Tempe City Council Strategic Priorities

Performance Measures

Safe & Secure Communities

Quality of Life

Strong Community Connections

Financial Stability & Vitality

Sustainable Growth & Development

Tempe ARIZONA

November 2, 2023

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

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.

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

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

Safe & Secure
Communities

Performance Measures

To view current values, please visit:
https://safe-and-secure-communities-tempegov.hub.arcgis.com/

1.01   **Fire Response Time -** Achieve total response times to advanced life support (ALS) incidents of 6 minutes or less in 90% of calls for service.

> **BASELINE:** 74.73% (2016)
> **TARGET:** 90% by 2040

1.02   **Cardiac Arrest Survival -** Achieve cardiac arrest survival rates greater than the national average as indicated by the American Heart Association.

> **BASELINE:** 13.64% (2016)
> **TARGET:** Greater than ~~12%~~ 9.1%

1.03   **Patient Transfer of Care -** Achieve total time from Tempe Fire Medical Rescue (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.~~ and recognition of S-T Elevation Myocardial Infarction (STEMI) heart attack of 5 minutes.

> **BASELINE:** 10 minutes 52 seconds on scene for Stroke, 10 minutes for S-T Elevation Myocardial Infarction (STEMI) heart attack recognition (2016)
>
> **TARGET:** Less than 15 minutes on scene for Stroke, Less than ~~10~~ 5 minutes for S-T Elevation Myocardial Infarction (STEMI) heart attack recognition

1.04   **Fire Services Satisfaction -** 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 Tempe Fire Medical Rescue Customer Service Survey.

> **BASELINE:** 91.5% (Community Survey 2016), 96.97% (Tempe Fire Medical Rescue Customer Service Survey 2016)
> **TARGET:** Greater than 9~~3~~5% by 2020

1.05   **Feeing of Safety in Your Neighborhood -** Achieve ratings for responses to "When it comes to the threat of crime, how safe do you feel in your neighborhood?" between 80 and 100 on a scale of 0 (not safe at all) to 100 (completely safe) greater than or equal to the top ten percent of national benchmark cities as measured by the monthly Police Sentiment Survey.

> **BASELINE:** 70.1 (2019)
> **TARGET:** 80

1.06   **Crime Reporting -** Achieve responses of "Yes" relating to crimes reported to police (as measured by the Community Survey) higher than the percentage of crime reported as documented in the National Crime Victimization Survey (NCVS) for both violent and property crime types.

> **BASELINE:** Property Crime: 73.1% (2018); Violent Crime: 77.6% (2018)
> **TARGET:** Property Crime: 65%; Violent Crime: 53%

1.07   **Police Services Satisfaction -** 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~~0~~3% by 2022

1.08   **High Severity Traffic Crashes -** Achieve a reduction in the number of fatal and serious injury crashes to zero.

> **BASELINE:** 16 fatalities, 76 serious injuries (2016)
> **TARGET:** 0 fatalities, 0 serious injuries by 2025

1.09   **Victim of Crime -** 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 Crime; 81.7% - ~~No~~ Property Crime (2018)
> **TARGET:** 97.9% - ~~No~~ Violent Crime; 88.1% - ~~No~~ Property Crime by 2021

1.10   **Worry About Being a Victim -** 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:**
>
>   66.2% Getting Mugged, 44.3% Having your home burglarized when you are not there, N/A Being attacked or threatened with a weapon, 45.4% Having your car stolen or broken into, 31.9% Being a victim of identity theft - 2017
> **TARGET:** 70% Getting Mugged, 57% Having your home burglarized when you are not there, N/A Being attacked or threatened with a weapon, 57% Having your car stolen or broken into, 30% Being a victim of identity theft (2021)

1.11   **Feeling of Safety in City Facilities -** 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~~ of 90% as measured in the Community Survey and the Employee Survey.

> **BASELINE:** Community Survey (2016) "Very Satisfied" or "Satisfied" with Feeling of Safety: - 75.3% Overall feeling of safety in the City, 78.1% City athletic and recreational faculties (daytime), 60.6% City athletic and recreational facilities (nighttime), 85.9% Tempe Public Library complex (daytime), 72.1%Tempe Public Library Complex (nighttime),
>
> Employee Survey (2016) - "Strongly Agree" or "Agree" with Feeling of Safety: 64.4% I feel physically safe in my work unit (2016)
> **TARGET:** 90% by 2023

1.12   **Violent Cases Clearance Rate -** 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

1.13   **Safe Drinking Water -** Continuously meet or exceed Safe Drinking Water Act standards for water quality.

> **BASELINE:** Meeting standards (2018)
> **TARGET:** Meeting standards

1.14   **High Risk Fire Inspections -** Perform fire inspections of all High-Risk Occupancy facilities annually based on adopted national standards.

> **BASELINE:** 20.6% (FY 15/16)
> **TARGET:** 100%

1.15   **Insurance Services Organization Rating -** Achieve an Insurance Services Organization (ISO) Rating: Building Code Effectiveness Classification of 3.0 or better.

> **BASELINE:** 3.0 (2011)
> **TARGET:** 3.0

1.16   **Municipal Court Compliance** - 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

1.17   *PLACEHOLDER* – ~~Community Supervision Re-Arrest Rates~~ **Community Supervision Success Rate -** Achieve a participant completion rate of the diversion and supervised probation programs that is greater than or equal to the Pinal County Misdemeanor Diversion programs.

> **BASELINE:** TBD
> **TARGET:** 86% by 2025

1.18   **Kid Zone Participation -** Achieve a community program participation rate per capita of Tempe youth during ~~non-school~~ out-of-school ~~time~~ hours greater than or equal to the national standards published by the Arizona After 3 PM Afterschool Alliance.

> **BASELINE:** 24% (2012)
> **TARGET:** 30% by 2048

1.19   **Housing Quality Standards -** Achieve a 98% resolution rate for all Housing Quality Standard issues related to life, health or safety within 24 hours.

> **BASELINE:** 90% (FY 16/17)
> **TARGET:** 98% by 2025

1.21   **Youth Alcohol, Marijuana & Opioid Usage Rate -** 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:** Past 30-day use for 10th and 12th graders in Tempe: 24.3% Alcohol, 16.1% Marijuana (2016), ~~Opioid – Under development~~ 5.4% Prescription Drug Misuse (2016), 5.2% Presecription Pain Reliever Misuse (2016)
> **TARGET:** 0% by 2020

1.22   **Pavement Quality Index -** Achieve adopted standards for Pavement Quality Index equal to a citywide average rating of 70 or higher across all demographic categories.

> **BASELINE:** 59 (2016)
> **TARGET:** 70 by 2028

1.23   **Feeling of Safety in Parks -** 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%/Night: 43.4%, City Parks Day: 81%/Night: 51.9%, Desert Parks Day: 69.4%/ Night: 36%.
> **TARGET:** ~~88~~90% for each park type (Day and Night) by 2029

1.25   **Police Body Cameras -** Achieve Police Body Worn Camera video activation compliance of 90% by 2022.

> **BASELINE:** 71% (2018)
> **TARGET:** 90% by 2022

1.27   **City Infrastructure and Assets -** Achieve 100% compliance with industry standards related to the replacement or rehabilitation of infrastructure and assets.

> **BASELINE:** Under development
> **TARGET:** 100%

1.28   **Criminal Division -** 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
  TARGET: 80%

1.29   **Breaking Cycle of Violence -** Achieve ratings of "Strongly Agree" or "Agree" with responses of "having a better understanding of trauma associated with violence and its impact on the well-being and safety of my family" greater than or equal to 50% as measured in the CARE 7 Trauma Education and Support Services Survey.

  BASELINE: 92%
  TARGET: 100% by 2025

1.31   **Addressing Opioids -** Achieve an end to opioid abuse and misuse as measured by the percentage of "opioid abuse probable" Emergency Medical Services' calls.

  BASELINE: 1.9% (2017)
  TARGET: 0% by 2025

1.32   **Youth Safety and Juvenile Crime -** Achieve a juvenile arrest rate per capita lower than the national average.

  BASELINE: 2.37% (2018)
  TARGET: 1.75% by 2025

1.33   **Alley Quality Index -** Achieve an Alley Quality Index score equal to a citywide average rating of 4.5 on a 5.0 scale.

  BASELINE: 3.9 (2022)
  TARGET: 4.5 by 2027

1.34   **CARE 7 Mobile Crisis Response Rate** - Achieve a 97% response rate by CARE 7 Mobile Crisis Unit as measured by public safety calls for service.

  BASELINE: 75% (2022)
  TARGET: 97% by 2025

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

To view current values, please visit:

https://strong-community-connections-tempegov.hub.arcgis.com/

2.02 **Customer Service Satisfaction -** 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~~2~~3% by 2024

2.03 **311 First-Call Resolution Rate -** 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% (2017)
> **TARGET:** 75% by 2020

2.04 **City Website Satisfaction -** 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:** 7~~1~~0% by 2020

2.05 **Online Service Satisfaction Rate -** 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~~ the Community Survey.

> **BASELINE:**
>
> ~~Community Survey: 69.2%~~ 72.4% (2016)   ~~Customer Experience Surveys: Under development - Technology platform for "real-time" data being determined,~~
> **TARGET:** 90% ~~for both~~ by 2025

2.06 **Police Trust Score -** Achieve trust scores between 80 and 100 on a scale of 0 (Totally Disagree) to 100 (Totally Agree) across the demographic categories as measured by the monthly Police Sentiment Survey.

> **BASELINE:** 70.2% (2020)
> **TARGET:** 80

2.07 **Counseling Service Referral Rate -** 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%

2.08 **Treatment Court Satisfaction -** Achieve a 98% satisfaction rate from participants in the treatment court (Mental Health and Veterans) that the experience was positive and beneficial.

> **BASELINE:** 100% (2017)
> **TARGET:** 98%

2.10 **Budget Presentation Award -** Receive the Government Finance Officers' Association (GFOA) Distinguished Budget Presentation Award each fiscal year for recognition of budget documents that meet best practices ~~program standards annually~~ for being high-quality, accessible, transparent and understandable.

> **BASELINE:** Received Award ~~(2016)~~
> **TARGET:** Receive Award

2.11 **Financial Reporting Award -** Receive the Government Finance Officers' Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting each fiscal year for recognition of financial documents that meet best practices ~~program standards annually for transparency and disclosure of information.~~ for transparency and disclosure of vital financial information.

> **BASELINE:** Received Certificate ~~(2014)~~
> **TARGET:** Receive Certificate

2.12 **Procurement Award -** 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

2.13 **Employee Engagement -** Achieve ratings of "Strongly Agree" or "Agree" with overall levels of employee engagement and job satisfaction ~~greater than the average of national benchmark cities~~ of 72% each as measured in the Tempe Employee Survey.

> **BASELINE:** 47.2% Engagement (2016), 78.2% Job Satisfaction (2016)
> **TARGET:** ~~32% Engagement, 67% Job Satisfaction~~ 72%

2.15 **Feeling Invited to Participate in City Decisions -** 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:** 3~~3~~4%

2.16 **311 Caller Wait Time -** Achieve a caller wait time of less than or equal to sixty seconds for 90% of calls to Tempe 311.

> **BASELINE:** 98.93% English, 97.08% Spanish (2017)
> **TARGET:** 90% within sixty seconds

2.17 **311 Email Response Time -** 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%

2.20 **Employee Vertical Diversity -** 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 by 2030

2.21 **Satisfaction with Availability of City Information -** 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: 7~~5~~4%

2.25 **Employee Work-Related Needs -** Achieve an average ratings of "Strongly Agree" or "Agree" that "City Services Adequately 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

2.26 **Public Records Request Fulfillment Rate -** Achieve a rate of 90% for public records fulfilled within 3 business days of request.

BASELINE: 76.92% (2020)
TARGET: 90%

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

To view current values, please visit:
https://quality-of-life-tempegov.hub.arcgis.com/

3.01 **Property Code Enforcement -** Achieve 85% on the Code Compliance Composite Score while ensuring equity across all demographic categories.

        BASELINE: 62.1% (2018)
        TARGET: 85% by 2039

3.05 **Subsidized Housing Funding Usage -** ~~Achieve a Housing Choice Voucher program optimization of either 98% of vouchers leased or 99% of available funding spent.~~ Achieve a Housing Choice Voucher program voucher lease rate of 95% or housing assistance budget authority spending rate of 98%.

        BASELINE: 87% Voucher Utilization, 97% Funding Spent (2017)
        TARGET: ~~98%~~ 95% Voucher Utilization, ~~99%~~ 98% Funding Spent

3.06 **Quality Pre-K ~~Enrollment~~ Designation - Achieve 3 or more stars from the Quality First Rating and Improvement System for the licensed City of Tempe Pre-K programs.** ~~Achieve Quality Early Learning for Tempe children who attend licensed City of Tempe programs as measured by 45% of 3 and 4-year old children enrolled in quality early learning settings across demographic categories by 2030.~~

        BASELINE: 38%
        TARGET: ~~45%~~ 100% by 2030

3.07 **3rd Grade Reading Level Proficiency -** Achieve a percentage of Tempe students who score ~~"Highly Proficiant"~~ "Proficient" on the AzMERIT 3rd Grade English language arts assessment greater than or equal to statewide achievement goal of 72% by 2030.

        BASELINE: 42% (2016)
        TARGET: 72% by 2030

3.08 **High School Graduation Rate -** 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: 84% (2016)
        TARGET: 90% by 2030

3.09 **Post-Secondary School Achievement Rate -** 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

3.10 **Human Service Grants Performance Rates -** 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:**
> > 46.7% of the programs funded will meet outcomes as noted in their grant applications (2017)
> **TARGET:** 100% by 2025

3.12 **Municipal Equality Index -** 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

3.13 **Disability Social Inclusion** - 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 priorities.

> **BASELINE:** Under development
> **TARGET:** 100 by 2030

3.14 **ADA Transition Plan -** Achieve accessibility in all city rights-of-way, parks, and facilities as identified in the Tempe ADA Transition Plan.

> **BASELINE:** 0% (2018)
> **TARGET:** 100%

3.16 **City Recreation, Arts & Cultural Centers -** 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:**
> > 58.4% Swimming Pools; 78.1% Neighborhood Parks; 76.4% Recreation/Multigenerational Centers; 81.9%Tempe History Museum; 86.7% Tempe Public Library; 82.9% Tempe Center for the Arts
> **TARGET:** 9~~0~~1% for each by 2023

3.17 **Community Services Programs -** 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:**
> > 73.2% Before & After School (KidZone) Programs; 85% Library Programs & Services; 76.9% Recreation Programs and Services; 79% Tempe Center for the Arts Programs (2014)
> **TARGET:** 9~~0~~1% by 2023

3.19 **Value of Special Events -** 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~~ greater than 80% as measured in the Community Survey.

> **BASELINE:** 61.7% (2016)
> **TARGET:** 80% by 2027

3.20 **Dementia-Friendly Community Designation -** 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

3.21 **Veteran-Supportive Community Designation** - 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.~~ US Department of Labor.

> **BASELINE:** 9 ~~(2017)~~ (2019)
> **TARGET:** ~~30~~ 20 by 202**5**

3.22 **Graffiti Removal -** Achieve less than 1 occurrence of graffiti on average per 4-miles as measured by Tempe's annual graffiti audit.

> **BASELINE:** 2.52 (2016)
> **TARGET:** Less than 1.0 occurrence by 2023

3.23 **Right of Way Landscape Maintenance -** 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:** 63.1% (2016)
> **TARGET:** 8~~1~~3% by 2041

3.25 **Equal Pay Ratio -** 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:** 1.0 by 2040

3.26 **20 Minute City -** Achieve a percentage of dwellings where residents can utilize a multimodal transportation system (walk, bicycle, or use public transit) to meet all basic daily, non-work needs within 20-minute city criteria.

> **BASELINE:** 84.8% Sidewalk Pedestrian (2021)
> 98.9% All-Street Bicycle (2021)
> 89.6% Low Stress Bicycle (2021)
> 76.6% Public Transit
> **TARGET:** 90% Sidewalk Pedestrian
> 100% All-Street Bicycle
> 95% Low Stress Bicycle
> 82% Transit

3.27 **Traffic Delay Reduction -** Achieve a Travel Time Index average at or below 1.25 along major streets during rush hour traffic with no individual segments exceeding 2.0.

> **BASELINE:**

(2019)	A.M.	P.M.
City average	1.23	1.40
Segments greater than 2.0	1	15

> **TARGET:**

(2033)	A.M.	P.M.
City average	1.25	1.25
Segments greater than 2.0	0	0

3.28 **Ending Homelessness -** Achieve an end to homelessness in Tempe as measured by Tempe's annual count.

> **BASELINE:** 1,117 (2018)
> **TARGET:** 0

3.29 **Transit System Satisfaction -** Achieve a ratings of "Very Satisfied" or "Satisfied" with the "Overall Satisfaction with Transit System in Tempe" greater than or equal to 75% for both riders and non-riders as measured by the City of Tempe Transportation Survey.

> **BASELINE:** 69% riders and non-riders
> 78% riders only
> 50% non-riders only (2016)
> **TARGET:** 75% riders and non-riders
> 80% riders only
> 60% non-riders only

3.30 **Age-Friendly Community Designation -** Achieve the Age-Friendly Community Designation for livability from AARP.

> **BASELINE:** Did Not Receive Designation (2020)
> **TARGET:** Received Designation

3.31 **Poverty Rate -** 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.

> **BASELINE:** 21.3% (2017)
> **TARGET:** 15.0% by 2030

3.32 **Patient Advocate Services -** Achieve a 50% reduction in EMS 911 calls from patients enrolled in Patient Advocate Services program.

> **BASELINE:** 45% (2017)
> **TARGET:** 50%

3.33 **Culture of Literacy and Engagement -** 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.~~ similar sized city libraries in the United States.

> **BASELINE:** ~~Summer Reading Program completion rate: 55.4% (Summer Session 2018), Tempe Public Library Story Time Family Engagement Rate: 82.7% (2019), Public Computer Sessions: .60 per capita (2019), Materials usage: 3.47 per capita (FY 2016/17)~~ •Summer Reading Program Engagement – 3,600 participants and a 60% completion rate (Summer Session 2022)
> •Program Attendance Rate – average attendance of 37 people/program (2021)
> •Active Library Card Holders: 24,863 active users (2021)
> •Materials (physical and electronic) Usage: 3.47 per capita (FY 21/22)
>
> **TARGET:** ~~Summer Reading Program completion rate: 65.4%, Tempe Public Library Story Time Family Engagement Rate: 92.7%, Public Computer Sessions: .66 per capita, Materials usage rate:3.81 per capita by 2025~~ •Summer Reading Program Engagement – 5,600 participants and a 65% completion rate by Summer 2027
> •Program Attendance Rate – Average attendance of 35-40 people/program
> •Active Library Card Holders: 49,863 active users by 2027
> •Materials (physical and electronic) Usage: 3.8 per capita by FY27/28

3.34 **Community Health and Wellbeing -** ~~Achieve health and wellbeing of the community indicated by the Cantril Self-Anchoring Striving Scale with increases in the category of thriving and decreases in the categories of struggling and suffering as measured by the Community Survey.~~ Achieve a Community Health and Well-Being score of 90% thriving as measured by the annual community survey.

> **BASELINE:** 55% ~~Thriving~~ (2022)
> ~~43% Struggling (2022)~~
> ~~2% Suffering (2022)~~
> **TARGET:** ~~Under Development~~ 90% by 2030

3.35 **Data-Driven Governance -** Achieve platinum certification for being a well-managed, data-driven local government as measured by What Works Cities and Bloomberg Philanthropies.

> **BASELINE:** Gold (2020)
> **TARGET:** Platinum by 2024

3.36 **Quality of City Services -** 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

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

To view current values, please visit:

https://sustainable-growth-and-development-tempegov.hub.arcgis.com/

4.03 Water Conservation and Efficiency - Achieve or exceed water conservation and efficiency targets for Single Family, Multifamily and Landscape customer class water use by FY 2025/26.

> **BASELINE:** Single-Family Residential 170 GPCD, Multi-Family Residential 92 GPCD, Landscape 3,477 GPAD (2019)
>
> **TARGET:** Single-Family Residential 160 GPCD, Multi-Family Residential 75 GPCD, Landscape 3,171 GPAD by FY 25/26

4.04 Solid Waste Landfill Diversion - Achieve or exceed Council adopted Solid Waste landfill diversion rates by the FY 2025/26.

> **BASELINE:** 21.7% Residential (Single Family); 9.2% Commercial & Multi Family; 15.1% Citywide (FY 2017/18)
>
> **TARGET:**
> 25% Residential (Single Family);15% Commercial & Multi Family, 20% Citywide by FY 25/26

4.09 Housing Inventory Ratio - 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:**
> 49.3% Affordable; 34.2%,Workforce; 16.5% Market-rate/Luxury (2017)
>
> **TARGET:**
> Equal to or above 49.3% Affordable, Equal to or below 34.2% Workforce; Equal to or below 16.5% Market-rate/Luxury by 2040

4.10 ~~PLACEHOLDER~~ Retired - **Urban Core Vision**

4.11 Tree and Shade Canopy ~~Coverage~~ - Achieve a citywide (City and private property) 25% tree and shade canopy by 2040.

> **BASELINE:** 13.4% (2017)
>
> **TARGET:** 25% by 2040

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

> **BASELINE:** 500 Yards (2017)
>
> **TARGET:** 2,000 Yards by 2020

4.14 **Facilities Condition Index -** 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

4.16 **Groundwater Supply**: Achieve groundwater production capacity to meet an average demand of 43 million gallons per day.

> **BASELINE:** 25 MGD (2022)
> **TARGET:** 43 MGD by 2032

4.18 **Community Carbon Neutrality -** Achieve community carbon neutrality by 2060 with equitable outcomes.

> **BASELINE:** 3,279,390 metric tons of CO_2 (2015)
> **TARGET:** 0 Metric Tons of CO_2e by 2050

4.19 **Municipal Carbon Neutrality -** 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:** 0 Metric Tons of CO_2e by 2050

4.20 **Customer Satisfaction with Community Development Process -** Achieve customer satisfaction ratings of "Strongly Agree" or "Agree" with the Community Development Processes greater than or equal to 90% as measured by the Community Development Process Survey.

> **BASELINE:** 83.59% (2020)
> **TARGET:** 90%

4.21 PLACEHOLDER - **Park Eco-System Health**

> **BASELINE:** Under Development
> **TARGET:** Under Development

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

To view current values, please visit:

https://financial-stability-and-vitality-tempegov.hub.arcgis.com/

5.01 **Quality of Business Services -** 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~~ of 90% as measured in the Business Survey.

> **BASELINE:** 80.1% (2017)
> **TARGET:** 90% by 2019

5.02 **New Jobs Created -** 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 (FY 2017/18)
> **TARGET:** 585 jobs (FY 2022/23 achieved annually)

5.03 **Capital Investment Created -** 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 (FY 2017/18)
> **TARGET:** $136,781,104 capital investments (FY 2022/23)

5.04 **Bond Rating -** Maintain highest general obligation bond (credit) ratings.

> **BASELINE:** Standard & Poor's and Fitch Ratings - AAA, Moody's Investor Service - Aa1 (FY 2016/17)
> **TARGET:** AAA Standard & Poor's and Fitch Ratings, Aaa Moody's Investor Service

5.05 **General Fund Unassigned Fund Balance -** Maintain General Fund unassigned fund balance at a minimum of 20% and maximum of 30% of the General Fund revenue.

> **BASELINE:** 40% (FY 2015/16)
> **TARGET:** 20% to 30%

5.06 **Competitively Generated Contract Spend -** Achieve a 76% rate of total money spent for goods and services through competitively generated contracts.

> **BASELINE:** 87% (FY 2017/18)
> **TARGET:** 76%

5.07 **Employee Turnover -** Achieve a City employee turnover rate less than or equal to the Valley Benchmark Cities' average.

> **BASELINE:** 7.36% (FY 2019/20)
> **TARGET:** 9.07% by FY 2021/22

5.08 **Civil Division Annual Survey -** Achieve an aggregate rating of "Strongly Agree" or "Agree" on 85% of the Civil Division annual client satisfaction survey.

> **BASELINE:** 93.69% (2018)
> **TARGET:** 85%

5.09 ~~**CIP Funds Spent or Encumbered**~~ **CIP On-Time Completion Rate** ~~- Spend or encumber 90% of annual Capital Budget funds (CIP) in the year~~ Complete 75% of construction related Capital Improvement Plan (CIP) projects within 90 days of the planned completion date as established in the design plan.

> **BASELINE:** ~~64% (FY 2016/17)~~ TBD
> **TARGET:** ~~90%~~ 75% by 20~~30~~23

5.10 **Revenue Forecast Variance -** Achieve revenue forecast actual variance for budget year of +/- 3.0% for local taxes and intergovernmental revenue.

> **BASELINE:** Local: +1.9%, Intergovernmental: -0.4% (FY 2015/16)
> **TARGET:** +/- 3.0%

5.12 **Cybersecurity -** Achieve 100% compliance with the National Institute of Standards and Technology (NIST) Cyber Security Framework (CSF) for the protection of critical infrastructure.

> **BASELINE:** 68% (2017)
> **TARGET:** 100% by 2026

5.13 **Unemployment Rate -** 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:** Lower than 4% (2023)

5.14
Audit Completion Rate - Achieve a completion rate greater than or equal to 80% 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 2017/18)
> **TARGET:** 80% by FY 2022/23

5.15 PLACEHOLDER - **Diversity Supplier Program**
> **BASELINE:** Under Development
> **TARGET:** Under Development

5.16 **Tempe Financial Inclusion Index -** Achieve financial inclusion indicators that are equal to or better than state level targets as measured and benchmarked annually by Tempe's Financial Inclusion Index.

> **BASELINE:** Under Development
> **TARGET:** Under Development

5.17 PLACEHOLDER **- Citywide Risk and Worker's Compensation and Liabilities**
> **BASELINE:** Under Development
> **TARGET:** Under Development