



City Council Work Session
Municipal Court and Council Chambers
14455 W. Van Buren St., Suite B101
Goodyear, AZ 85338
Monday, March 21, 2022
5:00 PM

Mayor
Joe Pizzillo

Vice Mayor
Brannon Hampton

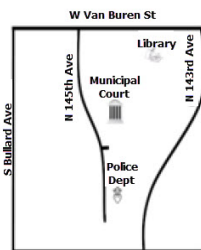
Councilmember
Sheri Lauritano

Councilmember
Wally Campbell

Councilmember
Bill Stipp

Councilmember
Laura Kaino

Councilmember
Patrick Bray

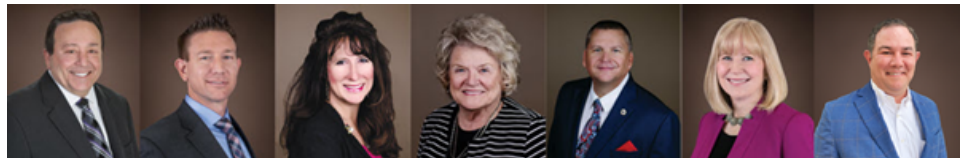


PROCEDURES

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Goodyear City Council and to the general public that the Council of the city of Goodyear will hold a meeting open to the public. Public body members of the city of Goodyear will attend either in person or by telephone conference call and/or video communication. The Goodyear City Council may vote to go into Executive Session, pursuant to A.R.S. § 38-431.03(A)(3), which will not be open to the public, to discuss certain matters. Meetings are conducted in accordance with the City Council Meetings Council Rules of Procedure adopted by Resolution No. 2018-1879

THE CITY OF GOODYEAR ENDEAVORS TO MAKE ALL PUBLIC MEETINGS ACCESSIBLE TO PERSONS WITH DISABILITIES. With 48-hour advance notice, special assistance can be provided for sight and/or hearing-impaired persons at this meeting. Reasonable accommodations will be made upon request for persons with disabilities or non-English speaking residents. Please call the City Clerk (623) 882-7830 or Arizona Relay (TDD) 7-1-1 to request an accommodation to participate in this public meeting.

LA CIUDAD DE GOODYEAR PROCURA HACER TODA JUNTA PUBLICA ACCESIBLE A PERSONAS CON DISCAPACIDADES. Con un aviso de 48 horas por adelantado se puede proveer asistencia especial a personas con discapacidades visuales o auditivas durante la junta. Se harán adaptaciones razonables con previa solicitud para personas con discapacidades o para residentes que no hablan inglés. Favor de llamar a la Secretaria Municipal al (623) 882-7830 o Retransmisión de Arizona (TDD) 7-1-1 para solicitar adaptaciones para participar en la junta pública.



City Clerk's Office: 190 N. Litchfield Rd, Goodyear, AZ 85338 (623) 882-7830
www.goodyearaz.gov/cityclerk
City Council Meeting Live Broadcast: <https://www.facebook.com/goodyearazgov/videos>

CALL TO ORDER**ROLL CALL****AGENDA ITEMS FOR DISCUSSION**

ALL ITEMS LISTED ARE FOR DISCUSSION ONLY. NO ACTION CAN NOR WILL BE TAKEN.

1. COMPENSATION STUDY OVERVIEW**Summary**

Council to receive information on the compensation study conducted by The Segal Company. (Lyman Locket, Human Resources Director)

2. TRANSPORTATION PRIORITIES**Summary**

Council to review Transportation Priorities plan, and 16 new CIP projects being proposed for inclusion in the FY2023 CIP. (Sumeet Mohan, PE, Director of Engineering, and Hugh Bigalk, PE, City Traffic Engineer)

3. COUNCIL DISCUSSION ON POTENTIAL FY2023 REVENUE POLICY CHANGES**Summary**

Council to discuss potential additions or modifications to existing financial policies including, but not limited to, potential revenue reductions, restrictions or allocations. (Doug Sandstrom, Finance Director)

INFORMATION ITEMS

Comments, commendations, report on current events and presentations by Mayor, Councilmembers, staff or members of the public. The Council may not propose, discuss, deliberate or take any legal action on the information presented, pursuant to A.R.S. § 38-431.02.

1. Reports from the Mayor and City Council
 - a. This may include current events and activities as well as requests for information or future agenda items.
2. Report from the City Manager
 - a. This may include updates from events, staff summary, update of legislative issues, clarification on items being requested by City Council and Manager's update on Council Related Matters.

ADJOURNMENT

POSTING VERIFICATION This agenda was posted on March 16, 2022 at 3:30 p.m. by vm.

ITEM #: 1.
DATE: 03/21/2022
AI #:773



CITY COUNCIL ACTION REPORT

SUBJECT: COMPENSATION STUDY OVERVIEW

STAFF PRESENTER(S): Lyman Locket, Human Resources Director

OTHER PRESENTER(S):

Ruth Ann Eledge, The Segal Company

Summary

Council to receive information on the compensation study conducted by The Segal Company.
(Lyman Locket, Human Resources Director)

FISCAL IMPACT

The information presented will serve as the basis for employee pay in FY2023 which will have a direct impact on the FY2023 budget.

BACKGROUND AND PREVIOUS ACTIONS

Council established a strategic plan goal to conduct a compensation study for inclusion in the FY2023 budget development process. In pursuit of this goal, we contracted with Segal a national consulting firm that provides compensation, benefits and human resources services to conduct the study.

The objectives of the study are to create a compensation philosophy and to assess the structure and competitiveness of the city's compensation and total rewards program to ensure the city can recruit and retain high performing talent. The last comprehensive Compensation Study conducted in Goodyear was in FY2008-2009. A smaller internal targeted compensation study was conducted in 2016 to evaluate salary compression and other areas of concern at the time.

Over the past four years executive leadership along with Council's support have worked through the budget process to maintain compensation competitiveness by incrementally adjusting salaries and pay ranges.

STAFF ANALYSIS

Market conditions are becoming increasingly competitive. Currently, four of our benchmark cities are conducting compensation studies. The ability to recruit and retain talent is becoming greatly impacted by the competitive labor market in both the public and private sectors. The overall pay structure is slightly behind market at 98% vs. 100%.

Attachments

Presentation



City of Goodyear

Compensation Study

Council Presentation

March 21, 2022

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| Agenda

About Segal

City Objectives

Methodology

Project Findings

Recommendations

Question and Answer

About Segal

- Segal is a national consultancy offering services and advice related to **compensation, benefits, and human resources**.
 - Founded in 1939
 - Independent, privately-held
 - 24 office locations with approximately 1,000 employees
- Our consulting team has a **strong background** in conducting research and providing customized recommendations and advice regarding:
 - Market benchmarking
 - Pay system design
 - Classification structure analysis
 - Job evaluation (internal equity)
 - Performance management
 - Cost modeling
 - Employee communication
 - Union-management facilitation
- We have served as trusted advisors for many public sector entities, **including many throughout Arizona**.

City of Goodyear's Objectives

Objectives of the City's project are to ensure that:

1. The City can recruit and retain high performing talent
2. The Total Rewards Philosophy informs employees about the comprehensive benefits of working for the City, **including a review of the philosophy**
3. Internal systems are effective in maintaining the City's Human Resources compensation system
4. City pay ranges are market competitive



The primary goal of this project, therefore, is to ensure that the compensation system is:

- Accurate
- Equitable
- Market Sensitive

Total Compensation Philosophy

Role of Compensation and Benefits

Our compensation offerings are employee focused and designed to attract and retain superior talent of all types. In order to do this our philosophy is to:

- 1. Attract**
- 2. Motivate**
- 3. Compete**
- 4. Align**
- 5. Sustain**

Total Compensation Philosophy *continued*

External/Internal Equity

The City of Goodyear values a balance of internal and external equity. We value our team members and want to be fair in compensating individual employees while also maintaining equitable compensation practices.

Comparison Markets

We strive to regularly benchmark our pay ranges and benefits to the market to ensure we can attract and retain superior talent and achieve our desired pay positioning.

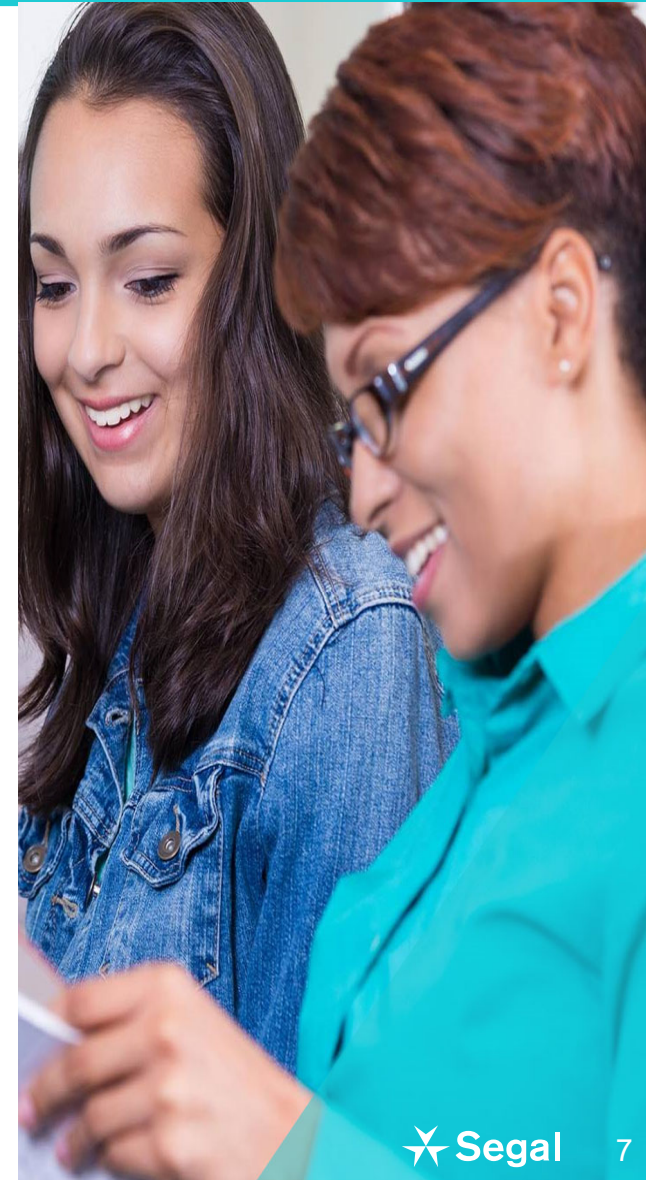
- **Municipalities:** *We use custom surveys distributed to our agreed upon peers within Maricopa County.*
- We target a competitive pay positioning at the overall market average.

Beyond Pay Market Factors

- Individual pay positioning varies based on experience, skillsets, performance, talent availability, and leadership potential.
- We provide quality benefits that differentiate us from our competition.

Market Review

- Benchmark Jobs
 - 111 job titles were market priced
 - Represented jobs across the City, both across departments and hierarchically
- Peer employer selection
 - Identification of 11 comparable peers within Maricopa County (see next slide)
 - As a reference point general industry data was collected as well
- The survey included:
 - Benchmark job base pay ranges (minimum and maximum annual pay rates)
 - Pay practices (i.e., pay schedule adjustments, differentials, etc.)
 - Benefits (i.e., paid time off, defined contribution rates, retirement programs, etc.)



Peer Employers

- City of Avondale
- City of Buckeye
- City of Chandler
- City of Glendale
- Town of Gilbert
- City of Mesa
- City of Peoria
- City of Phoenix
- City of Scottsdale
- City of Surprise
- City of Tempe



There are 11 agreed upon peers within Maricopa County

Overall Project Findings

City of Goodyear as a % of Market Average

	Base Pay Range		
	Minimum	Midpoint	Maximum
Overall	97%	98%	98%
Exempt Structure	98%	98%	98%
Non-Exempt Structure	96%	98%	100%
Fire Structure	99%	98%	97%
Police Structure	97%	97%	97%



Overall, Goodyear is slightly lagging the market average as of December 1st.

Need to discuss scope and the “ask” on Mon.

Overall Project Findings *continued*

Overall Base Pay Competitiveness by Peer			
Peer Organization	Count of Matches	Peer Average Midpoint as a percent of City of Goodyear Average Midpoint	Peer Market Position Compared to Goodyear
City of Tempe	84	107%	Peers with Higher Average Midpoints
City of Avondale	89	106%	
City of Scottsdale	92	105%	
City of Mesa	98	104%	
City of Chandler	92	103%	
Town of Gilbert	101	103%	
City of Surprise	89	103%	
City of Goodyear			Peer with Comparable Average Midpoints
City of Glendale	86	100%	
City of Buckeye	80	99%	Peers with Lower Average Midpoints
City of Peoria	93	99%	
City of Phoenix	98	99%	
The peer comparison is calculated using the average of all peer match data divided by the average of all City of Goodyear benchmark data for which the peer had a matching title.			



At Market Range Midpoint and Maximum.

- Recent conversations with peers revealed that structure adjustments from 2.5% to 5% are under consideration and should be monitored.

Pay Practice Surveyed

Market Competitive Pay Practices

- Employee Pay Progression
- Pay Schedule Adjustments
- Pay Adjustments
- Starting Salary Practices
- Bilingual Pay
- Stand-by Pay
- Call-back Pay
- Referral Bonus
- Relocation Allowance
- Retention Bonus
- Sign-on Bonus
- Tuition Assistance
- Wellness Program
- Type of Paid Leave Program
- Vacation/PTO Carryover
- Sick Leave Carryover
- Vacation/PTO Cash Out
- Sick Leave Cash Out
- Defined Contribution Plan
- Deferred Compensation Plan

Overall Findings

Opportunities for Improvement

- Pay Structures
 - Overall are at slightly behind market at 98%
- Tuition Assistance
 - Goodyear's tuition assistance is 9% below the market average
- Sick leave cash out could be restructured to be more competitive

Recommendations

➤ Salary Structure

- Adjust salary structure to ensure market competitiveness and continue monitoring for periodic updates as needed. Goodyear may lag the market after July 1 when peer cities are implementing pay structure adjustments.
- Adjust jobs that are below market to ensure market competitiveness while taking into account internal equity

➤ Pay practices:

- Increase tuition assistance from \$4,500 to market average of \$5,000
- Consider modifications to sick leave cash out



Questions



ITEM #: 2.
DATE: 03/21/2022
AI #:660



CITY COUNCIL ACTION REPORT

SUBJECT: TRANSPORTATION PRIORITIES

STAFF PRESENTER(S): Sumeet Mohan, PE, Director of Engineering, and
Hugh Bigalk, PE, City Traffic Engineer

Summary

Council to review Transportation Priorities plan, and 16 new CIP projects being proposed for inclusion in the FY2023 CIP. (Sumeet Mohan, PE, Director of Engineering, and Hugh Bigalk, PE, City Traffic Engineer)

FISCAL IMPACT

There is no immediate fiscal impact. Staff will present options that have associated fiscal impacts that may be included in the FY2023 budget.

BACKGROUND AND PREVIOUS ACTIONS

This is a new effort to address our rapidly growing City's pressing transportation priorities. There are no previous council actions. Council has brought up transportation needs and scalloped streets as a priority for consideration in the upcoming budget. These needs were discussed at the Council Retreat held in October, 2021 and again during the budget work session held on February 2, 2022.

STAFF ANALYSIS

We are currently working on the approved Capital Improvement Program (CIP) projects for FY2022-26; that work will go on as planned. Work will soon start, in FY2023, on the scheduled update to our current Transportation Master Plan (2014 version), in conformance with the City's General Plan. In order to address the immediate needs of our rapidly growing city, a Transportation Priorities plan has been prepared for Council's review, and 16 new CIP projects are being proposed for inclusion in the FY2023 CIP. These projects will address constructing scalloped streets to ultimate alignment, traffic signals, median improvements, etc., for reducing congestion, confusion and driver frustration, and for improving traffic flow. These proposed FY2023 projects have a budget of \$6,398,700.

Attachments

Presentation



City of Goodyear

Compensation Study

Council Presentation

March 21, 2022

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- **Motivate** high levels of service
- **Compete** in a limited labor pool
- **Alignment** with common goals and objectives
- **Sustainable** to ensure fiscal affordability

Total Compensation Philosophy *continued*

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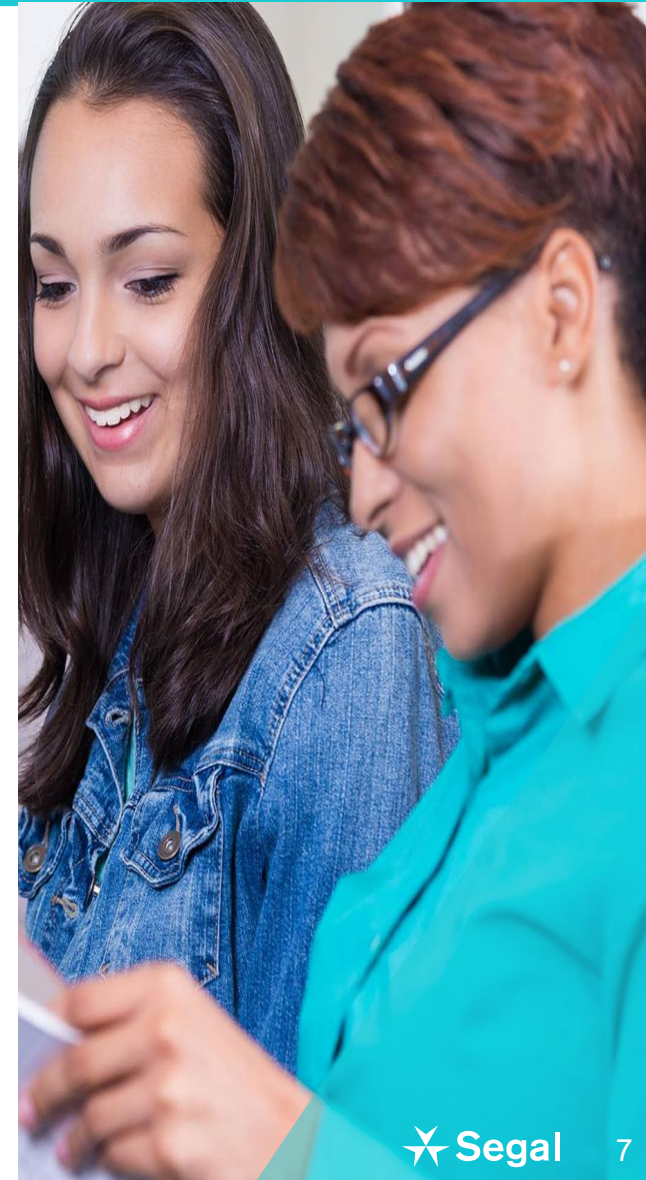
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- Consider modifications to sick leave cash out



Questions



ITEM #: 3.
DATE: 03/21/2022
AI #:781



CITY COUNCIL ACTION REPORT

**SUBJECT: COUNCIL DISCUSSION ON POTENTIAL FY2023 REVENUE
POLICY CHANGES**

STAFF PRESENTER(S): Doug Sandstrom, Finance Director

Summary

Council to discuss potential additions or modifications to existing financial policies including, but not limited to, potential revenue reductions, restrictions or allocations. (Doug Sandstrom, Finance Director)

FISCAL IMPACT

Although no specific action will be taken as part of this work session, the discussion of revenue policies will have a direct impact on the formulation of the FY2023 budget

BACKGROUND AND PREVIOUS ACTIONS

On February 7th council was presented an overview of general fund resources, expenditures, requests and a five-year forecast. As part of this discussion a change to the current financial policies for FY2023 were discussed which lead to consensus on a change in the amount of Construction Sales tax that could be considered ongoing revenue and used for operational purposes. A second part of the discussion centered around the idea of giving something of the revenue back to the community, dedicating resources for a specific purpose in lieu of identifying new tax or revenue sources. As there was not a clear consensus attained on the second part of this discussion the City Manager revisited the topic with council on February 28th and received consensus to bring the topic back as a work session item in March.

STAFF ANALYSIS

Financial Policies are reviewed and adopted annually in order to inform the development of the City Managers Recommended Budget. The specific concepts included this work session material are potential points of discussion that have been identified by staff based upon council discussions during prior council meetings, retreats and regular check-ins. Any potential change to revenues, rates or policies will have an impact on the formation of the FY2023 budget. Based upon council discussion modifications to the FY2023 Financial Policies may be necessary.

Attachments

Presentation

Financial Policies
Sales Tax Rates



Fiscal Policy Discussion
Revenue Policy

March 21, 2022



Revenue Policies

CONTINUED COUNCIL CONVERSATIONS

- 1) Elimination of Food for Home Consumption Tax
- 2) Dedicate a portion of general fund revenue for Transit
- 3) Property Tax Rate Target reduction from \$1.74
- 4) Others?
- 5) Status Quo



Revenue Policies

ELIMINATION OF FOOD FOR HOME CONSUMPTION TAX

- Rate drop from 2.0% to 0.0%
 - FY2023 impact \$5.3 million ongoing annual revenue reduction
 - Revenue from this source projected to increase by 5% annually
- Phase-in using Construction Sales Tax
 - FY2023 – additional \$5.0 million CST used for operations
 - FY2024 - \$4.0 million CST
 - FY2025 - \$3.0 million CST
 - FY2026 - \$2.0 million CST
 - FY2027 - \$1.0 million CST



Revenue Policies

ELIMINATION OF FOOD FOR HOME CONSUMPTION TAX

- 3 of 17 Valley cities do not charge a food for home consumption tax
 - Phoenix, Surprise, Mesa
- Of the 14 that charge a food for home consumption tax the average rate is 2.22%
 - High Buckeye/El Mirage at 3.0%
 - Low Chandler/Gilbert at 1.5%
 - Three charge a lower rate than their retail tax rate
 - Goodyear, Glendale & Peoria



Revenue Policies

DEDICATE A PORTION OF GENERAL FUND REVENUE FOR TRANSIT

- Current Financial Policy states the most restrictive funding is used first
- Existing City Restrictions
 - Asset Management Funds



Revenue Policies

PROPERTY TAX RATE TARGET REDUCTION FROM \$1.74

- Current Financial policy states that we will maintain and sell new General Obligation Bonds only when the combined Property Tax Rate of \$1.74 or lower can be achieved.
 - Current & planned debt will keep rate at \$1.735 through FY2024
 - No new debt – rate will drop to \$1.50 in FY2025
- Historical Policy Rates
 - \$1.74 FY2017 - Current
 - \$1.60 FY2006 – FY2016
 - \$2.00 - \$2.10 in FY2005

Revenue Policies



OTHERS?

Attachment A

FINANCIAL POLICIES WITH CST CHANGE INCLUDED

Overall Goals

The overall financial goals underlying these policies are:

1. Fiscal Conservatism: To ensure that the City is at all times in a solid financial condition. This can be defined as:
 - A. Cash Solvency - the ability to pay bills.
 - B. Budgetary Solvency - the ability to balance the budget.
 - C. Long Run Solvency - the ability to pay future costs.
 - D. Service Level Solvency - the ability to provide needed and desired services.
2. Flexibility: To ensure that the City is in a position to respond to changes in the economy or new service challenges without an undue amount of financial stress.
3. Adherence to the Highest Accounting and Management Practices: As set by the Government Finance Officers' Association standards for financial reporting and budgeting, by the Governmental Accounting Standards Board and other professional standards.
4. Comply with Statutory and Funding Entity Requirements in Budget Adoption: To ensure budgets are properly adopted and revenue restrictions are adhered to during planning, development, adoption, and implementation.

Budget Policies

1. Ongoing operating costs should be supported by ongoing, stable revenue sources. This protects the City from fluctuating service levels, and avoids crises when one-time revenues are reduced or removed. Some corollaries to this policy:
 - A. Ending fund balance should be used only for one-time expenditures such as CIP projects, capital outlay, increasing reserves or contingency funds, and/or paying off outstanding debt. The portion attributable to ongoing set-asides or contingencies may be used to fund those purposes.
 - B. Ongoing maintenance costs, such as street resurfacing or swimming pool re-plastering, should be financed through operating revenues, rather than through bonds.
 - C. Fluctuating grants should not be used to finance ongoing programs.

- D. ~~\$5.6~~ \$6.1 million in Construction Sales tax, to be reviewed annually, shall be treated as ongoing revenue. This recognizes the fact that based on the structure of transaction privilege taxes in Arizona there will always be a base level of activity that will occur generating ongoing revenue for the city.
2. The hierarchy from least spendable to most spendable fund balance for governmental funds is non-spendable, restricted, committed, assigned and unassigned. When funds are available from multiple classifications, the most restrictive fund is to be utilized first.
 3. Ensure growth or development activities are funded commensurate with or in proportion to revenue generated from related fees.
 4. General Fund and Enterprise Fund appropriations should include a contingency reserve account equal to or greater than 15% of the amount budgeted for ongoing revenues.
 5. Enterprise Funds should be self-sufficient. They should include a sufficient un-appropriated fund balance to absorb fluctuations in annual revenue. Wherever possible, enterprise funds should be charged directly for "overhead" services, rather than using an indirect service transfer. These services include such things as employee fringe benefits, insurance costs, and telephone charges. Provision should also be made for interdepartmental charges for services such as solid waste disposal (landfill) and vehicle repair, when this is practical. Operational revenue should be great enough to cover capital costs and replacement or debt service as established within rate planning.
 6. Asset Management reserves should be established, funded and used to replace and preserve General Fund assets consistent with department plans where ten-year average annual requirements at a minimum exceed \$250,000. Other department plan-based replacements below this threshold should be incorporated into the base budget or capital improvement program and use one-time General Funds to address unusual peaks such as a single large technology application or system replacements.
 7. Enterprise fund asset management requirements should be incorporated in multiyear forecasts and rate plans and included in the annual budget and capital improvement plan consistent with the underlying asset management plans.
 8. Carryovers of one-time capital and operating projects from one budget year into the next will be estimated in the budget and reconciled by the Finance Department based on actual spending to ensure the project budget is adjusted to the approved funding level.
 9. Debt Management
 - A. Short-term borrowing or lease-purchase contracts should be considered for financing major operating capital equipment when the Finance Director along with the City's financial advisor determines and recommends that this is in the City's best interest. Lease/purchase decisions should have the concurrence of the appropriate operating manager.

- B. Annual short-term debt payments should not exceed 5% of annual revenue or 20% of total annual debt.
- C. City of Goodyear Public Improvement Corporation - lease payments are funded by an excise tax pledge. Requires a "coverage ratio" 1.50 to 1.00 of pledged excise tax revenue to debt payment.
- D. Maintain and sell new General Obligation Bonds only when the combined Property Tax Rate of \$1.74 or lower can be achieved.
- E. Annual levy calculations should be at the maximum amount allowed for the City's primary property tax.
- F. Maintain bond rating of investment grade from at least one rating agency.
- G. Enterprise Funds should finance water and wastewater bonds sales where appropriate.
- H. Bonds should not be financed by General Funds unless necessary. If General Funds finance bonds, the combined annual debt service shall not exceed ten percent (10%) of the current three years average operating revenues of the General Funds. Construction Sales Tax revenues considered as ongoing revenue per policy 1(D) will be included in computing the applicable revenue beginning with FY19.

10. Budgetary Control System

- A. Monthly budget status reports will be reviewed by the City Manager and then presented to the full City Council.
- B. Establish a Council-adopted triennial Strategic Plan with measurable goals and objectives to provide high level direction and priorities for operations and financial planning. Updates on progress against the triennial Strategic Plan will be provided no less than twice per year.
- C. All changes to the Total Full-Time Equivalent (FTE) for ongoing positions as shown in city budget Schedule 5 and state budget Schedule G or equivalent schedules require City Council approval. This does not limit movement of budgeted positions within the organization by the City Manager.

11. Revenue Policies

- A. A diversified and stable revenue system will be maintained to ensure fiscal health and absorb short run fluctuations in any one revenue source.
- B. User fees for all operations will be examined every 3-5 years to ensure that fees cover direct and indirect cost of service. Rate adjustments for enterprises will be based on five-year enterprise fund plans.

- C. Development fees for one-time capital expenses attributable to new development will be reviewed every 3-5 years to ensure that fees match development related expenses.
- D. Cost analysis should be performed for all services in order to determine if fees collected are covering cost of service.

12. Capital Budget

- A. A long-range capital improvement plan should be prepared and updated each year. This plan may include (in years other than the first year of the plan) “unfunded” projects that carry out the City’s strategic and general plans, but it should also include a capital-spending plan that identifies projects that can be completed with known funding sources.
- B. Each department must, when planning capital projects, estimate the impact on the City’s operating budget.

13. Long Term Financial Plans

- A. The City will adopt the annual budget in the context of a comprehensive financial plan for the General Fund. Financial plans for other funds may be developed as needed.
- B. The General Fund long-term plan will establish assumptions for revenues, expenditures and changes to fund balance over a five-year horizon. The assumptions will be evaluated each year as part of the budget development process and should include operating costs anticipated for opening projects in the capital improvement plan.

City	Retail	Construction	Restaurants	Hotel/Motel	Rental of Real Property	Food For Home Consumption	Use Tax	Amusements	Retail Single Item
Buckeye	3.00%	3.00%	3.00%	6.00%	2.00%	3.00%	N/A	3.00%	>\$1,999.99 1.10%
El Mirage	3.00%	3.00%	3.00%	5.00%	3.00%	3.00%	3.00%	3.00%	N/A
Glendale	2.90%	2.90%	3.90%	7.90%	2.90%	2.50%	2.90%	2.90%	>\$5,000 2.20%
Litchfield Park	2.80%	4.80%	2.80%	3.80%	2.80%	2.80%	2.80%	2.80%	N/A
Goodyear	2.50%	3.50%	4.00%	5.00%	2.50%	2.00%	2.50%	2.50%	>\$5,000 1.20%
Avondale	2.50%	2.50%	2.50%	4.50%	2.50%	2.50%	1.50%	2.50%	>\$5,000 1.50%
Tolleson	2.50%	2.50%	2.50%	4.50%	2.50%	2.50%	N/A	2.50%	>\$5,000 2.00%
Apache Junction	2.40%	2.40%	2.40%	4.80%	2.20%	2.40%	2.40%	2.40%	>\$2,000 1.40%
Phoenix	2.30%	2.30%	2.30%	5.30%	2.30%	N/A	2.30%	2.30%	>\$11,631 2.00%
Queen Creek	2.25%	4.25%	2.25%	5.25%	2.25%	2.25%	2.25%	2.25%	N/A
Surprise	2.20%	3.70%	3.20%	6.72%	2.20%	N/A	2.20%	2.20%	N/A
Mesa	2.00%	2.00%	2.00%	7.00%	2.00%	N/A	2.00%	2.00%	N/A
Peoria	1.80%	1.80%	2.80%	5.60%	1.80%	1.60%	1.80%	2.80%	N/A
Tempe	1.80%	1.80%	1.80%	6.80%	1.80%	1.80%	1.80%	1.80%	N/A
Scottsdale	1.75%	1.75%	1.75%	6.75%	1.75%	1.75%	1.55%	1.75%	N/A
Chandler	1.50%	1.50%	1.80%	4.40%	1.50%	1.50%	1.50%	1.50%	N/A
Gilbert	1.50%	1.50%	1.50%	4.30%	1.50%	1.50%	N/A	1.50%	N/A