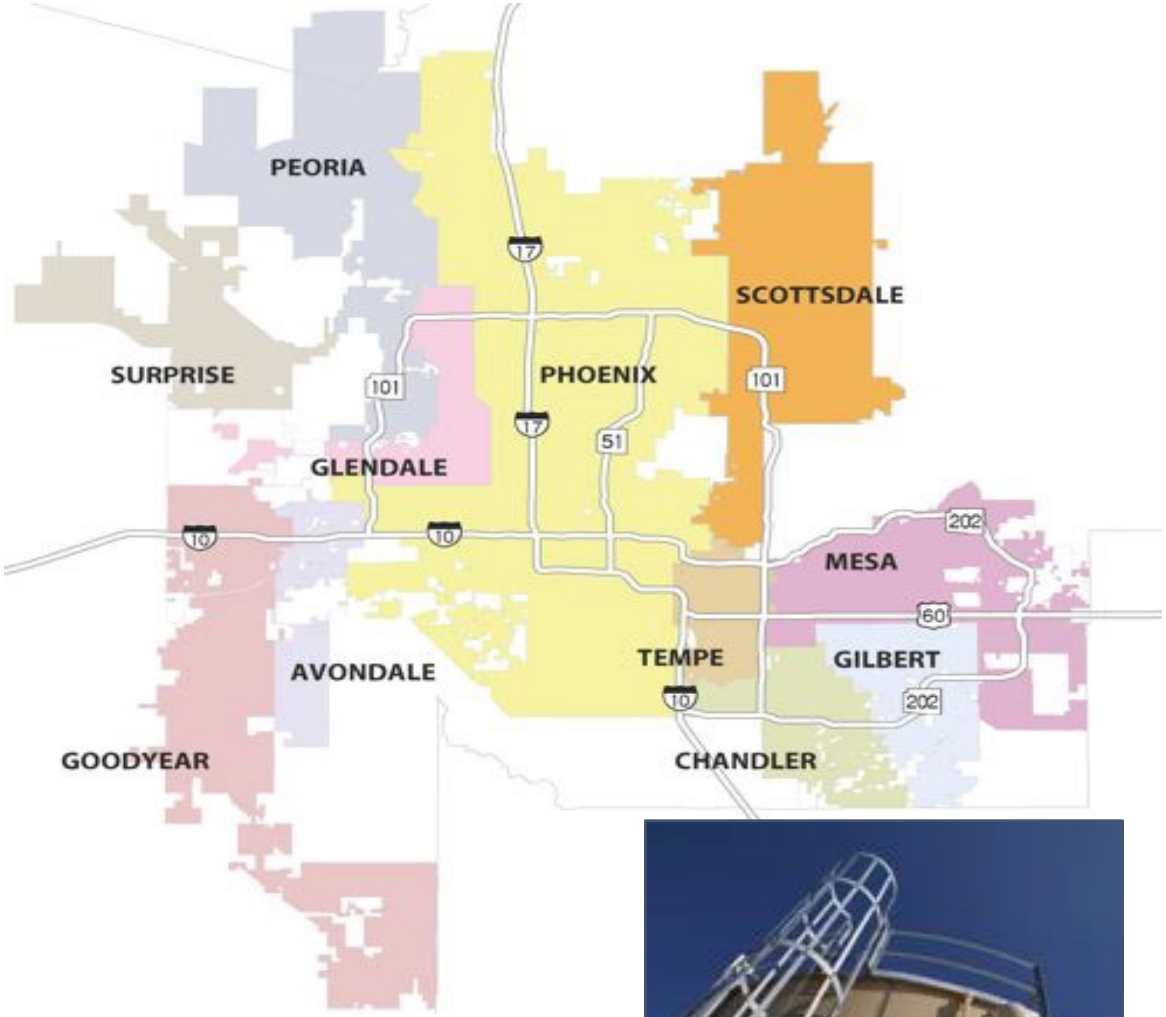
Valley Benchmark Cities

FY 2014/15 Trends Report



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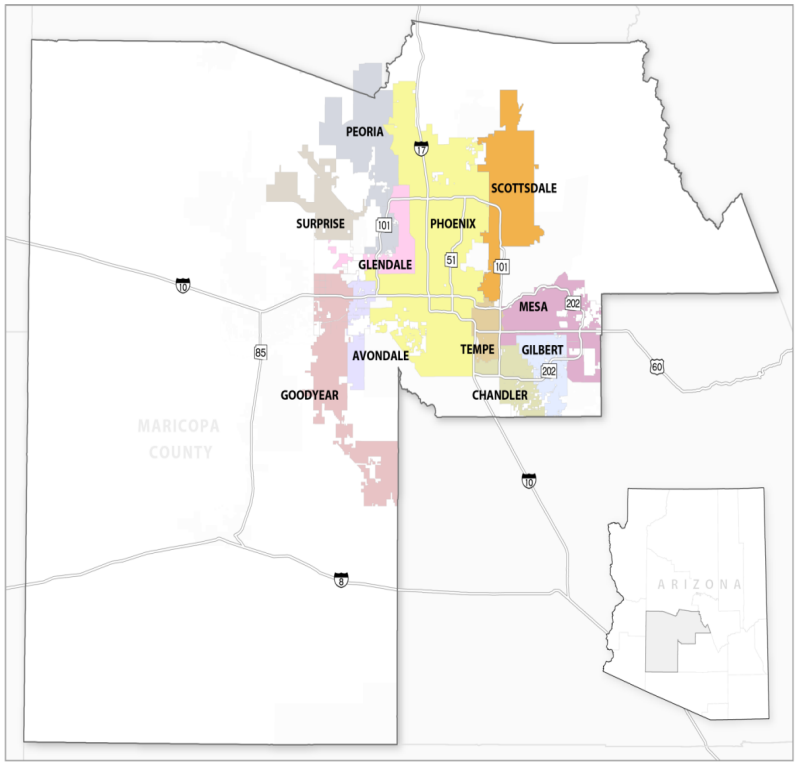
Executive Summary

Trends: The FY 2014/15 Data Trends report includes 20 trends identified from the FY 2013/14 Report for annual comparison, using FY 2013/14 data as the base year.



Sections: The data measured in this report are categorized by Demographics, Fire Services, Police Services, Libraries, Parks and Recreation, Water, Sewer and Trash Services, and Finance and Administration. The committee identified the most important trends to track for the benefit of citizens and public managers.

Definition Changes: Certain trends from the FY 2013/14 Report have had definition adjustments for the FY 2014/15 Report. Ex: The Bond Rating from the FY 2013/14 (pg. 28) Report has changed from *'The Standard & Poor's Rating as of July 2013'* to *'Most Recent Bond Rating'.*

Influencing Factors: Each section includes the influencing factors from the FY 2013/14 Report. The factors were included in the FY 2014/15 Report to highlight the importance of why each trend was selected to be analyzed for this report.

Below is a link to the FY 2013/14 VBC Report.
http://transformgov.org/Documents/Attachment/Document/4702

Demographics

Data Trends: The trends tracked for this section include Population, Poverty Rate and Median Household Income. All of the influencing factors applied in 2014 remain the same for this report.

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, might see increased demand for people wishing to reside in those communities.

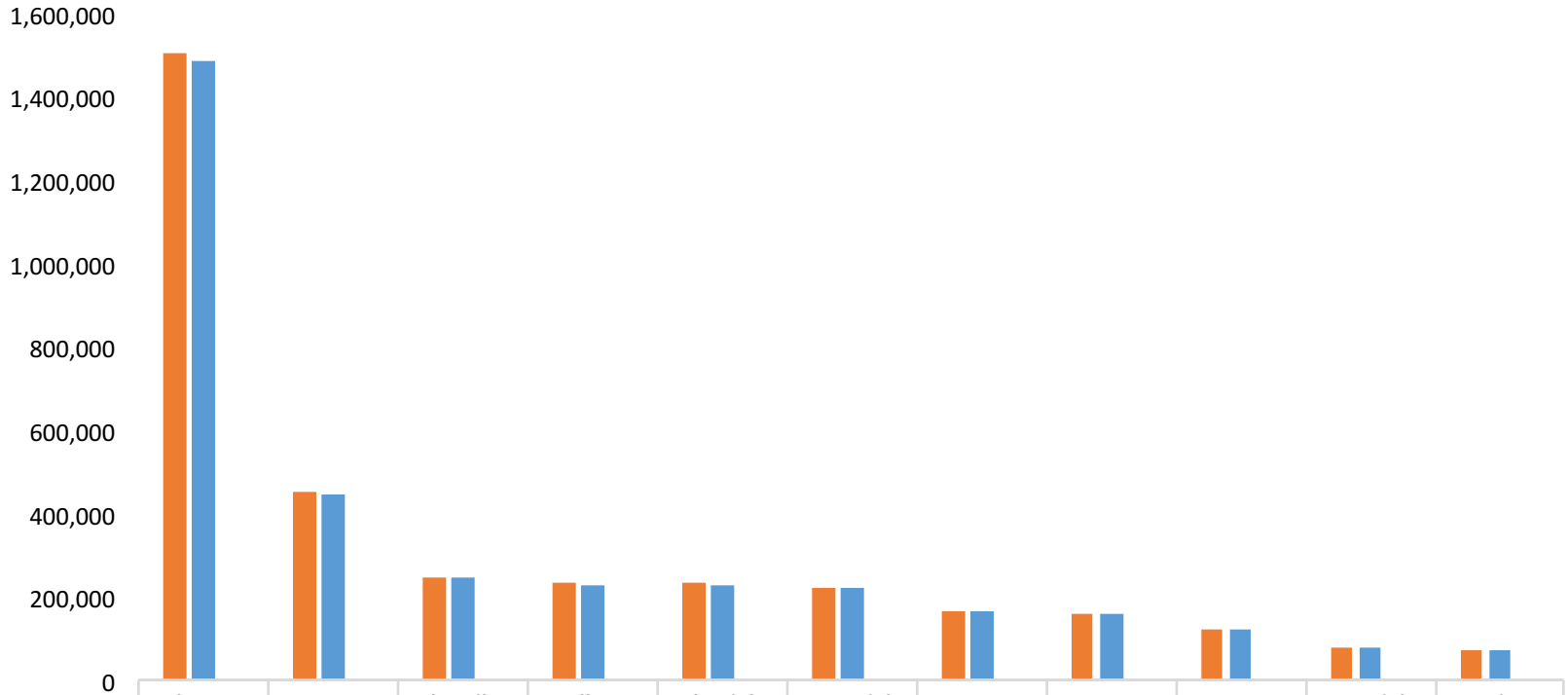
Economic Health: The economic activity in a community, measured by jobs, job growth, and average salary, impacts the resilience of a community and is tied to the fiscal health of its government.

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 2014

Total residents in each community

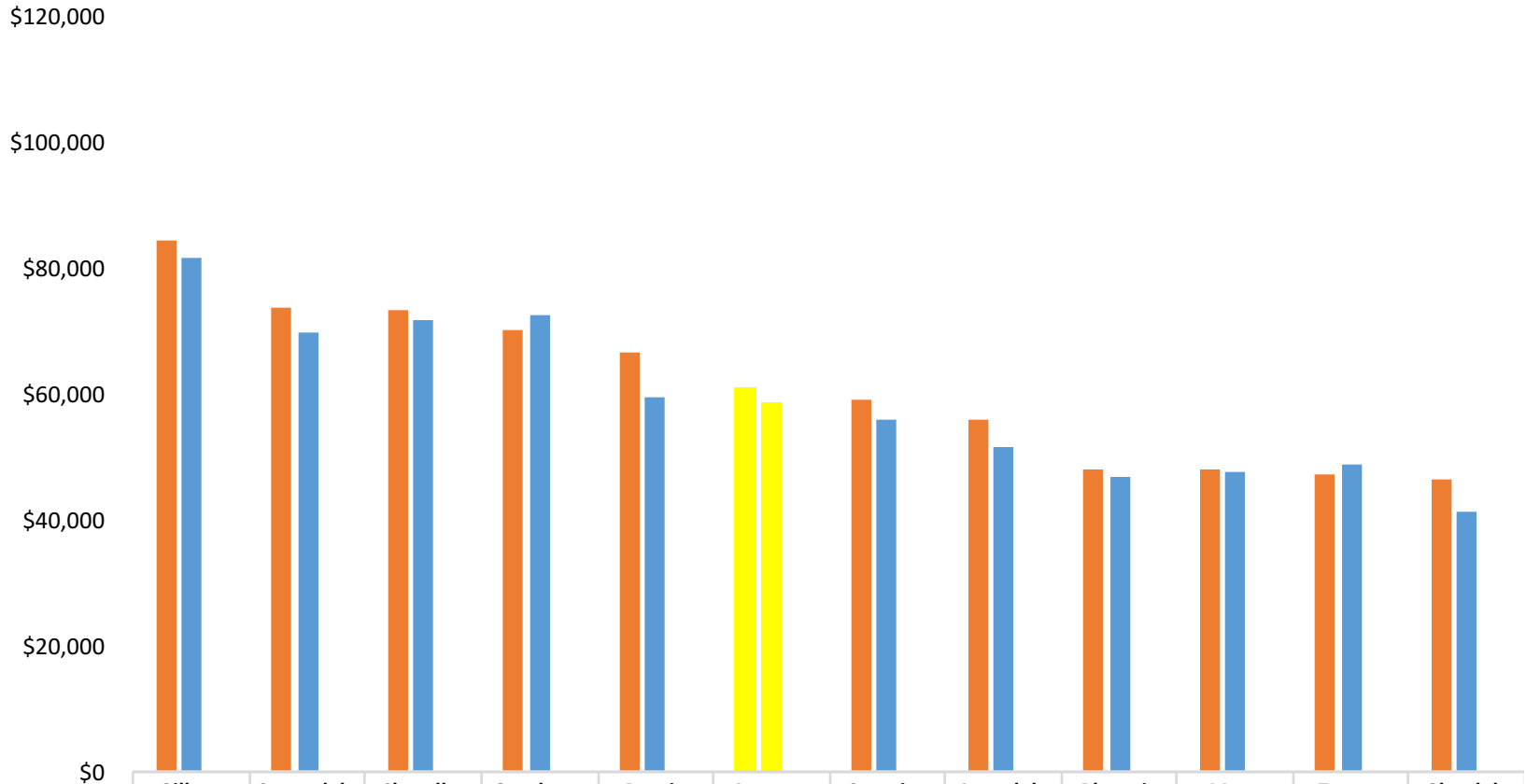


	Phoenix	Mesa	Chandler	Gilbert	Glendale	Scottsdale	Tempe	Peoria	Surprise	Avondale	Goodyear
2014-2015	1,506,439	455,567	249,423	235,493	232,680	225,698	169,529	163,832	123,797	78,090	74,743
2013-2014	1,485,751	450,310	246,197	227,603	231,109	222,213	165,158	160,545	121,629	77,511	72,275
Percentage Change	1.40%	1.17%	1.31%	3.47%	0.68%	1.57%	2.65%	2.05%	1.78%	0.75%	3.41%

Source: July 1 Population estimates from Arizona Office of Employment and Population Statistics and Maricopa Association of Governments.

Median Household Income

The median household income for each community

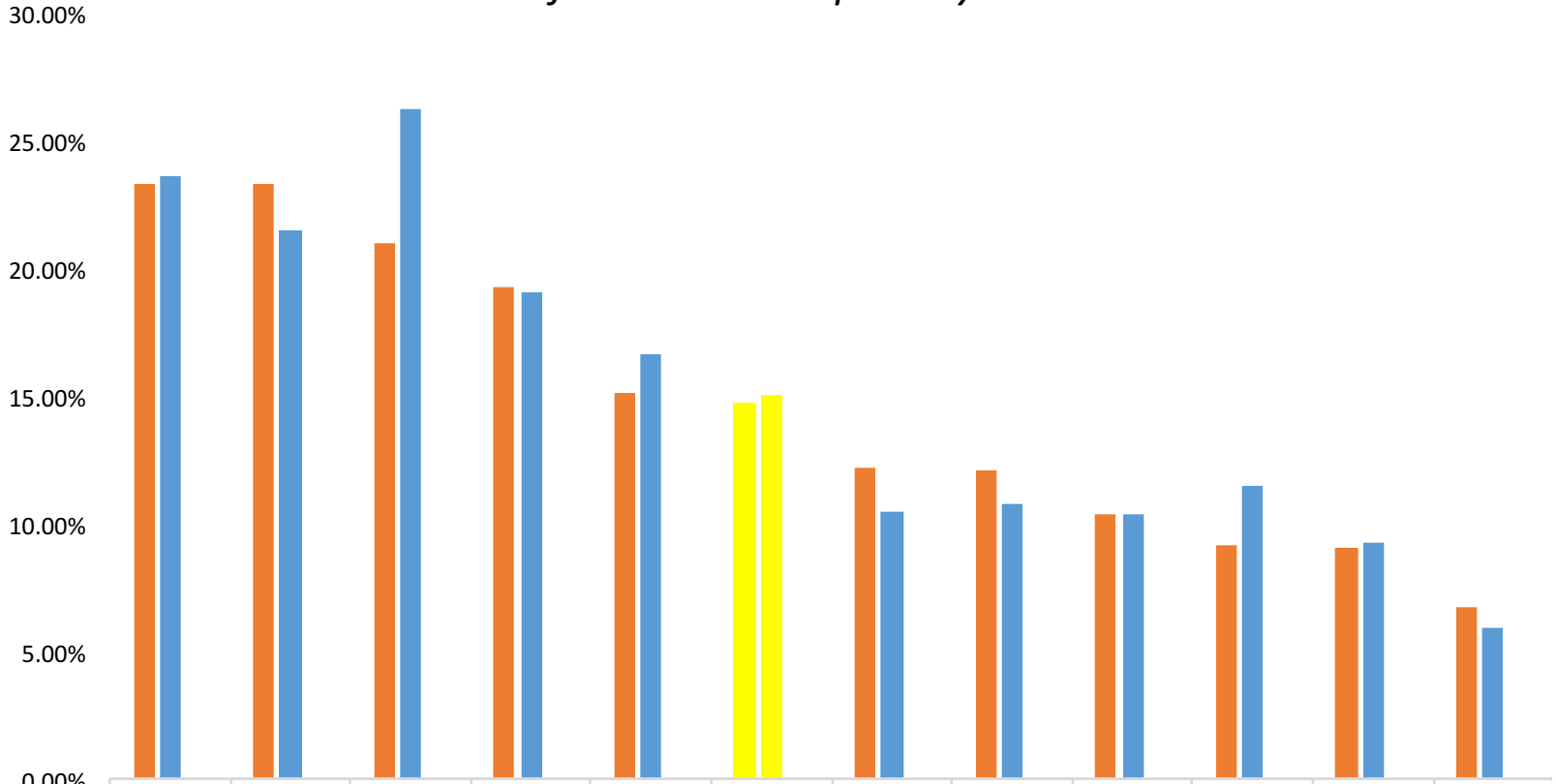


	Gilbert	Scottsdale	Chandler	Goodyear	Peoria	Average	Surprise	Avondale	Phoenix	Mesa	Tempe	Glendale
2014-2015	$84,153	$73,387	$73,062	$69,883	$66,371	$60,965	$58,923	$55,664	$47,929	$47,675	$47,118	$46,453
2013-2014	$81,589	$69,690	$71,545	$72,219	$59,377	$58,659	$55,857	$51,206	$46,601	$47,561	$48,565	$41,037
Percentage Change	3.14%	5.30%	2.12%	-3.23%	11.78%	3.93%	5.49%	8.71%	2.85%	0.24%	-2.98%	13.20%

Source: Census Bureau, American Community Survey, 1-Year estimates.

Poverty

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



	Phoenix	Tempe	Glendale	Avondale	Mesa	Average	Surprise	Goodyear	Chandler	Peoria	Scottsdale	Gilbert
2014-2015	23.30%	23.30%	21.00%	19.30%	15.10%	14.71%	12.20%	12.10%	10.40%	9.20%	9.10%	6.80%
2013-2014	23.60%	21.54%	26.30%	19.09%	16.64%	15.05%	10.48%	10.78%	10.41%	11.51%	9.32%	5.91%
Percentage Change	-1.27%	8.17%	-20.15%	1.10%	-9.25%	-2.26%	16.41%	12.24%	-0.10%	-20.07%	-2.36%	15.06%

Source: 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

Fire Services

Data Trends: The trends that were tracked for this update were Fire Response Times and Fire Response Calls per Resident. All of the influencing factors applied in 2014 remain the same for this report.

Photo courtesy of the Town of Gilbert, AZ

Influencing Factors

Staff Composition: The number of firefighters available at any given time and available 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 the community, that impacts how areas need service- i.e. a rural community with lower densities and more land area may have increased response times 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 can greatly 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.

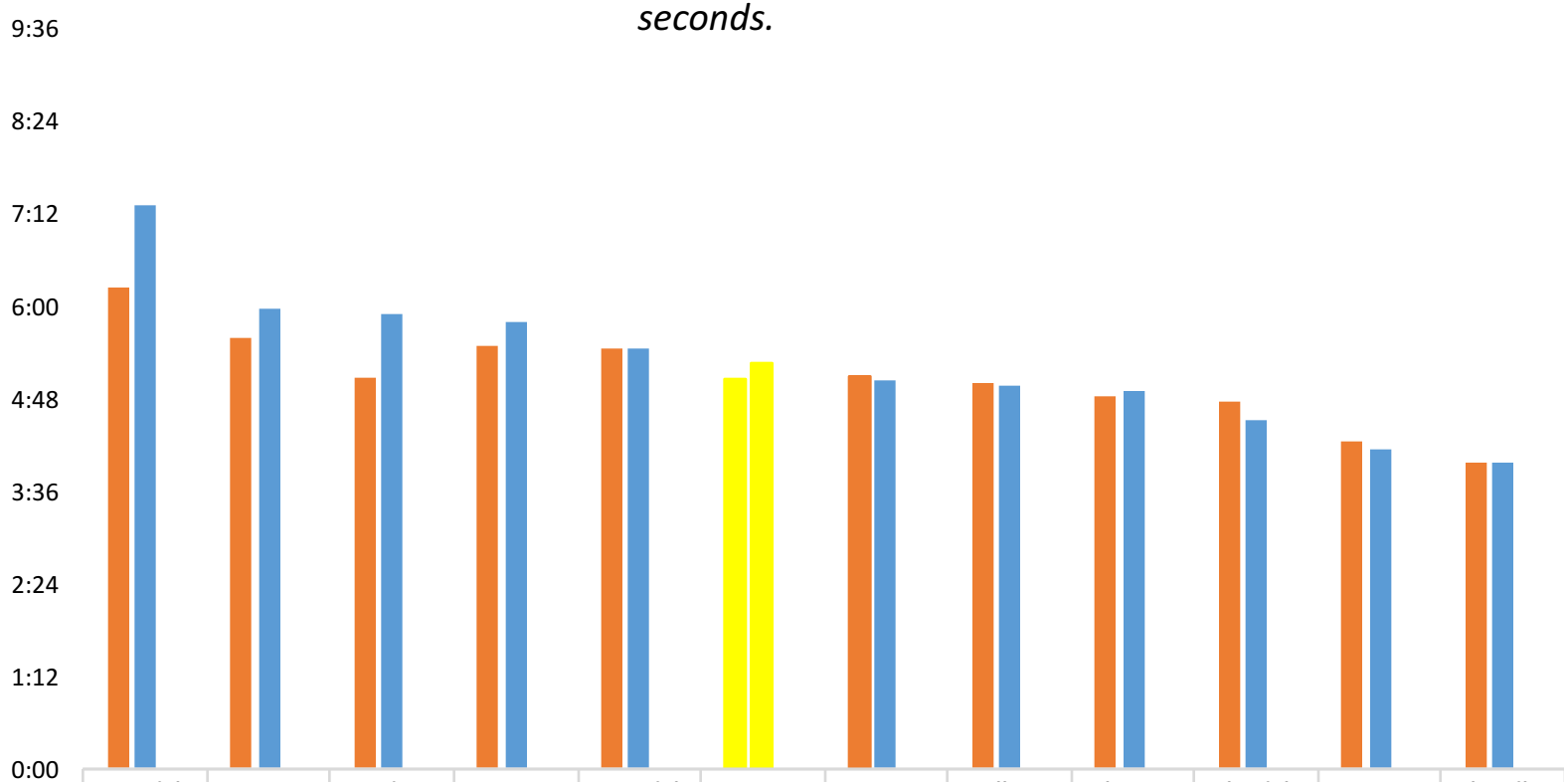
Local Service Standards: Any special operating standards and targets that might affect department outcomes. This includes any participation in mutual aid or contracts with other nearby communities for service.

Community Education and Engagement: The extent to which residents are aware of the Fire Code and take precaution when engaging in risky behavior. Other influencing factors include 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 additional assistance that may be dispatched from a neighboring agency.

Fire Response Times

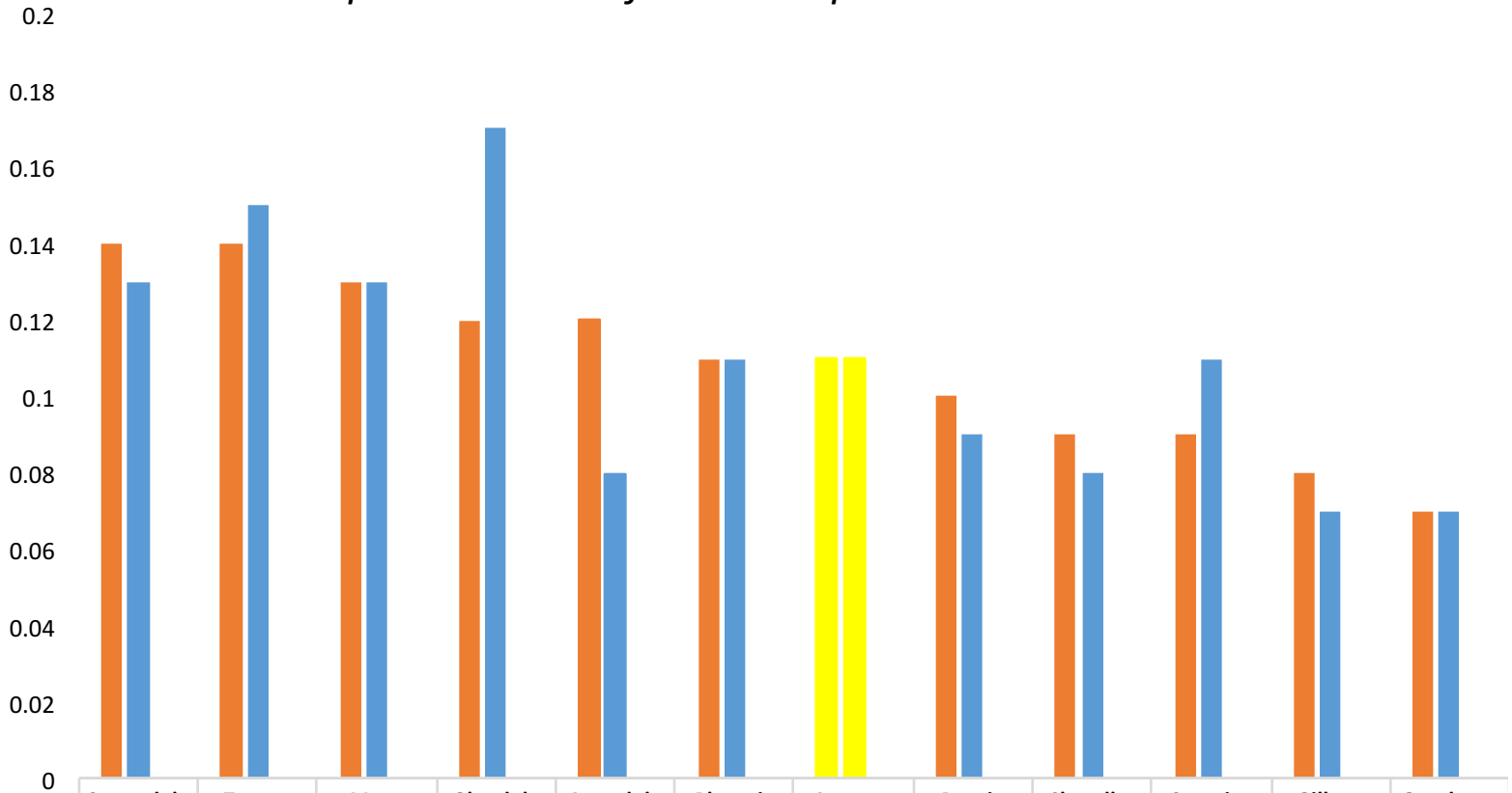
Length of time for a fire apparatus to arrive on scene after a resident calls 9-1-1. Includes turnout time and time en route to arrival on scene. Measured in minutes and seconds.



	Avondale	Peoria	Goodyear	Surprise	Scottsdale	Average	Mesa	Gilbert	Phoenix	Glendale	Tempe	Chandler
2014-2015	6:14	5:34	5:03	5:28	5:25	5:02	5:05	4:59	4:48	4:44	4:13	3:58
2013-2014	7:18	5:56	5:52	5:47	5:26	5:14	5:01	4:57	4:52	4:30	4:07	3:58
Percentage Change	-14.48%	-3.96%	-8.88%	-3.47%	-0.19%	-0.92%	0.80%	2.68%	-0.88%	3.26%	1.47%	0.00%

Fire Response Calls per Resident

Fire Department calls for service per resident



	Scottsdale	Tempe	Mesa	Glendale	Avondale	Phoenix	Average	Peoria	Chandler	Surprise	Gilbert	Goodyear
2014-2015	0.14	0.14	0.13	0.12	0.12	0.11	0.11	0.10	0.09	0.09	0.08	0.07
2013-2014	0.13	0.15	0.13	0.17	0.08	0.11	0.11	0.09	0.08	0.11	0.07	0.07
Percentage Change	7.69%	-6.67%	0.00%	-29.41%	50.00%	0.00%	0.00%	11.11%	12.50%	-18.18%	14.29%	0.00%

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, which can be found here: http://www.litchfield-park.org/DocumentCenter/Home/View/1418
Per resident calls for service is affected by changes in population.

Police Services

Data Trends:. The trends tracked for this update were Police Response Times, Police Calls per Resident, Violent Crime Rate, Property Crime Rate, Violent Crime Clearance Rate and Property Crime Clearance Rate. All of the influencing factors applied in 2014 remain the same for this report.

Photo courtesy of 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, tourists or students not counted in population figures.

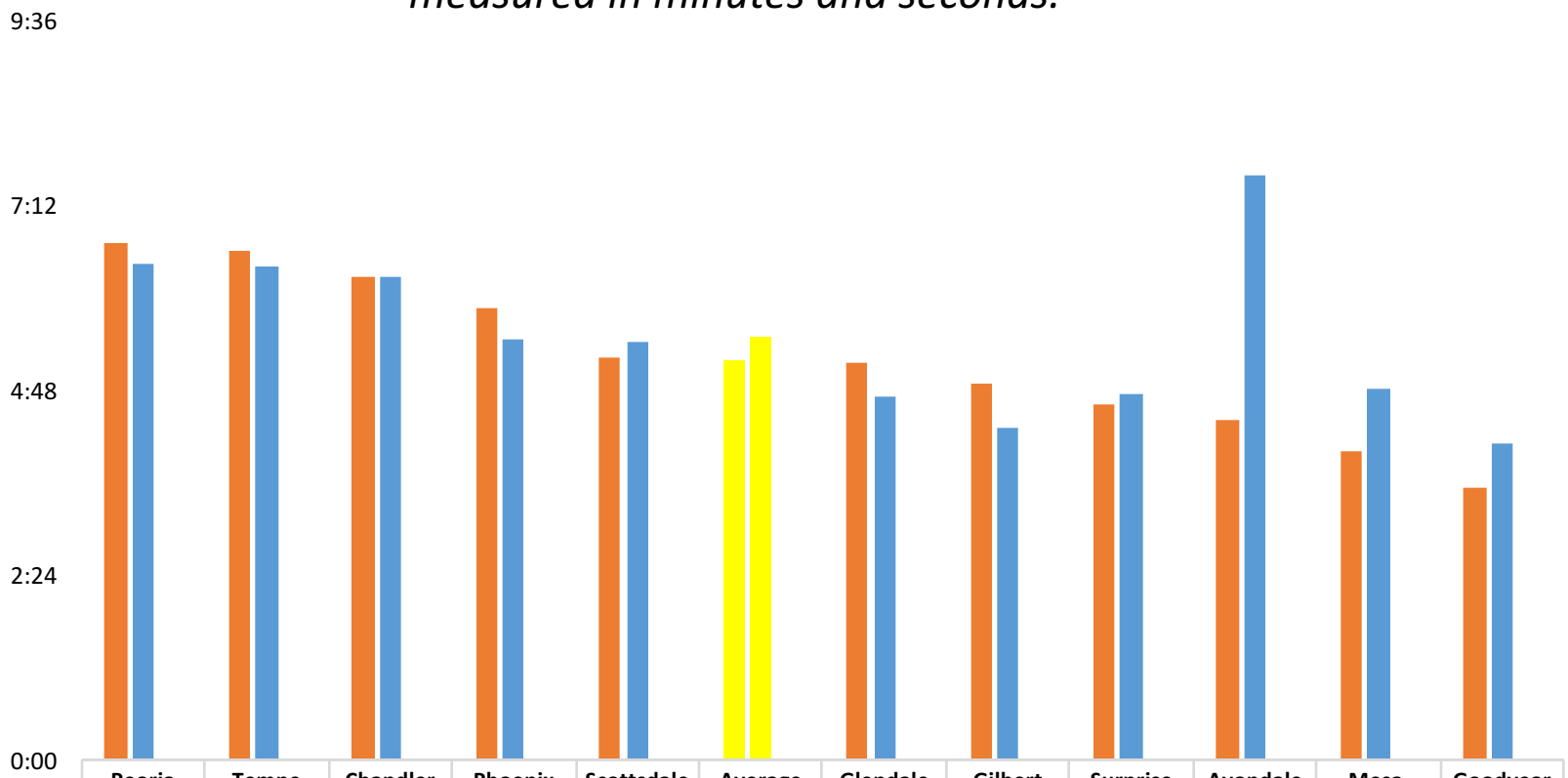
Citizen Engagement with Police: The extent to which police officers are involved in the community and residents are aware of the services provided by the department. In many communities, police forces utilize by civilian staff to provide additional resources and support in the community.

Demographics: This factor considers the socioeconomic status of community residents, along with race, gender, age, and economic heath 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 positions.

Police Response Times

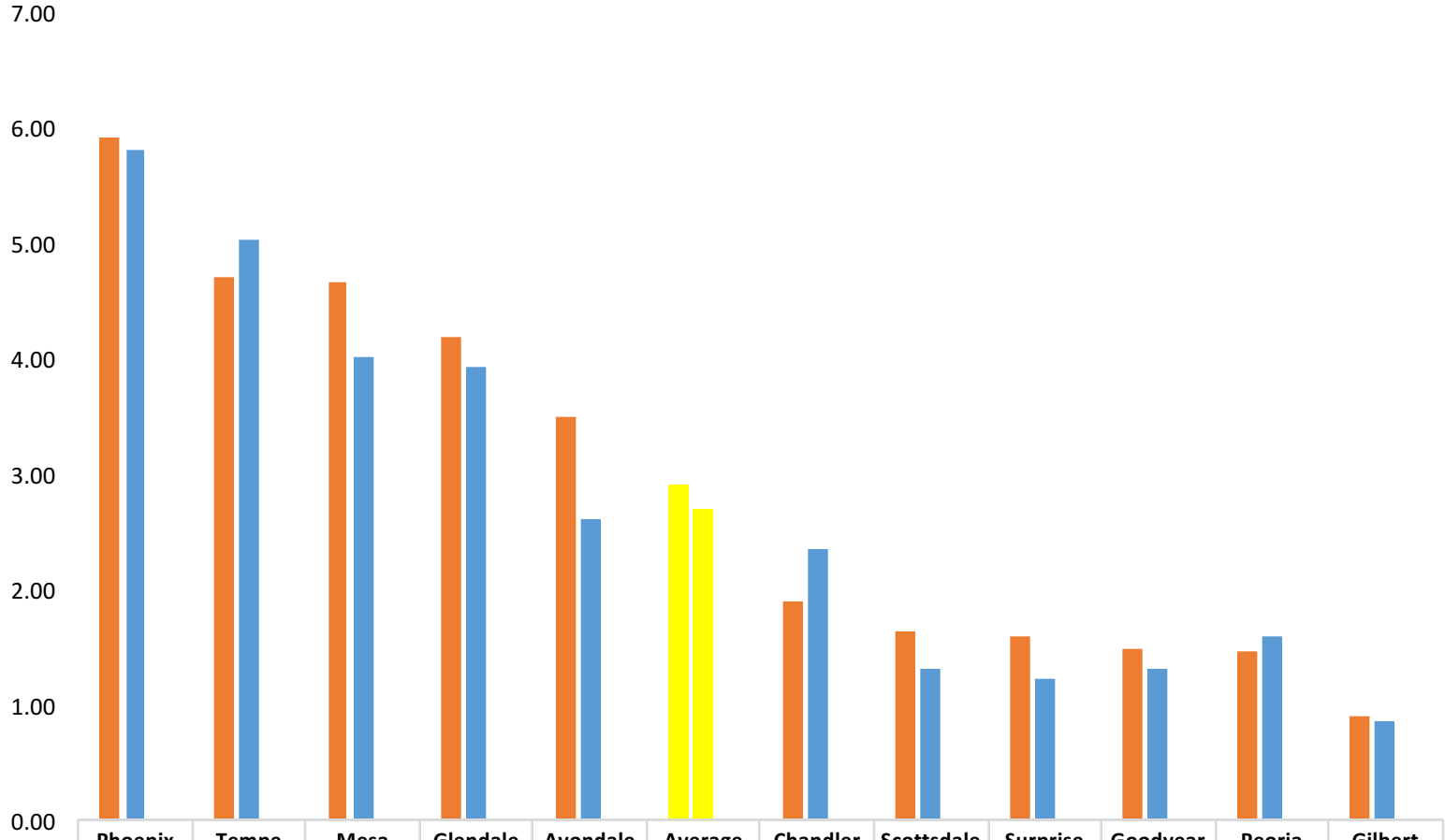
Length of time it takes for police to arrive after a 9-1-1 call is placed, measured in minutes and seconds.



	Peoria	Tempe	Chandler	Phoenix	Scottsdale	Average	Glendale	Gilbert	Surprise	Avondale	Mesa	Goodyear
2014-2015	6:41	6:36	6:15	5:50	5:12	5:11	5:09	4:53	4:36	4:23	4:00	3:30
2013-2014	6:26	6:23	6:15	5:27	5:25	5:28	4:42	4:18	4:44	7:34	4:49	4:05
Percentage Change	2.40%	2.09%	0.00%	4.36%	-2.48%	-3.22%	15.16%	8.37%	-1.80%	-42.37%	-10.91%	-18.52%

Violent Crime

The number of reported violent crimes per 1,000 residents



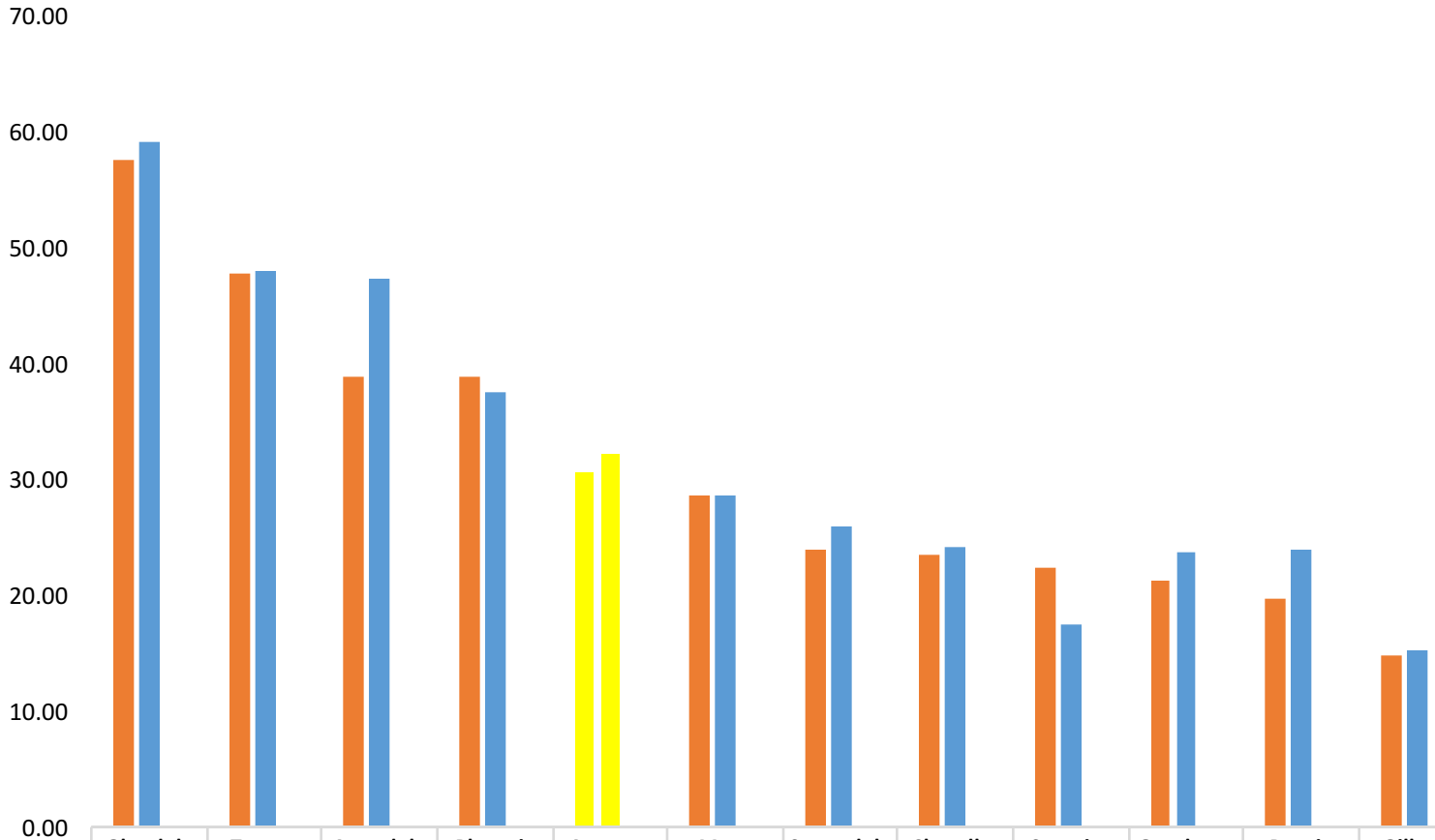
	Phoenix	Tempe	Mesa	Glendale	Avondale	Average	Chandler	Scottsdale	Surprise	Goodyear	Peoria	Gilbert
2014-2015	5.90	4.71	4.65	4.18	3.50	2.90	1.90	1.63	1.60	1.49	1.46	0.90
2013-2014	5.80	5.03	4.01	3.92	2.60	2.70	2.34	1.32	1.23	1.30	1.58	0.85
Percentage Change	1.72%	-6.36%	15.96%	6.63%	34.62%	7.41%	-18.80%	23.48%	30.08%	14.62%	-7.59%	5.88%

Source: Calendar year 2013 and 2014 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

Per resident crime rate is affected by change in population as well as number of violent crimes.

Property Crime

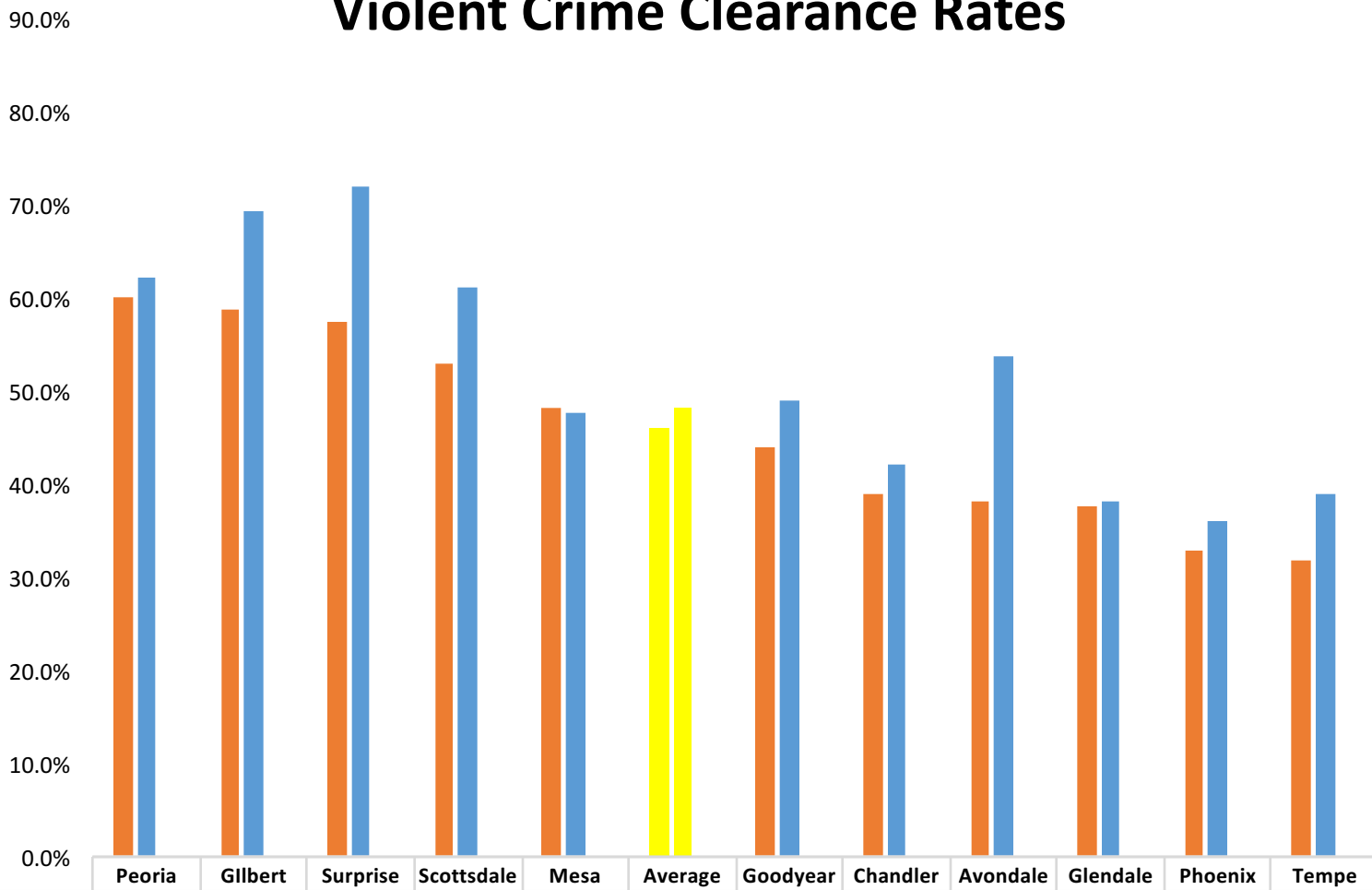
The number of reported property crimes per 1,000 residents



	Glendale	Tempe	Avondale	Phoenix	Average	Mesa	Scottsdale	Chandler	Surprise	Goodyear	Peoria	Gilbert
2014-2015	57.50	47.70	38.80	38.80	30.58	28.40	23.90	23.30	22.30	21.20	19.70	14.80
2013-2014	58.90	47.96	47.20	37.30	32.13	28.60	25.90	23.96	17.40	23.70	23.80	15.25
Percentage Change	-2.38%	-0.54%	-17.80%	4.02%	-4.82%	-0.70%	-7.72%	-2.75%	28.16%	-10.55%	-17.23%	-2.95%

- 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 and 2014 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-statecuts/table_8_offenses_known_to_law_enforcement_arizona_by_city_2013.xls
- Population change as well as reported crimes can affect the calculation.

Violent Crime Clearance Rates



	Peoria	GIlbert	Surprise	Scottsdale	Mesa	Average	Goodyear	Chandler	Avondale	Glendale	Phoenix	Tempe
2014-2015	60.0%	58.6%	57.5%	53.0%	48.1%	46.0%	44.0%	39.0%	38.0%	37.7%	32.9%	31.9%
2013-2014	62.0%	69.2%	72.0%	61.0%	47.6%	48.1%	48.8%	42.1%	53.7%	38.0%	35.9%	39.0%
Percentage Change	-3.23%	-15.32%	-20.14%	-13.11%	1.05%	-4.37%	-9.84%	-7.36%	-29.24%	-0.80%	-8.36%	-18.21%

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

	Mesa	Scottsdale	Gilbert	Surprise	Peoria	Avondale	Average	Chandler	Phoenix	Goodyear	Tempe	Glendale
2014-2015	33.0%	27.0%	24.9%	21.3%	21.0%	20.0%	20.0%	18.0%	17.0%	17.0%	11.8%	10.0%
2013-2014	29.5%	23.0%	22.0%	24.0%	21.4%	22.0%	19.6%	17.2%	16.1%	20.9%	13.0%	6.0%
Percentage Change	11.86%	17.39%	13.18%	-11.25%	-1.87%	-9.09%	2.04%	4.65%	5.59%	-18.66%	-9.23%	66.67%

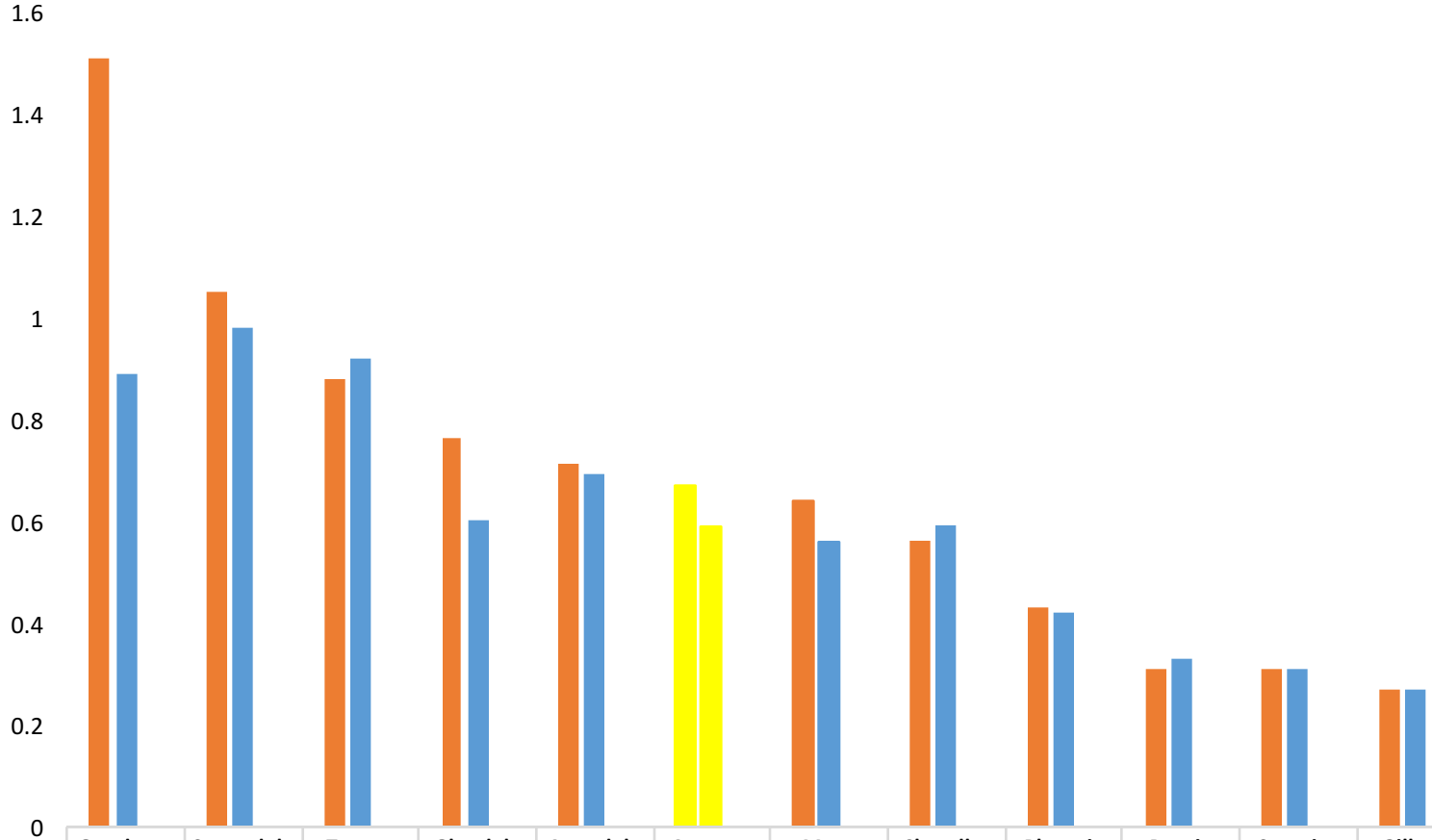
Glendale: Clearance Rates include cases “Cleared by Arrest” or “Submitted to Prosecutor” and cases “Cleared Exceptional.”

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



	Goodyear	Scottsdale	Tempe	Glendale	Avondale	Average	Mesa	Chandler	Phoenix	Peoria	Surprise	Gilbert
2014-2015	1.51	1.05	0.88	0.76	0.71	0.67	0.64	0.56	0.43	0.31	0.31	0.27
2013-2014	0.89	0.98	0.92	0.60	0.69	0.59	0.56	0.59	0.42	0.33	0.31	0.27
Percentage Change	69.66%	7.14%	-4.35%	26.67%	2.90%	13.56%	14.29%	-5.08%	2.38%	-6.06%	0.00%	0.00%

Source: City of Phoenix, Analysis of Cities, Maricopa Association of Governments.
Calls per resident is affected by change to population as well as total calls for service. This does not include officer initiated calls.

Libraries

Data Trends: The trend tracked for this section was the Average Number of Hours Libraries are Open per Week. All of the influencing factors applied in 2014 remain the same for this report.

Photo courtesy of City of Tempe, AZ

Influencing Factors

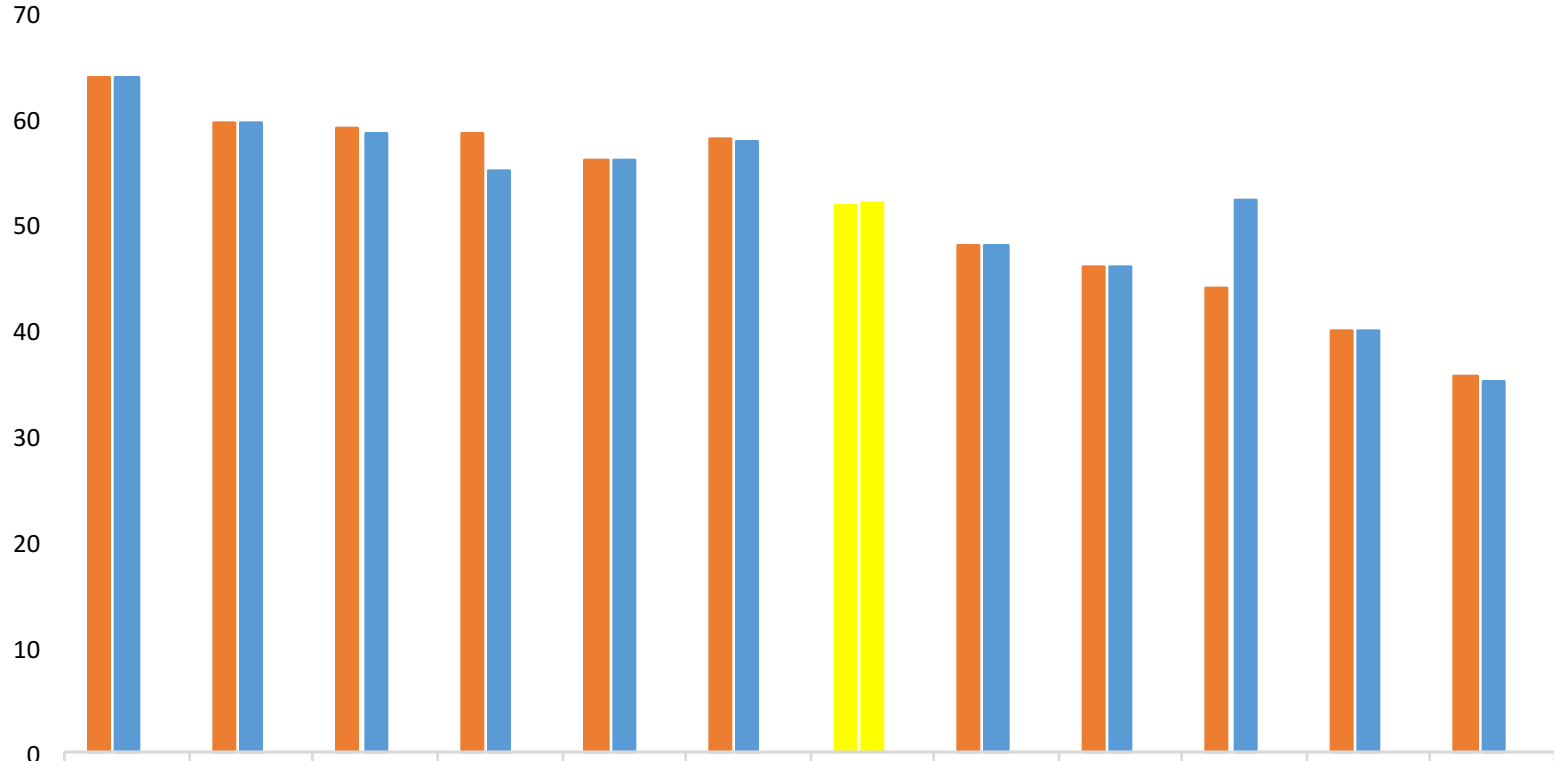
Customer Demand: Hours that branches and central libraries are open to the public.

County Policy for Library Reciprocal Borrowers Program: Exchange among library branches and between cities allows for greater access to materials that citizens request. This policy 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.

Average Hours Libraries are Open per Week

Average weekly hours that city libraries are open for operation



	Peoria	Scottsdale	Chandler	Gilbert	Tempe	Mesa	Average	Goodyear	Phoenix	Avondale	Surprise	Glendale
2014-2015	63.8	59.5	59.2	58.5	56	58	51.7	48	46.1	44	40	35.6
2013-2014	63.8	59.5	58.5	55	56	57.9	52	48	46.1	52.2	40	35.1
Percentage Change	0.00%	0.00%	1.20%	6.36%	0.00%	0.17%	-0.58%	0.00%	0.00%	-15.70%	0.00%	1.20%

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 Services

Data Trends:. The trends tracked for this report were Park Acreage for Public Use per 100,000 Residents and Miles of Trails per 100,000 residents. All of the influencing factors applied in 2014 remain the same for this report.

Photo courtesy of the City of Mesa, AZ

Influencing Factors

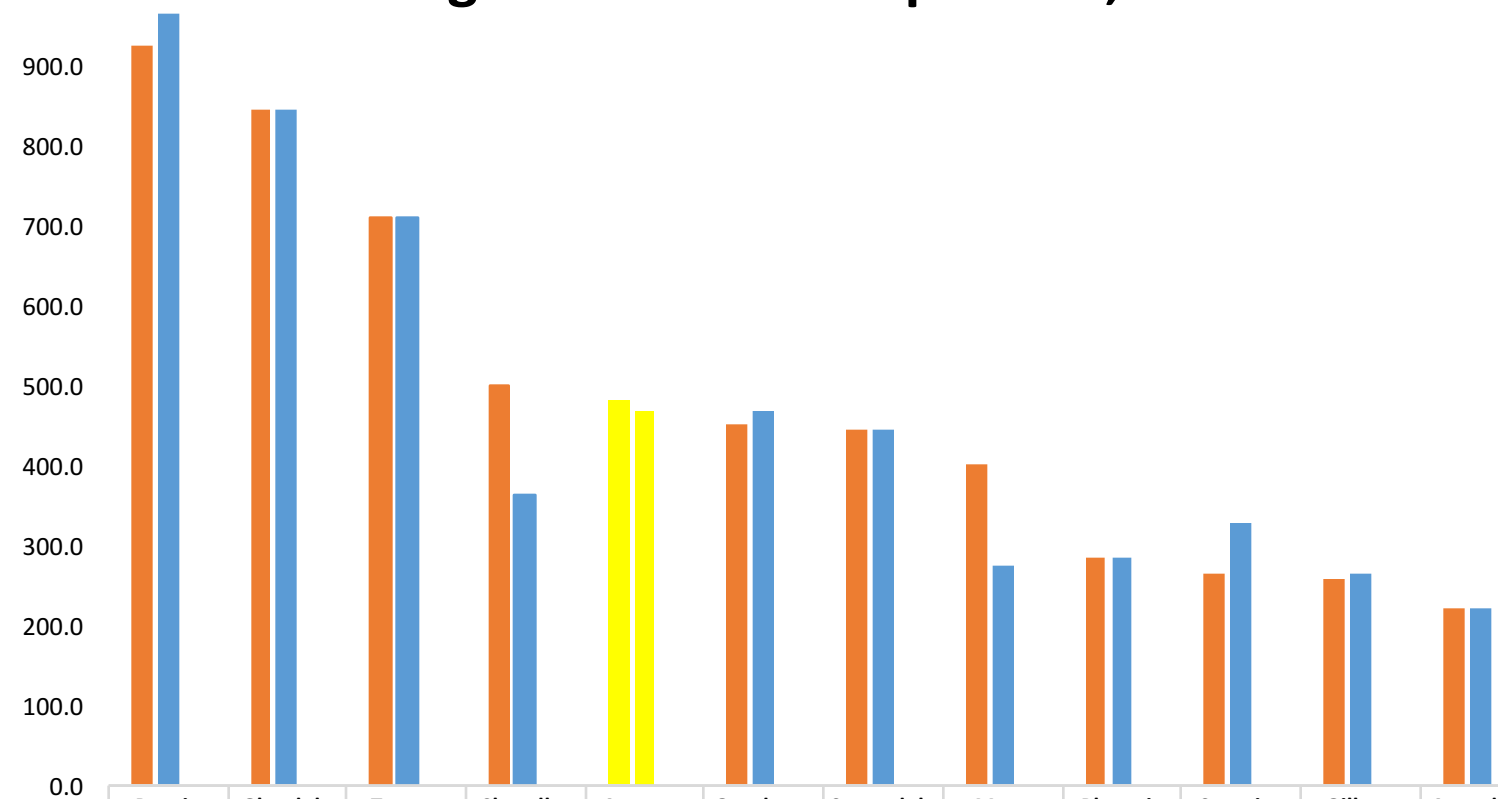
Servicing Offered by Private Sector: At times, recreation programs, parks, trails, and pools are offered by private organizations, such as homeowner associations. The availability and quality of private programs and amenities influences the extent which cities consider offering similar programs and amenities.

Customer Feedback: Feedback from the community is vital to understanding what services are desired and what the community 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. This increases the demand for public pools and recreation centers for both youth and seniors.

Geography/Open Space Recreation Areas: Geography helps shape how cities define recreational activities for citizens and what amenities are offered. Individuals who live closer to outdoor recreation areas than developed municipal parks influence the demand for parks in a city. 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 the number of developed park acreage.

Park Acreage for Public Use per 100,000 Residents

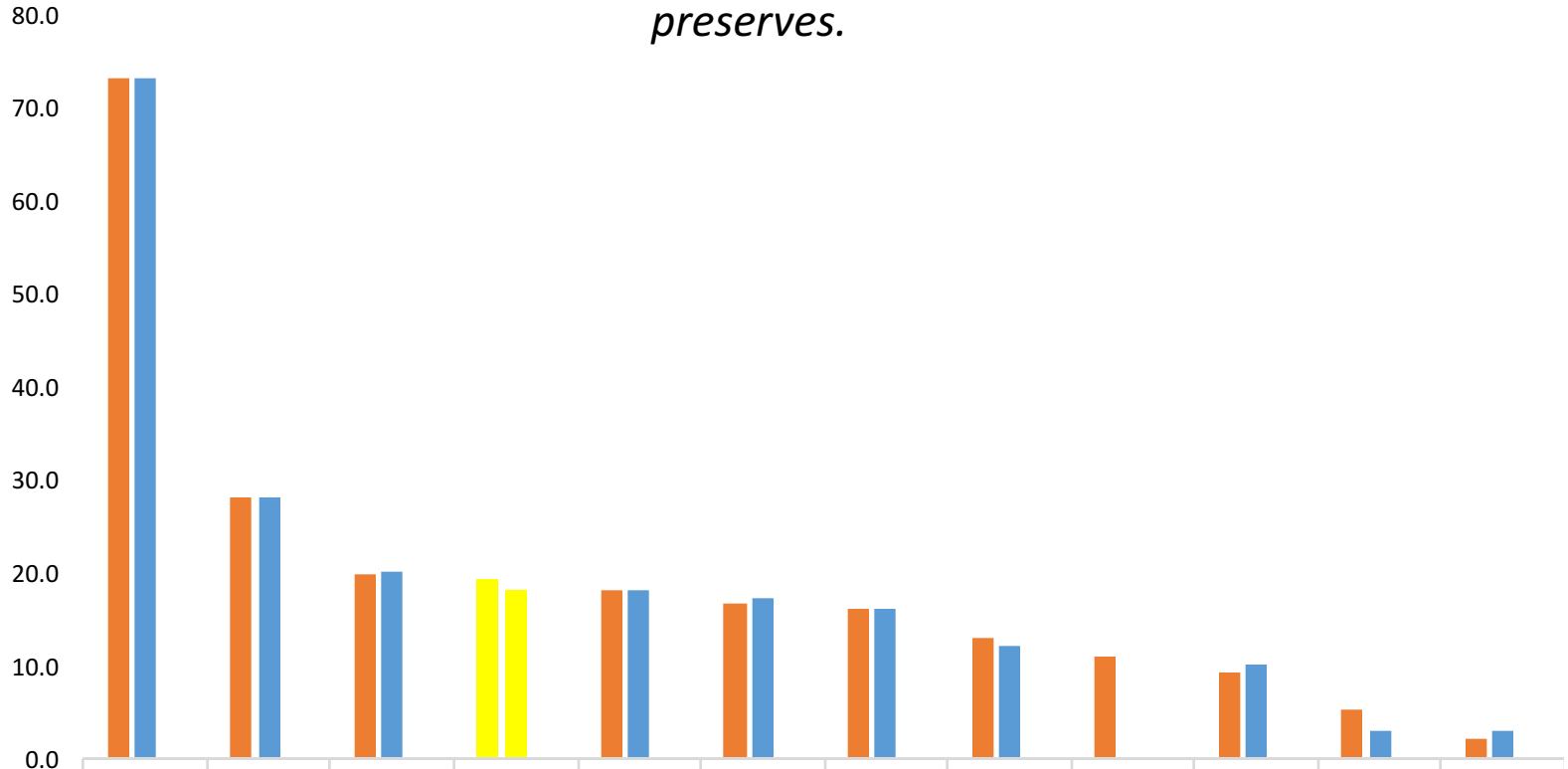


	Peoria	Glendale	Tempe	Chandler	Average	Goodyear	Scottsdale	Mesa	Phoenix	Surprise	Gilbert	Avondale
2014-2015	924.0	843.0	709.0	498.0	481.3	451.0	443.0	399.6	284.0	265.0	257.0	221.0
2013-2014	963.0	843.0	709.0	363.0	468.9	467.0	443.0	274.0	284.0	328.0	263.0	221.0
Percentage Change	-4.05%	0.00%	0.00%	37.19%	2.64%	-3.43%	0.00%	45.84%	0.00%	-19.21%	-2.28%	0.00%

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: Excludes 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.
Population change as well as acreage can affect calculation.

Miles of Trails per 100,000 Residents

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



	Scottsdale	Phoenix	Glendale	Average	Tempe	Gilbert	Peoria	Mesa	Avondale	Goodyear	Chandler	Surprise
2014-2015	73.0	28.0	19.7	19.2	18.0	16.5	16.0	13.0	11.0	9.1	5.2	2.0
2013-2014	73.0	28.0	20.0	18.1	18.0	17.0	16.0	12.0	0.0	10.0	3.0	3.0
Percentage Change	0.00%	0.00%	-1.50%	6.08%	0.00%	-2.94%	0.00%	8.33%	0.00%	-9.00%	73.33%	-33.33%

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.

Population changes in miles of trails can affect this calculation.

Water, Sewer and Trash Services

Data Trends:. The trends that were tracked for this report were Typical Monthly Trash Bill, Percent of Residential Waste Diverted to Recycling, Typical Monthly Bill for Water (both High and Low Use) and Typical Monthly Bill for Sewer (both High and Low use). All of the influencing factors applied in 2014 remain the same for this report.

Photo courtesy of 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 and conditions of the geographic area serviced, the elevation gain, and the number and density of customers affects costs.

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

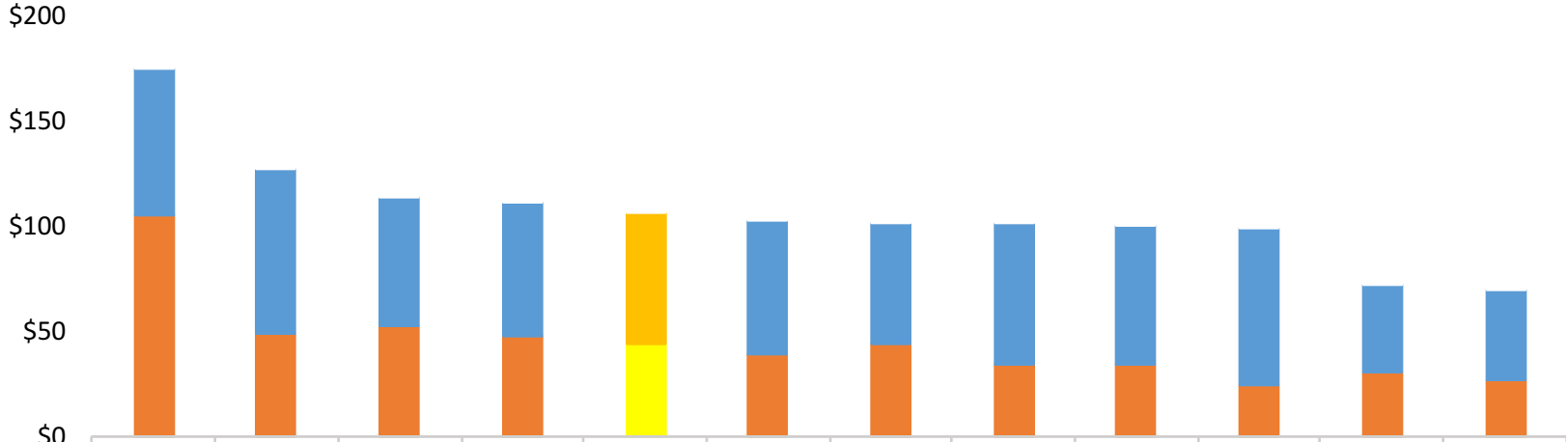
Facilities: The size of the facility, technology used, and ownership of the facility (joint/shared or local) impact the cost of water, landfills, and recycling centers provided to customers.

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

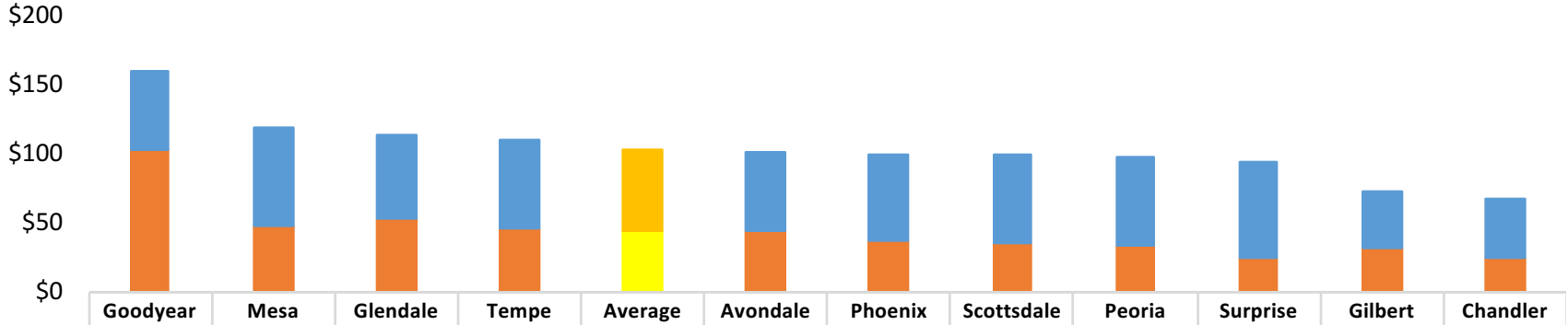
Irrigation or Use of Reclaimed Water: Consumption can be impacted if customers use water from separate irrigation districts for landscape watering.

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 (Higher Use)



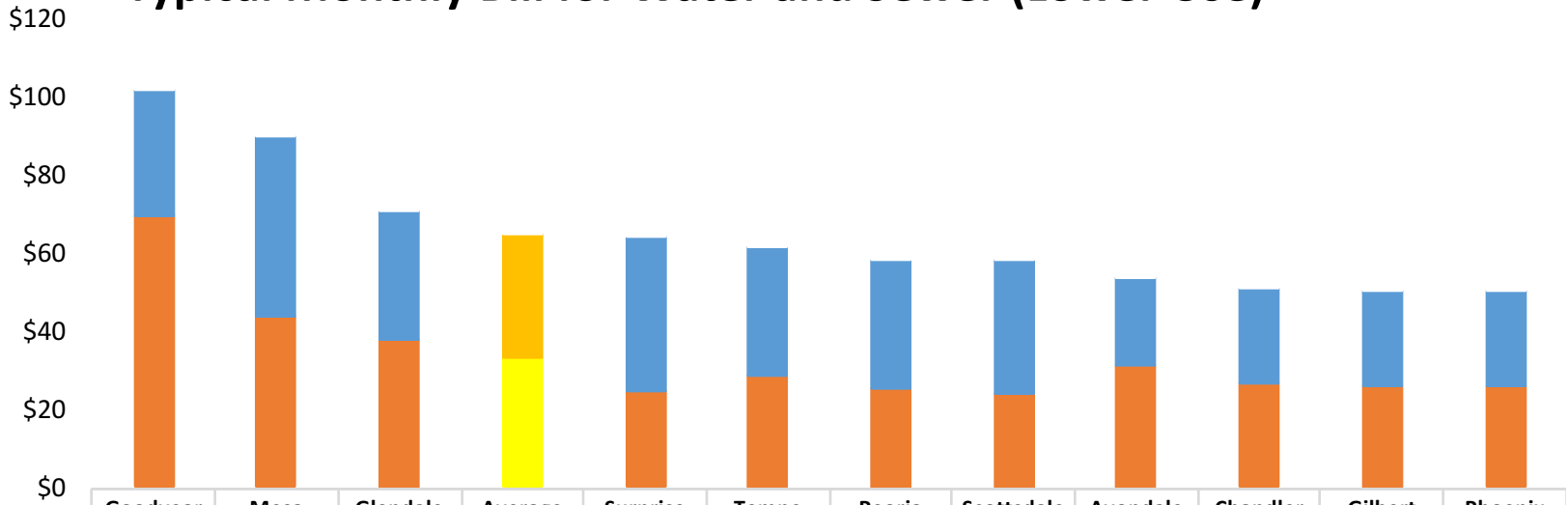
	Goodyear	Mesa	Glendale	Tempe	Average	Phoenix	Avondale	Scottsdale	Peoria	Surprise	Gilbert	Chandler
2015 Total	$175.12	$127.12	$113.80	$111.66	$106.58	$102.40	$101.45	$101.01	$99.75	$98.84	$71.45	$69.82
2015 Water	$70.34	$77.95	$61.88	$64.48	$62.39	$63.85	$57.16	$66.45	$66.02	$74.06	$40.67	$43.47
2015 Sewer	$104.78	$49.17	$51.92	$47.18	$44.19	$38.55	$44.29	$34.56	$33.73	$24.78	$30.78	$26.35
Percentage Change	9.38%	7.51%	0.00%	2.10%	3.57%	2.66%	-0.20%	1.51%	2.70%	6.02%	0.00%	2.98%



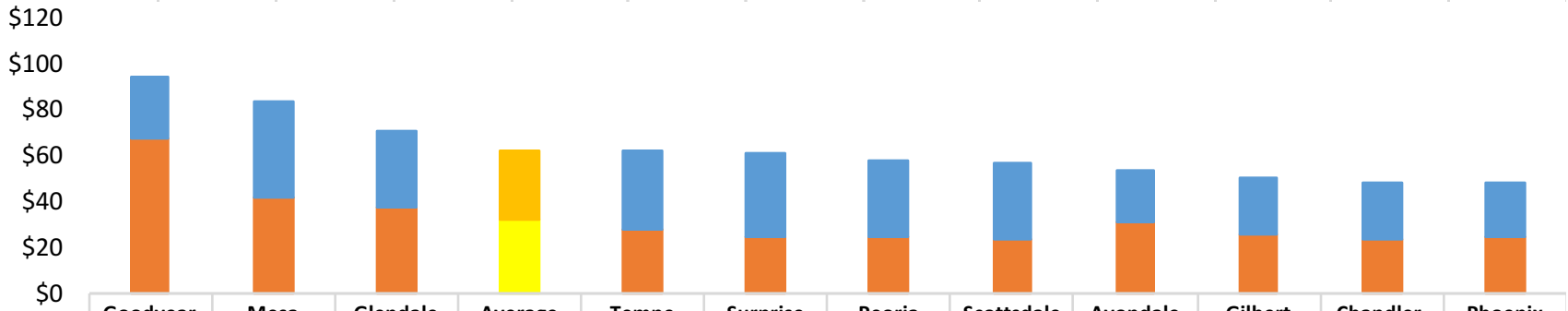
	Goodyear	Mesa	Glendale	Tempe	Average	Avondale	Phoenix	Scottsdale	Peoria	Surprise	Gilbert	Chandler
2014 Total	$160.10	$118.24	$113.80	$109.36	$102.91	$101.65	$99.75	$99.51	$97.13	$93.23	$71.45	$67.80
2014 Water	$58.33	$71.43	$61.88	$63.26	$59.79	$57.16	$63.85	$65.45	$63.55	$68.45	$40.67	$43.63
2014 Sewer	$101.77	$46.81	$51.92	$46.10	$43.12	$44.49	$35.90	$34.06	$33.58	$24.78	$30.78	$24.17

Assumes Single-Family Residential Water Use 17,000 gallons on 1" Meter; Sewer Use 12,000 gallons.
Taxes are not included in computations.
Rates are for municipal water providers only.

Typical Monthly Bill for Water and Sewer (Lower Use)



	Goodyear	Mesa	Glendale	Average	Surprise	Tempe	Peoria	Scottsdale	Avondale	Chandler	Gilbert	Phoenix
2015 Total	$101.85	$90.16	$70.86	$64.62	$64.33	$61.87	$58.57	$58.19	$53.79	$50.86	$50.17	$50.14
2015 Water	$32.50	$46.63	$33.18	$31.59	$39.55	$33.16	$33.20	$34.15	$22.18	$24.51	$24.35	$24.10
2015 Sewer	$69.35	$43.53	$37.68	$33.03	$24.78	$28.71	$25.37	$24.04	$31.61	$26.35	$25.82	$26.04
Percentage Change	8.16%	7.63%	0.00%	3.33%	4.87%	-0.53%	2.13%	1.75%	0.00%	4.48%	0.00%	3.66%

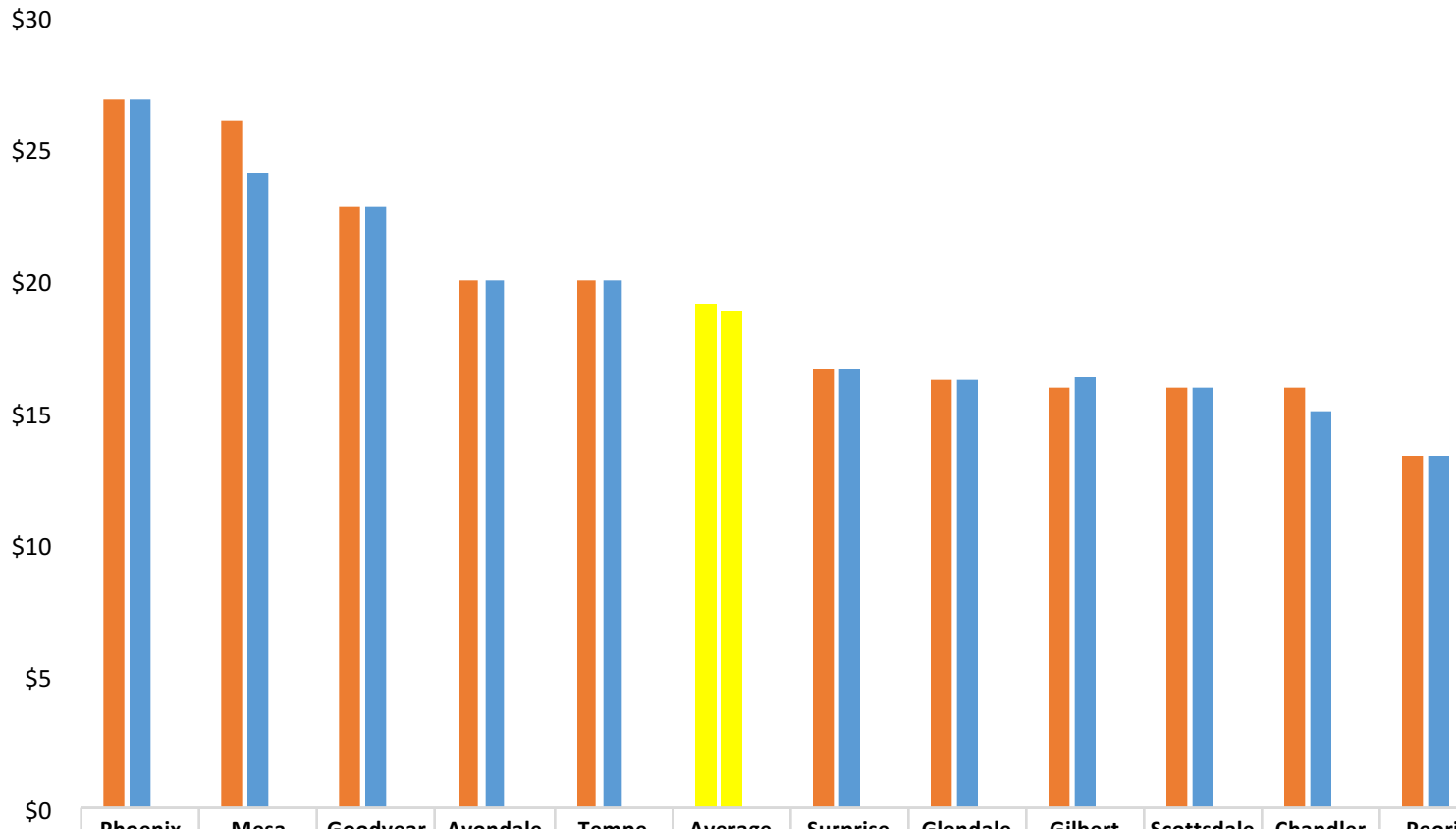


	Goodyear	Mesa	Glendale	Average	Tempe	Surprise	Peoria	Scottsdale	Avondale	Gilbert	Chandler	Phoenix
2014 Total	$94.17	$83.77	$70.86	$62.54	$62.20	$61.34	$57.35	$57.19	$53.79	$50.17	$48.68	$48.37
2014 Water	$26.81	$42.32	$33.18	$30.40	$34.20	$36.56	$32.49	$33.65	$22.18	$24.35	$24.51	$24.10
2014 Sewer	$67.36	$41.45	$37.68	$32.14	$28.00	$24.78	$24.86	$23.54	$31.61	$25.82	$24.17	$24.27

Assumes Single-Family Residential Water Use 9,000 gallons on 3/4" Meter; Sewer Use 8,000 gallons.
Taxes are not included in computations.
Rates are for municipal water providers only.

Typical Monthly Bill for Trash and Recycling

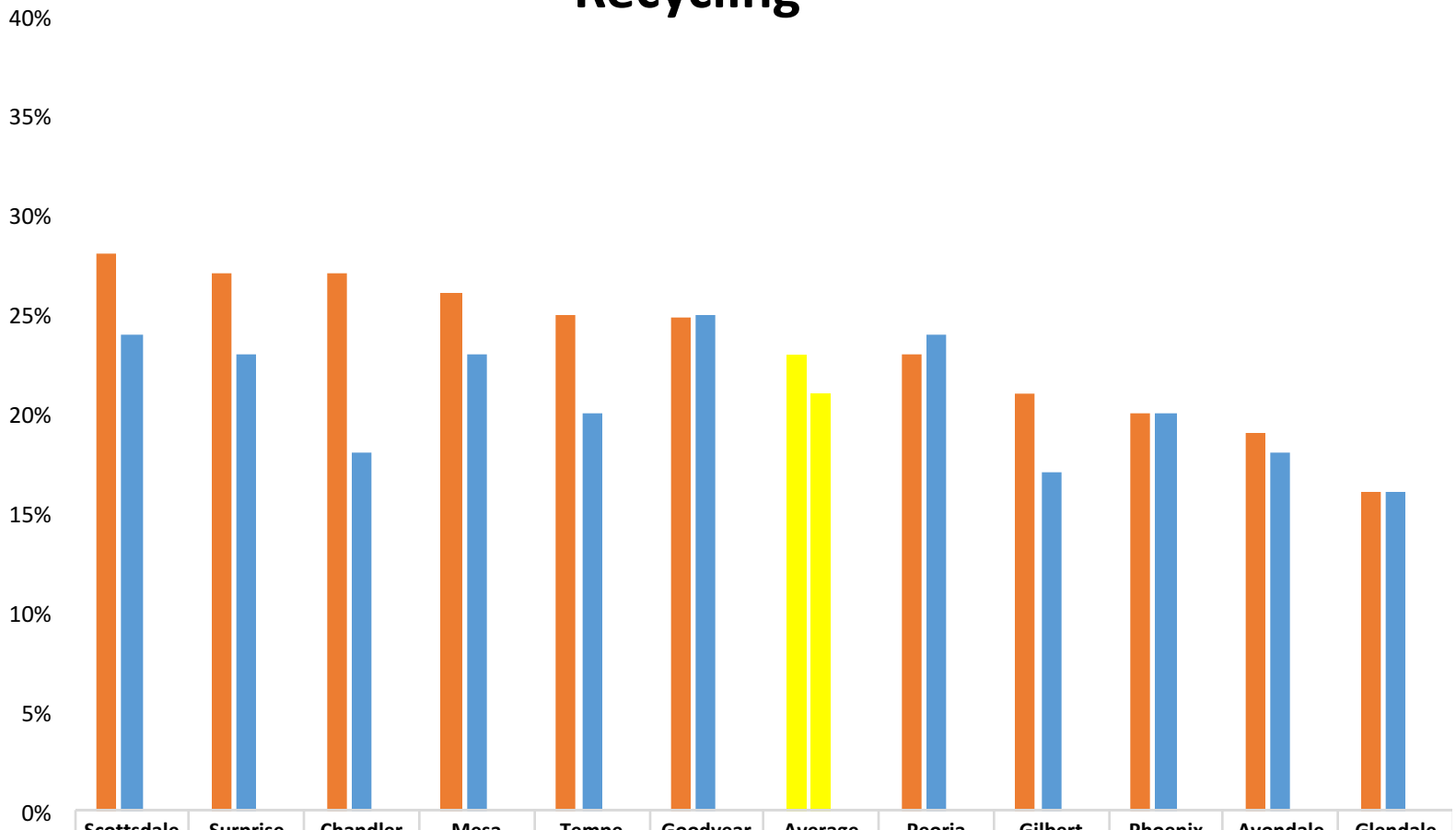
For a Single-Family Residential Customer



	Phoenix	Mesa	Goodyear	Avondale	Tempe	Average	Surprise	Glendale	Gilbert	Scottsdale	Chandler	Peoria
2014-2015	$26.85	$26.10	$22.80	$20.00	$19.98	$19.09	$16.63	$16.30	$16.00	$16.00	$15.97	$13.38
2013-2014	$26.85	$24.09	$22.80	$20.00	$19.98	$18.86	$16.63	$16.30	$16.40	$16.00	$15.07	$13.38
Percentage Change	0.00%	8.34%	0.00%	0.00%	0.00%	1.22%	0.00%	0.00%	-2.44%	0.00%	5.97%	0.00%

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

Percent of Residential Waste Diverted through Recycling



	Scottsdale	Surprise	Chandler	Mesa	Tempe	Goodyear	Average	Peoria	Gilbert	Phoenix	Avondale	Glendale
2014-2015	28.0%	27.0%	27.0%	26.0%	25.0%	24.8%	23.0%	23.0%	21.0%	20.0%	19.0%	16.0%
2013-2014	24.0%	23.0%	18.0%	23.0%	20.0%	25.0%	21.0%	24.0%	17.0%	20.0%	18.0%	16.0%
Percentage Change	16.66%	17.39%	50.00%	13.04%	25.00%	-0.80%	9.52%	-4.17%	23.53%	0.00%	5.56%	0.00%

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

Data Trends: The trends tracked for this report were the most recent Bond Rating and FTE's per 1,000 residents. All of the influencing factors applied in 2014 remain the same for this report.

Photo courtesy of City of Chandler, AZ

Influencing Factors

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

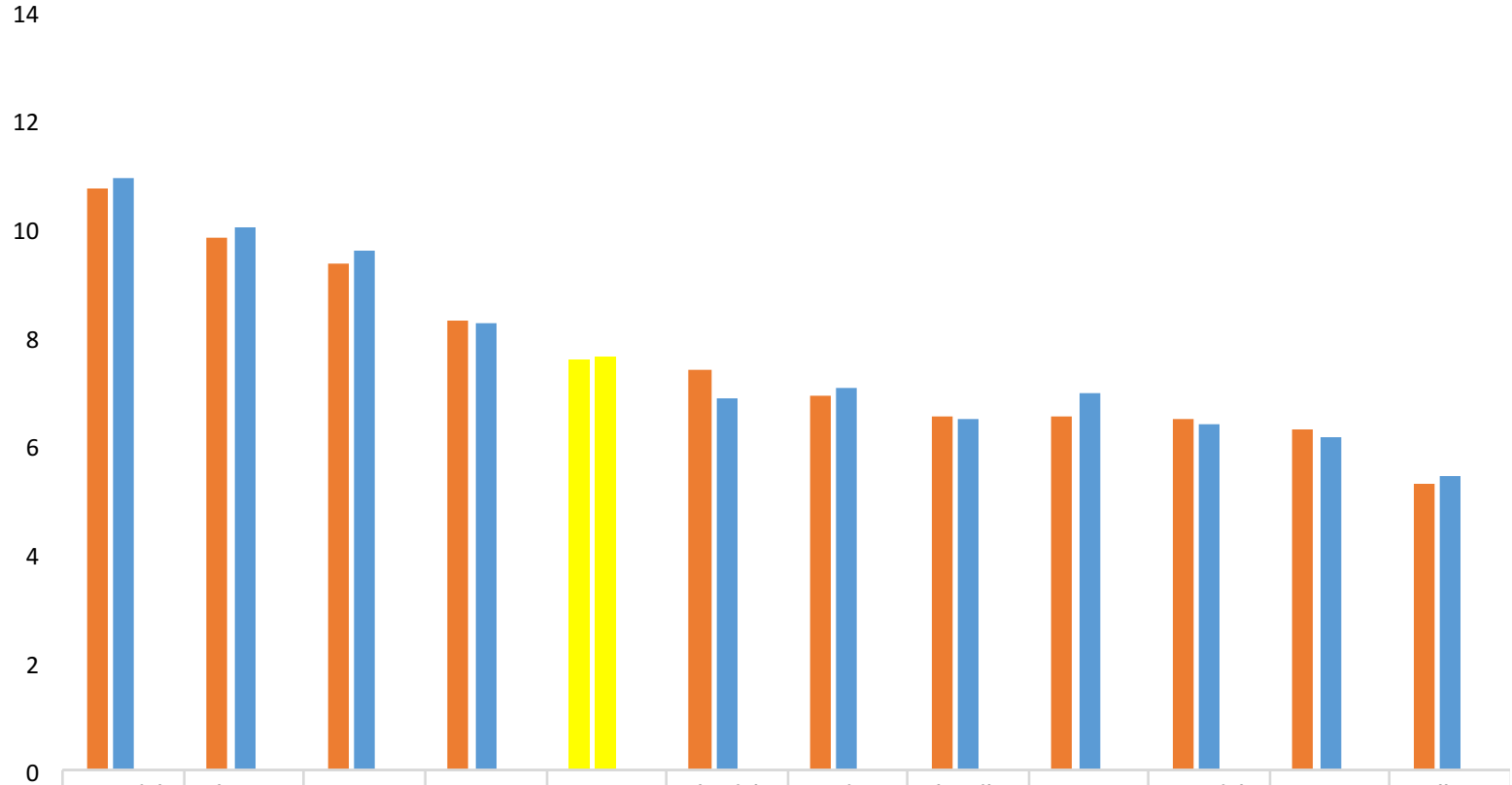
Regional Responsibilities: Some cities (primarily Phoenix) have regional responsibilities that require additional staffing. Examples includes Sky Harbor Airport, combined water and wastewater treatment and Phoenix Convention Center.

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

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. Since rating agencies look for acceptable 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



	Scottsdale	Phoenix	Tempe	Mesa	Average	Glendale	Goodyear	Chandler	Peoria	Avondale	Surprise	Gilbert
2014-2015	10.72	9.82	9.36	8.32	7.61	7.42	6.91	6.56	6.55	6.50	6.30	5.30
2013-2014	10.94	10.01	9.62	8.24	7.65	6.89	7.07	6.48	6.95	6.40	6.15	5.44
Percentage Change	-2.00%	-1.90%	-2.70%	0.97%	-0.52%	7.69%	-2.26%	1.23%	-5.76%	1.56%	2.44%	-2.57%

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 2014-15 adjusted FTE per 1,000 residents is 9.26.

Population changes can affect this calculation.

Bond Rating

Most Recent General Obligation Bond Rating of each City

	Most Recent Bond Rating										
AAA	**AAA**	**AAA**	**AAA**	**Aaa**							
AA+	↑	↑	↑	↑	**AA+**	**AA+**					
AA	↑	↑	↑	↑	↑	↑	**AA**	**AA**	**AA**		
AA-	↑	↑	↑	↑	↑	↑	↑	↑	↑	**AA-**	
A+	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	
A	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	
A-	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	
BBB+	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	**BBB+**
BBB	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
BBB-	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
BB+	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
BB	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
BB-	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
B+	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
B	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
B-	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
CCC+	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
CCC	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
CCC-	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
CC	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
C	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
D	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑	↑
Rating Tier	Chandler	Scottsdale	Tempe	Gilbert	Phoenix	Peoria	Avondale	Goodyear	Surprise	Mesa	Glendale
	AAA	**AAA**	**AAA**	**Aaa**	**AA+**	**AA+**	**AA**	**AA**	**AA**	**AA-**	**BBB+**

Gilbert improved from Aa to Aaa (Moody's).
Surprise improved from AA- to AA (Standard and Poor's).

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. 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 recorded charges 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, arson 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 that either threatens to, or uses 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 operates the libraries within their communities, thus their hours were calculated using Maricopa County Data.
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.

Water and Wastewater Services

1. Distribution Systems- a network of interconnected pipes, storage facilities, and components that move water from the treatment plant to the consumer.
2. Meter Size- water meter size determines how much water flows to a consumer and the rate the consumer will be charged.
3. Reclaimed Water- highly treated wastewater that is used for irrigation, recharge, or other purposes; not intended for drinking or consumption.
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, whereas two half-time employees would also equal one full time equivalent.

Appendix

Demographics: Population and Land Area

Cities	Population (2014)	Population (2013)	Land Area (2014)	Land Area (2013)
Avondale	78,090	77,511	45.14	45.14
Chandler	249,423	246,197	64.98	64.85
Gilbert	235,493	227,603	68.15	68.14
Glendale	232,680	231,109	59.73	59.21
Goodyear	74,743	72,275	191.23	191.23
Mesa	455,567	450,310	138.28	138.25
Peoria	163,832	160,545	158.16	158.16
Phoenix	1,506,439	1,485,751	518.7	518.7
Scottsdale	225,698	222,213	184.47	184.47
Surprise	123,797	121,629	107.7	107.68
Tempe	169,529	165,158	40.04	40.04
Sources:	July 1, 2014 Population estimates from Arizona Office of Employment and Population Statistics and Maricopa Association of Governments.	July 1, 2013 Population estimates from Arizona Office of Employment and Population Statistics and Maricopa Association of Governments.	July 2015 Maricopa County Incorporated Areas - Maricopa County Elections Department	July 2014 Maricopa County Incorporated Areas - Maricopa County Elections Department

Demographics: Income and Poverty

Cities	Median Household Income (2014)	Median Household Income (2013)	Poverty (2014)	Poverty (2013)
Avondale	$55,664	$51,206	19.30%	19.09%
Chandler	$73,062	$71,545	10.40%	10.41%
Gilbert	$84,153	$81,589	6.80%	5.91%
Glendale	$46,453	$41,037	21.00%	26.30%
Goodyear	$69,883	$72,219	12.10%	10.78%
Mesa	$47,675	$47,561	15.10%	16.64%
Peoria	$66,371	$59,377	9.20%	11.51%
Phoenix	$47,929	$46,601	23.30%	23.60%
Scottsdale	$73,062	$69,690	9.10%	9.32%
Surprise	$58,923	$55,857	12.20%	10.48%
Tempe	$47,118	$48,565	23.30%	21.54%
Sources:	Source: 2014, Census Bureau, American Community Survey, 1-Year estimates.	Source: 2013, Census Bureau, American Community Survey, 1-Year estimates.	Source: 2014, 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.	Source: 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.

Fire Services: Response Time, Calls Per Resident

Cities	Fire Response Time (FY 2014/15)	Fire Response Time (FY 2013/14)	Fire Service Calls per Resident (FY 2014/15)	Fire Service Calls per Resident (FY 2013/14
Avondale	6:14	7:18	0.121	0.0846
Chandler	3:58	3:58	0.0914	0.0839
Gilbert	4:59	4:57	0.077	0.0688
Glendale	4:44	4:30	0.1204	0.1689
Goodyear	5:03	5:52	0.0656	0.0699
Mesa	5:05	5:01	0.1263	0.1277
Peoria	5:34	5:56	0.1022	0.0922
Phoenix	4:48	4:48	0.1149	0.1149
Scottsdale	5:25	5:26	0.1434	0.1266
Surprise	5:28	5:47	0.091	0.1132
Tempe	4:13	4:07	0.1379	0.1487
Sources:	Source: Valley Cities	Source: Valley Cities	Source: City of Phoenix, Analysis of Cities. Data includes calls for both Fire and Emergency Medical Services. Per resident calls for service is affected by changes in population.	Source: City of Phoenix, Analysis of Cities. Data includes calls for both Fire and Emergency Medical Services. Per resident calls for service is affected by changes in population.

Police Services: Response time, calls for resident

Cities	Police Response Time (FY 2014/15)	Police Response Time (FY 2013/14)	Police Calls per Resident (FY 2014/15)	Police Calls per Resident (FY 2013/14)
Avondale	4:23	7:34	0.71	0.69
Chandler	6:15	6:15	0.56	0.59
Gilbert	4:53	4:18	0.27	0.27
Glendale	5:09	4:42	0.76	0.60
Goodyear	3:30	4:05	1.51	0.89
Mesa	4:00	4:49	0.64	0.56
Peoria	6:41	6:26	0.31	0.33
Phoenix	5:50	5:32	0.43	0.41
Scottsdale	5:12	5:25	1.05	1.05
Surprise	4:36	4:44	0.31	0.31
Tempe	6:36	6:23	0.88	0.92
Sources:	Source: Valley Cities	Source: Valley Cities	Source: City of Phoenix, Analysis of Cities, Maricopa Association of Governments.	Source: City of Phoenix, Analysis of Cities, Maricopa Association of Governments.

Police Services: Violent crime/clearance; Property crime/clearance

Cities	Violent Crime Rate Per 1,000 Residents (2014)	Violent Crime Rate Per 1,000 Residents (2013)	Violent Crime Clearance Rate (2014)	Violent Crime Clearance Rate (2013)	Property Crime Rate Per 1,000 Residents (2014)	Property Crime Rate Per 1,000 Residents (2013)	Property Crime Clearance Rate (2014)	Property Crime Clearance Rate (2013)
Avondale	3.50	2.60	38.0%	53.7%	38.80	47.20	20.0%	22.4%
Chandler	1.90	2.34	39.0%	42.1%	23.30	23.96	18.0%	17.2%
Gilbert	0.90	0.85	58.6%	69.2%	14.80	15.25	24.9%	22.0%
Glendale	4.18	3.92	37.7%	38.0%	57.50	58.96	10.%	6.0%
Goodyear	1.49	1.30	44.0%	48.8%	21.20	23.74	17.0%	20.9%
Mesa	4.65	4.01	48.1%	47.6%	28.60	28.68	33.0%	29.5%
Peoria	1.46	1.58	60.0%	62.0%	19.70	23.86	21.0%	21.4%
Phoenix	5.90	6.39	32.9%	36.1%	38.80	40.44	17.0%	16.5%
Scottsdale	1.63	1.52	58.0%	61.0%	23.90	25.95	27.0%	23.0%
Surprise	1.60	1.23	57.9%	72.0%	22.30	17.43	21.3%	24.0%
Tempe	4.71	5.03	31.9%	39.0%	47.70	47.96	11.8%	13.0%
Sources:	Source: Calendar year and 2014 UCR crime data	Source: Calendar year 2013 UCR crime data	Source: Valley Cities	Source: Valley Cities	Source: Calendar year and 2014 UCR crime data	Source: Calendar year 2013 UCR crime data	Source: Calendar year and 2014 UCR crime data	Source: Calendar year 2013 UCR crime data

Libraries: Number and Availability per 100,000 residents

Cities	Libraries (FY 2014/15)	Libraries (FY 2013/14)	Libraries Available per 100,000 Residents (FY 2014/15)	Libraries Available per 100,000 Residents (FY 2013/14)
Avondale	2	2	2.5	2.5
Chandler	4	4	1.6	1.6
Gilbert	2	2	0.8	0.9
Glendale	3	3	1.3	1.3
Goodyear	1	1	1.3	1.3
Mesa	4	4	0.9	0.9
Peoria	2	2	1.19	1.3
Phoenix	17	17	1.1	1.1
Scottsdale	5	5	2.3	2.3
Surprise	2	2	1.7	1.7
Tempe	1	1	0.6	0.6
Sources:	Source: Valley Cities	Source: Valley Cities	Source: Valley Cities Avondale and Goodyear have less than 100,000 residents, therefore this calculation reflects a higher number of libraries than those present in the community.	Source: Valley Cities Avondale and Goodyear have less than 100,000 residents, therefore this calculation reflects a higher number of libraries than those present in the community.

Libraries: Average Hours Open per Week

Cities	Average Hours Libraries are Open per Week (FY 2014/15)	Average Hours Libraries are Open per Week (FY 2013/14)
Avondale	44.0	52.21
Chandler	59.2	58.53
Gilbert	58.5	55.00
Glendale	35.6	35.18
Goodyear	48.0	48.00
Mesa	54.0	57.94
Peoria	63.8	63.81
Phoenix	46.1	46.17
Scottsdale	59.5	59.54
Surprise	40.0	40.00
Tempe	56.0	56.00
Sources:	Source: Arizona Public Library Statistics, 2014/15, 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.	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: Park Acreage and Miles of Trails

Cities	Park Acreage for Public Use per 100,000 (FY 2014/15)	Park Acreage for Public Use per 100,000 (FY 2013/14)	Miles of trails per 100,000 Residents (FY 2014/15)	Miles of trails per 100,000 Residents (FY 2013/14)
Avondale	221.0	221.0	11.0	0.0
Chandler	498.0	363.0	5.2	3.0
Gilbert	257.0	263.0	16.5	17.0
Glendale	843.0	843.0	19.7	20.0
Goodyear	451.0	467.0	9.1	10.0
Mesa	399.6	274.0	13.0	12.0
Peoria	924.0	963.0	16.0	16.0
Phoenix	284.0	284.0	28.0	28.0
Scottsdale	443.0	443.0	73.0	73.0
Surprise	328.0	328.0	3.0	3.0
Tempe	709.0	709.0	18.0	18.0
Sources:	Source: Valley Cities	Source: Valley Cities	Source: Valley Cities	Source: Valley Cities

Water Services: Typical Monthly Bills

Cities	Typical Monthly Bill for Water (Higher Use) (FY 2014/15)	Typical Monthly Bill for Water (Higher Use) (FY 2013/14)	Typical Monthly Bill for Sewer (Higher Use) (FY 2014/15)	Typical Monthly Bill for Sewer (Higher Use) (FY 2013/14)	Typical Monthly Bill for Water (Lower Use) (FY 2014/15)	Typical Monthly Bill for Water (Lower Use) (FY 2013/14)	Typical Monthly Bill for Sewer (Lower Use) (FY 2014/15)	Typical Monthly Bill for Sewer (Lower Use) (FY 2013/14)
Avondale	$57.16	$57.16	$44.29	$44.29	$22.18	$22.18	$31.61	$31.61
Chandler	$43.47	$57.16	$26.35	$26.35	$24.51	$24.51	$26.35	$26.35
Gilbert	$40.67	$40.67	$30.78	$30.78	$24.35	$24.35	$25.82	$25.82
Glendale	$61.88	$61.88	$51.92	$51.92	$33.18	$33.18	$37.68	$37.68
Goodyear	$70.34	$70.34	$104.78	$104.78	$32.50	$32.50	$69.35	$69.35
Mesa	$77.65	$77.65	$49.17	$49.17	$46.63	$46.63	$43.53	$43.53
Peoria	$66.02	$66.02	$33.73	$33.73	$32.50	$33.20	$25.37	$25.37
Phoenix	$63.85	$63.85	$38.55	$38.55	$24.10	$24.10	$26.04	$26.04
Scottsdale	$66.45	$66.45	$34.56	$34.56	$34.15	$34.15	$24.04	$24.04
Surprise	$74.06	$74.06	$24.78	$24.78	$39.55	$39.55	$24.78	$24.78
Tempe	$64.48	$64.48	$47.18	$47.18	$33.16	$33.16	$28,71	$28,71
Sources:	Source: Scottsdale analysis of Valley Cities rates	Source: Scottsdale analysis of Valley Cities rates	Source: Scottsdale analysis of Valley Cities rates	Source: Scottsdale analysis of Valley Cities rates	Source: Scottsdale analysis of Valley Cities rates	Source: Scottsdale analysis of Valley Cities rates	Source: Scottsdale analysis of Valley Cities rates	Source: Scottsdale analysis of Valley Cities rates

Trash Services: Monthly Bills and Diversion Rate

Cities	Typical Monthly Bill for Trash and Recycling (FY 2014/15)	Typical Monthly Bill for Trash and Recycling (FY 2013/14)	Percent of Waste Diverted through Recycling (FY 2014/15)	Percent of Waste Diverted through Recycling (FY 2013/14)
Avondale	$20.00	$20.00	19.0%	18.0%
Chandler	$15.97	$15.07	27.0%	18.0%
Gilbert	$16.00	$16.40	21.0%	17.0%
Glendale	$16.30	$16.30	16.0%	16.0%
Goodyear	$22.80	$22.80	24.8%	25.0%
Mesa	$26.10	$26.09	26.0%	23.0%
Peoria	$13.38	$13.38	23.0%	24.0%
Phoenix	$26.85	$26.85	20.0%	20.0%
Scottsdale	$16.00	$16.00	28.0%	24.0%
Surprise	$16.63	$16.63	27.0%	23.0%
Tempe	$19.98	$19.98	25.0%	20.0%
Sources:	Source: Valley Cities	Source: Valley Cities	Source: Valley Cities	Source: Valley Cities

Finance and Administrative Services: Employees and Bond Ratings

Cities	Full Time Equivalent (FTE) (FY 2014/15)	Full Time Equivalent (FTE) (FY 2013/14)	Bond Rating (most recent General Obligation Bond Rating) (FY 2014/15)	Bond Rating (most recent General Obligation Bond Rating) (FY 2013/14)
Avondale	6.50	6.40	AA	AA
Chandler	6.56	6.48	AAA	AAA
Gilbert	5.30	5.44	AAA	AA+
Glendale	7.42	6.89	BBB+	BBB+
Goodyear	6.91	7.07	AA	AA
Mesa	8.32	8.24	AA-	AA-
Peoria	6.55	6.95	AA+	AA+
Phoenix	9.82	10.01	AA+	AA+
Scottsdale	10.72	10.94	AAA	AAA
Surprise	6.30	6.15	AA	AA-
Tempe	9.36	9.62	AAA	AAA
Sources:	Source: Valley Cities	Source: Valley Cities .	Source: Valley Cities	Source: Valley Cities

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