

Tempe City Council

Strategic Priorities

Performance Measures



Safe & Secure
Communities



Quality of Life



Strong Community
Connections



Sustainable Growth
& Development



Financial Stability
& Vitality

The City of Tempe is deeply rooted in its commitment to be an inclusive, transparent, and high performing organization. This commitment is exemplified through the City's Strategic Plan where the Council's priorities and direction are clearly identified, measured, and available for everyone to review.

To view the City's performance online, we invite you to visit:

performance.tempe.gov

(please view through Chrome browser)

For the achievement of Council priorities, performance measures, and community impact, Data-Driven Strategy Sessions are led by the City Manager to promote community & employee driven innovation, collaboration, and organization-wide support.



To view the Tempe Accelerates schedule, we invite you to visit:

<https://www.tempe.gov/city-hall/strategic-management-and-diversity/tempe-accelerates>



City of Tempe
Strategic Management and Diversity Office
strategic_management@tempe.gov
480.350.2905

The Strategic Management and Diversity Office collaborates to advance an inclusive, innovative, and transparent organization to create a world class city for our community and our region.

City Council Priority #1

Ensuring a safe and secure community through a commitment to public safety and justice.



Safe & Secure
Communities

Performance Measures

- 1.01 Achieve total response times to advanced life support (ALS) incidents of 6 minutes or less in 90% of calls for service.
- BASELINE:** 74.72% (2016)
 - TARGET:** 90% by 2040
 - CURRENT:** 76.22%
- 1.02 Achieve cardiac arrest survival rates greater than the national average as indicated by the American Heart Association.
- BASELINE:** 13.64% (2016)
 - TARGET:** 12%
 - CURRENT:** 13.64%
- 1.03 Achieve total time from Tempe Fire Medical Rescue's (TFMR) contact with patient to transfer of care to the hospital for stroke and heart attack patients of less than or equal to national standards as established by the American Heart Association.
- BASELINE:** Stroke - 10 minutes 52 seconds, Heart Attack - 10 minutes (2016)
 - TARGET:** Stroke - Less than 15 minutes, Heart Attack - Less than 10 minutes
 - CURRENT:** Stroke - 10 minutes 52 seconds, Heart Attack - 10 minutes
- 1.04 Achieve ratings of "Very Satisfied" or "Satisfied" with the "Quality of Local Fire Services" greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey and the TFMR Customer Service Survey.
- BASELINE:** Community Survey - 91.5%, TFMR Survey - 96.97% (2016)
 - TARGET:** Community Survey - 93% by 2017
 - CURRENT:** Community Survey - 92.5%
- 1.05 Achieve ratings for responses to "When it comes to the threat of crime, how safe do you feel in your neighborhood?" between 8 and 10 on a scale of 0 (not safe at all) to 10 (completely safe) greater than or equal to the top ten percent of national benchmark cities as measured by the monthly Police Sentiment Survey.
- BASELINE:** Under development
 - TARGET:** Under development
 - CURRENT:** Under development

- 1.06 Achieve responses of “Yes” for property and violent crimes reported to police as measured by the Community Survey higher than the percentage of crime reported in the National Crime Victimization Survey (NCVS).
- BASELINE:** Property Crime: 73.1% (2018); Violent Crime: 77.6% (2018)
TARGET: Property Crime Reported: 65%; Violent Crime Reported: 53%
CURRENT: Property Crime Reported: 79.3%; Violent Crime Reported: 78.5%
- 1.07 Achieve ratings of “Very Satisfied” or “Satisfied” with the “Quality of Local Police Services” greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey.
- BASELINE:** 81.4% (2016)
TARGET: 90% by 2022
CURRENT: 75.8%
- 1.08 Achieve a reduction in the number of fatal and serious injury crashes to zero.
- BASELINE:** Fatal - 16, Serious - 76
TARGET: Fatal - 0, Serious - 0 by 2025
CURRENT: Fatal - 16, Serious - 63
- 1.09 Achieve response ratings of “No” relating to whether or not respondents or their household members were victims of crime higher than or equal to the National Crime Victimization Survey benchmarks as measured by the Community Survey.
- BASELINE:** 92.2% - No Violent Victimization; 81.7% - No Property Victimization (2018)
TARGET: 97.9% - No Violent Victimization; 88.1% - No Property Victimization by 2021
CURRENT: 93.6% - No Violent Victimization; 74.6% - No Property Victimization
- 1.10 Achieve ratings of “Never” and “Rarely” for those who responded that they worry about “a) getting mugged; b) being burglarized when not there; c) being attacked or threatened with a weapon; d) having car stolen or broken into; or, e) being a victim of identity theft” greater than or equal to the Gallup Poll benchmark as measured in the Community Survey.
- BASELINE:** Mugged - 66.2%, Burglarized - 44.3%, Weapon - N/A, Car - 45.04%, Identity Theft - 31.9% (2017)
TARGET: Mugged - 70%, Burglarized - 57%, Weapon - N/A, Car - 57%, Identity Theft - 30% by 2021
CURRENT: Mugged - 67.8%, Burglarized - 39.5%, Weapon - 67.7%, Car - 39.1%, Identity Theft - 35.8%
- 1.11 Achieve ratings of “Very Satisfied” or “Satisfied” with the “Feeling of Safety in City Facilities” greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey and the Employee Survey.
- BASELINE:** Overall Safety - 75.3%, City Athletic and Recreational (day) - 78.1%, City Athletic and Recreational (night) - 60.6%, Tempe Public Library Complex (day) - 85.9%, Tempe Public Library Complex (night) - 72.1% (2016)
TARGET: 90% by 2023
CURRENT: Overall Safety - 73.7%, City Athletic and Recreational (day) - 81.9%, City Athletic and Recreational (night) - 67.2%, Tempe Public Library Complex (day) - 87.2%, Tempe Public Library Complex (night) - 71.7%

- 1.12 Achieve a clearance rate of violent cases greater than or equal to the national 5-year average for cities our population size.
BASELINE: 34.2% (2012-2016)
TARGET: 43.5% by 2019
CURRENT: 34.2%
- 1.13 Achieve or exceed Safe Drinking Water Act compliance regulations for water quality 100% of the time.
BASELINE: Meeting Regulations
TARGET: 100%
CURRENT: Unavailable
- 1.14 Perform fire inspections of all High-Risk Occupancy facilities annually based on adopted national standards.
BASELINE: 20.6%
TARGET: 100%
CURRENT: 50.9%
- 1.15 Achieve an Insurance Services Organization (ISO) Rating: Building Code Effectiveness Classification of 3.0 or better.
BASELINE: 3
TARGET: 3
CURRENT: 3
- 1.16 Promote access to justice by ensuring 100% compliance with all federal, state and local rules, regulations and laws regarding Court operations.
BASELINE: Under development
TARGET: Under development
CURRENT: Unavailable
- 1.17 PLACEHOLDER - Community Supervision Re-Arrest Rates
BASELINE: Under development
TARGET: Under development
CURRENT: Under development
- 1.18 Achieve a community program participation rate per capita of Tempe youth during non-school time greater than or equal to the national standards published by the Arizona After 3 PM Afterschool Alliance.
BASELINE: 24%
TARGET: 30% by 2048
CURRENT: 24%
- 1.19 Achieve a 98% resolution rate for all Housing Quality Standard issues related to life, health or safety within 24 hours.
BASELINE: 90% (2017)
TARGET: 98% by 2025
CURRENT: 90%
- 1.20 RETIRED - Included in 1.29 and 1.30

- 1.21 Achieve rates of zero for alcohol use and drug misuse by 10th and 12th grade students in Tempe as measured by the biennial Arizona Youth Survey.
BASELINE: 24.3% Alcohol, 16.1% Marijuana (2016), Opioid - Under development
TARGET: 0%
CURRENT: 21.8% Alcohol, 21.8% Marijuana, Opioid - Unavailable
- 1.22 Achieve adopted standards for Pavement Quality Index equal to a citywide average rating of 70 or higher.
BASELINE: 59 (2016)
TARGET: 70 by 2028
CURRENT: 59
- 1.23 Achieve rating of “Very Satisfied” or “Satisfied” with the “Feeling of Safety in Parks” greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey.
BASELINE: Neighborhood Parks Day: 74.7%, Neighborhood Parks Night: 43.4% Kiwanis/Tempe Parks Day: 81%, Kiwanis/Tempe Parks Night: 51.9%, Desert Parks Day: 69.4%, Desert Parks Night: 36%
TARGET: 88% for each park type by 2029
CURRENT: Neighborhood Parks Day: 76.6%, Neighborhood Parks Night: 50.3% Kiwanis/Tempe Parks Day: 77.8%, Kiwanis/Tempe Parks Night: 53.2%, Desert Parks Day: 71%, Desert Parks Night: 40.6%
- 1.24 RETIRED
- 1.25 Achieve Police Body Worn Camera video activation compliance of 90% by 2022.
BASELINE: 71% (2018)
TARGET: 90% by 2022
CURRENT: 1
- 1.26 RETIRED - Included in 5.12
- 1.27 Achieve 100% compliance with industry standards related to the replacement or rehabilitation of infrastructure and assets.
BASELINE: Under development
TARGET: 100% by 2022
CURRENT: Unavailable
- 1.28 Ensure the protection of rights to all participants in the criminal justice system by achieving an aggregate rating of “Very Satisfied” or “Satisfied” on 80% of the Criminal Division survey to victims of crime.
BASELINE: Under development - Survey being revised, collecting baseline data
TARGET: 80%
CURRENT: Unavailable
- 1.29 PLACEHOLDER - Trauma support for victims of crime and persons experiencing crisis.
BASELINE: Under development
TARGET: Under development
CURRENT: Unavailable

1.30 PLACEHOLDER - Service rate for victims of crime and persons experiencing crisis.

BASELINE: Under development

TARGET: Under development

CURRENT: Unavailable

1.31 Achieve an end to opioid abuse and misuse as measured by the percentage of “opioid abuse probable” Emergency Medical Services’ calls.

BASELINE: 3.74% (2019)

TARGET: 0% by 2025

CURRENT: 3.74%

1.32 Achieve a juvenile arrest rate per capita lower than the national average.

BASELINE: 2.37%

TARGET: 1.75% by 2025

CURRENT: Unavailable



City Council Priority #2

Developing and maintaining a strong community connection by emphasizing the importance of open government, customer service and communication with community members.



Strong Community
Connections

Performance Measures

2.01 RETIRED - Included in 2.02

2.02 Achieve satisfaction ratings of "Very Satisfied" or "Satisfied" with the "Quality of Customer Service" greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey.

BASELINE: 69.8% (2017)

TARGET: 82% by 2024

CURRENT: 70.7%

2.03 Achieve a Tempe 311 Single Point of Contact (SPOC) resolution rate greater than or equal to the mean average as determined by the U.S. Contact Center HR and Operational Benchmarking Survey.

BASELINE: 70.83%

TARGET: 75% by 2020

CURRENT: 80.35%

2.04 Achieve ratings of "Very Satisfied" or "Satisfied" with the "Usefulness of the City's Website" greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey.

BASELINE: 68.4% (2016)

TARGET: 71% by 2020

CURRENT: 61.9%

2.05 Achieve 90% ratings for Tempe's online services of "Very Satisfied" or "Satisfied" for ease of use and needs met in Customer Experience Surveys and Community Survey.

BASELINE: Customer Experience Surveys: Under development - Technology platform for "real-time" data being determined, Community Survey: 69.2%

TARGET: 90% for both by 2025

CURRENT: 70.3%

2.06 Achieve trust scores between 8 and 10 on a scale of 0 (Totally Disagree) to 10 (Totally Agree) as measured by the monthly Police Sentiment Survey greater than or equal to the top 10% of national benchmark cities.

BASELINE: Under development

TARGET: Under development

CURRENT: Under development

2.07 Achieve a rate of 85% of counseling clients who report an “increased ability to cope” as measured by a 4 or greater on a 5-point scale.

BASELINE: 93.5% (2018)

TARGET: 85%

CURRENT: 97.2%

2.08 Achieve a 98% rating of “yes” from participants who responded that they “considered their participation in therapeutic court (Mental Health and Veteran’s dockets) to be a positive and beneficial experience.”

BASELINE: 100% (2017)

TARGET: 98%

CURRENT: 98%

2.09 RETIRED - Included in 2.21

2.10 Receive the Government Finance Officers’ Association (GFOA) Distinguished Budget Presentation Award annually for being high-quality, accessible, and understandable.

BASELINE: Received Award (2015)

TARGET: Receive Award

CURRENT: Received Award

2.11 Receive the Government Finance Officers’ Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting annually for transparency and disclosure of information.

BASELINE: Received Certificate (2014)

TARGET: Receive Certificate

CURRENT: Received Certificate

2.12 Receive the National Procurement Institute's Achievement of Excellence in Procurement Award annually for innovation, professionalism, productivity, e-procurement and leadership attributes.

BASELINE: Received Award (2014)

TARGET: Receive Award

CURRENT: Received Award

2.13 Achieve ratings of "Strongly Agree" or "Agree" with overall levels of employee engagement and job satisfaction greater than the average of national benchmark cities as measured in the Tempe Employee Survey.

BASELINE: Engagement: 47.2% (2016), Job Satisfaction: 78.2% (2016)

TARGET: Engagement: 32%, Job Satisfaction: 67%

CURRENT: Engagement: 50.8%, Job Satisfaction: 79.7%

2.14 RETIRED

2.15 Achieve ratings of "Very Satisfied" or "Satisfied" with the "feeling invited and welcomed to participate in city decision-making processes" greater than or equal to the national benchmark cities as measured in the Community Survey.

BASELINE: 46.5% (2016)

TARGET: 34%

CURRENT: 45.3%

2.16 Achieve a caller wait time of less than or equal to sixty seconds for 90% of calls and 96% of calls within ninety seconds to Tempe 311.

BASELINE: English - 98.93%, Spanish - 97.08% within sixty seconds, Under development within ninety seconds

TARGET: 90% within sixty seconds, 96% within ninety seconds

CURRENT: English - 99.1%, Spanish - 97.91% within sixty seconds, Under development within ninety seconds

2.17 Achieve a response rate to the Tempe 311 Inbox messages (emails to 311, voicemails, emails from tempe.gov, work requests) of less than or equal to 1 business day for 90% of inquiries.

BASELINE: 93.97% (2017)

TARGET: 90%

CURRENT: 98%

2.18 RETIRED - Included in 2.21

2.19 RETIRED - Included in 2.21

2.20 Achieve a diversity of City employees for gender and ethnicity within +/- 5% to reflect Maricopa County's population as measured in the most recent U.S. Census.

BASELINE:

(October 2018)								
	Male	Male	Male	Male	Male	Male	Male	Male
Job Category	White (not Hispanic / Latino)	Hispanic / Latino	African American (not Hispanic / Latino)	American Indian / Alaskan Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials / Administrators	-16%	2%	4%	0%	0%	0%	0%	0%
Professionals	7%	2%	0%	1%	-2%	0%	0%	0%
Technicians	7%	19%	1%	-1%	-1%	0%	0%	0%
Protective Services (sworn)	9%	-1%	-1%	-1%	0%	0%	0%	0%
Protective Services (non-sworn)	23%	2%	-2%	-2%	6%	0%	-1%	0%
Administrative Support	-18%	-3%	0%	0%	-1%	0%	0%	0%
Skilled Craft	18%	-12%	1%	-2%	-1%	0%	0%	0%
Service Maintenance	14%	16%	0%	1%	-1%	1%	3%	0%
	Female	Female	Female	Female	Female	Female	Female	Female
Job Category	White (not Hispanic / Latino)	Hispanic / Latino	African American (not Hispanic / Latino)	American Indian / Alaskan Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials / Administrators	8%	-2%	4%	0%	1%	0%	0%	0%
Professionals	-7%	2%	0%	-1%	0%	0%	0%	0%
Technicians	-16%	-6%	-2%	0%	-1%	0%	0%	0%
Protective Services (sworn)	-3%	-1%	-1%	-1%	0%	0%	0%	0%
Protective Services (non-sworn)	-27%	-7%	3%	2%	6%	0%	0%	0%
Administrative Support	8%	9%	3%	0%	0%	0%	2%	0%
Skilled Craft	-2%	-2%	0%	0%	0%	0%	0%	0%
Service Maintenance	-16%	-14%	-1%	0%	-2%	0%	1%	0%

TARGET: Less than +/- 5% difference in each category
 CURRENT:

	Male	Male	Male	Male	Male	Male	Male	Male
Job Category	White (not Hispanic / Latino)	Hispanic / Latino	African American (not Hispanic / Latino)	American Indian / Alaskan Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials / Administrators	-1%	-3%	2%	0%	0%	0%	0%	0%
Professionals	6%	3%	0%	1%	-3%	0%	0%	0%
Technicians	1%	22%	1%	-1%	-1%	0%	1%	0%
Protective Services (sworn)	7%	-1%	0%	-1%	1%	0%	0%	0%
Protective Services (non-sworn)	19%	-2%	-2%	-2%	2%	0%	-1%	0%
Administrative Support	-18%	-3%	0%	0%	-1%	0%	0%	0%
Skilled Craft	17%	-13%	1%	-2%	-1%	0%	2%	0%
Service Maintenance	8%	20%	1%	1%	-1%	1%	4%	0%
	Female	Female	Female	Female	Female	Female	Female	Female
Job Category	White (not Hispanic / Latino)	Hispanic / Latino	African American (not Hispanic / Latino)	American Indian / Alaskan Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials / Administrators	1%	-4%	5%	0%	1%	0%	0%	0%
Professionals	-9%	3%	1%	-1%	-1%	0%	0%	0%
Technicians	-14%	-5%	-2%	0%	-2%	0%	1%	0%
Protective Services (sworn)	-3%	-1%	-1%	-1%	0%	0%	0%	0%
Protective Services (non-sworn)	-17%	-3%	2%	1%	2%	0%	0%	0%
Administrative Support	9%	9%	0%	0%	0%	1%	2%	0%
Skilled Craft	-2%	-2%	0%	0%	0%	0%	0%	0%
Service Maintenance	-16%	-13%	-1%	0%	-2%	0%	1%	0%

2.21 Achieve ratings of "Very Satisfied" or "Satisfied" with the availability of information about City programs, events, services, and issues greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey.

BASELINE: 76% (2016)

TARGET: 75% by 2017

CURRENT: 78%

2.22 RETIRED

2.23 RETIRED

2.24 Achieve average review times of less than or equal to 1-business day for 95% of the reports and ideas received through the Employee View program for reports and inquiries.

BASELINE: 100% (2019)

TARGET: 95% by 2020

CURRENT: 100%

2.25 Achieve average ratings of "Strongly Agree" or "Agree" with the "Quality of City Services to Support Employee's Work-related needs" greater than or equal to 90% as measured in the Employee Survey.

BASELINE: 51% (2016)

TARGET: 90% by 2030

CURRENT: 44.7%

2.26 Achieve a rate of 90% for public records fulfilled within 3 business days of request.

BASELINE: Under development

TARGET: 90%

CURRENT: Unavailable



City Council Priority #3

Enhancing the quality of life for all Tempe residents and workers through investment in neighborhoods, parks, the arts, human services, and city amenities, with an emphasis on equity and diversity.



Quality of Life

Performance Measures

3.01 Achieve 85% on the Code Compliance Composite Score.

BASELINE: 62.1%

TARGET: 85% by 2039

CURRENT: 65.4%

3.02 RETIRED - Included in 3.01

3.03 RETIRED - Included in 3.01

3.04 RETIRED - Included in 3.01

3.05 Achieve a Housing Choice Voucher program optimization of either 98% of vouchers leased or 99% of available funding spent.

BASELINE: Voucher Utilization - 87%, Funding Spent - 97% (2017)

TARGET: Voucher Utilization - 98%, Funding Spent - 99%

CURRENT: Voucher Utilization - 82%, Funding Spent - 96%

3.06 Achieve Quality Early Learning for Tempe children as measured by 45% of 3 and 4-year old children enrolled in quality early learning settings by 2030.

BASELINE: 38%

TARGET: 45%

CURRENT: 38%

3.07 Achieve a percentage of Tempe students who score “Proficient” or “Highly Proficient” on the AzMERIT 3rd Grade English language arts assessment greater than or equal to statewide achievement goal of 72% by 2030.

BASELINE: 42% Proficient or Highly Proficient

TARGET: 72% Proficient or Highly Proficient by 2030

CURRENT: 42% Proficient or Highly Proficient

- 3.08 Achieve a high school graduation rate of Tempe students who graduate in 4 years greater than or equal to the statewide goal of 90% by 2030.
BASELINE: 80%
TARGET: 90% by 2030
CURRENT: 84.01%
- 3.09 Achieve a rate of 65% for Tempe residents who have a post-secondary certificate, 2-year degree, or 4-year degree by 2030.
BASELINE: 58.2% (2017)
TARGET: 65% by 2030
CURRENT: 58.2%
- 3.10 Ensure that agencies who receive human service grants from the City achieve their performance goals related to homeless, youth, domestic violence, working poor, seniors, and individuals with disabilities.
BASELINE: 40.38% (2017)
TARGET: 100% by 2025
CURRENT: 46.7%
- 3.11 RETIRED - Included in 3.25
- 3.12 Achieve an annual Municipal Equality Index score of 100 from the Human Rights Campaign regarding the laws, policies, services, and inclusivity of Lesbian, Gay, Bisexual, Transgender, Questioning (LGBTQ) people in Tempe.
BASELINE: 100 (2014)
TARGET: 100
CURRENT: 100
- 3.13 Achieve a score of 100 on the self-assessment tool for "Disability Social Inclusion" in accordance with the Tempe Disability Inclusion Plan (T-DIP) and the National Council on Disability.
BASELINE: Under development
TARGET: 100 by 2030
CURRENT: Unavailable
- 3.14 Achieve accessibility in all city rights-of-way, parks, and facilities as identified in the Tempe ADA Transition Plan.
BASELINE: 0%
TARGET: 100%
CURRENT: 0%
- 3.15 RETIRED - Included in 3.14

- 3.16 Achieve ratings of "Very Satisfied" or "Satisfied" with the "Quality of City recreation, arts, and cultural centers" greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey.
- BASELINE:** Swimming Pools - 59%, Neighborhood Parks - 78%, Recreation/Multigenerational Centers - 77%, Tempe History Museum - 82%, Tempe Public Library - 87%, Tempe Center for the Arts - 83%
- TARGET:** Swimming Pools - 90%, Neighborhood Parks - 90%, Recreation/Multigenerational Centers - 90%, Tempe History Museum - 90%, Tempe Public Library - 90%, Tempe Center for the Arts - 90% by 2023
- CURRENT:** Swimming Pools - 67%, Neighborhood Parks - 71.5%, Recreation/Multigenerational Centers - 74.8%, Tempe History Museum - 83.7%, Tempe Public Library - 87.8%, Tempe Center for the Arts - 81.9%
- 3.17 Achieve ratings of "Very Satisfied" or "Satisfied" with the "Quality of Community Services programs" greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey.
- BASELINE:** Before & After School Programs - 73.2%, Library Services and Programs - 85%, Recreation Programs/Services - 76.9%, Tempe Center for the Arts - 79%
- TARGET:** Before & After School Programs - 90%, Library Services and Programs - 90%, Recreation Programs/Services - 90%, Tempe Center for the Arts - 90% by 2023
- CURRENT:** Before & After School Programs - 67.5%, Library Services and Programs - 86.3%, Recreation Programs/Services - 74.2%, Tempe Center for the Arts - 77.2%
- 3.18 RETIRED - Included in 3.16 and 3.17
- 3.19 Achieve ratings of "Very Satisfied" or "Satisfied" with the "Value of Special Events to the City" greater than or equal to the national benchmark cities as measured in the Community Survey.
- BASELINE:** 61.7%
- TARGET:** 80% by 2027
- CURRENT:** 66.2%
- 3.20 Achieve ratings of "Very Satisfied" or "Satisfied" with "Tempe's engagement and inclusion of those living with dementia, their care partners and their families" greater than 75% as measured in the Community Survey.
- BASELINE:** 56.3% (2019)
- TARGET:** 75% by 2025
- CURRENT:** 56.3%
- 3.21 Engage Tempe employers to achieve a "Veteran-Supportive" designation greater than or equal to the average of Valley cities as awarded by the Arizona Coalition for Military Families.
- BASELINE:** 9 (2017)
- TARGET:** 30 by 2020
- CURRENT:** 18
- 3.22 Achieve less than 1 occurrence of graffiti on average per 4-miles as measured by Tempe's annual graffiti audit.
- BASELINE:** 2.52 occurrence per 4-miles (2016)
- TARGET:** Less than 1.0 occurrence per 4-miles by 2023
- CURRENT:** 1.3 occurrence per 4-miles

- 3.23 Achieve ratings of "Very Satisfied" or "Satisfied" with the "Quality of Landscape maintenance along streets/sidewalks" greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey.
- BASELINE:** 63%
TARGET: 81% by 2041
CURRENT: 59.3%
- 3.24 RETIRED - Included in 3.17
- 3.25 Achieve an equal pay earnings ratio for the 9th Congressional District (which is centered around Tempe) that is equal to "1" as reported by the American Association of University Women.
- BASELINE:** 0.924 (2015)
TARGET: 1 by 2040
CURRENT: 0.89
- 3.26 Achieve a multimodal transportation system (20-minute city) where residents can walk, bicycle, or use public transit to meet all basic daily, non-work needs.
- BASELINE:** Under development - Currently working with ASU
TARGET: Under development - Currently working with ASU
CURRENT: Unavailable
- 3.27 Achieve travel times at or below XX minutes per mile during rush hour traffic periods along major streets (arterial corridors).
- BASELINE:** Under development
TARGET: Under development
CURRENT: Unavailable
- 3.28 Achieve an end to homelessness in Tempe as measured by Tempe's annual count.
- BASELINE:** 1,117 (2018)
TARGET: 0
CURRENT: 1,117
- 3.29 Achieve ratings of "Very Satisfied" or "Satisfied" with the "Overall Satisfaction with Transit System in Tempe" greater than or equal to 80% as measured by the City of Tempe Transit Survey.
- BASELINE:** 69% (2016)
TARGET: 80% by 2024
CURRENT: 60%
- 3.30 Achieve the Age-Friendly Community Designation for livability from AARP.
- BASELINE:** Under development
TARGET: Achieved
CURRENT: Under development
- 3.31 Achieve a rate of households living below the Federal Poverty level less than Maricopa County as measured by the United States Census Bureau, American Community Survey. (Exploring adjustment for college students living off-campus with ASU Poverty Center.)
- BASELINE:** 21.3% (2017)
TARGET: 15% by 2030
CURRENT: 21.3%

3.32 Achieve 90% graduation rate from the Patient Advocate Services (PAS) program.

BASELINE: Under development - Currently tracking system and data being developed

TARGET: 90%

CURRENT: Unavailable

3.33 Achieve a culture of literacy and engagement greater than the annual average of Valley Benchmark Cities (VBC) and Maricopa County as measured by Tempe Public Library (TPL) program assessment matrix.

BASELINE: Summer Reading Program completion rate: 57.1% (Summer Session 2018), Tempe Public Library Story Time Family Engagement Rate: 82.7% (2019), Public Computer Sessions: .60 per capita (2019), Materials usage: 4.4% per capita (FY 16/17)

TARGET: Summer Reading Program completion rate: 73.81% by Summer Session 2018, Tempe Public Library Story Time Family Engagement Rate: 92.7%, Public Computer Sessions: .66 per capita, Materials usage rate: 5.02% per capita by 2025

CURRENT: Summer Reading Program completion rate: 55.4%, Tempe Public Library Story Time Family Engagement Rate: 82.7%, Public Computer Sessions: .60 per capita, Materials usage rate: 4.5% per capita

3.34 PLACEHOLDER - Community Health & Well-Being

3.35 Achieve What Works Cities Certification from Bloomberg Philanthropies for excellence in a well-managed, data driven local government by 2020.

BASELINE: Under development

TARGET: Platinum Certification by 2020

CURRENT: Unavailable

3.36 Achieve ratings of “Very Satisfied “or “Satisfied” with the “Quality of City Services” greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey.

BASELINE: 81.2% (2017)

TARGET: 90% by 2025

CURRENT: 82.8% (2019)

3.37 PLACEHOLDER - Mental Health & Wellness



City Council Priority #4

Implementing sustainable growth and development strategies to improve Tempe's environment, quality of life and economic outcomes. Tempe strives to make long-term generational investments in technology, infrastructure and public transit that create a safe, clean, equitable and healthy city.



Sustainable Growth
& Development

Performance Measures

4.01 RETIRED - Included in 4.19

4.02 RETIRED - Included in 4.19

4.03 Achieve the Council adopted water conservation goal of less than or equal to 110 gallons of residential water use per capita per day (GPCD).

BASELINE: 111.2 GPCD

TARGET: 110 GPCD by 2020

CURRENT: 111 GPCD

4.04 Achieve or exceed the Council adopted Solid Waste diversion rates by the FY 20/21.

BASELINE: Residential (Single Family) - 21.7%, Commercial & Multi Family - 9.2%, Citywide - 15.1%

TARGET: Residential (Single Family) - 40%, Commercial & Multi Family - 25%, Citywide - 25% by FY 20/21

CURRENT: Residential (Single Family) - 22.8%, Commercial & Multi Family - 24.2%, Citywide - 23.56%

4.05 RETIRED

4.06 RETIRED - Included in 3.29

4.07 RETIRED - Included in 3.13

4.08 RETIRED

4.09 Achieve a Housing Inventory Ratio for Affordable, Workforce, and Market-rate housing categories that meets the recommendations made for a three-person household in the most recent study.

BASELINE: Affordable - 49.3%, Workforce - 34.2%, Market-rate - 16.5% (2017)

TARGET: Affordable - 49.3%, Workforce - 34.2%, Market-rate - 16.5% by 2040

CURRENT: Affordable - 49.3%, Workforce - 34.2%, Market-rate - 16.5%

4.10 PLACEHOLDER - Urban Core Vision

4.11 Achieve a citywide 25% tree and shade canopy by 2040.

BASELINE: 13%

TARGET: 25% by 2040

CURRENT: 13%

4.12 Achieve a cumulative composting usage across city parks, golf courses, and right-of-ways of 2,000 yards per year.

BASELINE: 500 Yards
TARGET: 2,000 Yards by 2020
CURRENT: Unavailable

4.13 RETIRED - Included in 3.26

4.14 Achieve an average Facilities Condition Index (FCI) less than or equal to the national benchmark standards.

BASELINE: 14.83% (2018)
TARGET: 10% or less by 2030
CURRENT: 14.83%

4.15 RETIRED

4.16 PLACEHOLDER - Water Supply

4.17 RETIRED

4.18 Reduce community Greenhouse Gas (GHG) emissions by 80% of 2015 levels by 2050, and achieve community carbon neutrality by 2060.

BASELINE: 3,667,560 metric tons CO₂ (2015)
TARGET: 80% reduction by 2050, Carbon Neutral by 2060
CURRENT: 3,667,560 metric tons CO₂

4.19 Achieve the City Council goal of carbon neutrality in municipal operations by 2050 with a strategy of 100% renewable energy by 2035.

BASELINE: 40,670 metric tons (2015)
TARGET: Carbon neutral by 2050
CURRENT: 40,670 metric tons



City Council Priority #5

Maintaining long-term financial stability and vitality by focusing on economic development, business retention and generating employment to create a robust and diverse economic base.



Financial Stability
& Vitality

Performance Measures

- 5.01 Achieve ratings of "Very Satisfied" or "Satisfied" with the "overall level and quality of business services provided by the City of Tempe" greater than or equal to the national benchmark cities as measured in the Business Survey.
- BASELINE:** 81% (2017)
TARGET: 90% by 2019
CURRENT: 77.2%
- 5.02 Achieve an annual increase of new jobs that is twice Tempe's proportion of the jobs forecasted for the region, based on population.
- BASELINE:** 2,841 (2017)
TARGET: 709 by 2019
CURRENT: 5,335
- 5.03 Achieve an annual increase of capital investment that is twice Tempe's proportion of the capital investment forecasted for the region, based on population.
- BASELINE:** \$81,750,000 (2017)
TARGET: \$81,218,807 by 2019
CURRENT: \$107,445,000
- 5.04 Maintain highest general obligation bond (credit) ratings.
- BASELINE:** Standard & Poors and Fitch Ratings - AAA, Moody's Investor Service - Aa1 (FY 15/16)
TARGET: Standard & Poors and Fitch Ratings - AAA, Moody's Investor Service - Aaa, Annually
CURRENT: Standard & Poors and Fitch Ratings - AAA, Moody's Investor Service - Not Available
- 5.05 Maintain General Fund unassigned fund balance at a minimum of 20% and maximum of 30% of the General Fund revenue.
- BASELINE:** 40% (2016)
TARGET: 25% by 2019
CURRENT: 43%
- 5.06 Achieve a 76% rate of total money spent for goods and services through competitively generated contracts.
- BASELINE:** 85%
TARGET: 76%, Annually
CURRENT: Unavailable

- 5.07 Achieve a City employee turnover rate less than or equal to the Valley Benchmark Cities' average.
BASELINE: 8.65% (2016)
TARGET: 8.78% by 2019
CURRENT: 9.34%
- 5.08 Achieve an aggregate rating of "Strongly Agree" or "Agree" on 85% of the Civil Division annual client satisfaction survey.
BASELINE: 78%
TARGET: 85%
CURRENT: Unavailable
- 5.09 Spend or encumber 90% of annual Capital Budget funds (CIP) in the year budgeted.
BASELINE: 64%
TARGET: 90% by 2030
CURRENT: 58%
- 5.10 Achieve revenue forecast actual variance for budget year of +/- 3.0% for local taxes and intergovernmental revenue.
BASELINE: Local: +1.9%, Intergovernmental: +.04%
TARGET: +/- 3%
CURRENT: Local: +5.2%, Intergovernmental: -4.7%
- 5.11 RETIRED - Included in 5.10
- 5.12 Achieve 100% compliance with the National Institute of Standards and Technology (NIST) Cyber Security Framework (CSF) for the protection of critical infrastructure.
BASELINE: 66%
TARGET: 100% by 2027
CURRENT: 60%
- 5.13 Achieve an annual average unemployment rate that is below the average for the Greater Phoenix region as measured by the Bureau of Labor Statistics.
BASELINE: 3.1% (2017)
TARGET: Less than 3.1% by 2017
CURRENT: 3.1%
- 5.14 Achieve a completion rate greater than or equal to 90% of the projects included in the approved Annual Risk Assessment and Audit Plan to ensure adequate audit coverage and risk reduction throughout the City.
BASELINE: 50% (FY 17/18)
TARGET: 90%
CURRENT: 50%

