

# Tempe City Council



## Revised Strategic Priorities and Performance Measures Index

**November 2025**

*Revised May 2026*



Safe & Secure  
Communities



Strong  
Community  
Connections



Quality of Life



Sustainable  
Growth &  
Development



Financial  
Stability &  
Vitality

[performance.tempe.gov](https://performance.tempe.gov)



# Online Performance Dashboard

 [performance.tempe.gov](http://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](http://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](http://tempe.gov/government/strategic-management-and-innovation)



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### Director

Wydale K. Holmes, MPA, CPM



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



**Safe & Secure  
Communities**

**1.01 ALS RESPONSE TIME**

Achieve a response time of less than or equal to 7 minutes for 90% of advanced life support calls for service as benchmarked by the National Fire Protection Association.

BASELINE	80.1% (CY 2023)	TARGET	90% by CY 2040
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**1.02 CARDIAC ARREST SURVIVAL RATE**

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

BASELINE	13.64% (CY 2016)	TARGET	9.3% annually, by calendar year
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**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 the Community Survey and the Tempe Fire Medical Rescue Customer Service Survey.

BASELINES	Community Survey: 91.5% (CY 2016)	TARGET	90% annually, by calendar year (Based on 2025 benchmark)
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Tempe Fire Medical Rescue  
Customer Service Survey: 96.97%  
(CY 2016)

**1.05 FEELING OF SAFETY IN YOUR NEIGHBORHOOD**

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	63% (JAN – MAR 2024)	TARGET	66% quarterly, by calendar year (Based on JUL-SEP 2025 benchmark)
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### 1.06 CRIME REPORTING

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	83% annually, by CY 2028 (Based on 2025 benchmark)
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### 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 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 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)		

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

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

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 90% as measured by the Community and the Employee Surveys.

BASELINES	<u>Community Survey</u>	TARGETS	90% by CY 2030
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Overall feeling of safety in the City:  
75.3% (CY 2016)

City athletic and recreational  
facilities (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  
I feel physically safe in my work  
unit: 64.4% (CY 2016)

### 1.12 OFFENSE CLEARANCE RATE

Achieve a clearance rate for crimes against persons, property, and society greater than or equal to the 3-year average for cohort cities.

BASELINE	Crimes Against Persons: 44.87% (CY 2022-2024) Crimes Against Property: 14.11% (CY 2022-2024) Crimes Against Society: 83.23% (CY 2022-2024)	TARGET	Crimes Against Persons: 33.02% (2022-2024 cohort cities) by CY 2025 Crimes Against Property: 14.62% (2022-2024 cohort cities) by CY 2025 Crimes Against Society: 84.63% (2022-2024 cohort cities) by CY 2025
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### 1.13 SAFE DRINKING WATER

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

BASELINE	Meeting standards (CY 2018)	TARGET	Meet standards annually, by calendar year
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**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 2015/16) TARGET 100% annually

**1.15 INSURANCE SERVICES ORGANIZATION RATING**

Achieve an Insurance Services Organization Rating: Building Code Effectiveness Classification of 3 or better.

BASELINE 3 (CY 2011) TARGET 3 by CY 2026

**1.16 MUNICIPAL COURT COMPLIANCE**

Promote access to justice by ensuring compliance with all federal, state, and local rules, regulations, and laws regarding Court operations.

BASELINE In compliance (CY 2023) TARGET In compliance annually, by calendar year

**1.17 COMMUNITY SUPERVISION SUCCESS RATE**

Achieve participant completion rates that are greater than or equal to a) the rate of 60% for the supervised probation program and b) the rate of 86% for the diversion program.

BASELINES Supervised Probation Program: 58.1% (FY 2022/23) TARGETS Supervised Probation Program: 60% by FY 2029/30  
Diversion Program: 80.1% (FY 2022/23) Diversion Program: 86% by FY 2029/30

**1.18 KID ZONE 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 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 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 100% annually, by fiscal year

### 1.21 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	<u>Past 30-Day Use</u>	TARGET	0% by CY 2030
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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)

### 1.22 PAVEMENT QUALITY INDEX

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

BASELINE	59 (FY 2015/16)	TARGET	70 by FY 2035/36
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### 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 the Community Survey.

BASELINES	Neighborhood Parks: Day 74.7%/ Night 43.4% (CY 2017)	TARGET	86% for each park type (Day and Night) by CY 2029
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City Parks: Day 81%/Night: 51.9%  
(CY 2017)

Desert Parks: Day 69.4%/Night:  
36% (CY 2017)

(Based on 2025 benchmark)

### 1.25 POLICE BODY CAMERAS

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

BASELINE	72% (CY 2023)	TARGET	85% by CY 2028
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### 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%
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### 1.28 TIMELY CASE MANAGEMENT – MISDEMEANORS

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	Misdemeanor Driving Under the Influence: 73.67% (FY 2023/24)	TARGETS	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 95% as measured by the CARE 7 Trauma Education and Support Services Survey.

BASELINE	83% (CY 2023)	TARGET	95% by CY 2026
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### 1.31 ENDING OPIOID OVERDOSES

Achieve a reduction in the number of fatal and non-fatal opioid drug overdoses to zero.

BASELINE	Fatal opioid overdoses: 89 (CY2020) Non-fatal opioid overdoses: 480 (CY2020)	TARGET	0 fatal and non-fatal opioid overdoses by CY2038
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### 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
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### 1.34 CRISIS ENGAGEMENT

Achieve a rate of 95% for successful engagements with the CARE 7 Mobile Crisis Unit as measured by an encounter evaluation.

BASELINE	92.8% (October 2024-December 2024)	TARGET	95% annually, by fiscal year
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### 1.35 STUDENT SUPPORT SATISFACTION

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

BASELINE	93% (SY24/25)	TARGET	95% annually, by school year
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**Developing and maintaining a strong community connection by emphasizing the importance of open government, customer service and communication with community members.**



**Strong  
Community  
Connections**

**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 the Community Survey.

<b>BASELINE</b>	69.8% (CY 2017)	<b>TARGET</b>	78% annually, by calendar year (Based on 2025 benchmark)
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**2.03 311 FIRST-CALL RESOLUTION RATE**

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

<b>BASELINE</b>	70.83% (CY 2017)	<b>TARGET</b>	75% quarterly, by calendar year
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**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 the Community Survey.

<b>BASELINE</b>	68.4% (CY 2016)	<b>TARGET</b>	69% annually, by calendar year (Based on 2025 benchmark)
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**2.05 ONLINE SERVICES SATISFACTION RATE**

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.

<b>BASELINE</b>	72.4% (CY 2016)	<b>TARGET</b>	90% by CY 2034
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**2.06 POLICE TRUST SCORE**

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.

<b>BASELINE</b>	61.3% (JAN - MAR 2024)	<b>TARGET</b>	67.3% quarterly, by calendar year (Based on JUL-SEP 2025 benchmark)
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## 2.07 COUNSELING SERVICE CLIENT IMPROVEMENTS

Achieve a rate of 50% of counseling clients who report symptom improvement in depression, anxiety, or stress as measured by the Depression Anxiety Stress Scales – 21 Item Version (DASS-21) tool.

BASELINE	70% (July-December 2025)	TARGET	50% annually, by fiscal year
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## 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
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## 2.10 BUDGET PRESENTATION AWARD

Receive the Government Finance Officers' Association 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
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## 2.11 FINANCIAL REPORTING AWARD

Receive the Government Finance Officers' Association 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
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## 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
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## 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" as measured by the Employee Survey.

BASELINES	Engagement: 47.2% (CY 2016) Job Satisfaction: 78.2% (CY 2016)	TARGET	72% every other calendar year
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## 2.15 PARTICIPATING IN CITY DECISIONS

Achieve ratings of "Very Satisfied" or "Satisfied" with "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 the Community Survey.

BASELINE	46.5% (CY 2016)	TARGET	54% annually, by calendar year (Based on 2025 benchmark)
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**2.16 311 CALLER WAIT TIME**

Achieve a rate of 90% for caller wait times that are 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% quarterly by calendar year  
 Spanish: 97.08% (CY 2017)

**2.17 311 EMAIL RESPONSE TIMES**

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 DIVERSITY**

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 2030

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 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 by the Community Survey.

BASELINE 76% (CY 2016) TARGET 73% annually, by calendar year (Based on 2025 benchmark)

**2.26 PUBLIC RECORDS REQUESTS**

Achieve a rate of 80% for public records requests fulfilled within the standardized processing period for the request type.

BASELINE 66.3% (June-September 2025) TARGET 80%, monthly, by calendar year



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

**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
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**3.05 SUBSIDIZED HOUSING**

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

BASELINES	Voucher Lease Rate: 87% (CY 2017)	TARGETS	Voucher Lease Rate: 95% annually, by calendar year OR Budget Authority Spending Rate: 98% annually, by calendar year
	Budget Authority Spending Rate: 97% (CY 2017)		

**3.06 QUALITY PRE-K DESIGNATION**

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	71% (SY 2022/23)	TARGET	100% by SY 2029/30
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**3.07 3RD GRADE READING LEVEL PROFICIENCY**

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	Accuracy: 70% (SY 2018/19)	TARGETS	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 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
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### **3.09 POST-SECONDARY 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.

BASELINE	58.2% (SY 2016/17)	TARGET	65% by SY 2029/30
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### **3.10 HUMAN SERVICE GRANTS**

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% (CY 2017)	TARGET	100% annually, by calendar year
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### **3.12 MUNICIPAL EQUALITY INDEX**

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
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### **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 and the National Council on Disability priorities.

BASELINE	Data available March 31, 2026	TARGET	100 by CY 2030
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### **3.14 ADA TRANSITION PLAN**

Achieve 100% completion of planned projects each year as documented in the annual Arizona Department of Transportation Americans with Disabilities Act Report.

BASELINE	TBD	TARGET	100% annually, by calendar year
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### 3.16 COMMUNITY SERVICES FACILITIES AND OPEN AREAS

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 the Community Survey.

BASELINES	Swimming Pools: 58.4% (CY 2016)	TARGET	75% for each by CY 2028 (Based on 2025 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 the Community Survey.

BASELINES	Library Programs & Services: 85% (CY 2014)	TARGET	69% for each by CY 2028 (Based on 2025 benchmark)
	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 the Community Survey.

BASELINE	61.7% (CY 2016)	TARGET	80% by CY 2027
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### 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 the Community Survey.

BASELINE	56.3% (CY 2019)	TARGET	75% by CY 2025
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### 3.21 VETERAN-SUPPORTIVE COMMUNITY

Achieve increased "Veteran-Supportive" employer designations in Tempe through support of the United States Department of Labor Honoring Investments in Recruiting and Employing American Military Veterans Act of 2017 (HIRE Vets) Medallion Program and/or the Arizona Coalition for Military Families Arizona Veteran Supportive Employer (AVSE) Program.

BASELINE	9 (CY 2019) HIRE Vets awardees	TARGET	20 by CY 2026 combined AVSE and HIRE Vets awardees
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### 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	1.0 by CY 2024
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### 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 by the Community Survey.

BASELINE	63.1% (CY 2016)	TARGET	78% by CY 2041 (Based on 2025 benchmark)
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### 3.25 EQUAL PAY RATIO

Under development

BASELINE	Under development	TARGET	Under development
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### 3.26 20 MINUTE CITY

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 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	Major Streets (A.M.): 1.23 (CY 2019)	TARGETS	Major Streets (A.M.): 1.25 by CY 2033
	Major Streets (P.M.): 1.40 (CY 2019)		Major Streets (P.M.): 1.25 by CY 2033
	Segments Greater than 2.0 (A.M.): 1 (CY 2019)		Segments Greater than 2.0 (A.M.): 0 by CY 2033
	Segments Greater than 2.0 (P.M.): 15 (CY 2019)		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
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**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)	TARGETS	Riders and non-riders: 75% by CY 2024
	Riders only: 78% (CY 2016)		Riders only: 80% by CY 2024
	Non-riders only: 50% (CY 2016)		Non-riders only: 60% by CY 2024

**3.30 AGE-FRIENDLY COMMUNITY**

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

BASELINE	Did Not Receive Designation (CY 2020)	TARGET	Receive designation every three calendar years
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**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
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### 3.33 CULTURE OF LITERACY

Achieve a culture of literacy and engagement greater than or equal to the average of 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 of 37 people/program: (CY 2021)	Program Attendance Rate: Average 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 WELL-BEING

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

BASELINE	TARGET
55.1% (CY 2022)	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	TARGET
Gold (CY 2020)	Platinum recertification, every 3 years

### 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 the Community Survey.

BASELINE	TARGET
81.2% (CY 2017)	86% by CY 2025 (Based on 2025 benchmark)



**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.**



**4.03 WATER CONSERVATION**

Achieve or exceed water conservation targets for Single Family, Multifamily and Landscape customer class water use as measured by gallons per capita per day.

<p><b>BASELINES</b></p> <p>Single-Family Residential: 170 GPCD (FY 2018/19)</p> <p>Multi-Family Residential: 92 GPCD (FY 2018/19)</p> <p>Landscape: 3,477 GPAD: (FY 2018/19)</p>	<p><b>TARGETS</b></p> <p>Single-Family Residential: Less than or equal to 160 GPCD by FY 2025/26</p> <p>Multi-Family Residential: Less than or equal to 75 GPCD by FY 2025/26</p> <p>Landscape: Less than or equal to 3,171 GPAD by FY 2025/26</p>
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**4.04 SOLID WASTE LANDFILL DIVERSION**

Achieve or exceed Council adopted Solid Waste landfill diversion targets.

<p><b>BASELINES</b></p> <p>Residential (Single Family): 21.7% (FY 2017/18)</p> <p>Commercial &amp; Multi Family: 9.2% (FY 2017/18)</p> <p>Citywide: 15.1% (FY 2017/18)</p>	<p><b>TARGETS</b></p> <p>Residential (Single Family): 25% by FY 2025/26</p> <p>Commercial &amp; Multi Family: 15% by FY 2025/26</p> <p>Citywide: 20% by FY 2025/26</p>
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**4.11 TREE AND SHADE CANOPY**

Achieve a citywide (City and private property) 18% tree and shade canopy.

<p><b>BASELINE</b></p> <p>13.4% (CY 2017)</p>	<p><b>TARGET</b></p> <p>18% by CY 2040</p>
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#### 4.14 FACILITIES CONDITION INDEX

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

BASELINE	14.83% (CY 2018)	TARGET	10% by CY 2030
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#### 4.16 GROUNDWATER SUPPLY

Achieve groundwater production capacity to meet the projected average for future daily demand.

BASELINE	25 MGD (CY 2022)	TARGET	43 MGD by CY 2032
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#### 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 <sub>2</sub> (CY 2015)	TARGET	0 Metric Tons of CO <sub>2</sub> e by CY 2050
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#### 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 CO <sub>2</sub> e (CY 2015)	TARGET	0 Metric Tons of CO <sub>2</sub> e by CY 2050
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#### 4.20 COMMUNITY DEVELOPMENT PROCESS SATISFACTION

Achieve customer satisfaction ratings that are greater than or equal to an annual average of 4.0 on a 5-point scale as measured by the Community Development Process Surveys.

BASELINE	4.0 (CY 2020)	TARGET	4.0 annually, by calendar year
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#### 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	Data for Balanced Tree Species Diversity and Richness available by December 2025, Optimal Water Management by December 2025, and Good Soil Health by December 2025)	TARGET	TBD (annually 20% higher than baseline)
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#### 4.22 WATER EFFICIENCY

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

BASELINE	69% (CY 2020-2022)	TARGET	80% by CY 2029
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#### **4.23 URBAN COOLING**

Achieve a score that is less than or equal to 3 as measured by Tempe's Heat Vulnerability Index.

BASELINE	3.04 (CY 2024)	TARGET	Less than or equal to 3 by CY 2035
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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.



**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 top 10% of the national benchmark cities as measured by the Business Survey.

BASELINE	80.1% (CY 2017)	TARGET	73% by CY 2029
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**5.02 NEW JOBS CREATED**

Achieve an increase of new jobs greater than or equal to three times the projection for Tempe as forecasted by the Greater Phoenix Economic Council.

BASELINE	2,841 (FY 2017/18)	TARGET	569 (Based on FY 2023/24 benchmark)
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**5.03 CAPITAL INVESTMENT CREATED**

Achieve an 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	\$208,693,923 (FY 2023/24)
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**5.04 GENERAL OBLIGATION BOND RATING**

Achieve bond ratings of AAA for General Obligation Bonds for the highest organizational financial strength as measured by S&P Global and Fitch credit rating agencies.

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

**5.05 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
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### 5.06 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	89% annually, by fiscal year
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### 5.07 EMPLOYEE TURNOVER

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

BASELINE	9.07% (FY 2021/2022)	TARGET	9.9% (Based on FY 2023/24 benchmark)
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### 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
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### 5.09 CIP ON-TIME COMPLETION

Achieve a rate of 75% of construction related Capital Improvement Plan projects that are completed within 90 days of the planned date established in the design phase.

BASELINE	Data available Summer 2026	TARGET	75% annually, by fiscal year
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### 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)  Intergovernmental: + 0.4% (FY 2015/16)	TARGET	+/- 3.0% annually, by fiscal year
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### 5.12 CYBERSECURITY

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

BASELINE	724 (CY 2017)	TARGET	660 by CY 2028
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### 5.14 AUDIT COMPLETION RATE

Achieve a completion rate that is greater than or equal to 80% of the projects included in the annual Audit Plan.

BASELINE	50% (FY 2017/18)	TARGET	80% by FY 2028/29
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### 5.15 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	5% (FY 2023/24)	TARGET	15% by FY 2029/30
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### 5.17 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 as benchmarked by the Risk Management Society.

BASELINE	1.84% (FY 2021/22)	TARGET	1.22% annually, by fiscal year
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### 5.18 HOUSEHOLD ECONOMIC STABILITY

Achieve a household economic stability composite score greater than or equal to 300 as benchmarked by the Phoenix Metropolitan statistical area.

BASELINE	290.4 composite score (CY2025)	TARGET	300 composite score annually, by calendar year
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**Liquid Asset Poverty Rate**  
Score: 103.7  
(2024 Prosperity Now Scorecard, CY2021 American Community Survey Data)

**Liquid Asset Poverty Rate:**  
Score: 100

**Unburdened by Housing Costs Percentage**  
Score: 84.2  
(American Community Survey [ACS], CY2024)

**Unburdened by Housing Costs Percentage:**  
Score: 100

**Unemployment Rate**  
Score: 102.5  
(Local area unemployment survey [LAUS], U.S. Bureau of Labor Statistics, CY2025)

**Unemployment Rate:**  
Score: 100

## 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.

**INDICATOR:** A quantifiable measure used to evaluate related progress towards performance measures.

**MILESTONE:** Planned trajectory of significant achievement.

**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 MEASURE OWNER:** Person responsible for managing, tracking, and advancing progress on a performance measure.

**PERFORMANCE PORTAL:** An online, public dashboard that shares the progress and achievements of each performance measure. [performance.tempe.gov](http://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.

**STRATEGY PARTNER:** Person whose work aligns with a performance measure and helps advance performance measure strategies.

**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).

**TEMPE ACCELERATES PERFORMANCE (TAP):** A data-driven facilitated series led by the Strategic Management & Innovation Office (SMIO) in partnership with interdepartmental performance measure teams through collaboration and innovation to accelerate achievement of the Mayor and City Council priorities and performance measures (PMs).