Glendale - 2023/2024 VBC Report

Jul 01, 2019 - Jun 30, 2024

Executive Summary

Valley Benchmark Communities (VBC) is a group of Arizona municipalities working to improve local government performance. As one of the largest and oldest performance management consortiums in the U.S. and covering a population of over 4 million in the Phoenix metro area, VBC creates a trend report that informs, represents, and supports its members and the general public on an annual basis. VBC, by working collaboratively with designated representatives from local governments and their communities:

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

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

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

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


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Demographics Influencing Factors

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

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

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

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

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

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

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

Population growth across Arizona has exhibited a notable and continued trend of deceleration from FY 2022-2023 to FY 2023-2024. During FY 2021-2022, the growth rates in different communities varied significantly, spanning from as high as 7.1% to as low as 0.6%. Most communities experienced growth rates primarily in the range of 1.4% to 4.4%, indicating a more concentrated pattern of grwth during this period.

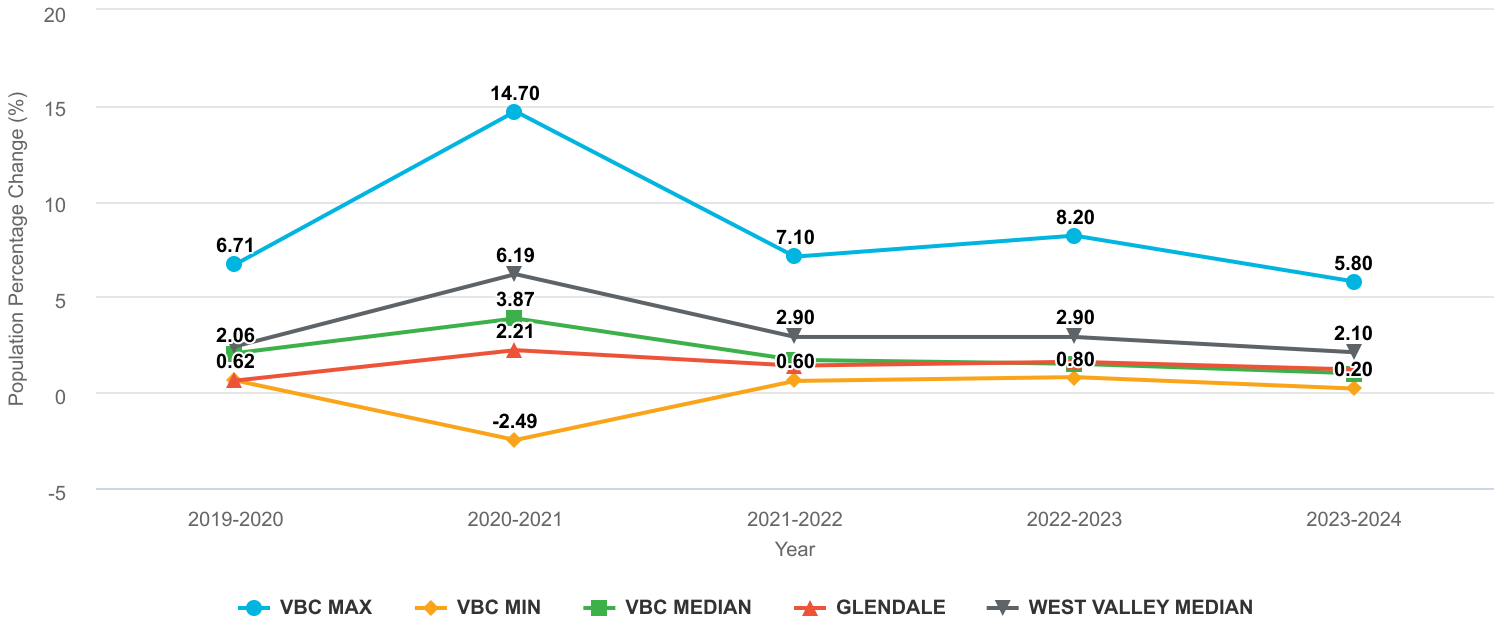
In FY 2022-2023, the growth rates showed a general slowdown, with the highest growth recorded at 8.2% and the lowest at 0.8%. The majority of communities witnessed their growth rates stabilize, predominantly ranging from 1.1% to 3.2%, reflecting a more uniform but reduced pace of growth compared to the previous fiscal year.

By FY 2023-2024, the growth rates have continued to slow, with the highest growth reported at 5.8% and the lowest at 0.2%. Almost every community witnessed a slower growth rate than the previous fiscal year, ranging from 0.7% to 1.2%, reflecting a continued reduced pace of growth throughout the Valley.

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

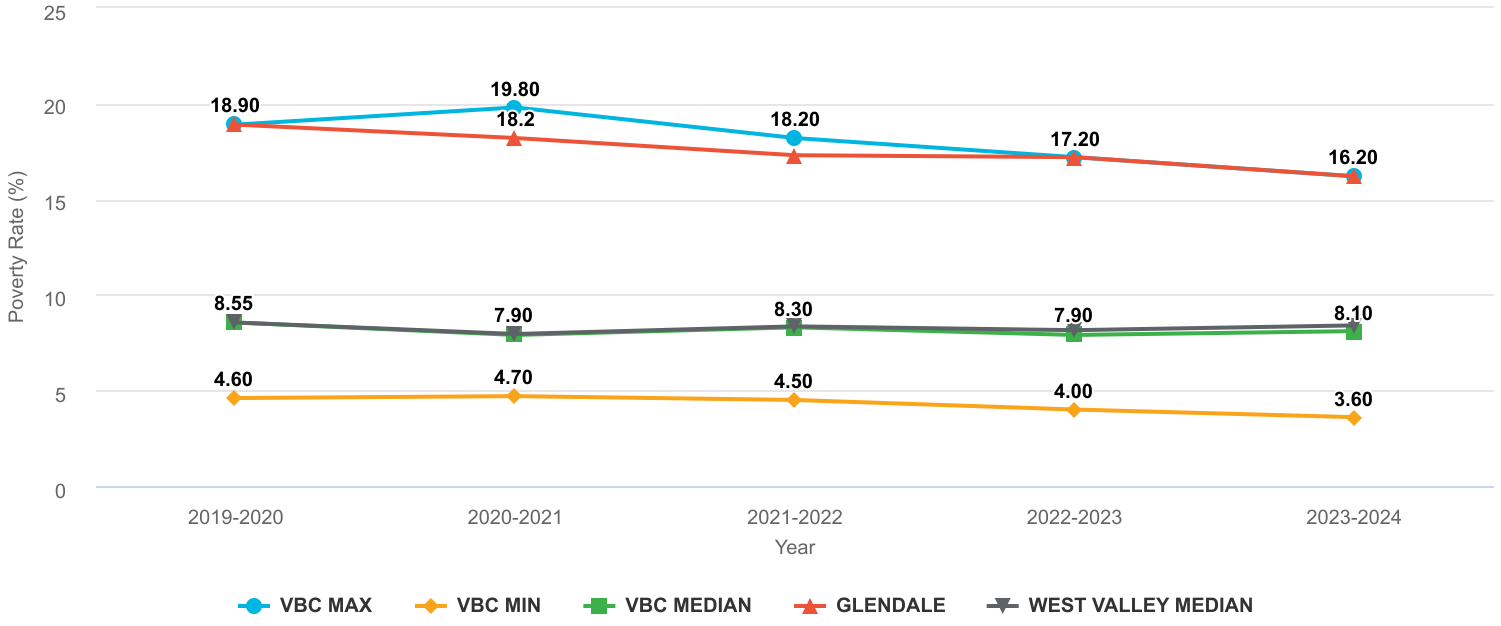
Population numbers are provided by the Maricopa Association of Governments.

Demographics: Population Percentage Change (%)



Year Over Year Population % Change

Demographics: Poverty



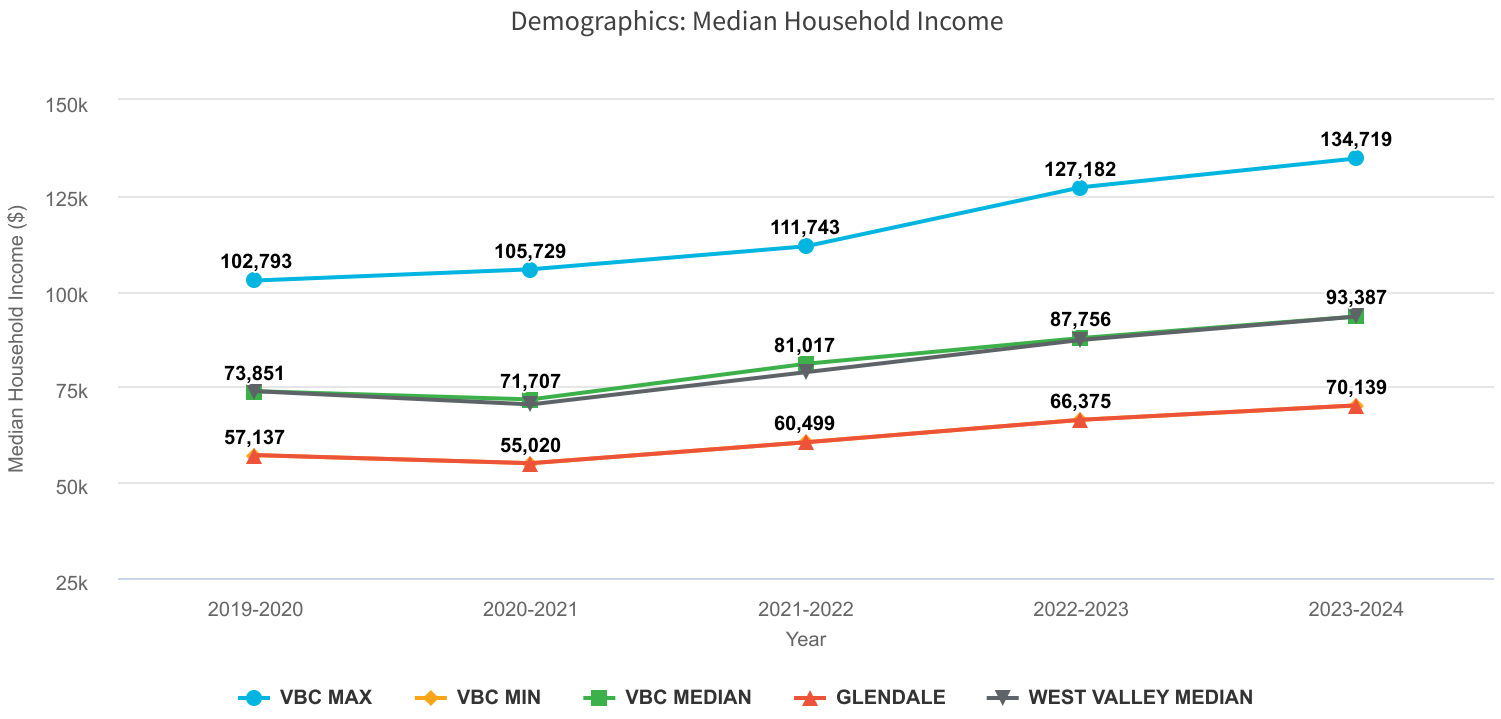
Tracks the Percentage of Residents Whose Income Falls Below the Poverty Line

Median Household Income (above) increased by an average of 6.42% from FY 2022-2023 to FY 2023-2024. This growth indicates a positive economic trend across member communities. However, this growth is less than the notable 10.33% growth from FY 2021-2022 to FY 2022-2023, which was likely associated with factors such as post-pandemic recovery, expansion of the job market, wage increases, or the influence of targeted local policy efforts.

Median Household Income calculations are based on Nominal Value and do not depict Real Value adjusted for inflation.

Poverty rates (below) seem to have stabilized as the median fluctuates around 8%. Some variations in the data may be the result of a margin of error due to small sample sizes for individual communities.

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



Median Household Income for Each Community.



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Fire Medical Services Influencing Factors

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

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

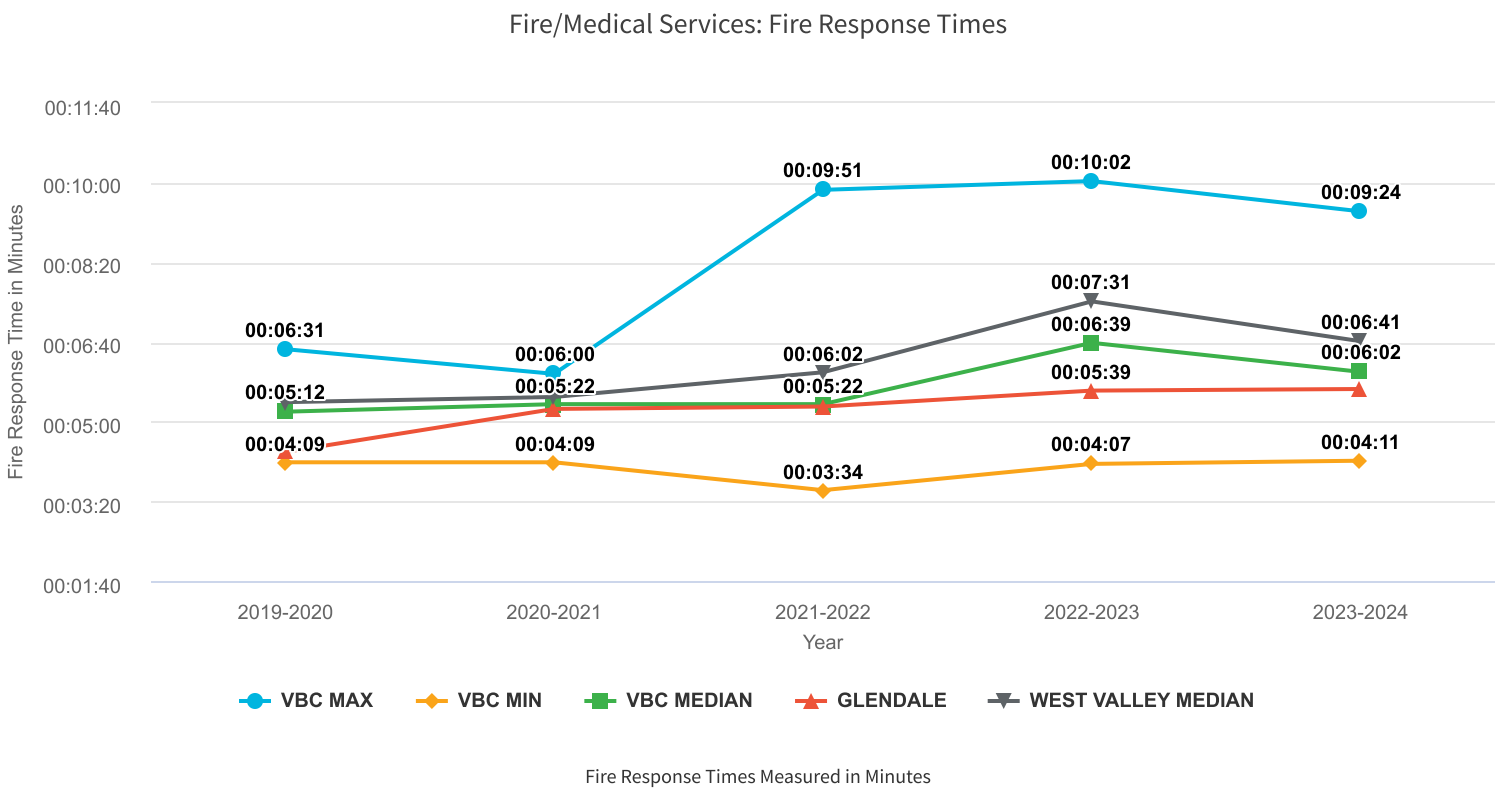
Community Characteristics: The geographic size and density of development and the built environment within a community impacts its service needs. For example, a rural community with more land area may have increased response times and fewer calls, whereas a densely populated community with older buildings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

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

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

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

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

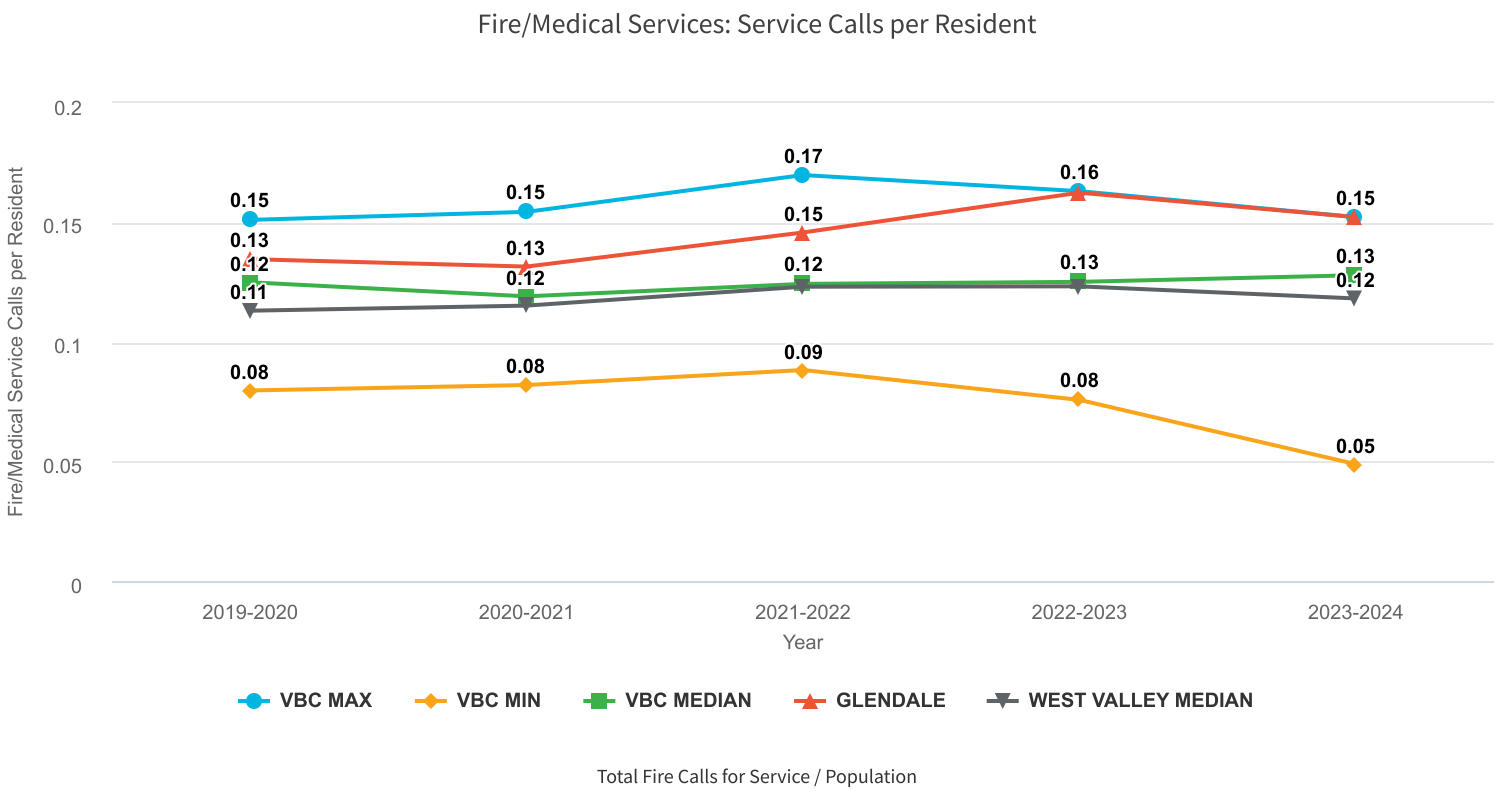


In FY 2018-2019, a few communities experienced increases in response times due to new developments being constructed in outlying areas and increased demand for service. In FY 2019-2020, most communities saw a slight increase in response times. While in FY 2020-2021 there was an increase in response times which can be attributed to staff turnover/training with an influx of firefighters entering and leaving at this time.

In the transition from FY 2021-2022 to FY 2022-2023, the definition of "Fire Response Times" changed from "the average length of time it takes for a fire apparatus to arrive" to "the average length of time it takes for a fire apparatus to arrive on the scene for 90% of code 3 calls."

In FY 2023-2024, fire response times showed overall improvement, with the maximum and median call durations decreasing.

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



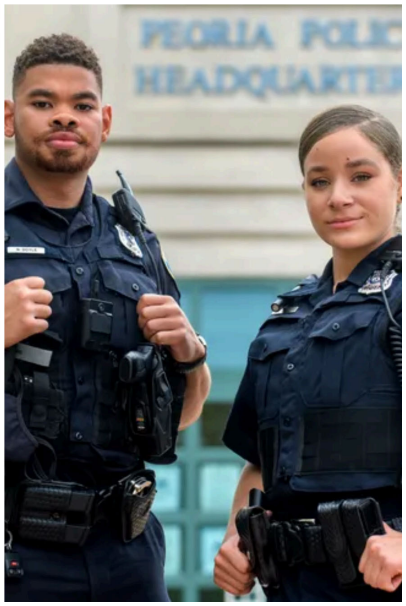
Since FY 2018-2019, the trend in the performance indicators for Valley communities has shown a consistent trajectory.

In FY 2021-2022, however, there is a general change in trend, where some communities exhibit an increase, suggesting a shift in conditions or operational factors influencing the measured performance indicators.

Overall, from FY 2018-2019 to FY 2023-2024, the data reflects a period of stability, with recent variations highlighting localized changes in some communities. As the population grows and calls remain stable, slight decreases in service calls per resident are anticipated.

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

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Police Services Influencing Factors

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

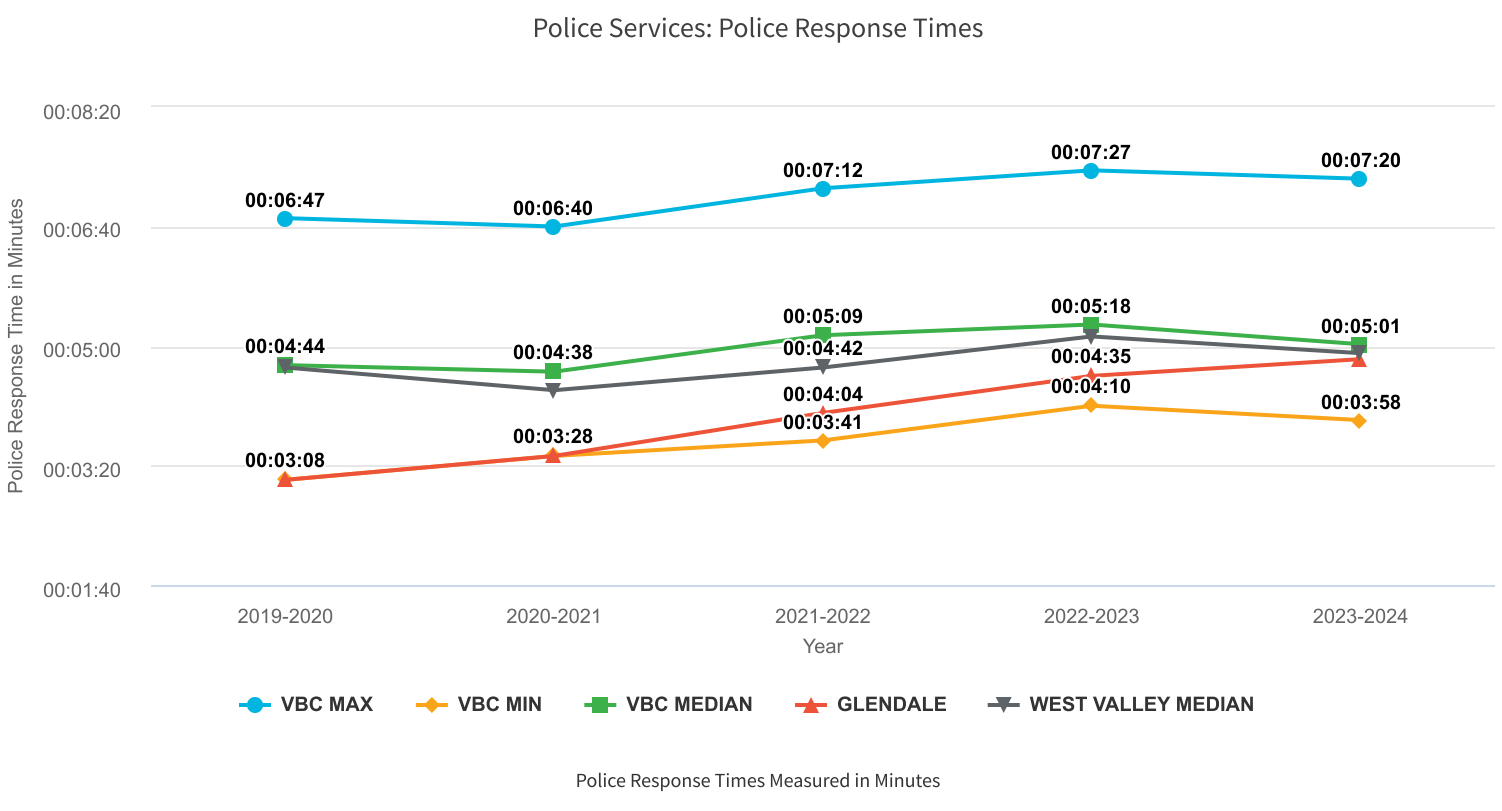
Impact of Non-Residents: Visitors to a particular community who do not maintain a formal residence impact the need for public safety services. These visitors could be seasonal residents, commuters from neighboring communities, tourists, or students not counted in population figures.

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

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

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

**Note: Due to Queen Creek's Police Department being created on January 11th, 2022 they are not represented in the FY 2022-2023 trend report in our police services section.*



Police Response Times Measured in Minutes

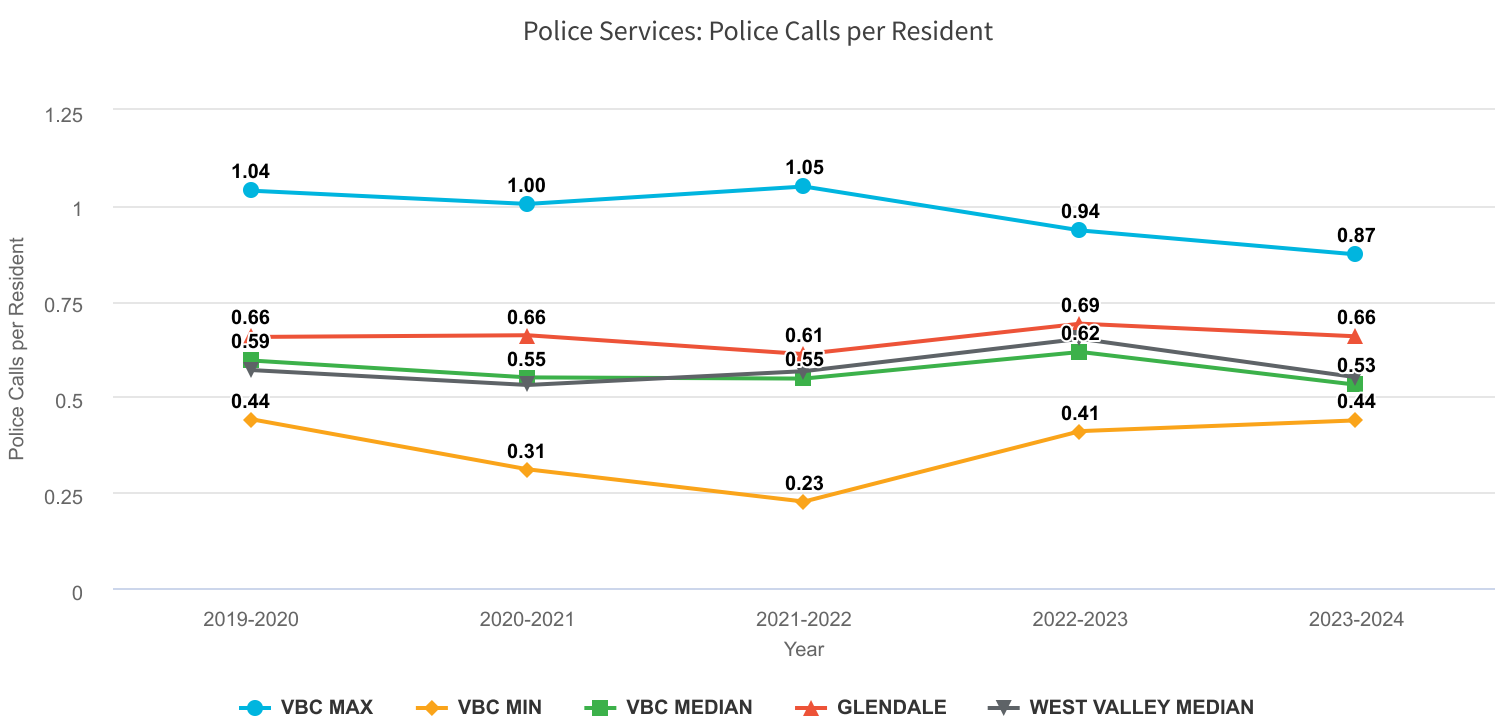
Trend data from FY 2018-2019 onward show that top priority police response times have fluctuated for most communities, with variations typically within a 20-30 second range. Such fluctuations reflect the dynamic nature of law enforcement challenges and resource allocation.

In FY 2020-2021, a notable trend emerged with most communities reducing, or improving, their response times, achieving an average decrease of about 35 seconds per response. This improvement indicates a period where measures to enhance efficiency may have been particularly effective. However, in FY 2021-2022, the trend reversed slightly, with community response times increasing on average by about 20 seconds. This could be attributed to factors such as higher-than-average vacancy rates within the patrol officer ranks across the region, which can impact the availability and deployment of officers to incidents.

The data for FY 2022-2023 indicates an increase in response times for some communities, with the times generally remaining within a 20-30-second variance when compared to the previous year. This uptick in response times could be due to a range of operational factors, including potential increases in call volume, changes in staffing, or other logistical challenges.

In FY 2023-2024, while most communities, to some extent, experienced increases in police response times, the overall trend declined as the decreases in other communities were more significant, resulting in reductions shown above. The trend shows modest imporvements across the valley.

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



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

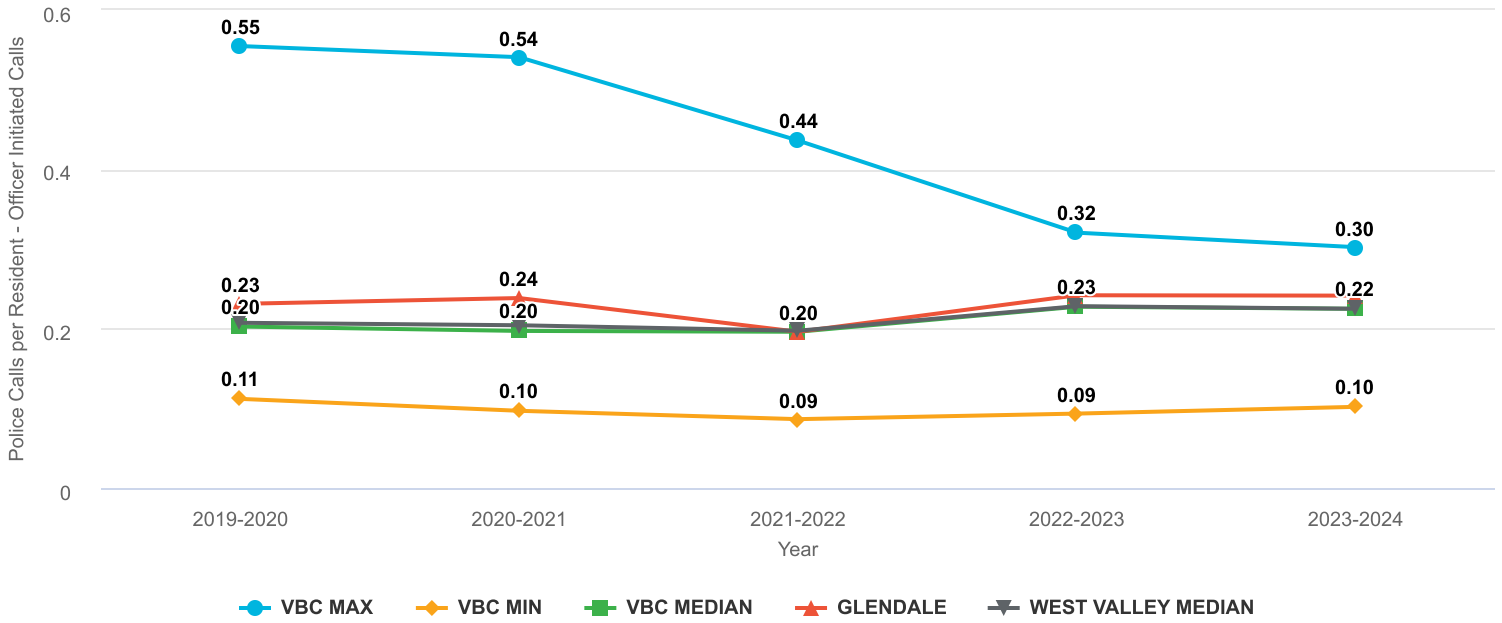
Beginning with FY 2018-2019, the total number of police calls for most communities has shown a trend of gradual increase. This uptick in calls could be influenced by a variety of factors including population growth, changes in community reporting practices, or shifts in policing policy.

For instance, in FY 2021-2022, there is a noticeable rise in the volume of police calls in several communities, which may reflect an increase in community engagement with law enforcement or could be indicative of a rise in incident rates.

The data for FY 2023-2024 continues this trend, with many communities experiencing a further increase in total police calls, suggesting that the factors affecting call volume continue to be active.

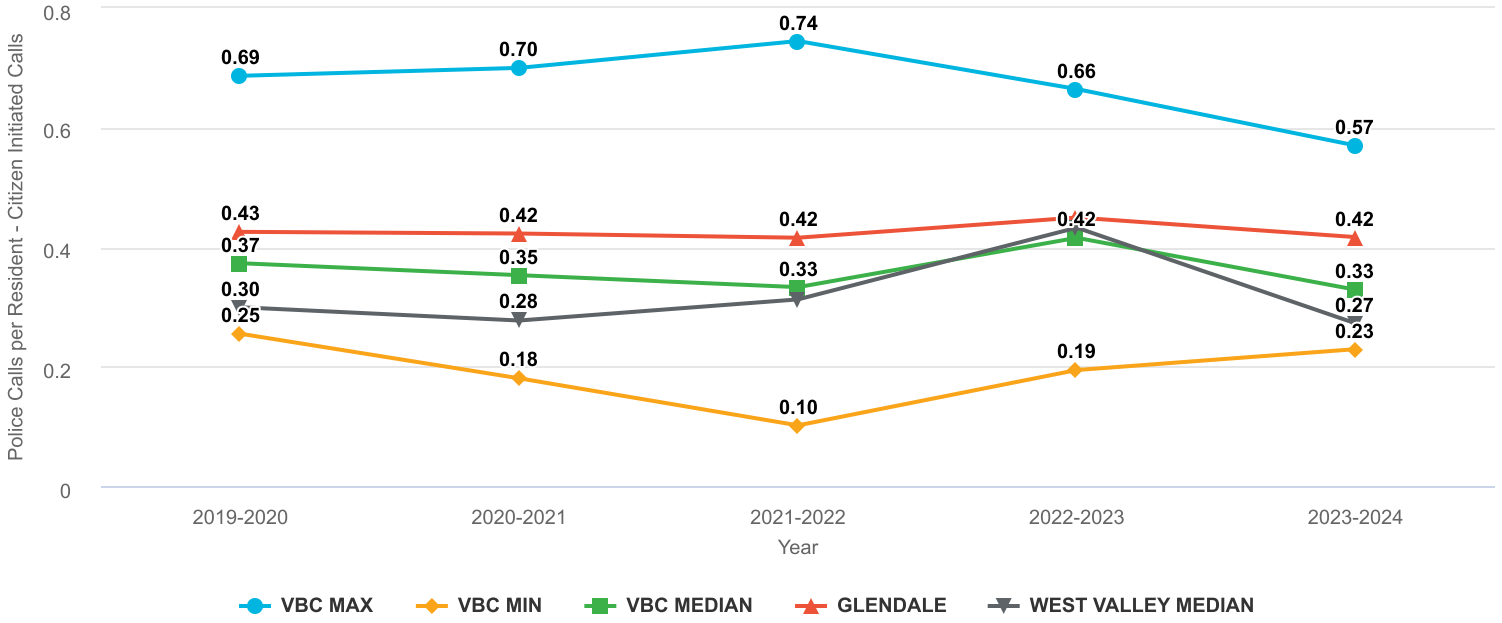
The formula for Calls per Resident is: Total Police Calls / Population

Police Services: Officer Initiated Calls per Resident



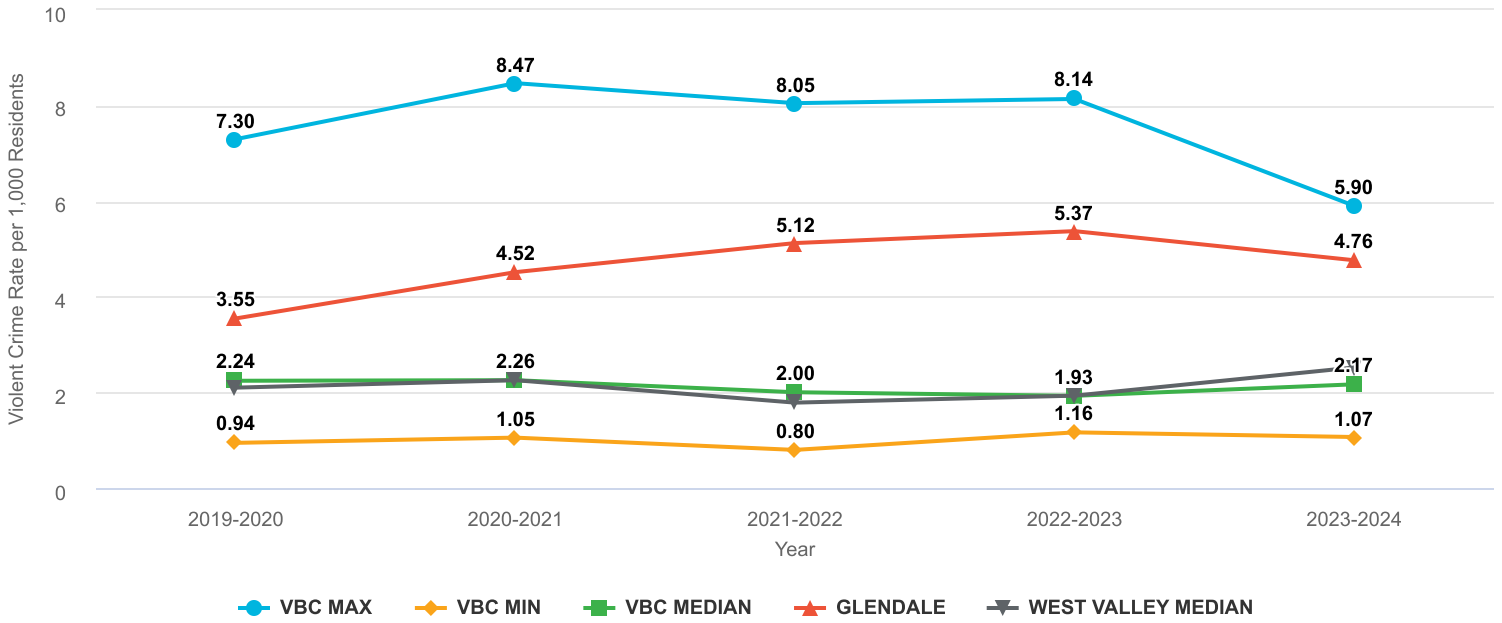
Police Calls - Officer Initiated Calls / Population

Police Services: Citizen Initiated Calls per Resident



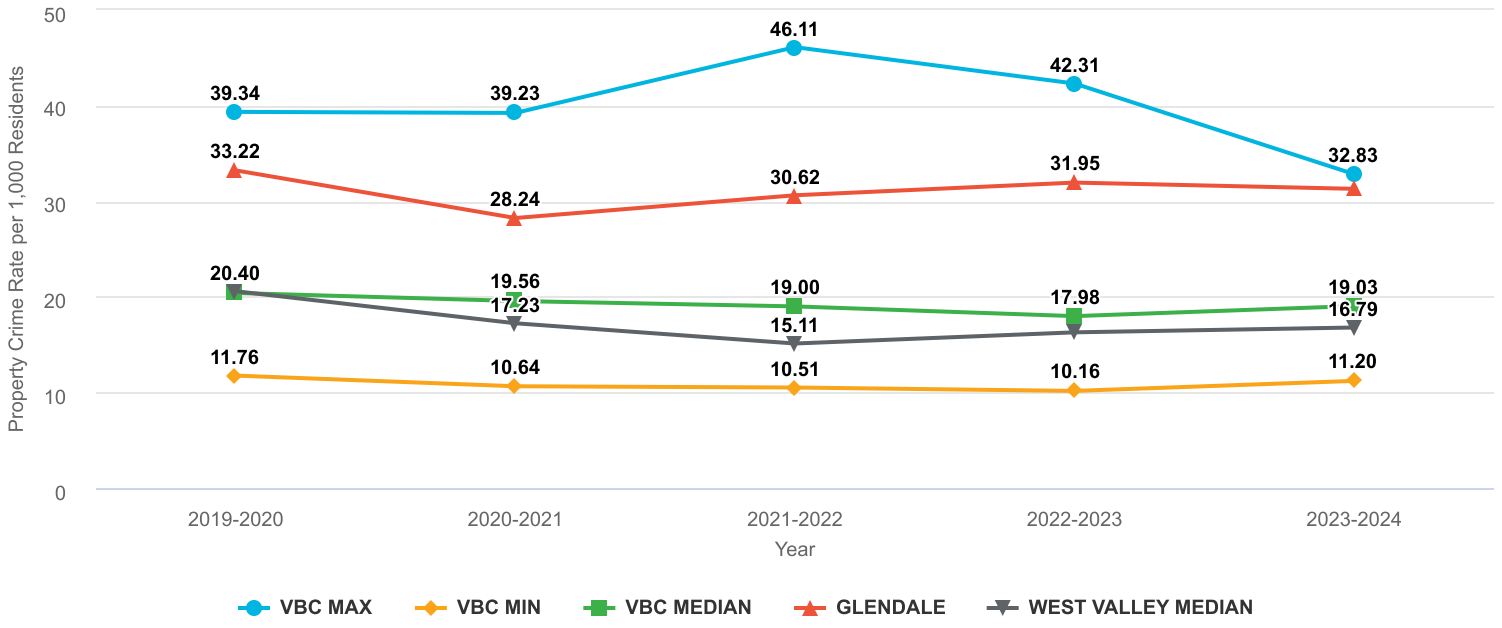
Police Calls - Citizen Initiated Calls / Population

Police Services: Violent Crime Rate per 1,000 Residents



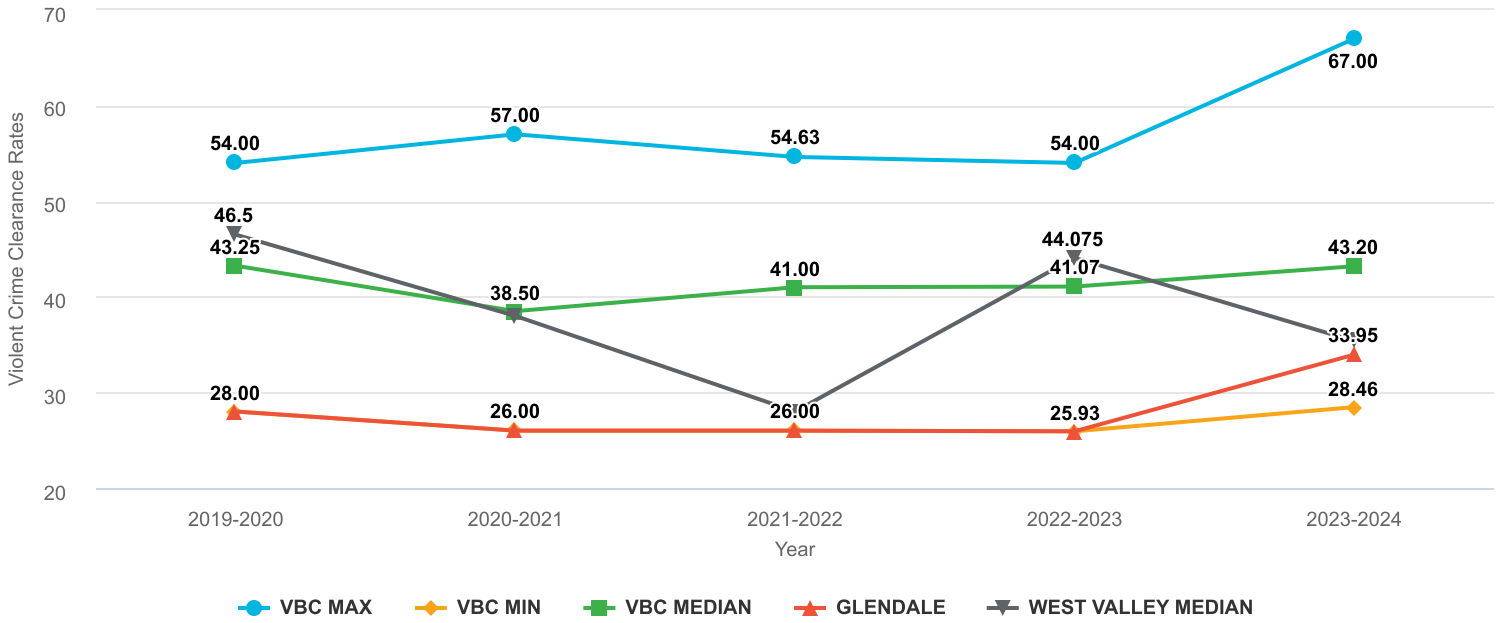
The Number of Reported Violent Crimes per 1,000 Residents.

Police Services: Property Crime Rate per 1,000 Residents



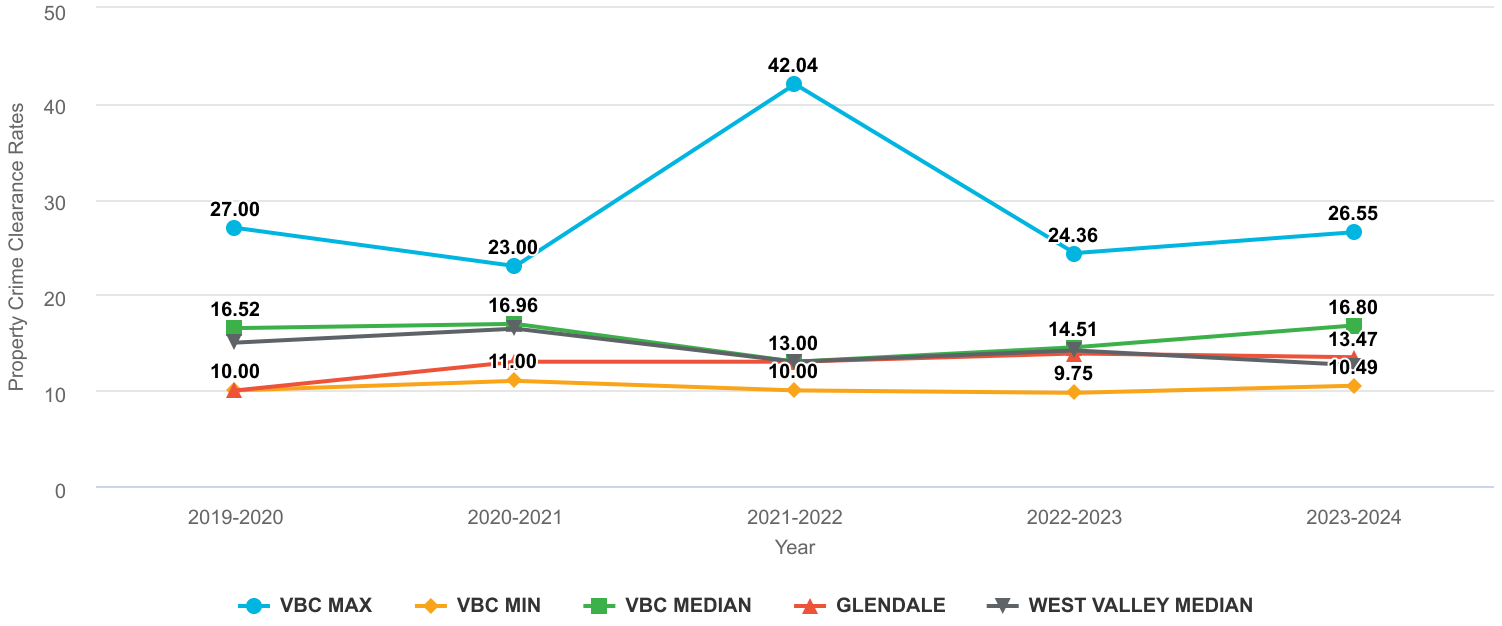
The Number of Reported Property Crimes per 1,000 Residents.

Police Services: Violent Crime Clearance Rates



Clearance Rates Include Cases Cleared by Arrest or Exceptional Means.

Police Services: Property Crime Clearance Rates



Clearance Rates Include Cases Cleared by Arrest or Exceptional Means.

Violent and property crime clearance rates have fluctuated in a downward fashion since FY 2018-2019. This indicates a lower percentage of cases cleared on average and likely is not affected by the changes in the total number of cases. In FY 2021-2022, property crime clearance rates ranged between 10-20%, with an outlier of 42%.

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

In FY 2023-2024 violent crime clearance rates ranged between 28% and 52%, with an outlier at 67%. Both property crime and violent crime clearance rates rose across most Valley Communities this year.

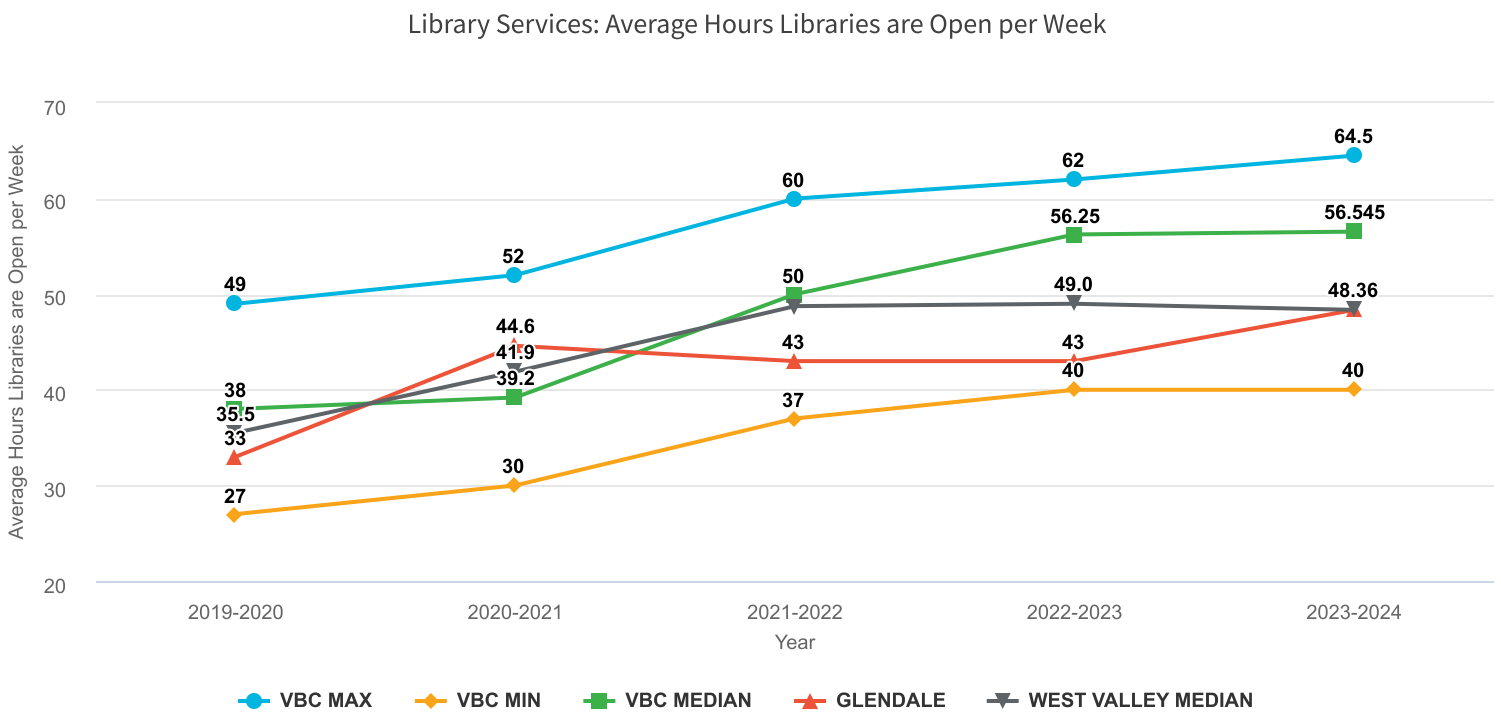
As with other police indicators, regional staffing shortages may be a driving factor for year-over-year fluctuation.

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

Library Services Influencing Factors

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

Population / Library Patrons and Customer Demand: Local population and number of people using library materials and facilities drive the demand for library availability.



Public Service Hours / Number of Branches / 52 Weeks

In FY 2019-2020, the average weekly hours that libraries were open experienced a significant reduction as a result of the COVID-19 pandemic. Libraries adapted by offering services such as drive-through, lobby-only borrowing, and virtual events. The reported hours reflect the time libraries were fully open for traditional walk-in services.

During FY 2020-2021, there was a gradual increase in library hours, signaling the beginning of the post-pandemic recovery phase. This trend of recovery continued into FY 2021-2022, with average weekly hours showing a notable increase, indicating a move towards pre-pandemic operation levels.

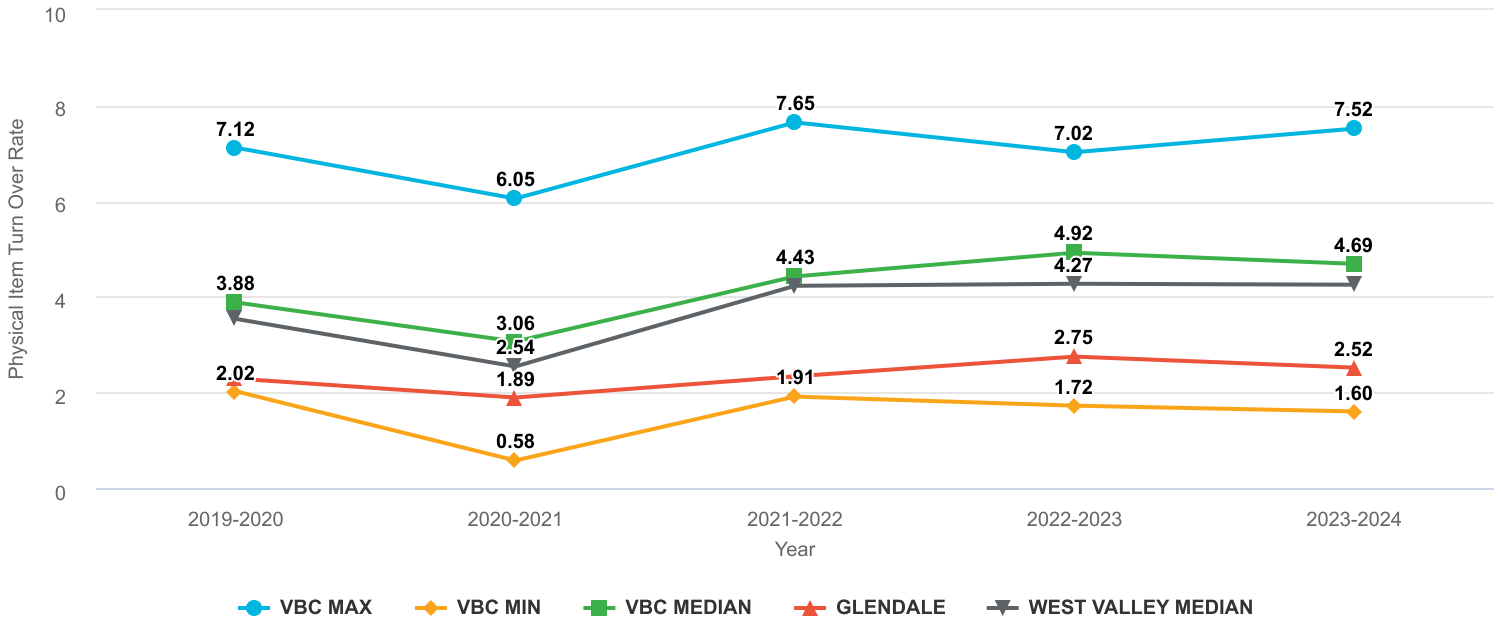
Moving into FY 2022-2023, the data reflects further normalization, with many libraries extending their open hours, approaching or surpassing the operational hours seen before the pandemic in some communities. This suggests a significant rebound in library services and an adjustment to new operational norms that accommodate public demand.

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

In FY2023-2024, library hours across the Valley Communities begin to stabilize, with most communities maintaining their hours or marginally increasing open hours from the previous fiscal year.

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

Library Services: Physical Item Turn Over Rate



Number of Physical Items Borrowed/Number of Physical Items Available

The decline in the physical item turnover rate observed in FY 2019-2020 across nine communities was a direct result of the library closures due to COVID-19. This downward trend, indicative of reduced borrowing, began to stabilize by FY 2021-2022.

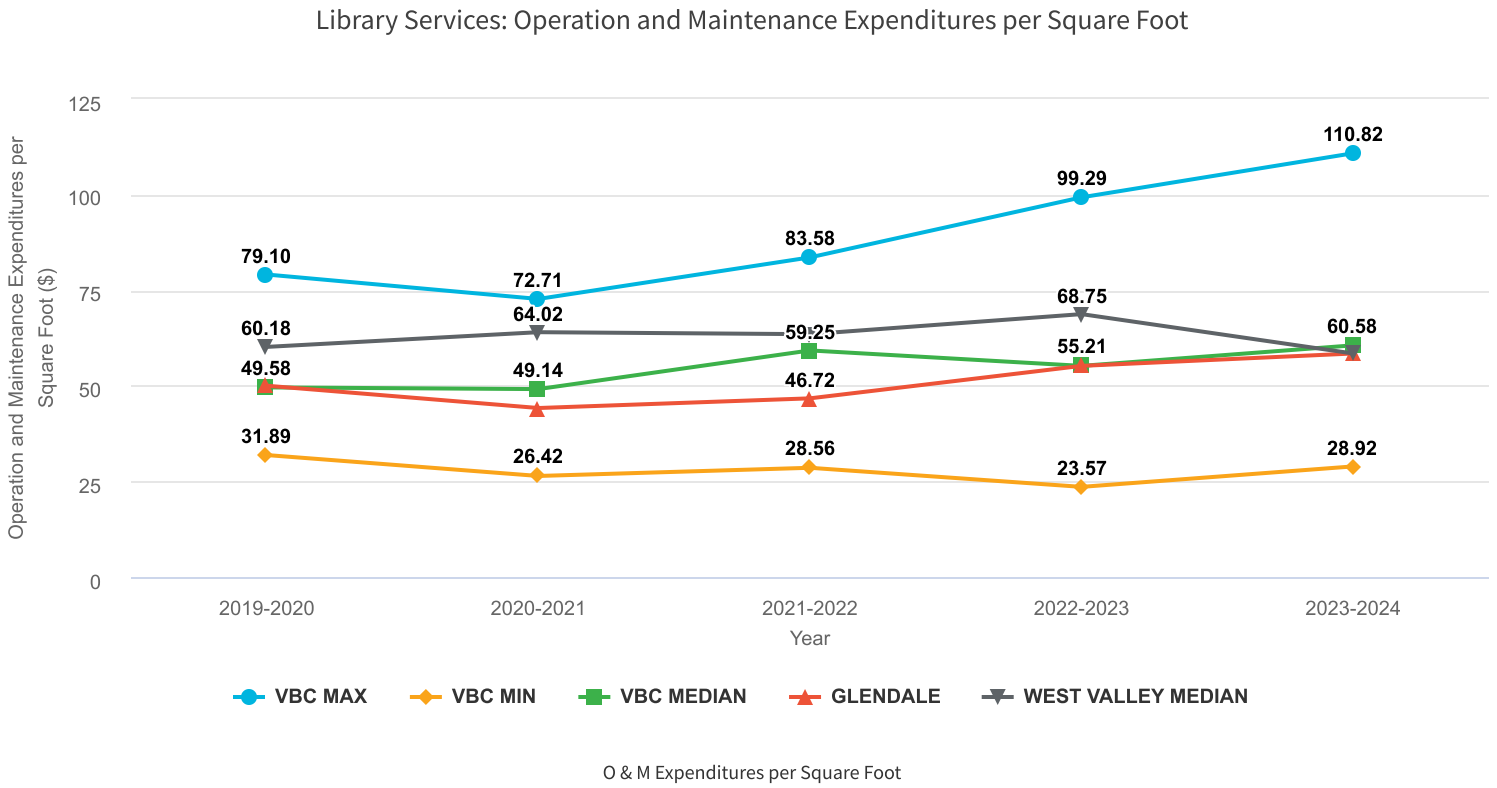
In FY 2022-2023, the turnover rates have continued to adjust. Most communities show a rate that, while lower than pre-pandemic levels, suggests a gradual return to more regular borrowing habits as communities adapt to new normals post-pandemic.

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

FY 2023-2024 exhibits a post-pandemic stabilization. As year-over-year borrowing habits modestly fluctuate by community, overall borrowing habits have increased, with many communities witnessing higher rates than reported pre-pandemic.

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

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



O & M Expenditures per Square Foot

Since FY 2017-2018, library O&M expenditures per square foot across the Valley have been relatively stable with occasional changes. Notably, in FY 2022-2023, there's been a significant rise in these expenditures in some areas. This suggests potential upgrades or changes in library operations.

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

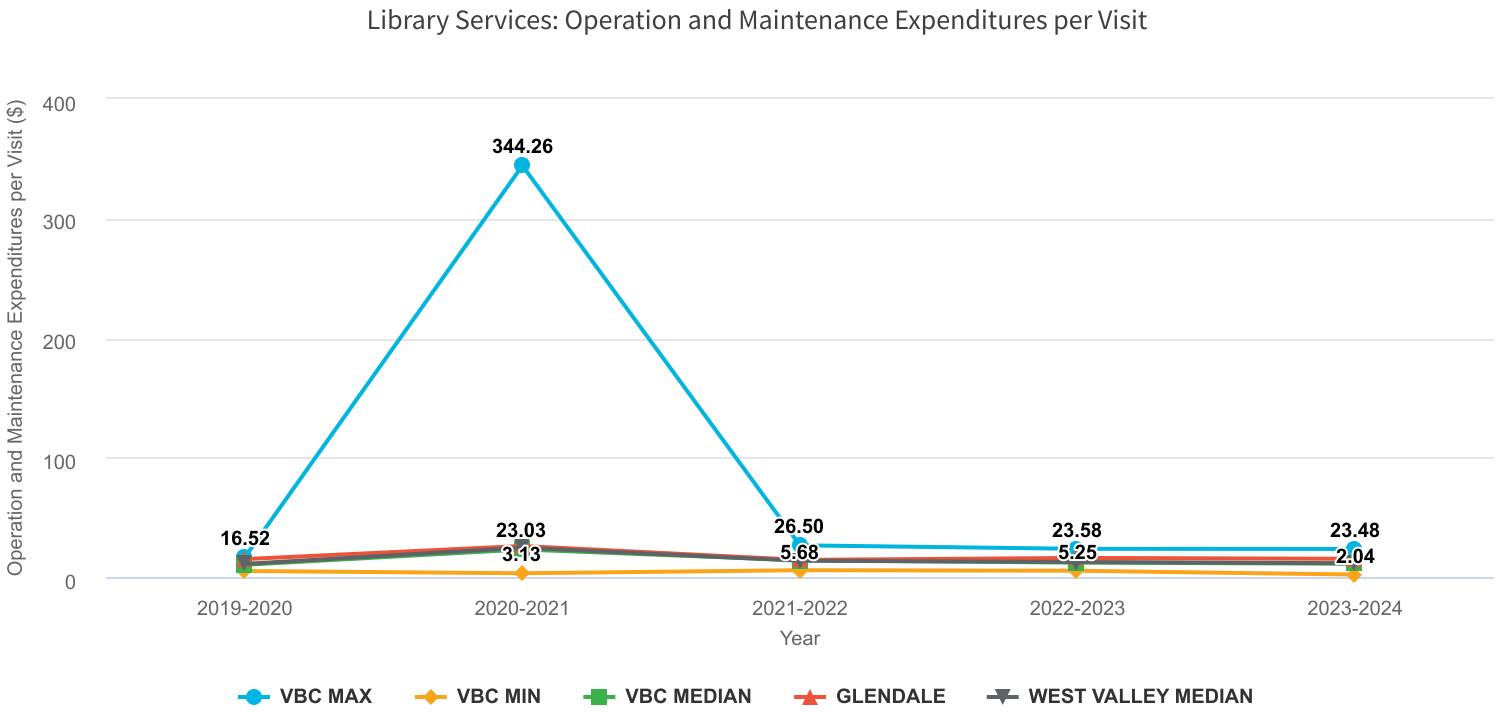
In FY 2019-2020, the City of Surprise O&M expenditures per square foot decreased substantially due to the new Asante Library, a 10,000 square foot addition that opened in February 2020 and then halted operations in mid-March due to the pandemic.

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

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

In FY2023-2024, library O&M expenditures per square foot saw an overall increase, likely influenced by factors such as facility expansions, operational adjustments, and rising costs associated with maintaining and upgrading library services. The outlier in this report is a result of Surprise's significantly higher O&M expenditures per square foot, likely stemming from the continued operations of its new library, which requires additional investments in maintenance and operational infrastructure, resulting in temporarily elevated costs.

Operations and Maintenance Expenditure calculations are based on Nominal Value and do not depict Real Value adjusted for inflation.



Total O&M Expenditures / Number of Total Library Visits

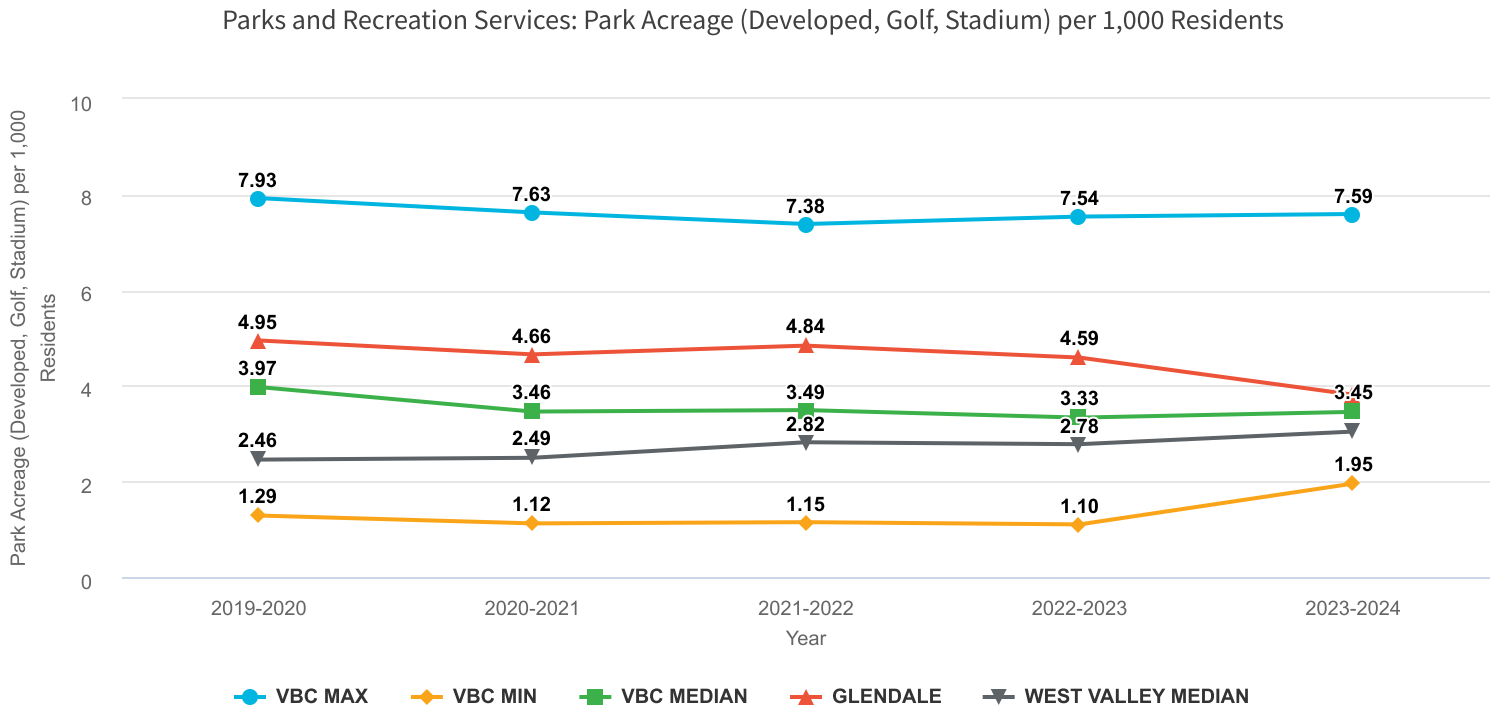
Parks and Recreation Services Influencing Factors

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

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

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

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



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

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

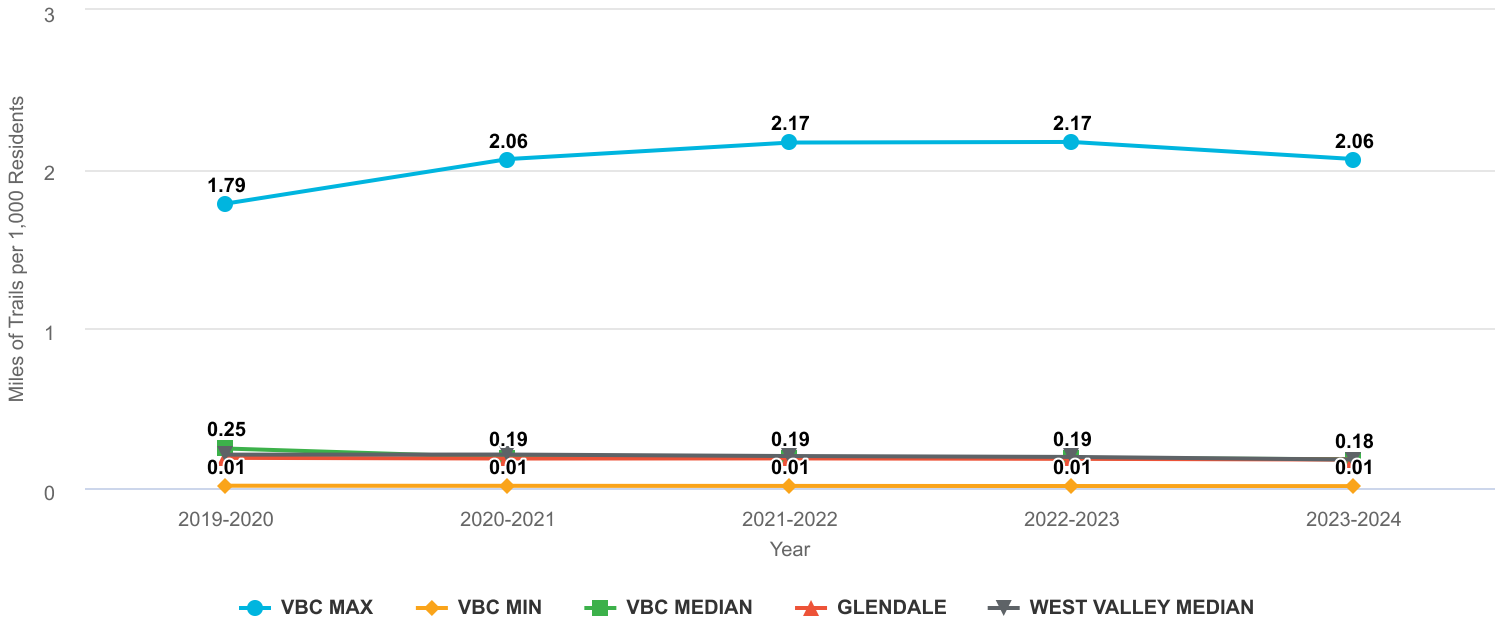
In FY 2022-2023, this trend has continued, with some communities seeing a decrease in park acreage per 1000 residents while others have maintained or increased their parkland, possibly through new park development.

Overall, in FY 2023-2024, communities have maintained their Park Acreage with slight fluctuations as a per 1000 residents as a result of population growth.

While the reported data encompasses developed parks, golf courses, and stadiums, it does not include natural preserve acreage, which in some communities accounts for considerable green space. Specifically, the natural preserve acreage not reflected in the per capita figures for FY 2023-2024 are as follows: Buckeye (8,675 total acres as of FY 2022), Gilbert (322 acres), Glendale (1,185 acres), Peoria (3,865 acres), Phoenix (36,410 acres), Scottsdale (30,580 acres), and Tempe (304 acres).

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

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



Miles of Trails / Population * 1000

The average miles of trails per 1,000 residents has remained relatively stable among Valley communities from FY 2014-2015 through FY 2021-2022. Changes to this trend may occur when an individual municipality adds and opens new trails, as observed in FY 2019-2020 when the City of Scottsdale opened 10 miles of a new hiking trail from their local preserve which provided an upward trend. This trend continued in FY 2020-2021 and 2021-2022 as Scottsdale continued to increase its preserved trails.

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

In FY 2023-2024, the median miles of trails per 1,000 residents increased slightly, likely as a result of increased population.

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

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


ALUM PUMPS

Water, Sewer, and Trash Services Influencing Factors

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

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

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

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

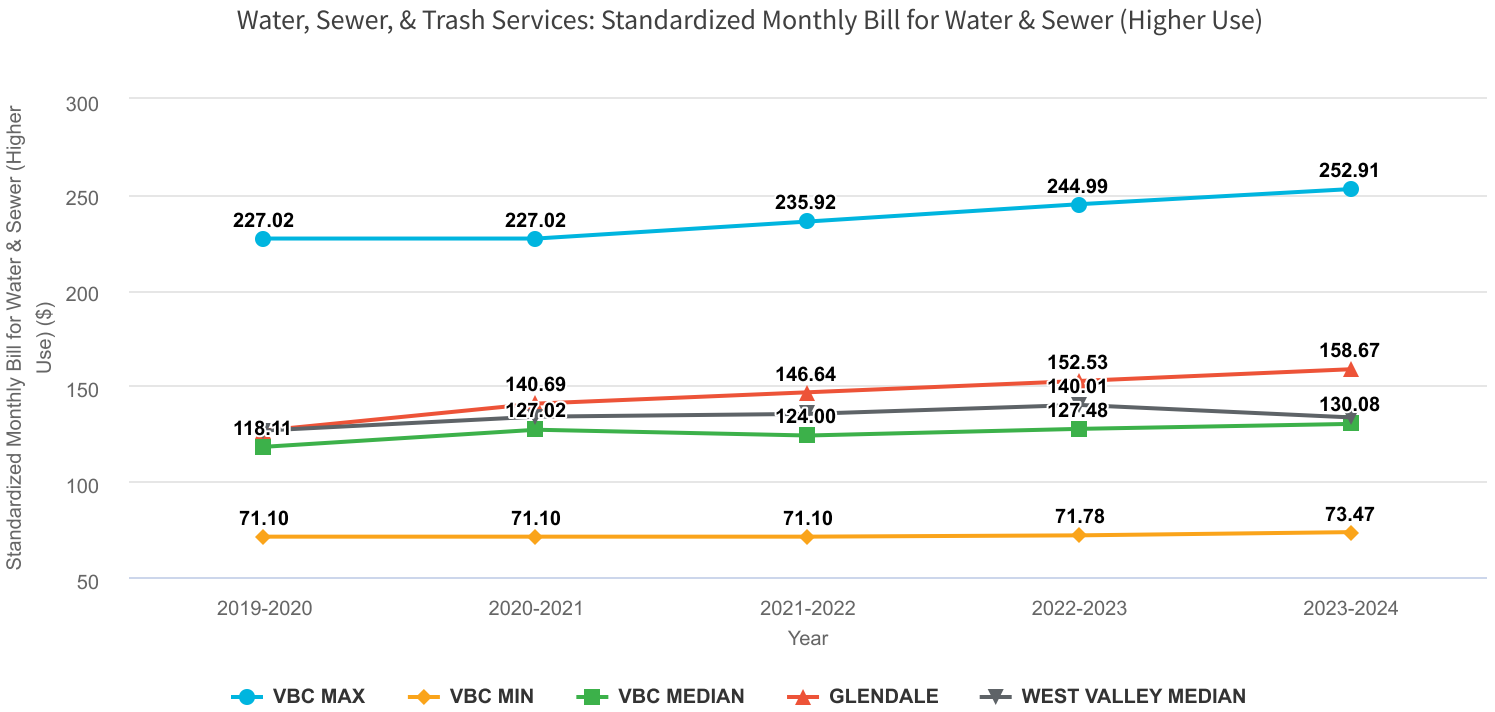
Density: The size and type of residential, agricultural, and commercial properties influence water consumption and trash tonnage collected.

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

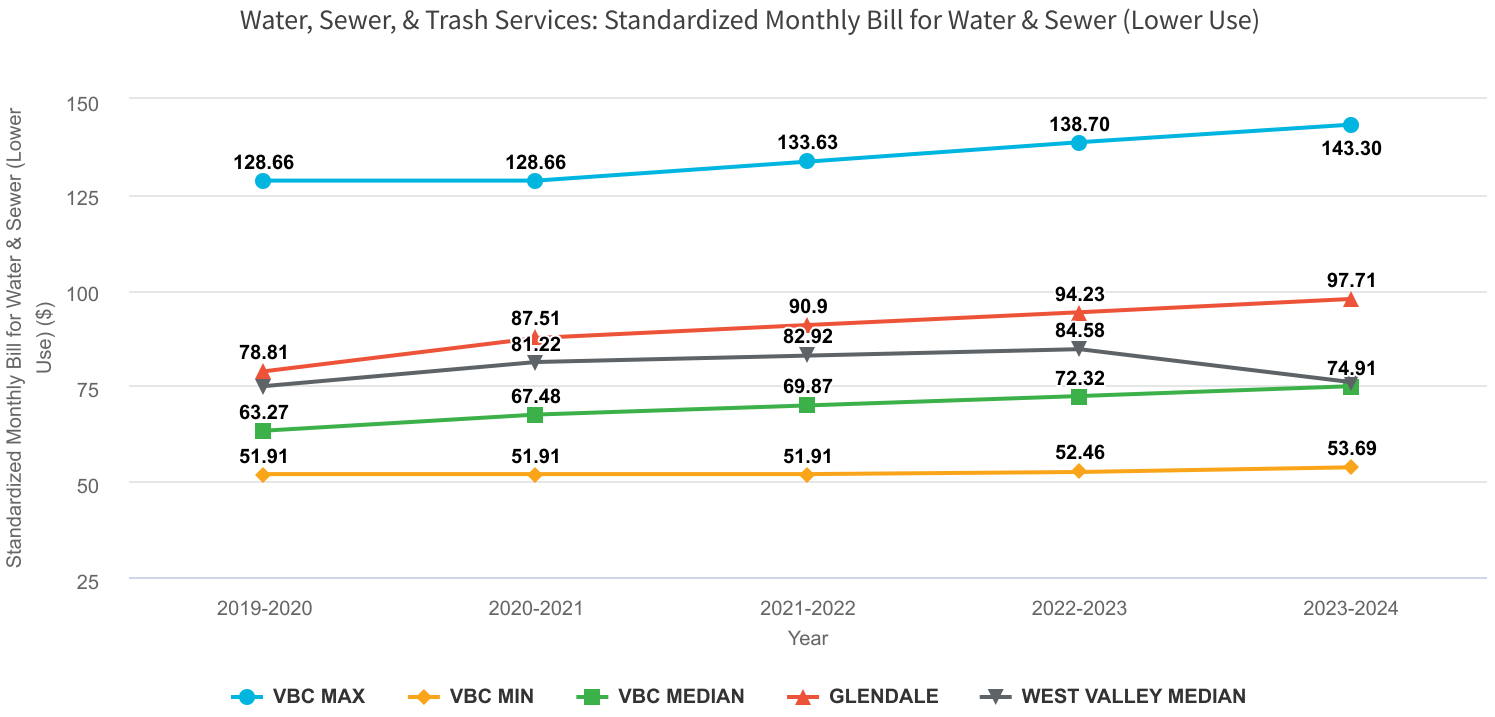
Type of Services: The types of services included in collection fees vary by community and affect trash tonnage; e.g. uncontained and bulk trash collection.

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

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



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

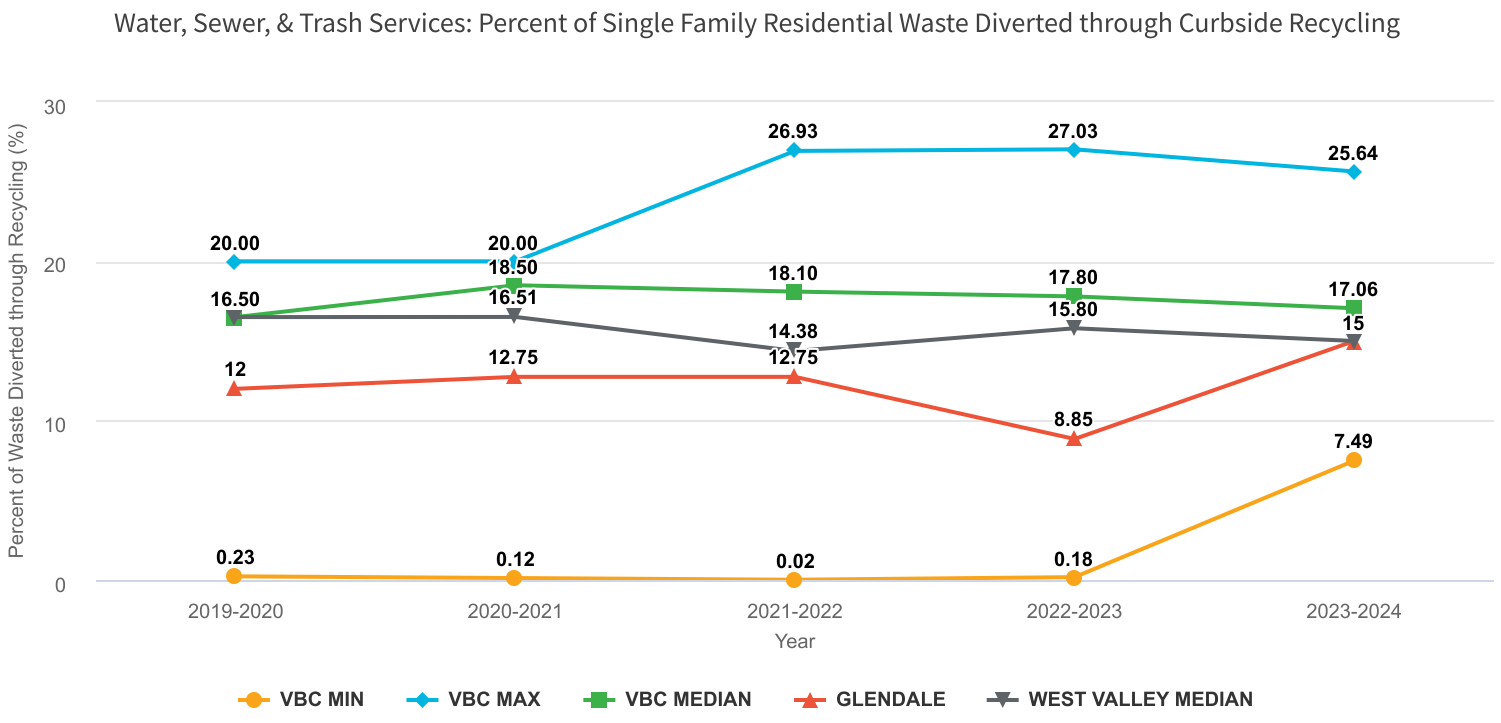


Assumes Single-Family Residential Water Use 9,000 gallons on 3/4" Meter and Sewer Use 8,000 gallons. Taxes Not Included. Rates are for Municipal Water Providers Only.

Water and sewer combined monthly rates for both higher and lower use continue to increase gradually and steadily for communities throughout the region. The calculations for Standardized Monthly Bill for combined Water and Sewer are based on Nominal Value and do not depict Real Value adjusted for inflation.

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

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



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

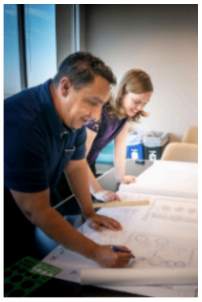
From FY 2013-2014 to 2018-2019, recycling efforts across communities resulted in approximately 22% of single-family residential waste being diverted through recycling programs each year. In FY 2019-2020, the recycling rates depicted a significant decline for some communities, partially due to four communities ceasing or scaling back their recycling services. This reduction correlates with a downturn in the market value of recyclable materials in 2018.

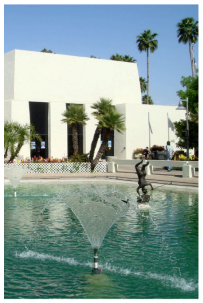
The devastating fire at the Salt River Pima Indian Community's Republic Services recycling plant in October 2019 exacerbated the situation. This incident directly impacted the City of Scottsdale, which relied on the facility for all its recycling processing, and the City of Mesa, which sent 60% of its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

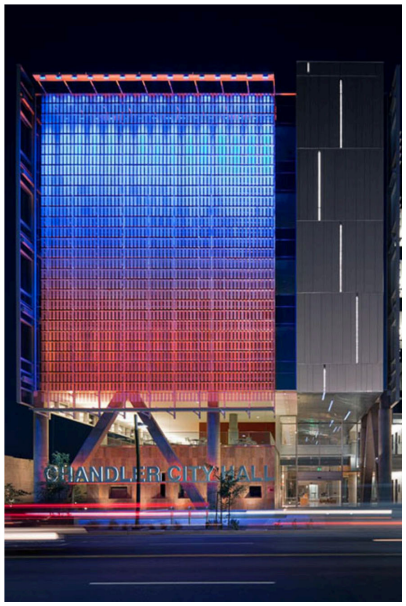
In FY 2023-2024, the data suggests that recycling rates across the communities have experienced varying changes. While some communities have maintained their rates or shown marginal improvements, others have seen a decline. The average change across all communities indicates a mix of both positive and negative shifts, with an overall trend that leans toward a modest decline in recycling efforts. The City of Surprise launched its recycling services on March 4, 2024, leading to a significant increase, as the community—previously the lowest reporting—began recycling operations.

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


CITY OF PHOENIX, ARIZONA
COUNCIL CHAMBER
DEDICATED MAY, 1963
MAYOR AND COUNCIL
1956-1959
1960-1963
SAMUEL MARDIAN, JR






CHANDLER CITY HALL

Finance and Administration Services Influencing Factors

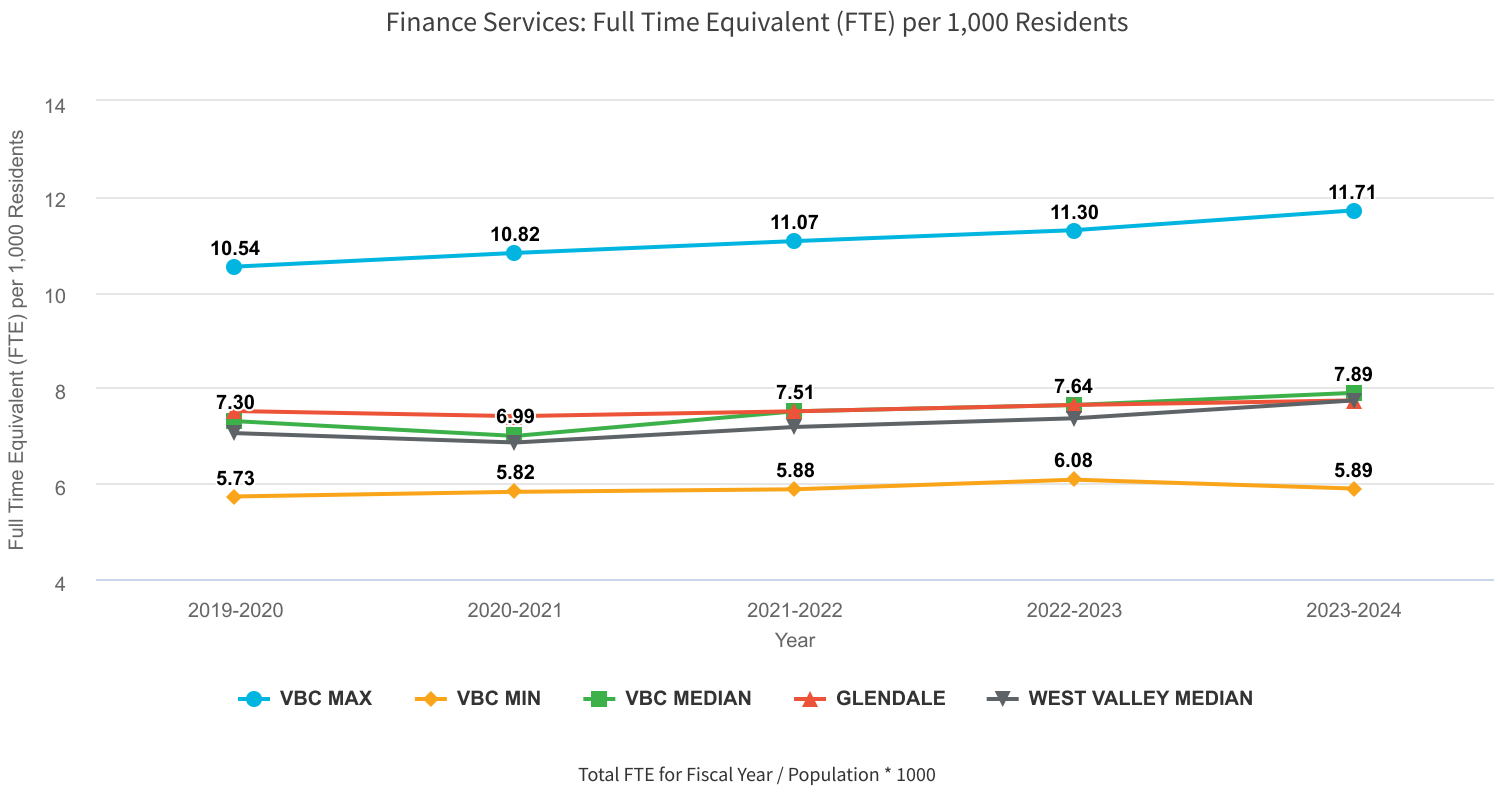
Population: As a community's population increases, so do the demands for service and corresponding staffing levels. Communities with a larger population are often able to generate more revenue to support these services, providing increased flexibility for unique or enhanced programs. In addition to a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

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

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

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

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



Total FTE for Fiscal Year / Population * 1000

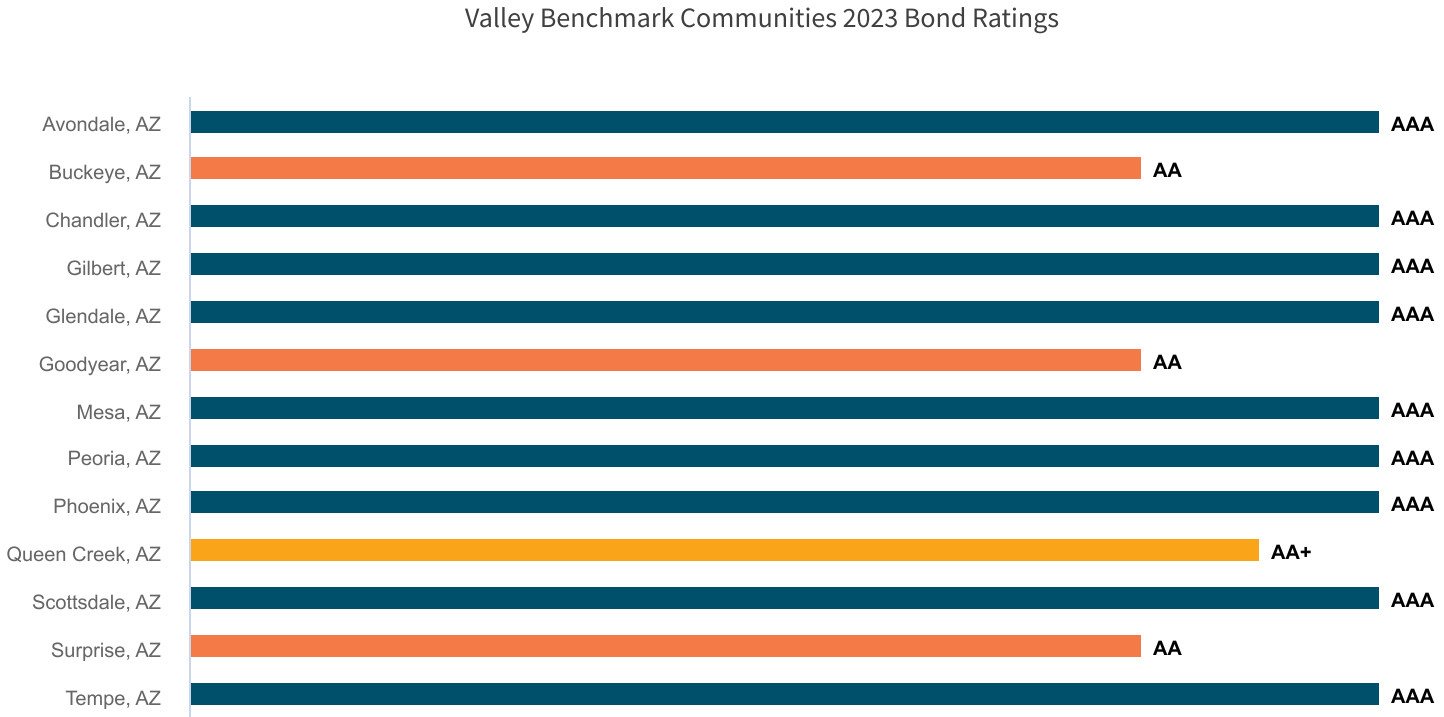
FTE per 1,000 Residents has remained relatively stable, with a few exceptions. In FY 2019-2020, two communities saw significant increases of 1.37 and .63 FTE per 1,000 Residents. In FY 2020-2021, communities saw decreases of 0.7 and 0.3 FTE per 1,000 Residents.

From FY 2013-2014 through FY 2022-2023, the Total Full Time Equivalent (FTE) for most Valley communities has shown modest annual changes, suggesting a stable balance between municipal staffing levels and population growth. The general trend in FY 2022-2023 indicates a noted increase in FTEs for certain communities, possibly reflecting expanded community services or an increase in municipal employment.

In FY 2023-2024, there are some notable rises, indicating an overarching trend of gradual growth across the Valley Communities, aligning with typical workforce adjustments, population increases, and demographic shifts. For this cycle, the decrease in the minimum FTE per 1,000 residents reflects population growth rather than a reduction in staffing levels.

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

The formula for FTE per 1,000 Residents is: Total FTE for Fiscal Year / (Population / 1000)



In FY 2023-2024, the bond ratings of all Valley Communities have remained stable compared to FY 2021-22. All communities currently hold a bond rating of AA or higher.

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

Development Services Influencing Factors

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

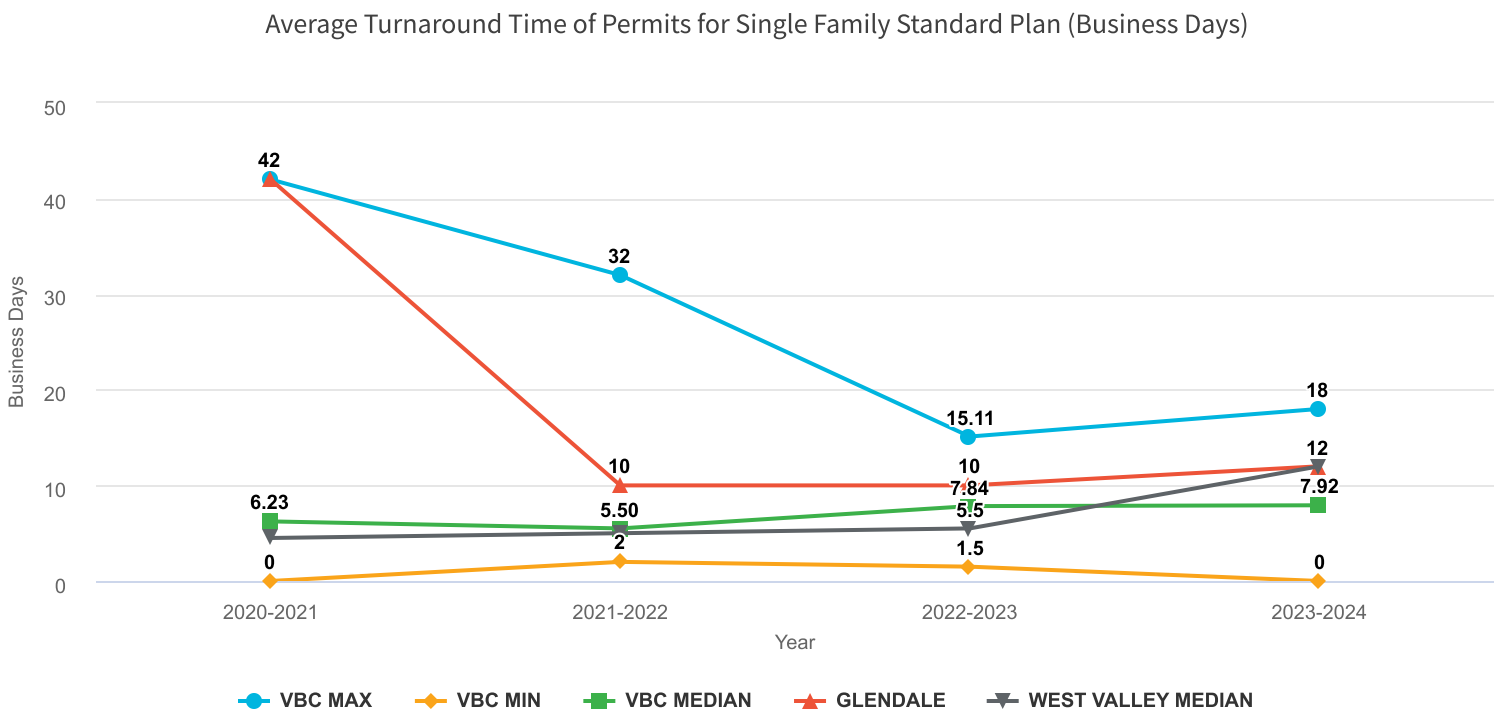
Market Demand for Housing: The number of permits issued for single-family standard plan reviews is often a direct reflection of the housing market's dynamics. Economic conditions, interest rates, and population growth can drive the demand for new housing, thereby influencing the volume of permit applications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

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

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

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

**The Development Services section of the Annual Trend Report was established during FY 2022-2023. All the existing metrics in this section commenced collection in FY 2020-2021, giving VBC an existing dataset covering three consecutive collection periods.*

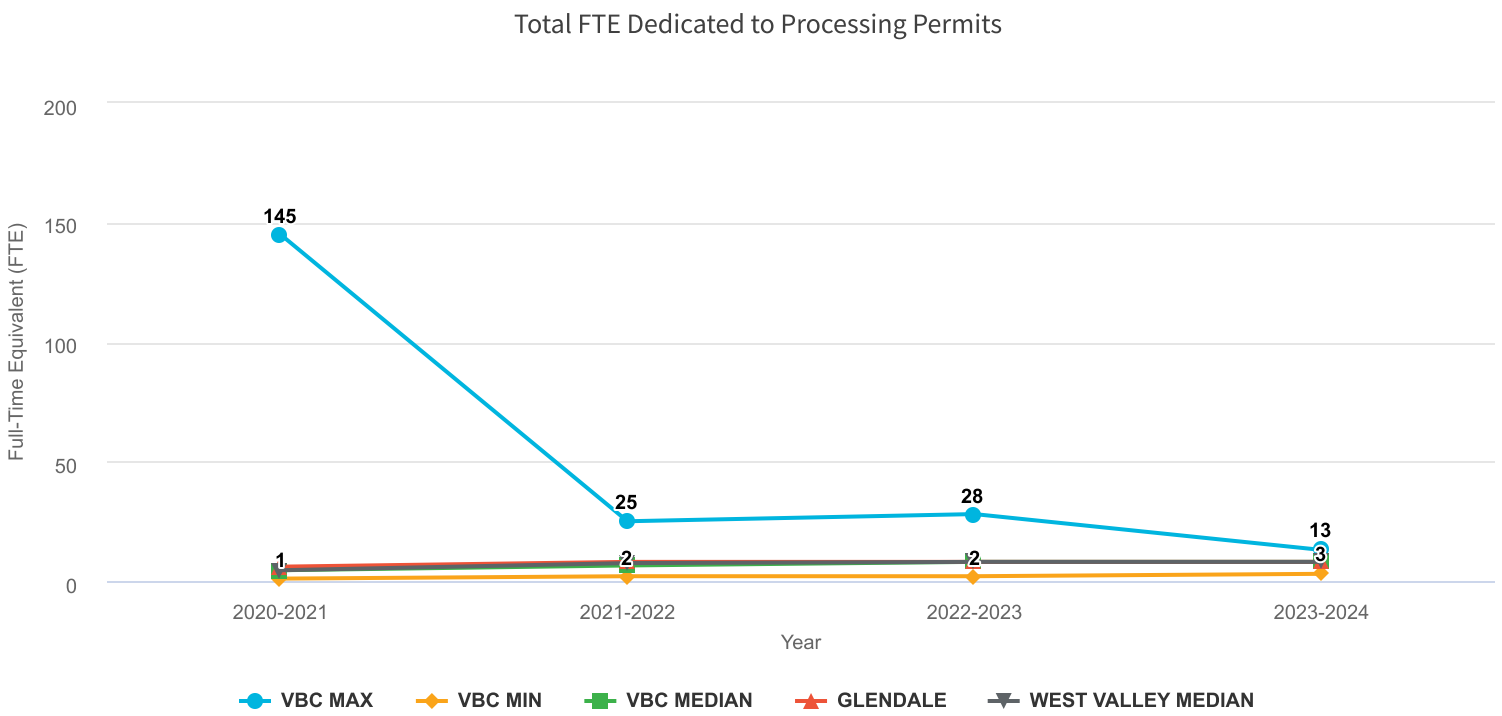


Tracks the Average Turnaround Time of Permits for the Single-Family Plan in Business Days

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

In FY 2023-2024, most communities experienced an increase in average permit turnaround times, with only a few seeing improvements. This trend is likely driven by growing demand. The City of Tempe is an outlier, reporting 0 days in turnaround time as a result of issuing 0 permits for a Single-Family Standard Plan for this reporting cycle.

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



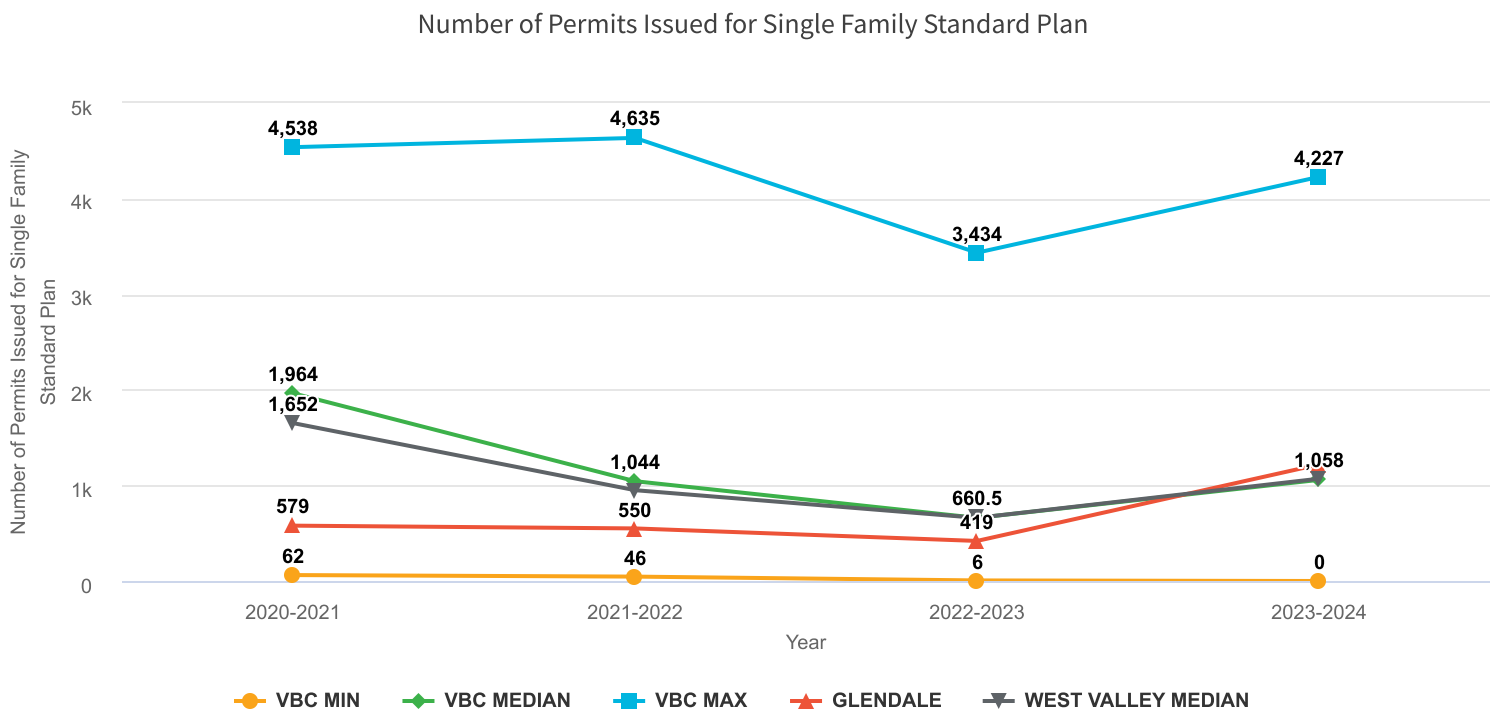
Tracks the Full-Time Equivalent (FTE) staff commitment involved in the process of reviewing, approving, and issuing permits

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

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

In FY 2023-2024, most communities maintained or grew the number of FTE dedicated to processing permits. With the departure of one member community, the Maximum data for this reporting cycle has been skewed, despite most communities maintaining or growing the number of FTE Dedicated to Processing Permits.

**Total FTE Dedicated to Processing Permits was introduced in FY 2020-2021, and data has been accumulated over three consecutive fiscal years to date.*



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

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

In FY 2023-2024, most communities increased the number of permits issued for Single-Family Standard Plan homes. This is representative of the increased development in the Valley to meet the needs of the increasing population. The City of Tempe is an outlier issuing 0 permits for this reporting cycle, resulting in a widening gap between the Min and Max. This trend is likely to persist as some communities near built out status and other communities continue to expand.

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

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

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

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

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

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

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

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

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

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

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

FY 2023-24: The Valley Benchmark Communities saw the departure of the City of Buckeye, and their community's data will not be included in any metrics provided in the report for this fiscal year. Previous reports and data sets will still continue to include previously provided data from the City of Buckeye.

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

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