment.

TRW Vehicle Safety Systems, Inc. is the subsidiary of a Fortune 500 company and stands at the head of Mesa manufacturers. The plant produces vehicle restraint systems and other safety equipment, which are sold to automakers from around the world. Some of those restraint and safety systems even find their way into the heavy machinery and large vehicles produced by Empire Southwest Machinery in Mesa, where buses and earth moving equipment are researched and refined. The Empire Regional Training Center offers classes in machinery management, maintenance and repair as well.

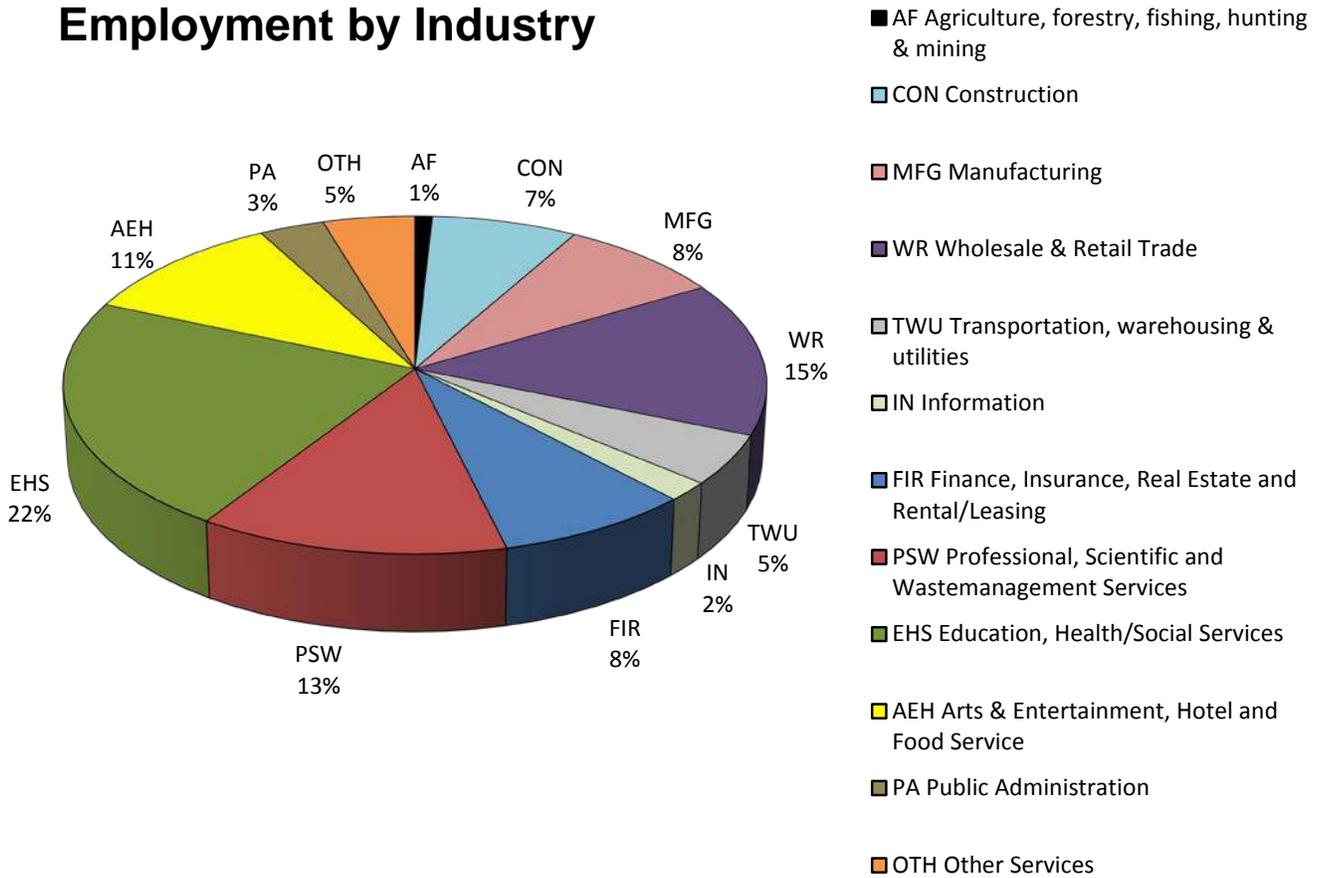
Leading employers like Boeing and Banner Medical Center benefit from Mesa's well educated workforce, where over 30% have an associate's degree or higher. Since 2010, Mesa's labor force has continued to grow, adding about 7,000 new workers. Overall, the Mesa labor force has grown by 12.2% since 2000,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

Key Employers (Economic Development Department - September 2012)

Banner Health System	8,287	Bashas'	624
Mesa Public Schools	8,042	Walgreens	677
Boeing	4,700	Empire Southwest Machinery	573
City of Mesa	3,657	McDonalds	570
Maricopa County Government	2,644	Mountain Vista Medical Center	530
Wal-Mart	2,537	Veolia Transportation	504
Maricopa Community College	1,951	SRP	494
Gilbert Unified School District	1,230	Community Bridges	450
The Kroger Company (Fry's)	1,059	US Postal Service	440
West Direct II Inc	800	Target	439
The Home Depot	779	TRW Vehicle Safety Systems	406

City Leadership and Demographics

Employment by Industry



Source: 2011 American Community Survey

Employment Status (2011 American Community Survey)

Population - 16 years and over	346,604	100.0%
In labor force	217,855	62.9%
Civilian labor force	217,643	62.8%
Employed	196,668	56.7%
Unemployed	20,975	6.1%
% of Civilian Labor	9.6%	
Armed Forces	212	0.1%
Not in labor force	128,749	37.1%

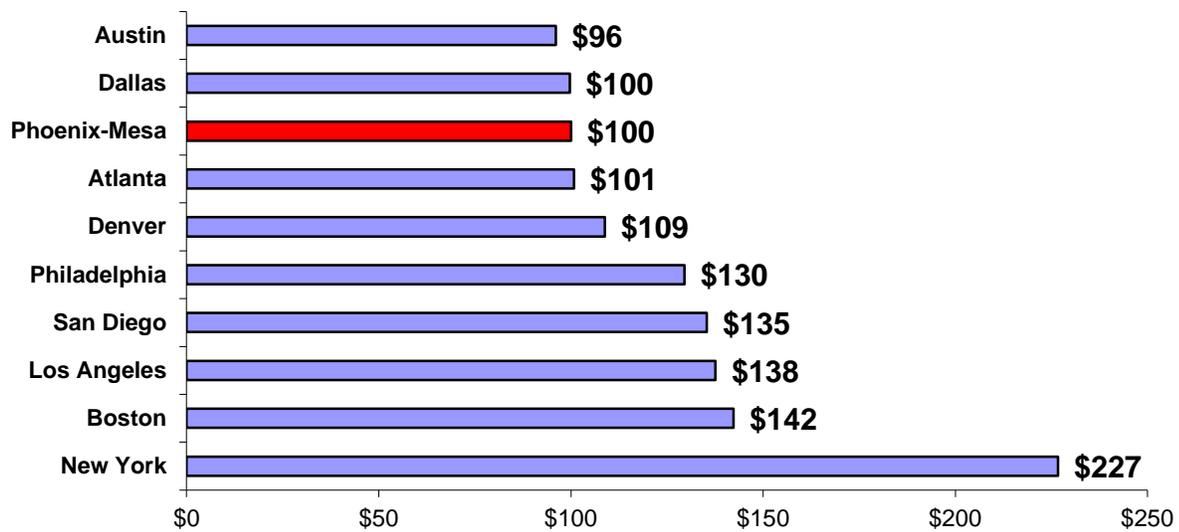
City Leadership and Demographics

Cost of Living

Over the years, Mesa has consistently been recognized as a top city in which to live. In 2010 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 charts below detail on the affordability of the Phoenix-Mesa-Glendale Metropolitan Statistical Area (MSA) as compared to other major metro areas.

Cost of Living Index



Source: CNNMoney.com – November 2012

City Leadership and Demographics

City of Mesa - Community Profile - as of July 1, 2013

Fire Protection

Fire Stations	20
Sworn Firefighters - FTE's	395.0
Civilian Staff - FTE's	93.5
Total Fire FTE's	488.5
Emergency Response	
Total Fires	929
Rescue or Emergency	43,416
False Alarms	1,255
Hazardous Conditions	454
Other Calls	11,803

Utilities

Water Connections	136,640
Water Retail Sales (thousands of gallons)	27,871,243
Water Miles of Lines	2,284
Electric Connections	13,815
Natural Gas Connections	55,544
Natural Gas Miles of Lines	1,256
Wastewater Connections	120,953
Wastewater Miles of Lines	1,677

Solid Waste & Recycling

Customers Served	119,142
Refuse Collected (tons)	215,463
Recyclables Collected (tons)	34,616
Green Waste Recyclables (tons)	19,878

Streets (including parking lots; excluding alleys)

Paved	1,307
Unpaved	1
Storm Drains Miles of Lines	432

Police Protection

Police Substations (not incl. main station)	6
Sworn Police - FTE's	782.0
Civilian Staff - FTE's	430.0
Total Police FTE's	1,212.0
Calls for Service (Mesa Police Events)	302,539
Major Crimes: (Part 1 crimes-arson not incl.)	16,149
Traffic Accidents	6,186

Municipal Facilities

Number of Parks	58
Number of Basins used as parks	134
Number of Pools (4 temporarily out of)	9
Special Recreation Facilities	6
Golf Courses	1
Cemeteries	1
Developed Park Acres	1,177
(includes golf courses and trails)	
Undeveloped Park Acres	1,104
(includes retention basins used as recreation areas)	

Library

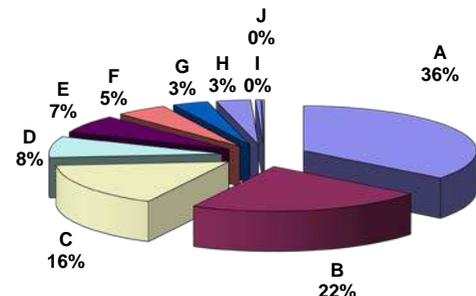
Number of registered borrowers	166,492
Electronic Resource Transactions	1,515,299
Reference Transactions Total	158,970
Total attendance (in-library patrons)	1,178,137
Circulation	2,946,333

Falcon Field

Average Number of Aircraft Based	700
Aircraft Operations (Annual)	190,605

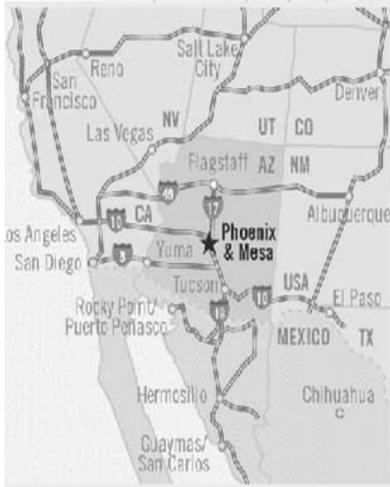
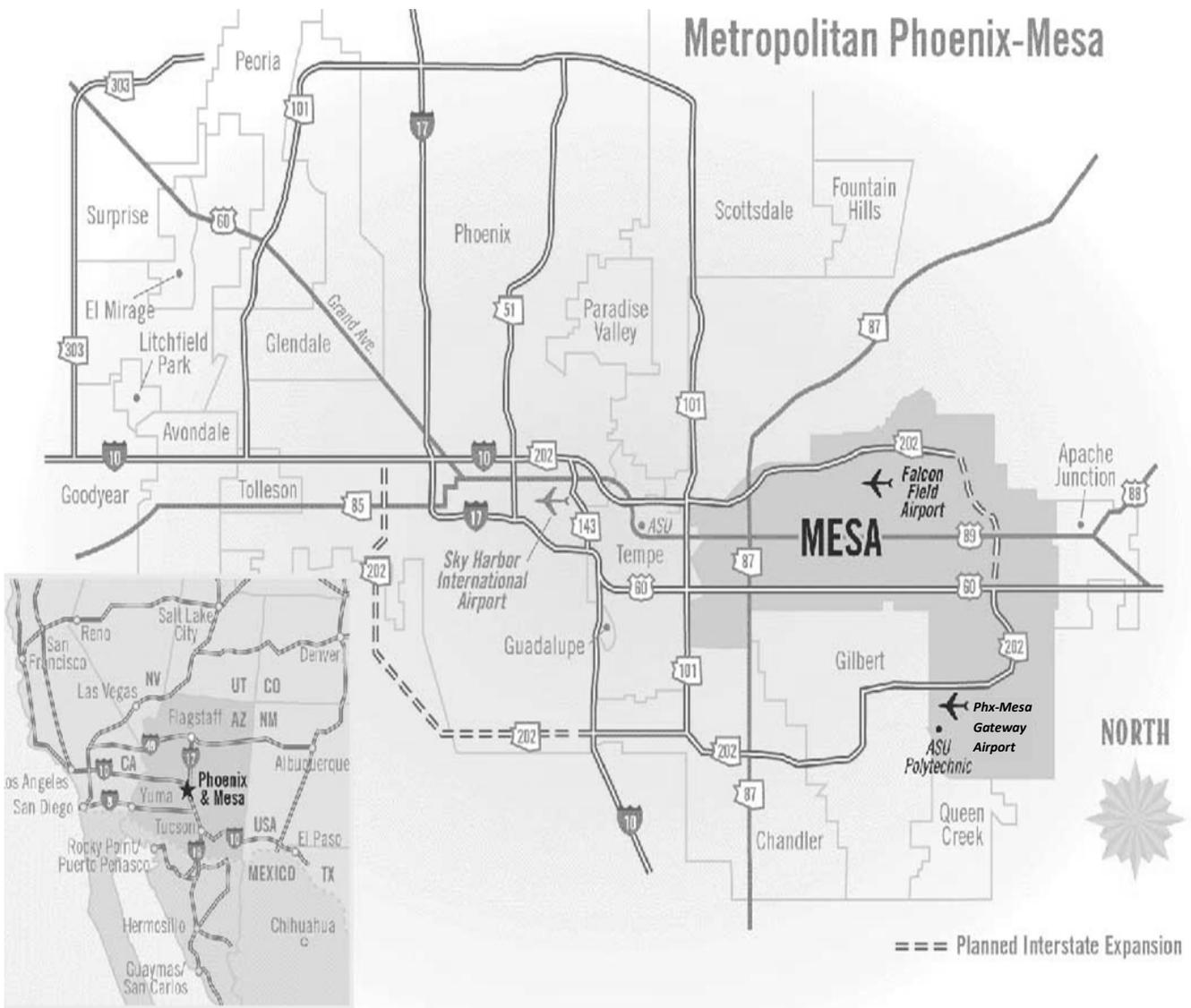
Land Use

Description	Square Miles	
A Single Family Residential	50.18	35.5%
B Vacant	31.34	22.2%
C Open Space	22.60	16.0%
D Employment	10.75	7.6%
E Transportation	9.34	6.9%
F Retail	6.84	4.8%
G Industrial	4.76	3.4%
H Multi-Family Residential	4.52	3.2%
I Office	0.70	0.5%
J Multiple Use	0.32	0.2%
	141.35	100%



Source: Maricopa County Assessor's Office Property Use Codes reported by City of Mesa-ITD-GIS section, July 2013

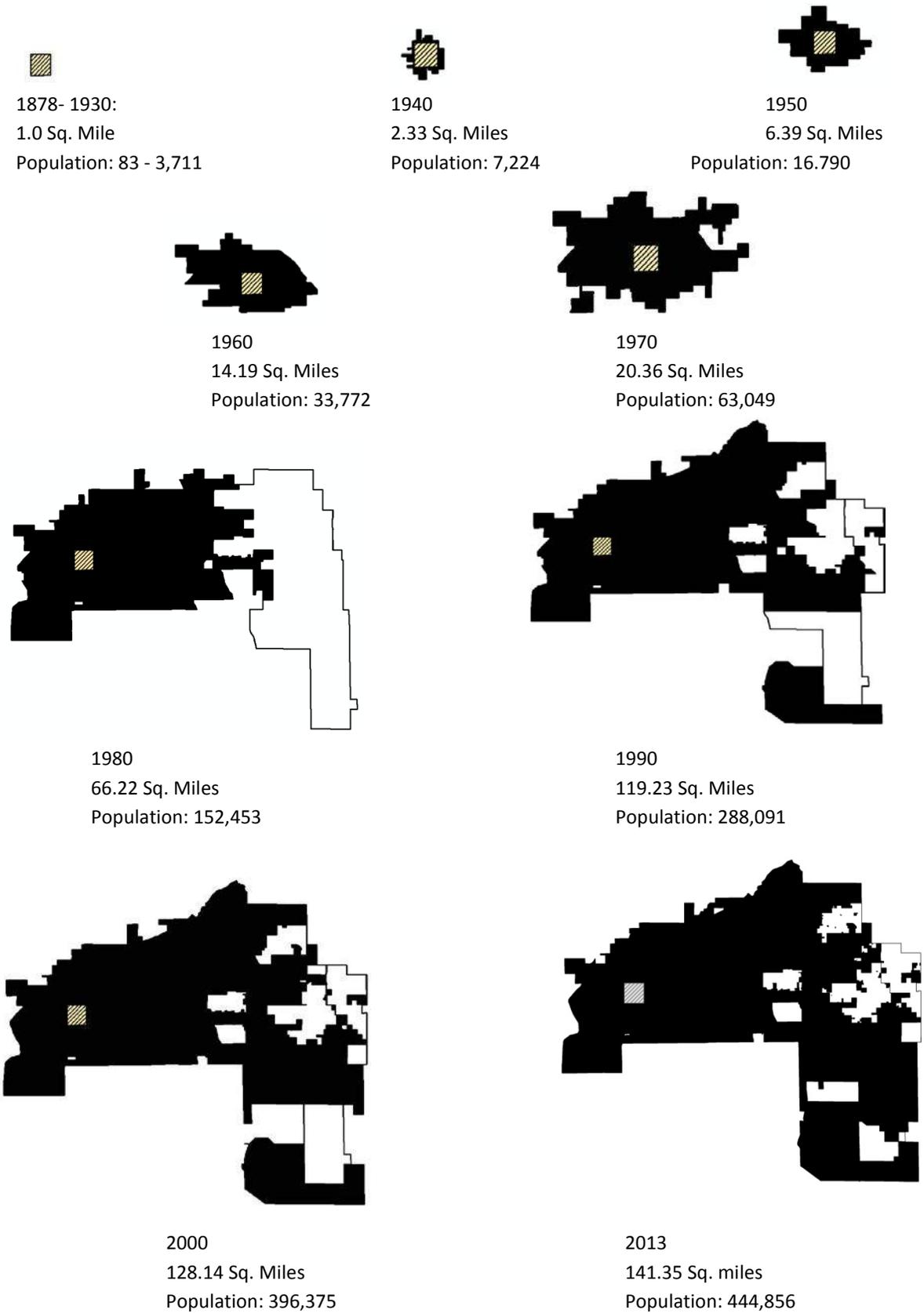
City Leadership and Demographics



City Leadership and Demographics

MESA GROWTH

1878-2012



***BUDGET & FINANCIAL
SUMMARIES***

Budget & Financial Summaries

Overview of Budget Publications

The City of Mesa budget publications consist of three documents; the Final (Legal) Budget, the Executive Budget Plan, and the Five-Year Capital Improvement Program.

Final (Legal) Budget

The City Council adopts a four-page legal budget that identifies revenues by source, revenues by fund, expenditure appropriations by fund, and expenditure appropriations by department. The current-year budget information is included along with the following year's adopted budget. The FY 2013/14 budget was adopted on June 17, 2013. The four-page Final Budget document serves as the official legal budget for the City of Mesa.

Executive Budget Plan

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

City Leadership & Demographics – This section includes the City of Mesa organizational chart, City Council strategic initiatives, City Councilmember information, a Council District Map, a City profile, and demographics about the community

Budget & Financial Summaries – This section is divided into six subsections:

1. **The Budget Process:** provides an overview of the budget cycle and legal deadlines and an overview of the City of Mesa's budget structure.
2. **Financial Policies:** contains a summary of the City's financial policies that were adopted by the City Council.
3. **Budget Summary:** provides a summary of the adopted budget, categorizes the budget by fund, and outlines general governmental revenues and expenditures.
4. **Revenues:** discusses the main revenue sources for the City and reviews historical trends.
5. **Expenditures:** provides a summary of the proposed budget and reviews historical trends.
6. **Bonds and Debt Service:** contains a summary of the different bond types and their capacity, and debt policy and debt service budget information.

Budget & Financial Summaries

Capital Budget – This section highlights operating capital expenditures as well as major capital projects impacting the budget. Expenditures are identified by funding source and by category. Operating capital, the Vehicle Replacement Program, an overview of the Capital Improvement Program (CIP), and the operational effect of the CIP are presented. The detail for CIP projects is presented in the Five-Year Capital Improvement Program document.

Department Operational Plans – Strategic planning is an on-going process in the City of Mesa. This section summarizes the current status of high-level department business objectives and summarizes departmental funding. Operational plans are included for each department, providing a framework for achieving objectives. Departments review and update their operational plans annually.

Financial Schedules – This section presents summary financial data, including expenditure funding sources and bond schedules. Also included are resource summaries, Council resolutions adopting the Final Budget and the CIP, a glossary of terms, and a listing of acronyms referenced in the Executive Budget Plan.

The Executive Budget Plan document outlines sources of City revenues and areas of expenditures. It serves as a planning tool for providing services to the citizens of Mesa. Throughout the fiscal year, revenues and expenditures are monitored and the budget plan is modified as needed.

Capital Improvement Program (CIP)

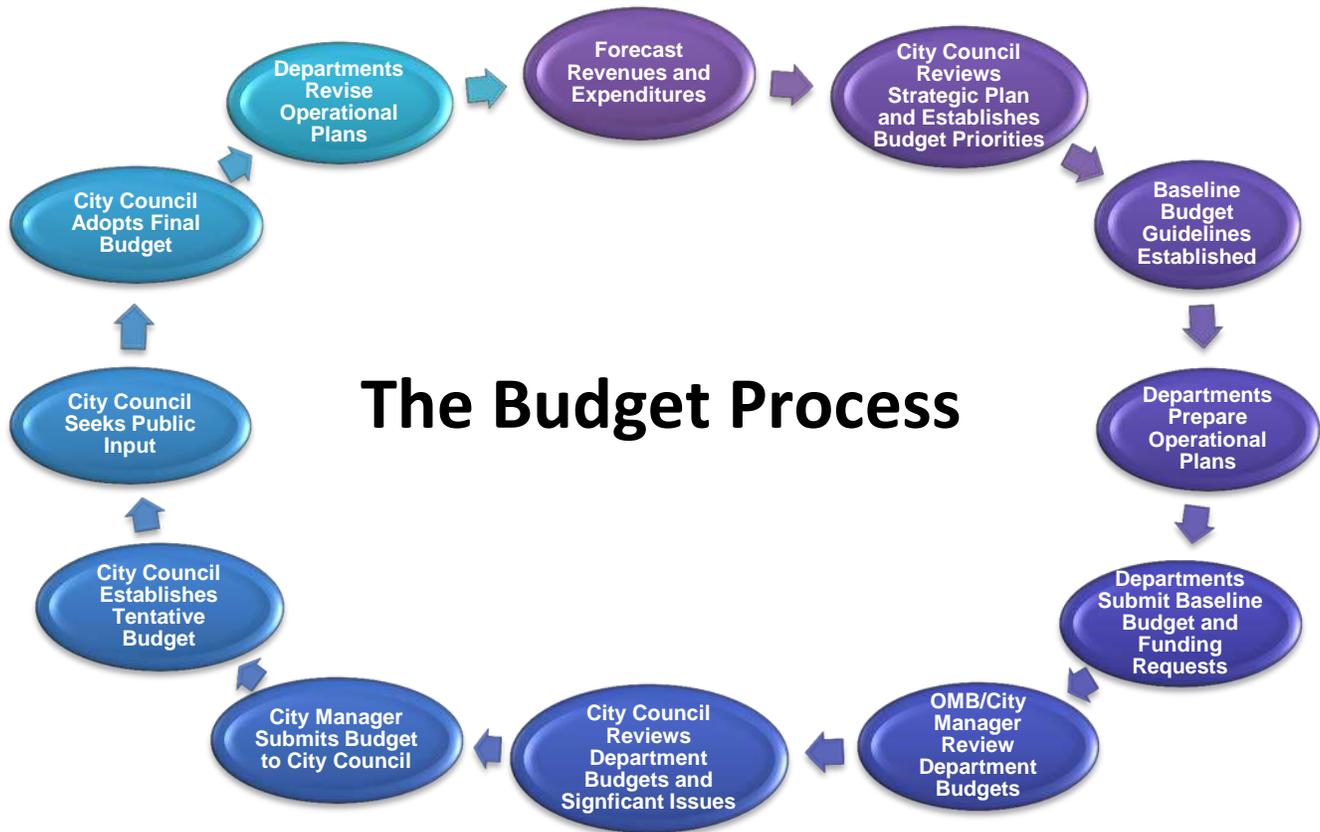
The Capital Improvement Program (CIP) presents projects in the following categories:

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

Projects are identified over a five-year period. Detail regarding project timelines, funding sources, construction costs and operating costs are outlined. Projects are prioritized on a city-wide basis and reviewed for funding availability.

Both the four-page legal budget and the Executive Budget Plan are available on the City of Mesa's internet site at www.mesaaz.gov/budget. The presentations and publications involved in development of the FY 2013/14 budget are also available on the site.

The Budget Process



The Budget Process

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, seasonal patterns are identified. 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. Predicting future behavior from past events is at the heart of the forecast process.

Once identified, these patterns are considered in relation to current events on the national, state, and local levels. Considering these events and their effects on the City's financial situation is another important part of forecasting future conditions. Federal fiscal policy, state budget decisions, and local housing permit levels are all examples of factors that impact the City's budget.

Budget & Financial Summaries

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 predictions possible. City staff works to supply the Council and City Manager with accurate information from which decisions can be made.

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.

Baseline Budget Guidelines Established

Based on the citywide forecasted resources available, departments are allocated a portion of those resources in order to fund their operations. Typically, departments are allocated an amount equal to their previous year's ongoing expenditures plus additional personnel costs that have been updated with expected salary, benefits and supplemental pay.

Departments Prepare Operational Plans

At the same time, departments begin development of their 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 toward, and achievement of, desired outcomes and are presented in the Department Operational Plans section.

Departments Submit Baseline Budget and Funding Requests

Each department is responsible for entering the detail of their baseline budget into the budget system. The budget is entered based on the type of expenditure, funding source, and activity that the expenditure supports. Departments also enter any revenues that they expect to receive during the upcoming budget 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 authorizes additional funding in addition to baseline budgets.

Budget & Financial Summaries

OMB/City Manager Review Department Budgets

The Office of Management and Budget reviews department budget submissions and reports their findings to the City Manager. The review is not only by department but also by funding source to ensure that available capacity exists for the requested budget. OMB and the City Manager review the budget submissions to ensure that Council priorities are being followed, legal regulations are being adhered to and City functions are properly supported.

City Council Reviews Department Budgets and Significant Issues

Specific departments give presentations to the City Council to review their additional requests for the upcoming budget year. The City Council gives direction on issues and projects that they feel should be included in the upcoming budget.

City Manager Submits Budget to City Council

After reviewing requests and working through various options, the City Manager submits a budget to the City Council for consideration.

City Council Establishes Tentative Budget

Following presentations to the City Council, the Council adopts a Tentative Budget, which sets a ceiling or maximum for the Final budget.

City Council Seeks Public Input

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

City Council Adopts Final Budget

The City Council makes any desired amendments to the Tentative Budget and adopts a Final budget.

Departments Revise Operational Plans

Based on the Final Budget, departments revise their operational plans to match the resources available.

Budget & Financial Summaries

Budget Maintenance

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 and the City Council.

MesaStat Meetings

The City Manager meets with each department on a regular basis to review financial information, to review progress on performance measures, 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 context of 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 future financial obligations. Therefore, they 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

Budget Requirements and Limitations

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

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

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

- Limited Value is a statutorily established value which is used in conjunction with primary tax rates to establish taxes due (ARS §42-13301).
- Full Cash Value is the value determined as prescribed by statute and is used in conjunction with secondary tax rates to establish taxes due (ARS §42-11001(6)).

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

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

Budget & Financial Summaries

Summary of Major Steps and Legal Deadlines in the Budget Process

Action Required	City Charter Deadlines	Arizona State Statute Deadlines	Dates
Operational Budget Process			
City Council adopts tentative budget	None	On or before the third Monday in July	June 3, 2013
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 8, 2013 June 15, 2013
City Council holds public hearing and adopts final budget	None	On or before the 14th day before a tax levy is adopted	June 17, 2013
City Council adopts secondary property tax levy.	None	On or before the 3rd Monday in August.	July 1, 2013
Capital Improvement Program Process			
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	June 1, 2013
City Council holds public hearing and adopts the Five Year Capital Improvement Program	Not less than 2 weeks after the publication	None	June 17, 2013
Utility Rate Process			
City Council adopts a Notice of Intention to adjust utility rates and sets a public hearing	None	At a regular Council Meeting at least 30 days prior to public hearing	May 6, 2013
Utility Rate Adjustment written report submitted to the City Clerk's office	None	30 days prior to the public hearing	May 16, 2013
Publish Notice of Intention and notice of public hearing for utility rate adjustments	None	One publication at least 20 days before the public hearing	May 11, 2013
City Council introduces utility rate adjustment ordinances	Ordinance is required for all utility rate adjustments and must be introduced at a regular Council Meeting	Only water and wastewater are included in state statute and may use either an ordinance or resolution	June 3, 2013
City Council holds public hearing on utility rate adjustments	At least 6 days after the publication	Not less than 30 days after the adoption of the notice of intent	June 17, 2013
City Council adopts utility rate adjustment ordinances and resolutions	After the public hearing	After the public hearing	June 17, 2013
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 31, 2013

Budget & Financial Summaries

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.

Budget & Financial Summaries

- 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 these targets are higher than those in comparable cities that have more typical revenue structures.

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

Financial Policy 3 – Fees and Charges

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

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

Budget & Financial Summaries

Financial Policy 4 – Debt Issuance and Management

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

- 4.1 The City of Mesa should impose a secondary property tax at a rate necessary to offset General Obligation bond debt.
- 4.2 City should maintain an adequate general obligation debt service fund balance.
- 4.3 Long-term debt will not be issued to finance current operations.
- 4.4 Debt term should match the useful life of the capital project funded.
- 4.5 General Obligation and Revenue bond debt service payments should be structured so as to be consistent from year-to-year.
- 4.6 The City shall comply with the State of Arizona Constitution's requirements that bonded debt not exceed the 20% and 6% limitations of the total secondary assessed valuation of taxable property in the City.
- 4.7 Benchmark ratios of per capita debt, debt service to operating revenue, and outstanding debt as a percent of full cash value will be updated annually.
- 4.8 To ensure that bond refunding produce the anticipated savings, the refunding bonds will be measured against a standard of the net present value debt services savings exceeding 3% of the debt service amount of the bonds being refunded unless the refunding was initiated for purposes other than debt service savings.
- 4.9 The City shall comply will all U.S. Internal Revenue Service arbitrage rebate requirements for bonded indebtedness.
- 4.10 The City shall comply with all requirements of A.R.S., Title 15.1, and other legal requirements regarding the issuance of bonds and certificates of the City of its debt issuing authorities.

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

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

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

Budget & Financial Summaries

Financial Policy 6 – Investments & Cash Equivalents

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

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

Financial Policy 7 – Financial Reporting

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

- 7.1 Mesa will ensure that the City's accounting and financial reporting systems will be maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP), standards of the Governmental Accounting Standards Board (GASB), and the Government Finance Officers Association (GFOA).
- 7.2 An annual audit will be performed by an independent public accounting firm, with the audit opinion included as part of the City's published Comprehensive Annual Financial Report (CAFR).
- 7.3 The CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provision, disclose thoroughness and detail sufficiency, and minimize ambiguities and potentials for misleading inference.
- 7.4 The Biennial Budget Plan will be submitted to the GFOA Distinguished Budget Presentation Program. The document should satisfy criteria as a financial and programmatic policy statement, as a comprehensive financial plan, as an operations guide for all organizational units and as a communications device for all significant budgetary issues, trends and resource choices.

Budget & Financial Summaries

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.
- 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.

Budget & Financial Summaries

- 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.

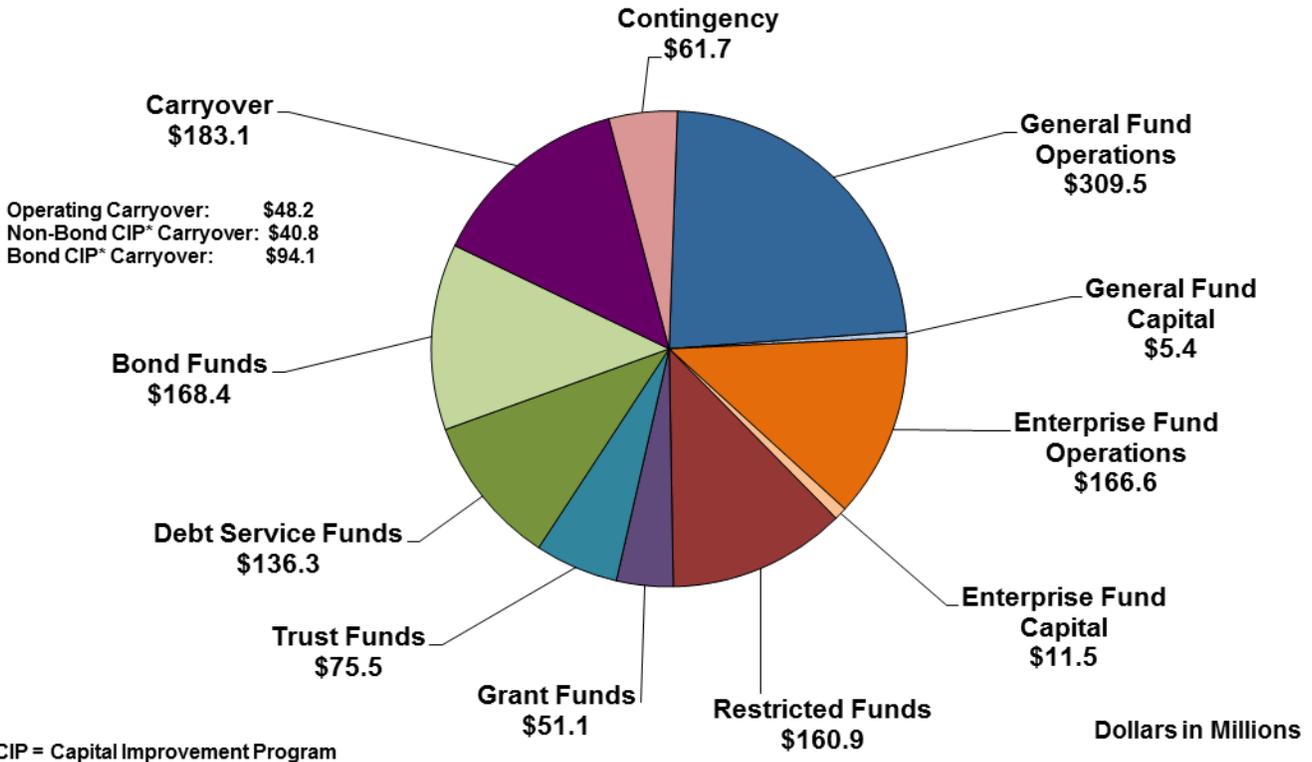
- 10.1 Mesa City Council's Audit and Finance Committee will periodically review the City's financial policies, and forward recommendations for any revisions to the City's financial policies to the City Council for consideration.
- 10.2 City staff will report annually to the Mesa City Council's Audit and Finance Committee concerning the status of the City's on-going compliance with the adopted financial policies.

Budget & Financial Summaries

Budget Summary

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

**Fiscal Year 2013/14 Final
Total City Budget by Fund \$1.33B**



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

Capital purchases funded by the General Fund and Enterprise Fund are located in separate capital funds. The use of capital funds allows for easier tracking of capital expenditures, removes the volatility from the two funds for more accurate year-to-year comparisons and provides an easier opportunity to set funding aside for pay-as-you-go projects.

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

Budget & Financial Summaries

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

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

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

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

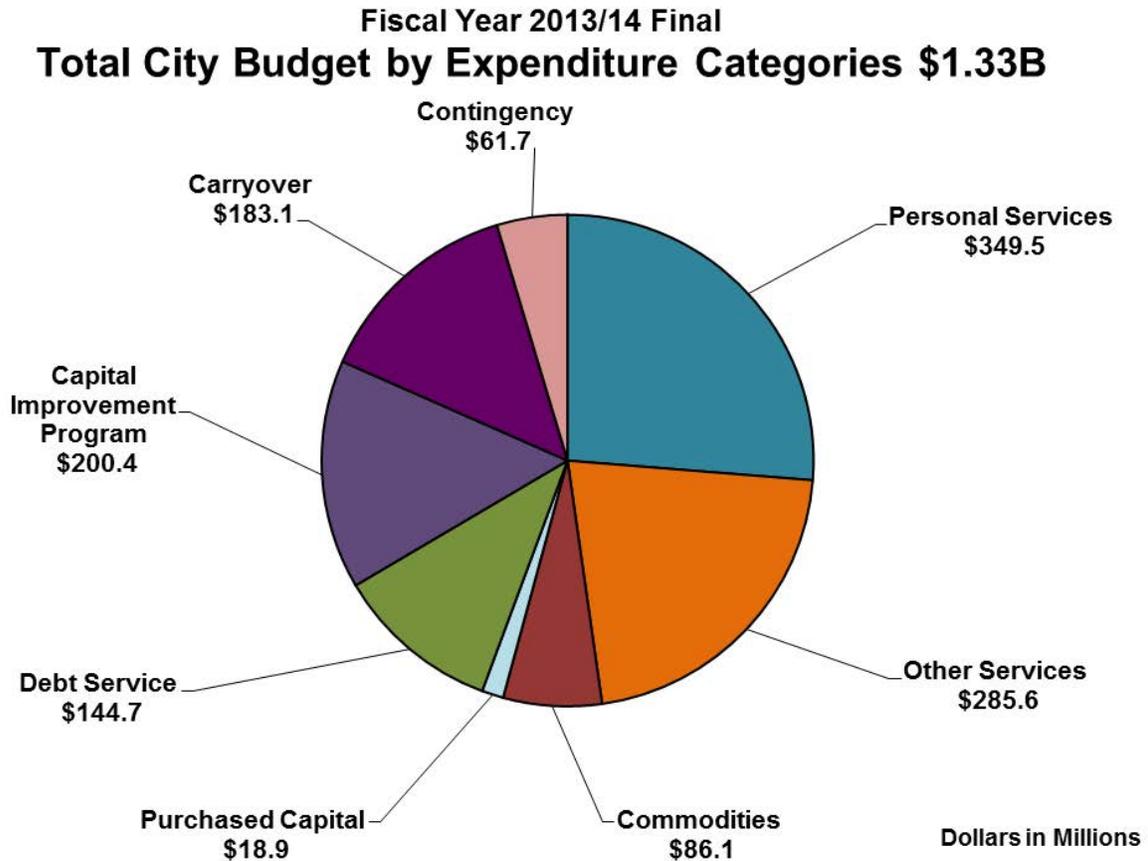
Bond Funds are used to fund the costs of capital projects. Funding comes from the sale of bonds that have been authorized by the voters. Bonds are normally sold once per year in the spring. This results in a high ending fund balance for these funds as the once-a-year bond sale proceeds are used for expenditures during the upcoming year.

Carryover is not a separate fund but is funding for purchases or work that is not completed until after the start of the next fiscal year. It consists primarily of capital projects, but there is a portion of operating budget items that were ordered or contracted for in one fiscal year but not received until after the start of the next fiscal year. Carryover expenditures are separated from their source funds to allow for better analysis of the annual operational budget.

Contingency funding is budgeted in a separate fund. Contingency is included in the budget appropriation due to the state requirement for the City to appropriate a maximum budget limit for the fiscal year. If the City were to encounter unexpected costs such as a natural disaster or major emergency, this appropriation would be available for use. Anticipated unrestricted fund balance serves as the resource for the Contingency fund.

Budget & Financial Summaries

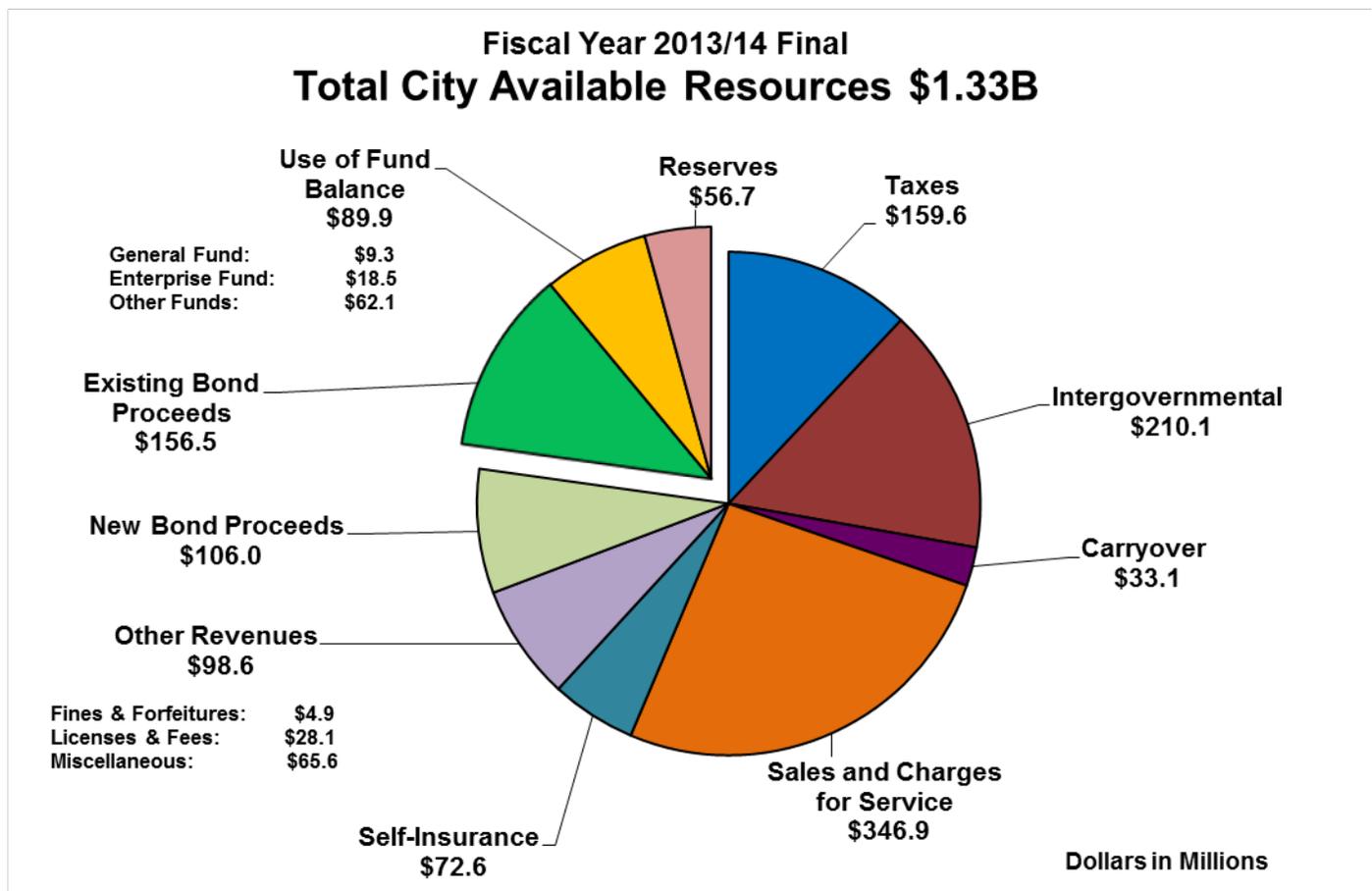
The chart below shows the total adopted budget by type of expenditure. The Capital Improvement Program (CIP) is comprised of many types of expenditure categories, but has been excluded from the categories and separately identified in total. This allows for better illustration of the City's operational budget. The Debt Service category includes all debt service for the City regardless of the funding source. In FY 2013/14, this includes funding from the General Fund, Enterprise Fund, various impact fee funds and the Court Construction Fee Fund. Internal service credits have been allocated to the Other Services category. The Carryover category contains budgeted expenditures from one fiscal year that will not be expended until the following fiscal year.



Budget & Financial Summaries

The chart below illustrates the revenue sources anticipated for the FY 2013/14 fiscal year for all funds. The Taxes segment includes the general governmental, quality of life, and local street portions of the City sales tax as well as secondary property tax. Intergovernmental includes urban revenue sharing (state income tax), state sales tax, vehicle license taxes and highway user revenue fees (state gasoline tax). The majority of the Sales and Charges for Service resources is revenue from utility rates.

The portion identified as use of fund balance is from all funds. The bulk of fund balance available is from bond proceeds. The City sells bonds each spring to fund construction costs for a twelve month period. The majority of that time period is in the following fiscal year. The result is a high beginning fund balance in the bond funds that will be used over the course of the fiscal year until it is replenished again the following spring. The section of three pieces that are pulled away from the rest of the pie below represent actual funds on hand or “in the bank” at the start of the fiscal year. The rest of the funds will be received or collected over the course of the fiscal year 2013/14.



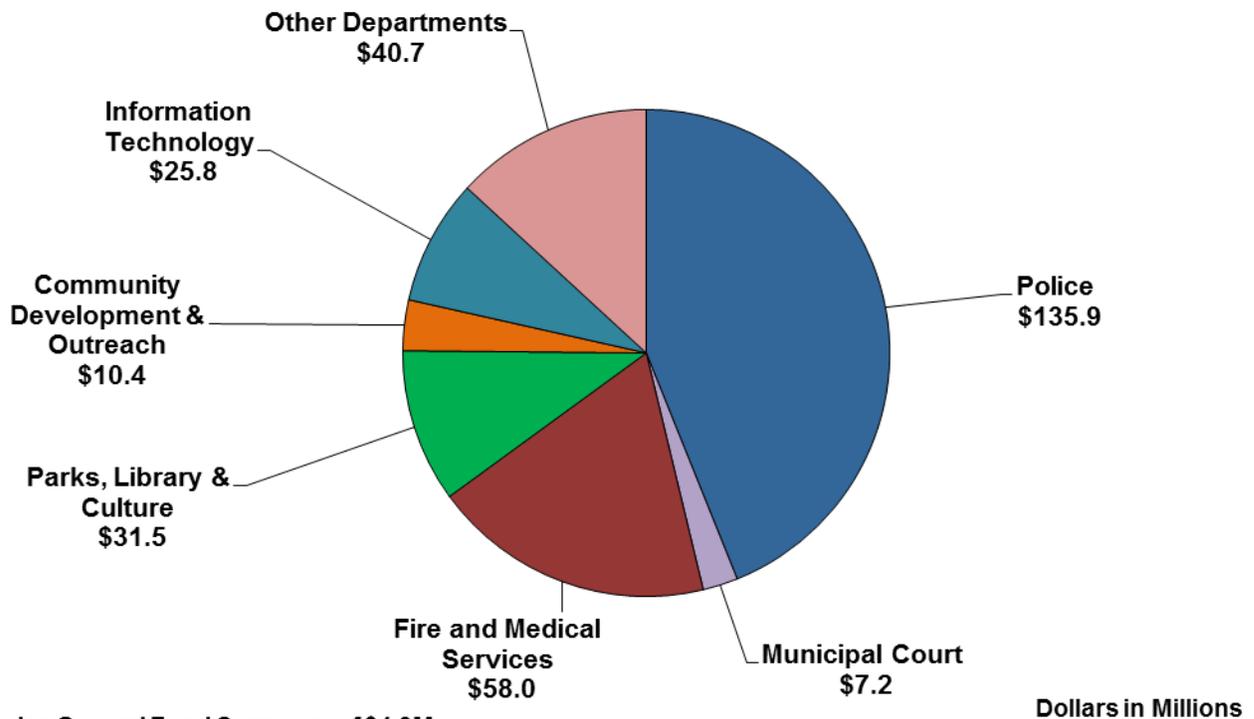
Budget & Financial Summaries

FY13/14 General Fund Overview

The General Fund Operations Fund is broken out by department below.

Beginning in FY 2012/13, the City no longer uses fully-costed programs, but rather uses direct department costs. For example, costs previously included in the Police Program for the infrastructure support of the Computer Aided Dispatch (CAD) software, are now shown in the Information Technology Department. Support from various citywide overhead areas such as payroll and personnel were previously included in various programs, it is now combined in Other Departments. Centralized Appropriations houses items such as debt service, leases, and retiree medical insurance and is also included in the Other Departments category.

Fiscal Year 2013/14 Final General Fund Budget by Department \$309.5M*

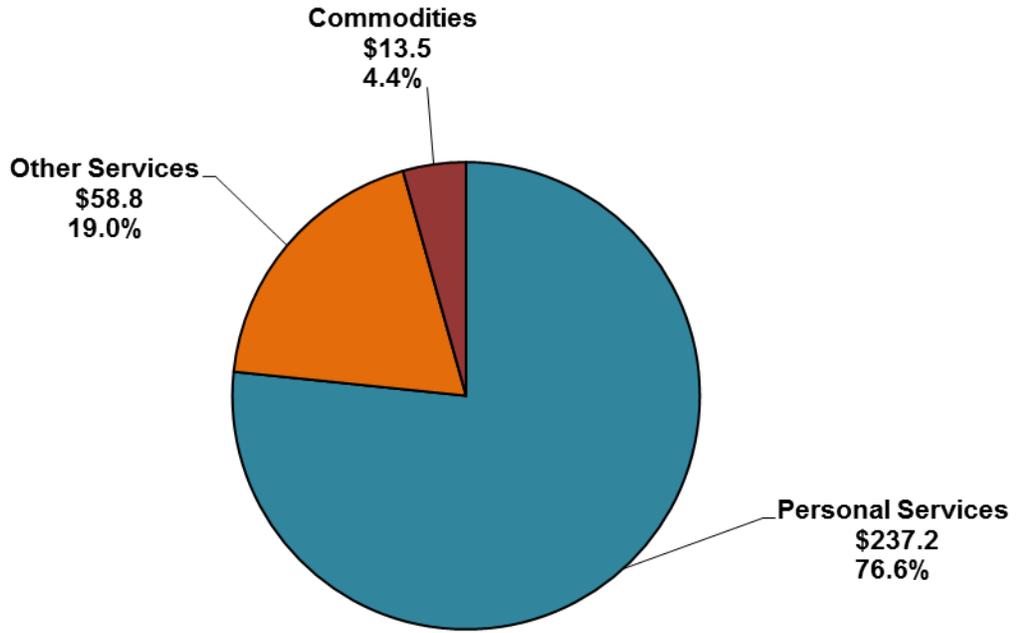


Public Safety comprises almost 65% of the General Fund budget. In FY 2013/14, the Quality of Life Fund solely supports Public Safety direct expenses for an additional \$19.2 million of resources.

Budget & Financial Summaries

The General Fund Operations Fund is broken out by expenditure category below. Since the City is in the business of providing services, much of the General Fund is used to pay for personnel.

Fiscal Year 2013/14 Final General Fund Budget by Expenditure Categories \$309.5M*



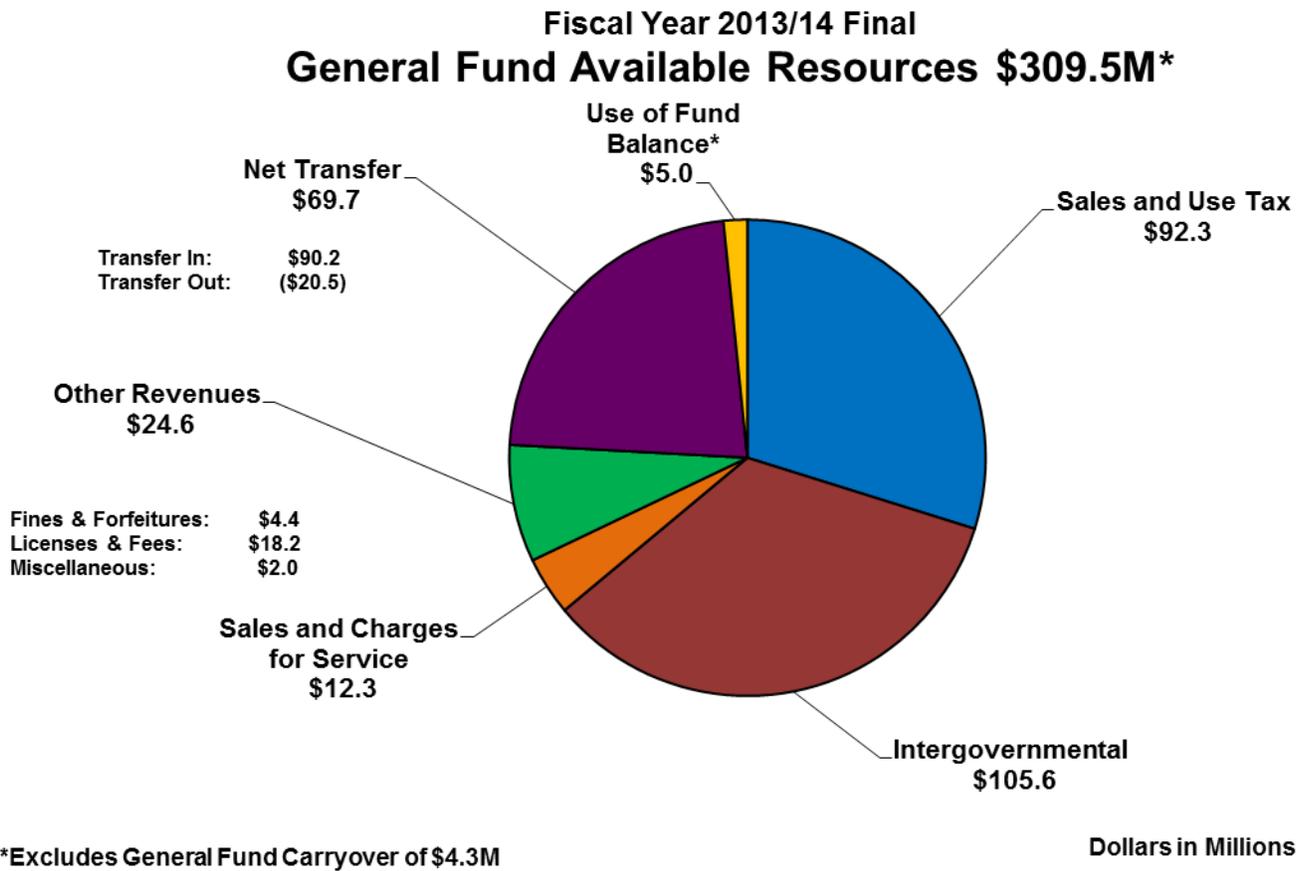
Dollars in Millions

*Excludes General Fund Carryover of \$4.3M

Budget & Financial Summaries

The General Fund Operations Fund is broken out by available resources below.

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



The FY 2013/14 budget includes a fund transfer from the Enterprise Fund to the General Fund of \$90.2 million. The General Fund transfers resources to other City funds to cover debt service and capital costs, as well as to funds such as the Transit Fund and Vehicle Replacement Fund that are not self-sufficient.

Budget & Financial Summaries

Fund Balance

Beginning fund balance, transfers in, financing proceeds, and revenues equal available resources. Ending fund balance is available resources, less transfers out and expenditures. Ending fund balance of 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, \$51.3 million of the FY 2013/14 projected ending fund balance is contained in trust funds. These funds are managed individually and are restricted in their use.

Estimated FY 2013/14 ending fund balance is summarized in the table below.

Summary of Changes in Fund Balance for All Funds FY 2013/14							
	Projected Beginning Fund Balance	+	Projected Sources	-	Budgeted Expenditures	=	Projected Ending Fund Balance
Sub-total of All Funds	\$420,339,063		\$1,021,914,762		\$1,268,322,000		\$173,931,825
<u>Contingency</u>	<u>\$0</u>		<u>\$5,000,000</u>		<u>\$61,678,000</u>		<u>(\$56,678,000) *</u>
<u>Total</u>	<u>\$420,339,063</u>		<u>\$1,026,914,762</u>		<u>\$1,330,000,000</u>		<u>\$117,253,825</u>

* Contingency - Budget appropriation to allow for the use of fund balance if needed

The Projected Ending Fund Balance assumes that all Budgeted Expenditures are spent each year. Budgeted Expenditures includes carryover from the prior year (\$134.9 million of Capital Improvement and \$48.2 million of Operations for FY 2103/14) and contingency of \$61.7 million.

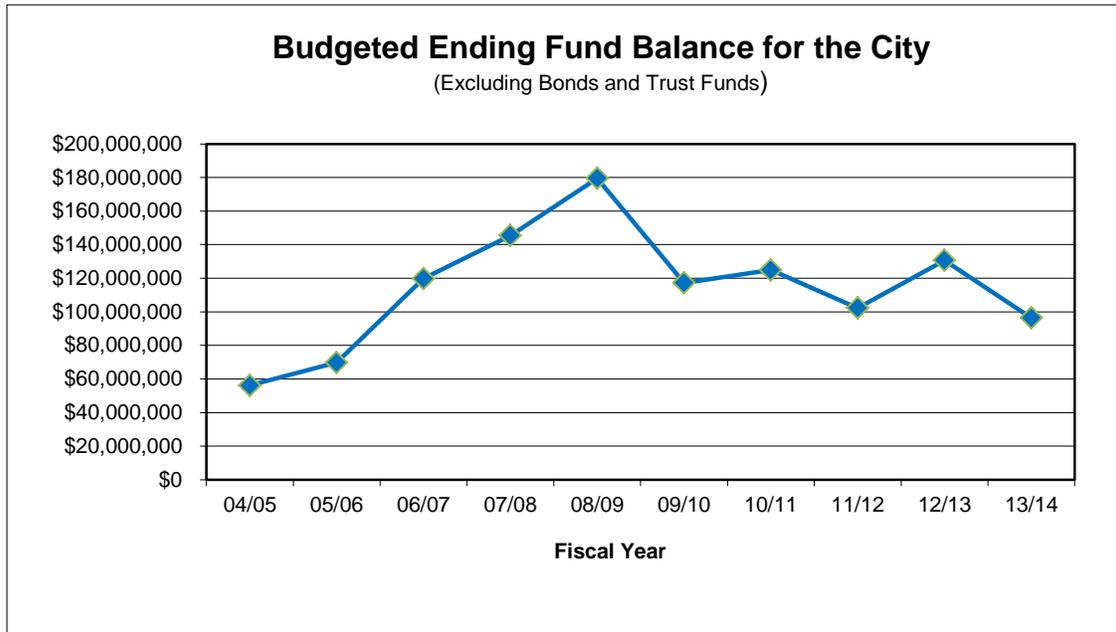
Fund balance usage also occurs when budgeted expenditures are not completed in the original budget year. The resources to fund the needed expenses in the following budget year are identified and funds are restricted at year-end in order to cover these expenditures. This timing issue causes the ending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

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

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

Budget & Financial Summaries

The chart below shows the City's budgeted ending fund balance, excluding bond and trust funds.



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

The City has adopted financial policies that include maintaining General Fund and Enterprise Fund unrestricted fund balances of 8-10% per fiscal year over the multi-year forecast period. The City usually strives to maintain budgeted fund balances at the upper end of the range, around 9-10%. During the FY 2013/14 budget process, the City Council supported a move toward 8% budgeted fund balances in order to maximize the resources available to fund City services.

	Projected Beginning Fund Balance	+	Projected Sources	+	Fund Transfers	-	Budgeted Expenditures	=	Projected Ending Fund Balance	Fund Balance %
General Fund	\$37,510,510		\$234,888,496		\$69,721,759		\$313,838,461		\$28,282,305	9.0%
Enterprise Fund	\$49,832,530		\$321,296,437		(\$170,730,103)		\$168,285,203		\$32,113,661	19.1%

Fund balance projections for all funds can be found in the Financial Schedules section of the document on the Summary of Changes in Fund Balance schedule.

Budget & Financial Summaries

Balanced Budget

The following tables summarize resources and expenditures by major fund categories for FY 2013/14. The City of Mesa meets the state requirement mandating the adoption of a balanced budget, meaning that budgeted expenditures are less than or equal to available resources (Title 42 Arizona Revised Statutes).

SUMMARY OF RESOURCES BY FUND

Fund	FY 2012/13	FY 2013/14
	Adopted Budget	Estimated Revenues
General Fund - Operations	\$227,560,318	\$234,819,486
General Fund - Capital	\$257,490	\$0
Enterprise Fund - Operations	\$316,288,223	\$321,256,437
Enterprise Fund - Capital	\$0	\$300,000
Restricted Funds:		
Transportation Related:		
Local Street Sales Tax Fund	\$22,743,000	\$23,578,844
Highway User Revenue Fund	\$31,137,000	\$32,394,127
Transportation Fund	\$13,950,599	\$12,987,700
Transit Fund	\$2,179,358	\$2,641,031
Quality of Life Sales Tax Fund	\$18,112,699	\$19,245,796
Other Restricted Funds	\$26,097,608	\$67,581,650
Grant Funds:		
General Governmental Grant Fund	\$22,584,972	\$27,733,326
Enterprise Grant Fund	\$4,402,800	\$3,396,631
Housing Grant Funds	\$19,597,023	\$19,765,254
Trust Funds	\$75,202,003	\$72,909,585
Debt Service Funds	\$23,703,907	\$49,203,133
Total Operating Revenues	\$803,817,000	\$887,813,000
Reimbursements/Previous Grant Awards Carried Over	\$37,352,300	\$33,132,762
Funds Carried Forward	\$164,084,700	\$146,558,238
Total Non-Bond Resources	\$1,005,254,000	\$1,067,504,000
Existing Bond Proceeds	\$82,586,000	\$156,527,000
New Bond Proceeds	\$176,160,000	\$105,969,000
Total Bond Resources	\$258,746,000	\$262,496,000
City Total Resources	\$1,264,000,000	\$1,330,000,000

Budget & Financial Summaries

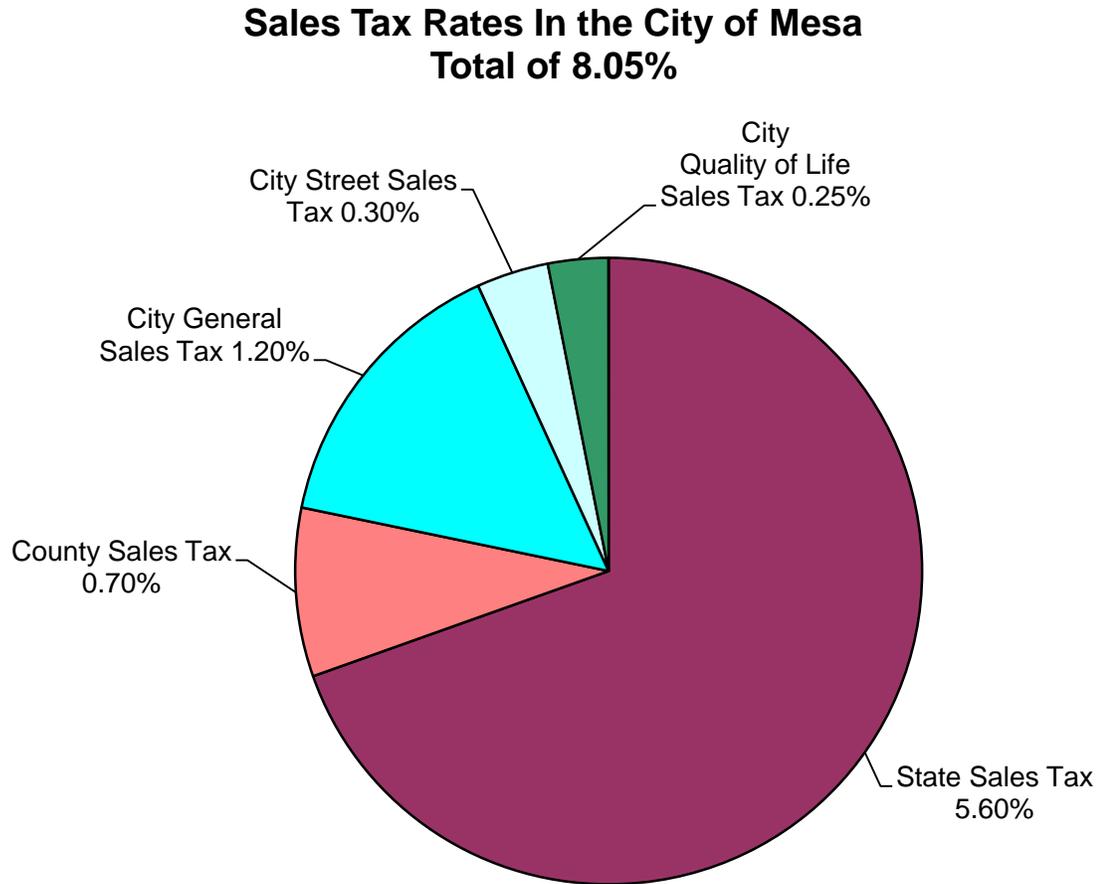
SUMMARY OF EXPENDITURE APPROPRIATIONS BY FUND

Fund	FY 2012/13	FY 2013/14
	Adopted Budget	Expenditure Appropriation
General Fund - Operations	\$308,344,030	\$309,460,649
General Fund - Capital	\$11,125,237	\$5,405,554
Enterprise Fund - Operations	\$169,057,353	\$166,566,749
Enterprise Fund - Capital	\$22,382,240	\$11,544,027
Restricted:		
Transportation Related:		
Local Street Sales Tax Fund	\$32,005,228	\$30,872,473
Highway User Revenue Fund	\$18,601,837	\$18,262,020
Transportation Fund	\$13,950,598	\$12,987,700
Transit Fund	\$10,841,395	\$9,037,307
Quality of Life Sales Tax Fund	\$18,112,699	\$19,245,795
Other Restricted Funds	\$30,319,044	\$70,578,092
Grant Funds:		
General Governmental Grant Fund	\$22,583,595	\$27,997,014
Enterprise Grant Fund	\$4,402,800	\$3,396,631
Housing Grant Funds	\$19,597,023	\$19,666,642
Trust Funds	\$72,729,981	\$75,465,330
Debt Service Funds	\$118,968,939	\$136,292,017
Expenditure Appropriation Subtotal	\$873,022,000	\$916,778,000
Operating Carryover	\$33,836,000	\$48,201,000
Capital Improvement Carryover: Non-Bond	\$27,396,000	\$40,847,000
Total Carryover	\$61,232,000	\$89,048,000
Contingency	\$71,000,000	\$61,678,000
Total Expenditure Appropriation Non-Bond Funds	\$1,005,254,000	\$1,067,504,000
Bond Capital Improvement Scheduled	\$199,105,000	\$168,431,000
Bond Capital Improvement Carryover	\$59,641,000	\$94,065,000
Total Bonds Capital Improvement	\$258,746,000	\$262,496,000
City Total Appropriation	\$1,264,000,000	\$1,330,000,000

Budget & Financial Summaries

Revenues

Sales Tax Rate Allocation



Arizona's cities and towns, under state law, have the authority to establish certain taxes for revenue purposes. The local transaction privilege tax, also known as a sales tax, is one such means for financing municipal services. State law allows for the establishment of a local sales tax without voter approval. The City of Mesa charter requires voter approval for the establishment of a sales tax greater than 1.0%. The City of Mesa's current local sales tax rate is 1.75%. When combined with the State and County sales tax rates, the total sales tax rate is 8.05%.

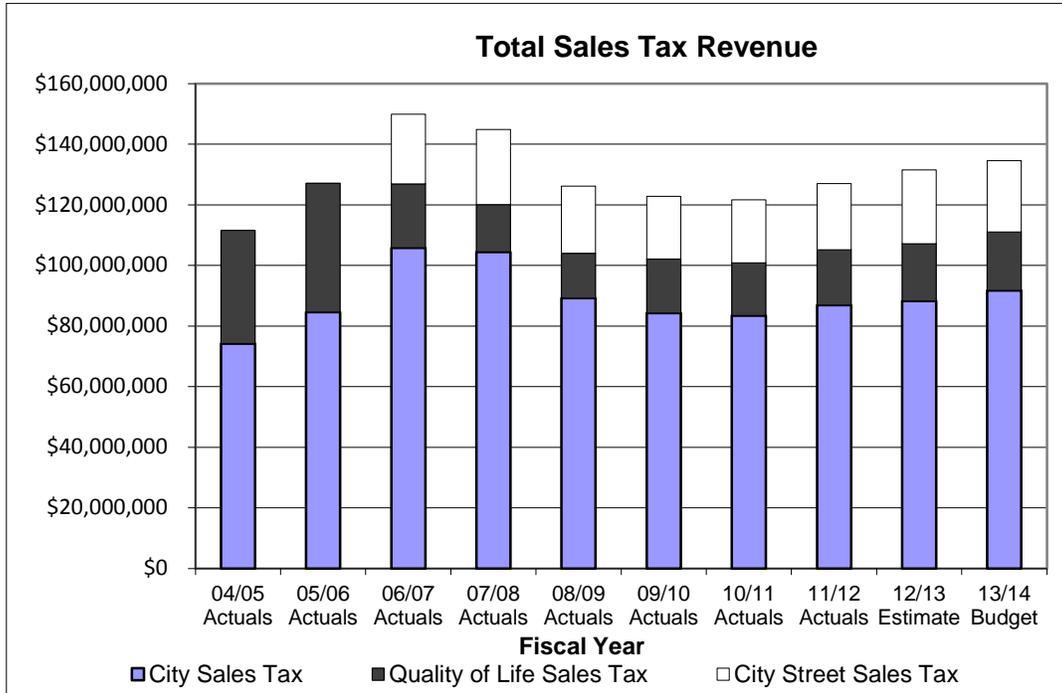
In March of 1998, Mesa voters approved a Quality of Life Sales Tax of 0.50%. Half of the rate (0.25%) was allocated to capital and infrastructure improvements within the Public Safety, Culture, Parks, Streets and Aquatics programs. The remaining half (0.25%) was allocated to fund the operations and maintenance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

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.

Budget & Financial Summaries

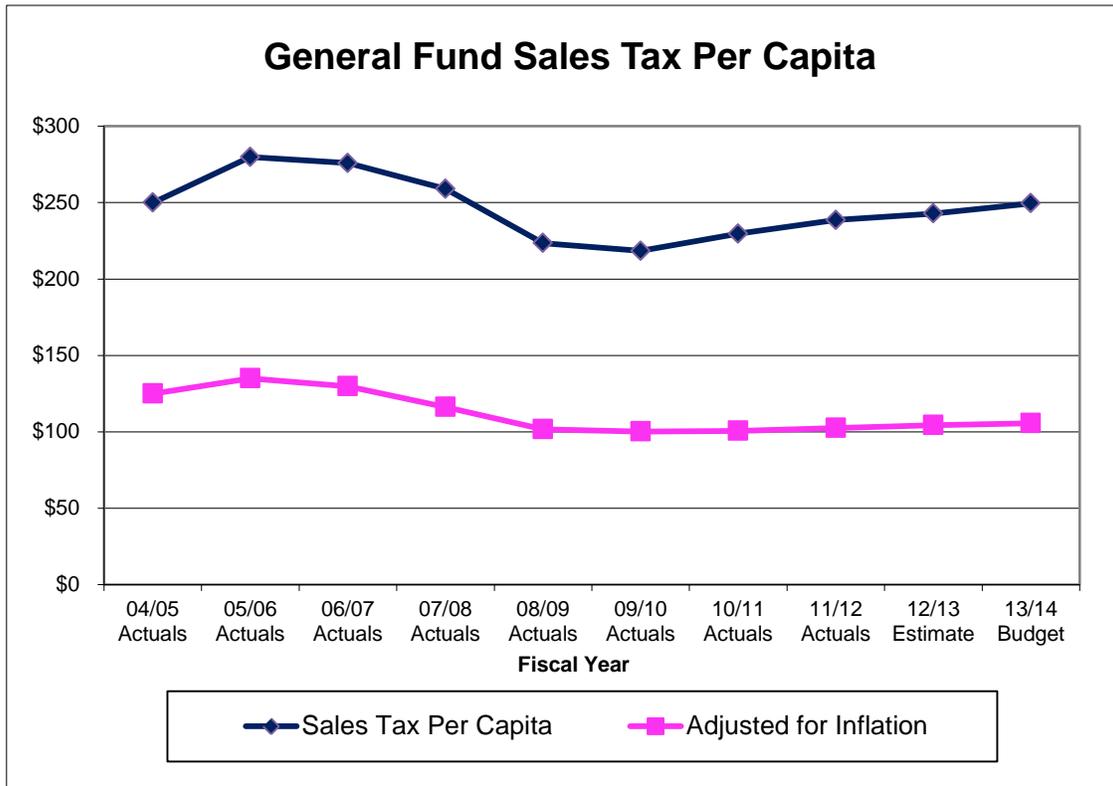
Local Sales Tax Revenue

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

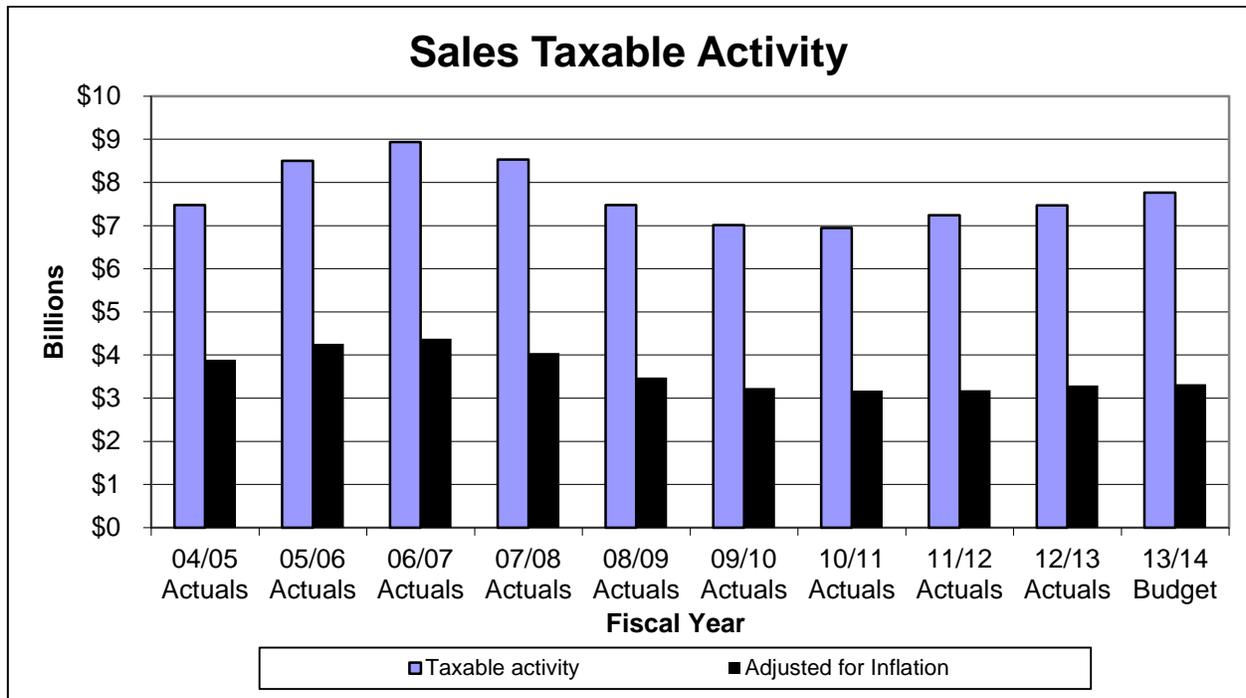


Budget & Financial Summaries

General Fund sales tax revenue per capita indicates the degree to which Mesa is retaining the same ratio of revenue per resident. Adjusting that ratio for inflation accounts for the overall rise in prices.



Estimated taxable sales activity is illustrated in the following chart. While Mesa experienced a downward trend from FY 2006/07 through FY 2010/11, FY 2011/12 and FY 2012/13 brought modest increases in sales-taxable activity. The projection for FY 2013/14 is based upon continuation of this modest growth.



Budget & Financial Summaries

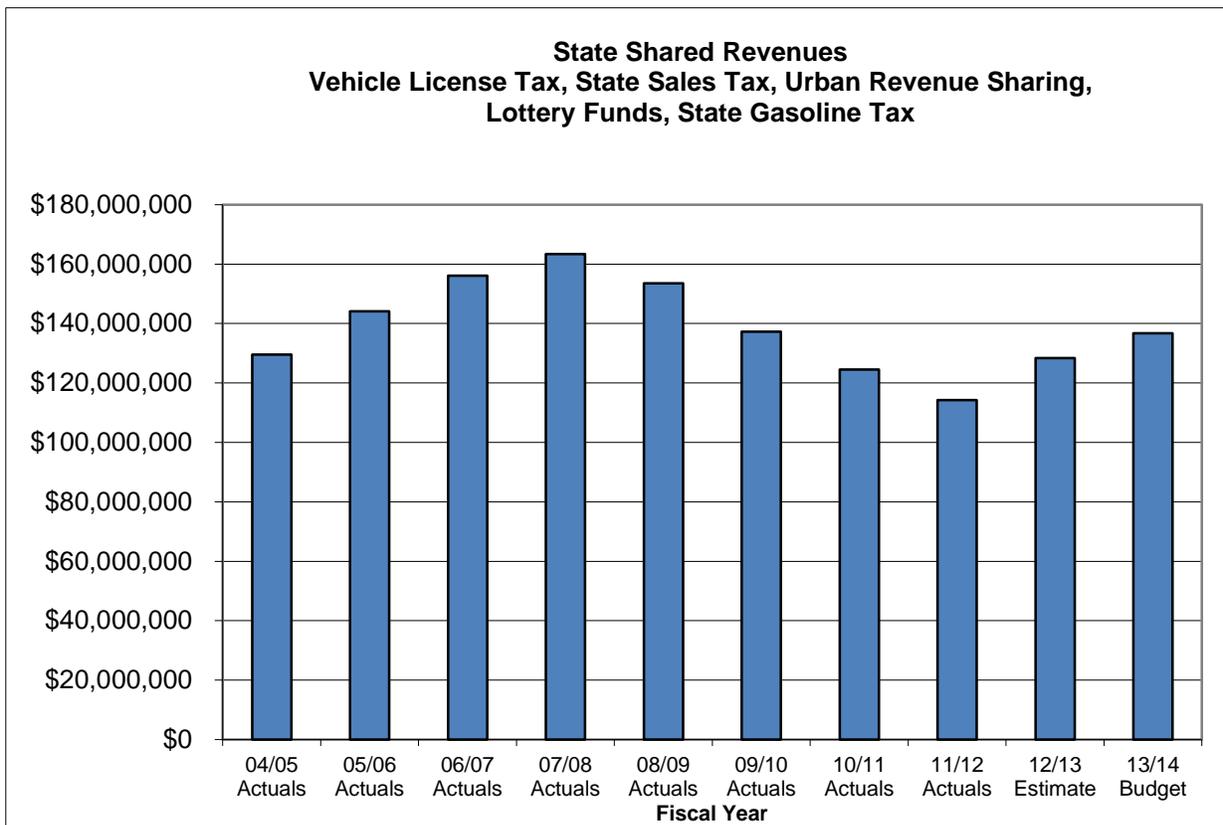
State Shared Revenues

In Arizona, the state shares income tax (urban revenue sharing), state sales tax (transaction privilege tax, TPT), 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.

In order to receive state gasoline tax (HURF) revenue for transportation-related expenses, the municipality must continue to fund transportation expenses with local revenue sources equal to the amount of local funding that was provided in FY 1979/80. For Mesa, this amount is approximately \$5.1 million each year and is covered with the local streets sales tax.

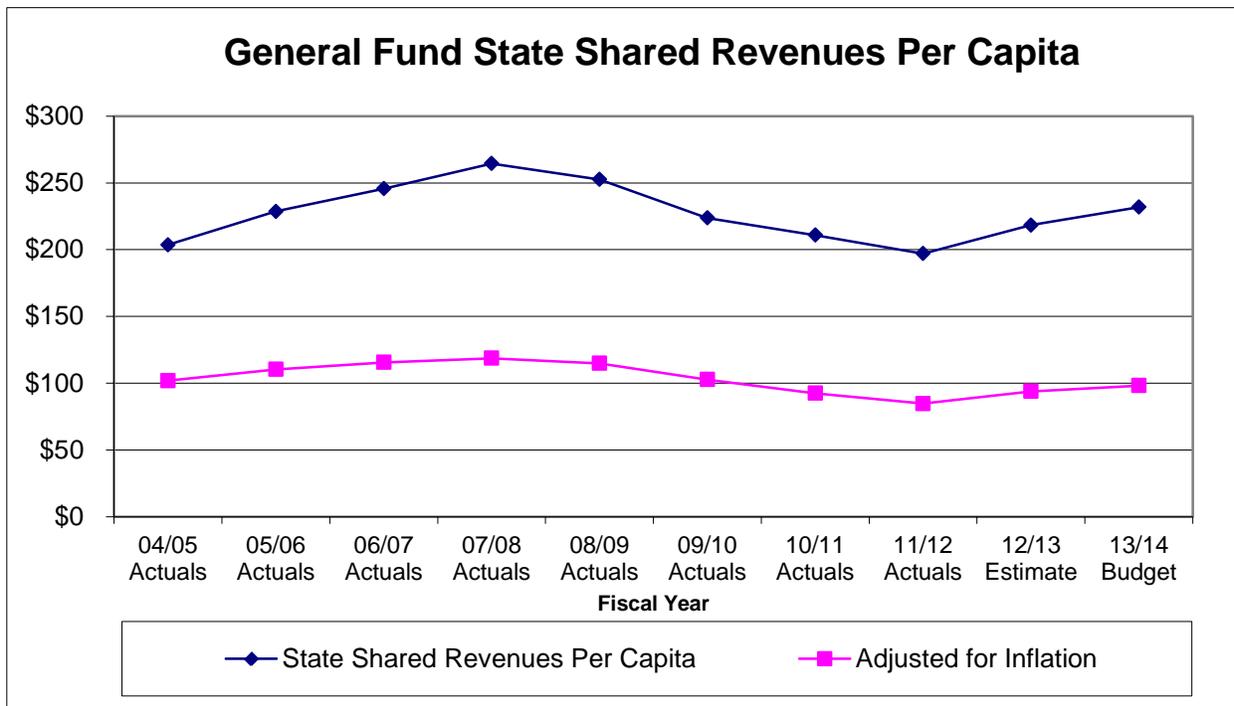
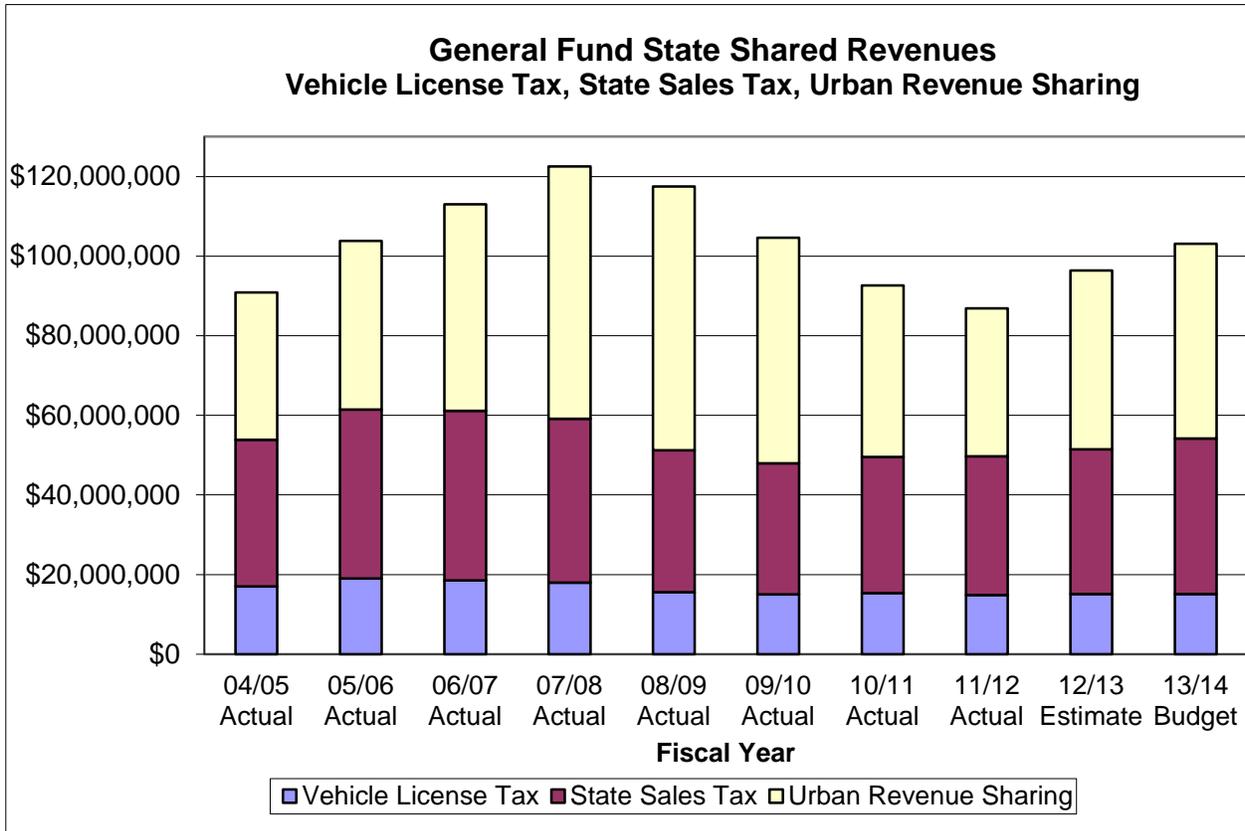
FY 2008/09 saw the start of an annual decline in state shared revenues. In FY 2011/12, a portion of Highway Users Revenue Funds (HURF) previously sent to cities and towns was diverted for state funding of Highway Patrol and Motor Vehicle Division operations. Income tax (urban revenue sharing) received by the City two years after collection by the State still reflected the effects of the downturn. State shared revenues for FY 2011/12 were less than they had been more than a decade earlier in FY 2000/01.

In FY 2012/13, State Shared Revenues increased as a result of the partial return of Highway Users Revenue Funds (HURF) to cities and towns that had been diverted for state funding of Highway Patrol and Motor Vehicle Division operations. About 70% of the original statewide funding levels were restored. Local Transportation Assistance Fund (LTAF) monies were also restored in that same year.



Budget & Financial Summaries

Some state shared revenues are restricted to particular uses. Vehicle license tax, state sales tax, and urban revenue sharing are types of state revenue sharing that are not restricted in use. This is the general fund portion of state shared revenues. Changes in this portion of funding directly affect the ability of the City to provide general fund services.

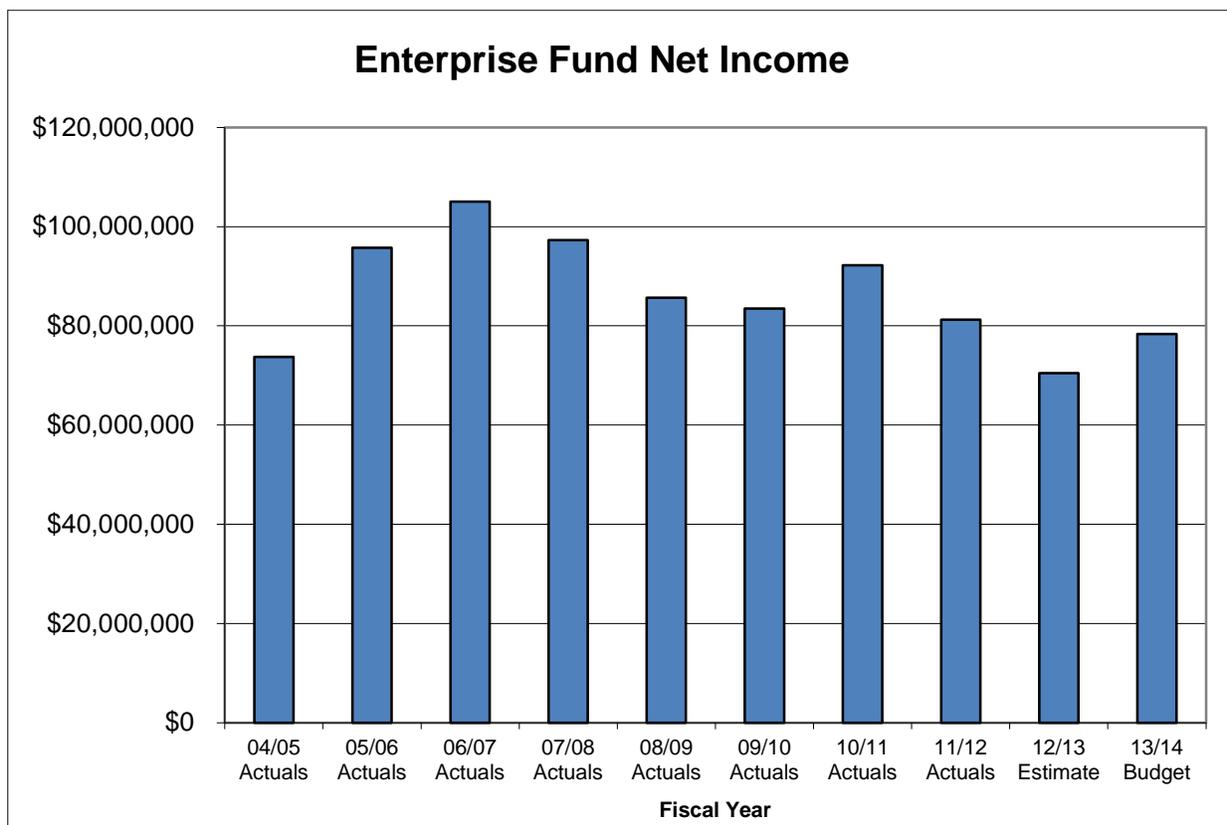


Budget & Financial Summaries

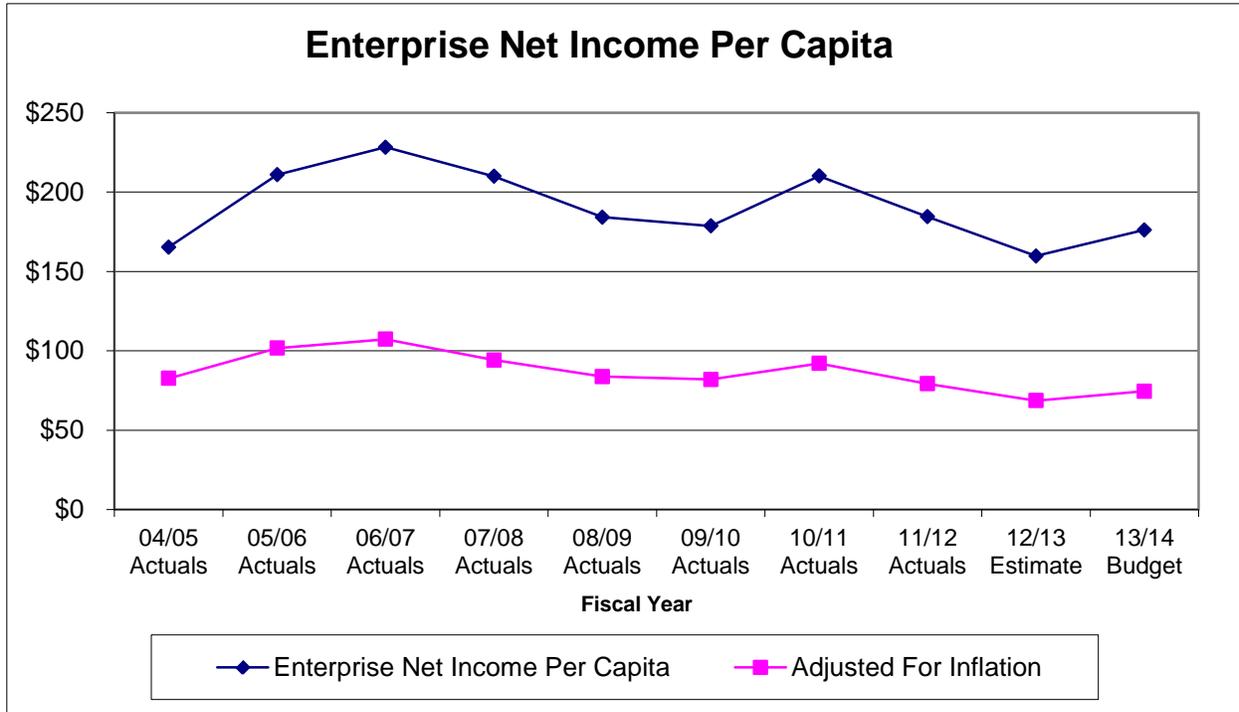
Enterprise Fund Net Income

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

Utility revenues have been utilized to meet the additional demands of utility infrastructure development and maintenance, expanded service requirements, and some of the costs of general governmental services. It has been necessary to increase utility rates over the years in order to maintain infrastructure and service levels. FY 2004/05 saw a flattening of the net income growth that corresponds to the flattening of both water usage and natural gas consumption. A dramatic increase in net income in FY 2005/06 was planned in anticipation of increased debt service payments in FY 2007/08 and FY 2008/09. Revenue receipts increased as a result of utility rate increases of 2.0% in FY 2005/06, FY 2006/07 and FY 2007/08 and were held in reserve. Planned decreases in net income in FY 2008/09 and FY 2009/10 due to higher debt service payments returned net income to previous levels. A major refunding of Enterprise Fund debt in FY 2011/12 in order to take advantage of lower interest rates resulted in savings of more than \$72 million over five years. The refunding savings was used to fund several economic investment projects within the Enterprise Fund and to hold utility rates flat in FY 2012/13. FY 2013/14 utility rates increases of 2% for several utilities were approved, increasing net income.



Budget & Financial Summaries



Utility revenue has been adjusted to keep up with the increased cost of existing services and to meet the demands for new or expanded services. Customer growth and legislative requirements contribute to the need for additional infrastructure and operational funding. The budget for FY 2013/14 includes utility revenues based on both increased consumption and increased rates as outlined below. Electric and Natural Gas rates were not recommended for adjustment for the upcoming year. Utility rate adjustments are acted on by the City Council at the time of budget adoption, after a public notification and hearing process have taken place.

Utility Historical Rate Increases

	Electric*	Natural Gas	Water	Wastewater	Solid Waste
FY 13/14 Adjustment	0.00%	0.00%	2.00%	2.00%	2.00%
Previous 10 Year Average	0.00%	3.00%	4.13%	4.63%	2.50%
Previous 20 Year Average	0.10%	2.92%	4.03%	3.72%	2.63%

* The Electric utility has had only one rate increase in the last 20 years (FY 03/04).

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

Budget & Financial Summaries

Average Homeowner's Charges Survey

One of the key analysis tools used by City Council and staff is the comparison of average charges incurred by homeowners in the Valley. This table compares the property taxes on home values from each respective city, the estimated city sales taxes paid based on an annual household income of \$62,200, standard solid waste charges, and utility charges based on Mesa's average monthly water usage for the most recent 12-month period.

In FY 2013/14, the total cost to the average household in Mesa is less than in most of the other cities in the Valley, with only Chandler and Gilbert at comparable rates. This shows that Mesa is one of the most affordable places to live in the Valley. The following table summarizes the Average Homeowner's Charges Survey:

Updated: 06/27/13

AVERAGE HOMEOWNER'S CHARGES SURVEY								
	CITY PROPERTY TAXES (1)		CITY SALES TAXES (5, 6)	SOLID WASTE CHARGES (7)	WATER CHARGES (8)	WASTEWATER CHARGES (9)	ANNUAL TOTAL	PERCENTAGE OF MESA PRIOR
	PRIMARY	SECONDARY (2, 3, 4)						
MESA-Adopted								
Median Value (2012)	\$100,600	\$100,600						
Rate	\$0.0000	\$0.8636	\$0.02	\$24.37	\$38.98	\$25.53		
Annual Cost	\$0	\$87	\$494	\$292	\$468	\$306	\$1,648	103%
MESA-Prior Year								
Median Value (2011)	\$114,800	\$114,800						
Rate	\$0.0000	\$0.5104	\$0.02	\$23.88	\$38.21	\$25.03		
Annual Cost	\$0	\$59	\$494	\$287	\$459	\$300	\$1,598	100%
CHANDLER								
Median Value (2011)	\$153,200	\$153,200						
Rate	\$0.3292	\$0.9422	\$0.02	\$15.07	\$25.93	\$22.17		
Annual Cost	\$50	\$144	\$576	\$181	\$311	\$266	\$1,529	96%
GILBERT								
Median Value (2011)	\$157,200	\$157,200						
Rate	\$0.0000	\$1.1500	\$0.02	\$17.30	\$25.13	\$22.14		
Annual Cost	\$0	\$181	\$506	\$208	\$302	\$266	\$1,461	91%
GLENDALE								
Median Value (2011)	\$90,000	\$90,000						
Rate	\$0.2252	\$1.6753	\$0.03	\$16.30	\$34.74	\$32.25		
Annual Cost	\$20	\$151	\$1,044	\$196	\$417	\$387	\$2,215	139%
PHOENIX								
Median Value (2011)	\$90,100	\$90,100						
Rate	\$1.2397	\$0.5803	\$0.02	\$26.85	\$31.44	\$22.19		
Annual Cost	\$112	\$52	\$703	\$322	\$377	\$266	\$1,832	115%
SCOTTSDALE								
Median Value (2011)	\$249,500	\$249,500						
Rate	\$0.5027	\$0.7225	\$0.02	\$16.00	\$36.78	\$18.94		
Annual Cost	\$125	\$180	\$556	\$192	\$441	\$227	\$1,723	108%
TEMPE								
Median Value (2011)	\$149,500	\$149,500						
Rate	\$0.7862	\$1.3552	\$0.02	\$19.98	\$34.47	\$26.16		
Annual Cost	\$118	\$203	\$674	\$240	\$414	\$314	\$1,962	123%

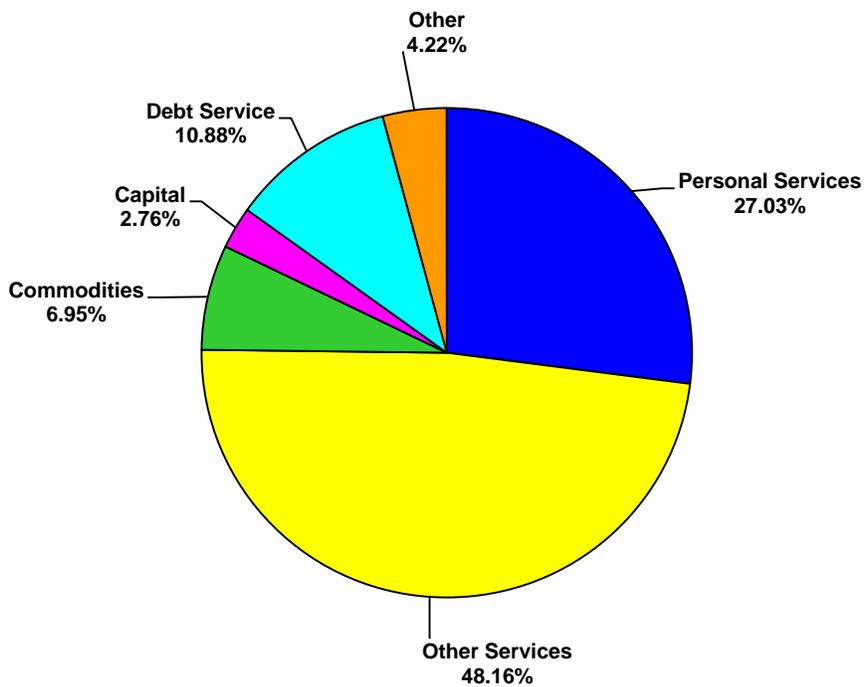
- Notes:
1. Primary Property Tax is based on the Limited Property Value, Secondary Property Tax is based on the Full Cash Value.
 2. Single family residential property
Annual Cost = (Median Value) x 10% x (Tax Rate/100) Source: Maricopa County Assessor's Office
 3. Primary and Secondary Tax rates reflect the tax rates as listed on the County Treasurer website.
 4. Median Full Cash Value meets Arizona Department of Revenue guidelines of an 82% target and allowable range from 74% to 90% of comparable sales in prior 18 months.
 5. Annual Maricopa County income of: \$62,200 Source: 2013 Median Family Income, Phoenix-Mesa-Glendale MSA - HUD User website
 6. The city sales tax rate listed is for retail sales. Mesa does not collect sales tax on the sale of food for consumption at home.
If two cities show the same retail sales tax rate, the estimated sales tax dollar amount may be different because some cities have different tax rates for non-retail item
 7. Charge for biweekly garbage (and recyclables where applicable) collection using 90 gallon barrels. The Solid Waste residential charges include a \$0.56 Green and Clean fee for Mesa. Other city's environmental fees are also included as applicable.
 8. Based on Mesa's average monthly residential water use for the most recent twelve months.
 9. Winter Water Average formulas are applied in cities where known. Changes in fees are due to both rate and formula changes.

Budget & Financial Summaries

Expenditures

The following chart and table illustrate the total FY 2013/14 adopted budget, detailed by the type of expenditure. All funding sources are included, both operational and bond. Other Services consists largely of contracts for work on projects within the Capital Improvement Program.

FY 2013/14 Total Expenditures by Type



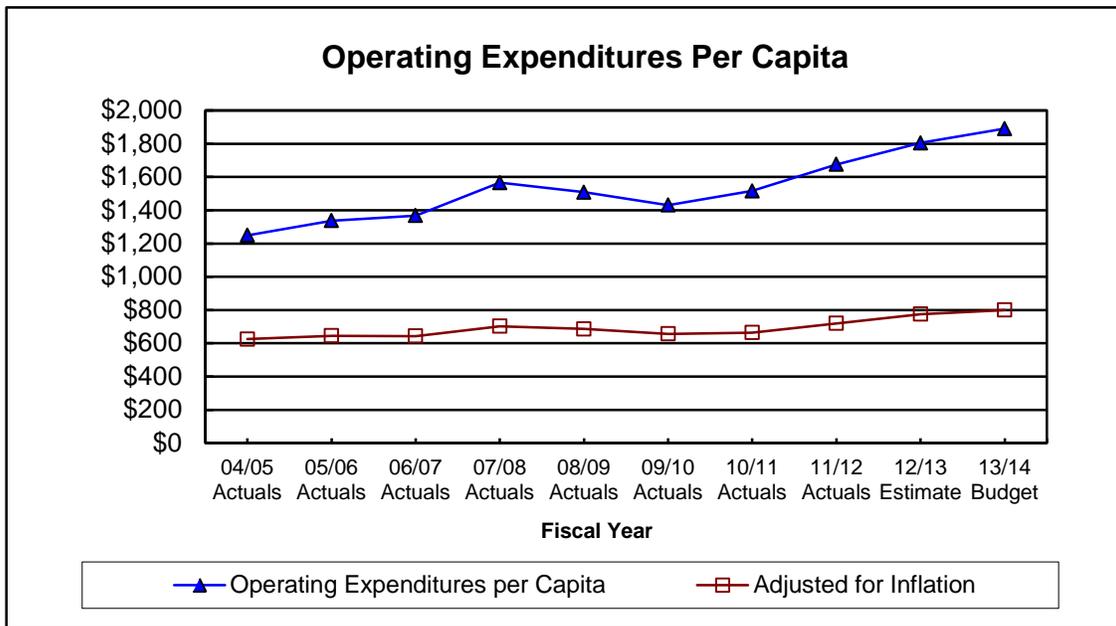
	FTEs	Total Budget	Personal Services	Other Services	Commodities	Capital	Debt Service	Other
Total City Budget	3,709.4	\$1,330,000,000	\$359,530,454	\$640,484,238	\$92,472,730	\$36,772,177	\$144,650,438	\$56,089,963

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Operating Expenditures

Operating expenditures per capita after adjustment for inflation have shown minor increases since FY 2004/05. Delays in capital replacement, as well as a reduction in some services, have offset some increased costs. In FY 2006/07, an additional funding source became available in the form of an 0.5% increase to the local sales tax rate, with a 0.3% portion of the increase dedicated to street improvements. Some of the FY 2007/08 increase in expenditures is attributable to continued implementation of the new sales tax.

On-going cost increases for FY 2013/14 are primarily a result of increased public safety costs and economic investment efforts. The FY 2013/14 budget includes a significant number of one-time expenditures for technology related and infrastructure projects to increase on-going productivity.



Bond funds, trust funds and carryover funding are not included in the operating expenditures shown in the chart above.

Budget & Financial Summaries

Personal Services Expenditures

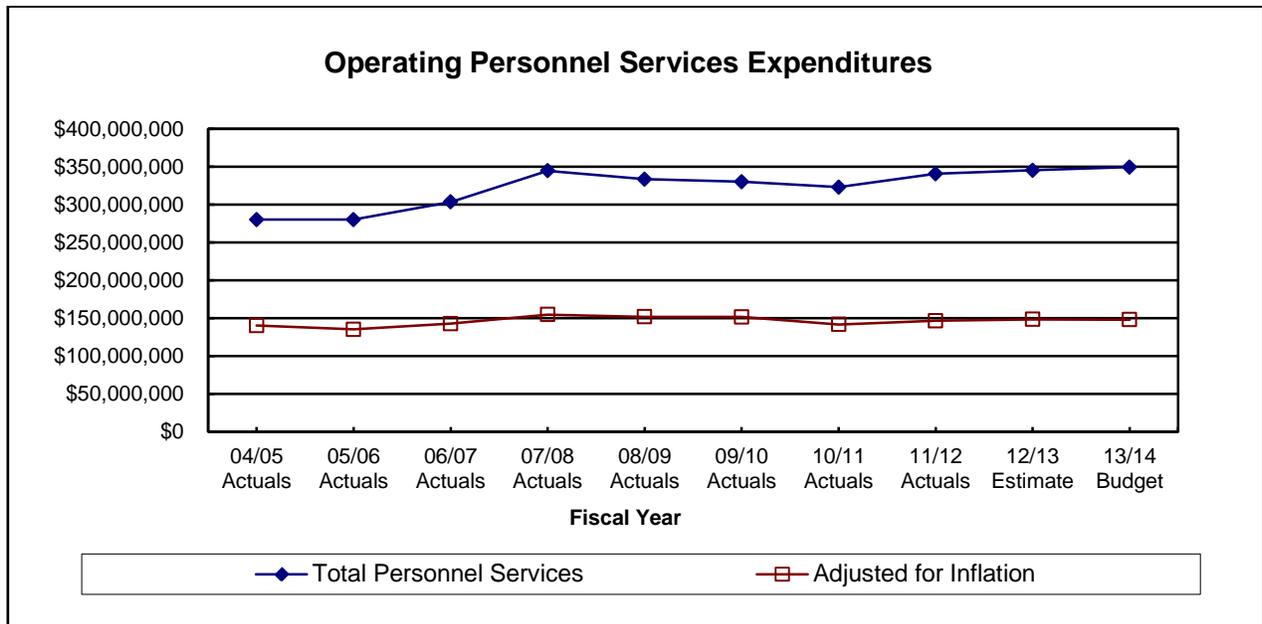
The increase in personal services costs over the years is a result of many factors. The cost of existing positions rose in FY 2007/08 due to increased pension costs, a market salary adjustment for some positions and a cost of living adjustment for all positions.

Decreases in personal services expenditures in FY 2008/09 were primarily due to a citywide 2% reduction in salaries in January of 2009 as well as reductions in positions in order to balance the budget. Position reductions continued in FY 2009/10 and FY 2010/11.

In January of 2012, the City Council authorized the return of the 2% citywide salary reduction to existing employees.

The FY 2012/13 and FY 2013/14 budgets include funding for step pay increases for eligible employees. Additional changes in personal services expenditures in each year were the result of:

- Increases in ASRS (Arizona State Retirement System) and PSPRS (Public Safety Personnel Retirement System) contribution rates,
- An increased number of retirees from the City, thereby increasing the City’s cost for medical insurance,
- Reduced contributions to a workers compensation fund due to lower costs, and
- The implementation of a one-time, one-month medical premium holiday to adjust the Employee Benefit Trust Fund anticipated fund balance to the appropriate level.



Budget & Financial Summaries

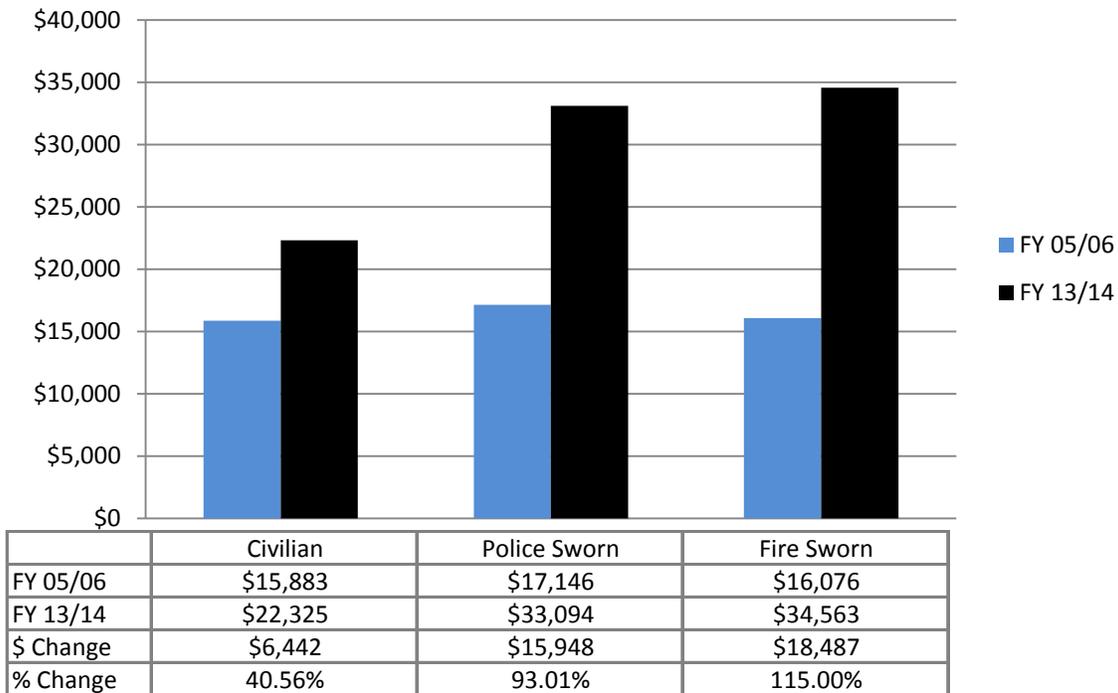
FY 2013/14 contribution rates for State-run retirement plans increased as follows:

Retirement Plan	FY12/13 Rate	FY13/14 Rate	Rate Change	Increased Annual Cost (All Funds)
Arizona State Retirement System (ASRS)	10.90%	11.30%	+0.40%	\$569,000
Elected Official Retirement System (EORP)	36.44%	39.62%	+3.18%	\$10,000
Public Safety Personnel Retirement System (PSPRS) - Fire	24.30%	28.26%	+3.96%	\$1,051,000
Public Safety Personnel Retirement System (PSPRS) - Police	27.51%	31.21%	+3.70%	\$2,013,000
Total				\$3,643,000

The FY 2013/14 budget includes \$44.2 million for retirement contributions and \$45.9 million for health insurance (medical, dental, vision, & life) premiums (all funds).

Total estimated General Fund revenues for FY 2013/14 are comparable to revenues received in FY 2005/06. However, the cost to provide services has increased dramatically during that period, placing substantial pressure on City finances. The following chart shows the difference in personnel benefit costs between FY 2005/06 and FY 2013/14 for a sample position.

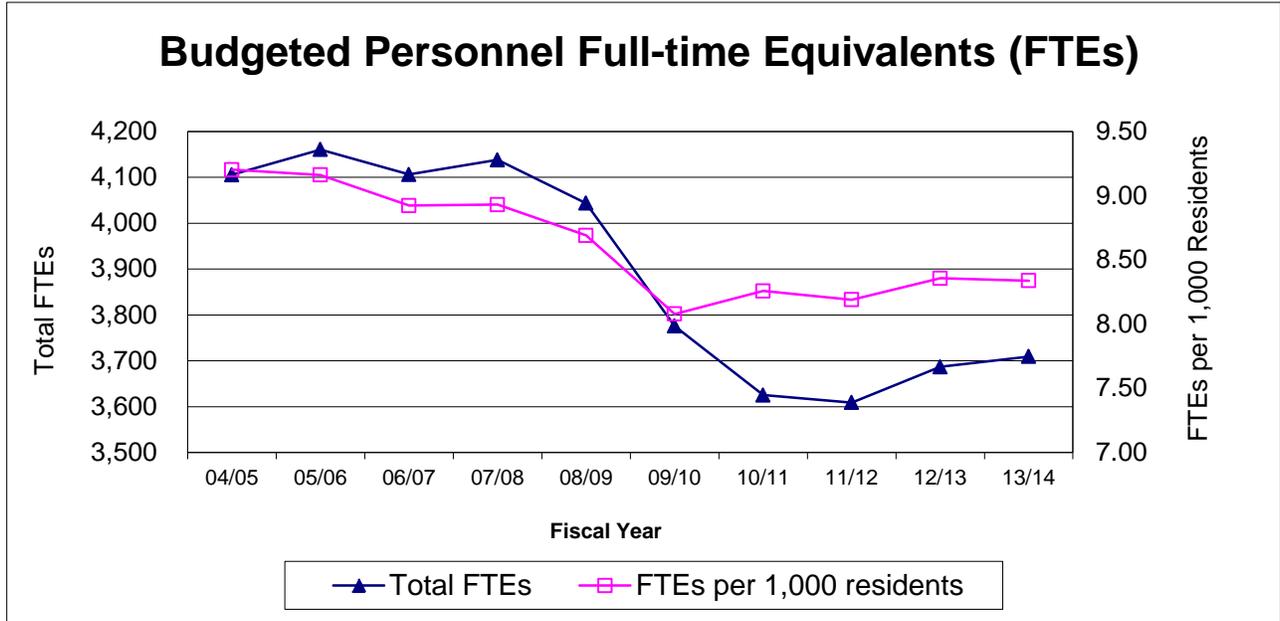
FY 05/06 to FY 13/14 Benefit Costs of a \$50,000 position



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 (FTEs). For example, two part-time employees who each work 20 hours a week (or 50%) would be one full time equivalent.



The City has experienced many reductions in workforce in the last ten years. A decline in building development resulted in significant reductions in associated City staff. Positions were eliminated in the spring of 2008, with the effect shown in the adopted FY 2008/09 budget. As the general economy followed in the decline, severe mid-year budget adjustments were made. While some of the effects on FTEs can be seen in the budget for FY 2009/10, most of the reductions were implemented in January of 2009. The adopted budget for FY 2009/10 contained fewer FTEs than were budgeted in FY 2000/01. With the continuing decline of the economy, positions were reduced again in FY 2010/11 and FY 2011/12. However, with the slow but evident increase in revenues, a small number of critical positions have been added in FY 2012/13 and FY 2013/14.

Budget & Financial Summaries

The FY 2013/14 adopted budget includes the addition of 22.5 FTE. The additional FTEs were added to support the Council’s Strategic Initiatives for the upcoming fiscal year.

FULL-TIME EQUIVALENT (FTE) CHANGES BY EMPLOYEE CATEGORY

Category	FY 2012/13		Percentage		Net Change	Percentage Net Change	FY 2013/14 FTE
	FTE	Reductions	Reduction	Additions			
Elected Officials	7.0	0.0	0.00%	0.0	0.0	0.00%	7.0
Officials & Administrators	129.0	0.0	0.00%	1.0	1.0	0.78%	130.0
Professionals	640.6	0.0	0.00%	8.5	8.5	1.33%	649.1
Paraprofessionals	138.9	0.0	0.00%	1.3	1.3	0.94%	140.2
Protective Service Workers	1,092.0	0.0	0.00%	0.0	0.0	0.00%	1,092.0
Administrative Support	560.9	0.0	0.00%	3.0	3.0	0.53%	563.9
Technicians	383.0	0.0	0.00%	1.0	1.0	0.26%	384.0
Skilled Craft Workers	330.2	0.0	0.00%	1.2	1.2	0.36%	331.4
Service Maintenance	405.3	0.0	0.00%	6.5	6.5	1.60%	411.8
Total FTE	3,686.9	0.0	0.00%	22.5	22.5	0.61%	3,709.4

Budgeted FY 2012/13 FTEs changed by 29.5 (3,657.4 to 3,686.9) due to approved mid-year changes (increases and decreases) in positions.

Budget & Financial Summaries

Bonds and Debt Service

As approved by voters, the City issues debt in the form of bonds in order to finance long-term capital improvements such as streets, buildings, utility systems, etc. The assets should have about the same useful life as the length of the bond repayment schedule. For example, if the City issues 20-year bonds, the projects funded need to have at least a 20-year useful life (e.g. a building would qualify, but a vehicle would not). This allows the City to meet infrastructure needs while paying for the assets as they are used. A competitive bidding process is used to sell the bonds in order to ensure the lowest possible interest cost. The principal and interest payments on the bonds come from a variety of sources. General obligation bond payments are funded primarily by a secondary property tax, development impact fees, and sales tax revenue. Utility system charges and development impact fees fund the repayment of utility revenue bonds. Bond funds cannot be used to fund City operations such as employee salaries, police sedans or personal computers. Municipal bonds usually carry a lower interest rate than other types of funding; therefore, they are an attractive source of financing.

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

The City received the following bond ratings during the 2013 Bond Series sale.

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

The City uses two types of bond funding:

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

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

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

Revenue Bonds

Utility Revenue Bonds - Utility revenue bonds have no statutory limitations as to the amount which 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.

Budget & Financial Summaries

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. Examples of excise tax bonds include Highway User Revenue Fund (HURF) bonds secured by gasoline tax revenues received from the State of Arizona. Excise tax bonds were also issued in FY 2012/13 to finance the construction and renovation of Spring Training facilities. 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.).

Total bond funding in the FY 2013/14 budget is \$262.5 million, which is 19.7% of budgeted total City expenditures.

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 in FY 2012/13 to support the construction and renovation of Spring Training facilities at Riverview (Chicago Cubs) and Hohokam (Oakland Athletics) Parks. \$68.0 million of these excise tax bonds are budgeted in FY 2013/14 for use in completing the stadium projects. In November 2010, Mesa voters also approved an increase to the Transient Lodging Tax (TLT, “bed tax”) from 3% to 5%, a portion of which was designated to help fund the baseball facility. The City plans to sell land owned in Pinal County in order to retire the bond principal.

Total budgeted debt service for FY 2013/14 is \$136.3 million, representing 10.2% of the City’s planned spending.

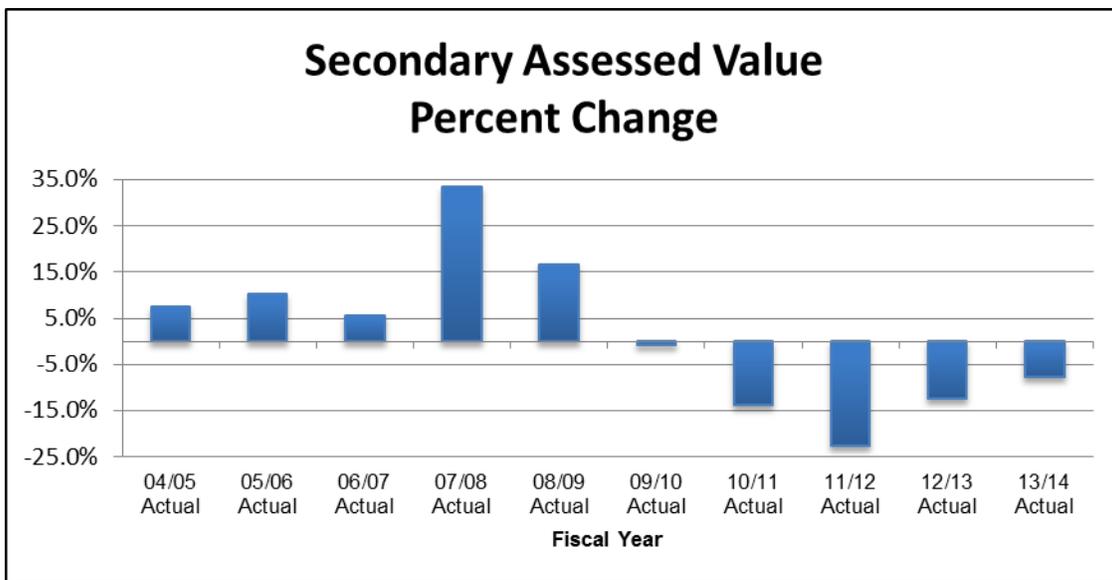
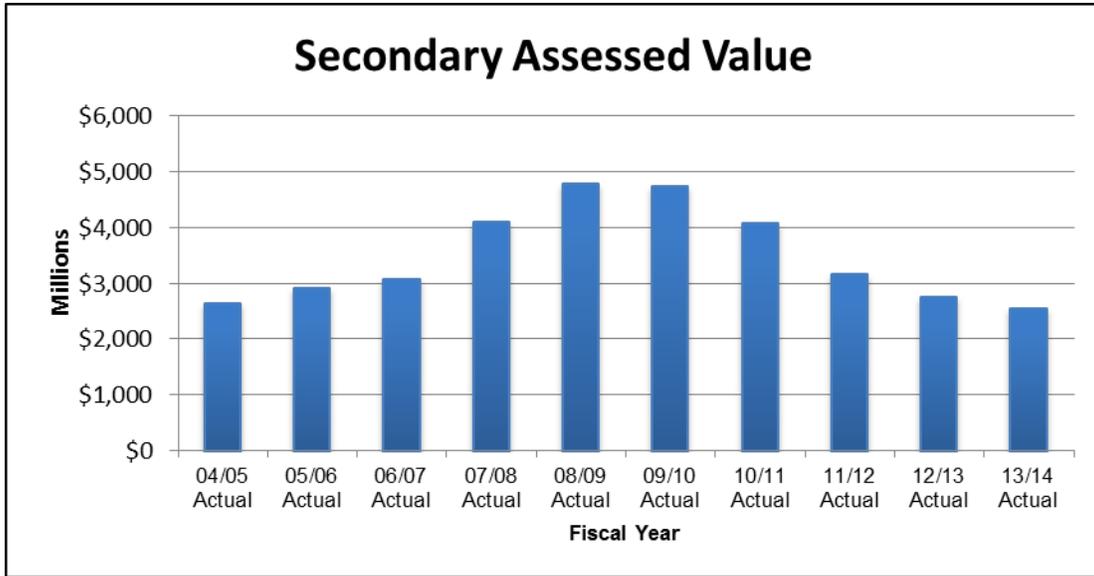
General Obligation Bond Capacity

The Arizona Constitution provides that the general obligation bonded indebtedness of a city for general municipal purposes may not exceed 6 percent of the secondary assessed valuation of the taxable property in that city. In addition to the 6 percent limitation for general municipal purpose bonds, cities may issue general obligation bonds up to an additional 20 percent of the secondary assessed valuation for supplying such city with water, artificial light or sewers, and for the acquisition and development of land for open space preserves, parks, playgrounds and recreational facilities, public safety, law enforcement, fire and emergency services facilities and streets and transportation facilities.

20 percent and 6 percent bonding capacity is based on the 2013 secondary assessed value of \$2,559,633,922. The State of Arizona uses the full cash (secondary) value of a property to compute secondary taxes, which are restricted to repay the City’s general obligation bond debt.

	General Obligation Bond Capacity		
	20%	6%	Total
Legal Bond Limit	\$511,926,784	\$153,578,035	\$665,504,819
Outstanding Bonded Debt	<u>\$324,244,962</u>	<u>\$1,325,038</u>	<u>\$325,570,000</u>
Remaining Bond Capacity	<u>\$187,681,822</u>	<u>\$152,252,997</u>	<u>\$339,934,819</u>

Budget & Financial Summaries



Budget & Financial Summaries

Utility System Revenue Bonds Capacity

The City revenue bond indenture 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, water and wastewater bonds. The ratio is a comparison of net revenues to debt service expenses (Coverage Ratio = Net Revenue/Debt Service). The debt service coverage ratio used in the bond documents excludes debt service and depreciation, and therefore the coverage ratio is significantly higher (2.64 for FY 2011/12).

Utility System Revenue Bonds

Fiscal Year	Operating Revenues	Operating Expenses	Net Revenue Available for Debt Service	Debt Service		Coverage Ratio
				Principal	Interest	
2002/03	201,213,634	124,831,571	76,382,063	8,475,000	18,784,114	2.80
2003/04	221,775,345	132,447,862	89,327,483	14,010,000	20,476,532	2.59
2004/05	228,502,773	156,577,547	71,925,226	310,000	23,444,519	3.03
2005/06	254,216,355	174,560,598	79,655,757	340,000	25,843,553	3.04
2006/07	270,069,593	175,941,671	94,127,922	340,000	29,304,976	3.18
2007/08	278,365,559	196,129,748	82,235,811	7,960,000	34,658,198	1.93
2008/09	274,497,036	197,991,577	76,505,459	9,815,000	37,224,639	1.63
2009/10	275,192,780	194,158,513	81,034,267	10,475,000	40,379,631	1.59
2010/11	283,920,988	190,441,138	93,479,850	12,585,000	42,813,585	1.69
2011/12	299,356,410	180,295,953	119,060,457	21,365,000	43,233,541	1.84

Budget & Financial Summaries

Bond Authorization

In FY 2013/14, the City has \$210,729,000 in bond authorization remaining from the voters. The following bond authorization summary outlines the City's prior available bond authorizations, the 2013 bond sale amounts and the authorization remaining.

Bond Authorization Summary

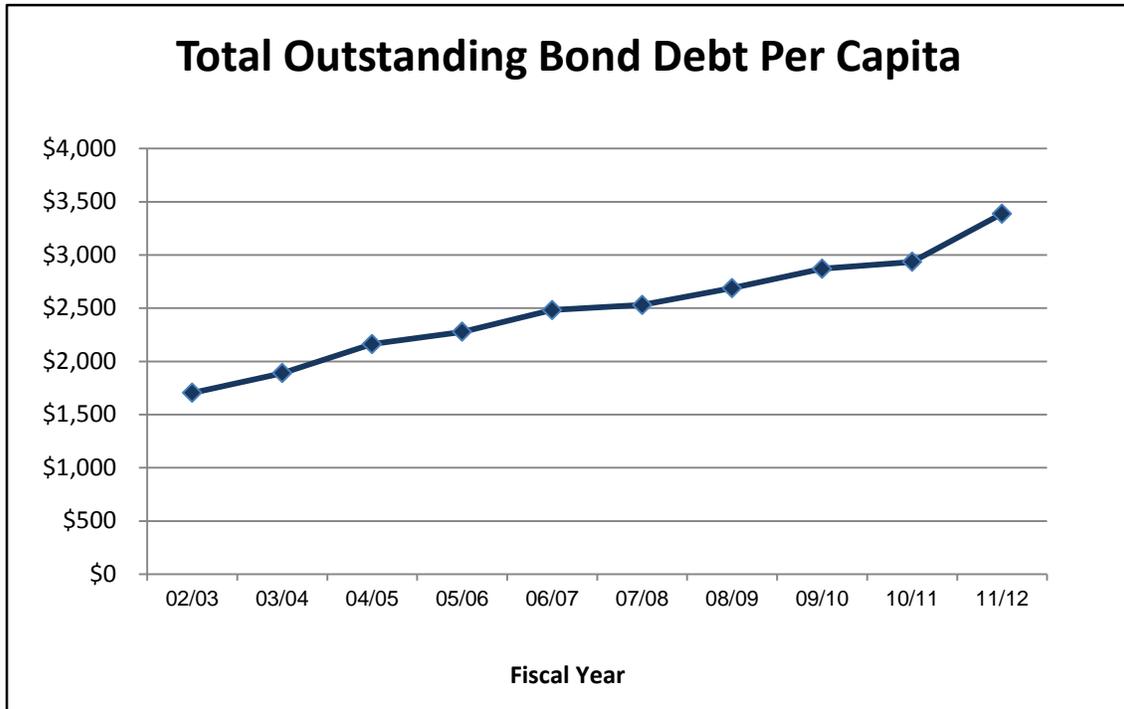
Program	Statutory Bond Type	Prior Available Authorization	2013 Bond Sale	Remaining Authorization
General Obligation Bonds				
Public Safety	20%	\$16,560,000	\$6,900,000	\$9,660,000
Fire and Medical	20%	\$4,974,000	\$0	\$4,974,000
Library	6%	\$7,944,000	\$0	\$7,944,000
Park and Recreation	20%	\$86,900,000	\$17,310,000	\$69,590,000
Storm Sewer	20%	\$7,003,000	\$0	\$7,003,000
Transportation/Streets	20%	\$35,750,000	\$35,750,000	\$0
Utility Revenue Bonds				
Natural Gas	Utility	\$24,430,000	\$5,335,000	\$19,095,000
Water	Utility	\$58,255,000	\$29,610,000	\$28,645,000
Wastewater	Utility	\$57,843,000	\$7,975,000	\$49,868,000
Solid Waste	Utility	\$7,670,000	\$0	\$7,670,000
Electric	Utility	\$7,690,000	\$4,370,000	\$3,320,000
Highway User Revenue Bonds				
Streets	HURF	\$2,960,000	\$0	\$2,960,000
Total Bonds		\$317,979,000	\$107,250,000	\$210,729,000

Proceeds received from the sale of these bonds will be used to pay for the design, construction, acquisition and land purchase components of certain capital projects which the City will continue to undertake or will begin during FY 2013/14. The bonds listed above represent portions of bond authorizations approved by the City electorate at special bond elections held in the years 1987, 1994, 1996, 2004, 2006, 2008, 2010, and 2012.

Bonds per Capita Ratio

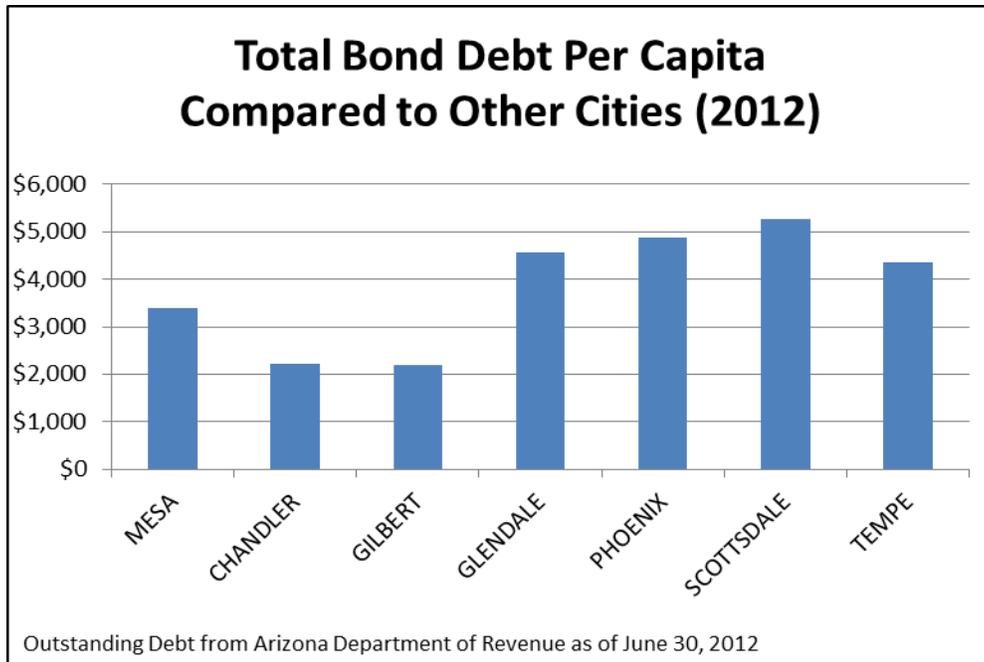
After the City receives voter approval and is ready to proceed on an approved capital project(s), the City issues bonds. Bond proceeds are then used to fund these projects and the balance of outstanding bond debt increases. Each year, the City retires (pays off) a portion of existing debt. As of July 1, 2012, the City's total outstanding bond debt is \$1,494,554,974. To put this number in perspective, the City's total bond debt per resident is \$3,388.

Budget & Financial Summaries



Maricopa Association of Government (MAG) produces annual midyear estimates of resident population by municipality. MAG works in collaboration with the Arizona Department of Commerce to produce these estimates.

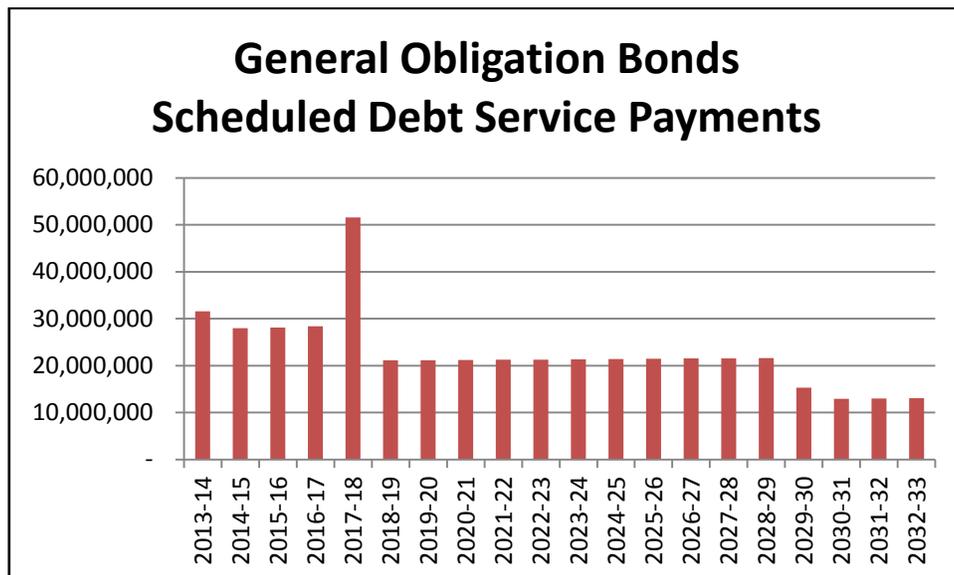
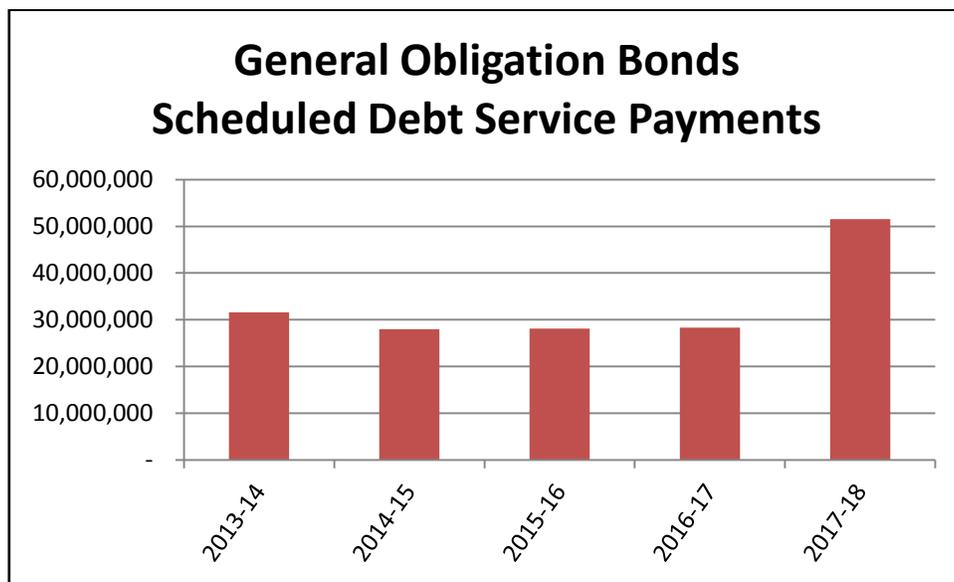
The Arizona Department of Revenue records all bonds or other securities issued for a term in excess of one year by the state, a county, city, town, school district, irrigation district or other political subdivision within the State of Arizona. The latest data is for Fiscal Year 2011/12.



Budget & Financial Summaries

Debt Policy

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 borrowing government to make regular payments for periods of up to 25 years. The City’s goal is to have a consistent level of debt service obligations and to have future General Obligation debt service paid for through a secondary property tax levy, creating a stable financial environment for providing consistent services. The charts below represent the City’s current debt liabilities for General Obligation bonds for the next five years and through debt service retirement. 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.



Budget & Financial Summaries

Debt Service

The outstanding bond debt balance is paid back over time through annual principal and interest payments (debt service payments). General Obligation bonds, used for public safety, streets, parks, libraries, etc., are repaid from the General Fund, a secondary property tax, impact fees, and a court construction fee.

In November 2008, voters approved new bond projects and the debt service for those projects to be paid by a secondary property tax (instead of the General Fund). Budgeted secondary property tax revenue in FY 2013/14 is \$22,105,000. This revenue offsets debt service costs to the General Fund.

Debt service payments for utility revenue bonds are funded by fees and charges paid by utility customers.

Total budgeted debt service for FY 2013/14 is \$136,292,017, representing 10.2% of the City's operating budget.

General Obligation Bonds Scheduled Debt Service Payments by Fiscal Year

<u>Fiscal Year</u>	<u>Interest</u>	<u>Principal</u>	<u>Total</u>
2013-14	13,117,594	18,475,000	31,592,594
2014-15	12,421,226	15,570,000	27,991,226
2015-16	11,947,176	16,190,000	28,137,176
2016-17	11,464,498	16,890,000	28,354,498
2017-18	10,754,750	40,795,000	51,549,750
2018-19	8,893,588	12,215,000	21,108,588
2019-20	8,451,150	12,705,000	21,156,150
2020-21	7,943,388	13,250,000	21,193,388
2021-22	7,405,938	13,825,000	21,230,938
2022-23	6,856,594	14,430,000	21,286,594
2023-24	6,277,144	15,050,000	21,327,144
2024-25	5,668,669	15,750,000	21,418,669
2025-26	4,986,594	16,475,000	21,461,594
2026-27	4,276,481	17,225,000	21,501,481
2027-28	3,537,106	17,975,000	21,512,106
2028-29	2,767,138	18,825,000	21,592,138
2029-30	1,947,825	13,325,000	15,272,825
2030-31	1,189,750	11,700,000	12,889,750
2031-32	750,000	12,225,000	12,975,000
2032-33	380,250	12,675,000	13,055,250
<u>Total</u>	<u>\$131,036,857</u>	<u>\$325,570,000</u>	<u>\$456,606,857</u>

Budget & Financial Summaries

Utility System Revenue Bonds Scheduled Debt Service Payments by Fiscal Year

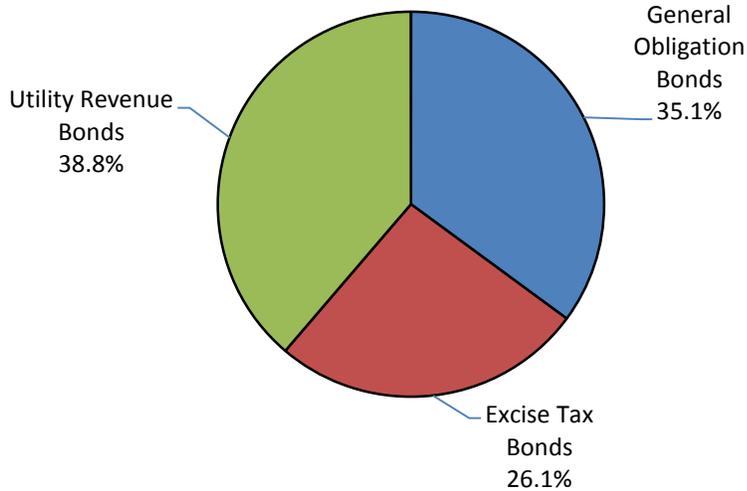
<u>Fiscal Year</u>	<u>Interest</u>	<u>Principal</u>	<u>Total</u>
2013-14	47,240,905	22,675,651	69,916,556
2014-15	45,967,724	23,988,389	69,956,113
2015-16	44,783,145	24,931,189	69,714,333
2016-17	43,573,799	26,204,052	69,777,851
2017-18	42,384,456	32,016,981	74,401,437
2018-19	40,833,515	34,964,976	75,798,492
2019-20	39,081,701	30,228,040	69,309,741
2020-21	37,642,188	31,671,173	69,313,362
2021-22	36,118,164	33,194,378	69,312,542
2022-23	34,494,035	34,817,657	69,311,692
2023-24	32,746,587	36,566,010	69,312,597
2024-25	30,877,079	38,434,440	69,311,519
2025-26	29,143,757	40,167,949	69,311,706
2026-27	27,387,944	41,921,538	69,309,482
2027-28	25,510,057	43,800,210	69,310,267
2028-29	23,539,408	45,772,367	69,311,775
2029-30	21,490,993	47,820,000	69,310,993
2030-31	19,327,531	49,985,000	69,312,531
2031-32	17,118,451	52,195,000	69,313,451
2032-33	14,541,030	54,770,000	69,311,030
2033-34	11,135,963	58,175,000	69,310,963
2034-35	7,669,291	61,640,000	69,309,291
2035-36	4,583,600	67,300,000	71,883,600
2036-37	1,891,600	47,290,000	49,181,600
<u>Total</u>	<u>\$ 679,082,922</u>	<u>\$ 980,530,001</u>	<u>\$ 1,659,612,924</u>

Budget & Financial Summaries

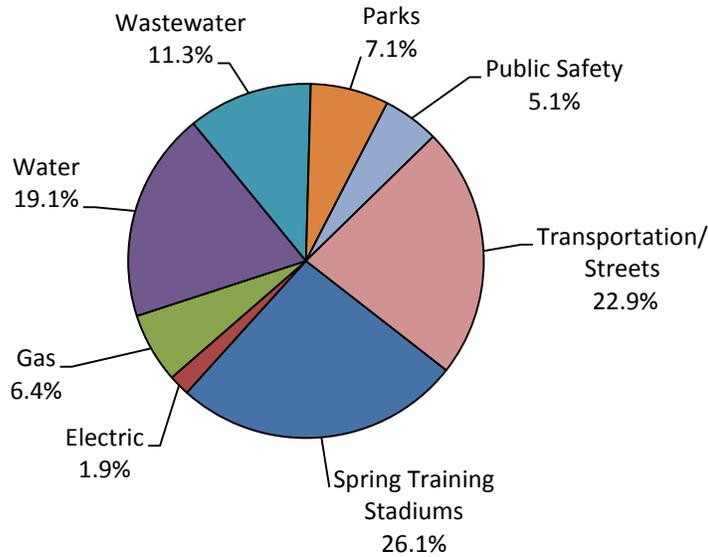
Bonds Budget

The FY 2013/14 budget includes \$262,496,000 of bonds to fund capital projects. The City will utilize existing bond proceeds, and issue new bonds during the fiscal year, to pay for the projects.

Type of Bonds



Project Category of Bonds





***PROJECTS & CAPITAL
BUDGET***

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. The Capital Budget is designed to identify the public facility and infrastructure needs of the City.

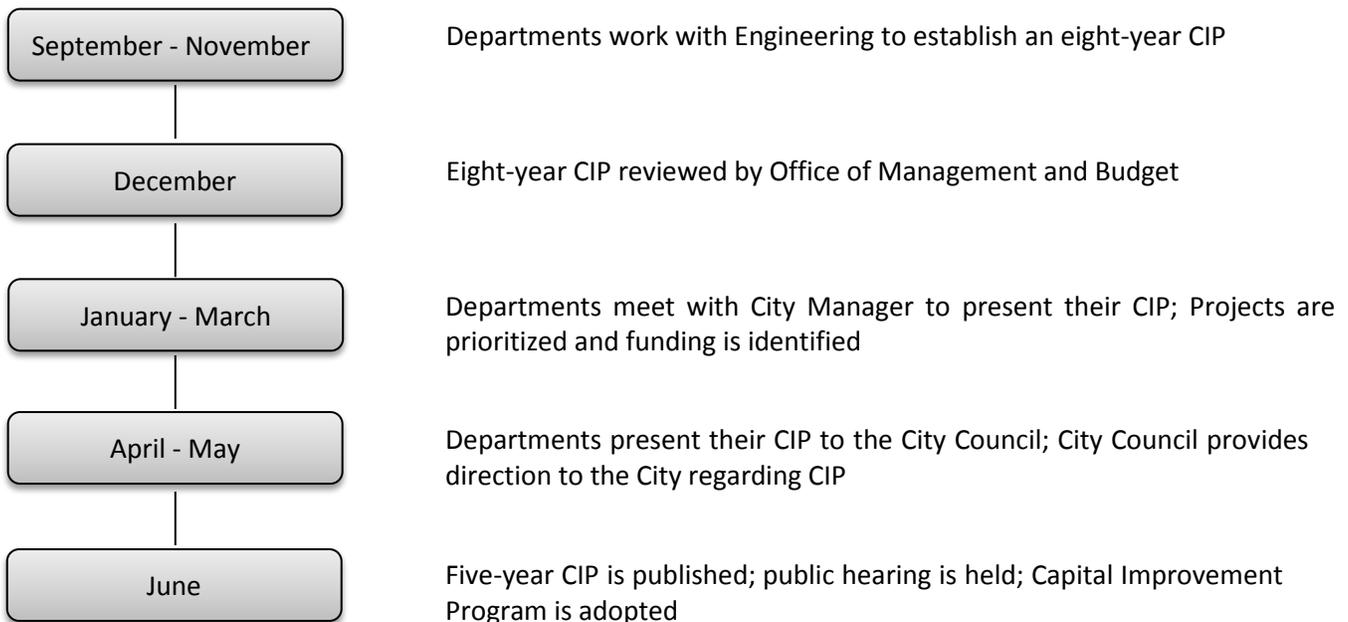
Capital expenditures are defined as purchases that meet the following requirements:

- 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 city's capital budget is comprised of a five-year projection of future improvement to existing facilities, the acquisition of land and buildings, construction of new facilities, and major equipment purchases. This includes the regular replacement of equipment such as vehicles and computer hardware. The City Council adopts the five-year plan as a part of the annual budgeting process. The first year of the plan is then formally adopted as part of the Capital Budget for the current fiscal year. The Fiscal Year 2013/14 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 on page 106.

FY 2013/14 Capital Budget	
Category	Budget
Operating Capital – General	\$ 14,030,274
Vehicle Replacement Program	\$ 16,049,566
Operating Capital – Vehicles	\$ 4,051,774
Capital Improvement Program (CIP)	\$ 335,379,000
Total Capital Budget	\$ 369,510,614

CAPITAL BUDGET PROCESS



Projects & Capital Budget

Due to limited resources, not all projects identified during the budget process are adopted in the final 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 of 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 or promotes infill development

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, personal computer replacement and parks facility maintenance.

Below is a table describing some of the notable capital purchases using operating funds budgeted in FY 2013/14.

2013/14 Operating Capital - General	
Description	Total Budget
Upgrade City Permitting System	\$ 2,000,000
Furniture, Fixtures and Equipment for Riverview Park	\$ 1,000,000
Improvements at Convention Center and Amphitheatre	\$ 713,217
Gas Chromatograph	\$ 560,000
Three Mobile Emergency Generators	\$ 380,326
Miscellaneous	\$ 9,376,731
Total	\$ 14,030,274

Projects & Capital Budget

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:

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 the utility system infrastructure. Mesa has used RER revenue to purchase the vehicles necessary to adequately maintain the infrastructure of the utility systems.

2013/14 Vehicle Replacement Program*	
Funding Source	Budget
Vehicle Replacement Fund	\$ 8,208,243
Replacement Extension Reserve	\$ 7,841,323
Total	\$ 16,049,566

*The purchase and preparation of replacement vehicles is centralized in the Fleet Services Department budget. Operating and maintenance expenses are included in the budgets of the departments using the vehicles.

Operating Capital - Vehicles

These vehicles are typically 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). Future replacements of these vehicles will be funded through the vehicle replacement program.

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

In 2013/14, the City's Parks, Recreation and Commercial Facilities (PRCF), and Solid Waste Management Departments have planned vehicle replacement needs that exceed the funding available in the Vehicle Replacement Program. Vehicles for the Fire and Medical Department are funded outside of the Vehicle Replacement Fund. A refund of jail cost received from the county allowed the Police Department to add needed patrol vehicles to their fleet.

Both new and replacement vehicles being purchased outside of the Vehicle Replacement Program are outlined in the following table.

Projects & Capital Budget

2013/14 Operating Capital - Vehicles	
Department	Total Budget
<i>Replacement Vehicles</i>	
Police	\$ 116,000
Fire and Medical	\$ 485,126
Parks, Recreation and Commercial Facilities	\$ 31,358
Solid Waste Management	\$ 1,422,447
Total Replacement Vehicles	\$ 2,054,931
<i>Fleet Additions</i>	
Police	\$ 1,911,843
Facilities Maintenance	\$ 25,000
Parks, Recreation and Commercial Facilities	\$ 60,000
Total Fleet Additions	\$ 1,996,843
Total	\$ 4,051,774

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 conjunction with the Engineering Department. City management meets with departments to analyze and prioritize the projects. This allows City management to apply limited funding and staff resources to the highest-priority projects. Based on the resources projected to be available for the various types of projects, a multi-year plan is developed.

An eight-year Capital Improvement Program (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 the City Council as part of the annual budget process.

Funding Sources

There are two primary funding sources for capital improvements: (1) special revenue and operating sources (various) and (2) City bonds. The following is a brief summary of the funding sources:

Special Revenue & Operating Sources – Special revenue & operating sources range from general and special revenues (Local Street Sales Tax, Highway User Revenue, State shared revenue, Federal and State aid, fines) to enterprise revenues (electric, gas, water, solid waste, etc.). The major components of this funding source are described below. For purposes of the Capital Improvement Program, reimbursements of expenses from other governmental entities are included in this category. While they are not considered revenue, their inclusion assists in ascertaining the net cost of a project to the City.

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.

Projects & Capital Budget

Local Streets Sales Tax - funds obtained through City passage of a May 2006 increase of the Transaction Privilege (Sales Tax) by 0.5%, of which 0.3% has been dedicated to Transportation. This fund 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 Aid - funds obtained through federal grants such as Community Development Block Grants (CDBG) and Federal Transit Administration grants.

State Aid - 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 of funding large capital projects for municipalities throughout the nation. There are three types of bond fund projects in the Capital Improvement Program. They are as follows:

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

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

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

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

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. Examples of excise tax bonds include Highway User Revenue Fund (HURF) bonds 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. 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.).

Projects & Capital Budget

The total Capital Improvement Program adopted for 2013/14 is \$335,379,000. The table below illustrates the adopted 2012/13 CIP budget compared to 2013/14. This is an overview of the CIP funding. A more detailed schedule can be found on page 107.

Comparison of Historical CIP Budgets (Net Carryover)		
Funding Source	2012/13	2013/14
Operating Funds		
Unrestricted	\$ 22,821,665	\$ 11,286,843
Restricted	\$ 31,149,335	\$ 20,749,157
Total Operating Funds	\$ 53,971,000	\$ 32,036,000
Bond Funds		
General Obligation	\$ 80,300,303	\$ 29,279,292
Utility Revenue	\$ 70,820,833	\$ 62,965,979
Excise Tax	\$ 47,983,864	\$ 50,695,729
Total Bond Funds	\$ 199,105,000	\$ 142,941,000
Additional Appropriation (if needed)		
Public Safety Bond Capacity	-	\$ 9,625,000
Streets Bonds Capacity	-	\$ 15,865,000
Additional Capacity (if needed)*	-	\$ 25,490,000
Total Budget	\$ 253,076,000	\$ 200,467,000

*The City Council has called a 2013 Bond Election to provide funds for both the public safety and street programs. Should voters approve the bonds, the City has identified public safety and street infrastructure needs requiring an additional \$25,490,000 in FY 2013/14.

HISTORICAL COMPARISON

Referencing the previous table, notable differences between 2012/13 and 2013/14 are:

General Obligation Bonds – This year marks the completion of all projects in the 2008 General Obligation Election. Most projects have been completed as of July 1, 2013. A small amount remains for this fiscal year. In November 2012 the citizens of Mesa voted to invest in their Parks and Recreation facilities. Some of the projects identified during that bond election will begin construction during FY 2013/14. Some of these projects include:

- \$8.4M to add a broad range of improvements to Riverview Park
- \$3.9M to renovate aging park facilities

Excise Tax Bonds – the increase in excise tax bonds for fiscal year 2013/14 reflects the completion of the Chicago Cubs spring training facility and improvements to Hohokam Stadium.

Restricted Funds – FY 2013/14 includes additional transportation-related projects that are being funded through revenues which are restricted to transportation:

- \$14.7M for Central Mesa Light Rail Extension
- \$3.9M for Streets Intelligent Transportation Systems

Projects & Capital Budget

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 funding is identified during the project planning process.

Increased O&M costs budgeted in FY 2013/14 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	
	2012/13	2013/14
General Fund	\$ 441,551	-
Local Street Sales Tax	-	\$ 145,901
Highway User Revenue	\$ 25,575	-
Transit Fund	-	\$ 1,428
Total Operational Impact	\$ 467,126	\$ 147,329

Below are two examples of capital projects included in the 2013/14 CIP that will have a significant operational impact. Each project will require money in future years for operations and maintenance. Included is the estimated annual operating impact of each project and a description of the operating costs.

Riverview Park Renovation

Project Description: The City is renovating Riverview Park. This project includes a broad range of improvements to establish Riverview as a signature park for the area.



Annual Operating Impact: \$400,000

Additional O&M is related to an increase in park acreage, maintenance of a splash pad, increased utility costs due to additional lighting, and the purchase of necessary chemicals to maintain the fountain and other water fixtures.

Projects & Capital Budget

Mesa High Regional Aquatic Center

Project Description: The Mesa High Regional Aquatic Center will be built at the southwest corner of the Mesa High School campus. The aquatic center will include a lazy river, splash pad, ten racing lanes, and a dive tank. Enclosed building areas will be needed to accommodate public entry, bathhouse, offices, small classroom, pool equipment room plus storage for pool chemicals. Shade structures and bleacher seating will also be provided.



Annual Operating Impact: \$100,000

Most of the O&M relating to the aquatic center is due to staffing. The City has also agreed with the school district to cover expenses related to pool maintenance and water treatment chemicals. The school district will pay for utilities.

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 - Projects that fall under this category are the HEAT Initiative (defined below), General Government, Capital Improvement and Operations, and Community Development (CDBG).

HEAT Initiative projects promote economic development in 5 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; upgrades or renovations to existing buildings where City employees are currently located.

Parks and Culture - Projects that fall into this category are Parks and Recreation, Golf Course, Aquatics, Library, Community Center, and Cemetery.

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

Projects & Capital Budget

Public Safety - Projects that fall into this category are Police, Fire and Medical, Judicial, and Environmental Management.

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

Transportation - Projects that fall into this category are Streets, Regional Transit Plan, Mass Transit, and Airports - Falcon Field and Phoenix-Mesa Gateway.

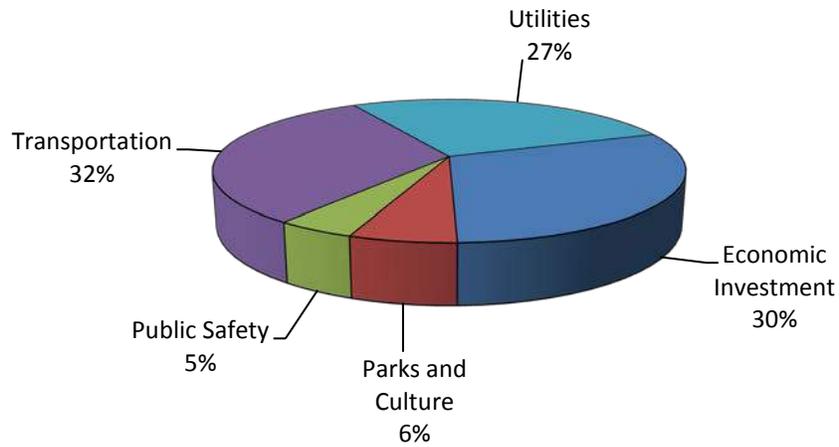
Transportation projects are defined as widening the existing arterial street system; intersection improvements; adding new roadways; landscaping within public right-of-way; street lighting and traffic signal system improvements; bus purchases; bus pullouts/bus shelters; park-n-ride lots; transit facilities;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

Utilities - Projects that fall into this program are Water, Wastewater, Storm Sewer, Natural Gas, Electric, and Solid Waste.

Utility projects are defined as water reclamation plants; water treatment plants; well sites; water lines; wastewater lines; gas lines; storm sewer lines; lift stations; new or expanded pump stations; sulfide stations; storage or recharge sites; storm sewer drainage improvements; floodway improvements; electrical substation expansions; solid waste facility improvements; and any master plan/studies or design of projects under the Utilities category.

Projects & Capital Budget

The 2013/14 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 the 2013/14 fiscal year. They are grouped in each of the CIP categories. Each project shows only the budget for fiscal year 2013/14. More detailed descriptions and total project costs can be found in the separate document "Capital Improvement Program - FY 2013-2018".

ECONOMIC INVESTMENT – \$100,943,462

Project Description	Funding Source	Budget*
HEAT INITIATIVE		
225 East Main Building Remodel - CP0070 Remodel the existing facility for Benedictine University as part of the City's strategic vision to attract higher education institutions.	<i>Capital - Enterprise</i>	\$3,103,700
Chicago Cubs Spring Training Facility - C10554 Construct a new 13,500 - 15,000 seat capacity Major League Spring Training stadium, clubhouse, practice fields, lighting, batting tunnels, training and administrative offices, and associated parking facilities.	<i>Spring Training Bond Construction</i>	\$50,545,729
Cubs Stadium Project Support - CP0187 Fund City staff direct and indirect costs associated with the Cubs Spring Training facility.	<i>Capital - Enterprise</i>	\$613,417
Mesa Center For Higher Ed. Remodel - CP0172 Remodel City-owned facilities at 245 W. 2nd Street for use by higher education institutions.	<i>Capital - Enterprise</i>	\$1,901,375
Hohokam & Fitch Park Renovations - CP0206 Renovate the facilities at Hohokam Stadium and Fitch Park for future use.	<i>Spring Training Bond Construction</i>	\$17,500,000
Riverview Infrastructure Improvements - CP0036 Install utility and street infrastructure required to serve the Spring Training facilities to be located at Riverview Park.	<i>Gas Bond Construction</i>	\$125,000
	<i>Streets Bond Construction</i>	\$10,000,000
	<i>Wastewater Bond Construction</i>	\$540,000
	<i>Water Bond Construction</i>	\$3,500,000
		\$14,165,000
Fiesta District Improvements - C10453 Improve the Fiesta Improvement District to transform this major City employment center to the place of destination within the metro area.	<i>Streets Bond Construction</i>	\$9,114,241
Spring Training Multi-Use Facility - CP0295 Convert the northeast area of Riverview Park to multi-use fields to support the community recreational and parking needs of the spring training facilities.	<i>Capital - Enterprise</i>	\$4,000,000

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

PARKS AND CULTURE - \$20,578,780

Project Description	Funding Source	Budget*
AQUATICS		
Mesa High Regional Aquatics Center - CP0212 Construct a ten-lap lane pool with a dive tank and a multi-purpose leisure pool with interactive play features.	<i>Parks Bond Construction</i>	\$4,450,299
LIBRARY		
Dobson Ranch Library Upgrades - CP0205 Address needs identified in a 2012 customer survey through minor construction and cosmetic changes.	<i>Capital - General Fund</i>	\$95,448
MUSEUM		
AZMNH Ventilation and Fire System - C07015 Install a new exhaust system to mitigate airborne dust.	<i>Capital - General Fund</i>	\$12,990
Museum Resource Expansion - CP0213 Renovate the old Federal Building in Downtown Mesa to allow for expansion of museum exhibit space, offices, and museum collection processing and storage.	<i>Parks Bond Construction</i>	\$333,301
PARKS AND RECREATION		
Buckhorn Baths Site - CP0012 Provide funding for the City to work with current landowners and community leaders to identify opportunities for the reuse of the site.	<i>Parks Bond Construction</i>	\$2,500,000
Existing Parks Improvements - CP0211 Upgrade aging playgrounds, sports field lights, and irrigation systems to improve the park experience.	<i>Capital - General Fund</i> <i>Parks Bond Construction</i>	\$948,544 \$2,575,083 <hr/> \$3,523,627
Convention Center Restroom Remodel - CP0287 Bring the restrooms up to Americans with Disabilities Act (ADA) compliance as well as increasing the size. Additional work includes updating fixtures and renovating the drain system.	<i>Special Programs Fund</i>	\$65,496
McDowell and Recker Park - CP0122 Construct a 16-acre community park.	<i>Parks Bond Construction</i>	\$88,880
McKellips and Ellsworth Park - CP0120 Construct a community park on land adjacent to Zaharis Elementary School.	<i>Parks Bond Construction</i>	\$266,640
Mesa Jr High Conversion Project - CP0226 Convert the former Mesa Jr High School campus into a 30-acre recreational sports complex.	<i>Parks Bond Construction</i>	\$438,845

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

PARKS AND CULTURE - \$20,578,780

Project Description	Funding Source	Budget*
<p>Pioneer Park Renovations - CP0015 Provide funding to develop conceptual plans with input from community stakeholders to create a unique park destination adjacent to a light rail station.</p>	<i>Parks Bond Construction</i>	\$335,101
<p>Red Mountain and Rotary Parks - CP0194 Replace aging equipment at both Red Mountain and Guerrero Rotary Parks. This includes an upgrade to the concession stand at Red Mountain.</p>	<i>Capital - General Fund</i>	\$28,638
<p>Riverview Park Renovation - C11002 Provide funding for a broad range of improvements to establish Riverview as a signature park for the area.</p>	<i>Capital - General Fund</i> <i>Parks Bond Construction</i>	\$1,444,640 \$6,994,875 <hr/> \$8,439,515

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

PUBLIC SAFETY - \$15,187,545

Project Description	Funding Source	Budget*
FIRE AND MEDICAL		
Fire Station 207 Fuel Tank Installation - CP0174 Install an above-ground fuel tank for Fire Station 207.	<i>Fleet Internal Service</i>	\$10,201
Fire Station 219: New Station - C01745 Complete construction of a new fire station at Signal Butte and Elliot in southeast Mesa.	<i>Public Safety Bond Construction</i>	\$37,875
Fire Station 220: New Station - C01757 Complete construction of Fire Station 220 to meet the needs of the community.	<i>Public Safety Bond Construction</i>	\$1,538
POLICE		
Dobson Substation Storage Tank - CP0173 Remove the fuel storage tank and provide ground remediation at the old Dobson Police Substation.	<i>Fleet Internal Service</i>	\$117,312
Fiesta District Police Station - C02224 Construct a new police station to replace the Dobson Police Station to address capacity issues and expansion needs.	<i>Public Safety Bond Construction</i>	\$3,464,351
Gun Range Improvements - CP0288 Construct approximately 6,000 SF of additional classroom space and a training building.	<i>Capital – General Fund</i>	\$14,664
Headquarters Holding Facility Remodel - CP0128 Improve the efficiency and safety at the Police holding facility.	<i>Special Programs Fund</i>	\$273,470
Mesa TOPAZ Wireless Network - C06061 Fund the next system upgrade - replacement of networking hardware that is obsolete.	<i>Public Safety Bond Construction</i>	\$215,767
Police Headquarters Renovations - CP0204 Remodel the older parts of the building, including the basement, first and second floors.	<i>Public Safety Bond Construction</i>	\$6,665
Police Evidence Freezer - CP0016 Purchase and install freezers used by the Police Department to store evidence.	<i>Special Programs Fund</i>	\$1,420,702
Public Safety Projects - CP0291 This is a placeholder for Public Safety-related projects included in the November 2013 Bond Election. This funding will only be used if the election is successful.	<i>Public Safety Bond Construction</i>	\$9,625,000

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

TRANSPORTATION - \$107,513,595

Project Description	Funding Source	Budget*
FALCON FIELD		
Airport Landscape Improvements - C09036 Construct improvements to the landscaping and airport signage as part of the continuing efforts to enhance the quality and appearance of Falcon Field Airport	<i>Capital - Enterprise</i>	\$307,187
Airport Pavement Rehab/Replacement - C10435 Overlay existing aircraft parking ramps that have reached the end of their useful lives.	<i>Capital - Enterprise</i> <i>Grants - Enterprise</i>	\$217,659 \$1,958,929 \$2,176,588
Airport Terminal Building Upgrades - C10437 Remodel the existing airport terminal building.	<i>Capital - Enterprise</i>	\$2,030,397
Blast Pads for Runway 4L-22R - C07044 Design and construct blast pads for Runway 4L-22R to reduce the erosive effects of jet blast and propeller wash.	<i>Capital - Enterprise</i> <i>Grants - Enterprise</i>	\$22,345 \$201,105 \$223,450
City Hangar Electrical Upgrades - CP0258 Upgrade the existing City-owned hangar.	<i>Capital - Enterprise</i>	\$108,650
Design and Construct PAPI/REIL - C07046 Design and construct airport visual aid landing enhancements.	<i>Capital - Enterprise</i> <i>Grants - Enterprise</i>	\$28,570 \$261,068 \$289,638
Taxi lane Design and Construct - C06020 Construct the taxiway across Roadrunner Drive to provide aircraft access to the land located on the east side of the airport.	<i>Capital - Enterprise</i> <i>Grants - Enterprise</i>	\$19,136 \$408,955 \$428,091
General Pavement Replacement - CP0117 Design and construct pavement overlays or reconstruction of airport pavements that have reached the end of their useful lives when indicated by the Airport Pavement Preservation plan.	<i>Capital - Enterprise</i> <i>Grants - Enterprise</i>	\$40,877 \$367,894 \$408,771
Installation of an ASOS - C10470 Design and construct the concrete pad and electrical lines for an Automated Surface Observing System (ASOS) that is being installed by the Federal Aviation Administration (FAA) to improve the weather reporting capabilities at the airport.	<i>Capital - Enterprise</i>	\$125,000
J-Hangar Replacements - CP0257 Replace the existing City-owned hangars.	<i>Capital - Enterprise</i>	\$234,725

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

TRANSPORTATION - \$107,513,595

Project Description	Funding Source	Budget*
Lease Parcel Renovations - CP0113 Design and construct upgrades to facilities located on expired ground-lease parcels which have reverted to City ownership. Once the upgrades are complete, the Airport can then lease the facilities, providing a needed Airport revenue source.	<i>Capital - Enterprise</i>	\$366,950
Runway Guard Light System - C10525 Design runway guard lights for installation at all remaining runway intersections not already equipped with runway guard lights.	<i>Capital - Enterprise</i> <i>Grants - Enterprise</i>	\$4,305 \$43,870 \$48,175
Taxiway A and C Reconfiguration - C10439 Re-design and realign existing Taxiways A and C to promote the use of Runway 4L-22R for training operations.	<i>Capital - Enterprise</i> <i>Grants - Enterprise</i>	\$15,401 \$329,124 \$344,525
Water Tower Renovations - CP0116 Re-paint the existing structure, install lighting improvements, and construct additional site upgrades around the water tower property.	<i>Capital - Enterprise</i>	\$199,750
INTELLIGENT TRANSPORTATION SYSTEM		
ARID Sensors - C10418 Install, test, and evaluate a traffic signal control system in the Superstition Springs Mall area.	<i>Grants - Gen. Gov.</i> <i>Streets Bond Construction</i>	\$540,206 \$281,462 \$821,668
ICONS Signal Conversion Phase 5 - C06060 Install fiber optic communications in new and existing conduit along City streets, convert existing traffic signal controllers from the old Sonex signal control system to the new system.	<i>Streets Bond Construction</i>	\$402,600
Traffic Signal Upgrades - C10416 Replace approximately 50 traffic signal cabinets and controllers at the end of their functional life.	<i>Grants - Gen. Gov.</i> <i>Streets Bond Construction</i>	\$1,025,000 \$517,762 \$1,542,762
West Side Real Time Adaptive Project - C10417 Implement a traffic signal control system that dynamically adjusts signal timing based on real-time traffic conditions in west Mesa.	<i>Grants - Gen. Gov.</i> <i>Streets Bond Construction</i>	\$636,364 \$529,983 \$1,166,347
MASS TRANSIT		
Central Mesa Light Rail Extension - C09046 Extend light rail from the Sycamore station east on Main Street ending between Mesa Drive and Lesueur. Project will be fully reimbursed by a federal grant.	<i>Transit Fund</i>	\$14,678,500

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

TRANSPORTATION - \$107,513,595

Project Description	Funding Source	Budget*
Central Mesa LRT Improvements - CP0069 Replace existing utility infrastructure to accommodate the installation of the central Mesa Light Rail system.	<i>Capital - Enterprise</i>	\$5,092,682
	<i>Gas Bond Construction</i>	\$648,050
	<i>Wastewater Bond Construction</i>	\$904,999
	<i>Water Bond Construction</i>	\$2,091,100
		\$8,736,831
Downtown Bus Interface - CP0124 Provide improvements to relocate LINK shelters to best connect with the light rail stations in the downtown area.	<i>Grants - Gen. Gov. Transportation</i>	\$1,184,503
		\$296,124
		\$1,480,627
Gilbert Road LRT Extension - CP0296 Extend the light rail east to Gilbert Road.	<i>Transit Fund</i>	\$139,194
REGIONAL TRANSPORTATION PLAN		
Dobson Road and University Drive - C05042 Construct an additional through lane to keep pace with traffic volumes in the area.	<i>Gas Bond Construction</i>	\$297,250
	<i>Streets Bond Construction</i>	\$3,378,400
	<i>Wastewater Bond Construction</i>	\$51,250
	<i>Water Bond Construction</i>	\$707,250
		\$4,434,150
Mesa Drive: Southern Avenue to US 60 - C01817 Add additional lanes and dual left turn lanes to ease traffic congestion and enhance safety.	<i>Gas Bond Construction</i>	\$179,375
	<i>Local Streets Sales Tax</i>	\$3,000,000
	<i>Streets Bond Construction</i>	\$4,015,215
	<i>Wastewater Bond Construction</i>	\$22,955
	<i>Water Bond Construction</i>	\$292,574
	\$7,510,119	
Power Road; San Tan to Pecos Road - C07066 Widen Power Road to a 6-lane principal arterial street, street lighting, landscaping, bike lanes, curb and gutter.	<i>Local Streets Sales Tax</i>	\$7,257,000
	<i>Streets Bond Construction</i>	\$14,182,815
	<i>Wastewater Bond Construction</i>	\$628,908
		\$22,068,723
Southern and Country Club Intersection-C01434 Improve intersections to reduce traffic congestion and improve safety.	<i>Gas Bond Construction</i>	\$39,655
	<i>Streets Bond Construction</i>	\$1,730,553
	<i>Wastewater Bond Construction</i>	\$2,050
	<i>Water Bond Construction</i>	\$1,025
	\$1,773,283	
Southern and Stapley Intersection - C01814 Construct dual left turn lanes and additional through lanes.	<i>Streets Bond Construction</i>	\$604,447
Transportation Funded Projects - CP0158 This is a placeholder for regional funding to be used on Transportation-related projects.	<i>Streets Bond Construction</i>	\$(12,691,576)
	<i>Transportation</i>	\$12,691,576
		\$0

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

TRANSPORTATION - \$107,513,595

Project Description	Funding Source	Budget*
SHARED USE PATHS		
Dobson Road Pedestrian Route - C06008	<i>Grants - Gen. Gov.</i>	\$1,471,700
Construct a bicycle and pedestrian route along Dobson Road from Broadway to Main Street. Dobson Road will be upgraded on both sides of the street to improve pedestrian and bicycle safety.	<i>Local Streets Sales Tax</i>	\$179,310
		\$1,651,010
Fiesta Paseo Pathway and Micro Park - C06037	<i>Streets Bond Construction</i>	\$782,836
Create a more desirable environment for pedestrians and bicyclists in the Fiesta District.		
Porter Park Pathway - C10460	<i>Grants - Gen. Gov.</i>	\$128,000
Provide 1.1 miles of paved shared use path between Mesa Drive and 8th Street near the vicinity of Kino Junior High.	<i>Local Streets Sales Tax</i>	\$3,250
		\$131,250
Rio Salado Pathway - C10469	<i>Parks Bond Construction</i>	\$530,001
Construct a pathway in west Mesa connecting Mesa's pathway network with multi-use pathways of Phoenix, Tempe, and Scottsdale.		
RWCD/Maricopa Shared Use Path - CP0159	<i>Local Streets Sales Tax</i>	\$765,075
Construct a 10-foot wide shared use pathway with landscaping, rest areas and lighting extending along the west side of the Roosevelt Water Conservation District to Power Road.		
STREETS		
Bridge Sidewalk Ramp Improvements - CP0185	<i>Local Streets Sales Tax</i>	\$110,000
Construct sidewalk ramp improvements at the canal intersections to improve commuter safety.		
Broadway Road: Power to Hawes Road - C01716	<i>Streets Bond Construction</i>	\$9,270,748
Rebuild the street with a normal crown, install new traffic signals, streetlights, landscaping and storm sewer.	<i>Wastewater Bond Construction</i>	\$494,743
	<i>Water Bond Construction</i>	\$1,142,865
		\$10,908,356
Crismon and US 60 Dual Left Turn - CP0283	<i>Local Streets Sales Tax</i>	\$67,125
Construct dual left turn lanes at Crismon and US 60 to improve traffic flow.		
Rusted Streetlight Pole Replacements - C09027	<i>Streets Bond Construction</i>	\$700,769
Replace the existing poles with new base-mounted poles.		
Streets, Intersections, and Streetlights - C06074	<i>Streets Bond Construction</i>	\$201,310
Provide funding for the City's participation in the cost share of street improvements built in conjunction with development projects.		

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

TRANSPORTATION - \$107,513,595

Project Description	Funding Source	Budget*
Traffic Signal Heads HSIP 2011 - CP0110 Purchase pedestrian countdown signal heads and traffic signal heads to improve intersection safety.	<i>Grants - Gen. Gov.</i>	\$120,000
	<i>Streets Bond Construction</i>	\$3,000
		\$123,000
Traffic Signals - New and Upgrades - C01365 Install new or upgrade traffic signals.	<i>Local Streets Sales Tax</i>	\$1,046,985
Utility and Roadway Improvements - C10601 Construct necessary infrastructure improvements to support development in the area of Elliot and Signal Butte Roads.	<i>Streets Bond Construction</i>	\$741,075
	<i>Water Bond Construction</i>	\$35,875
		\$776,950
Utility and Roadway Improvements - C10601 This is a placeholder for Transportation-related projects included in the November 2013 Bond Election. This funding will only be used if the election is successful.	<i>Streets Bond Construction</i>	\$15,865,000
Street Improvements Medina and Hawes – CP0255 Improve half-street adjacent to Desert Well #6 and Desert Well #7.	<i>Water Bond Construction</i>	\$922,500
UPRR Crossing Improvements - CP0184 Construct improvements to the Union Pacific Railroad crossings at Dobson and Alma School Roads.	<i>Gas Bond Construction</i>	\$175,280
	<i>Grants - Gen. Gov.</i>	\$105,000
		\$280,280

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

UTILITIES - \$91,155,618

Project Description	Funding Source	Budget*
ELECTRIC Electric Distribution - Overhead - C09019 Install system enhancements for future electrical loads and reduce operations and maintenance costs.	<i>Electric Bond Construction</i>	\$3,943,700
Electric Distribution - Underground - C09020 Provide various system improvements to include underground conductor installation, cable replacement, vault lid replacement and replacement of miscellaneous devices.	<i>Electric Bond Construction</i>	\$707,437
Electric Master Plan - CP0080 Perform an assessment on the condition of the underground conduit system.	<i>Electric Bond Construction</i>	\$202,541
Electric Metering - C09024 Complete the installation of new and replacement meters for the fiscal year.	<i>Electric Bond Construction</i>	\$266,767
Electric New Services - C09023 Install new electrical service wires for new customers and provide for system expansion.	<i>Electric Bond Construction</i>	\$709,513
Electric Substation Improvements - C09022 Construct improvements at electric substations to ensure long-term system reliability.	<i>Electric Bond Construction</i>	\$1,058,356
Electric Transmission - C09021 Rebuild the 69kV transmission system and install fiber-optics at substation locations to allow for monitoring controls and site security.	<i>Electric Bond Construction</i>	\$39,680
Emergency Information Center - CP0286 Construct an Emergency Information Center (EIC) intended to provide a location for high-level communication and coordination to take place for specific events. The EIC will be work space that will support Electric, Gas, Solid Waste, Parks Recreation, and Commercial Facilities during specific and/or emergency events.	<i>Capital - Enterprise</i>	\$70,000
High Speed Automatic Transfer Switches - CP0293 Purchase two (2) high speed automatic transfer switches, enabling an automatic transfer of power to a back-up circuit on the City's distribution grid. Transfer switches reduce downtime in the event of power loss from the main /preferred circuit.	<i>Capital - Enterprise</i>	\$410,000

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

UTILITIES - \$91,155,618

Project Description	Funding Source	Budget*
GAS		
Attaway and Judd HP Gas Main - C04037 Replace the current 5-inch steel pipe gas line with an 8-inch steel pipe gas line.	<i>Gas Bond Construction</i>	\$2,490,033
CNG Fueling Station - CP0297 Design and construct an unattended, self-serve, public Compressed Natural Gas (CNG) fueling station.	<i>Gas Bond Construction</i>	\$500,000
Gas Line Replacement Quail Run - C07026 Replace aging infrastructure in the Magma natural gas system.	<i>Gas Bond Construction</i>	\$1,401,027
Gas Line Retirements - C01454 Remove gas mains and services that are no longer needed to support the natural gas system.	<i>Capital - Enterprise</i>	\$65,909
Gas Main Replacement Ocotillo Rd - CP0222 Ensure system reliability and provide gas for anticipated growth of existing subdivisions in the area surrounding the intersection of Gantzel Rd. and Ocotillo Rd.	<i>Gas Bond Construction</i>	\$223,259
Gas Main Replacements Magma - CP0153 Provide funding for the Magma system to ensure operational integrity of the natural gas pipeline system.	<i>Gas Bond Construction</i>	\$362,388
Gas Meters: New and Replacement - CP0156 Provide funding for the purchase and installation of residential and commercial/industrial size gas meters.	<i>Gas Bond Construction</i>	\$919,019
Gas Aging Infrastructure Replacement - CP0155 Provide funding for necessary gas system replacements identified during an annual survey.	<i>Gas Bond Construction</i>	\$1,377,652
Gas System: New Mains - CP0152 Provide funding for the gas utility to extend mains and services to new subdivisions.	<i>Gas Bond Construction</i>	\$2,746,418
Gas System: New Services - CP0151 Provide funding for gas lines in new subdivision developments throughout the City and the Magma area.	<i>Capital - Enterprise</i>	\$1,846
	<i>Gas Bond Construction</i>	\$1,711,665
		\$1,713,511
High Pressure Gas Main Installations - CP0154 Provide funding for high pressure gas main installation to meet anticipated growth of the City.	<i>Gas Bond Construction</i>	\$553,465

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

UTILITIES - \$91,155,618

Project Description	Funding Source	Budget*
<p>Ironwood Crossing Reinforcement - CP0225 Ensure system reliability and provide gas for anticipated growth of existing subdivisions in the northwest corner section of the Magma gas system.</p>	<i>Gas Bond Construction</i>	\$169,290
<p>Magma Communication Tower - CP0079 Install a radio communication tower in the Magma service area. The tower will provide improved radio and Supervisory Control & Data Acquisition communication for Magma and the East Mesa service areas.</p>	<i>Gas Bond Construction</i>	\$184,327
<p>Magma Road; 4-inch Pipe - C10377 Provide funding for intermediate pressure gas main installation to ensure operational integrity of the natural gas system in Magma.</p>	<i>Gas Bond Construction</i>	\$287,000
<p>Mainline Gas Regulators - C01451 Construct new regulator stations to regulate the mainline gas pressure to support the growth of the natural gas system.</p>	<i>Gas Bond Construction</i>	\$205,200
<p>McDowell; 80th Street to Hawes Road - CP0072 Provide funding for a tie between two existing intermediate gas mains with new gas main to meet anticipated growth needs of the natural gas system in east Mesa.</p>	<i>Gas Bond Construction</i>	\$40,239
<p>Regulator Station Security - C10388 Install on-site security systems to monitor and deter theft and sabotage of regulator station equipment.</p>	<i>Gas Bond Construction</i>	\$51,301
<p>Regulator Station, 4-inch Steel HP - C10375 Construct system improvements to ensure operational reliability of the natural gas pipeline in northeast Mesa.</p>	<i>Gas Bond Construction</i>	\$932,023
<p>SCADA System; Gas System - C01886 Install a Supervisory Control & Data Acquisition system to control and monitor all natural gas remote facilities.</p>	<i>Gas Bond Construction</i>	\$347,475
<p>Skyline; 4-inch PE - C10378 Ensure reliability and provide for anticipated growth in the natural gas system in Magma.</p>	<i>Gas Bond Construction</i>	\$146,722
<p>Southern Avenue: HP/IP Gas Main - C10373 Replace both the intermediate and high pressure gas mains located along East Southern Avenue with a new polyethylene and steel gas mains.</p>	<i>Gas Bond Construction</i>	\$169,283

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

UTILITIES - \$91,155,618

Project Description	Funding Source	Budget*
<p>University; Alma School to Country Club - CP0220 Replace existing high pressure steel gas main on University from Extension to Country Club. Replacement of aging infrastructure will ensure system reliability in the downtown Mesa gas system. Funding for this project will be contingent on the outcome of a future bond election.</p>	<i>Gas Bond Construction</i>	\$30,781
STORM SEWER		
<p>Gilbert Retention Basin - CP0163 Improve the storm drain along the vicinity of the power line corridor near Gilbert Road and University Drive.</p>	<i>Grants - Gen. Gov.</i> <i>Local Streets Sales Tax</i>	\$211,000 \$87,275 <hr/> \$298,275
WASTEWATER		
<p>Wastewater Treatment Plant Upgrades - CP0141 Fund Mesa's share of the 91st Ave Wastewater Treatment Plant operational and facility upgrade costs.</p>	<i>Wastewater Bond Construction</i>	\$2,097,864
<p>Broadway Sewer Line Replacement - CP0038 Replace approximately one mile of pipe to eliminate the defective pipe and improve flow velocities. This line was recently inspected as part of the ongoing Wastewater Asset Management Program and was found to be in poor condition.</p>	<i>Wastewater Bond Construction</i>	\$530,261
<p>Diversion Structures Rehabilitation - C01687 Rehabilitate several diversion structures showing various degrees of degradation. These rehabilitations will ensure the reliability of the wastewater collection system.</p>	<i>Wastewater Bond Construction</i>	\$1,590,718
<p>Dobson Road Odor Control Facilities - C10326 Design and construct facilities on the Central Mesa Interceptor in the vicinity of the Dobson and Broadway intersection to control wastewater system odors.</p>	<i>Wastewater Bond Construction</i>	\$836,589
<p>Wastewater Line Inspections - CP0078 Inspect sewer mains following the completion of major gas main replacement projects.</p>	<i>Gas Bond Construction</i>	\$252,150
<p>GWRP Expansion (Mesa Share Only) - CP0067 Build additional treatment capacity to meet the increasing wastewater flows to the Greenfield Water Reclamation Plant.</p>	<i>Wastewater Bond Construction</i>	\$76,875
<p>GWRP Equipment Replacement - CP0145 Replace process equipment, as required, to maintain plant operation.</p>	<i>Wastewater Bond Construction</i>	\$51,250
<p>GWRP Improvements - CP0045 Modify and/or rehabilitation existing systems and install new systems to improve plant operations and reliability.</p>	<i>Wastewater Bond Construction</i>	\$233,495

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

UTILITIES - \$91,155,618

Project Description	Funding Source	Budget*
<p>GWRP Primary Odor Control - C10335 Expand the primary odor control facilities at the plant. These facilities are currently operating at their design capacity.</p>	<i>Wastewater Bond Construction</i>	\$1,791,598
<p>GWRP Headworks & Solids Building - CP0263 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>	<i>Wastewater Bond Construction</i>	\$889,341
<p>Ivyglen Sulfide Control Station - CP0039 Replace the existing pumps, storage tanks, and system controls so that this facility can continue to provide an adequate level of service.</p>	<i>Wastewater Bond Construction</i>	\$628,325
<p>NWWRP Aeration System - C10478 Replace the existing coarse bubble diffusers in the aeration basins with fine bubble diffusers.</p>	<i>Wastewater Bond Construction</i>	\$61,500
<p>NWWRP Co-Gen Upgrade - C10332 Increase the capacity and efficiency of the co-gen system.</p>	<i>Wastewater Bond Construction</i>	\$51,250
<p>NWWRP Replacement - CP0147 Replace process equipment, as required, to maintain plant operation.</p>	<i>Wastewater Bond Construction</i>	\$385,246
<p>NWWRP Facilities Upgrade - C07020 Improve existing systems at the Northwest Water Reclamation Plant to correct problems and improve operating efficiencies.</p>	<i>Wastewater Bond Construction</i>	\$3,970,180
<p>NWWRP Filter Rehabilitation - CP0266 Rehabilitate the existing filters to extend the useful life of the system.</p>	<i>Wastewater Bond Construction</i>	\$2,050,000
<p>NWWRP Perimeter Wall - CP0267 Replace approximately 1,800 feet of 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.</p>	<i>Wastewater Bond Construction</i>	\$269,576
<p>NWWRP Odor Control System - CP0046 Replace the storage tanks and piping to extend the useful life of these facilities.</p>	<i>Wastewater Bond Construction</i>	\$1,532,751
<p>Ranier Lift and Sulfide Control Station - CP0042 Replace the existing pumps, piping, and system controls so that this facility can continue to provide an adequate level of service.</p>	<i>Wastewater Bond Construction</i>	\$293,336

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

UTILITIES - \$91,155,618

Project Description	Funding Source	Budget*
<p>Rehabilitate Broadway Lift Station - C10580 Replace the existing pumps and upgrade the facilities to meet current standards.</p>	<i>Wastewater Bond Construction</i>	\$559,225
<p>Rittenhouse Road Sewer - C09005 Install a wastewater line to serve development along Pecos Road in southeast Mesa.</p>	<i>Wastewater Bond Construction</i>	\$26,650
<p>Sewer Line Extensions - CP0149 Provide funding for the extension of the wastewater collection system to serve areas currently served by on-site septic systems.</p>	<i>Wastewater Bond Construction</i>	\$512,500
<p>SEWRP Plant Grit Removal Facilities - CP0269 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.</p>	<i>Wastewater Bond Construction</i>	\$113,775
<p>Small Wastewater Line Repair - CP0142 Provides funding for the replacement and extensions of sewer lines throughout the City.</p>	<i>Wastewater Bond Construction</i>	\$564,913
<p>SEWRP Disinfection - C05009 Replace the existing ultraviolet disinfection system with a more reliable, energy efficient, chlorine-based system.</p>	<i>Wastewater Bond Construction</i>	\$1,263,880
<p>SEWRP Equipment Replacement - CP0146 Replace process equipment, as required, to maintain plant operation.</p>	<i>Wastewater Bond Construction</i>	\$116,133
<p>SEWRP Plant Improvements - C05010 Improve the ability to measure and control flows into and out of the plant and replace antiquated electrical equipment in the plant's primary switchgear.</p>	<i>Wastewater Bond Construction</i>	\$4,579,828
<p>Southern Metering Station Electrical - C10582 The Southern Avenue Metering Station was installed in 1964 and the electrical conduit, fixtures, and panels within the structure have corroded due to sewer gasses. This project will replace the corroded equipment and extend the useful life of this facility.</p>	<i>Wastewater Bond Construction</i>	\$87,653
<p>Vanguard and Sulfide Control Station - CP0044 Replace the existing pumps, storage tanks, piping, and system controls so that this facility can continue to provide adequate level of service.</p>	<i>Wastewater Bond Construction</i>	\$30,750

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

UTILITIES - \$91,155,618

Project Description	Funding Source	Budget*
Wastewater Asset Management - CP0148 Purchase an asset management system to monitor system condition and performance.	<i>Wastewater Bond Construction</i>	\$414,772
Wastewater Manhole Rehabilitation - CP0140 Provide funding for the rehabilitation of wastewater manholes throughout the City.	<i>Wastewater Bond Construction</i>	\$691,876
Wastewater Master Plan Update - C10317 Update the 5-year Wastewater Master Plan per Arizona Department of Environmental Quality regulations.	<i>Wastewater Bond Construction</i>	\$81,177
Wastewater Oversize and Extensions - CP0143 Provide funding for wastewater extensions and oversized mains due to development.	<i>Wastewater Bond Construction</i>	\$128,125
Compliance Lab Equipment - CP0150 Replace test instruments and laboratory equipment when they reach their useful life.	<i>Wastewater Bond Construction</i>	\$5,125
Pre-Design for Wastewater Projects - CP0144 Provide funding pre-design work for larger, more complex projects in order to meet project timelines.	<i>Wastewater Bond Construction</i>	\$51,250
Improvements for ASU Polytechnic - C06010 Provide necessary water and wastewater infrastructure improvements to handle project flows from the Arizona State University Polytechnic Campus and to maintain service reliability in the area.	<i>Wastewater Bond Construction</i>	\$209,613
WATER		
Brown Road WTP Misc. Improvements - C07011 Replace process equipment and components at the Brown Road Water Treatment Plant that have reached the end of their useful service lives. Replacements are part of an ongoing asset management program.	<i>Water Bond Construction</i>	\$20,500
Brown Road WTP Pump Station Surge - CP0034 Ensure that recent capacity additions are not causing pressure issues.	<i>Water Bond Construction</i>	\$3,590,435
City Well #10 Collection Pipeline - CP0020 Extend a new discharge water main up to City Well 10 to increase well production and water pressures in the area.	<i>Water Bond Construction</i>	\$207,000
City Well #14 Re-drill - CP0030 Re-drill the well next to its current location. City Well #14 was drilled in 1964 and is at the end of its useful service life.	<i>Water Bond Construction</i>	\$992,300

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

UTILITIES - \$91,155,618

Project Description	Funding Source	Budget*
<p>City Well #7 Re-drill - C10474 Re-drill the well in a new location. City Well #7 was drilled in 1953 and is at the end of its useful service life.</p>	Water Bond Construction	\$51,250
<p>County Line Pump Station 2 Upgrades - C10577 Increase the pumping capacity, reduce energy costs by reducing lift requirements, reduce water age, improve water quality, and improve security.</p>	Water Bond Construction	\$1,862,952
<p>Desert Sage Well #9 - CP0035 Explore different options to rehabilitate the well.</p>	Water Bond Construction	\$82,000
<p>Desert Well #6 and #7 - CP0021 Connect groundwater wells Desert Wells #6 and #7 directly to the Falcon Field Zone to increase groundwater well production.</p>	Water Bond Construction	\$314,847
<p>Ellsworth: Waterline Connections - C10398 Construct a transmission pipeline between County Line Pump Station #3 and County Line Reservoir #2</p>	Water Bond Construction	\$149,292
<p>Fire Alarm Upgrade at Utilities Building - CP0179 Provide funding for fire alarm upgrades at the Utilities Building, including a replacement control panel and a new audio and visual alarm system. Provide funding for fire alarm upgrades at the Utilities Building, including a replacement control panel and a new audio and visual alarm system.</p>	Electric Bond Construction	\$51,127
	Gas Bond Construction	\$60,912
	Wastewater Bond Construction	\$60,912
	Water Bond Construction	\$60,912
		\$233,863
<p>Fire Hydrant Meters - CP0130 Provide funding for fire hydrant meters to ensure accurate measurement of construction water usage is captured to maintain water revenues.</p>	Water Bond Construction	\$48,175
<p>Fire Hydrant Replacement - CP0134 Provide funding for the replacement of fire hydrants that are beyond their useful life to ensure hydrants are operational when needed.</p>	Water Bond Construction	\$205,000
<p>Pasadena Pump Station Improvements - C01606 Provide funding for various improvements to ensure a reliable water system.</p>	Water Bond Construction	\$1,317,967
<p>Pasadena Reservoir Rehabilitation - C09057 Rehabilitate the facility including the roof system of the reservoir. In addition the pumps and motors have exceeded their useful life and will be replaced.</p>	Water Bond Construction	\$212,175

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

UTILITIES - \$91,155,618

Project Description	Funding Source	Budget*
<p>Pressure Reducing Valve Station - C10391 Replace and improve aging pressure reducing valve stations to allow for better operation, maintenance, and reliability.</p>	Water Bond Construction	\$293,150
<p>Sossaman Rd Waterline - C09013 Improve a 16-inch line waterline hydraulically to make it continuous in the Falcon Field Well Zone.</p>	Water Bond Construction	\$3,638,750
<p>Upper Zone Reliability Improvements - C10279 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.</p>	Water Bond Construction	\$1,524,813
<p>City Zone Reservoirs and Val Vista WTP- C10597 Construct three water transmission mains to transfer water from the plant to the City Zone pump stations.</p>	Water Bond Construction	\$15,477,378
<p>Water Asset Management System - CP0136 Provide funding for a water asset management system to monitor system condition and performance.</p>	Water Bond Construction	\$1,839,654
<p>Water Extensions and Oversized Mains - CP0131 Provide funding for water needs for developments as needed.</p>	Water Bond Construction	\$205,000
<p>Water Facility Security Enhancements - C10450 Install and test security measures at remote water facilities.</p>	Water Bond Construction	\$291,462
<p>Waterline Replacement QS91D - C10595 Replace approximately 7,500 linear feet of aging 4-inch and 6-inch diameter pipe with new 8-inch pipe within City of Mesa Water Quarter Section Number 91D. Includes the area between McLellan Road and Brown Road, and 64th Street and Power Road.</p>	Water Bond Construction	\$97,375
<p>Waterline Replacement QS93D - C10488 Replace approximately 13,200 linear feet of aging 6-inch and 12-inch diameter pipe with new 8-inch and 12-inch pipe within City of Mesa Water Quarter Section Number 93D. Includes the area between Main Street and Broadway Road, and 64th Street and Power Road.</p>	Water Bond Construction	\$154,478
<p>Water Master Plan Update - CP0133 Update the Water Master Plan, including policies and regulation changes.</p>	Water Bond Construction	\$122,904
<p>Water Meter Replacements - CP0138 Provide funding for new or replacement water meters.</p>	Water Bond Construction	\$697,000

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

UTILITIES - \$91,155,618

Project Description	Funding Source	Budget*
Water Meter Vault Rehab - CP0132 Provide funding for upgrades necessary for Occupational Safety and Health Administration compliance and to reduce safety hazards for personnel and equipment.	<i>Water Bond Construction</i>	\$922,500
Water Extension and Replacements - CP0129 Provide funding for water service extensions and replacements to cure inadequacies that occur in the water system.	<i>Water Bond Construction</i>	\$256,250
Aging Main Rehabilitation and Repairs - CP0033 Provide funding for repair and replacement of aging water mains.	<i>Water Bond Construction</i>	\$1,138,515
Compliance Lab Replacements - CP0139 Replace capitalized laboratory equipment in the water compliance lab.	<i>Water Bond Construction</i>	\$5,125
Water Utility Retirements - C01464 Remove water lines that are no longer needed in the water system.	<i>Water Bond Construction</i>	\$150,217
Water Valve Replacement - CP0135 Replace water valves that are beyond their useful life.	<i>Water Bond Construction</i>	\$256,250
White Mountain Apache Settlement - C09011 Provide funding for the City to obtain additional Central Arizona Project water rights from the Tribe.	<i>Water Bond Construction</i>	\$3,792,500
Filters for Brown Road WTP - C10602 Repair and/or replace the filters at the Brown Road Water Treatment Plant to achieve and maintain normal plant production levels.	<i>Water Bond Construction</i>	\$1,352,400

*Annual estimate of expenditures. Full project costs are found in the *Capital Improvement Program – FY 2013-2018*.

Projects & Capital Budget

2013/14 Capital Budget by Funding Source

	Operating Capital		Vehicle Replacement Program	Capital Improvement Program	Total Capital Appropriation
	General	Vehicle			
Operating Funds					
Unrestricted					
General Fund	\$4,603,260	\$2,037,969	-	\$2,545,154	\$9,186,383
Enterprise Fund	\$1,930,338	\$1,447,447	-	\$19,129,868	\$22,507,653
Internal Services Fund	\$28,000	-	-	\$127,513	\$155,513
Total Unrestricted Funds	\$6,561,598	\$3,485,416	-	\$21,802,535	\$31,849,549
Restricted					
Grants - General Government	\$3,000,523	\$565,000	-	\$5,421,773	\$8,987,296
Grants - Enterprise	-	-	-	\$3,570,945	\$3,570,945
Transportation Fund	-	-	-	\$12,987,700	\$12,987,700
Transit Fund	-	-	-	\$14,817,694	\$14,817,694
Special Programs Fund	\$3,699,732	\$1,358	-	\$1,766,333	\$5,467,423
Cemetery	\$48,278	-	-	-	\$48,278
Environmental Compliance Fee	\$10,075	-	-	-	\$10,075
Greenfield WRP Joint Venture	\$14,000	-	-	-	\$14,000
Vehicle Replacement Fund	-	-	\$8,208,243	-	\$8,208,243
Replacement Extension Reserve	-	-	\$7,841,323	-	\$7,841,323
Mesa Arts Center Restoration Fund	\$350,000	-	-	-	\$350,000
Street Sales Tax	\$346,068	-	-	\$12,516,020	\$12,862,088
Other Grants	-	-	-	-	-
Total Restricted Funds	\$7,468,676	\$566,358	\$16,049,566	\$51,080,465	\$75,165,065
TOTAL OPERATING FUNDS	\$14,030,274	\$4,051,774	\$16,049,566	\$72,883,000	\$107,014,614
Bond Funds					
General Obligation 20% Bonds	-	-	-	\$65,998,196	\$65,998,196
Utility Revenue Bonds	-	-	-	\$102,962,075	\$102,962,075
Excise Tax Bonds	-	-	-	\$68,045,729	\$68,045,729
TOTAL BOND FUNDS	-	-	-	\$237,006,000	\$237,006,000
Additional Appropriation (if needed)					
Public Safety Bond Capacity	-	-	-	\$9,625,000	\$9,625,000
Streets Bond Capacity	-	-	-	\$15,865,000	\$15,865,000
TOTAL ADDITIONAL CAPACITY	-	-	-	\$25,490,000	\$25,490,000
TOTAL ALL FUNDS	\$14,030,274	\$4,051,774	\$16,049,566	\$335,379,000	\$369,510,614

Projects & Capital Budget

2013/14 Capital Improvement Program by Funding Source

	2012/13	2013/14
Operating Funds		
Unrestricted		
General Fund	\$3,304,666	\$948,774
Enterprise Fund	\$19,516,999	\$10,210,556
Internal Services Fund	-	\$127,513
Total Unrestricted Funds	\$22,821,665	\$11,286,843
Restricted		
Grants - General Government	\$4,087,800	\$3,266,007
Grants - Enterprise	\$10,256,898	\$1,884,503
Transportation Fund	\$13,979,671	\$12,987,700
Transit Fund	-	\$139,194
Special Programs Fund	\$1,312,111	\$841,583
Street Sales Tax	\$1,512,855	\$1,630,170
Total Restricted Funds	\$31,149,335	\$20,749,157
TOTAL OPERATING FUNDS (NET CARRYOVER)	\$53,971,000	\$32,036,000
Bond Funds		
General Obligation 20% Bonds	\$80,300,303	\$29,279,292
Utility Revenue Bonds	\$70,820,833	\$62,965,979
Excise Tax Bonds	\$47,983,864	\$50,695,729
TOTAL BOND FUNDS (NET CARRYOVER)	\$199,105,000	\$142,941,000
Prior-Year Carryover		
Capital Improvement Carryover	\$27,396,000	\$40,847,000
Bond Capital Improvement Carryover	\$59,641,000	\$94,065,000
*TOTAL CARRYOVER	\$87,037,000	\$134,912,000
Additional Appropriation (if needed)		
Public Safety Bond Capacity	-	\$9,625,000
Streets Bond Capacity	-	\$15,865,000
TOTAL ADDITIONAL CAPACITY	-	\$25,490,000
TOTAL ALL FUNDS	\$340,113,000	\$335,379,000

*Money budgeted in "Carryover" includes funding for projects that were not completed during the prior year but were approved in the prior year's Capital Improvement Program. Each project is evaluated by the Office of Management and Budget before including it in the current CIP.



***DEPARTMENT
OPERATIONAL PLANS***

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. This process included creation of new "accounting string" components which would allow presentation of financial information in a new and more detailed format.

As a result of the deployment of these new financial modules, some historical financial information prior to FY 2012/13 is not available in this Executive Budget. Where historical comparisons are possible (e.g., revenues and expenditures by fund), this information is provided. Where the information is not available (e.g., department operating budgets), only FY 2012/13 and FY 2013/14 information is provided. As the City is able to build history within the new structure, future budget documents will include more comparative information.

Department Operational Plans

City Expenditure Budget by Department and Funding Source

Department	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Arts and Culture	\$11,253,918	\$13,043	\$385,675	\$718,023	-	\$12,370,659
Business Services	\$13,579,732	-	\$1,932,268	-	-	\$15,512,000
Centralized Appropriations	\$(20,081,882)	\$26,632,503	\$22,711,648	\$17,700,000	\$137,895,531	\$184,857,800
City Attorney	\$6,227,535	-	-	\$712,465	\$5,337,096	\$12,277,096
City Auditor	\$613,000	-	-	-	-	\$613,000
City Clerk	\$825,000	-	-	-	-	\$825,000
City Manager	\$5,096,730	-	-	\$251,270	-	\$5,348,000
Communications	\$2,684,068	-	\$1,124,932	-	-	\$3,809,000
Contingency	-	-	-	-	\$61,678,000	\$61,678,000
Development and Sustainability	\$5,633,790	\$784,553	\$4,182,231	\$884,072	-	\$11,484,647
Economic Development	\$4,111,808	\$4,017,728	-	\$148,042	-	\$8,277,578
Energy Resources	\$77,095	\$43,763,755	\$295,371	-	-	\$44,136,222
Engineering	\$6,332,707	\$298,785	\$455,508	-	-	\$7,087,000
Facilities Maintenance	\$8,772,340	\$1,597,536	\$569,476	-	\$7,648	\$10,947,000
Falcon Field Airport	-	\$1,654,000	-	-	-	\$1,654,000
Financial Services	\$4,426,069	\$42,319	-	-	\$17,612	\$4,486,000
Fire and Medical	\$59,312,695	\$472,422	\$6,234,736	\$2,386,186	-	\$68,406,039
Fleet Services	\$1,553,049	\$1,447,447	\$29,574,234	\$565,000	-	\$33,139,730
Housing and Community Development	\$1,255,783	-	\$200,000	\$33,745,325	-	\$35,201,108
Human Resources	\$3,246,933	-	-	-	\$68,446,067	\$71,693,000
Information Technology	\$31,471,871	-	-	-	-	\$31,471,871
Library Services	\$7,399,050	-	\$227,000	\$48,000	-	\$7,674,050
Mayor and Council	\$515,000	-	-	-	-	\$515,000
Municipal Court	\$7,118,840	-	\$2,819,981	-	-	\$9,938,821
Neighborhood Outreach and Animal Control	\$1,098,000	-	-	-	-	\$1,098,000
Office of Management and Budget	\$2,350,366	-	-	-	-	\$2,350,366
Parks, Recreation and Commercial Facilities	\$13,228,577	\$8,055,910	\$7,809,788	\$278,396	-	\$29,372,671
Police	\$136,283,149	\$926,823	\$15,323,428	\$4,923,093	\$59,986	\$157,516,479
Project Management Program	\$10,179,349	\$21,268,333	\$43,010,956	\$8,992,718	\$262,538,644	\$345,990,000
Public Information and Communications	\$1,171,000	-	-	-	-	\$1,171,000
Solid Waste Management	-	\$23,591,905	\$62,000	-	-	\$23,653,905
Transit Services	-	-	\$8,586,000	-	-	\$8,586,000
Transportation	\$728,472	\$918,134	\$53,065,553	-	-	\$54,712,158
Water Resources	\$48,894	\$55,676,096	\$6,421,810	-	-	\$62,146,800
Total City Expenditures	\$326,512,939	\$191,161,292	\$204,992,595	\$71,352,590	\$535,980,584	\$1,330,000,000

Department Operational Plans

City Expenditure Budget by Department and Category

Department	FTE	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other	FY 13/14 Budget
Arts and Culture	77.2	\$5,636,486	\$5,712,929	\$671,244	\$350,000	-	-	\$12,370,659
Business Services	147.0	\$10,389,319	\$3,209,922	\$1,910,638	\$2,121	-	-	\$15,512,000
Centralized Appropriations	0.0	\$4,717,539	\$42,427,914	\$4,562,138	-	\$144,650,438	\$(11,500,229)	\$184,857,800
City Attorney	59.0	\$6,045,525	\$5,622,625	\$608,946	-	-	-	\$12,277,096
City Auditor	5.0	\$576,770	\$29,330	\$6,900	-	-	-	\$613,000
City Clerk	8.0	\$741,252	\$74,748	\$9,000	-	-	-	\$825,000
City Manager	28.0	\$3,310,128	\$1,904,597	\$123,275	\$10,000	-	-	\$5,348,000
Communications	24.0	\$2,209,603	\$708,097	\$891,300	-	-	-	\$3,809,000
Contingency	0.0	-	-	-	-	-	\$61,678,000	\$61,678,000
Development and Sustainability	61.0	\$5,527,388	\$3,824,303	\$122,881	\$2,010,075	-	-	\$11,484,647
Economic Development	14.0	\$1,507,141	\$5,864,877	\$857,400	\$48,160	-	-	\$8,277,578
Energy Resources	96.9	\$9,404,124	\$2,670,224	\$31,681,088	\$380,786	-	-	\$44,136,222
Engineering	43.1	\$4,265,304	\$2,514,846	\$289,350	\$17,500	-	-	\$7,087,000
Facilities Maintenance	35.0	\$2,820,102	\$7,129,968	\$981,930	\$15,000	-	-	\$10,947,000
Falcon Field Airport	10.0	\$836,395	\$666,035	\$151,570	-	-	-	\$1,654,000
Financial Services	44.5	\$3,729,725	\$714,275	\$40,000	\$2,000	-	-	\$4,486,000
Fire and Medical	488.5	\$58,367,934	\$3,654,933	\$3,698,646	\$2,684,526	-	-	\$68,406,039
Fleet Services	78.0	\$6,100,302	\$1,175,290	\$6,305,674	\$19,558,464	-	-	\$33,139,730
Housing and Community Development	31.0	\$2,531,143	\$32,600,178	\$69,787	-	-	-	\$35,201,108
Human Resources	55.0	\$4,684,858	\$66,816,965	\$191,177	-	-	-	\$71,693,000
Information Technology	151.0	\$17,232,041	\$8,362,947	\$2,955,678	\$2,921,205	-	-	\$31,471,871
Library Services	78.9	\$5,380,331	\$960,864	\$1,172,855	\$160,000	-	-	\$7,674,050
Mayor and Council	7.0	\$300,934	\$201,366	\$12,700	-	-	-	\$515,000
Municipal Court	80.3	\$6,434,763	\$3,077,309	\$133,731	\$293,018	-	-	\$9,938,821
Neighborhood Outreach and Animal Control	11.0	\$848,551	\$214,268	\$35,181	-	-	-	\$1,098,000
Office of Management and Budget	19.5	\$2,161,927	\$178,939	\$9,500	-	-	-	\$2,350,366
Parks, Recreation and Commercial Facilities	201.5	\$12,296,511	\$11,341,851	\$2,743,553	\$2,990,756	-	-	\$29,372,671
Police	1,212.0	\$129,596,061	\$20,714,350	\$5,321,858	\$1,884,210	-	-	\$157,516,479
Project Management Program*	121.0	\$9,357,228	\$325,980,624	\$1,800,000	\$2,939,955	-	\$5,912,193	\$345,990,000
Public Information and Communications	7.0	\$750,130	\$241,095	\$168,275	\$11,500	-	-	\$1,171,000
Solid Waste Management	129.0	\$9,794,623	\$12,311,945	\$1,500,254	\$47,083	-	-	\$23,653,905
Transit Services	2.7	\$310,804	\$8,247,316	\$27,880	-	-	-	\$8,586,000
Transportation	155.5	\$12,742,272	\$32,580,107	\$9,043,712	\$346,068	-	-	\$54,712,158
Water Resources	227.9	\$18,923,239	\$28,749,202	\$14,374,609	\$99,750	-	-	\$62,146,800
City Total	3,709.4	\$359,530,454	\$640,484,238	\$92,472,730	\$36,772,177	\$144,650,438	\$56,089,964	\$1,330,000,000

* 121.0 FTE assigned to work on Capital Improvement Projects are included in the Project Management Program department and not in the individual departments in which they work.

Department Operational Plans



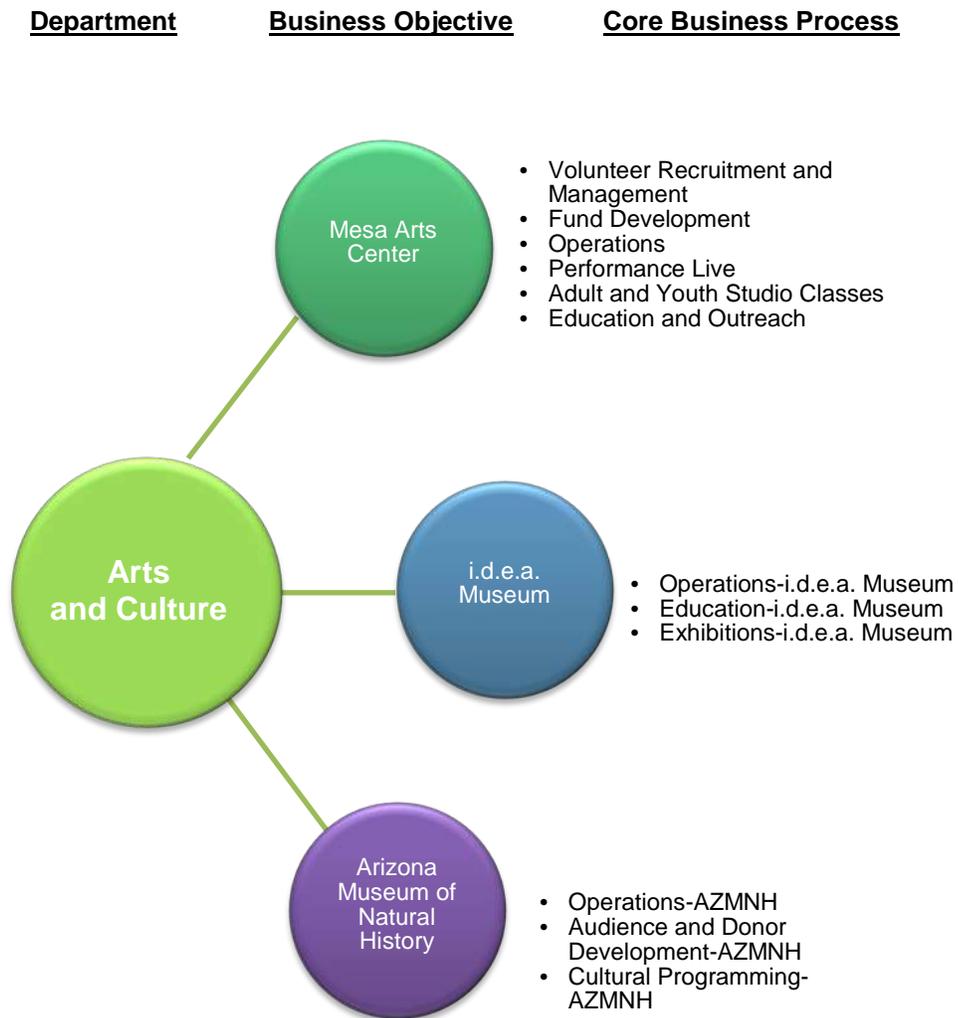
Department Operational Plans

Arts and Culture Department

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, 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 supports the idea that arts and culture—rooted in the value that creativity and discovery are the engine of human progress and well-being—are essential to healthy and civilized societies, and to fulfilled and productive human activity.



Department Operational Plans

Arts and Culture Department

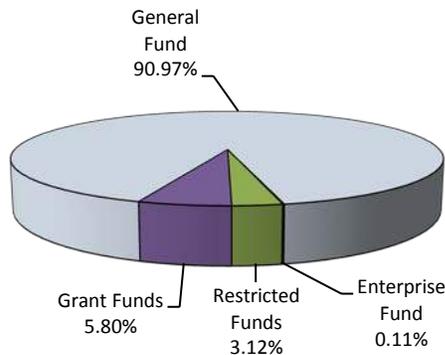
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$11,186,886	\$11,253,918
Enterprise Fund	\$13,043	\$13,043
Restricted Funds	\$502,455	\$385,675
Grant Funds	\$718,397	\$718,023
Totals	\$12,420,780	\$12,370,659

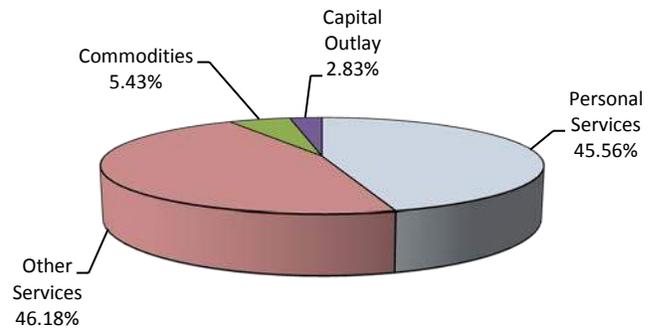
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	73.9	77.2
Personal Services	\$5,371,005	\$5,636,486
Other Services	\$5,815,027	\$5,712,929
Commodities	\$977,348	\$671,244
Capital Outlay	\$257,400	\$350,000
Totals	\$12,420,780	\$12,370,659

**Arts and Culture
FY 13/14 Operational Funding
\$12,370,659**



**Arts and Culture
FY 13/14 Operational Category
\$12,370,659**



Department Operational Plans

Arts and Culture Department

FY 13/14 Operational Budget by Business Objective and Funding Source

Business Objective	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Arizona Museum of Natural History	\$1,385,106	-	-	\$68,000	-	\$1,453,106
Mesa Arts Center	\$8,912,372	\$13,043	\$385,675	\$468,000	-	\$9,779,090
i.d.e.a. Museum	\$956,440	-	-	\$182,023	-	\$1,138,463
Expenditures Total	\$11,253,918	\$13,043	\$385,675	\$718,023	-	\$12,370,659
Revenues						
Arizona Museum of Natural History	\$661,218	-	-	\$68,000	-	\$729,218
Mesa Arts Center	\$3,256,026	-	-	\$468,000	-	\$3,724,026
i.d.e.a. Museum	\$171,377	-	-	\$181,592	-	\$352,969
Revenues Total	\$4,088,621	-	-	\$717,592	-	\$4,806,213
Expenditures Net of Revenues	\$7,165,297	\$13,043	\$385,675	\$431	-	\$7,564,446

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$11,253,918	\$4,088,621	\$7,165,297
Enterprise Fund			
Enterprise Fund	\$13,043	-	\$13,043
Restricted Funds			
Environmental Compliance Fee	\$4,216	-	\$4,216
Fleet Internal Service	\$20,789	-	\$20,789
Local Streets Sales Tax	\$10,670	-	\$10,670
Mesa Arts Center Restoration Fee	\$350,000	-	\$350,000
Grant Funds			
Grants - Gen. Gov.	\$718,023	\$717,592	\$431
Totals	\$12,370,659	\$4,806,213	\$7,564,446

FY 13/14 Operational Budget By Business Objective and Category

Business Objective	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Arizona Museum of Natural History	14.1	\$1,081,781	\$259,524	\$111,801	-	\$1,453,106
i.d.e.a. Museum	13.9	\$900,715	\$146,106	\$91,642	-	\$1,138,463
Mesa Arts Center	49.3	\$3,653,990	\$5,307,299	\$467,801	\$350,000	\$9,779,090
Totals	77.2	\$5,636,486	\$5,712,929	\$671,244	\$350,000	\$12,370,659

Department Operational Plans

Arts and Culture Department

Arizona Museum of Natural History Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
AZMNH Cultural Programming Participation	AZMNH # CP Participants	145,969	158,373	-

This is the combined growth of all AzMNH and Mesa Grande participation (general admission, programming and special events). We anticipate an 8.5% increase from our FY 12/13 target of 145,969, primarily from expected growth at Mesa Grande as knowledge of the site spreads due to advertising, social media, word of mouth and the expected increase in school group bookings.

Department Operational Plans

Arts and Culture Department

Arizona Museum of Natural History Business Objective

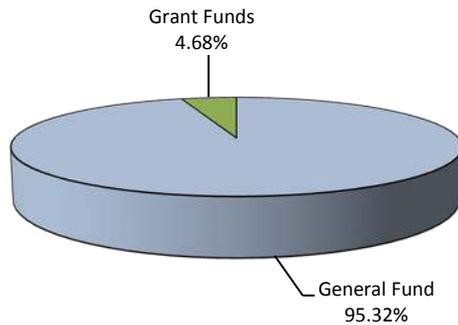
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$1,338,519	\$1,385,106
Restricted Funds	\$1,780	-
Grant Funds	\$69,000	\$68,000
Totals	\$1,409,299	\$1,453,106

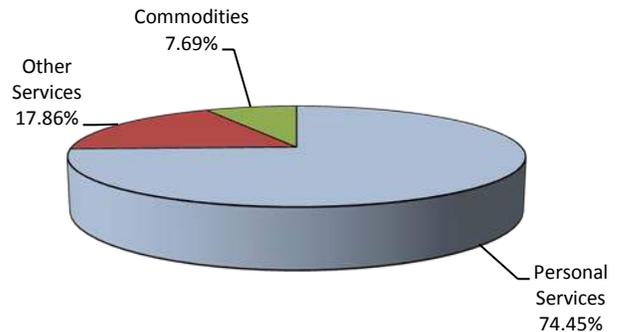
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	13.6	14.1
Personal Services	\$1,025,183	\$1,081,781
Other Services	\$256,477	\$259,524
Commodities	\$120,239	\$111,801
Capital Outlay	\$7,400	-
Totals	\$1,409,299	\$1,453,106

**Arizona Museum of Natural History
FY 13/14 Operational Funding
\$1,453,106**



**Arizona Museum of Natural History
FY 13/14 Operational Category
\$1,453,106**



Department Operational Plans

Arts and Culture Department

Arizona Museum of Natural History Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Audience and Donor Development-AZMNH	\$121,937	-	-	-	-	\$121,937
Cultural Programming-AZMNH	\$801,097	-	-	\$68,000	-	\$869,097
Operations-AZMNH	\$462,072	-	-	-	-	\$462,072
Expenditures Total	\$1,385,106	-	-	\$68,000	-	\$1,453,106
Revenues						
Cultural Programming-AZMNH	\$36,967	-	-	\$68,000	-	\$104,967
Operations-AZMNH	\$624,251	-	-	-	-	\$624,251
Revenues Total	\$661,218	-	-	\$68,000	-	\$729,218
Expenditures Net of Revenues	\$723,888	-	-	-	-	\$723,888

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$1,385,106	\$661,218	\$723,888
Grant Funds			
Grants - Gen. Gov.	\$68,000	\$68,000	-
Totals	\$1,453,106	\$729,218	\$723,888

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Audience and Donor Development-AZMNH	0.7	\$79,211	\$41,721	\$1,005	-	\$121,937
Cultural Programming-AZMNH	8.7	\$699,243	\$75,554	\$94,300	-	\$869,097
Operations-AZMNH	4.8	\$303,327	\$142,249	\$16,496	-	\$462,072
Totals	14.1	\$1,081,781	\$259,524	\$111,801	-	\$1,453,106

Department Operational Plans

Arts and Culture Department

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	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
i.d.e.a. Participation	i.d.e.a. # Participants	53,460	68,250	-

IDEA - Participation projections based on past FY's. With the transition from AMY to i.d.e.a., we are aiming to exceed these numbers.

Department Operational Plans

Arts and Culture Department

i.d.e.a. Museum Business Objective

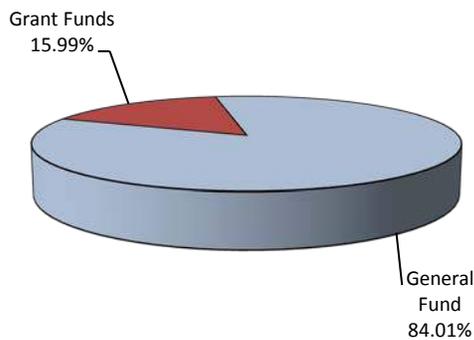
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$916,413	\$956,440
Grant Funds	\$120,397	\$182,023
Totals	\$1,036,810	\$1,138,463

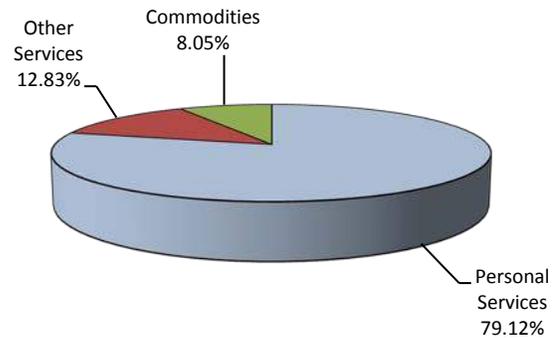
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	12.4	13.9
Personal Services	\$806,056	\$900,715
Other Services	\$138,972	\$146,106
Commodities	\$91,782	\$91,642
Totals	\$1,036,810	\$1,138,463

**i.d.e.a. Museum
FY 13/14 Operational Funding
\$1,138,463**



**i.d.e.a. Museum
FY 13/14 Operational Category
\$1,138,463**



Department Operational Plans

Arts and Culture Department

i.d.e.a. Museum Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Education-i.d.e.a.	\$215,022	-	-	\$105,394	-	\$320,416
Exhibitions-i.d.e.a.	\$341,947	-	-	\$63,628	-	\$405,575
Operations-i.d.e.a.	\$399,471	-	-	\$13,000	-	\$412,471
Expenditures Total	\$956,440	-	-	\$182,023	-	\$1,138,463
Revenues						
Education-i.d.e.a.	-	-	-	\$104,982	-	\$104,982
Exhibitions-i.d.e.a.	-	-	-	\$63,610	-	\$63,610
Operations-i.d.e.a.	\$171,377	-	-	\$13,000	-	\$184,377
Revenues Total	\$171,377	-	-	\$181,592	-	\$352,969
Expenditures Net of Revenues	\$785,063	-	-	\$431	-	\$785,494

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$956,440	\$171,377	\$785,063
Grant Funds			
Grants - Gen. Gov.	\$182,023	\$181,592	\$431
Totals	\$1,138,463	\$352,969	\$785,494

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Education-i.d.e.a.	5.4	\$277,519	\$7,467	\$35,430	-	\$320,416
Exhibitions-i.d.e.a.	4.6	\$340,198	\$21,804	\$43,573	-	\$405,575
Operations-i.d.e.a.	3.9	\$282,997	\$116,835	\$12,639	-	\$412,471
Totals	13.9	\$900,715	\$146,106	\$91,642	-	\$1,138,463

Department Operational Plans

Arts and Culture Department

Mesa Arts Center Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
MAC Participation	MAC # of Participants (all)	458,674	400,000	-
This is the combined growth of all MAC participants, and we intend to use the same 5% growth we have targeted across the board. Again, after double digit growth in each of the last two years, being able to gain another 5% will indicate a successful year (although, again, we will be aiming to exceed that target).				

Department Operational Plans

Arts and Culture Department

Mesa Arts Center Business Objective

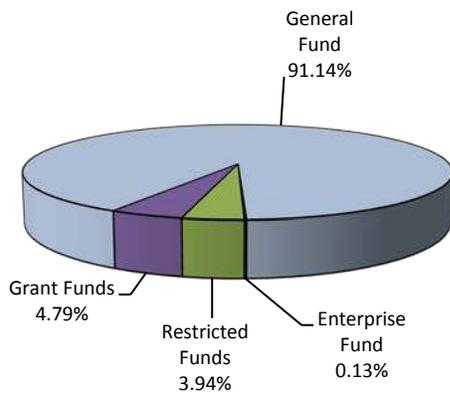
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$8,931,953	\$8,912,372
Enterprise Fund	\$13,043	\$13,043
Restricted Funds	\$500,675	\$385,675
Grant Funds	\$529,000	\$468,000
Totals	\$9,974,671	\$9,779,090

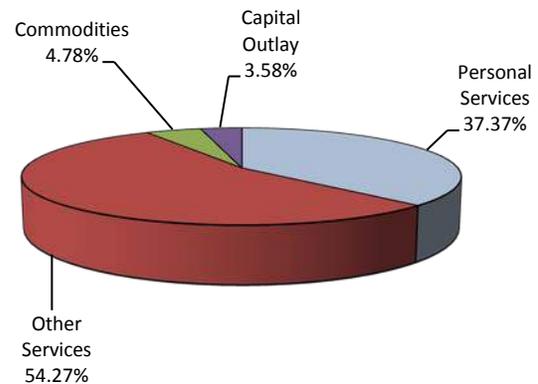
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	48.0	49.3
Personal Services	\$3,539,766	\$3,653,990
Other Services	\$5,419,578	\$5,307,299
Commodities	\$765,327	\$467,801
Capital Outlay	\$250,000	\$350,000
Totals	\$9,974,671	\$9,779,090

**Mesa Arts Center
FY 13/14 Operational Funding
\$9,779,090**



**Mesa Arts Center
FY 13/14 Operational Category
\$9,779,090**



Department Operational Plans

Arts and Culture Department

Mesa Arts Center Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Adult and Youth Studio Classes	\$597,636	-	-	\$98,000	-	\$695,636
Education and Outreach	\$144,279	-	-	\$122,000	-	\$266,279
Fund Development	\$1,252,755	-	-	\$40,000	-	\$1,292,755
Operations	\$5,298,969	\$13,043	\$385,675	\$208,000	-	\$5,905,687
Performance Live	\$1,564,381	-	-	-	-	\$1,564,381
Volunteer Recruitment and Management	\$54,352	-	-	-	-	\$54,352
Expenditures Total	\$8,912,372	\$13,043	\$385,675	\$468,000	-	\$9,779,090
Revenues						
Adult and Youth Studio Classes	\$595,000	-	-	\$98,000	-	\$693,000
Education and Outreach	-	-	-	\$122,000	-	\$122,000
Fund Development	-	-	-	\$40,000	-	\$40,000
Operations	\$710,202	-	-	\$208,000	-	\$918,202
Performance Live	\$1,950,824	-	-	-	-	\$1,950,824
Revenues Total	\$3,256,026	-	-	\$468,000	-	\$3,724,026
Expenditures Net of Revenues	\$5,656,346	\$13,043	\$385,675	-	-	\$6,055,064

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$8,912,372	\$3,256,026	\$5,656,346
Enterprise Fund			
Enterprise Fund	\$13,043	-	\$13,043
Restricted Funds			
Environmental Compliance Fee	\$4,216	-	\$4,216
Fleet Internal Service	\$20,789	-	\$20,789
Local Streets Sales Tax	\$10,670	-	\$10,670
Mesa Arts Center Restoration Fee	\$350,000	-	\$350,000
Grant Funds			
Grants - Gen. Gov.	\$468,000	\$468,000	-
Totals	\$9,779,090	\$3,724,026	\$6,055,064

FY 13/14 Operational Budget By Core Business Process and Category

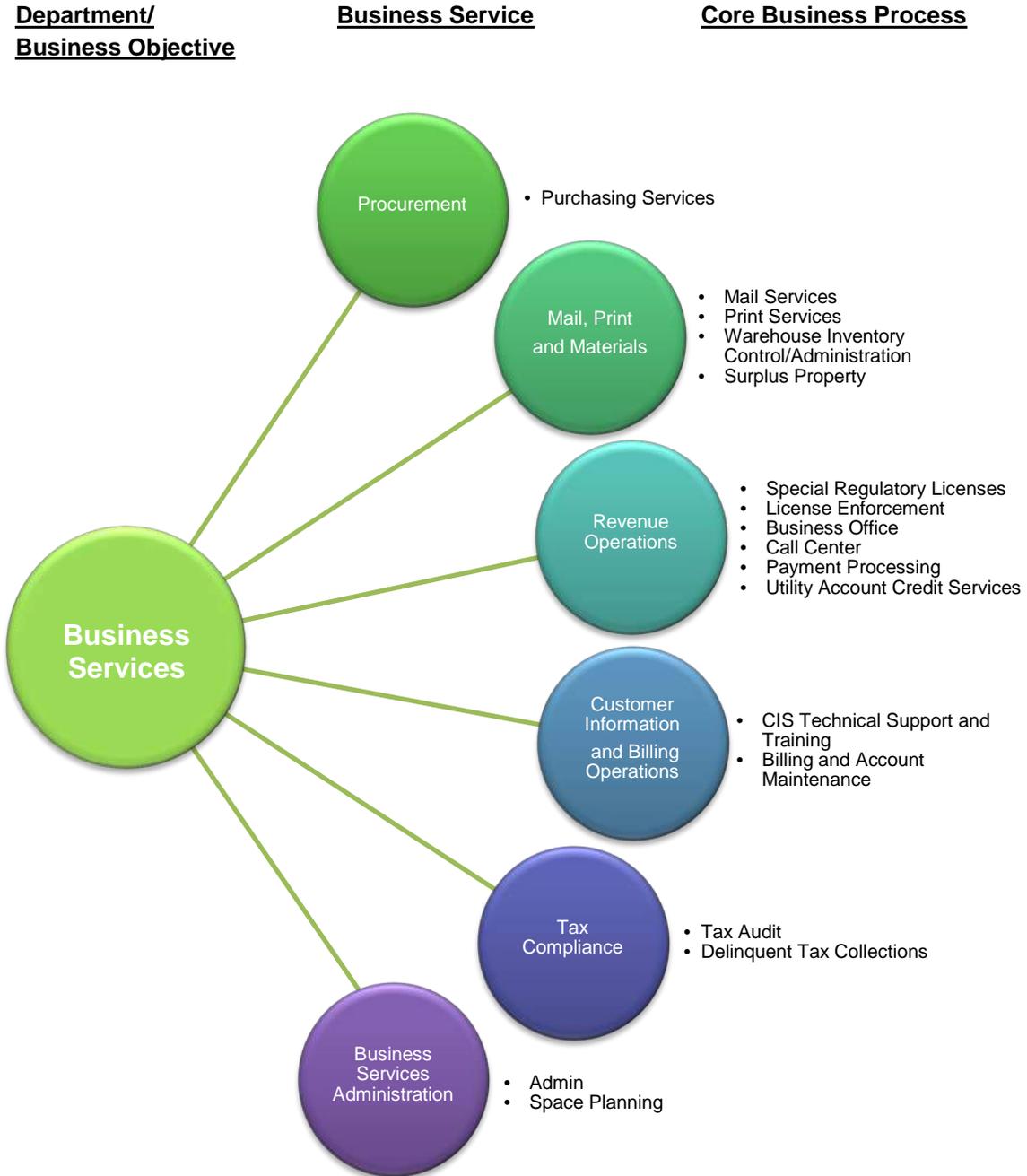
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Adult and Youth Studio Classes	3.1	\$263,036	\$364,200	\$68,400	-	\$695,636
Education and Outreach	1.2	\$123,579	\$135,700	\$7,000	-	\$266,279
Fund Development	5.3	\$503,429	\$774,062	\$15,264	-	\$1,292,755
Operations	37.9	\$2,585,752	\$2,607,907	\$362,028	\$350,000	\$5,905,687
Performance Live	1.4	\$139,851	\$1,416,430	\$8,100	-	\$1,564,381
Volunteer Recruitment and Management	0.4	\$38,343	\$9,000	\$7,009	-	\$54,352
Totals	49.3	\$3,653,990	\$5,307,299	\$467,801	\$350,000	\$9,779,090

Department Operational Plans

Business Services Department

Department Description

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



Department Operational Plans

Business Services Department

Business Services Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Direct Audit Hours/Total Hours Worked Percent of direct audit hours to total hours worked by audit staff Based on performance history	% direct vs. total audit hrs	-	80	80
Direct Collection Hours/Total Hours Worked Percent of direct collection hours to total hours worked by collections staff Based on performance history	% direct vs tot collection hrs	-	80	80
Minutes to Answer Utility Customer Calls Time to answer all calls/number of calls; calculated monthly (Call Center) Based on performance history	# minutes to answer calls	-	1	1
Utility Customer Calls Abandoned Number of abandoned calls/total number of calls offered; calculated monthly Based on performance history	% Util. calls abandoned	-	5	5

Department Operational Plans

Business Services Department

Business Services Business Objective

Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$3,800,781	\$13,579,732
Enterprise Fund	\$7,852,761	-
Restricted Funds	\$433,345	\$1,932,268
Other Funds	\$298,113	-
Totals	\$12,385,000	\$15,512,000

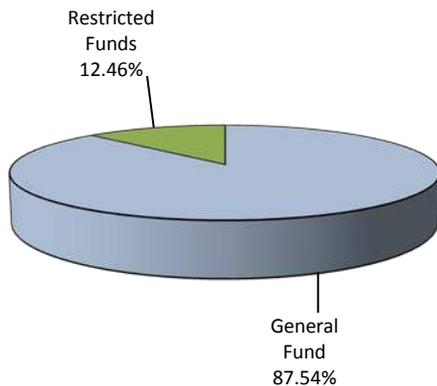
Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

Operational History by Category

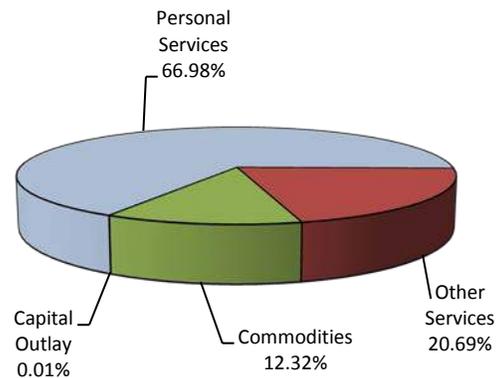
Category	FY 12/13 Budget	FY 13/14 Budget
FTE	144.0	147.0
Personal Services	\$9,980,574	\$10,389,319
Other Services	\$2,995,255	\$3,209,922
Commodities	\$1,959,173	\$1,910,638
Capital Outlay	\$20,000	\$2,121
Offsets and Credits	\$(2,570,002)	-
Totals	\$12,385,000	\$15,512,000

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

**Business Services
FY 13/14 Operational Funding
\$15,512,000**



**Business Services
FY 13/14 Operational Category
\$15,512,000**



Department Operational Plans

Business Services Department

Business Services Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Billing and Account Maintenance	\$763,067	-	-	-	-	\$763,067
Business Office	\$2,641,943	-	-	-	-	\$2,641,943
Business Services Administration	\$563,414	-	-	-	-	\$563,414
Call Center	\$1,993,555	-	-	-	-	\$1,993,555
CIS Technical Support and Training	\$373,369	-	-	-	-	\$373,369
Contract Administration	\$1,398,229	-	-	-	-	\$1,398,229
Delinquent Tax Collections	\$717,448	-	-	-	-	\$717,448
Inventory Acquisition	-	-	\$910,272	-	-	\$910,272
Mail Services	\$1,941,315	-	-	-	-	\$1,941,315
Payment Processing	\$465,853	-	-	-	-	\$465,853
Print Services	-	-	\$848,993	-	-	\$848,993
Space Planning	\$83,767	-	-	-	-	\$83,767
Special Regulatory Licenses	\$819,007	-	-	-	-	\$819,007
Surplus Property	-	-	\$173,002	-	-	\$173,002
Tax Audit	\$1,136,792	-	-	-	-	\$1,136,792
Utility Account Credit Services	\$681,973	-	-	-	-	\$681,973
Expenditures Total	\$13,579,732	-	\$1,932,268	-	-	\$15,512,000
Revenues						
Special Regulatory Licenses	\$1,132,770	-	-	-	-	\$1,132,770
Revenues Total	\$1,132,770	-	-	-	-	\$1,132,770
Expenditures Net of Revenues	\$12,446,962	-	\$1,932,268	-	-	\$14,379,230

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
Capital - General Fund	\$2,121	-	\$2,121
General Fund	\$13,577,611	\$1,132,770	\$12,444,841
Restricted Funds			
Print Shop Internal Service	\$848,993	-	\$848,993
Warehouse Internal Service	\$1,083,275	-	\$1,083,275
Totals	\$15,512,000	\$1,132,770	\$14,379,230

Department Operational Plans

Business Services Department

Business Services Business Objective

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Billing and Account Maintenance	8.1	\$547,367	\$124,100	\$91,600	-	\$763,067
Business Office	11.1	\$691,063	\$1,948,080	\$2,500	\$300	\$2,641,943
Business Services Administration	6.0	\$657,516	\$92,315	\$18,158	-	\$767,989
Call Center	32.2	\$1,926,659	\$62,646	\$4,250	-	\$1,993,555
CIS Technical Support and Training	3.9	\$373,369	-	-	-	\$373,369
Delinquent Tax Collections	10.1	\$687,698	\$27,050	\$2,700	-	\$717,448
Inventory Acquisition	8.4	\$572,567	\$217,055	\$120,650	-	\$910,272
Mail Services	7.2	\$359,982	\$55,300	\$1,526,033	-	\$1,941,315
Payment Processing	6.1	\$416,403	\$43,050	\$5,400	\$1,000	\$465,853
Print Services	4.3	\$287,257	\$475,936	\$85,800	-	\$848,993
Purchasing Administration	14.0	\$1,156,611	\$31,193	\$5,850	-	\$1,193,654
Space Planning	1.0	\$81,217	\$1,600	\$950	-	\$83,767
Special Regulatory Licenses	10.4	\$730,457	\$59,050	\$29,500	-	\$819,007
Surplus Property	2.3	\$161,134	\$7,350	\$4,518	-	\$173,002
Tax Audit	12.9	\$1,103,345	\$30,247	\$2,600	\$600	\$1,136,792
Utility Account Credit Services	9.3	\$636,673	\$34,950	\$10,129	\$221	\$681,973
Totals	147.0	\$10,389,319	\$3,209,922	\$1,910,638	\$2,121	\$15,512,000

Department Operational Plans

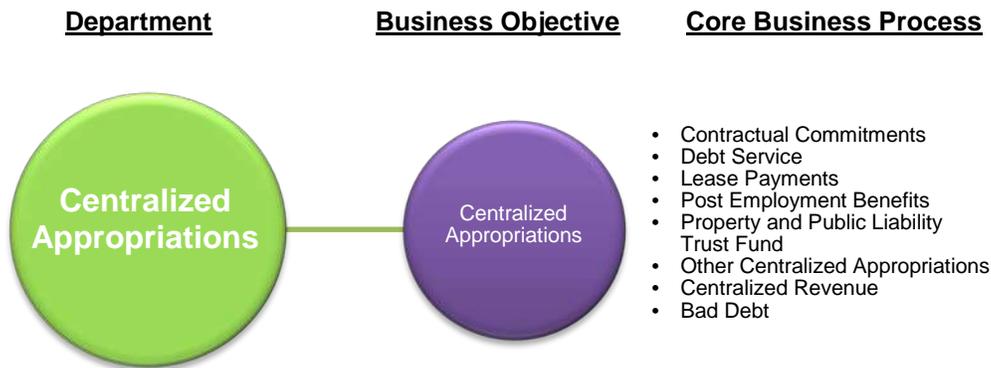


Department Operational Plans

Centralized Appropriations Department

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 Department

Centralized Appropriations Business Objective

Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$21,573,506	\$(20,081,882)
Enterprise Fund	\$15,390,696	\$26,632,503
Restricted Funds	\$6,964,969	\$22,711,648
Grant Funds	-	\$17,700,000
Other Funds	\$120,136,829	\$137,895,531
Totals	\$164,066,000	\$184,857,800

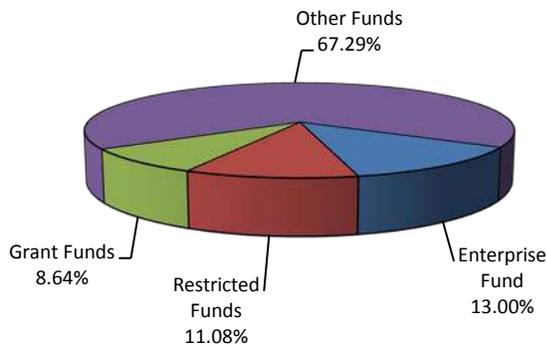
Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

Operational History by Category

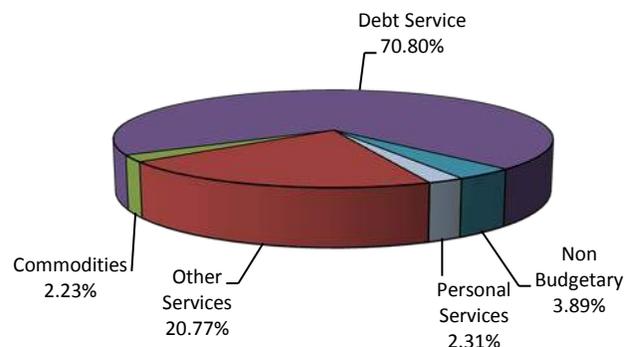
Category	FY 12/13 Budget	FY 13/14 Budget
FTE	-	-
Personal Services	\$15,675,270	\$4,717,539
Other Services	\$14,181,538	\$42,427,914
Commodities	-	\$4,562,138
Debt Service	\$123,564,249	\$144,650,438
Non Budgetary	\$10,644,943	\$7,939,967
Offsets and Credits	-	\$(19,440,196)
Totals	\$164,066,000	\$184,857,800

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

**Centralized Appropriations
FY 13/14 Operational Funding
\$204,939,682***



**Centralized Appropriations
FY 13/14 Operational Category
\$204,297,996****



*This amount does not include negative funds

**This amount does not include Offsets and Credits

Department Operational Plans

Centralized Appropriations Department

Centralized Appropriations Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Bad Debt	\$1,417,000	\$1,100,000	-	-	-	\$2,517,000
Centralized Revenues	\$(2,974,763)	-	-	-	-	\$(2,974,763)
Contractual Commitments	\$1,700,000	-	-	-	-	\$1,700,000
Debt Service	-	-	\$8,358,421	-	\$136,292,017	\$144,650,438
Other Centralized Appropriations	\$(36,447,459)	\$21,882,495	\$12,423,776	\$17,700,000	\$1,603,514	\$17,162,326
Post Employment Benefits	\$12,095,506	\$2,403,793	\$1,002,500	-	-	\$15,501,799
Property and Public Liability Trust Fund	\$4,127,834	\$1,246,215	\$926,951	-	-	\$6,301,000
Expenditures Total	\$(20,081,882)	\$26,632,503	\$22,711,648	\$17,700,000	\$137,895,531	\$184,857,800
Revenues						
Centralized Revenues	\$199,558,432	\$275,890,758	\$105,149,023	\$1,063	\$140,840,465	\$721,439,741
Debt Service	-	-	-	-	\$25,404,250	\$25,404,250
Other Centralized Appropriations	-	-	\$23,874,494	\$17,700,000	-	\$41,574,494
Revenues Total	\$199,558,432	\$275,890,758	\$129,023,517	\$17,701,063	\$166,244,715	\$788,418,485
Expenditures Net of Revenues	\$(219,640,314)	\$(249,258,255)	\$(106,311,869)	\$(1,063)	\$(28,349,184)	\$(603,560,685)

Department Operational Plans

Centralized Appropriations Department

Centralized Appropriations Business Objective

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
Capital - General Fund	\$(652,747)	-	\$(652,747)
General Fund	\$(19,429,135)	\$199,558,432	\$(218,987,567)
Enterprise Fund			
Capital - Enterprise	\$428,938	-	\$428,938
Enterprise Fund	\$26,203,565	\$275,890,758	\$(249,687,193)
Restricted Funds			
Cemetery	\$133,598	-	\$133,598
Cemetery Reserve	-	\$10,000	\$(10,000)
Environmental Compliance Fee	\$266,744	\$10,583,497	\$(10,316,753)
Fire Impact Fee	\$728,847	\$400,000	\$328,847
Fleet Internal Service	\$(13,956,511)	-	\$(13,956,511)
Highway User Revenue Fund	\$2,743	\$32,394,127	\$(32,391,384)
Library Impact Fee	\$177,509	\$251,000	\$(73,491)
Local Streets Sales Tax	\$4,461,496	\$23,103,975	\$(18,642,479)
Mesa Arts Center Restoration Fee	-	\$2,000	\$(2,000)
Parks Impact Fee	\$771,331	\$1,025,000	\$(253,669)
Police Impact Fee	\$1,194,020	\$600,000	\$594,020
Print Shop Internal Service	\$(940,778)	-	\$(940,778)
Quality of Life Sales Tax	-	\$19,245,796	\$(19,245,796)
Solid Waste Development Tax	-	\$107,000	\$(107,000)
Special Programs Fund	\$17,700,000	\$18,000,000	\$(300,000)
Storm Sewer Impact Fee	\$274,842	\$285,000	\$(10,158)
Transit Fund	\$307,302	-	\$307,302
Utility Replacement Extension and Renewal	-	\$5,423,000	\$(5,423,000)
Warehouse Internal Service	\$4,987,229	\$6,174,494	\$(1,187,265)
Wastewater Impact Fee	\$2,398,496	\$2,900,000	\$(501,504)
Water Impact Fees	\$2,813,376	\$2,800,000	\$13,376
Greenfield WRP Joint Venture	\$348,763	\$5,718,628	\$(5,369,865)
TOPAZ Joint Venture Fund	\$1,042,640	-	\$1,042,640
Grant Funds			
Grants - Gen. Gov.	\$17,700,000	\$17,701,063	\$(1,063)
Other Funds			
Capital Lease Redemption	\$74,535	-	\$74,535
Court Construction Fee	\$917,070	\$917,883	\$(813)
Employee Benefit Trust	\$1,603,514	\$912	\$1,602,602
General Obligation Bond Redemption	\$27,217,187	\$22,105,000	\$5,112,187
Highway Project Advancement Notes	\$25,404,250	\$25,404,250	-
Highway User Revenue Bond Redemption	\$12,416,900	-	\$12,416,900
Property and Public Liability	-	\$6,356,085	\$(6,356,085)
Utility Systems Bond Redemption	\$65,069,628	-	\$65,069,628
Utility Systems GO Bond Redemption	\$311,779	-	\$311,779
WIFA Redemption	\$177,668	-	\$177,668
Worker's Compensation	-	\$4,715,585	\$(4,715,585)
Electric Bond Construction	-	\$3,320,000	\$(3,320,000)
Gas Bond Construction	-	\$11,289,000	\$(11,289,000)
Parks Bond Construction	-	\$23,721,000	\$(23,721,000)
Public Safety Bond Construction	-	\$11,140,000	\$(11,140,000)
Streets Bond Construction	-	\$15,865,000	\$(15,865,000)
Wastewater Bond Construction	-	\$16,298,000	\$(16,298,000)
Water Bond Construction	-	\$24,336,000	\$(24,336,000)
Non Utility Bond Redemption	\$4,703,000	\$776,000	\$3,927,000
Totals	\$184,857,800	\$788,418,485	\$(603,560,685)

Department Operational Plans

Centralized Appropriations Department

Centralized Appropriations Business Objective

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	Debt Service	Other	FY 13/14 Budget
Bad Debt	0.0	-	-	-	-	-	\$2,517,000	\$2,517,000
Centralized Revenues	0.0	-	-	-	-	-	\$(2,974,763)	\$(2,974,763)
Contractual Commitments	0.0	-	\$1,700,000	-	-	-	-	\$1,700,000
Debt Service	0.0	-	-	-	-	\$144,650,438	-	\$144,650,438
Other Centralized Appropriations	0.0	\$(10,784,260)	\$34,426,914	\$4,562,138	-	-	\$(11,042,466)	\$17,162,326
Post Employment Benefits	0.0	\$15,501,799	-	-	-	-	-	\$15,501,799
Property and Public Liability Trust Fund	0.0	-	\$6,301,000	-	-	-	-	\$6,301,000
Totals	0.0	\$4,717,539	\$42,427,914	\$4,562,138	-	\$144,650,438	\$(11,500,229)	\$184,857,800

Department Operational Plans



Department Operational Plans

City Attorney Department

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 occurring within the City limits.



Department Operational Plans

City Attorney Department

Legal Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Claims Resolved - Without Litigation The claims resolved without litigation target is 85%. This is the percentage of claims that are settled before litigation cases are filed.	% Claims Reso w/o Lit	85	85	-
DUI Conviction Rate This measures the overall DUI conviction rate. City Prosecutor's Office staff gather statistics to determine the outcome of each DUI case and report the effectiveness of DUI prosecutions on a quarterly basis. Our DUI Conviction Rate target is at least 80%.	% DUI Conviction Rate	80	80	-
Overall Trial Conviction Rate This measures the overall misdemeanor and code offenses trial conviction rate. City Prosecutor's Office staff gather statistics to determine the outcome of each DUI case and report the effectiveness of DUI prosecutions on a quarterly basis. Our DUI Conviction Rate target is at least 70%.	% Overall Conviction Rate	70	70	-

Department Operational Plans

City Attorney Department

Legal Business Objective

Operational History by Funding Source

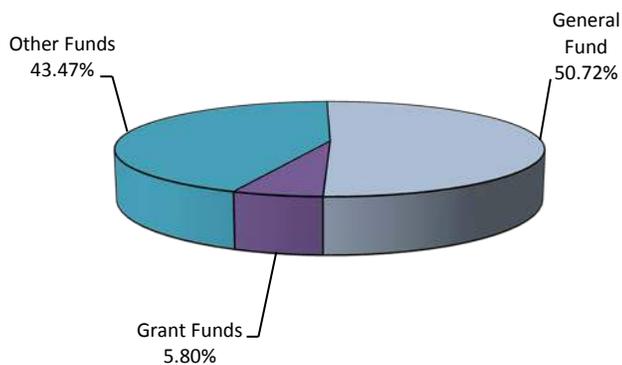
Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$5,848,970	\$6,227,535
Enterprise Fund	\$105,631	-
Restricted Funds	\$77,832	-
Grant Funds	\$140,874	\$712,465
Other Funds	\$5,442,692	\$5,337,096
Totals	\$11,616,000	\$12,277,096

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

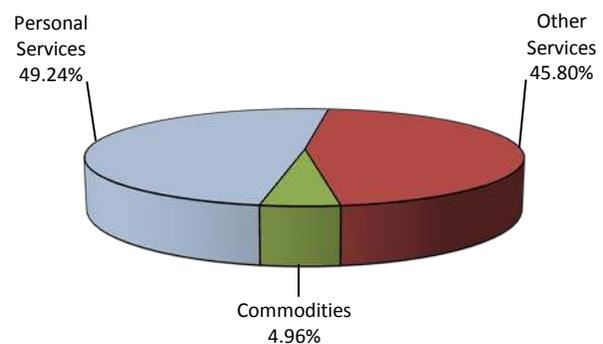
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	58.0	59.0
Personal Services	\$5,818,631	\$6,045,525
Other Services	\$5,204,130	\$5,622,625
Commodities	\$593,239	\$608,946
Totals	\$11,616,000	\$12,277,096

Legal
FY 13/14 Operational Funding
\$12,277,096



Legal
FY 13/14 Operational Category
\$12,277,096



Department Operational Plans

City Attorney Department

Legal Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Administrative Legal Services	\$2,076,963	-	-	-	-	\$2,076,963
Civil Litigation	-	-	-	-	\$5,337,096	\$5,337,096
Criminal Prosecution	\$3,791,129	-	-	\$571,769	-	\$4,362,898
Victim Services	\$359,443	-	-	\$140,696	-	\$500,139
Expenditures Total	\$6,227,535	-	-	\$712,465	\$5,337,096	\$12,277,096
Revenues						
Administrative Legal Services	\$76,508	-	-	-	-	\$76,508
Criminal Prosecution	-	-	-	\$571,784	-	\$571,784
Victim Services	-	-	-	\$146,119	-	\$146,119
Revenues Total	\$76,508	-	-	\$717,903	-	\$794,411
Expenditures Net of Revenues	\$6,151,027	-	-	\$(5,438)	\$5,337,096	\$11,482,685

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$6,227,535	\$76,508	\$6,151,027
Grant Funds			
Grants - Gen. Gov.	\$712,465	\$717,903	\$(5,438)
Other Funds			
Property and Public Liability	\$5,337,096	-	\$5,337,096
Totals	\$12,277,096	\$794,411	\$11,482,685

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Administrative Legal Services	12.1	\$1,522,066	\$539,107	\$15,790	-	\$2,076,963
Civil Litigation	8.3	\$910,074	\$4,427,022	-	-	\$5,337,096
Criminal Prosecution	31.8	\$3,117,062	\$652,680	\$593,156	-	\$4,362,898
Victim Services	6.9	\$496,323	\$3,816	-	-	\$500,139
Totals	59.0	\$6,045,525	\$5,622,625	\$608,946	-	\$12,277,096

Department Operational Plans

City Auditor Department

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.



Department Operational Plans

City Auditor Department

City Auditor Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Audit Plan Completion	% Audit Plans Completed	-	80	-
This is the percentage of projects listed on the annual audit plan that are completed during the year. The target must be set to allow for those projects that are in progress at fiscal year end.				
Audit Recommendations	% Audit Recs Accepted	-	95	-
This is the ratio of the number of audit recommendations accepted and implemented by auditees to the total number of recommendations made. The target is set at 95%, because although the audit process is designed to yield only those recommendations that will be accepted and implemented, there are isolated cases in which this is not possible.				

Department Operational Plans

City Auditor Department

City Auditor Business Objective

Operational History by Funding Source

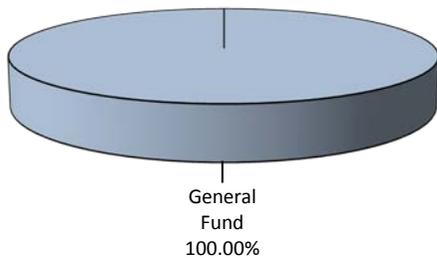
Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$362,655	\$613,000
Enterprise Fund	\$132,360	-
Restricted Funds	\$87,724	-
Other Funds	\$63,261	-
Totals	\$646,000	\$613,000

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

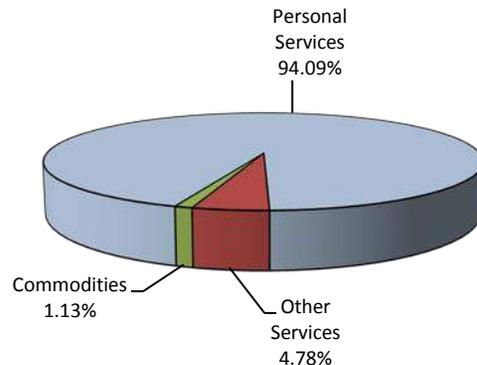
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	4.0	5.0
Personal Services	\$451,568	\$576,770
Other Services	\$174,721	\$29,330
Commodities	\$19,711	\$6,900
Totals	\$646,000	\$613,000

**City Auditor
FY 13/14 Operational Funding
\$613,000**



**City Auditor
FY 13/14 Operational Category
\$613,000**



Department Operational Plans

City Auditor Department

City Auditor Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
City Auditor Operations	\$613,000	-	-	-	-	\$613,000
Expenditures Total	\$613,000	-	-	-	-	\$613,000
Expenditures Net of Revenues	\$613,000	-	-	-	-	\$613,000

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$613,000	-	\$613,000
Totals	\$613,000	-	\$613,000

FY 13/14 Operational Budget By Core Business Process and Category

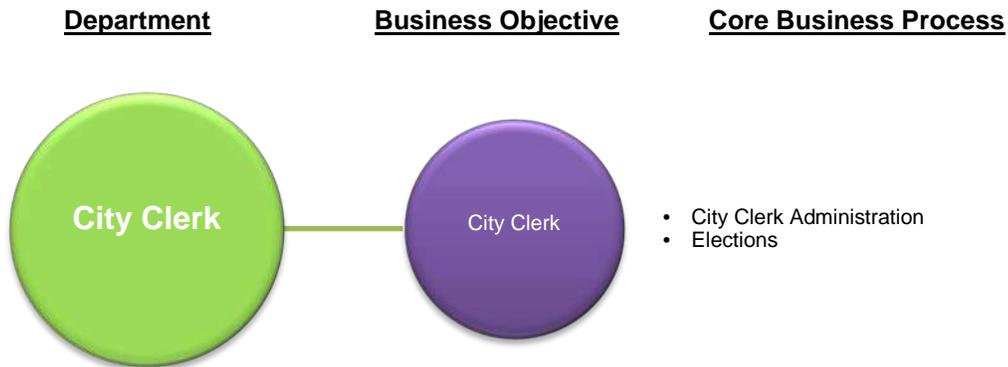
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
City Auditor Operations	5.0	\$576,770	\$29,330	\$6,900	-	\$613,000
Totals	5.0	\$576,770	\$29,330	\$6,900	-	\$613,000

Department Operational Plans

City Clerk Department

Department Description

The City of Mesa Clerk's Office serves as professional, responsive liaisons promoting trust between citizens and government by conducting fair, open and impartial elections, managing the comprehensive City-wide records program, updating the City Code, ensuring the legal compliance (Open Meeting Law) of all official postings, public notices and advertising, administering the Public Safety Retirement System and Local Boards for City of Mesa sworn personnel and providing administrative support for all Council/Council Committee meetings.



Department Operational Plans

City Clerk Department

City Clerk Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Notices and Agendas Posted	# Notices & Agendas Posted	700	700	-
This metric is based on the total number of meetings posted on the official calendar in compliance with the Open Meeting Law. The staff member responsible for posting provides a monthly total. The final calendar posted for the month provides a total as well. The target is based on an average of the actual totals for past fiscal years. A benchmark does not exist but we are aware of surrounding communities that collect similar data.				
Requests for Information/Help	# Requests for Info or Help	13,000	13,000	-
This metric is based on the total number of requests each individual staff member receives. This includes phone calls, walk-ins and e-mail requests. Each staff member provides a monthly total of their activity. The target is based on an average of the actual totals for past fiscal years.				

Department Operational Plans

City Clerk Department

City Clerk Business Objective

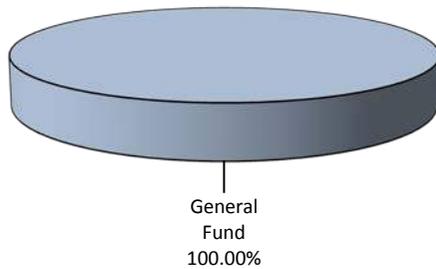
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$1,250,000	\$825,000
Totals	\$1,250,000	\$825,000

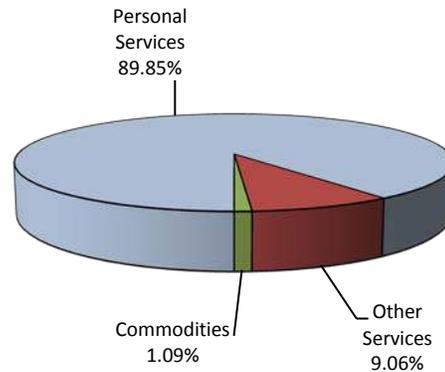
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	8.0	8.0
Personal Services	\$743,711	\$741,252
Other Services	\$458,389	\$74,748
Commodities	\$47,900	\$9,000
Totals	\$1,250,000	\$825,000

**City Clerk
FY 13/14 Operational Funding
\$825,000**



**City Clerk
FY 13/14 Operational Category
\$825,000**



Department Operational Plans

City Clerk Department

City Clerk Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
City Clerk Administration	\$823,250	-	-	-	-	\$823,250
Elections	\$1,750	-	-	-	-	\$1,750
Expenditures Total	\$825,000	-	-	-	-	\$825,000
Expenditures Net of Revenues	\$825,000	-	-	-	-	\$825,000

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$825,000	-	\$825,000
Totals	\$825,000	-	\$825,000

FY 13/14 Operational Budget By Core Business Process and Category

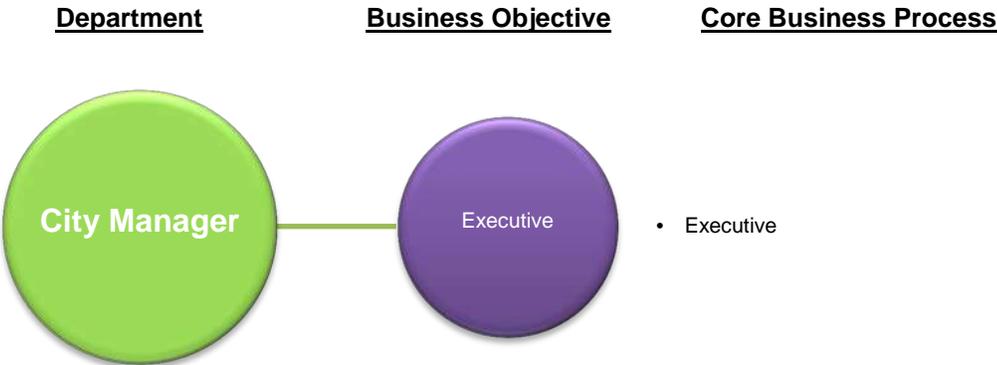
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
City Clerk Administration	8.0	\$741,252	\$72,998	\$9,000	-	\$823,250
Elections	0.0	-	\$1,750	-	-	\$1,750
Totals	8.0	\$741,252	\$74,748	\$9,000	-	\$825,000

Department Operational Plans

City Manager Department

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.



Department Operational Plans

City Manager Department

Executive Business Objective

Operational History by Funding Source

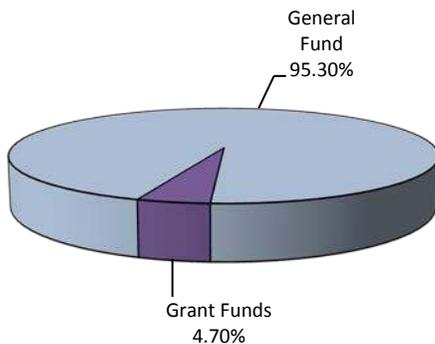
Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$2,625,144	\$5,096,730
Enterprise Fund	\$955,398	-
Restricted Funds	\$633,226	-
Grant Funds	\$1,040,599	\$251,270
Other Funds	\$456,633	-
Totals	\$5,711,000	\$5,348,000

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

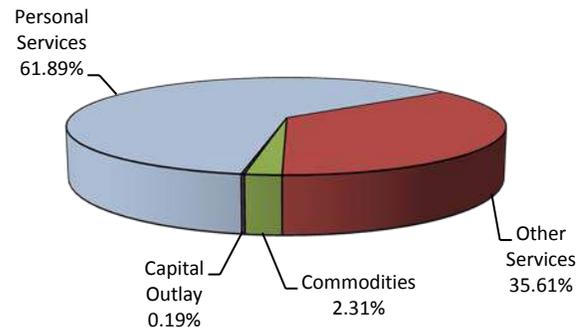
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	24.0	28.0
Personal Services	\$3,025,579	\$3,310,128
Other Services	\$2,577,988	\$1,904,597
Commodities	\$97,433	\$123,275
Capital Outlay	\$10,000	\$10,000
Totals	\$5,711,000	\$5,348,000

**Executive
FY 13/14 Operational Funding
\$5,348,000**



**Executive
FY 13/14 Operational Category
\$5,348,000**



Department Operational Plans

City Manager Department

Executive Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Executive	\$5,096,730	-	-	\$251,270	-	\$5,348,000
Expenditures Total	\$5,096,730	-	-	\$251,270	-	\$5,348,000
Expenditures Net of Revenues	\$5,096,730	-	-	\$251,270	-	\$5,348,000

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
Capital - General Fund	\$10,000	-	\$10,000
General Fund	\$5,086,730	-	\$5,086,730
Grant Funds			
Grants - Gen. Gov.	\$251,270	-	\$251,270
Totals	\$5,348,000	-	\$5,348,000

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Executive	28.0	\$3,310,128	\$1,904,597	\$123,275	\$10,000	\$5,348,000
Totals	28.0	\$3,310,128	\$1,904,597	\$123,275	\$10,000	\$5,348,000

Department Operational Plans

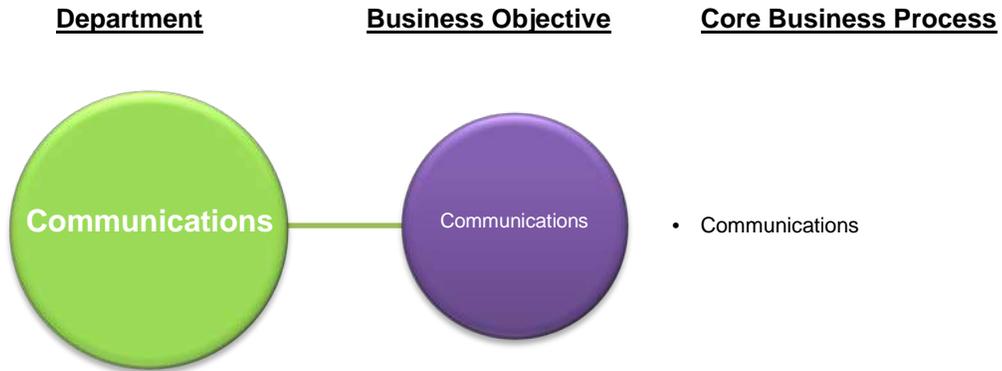


Department Operational Plans

Communications Department

Department Description

Ensures Public Safety and municipal departments portable and mobile communications equipment and network infrastructure is available for use when needed to perform their emergency and daily work assignments, and provide Administrative Management functions for the TOPAZ Regional Wireless Cooperative (TRWC).



Department Operational Plans

Communications Department

Communications Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
COMM-Customer Satisfaction Count scores on customer satisfaction cards. Internal goal of 90%.	% Customer Satisfaction	90	90	98
COMM-Defect-Free Equipment Repairs and Installations Rework work orders are compared with original work orders. The benchmark is a comparison of the ePerformance Measures of Communications and Technology Management from the City of Austin Texas. The percent of returns due to improper installation metric is described as the number of improper installations divided by total number of installations. The percentage of rework installation for the Communications and Technology Management for the City of Austin is 4.99 listed in the amended FY 08 documentation.	% Repair/Instals Defect-Free	98	98	98
COMM-Defect-Free Radio Programming Templates Rework work orders are compared with original work orders. Internal goal of 90%	% Templates Defect-Free	90	90	90
COMM-Unscheduled Downtime TOPAZ Network Wide The duration of outage events is extracted from the Universal Event Manager, which is part of the Motorola SmartZone system, and is multiplied by the number of channels at the site. 99.999% (five-nines) is a telecommunications industry-accepted benchmark. 316 seconds of outage equates to five-nines availability.	# Secs TOPAZ Downtime	316	316	316

Department Operational Plans

Communications Department

Communications Business Objective

Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$540,000	\$2,684,068
Restricted Funds	-	\$1,124,932
Totals	\$540,000	\$3,809,000

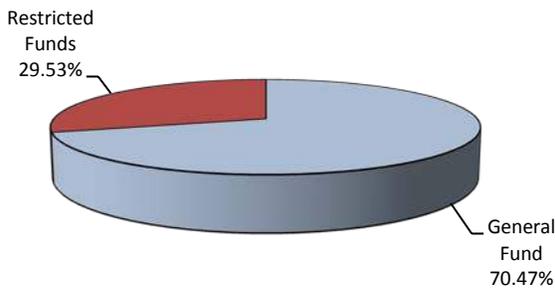
Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

Operational History by Category

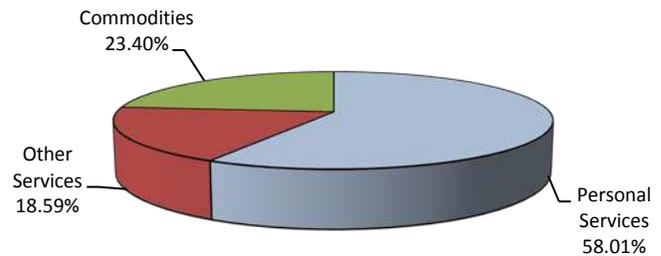
Category	FY 12/13 Budget	FY 13/14 Budget
FTE	23.0	24.0
Personal Services	\$2,060,550	\$2,209,603
Other Services	\$453,604	\$708,097
Commodities	\$871,500	\$891,300
Offsets and Credits	\$(2,845,654)	-
Totals	\$540,000	\$3,809,000

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

**Communications
FY 13/14 Operational Funding
\$3,809,000**



**Communications
FY 13/14 Operational Category
\$3,809,000**



Department Operational Plans

Communications Department

Communications Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Communications	\$2,684,068	-	\$1,124,932	-	-	\$3,809,000
Expenditures Total	\$2,684,068	-	\$1,124,932	-	-	\$3,809,000
Revenues						
Communications	\$20,000	-	\$2,167,572	-	-	\$2,187,572
Revenues Total	\$20,000	-	\$2,167,572	-	-	\$2,187,572
Expenditures Net of Revenues	\$2,664,068	-	\$(1,042,640)	-	-	\$1,621,428

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$2,684,068	\$20,000	\$2,664,068
Restricted Funds			
TOPAZ Joint Venture Fund	\$1,124,932	\$2,167,572	\$(1,042,640)
Totals	\$3,809,000	\$2,187,572	\$1,621,428

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Communications	24.0	\$2,209,603	\$708,097	\$891,300	-	\$3,809,000
Totals	24.0	\$2,209,603	\$708,097	\$891,300	-	\$3,809,000

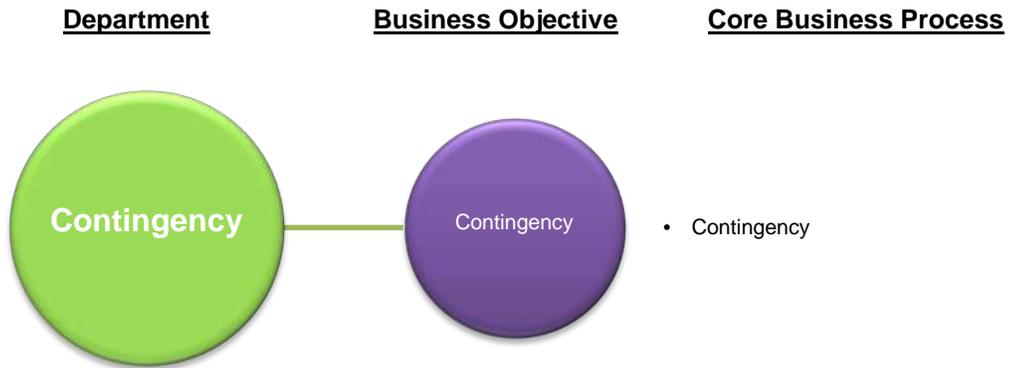
Department Operational Plans

Contingency Department

Department Description

Each year as a part of the budget process, the City adopts a contingency fund. 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 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 to determine whether it meets the priorities and needs of the City, and either approves or denies the request.



Department Operational Plans

Contingency Department

Contingency Business Objective

Operational History by Funding Source

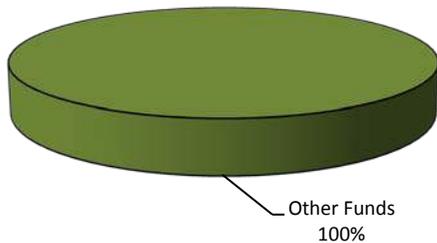
Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$42,000,000	-
Enterprise Fund	\$29,000,000	-
Other Funds	-	\$61,678,000
Totals	\$71,000,000	\$61,678,000

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

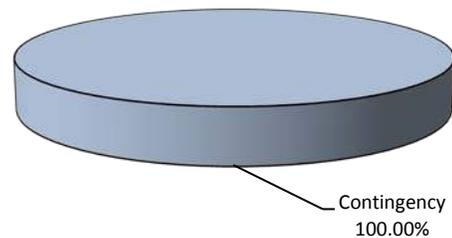
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	-	-
Contingency	\$71,000,000	\$61,678,000
Totals	\$71,000,000	\$61,678,000

**Contingency
FY 13/14 Operational Funding
\$61,678,000**



**Contingency
FY 13/14 Operational Category
\$61,678,000**



Department Operational Plans

Contingency Department

Contingency Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Contingency	-	-	-	-	\$61,678,000	\$61,678,000
Expenditures Total	-	-	-	-	\$61,678,000	\$61,678,000
Revenues						
Contingency	-	-	-	-	\$5,000,000	\$5,000,000
Revenues Total	-	-	-	-	\$5,000,000	\$5,000,000
Expenditures Net of Revenues	-	-	-	-	\$56,678,000	\$56,678,000

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
Other Funds			
Contingency	\$61,678,000	\$5,000,000	\$56,678,000
Totals	\$61,678,000	\$5,000,000	\$56,678,000

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	Other	FY 13/14 Budget
Contingency	0.0	-	-	-	-	\$61,678,000	\$61,678,000
Totals	0.0	-	-	-	-	\$61,678,000	\$61,678,000

Department Operational Plans



Department Operational Plans

Development and Sustainability Department

Department Description

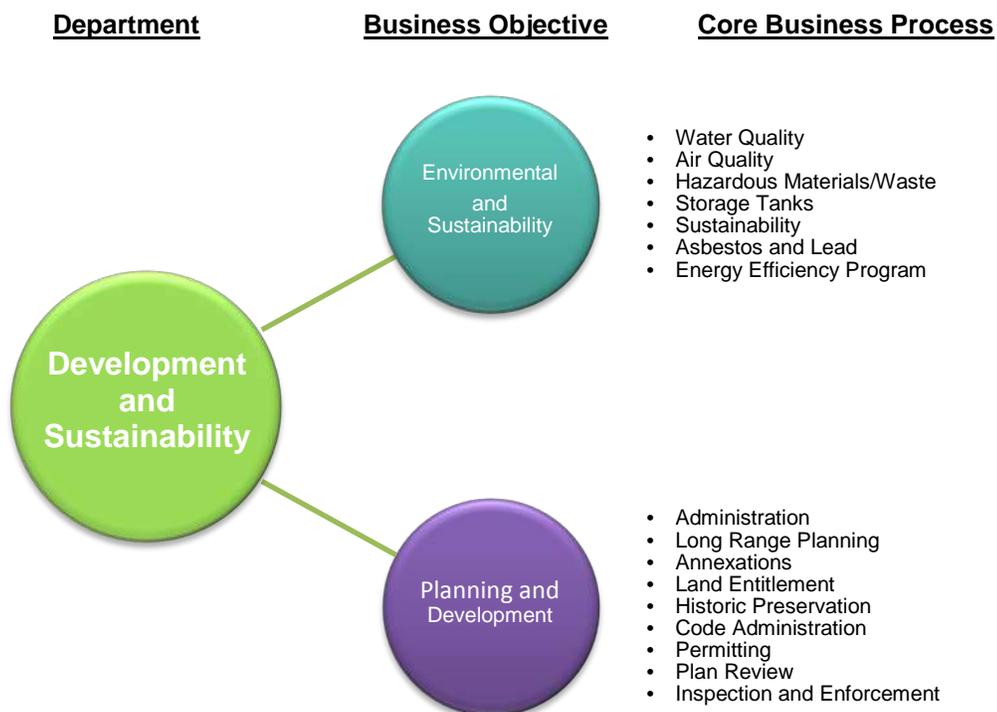
The Development and Sustainability Department is made up of four units: Environmental & Sustainability, Planning, Development Services and Inspections and Enforcement.

Environmental & Sustainability: Environmental & 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.

Inspections and Enforcement: Inspection Services 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 Department

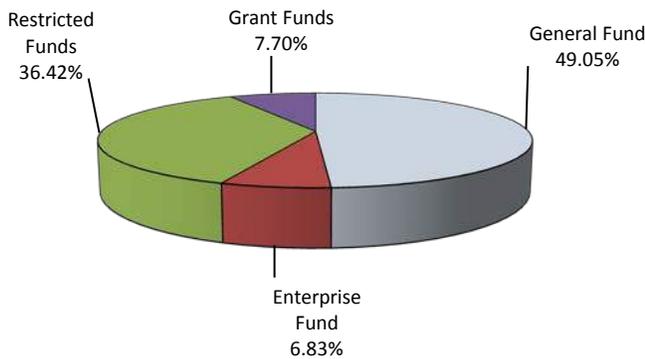
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$4,931,068	\$5,633,790
Enterprise Fund	\$754,235	\$784,553
Restricted Funds	\$2,271,395	\$4,182,231
Grant Funds	\$746,303	\$884,072
Totals	\$8,703,000	\$11,484,647

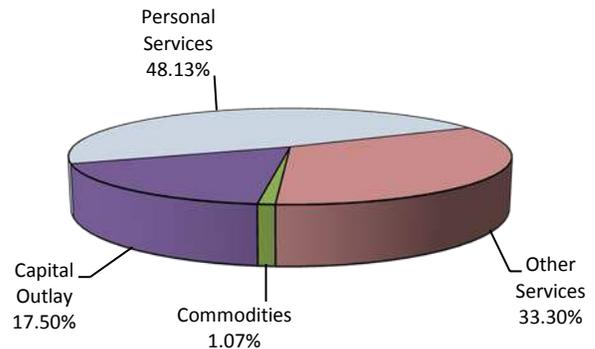
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	59.0	61.0
Personal Services	\$5,262,239	\$5,527,388
Other Services	\$2,882,055	\$3,824,303
Commodities	\$137,277	\$122,881
Capital Outlay	\$421,429	\$2,010,075
Totals	\$8,703,000	\$11,484,647

**Development and Sustainability
FY 13/14 Operational Funding
\$11,484,647**



**Development and Sustainability
FY 13/14 Operational Category
\$11,484,647**



Department Operational Plans

Development and Sustainability Department

FY 13/14 Operational Budget by Business Objective and Funding Source

Business Objective	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Environmental and Sustainability	\$699,818	\$648,904	\$1,831,385	\$734,647	-	\$3,914,754
Planning and Development	\$4,933,973	\$135,650	\$2,350,846	\$149,425	-	\$7,569,894
Expenditures Total	\$5,633,790	\$784,553	\$4,182,231	\$884,072	-	\$11,484,647
Revenues						
Environmental and Sustainability	-	\$172,500	\$100,000	\$734,647	-	\$1,007,147
Planning and Development	\$7,607,583	-	\$173,417	-	-	\$7,781,000
Revenues Total	\$7,607,583	\$172,500	\$273,417	\$734,647	-	\$8,788,147
Expenditures Net of Revenues	\$(1,973,793)	\$612,053	\$3,908,814	\$149,425	-	\$2,696,500

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
Capital - General Fund	\$623,552	-	\$623,552
General Fund	\$5,010,238	\$7,607,583	\$(2,597,345)
Enterprise Fund			
Enterprise Fund	\$784,553	\$172,500	\$612,053
Restricted Funds			
Environmental Compliance Fee	\$1,879,338	-	\$1,879,338
Local Streets Sales Tax	\$202,893	-	\$202,893
Special Programs Fund	\$2,100,000	\$273,417	\$1,826,583
Grant Funds			
Community Development Block Grant	\$149,425	-	\$149,425
Grants - Gen. Gov.	\$734,647	\$734,647	-
Totals	\$11,484,647	\$8,788,147	\$2,696,500

FY 13/14 Operational Budget By Business Objective and Category

Business Objective	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Environmental and Sustainability	10.8	\$940,981	\$2,897,275	\$66,423	\$10,075	\$3,914,754
Planning and Development	50.2	\$4,586,408	\$927,028	\$56,458	\$2,000,000	\$7,569,894
Totals	61.0	\$5,527,388	\$3,824,303	\$122,881	\$2,010,075	\$11,484,647

Department Operational Plans

Development and Sustainability Department

Environmental and Sustainability Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Energy Conservation kWh saved through energy conservation measures	# kWh Saved	3,000,000	3,000,000	-
Household Hazardous Waste Gallons of household hazardous waste collected	# Gal HHW	13,500	13,500	-
Renewable Energy KWh generated from renewable energy sources	# kWh Generated Renewal	126,000	126,000	-
SRP Rebates Dollars received from SRP rebates	\$ SRP Rebates	25,000	25,000	-

Department Operational Plans

Development and Sustainability Department

Environmental and Sustainability Business Objective

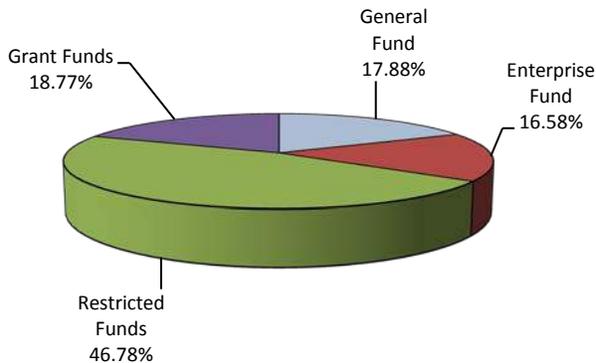
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$421,429	\$699,818
Enterprise Fund	\$618,737	\$648,904
Restricted Funds	\$1,914,724	\$1,831,385
Grant Funds	\$450,000	\$734,647
Totals	\$3,404,889	\$3,914,754

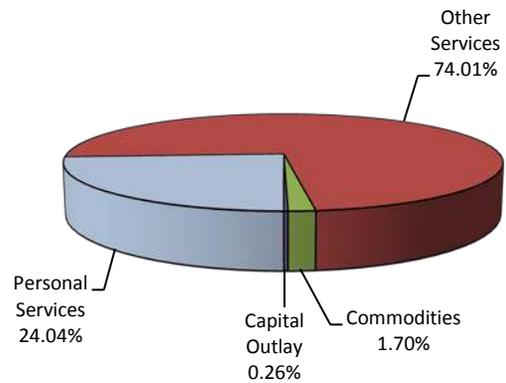
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	9.8	10.8
Personal Services	\$835,041	\$940,981
Other Services	\$2,092,520	\$2,897,275
Commodities	\$55,899	\$66,423
Capital Outlay	\$421,429	\$10,075
Totals	\$3,404,889	\$3,914,754

**Environmental and Sustainability
FY 13/14 Operational Funding
\$3,914,754**



**Environmental and Sustainability
FY 13/14 Operational Category
\$3,914,754**



Department Operational Plans

Development and Sustainability Department

Environmental and Sustainability Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Air Quality	-	-	\$299,634	-	-	\$299,634
Asbestos and Lead	-	-	\$169,749	-	-	\$169,749
Energy Efficiency Program	\$699,818	-	-	-	-	\$699,818
Hazardous Materials Waste	-	\$217,711	\$161,188	-	-	\$378,899
Storage Tanks	-	-	\$444,684	-	-	\$444,684
Sustainability	-	\$416,193	\$517,400	\$644,647	-	\$1,578,239
Water Quality	-	\$15,000	\$238,730	\$90,000	-	\$343,730
Expenditures Total	\$699,818	\$648,904	\$1,831,385	\$734,647	-	\$3,914,754
Revenues						
Sustainability	-	\$157,500	\$100,000	\$644,647	-	\$902,147
Water Quality	-	\$15,000	-	\$90,000	-	\$105,000
Revenues Total	-	\$172,500	\$100,000	\$734,647	-	\$1,007,147
Expenditures Net of Revenues	\$699,818	\$476,404	\$1,731,385	-	-	\$2,907,607

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
Capital - General Fund	\$623,552	-	\$623,552
General Fund	\$76,266	-	\$76,266
Enterprise Fund			
Enterprise Fund	\$648,904	\$172,500	\$476,404
Restricted Funds			
Environmental Compliance Fee	\$1,731,385	-	\$1,731,385
Special Programs Fund	\$100,000	\$100,000	-
Grant Funds			
Grants - Gen. Gov.	\$734,647	\$734,647	-
Totals	\$3,914,754	\$1,007,147	\$2,907,607

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Air Quality	0.8	\$75,746	\$215,888	\$8,000	-	\$299,634
Asbestos and Lead	0.5	\$59,455	\$110,294	-	-	\$169,749
Energy Efficiency Program	1.0	\$76,266	\$623,552	-	-	\$699,818
Hazardous Materials Waste	0.8	\$84,309	\$275,507	\$19,083	-	\$378,899
Storage Tanks	0.4	\$44,684	\$400,000	-	-	\$444,684
Sustainability	5.2	\$418,469	\$1,110,855	\$38,840	\$10,075	\$1,578,239
Water Quality	2.1	\$182,051	\$161,179	\$500	-	\$343,730
Totals	10.8	\$940,981	\$2,897,275	\$66,423	\$10,075	\$3,914,754

Department Operational Plans

Development and Sustainability Department

Planning and Development Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Dev & Sustain Building Inspections Rolled-Over	% bldg inspection rollovers	2	2	-
Basic output measure to track inspections not completed within 24 hour timeframe, based on current resource availability.				
On-Time Land Entitlement Application Response	% on-time land appl responses	95	95	-
Target established based on staff availability and historic ability to meet response times				
Turn-Around Time for Commercial Plan Reviews	Avg # days comm plan rev TAT	18	18	-
Basic output measure to track commercial plan reviews are completed within the required TAT, based on current resource availability				
Turn-Around Time for Residential Plan Reviews	Avg # days res plan rev TAT	10	10	-
Basic output measure to track residential plan reviews are completed within the required TAT, based on current resource availability.				

Department Operational Plans

Development and Sustainability Department

Planning and Development Objective

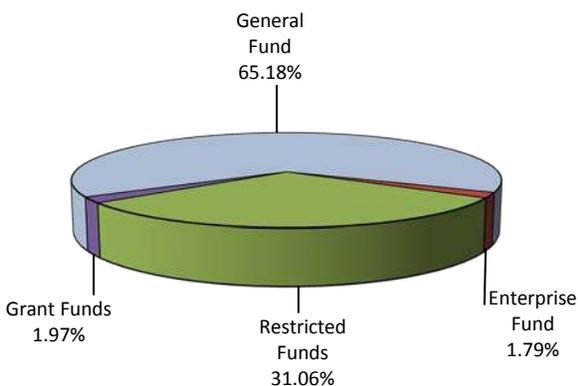
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$4,509,639	\$4,933,973
Enterprise Fund	\$135,498	\$135,650
Restricted Funds	\$356,671	\$2,350,846
Grant Funds	\$296,303	\$149,425
Totals	\$5,298,111	\$7,569,894

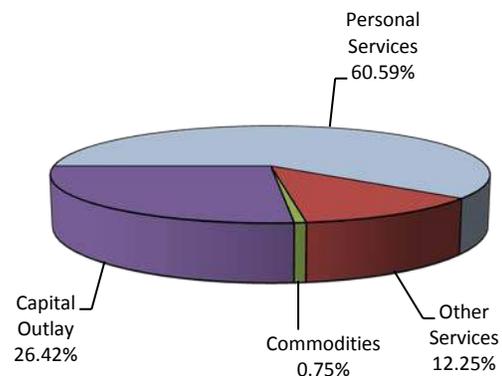
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	49.2	50.2
Personal Services	\$4,427,198	\$4,586,408
Other Services	\$789,535	\$927,028
Commodities	\$81,378	\$56,458
Capital Outlay	-	\$2,000,000
Totals	\$5,298,111	\$7,569,894

**Planning and Development
FY 13/14 Operational Funding
\$7,569,894**



**Planning and Development
FY 13/14 Operational Category
\$7,569,894**



Department Operational Plans

Development and Sustainability Department

Planning and Development Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Administration	\$904,920	-	\$90,606	-	-	\$995,526
Annexation	\$44,102	-	\$38,038	-	-	\$82,140
Code Administration	\$104,506	-	-	-	-	\$104,506
Historic Preservation	\$34,030	-	-	-	-	\$34,030
Inspection and Enforcement	\$1,130,020	-	\$57,347	\$149,425	-	\$1,336,792
Land Entitlement	\$908,908	-	-	-	-	\$908,908
Long Range Planning	\$271,798	-	-	-	-	\$271,798
Permitting	\$615,627	\$2,536	\$2,072,631	-	-	\$2,690,793
Plan Review	\$920,062	\$133,114	\$92,224	-	-	\$1,145,401
Expenditures Total	\$4,933,973	\$135,650	\$2,350,846	\$149,425	-	\$7,569,894
Revenues						
Annexation	\$3,300	-	-	-	-	\$3,300
Inspection and Enforcement	\$35,150	-	-	-	-	\$35,150
Land Entitlement	\$563,186	-	-	-	-	\$563,186
Permitting	\$7,005,947	-	\$173,417	-	-	\$7,179,364
Revenues Total	\$7,607,583	-	\$173,417	-	-	\$7,781,000
Expenditures Net of Revenues	\$(2,673,610)	\$135,650	\$2,177,429	\$149,425	-	\$(211,106)

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$4,933,973	\$7,607,583	\$(2,673,610)
Enterprise Fund			
Enterprise Fund	\$135,650	-	\$135,650
Restricted Funds			
Environmental Compliance Fee	\$147,953	-	\$147,953
Local Streets Sales Tax	\$202,893	-	\$202,893
Special Programs Fund	\$2,000,000	\$173,417	\$1,826,583
Grant Funds			
Community Development Block Grant	\$149,425	-	\$149,425
Totals	\$7,569,894	\$7,781,000	\$(211,106)

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Administration	7.0	\$687,452	\$271,949	\$36,125	-	\$995,526
Annexation	0.9	\$82,140	-	-	-	\$82,140
Code Administration	0.8	\$100,006	\$4,500	-	-	\$104,506
Historic Preservation	0.2	\$32,530	\$1,500	-	-	\$34,030
Inspection and Enforcement	15.0	\$1,271,047	\$62,262	\$3,483	-	\$1,336,792
Land Entitlement	7.9	\$816,191	\$92,717	-	-	\$908,908
Long Range Planning	0.9	\$115,938	\$148,010	\$7,850	-	\$271,798
Permitting	8.8	\$603,744	\$78,549	\$8,500	\$2,000,000	\$2,690,793
Plan Review	8.9	\$877,360	\$267,541	\$500	-	\$1,145,401
Totals	50.2	\$4,586,408	\$927,028	\$56,458	\$2,000,000	\$7,569,894

Department Operational Plans

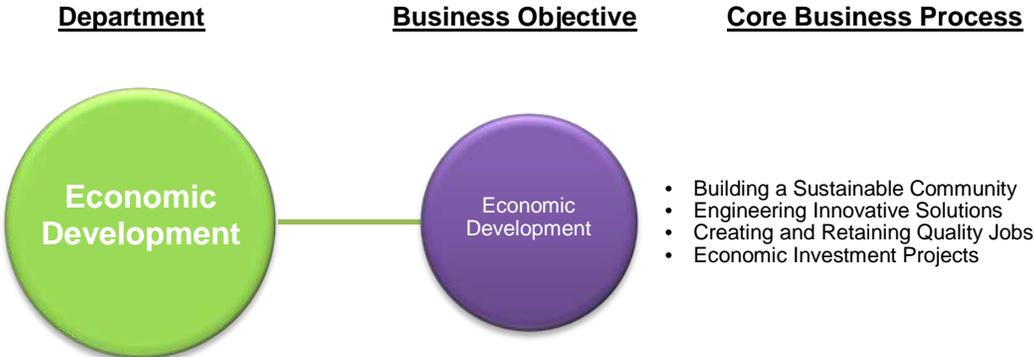


Department Operational Plans

Economic Development Department

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.



Department Operational Plans

Economic Development Department

Economic Development Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Annual Wage of New Jobs - Announced Average wage of jobs announced by new businesses locating in Mesa that were assisted by OED. This metric is set using the Maricopa County average wage in the current year.	\$ avg new job wage	48,724	48,724	-
Capital Investment - Announced Total capital investment of the projects announced by new businesses locating in Mesa that were assisted by OED. The target is based on performance during past fiscal years and was developed/forecasted as part of the OED FY 2012-2014 Strategic Plan.	\$ Capital Invested	150,000,000	200,000,000	-
Jobs Retained - Announced This metric captures the number of jobs retained in Mesa and is a direct reflection of retention efforts by OED and is subjective based on the needs of the business community. The target is based on performance during past fiscal years and was developed/forecasted as part of the OED FY 2012-2014 Strategic Plan.	# of jobs retained	100	100	-
New Jobs - Announced Total number of jobs announced by new businesses locating in Mesa that were assisted by OED. The target is based on performance during past fiscal years and was developed/forecasted as part of the OED FY 2012-2014 Strategic Plan.	# new jobs created	1,000	1,000	-
New or Renovated Commercial SF - Announced Total square footage of the projects announced by new businesses locating in Mesa that were assisted by OED. The target is based on performance during past fiscal years and was developed/forecasted as part of the OED FY 2012-2014 Strategic Plan.	# New or Renovated sq ft	250,000	250,000	-

Department Operational Plans

Economic Development Department

Economic Development Business Objective

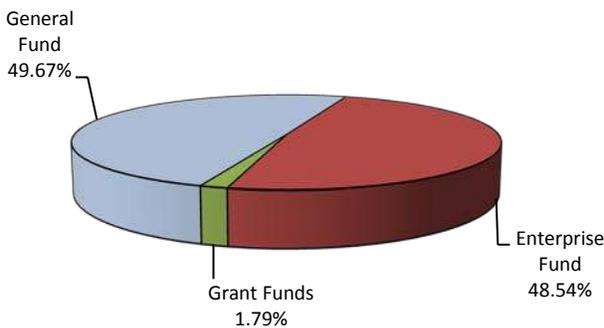
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$4,209,840	\$4,111,808
Enterprise Fund	\$2,968,160	\$4,017,728
Grant Funds	\$315,000	\$148,042
Totals	\$7,493,000	\$8,277,578

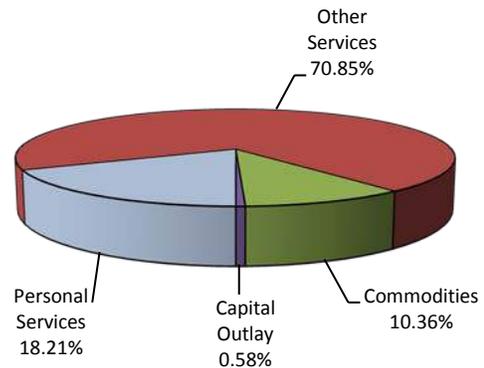
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	13.0	14.0
Personal Services	\$1,323,815	\$1,507,141
Other Services	\$6,086,525	\$5,864,877
Commodities	\$34,500	\$857,400
Capital Outlay	\$48,160	\$48,160
Totals	\$7,493,000	\$8,277,578

**Economic Development
FY 13/14 Operational Funding
\$8,277,578**



**Economic Development
FY 13/14 Operational Category
\$8,277,578**



Department Operational Plans

Economic Development Department

Economic Development Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Building a Sustainable Community	\$1,049,617	-	-	-	-	\$1,049,617
Creating and Retaining Quality Jobs	\$2,551,603	\$48,160	-	-	-	\$2,599,763
Economic Investment Projects	-	\$3,969,568	-	\$148,042	-	\$4,117,610
Engineering Innovative Solutions	\$510,587	-	-	-	-	\$510,587
Expenditures Total	\$4,111,808	\$4,017,728	-	\$148,042	-	\$8,277,578
Revenues						
Building a Sustainable Community	\$404,715	-	-	-	-	\$404,715
Economic Investment Projects	-	\$930,843	-	\$148,042	-	\$1,078,885
Revenues Total	\$404,715	\$930,843	-	\$148,042	-	\$1,483,600
Expenditures Net of Revenues	\$3,707,093	\$3,086,885	-	-	-	\$6,793,978

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$4,111,808	\$404,715	\$3,707,093
Enterprise Fund			
Capital - Enterprise	\$48,160	-	\$48,160
Enterprise Fund	\$3,969,568	\$930,843	\$3,038,725
Grant Funds			
Grants - Enterprise	\$148,042	\$148,042	-
Totals	\$8,277,578	\$1,483,600	\$6,793,978

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Building a Sustainable Community	3.6	\$368,409	\$672,608	\$8,600	-	\$1,049,617
Creating and Retaining Quality Jobs	4.3	\$445,387	\$2,093,316	\$12,900	\$48,160	\$2,599,763
Economic Investment Projects	1.8	\$232,670	\$3,052,540	\$832,400	-	\$4,117,610
Engineering Innovative Solutions	4.3	\$460,674	\$46,413	\$3,500	-	\$510,587
Totals	14.0	\$1,507,141	\$5,864,877	\$857,400	\$48,160	\$8,277,578

Department Operational Plans

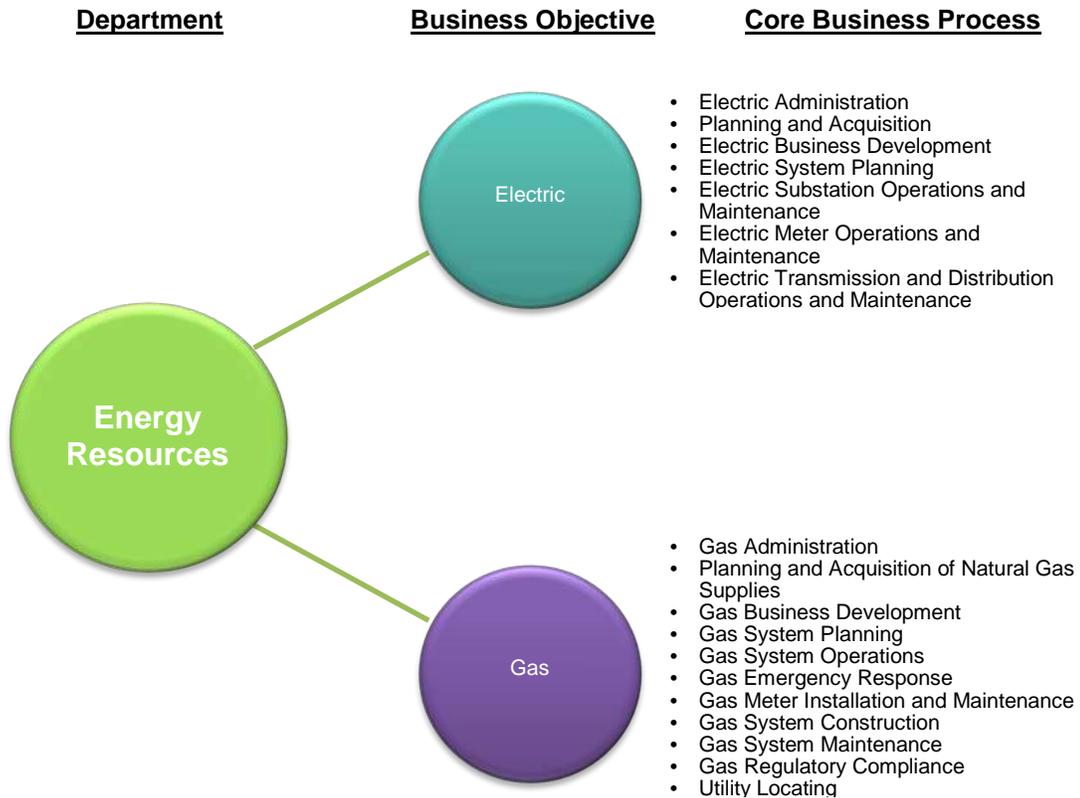
Energy Resources Department

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 Department

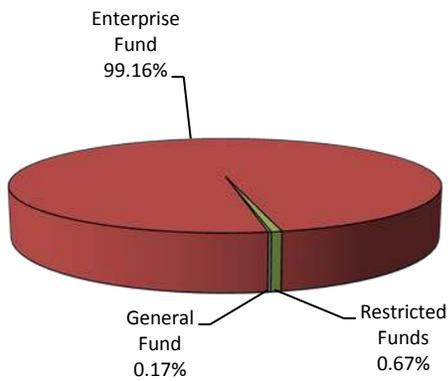
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$86,850	\$77,095
Enterprise Fund	\$43,686,703	\$43,763,755
Restricted Funds	\$250,447	\$295,371
Totals	\$44,024,000	\$44,136,222

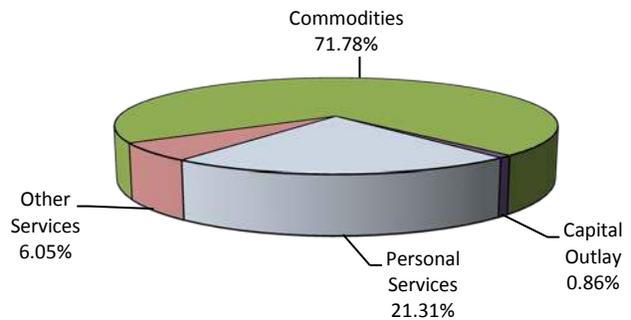
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	98.7	96.9
Personal Services	\$9,120,379	\$9,404,124
Other Services	\$2,409,735	\$2,670,224
Commodities	\$32,198,886	\$31,681,088
Capital Outlay	\$295,000	\$380,786
Totals	\$44,024,000	\$44,136,222

**Energy Resources
FY 13/14 Operational Funding
\$44,136,222**



**Energy Resources
FY 13/14 Operational Category
\$44,136,222**



Department Operational Plans

Energy Resources Department

FY 13/14 Operational Budget by Business Objective and Funding Source

Business Objective	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Electric	\$10,033	\$20,217,124	-	-	-	\$20,227,158
Gas	\$67,062	\$23,546,631	\$295,371	-	-	\$23,909,064
Expenditures Total	\$77,095	\$43,763,755	\$295,371	-	-	\$44,136,222
Revenues						
Electric	-	\$15,186,291	-	-	-	\$15,186,291
Gas	-	\$15,524,265	-	-	-	\$15,524,265
Revenues Total	-	\$30,710,556	-	-	-	\$30,710,556
Expenditures Net of Revenues	\$77,095	\$13,053,199	\$295,371	-	-	\$13,425,666

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$77,095	-	\$77,095
Enterprise Fund			
Capital - Enterprise	\$380,786	-	\$380,786
Enterprise Fund	\$43,382,969	\$30,710,556	\$12,672,413
Restricted Funds			
Highway User Revenue Fund	\$295,371	-	\$295,371
Totals	\$44,136,222	\$30,710,556	\$13,425,666

FY 13/14 Operational Budget By Business Objective and Category

Business Objective	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Electric	24.3	\$2,848,423	\$1,390,674	\$15,607,505	\$380,556	\$20,227,158
Gas	72.5	\$6,555,701	\$1,279,550	\$16,073,583	\$230	\$23,909,064
Totals	96.9	\$9,404,124	\$2,670,224	\$31,681,088	\$380,786	\$44,136,222

Department Operational Plans

Energy Resources Department

Electric Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Lost Time Accidents - Electric	Elec # of accidents	-	-	-
Target based off historic performance. Benchmark of 0 is based on highest performance level of 0 lost time accidents.				
SAIDI - Electric	Elec SAIDI index	29	29	29
Target is based off historic performance and benchmark. Benchmark: top quartile from survey's of publicly owned utilities in American Public Power Association's APPA Region 6-California Nevada and Arizona. This information is reported in APPA's "Evaluation of Data Submitted in APPA' 2003 Distribution System Reliability and Operations Survey June 2004.				
SAIFI - Electric	Elec SAIFI index	1	1	1
Target is based off historic performance and benchmark. Benchmark: top quartile from survey's of publicly owned utilities in American Public Power Association's APPA Region 6-California Nevada and Arizona. This information is reported in APPA's "Evaluation of Data Submitted in APPA' 2003 Distribution System Reliability and Operations Survey June 2004.				
O&M Costs / Customer - Electric	\$ / Customer	-	-	-

Department Operational Plans

Energy Resources Department

Electric Business Objective

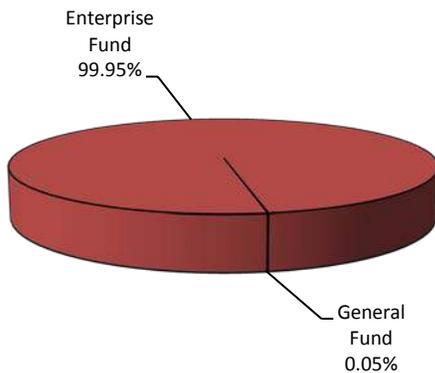
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	-	\$10,033
Enterprise Fund	\$21,122,923	\$20,217,124
Totals	\$21,122,923	\$20,227,158

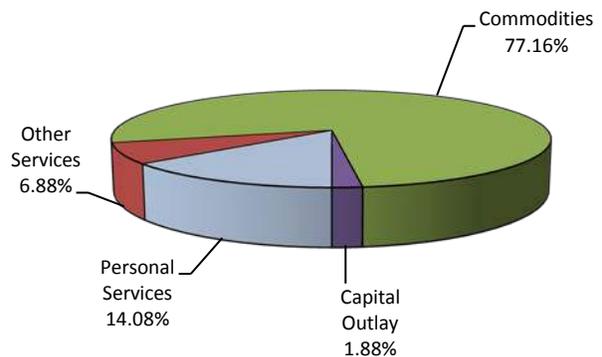
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	26.1	24.3
Personal Services	\$2,848,083	\$2,848,423
Other Services	\$1,130,078	\$1,390,674
Commodities	\$16,849,762	\$15,607,505
Capital Outlay	\$295,000	\$380,556
Totals	\$21,122,923	\$20,227,158

**Electric
FY 13/14 Operational Funding
\$20,227,158**



**Electric
FY 13/14 Operational Category
\$20,227,158**



Department Operational Plans

Energy Resources Department

Electric Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Electric Administration	\$10,033	\$988,745	-	-	-	\$998,779
Electric Business Development	-	\$454,254	-	-	-	\$454,254
Electric Meter Operations and Maintenance	-	\$430,398	-	-	-	\$430,398
Electric Substation Operations	-	\$742,863	-	-	-	\$742,863
Electric System Planning	-	\$116,633	-	-	-	\$116,633
Electric Transmission and Distribution Operations	-	\$2,216,268	-	-	-	\$2,216,268
Planning and Acquisition	-	\$15,267,963	-	-	-	\$15,267,963
Expenditures Total	\$10,033	\$20,217,124	-	-	-	\$20,227,158
Revenues						
Electric Administration	-	\$51,500	-	-	-	\$51,500
Planning and Acquisition	-	\$15,134,791	-	-	-	\$15,134,791
Revenues Total	-	\$15,186,291	-	-	-	\$15,186,291
Expenditures Net of Revenues	\$10,033	\$5,030,833	-	-	-	\$5,040,867

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$10,033	-	\$10,033
Enterprise Fund			
Capital - Enterprise	\$380,556	-	\$380,556
Enterprise Fund	\$19,836,568	\$15,186,291	\$4,650,277
Totals	\$20,227,158	\$15,186,291	\$5,040,867

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Electric Administration	5.8	\$690,675	\$284,774	\$23,100	\$230	\$998,779
Electric Business Development	1.0	\$104,154	\$349,100	\$1,000	-	\$454,254
Electric Meter Operations and Maintenance	3.5	\$349,786	\$57,612	\$23,000	-	\$430,398
Electric Substation Operations	3.7	\$429,047	\$268,088	\$45,728	-	\$742,863
Electric System Planning	0.9	\$110,083	\$1,000	\$5,550	-	\$116,633
Electric Transmission and Distribution Operations	8.4	\$1,036,506	\$425,100	\$374,336	\$380,326	\$2,216,268
Planning and Acquisition	1.0	\$128,172	\$5,000	\$15,134,791	-	\$15,267,963
Totals	24.3	\$2,848,423	\$1,390,674	\$15,607,505	\$380,556	\$20,227,158

Department Operational Plans

Energy Resources Department

Gas Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Lost Time Accidents - Gas	Gas # Lost Time Accidents	-	-	-
Target based off historic performance. Benchmark of 0 is based on highest performance level of 0 lost time accidents.				
SAIFI - Gas	SAIFI Index Gas System	1	1	1
Target is calculated by summing the customer-minutes off for each interruption during a specified time period and dividing the sum by the average number of customers served during that period and by dividing the total number of customers interrupted in a time period by the average number of customers served. Benchmark of 1 based on SAIFI index from the NG utility of Colorado Springs. Target and benchmark are the same.				
O&M Costs / Customer - Gas	\$ / Customer	-	-	-
Target based on budget.				

Department Operational Plans

Energy Resources Department

Gas Business Objective

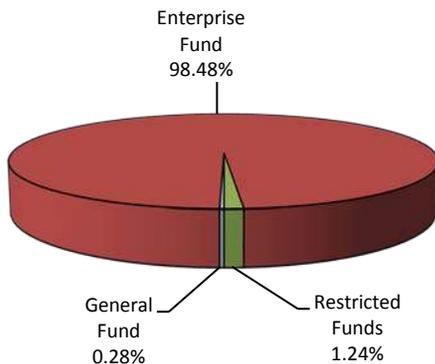
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$86,850	\$67,062
Enterprise Fund	\$22,563,780	\$23,546,631
Restricted Funds	\$250,447	\$295,371
Totals	\$22,901,078	\$23,909,064

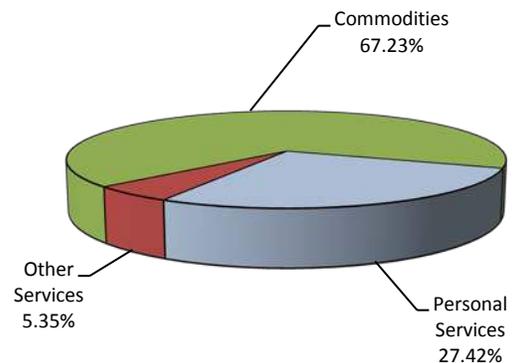
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	72.7	72.5
Personal Services	\$6,272,297	\$6,555,701
Other Services	\$1,279,657	\$1,279,550
Commodities	\$15,349,124	\$16,073,583
Capital Outlay	-	\$230
Totals	\$22,901,078	\$23,909,064

Gas
FY 13/14 Operational Funding
\$23,909,064



Gas
FY 13/14 Operational Category
\$23,909,064



Department Operational Plans

Energy Resources Department

Gas Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Gas Administration	\$3,423	\$1,027,195	-	-	-	\$1,030,618
Gas Business Development	-	\$164,190	-	-	-	\$164,190
Gas Emergency Response	-	\$639,371	-	-	-	\$639,371
Gas Meter Installation and Maintenance	-	\$787,424	-	-	-	\$787,424
Gas Regulatory Compliance	-	\$697,193	-	-	-	\$697,193
Gas System Construction	-	\$155,010	-	-	-	\$155,010
Gas System Maintenance	-	\$3,010,313	-	-	-	\$3,010,313
Gas System Operations	-	\$429,557	-	-	-	\$429,557
Gas System Planning	-	\$477,734	-	-	-	\$477,734
Planning and Acquisition of Natural Gas Supplies	-	\$15,702,468	-	-	-	\$15,702,468
Utility Locating	\$63,639	\$456,177	\$295,371	-	-	\$815,187
Expenditures Total	\$67,062	\$23,546,631	\$295,371	-	-	\$23,909,064
Revenues						
Gas Administration	-	\$56,000	-	-	-	\$56,000
Planning and Acquisition of Natural Gas Supplies	-	\$15,468,265	-	-	-	\$15,468,265
Revenues Total	-	\$15,524,265	-	-	-	\$15,524,265
Expenditures Net of Revenues	\$67,062	\$8,022,366	\$295,371	-	-	\$8,384,799

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$67,062	-	\$67,062
Enterprise Fund			
Capital - Enterprise	\$230	-	\$230
Enterprise Fund	\$23,546,401	\$15,524,265	\$8,022,136
Restricted Funds			
Highway User Revenue Fund	\$295,371	-	\$295,371
Totals	\$23,909,064	\$15,524,265	\$8,384,799

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Gas Administration	5.7	\$643,266	\$360,122	\$27,000	\$230	\$1,030,618
Gas Business Development	1.3	\$134,440	\$25,750	\$4,000	-	\$164,190
Gas Emergency Response	5.2	\$609,671	\$22,000	\$7,700	-	\$639,371
Gas Meter Installation and Maintenance	7.4	\$745,724	\$20,700	\$21,000	-	\$787,424
Gas Regulatory Compliance	7.4	\$656,226	\$25,767	\$15,200	-	\$697,193
Gas System Construction	1.8	\$155,010	-	-	-	\$155,010
Gas System Maintenance	25.7	\$2,022,158	\$557,555	\$430,600	-	\$3,010,313
Gas System Operations	4.5	\$399,709	\$2,555	\$27,293	-	\$429,557
Gas System Planning	5.0	\$455,684	\$9,950	\$12,100	-	\$477,734
Planning and Acquisition of Natural Gas Supplies	1.0	\$127,603	\$106,600	\$15,468,265	-	\$15,702,468
Utility Locating	7.6	\$606,211	\$148,551	\$60,425	-	\$815,187
Totals	72.5	\$6,555,701	\$1,279,550	\$16,073,583	\$230	\$23,909,064

Department Operational Plans



Department Operational Plans

Engineering Department

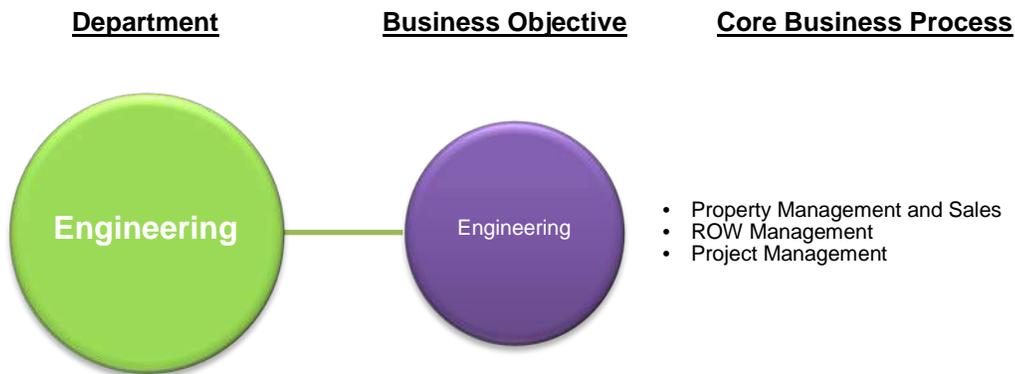
Department Description

By utilizing a single-point project management approach, the Engineering Department manages land acquisition, property management, and the design and construction of capital 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 design and quality standards.

The Department uses both City staff and Consultants to perform project analysis, contract administration, materials testing, and inspections of the City's capital 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 capital improvement projects.

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



Department Operational Plans

Engineering Department

Engineering Business Objective

Mission

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

Desired Outcomes

- Enhance the quality of life in the City of Mesa

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Budget Expended	% CIP Budget	70	70	-
The metric is measured by tracking the actual monthly expenditures and comparing it to the target expenditures based upon updated monthly cash flows of projects				
Construction Change Orders	% Const COs of Const Cost	4	4	-
Project change order percentage is based on the current fiscal years monthly rolling average. This metric/percentage is calculated by dividing total change orders by the total construction costs.				
Projects on Schedule	% CIP Projects On Sched	89	80	-
The project schedules are reviewed on a monthly basis to determine the percentage of projects on schedule				
Total Project Delivery Cost	\$ of Project Delivery	30	30	-
The metric will report the actual design/construction management costs which will include city staff time and consultant fees. This is compared to the construction award amount plus change orders, on a continuous rolling basis.				

Department Operational Plans

Engineering Department

Engineering Business Objective

Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$2,981,239	\$6,332,707
Enterprise Fund	\$250,088	\$298,785
Restricted Funds	\$884,672	\$455,508
Totals	\$4,116,000	\$7,087,000

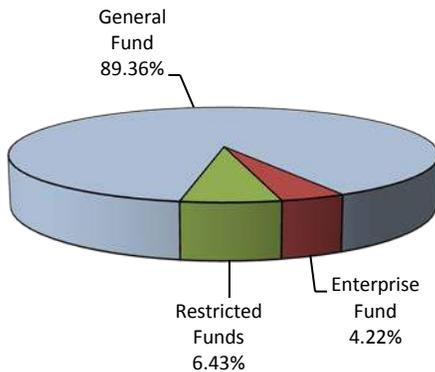
Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

Operational History by Category

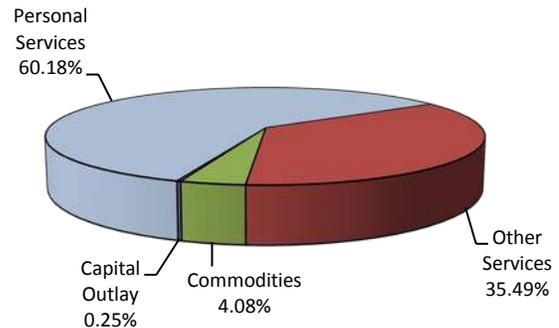
Category	FY 12/13 Budget	FY 13/14 Budget
FTE	44.7	43.1
Personal Services	\$2,264,214	\$4,265,304
Other Services	\$1,751,786	\$2,514,846
Commodities	\$55,000	\$289,350
Capital Outlay	\$45,000	\$17,500
Totals	\$4,116,000	\$7,087,000

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

**Engineering
FY 13/14 Operational Funding
\$7,087,000**



**Engineering
FY 13/14 Operational Category
\$7,087,000**



Department Operational Plans

Engineering Department

Engineering Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Project Management	\$4,901,055	\$99,414	\$423,014	-	-	\$5,423,483
Property Management and Sales	\$999,818	\$175,000	-	-	-	\$1,174,818
ROW Management	\$431,834	\$24,371	\$32,494	-	-	\$488,699
Expenditures Total	\$6,332,707	\$298,785	\$455,508	-	-	\$7,087,000
Revenues						
Project Management	\$4,122	-	-	-	-	\$4,122
Property Management and Sales	\$687,210	-	-	-	-	\$687,210
ROW Management	\$783,496	-	-	-	-	\$783,496
Revenues Total	\$1,474,828	-	-	-	-	\$1,474,828
Expenditures Net of Revenues	\$4,857,879	\$298,785	\$455,508	-	-	\$5,612,172

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
Capital - General Fund	\$17,500	-	\$17,500
General Fund	\$6,315,207	\$1,474,828	\$4,840,379
Enterprise Fund			
Enterprise Fund	\$298,785	-	\$298,785
Restricted Funds			
Local Streets Sales Tax	\$446,628	-	\$446,628
Eastmark Community Facilities District #1	\$8,880	-	\$8,880
Totals	\$7,087,000	\$1,474,828	\$5,612,172

FY 13/14 Operational Budget By Core Business Process and Category

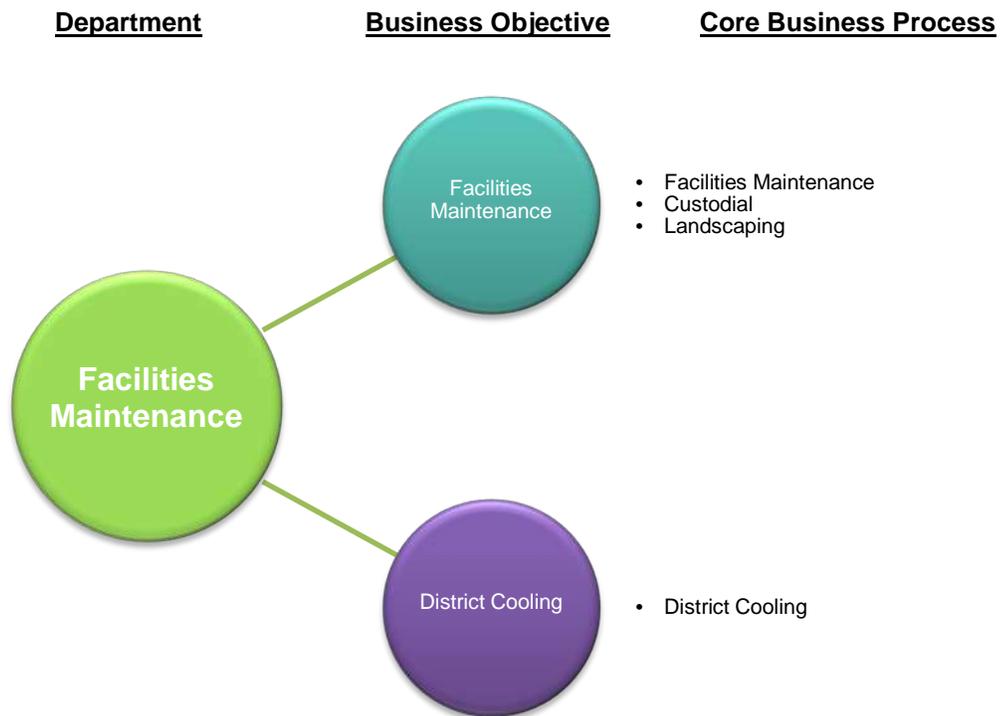
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Project Management	37.2	\$3,753,787	\$1,427,846	\$224,350	\$17,500	\$5,423,483
Property Management and Sales	1.1	\$104,818	\$1,007,000	\$63,000	-	\$1,174,818
ROW Management	4.8	\$406,699	\$80,000	\$2,000	-	\$488,699
Totals	43.1	\$4,265,304	\$2,514,846	\$289,350	\$17,500	\$7,087,000

Department Operational Plans

Facilities Maintenance Department

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. We provide HVAC, District Cooling, electrical, plumbing and carpentry maintenance for City facilities with in-house personnel, and also utilize outside service contracts when needed. In addition, comprehensive preventive maintenance programs are used to minimize downtime, and preserve the life expectancy of buildings and building systems.



Department Operational Plans

Facilities Maintenance Department

Operational History by Funding Source

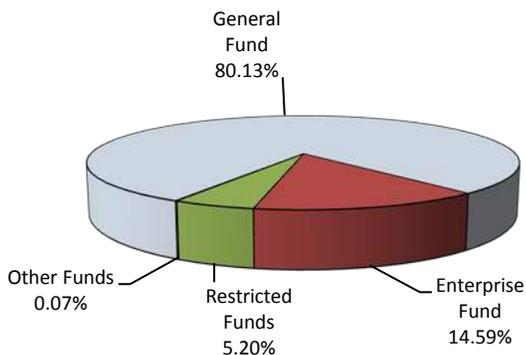
Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$5,783,966	\$8,772,340
Enterprise Fund	\$1,637,950	\$1,597,536
Restricted Funds	\$310,032	\$569,476
Other Funds	\$30,052	\$7,648
Totals	\$7,762,000	\$10,947,000

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

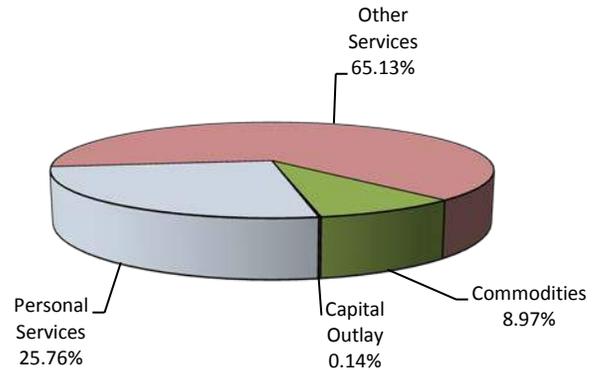
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	33.0	35.0
Personal Services	\$2,701,553	\$2,820,102
Other Services	\$4,239,682	\$7,129,968
Commodities	\$820,765	\$981,930
Capital Outlay	-	\$15,000
Totals	\$7,762,000	\$10,947,000

**Facilities Maintenance
FY 13/14 Operational Funding
\$10,947,000**



**Facilities Maintenance
FY 13/14 Operational Category
\$10,947,000**



Department Operational Plans

Facilities Maintenance Department

FY 13/14 Operational Budget by Business Objective and Funding Source

Business Objective	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
District Cooling	-	\$959,994	-	-	-	\$959,994
Facilities Maintenance	\$8,772,340	\$637,542	\$569,476	-	\$7,648	\$9,987,006
Expenditures Total	\$8,772,340	\$1,597,536	\$569,476	-	\$7,648	\$10,947,000
Expenditures Net of Revenues	\$8,772,340	\$1,597,536	\$569,476	-	\$7,648	\$10,947,000

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
Capital - General Fund	\$5,000	-	\$5,000
General Fund	\$8,767,340	-	\$8,767,340
Enterprise Fund			
Enterprise Fund	\$1,597,536	-	\$1,597,536
Restricted Funds			
Cemetery	\$6,002	-	\$6,002
Environmental Compliance Fee	\$1,817	-	\$1,817
Fleet Internal Service	\$353,724	-	\$353,724
Local Streets Sales Tax	\$79,515	-	\$79,515
Print Shop Internal Service	\$46,224	-	\$46,224
Transit Fund	\$3,001	-	\$3,001
Warehouse Internal Service	\$52,193	-	\$52,193
Greenfield WRP Joint Venture	\$27,000	-	\$27,000
Other Funds			
Employee Benefit Trust	\$7,648	-	\$7,648
Totals	\$10,947,000	-	\$10,947,000

FY 13/14 Operational Budget By Business Objective and Category

Business Objective	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
District Cooling	2.4	\$194,094	\$715,000	\$50,900	-	\$959,994
Facilities Maintenance	32.6	\$2,626,008	\$6,414,968	\$931,030	\$15,000	\$9,987,006
Totals	35.0	\$2,820,102	\$7,129,968	\$981,930	\$15,000	\$10,947,000

Department Operational Plans

Facilities Maintenance Department

District Cooling Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Rate per Ton Hour	Rate per Ton Hour	0	0	-
This metric allows a month to month comparison of our ton-hour rate for District Cooling. Target is based on two years of monthly data allowing us to measure progress and establish more accurate rates.				

Department Operational Plans

Facilities Maintenance Department

District Cooling Business Objective

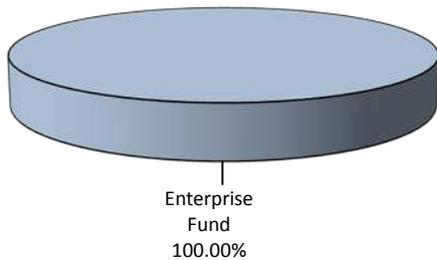
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
Enterprise Fund	\$757,155	\$959,994
Totals	\$757,155	\$959,994

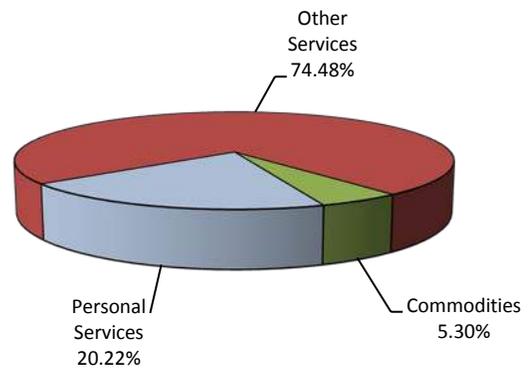
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	0.7	2.4
Personal Services	\$71,255	\$194,094
Other Services	\$677,500	\$715,000
Commodities	\$8,400	\$50,900
Totals	\$757,155	\$959,994

**District Cooling
FY 13/14 Operational Funding
\$959,994**



**District Cooling
FY 13/14 Operational Category
\$959,994**



Department Operational Plans

Facilities Maintenance Department

District Cooling Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
District Cooling	-	\$959,994	-	-	-	\$959,994
Expenditures Total	-	\$959,994	-	-	-	\$959,994
Expenditures Net of Revenues	-	\$959,994	-	-	-	\$959,994

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
Enterprise Fund			
Enterprise Fund	\$959,994	-	\$959,994
Totals	\$959,994	-	\$959,994

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
District Cooling	2.4	\$194,094	\$715,000	\$50,900	-	\$959,994
Totals	2.4	\$194,094	\$715,000	\$50,900	-	\$959,994

Department Operational Plans

Facilities Maintenance Department

Facilities Maintenance Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Facility Repair/Service Requests	# Service Requests per 100K	60	60	91
We estimate our quarterly targets by dividing the total annual estimate of 240 by 4 as we don't typically see much seasonality in facility repair service requests. ICMA benchmark is 363 service requests per 100,000 building square feet.				

Department Operational Plans

Facilities Maintenance Department

Facilities Maintenance Business Objective

Operational History by Funding Source

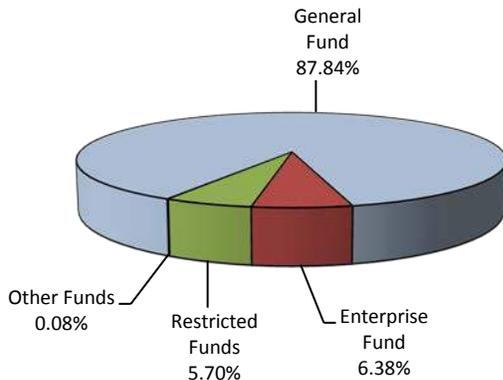
Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$5,783,966	\$8,772,340
Enterprise Fund	\$880,794	\$637,542
Restricted Funds	\$310,032	\$569,476
Other Funds	\$30,052	\$7,648
Totals	\$7,004,845	\$9,987,006

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

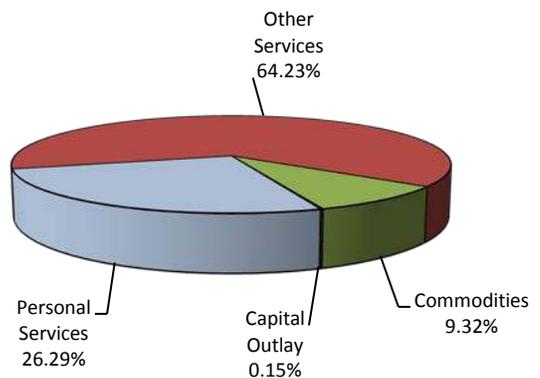
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	32.2	32.6
Personal Services	\$2,630,298	\$2,626,008
Other Services	\$3,562,182	\$6,414,968
Commodities	\$812,365	\$931,030
Capital Outlay	-	\$15,000
Totals	\$7,004,845	\$9,987,006

**Facilities Maintenance
FY 13/14 Operational Funding
\$9,987,006**



**Facilities Maintenance
FY 13/14 Operational Category
\$9,987,006**



Department Operational Plans

Facilities Maintenance Department

Facilities Maintenance Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Custodial	\$1,482,565	-	-	-	-	\$1,482,565
Facilities Maintenance	\$6,271,850	\$637,542	\$569,476	-	\$7,648	\$7,486,516
Landscaping	\$1,017,926	-	-	-	-	\$1,017,926
Expenditures Total	\$8,772,340	\$637,542	\$569,476	-	\$7,648	\$9,987,006
Expenditures Net of Revenues	\$8,772,340	\$637,542	\$569,476	-	\$7,648	\$9,987,006

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
Capital - General Fund	\$5,000	-	\$5,000
General Fund	\$8,767,340	-	\$8,767,340
Enterprise Fund			
Enterprise Fund	\$637,542	-	\$178,824
Restricted Funds			
Cemetery	\$6,002	-	\$6,002
Environmental Compliance Fee	\$1,817	-	\$1,817
Fleet Internal Service	\$353,724	-	\$353,724
Local Streets Sales Tax	\$79,515	-	\$79,515
Print Shop Internal Service	\$46,224	-	\$46,224
Transit Fund	\$3,001	-	\$3,001
Warehouse Internal Service	\$52,193	-	\$52,193
Greenfield WRP Joint Venture	\$27,000	-	\$27,000
Other Funds			
Employee Benefit Trust	\$7,648	-	\$7,648
Totals	\$9,987,006	-	\$9,528,288

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Custodial	2.6	\$202,490	\$1,251,025	\$29,050	-	\$1,482,565
Facilities Maintenance	27.4	\$2,221,468	\$4,405,618	\$844,430	\$15,000	\$7,486,516
Landscaping	2.6	\$202,051	\$758,325	\$57,550	-	\$1,017,926
Totals	32.6	\$2,626,008	\$6,414,968	\$931,030	\$15,000	\$9,987,006

Department Operational Plans



Department Operational Plans

Falcon Field Airport Department

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 Sky Harbor Airport, more than 100 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.



Department Operational Plans

Falcon Field Airport Department

Falcon Field Airport Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Airport Businesses	# On-Field Businesses	-	115	-
Airport Jobs	# Airport Jobs	-	1,000	-
Federal and State Contributed Funding	FED/ADOT Contributed \$	-	2,825,000	-

Department Operational Plans

Falcon Field Airport Department

Falcon Field Airport Business Objective

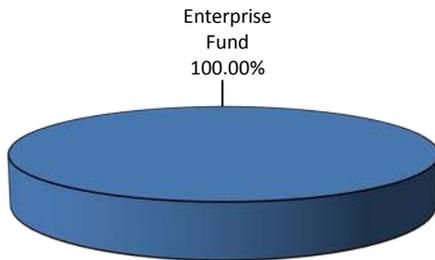
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
Enterprise Fund	\$1,627,000	\$1,654,000
Totals	\$1,627,000	\$1,654,000

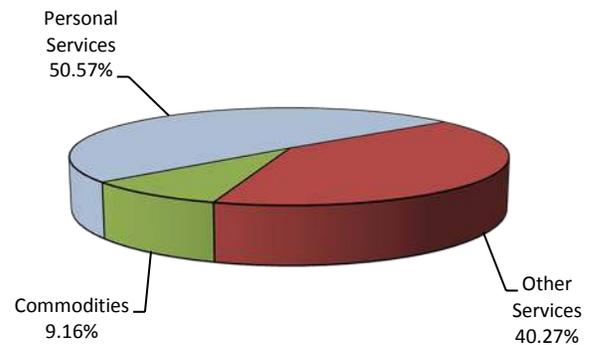
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	10.0	10.0
Personal Services	\$847,628	\$836,395
Other Services	\$743,812	\$666,035
Commodities	\$35,560	\$151,570
Totals	\$1,627,000	\$1,654,000

**Falcon Field Airport
FY 13/14 Operational Funding
\$1,654,000**



**Falcon Field Airport
FY 13/14 Operational Category
\$1,654,000**



Department Operational Plans

Falcon Field Airport Department

Falcon Field Airport Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Economic Growth	-	\$568,270	-	-	-	\$568,270
Environmental	-	\$161,939	-	-	-	\$161,939
Safety	-	\$923,791	-	-	-	\$923,791
Expenditures Total	-	\$1,654,000	-	-	-	\$1,654,000
Revenues						
Economic Growth	-	\$3,347,280	-	-	-	\$3,347,280
Safety	-	\$2,000	-	-	-	\$2,000
Revenues Total	-	\$3,349,280	-	-	-	\$3,349,280
Expenditures Net of Revenues	-	\$(1,695,280)	-	-	-	\$(1,695,280)

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
Enterprise Fund			
Enterprise Fund	\$1,654,000	\$3,349,280	\$(1,695,280)
Totals	\$1,654,000	\$3,349,280	\$(1,695,280)

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Economic Growth	4.3	\$345,975	\$206,895	\$15,400	-	\$568,270
Environmental	1.4	\$126,937	\$34,752	\$250	-	\$161,939
Safety	4.4	\$363,483	\$424,388	\$135,920	-	\$923,791
Totals	10.0	\$836,395	\$666,035	\$151,570	-	\$1,654,000

Department Operational Plans

Financial Services Department

Department Description

The Financial Services Department is made up of the Accounting Office and is responsible for general accounting services as well as payroll and timekeeping. Accounting is also responsible for compiling and reporting the City's annual financial report (CAFR).



Department Operational Plans

Financial Services Department

Accounting Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Investment Portfolio Earnings Rate	investment % return	-	0.2	-
Payments Processed	% payments processed w/in 3 days	-	95	-
Payroll Processing Regulations	% regulatory compliance	-	-	-
Service Level Agreement (SLA)	% achievement of SLA	-	-	-
Certificate of Achievement - CAFR	% achievement of certification	-	100	-

Department Operational Plans

Financial Services Department

Accounting Business Objective

Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$2,004,129	\$4,426,069
Enterprise Fund	\$976,987	\$42,319
Restricted Funds	\$320,538	-
Other Funds	\$366,488	\$17,612
Totals	\$3,668,141	\$4,486,000

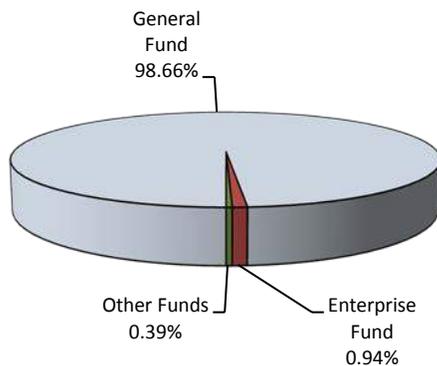
Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

Operational History by Category

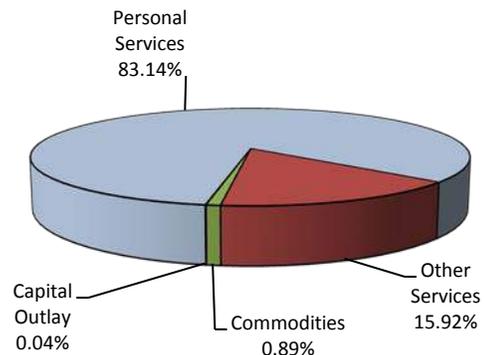
Category	FY 12/13 Budget	FY 13/14 Budget
FTE	41.5	44.5
Personal Services	\$2,947,142	\$3,729,725
Other Services	\$705,984	\$714,275
Commodities	\$15,015	\$40,000
Capital Outlay	-	\$2,000
Totals	\$3,668,141	\$4,486,000

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

**Accounting
FY 13/14 Operational Funding
\$4,486,000**



**Accounting
FY 13/14 Operational Category
\$4,486,000**



Department Operational Plans

Financial Services Department

Accounting Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Accounting Services	\$3,256,736	\$42,319	-	-	-	\$3,299,055
Payroll and Timekeeping	\$972,179	-	-	-	\$17,612	\$989,791
Security Workflow	\$197,154	-	-	-	-	\$197,154
Expenditures Total	\$4,426,069	\$42,319	-	-	\$17,612	\$4,486,000
Revenues						
Accounting Services	\$1,049,263	-	-	-	-	\$1,049,263
Revenues Total	\$1,049,263	-	-	-	-	\$1,049,263
Expenditures Net of Revenues	\$3,376,806	\$42,319	-	-	\$17,612	\$3,436,737

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
Capital - General Fund	\$2,000	-	\$2,000
General Fund	\$4,424,069	\$1,049,263	\$3,374,806
Enterprise Fund			
Enterprise Fund	\$42,319	-	\$42,319
Other Funds			
Worker's Compensation	\$17,612	-	\$17,612
Totals	\$4,486,000	\$1,049,263	\$3,436,737

FY 13/14 Operational Budget By Core Business Process and Category

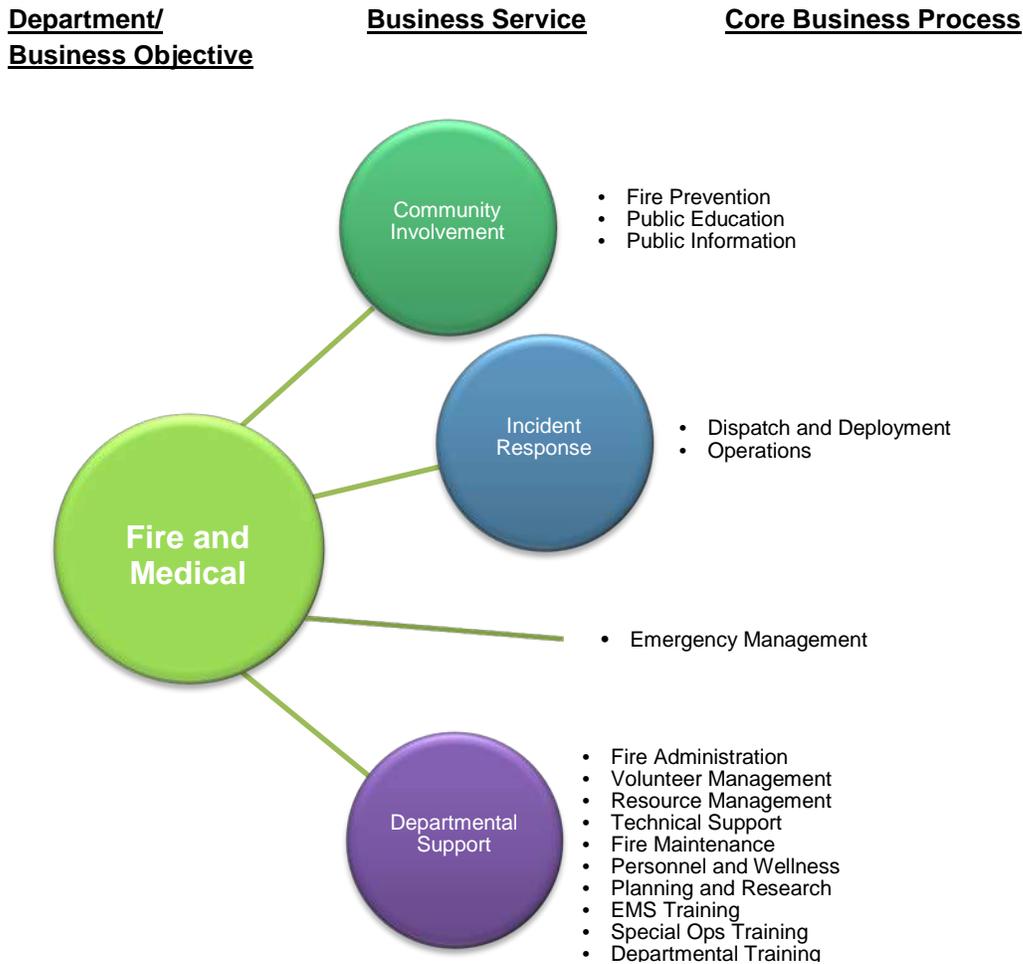
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Accounting Services	29.5	\$2,542,780	\$714,275	\$40,000	\$2,000	\$3,299,055
Payroll and Timekeeping	13.0	\$989,791	-	-	-	\$989,791
Security Workflow	2.0	\$197,154	-	-	-	\$197,154
Totals	44.5	\$3,729,725	\$714,275	\$40,000	\$2,000	\$4,486,000

Department Operational Plans

Fire and Medical Department

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. We recognize that we are an integral part of the community and are sensitive and responsive to citizen needs, therefore, as an organization we 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 Department

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	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Fire Community Contacts	# Fire Community Contacts	208,400	208,400	-
Fire Inspections Completed	# high/med risk fire inspects	1,620	1,620	-
Fire/EMS Response Time	% 1st arriving unit in 4 min	70	70	-

Department Operational Plans

Fire and Medical Department

Fire and Medical Business Objective

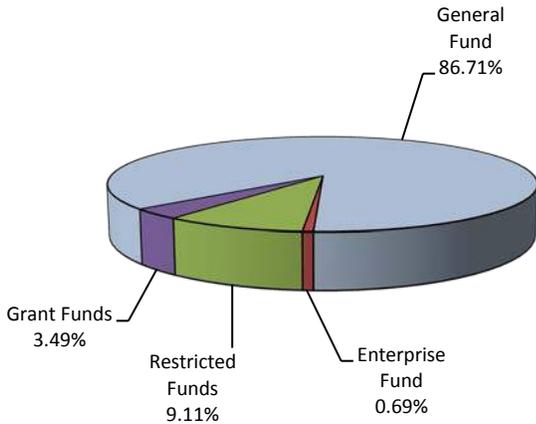
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$57,937,367	\$59,312,695
Enterprise Fund	\$488,510	\$472,422
Restricted Funds	\$5,776,893	\$6,234,736
Grant Funds	\$3,072,453	\$2,386,186
Totals	\$67,275,223	\$68,406,039

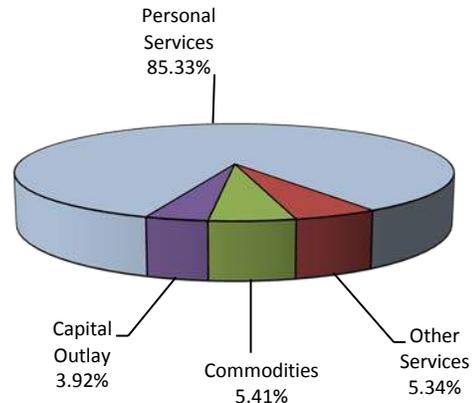
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	483.0	488.5
Personal Services	\$55,883,269	\$58,367,934
Other Services	\$3,646,257	\$3,654,933
Commodities	\$5,524,412	\$3,698,646
Capital Outlay	\$2,221,285	\$2,684,526
Totals	\$67,275,223	\$68,406,039

**Fire and Medical
FY 13/14 Operational Funding
\$68,406,039**



**Fire and Medical
FY 13/14 Operational Category
\$68,406,039**



Department Operational Plans

Fire and Medical Department

Fire and Medical Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Departmental Training	\$885,983	-	-	\$333,280	-	\$1,219,263
Dispatch and Deployment	\$2,959,732	-	-	-	-	\$2,959,732
Emergency Management	\$260,142	-	-	\$441,667	-	\$701,809
EMS Training	\$1,358,758	-	\$116,279	\$212,000	-	\$1,687,037
Fire Administration	\$2,992,926	-	-	\$1,280,000	-	\$4,272,926
Fire Maintenance	\$2,349,918	-	-	-	-	\$2,349,918
Fire Prevention	\$1,003,427	\$95,567	-	-	-	\$1,098,994
Operations	\$39,407,624	\$376,856	\$6,118,457	-	-	\$45,902,937
Personnel and Wellness	\$1,000,078	-	-	-	-	\$1,000,078
Planning and Research	\$214,984	-	-	-	-	\$214,984
Public Education	\$395,751	-	-	-	-	\$395,751
Public Information	\$413,104	-	-	-	-	\$413,104
Resource Management	\$3,782,282	-	-	\$33,154	-	\$3,815,436
Special Ops Training	\$549,907	-	-	\$42,000	-	\$591,907
Technical Support	\$1,288,436	-	-	-	-	\$1,288,436
Volunteer Management	\$449,643	-	-	\$44,085	-	\$493,728
Expenditures Total	\$59,312,695	\$472,422	\$6,234,736	\$2,386,186	-	\$68,406,039
Revenues						
Departmental Training	\$24,000	-	-	\$333,280	-	\$357,280
Dispatch and Deployment	\$2,176,720	-	-	-	-	\$2,176,720
Emergency Management	-	-	-	\$405,173	-	\$405,173
EMS Training	-	-	-	\$145,000	-	\$145,000
Fire Administration	\$100,000	-	-	\$1,280,000	-	\$1,380,000
Fire Maintenance	\$41,350	-	-	-	-	\$41,350
Fire Prevention	\$395,970	-	-	-	-	\$395,970
Operations	\$1,531,740	-	-	-	-	\$1,531,740
Public Education	\$9,000	-	-	-	-	\$9,000
Resource Management	-	-	-	\$33,154	-	\$33,154
Special Ops Training	-	-	-	\$42,000	-	\$42,000
Technical Support	\$2,000	-	-	-	-	\$2,000
Volunteer Management	\$20,000	-	-	\$44,085	-	\$64,085
Revenues Total	\$4,300,780	-	-	\$2,282,692	-	\$6,583,472
Expenditures Net of Revenues	\$55,011,915	\$472,422	\$6,234,736	\$103,494	-	\$61,822,567

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
Capital - General Fund	\$1,237,526	-	\$1,237,526
General Fund	\$58,075,169	\$4,300,780	\$53,774,389
Enterprise Fund			
Enterprise Fund	\$472,422	-	\$472,422
Restricted Funds			
Quality of Life Sales Tax	\$6,118,457	-	\$6,118,457
Special Programs Fund	\$116,279	-	\$116,279
Grant Funds			
Grants - Gen. Gov.	\$2,386,186	\$2,282,692	\$103,494
Totals	\$68,406,039	\$6,583,472	\$61,822,567

Department Operational Plans

Fire and Medical Department

Fire and Medical Business Objective

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Departmental Training	5.0	\$1,086,313	\$87,547	\$45,403	-	\$1,219,263
Dispatch and Deployment	31.0	\$2,726,822	\$134,700	\$48,210	\$50,000	\$2,959,732
Emergency Management	1.7	\$316,012	\$93,930	\$44,867	\$247,000	\$701,809
EMS Training	7.0	\$1,339,930	\$163,577	\$183,530	-	\$1,687,037
Fire Administration	12.0	\$2,096,953	\$326,294	\$349,679	\$1,500,000	\$4,272,926
Fire Maintenance	11.0	\$968,340	\$566,706	\$814,872	-	\$2,349,918
Fire Prevention	11.0	\$1,016,731	\$40,596	\$41,667	-	\$1,098,994
Operations	375.1	\$45,034,600	\$644,837	\$223,500	-	\$45,902,937
Personnel and Wellness	2.7	\$514,028	\$418,163	\$67,887	-	\$1,000,078
Planning and Research	1.0	\$186,734	\$26,250	\$2,000	-	\$214,984
Public Education	3.0	\$288,370	\$65,850	\$41,531	-	\$395,751
Public Information	3.0	\$341,630	\$39,980	\$31,494	-	\$413,104
Resource Management	8.0	\$619,438	\$856,134	\$1,502,338	\$837,526	\$3,815,436
Special Ops Training	2.0	\$397,324	\$81,800	\$112,783	-	\$591,907
Technical Support	10.0	\$1,044,493	\$77,737	\$116,206	\$50,000	\$1,288,436
Volunteer Management	5.0	\$390,217	\$30,832	\$72,679	-	\$493,728
Totals	488.5	\$58,367,934	\$3,654,933	\$3,698,646	\$2,684,526	\$68,406,039

Department Operational Plans

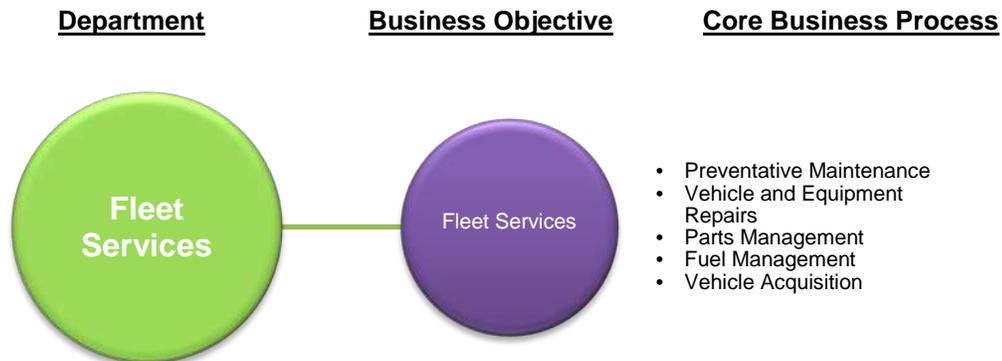


Department Operational Plans

Fleet Services Department

Department Description

The Fleet Services Department operates two 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 seven fuel sites and has the ability to fabricate and weld most projects from other departments. City vehicle service and maintenance records are recorded on a professional database, Asset Works. This system provides management with the information to make fast and productive decisions on the City's fleet on a daily basis.



Department Operational Plans

Fleet Services Department

Fleet Services Business Objective

Mission

Minimize downtime and maximize equipment availability at an acceptable cost.

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Fleet and Equipment Availability	% fleet availability	-	99	99
A report from FA provides the total hours reported on repair orders. This data is divided by the number of working days in a month times 24(total availability) and multiplied by the number of units in the fleet. This result is the percentage available. The monthly target is based on the benchmark and how we feel our shops can perform to that specific standard.				
Fleet Internal Customer Satisfaction	% cust sat Fleet	-	95	95
Customers are surveyed twice a year. Survey consists of five questions with ratings of Excellent, Satisfactory, Needs Improvement and Unsatisfactory. The numeric value of the answered questions is added up and then averaged by the number of completed surveys. This average value is divided by 5 and a percentage is derived. This percentage is the % of customer satisfaction. The monthly target is based on the benchmark and how we feel our shops can perform to that specific standard.				

Department Operational Plans

Fleet Services Department

Fleet Services Business Objective

Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$1,344,488	\$1,553,049
Enterprise Fund	\$1,249,481	\$1,447,447
Restricted Funds	\$8,390,583	\$29,574,234
Grant Funds	-	\$565,000
Totals	\$10,984,552	\$33,139,730

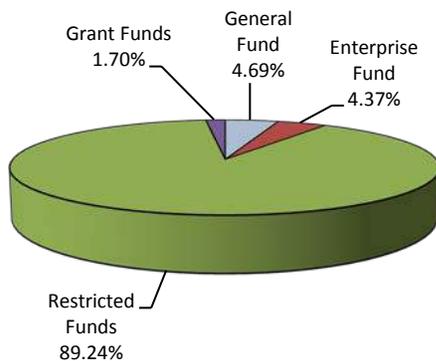
Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

Operational History by Category

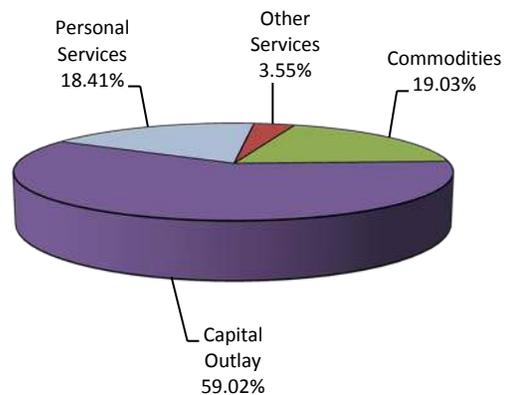
Category	FY 12/13 Budget	FY 13/14 Budget
FTE	77.0	78.0
Personal Services	\$6,128,983	\$6,100,302
Other Services	\$851,981	\$1,175,290
Commodities	\$6,930,188	\$6,305,674
Capital Outlay	\$12,815,433	\$19,558,464
Offsets and Credits	\$(15,742,033)	-
Totals	\$10,984,552	\$33,139,730

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

**Fleet Services
FY 13/14 Operational Funding
\$33,139,730**



**Fleet Services
FY 13/14 Operational Category
\$33,139,730**



Department Operational Plans

Fleet Services Department

Fleet Services Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Fuel Management	-	-	\$4,144,340	-	-	\$4,144,340
Parts Management	-	-	\$2,742,619	-	-	\$2,742,619
Preventative Maintenance	-	-	\$1,123,798	-	-	\$1,123,798
Vehicle Acquisition	\$1,552,843	\$1,447,447	\$16,073,141	\$565,000	-	\$19,638,431
Vehicle and Equipment Repairs	\$206	-	\$5,490,336	-	-	\$5,490,542
Expenditures Total	\$1,553,049	\$1,447,447	\$29,574,234	\$565,000	-	\$33,139,730
Revenues						
Parts Management	-	-	\$623,485	-	-	\$623,485
Vehicle Acquisition	-	-	\$450,000	-	-	\$450,000
Revenues Total	-	-	\$1,073,485	-	-	\$1,073,485
Expenditures Net of Revenues	\$1,553,049	\$1,447,447	\$28,500,749	\$565,000	-	\$32,066,245

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
Capital - General Fund	\$1,492,843	-	\$1,492,843
General Fund	\$60,206	-	\$60,206
Enterprise Fund			
Capital - Enterprise	\$1,422,447	-	\$1,422,447
Enterprise Fund	\$25,000	-	\$25,000
Restricted Funds			
Environmental Compliance Fee	\$240,102	-	\$240,102
Fleet Internal Service	\$13,368,958	\$623,485	\$12,745,473
Special Programs Fund	\$1,358	-	\$1,358
Utility Replacement Extension and Renewal	\$7,755,573	-	\$7,755,573
Vehicle Replacement	\$8,208,243	\$450,000	\$7,758,243
Grant Funds			
Grants - Gen. Gov.	\$565,000	-	\$565,000
Totals	\$33,139,730	\$1,073,485	\$32,066,245

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Fuel Management	3.3	\$312,330	\$53,165	\$3,778,845	-	\$4,144,340
Parts Management	9.3	\$659,275	-	\$2,083,344	-	\$2,742,619
Preventative Maintenance	13.6	\$1,001,539	\$72,259	\$50,000	-	\$1,123,798
Vehicle Acquisition	1.4	\$107,967	-	-	\$19,530,464	\$19,638,431
Vehicle and Equipment Repairs	50.4	\$4,019,191	\$1,049,866	\$393,485	\$28,000	\$5,490,542
Totals	78.0	\$6,100,302	\$1,175,290	\$6,305,674	\$19,558,464	\$33,139,730

Department Operational Plans

Housing and Community Development Department

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. In this capacity, the Department manages the following Housing programs:

- The Housing Choice Voucher Program
- The Family Self-Sufficiency program
- The Veterans Affairs Supportive Housing Program
- The Mainstream Voucher Program

Furthermore, the City is designated entitlement community by HUD. In this role, the Department oversees the following Community Development programs designed to revitalize neighborhoods, promote economic development and improve community facilities and services:

- Community Development Block Grant (CDBG)
- HOME Investment Partnership (HOME)
- Emergency Shelter Grant (ESG)

Nearly all sources of funding for the Housing and Community Development Department are provided by the Department of Housing and Urban Development (HUD).

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.



Department Operational Plans

Housing and Community Development Department

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	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Utilization Rate of Housing Choice Vouchers (HCV)	% Utilization HCV in CalYr	-	98	98
HUD expects a high performing PHA to maintain an average utilization rate at or above 98 percent. If a PHA's utilization rate falls below 90 percent of the units contacted and annual budget authority, the agency risks losing a portion of its funding at the time renewal funding decisions are made.				
People Benefitted by Emergency Rehab Projects	# Benefitted-Rehab Projs	-	60	-
60 projects are chosen based on funding and average cost of project (60 projects x \$4,000 average cost of project=\$240,000 funding received)				

Department Operational Plans

Housing and Community Development Department

Housing and Community Development Business Objective

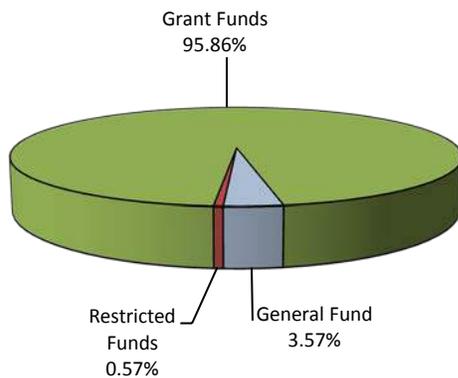
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$1,237,480	\$1,255,783
Restricted Funds	-	\$200,000
Grant Funds	\$32,910,885	\$33,745,325
Totals	\$34,148,365	\$35,201,108

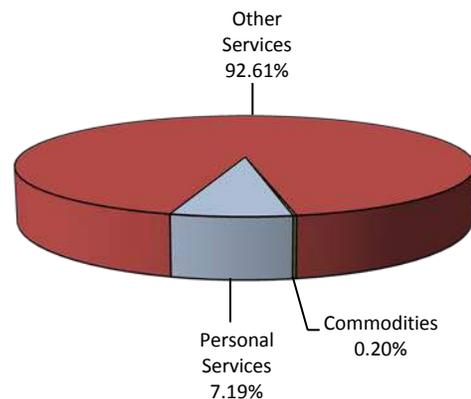
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	28.0	31.0
Personal Services	\$2,332,824	\$2,531,143
Other Services	\$31,651,811	\$32,600,178
Commodities	\$163,730	\$69,787
Totals	\$34,148,365	\$35,201,108

**Housing and Community Development
FY 13/14 Operational Funding
\$35,201,108**



**Housing and Community Development
FY 13/14 Operational Category
\$35,201,108**



Department Operational Plans

Housing and Community Development Department

Housing and Community Development Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Housing and Community Development	\$1,255,783	-	\$200,000	\$33,745,325	-	\$35,201,108
Expenditures Total	\$1,255,783	-	\$200,000	\$33,745,325	-	\$35,201,108
Revenues						
Housing and Community Development	-	-	\$200,000	\$32,334,075	-	\$32,534,075
Revenues Total	-	-	\$200,000	\$32,334,075	-	\$32,534,075
Expenditures Net of Revenues	\$1,255,783	-	-	\$1,411,250	-	\$2,667,033

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$1,255,783	-	\$1,255,783
Restricted Funds			
Special Programs Fund	\$200,000	\$200,000	-
Grant Funds			
Community Development Block Grant	\$19,445,821	\$19,595,246	\$(149,425)
HOME	\$2,472,937	\$2,547,445	\$(74,508)
Section 8	\$11,826,567	\$10,191,384	\$1,635,183
Totals	\$35,201,108	\$32,534,075	\$2,667,033

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Housing and Community Development	31.0	\$2,531,143	\$32,600,178	\$69,787	-	\$35,201,108
Totals	31.0	\$2,531,143	\$32,600,178	\$69,787	-	\$35,201,108

Department Operational Plans

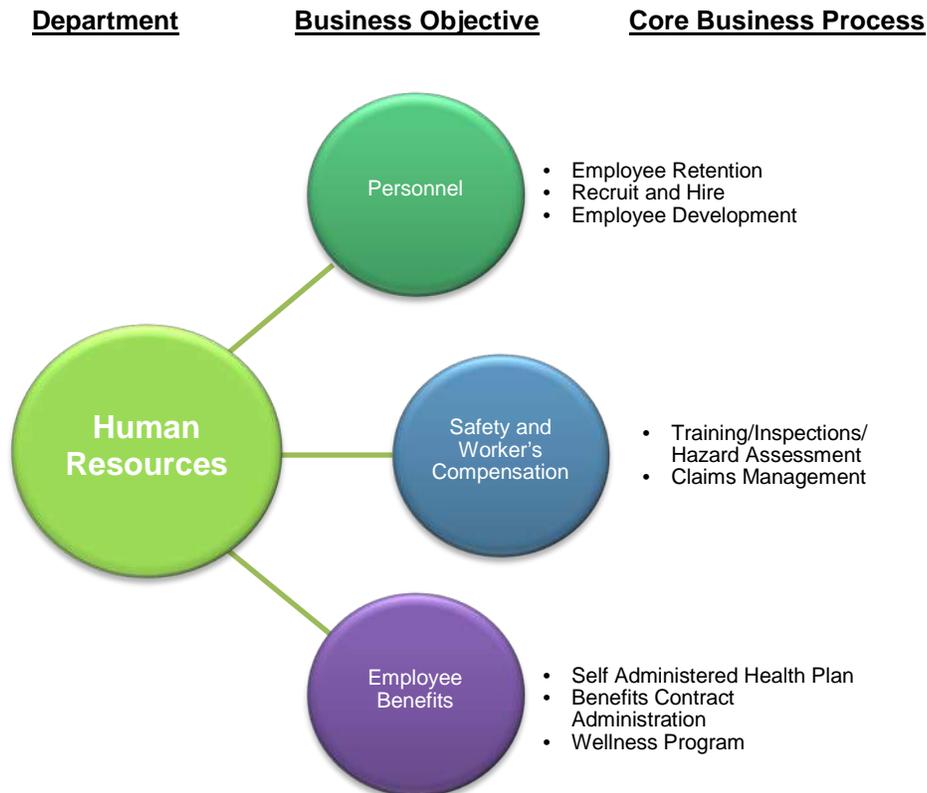
Human Resources Department

Department Description

The Human Resources Department provides the full range of HR services to approximately 3,500+ City employees. The City's medical benefits programs and 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. We focus on delivering the highest quality of HR service, and value our partnerships with employees, supervisors, managers, and directors. We continually seek new ways to improve our services and satisfy the needs of our customers.



Department Operational Plans

Human Resources Department

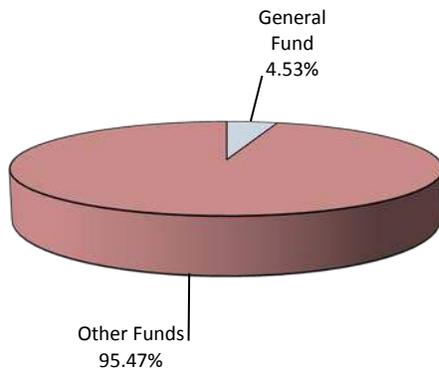
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$2,393,863	\$3,246,933
Enterprise Fund	\$491,397	-
Restricted Funds	\$243,601	-
Other Funds	\$65,701,139	\$68,446,067
Totals	\$68,830,000	\$71,693,000

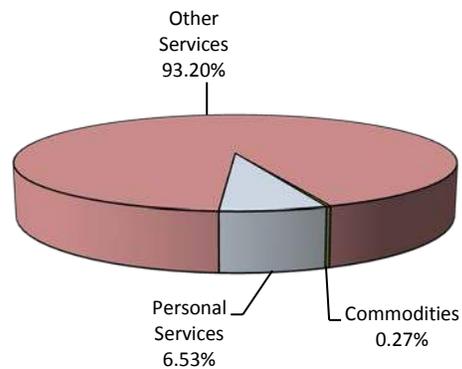
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	52.0	55.0
Personal Services	\$4,339,203	\$4,684,858
Other Services	\$64,304,462	\$66,816,965
Commodities	\$186,335	\$191,177
Totals	\$68,830,000	\$71,693,000

**Human Resources
FY 13/14 Operational Funding
\$71,693,000**



**Human Resources
FY 13/14 Operational Category
\$71,693,000**



Department Operational Plans

Human Resources Department

FY 13/14 Operational Budget by Business Objective and Funding Source

Business Objective	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Employee Benefits	-	-	-	-	\$62,705,630	\$62,705,630
Personnel	\$2,741,060	-	-	-	-	\$2,741,060
Safety and Workers' Compensation	\$505,873	-	-	-	\$5,740,437	\$6,246,310
Expenditures Total	\$3,246,933	-	-	-	\$68,446,067	\$71,693,000
Revenues						
Employee Benefits	-	-	-	-	\$61,837,003	\$61,837,003
Revenues Total	-	-	-	-	\$61,837,003	\$61,837,003
Expenditures Net of Revenues	\$3,246,933	-	-	-	\$6,609,064	\$9,855,997

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$3,246,933	-	\$3,246,933
Other Funds			
Employee Benefit Trust	\$62,705,630	\$61,837,003	\$868,627
Worker's Compensation	\$5,740,437	-	\$5,740,437
Totals	\$71,693,000	\$61,837,003	\$9,855,997

FY 13/14 Operational Budget By Business Objective and Category

Business Objective	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Employee Benefits	18.5	\$1,461,630	\$61,189,900	\$54,100	-	\$62,705,630
Personnel	27.4	\$2,467,901	\$165,702	\$107,457	-	\$2,741,060
Safety and Workers' Compensation	9.1	\$755,327	\$5,461,363	\$29,620	-	\$6,246,310
Totals	55.0	\$4,684,858	\$66,816,965	\$191,177	-	\$71,693,000

Department Operational Plans

Human Resources Department

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

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Employee Benefit Trust Fund	\$ Trust Fund Balance EOY	23,500,000	19,000,000	18,648,000

Department Operational Plans

Human Resources Department

Employee Benefits Business Objective

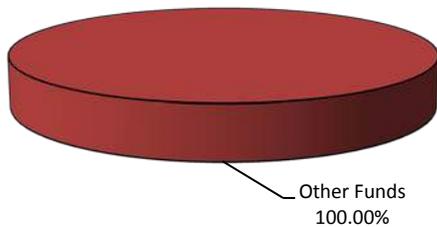
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$118,792	-
Other Funds	\$60,535,343	\$62,705,630
Totals	\$60,654,135	\$62,705,630

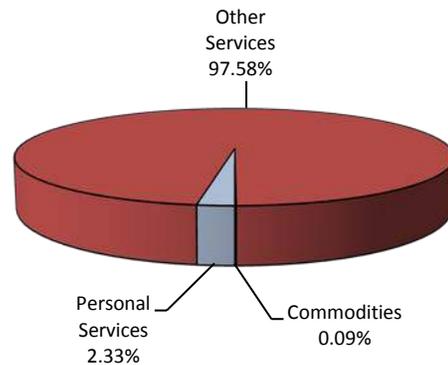
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	16.5	18.5
Personal Services	\$1,292,329	\$1,461,630
Other Services	\$59,300,706	\$61,189,900
Commodities	\$61,100	\$54,100
Totals	\$60,654,135	\$62,705,630

**Employee Benefits
FY 13/14 Operational Funding
\$62,705,630**



**Employee Benefits
FY 13/14 Operational Category
\$62,705,630**



Department Operational Plans

Human Resources Department

Employee Benefits Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Benefits Contract Administration	-	-	-	-	\$57,593,806	\$57,593,806
Self Administered Health Plan	-	-	-	-	\$5,028,930	\$5,028,930
Wellness Program	-	-	-	-	\$82,894	\$82,894
Expenditures Total	-	-	-	-	\$62,705,630	\$62,705,630
Revenues						
Benefits Contract Administration	-	-	-	-	\$61,837,003	\$61,837,003
Revenues Total	-	-	-	-	\$61,837,003	\$61,837,003
Expenditures Net of Revenues	-	-	-	-	\$868,627	\$868,627

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
Other Funds			
Employee Benefit Trust	\$62,705,630	\$61,837,003	\$868,627
Totals	\$62,705,630	\$61,837,003	\$868,627

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Benefits Contract Administration	16.6	\$1,239,464	\$56,354,342	-	-	\$57,593,806
Self Administered Health Plan	0.9	\$139,272	\$4,835,558	\$54,100	-	\$5,028,930
Wellness Program	1.0	\$82,894	-	-	-	\$82,894
Totals	18.5	\$1,461,630	\$61,189,900	\$54,100	-	\$62,705,630

Department Operational Plans

Human Resources Department

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	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Employee Job Satisfaction	% Job Satisfaction	75	75	75
Volunteer Program Cost Savings	\$ Saved by Volunteer Prog	5,400,000	4,600,000	4,000,000

Department Operational Plans

Human Resources Department

Personnel Business Objective

Operational History by Funding Source

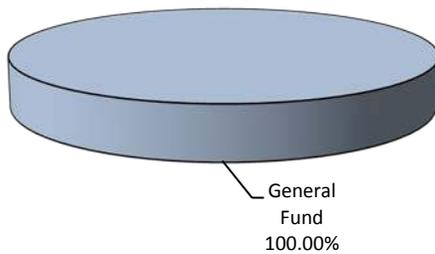
Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$1,934,460	\$2,741,060
Enterprise Fund	\$417,797	-
Restricted Funds	\$207,117	-
Other Funds	\$9,203	-
Totals	\$2,568,577	\$2,741,060

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

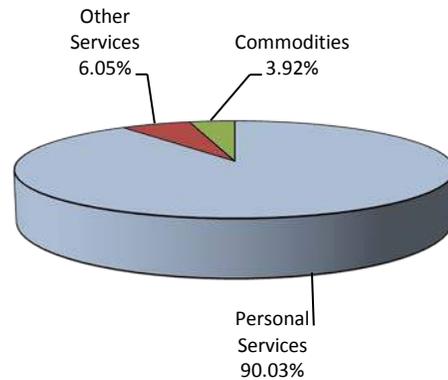
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	26.4	27.4
Personal Services	\$2,294,197	\$2,467,901
Other Services	\$174,666	\$165,702
Commodities	\$99,714	\$107,457
Totals	\$2,568,577	\$2,741,060

**Personnel
FY 13/14 Operational Funding
\$2,741,060**



**Personnel
FY 13/14 Operational Category
\$2,741,060**



Department Operational Plans

Human Resources Department

Personnel Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Employee Development	\$434,095	-	-	-	-	\$434,095
Employee Retention	\$838,566	-	-	-	-	\$838,566
Recruit and Hire	\$1,468,399	-	-	-	-	\$1,468,399
Expenditures Total	\$2,741,060	-	-	-	-	\$2,741,060
Expenditures Net of Revenues	\$2,741,060	-	-	-	-	\$2,741,060

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$2,741,060	-	\$2,741,060
Totals	\$2,741,060	-	\$2,741,060

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Employee Development	4.3	\$396,489	\$35,640	\$1,966	-	\$434,095
Employee Retention	7.3	\$728,762	\$42,473	\$67,331	-	\$838,566
Recruit and Hire	15.7	\$1,342,650	\$87,589	\$38,160	-	\$1,468,399
Totals	27.4	\$2,467,901	\$165,702	\$107,457	-	\$2,741,060

Department Operational Plans

Human Resources Department

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	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Experience Modification Rate	Avg Safety&WrksComp Cost	1	1	1

Department Operational Plans

Human Resources Department

Safety and Workers' Compensation Business Objective

Operational History by Funding Source

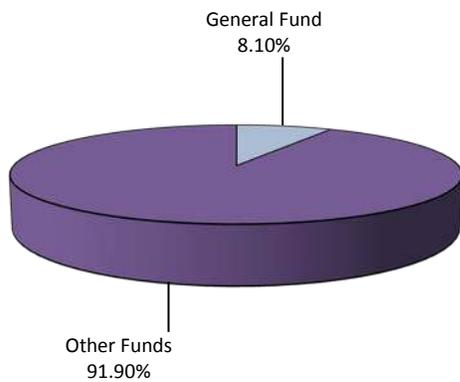
Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$340,610	\$505,873
Enterprise Fund	\$73,600	-
Restricted Funds	\$36,484	-
Other Funds	\$5,156,593	\$5,740,437
Totals	\$5,607,288	\$6,246,310

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

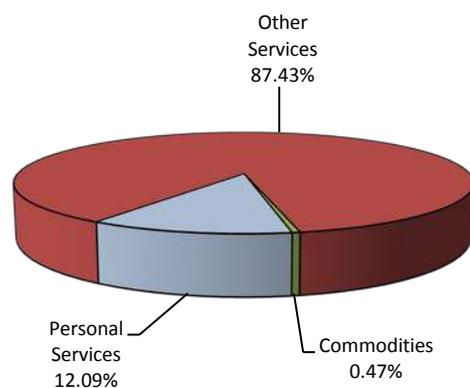
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	9.1	9.1
Personal Services	\$752,677	\$755,327
Other Services	\$4,829,090	\$5,461,363
Commodities	\$25,521	\$29,620
Totals	\$5,607,288	\$6,246,310

**Safety and Workers' Compensation
FY 13/14 Operational Funding
\$6,246,310**



**Safety and Workers' Compensation
FY 13/14 Operational Category
\$6,246,310**



Department Operational Plans

Human Resources Department

Safety and Workers' Compensation Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Claims Management	-	-	-	-	\$5,740,437	\$5,740,437
Training Inspections Hazard Assessment	\$505,873	-	-	-	-	\$505,873
Expenditures Total	\$505,873	-	-	-	\$5,740,437	\$6,246,310
Expenditures Net of Revenues	\$505,873	-	-	-	\$5,740,437	\$6,246,310

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$505,873	-	\$505,873
Other Funds			
Worker's Compensation	\$5,740,437	-	\$5,740,437
Totals	\$6,246,310	-	\$6,246,310

FY 13/14 Operational Budget By Core Business Process and Category

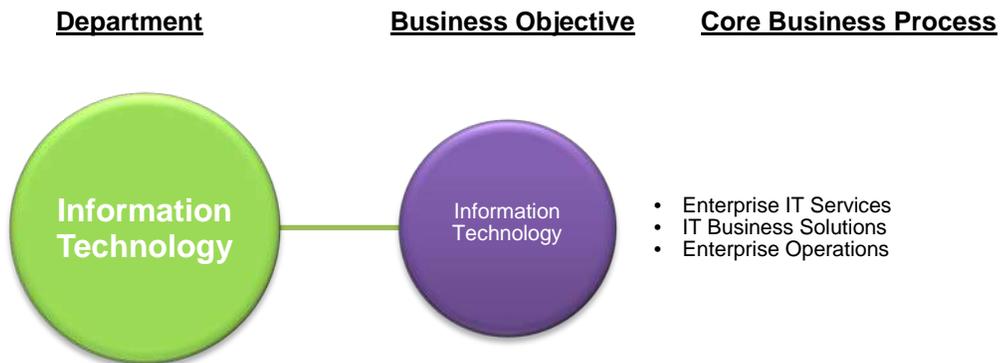
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Claims Management	4.8	\$380,854	\$5,354,583	\$5,000	-	\$5,740,437
Training Inspections Hazard Assessment	4.3	\$374,473	\$106,780	\$24,620	-	\$505,873
Totals	9.1	\$755,327	\$5,461,363	\$29,620	-	\$6,246,310

Department Operational Plans

Information Technology Department

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.



Department Operational Plans

Information Technology Department

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	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Critical Business Application Availability	% Overall Avail Infra	-	99	-
Enterprise Platform Availability	% Overall Avail Apps	-	99	-

Department Operational Plans

Information Technology Department

Information Technology Business Objective

Operational History by Funding Source

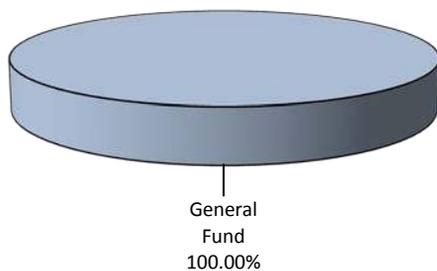
Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$21,135,035	\$31,471,871
Enterprise Fund	\$5,627,011	-
Restricted Funds	\$2,133,511	-
Other Funds	\$90,443	-
Totals	\$28,986,000	\$31,471,871

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

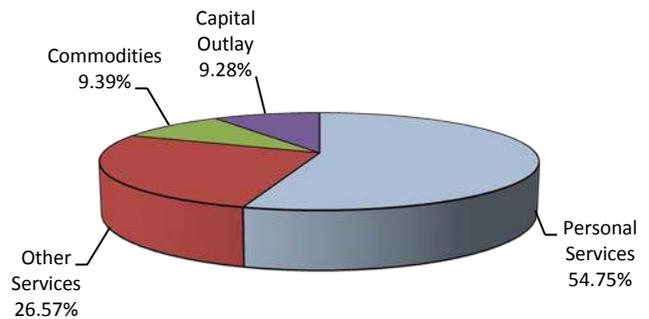
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	151.0	151.0
Personal Services	\$16,619,580	\$17,232,041
Other Services	\$6,843,377	\$8,362,947
Commodities	\$2,336,143	\$2,955,678
Capital Outlay	\$3,186,900	\$2,921,205
Totals	\$28,986,000	\$31,471,871

**Information Technology
FY 13/14 Operational Funding
\$31,471,871**



**Information Technology
FY 13/14 Operational Category
\$31,471,871**



Department Operational Plans

Information Technology Department

Information Technology Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Enterprise IT Services	\$10,393,097	-	-	-	-	\$10,393,097
Enterprise Operations	\$10,880,228	-	-	-	-	\$10,880,228
IT Business Solutions	\$10,198,547	-	-	-	-	\$10,198,547
Expenditures Total	\$31,471,871	-	-	-	-	\$31,471,871
Revenues						
Enterprise IT Services	\$2,000	-	-	-	-	\$2,000
Revenues Total	\$2,000	-	-	-	-	\$2,000
Expenditures Net of Revenues	\$31,469,871	-	-	-	-	\$31,469,871

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
Capital - General Fund	\$4,595,689	-	\$4,595,689
General Fund	\$26,876,182	\$2,000	\$26,874,182
Totals	\$31,471,871	\$2,000	\$31,469,871

FY 13/14 Operational Budget By Core Business Process and Category

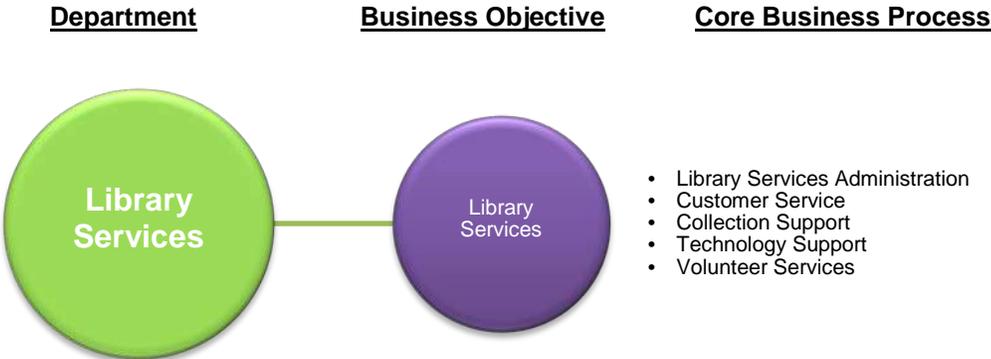
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Enterprise IT Services	64.2	\$6,787,110	\$2,461,184	\$192,197	\$952,606	\$10,393,097
Enterprise Operations	40.5	\$4,808,145	\$2,475,682	\$2,276,650	\$1,319,751	\$10,880,228
IT Business Solutions	46.4	\$5,636,787	\$3,426,081	\$486,831	\$648,848	\$10,198,547
Totals	151.0	\$17,232,041	\$8,362,947	\$2,955,678	\$2,921,205	\$31,471,871

Department Operational Plans

Library Services Department

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.



Department Operational Plans

Library Services Department

Library Services Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
LIB-Circulation of Library Materials	# Library Matrls Circulated	2,915,384	3,495,476	6,777,902
The annual target for circulation is selected by comparing the current FY projected result with that of other libraries serving similar population using the most recent Public Library Data Service (2011) annual survey. Our FY 13/14 annual target comparison library is Sonoma County Library, CA and the benchmark is Cleveland Public Library, OH. The target was selected because Sonoma County Library is within the 50th percentile where we want to be while Cleveland Public Library is the benchmark as the highest performing library in that category.				
LIB-In-house Library Visits	# In Library Visits	1,152,108	1,263,518	3,836,924
The annual target for in-house visits is selected by comparing the current FY projected result with that of other libraries serving similar population using the most recent Public Library Data Service (2011) annual survey. Our FY 13/14 annual target comparison library is Wichita Public Library, KS and the benchmark is Cleveland Public Library, OH. The target was selected because Wichita Public Library is within the 25th percentile where we want to be while Cleveland Public Library is the benchmark as the highest performing library in that category.				
LIB-Public Internet Terminal Use	# of Public IntTerm Uses	282,944	290,103	1,017,952
The annual target for public Internet uses is selected by comparing the current FY projected result with that of other libraries serving similar population using the most recent Public Library Data Service (2011) annual survey. Our FY 13/14 annual target comparison library is Monmouth County Library, NJ and the benchmark is Cleveland Public Library, OH. The target was selected because Monmouth County Library is within 2.5% of where we want to be while Cleveland Public Library is the benchmark as the highest performing library in that category.				

Department Operational Plans

Library Services Department

Library Services Business Objective

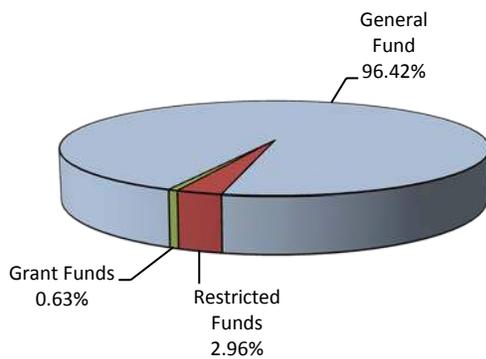
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$7,374,000	\$7,399,050
Restricted Funds	\$215,000	\$227,000
Grant Funds	\$51,000	\$48,000
Totals	\$7,640,000	\$7,674,050

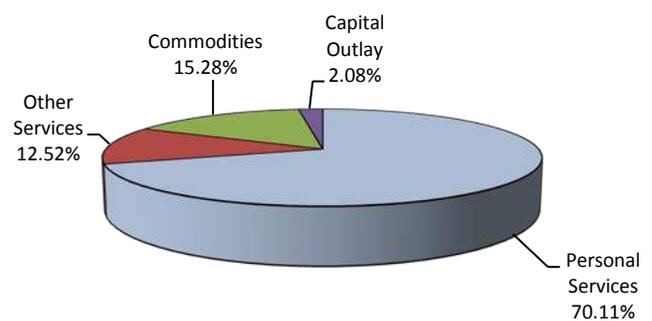
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	78.0	78.9
Personal Services	\$5,432,535	\$5,380,331
Other Services	\$945,605	\$960,864
Commodities	\$1,116,860	\$1,172,855
Capital Outlay	\$145,000	\$160,000
Totals	\$7,640,000	\$7,674,050

**Library Services
FY 13/14 Operational Funding
\$7,674,050**



**Library Services
FY 13/14 Operational Category
\$7,674,050**



Department Operational Plans

Library Services Department

Library Services Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Collection Support	\$1,405,285	-	\$29,000	\$48,000	-	\$1,482,285
Customer Service	\$4,323,318	-	\$90,000	-	-	\$4,413,318
Library Services Administration	\$1,231,881	-	\$97,500	-	-	\$1,329,381
Technology Support	\$348,583	-	-	-	-	\$348,583
Volunteer Services	\$89,983	-	\$10,500	-	-	\$100,483
Expenditures Total	\$7,399,050	-	\$227,000	\$48,000	-	\$7,674,050
Revenues						
Collection Support	-	-	-	\$48,000	-	\$48,000
Customer Service	\$228,448	-	\$73,000	-	-	\$301,448
Revenues Total	\$228,448	-	\$73,000	\$48,000	-	\$349,448
Expenditures Net of Revenues	\$7,170,602	-	\$154,000	-	-	\$7,324,602

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
Capital - General Fund	\$160,000	-	\$160,000
General Fund	\$7,239,050	\$228,448	\$7,010,602
Restricted Funds			
Special Programs Fund	\$227,000	\$73,000	\$154,000
Grant Funds			
Grants - Gen. Gov.	\$48,000	\$48,000	-
Totals	\$7,674,050	\$349,448	\$7,324,602

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Collection Support	8.0	\$637,632	\$190,952	\$653,701	-	\$1,482,285
Customer Service	62.9	\$3,909,033	\$59,161	\$385,124	\$60,000	\$4,413,318
Library Services Administration	5.0	\$574,650	\$555,661	\$99,070	\$100,000	\$1,329,381
Technology Support	2.0	\$170,183	\$148,940	\$29,460	-	\$348,583
Volunteer Services	1.0	\$88,833	\$6,150	\$5,500	-	\$100,483
Totals	78.9	\$5,380,331	\$960,864	\$1,172,855	\$160,000	\$7,674,050

Department Operational Plans

Mayor and Council Department

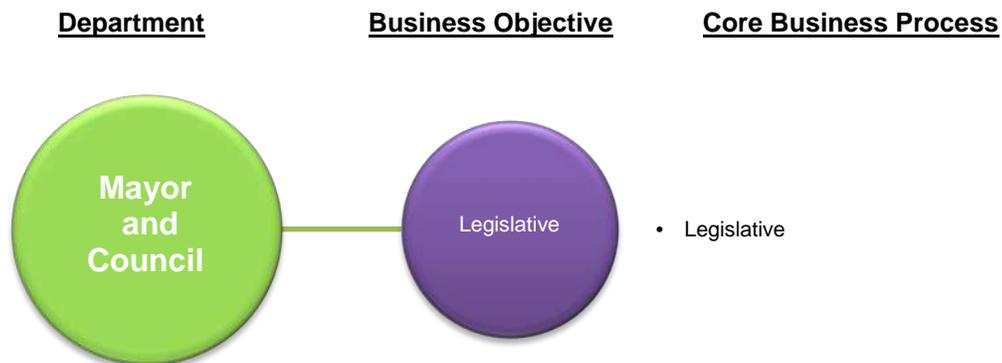
Department Description

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 believes that its people, not leaders, are what makes a City great and 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.



Department Operational Plans

Mayor and Council Department

Legislative Business Objective

Operational History by Funding Source

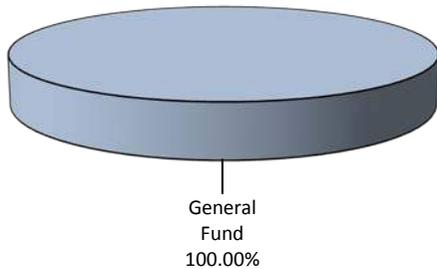
Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$289,099	\$515,000
Enterprise Fund	\$105,525	-
Restricted Funds	\$69,940	-
Other Funds	\$50,436	-
Totals	\$515,000	\$515,000

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

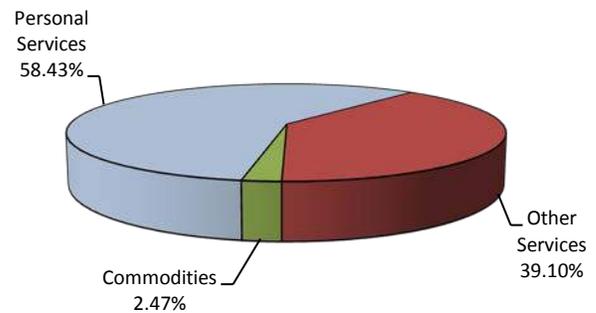
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	7.0	7.0
Personal Services	\$301,461	\$300,934
Other Services	\$200,039	\$201,366
Commodities	\$13,500	\$12,700
Totals	\$515,000	\$515,000

**Legislative
FY 13/14 Operational Funding
\$515,000**



**Legislative
FY 13/14 Operational Category
\$515,000**



Department Operational Plans

Mayor and Council Department

Legislative Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Legislative	\$515,000	-	-	-	-	\$515,000
Expenditures Total	\$515,000	-	-	-	-	\$515,000
Expenditures Net of Revenues	\$515,000	-	-	-	-	\$515,000

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$515,000	-	\$515,000
Totals	\$515,000	-	\$515,000

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Legislative	7.0	\$300,934	\$201,366	\$12,700	-	\$515,000
Totals	7.0	\$300,934	\$201,366	\$12,700	-	\$515,000

Department Operational Plans



Department Operational Plans

Municipal Court Department

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.



Department Operational Plans

Municipal Court Department

Municipal Court Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Court Performance	% Composite Index of Perform	90	90	-

Department Operational Plans

Municipal Court Department

Municipal Court Business Objective

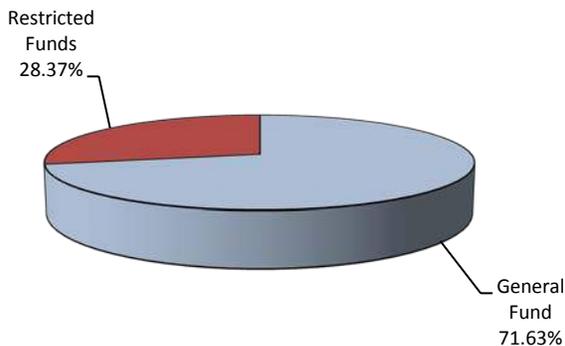
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$7,137,867	\$7,118,840
Restricted Funds	\$1,555,133	\$2,819,981
Totals	\$8,693,000	\$9,938,821

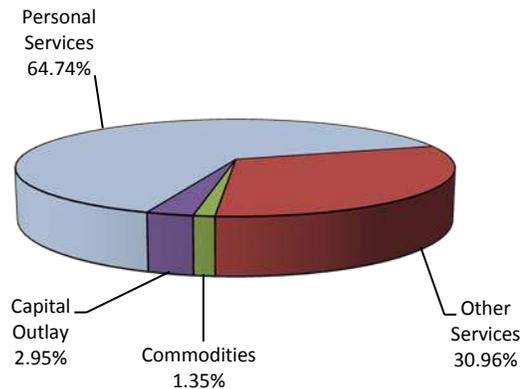
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	80.5	80.3
Personal Services	\$6,266,850	\$6,434,763
Other Services	\$2,354,250	\$3,077,309
Commodities	\$71,900	\$133,731
Capital Outlay	-	\$293,018
Totals	\$8,693,000	\$9,938,821

**Municipal Court
FY 13/14 Operational Funding
\$9,938,821**



**Municipal Court
FY 13/14 Operational Category
\$9,938,821**



Department Operational Plans

Municipal Court Department

Municipal Court Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Business Operations	\$3,078,323	-	\$2,145,173	-	-	\$5,223,496
Court Operations	\$4,040,517	-	\$674,808	-	-	\$4,715,325
Expenditures Total	\$7,118,840	-	\$2,819,981	-	-	\$9,938,821
Revenues						
Business Operations	\$8,558,773	-	\$267,266	-	-	\$8,826,039
Court Operations	-	-	\$425,000	-	-	\$425,000
Revenues Total	\$8,558,773	-	\$692,266	-	-	\$9,251,039
Expenditures Net of Revenues	\$(1,439,933)	-	\$2,127,715	-	-	\$687,782

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
Capital - General Fund	\$2,000	-	\$2,000
General Fund	\$7,116,840	\$8,558,773	\$(1,441,933)
Restricted Funds			
Special Programs Fund	\$2,819,981	\$692,266	\$2,127,715
Totals	\$9,938,821	\$9,251,039	\$687,782

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Business Operations	37.0	\$2,672,146	\$2,204,201	\$54,131	\$293,018	\$5,223,496
Court Operations	43.3	\$3,762,617	\$873,108	\$79,600	-	\$4,715,325
Totals	80.3	\$6,434,763	\$3,077,309	\$133,731	\$293,018	\$9,938,821

Department Operational Plans

Neighborhood Outreach and Animal Control Department

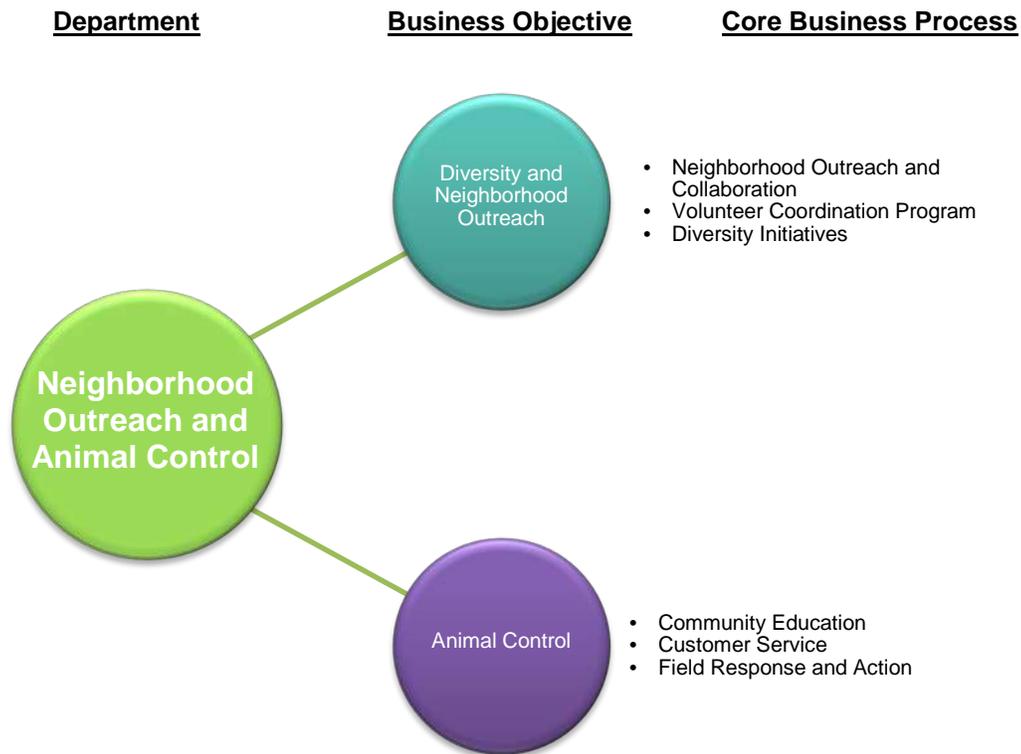
Department Description

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 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.



Department Operational Plans

Neighborhood Outreach and Animal Control Department

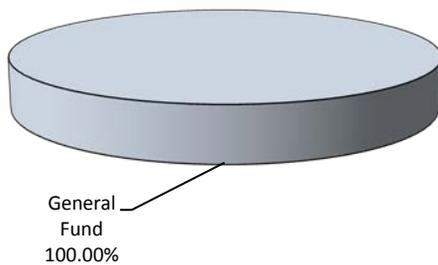
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$1,037,000	\$1,098,000
Totals	\$1,037,000	\$1,098,000

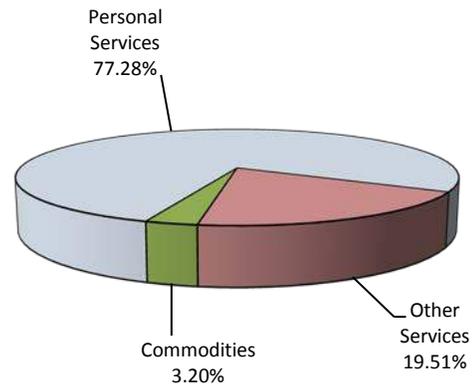
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	11.0	11.0
Personal Services	\$825,377	\$848,551
Other Services	\$180,376	\$214,268
Commodities	\$30,947	\$35,181
Capital Outlay	\$300	-
Totals	\$1,037,000	\$1,098,000

**Neighborhood Outreach and Animal Control
FY 13/14 Operational Funding
\$1,098,000**



**Neighborhood Outreach and Animal Control
FY 13/14 Operational Category
\$1,098,000**



Department Operational Plans

Neighborhood Outreach and Animal Control Department

FY 13/14 Operational Budget by Business Objective and Funding Source

Business Objective	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Animal Control	\$492,327	-	-	-	-	\$492,327
Diversity and Neighborhood Outreach	\$605,673	-	-	-	-	\$605,673
Expenditures Total	\$1,098,000	-	-	-	-	\$1,098,000
Expenditures Net of Revenues	\$1,098,000	-	-	-	-	\$1,098,000

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$1,098,000	-	\$1,098,000
Totals	\$1,098,000	-	\$1,098,000

FY 13/14 Operational Budget By Business Objective and Category

Business Objective	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Animal Control	5.0	\$315,542	\$160,285	\$16,500	-	\$492,327
Diversity and Neighborhood Outreach	6.0	\$533,009	\$53,983	\$18,681	-	\$605,673
Totals	11.0	\$848,551	\$214,268	\$35,181	-	\$1,098,000

Department Operational Plans

Neighborhood Outreach and Animal Control Department

Animal Control Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Public Events Attended	# Public Events Attended	20	20	20
The annual target for public events attended is based on our CFY target and benchmark. We base our benchmark from recording keeping of events attended by our department within the past 5 years. The historical data shows events attended consistent with the benchmark therefore we used the figure for our NFY target.				
All Calls for Service	# of All Service Calls	32,000	30,000	30,000
The annual target for number of all service calls is based on an estimation of our CFY target and benchmark. We base our benchmark from past historical data from our department within the past 3 years as other animal control agencies do not have a similar call intake system. The historical data shows a gradual increase from past years which is demonstrated with the increase of our NFY target.				
Animal Impounds	# of Animals Impounded	2,400	2,400	1,840
The annual target for animals impounded is based on the projections seen on our CFY target. We base our benchmark from past historical data from our department within the past 3 years as other animal control agencies do not have a similar record keeping system. The historical data shows a gradual decrease from past years which is demonstrated with the decrease of our NFY target. This decrease is due to more citations being issued.				
Total Citations	# Citations Issued	75	60	37
The annual target for citations issued is based on an estimation of our CFY target and benchmark. We base our benchmark from past historical data from our department within the past 3 years as other animal control agencies do not issue criminal and civil citations in the same manner. The historical data shows a gradual increase each year which is demonstrated with the increase of our NFY target. More citations are being issued because of the addition of one officer position which allows more manpower for violation follow ups.				

Department Operational Plans

Neighborhood Outreach and Animal Control Department

Animal Control Business Objective

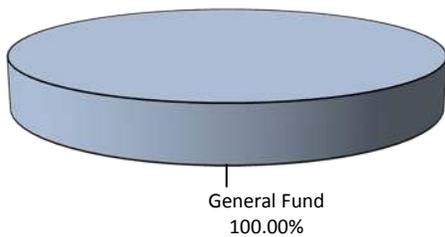
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$438,229	\$492,327
Totals	\$438,229	\$492,327

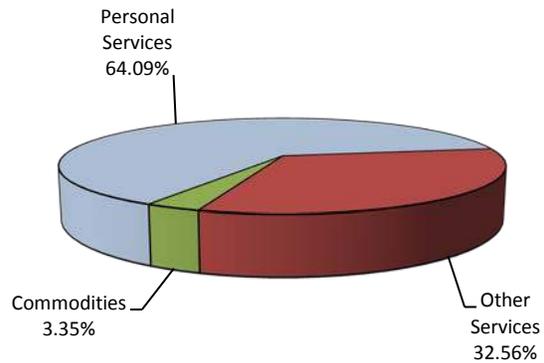
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	5.0	5.0
Personal Services	\$310,912	\$315,542
Other Services	\$112,277	\$160,285
Commodities	\$15,040	\$16,500
Totals	\$438,229	\$492,327

**Animal Control
FY 13/14 Operational Funding
\$492,327**



**Animal Control
FY 13/14 Operational Category
\$492,327**



Department Operational Plans

Neighborhood Outreach and Animal Control Department

Animal Control Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Community Education	\$4,816	-	-	-	-	\$4,816
Customer Service	\$141,162	-	-	-	-	\$141,162
Field Response and Action	\$346,349	-	-	-	-	\$346,349
Expenditures Total	\$492,327	-	-	-	-	\$492,327
Expenditures Net of Revenues	\$492,327	-	-	-	-	\$492,327

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$492,327	-	\$492,327
Totals	\$492,327	-	\$492,327

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Community Education	0.0	-	\$3,316	\$1,500	-	\$4,816
Customer Service	2.0	\$130,593	\$7,569	\$3,000	-	\$141,162
Field Response and Action	3.0	\$184,949	\$149,400	\$12,000	-	\$346,349
Totals	5.0	\$315,542	\$160,285	\$16,500	-	\$492,327

Department Operational Plans

Neighborhood Outreach and Animal Control Department

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	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Active Registered Neighborhoods	# of Level 2/3 Active Nghbrds	81	74	74
The annual target for calls for level 2 & 3 active neighborhoods is based on our benchmark. We base our benchmark from past historical data from our department within the past 3 years as other agencies do not have a similar neighborhood ranking system. The historical data shows calls consistent with the benchmark therefore we used the figure for our NFY target.				
Human Relations Advisory Board Activities	# HRB Activ Conducted	28	25	12
The annual target for HRAB activity is based on the increase seen in our CFY target compared to the benchmark. We base our benchmark from past historical data by the HRAB board. The historical data shows that the target has doubled from the determined benchmark which is demonstrated with the increase of our NFY target. This increase reflects the work done by the HRAB members in order to meet the goals of their strategic plan.				
Neighborhood Refuse Removal	# of Refuse Tons Removed	350	300	150
The annual target for refuse tons removed is based on the projection seen from our CFY target compared to the benchmark. We base our benchmark from internal recording keeping of tons removed by the City of Mesa Solid Waste Department within the past 3 years. The historical data shows an increase each year which is demonstrated with the increase of our NFY target.				
Value to Mesa	Volunteer Value in Dollars	610,000	600,000	217,900
The annual target for number for value of volunteer hours in dollars is based on the projection of our CFY target. We base our benchmark from past historical data from our department within the past 3 years. Due to promotional effort to increase volunteerism, we see a gradual escalation from previous years which are demonstrated with the increase of our NFY target.				

Department Operational Plans

Neighborhood Outreach and Animal Control Department

Diversity and Neighborhood Outreach Business Objective

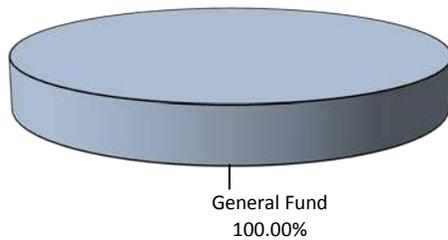
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$598,771	\$605,673
Totals	\$598,771	\$605,673

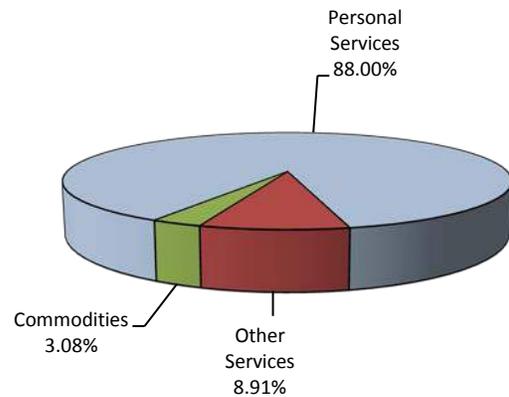
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	6.0	6.0
Personal Services	\$514,465	\$533,009
Other Services	\$68,099	\$53,983
Commodities	\$15,907	\$18,681
Capital Outlay	\$300	-
Totals	\$598,771	\$605,673

**Diversity and Neighborhood Outreach
FY 13/14 Operational Funding
\$605,673**



**Diversity and Neighborhood Outreach
FY 13/14 Operational Category
\$605,673**



Department Operational Plans

Neighborhood Outreach and Animal Control Department

Diversity and Neighborhood Outreach Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Diversity Initiatives	\$155,711	-	-	-	-	\$155,711
Neighborhood Outreach and Collaboration	\$330,619	-	-	-	-	\$330,619
Volunteer Coordination Program	\$119,342	-	-	-	-	\$119,342
Expenditures Total	\$605,673	-	-	-	-	\$605,673
Expenditures Net of Revenues	\$605,673	-	-	-	-	\$605,673

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$605,673	-	\$605,673
Totals	\$605,673	-	\$605,673

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Diversity Initiatives	1.5	\$136,821	\$15,600	\$3,290	-	\$155,711
Neighborhood Outreach and Collaboration	3.3	\$298,096	\$24,633	\$7,890	-	\$330,619
Volunteer Coordination Program	1.2	\$98,091	\$13,750	\$7,501	-	\$119,342
Totals	6.0	\$533,009	\$53,983	\$18,681	-	\$605,673

Department Operational Plans

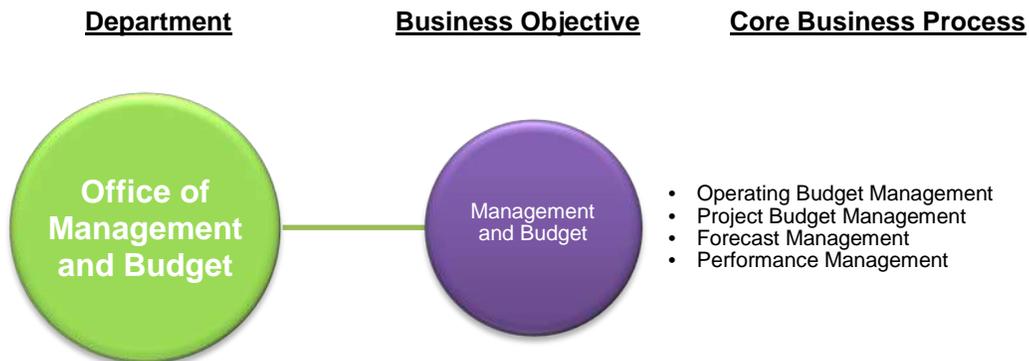


Department Operational Plans

Office of Management and Budget Department

Department Description

The Office of Management and Budget (OMB) is responsible for developing and managing the annual operating budget, the five-year capital improvement program, forecasting City-wide revenues, expenditures and fund balances, and conducting special projects. OMB manages a variety of City administrative processes and provides process improvement, performance management, surveying, and strategic planning services to City organizations.



Department Operational Plans

Office of Management and Budget Department

Management and Budget Business Objective

Mission

Ensure the effective and efficient use of resources to achieve the goals and objectives that the City Council has established. We are dedicated to providing budget, fiscal planning, and management support services to meet the legal and fiduciary requirements of the City of Mesa.

Desired Outcomes

- Activities/Business processes are managed and improved to achieve desired outcomes
- Performance Measures are created and used for tracking cost, time, quality, and outcomes so everyone understands how their results contribute to the mission and desired outcomes
- Cost drivers and non-value added efforts are reduced and resources are transferred to economic value creating activities/business processes the community wants and is willing to pay for
- An annual budget is presented and recommended each fiscal year which conforms to State statutes and City Charter requirements
- Financial analysis is provided in a comprehensive, timely, and accurate manner to the City Council and City Management so that they can make informed decisions

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Achievement of Distinguished Budget Award The Distinguished Budget Award is awarded annually by the Government Finance Officers Association (GFOA) based on the release and content of an Annual Budget Document. The target is based on receiving this award from GFOA for the FY 13/14 Executive Budget Book.	% achievement of award	-	100	-
Continuous Improvement Projects Completed The next phase of our ERP solution is to continue examining our work processes and eliminating non-value added process steps, as well as maximizing the use of the technology to maintain and improve our efficient and effective service to our customers. The fiscal year target is benchmarked against the Baldrige National Quality Award-winning City of Coral Springs, FL and their goal of one (1) continuous improvement project monthly, plus five (5) cross-function projects annually, for a total of 17.	# CI Projects Completed	15	16	17

Department Operational Plans

Office of Management and Budget Department

Management and Budget Business Objective

Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$999,289	\$2,350,366
Enterprise Fund	\$398,855	-
Restricted Funds	\$230,627	-
Other Funds	\$166,312	-
Totals	\$1,795,083	\$2,350,366

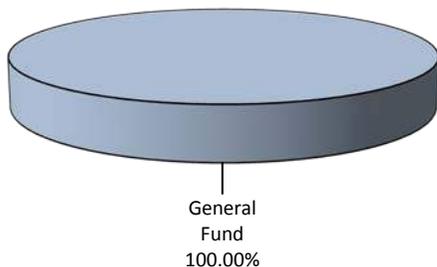
Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

Operational History by Category

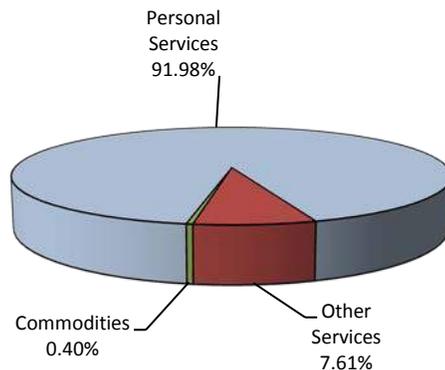
Category	FY 12/13 Budget	FY 13/14 Budget
FTE	18.0	19.5
Personal Services	\$1,515,972	\$2,161,927
Other Services	\$256,597	\$178,939
Commodities	\$15,664	\$9,500
Capital Outlay	\$6,850	-
Totals	\$1,795,083	\$2,350,366

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

**Management and Budget
FY 13/14 Operational Funding
\$2,350,366**



**Management and Budget
FY 13/14 Operational Category
\$2,350,366**



Department Operational Plans

Office of Management and Budget Department

Management and Budget Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Forecast Management	\$679,717	-	-	-	-	\$679,717
Operating Budget Management	\$781,624	-	-	-	-	\$781,624
Performance Management	\$390,049	-	-	-	-	\$390,049
Project Budget Management	\$498,976	-	-	-	-	\$498,976
Expenditures Total	\$2,350,366	-	-	-	-	\$2,350,366
Expenditures Net of Revenues	\$2,350,366	-	-	-	-	\$2,350,366

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$2,350,366	-	\$2,350,366
Totals	\$2,350,366	-	\$2,350,366

FY 13/14 Operational Budget By Core Business Process and Category

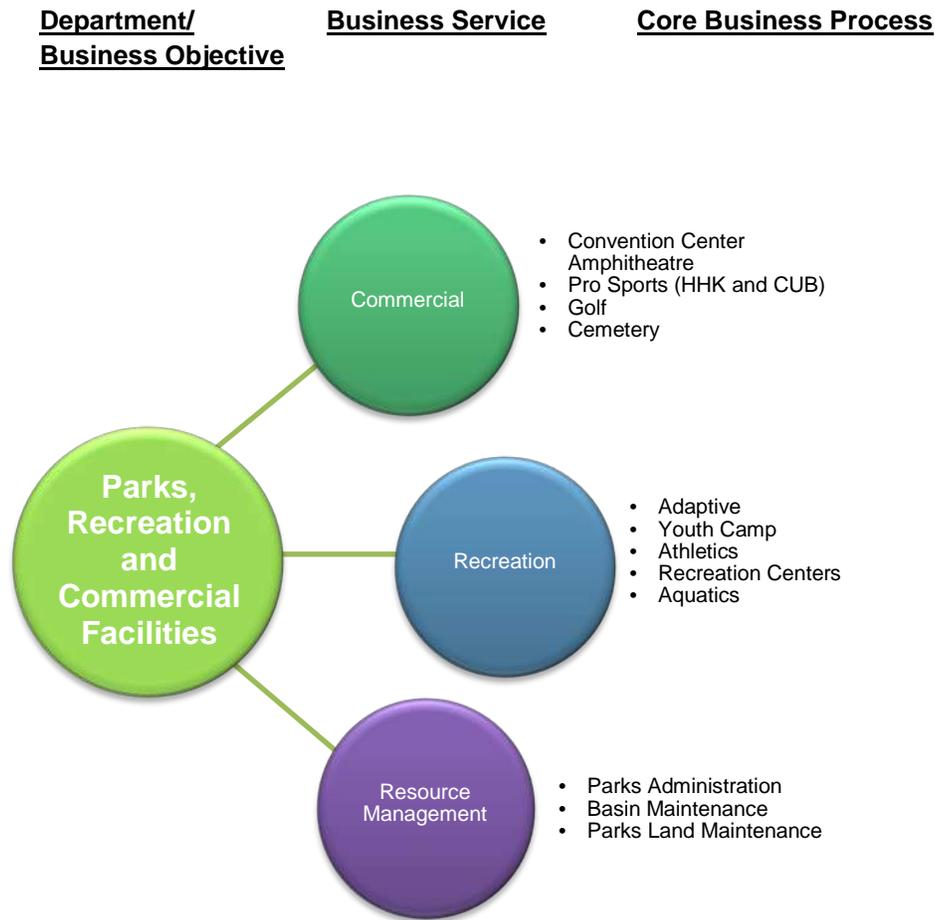
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Forecast Management	5.3	\$661,317	\$18,400	-	-	\$679,717
Operating Budget Management	6.4	\$650,685	\$121,439	\$9,500	-	\$781,624
Performance Management	3.0	\$367,949	\$22,100	-	-	\$390,049
Project Budget Management	4.8	\$481,976	\$17,000	-	-	\$498,976
Totals	19.5	\$2,161,927	\$178,939	\$9,500	-	\$2,350,366

Department Operational Plans

Parks, Recreation and Commercial Facilities Department

Department Description

The Parks, Recreation and Commercial Facilities Department aims to help residents enjoy Mesa to the fullest through parks and basins spanning more than 2,000 acres, recreation centers, swimming pools, wheels courts, tennis facilities, Dobson Ranch Golf Course, Hohokam Stadium, Mesa Convention Center, Mesa Amphitheatre and the Mesa Cemetery. It is our desire and commitment to provide sustainable facilities and opportunities to enhance the quality of life and well-being of our community.



Department Operational Plans

Parks, Recreation and Commercial Facilities Department

Parks, Recreation and Commercial Facilities 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	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Aquatics Programs Utilization	% capacity aquatics	87	87	80
Athletic Programs Offered	% capacity athletic programs	75	75	75
Target based on previous year data and anticipated interest in new program offerings. Benchmark base on previous year and neighboring city reported values.				
Convention Center Direct Cost Recovery	% cost recovery Conv Ctr	90	90	90
Target based on historical data, common business measures, economic predicitons and facility capacity.				
Developed Park Acres	# park acres/1000 pop	4	4	6
Target based on National Recreation and Park Association (NRPA) measurement standards. Benchmark from International City/County Management Association (ICMA). Recent Bond initiative will add minimal acres to existing park system.				
Rounds Played	# golf rounds played	64,500	64,500	65,900
Target based on historical measurements for industry in the Phoenix metro area. Benchmark source: City of Phoenix and Tempe				

Department Operational Plans

Parks, Recreation and Commercial Facilities Department

Parks, Recreation and Commercial Facilities Business Objective

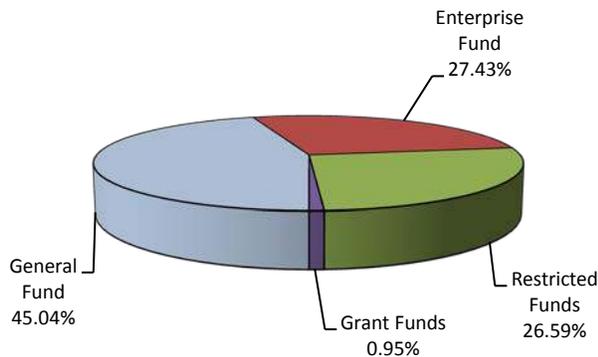
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$12,682,045	\$13,228,577
Enterprise Fund	\$7,018,282	\$8,055,910
Restricted Funds	\$7,947,656	\$7,809,788
Grant Funds	\$276,000	\$278,396
Totals	\$27,923,983	\$29,372,671

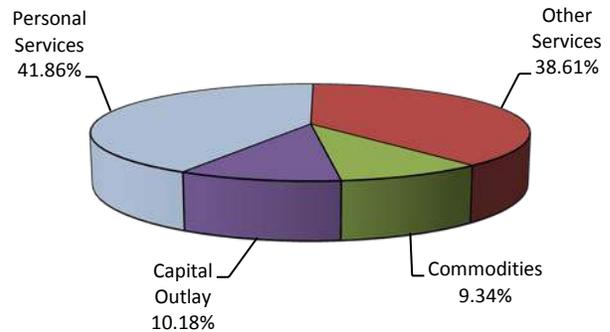
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	196.5	201.5
Personal Services	\$11,946,236	\$12,296,511
Other Services	\$10,826,328	\$11,341,851
Commodities	\$2,591,320	\$2,743,553
Capital Outlay	\$2,560,099	\$2,990,756
Totals	\$27,923,983	\$29,372,671

**Parks, Recreation and Commercial Facilities
FY 13/14 Operational Funding
\$29,372,671**



**Parks, Recreation and Commercial Facilities
FY 13/14 Operational Category
\$29,372,671**



Department Operational Plans

Parks, Recreation and Commercial Facilities Department

Parks, Recreation and Commercial Facilities Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Adaptive	\$356,239	-	\$56,000	\$80,918	-	\$493,157
Aquatics	\$2,512,326	-	-	-	-	\$2,512,326
Athletics	\$1,080,784	-	\$1,876	-	-	\$1,082,660
Basin Maintenance	-	-	\$5,216,984	-	-	\$5,216,984
Cemetery	-	-	\$1,133,490	-	-	\$1,133,490
Convention Center Amphitheatre	\$100,000	\$3,264,666	\$950,973	-	-	\$4,315,639
Golf	-	\$1,788,074	-	-	-	\$1,788,074
Parks Administration	\$2,973,950	-	\$188,930	\$100,000	-	\$3,262,880
Parks Land Maintenance	\$4,021,356	\$1,738,209	\$258,535	\$97,478	-	\$6,115,578
Pro Sports (HHK and CUB)	-	\$1,264,961	-	-	-	\$1,264,961
Recreation Centers	\$1,899,661	-	-	-	-	\$1,899,661
Youth Camp	\$284,262	-	\$3,000	-	-	\$287,262
Expenditures Total	\$13,228,577	\$8,055,910	\$7,809,788	\$278,396	-	\$29,372,671
Revenues						
Adaptive	\$14,000	-	\$56,000	\$102,000	-	\$172,000
Aquatics	\$980,730	-	-	-	-	\$980,730
Athletics	\$1,030,000	-	-	-	-	\$1,030,000
Cemetery	-	-	\$1,402,000	-	-	\$1,402,000
Convention Center Amphitheatre	-	\$2,450,500	-	-	-	\$2,450,500
Golf	-	\$1,521,000	-	-	-	\$1,521,000
Parks Administration	\$350,500	-	\$75,500	\$100,000	-	\$526,000
Parks Land Maintenance	-	-	\$107,208	-	-	\$107,208
Pro Sports (HHK and CUB)	-	\$6,496,000	-	-	-	\$6,496,000
Recreation Centers	\$542,000	-	-	-	-	\$542,000
Youth Camp	\$113,000	-	-	-	-	\$113,000
Revenues Total	\$3,030,230	\$10,467,500	\$1,640,708	\$202,000	-	\$15,340,438
Expenditures Net of Revenues	\$10,198,347	\$(2,411,590)	\$6,169,080	\$76,396	-	\$14,032,233

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$13,228,577	\$3,030,230	\$10,198,347
Enterprise Fund			
Capital - Enterprise	\$584,309	\$300,000	\$284,309
Enterprise Fund	\$7,471,601	\$10,167,500	\$(2,695,899)
Restricted Funds			
Cemetery	\$1,143,490	\$1,330,000	\$(186,510)
Cemetery Reserve	-	\$72,000	\$(72,000)
Environmental Compliance Fee	\$5,216,984	-	\$5,216,984
Special Programs Fund	\$1,449,314	\$238,708	\$1,210,606
Grant Funds			
Grants - Gen. Gov.	\$278,396	\$202,000	\$76,396
Totals	\$29,372,671	\$15,340,438	\$14,032,233

Department Operational Plans

Parks, Recreation and Commercial Facilities Department

Parks, Recreation and Commercial Facilities Business Objective

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Adaptive	6.4	\$310,744	\$121,608	\$60,805	-	\$493,157
Aquatics	47.2	\$1,860,106	\$207,278	\$444,942	-	\$2,512,326
Athletics	10.6	\$597,882	\$380,425	\$104,353	-	\$1,082,660
Basin Maintenance	13.1	\$974,324	\$3,837,660	\$405,000	-	\$5,216,984
Cemetery	10.3	\$754,639	\$202,365	\$128,208	\$48,278	\$1,133,490
Convention Center Amphitheatre	15.1	\$1,125,356	\$1,571,473	\$293,236	\$1,325,574	\$4,315,639
Golf	16.8	\$1,001,899	\$466,850	\$299,900	\$19,425	\$1,788,074
Parks Administration	20.2	\$1,706,870	\$1,063,972	\$240,608	\$251,430	\$3,262,880
Parks Land Maintenance	28.3	\$2,007,078	\$2,326,858	\$535,593	\$1,246,049	\$6,115,578
Pro Sports (HHK and CUB)	6.7	\$520,142	\$544,632	\$100,187	\$100,000	\$1,264,961
Recreation Centers	21.6	\$1,256,751	\$539,785	\$103,125	-	\$1,899,661
Youth Camp	5.5	\$180,721	\$78,945	\$27,596	-	\$287,262
Totals	201.5	\$12,296,511	\$11,341,851	\$2,743,553	\$2,990,756	\$29,372,671

Department Operational Plans



Department Operational Plans

Police Department

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 our residents and like-minded organizations. We believe that protecting life and property, preserving the peace, and upholding the rights of individuals are our highest priorities. We accomplish our mission by the suppression of crime through intensive patrol operations, thorough criminal investigations and the apprehension of criminal offenders, as well as crime prevention and community policing programs.

Department/ Business Objective

Business Service

Core Business Process



Department Operational Plans

Police Department

Police Business Objective

Mission

Deliver professional police services.

Desired Outcomes

- Comprehensive Public Safety Plan
- Strong Community Partnerships
- Properly Trained Members

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Part I Crimes Targets were established after meeting with work area representatives, evaluating historical data, and projecting trends in police related activity.	# Part 1 Crimes per 1K	36	35	-
Injury/Fatal Crashes Targets were established after meeting with work area representatives, evaluating historical data, and projecting trends in police related activity.	# Inj/Fat Accidents per 1K	4	4	-

Department Operational Plans

Police Department

Police Business Objective

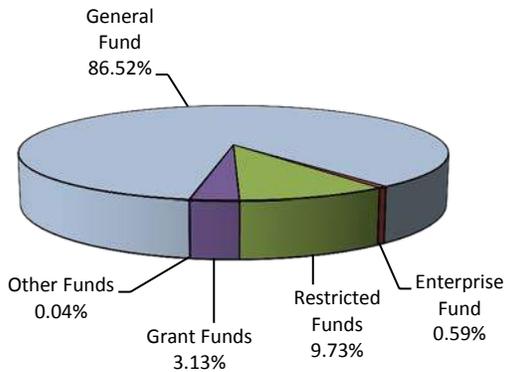
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$131,015,937	\$136,283,149
Enterprise Fund	\$854,594	\$926,823
Restricted Funds	\$14,186,478	\$15,323,428
Grant Funds	\$9,350,632	\$4,923,093
Other Funds	\$64,032	\$59,986
Totals	\$155,471,673	\$157,516,479

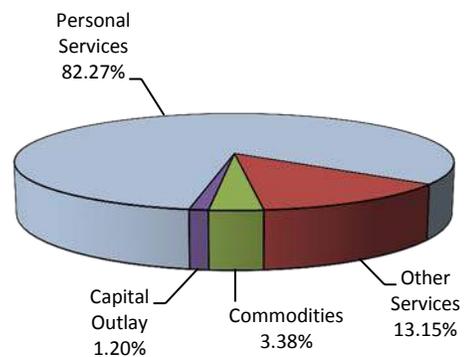
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	1,206.0	1,212.0
Personal Services	\$124,313,078	\$129,596,061
Other Services	\$20,666,647	\$20,714,350
Commodities	\$6,070,848	\$5,321,858
Capital Outlay	\$4,421,100	\$1,884,210
Totals	\$155,471,673	\$157,516,479

**Police
FY 13/14 Operational Funding
\$157,516,479**



**Police
FY 13/14 Operational Category
\$157,516,479**



Department Operational Plans

Police Department

Police Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Communications	\$7,974,041	-	\$87,201	\$15,000	\$10,014	\$8,086,256
Chief's Office	\$5,223,915	-	\$1,548,741	\$96,742	-	\$6,869,398
Criminal Investigations	\$9,807,322	-	\$413,666	\$314,106	-	\$10,535,095
Fiscal Management	\$1,326,494	-	-	-	-	\$1,326,494
Forensic Services	\$7,497,300	-	\$217,782	\$1,342,976	\$4,943	\$9,063,001
Human Resources	\$7,166,591	-	\$2,023,718	\$211,244	-	\$9,401,552
Metro	\$22,549,599	-	\$966,989	\$1,088,502	\$45,028	\$24,650,117
Patrol	\$54,065,526	\$821,151	\$8,333,642	\$1,191,387	-	\$64,411,705
Professional Standards	\$928,083	-	\$104,438	-	-	\$1,032,521
Special Operations	\$13,278,716	\$105,673	\$1,371,885	\$94,118	-	\$14,850,391
Technical Services	\$6,465,563	-	\$255,365	\$569,019	-	\$7,289,947
Expenditures Total	\$136,283,149	\$926,823	\$15,323,428	\$4,923,093	\$59,986	\$157,516,479
Revenues						
Communications	\$615,232	-	-	\$15,000	-	\$630,232
Chief's Office	\$49,010	-	\$1,185,000	\$96,752	-	\$1,330,762
Criminal Investigations	\$440,683	-	-	\$312,110	-	\$752,793
Forensic Services	\$620,739	-	\$137,782	\$1,342,976	-	\$2,101,497
Human Resources	\$118,170	-	-	\$209,249	-	\$327,419
Metro	\$1,099,005	-	\$40,000	\$1,621,655	-	\$2,760,660
Patrol	-	-	-	\$1,198,656	-	\$1,198,656
Special Operations	\$303,011	-	\$115,000	\$89,600	-	\$507,611
Technical Services	-	-	\$30,000	\$569,019	-	\$599,019
Revenues Total	\$3,245,850	-	\$1,507,782	\$5,455,017	-	\$10,208,649
Expenditures Net of Revenues	\$133,037,299	\$926,823	\$13,815,646	\$(531,924)	\$59,986	\$147,307,830

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
Capital - General Fund	\$230,142	-	\$230,142
General Fund	\$136,053,007	\$3,245,850	\$132,807,157
Enterprise Fund			
Enterprise Fund	\$926,823	-	\$926,823
Restricted Funds			
Local Streets Sales Tax	\$115,840	-	\$115,840
Quality of Life Sales Tax	\$13,127,339	-	\$13,127,339
Special Programs Fund	\$2,080,249	\$1,507,782	\$572,467
Grant Funds			
Grants - Gen. Gov.	\$4,923,093	\$5,455,017	\$(531,924)
Other Funds			
Employee Benefit Trust	\$45,807	-	\$45,807
Property and Public Liability	\$14,179	-	\$14,179
Totals	\$157,516,479	\$10,208,649	\$147,307,830

Department Operational Plans

Police Department

Police Business Objective

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Chief's Office	26.0	\$4,285,985	\$1,500,891	\$1,082,522	-	\$6,869,398
Communications	104.0	\$7,774,536	\$262,720	\$49,000	-	\$8,086,256
Criminal Investigations	100.0	\$10,172,825	\$257,921	\$93,787	\$10,562	\$10,535,095
Fiscal Management	10.0	\$900,844	\$43,650	\$382,000	-	\$1,326,494
Forensic Services	64.5	\$5,726,269	\$1,247,690	\$610,247	\$1,478,795	\$9,063,001
Human Resources	90.8	\$7,796,003	\$403,900	\$1,099,449	\$102,200	\$9,401,552
Metro	127.5	\$13,480,721	\$10,111,345	\$843,178	\$214,873	\$24,650,117
Patrol	520.0	\$59,632,584	\$4,345,708	\$433,413	-	\$64,411,705
Professional Standards	11.0	\$1,020,471	\$3,050	\$9,000	-	\$1,032,521
Special Operations	117.8	\$14,288,869	\$505,122	\$56,400	-	\$14,850,391
Technical Services	40.5	\$4,516,952	\$2,032,353	\$662,862	\$77,780	\$7,289,947
Totals	1,212.0	\$129,596,061	\$20,714,350	\$5,321,858	\$1,884,210	\$157,516,479

Department Operational Plans

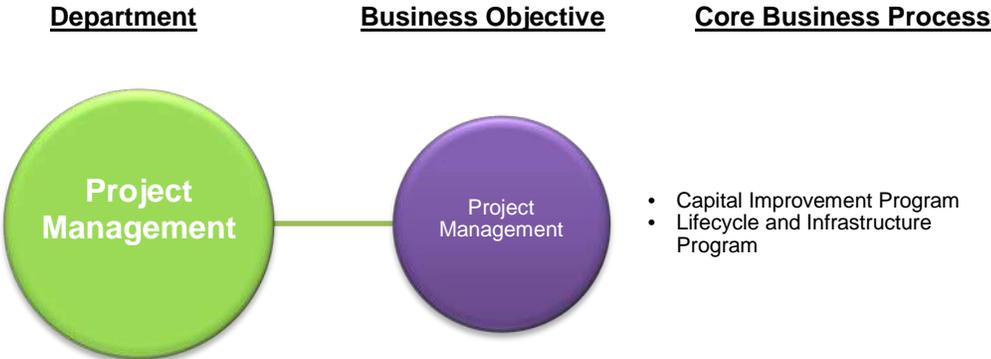


Department Operational Plans

Project Management Department

Department Description

The Project Management department contains revenues and expenditures related to the Capital Improvement Program and Lifecycle & Infrastructure Program. The Project Management department is managed separately from any department operational plan.



Department Operational Plans

Project Management Program Department

Project Management Business Objective

Operational History by Funding Source

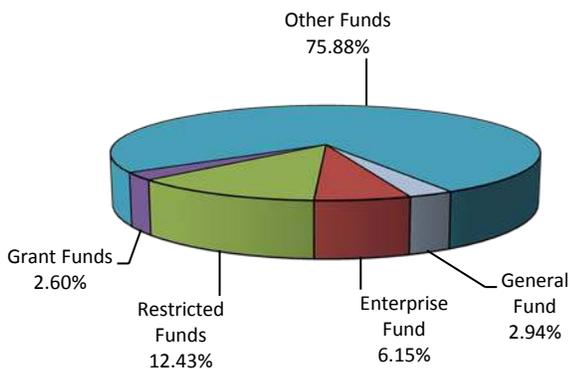
Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$13,755,286	\$10,179,349
Enterprise Fund	\$24,837,291	\$21,268,333
Restricted Funds	\$31,911,981	\$43,010,956
Grant Funds	\$26,792,481	\$8,992,718
Other Funds	\$258,843,961	\$262,538,644
Totals	\$356,141,000	\$345,990,000

Operational History by Category

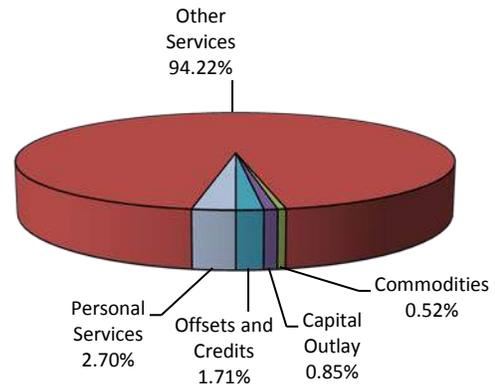
Category	FY 12/13 Budget	FY 13/14 Budget
FTE	118.7	121.0
Personal Services	\$14,592,222	\$9,357,228
Other Services	\$33,889,838	\$325,980,624
Commodities	\$344,462	\$1,800,000
Capital Outlay	\$304,956,800	\$2,939,955
Offsets and Credits	\$2,357,678	\$5,912,193
Totals	\$356,141,000	\$345,990,000

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

**Project Management
FY 13/14 Operational Funding
\$345,990,000**



**Project Management
FY 13/14 Operational Category
\$345,990,000**



Department Operational Plans

Project Management Program Department

Project Management Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Capital Improvement Program Lifecycle and Infrastructure Program	\$4,137,096	\$19,978,449	\$42,708,844	\$8,992,718	\$262,496,000	\$338,313,107
	\$6,042,253	\$1,289,883	\$302,112	-	\$42,644	\$7,676,892
Expenditures Total	\$10,179,349	\$21,268,333	\$43,010,956	\$8,992,718	\$262,538,644	\$345,990,000
Revenues						
Capital Improvement Program	-	-	\$28,507,783	\$8,731,650	-	\$37,239,433
Revenues Total	-	-	\$28,507,783	\$8,731,650	-	\$37,239,433
Expenditures Net of Revenues	\$10,179,349	\$21,268,333	\$14,503,173	\$261,068	\$262,538,644	\$308,750,567

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
Capital - General Fund	\$4,937,352	-	\$4,937,352
General Fund	\$5,241,997	-	\$5,241,997
Enterprise Fund			
Capital - Enterprise	\$19,991,449	-	\$19,991,449
Enterprise Fund	\$1,276,883	-	\$1,276,883
Restricted Funds			
Cemetery	\$19,940	-	\$19,940
Environmental Compliance Fee	\$29,116	-	\$29,116
Fleet Internal Service	\$204,517	-	\$204,517
Local Streets Sales Tax	\$12,885,848	-	\$12,885,848
Print Shop Internal Service	\$44,912	-	\$44,912
Special Programs Fund	\$1,966,333	\$841,583	\$1,124,750
Transit Fund	\$14,821,543	\$14,678,500	\$143,043
Transportation	\$12,987,700	\$12,987,700	-
Warehouse Internal Service	\$51,046	-	\$51,046
Grant Funds			
Grants - Enterprise	\$3,570,945	\$3,309,877	\$261,068
Grants - Gen. Gov.	\$5,421,773	\$5,421,773	-
Other Funds			
Employee Benefit Trust	\$42,644	-	\$42,644
Spring Training Bond Construction	\$68,045,729	-	\$68,045,729
Electric Bond Construction	\$6,979,121	-	\$6,979,121
Gas Bond Construction	\$16,626,239	-	\$16,626,239
Parks Bond Construction	\$18,513,025	-	\$18,513,025
Public Safety Bond Construction	\$13,344,531	-	\$13,344,531
Streets Bond Construction	\$59,630,640	-	\$59,630,640
Wastewater Bond Construction	\$29,483,217	-	\$29,483,217
Water Bond Construction	\$49,873,498	-	\$49,873,498
Totals	\$345,990,000	\$37,239,433	\$308,750,567

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	Other	FY 13/14 Budget
Capital Improvement Program	121.0	\$9,357,228	\$318,653,123	\$1,800,000	\$2,590,563	\$5,912,193	\$338,313,107
Lifecycle and Infrastructure Program	0.0	-	\$7,327,500	-	\$349,392	-	\$7,676,892
Totals	121.0	\$9,357,228	\$325,980,624	\$1,800,000	\$2,939,955	\$5,912,193	\$345,990,000

Department Operational Plans

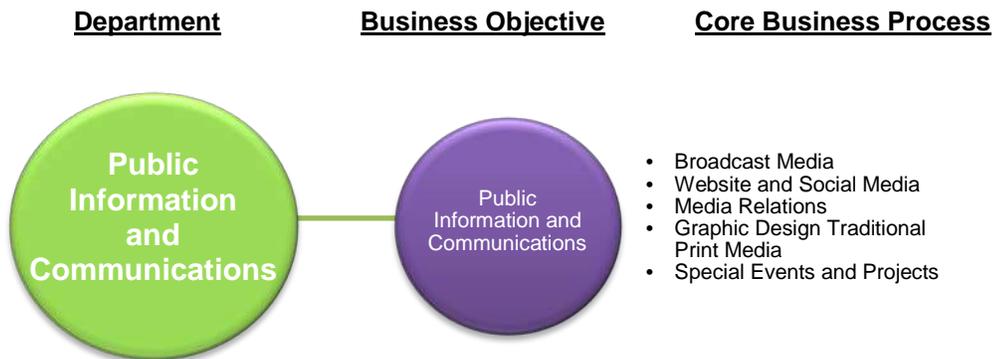


Department Operational Plans

Public Information and Communications Department

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.



Department Operational Plans

Public Information and Communications Department

Public Information and Communications Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
City-Generated Feature Pieces	# Feature Pieces	-	20	-
Mesaaz.gov	# Visits Mesaaz.gov	-	250,000	-
Mesachannel11.com	# Users VoD, Pod, Stream	-	1,500	-
Positive Media Stories	# Positive Media Stories	-	40	-

Department Operational Plans

Public Information and Communication Department

Public Information and Communication Business Objective

Operational History by Funding Source

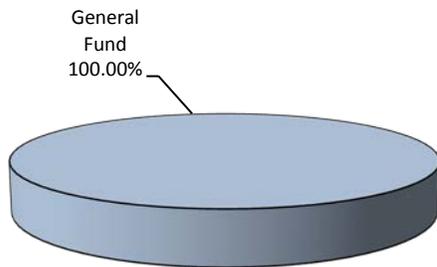
Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$753,121	\$1,171,000
Enterprise Fund	\$131,176	-
Restricted Funds	\$100,275	-
Other Funds	\$2,428	-
Totals	\$987,000	\$1,171,000

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

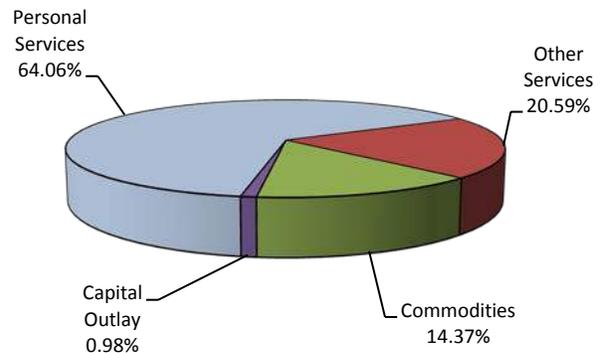
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	7.0	7.0
Personal Services	\$728,028	\$750,130
Other Services	\$229,937	\$241,095
Commodities	\$14,029	\$168,275
Capital Outlay	\$15,006	\$11,500
Totals	\$987,000	\$1,171,000

**Public Information and Communications
FY 13/14 Operational Funding
\$1,171,000**



**Public Information and Communications
FY 13/14 Operational Category
\$1,171,000**



Department Operational Plans

Public Information and Communication Department

Public Information and Communication Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Broadcast Media	\$485,606	-	-	-	-	\$485,606
Graphic Design Traditional Print Media	\$153,347	-	-	-	-	\$153,347
Media Relations	\$324,684	-	-	-	-	\$324,684
Special Events and Projects	\$150,696	-	-	-	-	\$150,696
Website and Social Media	\$56,666	-	-	-	-	\$56,666
Expenditures Total	\$1,171,000	-	-	-	-	\$1,171,000
Revenues						
Broadcast Media	\$12,000	-	-	-	-	\$12,000
Media Relations	\$85,695	-	-	-	-	\$85,695
Revenues Total	\$97,695	-	-	-	-	\$97,695
Expenditures Net of Revenues	\$1,073,305	-	-	-	-	\$1,073,305

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
Capital - General Fund	\$11,500	-	\$11,500
General Fund	\$1,159,500	\$97,695	\$1,061,805
Totals	\$1,171,000	\$97,695	\$1,073,305

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Broadcast Media	2.5	\$260,091	\$76,175	\$137,840	\$11,500	\$485,606
Graphic Design Traditional Print Media	1.1	\$102,847	\$50,500	-	-	\$153,347
Media Relations	2.2	\$241,464	\$72,820	\$10,400	-	\$324,684
Special Events and Projects	0.8	\$89,061	\$41,600	\$20,035	-	\$150,696
Website and Social Media	0.6	\$56,666	-	-	-	\$56,666
Totals	7.0	\$750,130	\$241,095	\$168,275	\$11,500	\$1,171,000

Department Operational Plans

Solid Waste Management Department

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.



Department Operational Plans

Solid Waste Management Department

Solid Waste Management Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Overall Blue & Green Barrel Recycling Diversion Rate	% Overall Diversion Rate	32	32	32
<p>The current national average as calculated by the Environmental Protection Agency (EPA) is estimated at 34%. This includes the recycling of organic food waste, yard waste, paper and paperboard, packaging/containers including aluminum, glass and plastic. The FY 12-13 target is to maintain our current diversion rate of 31% which includes EPA's listed items with the exception of organic food waste.</p>				
Preventable Accidents	# Preventable Accidents	0	-	-
<p>Vehicular accidents are defined as those that occur while the vehicle is in motion and comes into contact with another motor vehicle or person. The measure is the number of preventable accidents per 100,000 miles driven. Our target is set at zero.</p> <p>The Solid Waste Management Department strives each year for zero preventable motor vehicle accidents through Operator Safety Education and continual management oversight to ensure safety in operations.</p>				
Solid Waste Management Net Income	\$ Net Income	19,804,937	19,804,937	19,804,937
<p>The monthly targets have been created to reflect the seasonal changes. This is a 3-year historical average of monthly net income divided by the total net income for each fiscal year. Mesa's Solid Waste Management Department is unique in that the revenues generated support other general fund programs and services. Mesa is benchmarking to other surrounding municipalities realizing that their contribution to the general fund is substantially smaller as most municipalities utilize other revenue sources to support their city.</p> <p>Our goal is to ensure our net income is sufficient enough to meet the set transfer out for Solid Waste.</p>				

Department Operational Plans

Solid Waste Management Department

Solid Waste Management Business Objective

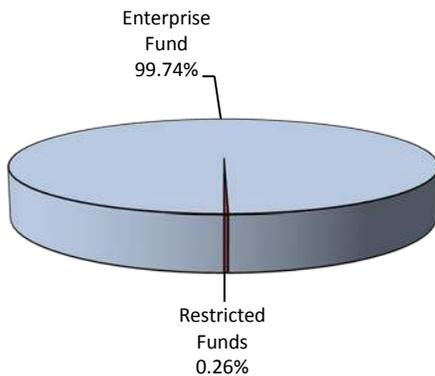
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
Enterprise Fund	\$23,285,200	\$23,591,905
Restricted Funds	\$61,000	\$62,000
Totals	\$23,346,200	\$23,653,905

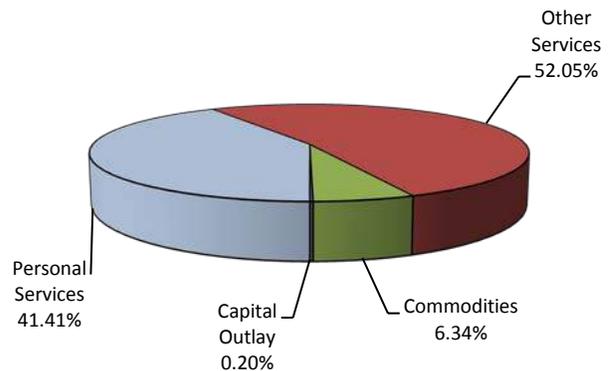
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	127.0	129.0
Personal Services	\$9,828,263	\$9,794,623
Other Services	\$12,144,920	\$12,311,945
Commodities	\$1,298,017	\$1,500,254
Capital Outlay	\$75,000	\$47,083
Totals	\$23,346,200	\$23,653,905

**Solid Waste Management
FY 13/14 Operational Funding
\$23,653,905**



**Solid Waste Management
FY 13/14 Operational Category
\$23,653,905**



Department Operational Plans

Solid Waste Management Department

Solid Waste Management Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Barrel Collection	-	\$12,285,432	-	-	-	\$12,285,432
Bin Collection	-	\$5,067,715	-	-	-	\$5,067,715
Operations Support	-	\$2,056,861	\$62,000	-	-	\$2,118,861
Recycling and Outreach	-	\$754,124	-	-	-	\$754,124
Roll-Off Collection	-	\$1,062,007	-	-	-	\$1,062,007
Safety	-	\$140,991	-	-	-	\$140,991
Solid Waste Administration	-	\$2,074,315	-	-	-	\$2,074,315
Special Collections	-	\$150,460	-	-	-	\$150,460
Expenditures Total	-	\$23,591,905	\$62,000	-	-	\$23,653,905
Expenditures Net of Revenues	-	\$23,591,905	\$62,000	-	-	\$23,653,905

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
Enterprise Fund			
Capital - Enterprise	\$20,000	-	\$20,000
Enterprise Fund	\$23,571,905	-	\$23,571,905
Restricted Funds			
Solid Waste Development Tax	\$62,000	-	\$62,000
Totals	\$23,653,905	-	\$23,653,905

FY 13/14 Operational Budget By Core Business Process and Category

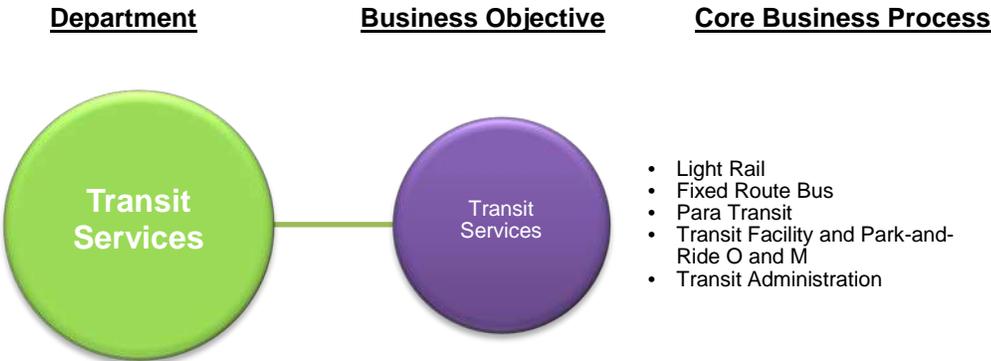
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Barrel Collection	64.7	\$4,896,036	\$7,389,396	-	-	\$12,285,432
Bin Collection	23.3	\$1,715,543	\$3,348,922	\$3,250	-	\$5,067,715
Operations Support	11.3	\$656,275	\$187,725	\$1,274,861	-	\$2,118,861
Recycling and Outreach	8.0	\$608,453	\$83,125	\$31,506	\$31,040	\$754,124
Roll-Off Collection	4.7	\$363,236	\$695,771	\$3,000	-	\$1,062,007
Safety	1.0	\$85,895	\$11,450	\$43,646	-	\$140,991
Solid Waste Administration	16.0	\$1,469,185	\$455,096	\$133,991	\$16,043	\$2,074,315
Special Collections	0.0	-	\$140,460	\$10,000	-	\$150,460
Totals	129.0	\$9,794,623	\$12,311,945	\$1,500,254	\$47,083	\$23,653,905

Department Operational Plans

Transit Services Department

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.



Department Operational Plans

Transit Services Department

Transit Services Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Cost per EVDAR trip	\$ Cost per EVDAR trip	28	29	30
In FY 13 the service delivery method for East Valley Dial-a-Ride changed from a shared-ride van to a taxi based service. This change in delivery method is expected to lower the cost per trip for this service. The shared-ride van cost per trip at the end of FY 12 was approximately \$40 per trip.				
Weekday Boardings-Fixed Route	# wkday boardings-bus	4,300,000	4,500,000	4,125,000
Transit ridership is increasing. Our goal is to see a steady increase in ridership year after year. We use the City of Tempe as our benchmark because they are located in the region and have a comparable level of service (excluding the Orbit circulator service).				
Weekday Boardings-Light Rail	# wkday boardings-lt rail	910,000	950,000	1,750,000
Transit ridership is increasing. Our goal is to see a steady increase in ridership year after year. We use the City of Tempe as our benchmark because when the light rail extensions to Gilbert Road are completed, the numbers of light rail in each city will be very close.				

Department Operational Plans

Transit Services Department

Transit Services Business Objective

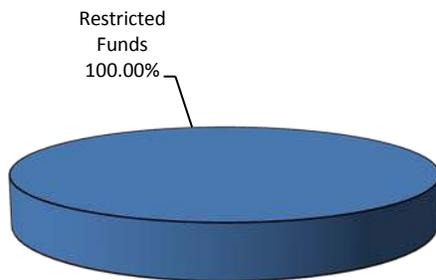
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
Restricted Funds	\$10,003,000	\$8,586,000
Totals	\$10,003,000	\$8,586,000

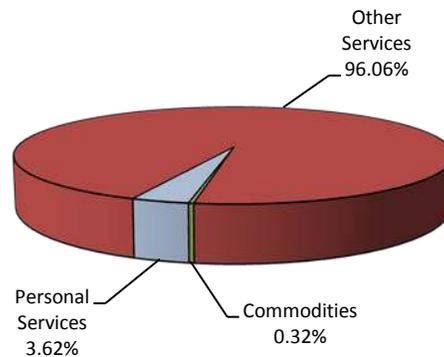
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	2.3	2.7
Personal Services	\$274,011	\$310,804
Other Services	\$9,691,359	\$8,247,316
Commodities	\$37,630	\$27,880
Totals	\$10,003,000	\$8,586,000

**Transit Services
FY 13/14 Operational Funding
\$8,586,000**



**Transit Services
FY 13/14 Operational Category
\$8,586,000**



Department Operational Plans

Transit Services Department

Transit Services Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Fixed Route Bus	-	-	\$3,797,481	-	-	\$3,797,481
Light Rail	-	-	\$1,964,247	-	-	\$1,964,247
Para Transit	-	-	\$1,581,312	-	-	\$1,581,312
Transit Administration	-	-	\$458,277	-	-	\$458,277
Transit Facility and Park-and-Ride O and M	-	-	\$784,683	-	-	\$784,683
Expenditures Total	-	-	\$8,586,000	-	-	\$8,586,000
Revenues						
Light Rail	-	-	\$1,414,871	-	-	\$1,414,871
Transit Administration	-	-	\$1,226,160	-	-	\$1,226,160
Revenues Total	-	-	\$2,641,031	-	-	\$2,641,031
Expenditures Net of Revenues	-	-	\$5,944,969	-	-	\$5,944,969

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
Restricted Funds			
Transit Fund	\$8,586,000	\$2,641,031	\$5,944,969
Totals	\$8,586,000	\$2,641,031	\$5,944,969

FY 13/14 Operational Budget By Core Business Process and Category

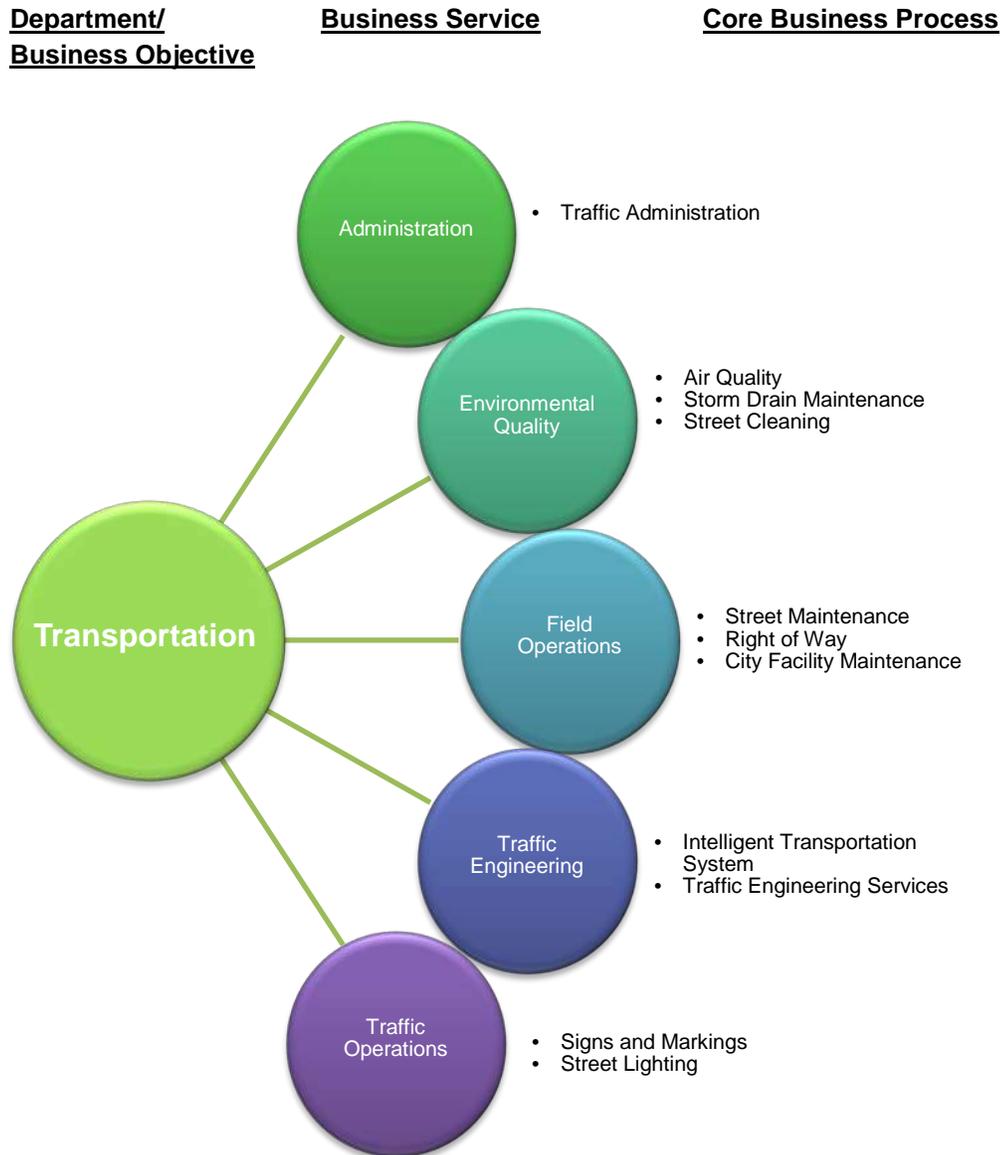
Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Fixed Route Bus	0.8	\$84,601	\$3,712,880	-	-	\$3,797,481
Light Rail	0.6	\$67,400	\$1,896,847	-	-	\$1,964,247
Para Transit	0.4	\$38,907	\$1,542,405	-	-	\$1,581,312
Transit Administration	0.7	\$82,842	\$367,555	\$7,880	-	\$458,277
Transit Facility and Park-and-Ride O and M	0.4	\$37,054	\$727,629	\$20,000	-	\$784,683
Totals	2.7	\$310,804	\$8,247,316	\$27,880	-	\$8,586,000

Department Operational Plans

Transportation Department

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 our residents.



Department Operational Plans

Transportation Department

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	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Arterial Streets PCI	% Art Streets > MAL PCI	85	85	71
<p>The target for the City of Mesa's Street Program is to keep the average PCI rating for each of the street classes at or above the Minimum Acceptable Level. The Fiscal Year target is 85% and the five year target is 89%.</p> <p>The Pavement Condition Index - PCI - provides a good indicator of pavement service level or quality and is based on a scale of 0 to 100. The City of Chandler uses the Pavement Quality Index (PQI) another efficient indicator of pavement quality that is based on a scale of 0 to 10. Chandler streets experience the same climate and similar traffic conditions as Mesa streets and is a comparable agency. This allows Mesa to compare like-to-like. Chandler's PQI is 7.1</p>				
Collector Streets PCI	% Col Streets > MAL PCI	85	85	71
<p>The target for the City of Mesa's Street Program is to keep the average PCI rating for each of the street classes at or above the Minimum Acceptable Level. The Fiscal Year target is 85% and the five year target is 89%.</p> <p>The Pavement Condition Index - PCI - provides a good indicator of pavement service level or quality and is based on a scale of 0 to 100. The City of Chandler uses the Pavement Quality Index (PQI) another efficient indicator of pavement quality that is based on a scale of 0 to 10. Chandler streets experience the same climate and similar traffic conditions as Mesa streets and is a comparable agency. This allows Mesa to compare like-to-like. Chandler's PQI is 7.1</p>				
Pothole Repairs	% Potholes Rep < 2 days	95	95	-
<p>Once a citizen reports a pothole, the repairs are to be completed within two working days. The target is to have 95% of all potholes repaired within two two working days of being reported.</p> <p>The Benchmark Source is the City of Phoenix. Their goal is to have their potholes repaired within one day. Mesa's target allows for batching so that potholes in the same vicinity can be addressed at the same time.</p>				
Residential Streets PCI	% Res Streets > MAL PCI	80	85	71
<p>The target for the City of Mesa's Street Program is to keep the average PCI rating for each of the street classes at or above the Minimum Acceptable Level. The Fiscal Year target is 85% and the five year target is 89%.</p> <p>The Pavement Condition Index - PCI - provides a good indicator of pavement service level or quality and is based on a scale of 0 to 100. The City of Chandler uses the Pavement Quality Index (PQI) another efficient indicator of pavement quality that is based on a scale of 0 to 10. Chandler streets experience the same climate and similar traffic conditions as Mesa streets and is a comparable agency. This allows Mesa to compare like-to-like. Chandler's PQI is 7.1</p>				

Department Operational Plans

Transportation Department

Transportation Business Objective

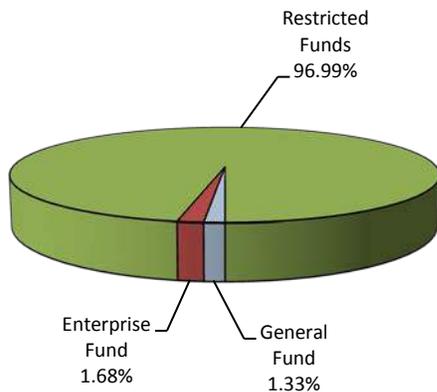
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$754,744	\$728,472
Enterprise Fund	\$971,074	\$918,134
Restricted Funds	\$48,424,181	\$53,065,553
Totals	\$50,150,000	\$54,712,158

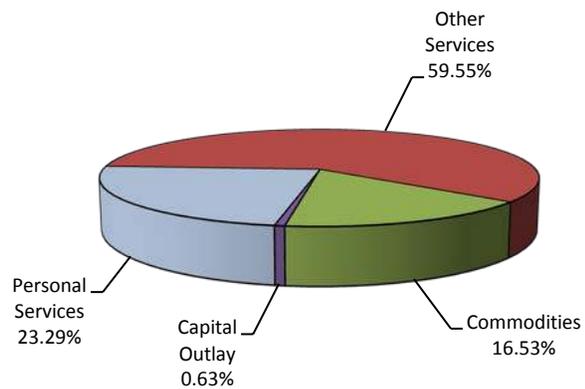
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	155.3	155.5
Personal Services	\$12,807,934	\$12,742,272
Other Services	\$27,262,826	\$32,580,107
Commodities	\$9,926,740	\$9,043,712
Capital Outlay	\$152,500	\$346,068
Totals	\$50,150,000	\$54,712,158

**Transportation
FY 13/14 Operational Funding
\$54,712,158**



**Transportation
FY 13/14 Operational Category
\$54,712,158**



Department Operational Plans

Transportation Department

Transportation Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Air Quality	-	-	\$323,209	-	-	\$323,209
City Facility Maintenance	\$716,472	\$869,104	\$95,328	-	-	\$1,680,904
Intelligent Transportation System	-	-	\$4,266,430	-	-	\$4,266,430
Right of Way	-	-	\$6,806,792	-	-	\$6,806,792
Signs and Markings	-	-	\$2,700,062	-	-	\$2,700,062
Storm Drain Maintenance	-	-	\$1,554,987	-	-	\$1,554,987
Street Cleaning	-	-	\$2,499,386	-	-	\$2,499,386
Street Lighting	\$12,000	-	\$5,463,944	-	-	\$5,475,944
Street Maintenance	-	-	\$23,929,214	-	-	\$23,929,214
Traffic Engineering Services	-	-	\$2,292,697	-	-	\$2,292,697
Transportation Administration	-	\$49,030	\$3,133,506	-	-	\$3,182,536
Expenditures Total	\$728,472	\$918,134	\$53,065,553	-	-	\$54,712,158
Revenues						
Street Lighting	\$12,000	-	-	-	-	\$12,000
Street Maintenance	-	-	\$379,020	-	-	\$379,020
Traffic Engineering Services	-	-	\$94,849	-	-	\$94,849
Transportation Administration	-	-	\$1,000	-	-	\$1,000
Revenues Total	\$12,000	-	\$474,869	-	-	\$486,869
Expenditures Net of Revenues	\$716,472	\$918,134	\$52,590,684	-	-	\$54,225,289

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$728,472	\$12,000	\$716,472
Enterprise Fund			
Enterprise Fund	\$918,134	-	\$918,134
Restricted Funds			
Environmental Compliance Fee	\$4,377,581	-	\$4,377,581
Fleet Internal Service	\$8,522	-	\$8,522
Highway User Revenue Fund	\$19,849,756	-	\$19,849,756
Local Streets Sales Tax	\$28,722,790	\$474,869	\$28,247,921
Print Shop Internal Service	\$648	-	\$648
Transit Fund	\$105,504	-	\$105,504
Warehouse Internal Service	\$752	-	\$752
Totals	\$54,712,158	\$486,869	\$54,225,289

Department Operational Plans

Transportation Department

Transportation Business Objective

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Air Quality	1.4	\$99,709	\$123,000	\$100,500	-	\$323,209
City Facility Maintenance	7.3	\$503,466	\$640,677	\$536,761	-	\$1,680,904
Intelligent Transportation System	17.5	\$1,766,157	\$1,196,705	\$1,170,500	\$133,068	\$4,266,430
Right of Way	16.5	\$1,098,631	\$5,187,961	\$520,200	-	\$6,806,792
Signs and Markings	20.0	\$1,387,115	\$442,347	\$870,600	-	\$2,700,062
Storm Drain Maintenance	5.7	\$382,018	\$605,223	\$567,746	-	\$1,554,987
Street Cleaning	6.7	\$474,812	\$1,804,574	\$220,000	-	\$2,499,386
Street Lighting	11.8	\$970,297	\$3,855,647	\$650,000	-	\$5,475,944
Street Maintenance	29.0	\$2,090,624	\$17,577,755	\$4,260,835	-	\$23,929,214
Traffic Engineering Services	16.7	\$1,629,327	\$402,670	\$47,700	\$213,000	\$2,292,697
Transportation Administration	23.0	\$2,340,118	\$743,548	\$98,870	-	\$3,182,536
Totals	155.5	\$12,742,272	\$32,580,107	\$9,043,712	\$346,068	\$54,712,158

Department Operational Plans



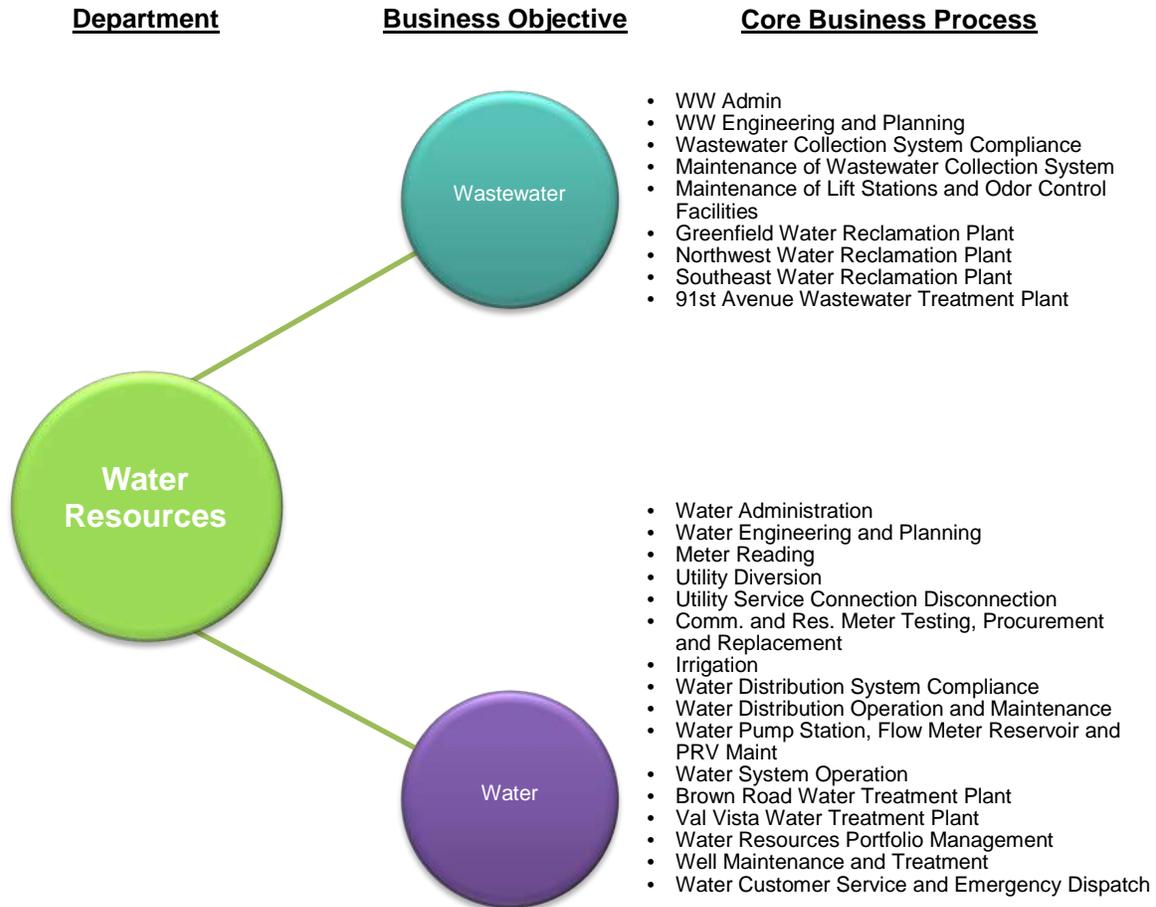
Department Operational Plans

Water Resources Department

Department Description

The Water Resources department provides reliable, high-quality, environmentally responsible water and wastewater services at fair and reasonable rates for the people in our community. The services provided by the Water Resources Department underlie the functioning of our 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 136,000 residential and commercial connections and the wastewater system consists of approximately 121,000 connections.



Department Operational Plans

Water Resources Department

Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$78,951	\$48,894
Enterprise Fund	\$52,966,049	\$55,676,096
Restricted Funds	-	\$6,421,810
Totals	\$53,045,000	\$62,146,800

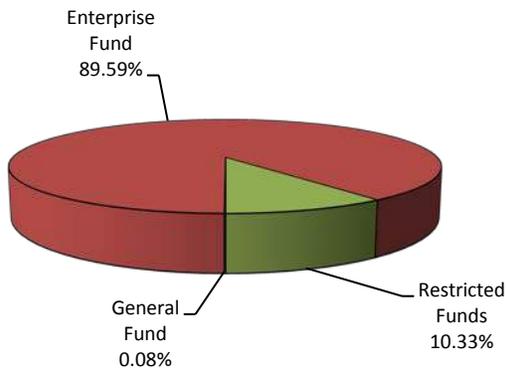
Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

Operational History by Category

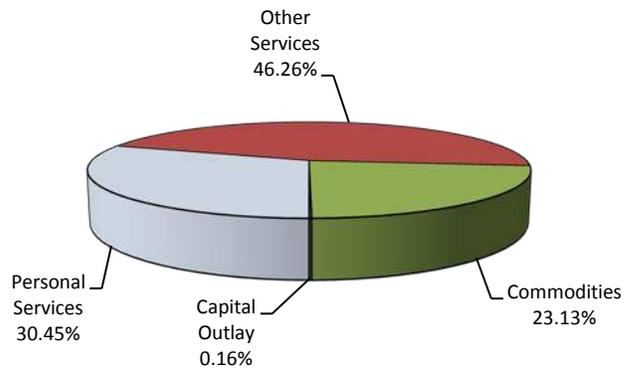
Category	FY 12/13 Budget	FY 13/14 Budget
FTE	224.3	227.9
Personal Services	\$18,467,236	\$18,923,239
Other Services	\$24,270,860	\$28,749,202
Commodities	\$13,425,773	\$14,374,609
Capital Outlay	-	\$99,750
Offsets and Credits	\$(3,118,869)	-
Totals	\$53,045,000	\$62,146,800

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

**Water Resources
FY 13/14 Operational Funding
\$62,146,800**



**Water Resources
FY 13/14 Operational Category
\$62,146,800**



Department Operational Plans

Water Resources Department

FY 13/14 Operational Budget by Business Objective and Funding Source

Business Objective	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Wastewater	\$10,361	\$18,483,151	\$5,783,285	-	-	\$24,276,797
Water	\$38,532	\$37,192,945	\$638,525	-	-	\$37,870,003
Expenditures Total	\$48,894	\$55,676,096	\$6,421,810	-	-	\$62,146,800
Revenues						
Wastewater	-	\$25,000	-	-	-	\$25,000
Water	-	\$50,000	-	-	-	\$50,000
Revenues Total	-	\$75,000	-	-	-	\$75,000
Expenditures Net of Revenues	\$48,894	\$55,601,096	\$6,421,810	-	-	\$62,071,800

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$48,894	-	\$48,894
Enterprise Fund			
Enterprise Fund	\$55,676,096	\$75,000	\$55,601,096
Restricted Funds			
Environmental Compliance Fee	\$11,128	-	\$11,128
Utility Replacement Extension and Renewal	\$1,067,817	-	\$1,067,817
Greenfield WRP Joint Venture	\$5,342,865	-	\$5,342,865
Totals	\$62,146,800	\$75,000	\$62,071,800

FY 13/14 Operational Budget By Business Objective and Category

Business Objective	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Wastewater	72.1	\$6,082,292	\$14,971,943	\$3,188,812	\$33,750	\$24,276,797
Water	155.8	\$12,840,947	\$13,777,259	\$11,185,797	\$66,000	\$37,870,003
Totals	227.9	\$18,923,239	\$28,749,202	\$14,374,609	\$99,750	\$62,146,800

Department Operational Plans

Water Resources Department

Wastewater Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Sanitary Sewer Overflows	# san sewer overflows	7	7	16
This metric will track the total cumulative number of sanitary sewer overflows(SSO) by fiscal year. For a wastewater system the size of Mesa, the national benchmark (AWWA) establishes an annual total of SSO's at 16 per year. SSO's can occur by blockages in the system due to root intrusion, grease and solids. An effective cleaning and pretreatment program will reduce the number of SSO's. Benchmark Source: AWWA				
Wastewater Program Costs	Tot \$ WW cost/MG	4,358	4,358	4,358
Data is calculated based on fiscal year expenditures and average annual flows. We want to see how we compare with utilities of similar size and function. Benchmark Source: Other Wastewater utilities of similiar size and function.				

Department Operational Plans

Water Resources Department

Wastewater Business Objective

Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	-	\$10,361
Enterprise Fund	\$18,085,214	\$18,483,151
Restricted Funds	-	\$5,783,285
Totals	\$18,085,214	\$24,276,797

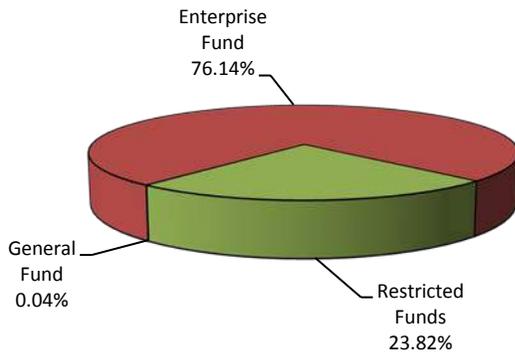
Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

Operational History by Category

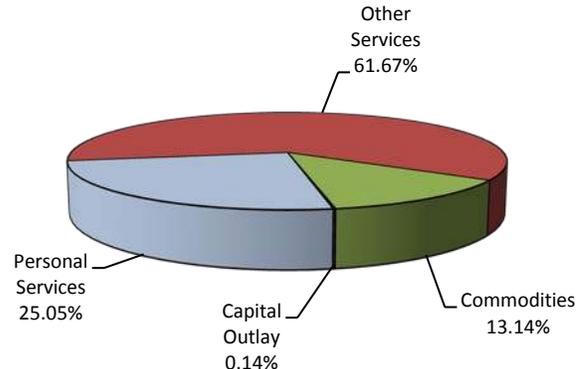
Category	FY 12/13 Budget	FY 13/14 Budget
FTE	77.7	72.1
Personal Services	\$6,583,187	\$6,082,292
Other Services	\$11,864,634	\$14,971,943
Commodities	\$2,756,262	\$3,188,812
Capital Outlay	-	\$33,750
Offsets and Credits	\$(3,118,869)	-
Totals	\$18,085,214	\$24,276,797

Changes in accounting presentation made for FY 13/14 affect comparisons to FY 12/13.

**Wastewater
FY 13/14 Operational Funding
\$24,276,797**



**Wastewater
FY 13/14 Operational Category
\$24,276,797**



Department Operational Plans

Water Resources Department

Wastewater Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
91st Avenue Wastewater Treatment Plant	-	\$6,499,859	-	-	-	\$6,499,859
Greenfield Water Reclamation Plant	-	\$2,390,400	\$5,342,865	-	-	\$7,733,265
Maintenance of Lift Stations and Odor Control Facilities	-	\$1,396,428	-	-	-	\$1,396,428
Maintenance of Wastewater Collection System	\$10,361	\$1,261,307	\$21,940	-	-	\$1,293,608
Northwest Water Reclamation Plant	-	\$4,400,026	\$188,394	-	-	\$4,588,420
Southeast Water Reclamation Wastewater Collection System	-	\$1,955,925	\$200,000	-	-	\$2,155,925
Compliance	-	\$366,695	\$30,086	-	-	\$396,781
WW Admin	-	\$102,022	-	-	-	\$102,022
WW Eng and Planning	-	\$110,489	-	-	-	\$110,489
Expenditures Total	\$10,361	\$18,483,151	\$5,783,285	-	-	\$24,276,797
Revenues						
Maintenance of Wastewater Collection System	-	\$25,000	-	-	-	\$25,000
Revenues Total	-	\$25,000	-	-	-	\$25,000
Expenditures Net of Revenues	\$10,361	\$18,458,151	\$5,783,285	-	-	\$24,251,797

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$10,361	-	\$10,361
Enterprise Fund			
Enterprise Fund	\$18,483,151	\$25,000	\$18,458,151
Restricted Funds			
Environmental Compliance Fee	\$10,086	-	\$10,086
Utility Replacement Extension and Renewal	\$430,334	-	\$430,334
Greenfield WRP Joint Venture	\$5,342,865	-	\$5,342,865
Totals	\$24,276,797	\$25,000	\$24,251,797

Department Operational Plans

Water Resources Department

Wastewater Business Objective

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
91st Avenue Wastewater Treatment Plant	1.0	\$99,859	\$6,400,000	-	-	\$6,499,859
Greenfield Water Reclamation Plant	22.0	\$1,834,642	\$4,674,007	\$1,210,616	\$14,000	\$7,733,265
Maintenance of Lift Stations and Odor Control Facilities	5.9	\$471,041	\$149,384	\$776,003	-	\$1,396,428
Maintenance of Wastewater Collection System	12.3	\$912,968	\$218,700	\$142,190	\$19,750	\$1,293,608
Northwest Water Reclamation Plant	16.2	\$1,389,871	\$2,511,174	\$687,375	-	\$4,588,420
Southeast Water Reclamation Plant	9.9	\$878,067	\$953,335	\$324,523	-	\$2,155,925
Wastewater Collection System Compliance	3.0	\$288,552	\$65,343	\$42,886	-	\$396,781
WW Admin	1.0	\$102,022	-	-	-	\$102,022
WW Eng and Planning	0.7	\$105,270	-	\$5,219	-	\$110,489
Totals	72.1	\$6,082,292	\$14,971,943	\$3,188,812	\$33,750	\$24,276,797

Department Operational Plans

Water Resources Department

Water Business Objective

Mission

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

Desired Outcomes

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

Performance Measures

Performance Measure Name	Unit of Measure	FY 12/13 Year End Estimate	FY 13/14 Target	Benchmark
Operating Costs per Capita	\$ O&M cost per capita	95	95	116
This metric is calculated as the total annual expenditures reported for the entire Water Program divided by the total population served. This metric will vary with the direct and indirect costs of the Water Program. Benchmark Source: AWWA				
System Losses	% water lost from system	5	5	10
This metric measures the amount of water that is "lost" between wholesale water delivery and customer use. In general terms, it is calculated as the amount of water that "enters" the system minus the amount of water "used" in the system, all divided by the amount of water that "enters" the system. Many factors contribute to the amount of system losses measured at a given point in time, including losses at the water treatment plants, the relative accuracy of meters, unknown or unmeasured points of delivery, the amount of water pumped into storage for later use, line breaks, and leaks. Wild swings in the measure can occur month to month at least in part because of the amount of water that is pumped into storage for later use. The target is set at the regulatory requirement of 10%. Benchmark Source: Arizona Department of Water Resource.				
Waterline Breaks	# leaks&breaks/100 miles pipe	1	1	1
This metric is calculated by taking the monthly total number of leaks plus monthly total number of breaks and dividing by the total miles of distribution piping/100. This metric is a measure of system integrity, age, construction practices, material performance, and contractor actions. More breaks and leaks in the water program divert resources from maintenance activities to emergency response activities and increase costs to the city in time, materials, possibility of system contamination, and customer outages (satisfaction with service). Benchmark Source: AWWA				

Department Operational Plans

Water Resources Department

Water Business Objective

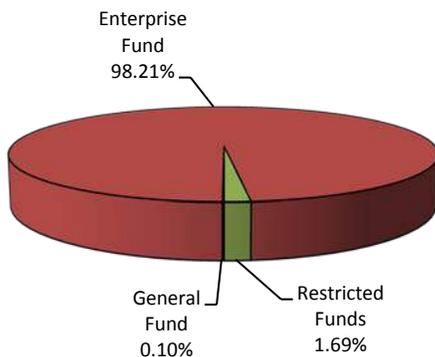
Operational History by Funding Source

Funding Source	FY 12/13 Budget	FY 13/14 Budget
General Fund	\$78,951	\$38,532
Enterprise Fund	\$34,880,835	\$37,192,945
Restricted Funds	-	\$638,525
Totals	\$34,959,786	\$37,870,003

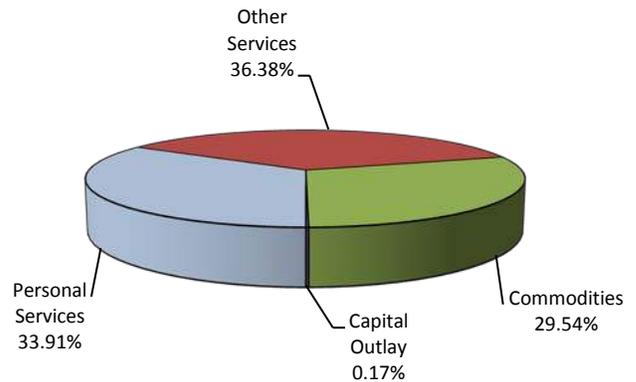
Operational History by Category

Category	FY 12/13 Budget	FY 13/14 Budget
FTE	146.6	155.8
Personal Services	\$11,884,049	\$12,840,947
Other Services	\$12,406,226	\$13,777,259
Commodities	\$10,669,511	\$11,185,797
Capital Outlay	-	\$66,000
Totals	\$34,959,786	\$37,870,003

**Water
FY 13/14 Operational Funding
\$37,870,003**



**Water
FY 13/14 Operational Category
\$37,870,003**



Department Operational Plans

Water Resources Department

Water Business Objective

FY 13/14 Operational Budget by Core Business Process and Funding Source

Core Business Process	General Fund	Enterprise Fund	Restricted Funds	Grant Funds	Other Funds	FY 13/14 Budget
Expenditures						
Brown Road Water Treatment Plant	-	\$3,937,798	\$33,000	-	-	\$3,970,798
Comm. and Res. Meter Testing, Procurement and Replacement	-	\$442,852	-	-	-	\$442,852
Irrigation	-	\$117,307	-	-	-	\$117,307
Meter Reading	-	\$1,755,941	-	-	-	\$1,755,941
Utility Service Connection Disconnection	-	\$1,541,434	\$130,000	-	-	\$1,671,434
Val Vista Water Treatment Plant	-	\$6,850,000	-	-	-	\$6,850,000
Water Administration	-	\$2,634,430	\$1,042	-	-	\$2,635,472
Water Customer Service and Emergency Dispatch	-	\$483,522	-	-	-	\$483,522
Water Distribution Operation and Maintenance	\$38,532	\$2,838,658	\$75,000	-	-	\$2,952,190
Water Distribution System Compliance	-	\$843,643	\$20,000	-	-	\$863,643
Water Engineering and Planning	-	\$450,021	-	-	-	\$450,021
Water Pump Station, Flow Meter Reservoir and PRV Maint	-	\$1,495,396	\$279,483	-	-	\$1,774,879
Water Resources Portfolio Management	-	\$9,154,302	-	-	-	\$9,154,302
Water System Operation	-	\$3,578,604	-	-	-	\$3,578,604
Well Maintenance and Treatment	-	\$1,002,767	\$100,000	-	-	\$1,102,767
Utility Diversion	-	\$66,270	-	-	-	\$66,270
Expenditures Total	\$38,532	\$37,192,945	\$638,525	-	-	\$37,870,003
Revenues						
Water Distribution Operation and Maintenance	-	\$50,000	-	-	-	\$50,000
Revenues Total	-	\$50,000	-	-	-	\$50,000
Expenditures Net of Revenues	\$38,532	\$37,142,945	\$638,525	-	-	\$37,820,003

FY 13/14 Operational Budget by Funding Source - Expenditures and Revenues

Funding Source	FY 13/14 Expenditures	FY 13/14 Revenues	FY 13/14 Expenditures Net of Revenues
General Fund			
General Fund	\$38,532	-	\$38,532
Enterprise Fund			
Enterprise Fund	\$37,192,945	\$50,000	\$37,142,945
Restricted Funds			
Environmental Compliance Fee	\$1,042	-	\$1,042
Utility Replacement Extension and Renewal	\$637,483	-	\$637,483
Totals	\$37,870,003	\$50,000	\$37,820,003

Department Operational Plans

Water Resources Department

Water Business Objective

FY 13/14 Operational Budget By Core Business Process and Category

Core Business Process	FTE	Personal Services	Other Services	Commodities	Capital Outlay	FY 13/14 Budget
Brown Road Water Treatment Plant	19.1	\$1,651,924	\$742,050	\$1,576,824	-	\$3,970,798
Comm. and Res. Meter Testing, Procurement and Replacement	4.6	\$292,252	\$46,750	\$103,850	-	\$442,852
Irrigation	1.6	\$99,147	\$11,810	\$6,350	-	\$117,307
Meter Reading	27.8	\$1,642,298	\$75,143	\$38,500	-	\$1,755,941
Utility Diversion	0.7	\$66,270	-	-	-	\$66,270
Utility Service Connection Disconnection	17.6	\$1,331,087	\$123,847	\$216,500	-	\$1,671,434
Val Vista Water Treatment Plant	0.0	-	\$6,850,000	-	-	\$6,850,000
Water Administration	23.1	\$2,153,746	\$439,726	\$42,000	-	\$2,635,472
Water Customer Service and Emergency Dispatch	6.0	\$483,522	-	-	-	\$483,522
Water Distribution Operation and Maintenance	21.9	\$1,880,734	\$617,668	\$387,788	\$66,000	\$2,952,190
Water Distribution System Compliance	6.2	\$586,209	\$171,684	\$105,750	-	\$863,643
Water Engineering and Planning	3.6	\$435,739	\$600	\$13,682	-	\$450,021
Water Pump Station, Flow Meter Reservoir and PRV Maint	8.3	\$816,248	\$833,341	\$125,290	-	\$1,774,879
Water Resources Portfolio Management	1.8	\$182,594	\$516,000	\$8,455,708	-	\$9,154,302
Water System Operation	7.0	\$639,035	\$2,870,464	\$69,105	-	\$3,578,604
Well Maintenance and Treatment	6.4	\$580,141	\$478,176	\$44,450	-	\$1,102,767
Totals	155.8	\$12,840,947	\$13,777,259	\$11,185,797	\$66,000	\$37,870,003



FINANCIAL SCHEDULES

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 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, community environment and any other activity for which a special fund has not been created.

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 *Local Streets Sales Tax Fund* is 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 *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 the state shared fuel taxes.
- 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.
- *Housing Services Funds* account for expenditures from Community Development Block Grant (CDBG) funding and the City's housing assistance programs, which consist of rent subsidy payments to private sector owners of dwelling units. Financing for this fund is derived from the United States Department of Housing and Urban Development.
- The *Cemetery Reserve Fund* accounts for Cemetery expenditures and provides an accumulation of monies from which the interest earnings will provide perpetual care of the City cemetery. These funds are provided through cemetery sales and services.
- 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.

Financial Schedules

- The *Grants Fund* is designed to account for all grant monies that are received by the City.
- The *Mesa Arts Center Restoration Fund* has been established as a replacement fund to provide for future repairs and maintenance of the Mesa Arts Center. The revenues 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 voter-approved revenue dedicated to the following programs: Law Enforcement, Fire and Medical, Parks and Recreation, Library, Aquatics, Arts and Culture and Transportation.
- *Development/Impact Fees Funds* are designed to provide a balance of monies to ensure that new development bears their proportionate share of the cost of improvements to the City's parks, cultural facilities, law enforcement, fire facilities and equipment and libraries. These funds are provided through the collection of development impact fees.
- The *Environmental Compliance 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 *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.
- The *Special Programs Fund* was established to account for other restricted funds such as sponsorships or restricted donations.
- 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 Reserve 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 *Eastmark Community Facilities District #1 Fund* was established to account for large-scale, unified and comprehensively planned developments that encourage and promote innovative and sustainable residential and non-residential land uses.

Financial Schedules

Debt Service Funds are used to account for the accumulation of resources required for, and the payment of, general long-term debt principal and interest. Bonds used by the City of Mesa to finance major construction projects, are paid by a secondary property tax levy.

- The *General Obligation Bond Redemption Fund* accumulates monies for the payment of principal and interest requirements of the City's General Obligation Bonds. Revenues are provided by secondary property tax and a transfer from the General Fund.
- The *Special Assessment Bond Redemption Fund* accumulates monies for the payment of the Special Assessment Bonds that are issued to finance the costs of improvements which are to be paid from special assessments levied against the benefited properties.
- The *Capital Lease Redemption Fund* accumulates monies 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.
- The *Highway User Revenue Bond Redemption Fund* accumulates monies 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 Users Revenue Fund.
- The *Highway Project Advancement Notes Fund* accumulates monies for the payment of principal and interest requirements for the Highway Project Advancement Notes (HPAN). HPAN's are limited obligations of the City and the notes are payable from any monies lawfully available for the repayment.
- 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.

Capital Projects Funds are used to account for the financial resources segregated for acquisition or construction of major general government capital facilities (other than those financed by proprietary funds and other funds)

- The *General Fund – Capital Fund* accounts for all General Fund capital expenditures of the City.
- The *Storm Sewer Bond Construction Fund* accounts for the construction of drains, basins, channels and other storm sewer improvements.
- The *Streets Bond Construction Fund* accounts for the cost of right-of-way acquisitions and street improvements.
- The *Parks Bond Construction Fund* accounts for the cost of new park site acquisitions as well as park improvements.

Financial Schedules

- The *Public Safety Bond Construction Fund* accounts for the cost of public safety facilities.
- The *Library Bond Construction Fund* accounts for the cost of improvements to the main library and expansion of branches.

Proprietary Funds

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

- a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges;
- b) or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

The Enterprise Fund is utilized to account for city-owned electric, gas, water, wastewater, solid waste and district cooling systems, as well as the city-owned airport, golf courses, Mesa Convention Center, Hohokam Stadium and Cubs Spring Training facility, and Economic Investment. The Enterprise Fund also includes the Solid Waste Development Tax and the Water and Wastewater Impact Fee Funds, Enterprise Grants, and the Greenfield Water Reclamation Plant Joint Venture.

Internal Service Funds are used to 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, warehouse materials and supply and the print shop.

Fiduciary Funds

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

Trust Funds are held in a trustee capacity and are used to 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.

**Summary of Estimated Revenues and Expenditures
Fiscal Year 2013/14**

Fund Type	FY 2011/12	FY 2012/13	7/1/2013	FY 2013/14					
	Actual Expenditures	Adopted Budgeted Expenditures	Estimated Beginning Fund Balance	Property Tax Revenues	Estimated Revenues Other Than Property Taxes	Proceeds From Other Financing Sources	Interfund Transfers In (Out)	Total Financing Resources Available	Budgeted Expenditures
General Fund	\$335,883,622	\$369,110,607	\$44,779,435	-	\$234,888,496	-	\$75,127,313	\$354,795,244	\$326,512,939
Enterprise Fund	\$221,716,327	\$223,775,457	\$61,164,592	-	\$321,596,437	-	(\$159,486,075)	\$223,274,954	\$191,161,292
Restricted Funds	\$112,278,781	\$138,991,113	\$73,119,594	-	\$153,109,451	-	(\$3,414,180)	\$222,814,865	\$190,397,680
Internal Service Funds	\$291,024	-	-	-	\$6,797,979	-	-	\$6,797,979	\$6,174,494
Impact Fee Funds	\$10,306,652	\$4,995,380	\$1,364,520	-	\$8,368,000	-	\$682,146	\$10,414,666	\$8,420,421
Grant Funds	\$11,597,703	\$75,414,624	\$2,378,522	-	\$69,072,681	-	-	\$71,451,203	\$71,352,590
Trust Funds	\$61,407,092	\$72,829,990	\$53,897,217	-	\$72,909,585	-	-	\$126,806,802	\$75,514,567
Debt Service Funds	\$1,457,768	\$120,136,829	\$877,754	\$22,105,000	\$27,098,133	-	\$87,090,796	\$137,171,683	\$136,292,017
Contingency Fund	-	-	-	-	\$5,000,000	-	-	\$5,000,000	\$61,678,000
Bond Funds	\$97,458,867	\$258,746,000	\$182,757,429	-	-	\$105,969,000	-	\$288,726,429	\$262,496,000
Total All Funds	\$852,397,836	\$1,264,000,000	\$420,339,063	\$22,105,000	\$898,840,762	\$105,969,000	-	\$1,447,253,825	\$1,330,000,000

Expenditure Limitation Comparison

	FY 2011/12 Actual	FY 2012/13 Budget	FY 2013/14 Budget
Expenditures	\$852,397,836	\$1,264,000,000	\$1,330,000,000
Less: Estimated Exclusions	(\$852,397,836)	(\$1,264,000,000)	(\$1,330,000,000)
Estimated Expenditures Subject to Limitation	-	-	-
Expenditure Limitation	\$501,706,702	\$514,927,259	\$528,019,508
Over (Under) State Limit	(\$501,706,702)	(\$514,927,259)	(\$528,019,508)

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 - Cemetery, Cemetery Reserve, Eastmark Community Facilities District #1, Environmental Compliance, Greenfield WRP Joint Venture, Highway User Revenue Fund, Local Streets Sale Mesa Arts Center Restoration Fee, Quality of Life Sales Tax, 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, Fire, General Government, Library, Parks, Police, Solid Waste, Storm Sewer, Wastewater and Water.

Grant Funds - Grants-General Government, Community Development Block Grant, HOME, Section 8, MHS Disaster Housing Assistance and Grants-Enterprise.

Trust Funds - Employee Benefit, Property and Public Liability & Workers Compensation.

Debt Service Funds - Capital Lease, Court Construction Fee, General Obligation Bond, Highway Project Advancement Notes, Highway User Revenue Bond, Non-Utility Bond, Utility Systems Bond, Utility System GO Bond and WIFA.

Contingency Fund - Contingency

Bond Funds - Cubs Spring Training, Electric, Fire, Gas, Law Enforcement, Library, Parks, Public Safety, Solid Waste, Storm Sewer, Streets, Wastewater and Water.

**Summary of Tax Levy and Tax Rate Information
Fiscal Year 2013/14**

	<u>FY 2012/13</u>	<u>FY 2013/14</u>
Maximum allowable primary property tax levy	<u>N/A</u>	<u>N/A</u>
Amount received from primary property taxation in excess of the sum of that year's maximum allowable primary property tax levy	<u>N/A</u>	
Property tax levy amounts:		
Primary property taxes	N/A	N/A
Secondary property taxes	\$14,141,000	\$22,105,000
Total property tax levy amounts	<u>\$14,141,000</u>	<u>\$22,105,000</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	\$14,141,000	
Prior years' levies	-	
Total secondary property taxes	<u>\$14,141,000</u>	
Total property taxes collected	<u>\$14,141,000</u>	
Property tax rates:		
City tax rate:		
Primary property tax rate	N/A	N/A
Secondary property tax rate	0.5104	0.8636
Total city tax rate	<u>0.5104</u>	<u>0.8636</u>
Special assessment district tax rates:		
Number of special assessment districts for which secondary property taxes are levied.	<u>0</u>	<u>0</u>

*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 2013/14**

Source	FY 2011/12 Actual	FY 2012/13 Budget	FY 2013/14 Budget
Taxes			
Sales and Use Taxes	\$126,853,697	\$130,668,000	\$134,590,000
Property Taxes	\$14,322,925	\$14,141,000	\$22,105,000
Transient Occupancy Taxes	\$2,018,765	\$2,106,000	\$2,815,000
Other Taxes	-	\$62,000	\$107,000
Total Taxes	\$143,195,387	\$146,977,000	\$159,617,000
Intergovernmental			
Federal Grants and Reimbursements	\$36,320,970	\$67,155,774	\$81,309,020
State Shared Revenues	\$124,821,947	\$128,392,000	\$136,740,000
State Grants and Reimbursements	\$1,273,586	\$10,904,854	\$3,308,000
County and Other Governments Revenues	\$4,806,574	\$27,769,672	\$21,617,960
Total Intergovernmental	\$167,223,077	\$234,222,300	\$242,974,980
Sales and Charges for Services			
General	\$17,868,690	\$19,281,000	\$22,952,000
Culture and Recreation	\$8,083,487	\$5,458,000	\$5,688,000
Enterprise	\$323,774,284	\$311,186,000	\$318,303,000
Total Sales and Charges for Services	\$349,726,461	\$335,925,000	\$346,943,000
Licenses Fees Permits			
Business Licenses	\$4,543,630	\$4,726,000	\$3,465,000
Permits	\$6,525,485	\$5,335,000	\$9,278,000
Fees	\$2,289,744	\$4,407,000	\$10,057,000
Court Fees	-	\$5,089,000	\$5,192,000
Culture and Recreation	-	\$480,000	\$174,000
Total Licenses Fees Permits	\$13,358,859	\$20,037,000	\$28,166,000
Fines and Forfeitures			
Court Fines	\$15,677,045	\$10,632,000	\$4,342,000
Other Fines	\$1,336,957	\$518,000	\$509,000
Total Fines and Forfeitures	\$17,014,002	\$11,150,000	\$4,851,000
Other Revenues			
Interest	\$839,698	\$700,000	\$689,000
Contributions and Donations	\$1,259,577	\$2,282,000	\$1,997,000
Other Financing Sources	\$86,085,080	-	-
Sale of Property	\$270,190	\$800,000	\$871,000
Self Insurance Contributions	\$73,397,661	\$74,874,000	\$72,580,000
Other Revenues	\$5,182,623	\$14,202,000	\$62,256,782
Total Other Revenues	\$167,034,829	\$92,858,000	\$138,393,782
Total City Revenues	\$857,552,615	\$841,169,300	\$920,945,762

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 2013/14**

Fund	FY 2011/12 Actual	FY 2012/13 Budget	FY 2013/14 Budget
General Fund			
General Fund	\$251,987,137	\$227,561,618	\$234,888,496
Capital - General Fund	-	\$257,490	-
Total General Fund	<u>\$251,987,137</u>	<u>\$227,819,108</u>	<u>\$234,888,496</u>
Enterprise Fund			
Enterprise Fund	\$319,436,432	\$316,288,223	\$321,296,437
Capital - Enterprise	-	-	\$300,000
Total Enterprise Fund	<u>\$319,436,432</u>	<u>\$316,288,223</u>	<u>\$321,596,437</u>
Restricted Funds			
Cemetery	-	\$1,079,000	\$1,330,000
Cemetery Reserve	\$1,208,157	\$78,000	\$82,000
Environmental Compliance Fee	\$10,119,405	\$10,375,000	\$10,583,497
Greenfield WRP Joint Venture	-	-	\$5,718,628
Highway User Revenue Fund	\$27,828,657	\$31,137,000	\$32,394,127
Local Streets Sales Tax	\$27,807,911	\$22,743,000	\$23,578,844
Mesa Arts Center Restoration Fee	\$284,271	\$312,000	\$2,000
Quality of Life Sales Tax	\$22,572,481	\$18,112,699	\$19,245,796
Special Programs Fund	\$107	\$4,613,608	\$21,826,756
TOPAZ Joint Venture Fund	-	-	\$2,167,572
Transit Fund	\$7,790,566	\$2,179,358	\$17,319,531
Transportation	\$9,992,114	\$25,382,271	\$12,987,700
Utility Replacement Extension and Renewal	\$295	\$6,128,000	\$5,423,000
Vehicle Replacement	\$99,444	\$450,000	\$450,000
Total Restricted Funds	<u>\$107,703,408</u>	<u>\$122,589,936</u>	<u>\$153,109,451</u>
Internal Service Funds			
Fleet Internal Service	-	-	\$623,485
Warehouse Internal Service	-	-	\$6,174,494
Total Internal Service Funds	<u>-</u>	<u>-</u>	<u>\$6,797,979</u>
Impact Fee Funds			
Cultural Facility Impact Fee	\$118,279	-	-
Fire Impact Fee	\$264,939	\$146,000	\$400,000
Gen Govt Facility Impact Fee	\$136,179	-	-
Library Impact Fee	\$344,637	\$150,000	\$251,000
Parks Impact Fee	\$831,132	\$360,000	\$1,025,000
Police Impact Fee	\$394,143	\$212,000	\$600,000
Solid Waste Development Tax	\$135,888	\$62,000	\$107,000
Storm Sewer Impact Fee	\$270,309	\$114,000	\$285,000
Wastewater Impact Fee	\$2,243,634	\$1,248,000	\$2,900,000
Water Impact Fees	\$1,958,330	\$1,031,000	\$2,800,000
Total Impact Fee Funds	<u>\$6,697,470</u>	<u>\$3,323,000</u>	<u>\$8,368,000</u>

**Summary of Revenues by Fund
Fiscal Year 2013/14**

Fund	FY 2011/12 Actual	FY 2012/13 Budget	FY 2013/14 Budget
Grant Funds			
Community Development Block Grant	-	\$17,345,497	\$19,595,246
Grants - Enterprise	-	\$7,672,800	\$3,457,919
Grants - Gen. Gov.	-	\$33,083,135	\$33,280,687
HOME	-	\$2,403,853	\$2,547,445
Section 8	\$588,083	\$11,737,838	\$10,191,384
Section 8 - Choice Voucher	\$10,692,775	-	-
Total Grant Funds	<u>\$11,280,858</u>	<u>\$72,243,123</u>	<u>\$69,072,681</u>
Trust Funds			
Employee Benefit Trust	\$65,615,336	\$61,837,003	\$61,837,915
Property and Public Liability	\$4,328,614	\$6,355,000	\$6,356,085
Worker's Compensation	\$3,453,711	\$7,010,000	\$4,715,585
Total Trust Funds	<u>\$73,397,661</u>	<u>\$75,202,003</u>	<u>\$72,909,585</u>
Debt Service Funds			
Court Construction Fee	\$924,099	\$899,000	\$917,883
General Obligation Bond Redemption	-	\$14,141,000	\$22,105,000
Highway Project Advancement Notes	\$86,125,550	\$6,258,273	\$25,404,250
Non Utility Bond Redemption	-	-	\$776,000
Utility Systems Bond Redemption	-	\$2,405,634	-
Total Debt Service Funds	<u>\$87,049,649</u>	<u>\$23,703,907</u>	<u>\$49,203,133</u>
Contingency Fund			
Contingency	-	-	\$5,000,000
Total Contingency Fund	<u>-</u>	<u>-</u>	<u>\$5,000,000</u>
Total City Revenues	<u><u>\$857,552,615</u></u>	<u><u>\$841,169,300</u></u>	<u><u>\$920,945,762</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 and Source
Fiscal Year 2013/14**

Source	FY 2011/12 Actual	FY 2012/13 Budget	FY 2013/14 Budget
General Fund			
General Fund			
Taxes			
Sales and Use Taxes	\$86,996,212	\$90,059,301	\$92,311,229
Property Taxes	\$14,322,925	-	-
Transient Occupancy Taxes	\$2,018,765	-	-
Total Taxes	<u>\$103,337,902</u>	<u>\$90,059,301</u>	<u>\$92,311,229</u>
Intergovernmental			
Federal Grants and Reimbursements	\$15,844,868	\$862	\$337,416
State Shared Revenues	\$86,103,399	\$96,348,000	\$103,121,753
State Grants and Reimbursements	\$1,243,920	\$162,854	\$100,000
County and Other Governments Revenues	\$3,329,274	\$1,109,273	\$2,088,103
Total Intergovernmental	<u>\$106,521,461</u>	<u>\$97,620,989</u>	<u>\$105,647,272</u>
Sales and Charges for Services			
General	\$5,412,980	\$6,627,142	\$6,774,575
Culture and Recreation	\$3,692,400	\$5,321,792	\$5,474,792
Enterprise	-	\$30,277	\$30,603
Total Sales and Charges for Services	<u>\$9,105,380</u>	<u>\$11,979,211</u>	<u>\$12,279,970</u>
Licenses Fees Permits			
Business Licenses	\$4,459,222	\$4,726,000	\$3,465,000
Permits	\$6,525,485	\$5,160,000	\$9,103,000
Fees	-	\$1,147,000	\$1,198,583
Court Fees	-	\$4,190,000	\$4,274,117
Culture and Recreation	-	\$170,000	\$174,000
Total Licenses Fees Permits	<u>\$10,984,707</u>	<u>\$15,393,000</u>	<u>\$18,214,700</u>
Fines and Forfeitures			
Court Fines	\$14,753,536	\$10,370,000	\$4,074,734
Other Fines	\$1,110,856	\$318,000	\$304,980
Total Fines and Forfeitures	<u>\$15,864,392</u>	<u>\$10,688,000</u>	<u>\$4,379,714</u>
Other Revenues			
Interest	\$384,775	\$138,510	\$141,510
Contributions and Donations	\$1,204,349	\$90,000	\$103,408
Sale of Property	\$185,155	\$347,000	\$353,000
Self Insurance Contributions	-	\$497	-
Other Revenues	\$4,399,016	\$1,245,110	\$1,457,693
Total Other Revenues	<u>\$6,173,295</u>	<u>\$1,821,117</u>	<u>\$2,055,611</u>
Total General Fund	<u>\$251,987,137</u>	<u>\$227,561,618</u>	<u>\$234,888,496</u>
Capital - General Fund			
Other Revenues			
Other Revenues	-	\$257,490	-
Total Other Revenues	<u>-</u>	<u>\$257,490</u>	<u>-</u>
Total Capital - General Fund	<u>-</u>	<u>\$257,490</u>	<u>-</u>
Total General Fund	<u>\$251,987,137</u>	<u>\$227,819,108</u>	<u>\$234,888,496</u>

**Summary of Revenues by Fund and Source
Fiscal Year 2013/14**

Source	FY 2011/12 Actual	FY 2012/13 Budget	FY 2013/14 Budget
Enterprise Fund			
Enterprise Fund			
Taxes			
Transient Occupancy Taxes	-	\$490,000	\$1,739,000
Total Taxes	-	\$490,000	\$1,739,000
Intergovernmental			
County and Other Governments Revenues	-	\$157,500	\$172,500
Federal Grants and Reimbursements	-	-	\$1,951,455
Total Intergovernmental	-	\$157,500	\$2,123,955
Sales and Charges for Services			
Enterprise	\$319,436,432	\$311,155,723	\$312,553,769
General	-	\$51,000	\$1,066,843
Total Sales and Charges for Service	\$319,436,432	\$311,206,723	\$313,620,612
Other Revenues			
Contributions and Donations	-	\$300,000	\$624,000
Interest	-	\$452,000	\$438,000
Other Revenues	-	\$3,679,000	\$2,682,870
Sale of Property	-	\$3,000	\$68,000
Total Other Revenues	-	\$4,434,000	\$3,812,870
Total Enterprise Fund	\$319,436,432	\$316,288,223	\$321,296,437
Capital - Enterprise			
Other Revenues			
Contributions and Donations	-	-	\$300,000
Total Other Revenues	-	-	\$300,000
Total Capital - Enterprise	-	-	\$300,000
Total Enterprise Fund	\$319,436,432	\$316,288,223	\$321,596,437
Restricted Funds			
Cemetery			
Sales and Charges for Services			
General	-	\$1,079,000	\$1,330,000
Total Sales and Charges for Service	-	\$1,079,000	\$1,330,000
Total Cemetery	-	\$1,079,000	\$1,330,000
Cemetery Reserve			
Sales and Charges for Services			
General	\$1,183,930	\$68,000	\$72,000
Total Sales and Charges for Service	\$1,183,930	\$68,000	\$72,000
Other Revenues			
Interest	\$23,699	\$10,000	\$10,000
Other Revenues	\$528	-	-
Total Other Revenues	\$24,227	\$10,000	\$10,000
Total Cemetery Reserve	\$1,208,157	\$78,000	\$82,000

**Summary of Revenues by Fund and Source
Fiscal Year 2013/14**

Source	FY 2011/12 Actual	FY 2012/13 Budget	FY 2013/14 Budget
Environmental Compliance Fee			
Sales and Charges for Services			
General	\$10,114,540	\$10,373,000	\$10,581,497
Total Sales and Charges for Services	<u>\$10,114,540</u>	<u>\$10,373,000</u>	<u>\$10,581,497</u>
Other Revenues			
Interest	\$4,865	\$2,000	\$2,000
Total Other Revenues	<u>\$4,865</u>	<u>\$2,000</u>	<u>\$2,000</u>
Total Environmental Compliance Fee	<u>\$10,119,405</u>	<u>\$10,375,000</u>	<u>\$10,583,497</u>
Greenfield WRP Joint Venture			
Sales and Charges for Services			
Enterprise	-	-	\$5,718,628
Total Sales and Charges for Services	<u>-</u>	<u>-</u>	<u>\$5,718,628</u>
Total Greenfield WRP Joint Venture	<u>-</u>	<u>-</u>	<u>\$5,718,628</u>
Highway User Revenue Fund			
Intergovernmental			
State Shared Revenues	\$27,444,747	\$30,844,000	\$32,394,127
Total Intergovernmental	<u>\$27,444,747</u>	<u>\$30,844,000</u>	<u>\$32,394,127</u>
Sales and Charges for Services			
General	\$143,667	\$92,000	-
Total Sales and Charges for Services	<u>\$143,667</u>	<u>\$92,000</u>	<u>-</u>
Fines and Forfeitures			
Other Fines	\$226,101	\$200,000	-
Total Fines and Forfeitures	<u>\$226,101</u>	<u>\$200,000</u>	<u>-</u>
Other Revenues			
Interest	\$59	-	-
Other Revenues	\$14,083	\$1,000	-
Total Other Revenues	<u>\$14,142</u>	<u>\$1,000</u>	<u>-</u>
Total Highway User Revenue Fund	<u>\$27,828,657</u>	<u>\$31,137,000</u>	<u>\$32,394,127</u>
Local Streets Sales Tax			
Taxes			
Sales and Use Taxes	\$21,707,394	\$22,496,000	\$23,032,975
Total Taxes	<u>\$21,707,394</u>	<u>\$22,496,000</u>	<u>\$23,032,975</u>
Intergovernmental			
County and Other Governments Revenues	\$1,477,300	-	-
Federal Grants and Reimbursements	\$4,198,759	-	-
Total Intergovernmental	<u>\$5,676,059</u>	<u>-</u>	<u>-</u>
Sales and Charges for Services			
General	-	-	\$93,849
Total Sales and Charges for Services	<u>-</u>	<u>-</u>	<u>\$93,849</u>
Licenses Fees Permits			
Business Licenses	\$84,408	-	-
Permits	-	\$175,000	\$175,000
Total Licenses Fees Permits	<u>\$84,408</u>	<u>\$175,000</u>	<u>\$175,000</u>

**Summary of Revenues by Fund and Source
Fiscal Year 2013/14**

Source	FY 2011/12 Actual	FY 2012/13 Budget	FY 2013/14 Budget
Fines and Forfeitures			
Other Fines	-	-	\$204,020
Total Fines and Forfeitures	-	-	\$204,020
Other Revenues			
Interest	\$339,065	\$71,000	\$71,000
Other Revenues	\$985	\$1,000	\$2,000
Total Other Revenues	\$340,050	\$72,000	\$73,000
Total Local Streets Sales Tax	\$27,807,911	\$22,743,000	\$23,578,844
Mesa Arts Center Restoration Fee			
Sales and Charges for Services			
Culture and Recreation	\$280,318	-	-
Total Sales and Charges for Services	\$280,318	-	-
Licenses Fees Permits			
Culture and Recreation	-	\$310,000	-
Total Licenses Fees Permits	-	\$310,000	-
Other Revenues			
Interest	\$3,953	\$2,000	\$2,000
Total Other Revenues	\$3,953	\$2,000	\$2,000
Total Mesa Arts Center Restoration Fee	\$284,271	\$312,000	\$2,000
Quality of Life Sales Tax			
Taxes			
Sales and Use Taxes	\$22,542,815	\$18,112,699	\$19,245,796
Total Taxes	\$22,542,815	\$18,112,699	\$19,245,796
Intergovernmental			
State Grants and Reimbursements	\$29,666	-	-
Total Intergovernmental	\$29,666	-	-
Total Quality of Life Sales Tax	\$22,572,481	\$18,112,699	\$19,245,796
Special Programs Fund			
Taxes			
Transient Occupancy Taxes	-	\$1,616,000	\$300,000
Total Taxes	-	\$1,616,000	\$300,000
Intergovernmental			
County and Other Governments Revenues	-	-	\$40,000
Total Intergovernmental	-	-	\$40,000
Sales and Charges for Services			
Culture and Recreation	-	\$136,208	\$213,208
General	-	\$12,500	\$25,500
Total Sales and Charges for Services	-	\$148,708	\$238,708
Licenses Fees Permits			
Fees	-	-	\$598,417
Total Licenses Fees Permits	-	-	\$598,417

**Summary of Revenues by Fund and Source
Fiscal Year 2013/14**

Source	FY 2011/12 Actual	FY 2012/13 Budget	FY 2013/14 Budget
Fines and Forfeitures			
Court Fines	-	\$262,000	\$267,266
Total Fines and Forfeitures	-	\$262,000	\$267,266
Other Revenues			
Contributions and Donations	-	\$5,000	\$203,000
Interest	\$107	-	-
Other Revenues	-	\$2,581,900	\$20,179,365
Total Other Revenues	\$107	\$2,586,900	\$20,382,365
Total Special Programs Fund	\$107	\$4,613,608	\$21,826,756
TOPAZ Joint Venture Fund			
Intergovernmental			
County and Other Governments Revenues	-	-	\$575,707
Total Intergovernmental	-	-	\$575,707
Sales and Charges for Services			
General	-	-	\$1,591,865
Total Sales and Charges for Services	-	-	\$1,591,865
Total TOPAZ Joint Venture Fund	-	-	\$2,167,572
Transit Fund			
Intergovernmental			
Federal Grants and Reimbursements	\$5,115,702	-	\$14,678,500
State Shared Revenues	\$1,288,213	\$1,200,000	\$1,224,120
Total Intergovernmental	\$6,403,915	\$1,200,000	\$15,902,620
Sales and Charges for Services			
General	\$1,013,573	\$977,358	\$1,414,871
Total Sales and Charges for Services	\$1,013,573	\$977,358	\$1,414,871
Other Revenues			
Other Revenues	\$373,078	\$2,000	\$2,040
Total Other Revenues	\$373,078	\$2,000	\$2,040
Total Transit Fund	\$7,790,566	\$2,179,358	\$17,319,531
Transportation			
Intergovernmental			
County and Other Governments Revenues	-	\$25,382,271	\$12,987,700
State Shared Revenues	\$9,985,588	-	-
Total Intergovernmental	\$9,985,588	\$25,382,271	\$12,987,700
Other Revenues			
Interest	\$6,526	-	-
Total Other Revenues	\$6,526	-	-
Total Transportation	\$9,992,114	\$25,382,271	\$12,987,700

**Summary of Revenues by Fund and Source
Fiscal Year 2013/14**

Source	FY 2011/12 Actual	FY 2012/13 Budget	FY 2013/14 Budget
Utility Replacement Extension and Renewal			
Other Revenues			
Sale of Property	\$295	-	-
Other Revenues	-	\$6,128,000	\$5,423,000
Total Other Revenues	<u>\$295</u>	<u>\$6,128,000</u>	<u>\$5,423,000</u>
Total Utility Replacement Extension and Renewal	<u>\$295</u>	<u>\$6,128,000</u>	<u>\$5,423,000</u>
Vehicle Replacement			
Other Revenues			
Interest	\$14,704	-	-
Sale of Property	\$84,740	\$450,000	\$450,000
Total Other Revenues	<u>\$99,444</u>	<u>\$450,000</u>	<u>\$450,000</u>
Total Vehicle Replacement	<u>\$99,444</u>	<u>\$450,000</u>	<u>\$450,000</u>
Total Restricted Funds	<u>\$107,703,408</u>	<u>\$122,589,936</u>	<u>\$153,109,451</u>
Internal Service Funds			
Fleet Internal Service			
Other Revenues			
Other Revenues	-	-	\$623,485
Total Other Revenues	<u>-</u>	<u>-</u>	<u>\$623,485</u>
Total Fleet Internal Service	<u>-</u>	<u>-</u>	<u>\$623,485</u>
Warehouse Internal Service			
Other Revenues			
Other Revenues	-	-	\$6,174,494
Total Other Revenues	<u>-</u>	<u>-</u>	<u>\$6,174,494</u>
Total Warehouse Internal Service	<u>-</u>	<u>-</u>	<u>\$6,174,494</u>
Total Internal Service Funds	<u>-</u>	<u>-</u>	<u>\$6,797,979</u>
Impact Fee Funds			
Cultural Facility Impact Fee			
Licenses Fees Permits			
Fees	\$61,166	-	-
Total Licenses Fees Permits	<u>\$61,166</u>	<u>-</u>	<u>-</u>
Other Revenues			
Contributions and Donations	\$55,228	-	-
Interest	\$1,885	-	-
Total Other Revenues	<u>\$57,113</u>	<u>-</u>	<u>-</u>
Total Cultural Facility Impact Fee	<u>\$118,279</u>	<u>-</u>	<u>-</u>
Fire Impact Fee			
Licenses Fees Permits			
Fees	\$264,754	\$146,000	\$400,000
Total Licenses Fees Permits	<u>\$264,754</u>	<u>\$146,000</u>	<u>\$400,000</u>

**Summary of Revenues by Fund and Source
Fiscal Year 2013/14**

Source	FY 2011/12 Actual	FY 2012/13 Budget	FY 2013/14 Budget
Other Revenues			
Interest	\$185	-	-
Total Other Revenues	<u>\$185</u>	<u>-</u>	<u>-</u>
Total Fire Impact Fee	<u>\$264,939</u>	<u>\$146,000</u>	<u>\$400,000</u>
Gen Govt Facility Impact Fee			
Licenses Fees Permits			
Fees	\$126,424	-	-
Total Licenses Fees Permits	<u>\$126,424</u>	<u>-</u>	<u>-</u>
Other Revenues			
Interest	\$9,755	-	-
Total Other Revenues	<u>\$9,755</u>	<u>-</u>	<u>-</u>
Total Gen Govt Facility Impact Fee	<u>\$136,179</u>	<u>-</u>	<u>-</u>
Library Impact Fee			
Licenses Fees Permits			
Fees	\$343,000	\$149,000	\$250,000
Total Licenses Fees Permits	<u>\$343,000</u>	<u>\$149,000</u>	<u>\$250,000</u>
Other Revenues			
Interest	\$1,637	\$1,000	\$1,000
Total Other Revenues	<u>\$1,637</u>	<u>\$1,000</u>	<u>\$1,000</u>
Total Library Impact Fee	<u>\$344,637</u>	<u>\$150,000</u>	<u>\$251,000</u>
Parks Impact Fee			
Licenses Fees Permits			
Fees	\$830,478	\$360,000	\$1,025,000
Total Licenses Fees Permits	<u>\$830,478</u>	<u>\$360,000</u>	<u>\$1,025,000</u>
Other Revenues			
Interest	\$654	-	-
Total Other Revenues	<u>\$654</u>	<u>-</u>	<u>-</u>
Total Parks Impact Fee	<u>\$831,132</u>	<u>\$360,000</u>	<u>\$1,025,000</u>
Police Impact Fee			
Licenses Fees Permits			
Fees	\$393,857	\$212,000	\$600,000
Total Licenses Fees Permits	<u>\$393,857</u>	<u>\$212,000</u>	<u>\$600,000</u>
Other Revenues			
Interest	\$286	-	-
Total Other Revenues	<u>\$286</u>	<u>-</u>	<u>-</u>
Total Police Impact Fee	<u>\$394,143</u>	<u>\$212,000</u>	<u>\$600,000</u>
Solid Waste Development Tax			
Taxes			
Other Taxes	-	\$62,000	\$107,000
Total Taxes	<u>-</u>	<u>\$62,000</u>	<u>\$107,000</u>

**Summary of Revenues by Fund and Source
Fiscal Year 2013/14**

Source	FY 2011/12 Actual	FY 2012/13 Budget	FY 2013/14 Budget
Sales and Charges for Services			
Enterprise	\$135,888	-	-
Total Sales and Charges for Service	<u>\$135,888</u>	<u>-</u>	<u>-</u>
Total Solid Waste Development Tax	<u>\$135,888</u>	<u>\$62,000</u>	<u>\$107,000</u>
Storm Sewer Impact Fee			
Licenses Fees Permits			
Fees	\$270,065	\$114,000	\$285,000
Total Licenses Fees Permits	<u>\$270,065</u>	<u>\$114,000</u>	<u>\$285,000</u>
Other Revenues			
Interest	\$244	-	-
Total Other Revenues	<u>\$244</u>	<u>-</u>	<u>-</u>
Total Storm Sewer Impact Fee	<u>\$270,309</u>	<u>\$114,000</u>	<u>\$285,000</u>
Wastewater Impact Fee			
Sales and Charges for Services			
Enterprise	\$2,243,634	-	-
Total Sales and Charges for Services	<u>\$2,243,634</u>	<u>-</u>	<u>-</u>
Licenses Fees Permits			
Fees	-	\$1,248,000	\$2,900,000
Total Licenses Fees Permits	<u>-</u>	<u>\$1,248,000</u>	<u>\$2,900,000</u>
Total Wastewater Impact Fee	<u>\$2,243,634</u>	<u>\$1,248,000</u>	<u>\$2,900,000</u>
Water Impact Fees			
Sales and Charges for Services			
Enterprise	\$1,958,330	-	-
Total Sales and Charges for Services	<u>\$1,958,330</u>	<u>-</u>	<u>-</u>
Licenses Fees Permits			
Fees	-	\$1,031,000	\$2,800,000
Total Licenses Fees Permits	<u>-</u>	<u>\$1,031,000</u>	<u>\$2,800,000</u>
Total Water Impact Fees	<u>\$1,958,330</u>	<u>\$1,031,000</u>	<u>\$2,800,000</u>
Total Impact Fee Funds	<u>\$6,697,470</u>	<u>\$3,323,000</u>	<u>\$8,368,000</u>
Grant Funds			
Community Development Block Grant			
Intergovernmental			
Federal Grants and Reimbursements	-	\$17,344,497	\$19,594,246
Total Intergovernmental	<u>-</u>	<u>\$17,344,497</u>	<u>\$19,594,246</u>
Sales and Charges for Services			
General	-	\$1,000	\$1,000
Total Sales and Charges for Services	<u>-</u>	<u>\$1,000</u>	<u>\$1,000</u>
Total Community Development Block Grant	<u>-</u>	<u>\$17,345,497</u>	<u>\$19,595,246</u>

**Summary of Revenues by Fund and Source
Fiscal Year 2013/14**

Source	FY 2011/12 Actual	FY 2012/13 Budget	FY 2013/14 Budget
Grants - Enterprise			
Intergovernmental			
Federal Grants and Reimbursements	-	\$3,455,000	\$895,455
State Grants and Reimbursements	-	\$4,217,800	\$2,562,464
Total Intergovernmental	-	\$7,672,800	\$3,457,919
Total Grants - Enterprise	-	\$7,672,800	\$3,457,919
Grants - Gen. Gov.			
Intergovernmental			
County and Other Governments Revenues	-	\$1,120,628	\$753,950
Federal Grants and Reimbursements	-	\$29,809,580	\$31,114,609
State Grants and Reimbursements	-	\$265,927	\$645,536
Total Intergovernmental	-	\$31,196,135	\$32,514,095
Other Revenues			
Contributions and Donations	-	\$1,887,000	\$766,592
Total Other Revenues	-	\$1,887,000	\$766,592
Total Grants - Gen. Gov.	-	\$33,083,135	\$33,280,687
HOME			
Intergovernmental			
Federal Grants and Reimbursements	-	\$2,403,853	\$2,547,445
Total Intergovernmental	-	\$2,403,853	\$2,547,445
Total HOME	-	\$2,403,853	\$2,547,445
Section 8			
Intergovernmental			
Federal Grants and Reimbursements	\$587,826	\$11,736,348	\$10,189,894
Total Intergovernmental	\$587,826	\$11,736,348	\$10,189,894
Other Revenues			
Interest	\$257	\$1,490	\$1,490
Total Other Revenues	\$257	\$1,490	\$1,490
Total Section 8	\$588,083	\$11,737,838	\$10,191,384
Section 8 - Choice Voucher			
Intergovernmental			
Federal Grants and Reimbursements	\$10,573,815	-	-
Total Intergovernmental	\$10,573,815	-	-
Other Revenues			
Interest	\$5,983	-	-
Other Revenues	\$112,977	-	-
Total Other Revenues	\$118,960	-	-
Total Section 8 - Choice Voucher	\$10,692,775	-	-
Total Grant Funds	\$11,280,858	\$72,243,123	\$69,072,681

**Summary of Revenues by Fund and Source
Fiscal Year 2013/14**

Source	FY 2011/12 Actual	FY 2012/13 Budget	FY 2013/14 Budget
Trust Funds			
Employee Benefit Trust			
Other Revenues			
Interest	-	\$15,000	\$15,000
Other Revenues	-	\$252,500	\$252,500
Self Insurance Contributions	\$65,615,336	\$61,569,503	\$61,570,415
Total Other Revenues	<u>\$65,615,336</u>	<u>\$61,837,003</u>	<u>\$61,837,915</u>
Total Employee Benefit Trust	<u>\$65,615,336</u>	<u>\$61,837,003</u>	<u>\$61,837,915</u>
Property and Public Liability			
Other Revenues			
Other Revenues	-	\$54,000	\$55,085
Self Insurance Contributions	\$4,328,614	\$6,301,000	\$6,301,000
Total Other Revenues	<u>\$4,328,614</u>	<u>\$6,355,000</u>	<u>\$6,356,085</u>
Total Property and Public Liability	<u>\$4,328,614</u>	<u>\$6,355,000</u>	<u>\$6,356,085</u>
Worker's Compensation			
Other Revenues			
Interest	-	\$7,000	\$7,000
Self Insurance Contributions	\$3,453,711	\$7,003,000	\$4,708,585
Total Other Revenues	<u>\$3,453,711</u>	<u>\$7,010,000</u>	<u>\$4,715,585</u>
Total Worker's Compensation	<u>\$3,453,711</u>	<u>\$7,010,000</u>	<u>\$4,715,585</u>
Total Trust Funds	<u>\$73,397,661</u>	<u>\$75,202,003</u>	<u>\$72,909,585</u>
Debt Service Funds			
Court Construction Fee			
Licenses Fees Permits			
Court Fees	-	\$899,000	\$917,883
Total Licenses Fees Permits	<u>-</u>	<u>\$899,000</u>	<u>\$917,883</u>
Fines and Forfeitures			
Court Fines	\$923,509	-	-
Total Fines and Forfeitures	<u>\$923,509</u>	<u>-</u>	<u>-</u>
Other Revenues			
Interest	\$590	-	-
Total Other Revenues	<u>\$590</u>	<u>-</u>	<u>-</u>
Total Court Construction Fee	<u>\$924,099</u>	<u>\$899,000</u>	<u>\$917,883</u>
General Obligation Bond Redemption			
Taxes			
Property Taxes	-	\$14,141,000	\$22,105,000
Total Taxes	<u>-</u>	<u>\$14,141,000</u>	<u>\$22,105,000</u>
Total General Obligation Bond Redemption	<u>-</u>	<u>\$14,141,000</u>	<u>\$22,105,000</u>

**Summary of Revenues by Fund and Source
Fiscal Year 2013/14**

Source	FY 2011/12 Actual	FY 2012/13 Budget	FY 2013/14 Budget
Highway Project Advancement Notes			
Intergovernmental			
State Grants and Reimbursements	-	\$6,258,273	-
Total Intergovernmental	-	\$6,258,273	-
Other Revenues			
Interest	\$40,469	-	-
Other Financing Sources	\$86,085,081	-	-
Other Revenues	-	-	\$25,404,250
Total Other Revenues	\$86,125,550	-	\$25,404,250
Total Highway Project Advancement Notes	\$86,125,550	\$6,258,273	\$25,404,250
Non Utility Bond Redemption			
Taxes			
Transient Occupancy Taxes	-	-	\$776,000
Total Taxes	-	-	\$776,000
Total Non Utility Bond Redemption	-	-	\$776,000
Utility Systems Bond Redemption			
Intergovernmental			
Federal Grants and Reimbursements	-	\$2,405,634	-
Total Intergovernmental	-	\$2,405,634	-
Total Utility Systems Bond Redemption	-	\$2,405,634	-
Total Debt Service Funds	\$87,049,649	\$23,703,907	\$49,203,133
Contingency Fund			
Contingency			
Intergovernmental			
County and Other Governments Revenues	-	-	\$5,000,000
Total Intergovernmental	-	-	\$5,000,000
Total Contingency	-	-	\$5,000,000
Total Contingency Fund	-	-	\$5,000,000
Total City Revenues	\$857,552,615	\$841,169,300	\$920,945,762

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 2013/2014**

Department	FY 2012/13 Budget	FY 2013/14 Budget
Arts and Culture	\$12,420,780	\$12,370,659
Business Services	\$12,385,000	\$15,512,000
Centralized Appropriations	\$164,066,000	\$184,857,800
City Attorney	\$11,616,000	\$12,277,096
City Auditor	\$646,000	\$613,000
City Clerk	\$1,250,000	\$825,000
City Manager	\$5,711,000	\$5,348,000
Communications	\$540,000	\$3,809,000
Contingency	\$71,000,000	\$61,678,000
Development and Sustainability	\$8,703,000	\$11,484,647
Economic Development	\$7,493,000	\$8,277,578
Energy Resources	\$44,024,000	\$44,136,222
Engineering	\$4,116,000	\$7,087,000
Facilities Maintenance	\$7,762,000	\$10,947,000
Falcon Field Airport	\$1,627,000	\$1,654,000
Financial Services	\$5,015,024	\$4,486,000
Fire and Medical	\$67,275,223	\$68,406,039
Fleet Services	\$10,984,552	\$33,139,730
Housing and Community Development	\$34,148,365	\$35,201,108
Human Resources	\$68,830,000	\$71,693,000
Information Technology	\$28,986,000	\$31,471,871
Library Services	\$7,640,000	\$7,674,050
Mayor and Council	\$515,000	\$515,000
Municipal Court	\$8,693,000	\$9,938,821
Neighborhood Outreach and Animal Control	\$1,037,000	\$1,098,000
Office of Management and Budget	\$448,200	\$2,350,366
Parks, Recreation and Commercial Facilities	\$27,923,983	\$29,372,671
Police	\$155,471,673	\$157,516,479
Project Management Program	\$356,141,000	\$345,990,000
Public Information and Communications	\$987,000	\$1,171,000
Solid Waste Management	\$23,346,200	\$23,653,905
Transit Services	\$10,003,000	\$8,586,000
Transportation	\$50,150,000	\$54,712,158
Water Resources	\$53,045,000	\$62,146,800
Total Department Expenditures	\$1,264,000,000	\$1,330,000,000

Changes in accounting presentation by department made for FY 2013/14 affect comparisons to FY 2012/13.

**Summary of Expenditures by Fund
Fiscal Year 2013/14**

Fund	FY 2011/12 Actual	FY 2012/13 Budget	FY 2013/14 Budget
General Fund			
General Fund	\$335,883,622	\$356,429,232	\$313,838,460
Capital - General Fund	-	\$12,681,374	\$12,674,479
Total General Fund	\$335,883,622	\$369,110,606	\$326,512,939
Enterprise Fund			
Enterprise Fund	\$221,716,327	\$199,610,532	\$168,285,203
Capital - Enterprise	-	\$24,164,925	\$22,876,089
Total Enterprise Fund	\$221,716,327	\$223,775,457	\$191,161,292
Restricted Funds			
Cemetery	-	\$1,396,631	\$1,303,030
Cemetery Reserve	\$1,771,825	-	-
Eastmark Community Facilities District #1	-	-	\$8,880
Environmental Compliance Fee	\$9,385,562	\$10,769,628	\$12,027,026
Greenfield WRP Joint Venture	-	-	\$5,718,628
Highway User Revenue Fund	\$27,829,165	\$18,601,837	\$20,147,870
Local Streets Sales Tax	\$29,170,905	\$35,016,190	\$46,925,681
Mesa Arts Center Restoration Fee	\$162,521	\$250,000	\$350,000
Quality of Life Sales Tax	\$18,873,289	\$18,112,699	\$19,245,796
Special Programs Fund	\$17,310	\$8,457,624	\$28,660,514
TOPAZ Joint Venture Fund	-	-	\$2,167,572
Transit Fund	\$14,753,005	\$10,882,282	\$23,823,351
Transportation	\$6,391,285	\$25,382,270	\$12,987,700
Utility Replacement Extension and Renewal	\$1,701,679	\$5,351,480	\$8,823,390
Vehicle Replacement	\$2,222,235	\$4,770,472	\$8,208,243
Total Restricted Funds	\$112,278,781	\$138,991,113	\$190,397,680
Internal Service Funds			
Fleet Internal Service	\$92,324	-	-
Print Shop Internal Service	\$3,205	-	-
Warehouse Internal Service	\$195,495	-	\$6,174,494
Total Internal Service Funds	\$291,024	-	\$6,174,494
Impact Fee Funds			
Cultural Facility Impact Fee	\$74,884	-	-
Fire Impact Fee	\$265,737	\$146,000	\$728,847
Gen Govt Facility Impact Fee	\$3,430,870	\$1,506,960	-
Library Impact Fee	\$809,836	\$316,420	\$177,509
Parks Impact Fee	\$831,546	\$360,000	\$771,331
Police Impact Fee	\$394,866	\$212,000	\$1,194,020
Solid Waste Development Tax	\$24,507	\$61,000	\$62,000
Storm Sewer Impact Fee	\$270,516	\$114,000	\$274,842
Wastewater Impact Fee	\$2,244,640	\$1,248,000	\$2,398,496
Water Impact Fees	\$1,959,250	\$1,031,000	\$2,813,376
Total Impact Fee Funds	\$10,306,652	\$4,995,380	\$8,420,421

**Summary of Expenditures by Fund
Fiscal Year 2013/14**

Fund	FY 2011/12 Actual	FY 2012/13 Budget	FY 2013/14 Budget
Grant Funds			
Community Development Block Grant	-	\$17,345,497	\$19,595,246
Grants - Enterprise	-	\$7,672,800	\$3,718,987
Grants - Gen. Gov.	-	\$34,534,636	\$33,738,853
HOME	-	\$2,403,853	\$2,472,937
MHS Disaster Housing Assistance Section 8	\$17,715	-	-
	<u>\$11,579,988</u>	<u>\$13,457,838</u>	<u>\$11,826,567</u>
Total Grant Funds	<u>\$11,597,703</u>	<u>\$75,414,624</u>	<u>\$71,352,590</u>
Trust Funds			
Employee Benefit Trust	\$52,200,823	\$62,194,537	\$64,405,242
Property and Public Liability	\$3,812,687	\$5,463,024	\$5,351,276
Worker's Compensation	\$5,393,582	\$5,172,429	\$5,758,049
	<u>\$61,407,092</u>	<u>\$72,829,990</u>	<u>\$75,514,567</u>
Debt Service Funds			
Capital Lease Redemption	-	\$716,142	\$74,535
Court Construction Fee	\$1,057,298	\$1,167,890	\$917,070
General Obligation Bond Redemption	-	\$32,322,942	\$27,217,187
Highway Project Advancement Notes	\$400,470	\$6,258,273	\$25,404,250
Highway User Revenue Bond Redemption	-	\$12,534,050	\$12,416,900
Non Utility Bond Redemption	-	-	\$4,703,000
Utility Systems Bond Redemption	-	\$66,220,232	\$65,069,628
Utility Systems GO Bond Redemption	-	\$777,027	\$311,779
WIFA Redemption	-	\$140,273	\$177,668
	<u>\$1,457,768</u>	<u>\$120,136,829</u>	<u>\$136,292,017</u>
Total Debt Service Funds	<u>\$1,457,768</u>	<u>\$120,136,829</u>	<u>\$136,292,017</u>
Contingency Fund			
Contingency	-	-	\$61,678,000
	<u>-</u>	<u>-</u>	<u>\$61,678,000</u>
Total Contingency Fund	<u>-</u>	<u>-</u>	<u>\$61,678,000</u>
Bond Funds			
Spring Training Bond Construction	\$1,920,406	\$47,983,864	\$68,045,729
Electric Bond Construction	\$5,401,520	\$6,441,169	\$6,979,121
Fire Bond Construction	\$7,874,816	-	-
Gas Bond Construction	\$12,616,428	\$18,901,815	\$16,626,239
Law Enforcement Bond Construction	\$2,433,764	-	-
Library Bond Construction	\$544,032	-	-
Parks Bond Construction	-	\$20,000,000	\$18,513,025
Public Safety Bond Construction	-	\$18,919,681	\$13,344,531
Storm Sewer Bond Construction	\$673,645	-	-
Streets Bond Construction	\$12,216,049	\$76,189,357	\$59,630,640
Wastewater Bond Construction	\$13,390,160	\$25,105,225	\$29,483,217
Water Bond Construction	\$40,388,772	\$45,204,889	\$49,873,498
Water WIFA Bond Construction	\$(725)	-	-
	<u>\$97,458,867</u>	<u>\$258,746,000</u>	<u>\$262,496,000</u>
Total Bond Funds	<u>\$97,458,867</u>	<u>\$258,746,000</u>	<u>\$262,496,000</u>
Total Fund Expenditures	<u><u>\$852,397,836</u></u>	<u><u>\$1,264,000,000</u></u>	<u><u>\$1,330,000,000</u></u>

Changes in accounting presentation affect comparisons between years.

**Summary of Expenditures by Fund and Department
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
General Fund		
General Fund		
Arts and Culture	\$11,179,486	\$11,253,918
Business Services	\$3,780,781	\$13,577,611
Centralized Appropriations	\$21,573,506	\$(19,429,135)
City Attorney	\$5,848,970	\$6,227,535
City Auditor	\$362,655	\$613,000
City Clerk	\$1,250,000	\$825,000
City Manager	\$2,615,144	\$5,086,730
Communications	\$540,000	\$2,684,068
Contingencies	\$42,000,000	-
Development and Sustainability	\$4,509,639	\$5,010,238
Economic Development	\$4,209,840	\$4,111,808
Energy Resources	\$86,850	\$77,095
Engineering	\$2,936,239	\$6,315,207
Facilities Maintenance	\$5,783,966	\$8,767,340
Financial Services	\$2,756,362	\$4,424,069
Fire and Medical	\$56,850,854	\$58,075,169
Fleet Services	\$488	\$60,206
Housing and Community Development	\$1,237,480	\$1,255,783
Human Resources	\$2,393,863	\$3,246,933
Information Technology	\$19,582,247	\$26,876,182
Library Services	\$7,229,000	\$7,239,050
Mayor and Council	\$289,099	\$515,000
Municipal Court	\$7,137,867	\$7,116,840
Neighborhood Outreach and Animal Control	\$1,036,700	\$1,098,000
Office of Management and Budget	\$240,206	\$2,350,366
Parks, Recreation and Commercial Facilities	\$12,662,045	\$13,228,577
Police	\$130,665,937	\$136,053,007
Project Management Program	\$6,098,198	\$5,241,997
Public Information and Communications	\$738,115	\$1,159,500
Transportation	\$754,744	\$728,472
Water Resources	\$78,951	\$48,894
Total General Fund	\$356,429,232	\$313,838,460
Capital - General Fund		
Arts and Culture	\$7,400	-
Business Services	\$20,000	\$2,121
Centralized Appropriations	-	\$(652,747)
City Manager	\$10,000	\$10,000
Development and Sustainability	\$421,429	\$623,552
Engineering	\$45,000	\$17,500
Facilities Maintenance	-	\$5,000
Financial Services	\$6,850	\$2,000
Fire and Medical	\$1,086,513	\$1,237,526
Fleet Services	\$1,344,000	\$1,492,843
Information Technology	\$1,552,788	\$4,595,689
Library Services	\$145,000	\$160,000
Municipal Court	-	\$2,000
Neighborhood Outreach and Animal Control	\$300	-
Parks, Recreation and Commercial Facilities	\$20,000	-

**Summary of Expenditures by Fund and Department
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Police	\$350,000	\$230,142
Project Management Program	\$7,657,088	\$4,937,352
Public Information and Communications	\$15,006	\$11,500
Total Capital - General Fund	\$12,681,374	\$12,674,479
Total General Fund	\$369,110,606	\$326,512,939
Enterprise Fund		
Enterprise Fund		
Arts and Culture	\$13,043	\$13,043
Business Services	\$7,852,761	-
Centralized Appropriations	\$15,390,696	\$26,203,565
City Attorney	\$105,631	-
City Auditor	\$132,360	-
City Manager	\$955,398	-
Contingencies	\$29,000,000	-
Development and Sustainability	\$754,235	\$784,553
Economic Development	\$2,920,000	\$3,969,568
Energy Resources	\$43,391,703	\$43,382,969
Engineering	\$250,088	\$298,785
Facilities Maintenance	\$1,637,950	\$1,597,536
Falcon Field Airport	\$1,627,000	\$1,654,000
Financial Services	\$1,251,568	\$42,319
Fire and Medical	\$488,510	\$472,422
Fleet Services	\$1,249,481	\$25,000
Human Resources	\$491,397	-
Information Technology	\$5,379,205	-
Mayor and Council	\$105,525	-
Office of Management and Budget	\$124,274	-
Parks, Recreation and Commercial Facilities	\$6,880,282	\$7,471,601
Police	\$854,594	\$926,823
Project Management Program	\$1,476,332	\$1,276,883
Public Information and Communications	\$131,176	-
Solid Waste Management	\$23,210,200	\$23,571,905
Transportation	\$971,074	\$918,134
Water Resources	\$52,966,049	\$55,676,096
Total Enterprise Fund	\$199,610,532	\$168,285,203
Capital - Enterprise		
Centralized Appropriations	-	\$428,938
Economic Development	\$48,160	\$48,160
Energy Resources	\$295,000	\$380,786
Fleet Services	-	\$1,422,447
Information Technology	\$247,806	-
Parks, Recreation and Commercial Facilities	\$138,000	\$584,309
Project Management Program	\$23,360,959	\$19,991,449
Solid Waste Management	\$75,000	\$20,000
Total Capital - Enterprise	\$24,164,925	\$22,876,089
Total Enterprise Fund	\$223,775,457	\$191,161,292

**Summary of Expenditures by Fund and Department
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Restricted Funds		
Cemetery		
Business Services	\$14,528	-
Centralized Appropriations	\$1,066	\$133,598
City Attorney	\$2,012	-
City Auditor	\$1,108	-
City Manager	\$7,997	-
Facilities Maintenance	\$12,880	\$6,002
Financial Services	\$9,701	-
Human Resources	\$9,625	-
Information Technology	\$80,414	-
Mayor and Council	\$883	-
Office of Management and Budget	\$615	-
Parks, Recreation and Commercial Facilities	\$1,167,432	\$1,143,490
Police	\$2,680	-
Project Management Program	\$21,539	\$19,940
Public Information and Communications	\$582	-
Transportation	\$63,570	-
Total Cemetery	\$1,396,631	\$1,303,030
Eastmark Community Facilities District #1		
Engineering	-	\$8,880
Total Eastmark Community Facilities District #1	-	\$8,880
Environmental Compliance Fee		
Arts and Culture	\$4,216	\$4,216
Business Services	\$14,852	-
Centralized Appropriations	\$24,365	\$266,744
City Attorney	\$8,469	-
City Auditor	\$5,893	-
City Manager	\$42,537	-
Development and Sustainability	\$2,043,356	\$1,879,338
Facilities Maintenance	\$6,802	\$1,817
Financial Services	\$25,857	-
Fleet Services	\$7,719	\$240,102
Human Resources	\$9,352	-
Information Technology	\$78,140	-
Mayor and Council	\$4,698	-
Office of Management and Budget	\$3,268	-
Parks, Recreation and Commercial Facilities	\$5,157,803	\$5,216,984
Project Management Program	\$121,396	\$29,116
Public Information and Communications	\$27,303	-
Transportation	\$3,183,602	\$4,377,581
Water Resources	-	\$11,128
Total Environmental Compliance Fee	\$10,769,628	\$12,027,026
Greenfield WRP Joint Venture		
Centralized Appropriations	-	\$348,763
Facilities Maintenance	-	\$27,000
Water Resources	-	\$5,342,865
Total Greenfield WRP Joint Venture	-	\$5,718,628

**Summary of Expenditures by Fund and Department
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Highway User Revenue Fund		
Centralized Appropriations	\$2,743	\$2,743
Energy Resources	\$250,447	\$295,371
Transportation	\$18,348,647	\$19,849,756
Total Highway User Revenue Fund	\$18,601,837	\$20,147,870
Local Streets Sales Tax		
Arts and Culture	\$10,670	\$10,670
Business Services	\$600,381	-
Centralized Appropriations	\$1,535,156	\$4,461,496
City Attorney	\$49,989	-
City Auditor	\$37,383	-
City Manager	\$269,838	-
Development and Sustainability	\$203,039	\$202,893
Engineering	\$472,145	\$446,628
Facilities Maintenance	\$164,376	\$79,515
Financial Services	\$309,873	-
Human Resources	\$142,521	-
Information Technology	\$1,286,766	-
Mayor and Council	\$29,804	-
Office of Management and Budget	\$20,728	-
Police	\$106,813	\$115,840
Project Management Program	\$3,080,079	\$12,885,848
Public Information and Communications	\$46,252	-
Transportation	\$26,650,377	\$28,722,790
Total Local Streets Sales Tax	\$35,016,190	\$46,925,681
Mesa Arts Center Restoration Fee		
Arts and Culture	\$250,000	\$350,000
Total Mesa Arts Center Restoration Fee	\$250,000	\$350,000
Quality of Life Sales Tax		
Fire and Medical	\$5,776,893	\$6,118,457
Police	\$12,335,806	\$13,127,339
Total Quality of Life Sales Tax	\$18,112,699	\$19,245,796
Special Programs Fund		
Arts and Culture	\$216,780	-
Centralized Appropriations	\$1,585,000	\$17,700,000
Development and Sustainability	\$25,000	\$2,100,000
Fire and Medical	-	\$116,279
Fleet Services	-	\$1,358
Housing and Community Development	-	\$200,000
Library Services	\$215,000	\$227,000
Municipal Court	\$1,555,133	\$2,819,981
Parks, Recreation and Commercial Facilities	\$1,622,421	\$1,449,314
Police	\$1,741,179	\$2,080,249
Project Management Program	\$1,497,111	\$1,966,333
Total Special Programs Fund	\$8,457,624	\$28,660,514

**Summary of Expenditures by Fund and Department
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
TOPAZ Joint Venture Fund		
Centralized Appropriations	-	\$1,042,640
Communications	-	\$1,124,932
Total TOPAZ Joint Venture Fund	-	\$2,167,572
Transit Fund		
Business Services	\$38,654	-
Centralized Appropriations	\$14,151	\$307,302
City Attorney	\$13,338	-
City Auditor	\$9,184	-
City Manager	\$66,298	-
Engineering	\$412,527	-
Facilities Maintenance	\$10,063	\$3,001
Financial Services	\$66,785	-
Human Resources	\$2,425	-
Information Technology	\$22,464	-
Mayor and Council	\$7,323	-
Office of Management and Budget	\$5,093	-
Project Management Program	\$65,428	\$14,821,543
Public Information and Communications	\$24,293	-
Transit Services	\$10,003,000	\$8,586,000
Transportation	\$121,255	\$105,504
Total Transit Fund	\$10,882,282	\$23,823,351
Transportation		
Project Management Program	\$25,382,270	\$12,987,700
Total Transportation	\$25,382,270	\$12,987,700
Utility Replacement Extension and Renewal		
Fleet Services	\$5,351,480	\$7,755,573
Water Resources	-	\$1,067,817
Total Utility Replacement Extension and Renewal	\$5,351,480	\$8,823,390
Vehicle Replacement		
Fleet Services	\$4,770,472	\$8,208,243
Total Vehicle Replacement	\$4,770,472	\$8,208,243
Total Restricted Funds	\$138,991,113	\$190,397,680
Internal Service Funds		
Fleet Internal Service		
Arts and Culture	\$20,789	\$20,789
Business Services	\$137,880	-
Centralized Appropriations	\$319,579	\$(13,956,511)
City Attorney	\$4,024	-
City Auditor	\$27,852	-
City Manager	\$201,047	-
Facilities Maintenance	\$65,553	\$353,724
Financial Services	\$75,591	-
Fleet Services	\$(1,739,088)	\$13,368,958
Human Resources	\$65,821	-
Information Technology	\$549,956	-

**Summary of Expenditures by Fund and Department
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Mayor and Council	\$22,205	-
Office of Management and Budget	\$15,442	-
Project Management Program	\$176,724	\$204,517
Transportation	\$56,625	\$8,522
Total Fleet Internal Service	-	-
Print Shop Internal Service		
Business Services	\$(108,581)	\$848,993
Centralized Appropriations	-	\$(940,778)
City Auditor	\$1,322	-
City Manager	\$9,544	-
Facilities Maintenance	\$21,488	\$46,224
Financial Services	\$3,110	-
Human Resources	\$4,329	-
Information Technology	\$36,169	-
Mayor and Council	\$1,054	-
Office of Management and Budget	\$735	-
Project Management Program	\$30,248	\$44,912
Public Information and Communications	\$582	-
Transportation	-	\$648
Total Print Shop Internal Service	-	-
Warehouse Internal Service		
Business Services	\$(264,369)	\$1,083,275
Centralized Appropriations	\$55,489	\$4,987,229
City Auditor	\$4,982	-
City Manager	\$35,965	-
Facilities Maintenance	\$28,869	\$52,193
Financial Services	\$11,603	-
Human Resources	\$9,528	-
Information Technology	\$79,602	-
Mayor and Council	\$3,973	-
Office of Management and Budget	\$2,764	-
Project Management Program	\$30,226	\$51,046
Public Information and Communications	\$1,263	-
Transportation	\$105	\$752
Total Warehouse Internal Service	-	\$6,174,494
Total Internal Service Funds	-	\$6,174,494
Impact Fee Funds		
Fire Impact Fee		
Centralized Appropriations	\$146,000	\$728,847
Total Fire Impact Fee	\$146,000	\$728,847
Gen Govt Facility Impact Fee		
Project Management Program	\$1,506,960	-
Total Gen Govt Facility Impact Fee	\$1,506,960	-
Library Impact Fee		
Centralized Appropriations	\$316,420	\$177,509
Total Library Impact Fee	\$316,420	\$177,509

**Summary of Expenditures by Fund and Department
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Parks Impact Fee		
Centralized Appropriations	\$360,000	\$771,331
Total Parks Impact Fee	<u>\$360,000</u>	<u>\$771,331</u>
Police Impact Fee		
Centralized Appropriations	\$212,000	\$1,194,020
Total Police Impact Fee	<u>\$212,000</u>	<u>\$1,194,020</u>
Solid Waste Development Tax		
Solid Waste Management	\$61,000	\$62,000
Total Solid Waste Development Tax	<u>\$61,000</u>	<u>\$62,000</u>
Storm Sewer Impact Fee		
Centralized Appropriations	\$114,000	\$274,842
Total Storm Sewer Impact Fee	<u>\$114,000</u>	<u>\$274,842</u>
Wastewater Impact Fee		
Centralized Appropriations	\$1,248,000	\$2,398,496
Total Wastewater Impact Fee	<u>\$1,248,000</u>	<u>\$2,398,496</u>
Water Impact Fees		
Centralized Appropriations	\$1,031,000	\$2,813,376
Total Water Impact Fees	<u>\$1,031,000</u>	<u>\$2,813,376</u>
Total Impact Fee Funds	<u>\$4,995,380</u>	<u>\$8,420,421</u>
Grant Funds		
Community Development Block Grant		
Development and Sustainability	\$296,303	\$149,425
Housing and Community Development	\$17,049,194	\$19,445,821
Total Community Development Block Grant	<u>\$17,345,497</u>	<u>\$19,595,246</u>
Grants - Enterprise		
Economic Development	\$315,000	\$148,042
Project Management Program	\$7,357,800	\$3,570,945
Total Grants - Enterprise	<u>\$7,672,800</u>	<u>\$3,718,987</u>
Grants - Gen. Gov.		
Arts and Culture	\$718,397	\$718,023
Centralized Appropriations	-	\$17,700,000
City Attorney	\$140,874	\$712,465
City Manager	\$1,040,599	\$251,270
Development and Sustainability	\$450,000	\$734,647
Fire and Medical	\$3,072,453	\$2,386,186
Fleet Services	-	\$565,000
Library Services	\$51,000	\$48,000
Parks, Recreation and Commercial Facilities	\$276,000	\$278,396
Police	\$9,350,632	\$4,923,093
Project Management Program	\$19,434,681	\$5,421,773
Total Grants - Gen. Gov.	<u>\$34,534,636</u>	<u>\$33,738,853</u>

**Summary of Expenditures by Fund and Department
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
HOME		
Housing and Community Development	\$2,403,853	\$2,472,937
Total HOME	<u>\$2,403,853</u>	<u>\$2,472,937</u>
Section 8		
Housing and Community Development	\$13,457,838	\$11,826,567
Total Section 8	<u>\$13,457,838</u>	<u>\$11,826,567</u>
Total Grant Funds	<u>\$75,414,624</u>	<u>\$71,352,590</u>
Trust Funds		
Employee Benefit Trust		
Business Services	\$298,113	-
Centralized Appropriations	-	\$1,603,514
City Auditor	\$63,261	-
City Manager	\$456,633	-
Facilities Maintenance	\$24,856	\$7,648
Financial Services	\$480,266	-
Human Resources	\$60,546,168	\$62,705,630
Information Technology	\$90,443	-
Mayor and Council	\$50,436	-
Office of Management and Budget	\$35,076	-
Police	\$48,896	\$45,807
Project Management Program	\$97,961	\$42,644
Public Information and Communications	\$2,428	-
Total Employee Benefit Trust	<u>\$62,194,537</u>	<u>\$64,405,242</u>
Property and Public Liability		
City Attorney	\$5,442,692	\$5,337,096
Facilities Maintenance	\$5,196	-
Police	\$15,136	\$14,179
Total Property and Public Liability	<u>\$5,463,024</u>	<u>\$5,351,276</u>
Worker's Compensation		
Financial Services	\$17,458	\$17,612
Human Resources	\$5,154,971	\$5,740,437
Total Worker's Compensation	<u>\$5,172,429</u>	<u>\$5,758,049</u>
Total Trust Funds	<u>\$72,829,990</u>	<u>\$75,514,567</u>
Debt Service Funds		
Capital Lease Redemption		
Centralized Appropriations	\$716,142	\$74,535
Total Capital Lease Redemption	<u>\$716,142</u>	<u>\$74,535</u>
Court Construction Fee		
Centralized Appropriations	\$1,167,890	\$917,070
Total Court Construction Fee	<u>\$1,167,890</u>	<u>\$917,070</u>

**Summary of Expenditures by Fund and Department
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
General Obligation Bond Redemption		
Centralized Appropriations	\$32,322,942	\$27,217,187
Total General Obligation Bond Redemption	<u>\$32,322,942</u>	<u>\$27,217,187</u>
Highway Project Advancement Notes		
Centralized Appropriations	\$6,258,273	\$25,404,250
Total Highway Project Advancement Notes	<u>\$6,258,273</u>	<u>\$25,404,250</u>
Highway User Revenue Bond Redemption		
Centralized Appropriations	\$12,534,050	\$12,416,900
Total Highway User Revenue Bond Redemption	<u>\$12,534,050</u>	<u>\$12,416,900</u>
Non Utility Bond Redemption		
Centralized Appropriations	-	\$4,703,000
Total Non Utility Bond Redemption	<u>-</u>	<u>\$4,703,000</u>
Utility Systems Bond Redemption		
Centralized Appropriations	\$66,220,232	\$65,069,628
Total Utility Systems Bond Redemption	<u>\$66,220,232</u>	<u>\$65,069,628</u>
Utility Systems GO Bond Redemption		
Centralized Appropriations	\$777,027	\$311,779
Total Utility Systems GO Bond Redemption	<u>\$777,027</u>	<u>\$311,779</u>
WIFA Redemption		
Centralized Appropriations	\$140,273	\$177,668
Total WIFA Redemption	<u>\$140,273</u>	<u>\$177,668</u>
Total Debt Service Funds	<u>\$120,136,829</u>	<u>\$136,292,017</u>
Contingency Fund		
Contingency		
Contingencies	-	\$61,678,000
Total Contingency	<u>-</u>	<u>\$61,678,000</u>
Total Contingency Fund	<u>-</u>	<u>\$61,678,000</u>
Bond Funds		
Spring Training Bond Construction		
Project Management Program	\$47,983,864	\$68,045,729
Total Spring Training Bond Construction	<u>\$47,983,864</u>	<u>\$68,045,729</u>
Electric Bond Construction		
Project Management Program	\$6,441,169	\$6,979,121
Total Electric Bond Construction	<u>\$6,441,169</u>	<u>\$6,979,121</u>
Gas Bond Construction		
Project Management Program	\$18,901,815	\$16,626,239
Total Gas Bond Construction	<u>\$18,901,815</u>	<u>\$16,626,239</u>

**Summary of Expenditures by Fund and Department
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Parks Bond Construction		
Project Management Program	\$20,000,000	\$18,513,025
Total Parks Bond Construction	<u>\$20,000,000</u>	<u>\$18,513,025</u>
Public Safety Bond Construction		
Project Management Program	\$18,919,681	\$13,344,531
Total Public Safety Bond Construction	<u>\$18,919,681</u>	<u>\$13,344,531</u>
Streets Bond Construction		
Project Management Program	\$76,189,357	\$59,630,640
Total Streets Bond Construction	<u>\$76,189,357</u>	<u>\$59,630,640</u>
Wastewater Bond Construction		
Project Management Program	\$25,105,225	\$29,483,217
Total Wastewater Bond Construction	<u>\$25,105,225</u>	<u>\$29,483,217</u>
Water Bond Construction		
Project Management Program	\$45,204,889	\$49,873,498
Total Water Bond Construction	<u>\$45,204,889</u>	<u>\$49,873,498</u>
Total Bond Funds	<u>\$258,746,000</u>	<u>\$262,496,000</u>
Total Expenditures	<u><u>\$1,264,000,000</u></u>	<u><u>\$1,330,000,000</u></u>

Changes in accounting presentation by department made for FY 2013/14 affect comparisons to FY 2012/13.

**Summary of Expenditures by Department and Fund
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Arts and Culture		
General Fund		
Capital - General Fund	\$7,400	-
General Fund	\$11,179,486	\$11,253,918
Total General Fund	<u>\$11,186,886</u>	<u>\$11,253,918</u>
Enterprise Fund		
Enterprise Fund	\$13,043	\$13,043
Total Enterprise Fund	<u>\$13,043</u>	<u>\$13,043</u>
Restricted Funds		
Environmental Compliance Fee	\$4,216	\$4,216
Local Streets Sales Tax	\$10,670	\$10,670
Mesa Arts Center Restoration Fee	\$250,000	\$350,000
Special Programs Fund	\$216,780	-
Total Restricted Funds	<u>\$481,666</u>	<u>\$364,886</u>
Internal Services Funds		
Fleet Internal Service	\$20,789	\$20,789
Total Internal Services Funds	<u>\$20,789</u>	<u>\$20,789</u>
Grant Funds		
Grants - Gen. Gov.	\$718,397	\$718,023
Total Grant Funds	<u>\$718,397</u>	<u>\$718,023</u>
Total Arts and Culture	<u>\$12,420,780</u>	<u>\$12,370,659</u>
Business Services		
General Fund		
Capital - General Fund	\$20,000	\$2,121
General Fund	\$3,780,781	\$13,577,611
Total General Fund	<u>\$3,800,781</u>	<u>\$13,579,732</u>
Enterprise Fund		
Enterprise Fund	\$7,852,761	-
Total Enterprise Fund	<u>\$7,852,761</u>	<u>-</u>
Restricted Funds		
Cemetery	\$14,528	-
Environmental Compliance Fee	\$14,852	-
Local Streets Sales Tax	\$600,381	-
Transit Fund	\$38,654	-
Total Restricted Funds	<u>\$668,415</u>	<u>-</u>
Internal Services Funds		
Fleet Internal Service	\$137,880	-
Print Shop Internal Service	\$(108,581)	\$848,993
Warehouse Internal Service	\$(264,369)	\$1,083,275
Total Internal Services Funds	<u>\$(235,070)</u>	<u>\$1,932,268</u>

**Summary of Expenditures by Department and Fund
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Trust Funds		
Employee Benefit Trust	\$298,113	-
Total Trust Funds	<u>\$298,113</u>	<u>-</u>
Total Business Services	<u>\$12,385,000</u>	<u>\$15,512,000</u>
Centralized Appropriations		
General Fund		
Capital - General Fund	-	\$(652,747)
General Fund	\$21,573,506	\$(19,429,135)
Total General Fund	<u>\$21,573,506</u>	<u>\$(20,081,882)</u>
Enterprise Fund		
Capital - Enterprise	-	\$428,938
Enterprise Fund	\$15,390,696	\$26,203,565
Total Enterprise Fund	<u>\$15,390,696</u>	<u>\$26,632,503</u>
Restricted Funds		
Cemetery	\$1,066	\$133,598
Environmental Compliance Fee	\$24,365	\$266,744
Greenfield WRP Joint Venture	-	\$348,763
Highway User Revenue Fund	\$2,743	\$2,743
Local Streets Sales Tax	\$1,535,156	\$4,461,496
Special Programs Fund	\$1,585,000	\$17,700,000
TOPAZ Joint Venture Fund	-	\$1,042,640
Transit Fund	\$14,151	\$307,302
Total Restricted Funds	<u>\$3,162,481</u>	<u>\$24,263,286</u>
Internal Services Funds		
Fleet Internal Service	\$319,579	\$(13,956,511)
Print Shop Internal Service	-	\$(940,778)
Warehouse Internal Service	\$55,489	\$4,987,229
Total Internal Services Fund	<u>\$375,068</u>	<u>\$(9,910,060)</u>
Impact Fees		
Fire Impact Fee	\$146,000	\$728,847
Library Impact Fee	\$316,420	\$177,509
Parks Impact Fee	\$360,000	\$771,331
Police Impact Fee	\$212,000	\$1,194,020
Storm Sewer Impact Fee	\$114,000	\$274,842
Wastewater Impact Fee	\$1,248,000	\$2,398,496
Water Impact Fees	\$1,031,000	\$2,813,376
Total Impact Fees	<u>\$3,427,420</u>	<u>\$8,358,421</u>
Grant Funds		
Grants - Gen. Gov.	-	\$17,700,000
Total Grant Funds	<u>-</u>	<u>\$17,700,000</u>
Trust Funds		
Employee Benefit Trust	-	\$1,603,514
Total Trust Funds	<u>-</u>	<u>\$1,603,514</u>

**Summary of Expenditures by Department and Fund
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Debt Service Funds		
Capital Lease Redemption	\$716,142	\$74,535
Court Construction Fee	\$1,167,890	\$917,070
General Obligation Bond Redemption	\$32,322,942	\$27,217,187
Highway Project Advancement Notes	\$6,258,273	\$25,404,250
Highway User Revenue Bond Redemption	\$12,534,050	\$12,416,900
Non Utility Bond Redemption	-	\$4,703,000
Utility Systems Bond Redemption	\$66,220,232	\$65,069,628
Utility Systems GO Bond Redemption	\$777,027	\$311,779
WIFA Redemption	\$140,273	\$177,668
Total Debt Service Funds	\$120,136,829	\$136,292,017
Total Centralized Appropriations	\$164,066,000	\$184,857,800
City Attorney		
General Fund		
General Fund	\$5,848,970	\$6,227,535
Total General Fund	\$5,848,970	\$6,227,535
Enterprise Fund		
Enterprise Fund	\$105,631	-
Total Enterprise Fund	\$105,631	-
Restricted Funds		
Cemetery	\$2,012	-
Environmental Compliance Fee	\$8,469	-
Local Streets Sales Tax	\$49,989	-
Transit Fund	\$13,338	-
Total Restricted Funds	\$73,808	-
Internal Services Funds		
Fleet Internal Service	\$4,024	-
Total Internal Services Funds	\$4,024	-
Grant Funds		
Grants - Gen. Gov.	\$140,874	\$712,465
Total Grant Funds	\$140,874	\$712,465
Trust Funds		
Property and Public Liability	\$5,442,692	\$5,337,096
Total Trust Funds	\$5,442,692	\$5,337,096
Total City Attorney	\$11,616,000	\$12,277,096
City Auditor		
General Fund		
General Fund	\$362,655	\$613,000
Total General Fund	\$362,655	\$613,000

**Summary of Expenditures by Department and Fund
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Enterprise Fund		
Enterprise Fund	\$132,360	-
Total Enterprise Fund	<u>\$132,360</u>	<u>-</u>
Restricted Funds		
Cemetery	\$1,108	-
Environmental Compliance Fee	\$5,893	-
Local Streets Sales Tax	\$37,383	-
Transit Fund	\$9,184	-
Total Restricted Funds	<u>\$53,568</u>	<u>-</u>
Internal Services Funds		
Fleet Internal Service	\$27,852	-
Print Shop Internal Service	\$1,322	-
Warehouse Internal Service	\$4,982	-
Total Internal Services Funds	<u>\$34,156</u>	<u>-</u>
Trust Funds		
Employee Benefit Trust	\$63,261	-
Total Trust Funds	<u>\$63,261</u>	<u>-</u>
Total City Auditor	<u>\$646,000</u>	<u>\$613,000</u>
City Clerk		
General Fund		
General Fund	\$1,250,000	\$825,000
Total General Fund	<u>\$1,250,000</u>	<u>\$825,000</u>
Total City Clerk	<u>\$1,250,000</u>	<u>\$825,000</u>
City Manager		
General Fund		
Capital - General Fund	\$10,000	\$10,000
General Fund	\$2,615,144	\$5,086,730
Total General Fund	<u>\$2,625,144</u>	<u>\$5,096,730</u>
Enterprise Fund		
Enterprise Fund	\$955,398	-
Total Enterprise Fund	<u>\$955,398</u>	<u>-</u>
Restricted Funds		
Cemetery	\$7,997	-
Environmental Compliance Fee	\$42,537	-
Local Streets Sales Tax	\$269,838	-
Transit Fund	\$66,298	-
Total Restricted Funds	<u>\$386,670</u>	<u>-</u>

**Summary of Expenditures by Department and Fund
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Internal Services Funds		
Fleet Internal Service	\$201,047	-
Print Shop Internal Service	\$9,544	-
Warehouse Internal Service	\$35,965	-
Total Internal Services Funds	<u>\$246,556</u>	<u>-</u>
Grant Funds		
Grants - Gen. Gov.	\$1,040,599	\$251,270
Total Grant Funds	<u>\$1,040,599</u>	<u>\$251,270</u>
Trust Funds		
Employee Benefit Trust	\$456,633	-
Total Trust Funds	<u>\$456,633</u>	<u>-</u>
Total City Manager	<u>\$5,711,000</u>	<u>\$5,348,000</u>
Communications		
General Fund		
General Fund	\$540,000	\$2,684,068
Total General Fund	<u>\$540,000</u>	<u>\$2,684,068</u>
Restricted Funds		
TOPAZ Joint Venture Fund	-	\$1,124,932
Total Restricted Funds	<u>-</u>	<u>\$1,124,932</u>
Total Communications	<u>\$540,000</u>	<u>\$3,809,000</u>
Contingency		
General Fund		
General Fund	\$42,000,000	-
Total General Fund	<u>\$42,000,000</u>	<u>-</u>
Enterprise Fund		
Enterprise Fund	\$29,000,000	-
Total Enterprise Fund	<u>\$29,000,000</u>	<u>-</u>
Contingency Fund		
Contingency	-	\$61,678,000
Total Contingency Fund	<u>-</u>	<u>\$61,678,000</u>
Total Contingency	<u>\$71,000,000</u>	<u>\$61,678,000</u>
Development and Sustainability		
General Fund		
Capital - General Fund	\$421,429	\$623,552
General Fund	\$4,509,639	\$5,010,238
Total General Fund	<u>\$4,931,068</u>	<u>\$5,633,790</u>

**Summary of Expenditures by Department and Fund
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Enterprise Fund		
Enterprise Fund	\$754,235	\$784,553
Total Enterprise Fund	<u>\$754,235</u>	<u>\$784,553</u>
Restricted Funds		
Environmental Compliance Fee	\$2,043,356	\$1,879,338
Local Streets Sales Tax	\$203,039	\$202,893
Special Programs Fund	\$25,000	\$2,100,000
Total Restricted Funds	<u>\$2,271,395</u>	<u>\$4,182,231</u>
Grant Funds		
Community Development Block Grant	\$296,303	\$149,425
Grants - Gen. Gov.	\$450,000	\$734,647
Total Grant Funds	<u>\$746,303</u>	<u>\$884,072</u>
Total Development and Sustainability	<u>\$8,703,000</u>	<u>\$11,484,647</u>
Economic Development		
General Fund		
General Fund	\$4,209,840	\$4,111,808
Total General Fund	<u>\$4,209,840</u>	<u>\$4,111,808</u>
Enterprise Fund		
Capital - Enterprise	\$48,160	\$48,160
Enterprise Fund	\$2,920,000	\$3,969,568
Total Enterprise Fund	<u>\$2,968,160</u>	<u>\$4,017,728</u>
Grant Funds		
Grants - Enterprise	\$315,000	\$148,042
Total Grant Funds	<u>\$315,000</u>	<u>\$148,042</u>
Total Economic Development	<u>\$7,493,000</u>	<u>\$8,277,578</u>
Energy Resources		
General Fund		
General Fund	\$86,850	\$77,095
Total General Fund	<u>\$86,850</u>	<u>\$77,095</u>
Enterprise Fund		
Capital - Enterprise	\$295,000	\$380,786
Enterprise Fund	\$43,391,703	\$43,382,969
Total Enterprise Fund	<u>\$43,686,703</u>	<u>\$43,763,755</u>
Restricted Funds		
Highway User Revenue Fund	\$250,447	\$295,371
Total Restricted Funds	<u>\$250,447</u>	<u>\$295,371</u>
Total Energy Resources	<u>\$44,024,000</u>	<u>\$44,136,222</u>

**Summary of Expenditures by Department and Fund
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Engineering		
General Fund		
Capital - General Fund	\$45,000	\$17,500
General Fund	\$2,936,239	\$6,315,207
Total General Fund	<u>\$2,981,239</u>	<u>\$6,332,707</u>
Enterprise Fund		
Enterprise Fund	\$250,088	\$298,785
Total Enterprise Fund	<u>\$250,088</u>	<u>\$298,785</u>
Restricted Funds		
Eastmark Community Facilities District #1	-	\$8,880
Local Streets Sales Tax	\$472,145	\$446,628
Transit Fund	\$412,527	-
Total Restricted Funds	<u>\$884,672</u>	<u>\$455,508</u>
Total Engineering	<u>\$4,116,000</u>	<u>\$7,087,000</u>
Facilities Maintenance		
General Fund		
Capital - General Fund	-	\$5,000
General Fund	\$5,783,966	\$8,767,340
Total General Fund	<u>\$5,783,966</u>	<u>\$8,772,340</u>
Enterprise Fund		
Enterprise Fund	\$1,637,950	\$1,597,536
Total Enterprise Fund	<u>\$1,637,950</u>	<u>\$1,597,536</u>
Restricted Funds		
Cemetery	\$12,880	\$6,002
Environmental Compliance Fee	\$6,802	\$1,817
Greenfield WRP Joint Venture	-	\$27,000
Local Streets Sales Tax	\$164,376	\$79,515
Transit Fund	\$10,063	\$3,001
Total Restricted Funds	<u>\$194,121</u>	<u>\$117,335</u>
Internal Services Funds		
Fleet Internal Service	\$65,553	\$353,724
Print Shop Internal Service	\$21,488	\$46,224
Warehouse Internal Service	\$28,869	\$52,193
Total Internal Services Funds	<u>\$115,911</u>	<u>\$452,141</u>
Trust Funds		
Employee Benefit Trust	\$24,856	\$7,648
Property and Public Liability	\$5,196	-
Total Trust Funds	<u>\$30,052</u>	<u>\$7,648</u>
Total Facilities Maintenance	<u>\$7,762,000</u>	<u>\$10,947,000</u>

**Summary of Expenditures by Department and Fund
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Falcon Field Airport		
Enterprise Fund		
Enterprise Fund	\$1,627,000	\$1,654,000
Total Enterprise Fund	<u>\$1,627,000</u>	<u>\$1,654,000</u>
Total Falcon Field Airport	<u>\$1,627,000</u>	<u>\$1,654,000</u>
Financial Services		
General Fund		
Capital - General Fund	\$6,850	\$2,000
General Fund	\$2,756,362	\$4,424,069
Total General Fund	<u>\$2,763,212</u>	<u>\$4,426,069</u>
Enterprise Fund		
Enterprise Fund	\$1,251,568	\$42,319
Total Enterprise Fund	<u>\$1,251,568</u>	<u>\$42,319</u>
Restricted Funds		
Cemetery	\$9,701	-
Environmental Compliance Fee	\$25,857	-
Local Streets Sales Tax	\$309,873	-
Transit Fund	\$66,785	-
Total Restricted Funds	<u>\$412,216</u>	<u>-</u>
Internal Services Funds		
Fleet Internal Service	\$75,591	-
Print Shop Internal Service	\$3,110	-
Warehouse Internal Service	\$11,603	-
Total Internal Services Funds	<u>\$90,304</u>	<u>-</u>
Trust Funds		
Employee Benefit Trust	\$480,266	-
Worker's Compensation	\$17,458	\$17,612
Total Trust Funds	<u>\$497,724</u>	<u>\$17,612</u>
Total Financial Services	<u>\$5,015,024</u>	<u>\$4,486,000</u>
Fire and Medical		
General Fund		
Capital - General Fund	\$1,086,513	\$1,237,526
General Fund	\$56,850,854	\$58,075,169
Total General Fund	<u>\$57,937,367</u>	<u>\$59,312,695</u>
Enterprise Fund		
Enterprise Fund	\$488,510	\$472,422
Total Enterprise Fund	<u>\$488,510</u>	<u>\$472,422</u>
Restricted Funds		
Quality of Life Sales Tax	\$5,776,893	\$6,118,457
Special Programs Fund	-	\$116,279
Total Restricted Funds	<u>\$5,776,893</u>	<u>\$6,234,736</u>

**Summary of Expenditures by Department and Fund
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Grant Funds		
Grants - Gen. Gov.	\$3,072,453	\$2,386,186
Total Grant Funds	<u>\$3,072,453</u>	<u>\$2,386,186</u>
Total Fire and Medical	<u>\$67,275,223</u>	<u>\$68,406,039</u>
Fleet Services		
General Fund		
Capital - General Fund	\$1,344,000	\$1,492,843
General Fund	\$488	\$60,206
Total General Fund	<u>\$1,344,488</u>	<u>\$1,553,049</u>
Enterprise Fund		
Capital - Enterprise	-	\$1,422,447
Enterprise Fund	\$1,249,481	\$25,000
Total Enterprise Fund	<u>\$1,249,481</u>	<u>\$1,447,447</u>
Restricted Funds		
Environmental Compliance Fee	\$7,719	\$240,102
Special Programs Fund	-	\$1,358
Utility Replacement Extension and Renewal	\$5,351,480	\$7,755,573
Vehicle Replacement	\$4,770,472	\$8,208,243
Total Restricted Funds	<u>\$10,129,671</u>	<u>\$16,205,276</u>
Internal Services Funds		
Fleet Internal Service	\$(1,739,088)	\$13,368,958
Total Internal Services Funds	<u>\$(1,739,088)</u>	<u>\$13,368,958</u>
Grant Funds		
Grants - Gen. Gov.	-	\$565,000
Total Grant Funds	<u>-</u>	<u>\$565,000</u>
Total Fleet Services	<u>\$10,984,552</u>	<u>\$33,139,730</u>
Housing and Community Development		
General Fund		
General Fund	\$1,237,480	\$1,255,783
Total General Fund	<u>\$1,237,480</u>	<u>\$1,255,783</u>
Restricted Funds		
Special Programs Fund	-	\$200,000
Total Restricted Funds	<u>-</u>	<u>\$200,000</u>
Grant Funds		
Community Development Block Grant	\$17,049,194	\$19,445,821
HOME	\$2,403,853	\$2,472,937
Section 8	\$13,457,838	\$11,826,567
Total Grant Funds	<u>\$32,910,885</u>	<u>\$33,745,325</u>
Total Housing and Community Development	<u>\$34,148,365</u>	<u>\$35,201,108</u>

**Summary of Expenditures by Department and Fund
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Human Resources		
General Fund		
General Fund	\$2,393,863	\$3,246,933
Total General Fund	<u>\$2,393,863</u>	<u>\$3,246,933</u>
Enterprise Fund		
Enterprise Fund	\$491,397	-
Total Enterprise Fund	<u>\$491,397</u>	<u>-</u>
Restricted Funds		
Cemetery	\$9,625	-
Environmental Compliance Fee	\$9,352	-
Local Streets Sales Tax	\$142,521	-
Transit Fund	\$2,425	-
Total Restricted Funds	<u>\$163,923</u>	<u>-</u>
Internal Services Funds		
Fleet Internal Service	\$65,821	-
Print Shop Internal Service	\$4,329	-
Warehouse Internal Service	\$9,528	-
Total Internal Services Funds	<u>\$79,678</u>	<u>-</u>
Trust Funds		
Employee Benefit Trust	\$60,546,168	\$62,705,630
Worker's Compensation	\$5,154,971	\$5,740,437
Total Trust Funds	<u>\$65,701,139</u>	<u>\$68,446,067</u>
Total Human Resources	<u>\$68,830,000</u>	<u>\$71,693,000</u>
Information Technology		
General Fund		
Capital - General Fund	\$1,552,788	\$4,595,689
General Fund	\$19,582,247	\$26,876,182
Total General Fund	<u>\$21,135,035</u>	<u>\$31,471,871</u>
Enterprise Fund		
Capital - Enterprise	\$247,806	-
Enterprise Fund	\$5,379,205	-
Total Enterprise Fund	<u>\$5,627,011</u>	<u>-</u>
Restricted Funds		
Cemetery	\$80,414	-
Environmental Compliance Fee	\$78,140	-
Local Streets Sales Tax	\$1,286,766	-
Transit Fund	\$22,464	-
Total Restricted Funds	<u>\$1,467,784</u>	<u>-</u>

**Summary of Expenditures by Department and Fund
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Internal Services Funds		
Fleet Internal Service	\$549,956	-
Print Shop Internal Service	\$36,169	-
Warehouse Internal Service	\$79,602	-
Total Internal Services Funds	<u>\$665,727</u>	<u>-</u>
Trust Funds		
Employee Benefit Trust	\$90,443	-
Total Trust Funds	<u>\$90,443</u>	<u>-</u>
Total Information Technology	<u>\$28,986,000</u>	<u>\$31,471,871</u>
Library Services		
General Fund		
Capital - General Fund	\$145,000	\$160,000
General Fund	\$7,229,000	\$7,239,050
Total General Fund	<u>\$7,374,000</u>	<u>\$7,399,050</u>
Restricted Funds		
Special Programs Fund	\$215,000	\$227,000
Total Restricted Funds	<u>\$215,000</u>	<u>\$227,000</u>
Grant Funds		
Grants - Gen. Gov.	\$51,000	\$48,000
Total Grant Funds	<u>\$51,000</u>	<u>\$48,000</u>
Total Library Services	<u>\$7,640,000</u>	<u>\$7,674,050</u>
Mayor and Council		
General Fund		
General Fund	\$289,099	\$515,000
Total General Fund	<u>\$289,099</u>	<u>\$515,000</u>
Enterprise Fund		
Enterprise Fund	\$105,525	-
Total Enterprise Fund	<u>\$105,525</u>	<u>-</u>
Restricted Funds		
Cemetery	\$883	-
Environmental Compliance Fee	\$4,698	-
Local Streets Sales Tax	\$29,804	-
Transit Fund	\$7,323	-
Total Restricted Funds	<u>\$42,708</u>	<u>-</u>
Internal Services Funds		
Fleet Internal Service	\$22,205	-
Print Shop Internal Service	\$1,054	-
Warehouse Internal Service	\$3,973	-
Total Internal Services Funds	<u>\$27,232</u>	<u>-</u>

**Summary of Expenditures by Department and Fund
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Trust Funds		
Employee Benefit Trust	\$50,436	-
Total Trust Funds	<u>\$50,436</u>	<u>-</u>
Total Mayor and Council	<u>\$515,000</u>	<u>\$515,000</u>
Municipal Court		
General Fund		
Capital - General Fund	-	\$2,000
General Fund	\$7,137,867	\$7,116,840
Total General Fund	<u>\$7,137,867</u>	<u>\$7,118,840</u>
Restricted Funds		
Special Programs Fund	\$1,555,133	\$2,819,981
Total Restricted Funds	<u>\$1,555,133</u>	<u>\$2,819,981</u>
Total Municipal Court	<u>\$8,693,000</u>	<u>\$9,938,821</u>
Neighborhood Outreach and Animal Control		
General Fund		
Capital - General Fund	\$300	-
General Fund	\$1,036,700	\$1,098,000
Total General Fund	<u>\$1,037,000</u>	<u>\$1,098,000</u>
Total Neighborhood Outreach and Animal Control	<u>\$1,037,000</u>	<u>\$1,098,000</u>
Office of Management and Budget		
General Fund		
General Fund	\$240,206	\$2,350,366
Total General Fund	<u>\$240,206</u>	<u>\$2,350,366</u>
Enterprise Fund		
Enterprise Fund	\$124,274	-
Total Enterprise Fund	<u>\$124,274</u>	<u>-</u>
Restricted Funds		
Cemetery	\$615	-
Environmental Compliance Fee	\$3,268	-
Local Streets Sales Tax	\$20,728	-
Transit Fund	\$5,093	-
Total Restricted Funds	<u>\$29,704</u>	<u>-</u>
Internal Services Funds		
Fleet Internal Service	\$15,442	-
Print Shop Internal Service	\$735	-
Warehouse Internal Service	\$2,764	-
Total Internal Services Funds	<u>\$18,941</u>	<u>-</u>

**Summary of Expenditures by Department and Fund
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Trust Funds		
Employee Benefit Trust	\$35,076	-
Total Trust Funds	<u>\$35,076</u>	<u>-</u>
Total Office of Management and Budget	<u>\$448,200</u>	<u>\$2,350,366</u>
Parks, Recreation and Commercial Facilities		
General Fund		
Capital - General Fund	\$20,000	-
General Fund	\$12,662,045	\$13,228,577
Total General Fund	<u>\$12,682,045</u>	<u>\$13,228,577</u>
Enterprise Fund		
Capital - Enterprise	\$138,000	\$584,309
Enterprise Fund	\$6,880,282	\$7,471,601
Total Enterprise Fund	<u>\$7,018,282</u>	<u>\$8,055,910</u>
Restricted Funds		
Cemetery	\$1,167,432	\$1,143,490
Environmental Compliance Fee	\$5,157,803	\$5,216,984
Special Programs Fund	\$1,622,421	\$1,449,314
Total Restricted Funds	<u>\$7,947,656</u>	<u>\$7,809,788</u>
Grant Funds		
Grants - Gen. Gov.	\$276,000	\$278,396
Total Grant Funds	<u>\$276,000</u>	<u>\$278,396</u>
Total Parks, Recreation and Commercial Facilities	<u>\$27,923,983</u>	<u>\$29,372,671</u>
Police		
General Fund		
Capital - General Fund	\$350,000	\$230,142
General Fund	\$130,665,937	\$136,053,007
Total General Fund	<u>\$131,015,937</u>	<u>\$136,283,149</u>
Enterprise Fund		
Enterprise Fund	\$854,594	\$926,823
Total Enterprise Fund	<u>\$854,594</u>	<u>\$926,823</u>
Restricted Funds		
Cemetery	\$2,680	-
Local Streets Sales Tax	\$106,813	\$115,840
Quality of Life Sales Tax	\$12,335,806	\$13,127,339
Special Programs Fund	\$1,741,179	\$2,080,249
Total Restricted Funds	<u>\$14,186,478</u>	<u>\$15,323,428</u>
Grant Funds		
Grants - Gen. Gov.	\$9,350,632	\$4,923,093
Total Grant Funds	<u>\$9,350,632</u>	<u>\$4,923,093</u>

**Summary of Expenditures by Department and Fund
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Trust Funds		
Employee Benefit Trust	\$48,896	\$45,807
Property and Public Liability	\$15,136	\$14,179
Total Trust Funds	<u>\$64,032</u>	<u>\$59,986</u>
Total Police	<u>\$155,471,673</u>	<u>\$157,516,479</u>
Project Management Program		
General Fund		
Capital - General Fund	\$7,657,088	\$4,937,352
General Fund	\$6,098,198	\$5,241,997
Total General Fund	<u>\$13,755,286</u>	<u>\$10,179,349</u>
Enterprise Fund		
Capital - Enterprise	\$23,360,959	\$19,991,449
Enterprise Fund	\$1,476,332	\$1,276,883
Total Enterprise Fund	<u>\$24,837,291</u>	<u>\$21,268,333</u>
Restricted Funds		
Cemetery	\$21,539	\$19,940
Environmental Compliance Fee	\$121,396	\$29,116
Local Streets Sales Tax	\$3,080,079	\$12,885,848
Special Programs Fund	\$1,497,111	\$1,966,333
Transit Fund	\$65,428	\$14,821,543
Transportation	\$25,382,270	\$12,987,700
Total Restricted Funds	<u>\$30,167,823</u>	<u>\$42,710,481</u>
Internal Services Funds		
Fleet Internal Service	\$176,724	\$204,517
Print Shop Internal Service	\$30,248	\$44,912
Warehouse Internal Service	\$30,226	\$51,046
Total Internal Services Funds	<u>\$237,198</u>	<u>\$300,475</u>
Impact Fees		
Gen Govt Facility Impact Fee	\$1,506,960	-
Total Impact Fees	<u>\$1,506,960</u>	<u>-</u>
Grant Funds		
Grants - Enterprise	\$7,357,800	\$3,570,945
Grants - Gen. Gov.	\$19,434,681	\$5,421,773
Total Grant Funds	<u>\$26,792,481</u>	<u>\$8,992,718</u>
Trust Funds		
Employee Benefit Trust	\$97,961	\$42,644
Total Trust Funds	<u>\$97,961</u>	<u>\$42,644</u>

**Summary of Expenditures by Department and Fund
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Bond Funds		
Spring Training Bond Construction	\$47,983,864	\$68,045,729
Electric Bond Construction	\$6,441,169	\$6,979,121
Gas Bond Construction	\$18,901,815	\$16,626,239
Parks Bond Construction	\$20,000,000	\$18,513,025
Public Safety Bond Construction	\$18,919,681	\$13,344,531
Streets Bond Construction	\$76,189,357	\$59,630,640
Wastewater Bond Construction	\$25,105,225	\$29,483,217
Water Bond Construction	\$45,204,889	\$49,873,498
Total Bond Funds	<u>\$258,746,000</u>	<u>\$262,496,000</u>
Total Project Management Program	<u>\$356,141,000</u>	<u>\$345,990,000</u>
Public Information and Communications		
General Fund		
Capital - General Fund	\$15,006	\$11,500
General Fund	\$738,115	\$1,159,500
Total General Fund	<u>\$753,121</u>	<u>\$1,171,000</u>
Enterprise Fund		
Enterprise Fund	\$131,176	-
Total Enterprise Fund	<u>\$131,176</u>	<u>-</u>
Restricted Funds		
Cemetery	\$582	-
Environmental Compliance Fee	\$27,303	-
Local Streets Sales Tax	\$46,252	-
Transit Fund	\$24,293	-
Total Restricted Funds	<u>\$98,430</u>	<u>-</u>
Internal Services Funds		
Print Shop Internal Service	\$582	-
Warehouse Internal Service	\$1,263	-
Total Internal Services Funds	<u>\$1,845</u>	<u>-</u>
Trust Funds		
Employee Benefit Trust	\$2,428	-
Total Trust Funds	<u>\$2,428</u>	<u>-</u>
Total Public Information and Communications	<u>\$987,000</u>	<u>\$1,171,000</u>
Solid Waste Management		
Enterprise Fund		
Capital - Enterprise	\$75,000	\$20,000
Enterprise Fund	\$23,210,200	\$23,571,905
Total Enterprise Fund	<u>\$23,285,200</u>	<u>\$23,591,905</u>

**Summary of Expenditures by Department and Fund
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Impact Fees		
Solid Waste Development Tax	\$61,000	\$62,000
Total Impact Fees	<u>\$61,000</u>	<u>\$62,000</u>
Total Solid Waste Management	<u>\$23,346,200</u>	<u>\$23,653,905</u>
Transit Services		
Restricted Funds		
Transit Fund	\$10,003,000	\$8,586,000
Total Restricted Funds	\$10,003,000	\$8,586,000
Total Transit Services	<u>\$10,003,000</u>	<u>\$8,586,000</u>
Transportation		
General Fund		
General Fund	\$754,744	\$728,472
Total General Fund	<u>\$754,744</u>	<u>\$728,472</u>
Enterprise Fund		
Enterprise Fund	\$971,074	\$918,134
Total Enterprise Fund	<u>\$971,074</u>	<u>\$918,134</u>
Restricted Funds		
Cemetery	\$63,570	-
Environmental Compliance Fee	\$3,183,602	\$4,377,581
Highway User Revenue Fund	\$18,348,647	\$19,849,756
Local Streets Sales Tax	\$26,650,377	\$28,722,790
Transit Fund	\$121,255	\$105,504
Total Restricted Funds	<u>\$48,367,451</u>	<u>\$53,055,631</u>
Internal Services Funds		
Fleet Internal Service	\$56,625	\$8,522
Print Shop Internal Service	-	\$648
Warehouse Internal Service	\$105	\$752
Total Internal Services Funds	<u>\$56,730</u>	<u>\$9,922</u>
Total Transportation Total	<u>\$50,150,000</u>	<u>\$54,712,158</u>
Water Resources		
General Fund		
General Fund	\$78,951	\$48,894
Total General Fund	<u>\$78,951</u>	<u>\$48,894</u>
Enterprise Fund		
Enterprise Fund	\$52,966,049	\$55,676,096
Total Enterprise Fund	<u>\$52,966,049</u>	<u>\$55,676,096</u>

**Summary of Expenditures by Department and Fund
Fiscal Year 2013/14**

Source	FY 2012/13 Budget	FY 2013/14 Budget
Restricted Funds		
Environmental Compliance Fee	-	\$11,128
Greenfield WRP Joint Venture	-	\$5,342,865
Utility Replacement Extension and Renewal	-	\$1,067,817
Total Restricted Funds	-	\$6,421,810
Total Water Resources	<u>\$53,045,000</u>	<u>\$62,146,800</u>
Total Expenditures	<u><u>\$1,264,000,000</u></u>	<u><u>\$1,330,000,000</u></u>

Changes in accounting presentation by department made for FY 2013/14 affect comparisons to FY 2012/13.

**Summary of Changes in Fund Balance
Fiscal Year 2013/14**

Fund	Projected Funds Available				Budgeted Expenditures					Projected Ending Fund Balance
	Beginning Fund Balance	Projected Sources	Fund Transfers	Estimated Funds Available	Operating	Operating Rebudget	Capital Improvement Program	Capital Improvement Program Rebudget	Expenditures	
General Fund	\$37,510,510	\$234,888,496	\$69,721,759	\$342,120,765	\$309,460,647	\$4,377,812	\$1	-	\$313,838,460	\$28,282,305
Cemetery	-	\$1,330,000	-	\$1,330,000	\$1,248,629	\$54,401	-	-	\$1,303,030	\$26,970
Transit Fund	-	\$17,319,531	\$6,503,820	\$23,823,351	\$8,898,113	\$107,544	\$139,194	\$14,678,500	\$23,823,351	-
TOPAZ Joint Venture Fund	\$10,000	\$2,167,572	-	\$2,177,572	\$2,157,572	\$10,000	-	-	\$2,167,572	\$10,000
Quality of Life Sales Tax	-	\$19,245,796	-	\$19,245,796	\$19,245,796	-	-	-	\$19,245,796	-
Local Streets Sales Tax	\$28,387,688	\$23,578,844	(\$725,000)	\$51,241,532	\$29,242,303	\$5,167,358	\$1,630,170	\$10,885,850	\$46,925,681	\$4,315,851
Highway User Revenue Fund	\$171,743	\$32,394,127	(\$12,418,000)	\$20,147,870	\$18,262,020	\$1,885,850	-	-	\$20,147,870	-
Environmental Compliance Fee	\$1,733,324	\$10,583,497	-	\$12,316,821	\$11,815,211	\$211,815	-	-	\$12,027,026	\$289,795
Mesa Arts Center Restoration Fee	\$1,422,196	\$2,000	-	\$1,424,196	\$350,000	-	-	-	\$350,000	\$1,074,196
Grants - Gen. Gov.	\$458,166	\$33,280,687	-	\$33,738,853	\$26,112,511	\$2,204,569	\$1,884,503	\$3,537,270	\$33,738,853	-
Police Impact Fee	-	\$600,000	\$594,020	\$1,194,020	\$1,194,020	-	-	-	\$1,194,020	-
Fire Impact Fee	-	\$400,000	\$328,847	\$728,847	\$728,847	-	-	-	\$728,847	-
Parks Impact Fee	-	\$1,025,000	(\$253,669)	\$771,331	\$771,331	-	-	-	\$771,331	-
Cultural Facility Impact Fee	\$605,650	-	-	\$605,650	-	-	-	-	-	\$605,650
Library Impact Fee	\$186,802	\$251,000	-	\$437,802	\$177,509	-	-	-	\$177,509	\$260,293
Storm Sewer Impact Fee	\$94,363	\$285,000	-	\$379,363	\$274,842	-	-	-	\$274,842	\$104,521
Community Development Block Grant	-	\$19,595,246	-	\$19,595,246	\$8,677,548	\$10,917,698	-	-	\$19,595,246	-
HOME	-	\$2,547,445	-	\$2,547,445	\$821,814	\$1,651,123	-	-	\$2,472,937	\$74,508
Section 8	\$1,659,288	\$10,191,384	-	\$11,850,672	\$10,167,280	\$1,659,287	-	-	\$11,826,567	\$24,105
Cemetery Reserve	\$6,286,767	\$82,000	-	\$6,368,767	-	-	-	-	-	\$6,368,767
Eastmark Community Facilities District #1	\$5,697	-	-	\$5,697	\$8,880	-	-	-	\$8,880	(\$3,183)
Special Programs Fund	\$6,999,834	\$21,826,756	-	\$28,826,590	\$23,860,335	\$3,033,846	\$841,583	\$924,750	\$28,660,514	\$166,076
Capital - General Fund	\$7,268,925	-	\$5,405,554	\$12,674,479	\$4,457,010	\$5,672,545	\$948,544	\$1,596,380	\$12,674,479	-
Vehicle Replacement	\$5,988,938	\$450,000	\$3,225,000	\$9,663,938	\$4,151,350	\$4,056,893	-	-	\$8,208,243	\$1,455,695
Transportation	-	\$12,987,700	-	\$12,987,700	-	-	\$12,987,700	-	\$12,987,700	-
General Obligation Bond Redemption	-	\$22,105,000	\$5,112,187	\$27,217,187	\$27,217,187	-	-	-	\$27,217,187	-
Capital Lease Redemption	\$1	-	\$74,534	\$74,535	\$74,535	-	-	-	\$74,535	-
Highway User Revenue Bond Redemption	-	-	\$12,418,000	\$12,418,000	\$12,416,900	-	-	-	\$12,416,900	\$1,100
Highway Project Advancement Notes	-	\$25,404,250	-	\$25,404,250	\$25,404,250	-	-	-	\$25,404,250	-
Court Construction Fee	\$877,753	\$917,883	-	\$1,795,636	\$917,070	-	-	-	\$917,070	\$878,566
Enterprise Fund	\$49,832,530	\$321,296,437	(\$170,730,103)	\$200,398,864	\$166,566,747	\$1,718,454	\$2	-	\$168,285,203	\$32,113,661
Water Impact Fees	\$428	\$2,800,000	\$12,948	\$2,813,376	\$2,813,376	-	-	-	\$2,813,376	-
Wastewater Impact Fee	\$469,238	\$2,900,000	-	\$3,369,238	\$2,398,496	-	-	-	\$2,398,496	\$970,742
Solid Waste Development Tax	\$8,040	\$107,000	-	\$115,040	\$62,000	-	-	-	\$62,000	\$53,040
Grants - Enterprise	\$261,068	\$3,457,919	-	\$3,718,987	\$130,624	\$17,418	\$3,266,007	\$304,938	\$3,718,987	-
Greenfield WRP Joint Venture	-	\$5,718,628	-	\$5,718,628	\$5,718,628	-	-	-	\$5,718,628	-
Capital - Enterprise	\$11,332,062	\$300,000	\$11,244,028	\$22,876,090	\$1,333,241	\$2,412,750	\$10,210,786	\$8,919,312	\$22,876,089	\$1
Utility Replacement Extension & Renewal	\$22,113,406	\$5,423,000	-	\$27,536,406	\$5,894,201	\$2,929,189	-	-	\$8,823,390	\$18,713,016
Utility Systems Bond Redemption	-	-	\$65,069,628	\$65,069,628	\$65,069,628	-	-	-	\$65,069,628	-
WIFA Redemption	-	-	\$177,668	\$177,668	\$177,668	-	-	-	\$177,668	-

**Summary of Changes in Fund Balance
Fiscal Year 2013/14**

Fund	Projected Funds Available				Budgeted Expenditures					Projected Ending Fund Balance
	Beginning Fund Balance	Projected Sources	Fund Transfers	Estimated Funds Available	Operating	Operating Rebudget	Capital Improvement Program	Capital Improvement Program Rebudget	Expenditures	
Non-Utility Bond Redemption	-	\$776,000	\$3,927,000	\$4,703,000	\$4,703,000	-	-	-	\$4,703,000	-
Utility Systems GO Bond Redemption	-	-	\$311,779	\$311,779	\$311,779	-	-	-	\$311,779	-
Warehouse Internal Service	-	\$6,174,494	-	\$6,174,494	\$6,159,488	\$15,006	-	-	\$6,174,494	-
Fleet Internal Service	-	\$623,485	-	\$623,485	(\$167,528)	\$40,017	\$127,510	-	(\$1)	\$623,486
Print Shop Internal Service	-	-	-	-	(\$8,188)	\$8,188	-	-	-	-
Property and Public Liability	\$9,423,881	\$6,356,085	-	\$15,779,966	\$5,351,276	-	-	-	\$5,351,276	\$10,428,690
Worker's Compensation	\$7,067,781	\$4,715,585	-	\$11,783,366	\$5,758,049	-	-	-	\$5,758,049	\$6,025,317
Employee Benefit Trust	\$37,402,251	\$61,837,915	-	\$99,240,166	\$64,356,005	\$49,237	-	-	\$64,405,242	\$34,834,924
Employee Benefit Trust GOA	\$3,304	-	-	\$3,304	-	-	-	-	-	\$3,304
Public Safety Bond Construction	\$2,204,531	\$11,140,000	-	\$13,344,531	-	-	\$9,625,000	\$3,719,531	\$13,344,531	-
Streets Bond Construction	\$44,443,660	\$15,865,000	-	\$60,308,660	-	-	\$26,891,267	\$32,739,373	\$59,630,640	\$678,020
Parks Bond Construction	\$15,344,875	\$23,721,000	-	\$39,065,875	-	-	\$18,253,025	\$260,000	\$18,513,025	\$20,552,850
Storm Sewer Bond Construction	\$205,895	-	-	\$205,895	-	-	-	-	-	\$205,895
Electric Bond Construction	\$3,959,357	\$3,320,000	-	\$7,279,357	-	-	\$4,717,002	\$2,262,119	\$6,979,121	\$300,236
Gas Bond Construction	\$7,623,098	\$11,289,000	-	\$18,912,098	-	-	\$10,302,327	\$6,323,912	\$16,626,239	\$2,285,859
Water Bond Construction	\$26,643,347	\$24,336,000	-	\$50,979,347	-	-	\$28,575,985	\$21,297,513	\$49,873,498	\$1,105,849
Wastewater Bond Construction	\$14,286,937	\$16,298,000	-	\$30,584,937	-	-	\$19,370,665	\$10,112,552	\$29,483,217	\$1,101,720
Spring Training Bond Construction	\$68,045,729	-	-	\$68,045,729	-	-	\$50,695,729	\$17,350,000	\$68,045,729	-
Subtotal	\$420,339,063	\$1,021,914,762	-	\$1,442,253,825	\$884,742,000	\$48,201,000	\$200,467,000	\$134,912,000	\$1,268,322,000	\$173,931,825
Contingency	-	\$5,000,000	-	\$5,000,000	\$61,678,000	-	-	-	\$61,678,000	(\$56,678,000) *
Total	\$420,339,063	\$1,026,914,762	-	\$1,447,253,825	\$946,420,000	\$48,201,000	\$200,467,000	\$134,912,000	\$1,330,000,000	\$117,253,825

* 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 2013/14**

Fund Sub-Fund	FY 2012/13 Budget	FY 2013/14 Budget
Electric Bond Construction		
Electric - 2010 Bond Election	\$6,441,169	\$6,979,121
Gas Bond Construction		
Gas - 2010 Bond Election	\$18,901,815	\$16,626,239
Parks Bond Construction		
Parks - 2012 Bond Election	\$20,000,000	\$18,513,025
Public Safety Bond Construction		
Public Safety - 2008 Bond Election	\$18,919,681	\$3,719,531
Public Safety - 2013 Bond Election	-	\$9,625,000
Spring Training Bond Construction		
	\$47,983,864	\$68,045,729
Streets Bond Construction		
Streets - 2008 Bond Election	\$75,369,855	\$43,765,640
Streets - 2012 Bond Election	\$819,502	-
Streets - 2013 Bond Election	-	\$15,865,000
Wastewater Bond Construction		
Wastewater - 2006 Bond Election	\$25,105,225	\$27,080,922
Wastewater - 2010 Bond Election	-	\$2,402,295
Water Bond Construction		
Water - 2010 Bond Election	\$45,204,889	\$49,873,498
Total Bond and Reserve Expenditures	<u><u>\$258,746,000</u></u>	<u><u>\$262,496,000</u></u>

**Full-Time Employees and Personnel Compensation
Fiscal Year 2013/14**

Fund	Full-Time Equivalent (FTE)	Employee Salaries and Hourly Costs	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
General Fund						
General Fund	2,498.9	\$166,224,200	\$33,903,196	\$33,044,391	\$4,114,389	\$237,286,176
Capital - General Fund	0.9	\$44,805	\$7,330	\$8,513	\$6,256	\$66,904
Total General Fund	2,499.8	\$166,269,005	\$33,910,526	\$33,052,904	\$4,120,645	\$237,353,080
Enterprise Fund						
Enterprise Fund	507.6	\$28,089,486	\$3,618,276	\$6,771,036	\$15,810,451	\$54,289,249
Capital - Enterprise	14.9	\$713,846	\$116,791	\$135,636	\$99,679	\$1,065,952
Total Enterprise Fund	522.5	\$28,803,332	\$3,735,067	\$6,906,672	\$15,910,130	\$55,355,201
Restricted Funds						
Cemetery	10.3	\$545,414	\$61,856	\$88,409	\$137,258	\$832,937
Transit Fund	3.2	\$268,275	\$30,407	\$55,072	\$238,728	\$592,482
TOPAZ Joint Venture Fund	1.0	\$82,909	\$9,369	\$11,637	\$6,667	\$110,582
Quality of Life Sales Tax	185.0	\$13,072,614	\$3,598,197	\$1,670,865	\$904,119	\$19,245,795
Local Streets Sales Tax	29.2	\$2,526,948	\$269,401	\$858,157	\$2,375,584	\$6,030,090
Highway User Revenue Fund	110.5	\$6,299,890	\$713,871	\$989,604	\$788,454	\$8,791,819
Environmental Compliance Fee	37.8	\$2,148,193	\$243,727	\$317,917	\$397,569	\$3,107,406
Eastmark Community Facilities District #1	0.1	\$6,880	\$777	\$557	\$668	\$8,882
Special Programs Fund	5.0	\$238,381	\$47,783	\$31,758	\$222,751	\$540,673
Transportation	0.1	\$4,749	\$777	\$902	\$663	\$7,091
Greenfield WRP Joint Venture	22.0	\$1,336,722	\$153,930	\$185,762	\$326,250	\$2,002,664
Total Restricted Funds	404.2	\$26,530,975	\$5,130,095	\$4,210,640	\$5,398,711	\$41,270,421
Internal Service Funds						
Warehouse Internal Service	10.6	\$520,367	\$59,863	\$145,250	\$242,328	\$967,808
Fleet Internal Service	76.6	\$4,107,745	\$482,779	\$1,001,490	\$1,442,458	\$7,034,472
Print Shop Internal Service	4.3	\$206,440	\$23,464	\$37,046	\$98,299	\$365,249
Total Internal Service Funds	91.5	\$4,834,552	\$566,106	\$1,183,786	\$1,783,085	\$8,367,529
Grant Funds						
Grants - General Government	25.2	\$1,585,321	\$558,795	\$197,867	\$943,658	\$3,285,641
Community Development Block Grant	16.6	\$922,372	\$104,228	\$135,667	\$83,054	\$1,245,321
HOME	0.6	\$38,786	\$4,383	\$5,483	\$3,756	\$52,408
Section 8	10.5	\$610,731	\$69,013	\$90,902	\$56,149	\$826,795
Grants - Enterprise	0.8	\$257,112	\$9,603	\$8,017	\$8,962	\$283,694
Total Grant Funds	53.7	\$3,414,322	\$746,022	\$437,936	\$1,095,579	\$5,693,859
Trust Funds						
Property and Public Liability	8.5	\$712,780	\$81,147	\$69,064	\$61,264	\$924,255
Workers' Compensation	5.0	\$305,250	\$34,493	\$33,012	\$25,711	\$398,466
Employee Benefit Trust	19.3	\$1,081,690	\$123,749	\$182,211	\$1,294,780	\$2,682,430
Total Trust Funds	32.8	\$2,099,720	\$239,389	\$284,287	\$1,381,755	\$4,005,151
Bond Funds						
Public Safety Bond Construction	1.6	\$76,083	\$12,448	\$14,456	\$10,624	\$113,611
Streets Bond Construction	12.2	\$583,410	\$95,451	\$110,852	\$81,465	\$871,178
Parks Bond Construction	9.6	\$458,616	\$75,034	\$87,141	\$64,039	\$684,830
Electric Bond Construction	18.2	\$870,012	\$142,342	\$165,309	\$121,485	\$1,299,148
Gas Bond Construction	28.9	\$1,381,514	\$226,028	\$262,498	\$192,909	\$2,062,949
Water Bond Construction	16.8	\$801,454	\$131,125	\$152,282	\$111,912	\$1,196,773
Wastewater Bond Construction	17.6	\$841,602	\$137,693	\$159,911	\$117,518	\$1,256,724
Total Bond Funds	104.9	\$5,012,691	\$820,121	\$952,449	\$699,952	\$7,485,213
Total All Funds	3,709.4	\$236,964,597	\$45,147,326	\$47,028,674	\$30,389,857	\$359,530,454

Personal Services Overview FY 2013/14

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 2013/14 are \$359,530,454 which is 27.0% of the total annual budget.

Number of Full Time Equivalent (FTE) by Department

<u>Department</u>	<u>Adopted FY 2011/12</u>	<u>Adopted FY 2012/13</u>	<u>2012/13 % of total FTE</u>	<u>Adopted FY 2013/14</u>	<u>2013/14 % of total FTE</u>
Arts & Culture	72.3	73.9	2.0%	77.2	2.1%
Business Services	139.5	144.0	3.9%	147.0	4.0%
City Attorney	58.0	58.0	1.6%	59.0	1.6%
City Auditor	0.0	4.0	0.1%	5.0	0.1%
City Clerk	8.0	8.0	0.2%	8.0	0.2%
City Manager	24.0	24.0	0.7%	28.0	0.8%
Communications	23.0	23.0	0.6%	24.0	0.7%
Development & Sustainability	57.0	59.0	1.6%	61.0	1.6%
Economic Development	10.0	13.0	0.4%	14.0	0.4%
Energy Resources	128.0	129.0	3.5%	129.0	3.5%
Engineering	104.5	105.0	2.9%	105.0	2.8%
Facilities Maintenance	32.5	33.0	0.9%	35.0	0.9%
Falcon Field Airport	10.0	10.0	0.3%	10.0	0.3%
Financial Services	48.5	56.5	1.5%	44.5	1.2%
Fire and Medical	474.5	483.0	13.2%	488.5	13.2%
Fleet Services	76.0	77.0	2.1%	78.0	2.1%
Housing & Community Development	45.0	28.0	0.8%	31.0	0.8%
Human Resources	44.5	52.0	1.4%	55.0	1.5%
Information Technology	150.5	151.0	4.1%	151.0	4.1%
Library Services	77.1	78.0	2.1%	78.9	2.1%
Management Performance & Accountability	3.0	3.0	0.1%	0.0	0.0%
Mayor & Council	11.0	7.0	0.2%	7.0	0.2%
Municipal Court	80.5	80.5	2.2%	80.3	2.2%
Office of Management & Budget	0.0	0.0	0.0%	19.5	0.5%
Neighborhood Outreach & Animal Control	0.0	11.0	0.3%	11.0	0.3%
Parks, Recreation & Commercial Facilities	195.7	196.5	5.4%	201.5	5.4%
Police	1,194.0	1,206.0	33.0%	1,212.0	32.7%
Public Information & Communications	7.0	7.0	0.2%	7.0	0.2%
Solid Waste Management	127.0	127.0	3.5%	129.0	3.5%
Transit Services	3.0	3.0	0.1%	3.0	0.1%
Transportation	159.0	159.0	4.4%	159.0	4.3%
Water Resources	246.0	248.0	6.8%	251.0	6.8%
	<u>3,609.1</u>	<u>3,657.4</u>	<u>100.0%</u>	<u>3,709.4</u>	<u>100.0%</u>

Personal Services Overview

FY 2013/14

The City of Mesa's total FTE count increased by 52 FTE from FY 2012/13 to FY 2013/14. Of this 52 FTE, 22.5 FTE were new positions for FY 2013/14 and include: 1 FTE grant funded position, 3 FTE for economic development projects, 5 civilian FTE so that sworn police currently performing those jobs can be redeployed out in the field, 3 FTE for an apprentice program, 2 FTE for fire dispatch, 3 FTE for additional council support, 1 FTE for the regional wireless cooperative, 1 FTE for parks and basins maintenance, 1 FTE to coordinate the City's health and wellness program, 1 FTE trainer for the new Human Resources system, 1 FTE to assist with museum education/exhibits, and 0.5 FTE for increased Mesa Art Center maintenance. In addition, there was an increase of 29.5 FTE mid-year changes which were added in FY 2012/13 after the budget was adopted. The mid-year changes are approved by the City Manager's Office and are resultant of implementation of a new financial system, changes in organizational structure or duties, or the receipt of grant funding.

For FY 2012/13, the City Auditor Division was moved out of the Mayor & Council/City Auditor Department and made into its own department. Also, the Neighborhood Outreach Division and the Animal Control Division were moved out of the Housing and Community Development Department and made into their own Neighborhood Outreach & Animal Control Department.

For FY 2013/14, the Office of Management and Budget was split out of the Financial Services Department and merged with Management Performance and Accountability to form the Office of Management and Budget, a new department.

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 Program Department and not in the individual departments:

- Energy Resources 32.2 FTE
- Engineering 61.9 FTE
- Transit 0.3 FTE
- Transportation 3.6 FTE
- Water Resources 23.1 FTE

**Summary of Expenditures by Object
Fiscal Year 2013/14**

Object Code	Object Name	FY 2012/13 Budget	FY 2013/14 Budget
Personal Services			
110110	Salaries-Regular Full Time	\$232,522,531	\$228,828,366
110111	Special Pay-Certification Pay	\$2,041,866	\$2,184,150
110114	Holiday Leave	\$3,708,898	\$4,635,278
110115	Special Pay - Longevity	\$3,014,304	\$2,493,362
110116	Special Pay - Other	\$903,640	\$1,672,513
110117	Compensatory Leave	-	\$447,677
110118	Other Compensatory Leave	\$25,125	\$25,125
110130	FICA - City Contribution	\$8,714,529	\$8,917,312
110131	Medicare - City Contribution	\$3,415,334	\$3,526,870
110132	Pension - ASRS	\$15,291,642	\$16,217,648
110133	Pension - PSPRS - Fire	\$8,481,134	\$8,885,990
110134	Pension - PSPRS - Police	\$14,885,075	\$19,030,810
110135	Deferred Compensation	\$930,787	\$946,877
110136	Medical Insurance - City Contribution	\$40,138,755	\$38,155,942
110137	Dental Insurance - City Contribution	\$6,903,922	\$7,043,341
110138	Vision/Life - City Contribution	\$717,298	\$731,889
110139	Workers Compensation - City Contribution	\$6,988,401	\$4,463,226
110141	Long Term Disability - Civilian	\$355,127	\$348,941
110142	Long Term Disability - Sworn	\$153,831	\$159,854
110143	Allowances - Uniform	\$805,170	\$642,857
110144	Allowances - Vehicle	\$159,000	\$147,600
110145	Allowances - Phone	\$36,960	\$108,062
110146	Other Benefits and Costs	\$305,278	\$291,200
110147	Pension-Elected Officials	\$62,412	\$67,859
110151	Overtime - Civilian	-	\$2,954,512
110152	Overtime - Sworn	-	\$8,009,335
1102	Overtime-Civilian	\$2,467,848	-
1103	Overtime-Sworn	\$7,168,053	-
1998	Personal Services Citywide Overhead Charge	\$29,078,380	\$38,584,647
1999	Personal Services Citywide Overhead Credit	<u>\$(29,078,380)</u>	<u>\$(39,990,788)</u>
Total Personal Services		\$360,196,920	\$359,530,454
Other Services			
2101	Accounting and Auditing	\$150,684	\$110,684
2102	Advertising	\$943,965	\$944,477
2103	Collections	\$100	-
2104	Commercial Facilities	\$212,000	\$700,000
2105	Concessions and Catering	\$455,520	\$486,860
2106	Consulting	\$2,794,081	\$3,143,841
2108	Engineering	\$429,927	-
2109	Insurance	\$1,332,695	\$1,221,600
2110	Janitorial	\$1,214,545	\$1,216,400
2111	Legal	\$1,954,295	\$2,036,254
2112	Print Service Charges	\$1,179,530	\$1,065,962

**Summary of Expenditures by Object
Fiscal Year 2013/14**

Object Code	Object Name	FY 2012/13 Budget	FY 2013/14 Budget
2113	Printing and Publishing - Outside	\$569,911	\$408,889
2115	Temp Services	\$234,000	\$4,320,912
2116	Managed Print Services	-	\$608,948
2130	Rents/Leases - Equipment/Vehicles	\$2,303,516	\$2,720,357
2131	Rents/Leases - Land/Buildings	\$183,135	\$240,650
2135	Software License Renewal and Maintenance	\$4,392,379	\$6,080,601
2136	Technology Services	\$151,000	\$185,000
2180	Other Professional Services	\$44,980,185	\$21,995,478
2181	Other Contractual Services	\$86,462,081	\$122,898,508
2201	Utilities	\$20,708,709	\$21,457,868
2210	Telecommunications	\$1,733,005	\$2,452,482
2215	Building Maintenance and Repair	\$7,742,725	\$7,949,514
2216	Grounds Maintenance and Repair	\$4,243,600	\$4,270,750
2217	Office Equipment Repair	\$344,646	\$263,820
2224	Other Maintenance and Repair	\$3,836,161	\$4,370,488
2225	Vehicle and Operational Equipment Usage	\$14,291,033	\$14,892,571
2226	Vehicle and Operational Equipment Repair	\$725,500	\$506,900
2240	Green Waste Disposal	\$399,000	\$387,000
2241	Solid Waste Recycling	\$10,000	\$400
2242	Landfill	\$5,447,723	\$5,534,980
2301	Medical Claims-Employee/Retiree	\$49,263,500	\$23,141,951
2302	Medical Claims-Dependent	\$5,283,600	\$27,484,807
2305	Dental Claims-Employee/Retiree	-	\$2,165,592
2306	Dental Claims-Dependent	\$10,000	\$3,121,992
2307	Workers Comp Claims	\$3,468,000	\$3,975,440
2308	Property and Public Liability Claims	\$3,387,022	\$3,387,022
2310	Miscellaneous Claims	-	\$10,000
2315	Stop Loss Premium	\$3,015,978	\$2,590,000
2316	Life Insurance Premium	\$350,000	\$365,000
2317	Vision Insurance Premium	\$273,900	\$850,000
2318	EAP Premium	-	\$65,000
2325	Other Ins Premiums	\$6,301,000	\$6,301,000
2350	Administrative Fees	\$34,000	\$275
2351	Network Access Fee	\$995,543	\$883,643
2801	Association Dues	\$794,968	\$811,565
2802	Subscriptions and Educational Materials	\$363,815	\$494,658
2803	Training	\$1,264,889	\$1,457,844
2804	Meetings and Conferences	\$21,003	\$76,800
2805	Education Reimbursement	\$654,785	\$754,485
2806	Other Staff Development	\$502	\$77,502
2807	Travel	\$878,402	\$855,937
2808	Bus Pass Reimbursement	\$28,547	\$34,955
2809	Mileage Reimbursement	\$38,453	\$64,127
2810	Moving and Related Expenses	\$6,592	\$6,592
2850	Housing Assistance Payments	\$11,191,033	\$10,054,577
2851	Utility Assistance Payments	\$344,000	\$631,903

**Summary of Expenditures by Object
Fiscal Year 2013/14**

Object Code	Object Name	FY 2012/13 Budget	FY 2013/14 Budget
2852	Housing Admin Fees	\$426,600	\$54,995
2853	FSS Escrow HAP	-	\$120,000
2879	Cash Over/Short	\$10,545	\$9,025
2899	Internal Charges	\$3,065,373	\$816,608
2990	City Staff Time	-	\$8,099,544
2991	Contracts	-	\$309,359,130
2992	Direct Expenses	-	\$488,864
2998	Other Services Citywide Overhead Charge	\$10,766,301	\$15,922,860
2999	Other Services Citywide Overhead Credit	\$(10,766,301)	\$(16,521,649)
Total Other Services		\$300,897,701	\$640,484,238
 Commodities			
3101	Office Supplies	\$72,648	\$556,942
3102	Postage/Shipping	\$1,651,443	\$1,599,266
3103	Safety Supplies	\$180,604	\$196,072
3109	Other Supplies	\$500	\$2,500
3115	Minor Equipment - Computer	\$1,685,673	\$905,792
3116	Minor Equipment - Other	\$9,052,238	\$6,458,207
3117	Library Materials	\$622,066	\$664,566
3118	Software	\$3,129,218	\$3,075,422
3125	STAR Awards	\$75,120	\$83,760
3126	Safety Awards	\$2,000	\$2,000
3129	Other Recognition Awards	\$89,450	\$68,118
3130	Materials and Supplies Warehouse	\$3,756,993	\$6,174,494
3131	Materials and Supplies Outside	\$18,661,252	\$19,324,628
3132	Merchandise for Resale	\$4,000	\$6,400
3133	Warehouse Cost of Goods Sold	-	\$4,660,890
3150	Electricity	\$16,436,543	\$15,135,322
3151	Natural Gas	\$14,821,292	\$15,468,265
3152	Water	\$8,283,700	\$8,539,458
3153	Chemicals	\$3,032,747	\$3,328,039
3160	Ammunition	-	\$327,000
3170	Aviation Fuel and Lubricants	\$185,000	\$200,000
3175	Vehicle and Equipment Parts and Supplies - Fleet Services	\$381,879	\$1,761,242
3176	Vehicle and Equipment Fuel - Fleet Services	\$5,728,498	\$3,933,099
3199	Warehouse Inventory Adjustments	\$108,941	\$100,000
3998	Commodities Citywide Overhead Charge	\$4,146,261	\$5,403,391
3999	Commodities Citywide Overhead Credit	\$(4,146,261)	\$(5,502,143)
Total Commodities		\$87,961,805	\$92,472,730
 Capital Outlay			
4101	Land Acquisition	\$15,743,487	\$1,614,984
4301	Building and Improvements Acquisition	\$1,547,948	\$1,172,085
4315	Construction - Buildings	\$59,261,400	-

**Summary of Expenditures by Object
Fiscal Year 2013/14**

Object Code	Object Name	FY 2012/13 Budget	FY 2013/14 Budget
4319	Construction - Water Plants	\$3,021,754	-
4320	Construction - Sewer Plants	\$4,368,088	-
4330	Construction - Other	\$53,199,401	\$952,544
4401	Office Equipment and Furniture	\$273,300	\$298,137
4402	Computer Equipment	\$3,123,400	\$4,824,161
4403	Telecommunication Equipment	\$1,404,865	\$391,070
4404	Other Machinery and Equipment	\$5,610,479	\$7,080,520
4405	Vehicles	\$13,418,442	\$20,015,590
4406	Heavy Equipment\Rolling Stock	\$2,014,914	-
4501	Streets and Signals	\$91,574,247	-
4503	Electric Systems	\$9,865,720	-
4504	Gas Systems	\$11,170,434	-
4505	Water Systems	\$35,484,598	-
4506	Waste Water Systems	\$17,229,391	\$14,000
4507	Storm Sewer System	\$304,192	-
4508	Lighting	\$397,003	-
4701	Purchase or Licensed Software / Website	\$2,640,198	\$404,086
4703	Licenses and Permits	-	\$5,000
4998	Capital Citywide Overhead Charge	\$1,215,408	\$2,631,826
4999	Capital Citywide Overhead Credit	\$(1,215,408)	\$(2,631,826)
Total Capital Outlay		\$331,653,262	\$36,772,177
Debt Service			
5101	Bonds - General Obligation Principal	\$24,212,830	\$18,474,990
5102	Bonds - Utility Revenue Principal	\$25,011,355	\$22,550,002
5103	Bonds - Highway Revenue Principal	\$6,745,000	\$6,945,000
5122	Notes - WIFA Principal	\$122,976	\$125,652
5123	Notes - HPAN Principal	-	\$20,000,000
5141	Leases - Principal	\$681,958	\$67,953
5201	Bonds - General Obligation Interest	\$11,203,449	\$13,117,595
5202	Bonds - Utility Revenue Interest	\$43,487,877	\$47,731,498
5203	Bonds - Highway Revenue Interest	\$5,789,050	\$5,471,900
5205	Bonds - Non Utility Interest	-	\$4,703,000
5222	Notes - WIFA Interest	\$17,297	\$52,016
5223	Notes - HPAN Interest	\$6,258,273	\$5,404,250
5241	Leases - Interest	\$34,184	\$6,582
Total Debt Service		\$123,564,249	\$144,650,438
Non Budgetary			
9011	Depreciation/Amortization	\$6,127,943	\$5,422,967
9020	Bad Debt	\$4,517,000	\$2,517,000
Total Non Budgetary		\$10,644,943	\$7,939,967

**Summary of Expenditures by Object
Fiscal Year 2013/14**

Object Code	Object Name	FY 2012/13 Budget	FY 2013/14 Budget
Offsets and Credits			
9213	CIP Overhead Charge	\$2,357,678	\$5,912,193
9230	GWRP Credits	\$(3,118,869)	-
9299	Internal Reimbursement	<u>\$(21,157,689)</u>	<u>\$(19,440,196)</u>
Total Offsets and Credits		\$(21,918,880)	\$(13,528,003)
Contingency			
9311	Contingency	<u>\$71,000,000</u>	<u>\$61,678,000</u>
Total Contingency		\$71,000,000	\$61,678,000
Total All Object Codes		<u><u>\$1,264,000,000</u></u>	<u><u>\$1,330,000,000</u></u>

Changes in accounting presentation made for FY 2013/14 affect comparisons to FY 2012/13.

**Transfers In and Transfers Out
Fiscal Year 2013/14**

	<u>Transfers In</u>	<u>Transfers Out</u>	<u>Net Transfers In & (Out)</u>
General Fund	\$90,253,669	\$20,531,910	\$69,721,759
Transit Fund	\$6,503,820	-	\$6,503,820
Local Streets Sales Tax	-	\$725,000	\$(725,000)
Highway User Revenue Fund	-	\$12,418,000	\$(12,418,000)
Police Impact Fee	\$594,020	-	\$594,020
Fire Impact Fee	\$328,847	-	\$328,847
Parks Impact Fee	-	\$253,669	\$(253,669)
Capital - General Fund	\$5,405,554	-	\$5,405,554
Vehicle Replacement	\$3,225,000	-	\$3,225,000
General Obligation Bond Redemption	\$5,112,187	-	\$5,112,187
Capital Lease Redemption	\$74,534	-	\$74,534
Highway User Revenue Bond Redemption	\$12,418,000	-	\$12,418,000
Enterprise Fund	-	\$170,730,103	\$(170,730,103)
Water Impact Fees	\$12,948	-	\$12,948
Capital - Enterprise	\$11,244,028	-	\$11,244,028
Utility Systems Bond Redemption	\$65,069,628	-	\$65,069,628
WIFA Redemption	\$177,668	-	\$177,668
Non-Utility Bond Redemption	\$3,927,000	-	\$3,927,000
Utility Systems GO Bond Redemption	\$311,779	-	\$311,779
	<u>\$204,658,682</u>	<u>\$204,658,682</u>	<u>-</u>

RESOLUTION NO. 10293

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, 2014

WHEREAS, the City Council of the City of Mesa did on the 3rd day of June,
2013 propose a budget for the said City of Mesa for the fiscal year ending June 30, 2014;
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 17, 2013 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, 2014.

PASSED AND ADOPTED by the Mayor and City Council of the City of Mesa,
Maricopa County, Arizona, this 17th day of June, 2013.

APPROVED:

Mayor



ATTEST:


City Clerk



**CITY OF MESA, ARIZONA
FINAL BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2014**

SUMMARY OF REVENUES BY SOURCE

Source	FY 2012/13 Adopted Budget	FY 2013/14 Estimated Revenues
Taxes		
Sales & Use Tax	\$130,668,000	\$134,590,000
Secondary Property Tax	\$14,141,000	\$22,105,000
Transient Occupancy Tax	\$2,106,000	\$2,815,000
Other Taxes	\$62,000	\$107,000
Total Taxes	\$146,977,000	\$159,617,000
Intergovernmental		
Federal Grants & Reimbursements	\$43,820,000	\$48,708,000
State Shared Revenues	\$128,392,000	\$136,740,000
State Grants & Reimbursements	\$8,988,000	\$3,097,000
County and Other Gov't Revenues	\$15,931,000	\$21,510,000
Total Intergovernmental	\$197,131,000	\$210,055,000
Sales and Charges for Services		
General	\$19,281,000	\$22,927,000
Culture and Recreation	\$5,458,000	\$5,688,000
Enterprise	\$311,186,000	\$318,303,000
Total Sales and Charges for Services	\$335,925,000	\$346,918,000
Licenses, Fees and Permits		
Business Licenses	\$4,726,000	\$3,465,000
Permits	\$5,335,000	\$9,278,000
Fees	\$4,407,000	\$10,057,000
Court Fees	\$5,089,000	\$5,192,000
Culture and Recreation	\$480,000	\$174,000
Total Licenses, Fees and Permits	\$20,037,000	\$28,166,000
Fines and Forfeitures		
Court Fines	\$10,632,000	\$4,342,000
Other Fines	\$518,000	\$509,000
Total Fines and Forfeitures	\$11,150,000	\$4,851,000
Other Revenue		
Interest	\$700,000	\$689,000
Contributions and Donations	\$2,282,000	\$1,997,000
Other Financing Sources	\$6,128,000	\$5,423,000
Sale of Property	\$800,000	\$871,000
Self Insurance Contributions	\$74,874,000	\$72,580,000
Other Revenues	\$7,813,000	\$56,646,000
Total Other Revenue	\$92,597,000	\$138,206,000
Operating Revenues Subtotal	\$803,817,000	\$887,813,000
Reimbursements/Previous Grant Awards Carried Over	\$37,352,300	\$33,132,762
Funds Carried Forward	\$164,084,700	\$146,558,238
Total Non-Bond Resources	\$1,005,254,000	\$1,067,504,000
Existing Bond Proceeds	\$82,586,000	\$156,527,000
New Bond Proceeds	\$176,160,000	\$105,969,000
Total Bond Resources	\$258,746,000	\$262,496,000
City Total Resources	\$1,264,000,000	\$1,330,000,000

SUMMARY OF REVENUES BY FUND

Fund	FY 2012/13 Adopted Budget	FY 2013/14 Estimated Revenues
General Fund - Operations	\$227,560,318	\$234,819,486
General Fund - Capital	\$257,490	\$0
Enterprise Fund - Operations	\$316,288,223	\$321,256,437
Enterprise Fund - Capital	\$0	\$300,000
Restricted Funds:		
Transportation Related:		
Local Street Sales Tax Fund	\$22,743,000	\$23,578,844
Highway User Revenue Fund	\$31,137,000	\$32,394,127
Transportation Fund	\$13,950,599	\$12,987,700
Transit Fund	\$2,179,358	\$2,641,031
Quality of Life Sales Tax Fund	\$18,112,699	\$19,245,796
Other Restricted Funds	\$26,097,608	\$67,581,650
Grant Funds:		
General Governmental Grant Fund	\$22,584,972	\$27,733,326
Enterprise Grant Fund	\$4,402,800	\$3,396,631
Housing Grant Funds	\$19,597,023	\$19,765,254
Trust Funds	\$75,202,003	\$72,909,585
Debt Service Funds	\$23,703,907	\$49,203,133
Total Operating Revenues	\$803,817,000	\$887,813,000
Reimbursements/Previous Grant Awards Carried Over	\$37,352,300	\$33,132,762
Funds Carried Forward	\$164,084,700	\$146,558,238
Total Non-Bond Resources	\$1,005,254,000	\$1,067,504,000
Existing Bond Proceeds	\$82,586,000	\$156,527,000
New Bond Proceeds	\$176,160,000	\$105,969,000
Total Bond Resources	\$258,746,000	\$262,496,000
City Total Resources	\$1,264,000,000	\$1,330,000,000

SUMMARY OF EXPENDITURE APPROPRIATIONS BY DEPARTMENT

Department	FY 2012/13 Adopted Budget	FY 2013/14 Expenditure Appropriation
Mayor & Council	\$515,000	\$515,000
City Manager	\$5,711,000	\$5,348,000
Arts & Culture	\$12,419,000	\$12,358,000
Business Services	\$12,179,000	\$15,452,000
City Attorney	\$11,616,000	\$11,737,000
City Auditor	\$646,000	\$613,000
City Clerk	\$1,250,000	\$825,000
Communications	\$540,000	\$3,799,000
Development & Sustainability	\$8,104,000	\$11,335,000
Economic Development	\$7,493,000	\$7,374,000
Energy Resources	\$44,024,000	\$43,702,000
Engineering	\$4,116,000	\$7,087,000
Facilities Maintenance	\$7,762,000	\$10,947,000
Falcon Field Airport	\$1,627,000	\$1,654,000
Financial Services	\$4,979,000	\$4,486,000
Fire and Medical Services	\$66,265,000	\$67,003,000
Fleet Services	\$5,818,000	\$23,207,000
Housing & Community Development	\$20,531,000	\$20,973,000
Human Resources	\$68,830,000	\$71,693,000
Information Technology	\$27,617,000	\$28,146,000
Library Services	\$7,640,000	\$7,404,000
Management Performance & Accountability	\$428,000	\$0
Municipal Court	\$8,693,000	\$8,882,000
Neighborhood Outreach & Animal Control	\$1,037,000	\$1,098,000
Office of Management and Budget	\$0	\$2,350,000
Parks, Recreation & Commercial Facilities	\$26,978,000	\$27,756,000
Police	\$152,565,000	\$155,014,000
Public Information & Communications	\$987,000	\$1,171,000
Solid Waste Management	\$23,291,000	\$23,551,000
Transit Services	\$10,003,000	\$8,481,000
Transportation	\$48,070,000	\$47,593,000
Water Resources	\$53,045,000	\$62,138,000
Project Management Program-Lifecycle/Infrastructure Projects	\$10,206,000	\$5,888,000
Centralized Appropriations	\$164,066,000	\$185,162,000
Operating Program Subtotal	\$819,051,000	\$884,742,000
Operating Program Carryover	\$33,836,000	\$48,201,000
Operating Appropriation and Carryover Subtotal	\$852,887,000	\$932,943,000
Contingency Appropriation	\$71,000,000	\$61,678,000
Total Operating Appropriation	\$923,887,000	\$994,621,000
Capital Improvement Program: Non-Bond	\$53,971,000	\$32,036,000
Capital Improvement Program: Bond	\$199,105,000	\$168,431,000
Capital Improvement Program Subtotal	\$253,076,000	\$200,467,000
Non-Bond Capital Improvement Program Carryover	\$27,396,000	\$40,847,000
Bond Capital Improvement Program Carryover	\$59,641,000	\$94,065,000
Capital Improvement Program Carryover Subtotal	\$87,037,000	\$134,912,000
Total Capital Improvement Program Appropriation	\$340,113,000	\$335,379,000
City Total Appropriation	\$1,264,000,000	\$1,330,000,000

Changes in accounting presentation by department made for FY2013/14 affect comparisons to FY2012/13.

SUMMARY OF EXPENDITURE APPROPRIATIONS BY FUND

Fund	FY 2012/13	FY 2013/14
	Adopted Budget	Expenditure Appropriation
General Fund - Operations	\$308,344,030	\$309,460,649
General Fund - Capital	\$11,125,237	\$5,405,554
Enterprise Fund - Operations	\$169,057,353	\$166,566,749
Enterprise Fund - Capital	\$22,382,240	\$11,544,027
Restricted:		
Transportation Related:		
Local Street Sales Tax Fund	\$32,005,228	\$30,872,473
Highway User Revenue Fund	\$18,601,837	\$18,262,020
Transportation Fund	\$13,950,598	\$12,987,700
Transit Fund	\$10,841,395	\$9,037,307
Quality of Life Sales Tax Fund	\$18,112,699	\$19,245,795
Other Restricted Funds	\$30,319,044	\$70,578,092
Grant Funds:		
General Governmental Grant Fund	\$22,583,595	\$27,997,014
Enterprise Grant Fund	\$4,402,800	\$3,396,631
Housing Grant Funds	\$19,597,023	\$19,666,642
Trust Funds	\$72,729,981	\$75,465,330
Debt Service Funds	\$118,968,939	\$136,292,017
Expenditure Appropriation Subtotal	\$873,022,000	\$916,778,000
Operating Carryover	\$33,836,000	\$48,201,000
Capital Improvement Carryover: Non-Bond	\$27,396,000	\$40,847,000
Total Carryover	\$61,232,000	\$89,048,000
Contingency	\$71,000,000	\$61,678,000
Total Expenditure Appropriation Non-Bond Funds	\$1,005,254,000	\$1,067,504,000
Bond Capital Improvement Scheduled	\$199,105,000	\$168,431,000
Bond Capital Improvement Carryover	\$59,641,000	\$94,065,000
Total Bonds Capital Improvement	\$258,746,000	\$262,496,000
City Total Appropriation	\$1,264,000,000	\$1,330,000,000
Expenditure Limitation Comparison		
Budgeted Expenditures	\$1,264,000,000	\$1,330,000,000
Less: Estimated Exclusions	(\$1,264,000,000)	(\$1,330,000,000)
Estimated Expenditures Subject to Limitation	\$0	\$0
Expenditure Limitation	\$514,927,259	\$528,019,508
Over (Under) State Limit	(\$514,927,259)	(\$528,019,508)

RESOLUTION NO. 10292

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MESA,
MARICOPA COUNTY, ARIZONA, APPROVING A FIVE YEAR
CAPITAL PROGRAM FOR THE CITY OF MESA

WHEREAS, the City Manager of the City of Mesa did prepare and submit a Five Year Capital Program for the City of Mesa pursuant to the provisions of Section 605 of the Mesa City Charter; and

WHEREAS, the proposed summary of the Capital Program has been published for the period required by law and notice of the hearing on said proposed program has been published as required by law; and a copy of the general summary of the Capital Program was available for inspection by the public; and

WHEREAS, the public hearing was held at the City Council Chambers in the City of Mesa on Monday, June 17, 2013 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 17th day of June, 2013.

APPROVED:

Mayor

ATTEST:

Debra M. Mickelsen
City Clerk



City of Mesa
Final Five-Year Capital Improvement Program

Capital Appropriations	Proposed	Proposed	Proposed	Proposed	Proposed	
Restricted Funds	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Total
Local Streets Sales Tax	12,516,020	885,157	817,721	846,898	1,107,722	16,173,518
Transportation Fund	12,987,700	11,362,254	9,332,122	2,508,000	7,784,000	43,974,076
Special Programs Fund	1,766,333	-	-	-	-	1,766,333
Transit Fund	14,817,694	1,865,254	3,507,164	1,951,650	-	22,141,762
Subtotal Restricted Funds	42,087,747	14,112,665	13,657,007	5,306,548	8,891,722	84,055,689
Unrestricted Funds	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Total
Capital - Enterprise	19,129,868	931,996	669,255	791,412	607,604	22,130,135
Capital - General Fund	2,545,154	948,544	2,337,675	1,948,607	948,544	8,728,524
Subtotal Unrestricted Funds	21,675,022	1,880,540	3,006,930	2,740,019	1,556,148	30,858,659
Internal Service Funds	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Total
Fleet Internal Service	127,513	-	-	-	-	127,513
Grant Funds	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Total
Grants - Enterprise	3,570,945	5,674,120	1,587,734	1,646,781	1,788,271	14,267,851
Grants - General Gov.	5,421,773	7,017,825	-	-	-	12,439,598
Subtotal Grant Funds	8,992,718	12,691,945	1,587,734	1,646,781	1,788,271	26,707,449
Bond Funds - Authorized	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Total
Spring Training Bond Construction	68,045,729	-	-	-	-	68,045,729
Electric Bond Construction	6,979,121	-	-	-	-	6,979,121
Gas Bond Construction	16,626,239	5,865,825	-	-	-	22,492,064
Water Bond Construction	49,872,733	1,914,807	-	-	-	51,787,540
Wastewater Bond Construction	29,483,982	14,272,995	12,558,269	-	-	56,315,246
Parks Bond Construction	18,513,025	23,149,673	17,008,313	8,854,550	-	67,525,561
Public Safety Bond Construction	3,719,531	-	-	-	-	3,719,531
Streets Bond Construction	43,765,640	-	-	-	-	43,765,640
Subtotal Bond Funds - Authorized	237,006,000	45,203,300	29,566,582	8,854,550	-	320,630,432
Bond Funds - Future Authorization	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Total
Spring Training Bond Construction	-	-	-	-	-	-
Electric Bond Construction	-	3,343,182	5,385,174	7,693,308	5,370,695	21,792,359
Gas Bond Construction	-	12,226,797	15,305,951	14,099,878	16,371,621	58,004,247
Water Bond Construction	-	41,173,936	44,272,825	26,517,797	28,101,874	140,066,432
Wastewater Bond Construction	-	1,383,079	11,170,257	48,257,319	39,228,925	100,039,580
Parks Bond Construction	-	-	-	-	-	-
Public Safety Bond Construction	-	18,003,315	19,720,958	29,140,297	19,808,949	86,673,519
Streets Bond Construction	-	26,440,732	40,799,418	42,266,973	20,362,253	129,869,376
Subtotal Bond Funds - Future Authorization	-	102,571,041	136,654,583	167,975,572	129,244,317	536,445,513
Subtotal Capital Improvement Program	309,889,000	176,459,491	184,472,836	186,523,470	141,480,458	998,825,255
Additional Appropriation - Council Approval Required (1)	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Total
Public Safety Bond Capacity (if needed)	9,625,000	-	-	-	-	9,625,000
Streets Bond Capacity (if needed)	15,865,000	-	-	-	-	15,865,000
Subtotal Additional Appropriation	25,490,000	-	-	-	-	25,490,000
Total Capital Improvement Program	335,379,000	176,459,491	184,472,836	186,523,470	141,480,458	1,024,315,255
One-Time Start Up and Ongoing Maintenance (2)	Proposed	Proposed	Proposed	Proposed	Proposed	Total
General Fund	-	627,477	957,560	4,077,491	3,937,397	9,599,925
Local Streets Sales Tax	145,901	228,408	377,246	562,253	760,790	2,074,598
Highway User Revenue	-	-	48,374	318,880	470,885	838,139
Transit Fund	1,428	1,461	3,323,979	5,812,125	6,104,709	15,243,702
Total One-Time Start Up and Ongoing Maintenance	147,329	857,346	4,707,159	10,770,749	11,273,781	27,756,364

(1) Additional Public Safety and Streets Bond capacity for potential advancement of project construction schedules and represents the timing of planned cash flows, not actual project budgets.

(2) 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. It is separate from Performance Reporting and requires a budget.

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 – Operating costs incurred at annual rates for a portion of the prior fiscal year and which must be incurred at similar rates for the entire 12 months of the succeeding fiscal year.

Appropriation – An authorization granted by the City Council to make expenditures or to incur obligations for purposes specified in the Appropriation Ordinance.

Assessed Valuation – A valuation set upon real estate or other property by the County Assessor 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.

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 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 Expenditures – Includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increase the capacity, efficiency, span of life, or economy of operating an existing fixed asset. For an item to qualify as a capital outlay expenditure it must meet all of the following requirements: (1) have an estimated useful life of more than one year; (2) typically have a unit cost of \$5,000 or more; and (3) be a betterment or improvement.

Capital 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 over. Capital projects include the purchase of land for design, engineering and construction of buildings and infrastructure items such as streets, bridges, drainage, street lighting, water system, etc. Capital projects are permanent attachments intended to remain with the land. Capital projects may include equipment and machinery or rolling stock being requisitioned, etc.

Carry Forward Capital Improvement Project – The process of requesting funds for capital improvement projects that were approved in 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 – Is 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 – Established to account for the costs of maintaining the City's self-insurance health program.

Encumbrances – Obligations in the form of purchase orders, or contracts, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise liquidated.

Enterprise Fund – Established to account for operations, including debt service that are financed and operated similarly to private businesses – 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); A.R.S. § 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 2010, 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 2011/12 through FY 2014/15.

Glossary of Terms

Fiscal Year – A 12-month period of time to which the Annual Budget applies and at the end of which, a governmental unit determines its financial position and the results of its operations. For the City of Mesa, it is July 1 through June 30.

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 (G.O.) Bonds – Bonds that require voter approval and finance a variety of public capital projects. G.O. 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.

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.

Glossary of Terms

Impact Fees – Amounts paid by new development to offset costs to the City associated with providing necessary public services to a development. (A.R.S. § 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.

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.

Glossary of Terms

Operating Budget – The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains appropriations 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 (A.R.S. § 42-17051).

Program – An element that defines the breakdown of a Major Program based on budgeting or reporting requirements.

Property And Public Liability Self-Insurance Fund – Established to account for the cost of claims incurred by the City under a self-insurance program.

Glossary of Terms

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 (A.R.S. § 42-11001).

Secondary Tax Rate – The rate per one hundred dollars of assessed value employed in the levy of secondary taxes. The assessed value derived from the current full cash value (market value) is the basis for computing taxes for 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.

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.

Glossary of Terms

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.

Workers' Compensation Self-Insurance Fund – Established to account for the costs of maintaining a self-insurance program for industrial insurance at the City.

Acronyms

ABC	A Better Community
ADA	Americans with Disabilities Act
ADEQ	Arizona Department of Environmental Quality
ADOT	Arizona Department of Transportation
ALGA	Association of Local Government Auditors
ALS	Advanced Life Support
AMY	Arizona Museum for Youth
APPA	American Public Power Association
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
CMAQ	Congestion, Mitigation and Air Quality Grants
CMMS	Computerized Maintenance Management System
CNG	Compressed Natural Gas

Acronyms

COM	City of Mesa
CNG	Compressed Natural Gas
COLA	Cost of Living Adjustment
COPS	Community Oriented Policing System
CPI	Consumer Price Index
CRT	Community Response Team
CUB	Chicago Cubs
DBP	Disinfection-by-Product
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
EMS	Emergency Medical Services
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
FBI	Federal Bureau of Investigation
FCV	Full Cash Value
FEMA	Federal Emergency Management Agency
FLSA	Fair Labor Standards Act
FMLA	Family and Medical Leave Act
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board

Acronyms

GFOA	Government Finance Officers Association
GIS	Geographic Information System
GO	General Obligation
GWRP	Greenfield Water Reclamation Plant
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
ICC	International Code Council
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

Acronyms

KV	Kilovolts
KWH	Kilowatt-hour
LF	Linear Feet
LGIP	Local Government Investment Pool
LPV	Limited Property Value
LRT	Light Rail Transit
LTAF	Local Transportation Assistance Fund
MAC	Mesa Arts Center
MAG	Maricopa Association of Governments
MAL	Minimum Acceptable Level
MCA	Mesa Contemporary Arts
MCDOT	Maricopa County Department of Transportation
MPA	Management Performance and Accountability
MUP	Multi-Use Path
N/A	Not Applicable
NAFA	National Association of Fleet Administrators
NFPA	National Fire Protection Association
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

Acronyms

PFM	Public Financial Management
PM-10	Particulate Matter less than 10 Microns
PO	Purchase Order
PQI	Pavement Quality Index
PRCF	Parks, Recreation & Commercial Facilities
PRV	Pressure Reducing Valves
RBVE	Residents, Businesses, Visitors and Employees
RC	Responsibility Center
REIL	Runway End Identifier Lights
RER	Replacement Extension Reserve
RFP	Request for Proposal
RICO	Racketeer Influenced and Corrupt Organizations
RWCD	Roosevelt Water Conservation District
ROW	Right of Way
RPTA	Regional Public Transportation Authority
RTP	Regional Transportation Plan
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
TRWC	TOPAZ Regional Wireless Cooperative
UPRR	Union Pacific Railroad
VoD	Video on Demand
VRF	Vehicle Replacement Fund

Acronyms

WIFA	Water Infrastructure Finance Authority
WRP	Water Reclamation Plant
WTP	Water Treatment Plant
WW	Wastewater

***OFFICE OF MANAGEMENT
& BUDGET***

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