Tempe City Council
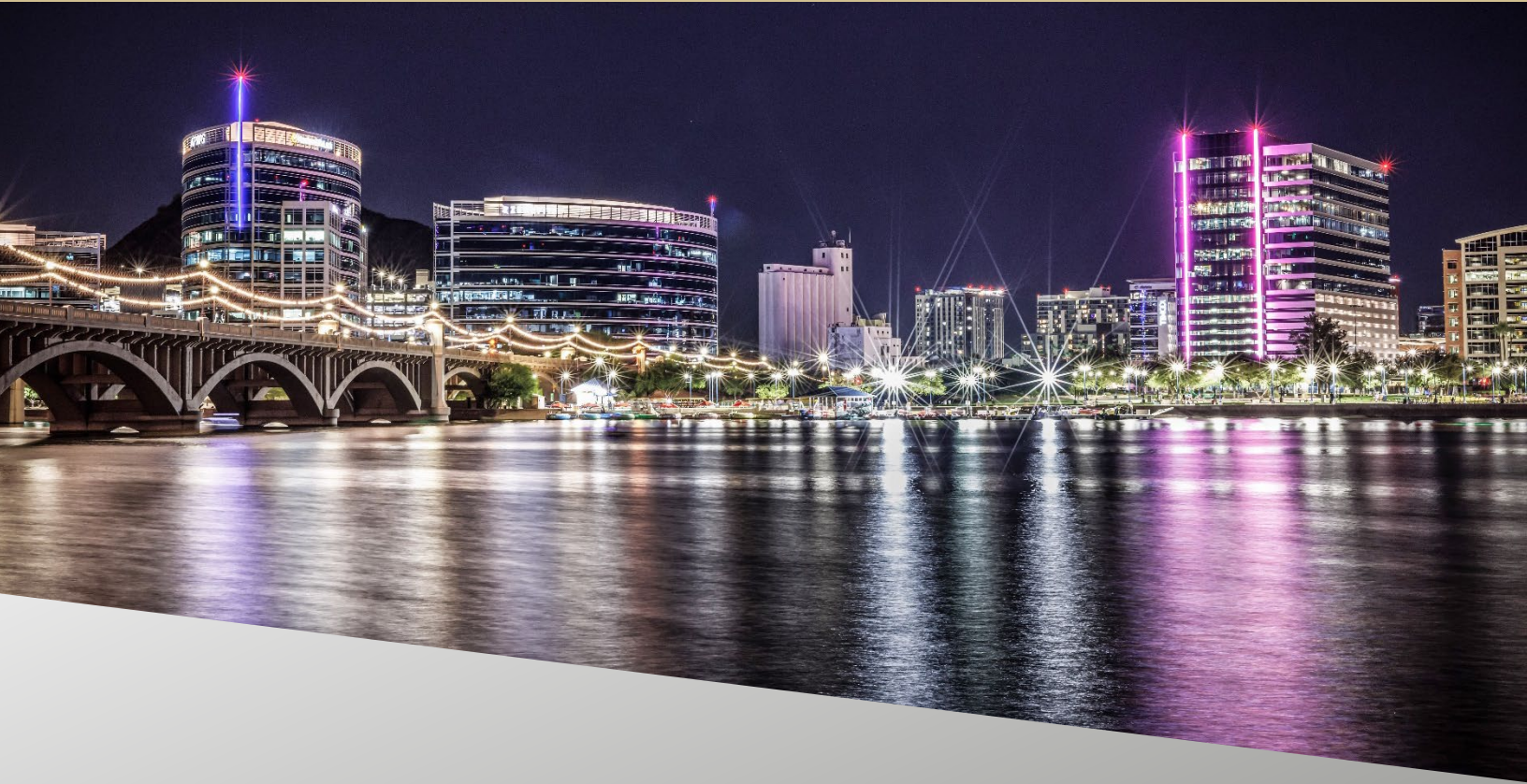
Tempe™

Strategic Priorities and Performance Measures

Safe & Secure Communities

Strong Community Connections

Quality of Life

Sustainable Growth & Development

Financial Stability & Vitality

Safe & Secure Communities
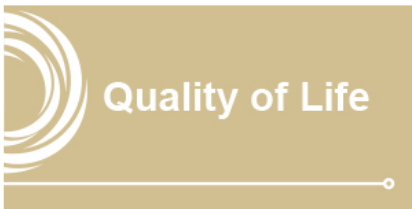
Strong Community Connections

Quality of Life

Sustainable Growth & Development

Financial Stability & Vitality

Online Performance Dashboard

🖥 performance.tempe.gov

For the achievement of City Council priorities, performance measures, and community impact, data-driven strategy sessions promote community and employee driven innovation, collaboration, and organization-wide support.

The City of Tempe is deeply rooted in its commitment to being an inclusive, transparent, and high performing organization.

This commitment is exemplified through the City Council's Strategic Plan where the Council's priorities include five areas of focus. Each priority area is operationalized by performance measures.

Printable and archived Strategic Plans are online:

🖥 **tempe.gov/councilpriorities**

Strategic Management and Innovation Office
collaborates to advance an inclusive, innovative, transparent, data-driven organization to create a world class city for our community and region.

🌐 **tempe.gov/government/strategic-management-and-innovation**

@ **strategic_management_innovation@tempe.gov**

☎ **480.350.2913**

Director
Wydale K. Holmes, MPA, CPM

1.01 ~~FIRE ALS~~ RESPONSE TIME

Achieve a ~~total~~ response time~~s to~~ of less than or equal to ~~advanced life support (ALS) incidents of 6~~ 7 minutes ~~or less~~ for 90% of advanced life support calls for service as benchmarked by the National Fire Protection Association.

BASELINE	~~74.73%~~ 80.1% (CY 20~~16~~23)	TARGET	90% by CY 2040

1.02 CARDIAC ARREST SURVIVAL RATE

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

BASELINE	13.64% (CY 2016)	TARGET	9.~~13~~% annually, by calendar year

1.03 PATIENT TRANSFER OF CARE

Achieve ~~total~~ average time~~s~~ from Tempe Fire Medical Rescue ~~(TFMR)~~ contact with patient to transfer of care to the hospital for stroke incidents of less than 15 minutes and recognition of S-T Elevation Myocardial Infarction ~~(STEMI)~~ heart attack incidents of less than or equal to ~~of~~ 5 minutes.

BASELINES	~~10 minutes 52 seconds on scene for Stroke, 10 minutes for S-T Elevation Myocardial Infarction (STEMI) heart attack recognition (2016)~~ Transfer of Care for Stroke Incidents: 10 minutes, 52 seconds (CY 2016) Recognition of S-T Elevation Myocardial Infarction Heart Attack: 10 minutes (CY 2016)	TARGETS	~~Less than 15 minutes on scene for stroke.~~ ~~Less than 5 minutes for S-T elevation myocardial infarction (STEMI) heart attack recognition.~~ Transfer of care for stroke incidents: Less than 15 minutes by CY 2025 Recognition of S-T Elevation Myocardial Infarction Heart Attack: Less than or equal to 5 minutes by CY 2025

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 by ~~in~~ the Community Survey and the Tempe Fire Medical Rescue ~~(TFMRD)~~ Customer Service Survey.

BASELINES	Community Survey: 91.5% (CY 2016)	TARGET	95% annually, by calendar year. (Based on 2023 benchmark)
	Tempe Fire Medical Rescue Customer Service Survey: 96.97% (CY 2016)		

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 10% percent of national benchmark cities as measured by the monthly Police Sentiment Survey.~~ Achieve ratings of "Completely Safe" or "Mostly Safe" for "feeling of safety in your neighborhood" that is greater than or equal to the quarterly average of the benchmark cities as measured by the police sentiment survey.

BASELINE	~~70.1~~ 63% (JAN – MAR 2024)	TARGET	~~80~~ 58% (JUL - SEP 2024)

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.~~ Achieve responses of "Yes" for property and violent crimes reported to police as measured by the Community Survey greater than the percentage of crimes reported in the National Crime Victimization Survey.

BASELINES	Violent Crimes: 77.6% (CY 2018)	TARGETS	Violent Crimes: 53% annually, by calendar year
	Property Crimes: 73.1% (CY 2018)		Property Crimes: 65% annually, by calendar year

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% (CY 2016)	TARGET	93% annually, by CY 20~~22~~28 (Based on 2023 benchmark)

1.08   HIGH SEVERITY TRAFFIC CRASHES

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

BASELINES	Fatalities: 16 (CY 2016)	TARGETS	Fatalities: 0 by CY 2025
	Serious Injuries: 76 (CY 2016)		Serious Injuries: 0 by CY 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 greater ~~higher~~ than or equal to the National Crime Victimization Survey benchmarks as measured by the Community Survey.

BASELINES   Violent Crime: 92.2% (CY 2018)   TARGETS   Violent Crime: 97.9% annually, by calendar year

Property Crime: 81.7% (CY 2018)

Property Crime: 88.1% annually, by calendar year

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~~ by the Community Survey.

BASELINES   Getting Mugged: 66.2% (CY 2017)   TARGETS   Getting Mugged: 70% annually, by calendar year

Having your home burglarized when you are not there: 44.3% (CY 2017)

Having your home burglarized when you are not there: 57% annually, by calendar year

Being attacked or threatened with a weapon: N/A (CY 2017)

Being attacked or threatened with a weapon: N/A annually, by calendar year

Having your car stolen or broken into: 45.4% (CY 2017)

Having your car stolen or broken into: 57% annually, by calendar year

Being a victim of identity theft: 31.9% (CY 2017)

Being a victim of identity theft: 30% annually, by calendar year

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 ~~of~~ 90% as measured by ~~in~~ the Community ~~Survey~~ and the Employee Survey~~s~~.

BASELINES   <u>Community Survey</u> ~~"Very Satisfied" or "Satisfied" with Feeling of Safety:~~   TARGETS   90% by ~~2023~~ CY 2030
Overall feeling of safety in the City: 75.3% (CY 2016)

City athletic and recreational faculties (daytime): 78.1% (CY 2016)

City athletic and recreational facilities (nighttime): 60.6% (CY 2016)

Tempe Public Library complex
(daytime): 85.9% (CY 2016)

Tempe Public Library Complex
(nighttime) 72.1% (CY 2016)

~~Employee Survey (2016) –
"Strongly Agree" or "Agree" with
Feeling of Safety~~:
I feel physically safe in my work
unit: 64.4% (CY 2016)

1.12   VIOLENT CASES CLEARANCE RATE

Achieve a clearance rate of violent crime cases greater than or equal to the national 5-year average for cities our population size.

BASELINE   34.2% (2012-2016)   TARGET   43.5% (floating 5-year target) by 2019

1.13   SAFE DRINKING WATER

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

BASELINE   Meeting standards (CY 2018)   TARGET   Meet standards annually, by calendar year

1.14   HIGH RISK FIRE INSPECTIONS

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

BASELINE   20.6% (F~~iscal~~ Y~~ear~~ 2015/16)   TARGET   100% annually

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~~ (CY 2011)   TARGET   3~~.0~~ by CY 2026

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~~ In compliance (CY 2023)   TARGET   ~~Under development~~ In compliance annually, by calendar year

1.17   COMMUNITY SUPERVISION SUCCESS RATE

Achieve a participant completion rates of participants in the Community Supervision program that is are a) greater than or equal to a) the rate of Pinal County's diversion program Misdemeanor Diversion program rate and b) the rate of 60% for the supervised probation program.

BASELINES   TBD Diversion Program: 80.1% (FY 2022/23)

Supervised Probation Program: 58.1% (FY 2022/23)

TARGETS   Diversion Program: 86% by 2025 FY 2029/30

Supervised Probation Program: 60% by FY 2029/30

1.18   KIDZONE PARTICIPATION

Achieve a community program participation rate per capita of Tempe youth during out-of-school hours greater than or equal to the national standards published by the Arizona After 3 PM Afterschool Alliance and America After 3 PM Afterschool Alliances.

BASELINE   24% (SY 2011/12)

TARGET   30% by SY 2047/48

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. Achieve a rate of 100% for resolving issues within 24 hours for Housing Quality Standards related to life, health, or safety.

BASELINE   90% (FY 2016/17)

TARGET   98% 100% annually, by fiscal year

1.21   YOUTH ALCOHOL, MARIJUANA & OPIOID USAGE RATE YOUTH DRUG USE AND MISUSE

Achieve rates of zero for alcohol use, nicotine vaping, marijuana use and prescription drug and opioid misuse by 8th, 10th and 12th grade students in Tempe as measured by the biennial Arizona Youth Survey.

BASELINES   Past 30-Day Use for,10th, and 12th graders in Tempe
24.3% Alcohol (2016)
16.1% Marijuana (2016)
5.4% Prescription Drug Misuse (2016)
4.2% Prescription Pain Reliever Misuse (2016)

Alcohol: 15.2% (CY 2022)

Marijuana: 13.9% (CY 2022)

Nicotine Vaping: 11.7% (CY 2022)

Prescription Drug Misuse: 3.0% (CY 2022)

Lifetime Use

Opioids: 10.5% (CY 2022)

TARGET   0% by CY 2020 2030

1.22 PAVEMENT QUALITY INDEX

Achieve adopted standards for Pavement Quality Index greater than or equal to a citywide average ~~rating~~ of 70 ~~or higher~~ across all demographic categories.

BASELINE	59 (FY 2015/16)	TARGET	70 by ~~2028~~ FY 2035/36

1.23 FEELING OF SAFETY IN PARKS

Achieve ratings 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 by ~~in~~ the Community Survey.

BASELINES	Neighborhood Parks: Day 74.7%/Night 43.4% (CY 2017)	TARGET	90% for each park type (Day and Night) by CY 2029
	City Parks: Day 81%/Night: 51.9% (CY 2017)		
	Desert Parks: Day 69.4%/Night: 36% (CY 2017)		

1.25 POLICE BODY CAMERAS

~~Achieve police Body Worn Camera video activation compliance of 90% by 2022.~~ Achieve a rate of 85% for compliance with Body Worn Camera video activation as benchmarked by industry standards.

BASELINE	7~~1~~2% (CY ~~2018~~ 2023)	TARGET	~~90~~ 85% by CY 20~~2~~28

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~~ TIMELY CASE MANAGEMENT – MISDEMEANORS

~~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.~~ Achieve rates for case conclusions of less than 180 days for 93% of Misdemeanor Driving Under the Influence and for 98% of Misdemeanor Non-Driving Under the Influence as benchmarked by Arizona Supreme Court's Time Standards.

BASELINES	~~Under development~~ Misdemeanor Driving Under the Influence: 73.67% (FY 2023/24)	TARGETS	~~80%~~ Misdemeanor Driving Under the Influence: 93% annually, by fiscal year
	Misdemeanor Non-Driving Under the Influence: 92.14% (FY 2023/24)		Misdemeanor Non-Driving Under the Influence: 98% annually, by fiscal year

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 95% as measured in by the CARE 7 Trauma Education and Support Services Survey.

BASELINE   92% (CY 2024)   TARGET   100 95% by 2025 CY 2026

1.31 ADDRESSING OPIOIDS

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

BASELINE   1.9% (CY 2017)   TARGET   0% by 2025 CY 2027

1.32 RETIRED - 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 greater than or equal to a citywide average rating of 4.5 on a 5.0 scale.

BASELINE   3.9 (FY 2021/22)   TARGET   4.5 by FY 2026/27

1.34 CARE 7 MOBILE CRISIS ENGAGEMENT RESPONSE SUCCESS RATE

Achieve a response rate of 975% for successful engagements by with the CARE 7 Mobile Crisis Unit as measured by an encounter evaluation public safety calls for service.

BASELINE   75% (2022) Available March 31,   TARGET   975% by FY 2024/25
                2025

1.35 NEW - STUDENT SUPPORT SATISFACTION

Achieve an annual satisfaction rate greater than or equal to of 95% from students receiving assistance from CARE 7 Youth Specialists as measured by participant surveys.

BASELINE   Available December 31, 2024   TARGET   95% by SY 2026/27

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

Strong Community Connections

To view current values, please visit:

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 by in the Community Survey.

BASELINE   69.8% (CY 2017)   TARGET   83% by CY 2024
(Based on 2023 benchmark)

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% (CY 2017)   TARGET   75% by 2020 annually, by calendar year

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 by in the Community Survey.

BASELINE   68.4% (CY 2016)   TARGET   70% by 2020 CY 2025
(Based on 2023 benchmark)

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 the Community Survey. Achieve ratings of "Very Satisfied" or "Satisfied" with "Tempe's online services ease of use and needs met" greater of than or equal to 90% as measured by the Community Survey.

BASELINE   72.4% (CY 2016)   TARGET   90% by CY 2025 2034

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.~~ Achieve positive ratings for community trust with police related to fairness, respect, and voice that is greater than or equal to the quarterly average of the benchmark cities as measured by the police sentiment survey.

BASELINE   ~~70.2~~ 61.3% (JAN - MAR 2024)   TARGET   ~~80~~ 59.6% (JUL-SEP 2024)

2.07   COUNSELING SERVICE ~~REFERRAL~~ SUCCESS RATE

Achieve a rate of 85% of counseling clients who report an "increased ability to cope" as ~~measured~~ indicated by a 4 or greater rating on a 5-point scale.

BASELINE   93.5% (FY 2017/18)   TARGET   85% by FY 2029/30

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% (FY 2016/17)   TARGET   98% annually, by fiscal year

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 for being high-quality, accessible, transparent, and understandable.

BASELINE   Received award (FY 2007/08)   TARGET   Receive award annually, by fiscal year

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 for transparency and disclosure of vital financial information.

BASELINE   Received award (FY 2007/08)   TARGET   Receive award annually, by fiscal year

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 (FY 2007/08)   TARGET   Receive award annually, by fiscal year

2.13   EMPLOYEE ENGAGEMENT

Achieve ratings greater than or equal to 72% for overall levels of employee engagement and job satisfaction of "Strongly Agree" or "Agree" ~~with of 72% each~~ as measured by ~~in~~ the ~~Tempe~~ Employee Survey.

BASELINES	Engagement: 47.2% (CY 2016)	TARGET	72% every other calendar year
	Job Satisfaction: 78.2% (CY 2016)		

2.15   ~~FEELING INVITED TO PARTICIPATE IN CITY DECISIONS~~ PARTICIPATING 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 top 10% of national benchmark cities as measured by ~~in~~ the Community Survey.

BASELINE	46.5% (CY 2016)	TARGET	~~34%~~ 58% annually, by calendar year (Based on 2023 benchmark)

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.~~ Achieve a rate of 90% for caller wait times that are ~~of~~ less than or equal to sixty seconds for calls to Tempe 311, One Call to City Hall.

BASELINES	English: 98.93% (CY 2017)	TARGET	90% ~~within sixty seconds~~ annually, by calendar year
	Spanish: 97.08% (CY 2017)		

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

BASELINE	93.97% (CY 2017)	TARGET	90% annually, by calendar year

2.20   EMPLOYEE ~~VERTICAL~~ DIVERSITY

~~Achieve 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.~~ Achieve a +/- 5% difference in the gender and ethnic diversity of City employees when compared to Maricopa County's population as measured by the most recent American Community Survey.

BASELINES	See charts below (October 2018)	TARGET	Between +/- 5% by CY 203

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	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
Officials / Administrators	-16%	8%	2%	-2%	4%	4%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%
Professionals	7%	-7%	2%	2%	0%	0%	1%	-1%	-2%	0%	0%	0%	0%	0%	0%	0%
Technicians	7%	-16%	19%	-6%	1%	-2%	-1%	0%	-1%	-1%	0%	0%	0%	0%	0%	0%
Protective Services (sworn)	9%	-3%	-1%	-1%	-1%	-1%	-1%	-1%	0%	0%	0%	0%	0%	0%	0%	0%
Protective Services (non-sworn)	23%	-27%	2%	-7%	-2%	3%	-2%	2%	6%	6%	0%	0%	-1%	0%	0%	0%
Administrative Support	-18%	8%	-3%	9%	0%	3%	0%	0%	-1%	0%	0%	0%	0%	2%	0%	0%
Skilled Craft	18%	-2%	-12%	-2%	1%	0%	-2%	0%	-1%	0%	0%	0%	0%	0%	0%	0%
Service Maintenance	14%	-16%	16%	-14%	0%	-1%	1%	0%	-1%	-2%	1%	0%	3%	1%	0%	0%

2.21 SATISFACTION WITH AVAILABILITY OF CITY SATISFACTION OF INFORMATION AVAILABILITY

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 by the Community Survey.

BASELINE   76% (CY 2016)   TARGET   74% annually, by calendar year (Based on 2023 benchmark)

2.25 RETIRED - EMPLOYEE WORK-RELATED NEEDS

Achieve an average rating 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% (CY 2016)   TARGET   90% by CY 2030

2.26 PUBLIC RECORDS REQUESTS FULFILLMENT RATE

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

BASELINE   76.92% (Calendar Year 2020)   TARGET   90% by CY 20237

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

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% (CY 2018)   TARGET   85% by CY 2039

3.05 SUBSIDIZED HOUSING ~~FUNDING USAGE~~

Achieve a Housing Choice Voucher program voucher lease rate of 95% or housing assistance budget authority spending rate of 98%.

BASELINES   ~~87% Voucher utilization; 97% Funding utilization~~   TARGETS   ~~95% Voucher utilization OR 98% Funding utilization~~

Voucher Lease Rate: 87% (CY 2017)

Budget Authority Spending Rate: 97% (CY 2017)

Voucher Lease Rate: 95% annually, by calendar year OR

Budget Authority Spending Rate: 98% annually, by calendar year

3.06 QUALITY PRE-K DESIGNATION

~~Achieve 3 or more stars from the Quality First Rating and Improvement System for the licensed City of Tempe Pre-K programs~~. Achieve ratings of 3, 4 or 5 stars for licensed Tempe-administered preschool programs as measured by the Quality First Rating and Improvement System.

BASELINE   ~~38% (2016)~~ 71% (SY 2022/23)   TARGET   100% by SY 2029/30

3.07 3RD GRADE READING LEVEL PROFICIENCY

~~Achieve a percentage of Tempe students who score "Highly Proficient" "Proficient" on the AzMerit 3rd Grade English language arts assessment greater than or equal to statewide achievement goal of 72% by 2030.~~ Achieve proficiency rates of 1st through 3rd grade Tempe students participating in Experience Corps interventions that are greater than or equal to national benchmarks for accuracy and fluency in their reading levels as measured by the Arizona Department of Education.

BASELINES	~~42% (2016)~~ Accuracy: 70% (SY 2018/19)	TARGETS	~~72% by 2030~~ Accuracy: 75% by SY 2028/29
	Fluency: 59% (SY 2018/19)		Fluency: 70% by SY 2028/29

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.~~ Achieve a rate of 90% of high school students who graduate in 4 years as benchmarked by the statewide goal.

BASELINE	84% (SY 2015/16)	TARGET	90% by SY 2029/30

3.09 POST-SECONDARY ~~SCHOOL~~ ACHIEVEMENT RATE

Achieve a rate of 65% for Tempe residents between the ages of 25-64 years who have a post-secondary certificate, 2-year degree, or 4-year degree ~~by 2030~~.

BASELINE	58.2% (SY 2016/17)	TARGET	65% by SY 2029/30

3.10 HUMAN SERVICE GRANTS ~~PERFORMANCE RATES~~

~~Ensure agencies that receive human service grants from the City achieve their performance goals related to homeless, youth, domestic violence, working poor, seniors, and individuals with disabilities.~~ Achieve a success rate of 100% for the performance goals that are submitted in the grant proposals by agencies awarded funding for human services 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~~ (CY 2017)	TARGET	100% annually, by calendar year

3.12 MUNICIPAL EQUALITY INDEX

~~Achieve an annual Municipal Equality Index score of 100 from the Human Rights Campaign regarding laws, policies, services and inclusivity of Lesbian, Gay, Bisexual, Transgender, Questioning (LGBTQ) people in Tempe.~~ Achieve a score of 100 on the Municipal Equality Index for the laws, policies, services, and inclusivity of Lesbian, Gay, Bisexual, Transgender, Questioning people in Tempe as awarded by the Human Rights Campaign.

BASELINE	100 (CY 2014)	TARGET	100 annually, by calendar year

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~~ Data available March 31, 2025	TARGET	100 by CY 2030

3.14   ADA TRANSITION PLAN

Achieve an accessibility rate of 100% in all city rights-of-way, parks, and facilities as identified in the Tempe Americans with Disabilities Act ADA Transition Plan.

BASELINE   0% (CY 2018)   TARGET   100% annually, by calendar year

3.16   CITY RECREATION, ARTS & CULTURAL CENTERS COMMUNITY SERVICES FACILITIES AND OPEN SPACES

Achieve ratings of "Very Satisfied" or "Satisfied" with the "Quality of city parks, recreation, arts, and cultural centers" greater than or equal to the top 10% of the national benchmark cities as measured by in the Community Survey.

BASELINES   Swimming Pools: 58.4% (CY 2016)   TARGET   91% for each by CY 20238 (based on 2023 benchmark)

Neighborhood Parks: 78.1% (CY 2016)

Recreation/Multigenerational Centers: 76.4% (CY 2016)

Tempe History Museum: 81.9% (CY 2016)

Tempe Public Library: 86.7% (CY 2016)

Tempe Center for the Arts: 82.9% (CY 2016)

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 by in the Community Survey.

BASELINES   73.2% Before & After School (Kidzone) Programs   TARGET   91% for each by CY 20238 (Based on 2023 benchmark)

Library Programs & Services: 85% (CY 2014)

Recreation Programs and Services: 76.9% (CY 2014)

Tempe Center for the Arts Programs: 79% (CY 2014)

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 80% as measured by ~~in~~ the Community Survey.

BASELINE   61.7% (CY 2016)   TARGET   80% by CY 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 by ~~in~~ the Community Survey.

BASELINE   56.3% (CY 2019)   TARGET   75% by CY 2025

3.21 VETERAN-SUPPORTIVE COMMUNITY ~~DESIGNATION~~

Engage Tempe employers to achieve a "Veteran-Supportive" designation as awarded by the ~~US~~ United States Department of Labor.

BASELINE   9 (CY 2019)   TARGET   20 by CY 2025

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 (CY 2016)   TARGET   ~~Less than~~ 1.0 by CY 202~~3~~4

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 ~~across the demographic categories~~ as measured by ~~in~~ the Community Survey.

BASELINE   63.1% (CY 2016)   TARGET   83% by CY 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 (CY 2015)   TARGET   1.0 by CY 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.~~ Achieve a rate of dwellings from which residents can meet all basic daily, non-work needs within 20-minutes utilizing a multimodal transportation system (walk, bicycle, or use public transit).

BASELINES   Sidewalk Pedestrian: 84.8% (FY 2020/21)   TARGETS   Sidewalk Pedestrian: 90% by 2029/30

All-Street Bicycle: 98.9% (FY 2020/21)

All-Street Bicycle: 100% by 2029/30

Low Stress Bicycle: 89.6% (FY 2020/21)

Low Stress Bicycle: 95% by 2029/30

Public Transit: 76.6% (FY 2020/21)

Public Transit: 82% by FY 2029/30

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.~~ Achieve a Travel Time Index along major streets that is less than or equal to 1.25 with all individual segments less than 2.0 as measured during morning and evening rush hour periods.

BASELINES ~~City average (A.M.): 1.23~~
~~City average (P.M.): 1.40~~
~~Segments Greater than 2.0 (A.M.): 1~~
~~Segments Greater than 2.0 (P.M.): 15~~
~~(2019)~~

Major Streets (A.M.): 1.23 (CY 2019)

Major Streets (P.M.): 1.40 (CY 2019)

Segments Greater than 2.0 (A.M.): 1 (CY 2019)

Segments Greater than 2.0 (P.M.): 15 (CY 2019)

TARGETS ~~City average (A.M.): 1.25~~
~~City average (P.M.): 1.25~~
~~Segments Greater than 2.0 (A.M.): 0~~
~~Segments Greater than 2.0 (P.M.): 0~~
~~by 2033~~

Major Streets (A.M.): 1.25 by CY 2033

Major Streets (P.M.): 1.25 by CY 2033

Segments Greater than 2.0 (A.M.): 0 by CY 2033

Segments Greater than 2.0 (P.M.): 0 by CY 2033

3.28 ENDING HOMELESSNESS

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

BASELINE 1,117 (FY 2017/18)   TARGET 0 annually, by fiscal year

3.29 TRANSIT SYSTEM SATISFACTION

Achieve 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.

BASELINES Riders and non-riders: 69% (CY 2016)

Riders only: 78% (CY 2016)

Non-riders only: 50% (CY 2016)

TARGETS Riders and non-riders: 75% by CY 2024

Riders only: 80% by CY 2024

Non-riders only: 60% by CY 2024

3.30   AGE-FRIENDLY COMMUNITY ~~DESIGNATION~~

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

BASELINE	Did Not Receive Designation (CY 2020)	TARGET	Receive designation every three calendar years

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% (CY 2017)	TARGET	15.0% by CY 2030

3.32   ~~RETIRED - 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 or equal to the average of ~~equivalently~~ similar sized city libraries in the United States.

BASELINES		TARGETS	
	Summer Reading Program Engagement: 3,600 participants and a 60% completion rate (CY 2022)		Summer Reading Program Engagement: 5,600 participants and a 65% completion rate by FY 2027/28
	Program Attendance Rate: Average ~~attendance~~ of 37 people/program: (CY 2021)		Program Attendance Rate: Average ~~attendance~~ of 35-40 people/program by FY 2027/28
	Active Library Card Holders: 24,863 (CY 2021)		Active Library Card Holders: 49,863 by FY 2027/28
	Materials Usage (physical and electronic): 3.47 per capita (FY 2021/22)		Materials Usage (physical and electronic): 3.8 per capita by FY 2027/28

3.34   COMMUNITY HEALTH AND WELLBEING

Achieve a Community Health and Well-Being score of 90% thriving as measured by the annual Community Survey.

BASELINE	55.6% (CY 2022)	TARGET	90% by CY 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 (CY 2020) TARGET Platinum by CY 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 by ~~in~~ the Community Survey.

BASELINE 81.2% (CY 2017) TARGET 90% by CY 2025
(based on 2023 benchmark)

4.03 WATER CONSERVATION ~~AND EFFICANCY~~

Achieve or exceed water conservation ~~and efficiency~~ targets for Single Family, Multifamily and Landscape customer class water use as measured by gallons per capita per day ~~by Fiscal Year 2025/2026~~.

BASELINES		TARGETS	
	Single-Family Residential: 170 GPCD (FY 2018/19)		Single-Family Residential: 160 GPCD by FY 2025/26
	Multi-Family Residential: 92 GPCD (FY 2018/19)		Multi-Family Residential: 75 GPCD by FY 2025/26
	Landscape: 3,477 GPAD: (FY 2018/19)		Landscape: 3,171 GPAD by FY 2025/26

4.04 SOLID WASTE LANDFILL DIVERSION

Achieve or exceed Council adopted Solid Waste landfill diversion ~~rates~~ targets ~~by the Fiscal Year 2025/2026~~.

BASELINES		TARGETS	
	Residential (Single Family): 21.7% (FY 2017/18)		Residential (Single Family): 25% by FY 2025/26
	Commercial & Multi Family: 9.2% (FY 2017/18)		Commercial & Multi Family: 15% by FY 2025/26
	Citywide: 15.1% (FY 2017/18)		Citywide: 20% by FY 2025/26

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.

BASELINES   Affordable: 49.3% (CY 2017)

Workforce: 34.2% (CY 2017)

Market-rate/Luxury: 16.5% (CY 2017)

TARGETS   Affordable: Equal to or above 49.3% by CY 2040

Workforce: Equal to or below 34.2% by CY 2040

Market-rate/Luxury: Equal to or below 16.5% by CY 2040

4.11   TREE AND SHADE CANOPY

Achieve a citywide (City and private property) 25% tree and shade canopy.

BASELINE   13.4% (CY 2017)   TARGET   25% by CY 2040

4.12   RETIRED - 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% (CY 2018)   TARGET   10% or less by CY 2030

4.16   GROUNDWATER SUPPLY

Achieve groundwater production capacity to meet an average demand of 43 million gallons per day. Achieve groundwater production capacity to meet the projected average for future daily demand.

BASELINE   25 MGD (CY 2022)   TARGET   43 MGD by CY 2032

4.18   COMMUNITY CARBON NEUTRALITY

Achieve community carbon neutrality with equitable outcomes as measured by the Community Greenhouse Gas Inventory.

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

4.19 MUNICIPAL CARBON NEUTRALITY

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

BASELINE	40,670 metric tons of CO2e (CY 2015)	TARGET	0 Metric Tons of CO2e by CY 2050

4.20 ~~CUSTOMER SATISFACTION WITH COMMUNITY DEVELOPMENT PROCESS~~ COMMUNITY DEVELOPMENT PROCESS SATISFACTION

Achieve customer satisfaction ratings that are greater than or equal to an annual average ~~for customer satisfaction~~ of 4.0 ~~out of 5.0~~ on a 5-point scale ~~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~~s~~.

BASELINE	~~83.59%~~ 4.0 (CY 2020)	TARGET	~~90%~~ 4.0 annually, by calendar year

4.21 PARK ECO-SYSTEM HEALTH

Achieve a park eco-system score indicating an "excellent health status" for balanced tree species diversity and richness, optimal water management and good soil condition.

BASELINE	~~Under Development~~ Data for Balanced Tree Species Diversity and Richness available by January 31, 2025, Optimal Water Management by March 31, 2025, and Good Soil Health by April 30, 2025)	TARGET	~~Under Development~~ TBD (annually 20% higher than baseline)

4.22 NEW - WATER EFFICIENCY

Achieve efficiency gains from 80% of residential and commercial customers participating in Tempe water conservation programs.

BASELINE	69% (CY 2020-2022)	TARGET	80% by CY 2025

4.23 PLACEHOLDER - URBAN COOLING

Available December 31, 2024

BASELINE	Available December 31, 2024	TARGET	Available December 31, 2024

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

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" ~~of~~ greater than or equal to 90% as measured by ~~in~~ the Business Survey.

BASELINE   80.1% (CY 2017)   TARGET   90% by CY 20~~19~~29

5.02   NEW JOBS CREATED

Achieve an ~~annual~~ increase of new jobs greater than or equal to ~~twice Tempe's proportion of the jobs forecasted for the region, based on population~~ three times the projection for Tempe as forecasted by the Greater Phoenix Economic Council.

BASELINE   2,841 (FY 2017/18)   TARGET   ~~585~~ 569 ~~jobs~~ (based on FY 2023/24 benchmark)

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~~ $208,693,923 ~~capital investments~~ (FY 2023/24)

5.04   BOND RATING

~~Maintain the highest bond rating for organizational financial strength as measured by Standard and Poor's and Fitch credit rating agencies.~~ Achieve bond ratings of AAA for the highest organizational financial strength as measured by S&P Global and Fitch credit rating agencies.

BASELINES   ~~AAA rating from Standard & Poor's and Fitch Ratings (Fiscal Year 16/17) Aa1: Moody's Investor Service (FY 2016/17)~~   TARGET   ~~AAA Standard & Poor's and Fitch Ratings, Aaa Moody's Investor Service~~

S&P Global: AAA (FY 2016/17)   AAA annually, by fiscal year

Fitch Ratings: AAA (FY 2016/17)

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% minimum to 30% maximum annually, by fiscal year

5.06   COMPETITIVELY GENERATED CONTRACTS ~~SPEND~~

~~Achieve a 76% rate of total money spent for goods and services through competitively generated contracts.~~ Achieve a rate greater than or equal to 89% for total money spent through competitively generated contracts for goods and services.

BASELINE   87% (FY 2017/18)   TARGET   ~~76%~~ 89% annually, by fiscal year

5.07   EMPLOYEE TURNOVER

~~Achieve a City employee turnover rate less than or equal to the Valley Benchmark Cities' average.~~ Achieve a City employee turnover rate less than or equal to the annual average of benchmark municipalities in Maricopa County.

BASELINE   ~~7.36% (FY 2019/20)~~ 9.07% (FY 2021/2022)   TARGET   ~~9.07% by FY 2021/22~~ 9.9% (Based on FY 2023/24 benchmark)

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% (CY 2018)   TARGET   85% annually, by calendar year

5.09   CIP ON-TIME COMPLETION ~~RATE~~

Achieve a rate of 75% of construction related Capital Improvement Plan ~~(CIP)~~ projects that are completed within 90 days of the planned ~~completion~~ date ~~as~~ established in the design ~~plan~~ phase.

BASELINE   Data available March 31, 2025   TARGET   75% ~~by 2023~~ annually, by fiscal year

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% (FY 2015/16)   TARGET   +/- 3.0% annually, by fiscal year

Intergovernmental: + 0.4% (FY 2015/16)

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.~~ Achieve a Security Studio score greater than or equal to 660 for "good" security and privacy controls ~~from~~ as benchmarked by the National Institute of Standards and Technology Cybersecurity Framework.

BASELINE   ~~68%~~ 724 (CY 2017)   TARGET   ~~100% by 2026~~ 660 by CY 2028

5.13 UNEMPLOYMENT RATE

Achieve an annual average unemployment rate that is ~~below~~ less than the average for the Greater Phoenix region as measured by the Bureau of Labor Statistics.

BASELINE   3.1% (CY 2017)   TARGET   ~~Lower than~~ 4% (Based on CY 2023 benchmark)

5.14 AUDIT COMPLETION RATE

Achieve a completion rate that is greater than or equal to 80% of the projects included in ~~the approved Annual Risk Assessment and~~ the annual Audit Plan. ~~to ensure adequate audit coverage and risk reduction throughout the City.~~

BASELINE   50% (FY 20~~17/18~~)   TARGET   80% by ~~FY 22/23~~ FY 2028/29

5.15   ~~PLACEHOLDER -~~ DIVERSITY SUPPLIER PROGRAM

Achieve a diverse supplier portfolio that is greater than or equal to the United States Small Business Administration guidelines as measured by the percentage of the total annual contract spend awarded to Historically Underutilized Businesses.

BASELINE   ~~Under Development~~ 5% (FY 2023/24)   TARGET   ~~Under Development~~ 15% by FY 2029/30

5.16   RETIRED - ~~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~~ TOTAL COST OF RISK

Achieve a rate that is less than or equal to 1.22% of the operating budget for Total Cost of Risk ~~(TCOR)~~ as benchmarked by the Risk Management Society.

BASELINE   ~~Under Development~~ 1.14% (FY 2021/22)   TARGET   ~~Under Development~~ 1.22% by FY 2024/25

GLOSSARY OF TERMS

BASELINE An initial, or starting, value of the Performance Measure when it was established. The unit of measure is reported with numbers, percentages, or, in rare cases, dollars. Examples: 65 (number), 80% (percentage)

BENCHMARK The standard or point of reference against which a performance measure is compared or assessed. The benchmark informs the ideal TARGET. The city establishes benchmarks that exemplify a high-performing city. Benchmarks are identified through industry standards, best practices, top 10% cities, and innovative practices. The city avoids benchmarks (and their resulting targets) that compare the city's performance against itself.

CALENDAR YEAR (CY) A reporting period starting January 1 and ending December 31.

DATA SOURCE The origin of the data that informs the performance measure.

FISCAL YEAR (FY) A reporting period starting July 1 and ending June 30. The City of Tempe operates primarily on a fiscal year.

PERFORMANCE MEASURE A goal statement that operationalizes the Strategic Priority and the outcome to be achieved. The statement begins with a verb.

PERFORMANCE MEASURE NUMBER A unique reference number assigned to a Performance Measure for functional tracking. The first number refers to the City Council's Strategic Priority areas. (1: Safe and Secure Communities, 2: Strong Community Connections, 3: Quality of Life, 4: Sustainable Growth and Development, and 5: Financial Stability and Vitality).

PERFORMANCE PORTAL An online, public dashboard that shares the progress and achievements of each performance measure. performance.tempe.gov.

SCHOOL YEAR (SY) A variable reporting period starting late July or early August and ending mid to late May that corresponds to the academic calendar and associated data period.

SHORT TITLE A succinct name of the Performance Measure.

STRATEGIC PRIORITY Critical, high-level vision area identified by the Mayor and City Council. There are five strategic priority areas: 1) Safe and Secure Communities, 2) Strong Community Connections, 3) Quality of Life, 4) Sustainable Growth and Development, and 5) Financial Stability and Vitality.

TARGET The desired value(s) that measures the outcome of the performance measure. The unit of measure is reported often with numbers, percentages, or, in rare cases, dollars. Examples: 65 (number), 80% (percentage).