Tempe City Council

Strategic Priorities

Performance Measures

Safe & Secure Communities

Quality of Life

Strong Community Connections

Sustainable Growth & Development

Financial Stability & Vitality

Tempe ARIZONA

Revision 9 - November 4, 2021

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

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Strategic Management and Diversity Office
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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.

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   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   Achieve cardiac arrest survival rates greater than the national average as indicated by the American Heart Association.

> **BASELINE:** 13.64% (2016)
> **TARGET:** >12%

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

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:** >93% by 2020

1.05   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
> **TARGET:** >80

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%

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

1.08 Achieve a reduction in the number of fatal and serious injury crashes to zero.

>   BASELINE: Fatal - 16, Serious - 76 (2016)
>   TARGET: Fatal - 0, Serious - 0 by 2025

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

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 - 45.4%, Identity Theft - 31.9% (2017)
>   TARGET: Mugged - 70%, Burglarized - 57%, Weapon - N/A, Car - 57%, Identity Theft - 30% by 2021

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%, Physical Work Environment (employees) - 64.4% (2016)
>   TARGET: 90% by 2023

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

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

>   BASELINE: Meeting standards
>   TARGET: Meeting standards

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

>   BASELINE: 3
>   TARGET: 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

1.17   PLACEHOLDER - Community Supervision Re-Arrest Rates

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

1.19   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

1.20   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%

1.22   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   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

1.24   RETIRED

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

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

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

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%

1.29   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: Available April 2021
TARGET: Available April 2021

1.30   RETIRED

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

BASELINE: 1.9% (2019)
TARGET: 0% by 2025

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

BASELINE: 2.37%
TARGET: 1.75% by 2025

1.33   PLACEHOLDER - Alley Quality Index (AQI)

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/

2.01 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

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% (2017)
> TARGET: 75% by 2020

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

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

2.06 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: 60
> TARGET: <80

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%

2.08 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%

2.09 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 (2016)
> TARGET: Receive 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

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

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%

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: 33%

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

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

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) Job Category	Male White (not Hispanic / Latino)	Male Hispanic / Latino	Male African American (not Hispanic / Latino)	Male American Indian / Alaskan Native	Male Asian	Male Native Hawaiian or Other Pacific Islander	Male Two or More Races	Male 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%

Job Category	Female White (not Hispanic / Latino)	Female Hispanic / Latino	Female African American (not Hispanic / Latino)	Female American Indian / Alaskan Native	Female Asian	Female Native Hawaiian or Other Pacific Islander	Female Two or More Races	Female 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

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%

2.22 RETIRED

2.23 RETIRED

2.24 RETIRED

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

> BASELINE: 76.92% (2020)
> TARGET: 90%

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

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

3.01 Achieve 85% on the Code Compliance Composite Score while ensuring equity across all demographic categories.
> **BASELINE:** 62.1%
> **TARGET:** 85% by 2039

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%

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 across demographic categories by 2030.
> **BASELINE:** 38%
> **TARGET:** 45% by 2030

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

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:** 84% (2016)
> **TARGET:** 90% by 2030

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

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: 46.7% (FY 16/17)
>   TARGET: 100% by 2025

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

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%

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 - 58.4%, Neighborhood Parks - 78.1%, Recreation/Multigenerational Centers - 76.4%, Tempe History Museum - 81.9%, Tempe Public Library - 86.7%, Tempe Center for the Arts - 82.9%
>   TARGET: 90% by 2023

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% (2014)
>   TARGET: 90% by 2023

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% (2016)
>   TARGET: 80% by 2027

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

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

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

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: 63.1% (2016)
> TARGET: 81% by 2041

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

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

3.27 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 > 2.0	1	15
TARGET: (2033)	A.M.	P.M.
City average	1.25	1.25
Segments > 2.0	0	0

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

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

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

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

> BASELINE: Under development
> TARGET: Achieved

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

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

BASELINE: 45% (2017)
TARGET: 50%

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: 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 16/17)

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

3.34 PLACEHOLDER - Community Health & Well-Being

3.35 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 Certification by 2024

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

3.37 PLACEHOLDER - Mental Health & Wellness

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/

4.01   RETIRED - Included in 4.19

4.02   RETIRED - Included in 4.19

4.03   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   Achieve or exceed Council adopted Solid Waste landfill diversion rates by the FY 25/26.
   BASELINE: Residential (Single Family) - 21.7%, Commercial & Multi Family - 9.2%, Citywide - 15.1% (FY 17/18)
   TARGET: Residential (Single Family) - 40%, Commercial & Multi Family - 25%, Citywide - 25% by FY 25/26

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

4.10   PLACEHOLDER - Urban Core Vision

4.11   Achieve a citywide (City and private property) 25% tree and shade canopy by 2040.
   BASELINE: 13%
   TARGET: 25% by 2040

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

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

4.15   RETIRED

4.16   PLACEHOLDER - Water Supply

4.17   RETIRED

4.18   Achieve community carbon neutrality by 2060 with equitable outcomes.
                BASELINE: 3,667,560 metric tons CO2 (2015)
                  TARGET: 80% reduction by 2050, Carbon Neutral by 2060

4.19   Achieve the City Council goal of carbon neutrality in municipal operations by 2050 .
                BASELINE: 40,670 metric tons (2015)
                  TARGET: Carbon neutral by 2050

4.20   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: Under development
                  TARGET: 90%

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

To view current values, please visit:
https://financial-stability-and-vitality-tempegov.hub.arcgis.com/

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: 80.1% (2017)
TARGET: 90% by 2019

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 (FY 17/18)
TARGET: 529 jobs (FY2020/2021 achieved annually)

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 (FY 17/18)
TARGET: $73,323,785.28 capital investments (FY 2020/2021) achieved annually

5.04 Maintain highest general obligation bond (credit) ratings.

BASELINE: Standard & Poors and Fitch Ratings - AAA, Moody's Investor Service - Aa1 (FY 16/17)
TARGET: Standard & Poors and Fitch Ratings - AAA, Moody's Investor Service - Aaa, Annually

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

BASELINE: 40% (FY 15/16)
TARGET: General Fund unassigned fund balance of 20% to 30% of revenue

5.06 Achieve a 76% rate of total money spent for goods and services through competitively generated contracts.

BASELINE: 87%
TARGET: 76%, Annually

5.07 Achieve a City employee turnover rate less than or equal to the Valley Benchmark Cities' average.
         BASELINE: 8.65% (FY 16/17)
            TARGET: 8.78% by FY 18/19

5.08 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 Spend or encumber 90% of annual Capital Budget funds (CIP) in the year budgeted.
         BASELINE: 64% (FY 16/17)
            TARGET: 90% by 2030

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% (FY 15/16)
            TARGET: +/- 3%

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: 68% compliance (2017)
            TARGET: 100% by 2026

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: Lower than 5.8% (CY 2021)

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% by FY 20/21

5.15 PLACEHOLDER - Diversity Supplier Program

5.16 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.

	Improved Status Direction	Baseline	Target	Description	Data Sources
Financial Assests & Income					
3.31 Poverty Rate	↓	21.30%	15%	Percentage of households with income below the federal poverty threshold	United States Census Bureau, American Community Survey
Liquid Asset Poverty Rate	↓	39.20%	39.60%	Percentage of households without sufficient liquid assets to subsist at the poverty level for three months in the absence of income.	https://scorecard.prosperitynow.org/ Local Outcome report
Asset Poverty Rate	↓	34.20%	25.20%	Percentage of households without sufficient net worth to subsist at the poverty level for three months in the absence of income.	https://scorecard.prosperitynow.org/ Local Outcome report
Households with Zero net Worth	↓	23.70%	16.50%	Percentage of households that have zero or negative net worth.	https://scorecard.prosperitynow.org/ Local Outcome report
Unbanked Households	↓	7.20%	5.40%	Percentage of households with neither a checking nor savings account.	https://scorecard.prosperitynow.org/ Local Outcome report
Underbanked Households	↓	19.10%	18.70%	Percentage of households that have a checking and/or a savings account; and, have used non-bank money orders, non-bank check-cashing services, non-bank remittances, payday loans, rent-to-own services, pawn shops or refund anticipation loans (RALs) in the past 12 months.	https://scorecard.prosperitynow.org/ Local Outcome report

Income Inequality	↓		0.442	0.4591	The Gini Index is a summary measure of income inequality. The Gini coefficient incorporates the detailed shares data into a single statistic, which summarizes the dispersion of income across the entire income distribution. The Gini coefficient ranges from 0, indicating perfect equality (where everyone receives an equal share), to 1, perfect inequality (where only one recipient or group of recipients receives all the income).. Higher values mean greater inequality.	Gini Index of Income Inequality American Community Survey https://data.census.gov/cedsci/table?q=GINI%20Tempe&tid=ACSDT1Y2019.B19083&hidePreview=false 2019
3.25 Equal Pay Ratio	↑		0.924	1	The pay gap is a comparison between women and men's typical (median) earnings by dividing women's median earnings by men's median earnings. A ratio of 1 indicates perfect equality; the higher the ratio, the greater the inequality.	AAUW

		Businesses and Jobs			
5.13 Unemployment Rate	↓	3.10%	<3.1%	Annual average unemployment rate of the civilian labor force.	Annual average unemployment rate of the civilian labor force. Bureau of Labor Statistics
Business Value by Race	↓	2.7:1	1:01	Ratio of the average business value, in terms of sales, receipts or revenue, of White, non-Hispanic-owned businesses to businesses owned by workers of color (Black or African-American; American Indian and Native Alaskan; Asian; Native Hawaiian and other Pacific Islander; Hispanic or Latino)	U.S. Census
Business Value by Gender	↓	4:01	2.8:1	Ratio of the average business value, in terms of sales and receipts, of women-owned businesses to men-owned businesses. A ratio of 1 indicates perfect equality; the higher the ratio, the greater the inequality.	https://scorecard.prosperitynow.org/ Local Outcome report
5.15 Diversity Supplier Program	↑	Under Development	Under Development	Under Development	Under Development
3.21 Veteran-Supportive Business Designation	↑	9	30	Number of Tempe businesses awarded "Veteran-Supportive" designation by the Arizona Coalition for Military Families.	https://beconnectedaz.org/employers
		Homeownership and Housing			
Homeownership rate	↑	40.10%	64.80%	Percentage of Tempe residents who own their home.	American Community Survey

		Health Care			
Uninsured Rate	↓	13.00%	12.70%	Percentage of the non-elderly population (under 65) without health insurance.	American Community Survey
Uninsured Low-Income Children	↓	11.40%	10.40%	Percentage of young people under 19 years of age at or below 200% of the federal poverty line without health insurance.	American Community Survey
Employer Provided Insurance Coverage	↑	60.80%	55.60%	Percentage of the non-elderly (under 65) population covered by employer-based health plans.	American Community Survey
		Education			
3.06 Quality Pre-K Enrollment	↑	38%	45%	Percentage of Tempe three- and four- year olds enrolled in a quality preschool	Manual tabulation of Tempe pre k by calling facilities in 2016, manually totaled
3.07 3rd Grade Reading Level Proficiency	↑	45%	72%	Percentage of Tempe students who score "Highly Proficient" or "Proficient" on the AzMERIT 3rd Grade English language arts assessment	
3.08 High School Graduation Rate	↑	84%	90%	Tempe students who graduate in 4 years	Arizona Department of Education (ADE)
3.09 Post-Secondary School Achievement Rate	↑	58.20%	65%	Tempe residents who have a post-secondary certificate, 2-year degree or 4-year degree	US Census, Arizona Board of Regents

5.17 PLACEHOLDER - Citywide Risk and Worker's Compensation and Liabilities