

VALLEY BENCHMARK COMMUNITIES FY 2022-23 TREND REPORT (COMBINED) TOWN OF GILBERT



Valley Benchmark Communities (VBC) is a group of Arizona municipalities working to improve local government performance. As one of the largest and oldest performance management consortiums in the U.S. and covering a population of over 4 million in the Phoenix metro area, VBC creates a trend report that informs, represents, and supports its

members and the general public on an annual basis. VBC, by working collaboratively with designated representatives from local governments and their communities:

1. Identifies common demographic, financial, and performance information.
2. Uses this information to better understand the similarities, differences, and complexities of community operations.
3. Openly shares best practices, data, and other resources.

This collaboration has produced valuable insights for VBC members and its community partners and helped develop and improve relationships and performance across Arizona.

The 13 participating communities (in alphabetical order) are Avondale, Buckeye, Chandler, Gilbert, Glendale, Goodyear, Mesa, Peoria, Phoenix, Queen Creek, Scottsdale, Surprise, and Tempe.

Partnerships with Arizona State University (ASU), the Maricopa Association of Governments (MAG), and the International City/County Management Association (ICMA) have deepened the work of VBC and its member communities.

Annually, since FY 2013-14, the Valley Benchmark Cities initiative publishes a report to share Valley-wide measures with city leadership and the public. This report includes measures in the following service categories: Demographics, Fire Services, Police Services; Library Services; Parks and Recreation Services; Water, Sewer, and Trash Services; Finance and Administration Services.

FY 2016-17: The report moved away from individual community trends to a report based upon regional trends using the maximum, minimum, median, and average of the 11 cities data. The definition of each metric is listed beneath the chart title. Notes detailing the regional trends identify explanations of what caused any changes and are included beneath the chart for each measure. Each city's individual data can be found in the Appendix.

FY 2017-18: The report added three new Library measures per the recommendation of the Valley City Managers: Physical Item Turnover Rate, Operating & Maintenance per Square Foot, and Operating & Maintenance per Visitor.

FY 2018-19: The report began adding notes to the "Appendix" to record any changes in individual cities that affect this year's data collection, but do not necessarily affect trends throughout the region. Additionally, the data definitions for Water, Sewer, and Trash measures were refined to replace the term "typical monthly bill" with "standardized monthly bill" to describe water and sewer rates in the Valley.

FY 2019-20: Significant efforts were made to clarify definitions and measure titles to ensure consistency in data reporting across all cities. Among the measures adjusted were: [Fire/Medical] Top Priority Fire Response, [Police] Top Priority Police Response, Police Calls - Officer Initiated, [Parks & Recreation] Miles of Trails, [Finance & Administration] FTE Positions for Fiscal Year, FTE Positions Authorized, Part Time FTEs Authorized for Fiscal Year, Seasonal (Temp) FTEs Authorized for Fiscal Year, [Water, Sewer, & Trash] Percent of Waste Diverted through Recycling, Total Waste (Landfill) in Tons, Total Recycled in Tons.

With these clarification efforts, several measures were identified as having been reported inconsistently across cities in past fiscal years. The historical data for these measures has been recollected and updated in the report, and the affected measures are noted in the appendix.

FY 2020-21: The report moves from the GovBenchmark software to Envisio Performance Analytics. This allows for a far more convenient and visually interesting representation of the report.

Buckeye and Queen Creek officially join in Spring and Summer 2021 respectively. Their community's data points are first made available in the 2020-2021 Trend Report.

Valley Benchmark Cities officially becomes Valley Benchmark Communities with Maricopa County officially joining the organization in Spring 2022.

FY 2022-23: The report introduces a new section titled "Development Services" which encompasses three new metrics implemented during FY 2020-2021. These metrics include "Total Full Time Equivalent Dedicated to Processing Permits," "Number of Permits Issued for Single Family Standard Plan," and "Average Turnaround Time of Permits of Single-Family Standard Plan (Business Days)."

All Finance and Administration data has been consolidated into the Master Appendix of the report. This Includes various metrics such as FTEs by Major Service Areas, Vacancy Rate, Organization Turnover Rate, and Service Delivery Large Contracts in Place of Full-Time Equivalentents.

Demographics Influencing Factors

Access to Developable Land: Certain cities can pursue a strategy of population and development growth because they are able to acquire undeveloped land. This acquisition can be done through the annexation of unincorporated land, or through developing unused land within existing city boundaries.

Tourism and National Recognition: The extent to which a city is nationally recognized (rather than regionally) as a resort or tourism destination might impact population trends or cost of living.

Natural Environment and Cultural Attractions: Communities that offer more cultural and recreational activities, or attractions that are unique and native to that city, may see a greater number of people wishing to reside in those communities.

Economic Health: The economic activity in a community, measured by jobs, job growth, and average salary, impacts the resilience of a community and is tied to the fiscal health of its government.

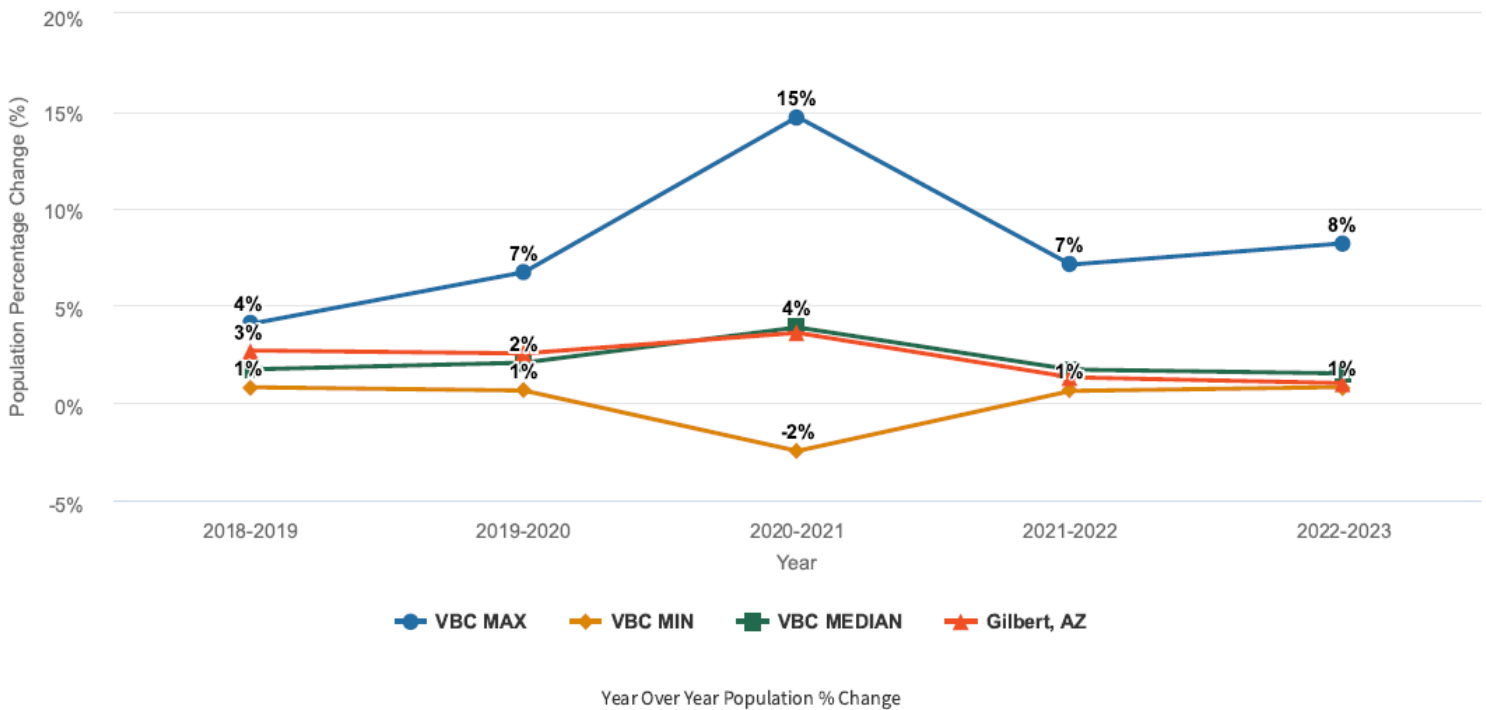
Cost of Living: The average home value, cost of transportation, and cost of consumer goods affect the desirability of a community for potential residents.

Citizen Initiatives: Services and amenities can vary across jurisdictions based on voter-approved initiatives such as arts and culture, athletics, transportation, parks, preservation, and public safety.

**Note: Valley Benchmark Communities uses the MAG annual population estimates for per capita calculations. Those estimates use the latest decennial census counts as a starting point and include any mid-decade censuses that have been conducted, as well. Prior to the release of the Census 2020 population counts, the estimates were based on Census 2010 housing counts and occupancy information, with adjustments made to account for the special censuses some municipalities conducted in 2015. The population estimates starting in 2020 are based on Census 2020 counts. Due to changes in occupancy characteristics throughout the decade, it is common for the originally published estimate in the Census year (2020) to differ from the final Census counts. Mid-decade counts may also introduce some irregularities. For these reasons, the originally published estimates for the decade-end years may not be consistent with estimates derived after Census 2020.*



Demographics: Population Percentage Change (%)

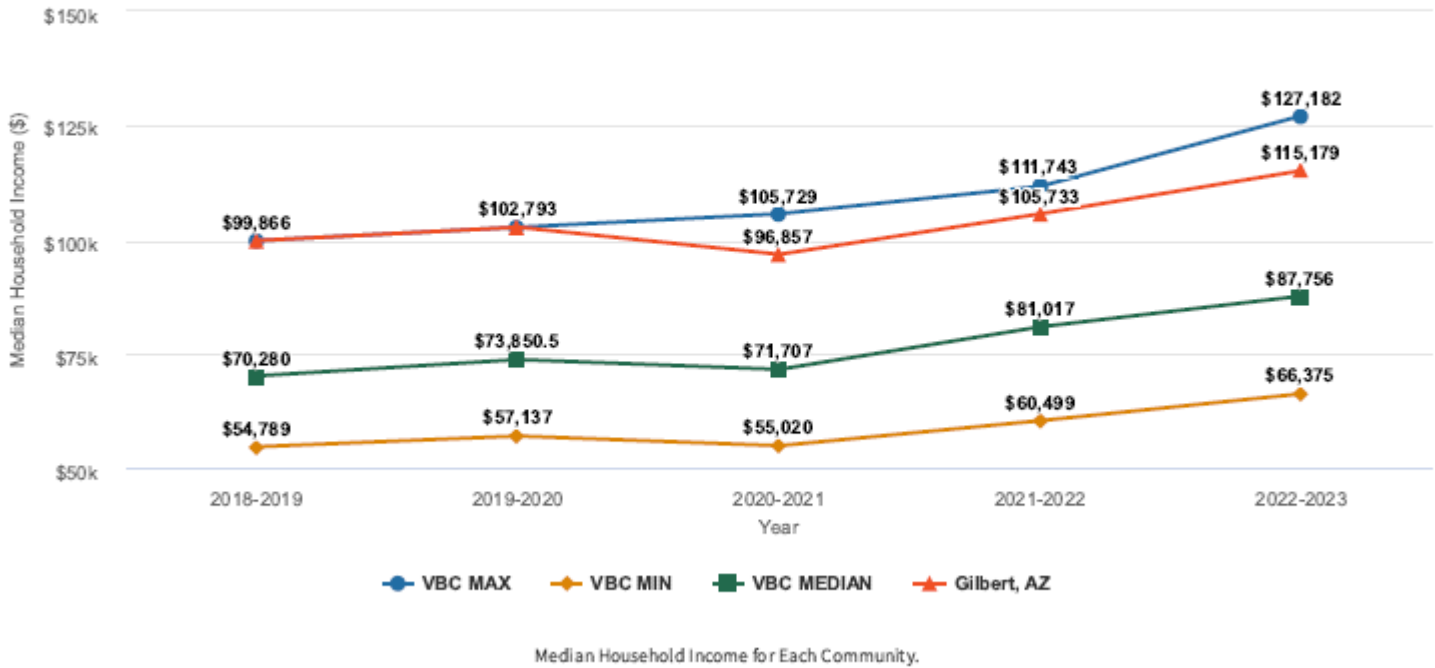


Population growth across Arizona has exhibited a notable trend of deceleration from FY 2021-2022 to FY 2022-2023. During FY 2021-2022, the growth rates in different communities varied significantly, spanning from as high as 7.1% to as low as 0.6%. Most communities experienced growth rates primarily in the range of 1.4% to 4.4%, indicating a more concentrated pattern of growth during this period. However, in FY 2022-2023, the growth rates showed a general slowdown, with the highest growth recorded at 8.2% and the lowest at 0.8%. The majority of communities witnessed their growth rates stabilize, predominantly ranging from 1.1% to 3.2%, reflecting a more uniform but reduced pace of growth compared to the previous fiscal year.

As the population of a community increases, the base upon which percentage change is calculated increases, so community growth rates will likely decline and stabilize long-term.

Population numbers are provided by the Maricopa Association of Governments.

Demographics: Median Household Income



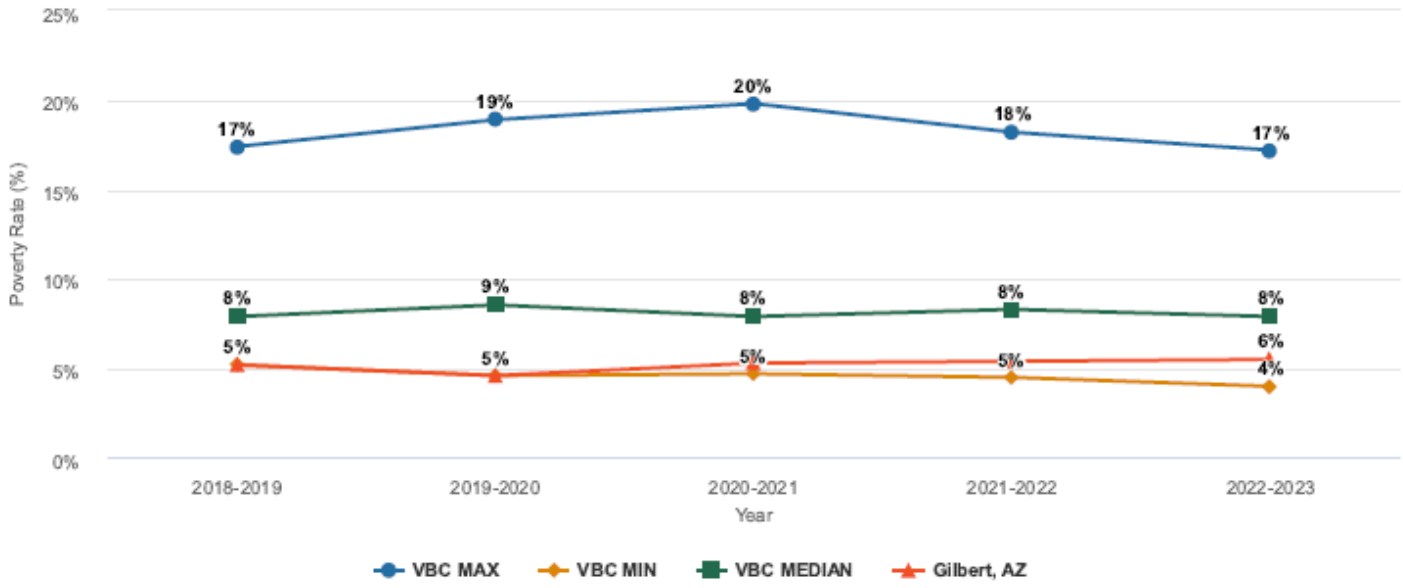
Median household incomes (above) increased by an average of 10.33% from FY 2021-2022 to FY2022-2023. This notable growth indicates a positive economic trend across member communities, which could be associated with factors such as post-pandemic recovery, expansion of the job market, wage increases, or the influence of targeted local policy efforts. have been on the rise with a steady increase across the Valley since FY 2017-18.

Poverty rates (below) seem to have stabilized as the median fluctuates around 8%.

Some variations in the data may be the result of a margin of error due to small sample sizes for individual communities.

Median Household Income and Poverty Rates are provided by the United States Census American Community Survey, 1-year estimates.

Demographics: Poverty



Tracks the Percentage of Residents Whose Income Falls Below the Poverty Line

Fire Medical Services Influencing Factors

Facilities and Staff Composition: The number of fire stations and firefighters available at any given time and available specialties such as HazMat, Technical Rescue, Wildland Fires, aviation rescues, etc. may impact response times.

Risk of Fire Activity: Residential density, aging infrastructure, the composition of building types, and the number of large impact developments (e.g. stadiums, convention centers, airports, etc.) in the community influence fire services and management.

Community Characteristics: The geographic size and density of development and the built environment within a community impacts its service needs. For example, a rural community with more land area may have increased response times and fewer calls, whereas a densely populated community with older buildings and infrastructure may have a higher number of calls with a lower response time.

Demand and Type of Calls: The type and priority of calls received (e.g. high priority such as cardiac arrest) also impacts response time and resources needed.

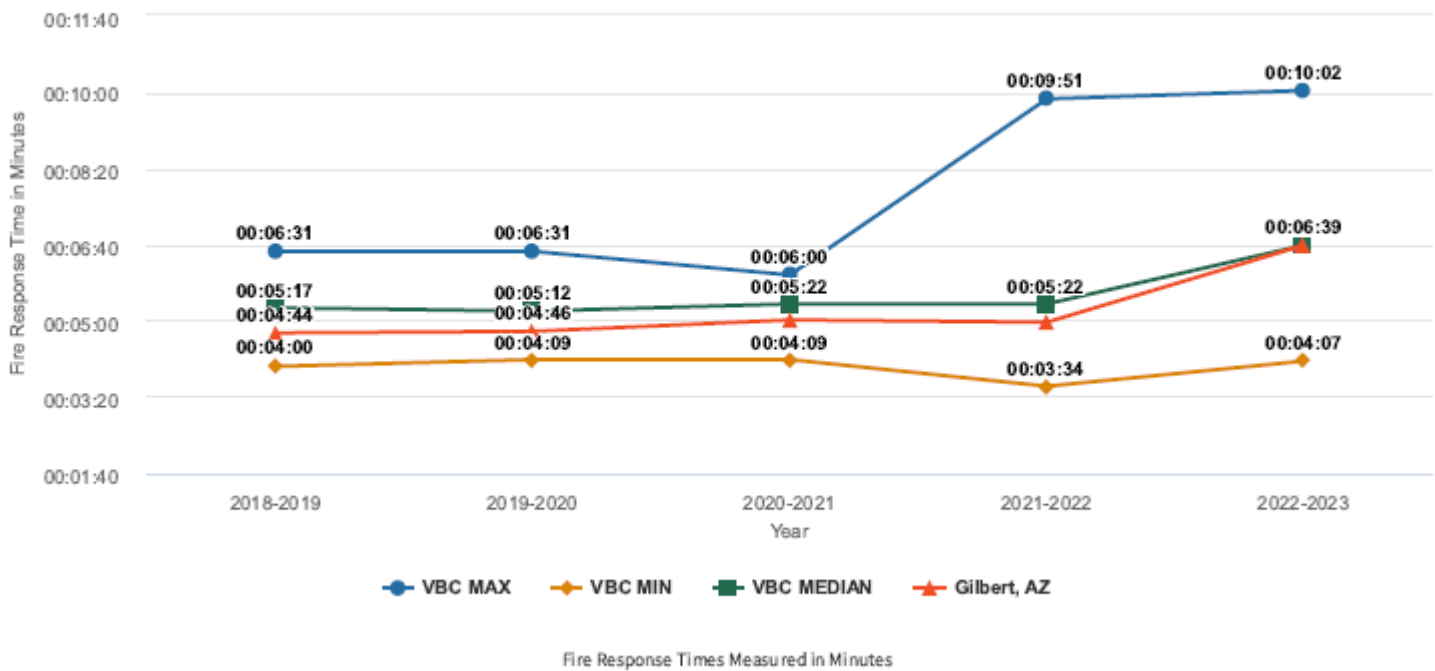
Local Service Standards: Any special operating standard or target may affect department outcomes.

Community Education and Engagement: The extent to which residents are aware of the Fire Code, and take precautions, and the amount of department involvement in the community are also influencing factors.

Automatic and Mutual Aid Agreements: These partnerships are designed to assure that the closest appropriate fire department resources are deployed in emergencies, no matter the jurisdictional boundaries. In addition to automatic aid, mutual aid agreements provide additional assistance that may be dispatched from a neighboring agency.



Fire/Medical Services: Fire Response Times



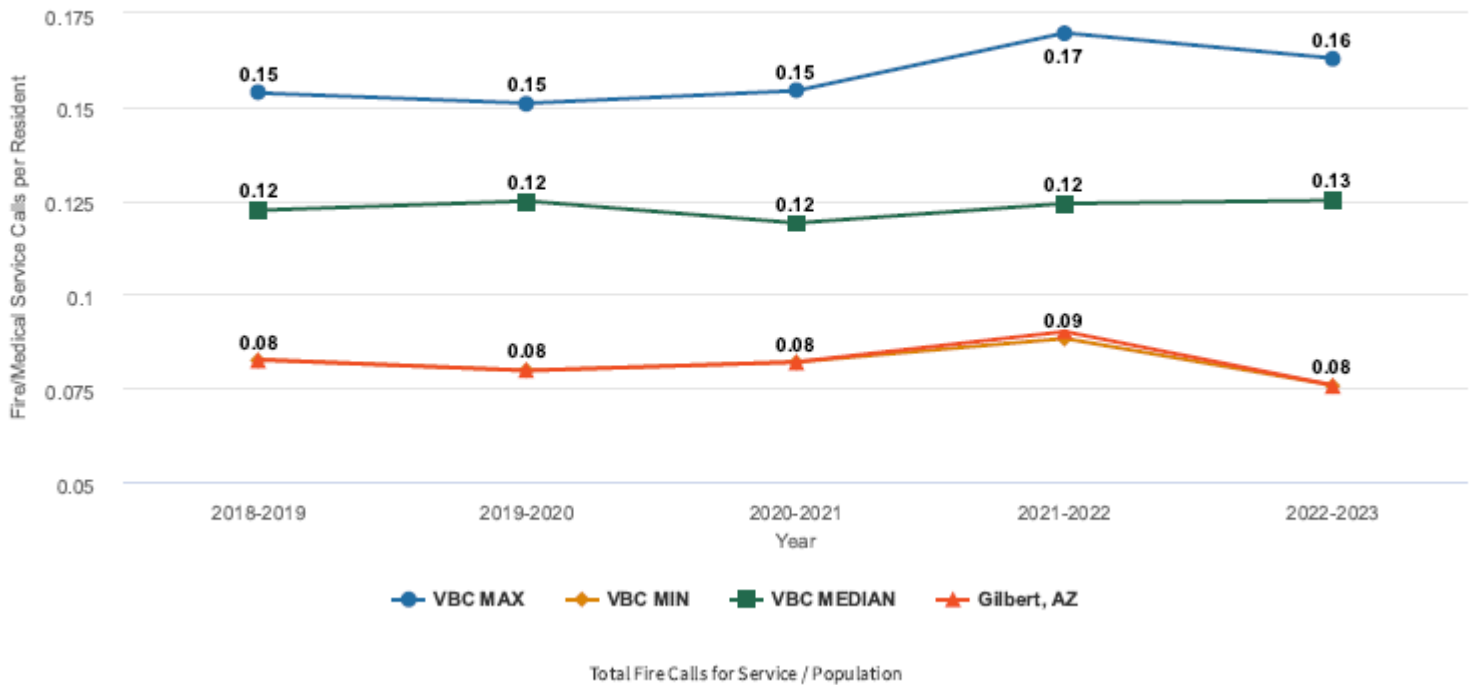
In FY 2018-19, a few communities experienced increases in response times due to new developments being constructed in outlying areas and increased demand for service. In FY 2019-20, most communities saw a slight increase in response times. While in FY 2020-21 there was an increase in response times which can be attributed to staff turnover/training with an influx of firefighters entering and leaving at this time.

In the transition from FY2021-22 to FY2022-23, the definition of "Fire Response Times" changed from "the average length of time for a fire apparatus to arrive" to " the length of time it takes for a fire apparatus to arrive on the scene for 90% of code 3 calls."

Fire Response Times do not account for dispatch time, whereas Police Response Times are measured from the moment the call is received.

*For FY2022-23 reporting period the Gilbert data is the 90% of code 3 calls and pervious data was the average dispatch on scene time.

Fire/Medical Services: Service Calls per Resident



Since FY 2018-19, the trend in performance indicators for Valley communities has shown a consistent trajectory.

In the shift to FY2022-23, however, there is a general change in trend, where some communities exhibit an increase, suggesting a shift in conditions or operational factors influencing the measured performance indicators.

Overall, from FY2018-19 to FY2022-23, the data reflects a period of stability with recent variations highlighting localized changes in some communities.

The formula for Calls per Resident is: Total Fire Calls for Service / Population

Police Services Influencing Factors

Community Characteristics: The geographic size, diversity of landscape, and developed environment of a community can impact the amount and type of areas a police department needs to serve.

Impact of Non-Residents: Visitors to a particular city who do not maintain a formal residence impact the need for public safety services. These visitors could be seasonal residents, commuters from neighboring cities, tourists, or students not counted in population figures.

Citizen Engagement with Police: Police services are influenced by the extent to which police officers are involved in the community and residents are aware of the services provided by the department.

In many communities, police forces utilize civilian staff to provide additional resources and support in the community.

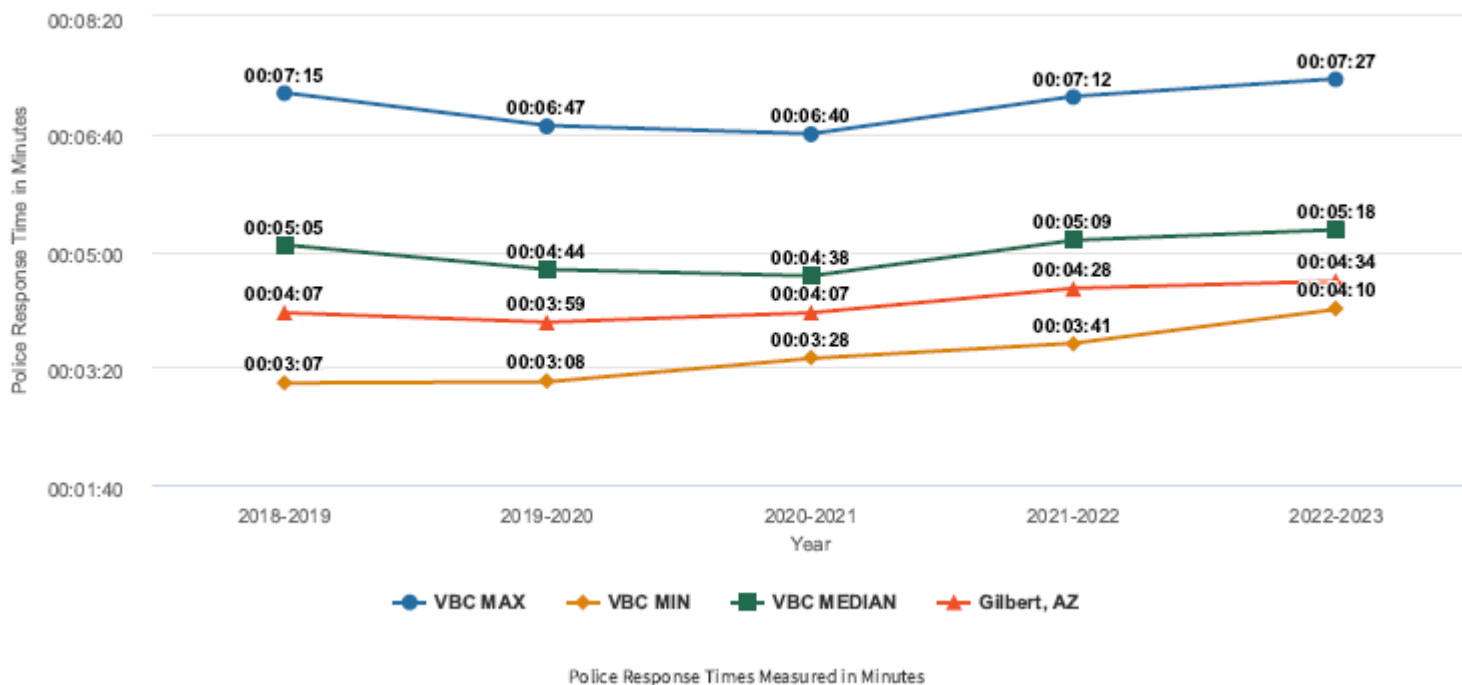
Demographics: This factor considers the socioeconomic status of community residents, along with race, gender, age, and economic health of the community as potential predictors of demand for police services.

Deployment Strategies: How police resources are utilized within a community can vary based on multiple community factors. For example, some agencies place an emphasis on non-sworn roles in police support that can offset the cost of more traditional sworn officer positions.

**Note: Due to Queen Creek's Police Department being created on January 11th, 2022, they are not represented in this year's trend report in our police services section.*



Police Services: Police Response Times



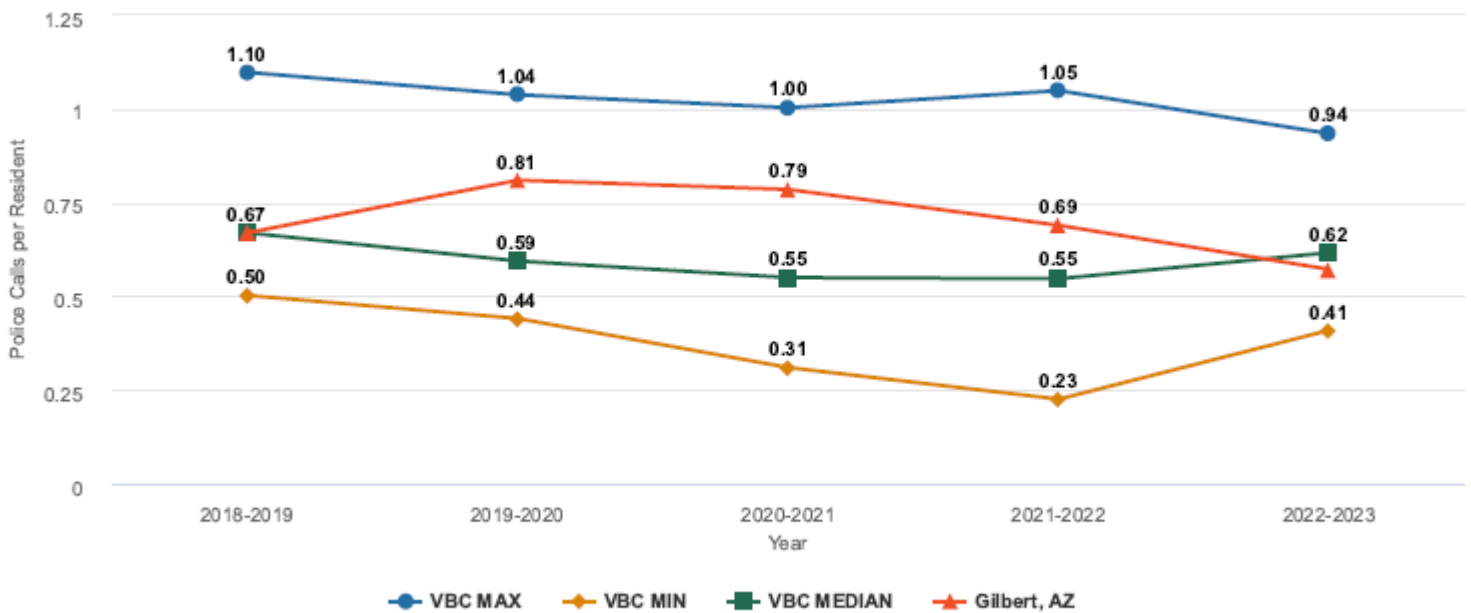
Trend data from FY2018-19 onward show that top priority police response times have fluctuated for most communities, with variations typically within a 20-30 second range. Such fluctuations reflect the dynamic nature of law enforcement challenges and resource allocation.

In FY 2020-21, a notable trend emerged with most communities reducing, or improving, their response times, achieving an average decrease of about 35 seconds per response. This improvement indicates a period where measures to enhance efficiency may have been particularly effective. However, in FY 2021-22, the trend reversed slightly, with community response times increasing on average by about 20 seconds. This could be attributed to factors such as higher-than-average vacancy rates within the patrol officer ranks across the region, which can impact the availability and deployment of officers to incidents.

The data for FY 2022-23 indicates an increase in response times for some communities, with the times generally remaining within a 20-30 second variance when compared to the previous years. This uptick in response times could be due to a range of operational factors, including potential increases in call volume, changes in staffing, or other logistical challenges.

It is important to note that police response times are measured from the moment the call is received, providing a comprehensive view of the response process. This differs from fire response times, which typically do not include dispatch time, and thus may present shorter overall times.

Police Services: Police Calls per Resident



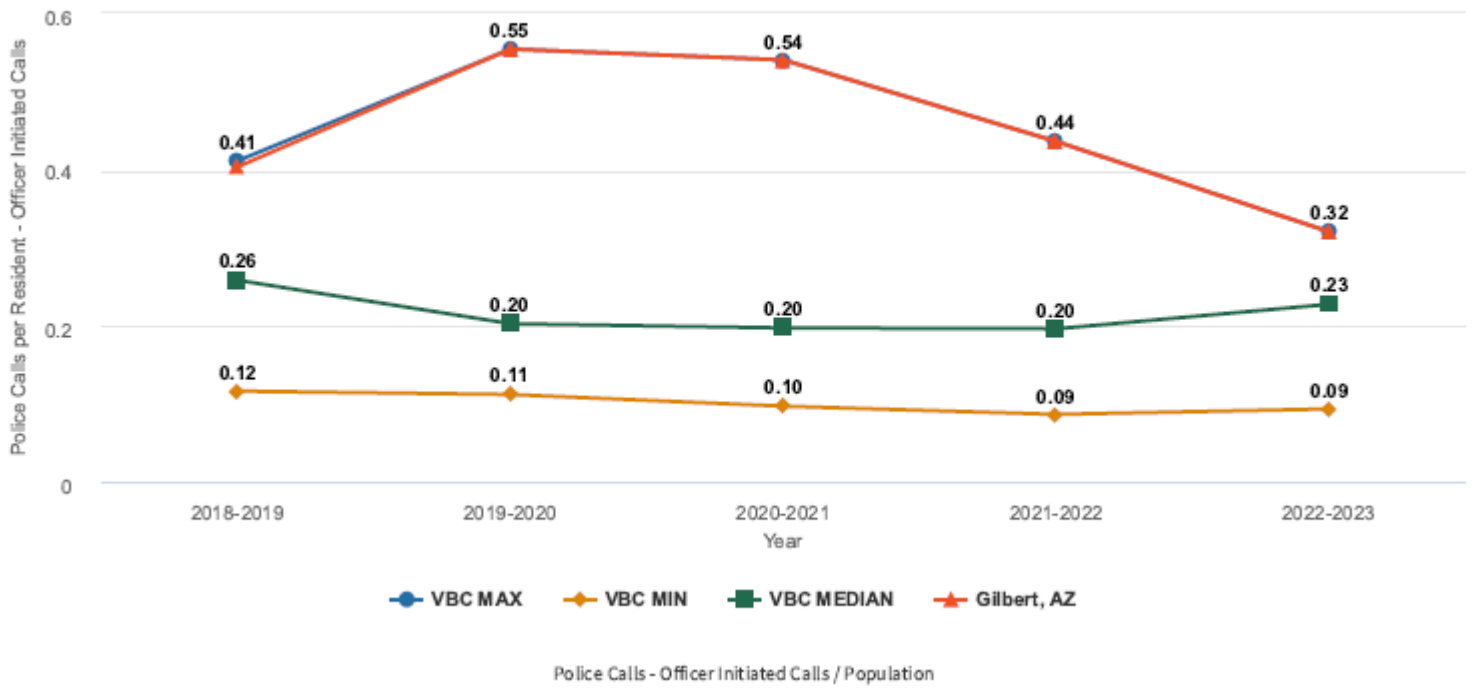
Tracks the Number of Officer and Citizen Initiated Calls Dispatched per Resident.

Beginning with FY 2018-2019, the total number of police calls for most communities has shown a trend of gradual increase. This uptick in calls could be influenced by a variety of factors including population growth, changes in community reporting practices, or shifts in policing policy.

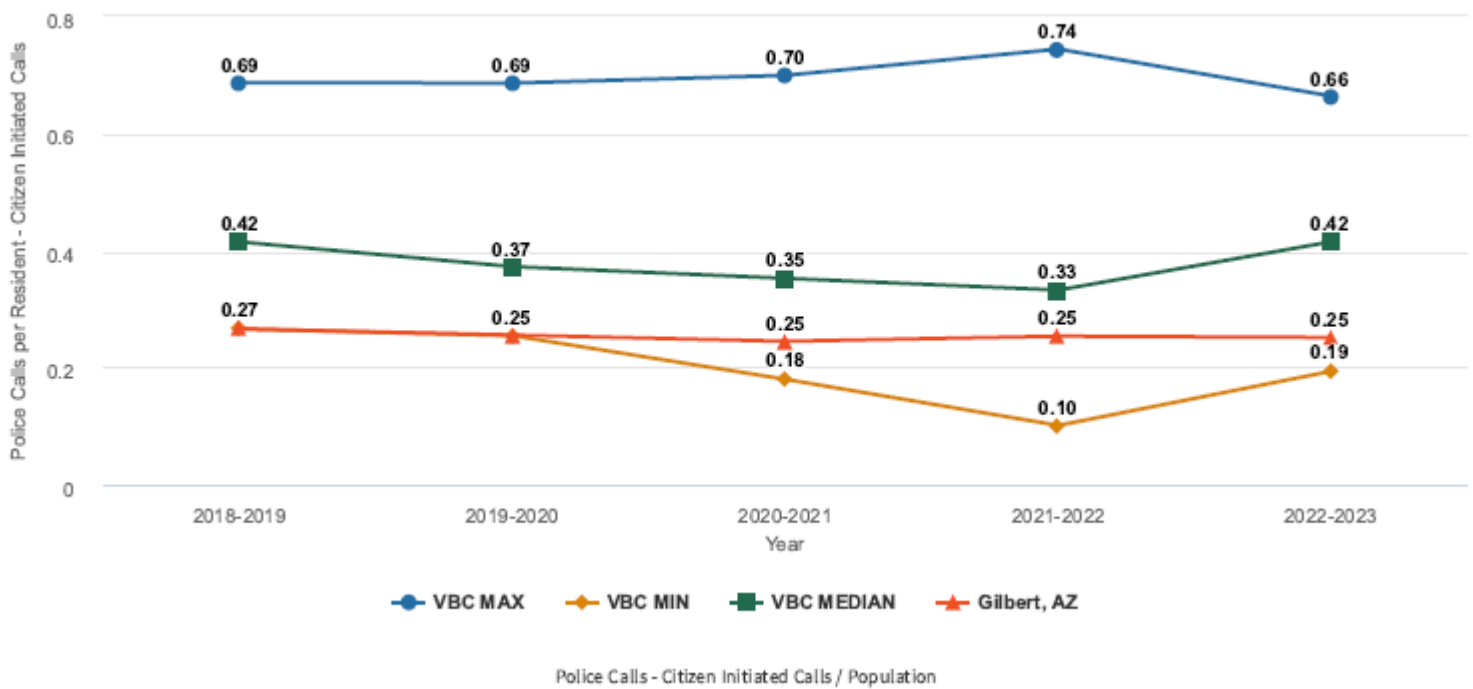
For instance, in FY 2021-2022, there is a noticeable rise in the volume of police calls in several communities, which may reflect an increase in community engagement with law enforcement or could be indicative of a rise in incidents rates. The data for FY 2022-2023 continues this trend, with many communities experiencing a further increase in total police calls, suggesting that the factors affecting call volume continue to be active.

The formula for Calls per Resident is: $\text{Total Police Calls} / \text{Population}$

Police Services: Officer Initiated Calls per Resident



Police Services: Citizen Initiated Calls per Resident



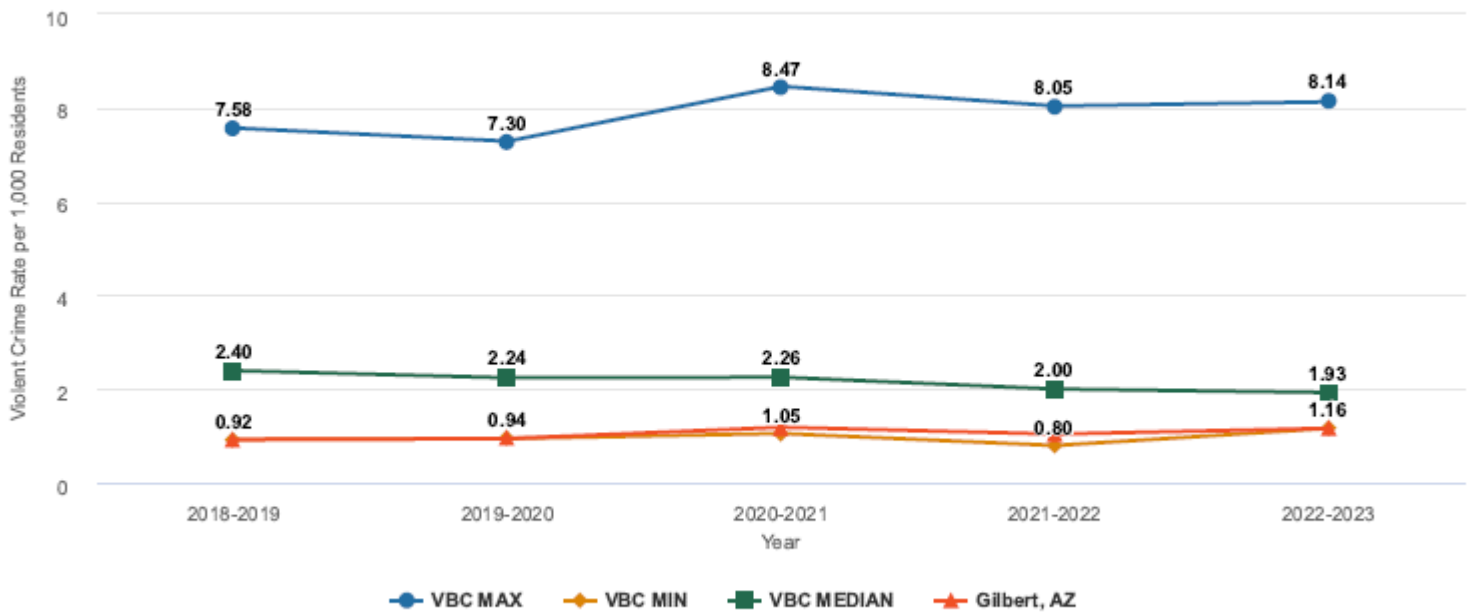
In FY 2020-21, a majority of communities declined in both citizen and officer-initiated calls. This trend of decline seems to slow in FY 2020-21 and FY 2021-22 suggesting stabilization.

Along with the decrease in total calls, some communities have increasing ratios of citizen-initiated calls to officer-initiated calls. This may provide some insight into more-proactive policing approaches taken by communities compared to reactive response approaches. Additionally, staffing levels, deployment practices, and community policing efforts likely have impacts on the individual results.

The formula for Officer Initiated Calls is: $\text{Police Calls} - \text{Officer Initiated Calls} / \text{Population}$

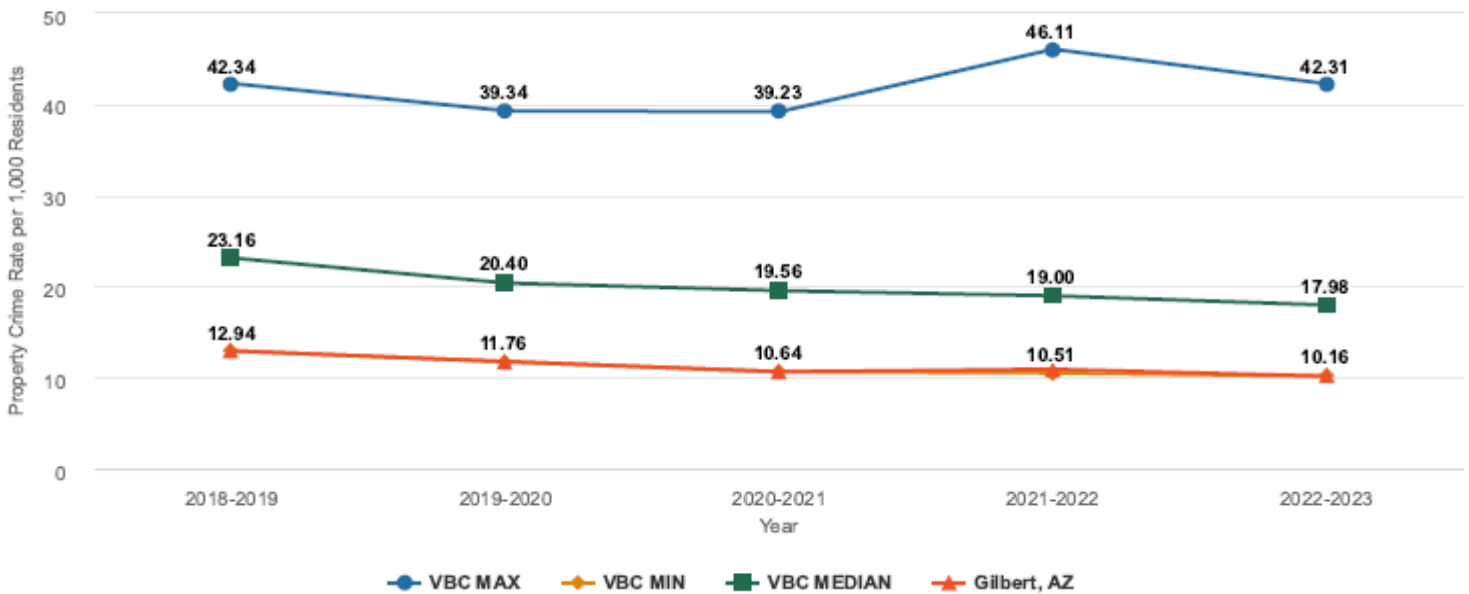
The formula for Citizen Initiated Calls is: $\text{Police Calls} - \text{Citizen Initiated Calls} / \text{Population}$

Police Services: Violent Crime Rate per 1,000 Residents



The Number of Reported Violent Crimes per 1,000 Residents.

Police Services: Property Crime Rate per 1,000 Residents



The Number of Reported Property Crimes per 1,000 Residents.

Since FY 2018-19, the property crime rate per 1,000 residents has generally shown a downward trend in a majority of communities. In FY 2022-2023, the trend continues with most communities either maintaining this reduction or experiencing further decreases in property crime rates.

Similarly, violent crime rates per 1,000 residents have also trended downward since FY2018-19 across many communities. The data for FY2022-2023 reveals that this trend largely persists, with several communities witnessing rates that either remain low or suggest a continuation of the previous years' declining pattern.

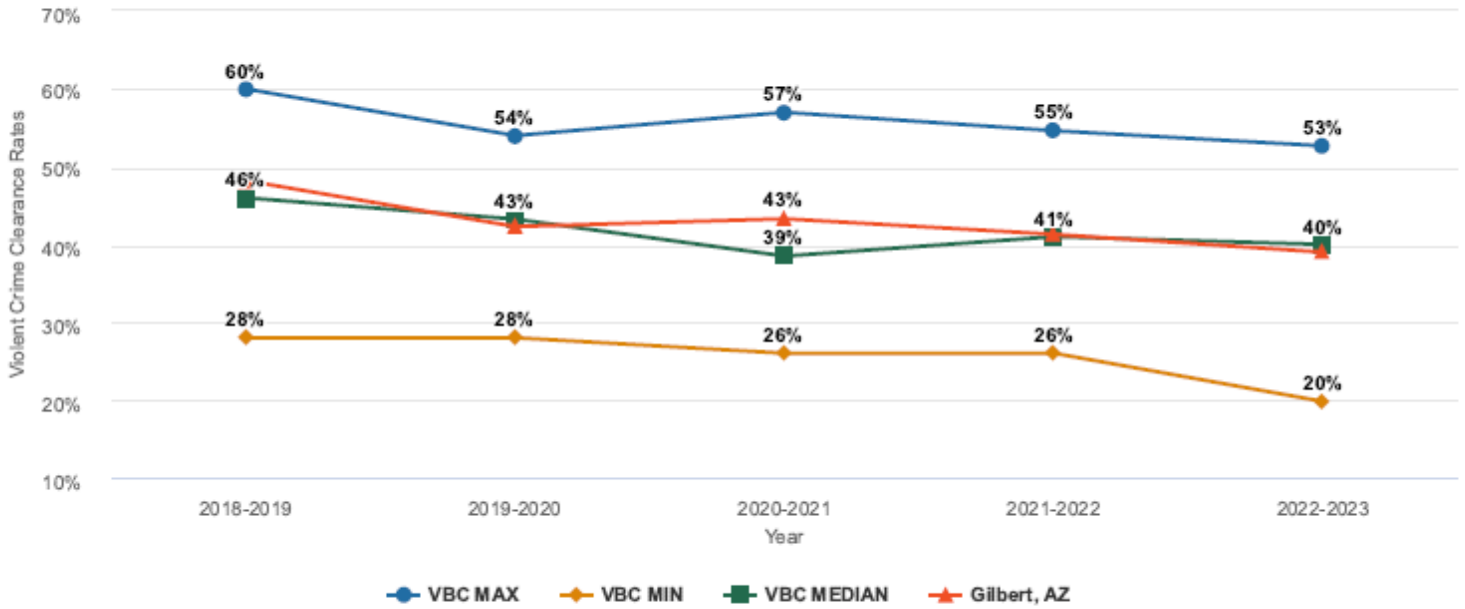
Year over year variation in both property and violent crime rates can often be attributed to factors such as demographic shifts, changes in policing tactics, and the expansion of community outreach efforts. The data from FY 2022-2023, in particular, reflects these ongoing dynamics, with the overall patterns indicating that most communities have been successful in their efforts to reduce crime rates.

The formula used for violent crime is: $\text{Total Violent Crime} / (\text{Population} / 1000)$

The formula used for property crime is: $\text{Total Property Crime} / (\text{Population} / 1000)$

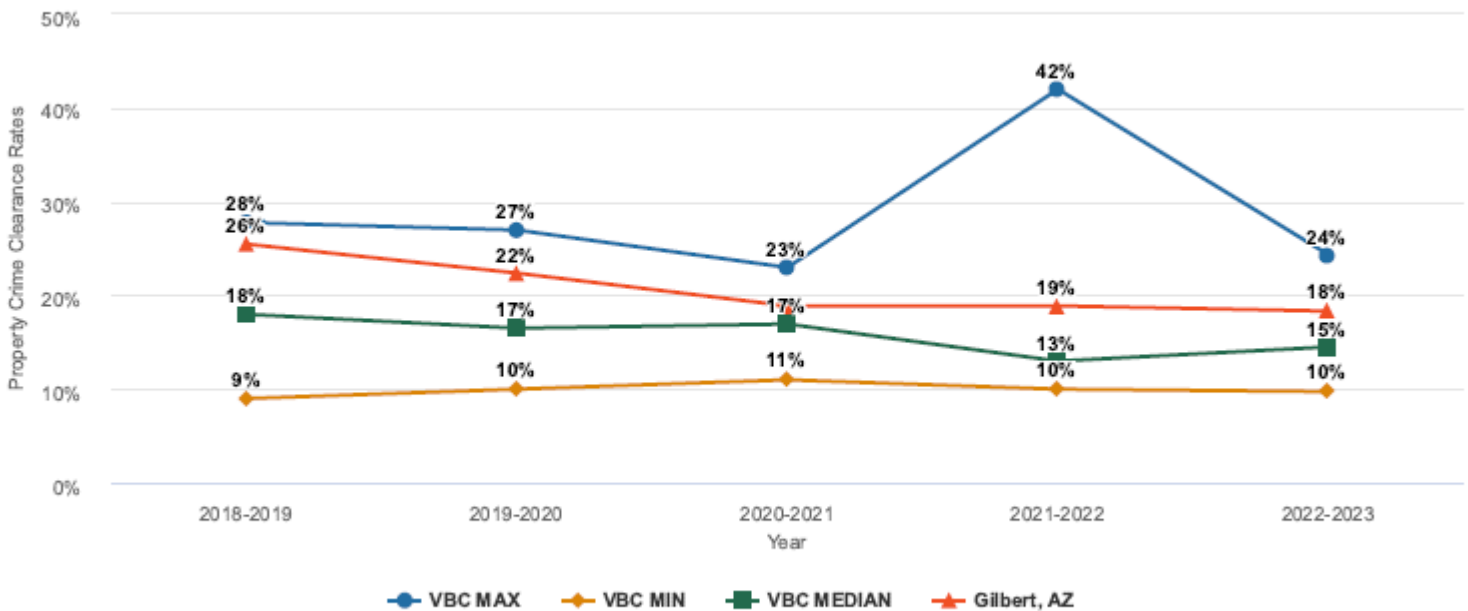
Total Violent and Property Crime numbers are provided by the Federal Bureau of Investigation.

Police Services: Violent Crime Clearance Rates



Clearance Rates Include Cases Cleared by Arrest or Exceptional Means.

Police Services: Property Crime Clearance Rates



Clearance Rates Include Cases Cleared by Arrest or Exceptional Means.

Violent and property crime clearance rates have fluctuated in a downward fashion since FY 2018-2019. This indicates a lower percentage of cases cleared on average and likely is not affected by the changes in the total number of cases. In FY 2021-22, property crime clearance rates ranged between 10-20%, with an outlier of 42%.

In FY 2022-2023, the overall trend in property crime clearance rates across the Valley shows slight fluctuations when compared to FY 2021-2022. The general pattern reveals a composite of both increases and decreases, with some variations from community to community. This indicates that the success rate in resolving cases has varied across different municipalities, with no single trend emerging.

As with other police indicators, regional staffing shortages may be a driving factor for shifts.

Clearance rates include cases "cleared by arrest," "submitted to prosecutor," and "cleared exceptional." Clearance rates are calculated by dividing the number of crimes that are cleared (via a charge being assessed) by the total number of crimes reported in a given year. Due to the special complexity of cases, some charges will be included outside of the year when the crime occurred. Our definition of a clearance rate is consistent with the definition of the Federal Bureau of Investigation.

Library Services Influencing Factors

County Policy for Library Reciprocal Borrowers Program:

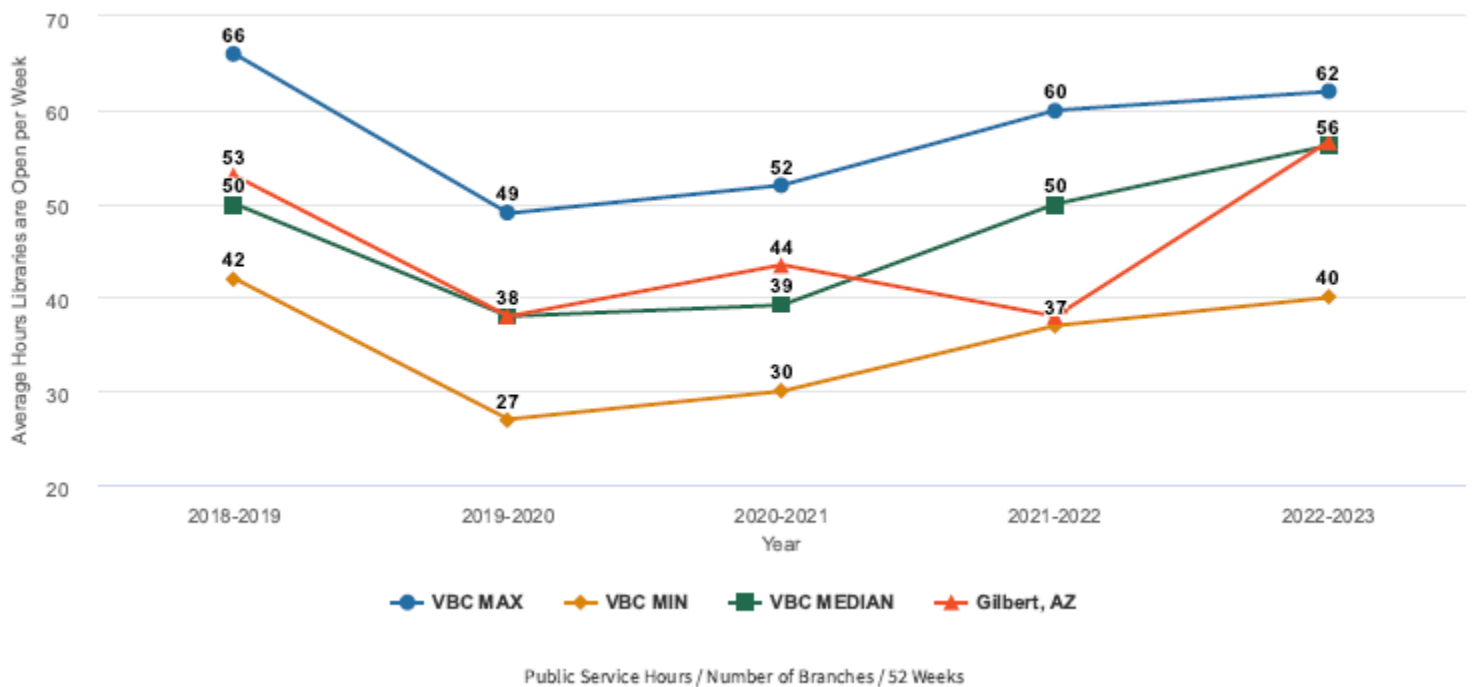
Exchange among library branches and between cities allows for greater access to materials that citizens request and reduces costs of new materials. Residents of Maricopa County may obtain a library card from any county or municipal library.

Population / Library Patrons and Customer Demand:

Local population and number of people using library materials and facilities drive the demand for library availability.



Library Services: Average Hours Libraries are Open per Week



In FY 2019-20, the average weekly hours that libraries were open experienced a significant reduction as a result of the COVID-19 pandemic. Libraries adapted by offering services such as drive-through, lobby-only borrowing, and virtual events. The reported hours reflect the time libraries were fully open for traditional walk-in services.

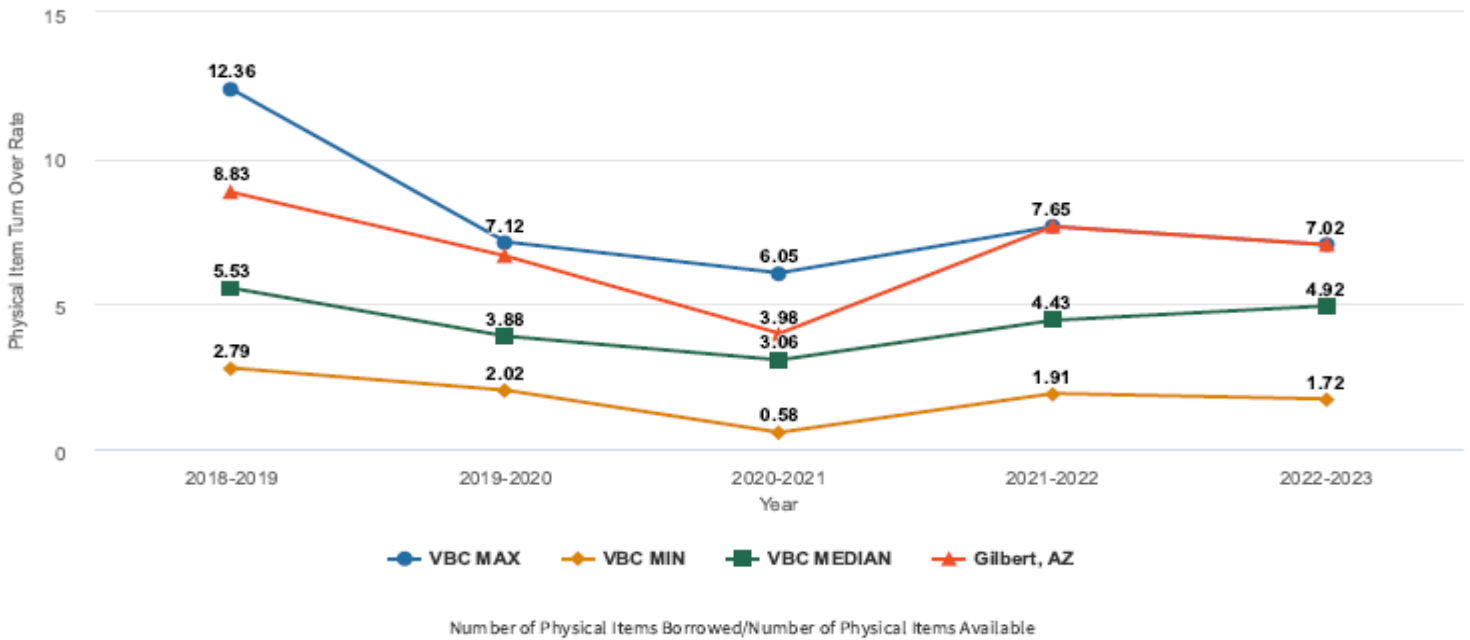
During FY 2020-21, there was a gradual increase in library hours, signaling the beginning of the post pandemic recovery phase. This trend of recovery continues into FY 2021-22, with average weekly hours showing a notable increase, indicating a move towards pre-pandemic operation levels.

Moving into FY 2022-23, the data reflects further normalization, with many libraries extending their open hours, approaching or surpassing the operational hours seen before the pandemic in some communities. This suggests a significant rebound in library services and an adjustment to new operational norms that accommodate public demand.

The Surprise Public Library System began full operations on July 1, 2023. The data reflected in FY2022-2023 is in partnership with the Maricopa County Library District.

The operational hours of libraries can be influenced by whether they are managed by individual municipalities or by the County of Maricopa. The average weekly hours a community library is open is calculated by taking the total number of public service hours, dividing by the number of branches, and then by 52 weeks to get a per-week-average.

Library Services: Physical Item Turn Over Rate



The decline in the physical item turnover rate observed in FY 2019-20 across nine communities was a direct result of the library closures due to COVID-19. This downward trend, indicative of reduced borrowing, began to stabilize by FY 2021-22.

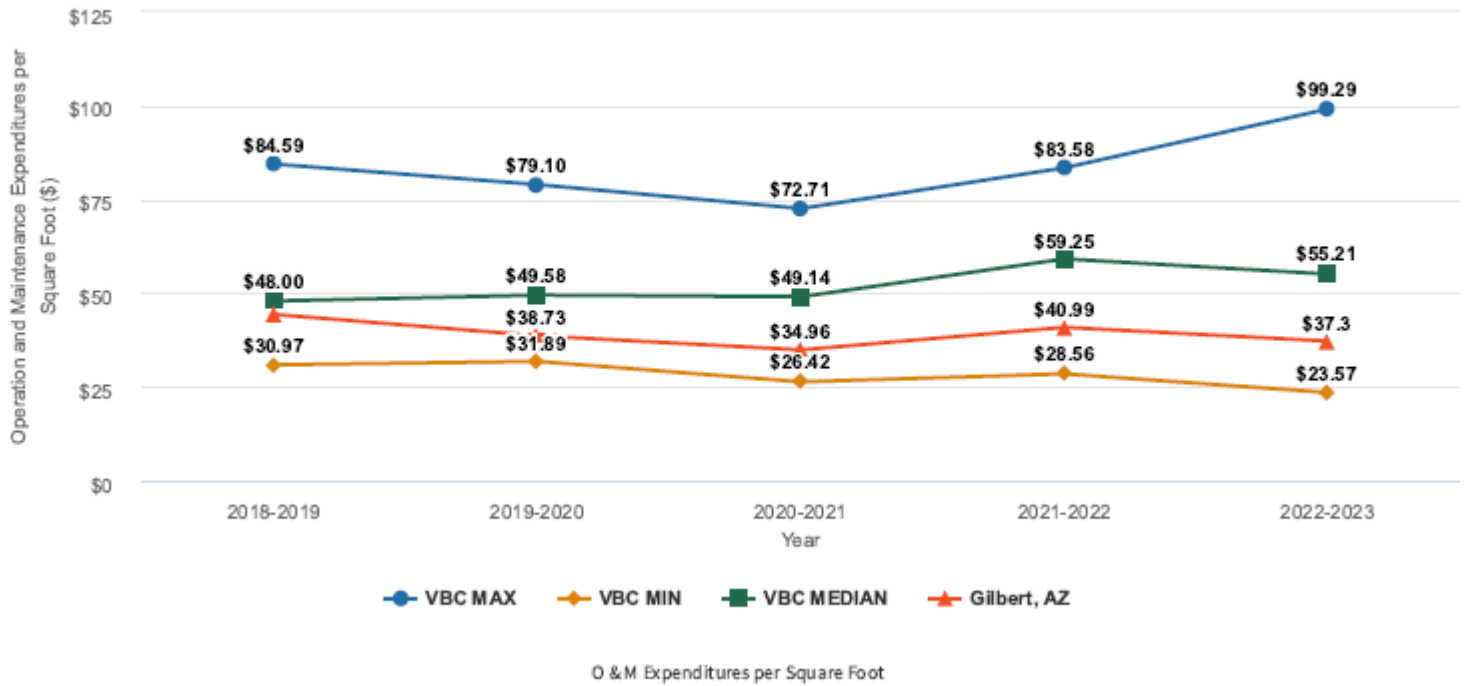
In FY 2022-2023, the turnover rates have continued to adjust. Most communities show a rate that, while lower than pre-pandemic levels, suggests a gradual return to more regular borrowing habits as communities adapt to new normals post-pandemic.

The Surprise Public Library System began full operations on July 1, 2023. The data reflected in FY 2022-2023 is partnership with the Maricopa County Library District.

Physical Item Turnover Rate reflects the frequency at which library items are borrowed in a fiscal year relative to the library's collection size. A rate greater than 1 indicates high usage, with items being checked out multiple times throughout the year. Factors influencing these rates include the numbers of items a library holds and the demand for physical media, which can be impacted by shifts towards digital consumption. The data for FY 2022-2023 may reflect ongoing changes in community borrowing behavior and library collection management practices.

The formula for Physical Item Turnover Rate is: (Number of physical items borrowed)/(Total physical items available)

Library Services: Operation and Maintenance Expenditures per Square Foot



Since FY 2017-18, library O&M expenditures per square foot across the Valley have been relatively stable with occasional changes. Notably, in FY 2022-2023, there's been a significant rise in these expenditures in some areas. This suggests potential upgrades or changes in library operations.

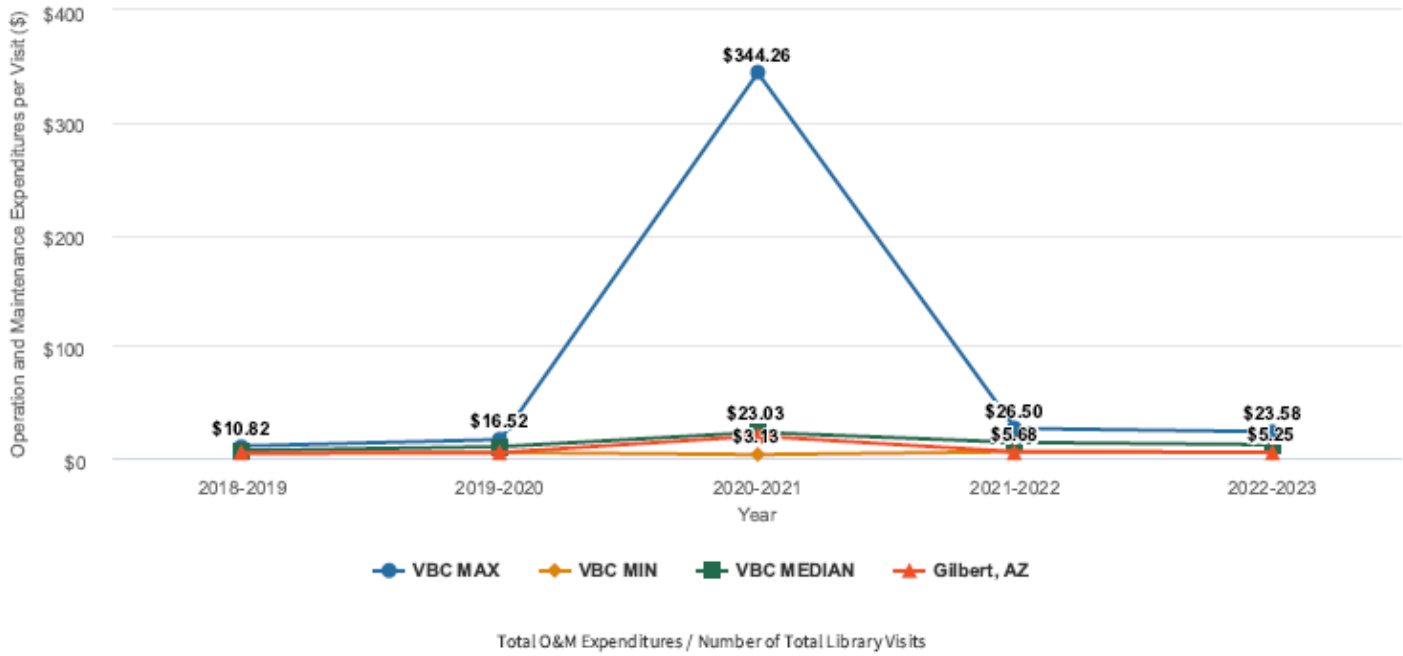
At the same time, O&M expenditures per visit have consistently increased, implying a shift toward digital services as in-person visits decrease. The upward trend continues in FY 2022-2023, possibly due to enhanced digital offerings post-pandemic. The growing per visit expenditures reflects that despite fewer visits, the operational costs of libraries are steady or growing, leading to higher costs per visit.

In FY 2019-20, the City of Surprise O&M expenditures per square foot decreased substantially due to the new Asante Library, a 10,000 square foot addition that opened in February 2020 and then halted operations in mid-March due to the pandemic.

The outlier for FY 2020-21 is the result of massive drop in visits for Phoenix in 2021 due the COVID-19 pandemic and controlled operation of library branches to facilitate curbside pick-up service.

The Surprise Public Library System began full operations on July 1, 2023. The data reflected in FY 2022-2023 is partnership with the Maricopa County Library District.

Library Services: Operation and Maintenance Expenditures per Visit



Park and Recreation Services Influencing Factors

Services Offered by Private Sector: At times, recreation programs, parks, trails and pools are offered by private organizations, such as homeowner associations. The availability of and quality of private programs and amenities influence the extent to which communities consider offering similar programs and amenities.

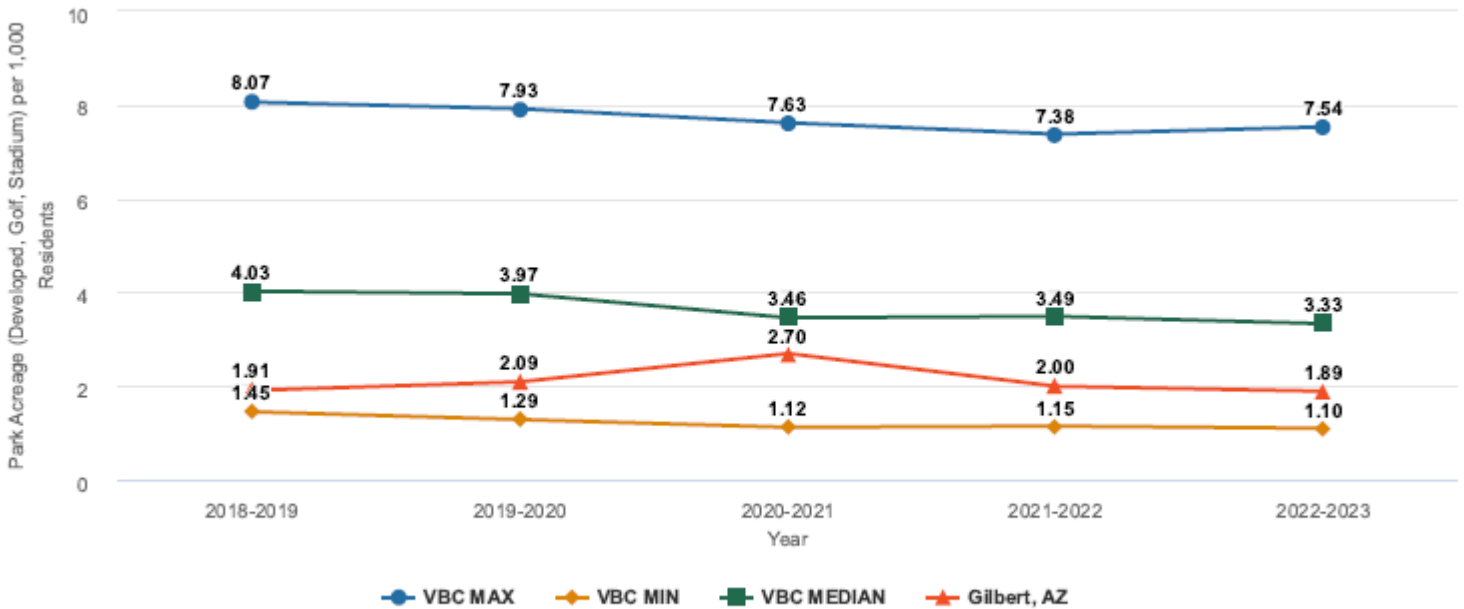
Customer Feedback: Feedback from the community is vital to understanding what services are desired and what the community values most in parks and recreation services.

Social Demographics: The socioeconomic and demographic make-up of a community can influence recreation centers and other amenities. Communities with larger low-income populations have a higher demand for low-cost or free recreation programs, public pools, and recreations centers for people of all ages.

Geography/Open Space Recreation Areas: Geography helps shape how communities define recreational activities and what amenities are offered. Individuals who live closer to outdoor recreation areas than developed municipal parks influence the demand for parks in a community. If recreation exists in close proximity for citizens, such as preserves, trails, and open spaces, their need to visit a developed park is diminished, which influences developed park acreage.



Parks and Recreation Services: Park Acreage (Developed, Golf, Stadium) per 1,000 Residents



(Park Acreage for Public Use - Developed Park Acreage + Park Acreage for Public Use - Golf Course Acreage + Park Acreage for Public Use - Stadium Acreage) / (Population) * 1000

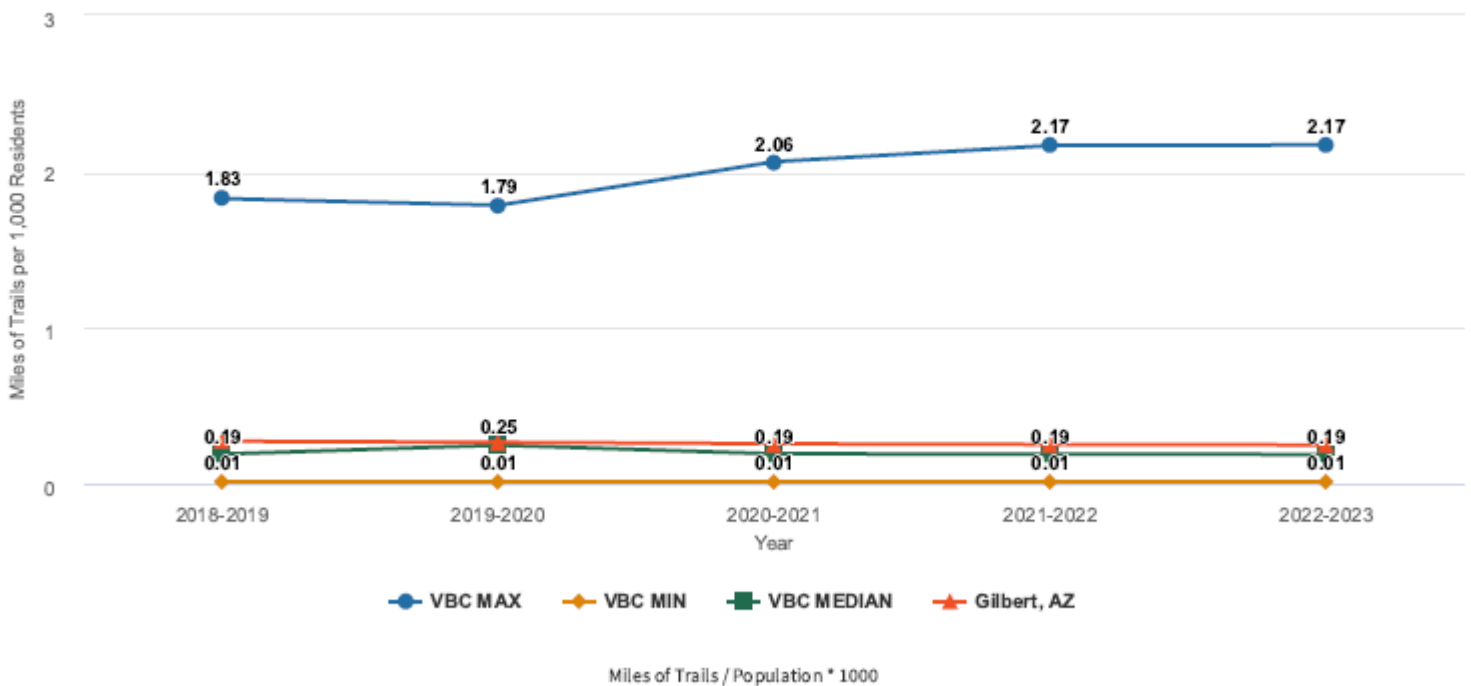
Park acreage has not seen significant change among Valley communities since FY 2014. There is a slight downward trend in park acreage per 1,000 residents among some communities due to population growth. As the population continues to increase and communities approach full build-out this trend is expected to stabilize.

In FY 2022-2023, this trend has continued, some communities seeing a decreased in park acreage per capita while others have maintained or increased their parkland, possibly through new park development.

While the reported data encompasses developed parks, golf courses, and stadiums, it does not include natural preserve acreage, which in some communities accounts for considerable green space. Specifically, the natural preserve acreage not reflected in the per capita figures are as follows: Buckeye (8,675 total acres), Gilbert (322 acres), Glendale (1,112 acres), Peoria (3,091 acres), Phoenix (36,410 acres), Scottsdale (30,580 acres), and Tempe (304 acres).

Park acreage that is planned but not yet developed is excluded from these statistics. The presence of these natural preserves plays a vital role in the overall recreational space and quality of life the residents but is not captured in the developed park acreage per 1,000 residents metric.

Parks and Recreation Services: Miles of Trails per 1,000 Residents



The average miles of trails per 1,000 residents have remained relatively stable among Valley communities from FY 2014-15 through FY 2021-22. Changes to this trend may occur when an individual municipality adds and opens new trails, as observed in FY 2019-20 when the City of Scottsdale opened 10 miles of a new hiking trail from their local preserve which provided an upward trend. This trend continued in FY 2020-21 and 2021-22 as Scottsdale continued to increase its preserved trails.

In FY 2022-2023, there's notable change in Avondale's reported miles of trails, which have been adjusted to 8.94. This revision is due to a change in the reporting method; previously, the figures represented miles of trails maintained by the city, whereas the current number reflects the miles of trails owned by the City of Avondale. This shift in measurement criteria provides a more accurate representation of the city's assets.

A community's geography influences its ability to add miles of trails. As the population continues to increase and communities approach full build-out, this trend is expected to continue stabilizing. Miles of trails include only those trails separated from the roadway and miles of trails in preserves.

The formula for Miles of Trails per 1,000 Residents is: Miles of Trails/Population *1000

Water, Sewer, and Trash Services Influencing Factors

Drinking Water Source: The water source (or surface water, e.g. Salt River Project or Central Arizona Project) impacts costs of production due to different treatment requirements. Environmental conditions, seasonal demands, and the number of independent water supply and distribution systems also affect treatment costs.

Service Area: The size and conditions of the geographic area serviced, the elevation gain, and the number and density of customers affect water, sewer, and trash costs.

Conservation Programs: Programs and rate structures can provide incentives or disincentives for water consumption, waste reduction, and recycling.

Facilities: The size, technology used, and ownership of the facility (joint/shared or local) impact the cost of water, landfills, and recycling centers provided to customers.

Density: The size and type of residential, agricultural, and commercial properties influence water consumption and trash tonnage collected.

Irrigation or Use of Reclaimed Water: Consumption can be impacted if customers use water from separate irrigation districts for landscape watering.

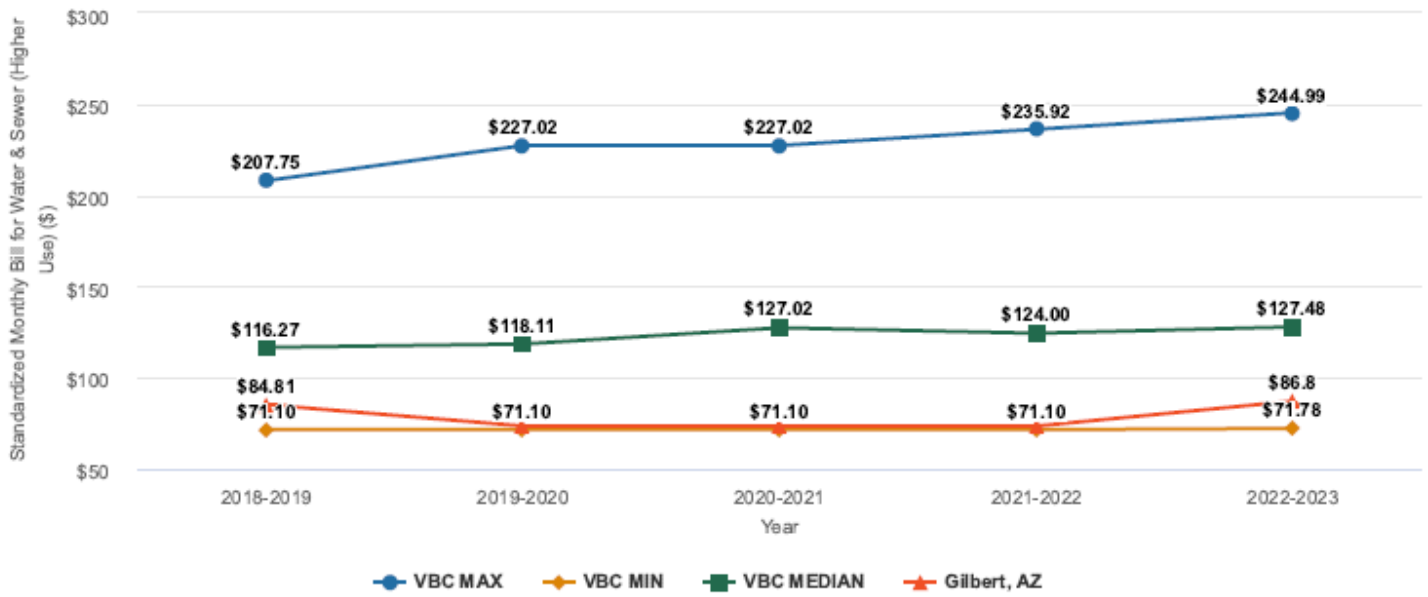
Type of Services: The types of services included in collection fees vary by community and affect trash tonnage; e.g. uncontained and bulk trash collection.

Consumer Behavior: Consumer behaviors surrounding recyclable products are constantly changing. These changes can impact waste streams, and consequently impact supply and demand in the recycling market. For example, as residents and businesses do more communicating, reading, and shopping online, recycling in the form of paper mail, newspaper, magazine, and correspondence have declined, while cardboard recycling from online shopping has increased.

Market Rates: The market for recycled materials impacts the production and net cost of recycling in a city. Historically, foreign nations have been the primary consumers of recycled materials, but changes in recycling requirements and acceptable commodities are affecting the amount of household waste diverted to recycling.

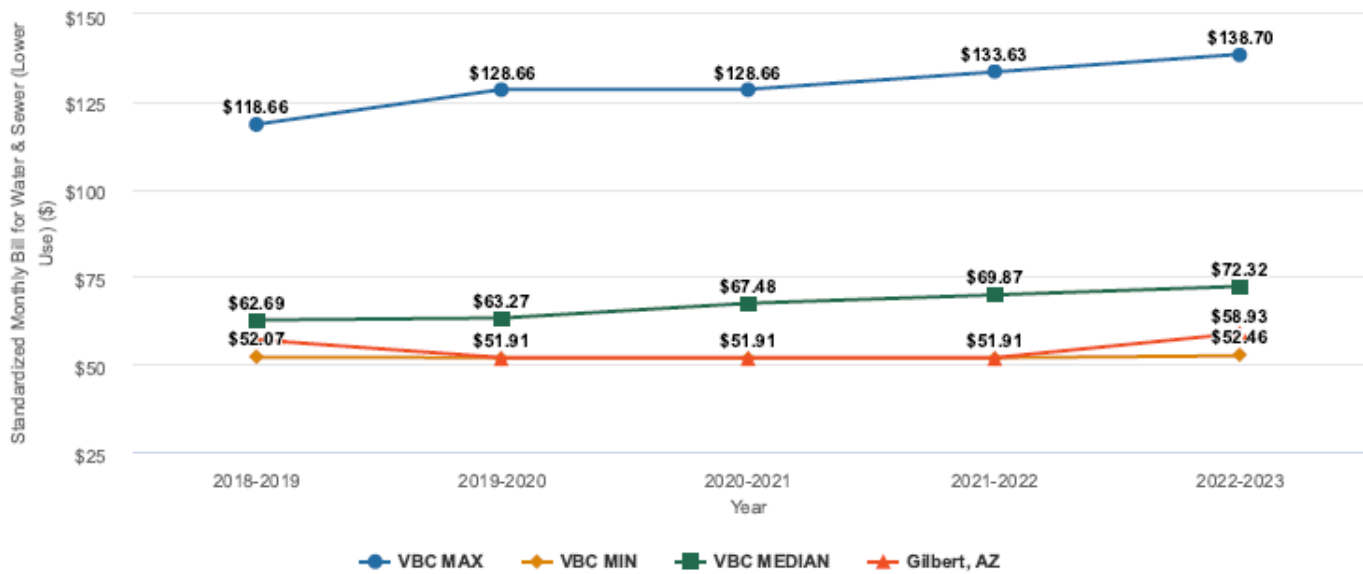


Water, Sewer, & Trash Services: Standardized Monthly Bill for Water & Sewer (Higher Use)



Assumes Single-Family Residential Water Use 17,000 Gallons on 1 Meter and Sewer Use 12,000 gallons. Taxes Not Included. Rates are for Municipal Water Providers Only.

Water, Sewer, & Trash Services: Standardized Monthly Bill for Water & Sewer (Lower Use)



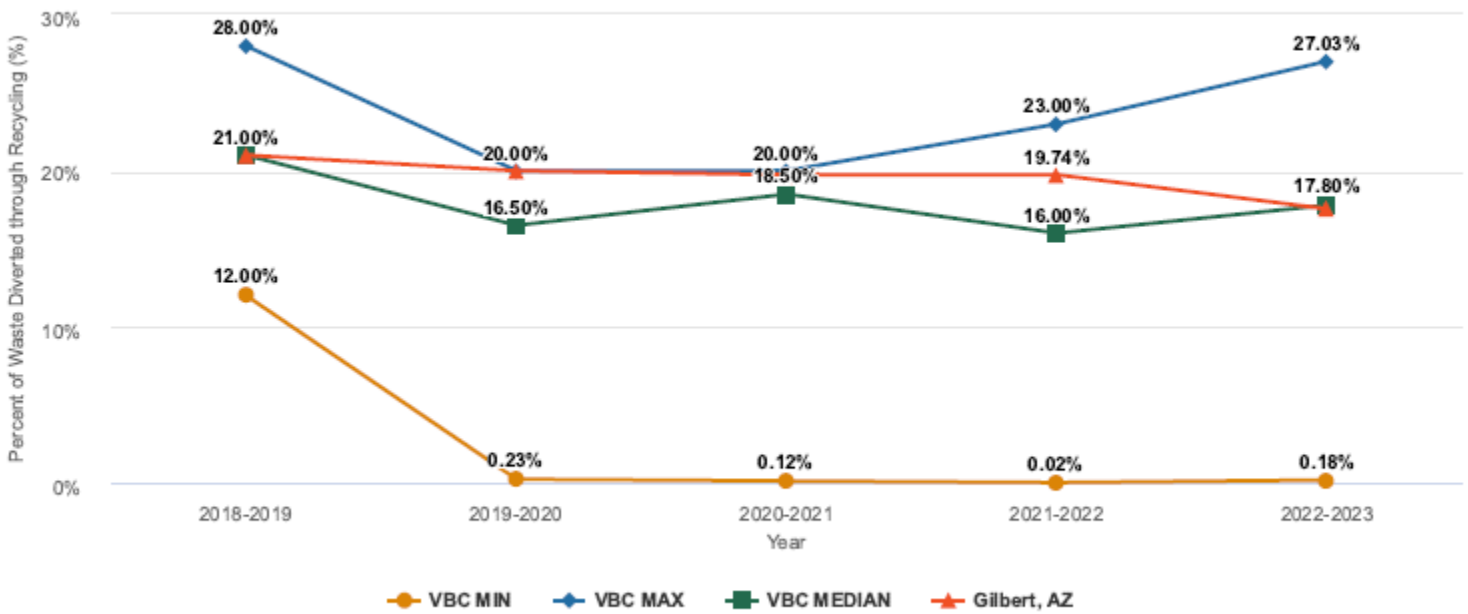
Assumes Single-Family Residential Water Use 9,000 gallons on 3/4" Meter and Sewer Use 8,000 gallons. Taxes Not Included. Rates are for Municipal Water Providers Only.

Water and sewer combined monthly rates for both higher and lower use continue to increase gradually and steadily for communities throughout the region.

Water and sewer rates are set individually by each community and have many variables. This chart does not compare the average or typical customer in each community but rather visualizes what the standardized monthly bill would be for a customer with the same meter size and water usage. Because rates differ based on higher or lower water use, both charts are provided to reflect the range of customers serviced.

Even customers with the same water usage may have different sewer rates because of variations in how each community calculates those charges. The higher use is calculated using the equivalent of a 1" meter with water use of 17,000 gallons and sewer flow of 12,000 gallons. The lower use is calculated using the equivalent of a 3/4" meter with water use of 9,000 gallons and sewer flow of 8,000 gallons.

Water, Sewer, & Trash Services: Percent of Single Family Residential Waste Diverted through Curbside Recycling



Diversion Rate is (Recycling Tons / Total Waste + Recycling Tons Combined)

From FY 2013-14 to 2018-19, recycling efforts across communities resulted in approximately 22% of single-family residential waste being diverted through recycling programs each year. In FY 2019-20, the recycling rates depicted a significant decline for some communities, partially due to four communities ceasing or scaling back their recycling services. The reduction correlates with a downturn in the market value of recyclable materials in 2018.

The devastating fire at the Salt River Pima Indian Community's Republic Services recycling plant in October 2019 exacerbated the situation. This incident directly impacted the City of Scottsdale, which relied on the facility for all its recycling processing, and the City of Mesa, which sent 60% of its recyclables there, leading to an increase in landfilling materials that would have otherwise been recycled.

In FY 2022-2023, the data suggests that recycling rates across the communities have experienced varying changes. While some communities have maintained their rates or shown marginal improvements, others have seen a decline. The average change across all communities indicates a mix of both positive and negative shifts, with an overall trend that leans toward a modest improvement in recycling efforts.

Waste diversion is the prevention and reduction of landfilled waste through the recycling of collected residential waste. The diversion rate is calculated by dividing the recycling tonnage by the total waste and recycling tonnage combined, or the total tonnage collected.

Finance and Administration Services Influencing Factors

Population: As a city's population increases, so do the demands for service and corresponding staffing levels. Cities with a larger population are often able to generate more revenue to support these services, providing increased flexibility for unique or enhanced programs. In addition to a city's resident population, a community's non-resident daytime population can influence the amount and level of services required.

Service Methods: Staffing levels are influenced by whether services are performed by internal staff or provided by contract, which can vary between cities.

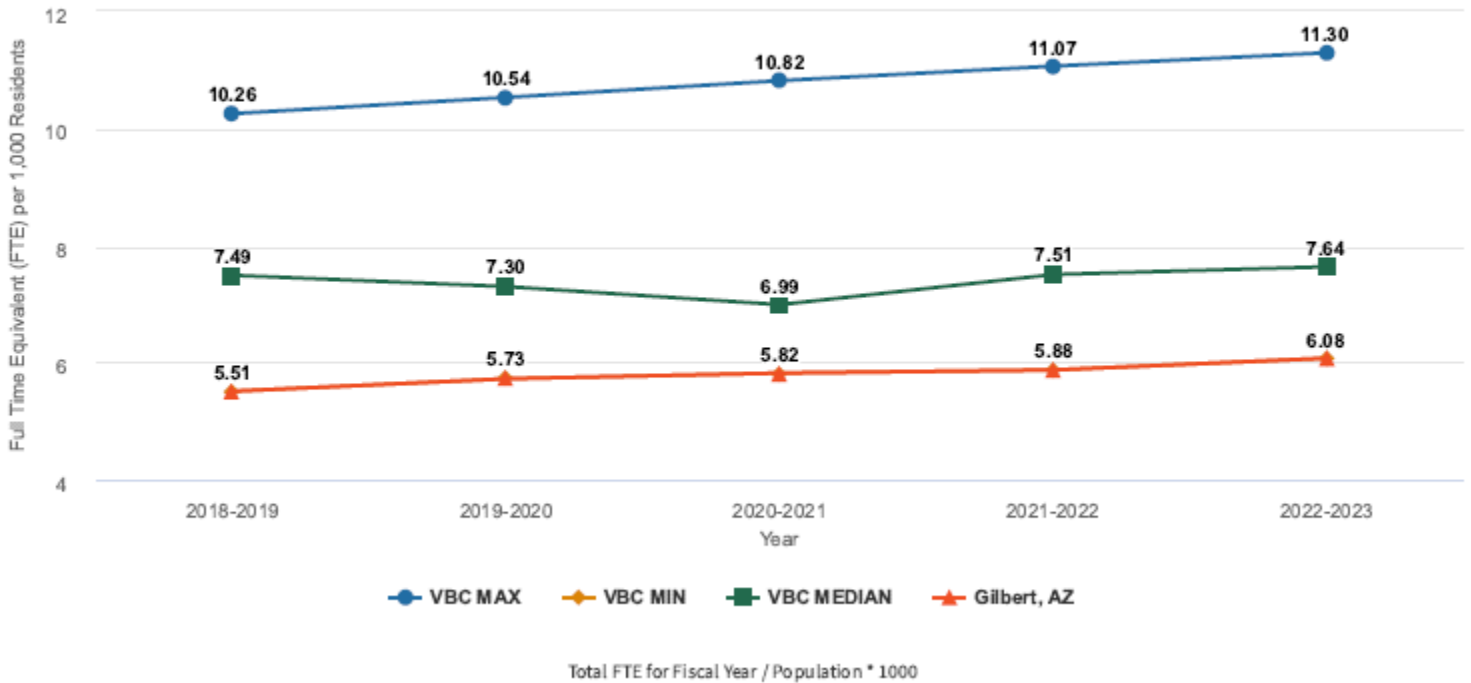
Regional Responsibilities: Some cities (primarily Phoenix) have regional responsibilities that require additional staffing. Examples include Sky Harbor Airport and Phoenix Convention Center.

Paying for Service Delivery: Over time, cities have decided to enhance or improve certain services, thus requiring additional revenue sources. For example, some cities use a Primary Property Tax to generate additional operating funds.

Financial Health: The fiscal health of a community can be difficult to summarize with one measure, but a commonly accepted approach is to compare bond ratings. A high bond rating is an indicator of financial health, since rating agencies look for acceptable financial practices, consistent revenue streams, expenditure control, healthy fund balance reserves, the socioeconomic composition of the community, and the value of the tax base.



Finance Services: Full Time Equivalent (FTE) per 1,000 Residents



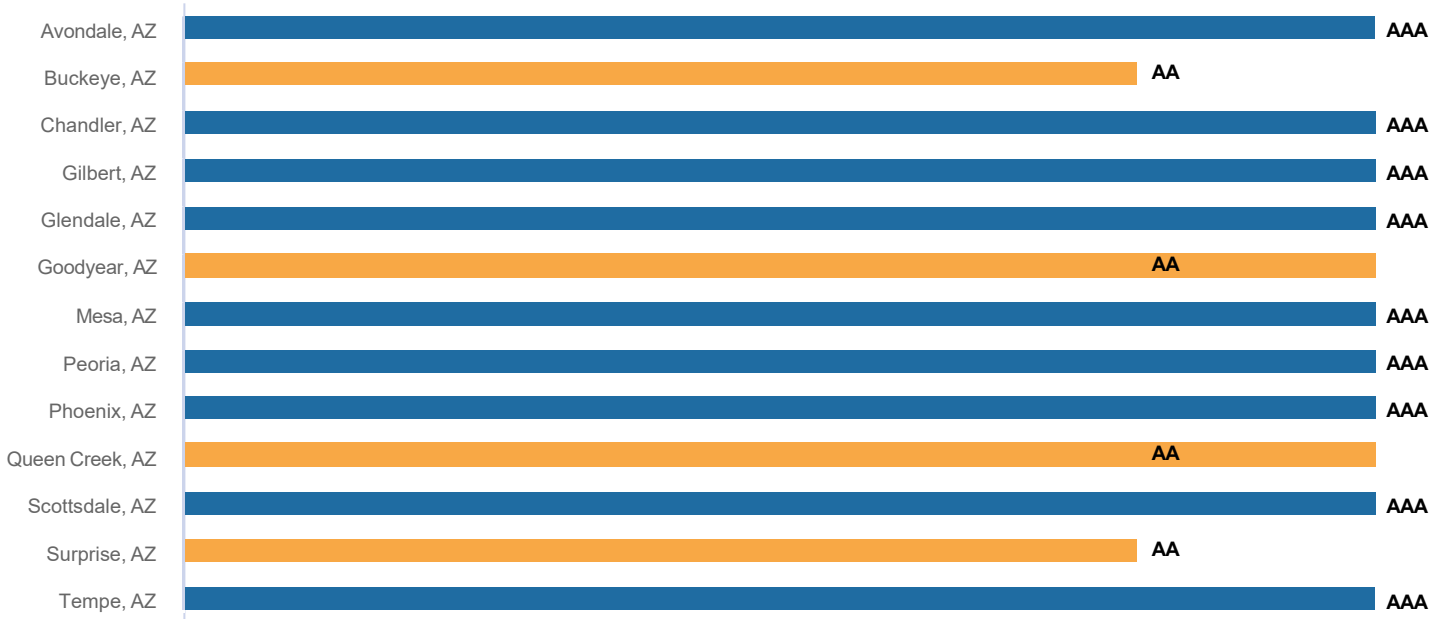
FTE per 1,000 Residents has remained relatively stable, with a few exceptions. In FY 2019-20, two communities saw significant increases of 1.37 and .63 FTE per 1,000 Residents. In FY 2020-21, communities saw decreases of 0.7 and 0.3 FTE per 1,000 Residents.

From FY 2013-14 through FY 2022-23, the Total Full Time Equivalent (FTE) for most Valley communities has shown modest annual changes, suggesting a stable balance between municipal staffing levels and population growth. The general trend in the latest fiscal year, FY 2022-23, indicates a marked increase in FTEs for certain communities, possibly reflecting expanded community services or an increase in municipal employment. Despite some notable rises, the overarching trend across the communities is one of gradual change, aligning with typical workforce adjustments and demographic shifts.

Despite these exceptions, the great majority of annual fluctuations are minor and are likely due to employee attrition and population change.

The formula for FTE per 1,000 Residents is: $\text{Total FTE for Fiscal Year} / (\text{Population} / 1000)$

Valley Benchmark Communities 2021 Bond Ratings



In FY 2022-23, the bond ratings of all Valley Communities have remained stable compared to FY 2021-22. All communities currently hold a bond rating of AA or higher.

Communities report the highest bond rating, irrespective of the rating agency used. Bond ratings range from D to AAA.

Valley Benchmark Communities 2022 Bond Ratings



Development Services Influencing Factors

Efficiency of Permit Processing Operations: The speed and effectiveness with which permits are reviewed and issued can significantly affect the average turnaround time for single-family standard plan reviews. Factors influencing the include workflow efficiency, the use of technology for plan submission and review, and the clarity of guidelines provided to applicants.

Market Demand for Housing: The number of permits issued for single-family standard plan reviews is often a direct reflection of the housing market's dynamics. Economic conditions, interest rates, and population growth can drive the demand for new housing, thereby influencing the volume of permit applications submitted to and processed by the municipality.

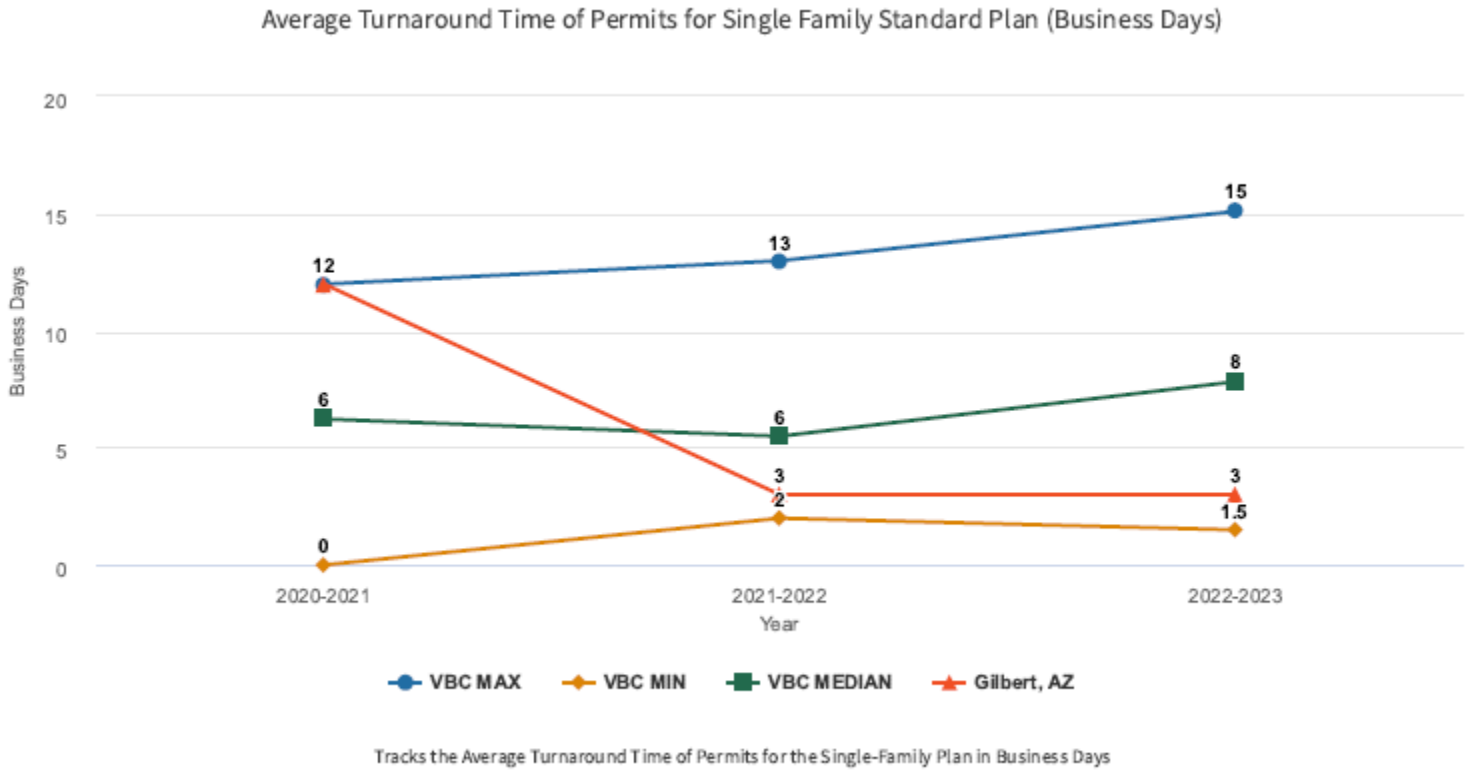
Resource Allocation for Permit Processing: The total full-time equivalent (FTE) dedicated to processing permits highlights the human resource aspect of development services. Budget allocations, staff training, and the overall administrative strategy towards development services determine how well-equipped a department is to handle the workload, directly impacting both the turnaround time for permits and the number of permits that can be processed.

Regulatory Environment: The complexity and stringency of building codes and zoning regulations can affect the turnaround time for permits. A more complex regulatory environment may require more detailed reviews and back-and forth with applicants, potentially lengthening the permit processing time.

Applicant Responsiveness and Preparedness: The quality and completeness of the permit applicants submitted can significantly influence the processing time. Applications that are thorough and require fewer revisions can streamline the review process, whereas applications that require significant corrections or additional documentation can lead to delays.



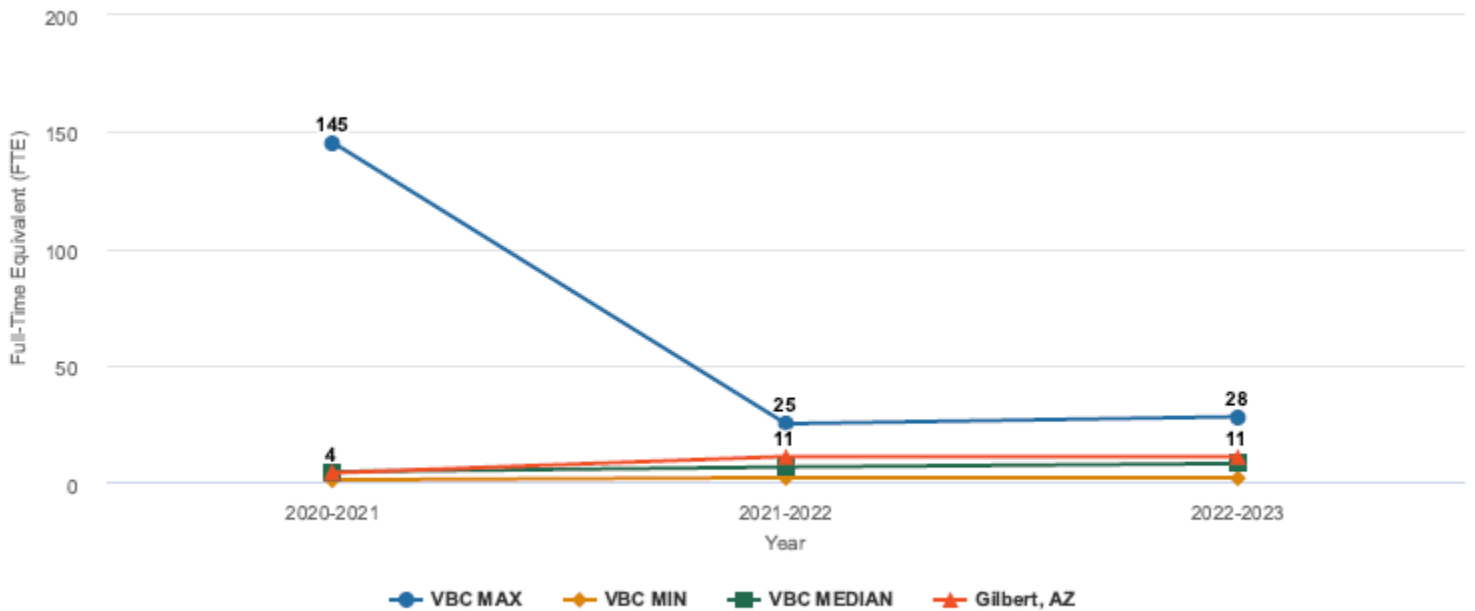
**The Development Services section of the Annual Trend Report was established during the FY2022-2023. All the existing metrics in this section commenced collection in FY 2020-2021, giving VBC an existing dataset covering three consecutive collection periods.*



A "Single-Family Plan" refers to the design of a standalone house for one family, differing from multi-family structures like apartments. The "Average Turnaround Time of Permits for the Single-Family Plan" indicates the average time a municipality's department takes to process construction or renovation permits for these homes, reflecting the efficiency of the permitting process.

**Average Turnaround Time of Permits for Single Family Standard Plan (Business Days) was introduced in FY 2020-2021, and data has been accumulated over three consecutive fiscal years to date.*

Total FTE Dedicated to Processing Permits



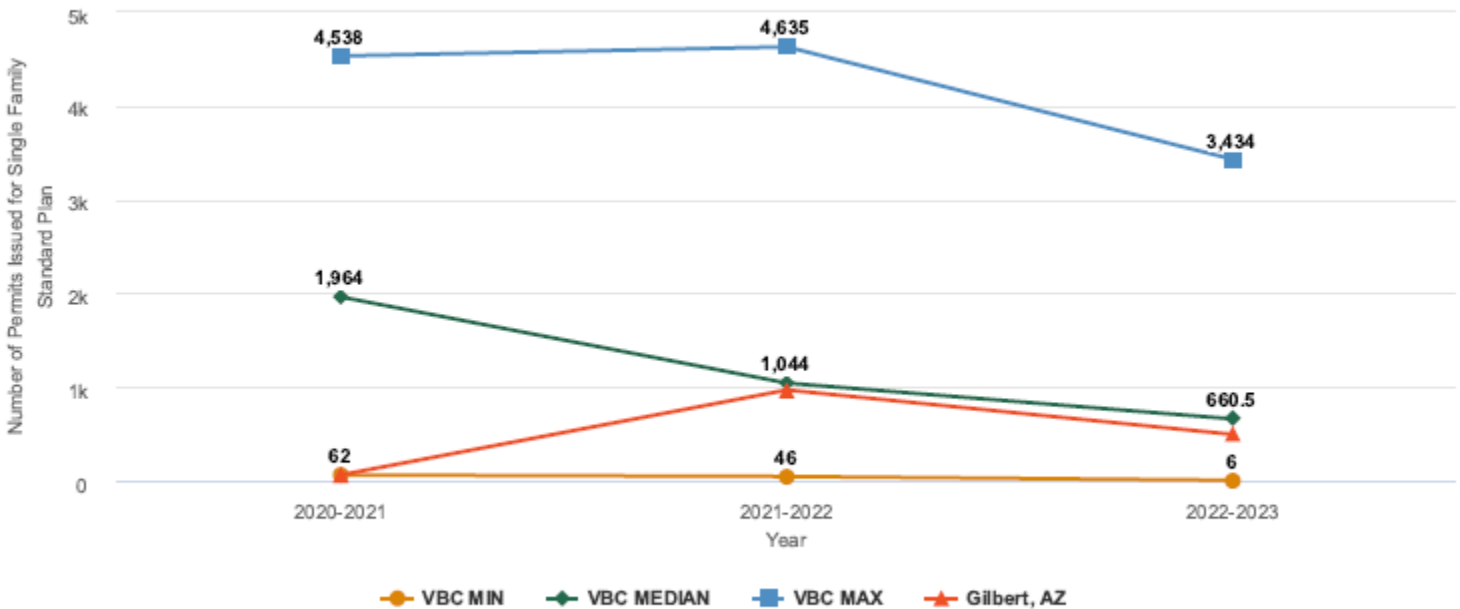
Tracks the Full-Time Equivalent (FTE) staff commitment involved in the process of reviewing, approving, and issuing permits

Represents the total Full-Time Equivalent (FTE) staff commitment involved in the process of reviewing, approving, and issuing permits. It quantifies the workforce capacity allocated specifically for permit processing tasks, reflecting the human resource investment of a municipality or organization in managing its permitting operations.

In FY 2020-2021, the City of Phoenix reported an exceptionally, high number of 145 FTE dedicated to processing permits, significantly surpassing the count of the second-highest community at 55 FTE, making it an outlier for that fiscal year. However, in FY2021-2022, the City of Phoenix saw a substantial reduction, with the total FTE count dropping to 9.

* Total FTE Dedicated to Processing Permits was introduced in FY2020-2021, and data has been accumulated over the three consecutive fiscal years to date.

Number of Permits Issued for Single Family Standard Plan



Tracks the total number of permits issued for the construction, renovation, or modification of single-family standard plan homes.

Represents the total count of permits that a municipal authority has issued within a fiscal year for the construction, renovation, or modification of single-family standard-plan homes. The number reflects the volume of approved residential development projects in a community and can serve as an indicator of construction activity, economic growth, and the responsiveness of the municipality's permit processing department.

*Number of Permits Issued for Single Family Standard Plan was introduced in FY 2020-2021, and data has been accumulated over three consecutive fiscal years to date.

All photos used in this report were provided by the Valley Benchmark Communities.

Contributions to this report were made by the following individuals:

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- **Terri Quist**, Senior Customer Success Manager

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◀ **COMMUNITIES** ▶

VBC Appendix

Annual Report

Report Created On: May 07, 2024

Population

Demographics: Population

Fiscal Year	United States	Arizona	Phoenix	Mesa	Chandler	Gilbert	Scottsdale	Glendale	Tempe	Peoria	Surprise	Buckeye	Goodyear	Avondale	Queen Creek
FY 2013-2014	316,498,000	6,581,000	1,491,300	453,300	240,900	222,400	223,400	231,900	166,700	157,300	122,100	N/A	70,800	77,900	N/A
FY 2014-2015	318,857,000	6,667,000	1,511,600	459,000	242,200	228,400	227,100	233,600	170,800	159,000	124,200	N/A	72,900	78,500	N/A
FY 2015-2016	321,419,000	6,758,000	1,536,000	466,500	245,200	233,900	233,500	236,200	173,900	162,100	126,300	N/A	75,600	79,500	N/A
FY 2016-2017	323,128,000	6,836,000	1,560,000	473,800	251,400	240,300	239,500	238,300	176,600	167,000	128,400	N/A	78,700	80,600	N/A
FY 2017-2018	325,719,000	6,966,000	1,579,300	481,300	257,900	246,400	242,500	239,900	179,800	171,600	130,100	N/A	81,400	81,600	N/A
FY 2018-2019	327,167,400	7,171,600	1,597,700	488,900	262,300	253,000	245,400	241,800	185,300	176,100	132,900	N/A	84,700	82,600	N/A
FY 2019-2020	328,239,500	7,278,700	1,617,300	497,400	266,800	259,400	247,900	243,300	188,600	180,200	136,200	81,624	88,900	84,600	N/A
FY 2020-2021	331,893,745	7,276,316	1,611,162	505,447	277,116	268,728	241,718	248,686	181,580	191,849	144,246	93,629	96,789	89,480	51,260
FY 2021-2022	333,287,557	7,359,197	1,630,195	510,792	280,189	273,796	243,528	250,585	181,548	195,585	149,710	101,987	101,662	90,755	66,275
FY 2022-2023	334,914,895	7,431,344	1,660,585	516,429	282,891	277,486	244,959	254,005	192,062	199,424	155,384	106,316	107,002	92,324	70,956

Population Change

Demographics: Population % Change

Fiscal Year	United States	Arizona	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 2014-2015	0.75	1.31	0.77	N/A	0.54	2.70	0.73	2.97	1.26	1.08	1.36	N/A	1.66	1.72	2.46
FY 2015-2016	0.80	1.36	1.27	N/A	1.24	2.41	1.11	3.70	1.63	1.95	1.61	N/A	2.82	1.69	1.81
FY 2016-2017	0.53	1.15	1.38	N/A	2.53	2.74	0.89	4.10	1.56	3.02	1.56	N/A	2.57	1.66	1.55
FY 2017-2018	0.80	1.90	1.24	N/A	2.59	2.54	0.67	3.43	1.58	2.75	1.24	N/A	1.25	1.32	1.81
FY 2018-2019	0.44	2.95	1.23	N/A	1.71	2.68	0.79	4.05	1.58	2.62	1.17	N/A	1.20	2.15	3.06
FY 2019-2020	0.33	1.49	2.35	6.71	1.72	2.53	0.62	4.96	1.74	2.33	1.23	N/A	1.02	2.48	1.78
FY 2020-2021	0.10	1.70	5.77	14.70	3.87	3.59	2.21	8.87	1.62	6.46	-0.38	10.78	-2.49	5.91	0.76
FY 2021-2022	0.60	2.90	1.70	4.20	1.00	1.30	1.40	4.40	1.10	2.00	1.60	7.10	0.60	3.80	3.20
FY 2022-2023	0.50	0.90	2.70	3.20	0.80	1.00	1.60	4.20	0.90	1.40	1.30	8.20	1.50	3.10	1.10

Median Household Income Table

Demographics: Median Household Income

Fiscal Year	United States	Arizona	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Peoria	Phoenix	Mesa	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	52,250	48,510	51,206	N/A	71,545	81,589	41,037	72,219	59,377	46,601	47,561	N/A	69,690	55,857	48,565
FY 2014-2015	53,657	50,068	55,664	N/A	73,062	84,153	46,453	69,883	66,371	47,929	47,675	N/A	73,387	58,923	47,118
FY 2015-2016	55,775	51,492	54,686	N/A	75,562	86,045	45,812	73,164	66,308	48,452	49,177	N/A	75,346	65,688	51,688
FY 2016-2017	57,617	53,558	58,404	N/A	75,369	91,576	51,022	73,960	68,882	52,062	52,393	N/A	81,381	60,521	56,365
FY 2017-2018	60,336	56,581	55,468	N/A	76,860	84,699	53,753	87,481	72,142	53,468	55,014	N/A	88,407	65,898	51,986
FY 2018-2019	61,937	59,246	63,242	N/A	85,527	99,866	54,789	89,959	72,050	57,957	58,247	N/A	88,071	70,280	60,330
FY 2019-2020	65,712	62,055	71,296	58,945	83,709	102,793	57,137	85,147	77,368	60,931	63,836	N/A	86,097	76,405	66,297
FY 2020-2021	62,843	58,945	61,099	71,707	82,925	96,857	55,020	83,866	75,323	57,459	58,181	105,729	88,213	69,076	57,994
FY 2021-2022	69,021	65,913	69,241	84,568	91,299	105,733	60,499	91,073	81,017	64,927	65,725	111,743	97,409	76,623	64,080
FY 2022-2023	75,149	72,581	76,496	94,188	99,374	115,179	66,375	97,307	86,759	72,092	73,766	127,182	104,197	87,756	72,022

Poverty Rate Appendix Table

Demographics: Poverty Rate (% of Population Below Federal Poverty Level)

Fiscal Year	United States	Arizona	Avondale	Buckeye	Chandler	Gilbert	Goodyear	Glendale	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	15.8	18.6	19.1	N/A	10.4	5.9	10.8	26.3	16.6	11.5	23.6	N/A	9.3	10.5	21.5
FY 2014-2015	15.5	18.2	19.3	N/A	10.4	6.8	12.1	21.0	15.1	9.2	23.3	N/A	9.1	12.2	23.3
FY 2015-2016	14.7	17.4	16.2	N/A	9.2	6.0	9.0	22.5	17.2	7.0	22.3	N/A	11.0	7.3	20.0
FY 2016-2017	14.0	16.4	14.4	N/A	7.1	5.0	4.5	16.4	16.8	7.7	20.3	N/A	8.0	9.7	20.3
FY 2017-2018	13.4	14.9	13.5	N/A	8.1	5.6	9.0	16.7	15.0	6.6	16.8	N/A	7.8	6.7	22.1
FY 2018-2019	13.1	14.0	11.5	N/A	7.9	5.2	6.6	16.6	13.9	6.7	15.6	N/A	5.8	5.4	17.4
FY 2019-2020	12.3	13.5	10.1	6.5	6.7	4.6	8.3	18.9	11.6	8.8	15.6	N/A	6.0	7.3	17.2
FY 2020-2021	11.4	12.8	7.9	9.9	7.6	5.3	8.0	18.2	14.8	7.5	18.0	4.7	7.6	7.3	19.8
FY 2021-2022	11.6	12.8	11.6	8.3	7.5	5.4	6.4	17.3	12.1	8.4	15.4	4.5	6.7	7.5	18.2
FY 2022-2023	11.5	12.5	10.7	7.9	7.7	5.5	5.5	17.2	11.2	8.4	14.6	4.0	6.8	6.8	16.8

Top Priority Fire Response Times Appendix Table

Fire/Medical Services: Top Priority Fire Response Times

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creel	Scottsdale	Surprise	Tempe
FY 2013-2014	00:07:18	N/A	00:03:58	00:04:57	00:04:30	00:05:52	00:05:01	00:05:56	00:04:48	N/A	00:05:26	00:05:47	00:04:07
FY 2014-2015	00:06:14	N/A	00:03:58	00:04:59	00:04:44	00:05:03	00:05:05	00:05:34	00:04:48	N/A	00:05:25	00:05:28	00:04:13
FY 2015-2016	00:06:12	N/A	00:03:48	00:05:18	00:05:01	00:06:27	00:05:18	00:05:46	00:04:29	N/A	00:04:32	00:05:50	00:04:16
FY 2016-2017	00:06:09	N/A	00:03:49	00:05:09	00:04:49	00:06:20	00:05:09	00:05:31	00:04:08	N/A	00:04:37	00:07:25	00:04:15
FY 2017-2018	00:06:35	N/A	00:04:01	00:04:48	00:04:28	00:06:17	00:05:41	00:05:24	00:03:57	N/A	00:04:46	00:05:44	00:04:15
FY 2018-2019	00:06:31	N/A	00:04:07	00:04:44	00:04:04	00:06:09	00:05:17	00:05:17	00:04:00	N/A	00:06:09	00:05:34	00:04:31
FY 2019-2020	00:06:31	00:05:23	00:04:09	00:04:46	00:04:22	00:05:04	00:05:21	00:05:35	00:04:11	N/A	00:05:16	00:05:11	00:04:31
FY 2020-2021	00:06:00	00:05:33	00:04:09	00:05:01	00:05:16	00:05:59	00:05:53	00:05:22	00:04:11	00:05:29	00:05:22	00:05:29	00:04:31
FY 2021-2022	00:06:08	00:08:37	00:03:34	00:04:58	00:05:19	00:05:56	00:05:16	00:07:22	00:04:12	00:06:08	00:05:22	00:05:27	00:04:38
FY 2022-2023	00:06:53	00:10:02	00:04:07	00:06:39	00:05:39	00:08:34	00:08:14	00:08:09	00:04:12	00:06:00	00:04:59	00:05:38	00:07:17

Fire Calls for Service per Resident Appendix Table

Fire/Medical Services: Fire Calls for Service per Resident

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	0.08	N/A	0.09	0.07	0.12	0.07	0.13	0.09	0.11	N/A	0.13	0.11	0.15
FY 2014-2015	0.12	N/A	0.09	0.08	0.13	0.07	0.13	0.11	0.11	N/A	0.14	0.09	0.14
FY 2015-2016	0.13	N/A	0.10	0.08	0.13	0.09	0.14	0.15	0.13	N/A	0.15	0.13	0.14
FY 2016-2017	0.13	N/A	0.10	0.08	0.13	0.07	0.14	0.14	0.13	N/A	0.15	0.13	0.18
FY 2017-2018	0.13	N/A	0.10	0.08	0.13	0.09	0.14	0.15	0.13	N/A	0.15	0.11	0.15
FY 2018-2019	0.12	N/A	0.10	0.08	0.13	0.10	0.14	0.11	0.13	N/A	0.15	0.12	0.14
FY 2019-2020	0.13	0.09	0.09	0.07	0.12	0.07	0.13	0.09	0.11	N/A	0.14	0.11	0.15
FY 2020-2021	0.12	0.09	0.10	0.08	0.13	0.10	0.13	0.11	0.14	0.08	0.15	0.12	0.14
FY 2021-2022	0.13	0.08	0.10	0.09	0.15	0.12	0.14	0.12	0.15	0.09	0.17	0.12	0.16
FY 2022-2023	0.16	0.11	0.08	0.08	0.16	0.11	0.14	0.12	0.14	0.09	0.14	0.13	0.16

Total Fire Calls Appendix Table

Fire/Medical Services: Total Fire Calls

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	6,557	N/A	20,656	15,659	27,715	5,052	57,505	14,802	170,713	N/A	28,132	13,768	24,559
FY 2014-2015	9,449	N/A	22,797	18,133	29,505	4,903	57,538	16,744	173,090	N/A	32,365	11,266	23,378
FY 2015-2016	10,654	N/A	23,996	18,923	30,978	6,854	65,518	23,511	195,767	N/A	35,098	16,896	23,928
FY 2016-2017	10,578	N/A	25,072	19,422	31,312	5,641	66,688	23,726	201,290	N/A	36,407	16,546	31,835
FY 2017-2018	11,008	N/A	25,715	20,506	31,693	7,298	67,421	24,932	212,869	N/A	36,872	14,713	26,221
FY 2018-2019	9,572	N/A	24,964	20,903	32,255	8,650	68,650	19,252	213,324	N/A	37,750	16,282	26,506
FY 2019-2020	11,218	7,702	24,504	20,680	32,763	9,674	70,074	19,148	219,395	N/A	37,457	15,986	26,085
FY 2020-2021	10,658	7,993	26,676	22,036	32,717	10,278	64,300	21,360	224,350	5,036	37,332	17,633	26,019
FY 2021-2022	11,797	8,541	28,582	24,674	36,540	11,703	72,021	24,315	247,806	5,851	41,367	18,258	29,520
FY 2022-2023	15,059	12,078	23,917	21,028	41,272	12,108	70,899	24,212	237,177	6,257	33,339	19,448	29,056

Police Response Times Appendix Table

Police Services: Police Response Times

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creel	Surprise	Scottsdale	Tempe
FY 2013-2014	00:04:32	N/A	00:06:15	00:04:18	00:04:42	00:04:05	00:03:48	00:06:26	00:05:32	N/A	00:04:44	00:05:25	00:06:23
FY 2014-2015	00:03:42	N/A	00:06:21	00:04:22	00:06:32	00:03:30	00:04:00	00:06:41	00:05:50	N/A	00:04:36	00:05:12	00:06:19
FY 2015-2016	00:03:30	N/A	00:06:09	00:04:11	00:05:53	00:03:15	00:03:36	00:07:01	00:06:12	N/A	00:05:03	00:05:11	00:06:32
FY 2016-2017	00:03:44	N/A	00:06:06	00:04:29	00:06:14	00:04:28	00:03:28	00:06:38	00:06:26	N/A	00:04:59	00:04:52	00:06:22
FY 2017-2018	00:03:34	N/A	00:06:01	00:04:13	00:06:47	00:04:45	00:04:12	00:07:22	00:06:29	N/A	00:05:08	00:05:11	00:06:36
FY 2018-2019	00:03:34	N/A	00:06:01	00:04:13	00:06:47	00:04:45	00:04:12	00:07:22	00:06:29	N/A	00:05:08	00:05:11	00:06:36
FY 2019-2020	00:03:38	00:05:28	00:04:28	00:03:59	00:06:23	00:04:24	00:03:45	00:07:03	00:06:25	N/A	00:05:00	00:05:29	00:06:14
FY 2020-2021	00:03:31	00:05:25	00:04:16	00:04:07	00:03:38	00:03:45	00:04:10	00:05:56	00:06:40	N/A	00:05:01	00:05:18	00:06:24
FY 2021-2022	00:03:41	00:05:15	00:04:13	00:04:28	00:04:04	00:04:15	00:04:16	00:06:54	00:07:12	00:06:23	00:05:09	00:05:36	00:06:19
FY 2022-2023	00:04:10	00:04:58	00:04:15	00:04:34	00:04:35	00:05:27	00:04:17	00:06:55	00:07:27	00:06:23	00:05:18	00:06:01	00:06:23

Total Police Calls Appendix Table

Police Services: Total Police Calls

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creel	Scottsdale	Surprise	Tempe
FY 2013-2014	53,483	N/A	145,256	182,082	138,665	65,048	252,174	101,143	609,158	N/A	228,879	93,654	151,945
FY 2014-2015	55,444	N/A	139,677	169,555	176,837	49,330	291,563	96,661	647,769	N/A	223,441	96,562	149,186
FY 2015-2016	50,756	N/A	145,485	180,320	183,977	46,029	300,246	86,969	824,725	N/A	255,711	86,030	133,584
FY 2016-2017	54,643	N/A	156,186	177,058	192,518	54,945	291,982	86,481	852,060	N/A	270,778	86,644	131,793
FY 2017-2018	54,289	N/A	154,920	166,489	183,977	53,034	296,374	89,297	867,638	N/A	269,544	86,699	134,357
FY 2018-2019	56,180	N/A	159,038	169,600	164,307	50,592	280,219	88,599	865,782	N/A	269,649	90,555	139,150
FY 2019-2020	57,475	39,460	146,859	210,307	159,732	39,929	263,344	85,348	861,767	N/A	257,573	92,376	120,597
FY 2020-2021	59,695	29,062	139,236	211,224	164,381	44,945	242,880	79,545	812,115	N/A	242,765	86,178	114,808
FY 2021-2022	61,725	43,123	146,017	188,983	153,269	59,613	216,810	82,378	806,526	14,978	255,691	81,990	123,843
FY 2022-2023	63,351	65,631	208,841	158,842	175,586	74,427	275,083	88,048	766,925	29,111	229,060	79,390	129,980

Total Police Calls per Resident Appendix Table

Police Services: Total Police Calls per Resident

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creel	Scottsdale	Surprise	Tempe
FY 2013-2014	0.69	N/A	0.60	0.82	0.59	0.92	0.56	0.64	0.41	N/A	1.02	0.77	0.91
FY 2014-2015	0.71	N/A	0.58	0.74	0.75	0.68	0.64	0.61	0.43	N/A	0.98	0.78	0.87
FY 2015-2016	0.64	N/A	0.59	0.77	0.77	0.61	0.64	0.54	0.54	N/A	1.10	0.68	0.77
FY 2016-2017	0.68	N/A	0.62	0.74	0.80	0.70	0.62	0.52	0.55	N/A	1.13	0.67	0.73
FY 2017-2018	0.67	N/A	0.60	0.68	0.77	0.65	0.62	0.52	0.55	N/A	1.11	0.67	0.75
FY 2018-2019	0.68	N/A	0.61	0.67	0.68	0.60	0.57	0.50	0.54	N/A	1.10	0.68	0.75
FY 2019-2020	0.68	0.48	0.55	0.81	0.66	0.45	53.00	0.00	0.53	N/A	1.00	0.68	0.64
FY 2020-2021	0.67	0.31	0.50	0.79	0.66	0.46	0.48	0.42	0.50	N/A	1.00	0.60	0.63
FY 2021-2022	0.68	0.42	0.52	0.69	0.61	0.59	0.42	0.42	0.50	0.23	1.05	0.55	0.68
FY 2022-2023	0.69	0.62	0.74	0.57	0.69	0.70	0.53	0.44	0.46	0.41	0.94	0.51	0.68

Total Police Calls - Officer Initiated Calls Appendix Table

Police Services: Total Police Calls - Officer Initiated Calls

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creel	Scottsdale	Surprise	Tempe
FY 2013-2014	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 2014-2015	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 2015-2016	16,936	N/A	41,193	111,714	66,599	21,665	133,676	33,713	158,608	N/A	123,242	46,479	34,086
FY 2016-2017	19,915	N/A	48,412	104,771	64,678	28,845	119,118	31,345	166,442	N/A	132,913	45,735	43,278
FY 2017-2018	18,887	N/A	45,885	94,521	67,887	26,282	120,413	35,723	185,347	N/A	121,424	45,651	44,340
FY 2018-2019	19,108	N/A	50,149	102,174	62,464	23,355	104,768	37,472	185,745	N/A	101,000	48,014	49,832
FY 2019-2020	17,316	17,146	42,160	143,899	56,242	17,275	87,601	34,267	180,932	N/A	87,389	49,550	37,840
FY 2020-2021	16,380	12,186	39,350	145,319	59,296	21,827	68,335	28,383	156,133	N/A	73,618	44,748	38,365
FY 2021-2022	18,037	11,322	41,788	119,428	49,141	27,814	46,799	27,169	140,874	8,253	74,338	38,314	39,095
FY 2022-2023	21,009	15,110	53,951	88,938	61,451	29,979	106,718	33,551	155,079	15,339	66,325	35,573	46,166

Police Calls per Resident - Officer Initiated Calls Appendix Table

Police Calls per Resident - Officer Initiated Calls

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creel	Scottsdale	Surprise	Tempe
FY 2013-2014	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 2014-2015	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 2015-2016	0.21	N/A	0.17	0.48	0.28	0.29	0.29	0.21	0.10	N/A	0.53	0.37	0.20
FY 2016-2017	0.25	N/A	0.19	0.44	0.27	0.37	0.25	0.19	0.11	N/A	0.55	0.36	0.25
FY 2017-2018	0.23	N/A	0.18	0.38	0.28	0.32	0.25	0.21	0.12	N/A	0.50	0.35	0.25
FY 2018-2019	0.23	N/A	0.19	0.40	0.26	0.28	0.21	0.21	0.12	N/A	0.41	0.36	0.27
FY 2019-2020	0.19	0.21	0.16	0.55	0.23	0.19	0.18	0.19	0.11	N/A	0.34	0.35	0.20
FY 2020-2021	0.18	0.13	0.14	0.54	0.24	0.23	0.14	0.15	0.10	N/A	0.30	0.31	0.21
FY 2021-2022	0.20	0.11	0.15	0.44	0.20	0.27	0.09	0.14	0.09	0.13	0.31	0.26	0.22
FY 2022-2023	0.23	0.14	0.19	0.32	0.24	0.28	0.21	0.17	0.09	0.22	0.27	0.23	0.24

Total Police Calls - Citizen Initiated Calls Appendix Table

Police Services: Total Police Calls - Citizen Initiated Calls

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creel	Scottsdale	Surprise	Tempe
FY 2013-2014	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 2014-2015	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 2015-2016	33,820	N/A	104,292	68,606	117,378	24,364	166,571	53,256	666,117	N/A	132,469	39,551	99,498
FY 2016-2017	34,728	N/A	107,774	72,287	127,840	26,100	172,864	55,136	685,618	N/A	137,865	40,909	88,515
FY 2017-2018	35,402	N/A	109,035	71,968	116,090	26,752	175,961	53,574	682,291	N/A	148,120	41,048	90,017
FY 2018-2019	37,072	N/A	108,889	67,426	101,843	27,237	175,451	51,127	680,037	N/A	168,649	42,541	89,318
FY 2019-2020	40,159	22,314	104,699	66,408	103,490	22,654	175,743	51,081	680,385	N/A	170,184	42,826	82,757
FY 2020-2021	43,315	16,876	99,886	65,905	105,085	23,118	174,545	51,162	655,982	N/A	169,147	41,430	76,443
FY 2021-2022	43,688	31,801	104,229	69,555	104,128	31,799	170,011	55,209	665,652	6,725	181,353	43,676	84,748
FY 2022-2023	42,342	50,521	154,890	69,904	114,135	44,448	168,365	54,497	611,846	13,772	162,735	43,817	83,814

Police Calls per Resident - Citizen Initiated Calls Appendix Table

Police Services: Police Calls per Resident - Citizen Initiated Calls

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creel	Scottsdale	Surprise	Tempe
FY 2013-2014	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 2014-2015	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 2015-2016	0.42	N/A	0.43	0.29	0.50	0.32	0.36	0.33	0.43	N/A	0.57	0.31	0.57
FY 2016-2017	0.43	N/A	0.43	0.30	0.54	0.33	0.36	0.33	0.44	N/A	0.58	0.32	0.50
FY 2017-2018	0.43	N/A	0.42	0.29	0.48	0.33	0.37	0.31	0.43	N/A	0.61	0.32	0.50
FY 2018-2019	0.45	N/A	0.42	0.27	0.42	0.32	0.36	0.29	0.43	N/A	0.69	0.32	0.48
FY 2019-2020	0.48	0.27	0.39	0.26	0.43	0.25	0.35	0.28	0.42	N/A	0.69	0.31	0.44
FY 2020-2021	0.48	0.18	0.36	0.25	0.42	0.24	0.35	0.27	0.40	N/A	0.70	0.29	0.42
FY 2021-2022	0.48	0.31	0.37	0.25	0.42	0.31	0.33	0.28	0.41	0.10	0.75	0.29	0.47
FY 2022-2023	0.46	0.48	0.55	0.25	0.45	0.42	0.33	0.27	0.37	0.19	0.66	0.28	0.44

Total Violent Crime Appendix Table

Police Services: Total Violent Crime

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creel	Scottsdale	Surprise	Tempe
FY 2013-2014	202	N/A	576	193	906	94	1,806	254	9,494	N/A	338	150	831
FY 2014-2015	273	N/A	474	210	973	111	2,118	239	8,888	N/A	368	198	798
FY 2015-2016	279	N/A	490	177	943	143	1,972	283	9,261	N/A	434	168	721
FY 2016-2017	233	N/A	558	200	1,204	310	2,051	351	10,700	N/A	369	135	902
FY 2017-2018	257	N/A	647	207	1,214	218	2,047	414	12,511	N/A	396	131	883
FY 2018-2019	286	N/A	606	234	1,167	203	1,837	388	12,110	N/A	422	133	913
FY 2019-2020	251	109	593	245	863	172	1,865	408	11,803	N/A	415	138	889
FY 2020-2021	350	147	543	319	1,123	199	1,960	471	13,646	N/A	470	152	1,100
FY 2021-2022	263	152	474	285	1,284	81	1,854	407	13,125	N/A	469	157	1,139
FY 2022-2023	384	205	513	323	1,365	181	2,193	386	13,515	104	385	182	1,095

Violent Crime Rate per 1,000 Residents Appendix Table

Police Services: Violent Crime Rate per 1,000 Residents

Fiscal Year	Avondale	Buckeye	Chandler	Mesa	Peoria	Phoenix	Queen Creel	Gilbert	Glendale	Goodyear	Scottsdale	Surprise	Tempe
FY 2013-2014	2.59	N/A	2.39	3.98	1.61	6.37	N/A	0.87	3.91	1.33	1.51	1.23	4.98
FY 2014-2015	3.48	N/A	1.96	4.62	1.50	5.88	N/A	0.92	4.17	1.53	1.62	1.59	4.67
FY 2015-2016	3.51	N/A	2.01	4.23	1.75	6.03	N/A	0.76	3.99	1.89	1.86	1.33	4.15
FY 2016-2017	2.89	N/A	2.22	4.33	2.10	6.86	N/A	0.83	5.05	3.94	1.54	1.05	5.11
FY 2017-2018	3.15	N/A	2.51	4.25	2.41	7.92	N/A	0.84	5.06	2.68	1.63	1.01	4.91
FY 2018-2019	3.46	N/A	2.31	3.76	2.20	7.58	N/A	0.92	4.83	2.40	1.72	1.00	4.93
FY 2019-2020	2.97	1.34	2.22	3.75	2.26	7.30	N/A	0.94	3.55	1.93	1.67	1.01	4.71
FY 2020-2021	3.91	1.57	1.96	3.88	2.46	8.47	N/A	1.19	4.52	2.06	1.94	1.05	6.06
FY 2021-2022	2.90	1.49	1.69	3.63	2.08	8.05	N/A	1.04	5.12	0.80	1.93	1.05	6.27
FY 2022-2023	4.16	1.93	1.81	4.25	1.94	8.14	1.47	1.16	5.37	1.69	1.57	1.17	5.70

Violent Crime Clearance Rates (%) Appendix Table

Police Services: Violent Crime Clearance Rates (%)

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creel	Scottsdale	Surprise	Tempe
FY 2013-2014	54	N/A	42	69	38	49	48	62	36	N/A	61	72	39
FY 2014-2015	38	N/A	39	61	38	44	48	60	33	N/A	58	58	32
FY 2015-2016	35	N/A	46	59	30	55	50	57	29	N/A	52	65	38
FY 2016-2017	42	N/A	48	62	34	54	48	57	27	N/A	51	64	35
FY 2017-2018	38	N/A	38	56	32	43	51	55	27	N/A	44	52	36
FY 2018-2019	36	N/A	43	48	33	49	47	59	32	N/A	46	54	36
FY 2019-2020	45	44	38	42	28	48	43	60	30	N/A	38	53	46
FY 2020-2021	36	57	37	43	26	37	38	55	28	N/A	52	39	43
FY 2021-2022	28	46	33	41	26	26	41	55	28	N/A	43	N/A	47
FY 2022-2023	20	53	33	39	26	45	44	41	27	40	44	43	35

Total Property Crime Appendix Table

Police Services: Total Property Crime

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creel	Scottsdale	Surprise	Tempe
FY 2013-2014	3,659	N/A	5,899	3,471	13,626	1,716	12,915	3,831	60,084	N/A	5,766	2,120	7,921
FY 2014-2015	3,030	N/A	5,812	3,474	13,379	1,585	13,029	3,227	58,450	N/A	5,394	2,761	8,087
FY 2015-2016	3,096	N/A	5,393	3,267	12,955	1,784	11,905	3,368	54,456	N/A	5,332	2,182	7,642
FY 2016-2017	3,262	N/A	6,152	3,368	12,805	2,063	11,214	3,721	58,552	N/A	5,698	2,489	8,144
FY 2017-2018	3,347	N/A	5,809	3,355	10,469	2,288	10,692	3,392	60,353	N/A	5,493	2,217	7,669
FY 2018-2019	2,739	N/A	5,430	3,273	10,186	2,081	10,024	3,241	57,732	N/A	5,683	2,080	7,802
FY 2019-2020	3,095	1,266	5,382	3,050	8,083	2,045	9,851	3,273	55,974	N/A	5,114	2,083	7,420
FY 2020-2021	3,170	1,186	4,898	2,860	7,023	1,922	9,737	2,693	51,089	N/A	4,966	2,107	7,124
FY 2021-2022	3,362	1,072	4,888	2,994	7,673	1,117	10,496	3,060	51,095	N/A	5,953	2,183	8,372
FY 2022-2023	2,888	1,141	5,086	2,818	8,115	1,995	9,081	2,734	47,530	928	4,666	2,163	8,126

Property Crime Rate per 1,000 Residents Appendix Table

Police Services: Property Crime Rate per 1,000 Residents

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creel	Scottsdale	Surprise	Tempe
FY 2013-2014	46.96	N/A	24.49	15.61	58.76	24.23	28.49	24.35	40.29	N/A	25.81	17.36	47.52
FY 2014-2015	38.60	N/A	23.99	15.21	57.27	21.74	28.39	20.30	38.67	N/A	23.75	22.23	47.35
FY 2015-2016	38.94	N/A	21.99	13.97	54.85	23.60	25.52	20.78	35.45	N/A	22.84	17.28	43.94
FY 2016-2017	40.47	N/A	24.47	14.02	53.73	26.21	23.67	22.28	37.53	N/A	23.67	19.38	46.12
FY 2017-2018	41.02	N/A	22.52	13.62	43.64	28.11	22.21	19.77	38.22	N/A	22.65	17.04	42.65
FY 2018-2019	33.16	N/A	20.70	12.93	42.34	24.57	20.50	18.40	36.13	N/A	23.16	15.65	42.10
FY 2019-2020	36.58	15.51	20.17	11.76	33.22	23.00	19.80	18.16	34.61	N/A	20.63	15.29	39.34
FY 2020-2021	35.43	12.67	17.68	10.64	28.24	19.86	19.26	14.04	31.71	N/A	20.55	14.61	39.23
FY 2021-2022	37.05	10.51	17.45	10.94	30.62	10.99	20.55	15.65	31.34	N/A	24.45	14.58	46.12
FY 2022-2023	31.28	10.73	17.98	10.16	31.95	18.65	17.58	13.71	28.62	13.08	19.05	13.92	42.31

Property Crime Clearance Rates (%) Appendix Table

Police Services: Property Crime Clearance Rates (%)

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creel	Scottsdale	Surprise	Tempe
FY 2013-2014	22	N/A	17	22	6	21	30	21	17	N/A	23	24	13
FY 2014-2015	20	N/A	18	25	10	17	33	21	17	N/A	27	21	12
FY 2015-2016	17	N/A	22	25	19	16	29	21	16	N/A	30	24	12
FY 2016-2017	14	N/A	17	23	17	14	31	18	14	N/A	26	26	12
FY 2017-2018	16	N/A	19	24	19	14	28	17	12	N/A	21	20	9
FY 2018-2019	15	N/A	18	26	17	17	28	20	12	N/A	25	19	9
FY 2019-2020	15	15	18	22	10	14	27	19	13	N/A	22	20	11
FY 2020-2021	15	23	16	19	13	22	20	17	11	N/A	22	16	17
FY 2021-2022	12	13	11	19	13	42	20	17	11	N/A	18	N/A	10
FY 2022-2023	10	24	13	18	14	15	19	14	10	15	18	15	10

Number of Library Branches Appendix Table

Library Services: Number of Library Branches

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	2	N/A	4	2	3	1	4	2	17	N/A	5	2	1
FY 2014-2015	2	N/A	4	2	3	1	4	2	17	N/A	5	2	1
FY 2015-2016	2	N/A	4	2	3	1	4	2	17	N/A	5	2	1
FY 2016-2017	2	N/A	4	2	3	1	4	2	17	N/A	5	2	1
FY 2017-2018	2	N/A	4	2	3	1	4	2	17	N/A	5	2	1
FY 2018-2019	2	N/A	4	2	4	1	4	2	17	N/A	5	2	1
FY 2019-2020	2	2	4	2	4	1	3	2	17	N/A	5	3	1
FY 2020-2021	2	2	4	2	4	1	3	2	17	1	5	3	1
FY 2021-2022	2	3	4	2	4	1	3	2	17	1	4	3	1
FY 2022-2023	2	3	4	2	4	1	3	2	17	1	4	3	1

Average Hours Libraries are Open per Week Appendix Table

Library Services: Average Hours Libraries are Open per Week

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Goodyear	Glendale	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	52	N/A	59	55	48	35	58	64	48	N/A	60	40	56
FY 2014-2015	44	N/A	59	55	48	36	54	64	48	N/A	60	40	56
FY 2015-2016	50	N/A	59	55	48	37	60	66	48	N/A	62	40	61
FY 2016-2017	44	N/A	59	55	48	37	60	66	48	N/A	62	40	62
FY 2017-2018	48	N/A	50	53	50	41	60	66	48	N/A	60	43	62
FY 2018-2019	48	N/A	50	53	50	42	60	66	49	N/A	64	43	62
FY 2019-2020	37	34	41	38	35	33	43	49	27	N/A	41	27	46
FY 2020-2021	39	31	50	44	39	45	30	52	38	39	37	48	41
FY 2021-2022	37	50	57	38	50	43	60	52	51	60	38	48	59
FY 2022-2023	40	50	57	57	58	43	60	52	51	60	56	48	62

Physical Item Turnover Rate Appendix Table

Library Services: Physical Item Turnover Rate

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 2014-2015	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 2015-2016	2.46	N/A	5.02	12.33	3.33	12.13	7.02	5.20	6.34	N/A	4.49	11.64	3.09
FY 2016-2017	2.68	N/A	5.24	6.49	3.06	12.64	6.49	3.97	6.00	N/A	4.50	11.55	2.99
FY 2017-2018	2.87	N/A	5.53	10.60	2.68	12.67	6.18	6.93	5.39	N/A	4.53	9.93	2.90
FY 2018-2019	3.45	N/A	5.38	8.83	2.79	12.36	5.53	5.95	5.93	N/A	3.92	8.76	2.93
FY 2019-2020	2.32	2.51	4.24	6.63	2.29	7.12	3.92	4.57	3.55	N/A	3.84	5.77	2.02
FY 2020-2021	0.58	2.02	3.57	3.98	1.89	6.05	1.87	3.06	1.00	3.86	4.63	3.35	0.90
FY 2021-2022	2.13	4.61	4.43	7.65	2.34	5.75	4.34	3.85	3.11	7.21	4.50	5.18	1.91
FY 2022-2023	1.72	4.63	5.41	7.02	2.75	6.61	6.20	3.92	4.92	6.25	4.65	5.17	2.67

Library Operation & Maintenance (O&M) Expenditures per Square Foot Appendix Table

Library Services: Library Operation & Maintenance (O&M) Expenditures per Square Foot

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Surprise	Scottsdale	Tempe
FY 2013-2014	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 2014-2015	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 2015-2016	27.90	N/A	49.28	52.12	40.10	62.90	37.52	63.62	61.44	N/A	81.47	46.81	35.73
FY 2016-2017	33.44	N/A	52.15	53.79	41.76	63.64	37.99	70.10	63.23	N/A	80.87	48.09	37.92
FY 2017-2018	31.26	N/A	50.72	47.03	43.23	69.26	37.56	75.36	73.09	N/A	88.69	44.85	34.50
FY 2018-2019	30.97	N/A	52.52	44.43	45.37	67.75	38.12	73.89	67.38	N/A	84.59	48.00	34.86
FY 2019-2020	33.72	54.50	49.14	38.73	50.02	67.83	39.14	79.10	69.16	N/A	65.85	38.14	31.89
FY 2020-2021	26.42	63.70	49.14	34.96	44.19	64.34	38.56	66.66	72.08	61.01	72.71	36.77	30.74
FY 2021-2022	28.56	61.00	59.25	40.99	46.72	66.00	43.89	83.10	78.41	83.58	81.19	41.46	33.40
FY 2022-2023	23.57	82.00	52.93	37.30	55.21	56.59	46.28	80.90	85.18	88.66	99.29	43.68	46.80

Library Operation & Maintenance (O&M) Expenditures per Visit Appendix Table

Library Services: Library Operation & Maintenance (O&M) Expenditures per Visit

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 2014-2015	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 2015-2016	4.94	N/A	5.86	4.18	7.65	4.52	5.72	6.57	8.14	N/A	7.64	4.30	5.16
FY 2016-2017	6.03	N/A	6.21	4.08	8.47	5.14	6.28	7.48	8.66	N/A	8.08	4.37	6.83
FY 2017-2018	6.66	N/A	6.76	4.54	9.00	4.87	6.24	8.16	12.23	N/A	7.81	4.78	5.34
FY 2018-2019	6.80	N/A	7.03	4.35	10.02	4.75	6.01	8.44	10.82	N/A	8.78	4.81	5.96
FY 2019-2020	10.29	11.65	8.72	5.02	14.98	7.27	10.09	12.42	16.52	N/A	9.20	7.32	10.35
FY 2020-2021	26.22	59.99	3.13	19.65	25.96	19.99	57.26	23.04	344.26	22.90	22.32	18.19	52.26
FY 2021-2022	13.78	13.45	14.01	5.68	14.32	8.07	16.04	19.67	26.50	14.24	11.50	10.70	15.64
FY 2022-2023	10.67	14.74	10.00	5.25	15.93	6.66	13.94	13.88	23.58	12.04	14.07	11.17	10.18

Total Library Operation & Maintenance (O&M) Expenditures Appendix Table

Library Services: Total Library Operation & Maintenance (O&M) Expenditures

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 2014-2015	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 2015-2016	1,213,821	N/A	6,108,872	3,609,235	4,556,295	629,000	6,620,354	3,880,523	34,262,185	N/A	9,115,883	1,957,000	3,572,632
FY 2016-2017	1,454,775	N/A	6,465,803	3,725,320	4,745,404	636,417	6,702,944	4,276,131	35,257,996	N/A	9,365,630	1,942,602	3,791,702
FY 2017-2018	1,359,595	N/A	6,287,676	4,138,980	4,913,952	692,679	6,627,378	4,521,431	40,754,706	N/A	8,734,682	2,130,248	3,451,735
FY 2018-2019	1,347,005	N/A	6,511,844	4,176,600	5,497,286	677,521	6,795,645	4,433,440	37,569,739	N/A	9,437,874	2,031,638	3,486,528
FY 2019-2020	1,466,858	1,233,038	6,091,757	3,408,325	6,061,218	678,320	6,771,132	4,746,097	38,564,508	N/A	7,435,401	2,240,381	3,189,446
FY 2020-2021	1,149,339	1,439,848	807,705	3,491,340	5,354,591	643,414	6,670,237	3,999,596	40,193,754	1,403,344	6,368,489	2,473,489	3,074,301
FY 2021-2022	1,245,152	1,377,780	7,345,569	3,607,622	5,661,727	660,614	7,592,512	4,985,213	43,727,131	1,992,495	7,183,171	2,762,400	3,540,234
FY 2022-2023	1,027,438	1,881,825	6,561,674	3,282,085	6,695,787	1,131,874	8,080,582	4,857,992	47,496,819	2,039,200	7,719,618		3,748,913

Park Acreage (Developed, Golf Course, and Stadium) per 1,000 Residents Appendix Table

Parks & Recreation Services: Park Acreage (Developed, Golf Course, and Stadium) per 1,000 Residents

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	1.54	N/A	5.03	1.90	4.15	3.00	4.26	3.04	3.89	N/A	7.86	2.64	8.97
FY 2014-2015	1.53	N/A	5.09	1.85	4.12	2.99	4.31	3.05	3.84	N/A	7.73	2.63	8.75
FY 2015-2016	1.51	N/A	5.07	1.81	4.07	2.88	4.41	2.99	3.78	N/A	7.52	2.55	8.60
FY 2016-2017	1.87	N/A	5.01	1.76	4.04	2.77	4.46	3.41	3.72	N/A	7.33	2.55	8.47
FY 2017-2018	1.47	N/A	4.92	1.72	4.06	2.68	4.39	3.32	3.67	N/A	7.25	2.57	8.31
FY 2018-2019	1.45	N/A	4.88	1.91	4.03	2.57	4.73	3.24	6.51	N/A	7.15	2.53	8.07
FY 2019-2020	1.77	1.29	4.80	2.09	4.95	2.45	4.78	3.16	6.14	N/A	7.08	2.46	7.93
FY 2020-2021	1.50	1.12	4.70	2.70	4.66	2.67	4.33	3.46	6.21	3.49	7.26	2.32	7.63
FY 2021-2022	2.14	1.40	4.67	2.00	4.84	3.49	4.38	3.40	6.13	1.34	7.24	2.24	7.39
FY 2022-2023	2.10	1.10	5.49	1.89	4.59	3.32	4.44	3.34	6.02	1.25	7.54	2.24	6.98

Park Acreage for Public Use - Developed Park Acreage Appendix Table

Parks & Recreation Services: Park Acreage for Public Use - Developed Park Acreage

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	120	N/A	976	423	835	210	1,758	353	5,148	N/A	975	226	1,070
FY 2014-2015	120	N/A	996	423	835	210	1,807	360	5,148	N/A	975	231	1,070
FY 2015-2016	120	N/A	1,007	423	835	210	1,883	360	5,148	N/A	975	231	1,070
FY 2016-2017	120	N/A	1,023	423	835	210	1,941	445	5,148	N/A	975	231	1,070
FY 2017-2018	120	N/A	1,035	423	847	210	1,941	445	5,149	N/A	975	239	1,070
FY 2018-2019	120	N/A	1,045	483	847	210	2,139	445	9,334	N/A	975	239	1,070
FY 2019-2020	150	98	1,045	543	1,077	210	2,207	445	8,860	N/A	975	239	1,070
FY 2020-2021	134	98	1,067	725	1,077	250	2,013	539	8,860	179	975	239	1,040
FY 2021-2022	194	143	1,073	547	1,086	252	2,064	540	8,860	89	982	239	996
FY 2022-2023	194	117	1,317	525	1,086	252	2,119	540	8,860	89	1,067	252	996

Park Acreage for Public Use - Golf Course Acreage Appendix Table

Parks and Recreation Services: Park Acreage for Public Use - Golf Course Acreage

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	0	N/A	236	0	90	0	143	0	595	N/A	765	0	220
FY 2014-2015	0	N/A	236	0	90	0	143	0	595	N/A	765	0	220
FY 2015-2016	0	N/A	236	0	90	0	143	0	595	N/A	765	0	220
FY 2016-2017	0	N/A	236	0	90	0	143	0	595	N/A	765	0	220
FY 2017-2018	0	N/A	236	0	90	0	143	0	595	N/A	765	0	220
FY 2018-2019	0	N/A	236	0	90	0	143	0	944	N/A	765	0	220
FY 2019-2020	0	0	236	0	90	0	143	0	944	N/A	765	0	220
FY 2020-2021	0	0	236	0	37	0	143	0	944	0	765	0	220
FY 2021-2022	0	0	236	0	90	0	143	0	944	0	765	0	220
FY 2022-2023	0	0	236	0	43	0	143	0	944	0	765	0	220

Park Acreage for Public Use - Stadium Acreage Appendix Table

Parks and Recreation Services: Park Acreage for Public Use - Stadium Acreage

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	0	N/A	0	0	37	8	30	125	56	N/A	15	96	205
FY 2014-2015	0	N/A	0	0	37	8	30	125	56	N/A	15	96	205
FY 2015-2016	0	N/A	0	0	37	8	30	125	56	N/A	15	96	205
FY 2016-2017	0	N/A	0	0	37	8	30	125	56	N/A	15	96	205
FY 2017-2018	0	N/A	0	0	37	8	30	125	56	N/A	15	96	205
FY 2018-2019	0	N/A	0	0	37	8	30	125	123	N/A	15	96	205
FY 2019-2020	0	7	0	0	37	8	30	125	123	N/A	15	96	205
FY 2020-2021	0	7	0	0	37	8	30	125	194	0	15	96	125
FY 2021-2022	0	0	0	0	37	103	30	125	194	0	15	96	125
FY 2022-2023	0	0	0	0	37	103	30	125	194	0	15	96	125

Park Acreage for Public Use - Natural Preserve Area Acreage Appendix Table

Parks and Recreation Services: Park Acreage for Public Use - Natural Preserve Area Acreage

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	73	N/A	0	182	1,112	0	0	406	41,292	N/A	30,165	0	321
FY 2014-2015	73	N/A	0	182	1,112	0	0	406	41,292	N/A	30,165	0	321
FY 2015-2016	73	N/A	0	182	1,112	0	0	406	41,440	N/A	30,165	0	321
FY 2016-2017	73	N/A	0	182	1,112	0	0	1,074	41,440	N/A	30,165	0	321
FY 2017-2018	80	N/A	0	182	1,112	0	0	1,133	41,440	N/A	30,560	0	321
FY 2018-2019	130	N/A	0	182	1,112	0	0	1,133	36,243	N/A	30,560	0	321
FY 2019-2020	130	8,675	0	182	1,112	0	0	2,142	36,245	N/A	30,580	0	321
FY 2020-2021	130	8,675	0	182	1,132	0	0	3,091	36,287	0	30,580	0	235
FY 2021-2022	0	8,675	0	322	1,112	0	N/A	3,091	36,410	0	30,580	0	304
FY 2022-2023	0	8,675	0	110	1,185	0	0	3,091	36,410	0	30,580	0	304

Park Acreage for Public Use - Planned Park Acreage Appendix Table

Parks and Recreation Services: Park Acreage for Public Use - Planned Park Acreage

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	61	N/A	332	0	116	240	801	130	1,106	N/A	40	14	0
FY 2014-2015	61	N/A	312	0	116	244	801	130	1,106	N/A	40	9	0
FY 2015-2016	45	N/A	302	337	116	244	475	120	1,106	N/A	40	9	0
FY 2016-2017	126	N/A	285	378	116	371	458	120	1,106	N/A	40	9	0
FY 2017-2018	45	N/A	267	387	116	371	861	120	1,106	N/A	40	0	0
FY 2018-2019	59	N/A	257	327	116	371	716	130	1,906	N/A	50	0	0
FY 2019-2020	44	38	237	267	0	371	508	130	2,270	N/A	50	0	0
FY 2020-2021	114	38	209	460	0	331	372	35	2,226	150	86	0	0
FY 2021-2022	70	38	209	507	0	349	397	88	2,226	240	50	12	0
FY 2022-2023	70	38	202	459	0	349	350	0	2,226	240	25	0	0

Miles of Trails Appendix Table

Parks and Recreation Services: Miles of Trails

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	15.00	N/A	10.50	69.00	43.54	47.00	5.84	32.94	416.00	N/A	423.44	1.95	65.00
FY 2014-2015	15.00	N/A	10.50	69.00	43.54	47.00	7.51	34.54	422.00	N/A	433.81	1.95	65.50
FY 2015-2016	15.00	N/A	10.50	69.00	43.54	56.00	7.51	35.94	450.00	N/A	413.68	1.95	65.50
FY 2016-2017	15.00	N/A	10.50	69.00	45.54	56.00	7.51	36.34	487.60	N/A	434.03	1.95	65.75
FY 2017-2018	15.00	N/A	10.50	69.00	45.54	56.00	7.51	36.34	487.60	N/A	439.49	1.95	65.75
FY 2018-2019	15.00	N/A	10.50	69.00	46.00	56.00	7.51	36.54	487.60	N/A	448.51	1.95	65.75
FY 2019-2020	15.00	22.00	10.50	69.00	46.00	56.00	7.51	41.44	487.60	N/A	442.53	1.95	69.50
FY 2020-2021	16.50	22.00	10.50	69.00	46.00	56.00	20.15	46.00	309.00	9.80	499.00	1.95	70.44
FY 2021-2022	8.94	22.00	10.50	69.00	46.50	56.00	41.89	65.00	311.30	10.80	528.00	1.95	69.50
FY 2022-2023	8.94	22.00	10.50	69.00	46.50	56.00	47.00	65.00	311.30	10.80	532.00	1.95	70.40

Miles of Trails per 1,000 Residents Appendix Table

Parks and Recreation Services: Miles of Trails per 1,000 Residents

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	0.19	N/A	0.04	0.31	0.19	0.09	0.01	0.21	0.28	N/A	1.90	0.02	0.39
FY 2014-2015	0.19	N/A	0.04	0.30	0.19	0.09	0.02	0.22	0.28	N/A	1.91	0.02	0.38
FY 2015-2016	0.19	N/A	0.04	0.29	0.18	0.09	0.02	0.22	0.29	N/A	1.77	0.02	0.38
FY 2016-2017	0.19	N/A	0.04	0.29	0.19	0.09	0.02	0.22	0.31	N/A	1.81	0.02	0.37
FY 2017-2018	0.18	N/A	0.04	0.28	0.19	0.08	0.02	0.21	0.31	N/A	1.81	0.01	0.37
FY 2018-2019	0.18	N/A	0.04	0.27	0.19	0.08	0.02	0.21	0.31	N/A	1.83	0.01	0.35
FY 2019-2020	0.18	0.27	0.04	0.27	0.19	0.08	0.02	0.23	0.30	N/A	1.79	0.01	0.37
FY 2020-2021	0.18	0.24	0.04	0.26	0.19	0.58	0.04	0.24	0.19	0.19	2.06	0.01	0.39
FY 2021-2022	0.10	0.22	0.04	0.25	0.19	0.55	0.08	0.33	0.19	0.16	2.17	0.01	0.38
FY 2022-2023	0.10	0.21	0.04	0.25	0.18	0.52	0.09	0.33	0.19	0.15	2.17	0.01	0.37

Standardized Monthly Bill for Water (Higher Use) Appendix Table

Water, Sewer, & Trash Services: Standardized Monthly Bill for Water (Higher Use)

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Scottsdale	Surprise	Queen Creek	Tempe
FY 2013-2014	57.16	N/A	57.16	40.67	61.88	58.15	72.25	63.55	63.85	66.45	63.25	N/A	64.48
FY 2014-2015	58.16	N/A	43.27	40.67	61.88	52.30	67.38	63.55	61.58	66.80	63.25	N/A	63.26
FY 2015-2016	58.16	N/A	43.27	40.67	61.88	58.15	72.25	63.55	61.58	65.45	68.45	N/A	63.26
FY 2016-2017	58.16	N/A	43.47	40.67	61.88	65.96	77.35	66.02	61.58	66.45	74.06	N/A	64.48
FY 2017-2018	63.88	N/A	43.47	40.67	61.88	86.73	82.73	68.03	66.15	66.45	80.10	N/A	64.48
FY 2018-2019	71.65	N/A	43.78	40.67	65.27	97.68	85.66	69.82	66.75	69.15	86.75	N/A	67.49
FY 2019-2020	71.65	N/A	43.78	48.37	69.03	112.41	88.93	73.89	74.29	70.25	93.33	N/A	67.49
FY 2020-2021	71.65	130.27	43.78	48.37	76.85	112.41	95.50	75.37	78.89	72.55	93.93	62.92	67.49
FY 2021-2022	65.45	130.27	43.78	48.37	80.94	117.82	95.50	77.42	81.36	74.75	93.93	63.52	69.62
FY 2022-2023	68.06	130.27	44.46	62.07	84.87	123.36	100.60	79.60	84.01	76.15	93.93	63.52	69.62

Displayed in Dollar Cost Per Month.

Standardized Monthly Bill for Water (Lower Use) Appendix Table

Water, Sewer, & Trash Services: Standardized Monthly Bill for Water (Lower Use)

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	22.18	N/A	24.51	24.35	33.18	26.72	46.63	33.49	24.10	N/A	34.15	33.79	33.16
FY 2014-2015	23.18	N/A	24.51	24.35	33.18	24.00	37.04	32.49	22.90	N/A	34.60	33.79	34.20
FY 2015-2016	23.18	N/A	24.51	24.35	33.18	26.72	40.58	32.49	22.90	N/A	33.65	36.56	34.20
FY 2016-2017	23.18	N/A	24.51	24.35	33.18	30.31	42.63	33.20	22.90	N/A	34.15	39.55	33.16
FY 2017-2018	25.47	N/A	24.51	24.35	33.18	40.59	44.74	34.12	24.74	N/A	34.15	42.77	33.16
FY 2018-2019	28.27	N/A	24.75	24.35	35.05	45.81	46.33	35.00	25.20	N/A	35.45	46.33	33.97
FY 2019-2020	28.27	N/A	24.75	27.18	37.01	52.80	55.09	36.36	28.23	N/A	36.05	50.15	33.97
FY 2020-2021	28.27	79.30	24.75	27.18	41.15	52.80	51.20	37.02	30.19	32.49	37.05	50.15	33.97
FY 2021-2022	30.85	79.30	24.75	27.18	43.20	55.46	51.20	38.04	30.92	32.49	38.05	50.15	34.38
FY 2022-2023	32.72	79.30	25.14	34.20	45.09	58.19	53.91	39.12	31.71	32.49	39.00	50.15	34.38

Displayed in Dollar Cost Per Month.

Standardized Monthly Bill for Sewer (Lower Use) Appendix Table

Water, Sewer, & Trash Services: Standardized Monthly Bill for Sewer (Lower Use)

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	31.61	N/A	24.17	25.82	37.68	69.35	34.41	24.86	26.04	N/A	24.04	24.78	28.71
FY 2014-2015	31.61	N/A	24.17	25.82	37.68	67.36	31.74	24.86	30.45	N/A	23.43	24.78	28.00
FY 2015-2016	31.61	N/A	24.17	25.82	37.68	67.36	34.41	24.86	30.45	N/A	23.54	24.78	28.00
FY 2016-2017	31.61	N/A	26.35	25.82	37.68	69.35	33.33	25.37	30.45	N/A	24.04	24.78	28.72
FY 2017-2018	34.58	N/A	26.35	25.82	37.68	71.44	35.00	25.80	32.69	N/A	24.04	24.78	28.72
FY 2018-2019	39.21	N/A	27.32	25.82	39.70	72.85	36.41	26.26	33.35	N/A	24.29	24.78	28.72
FY 2019-2020	39.21	N/A	27.32	24.73	41.80	75.86	37.33	26.91	33.35	N/A	24.62	24.78	28.72
FY 2020-2021	39.21	44.86	27.32	24.73	46.36	75.86	38.66	27.29	33.35	48.81	25.94	24.78	28.72
FY 2021-2022	39.02	44.86	27.32	24.73	47.70	78.17	38.66	28.58	33.35	48.81	26.44	24.78	28.72
FY 2022-2023	39.60	44.86	27.32	24.73	49.14	80.51	41.51	29.05	33.35	48.81	27.48	24.78	28.72

Displayed in Dollar Cost Per Month.

Standardized Monthly Bill for Sewer (Higher Use) Appendix Table

Water, Sewer, & Trash Services: Standardized Monthly Bill for Sewer (Higher Use)

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	44.29	N/A	24.17	30.78	51.92	101.77	49.49	33.58	38.55	N/A	34.56	24.78	47.18
FY 2014-2015	44.29	N/A	24.17	30.78	51.92	101.77	46.26	33.58	45.18	N/A	34.47	24.78	46.10
FY 2015-2016	44.29	N/A	24.17	30.78	51.92	101.77	49.49	33.58	45.18	N/A	34.06	24.78	46.10
FY 2016-2017	44.29	N/A	26.35	30.78	51.92	104.78	49.17	33.73	45.18	N/A	34.56	24.78	47.18
FY 2017-2018	48.66	N/A	26.35	30.78	51.92	107.94	51.64	34.16	48.53	N/A	34.56	24.78	47.18
FY 2018-2019	55.37	N/A	27.32	30.78	54.70	110.07	53.73	34.70	49.52	N/A	34.81	24.78	47.18
FY 2019-2020	55.37	N/A	27.32	24.73	57.60	114.61	47.24	35.47	49.52	N/A	35.18	24.78	47.18
FY 2020-2021	55.37	52.86	27.32	24.73	63.84	114.61	57.06	35.97	49.52	68.09	36.66	24.78	47.18
FY 2021-2022	58.55	52.86	27.32	24.73	65.70	118.10	57.06	37.38	49.52	68.09	37.16	24.78	47.18
FY 2022-2023	47.40	52.86	27.32	24.73	67.66	121.63	61.27	38.01	49.52	67.61	38.32	24.78	47.18

Displayed in Dollar Cost Per Month.

Standardized Monthly Bill for Trash and Recycling Appendix Table

Water, Sewer, & Trash Services: Standardized Monthly Bill for Trash and Recycling

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	20.00	N/A	15.97	16.00	16.30	22.80	28.63	13.10	26.80	N/A	16.00	16.63	23.60
FY 2017-2018	20.00	N/A	16.93	16.00	19.05	22.80	28.76	13.60	26.80	N/A	16.00	16.96	25.09
FY 2018-2019	20.00	N/A	16.93	14.80	21.80	22.80	29.34	15.29	26.80	N/A	17.25	16.96	25.09
FY 2019-2020	20.00	N/A	16.93	14.80	21.80	22.80	29.34	15.29	26.80	N/A	18.75	20.70	27.64
FY 2020-2021	20.00	21.26	17.95	14.80	21.80	18.80	29.34	16.21	33.80	16.22	22.58	23.40	29.57
FY 2021-2022	22.00	21.62	18.56	14.80	23.55	19.80	29.92	17.06	34.48	16.22	22.58	23.50	30.32
FY 2022-2023	24.00	22.00	18.56	14.80	25.80	20.80	30.52	17.96	35.17	16.22	25.96	23.60	31.84

Displayed in Dollar Cost per Month.

Percent of Single Family Residential Waste Diverted through Recycling (%) Appendix Table

Water, Sewer, & Trash Services: Percent of Single Family Residential Waste Diverted through Recycling (%)

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	18	N/A	25	17	14	25	23	23	19	N/A	24	23	20
FY 2014-2015	19	N/A	27	21	14	25	26	23	19	N/A	24	22	19
FY 2015-2016	16	N/A	27	22	14	24	22	23	19	N/A	24	22	19
FY 2016-2017	19	N/A	25	22	13	23	22	23	19	N/A	25	21	19
FY 2017-2018	19	N/A	21	21	16	22	19	21	19	N/A	26	20	22
FY 2018-2019	18	N/A	21	21	12	22	19	21	18	N/A	28	25	23
FY 2019-2020	17	N/A	20	20	12	17	10	20	18	N/A	8	2	16
FY 2020-2021	14	N/A	19	20	13	19	11	20	19	19	7	0	14
FY 2021-2022	12	20	19	20	13	16	12	23	18	19	9	0	14
FY 2022-2023	12	20	20	18	9	20	4	23	18	21	27	0	12

Bond Rating (most recent General Obligation Bond Rating)

Finance & Administration Services: Bond Rating (most recent General Obligation Bond Rating)

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	AA	N/A	AAA	AA+	BBB+	AA	AA-	AA+	AA+	N/A	AAA	AA-	AAA
FY 2014-2015	AA	N/A	AAA	AAA	BBB+	AA	AA-	AA+	AA+	N/A	AAA	AA	AAA
FY 2015-2016	AA-	N/A	AAA	AAA	A+	AA	AA-	AA+	AA+	N/A	AAA	AA+	AAA
FY 2016-2017	AAA	N/A	AAA	AAA	A+	AA	AA-	AAA	AA+	N/A	AAA	AA+	AAA
FY 2017-2018	AAA	N/A	AAA	AAA	A+	AA	AA-	AAA	AA+	N/A	AAA	AA	AAA
FY 2018-2019	AAA	N/A	AAA	AAA	AAA	AA	AA	AAA	AA+	N/A	AAA	AA+	AAA
FY 2019-2020	AAA	AA	AAA	AAA	AAA	AA	AA	AAA	AA+	N/A	AAA	AA	AAA
FY 2020-2021	AAA	AA	AAA	AAA	AAA	AA	AAA	AAA	AAA	AA	AAA	AA	AAA
FY 2021-2022	AAA	AA	AAA	AAA	AAA	AA	AA	AAA	AAA	AA+	AAA	AA	AAA
FY 2022-2023	AAA	AA	AAA	AAA	AAA	AA	AA	AAA	AAA	AA+	AAA	AA	AAA

Total Full Time Equivalent (FTE) Appendix Table

Finance & Administration Services: Total Full Time Equivalent (FTE)

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	496.07	N/A	1,595.36	1,238.16	1,592.34	511.00	3,710.55	1,115.79	14,872.37	N/A	2,437.70	748.02	1,588.82
FY 2014-2015	502.75	N/A	1,602.80	1,248.72	1,726.70	527.00	3,744.60	1,121.87	14,585.10	N/A	2,417.40	782.00	1,584.10
FY 2015-2016	507.25	N/A	1,634.23	1,275.00	1,742.25	531.00	3,703.70	1,145.62	14,421.20	N/A	2,475.40	803.60	1,604.75
FY 2016-2017	525.75	N/A	1,650.93	1,305.91	1,771.00	548.00	3,805.10	1,191.87	14,354.00	N/A	2,479.30	860.50	1,631.75
FY 2017-2018	528.00	N/A	1,684.68	1,357.49	1,785.25	613.00	3,833.90	1,203.60	14,440.00	N/A	2,489.60	881.20	1,667.50
FY 2018-2019	522.75	N/A	1,686.68	1,395.01	1,812.25	644.00	3,907.50	1,277.95	14,560.00	N/A	2,517.30	901.24	1,699.25
FY 2019-2020	588.75	540.36	1,691.68	1,485.55	1,828.00	680.80	4,013.30	1,277.65	14,822.00	N/A	2,538.98	955.10	1,987.00
FY 2020-2021	625.75	550.70	1,693.68	1,565.08	1,842.00	750.40	4,135.30	1,277.65	14,858.00	344.47	2,538.98	969.10	1,964.98
FY 2021-2022	698.05	647.14	1,767.00	1,609.08	1,881.50	837.15	4,458.49	1,291.20	15,278.00	426.41	2,588.89	1,025.90	2,009.64
FY 2022-2023	806.05	730.69	1,767.00	1,686.58	1,940.75	904.19	4,440.40	1,354.95	15,646.00	495.00	2,638.89	1,100.90	2,169.96

Full Time Equivalent (FTE) per 1,000 Residents Appendix Table

Finance & Administration Services: Full Time Equivalent (FTE) per 1,000 Residents

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2013-2014	6.32	N/A	6.59	5.42	6.82	7.22	8.08	7.02	9.84	N/A	10.91	6.02	9.30
FY 2014-2015	6.40	N/A	6.62	5.47	7.39	7.23	8.16	7.06	9.65	N/A	10.64	6.30	9.27
FY 2015-2016	6.38	N/A	6.66	5.45	7.38	7.02	7.94	7.07	9.39	N/A	10.60	6.36	9.23
FY 2016-2017	6.44	N/A	6.57	5.43	7.43	6.96	8.03	7.14	9.20	N/A	10.35	6.70	9.09
FY 2017-2018	6.47	N/A	6.53	5.51	7.44	7.53	7.97	7.01	9.14	N/A	10.27	6.77	9.27
FY 2018-2019	6.33	N/A	6.43	5.51	7.49	7.60	7.99	7.26	9.11	N/A	10.26	6.78	9.17
FY 2019-2020	6.96	6.62	6.34	5.73	7.51	7.66	8.07	7.09	9.16	N/A	10.24	7.01	10.54
FY 2020-2021	6.99	5.88	6.11	5.82	7.41	7.75	8.18	6.66	9.22	6.72	10.50	6.71	10.82
FY 2021-2022	7.69	6.35	6.31	5.88	7.51	8.24	8.73	6.60	9.37	6.43	10.63	6.85	11.07
FY 2022-2023	8.73	6.87	6.25	6.08	7.64	8.45	8.60	6.79	9.42	6.98	10.77	7.09	11.30

Part Time Employees in FTE Count for Schedule G Appendix Table

Finance & Administration Services: Part-Time Employees in Full Time Equivalents Count for Schedule G

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	Y	Y	Y	N	Y	Y	Y	N/A	Y	Y	Y
FY 2017-2018	N/A	N/A	N/A	Y	Y	N	Y	Y	Y	N/A	Y	Y	N
FY 2018-2019	Y	N/A	Y	Y	Y	Y	Y	Y	Y	N/A	Y	N	N
FY 2019-2020	Y	Y	Y	Y	Y	Y	Y	Y	Y	N/A	Y	Y	Y
FY 2020-2021	Y	Y	Y	Y	Y	Y	Y	Y	Y	N/A	N	Y	Y
FY 2021-2022	Y	N/A	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
FY 2022-2023	Y	N/A	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y

Y: Part-time employees included in FTE count for Schedule G;
 N: Part-time employees are not included in FTE count for Schedule G

Seasonal Employees in FTE Count for Schedule G Appendix Table

Finance & Administration Services: Seasonal Employees in Full Time Equivalents Count for Schedule G

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	N	Y	N	N	Y	Y	Y	N/A	Y	Y	Y
FY 2017-2018	N/A	N/A	N/A	Y	N	N	Y	N	Y	N/A	Y	Y	N
FY 2018-2019	Y	N/A	N	Y	N	N	Y	N	Y	N/A	Y	Y	N
FY 2019-2020	N	N	N	Y	N	N	Y	N	Y	N/A	Y	Y	Y
FY 2020-2021	N	N	N	Y	N	N	Y	N	Y	N/A	Y	Y	Y
FY 2021-2022	N	N/A	N	Y	N	N	Y	N	Y	N	Y	Y	Y
FY 2022-2023	Y	N/A	Y	Y	N	Y	Y	N	N	N	Y	Y	Y

Y: Part-time employees included in FTE count for Schedule G;
 N: Part-time employees are not included in FTE count for Schedule G

Full Time Equivalent (FTE) Authorized for FY Appendix Table

Finance & Administration Services: Full Time Equivalent Positions Authorized per Fiscal Year

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	1,667.50	N/A	N/A	525.75	1,650.93	1,305.91	1,771.00	548.00	3,805.10	N/A	1,191.87	14,354.00	2,479.30
FY 2017-2018	N/A	N/A	528.00	1,684.68	1,357.49	1,785.25	572.00	3,833.90	1,203.60	N/A	14,440.00	2,489.60	881.20
FY 2018-2019	522.75	N/A	1,686.68	1,395.01	1,812.25	644.00	3,907.50	1,277.95	14,560.00	N/A	2,517.30	901.24	1,699.25
FY 2019-2020	565.00	N/A	1,691.68	1,485.55	1,828.00	679.80	4,013.30	1,277.65	14,822.00	N/A	2,538.98	955.10	1,987.00
FY 2020-2021	600.00	542.00	1,693.68	1,565.08	1,813.00	706.20	4,135.30	1,277.65	14,858.00	330.00	2,538.98	969.10	1,964.98
FY 2021-2022	674.00	647.14	1,683.00	1,524.00	1,851.00	780.00	4,239.90	1,280.00	14,543.00	424.00	2,397.00	956.00	1,747.00
FY 2022-2023	806.05	730.69	1,767.00	1,604.00	1,911.00	846.00	4,272.00	1,349.00	14,960.00	490.00	2,433.00	1,036.00	1,880.00

Part Time FTEs Authorized for Fiscal Year Appendix Table

Finance & Administration Services: Part Time Full Time Equivalents Authorized per Fiscal Year

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	25.43		43.00		110.00	21.37	660.00	N/A	221.39	65.50	14.00
FY 2017-2018	55.00	N/A	24.68	29.00	0.00	0.00	124.50	21.10	664.00	N/A	222.44	64.20	14.50
FY 2018-2019	8.75	N/A	24.68	15.46	52.00	41.00	166.40	20.20	666.00	N/A	218.45	64.30	13.25
FY 2019-2020	23.75	9.36	N/A	15.64	27.00	40.80	134.70	20.20	693.00	N/A	211.98	67.10	7.75
FY 2020-2021	25.75	8.70	24.68	18.89	29.00	39.20	133.85	20.20	688.00	4.41	220.32	67.10	7.75
FY 2021-2022	24.05	0.00	0.00	18.39	30.50	57.15	180.85	11.20	735.00	5.00	191.89	69.90	7.25
FY 2022-2023	22.80	0.00	N/A	12.89	29.75	57.15	168.40	5.95	686.00	8.00	188.89	64.90	7.25

Seasonal (Temp) FTEs Authorized for Fiscal Year Appendix Table

Finance & Administration Services: Seasonal (Temp) Full Time Equivalents Authorized per Fiscal Year

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	N/A	N/A	0.00	N/A	33.30	0.00	N/A	N/A	N/A	N/A	217.42
FY 2017-2018	0.00	N/A	N/A	61.00	0.00	0.00	45.60	0.00	0.00	N/A	0.00	N/A	224.68
FY 2018-2019	0.00	N/A	0.00	56.15	648.00	0.00	42.00	0.00	0.00	N/A	0.00	N/A	229.17
FY 2019-2020	0.00	N/A	0.00	64.94	0.00	0.00	41.60	0.00	0.00	N/A	0.00	N/A	256.13
FY 2020-2021	0.00	0.00	0.00	5.19	0.00	0.00	39.90	0.00	0.00	10.06	0.00	0.00	226.23
FY 2021-2022	0.00	0.00	0.00	67.69	0.00	0.00	37.74	0.00	0.00	2.00	0.00	0.00	259.81
FY 2022-2023	35.00	0.00	0.00	69.69	0.00	0.00	40.40	0.00	0.00	2.00	N/A	0.00	283.21

FTEs in the General Fund Appendix Table

Finance & Administration Services: Full Time Equivalents in the General Fund

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	1,353.02	940.96	1,168.75	444.00	2,497.00	870.30	8,840.00	N/A	1,964.07	688.90	1,230.70
FY 2017-2018	364.62	N/A	1,372.56	982.69	1,199.00	466.00	2,491.40	876.53	8,897.00	N/A	1,975.72	697.30	1,454.77
FY 2018-2019	357.45	N/A	1,375.15	1,010.36	1,217.75	512.50	2,545.70	933.10	8,223.00	N/A	1,983.00	712.20	1,266.70
FY 2019-2020	392.45	416.51	1,379.65	1,093.22	1,237.25	548.30	2,596.60	933.10	8,399.00	N/A	1,974.16	727.70	1,540.01
FY 2020-2021	425.45	438.21	1,381.65	1,130.44	1,260.50	574.10	2,629.10	932.50	8,446.00	240.77	1,974.16	717.10	1,482.63
FY 2021-2022	477.47	509.65	1,390.73	1,130.74	1,283.00	691.18	2,703.20	942.34	8,796.00	318.41	2,000.90	763.10	1,518.30
FY 2022-2023	557.08	556.85	1,405.00	1,230.74	1,335.00	731.12	2,888.15	989.60	9,082.00	184.66	2,000.90	824.10	1,645.15

Full Time Equivalents in the Water Fund Appendix Table

Finance & Administration Services: Full Time Equivalents in the Water Fund

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	97.20	129.95	208.00	29.00	132.10	58.50	1,074.00	N/A	198.47	33.00	N/A
FY 2017-2018	33.20	N/A	98.20	130.95	164.00	30.00	139.90	58.50	1,097.00	N/A	199.87	36.49	179.74
FY 2018-2019	33.80	N/A	95.35	133.50	138.55	32.00	157.01	63.50	1,103.00	N/A	201.90	34.50	179.25
FY 2019-2020	33.30	60.00	96.35	135.68	193.25	33.00	159.73	62.50	1,148.00	N/A	202.90	41.80	173.74
FY 2020-2021	35.30	66.00	96.35	135.93	197.25	32.00	169.83	62.50	1,146.00	66.75	189.90	42.50	182.32
FY 2021-2022	37.50	50.50	96.35	134.93	197.25	35.00	160.50	62.50	1,151.00	52.00	171.00	43.80	185.32
FY 2022-2023	40.70	56.50	95.56	142.93	197.25	40.45	161.12	67.50	1,187.00	57.00	173.94	47.00	195.82

Full Time Equivalents in the Wastewater Fund Appendix Table

Finance & Administration Services: Full Time Equivalents in the Wastewater Fund

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	77.80	42.50	27.00	19.00	70.67	32.50	385.00	N/A	27.00	50.30	N/A
FY 2017-2018	20.80	N/A	85.80	43.50	71.00	20.00	71.50	32.50	376.00	N/A	28.00	44.65	0.00
FY 2018-2019	21.80	N/A	87.95	45.50	74.20	21.00	74.37	34.50	369.00	N/A	28.00	44.70	0.00
FY 2019-2020	22.30	26.00	86.95	48.50	46.00	25.00	73.50	35.50	354.00	N/A	28.00	46.90	0.00
FY 2020-2021	22.30	26.00	85.15	9.50	46.00	27.00	72.35	35.50	345.00	6.50	28.00	49.00	0.00
FY 2021-2022	23.50	54.00	85.95	49.50	43.00	32.00	74.29	35.50	339.00	6.00	64.00	48.20	0.00
FY 2022-2023	24.50	59.00	62.35	53.50	54.00	43.45	82.21	37.50	341.00	6.00	65.45	53.00	0.00

Full Time Equivalents in the Solid Waste Fund Appendix Table

Finance & Administration Services: Full Time Equivalents in the Solid Waste Fund

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	22.00	96.33	70.00	7.00	131.22	53.25	600.00	N/A	92.84	35.00	73.00
FY 2017-2018	20.50	N/A	22.00	97.33	70.00	7.00	137.20	56.25	597.00	N/A	96.84	36.98	74.23
FY 2018-2019	21.50	N/A	22.20	100.34	72.00	9.00	139.23	61.00	604.00	N/A	96.42	37.00	78.25
FY 2019-2020	21.50	5.00	22.20	89.75	74.50	10.00	142.23	54.00	612.00	N/A	96.42	41.00	80.23
FY 2020-2021	22.00	4.00	22.20	91.25	74.50	10.00	142.18	54.80	611.00	5.05	96.42	40.90	77.15
FY 2021-2022	26.75	6.08	22.20	91.25	76.50	11.80	148.31	62.00	635.00	4.00	101.00	44.30	77.15
FY 2022-2023	27.75	4.50	22.20	94.25	78.50	13.00	158.31	56.80	630.00	4.00	101.40	45.90	79.65

Full Time Equivalents in the Streets Fund Appendix Table

Finance & Administration Services: Full Time Equivalents in the Streets Fund

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	50.00	50.67	44.00	17.00	141.10	49.00	N/A	N/A	84.50	39.00	41.50
FY 2017-2018	19.30	N/A	50.00	53.67	46.00	17.00	146.40	49.00	0.00	N/A	84.50	35.60	43.00
FY 2018-2019	20.30	N/A	51.00	55.66	97.25	18.00	149.60	45.80	630.00	N/A	85.98	36.10	42.25
FY 2019-2020	20.30	26.00	51.00	55.66	97.25	18.00	155.70	45.50	723.00	N/A	85.98	36.00	44.75
FY 2020-2021	20.80	26.00	9.00	57.66	91.25	18.00	156.20	45.80	721.00	18.00	85.98	36.50	46.50
FY 2021-2022	20.50	27.00	49.50	57.66	93.25	18.00	162.55	46.80	730.00	19.00	86.00	37.50	46.50
FY 2022-2023	24.50	35.50	49.50	59.66	100.25	20.00	173.00	49.80	743.00	19.00	70.48	39.50	48.50

Full Time Equivalent by Major Service Area, Police Appendix Table

Finance & Administration Services: Full Time Equivalent by Major Service Area, Police

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	493.00	365.00	564.00	141.00	1,196.50	299.00	4,296.50	N/A	659.33	201.00	497.00
FY 2017-2018	187.60	N/A	501.00	381.50	564.00	150.00	1,172.50	306.00	4,317.60	N/A	659.33	201.00	491.00
FY 2018-2019	186.00	N/A	503.00	405.50	567.00	154.00	1,211.00	304.00	4,328.60	N/A	658.73	204.00	502.50
FY 2019-2020	202.00	136.00	503.00	425.50	570.00	163.30	1,251.00	304.00	4,359.00	N/A	663.73	209.00	516.00
FY 2020-2021	217.00	146.00	505.00	445.30	570.00	163.30	1,273.00	304.00	4,364.00	4.00	663.73	209.00	515.75
FY 2021-2022	233.00	156.00	514.00	445.60	576.00	188.55	1,301.00	308.00	4,373.00	73.00	672.88	226.00	518.75
FY 2022-2023	241.00	170.00	514.00	487.60	585.00	205.55	1,435.00	323.00	4,494.00	89.00	672.88	235.00	519.75

Full Time Equivalent by Major Service Area, Fire Appendix Table

Finance & Administration Services: Full Time Equivalent by Major Service Area, Fire

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	234.00	210.00	285.00	102.00	512.50	194.50	2,007.90	N/A	278.40	135.80	N/A
FY 2017-2018	77.40	N/A	234.00	217.00	284.00	109.00	516.25	194.50	2,011.90	N/A	286.40	152.90	196.00
FY 2018-2019	77.00	N/A	234.00	216.00	284.00	124.50	518.25	212.00	2,036.80	N/A	287.40	159.00	211.00
FY 2019-2020	78.00	97.00	234.00	223.00	284.00	126.00	537.25	220.00	2,036.00	N/A	308.00	178.00	219.89
FY 2020-2021	79.00	101.00	234.00	256.56	288.00	126.00	611.80	220.00	2,128.00	80.00	308.00	179.00	220.89
FY 2021-2022	94.00	104.00	241.00	217.00	296.00	146.50	640.00	221.00	2,180.00	81.00	320.50	190.00	229.89
FY 2022-2023	97.00	122.00	241.00	244.00	297.00	161.50	722.25	241.00	2,212.00	109.00	320.50	210.00	240.89

Full Time Equivalent by Major Service Area, Parks & Rec Appendix

Finance & Administration Services: Full Time Equivalent by Major Service Area, Parks & Recreation

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	192.93	123.14	41.00	53.00	268.90	139.97	1,036.40	N/A	268.70	116.70	N/A
FY 2017-2018	26.70	N/A	195.68	125.22	62.00	56.00	270.65	139.97	1,034.90	N/A	268.62	116.40	40.00
FY 2018-2019	19.00	N/A	197.18	125.36	64.00	93.20	316.90	124.34	999.70	N/A	264.76	120.20	41.00
FY 2019-2020	28.50	41.56	174.55	166.03	63.50	95.30	323.80	129.75	1,012.00	N/A	264.20	122.90	219.73
FY 2020-2021	35.00	51.21	174.55	173.30	64.50	110.70	330.50	129.75	1,017.00	19.06	264.20	123.30	196.16
FY 2021-2022	36.80	62.71	177.88	173.30	66.50	138.30	288.90	114.79	1,050.00	19.00	242.29	130.20	223.22
FY 2022-2023	79.80	69.30	177.88	183.05	72.50	147.87	338.65	102.00	1,061.00	42.68	242.29	98.70	279.03

Full Time Equivalents by Major Service Area, Water Appendix Table

Finance & Administration Services: Full Time Equivalents by Major Service Area, Water

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	97.20	129.95	208.00	29.00	164.50	58.50	1,074.00	N/A	187.47	33.00	N/A
FY 2017-2018	33.20	N/A	98.20	130.95	137.50	30.00	164.50	58.50	1,097.00	N/A	187.87	36.49	285.00
FY 2018-2019	34.80	N/A	95.35	133.50	138.55	32.00	190.70	63.50	1,103.00	N/A	189.09	34.50	173.25
FY 2019-2020	33.30	60.00	96.35	135.68	193.25	33.00	193.70	62.50	1,148.00	N/A	187.90	41.80	173.74
FY 2020-2021	35.30	66.00	96.35	135.93	197.25	32.00	193.20	62.50	1,146.00	66.75	187.90	42.50	180.85
FY 2021-2022	37.50	50.50	95.80	134.93	197.25	35.00	193.00	62.50	1,151.00	52.00	182.00	43.80	185.32
FY 2022-2023	40.70	56.50	93.30	141.93	197.25	40.45	202.52	67.50	1,179.00	57.00	158.94	46.70	195.82

Full Time Equivalents by Major Service Area, Wastewater Appendix Table

Finance & Administration Services: Full Time Equivalents by Major Service Area, Wastewater

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	77.80	42.50	27.00	19.00	79.40	32.50	385.00	N/A	27.00	50.30	N/A
FY 2017-2018	20.80	N/A	82.80	43.50	71.00	20.00	82.60	32.50	376.00	N/A	28.00	44.65	0.00
FY 2018-2019	21.80	N/A	87.95	45.50	74.20	21.00	83.10	34.50	369.00	N/A	28.00	44.70	0.00
FY 2019-2020	22.30	26.00	86.95	48.50	46.00	25.00	86.00	35.50	354.00	N/A	28.00	46.90	0.00
FY 2020-2021	22.30	6.50	85.15	49.50	46.00	27.00	88.00	25.50	345.00	66.00	28.00	49.00	0.00
FY 2021-2022	23.50	54.00	83.50	49.50	43.00	32.00	90.60	35.50	339.00	6.00	39.00	48.20	0.00
FY 2022-2023	24.50	59.00	81.50	53.50	54.00	43.45	102.89	37.50	341.00	6.00	65.45	53.20	0.00

Full Time Equivalents by Major Service Area, Solid Waste Appendix Table

Finance & Administration Services: Full Time Equivalents by Major Service Area, Solid Waste

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	22.00	96.33	70.00	7.00	132.00	53.25	600.00	N/A	92.84	35.00	N/A
FY 2017-2018	20.50	N/A	22.00	97.33	70.00	7.00	137.20	56.25	597.00	N/A	96.84	36.98	68.00
FY 2018-2019	20.50	N/A	22.20	100.34	72.00	9.00	139.00	61.00	604.00	N/A	96.42	37.00	78.25
FY 2019-2020	21.50	5.00	22.20	89.75	74.50	10.00	154.00	60.20	612.00	N/A	96.42	41.00	80.23
FY 2020-2021	22.00	5.00	22.20	91.25	74.50	10.00	141.00	61.00	626.00	5.05	96.42	40.90	77.15
FY 2021-2022	26.75	6.08	22.20	91.25	76.50	11.80	146.00	62.00	635.00	4.00	101.00	44.30	77.15
FY 2022-2023	27.50	4.50	22.20	94.25	78.50	13.00	155.00	64.00	630.00	4.00	101.40	45.90	77.15

Full Time Equivalents by Major Service Area, Streets Appendix Table

Finance & Administration Services: Full Time Equivalents by Major Service Area, Streets

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	50.00	50.67	44.00	17.00	156.50	49.00	637.00	N/A	62.00	39.00	N/A
FY 2017-2018	20.60	N/A	50.00	53.67	46.00	17.00	158.00	49.00	646.00	N/A	62.00	35.60	38.00
FY 2018-2019	11.30	N/A	51.00	55.66	97.25	18.00	158.50	45.80	683.00	N/A	60.00	36.10	N/A
FY 2019-2020	11.30	26.00	51.00	55.66	91.25	18.00	160.00	39.80	723.00	N/A	85.98	36.00	51.00
FY 2020-2021	11.80	26.00	19.00	57.66	91.25	18.00	159.00	39.80	721.00	18.00	85.98	36.50	46.50
FY 2021-2022	20.50	27.00	49.50	57.66	93.25	18.00	161.00	46.80	730.00	19.00	86.00	37.50	36.00
FY 2022-2023	24.50	35.50	42.50	58.66	100.25	20.00	163.00	49.80	743.00	19.00	85.98	29.50	36.50

Full Time Equivalents by Major Service Area, Airports Appendix Table

Finance & Administration Services: Full Time Equivalents by Major Service Area, Airports

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	6.00	N/A	6.00	N/A	11.00	0.00	860.00	N/A	15.47	N/A	N/A
FY 2017-2018	0.00	N/A	6.00	0.00	6.00	0.00	11.00	0.00	857.00	N/A	15.47	N/A	0.00
FY 2018-2019	0.00	N/A	6.00	0.00	6.00	0.00	12.00	0.00	892.00	N/A	15.47	N/A	0.00
FY 2019-2020	0.00	1.00	6.00	0.00	6.00	0.00	12.00	0.00	895.00	N/A	15.47	0.00	0.00
FY 2020-2021	0.00	1.00	6.00	0.00	6.00	0.00	12.00	0.00	893.00	0.00	15.47	0.00	0.00
FY 2021-2022	0.00	3.00	7.00	0.00	6.00	0.00	14.00	0.00	892.00	0.00	15.48	0.00	0.00
FY 2022-2023	0.00	3.00	7.00	0.00	6.00	0.00	14.00	0.00	922.00	0.00	15.00	0.00	0.00

Vacancy Rate Appendix Rate

Finance & Administration Services: Number of vacant, authorized positions as a % of total authorized FTE

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	3.60	7.30	5.40	3.60	5.20	6.20	11.39	N/A	5.26	5.15	N/A
FY 2017-2018	19.75	N/A	3.40	8.62	N/A	5.20	7.90	5.20	11.27	N/A	5.86	5.00	0.00
FY 2018-2019	3.15	N/A	5.10	3.93	6.00	7.30	7.93	7.19	11.62	N/A	10.10	6.50	N/A
FY 2019-2020	4.00	6.70	5.36	8.21	9.60	8.06	12.00	6.75	12.60	N/A	6.27	6.00	6.00
FY 2020-2021	5.00	10.30	5.80	9.39	10.40	8.77	12.74	6.90	12.13	2.61	7.81	9.00	0.13
FY 2021-2022	7.90	8.04	8.52	9.39	11.70	11.80	14.90	7.00	16.71	3.28	13.00	8.90	12.74
FY 2022-2023	11.00	5.97	5.38	5.50	8.20	10.70	15.70	6.10	18.01	8.43	10.95	7.20	10.63

Organization Turnover Rate Appendix Table

Finance & Administration Services: Organization Turnover Rate

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2016-2017	N/A	N/A	N/A	9.32	5.70	10.06	8.40	9.60	7.60	N/A	11.83	7.69	N/A
FY 2017-2018	11.26	N/A	7.50	9.28		8.49	8.14	10.50	6.97	N/A	17.31	8.00	8.77
FY 2018-2019	11.84	N/A	9.80	10.34	9.20	12.16	8.64	10.53	8.16	N/A	9.18	5.00	9.34
FY 2019-2020	11.67	11.30	11.40	9.58	10.80	9.62	8.80	10.54	8.80	N/A	5.87	7.50	8.89
FY 2020-2021	11.69	11.90	10.50	9.84	9.70	10.77	6.70	9.70	6.19	7.79	4.36	11.00	0.09
FY 2021-2022	17.46	11.59	14.00	14.70	12.13	12.06	8.20	13.70	7.69	7.96	20.40	9.00	12.74
FY 2022-2023	17.50	10.30	10.83	8.80	12.84	10.60	9.51	12.40	8.41	9.57	11.10	10.40	10.63

Average Turnaround Time of Permits for Single Family Standard Plan Appendix Table

Development Services: Average Turnaround Time of Permits for Single Family Standard Plan (Business Days)

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2020 - 2021	4.0	10.0	N/A	12.0	42.0	2.0	7.9	1.3	29.0	7.47	2.5	5.0	0.0
FY 2021 - 2022	6.0	5.0	13.0	3.0	10.0	2.0	7.8	2.9	32.0	7.78	N/A	5.0	5.0
FY 2022 - 2023	15.11	5.0	8.0	3.0	10.0	5.0	8.3	1.5	7.75	7.92	N/A	6.0	8.0

Number of Permits Issued for Single Family Standard Plan Appendix Table

Development Services: Number of Permits Issued for Single Family Standard Plan

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2020 - 2021	778	3,525	N/A	62	579	2,062	1,964	1,242	4,538	2,163	250	2,829	N/A
FY 2021 - 2022	1,044	2,507	466	970	550	46	2,024	856	4,635	1,709	N/A	2,871	N/A
FY 2022 - 2023	634	1,520	56	495	419	687	709	224	3,434	846	N/A	1,345	6

Total FTE Dedicated to Processing Permits

Development Services: Total Full Time Equivalents Dedicated to Processing Permits

Fiscal Year	Avondale	Buckeye	Chandler	Gilbert	Glendale	Goodyear	Mesa	Peoria	Phoenix	Queen Creek	Scottsdale	Surprise	Tempe
FY 2020-2021	1	55	N/A	4	6	3	4	3	145	2	5	7	12
FY 2021-2022	2	25	6	11	8	8	4	3	9	2	N/A	7	4
FY 2022-2023	2	28	8	11	8	9	4	3	8	2	N/A	8	5