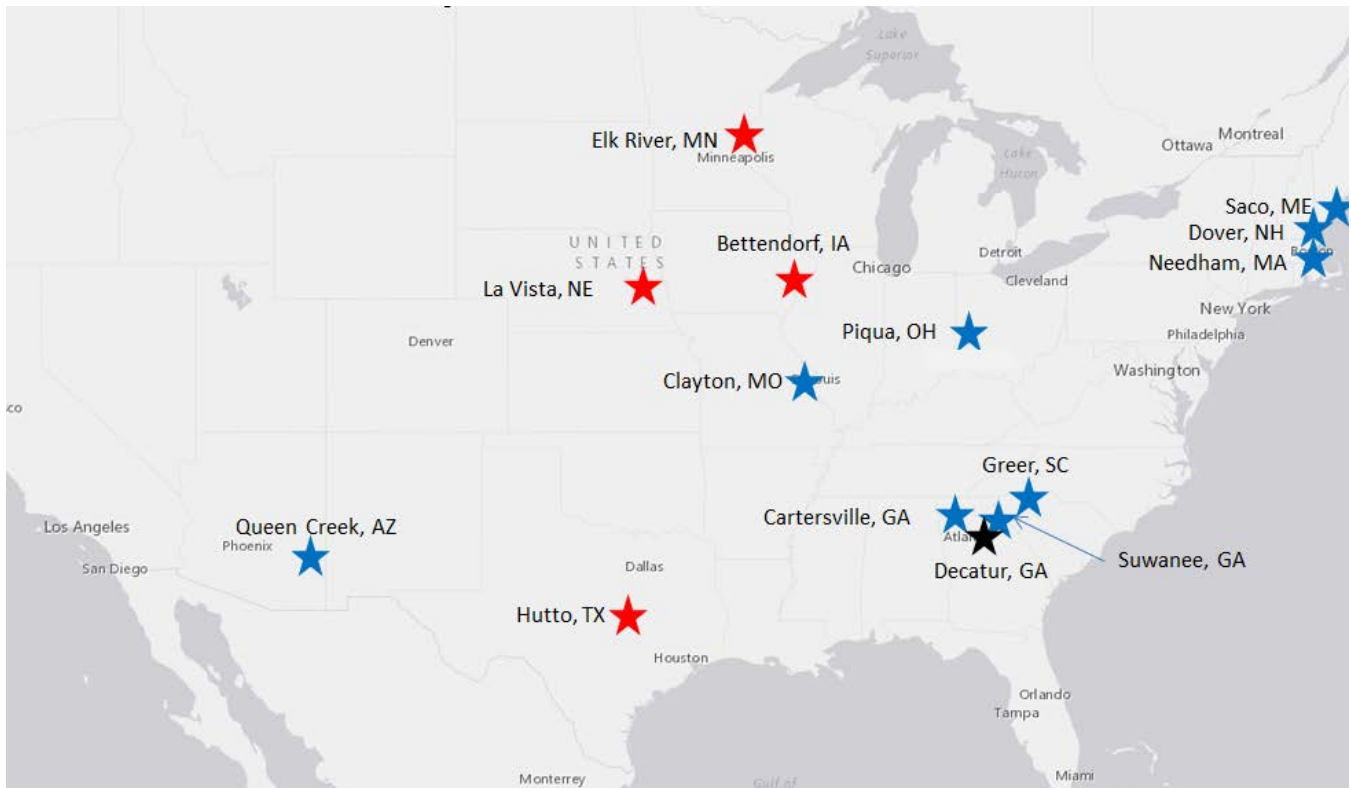


2015 Municipal Benchmark Report – Decatur’s Dozen

Benchmarking is “the practice of comparing performance with standards or the performance results achieved by others”ⁱ and it is not a new concept to many local governments. Following the Great Recession many places, including the City of Decatur, began looking for ways to do more with less. This challenge presented a unique opportunity to review internal and external processes and workflows in an effort to make cost-effective and efficient improvements.

In the fall of 2013, the City’s Performance Measurement Team embarked on a project to identify communities around the United States that were similar to the City of Decatur in order to make comparisons and learn best practices. As a starting point, comparable places were drawn from a list of jurisdictions that participate in the National Research Center’s citizen survey program and are members of the ICMA Center for Performance Measurement program. Each location was selected based on criteria that included population, proximity to a large city in a metropolitan region and a council-manager form of government. They are:



★ New Addition ★ Existing

- | | | |
|--------------------------|----------------------------|--------------------------|
| 1. Bettendorf, Iowa | 6. Elk River, Minnesota | 11. Piqua, Ohio |
| 2. Cartersville, Georgia | 7. Greer, South Carolina | 12. Queen Creek, Arizona |
| 3. Clayton, Missouri | 8. Hutto, Texas | 13. Saco, Maine |
| 4. Decatur, Georgia | 9. La Vista, Nebraska | 14. Suwanee, Georgia |
| 5. Dover, New Hampshire | 10. Needham, Massachusetts | |

City	Region	Metro Area	Population	Area (Square Miles)	2013 General Fund Expenditures
Bettendorf, IA	Midwest	Davenport-Moline	33,783	21.22	\$19,268,087
Cartersville, GA	South	Atlanta	19,845	29.15	\$145,106,290
Clayton, MO	Midwest	St. Louis	15,862	2.48	\$24,529,237
Decatur, GA	South	Atlanta	19,687	4.27	\$20,092,960
Dover, NH	Northeast	Portsmouth-Rochester	30,207	26.72	\$29,299,377
Elk River, MN	Midwest	Minneapolis	23,174	42.29	\$12,836,950
Greer, SC	South	Greenville	26,088	20.64	\$18,068,259
Hutto, TX	Southwest	Austin	17,336	7.75	\$9,374,401
La Vista, NE	Midwest	Omaha	16,700	4.28	\$14,617,530
Needham	Northeast	Boston	28,886	12.29	\$118,318,946
Piqua, OH	Midwest	Dayton-Springfield	20,600	11.62	\$10,400,000
Queen Creek, AZ	Southwest	Phoenix	27,120	28.04	\$21,353,904
Saco, ME	Northeast	Portsmouth-Rochester	18,647	38.46	\$20,976,094
Suwanee, GA	South	Atlanta	15,355	10.88	\$12,002,440

City	65+	Under 18	Central Business District	County Seat	College or University Present	Independent School System	Bachelors Degree or Higher
Bettendorf, IA	15.0%	24.3%	Y	N	Y	Y	46.9%
Cartersville, GA	15.2%	28.6%	Y	Y	N	Y	20.2%
Clayton, MO	13.4%	17.8%	Y	Y	Y	Y	77.1%
Decatur, GA	11.2%	22.8%	Y	Y	Y	Y	71.3%
Dover, NH	12.9%	21.0%	Y	Y	N	Y	37.8%
Elk River, MN	9.8%	29.0%	Y	Y	Y	Y	29.9%
Greer, SC	11.1%	25.2%	Y	N	N	Y	27.0%
Hutto, TX	4.3%	31.2%	Y	N	N	Y	18.4%
La Vista, NE	7.3%	26.1%	N	N	N	Y	32.7%
Needham	27.3%	17.4%	Y	N	Y	Y	74.4%
Piqua, OH	16.0%	24.1%	Y	Y	N	Y	10.4%
Queen Creek, AZ	6.2%	38.6%	N	N	Y	Y	36.9%
Saco, ME	14.0%	19.9%	N	N	Y	Y	30.3%
Suwanee, GA	7.3%	29.6%	Y	N	N	N	53.0%

The data gathered and shared by these 13 cities plus the City of Decatur tell a unique story about community engagement, transparency and people. This report includes short profiles, maps, interesting factors and figures.

The metrics shared with us by this group, now affectionately known as Decatur's "baker's dozen," help tell an interesting story. Even though we range in size from 15,000 to 30,000 people, our residents do not share the same amount of living space or even the same make-up. However, each of the 14 cities cares about the public it serves and this is evident by the answers to the questions in the following eight subject areas. A summary chart of all the responses follows.

Citizen Education: Thirteen out of 14 cities offer at least one citizen education course. Most of the courses are multi-session and touch a number of municipal departments. The average number of courses offered is 29.2 and the median is 9.5. Five out of 14 cities broadcast public meetings via live streaming for an average of 43.8 showings a year.

Facilities: The average age of the facilities is 31.8 years, with Decatur maintaining the newest facilities and Piqua maintaining some of the oldest. Five of Decatur's facilities are green certified, and seven out of 14 cities have at least one facility with a green certification.

Greenspace: Greenspace appears to be an important component for the cities. The average amount of greenspace is 335.9 acres or 0.5 square miles. On average greenspace accounts for 2.9% of total land area among the 14 cities and as high as 14% in La Vista!

Online Services: Welcome to the digital age! Thirteen out of the 14 cities responded that they offered at least two services via the web, with both Piqua and Saco offering over 20 online services. The types of services offered are varied and include citizen request reporting portals, bill payment, business license renewals, court fine payment and recreation program registration. The average number of online services offered is over 9 and the median is 5.

Personnel: Each city appears to be staffed by seasoned and well-trained employees. The average years of service is 11.8 years and the median is 12.1, while the average amount spent on employee training is over \$104,000 with a median of about \$80,000.

Public Safety: On average, it doesn't take long for help to arrive in the 14 cities. With an average response time of 4.7 minutes for Police calls and 4 minutes for Fire calls in FY13-14, the staff in the Police and Fire departments are doing a great job of taking care of business.

Special Events: From the Decatur Art Festival to Saco's Pumpkin Fest to Clayton's Centennial, our residents are never far from something fun to do. We averaged over special 18 events in 2014 and both Decatur and Suwanee had nearly 40 each!

Taxes: Great services and fun festivals are not free. On average, 57% of the tax base is residential and 34% is commercial tax base. The average value of tax exempt properties is almost \$199 million with a median of \$71 million.

Subject Area	Benchmarking Metric	Bettendorf	Cartersville	Clayton
Citizen Education	How many citizen education classes did your city host in 2014?	3	56	112
	Do you broadcast your public meetings using live streaming?	No	Yes	No
	If yes, how many meetings did you stream in 2014?	--	24	--
Facilities	What is the average age of your municipal facilities?	--	39	54
	How many facilities have achieved a green building certification?	0	1	1
Greenspace	How many acres of greenspace do you maintain in your city?	600	--	89
	Amount of greenspace per square mile?	28.28	--	35.89
Online Services	How many online services does your city offer?	4	3	3
Personnel	How many full-time positions did you recruit for in 2014?	9	21	11
	How much did you spend on employee training in FY13-14?	\$269,052	--	--
	Amount spent per employee?	\$1,023.01	--	--
	What are the average years of service for your full-time employees?	15	12.1	14
Public Safety	What was your average response time for Police calls in FY13-14?	--	4.73	2.58
	What was your average response time for Fire calls in FY13-14?	--	4.43	3.64
Special Events	How many special events did your city host in 2014?	1	16	13
	How many of those special events were organized by the city?	1	16	11
	How many volunteers worked during the special events?	20	--	--
Taxes	What percentage of your tax base is residential?	82%	32%	52%
	What percentage of your tax base is commercial?	16%	30%	39%
	What is the overall value of tax-exempt properties in your city?	--	\$74,227,924	\$615,125,200

Subject Area	Benchmarking Metric	Dover	Elk River	Greer
Citizen Education	How many citizen education classes did your city host in 2014?	6	0	4
	Do you broadcast your public meetings using live streaming?	No	Yes	No
	If yes, how many meetings did you stream in 2014?	--	96	--
Facilities	What is the average age of your municipal facilities?	54	22	14
	How many facilities have achieved a green building certification?	0	1	0
Greenspace	How many acres of greenspace do you maintain in your city?	181	--	148
	Amount of greenspace per square mile?	6.77	--	7.17
Online Services	How many online services does your city offer?	5	4	2
Personnel	How many full-time positions did you recruit for in 2014?	13	8	18
	How much did you spend on employee training in FY13-14?	--	\$12,000	\$115,046
	Amount spent per employee?	--	\$57.14	\$642.72
	What are the average years of service for your full-time employees?	--	12.23	8.9
Public Safety	What was your average response time for Police calls in FY13-14?	4.5	11.00	9.37
	What was your average response time for Fire calls in FY13-14?	5.00	7.00	4.93
Special Events	How many special events did your city host in 2014?	24	17	15
	How many of those special events were organized by the city?	2	0	11
	How many volunteers worked during the special events?	--	--	--
Taxes	What percentage of your tax base is residential?	73%	34%	52%
	What percentage of your tax base is commercial?	25%	58%	48%
	What is the overall value of tax-exempt properties in your city?	\$375,553,240	--	--

Subject Area	Benchmarking Metric	Hutto	La Vista	Needham
Citizen Education	How many citizen education classes did your city host in 2014?	30	8	0
	Do you broadcast your public meetings using live streaming?	No	No	No
	If yes, how many meetings did you stream in 2014?	--	--	--
Facilities	What is the average age of your municipal facilities?	11	17.75	63
	How many facilities have achieved a green building certification?	0	0	1
Greenspace	How many acres of greenspace do you maintain in your city?	185	211	1100
	Amount of greenspace per square mile?	23.87	49.30	89.50
Online Services	How many online services does your city offer?	6	4	7
Personnel	How many full-time positions did you recruit for in 2014?	17	7	38
	How much did you spend on employee training in FY13-14?	\$101,253	\$67,268	\$49,912
	Amount spent per employee?	\$1,219.92	\$477.08	\$142.61
	What are the average years of service for your full-time employees?	5.25	16	11.26
Public Safety	What was your average response time for Police calls in FY13-14?	--	3.83	4.92
	What was your average response time for Fire calls in FY13-14?	--	--	4.12
Special Events	How many special events did your city host in 2014?	15	19	13
	How many of those special events were organized by the city?	9	19	3
	How many volunteers worked during the special events?	150	25	265
Taxes	What percentage of your tax base is residential?	70%	63%	86%
	What percentage of your tax base is commercial?	30%	39%	14%
	What is the overall value of tax-exempt properties in your city?	\$9,045,077	\$878,226	\$671,694,495

Subject Area	Benchmarking Metric	Piqua	Queen Creek	Saco	Suwanee
Citizen Education	How many citizen education classes did your city host in 2014?	21	11	67	148
	Do you broadcast your public meetings using live streaming?	No	Yes	Yes	No
	If yes, how many meetings did you stream in 2014?	--	23	48	--
Facilities	What is the average age of your municipal facilities?	62.7	25	50	18.3
	How many facilities have achieved a green building certification?	0	1	2	1
Greenspace	How many acres of greenspace do you maintain in your city?	347	260	--	362
	Amount of greenspace per square mile?	29.86	9.27	--	33.27
Online Services	How many online services does your city offer?	25	9	34	--
Personnel	How many full-time positions did you recruit for in 2014?	18	--	18	12
	How much did you spend on employee training in FY13-14?	\$88,030	--	\$69,428	\$54,131
	Amount spent per employee?	\$704.24	--	\$456.77	\$622.20
	What are the average years of service for your full-time employees?	15	--	12	7.9
Public Safety	What was your average response time for Police calls in FY13-14?	2.33	--	4.67	2.43
	What was your average response time for Fire calls in FY13-14?	3.17	0.21	4.76	--
Special Events	How many special events did your city host in 2014?	30	12	5	42
	How many of those special events were organized by the city?	3	12	0	22
	How many volunteers worked during the special events?	120	--	--	1367
Taxes	What percentage of your tax base is residential?	25%	55%	65%	44%
	What percentage of your tax base is commercial?	17%	45%	35%	57%
	What is the overall value of tax-exempt properties in your city?	--	\$53,724,377	\$70,000,000	\$70,990,000

Subject Area	Benchmarking Metric	Decatur	Median	Average
Citizen Education	How many citizen education classes did your city host in 2014?	85	9.5	29.2
	Do you broadcast your public meetings using live streaming?	Yes	No	No
	If yes, how many meetings did you stream in 2014?	28	28	43.8
Facilities	What is the average age of your municipal facilities?	4.8	23.5	31.8
	How many facilities have achieved a green building certification?	5	1.0	1.0
Greenspace	How many acres of greenspace do you maintain in your city?	56.5	235.5	335.9
	Amount of greenspace per square mile?	13.23	19.16	18.71
Online Services	How many online services does your city offer?	13	5	9.50
Personnel	How many full-time positions did you recruit for in 2014?	17	17	16
	How much did you spend on employee training in FY13-14?	\$215,132	\$78,729	\$104,125
	Amount spent per employee?	\$982.34	\$455.08	\$541.89
	What are the average years of service for your full-time employees?	11.37	12.05	11.8
Public Safety	What was your average response time for Police calls in FY13-14?	1.63	4.25	4.7
	What was your average response time for Fire calls in FY13-14?	2.81	4.12	3.9
Special Events	How many special events did your city host in 2014?	37	15	18.1
	How many of those special events were organized by the city?	6	9.0	8.7
	How many volunteers worked during the special events?	1,328	150.0	467.9
Taxes	What percentage of your tax base is residential?	86%	55%	57%
	What percentage of your tax base is commercial?	14%	35%	34%
	What is the overall value of tax-exempt properties in your city?	\$223,023,750	\$70,990,000	\$198,745,450

Bettendorf, Iowa



Population: 30,000+

Area: 22 sq. miles

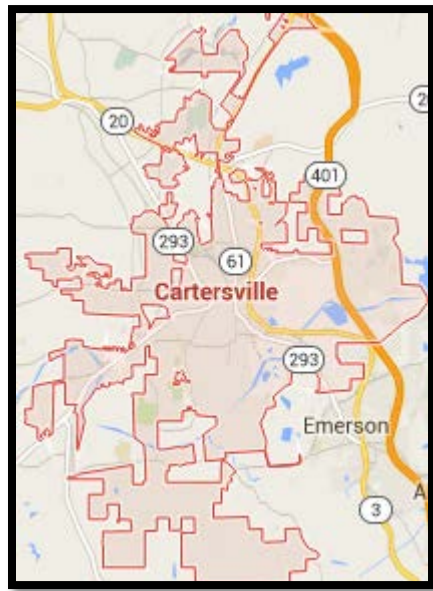
Incorporated: 1903

Bettendorf, Iowa is a city on the Mississippi river near Davenport. The community is within 175 miles of both Chicago, Illinois and Des Moines, Iowa and a part of the Quad Cities Metropolitan Area. Bettendorf boasts a city-wide fiber optic network available to businesses. The City also includes over 700 acres of park land throughout 24 different park sites.

Forty-seven percent of Bettendorf residents hold a bachelor's degree or higher. The City's per capita income is \$37,833 and the median property value is \$173,600. The City has 263 full-time employees including 27 Police personnel and 55 Police personnel.

Metric	Decatur	Bettendorf
Number of acres of greenspace maintained	56.5	600
Number of online services offered	13	4
Employee training expenditures in FY13-14	\$215,132	\$269,052
Average years of service for FT employees	11.37	15

Cartersville, Georgia



Population: 19,000+
Area: 23.5 sq. miles
Incorporated: 1872

Cartersville, Georgia is located 42 miles northwest of Atlanta in the rolling hills of North Georgia. The City's vision is "to provide dependable service while preserving an exceptional quality of life for its residents." Cartersville was the first city to adopt the city manager form of government in the state of Georgia. The City has a low property tax base (less than 1.5 mills) because it is not dependent on property tax because of large industrial base. Anheuser Busch Brewery is based in Cartersville.

Twenty-one% of Cartersville residents hold a bachelor's degree or higher. The City's per capita income is \$20,830 and the median property value is \$141,600. The City has 359 full-time employees including 64 Police personnel and 74 Fire personnel. The City has the following departments: Economic Development; Electric; Communications; Finance; Fire; Ga; Parks and Recreation; Police; Water and Public Works.

Metric	Decatur	Cartersville
Number of live public meetings broadcasted	28	24
Number of green certified buildings	5	1
Police response time FY13-14 in minutes	1.63	4.73
Number of city- organized special events	6	16

Clayton, Missouri



Population: 15,000+
Area: 2.48 sq. miles
Incorporated: 1913

The county seat of St. Louis County, Clayton, Missouri is just 8.1 miles from St. Louis. While 81% of Clayton's land is dedicated to residential or park use, the City's central business district combines 7,000,000 square feet of office space (with a 90% occupancy rate) with 1,000,000 square feet of retail space. The City's mission is "to foster a vital, balanced community composed of outstanding neighborhoods, quality businesses, commercial and government centers, premier educational institutions, and a healthy natural environment through an open, accessible and fiscally responsible government."

Seventy-seven percent of Clayton residents hold a bachelor's degree or higher. The City's per capita income is \$55,734 and the median property value is \$596,800. The City has 173 full-time employees including 53 Police personnel and 35 Fire personnel. The City has the following departments: Parks & Recreation; Economic Development; Public Works; Planning & Development; Fire and Police. The Number Two high school in the state of Missouri, based on the annual ranking by US News and World Report, is located in Clayton. The Metro transit into St. Louis has two stops in the City of Clayton.

Metric	Decatur	Clayton
Average age of municipal facilities	4.8 years	54 years
Number of FT positions recruited in 2014	17	11
Number of special events in 2014	37	13
Number of acres of greenspace maintained	56.5	89

Decatur, Georgia



Population: 20,000+
Area: 4.4 sq. miles
Incorporated: 1823

Decatur, Georgia is an urban city six miles east of Atlanta. Decatur is the county seat of DeKalb County, one of the most densely populated counties in the state. The City strives “to assure a high quality of life for its residents, business and visitors both today and in the future.” Decatur’s downtown attracts people from all over the Atlanta metro area due to its diverse selection of restaurants, pubs and shops. Riding on a Metropolitan Atlanta Rapid Transit Authority (MARTA) train or bus, it’s easy to get here. Just step off the train at one of three stations located inside the City.

Decatur is home to Agnes Scott College, a small liberal arts college for women; DeVry University; the Art Institute of Atlanta-Decatur; and, Columbia Seminary. Seventy-one percent of residents hold a bachelor’s degree or higher. The City’s per capita incomeⁱⁱ is \$43,477 and the median property value is \$339,100. The City has 219 full-time employees and 257 part-time employees including 60 Police personnel and 39 Fire personnel. The City has the following departments: Administrative Services; Community & Economic Development; Children & Youth Services; Active Living, Public Works, Design, Environment & Construction; Police and Fire.

Metric	Decatur
Number of volunteers at special events	1,328
Average age of municipal facilities	4.8 years
Number of acres of greenspace maintained	56.5
Number of online services offered	13

Dover, New Hampshire



Population: 30,000+
Area: 29 sq. miles
Incorporated: 1855

Dover is located in the seacoast area of New Hampshire, and is only a one hour drive to Boston, Massachusetts; Portland, Maine and the New Hampshire Lakes Region and White Mountains. Dover is approximately 11 miles from Rochester, New York. Dover is the oldest permanent settlement in New Hampshire and the 7th oldest in the US. It is a suburban community that strives “to be a city with an emerging urban vibrancy guided by a small town sense of community.” Dover is a Tree City USA with over 178 species.

Thirty-seven percent of Dover residents hold a bachelor’s degree or higher. The City’s per capita income is \$30,854 and the median property value is \$241,600. The City has 245 full-time employees including 76 Police personnel and 61 Fire personnel. The City has the following departments: Schools; Finance; Planning & Economic Development; Police, Fire & Rescue; Community Services; Public Library; Public Welfare and Recreation.

Metric	Decatur	Dover
Number of FT positions recruited in 2014	17	13
Number of city-organized special events	37	24
Number of special events in 2014	6	2
Average age of municipal facilities	4.8	41

Elk River, Minnesota



Population: 16,000+
Area: 10 sq. miles
Incorporated: 1838

Elk River, where two beautiful rivers converge, is about 30 miles northwest of Minneapolis and where Highways US10 and 169 intersect. Elk River residents enjoy beautiful natural amenities, including the Elk and Mississippi Rivers, Lake Orono, and more parks and trails per resident than almost any other city in Minnesota.

Thirty percent of Elk River residents hold a bachelor's degree or higher. The City's per capita income is \$29,609 and the median property value is \$206,300. The City employs 210 full-time employees including 31 Police personnel.

Metric	Decatur	Elk River
Number of live public meetings broadcasted	28	96
Average years of service for FT employees	11.37	12.23
Fire response time FY13-14 in minutes	2.81	7.00
Police response time FY13-14 in minutes	1.63	11.00

Greer, South Carolina



Population: 26,000+
Area: 20.64 sq. miles
Incorporated: 1876

One of South Carolina’s fastest-growing cities, Greer is located in the foothills of the Blue Ridge Mountains — in the heart of the state’s bustling upstate region. Greer, South Carolina is located 12 miles from Greenville. Greer's Central Business District, also known as Greer Station, is 12 square blocks of retail, dining, entertainment, and professional service organizations. Greer Station has more than 40 buildings on the National Historic Register. In addition to the BMW manufacturing plant, Greer is the longtime home of the North American Headquarters for Michelin North America and Mitsubishi Polyester, Inc. In 2013, South Carolina Ports opened its Inland Port at Greer, just the second facility of its kind on the East Coast.

Nearly 27% of Greer residents hold a bachelor’s degree or higher. The City’s per capita income is \$24,429 and the median property value is \$141,200. The City has 179 full-time employees including 67 Police personnel and 34 Fire personnel.

Metric	Decatur	Greer
Average age of municipal facilities	4.8 years	14 years
Number of acres of greenspace maintained	56.5	148
Employee training expenditures in FY13-14	\$215,132	\$115,046
Number of online services offered	13	2

Hutto, Texas



Population: 16,000+
Area: 10 sq. miles
Incorporated: 1838

The City of Hutto is nestled on the rich black lands of southwestern Williamson County. Located at the intersection of US 79 and SH 130, Hutto is approximately seven miles east of Round Rock, 15 miles south of the county seat of Georgetown, and twenty-two miles from Austin, making it an attractive place to live. While the local economy has agrarian roots, the booming Central Texas economy now includes many high-tech, manufacturing, and service jobs. The small-town charm of Hutto is balanced with quality schools, growing parks, expanding retail opportunities, and a strong workforce.

Eighteen percent of Hutto residents hold a bachelor’s degree or higher. The City’s per capita income is \$25,247 and the median property value is \$72,044 The City has 83 full-time employees including 27 Police personnel.

Metric	Decatur	Hutto
Average age of municipal facilities	4.8 years	11 years
Number of FT positions recruited in 2014	17	17
Number of special events in 2014	37	15
Number of volunteers at special events	1,328	150

La Vista, Nebraska



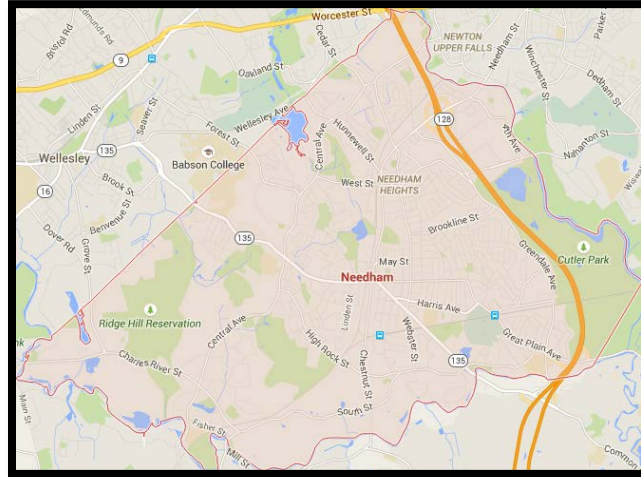
Population: 16,000+
Area: 10 sq. miles
Incorporated: 1960

La Vista, incorporated in 1960, is a relatively young and progressive city situated southwest of the Omaha metropolitan area contiguous to the cities of Bellevue, Ralston, Papillion and Omaha. Strategically located only minutes from Offutt Air Force Base, Eppley Airfield and the interstate system, La Vista has grown quickly to a community of nearly 17,000. La Vista is Spanish for “The View”, which described the scenic panorama of the Big Papio Creek Basin that was enjoyed by the City’s first residents.

Thirty-three percent of La Vista residents hold a bachelor’s degree or higher. The City’s per capita income is \$29,197 and the median property value is \$56,436. The City has 141 full-time employees. The City has the following departments: Administrative Services; Economic Development; Financial Services; Planning and Public Works.

Metric	Decatur	La Vista
Number of green certified buildings	5	0
Employee training expenditures in FY13-14	\$215,132	\$67,268
Police response time FY13-14 in minutes	1.63	3.83
Number of acres of greenspace maintained	56.5	211

Needham, Massachusetts



Population: 28,000+

Area: 12 sq. miles

Incorporated: 1724

Needham, Massachusetts is located 19 miles from Boston. Needham residents can travel between Needham and Boston using Massachusetts Bay Transportation Authority (MBTA) rail service. Needham prides itself on its community engagement.

Seventy-two percent of Needham residents hold a bachelor’s degree or higher. The City’s per capita income is \$63,117 and the median property value is \$662,500. The City has 350 full-time employees including 57 Police personnel and 72 Fire personnel.

Metric	Decatur	Needham
Employee training expenditures in FY13-14	\$215,132	\$49,912
Number of volunteers at special events	1,328	265
Number of FT positions recruited in 2014	17	38
Number of city-organized special events	6	3

Piqua, Ohio



Population: 20,522
Area: 11.62 sq. miles
Incorporated: 1807

Piqua is less than 30 miles north of Dayton located on I-75 and 75 miles from Cincinnati and Columbus. Piqua's roots are established in the beauty and elegance of the Midwestern countryside. In Piqua, you can enjoy the charm of a small town with historic canal-era architecture loaded with amenities and attractions such as the Great Miami River, specialty shops, McCulloch Square, and national award-winning community treasure, Fort Piqua Plaza. Top notch education facilities including the Piqua School District, Upper Valley Career Center, and Edison Community College, along with a vibrant, attractive downtown, makes Piqua a desired place to live, work and play.

Almost 10% of Piqua residents hold a bachelor's degree or higher. The City's per capita income is \$19,419 and the median property value \$87,400. The City has 125 full-time employees including 34 Police personnel and 32 Fire personnel. The City has the following departments: Administration; Development; Information Technology; Human Resources; Fire; Law; Health; Police; Utilities; Power and Engineering.

Metric	Decatur	Piqua
Fire response time FY13-14 in minutes	2.81	3.17
Average years of service for FT employees	11.37	15
Number of online services offered	13	25
Number of special events in 2014	37	30

Queen Creek, Arizona



Population: 27,000+

Area: 28 sq. miles

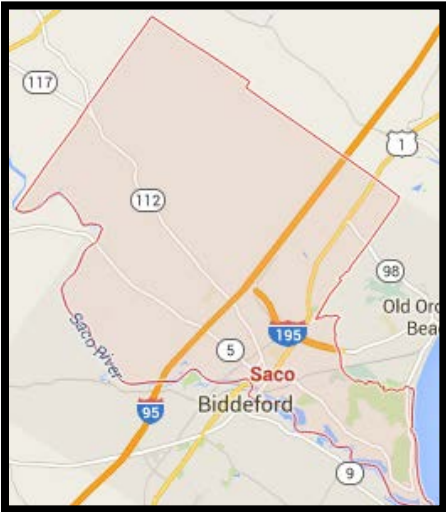
Incorporated: 1986

The community of Queen Creek is located 38 miles from Phoenix, Arizona. Queen Creek residents enjoy the benefits of small-town living close to a metropolitan area: low crime rates, easy commuting to and from metro Phoenix and a variety of recreational activities, all elements of a low-stress lifestyle. Its vision states that "The Town of Queen Creek strives to honor our past, manage our present and embrace our future to create a quality, unique place for families and businesses."

Thirty-seven percent of Queen Creek residents hold a bachelor's degree or higher. The Town's per capita income is \$30,400 and the median property value is \$230,000. It has 157 full-time employees and 32 Fire personnel. Queen Creek has the following departments: Fire; Development; Workforce & Technology, Utilities and Intergovernmental Affairs.

Metric	Decatur	Queen Creek
Number of city-organized special events	6	12
Number of live public meetings broadcasted	28	23
Average age of municipal facilities	4.8 years	25 years
Number of acres of greenspace maintained	56.5	260

Saco, Maine



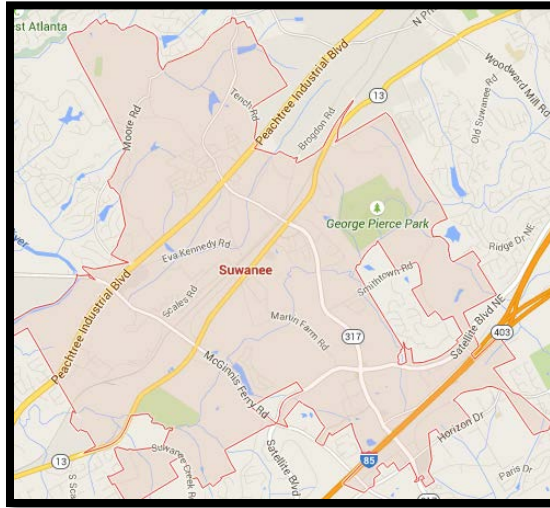
Population: 18,000+
Area: 38.4 sq. miles
Incorporated: 1718

Saco, Maine is a suburban community located 34 miles from Rochester, New York. The City’s vision is “a high quality of life for Saco Citizens. Central to this vision is a sustainable economy that offers an opportunity for everyone to have rewarding employment and for business to prosper, now and in the future.” Residents can take Amtrak to both Boston, Massachusetts and Portland, Maine.

Thirty percent of Saco residents hold a bachelor’s degree or higher. The City’s per capita income is \$28,896 and the median property value is \$229,000. The City has 152 full-time employees including 47 Police personnel and 36 Fire personnel. The City has the following departments: Parks & Recreation; Building Inspection; Finance; Planning & Development; Assessor; Fire; Police; City Clerk; Information Technology; Public Works; Emergency Management and Wastewater.

Metric	Decatur	Saco
Number of online services offered	13	34
Fire response time FY13-14 in minutes	2.81	4.76
Police response time FY13-14 in minutes	1.63	4.67
Number of green certified buildings	5	2

Suwanee, Georgia



Population: 16,000+
Area: 10 sq. miles
Incorporated: 1838

Suwanee, Georgia is a suburban community located about 30 miles north of Atlanta. The City’s vision is to be a “a diverse and forward-looking community actively engaged in shaping its own future.” The City has more than 500 acres of parkland and miles of walking and biking trails. Residents appreciate public art, special events and their town center.

Fifty-three percent of Suwanee residents hold a bachelor’s degree or higher. The City’s per capita income is \$33,806 and the median property value is \$236,500. The local transit system in Suwanee is the Gwinnett County Transit system. The City has 87 full-time employees and 11 part-time employees including 45 Police personnel. The City has the following departments: Administrative Services; Economic Development; Financial Services; Planning and Public Works.

Metric	Decatur	Suwanee
Number of volunteers at special events	1,328	1,367
Number of special events in 2014	37	42
Average years of service for FT employees	11.37	7.9
Employee training expenditures in FY13-14	\$215,132	\$54,131

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ⁱ Municipal Benchmarks: Third Edition, David Ammons, 2012

ⁱⁱ Source for all per capita income and home data values: 2009-2013 American Community Survey