



## **VBC Report FY2020-2021**

**VBC FY 2020-2021**

May 01, 2020 - May 01, 2021

Report Created On: Apr 13, 2022

## Valley Benchmark Communities FY 2020-21 Trend Report

The purpose of the Valley Benchmark Communities initiative is to improve local government performance in Arizona.

We do this by working collaboratively to identify and share resources, best practices, and common demographic, financial, and performance information. In doing so, we're able to better understand the complex and diverse operations of the 14 participating communities (Avondale, Buckeye, Chandler, Gilbert, Glendale, Goodyear, Maricopa County, Mesa, Peoria, Phoenix, Queen Creek, Scottsdale, Surprise, and Tempe.)

Annually, since FY 2013-14, the Valley Benchmark Cities initiative publishes a report to share 24 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.

## Report Demographics Sidebars



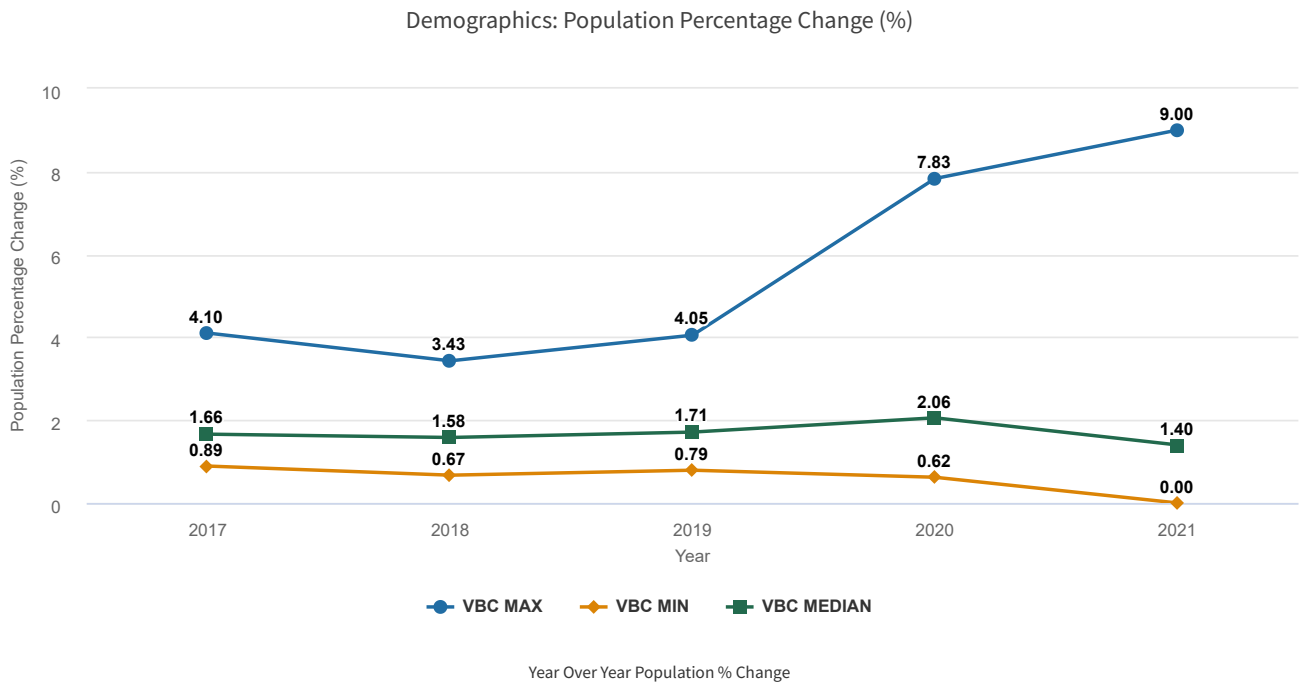
### VBC Demographics: Population Summary

Populations across the Valley continue to increase, with the median reaching its highest rate of increase in FY 2019-20. In FY 2020-2021 one city had a 9% growth rate increase, while one city showed a rate increase of 0%. The general growth rate for cities settled around 1-2%.

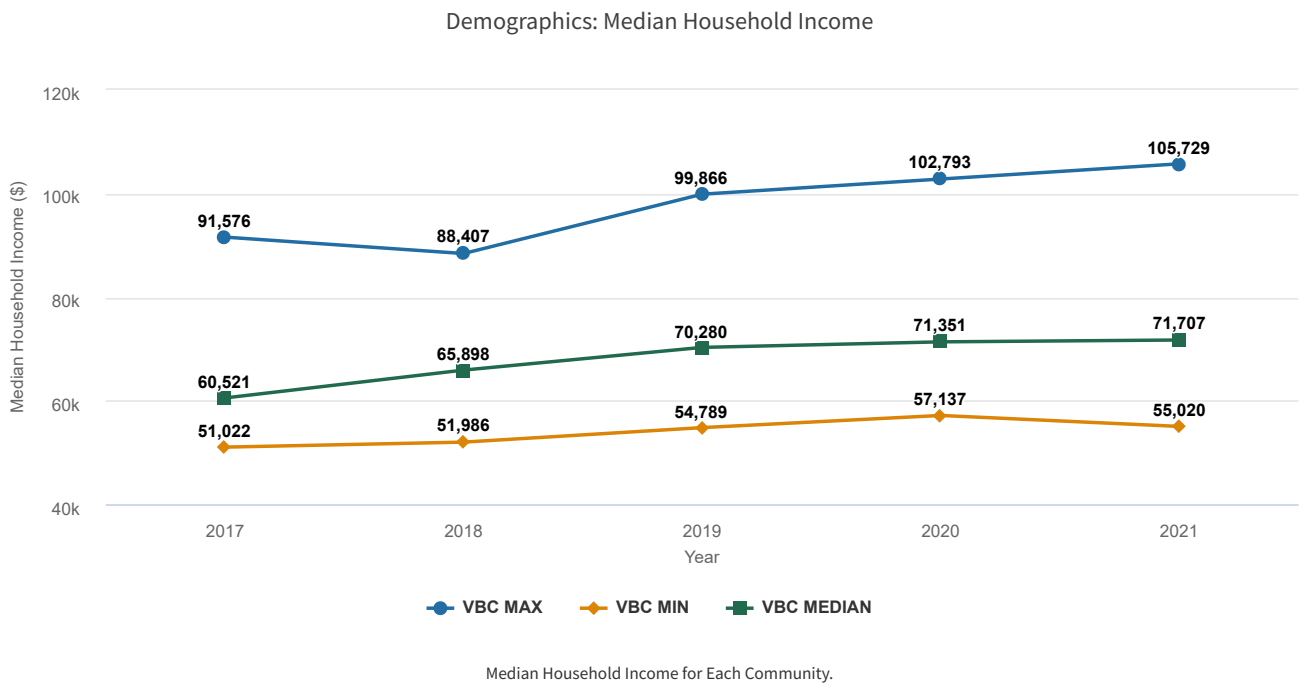
As the population of a city increases, the base upon which percentage change is calculated increases, so the rate of population increase will likely decline and stabilize long-term.

Population numbers are provided by the Maricopa Association of Governments.

### VBC Demographics: Percent Population Graph



### VBC Demographics: Median Household Income Graph



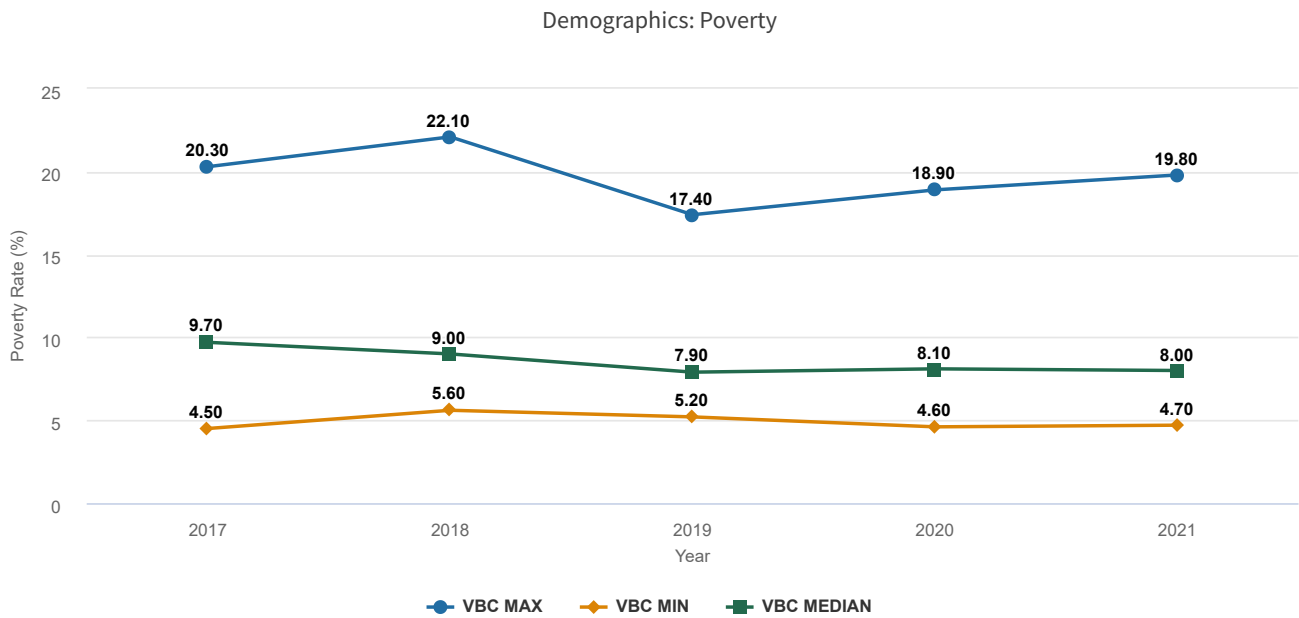
**VBC Demographics: MHI/Poverty Summary**

Median Household Income (above) has been on the rise with a steady increase across the valley since FY 2017-18. The Median Poverty Rate (below) has simultaneously fallen by about 1% annually until FY 2019-20 brought a 0.9% median increase in households living in poverty, and the first average increase in poverty among the eleven Valley Benchmark Cities since FY 2013-14. This increase seems to have stopped as the median average has fallen by .10% suggesting a period of stabilization to follow.

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

Median Household Income and Poverty Rates provided by the United States Census.

**VBC Demographics: Poverty Graph**

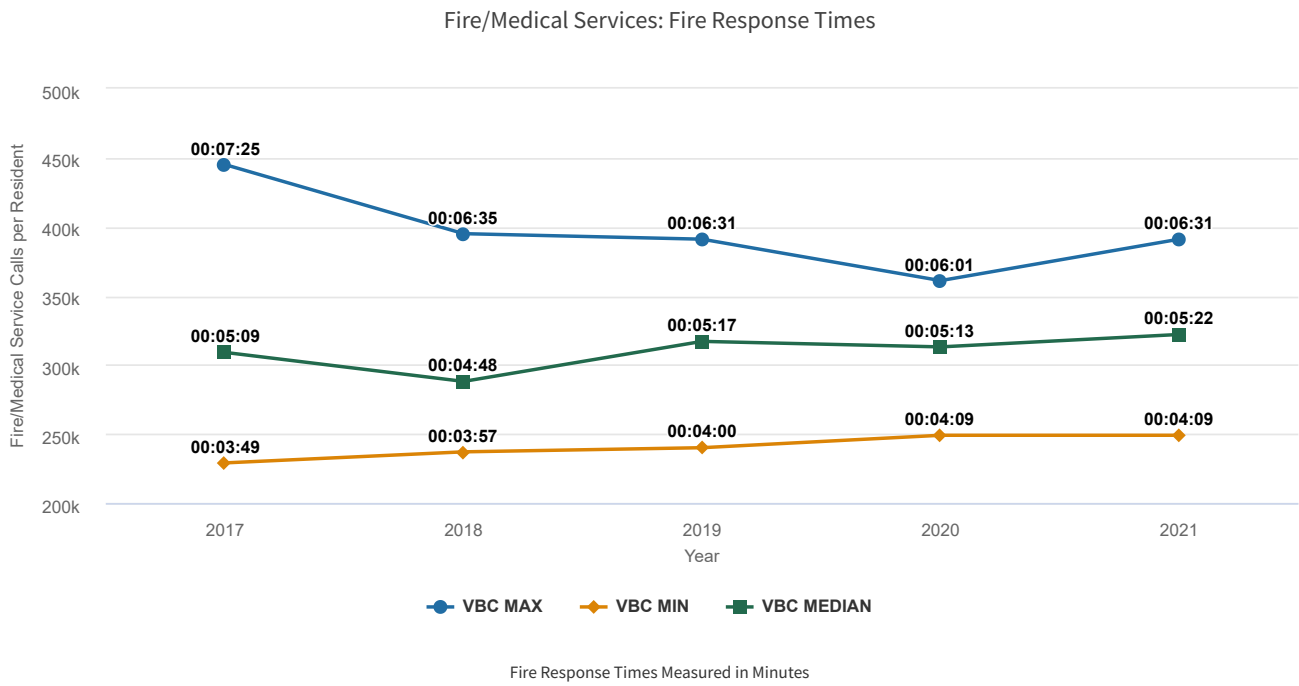


Tracks the Percentage of Residents Whose Income Falls Below the Poverty Line

Report Fire Vertical



**VBC Fire/Medical Services: Official Fire Response Times**

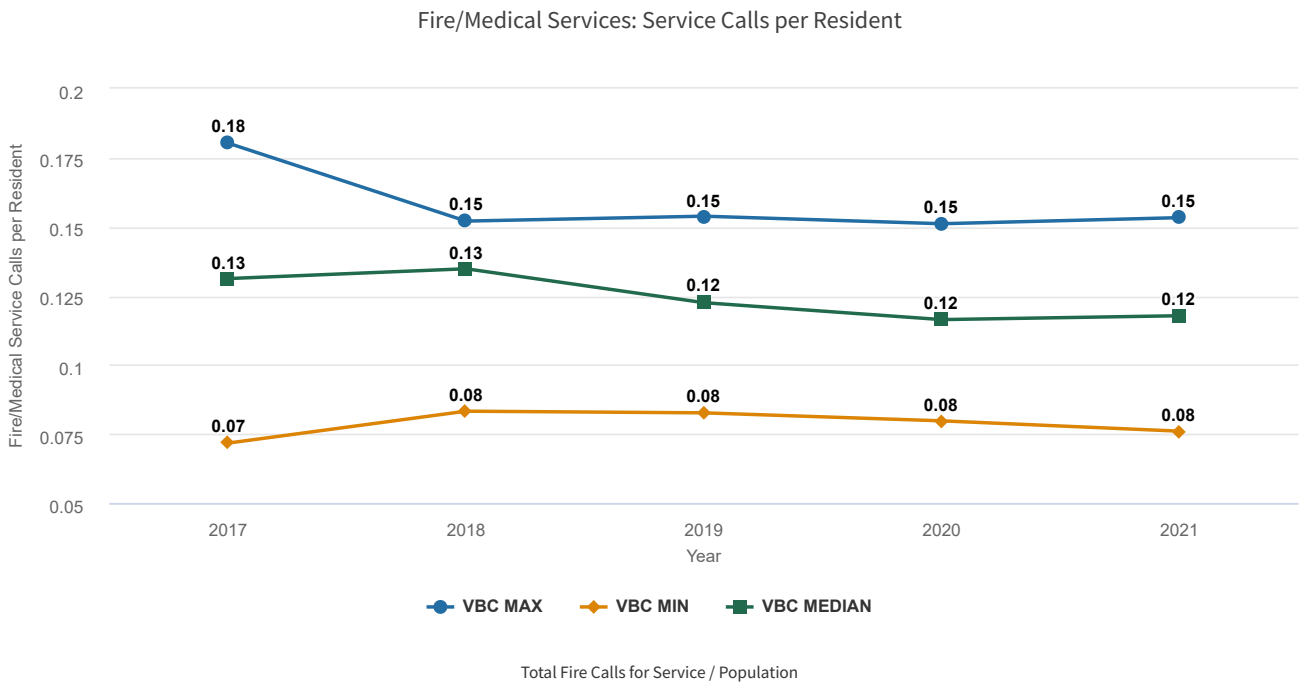


**VBC Fire Services: Fire Response Times Summary**

Since FY 2013-14, Fire Response Times have generally decreased (improved) among the Valley Benchmark Cities. This overall decrease may be attributed to new fire stations being constructed by a number of municipalities. In FY 2018-19, a few cities experienced increases in response times due to new developments being constructed in outlying areas and increased demand for service. In FY 2019-20, most cities saw a slight increase in response times. While in FY 2020-21 there was an increase in response times which can be attributed to staff turnover/training with an influx of firefighters entering and leaving at this time.

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

### VBC Fire/Medical Services: Total Fire Service Calls per Resident



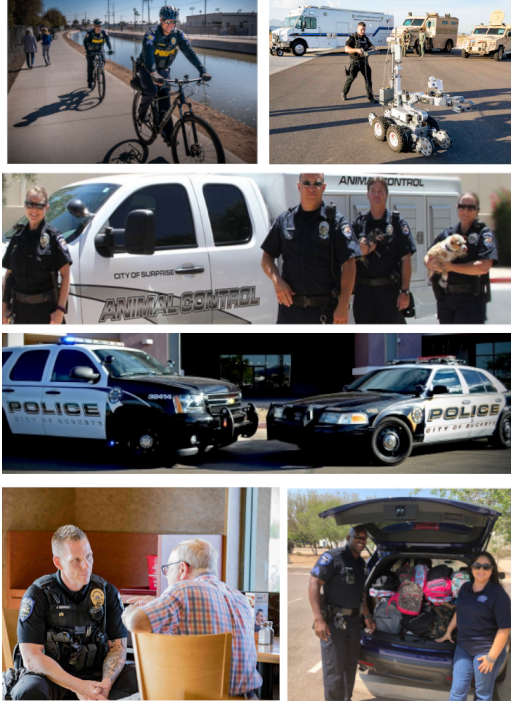
### VBC Fire Services: Calls per Resident Summary

Since FY 2013-14, fire calls per resident have generally maintained an upward trend among Valley Benchmark Cities. Much of this increase is due to a higher volume of medical calls. In FY 2019-20, most cities saw a slight decrease in per capita fire/medical calls with these figures remaining stable for FY 2020-21.

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

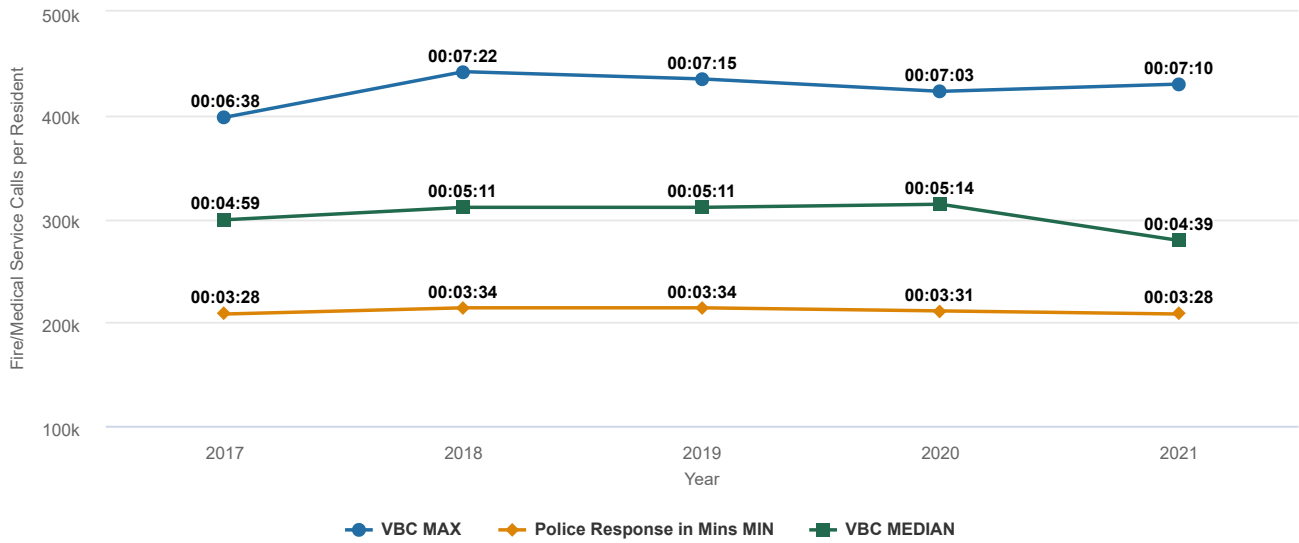


# Report Police Vertical



## VBC Police Services: Official Police Response Times

Police Services: Police Response Times



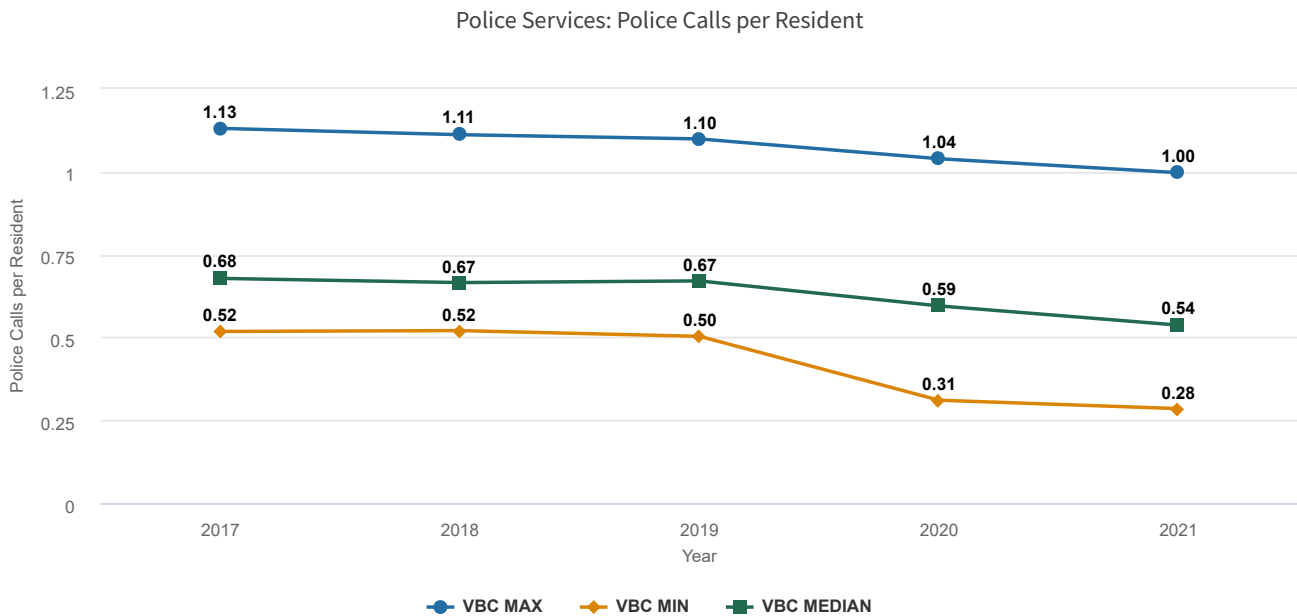
Police Response Times Measured in Minutes

### VBC Police Services: Response Time Summary

Trend data shows that Top Priority Response Times have fluctuated for most cities within a 20-30 second variance over the past three years. The majority of cities decreased (improved) their response times with an average VBC decrease of 35 secs per response per city in FY2020-21. Annual variations are possible due to higher-than-average vacancy rates within the patrol officer ranks across the region.

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

### VBC Police Services: Police Calls per Resident



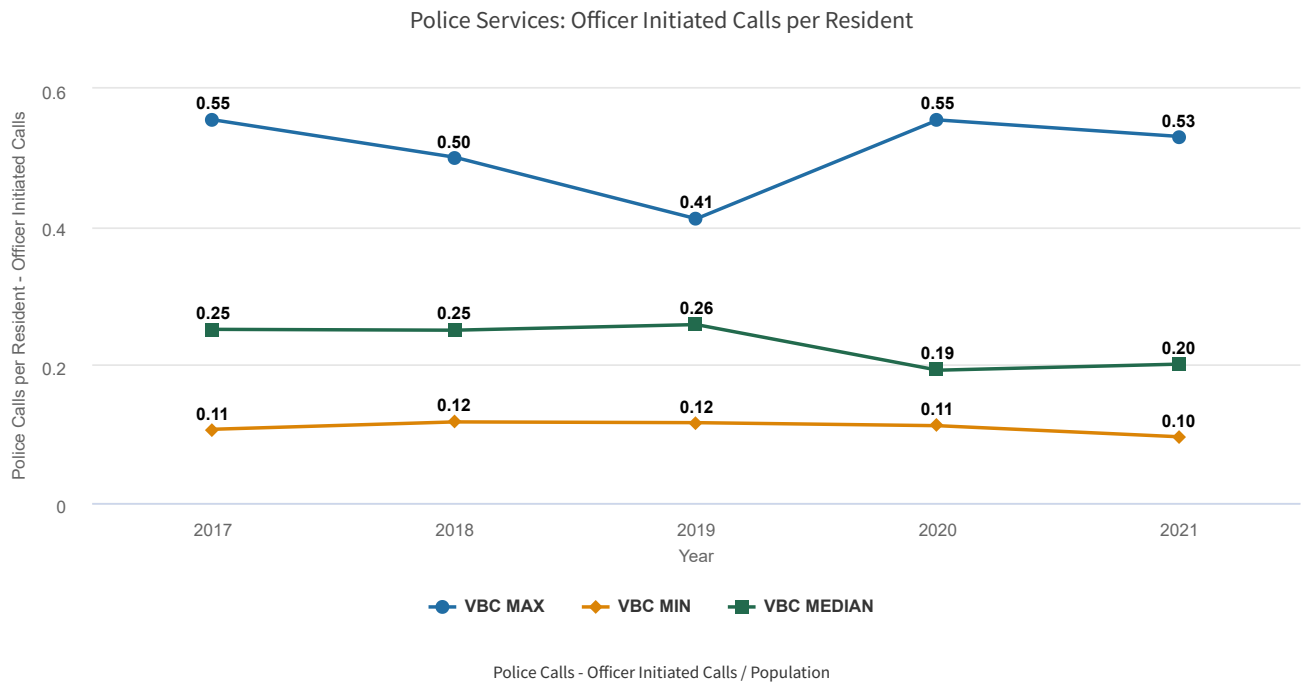
Tracks the Number of Officer and Citizen Initiated Calls Dispatched per Resident.

### VBC Police Services: Calls per Resident Summary

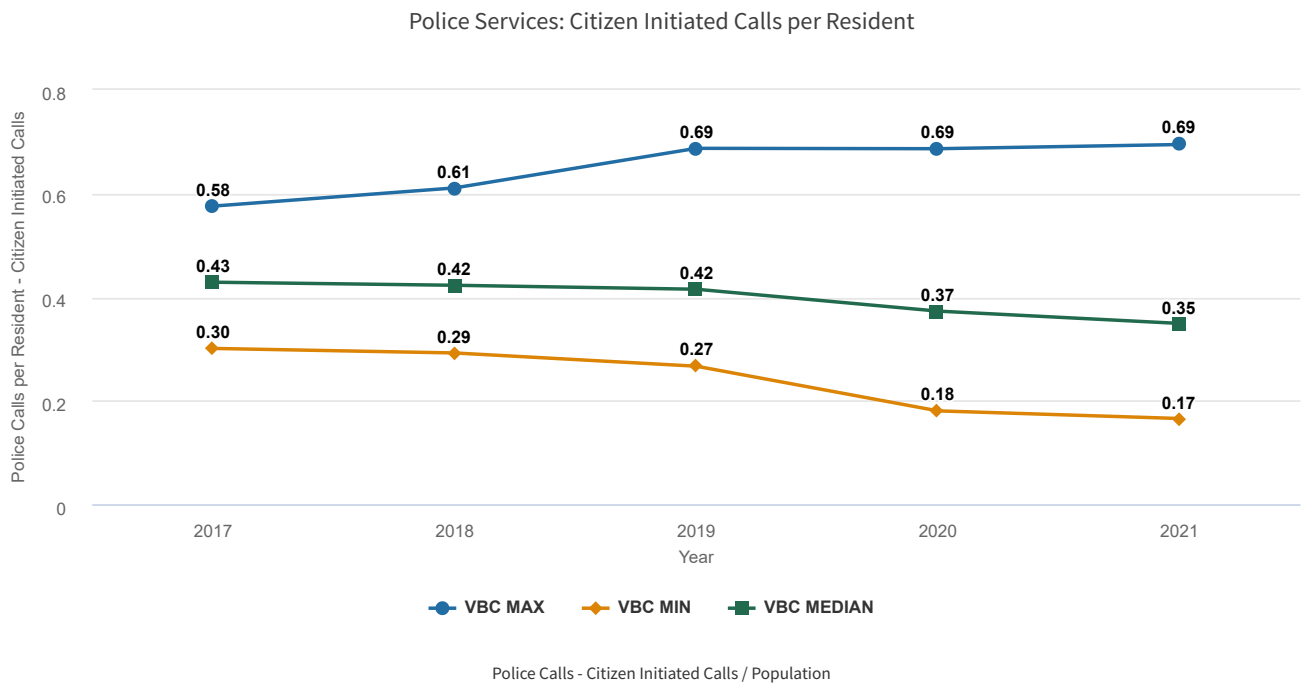
Total Police Calls per Resident for almost all cities have held steady or maintained a slight decline over the past four years. Variation in individual city data may be related to population changes and community policing “eyes and ears” efforts.

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

### VBC Police Services: Officer Initiated Calls



### VBC Police Services: Citizen Initiated Calls



### VBC Police Services: Officer/Citizen Initiated Calls Summary

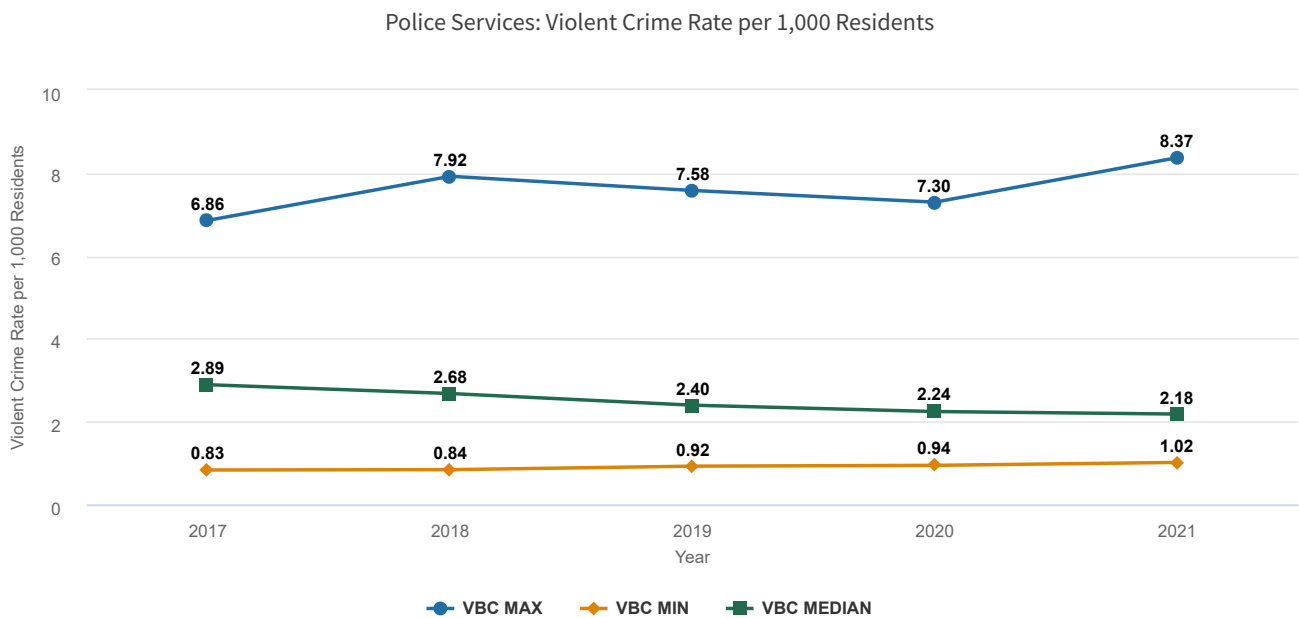
The majority of cities show a trending decline in both Citizen and Officer Initiated Calls for FY 2019-20. This declining trend seems to slow in FY 2020-21 suggesting a stabilization.

Along with the decrease in total calls, some cities show a trend of increasing ratios of Citizen Initiated Calls to Officer Initiated Calls. This can provide some insight into the more-proactive policing approach taken by these cities in place of a reactive response approach. Staffing levels, deployment practices, and community policing efforts likely have an impact on the individual communities' results.

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

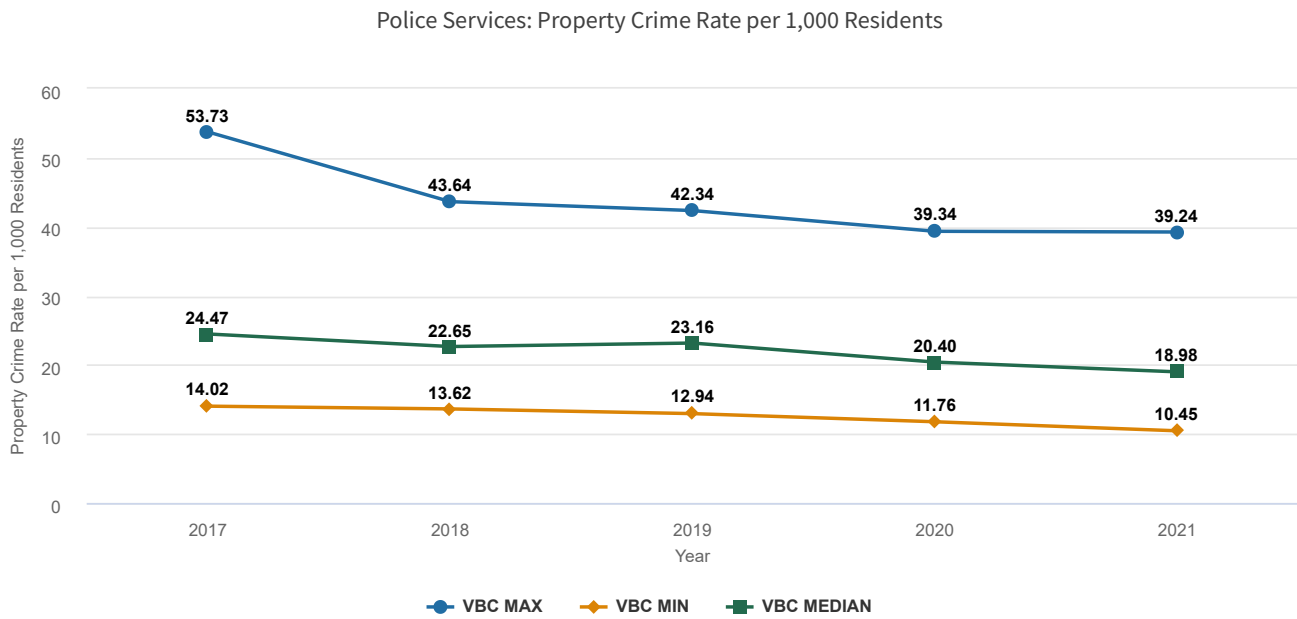
The formula for Citizen Initiated Calls is:  $\text{Police Calls} - \text{Citizen Initiated Calls} / \text{Population}$

### VBC Police Services: Violent Crime Rate per 1,000 Residents



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

## VBC Police Services: Property Crime Rate per 1,000 Residents



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

## VBC Police Services: Violent/Property Crime Rate per 1k Summary

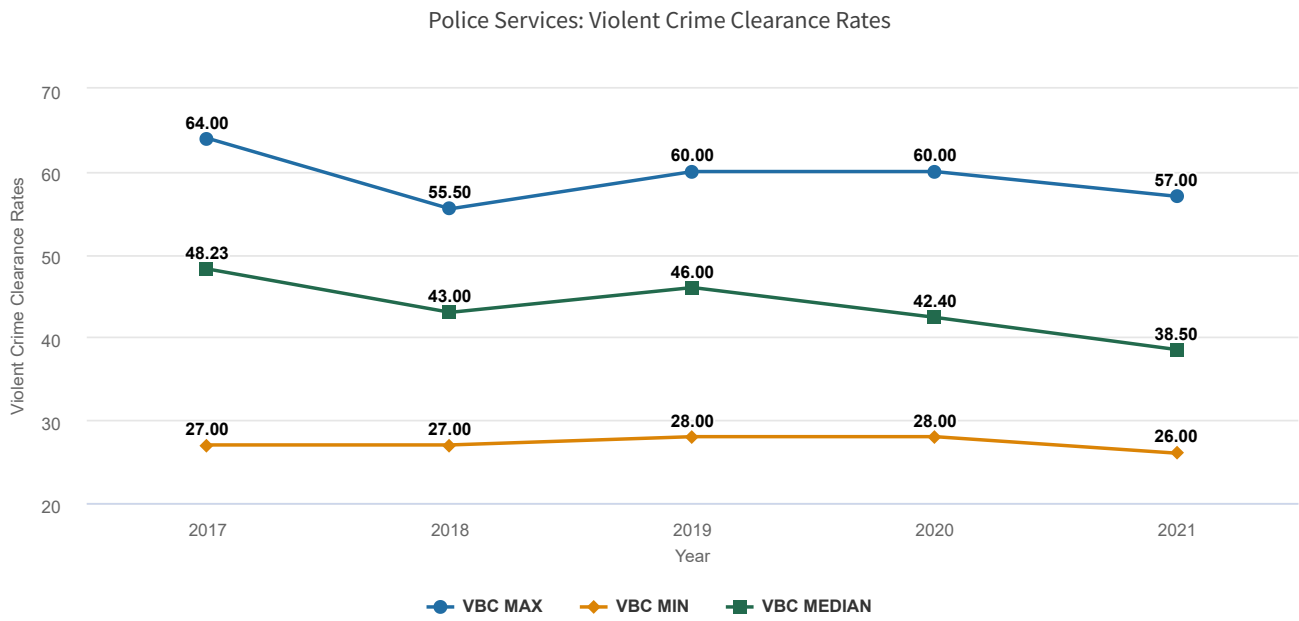
Both violent and property crime are trending downward in the majority of cities for the past 3 years. Some variation is noted year over year, which may be explained by growth in population and patrol efforts. Particularly with the VBC Max which has seen a rise in FY2020-21. This is due to a rise in total violent crime in the City of Phoenix to 13,646 cases, up from 11,803 cases in FY2019-20.

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

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

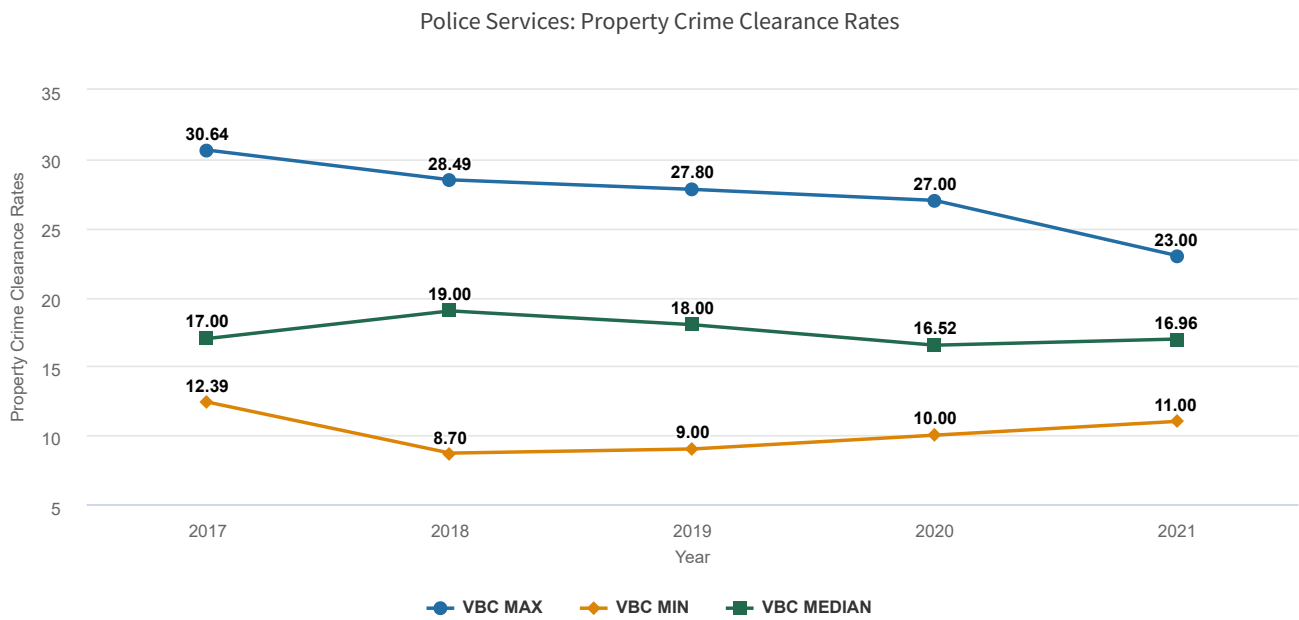
Total Violent and Property Crime numbers are provided by the Federal Bureau of Investigations.

### VBC Police Services: Violent Crime Clearance Rates



Clearance Rates Include Cases Cleared by Arrest or Exceptional Means.

### VBC Police Services: Property Crime Clearance Rates



Clearance Rates Include Cases Cleared by Arrest or Exceptional Means.

#### **VBC Police Services: Violent/Property Crime Clearance Summary**

Violent crime clearance rates and property crime clearance rates both show an overall downward trend, and both rates are at their lowest on average across the Valley Benchmark Cities since FY 2013-14. This indicates a lower percentage of cases cleared on average and likely is not affected by the changes in the total number of cases. As with other police indicators, regional staffing shortages may be a driving factor for the slight shift.

In FY 2020-21, Property crime clearance rates have a range of 12% (between 11-23%) and seem to be narrowing toward an average of 17%.

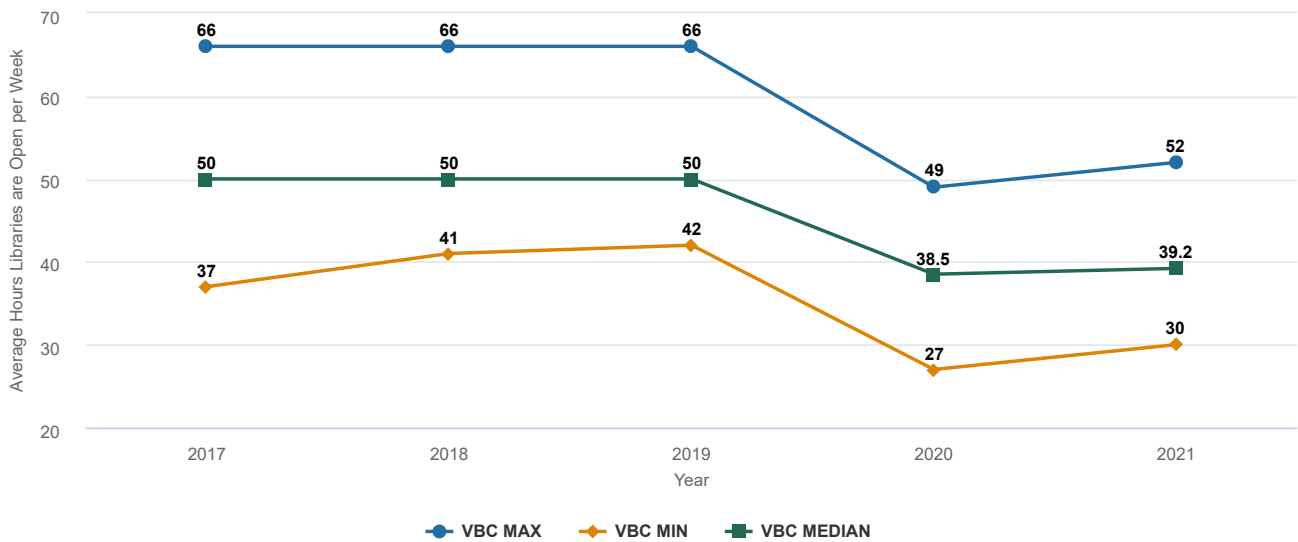
Clearance rates include cases "cleared by arrest," or "submitted to prosecutor," and cases "cleared exceptional." Clearance rates are calculated by dividing the number of crimes that are cleared via a charge being assessed by the total number of crimes reported in a given year. Considering the special 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.

Report Library Vertical



VBC Library Services: Average Hours Libraries are Open per Week

Library Services: Average Hours Libraries are Open per Week



Public Service Hours / Number of Branches / 52 Weeks



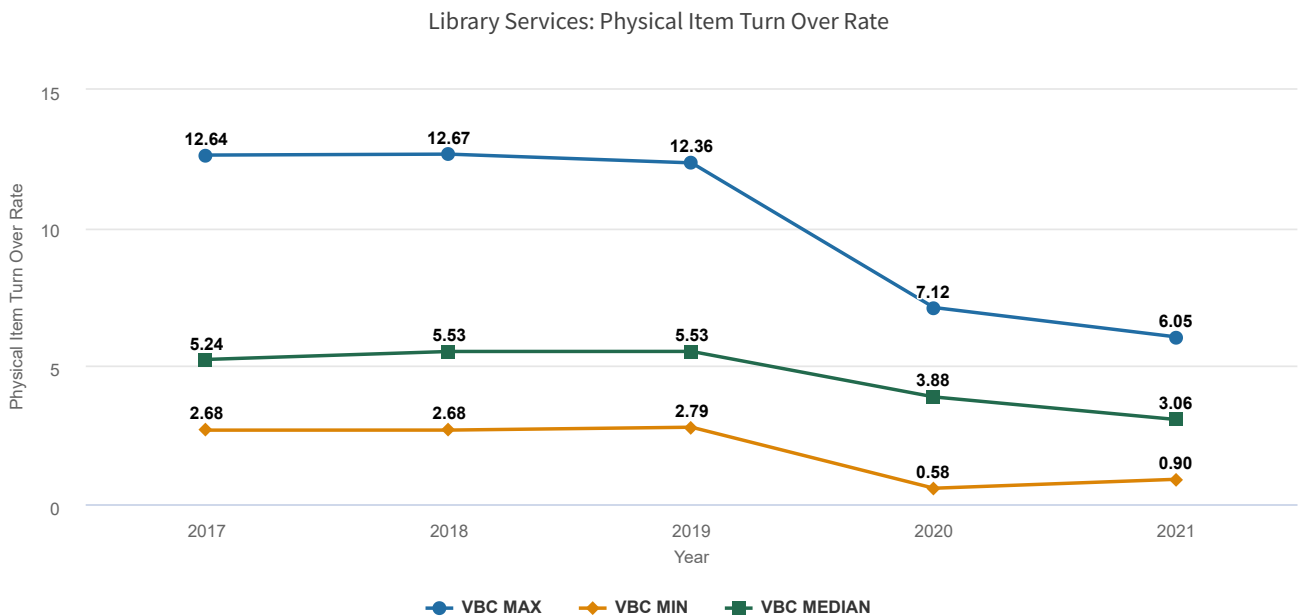
### VBC Library Services: Hours Open Summary

The number of hours a library is open is influenced by whether it is operated by the municipality or Maricopa County. Hours at Valley libraries have remained relatively static, with only minor fluctuations over the last five years.

In FY 2019-20, Library Hours were drastically reduced by the COVID-19 pandemic, requiring many facilities to close their doors. During this time, many libraries continued providing services via drive-through or lobby-only borrowing, as well as through virtual events. The values above only account for those hours during which the library was fully open for normal operations. In FY 2020-21, one can see the slow reopening of libraries in the post-pandemic recovery period.

Average weekly hours city libraries are open for operation is a calculation of the total number of public service hours divided by the number of branches and 52 weeks.

### VBC Library Services: Physical Item Turn Over Rate



Number of physical items borrowed/Number of physical items available

### VBC Library Services: PIT Physical Item Turnover Rate Summary

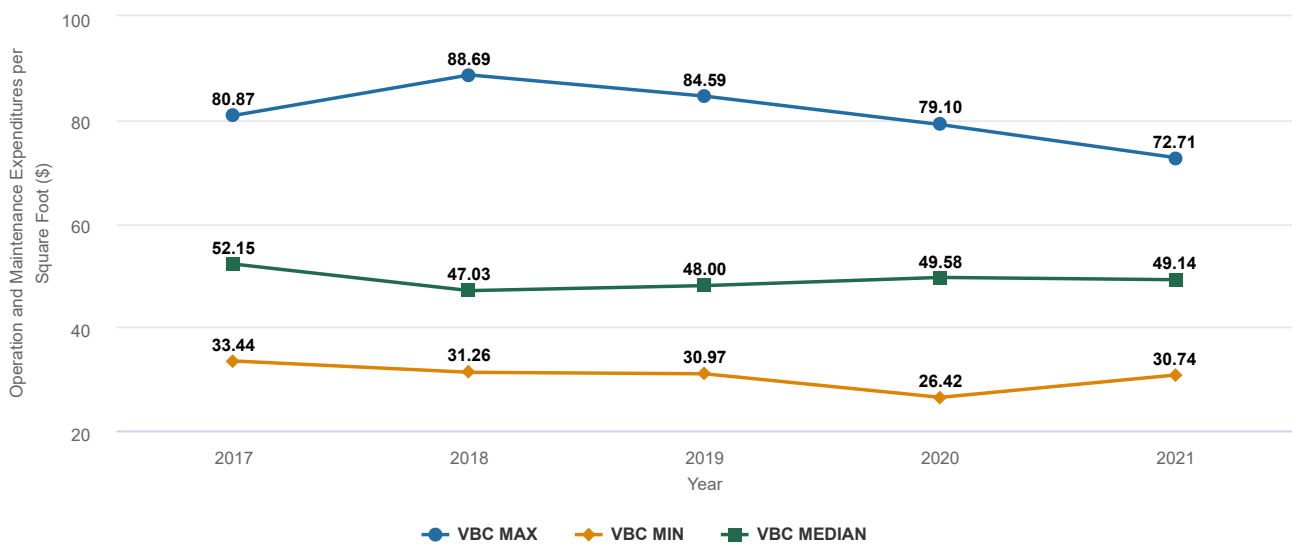
Physical Item Turnover represents the number of items checked out over the fiscal year relative to the number of items available. Turnover rates can fluctuate up and down based on the number of physical items you have in your collection. This number may be greater than 1 if items are checked out repeatedly.

Since 2016, turnover has generally remained steady, but FY 2019-20 saw a decline across 9 cities as a result of the COVID-19 related library closures. This decline has continued through FY 2020-21.

The formula for Physical Item Turnover Rate is:  $(\text{Number of physical items borrowed}) / (\text{Total physical items available})$

### VBC Library Services: O and M Square Foot

Library Services: Operation and Maintenance Expenditures per Square Foot



O & M Expenditures per Square Foot

### VBC Library Services: O and M Visit/SqFt Summary

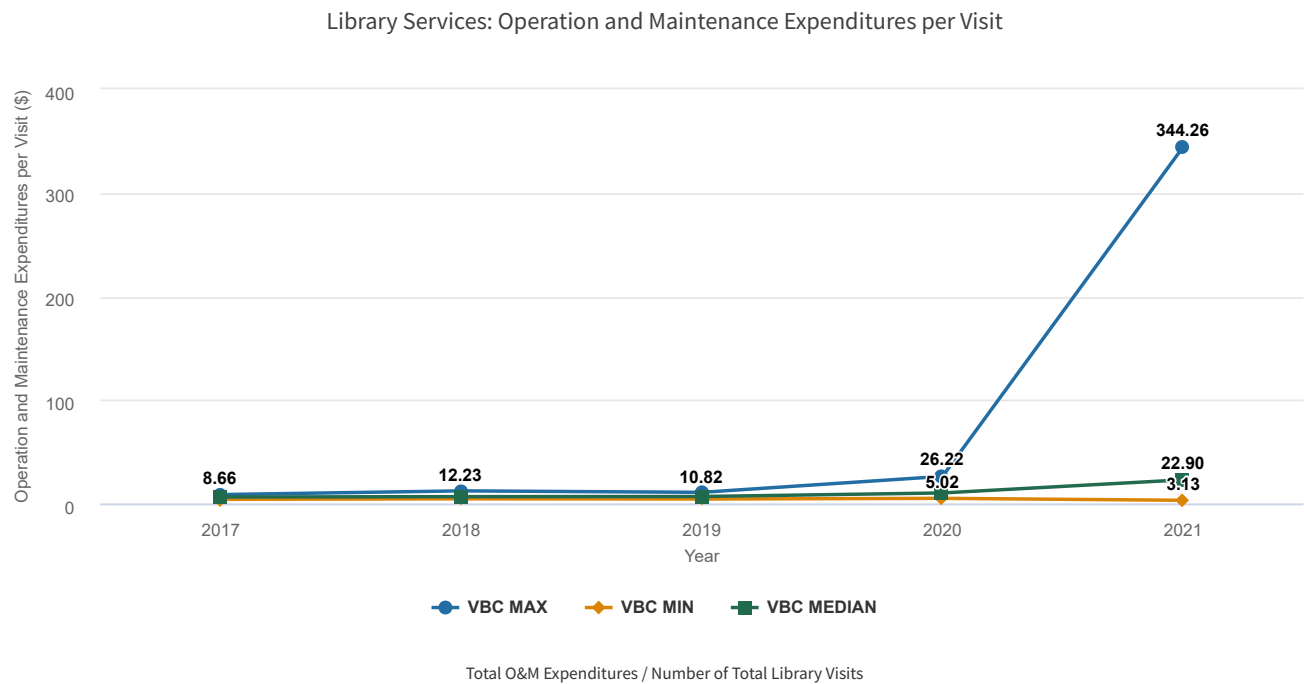
O&M Expenditures per Square Foot have been relatively stable since 2016. Over that same period, however, O&M Expenditures per Visit appear to be gradually increasing across the valley. This is likely due to an increase in electronic borrowing and a decrease in physical visits. Both of these trends are reflected in almost all Valley Benchmark Cities since 2016.

In FY 2017-18, City of Phoenix O&M Expenditures increased significantly due to the reconstruction of Burton Barr Central Library and the replacement of damaged items after the library had a severe flooding incident.

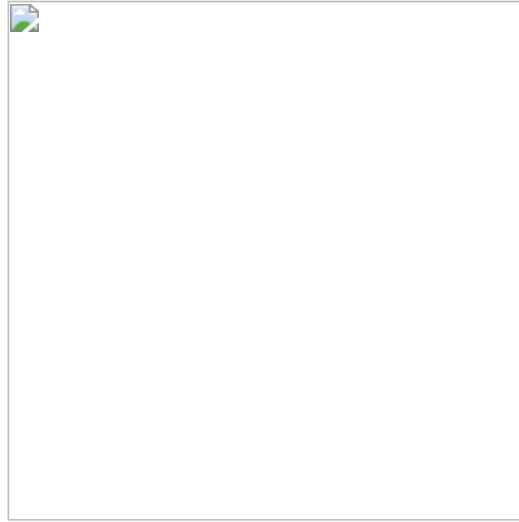
In FY 2019-20, the City of Surprise O&M Expenditures per square foot decreased substantially due to the new Asante Library, a 10,000 square foot addition that opened in February 2020 and then halted operations in mid-March due to the pandemic.

In FY 2020-21 the City of Phoenix experienced a massive drop in visits due to the COVID-19 pandemic and flooding causing library closures.

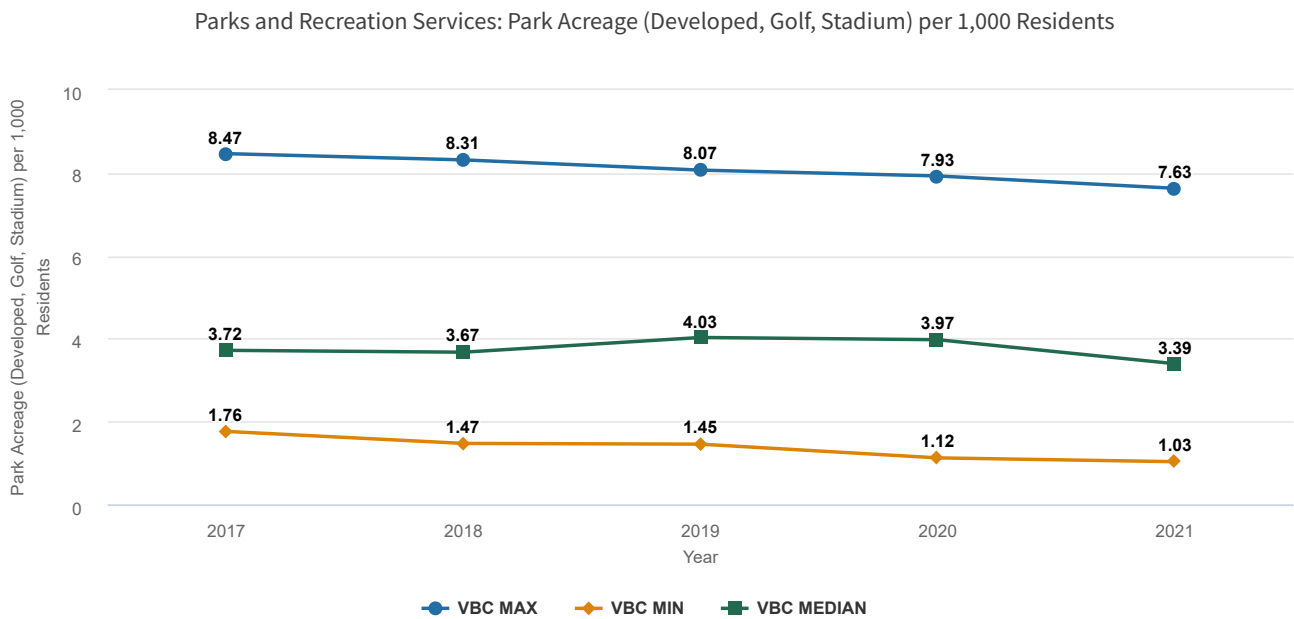
### VBC Library Services: Operation and Maintenance Expenditures per Visit



# Report Park Vertical



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



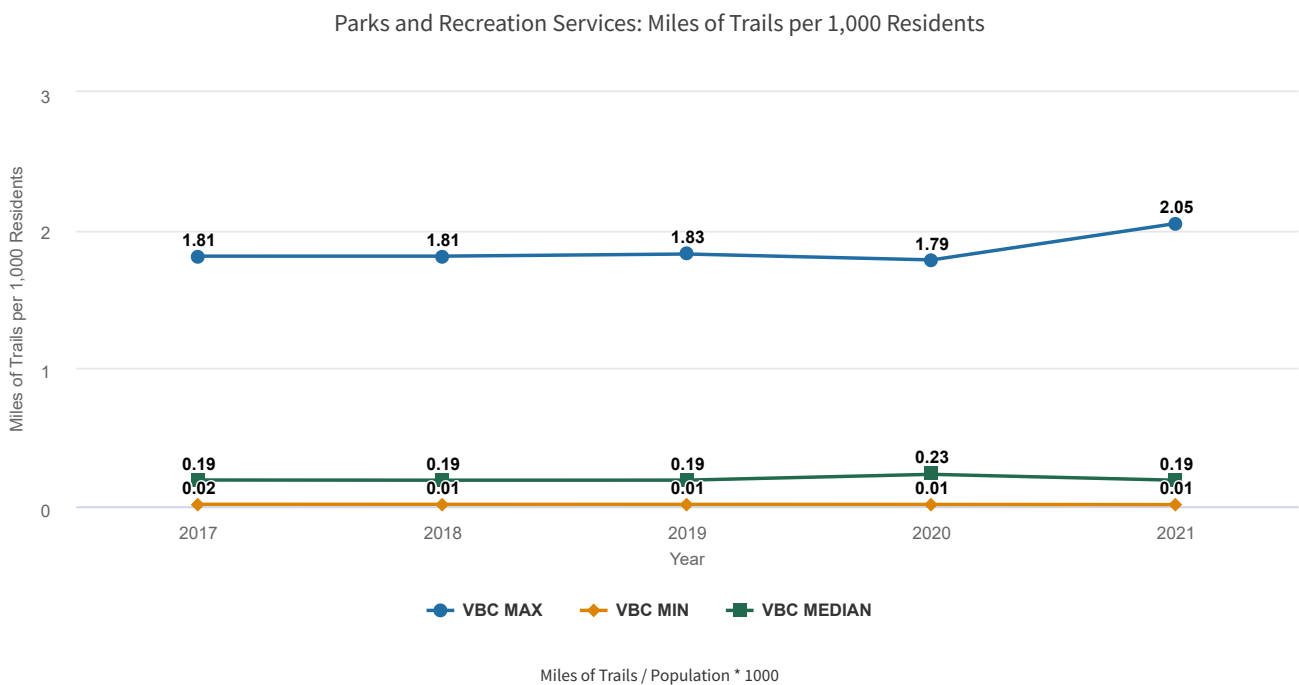
(Park Acreage for Public Use - Developed Park Acreage + Park Acreage for Public Use - Golf Course Acreage + Park Acreage for Public Use - Stadium Acreage) / (Population) \* 1000

### VBC Parks and Rec Services: Park Acreage Summary

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

Park acreage includes developed park acreage, golf course acreage, and stadium acreage. Natural preserve acreage, applicable to Avondale (130 total acres), Gilbert (182), Glendale (1,112), Peoria (1,133), Phoenix (36,243), Scottsdale (30,560), and Tempe (321), is not included. Planned park acreage is also not included.

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



### VBC Parks and Rec Services: Miles of Trails Summary

The average miles of trails per 1,000 residents has remained relatively stable among VBC cities from FY 2014-15 through FY 2019-20. Changes to this trend may occur when an individual municipality adds and opens new trails, as observed in FY 2019 -20 when the City of Scottsdale opened 10 miles of a new hiking trail from their local preserve which provided an upward trend. This trend continues in FY2020-21 as Scottsdale continues to increase its preserved trails.

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 also include miles of trails in preserves.

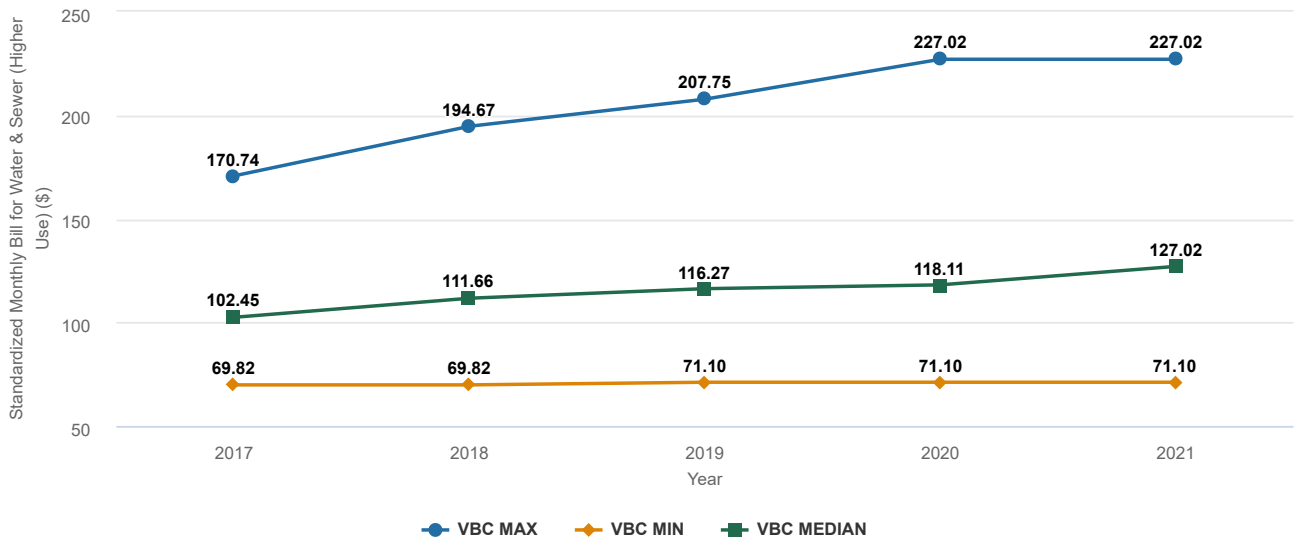
The formula for Miles of Trails per 1,000 Residents is: Miles of Trails / Population \* 1000

Report Water/Trash Vertical



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

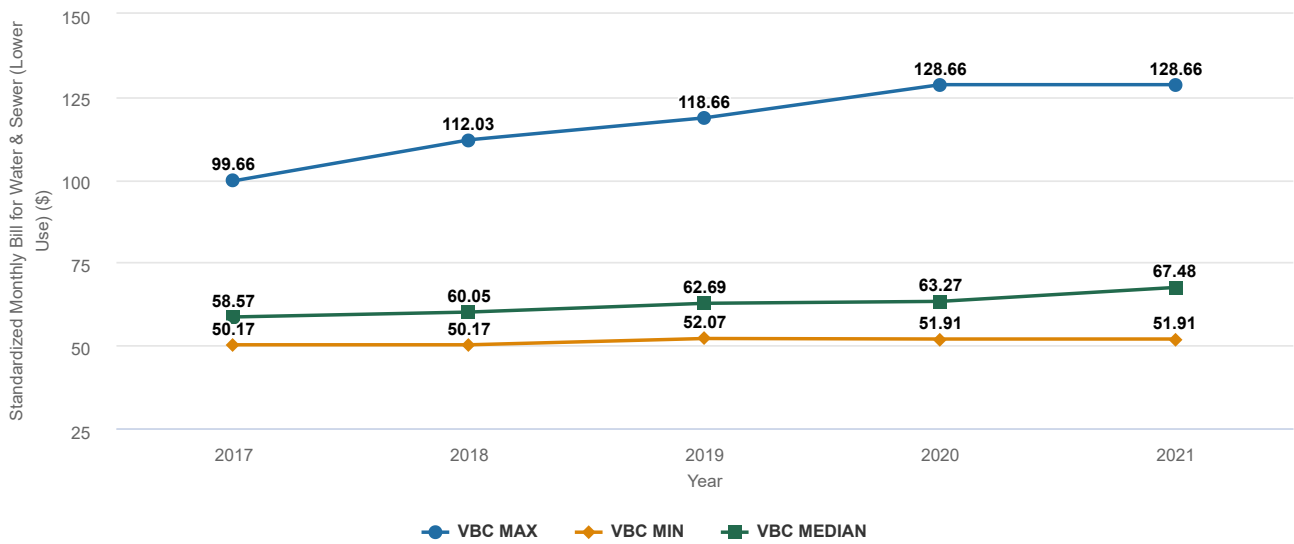
Water, Sewer, & Trash Services: Standardized Monthly Bill for Water & Sewer (Higher Use)



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

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

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



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

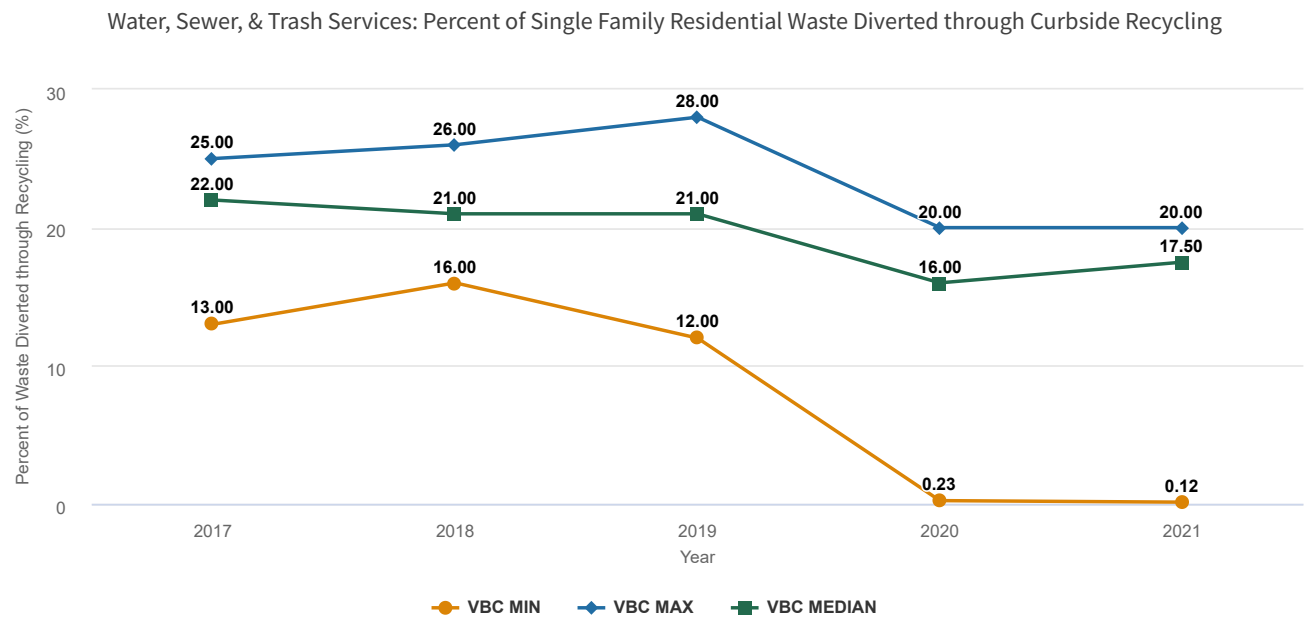
### VBC Water and Trash Services: Water and Sewer Summary

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

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

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

### VBC Water, Sewer, & Trash Services: Percent of Waste Diverted through Recycling



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



## **VBC Water and Trash Services: Recycling Summary**

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.

Since FY 2013-14, cities have diverted about 22% of single-family residential waste through recycling each year. In FY 2019-20, four cities ceased or reduced their recycling services, resulting in a significant drop in the recycling rates shown in the charts. The reduction was caused in large part by a decline in market rates for recycled materials in 2018.

An additional blow was dealt when the Salt River Pima Indian Community's Republic Services recycling plant burned down in October 2019. This plant provided 100% of the City of Scottsdale's recycling services, and 60% of the City of Mesa's, and its loss significantly increased the number of recyclables sent to landfills in these cities.

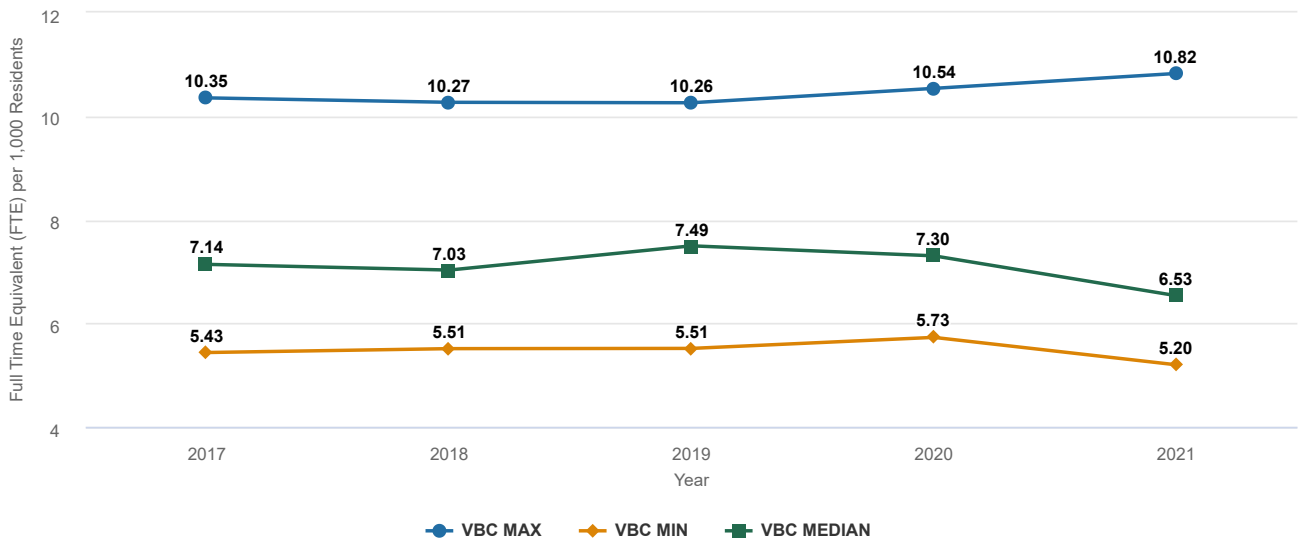
The remaining cities showed slight declines in their service levels, and declines are expected to continue across all cities as they seek innovative solutions to waste reduction and diversion.

Report Finance Vertical



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

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



Total FTE for Fiscal Year / Population \* 1000

**VBC FTE Services: FTE per 1k Summary**

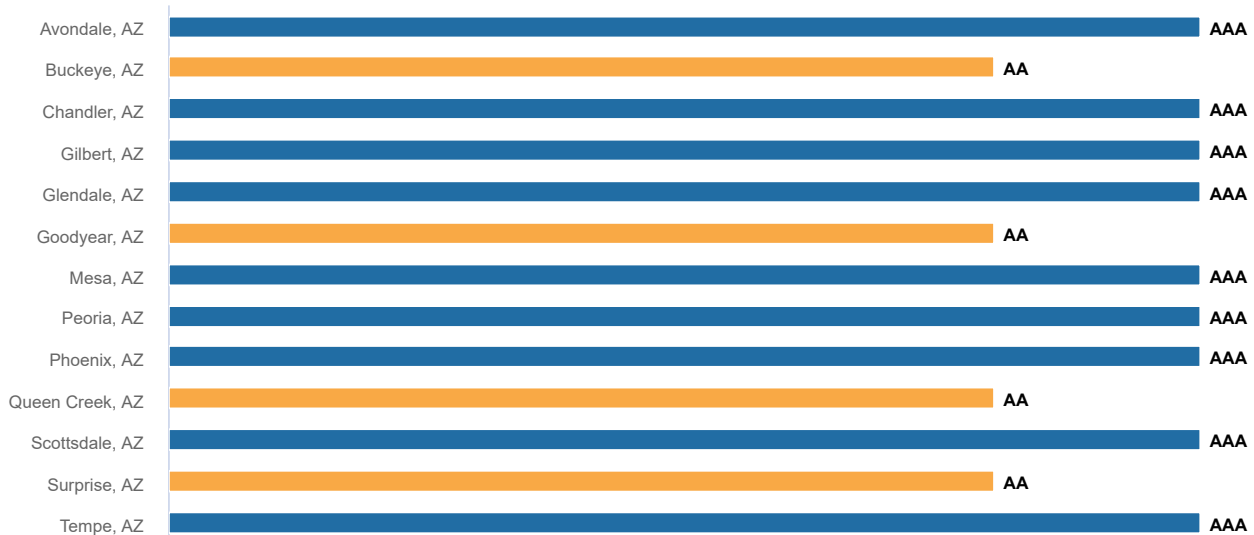
FTE per 1,000 Residents has remained relatively stable, with a few exceptions. In FY 2019-20, two Valley Benchmark Communities saw significant increases of 1.37 and .63 FTE per 1,000 Residents. In FY 2020-21, our communities saw decreases of .7 and .3 FTE per 1,000 Residents.

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

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

**VBC Bond Rating FY2021 Final**

Valley Benchmark Communities 2021 Bond Ratings

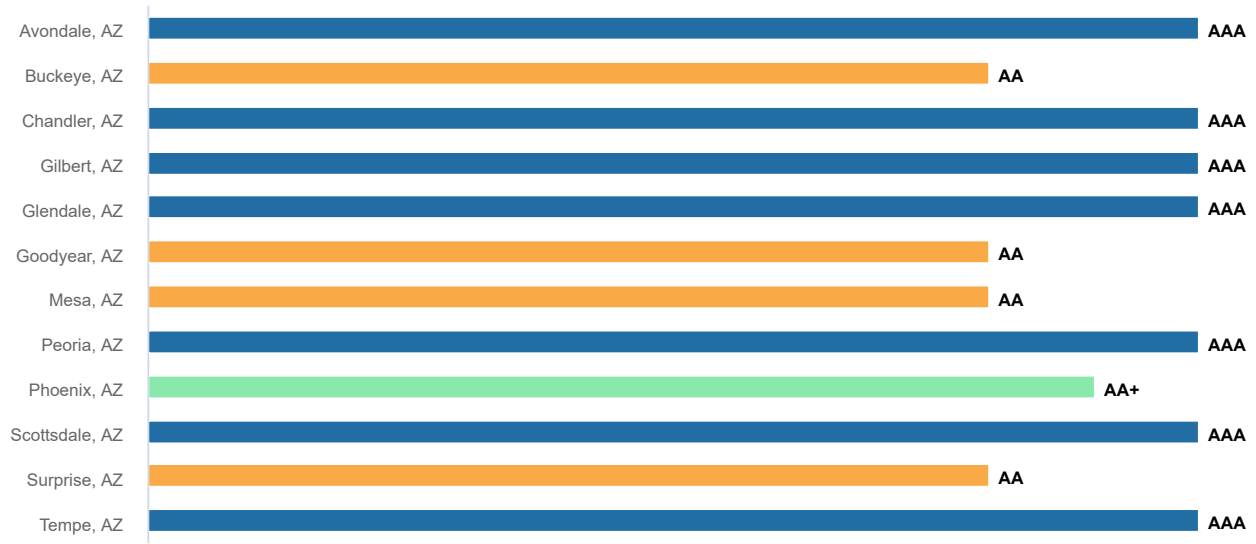


**VBC FTE Services: Bond Rating Summary**

The bond rating of one Valley city reduced from AA+ to AA in FY 2019-20. Bond ratings for all other Valley-area cities are stable or increasing year over year. All are rated AA or higher.

Cities report the highest bond rating regardless of the rating agency. Bond ratings range between D and AAA.

Valley Benchmark Communities 2020 Bond Ratings



Report Acknowledgements Picture



## Report Acknowledgements Printable

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

Contributions to this report were made by the following individuals:

### Avondale

- Torin Sadow, Senior Management Analyst
- Katrece Swenson, Management Analyst
- Tracy Stevens, Acting Assistant City Manager

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Our Sponsors

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- Snell and Wilmer
- Squire Patton Boggs
- Stifel
- Willdan
- Zion Bank

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- Jim Li, VP of Software Development

**FY 2020-2021 Population**

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**FY 2020-2021 Population Change**

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**FY 2020-2021 Median Household Income Table**

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**FY 2020-2021 Poverty Rate Appendix Table**

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**FY2020-2021 Top Priority Fire Response Times Appendix Table**

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**FY 2020-2021 Fire Calls for Service per Resident Appendix Table**

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**FY 2020-2021 Total Fire Calls Appendix Table**

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**FY 2020-2021 Police Response Times Appendix Table**

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**FY 2020-2021 Total Police Calls Appendix Table**

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**FY 2020-2021 Total Police Calls - Officer Initiated Calls Appendix Table**

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**FY 2020-2021 Total Police Calls - Citizen Initiated Calls Appendix Table**

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**FY 2020-2021 Police Calls per Resident - Citizen Initiated Calls Appendix Table**

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**FY 2020-2021 Total Violent Crime Appendix Table**

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**FY 2020-2021 Violent Crime Rate per 1,000 Residents Appendix Table**

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**FY 2020-2021 Violent Crime Clearance Rates (%) Appendix Table**

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**FY 2020-2021 Total Property Crime Appendix Table**

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**FY 2020-2021 Property Crime Rate per 1,000 Residents Appendix Table**

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**FY 2020-2021 Property Crime Clearance Rates (%) Appendix Table**

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**FY 2020-2021 Number of Library Branches Appendix Table**

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**FY 2020-2021 Average Hours Libraries are Open per Week Appendix Table**

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**FY 2020-2021 Physical Item Turnover Rate Appendix Table**

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**FY 2020-2021 Library Operation & Maintenance (O&M) Expenditures per Square Foot Appendix Table**

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**FY 2020-2021 Library Operation & Maintenance (O&M) Expenditures per Visit Appendix Table**

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**FY 2020-2021 Total Library Operation & Maintenance (O&M) Expenditures Appendix Table**

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**FY 2020-2021 Park Acreage (Developed, Golf Course, and Stadium) per 1,000 Residents Appendix Table**

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**FY 2020-2021 Park Acreage for Public Use - Developed Park Acreage Appendix Table**

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**FY 2020-2021 Park Acreage for Public Use - Golf Course Acreage Appendix Table**

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**FY 2020-2021 Park Acreage for Public Use - Stadium Acreage Appendix Table**

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**FY 2020-2021 Park Acreage for Public Use - Natural Preserve Area Acreage Appendix Table**

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**FY 2020-2021 Park Acreage for Public Use - Planned Park Acreage Appendix Table**

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**FY 2020-2021 Miles of Trails Appendix Table**

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**FY 2020-2021 Miles of Trails per 1,000 Residents Appendix Table**

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**FY 2020-2021 Standardized Monthly Bill for Water (Higher Use) Appendix Table**

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**FY 2020-2021 Standardized Monthly Bill for Water (Lower Use) Appendix Table**

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**FY 2020-2021 Standardized Monthly Bill for Sewer (Lower Use) Appendix Table**

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**FY 2020-2021 Standardized Monthly Bill for Sewer (Higher Use) Appendix Table**

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**FY 2020-2021 Percent of Single Family Residential Waste Diverted through Recycling (%)Appendix Table**

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**FY 2020-2021 Full Time Equivalent (FTE) per 1,000 Residents Appendix Table**

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**FY 2020-2021 Total Full Time Equivalent (FTE) Appendix Table**

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**FY 2020-2021 Bond Rating (most recent General Obligation Bond Rating)**

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