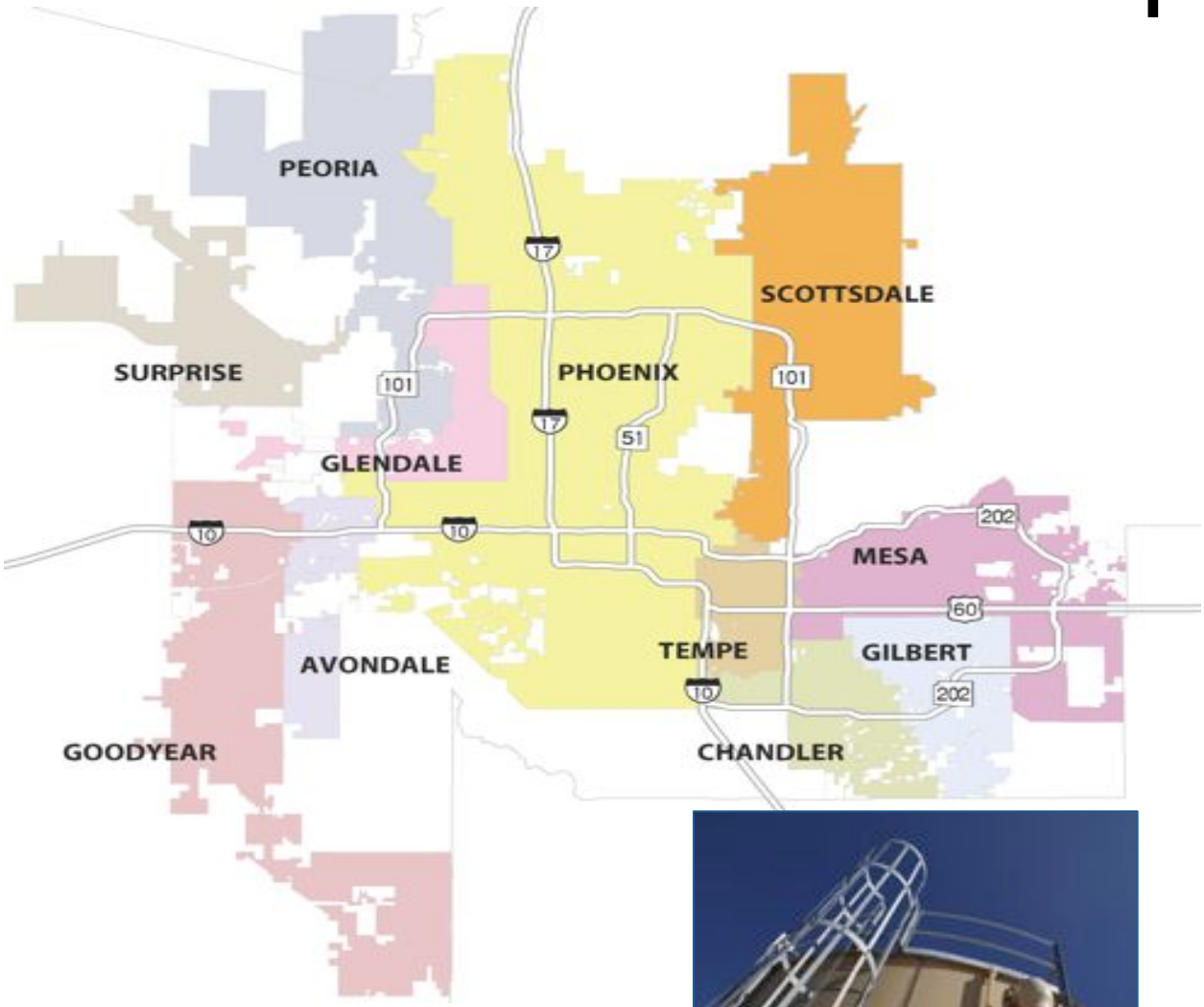
Valley Benchmark Cities

FY 2013/14 Report



Acknowledgements

Valley Benchmarking is a collaborative consortium that relies heavily upon its member communities for data, and their representatives to the group to evaluate the data to make it useful information for our communities. This report represents a significant effort by all members, and their work is hereby acknowledged.

In addition, special acknowledgement is given to the Marvin Andrews Fellows who compiled the information and created this report.

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Introduction

History and Goals of Valley Benchmark Cities:

The Valley Benchmark Cities Group (VBC) began in October 2011 as a consortium of staff from the largest cities and towns in the Phoenix metropolitan area (Chandler, Gilbert, Glendale, Mesa, Peoria, Phoenix, Scottsdale and Tempe) to identify common information to share, discuss, and develop a better understanding the similarities and differences between operations, with the ultimate aim of improving local government performance. Arizona State University's Center for Urban Innovation and the Alliance for Innovation agreed to host and staff the effort. The group now includes the eleven largest cities in the valley (Avondale, Goodyear and Surprise joined in 2013), and also includes the Maricopa Association of Governments (MAG), and the International City/County Management Association's Center for Performance Analytics (ICMA Analytics).

The purpose of the Valley Benchmark Cities initiative is to improve local government performance in the metropolitan area by working collaboratively with designated representatives: (1) to identify common demographic, financial, and performance information; (2) to provide and discuss that information to better understand similarities and differences between complex and diverse operations; and (3) to share information, resources and best practices.

This Report:

The areas of analysis for this report were identified in a meeting with managers of the participating communities on September 11, 2014. This report is the compilation of nine months of meetings and data development in which participants collected, measured, and discussed data across seven major areas of content ***with the specific intent of presenting information in a way that it is valuable to a resident.*** The seven services are: (1) Fire Services, (2) Police Services, (3) Libraries, (4) Parks, (5) Streets & Transportation, (6) Water, Sewer, &Trash Services, and (7) Finance & Administration.

In each of the monthly meetings, a team consisting of members from two or three participating communities collaborated on a service-related topic area to highlight a range of service metrics of value to citizens. The group then reviewed and discussed the work to provide guidance in improving the information.

The first section includes demographic information from each of the participating communities. In general, the variety of population, community characteristics, geography, phase of current physical development, age and condition of existing infrastructure, services, and service delivery methods all contribute unique factors that affect comparability.

Each service section includes three components. The first component provides a descriptive overview of the service to understand what is included under the umbrella of that service. The second component highlights the factors that may potentially influence the quantity and/or quality of that service in a jurisdiction. The main component of each section is presentation of performance metrics for comparison of the participating communities.

The report also includes an appendix of additional performance metrics and glossary of terminology that were discussed in the monthly meetings but that are not included in the body of the report. The listing provides additional references for benchmarking of service delivery should additional in depth analyses be desired of the VBC.

Demographics

Several factors influence population growth or decline in a city or town. Different communities have different resources from which to grow as a result of differences in size, shape, and regional activity. As a result, population and growth levels between communities will differ. These differences impact service delivery in other areas of focus.

Photo courtesy of the City of Goodyear, AZ

Influencing Factors:

Access to Developable Land: certain cities are able to pursue a strategy of population and development growth because they are able to acquire undeveloped land to make this happen. This acquisition can happen through annexation of unincorporated land or through developing unused land within existing boundaries.

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

Natural Environment and Cultural Attractions: communities that offer more activities by way of culture and recreation, or attractions that are unique and native to that city specifically, might see increased demand for people wishing to reside in those communities.

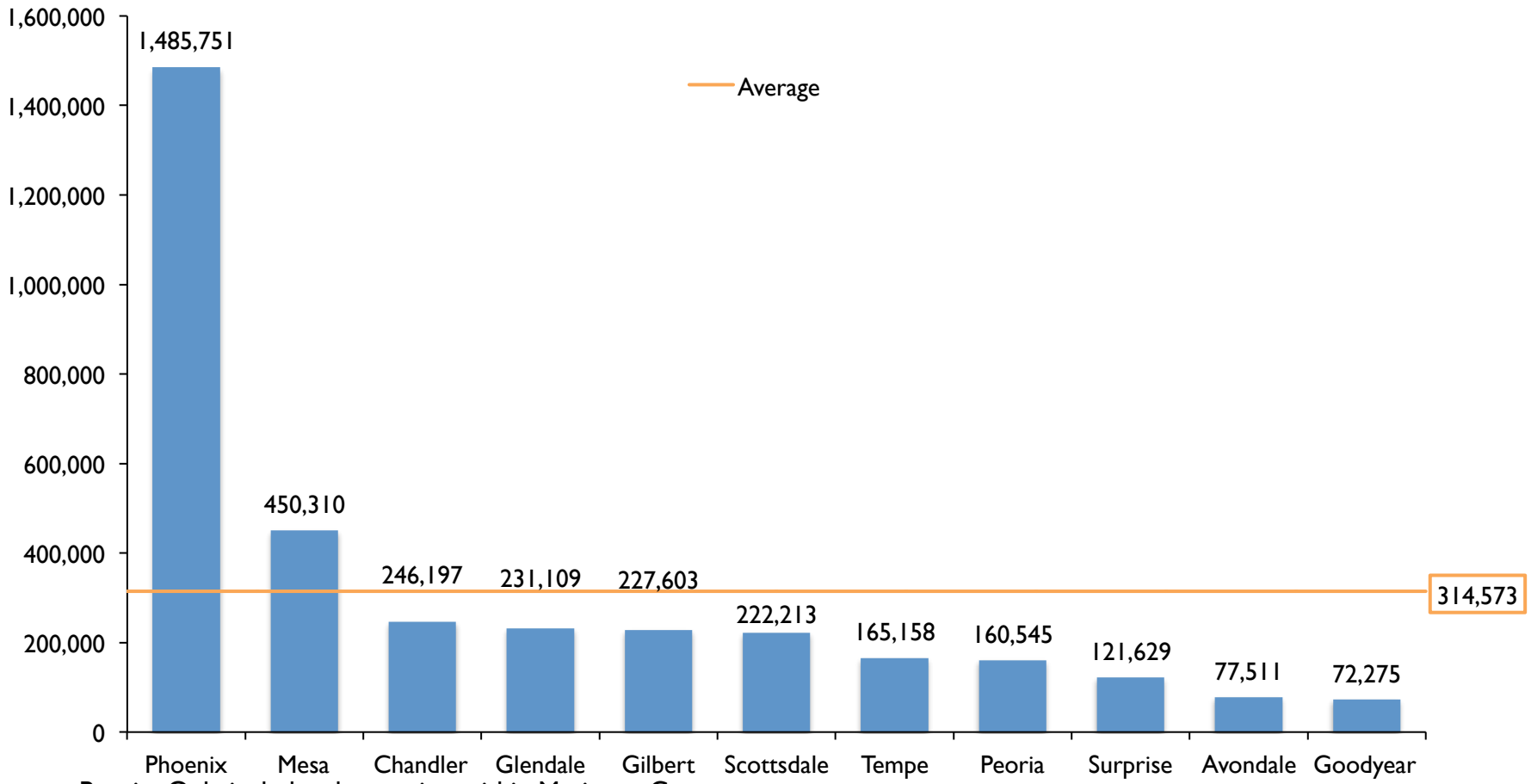
Economic Health: the economic activity in a community, measured by jobs, job growth, and average salary, impacts the resilience of a community and is tied to the fiscal health of its government.

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

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

Population 2013

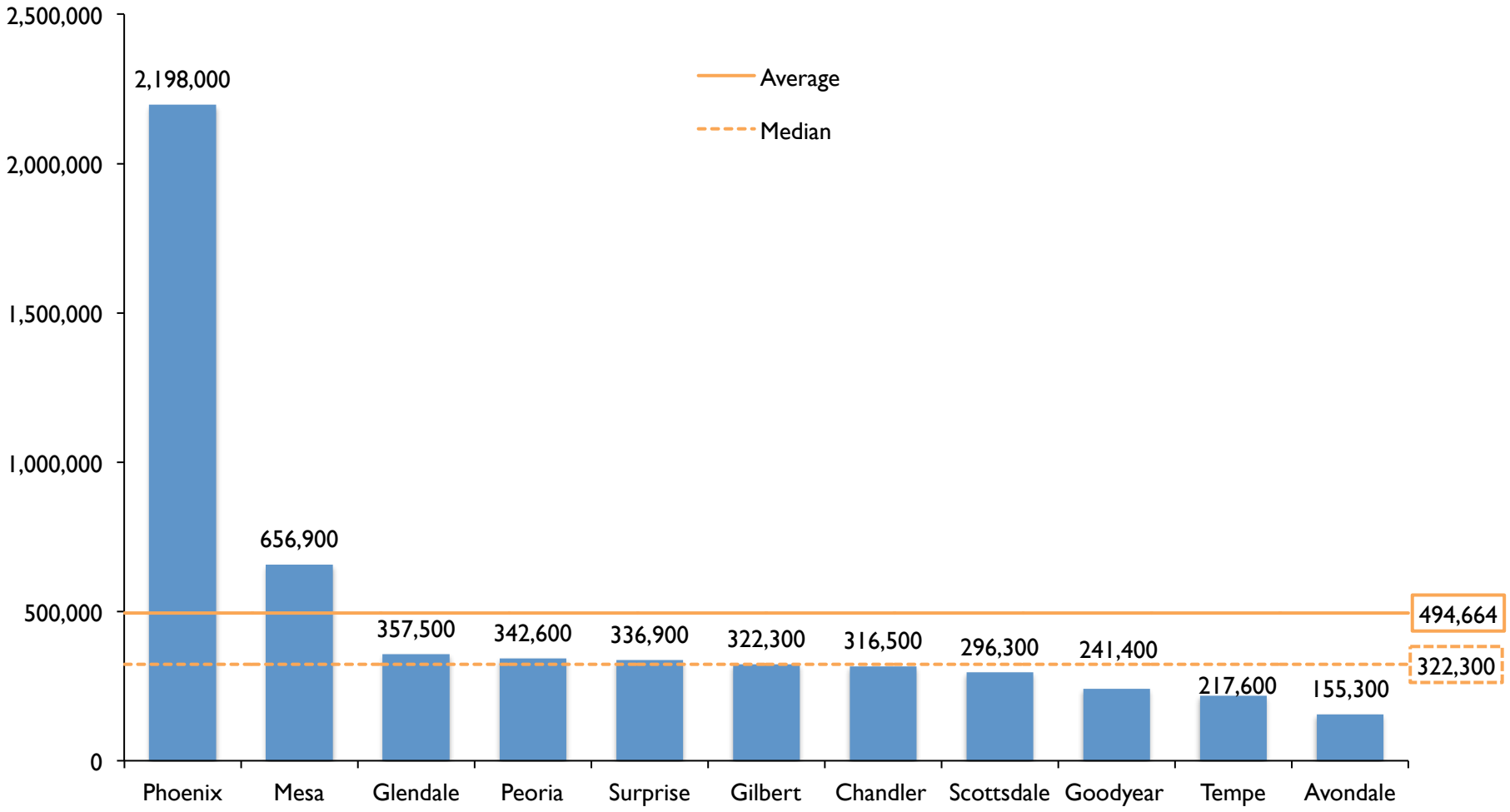
Total residents in each community



- Peoria- Only includes the portion within Maricopa County
- Source: July 1, 2013 Population estimates from Arizona Office of Employment and Population Statistics and Maricopa Association of Governments (Approved by the Maricopa Association of Governments Regional Council, December 2013)

2040 Population Forecast

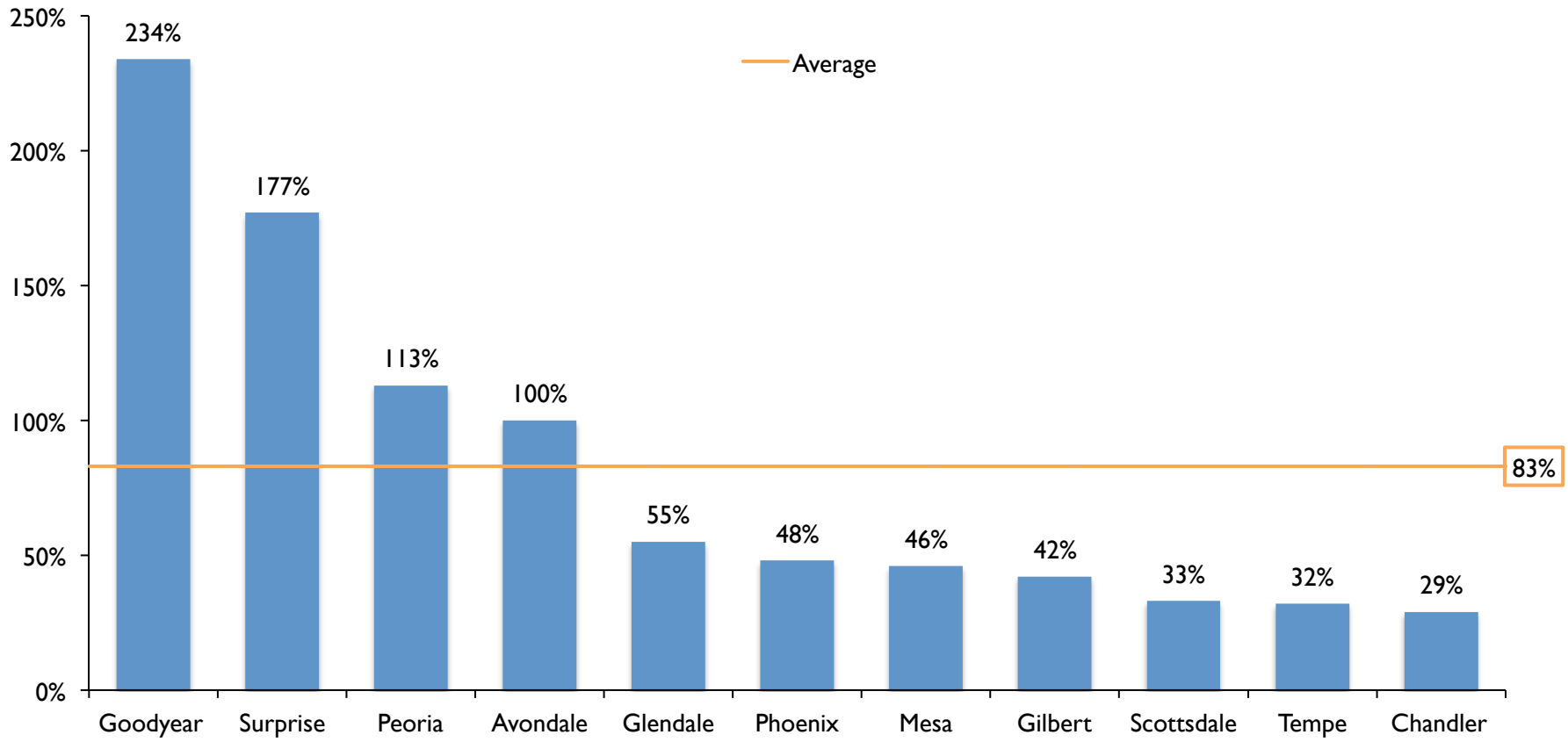
Projected population for the year 2040 for each community



- Peoria- Only includes the portion within Maricopa County
- Source: June 2013, MAG Socioeconomic Projections, Population, Housing, and Employment by Municipal Planning Area and Regional Analysis Zone

Forecast Population Growth Rate

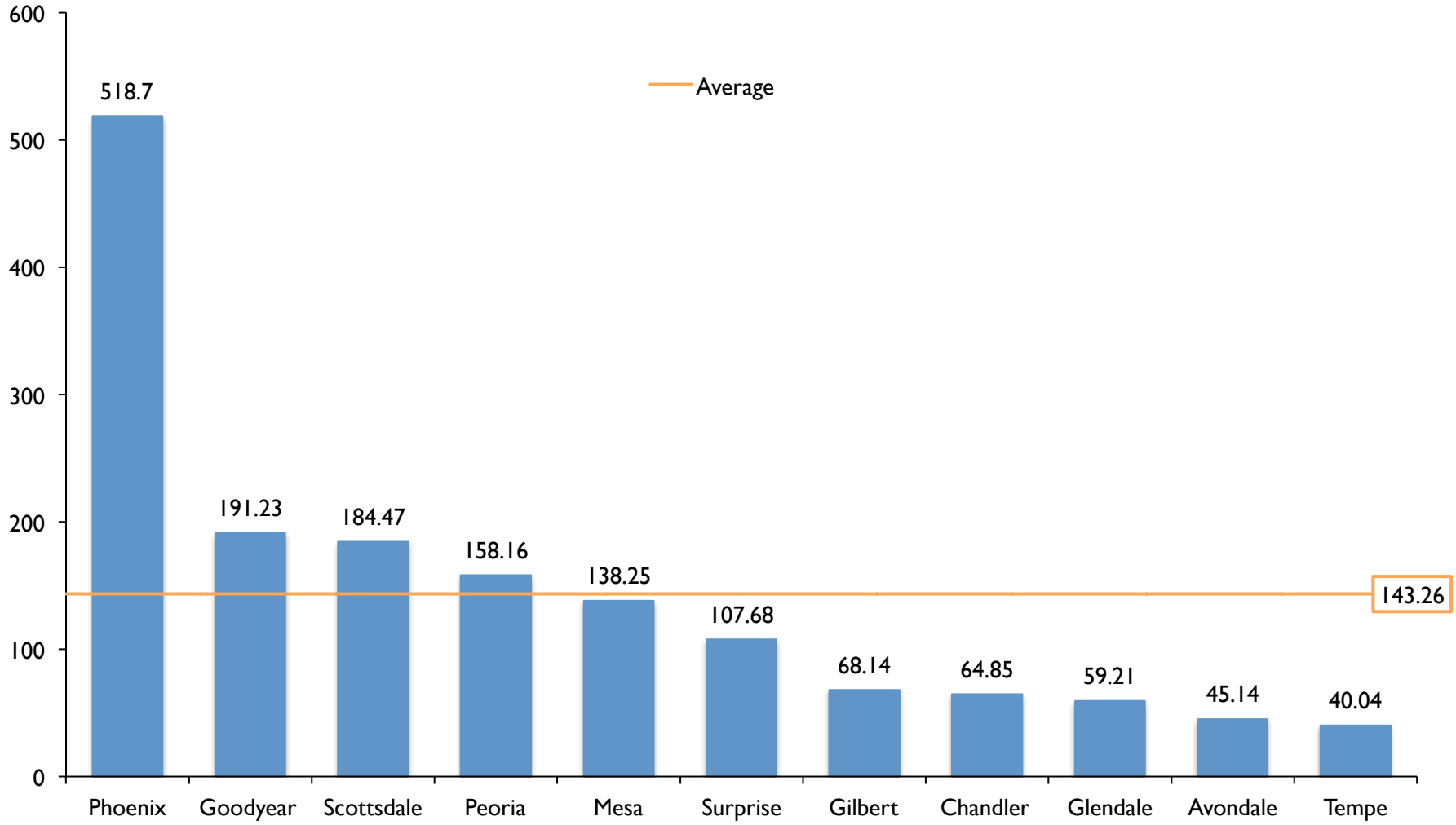
Projected 2040 population divided by the 2013 population to reveal growth projections for upcoming 25 years



- Peoria- Only includes the portion within Maricopa County
- Sources: July 1, 2013 Population estimates from Arizona Office of Employment and Population Statistics and Maricopa Association of Governments (Approved by the Maricopa Association of Governments Regional Council, December 2013) and June 2013 MAG Socioeconomic Projections, Population, Housing, and Employment by Municipal Planning Area and Regional Analysis Zone

Land Area

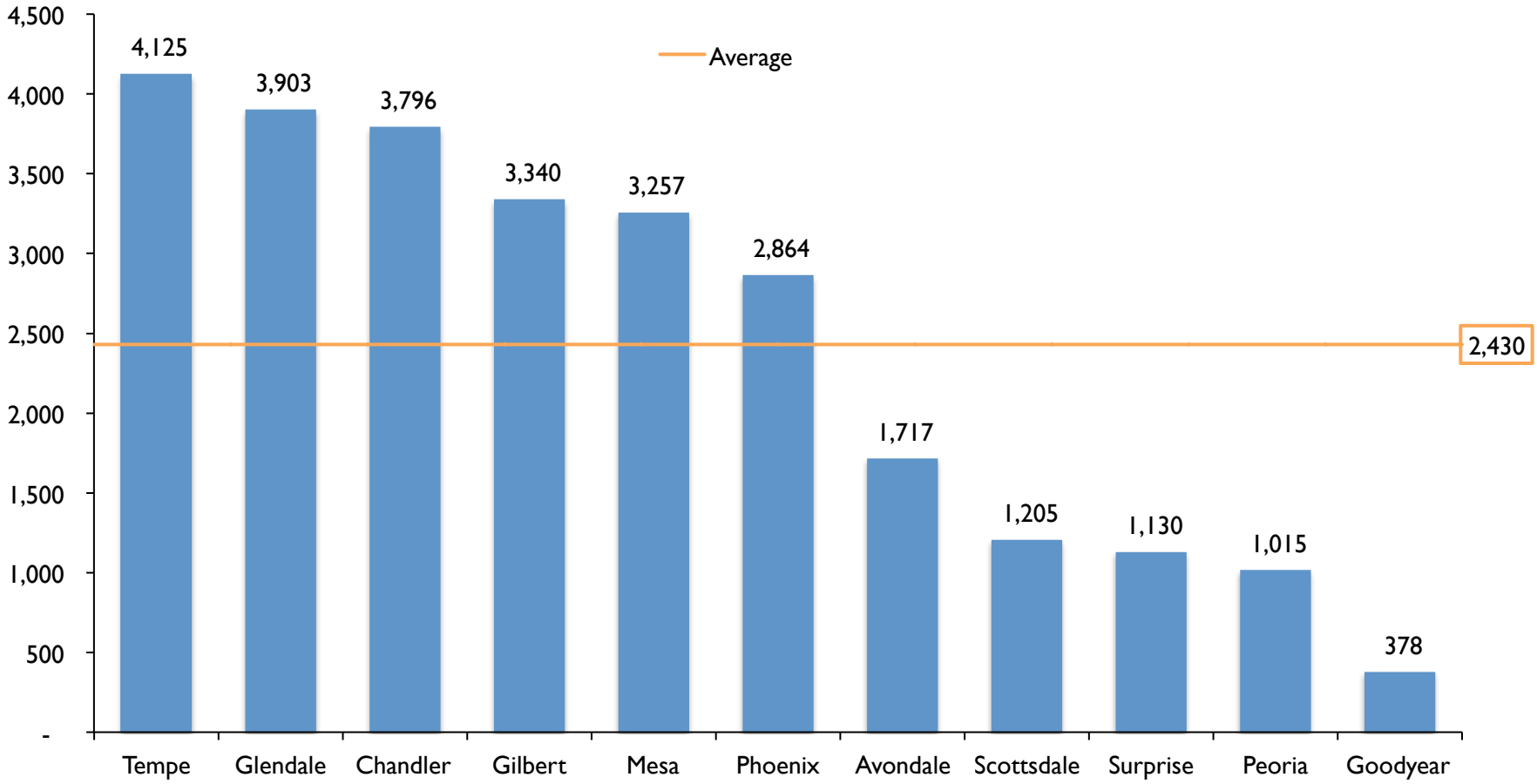
The incorporated land area measured in square miles



- Peoria: Only includes the portion within Maricopa County
- Source: July 2014, Maricopa County Incorporated Areas - Maricopa County Elections Department

Population Density

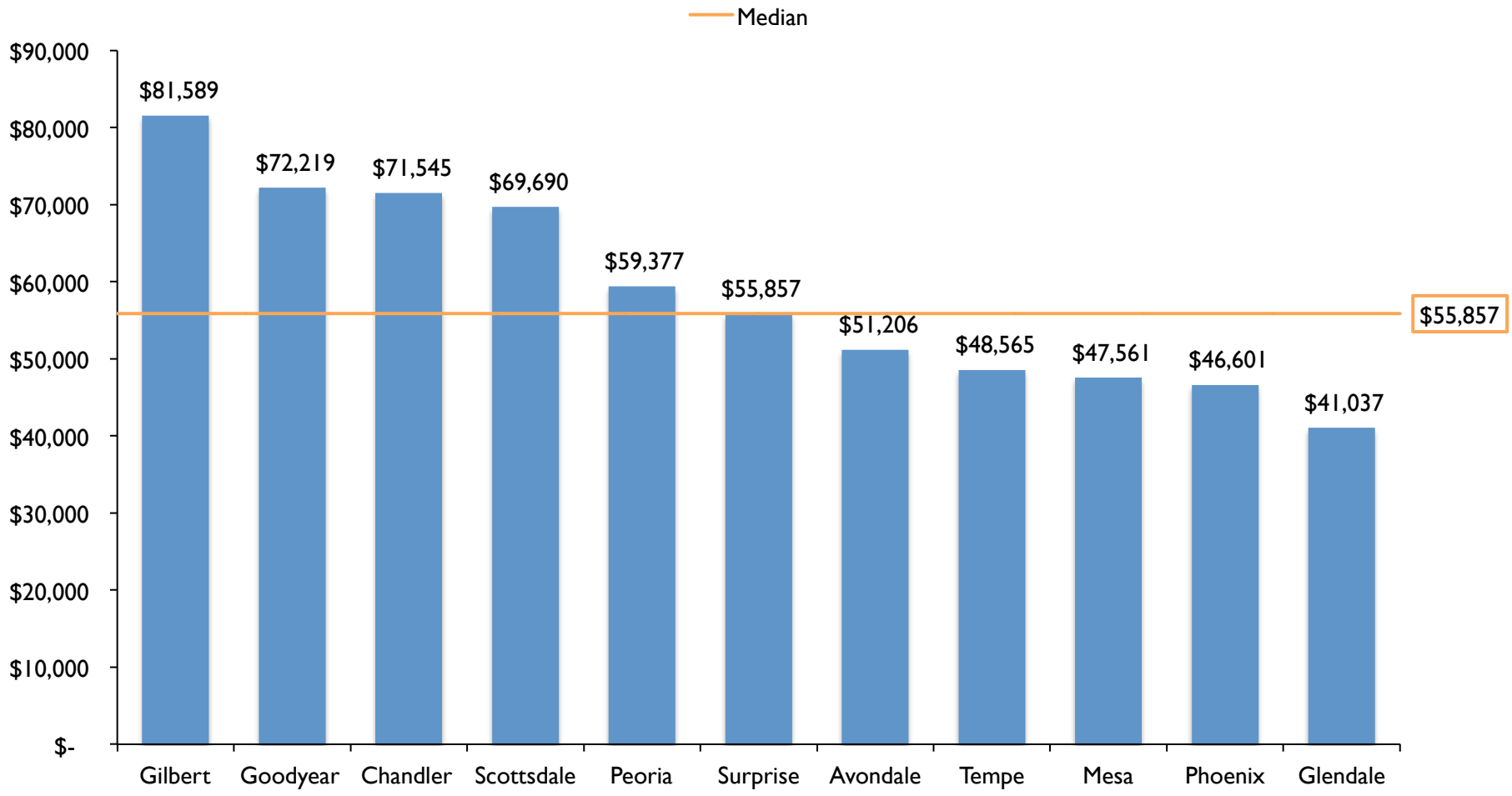
The persons per square mile



- Peoria: Only includes the portion within Maricopa County
- Sources: July 1, 2013 Population estimates from Arizona Office of Employment and Population Statistics and Maricopa Association of Governments (Approved by the Maricopa Association of Governments Regional Council, December 2013) and July 2014, Maricopa County Incorporated Areas - Maricopa County Elections Department

Median Household Income

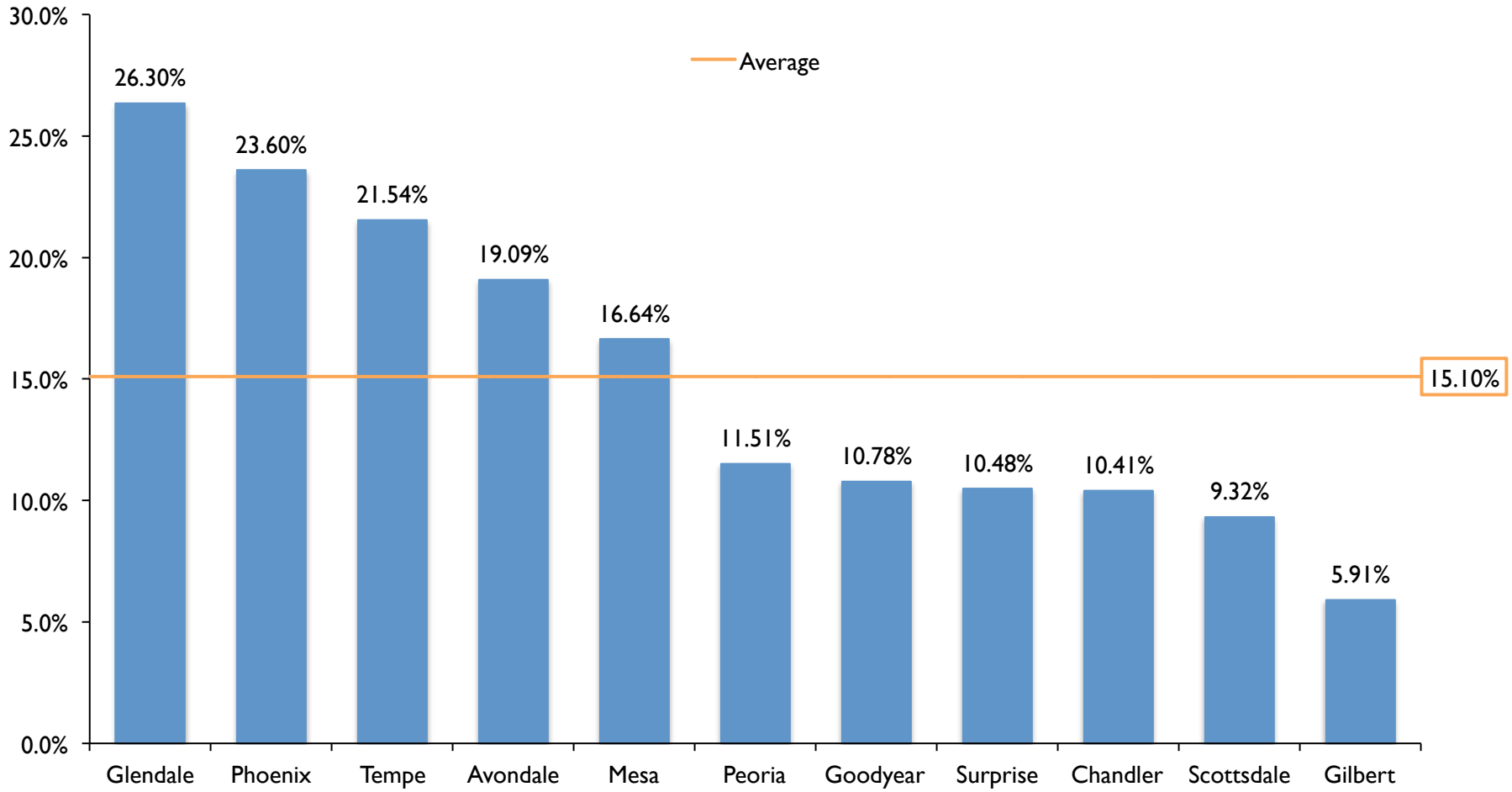
The median household income for each community



- 2013, Census Bureau, American Community Survey, 1-year estimates

Poverty

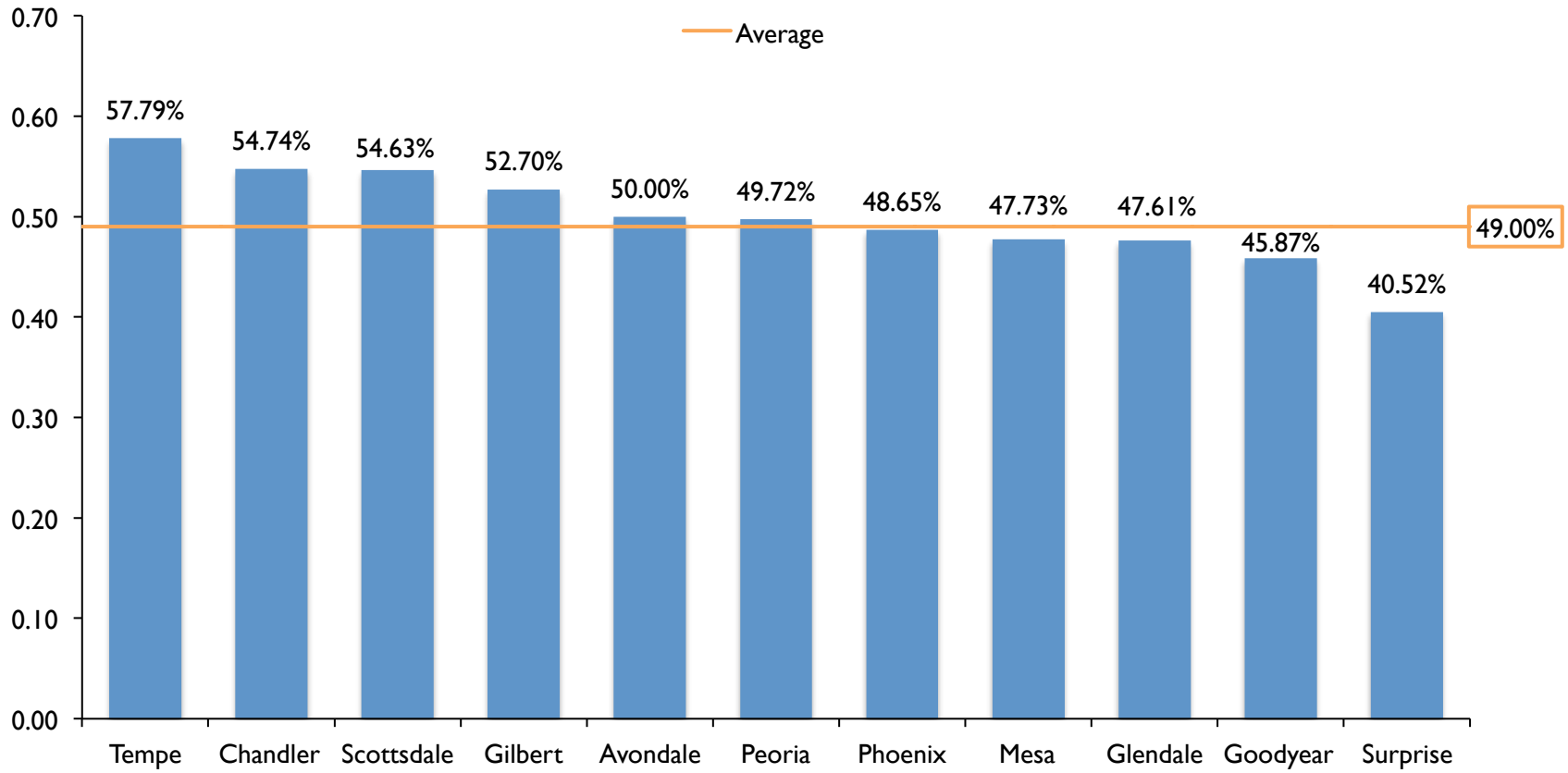
The percentage of residents in each community whose income falls below the poverty line



- 2013, Census Bureau, American Community Survey, 1-year estimates
- The US Census Bureau defines poverty based on income and the number of persons in a household. Information regarding poverty measurement can be found here: http://www.census.gov/hhes/www/poverty/about/overview/measure.html

Labor Force

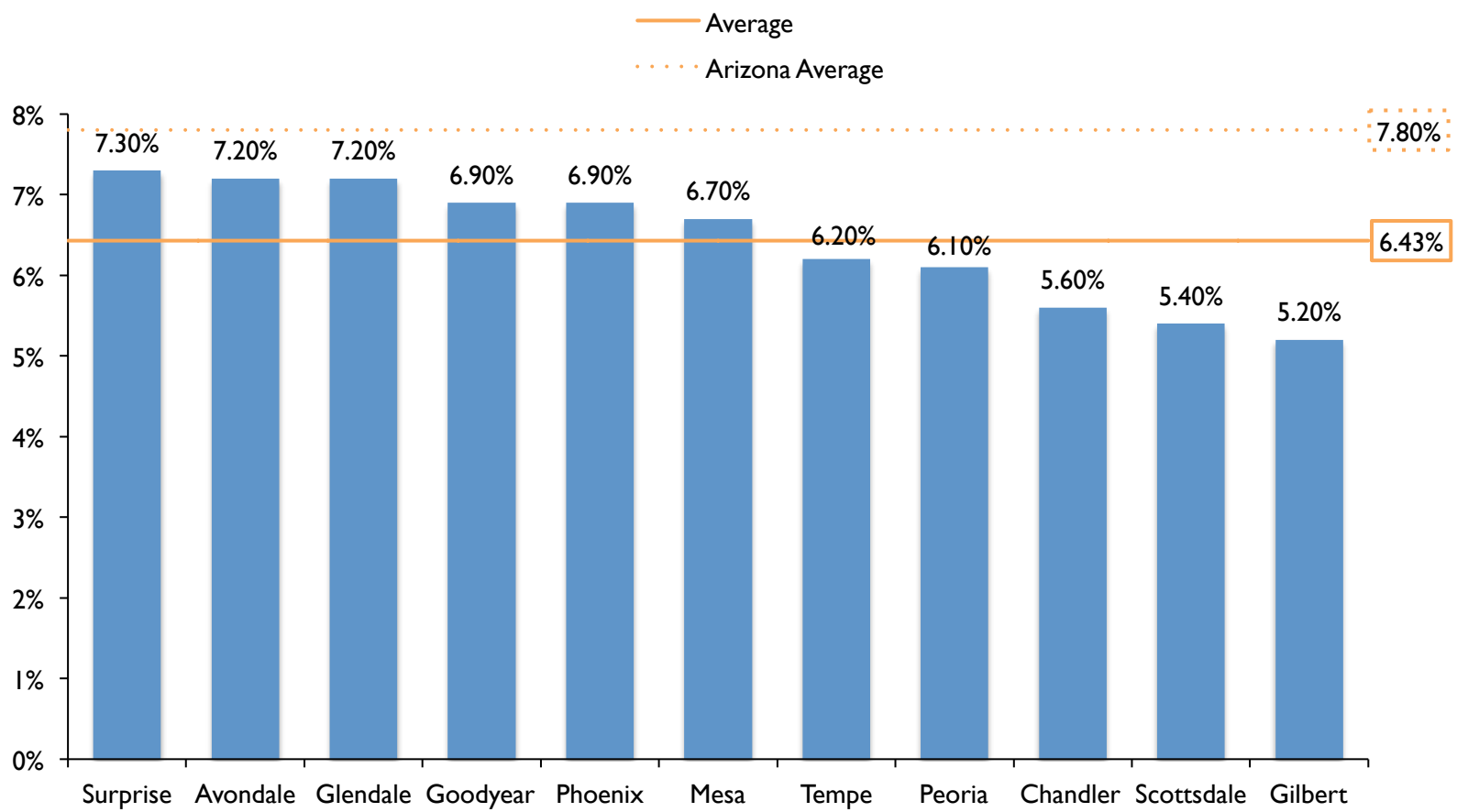
The number of people who are willing and able to work as a percentage of population



- Source: Arizona Department of Labor, Local Area Unemployment Statistics https://laborstats.az.gov/local-area-unemployment-statistics
- The US Census Bureau defines labor force as the number of persons in a community who are willing and able to work in either the civilian labor force or in the armed forces. More information can be found on the US Census website. http://www.census.gov/people/laborforce/about/acs_employ.html

Unemployment Rate

The number of people of unemployed people viewed as a percentage of the labor force



- Source: Arizona Department of Labor, Local Area Unemployment (not seasonally adjusted) Statistics https://laborstats.az.gov/local-area-unemployment-statistics, US Census 2013
- The above definition for the unemployment rate came from the census. Further information on defining the unemployment rate can be viewed at the census website. http://www.census.gov/people/laborforce/about/acs_employ.html

Fire Services

Fire departments work to protect residents through a combination of services, which aim to prevent and control fire as well as to provide emergency medical services. Fire services are critical to helping residents to feel secure in their own communities. Specific objectives of fire services include:

- Fire Prevention Services through community education and awareness
- Emergency Medical Services (EMS)
- Relief services in case of fire
- Property inspections

Photo courtesy of the Town of Gilbert, AZ

Influencing Factors:

Staff Composition: the number of firefighters available at any given time and specialties such as HazMat, Technical Rescue, Wildland Fires, aviation rescues, etc.

Risk of Fire Activity: residential density, aged development, composition of building types, and number of large impact developments (i.e. stadiums, convention centers, airports, etc.) in the community.

Community Characteristics: the geographic size and density of the development, as well as the built environment within a community that impacts how areas need service- i.e. a rural community with more land mass may have increased response time given the distance between 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: citizen behavior with known risk can impact the need and demand for fire services. Additionally, the type and priority of calls received, e.g. high priority such as cardiac arrest, may impact response time and resources needed.

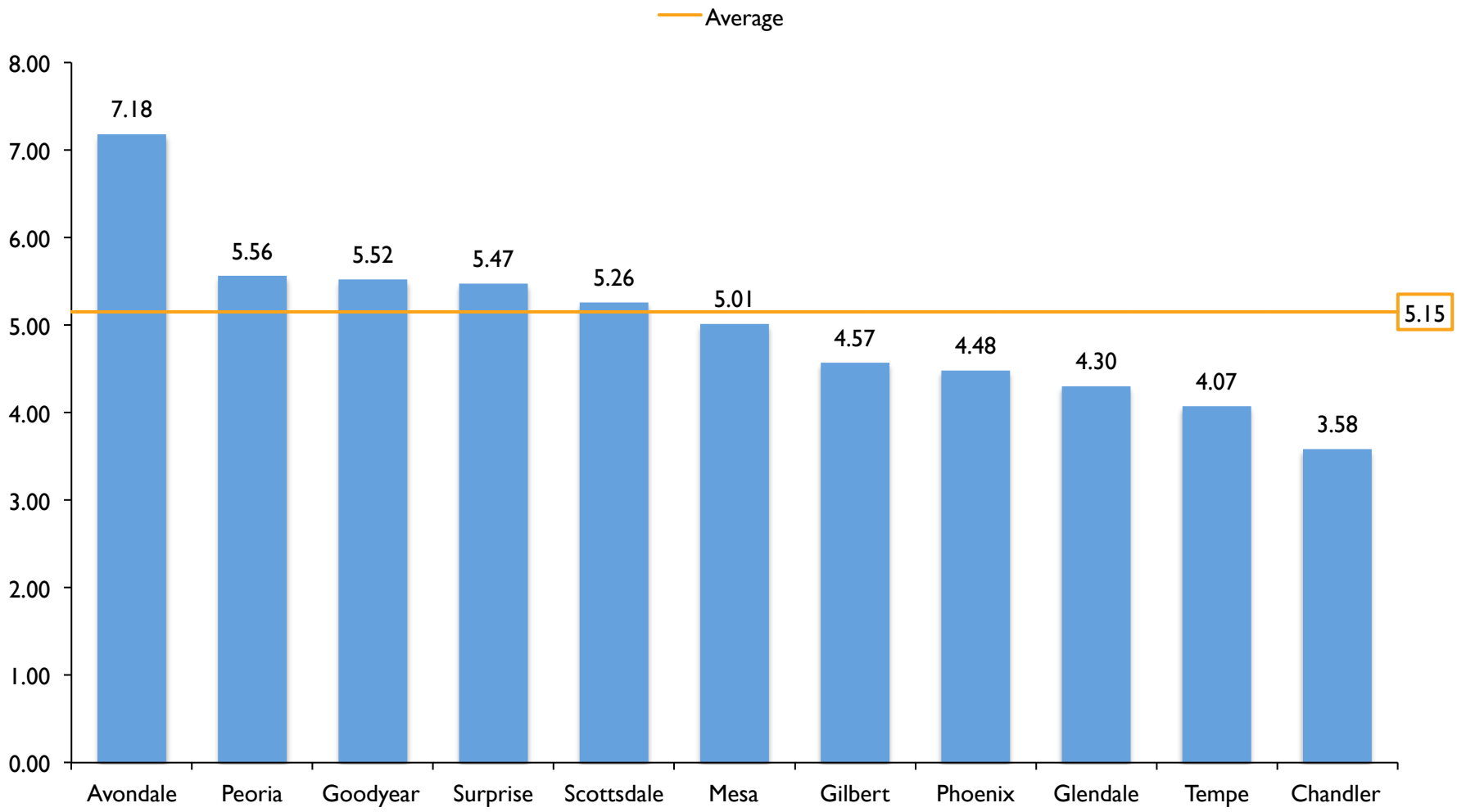
Local Service Standards: any special operating standards and targets that have been set that might affect department outcomes. This includes any participation in mutual aid or contracts with other nearby communities for service.

Community Education and Engagement: the extent to which residents are aware of a Fire Code and can take precaution when engaging in risky behavior. Additionally, the amount of department involvement and participation in the community.

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 for additional assistance that may be dispatched from a neighboring agency.

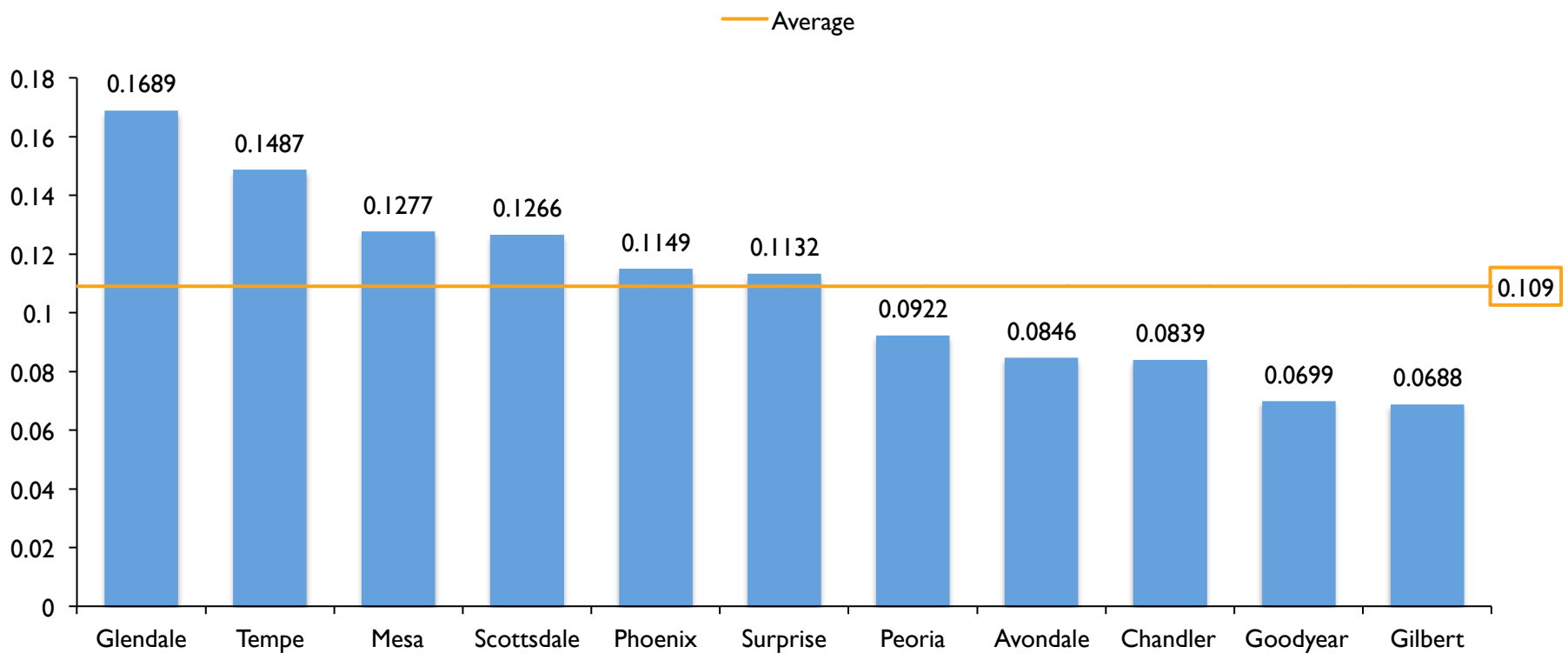
Fire Response Time

Length of time for a fire apparatus to arrive on scene after a resident calls 9-1-1. Includes turnout time and time en route to arrival on scene. Measured in minutes and seconds.



Calls For Service Per Capita

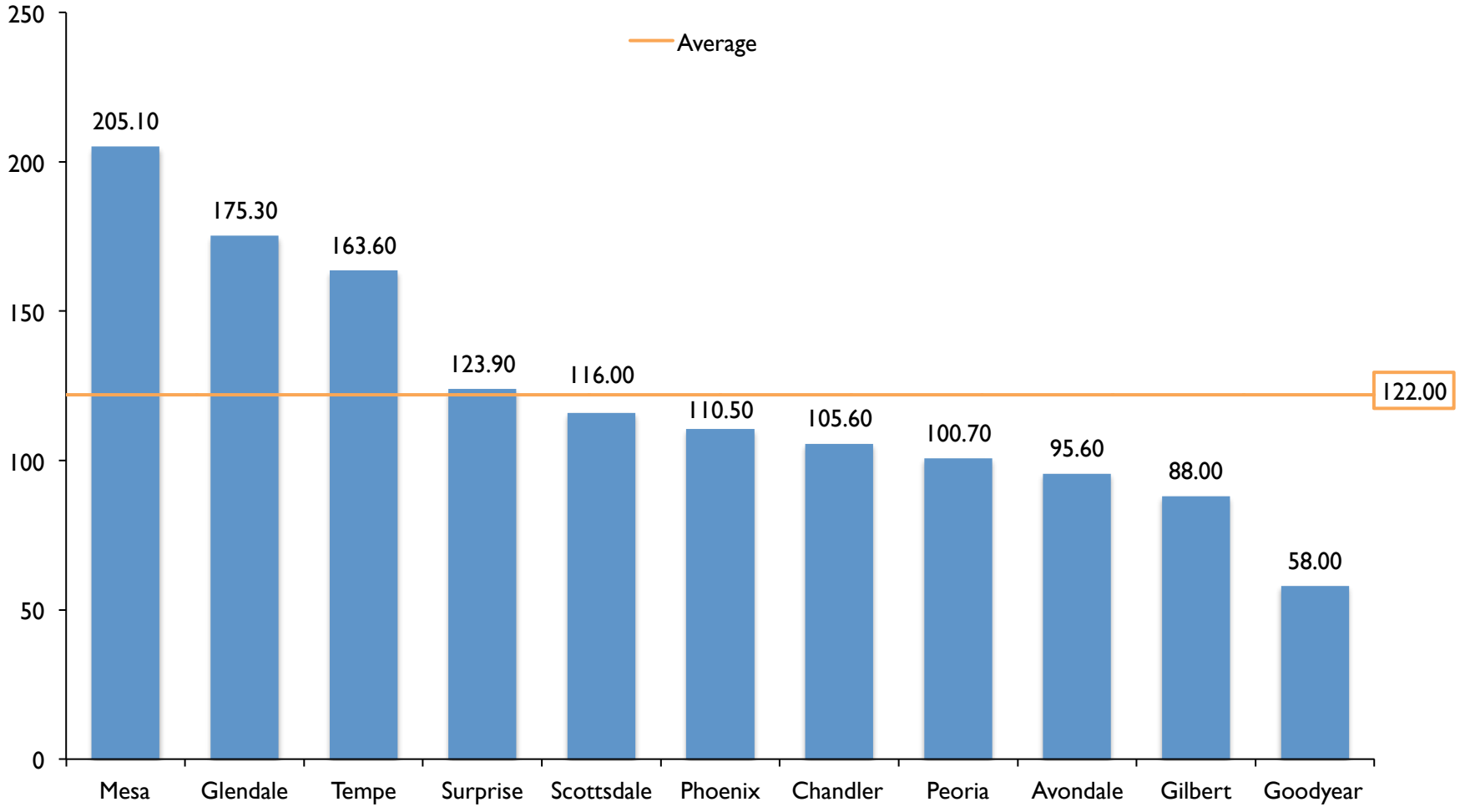
Fire Department calls for service per resident



- Source: City of Phoenix, Analysis of Cities
- Data includes calls for both Fire and Emergency Medical Services
- Data for this variable is heavily dependent upon the city's automatic aid agreements. The City of Phoenix provides service for all of Paradise Valley and the City of Goodyear provides service for all of Litchfield Park. These contract arrangements affect the total volume of calls. An example of such a contract, the contract between Litchfield Park and Goodyear, is as follows: http://www.litchfield-park.org/DocumentCenter/Home/View/1418
- A table of raw calls for service is available in the appendix under the Fire Services section.

Calls Per Sworn Fire Personnel

Number of calls per sworn fire personnel



- Source: City of Phoenix, Analysis of Cities
- Data includes calls for both Fire and Emergency Medical Services

Police Services

Police services aim to uphold the laws that allow residents of each community to feel safe and secure in their places of residence. Through problem solving, pursuit of those involved with criminal activity, and professional security services, police departments work to ensure the security and lawfulness of their communities. Specific objectives include the following:

- Enforcing the law
- Prevention of crime
- Protecting residents
- Providing emergency response
- Investigating and solving of crime

Photo courtesy of the City of Peoria, AZ

Influencing Factors:

Community Characteristics: The geographic size, diversity of the landscape, and the developed environment of a community can impact the amount and the type of areas that 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, or tourists.

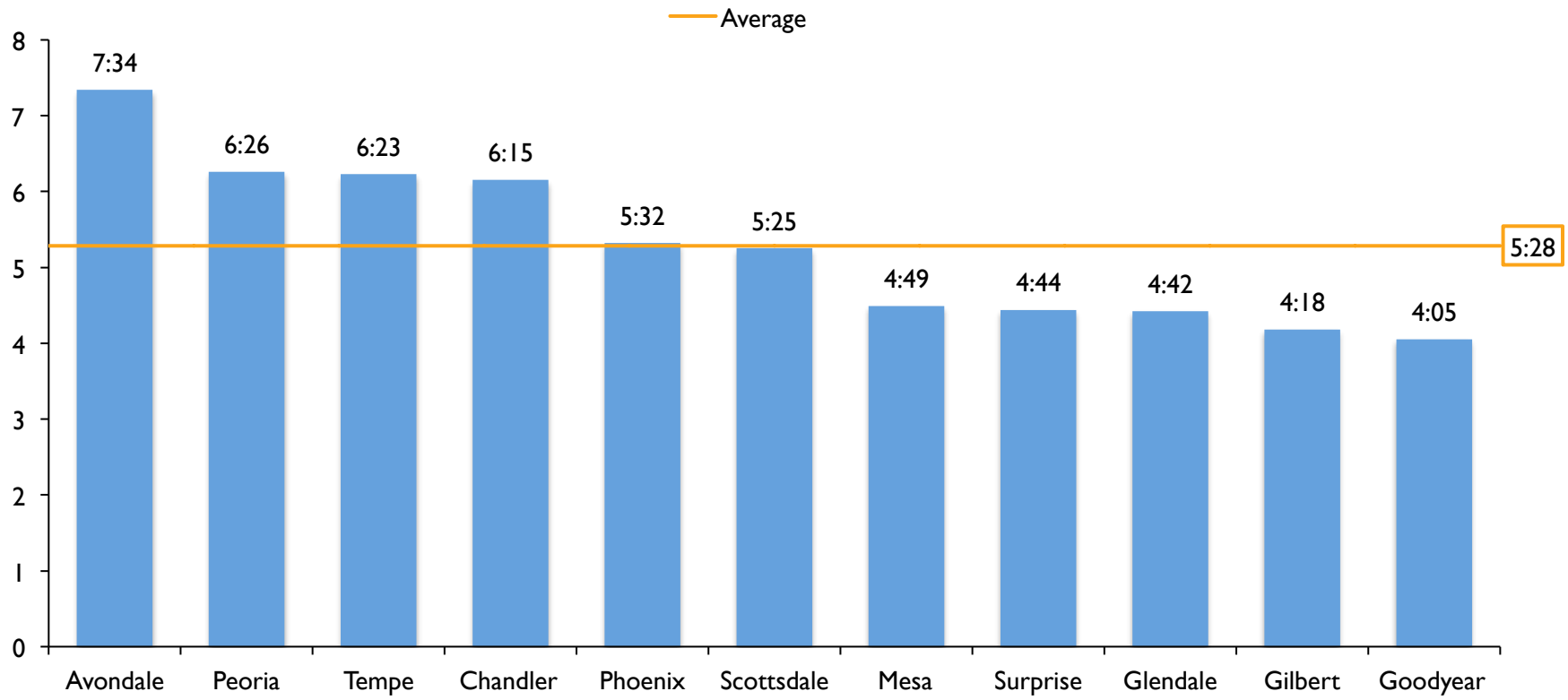
Citizen Engagement with Police: The extent to which police officers are involved in the community and residents are aware of the services provided by the department. Some police forces are supplemented by civilian staff to provide additional resources and support in the community.

Demographics: This factor considers the socioeconomic status of community residents, along with race, gender, age, and economic health 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 patrol support that can offset the cost of more traditional sworn positions.

Police Response Time

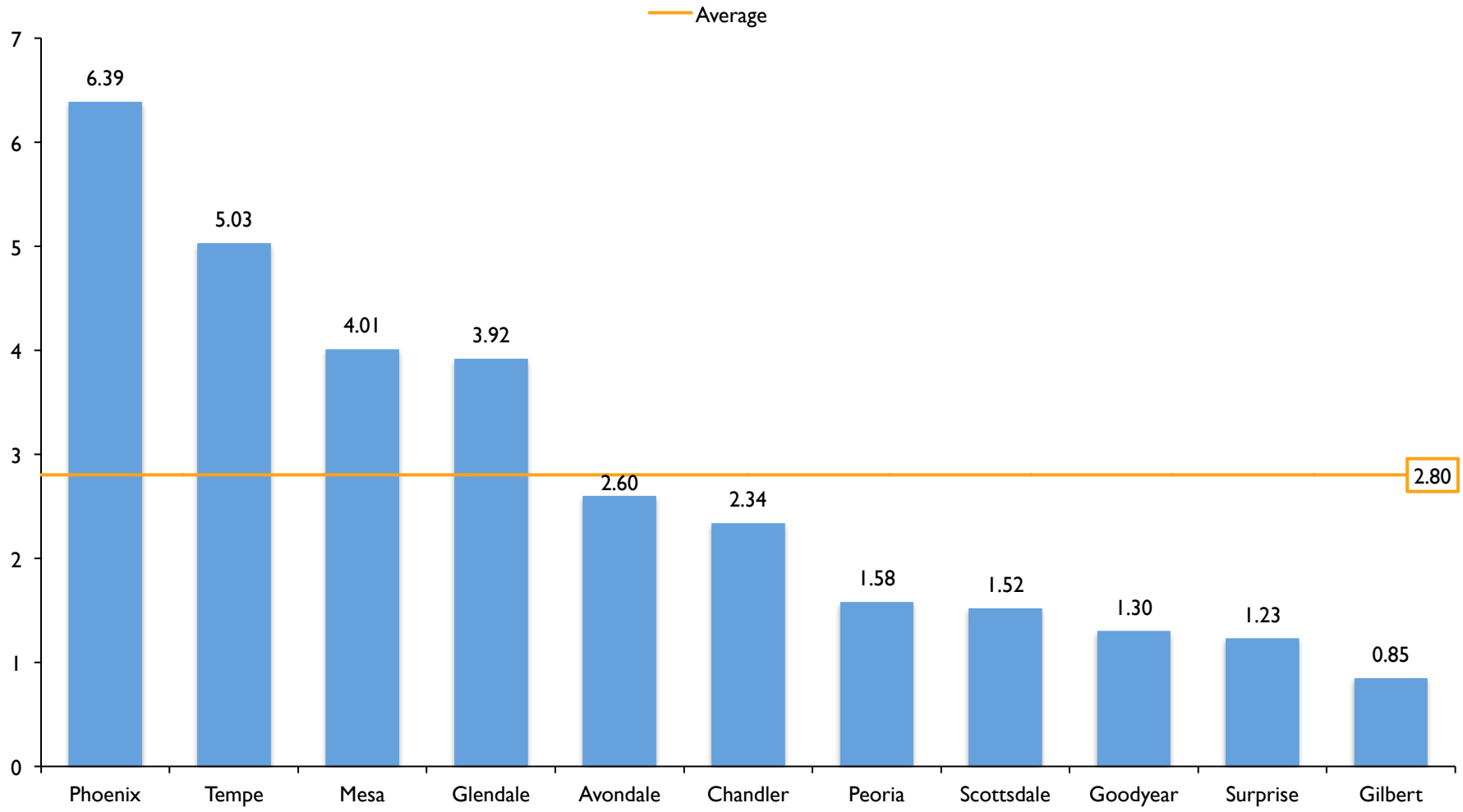
Length of time it takes for police to arrive after a resident calls 9-1-1, measured in minutes and seconds.



- Phoenix: Police Department reports the median response time, not the average response time due to known outlier calls that statistically skew the average
- Glendale: A new CAD system was implemented in November 2013, which created a data discrepancy due to a change in the method for recording "Time Received". For consistency the number here uses "Time Entered"

Violent Crime

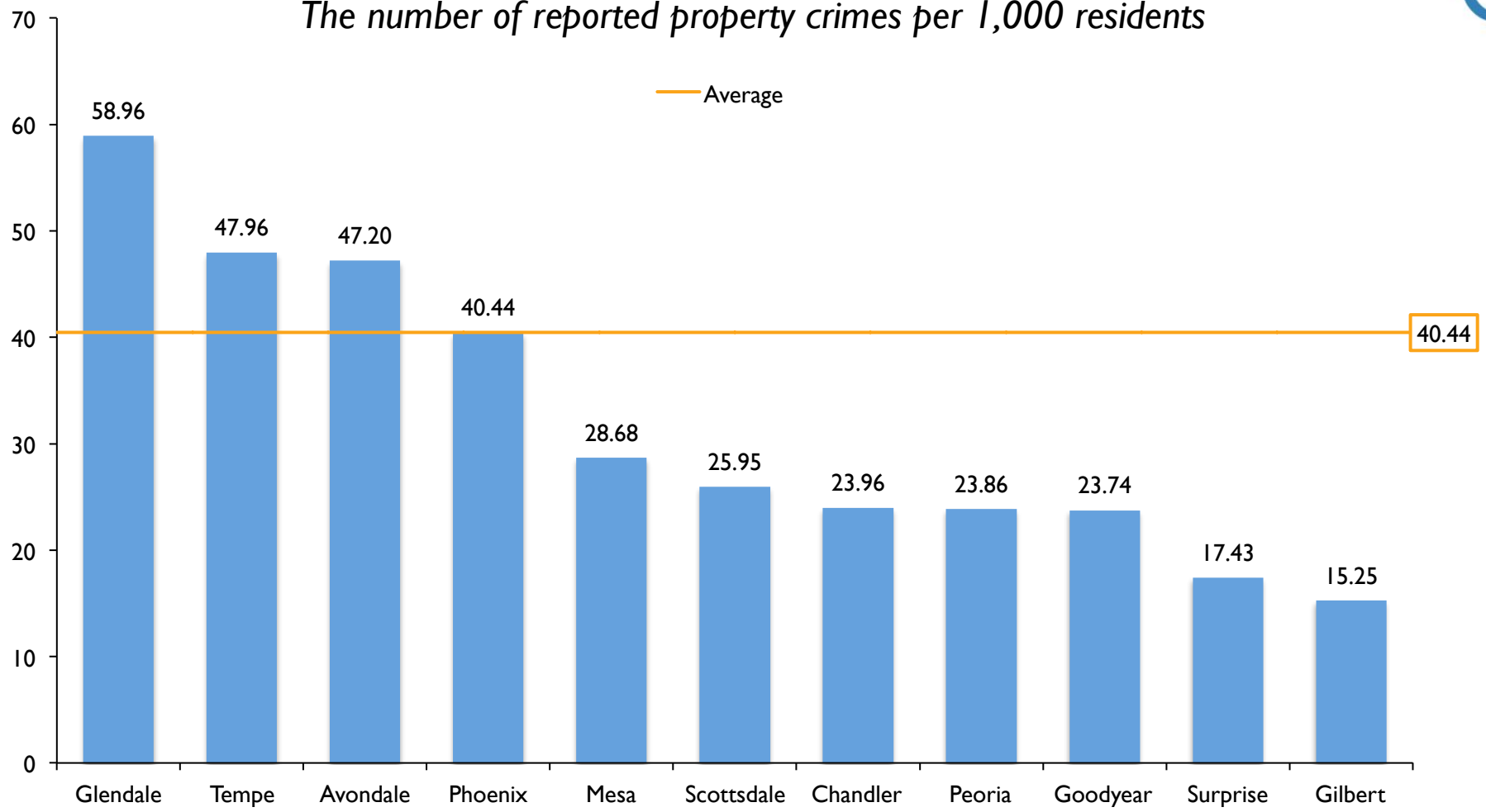
The number of reported violent crimes per 1,000 residents



- Source: Calendar year 2013 UCR crime data http://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2013/crime-in-the-u.s.-2013/tables/table-8/table-8-state-cuts/table_8_offenses_known_to_law_enforcement_arizona_by_city_2013.xls

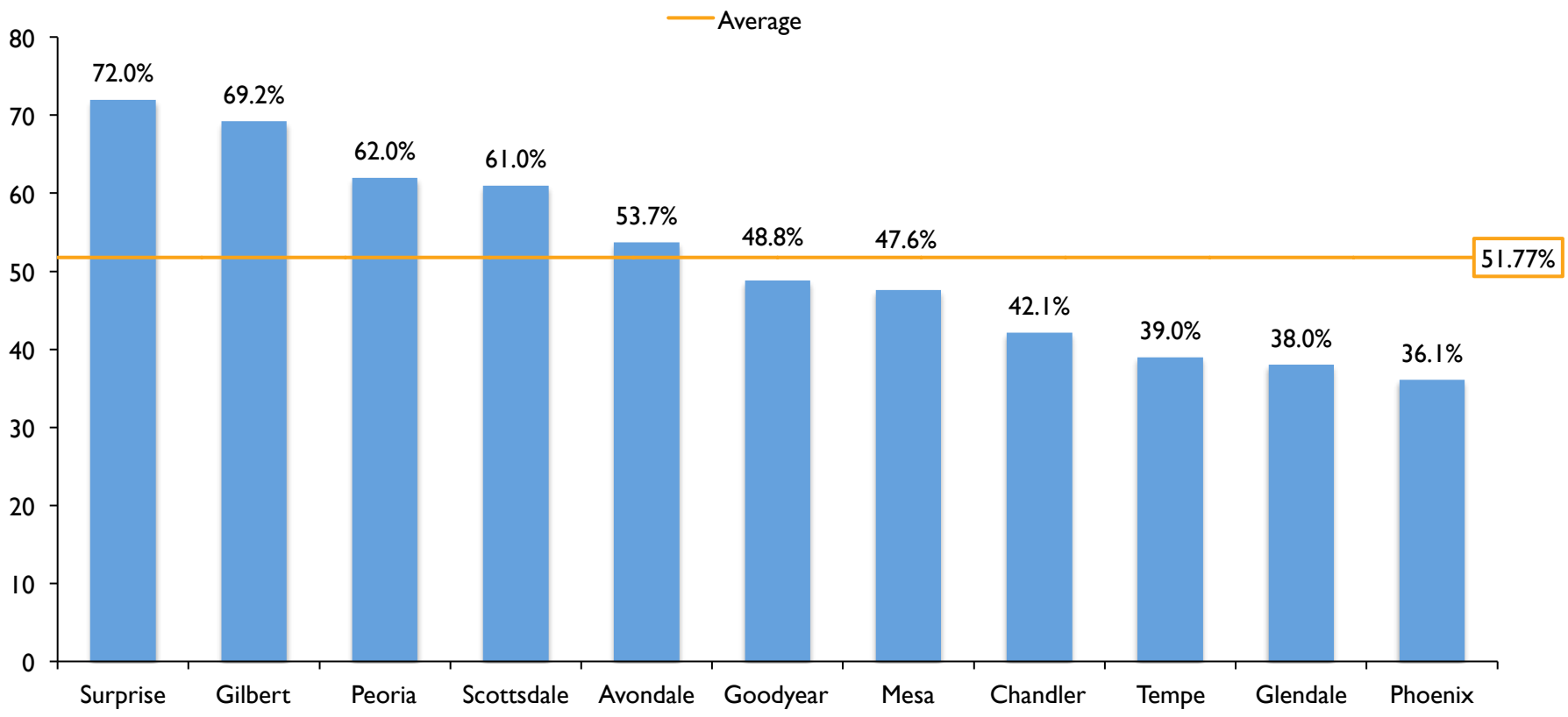
Property Crime

The number of reported property crimes per 1,000 residents



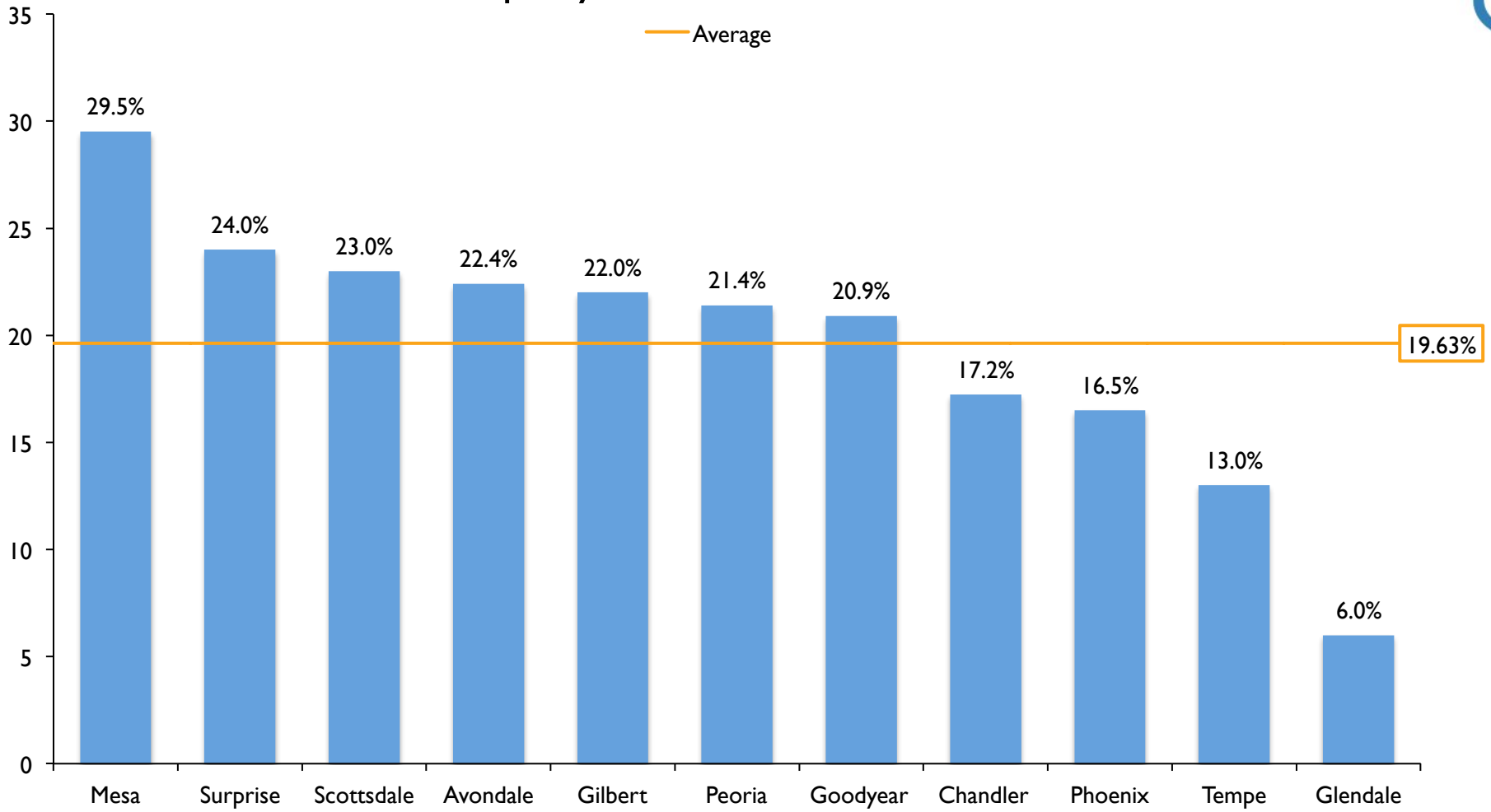
- Source: July 1, 2013 Population estimates from Arizona Office of Employment and Population Statistics and Maricopa Association of Governments (Approved by the Maricopa Association of Governments Regional Council, December 2013) and Calendar year 2013 UCR crime data http://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2013/crime-in-the-u.s.-2013/tables/table-8/table-8-state-cuts/table_8_offenses_known_to_law_enforcement_arizona_by_city_2013.xls

Violent Crime Clearance Rates



- Glendale: Clearance Rates include cases "Cleared by Arrest" or "Submitted to Prosecutor" and cases "Cleared Exceptional"
- Tempe: Tracks "Adult" and "Juvenile" clearance rates, reporting aggregate rate
- A clearance rate is calculated by dividing the number of crimes that are "cleared" via a charge being assessed by the total number of crimes recorded in a given year. Considering the special complexity of some 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 (2012).

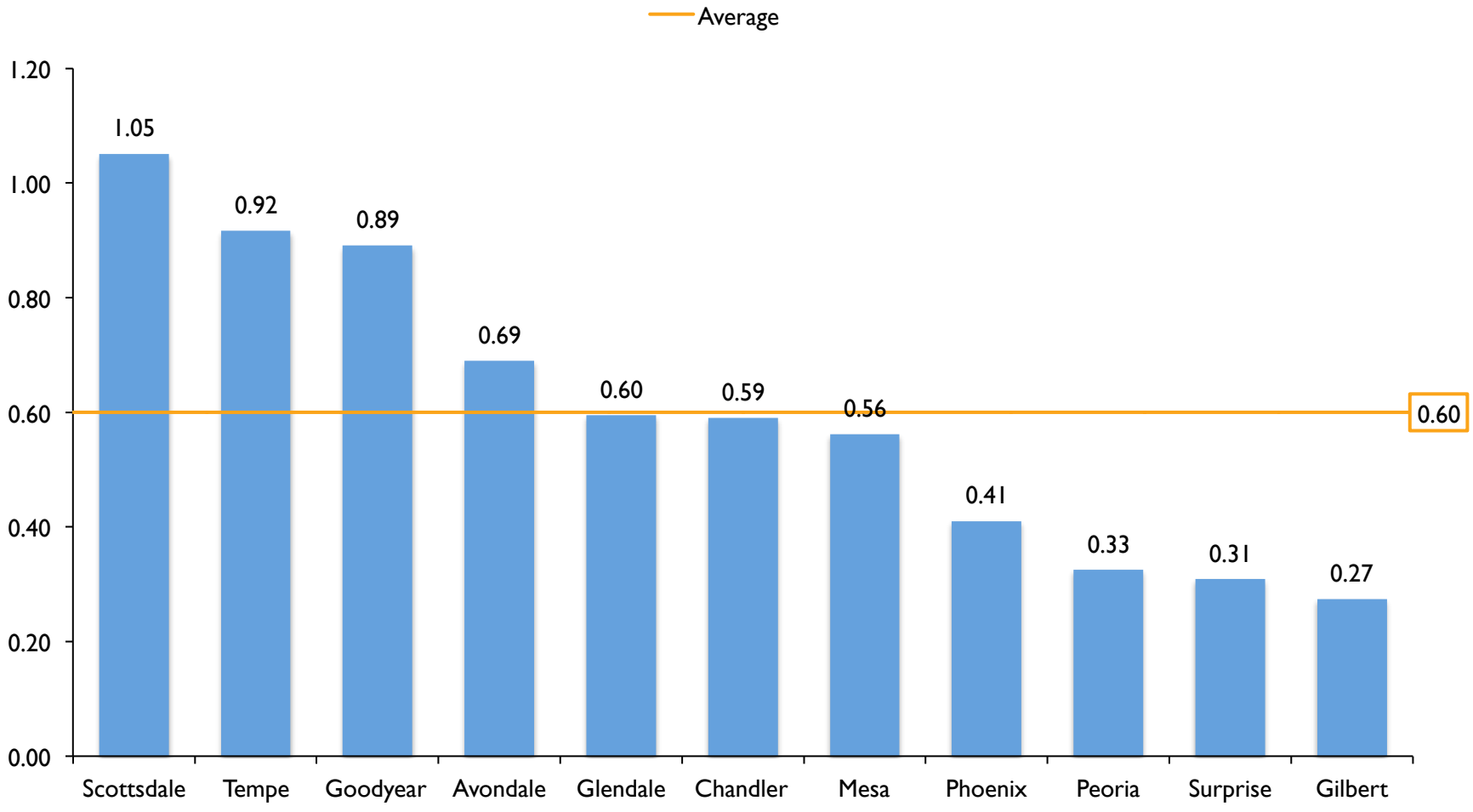
Property Crime Clearance Rates



- Glendale: Clearance Rates include cases "Cleared by Arrest" or "Submitted to Prosecutor" and cases "Cleared Exceptional"
- Tempe: Tracks "Adult" and "Juvenile" clearance rates, reporting aggregate rate. Arson data is unavailable and not included in property crime totals.
- A clearance rate is calculated by dividing the number of crimes that are "cleared" via a charge being assessed by the total number of crimes recorded in a given year. Considering the special complexity of some cases, some charges will be included outside of the year when the crime occurred.

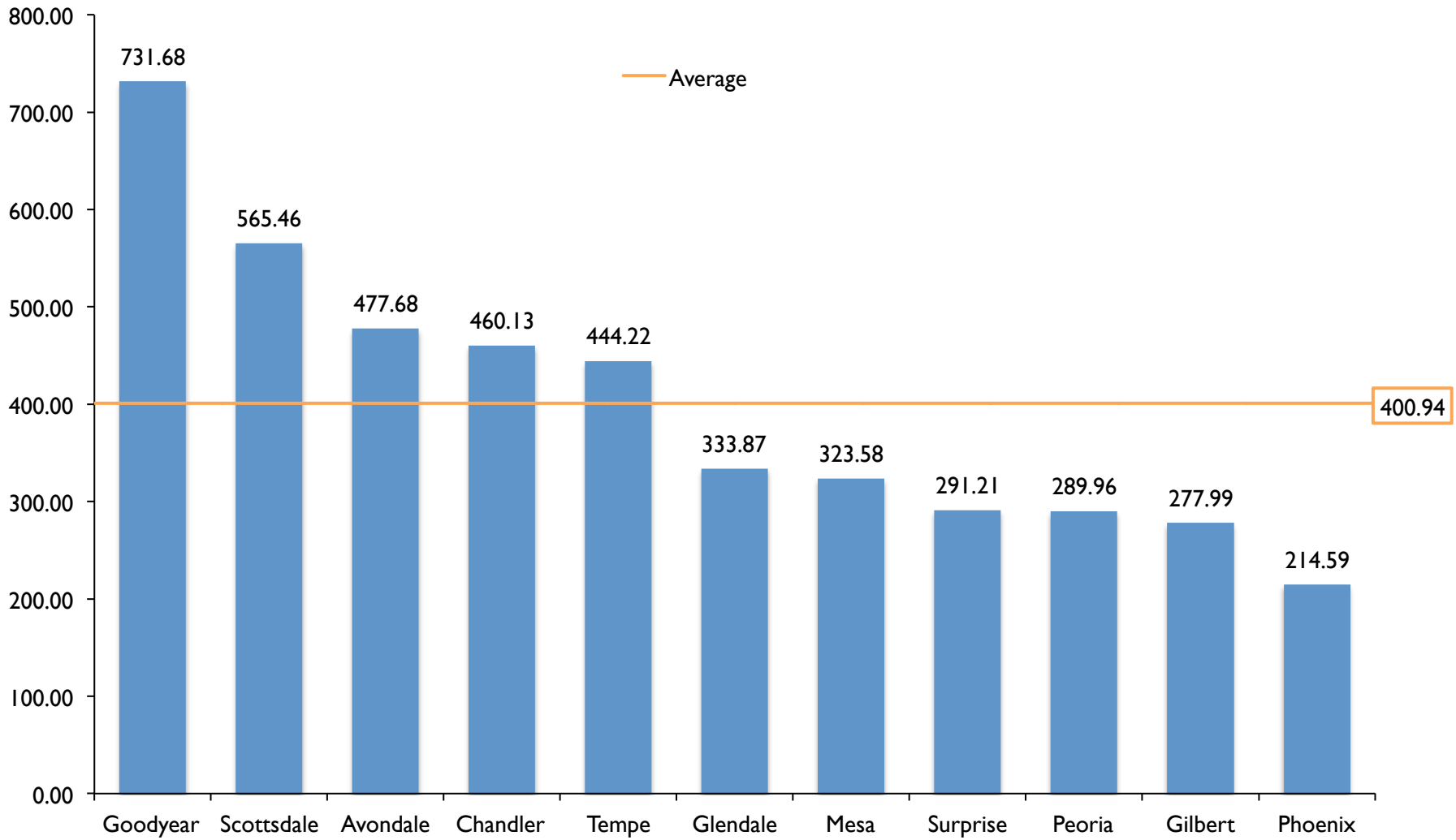
Number of Police Calls Per Resident

Number of calls made to dispatch in a community per resident



- Source: City of Phoenix, Analysis of Cities, Maricopa Association of Governments

Annual Calls for Service per Sworn Police Officer



- Source: City of Phoenix, Analysis of Cities
- Dispatched calls for service includes officer generated calls along with calls from citizens.

Libraries

Libraries provide access to information from around the globe to those who may not have access. Libraries promote a love of learning and encourage literacy among citizens of the community. They also offer hard copy and electronic resources that help meet the demands of the modern age.

Photo courtesy of the City of Tempe, AZ

Influencing Factors:

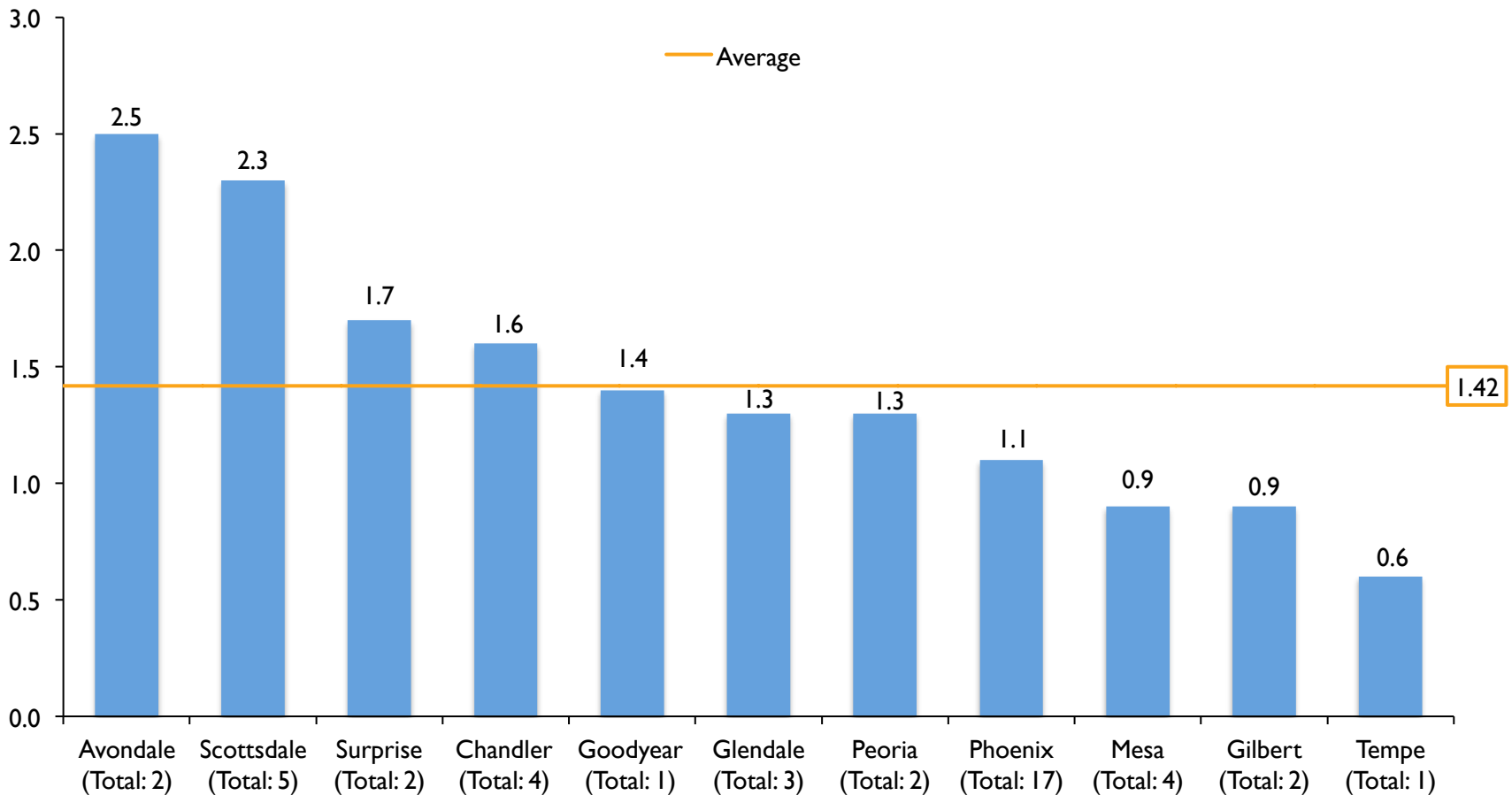
Customer Demand: Hours that branches and central libraries are open to the public.

County Policy for Library Reciprocal Borrowers Program: Exchange among library branches and between cities allows for greater access to materials that citizens request. This also helps with costs of obtaining new materials. Residents of Maricopa County may obtain a library card from any county or municipal library through intergovernmental agreements.

Population/Library Patrons: Local population and number of people using library materials and facilities drive the demand for libraries available and average hours that libraries are open.

Libraries Available per 100,000 Residents

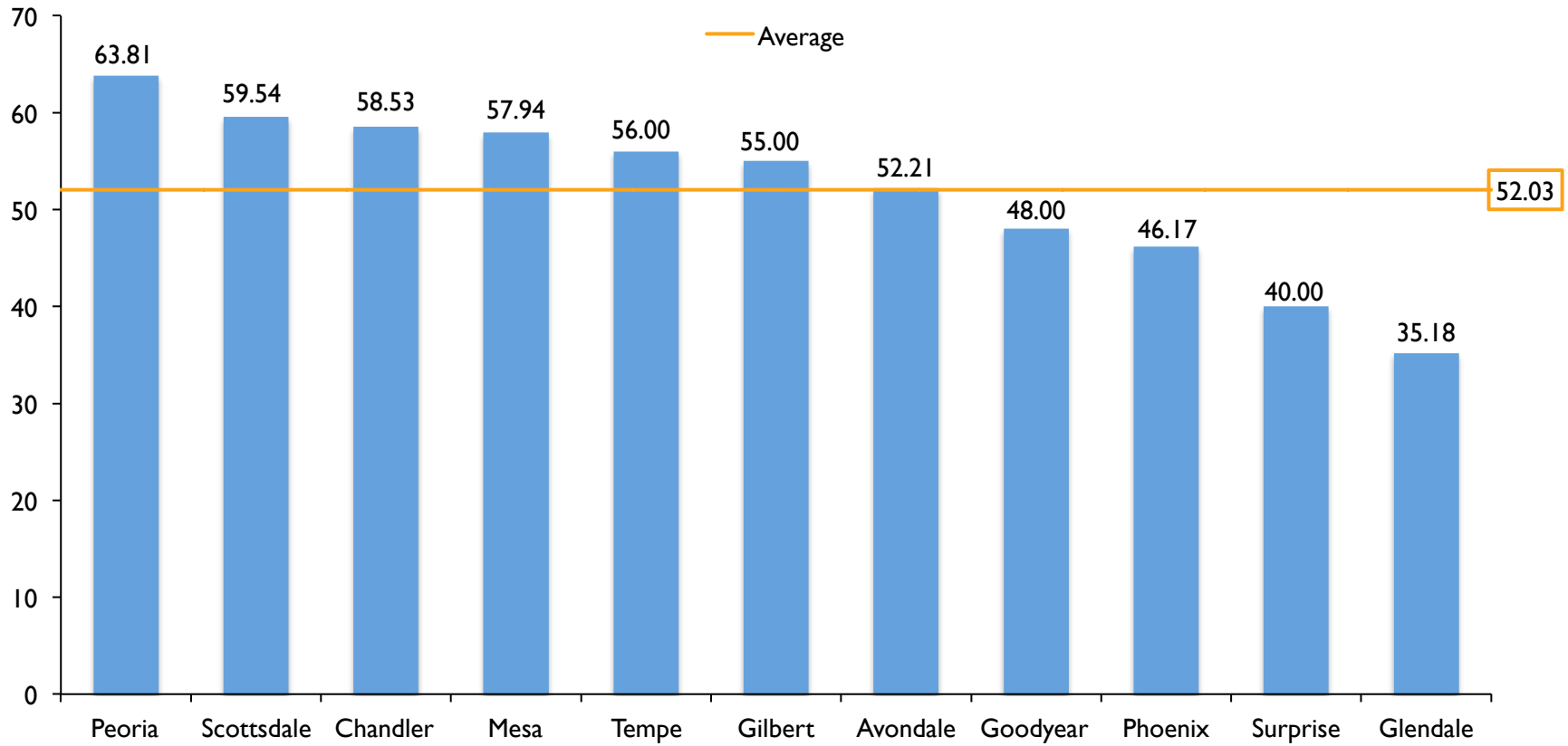
Libraries available for public use and total libraries displayed below city's name



- Surprise, Gilbert, Goodyear: Operated by Maricopa County Regional Library District
- Goodyear and Avondale: Have less than 100,000 residents: figures adjusted accordingly. Numbers calculated by taking total population in the city, dividing by 100,000, and dividing total libraries available by that number.

Average Hours Libraries are Open per Week

Average weekly hours that city libraries are open for operation



- Gilbert, Goodyear, and Surprise: Based on the average hours open of city libraries operated by Maricopa County Library District
- Source: Arizona Public Library Statistics, 2013/14, Arizona State Library, Archives and Public Records. It is a calculation of the total number of public service hours (which does not include holidays or other days the library is closed), divided by the number of branches, and divided by 52.

Parks and Recreation

Parks and recreation services promote active and healthy lifestyles in the community. It encourages individuals and families to spend time participating recreationally outdoors on trails, in parks, at recreation and community centers, and at swimming pools. It promotes a better quality of life, a sense of community, and enhances the overall well being of the city and its residents.

Photo courtesy of the City of Mesa, AZ

Influencing Factors:

Services Offered by Private Sector: At times, recreation programs, parks, trails, and pools are offered by private organizations, such as homeowner associations. If strong programs and amenities already exist, that influences the extent to which cities consider offering similar programs and amenities.

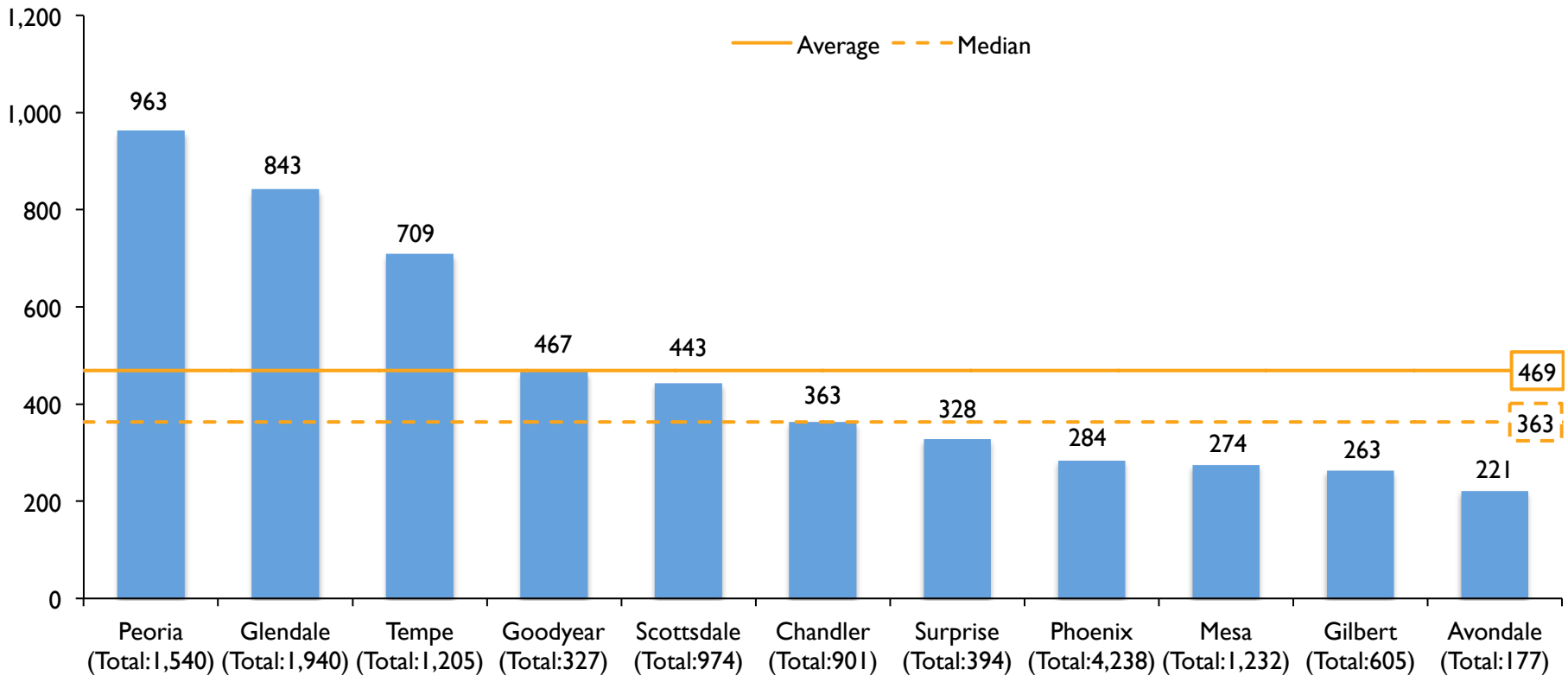
Customer Feedback: Feedback from the community is vital to understanding what services are desired and what the community holds most valuable in parks and recreation services.

Social Demographics: The socioeconoimc 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. This increases the demand for public pools and recreation centers for both youth and seniors.

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

Park Acreage for Public Use Per 100,000 Residents

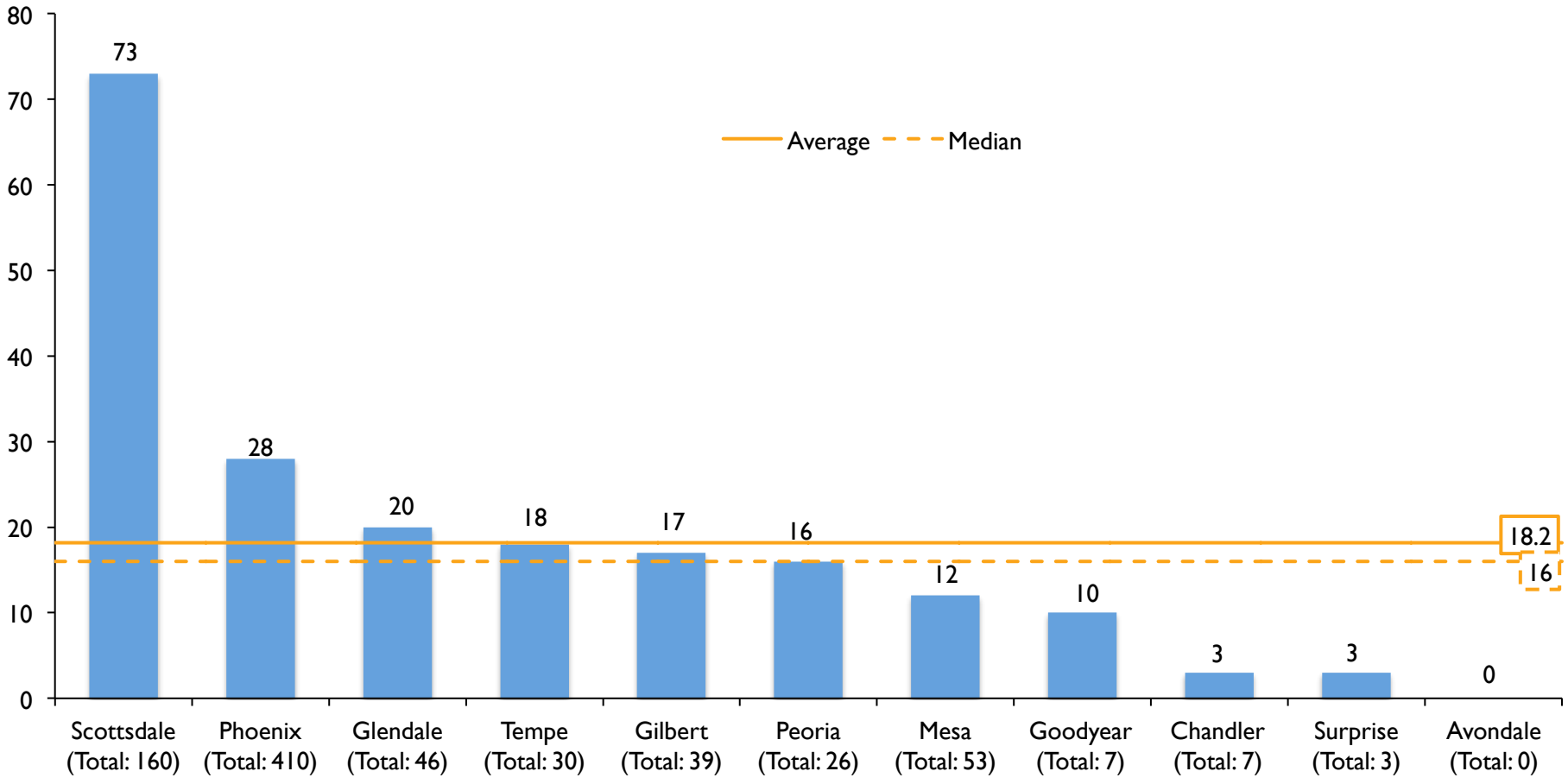
Any land that is as developed as the jurisdiction intends it to be, has been improved, is maintained, and is open to the public. Also includes agency-owned land that is categorized as a body of water, whether or not it is currently or seasonally dry, as well as golf course acreage.



- Glendale: Includes Thunderbird Conservation Park
- Scottsdale: Does not include 30,000 acres at Scottsdale McDowell Sonoran Preserve
- Goodyear, Peoria, Mesa, Scottsdale, and Tempe: Includes spring training facilities
- Phoenix: does not include mountain parks and preserves; Includes Phoenix Municipal Stadium and Maryvale Baseball Park
- Peoria: Includes mountainous open space with defined and maintained trail systems.
- Goodyear and Avondale: Have less than 100,000 residents: figures adjusted accordingly. Numbers calculated by taking total population of the city, dividing by 100,000, and dividing total park acreage by that number.

Miles of Trails Per 100,000 Residents

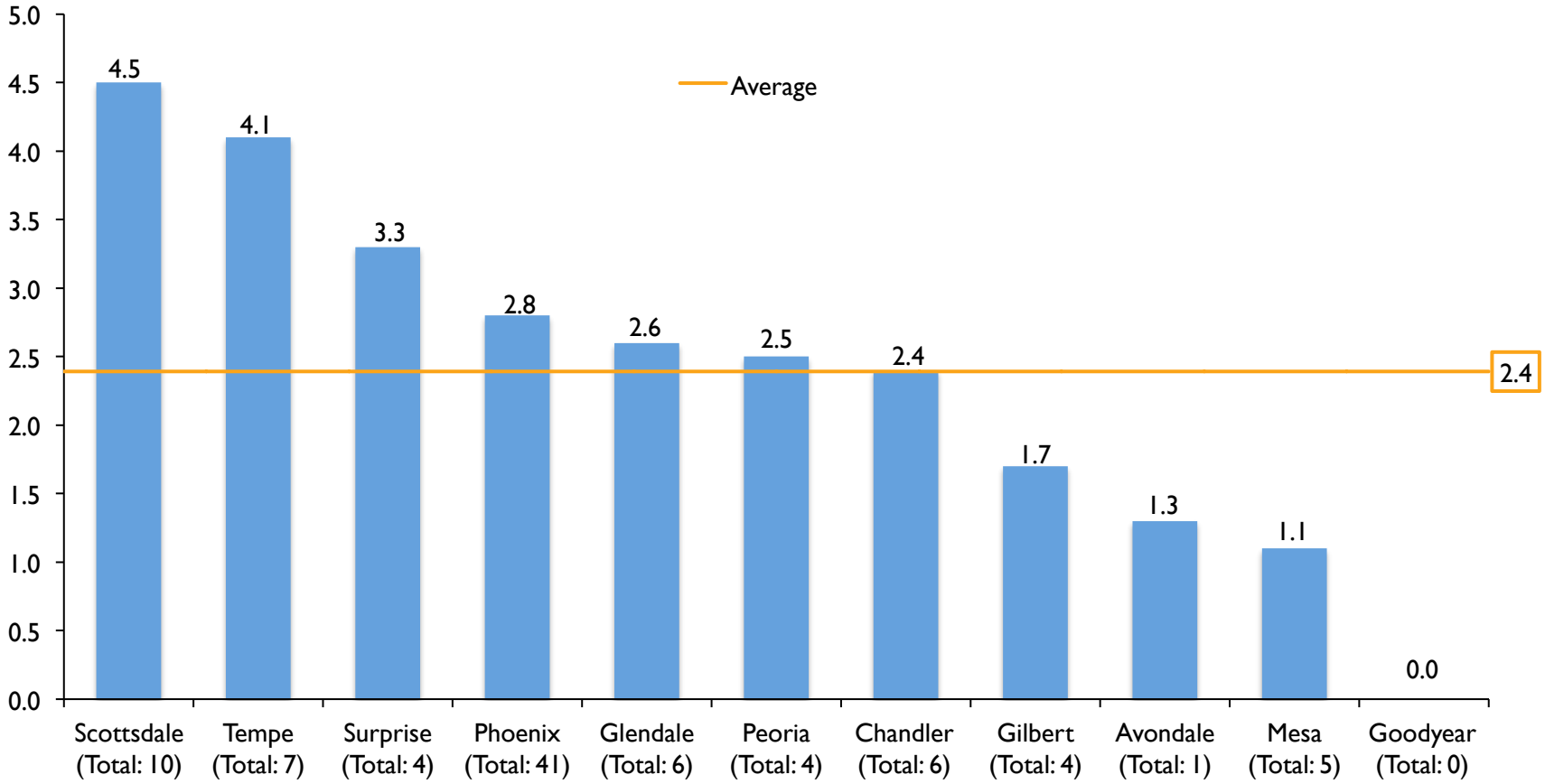
Aggregate number of miles of bike, walking, or hiking trails, (includes only those separated from the roadway). Includes miles of trails in preserves.



- Chandler: Includes Paseo Trail only
- Gilbert: Does not include paths inside of active parks
- Goodyear and Avondale: Have less than 100,000 residents: figures adjusted accordingly. Numbers calculated by taking total population of the city, dividing by 100,000, and dividing miles of trails by that number.

Recreation or Community Centers Per 100,000 Residents

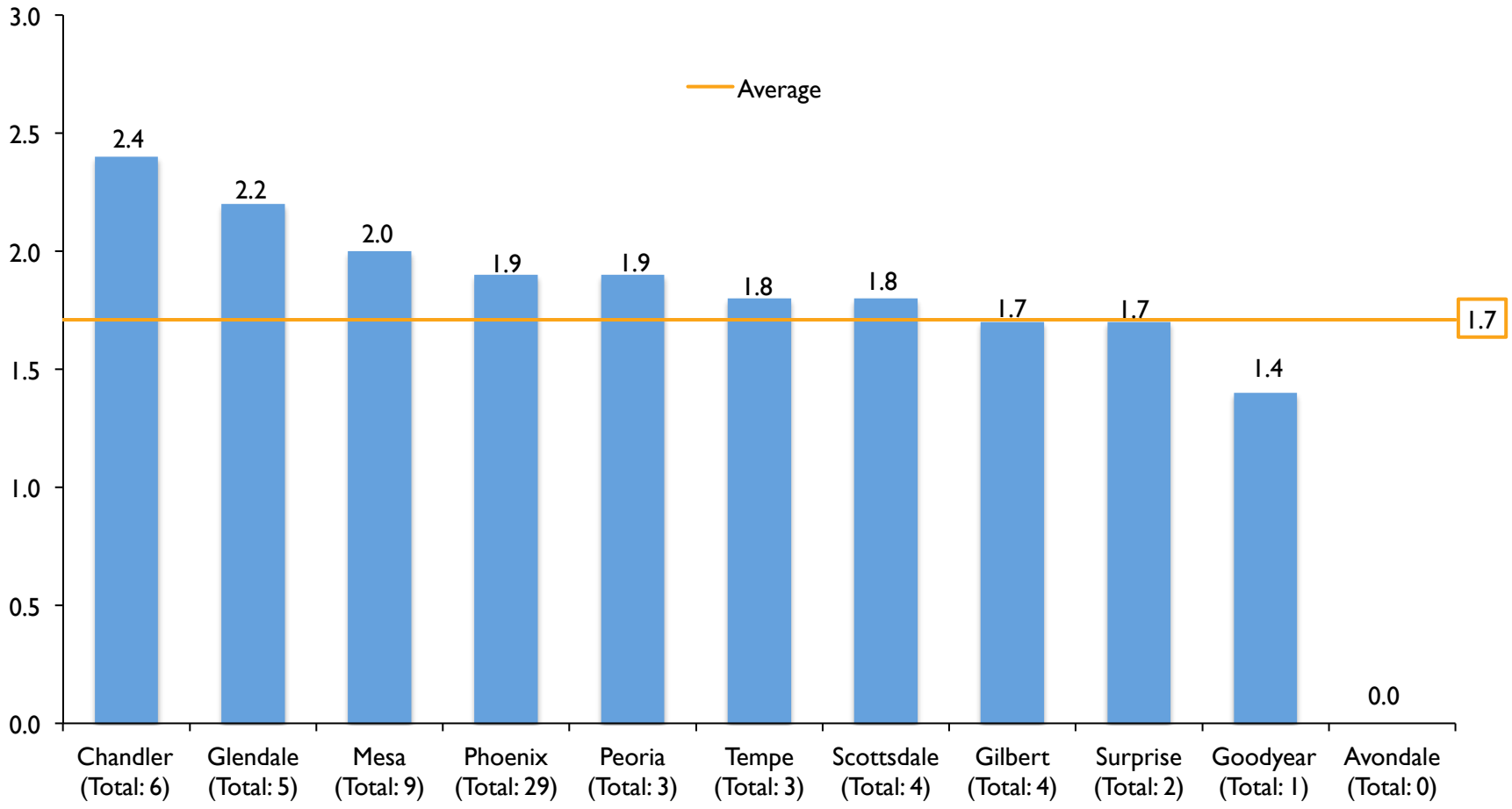
Includes senior centers, community centers, gymnasiums, and other similar recreational centers. Excludes standalone swimming pools, outdoor/park restrooms, and specialized facilities, such as water parks, zoos, and skate parks.



- Gilbert: Includes rooms programmed for recreation at main library. 3 main centers are included.
- Mesa: Includes 2 owned by the city but operated by other organizations
- Goodyear and Avondale: Have less than 100,000 residents: figures adjusted accordingly. Numbers calculated by taking total population of the city, dividing by 100,000, and dividing recreation or community centers by that number.

Swimming Pools per 100,000 Residents

Number of indoor and outdoor public swimming pools



- Avondale: Does not have any swimming pools
- Goodyear and Avondale: Have less than 100,000 residents: figures adjusted accordingly. Numbers calculated by taking total population of the city, dividing by 100,000, and dividing total swimming pools by that number.

Street and Transportation Services

Transportation systems provide safe, efficient, and timely movement of people and goods across cities. Transportation infrastructure includes roads, highways, bridges, sidewalks, and bicycle facilities. The specific objective of street and transportation services include the following:

- Efficient road repair services.
- Safe transportation infrastructure for pedestrians, bicyclists, and drivers.

Photo courtesy of the City of Goodyear, AZ

Influencing Factors:

Economic Condition: Fluctuations in the cost of asphalt, concrete, fuel, and contract services affect the amount of maintenance and the funding made available by state shared sources.

Maintenance Standards: Different standards have an impact on costs and affect municipal backlog of roads rated in poor condition.

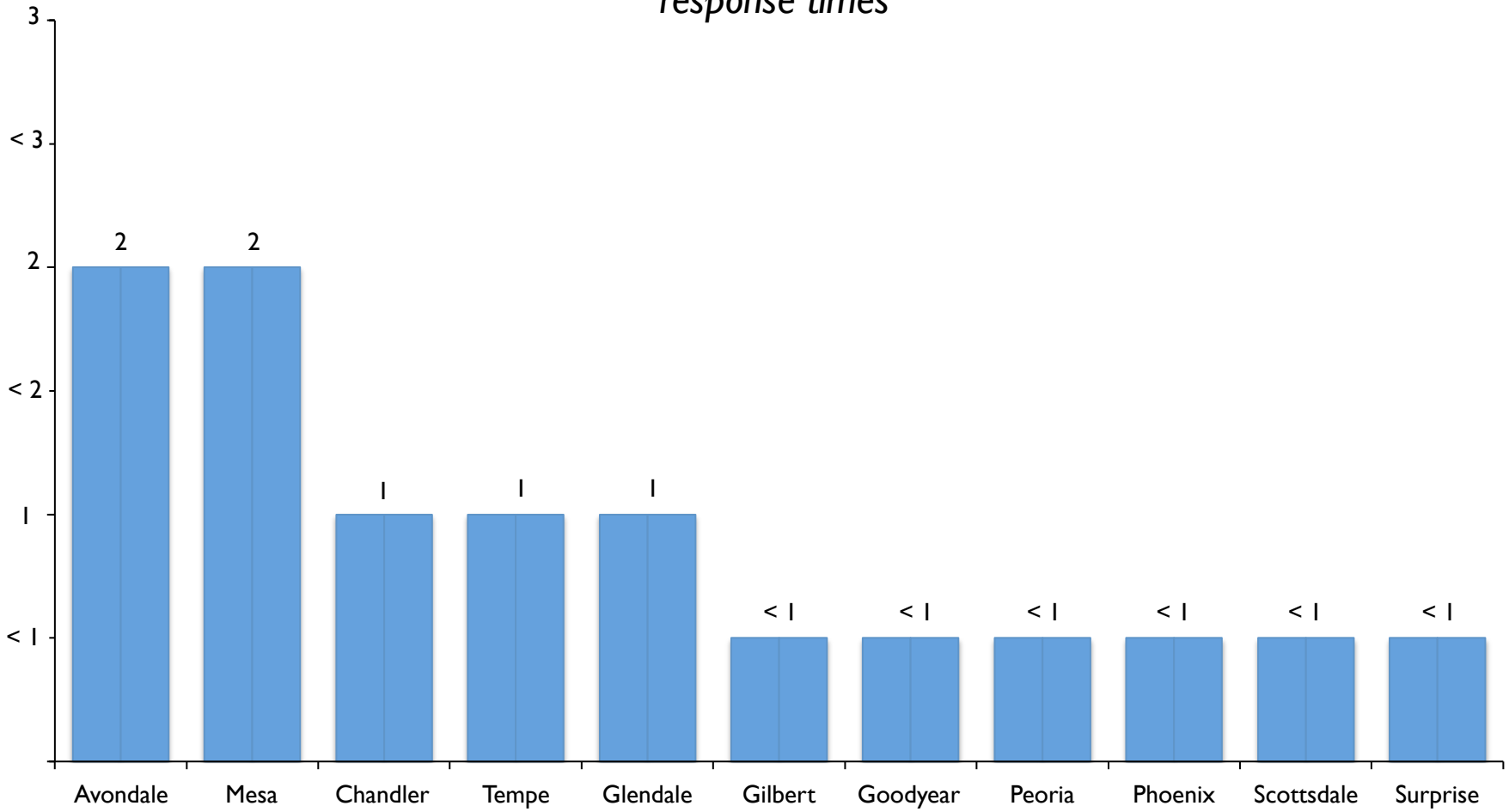
Traffic Volumes: High traffic volumes can accelerate the rate of deterioration for roads, resulting in increased frequency and costs of road maintenance. Traffic congestion and signalization can also lead to higher costs.

Topography: Physical land features affect the design and cost of roads, highways, bridges, sidewalks, and bicycle facilities and their maintenance.

System Composition: The number of arterial, collector, neighborhood roads, bridges, and at grade wash crossings can affect maintenance costs.

Days to Repair a Pothole Once Reported

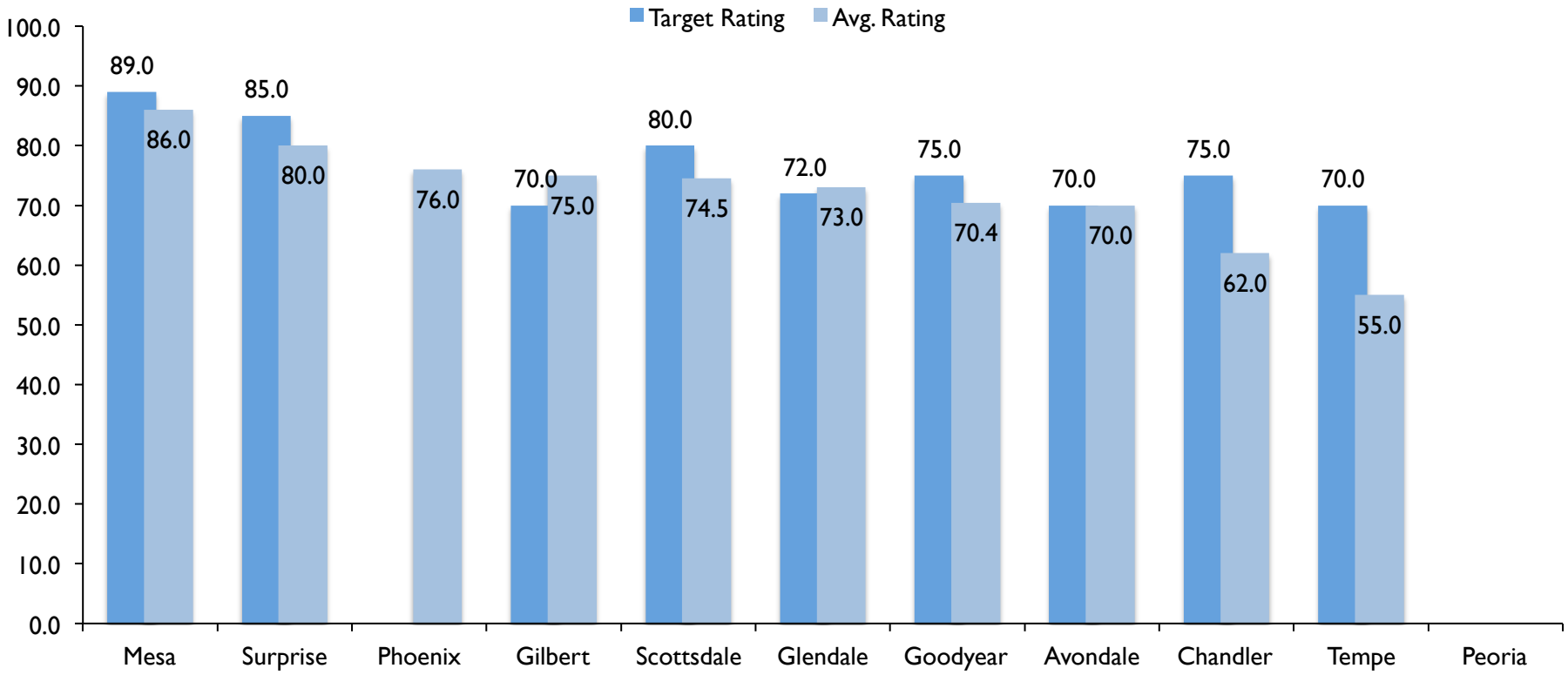
The response times reported above are policy response times, not actual response times



- Avondale reported average reponse time is 1-2 business days
- The response time reported do not distinguish between temporary patch and permanent repair

Average Pavement Condition Index (PCI) Rating

for Arterial Street System



PCI Rating is 1-100. Pavements with a PCI greater than 65 are considered 'good' to 'excellent'. Those below 65 are 'fair' to 'very poor'.

Target PCI rating

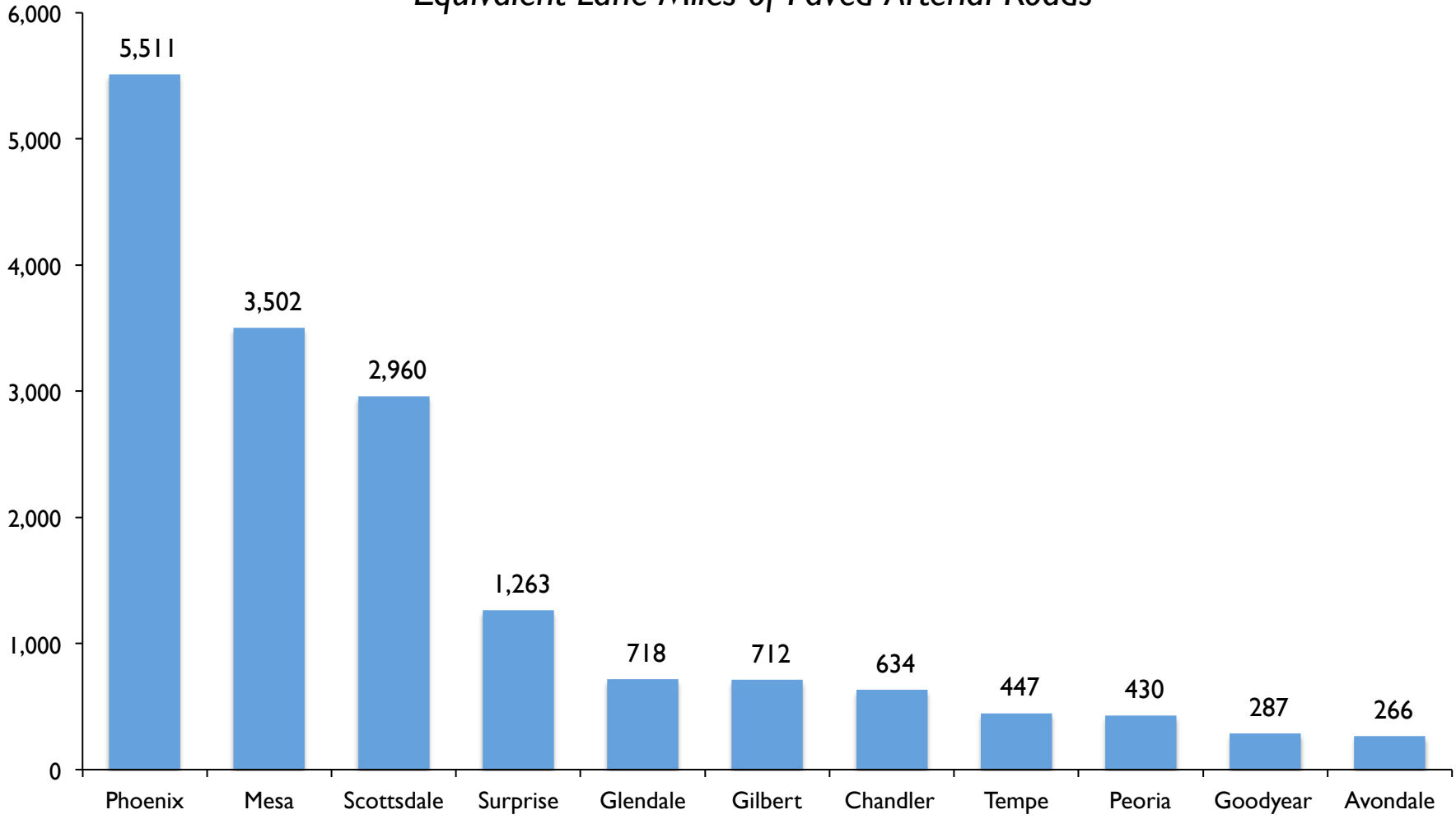
- Goodyear: Target PCI rating is 75 with 90% above 70
- Peoria: This will be a goal when the new software is available to sort and report the data
- Phoenix: Does not have target rating

Average PCI rating

- Peoria: No pavement management software capable of accurately reporting an average
- Scottsdale: Citywide rating, not tracked for arterial streets alone

Miles of Paved Arterial Roadways

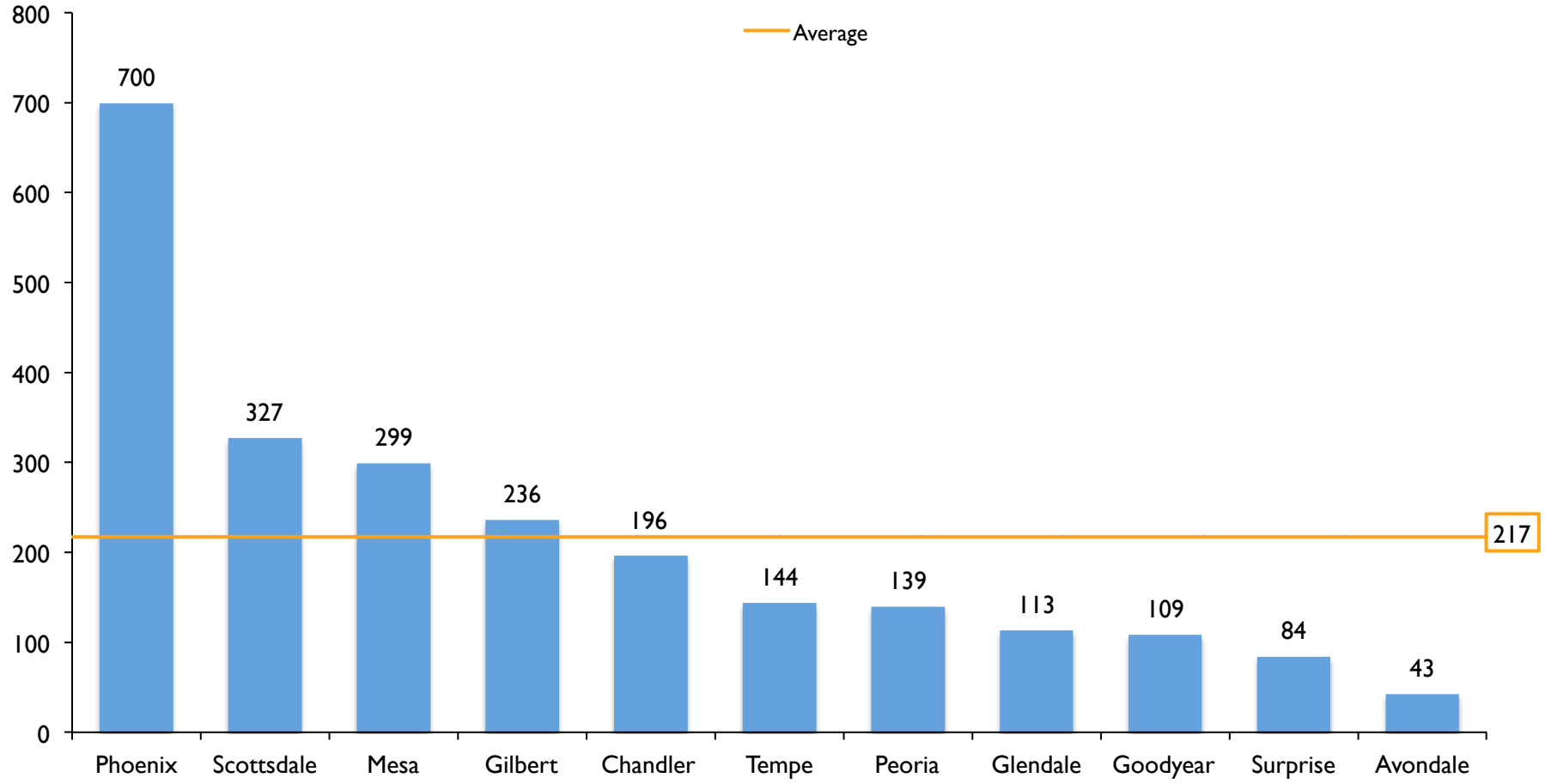
Equivalent Lane Miles of Paved Arterial Roads



- Equivalent Lane Miles are equal to centerline (barrel) miles multiplied by paved surface width, divided by 12 feet

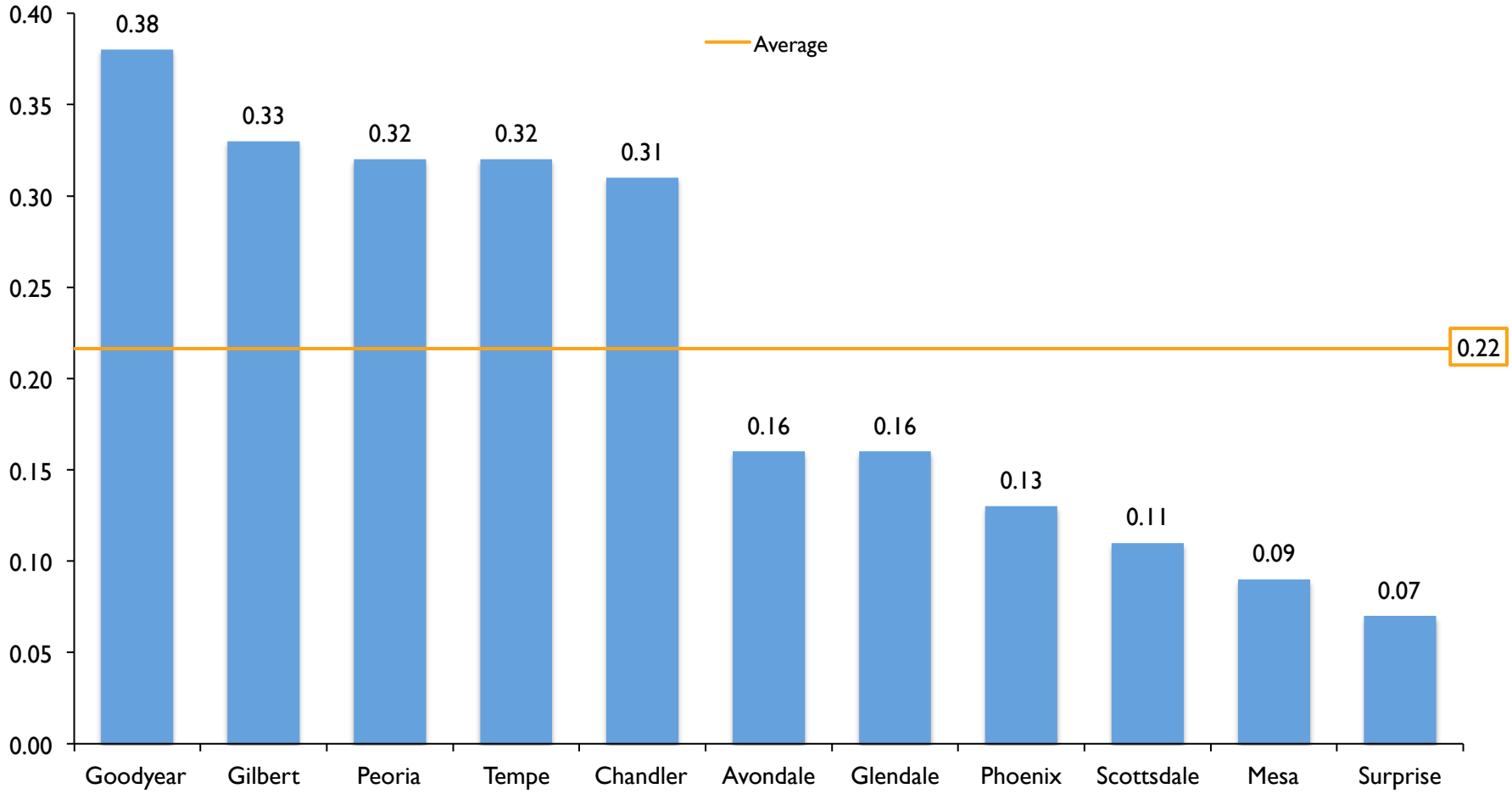
Miles of Bicycle Routes

On Streets Only



- Equivalent Lane Miles are equal to centerline (barrel) miles multiplied by paved surface width, divided by 12 feet
- Bicycles routes include bike lanes, bike paths, bike routes and paved shoulders. However, cyclists can legally ride on all roadways in the region, as well as on sidewalks in most locations. Source: Maricopa Association of Government, Bicyclist, August, 2013, p.10

Mile of Bicycle Routes Per Mile of Arterial Paved Roadways



- Equivalent Lane Miles are equal to centerline (barrel) miles multiplied by paved surface width, divided by 12 feet
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Water, Sewer, and Trash Services

Water services include the sourcing, treatment, and distribution of water from a supply source to drinking water.

Sewer, or Wastewater services, includes the efficient and effective collection, treatment, and disposal of wastewater.

Trash services include the safe collection and sorting of trash from customers to landfills and recycling centers.

Photo courtesy of the City of Surprise, AZ

Influencing Factors:

Drinking Water Source: The water source (ground water or surface water, i.e. Salt River Project or Central Arizona Project) affects the treatment costs. The number of independent water supply and distribution systems operated also affect costs.

Service Area: The size of the geographic area service, the elevation gain, and the number and density of customers affects costs.

Age of Infrastructure: The age of distribution, collection, and treatment systems and the frequency of maintenance activities affects costs.

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

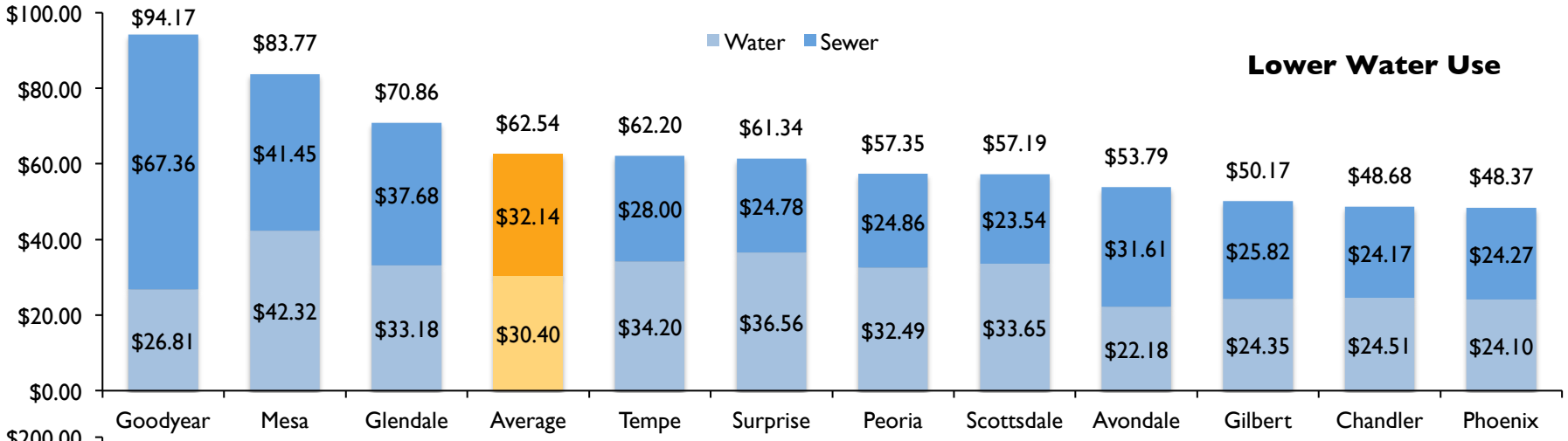
Facilities: The size and technology as well as the ownership (joint/shared or local) impact the cost of water, landfills, and recycling centers provided to customers.

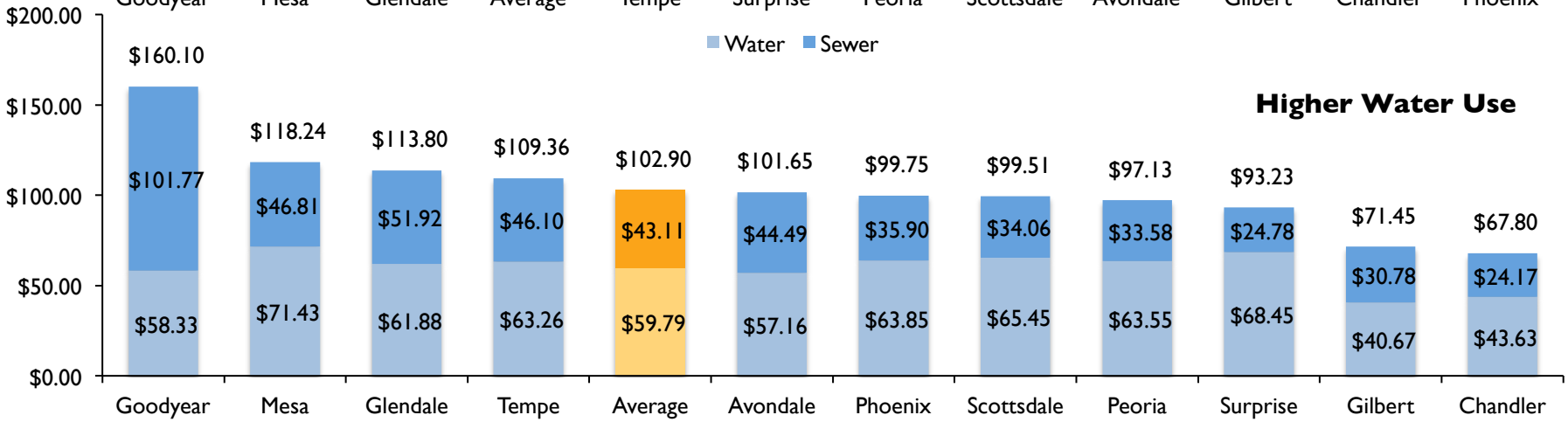
Land Use and Population Density: Size and type of residential, agricultural, and commercial properties influences water consumption and tonnage collected.

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 type of services included in collection fees vary by community and affect tonnage; e.g. uncontained and bulk trash collection.

Typical Monthly Bill for Water and Sewer





Lower Water Use

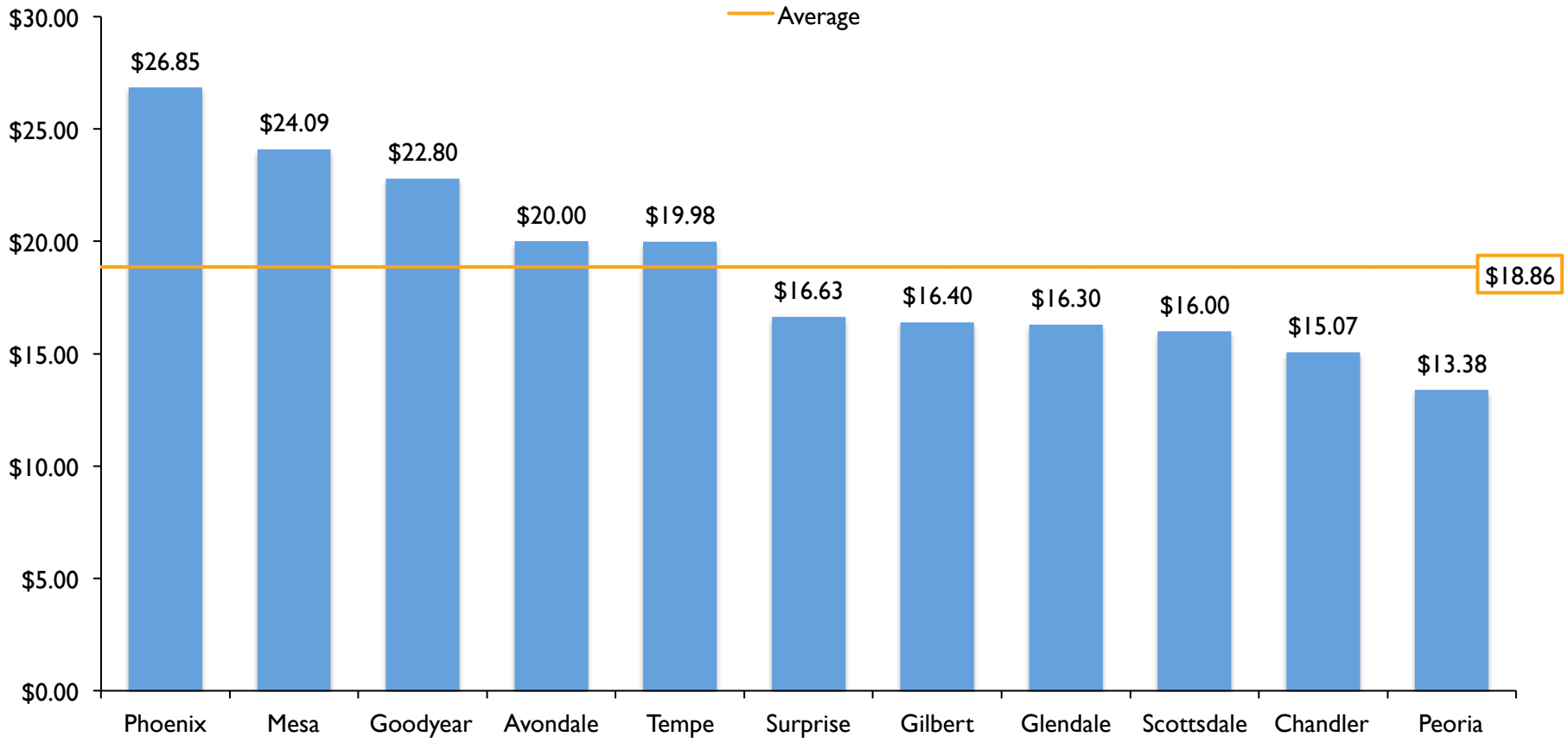
- Assumes Single-Family Residential Water Use 9,000 gallons on 3/4" Meter; Sewer Use 8,000 gallons
- Chandler's seasonal rates have been averaged
- Taxes are not included in computations
- Rates are for municipal water providers only

Higher Water Use

- Assumes Single-Family Residential Water Use 17,000 gallons on 1" Meter; Sewer Use 12,000 gallons
- Chandler's seasonal rates have been averaged
- Taxes are not included in computations
- Rates are for municipal water providers only

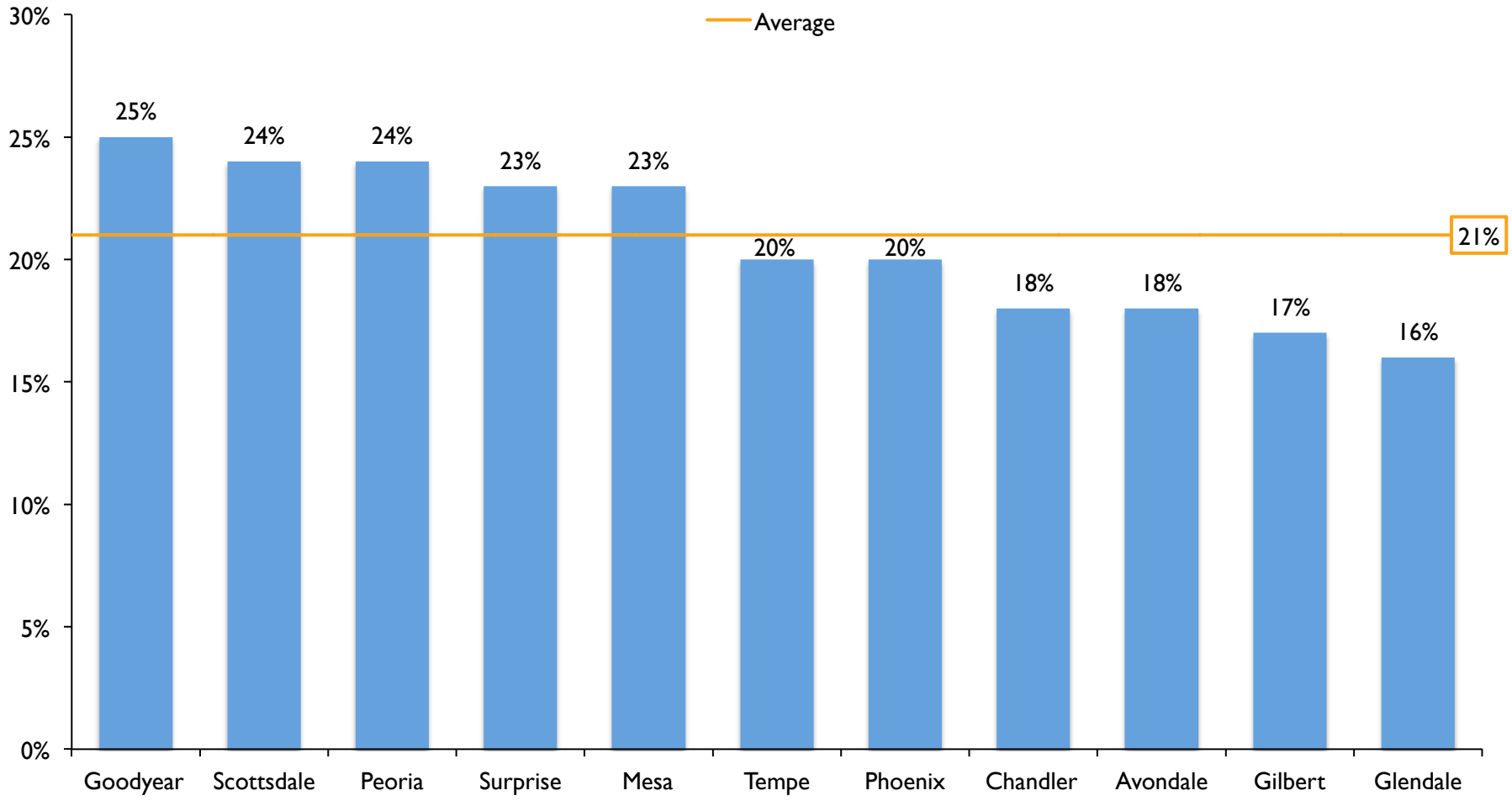
Typical Monthly Bill for Trash and Recycling

For a Single-Family Residential Customer



- Mesa: Average of 60 gallon and 90 gallon barrels
- Peoria: 2014 rates
- Scottsdale: $15.96 fee for services provided by Scottsdale and $.04 is a state mandated fee

Percent of Residential Waste Diverted Through Recycling



- 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 total tonnage collected.

Finance and Administration Services

Every municipal government must conform and comply with various financial rules and procedures according to federal law and Governmental Accounting policies. Administration, primarily in the form of personnel management, can vary significantly from city to city in terms of staffing levels, salaries and benefits, and city-specific choices to use contracted services instead of internal staffing for certain services.

Photo courtesy of the City of Chandler, AZ

Influencing Factors:

Population: As a city's population increases, so too do the demands for service and corresponding staffing levels. Of course, cities with a larger population base 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 comparisons between cities are influenced by the fact that certain services may be performed by internal staff in some municipalities while provided by contract in other cities.

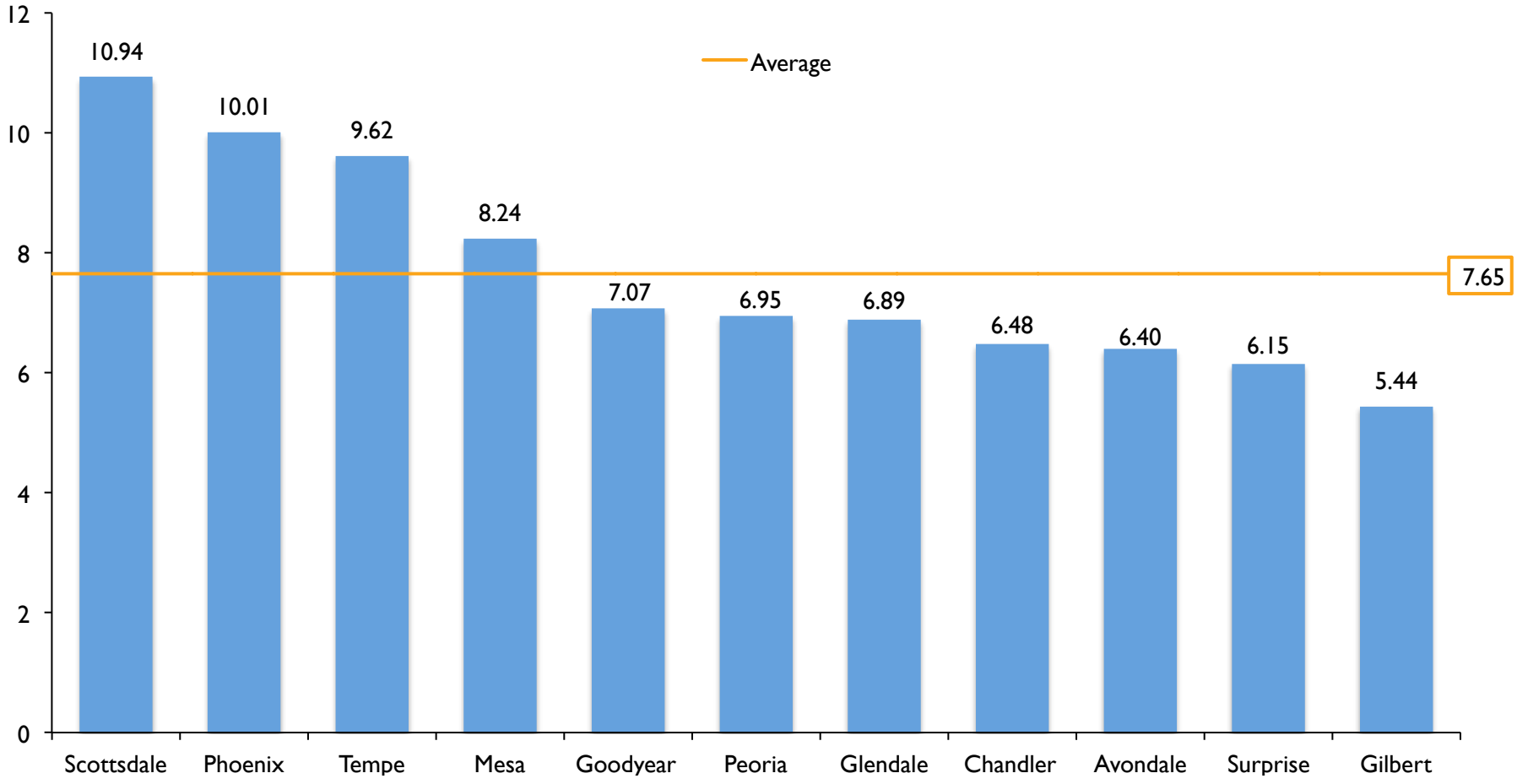
Regional Responsibilities: Some cities (primarily Phoenix) have regional responsibilities that require financial and personnel staffing. This includes the Sky Harbor Airport, water and wastewater treatment, Phoenix Convention Center, and arenas that are sometimes evident in financial or administrative results. Further, regional responsibilities can determine additional emergency response services needed.

Paying for Service Delivery: Over the course of time, cities have made decisions regarding paying for services that are different. For example, some cities use a Primary Property Tax to provide additional operating funds, while others do not.

Financial Health: this is difficult to measure, but the simplest approach is to compare bond ratings. Since rating agencies look for solid financial practices, consistent revenue streams, expenditure control, cash reserves, socioeconomic composition of the community, and value of the tax base, a high bond rating is an indicator of financial health.

Full Time Equivalent (FTE) Staffing Levels

The number of FTEs per 1,000 residents



- Tempe: Excludes temporary wage employees
- The City of Phoenix provides services to other cities in the county. The total FTE used above represents services being provided to more than just Phoenix residents. Adjusting for Sky Harbor Airport, water and wastewater production, and fire services dispatch, the adjusted total 2013-14 FTE count for Phoenix is 14,207.1 and the adjusted FTE per 1,000 residents is 9.56.

Bond Rating

The Standard & Poor's bond rating as of July 2013

Standard & Poor's Bond Rating											
AAA	**AAA**	**AAA**	**AAA**								
AA+	↑	↑	↑	**AA+**	**AA+**	**AA+**					
AA	↑	↑	↑	↑	↑	↑	**AA**	**AA**			
AA-	↑	↑	↑	↑	↑	↑	↑	↑	**AA-**	**AA-**	
A+	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	
A	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	
A-	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	
BBB+	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	**BBB+**
BBB	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
BBB-	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
BB+	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
BB	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
BB-	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
B+	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
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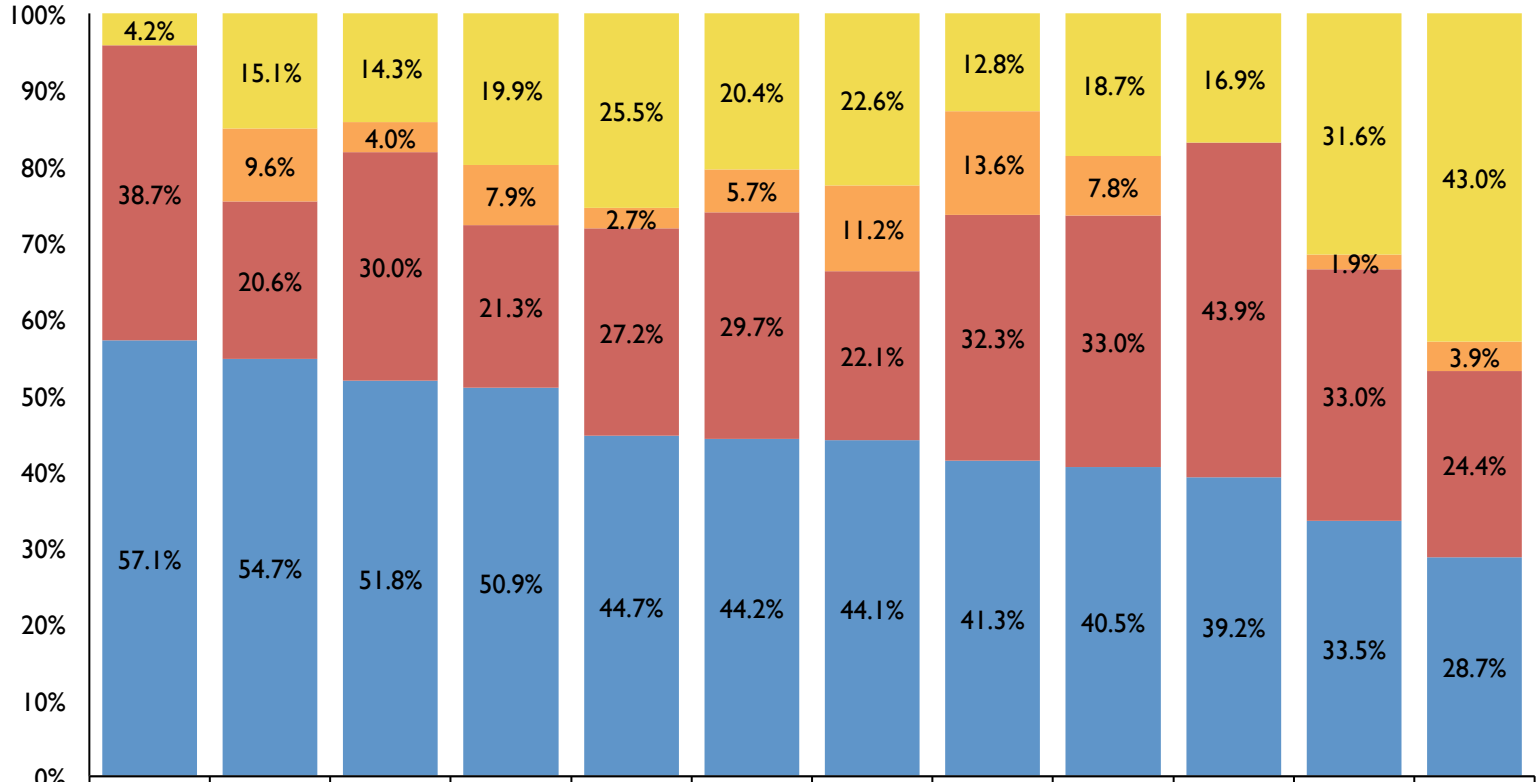
B-	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
CCC+	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
CCC	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
CCC-	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
CC	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
C	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
D	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
Rating Tier	Chandler	Scottsdale	Tempe	Phoenix	Gilbert	Peoria	Avondale	Goodyear	Mesa	Surprise	Glendale
	AAA	AAA	AAA	AA+	AA+	AA+	AA	AA	AA-	AA-	BBB+

- Note: S&P was chosen because all communities hold this rating.
- Ratings are the most recent rating for general obligation debt only

FY 13-14 Adopted Budget

Percentage of General Fund Revenues by Source



	Gilbert	Goodyear	Chandler	Tempe	Glendale	Average	Scottsdale	Phoenix	Surprise	Mesa	Peoria	Avondale
Other Revenues	4.2%	15.1%	14.3%	19.9%	25.5%	20.4%	22.6%	12.8%	18.7%	16.9%	31.6%	43.0%
Property Tax	0.0%	9.6%	4.0%	7.9%	2.7%	5.7%	11.2%	13.6%	7.8%	0.0%	1.9%	3.9%
State Shared Revenue	38.7%	20.6%	30.0%	21.3%	27.2%	29.7%	22.1%	32.3%	33.0%	43.9%	33.0%	24.4%
Local Sales Tax	57.1%	54.7%	51.8%	50.9%	44.7%	44.2%	44.1%	41.3%	40.5%	39.2%	33.5%	28.7%

- Other sources of Revenue may include grants, enterprise funds, and intergovernmental agreements

Glossary of Terms

Glossary of Terms

General

1. Fund - municipalities are required to segregate and account for revenues and expenses in separate funds – or checking accounts. This allows for separate budgeting and accounting of expenses for streets, capital projects, bond proceeds, utility operations, etc.
2. General Fund -The General Fund is usually the largest operating account for a municipality and includes police, fire, courts, management, mayor and council, parks, recreation, libraries and similar service areas not required to be separated by law.
3. Jurisdiction- a territory or area governed by the same mutual bodies.
4. Per Capita- a per capita measure classifies the unit of service by each resident of a community to explain how each measure impacts each individual resident.
5. Per 1,000- this takes the per capita measure, but explains the availability of a service or a factor for 1,000 residents of a community.
6. Per 10,000- this takes the per capita measure, but explains the availability of a service or a factor for 10,000 residents of a community.

Demographics

1. ICMA- CPM- The International City and County Managers Association is a professional organization and network to advance local government and local government leaders across the country. The ICMA Center for Performance provides next-generation analytical tools to measure the performance of local governments; disseminating research and effective management practices; offering training, education, and professional development opportunities; and providing technical assistance to help communities achieve higher levels of performance.
2. Incorporated Land Area- the geographic area which may be vacant or developed that has been annexed by a community making it responsible for providing services. In Arizona, it was legally permissible to "strip annex" future boundaries to identify a full planning area for a community. The law has been changed to require annexation of contiguous land areas which may be vacant or developed. Areas within a community's planning area are often called "county islands" until they are legally annexed.
3. Maricopa Association of Governments (MAG) – a regional Council of Governments which serves the Phoenix metropolitan area, with membership representing 27 cities and towns, 3 native American communities, and two counties.

Fire Services

1. Automatic Aid – agreement between communities that units will be centrally dispatched with the closest fire unit responding without regard for municipal boundaries. This means a resident living in Phoenix may be served by units from Glendale or Chandler, depending upon closest unit.
2. Contracted Services – a formal intergovernmental agreement where one municipality may provide fire services to another jurisdiction. Current examples include Phoenix serving Paradise Valley and Goodyear serving Litchfield Park.
3. Emergency Medical Services – an emergency response to a call for medical service (versus fire or vehicle accident). This includes first responder stabilization of patients, and may or may not include transportation to a medical facility for additional treatment. Such transportation may be a part of the service (Phoenix) or by private ambulance service (most other communities).

4. Mutual Aid – this form of agreement is different from automatic aid in that a community must request assistance outside of the regular 9-1-1 dispatch system, with the community having the choice of whether or not to respond with assistance.

Police Services

1. Aggregate- the aggregate refers to the total number of a measure or service, combining multiple possible sub groups or categories.
2. Clearance Rates- a clearance rate is calculated by dividing the number of crimes that are "cleared" via a charge being assessed by the total number of crimes recorded in a given year. Considering the special complexity of some cases, some charges will be included outside of the year when the crime occurred.
3. Developed Environment- the developed environment of a jurisdiction refers to the total area of developed land within the community.
4. Property Crime- property crimes are crimes involving theft of property such as burglary, larceny, or vandalism. Though these crimes hurt people, they are not intended to cause direct physical harm upon a person.
5. Socioeconomic Status- the socioeconomic status of a community refers to average income, wealth in the community,
6. Violent Crime- violent crime refers to crime that involves an offender either threatens to or uses of force on a victim. Violent crimes are crimes committed against people.

Library Services

1. Calculation of Hours Open- hours were calculated from all libraries in the respective districts and divided by the total. For Gilbert, Goodyear, and Surprise, the Maricopa County Library District runs their libraries, thus their hours were calculated using those numbers.
2. Digital Materials - includes videos, electronic books, journals, newspaper and other resources accessible on-line.
3. Hard Copies – includes physical materials located within a library that may include videos, books, magazines, newspapers, etc.

Parks and Recreation

1. Agency Owned Land- land owned by the city and maintained by a department within the city.
2. Open Space (as different from parks space)- space that is not developed as a park but can contain trails and other recreational amenities.
3. Park Space- developed by the jurisdiction and designated as a park. Space that is developed and maintained and open to the public.

Streets and Transportation Services

1. Arterial Road- streets and roads that move the most people and goods across cities at the greatest speed over long distances.
2. Average Pavement Condition Index- measures the condition of a specific section of road pavement on a scale of 0 and 100. Pavements with a PCI greater than 65 are considered 'good' to 'excellent'. Those below are 'fair' to 'very poor'.
3. Centerline Miles- a measure of road calculated by measuring the length of a road down the center.
4. Collector Street- streets and roads that collect traffic from local roads and funneling them into arterial roads.
5. Equivalent Lane Miles- equal to centerline (barrel) miles multiplied by paved surface width, divided by 12 feet.
6. Grade Wash Crossings- location where water drainage crosses a street, road, or highway at grade level (same level of street).
7. Paved Surface Width- the width spanning across all lanes in road or street.

8. Traffic Congestion- a road condition that occurs as more vehicles use the road. It results in slower speeds, and longer travel times.
9. Transportation Infrastructure- refers to the framework that supports the safe, efficient, and timely movement of people and good across cities. Transportation infrastructure includes roads, highways, bridges, sidewalk, transit, and bicycle facilities.
10. Topography- the physical land features of an area. Topography includes mountains, hills, creeks, and other changes in surface of the land.

Water and Wastewater Services

1. Distribution Systems- a network of interconnected pipes, storage facilities, and components that move water from the treatment plan to the consumer.
2. Meter Size- water meter size determines how much water flows to a consumer and the rate they consumer will be charged.
3. Reclaimed Water- highly treated wastewater that is used for irrigation, recharge, or other purposes.
4. Waste Diversion- the prevention and reduction of landfilled waste through the recycling of collected residential waste.

Finance and Administration Services

1. Bond Rating- several credit rating agencies specialize in assigning a rating to government or corporate bonds. A higher rating indicates a higher capacity for an organization to pay back its debt, indicating it being a more promising recipient of loan money.
2. Full Time Equivalent- full time equivalent is the measure of total number of hours worked within an administration divided by the number of hours in a workweek. This is to say that one full time employee would equal one full time equivalent, but two half-time employees would also equal one full time equivalent.
3. Other Revenue- while general funds are made up in large of revenue from sales tax, property tax, and state shared revenue, additional other revenue can come from intergovernmental agreements, certain grants, and enterprise funds.
4. Primary Property Tax- a primary property tax is the amount of tax placed on a property that is valued up to a certain pre-identified amount. Any value beyond that point is taxed using a secondary rate.
5. Sales Tax- sales tax is the amount of taxation placed upon consumer goods such as clothing, food, and entertainment good that are purchased within the boundaries of a certain jurisdiction.
6. Standard & Poor's- S&P, a financial services company, is one of the major credit rating agencies.
7. State Shared Revenue- in Arizona, cities and towns pay a certain percentage of various taxes into a central pot, which is distributed, accordingly back to the cities and towns based on population. The system attempts to provide each city with revenue from which to pay for critical services that it might not be able to pay for otherwise

Appendix

Demographics:

a. Essential Demographic Variables: Comparison of 2013 population to 2040 Population, Area in Square Miles

City	2013 Population	Difference 2040-2013	2040 Population	Area in Square Miles
Avondale	77,511	77,789	155,300	94
Chandler	246,197	70,303	316,500	71
Gilbert	227,603	94,697	322,300	73
Glendale	231,109	126,391	357,500	92
Goodyear	72,275	169,125	241,400	247
Mesa	450,310	206,590	656,900	170
Peoria	160,545	182,055	342,600	203
Phoenix	1,485,751	712,249	2,198,000	661
Scottsdale	222,213	74,087	296,300	185
Surprise	121,629	215,271	336,900	286
Tempe	165,158	52,442	217,600	40
Notes			Source: July 1, 2013 population estimates from Arizona Office of Employment and Population Statistics along with the Maricopa Association of Governments (Approved by the Maricopa Association of Governments Regional Council, December 2013)	Source: July 1, 2013 population estimates from Arizona Office of Employment and Population Statistics along with the Maricopa Association of Governments (Approved by the Maricopa Association of Governments Regional Council, December 2013)

b. Population related variables- median age, number of households, and number of employers

City	Median Age	Households	Employers
Avondale	32.1	24,013	400
Chandler	34.1	84,762	2,300
Gilbert	33.2	72,012	2,300
Glendale	34.2	79,503	1,700
Goodyear	36.5	23,549	600
Mesa	35.5	166,515	3,500
Peoria	40.2	59,438	1,000
Phoenix	32.8	517,276	13,300
Scottsdale	44.7	99,860	4,300
Surprise	42.6	48,007	600
Tempe	28.7	63,682	2,900
Notes	2013, Census Bureau, American Community Survey, 1-year estimates	2013, Census Bureau, American Community Survey, 1-year estimates	2013, Census Bureau, American Community Survey, 1-year estimates

c. Educational Attainment

City	% HS Grad or Less	% Some College or Associates Degree	% Bachelors Degree	% Graduate Degree
Avondale	46.90%	34.10%	12.90%	6.10%
Glendale	45.50%	33.30%	13.80%	7.40%
Phoenix	42.80%	30.60%	17.10%	9.50%
Mesa	39.20%	34.70%	16.50%	9.50%
Surprise	35.10%	36.10%	19.00%	9.80%
Peoria	36.00%	35.10%	18.50%	10.50%
Goodyear	34.20%	36.50%	16.00%	13.30%
Gilbert	21.40%	37.00%	27.90%	13.70%
Chandler	27.10%	33.60%	24.10%	15.20%
Tempe	27.30%	29.60%	26.80%	16.30%
Scottsdale	16.60%	29.20%	33.30%	20.90%
Notes	2013, Census Bureau, American Community Survey, 1-year estimates	2013, Census Bureau, American Community Survey, 1-year estimates	2013, Census Bureau, American Community Survey, 1-year estimates	2013, Census Bureau, American Community Survey, 1-year estimates

Fire Services:

a. Fire stations per 10,000, fire stations per square mile, cost per capita, and dispatched calls for service

City	Fire Stations Per 10,000	Fire Stations Per Square Mile	Budgeted Expenditures per Capita	Dispatched Calls for Service
Avondale	0.51	0.09	$138	6,599
Chandler	0.4	0.16	$132	20,904
Gilbert	0.43	0.15	$117	16,193
Glendale	0.39	0.15	$191	39,270
Goodyear	0.8	0.03	$183	5,220
Mesa	0.44	0.15	$178	57,519
Peoria	0.49	0.05	$149	15,098
Phoenix	0.39	0.11	$202	173,000
Scottsdale	0.67	0.08	$148	28,544
Surprise	0.57	0.07	$166	14,004
Tempe	0.35	0.15	$174	25,190
Notes	Source: City of Phoenix, Analysis of Cities	Source: City of Phoenix, Analysis of Cities	Scottsdale: Includes a $0.7 million transfer in processed in July 2014 to cover Fire's proportionate share of the program, which was budgeted at a macro level. Also, the Chandler adopted budget does not include FY 14-15 pay increases	Source: City of Phoenix, Analysis of Cities

Police Services:

a. FY15 budgeted operating expenditure for fire services, Dispatched Calls for Police Service

City	Budgeted Police Expenditures per Capita	Dispatched Calls for Police Service
Avondale	$260	53,500
Chandler	$2070	145,400
Gilbert	$192	62,269
Glendale	$357	137,555
Goodyear	$241	64,388
Mesa	$370	253,037
Peoria	$254	52,193
Phoenix	$379	609,447
Scottsdale	$409	233,534
Surprise	$224	37,566
Tempe	$479	151,479
Notes	Phoenix includes debt service payments, Scottsdale includes a $1.9 million transfer in July 2014 to cover Police's proportionate share of their citywide pay program, budgeted at a macro level, and Chandler adopted budget does not include FY 14-15 pay increases	Source: City of Phoenix, Analysis of Cities

Libraries:

a. Number of library visits per capita, annual library visitors, remote library visitors, and electronic resource transactions including catalog, website, database, and mobile app hits (FY2014)

City	Visits per Capita	Remote Library Visitors	Annual Library Visitors	Library Electronic Resource Transactions
Avondale	3.58	36,486	281,849	177,280
Chandler	10.30	1.305,782	1,238,699	300,467
Gilbert	4.20	Not Available	911,329	Not Available
Glendale	16.00	2,769,934	674,076	183,623
Goodyear	1.69	1,100,368	121,845	1,022,467
Mesa	2.63	Not Available	1,169,264	1,541,323
Peoria	3.90	287,738	641,298	114,047
Phoenix	3.15	1,921,199	4,764,018	Not Available
Scottsdale	6.05	Not Available	1,343,828	Not Available
Surprise	4.78	Not Available	570,957	Not Available
Tempe	4.22	Not Available	713,589	7,025

Parks and Recreation:

a. Number of acres of athletic fields available for public use and number of visitors to community or recreation center (FY2014)

City	Acres of Athletic Fields Available	Number of Visitors
Avondale	74	Not Available
Chandler	139	810,382
Gilbert	88	511,422
Glendale	132	423,082
Goodyear	8	Not Available
Mesa	109	337,537
Peoria	96	360,163
Phoenix	291	1,549,102
Scottsdale	–	5,134,478
Surprise	85	184,180
Tempe	205	737,894
Notes	Scottsdale: 70 fields, acreage unknown	Phoenix: Includes co-located community centers w/HSD Tempe: Does not include visits to contracted space Scottsdale: Because of how the city counts data, some visitors may be double counted

Streets and Transportation Services:

a. Year of Most Recent PCI Survey and Pot Hole Response Time

City	Year of Most Recent PCI Survey
Avondale	2014
Chandler	2013
Gilbert	2014
Glendale	2009
Goodyear	2012
Mesa	2015
Peoria	2015
Phoenix	2014
Scottsdale	2015
Surprise	2009
Tempe	2014
Notes	Glendale: Currently being reassessed Goodyear: An automated survey was completed in 2006 and a visual survey was completed in 2012 Peoria: 1/3 of inventory is inspected annually

Water, Sewer, and Trash Services:

a. *Typical Monthly Consumption for a Single-Family Customer (in gallons), Typical Meter Size for a Single-Family Residential Customer, Tons of Recycle Materials Collected Through Residential Collection, and Tons of Waste Collected Through Residential Collection*

City	Typical Monthly Consumption for a Single-Family Customer (in gallons)	Typical Meter Size for a Single-Family Residential Customer	Tons of Recycle Materials Collected Through Residential Collection	Tons of Waste Collected Through Residential Collection
Avondale	10,000	3/4	4,800	26,800
Chandler	12,000	5/8	17,961	101,421
Gilbert	12,000	3/4	19,827	69,476
Glendale	9,700	5/8	14,319	45,942
Goodyear	7,000	3/4	6,929	27,911
Mesa	10,000	3/4	32,932	145,511
Peoria	9,200	3/4	15,155	47,987
Phoenix	10,586	5/8	137,050	680,943
Scottsdale	13,000	1	24,468	101,212
Surprise	9,000	3/4	9,343	41,349
Tempe	9,000	5/8	11,500	58,000
Notes	Peoria: 2014 average Surprise: Based on rate study assumptions Goodyear: 2014 average			

b. Water and Sewer Rates for Medium Water Use (in dollars)

City	Water and Sewer Rates (in dollars)		
	Water	Sewer	Total
Avondale	$26.98	$29.96	$56.94
Chandler	$28.68	$24.17	$52.85
Gilbert	$26.82	$25.18	$52.00
Glendale	$39.17	$35.83	$75.00
Goodyear	$32.56	$64.35	$96.91
Mesa	$57.06	$29.77	$86.83
Peoria	$39.55	$23.73	$63.28
Phoenix	$35.17	$28.55	$64.26
Scottsdale	$39.98	$22.17	$62.15
Surprise	$42.45	$24.78	$67.23
Tempe	$39.75	$27.09	$66.84
Average	$37.15	$30.15	$67.66
Notes	Chandler and Phoenix seasonal rates have been averaged. Taxes are not included in computations. Assumes Single-Family Residential Water Use 11,220 gallons on 3/4" Meter; Sewer Use 7,480 gallons. Rates are for municipal water providers only.		

c. Calculation of Average Monthly Wastewater/Sewer Bill for Single-Family Residential Customer and Services and Frequency of Solid Waste

City	*Calculation of Average Monthly Wastewater/Sewer Bill for Single-Family Residential Customer*	Services and Frequency of Solid Waste
Avondale	$6.25 administrative fee + $3.17 per 1000 gallons (based on average monthly billing).	Once a week recycling and refuse collection and once per month bulk trash/yard waste collection.
Chandler	Flat fee for all single-family homes. City has annual rate review and was last changed in October 2013 (9% increase).	Once a week recycling and refuse collection, every 6 weeks bulk trash collection, use of the City's Recycling-Solid Waste Collection Center and use of the City's household Hazardous Waste Collection Facility.
Gilbert	Base charge of $15.90 + base customer's winter water average x 70% x $1.24 per thousand gallons.	Once a week recycling and refuse collection and once per month bulk trash collection.
Glendale	90% of average monthly Jan, Feb, March water usage x $3.56 per 1,000 gal + $9.70 monthly service charge.	Once a week recycling and refuse collection and once per month bulk trash and alley pick-up collection.
Goodyear	Based on the WQA average which is determined by the amount of water billed in Jan, Feb, Mar. Currently the WQA class average is 6.54K.	$14.72 is for once a week recycling and refuse collection and $8.08 is for once per month bulk trash up to 3 cubic yards.
Mesa	Based on winter water consumption of 7000 gallons.	Once a week recycling and refuse collection.
Peoria	Base fee of $7.42 and consumption charge of $2.18 per 1000 gal. Consumption charge is based 100% on average monthly water use during 3 month period from the previous winter season.	Once a week recycling and refuse collection and one annual bulk trash collection.
Phoenix	The average annual charge is determined using a percentage of Jan/Feb/Mar water consumption data for each customer class.	Once per week 90-gallon refuse collection, once per week 90-gallon recycling collection, and once per quarter bulk trash/yard waste curb-side or alley pick-up collection.
Scottsdale	Base fee is calculated on size of water meter. Volume charge is based on 90% of average winter period water use (Jan, Feb, March).	Once a week recycling and refuse collection and once per month bulk trash and alley pick-up collection. In addition, monthly appliance collection, monthly move-in box collection, quarterly household hazardous waste drop-off collection, container maintenance, and weekly resident landfill program are included in the monthly fee.
Surprise	Flat fee for all single-family homes.	Once a week recycling and refuse collection and 20 yards of bulk trash/yard waste collection per year.
Tempe	70% of winter water consumption of 8,000 gallons.	Once a week recycling and refuse collection, 2 times per month free dump at transfer station up to 2000 pounds, free drop of household hazardous waste, every other month brush/bulk items collection, separate green waste 3 times per year.

Finance & Administration Services:

a. Employee Data: FTE's per 1000 residents, total salary expenditure

City	Total Number of FTE's	Total Salary Expenditure
Avondale	496	$27,744,680
Chandler	1,595	$109,369,673
Gilbert	1,249	$73,211,680
Glendale	1,592	$106,304,976
Goodyear	511	$32,984,613
Mesa	4,033	$194,139,300
Peoria	1,119	$72,500,100
Phoenix	14,876	$90,368,346
Scottsdale	2,430	$136,947,134
Surprise	748	$41,785,408
Tempe	1,588	$116,975,652
Notes		Chandler: 2013-14 actual, including 5118 temporary but reduced by the amounts noted in the benefits section. Includes call out, standby, injury leave, uniform clothing allowance, tool allowance, etc., Peoria: Contract staff included

b. *Total benefits expenditure, total overtime expenditure*

City	Total Benefit Expenditure	Total Overtime Expenditure
Avondale	$10,149,220	$1,358,560
Chandler	$50,720,042	$4,339,747
Gilbert	$28,785,062	$6,182,507
Glendale	$41,279,687	$6,933,099
Goodyear	$13,777,567	$2,384,221
Mesa	$16,006,145	$11,726,471
Peoria	$32,055,349	$3,771,763
Phoenix	$523,754,462	$22,178,718
Scottsdale	$48,959,012	$9,078,876
Surprise	$13,681,939	$2,300,101
Tempe	$63,037,722	$5,131,237
Notes	See Below	Definition: FY14: Jurisdiction-wide expenditures: Overtime exclude benefits on paid overtime

Notes on Total Benefit Expenditure:

- Chandler: 2013-14 actual - moved amounts recorded as wages to this calculation for vacation payouts of $339,670, use/lose vacation transferred to retiree health savings plan of $154,588 and public safety payments in lieu of sick/vacation of $382,189,
- Tempe: Includes OPEB Trust Contribution of $4,619,842,
- Definition: FY14: Jurisdiction-wide expenditures: include: Actual expenditures by the jurisdiction for health care, insurance, retirement, retiree benefits, social security, workers compensation, stipends or allowances (e.g., for uniforms, vehicles), one-time bonuses, education reimbursements, flexible benefit plan employer contributions, lump sum payments in-lieu of sick/vacation leave, etc. Actual expenditures are expenditures during the reporting period, regardless of when a liability for those expenditures may have been incurred. Benefits paid relating to overtime hours worked (only the benefit portion should be counted here. Overtime salary data is requested separately). Any other employee benefits that must be declared for tax purposes. Other benefits as they may be negotiated or provided in your jurisdiction. As the variety of benefits is long, this list is not meant to be exhaustive. Excludes: Accruals, reserves for anticipated expenses or claim costs, and projections of unfunded liabilities. Employee co-pays or deductibles.

c. Turnover rate, General Fund Expenditure

City	Turnover Rate	General Fund Expenditures: Personnel and Operations	General Fund Expenditures: Personnel and Operations per Capita
Avondale	9.00%	$50,376,840	$650
Chandler	8.50%	$190,538,259	$774
Gilbert	8.26%	$127,344,196	$560
Glendale	11.90%	$172,994,000	$749
Goodyear	7.60%	$73,886,335	$1,022
Mesa	8.55%	$338,048,815	$751
Peoria	9.00%	$132,095,874	$823
Phoenix	7.00%	$1,042,102,000	$701
Scottsdale	8.20%	$227,833,838	$1,025
Surprise	8.30%	$80,303,109	$660
Tempe	7.50%	$180,906,627	$1,095
Notes	Chandler: 2013-14 (does not include retirements), Gilbert: 3/4/15, Per Human Resources, ended FY14 with this percentage for all employees except seasonal. Includes voluntary and involuntary terminations., Definition: FY14: Percentage of employees in a workforce that left.	Phoenix: CAFR - Exhibit H-1; includes debt service, pay-as-you-go CIP, and lease-purchase does not include fund transfers, Chandler: from 6/30/14 CAFR page 32 - Includes all expenditures plus transfers, Glendale: rounded to nearest 1000, Gilbert: FY14 Actuals. Includes transfers, Tempe: Includes Pay As You Go transfers to CIP and capital outlay. Excludes the CIP. Definition: Report actual expenditures, not budgeted, estimated or encumbered amounts. Include transfers to other funds.	Phoenix: CAFR - Exhibit H-1; includes debt service, pay-as-you-go CIP, and lease-purchase / does not include fund transfers, Chandler: from 6/30/14 CAFR page 32 - Includes all expenditures plus transfers, Glendale: rounded to nearest 1000, Gilbert: FY14 Actuals. Includes transfers, Tempe: Includes Pay As You Go transfers to CIP and capital outlay. Excludes the CIP. Definition: Report actual expenditures, not budgeted, estimated or encumbered amounts. Include transfers to other funds.

d. Primary property tax rate, secondary property tax rate

City	Primary Property Tax Rates	Secondary Property Tax Rate
Avondale	$0.73	$0.97
Chandler	$0.30	$0.88
Gilbert	$0.00	$1.07
Glendale	$0.49	$1.66
Goodyear	$1.18	$0.69
Mesa	$0.00	$1.19
Peoria	$0.19	$1.25
Phoenix	$1.47	$0.35
Scottsdale	$0.56	$0.07
Surprise	$0.76	$0.00
Tempe	$0.92	$1.57

e. *Sales tax revenue per capita and sales tax rate.*

City	Sales Tax Revenues per Capita	Sales Tax Rate
Avondale	$500	2.50%
Chandler	$411	1.50%
Gilbert	$291	1.50%
Glendale	$397	2.90%
Goodyear	$596	2.50%
Mesa	$306	1.75%
Peoria	$440	1.80%
Phoenix	$277	2.00%
Scottsdale	$472	1.65%
Surprise	$280	2.20%
Tempe	$563	2.00%
Notes	Chandler: General Fund 2013-14 (additional $70,065 collected in Airport Enterprise Fund) , Peoria: Includes state-shared sales tax distributions totaling $13,431,636.70. Also includes the city's half-cent sales tax fund, which is considered part of the general fund for accounting purposes ($17,776,961.91), Goodyear: Includes construction sales tax. Definition: Include all types of sales tax assessments supporting general fund jurisdiction operations, including any earmarked for specific services (e.g., public safety levy)	Glendale: Retail sales items of $5,000 and less, Tempe: Through June 30, 2014 rate is 2.0%, thereafter it drops to 1.8% as .2 of temporary tax expires 0.

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