



Annual Budget July 1, 2013 - June 30, 2014
TEMPE, ARIZONA





Tempe Mayor & City Council



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Mayor



Onnie Shekerjian
Vice Mayor



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Council Member



Shana Ellis
Council Member



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Annual Budget FY 2013/14

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Tempe
Arizona**

Special Performance Measures Recognition

For the Fiscal Year Beginning

July 1, 2012

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for

Distinguished Budget Presentation to the City of Tempe for its fiscal year beginning July 1, 2011.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a

policy document, as an operations guide, as a financial plan and as a communications medium.

The award is valid for a period of one year only. We believe our current budget continues to conform to program

requirements, and we are submitting it to GFOA to determine its eligibility for another award.



Purpose...

Tempe creates outstanding value for those we serve through shared vision, superior service and sustainable practices.

We Value...

People

We appreciate the talents of each person and encourage responsible decision making at the most appropriate level. We recognize the importance of personal and professional development.

Creativity

We encourage imaginative problem solving, innovation, resourcefulness and responsible risk taking.

Quality

We provide superior services and are committed to continuous improvement. We are attentive to the changing needs of the people we serve.

Integrity

We are honest, accountable and trustworthy.

Openness

We are accessible and work as a team by sharing information, ideas, resources and responsibility.

Respect

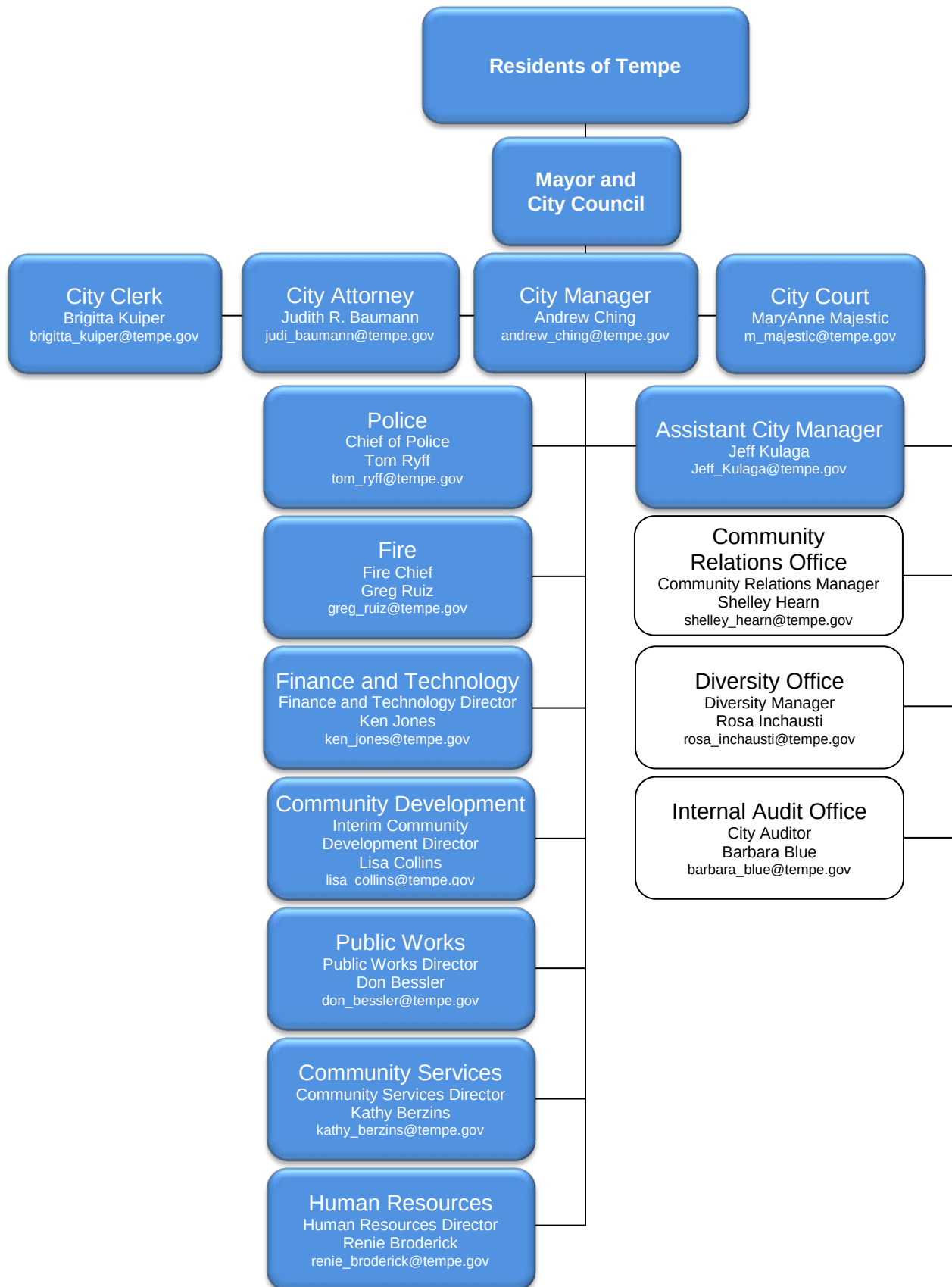
We welcome individual and professional differences and treat everyone with dignity, courtesy and sensitivity.

Diversity

We promote diversity in the workforce to meet the needs of a diverse community. We recognize that with diversity comes strength.



City Organizational Chart







July 1, 2013

To the Honorable Mayor and City Council:

Transmitted herein is the City of Tempe's (City) Fiscal Year (FY) 2013-14 financial program. The City continues to adjust its budget in anticipation of the June 2014 expiration of the 0.2% temporary sales tax. The FY 2013-14 adopted budget of all funds reflects a 7.9% reduction from the FY 2012-13 budget. The financial program represents a reasonable approach to balancing the City's budget and positioning the City for long-term financial stability.

Addressing the Continued Challenge

In May 2010, Tempe voters approved a four-year increase to the City's sales tax rate to avoid further cuts to the General Fund and critical City services. The additional 0.2% temporary tax went into effect July 1, 2010, increasing the sales tax rate from 1.8% to 2.0% on all taxable items except groceries and construction contracting. At the time of the increase, the City Council directed that City staff plan for the June 30, 2014 expiration of the additional 0.2% sales tax component.

In order to meet the goal, General Fund budget adjustments have occurred over the last several fiscal years to avoid a structural deficit when the temporary sales tax expires. Citywide, departments were asked to examine departmental reductions, efficiencies, and revenue enhancements. The FY 2013-14 budget is consistent with the long-range plan to stabilize the General Fund and to maintain the fund balance within our current policy of 20% to 30% of annual revenues. That level of cash reserves provides economic stabilization during economic downturns.

Budget Overview

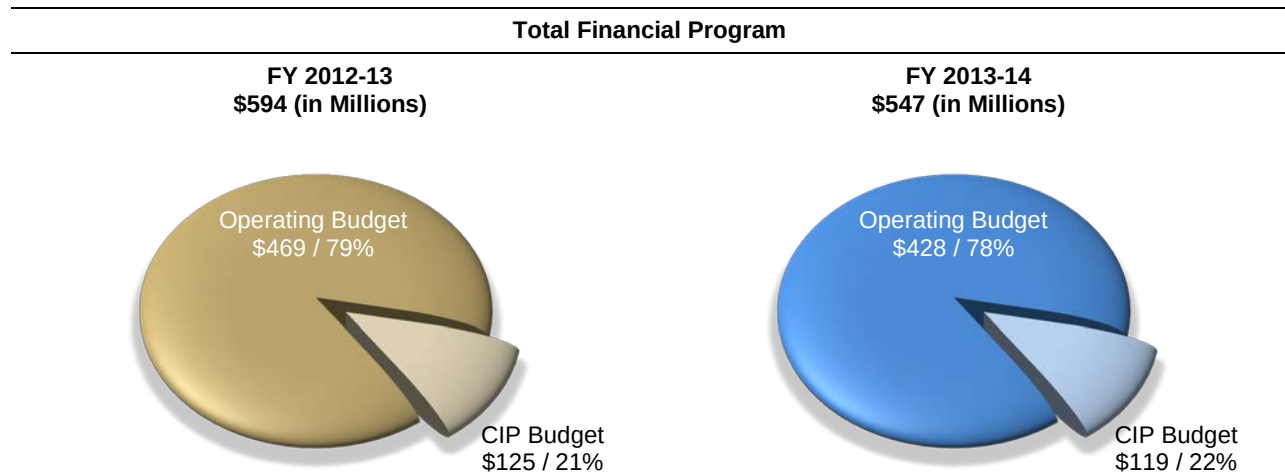
The financial program for FY 2013-14 approximates \$547 million and includes funding for both operating and capital purposes. This amount represents a \$47.1 million or 7.9% decrease from the prior year and is due, in large part, to early repayment of debt and a reduced Capital Improvements Program (CIP). As shown in the table below, the operating budget is projected to decrease by \$41.8 million or 8.9%, while the capital budget decreased by \$5.3 million or 4.2% in the upcoming year.

The decrease in the Operating Budget is largely due to early retirement of debt, specifically a \$54 million reduction of debt in the Transit fund. The operating decrease was offset by increases related to citywide employee compensation, supplemental funding needs, retirement system contributions and employee health insurance. The net impact of debt reduction and increased operating needs resulted in a reduced operating budget. The decrease in the CIP Budget results from significant reductions in the Water/Wastewater and Transit capital programs, which were partly offset by increases to park improvements.

Total Financial Program		
	FY 2012-13 Budget	FY 2013-14 Budget
Operating Budget	\$469,588,900	\$427,759,223
Percent Change		(8.9%)
Capital Improvements Budget	\$124,812,526	\$119,527,409
Percent Change		(4.2%)
Total Financial Program	\$594,401,426	\$547,286,632
Percent Change		(7.9%)

FINANCIAL PROGRAM SUMMARY

The graphs below illustrate the relative shares of operating and capital appropriations in FY 2012-13 and FY 2013-14.



OPERATING BUDGET

The following table presents a summary breakdown of the operating budget by fund.

Operating Budget Summary			
	FY 2012-13 Budget	FY 2013-14 Budget	Percent Change
General Fund	\$168,561,658	\$178,566,369	5.9%
Special Revenue Funds			
Transportation	8,194,236	9,762,744	19.1%
Transit	106,006,203	50,496,283	(52.4%)
Performing Arts	8,525,455	8,660,585	1.6%
CDBG/Section 8 Housing	15,943,255	14,741,113	(7.5%)
Other Gov't Grants/Donations	17,237,152	18,465,876	7.1%
Debt Service Fund	48,623,373	46,731,632	(3.9%)
Enterprise Funds			
Water/Wastewater	75,746,634	78,458,221	3.6%
Solid Waste	16,237,017	17,206,518	6.0%
Golf	2,513,917	2,669,882	6.2%
Internal Service Fund			
Risk Management	2,000,000	2,000,000	0.0%
Total Operating Budget	\$469,588,900	\$427,759,223	(8.9%)

Operating Budget Highlights

Following are the major highlights contained in the recommended budget:

- Employee total compensation growth of 4.5%
- Citywide supplemental funding of \$3.7 million, including \$1 million of nonrecurring funding for building inspection workloads and code compliance in the General Fund
- Carry forward/re-appropriations of encumbrances in excess of \$2.5 million
- Increased payments to the Rio Salado Community Facilities District approximating \$0.7 million
- Increased funding of Other Post-Employment Benefits (OPEB) by \$0.5 million totaling \$8.5 million

After application of the changes, the General Fund reserve is projected to approximate 28% of revenues as of June 30, 2014.

CAPITAL BUDGET

The City's five-year Capital Improvements Program covering FY 2013-14 through FY 2017-18 totals \$303.5 million.

The first year of the five-year CIP, which is formally adopted by the City Council, totals \$119.5 million for FY 2013-14.

The proposed CIP provides adequate resources to address the City's most critical infrastructure needs. Re-appropriated funds from projects that were not completed in the previous year totaled \$58 million while new capital budget appropriations added \$61.5 million, summing to the total \$119.5 earmarked for FY 2013-14.

The CIP is funded by enterprise supported bonds, dedicated special revenues, general obligation (G.O.) bonds, cash and grants. General obligation bonds are issued to fund projects under the General Purpose and Transportation programs and are repaid with secondary property taxes. The total amount of G.O. bond funding to be issued is in compliance with the parameters of the City's property tax levy stabilization policy, debt service reserve policy, and statutory debt limits.

Capital Budget Highlights

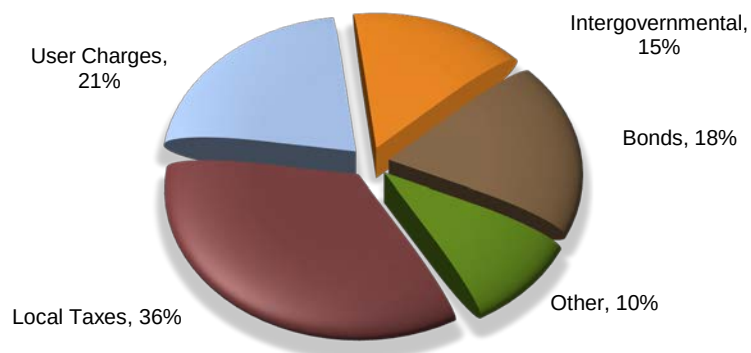
The Capital Budget for FY 2013-14 primarily consists of major projects that are already underway and projects that are largely focused on preserving the City's assets and sustaining public health and safety. Instances of new project funding will occur primarily in programs with a specialized funding source. The following are some highlights of the Capital Budget:

- New funding for the design and preliminary construction of the Tempe Town Lake dam (\$13.6 million)
- New funding for arterial, collector, and residential street asset preservation (\$4.7 million)
- New funding for the City regional Radio System Maintenance and Replacement (\$3.0 million)
- New funding for the heating and cooling repair at City Hall complex (\$1.6 million)
- New funding for North Tempe alley improvement project (\$1.0 million)

INCOME/OUTGO

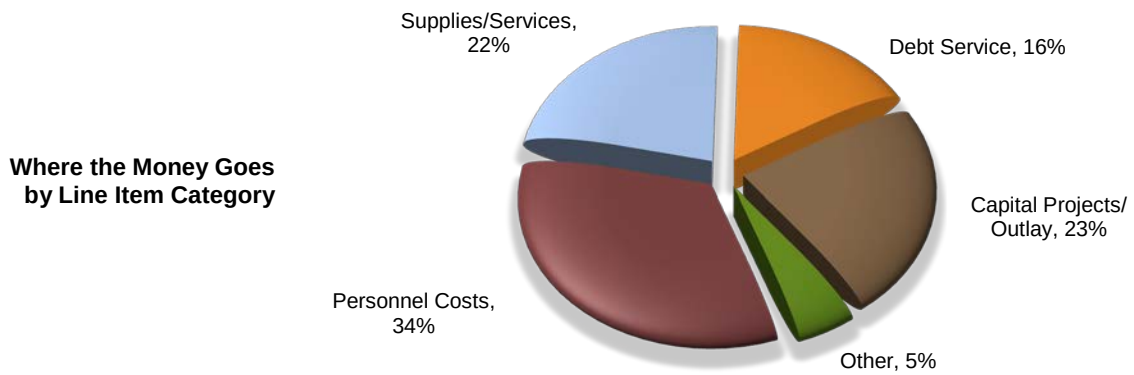
The following pie charts represent the City's income and outgo. Revenues are grouped by major category, while expenditures are shown by type of expenditure (such as personnel costs). Local taxes (e.g., city sales tax and property tax) continue to be the largest City revenue sources, representing 36% of the FY 2013-14 total revenue budget. Other major revenue sources include user charges (such as water service and solid waste fees), intergovernmental revenue, and bond proceeds.

**Where the Money Comes From
by Source of Funds**



Comparison of FY 2012-13 and FY 2013-14 Capital Budgets

Capital Program	FY 2012-13 Budget	FY 2013-14 Budget
Enterprise		
Water	\$43,446,718	\$27,447,487
Wastewater	19,573,037	10,118,974
Special Purpose		
Transit	20,365,587	15,521,005
General Purpose		
Police	7,845,283	2,745,512
Fire	1,687,521	2,556,829
Storm Drains	1,091,059	896,062
Park Improvements	10,006,161	29,774,582
General Governmental	11,644,294	15,257,687
Transportation		
Transportation and R.O.W.	7,433,340	12,256,356
Traffic Signals/Street Lighting	1,719,526	2,952,915
Total	\$124,812,526	\$119,527,409



The chart above depicts appropriations by expenditure type. Personnel Costs (salaries, wages and benefits) and Supplies/Services represent the largest portions of the total financial program.

FINANCIAL ASSESSMENT

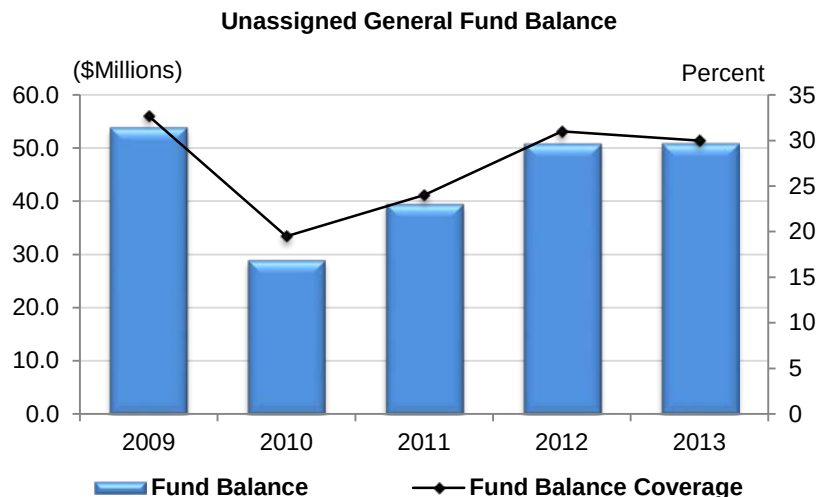
Tempe has developed and maintained a strong financial position through conservative financial management and adherence to sound fiscal analysis and policies.

Long-Range Financial Plan

To provide a framework for gauging the financial sustainability of resource allocation decisions, five year financial plans are generated for each of the City's operating funds on an annual basis. Each forecast is produced from a baseline perspective that portrays the projected operating margin for each fund assuming current service levels. Assumptions about future revenue and expenditure growth variables are researched from external and internal sources and incorporated into the forecast models. The resulting models provide a five-year projection of the ending balance for each fund, which, in conjunction with the relevant fund balance policy, provides a starting point for operating budget development.

Fund Balances

One measure of a city's financial strength is the level of its fund balances. The City's unassigned fund balance in the General Fund is projected to be \$51 million as of June 30, 2013, assuming departmental spending patterns follow the budget closely. Shown in the graph below, the increasing trend from 2010 to 2013 is due to a slowly improving local sales tax base, largely fueled by the 0.2% temporary increase in the sales tax rate. The line in the graph represents the unassigned fund balance as a percentage of General Fund revenue. Our adopted policy for General Fund unassigned fund balance coverage ranges between 20-30% of General Fund revenue. The City's Water/Wastewater fund has an estimated fund balance of \$48 million, while the remaining Enterprise funds (Golf and Solid Waste programs) will have a combined fund balance of approximately \$7.2 million as of June 30, 2013.



Financial Reserves

Another indicator of a city's financial strength is the level of its financial reserves. The City has established financial reserves to absorb unforeseen liabilities. The City currently has self-insurance reserves totaling \$8.8 million to protect the City against potential claims. Included in the Water/Wastewater Fund and financed from current revenues is \$1 million of contingency funding for unanticipated emergencies. The General Fund also has a \$1 million contingency appropriation.

Debt Management Plan

In addition to the management of existing debt and associated reserves, the City also forecasts future debt within a framework of policy priorities and financial capacity. Current and anticipated capital improvement objectives, available operating revenue, tax base fluctuations, and reserve levels are all evaluated on an ongoing basis to estimate the extent to which the City may issue additional tax supported debt. This active debt management aids in the development of a sustainable debt portfolio and is a key financial practice contributing to the maintenance of the City's favorable bond ratings.

Bond Ratings

The City's bond ratings are further evidence of its financial strength. Tempe's general obligation bonds are currently rated AAA by Fitch, Aa1 by Moody's, and AAA by Standard & Poor's. Having solid financial policies, prudent financial management practices and strong financial reserves are principle reasons for these excellent bond ratings. These high ratings translate directly into lower interest rates on the City's debt.

Fitch	AAA
Moody's	Aa1
Standard & Poor's	AAA

Development Activity

The City of Tempe is known for its progressive and deliberate planning with its vision/commitments for sustainable economic growth and development. Overall, Tempe exceeds industry market conditions with low vacancy rates and high lease rates compared to the region. Tempe has approximately 28 million square feet of industrial, 6.5 million of office and 18 million in retail space. The vacancy rate for industrial space in Tempe is 12%, similar to the rest of the region. Office vacancy is at 11.7% as the region battles 19.4%. The retail vacancy rate is at 7.7%, lower than the region's 10.8%. Tempe's real estate market is attractive with higher rental rates than the region as market conditions improve.

Significant projects were announced during Fiscal Year 2012-13. The largest "Class A" office project in the history of the State of Arizona, "Marina Heights," is planned for development in Tempe. The significant \$600 million development in downtown Tempe is to be anchored by a State Farm Insurance regional headquarters. The entire project is estimated at 1.9 million square feet in five office buildings on a 20-acre site north of Arizona State University's Sun Devil Stadium. The project is expected to become a job hub that will draw thousands of employees at various skill levels.



The much-anticipated hotel and conference center at the intersection of Mill Avenue and University Drive was also announced. The \$350 million development will feature a 330-room luxury hotel and a 30,000-square-foot conference center, both operated by Omni Hotels and Resorts, as well as apartments above office and retail space on the site. Construction is anticipated to break ground later this year and open by the end of 2015. The project, proposed by USA Place, will be located on 10.5 acres of land at Mill Avenue and University Drive and is projected to bring some 300,000 people to Tempe each year. In addition, the project will feature a state of the art basketball facility housing five full courts and a 4,500 seat event center. (The city of Tempe and the Arizona Board of Regents still must approve the development plans and related agreements).

In summary, capital investment exceeding \$704 million and new jobs of 12,000 or more could result from companies recently choosing to build in Tempe.

Continued strategies will enable Tempe to build upon a sustainable economy whereby, we are ahead of the curve financially and using various strategies efficiently to allow continued profitable growth and development over time.

MAJOR POLICY CONSIDERATIONS

Appropriation decisions, ultimately approved by the City Council, were developed within the context of strategic direction developed during City Council budget sessions. The City Council committees and strategic priorities referenced below were in place at the time the fiscal year 2013-14 budget was developed. The City Council is scheduled to review, and update their priorities and committee structure during an August 2013 Council Retreat.

City Council Committees

The City Council committees were identified after a series of open meetings to discuss, identify and prioritize their collective vision for the future of Tempe. The resulting 11 priorities have been grouped into three umbrella areas that are the City Council's new committee system. The goal is to align our top strategic priorities through our people, strategy and operations. This means continually finding ways to transform our strategic priorities into team-focused high performance in getting the most important things accomplished. The following represent the priorities:

Neighborhood and Education Committee	Finance and Effective Infrastructure Committee	Economic, Lake, Downtown, and Advanced Transportation Committee
Neighborhood Enhancement Education as a Priority	Long-term Financial Sustainability Effective Infrastructure Operational Sustainability and Accountability Implementation Alignment Leverage Technology	Sustainable Economic Development Town Lake Development and Downtown Connectivity Advanced Transportation Infrastructure Regional Leverage

The overarching intention is to delineate long-range goals, formulate a cohesive strategy for each of the defined areas, and develop departmental action plans to advance the City toward those strategic goals. Additional detail can be located on the following page.

Council Budget Policy Direction

The following budget policy direction is incorporated within the assumptions of the Comprehensive Financial Plan.

- Maintain existing service levels to the extent possible
- Manage financial reserves at sustainable levels
- Maximize organizational efficiencies
- Adjust fees to recover City costs

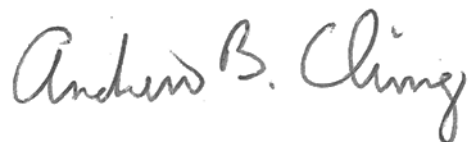
CONCLUSION

Though the economy continues to provide the City with financial challenges, we expect conditions to improve over the long-term. Through sound management of resources and continued focus on long-range financial planning, the City will continue to adapt to changing conditions and be on a strong foundation for the future.

The following budget is based on a commitment to the City Council's policies of preserving Tempe's quality of life and solid financial position by maintaining sufficient fund balances and reserves, achieving a balanced budget and making decisions within the context of our long-range financial capacity study and debt management plan.

With final budget adoption, I want to thank the Mayor and City Council, residents of Tempe and City staff for their time and effort throughout this budget process.

Respectfully submitted,



Andrew B. Ching
City Manager

Council Committees

The City Council identifies strategic direction setting the tone at the start of the budget process. The process allows a prioritization of emerging issues, yielding specific priorities and plans which have multiyear operational and budget implications.

The following represent the three umbrella areas and strategic priorities:

Neighborhood and Education Committee

- **NEIGHBORHOOD ENHANCEMENT:** A recognition that the quality of our neighborhoods (including all neighborhood amenities) are a critical component of our community and are safe and desirable
- **EDUCATION AS A PRIORITY:** Tempe fosters an environment for maximizing outstanding educational outcomes and lifelong learning

Finance and Effective Infrastructure Committee

- **LONG TERM FINANCIAL STABILITY:** That we put the processes in place to create a truly sustainable financial/budget model for our city that can weather the storm and still support our needed growth
- **EFFECTIVE INFRASTRUCTURE:** Systematic planning and update of our core infrastructure to support city services and growth for the future
- **OPERATIONAL SUSTAINABILITY AND ACCOUNTABILITY:** Accountability measurement in place to measure operational efficiencies, effectiveness and sustainability for all programs and operations
- **IMPLEMENTATION ALIGNMENT:** That our defined and communicated strategies are clearly aligned with the ability of our staffs and operations to implement those strategies
- **LEVERAGE TECHNOLOGY:** As a city we are not only deploying new technologies and systems but we are making advanced technology a priority for our citizens and businesses

Economic, Lake, Downtown, and Advanced Transportation Committee

- **SUSTAINABLE ECONOMIC DEVELOPMENT:** Focus on attracting and retaining the right businesses, developing a skilled workforce, and having the right diversity of businesses for Tempe
- **TOWN LAKE DEVELOPMENT AND DOWNTOWN CONNECTIVITY:** Full development of the town lake potential with great connectivity to downtown Tempe and regional parks
- **ADVANCED TRANSPORTATION INFRASTRUCTURE:** A truly regional and multi-modal system for Tempe
- **REGIONAL LEVERAGE:** That we act as a leader and a strong team player on issues that affect our regional cities and communities

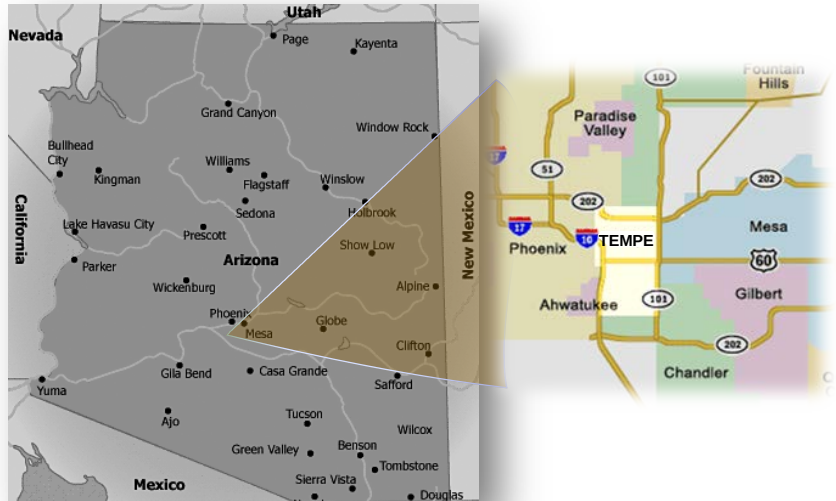
TEMPE COMMUNITY PROFILE

Where is Tempe, Arizona?

Date of Incorporation - November 26, 1894

Date Charter Adopted - October 19, 1964

Form of Government - Council - Manager



A Brief History of Tempe

Following the establishment of Fort McDowell on the eastern edge of central Arizona's Salt River Valley in 1865, enterprising farmers moved into the area. They dug out the irrigation canals left by the prehistoric Hohokam people and built new ones to carry Salt River water to their fields. Valley farms soon supplied food to Arizona's military posts and mining towns.

The first settlers to move to the Tempe area, south of the Salt River and east of Phoenix, were Hispanic families from southern Arizona. They helped construct the first two irrigation canals, the Kirkland-McKinney Ditch and the San Francisco Canal, and started small farms to the east and west of a large butte (Tempe Butte). In 1872, some of these Mexican settlers founded a town called San Pablo east of Tempe Butte.

Another settlement, known as Hayden's Ferry, developed west of Tempe Butte. Charles Trumbull Hayden, owner of a mercantile and freighting business in Tucson, homesteaded this location in 1870. Within a few years, he had built a store and flourmill, warehouses and blacksmith shops, and a ferry. This community became the trade center for the south side of the Salt River Valley.



Both settlements grew quickly and soon formed one community. The town was named Tempe in 1879. "Lord" Darrell Duppa, an Englishman who helped establish Phoenix, is credited with suggesting the name. The sight of the butte and the wide river, and the nearby expanse of green fields, reminded him of the Vale of Tempe in ancient Greece. As more farmers came to settle in the Valley and started raising alfalfa and grains for feeding livestock, the Tempe Irrigating Canal Company provided all of necessary water. With a network of canals that extended several miles south of the river, irrigation water was carried to more than 20,000 acres of prime farmland. Crops of wheat, barley, and oats ensured a steady business for the Hayden Mill. The milled flour was hauled to forts and other settlements throughout the territory. By the 1890s, some farmers started growing new cash crops such as dates and citrus fruits.

In 1885, the Arizona legislature selected Tempe as the site for the Territorial Normal School, which trained teachers for Arizona's schools. Soon, other changes in Tempe promoted the development of the small farming community. The Maricopa and Phoenix Railroad, built in 1887, crossed the Salt River at Tempe, linking the town to the nation's growing transportation system. The Tempe Land and Improvement Company was formed to sell lots in the booming town. Tempe became one of the most important business and shipping centers for the surrounding agricultural area. The completion of Roosevelt Dam in 1911 guaranteed enough water to meet the growing needs of Valley farmers. On his way to dedicate the dam, former President Theodore Roosevelt applauded the accomplishments of the people of central Arizona and predicted that their towns would grow to become prosperous cities. Less than a year later, Arizona became the 48th state, and the Salt River Valley was well on its way to becoming the new population center of the Southwest.

Tempe was a small agricultural community through most of its history. After World War II, Tempe began growing at a rapid rate as veterans and others moved to the city. The last of the local farms quickly disappeared. Through annexation, the city reached its current boundaries by 1974. Tempe had grown into a modern city. The town's small teachers college had also grown, and in 1958, the institution became Arizona State University.

Tempe's commercial center along Mill Avenue declined during these years. Prompted by Tempe's centennial in 1971, Mill Avenue was revitalized into an entertainment and shopping district that attracts people from throughout the Valley. Currently, Tempe is the eighth largest city of the State, with a strong modern economy based on commerce, tourism, and electronics manufacturing.

A low cost of living, high quality of life and world-class recreation make Tempe a place where people can prosper financially, physically and culturally. Tempe's central location gets active people to great entertainment, sports and recreation areas throughout the region quickly.

Government and Organization

The City operates under a council-manager form of government. The Mayor is elected for four years and six council members are elected at large on a non-partisan ballot for staggered four-year terms. The City Council appoints the City Manager who has full responsibility for carrying out Council policies and administering City operations. The City Manager appoints City department heads as specified in the City's Charter.

Entertainment and Culture

Tempe Center for the Arts *Concerts, plays, gallery shows and special events*

Edna Vihel Cultural Center *Community art classes*

Marquee Theatre *Popular concerts and new music*

ASU Gammage *Offers Broadway shows and famous speakers*

Concerts at Comerica Theatre, Orpheum Theater, Childsplay Theatre, Mill Avenue Third Thursday Concerts, Arizona Opera and Phoenix Symphony Orchestra

Museums include Arizona Science Center, Arizona Historical Society Museum, Tempe History Museum, Phoenix Arts Museum, Nelson Fine Arts Center, Ceramics Research Center, Mars Space Flight Facility and Center for Meteorite Studies (Among the 30 galleries and museums at ASU), Heard Museum and The Hall of Flame Fire Museum

More than 150 special events bring the community together to celebrate random acts of fun: Fat Tire Tour de Fat Bike Ride, New Year's Eve Block Party, Aloha Festival, Salsa Challenge, Fantasy of Lights Boat Parade, Tempe Festival of the Arts

Pro and College Sports and Amateur Athletic Events

Cactus League Spring Training Baseball at Diablo Stadium, Sun Devil Football and other Arizona State University sports

Minutes away from Phoenix Suns Basketball, WNBA Phoenix Mercury, Arizona Diamondbacks Baseball, Phoenix Coyotes Hockey and Cardinals Football, and Arizona Rattlers Arena Football

Amateur Athletic Events including Ironman Arizona, PF Chang's Rock n Roll Marathon, regular rowing, sailing and outrigger regattas, dozens of runs and walks, including Pat Tillman Run, and several triathlons, including Nathan's Tempe Triathlon

Hike and Golf the Great Outdoors

Hike Tempe Butte in the middle of downtown Tempe
50+ Tempe city parks, splash areas and athletic complexes

Rowing, sailing, kayaking and watersports at Tempe Town Lake

175 miles of bikeways

Stroll and learn at Desert Botanical Gardens

Papago Park is one of the nation's largest natural parks

Near South Mountain Park, the nation's largest park

Four golf courses, including ASU Karsten, a Pete Dye championship course, and two municipal golf courses:

Ken McDonald with 56,037 Rounds of Play and Rolling Hills with 41,726 Rounds of Play



Shopping

Tempe Marketplace 1.3 million square feet of retail space, featuring an interactive shopping, dining and entertainment experience in a vibrant, high-energy outdoor setting

Mill Avenue District Historic Mill Avenue offers authentic urban experiences with shops and restaurants

Arizona Mills Mall Indoor outlet mall with 185 stores and restaurants, including IMAX and Gameworks

Emerald Center Shops and IKEA Home furnishings-based retail corridor



Transportation Network

Freeways Six freeways connect Tempe including Loop 202, Loop 101, Interstate 10, I-143, I-153 and US 60;

More than 1.1 million cars use Tempe's freeways daily according to the Maricopa Association of Governments

Metro Light Rail

Tempe has border to border light rail, line starts in Phoenix, goes through Tempe and ends in Mesa, 9 light rail stations within Tempe, rail connects to regional bus service, neighborhood circulators or campus circulators, 3 park and ride lots, and one transportation center

Bus

15 bus routes covering every arterial, 5 neighborhood circulators, 2 ASU campus circulators, 4 express routes bring people from outlying cities to the downtown area

Fly

Sky Harbor International Airport – ranked among one of the 15 busiest airports worldwide, 1,200 schedule flights daily, passenger flights, light rail commute or 10 minute drive; Mesa Falcon Field – private and small commercial planes, 20 minute drive; Scottsdale Airpark – private planes, 25 minute drive; Chandler Municipal Airport – private planes, 25 minute drive; Phoenix-Mesa Gateway Airport – passenger flights, private planes, 300,000 passengers in 2011, freight, 30 minute drive

Bike/Walk

Most walkable city in Arizona, named a Bicycle Friendly Community by the League of American Bicyclists, more than 10,000 miles of hiking trails in the region, 175 miles of bikeways connecting Tempe to surrounding communities

Education

Primary and Secondary Education

7 public high schools

4 public middle schools

18 public elementary schools

Tempe schools have among the state's best test scores

Private school opportunities exist with Tempe including Tempe Preparatory Academy and a variety of parochial and charter schools

Arizona State University

Tempe is home to the main campus of Arizona State University. There are approximately 60,000 students and 10,089 employees. Bachelors, Masters and Ph.D. programs are available. Areas of specialty include: Barrett Honors College, College of Design, College of Education, Ira A. Fulton School of Engineering, College of Law, College of Liberal Arts and Sciences, College of Nursing, College of Public Programs, Division of Undergraduate Academic Services (DUAS), Herberger College of Fine Arts, and the W.P. Carey School of Business.

Tempe Town Lake

Tempe Town Lake is a vibrant destination located adjacent to the City's downtown Mill Avenue District. The lake's paths and parks make it a hub of recreation and leisure time in Tempe. More than 100 special events happen annually at the lake, ranging from small runs to major concerts and festivals. The lake has also had a significant economic impact to the City as businesses and hotels enjoy tourist traffic.

Demographics of Tempe

Population 161,719

With Bachelor's Degree or higher 39%

Median Age 29

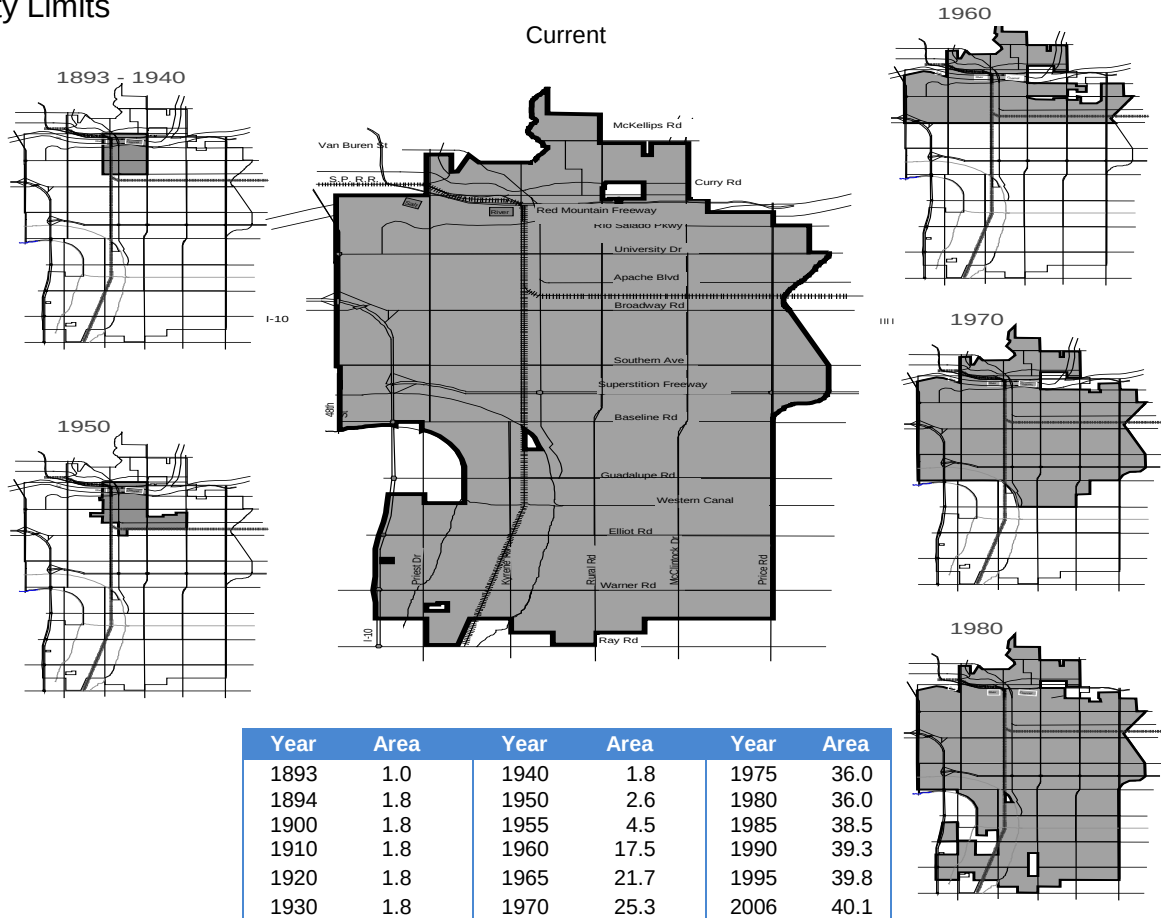
Cost of Living Index 94.5

Median Household Income \$47,500

Median Value of Owner-Occupied Home \$248,500

Median Home Purchase Price \$150,000

City Limits



Demographics

Population (Census)

2010	U.S. Census	161,719
2005	Interim Census	165,796
2000	U.S. Census	158,625
1995	Interim Census	153,821
1990	U.S. Census	142,165
1985	Interim Census	132,942
1980	U.S. Census	106,743
1970	U.S. Census	63,550
1960	U.S. Census	24,897
1950	U.S. Census	7,906

Population by Sex/Age

Male	84,200
Female	77,519
Under 18	27,208
18 & over	134,511
20 - 24	30,009
25 - 34	29,327
35 - 49	26,089
50 - 64	23,723
65 & over	13,660

Population by Ethnicity

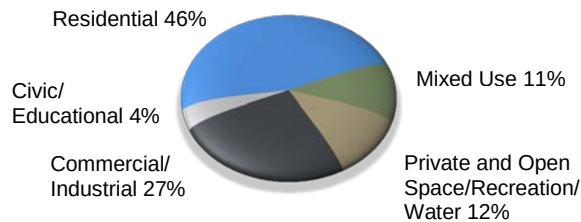
Hispanic or Latino	34,092
Non-Hispanic or Latino	127,627

Population by Race

White	117,457
African American	9,551
Asian	9,217
American Indian and Alaska Native	4,671
Native Hawaiian and Pacific Islander	645
Other	13,793
Identified by two or more	6,385

Building Permits (Calendar Year Data)

	Number	Value (\$000)
2012	972	251,026
2011	875	129,738
2010	778	172,684
2009	1,067	173,131
2008	1,249	426,439
2007	1,563	471,370
2006	1,744	545,435
2005	1,416	287,539
2004	1,183	253,451
2003	1,303	174,689

Land Use (2010) (%)**Elections (2012)**

Registered voters:	Primary 87,110	General 85,184
Voter turnout:	Primary 20,160	General 22,753
% Voting:	Primary 23%	General 27%

School Registration

Tempe Elementary District	12,067
Tempe Union High School District	13,712
ASU (Fall 2012) Tempe Campus	59,794

Bond Ratings

Fitch	AAA
Standard and Poor's	AAA
Moody's	Aa1

Employment Trends

	Employment	Unemployment Rate
2012	92,302	6.3%
2011	97,723	7.4%
2010	89,303	8.5%
2009	96,916	7.8%
2008	100,640	4.5%

Major Employers

	Employees
Arizona State University	10,089
Maricopa Community College	4,703
Wells Fargo and Company	4,236
Safeway	3,996
Salt River Project	3,331
Motorola	3,000
Honeywell International	3,000
Kyrene Elementary School District	2,559
JP Morgan Chase	2,377
US Airways	1,898

City Sales Tax

General	1.4%	(temporary 0.2% tax expires June 2014)
Transit	0.5%	
Performing Arts	0.1%	
Total	2.0%	

Property Tax Rate

Primary	0.9177
Secondary	1.5705
Total	\$2.4882

	% of Net Secondary
Largest Property Taxpayers	Assessed Valuation

Arizona Mills Mall LLC	1.32%
Arizona Public Service Company	1.11%
Qwest Corporation	0.85%
Verizon Wireless	0.80%
Honeywell International, Inc.	0.68%
Tempe Fountainhead Corporate LLC	0.55%
RP HFL, LLC	0.50%
State Farm Mutual Auto Insurance Company	0.48%
Target Corporation	0.44%
Freescall Semiconductor Inc.	0.43%
St. Paul Properties Inc.	0.43%

Police

Sworn Personnel	341
Non-Sworn Personnel	149
Total	490
Avg. Emergency Response Time (min.)	4:39
Crime Index (CY 2012)	8,761
Part I Crime Per 1,000 Capita (CY 2012)	53.9

Fire

Sworn Personnel	153
Non-Sworn Personnel	29
Total	182
Fire Stations	6
Average Emergency Response Time (CY 2012) (minutes)	4:07
Response to Emergency	
Medical Incidents (CY 2012)	16,409
Total Number of Calls (CY 2012)	20,924

Solid Waste

Residential Accounts Serviced	33,788
Commercial Accounts Serviced	2,219
Solid Waste Refuse Collected (tons)	117,056
Solid Waste Recycled Collected (CY 2012) (tons)	12,859

Water/Wastewater

Active Accounts Serviced:	
Water	42,145
Wastewater	39,669
Water Treated (billions of gallons)	16.7
Sanitary Sewers (miles)	549

Community Comparisons

Tempe is part of the greater Phoenix metropolitan area, which is the economic, political, and population center of the state. Popularly referred to as the Valley of the Sun, this area includes a number of adjacent communities with distinct municipal jurisdictions. The following section provides a perspective on the relative populations of the largest cities in the Valley as well as key comparative cost of service data. This information was obtained from city Budget Offices, as well as printed and online budget documents.

Population (2010 Decade Census)		Operating Budget (FY 2013-14)	Million \$
Phoenix	1,445,632	Phoenix	2,971.8
Mesa	439,041	Mesa	994.6
Chandler	236,123	Scottsdale	623.5
Glendale	226,721	Chandler	565.2
Scottsdale	217,385	Glendale	513.8
Gilbert	208,453	Tempe	427.7
Tempe	161,719	Peoria	391.9
Peoria	154,065	Gilbert	369.3

Property Tax Rate (as of July 1, 2013)	(per \$100 assessed Value)	Incorporated City Limits	sq. miles
Tempe	\$2.49	Phoenix	515.0
Glendale	2.29	Scottsdale	185.0
Phoenix	1.82	Peoria	170.5
Peoria	1.44	Mesa	139.3
Scottsdale	1.30	Gilbert	72.1
Chandler	1.27	Chandler	63.3
Gilbert	1.15	Glendale	58.5
Mesa	0.51	Tempe	40.1

Sales Tax Rate (as of July 1, 2013)	
Glendale	2.20%
Phoenix	2.00%
Tempe	2.00%
Peoria	1.80%
Mesa	1.75%
Scottsdale	1.65%
Chandler	1.50%
Gilbert	1.50%



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Budget Policies

The budgetary policies specified below provide a general framework of goals and objectives for the operating budget, debt management, financial reserves, financial reporting and the capital budget. Strong policies provide a standard against which current budgetary performance can be measured and proposals for future programs evaluated.

Operating Budget Policies

Current revenue will be sufficient to support current operating expenditures. In the event that recurring expenditures exceed recurring revenues, non-recurring draw-downs of unassigned General Fund balance is permitted to the extent that they are done in compliance with reserve policy.

- **Status:** *FY 2013-14 estimated General Fund operating revenue (\$175.4 million) to expenditures (\$178.6 million) Ratio 1:.98*

Financial systems will be maintained to monitor expenditures, revenue and program performance on an ongoing basis.

- **Status:** *Financial Services maintains ongoing monitoring systems with quarterly reviews including an automated payment and purchase requisition system*

Revenue and expenditures will be projected for the next five years and will be updated biannually.

- **Status:** *Projections completed in the Comprehensive Financial Plan (February 2013 Update)*

Debt Management Policies

Long-term debt will not be issued to finance current operations.

- **Status:** *None issued to finance current operations*

Debt Service Reserve will maintain a fund balance between 4% and 8% of total outstanding general purpose debt at the end of each fiscal year.

- **Status:** *Fiscal Year ending 2013-14: Debt Service Reserve at 15%*

Capital projects financed through the issuance of bonds will be financed for a period not to exceed the expected useful life of the project.

- **Status:** *The following debt issues are planned for FY 2013-14 with debt amortization terms ranging from 10 to 20 years: \$32.8 million for police, fire, park improvement, and general governmental projects; \$36.3 million for water and wastewater projects and \$6.2 million for transportation projects*

Capital Budget Policies

As required by City Charter, a five-year capital improvements program will be developed and updated annually, including anticipated funding sources.

- **Status:** *FY 2013-14 Annual CIP budget of \$119.5 million adopted representing the first year of a 5-year, \$303.5 million CIP program*

The City will coordinate development of the capital improvements budget with development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.

- **Status:** *FY 2013-14 net new operating budget impacts of new capital projects is estimated at \$110,563. The estimated net operating budget impacts of new capital projects between FYs 2014-15 and 2017-18 is a maximum of \$393,597.*

The City will maintain all its physical assets at a level adequate to protect its capital investment and to minimize future maintenance and replacement costs.

- **Status:** *Capital maintenance program approved in Capital Improvements Program budget includes water and sewer line replacement and repair, beginning phases of replacement of the town lake dam, City radio system replacement, fire apparatus replacement, City facilities rehabilitation, local and major street maintenance, and neighborhood park equipment replacements*

The City will establish an appropriate mix of bonded debt and pay-as-you-go financing in the funding of capital projects.

• **Status:**

Sources of Funds	
(\$ Millions)	FY 2013-14
Water / Wastewater Bonds	\$36.3
General Obligation Bonds	39.0
Outside Revenue	16.5
Capital Projects Fund Balances	10.3
Pay-As-You-Go Financing	17.4
Total Sources of Funds	\$119.5

Financial Reserve Policies

The City will continue its healthy financial reserve position. Unassigned fund balance coverage for the General Fund will maintain a range of 20% to 30% of General Fund revenue.

• **Status:**

Unassigned Fund Balance FYE 12*	Revenue FY 2011-12	Unassigned Fund Balance Coverage
\$50.9 M	\$163.5 M	31.2%
Estimated Unassigned Fund Balance FYE 13	Revenue FY 2012-13	Unassigned Fund Balance Coverage
\$51.0 M	\$169.1 M	30.2%
Estimated Unassigned Fund Balance FYE 14	Revenue FY 2013-14	Unassigned Fund Balance Coverage
\$49.6 M	\$175.4 M	28.3%

* For comparative purposes, the amounts listed include the Rio Salado Fund as this fund was merged into the General Fund Effective 2011-12.

Effective July 2013, the City will maintain unrestricted retained earnings of no less than 25% of current revenue, plus 2% of the gross book value of tangible assets in the Water/Wastewater Fund, and a minimum of 15% of anticipated revenue in the Solid Waste and Golf funds.

• **Status:**

	Unrestricted Retained Earnings FYE 12	Revenue FY 2011-12	Unrestricted Retained Earnings Coverage	Days Coverage
Water/Wastewater	\$46.8 M	\$69.7 M	67.1%	245
Solid Waste	\$7.1 M	\$14.9 M	47.6%	174
Golf	(\$0.5) M	\$2.4 M	0%	0

	Estimated Unrestricted Retained Earnings FYE 13	Revenue FY 2012-13	Unrestricted Retained Earnings Coverage	Days Coverage
Water/Wastewater	\$47.7 M	\$72.7 M	65.6%	239
Solid Waste	\$7.8 M	\$14.8 M	52.7%	192
Golf	(\$0.6) M	\$2.5 M	0%	0

	Estimated Unrestricted Retained Earnings FYE 14	Revenue FY 2013-14	Unrestricted Retained Earnings Coverage	Days Coverage
Water/Wastewater	\$45.9 M	\$77.2 M	59.5%	217
Solid Waste	\$5.1 M	\$14.9 M	34.2%	125
Golf	(\$1.2) M	\$2.7 M	0%	0

The Water/Wastewater Unrestricted Retained Earnings is projected to fall below the policy goal due to a planned drawdown of retained earnings to partially support water/wastewater bond debt service payments which will facilitate the phasing in of new user rate increases which began in 2008. Rate increases have been kept to a minimum by spending down the fund balance to reduce the balance to approximately six months of operating revenue from what was once equivalent to a full year's revenue.

The Golf Fund has recently transitioned to a new business model involving the payment of a management fee to a private vendor for golf operations. The new business model is forecasted to generate operating surpluses in outer years.

Self-insurance reserves shall be maintained at a level which, together with purchased insurance policies, adequately indemnifies the City's assets.

- **Status:** *FY 2013-14 \$8.8 million in self-insurance reserves which adequately indemnifies the City's assets*

Financial Reporting Policies

The City's accounting and financial reporting systems will be maintained in conformance with current accepted principles and standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).

- **Status:** *GFOA Certificate of Achievement for Excellence in Financial Reporting*

Full disclosure will be provided in the general financial statements and bond presentations.

- **Status:** *Notes to the financial statements and official bond statement provide full disclosure*

An annual audit will be performed by an independent public accounting firm with the subsequent issue of an official annual financial statement.

- **Status:** *Unqualified independent audit report*

Property Tax Policy

Annual property tax levy increase for existing property shall not exceed the lesser of inflation or 3.3%.

- **Status:** *FY 2013-14 levy (1.7%)*

Financial Stability

Several steps were taken to ensure our continued financial stability. These recommendations include the following steps:

- Prepared the semi-annual **Long-Range Forecast** for all funds projecting revenue and expenditures over the next five years;
- Developed **Financial Policies** for long-term financial stability; General Fund policy established minimum and maximum fund reserve levels to be maintained over the course of the five-year financial planning horizon; and debt policy provided a long-term planned strategy to predict revenue stream and stabilize property tax levy; all other fund policies are currently under review;
- Provide funding of the annual required contribution for **Other Post-Employment Benefits (OPEB)**;
- Building on the existing **Benchmarking Program**, developed a comprehensive citywide performance management system that executes, measures and tracks performance aligned with most important goals; system will assure constructive, two-way communication, continuous improvement and sustained productivity;
- **Strategic Issues Program** implemented to align purpose and provide strategic direction, leading to incorporation of recommended corresponding strategies and goals into the budget process;
- Continue **Financial Policy Implementation and Monitoring**.
- **Expenditure Control** will be directed at slowing growth by means of citywide line item reviews, modified base budget approach, and program sunseting.
- **Limit Midyear Adjustments** which circumvent the normal budget process and pose a risk to careful long-range financial planning.
- Continue efforts in coalition with the League of Arizona Cities and Towns to help **Protect State Shared Revenue** from legislative changes at the state level.
- **Review Benefits Program** to explore such options as increasing deductibles, requiring greater participant contributions and/or modifying our benefits cafeteria programs. Provided City funded Health Reimbursement Accounts (HRA's) for pre Medicare retirees rather than participating in the City's self-insured health care plans.

Fund Summary

Impact of budget decisions on the City's financial position: The table below gives the estimated Operating and Capital Improvement unassigned/unrestricted fund balances for the 2013-14 fiscal year. Beginning balances approximate \$213 million and the ending fund balances are estimated at \$180 million. The decreases in fund balances reflect planned drawdowns to address projected budget shortfalls between revenues and expenditures resulting from the continued residual impact of the economic downturn.

General Fund The fund balance in the General Fund is projected to maintain our current policy range of 20% to 30% of General Fund revenue. For FY 2013-14, limited deficit spending and a moderate draw down of the fund balance are planned with the expiration of the temporary sales tax due in June 2014. The impact of the expiration of the temporary sales tax is expected to approximate \$12 million. These planned adjustments are consistent with the long-range financial plan to stabilize the General Fund, however future deficits must be controlled by limiting cost growth.

Special Revenue Funds Revenue in Performing Arts is not sufficient to cover operations and the fund balance is expected to continue operations and maintenance, and the fund balance is expected to continue operations and maintenance until a significant amount of the debt's obligations are retired in FY 2015-16. The Transit Fund has been improved over the last few years from a structural deficit to producing an average annual surplus. A change in the funding model, involving the elimination of HURF funds to the Debt Service Fund, allowed HURF to maintain a healthy fund balance for unanticipated future events. Streets-related capital projects are now exclusively funded with bonds and repaid from the debt service fund, while short-life-cycle capital expenditures and operations and maintenance expenditures are more appropriately paid out of the operating budget.

Debt Service The Debt Service fund is expected to decrease by fiscal year end. Accelerated repayment of outstanding debt will result in reducing the fund balance to between 4% and 8% of outstanding property tax supported debt, and enhance the City's capacity to continue to issue property tax supported debt within the City's legal debt limits. This strategy is the result of the property tax levy stabilization policy which provides a predictable revenue stream for paying annual property tax supported debt service payments.

Enterprise Funds Within the Enterprise Funds, the Golf Fund is now fully operating under a new model involving the payment of a management fee for golf operations and food and beverage services en route to achieving financial sustainability. The Solid Waste Fund underwent a thorough review of its operations to minimize the impact to user rates. Upon direction by the City Council, water and wastewater rate increases have been kept to a minimum by spending down the fund balance in a measured fashion to reduce the fund balance to approximately six months of operating revenue from what was once equivalent to a full year's revenue. The Water/Wastewater Fund assumes the continuation of planned rate increases approved as part of a long-term strategy.

Internal Service Fund To comply with state law, an industrial injury (Workers' Compensation) trust was created and \$2 million will be transferred to the new trust fund from the General Fund Risk Management Reserve. Additionally, a \$2 million contingency is budgeted for unanticipated claims against the City.

Capital Improvements Fund Balances Capital Improvements fund balances account for dedicated residual revenue sources associated with completed projects, and newly received revenue sources for use toward specific project purposes. Balances are held in individual capital program funds for use toward the specific project purposes for which the original revenue sources were intended. With City Council approval, underutilized appropriations are re-appropriated for alternative or future capital projects coinciding with the purposes of each capital program fund. Currently the City does not maintain general purpose pay-as-you-go balances designated for the Capital Improvements Program. The City plans to accumulate reserves for pay-as-you-go capital financing as the economy recovers and sufficient revenues are generated.

Fund	Estimated Fund Balance 06/30/2013	Revenue	Total Financial Resources	Expenditures	Adjusted Financial Resources	Interfund Transfer		Estimated Fund Balance 06/30/2014
						In	(Out)	
General	\$51,017,513	\$175,355,895	\$226,373,408	\$178,566,369	\$47,807,039	\$75,000	\$(1,744,156)	\$46,137,883
Special Revenue:								
HURF/LTAF	8,646,832	9,193,972	17,840,804	9,762,744	8,078,060	1,096,000	(2,583,304)	6,590,756
CDBG/Section 8	558,373	14,741,113	15,299,486	14,741,113	558,373			558,373
Performing Arts	1,609,589	7,446,946	9,056,535	8,660,585	395,950			395,950
Transit	20,347,258	55,779,100	76,126,358	50,496,283	25,630,075		(3,759,780)	21,870,295
Police – RICO & Grants		5,602,064	5,602,064	5,602,064				
Gov't Grant/Donations		11,447,386	11,447,386	11,447,386				
Court Enhancement		1,411,301	1,411,301	1,411,301				
Peterson House		5,125	5,125	5,125				
Debt Service	32,583,304	26,961,085	59,544,389	46,731,632	12,812,757	6,898,256	(6,159,966)	13,551,047
Enterprise:								
Golf	(602,123)	2,662,621	2,060,498	2,669,882	(609,384)	74,000	(674,000)	(1,209,384)
Solid Waste	7,808,497	14,864,052	22,672,549	17,206,518	5,466,031		(371,339)	5,094,692
Water Utilities	47,678,884	77,167,160	124,846,044	78,458,221	46,387,823	5,156,086	(5,602,772)	45,941,137
Internal Service (Risk)	2,000,000			2,000,000	(2,000,000)			
Total Operating	171,648,127	402,637,820	572,285,947	427,759,223	144,526,724	13,299,342	(20,895,317)	138,930,749
Capital Improvements	41,406,654	111,257,434	152,664,088	119,527,409	33,136,679	7,595,975		40,732,654
TOTAL FUNDS	\$213,054,781	\$513,895,254	\$724,950,035	\$547,286,632	\$177,663,403	\$20,895,317	\$(20,895,317)	\$179,663,403

Financial Program Summary

The following table summarizes the revenues and expenditures for the City's Financial Program.

FY 2013-14

	General Governmental	Special Revenue	Enterprise	Internal Service	Capital Budget	Total Financial Program
Revenues						
Local Taxes, Licenses & Permits	136,779,544					136,779,544
Intergovernmental	41,033,220					41,033,220
Charges for Service	10,660,157					10,660,157
Fines and Forfeitures	7,455,390					7,455,390
Other	6,388,669					6,388,669
Transit		55,779,100				55,779,100
Highway User Revenue		9,193,972				9,193,972
CDBG / Section 8 Housing		14,741,113				14,741,113
Performing Arts		7,446,946				7,446,946
Water / Wastewater			77,167,160			77,167,160
Solid Waste			14,864,052			14,864,052
Golf			2,662,621			2,662,621
Governmental Grants/Donations		11,452,511				11,452,511
Police - RICO and Grants		5,602,064				5,602,064
Court Enhancement		1,411,301				1,411,301
Water / Wastewater Bonds					36,354,530	36,354,530
Tax Supported G.O. Bonds					38,960,650	38,960,650
Outside Revenue					16,464,726	16,464,726
Total Revenues	\$202,316,980	\$105,627,007	\$94,693,833	\$0	\$91,779,906	\$494,417,726
Transfers In	6,973,256	1,096,000	5,230,086		7,595,975	20,895,317
Transfers Out	(7,904,122)	(6,343,084)	(6,648,111)			(20,895,317)
Fund Balance Applied	23,911,887	1,746,678	505,881	2,000,000	20,151,528	52,868,906
Total Financial Resources	\$225,298,001	\$102,126,601	\$98,334,621	\$2,000,000	\$119,527,409	\$547,286,632
Expenditures						
Public Safety	101,841,129				5,302,341	107,143,470
General Governmental Services	41,393,567				16,153,749	57,547,316
Community Services	21,811,513				29,774,582	51,586,095
Debt Service	46,731,632					46,731,632
Development Services	13,520,160					13,520,160
Transit		50,496,283			15,521,005	66,017,288
Highway User / Transportation		9,762,744			15,209,271	24,972,015
Performing Arts		8,660,585				8,660,585
Section 8 Housing		10,185,240				10,185,240
CDBG		4,555,873				4,555,873
Governmental Grants/Donations		11,447,386				11,447,386
Police - RICO and Grants		5,602,064				5,602,064
Court Enhancement		1,411,301				1,411,301
Petersen House Endowment		5,125				5,125
Water / Wastewater			78,458,221		37,566,461	116,024,682
Solid Waste			17,206,518			17,206,518
Golf			2,669,882			2,669,882
Internal Service				2,000,000		2,000,000
Total Expenditures	\$225,298,001	\$102,126,601	\$98,334,621	\$2,000,000	\$119,527,409	\$547,286,632

Financial Program Summary for Revenues/Resources and Expenditures/Expenses

Total budgeted revenue in the FY 2013-14 Financial Program is approximately \$494 million, reflecting an overall moderation of revenue collected over the FY 2012-13 revenue budget. Although leveling, the General, Special Revenue, and Enterprise funds showed modest improvement, while the other funds' revenue decreased. The slowly recovering economy, projected increases in local sales tax collections impacting the General Fund, and the Transit and Performing Arts Funds which fall under the Special Revenue Funds category below.

The total financial program will be balanced through transfers in/out and planned drawdowns of fund balance. These adjustments are not shown below.

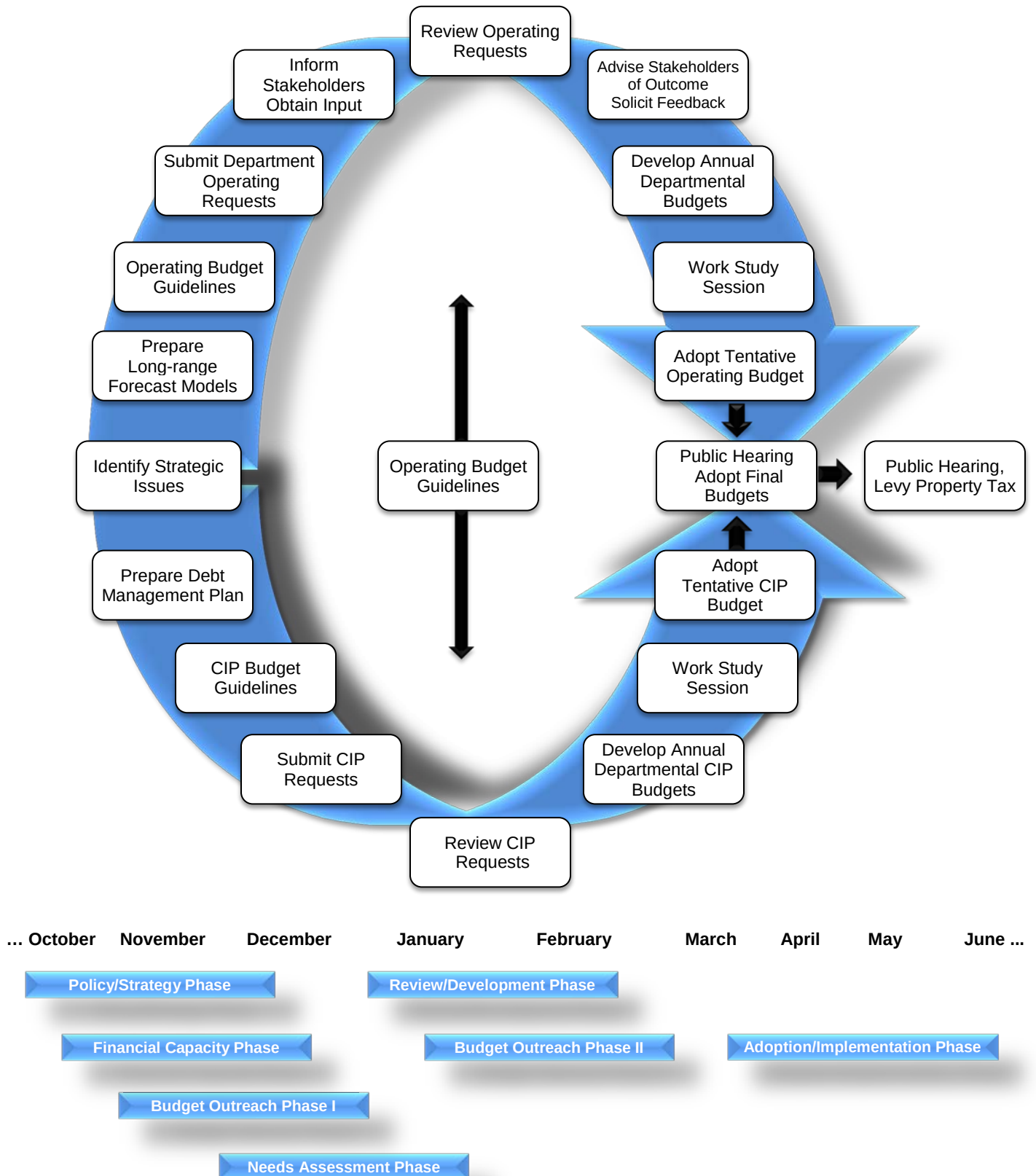
Budgeted expenditures for FY 2013-14 total \$547 million, representing a \$46.7 million decrease from total budgeted expenditures in FY 2012-13. Total budgeted expenditures have decreased during this period largely due to early retirement of \$54 million of debt in the Transit Fund, a fund contained within Special Revenue Funds.

Expenditures							
Expenditures/Uses	FY 2011-12 Actual	FY 2012-13 Budget	% Change	FY 2012-13 Revised	% Change	FY 2013-14 Budget	% Change
General Fund	\$156,327,896	\$168,561,658	7.6%	\$164,753,383	(2.0%)	\$178,566,369	8.4%
Special Revenue Funds	108,154,172	155,906,301	44.2%	143,825,256	(7.7%)	102,126,601	(29.0%)
Enterprise Funds	84,003,191	94,497,568	12.5%	87,697,498	(7.2%)	98,334,621	12.1%
Debt Service Fund	43,218,898	48,623,373	12.5%	27,801,761	(42.8%)	46,731,632	68.1%
Capital Projects Fund	49,175,005	124,812,526	153.8%	66,932,903	(46.4%)	119,527,409	78.6%
Internal Service Fund	0	2,000,000	100.0%	0	(100.0%)	2,000,000	100.0%
Total	\$440,879,162	\$594,401,426	34.7%	\$491,010,801	(17.3%)	\$547,286,632	11.5%

Revenues							
Revenues/Resources	FY 2011-12 Actual	FY 2012-13 Budget	% Change	FY 2012-13 Revised	% Change	FY 2013-14 Budget	% Change
General Fund	\$163,542,235	\$168,179,271	2.8%	\$168,562,943	0.2%	\$175,355,895	4.0%
Special Revenue Funds	107,774,058	104,746,683	(2.8%)	92,859,925	(11.3%)	105,627,007	13.7%
Enterprise Funds	87,125,872	93,475,689	7.3%	89,994,590	(3.7%)	94,693,833	5.2%
Debt Service Fund	48,500,390	23,658,581	(51.2%)	28,036,559	18.5%	26,961,085	(3.8%)
Capital Projects Fund	44,332,261	104,307,884	135.3%	50,658,010	(51.4%)	91,779,906	81.2%
Total	\$451,274,816	\$494,368,108	9.5%	\$430,112,027	(13.0%)	\$494,417,726	15.0%

Budget Process Flowchart

The following flowchart depicts the City of Tempe's Annual Budget process and timeline.



Budget Process Summary

Budget Process Overview

Budget preparation allows departments the opportunity to reassess goals and objectives and the means for accomplishing them. Even though the budget is heard by the Mayor and Council in the spring and adopted by June 30, its preparation begins at least six months prior with projections of City reserves, revenue, expenditure limit requirements, and financial capacity. It is with this "groundwork" that departmental expenditure requests are made and subsequently reviewed.

- **Policy/Strategy Phase**

The Council's goals and directives set the tone for the development of the budget. In fact, shortly after the budget is adopted, the Council meets to identify strategic priorities, issues, and projects impacting the next fiscal year's budget. The Council identifies key strategic issues that will provide the direction and framework for the budget. It is within this general framework that departmental supplemental funding requests for additional funding are formulated. Aside from the Council's own objectives, the departments identify and discuss their own policy issues with the City Manager.

- **Financial Capacity Phase**

Forecasting is an integral part of our decision-making process. Both long-range and short-range projections are prepared. The City's Comprehensive Financial Plan is updated annually to assess our current financial condition and future financial capacity, given our long-range plans and objectives. A five-year financial forecast is prepared for each major fund, projecting both expenditures and revenue. As a part of this phase, alternative scenarios are examined for their fiscal impact on each respective fund.

Concurrent with the Comprehensive Financial Plan is the update of the Debt Management Plan, which provides a twenty year view of the City's debt capacity. This planning process gauges the capacity to incur debt in the upcoming Capital Improvements Program given the City's Financial Policy guidelines.

- **Budget Outreach Phase**

Presentations by Budget Office staff at "budget kickoff" meetings include a discussion of citywide goals and objectives, budgeting guidelines for the operating and capital budgets, timelines, an overview of fiscal constraints, and resources available for allocation. The Budget Manual distributed at these meetings is designed to assist the departments in preparing all budget requests and forms.

- **Needs Assessment Phase**

The departments have an opportunity to assess current conditions, programs, and needs. Examination of current departmental programs or positions for possible trade-offs, reduction, or elimination is strongly suggested. During this phase, departments are encouraged to thoroughly review all programs and services, assessing their value and priority to the residents of Tempe. Additionally, departments reassess service level standards and workload indicators. They then attempt to provide the "best fit" of resource allocation with service and workload estimates. From this process, they prepare preliminary departmental budgets.

- **Review/Development Phase**

Within the framework of the City's financial capacity, Council and City Manager priorities and departmental needs assessments, budget requests are reviewed and a preliminary Citywide operating budget takes shape. The departments initially prepare and submit base budget worksheets reflecting allocation targets. The amount of the allocation is based on the department's prior year budget.

Supplemental requests are evaluated and the budget is presented at various levels: (1) base budget level, and (2) recommended level providing monies to implement new programs or expand existing City programs.

- **Adoption/Implementation Phase**

Prior to May 1, the City Manager submits to the Council a proposed operating budget for the fiscal year commencing the following July 1. The operating budget includes proposed expenditures and the means of financing them.

The property tax levy must be adopted by the third Monday in August. State law requires cities and towns with property taxes to adopt their tax rates annually.

Management control of the budget is maintained by conducting monthly budget performance reviews throughout the fiscal year. They are aimed at examining expenditure patterns, and recommending corrective action to be taken during the year. Additionally, records are maintained to evaluate ongoing programs and services.

- **Budget Roles and Responsibilities**

Every employee plays a role in budgeting, be it formulation, preparation, implementation, administration, or evaluation.

Ultimately, of course, the department head, through the City Manager, is accountable to the City Council for the performance of departmental personnel in meeting specific objectives within resource allocation limits. Actual budget preparation responsibility can be identified more specifically:

1. The program **cost center manager** is responsible for (a) preparing cost estimates for the remainder of the current fiscal year; (b) projecting base budget requirements for the next year; and (c) developing other requests that change or revise the program so that it will be more effective, efficient, productive and economical.
2. The **department manager** and the **division administrator** are responsible for reviewing, modifying and assembling their cost center data into a departmental request package. Department heads should critically evaluate departmental objectives and prioritize requests. The preparation of budget requests, goals and objectives should coincide with the strategic issues set forth by the Council.
3. **Internal Service Areas** (Fleet and Information Technology Areas) will contact each department to coordinate the initial needs assessment, cost estimates, and recommendations. Replacement equipment (i.e., vehicles, hardware/software and communication equipment) will be submitted to the Budget Office by the Internal Service areas. Any new equipment required by the departments should reflect the cost estimates and recommendations from the Internal Service areas and be submitted by the departments to the Budget Office. Final review and recommendations for hardware/software and communication equipment will be the result of evaluating priorities within the departmental budget team process.
4. The **Budget Manager and Analysts** within the Finance and Technology Department are responsible for (a) preparing short and long-range revenue and expenditure forecasts, (b) assisting departments as requested in the preparation of supplemental requests, (c) analyzing supplemental requests and presenting that analysis to the Budget Team (Department Managers and the Financial and Technology Director), and (d) reviewing the linkage between budget requests and the City's strategic issues.
5. The **Budget Team** is responsible for reviewing departmental operating requests within the context of a set of evaluation criteria and preparing a recommended budget for review by the City Manager.
6. The **Capital Improvements Program Executive Committee** reviews program scopes, cost estimates and funding sources of CIP requests and prepares a recommended CIP budget for review by the City Manager.
7. The **City Council** is responsible for the review of the City Manager's tentative budget and approval of a final budget.
8. **Transfer of Appropriations**; at any time during the fiscal year, the City Manager may transfer part or all of any unencumbered appropriation balance among programs within a department, office, or agency (**Section 5.08, City of Tempe Charter**).
9. **Midyear Program/Personnel Adjustment Request**; should the need arise for additional personnel or program enhancements during the fiscal year to meet some unforeseen need, a midyear program/personnel request is submitted to the Budget Office for a needs assessment and fiscal impact review. If, after evaluation, the request is approved and involves either additional personnel or the abolition of a position(s), the request is forwarded to either the relevant Council Committee or full Council with recommended action.
10. **Budget Transfers**; the department should process a budget transfer request form anytime a shortfall is anticipated in a departmental subtotal budget. Budget transfers are not necessary to address a shortfall within summary account groups as long as sufficient monies are available in the subtotal departmental budget. The subtotal budget includes salaries and wages, fringe benefits, materials and supplies, fees and services, travel and other expenses, contributions, and capital outlay, and excludes internal services.

Only as a last resort are contingency monies used to fund a shortfall. Alternative courses of action should be sought before contingency monies will be considered. Purchase orders and requisitions will be held until the budget shortfall is addressed.
11. **Permission to Exceed Budget**; in the event of an emergency, the Council may seek permission from the State Board of Tax Appeals (previously State Tax Commission) to exceed the adopted budget (**Section 5.09, City of Tempe Charter**).

Budget Calendar

Text in blue indicates CIP related items; black text indicates Operating Budget items.

2012	
October 24	CIP Kickoff a. CIP calendar b. Review / discuss CIP process / changes c. Materials online at Budget intranet site
October 24 – November 30	Departments / Financial Services Departments work with Engineering, Facilities & Custodial, Fleet, Community Development and Information Technology to complete CIP project request forms Financial Services review CIP sources of funds
November 30	Final due date for CIP Forms to Financial Services
December 10 - January 11	Financial Services & Department representatives meet to review project submissions
2013	
January	Budget Office Begin update of Comprehensive Financial Plan (CFP) of revenues and expenditures for all operating funds
January 8	Budget Office/Departments Budget kick-off meeting with departments; review budget policies and calendar; budget forms made available on the intranet; distribute and explain allocation targets and budget manuals.
January 18	Final project revisions due to Financial Services
January 29	Budget Office CFP transmitted to City Clerk Financial Services distributes all Department CIP requests to City Council and Staff
February 1	Departments Base budget data entry completed; Supplemental request forms completed and transmitted to assigned budget analyst via e-mail; other required budget forms completed and transmitted to Budget Office
February 7 - IRS	Budget Office Present updated Comprehensive Financial Plan to the Council at the Issue Review Session City Manager's Office, Financial Services, Departments review all CIP requests with City Council
Week of February 11	Financial Services produces initial prioritization of G.O. bond funded projects and distributes to Departments for review and revision
February 22	All Departmental feedback and revisions for initial G.O. bond funded project prioritization due back to Financial Services
Week of February 25	City Manager's Office, Financial Services, Departments meet to finalize prioritization of G.O. bond funded projects, and total recommended 5-year CIP
February – March	Budget Office Complete payroll projections; meet with Departments to review payroll, base budgets, supplemental requests and other budget forms, as necessary City Manager/Departments/Budget Office Conduct meetings and develop recommendations; evaluate requests/proposals based on strategic priorities; finalize recommendations; begin preliminary work on City Manager's recommended budget (Budget Review Session Book)
March 12	Financial Services transmits prioritized G.O. bond funded projects, and final recommended 5-year CIP to City Clerk for distribution to City Council for CIP work session
March 21 - IRS	CIP Work Session: review recommended 5-year CIP, and obtain Council input on G.O bond funded project prioritization Per City Charter (<i>Tempe City Charter, Section 5.06, Capital Program</i>), recommended 5-year CIP must be submitted to council <i>not later than three (3) months prior to the close of the fiscal year</i> .

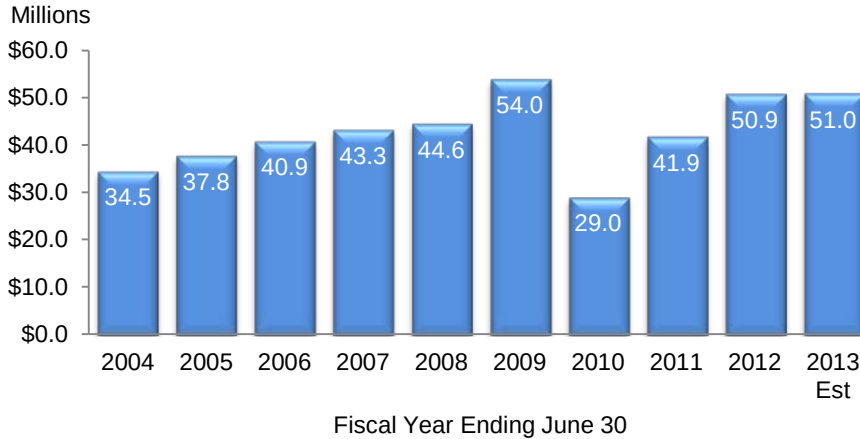
March 30	City Clerk/Community Relations <u>Publish first Truth in Taxation hearing notice (must be published at least 14 days but not more than 20 days prior to April 18 hearing; may be combined with final budget adoption hearing notice as long as Truth in Taxation notice requirements are met); issue a press release with the same information that is included in the hearing notice</u>
April/May	Budget Office Distribute performance budget data request forms to departments (WIGs and benchmarks).
Week of April 1 st	City Manager/Finance and Technology Director Review recommendations; finalize Budget Review Session Book
April 4 – IRS and or April 18 – IRS	City Council, City Manager's Office, Financial Services, Departments conduct CIP follow up (if necessary)
April 9	Budget Office Budget Review Session Book complete and transmitted to City Clerk
April 10	City Clerk <u>Publish second Truth in Taxation hearing notice (must be published at least 7 days but not more than 10 days prior to April 18 hearing)</u>
April 18	City Council Budget Office Budget Review Session (IRS Truth in Taxation Hearing – Formal City Council Meeting) <u>Truth in Taxation Hearing (must occur on or before final budget adoption; hearings may be combined per A.R.S. §42-17104) but must have a roll call vote</u>
April 21	Budget Office <u>Within three days of the hearing, mail a copy of the truth in taxation notice, a statement of its publication and the result of the Council's vote to the Property Tax Oversight Commission</u>
Week of May 13 or 20	Financial Services & City Clerk Per City Charter (Tempe City Charter, Section 5.07a and b) , publish summary of capital program in newspaper, and notice stating availability of copies for inspection by public, and the time and place, not less than fourteen (14) days nor more than thirty (30) days after such publication, for public hearing.
May 17	Departments Benchmark data forms completed and returned (hardcopy) to Budget
May 21	Budget Office <u>Tentative</u> Budget Resolution and Schedules complete and transmitted to City Clerk
May 30	City Council Adopt Tentative Operating Budget
Between May 30 and June 13	City Clerk Publish for two consecutive weeks the adopted tentative budget per A.R.S. §42-17103; indicate in public notice the dates and places in which the budget documents will be available for public inspection and post to City website
June 4	Budget Office <u>Final</u> Budget Resolution and Schedules complete and transmitted to City Clerk Property tax ordinance and Staff Summary Report for <u>introduction</u> and first public hearing complete and transmitted to City Clerk
June 13	City Council Adopt Final CIP Budget and Final Operating Budget adoption (Hearing and Special Meeting); property tax ordinance introduced and first public hearing held City Council a. Public Hearing b. Final Adoption of the CIP
June 18	Budget Office Property tax ordinance and Staff Summary Report for <u>final adoption</u> complete and transmitted to City Clerk
June 27	City Council Final adoption of property tax ordinance – public hearing at Formal Council Meeting

Components of Total Financial Program

FY 2013-14 Total Financial Program \$547,286,632							
Operating Budget \$427,759,223				Capital Budget \$119,527,409			
General Governmental	Special Revenue	Enterprise	Internal Service	General Purpose	Enterprise	Transportation	Special Purpose
\$225,298,001	\$102,126,601	\$98,334,621	\$2,000,000	\$49,977,042	\$38,240,461	\$15,209,271	\$16,100,635
Public Safety \$101,841,129	Transit \$50,496,283	Water/ Wastewater \$78,458,221	Risk \$2,000,000	Park Improvements \$28,520,952	Water \$27,447,487	Streets \$12,256,356	Transit \$15,521,005
Debt Service \$46,731,632	Governmental Grants and Donations \$11,447,386	Solid Waste \$17,206,518		General Governmental \$15,257,687	Wastewater \$10,118,974	Signals \$2,952,915	Rio Salado \$579,630
General Services \$41,393,567	Section 8 Housing \$10,185,240	Golf \$2,669,882		Police \$2,745,512	Golf \$674,000		
Community Services \$21,811,513	Highway User Revenue \$9,762,744			Fire \$2,556,829			
Development Services \$13,520,160	Performing Arts Tax \$8,660,585			Storm Drains \$896,062			
	Police – RICO and Grants \$5,602,064						
	CDBG \$4,555,873						
	Court Enhancement \$1,411,301						
	Peterson House Endowment \$5,125						

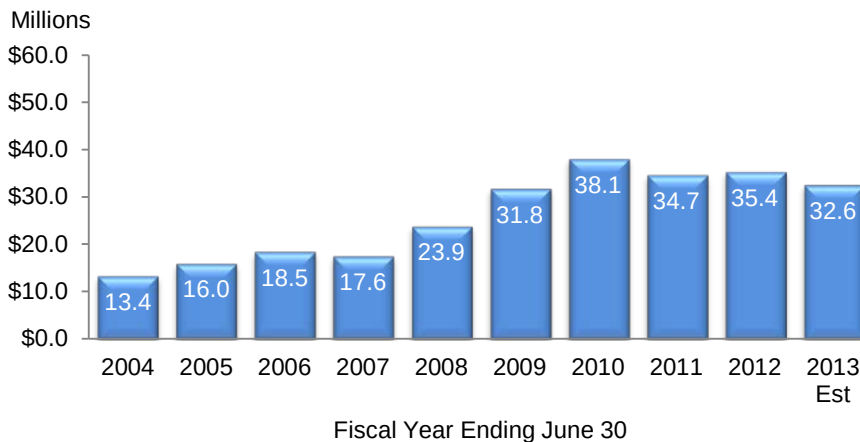
Governmental Funds: Ten Year Fund Balance Trends

General Fund Unassigned Fund Balance



Over the ten year period, unassigned fund balances in the General Fund have been maintained within the policy guideline of 20-30% of revenue (except FY 2009-10 when at 19%). At FYE 2013, the General Fund unassigned fund balance is estimated at \$48.2 million, which is within the 20-30% policy threshold.

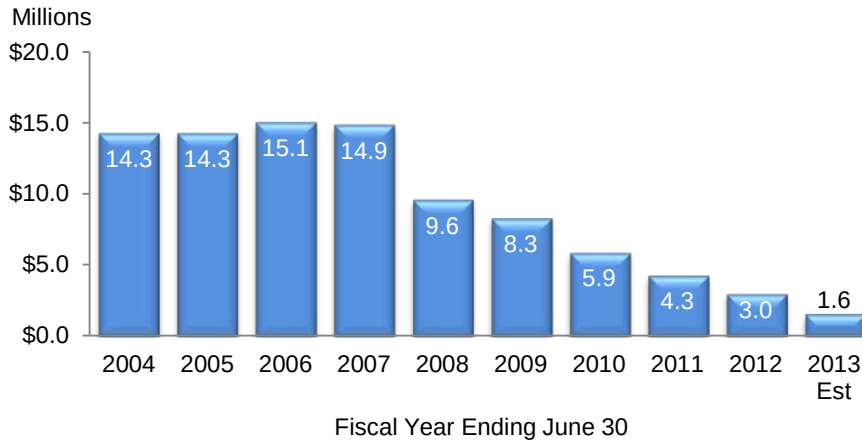
Debt Service Fund Restricted Fund Balance



The Debt Service fund balance grew due to increased property tax collections from increased property values. There is a two-year lag between property valuations for tax purposes and collections. The impact of the recent real estate recession has been recorded. A newer property tax levy stabilization policy provides a predictable revenue stream. Accelerated repayment of outstanding debt will result in spending down the fund balance to between 4% and 8% of outstanding property tax-supported debt.

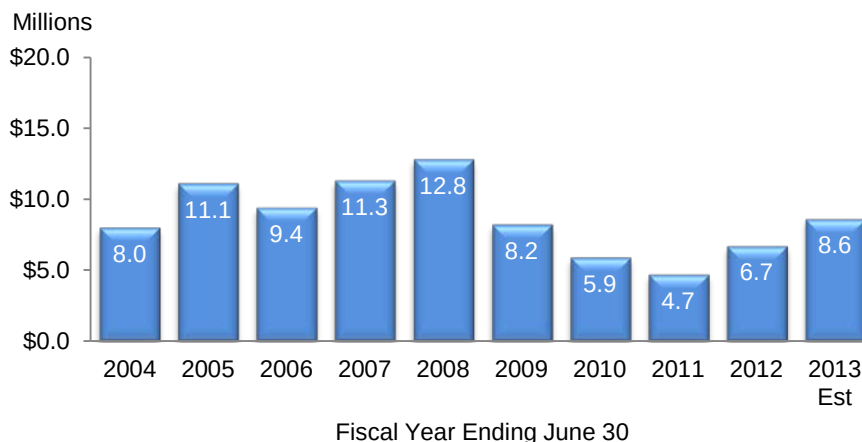
Special Revenue Funds: Ten Year Fund Balance Trends

Performing Arts Fund Restricted Fund Balance



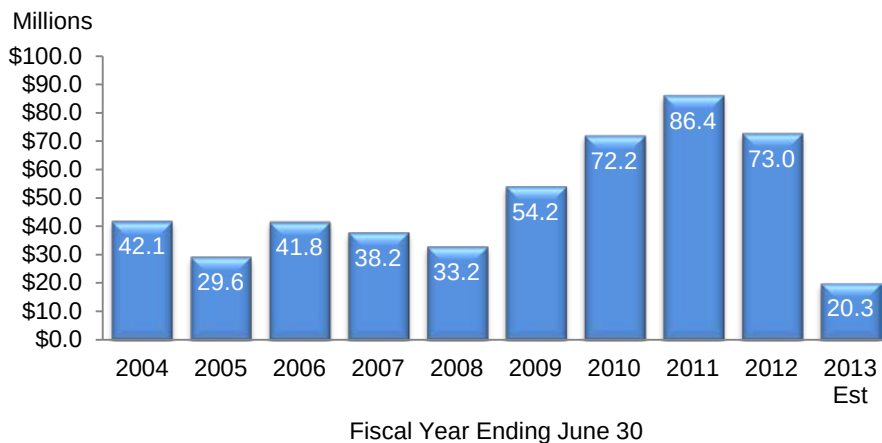
Since the fund's inception in FY 2001-02, the fund balance steadily grew through FY 2005-06. Beginning in FY 2006-07, the fund has been tapped to cover differences between revenues and expenditures. Use of fund balance for operations during this period is consistent with the original financing plan; however the extent of the draw down exceeds the planned level. Alternative revenue sources are currently being explored.

Highway User Revenue Restricted Fund Balance



Planned drawdowns used to fund street infrastructure projects have contributed to the inconsistent trend in fund balances. The primary revenue source for these funds, state shared revenue, declined sharply through FY 2010-11, leading to a rapid decline in fund balance. As a result, phased-in debt service reductions began in FY 2011-12, leading to a complete elimination of debt payments by FY 2013-14, while enroute to a new and more appropriate funding model of capital and operating expenditures.

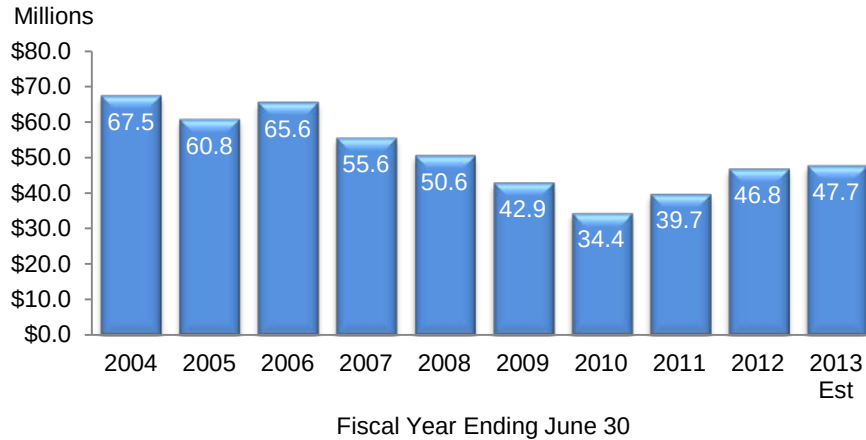
Transit Fund Restricted Fund Balance



The Transit Fund balance was built up in preparation for the construction and operation of the light rail transit system. Near term drawdowns of fund balance have been partially offset by federal reimbursements for light rail construction costs. The drastic decrease in the FY 2012-13 balance reflects early repayment of transit debt service.

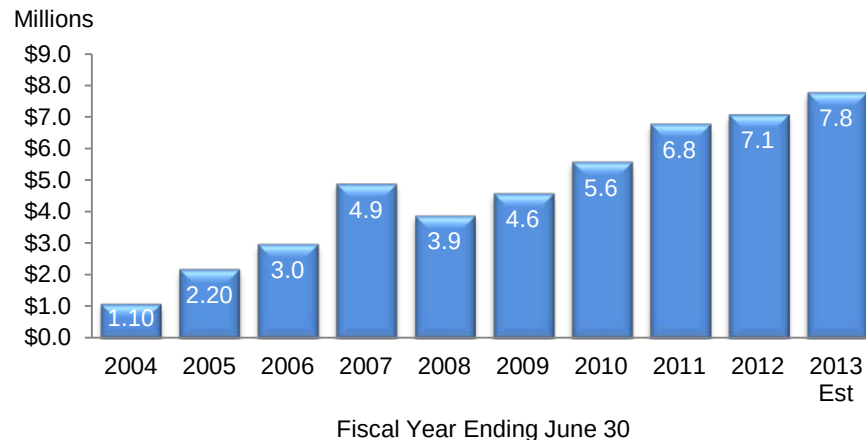
Enterprise Funds: Ten Year Fund Balance Trends

Water/Wastewater Fund Unrestricted Net Assets



In FY 2005-06, the City began drawing down net assets to finance capital improvements. Rate increases have been kept to a minimum by spending down the fund balance to reduce the balance to approximately six months of operating revenue from what was once equivalent to a full year's revenue.

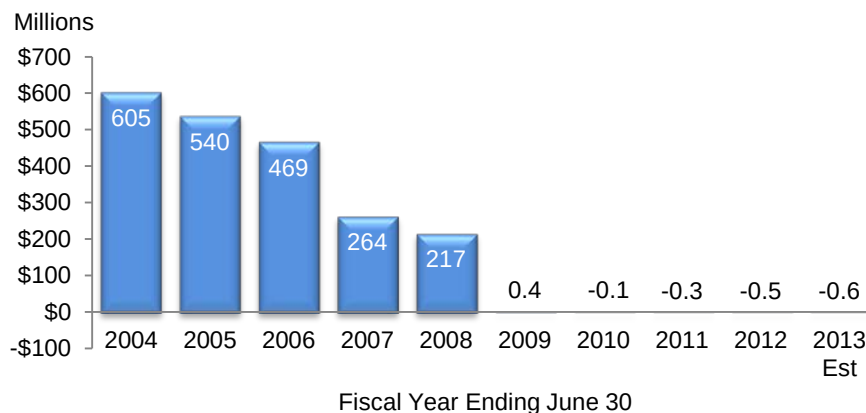
Solid Waste Fund Unrestricted Net Assets



Through November of 2009, fee increases were implemented to build the fund balance to meet the financial guideline of a minimum of 15% of anticipated revenue.

More recently, the Solid Waste Fund has undergone a thorough review of its operations. Efficiencies were gained and budget reductions became effective FY 2013-14.

Golf Fund Unrestricted Net Assets



Expense growth has outpaced revenue growth, leading to the decline in reserves. As a result of this ongoing trend, the fund has been posting negative retained earnings as of FYE 2010. A new business model involving the payment of a management fee by a private vendor for golf operations is expected to achieve financial sustainability.

Citywide Overview

Total Operating Budget and Debt Service

Budget Data	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Revised	FY 2013-14 Budget
Operating Budget	\$391,704,157	\$415,661,337	\$391,704,157	\$377,827,475
Cost Per Capita	\$2,418	\$2,560	\$2,413	\$2,323
% Change (cost per capita)		5.9%	(5.8%)	(3.7%)
Property Tax-Supported Debt Service	\$43,218,898	\$53,927,563	27,801,761	\$49,931,748
Cost Per Capita	\$267	\$332	\$171	\$307
% Change (cost per capita)		24.5%	(48.4%)	79.2%

Total Operating Revenue by Source

Source	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Revised	FY 2013-14 Budget
General Fund	\$163,542,235	\$168,179,271	\$168,562,943	\$175,355,895
Debt Service Fund	48,500,390	23,658,581	28,036,559	26,961,085
Transportation/Transit Funds	58,610,452	64,034,375	63,853,056	64,973,072
CDBG/Section 8 Funds	12,590,782	16,473,652	11,937,791	14,741,113
Governmental Grants/Donations	9,042,124	17,237,152	10,049,156	18,465,876
Performing Arts Fund	27,530,700	7,001,504	7,019,922	7,446,946
Solid Waste Fund	14,927,082	14,976,722	14,800,052	14,864,052
Water/Wastewater Fund	69,713,465	76,104,967	72,718,160	77,167,160
Golf Fund	2,342,842	2,394,000	2,476,378	2,662,621
Cemetery Fund	142,483	0	0	0
Total	\$406,942,555	\$390,060,224	\$379,454,017	\$402,637,820

Staffing Summaries Citywide: Full-Time Authorized Positions

Source	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Revised	FY 2013-14 Budget
Total Personnel	1,580	1,580	1,578	1,573
Employees/1,000 Population	9.8	9.7	9.7	9.7
% Change (Employees/1,000 Population)		(0.2%)	(0.1%)	(0.5%)

Residential Cost of Service

The City maintains three utility services for water, wastewater, and solid waste. For FY 2013-14, no rate increases are planned for wastewater and solid waste services. The most recent water rate increase was effective January 2013.

Local Taxes

Sales Tax

Residents voted in favor of supporting a temporary four year increase in the sales tax rate, taking it from 1.8% to 2.0%. The additional two tenths of a percent increase is not applied to food for home consumption and construction contracting, and will expire June 30, 2014. Of the total tax, 1.4% is dedicated to the General Fund, 0.5% is dedicated to the Transit Fund, and 0.1% is devoted to the Visual and Performing Arts.

Property Tax

The property tax rate for FY 2013-14 will increase to \$2.4882/\$100 assessed valuation. The primary tax rate is \$0.9177 and the secondary tax rate is \$1.5705. The primary levy is used to pay for General Fund services such as police, fire, parks, and libraries, while the secondary tax levy is restricted to repay debt on general obligation bonds.

Utility Charges for Services

Water/Wastewater

Water rates were increased in January 2013, impacting residential water rate customers by an increase of 9.5%.

Water and wastewater rates are reviewed annually to attain full cost recovery, as customer charges are based on operating and maintenance costs and financing of capital programs. Services provided include water conservation, water quality, transmission and collection, wastewater reclamation, environmental services, customer services and irrigation.

Solid Waste

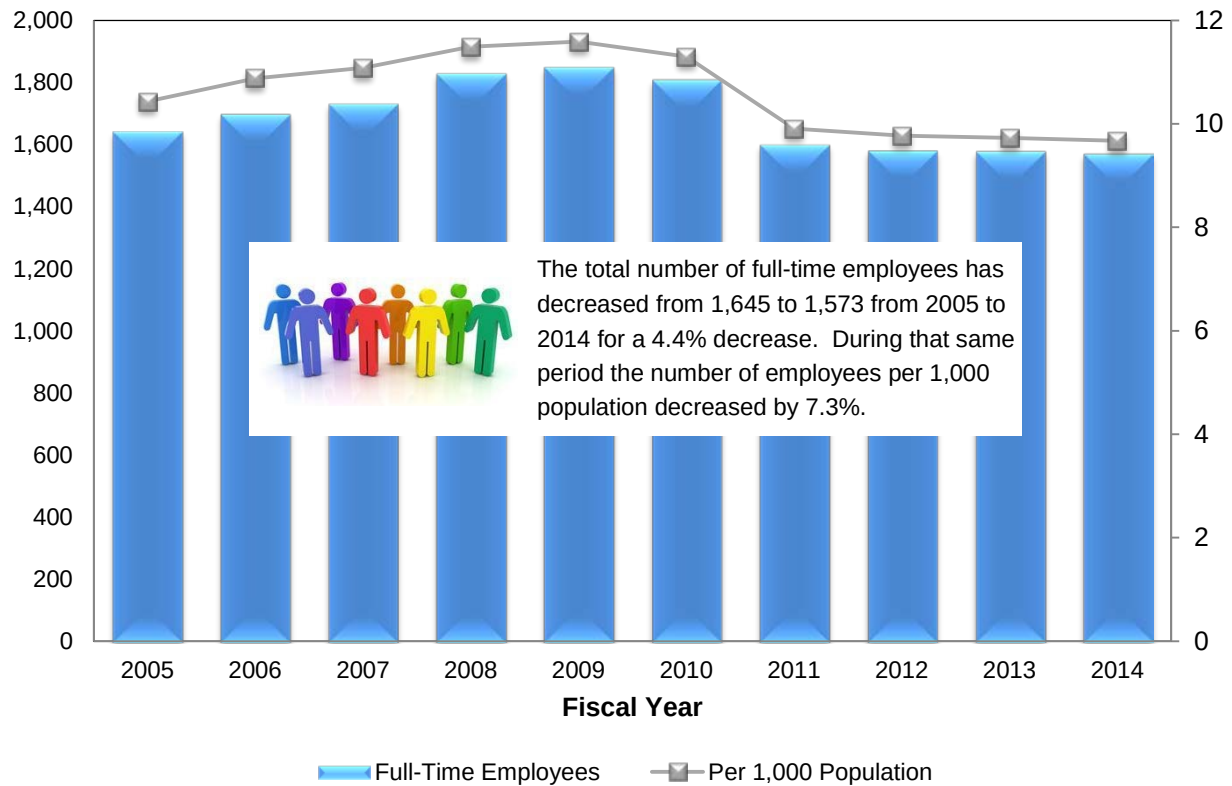
Solid Waste rates were last increased in the fall of 2009. Although no increases are planned for FY 2013-14, solid waste rates are annually reviewed to fully recover all operating, maintenance and debt service costs to provide residential, commercial, recycling and roll-off refuse services. Efficiencies were gained by modifying the Uncontained/Bulk Program to reduce the collection frequency and renegotiating the landfill fee contract.

Fiscal Year	Local Taxes		Average Utility Charges for Services (monthly) ¹		
	Sales Tax	Property Tax	Water	Wastewater	Solid Waste
2013-14	2.0%	\$2.49	\$29.63	\$22.17	\$19.98

¹ Charges reflect the water rate increase effective January 2013. The amounts for water and wastewater charges are based on the median single family residential monthly water consumption and wastewater inflow amounts.

Personnel Summary: Ten Year History

The number of full-time employees for FY 2013-14 excluding part-time and temporary employees, totals 1,573. Total employees per 1,000 population for FY 2013-14 is estimated at 9.67, relatively unchanged from the previous fiscal year.



Fiscal Year End	Budgeted Full-Time Employees	Employees Per 1,000 Population
2005	1,645	10.43
2006	1,700	10.88
2007	1,734	11.08
2008	1,831	11.49
2009	1,851	11.59
2010	1,811	11.30
2011	1,602	9.91
2012	1,583	9.77
2013	1,580	9.73
2014	1,573	9.67

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Comprehensive Financial Plan Overview

Introduction

The Comprehensive Financial Plan, first published in March 1991, is a vital component of Tempe's financial management strategy. Its purpose is to provide a five-year perspective on the financial condition of the City's major appropriated funds. As a planning tool it provides a long-range context for the City Council to use in making budgetary decisions for the upcoming fiscal year.

Financial forecast models are utilized to examine the City's appropriated operating funds and their underlying revenue and expenditure structures for the period of FY 2012-13 through FY 2016-17. These forecast models are presented along with trends, forecasts, and fund balances for each of the funds.

It is important to note that the forecast models presented herein were presented to the City Council in February 2013 and provided five-year perspectives that were representative of the City's projected financial position at that time, based on policies in place at that time prior to any budget adjustments. The FY 2013-14 operating budget was formulated using this forecast as a starting point. As such, the forecast provides the long-term context used as the foundation for budget development rather than a prospective look at the future impacts of current year budget choices.

The Comprehensive Financial Plan covers all major operating funds, including:

Governmental Funds

- General Fund
- Transit Fund
- Transportation Fund
- Performing Arts Fund
- Debt Service Fund

Enterprise Funds

- Water/Wastewater Fund
- Solid Waste Fund
- Golf Fund

The City's finances are recovering from the deepest economic downturn since the Great Depression. Consequently, the City continues to deal with significant financial challenges. All operating funds have been negatively impacted by the economic downturn, with the most serious consequences experienced in the City's tax-supported funds.

In terms of specific funds as of February 2013, the **General Fund** was projected to experience a deficit of \$854 thousand in FY 2013-14. Due largely to increasing public safety retirement system contribution rate increases, retiree health care costs, shortfalls in departmental revenues, and the expiration of the temporary sales tax increase, the deficit was projected to grow to \$15.8 million by FY 2016-17.

The **Transit Fund** has been improved over the last three years from a structural deficit to producing an annual surplus continuing through the forecast period. This turn-around was achieved by restructuring and optimizing the bus program, reorganizing, and reducing the size of the transit program and staff levels. Contract costs were reduced, revenue sources were increased, debt was restructured and reduced, fleet (Orbit bus) was converted to compressed natural gas (CNG), and the regional bus operations were unified (consolidation of bus operations with the Regional Public Transportation Association (RPTA)). The approximate level of surplus is forecasted to grow to \$6.1 million by FY 2016-17.

The **Performing Arts Fund** had a projected operating deficit throughout most of the forecast period. The annual deficit for FY 2013-14 was estimated at \$1.3 million, improving to a \$2.1 million surplus by FY 2016-17 due to a partial debt expiration that will result in a \$2.5 million reduction to debt service costs.

After instituting a new model of paying for CIP project costs with cash, instead of depositing HURF proceeds into the Debt Service Fund and issuing bonds, the **Transportation Fund** is no longer showing deficits through the end of the forecast. The deficit for this fund was estimated at \$1.0 million in FY 2013-14 and it was projected to change to surplus of \$570 thousand by FY 2016-17.

The **Water/Wastewater Fund** was projected to experience operating deficits through the forecast period absent water and sewer rate increase. Assuming proposed rate adjustments, a \$5.6 million surplus is projected by the last year of the forecast.

The **Solid Waste Fund** was projected to experience a \$1.6 million deficit in FY 2013-14, growing to \$2.7 million by FY 2016-17. A rate study is anticipated to take place in Fall 2013.

The **Golf Fund** has been experiencing an operating deficit for years. Beginning in FY 2012-13, a new management structure was implemented which gives the city greater control over the revenue structure of the fund. Given the positive effect of this change on revenue growth the forecast calls for growing future operating surpluses.

Forecast Methodology

Forecasting used in this report refers to the estimating of the future values of revenue and expenditures. It provides an estimate of how much revenue will be available and the resources required to meet current service levels and programs over the forecast period, along with an understanding of how the total financial program will be affected by the demographic and economic factors driving these forecasts. The value of forecasting lies in estimating whether or not, given assumptions about local financial policies and economic trends, the City will have sufficient resources to meet the requirements of ongoing, planned, or mandated programs. Forecast models also provide a planning tool for capital projects and/or determining whether or not bonded indebtedness will be required for capital funding. In short, forecasting provides an estimate of the financial flexibility of the City, as well as insight into tax, revenue, and service options the Council must address.

Our forecasting methodology reflects a combination of internal analysis and locally generated consensus forecasts covering such factors as population growth, retail sales, and inflation. Specifically, for the revenue forecasts, we begin with models that include prior year actual collections and project the balance of the current fiscal year based on prior year patterns. For the remaining years of the revenue forecast, we look to external forecasts for guidance on economic trends. Principal among these external sources is participation as a sponsor of the Forecasting Project developed by the University of Arizona Eller College of Economic and Business Research Center in Tucson, Arizona.

Another key external source is the State Finance Advisory Committee (FAC), which provides a forecast of major state revenue sources on a quarterly basis. Typically, these forecasts cover the state or the Phoenix metropolitan area as a whole, so adjustments to reflect unique conditions in Tempe are sometimes necessary. In general, we seek to match revenue sources with the economic and/or demographic variables that most directly affect year-to-year changes in those revenues.

For example, revenue such as the City Sales Tax will reflect consensus forecasts related to disposable income growth or retail sales. Other revenues, such as those from recreation services, are linked to Tempe's expected population growth. By identifying and utilizing as many revenue-related variables as possible in our forecast, we hope to minimize the risks of overstating or understating revenue that could arise from using only a few variables to forecast all revenue sources.

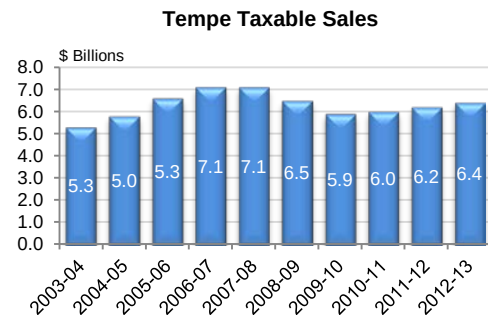
Expenditure growth is most closely linked to three major factors in our models: 1) inflation (including general inflation, fuel and utility inflation, market adjustments to salaries, and changes in benefits costs), 2) salary growth rates, and 3) employee pension contribution rates and health insurance premiums. As with our revenue forecasts, we consider consensus forecasts related to general inflation (particularly the trends projected). For certain expenditure categories (such as fuel and utilities), we apply inflation factors that reflect the historical rate of price inflation in these categories relative to overall inflation. Amounts for new programs and/or program expansions are assumed to be constant over the forecast period (the same amount is added to each year of the forecast).

Major Revenue Assumptions

Our general approach to forecasting is to apply a conservative philosophy that does not overstate revenue nor understate expenditures. We recognize that economic forecasting is not an exact science and at times relies upon professional judgment to optimize the accuracy of revenues or expenditures. We attempt to identify as many factors as possible that may contribute to changes in revenue and expenditures. The City's revenues are affected by many unique elements that respond to a variety of external factors such as population growth, development, inflation, and interest rates. The following provides our assumptions relating to major revenues and expenditures.

Tempe Taxable Sales

Taxable sales in Tempe rebounded rapidly in the time period following the 2001-02 national downturn in the economy. These increases were from both base growth as well as the addition of new businesses. As the graph below shows, taxable sales in FY 2006-07 were \$7.1 billion, 42% higher than the level seen at the lowest point of the 2001-02 economic downturn. An additional factor contributing to this high growth period was the 'wealth effect' caused by continuing upward housing price appreciation.



Beginning in FY 2007-08 it became evident that the rapid economic pace would not continue, and was in fact largely based on a speculative real estate bubble. Over the ensuing years, taxable sales dropped 16.9% in total, until stabilizing at \$6 billion in FY 2010-11. This trend is shown in the graph at left.

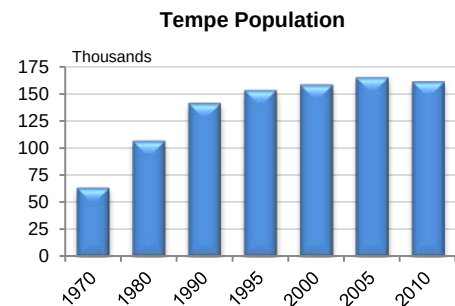
Taxable sales growth has an impact on many funds, as the General Fund, Transit Fund, and Performing Arts Fund, each receive their primary revenue from this source. The primary categories of taxable sales (based on FY 2012-13 estimates) are retail (52%), real and personal rent (20%), utility and communications sales (9%), contracting (6%), and restaurant sales (7%). Overall taxable sales are expected to moderately increase in FY 2013-14 and in the out-years as the economy recovers.

Population

Following the strong population growth period of the late 1970's (5.3%) and the 1980's (2.8%), Tempe has experienced mostly steady but considerably slower growth. This trend is expected to continue, since the City is landlocked with other municipal jurisdictions on all four borders. Given this geographical limit on expansion, population in Tempe is assumed to increase by merely 0.2% per year over the forecast period.

Population is important in the forecasting models for two main reasons. First, it is used to determine growth in revenues from recreation, social services, and criminal justice programs. Second, and of perhaps even greater importance, is the role that population plays in state shared revenue calculations.

Statewide population growth is assumed to average 1.5% per year over the next five years. The disparity between growth in local and state populations is significant since several major revenue categories are dependent upon Tempe's population as a percentage of the state. For example, if the populations of other municipalities in the state continue to grow at a faster rate than Tempe's population, Tempe's relative share of state shared revenue decreases. Every five years the sharing formula is recalculated and the differences in growth rates inevitably impacts Tempe's share of the total revenue pool. The most recent recalculation of the formula was based on the 2010 U.S. Census.



State Revenues

As the base for state shared revenues, state income and sales taxes are also important to City revenues. As with City revenues, State revenue growth in recent years has turned sharply negative. The forecast is for continued state sales tax revenue growth consistent with projections from the FAC. Since State Shared Income Tax distributions lag by two years, payments to the City stopped declining in FY 2011-12, and will experience moderate growth thereafter.

Also of importance are State laws related to revenue, including future rate cuts and changes to the revenue sharing formula. One significant change to revenue distributions was caused by the increase in the amount of State Highway User Revenue Fund appropriations to the state Department of Public Safety and the Department of Transportation. These increases resulted in a subsequent decrease in the amount available for revenue sharing with local governments from HURF beginning in FY 2011-12.

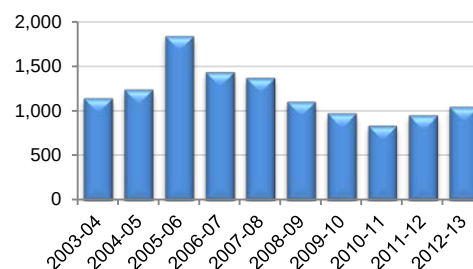
It is impossible to predict the actions of future Legislatures, and therefore the forecast assumes status quo with regard to future state shared revenue formulae.

Development/Redevelopment

Despite being a landlocked city, new housing and commercial starts have recently been a strong driver of revenue activity in the Building and Trades category. While the regional single family housing market has been poor, construction in Tempe has been focused on condominium, commercial, and hotel activities. This activity was correlated with the same economic forces driving the regional housing bubble.

Construction has slowed considerably since the peak in FY 2005-06, as a constrained credit market coincided with overcapacity in the regional commercial and residential sectors of the real estate market. This trend is depressed for both building permitting revenue as well as sales taxes on contracting activity. Beginning in FY 2011-12, construction activity began to rise from its low point, led by the multi-family housing market. The forecast assumes a continued improvement in construction activity, though activity is expected to remain below peak levels of the last decade.

Building Permits



Assessed Valuation

Arizona public finance statutes provide for two different property tax bases, distinguished by both their allowable use as well as the extent to which they can grow in successive years. The first is the primary, which is the base used for financing current government operating expenditures in the General Fund. This portion of the property tax is limited in the extent to which the levy can grow each year to a level of 2% plus new construction.

The other property tax base is the secondary, which is used to generate revenue to pay annual debt service for the City's general governmental bonded debt. This tax base is statutorily unlimited in terms of annual growth. During the period from FY 1996-97 through FY 2006-07, Tempe's secondary assessed value growth was 8% on average. Based on information from the Maricopa County Assessor's Office, secondary valuations are projected to decrease by 11% overall in FY 2013-14, and resume growth starting in FY 2014-15. The decline in taxable value places strict limits on the City's ability to support General Obligation bonds in the city's Capital Budget, given a fixed property tax rate.

Interest Rates/Cash Balances

Interest revenue is expected to be minimal in most funds, the result of reduced invested funds balances and low short term interest rates.

Economic Outlook

Following the mild recession in 2001 to 2002, both the local and state economies enjoyed a prolonged robust period. The Phoenix metropolitan area was a national leader in population and job growth, factors that undoubtedly benefited Tempe. That trend reversed sharply in FY 2008-09 as the economic recession gripped the state and local economies. Adverse impacts on revenues have been substantial; however recent months have trended upward. Economic forecasts for the state call for slow growth in FY 2013-14, accelerating to a faster pace more in line with historical trends by the middle of the decade.

Major Expenditure Assumptions

The following major expenditure assumptions drive the expenditure forecasts for all major operating funds, with the exception of the Debt Service Fund, which is only used for the repayment of bonded debt. Other fund-specific assumptions are detailed within the individual fund discussions.

Salaries and Wages

The City's historical salary structure allowed for 5% annual salary growth within each position's approved salary range, as well as annual surveys of the market to test the sufficiency of the salary ranges against peer municipalities. However, over the last four years, we have experienced a general freeze on salary and wage adjustments for the purposes of balancing future expenditures with revenue expectations. In addition, a furlough equivalent to 5% of wages and salaries was in place for FY 2010-11 and FY 2011-12. In FY 2012-13, the furlough policy ended, and starting with FY 2013-14 a 4% annual increase in salaries and wages is assumed thereafter. The 4% assumption is intended to provide a possible growth pattern given the lack of information regarding the magnitude of future market adjustments across all job classifications.

Fringe Benefits

Health insurance costs are forecasted to increase for the next five years. Growth of approximately 7.5% per year is assumed for active employees throughout the forecast. Retiree health care cost will continue to rise as our work force matures and greater percentages of employees retire. Growth in this expenditure category is assumed to average approximately 12% per year.

Other Post Employment Benefits (OPEB)

A recent decision by the Governmental Accounting Standards Board (GASB) requires government employers to disclose the cost of OPEB over the active life of the benefiting employees (GASB Statement No. 45). The City of Tempe's liability arises from retiree healthcare subsidies. An actuarial study was commissioned and the findings were forwarded to a City Council committee for review and recommendations. Beginning in FY 2012-13, full funding of the OPEB actuarially required contributions resumed.

Retirement Contributions

City of Tempe employees are covered by one of four public retirement systems, depending on job type. The annual employer's portion of the contribution rates differ by retirement system. The four retirement systems and their anticipated rates are as follows:

	FY 13/14	FY 14/15	FY 15/16	FY 16/17
Arizona State Retirement System	11.6%	11.8%	12.1%	12.2%
Public Safety Retirement - Fire	37.4%	39.5%	41.7%	44.1%
Public Safety Retirement - Police	33.6%	35.5%	37.4%	39.5%
Elected Officials Retirement	39.6%	39.6%	39.6%	39.6%

These rates are grown during the forecast period based on information provided from the respective retirement system governing board, as each rate is dependent on the investment decisions of the relevant retirement system as well as the compensation and retirement policies for the system members. The respective systems only publish a formal rate for one year in advance; therefore these projections represent merely the best guess based on available information.

Inflation

General inflation is expected to fluctuate from 1.5 to 1.9% in the later years of the forecast. Electricity inflation is expected to increase by approximately 3.3% annually through the forecast period, and motor fuel inflation is expected to decline in the near term (-6.1% in FY 2012-13) and gradually increase in the out years (1.6% by FY 2016-17).

Limits on Discretionary Budget Increases

For this budget forecast, no new programs were authorized, as our focus is to maintain basic services.

Capital Improvements Program Operating Budget Impacts

An important aspect of the City's Capital Improvements Program is the identification of operating budget impacts associated with capital projects. Since long-range planning takes place prior to the adoption of the Capital Budget, future impacts of new programs are not included. However, operating impacts for projects approved in prior years' Capital Budgets are included in the out-years of the forecast.



General Fund Forecast Discussion

At the beginning of the 2000's, annual operating surpluses started to decline as revenue growth slowed resulting from a national downturn in the economy. In addition, Tempe's share of locally distributed state income, sales and vehicle license tax revenue declined in FY 2001-02, due largely to state population growth outpacing that at the local level. This resulted in a brief period of operating deficit in the General Fund in FY 2002-03. From that time and up until FY 2007-08, both the state and local economies experienced robust growth, resulting in operating surpluses in the General Fund as revenue growth outpaced that of expenditures.

Due to the state and national recession that began in FY 2007-08, the city's General Fund experienced a sharp reversal of that trend. Local taxes, including sales taxes, bed taxes, and property taxes are the primary revenue source for the General Fund, constituting 62% of revenue in the FY 2013-14 forecast. These revenue sources are highly susceptible to economic fluctuations. Projected General Fund local tax revenues for FY 2013-14 are at the highest levels in the City's history. However, this is entirely due to voter-approved increases in the bed tax rate from 3% to 5% and a temporary four year increase in the General Fund sales tax rate from 1.2% to 1.4%. Adjusting for these factors, underlying economic activity is 7% below the peak in FY 2006-07. Recent collections and economic reports point to a stabilizing in the local economy, and support moderate growth over the next four years, which translates into commensurate growth in local tax collections. Beginning in FY 2014-15, the expiration of the temporary sales tax results in a projected \$11.8 million ongoing revenue decrease.

The next largest source of General Fund revenues is intergovernmental, which is comprised of state sales, income, and vehicle license taxes. The forecast calls for this category to contribute 21% of revenue in FY 2013-14. As with local sales taxes, this category has been sharply negative in recent years due to the economic recession. Recovery of state sales and vehicle license taxes began in FY 2010-11; state income tax distributions began to recover in FY 2012-13 due to a two year lag between collection and distribution. Running counter to the positive near term trends in this category is the effect the 2010 Census will have on collections in FY 2011-12 and thereafter. This is due to the projected decline in Tempe's share of the state's urban population expected to occur based on the Census results.

From an expenditure perspective, employee compensation and benefit costs have traditionally been the largest component of expenditures, representing 81% of the projected total in FY 2013-14. Health care costs for employees are anticipated to increase by 7.5% in FY 2013-14 and grow by approximately 7.5% per year thereafter. Retiree health care costs are expected to grow during each year of the forecast, ranging from 10% in FY 2013-14 to 16% by the last year of the forecast.

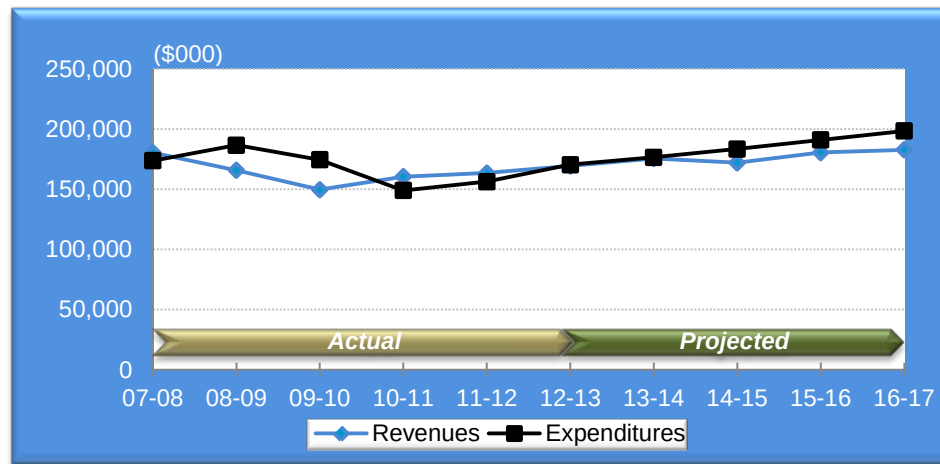
To maintain a stable budget in the future, personnel costs will continue to be closely analyzed as salaries and benefits are the greatest expense in any service oriented organization. These costs are projected to outpace revenue growth in the future based on current City personnel policies.

Unassigned Fund Balance

The General Fund's unassigned fund balance hit a high point of \$54 million at FYE 2009. Due to a planned drawdown of fund balance to allow for a phase-in of budget reductions, the fund balance hit \$29 million at FYE 2010. Positive operating results in FYE 2012 lead to an increase in the balance to \$51.0 million. Additional budget balancing discussions will be required to maintain the balance within the policy level of 20% to 30% of revenues in future years of the forecast.

FYE	Unassigned Fund Balance
03	\$34,473,270
04	34,480,754
05	37,827,259
06	40,918,804
07	43,265,309
08	44,611,435
09	54,012,203
10	29,048,415
11	41,883,619
12	50,954,570

General Fund: Projected Revenues and Expenditures



	07/08 Actual	08/09 Actual	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projected	13/14 Projected	14/15 Projected	15/16 Projected	16/17 Projected
Revenues (\$000)										
Local Taxes	94,850	84,869	81,443	94,255	100,712	103,736	108,036	101,271	106,921	112,238
Intergovernmental	45,225	44,048	39,134	34,219	31,723	34,916	37,034	38,978	41,419	37,718
Bldng & Trades/Plan & Zoning	6,479	5,681	4,633	3,918	5,491	5,316	4,762	5,526	5,651	5,855
Cultural and Recreation	6,157	6,244	5,443	5,781	6,053	5,835	5,986	6,119	6,243	6,360
Fines, Fees and Forfeitures	8,616	9,201	7,109	7,546	7,734	7,662	7,873	8,039	8,167	8,371
Business Licenses	1,333	1,546	1,538	1,573	1,651	1,544	1,547	1,550	1,553	1,556
Interest Income	10,044	5,034	1,900	915	575	465	475	475	475	475
Franchise Fees	3,425	3,981	3,560	3,821	3,461	3,533	3,541	3,548	3,555	3,562
Other Revenue Sources	4,180	5,138	4,909	8,333	6,061	6,318	6,328	6,386	6,446	6,537
Total Revenues	180,310	165,741	149,669	160,361	163,462	169,326	175,581	171,891	180,429	182,672
Expenditures (\$000)										
Personnel Costs	139,131	149,330	146,038	120,258	124,440	136,989	143,771	150,152	157,217	164,063
Materials and Supplies	9,263	8,737	7,940	8,092	9,495	9,672	9,800	9,768	9,799	9,973
Fees and Services	24,105	24,598	21,746	19,684	24,223	23,236	23,879	24,768	25,482	26,229
Travel and Training	802	429	385	219	371	369	375	382	389	396
Non-Deptmtl/Loan Repayment	2,653	2,888	2,537	2,429	2,118	2,532	2,578	2,621	2,671	2,722
Capital Outlay	2,730	4,019	2,140	1,691	1,462	1,620	1,410	1,316	1,398	1,398
Contingency	0	0	0	0	0	1,000	0	0	0	0
Community Facilities District	227	458	(1,468)	0	(493)	(145)	(150)	(154)	(159)	(163)
Transportation Mtnc of Effort	955	786	761	1,096	1,051	1,096	1,096	1,096	1,096	1,096
Tourism and Convention Bureau	2,007	1,802	1,500	2,000	2,060	2,101	2,139	2,175	2,217	2,259
Internal Services/Adjustments	(8,149)	(6,420)	(7,141)	(6,523)	(8,515)	(8,137)	(8,462)	(8,801)	(9,153)	(9,519)
Total Expenditures	173,724	186,626	174,439	148,947	156,211	170,334	176,435	183,324	190,957	198,454
Net Operating Surplus/(Deficit)	6,586	(20,885)	(24,771)	11,414	7,251	(1,008)	(854)	(11,433)	(10,527)	(15,782)

Special Revenue Funds: Projected Revenues and Expenditures

Transit Fund Forecast Discussion

The primary revenue source to the Transit Fund is the Transit Tax, which makes up 62% of fund revenue in FY 2013-14. This specific tax, approved in September 1996 and effective January 1997, represents 0.5% of the City's total 2.0% sales tax. As a component of overall City sales tax, the trend projected in General Fund sales tax revenue is mirrored in the Transit Fund. However, since the temporary sales tax increase is dedicated to the General Fund, there will be no impact on the Transit Fund from its expiration.

The second largest revenue source to the Transit Fund will change in FY 2013-14 to EVBOM maintenance and fuel (RPTA), which will contribute 12% of fund revenue in FY 2013-14. This revenue source is a result of the consolidation of regional bus operations with the Regional Public Transportation Association (RPTA). The decline in this revenue source as it replaces the out of jurisdiction service payments is projected to be -21.8% in FY 2013-14 followed by 2% increases thereafter.

The Transit Fund expenditure model is different from most other City funds in that the largest component of expenditures is not Personnel Costs. Due to the use of intergovernmental agreements and contractual arrangements for transit service provision, the largest expenditure category is fees and services, which makes up 73% of projected expenditures in FY 2013-14. The pattern of growth reflected in the expenditure estimates for fees and services relies on the 20-Year Transit Business Plan and the assumptions made in that plan regarding the expansion of routes, the acquisition of new buses, and the operation of the regional light rail system. Average growth in this category is projected to be 1.9% per year on average through the end of the four year forecast period.

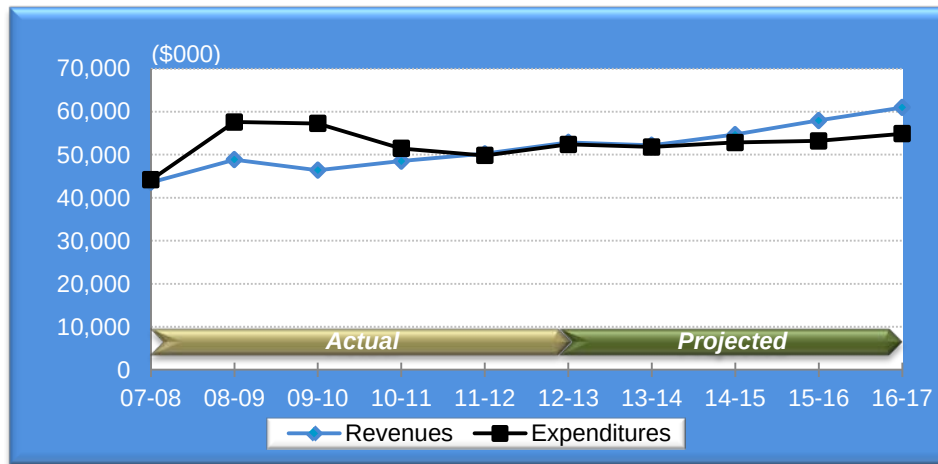
The Transit Fund has been improved over the last three years from a structural deficit to producing an annual surplus continuing through the forecast period. This turn-around was achieved by restructuring and optimizing the bus program, reorganizing, and reducing the size of the transit program and staff levels. Contract costs were reduced, revenue sources were increased, debt was restructured and reduced, and fleet (Orbit bus) was converted to compressed natural gas (CNG). The approximate level of surplus is forecasted to grow to \$6.1 million by FY 2016-17.

Restricted Fund Balance

The Transit Fund's balance has grown from \$49.0 million in FY 2002-03 to \$73.0 million at FYE 2012. Receipt of federal reimbursements for prior year expenditures was the sole reason for balance growth in FYE 2011.

FYE	Restricted Fund Balance
03	\$48,999,032
04	42,109,647
05	29,567,749
06	41,826,902
07	38,184,626
08	33,240,056
09	54,247,682
10	72,170,247
11	86,341,112
12	72,956,405

Transit Fund: Projected Revenues and Expenditures



	07/08 Actual	08/09 Actual	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projected	13/14 Projected	14/15 Projected	15/16 Projected	16/17 Projected
Revenues (\$000)										
Transit Tax	32,450	29,851	27,891	29,012	30,172	30,906	32,242	34,041	36,075	37,974
Lottery Transfer In	254	278	184	0	-	475	475	475	475	475
ASU-Flash Transit	581	603	721	856	874	932	831	847	864	881
Interest Income	960	180	404	430	339	120	83	86	196	234
Light-Rail Fares	0	964	2,603	2,972	3,521	3,292	3,391	3,493	4,231	4,746
Out of Jurisdiction Svc Revenue	8,674	11,298	10,473	8,923	7,981	7,795	0	0	0	0
EVBOM Maint & Fuel (RPTA)	0	0	0	0	0	0	6,098	6,220	6,344	6,471
PTF Funding	0	2,305	2,241	2,003	2,335	2,622	2,414	2,726	2,809	2,945
Bus Fares	0	0		0	0	0 -	3,684	3,721	3,758	3,946
Miscellaneous Revenue	641	3,376	1,891	4,336	4,997	6,731	2,973	3,087	3,232	3,312
Total Revenues	43,561	48,854	46,408	48,533	50,219	52,874	52,189	54,697	57,985	60,985
Expenditures (\$000)										
Personnel Costs	3,292	3,841	4,027	2,869	2,681	3,041	3,207	3,336	3,484	3,646
Materials and Supplies	3,251	6,451	3,670	2,822	2,562	3,994	3,997	4,104	4,213	4,325
Fees and Services	30,844	39,811	42,892	38,643	37,971	39,584	37,880	38,663	38,734	40,073
Travel and Training	29	28	11	8	3	10	15	15	16	16
Capital Outlay	123	250	61	17	49	153	52	53	98	59
Debt Service	5,518	6,019	5,186	5,275	5,313	3,685	4,656	4,656	4,658	4,659
Internal Svc Chgs/Adjustments	317	531	751	1,197	248	334	348	361	376	390
Contingency	0	0	0	0	0	75	12	18	18	19
Indirect Cost Allocations	808	650	656	633	617	560	583	606	630	660
Transfer to CIP	0	0	0	0	367	959	1,038	1,034	996	1,040
Total Expenditures	44,183	57,581	57,255	51,464	49,810	52,396	51,787	52,847	53,224	54,887
Net Operating Surplus / (Deficit)	(622)	(8,727)	(10,847)	(2,931)	409	478	402	1,850	4,760	6,098

Performing Arts Fund Forecast Discussion

The Performing Arts Fund receives its primary revenue from the Performing Arts Tax, which is forecasted to bring in 91% of fund revenue in FY 2013-14. This specific tax, approved in May 2000 and effective January 2001, represents 0.1% of the City's total 2.0% sales tax. Monies received from this tax are dedicated to the operating expenses of the Tempe Center for the Arts, and the debt service associated with the center's original construction. Authorization for this tax expires in 2020.

Since the Performing Arts Tax is a component of the overall City sales tax, the trend projected for General Fund sales tax revenue is mirrored in the Performing Arts Fund. However, since the temporary sales tax increase is dedicated to the General Fund, there will be no impact on the Performing Arts Fund from its expiration in FY 2013-14.

The other main component of current revenue is facility revenues. Beginning in FY 2007-08 the fund began to receive revenue from programming at the facility. This revenue stream is projected to grow 3.17% on average through the end of the forecast period, and represents 9% of fund revenue.

The historical expenditure growth pattern reflects the opening of the Tempe Center for the Arts (TCA) in September of 2007. In FY 2005-06, 19 new full-time positions and related capital equipment were added to prepare for the full-time operation of the TCA. These costs represent the operating impacts of this capital project as identified in prior years' Capital Improvements Programs. An equally significant expenditure item is the annual cost of debt service to amortize the bonds issued to build TCA.

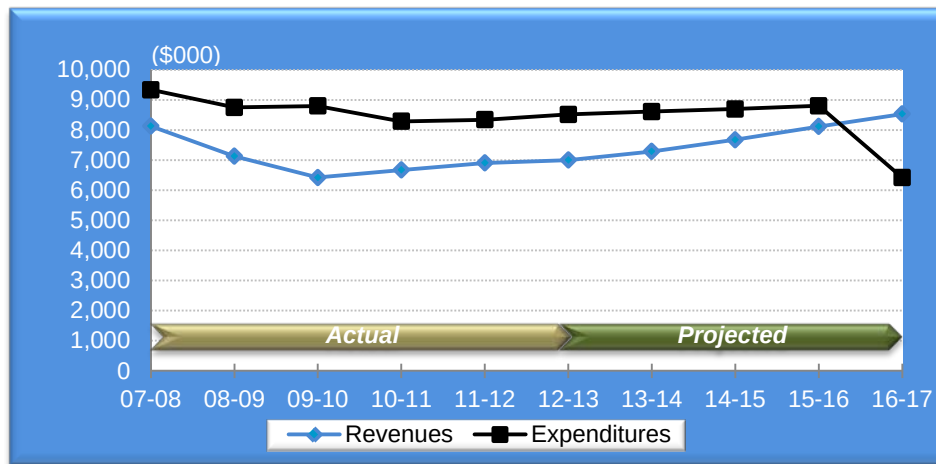
As a result of the ongoing expenditure growth outpacing the sales tax base, the forecast is for ongoing operating deficits and for fund balance to go negative in FY 2014-15. However, due to a partial debt expiration that will result in a \$2.5 million reduction to debt service costs, FY 2016-17 is forecast to have a \$2.1 million operating surplus, which will bring the fund back to a positive balance. In light of a forecasted two year fund deficit, efforts will be necessary to adjust expenditures to ensure future fund solvency.

Restricted Fund Balance

The Performing Arts Fund's reserved balance grew steadily from the fund's inception in FY 2001-02 until the middle of the decade. Given the new circumstances of the economic recession, the fund balance will be depleted absent corrective action.

FYE	Restricted Fund Balance
03	\$10,865,891
04	14,339,689
05	14,255,302
06	15,064,184
07	14,865,175
08	9,635,775
09	8,328,983
10	5,937,646
11	4,296,447
12	2,996,651

Performing Arts Fund: Projected Revenues and Expenditures



	07/08 Actual	08/09 Actual	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projected	13/14 Projected	14/15 Projected	15/16 Projected	16/17 Projected
Revenues (\$000)										
Performing Arts Tax	6,820	6,159	5,750	5,980	6,236	6,375	6,657	7,029	7,449	7,841
Facility Revenue	662	745	562	643	646	607	627	647	668	688
Interest Income	645	224	108	47	25	20	1	0	0	0
Total Revenues	8,127	7,128	6,420	6,670	6,907	7,002	7,285	7,676	8,117	8,529
Expenditures (\$000)										
Personnel Costs	1,579	1,871	1,970	1,508	1,528	1,631	1,703	1,761	1,834	1,911
Materials and Supplies	797	99	78	87	81	100	101	103	105	107
Fees and Services	754	514	452	379	396	593	608	623	640	656
Travel and Other	4	2	1	1	2	2	2	2	2	2
Capital Outlay	38	0	0	0	0	0	0	1	2	2
Debt Service	6,014	6,017	6,008	6,023	6,072	5,922	5,918	5,919	5,922	3,428
Internal Service Charges	150	242	286	291	259	268	279	290	301	313
Total Expenditures	9,335	8,746	8,794	8,288	8,338	8,515	8,611	8,698	8,803	6,417
Net Operating Surplus / (Deficit)	(1,208)	(1,618)	(2,374)	(1,618)	(1,430)	(1,514)	(1,326)	(1,022)	(687)	2,112

Transportation Fund Forecast Discussion

The primary revenue source to this fund is the intergovernmental distribution from the state Highway User Revenue Fund. This funding source represents 86% of revenue in FY 2012-13. This fund derives the bulk of its monies from an 18¢ per gallon charge on gasoline consumption and from Vehicle License Taxes. Based on a statutory formula, each fiscal year 27.5% of this fund is distributed to local governments with less than 300,000 populations. Consistent with the impact of the recession on gasoline consumption, it is expected that gasoline sales will be moderate over the forecast period. The annual revenue that is distributed to the cities is based on relative population ratios and share of total gasoline gallons sold. Tempe's share is expected to decline due to our stable population relative to growth statewide.

One recent change to the fund revenue structure is the abolishment of the transfer of State Lottery revenue into the fund for local transportation assistance purposes. This transfer was abolished in Chapter 12, Laws 2010, 7th Special Session as part of legislative efforts to balance the state General Fund. This transfer had historically generated approximately \$500 thousand for local transportation purposes. However, a lawsuit by the Center for Law in the Public Interest could restore this source of revenue in the future.

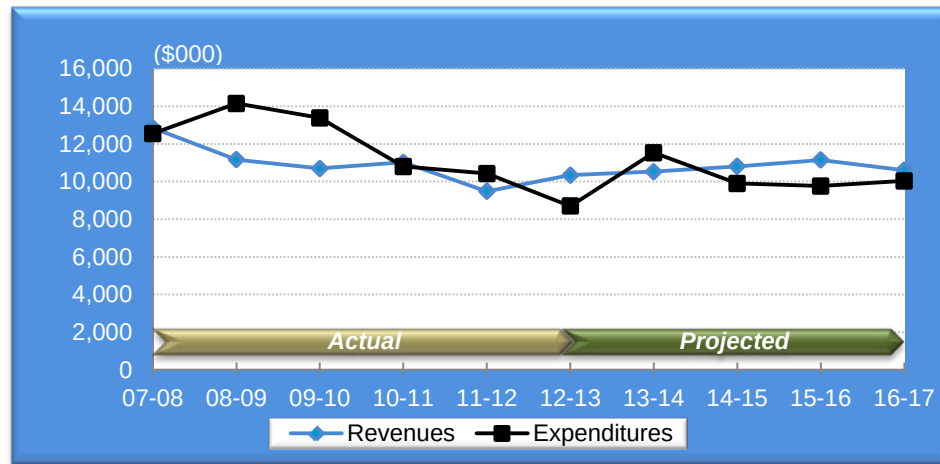
Personnel Costs expenditures make up the majority of fund expenditures, representing 33% of expenditures. In the past debt service expenditures were a large portion of annual expenditures, representing 22% of annual outlays. These amounts represented transfers to the Debt Service Fund to pay for a portion of the City's General Obligation debt service related to street and highway debt. In light of deficits in the fund this transfer was phased out, with complete elimination in FY 2013-14. In light of this and other recent expenditure reduction measures the fund is expected to generate operating surpluses through the forecast period.

Restricted Fund Balance

Transportation Fund balances have recovered somewhat from the lows experienced a few years ago. The restricted fund balance reached its highest point at FYE 2008, but has declined drastically recently in light of the operating deficits during the Great Recession.

FYE	Restricted Fund Balance
03	\$4,404,944
04	4,591,847
05	7,260,747
06	8,784,878
07	10,237,638
08	11,199,716
09	7,119,128
10	4,644,399
11	4,521,342
12	6,747,385

Transportation Funds: Projected Revenues and Expenditures



	07/08 Actual	08/09 Actual	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projected	13/14 Projected	14/15 Projected	15/16 Projected	16/17 Actual
Revenues (\$000)										
Highway User Revenue Tax	11,387	9,945	9,422	9,503	8,098	8,829	9,009	9,289	9,630	9,085
State Lottery Proceeds	762	709	0	0	0	0	0	0	0	0
Miscellaneous	1	7	516	420	682	421	421	421	421	421
Maintenance of Effort Transfer	955	786	761	1,096	701	1,096	1,096	1,096	1,096	1,096
Lottery Transfer to Transit	(254)	(278)	0	0	0	0	0	0	0	0
Total Revenues	12,851	11,169	10,700	11,020	9,481	10,346	10,526	10,806	11,147	10,602
Expenditures (\$000)										
Personnel Costs	4,821	5,081	5,245	3,176	3,048	3,672	3,864	4,036	4,155	4,306
Materials and Supplies	537	670	465	367	424	618	629	640	652	664
Fees and Services	1,901	1,977	2,065	2,105	1,892	2,096	2,159	2,223	2,289	2,358
Travel and Training	47	26	17	7	10	19	20	20	20	21
Capital Outlay	140	1,269	549	236	107	76	479	827	418	376
Debt Service	2,770	2,770	2,770	2,770	1,550	500	0	0	0	0
CIP Pay As You Go	0	0	0	0	0	0	2,600	300	300	300
Loan Repayment	310	310	310	310	3	3	3	3	3	3
Internal Service Charges	1,212	1,354	1,035	974	2,754	1,059	1,102	1,146	1,192	1,239
Indirect Cost Allocations	813	692	927	854	641	654	680	708	736	765
Total Expenditures	12,551	14,147	13,383	10,800	10,430	8,698	11,536	9,902	9,765	10,033
Net Operating Surplus / (Deficit)	300	(2,978)	(2,683)	220	(948)	1,649	(1,010)	904	1,382	570

Enterprise Funds: Projected Revenues and Expenses

Water/Wastewater Fund Forecast Discussion

Nearly all revenue to the Water/Wastewater Fund is from User Charges for water and sewer services, which account for 99% of fund revenue in FY 2013-14. Since the number of customer accounts grows at a very slow pace due to a stable population, the primary mechanism to enhance revenue for the enterprise fund is rate increases. The forecast assumes that rates will be increased in future years as necessary to bring revenues in line with expenses.

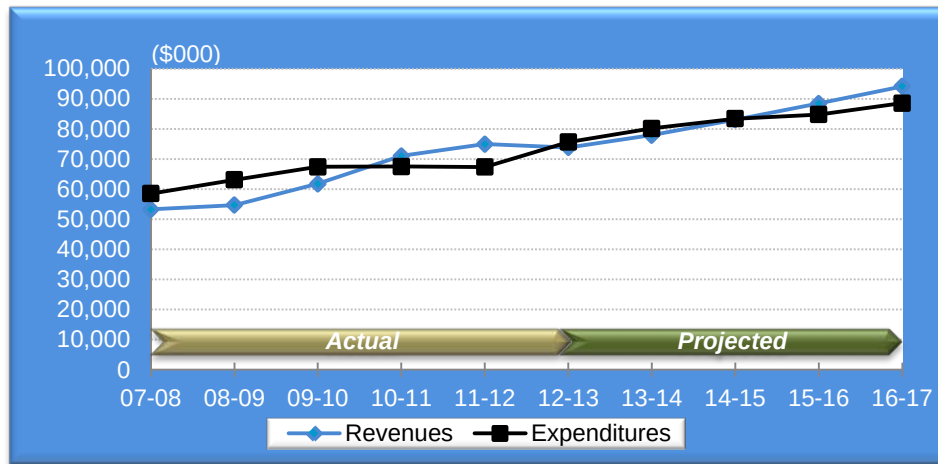
The largest expense of the fund is Debt Service, representing 47% of expenses in FY 2013-14. The growth pattern for this expense is due to current amortization schedules as well as projected new debt issuance in future years based on the 5 year Capital Improvements Plan. These factors result in an average growth rate of 2.9% for this category. The Water/Wastewater Fund is projected to experience an operating surplus beginning in FY 2015-16; however this is due entirely to future planned rate increases.

Unrestricted Net Assets

In FY 2006-07 planned drawdowns of Water/Wastewater net assets were initiated to partially support water/wastewater bond debt service payments to facilitate the phasing in of new user rate increases which began in 2008. The unrestricted net assets stand at \$46.8 million at FYE 2012.

FYE	Unrestricted Net Assets
03	\$58,958,188
04	58,790,163
05	60,752,643
06	65,560,342
07	55,628,214
08	50,599,282
09	42,899,644
10	34,402,741
11	39,687,308
12	46,750,269

Water/Wastewater Fund: Projected Revenues and Expenses



	07/08 Actual	08/09 Actual	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projected	13/14 Projected	14/15 Projected	15/16 Projected	16/17 Projected
Revenues (\$000)										
Charges for Service-Water	28,146	29,071	32,813	35,796	39,817	42,349	46,016	50,007	54,186	58,641
Charges for Service-Wastewater	20,933	23,330	27,512	33,322	32,369	30,564	31,064	32,209	33,401	34,635
Interest Income	3,355	1,523	789	562	268	223	134	144	166	144
Land and Facility Rental	520	536	520	509	520	520	548	554	561	561
Loan Repayment	79	60	41	21	0	0	0	0	0	0
Other Miscellaneous Revenue	254	178	105	787	1,957	150	150	151	151	151
Total Revenues	53,287	54,698	61,781	70,998	74,931	73,807	77,912	83,064	88,465	94,132
Expenses (\$000)										
Personnel Costs	15,454	15,901	17,686	14,241	14,588	16,375	16,698	17,400	18,185	19,028
Materials and Supplies	3,870	4,111	3,799	4,038	4,937	7,190	6,588	6,649	6,799	6,930
Fees and Services	12,559	13,072	12,497	13,696	11,427	14,382	14,915	16,081	16,463	16,847
Travel and Training	173	148	122	92	76	154	157	159	162	165
Debt Service	22,413	25,867	28,940	31,995	32,603	32,531	37,616	38,781	38,668	40,909
Internal Service Charges	2,208	1,581	2,215	1,575	1,721	1,900	1,976	2,055	2,137	2,223
Indirect Cost Allocations	1,847	2,434	2,146	1,853	1,985	2,104	2,188	2,276	2,367	2,461
Contingency	0	0	0	0	0	1,000	0	0	0	0
Total Expenses	58,524	63,113	67,405	67,491	67,338	75,636	80,138	83,401	84,782	88,564
Net Operating Surplus / (Deficit)	(5,237)	(8,415)	(5,624)	3,507	7,593	(1,829)	(2,226)	(337)	3,683	5,568

Solid Waste Fund Forecast Discussion

Nearly all revenue to the Solid Waste Fund is from User Charges for solid waste services, which account for 98% of fund revenue in FY 2013-14. Since the number of customer accounts grows at a very slow pace due to a stable population, the primary mechanism to enhance revenue for the enterprise fund is rate increases. The forecast assumes no rate increase in the future years of the forecast. However, solid waste rates are subject to annual rate reviews to ensure that the fund remains fully self-sufficient and to smooth the effect of potential rate adjustments on the City's residential and commercial customers.

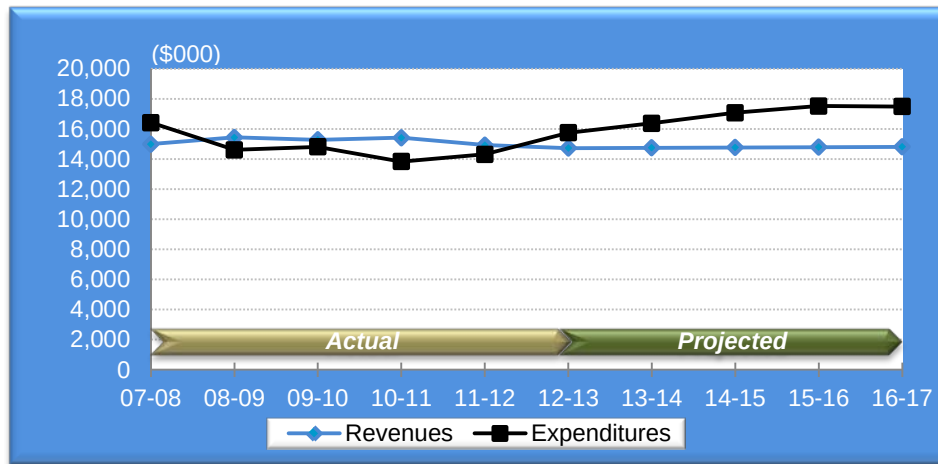
The primary drivers of fund expenses are Personnel Costs and fees and services, which represent 38% and 22% of FY 2013-14 expenses respectively. Since Tempe does not own its landfill, the primary component of fees and services, is landfill tipping charges which are expected to grow at the rate of inflation over the next four years.

Unrestricted Net Assets

There is a \$7.1 million in unrestricted net assets in the Solid Waste Fund at FYE 2012. With environmental mandates always present, this enterprise operation will require as much financial flexibility as possible for contingent compliance driven costs. In addition, as the fund is projected to have operating deficits in the forecast period, it is expected that a drawdown of net assets will occur as efficiencies and rate increase scenarios are explored.

FYE	Unrestricted Net Assets
03	\$469,027
04	1,138,305
05	2,226,136
06	3,019,582
07	4,895,596
08	3,888,080
09	4,634,470
10	5,589,167
11	6,847,488
12	7,077,767

Solid Waste Fund: Projected Revenues and Expenditures



	07/08 Actual	08/09 Actual	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projected	13/14 Projected	14/15 Projected	15/16 Projected	16/17 Projected
Revenues (\$000)										
Charges for Services	14,456	14,934	14,958	15,157	14,708	14,467	14,495	14,524	14,553	14,582
Sludge Disposal	86	0	0	0	0	0	0	0	0	0
Interest Income	218	106	67	47	35	29	24	18	10	0
Other Revenue Sources	232	400	251	212	184	227	227	227	227	227
Total Revenues	14,993	15,440	15,275	15,416	14,927	14,723	14,746	14,769	14,790	14,809
Expenses (\$000)										
Personnel Costs	5,056	5,414	5,602	5,327	5,260	5,890	6,187	6,449	6,726	7,005
Materials and Supplies	519	162	93	172	170	220	224	228	232	237
Fees and Services	3,633	3,697	3,252	3,502	3,531	3,498	3,561	3,621	3,690	3,760
Travel and Training	0	0	3	10	40	24	24	25	25	25
Capital Outlay	3,431	1,377	2,046	1,149	1,243	1,573	1,746	1,885	1,846	1,236
Internal Service/Adjustments	2,942	3,167	3,035	2,569	2,913	3,128	3,254	3,384	3,519	3,660
Indirect Cost Allocations	832	790	782	752	807	866	900	936	974	1,013
Transfers	0	0	0	350	350	541	477	542	504	554
Total Expenses	16,412	14,607	14,812	13,832	14,314	15,739	16,373	17,070	17,516	17,489
Net Operating Surplus / (Deficit)	(1,419)	833	463	1,584	614	(1,016)	(1,626)	(2,300)	(2,727)	(2,680)

Golf Fund Forecast Discussion

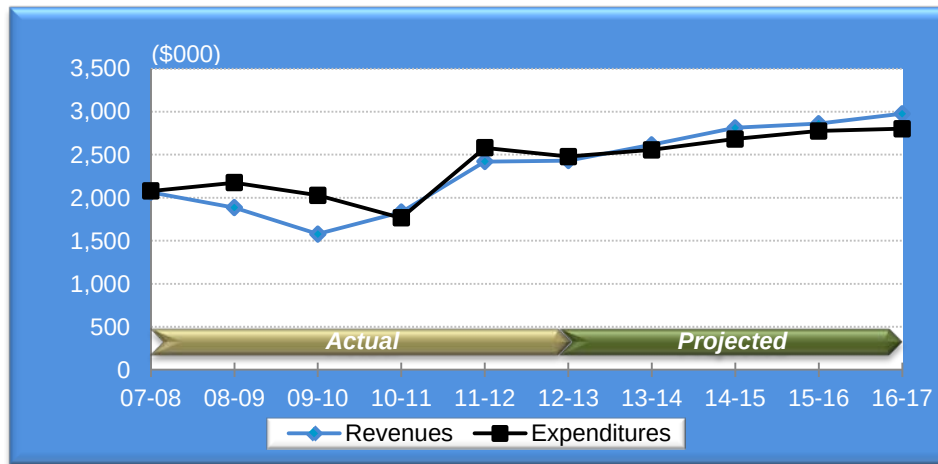
The largest component of Golf Fund revenue is Greens Fees, which contribute 65% of revenue in FY 2013-14. In prior years the dependence on greens fees approached 80%. This increase in revenue diversification is one of the changes to the golf operation that began in FY 2011-12. A new operational model, combined with projected increases in the user base and the rate structure it is forecasted that the fund will begin to generate operating surpluses in the out-years of the forecast.

Unrestricted Net Assets

As of FYE 2012, the Golf Fund has a deficit balance.

FYE	Unrestricted Net Assets
03	\$680,101
04	604,703
05	540,158
06	468,457
07	263,853
08	217,821
09	42,449
10	(107,509)
11	(325,497)
12	(472,856)

Golf Fund: Projected Revenues and Expenditures



	07/08 Actual	08/09 Actual	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Projected	13/14 Projected	14/15 Projected	15/16 Projected	16/17 Projected
Revenues (\$000)										
Greens Fees	1,653	1,562	1,370	1,397	1,511	1,569	1,694	1,828	1,861	1,937
Pro Shop/Restaurant	331	252	204	165	0	0	0	0	0	0
Rental Charges	0	0	0	0	581	605	653	704	717	747
Range Fees	0	0	0	0	173	183	194	207	210	218
Interest Income	14	5	1	0	0	0	0	0	0	0
Other Revenue Sources	65	66	3	270	155	75	74	74	74	74
Total Revenues	2,064	1,885	1,578	1,833	2,420	2,431	2,616	2,813	2,862	2,976
Expenses (\$000)										
Personnel Costs	1,098	1,225	1,115	727	852	848	903	930	958	1,016
Materials and Supplies	250	220	198	227	451	438	446	453	462	471
Fees and Services	367	379	448	455	924	732	792	835	881	930
Capital Outlay	5	56	8	111	137	161	104	139	139	35
Debt Service	2	0	0	0	0	0	0	0	0	0
Internal Service Charges	187	157	132	115	150	184	192	200	208	216
Indirect Cost Allocations	170	139	126	129	66	115	120	125	130	135
Total Expenses	2,078	2,175	2,027	1,765	2,580	2,478	2,557	2,682	2,776	2,802
Net Operating Surplus / (Deficit)	(15)	(291)	(449)	68	(160)	(47)	59	132	85	174

Debt Service Fund Forecast Discussion

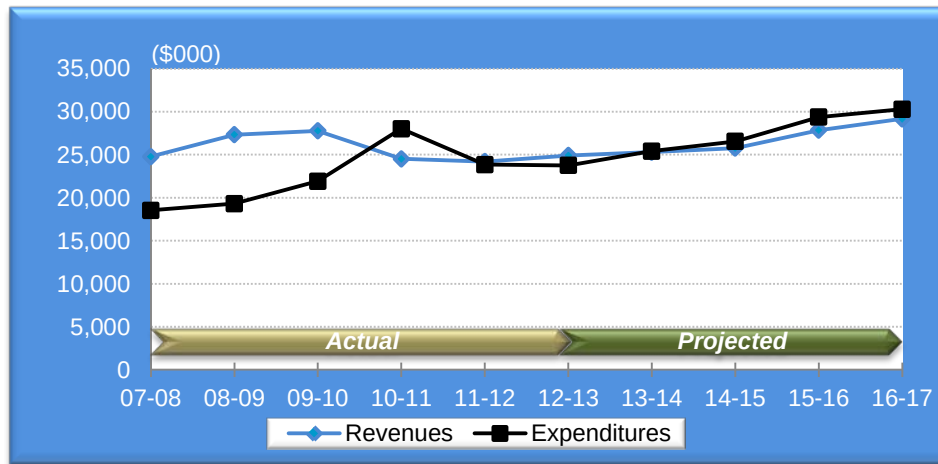
The primary revenue source to the Debt Service Fund is secondary property taxes, which are projected to represent 93% of fund revenue in FY 2013-14. Growth in this revenue stream is predicated on property valuation trends and City property tax policy decisions. A recently approved property tax stabilization policy allows total levies to increase by no more than the level of inflation, plus the value of new construction. This policy allows for the collection of revenues sufficient to pay planned debt service, yet places limits future growth in this revenue stream consistent with general economic trends.

The expenditures from the Debt Service fund are restricted to repayment of principal and interest cost associated with long-term debt. Based on current debt amortization schedules in the Debt Management Plan and projected new principal and interest associated with the five-year Capital Improvements Plan, future principal and interest costs are expected to exhibit moderate increases through the forecast period.

At FYE 2012, the Debt Service Fund had a restricted balance of \$35.4 million. Planned drawdowns of fund balance will occur in the near term as the new revenue structure approaches the projected level of debt service expenditures.

FYE	Restricted Fund Balance
03	\$13,471,704
04	13,335,706
05	15,991,147
06	18,547,848
07	17,607,767
08	23,858,992
09	31,844,188
10	38,126,393
11	34,718,252
12	35,360,470

Debt Service Fund: Projected Revenues and Expenditures



	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenues (\$000)										
Secondary Property Tax	20,782	23,416	24,913	21,691	22,100	23,001	23,460	23,929	24,408	24,896
Transfer from HURF	2,770	2,770	2,770	2,770	1,550	500	0	0	0	0
Other Transfers In	0	0	0	0	559	735	738	733	733	730
AZSTA Payment	273	263	93	52	0	678	1,111	1,102	2,713	3,542
SRP In -Lieu Payment	935	876	0	0	0	0	0	0	0	0
Interest Income	21	8	0	0	0	0	0	0	0	0
Total Revenues	24,780	27,333	27,776	24,513	24,209	24,914	25,309	25,764	27,853	29,168
Expenditures (\$000)										
G.O. Debt Service	13,090	14,061	16,318	17,836	17,987	17,806	19,527	20,661	22,453	23,398
Excise Tax Debt Service	1,733	1,733	2,254	2,259	2,806	2,959	2,965	2,967	3,881	3,847
Rio Salado Debt Service	3,063	3,058	3,058	3,050	3,055	2,991	2,927	2,925	3,049	3,049
America West Payment	638	463	288	4,869	0	0	0	0	0	0
Total Expenditures	18,523	19,315	21,917	28,013	23,848	23,756	25,419	26,553	29,382	30,294
Net Operating Surplus / (Deficit)	6,257	8,018	5,859	(3,501)	361	1,158	(110)	(789)	(1,529)	(1,126)

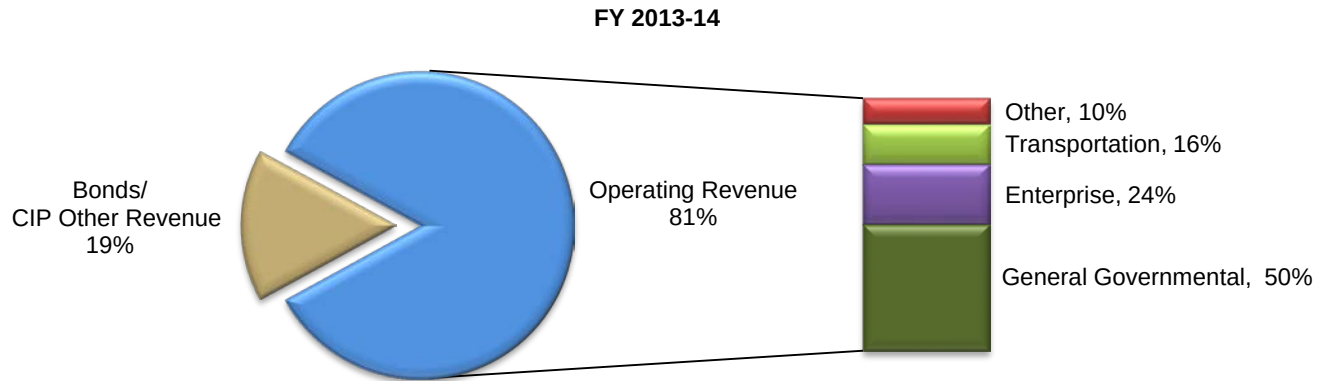


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Total Revenue

Total revenue for FY 2013-14 is \$494.4 million reflecting \$402.6 million in operating revenue and \$91.8 million from bond proceeds and other revenue sources in the Capital Budget. The FY 2013-14 operating revenue total represents an 11% increase from FY 2012-13. The increase in operating revenue sources is primarily in the General Governmental, Transportation/Transit, and Enterprise areas and consists of increases in local tax revenue, intergovernmental revenue and charges for services.



TOTAL REVENUE

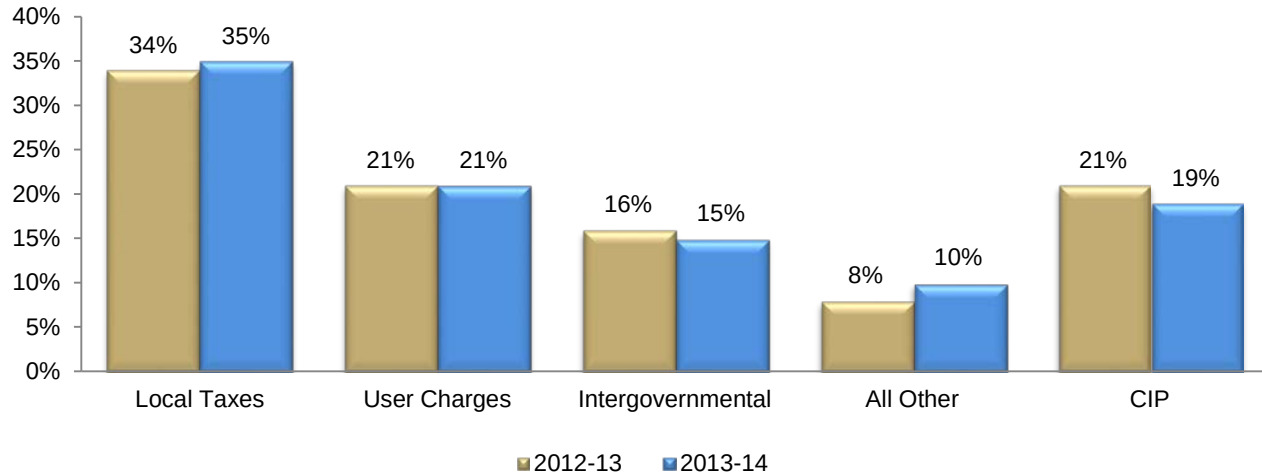
	FY 2012-13 Budget	FY 2013-14 Budget
OPERATING REVENUE		
General Governmental		
Local Taxes	\$130,270,811	\$135,114,912
Licenses and Permits	1,543,750	1,664,632
Intergovernmental	36,190,033	41,033,220
Charges for Services	9,517,515	10,660,157
Fees, Fines, and Forfeitures	7,375,168	7,455,390
Miscellaneous	6,940,575	6,388,669
Transportation/Transit	64,034,375	64,973,072
Performing Arts	7,001,504	7,446,946
CDBG/Section 8 Housing	16,473,652	14,741,113
Restricted Revenue/Grants/Donations	17,237,152	18,465,876
Enterprise	93,475,689	94,693,833
TOTAL OPERATING REVENUE	\$390,060,224	\$402,637,820
Operating Revenue Per Capita	\$2,402	\$2,475
Bond/Note Proceeds	85,590,459	75,315,180
CIP Other Revenue	18,717,425	16,464,726
TOTAL REVENUE	\$494,368,108	\$494,417,726
Total Revenue Per Capita	\$3,045	\$3,039

Note: The amounts noted above reflect budgeted funds that the City receives as income. Interfund transfers and utilization of fund balances, while a component of the total financial program, are not classified as revenue for this presentation.

Total Revenue by Source

Comparative Revenue by Source FY 2012-13 Budget to FY 2013-14 Budget

Fiscal Year Ending June 30



Where the Money Comes From

Revenue Source	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Revised	FY 2013-14 Budget
Local Taxes				
Local Sales Taxes	\$83,545,200	\$85,817,840	\$85,847,840	\$89,281,629
Transit Tax	30,172,338	30,905,796	30,905,796	31,702,000
Other Local Taxes	44,429,972	45,975,971	46,202,128	47,896,825
Performing Arts	6,236,500	6,374,872	6,374,872	6,657,096
User Charges				
Water/Wastewater	72,829,336	75,206,608	71,969,160	76,442,160
Solid Waste	14,866,281	14,842,352	14,695,052	14,764,052
Cultural/Recreational	28,831,397	8,008,710	8,087,234	8,288,464
Building/Trades & Planning/Zoning	5,488,936	3,682,855	4,655,735	4,911,527
Intergovernmental				
State Shared Revenue	32,325,812	35,532,408	35,359,321	37,838,500
HURF/LTAF	8,285,028	9,101,143	8,829,124	9,122,472
CDBG/Section 8 Housing	12,590,782	16,473,652	11,937,791	14,741,113
Transit State & Federal	15,402,975	19,779,424	19,779,424	9,495,594
Other Intergovernmental	24,089,373	657,625	1,106,489	1,238,750
All Other				
Interest Revenue	1,210,331	857,430	887,000	679,800
Restricted Revenue/Grants/Donations	9,042,124	17,237,152	10,049,156	18,465,876
Miscellaneous Revenue	8,213,680	10,687,468	13,510,033	21,991,940
Fines and Forfeitures	7,731,585	7,375,168	7,611,230	7,455,390
Licenses and Permits	1,650,907	1,543,750	1,646,632	1,664,632
Bond/Note Proceeds	40,171,865	85,590,459	40,915,000	75,315,180
CIP - Outside Revenue	4,160,396	18,717,425	9,743,010	16,464,726
Total Revenue	\$451,274,816	\$494,368,108	\$430,112,027	\$494,417,726

Components of Total Revenue

FY 2013-14 Total Revenue \$494,417,726				
Operating Budget \$402,637,820			Capital Budget \$91,779,906	
General Governmental \$202,316,980	Special Revenue \$105,627,007	Enterprise \$94,693,833	Bond/Note Proceeds \$75,315,180	Outside Revenue \$16,464,726
Local Taxes/ Licenses & Permits \$136,779,544	Transit \$55,779,100	Water/ Wastewater \$77,167,160	General Purpose Bonds \$38,960,650	Federal Grants \$14,307,596
Intergovernmental \$41,033,220	CDBG/Section 8 Housing \$14,741,113	Solid Waste \$14,864,052	Water/ Wastewater Bonds \$36,354,530	Other \$2,157,130
Charges for Services \$10,660,157	Governmental Grants and Donations \$11,452,511	Golf \$2,662,621		
Fines and Forfeitures \$7,455,390	Highway User Revenue \$9,193,972			
Miscellaneous \$6,388,669	Performing Arts Tax \$7,446,946			
	Police – RICO and Grants \$5,602,064			
	Court Enhancement \$1,411,301			

General Governmental is the largest operating revenue category. It supports basic functions of the City, which include Police, Fire, Community Services, and Community Development.

Note: The amounts noted above reflect budgeted funds that the City receives as income. Interfund transfers and utilization of fund balances, while a component of the total financial program, are not classified as revenue for this presentation.

Comparative Operating Revenue by Major Source and Fund

Revenue Source	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Revised	FY 2013-14 Budget
General Fund				
Local Taxes				
City Sales Tax	\$83,545,200	\$85,817,840	\$85,847,840	\$89,281,629
Primary Property Tax	12,637,571	13,271,172	13,271,172	13,778,678
Transient Lodging Tax	4,523,369	4,647,362	4,647,362	5,014,504
Franchise Fees	3,428,125	3,533,481	3,273,736	3,273,736
SRP Payment in Lieu of Taxes	1,956,173	1,523,000	2,009,858	2,063,542
Total Local Taxes	\$106,090,438	\$108,792,855	\$109,049,968	\$113,412,089
Intergovernmental Revenue				
State Sales Tax	12,636,771	13,522,980	13,200,000	13,973,746
State Income Tax	13,649,203	16,516,196	16,516,196	18,042,169
Vehicle License Tax	5,437,201	5,361,232	5,200,000	5,390,585
Agreements	602,637	132,000	443,125	432,000
Total Intergovernmental	\$32,325,812	\$35,532,408	\$35,359,321	\$37,838,500
Building & Trades/Planning & Zoning	5,488,936	3,682,855	4,655,735	4,911,527
Cultural and Recreational				
Registration Fees	4,589,371	4,394,481	4,394,481	4,372,781
Recreation Admission Charges	427,923	425,174	462,724	437,324
Library Fines and Fees	247,819	254,800	254,800	190,450
Other Cultural and Recreation Fees	787,492	760,205	758,738	748,075
Total Cultural and Recreational	\$6,052,606	\$5,834,660	\$5,870,743	\$5,748,630
Fines, Fees and Forfeitures				
Traffic Fines	1,148,095	1,336,462	869,000	1,032,800
Criminal Fines	1,037,240	1,031,858	1,031,858	1,037,017
Parking Fines	294,453	250,606	366,012	366,012
Other Fines, Fees and Forfeitures	5,251,797	4,756,242	5,344,360	5,019,561
Total Fines, Fees and Forfeitures	\$7,731,585	\$7,375,168	\$7,611,230	\$7,455,390
Business/Non-Business Licenses	\$1,650,907	\$1,543,750	\$1,646,632	\$1,664,632
Other Revenue Sources				
Interest Income	548,804	464,983	450,000	330,000
Other Miscellaneous Revenue	3,653,147	4,952,592	3,919,314	3,995,127
Total Other Revenue	\$4,201,951	\$5,417,575	\$4,369,314	\$4,325,127
Total General Fund	\$163,542,235	\$168,179,271	\$168,562,943	\$175,355,895
Debt Service Fund				
Secondary Property Tax	21,884,734	23,000,956	23,000,000	23,766,365
Intergovernmental	26,615,656	657,625	5,036,559	3,194,720
Total Debt Service Fund	\$48,500,390	\$23,658,581	\$28,036,559	\$26,961,085

Totals may not sum exactly due to rounding



Revenue Source	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Revised	FY 2013-14 Budget
Transit Fund				
Transit Tax	30,172,338	30,905,796	30,905,796	31,702,000
Lottery Transfer In	474,508	474,508	474,508	475,559
ASU-Flash Transit	873,901	932,103	932,103	932,103
Interest Income	338,512	120,000	200,000	144,000
Federal and State Funding	14,054,566	18,372,813	18,372,813	8,087,932
Miscellaneous Revenue	4,272,311	4,057,012	4,057,012	14,437,506
Total Transit Fund	\$50,186,136	\$54,862,232	\$54,942,232	\$55,779,100
Transportation Funds				
Highway User Revenue Tax	8,098,254	9,101,143	8,829,124	9,122,472
Other Revenue	326,063	71,000	81,700	71,500
Total Transportation Funds	\$8,424,316	\$9,172,143	\$8,910,824	\$9,193,972
Performing Arts				
Performing Arts Tax	6,236,500	6,374,872	6,374,872	6,657,096
Interest Income	24,661	19,582	12,000	10,800
Fees and Admission and Miscellaneous	21,269,539	607,050	633,050	779,050
Total Performing Arts Fund	\$27,530,700	\$7,001,504	\$7,019,922	\$7,446,946
Fund 45 Police-RICO/Grants Fund	\$3,068,796	\$5,165,104	\$4,597,657	\$5,602,064
Fund 46 Governmental Grants/Donation Fund	\$5,172,724	\$10,653,863	\$4,594,425	\$11,447,386
Fund 47 Court Enhancement Fund	\$799,773	\$1,414,465	\$855,712	\$1,411,301
Fund 48 Peterson House Endowment Fund	\$831	\$3,720	\$1,362	\$5,125
Total CDBG/Section 8 Housing Funds	\$12,590,782	\$16,473,652	\$11,937,791	\$14,741,113
Solid Waste Fund				
Residential Service	8,378,708	8,342,352	8,342,352	8,342,352
Commercial Service	4,581,366	4,824,000	4,631,000	4,700,000
Roll-Off Service	1,291,722	1,264,000	1,331,200	1,331,200
Recycling	612,579	412,000	390,500	390,500
Interest Income	34,705	29,370	25,000	20,000
Miscellaneous Revenue	28,003	105,000	80,000	80,000
Total Solid Waste Fund	\$14,927,082	\$14,976,722	\$14,800,052	\$14,864,052

Totals may not sum exactly due to rounding

Revenue Source	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Revised	FY 2013-14 Budget
Water/Wastewater Fund				
Charges for Service-Water				
Water Consumption	29,983,269	32,205,248	31,000,000	34,400,000
Water Service	9,472,867	9,500,000	9,500,000	10,200,000
Irrigation	297,848	330,860	330,660	330,660
Other Water Charges	1,703,763	691,500	657,500	691,500
Total Charges for Service-Water	\$41,457,746	\$42,727,608	\$41,488,160	\$45,622,160
Charges for Service-Wastewater				
Sewer Usage	23,159,554	24,000,000	22,000,000	22,200,000
Sewer Service	8,508,042	8,466,000	8,466,000	8,600,000
Irrigation	23,707	13,000	15,000	20,000
Total Charges for Service-Wastewater	\$31,691,303	\$32,479,000	\$30,481,000	\$30,820,000
Interest Income	250,593	223,495	200,000	175,000
Land and Facility Rental	519,805	520,000	520,000	520,000
Other Miscellaneous Revenue	(4,205,981)	154,864	29,000	30,000
Total Water/Wastewater Fund	\$69,713,465	\$76,104,967	\$72,718,160	\$77,167,160
Golf Fund				
Greens Fees	1,509,252	1,567,000	1,583,441	1,760,784
Interest Income	(1,513)	0	0	0
Other Revenue Sources	835,104	827,000	892,937	901,837
Total Golf Fund	\$2,342,842	\$2,394,000	\$2,476,378	\$2,662,621
Cemetery Fund				
Lot & Burial Sales	142,483	0	0	0
Total Cemetery Fund	\$142,483	\$0	\$0	\$0
Total Operating Revenue - All Funds	\$406,942,555	\$390,060,224	\$379,454,017	\$402,637,820

Note: The amounts noted above reflect funds that the City receives as income. Interfund transfers and utilization of fund balances, while a component of the total financial program, are not classified as revenue for this presentation

Note: Totals may not sum exactly due to rounding

General Governmental Revenue: Ten Year Historical Trends

City Sales Tax

Restrictions	Fiscal Year	Amount	Percent Change
Current General Fund rate of 1.4% can only be increased by vote of electorate.	2003-04	\$61,267,731	6.0
	2004-05	66,667,254	8.8
Certain proceeds are pledged as security for bond payments due under various bond security agreements. Revenue from a voter-approved 0.5% portion is dedicated to transit purposes and 0.1% is dedicated to funding for Performing Arts.	2005-06	74,945,676	12.4
	2006-07	84,457,854	12.7
	2007-08	81,257,842	(3.8)
	2008-09	72,420,832	(10.9)
	2009-10	67,369,737	(7.0)
	2010-11	80,341,215	19.3
	2011-12	83,545,200	4.0
	2012-13 est.	85,847,840	2.8
	2013-14 est.	89,281,629	4.0

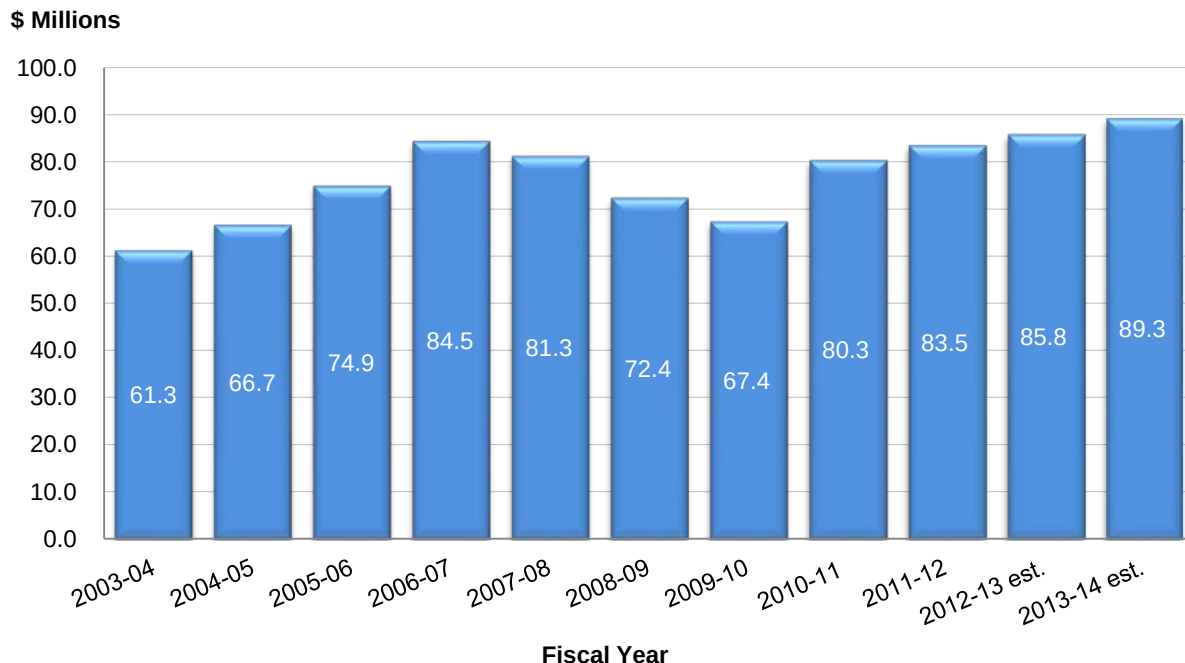
Assumptions

The City sales tax, known formally as the transaction privilege tax, is derived from a 2.0% tax on a variety of financial transactions, including retail sales, rental payments, contracting sales, utility, telecommunications payments, and hotel/restaurant sales. In FY 1993-94, voters approved a 0.2% increase from 1.0% to 1.2%. In May of 2010, voters approved a temporary 0.2% increase in the sales tax. Sales of food for home consumption and contracting sales are exempted from the increase. The 0.2% temporary tax expires June 30, 2014.

A strong recovery in the period immediately following the 2001-02 recession accounts for the double-digit growth in FY 2005-06 through FY 2006-07. Recent years have seen an unprecedented steep decline in revenues due largely to the effects of the regional housing market downturn and the national and regional recessions. The FY 2013-14 budgeted collection amount includes the voter approved tax rate increase and assumes a gradual economic recovery.

Major Influences: Taxable Sales, Population, and Consumer Price Index

City Sales Tax



Transient Lodging Tax

Restrictions	Fiscal Year	Amount	Percent Change
The rate of 5% can be increased only by electorate. Of the total amount collected, a portion is pledged to the Tempe Convention and Visitors Bureau (TCVB). Excess unrestricted proceeds are deposited into the General Fund.	2003-04	\$2,413,099	18.6
	2004-05	2,784,826	15.4
	2005-06	3,201,772	15.0
	2006-07	3,439,069	7.4
The tax originated in June of 1988 at 2% with half (or 1%) dedicated to TCVB. In FY 2001, voters approved an additional 1% for TCVB, increasing the tax from 2% to 3%. In May 2010, voters approved an increase in the tax rate from 3% to 5%. Beginning with FY 2010-11, the amount dedicated to TCVB is \$2,000,000 with annual inflationary adjustments thereafter.	2007-08	3,534,640	2.8
	2008-09	2,811,364	(20.5)
	2009-10	2,512,518	(10.6)
	2010-11	4,351,046	73.2
	2011-12	4,523,369	4.0
	2012-13 est.	4,647,362	2.7
	2013-14 est.	5,014,504	7.9

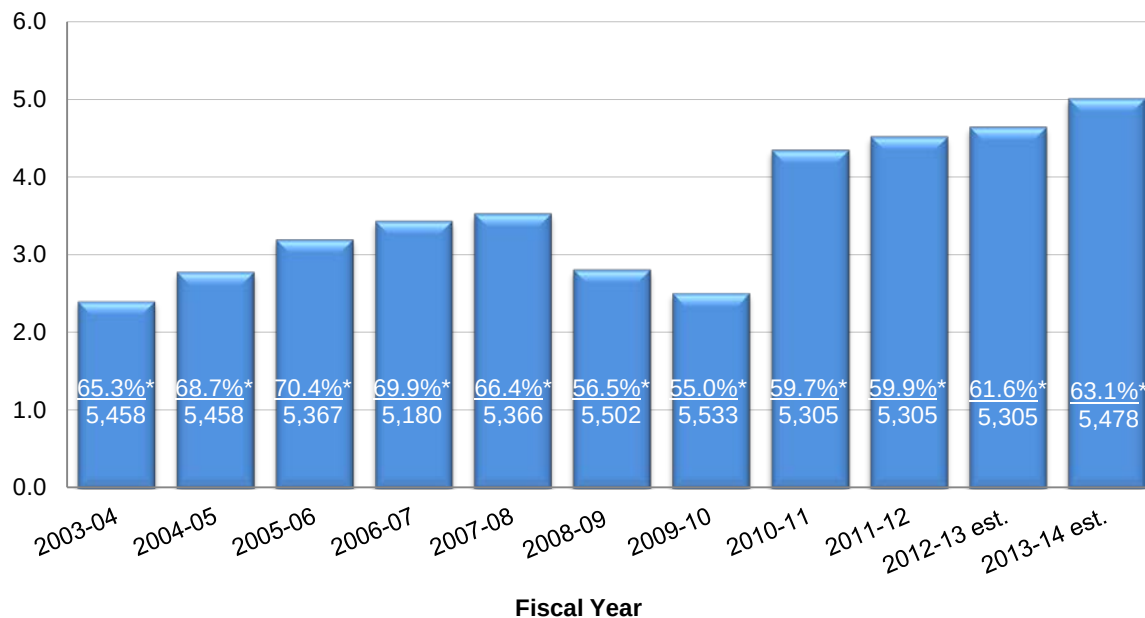
Assumptions

The tax is imposed on businesses who charge for lodging for any period of not more than 30 consecutive days. The steep drop in collections in FY 2008-09 through FY 2009-10 is due to the impact of the national and state recessions on local tourism. The large increase in revenue for FY 2010-11 is primarily reflective of a voter approved 2% increase rather than an increase in lodging structures or occupants. The FY 2013-14 budgeted amount includes the voter approved tax rate increase and assumes a gradual economic recovery.

Major Influences: Economy, Competition from Hotels Located in Neighboring Cities, and Consumer Price Index

Transient Lodging Tax

\$ Millions



* Percent Occupied/Number of Rooms

City Property Tax

Restrictions

Primary Levy: Limited to annual increase of 2% plus amount generated by new construction. No restriction on usage.

Secondary Levy: Restricted for debt service purposes only. No statutory limit on rate.

Fiscal Year	Tax Rate/\$100 Assessed Value	Primary Collections	Secondary Collections	Total Amount	Percent Change
2003-04	1.35	\$8,313,398	\$13,059,814	\$21,373,212	5.6
2004-05	1.35	8,878,734	14,631,500	23,510,234	10.0
2005-06	1.40	9,287,601	16,430,588	25,718,190	9.4
2006-07	1.40	9,076,938	16,465,111	25,542,049	(0.7)
2007-08	1.40	10,057,686	20,781,970	30,839,656	12.1
2008-09	1.40	10,836,677	23,415,585	34,252,262	11.1
2009-10	1.40	11,560,902	24,913,392	36,474,294	6.5
2010-11	1.40	12,029,463	21,690,870	33,720,333	(7.6)
2011-12	1.79	12,637,571	21,884,734	34,522,305	2.4
2012-13 est.*	2.14	13,271,172	23,000,000	36,271,172	5.1
2013-14 est.*	2.49	13,778,678	23,766,365	37,545,043	3.5

Assumptions

The City's property tax is based on the assessed value of the property as determined by the Maricopa County Assessor, whose office both bills and collects all property taxes. Historical changes in total revenue collected have been the result of state policy affecting assessed valuations and growth, new development, and appreciation of existing property.

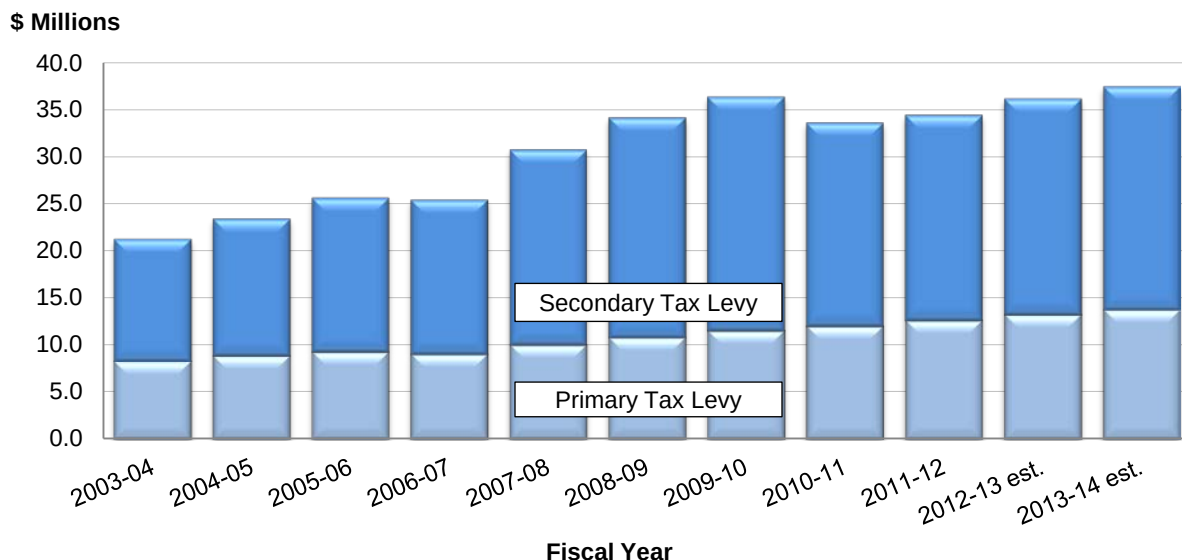
In FY 2010-11, the City Council adopted a levy based approach versus a rate driven approach for property tax revenue. The levy stabilization policy provided a stable and predictable revenue stream for paying annual property tax supported debt service payments.

The combined primary and secondary property tax rate for FY 2013-14 will total \$2.49 per \$100 assessed valuation, consisting of \$0.92 per \$100 of the primary assessed valuation for operating and maintenance costs and \$1.57 per \$100 of secondary assessed valuation to fund principal and interest payments on bonded indebtedness.

The primary levy goes to the General Fund and the secondary levy goes to the Debt Service Fund.

Major Influences: Development, Assessor Appraisal Methodology, State Policy, Population Growth, and City Policy Regarding Property Tax Rates

City Property Tax



* Amounts reflect estimated receipts

Salt River Project In-Lieu Tax

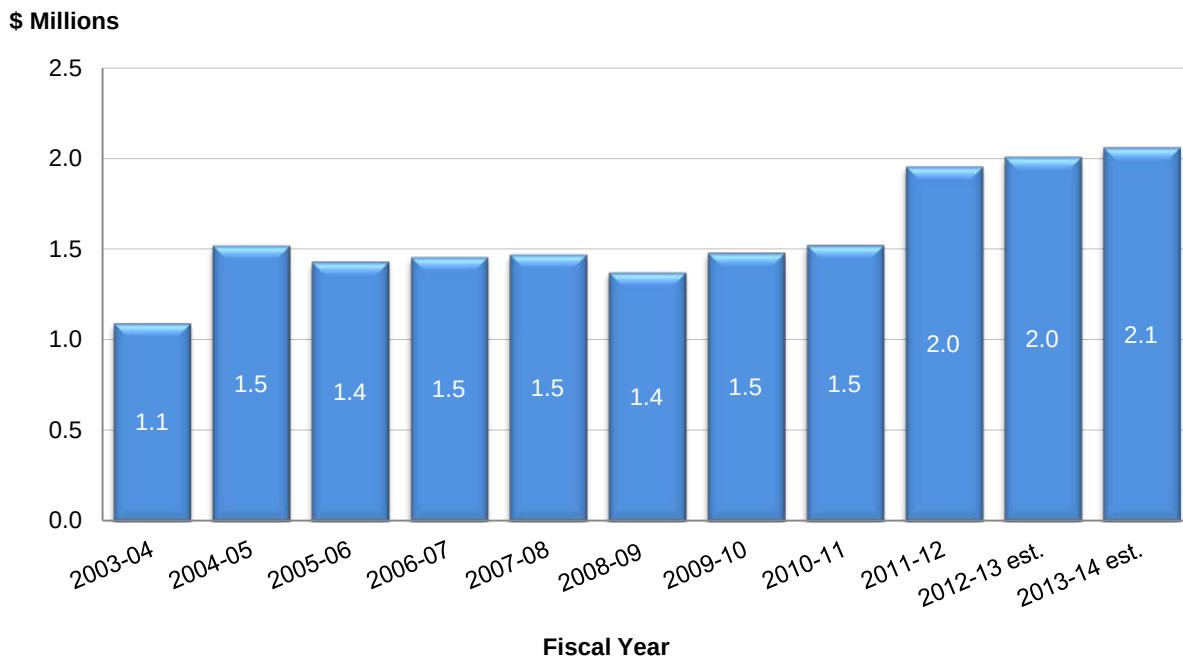
Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage.	2003-04	\$1,093,665	(1.4)
	2004-05	1,522,519	39.1
	2005-06	1,431,678	(6.0)
	2006-07	1,458,614	1.9
	2007-08	1,471,815	0.9
	2008-09	1,373,964	(6.6)
	2009-10	1,481,741	7.8
	2010-11	1,523,033	2.8
	2011-12	1,956,173	28.4
	2012-13 est.	2,009,858	2.7
	2013-14 est.	2,063,542	2.7

Assumptions

As a government-operated public utility, the Salt River Project pays no franchise or property taxes. In lieu of these taxes, an amount is received from the utility based on a computation involving property location and plant investment. The calculations to determine the net voluntary contributions paid by the Salt River Project in lieu of property taxes are set forth in A.R.S § 48-241 and A.R.S § 48-242. Proceeds from this revenue source are received through Maricopa County in June and December. In past years, monies from this source were deposited into both the General Fund and Debt Service Fund in a manner similar to the property tax. Beginning in FY 2009-10, all proceeds are deposited into the General Fund.

Major Influences: Real Property Value and State Statute (assessment ratio)

Salt River Project In-Lieu Tax



State Shared Sales Tax

Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage other than must be expended for a public purpose.	2003-04	\$13,345,152	7.6
	2004-05	14,695,069	10.1
	2005-06	16,810,763	14.4
	2006-07	15,758,491	(6.3)
	2007-08	15,237,310	(3.3)
	2008-09	13,191,255	(13.4)
	2009-10	12,167,009	(7.8)
	2010-11	12,656,738	4.0
	2011-12	12,636,771	(0.2)
	2012-13 est.	13,200,000	4.5
	2013-14 est.	13,973,746	5.9

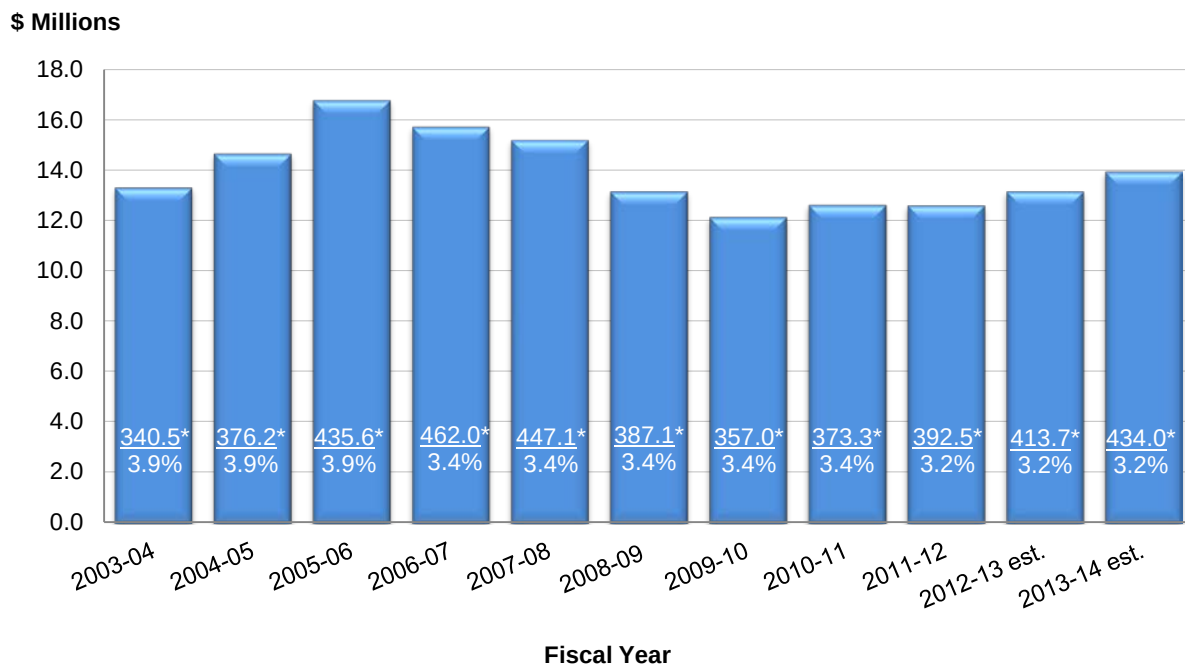
Assumptions

The state assesses a 5.6% sales tax, of which 0.6% is designated for educational purposes. A 1% temporary increase in the sales tax was approved at a May 2010 General Election and expired May 31, 2013. It was excluded from revenue sharing. Cities and towns share in 25% of the remaining collections on the basis of their population in relation to total state population.

Prior to 2000, Tempe accounted for 4.5% of the state's population, but with the 2000 Census Tempe's share fell to 3.9%. The share declined again to 3.4% with the 2005 mid-decade Census, but due to the robust state revenue growth the City did not experience a decrease in the subsequent year. The four year decreased revenue beginning in FY 2006-07 is reflective of the state recession. Based on the results of the 2010 Census, Tempe's share of revenue is set at 3.2% for the next five fiscal years, beginning in FY 2011-12. The mixed impacts of improving state sales taxes and a reduced share of the pool results in a slight decline in revenue estimated for FY 2011-12. The large percent change in FY 2013-14 is due to strong revenue increases projected at the State level.

Major Influences: Taxable Sales, Population (relative to state) and State Law

State Shared Sales Tax



* Total state shared sales tax revenue pool/City's share of pool

State Shared Vehicle License Tax

Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage other than must be expended for a public purpose.	2003-04	\$6,427,396	2.9
	2004-05	6,791,043	5.6
	2005-06	7,527,675	10.8
	2006-07	6,870,739	(8.7)
	2007-08	6,655,516	(3.1)
	2008-09	6,024,595	(9.5)
	2009-10	5,560,791	(7.7)
	2010-11	5,424,902	(2.4)
	2011-12	5,437,201	0.2
	2012-13 est.	5,200,000	(4.4)
	2013-14 est.	5,390,585	3.7

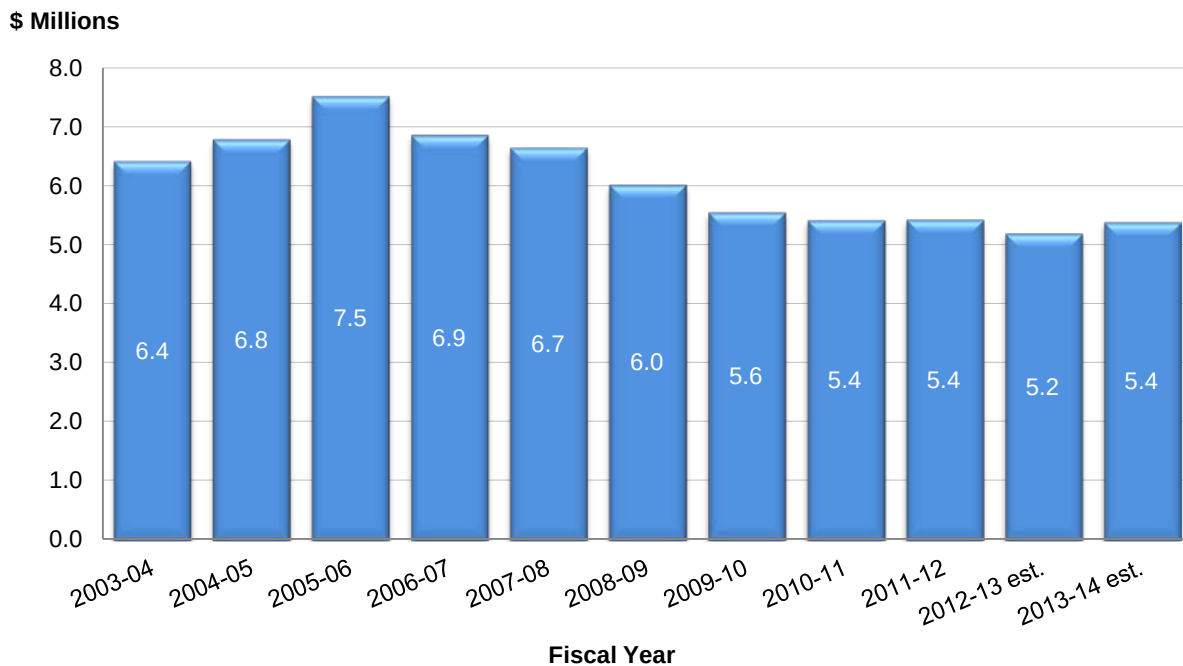
Assumptions

Cities and towns receive 24.58% of the net revenue collected for vehicle licensing within their county. The respective shares are determined by the Cities' share of population in relation to total incorporated population of the county. The remainder of the revenue collected is shared by schools, counties, and the state. Prior to 2000, Tempe accounted for 4.5% of the state's population. Based on the 2010 Census, this figure declined to 3.2%.

The six year decreased revenue from FY 2006-07 through FY 2010-11 is reflective of the state recession. For FY 2011-12, the nearly flat growth is due to the reduced revenue sharing percentage. The decline in FY 2012-13 is due the timing of revenue reported by the MVD's 3rd party vendors. The FY 2013-14 growth is based on moderate improvement in State projections.

Major Influences: Population (relative to State), State Policy and Auto Sales

State Shared Vehicle License Tax



State Shared Income Tax

Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage other than must be expended for a public purpose.	2003-04	\$14,303,004	(15.3)
	2004-05	14,582,117	2.0
	2005-06	16,607,943	13.9
	2006-07	18,823,759	13.3
	2007-08	23,332,475	24.0
	2008-09	24,832,128	6.4
	2009-10	21,406,004	(13.8)
	2010-11	16,137,383	(24.6)
	2011-12	13,649,203	(15.4)
	2012-13 est.	16,516,196	21.0
	2013-14 est.	18,042,169	9.2

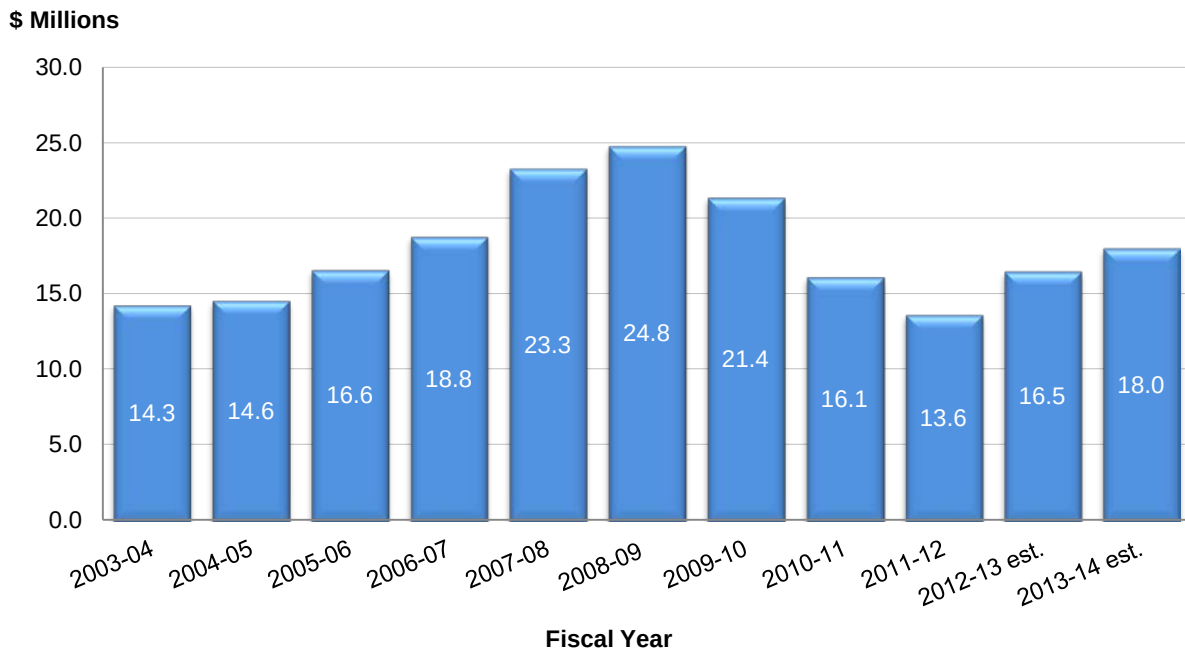
Assumptions

The right to levy income taxes in Arizona is reserved for the state in statute. Amounts distributed are based on actual income tax collections from two years prior to the fiscal year in which the City receives the funds. Under current law, Arizona cities and towns receive 15.0% of the state's income tax collections from two years prior. The state shared revenue pool is distributed among cities and towns based on the relation of their population to the total population of all incorporated cities and towns in the state. Prior to the 2005 Special Census, Tempe accounted for 3.9% of the state's urban population, but this share fell to 3.4% for FY 2006-07. Based on the 2010 Census, the share will be 3.2% for FY 2011-12 to FY 2015-16.

The three years of decreased revenue from FY 2009-10 through FY 2011-12 is reflective of the state recession and the two year lag between the calculation and distribution of revenue sharing amounts. The FY 2013-14 growth is based on moderate improvement in State projections.

Major Influences: Personal Income, Corporate Net Profits, Population (relative to State) and State Policy

State Shared Income Tax



Charges for Services/Cultural and Recreational

Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage, but intended to defray costs of recreation and social service programs.	2003-04	\$5,125,630	8.9
	2004-05	5,020,389	(2.1)
	2005-06	4,971,934	(1.0)
	2006-07	5,296,388	6.5
	2007-08	6,158,859	16.3
	2008-09	6,246,518	1.4
	2009-10	5,442,664	(12.9)
	2010-11	5,782,604	6.2
	2011-12	6,052,606	4.7
	2012-13 est.	5,870,743	(3.0)
	2013-14 est.	5,748,630	(2.1)

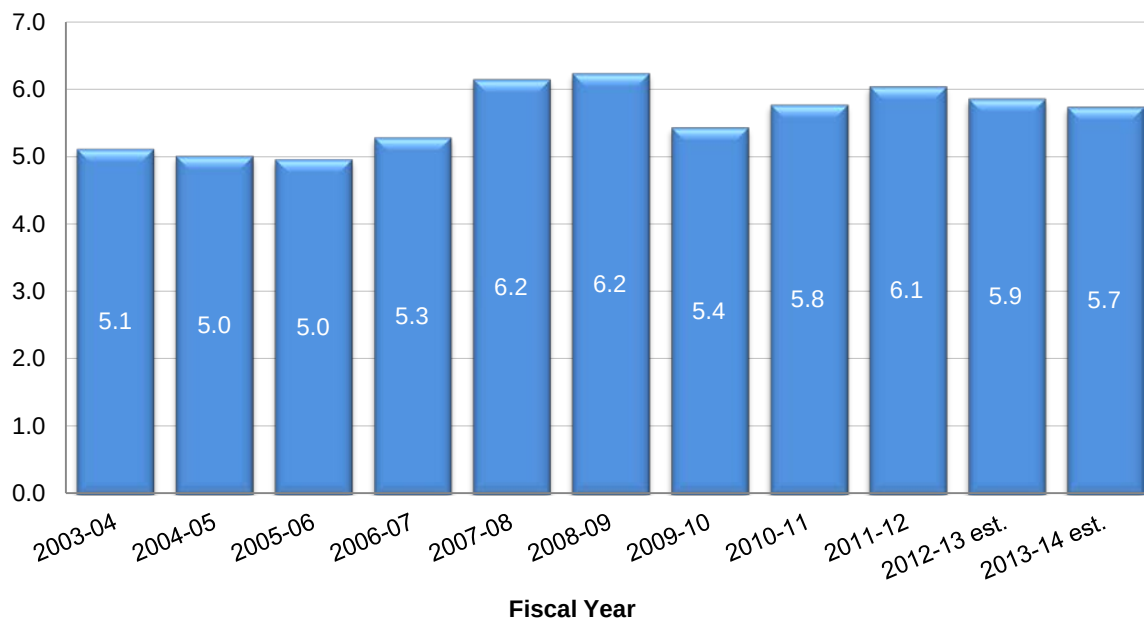
Assumptions

Revenue in this category is derived from a wide array of recreational activities (such as softball, swimming, and tennis) and social services programs (such as counseling services and after-school programs). By Council policy, many of these activities and services are partially or fully funded through user charges. Fees are based on a targeted percentage for cost recovery of direct program operating costs, including wages and supply costs but exclude facility costs, administration, and capital outlay. The percentage of recovery of direct program costs is classified by user groups as follows: adult programs, 100% cost recovery; youth programs, 100% cost recovery; senior programs, 50% cost recovery; and all Kiwanis Recreation Center classes/programs, 100% cost recovery.

Major Influences: Population, Cost Recovery Policy and New Program Development

Charges for Services/Recreation and Social Services

\$ Millions



Charges for Services/Development Related

Restrictions	Fiscal Year	Amount	Percent Change
Intended to offset costs related to permitting and planning for residential and commercial development in the City, though there are no restrictions on usage.	2003-04	\$2,644,489	2.9
	2004-05	3,458,518	30.8
	2005-06	5,506,134	59.2
	2006-07	5,969,413	8.4
	2007-08	6,479,274	8.5
	2008-09	5,680,740	(12.3)
	2009-10	4,633,358	(18.4)
	2010-11	3,918,147	(15.4)
	2011-12	5,488,936	40.1
	2012-13 est.	4,655,735	(15.2)
	2013-14 est.	4,911,527	5.5

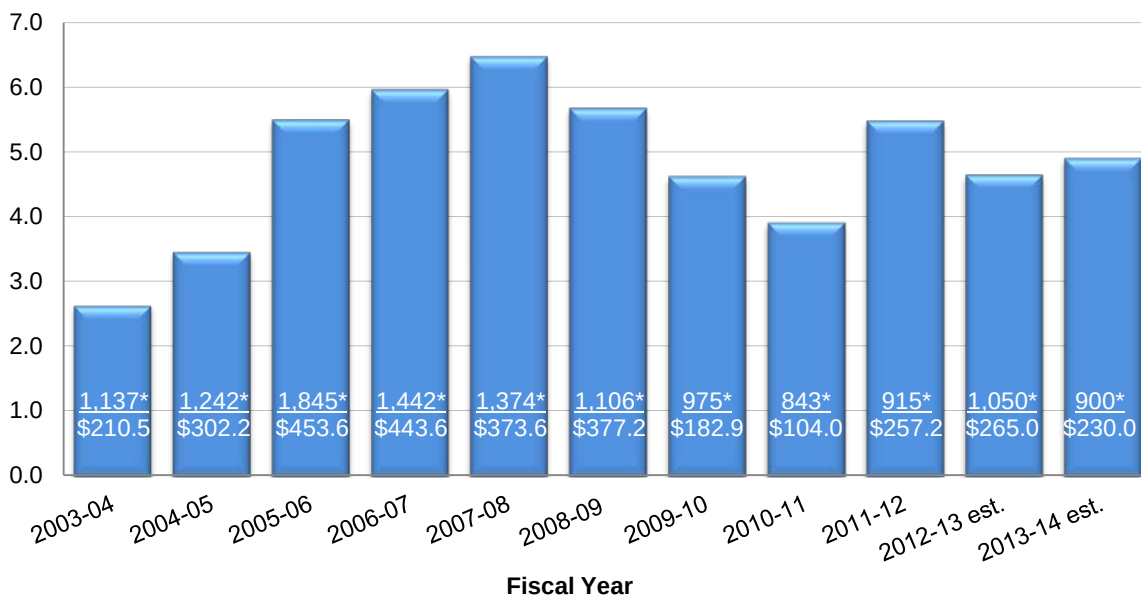
Assumptions

The annual growth rates shown above reflect the extreme cyclical nature of development. There was a fee increase in FY 2002-03. The impact of this increase was moderated in subsequent years in light of slow development activity associated with a landlocked community. This trend reversed itself sharply, as the attractiveness of the Tempe downtown area for development, as well as the construction of Tempe Marketplace shopping center, increased permitting activity. The FY 2008-09 decrease is largely the result of large projects working their way out of the construction queue. Activity for FY 2009-10 and FY 2010-11 dropped further due to a tight credit market and regional oversupply in commercial real estate suppressing the demand for new construction. The FY 2011-12 increase is due primarily to current and projected multifamily residential projects, while the FY 2012-13 estimate shows a reduction in construction activity. FY 2013-14 should see a moderate increase in activity as the economy gradually improves.

Major Influences: Population, Tax Laws, Economy and Development

Charges for Services/Development Related

\$ Millions



* Number of building permits/Valuation (\$ in millions)

Fines and Forfeitures

Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage.	2003-04	\$5,831,134	5.8
	2004-05	6,651,935	14.1
	2005-06	7,287,717	9.6
	2006-07	7,219,328	(0.9)
	2007-08	8,616,319	19.4
	2008-09	9,200,997	6.8
	2009-10	7,108,900	(22.7)
	2010-11	7,576,495	6.6
	2011-12	7,731,585	2.0
	2012-13 est.	7,611,230	(1.6)
	2013-14 est.	7,455,390	(2.0)

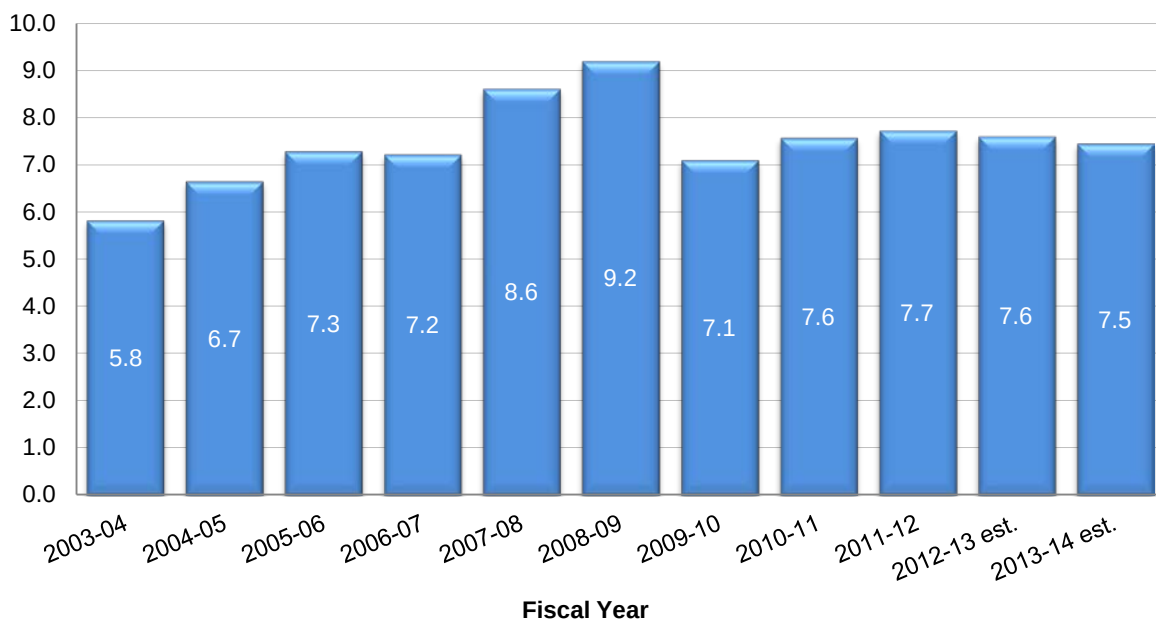
Assumptions

The fines and forfeitures revenue to the City derive from fines related to parking, traffic, criminal, animal control, defensive driving school, adult diversion, domestic violence, and false alarms, plus revenue from public defender reimbursements, forfeitures, and boot fees. The slight increase in FY 2013-14 is due to a number of new and revised fines and fees that were adopted as a result of the budget balancing effort. The decrease in FY 2012-13 is related to the Council's decision to discontinue the photo enforcement program. Otherwise, the discontinuation of the photo enforcement program would have caused a larger decrease. The projections for FY 2013-14 are based on a trend of declining violations which generate the fines and forfeitures.

Major Influences: Population, Crime Rate and Internal Policy (Enforcement, Number of Police Officers)

Fines and Forfeitures

\$ Millions



Special Revenue: Ten Year Historical Trends

Transit Tax

Restrictions	Fiscal Year	Amount	Percent Change
Represents a portion of the City sales tax dedicated by public vote to transit-related purposes, such as bus acquisition and maintenance, connecting bus routes to neighboring cities, bus stop construction, transit planning, and light rail construction.	2003-04	\$26,740,623	6.2
	2004-05	28,848,493	7.9
	2005-06	32,440,081	12.4
	2006-07	34,971,294	7.8
	2007-08	32,449,710	(7.2)
	2008-09	29,850,942	(8.0)
	2009-10	27,891,084	(6.6)
	2010-11	29,012,369	4.0
	2011-12	30,172,338	4.0
	2012-13 est.	30,905,796	2.4
	2013-14 est.	31,702,000	2.6

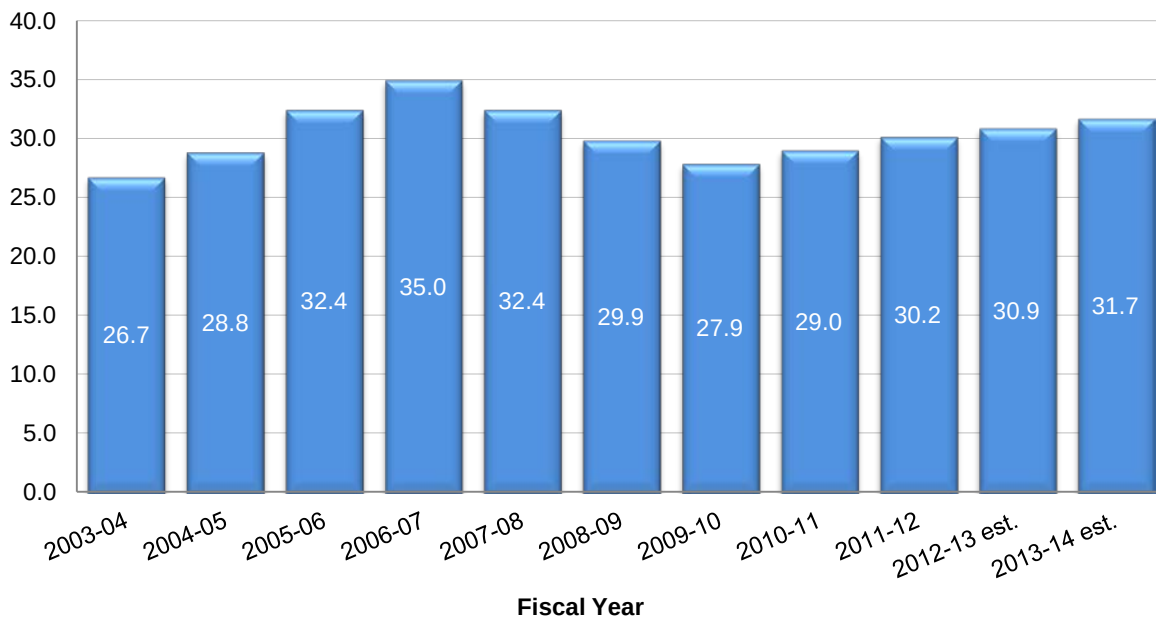
Assumptions

The Transit Tax represents 1/2 cent of the 2.0% City Sales Tax. The tax for transit was approved by Tempe voters in September 1996 and became effective January 1, 1997. The FY 2013-14 growth rate reflects moderate improvement in the local economy.

Major Influences: Taxable Sales, Population and Consumer Price Index

Transit Tax

\$ Millions



Performing Arts Tax

Restrictions	Fiscal Year	Amount	Percent Change
Represents a portion of the City sales tax dedicated by public vote for construction and operation of the Performing Arts Center.	2003-04	\$5,279,580	5.4
	2004-05	5,768,058	9.3
	2005-06	6,480,218	12.3
	2006-07	7,007,790	8.1
	2007-08	6,820,193	(2.7)
	2008-09	6,158,761	(9.7)
	2009-10	5,749,649	(6.6)
	2010-11	5,979,900	4.0
	2011-12	6,236,500	4.3
	2012-13 est.	6,374,872	2.2
	2013-14 est.	6,657,096	4.4

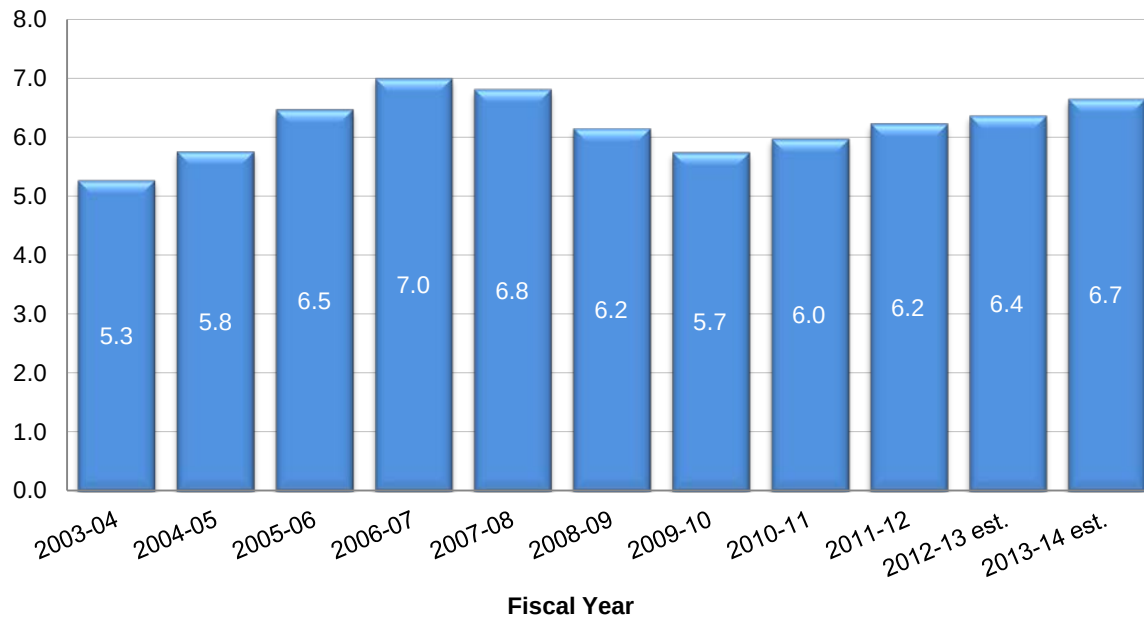
Assumptions

The Performing Arts Tax represents 1/10 cent of the 2.0% City Sales Tax. This tax was approved in May 2000 and became effective January 2001. The FY 2013-14 estimate reflects moderate improvement in the local economy.

Major Influences: Taxable Sales, Population, and Consumer Price Index

Performing Arts Tax

\$ Millions



Highway User Tax

Restrictions	Fiscal Year	Amount	Percent Change
Proceeds can be used only for street and highway purposes including right-of-way acquisition, construction, reconstruction, maintenance, and payment of debt service on highway and street bonds.	2003-04	\$10,981,726	6.8
	2004-05	12,492,819	13.8
	2005-06	11,222,223	(10.2)
	2006-07	11,854,088	5.6
	2007-08	11,387,320	(3.9)
	2008-09	9,945,310	(12.7)
	2009-10	9,422,203	(5.3)
	2010-11	9,503,470	0.9
	2011-12	8,098,254	(14.8)
	2012-13 est.	8,829,124	9.0
	2013-14 est.	9,122,472	3.3

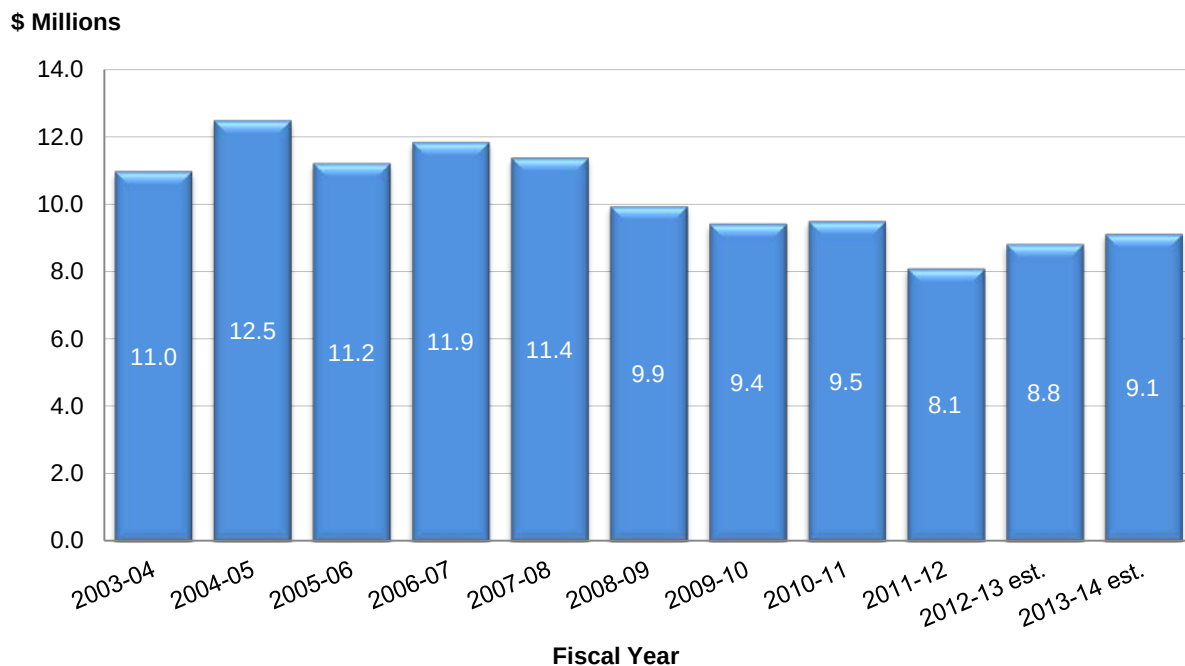
Assumptions

Highway User Revenue Fund (HURF) revenue is comprised primarily of a share of the state-imposed tax on fuel (18 cents per gallon), but also includes a portion of vehicle license taxes and other motor carrier permits and fees. HURF revenues are a major source of funding to the state for highway construction, highway maintenance and improvements, and other highway-related expenditures. More than half of the revenue is used for these state purposes.

Of the remaining HURF revenue, 27.5% is distributed to cities and towns. Half of this pool amount is distributed based on each city's or town's percentage share of the statewide total population of all incorporated cities and towns. The remaining one-half is divided into county pools based on each county's share of statewide fuel sales. Within each county, cities and towns receive an allocation based on their percentage share of total incorporated population in the county. The large drop in FY 2011-12 is primarily due to an increase in the state budget allocation of HURF funds for the state Department of Public Safety, which reduces the amount available for other statutory distributions. The FY 2013-14 increase reflects moderate improvement in the state economy.

Major Influences: Population, State Statute, Economy and Gasoline Sales

Highway User Tax



Local Transportation Assistance Fund

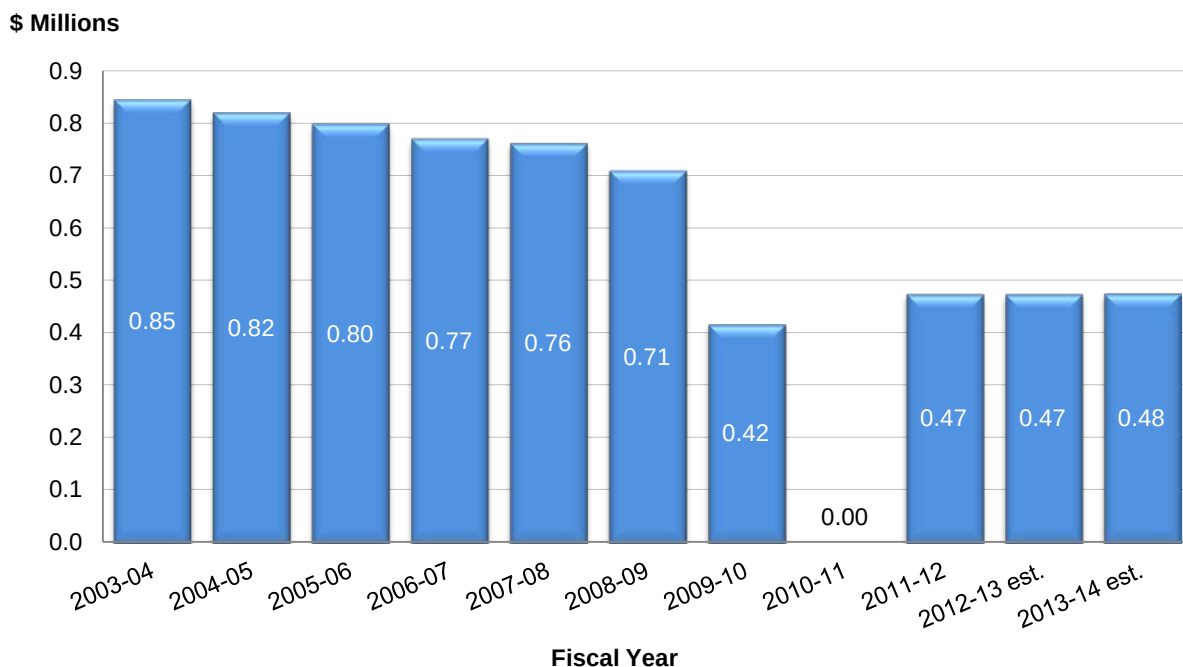
Restrictions	Fiscal Year	Amount	Percent Change
Proceeds can be used only for street and highway projects, for any construction or reconstruction in the public rights-of-way as well as transit programs.	2003-04	\$845,814	(2.8)
	2004-05	820,811	(3.0)
	2005-06	798,826	(2.7)
	2006-07	771,039	(3.5)
	2007-08	761,513	(1.2)
	2008-09	709,867	(6.8)
	2009-10	416,885	(41.3)
	2010-11	0	(100.0)
	2011-12	474,508	100.0
	2012-13 est.	474,508	0.0
	2013-14 est.	475,559	0.2

Assumptions

Revenue is derived from the state lottery game and the multi-state Powerball lottery game. By state statute, the state must distribute at least \$20.5 million annually to cities and towns from state lottery revenue, up to a maximum total distribution pool of \$23 million. Amounts distributed to cities and towns are based on their percentage share of statewide population as determined and updated annually by the state Department of Economic Security. Revenue derived from Powerball may be received only after the state first collects \$31 million from Powerball sales. If this threshold is reached, the state will distribute up to a total of \$18 million from Powerball revenue, dividing the pool into amounts based on each county's share of lottery ticket sales. Amounts from these county pools distributed to cities and towns are based on each city's or town's share of incorporated population in the county. The lottery state shared pool is adjusted every year by population determined by the Department of Economic Security. Tempe's declining share of statewide population accounts for the lottery revenue reduction over the past 10 years. State legislation passed in March 2010 diverted distributions of Lottery proceeds retroactive to February 1, 2010 to the state General Fund. In September 2011, a court ruling restored the LTAF only to Maricopa County, the only region with a Clean Air Act court order.

Major Influences: Population (relative to state) and Lottery Ticket Sales

Local Transportation Assistance Fund



Community Development Block Grant/Section 8 Housing Grant

Restrictions

Community Development Block Grant (CDBG) funds are awarded by the federal government and may be used only for the rehabilitation of owner-occupied housing and the removal of "slum and blight". Section 8 Housing Grants, also federal funds, may be used only for rent and utility subsidies for low income persons.

Fiscal Year	Community Development Block Grant		Section 8 Housing Grant	
	Amount	Percent Change	Amount	Percent Change
2003-04	\$2,412,298	20.8	\$8,359,523	15.7
2004-05	2,517,226	4.3	8,562,338	2.4
2005-06	5,320,983	111.4	7,840,074	(8.4)
2006-07	3,869,328	(27.3)	8,508,012	8.5
2007-08	1,341,332	(65.3)	8,722,976	2.5
2008-09	1,189,291	(11.3)	10,041,342	15.1
2009-10	1,347,768	13.3	9,674,069	(3.7)
2010-11	3,435,874	154.9	9,791,085	1.2
2011-12	3,102,607	(9.7)	9,487,793	(3.1)
2012-13 est.	2,717,964	(12.4)	9,219,827	(2.8)
2013-14 est.	4,555,873	67.6	10,185,240	10.5

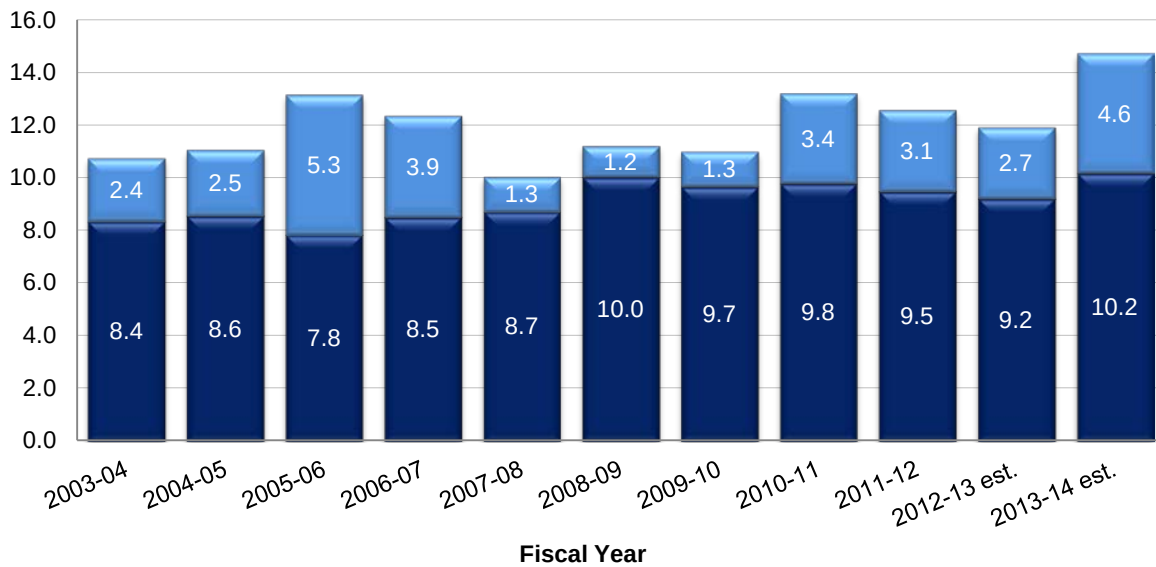
Assumptions

Funding levels in both programs are based on a federal formula which reflects local factors such as the percentage of people living in poverty, unemployment, population, age of existing housing, and the need for housing. The large increase in the FY 2013-14 CDBG amount is due primarily to a reappropriation of unspent funds from prior fiscal years.

Major Influences: Federal Policy, Poverty Levels and Population

Community Development Block Grant/Section 8 Housing Grant

\$ Millions



■ Section 8 Housing Grant
■ Community Development Block Grant

Enterprise Revenue: Ten Year Historical Trends

Water/Wastewater User Fees

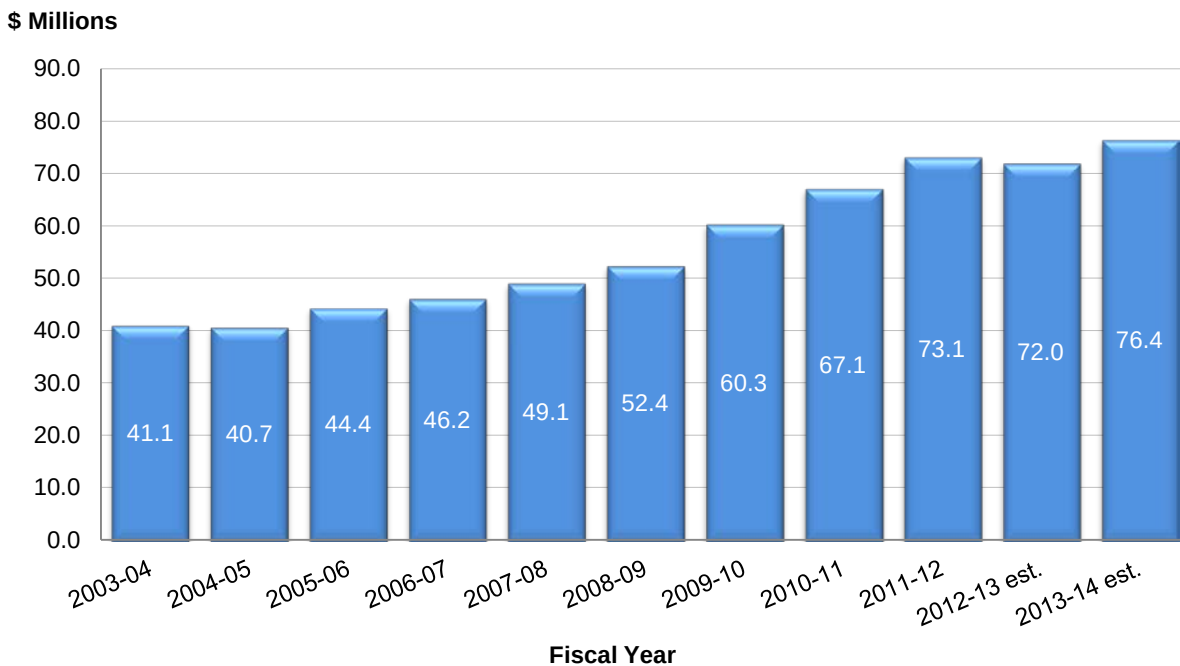
Restrictions	Fiscal Year	Amount	Percent Change
Fees can only be used to support the Water/Wastewater enterprise.	2003-04	\$41,081,389	0.4
	2004-05	40,696,171	(0.9)
	2005-06	44,396,334	9.1
	2006-07	46,180,573	4.0
	2007-08	49,083,207	6.3
	2008-09	52,407,237	6.8
	2009-10	60,330,191	15.1
	2010-11	67,111,483	11.2
	2011-12	73,149,049	9.0
	2012-13 est.	71,969,160	(1.6)
	2013-14 est.	76,442,160	6.2

Assumptions

Water/Wastewater revenue is derived from fees and service charges assessed to residential and commercial customers of the City's water and wastewater systems. Revenue also includes charges to the City's residential irrigation customers. Over the past few years, both water and sewer rates have been adjusted to address increased costs resulting from inflation, debt service on capital projects, and environmental regulation compliance.

Major Influences: Population, Rate Policy, Water Consumption Patterns and Weather

Water/Wastewater User Fees



Solid Waste Fees

Restrictions	Fiscal Year	Amount	Percent Change
Used to defray costs of providing solid waste collection and disposal service.	2003-04	\$11,014,949	4.9
	2004-05	12,054,563	9.4
	2005-06	12,989,827	7.8
	2006-07	13,820,128	6.4
	2007-08	14,669,542	6.1
	2008-09	15,130,988	3.1
	2009-10	15,242,801	0.7
	2010-11	15,416,283	1.1
	2011-12	14,927,082	(3.2)
	2012-13 est.	14,800,052	(0.8)
	2013-14 est.	14,864,052	0.4

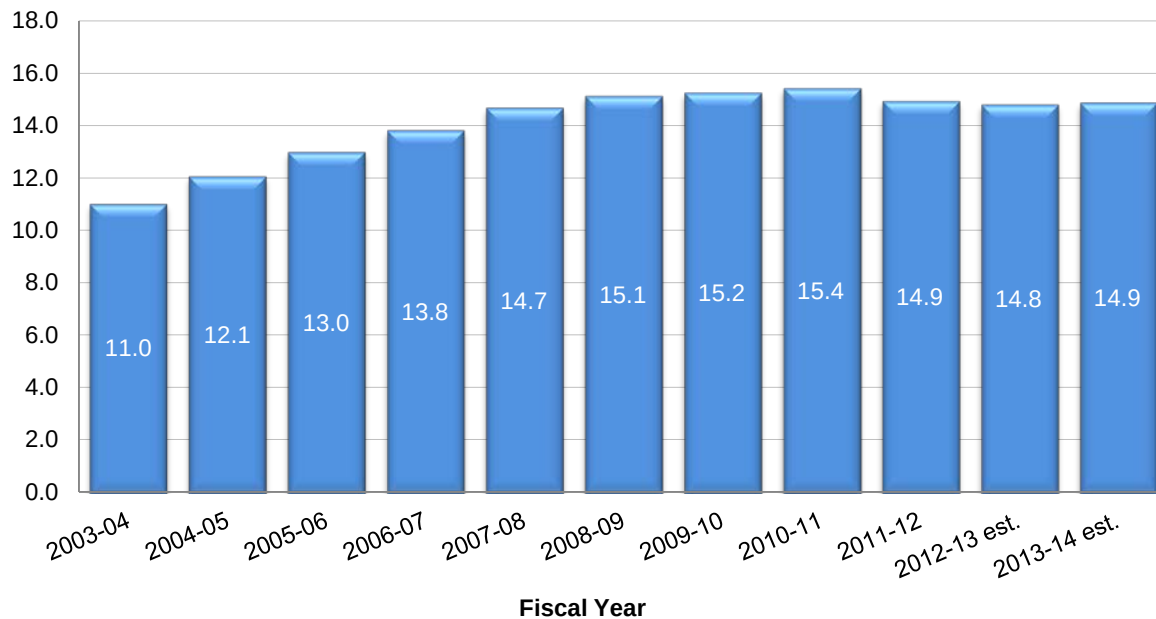
Assumptions

The collection and disposal of solid waste constitutes the City's second largest enterprise operation. Revenue derives from user fees for residential, commercial, roll-off, and uncontained solid waste service.

Major Influences: Population, Rate Policy, and Commercial Market/Competition

Solid Waste Fees

\$ Millions



Golf Course Fees

Restrictions

Revenue is used to defray costs of operating the Rolling Hills and Ken McDonald golf courses.

Fiscal Year	Rolling Hills		Ken McDonald	
	Amount	Percent Change	Amount	Percent Change
2003-04	\$739,705	(3.4)	\$1,061,049	(2.1)
2004-05	720,663	(2.6)	1,025,508	(3.3)
2005-06	737,699	2.4	1,012,161	(1.3)
2006-07	712,171	(3.5)	976,892	(3.5)
2007-08	694,389	(2.5)	958,956	(1.8)
2008-09	668,736	(3.7)	971,948	1.4
2009-10	545,788	(18.4)	824,027	(15.2)
2010-11	523,048	(4.2)	874,264	6.1
2011-12	538,847	3.0	970,404	11.0
2012-13 est.	529,136	(1.8)	1,054,305	8.6
2013-14 est.	605,107	14.4	1,155,677	9.6

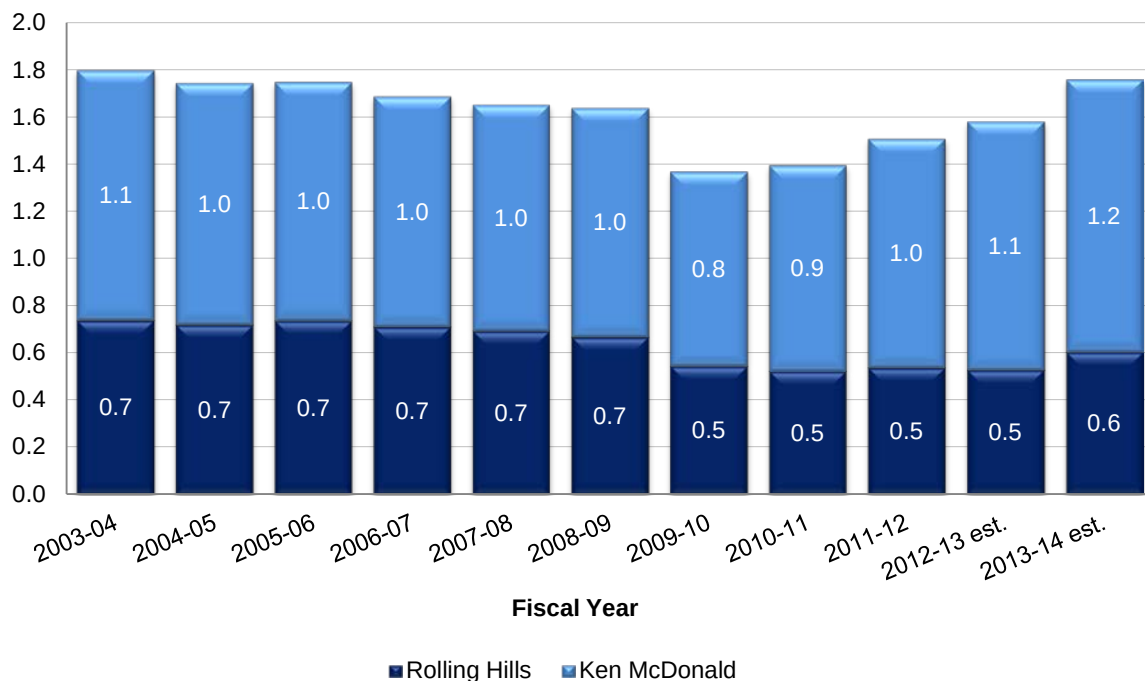
Assumptions

Revenue from greens fees account for nearly 65% of golf course revenue, with the rest coming from golf cart rentals and lease agreements with the pro shops and restaurant concessionaires. The FY 2013-14 projection assumes both a new rate structure and increased rounds of play resulting from a new golf management contract.

Major Influences: Competition from Other Golf Courses, Weather, and City Fee Policy

Golf Course Fees

\$ Millions





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Performance Budget Summary

As expected from a service oriented organization, Personnel Costs or salaries, wages, and benefits comprise 54% or \$171.2 million, the largest share of budgeted departmental expenditures.

Department	Personnel Costs	Supplies/ Services	Grants and/or Restricted Expenditures	Capital Outlay	Internal Services	Total FY 2013-14 Budget
Mayor and Council	400,379	47,431	0	0	(49,445)	398,365
City Manager	684,322	150,423	2,250,000	0	(192,145)	2,892,600
City Attorney	3,019,659	91,899	261,393	0	5,879	3,378,830
City Clerk	413,254	358,000	0	0	78,672	849,926
City Court	2,862,822	551,782	1,195,721	0	701,111	5,311,436
Community Development	7,711,891	4,404,974	15,141,682	4,400	319,099	27,582,046
Community Relations Office	1,981,125	798,912	967,289	0	379,155	4,126,481
Community Services	14,872,832	3,442,308	1,528,579	2,600	3,022,765	22,869,084
Diversity Office	365,313	77,874	0	0	24,114	467,301
Finance and Technology	13,110,004	11,121,367	0	30,000	(17,460,849)	6,800,522
Fire	25,341,407	2,293,123	1,034,445	93,400	1,450,731	30,213,106
Human Resources	3,107,009	306,231	0	0	(248,322)	3,164,918
Internal Audit Office	387,969	5,540	0	0	18,594	412,103
Police	56,030,428	4,929,246	4,970,020	0	7,587,079	73,516,773
Public Works	40,952,445	80,918,352	4,000	6,669,679	3,523,642	132,068,118
Total Departmental	171,240,859	109,497,462	27,353,129	6,800,079	(839,920)	314,051,609
Debt Service	0	92,425,635	0	0	0	92,425,635
Non-Departmental	6,748,487	406,655	4,152,229	0	45,748	11,353,119
Contingencies	0	9,928,860	0	0	0	9,928,860
Total Operating Budget	177,989,346	212,258,612	31,505,358	6,800,079	(794,172)	427,759,223
Capital Improvements	0	0	0	0	119,527,409	119,527,409
Total Financial Program	\$177,989,346	\$212,258,612	\$31,505,358	\$6,800,079	\$118,733,237	\$547,286,632

Per Capita Performance

The citywide budget for FY 2013-14 totals \$547.3 million which represents a per capita amount of \$3,346.24

The City continues to prioritize the general areas of Public Works and Public Safety accounting for over 75% of the total departmental budgets.

Department	FY 2011-12 Actual	FY 2012-13 Budget	FY 2012-13 Revised	FY 2013-14 Budget
Mayor and Council	\$2.01	\$2.29	\$2.17	\$2.45
City Manager	3.50	17.42	9.02	17.78
City Attorney	18.45	21.80	21.43	20.77
City Clerk	5.55	3.46	3.16	5.22
City Court	22.42	30.84	27.15	32.65
Community Development	139.58	166.14	135.22	169.55
Community Relations Office	15.87	18.29	16.03	25.37
Community Services	122.99	141.08	135.12	140.58
Diversity Office	2.82	2.94	2.62	2.87
Finance and Technology	35.29	38.52	37.44	41.80
Fire	155.91	173.66	173.72	185.72
Human Resources	15.47	17.76	15.42	19.46
Internal Audit Office	2.43	2.61	2.42	2.53
Police	385.03	444.69	436.30	451.92
Public Works	709.76	801.81	761.27	811.84
Total Departmental Per Capita	\$1,637.08	\$1,883.31	\$1,778.49	\$1,930.51
Debt Service	687.92	894.88	766.09	550.15
Non-Departmental	37.82	52.16	55.87	69.79
Contingencies	0.00	62.27	10.43	61.03
Total Operating Per Capita	\$2,362.82	\$2,892.62	\$2,610.88	\$2,611.48
Capital Improvements	\$303.50	\$768.78	\$412.27	\$734.76
Total Budget Per Capita	\$2,666.32	\$3,661.40	\$3,023.15	\$3,346.24

Performance Benchmarking

In the following Performance Budget Section, the reader will note a number of performance measures, or benchmarks related to each department's statement of its goals and objectives. These benchmarks are part of a benchmarking program throughout Tempe city government.

The City has tracked performance indicators for many years as a means of identifying service trends and communicating results to the public. The City made a commitment to develop a benchmarking program modeled after other successful private and public sector efforts. Taking advantage of much work already done on benchmarking nationally, we utilized consensus benchmarks established by several national programs addressing benchmarking, including the International City/County Management Association (ICMA), the Governmental Accounting Standards Board (GASB) Services Efforts and Accomplishments (SEA) program and the Innovation Group.

Tempe's benchmarking project began in 1984 with its participation in an experimental program coordinated by the Innovation Group, a nonprofit organization serving local government. Benchmarks suggested by Innovation Group were used to gather data for a "test" group of City departments for possible comparisons with other local governments in the Innovation Group benchmark database. In addition, the City formally participated in ICMA's Comparative Performance Measurement Program.

A special effort and annual commitment was initiated to enhance the value of performance measurement. To support an emphasis on tracking service outcomes, a consultant annually administers a resident satisfaction survey. This survey allows management to gauge outcomes by identifying resident preferences and satisfaction with city services. The survey also provides an opportunity to benchmark our performance with that of regional and national peers. The results of this survey are reflected in the Performance Budget section of this book.

At their August 2012 annual summit, the City Council identified and prioritized a number of citywide attributes, trends and challenges. Eleven strategic priorities, grouped under three umbrella areas, emerged to guide Tempe over the next three to five years. The Council's efforts to identify its priorities is supported by a city wide leadership development initiative (Leadership Development Program, LDP) that is re-energizing and re-focusing the workforce on getting the most important things done through people, strategy and operations. The two efforts join to provide a new way of identifying and realizing our community vision.

LDP is an organizational system of building strategic, systems-oriented and innovative leaders that focus on aligning top priorities through people, strategy and operations. This initiative is engaging the workforce (at all levels) in defining critical goals that close performance gaps and capture opportunities that align with the City Council's strategic priorities. As a result, Council strategic priorities are transformed into team-focused high performance. Teams learn to craft measurable goals, act on lead measures that influence goal completion, develop scoreboards to track and measure goal progress and conduct weekly team accountability sessions that keep everyone focused on achieving maximum performance. The City of Tempe's "Wildly Important Goals" are known as WIGs. WIGs are italicized and highlighted in gold within the associated departmental performance Budget sections.

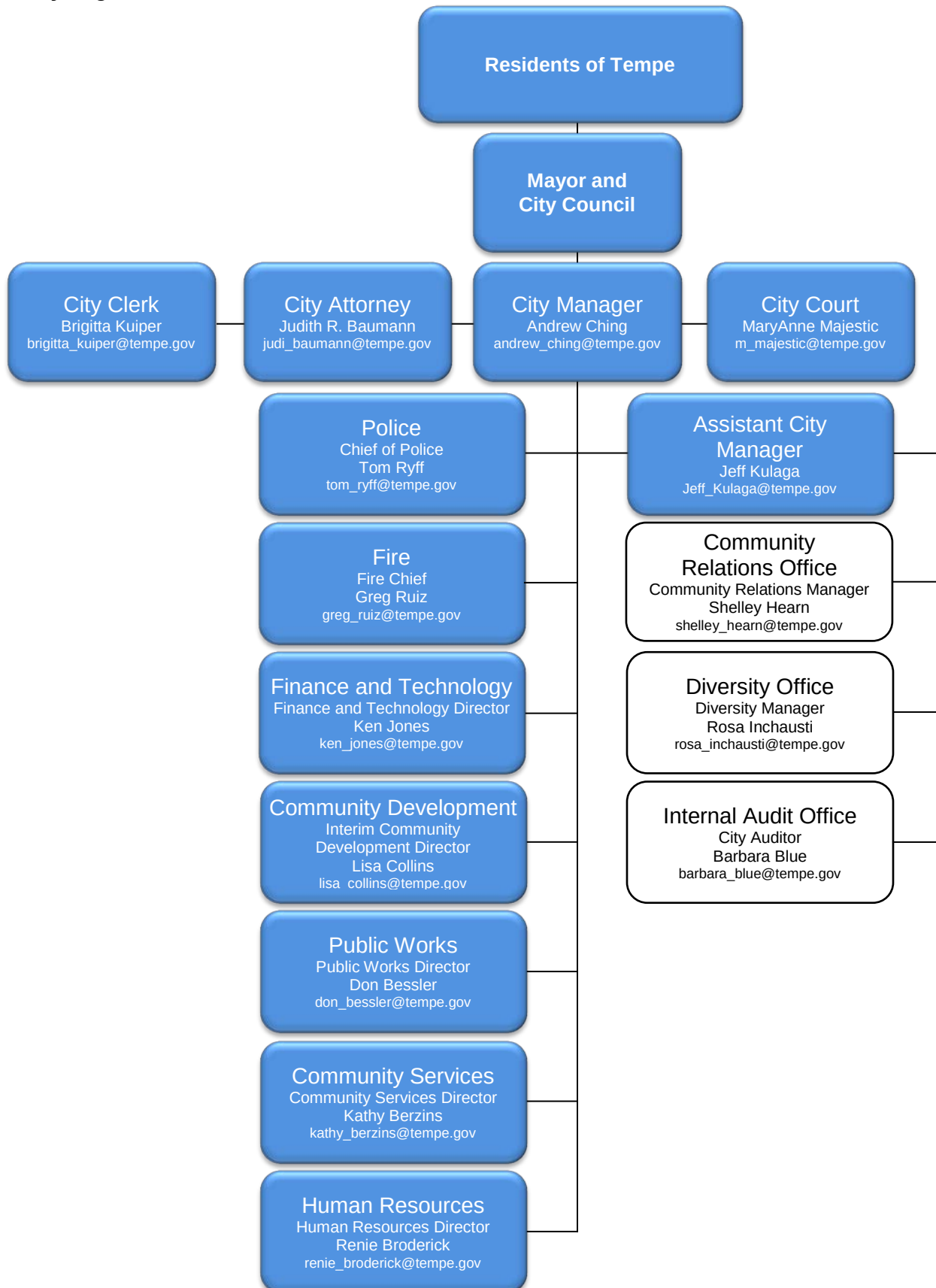
A list of the City Council's committees and strategic priorities are listed below and are shown on Page 7 in greater detail. The City Council is scheduled to review and update their priorities and committee structure during an August 2013 Council Retreat.

Council Committees and Strategic Priorities

Neighborhood and Education Committee	Finance and Effective Infrastructure Committee	Economic, Lake, Downtown, and Advanced Transportation Committee
Neighborhood Enhancement Education as a Priority	Long-term Financial Sustainability Effective Infrastructure Operational Sustainability and Accountability Implementation Alignment Leverage Technology	Sustainable Economic Development Town Lake Development and Downtown Connectivity Advanced Transportation Infrastructure Regional Leverage

This focus on organizational performance is indicative of the City's long-term commitment to benchmarking and continuous improvement of our service delivery at the lowest possible cost to residents.

City Organizational Chart



Mayor and Council

Mayor and Council

Purpose:

To represent residents of the City of Tempe, formulate legislation, and establish City policy.

Description:

The Mayor and six City Council members are the elected representatives of the residents of Tempe. They are charged with the formulation of public policy to meet community needs. The City Council is responsible for appointing the City Clerk, City Court, City Manager and City Attorney, as well as Board and Commission members.

FY 2013-14 Budget Highlights:

- No change in staffing levels

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$376,438	\$408,812	\$396,850	\$400,379
Supplies and Services	10,412	29,431	27,463	47,431
Grants, Donations and/or Restricted				
Purpose	0	6,000	0	0
Capital Outlay	0	0	0	0
Internal Services	(60,474)	(71,712)	(72,372)	(49,445)
Expenditure Total	\$326,376	\$372,531	\$351,941	\$398,365
Per Capita	\$2.01	\$2.29	\$2.17	\$2.45

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Mayor and Council	7			7			7		
Total	7			7			7		

Related Council Strategic Priority: All Council Committees

Goal: To enact policy decisions that maximize overall resident satisfaction with life in the City

Objective: To align community investment priorities with the needs of residents by emphasizing improvements in service categories that are of the most benefit to residents, and by targeting limited resources toward services of the highest importance to residents and to those services where residents are least satisfied

Measures*	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Resident satisfaction with the appearance of the City (%)	83	83	88	88
Resident satisfaction with the image of the City (%)	87	87	87	87
Resident satisfaction with how well City planning growth (%)	60	60	61	61
Resident satisfaction with quality of life in the City (%)	86	86	85	85
Resident satisfaction with the feeling of safety in the City (%)	71	71	73	73
Resident satisfaction with the leadership of elected officials (%)	62	62	62	62
Resident satisfaction with the direction the City is heading (%)	66	66	63	63

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

City Manager

City Manager

Purpose:

To professionally implement all City Council policy decisions, efficiently direct the City's operations, and create an organizational culture that results in the delivery of excellent municipal services to residents of Tempe.

Description:

Working with the City's governing body, the community, and City staff, the City Manager's Office is to professionally implement all City Council policy decisions and efficiently direct the City's operations and activities in accordance with sound management principles. These efforts will create an organizational culture which results in the delivery of excellent municipal services to the residents of Tempe.

FY 2013-14 Budget Highlights:

- No change in staffing levels

NOTE: Subsequent to adoption of the FY2013-14 Budget, the City Council approved the reorganization of the Mayor and Council support staff from the Community Relations Office and the reorganization of the Economic Development functions from the Community Development Department to the City Manager's Office. These changes will be reflected in subsequent budget document publications.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$637,565	\$690,476	\$811,585	\$684,322
Supplies and Services	128,609	128,122	141,370	150,423
Grants, Donations and/or Restricted Purpose	0	2,250,00	756,000	2,250,000
Capital Outlay	0	0	0	0
Internal Services	(198,361)	(239,673)	(244,165)	(192,145)
Expenditure Total	\$567,813	\$2,828,925	\$1,464,790	\$2,892,600
Per Capita	\$3.50	\$17.42	\$9.02	\$17.78

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
City Manager	4			4			4		
Total	4			4			4		

Related Council Strategic Priority: All Council Committees

Goal: To provide high quality City services to residents of Tempe

Objective: To achieve a rating of 90% or greater in resident overall satisfaction with quality of City services

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Satisfaction with overall quality of City services* (%)	90	90	88	90

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey



City Attorney

City Attorney

Purpose:

To facilitate Tempe's vision through high quality legal services.

Description:

The City Attorney, appointed by the Mayor and City Council under the City Charter, is legal advisor and attorney for the City. Activities include presentation and defense of the City's legal interests and rights and prosecution for misdemeanor complaints. The City Attorney also is responsible for attending City Council meetings and serving as legal counsel during such meetings. Services are as follows: (1) support the legislative and administrative processes (ordinances, opinions, litigation, contracts, legal research, liens); (2) present and defend the City's legal interests and rights before all courts, legislative and administrative tribunals; and (3) prosecute complaints (misdemeanor traffic and criminal, municipal and superior courts).

FY 2013-14 Budget Highlights:

- No change in staffing levels

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$2,884,091	\$3,006,016	\$3,028,049	\$3,019,659
Supplies and Services	84,135	91,899	98,324	91,899
Grants, Donations and/or Restricted Purpose	0	379,909	297,745	261,393
Capital Outlay	195	0	205	0
Internal Services	21,553	61,380	54,786	5,879
Expenditure Total	\$2,989,974	\$3,539,204	\$3,479,109	\$3,378,830
Per Capita	\$18.45	\$21.80	\$21.43	\$20.77

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
City Attorney	23	1.75		23	1.75		23	1.75	
Total	23	1.75		23	1.75		23	1.75	

Related Council Strategic Priority: Neighborhood Enhancement and Implementation Alignment**Goal:** To provide prompt legal services**Objective:** To achieve a 98% satisfaction rating from departments responding to the Civil Client Satisfaction Survey

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Departments indicating a positive response to promptness (%)	93	98	100	98

Related Council Strategic Priority: Operational Sustainability and Accountability and Implementation Alignment**Goal:** To provide excellent customer service**Objective:** To target 100% satisfaction rating from departments responding to the Civil Client Satisfaction Survey

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Departments indicating a positive response to courteous and approachable services (%)	93	100	100	100

Related Council Strategic Priority: Operational Sustainability and Accountability and Implementation Alignment**Goal:** To provide prompt disposal of DUI cases**Objective:** To dispose of 100% of DUI cases within 180 days

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
DUI cases disposed of within 180 days (%)	100	100	90	100

Related Council Strategic Priority: Operational Sustainability and Accountability and Implementation Alignment**Goal:** To increase victim's rights satisfaction rating**Objective:** To achieve a 90% victim's rights satisfaction rating

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Victim's rights satisfaction rating (%)	90	90	90	90

City Clerk

City Clerk

Purpose:

The Tempe City Clerk's Office promotes public trust in local government by providing objective, accurate and responsive administration of official City records, City Council proceedings, elections and board/commission program.

Description:

The City Clerk, appointed by the Mayor and City Council pursuant to City Charter, serves as the legal custodian of the City's official records; serves as the Chief Elections Officer of the City; administers Council meetings; and affixes the City Seal on all official documents.

FY 2013-14 Budget Highlights:

The approved amount includes the following change:

- Authorized refiling and digitizing of permanent records in the amount of \$38,000.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$400,344	\$386,131	\$351,152	\$413,254
Supplies and Services	469,160	151,000	138,250	358,000
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	0	0	0	0
Internal Services	29,439	24,597	24,245	78,672
Expenditure Total	\$898,943	\$561,728	\$513,647	\$849,926
Per Capita	\$5.55	\$3.46	\$3.16	\$5.22

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
City Clerk	4		0.58	4		0.58	4		0.58
Total	4		0.58	4		0.58	4		0.58

Related Council Strategic Priority:

Goal: To provide timely and accurate responses to all public records requests

Objective: To accurately process and distribute public records requests received for City departments within one business day and City Clerk records within three business days of receipt

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
City department records within one business day (%)	N/A	N/A	N/A	100
City Clerk records within three business days (%)	N/A	N/A	N/A	95

Related Council Strategic Priority:

Goal: To establish and apply efficient City Clerk business processes by utilizing best practices

Objective: 1) To develop and implement a strategic plan in Fiscal Year 2013-14; and 2) determine current level of customer service by conducting an internal City Clerk customer service satisfaction survey in Fiscal Year 2013-14

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Strategic plan developed and implemented (%)	N/A	N/A	N/A	100
Satisfaction survey conducted (%)	N/A	N/A	N/A	100

Related Council Strategic Priority:

Goal: To provide timely notice and access to official meetings of the Tempe City Council and Tempe Boards, Commissions and Committees

Objective: 1) To provide timely notice and access to City Council meeting agendas by preparing, distributing and posting meeting agendas on Friday prior to following weeks' meetings 100% of time; 2) provide timely posting of board and commission (B & C) meeting notices and agendas on the City's official board by posting within one business day of receipt from B & C staff liaisons; and 3) meet City Charter publication requirements by publishing all proposed ordinances at least seven days prior to City Council public hearing date

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Agendas on Friday prior to following weeks' meetings (%)	N/A	N/A	N/A	100
B & C notices/agendas within one business day (%)	N/A	N/A	N/A	100
Ordinances seven days prior to City Council public hearing date (%)	N/A	N/A	N/A	100

Related Council Strategic Priority:

Goal: To provide an accurate account of all City Council official meetings and actions

Objective: 1) To prepare accurate legal action summaries and meeting minutes by publishing on the city's website a summary of legal actions within three business days following City Council meetings and including minutes on the second subsequent formal agendas; 2) provide timely access to official City documents, including the Tempe City Code by processing official documents within three business days of adoption, receipt or authorization and transmitting adopted ordinances and resolutions that amend the code electronically to City Attorney's Office for codification within three business days following City Council meetings; and 3) provide notification of resolutions and ordinances adopted by the City Council by publishing all ordinances/resolutions within three days after City Council approval

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
City Council's legal actions within three business days (%)	N/A	N/A	N/A	100
Minutes on second formal meeting agenda (%)	N/A	N/A	N/A	95
Official City documents within three business days (%)	N/A	N/A	N/A	100
Ordinances/Resolutions to City Attorney's Office within three days (%)	N/A	N/A	N/A	100
Ordinances/Resolutions published within three days after approval (%)	N/A	N/A	N/A	100

Related Council Strategic Priority:

Goal: To provide efficient administrative support to the City's Board and Commission (B & C) program

Objective: 1) To provide accurate and timely information for B & C recruitments and appointments by providing vacancy and applicant information to the Mayor within one week of the recruitment close date; and 2) provide appointees with appointment information and Open Meeting Law materials within one business day of City Council appointment

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Applicant information within one week (%)	N/A	N/A	N/A	100
Information/Materials within one business day (%)	N/A	N/A	N/A	95

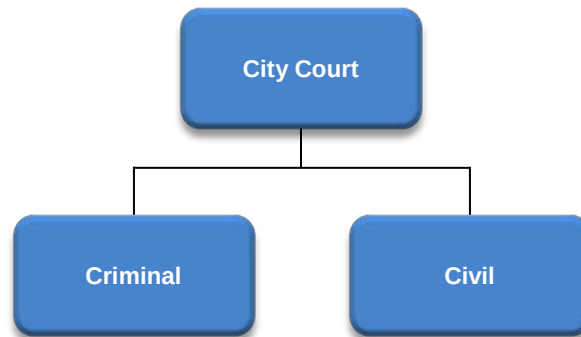
Related Council Strategic Priority:

Goal: To provide timely processing of and access to City election-related information

Objective: 1) To provide timely processing of and access to candidate information and campaign finance reports by processing all candidate paperwork within one business day of official filing and provide notification to the candidate on the City's website, and processing political committee campaign finance reports within one business day of receipt; and 2) provide accurate and timely election results by processing election results received by the County Elections Department to comply with City Charter requirements and post results to the City's website within ½ hour of receipt

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Paperwork and notification within one business day (%)	N/A	N/A	N/A	100
Campaign finance reports within one business day (%)	N/A	N/A	N/A	100
Election results processed/posted within ½ hour (%)	N/A	N/A	N/A	100

City Court



Purpose:

To contribute to the quality of life in our community by fairly and impartially administering justice in the most effective, efficient, and professional manner possible.

Description:

The City Court is a municipal limited jurisdiction court that deals with criminal misdemeanor, civil traffic cases, code enforcement and zoning violations as well as Orders of Protection and Injunctions Against Harassment. The court includes all judicial, administrative, and staff functions necessary to accomplish the court's purpose. This includes initial appearances, arraignments, pre-trial conferences, orders to show cause, subpoenas, arrest warrants, jury and non-jury trials, hearings, misdemeanor search warrants and financial services to enforce court orders by collecting fines, fees, surcharges and restitution.

FY 2013-14 Budget Highlights:

The approved amount includes the following changes:

- Authorized the supplemental funding of a Deputy Courts Administrator from the General Fund that was previously funded by a Restricted Purpose Fund.
- Authorized the supplemental funding of two Court Services Specialist positions from a Restricted Purpose Fund that were previously funded by the General Fund.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$2,668,253	\$2,836,458	\$2,598,123	\$2,862,822
Supplies and Services	539,896	535,940	540,740	551,782
Grants, Donations and/or Restricted Purpose	0	1,214,465	855,712	1,195,721
Capital Outlay	0	0	0	0
Internal Services	425,292	419,302	413,075	701,111
Expenditure Total	\$3,633,441	\$5,006,165	\$4,407,650	\$5,311,436
Per Capita	\$22.42	\$30.84	\$27.15	\$32.65

Expenditures by Division	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
City Court - Administration	\$1,879,924	\$2,822,813	\$2,474,201	\$3,140,215
Criminal	670,771	1,037,492	915,476	1,187,136
Civil	1,082,745	1,145,860	1,017,973	984,085
Expenditure Total	\$3,633,441	\$5,006,165	\$4,407,650	\$5,311,436

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
City Court	38		4.06	38		4.06	38		4.06
Total	38		4.06	38		4.06	38		4.06

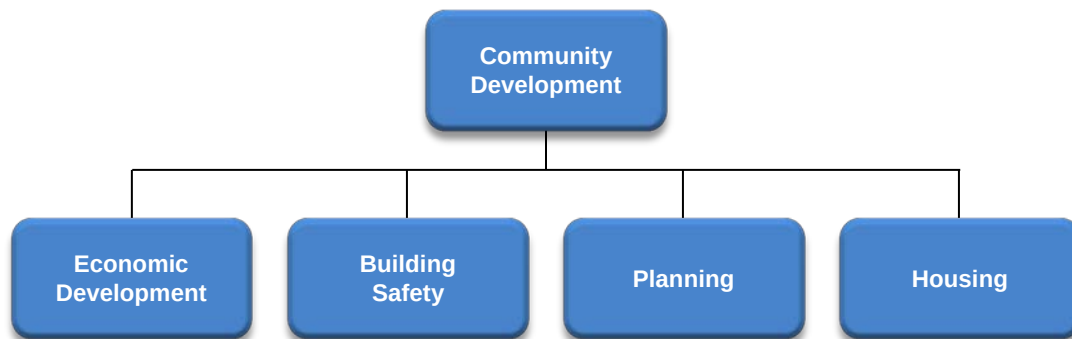
Related Council Strategic Priority: Operational Sustainability and Accountability and Implementation Alignment**Goal:** To improve efficiency and effectiveness in the Tempe Municipal Court system's adjudication process**Objective:** To achieve a 98% clearance rate of court filings

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Total number of filings	74,142	72,000	71,338	69,198
Total number of dispositions	81,011	70,500	80,846	67,814
Clearance ratio (%)	109	98	113	98

Related Council Strategic Priority: Effective Infrastructure, Leverage Technology, Operational Sustainability, and Implementation Alignment**Goal:** To improve efficiency and effectiveness in the Tempe Municipal Court system's collection process**Objective:** To achieve a 92% collection rate of obligations imposed in a given fiscal year

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Total obligations imposed	\$12,853,996	\$8,500,000	\$12,251,420	\$9,622,674
Total payments processed	\$10,725,917	\$7,789,536	\$10,047,732	\$8,852,860
Collection rate (%)	83	92	82	92

Community Development



Purpose:

To serve the community and businesses with processes that are smooth, efficient, predictable, and transparent, and services that are both timely and accurate.

Description:

The Community Development Department serves the Tempe community by planning, marketing and managing land-use, transportation, housing and economic development opportunities. They work to create wealth and investment in the community by promoting a favorable business environment to attract private capital investment and higher-skill, higher-wage jobs, tax revenues and environmental benefits for the City. Also, they seek to provide a spectrum of housing opportunities for the residents of Tempe.

FY 2013-14 Budget Highlights:

The approved amount includes the following changes:

- Elimination of a Affordable Housing Specialist position, funded by CDBG
- Authorized supplemental funding for the following:
 - o \$32,000 for the General Plan Update
 - o \$350,000 for General Fund Assistance for the administration of the Section 8 Housing programs
 - o \$181,604 for the hiring of additional temporary Code Compliance Inspectors
 - o \$705,618 for the hiring of temporary building inspectors for new and existing building activity
 - o \$95,180 for the Developable Property Management program, offset with a like amount in revenue

NOTE: Subsequent to adoption of the FY2013-14 Budget, the City Council approved the reorganization of the Economic Development functions from the Community Development Department to the City Manager's Office. These changes will be reflected in subsequent budget document publications.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$6,341,741	\$6,833,476	\$6,239,509	\$7,711,891
Supplies and Services	3,015,373	3,221,414	3,239,531	4,404,974
Grants, Donations and/or Restricted				
Purpose	12,552,027	16,501,439	12,073,823	15,141,682
Capital Outlay	12,016	1,000	3,000	4,400
Internal Services	694,234	415,240	396,900	319,099
Expenditure Total	\$22,615,391	\$26,972,569	\$21,952,763	\$27,582,046
Per Capita	\$139.58	\$166.14	\$135.22	\$169.55

Expenditures by Division	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Administration/Economic Development	\$3,849,218	\$3,436,421	\$3,196,149	\$4,263,153
Building Safety	2,374,108	2,922,600	2,555,193	3,493,829
Planning	3,840,038	4,557,126	4,236,440	4,993,754
Housing	12,552,027	16,056,422	11,964,981	14,831,310
Expenditure Total	\$22,615,391	\$26,972,569	\$21,952,763	\$27,582,046

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration/Economic Development	8			8			8		
Building Safety	24		0.66	23		0.66	23		5.66
Planning	30		2.86	30		2.86	30		4.36
Housing	16	1.60		16	1.60		15	1.60	
Total	78	1.60	3.52	77	1.60	3.52	76	1.60	10.02

Community Development

Administration/Economic Development

The Administration Division is responsible for management of all divisions within the department, including Tempe Town Lake administration and oversight of the Community Facilities District. The Economic Development Division works with prospective businesses, coordinates regional and local entities in attracting quality companies, broadens the Tempe tax base, and encourages educational, cultural and recreational opportunities that make for a well-balanced city and contribute to the quality of life.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$1,078,818	\$937,923	\$673,755	\$921,323
Supplies and Services	2,643,444	2,680,954	2,713,914	3,554,100
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	10,403	0	2,000	0
Internal Services	116,553	(182,456)	(193,520)	(212,270)
Expenditure Total	\$3,849,218	\$3,436,421	3,196,149	\$4,263,153
Per Capita	\$23.76	\$21.17	\$19.69	\$26.21

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration/Economic Development	8			8			8		
Total	8			8			8		

Related Council Strategic Priority: Sustainable Economic Development, Effective Infrastructure and Operational Sustainability and Accountability

Goal: To expand, diversify and drive investment in the Tempe economy

Objective: To expand the tax base and job market in the community

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Opportunities to retain Tempe businesses	13	20	19	30
Percent change		35%	32%	37%
Jobs generated by new companies	2,100	1,750	2,336	3,000
Percent change		(20%)	10.1%	22.1%
New businesses brought to Tempe	12	12	14	20
Percent change		0%	14%	30%
Successful business retention and expansions	7	7	19	25
Percent change		0%	63%	24%

* Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Community Development

Building Safety

The Building Safety Division is responsible for helping all of their project partners succeed while protecting public health and safety. They promote sustainable building practices and energy conservation techniques. The division ensures the long-term usefulness and safety of all existing and new buildings, thereby maintaining the value of Tempe's built environment.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$2,070,009	\$2,224,031	\$2,175,324	\$2,668,034
Supplies and Services	29,861	66,200	41,150	401,330
Grants, Donations and/or Restricted Purpose	0	366,082	77,163	238,372
Capital Outlay	0	0	0	0
Internal Services	274,238	266,287	261,556	186,093
Expenditure Total	\$2,374,108	\$2,922,600	\$2,555,193	\$3,493,829
Per Capita	\$14.65	\$18.00	\$15.74	\$21.48

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Building Safety	24		0.66	23		0.66	23		5.66
Total	24		0.66	23		0.66	23		5.66

Related Council Strategic Priority: Operational Sustainability and Accountability, Effective Infrastructure and Implementation Alignment

Goal: To verify through formal plan check and permit processes that plans, specifications, and engineering calculations meet minimum requirements for adopted building codes, ADA, and planning and zoning ordinances

Objective: 1) To complete 100% of building inspections within one day of request; 2) process 95% of plan reviews within agreed time frame; 3) complete 100% of preliminary site plan reviews by due date; 4) complete and submit 100% of all city clerk reports on time; 5) serve 100% of customers within five minutes of arrival; and 6) accurately perform front counter activities 95% of the time

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Building inspections completed within one day of request (%)	100	100	100	100
Plan reviews processed within agreed time frame (%)	94	95	94	95
Complete all preliminary site plan reviews by due date (%)	100	100	100	100
Complete and submit all reports to City Clerk on time (%)	100	100	100	100
Customers served within five minutes of arrival (%)	98	100	98	100
Accuracy of front counter activities (%)	93	95	94	95

Community Development

Planning

The Planning Division is responsible for administering the development entitlement process, change or adoption of codes, ordinances and neighborhood plans, facilities and signs. This division is also responsible for historical preservation, transportation planning, project coordination and management for large private sector and City owned projects, and receiving and investigating complaints of all alleged City code violations.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$3,192,914	\$3,671,522	\$3,390,430	\$4,122,534
Supplies and Services	342,068	474,260	484,467	449,544
Grants, Donations and/or Restricted Purpose	0	78,935	31,679	72,000
Capital Outlay	1,613	1,000	1,000	4,400
Internal Services	303,443	331,409	328,864	345,276
Expenditure Total	\$3,840,038	\$4,557,126	\$4,236,440	\$4,993,754
Per Capita	\$23.70	\$28.07	\$26.09	\$30.70

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Planning	30		2.86	30		2.86	30		4.36
Total	30		2.86	30		2.86	30		4.36

Related Council Strategic Priority: Operational Sustainability and Accountability, Effective Infrastructure, and Implementation Alignment

Goal: To obtain compliance with City codes that relate to nuisances, property enhancements, rental housing and zoning ordinance requirements

Objective: 1) To resolve code issues within 36 days or less; 2) close 97% of code enforcement cases received; and 3) achieve a 98% voluntary compliance rate for property owners cited with a code violation

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Days to resolve code violations	36	35	36	36
Code enforcement cases received	5,298	5,087	5,380	5,380
Code enforcement cases closed	5,200	4,986	5,210	5,210
Percent closed	98	98	97	97
Cases per inspector per month	70	71	74	74
Code violation voluntary compliance rate (%)	99	97	98	98

Related Council Strategic Priority: Neighborhood Enhancement, Effective Infrastructure and Operational Sustainability and Accountability

Goal: To maintain a desirable residential environment through proactive and reactive enforcement of residential property maintenance codes

Objective: 1) To maintain a 40/60 ratio between proactive and reactive code responses; 2) minimize the resident level of dissatisfaction with the maintenance of residential property in their neighborhood to less than 40%; and 3) minimize the resident level of dissatisfaction with the responsiveness of code enforcement complaints to less than 54%

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Ratio between proactive and reactive code responses	36/64	30/70	36/64	40/60
Resident dissatisfaction with the maintenance of private property in their neighborhood* (%)	43	<43	40	<40
Dissatisfaction of the code enforcement for property maintenance codes (%)	61	<61	54	<54

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Community Development

Housing

The Housing Division is responsible for all activities funded from the federal Section 8, Community Development Block Grant (CDBG) and HOME funds. Services provided include: Section 8 rental assistance, Section 8 Homeownership program, Family Self-Sufficiency program, Homeownership Down Payment Assistance program, homeless resource coordination, Fair Housing activities and the Home Improvement Program.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Grants, Donations and/or Restricted Purpose	12,552,027	\$16,056,422	\$11,964,981	\$14,831,310
Expenditure Total	\$12,552,027	\$16,056,422	\$11,964,981	\$14,831,310
Per Capita	\$77.47	\$98.90	\$73.70	\$91.17

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Housing	16	1.60		16	1.60		15	1.60	
Total	16	1.60		16	1.60		15	1.60	

Related Council Strategic Priority: Neighborhood Enhancement, Effective Infrastructure, and Operational Sustainability and Accountability

Goal: To make responsible investments of time, money, and energy that produce a variety of housing opportunities for those most in need while simultaneously strengthening the social, economic, and social character of our neighborhoods

Objective: To invest in housing development that allows for maximum long-term affordability while providing alternatives for affordable housing units lost through redevelopment

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Decent and affordable owner occupied housing units made available	0	3	3	9
Decent and affordable owner rehabilitated occupied housing units made available	2	3	3	2

Related Council Strategic Priority: Neighborhood Enhancement, Effective Infrastructure, and Operational Sustainability and Accountability

Goal: To ensure the City's commitment to meet housing needs

Objective: 1) To provide rental subsidies; 2) provide homeless support services across the entire spectrum of need, from homelessness to self-sufficiency, with the continued emphasis on homeless prevention; and 3) provide available, affordable, quality housing stock

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Rental subsidy assistance/Housing Choice Vouchers (HCV) (%)	100	100	100	100
Family Self-Sufficiency (FSS) program participation and initiatives	59	15	7	3
Families graduated from FSS program	6	6	2	4
Homeless services, resources and outreach	402	300	400	400
Units of Supportive Housing Program (SHP) rental subsidy assistance	35	35	35	19
Grants and programs for affordable housing	4	4	4	3

Related Council Strategic Priority: Neighborhood Enhancement, Operational Sustainability and Accountability, and Effective Infrastructure, Implementation Alignment

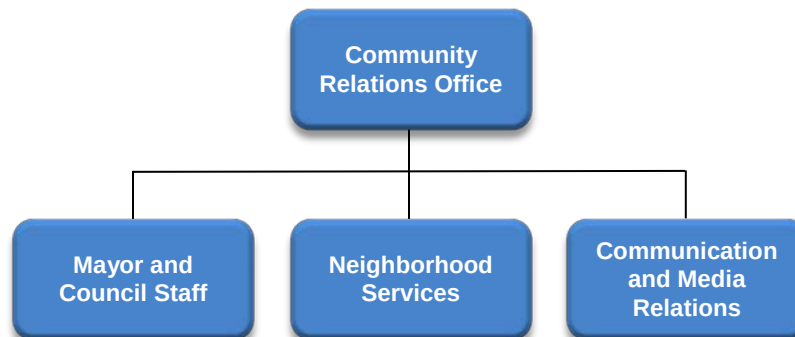
Goal: To increase homeownership within the City, revitalize and preserve neighborhoods, and help low and moderate income families build wealth through their investment in homeownership

Objective: To ensure homebuyers have the information, education, and counseling services through partnerships with local nonprofit organizations and financial institutions

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Households becoming homeowners with HOME funding	10	12	12	10
Families receiving U.S. Department of Housing and Urban Development (HUD) housing counseling	113	120	120	120



Community Relations Office



Purpose:

To serve the community, elected officials and city departments by delivering Tempe's message and information to the public.

Description:

The Community Relations Office is comprised of the Mayor and Council's Office Staff, Neighborhood Services Division, and Communication and Media Relations Division.

FY 2013-14 Budget Highlights:

The approved amount includes the following changes:

- Authorized \$13,000 in supplemental funding for the Tempe 11 Boards and Commissions tapings and broadcasts
- The elimination of a Video Production coordinator position

NOTE: Subsequent to adoption of the FY2013-14 Budget, the City Council approved the reorganization of the Mayor and Council support staff to the City Manager's Office and the reorganization of the Neighborhood Services and Communication and Media Relations sections to the Community Services Department. These changes will be reflected in subsequent budget document publications.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$1,903,413	\$2,026,626	\$2,117,472	\$1,981,125
Supplies and Services	469,898	461,677	145,811	798,912
Grants, Donations and/or Restricted				
Purpose	0	198,134	93,098	967,289
Capital Outlay	0	0	0	0
Internal Services	198,245	283,194	246,081	379,155
Expenditure Total	\$2,571,556	\$2,969,631	\$2,602,462	\$4,126,481
Per Capita	\$15.87	\$18.29	\$16.03	\$25.37

Expenditures by Division	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Community Relations-Administration/				
Mayor and Council Staff	\$818,809	\$1,020,810	\$981,906	\$1,948,427
Neighborhood Services	362,429	415,896	438,572	656,952
Communication and Media Relations	1,390,318	1,532,925	1,181,984	1,521,102
Expenditure Total	\$2,571,556	\$2,969,631	\$2,602,462	\$4,126,481

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Community Relations-Administration/									
Mayor and Council Staff	7		0.49	6		0.49	6		0.49
Neighborhood Services	8			8			8		
Communication and Media Relations	10		0.85	9		0.85	9		0.85
Total	25		1.34	23		1.34	23		1.34

Community Relations Office

Administration/Mayor and Council Staff

The Administration Division coordinates the operations of the Community Relations Department. The Mayor and Council Staff facilitate communication among the public, city staff, other elected entities and the Mayor and Council. Staff support is also provided for Council committees.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$700,716	\$741,664	\$808,426	\$698,901
Supplies and Services	44,586	24,398	24,398	24,398
Grants, Donations and/or Restricted Purpose	0	198,134	93,098	967,289
Capital Outlay	0	0	0	0
Internal Services	73,507	56,614	55,984	257,839
Expenditure Total	\$818,809	\$1,020,810	\$981,906	\$1,948,427
Per Capita	\$5.05	\$6.29	\$6.05	\$11.98

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Community Relations-Administration/ Mayor and Council Staff	7		0.49	6		0.49	6		0.49
Total	7		0.49	9		0.49	6		0.49

Community Relations Office

Neighborhood Services

The Neighborhood Services Division is designed to help preserve the integrity of Tempe's residential areas and to promote a sense of community. It provides technical and informational services to 67 neighborhood associations, more than 100 homeowner associations and 5 affiliate groups. It also supplies clerical support to neighborhood associations. The Neighborhood Services Division's key job is to maintain clear communication lines between neighborhood groups and City government, focusing on identifying, resolving and preventing neighborhood problems.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$337,920	\$350,215	\$374,951	\$373,551
Supplies and Services	7,589	10,981	10,680	245,981
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	0	0	0	0
Internal Services	16,920	54,700	52,941	37,420
Expenditure Total	\$362,429	\$415,896	\$438,572	\$656,952
Per Capita	\$2.24	\$2.56	\$2.70	\$4.04

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Neighborhood Services	8			8			8		
Total	8			8			8		

Related Council Strategic Priority: Neighborhood Enhancement, Leverage Technology and Operational Sustainability and Accountability

Goal: To preserve and improve neighborhoods by engaging residents in civic life and making government accessible and responsive

Objective: 1) To increase participating households by 1%; 2) strengthen a sense of community by collaborating with neighborhood and homeowners' associations on neighborhood initiated projects, neighborhood association mailings, a listserv and 95% attendance at neighborhood association meetings; and 3) increase Tempe 311 service requests to 30% self service via mobile app and web forms

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Participating households	37,956	38,335	38,773	39,160
Percent change		1%	2%	1%
Grant applications received	27	25	20	25
Neighborhood association mailings	62,725	40,000	37,000	40,000
Neighborhood association meetings attended (percent of total) (%)	97	95	98	95
Tempe 311 self service requests	N/A	N/A	N/A	30%

Community Relations Office

Communication and Media Relations

The Communication and Media Relations Division handles all public information and media relations for the City and manages Tempe cable channel 11. It is responsible for keeping the community informed about programs and activities within the City as well as working on Tempe's image locally, regionally and nationally. Services provided by the division include media relations, graphic design, public relations, audio-visual and government access cable channel coordination.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$864,775	\$934,747	\$934,095	\$908,673
Supplies and Services	417,725	426,298	110,733	528,533
Grants, Donations and/or Restricted				
Purpose	0	0	0	0
Capital Outlay	0	0	0	0
Internal Services	107,818	171,880	137,156	83,896
Expenditure Total	\$1,390,318	\$1,532,925	\$1,181,984	\$1,521,102
Per Capita	\$8.58	\$9.44	\$7.28	\$9.35

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Communication and Media Relations	10		0.85	9		0.85	9		0.85
Total	10		0.85	9		0.85	9		0.85

Related Council Strategic Priority: Neighborhood Enhancement, Leverage Technology, and Operational Sustainability and Accountability

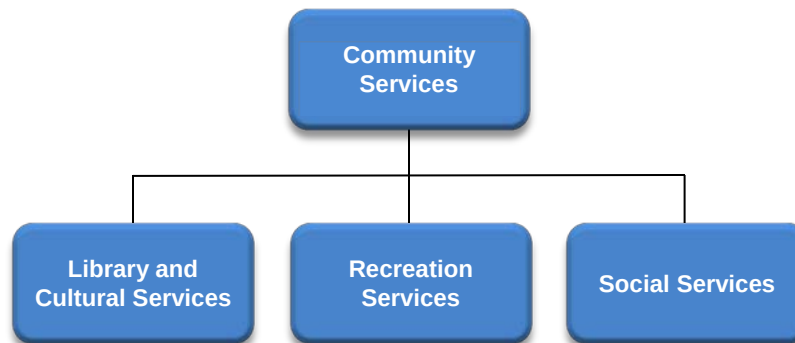
Goal: 1) To keep Tempe residents, the general public, City employees and the media informed about City issues, programs, community events and organizational changes; and 2) position the City positively locally, regionally and nationally

Objective: 1) To attain 70% resident satisfaction with the availability of information about City programs and services; and 2) provide information to the community through the City's website, social media accounts, online videos and forums

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Resident satisfaction with the availability of information about City programs and services* (%)	66	70	67	70
Tempe Forum subscribers	N/A	N/A	N/A	248
Enotification subscribers	N/A	N/A	N/A	30,000
Page views for whole website	N/A	N/A	N/A	6M
Twitter followers on main City account	N/A	N/A	N/A	8,500
Facebook likes on main City account	N/A	N/A	N/A	4,500
YouTube views on main City channel	N/A	N/A	N/A	75,113
Granicus video on demand views	N/A	N/A	N/A	7,000

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Community Services



Purpose:

To provide quality cultural, recreational, and social services to our residents.

Description:

The Department's responsibilities include a full range of public library services, historical/cultural enrichment to Tempe residents, and recreational and social service programs.

FY 2013-14 Budget Highlights:

The approved amount includes the following change:

- authorized \$94,437 in supplement funding for a Cultural Development Coordinator position, with \$85,000 offset from additional revenue.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$13,808,319	\$14,639,510	\$14,121,691	\$14,872,832
Supplies and Services	3,220,905	3,415,427	3,418,215	3,442,308
Grants, Donations and/or Restricted Purpose	0	1,386,565	1,180,435	1,528,579
Capital Outlay	20,321	0	6,100	2,600
Internal Services	2,878,779	3,462,463	3,211,286	3,022,765
Expenditure Total	\$19,928,324	\$22,903,965	\$21,937,727	\$22,869,084
Per Capita	\$122.99	\$141.08	\$135.12	\$140.58

Expenditures by Division	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Administration	\$405,714	\$1,111,669	\$918,020	\$1,185,701
Library and Cultural Services	5,853,780	6,638,146	6,190,291	6,541,140
Recreation Services	6,419,987	6,971,009	6,901,113	6,857,631
Social Services	7,248,852	8,182,841	7,928,303	8,284,612
Expenditure Total	\$19,928,324	\$22,903,965	\$21,937,727	\$22,869,084

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	2		0.52	5		0.52	5		0.52
Library and Cultural Services	38	2.50	21.36	39	2.50	21.36	40	2.50	21.36
Recreation Services	36	1.75	70.18	28	2.25	70.18	28	2.25	70.18
Social Services	40	2.25	73.63	44	1.75	73.63	44	1.75	73.63
Total	116	6.50	165.69	116	6.50	165.69	117	6.50	165.69

Community Services

Administration

Community Services Administration is responsible for overall management of the City's library, cultural, and social services resources. In this role, Administration manages services provided at the Tempe Public Library, the Tempe Historical Museum, the Vihel Cultural Center, and at community events throughout the City.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$259,935	\$363,516	\$344,306	\$429,106
Supplies and Services	48,882	49,803	49,703	49,803
Grants, Donations and/or Restricted				
Purpose	0	3,720	1,362	5,125
Capital Outlay	49	0	100	100
Internal Services	96,848	694,930	522,549	701,567
Expenditure Total	\$405,714	\$1,111,969	\$918,020	\$1,185,701
Per Capita	\$2.50	\$6.85	\$5.65	\$7.29

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	2		0.52	2		0.52	5		0.52
Total	2		0.52	0		0.52	5		0.52

Community Services

Library and Cultural Services

The Library and Cultural Division's mission is to be the premier information portal for the Tempe community. In keeping with this mission, the library provides materials, programs, and services that (1) address popular cultural and social trends and residents' recreational needs; (2) assist residents in developing their ability to find, evaluate, and use information effectively; (3) assist community members in understanding their own cultural heritage and the cultural heritage of others; (4) address the community's desire for self-directed personal growth and development opportunities; and (5) address the need to be able to read and perform essential daily tasks.

In pursuing these goals, the division provides operations and management of several city facilities, including: the Tempe Historical Museum, the Tempe Center for the Arts, the Peterson House Museum, the Elias Rodriguez House, and the Viñel Center for the Arts.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$3,662,142	\$4,019,532	\$3,887,167	\$4,208,795
Supplies and Services	1,038,354	1,223,060	1,110,948	1,236,191
Grants, Donations and/or Restricted				
Purpose	0	259,222	64,053	233,836
Capital Outlay	5,788	0	0	0
Internal Services	1,147,496	1,136,332	1,128,123	862,318
Expenditure Total	\$5,853,780	\$6,638,146	\$6,190,291	\$6,541,140
Per Capita	\$36.13	\$40.89	\$38.13	\$40.21

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Library and Cultural Services	38	2.50	21.36	39	2.50	21.36	40	2.50	21.36
Total	38	2.50	21.36	39	2.50	21.36	40	2.50	21.36

Community Services Wildly Important Goal (WIG)

Related Council Strategic Priority: Operational Sustainability and Accountability

WIG To have 13 of the 17 Community Services workgroups establish a measurable baseline for customer focus (satisfaction, retention and/or recruitment) by January 1, 2014

Team WIG Library and Cultural Services: To increase repeat museum visits by 40% through regular changes of content to the main exhibit gallery by June 30, 2014

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Repeat museum visits (%)	N/A	10	35	40

"WIGs" are developed by teams learning to convert Tempe City Council aligned organizational strategy from a static record into disciplined action that achieves top priority goals. See Page 88 for a complete description of the Performance Benchmarking Program.

Related Council Strategic Priority: Leverage Technology, Implementation Alignment, Operational Sustainability and Accountability, and Education as a Priority

Goal: To provide access to excellent library resources and services that will help community residents of all ages obtain information that meets their educational, professional, and recreational needs

Objective: 1) To obtain a 90% or greater satisfaction with the overall quality of library services; and 2) maximize community usage of the library's collection and electronic research resources

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Satisfaction with quality of library services* (%)	87	90	86	90
Library visitors (door count)	829,407	830,000	763,799	800,000
Percent change		0.0%	(8.0%)	4.7%
Registered borrowers	145,948	146,000	140,523	143,000
Circulation	1,015,578	1,050,000	933,824	950,000
Percent change		3.4%	(11.1%)	1.7%
Public Computer Usage	218,912	218,000	173,883	175,000
Library FTE per 1,000 population	0.22	0.22	0.22	0.22
Circulation per capita	6.27	6.47	5.77	5.87

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Note: The FTE staff count includes part-time, temporary staff funded by wage dollars

Related Council Strategic Priority: Operational Sustainability and Accountability

Goal: To provide visitors and volunteers with a quality experience that meets the mission of the Tempe Historical Museum

Objective: To attain 90% or greater level of satisfaction by visitors and volunteers with their museum experience

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Quantified levels of satisfaction reported by visitors and volunteers on evaluation forms (%)	90	90	90	90
Objects catalogued	4,360	3,000	4,000	4,000
Visitors to Historical Museum and Peterson House	29,000	25,000	26,000	26,000

Related Council Strategic Priority: Operational Sustainability and Accountability

Goal: 1) To provide quality arts programming to the community; 2) facilitate the effective use of arts facilities; and 3) provide a diverse array of arts opportunities

Objective: 1) To achieve an 80% or greater level of satisfaction by attendees; and 2) increase entertainment events and arts opportunities for audiences and visual performing artists

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Satisfaction reported by residents on the annual Tempe Community Survey (%)	N/A	N/A	78	80
Maintain the current schedule of free, high-quality, diverse arts events and opportunities	N/A	N/A	120	120
Increase ticket sales to Tempe Center for the Arts-produced entertainment events	N/A	N/A	700	3,000

Community Services Department

Recreation Services

The Recreation Services Division is comprised of recreation and art instruction for youth and adults, adapted recreation for special populations, facilities coordination and scheduling, volunteer management and administration, special event coordination, aquatics maintenance and programming, and youth and adult sports.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$4,264,072	\$4,340,654	\$4,225,640	\$4,241,519
Supplies and Services	1,413,719	1,396,026	1,511,026	1,409,776
Grants, Donations and/or Restricted				
Purpose	0	455,711	430,049	411,816
Capital Outlay	14,183	0	6,000	2,500
Internal Services	728,004	778,618	728,398	792,020
Expenditure Total	\$6,419,978	\$6,971,009	\$6,901,113	\$6,857,631
Per Capita	\$39.62	\$42.94	\$42.51	\$42.15

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Recreation Services	36	1.75	70.18	28	2.25	70.18	28	2.25	70.18
Total	36	1.75	70.18	28	2.25	70.18	28	2.25	70.18

Related Council Strategic Priority: Operational Sustainability and Accountability, Neighborhood Enhancement, Effective Infrastructure, and Leverage Technology

Goal: To provide high quality recreation services, programs, events and facilities.

Objective: 1) To deliver recreation programs and events that are responsive to community needs; 2) provide inviting, friendly and safe facilities and amenities for community use; 3) promote community involvement; 4) expand the use of service enhancing technologies; and 5) maintain and operate recreation programs and facilities at a cost and staffing level, on a per capita basis, that meets the needs of residents

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
<i>Programs</i>				
Satisfaction with recreation programs and services* (%)	75	75	75	80
Quality of City swimming pools and programs* (%)	59	60	57	60
Quality of City recreation programs for youth* (%)	66	70	63	70
Quality of City recreation programs for adults* (%)	66	70	66	70
<i>Facilities</i>				
Quality of City recreation centers* (%)	76	80	70	75
<i>Community Involvement</i>				
Annual volunteer hours for all City programs	148,152	150,000	145,342	146,000
<i>Service Enhancing Technologies</i>				
Online registrations (%)	50	50	48	50
Community Services E-newsletter subscriptions	N/A	8,700	8,763	8,800
Community Services Facebook posts	N/A	1,000	1,092	1,100
Community Services Facebook views	N/A	345,500	345,800	346,000
<i>Costs + Revenue</i>				
Operating and Maintenance Cost per capita	\$35.25	\$39.34	\$35.03	\$36.02
Recreation revenue	\$3,203,901	\$2,875,227	\$3,012,154	\$3,010,727
Recreation revenue as a percent of expenditures (%)	56	48	53	52

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Community Services Department

Social Services

Tempe Social Services provides personal and professional assistance in a variety of ways to residents and families. The programs offered to Tempe residents and residents of surrounding communities are: The Kid Zone Enrichment Program, Diversion Services, Counseling and Prevention Services, CARE 7, Adult and Senior Programs, and numerous programs within our Multigenerational Centers.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$5,622,170	\$5,915,808	\$5,664,578	\$5,993,412
Supplies and Services	719,950	746,538	746,538	746,538
Grants, Donations and/or Restricted Purpose	0	667,912	684,971	877,802
Capital Outlay	301	0	0	0
Internal Services	906,431	852,583	832,216	666,860
Expenditure Total	\$7,248,852	\$8,182,841	\$7,928,303	\$8,284,612
Per Capita	\$44.74	\$50.40	\$48.83	\$50.93

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Social Services	40	2.25	73.63	44	1.75	73.63	44	1.75	73.63
Total	40	2.25	73.63	44	1.75	73.63	44	1.75	73.63

Related Council Strategic Priority: Neighborhood Quality of Life and Revitalization, Sports, Tourism, Recreation, Arts and Cultural Development and Education Partnerships

Goal: To provide quality programs that enhance the quality of life of Tempe residents

Objective: 1) To achieve a 90% approval rating from customers participating in the Early Education Program; and 2) achieve a 90% approval rating from customers participating in the Summer Camp Program

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Overall customer approval rating for the Escalante Early Education Program (%)	95	90	94	90
Overall customer approval rating for the Escalante Summer Camp Program (%)	96	90	93	90

Related Council Strategic Priority: Operational Sustainability and Accountability and Regional Leverage

Goal: 1) To provide the residents of Tempe with quality crisis intervention services, support and referral; and 2) provide comprehensive services to victims of crimes occurring in Tempe

Objective: To ensure that a minimum of 80% of the clients served respond favorably to the services provided by Care 7

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Victims satisfied with services (%)	83	85	80	80
Care 7 clients reporting satisfaction with services (%)	97	85	85	85

Related Council Strategic Priority: Operational Sustainability and Accountability, Neighborhood Quality of Life and Revitalization and Education as a Priority

Goal: To continue to provide the highest quality of out of school time, enrichment program to the residents of Tempe through the Kid Zone Enrichment Program

Objective: 1) To target an 80% approval rating from customers and the school community who utilize Kid Zone services; and 2) maintain at least an 80% approval rating on the national accreditation evaluation (Kid Zone)

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Parent evaluation survey results measures indicate "very satisfied" with the Kid Zone Enrichment Program (%)	97	90	93	80
National accreditation evaluation survey results of "very satisfied" with the Kid Zone Enrichment Program (%)	98	90	95	80

Related Council Strategic Priority: Operational Sustainability and Accountability and Neighborhood Quality of Life and Revitalization

Goal: To place offenders into positive community based programs of redirection, by providing assessment, counseling, and education programs

Objective: To attain a successful program completion rate of 80%

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
New program participants	3,403	3,750	4,394	4,000
Successful program completion (%)	80	80	77	80



Diversity Office

Diversity Office

Purpose:

To promote a fair, equitable and accessible work environment for City employees, and provide administrative support to the Human Relations Commission.

Description:

The Diversity Office coordinates the City's response to the Diversity Audit, functions as an ombudsman for City employees, provides administrative support to the Human Resources Commission, Tardeada Advisory Board, the Mayor's Commission on Disability Concerns, and organizes community special events.

FY 2013-14 Budget Highlights:

- No change in staffing levels

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$352,735	\$368,438	\$318,803	\$365,313
Supplies and Services	74,791	77,874	76,874	77,874
Grants, Donations and/or Restricted				
Purpose	0	0	0	0
Capital Outlay	0	0	0	0
Internal Services	29,378	31,121	29,968	24,114
Expenditure Total	\$456,904	\$477,433	\$425,645	\$467,301
Per Capita	\$2.82	\$2.94	\$2.62	\$2.87

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Diversity	2	1.25		2	1.25		2	1.25	
Total	2	1.25		2	1.25		2	1.25	

Related Council Strategic Priority: Operational Sustainability and Accountability

Goal: To create a fair and equitable work environment for City of Tempe employees while creating an inclusive community environment through the promotion of diversity

Objective: 1) To attain 70% resident satisfaction with overall efforts to promote diversity in the community; 2) minimize the number of EEOC complaints to less than 3 per year; 3) successfully remediate employee safe havens/consultations at least 80% of the time; and 4) successfully remediate community concerns/consultations for diversity related community issues at least 85% of the time

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Residents' satisfaction with overall efforts to promote diversity* (%)	70	70	67	70
EEOC complaints		<3	2	<3
Successfully remediate employee safe havens/consultations (%)	80	80	90	80
Successfully remediate community concerns/consultations (%)	85	85	85	85

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

**Question changed in 2012-13

Related Council Strategic Priority: Operational Sustainability and Accountability

Goal: To educate through programming and celebrate through events Tempe's rich diversity

Objective: To attain 95% attendant satisfaction (a rating of above average or higher) with community diversity celebrations

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Attendants rating events above average or higher (%)	95	95	95	95

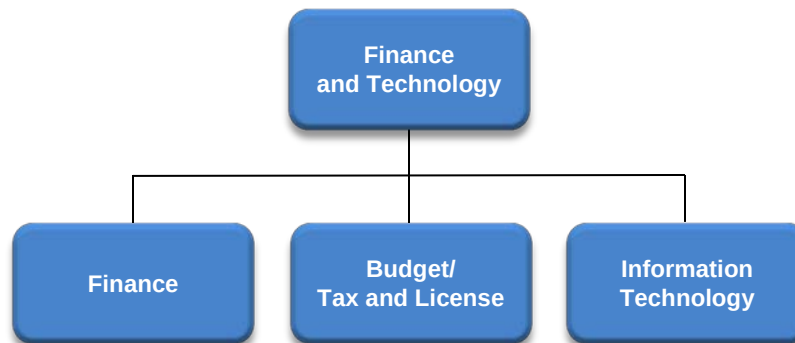
Related Council Strategic Priority: Operational Sustainability and Accountability

Goal: To promote an accessible environment for the City of Tempe workforce and community

Objective: 1) To implement one additional program promoting accessibility in the community; and 2) remediate internal and external ADA complaints at least 80% of the time

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
New ADA program completion (1) (%)	95	90	90	90
Successfully remediate community concerns/consultations (%)	95	80	80	80

Finance and Technology



Purpose:

To provide excellent financial management and information technology services with integrity, accountability, superior customer service, and low cost.

Description:

The Finance and Technology Department provides financial management, technology and operational support to the Mayor and City Council, the City Manager, and City departments. Services provided by the Finance division include accounting, cash management, purchasing, payroll, utility billing and collection, and risk management. The Budget/Tax and License division provides budgeting, long-range financial planning, sales tax collection and auditing, and business licensing. The Technology division coordinates all of the City's information and telecommunications systems.

FY 2013-14 Budget Highlights:

The approved amount includes the following changes:

- Authorized \$54,187 in supplement funding for conversion of an Administrative Assistant position from temporary to full-time. This funding was offset by expenditure reductions of the same amount.
- Authorized \$91,526 in supplemental funding for a Enterprise Network Engineer position. This funding was offset by expenditure reductions of the same amount.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$12,213,617	\$12,906,167	\$12,467,075	\$13,110,004
Supplies and Services	11,422,991	11,105,024	10,075,306	11,121,367
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	76,924	68,020	68,420	30,000
Internal Services	(17,995,993)	(17,825,480)	(16,532,728)	(17,460,849)
Expenditure Total	\$5,717,539	\$6,253,731	\$6,078,073	\$6,800,522
Per Capita	\$35.29	\$38.52	\$37.44	\$41.80

Expenditures by Division	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Administration	\$77,135	\$137,372	\$131,249	\$164,965
Finance	3,889,289	4,290,219	4,246,209	4,570,209
Budget/Tax and License	1,751,115	1,826,140	1,700,615	2,065,348
Information Technology	*	*	*	*
Expenditure Total	\$5,717,539	\$6,253,731	\$6,078,073	\$6,800,522

*Information Technology costs are 100% allocated to other Departments and Offices through an interactivity process.

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	2			2			2		
Finance	44	0.50		44	0.50		44	0.50	
Budget/Tax and License	20			20			20		
Information Technology	65			65			67		
Total	131	0.50		131	0.50		133	0.50	

Finance and Technology**Administration**

Administration is responsible for the overall management of the department.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$290,198	\$294,523	\$294,495	\$308,926
Supplies and Services	153	10,586	5,545	10,586
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	0	0	0	0
Internal Services	(213,216)	(167,737)	(168,791)	(154,547)
Expenditure Total	\$77,135	\$137,372	\$131,249	\$164,965
Per Capita	\$0.48	\$0.85	\$0.81	\$1.01

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	2			2			2		
Total	2			2			2		

Related Council Strategic Priority: Long-term Financial Stability and Operational Sustainability and Accountability

Goal: To ensure the long-term financial success of the City through sound financial management practices

Objective: To adhere to a financial management strategy that produces financial results that compare favorably with our peer cities as measured by generally accepted financial indicators

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Administration				
Fund balance coverage - General Fund (%)	30	25	30	29
General obligation bond rating (Standard & Poor's/Moody's/Fitch)	AA+/Aa1/AAA	AA+/Aa1/AAA	AA+/Aa1/AAA	AA+/Aa1/AAA

Finance and Technology

Finance

The Finance division is comprised of Accounting, Risk Management, Procurement, and Customer Services. Operational functions include all finance, accounting, purchasing, loss control and customer service billing operations. Though the main funding source for Financial Services is the General Fund, funding is also provided from the Water/Wastewater and Risk Management Funds.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$3,644,365	\$3,855,884	\$3,720,418	\$3,857,784
Supplies and Services	5,758,094	5,487,583	4,499,306	5,562,783
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	4,734	68,020	68,020	30000
Internal Services	(5,517,904)	(5,121,268)	(4,041,535)	(4,880,358)
Expenditure Total	\$3,889,289	\$4,290,219	\$4,246,209	\$4,570,209
Per Capita	\$24.00	\$26.43	\$26.15	\$28.09

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Finance	44	0.50		44	0.50		44	0.50	
Total	44	0.50		44	0.50		44	0.50	

Related Council Strategic Priority: Long-term Financial Stability and Operational Sustainability and Accountability

Goal: 1) To effectively perform accounts payable, payroll, and other accounting functions for City departments; 2) maintain adequate internal controls; 3) adhere to generally accepted accounting principles; and 4) ensure the safety of City investments

Objective: To receive positive independent certifications of financial reports

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Unqualified opinion from independent auditor	Yes	Yes	Yes	Yes
GFOA Certificate of Excellence	Yes	Yes	Yes	Yes

Related Council Strategic Priority: Operational Sustainability and Accountability

Goal: To pay invoices in a timely manner

Objective: To enter vouchers for payment within two weeks of the purchase order dispatch date at least 90% of the time

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Compare the purchase order dispatch date/invoice date (%)	90	90	90	90

Related Council Strategic Priority: Long-term Financial Stability and Operational Sustainability and Accountability**Goal:** To partner with all City departments in the detection, elimination, and control of potential loss exposures to the City**Objective:** 1) To investigate all Indemnity claims within 7 days; and 2) maximize annual subrogation recovery

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Claims investigated within 7 days (%)	100	100	100	100
Workers' Compensation claims	\$894,289	\$1,000,000	\$1,200,000	\$1,000,000
Percent change		11.8%	20.0%	(20.0%)
Subrogation recovery totals	\$697,006	\$200,000	\$153,000	\$200,000
Percent change		(71.3%)	(23.5%)	30.7%

Related Council Strategic Priority: Long-term Financial Stability and Operational Sustainability and Accountability**Goal:** To procure low cost, quality goods and services for City departments, while ensuring that purchases are made in a timely and ethical manner**Objective:** 1) To procure at least 90% of lower cost items through annual contracts; and 2) maintain 100% compliance with the American Bar Association Model Procurement Code

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Lower cost purchases made through annual contracts (%)	88	85	90	90
Conformity to American Bar Association Model Procurement Code (%)	100	100	100	100

Related Council Strategic Priority: Operational Sustainability and Accountability**Goal:** To answer all incoming calls within the industry standard based on American Water Works Association (AWWA) Benchmarking Water Utility Customer Relations Best Practices (AWWA Research Foundation, 2006)**Objective:** 1) To answer customer calls under the AWWA industry standard of 58 seconds; and 2) maintain the abandoned call rate below the AWWA industry standard of 5.8%

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Monthly call center reports (average speed answered in seconds)	131	58	131	58
Monthly call center reports (abandoned call rate) (%)	13	<5.8	8	<5.8

Finance and Technology

Budget / Tax and License

Budget Office responsibilities include preparation of budget documents, comprehensive financial planning, forecasting, capital improvements program, budget monitoring, benchmarking, and special financial studies.

Tax and License receives all City sales tax and licensing revenue and is responsible for issuing sales tax licenses and auditing license holders.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$1,794,292	\$1,844,946	\$1,721,312	\$1,821,097
Supplies and Services	73,268	65,600	65,200	65,600
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	272	0	400	0
Internal Services	(116,717)	(84,406)	(86,297)	178,651
Expenditure Total	\$1,751,115	\$1,826,140	\$1,700,615	\$2,065,348
Per Capita	\$10.81	\$11.25	\$10.47	\$12.70

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Budget/Tax and License	20			20			20		
Total	20			20			20		

Related Council Strategic Priority: Operational Sustainability and Accountability

Goal: To provide quality customer service to all citywide user departments

Objective: To achieve a 96% or higher satisfaction with overall service provided by the Budget Office

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Overall satisfaction with service (%)	95	95	96	96

Related Council Strategic Priority: Long-term Financial Stability and Operational Sustainability and Accountability

Goal: To encourage taxpayer compliance by conducting cost-effective audits, reviews and investigations with a customer friendly, professional staff that treats member of the business community fairly and equitably by administering the City Code

Objective: 1) To achieve an annual sales tax audit cost recovery ratio (audit collections divided by audit costs) of 2.00; 2) to have at least 95% of all audit assessments accepted by taxpayers without protest and prevail in at least 90% of all protests; and 3) achieve tax audit customer service ratings in the annual Taxpayer Problem Resolution Officer customer surveys of at least 4.5 on a scale of 5, where 4.5 is "good" and 5 is "excellent"

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Recovery ratio	3.06	2.00	2.00	2.00
Non-protested tax audit findings (%)	99	95	95	95
Protested findings upheld (%)	N/A	90	90	90
Overall customer service rating	4.6	4.5	4.5	4.5

Related Council Strategic Priority: Operational Sustainability and Accountability**Goal:** To produce accurate and timely reports of aggregate privilege tax information**Objective:** To issue sales tax revenue statistical reports within 4 working days of the close of monthly tax return entry

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Reports issued within four working days (%)	100	100	100	100

Related Council Strategic Priority: Long-term Financial Stability and Operational Sustainability and Accountability**Goal:** To post all sales tax returns, payments and applications in a cost effective manner**Objective:** 1) To enter all sales tax returns received by the monthly deadline (typically the last day of the month) into the sales tax system within four business days of the deadline; and 2) have the lowest ratio of license staff to businesses when comparing to other benchmark cities

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Returns entered within four business days (%)	85	100	87	100
License staff to benchmark cities	1 : 1.4	1 : 1.5	1 : 1.4	1 : 1.1

Related Council Strategic Priority: Long-term Financial Stability and Operational Sustainability and Accountability**Goal:** To manage delinquent sales tax accounts through cost-effective collection policies and procedures**Objective:** 1) To ensure that the accounts receivable balances accurately reflect sales taxes due by maintaining non-filing (NFIL) cases below 5% of total returns due; 2) maintain the average 90 to 120 day unpaid (UNPY) receivable balance cases below 1% of taxes due for that period; and 3) maintain the 150 to 360 receivable balances below .5% of taxes due for that period

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Percent of average monthly non-filer (%)	8.0	<5	8.7	<5
90 to 120 receivables (%)	0.82	<1	0.67	<1
150 to 360 receivables (%)	0.50	<.5	0.49	<.5

Related Council Strategic Priority: Operational Sustainability and Accountability**Goal:** To provide consistent, high quality customer service to businesses that are subject to Tempe privilege taxes**Objective:** To achieve license and collection customer service ratings in the annual Taxpayer Problem Resolution Officer customer surveys of at least 4.5 on a scale of 5, where 4.5 is "good" and 5 is "excellent"

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Overall customer service rating	4.3	4.5	4.3	4.5

Finance and Technology

Information Technology

Information Technology (IT) is responsible for fostering a partnership with City Departments and optimizing the productivity of the office environment by empowering our employees with state-of-the-art tools and leveraging the City's investment in information technology. IT provides services that include: shared resources, systems, software, and information processing.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$6,484,762	\$6,910,814	\$6,730,850	\$7,122,197
Supplies and Services	5,591,476	5,541,255	5,505,255	5,482,398
Grants, Donations and/or Restricted				
Purpose	0	0	0	0
Capital Outlay	71,918	0	0	0
Internal Services	(12,148,156)	(12,452,069)	(12,236,105)	(12,604,595)
Expenditure Total	\$0	\$0	\$0	\$0
Per Capita*	\$74.98	\$76.70	\$75.37	\$77.48

* Based on total budget prior to Internal Services credit.

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Information Technology	65			65			67		
Total	65			65			67		

Related Council Strategic Priority: Operational Sustainability and Accountability

Goal: To provide prompt response to computer system problems

Objective: 1) To assure 95% of customers are satisfied or extremely satisfied with Information Technology's support based upon customer survey tool electronically delivered when a service request is closed; and 2) maintain 60% single point of contact (SPOC) resolution will meet or exceed industry standard established benchmark organizations supporting similar sized user base

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Customer satisfaction (%)	98	90	90	95
SPOC resolution (%)	60	55	60	60

Related Council Strategic Priority: Operational Sustainability and Accountability

Goal: To minimize system downtime

Objective: To average less than 5 milliseconds for PC to server response time during peak traffic load

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
PC to server response time during peak traffic load (milliseconds)	6.56	30	10	5

Related Council Strategic Priority: Operational Sustainability and Accountability

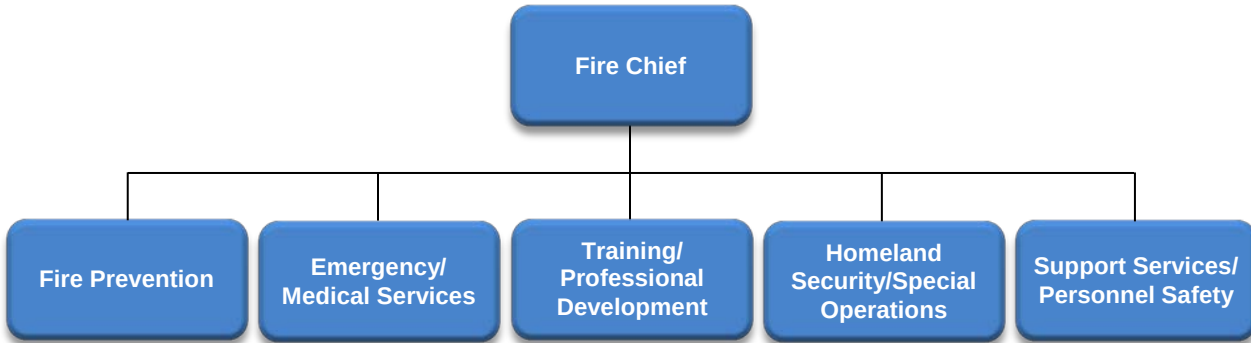
Goal: To provide prompt computer response time

Objective: To target 99.95% network access availability for voice and data

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Network access availability for voice and data (%)	99.97	99.93	99.93	99.95



Fire



Purpose:

To provide for the safety and welfare of the public through preservation of life, property, and the environment.

Description:

The Fire Department consists of Administration/Fire Prevention, Emergency/Medical Services, Training/Professional Development, Homeland Security/Special Operations, and Support Services/Personnel Safety divisions.

The Department's operational areas include administrative services, fire suppression, emergency management, emergency medical services, hazardous materials control, technical rescue, communications, equipment and facilities maintenance, training, fire prevention and inspection, and public safety education.

FY 2013-14 Budget Highlights:

The approved amount includes the following change:

- Authorized \$815,574 in supplemental funding for replacement staffing costs due to the retirement of firefighters and paramedics. \$273,959 of this funding was offset by cost reductions in other areas.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$21,723,593	\$23,541,792	\$22,765,820	\$25,341,407
Supplies and Services	2,113,668	2,169,869	2,940,084	2,293,123
Grants, Donations and/or Restricted Purpose	0	868,791	962,023	1,034,445
Capital Outlay	60,799	84,400	64,700	93,400
Internal Services	1,364,286	1,529,877	1,470,917	1,450,731
Expenditure Total	\$25,262,346	\$28,194,729	\$28,203,544	\$30,213,106
Per Capita	\$155.91	\$173.66	\$173.72	\$185.72

Expenditures by Division	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Administration/Fire Prevention	\$3,301,571	\$3,458,673	\$3,138,593	\$3,812,975
Emergency/Medical Services	18,864,804	20,478,878	19,984,511	22,439,991
Training/Professional Development	483,906	550,368	521,067	620,270
Homeland Security/Special Operations	480,298	1,294,203	1,384,448	1,239,289
Support Services/Personnel Safety	2,131,767	2,412,607	3,174,925	2,100,581
Total	\$25,262,346	\$28,194,729	\$28,203,544	\$30,213,106

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration/Fire Prevention	20			20			20		
Emergency/Medical Services	150			150			150		
Training/Professional Development	3			3			3		
Homeland Security/Special Operations	3			3			2		
Support Services/Personnel Safety	5	1.00		5	1.00		6	1.00	
Total	181	1.00		181	1.00		181	1.00	

Fire

Administration/Fire Prevention

Administration is responsible for general policy and direction of the department, as delineated in the Five-Year Strategic Plan and Operational Guide, by providing management and leadership for the operating divisions within the Fire Department. Development and administration of the budget, recruitment, member safety and wellness program management are also basic responsibilities of Administration.

The goal of Fire Prevention is to prevent loss of life, injury and property loss to fire through the creation, implementation, and management of comprehensive and effective building and fire codes, education programs and fire inspections. Services include: (1) inspection of commercial and industrial properties; (2) response to resident fire hazard complaints; (3) approval of plans for and inspections of new construction; (4) determination of cause and origin of fires; (5) public information office; (6) volunteer program; and (7) public safety education programs.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$2,329,930	\$2,460,434	\$2,160,252	\$2,496,072
Supplies and Services	182,907	166,510	197,249	192,998
Grants, Donations and/or Restricted Purpose	0	59,013	34,744	83,121
Capital Outlay	0	0	0	0
Internal Services	788,734	772,716	746,348	1,040,784
Expenditure Total	\$3,301,571	\$3,458,673	\$3,138,593	\$3,812,975
Per Capita	\$20.38	\$21.30	\$19.33	\$23.44

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration/Fire Prevention	20			20			20		
Total	20			20			20		

Fire Wildly Important Goal (WIG)

Related Council Strategic Priority: Operational Sustainability and Accountability

WIG To increase fleet readiness from a 1.6 level to a 4.0 level by October 31, 2013

Team WIG To use 1) HOLT (Hands on Labor Time), 2) Service Interval (Engine Hours), 3) On Shop Time, 4) Monthly On Time, and 5) Reserves Available as lead measures to accomplish WIG by October 31, 2013

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Fleet readiness level	N/A	4.0	4.0	4.0

"WIGs" are developed by teams learning to convert Tempe City Council aligned organizational strategy from a static record into disciplined action that achieves top priority goals. See Page 88 for a complete description of the Performance Benchmarking Program.

Related Council Strategic Priority: Neighborhood Enhancement and Operational Sustainability and Accountability

Goal: To provide high quality cost efficient fire services

Objective: 1) To efficiently manage resources to meet the needs of residents with 9.47 sworn full-time equivalents (FTE) per capita and .15 fire stations per square mile; 2) attain 90% resident satisfaction with the quality of local fire services; and 3) maintain daily minimum firefighter staff level at 42

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Firefighters per capita (10,000)	9.44	9.42	9.49	9.47
Non-Firefighters per capita (10,000)	1.79	1.73	1.73	1.73
Fire Stations per square mile	0.15	0.15	0.15	0.15
Resident satisfaction with the quality of local fire service* (%)	88	90	84	90
Daily minimum firefighter staffing level	42	42	42	42

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Fire

Emergency/Medical Services

The goal of Emergency Services is to deliver rapid effective service when fire, medical and other hazardous emergencies occur. These services are extended through the use of seven engine companies and two ladder trucks located at six fire stations throughout the City. Services provided by this division are as follows: (1) respond to and extinguish fires; (2) deliver effective medical and rescue services for injuries, illnesses, and accidents; (3) respond to and control hazardous materials emergencies; (4) conduct company fire prevention inspections; and (5) provide technical rescue services.

Also, under the auspices of this section is the dispatch liaison function with the City of Phoenix Fire Dispatch Center. This includes helping to draft and implement policy and coordination of the technical aspect relevant to Tempe.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$18,011,888	\$19,537,545	\$19,078,341	\$21,126,105
Supplies and Services	792,117	815,324	747,879	822,549
Grants, Donations and/or Restricted				
Purpose	0	41,609	93,591	397,937
Capital Outlay	60,799	84,400	64,700	93,400
Internal Services	0	0	0	0
Expenditure Total	\$18,864,804	\$20,478,878	\$19,984,511	\$22,439,991
Per Capita	\$116.43	\$126.14	\$123.09	\$137.94

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Emergency/Medical Services	150			150			150		
Total	150			150			150		

Related Council Strategic Priority: Neighborhood Enhancement and Operational Sustainability and Accountability

Goal: To provide efficient response to fire, medical, hazardous materials, and rescue emergencies

Objective: To respond to safe emergency responses under 4:15 minutes

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Average emergency response time in minutes (from call receipt to arrival in minutes)*	4:10	4:10	4:07	4:10
Emergency responses taking 5.0 minutes or less (%)	76	76	76	76
Total response time at the 90 th percentile**	8:14	7:20	8:05	8:05
Calls per capita (1,000)	144	132	145	144
Percent change		(8.3%)	9.8%	(0.7%)

*Calls do not include alarm processing time

**Calls include alarm processing time

Fire**Training/Professional Development**

Training/Professional Development incorporates all categories of departmental training including recruit training, officer development, driver training, and minimum company standards. Incident analysis is another method used to improve the quality of our service by reviewing emergency incidents and applying lessons learned. All promotional and assignment tests are administered through this section. This section also provides oversight and maintenance of Department personnel certifications.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$423,921	\$448,937	\$434,899	\$465,360
Supplies and Services	59,985	80,710	80,920	154,910
Grants, Donations and/or Restricted Purpose	0	20,721	5,248	0
Capital Outlay	0	0	0	0
Internal Services	0	0	0	0
Expenditure Total	\$483,906	\$550,368	\$521,067	\$620,270
Per Capita	\$2.99	\$3.39	\$3.21	\$3.81

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Training/Professional Development	3			3			3		
Total	3			3			3		

Related Council Strategic Priority: Operational Sustainability and Accountability

Goal: To provide training and evaluation standards for all phases of emergency services

Objective: 1) To evaluate all Emergency Services Division personnel quarterly for compliance with Tempe Fire Department standards relating to fireground, EMS and special operations procedures while maintaining 100% of completion; and 2) maintain or reduce firefighter injuries

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Companies completing minimum standards evaluations (%)	100	100	100	100
Annual percentage of firefighter injuries (%)	16.3	17	17	17

Fire

Homeland Security/Special Operations

Homeland Security/Special Operations involves oversight of development, training, and certification of all special type emergency procedures including hazardous materials and technical rescue (high angle, confined space, swift water, etc.). The Fire Department is charged with management of the City's emergency preparedness plan for disaster type issues. This includes development and maintenance of the plan, conducting disaster drills, and coordination of disaster preparedness with the County. Also under the auspices of this section is oversight for matters relating to Homeland Security. This includes response to chemical, biological, radiological, nuclear and explosive incidents.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$412,919	\$492,858	\$502,247	\$631,005
Supplies and Services	67,379	54,897	53,761	54,897
Grants, Donations and/or Restricted				
Purpose	0	747,448	828,440	553,387
Capital Outlay	0	0	0	0
Internal Services	0	0	0	0
Expenditure Total	\$480,298	\$1,294,203	\$1,384,448	\$1,239,289
Per Capita	\$2.96	\$7.97	\$8.53	\$7.62

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Homeland Security/Special Ops	3			3			2		
Total	3			3			2		

Fire**Support Services/Personnel Safety**

Primary responsibilities of Support Services/Personnel Safety include apparatus maintenance, equipment maintenance and repair, apparatus acquisition management, facilities maintenance, maintaining the Department's communications systems, and writing equipment bid specifications. In addition, the division orders and distributes firefighting supplies to the City's six fire stations.

This division is also responsible for physical training and wellness, safety, recruitment and employment, special events, and promotional testing.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$544,935	\$602,018	\$590,081	\$622,865
Supplies and Services	1,011,280	1,053,428	1,860,275	1,067,769
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	0	0	0	0
Internal Services	575,552	757,161	724,569	409,947
Expenditure Total	\$2,131,767	\$2,412,607	\$3,174,925	\$2,100,581
Per Capita	\$13.16	\$14.86	\$19.56	\$12.91

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Support Services/Personnel Safety	5	1.00		5	1.00		6	1.00	
Total	5	1.00		5	1.00		6	1.00	

Related Council Strategic Priority: Operational Sustainability and Accountability

Goal: To conduct progressive maintenance, inspections, service work, and major and minor repairs of all fire apparatus

Objective: 1) To maintain preventive maintenance inspections; and 2) target 100% maintenance completion within the preventive maintenance (PM) schedule

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Preventive maintenance inspections	209	288	250	288
Percent change		38%	(13%)	15%
Completed within PM schedule (%)	72	100	86	100

Human Resources

Human Resources

Purpose:

To attract, train and retain a diverse workforce that is better able to serve our community and mirrors the community in which we serve.

Description:

The Human Resources Department is responsible for Administration, Classification/Compensation and Recruitment/Testing, Employee Benefits and Services, and Education and Career Counseling. The department directly and indirectly serves all City departments and their respective employees by attracting and retaining a qualified and diverse work force; administering local, state and federal employment laws; wage and salaries; employee and retiree healthcare benefits; and the deferred compensation program to improve organizational productivity and effectiveness while effectively communicating to employees their rights, responsibilities, benefits, and training opportunities; investigating complaints and grievances; assisting with employee relations issues; and providing mediation services. Tempe Learning Center (TLC) provides education and career counseling and administers the tuition reimbursement program.

FY 2013-14 Budget Highlights:

- No change in staffing levels

Expenditures by Type	2011-12* Actual	2012-13* Budget	2012-13* Revised	2013-14 Budget
Personnel Costs	\$2,726,307	\$3,089,343	\$2,810,615	\$3,107,009
Supplies and Services	201,869	318,119	222,629	306,231
Grants, Donations and/or Restricted				
Purpose	0	0	0	0
Capital Outlay	533	0	0	0
Internal Services	(422,654)	(524,636)	(530,081)	(248,322)
Expenditure Total	\$2,506,055	\$2,882,826	\$2,503,163	\$3,164,918
Per Capita	\$15.47	\$17.76	\$15.42	\$19.46

* Figures include amounts attributable to the Tempe Learning Center, which has now been fully integrated into the Human Resources Department.

	2011-12 Actual*			2012-13 Revised*			2013-14 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Human Resources	20			20			20		
Total	20			20			20		

Related Council Strategic Priority: Operational Sustainability and Accountability and Sustainable Economic Development

Goal: To strive to retain a stable workforce

Objective: To maintain an annual turnover rate of less than 7.5%

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Employee turnover rate (%)	5.5	7.5	6.0	7.4

Related Council Strategic Priority: Operational Sustainability and Accountability and Sustainable Economic Development**Goal:** To minimize the escalating costs of providing employee health benefits**Objective:** To maintain an annual medical plan cost increase of less than 10%; and 2) maintain 90% employee participation rate in the City's Wellness Program

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Medical plan cost increase (%)	N/A	8	8	10
Wellness program participation (%)	N/A	92	90	90

Related Council Strategic Priority: Operational Sustainability and Accountability and Sustainable Economic Development**Goal:** To ensure that the City of Tempe attracts and maintains the best performing employees**Objective:** To facilitate a fair and extensive internal and external recruitment process that creates diverse and deep candidate pools

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Applicants per internal recruitment	N/A	N/A	6	8
Applicants per external recruitment	N/A	45	59	70

Related Council Strategic Priority: Operational Sustainability and Accountability and Sustainable Economic Development**Goal:** To maintain an employee accountability and professional development system that facilitates setting performance goals and providing continuous, constructive feedback to employees**Objective:** To actively engage 100% of City of Tempe employees in the ePerformance System as demonstrated through eLog and ePlan utilization

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Employee participation (%)	N/A	100	95	100

Related Council Strategic Priority: Operational Sustainability and Accountability and Sustainable Economic Development**Goal:** To attract and retain a diverse and inclusive workforce at all levels of the City organization**Objective:** To strive to match the City's workforce demographics to that of the City's as reflected in the census data

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Workforce within two percent points of each six race categories (6/6)	N/A	4/6	4/6	5/6

Related Council Strategic Priority: Operational Sustainability and Accountability, Education as a Priority and Sustainable Economic Development**Goal:** To utilize learning to support the City's mission, values, strategic initiatives and develop a stable, capable workforce**Objective:** 1) To maintain an 85% knowledge, skills improvement rate among participants; and 2) obtain a 90% successful completion rate for all courses with each education partnership degree program

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Participants who rated improved knowledge, skills and competence as a result of TLC training and development programming (%)	86	85	90	85
Education partnership participants who successfully completed assigned classes (%)	89	90	90	90

Internal Audit Office

Internal Audit Office

Purpose:

To support management in its efforts to uphold the City's values and achieve the City's mission by evaluating operations and encouraging the use of cost-effective internal controls to promote efficient utilization of available resources.

Description:

Internal Audit is responsible for enhancing the quality of City government, products and services, and providing independent, timely and relevant information concerning the City's programs, activities, and functions. This is accomplished by responding to requests to conduct objective evaluations of departments, divisions, and systems or units thereof. Internal Audit's work is vital in maintaining the general public's trust and confidence that City resources are used effectively and efficiently.

FY 2013-14 Budget Highlights:

The approved amount includes the following change:

- Authorized \$42,121 in supplemental funding for a part-time, benefitted audit position. A portion of the expense will be offset by the elimination of a temporary part-time staff position.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$365,496	\$391,212	\$362,048	\$387,969
Supplies and Services	8,622	5,540	5,154	5,540
Grants, Donations and/or Restricted				
Purpose	0	0	0	0
Capital Outlay	0	0	0	0
Internal Services	19,378	26,656	26,394	18,594
Expenditure Total	\$393,496	\$423,408	\$393,596	\$412,103
Per Capita	\$2.43	\$2.61	\$2.42	\$2.53

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Internal Audit	3		0.45	3		0.45	3	0.50	
Total	3		0.45	3		0.45	3	0.50	

Related Council Strategic Priority: Long-term Financial Sustainability and Operational Sustainability and Accountability

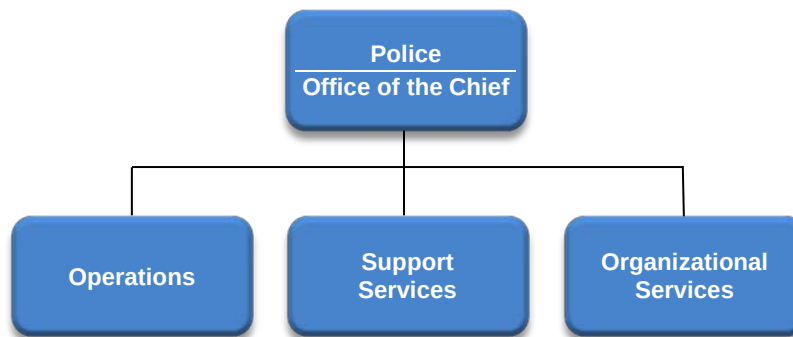
Goal: To achieve the City's mission by evaluating operations and encouraging the use of cost-effective internal controls

Objective: 1) To complete 90% of planned audits; 2) obtain management acceptance and support for 95% of recommendations; 3) achieve an average score on customer surveys of 4.5 on a scale of 5.0, where 4.5 is "good" and 5.0 is "excellent"; 4) respond to 100% of management's requests for analytical and investigative assistance; and 5) record all non-procurement contracts in the City's central database within 15 working days from City Council approval of the contract, 95% of the time

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Completion of planned audits (%)	N/A	90	75	90
Support of recommendations (%)	92	95	100	95
Average score on customer surveys (out of 5)	N/A	4.5	4.3	4.5
Response to management's requests (%)	100	100	100	100
Maintenance of the contract database (%)	95	95	100	95



Police



Purpose:

To partner with the residents of Tempe to improve the quality of life in our City by identifying and resolving public safety concerns.

Description:

The Police Department consists of the following divisions: Office of the Chief, Operations, Support Services, and Organizational Services. The department's responsibilities include effective and efficient police protection through investigations of criminal offenses, enforcement of state laws and City ordinances, response to resident requests for services, and maintenance of support services.

FY 2013-14 Budget Highlights:

The approved amount includes the following change:

- Authorized the elimination of a grant funded Police Officer position and a grant funded Commander position.
- Authorized the addition of a Restricted Purposed funded Police Officer position.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$50,511,061	\$54,462,771	\$54,528,648	\$56,030,428
Supplies and Services	4,078,994	4,616,728	3,843,195	4,929,246
Grants, Donations and/or Restricted Purpose	0	4,330,376	4,291,902	4,970,020
Capital Outlay	25,178	0	0	0
Internal Services	7,770,201	8,754,002	8,170,004	7,587,079
Expenditure Total	\$62,385,434	\$72,163,877	\$70,833,749	\$73,516,773
Per Capita	\$385.03	\$444.69	\$436.30	\$451.92

Expenditures by Division	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Office of the Chief	\$1,512,317	\$2,225,583	\$1,983,086	\$2,058,520
Operations	45,784,804	53,341,160	53,140,408	54,198,842
Support Services	8,053,145	8,644,071	8,363,227	8,856,204
Organizational Services	7,035,168	7,953,063	7,347,028	8,403,207
Total	\$62,385,434	\$72,163,877	\$70,833,749	\$73,516,773

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Office of the Chief	4			4			4		
Operations	341		4.55	340		4.55	338		4.55
Support Services	95		1.00	97		1.00	97		1.00
Organizational Services	48		0.70	50		0.70	51		0.70
Total	488		6.25	491		6.25	490		6.25

Police**Office of the Chief**

The Police Chief is responsible for the administration and general supervision of all police operations. This office also is charged with the coordination of all investigations and procedures. Services provided by this division are as follows: (1) provide leadership, management and administration for the Police Department; and (2) continually builds partnerships with the residents and the business community.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$629,321	\$670,617	\$693,981	\$694,276
Supplies and Services	8,109	7,568	7,000	7,568
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	0	0	0	0
Internal Services	874,887	1,547,398	1,282,105	1,356,676
Expenditure Total	\$1,512,317	\$2,225,583	\$1,983,086	\$2,058,520
Per Capita	\$9.33	\$13.71	\$12.21	\$12.65

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Office of the Chief	4			4			4		
Total	4			4			4		

Related Council Strategic Priority: Operational Sustainability and Accountability

Goal: To provide quality police services to the Tempe community

Objective: To maintain a minimum of 80% of resident satisfaction with the overall quality of local police services

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Overall quality of local police services* (%)	81	80	82	80

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Police

Operations

The Operations Division is comprised of North Patrol, South Patrol, Central City, Traffic, Criminal Investigations, and Special Investigations. Services provided by this division are as follows: (1) respond to requests for service; (2) perform preliminary investigative work at crime scenes; (3) work with the community to address public safety concerns; (4) conduct vehicle patrol to provide visibility in neighborhoods; (5) provide police resources for special or unscheduled events that require additional staffing; (6) provide crime prevention and community education programs to the public, (7) investigate and report incidents of crime; (8) investigate and report motor vehicle accidents; (9) investigate and clear Part I and Part II crimes against persons and property; (10) investigate and prevent traffic accidents; (11) develop selective enforcement programs against special or increasing crime problems; and (12) provide specialty services including Mounted and K-9 functions.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$38,620,729	\$41,559,075	\$41,706,156	\$42,677,479
Supplies and Services	1,161,315	1,210,910	1,176,896	1,187,330
Grants, Donations and/or Restricted Purpose	0	4,330,376	4,291,902	4,970,020
Capital Outlay	24,133	0	0	0
Internal Services	5,978,627	6,240,799	5,965,454	5,364,013
Expenditure Total	\$45,784,804	\$53,341,160	\$53,140,408	\$54,198,842
Per Capita	\$282.57	\$328.55	\$327.32	\$333.17

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Operations	341		4.55	340		4.55	338		4.55
Total	341		4.55	340		4.55	338		4.55

Related Council Strategic Priority: Neighborhood Enhancement

Goal: To suppress crime and promote the safety of the Tempe community

Objective: To reduce overall Part I crime by 5%

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Part I Crime	9,379	8,910	8,910	8,464
Percent change		(5%)	0%	(5%)

Related Council Strategic Priority: Neighborhood Enhancement

Goal: To ensure Tempe residents feel safe

Objective: To reduce overall traffic collisions by 5%

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Traffic collisions (based on calendar year information)	4,889	4,644	4,644	4,412
Percent change		(5%)	0%	(5%)

Police**Support Services**

The Support Services Division is comprised of Communications, Records, Identification, Property, and the Office of Management, Budget and Research. Support Services is responsible for providing comprehensive support services to the entire Police Department. Services provided by this division are as follows: (1) answer all incoming calls and provide 24-hour dispatch service; (2) provide radio communications between the police station and all patrol field units; (3) provide full service police records management services; (4) provide planning and research information; (5) administer departmental operating and capital improvement budgets; (6) gather and report intelligence information; and (7) serve as the central tactical crime analysis and intelligence entity within the department.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$6,907,311	\$7,482,848	\$7,224,357	\$7,529,053
Supplies and Services	640,688	648,552	635,733	843,657
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	1,045	0	0	0
Internal Services	504,101	512,671	503,137	483,494
Expenditure Total	\$8,053,145	\$8,644,071	\$8,363,227	\$8,856,204
Per Capita	\$49.70	\$53.24	\$51.51	\$54.44

	2011-12 Actual			2012-13 Revised			2013-14 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Support Services	95		1.00	97		1.00	97		1.00
Total	95		1.00	97		1.00	97		1.00

Related Council Strategic Priority: Long-term Financial Stability

Goal: To effectively manage our police resources to meet the needs of the Tempe community

Objective: To complete the fiscal year within budget

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Operating budget (\$)	61,834,991	72,198,605	70,833,749	68,546,753
Percent of Budget (%)	95	-	98	<100

Police

Organizational Services

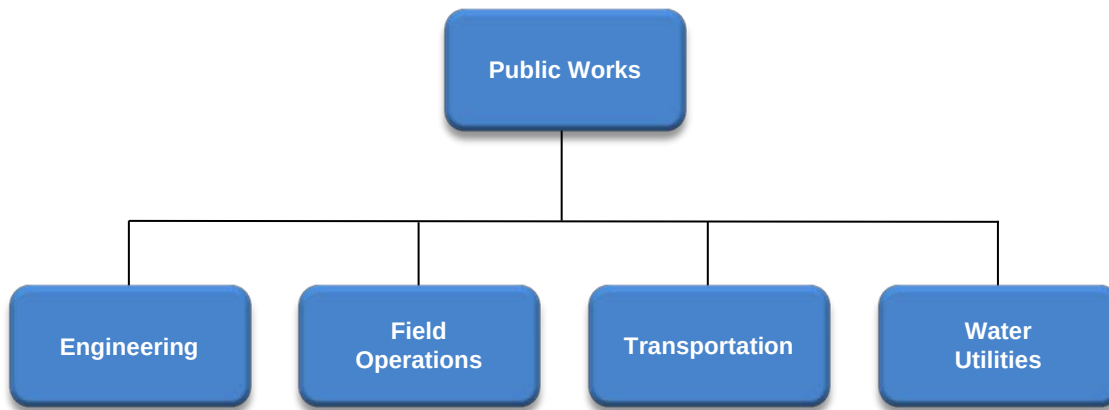
The Organizational Services Division is comprised of Personnel Services, Detention, and Volunteers in Policing Program. Services provided by this division are as follows: (1) respond to media requests for information; (2) recruit, test, and hire sworn police officers and civilian personnel; (3) provide in-service training programs; (4) investigate internal complaints and serve as liaison with the Tempe Citizens' Panel for Review of Police Complaints and Use of Force; (5) provide jail and booking service and transport all prisoners to the City Court; (6) audit and compliance; and (7) update and implement organizational policy and procedure.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$4,353,700	\$4,750,231	\$4,904,154	\$5,129,620
Supplies and Services	2,268,882	2,749,698	2,023,566	2,890,691
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	0	0	0	0
Internal Services	412,586	453,134	419,308	382,896
Expenditure Total	\$7,035,168	\$7,953,063	\$7,347,028	\$8,403,207
Per Capita	\$43.42	\$48.99	\$45.25	\$51.66

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Organizational Services	48		0.70	50		0.70	51		0.70
Total	48		0.70	50		0.70	51		0.70



Public Works



Purpose:

To build and maintain the City's infrastructure, and deliver services that are created with and entrusted to us by our community.

Description:

The Public Works Department consists of Engineering, Field Operations, Transportation and Water Utilities.

The Engineering division provides CIP project implementation, utility management, property addressing, right-of-way permitting, project design, and construction management.

The Field Operations division is responsible for residential and commercial trash collection and disposal, maintenance and repair service to all City owned buildings, interior cleaning of all City owned buildings and park restrooms, maintaining the City fleet of vehicles and fuel dispensing, chemical spill clean-up, operation of the Household Products Collection Center, maintain all parks, special facilities and golf courses, and operation of the City golf courses.

The Transportation division is responsible for, transit services, traffic engineering, pavement marking and striping, traffic signal maintenance and construction, street lighting, alley maintenance, street sweeping, pavement management and street repair and construction.

The Water Utilities Department is responsible for providing clean, safe drinking water, wastewater treatment and administering a water conservation program.

FY 2013-14 Budget Highlights:

- Authorized supplemental funding for the following:
 - o \$131,035 for contracted custodial services, offset by the elimination of 3 vacant custodial positions
 - o \$7,150 for increase the Executive Assistant hours from 25 to 30 hours, offset by other budget reductions
 - o \$191,500 for wages, overtime and contracted services at Diablo Stadium, offset by additional revenue sources and various budget reductions
 - o \$146,000 in Contracted Services for the SLiPP Program, offset by additional revenue of the same amount
 - o \$207,133 increase in the Fleet parts budget
 - o \$282,164 in funding to realign various positions to their related funding source
 - o \$452,765 in supplemental HURF funding for vehicle replacement, increase a Civil Engineer position by 0.50 FTE, a pavement management system, pedestrian ITS devices, traffic engineering safety improvements, and traffic signal LED replacement.
 - o \$146,915 in supplemental Golf Fund funding for contracted services, league fees and supplemental projects. \$96,915 of the funding was offset by the elimination of a vacant position, and additional revenue.
 - o \$720,638 in supplemental Water Fund funding for shoring trench boxes, vehicle replacements, Eisendrath House maintenance and a development fees rate study.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$34,947,192	\$39,600,328	\$36,510,614	\$40,952,445
Supplies and Services	74,012,208	82,709,786	81,178,676	80,918,352
Grants, Donations and/or Restricted				
Purpose	0	16,000	15,059	4,000
Capital Outlay	1,838,764	4,993,882	3,318,528	6,669,679
Internal Services	4,202,981	2,855,660	2,570,745	3,523,642
Expenditure Total	\$115,001,145	\$130,175,656	\$123,593,622	\$132,068,118
Per Capita	\$709.76	\$801.81	\$761.27	\$811.84

Expenditures by Division	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Administration	\$130,508	\$115,380	\$38,775	\$302,246
Engineering	1,869,973	2,075,032	2,066,644	2,310,610
Field Operations	30,556,591	34,414,802	31,770,798	36,464,660
Transportation	50,943,673	55,178,208	54,694,626	54,332,788
Water Utilities	31,500,400	38,392,234	35,022,779	38,657,814
Expenditure Total	\$115,001,145	\$130,175,656	\$123,593,622	\$132,068,118

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	5	0.50	0.49	5	0.63	0.49	5	0.75	0.49
Engineering	30			30			30		
Field Operations	212	0.50	22.12	213	0.50	22.12	207	0.50	22.12
Transportation	67	0.50	1.00	67	0.50	1.00	67	1.00	1.00
Water Utilities	146		0.49	143		0.49	143		0.49
Total	460	1.50	24.10	458	1.63	24.10	452	2.25	24.10

Public Works

Administration

The Public Works Director has overall responsibility for providing the leadership, management, and administrative support for the Public Works Department. The department is responsible for providing high quality community services necessary to build and maintain the infrastructure of the City of Tempe. These services include engineering, refuse collection, hazardous waste and environmental compliance, park and golf course maintenance, facilities maintenance, custodial, fleet, streets maintenance, transportation and water utilities.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$491,434	\$525,279	\$509,134	\$727,309
Supplies and Services	26,361	54,266	35,706	51,906
Grants, Donations and/or Restricted Purpose	0	16,000	15,059	4,000
Capital Outlay	2,521	400	1,419	0
Internal Services	(389,808)	(480,565)	(522,543)	(480,969)
Expenditure Total	\$130,508	\$115,380	\$38,775	\$302,246
Per Capita	\$0.81	\$0.71	\$0.24	\$1.86

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	5	0.50	0.49	5	0.63	0.49	5	0.75	0.49
Total	5	0.50	0.49	5	0.63	0.49	5	0.75	0.49

Related Council Strategic Priority: Long-term Financial Sustainability and Operational Sustainability and Accountability

Goal: To increase energy efficiency in city facilities, reduce utility bills, and create a portfolio of renewable energy resources with no capital costs to power city facilities with renewable energy

Objective: 1) To achieve a 20% reduction in energy usage from baseline year in buildings participating in the Ameresco - Energy Service audit; 2) achieve a 5% reduction in 2014 and total 15% reduction in energy usage from baseline year in buildings citywide by 2015 by continuing energy audits, retrofits and retro-commissioning; upgrading central chiller plants in 2 locations; changing set points during occupied and unoccupied hours; changing custodial shift from night to day; installing energy efficient equipment; and employee behavioral changes; and 3) develop two solar power projects at City facilities with no out of pocket costs that will save \$1.3 million in electric bills over the next 20 years

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Reduction in energy usage in energy audit buildings (%)	15	20	15	20
Reduction in energy usage in buildings city wide (%)	N/A	N/A	N/A	5
Reduction in carbon emissions in energy audit buildings (metric tons)	N/A	N/A	N/A	4,200
Renewable energy / solar power generated in city facilities (kWh generated)	N/A	N/A	N/A	1,000,000
Solar power generating system installation, operations & maintenance cost (\$)	N/A	N/A	N/A	0
Reduction in electricity costs with solar generation (\$)	N/A	N/A	N/A	14,000

Related Council Strategic Priority: Long-term Financial Sustainability, Operational Sustainability and Accountability, Education as a Priority

Goal: To create and maintain a culture of safety and accountability, focusing on process improvement, safety training, and employee performance

Objective: 1) To follow-up on and document 100% of process improvement recommendations presented to the Public Works Safety Team; 2) maintain 100% employee compliance with required safety training; and 3) maintain documented follow-up on 100% of safety related incidents and accidents

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Safety Team recommendations with documented follow-up (%)	N/A	N/A	N/A	100
Employees compliant with required safety training (%)	N/A	N/A	N/A	100
Safety-related incidents and accidents with documented follow-up (%)	N/A	N/A	N/A	100

Public Works

Engineering

The Public Works Director has overall responsibility for providing the leadership, management, and administrative support for the Public Works Department. The department is responsible for providing high quality community services necessary to build and maintain the infrastructure of the City of Tempe. These services include engineering, refuse collection, hazardous waste and environmental compliance, park and golf course maintenance, facilities maintenance, custodial, fleet, streets maintenance, transportation and water utilities.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$2,319,619	\$2,452,679	\$2,368,547	\$2,487,836
Supplies and Services	496,015	370,529	452,597	484,935
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	5,454	0	0	0
Internal Services	(951,115)	(748,176)	(754,500)	(662,161)
Expenditure Total	\$1,869,973	\$2,075,032	\$2,066,644	\$2,310,610
Per Capita	\$11.54	\$12.78	\$12.73	\$14.20

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Engineering	30			30			30		
Total	30			30			30		

Related Council Strategic Priority: Effective Infrastructure, Long-term Financial Sustainability and Operational Sustainability and Accountability

Goal: To efficiently implement the Capital Improvement Program by strategic planning, budgeting, design and construction of capital improvement projects which address recreational, City facilities, public utilities, transportation, and public safety needs

Objective: 1) To execute the construction and/or professional service contracts within approved and appropriated budget, 100% of the time; and 2) complete the project on-time 100% of the time for the Capital Improvements Program

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
CIP projects that completed the design phase within the approved baseline budget or within normal tolerances of 5% (%)	100	95	100	100
CIP projects that completed the design phase within two months of the approved baseline schedule or within normal tolerances of 5% (%)	100	95	100	100
CIP projects that completed the construction phase within the approved baseline budget or within normal tolerances of 5% (%)	100	95	100	100
CIP projects that completed the construction phase within two months of the approved baseline schedule or within normal tolerances of 5% (%)	100	95	100	100

Related Council Strategic Priority: Effective Infrastructure and Operational Sustainability and Accountability

Goal: 1) To ensure that the construction of private developments and related utility work is coordinated with the City's infrastructure, transportation plan, and quality standards; and 2) ensure compliance with applicable codes and ordinances

Objective: 1) To complete civil plan reviews within the scheduled time allotment 90% of the time; and 2) complete utility plan reviews within the scheduled time allotment, 90% of the time

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Civil plan reviews performed within the scheduled time allotment of 15 business days subsequent review; 10 business days second review; and 5 business days subsequent review (%)	98	90	98	90
Utility plan reviews performed within the scheduled time allotment of 15 business days first review; 10 business days second review; 5 business days subsequent review (%)	95	90	95	90

Related Council Strategic Priority: Long-term Financial Sustainability, Effective Infrastructure and Operational Sustainability and Accountability

Goal: To invoice and collect encroachment permit and right-of-way (ROW) license fees in a timely manner

Objective: 1) To submit timely invoices to all encroachment permit and right-of-way license holders 100% of the time; and 2) submit timely follow-up invoices (if needed), 100% of the time

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Invoice each encroachment/ROW license holder by the 5 th of the preceding month it is due (%)	N/A	100	100	100
Invoice each outstanding encroachment/ROW license holder by the end of the month it is due (%)	N/A	100	100	100

Public Works

Field Operations

The Field Operations Division is comprised of Facilities and Custodial, Fleet Maintenance, Parks Services and Solid Waste Services, including hazardous material management. The Facilities and Custodial section provides maintenance, repair service and cleaning for all City owned buildings. The Fleet Maintenance section is responsible for maintaining the City's motor vehicle and construction equipment. The Parks Services section is responsible for managing and maintaining all of the City's public parks, sports complexes, golf courses, rights-of-way landscaping, and multi-modal paths. Also, this section is responsible for maintenance of the City owned cemetery. The Solid Waste Services section is responsible for the collection and disposal of solid waste generated from all residential and selected commercial facilities within the City, the City's recycling efforts, and hazardous materials management. Additionally, the Field Operations Division is responsible for environmental safety and compliance.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$14,804,064	\$16,556,949	\$15,256,281	\$16,646,480
Supplies and Services	18,098,154	16,785,370	16,812,286	17,481,714
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	1,521,125	3,605,116	2,234,394	4,981,747
Internal Services	(3,866,752)	(2,532,633)	(2,532,163)	(2,645,281)
Expenditure Total	\$30,556,591	\$34,414,802	\$31,770,798	\$36,464,660
Per Capita	\$188.59	\$211.98	\$195.69	\$224.15

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Field Operations	212	0.50	22.12	213	0.50	22.12	207	0.50	22.12
Total	212	0.50	22.12	213	0.50	22.12	207	0.50	22.12

Field Operations/Solid Waste Wildly Important Goal (WIG)

Related Council Strategic Priority:	Operational Sustainability and Accountability and Long-term Financial Sustainability
WIG	<i>To move from the middle of the market for a combined solid waste rate, to the leading municipal provider in the Valley against benchmark cities, for value, competition (where triple bottom line value is the combination of rate, sustainability, and customer satisfaction) by June 30, 2014</i>
Team WIG	<i>To reduce the projected solid waste fund gap from \$1.8M to \$800,000 by June 13, 2014 1) (Customer Accounts) reconcile billing and routing data for commercial accounts from 0 to 1,834 by January 1, 2014; and 2) (Diversion) increase the combined diversion rate from 10% to 15% by June 1, 2014</i>

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Number of billing and routing data accounts reconciled	N/A	1,834	1,742	1,834
Diversion rate (%)	9	15	15	15

"WIGs" are developed by teams learning to convert Tempe City Council aligned organizational strategy from a static record into disciplined action that achieves top priority goals. See Page 88 for a complete description of the Performance Benchmarking Program.

Related Council Strategic Priority: Neighborhood Enhancement and Operational Sustainability and Accountability

Goal:	To maintain a high level of cleanliness and maintain a sanitary environment for City facilities in an efficient and cost effective manner
Objective:	To achieve an O&M cost per square foot cleaned that is below published industry standards; and 2) achieve an internal satisfaction rate of 80%

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Cost of square foot maintained per FTE equivalent*	N/A	N/A	N/A	\$2.26
Internal satisfaction rate (%)	N/A	N/A	N/A	80

*Excludes personnel and facilities budgeted in the Performing Arts and Transit Funds

Related Council Strategic Priority: Neighborhood Enhancement and Operational Sustainability and Accountability
Goal: To collect and dispose of all contained solid waste generated by residential customers

Objective: 1) To provide excellent service to residential customers by effectively and efficiently managing solid waste collected; and 2) attain resident satisfaction rates that exceed the national average for residential trash collection services (84%), bulk item pick up/removal services (60%), and for recycling services (73%)

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Residential contained/recycling cost per ton (\$)	115	125	121	147
Residential contained solid waste tons per capita (1,000)	279	281	281	281
Resident satisfaction with residential trash collection services* (%)	92	91	90	90
Resident satisfaction with bulk item pick up/removal services* (%)	86	86	85	85
Resident satisfaction with recycling services* (%)	89	89	90	90

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Related Council Strategic Priority: Neighborhood Enhancement and Operational Sustainability and Accountability
Goal: To maintain a high level of maintenance and service to ensure that facilities are physically safe and in good condition

Objective: 1) To achieve an O&M cost per square foot maintained that is below published ICMA industry standards; 2) complete 65% of scheduled preventative maintenance within a year; 3) maintain facility condition index (FCI) at an average of 6% or lower for all City owned buildings; and 4) achieve an internal satisfaction rate of 80%

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Operating and Maintenance cost per square foot maintained* (\$)	3.66	3.48	3.42	3.69
Scheduled maintenance completed within a year (%)	N/A	80	50	65
Facility condition index at 6% or lower (%)	N/A	N/A	4.57	<6
Internal satisfaction rate (%)	N/A	N/A	N/A	80

*Excludes personnel and facilities budgeted in the Performing Arts and Transit Funds

Related Council Strategic Priority: Neighborhood Enhancement, Long-term Financial Sustainability and Operational Sustainability and Accountability
Goal: To provide golf, parks and recreational facilities for leisure opportunities that are accessible, clean, safe and friendly

Objective: 1) To achieve 80% overall resident satisfaction with the quality of parks, athletic fields, and golf courses; 2) achieve staffing levels that are below published industry standards; 3) achieve full cost recovery for the Golf Enterprise Fund; 4) achieve volunteer staffing levels that exceed published National Parks and Recreation Association industry standards; and 5) achieve a condition rating of 5 or less in 100% of all park assets

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Resident satisfaction with the quality of City parks* (%)	91	80	89	80
Resident satisfaction with the quality of neighborhood parks* (%)	77	80	77	80
Resident satisfaction with the City's golf courses* (%)	64	80	63	80
Resident satisfaction with the City's outdoor athletic fields* (%)	71	80	72	80
Resident satisfaction with the quality of City recreation centers* (%)	76	80	70	80
Acres of developed park lands maintained per FTE**	15	43	15	15
O&M cost recovered through revenue (Golf Fund) (%)	96	100	96	100
Total volunteer hours	42,000	14,600	14,600	12,000
Condition rating over 5 or less (%)	N/A	N/A	49	100

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

**Excludes non-City open space

Related Council Strategic Priority: Long-term Financial Sustainability and Operational Sustainability and Accountability
Goal: To maintain the City's fleet at the lowest cost and highest quality of service and vehicle condition

Objective: To contain the growth in maintenance and repair, fuel, and capital costs as measured by cost per mile

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Cost per mile (maintenance and repair, fuel and capital cost):				
Police patrol sedans	\$0.52	\$0.51	\$0.57	\$0.50
Light duty trucks	\$0.50	\$0.54	\$0.57	\$0.50
Solid waste trucks	\$3.01	\$2.98	\$3.35	\$3.00

Related Council Strategic Priority: Sustainable Economic Development and Operational Sustainability and Accountability
Goal: To utilize personnel resources in an efficient and effective manner

Objective: To maximize utilization of fleet mechanic time at a target of 70% productivity (industry standard)

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Mechanic utilization rate (%)	70	70	71	70

Related Council Strategic Priority: Operational Sustainability and Accountability
Goal: To maintain the City's fleet at the lowest cost and highest quality of service and vehicle condition

Objective: To achieve a preventative maintenance compliance rate of 95% among all city user groups

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Preventative maintenance compliance rate (%)	85	85	92	95

Public Works**Transportation**

The Transportation Division consists of two sections, Traffic Engineering and Operations and Transit.

The Traffic Engineering and Operations section has the primary responsibility of providing engineering, surveying, inspection, testing and contractual services for all improvements constructed within the public rights-of-way. The Streets and Traffic Operations section is responsible for the following work programs: (1) pavement marking and striping; (2) traffic signal maintenance and construction; (3) street lighting; (4) street sign fabrication, installation, and maintenance; (5) bus shelter maintenance; (6) alley reconstruction and maintenance; (7) street sweeping; (8) pavement management; (9) CIP project management/contract administration of annual street maintenance programs, including major and local street renovation and minor concrete improvements; (10) street repair; and (11) rights-of-way maintenance, including graffiti removal and tree trimming.

The Transit section provides the following services: (1) sight restriction abatements; (2) traffic engineering studies, designs and plan approvals, (3) plan, coordinate, benchmark and provide transit services; (4) plan and administer bicycle facilities; and (5) maintenance and operation of the light rail transit system.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$5,180,751	\$6,100,874	\$5,761,441	\$6,557,875
Supplies and Services	40,016,111	46,297,623	46,296,539	44,091,424
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	156,325	227,000	207,342	671,939
Internal Services	5,590,486	2,552,711	2,429,304	3,011,550
Expenditure Total	\$50,943,673	\$55,178,208	\$54,694,626	\$54,332,788
Per Capita	\$314.41	\$339.87	\$336.89	\$333.99

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Traffic Engineering and Operations	67	0.50	1.00	67	0.50	1.00	67	1.00	1.00
Total	67	0.50	1.00	67	0.50	1.00	67	1.00	1.00

Related Council Strategic Priority: Effective Infrastructure, Long-term Financial Sustainability and Operational Sustainability and Accountability

Goal: To efficiently implement the Capital Improvement Program by strategic planning, budgeting, design and construction of capital improvement projects which address recreational, City facilities, public utilities, transportation, and public safety needs

Objective: 1) To execute the construction and/or professional service contracts within approved and appropriated budget, 100% of the time; and 2) complete the project on-time 100% of the time for the Capital Improvements Program

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Active CIP construction contracts	48	50	51	52
Active CIP professional service contracts	107	130	102	125
CIP projects that completed the design phase within the approved baseline budget or within normal tolerances of 5% (%)	100	95	100	100
CIP projects that completed the design phase within two months of the approved baseline schedule or within normal tolerances of 5% (%)	100	95	100	100
CIP projects that completed the construction phase within the approved baseline budget or within normal tolerances of 5% (%)	100	95	100	100
CIP projects that completed the construction phase within two months of the approved baseline schedule or within normal tolerances of 5% (%)	100	95	100	100

Related Council Strategic Priority: Long-term Financial Sustainability, Effective Infrastructure and Operational Sustainability and Accountability

Goal: To invoice and collect encroachment permit and right-of-way (ROW) license fees in a timely manner

Objective: 1) To submit timely invoices to all encroachment permit and right-of-way license holders 100% of the time; and 2) submit timely follow-up invoices (if needed), 100% of the time

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Invoice each encroachment/ROW license holder by the 5 th of the preceding month it is due (%)	N/A	100	100	100
Invoice each outstanding encroachment/ROW license holder by the end of the month it is due (%)	N/A	100	100	100

Related Council Strategic Priority: Effective Infrastructure and Operational Sustainability and Accountability

Goal: 1) To ensure that the construction of private developments and related utility work is coordinated with the City's infrastructure, transportation plan, and quality standards; and 2) ensure compliance with applicable codes and ordinances

Objective: 1) To complete civil plan reviews within the scheduled time allotment 90% of the time; and 2) complete utility plan reviews within the scheduled time allotment, 90% of the time

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Civil plan sheets reviewed	137	150	750	800
Civil plan reviews performed within the scheduled time allotment of 15 business days subsequent review; 10 business days second review; and 5 business days subsequent review (%)	98	90	95	90
Utility plan sheets reviewed	1,182	1,500	1,000	1,200
Utility plan reviews performed within the scheduled time allotment of 15 business days first review; 10 business days second review; 5 business days subsequent review (%)	95	90	95	90
Off-site private development permits issued	270	185	260	250
Utility permits issued	1,007	1,150	575	800

Related Council Strategic Priority: Advanced Transportation Infrastructure, Neighborhood Enhancement and Operational Sustainability and Accountability

Goal: To provide adequate illumination of City streets

Objective: 1) To respond to a street light outage within three working days, 98% of the time; and 2) attain 70% resident satisfaction regarding the adequacy of City street lighting

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Street light outage calls repaired within three working days (%)	98	98	96	98
Resident satisfaction with the adequacy of City street lighting* (%)	69	70	70	70

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Related Council Strategic Priority: Advanced Transportation Infrastructure, Neighborhood Enhancement and Operational Sustainability and Accountability

Goal: To improve and ensure the safety and efficiency of the traffic signal system

Objective: To respond to emergency signal service calls within 30 minutes, 98% of the time

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Emergency signal service calls response within 30 minutes (%)	98	98	98	98
Preventative maintenance of traffic signal control cabinets (annually) (%)	100	100	100	100

Related Council Strategic Priority: Advanced Transportation Infrastructure, Neighborhood Enhancement and Operational Sustainability and Accountability
Goal: To meet environmental, storm water, and air quality requirements

Objective: 1) To attain an 80% resident satisfaction rate regarding the cleanliness of City streets

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Resident satisfaction with cleanliness of City streets* (%)	76	80	78	80

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Related Council Strategic Priority: Advanced Transportation Infrastructure, Neighborhood Enhancement and Operational Sustainability and Accountability
Goal: To perform preventive roadway maintenance to extend the life of City streets

Objective: 1) To maintain an average Pavement Quality Index (PQI) rating of 70 for City streets; 2) attain an 80% resident satisfaction rate regarding the condition of neighborhood streets; and 3) attain an 80% resident satisfaction rate regarding the overall condition of City streets

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Average Pavement Quality Index (PQI)	N/A	N/A	N/A	70
Resident satisfaction with the condition of neighborhood streets* (%)	75	80	80	80
Resident satisfaction with overall condition of City streets* (%)	74	80	72	80

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Related Council Strategic Priority: Advanced Transportation Infrastructure, Neighborhood Enhancement and Operational Sustainability and Accountability
Goal: To provide well-maintained and visible street signs

Objective: To attain an 80% resident satisfaction rate regarding the condition and clarity of street signs

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Resident satisfaction with overall condition and clarity of street signs* (%)	80	80	80	80

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Related Council Strategic Priority: Advanced Transportation Infrastructure, Neighborhood Enhancement and Operational Sustainability and Accountability
Goal: To plan, operate and maintain a safe, efficient and reliable transportation system that supports all modes of travel

Objective: To attain a 65% resident satisfaction rate regarding the management of traffic flow

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Resident satisfaction with management of traffic flow (%)	62	65	63	65

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Related Council Strategic Priority: Advanced Transportation Infrastructure, Regional Leverage and Operational Sustainability and Accountability

Goal: To provide reliable, safe, and professional transit services

Objective: 1) To develop system schedules, manage operations and deploy quality assurance methods to achieve at least 94% on-time performance and complaints below 30 per 100,000 boardings; and 2) manage fleet procurement, maintenance, and oversight processes to ensure preventative maintenance inspections are at least 98% on-time and average miles between in-service failures is less than 20,000

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
On-time performance (%)	94.6	94.0	93.2	94.0
Complaint rate (complaints per 100,000 boardings)	35.11	30.0	27.2	<30.0
Preventative maintenance inspection schedule compliance (%)	99.0	98.0	98.2	98.0
Miles between in-service failures	17,043	<20,000	20,441	<20,000

Related Council Strategic Priority: Advanced Transportation Infrastructure, Regional Leverage, Long-term Financial Sustainability, and Operational Sustainability and Accountability

Goal: To plan and operate multi-modal transit service in an efficient and cost effective manner

Objective: 1) To plan an efficient and productive transit system by maximizing boardings per mile; and 2) minimizing subsidy per boarding through effective transit planning, appropriate fare policies, and operations/financial management

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Boardings per mile – Local Bus (≥ 2.0)	1.9	2.0	2.0	2.0
Boardings per mile – Circulator Bus (≥ 2.2)	2.4	2.2	2.2	2.2
Boardings per mile – Express Bus (≥ 1.0)	0.7	1.0	0.8	1.0
Boardings per mile – Metro Light Rail (≥ 4.5)	5.7	4.5	6.2	6.0
Boardings per hour – Dial-A-Ride (≥ 1.7)	1.6	1.7	3.9	3.5
Subsidy per boarding – Bus (\$)	2.46	3.41	2.04	2.50
Subsidy per boarding – Metro Light Rail (\$)	1.18	2.09	1.72	1.90
Subsidy per boarding – Dial-A-Ride (\$)	47.92	11.15	26.08	26.09

Related Council Strategic Priority: Advanced Transportation Infrastructure, Regional Leverage, Leverage Technology and Operational Sustainability and Accountability

Goal: To increase satisfaction and use of alternative modes including transit, bicycling, and walking

Objective: 1) To retain Tempe's valley leadership position by maintaining boardings per capita at 75 or higher and exceed 13 million total annual transit boardings; and 2) plan and operate alternative modes of transportation such that resident satisfaction with the quality of local transit services meets or exceeds 80% and satisfaction with the quality of walking and biking paths meets or exceeds 80% as indicated in the annual Community Attitude Survey

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Boardings per capita	75	75	76	75
Total Ridership	12,317,778	13,021,118	12,465,088	13,000,000
Local Bus Boardings	4,892,121	5,067,577	5,094,591	5,200,000
Circulator Bus Boardings	3,490,934	3,760,394	3,166,062	3,300,000
Express Bus Boardings	47,802	47,726	37,785	40,000
Metro Light Rail Boardings	3,886,921	4,112,156	4,166,650	4,300,000
Dial-A-Ride Boardings	29,952	33,265	35,616	35,000
Resident satisfaction with quality of local transit service* (%)	73	80	74	80
Resident satisfaction with quality of walking and biking paths* (%)	78	80	75	80

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Public Works**Water Utilities**

The Water Utilities Division is responsible for: 1) water quality testing and compliance with all environmental regulation; 2) water conservation efforts; 3) Tempe Town Lake operations and hydrology services; 4) water and wastewater treatment; 5) infrastructure maintenance; and 6) Citywide GIS mapping.

Expenditures by Type	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Personnel Costs	\$12,151,324	\$13,964,547	\$12,615,211	\$14,532,945
Supplies and Services	15,375,567	19,201,998	17,581,548	18,808,373
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	153,339	1,161,366	875,373	1,015,993
Internal Services	3,380,170	4,218,479	3,722,491	4,300,503
Expenditure Total	\$31,500,400	\$38,392,234	\$35,022,779	\$38,657,814
Per Capita	\$194.41	\$236.48	\$215.72	\$237.64

Authorized Personnel	2011-12 Actual			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Water Utilities	146		0.49	143		0.49	143		0.49
Total	146		0.49	143		0.49	143		0.49

Water Utilities Wildly Important Goal (WIG)

Related Council Strategic Priority: Operational Sustainability and Accountability and Long-term Financial Sustainability

WIG Move Tempe Public Works from a condition of uncertainty and fiscal instability to becoming the Valley leader in providing cost effective Public Works services where revenue supports expenditures by June 30, 2014

Team WIG 1) To develop emergency capacity equal to daily water demand of 25-30 million gallons per day (MGD), with reduced use of surface water treatment; 2) purchase and drill Well Site #16 land; 3) outfit 35 Salt River Project 3 Western Canals; and 4) update GIS mapping software by June 30, 2014

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Million gallons per day emergency capacity	N/A	N/A	N/A	25-30
Well #16 Land Purchase	N/A	N/A	100	Complete
Well #16 Drilling	N/A	N/A	N/A	75
SRP Western Canals	N/A	N/A	N/A	35
GIS Software Update	N/A	N/A	N/A	100

"WIGs" are developed by teams learning to convert Tempe City Council aligned organizational strategy from a static record into disciplined action that achieves top priority goals. See Page 88 for a complete description of the Performance Benchmarking Program.

Related Council Strategic Priority: Neighborhood Quality of Life and Revitalization

Goal: To provide water of the highest quality to all residents

Objective: 1) To target 85% overall resident satisfaction with water service; 2) minimize the number of resident complaints related to water quality to 1% of total customer base in Tempe; and 3) respond to water quality complaints within 24 hours, 100% of the time

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Overall resident satisfaction with water service (%)	82	85	84	85
Taste and odor complaints (%)	<1	<1	<1	<1
Hardness complaints (%)	<1	<1	<1	<1
Other complaints	22	<5	<5	<5
Response within 24 hours of water quality complaint (%)	100	100	100	100

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

Related Council Strategic Priority: Neighborhood Quality of Life and Revitalization

Goal: To measure percentage of time residents have accessibility to tap water

Objective: To maintain reliability index at 99% or above

Measures	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Reliability of service*	N/A	N/A	N/A	99.9%

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey

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Capital Improvements Program Overview

Pursuant to the Tempe City Charter, the City Manager prepares and submits a Capital Improvements Program (CIP) annually to the Council. The CIP is a five-year financial plan for the acquisition, construction, expansion, or rehabilitation of infrastructure and capital assets. Capital projects typically have one or more of the following characteristics: (1) expenditures which take place over two or more years, requiring continuing appropriations beyond a single fiscal year; (2) funding with debt because of significant costs to be shared by current and future beneficiaries; (3) creation or revitalization of a fixed asset with a minimum useful life of five years; (4) systematic asset acquisition over an extended period of time; and (5) scheduled replacement or maintenance of specific elements of physical assets. The following are some examples of items that are included within the definition of capital expenditures:

- Construction of new facilities
- Remodeling, expansion, and maintenance of existing facilities
- Purchase, improvement, or development of land
- Operating equipment and machinery for existing and new facilities
- Planning and engineering costs related to specific capital improvements
- Street resurfacing, renovation, or reconstruction
- Emergency vehicles
- Information Technology infrastructure

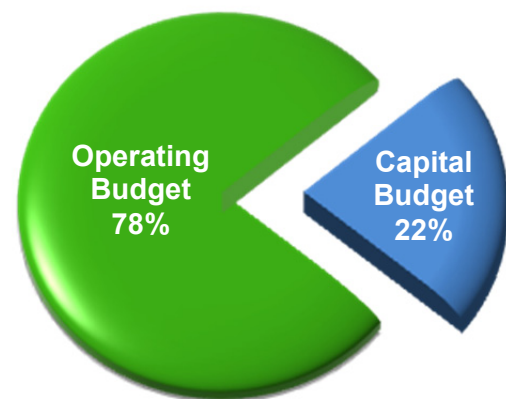
Although capital projects are scheduled throughout the five-year plan, only those projects during the first year of the plan are adopted as part of the City's annual budget. The first year of the CIP constitutes the capital budget. The remaining years within the CIP serve as a guide for future planning and are subject to annual review and modification in subsequent years.

As shown in the charts below, the City of Tempe's total financial program for fiscal year (FY) 2013-14 totals \$547 million, and of this amount, approximately \$119.5 million is for projects included in the capital budget. The capital budget consists of the following program areas: Enterprise, Special Purpose, General Purpose, and Transportation projects.

The Enterprise program totals \$37.6 million and includes water and wastewater projects accounting for 31.4% of the total capital budget in FY 2013-14. The Special Purpose program includes Transit projects, and totals \$15.5 million, or 13%, of funded projects in FY 2013-14. The General Purpose program includes Police, Fire, Storm Drains, Parks and General Governmental projects and totals \$51.2 million or 43% of the capital budget. The Transportation program includes lighting and traffic signal projects, and street and sidewalk renovation and construction projects. Transportation program funding totals \$15.2 million.

Comparison of FY 2012-13 and FY 2013-14 Capital Budgets		
Capital Program	FY 2012-13 Budget	FY 2013-14 Budget
Enterprise		
Water	\$43,446,718	\$27,447,487
Wastewater	19,573,037	10,118,974
Special Purpose		
Transit	20,365,587	15,521,005
General Purpose		
Police	7,845,283	2,745,512
Fire	1,687,521	2,556,829
Storm Drains	1,091,059	896,062
Park Improvements	10,006,161	29,774,582
General Governmental	11,644,294	15,257,687
Transportation		
Transportation and R.O.W	7,433,340	12,256,356
Traffic Signals / Street Lighting	1,719,526	2,952,915
Total	\$124,812,526	\$119,527,409

FY 2013-14 Total Financial Program	
Operating Budget	\$427.8
Capital Budget	\$119.5
Total (\$ millions)	\$547.3



2013-14 CIP Process

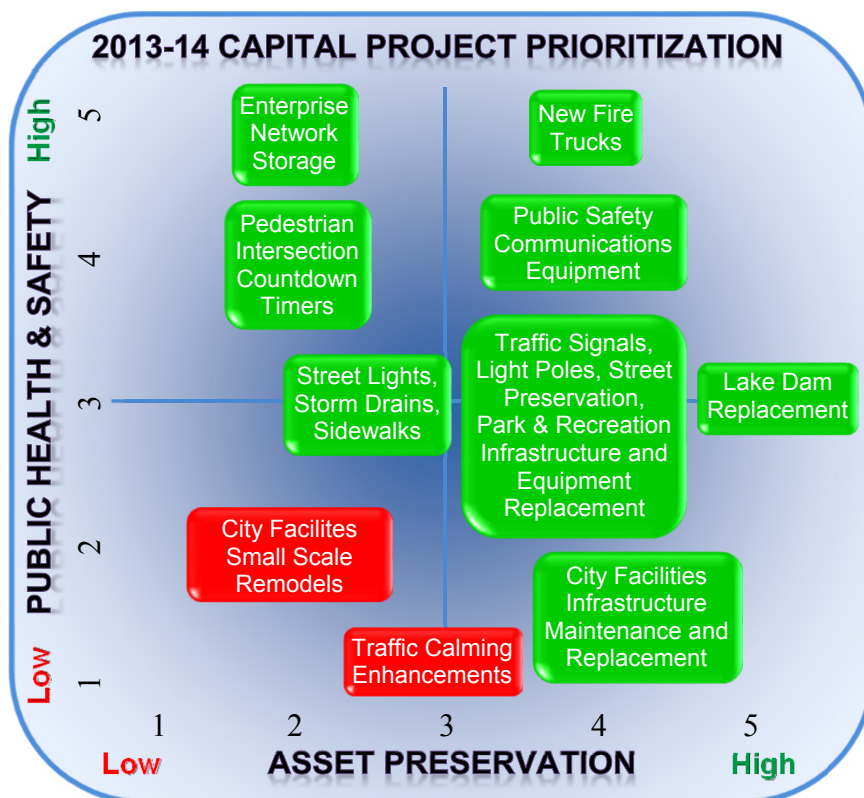
Early November 2012 City department heads, capital project managers, and Financial Services staff launched the 2013-14 CIP process with a meeting to review the capital budget calendar and estimated availability of funds. Financial Services staff provided guidance regarding the information CIP project managers should provide to substantiate requests for FY 2013-14 project funding. This included detailed assistance with how to complete the most recent project request form. Continued emphasis was placed on the importance of providing accurate project completion timelines, and validating ongoing project costs with detailed schedules for the replacement and maintenance of City assets.

After all project submissions were received, a series of follow-up meetings were held over the ensuing months with department directors and other key department representatives to discuss changes to previously approved projects and to review new project requests. Over the same period of time, Financial Services staff estimated the City's capacity to enter into additional General Obligation (G.O.) debt to fund capital projects over the upcoming five year period of the CIP, and worked to identify all other potential project funding sources.

Unlike capital project programs like transit and water and wastewater which have dedicated funding sources; several general purpose project program areas are eligible for G.O. bond funding as approved by Tempe voters.

Since total costs associated with projects submitted with G.O. bonds as the proposed funding source far exceeded the amount of G.O. bonds the City can afford to issue over the next five years, those projects were prioritized and ranked according to established criteria to identify the most critical capital requirements. Specifically, projects were graded based on the degree to which they contributed to the preservation of City assets, and the degree to which they addressed public health and safety concerns (depicted in the diagram to the right).

As a result, the top priority G.O. funded projects recommended by staff were those necessary to maintain or replace existing assets, and projects that would enable the City to operating at existing service levels.



The diagram above illustrates how the general purpose G.O. bond funded projects requested in the FY 2013-14 CIP process were scored and prioritized based on the degree to which they contribute to the preservation of City assets, and the degree to which they address public health and safety concerns. Projects in green categories are included in the 2013-14 adopted five year CIP; projects in red categories were considered relatively lower priorities and fell just outside of the G.O. bond funding range.

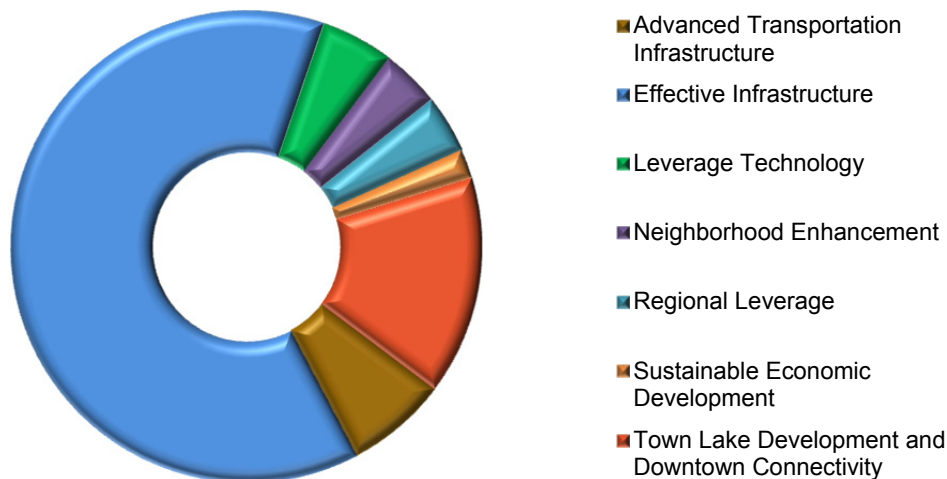
It is important to note transit and water / wastewater projects were also evaluated for necessity based on adherence to the City's asset management practices, and the degree to which they addressed public health and safety concerns; however they were not subjected to a rigorous prioritization process because total project costs fell within the funding levels available to the respective program areas. This is somewhat by design since funding availability for these areas is measured by transit and water / wastewater fund managers who work closely with the project managers.

Finally, during three City Council Issue Review Sessions held between February and April 2013, staff presented, for Council's consideration, all capital projects originally submitted by departments, as well as staff's recommended prioritization of G.O. bond funded projects. Also during these sessions, Financial Services discussed the financial and legal funding variables used to determine the total potential monetary size of the next five year CIP (discussed further below under Capital Program Financing). Consequently, on June 13th a balanced final five year capital program was presented for Council adoption.

Capital Budget Strategic Priorities

At their annual summit, the City Council identified the eleven strategic priorities listed below to guide The City of Tempe's operations over the next three to five years. The diagram below displays how the capital projects included in the adopted FY 2013-14 capital budget are aligned with the City Council's strategic priorities.

- ❖ Advanced Transportation Infrastructure
- ❖ Education as a Priority
- ❖ Effective Infrastructure
- ❖ Implementation Alignment
- ❖ Leverage Technology
- ❖ Long Term Financial Stability
- ❖ Neighborhood Enhancement
- ❖ Operational Sustainability and Accountability
- ❖ Regional Leverage
- ❖ Sustainable Economic Development
- ❖ Town Lake Development and Downtown Connectivity



Not surprisingly, 63% of the funded 2013-14 capital projects are aligned with the Effective Infrastructure strategic priority. This category captures projects spanning all capital project program areas and exemplifies the City's focus on maintaining its existing core infrastructure through ongoing asset maintenance and replacement projects.

The Regional Leverage strategic priority is represented by projects in which Tempe is a partner agency, or shares in ownership with other Phoenix metropolitan area political subdivisions. Tempe is a regional partner in projects under the Police Protection and Water / Wastewater capital project programs.

Several Transit projects such as the Broadway Road streetscape project, and the Rio Salado Multiuse Path projects support the Advanced Transportation Infrastructure strategic priority by adding grant funded multi-modal pedestrian and bicycle accessibility improvements to these areas. Projects to install pedestrian intersection countdown timers and traffic flow monitoring under the Traffic Signals and Street Lighting program also contribute to the advanced transportation infrastructure.

The Town Lake dam project exemplifies the City's continued capital investment in support of the Town Lake Development and Downtown Connectivity strategic priority.

The City's commitment to leveraging technology is evidenced throughout 2013-14 capital programs in projects such as the Permits Plus Upgrade project, the Library Software Upgrade and RFID Conversion, and the Police Department's upgrade and replacement of its computer aided dispatch, records management, and field report writing systems.

The CIP also contributes directly to the Sustainable Economic Development strategic priority. Several projects in the Water / Wastewater capital program will increase the City's wastewater flow capacity by replacing aging pipelines in targeted locations in order to accommodate future development. The General Governmental capital program also contains projects which will maintain the City's character and enhance its ability to attract new economic development, as well as projects which contribute directly to the quality and image of City neighborhoods.

Fiscal Years 2013-14 through 2017-18 Capital Improvements Program Summary

Program	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
				2014-15	2015-16	2016-17	2017-18	
Enterprise Program								
Water	22,690,987	4,756,500	27,447,487	14,613,000	10,618,758	8,652,205	7,147,205	68,478,655
Wastewater	4,853,974	5,265,000	10,118,974	3,695,578	7,314,515	10,264,951	6,495,529	37,889,547
Total Enterprise	27,544,961	10,021,500	37,566,461	18,308,578	17,933,273	18,917,156	13,642,734	106,368,202
Special Purpose Program								
Transit	11,322,141	4,198,864	15,521,005	14,086,376	5,349,390	3,408,348	1,709,568	40,074,687
Total Special Purpose	11,322,141	4,198,864	15,521,005	14,086,376	5,349,390	3,408,348	1,709,568	40,074,687
General Purpose Program								
Police Protection	1,883,801	861,711	2,745,512	-	-	3,912,538	-	6,658,050
Fire Protection	1,484,429	1,072,400	2,556,829	1,858,000	582,800	1,100,000	550,000	6,647,629
Storm Drains	896,062	-	896,062	250,000	250,000	250,000	250,000	1,896,062
Park Improvements	5,513,452	24,261,130	29,774,582	29,571,351	2,407,500	2,517,500	2,597,500	66,868,433
General Governmental	5,782,926	9,474,761	15,257,687	5,171,527	4,873,148	5,710,805	3,190,113	34,203,279
Total General Purpose	15,560,670	35,670,002	51,230,672	36,850,878	8,113,448	13,490,843	6,587,613	116,273,453
Transportation								
Transportation and R.O.W.	2,666,852	9,589,504	12,256,356	4,425,277	4,825,177	5,265,067	4,759,295	31,531,172
Traffic Signals/Street Lighting	871,800	2,081,115	2,952,915	1,010,884	1,884,066	1,763,081	1,661,028	9,271,974
Total Transportation	3,538,652	11,670,619	15,209,271	5,436,161	6,709,243	7,028,148	6,420,323	40,803,146
TOTAL PROGRAM	57,966,425	61,560,985	119,527,409	74,681,993	38,105,354	42,844,495	28,360,238	303,519,489

Fiscal Years 2013-14 through 2017-18

Capital Improvements Program Source of Funds Summary

Program	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
				2014-15	2015-16	2016-17	2017-18	
Enterprise Supported								
Water / Wastewater Bonds	27,132,030	9,222,500	36,354,530	18,308,578	17,933,273	18,917,156	13,612,734	105,126,271
Capital Projects Fund Balance	412,931	799,000	1,211,931	-	-	-	30,000	1,241,931
Total Enterprise Supported	27,544,961	10,021,500	37,566,461	18,308,578	17,933,273	18,917,156	13,642,734	106,368,202
Special Purpose								
Transit								
Transit Tax	2,892,803	3,729,780	6,622,583	3,305,706	2,083,994	2,029,327	1,709,568	15,751,178
Federal Grants	8,429,338	469,084	8,898,422	10,780,670	3,265,396	1,379,021	-	24,323,509
Total Special Purpose	11,322,141	4,198,864	15,521,005	14,086,376	5,349,390	3,408,348	1,709,568	40,074,687
General Purpose								
General Obligation Bonds	7,833,418	24,964,706	32,798,124	29,707,377	7,687,299	13,045,297	6,407,810	89,645,907
Capital Projects Fund Balance	7,291,029	921,711	8,212,740	-	-	-	-	8,212,740
Municipal Arts Fund	293,223	500,562	793,785	-	-	-	-	793,785
Solid Waste Fund	87,500	367,915	455,415	97,799	99,957	141,544	55,126	849,840
Transit Tax	-	30,000	30,000	-	-	-	-	30,000
Water / Wastewater Fund	17,500	214,280	231,780	236,201	278,692	256,503	77,177	1,080,352
Golf Fund Enterprise Revenue	-	674,000	674,000	2,762,000	-	-	-	3,436,000
Capital Improvements Reserve	38,000	19,698	57,698	-	-	-	-	57,698
Cash	-	6,000,000	6,000,000	4,000,000	-	-	-	10,000,000
Property Assessments	-	579,630	579,630	-	-	-	-	579,630
CenturyLink	-	150,000	150,000	-	-	-	-	150,000
Diablo Stadium Revenue	-	47,500	47,500	47,500	47,500	47,500	47,500	237,500
Orchid House Proceeds	-	1,200,000	1,200,000	-	-	-	-	1,200,000
Total General Purpose	15,560,670	35,670,002	51,230,672	36,850,878	8,113,448	13,490,843	6,587,613	116,273,453
Transportation								
General Obligation Bonds	2,607,564	3,554,961	6,162,525	5,029,244	5,465,854	5,744,523	5,232,933	27,635,079
Capital Projects Fund Balance	386,011	491,561	877,572	-	-	-	-	877,572
Developer Assistance	-	180,000	180,000	-	-	-	-	180,000
Highway User Revenue Fund	-	1,427,000	1,427,000	300,000	300,000	300,000	300,000	2,627,000
State LTAF Revenue	-	1,153,000	1,153,000	-	-	-	-	1,153,000
Federal Grants	545,077	4,864,097	5,409,174	106,917	943,389	983,625	887,390	8,330,495
Total Transportation	3,538,652	11,670,619	15,209,271	5,436,161	6,709,243	7,028,148	6,420,323	40,803,146
TOTAL PROGRAM	57,966,425	61,560,985	119,527,409	74,681,993	38,105,354	42,844,495	28,360,238	303,519,489

CIP Impact on the Operating Budget

Although the City of Tempe prepares the capital budget separate from the operating budget, the two budgets are linked. These links include ongoing operating, maintenance and repair costs associated with new or renovated facilities and infrastructure. CIP projects also often necessitate the addition of new personnel / positions required to staff or maintain new buildings or outdoor recreational areas. On the other hand, CIP projects may produce new revenue streams in the form of fees paid for the use of new or expanded facilities, or new operating revenue generated from infrastructure enhancements that promote new economic development and activity within the City.

The new FY 2013-14 operating costs and revenues shown below are incorporated in the City's adopted operating budget. In addition to current year operating budget impacts, future operating costs, savings, and new revenue associated with current and planned projects are identified in the capital budget process to aid in long-range planning. Since the City Council only formally adopts operating and capital budgets on an annual basis, the 'out-year' impacts represent a forecast based on the current scope of the project and inflation assumptions. As such, they will be subject to revision in future years. The table below shows the estimated new ongoing operating budget impacts associated with projects included in the adopted five year CIP.

New Operating and Maintenance Impacts: FYs 2013-14 to FY 2017-18						
Capital Projects by Fund	Cost Category	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
General Fund Projects						
City Regional Radio System Maintenance and Replacement	Software Maintenance	\$ 25,200	\$ 109,200	\$ 25,200	\$ 109,200	\$ 25,200
CAD / RMS / FRWS	Software Maintenance		224,015	224,015	224,015	224,015
Laptop Replacement	Vehicle Data Cards	15,000	15,000	15,000	15,000	15,000
Permits Plus Upgrade	Software Maintenance	75,838	75,838	75,838	75,838	75,838
General Fund Subtotal		116,038	424,053	340,053	424,053	340,053
Transit Fund Projects						
Alameda Drive & I-10 Bicycle / Pedestrian Bridge	Landscape Maintenance				7,103	7,316
Broadway Road Streetscape Project	Landscape Maintenance			6,896	7,103	7,316
Creamery Branch Rail Path	Landscape Maintenance					7,535
El Paso Natural Gasline Easement Multi-use Path Phase III	Landscape Maintenance			6,896	7,103	7,316
Hardy Drive Streetscape Project	Landscape Maintenance		8,500	8,755	9,018	9,288
Rio Salado Southbank Path Tempe - Phoenix	Landscape Maintenance	6,500	6,695	6,896	7,103	7,316
Rio Salado Southbank Path Underpass at 101 & 202 Freeway Interchange	Landscape Maintenance		6,695	6,895	7,102	7,315
Tempe Transit Center	Lease Revenue	(15,875)	(83,820)	(87,630)	(91,440)	(95,250)
Transit Passenger Facilities Installation and Upgrade Project	Bus Stop Maintenance	3,900	3,900	4,017	4,138	4,262
University Drive Bike / Ped Improvements (Union Pacific Railroad to Priest)	Landscape Maintenance		6,896	7,103	7,316	7,535
Transit Fund Subtotal		(5,475)	(51,134)	(40,172)	(35,456)	(30,051)
Water / Wastewater Fund Projects						
Water Utilities Security Improvements	Lights Maintenance		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
City of Tempe Total		\$ 110,563	\$ 377,919	\$ 304,881	\$ 393,597	\$ 315,002

Notably, as a result of the Transit Center project, build-out of the ground floor retail space of the Tempe Transportation Center is estimated to generate new revenue as a result of leasing transit-oriented retail space to new tenants. Shown above, this new revenue is projected to more than offset the annual operating and maintenance expenditure increases in the Transit Fund.

CIP – Significant Nonrecurring Projects

These are permanent projects that are unusual and typically “one time” in nature and involve the construction of new facilities or City infrastructure, extensive renovation or addition to existing facilities, or that appreciably contribute to the City’s General Plan particularly with regard to sustainable land use, economic development and regional connectivity.

Town Lake Dam Replacement

Project Number: 6504227
Start Date: 07/05/2012
Estimated Completion Date: 12/31/2015

Program: General Purpose
Sub Program: Park Improvements / Recreation
Managing Department: Public Works / Engineering



Project Description and Benefit

Based on the contractual agreement between the City and Bridgestone, the temporary rubber bladders must be replaced by the City by the end of December, 2015. The City has initiated a project to select, design and construct the “best - value” solution for replacement of the Tempe Town Lake downstream dam and that has been determined to be the steel hinged crest gate. Current project cost estimate is for the Downstream Dam only. Design and Engineering costs in year 2013- 2014 will apply to long lead item procurement.

Tempe Town Lake is a major element of the City’s identity, and residents enjoy the many activities and events that take place around the lake throughout the year. Replacement of the lake’s dam(s) represents a major investment in the sustainability of this important attraction and ensures the lake will remain a pleasant and safe leisure opportunity destination for residents into the future.

Funding Source(s)	2013-14	2014-15	2015-16	2016-17	2017-18	Total 5-Year
Capital Projects Fund Balance	3,621,330	-	-	-	-	3,621,330
Cash	-	4,000,000	-	-	-	4,000,000
General Obligation Bonds	13,550,000	19,611,851	-	-	-	33,161,851
Project Total	17,171,330	23,611,851	-	-	-	40,783,181

New Operating and Maintenance Budget Impact

The annual operating budget for maintenance of the existing Town Lake Dam will be utilized to maintain the new dam once complete. City engineering staff are currently working to estimate the actual costs required to fully maintain and monitor the new dam. Should the annual operating costs exceed the current budget for the existing dam, a determination will be made about whether or not it will be fiscally necessary to reduce the operating budget in other operating areas or departments in order to accommodate the increase, or whether the increase can be added to the City’s total operating budget.

Environmental Laboratory Facility

Project Number: 3203499

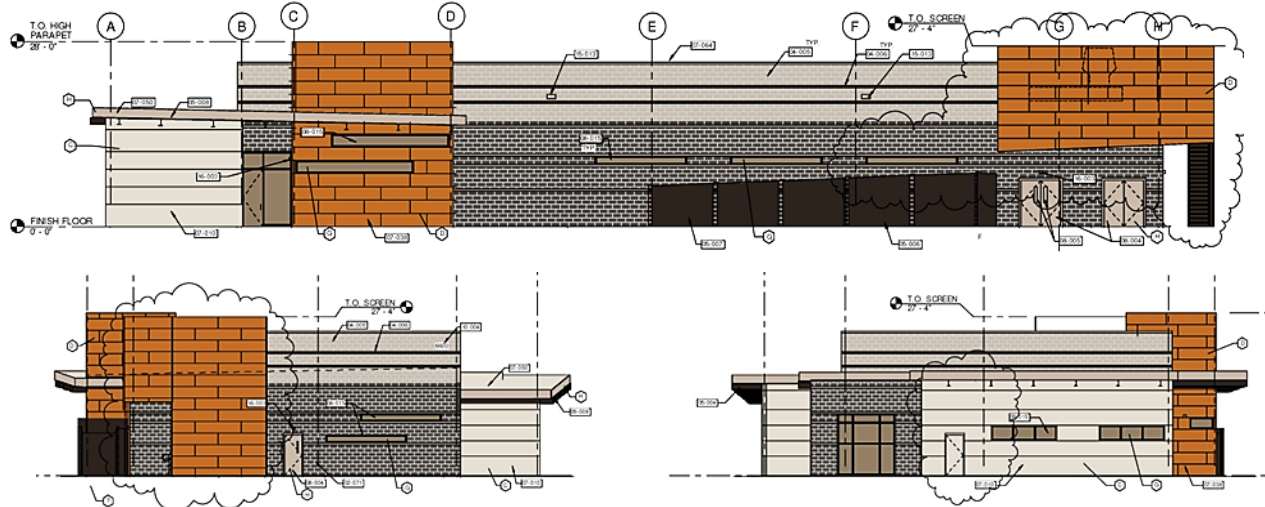
Program: Enterprise

Start Date: 07/01/2012

Sub Program: Water

Estimated Completion Date: 12/31/2013

Managing Department: Public Works / Water Utilities



Project Description and Benefit

This project involves the design and construction of an environmental laboratory facility necessary to continue to analyze the quality of its drinking water and wastewater as required under federal and state environmental laws, and to ensure the safest possible water supply. Design plans and specifications are completed and building permits for the project have been obtained.

The purpose is to allow Tempe to conduct quality analyses of its drinking water and wastewater supplies to ensure compliance with federal and state regulations, and to ensure that Tempe residents receive a safe and sustainable water supply. Rapidly emerging regulations governing drinking water and wastewater have created a nearly 5-fold increase in the last decade in the number of analyses that Tempe must conduct to ensure compliance with Clean Water Act and Safe Drinking Water Act requirements. Without this project, Tempe will increasingly depend on costly contract laboratories to provide water quality analyses, and will be unable to utilize such data to optimize treatment processes and practices due to long turn-around times associated with contract labs.

The Environmental Laboratory project will help ensure the City's water quality is tested and treated in compliance with current and future environmental regulation under the U.S. Safe Drinking Water Act. According to the City's 2012 Community Attitude Survey, the City's ability to supply reliable, high quality domestic water to its residents resulted in an 84% resident satisfaction rating which is 4% above the national average of 80%.

Funding Source(s)	2013-14	2014-15	2015-16	2016-17	2017-18	Total 5-Year
Water / Wastewater Bonds	6,936,639	-	-	-	-	6,936,639

New Operating and Maintenance Budget Impact

Water utilities staff predict the current annual operating budget for water testing can be reduced once the new laboratory facility is complete. While the exact reduction amount is unknown at this time, water utilities staff estimate new technology and equipment at the new facility will allow the department to save between \$100,000 and \$200,000 annually because more water testing will be performed "in house" rather than by expensive outside laboratories.

Rio Salado Southbank Path Underpass at 101 & 202 Freeway Interchange

Project Number:	6004319	Program:	Special Purpose
Start Date:	07/01/2011	Sub Program:	Transit
Estimated Completion Date:	12/30/2013	Managing Department:	Public Works / Transit



Project Description and Benefit

The project will construct approximately 1,200 feet of a shared use path underneath Loop 202 at the 202/101 Traffic Interchange connecting Tempe and Mesa along the south bank of the Salt River. The project involves a 12-foot wide concrete path with lighting and safety railings underneath the freeway and would link to existing and planned pathways in Tempe and Mesa. The project is funded through a federal transportation grant in partnership with the Arizona Department of Transportation.

The project provides a non-motorized link along a regionally significant riparian corridor between 2 major centers, Tempe Marketplace and Mesa Riverview. Additionally, the project will eliminate the main obstruction connecting Tempe to Mesa and will link to the Scottsdale Indian Bend Wash, Rio Salado, Downtown Tempe, Arizona State University, and Metro Light Rail. Finally the project is located in a Tempe Enterprise Zone which supports Tempe City Council's efforts to revitalize areas that serve low income neighborhoods.

Funding Source(s)	2013-14	2014-15	2015-16	2016-17	2017-18	Total 5-Year
Transit Tax	125,390	-	-	-	-	125,390
Federal Grant - CMAQ	2,074,438	-	-	-	-	2,074,438
Project Total	2,199,828	-	-	-	-	2,199,828

New Operating and Maintenance Budget Impact

	2013-14	2014-15	2015-16	2016-17	2017-18
Landscape Maintenance \$	-	\$ 6,695	\$ 6,895	\$ 7,102	\$ 7,315

Transit Staff estimate this project will require future expansion to the scope and cost of the City's existing multiuse path landscape maintenance contract in the annual amounts shown above.

Broadway Road Streetscape Project

Project Number:	6003059	Program:	Special Purpose
Start Date:	10/01/2008	Sub Program:	Transit
Estimated Completion Date:	12/01/2013	Managing Department:	Public Works / Transit



Project Description and Benefit

The Broadway Road Pedestrian and Bicycle Improvement Project is approximately 1 mile between Mill Ave and Rural Road. The project consists of pedestrian and bicycle facility improvements along an arterial street fronted by single family residential units. Work to be performed include striping for bike lanes, the widening of sidewalks, construction of planted medians, protection from noise, pedestrian safety, reduction of speed limit, provisions for mid-block crossings and providing transit and pedestrian amenities.

The proposed project area has a high volume of pedestrian and bicycle travel due to its proximity to ASU and downtown Tempe. Area residents are advocating to change the character of the street to reflect the residential uses on this stretch of Broadway Road, which differs significantly with the rest of the corridor. The design of the Broadway Road project was a product of extensive community dialogues. The proposed project is identified in the Tempe Comprehensive Transportation Plan as one of the proposed corridors for improvement.

Funding Source(s)	2013-14	2014-15	2015-16	2016-17	2017-18	Total 5-Year
Transit Tax	575,000	772,000	-	-	-	1,347,000
Federal Grant - CMAQ	-	3,857,670	-	-	-	3,857,670
Project Total	575,000	4,629,670	-	-	-	5,204,670

New Operating and Maintenance Budget Impact

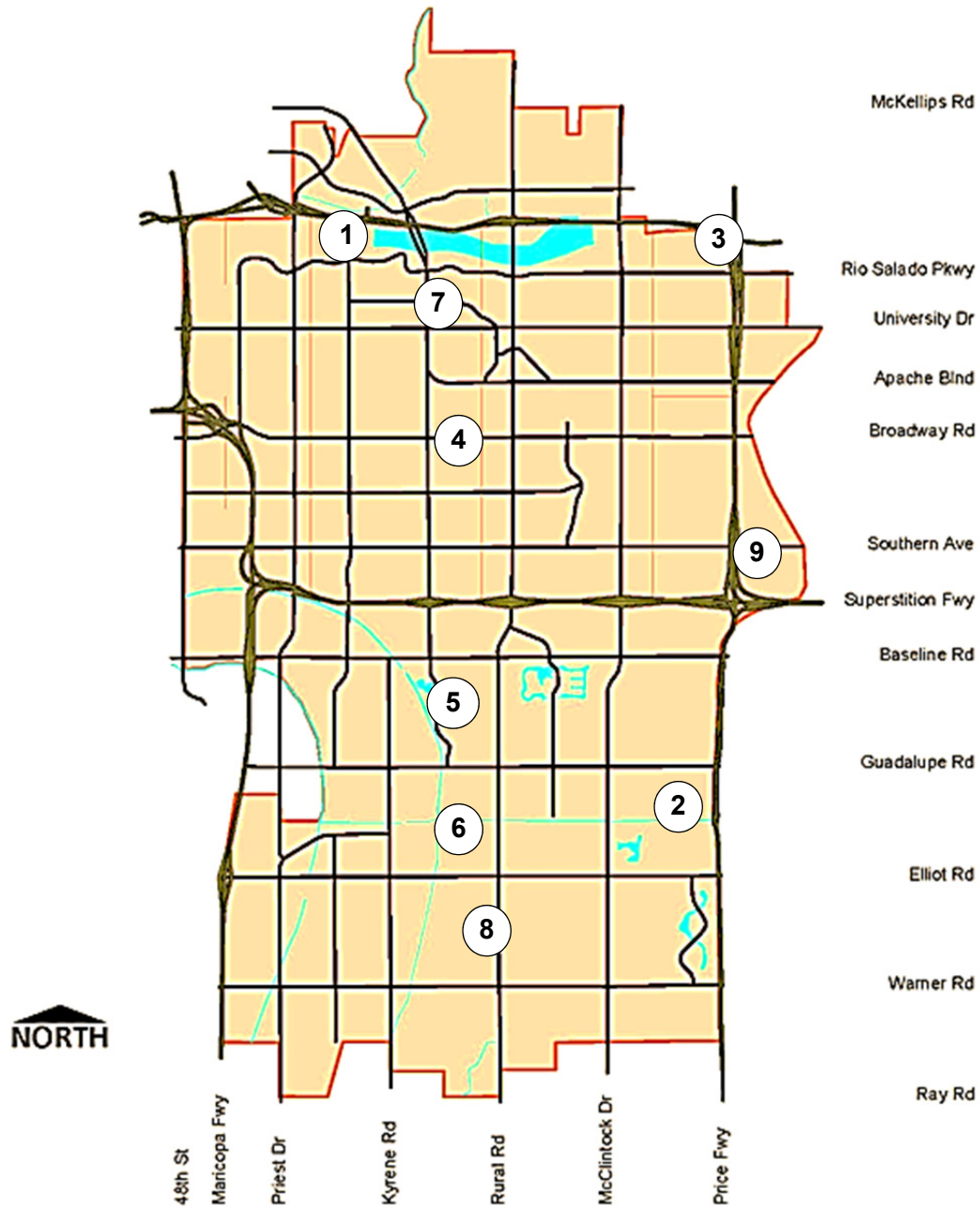
	2013-14	2014-15	2015-16	2016-17	2017-18
Landscape Maintenance \$	- \$	- \$	6,896 \$	7,103 \$	7,316 \$

Transit Staff estimate this project will require future expansion to the scope and cost of the City's existing multiuse path landscape maintenance contract in the annual amounts shown above.

CIP – Significant Recurring Capital Expenditures

The majority of the CIP provides for ongoing or recurring projects that maintain and repair City facilities, water infrastructure, streets, and parks, and projects that gradually replace various capital assets. All 148 projects included in the adopted five year CIP are described under their respective program area in the Fiscal Years 2013-14 through 2017-18 Capital Improvements Program Project Listing and Descriptions section.

Capital Improvements Project Map



Location	Project Description
1.	Town Lake Downstream Dam Replacement
2.	Environmental Laboratory Facility
3.	Tempe Rio Salado Underpass – Under 202 at 101
4.	Broadway Road Streetscape Project
5.	Kiwanis Park Playground Replacement & Renovations
6.	Ken McDonald Golf Course Recharge Project
7.	City Hall Complex Heating and Cooling Repair
8.	Arterial, Collector & Residential Street Asset Preservation
9.	Street Light Upgrade / New Installation

Capital Improvements Program Financing

As shown in the chart below, Tempe's 2013-14 capital program is funded through a combination of bonds and other sources, including pay-as-you-go financing, outside revenues, grants and capital project fund balances.

For fiscal year 2013-14, the City plans to issue \$39 million in new general obligation (G.O.) bonds for projects in the General Purpose and Transportation programs. Over the five-year Capital Improvements Program, the City plans to issue \$117 million in bonds for these purposes. Debt service on these bonds will be repaid by revenues from the City's secondary property taxes.

FY 2013-14 Source of Funds		
Funding Source	\$ Millions	% of Total
Water / Wastewater Bonds	\$36.3	30%
General Obligation Bonds	39.0	33%
Outside Revenue	16.5	14%
Capital Project Fund Balances	10.3	9%
Pay-as-you-go	17.4	15%
Total	\$119.5	100%

It is important to note the total projected issuance amount of approximately \$117 million of G.O. bonds over the next five years reflects the City's estimated new debt capacity over this period as identified by staff within the parameters of the City's statutory debt limits, the City's property tax levy stabilization policy, and the City's debt management plan.

The City also plans to issue approximately \$36.3 million of new enterprise bonds in 2013-14 to finance the project costs in this program. Over the five year CIP, The City plans to issue approximately \$105 million in bonds in the Enterprise program. User fee revenue will support the debt service costs on these bonds.

FY 2013-14 capital budget funding sources other than bonds total \$44 million. \$14 million in federal grants received for projects in the Transit and Transportation programs make up the bulk of outside revenue budgeted for expenditure in 2013-14. Pay-as-you go funding is concentrated in the Transit and General Purpose programs in the form of \$6.6 million in budget year Transit Tax collections, and \$6 million of potential cash expenditures respectively.

The budgeted use of capital project fund balances to finance projects in 2013-14 largely represents the use of prior year cash balances or bond proceeds assigned to projects in the General Purpose program which were approved in 2012-13 and re-appropriated for completion in 2013-14.

The FY 2013-14 capital budget funding sources for each project are described in further detail in the Fiscal Years 2013-14 through 2017-18 Capital Improvements Program Project Listing and Descriptions section.

DEBT MANAGEMENT PLAN

In addition to the management of existing debt and associated reserves, the City also forecasts future debt within a framework of policy priorities and financial capacity. Current and anticipated capital improvement objectives, available operating revenue, tax base fluctuations, and reserve levels are all evaluated on an ongoing basis to estimate the extent to which the City may issue additional tax supported debt.

Fitch	AAA
Moody's	Aa1
Standard & Poor's	AAA

This active debt management ensures the City can readily assess long-term implications for its debt portfolio in order to make proactive decisions about how much new debt capacity is available today. Additionally, in support of the City's new property tax stabilization policy, debt management economic models will continue to be updated annually and employed to monitor how fluctuations in annual secondary property tax levy amounts will necessitate the use of the City's debt service reserve and financing methods other than bonds in future years.

Debt management is also a key financial practice contributing to the maintenance of the City's favorable bond ratings. Tempe's current G.O. bond ratings are shown above. These high ratings translate directly into lower interest rates on the City's debt.

Long-Term Debt and Bond Authorization Summary

Remaining General Obligation Bond Authorizations July 1, 2013

	Original Authorization	Prior Issuances	Remaining Authorization
2008 Voter Authorization			
Water / Wastewater	113,300,000	52,025,302	61,274,698
Public Safety	32,010,000	15,505,000	16,505,000
Park Improvements / Community Services	51,800,000	19,475,000	32,325,000
Streets / Transportation / Storm Drains	44,200,000	8,505,000	35,695,000
Subtotal	241,310,000	95,510,302	145,799,698
2012 Voter Authorization			
Public Safety	6,400,000	-	6,400,000
Park Improvements / Community Services	10,500,000	-	10,500,000
Municipal Infrastructure Preservation	12,900,000	2,275,000	10,625,000
Subtotal	29,800,000	2,275,000	27,525,000
TOTAL	\$271,110,000	\$ 97,785,302	\$173,324,698

Outstanding Long-Term Debt Summary

	July 1	2010	2011	2012	2013
General Obligation Bonds					
Water / Wastewater		305,177,545	287,621,092	270,715,646	253,760,903
Public Safety		59,905,000	60,875,000	59,625,000	60,260,000
Park Improvements		36,688,500	34,515,000	34,170,000	34,105,000
Library / Museum		11,721,500	11,410,000	10,940,000	10,465,000
Streets / Transportation / Storm Drains		64,350,000	59,880,000	57,465,000	57,130,000
Municipal Infrastructure Preservation		-	-	-	2,275,000
Total G.O. Debt Outstanding		477,842,545	454,301,092	432,915,646	417,995,903
Excise Tax Bonds					
Water / Wastewater		16,175,000	46,954,000	53,744,000	79,034,000
General Governmental		28,815,000	35,676,000	34,347,900	33,352,900
Performing Arts		39,780,000	36,295,000	31,820,000	27,280,000
Transit		132,745,000	129,905,000	126,955,000	68,345,000
Rio Salado		29,130,000	27,435,000	25,400,000	23,545,000
Cemetery Enterprise		1,875,000	1,785,000	1,658,100	1,558,100
Total Excise Tax Debt Outstanding		248,520,000	278,050,000	273,925,000	233,115,000
Special Assessment Bonds ⁽¹⁾		33,025,000	29,875,000	27,815,000	25,675,000
Section 108 Guaranteed Loan ⁽²⁾		6,181,000	5,883,000	5,572,000	5,247,000
Total Outstanding Long-Term Debt		\$765,568,545	\$768,109,092	\$740,227,646	\$682,032,903

(1) As trustee for improvement districts within the City, the City is responsible for collection of assessments levied against the owners of property within the improvement districts and for disbursement of these amounts for retirement of the respective bonds issued to finance the improvements. Improvement bonds are collateralized by properties within the districts. In the event of default by the property owner, the City is contingently liable on special assessment bonds to the extent proceeds from assessments are insufficient to retire outstanding bonds.

(2) In July 2004, the City entered into a Section 108 guaranteed loan agreement with the U.S. Department of Housing and Urban Development (HUD) for funding of \$7,000,000 for on-site environmental remediation of the University / Hayden Butte Redevelopment Area 5 (Rio Salado Marketplace Redevelopment). The City has pledged its Community Development Block Grants as security for HUD's guaranteed loan. The City was awarded a \$1,000,000 HUD Brownfield Economic Development Initiative grant to be used to pay interest on the HUD Section 108 loan until such time the development generates sufficient tax revenue to cover the debt service of the development.

Fiscal Year 2013-14 Debt Service Appropriations by Capital Program

Program	Principal	Interest	Fiscal Agent Fees	Total
Water / Wastewater	20,616,594	14,130,946	357,500	35,105,040
General Governmental	9,337,105	5,930,516	305,000	15,572,621
Transportation	4,835,000	1,934,962	-	6,769,962
Transit Program	1,700,000	2,955,713	7,500	4,663,213
Performing Arts	4,750,000	1,168,250	7,500	5,925,750
Rio Salado	1,865,000	1,064,200	-	2,929,200
Special Assessments	1,745,000	1,214,850	-	2,959,850
Section 108 Loan	340,000	289,708	-	629,708
Total	\$ 45,188,699	\$ 28,689,144	\$ 677,500	\$ 74,555,343

Legal Bonded Debt Limits

Under Article 9, Section 8 of the Arizona State Constitution, cities may issue general obligation bonds for purposes of water, wastewater, artificial light, open space preserves, parks, playgrounds and recreational facilities, public safety, law enforcement, fire and emergency services facilities and streets and transportation facilities up to an amount not exceeding 20% of secondary assessed property value within the City.

Cities may also issue general obligation bonds for any purposes up to an amount not exceeding 6% of the secondary assessed value. All bonds issued pursuant to Article 9, Section 8 are subject to authorization by a majority vote at a city bond election.

As a result of year over year declines in property values which began during the great recession (displayed on the following page), the City first exceeded its 20% debt limit when final annual property valuations were provided from Maricopa County during fiscal year 2011-12. This limit was exceeded because property valuations fell far enough that the City's amount of already outstanding general obligation debt instantaneously grew to be more than 20% of secondary assessed property value within the City.

Between fiscal year 2011-12 and 2013-14 taxable secondary assessed property values within the City fell approximately 46%. As is shown below, this decline in value continues to cause the City's outstanding debt issued under the 20% limit to exceed 20% of the City's secondary assessed property value.

The City currently estimates the combination of paying down the outstanding principal balance of debt issued against the 20% limit, and rising property values through a recovering economy, will produce a positive debt to value ratio by fiscal year 2015-16 or 2016-17. Until such time, the City may / will not incur additional debt against the 20% debt limit. While the City may continue to issue debt within the 6% debt limit; doing so must be done with extreme vigilance depending on actual year to year property valuation activity and economic projections.

FY 2013-14 General Obligation Bonded Debt Limits July 1, 2013

FY 2013-14	6%	20%
Projected G.O. Debt Limit ⁽¹⁾	\$90,797,956	\$302,659,854
Outstanding G.O. Bonded Debt-Previously Issued	(27,395,000)	(390,600,903)
Debt Margin Available	\$63,402,956	(\$87,941,049)

⁽¹⁾ The FY 2013-14 Bond Limit is based on an estimated secondary assessed value of \$1,513,299,272 compared to the FY 2012-13 secondary assessed value of \$1,697,237,040.

Capital Budget, Debt Service and Property Tax Rate Ten Year Historical Trends

Fiscal Year	Budgeted Capital Improvements Program	Outstanding Principal FY End	Debt Service Requirements P & I	Net Secondary Assessed Value	% Change in Secondary Assessed Valuation	Property Tax Rate (\$)		
						Primary	Secondary	Total
2003-04	117,968,707	280,525,000	27,243,978	1,688,452,415	8.5	.55	.80	1.35
2004-05	177,118,222	362,225,000	27,696,707	1,768,877,385	4.8	.53	.82	1.35
2005-06	189,971,703	452,490,000	35,620,916	1,904,426,188	7.7	.52	.88	1.40
2006-07	196,728,491	581,595,000	44,105,855	2,006,703,332	5.4	.52	.88	1.40
2007-08	212,706,469	651,395,000	52,988,091	2,401,898,465	19.7	.51	.89	1.40
2008-09	168,033,325	700,245,000	59,795,499	2,656,948,194	10.6	.51	.89	1.40
2009-10	96,310,568	765,568,545	68,975,861	2,767,488,865	4.2	.49	.91	1.40
2010-11	48,264,755	768,109,092	69,753,500	2,512,995,468	(9.2)	.52	.88	1.40
2011-12	49,337,804	740,227,646	66,378,628	1,957,328,610	(22.1)	.66	1.13	1.79
2012-13	124,812,526	682,032,903	120,964,519	1,697,237,040	(13.3)	.79	1.36	2.14
2013-14	119,527,409	712,468,733	74,555,343	1,513,299,272	(10.8)	.91	1.57	2.48

The CIP budget reached a historical peak in FY 2007-08 primarily due to increased spending in the Transit Program to fund the City's portion of design and construction of the metropolitan area light rail transit system. The FY 2008-09 CIP included the City's final contribution to light rail funding as the project was completed in December 2008.

As the great recession began to produce rapidly declining property values, the City's capacity to issue general obligation (G.O.) debt became significantly compromised not only because outstanding debt as a percentage of property valuations threatened to cause the City to exceed its legal debt limits, but also because secondary property tax levies were cut in half while maintaining a stable property tax rate. Since the secondary property tax may only legally be used to repay G.O. debt, this circumstance made it very risky to take on new debt service commitments, and potentially jeopardized the City's ability to repay its outstanding G.O. debt service; without draining the City's debt service reserve, or increasing the property tax rate.

As shown above, this resulted in a dramatically scaled back CIP in fiscal years 2010-11 and 2011-12. In those years, the water / wastewater capital programs accounted for the bulk of the CIP since debt issued to fund those programs is repaid strictly from water and sewer system user fee revenue.

In response to the declining property values, the City adopted a property tax stabilization policy (provided below) in FY 2010-11 which established parameters for the amount of property taxes which may be collected each year. The policy allows the City to collect a predictable amount of property tax while property values fluctuate, by essentially allowing the property tax rate to "float": shown above starting in fiscal year 2011-12. This policy helped to effectively put the City back on track toward reliable and stable capital expenditure planning.

Outstanding Principal includes all forms of City debt, including general obligation, excise tax revenue, and enterprise revenue supported debt. The large increase in total budgeted debt service in FY 2012-13 provided for the retirement of \$54 million of outstanding Transit Tax debt with the receipt of federal reimbursements associated with the City's portion of the metropolitan area light rail transit system.

Capital Budget, Debt and Property Tax Levy Policy Statements

Capital Budget Policy

- Estimated costs, potential revenue and funding sources shall be identified prior to any project being submitted for Council approval. A department which anticipates a capital project exceeding its adopted budget shall submit a plan to Council addressing the issue for its prior approval.
- A five-year capital improvements program, as required by City Charter, will be developed and updated annually including anticipated funding sources. In addition, a prior year capital project status report shall be presented to the Council for information purposes when the capital improvement budget is considered.

- The annual operating budget will provide for the adequate maintenance and the orderly replacement of the capital plant and equipment from current revenue where possible.
- Capital improvement operating budget impacts will be coordinated with the development of the Operating Budget. Future operating, maintenance, and replacement costs will be forecast as part of the City's annual long-range financial capacity study.
- The City may provide for internal, pay-as-you go financing for its capital improvement program. Funding may come from fund balance reserves or any other acceptable means of funding.

Debt Policy

- Debt will only be used to finance long term capital improvements and not be used to finance recurring operating expenses.
- In accordance with state law, the total value of General Obligation bonds issued for the purposes of water, wastewater, artificial light, open space preserves, parks, playgrounds, and recreational facilities, public safety, law enforcement, fire and emergency services facilities, and streets and transportation facilities cannot exceed 20% of assessed valuation. The total value of General Obligation bonds issued for all other purposes other than those listed above cannot exceed 6% of assessed valuation.
- Debt term should match the useful life of the capital project funded.
- Debt service schedules will be based upon level annual principal and interest payments.
- Overlapping debt issuances shall be included in the City's financial reports.
- Authorized debt shall be limited as follows unless authorization is obtained from the City council to exceed these limits
 - General obligation bonds shall follow the guidelines established in the Debt Management Plan
 - Excise tax bonds shall maintain annual revenue coverage of at least 3 times maximum annual debt service
 - Improvement District bonds shall not exceed 5% of the City's secondary assessed valuation
 - Short-term borrowing or lease / purchase contracts must be budgeted within the Operating Budget
- Benchmark ratios of per capita debt, debt service to operating revenue, and outstanding debt as a percent of full cash value will be updated regularly and incorporated into the Debt Management Plan.

Property Tax Levy Policy

- 1) The total annual secondary tax levy shall only be used to make debt service payments on bonds issued to fund capital projects approved by the City Council in the CIP and shall not exceed an amount calculated as follows:
 - a. For existing property, which is defined as property subject to property tax in the prior year, establish a maximum total property tax levy equal to the previous year's total primary and secondary tax levy, adjusted by the Western States Consumer Price Index (CPI) for the last completed calendar year, not to exceed a 3.3% increase in any year.
 - b. The primary levy on existing property shall be established first, within the limits provided in paragraph 1)a, and within limits provided in state statute. After establishing the primary levy on existing property, the secondary levy on existing property shall be established at a level that, when combined with the primary levy on existing property, does not increase the total levy on existing property by more than CPI, and in no case by more than 3.3% of the total city property tax levy in the prior year.
 - c. For newly-taxable property, collect a levy by applying, to the net assessed values of new properties, the same primary and secondary tax rates used to establish the levies on existing taxable property in paragraph 1)b.
- 2) Secondary property tax levies shall be deposited into the Debt Service Fund, from which general purpose bonded debt payments are made. The Debt Service Fund shall be maintained in accordance with generally accepted accounting principles and shall have a fund balance between 4% and 8% of outstanding general purpose debt at the end of each fiscal year.
- 3) Projections of revenues and debt service payments shall be used to create an annual long-range forecast, of at least 20 years, for the Debt Service Fund. Projected debt service payments associated with the approved CIP shall not cause the projected Debt Service Fund balance to drop below 4% in any year of the forecast, applying levy projections that comply with this policy for each year of the forecast.

Fiscal Years 2013-14 through 2017-18

Capital Improvements Program

Project Listing and Descriptions



Tempe Town Lake Pedestrian Bridge looking toward Tempe Center for the Arts
CIP Project Completed Fiscal Year 2011-12

Enterprise Program

WATER AND WASTEWATER PROJECTS
TOTAL \$37.6 MILLION IN FY 2013-14
AND ACCOUNT FOR 31% OF THE TOTAL FY
2013-14 APPROPRIATED CIP BUDGET



The Enterprise component of the Capital Improvements Program consists of the Water and Wastewater programs. Combined, they constitute \$37.6 million of the \$120 million Capital Improvements Program for FY 2013-14. The City's Capital Budget for this area is driven primarily by planned infrastructure maintenance and replacement projects that support the City's long term water and wastewater distribution, collection, and treatment capabilities. The primary funding source for these projects in FY 2013-14 is water and wastewater revenue supported bonds. These bonds are repaid by user charges for service delivery in both programs.

Water Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
					2014-15	2015-16	2016-17	2017-18	
ARC Flash Hazard Analysis: 3201202	Capital Projects Fund Balance	26,700	79,000	105,700	-	-	-	30,000	135,700
Automated Water Metering Systems: 3205869	Capital Projects Fund Balance	-	120,000	120,000	-	-	-	-	120,000
Carl Hayden Campus Sustainability Project Fund: 3203259	Capital Projects Fund Balance	87,174	-	87,174	-	-	-	-	87,174
Chlorine Generation Cells Replacement at Water Treatment Plants: 3205879	Capital Projects Fund Balance	-	50,000	50,000	-	-	-	-	50,000
	Water / Wastewater Bonds	-	-	-	1,355,000	1,355,000	-	-	2,710,000
	Project Total	-	50,000	50,000	1,355,000	1,355,000	-	-	2,760,000
Environmental Laboratory Facility: 3203499	Water / Wastewater Bonds	6,936,639	-	6,936,639	-	-	-	-	6,936,639
Filter Rehabilitation at Water Treatment Plants: 3205889	Capital Projects Fund Balance	-	150,000	150,000	-	-	-	-	150,000
	Water / Wastewater Bonds	-	-	-	480,000	320,000	-	-	800,000
	Project Total	-	150,000	150,000	480,000	320,000	-	-	950,000
Flood Irrigation Infrastructure Improvement Fund: 3205899	Water / Wastewater Bonds	-	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
JGMWTP Water Quality Upgrades: 3201099	Water / Wastewater Bonds	1,471,440	-	1,471,440	-	-	-	-	1,471,440
Ken McDonald Golf Course Recharge Project: 3209309	Water / Wastewater Bonds	1,000,000	-	1,000,000	1,600,000	-	-	-	2,600,000
New Production Wells: 3200019	Water / Wastewater Bonds	2,226,763	-	2,226,763	1,850,000	-	2,000,000	-	6,076,763
Perimeter Metering of ASU Main Campus: 3203519	Capital Projects Fund Balance	-	200,000	200,000	-	-	-	-	200,000
	Water / Wastewater Bonds	1,520,073	-	1,520,073	-	-	-	-	1,520,073
	Project Total	1,520,073	200,000	1,720,073	-	-	-	-	1,720,073
SCADA Master Plan & Implementation: 3204409	Water / Wastewater Bonds	296,576	959,000	1,255,576	467,000	-	-	465,000	2,187,576
Small Meter Replacement Program- 2" and under: 3209319	Water / Wastewater Bonds	341,468	175,000	516,468	200,000	200,000	200,000	200,000	1,316,468

Water Program CIP Projects (continued)

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
					2014-15	2015-16	2016-17	2017-18	
South Tempe Water Treatment Plant Improvements: 3203219	Water / Wastewater Bonds	331,232	-	331,232	-	-	-	-	331,232
STWTP Main Power Building: 3205909	Water / Wastewater Bonds	-	172,500	172,500	765,500	-	-	-	938,000
STWTP Site Improvements: 3205919	Water / Wastewater Bonds	-	351,000	351,000	552,000	-	-	-	903,000
Town Lake Bypass Pumps: 3204789	Capital Projects Fund Balance	299,057	-	299,057	-	-	-	-	299,057
Water Aqueduct Repair and Security at the JGMWTP: 3204959	Water / Wastewater Bonds	310,000	600,000	910,000	-	-	-	-	910,000
Water Distribution System Metering Stations: 3201559	Water / Wastewater Bonds	275,000	-	275,000	-	-	-	-	275,000
Water Utilities Security Improvements: 3201029	Water / Wastewater Bonds	1,300,000	-	1,300,000	1,089,500	-	-	-	2,389,500
Waterline Repair and Replacement: 3299989	Water / Wastewater Bonds	538,000	1,450,000	1,988,000	1,500,000	1,500,000	1,500,000	1,500,000	7,988,000
Waterline Replacements of Aging Infrastructure: 3204969	Water / Wastewater Bonds	3,606,000	-	3,606,000	3,626,000	3,626,000	3,626,000	3,626,000	18,110,000
Waterline Upgrade/Replacement Rural (University - Apache): 3203539	Capital Projects Fund Balance	-	200,000	200,000	-	-	-	-	200,000
	Water / Wastewater Bonds	1,370,472	-	1,370,472	-	-	-	-	1,370,472
	Project Total	1,370,472	200,000	1,570,472	-	-	-	-	1,570,472
Well Automation and Control: NA	Water / Wastewater Bonds	-	-	-	628,000	-	-	-	628,000
Well No. 9 Pump to SRP Irrigation Line: 3204419	Water / Wastewater Bonds	504,393	-	504,393	-	-	-	-	504,393
Well Rehabilitation: 3203549	Water / Wastewater Bonds	250,000	-	250,000	250,000	250,000	250,000	250,000	1,250,000
WMAT Quantification Settlement Agreement CAP Water Lease: NA	Water / Wastewater Bonds	-	-	-	-	3,117,758	826,205	826,205	4,770,168
Water Program Total		22,690,987	4,756,500	27,447,487	14,613,000	10,618,758	8,652,205	7,147,205	68,478,655

ARC Flash Hazard Analysis



Project Description

This project provides engineering services for OSHA required evaluations and labeling of electrical equipment located at water facilities. The JGMWTP 5-year arc flash study update was recently completed. Study updates for STWTP and some field sites are currently underway. Upcoming work will complete updates to well sites, pump stations and other water utility field sites. Year 17/18 funding is to update the arc flash study for all the water facilities.

To facilitate the safety of our employees while following OSHA safe work practices it is necessary to have engineering services to provide proper labeling on electrical equipment. These services provide calculations on potential energy discharges and approach boundaries for clear communication to our employees.

2013-14 Source of Funds

Capital Projects Fund Balance \$105,700

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$135,700
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$135,700

Project Number: 3201202

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$105,700	\$0	\$0	\$0	\$30,000	\$135,700

Automated Water Metering Systems



Project Description

Customer Services plans to test 3 automated meter reading systems from the responses to the recent Request for Information (RFI) #13-035. This testing will guide Customer Services in compiling and gathering data that will ultimately be utilized to issue a Request for Proposal (RFP) to begin a City-wide, gradually phased in automation of the collection of water meter reads. This test will include approximately 200 water meters which will be monitored for an approximate 6-month time period to analyze for read accuracy, user friendliness, installation ease, and overall quality and use. The selected vendors will provide the equipment and software to the City for no or minimal cost for this initial pilot program.

The purpose of this pilot program is to find the most suitable Automated Meter reading/Automated Metering Infrastructure solution for Tempe that will cost effectively maximize the read success rate and billing accuracy, optimize water-use efficiency, improve communication and responsiveness to the rate payers/customers, and improve employee safety. After the conclusion of this pilot program, staff will be able to develop a comprehensive plan for the phased-in implementation of automated meter reading that will be reflected in a future CIP funding request.

2013-14 Source of Funds

Capital Projects Fund Balance \$120,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$120,000

Total \$120,000

Project Number: 3205869

Estimated Start Date: 07/01/2013

Estimated Completion Date: 07/01/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$120,000	\$0	\$0	\$0	\$0	\$120,000

Carl Hayden Campus Sustainability Project Fund



Project Description

The purpose of this project is to mitigate water utilities construction impacts to Papago Park and to provide associated environmental enhancements.

This project provides riparian and desert plant restoration and other improvements to the Carl Hayden Campus for Sustainability, which includes the Green Line riparian habitat and Papago Park areas, the Tempe Xeriscape Demonstration Garden at Tempe Women's Club Park, the Eisendrath House, the Justice Sandra Day O'Connor House Center for Civic Discourse, the AHS Museum portion of the Green Line area, and Hallman Park.

2013-14 Source of Funds

Capital Projects Fund Balance	\$87,174

Estimated Project Costs

Legal / Administration	\$1,000
Land Acquisition	\$0
Permit Fees	\$2,000
Design and Engineering	\$8,000
Survey / Staking	\$1,000
Construction Management	\$5,000
Furnishings / Equipment	\$0
Construction / Improvement	\$69,174
Geotech / Material Testing	\$1,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$87,174

Project Number: 3203259
Estimated Start Date: Ongoing
Estimated Completion Date: 06/30/2015

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$87,174	\$0	\$0	\$0	\$0	\$87,174

Chlorine Generation Cells Replacement at Water Treatment Plants



Project Description

The current Sodium Hypochlorite (NaOCl) generation systems will be at the end of their manufacture service life in 2015. NaOCl is required to disinfect the drinking water to meet the Safe Drinking Water Act standards. This project will evaluate equipment alternatives, and purchase and install generating cells.

2013-14 Source of Funds

Capital Projects Fund Balance	\$50,000

Estimated Project Costs

Legal / Administration	\$24,000
Land Acquisition	\$0
Permit Fees	\$30,000
Design and Engineering	\$90,000
Survey / Staking	\$24,000
Construction Management	\$168,000
Furnishings / Equipment	\$0
Construction / Improvement	\$2,400,000
Geotech / Material Testing	\$24,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$2,760,000

Project Number: 3205879
Estimated Start Date: 07/01/2013
Estimated Completion Date: 06/30/2016

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$50,000	\$1,355,000	\$1,355,000	\$0	\$0	\$2,760,000

Environmental Laboratory Facility



Project Description

This project involves the design and construction of an environmental laboratory facility necessary to continue to analyze the quality of its drinking water and wastewater as required under federal and state environmental laws, and to ensure the safest possible water supply. Design plans and specifications are completed and building permits for the project have been obtained.

The purpose is to allow Tempe to conduct quality analyses of its drinking water and wastewater supplies to ensure compliance with federal and state regulations, and to ensure that Tempe residents receive a safe and sustainable water supply. Rapidly emerging regulations governing drinking water and wastewater have created a nearly 5-fold increase in the last decade in the number of analyses that Tempe must conduct to ensure compliance with Clean Water Act and Safe Drinking Water Act requirements. Without this project, Tempe will increasingly depend on costly contract laboratories to provide water quality analyses, and will be unable to utilize such data to optimize treatment processes and practices due to long turn-around times associated with contract labs.

2013-14 Source of Funds

Water / Wastewater Bonds	\$6,936,639

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$320,000
Design and Engineering	\$250,000
Survey / Staking	\$0
Construction Management	\$300,000
Furnishings / Equipment	\$0
Construction / Improvement	\$5,400,000
Geotech / Material Testing	\$25,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$95,000
Other Project Costs	\$546,639
Total	\$6,936,639

Project Number: 3203499

Estimated Start Date: Ongoing

Estimated Completion Date: 12/31/2013

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$6,936,639	\$0	\$0	\$0	\$0	\$6,936,639

Filter Rehabilitation at Water Treatment Plants



Project Description

This project includes the replacement of filter media at both water treatment plants is required. This project will also include inspections and evaluations of the filter structures, underdrain system and piping. An engineering evaluation of the filters will be conducted and opportunities to optimize performance will be considered and implemented as appropriate.

2013-14 Source of Funds

Capital Projects Fund Balance	\$150,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$18,000
Design and Engineering	\$89,000
Survey / Staking	\$10,000
Construction Management	\$55,000
Furnishings / Equipment	\$0
Construction / Improvement	\$750,000
Geotech / Material Testing	\$5,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$23,000
Total	\$950,000

Project Number: 3205889

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2016

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$150,000	\$480,000	\$320,000	\$0	\$0	\$950,000

Flood Irrigation Infrastructure Improvement Fund



Project Description

The City operates approximately 37 miles of irrigation pipelines to serve its irrigation customers. This project continues a program to replace old pipelines. This is an on-going CIP used to repair irrigation lines and replace lines as funding becomes available. These pipelines are primarily located north of the US-60 in the older sections of the City and are non-reinforced concrete pipe. Over time as the high frequency break pipelines have been replaced, this project will be used to continue to replace aging irrigation lines that have reached the end of their useful life. Annual funding of \$250,000 will line or replace approximately 800-1,000 feet of irrigation pipeline.

Based on CCTV inspection previously performed, the following areas have been identified as high-priority areas that require replacement or relining:

- Ash Ave - 9th st to 13th st.
- 15th St - McAllister to Mill Ave.
- Wilson St. - University to 10th st.
- 14th St - McAllister to Mill Ave.

2013-14 Source of Funds

Water / Wastewater Bonds	\$250,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000

Estimated Project Costs

Legal / Administration	\$10,000
Land Acquisition	\$0
Permit Fees	\$35,000
Design and Engineering	\$120,000
Survey / Staking	\$10,000
Construction Management	\$70,000
Furnishings / Equipment	\$0
Construction / Improvement	\$995,000
Geotech / Material Testing	\$10,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$1,250,000

Project Number: 3205899

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

JGMWTP Water Quality Upgrades



Project Description

Planning, design, permitting and construction of facilities to upgrade existing infrastructure and to improve water quality. Project progress to date has included construction of a 12 million gallon reservoir, finished water pump station, electrical control building, standby power generator building, ultraviolet disinfection system, solids handling facilities, driveway and perimeter security improvements, booster pump station, Greenline irrigation pipeline, enhanced coagulation treatment systems and offsite drainage improvements. The final stages of this project include completion of modifications to the north reservoir, installation of aeration equipment, network hardware and control system upgrades, and landscaping & revegetation of past construction staging areas. Improvements to the JGMWTP are necessary to continue meet current and future water quality regulations and to replace aging equipment nearing the end of its serviceable lifespan.

2013-14 Source of Funds

Water / Wastewater Bonds	\$1,471,440

Estimated Project Costs

Legal / Administration	\$16,000
Land Acquisition	\$0
Permit Fees	\$58,000
Design and Engineering	\$198,000
Survey / Staking	\$16,000
Construction Management	\$115,000
Furnishings / Equipment	\$0
Construction / Improvement	\$1,050,000
Geotech / Material Testing	\$16,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$2,440
Total	\$1,471,440

Project Number: 3201099

Estimated Start Date: Ongoing

Estimated Completion Date: 09/30/2013

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,471,440	\$0	\$0	\$0	\$0	\$1,471,440

Ken McDonald Golf Course Recharge Project



Project Description

This project provides the balance of funding to drill and outfit up to three aquifer storage and recovery wells at the Ken McDonald Golf Course.

The primary purpose of the Ken McDonald Golf Course (KMGC) Recharge Project is to fully utilize Tempe's renewable reclaimed water supplies and add to the City's Assured Water Supply Portfolio by increasing the City's Long-Term Underground Storage Credit balance. The Project is permitted by the Arizona Department of Water Resources (ADWR) to store 3,400 acre-feet per year, and this volume of annual reclaimed water storage is included in Tempe's 100-year Assured Water Designation. Tempe has filed for amendments to the ADWR Underground Storage Facility and Water Storage Permits to provide for storage of Central Arizona Project Colorado River surface water or Roosevelt Dam New Conservation Space Salt River surface water supplies at this groundwater recharge site for long-term credits and future recovery. This project will be used to assist the Golf fund in changing portions of the Golf Course to less water intensive xeriscaping in areas that are directly disturbed by the Project.

2013-14 Source of Funds

Water / Wastewater Bonds	\$1,000,000

Estimated Project Costs

Legal / Administration	\$25,000
Land Acquisition	\$0
Permit Fees	\$128,000
Design and Engineering	\$300,000
Survey / Staking	\$25,000
Construction Management	\$129,000
Furnishings / Equipment	\$0
Construction / Improvement	\$1,840,000
Geotech / Material Testing	\$39,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$114,000
Total	\$2,600,000

Project Number: 3209309

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,000,000	\$1,600,000	\$0	\$0	\$0	\$2,600,000

New Production Wells



Project Description

This project will add new groundwater production and recovery well capacity to the Tempe municipal system for back-up water production, supplemental drought supply, water quality blending and emergency preparedness. Funding from this project will connect three Salt River Project wells located along the Western Canal through an existing pipeline to the South Tempe Water Treatment Plant, and provide for the drilling and equipping of one new City of Tempe municipal production well. The SRP wells will be connected during FY '12-'13 and '13-'14. All work to be done on the SRP wells, including design and engineering, will be performed by SRP and billed to the City. The new Tempe municipal well will be permitted during FY '13-'14 and constructed during FY '14-'15 and '15-'16.

Additional groundwater and recovery well capacity for the Tempe municipal system is necessary to provide greater overall water production capacity and system redundancy to surface water treatment. Additional production well capacity provides back-up water production capacity for water treatment plants, supplemental supply during times of drought, water quality blending, and greater system redundancy and emergency preparedness. The goal is to increase groundwater production capacity to average daily water demand in the Tempe Water Service Area by FY '17-'18.

2013-14 Source of Funds

Water / Wastewater Bonds	\$2,226,763

Estimated Project Costs

Legal / Administration	\$47,000
Land Acquisition	\$300,000
Permit Fees	\$163,000
Design and Engineering	\$552,000
Survey / Staking	\$47,000
Construction Management	\$322,000
Furnishings / Equipment	\$0
Construction / Improvement	\$4,598,763
Geotech / Material Testing	\$47,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$6,076,763

Project Number: 3200019

Estimated Start Date: Ongoing

Estimated Completion Date: 06/30/2018

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$2,226,763	\$1,850,000	\$0	\$2,000,000	\$0	\$6,076,763

Perimeter Metering of ASU Main Campus



Project Description

This project will install perimeter metering for the ASU main campus bounded by University Dr., Rural Rd., Apache Blvd., and Mill Ave. Meter vaults, meters and piping reconfiguration as required. The project is currently under design and construction is anticipated to start in the Spring of 2013. This project has been combined with the Waterline Upgrade/Replacement Rural (University - Apache) Project because of the coordination required during design and construction.

The ASU main campus has numerous water mains throughout that are not accessible nor maintainable due to lack of easements and placement (in ASU utility tunnels and other locations not reachable by equipment necessary for maintenance/repair). Perimeter metering will enable the metering of all water used on the main campus.

2013-14 Source of Funds

Capital Projects Fund Balance	\$200,000
Water / Wastewater Bonds	\$1,520,073

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,720,073	\$0	\$0	\$0	\$0	\$1,720,073

Estimated Project Costs

Legal / Administration	\$2,000
Land Acquisition	\$0
Permit Fees	\$6,000
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$13,000
Furnishings / Equipment	\$0
Construction / Improvement	\$1,699,073
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,720,073

Project Number: 3203519

Estimated Start Date: Ongoing

Estimated Completion Date: 12/12/2013

SCADA Master Plan & Implementation



Project Description

The Supervisory Control and Data Acquisition (SCADA) master plan project to date has involved the inventory and evaluation of existing system equipment and software and the development of SCADA design standards and recommendations for upgrades. The next phases (years 13/14 & 14/15) of the project will involve implementation of the recommended upgrades including: standardization of the JGMWTP communication network, updating and standardizing computer hardware and software at JGMWTP and all field sites, updating the control center software to a global system. The year 17/18 funding will be to evaluate and replace obsolete equipment, and update software.

SCADA systems allow remote monitoring and operation of critical water treatment, pumping, distribution and sewage collection equipment. The use of SCADA alerts staff to issues such as main breaks, pump breakdowns or other equipment status in real time impacting overall operational efficiency. Data provided from the SCADA system is used to forecast future design needs as well as to meet both regulatory and record retention requirements. The primary objectives of the Master Plan will be to review the current SCADA systems' functionality, develop a roadmap for increasing uniformity throughout the system and identify long-term operating costs.

2013-14 Source of Funds

Water / Wastewater Bonds	\$1,255,576

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,255,576	\$467,000	\$0	\$0	\$465,000	\$2,187,576

Estimated Project Costs

Legal / Administration	\$15,000
Land Acquisition	\$0
Permit Fees	\$53,000
Design and Engineering	\$398,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$1,650,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$50,000
Other Project Costs	\$21,576

Total \$2,187,576

Project Number: 3204409

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Small Meter Replacement Program- 2" and under



Project Description

This project provides for the replacement of revenue generating water meters that have been in service for 15 years or longer. This will help increase water conservation through accurate metering.

By installing new meters the city will realize increased revenue and accurate water accounting due to these older meters having past their useful life for accuracy. There are over 40,000 water meters within the system and the goal is to replace approximately 4,000 meters each year.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$1,316,468

Total \$1,316,468

Project Number: 3209319

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2013-14 Source of Funds

Water / Wastewater Bonds \$516,468

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$516,468	\$200,000	\$200,000	\$200,000	\$200,000	\$1,316,468

South Tempe Water Treatment Plant Improvements



Project Description

Project progress to date includes installation of carbon dioxide and sodium hydroxide systems, powdered activated carbon system, chlorine dosing systems, additional sludge drying facilities, well water discharge structures, reservoir drains and replacement of the finished water pump station. Remaining work involves a number of relatively small improvements to the facility including: modifications to the solids dewatering drain and pump station, installation of a booster pumping system for the powder activated carbon dosing system, installation of fire protection equipment in the old lime storage area, new air compressor and control valves for the chlorine dosing system. Improvements are required to replace aging equipment and to meet current and future water quality regulations.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$75,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$200,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$56,232

Total \$331,232

Project Number: 3203219

Estimated Start Date: In progress

Estimated Completion Date: 09/30/2013

2013-14 Source of Funds

Water / Wastewater Bonds \$331,232

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$331,232	\$0	\$0	\$0	\$0	\$331,232

STWTP Main Power Building



Project Description

This project will evaluate site power requirements and equipment alternatives, and replace the existing main power switch, gear equipment, and enclosure.

The existing breakers are Square D Solenarc Air Circuit Breakers. These Breakers are motor charged / spring operated Air Circuit Breakers. The endurance rating of these breakers is 1000 operations over a design lifetime of thirty years. Today's technology is to use vacuum technology requiring relatively little if any maintenance and an endurance rating of 10,000 operations.

2013-14 Source of Funds

Water / Wastewater Bonds	\$172,500

Estimated Project Costs

Legal / Administration	\$7,500
Land Acquisition	\$0
Permit Fees	\$22,000
Design and Engineering	\$90,000
Survey / Staking	\$7,500
Construction Management	\$53,000
Furnishings / Equipment	\$0
Construction / Improvement	\$750,000
Geotech / Material Testing	\$8,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$938,000

Project Number: 3205909

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2015

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$172,500	\$765,500	\$0	\$0	\$0	\$938,000

STWTP Site Improvements



Project Description

The project consists of on-site sewage collection and pumping system evaluation and modifications, Admin Building HVAC modifications, Disinfection building roof reconstruction, and Filter gallery improvements for compliance meters.

The sewage project is to correct high level alarms in the wet well. The HVAC modifications are to tie multiple expansion projects together and improve ventilation in the basement of the administration building. The disinfection roof project needs to correctly relocate a roof drain away from electrical gear. The filter gallery improvements will assist in compliance requirements outlined by the Arizona Department of Health Services.

2013-14 Source of Funds

Water / Wastewater Bonds	\$351,000

Estimated Project Costs

Legal / Administration	\$4,000
Land Acquisition	\$0
Permit Fees	\$12,500
Design and Engineering	\$110,500
Survey / Staking	\$3,000
Construction Management	\$29,000
Furnishings / Equipment	\$0
Construction / Improvement	\$660,000
Geotech / Material Testing	\$4,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$50,000
Other Project Costs	\$30,000

Total	\$903,000

Project Number: 3205919

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2015

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$351,000	\$552,000	\$0	\$0	\$0	\$903,000

Town Lake Bypass Pumps



Project Description

This project will be used for the rental of bypass pumps to ensure water quality at Town Lake until a permanent solution can be designed and funded.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$299,057

Total \$299,057

Project Number: 3204789

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2013-14 Source of Funds

Capital Projects Fund Balance \$299,057

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$299,057	\$0	\$0	\$0	\$0	\$299,057

Water Aqueduct Repair and Security at the JGMWTP



Project Description

This project is to repair and secure the water aqueduct at the JGMWTP. Progress to date includes completion of structural evaluation of the flume support columns and engineering recommendations for leak repair. Some structural repairs have been started.

The repairs to the aqueduct are required to stop the existing channels from leaking and to fix some structural defects found in recent years.

Estimated Project Costs

Legal / Administration	\$5,000
Land Acquisition	\$0
Permit Fees	\$16,000
Design and Engineering	\$141,000
Survey / Staking	\$5,000
Construction Management	\$33,000
Furnishings / Equipment	\$0
Construction / Improvement	\$600,000
Geotech / Material Testing	\$20,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$90,000

Total \$910,000

Project Number: 3204959

Estimated Start Date: Ongoing

Estimated Completion Date: 12/31/2013

2013-14 Source of Funds

Water / Wastewater Bonds \$910,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$910,000	\$0	\$0	\$0	\$0	\$910,000

Water Distribution System Metering Stations



Project Description

This project includes the design and construction of five flow and water quality monitoring stations dispersed throughout the water distribution system. Construction of 4 metering stations is complete, and completion of the last station is planned next year.

It is difficult to monitor water flow and quality once water leaves the water treatment plants. The addition of these stations will provide continuous, real-time data that can be used in conjunction with existing computer models to more accurately measure the movement of water and monitor changes in water quality through the system.

2013-14 Source of Funds

Water / Wastewater Bonds	\$275,000

Estimated Project Costs

Legal / Administration	\$2,000
Land Acquisition	\$0
Permit Fees	\$8,000
Design and Engineering	\$26,000
Survey / Staking	\$2,000
Construction Management	\$15,000
Furnishings / Equipment	\$0
Construction / Improvement	\$220,000
Geotech / Material Testing	\$2,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$275,000

Project Number: 3201559

Estimated Start Date: Ongoing

Estimated Completion Date: 12/12/2013

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$275,000	\$0	\$0	\$0	\$0	\$275,000

Water Utilities Security Improvements



Project Description

This project is a continuation of the security improvements which were recommended / addressed by the vulnerability assessment per the Dept. of Homeland Security. The three plant locations, Kyrene Reclamation, JGM Water Treatment Plant and the South Water Treatment Plant were the major focus of the security enhancements to date. Fiscal year 12/13 will finally complete the fencing and lighting issues at all the plant sites. The remainder of the sites include, wells, booster stations, metering stations and above ground water storage tanks. Well 7 was designed and will be under construction fiscal 12/13 for fence improvements, Well 1 and 10 will be designed in fiscal 12/13 with construction in fiscal 13/14 for fence improvements. The above ground water storage tanks will be designed in 13/14 and construction in 14/15 for fence improvements.

This project is a continuation of security improvements which were recommended / identified by threat vulnerability assessors as per the Department of Homeland Security requirements for critical infrastructures. The completion of this project will enhance our effective time in delaying, deterring and detecting unauthorized persons entering our secured facility.

2013-14 Source of Funds

Water / Wastewater Bonds	\$1,300,000

Estimated Project Costs

Legal / Administration	\$19,000
Land Acquisition	\$0
Permit Fees	\$68,000
Design and Engineering	\$228,000
Survey / Staking	\$19,000
Construction Management	\$134,000
Furnishings / Equipment	\$0
Construction / Improvement	\$1,902,500
Geotech / Material Testing	\$19,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$2,389,500

Project Number: 3201029

Estimated Start Date: 07/12/2012

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,300,000	\$1,089,500	\$0	\$0	\$0	\$2,389,500

Waterline Repair and Replacement



Project Description

This project provides a recurring funding source to replace waterlines that break during normal operation or have reached the end of their useful life. Based on historical spending on emergency waterline breaks and expenditures for distribution system fittings we anticipate that the annual cost will be approximately \$1.5M per year. The City has approximately 840 miles of waterlines that are various ages and materials. Water main breaks occur in the older sections of the City, primarily north of the US-60, and are usually cast iron pipe (CIP) or asbestos cement pipe (ACP). There are approximately 225 miles of CIP and approximately 310 miles of ACP in our system that over time will need to be replaced. The WUD Integrated Master Plan identifies most of the specific waterlines that need to be replaced to meet increasing demands.

2013-14 Source of Funds

Water / Wastewater Bonds	\$1,988,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,988,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,988,000

Estimated Project Costs

Legal / Administration	\$64,000
Land Acquisition	\$0
Permit Fees	\$225,000
Design and Engineering	\$761,000
Survey / Staking	\$64,000
Construction Management	\$447,000
Furnishings / Equipment	\$0
Construction / Improvement	\$6,363,000
Geotech / Material Testing	\$64,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$7,988,000

Project Number: 3299989

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Waterline Replacements of Aging Infrastructure



Project Description

This project will be the beginning of a program to replace pipelines that are on our high frequency water break list. These pipelines are primarily located north of the US-60 in the older sections of the City and are mostly Cast Iron Pipe (CIP). These pipelines frequently break and cause damage to the roadways and in some instances cause damage to private property. Additionally when these lines break residences and business can be out of water for a period of time, can cause traffic disruption and unsafe conditions for the traveling public. Over time as the high frequency break pipelines have been replaced this project will be continued to replace additional aging water lines that have reached the end of their useful life. Based on historical waterline break history a number of areas have been identified as areas that require replacement. Projects currently in design include:

- Stadem Drive - Miller Road to Curry Road (Design Plans & Specifications Complete)
- Weber Drive - Scottsdale Road to Stadem Drive (Design Plans & Specifications Complete)
- Farmer Avenue - 1st Street to Broadway Road (Survey & Design Underway)
- Dorsey Drive - University to 8th St.

2013-14 Source of Funds

Water / Wastewater Bonds	\$3,606,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$3,606,000	\$3,626,000	\$3,626,000	\$3,626,000	\$3,626,000	\$18,110,000

Estimated Project Costs

Legal / Administration	\$145,000
Land Acquisition	\$0
Permit Fees	\$510,000
Design and Engineering	\$1,435,000
Survey / Staking	\$145,000
Construction Management	\$1,010,000
Furnishings / Equipment	\$0
Construction / Improvement	\$14,720,000
Geotech / Material Testing	\$145,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$18,110,000

Project Number: 3204969

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Waterline Upgrade/Replacement Rural (University - Apache)



Project Description

This water line will replace/upgrade the existing 14 inch cast iron pipe between University and Apache. Approximately 2,600 feet of 16 inch ductile iron pipe will be tied to the 30 inch transmission main at University and Apache. New fire hydrants, gate valves, onsite fire suppression system connections, services/meters, and connections to the distribution system will be included. This project has been combined with the Perimeter Metering of the ASU Main Campus Project because of the coordination required during design and construction.

The existing pipe was installed in 1964/68 and is nearing the end of its design life. In addition the non-standard diameter makes new connections and repairs more expensive and of longer duration. This also provides for increased service demands by ASU.

2013-14 Source of Funds

Capital Projects Fund Balance	\$200,000
Water / Wastewater Bonds	\$1,370,472

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,570,472	\$0	\$0	\$0	\$0	\$1,570,472

Estimated Project Costs

Legal / Administration	\$2,000
Land Acquisition	\$0
Permit Fees	\$6,000
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$13,000
Furnishings / Equipment	\$0
Construction / Improvement	\$1,549,472
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$1,570,472

Project Number: 3203539

Estimated Start Date: Ongoing

Estimated Completion Date: 12/12/2013

Well Automation and Control



Project Description

The City currently owns and operates 10 wells. Each well is connected to the SCADA Control System which currently gives the operational status of each well site. Currently a well is started and stopped by Field Site personnel at each location.

This project will include modifications to several City Well sites that will automate the startup and stoppage of strategic wells. This well automation will add additional automated valves, electrical, instrumentation and controls to certain well sites. Automating these processes will give added operational flexibility and control.

2013-14 Source of Funds

NA

Estimated Project Costs

Legal / Administration	\$5,000
Land Acquisition	\$0
Permit Fees	\$18,000
Design and Engineering	\$60,000
Survey / Staking	\$5,000
Construction Management	\$35,000
Furnishings / Equipment	\$0
Construction / Improvement	\$500,000
Geotech / Material Testing	\$5,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$628,000

Project Number: NA

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$0	\$628,000	\$0	\$0	\$0	\$628,000

Well No. 9 Pump to SRP Irrigation Line



Project Description

This project will construct a pump to waste line from the well to a Salt River Project irrigation box located in McClintock Drive. The installation of this line will eliminate the operational need to rely on the residents private irrigation system to pump to waste when Well #9 is needed for water production. Project progress to date completion of detailed design of the pipeline and discharge structure.

Well #9 is one of the City's most important ground water assets. When the STWTP is down for annual maintenance, this well provides water for the residents in South Tempe and maintains system pressure in the area. Before the well is placed into service for public consumption, the water is sent to waste until it meets drinking water standards. Currently the water is sent to a private irrigation system that is maintained by residents surrounding the well. During times of irrigation or other seasonal events, this creates a significant constraint on the ability to run the well as operationally necessary.

2013-14 Source of Funds

Water / Wastewater Bonds	\$504,393

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$5,000
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$475,000
Geotech / Material Testing	\$4,393
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$20,000

Total	\$504,393

Project Number: 3204419

Estimated Start Date: Ongoing

Estimated Completion Date: 09/30/2013

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$504,393	\$0	\$0	\$0	\$0	\$504,393

Well Rehabilitation



Project Description

This ongoing project is for the rehabilitation and major structural repair of Tempe municipal groundwater production wells. One to two wells will be selected each year to be inspected by video camera and/or downhole well logging equipment, brushed and redeveloped, or reconstructed, as necessary. This is an ongoing project, with the goal of rehabilitating each well once every four years. Well #6 is undergoing downhole modification and reconstruction (liner sleeve) this year under this program. This project anticipates that well rehabilitation could cost as much as \$250,000 per year to keep our wells in proper operating condition.

The project purpose is to maintain the reliability and full production capacity of Tempe's municipal groundwater production wells for drinking water use. Some of Tempe's older municipal wells are now 50+ years old (COT Wells #1, 4, 6, 7, 9) and a regular rehabilitation and structural repair schedule will keep these wells productive for another 10 - 20 years.

2013-14 Source of Funds

Water / Wastewater Bonds	\$250,000

Estimated Project Costs

Legal / Administration	\$8,000
Land Acquisition	\$0
Permit Fees	\$8,000
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$1,234,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$1,250,000

Project Number: 3203549

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000

WMAT Quantification Settlement Agreement CAP Water Lease



Project Description

The Tempe City Council approved a Central Arizona Project Water Lease Agreement with the White Mountain Apache Tribe in 2009. The Lease Agreement provides Tempe with the opportunity to further diversify and add to our water resources portfolio for the future through the lease of CAP water under a long-term contract.

The enforceability date of the agreement is contingent upon further funding approval by the Arizona State Legislature and the Arizona Superior Court for Maricopa County in Gila River General Stream Adjudication, but is anticipated to be mid-2015. The terms of the water lease agreement provide that a payment of 1/2 the total amount of the 100-year lease is due 30 days after the enforceability date, with four annual payments of 1/8 the total amount to follow until paid in full. Total lease cost is estimated at \$6,235,515. Initial payment of approximately \$3,117,758 is due on or about 7/01/15 (FY 15/16), with the second installment of approximately \$826,205 due on or about 7/01/16 (FY 16/17).

2013-14 Source of Funds

NA

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$4,770,168
Total	\$4,770,168

Project Number: NA

Estimated Start Date: 07/01/2015

Estimated Completion Date: 07/01/2020

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$0	\$0	\$3,117,758	\$826,205	\$826,205	\$4,770,168

Wastewater Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
					2014-15	2015-16	2016-17	2017-18	
Collection System and Pump Station Replacement and Repair: 3299969	Water / Wastewater Bonds	910,256	5,000,000	5,910,256	1,000,000	1,000,000	1,000,000	1,000,000	9,910,256
Collection System Odor Control & Sewage Metering Station Improvements: 3206069	Water / Wastewater Bonds	724,501	-	724,501	-	-	-	-	724,501
Sewer Metering Station Improvements: 3202559	Water / Wastewater Bonds	1,107,612	-	1,107,612	-	-	-	-	1,107,612
Sewer Replacement / Upsize Smith Rd (Apache to University): NA	Water / Wastewater Bonds	-	-	-	-	-	2,590,500	-	2,590,500
Sewer Replacement/Upsize (5th Street from Price Road to Smith Road): NA	Water / Wastewater Bonds	-	-	-	-	2,576,000	-	-	2,576,000
Sewer Replacement/Upsize Scottsdale Road, Curry to Gilbert M.S.: 3209399	Water / Wastewater Bonds	1,130,363	265,000	1,395,363	-	-	-	-	1,395,363
SROG - 91st Avenue: 3200129	Water / Wastewater Bonds	981,242	-	981,242	2,695,578	3,738,515	6,674,451	5,495,529	19,585,315
Wastewater Program Total		4,853,974	5,265,000	10,118,974	3,695,578	7,314,515	10,264,951	6,495,529	37,889,547

Collection System and Pump Station Replacement and Repair



Project Description

The WUD Integrated Master Plan (IMP) identified most of the specific sewer lines that need to be replaced to meet increasing wastewater flows. This project will also be used to make improvements at our Knox, Alameda and Camelot lift stations. It is anticipated that we will need to spend up to \$1M in 12/13 and 13/14 at these stations to replace and repair equipment that has reached the end of their useful life. Other specific projects anticipated in this CIP are as follows:

- Maple Ash Neighborhood Sewer Replacement
- Farmer Avenue Sewer Replacement 1st St to University
- Manhole Rehabilitation project

This project provides a recurring funding source to replace sewer lines that break during normal operation or have reached the end of their useful life. Also, this project will be used to construct or reconstruct wastewater infrastructure as needed at our pump stations, odor control facilities and metering stations. The WUD operates and maintains 4 wastewater pump stations, 2 odor control bio filters, 4 wastewater metering stations and over 500 miles of sanitary sewers. Years 14/15-17/18 funding is to provide recurring funding for anticipated infrastructure repairs at unknown locations throughout the system.

2013-14 Source of Funds

Water / Wastewater Bonds	\$5,910,256

Estimated Project Costs

Legal / Administration	\$79,000
Land Acquisition	\$0
Permit Fees	\$279,000
Design and Engineering	\$949,000
Survey / Staking	\$79,000
Construction Management	\$554,000
Furnishings / Equipment	\$0
Construction / Improvement	\$7,891,256
Geotech / Material Testing	\$79,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$9,910,256

Project Number:	3299969
Estimated Start Date:	Ongoing
Estimated Completion Date:	Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$5,910,256	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$9,910,256

Collection System Odor Control & Sewage Metering Station Improvements



Project Description

This project will include installing a new ventilation blower and exhaust louver system in the Gilbert Drive Metering Station, covering the flow measurement flume in order to both control the dissipation of sewer gasses into the working area and to prevent ventilation airflow from being forced into the sewer, constructing a new station entrance and stairway to improve access for maintenance and sample collection. Project progress to date includes completion of engineering plans and specifications for the improvements.

This project will control sanitary sewer nuisance odors along Scottsdale Road north of Tempe Town Lake and will improve safety of the work environment within the Gilbert Drive Metering Station.

2013-14 Source of Funds

Water / Wastewater Bonds	\$724,501

Estimated Project Costs

Legal / Administration	\$5,000
Land Acquisition	\$0
Permit Fees	\$18,000
Design and Engineering	\$30,000
Survey / Staking	\$5,000
Construction Management	\$35,000
Furnishings / Equipment	\$0
Construction / Improvement	\$626,501
Geotech / Material Testing	\$5,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$724,501

Project Number:	3206069
Estimated Start Date:	Ongoing
Estimated Completion Date:	Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$724,501	\$0	\$0	\$0	\$0	\$724,501

Sewer Metering Station Improvements



Project Description

This project will include installing new ventilation blower and exhaust louver systems, and covering the flow measurement flumes in order to limit dissipation of sewer gasses into the working area and to prevent ventilation airflow from being forced into the sewer at the four meter stations, TP-01 (Priest MS), TP-03 (SAI MS), TP-04 (48th St MS) and TP-05 (NW MS). Project progress to date includes completion of detailed design plans and specifications for TP-03.

This project will control sanitary sewer nuisance odors in the vicinities of Priest Road and Rio Salado Parkway, 48th Street and Southern Avenue, 48th Street and Rio Salado Parkway and Priest Drive north of the Salt River related to existing flow metering stations in these locations. The project will also improve safety of the work environment within the metering stations. Constructing new station entrances and stairways will improve access for maintenance and sample collection providing safe entry for employees of SROG partner cities.

2013-14 Source of Funds

Water / Wastewater Bonds	\$1,107,612

Estimated Project Costs

Legal / Administration	\$6,000
Land Acquisition	\$0
Permit Fees	\$22,000
Design and Engineering	\$76,000
Survey / Staking	\$6,000
Construction Management	\$44,000
Furnishings / Equipment	\$0
Construction / Improvement	\$947,612
Geotech / Material Testing	\$6,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$1,107,612

Project Number: 3202559

Estimated Start Date: Ongoing

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,107,612	\$0	\$0	\$0	\$0	\$1,107,612

Sewer Replacement / Upsize Smith Rd (Apache to University)



Project Description

This project will replace approximately 2,670 feet of existing 12 to 15 inch sanitary sewer with new 18 inch sewer due to insufficient capacity when Apache Blvd. redevelopment occurs.

2013-14 Source of Funds

NA

Estimated Project Costs

Legal / Administration	\$21,000
Land Acquisition	\$0
Permit Fees	\$73,000
Design and Engineering	\$248,000
Survey / Staking	\$21,000
Construction Management	\$144,000
Furnishings / Equipment	\$0
Construction / Improvement	\$2,062,500
Geotech / Material Testing	\$21,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$2,590,500

Project Number: NA

Estimated Start Date: 07/01/2016

Estimated Completion Date: 07/01/2017

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$0	\$0	\$0	\$2,590,500	\$0	\$2,590,500

Sewer Replacement/Upsize (5th Street from Price Road to Smith Road)



Project Description

This project will replace approximately 2,650 feet of existing 15 inch sanitary sewer with new 18 inch sewer due to insufficient capacity when Apache Blvd. redevelopment occurs.

Estimated Project Costs

Legal / Administration	\$21,000
Land Acquisition	\$0
Permit Fees	\$73,000
Design and Engineering	\$246,000
Survey / Staking	\$21,000
Construction Management	\$144,000
Furnishings / Equipment	\$0
Construction / Improvement	\$2,050,000
Geotech / Material Testing	\$21,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$2,576,000

Project Number: NA

Estimated Start Date: 07/01/2015

Estimated Completion Date: 07/01/2016

2013-14 Source of Funds

NA

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$0	\$0	\$2,576,000	\$0	\$0	\$2,576,000

Sewer Replacement/Upsize Scottsdale Road, Curry to Gilbert M.S.



Project Description

Replace 1,500 feet of existing 12 inch sanitary sewer with new 15 inch diameter pipe. New sewer will facilitate additional discharges from JGMWTP and new condominium development (Scottsdale/Weber/Curry). Project progress to date includes completion of engineering design calculations, geotechnical investigations, evaluation of construction alternatives and completion design plans and specifications.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$10,000
Construction Management	\$95,000
Furnishings / Equipment	\$0
Construction / Improvement	\$1,200,000
Geotech / Material Testing	\$10,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$80,363

Total \$1,395,363

Project Number: 3209399

Estimated Start Date: Ongoing

Estimated Completion Date: 09/30/2013

2013-14 Source of Funds

Water / Wastewater Bonds \$1,395,363

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,395,363	\$0	\$0	\$0	\$0	\$1,395,363

SROG - 91st Avenue



Project Description

This project represents Tempe's share of all capital project activities at the 91st Avenue WWTP including interceptor capacity, power lines, process control, optimization, digester gas, capital equipment and replacements, modifications and additions to meet regulatory requirements, and process enhancements. This plant is jointly owned by the Cities of Tempe, Phoenix, Mesa, Scottsdale, and Glendale and is operated by the City of Phoenix.

The investment in SROG allows the water utility to continue to keep Kyrene off-line while treating all the City's wastewater at the 91st Avenue WWTP and reducing cost. With the City's reduction in total wastewater flow, treatment at 91st Avenue remains 4-5 times less expensive than treating at the Kyrene Reclamation Facility.

2013-14 Source of Funds

Water / Wastewater Bonds	\$981,242

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$19,585,315
Total	\$19,585,315

Project Number: 3200129

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$981,242	\$2,695,578	\$3,738,515	\$6,674,451	\$5,495,529	\$19,585,315

Special Purpose Program



TRANSIT PROJECTS TOTAL \$15.5 MILLION
IN FY 2013-14 AND ACCOUNT FOR 13%
OF THE TOTAL FY 2013-14
APPROPRIATED CIP BUDGET



The Special Purpose component of the Capital Improvements Program accounts for all projects included under a program area with a legally dedicated funding source. Currently, the Transit Program, which is funded by a dedicated one half cent City sales tax (the Transit Tax), is the City's only special revenue program area with capital projects in FY 2013-14.

For FY 2013-14 the Transit Tax is planned to provide \$6.6 million to fund transit capital projects. For the majority of these projects, the Transit Tax serves as the source of funds providing a required funding match to federal grants which are the primary project funding source. Federal grant contributions in FY 2013-14 amount to nearly \$9 million.

Transit projects in FY 2013-14 are focused on the completion of major multi use path projects, the final stages of construction for the Hardy and University Drive streetscape projects, and transit capital asset maintenance and repair projects.

Transit Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
					2014-15	2015-16	2016-17	2017-18	
Alameda Drive & I-10 Bicycle / Pedestrian Bridge: NA	Transit Tax	-	-	-	100,000	68,400	-	-	168,400
	Federal Grant - CMAQ	-	-	-		1,200,000	-	-	1,200,000
	Project Total	-	-	-	100,000	1,268,400	-	-	1,368,400
Broadway Road Streetscape Project: 6003059	Transit Tax	175,000	400,000	575,000	772,000	-	-	-	1,347,000
	Federal Grant - CMAQ	-	-	-	3,857,670	-	-	-	3,857,670
	Project Total	175,000	400,000	575,000	4,629,670	-	-	-	5,204,670
Bus Stop Capital Maintenance: 6005239	Transit Tax	586,861	602,724	1,189,585	620,806	638,867	657,453	400,000	3,506,711
CCTV Monitoring Stations - LRT Intersections: 6004369	Transit Tax	14,250	-	14,250	-	-	-	-	14,250
	Federal Grant - CMAQ	235,750	-	235,750	-	-	-	-	235,750
	Project Total	250,000	-	250,000	-	-	-	-	250,000
City of Tempe Bus Pullout Project: 6006764	Transit Tax	660,018	-	660,018	300,000	309,000	318,270	327,818	1,915,106
City of Tempe Bus Purchases - Fleet: 6006752	Transit Tax	125,000	-	125,000	-	-	-	-	125,000
	Federal 5307 Grant	500,000	-	500,000	-	-	-	-	500,000
	Project Total	625,000	-	625,000	-	-	-	-	625,000
City of Tempe Transit Passenger Facilities Installation and Upgrade Project: 6003579	Transit Tax	250,000	-	250,000	187,500	200,000	225,000	231,750	1,094,250
CNG Expansion - East Valley Bus Operations & Maintenance Facility: 6005809	Transit Tax	-	500,000	500,000	-	-	-	-	500,000
Creamery Branch Rail Path (along 8th Street): NA	Transit Tax	-	-	-	200,000	-	78,604	-	278,604
	Federal Grant - CMAQ	-	-	-	-	-	1,379,021	-	1,379,021
	Project Total	-	-	-	200,000	-	1,457,625	-	1,657,625
El Paso Natural Gasline Easement Multi-use Path Phase III: 6006069	Transit Tax	-	103,000	103,000	75,400	-	-	-	178,400
	Federal Grant - CMAQ	-	-	-	1,323,000	-	-	-	1,323,000
	Project Total	-	103,000	103,000	1,398,400	-	-	-	1,501,400
Federal Grants / General Contingency: 6005259	Federal Grants	2,700,000	-	2,700,000	-	-	-	-	2,700,000

Transit Program CIP Projects (continued)

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
					2014-15	2015-16	2016-17	2017-18	
Hardy Drive Streetcape Project: 6004379	Transit Tax	-	82,689	82,689	-	-	-	-	82,689
	Federal Grant - CMAQ	1,142,591	-	1,142,591	-	-	-	-	1,142,591
	Project Total	1,142,591	82,689	1,225,280	-	-	-	-	1,225,280
Highline Canal Path (Baseline - Knox Road): 6006079	CMAQ & Other Agency Funds	-	200,000	200,000	5,600,000	-	-	-	5,800,000
Pathway Capital Maintenance: 6005249	Transit Tax	242,175	350,000	592,175	250,000	250,000	250,000	250,000	1,592,175
Rio Salado Southbank Path Tempe - Phoenix: 6004139	Transit Tax	-	700,000	700,000	-	-	-	-	700,000
	Federal Grant - CMAQ	692,777	269,084	961,861	-	-	-	-	961,861
	Project Total	692,777	969,084	1,661,861	-	-	-	-	1,661,861
Rio Salado Southbank Path Underpass at 101 & 202 Freeway Interchange: 6004319	Transit Tax	125,390	-	125,390	-	-	-	-	125,390
	Federal Grant - CMAQ	2,074,438	-	2,074,438	-	-	-	-	2,074,438
	Project Total	2,199,828	-	2,199,828	-	-	-	-	2,199,828
Rio Salado Southbank Path Underpass at Priest Drive: NA	Transit Tax	-	-	-	200,000	66,427	-	-	266,427
	Federal Grant - CMAQ	-	-	-	-	1,165,396	-	-	1,165,396
	Project Total	-	-	-	200,000	1,231,823	-	-	1,431,823
Tempe / Phoenix Bike Share: NA	Transit Tax	-	-	-	100,000	51,300	-	-	151,300
	Federal Grant - CMAQ	-	-	-	-	900,000	-	-	900,000
	Project Total	-	-	-	100,000	951,300	-	-	1,051,300
Tempe Transit Center: 6006762	Transit Tax	714,109	-	714,109	-	-	-	-	714,109
Transit Facility Asset Maintenance (East Valley Bus Ops / Maint Facility): 6006089	Transit Tax	-	700,000	700,000	250,000	250,000	250,000	250,000	1,700,000
Transit Facility Asset Maintenance (Transportation Center): 6006099	Transit Tax	-	200,000	200,000	250,000	250,000	250,000	250,000	1,200,000
University Drive Bike/Ped Improvements (Union Pacific Railroad to Priest): 6004509	Transit Tax	-	91,367	91,367	-	-	-	-	91,367
	Federal Grant - CMAQ	1,083,782	-	1,083,782	-	-	-	-	1,083,782
	Project Total	1,083,782	91,367	1,175,149	-	-	-	-	1,175,149
Transit Program Total		11,322,141	4,198,864	15,521,005	14,086,376	5,349,390	3,408,348	1,709,568	40,074,687

Alameda Drive & I-10 Bicycle / Pedestrian Bridge



Project Description

This project is a bicycle and pedestrian bridge along the Alameda Drive alignment at the I-10 freeway. The project includes lighting, safety features and public art. The project would be an elevated crossing of the I-10 connection to a Tempe's Fountainhead Business Park (east side) to Tempe Diablo Stadium (west side). The project would link several Tempe neighborhoods and bikeways, particularly the bike route along Alameda Drive to major employment centers, the stadium and a city of Phoenix bike route on Roeser Road. The project is identified in MAG, ADOT, and local transportation plans. The project would be constructed with the I-10 Improvements Project. Currently there is \$1,200,000 in federal funding for the project and staff is working with ADOT to include the project with the I-10 Improvements Project.

The project would remove a gap in the Tempe and Phoenix bikeway system. Currently Alameda Drive (Roeser St. in Phoenix) is a more than 20 mile bike route that has linkages to downtown Phoenix and Tempe, but is cut in half at the I-10 crossing. This project would facilitate a freeway crossing like the College Avenue and Country Club Way bike/ped bridges over the US60. The project is supported by MAG, Phoenix and Tempe and is identified in several plans.

2013-14 Source of Funds

NA

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$100,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$1,268,400
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$1,368,400

Project Number: NA

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2015

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$0	\$100,000	\$1,268,400	\$0	\$0	\$1,368,400

Broadway Road Streetscape Project



Project Description

The Broadway Road Pedestrian and Bicycle Improvement Project is approximately 1 mile between Mill Ave and Rural Road. The project consists of pedestrian and bicycle facility improvements along an arterial street fronted by single family residential units. Work to be performed include striping for bike lanes, the widening of sidewalks, construction of planted medians, protection from noise, pedestrian safety, reduction of speed limit, provisions for mid-block crossings and providing transit and pedestrian amenities.

The proposed project area has a high volume of pedestrian and bicycle travel due to its proximity to ASU and downtown Tempe. Area residents are advocating to change the character of the street to reflect the residential uses on this stretch of Broadway Road, which differs significantly with the rest of corridor. The design of the Broadway Road project was a product of extensive community dialogues. The proposed project is identified in the Tempe Comprehensive Transportation Plan as one of the proposed corridors for improvement.

2013-14 Source of Funds

Transit Tax \$575,000

Estimated Project Costs

Legal / Administration	\$26,000
Land Acquisition	\$50,000
Permit Fees	\$166,000
Design and Engineering	\$575,000
Survey / Staking	\$76,000
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$4,311,670
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$5,204,670

Project Number: 6003059

Estimated Start Date: 10/01/2008

Estimated Completion Date: 12/01/2013

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$575,000	\$4,629,670	\$0	\$0	\$0	\$5,204,670

Bus Stop Capital Maintenance



Project Description

This project will repair, rehabilitate and or replace bus stop infrastructure that has or will surpass its useful life during the project year or due to excessive or adverse environmental exposures (e.g., sun, irrigation, high use). A 2011 comprehensive condition assessment rated Tempe's bus stop infrastructure on a scale that included Good (repair/replace 5+ years), Fair (repair/replace in 3-5 years), Poor (repair/replace within 1-2 years), Critical (repair/replace within 0-1 year). Based on this criteria and a thorough inspection of all facilities, the following assets were deemed as poor or critical and should be rehabilitated if possible or replaced if necessary in FY 2013-14: 35 Shelters (\$527,400), 61 benches (\$32,357), 71 bike racks (\$7,479), 58 trash receptacles (\$30,899), and 43 bus stop signs (\$4,588). Assets rated as fair (repair/replace in 3-5 years) are spread evenly across the years FY 2014-15 thru FY 2017-18.

The purpose of the project is to maintain the city's bus stop infrastructure in a state of good repair, safe for use, and instrumental in promoting transit use. The bus stop represents the "lobby" to the transit system and must provide a safe, secure, and comfortable waiting area with adequate sun and weather protection for transit passengers.

2013-14 Source of Funds

Transit Tax	\$1,189,585

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,189,585	\$620,806	\$638,867	\$657,453	\$400,000	\$3,506,711

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$2,476,451
Construction / Improvement	\$1,030,260
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$3,506,711

Project Number: 6005239

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

CCTV Monitoring Stations - LRT Intersections



Project Description

This project will purchase 23 CCTV cameras to install at Light Rail traffic signals. At the end of this project each of the light rail traffic signals (total 30) will be equipped with a CCTV camera. Two-thirds of this project will be funded through a CMAQ grant as part of the MAG TIP. This project is currently in the final design/advertising process, however, due to the unknown completion date for this project, we are requesting that a portion of the funds be carried over to FY 2013-14.

The video monitoring stations will provide direct and immediate access to local traffic conditions. Accident and incident management will be enhanced by this additional monitoring capability while simultaneously allowing the transportation management staff the ability to monitor private and public transportation vehicles throughout the Tempe segment of this regionally significant transportation facility, maximizing multi-modal coordination and safety operations. Data gathered locally from this CCTV network can be shared between agencies and across jurisdictions including MAG, Valley Metro Rail as well as the cities of Phoenix and Mesa. This project promotes multi-jurisdictional congestion relief goals by providing a platform to better coordinate LRT traffic signals as well as to respond to accidents/incidents in a more cooperative and efficient process.

2013-14 Source of Funds

Transit Tax	\$14,250
Federal Grant - CMAQ	\$235,750

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$250,000	\$0	\$0	\$0	\$0	\$250,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$250,000

Total	\$250,000

Project Number: 6004369

Estimated Start Date: 07/01/2012

Estimated Completion Date: 08/30/2013

City of Tempe Bus Pullout Project



Project Description

The project will install 4 to 5 new bus pullouts during FY 2013-14 with passenger amenities at various bus stops in the city. The project will also refurbish deteriorating existing bus pullouts. The locations for the next series of pull-outs is based on the project list established in the current Comprehensive Transportation Plan, but which is in the process of being re-prioritized for inclusion in the new Transportation Master Plan and based on changes in bus service levels, ridership, traffic volumes, and intersection safety considerations across the city. The projects will install 2 bus pull-outs per year in subsequent years and provide funding for repair of existing pull-outs.

Bus pull-outs provide safer layover areas, improve passenger safety and comfort by increasing distance from traffic flow, improve traffic flow along major streets, and improve intersection safety by reducing traffic back-ups behind buses.

2013-14 Source of Funds

Transit Tax	\$660,018

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$660,018	\$300,000	\$309,000	\$318,270	\$327,818	\$1,915,106

Estimated Project Costs

Legal / Administration	\$14,508
Land Acquisition	\$0
Permit Fees	\$33,659
Design and Engineering	\$146,937
Survey / Staking	\$11,606
Construction Management	\$81,245
Furnishings / Equipment	\$0
Construction / Improvement	\$1,615,545
Geotech / Material Testing	\$11,606
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$1,915,106

Project Number: 6006764

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

City of Tempe Bus Purchases - Fleet



Project Description

This project provides federal funding for a prototype hybrid bus to determine appropriate specifications and feasibility of a long-term replacement vehicle to the Orbit fleet of 24 foot cutaway buses.

The purpose is to identify a more cost efficient vehicle that also provides greater passenger capacity, extended useful life, low or zero emissions, and which is suitable for operation in neighborhoods.

2013-14 Source of Funds

Transit Tax	\$125,000
Federal 5307 Grant	\$500,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$625,000	\$0	\$0	\$0	\$0	\$625,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$625,000
Total	\$625,000

Project Number: 6006752

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

City of Tempe Transit Passenger Facilities Installation and Upgrade Project



Project Description

The project will install bus shelters and related passenger amenities (seating, bike racks, trash cans, transit schedule information) at 15 bus stops across the city in FY 2013-14 with 10 installations in each of the subsequent 4 fiscal years. Locations identified as suitable for installation of a bus stop shelter and associated amenities include stops that meet the following criteria: location is served by at least one bus route with productivity at or above 2.0 boardings per mile; and immediate physical environment offers no weather/sun protection or seating.

The bus stop represents the "lobby" to the transit system and must provide a safe, secure, and comfortable waiting area with adequate sun and weather protection for transit passengers. Adding additional bus shelters remains a top priority for Tempe and valley transit passengers as reported in public opinion research as the valley's high sun and heat are significant barriers to more Tempe residents choosing transit as an viable alternative to auto-use.

2013-14 Source of Funds

Transit Tax	\$250,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$250,000	\$187,500	\$200,000	\$225,000	\$231,750	\$1,094,250

Estimated Project Costs

Legal / Administration	\$8,754
Land Acquisition	\$0
Permit Fees	\$30,639
Design and Engineering	\$105,048
Survey / Staking	\$8,754
Construction Management	\$61,278
Furnishings / Equipment	\$0
Construction / Improvement	\$877,902
Geotech / Material Testing	\$875
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$1,000
Other Project Costs	\$0
Total	\$1,094,250

Project Number: 6003579

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

CNG Expansion - East Valley Bus Operations & Maintenance Facility



Project Description

This project will expand the East Valley Bus Operations and Maintenance Facility's Compressed Natural Gas (CNG) fuel dispensing capacity from 2 to 4 dispensers.

The project is needed to accommodate the larger bus fleet size associated with the unification of Tempe and RPTA bus operations. Because this project is the result of a regional cooperative effort with substantial regional financial benefits, the city expects financial participation by the region in such a way that the final cost to Tempe is consistent with the city's proportional share of regional bus services operating from the facility.

2013-14 Source of Funds

Transit Tax	\$500,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$500,000	\$0	\$0	\$0	\$0	\$500,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$100,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$400,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$500,000

Project Number: 6006059

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

Creamery Branch Rail Path (along 8th Street)



Project Description

This project is the construction of a pathway along the Creamery Branch Rail Spur. The project is 1 mile pathway along the non-operational rail track next to 8th Street (between Rural and McClintock) adjacent to ASU and near downtown Tempe and attached to two historic Tempe neighborhoods (Borden Homes & University Heights). The project area includes a light rail station, and a strong neighborhood commercial center that includes the 4 Peaks Brewing Company. A public process and stakeholder committee was established in 2010 and completed an approved concept plan. The project would re-construct the Creamery Rail Spur to include landscaping, a paved path, improved pedestrian areas, on-street parking, and public art.

This project would place a pathway along a rail spur to accommodate a stronger bicycle and pedestrian environment that will promote the city's mission of increasing transit, bike and pedestrian travel. The project will add landscaping and better integration with historic structures while encouraging appropriate redevelopment on vacant lots or deteriorating structures. The project will better connect the adjacent neighborhoods, but limit cut-through traffic. The project concept has been supported by the neighbors, property owners and stakeholders in the area.

2013-14 Source of Funds

NA

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$200,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$1,457,625
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$1,657,625

Project Number: NA

Estimated Start Date: 07/01/2013

Estimated Completion Date: 12/01/2017

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$0	\$200,000	\$0	\$1,457,625	\$0	\$1,657,625

El Paso Natural Gasline Easement Multi-use Path Phase III



Project Description

The project is a 1/2 mile path extension of the existing El Paso Gasline Path, extending from Price Road to McClintock Drive. This project will extend from Rural Road into Kiwanis Community Park. A bike lane along Southshore Drive, between McClintock and Rural, connects these two projects. The project will include a paved path, with lighting, landscaping, public art and other amenities. The project will meet all ADA requirements and the project is funded almost entirely with \$1,323,000 in federal transportation grants.

The project will complete the final 1/2 piece of an east-west path along the gasline. It will link major residential areas (The Lakes, Optimist Park etc...) with the regional Kiwanis Community Park and the neighborhood parks of Optimist, Gaiki and Scudder. Additionally the path will connect to Fuller, Fees, Rover, and Aguilar Schools. The project connects to many transit routes and the 6 mile Western Canal Pathway. The project continues Tempe's commitment to multi-modal transportation and improving upon what is already the highest percentage of bicycle commuters in the state. The project is both a recreational amenity (linear park) and a transportation corridor.

2013-14 Source of Funds

Transit Tax \$103,000

Estimated Project Costs

Legal / Administration	\$11,000
Land Acquisition	\$0
Permit Fees	\$42,000
Design and Engineering	\$232,000
Survey / Staking	\$11,000
Construction Management	\$77,000
Furnishings / Equipment	\$0
Construction / Improvement	\$1,117,400
Geotech / Material Testing	\$11,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$1,501,400

Project Number: 6006069

Estimated Start Date: 10/11/2011

Estimated Completion Date: 06/30/2015

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$103,000	\$1,398,400	\$0	\$0	\$0	\$1,501,400

Federal Grants / General Contingency



Project Description

The purpose of this project is to ensure spending authority exists to deal with three (3) contingencies: 1) the city deems a non-budgeted Transit asset repair/replacement to be necessary, 2) a cost or scope increase on an existing CIP project with either instance requiring City Council approval before advancing, and 3) grant funding becomes accessible for a new project that the City Council has directed staff to pursue. Some specific projects that may be pursued for grant funding in 2013-14 are listed below. Utilization of this CIP for any of the listed projects will be presented to the City Council for approval.

Multi-use Pathways/Corridor Improvements:

- Rio Salado; Union Pacific Railroad; Kyrene Canal; Highline Canal; Grand Canal.

Bike-Pedestrian Bridges/Connections:

- I-10; US-60; 101.

Streetscape Improvements:

- Hardy Drive: University-Broadway; University Drive: Ash-Priest; Broadway: Rural-Mill / 48th Street-Mill / Rural-Tempe Canal.

2013-14 Source of Funds

Federal Grants	\$2,700,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$2,700,000
Total	\$2,700,000

Project Number: 6005259

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$2,700,000	\$0	\$0	\$0	\$0	\$2,700,000

Hardy Drive Streetscape Project



Project Description

The Hardy Road Pedestrian and Bicycle Improvement Project is approximately 1 mile in length between Broadway Road and University Drive. The project consists of pedestrian and bicycle facility improvements along a collector street fronted primarily by single family residential units. The proposed project area has a high volume of pedestrian and bicycle travel due to its proximity to ASU, Downtown Tempe, Rio Salado and the high industrial and office employment area south of the project. Area residents are advocating retaining the neighborhood character of the street to reflect the residential uses on this stretch of which differs significantly south of the proposed project area. The project will consist of design and construction aimed at providing pedestrian, bicycle and transit improvements on Hardy Drive.

The Transportation Element of the Tempe General Plan classified Hardy Drive as a Green Street. Green streets serve as priority routes for bicyclists and pedestrians and function as connectors between off-street multi-use paths. The neighborhood is requesting geometric changes to the street including striping for bike lanes, widening of sidewalks, reduction of existing travel lane widths, construction of planted medians, protection from intrusion of commercial truck traffic, improved pedestrian safety, reduction of speed limits, and construction of mid-block crossings.

2013-14 Source of Funds

Transit Tax	\$82,689
Federal Grant - CMAQ	\$1,142,591

Estimated Project Costs

Legal / Administration	\$10,000
Land Acquisition	\$0
Permit Fees	\$28,000
Design and Engineering	\$0
Survey / Staking	\$58,000
Construction Management	\$57,000
Furnishings / Equipment	\$0
Construction / Improvement	\$1,062,210
Geotech / Material Testing	\$10,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$70
Total	\$1,225,280

Project Number: 6004379

Estimated Start Date: 01/15/2012

Estimated Completion Date: 12/15/2013

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,225,280	\$0	\$0	\$0	\$0	\$1,225,280

Highline Canal Path (Baseline - Knox Road)



Project Description

This project is the concept design and construction of a 3.5 mile pathway along the Highline Canal in west central Tempe. The Salt River Project canal runs north and south from Baseline Road on the north to Knox Road on the south and is one of the last remaining canal banks without a dedicated path for public use. This path design concept would be completed and used to apply for federal funding, similar to other path projects. This project would also be done design and funding partnership with the Town of Guadalupe, Maricopa County and the City of Phoenix, since all agencies connect to this path. The project would have a public outreach component. The path would include street crossing treatments, fencing (where needed), landscaping, lighting and a paved path that meets all ADA and national transportation design standards.

This project is part of the City's Transportation Master Plan and is in concert with the Tempe General Plan. It continues Tempe's commitment to building facilities that support increasing the numbers of people utilizing non-motorized forms of transportation to assist in reducing air pollution and traffic congestion. The project will serve many Tempe neighborhoods and link to Guadalupe and Phoenix.

2013-14 Source of Funds

CMAQ and Other Agency Funds	\$200,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$200,000	\$5,600,000	\$0	\$0	\$0	\$5,800,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$200,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$5,600,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$5,800,000

Project Number: 6006079

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

Pathway Capital Maintenance



Project Description

This project will repair, rehabilitate or replace multi-use pathway infrastructure that will surpass its useful life during the project year or due to excessive or adverse environmental exposures (e.g., sun, irrigation, high use, damage, theft). This project has two major elements: 1) Replace pathway lighting systems including poles and associated infrastructure (wiring, bulbs, fixtures, concrete, shields) on segments where the assets have surpassed their useful life and/or are in poor to critical condition. Replacement campaigns will be established for each pathway segment based on the transit program's asset management program for pathway infrastructure and phased over the five (5) year CIP period. 2) Replace fence along Kyrene Pathway near Ken McDonald golf course that has been structurally damaged due to irrigation. This will be an FY 2013-14 project with an estimated cost of \$300,000.

The purpose of the project is to maintain the city's bike and pedestrian pathway system in a state of good repair, safe for use, instrumental in promoting citywide bike-pedtransit use, and leading to increases in the bike-pedestrian mode share of all trips.

2013-14 Source of Funds

Transit Tax	\$592,175

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$592,175	\$250,000	\$250,000	\$250,000	\$250,000	\$1,592,175

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$1,092,175
Construction / Improvement	\$500,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$1,592,175

Project Number: 6005249

Estimated Start Date: 07/01/2012

Estimated Completion Date: Ongoing

Rio Salado Southbank Path Tempe - Phoenix



Project Description

The Project provides funding for the design and construction of a continuation of the Tempe Rio Salado multi-use path system. This segment would extend from Priest Drive to State Road 143 on the western city limit of Tempe. The path would be on the south bank of the river channel. The project is part of a regional path network connecting specifically to Phoenix. This project is only for hardscape elements, including pathway, lighting, and railings. The project does not include landscaping or public art; both of which could be added later or in partnership with adjacent private development. The character of the project area is native desert. The project would require only lighting and pavement management operations costs. The project construction is funded by federal transportation grants.

The project would extend the regional multi-use path system to the City of Phoenix and Tempe. This project is the final west end path piece of the Rio Salado path system and would complete the path system on the south bank of the Rio Salado from McClintock Drive to the Hohokam Freeway for a total of 4 miles.

2013-14 Source of Funds

Transit Tax	\$700,000
Federal Grant - CMAQ	\$961,861

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,661,861	\$0	\$0	\$0	\$0	\$1,661,861

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$1,661,861
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,661,861

Project Number: 6004139

Estimated Start Date: 07/01/2010

Estimated Completion Date: 06/30/2013

Rio Salado Southbank Path Underpass at 101 & 202 Freeway Interchange



Project Description

The project will construct approximately 1,200 feet of a shared use path underneath Loop 202 at the 202/101 Traffic Interchange connecting Tempe and Mesa along the south bank of the Salt River. The project involves a 12-foot wide concrete path with lighting and safety railings underneath the freeway and would link to existing and planned pathways in Tempe and Mesa. The project is funded through a federal transportation grant in partnership with the Arizona Department of Transportation.

The project provides a non-motorized link along a regionally significant riparian corridor between 2 major centers, Tempe Marketplace and Mesa Riverview. Additionally, the project will eliminate the main obstruction connecting Tempe to Mesa and will link to the Scottsdale Indian Bend Wash, Rio Salado, Downtown Tempe, Arizona State University, and Metro Light Rail. Finally the project is located in a Tempe Enterprise Zone which supports Tempe City Council's efforts to revitalize areas that serve low income neighborhoods.

2013-14 Source of Funds

Transit Tax	\$125,390
Federal Grant - CMAQ	\$2,074,438

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$2,199,828	\$0	\$0	\$0	\$0	\$2,199,828

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$2,199,828
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$2,199,828

Project Number: 6004319

Estimated Start Date: 07/01/2011

Estimated Completion Date: 12/30/2013

Rio Salado Southbank Path Underpass at Priest Drive



Project Description

This project is the construction of a bicycle/pedestrian path underpass at Priest Drive along the south bank of the Rio Salado. The project will connect to an existing path on the east side of Priest and to another path on the west side that will be constructed in 2013. The project will be concrete and lit and meet all ADA requirements and will provide emergency vehicle access.

This project provides an accessible and safe crossing under Priest Drive for the Rio Salado Path users, where today none exists. The project will link a more than 5 miles system of paths along the Rio Salado and Town Lake area.

2013-14 Source of Funds

NA

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$200,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$1,231,823
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$1,431,823

Project Number: NA

Estimated Start Date: 01/07/2013

Estimated Completion Date: 12/01/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$0	\$200,000	\$1,231,823	\$0	\$0	\$1,431,823

Tempe / Phoenix Bike Share



Project Description

The Regional Bike Share program will include multiple cities and Valley Metro and will provide 20 or more locations in Tempe for rental of bicycles at automated bicycle rack kiosks. The kiosks will be in City right-of-way and in high activity areas like downtown Tempe, Tempe Town Lake, the Tempe Public Library, and the Tempe Center for the Arts. The capital funds for the project are through a federal grant and the operations will be contracted through an RFP process, with no operating impacts to the City. The project is modeled after other cities and is similar to the nationwide Zipcar program, which also operates in Tempe, where the public has ease of access to renting a car. The project will include a public process to identify best locations for racks and bikes and will be a partnership with Valley Metro and other cities.

The bike share project is intended to provide additional sustainable transportation opportunities in Tempe and the region. It will provide enhanced bicycle service access that will link directly to transit options. Bike share is a successful program in other cities nationwide and is a logical extension of the Tempe system. It will enable visitors, students, residents and others to obtain a bike easily in most activity areas around Tempe.

2013-14 Source of Funds

NA

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$100,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$200,000
Construction / Improvement	\$300,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$451,300
Total	\$1,051,300

Project Number: NA

Estimated Start Date: 07/01/2013

Estimated Completion Date: 12/01/2015

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$0	\$100,000	\$951,300	\$0	\$0	\$1,051,300

Tempe Transit Center



Project Description

This project will complete the build-out of the ground floor retail space of the Tempe Transportation Center and ready it for lease by a retail/restaurant application. The major elements of the project include 1) Essential Building Systems - for design and construction of gas lines, ventilation system, drainage system, grease interceptor, 10% contingency, and related city fees, and 2) Standard Tenant Improvements - for a tenant improvement allowance based on an appropriate market rate per square foot.

The Tempe Transportation Center is a 40,000 square foot federally funded mixed-use sustainable facility that is specifically designed to accommodate retail and office functions. Approximately 3,996 square feet of the ground floor is to be managed and leased as transit-oriented retail space. Income from a potential lease of this space would be available to support the transit program including operating and capital maintenance of the Transportation Center.

2013-14 Source of Funds

Transit Tax	\$714,109

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$714,109
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$714,109

Project Number: 6006762

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$714,109	\$0	\$0	\$0	\$0	\$714,109

Transit Facility Asset Maintenance (East Valley Bus Ops / Maint Facility)



Project Description

This projects conducts major repair, refurbishment, or replacement of major equipment and sub-systems at the East Valley Bus Operations and Maintenance facility. The asset management plan for the facility and the specific projects stemming from it for FY 2014 thru FY 2018 is not yet complete, but will be in time to provide the necessary information for this request.

EVBOM is a 250 bus facility from which the majority of Tempe's transit operations are based. Maintaining the facility in state of good repair facilitates the provision of bus service on a daily basis by allowing for the timely and effective fleet repairs; efficient fueling, fare collection, and cleaning; efficient operations; and safe working conditions for the roughly 400 city and contractor staff based there.

The major deliverables for the EVBOM Maintenance Building include: code compliant air monitoring system throughout the maintenance building; code compliant HVAC system for rooms M139 and M143; and a complete and operational Energy Management System including all necessary hardware and computer interfacing for these improvements. Design Study is currently under contract and will determine total cost for upgrade.

2013-14 Source of Funds

Transit Tax	\$700,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$125,000
Survey / Staking	\$0
Construction Management	\$55,000
Furnishings / Equipment	\$115,000
Construction / Improvement	\$825,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$580,000

Total	\$1,700,000

Project Number: 6006089

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$700,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,700,000

Transit Facility Asset Maintenance (Transportation Center)



Project Description

This project conducts major repair, refurbishment, or replacement of major equipment, structure, and sub-systems at the Tempe Transportation Center. The facility was completed in 2008 so near-term major needs are not anticipated. The asset management plan for the facility and the specific projects stemming from it for FY 2014 thru FY 2018 is being developed.

The Tempe Transportation Center was designed as LEED Platinum (application pending) mixed-use inter-modal transportation center. The building is occupied by city staff and private firms and includes meeting space that is open for use by members of the community. The facility includes a 13 bay bus plaza that is also adjacent to a major light rail station. Maintaining the building in a state of good repair maintains good working condition for staff and tenants while ensuring the site is safe and functional for transit operations and public use.

2013-14 Source of Funds

Transit Tax	\$200,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$125,000
Survey / Staking	\$0
Construction Management	\$55,000
Furnishings / Equipment	\$115,000
Construction / Improvement	\$825,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$80,000

Total	\$1,200,000

Project Number: 6006099

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$200,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,200,000

University Drive Bike/Ped Improvements (Union Pacific Railroad to Priest)



Project Description

The University Drive improvement Project is approximately 1 mile between Mill Ave and the Union Pacific Railroad (west of Mill Avenue). The project consists of pedestrian and bicycle facility improvements along an arterial street. Work to be performed includes design and construction of a variety of streetscape elements which may include: ADA improvements, crosswalks, medians, transit shelters and amenities, landscaping, sidewalks, bike lanes, shade and street furniture. The project will support reduced automobile dependency and improved air quality. Project construction is funded through federal CMAQ grants.

The goal of the project is to enhance travel options for people of all ages and non-motorized users including: school children, seniors, professionals and college students accessing commercial centers, local parks, downtown Tempe, and ASU. The project will enhance the pedestrian and bicycle environment and improve air quality by providing alternatives to automobile travel while encouraging non-motorized travel through widened bicycle lanes, shaded sidewalks, public art, shorter crosswalk distances at intersections, and improvements transit facilities along the street. The project will involve public meetings with neighbors and businesses/property owners in the area.

2013-14 Source of Funds

Transit Tax	\$91,367
Federal Grant - CMAQ	\$1,083,782

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$73,803
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$1,101,346
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$1,175,149

Project Number: 6004509

Estimated Start Date: 10/01/2011

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,175,149	\$0	\$0	\$0	\$0	\$1,175,149

General Purpose Program

GENERAL PURPOSE
PROJECTS TOTAL \$51 MILLION IN
FY 2013-14 AND ACCOUNT FOR
43% OF THE FY 2013-14
APPROPRIATED CIP BUDGET



The General Purpose component of the Capital Improvements Program includes Police Protection, Fire Protection, Storm Drains, Park Improvements, and General Governmental programs. Combined, they constitute \$51 million of the \$120 million Capital Improvements Budget for FY 2013-14.

The majority of the funding for the five program areas above is to be provided by the planned issuance of \$33 million of general obligation bonds, followed by just over \$8 million in existing project fund balances. The balance is funded from various City operating funds and other outside pay as you go contributions

Major areas of emphasis in FY 2013-14 include various repair and replacement projects for parks infrastructure, continued design and engineering for the replacement of the Tempe Town Lake dam, fire truck replacements, continued improvements to the City's regional radio system, the purchase of new laptop computers for police vehicles, and numerous capital asset repair and replacement projects for municipal buildings.

Police Protection Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
					2014-15	2015-16	2016-17	2017-18	
CAD / RMS / FRWS System: 5501999	Capital Projects Fund Balance	-	551,711	551,711	-	-	-	-	551,711
	General Obligation Bonds	-	310,000	310,000	-	-	-	-	310,000
	Project Total	-	861,711	861,711	-	-	-	-	861,711
Laptop Replacement: 5509189	General Obligation Bonds	1,883,801	-	1,883,801	-	-	3,912,538	-	5,796,339
Police Protection Program Total		1,883,801	861,711	2,745,512	-	-	3,912,538	-	6,658,050

Project Description

This project will replace the Police Department's existing Computer Aided Dispatch (CAD) System, Records Management System (RMS), and Field Report Writing System (FRWS). Combined, these three software components serve as the automated data collection, storage, and retrieval system for the Police Department. It is essential that these systems be replaced because the current CAD system runs on a mainframe computer that is no longer produced and can no longer be maintained by an outside vendor. The hardware will be maintained internally until the entire system is replaced. The vendor that currently provides the CAD, RMS, and FRWS has not, to date, developed its CAD product to function on newer computer platforms.

Replacing this system will also provide considerable functionality that will allow the Police Department to more efficiently manage data, and will provide the foundation for future data sharing efforts with other jurisdictions. To minimize interfacing issues and related costs, it is critical that all three software components be provided by a single vendor.

2013-14 Source of Funds

Capital Projects Fund Balance	\$551,711
General Obligation Bonds	\$310,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$861,711	\$0	\$0	\$0	\$0	\$861,711

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$861,711
Other Project Costs	\$0
Total	\$861,711

Project Number: 5501999
Estimated Start Date: Ongoing
Estimated Completion Date: 06/30/2014

Laptop Replacement

Project Description

Police Department ruggedized laptops require replacement every three to five years to ensure laptop functionality, and limit failure in the field. Laptop failure increases departmental and City liability due to the officer reliance on laptops to communicate with dispatch, other officers and supervisors; write and submit their reports; complete arrests and field contacts with citizens; and access necessary information sources to perform their daily job functions. The Police Department is in the midst of upgrading its current software applications resulting in a fully integrated public safety system. This system must continue to have reliable hardware to support and maintain its full functionality. Officer use of the integrated public safety system can only be achieved in a mobile environment available on department issued laptops. In sum, this project is intended to replace Police Department laptops and maintain federally mandated two-factor authentication as well as complete wireless functionality.

2013-14 Source of Funds

General Obligation Bonds	\$1,883,801

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,883,801	\$0	\$0	\$3,912,538	\$0	\$5,796,339

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$5,796,339
Other Project Costs	\$0
Total	\$5,796,339

Project Number: 5509189
Estimated Start Date: Ongoing
Estimated Completion Date: Ongoing

Fire Protection Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
					2014-15	2015-16	2016-17	2017-18	
Fire Apparatus Replacement: 5603619	General Obligation Bonds	1,156,898	550,000	1,706,898	1,100,000	550,000	1,100,000	550,000	5,006,898
Fire Facility and Deployment Study: 5605939	Capital Projects Fund Balance	-	150,000	150,000	-	-	-	-	150,000
Fire Laptop Replacement: 5603629	General Obligation Bonds	222,531	16,400	238,931	-	32,800	-	-	271,731
Fire Training Center Facilities: 5605949	General Obligation Bonds	-	356,000	356,000	758,000	-	-	-	1,114,000
Radio Conversion: 5606947	General Obligation Bonds	105,000	-	105,000	-	-	-	-	105,000
Fire Protection Program Total		1,484,429	1,072,400	2,556,829	1,858,000	582,800	1,100,000	550,000	6,647,629

Fire Apparatus Replacement



Project Description

This project includes the purchase of fire apparatus which has been identified for replacement. Replacement is predicated on age, miles and operational costs (repair, maintenance, mileage, engine hours, and fuel consumption). Fire apparatus are evaluated for replacement after 10 years or when mileage exceeds 120,000. Extensive repair or maintenance costs may cause a unit to warrant earlier replacement. The Department currently has 10 apparatus that are 12 to 20 years old and eight apparatus that exceed 150,000 miles each. Fire Department's Maintenance Division is continuously challenged to keep this fleet in service.

With the economic downturn, the City has been unable to fund fire apparatus replacement in accordance with replacement criteria. To be in accordance with replacement criteria three pumper trucks are needed in FY 13-14 and three in FY 14-15. Fire apparatus are replaced to maintain a high level of reliability, decrease maintenance cost, decrease down time of front line apparatus, and to take advantage of advances in safety and service capabilities that are available in newer vehicles. FY 15-16 to FY 17-18 vehicles are subject to change as the Department is in the process of reviewing life cycles for unique apparatus.

2013-14 Source of Funds

General Obligation Bonds	\$1,706,898

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$5,006,898
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$5,006,898

Project Number: 5603619

Estimated Start Date: 07/01/2011

Estimated Completion Date: 12/30/2017

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,706,898	\$1,100,000	\$550,000	\$1,100,000	\$550,000	\$5,006,898

Fire Facility and Deployment Study



Project Description

This project includes funding for a fire facilities and deployment study. One purpose of the study is to maximize the Fire Department's staffing and deployment for emergency response. A previous fire station relocation plan was first presented to the City Council in 1990, it is over 20 years old and needs to be revised. The last fire station (station #6) was built over nine years ago, since then call volume has increase by 21% and response time has gone from five minutes and 28 seconds to five minutes and 47 seconds. This study will incorporate present and anticipated demographic changes.

2013-14 Source of Funds

Capital Projects Fund Balance	\$150,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$150,000

Total	\$150,000

Project Number: 5605939

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$150,000	\$0	\$0	\$0	\$0	\$150,000

Fire Laptop Replacement



Project Description

This project will provide for the replacement of ruggedized laptop computers used by Fire personnel in the field for electronic patient care report (ePCR), and the development of a wireless fire apparatus infrastructure to accommodate small devices (cell phones), laptops and heart monitors. This will enhance wireless transfer of critical patient information from both the laptop units and heart monitors to definitive care facilities. Fire paramedics gather information while en-route to the hospital, which is transmitted to the treating facility prior to the patients' arrival, therefore enhancing patient care.

Currently, the Fire Department is using 28 ruggedized laptops. These ruggedized laptops are used daily, with over 16,000 annual EMS calls. Given this significant use in extreme conditions, a five year replacement plan is suggest by ITD

2013-14 Source of Funds

General Obligation Bonds	\$238,931

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$271,731
Other Project Costs	\$0
Total	\$271,731

Project Number: 5603629

Estimated Start Date: Ongoing

Estimated Completion Date: 06/30/2016

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$238,931	\$0	\$32,800	\$0	\$0	\$271,731

Fire Training Center Facilities



Project Description

This project provides for the repair and maintenance of the Fire Training Center buildings. The Skills Building part of the project is for repair in accordance with a structural evaluation conducted in 2012. The Burn Room Building project is based on age and use (built in 1993).

A structural evaluation conducted in 2012 of the Fire Training Skills buildings, revealed the following items should be address: replacement of corroded steel doors, replacement of corroded steel ledgers, patching concrete, reinforcement and support of balcony, repair of damaged precast panels, improve building drainage, remove an usable gas line, and installation of an ice machine. The extensive use of this facility and the significant benefits derived from firefighters' training, which directly impacts the delivery of service to the community, have exceeded expectations. Because the building sustains damage with each live fire training, it limits the life of the building.

Last year the Burn Room and Skills Tower were used 122 days for fire training and it was vital to firefighter preparedness and safety. Modern burn room facilities are conducive to firefighters learning by preparing them for real life situations.

2013-14 Source of Funds

General Obligation Bonds	\$356,000

Estimated Project Costs

Legal / Administration	\$6,000
Land Acquisition	\$0
Permit Fees	\$21,000
Design and Engineering	\$72,000
Survey / Staking	\$6,000
Construction Management	\$70,000
Furnishings / Equipment	\$0
Construction / Improvement	\$860,000
Geotech / Material Testing	\$6,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$73,000
Total	\$1,114,000

Project Number: 5605949

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2015

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$356,000	\$758,000	\$0	\$0	\$0	\$1,114,000

Radio Conversion



Project Description

This project addresses the federally mandated public safety radio conversion to 800 Mhz. As a result of the FCC's realignment of all frequency spectrums, all public safety agencies must relinquish their VHF frequencies and convert to 800MHz. This mandated change affects all the fire departments in the Phoenix metro area automatic aid consortium. This project allows the City to continue with the federally mandated conversion and remain on track in our partnership with the other Valley Cities in the Automatic Aide System. For all practical purposes this project is complete. Remaining funds will be used for minor expenses to complete the project.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$105,000

Total \$105,000

Project Number: 5606947

Estimated Start Date: Ongoing

Estimated Completion Date: 07/30/2014

2013-14 Source of Funds

General Obligation Bonds \$105,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$105,000	\$0	\$0	\$0	\$0	\$105,000

Storm Drains Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
					2014-15	2015-16	2016-17	2017-18	
AZPDES - ADEQ Stormwater Program: 5806396	Capital Projects Fund Balance	96,588	-	96,588	-	-	-	-	96,588
Storm Drain Improvements: 5899971	Capital Projects Fund Balance	799,474	-	799,474	-	-	-	-	799,474
	General Obligation Bonds	-	-	-	250,000	250,000	250,000	250,000	1,000,000
	Project Total	799,474	-	799,474	250,000	250,000	250,000	250,000	1,799,474
Storm Drains Program Total		896,062	-	896,062	250,000	250,000	250,000	250,000	1,896,062

AZPDES - ADEQ Stormwater Program



Project Description

The City of Tempe is subject to a Phase I MS4 AZPDES Stormwater permit that requires Tempe stormwater facility enhancements. Funding will go to Equipment Wash Basins at Kiwanis Park, Ken McDonald Golf Course, and Diablo Stadium (\$15k each) and \$50k will go to the Environmental Sampling Training Center. Progress on this program will be tracked annually as a component of permit reporting requirements. The project is needed to ensure environmental regulatory compliance with ADEQs AZPDES Stormwater Permit.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$96,588

Total \$96,588

Project Number: 5806396

Estimated Start Date: 07/01/1999

Estimated Completion Date: 06/30/2013

2013-14 Source of Funds

Capital Projects Fund Balance \$96,588

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$96,588	\$0	\$0	\$0	\$0	\$96,588

Storm Drain Improvements



Project Description

This project provides ongoing maintenance, preservation, and upgrades to the existing storm drain system. Project scope would include replacement and upgrades of existing catch basins, new storm drain manholes to facilitate maintenance of the existing pipe network, and additional storm drains to relieve flooding in localized areas. In addition, The Flood Control District of Maricopa County will be generating mitigation locations and alternatives for the first phase of the Storm Water Master Plan beginning with the Broadway and Rural sub-basin area. These upgrades, when identified, will also be funded from this project. This year upgrades were made to College Avenue drainage structures, Hardy Drive catch basins, and several other catch basins throughout the City.

This project purpose and need is to relieve or eliminate localized flooding problems to residents/motorist/all users of Tempe streets and provides for the construction of storm drain network extensions and improvements. The City of Tempe maintains over 80 major storm drain retention basins, over 103 miles of storm drain pipes, over 1,600 catch basins and storm drain manholes, and many other related structures.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$1,799,474
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,799,474

Project Number: 5899971

Estimated Start Date: 07/01/2013

Estimated Completion Date: Ongoing

2013-14 Source of Funds

Capital Projects Fund Balance \$799,474

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$799,474	\$250,000	\$250,000	\$250,000	\$250,000	\$1,799,474

Park Improvements / Recreation Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
					2014-15	2015-16	2016-17	2017-18	
Aquatics (Swimming Pool) Infrastructure & Equipment Replacement: 6304999	General Obligation Bonds	115,000	-	115,000	520,000	320,000	620,000	660,000	2,235,000
ARC Flash Hazard Analysis - Parks: 6305959	General Obligation Bonds	-	150,000	150,000	50,000	50,000	-	-	250,000
Athletic Field Lighting System Replacement: 6303089	General Obligation Bonds	315,000	555,000	870,000	620,000	320,000	550,000	610,000	2,970,000
Ballfield Infield Renovation: 6305969	General Obligation Bonds	-	180,000	180,000	-	-	-	-	180,000
Batting Range Pitching Machine/Netting Replacement: NA	General Obligation Bonds	-	-	-	-	145,000	-	-	145,000
Clark Park Swimming Pool Renovation: NA	General Obligation Bonds	-	-	-	-	-	-	100,000	100,000
Diablo Stadium Capital Replacement & Reinvestment: 6303009	Diablo Stadium Revenue	-	47,500	47,500	47,500	47,500	47,500	47,500	237,500
	General Obligation Bonds	90,000	175,000	265,000	175,000	175,000	175,000	175,000	965,000
	Project Total	90,000	222,500	312,500	222,500	222,500	222,500	222,500	1,202,500
Kiwanis Park Playground Replacement & Renovations: 6306808	Capital Projects Fund Balance	729,000	-	729,000	-	-	-	-	729,000
	General Obligation Bonds	-	350,000	350,000	-	-	-	-	350,000
	Project Total	729,000	350,000	1,079,000	-	-	-	-	1,079,000
Kiwanis Recreation Center Electric Infrastructure Replacement: 6305979	General Obligation Bonds	-	30,000	30,000	285,000	-	-	-	315,000
Mill Avenue Tree Replacement: 6305109	General Obligation Bonds	37,000	-	37,000	-	-	-	-	37,000
Park Concrete & Sports Court Replacement & Renovation: 6305119	General Obligation Bonds	50,000	100,000	150,000	100,000	150,000	110,000	110,000	620,000
Park Improvements: 6399729	Cash	-	6,000,000	6,000,000	-	-	-	-	6,000,000
Park Infrastructure / Equipment Replacement: 6399829	General Obligation Bonds	184,000	350,000	534,000	350,000	300,000	300,000	250,000	1,734,000
Park Lighting System Replacement & Renovation: 6305489	General Obligation Bonds	150,000	200,000	350,000	200,000	200,000	200,000	200,000	1,150,000

Park Improvements / Recreation Program CIP Projects (continued)

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
					2014-15	2015-16	2016-17	2017-18	
Park Playground Infrastructure & Equipment Replacement & Renovation: 6305499	General Obligation Bonds	150,000	250,000	400,000	225,000	225,000	250,000	250,000	1,350,000
Park Restrooms and Ramadas: 6305129	General Obligation Bonds	-	675,000	675,000	200,000	340,000	175,000	75,000	1,465,000
Parks & Recreation Emergency Repairs: 6305989	General Obligation Bonds	-	200,000	200,000	150,000	100,000	50,000	50,000	550,000
Parks Living Infrastructure and Irrigation Systems: 6305999	General Obligation Bonds	-	145,000	145,000	-	-	-	-	145,000
Rio Salado CFD Infrastructure Replacement: 6306239	Property Assessments	-	579,630	579,630	-	-	-	-	579,630
Rolling Hills Irrigation System: 6305929:	Golf Fund Enterprise Revenue	-	674,000	674,000	2,762,000	-	-	-	3,436,000
Skate Park Structural Repairs: 6302629	Capital Projects Fund Balance	8,000	-	8,000	-	-	-	-	8,000
	General Obligation Bonds	-	25,000	25,000	15,000	15,000	15,000	15,000	85,000
	Project Total	8,000	25,000	33,000	15,000	15,000	15,000	15,000	93,000
Sports Facility Relamping: 6306938	Capital Projects Fund Balance	20,049	-	20,049	-	-	-	-	20,049
	General Obligation Bonds	-	-	-	20,000	20,000	25,000	55,000	120,000
	Project Total	20,049	-	20,049	20,000	20,000	25,000	55,000	140,049
Tempe Beach Splash Playground Modification: 6506931	General Obligation Bonds	-	25,000	25,000	240,000	-	-	-	265,000
Town Lake Dam Replacement: 6504229	Capital Projects Fund Balance	3,621,330	-	3,621,330	-	-	-	-	3,621,330
	Cash	-	-	-	4,000,000	-	-	-	4,000,000
	General Obligation Bonds	-	13,550,000	13,550,000	19,611,851	-	-	-	33,161,851
	Project Total	3,621,330	13,550,000	17,171,330	23,611,851	-	-	-	40,783,181
Town Lake Emergency Warning Modifications: 6503771	Capital Projects Fund Balance	44,073	-	44,073	-	-	-	-	44,073
Park Improvements / Recreation Program Total		5,513,452	24,261,130	29,774,582	29,571,351	2,407,500	2,517,500	2,597,500	66,868,433

Aquatics (Swimming Pool) Infrastructure & Equipment Replacement



Project Description

This project encompasses the ongoing replacement and renovation of the existing aquatics facilities. The City of Tempe's aquatics facilities continue to need replacement of major equipment and structural components. All facilities have aging infrastructures that have not been addressed in previous projects. Also large operational equipment are at the end of their life cycles and need to be replaced. Many of the replacement projects will address safety standards to meet existing and future rules and regulations. Many projects will improve energy efficiency; saving the City energy dollars.

The following improvements to City of Tempe Aquatics facilities planned in fiscal year 14-15 include:

- SES panel replacement at Escalante and McClintock pools \$165,000
- Re-plaster of Kiwanis Wave pool \$250,000 - The pool was last plaster in 2000 and needs to be re-plastered every 5-10 years.
- Industrial high volume circulation fans for Kiwanis Wave pool \$35,000.

2013-14 Source of Funds

General Obligation Bonds	\$115,000

Estimated Project Costs

Legal / Administration	\$11,000
Land Acquisition	\$0
Permit Fees	\$55,000
Design and Engineering	\$152,000
Survey / Staking	\$11,000
Construction Management	\$112,000
Furnishings / Equipment	\$0
Construction / Improvement	\$1,593,000
Geotech / Material Testing	\$11,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$290,000
Total	\$2,235,000

Project Number: 6304999

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2019

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$115,000	\$520,000	\$320,000	\$620,000	\$660,000	\$2,235,000

ARC Flash Hazard Analysis - Parks



Project Description

The purpose of this project is to hire a consultant that will perform a study of electrical components for all city park facilities. The consultant will label all electrical equipment components as defined in NFPA 70E: standards for electrical safety in the workplace. The study will review switchboards, panel boards, industrial control panels, meter socket enclosures and motor control centers all which are likely to require examination, adjustments, servicing or maintenance while energized.

2013-14 Source of Funds

General Obligation Bonds	\$150,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$250,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$250,000

Project Number: 6305959

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2016

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$150,000	\$50,000	\$50,000	\$0	\$0	\$250,000

Athletic Field Lighting System Replacement



Project Description

This project's original purpose was to upgrade the lighting levels at all the existing deficient baseball, softball and multi-purpose athletic fields so that they are in compliance with Illuminating Engineering Society (I.E.S.) recommendations. However in recent years sports lighting pole safety issues and aging electrical service section replacement has taken priority as well as lighting deficiency. This project consists of the following estimated five year replacement program at Tempe's athletic facilities:

- 2013 - 14 Benedict Sports Complex Field #3, 4 & 5
- 2014 - 15 Benedict Sports Complex Field #1 & 2
- 2015 - 16 McKemy Ball fields SES Replacement; Papago Park Bellfield; Svob Park Soccer Field.
- 2016 - 17 Stroud Park Soccer Field; Daley Park Ball fields.
- 2017 - 18 Connolly Ball fields.

2013-14 Source of Funds

General Obligation Bonds	\$870,000

Estimated Project Costs

Legal / Administration	\$23,500
Land Acquisition	\$0
Permit Fees	\$77,500
Design and Engineering	\$240,000
Survey / Staking	\$23,500
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$2,419,000
Geotech / Material Testing	\$23,500
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$163,000

Total	\$2,970,000

Project Number: 6303089

Estimated Start Date: 07/01/2008

Estimated Completion Date: 06/30/2020

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$870,000	\$620,000	\$320,000	\$550,000	\$610,000	\$2,970,000

Ballfield Infield Renovation



Project Description

The city has 20 softball and baseball fields (excluding Diablo Stadium) whose infields and warning tracks have deteriorated from use and age to such an extent that they are extremely dusty when users play on them and require watering down to control the dust. Funding for this project will be used on 14 of the fields that are used for league and recreational programming, to remove the existing infield and warning track mix, laser grade, spike roll and replace it with a product that is dust free and does not require watering and allows play to continue very quickly even after a rainstorm. The goal is to coordinate this effort with the Living Infrastructure to provide better field conditions. The replacement infield and warning track mixes will last for almost 10 years with minimal maintenance. The estimated cost per field is \$45,000.

2013-14 Source of Funds

General Obligation Bonds	\$180,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$180,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$180,000

Project Number: 6305969

Estimated Start Date: 07/01/2013

Estimated Completion Date: Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$180,000	\$0	\$0	\$0	\$0	\$180,000

Batting Range Pitching Machine/Netting Replacement



Project Description

This project will replace all 18 batting cage machines, light indicator boxes, and token boxes. The continual replacement of parts, some of which are hard to find or are no longer manufactured, has increased our annual maintenance costs to where it is more cost effective to replace the existing pitching machines with new machines.

2013-14 Source of Funds

NA

Estimated Project Costs

Legal / Administration	\$1,000
Land Acquisition	\$0
Permit Fees	\$4,000
Design and Engineering	\$0
Survey / Staking	\$1,000
Construction Management	\$8,000
Furnishings / Equipment	\$0
Construction / Improvement	\$120,000
Geotech / Material Testing	\$1,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$10,000
Total	\$145,000

Project Number: NA

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$0	\$0	\$145,000	\$0	\$0	\$145,000

Clark Park Swimming Pool Renovation



Project Description

This project aims to provide the preliminary design funding for the subsequent overall project which will renovate the existing 38 year old swimming pool, and replace the existing aged recreation center with a new building connected to the pool. Major reconstruction and renovation must be performed to restore this facility so it can be used by the citizens again.

2013-14 Source of Funds

NA

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$100,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$100,000

Project Number: NA

Estimated Start Date: 07/01/2017

Estimated Completion Date: 04/30/2018

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$0	\$0	\$0	\$0	\$100,000	\$100,000

Diablo Stadium Capital Replacement & Reinvestment



Project Description

This project is to provide for the ongoing contractual capital requirements and improvements to the Diablo Stadium Sports Complex. The City is contractually required to address Angel identified Stadium and Diablo Complex capital needs on an annual basis.

For fiscal year 13-14, this project is planned to address the following improvements at Diablo Stadium: Suites Upgrade - cabinets, countertops, lighting (\$50,000); Bunting Station between Field 1 & 2 (\$35,000); Carpet Replacement - Visitors' Locker Room (\$15,000); Warning Track material replacement - Fields 1 & 2 (\$60,000); Minor League Clubhouse - Floor re-seal (\$3000); Angels Requests (\$59,500).

2013-14 Source of Funds

Diablo Stadium Revenue	\$47,500
General Obligation Bonds	\$265,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$1,202,500
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,202,500

Project Number: 6303009

Estimated Start Date: 08/01/2012

Estimated Completion Date: Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$312,500	\$222,500	\$222,500	\$222,500	\$222,500	\$1,202,500

Kiwanis Park Playground Replacement & Renovations



Project Description

This project will address the deteriorating condition of the Kiwanis Park Fiesta Playground. It provides for the complete replacement of all play equipment. Renovation of the playground will bring it into compliance with current ADA and safety requirements and guidelines.

The majority of the design is being done in-house. Since this project was approved as part of 2012-13 CIP plan, construction has been delayed to start during the summer of 2013. 2013-14 funding will allow the project to be done in one phase saving the City money in the overall cost of the project.

2013-14 Source of Funds

Capital Projects Fund Balance	\$729,000
General Obligation Bonds	\$350,000

Estimated Project Costs

Legal / Administration	\$5,000
Land Acquisition	\$0
Permit Fees	\$72,000
Design and Engineering	\$29,000
Survey / Staking	\$5,000
Construction Management	\$35,000
Furnishings / Equipment	\$375,000
Construction / Improvement	\$500,000
Geotech / Material Testing	\$5,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$53,000

Total \$1,079,000

Project Number: 6306808

Estimated Start Date: 07/01/2001

Estimated Completion Date: 11/01/2013

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,079,000	\$0	\$0	\$0	\$0	\$1,079,000

Kiwanis Recreation Center Electric Infrastructure Replacement



Project Description

This project includes the replacement of the electrical Service Entrance Section (SES) infrastructure at the Kiwanis Recreation Center, Tennis Center and Wave pool. The project includes the replacement of the SES and electrical panels at the tennis center and the two main electric service sections at the recreation center. The high use demand continues to stress the electrical infrastructure of KRC facilities.

Estimated Project Costs

Legal / Administration	\$2,000
Land Acquisition	\$0
Permit Fees	\$7,000
Design and Engineering	\$30,000
Survey / Staking	\$2,000
Construction Management	\$16,000
Furnishings / Equipment	\$0
Construction / Improvement	\$235,000
Geotech / Material Testing	\$2,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$21,000

Total \$315,000

Project Number: 6305979

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2015

2013-14 Source of Funds

General Obligation Bonds \$30,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$30,000	\$285,000	\$0	\$0	\$0	\$315,000

Mill Avenue Tree Replacement



Project Description

Funding for this project will be used to complete the removal of any dead or dying Ficus Nitida trees and replace them with the same species; add amendments to the soil of existing and new trees as well as make modification to the irrigation system so that the trees are watered up to the drip line (edge of the tree canopy). Thirty-six (36) inch box trees is the size of tree stock that will be used. The goal is to restore the iconic look for which Mill Avenue is noted and to mitigate hazardous conditions dead or dying trees may pose.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$37,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$37,000

Project Number: 6305109

Estimated Start Date: 07/01/2012

Estimated Completion Date: 06/30/2014

2013-14 Source of Funds

General Obligation Bonds \$37,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$37,000	\$0	\$0	\$0	\$0	\$37,000

Park Concrete & Sports Court Replacement & Renovation



Project Description

This is an ongoing project to provide ADA accessible walkways to playgrounds and other park & athletic amenities where they still don't exist in the majority of our parks and sports facilities. It also funds the regular replacement/construction of park basketball courts; provides for a five year resurfacing schedule of the Indian Bend & Harelson Park Tennis Courts (4) and the Mitchell (2), Creamery (1/2), Redden (2) Park basketball courts; the resurfacing of the asphalt walkways/plazas in Selleh, Meyer and the Kiwanis Park Ballfields; and paving the maintenance yard at the Arredondo Sports Complex. This CIP will be administered using an asset management, best practices approach to ensure that the most critical elements, based on a condition rating spread throughout the entire park system, take priority.

2013-14 Source of Funds

General Obligation Bonds	\$150,000

Estimated Project Costs

Legal / Administration	\$5,500
Land Acquisition	\$0
Permit Fees	\$6,500
Design and Engineering	\$22,000
Survey / Staking	\$5,500
Construction Management	\$19,000
Furnishings / Equipment	\$0
Construction / Improvement	\$525,000
Geotech / Material Testing	\$6,500
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$30,000
Total	\$620,000

Project Number: 6305119

Estimated Start Date: 07/01/2012

Estimated Completion Date: Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$150,000	\$100,000	\$150,000	\$110,000	\$110,000	\$620,000

Park Improvements



Project Description

This project will fund improvements in various parks throughout the city and has spending authority of up to \$6 million in 2013-14 contingent upon land sale proceeds or some other cash funding source becoming available. This project replaces the original Park Renovation and Restoration Project.

Projects will be based on an asset management, best practices approach to ensure that the most critical elements, using condition ratings applied across the entire park system, take priority.

2013-14 Source of Funds

Cash	\$6,000,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$350,000
Survey / Staking	\$0
Construction Management	\$350,000
Furnishings / Equipment	\$0
Construction / Improvement	\$5,300,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$6,000,000

Project Number: 6399729

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2018

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$6,000,000	\$0	\$0	\$0	\$0	\$6,000,000

Park Infrastructure / Equipment Replacement



Project Description

This ongoing project provides for the annual miscellaneous replacement of picnic equipment, drinking fountains, backstops, fencing, soccer goals, basketball standards, signage, sand, rubber safety surfacing, etc. in all the City's various parks, athletic facilities, aquatic facilities, and other various Tempe parks & recreation facilities. The fiscal year 13-14 funding allocation below shows the types of equipment and infrastructure planned for replacement on an annual basis throughout the five year plan.

2013 - 14 - Park & Picnic Equipment (\$100,000); Backstops & Fencing (\$100,000); Sports/Play Equipment (\$25,000); Safety Surfacing (\$25,000); Signage (\$15,000); Design (\$25,000); Unplanned/Emergency Replacements (\$60,000).

2013-14 Source of Funds

General Obligation Bonds	\$534,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$534,000	\$350,000	\$300,000	\$300,000	\$250,000	\$1,734,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$125,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$1,609,000
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$1,734,000

Project Number: 6399829

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Park Lighting System Replacement & Renovation



Project Description

This is an ongoing project to provide for the complete replacement of a park's lighting system. It brings the lighting in each park into compliance with current City and I.E.S. (Illuminating Engineering Society) guidelines and standards. It would include the replacement of the aged electrical service sections, conduit/wiring, poles & fixtures and other related equipment. The lighting in the majority of our parks have lighting systems & equipment ranging in age from a minimum of 20 - 50+ years. As a park's lighting system continues to age the light levels in that park continues to decline, becoming more and more inadequate. Also the majority of our parks received general area lighting for the entire park rather than any additional lighting for a common use area such as playgrounds. This CIP will be administered using an asset management, best practices approach to ensure that the most critical elements, based on a condition rating spread throughout the entire park system, take priority.

2013-14 Source of Funds

General Obligation Bonds	\$350,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$350,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,150,000

Estimated Project Costs

Legal / Administration	\$11,000
Land Acquisition	\$0
Permit Fees	\$28,000
Design and Engineering	\$102,000
Survey / Staking	\$11,000
Construction Management	\$62,000
Furnishings / Equipment	\$0
Construction / Improvement	\$870,000
Geotech / Material Testing	\$11,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$55,000

Total	\$1,150,000

Project Number: 6305489

Estimated Start Date: 07/01/2012

Estimated Completion Date: Ongoing

Park Playground Infrastructure & Equipment Replacement & Renovation



Project Description

This is an ongoing project to provide for the complete replacement of all equipment and safety surfacing in an average of two park playgrounds per year. It would provide for bringing each playground into compliance with current CPSC, ASTM and ADA guidelines, standards and law. The playgrounds in the majority of our 45+ park playgrounds have equipment ranging in age from a minimum of 15 - 30+ years. The priority would be to bring our 6 fully accessible playgrounds into compliance with the changes made in the current ADA law.

In 2013-14, the following 6 partially accessible playgrounds will be brought into compliance with recent changes in ADA law: Campbell (\$25,000); Clark (\$50,000); Harelson (\$50,000); Joyce (\$50,000); Optimist (\$25,000); Stroud (\$50,000).

In future years, this CIP will be administered using an asset management, best practices approach to ensure that the most critical elements, based on a condition rating spread throughout the entire park system, take priority.

2013-14 Source of Funds

General Obligation Bonds	\$400,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$105,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$1,245,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$1,350,000

Project Number: 6305499

Estimated Start Date: 07/01/2012

Estimated Completion Date: Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$400,000	\$225,000	\$225,000	\$250,000	\$250,000	\$1,350,000

Park Restrooms and Ramadas



Project Description

City of Tempe maintains a park infrastructure system valued at \$223.4 million covering nearly 1900 acres in 48 parks. 75% of City parks are over 20 years old and due to financial conditions have had a limited amount of re-investment. Within each park, Tempe maintains park structures including over 50 ramadas and approximately 20 restrooms.

Restroom renovation involves replacing the traditional style restrooms (enclosed facility with stalls) with unisex units such as the ones at Tempe Beach Park. Restrooms generally will be rebuilt in the same location and only relocated when necessary.

Park ramadas with metal roofs and masonry columns have an expected life of 30+ years. Size varies from 20' x 20' (\$75,000) to 20' x 40' (\$100,000).

This CIP will replace/renovate restrooms and ramadas to ensure they are safe, accessible and in good working condition. This CIP will be administered using an asset management, best practices approach to ensure the most critical elements, based on a condition rating spread throughout the entire park system, take priority.

2013-14 Source of Funds

General Obligation Bonds	\$675,000

Estimated Project Costs

Legal / Administration	\$13,000
Land Acquisition	\$0
Permit Fees	\$37,000
Design and Engineering	\$105,000
Survey / Staking	\$13,000
Construction Management	\$58,000
Furnishings / Equipment	\$0
Construction / Improvement	\$1,122,000
Geotech / Material Testing	\$13,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$104,000

Total	\$1,465,000

Project Number: 6305129

Estimated Start Date: 07/01/2012

Estimated Completion Date: ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$675,000	\$200,000	\$340,000	\$175,000	\$75,000	\$1,465,000

Parks & Recreation Emergency Repairs



Project Description

This project creates contingency funding to address the unexpected infrastructure failures, public safety issues and/or contractual obligations. In recent years due to an aging parks & recreation facility system, we have been required to address a regular series of emergency and/or unexpected infrastructure repairs and replacements.

Each year due to the age of our facilities we know that we are going to experience some sort of unscheduled infrastructure failure or repair. We just don't know what it will be. Last year it was the structural failure of the Kiwanis Fiesta Group Ramadas structural support failure (\$250,000). Before that was the replacement of the 35 year old lighting system at Diablo Stadium due to the unsafe condition of the poles (\$1,300,000). Replacement of the electrical service section at the Benedict Sports Complex which failed for the second time in a year (\$75,000). The repairs to the Diablo Stadium field drainage system and leveling of the infield required by contractual obligations. The replacement of seven various park electrical service pedestals in a single year. Even with a program of regular infrastructure replacements we will experience some failure(s) or demands which won't wait for their scheduled replacement.

2013-14 Source of Funds

General Obligation Bonds	\$200,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$550,000
Total	\$550,000

Project Number: 6305989

Estimated Start Date: 07/01/2013

Estimated Completion Date: Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$200,000	\$150,000	\$100,000	\$50,000	\$50,000	\$550,000

Parks Living Infrastructure and Irrigation Systems



Project Description

Tempe maintains close to 16,000 trees and shrubs. Typically park trees have an expected life span of no more than 20 years. Within each park, Tempe maintains irrigation systems to water the living infrastructure. This includes controllers, electrical systems, sprinkler heads and main and lateral distribution lines. Irrigation infrastructure has a range of life cycle and fails incrementally instead of on a system wide basis. Also as technology improves we need to update systems in order to optimize water usage. This CIP will be administered using an asset management, best practices approach to ensure that the most critical elements, based on a condition rating spread throughout the entire park system, take priority.

There are environmental benefits associated with this project. As discussed with Mayor and Council during the June 14, 2012 IRS, staff has implemented a green waste to compost program where green waste is collected in the community, processed into high quality, organic compost, and used in our parks maintenance programs to rehabilitate tired and over-used turf. As indicated above, one of the primary purposes of this project is to rebuild soil structure within a 3-year time frame in a way that increases the city's use of organic compost and bio-stimulants, and decreases the use of inorganic fertilizers and pesticides.

2013-14 Source of Funds

General Obligation Bonds	\$145,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$145,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$145,000

Project Number: 6305999

Estimated Start Date: 07/01/2013

Estimated Completion Date: Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$145,000	\$0	\$0	\$0	\$0	\$145,000

Rio Salado CFD Infrastructure Replacement



Project Description

This project serves as a reserve for the replacement of Tempe Town Lake capital items located between lake edge-to-lake edge, dam-to-dam. The infrastructure replacement reserve amount is anticipated to change upon completion of a reserve study for capital asset replacement. The Rio Salado Enhanced Services Commission recommended that a reserve study be completed to ensure that an appropriate replacement reserve is budgeted. The infrastructure reserve budget will be modified each year based upon changes to replaced items during the previous year, and also based upon the annual West Urban CPI.

2013-14 Source of Funds

Special Assessments	\$579,630

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$579,630
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$579,630

Project Number: 6306009

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$579,630	\$0	\$0	\$0	\$0	\$579,630

Rolling Hills Irrigation System



Project Description

This project will convert the irrigation system at Rolling Hills Golf Course from a potable water source to an untreated raw water source. Additionally, this project will renovate the existing irrigation system, constructed in two phases in the 1970's and 1980's, improving efficiency and reducing overall water usage.

An engineering study completed in 2003 identified several operational and maintenance problems with the existing irrigation system, including: Discontinued manufacturer's support for the control system parts; limited software capabilities do not allow for creating site-specific irrigation schedules; obsolete and corroded parts requiring constant maintenance and adjustments; repeated equipment failures; and PVC piping that is beyond its expected useful life.

Additionally, the existing system uses potable water for irrigation, at a cost that is 5-7 times higher than using raw water. As an example, the annual water expense at Rolling Hills exceeds \$250,000 for 60 acres of irrigated turf grass, as compared to the non-potable water expense of \$46,000 at Ken McDonald with 100 acres of irrigated turf grass.

2013-14 Source of Funds

Golf Fund Enterprise Revenue	\$674,000

Estimated Project Costs

Legal / Administration	\$22,000
Land Acquisition	\$0
Permit Fees	\$97,000
Design and Engineering	\$919,000
Survey / Staking	\$22,000
Construction Management	\$154,000
Furnishings / Equipment	\$0
Construction / Improvement	\$2,200,000
Geotech / Material Testing	\$22,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$3,436,000

Project Number: 6305929

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2015

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$674,000	\$2,762,000	\$0	\$0	\$0	\$3,436,000

Skate Park Structural Repairs



Project Description

This project provides for the ongoing annual specialized capital repairs to the City three (3) skate parks. Repairs will include concrete, coping, grind edges, modular surface replacements, etc. This project was established to deal with the ongoing annual repairs required in each of our three (3) skate park structures. It is known that we would experience damages to the concrete structures/surfaces beyond what normal maintenance could address. The modular fixture's surfaces in Hudson Park will need to be replaced on a periodic basis as they are damaged or wear out. In order to keep our skate parks in a safe condition for the users, damages need to be repaired on a timely basis.

2013-14 Source of Funds

Capital Projects Fund Balance	\$8,000
General Obligation Bonds	\$25,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$93,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$93,000

Project Number: 6302629

Estimated Start Date: 07/01/2006

Estimated Completion Date: Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$33,000	\$15,000	\$15,000	\$15,000	\$15,000	\$93,000

Sports Facility Relamping



Project Description

This project provides for the continued funding of a regular relamping program for our sports facilities' lighting systems. It establishes a regular cycle of relamping and cleaning of light fixtures at all softball/baseball fields, soccer fields, swimming pools and tennis courts. Without this project the light levels at these sports facilities declines, and exposes the City to unnecessary liability & risk. The following reflects the anticipated activity planned for the next three years.

2013 -14 - Daley Ballfields (\$5,000); Jaycee Ballfield (\$3,000); Tempe High Tennis (\$2,500); McClintock High Tennis (\$2,500); Marcos de Niza Tennis (\$2,500); Unplanned Relamping (\$4,500).

2014-15 - Papago Ballfield (\$3,000); Diablo Soccer Field (\$4,000); Clark Ballfield (\$3,000); Corona High Tennis (\$3,000); Escalante Pool (\$1,500); Unplanned Relamping (\$5,500).

2015 -16 - Connolly Ballfields (\$5,000); Mckemy Ballfields (\$5,000); Tempe Beach Ballfield (\$3,000); Harelson Tennis (\$1,500); Indian Bend Tennis (\$1,500) McClintock Pool (\$1,500); Unplanned Relamping (\$2,500).

2013-14 Source of Funds

Capital Projects Fund Balance	\$20,049

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$140,049

Total \$140,049

Project Number: 6306938

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$20,049	\$20,000	\$20,000	\$25,000	\$55,000	\$140,049

Tempe Beach Splash Playground Modification



Project Description

The Splash Playground opened in 2002 and was designed to entertain and accommodate 20 - 25,000 participants per year. Ten years later our participation averages between 50 - 60,000 visitors a year. This has resulted in extensive wear and tear on the physical structures. Several play pieces have been removed because they were no longer functional or didn't meet safety/health standards. This project will replace of worn out equipment, and address an on-going health and safety issue related to the hill & slide area.

The project will consist of the following:

- Replacement of filtration/circulation system - \$35,000
- Demolition & re-grading of the hill/slide area - \$50,000 (This area has a been a long standing health & safety issue.)
- Items to replace the hill area - \$55,000 (Items would include new play features, shade and landscaping.)
- Decking & refurbishment of the existing deck - \$55,000
- Design - \$25,000

2013-14 Source of Funds

General Obligation Bonds	\$25,000

Estimated Project Costs

Legal / Administration	\$3,000
Land Acquisition	\$0
Permit Fees	\$6,000
Design and Engineering	\$24,000
Survey / Staking	\$2,000
Construction Management	\$14,000
Furnishings / Equipment	\$0
Construction / Improvement	\$195,000
Geotech / Material Testing	\$2,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$19,000
Total	\$265,000

Project Number: 6506931

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2015

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$25,000	\$240,000	\$0	\$0	\$0	\$265,000

Town Lake Dam Replacement



Project Description

Based on the contractual agreement between the City and Bridgestone, the temporary rubber bladders must be replaced by the City by the end of December, 2015. The City has initiated a project to select, design and construct the "best - value" solution for replacement of the Tempe Town Lake downstream dam and that has been determined to be the steel hinged crest gate (January 2012). Current project cost estimate is for the Downstream Dam only. Design and Engineering costs in year 2013- 2014 will apply to long lead item procurement.

2013-14 Source of Funds

Capital Projects Fund Balance	\$3,621,330
General Obligation Bonds	\$13,550,000

Estimated Project Costs

Legal / Administration	\$119,000
Land Acquisition	\$0
Permit Fees	\$1,018,736
Design and Engineering	\$2,327,389
Survey / Staking	\$318,000
Construction Management	\$1,582,000
Furnishings / Equipment	\$13,000,000
Construction / Improvement	\$21,750,056
Geotech / Material Testing	\$318,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$350,000
Total	\$40,783,181

Project Number: 6504229

Estimated Start Date: 07/01/2013

Estimated Completion Date: 12/31/2015

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$17,171,330	\$23,611,851	\$0	\$0	\$0	\$40,783,181

Town Lake Emergency Warning Modifications



Project Description

This project involves the expansion of the warning capabilities (including lights, siren, and PA system) downstream of the west dam. The improvements include an automatic evacuation warning for the lake and real-time access to system notifications currently monitored by the Salt River Project. The design for this project is underway and nearing completion. Installation will follow. The purpose of this project is to advise recreational users of Tempe Town Lake of circumstances that could impact their safety.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$44,073
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$44,073

Project Number: 6503771

Estimated Start Date: 07/01/2013

Estimated Completion Date: 12/30/2013

2013-14 Source of Funds

Capital Projects Fund Balance \$44,073

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$44,073	\$0	\$0	\$0	\$0	\$44,073

General Governmental Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
					2014-15	2015-16	2016-17	2017-18	
City Court									
Court Improvement Project: 6705139	General Obligation Bonds	184,300	302,450	486,750	-	-	-	-	486,750
Community Development									
City Hall Parking Garage: 6702979	Capital Projects Fund Balance	274,161	-	274,161	-	-	-	-	274,161
	General Obligation Bonds	-	350,000	350,000	-	-	-	-	350,000
	Project Total	274,161	350,000	624,161	-	-	-	-	624,161
Eisendrath House: 6703479	Capital Projects Fund Balance	43,349	-	43,349	-	-	-	-	43,349
Orchid House Relocations: 6706019	Orchid House Proceeds	-	1,200,000	1,200,000	-	-	-	-	1,200,000
Community Development Total		317,510	1,550,000	1,867,510	-	-	-	-	1,867,510
Community Relations									
Call Center CRM System: 6704109	Capital Projects Fund Balance	84,396	-	84,396	-	-	-	-	84,396
Egovernment Portal: 6700529	Capital Projects Fund Balance	9,300	-	9,300	-	-	-	-	9,300
Community Relations Total		93,696	-	93,696	-	-	-	-	93,696
Community Services									
Library Public Access Computer Replacement: NA	General Obligation Bonds	-	-	-	225,000	-	-	-	225,000
Library Software Upgrade and RFID Conversion: 6706029	General Obligation Bonds	-	200,000	200,000	-	-	-	-	200,000
Municipal Arts Program: 6699799	Municipal Arts Fund	293,223	500,562	793,785	-	-	-	-	793,785
	Water/ Wastewater Fund	-	100,215	100,215	-	-	-	-	100,215
	Project Total	293,223	600,777	894,000	-	-	-	-	894,000
Community Services Total		293,223	800,777	1,094,000	225,000	-	-	-	1,319,000

General Governmental Program CIP Projects (continued)

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
					2014-15	2015-16	2016-17	2017-18	
Finance and Technology									
City Regional Radio System Maintenance and Replacement: 5501989	General Obligation Bonds	220,000	2,504,334	2,724,334	2,901,772	2,808,745	3,594,548	1,000,461	13,029,860
	Solid Waste Fund	12,500	367,915	380,415	97,799	99,957	141,544	55,126	774,840
	Water / Wastewater Fund	17,500	114,065	131,565	236,201	278,692	256,503	77,177	980,137
	Project Total	250,000	2,986,314	3,236,314	3,235,773	3,187,394	3,992,594	1,132,764	14,784,838
Core Network Replacement: NA	General Obligation Bonds	-	-	-	-	-	-	555,349	555,349
Enterprise Network File Storage and Archival: 6709239	General Obligation Bonds	-	381,050	381,050	133,754	133,754	191,211	-	839,769
Permits Plus Upgrade: 6709219	Capital Projects Fund Balance	500,000	-	500,000	-	-	-	-	500,000
	General Obligation Bonds	-	586,472	586,472	-	-	-	-	586,472
	Project Total	500,000	586,472	1,086,472	-	-	-	-	1,086,472
Sales Tax System Replacement: 6706944	Capital Projects Fund Balance	10,302	-	10,302	-	-	-	-	10,302
	Capital Improvements Reserve	-	19,698	19,698	-	-	-	-	19,698
	Project Total	10,302	19,698	30,000	-	-	-	-	30,000
Finance and Technology Total		760,302	3,973,534	4,733,836	3,369,527	3,321,148	4,183,805	1,688,113	17,296,428
Public Works									
ADA Accessibility Survey and Transition Plan : 6706039	Capital Projects FB - Fund 67	-	70,000	70,000	-	-	-	-	70,000
	Capital Projects FB - Fund 54	-	100,000	100,000	-	-	-	-	100,000
	Transit Tax	-	30,000	30,000	-	-	-	-	30,000
	Project Total	-	200,000	200,000	-	-	-	-	200,000
CenturyLink FTTN-FTTC-FAI: 6704591	CenturyLink	-	150,000	150,000	-	-	-	-	150,000
City Hall Complex Heating & Cooling Repair: 6706049	General Obligation Bonds	-	1,620,000	1,620,000	-	-	-	-	1,620,000
Downtown Infrastructure: 6704329	General Obligation Bonds	101,000	209,000	310,000	75,000	75,000	75,000	75,000	610,000
Electrical Improvements: 6705159	General Obligation Bonds	377,000	-	377,000	-	-	-	-	377,000
Emergency Capital Repair: 6799779	General Obligation Bonds	370,000	153,000	523,000	300,000	275,000	250,000	225,000	1,573,000

General Governmental Program CIP Projects (continued)

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
					2014-15	2015-16	2016-17	2017-18	
Energy Conservation Program: 6705179	Capital Improvements Reserve	38,000	-	38,000	-	-	-	-	38,000
Fleet Maintenance Improvements: 6705189	Solid Waste Fund	75,000	-	75,000	-	-	-	-	75,000
Flooring Replacement Program: 6705199	General Obligation Bonds	800,000	145,000	945,000	407,000	407,000	407,000	407,000	2,573,000
Fuel Metering Project: 6705209	General Obligation Bonds	48,000	48,000	96,000	-	-	-	-	96,000
Historic Properties Preservation: 6706809	Capital Projects Fund Balance	51,007	-	51,007	-	-	-	-	51,007
	General Obligation Bonds	-	-	-	15,000	15,000	15,000	15,000	60,000
	Project Total	51,007	-	51,007	15,000	15,000	15,000	15,000	111,007
HVAC Replacements: 6706873	General Obligation Bonds	680,000	205,000	885,000	250,000	250,000	250,000	250,000	1,885,000
QECB Energy Services Retrofit : 6703822	Capital Projects Fund Balance	1,000,000	-	1,000,000	-	-	-	-	1,000,000
Roof Replacement: 6702519	Capital Projects Fund Balance	-	50,000	50,000	-	-	-	-	50,000
	General Obligation Bonds	243,958	39,000	282,958	480,000	480,000	480,000	480,000	2,202,958
	Project Total	243,958	89,000	332,958	480,000	480,000	480,000	480,000	2,252,958
Tempe Fire Training Facility: 6705219	General Obligation Bonds	295,000	-	295,000	-	-	-	-	295,000
Water Heater Replacement Program: 6705229	General Obligation Bonds	54,930	29,000	83,930	50,000	50,000	50,000	50,000	283,930
Public Works Total		4,133,895	2,848,000	6,981,895	1,577,000	1,552,000	1,527,000	1,502,000	13,139,895
General Governmental Program Total		5,782,926	9,474,761	15,257,687	5,171,527	4,873,148	5,710,805	3,190,113	34,203,279

Court Improvement Project



Project Description

This project supports ongoing efforts to preserve and improve an important City asset, the Court building. The project involves a remodel of the civil division of the Court, to include eliminating a conference room/call center to expand the staff work/seating area. The Court intends to use existing modular furniture to the greatest extent possible, supplementing with new pieces where necessary. Additionally, the project includes the replacement of existing worn, dirty and stained cloth benches/pews and jury box chairs in each courtroom with public seating units. The project also includes a security build-out and a break room remodel.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$3,000
Design and Engineering	\$12,000
Survey / Staking	\$0
Construction Management	\$7,000
Furnishings / Equipment	\$291,300
Construction / Improvement	\$158,500
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$4,000
Other Project Costs	\$10,950
Total	\$486,750

Project Number: 6705139

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

2013-14 Source of Funds

General Obligation Bonds	\$486,750

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$486,750	\$0	\$0	\$0	\$0	\$486,750

City Hall Parking Garage



Project Description

This project provides for basic tenant improvements to the tenant space on the north side of the City Hall Parking Garage. Tenant improvements will include such things as air conditioning, demising walls, restrooms, and fire protection sprinklers. The project will be continuing until all space is leased.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$624,161
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$624,161

Project Number: 6702979

Estimated Start Date: 01/31/2013

Estimated Completion Date: 06/30/2014

2013-14 Source of Funds

Capital Projects Fund Balance	\$274,161
General Obligation Bonds	\$350,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$624,161	\$0	\$0	\$0	\$0	\$624,161

Eisendrath House



Project Description

This project completes the rehabilitation of the historic Eisendrath House. This completed facility is widely anticipated to be a valuable community asset and the "flagship" for the Carl Hayden Campus for Sustainability. It includes meeting, exhibit, office and event space. The project has been designed as a showpiece of energy and water conservation, as well as ADA accessibility, and is expected to achieve a LEED Gold or Silver rating.

Improvements to the historic house, include all necessary structural repairs, installation of most mechanical, electrical and plumbing lines and some equipment, window and door repairs, roof replacement, adobe/stucco repair and paint (original "dusty rose" color).

2013-14 Source of Funds

Capital Projects Fund Balance	\$43,349

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$43,349
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$43,349

Project Number: 6703479

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2013

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$43,349	\$0	\$0	\$0	\$0	\$43,349

Orchid House Relocations



Project Description

This project will fund the relocation of all City department functions currently located on 2nd floor of Orchid house. The project consists of the following components/phases:

1. Renovate existing Community Development offices and lobby in East Garden Level of City Hall to accommodate Code Enforcement and Redevelopment work groups while improving overall efficiency and customer service.
2. Construct complete tenant improvements in existing raw shell 2nd floor office space in Tempe Parking Structure to accommodate City Attorney + Prosecutor work groups.
3. Renovate vacated Prosecutor space on south 3rd floor of Courts building to accommodate Housing Services.

2013-14 Source of Funds

Orchid House Proceeds	\$1,200,000

Estimated Project Costs

Legal / Administration	\$40,000
Land Acquisition	\$0
Permit Fees	\$10,000
Design and Engineering	\$140,000
Survey / Staking	\$0
Construction Management	\$40,000
Furnishings / Equipment	\$90,000
Construction / Improvement	\$780,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$60,000
Other Project Costs	\$40,000

Total	\$1,200,000

Project Number: 6706019

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,200,000	\$0	\$0	\$0	\$0	\$1,200,000

Call Center CRM System



Project Description

This project funds the implementation of Tempe's Citizen Request Management (CRM/311) system. The web-based enterprise system is a technological tool used by the city's Customer Relations Center (CRC) to serve Tempe as a central connection for easily accessible information and government services. The CRM system enables CRC staff to provide consistent and accurate information or enter a service request into the system, where it will then be automatically routed to the proper location in the city. It introduces "business rules" that govern each service request type and promotes consistency in the way operations are performed. The system also has a robust knowledge base that serves as a central repository for accurately answering questions. Finally, the CRM system allows the city to track and report on how services are being delivered to citizens.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$84,396
Other Project Costs	\$0

Total \$84,396

Project Number: 6704109

Estimated Start Date: 08/01/2010

Estimated Completion Date: 06/30/2014

2013-14 Source of Funds

Capital Projects Fund Balance \$84,396

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$84,396	\$0	\$0	\$0	\$0	\$84,396

Egovernment Portal



Project Description

The project provides city customers with a variety of means to access government services. The new website has added a number of Egovernment tools including mobile application enhancements and a permanent on-line forum portal. The online forum is a tool to gather public feedback regarding a variety of topics, issues and projects.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$9,300
Other Project Costs	\$0

Total \$9,300

Project Number: 6700529

Estimated Start Date: 05/01/2012

Estimated Completion Date: 06/30/2014

2013-14 Source of Funds

Capital Projects Fund Balance \$9,300

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$9,300	\$0	\$0	\$0	\$0	\$9,300

Library Public Access Computer Replacement



Project Description

The Tempe Public Library provides public access computing services and a public Wi-Fi network at the Library, the Escalante Community Center, and the North Tempe Multigenerational Center, and public access computing at the Cahill Senior Center.

This project allows for the replacement of the 170 public access computers in service at the Tempe Public Library, the community outreach centers and the upgrade of wireless access points at the Library to support the 802.11n standard. The new wireless access points will conform to emerging technology standards and meet the increased demand of users with mobile devices. Replacement of the current equipment is necessary to maintain existing services.

2013-14 Source of Funds

NA

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$225,000
Other Project Costs	\$0
Total	\$225,000

Project Number: NA

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2015

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$0	\$225,000	\$0	\$0	\$0	\$225,000

Library Software Upgrade and RFID Conversion



Project Description

Current library materials (books, DVDs, etc.) and new acquisitions will be affixed with RFID (Radio Frequency Identification) tags. RFID pad readers will be installed at self-service checkout stations and staff service desks. RFID technology will support enhanced customer self-service applications, security, inventory control, and materials circulation systems.

RFID technology has developed into the standard platform for library materials handling. The recent adoption of NISO standards for library RFID installations makes this an advantageous time for the Tempe Public Library to upgrade. Among local public libraries, Phoenix, Chandler, Mesa, Glendale, Peoria, and the Maricopa County Library District have already adopted RFID technology.

2013-14 Source of Funds

General Obligation Bonds \$200,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$200,000
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$200,000

Project Number: 6706029

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$200,000	\$0	\$0	\$0	\$0	\$200,000

Municipal Arts Fund



Project Description

This project funds the city's cultural improvements and programs to advance art in all its forms for the benefit of the public, and to create an atmosphere in which the arts can flourish and inspire Tempe residents to recognize the arts as essential to the whole life of our community. The programs and the associated anticipated expenditures for FY13-14 are:

Public Art (\$30,000), Public Art Maintenance (\$60,000), Library renovation public art (\$50,000), Bike Lockers (\$4,000), Utility box art enhancement (\$12,000), IN FLUX program - temporary public art (\$15,000), Grants to Tempe-based arts organizations and projects (\$155,000), Special projects including Tempe Symphony Orchestra, Songwriters' Showcase, Quarterly newsletter (\$55,000), Gallery Exhibitions program (\$35,000), TPAC equipment maintenance (\$3,000), Community Initiative program including Tardeada, Ballet Under the Stars, Music Under the Stars and Poetry in April (\$51,000), Rio Salado Public Art Maintenance (\$12,000) and Municipal Arts including a presenting series at TCA, consulting fees and marketing (\$402,000).

2013-14 Source of Funds

Municipal Arts Fund Balance	\$793,785
Water / Wastewater Fund	\$100,215

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$894,000
Total	\$894,000

Project Number: 6699799

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$894,000	\$0	\$0	\$0	\$0	\$894,000

City Regional Radio System Maintenance and Replacement



Project Description

The City of Tempe currently utilizes the Regional Wireless Cooperative (RWC), a regional Project 25 700/800 MHz interoperable radio system. The RWC has sixteen partners and many other interoperable partners, allowing for seamless interoperability among federal, state, transit, county and municipal users. The RWC has communicated to its users, including Tempe that it plans to upgrade to Project 25 Phase 2 TDMA operations within the next six years in order to comply with the FCC's mandate. Tempe is responsible for upgrading and/or replacing "end user" equipment to accommodate this upgrade.

All Tempe municipal, police and fire portable and mobile radios must be replaced. Dispatch equipment used at the Apache Police substation, Emergency Operations Center, Fleet Maintenance, Hardy Police substation, Johnny G Martinez Water facility and the Water Reclamation Building will also need to be replaced and or upgraded.

This project will continue to allow secure, day-to-day, real time communications between Tempe users as well as allowing interoperability between Tempe and the sixteen other member agencies and the numerous other partner agencies.

2013-14 Source of Funds

General Obligation Bonds	\$2,724,334
Solid Waste Fund	\$380,415
Water / Wastewater Fund	\$131,565

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$14,784,838
Other Project Costs	\$0
Total	\$14,784,838

Project Number: 5501989

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$3,236,314	\$3,235,773	\$3,187,394	\$3,992,594	\$1,132,764	\$14,784,838

Core Network Replacement



Project Description

This project will replace the enterprise network backbone and associated equipment that is reaching end of service life and support. This would consist of a three year program to replace the existing core Cisco 6500 series switch/routers in the first year and then edge core switches in the major City of Tempe campuses over the remaining two years to maintain system compatibility and performance.

The enterprise network is the backbone utilized to move data and information between computer systems, applications, departments, and people. The Cisco 6500 routers currently in use at the City of Tempe were purchased in 2004 and upgraded in 2007. Cisco currently projects they will reach the end of their life in 2015 and end of support in 2016 leaving Tempe vulnerable. A new central core and replacement of the Cisco 6500 is critical to maintaining efficient and effective information flow on the computer network backbone.

2013-14 Source of Funds

NA

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$555,349
Other Project Costs	\$0
Total	\$555,349

Project Number: NA

Estimated Start Date: 07/01/2017

Estimated Completion Date: 06/30/2018

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$0	\$0	\$0	\$0	\$555,349	\$555,349

Enterprise Network File Storage and Archival



Project Description

The demand for information storage, archival, and records retention is continually increasing. New technology in "cloud computing" through virtualization has allowed Tempe to use Storage Area Networking (SAN) to share resources across multiple departments and applications. Our existing SAN infrastructure is at its physical limitation for space. Recent technology developments in mid-tier storage for virtualization has provided a solution to extend the life of our existing infrastructure at a much reduced cost by offloading non-mission critical storage to a distributed SAN system that places storage near the users, providing fault tolerance to network interruptions and supports desktop virtualization.

The existing highly available SAN will continue to support enterprise business functions such as financials, payroll, utility billing, and sales tax collection using the resources gained from the migration of non-mission critical storage to the lower cost mid-tier storage devices.

2013-14 Source of Funds

General Obligation Bonds \$381,050

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$839,769
Other Project Costs	\$0
Total	\$839,769

Project Number: 6709239

Estimated Start Date: Ongoing

Estimated Completion Date: 06/30/2017

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$381,050	\$133,754	\$133,754	\$191,211	\$0	\$839,769

Permits Plus Upgrade



Project Description

This project will upgrade the City's current Permits Plus system to an enterprise-wide permitting solution that is citizen-centric and allows information to be shared across departments. This newer technology will support a robust workflow for streamlining the permit approval process. It will automate the application process, the plan reviews, fee calculations and collections, inspection and investigation tasks, and more.

Web-based technology will provide 24/7 access for our citizens and employees via the Internet. This functionality will allow our citizens to apply for permits online, submit and track their project plans, attach documents, and make payments over the Internet. Integrated Wireless technology will allow employees to use their mobile devices for inspections, research, and scheduling. Employees can also use their laptops or handheld devices for data entry and querying.

An integrated GIS component will provide our field inspectors with mapping capabilities. This includes geographic viewing of all zoning and infrastructure information associated with parcels, permits, inspections, or plans.

2013-14 Source of Funds

Capital Projects Fund Balance	\$500,000
General Obligation Bonds	\$586,472

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$1,086,472
Other Project Costs	\$0
Total	\$1,086,472

Project Number: 6709219

Estimated Start Date: 09/01/2012

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,086,472	\$0	\$0	\$0	\$0	\$1,086,472

Sales Tax Replacement System



Project Description

This project will complete the upgrade of the Tax & License TaxMantra computer program, and provide for implementation of new data imaging capability.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$30,000
Other Project Costs	\$0
Total	\$30,000

Project Number: 6706944

Estimated Start Date: 11/01/2010

Estimated Completion Date: 12/30/2013

2013-14 Source of Funds

Capital Projects Fund Balance	\$10,302
Capital Improvements Reserve	\$19,698

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$30,000	\$0	\$0	\$0	\$0	\$30,000

ADA Accessibility Survey and Transition Plan



Project Description

In order to bring the City into compliance with ADA standards and meet our obligations to the U.S. Department of Justice, an ADA Transition Plan is required to identify physical barriers in public facilities and recommend methods to remove these barriers. The Transition Plan will include the following: 1) Accessibility survey of pedestrian rights-of-way using 2010 ADA Standards to include sidewalks, pathways, curb ramps, and signalized intersections for physical condition, slopes, cross-slopes and safety conditions. 2) Accessibility survey of all City facilities, including public buildings, city parks and multi-use paths for 2010 ADA compliance. Each survey will include prioritization of all identified non-compliance issues, which will facilitate future CIP and O&M planning for correcting deficiencies and asset preservation. Completion of this project will demonstrate the city's proactive approach to understanding its accessibility requirements, and outline a plan for addressing deficiencies going forward.

2013-14 Source of Funds

Capital Project Fund Balance - Fund 67	\$70,000
Capital Project Fund Balance - Fund 54	\$100,000
Transit Tax	\$30,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$200,000	\$0	\$0	\$0	\$0	\$200,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$200,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$200,000

Project Number: 6706039

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

CenturyLink FTTN-FTTC-FAI



Project Description

CenturyLink is currently upgrading their infrastructure to support voice, data and video services through the installation of fiber optic cable to increase their service capacity. Fiber to the Node, Fiber to the Cell, Fiber Access Initiative and PRISM are terms used by CenturyLink to describe the fiber optic cable routing for the improvements to their infrastructure and connectivity. The scope of work for this professional services contract includes expedited utility plan review, pre-construction site inspection, conducting pre-construction conference, coordination of construction activity and daily field inspection and reporting. Based on an agreement with CenturyLink, the full cost of this contract will be reimbursed to the City.

2013-14 Source of Funds

CenturyLink	\$150,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$150,000	\$0	\$0	\$0	\$0	\$150,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$150,000
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$150,000

Project Number: 6704591

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

City Hall Complex Heating and Cooling Repair



Project Description

This project is to repair and replace, as necessary, the piping within the City Hall heating and cooling system that is installed throughout the building complex. The piping is over thirty years old and has been showing signs of failure, most recently in January of 2013 where the heating was not fully operational for several days. The system was repaired to functionality but full scale repairs or replacement are needed. Temperatures are difficult to maintain in the Garden Level offices and in the upper levels of the pyramid and many of the pipes have reached the end of their design life and are corroded.

The purpose of the project is to maintain the integrity of the heating system within the City Hall complex. Without this repair the heating system will fail. Replacement and repair of the system was previously recommended as a result of an HVAC study, and then again during the recently completed energy retrofits.

2013-14 Source of Funds

General Obligation Bonds	\$1,620,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,620,000	\$0	\$0	\$0	\$0	\$1,620,000

Estimated Project Costs

Legal / Administration	\$13,000
Land Acquisition	\$0
Permit Fees	\$46,000
Design and Engineering	\$155,000
Survey / Staking	\$13,000
Construction Management	\$90,000
Furnishings / Equipment	\$0
Construction / Improvement	\$1,290,000
Geotech / Material Testing	\$13,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$1,620,000

Project Number: 6706049

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

Downtown Infrastructure



Project Description

This CIP is to help ensure pedestrian safety and maintain the physical assets in the downtown area. The combination of the day-to-day use of the pedestrian right-of-way as well as the special events held on Mill Avenue, necessitate the need to replace and repair the improvements. Those improvements have been in place approximately 25 years. In 2013-14, this CIP will fund:

- Mill Avenue Bridge Decorative String Lights (\$140,000). The string light cord and sockets have deteriorated to a point where there are no other options for repair and will need to be completely replaced. The life span of the cord is 10-12 years; the life span of the lamps are 5-7 years. New string lights make the Mill Avenue bridge aesthetically pleasing and provide reflective ambient light on the bridge and on Tempe Town Lake.

- Complete the replacement of the 125 electrical receptacles along Mill Avenue (\$45,000) The electrical receptacles are used for several special events throughout the year. The life span of each of these new pedestals is 15yrs.

- Hospitality Zone commitments: literature racks & portable restrooms (\$70,000).

2013-14 Source of Funds

General Obligation Bonds	\$310,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$310,000	\$75,000	\$75,000	\$75,000	\$75,000	\$610,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$100,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$510,000
Total	\$610,000

Project Number: 6704329

Estimated Start Date: 07/01/2012

Estimated Completion Date: Ongoing

Electrical Improvements



Project Description

This funding provides for electrical system improvements throughout city facilities. During last fiscal year an engineering study was performed by engineers familiar with the power distribution and control equipment and performed an electrical analysis along with labeling electrical equipment components as defined in NFPA 70E-standard for electrical safety in the workplace. As a result of this project there were numerous items identified as needing repairs or replacements. This funding will be used to rectify these deficiencies such as: replacement of damaged electrical panel, missing labels, further analysis to review over current protection, replacement of enclosure doors, and replace conductors that are not properly sized. This project will complete deficiencies identified in the ARC Flash Hazard Analysis.

2013-14 Source of Funds

General Obligation Bonds	\$377,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$377,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$377,000

Project Number: 6705159

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$377,000	\$0	\$0	\$0	\$0	\$377,000

Emergency Capital Repair



Project Description

Tempe maintains 96 buildings covering 1.6 million square feet. Each year the city experiences some unplanned and emergency repair needs. This CIP provides funding for these types of unplanned occurrences, including storm-related damage, sewer back-ups, fire damage, flooding and electrical emergencies.

The purpose of this CIP is to maintain public facilities and buildings. Continued funding for repair and replacement of faulty equipment and infrastructures allows for the city to have facilities that operate in a safe manner, efficient to operate and provides basic repairs that if not made could increase future costs of repairs. Planned maintenance extends the life of equipment and systems therefore reducing costly repairs and building closures.

2013-14 Source of Funds

General Obligation Bonds	\$523,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$1,573,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$1,573,000

Project Number: 6799779

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$523,000	\$300,000	\$275,000	\$250,000	\$225,000	\$1,573,000

Energy Conservation Program



Project Description

The overall goal of the City's Energy Management Program is to reduce energy use and utility costs in city facilities by 15% by 2015. To accomplish this, staff will focus on a number of strategies including: a second phase of energy audits and retrofits, renewable energy projects at city facilities and facilitating a culture of conservation. Fiscal year 2013-14 funds will be used for consultant services to evaluate alternative energy projects and perform a second phase energy audit.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$38,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$38,000

Project Number: 6705179

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2015

2013-14 Source of Funds

Capital Improvements Reserve \$38,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$38,000	\$0	\$0	\$0	\$0	\$38,000

Fleet Maintenance Improvements



Project Description

This project will hire an engineering firm to design and review options to retro fit our Fleet Maintenance Operations facility into a facility where CNG equipment and trucks could be serviced. Currently this facility does not allow for servicing equipment that is CNG related. The evaluation and design analysis would look at improvements designed to minimize risk to personnel and facilities in the event of release of CNG from within the facility. Also, the following systems would be reviewed: Electrical, lighting, Heating, roof, and number of bay doors. The study will also evaluate other options available throughout the City including the East Valley Bus Operations & Maintenance facility.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$75,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$75,000

Project Number: 6705189

Estimated Start Date: 01/01/2013

Estimated Completion Date: 06/30/2014

2013-14 Source of Funds

Solid Waste Fund \$75,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$75,000	\$0	\$0	\$0	\$0	\$75,000

Flooring Replacement Program



Project Description

The City maintains flooring ranging from tile to carpet to hardwood finishes with an estimated replacement value of \$15 million. Flooring has an expected useful life of 10 years. This project provides for the systematic replacement of worn flooring. The annual reinvestment target for flooring is \$1.25 million. The following flooring systems are beyond their useful life and will be replaced in 2013-14: Fire Station #2 (\$10,000); Edna Vihel Center (\$100,000); South Police Department Benched Locker Room (\$35,000). Future flooring replacement needs will be in the following locations:

2014-15: City Hall/Council, Fire Station #3, Pyle Center, North Multi Center, Westside Multi Center

2015-16: 525 Building, Kiwanis Restroom, Diablo 3rd Floor Press Box, Diablo Minor League Gym

2016-17: Kiwanis Recreation Center

2013-14 Source of Funds

General Obligation Bonds \$945,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$2,573,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$2,573,000

Project Number: 6705199

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$945,000	\$407,000	\$407,000	\$407,000	\$407,000	\$2,573,000

Fuel Metering Project



Project Description

This project continues the installation of automated fuel management systems at 6 unmetered fueling sites and connect to the City's fuel network. Currently there are 12 fuel sites and 8 are unmetered and account for 10% shrinkage in the overall cities fuel budget.

The City has 12 fueling sites, of which 8 are currently unmetered. Unmetered sites have poor tracking of actual fuel usage and an undetermined amount of fuel shrinkage, resulting in an inaccurate O&M cost for a vehicle. This project is part of a larger plan to gradually add meters to all unmetered sites. 2013-14 sites are Ken McDonald, Rolling Hills, and Diablo Stadium.

2013-14 Source of Funds

General Obligation Bonds \$96,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$96,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$96,000

Project Number: 6705209

Estimated Start Date: 07/01/2012

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$96,000	\$0	\$0	\$0	\$0	\$96,000

Historic Properties Preservation



Project Description

The City has 7 buildings designated as historic properties and these buildings have an average age of 100 years. This CIP funds the rehabilitation and repair of aging historic facilities, infrastructure and systems. The scope of the rehabilitation includes infrastructure systems, roofing repairs/replacements, floor covering, painting, security lighting, repairs/upgrades of building automation systems, fire alarms and damaged equipment. 2013-14 projects include replacing the Hacket House stove (\$9,000); a new HVAC system at the Elias Rodriguez House (\$20,000); and resealing doors and windows at the Flour Mill (\$15,000) plus ongoing repair work.

The preservation of City owned historic properties is essential to prolong the sustainability of historic public properties. Taking a proactive approach to repairs will often reduce future expenditure costs. Funding of repairs/replacement of faulty equipment and infrastructure failures in public facilities allows staff to take corrective action to minimize the potential of health and safety liabilities.

2013-14 Source of Funds

Capital Projects Fund Balance	\$51,007

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$51,007	\$15,000	\$15,000	\$15,000	\$15,000	\$111,007

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$111,007
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$111,007

Project Number: 6706809

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

HVAC Replacements



Project Description

Tempe maintains nearly 400 air conditioning, heat pump and split system units with an expected useful life of 12 years. The COMET Asset Management System has identified a replacement cost over the next 10 years as \$3.0 million. HVAC systems account for approximately 30% of the electrical bill. By replacing older and inefficient units with more efficient units, the City saves in electricity expenditures, reduces time and labor in repair needs, and reduces our carbon footprint. In 2013-14, the following locations have units that need to be replaced: Kiwanis-heaters (\$60,000); Fire Station 2, 3 & 4-evap coolers (\$15,000); South Maintenance Yard-evap (\$20,000); Household Products-evap (\$5000); Ken McDonald-evap (\$5000); McClintock-pool gas heater (\$2,000); Air handler replacements at various locations (\$80,000); and Gun Range (\$18,000). Delayed replacement will cost the city more over time than replacing units when they are beyond their useful life.

2013-14 Source of Funds

General Obligation Bonds	\$885,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$885,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,885,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$1,885,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$1,885,000

Project Number: 6706873

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

QECB Energy Services Retrofit



Project Description

Fiscal year 13-14 funding will complete this energy efficiency project that will upgrade 23 buildings in need of new mechanical equipment, including City Hall, 5 Fire Stations, 4 Community Centers, 2 Police Stations and Maintenance facilities.

The total project cost is \$8.7 million for new HVAC, HVAC controls, lighting, and occupancy sensors which will reduce energy use, and electricity costs. The utility savings are anticipated to be \$550,000 annually. The environmental benefit is the reduction of 9,360,896 pounds of CO2 emissions, the equivalent of removing 804 cars from the road each year.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$1,000,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,000,000

Project Number: 6703822

Estimated Start Date: 05/01/2011

Estimated Completion Date: 07/31/2012

2013-14 Source of Funds

Capital Projects Fund Balance \$1,000,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000

Roof Replacement



Project Description

Tempe maintains 96 buildings covering 1.6 million square feet. The COMET Asset Management System has identified a replacement cost over the next 10 years as \$6.8 million. In 2013-14, this project will replace the roof at the Fire Maintenance Facility (\$20,000); Rolling Hills Maintenance Sprinkler Warehouse (\$19,000); and fund an evaluation and development of a long-range roof replacement program.

Roofs for our City facilities are a very important assets to maintaining facilities. By not replacing these roofs that are beyond their useful life, we could have damage from water getting into to our facilities therefore costing us much more over time and creating health and safety issues. The expected life of a roof is 15-20 years.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$50,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$2,202,958
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$2,252,958

Project Number: 6702519

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2013-14 Source of Funds

Capital Projects Fund Balance \$50,000

General Obligation Bonds \$282,958

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$332,958	\$480,000	\$480,000	\$480,000	\$480,000	\$2,252,958

Tempe Fire Training Facility



Project Description

The campus of the Tempe Fire Training Center at 1342 E University Ave houses a 150' antenna tower necessary for police and fire communications. During some of the heavier rain storms, the retained storm water in the adjacent basin has come very close to flooding the generator, and electronic equipment building at the base of the tower.

The purpose of the project is to mitigate the flooding at the training facility by enlarging and improving the existing retention basin, and blocking offsite runoff from the adjacent APS site. The equipment on the tower, in the adjacent equipment shelter and the generator are necessary for continued fire and police communication and protection.

2013-14 Source of Funds

General Obligation Bonds	\$295,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$295,000	\$0	\$0	\$0	\$0	\$295,000

Estimated Project Costs

Legal / Administration	\$2,000
Land Acquisition	\$0
Permit Fees	\$8,000
Design and Engineering	\$28,000
Survey / Staking	\$2,000
Construction Management	\$17,000
Furnishings / Equipment	\$0
Construction / Improvement	\$236,000
Geotech / Material Testing	\$2,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$295,000

Project Number: 6705219

Estimated Start Date: 01/01/2013

Estimated Completion Date: 06/30/2014

Water Heater Replacement Program



Project Description

The City maintains 166 water heaters with an expected useful life of seven years. This project will replace 13 water heaters that are beyond their useful life at the Library, Fire Maintenance Facility, 525 Building, Ken McDonald, Police & Courts, Household Products Facility, Kiwanis, and JGM. For the future years, it is anticipated that this CIP will replace an average of 24 water heaters per year.

Faulty and inefficient water heaters are costly to maintain and also have a negative impact to the users of these facilities. By being proactive we are further reducing water damage to facilities, emergency repairs and making our facilities more comfortable for our users and visitors. Delayed replacement will cost the city more over time than replacing units when they are beyond their useful life cycle.

2013-14 Source of Funds

General Obligation Bonds	\$83,930

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$83,930	\$50,000	\$50,000	\$50,000	\$50,000	\$283,930

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$283,930
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$283,930

Project Number: 6705229

Estimated Start Date: 07/01/2013

Estimated Completion Date: Ongoing

Transportation Program

TRANSPORTATION PROJECTS TOTAL
\$15.2 MILLION IN FY 2013-14 AND
ACCOUNT FOR 13% OF THE 2013-14
APPROPRIATED CIP BUDGET



The Transportation element of the Capital Improvements Program includes all new and ongoing improvements put into service under the City's Transportation and Right-of-Way, and Traffic Signal and Street Lighting programs. Combined the two programs represent \$15.2 million of the \$120 million Capital Improvements Budget for FY 2013-14.

In FY 2013-14 the two main funding sources for transportation projects are the planned issuance of \$6.2 million in general obligation bonds, and \$5.4 million in federal grants. Both operating and capital project fund balances are also planned as significant funding sources in FY 2013-14.

The Transportation and Right-of-Way program is scheduled to complete a variety of arterial and residential street maintenance, resurfacing, and reconstruction projects. The Traffic Signal and Street Lighting program is primarily focused on projects that maintain, replace and upgrade various technologies that support the City's traffic signals system, as well as on street light pole replacement.

Transportation and R.O.W. Improvements Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
					2014-15	2015-16	2016-17	2017-18	
Arterial, Collector and Residential Street Asset Preservation: 5499741	General Obligation Bonds	1,812,467	2,425,661	4,238,128	3,665,977	4,065,877	4,505,767	3,999,995	20,475,744
	Highway User Revenue Fund	-	1,147,000	1,147,000	-	-	-	-	1,147,000
	State LTAF Revenue	-	1,153,000	1,153,000	-	-	-	-	1,153,000
	Project Total	1,812,467	4,725,661	6,538,128	3,665,977	4,065,877	4,505,767	3,999,995	22,775,744
Bridge Maintenance: 5499891	General Obligation Bonds	168,374	250,000	418,374	250,000	250,000	250,000	250,000	1,418,374
Broadway / Priest Improvements: 5403401	Capital Projects Fund Balance	2,801	12,309	15,110	-	-	-	-	15,110
	Federal Grant - HSIP	-	203,637	203,637	-	-	-	-	203,637
	Project Total	2,801	215,946	218,747	-	-	-	-	218,747
Evergreen Alley Improvement Project: 5405699	Capital Projects Fund Balance	-	29,140	29,140	-	-	-	-	29,140
	Federal Grant - CMAQ	-	482,057	482,057	-	-	-	-	482,057
	Project Total	-	511,197	511,197	-	-	-	-	511,197
Holdeman Alley Improvement Project: 5405679	Capital Projects Fund Balance	-	32,103	32,103	-	-	-	-	32,103
	Federal Grant - CMAQ	-	531,097	531,097	-	-	-	-	531,097
	Project Total	-	563,200	563,200	-	-	-	-	563,200
Minor Concrete Improvements: 5401415	General Obligation Bonds	300,000	209,300	509,300	209,300	209,300	209,300	209,300	1,346,500
Neighborhood Traffic Calming: 5499921	Capital Projects Fund Balance	28,210	-	28,210	-	-	-	-	28,210
North Tempe Alley Improvement Project: 5405689	Capital Projects Fund Balance	-	58,095	58,095	-	-	-	-	58,095
	Federal Grant - CMAQ	-	961,105	961,105	-	-	-	-	961,105
	Project Total	-	1,019,200	1,019,200	-	-	-	-	1,019,200
Potential Federal Grants Contingency: 5406139	Federal Grants	-	865,000	865,000	-	-	-	-	865,000
Railroad Quiet Zone: 5401901	Capital Projects Fund Balance	355,000	-	355,000	-	-	-	-	355,000
	Federal Grants	-	700,000	700,000	-	-	-	-	700,000
	Project Total	355,000	700,000	1,055,000	-	-	-	-	1,055,000

Transportation Program CIP Projects (continued)

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
					2014-15	2015-16	2016-17	2017-18	
ROW Landscape Replacement and Revitalization: 5406149	Capital Projects Fund Balance	-	200,000	200,000	-	-	-	-	200,000
	Highway User Revenue Fund	-	100,000	100,000	300,000	300,000	300,000	300,000	1,300,000
	Project Total	-	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
Street Sweeper: 5406159	Capital Projects Fund Balance	-	26,024	26,024	-	-	-	-	26,024
	Federal Grant - CMAQ	-	203,976	203,976	-	-	-	-	203,976
	Project Total	-	230,000	230,000	-	-	-	-	230,000
Transportation and R.O.W. Program Total		2,666,852	9,589,504	12,256,356	4,425,277	4,825,177	5,265,067	4,759,295	31,531,172

Arterial, Collector and Residential Street Asset Preservation



Project Description

This project provides for the reconstruction, resurfacing, and rehabilitation of arterial, collector and residential streets that have exceeded their design life or are in need of maintenance as part of the pavement asset management program. Improvements are necessary to ensure accessibility and safety for residents and businesses on Tempe's streets and to accommodate all modes of traffic including pedestrians, bicyclists, and vehicular traffic. Depending on the condition of the pavement structure, different maintenance treatments are available which can be used to extend the life of the system. These include (in order of cost): crack seal, seal coat, slurry seal, chip seal, Mill and Overlay and the most expensive is a reconstruction. Based on the current state of the Highway User Revenue Fund and recognizing the need to focus on maintaining the city's roadway assets, this request includes a one-time transfer from the HURF Fund balance in order to address roadways in Tempe which are in need of repair.

Reconstructing, resurfacing and rehabilitating arterial/collector/residential streets increases the strength and the durability of the roadway, while decreasing maintenance costs. This project is an important component of our strategic plan to maintain/preserve the 1241 lanes miles of asphalt roadways.

2013-14 Source of Funds

General Obligation Bonds	\$4,238,128
Highway User Revenue Fund	\$1,147,000
State LTAF Revenue	\$1,153,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$6,538,128	\$3,665,977	\$4,065,877	\$4,505,767	\$3,999,995	\$22,775,744

Estimated Project Costs

Legal / Administration	\$151,514
Land Acquisition	\$0
Permit Fees	\$287,876
Design and Engineering	\$163,650
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$21,749,326
Geotech / Material Testing	\$423,378
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$22,775,744

Project Number: 5499741

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

Bridge Maintenance



Project Description

In the report described below, ADOT identifies specific repairs and maintenance required and quantifies the estimated cost to make the repairs. The City updates these costs for construction inflation and determines current costs. The scope of work includes replacement of damaged joints, joint seals and diaphragms, cleaning debris out of the joints to allow them to function properly, posting of vertical clearance signs, repair of damaged structural members and guardrail, replacement of missing bolts and nuts from railings, correction of settlement at abutments, and miscellaneous other items. This is done to assure that the bridges are safe and in good repair. The Mill Ave. and Scottsdale Rd. bridge deck joints were recently replaced, and repairs are eminent on the two Center Parkway bridges.

Federal law mandates the inspection of all bridges in the country every two (2) years. ADOT has been inspecting Tempe's bridges for many years and submitting a report to the City for required repairs and maintenance. Currently, ADOT inspects 32 bridges for the City in which all are at least twenty years old or older. Repairs are prioritized based upon the sufficiency rating produced by ADOT which varies from each inspection year. The next scheduled inspection will be conducted in the fall of 2013.

2013-14 Source of Funds

General Obligation Bonds	\$418,374

Estimated Project Costs

Legal / Administration	\$10,000
Land Acquisition	\$0
Permit Fees	\$35,000
Design and Engineering	\$120,000
Survey / Staking	\$10,000
Construction Management	\$70,000
Furnishings / Equipment	\$0
Construction / Improvement	\$1,163,374
Geotech / Material Testing	\$10,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,418,374

Project Number: 5499891

Estimated Start Date: 07/01/2013

Estimated Completion Date: Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$418,374	\$250,000	\$250,000	\$250,000	\$250,000	\$1,418,374

Broadway / Priest Improvements



Project Description

This project will construct safety improvements including a widened eastbound right turn lane, ADA sidewalk ramp improvements, and a southbound bus pull-out. Costs for design and construction are being split between transportation pavement funds, transit bus pull-out funds, and Highway Safety Improvement Program (HSIP) grant funds. The HSIP grant funds total \$215,946 for construction. The \$2,801 identified below is needed for post-construction services.

The proposed improvements will provide large trucks with a full-sized right-turn lane (currently only 8-foot in width) and provide a bus pull-out to remove stopped buses from the southbound flow of traffic. Broadway Road and Priest Drive both serve as major arterials in the city. The combined average daily entering volume of this intersection has been measured at nearly 62,000 vehicles. This close proximity to a major freeway, coupled with the large amount of commercial and industrial centers in the area, results in a heavy volume of large truck traffic. These measures, along with the recently constructed traffic signals and additional pavement improvements, will likely reduce the number of crashes occurring at the intersection and will benefit many users of the regional transportation system including pedestrians, riders of transit and the general motoring public.

2013-14 Source of Funds

Capital Projects Fund Balance	\$15,110
Federal Grant - HISP	\$203,637

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$2,801
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$215,946
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$218,747

Project Number: 5403401

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$218,747	\$0	\$0	\$0	\$0	\$218,747

Evergreen Alley Improvement Project



Project Description

This project will supplement the city's ongoing alley maintenance program. The project will include removing soil fines and old soil material and replacing with recycled asphalt (RAP) from wall to wall in alleys within the Evergreen Neighborhood. This project would stabilize approximately 2.7% of the city's alleys which equates to the completion of approximately 4.5 of the 165 miles of alleys in the City. The improvement will include the areas bounded by Broadway Rd, the Price Fwy, Southern Ave, and the eastern city limits. The primary environmental benefit derived from the project is a reduction in dust emissions due to activity in the alley. The project is approximately 94% CMAQ grant funded.

Funding this project will allow the city of Tempe to continue to reduce PM 10 emissions. The Evergreen Neighborhood area was identified in the city's Congestion Mitigation Air Quality (CMAQ) funding request through the Maricopa Association of Governments (MAG) in the Paving Unpaved Road Projects category for its regional proximity to Scottsdale, and due to the fact that it is close to the County's PM-10 air quality monitoring station in South Scottsdale.

2013-14 Source of Funds

Capital Projects Fund Balance	\$29,140
Federal Grants - CMAQ	\$482,057

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$511,197
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$511,197

Project Number: 5406109

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$511,197	\$0	\$0	\$0	\$0	\$511,197

Holdeman Alley Improvement Project



Project Description

This project will supplement the city's ongoing alley maintenance program. The project will include removing soil fines and old soil material and replacing with recycled asphalt (RAP) from wall to wall in alleys within the Holdeman Neighborhood. This project would stabilize approximately 2.5% of the city's alleys which equates to the completion of approximately 4.25 of the City's 165 miles of alleys in the area from University to Broadway, Priest to Hardy. The primary environmental benefit derived from the project is a reduction in dust emissions due to activity in the alley. The project is approximately 94% CMAQ grant funded.

Funding this project will allow the city of Tempe to continue to reduce PM 10 emissions. The Holdeman Neighborhood area was identified in the city's Congestion Mitigation Air Quality (CMAQ) funding request through the Maricopa Association of Governments (MAG) in the Paving Unpaved Road Projects category for its regional proximity to Phoenix and to County air quality monitoring stations in South Scottsdale and near the intersection of College Ave. and Apache Blvd.. Additionally, traffic counts in the northern segment of the area yielded higher than average number of trips per day for alley use.

2013-14 Source of Funds

Capital Projects Fund Balance	\$32,103
Federal Grant - CMAQ	\$531,097

Estimated Project Costs

Legal / Administration	\$5,000
Land Acquisition	\$0
Permit Fees	\$9,000
Design and Engineering	\$54,000
Survey / Staking	\$5,000
Construction Management	\$32,000
Furnishings / Equipment	\$0
Construction / Improvement	\$450,000
Geotech / Material Testing	\$5,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$3,200

Total \$563,200

Project Number: 5406119

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$563,200	\$0	\$0	\$0	\$0	\$563,200

Minor Concrete Improvements



Project Description

This project supplements the City's concrete program and the strategy of utilizing city forces (two employees) to handle smaller less complex jobs. This project will provide for peak demands and emergency replacement of broken curbs, gutters, and sidewalks throughout the city. Other uses of the project include the construction of curbs, gutters, sidewalks and ADA accessible ramps to improve the continuity of the infrastructure and to improve accessibility and mobility for pedestrians in various areas. This project is also used in emergency call out situations as needed. Funds for the project will allow for approximately 18,000 square feet of minor concrete repair per year.

This project provides a cost effective way of quickly repairing concrete damages of the estimated 5.0 million lineal feet of curb, gutter and sidewalk. Funding this project is crucial to the citizens by providing safe and easily traversable pedestrian access throughout the city.

2013-14 Source of Funds

General Obligation Bonds	\$509,300

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$1,346,500
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,346,500

Project Number: 5401415

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$509,300	\$209,300	\$209,300	\$209,300	\$209,300	\$1,346,500

Neighborhood Traffic Calming



Project Description

This project provides the Transportation Engineering and Operations Division with resources to strengthen its ability to address neighborhood traffic concerns, such as the installation of traffic calming devices, including speed humps.

Currently, three street segments have qualified for the installation of speed humps and all necessary requirements of the program have been met.

2013-14 Source of Funds

Capital Projects Fund Balance	\$28,210

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$28,210
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$28,210

Project Number: 5499921

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$28,210	\$0	\$0	\$0	\$0	\$28,210

North Tempe Alley Improvement Project



Project Description

This project will supplement the city's ongoing alley maintenance program. The project will include removing soil fines and old soil material and replacing with recycled asphalt (RAP) from wall to wall in alleys within the North Tempe Neighborhood. This project would stabilize approximately 6% of the city's alleys which equates to the completion of approximately 10.5 of the 165 miles of alleys in the City. The improvement will include the areas from Miller Rd. to Crosscut Canal, Curry Rd. to Continental Dr. The primary environmental benefit derived from the project is a reduction in dust emissions due to activity in the alley. The project is approximately 94% CMAQ grant funded.

Funding this project will allow the city of Tempe to continue to reduce PM 10 emissions. The North Tempe Neighborhood area was identified in the city's Congestion Mitigation Air Quality (CMAQ) funding request through the Maricopa Association of Governments (MAG) in the Paving Unpaved Road Projects category for its regional proximity to Phoenix and Scottsdale, and due to the fact that it is very close - approximately 2 miles - to the County's PM-10 air quality monitoring station in South Scottsdale.

2013-14 Source of Funds

Capital Projects Fund Balance	\$58,095
Federal Grant - CMAQ	\$961,105

Estimated Project Costs

Legal / Administration	\$8,000
Land Acquisition	\$0
Permit Fees	\$15,000
Design and Engineering	\$96,000
Survey / Staking	\$8,000
Construction Management	\$56,000
Furnishings / Equipment	\$0
Construction / Improvement	\$800,000
Geotech / Material Testing	\$8,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$28,200
Total	\$1,019,200

Project Number: 5406129

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,019,200	\$0	\$0	\$0	\$0	\$1,019,200

Potential Federal Grants Contingency



Project Description

This Project will create additional spending authority for federal grants that may be available during FY2013-14. The City must account for potential federal grants that could be secured and that need to be spent within 2013-2014.

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$865,000

Total \$865,000

Project Number: 5406139

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

2013-14 Source of Funds

Federal Grants \$865,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$865,000	\$0	\$0	\$0	\$0	\$865,000

Railroad Quiet Zone



Project Description

In January 2012, the City of Tempe, in conjunction with the Union Pacific Railroad and the regulatory agencies of the Federal Railroad Administration (FRA) and the Arizona Corporation Commission (ACC), established a railroad quiet zone in Tempe. This established quiet zone includes the mainline portion of the Union Pacific Railroad north of Broadway Road from our city limit with Phoenix to our city limit with Mesa.

This capital project would extend the quiet zone along the six mile Union Pacific Railroad industrial spur line which begins at the 13th Street railroad crossing immediately east of Farmer Avenue, traveling south to the Warner Road crossing approximately one quarter mile west of Kyrene Road.

The establishment of the industrial spur quiet zone would prohibit the sounding of train horns at all highway rail crossing except in certain safety situations as determined by the train engineer. It is the intent of the project to establish quiet zone conditions at the Broadway Rd., Alameda Dr., Southern Ave., Baseline Rd., Guadalupe Rd., Divot Dr., Elliot Rd., Carver Lane and Warner Rd. rail crossings along the spur line.

2013-14 Source of Funds

Capital Projects Fund Balance \$355,000

Federal Grants \$700,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$1,055,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,055,000

Project Number: 5401901

Estimated Start Date: Ongoing

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$1,055,000	\$0	\$0	\$0	\$0	\$1,055,000

ROW Landscape Replacement and Revitalization



Project Description

This project supports the replacement and revitalization of landscape within the rights of way (ROW) along the City's arterial streets. The City of Tempe's right of way and median landscape consists of an eclectic mix of trees and shrubs covering over 5 million square feet of landscape maintained. There is an inventory of over 7500 city street trees valued at over \$2.5 million which also serves to support clean air and clean water goals. There is a mixture of public, home owner association and commercial development properties that blend together along city arterials. In many areas the ROW landscaping is showing signs of decline including plant stress and decimation. In these areas the original landscape intent has been lost and sparsely located plant materials remain.

2013-14 Source of Funds

Capital Projects Fund Balance	\$200,000
Highway User Revenue Fund	\$100,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$1,500,000
Total	\$1,500,000

Project Number: 5406149

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

Street Sweeper



Project Description

The Traffic Engineering and Operations Division is tasked with the maintenance and cleaning/sweeping of 1241 lane miles of Tempe streets as part of the city's responsibility to minimize the amount of debris and pollutants that are discharged into the storm sewer system. As part of this program, arterial streets are swept every 8 to 12 days and residential, collector and industrial streets are swept once every month. This request will allow the city to procure one street sweeper needed to address the requirements of the Storm water Management Plan as well as keep the streets of Tempe safe and clean. The Traffic Engineering and Operations Division has applied for CMAQ funds to assist in procuring this street sweeper.

A four-person team is currently responsible for sweeping the street system necessary to meet the requirements of the Storm water Management Plan. In order to maintain operations 6 days a week and to stay up with current demands, the Division has had to retain a fleet of 6 sweepers due to the amount of down time and repairs needed for the aging fleet. Over time, through the use of grant funds, the city has been able to replace 3 of its 6 street sweepers. This grant, if approved, will provide for the replacement of the 4th sweeper and will ultimately allow for a reduction in the number of sweepers in the fleet.

2013-14 Source of Funds

Capital Projects Fund Balance	\$26,024
Federal Grants - CMAQ	\$203,976

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$230,000	\$0	\$0	\$0	\$0	\$230,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$230,000
Total	\$230,000

Project Number: 5406159

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

Traffic Signals and Street Lighting Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
					2014-15	2015-16	2016-17	2017-18	
East Valley Arterial Congestion Monitoring: NA									
	General Obligation Bonds	-	-	-	32,967	9,997	-	-	42,964
	Federal Grant - CMAQ	-	-	-	-	165,388	-	-	165,388
	Project Total	-	-	-	32,967	175,385	-	-	208,352
Fiber Optic Installation and ITS Improv: Broadway/I-10 and Rio Salado/L101: 6906169									
	Capital Projects Fund Balance	-	15,000	15,000	-	-	-	-	15,000
	General Obligation Bonds	-	-	-	-	17,394	-	-	17,394
	Federal Grant - CMAQ	-	36,000	36,000	-	287,751	-	-	323,751
	Project Total	-	51,000	51,000	-	305,145	-	-	356,145
Fiber Optic Installation and ITS Improv: Elliot, Guadalupe and Warner: 6906179									
	Capital Projects Fund Balance	-	60,000	60,000	-	-	-	-	60,000
	General Obligation Bonds	-	-	-	-	164,286	-	-	164,286
	Federal Grant - CMAQ	-	-	-	-	383,333	-	-	383,333
	Project Total	-	60,000	60,000	-	547,619	-	-	607,619
Fiber Optic Installation: Downtown: 6904479	Federal Grant - CMAQ	100,000	-	100,000	-	-	-	-	100,000
Fiber Optic Installation: Rural Road North: NA									
	General Obligation Bonds	-	-	-	141,000	-	59,456	-	200,456
	Federal Grant - CMAQ	-	-	-	-	-	983,625	-	983,625
	Project Total	-	-	-	141,000	-	1,043,081	-	1,184,081
Fiber Optic Installation: Rural Road South: NA									
	General Obligation Bonds	-	-	-	-	19,000	-	53,638	72,638
	Federal Grant - CMAQ	-	-	-	-	-	-	887,390	887,390
	Project Total	-	-	-	-	19,000	-	941,028	960,028
HSIP Safety Program Phase 1: 6905429	Federal Grant - HSIP	149,877	48,198	198,075	-	-	-	-	198,075
HSIP Safety Program Phase 2: 6905279									
	Capital Projects Fund Balance	-	5,000	5,000	-	-	-	-	5,000
	Federal Grant - HSIP	76,800	-	76,800	-	-	-	-	76,800
	Project Total	76,800	5,000	81,800	-	-	-	-	81,800
HSIP Safety Program Phase 3 - 5: 6906199									
	Capital Projects Fund Balance	-	10,000	10,000	-	-	-	-	10,000
	General Obligation Bonds	-	-	-	10,000	10,000	-	-	20,000
	Federal Grant - HSIP	-	106,917	106,917	106,917	106,917	-	-	320,751
	Project Total	-	116,917	116,917	116,917	116,917	-	-	350,751

Traffic Signals and Street Lighting Program CIP Projects (continued)

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2013-14 Capital Budget Appropriations	Total 2013-14 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
					2014-15	2015-16	2016-17	2017-18	
New Signals / Safety Upgrades: 6906209	Highway User Revenue Fund	-	180,000	180,000	-	-	-	-	180,000
	Developer Assistance	-	180,000	180,000	-	-	-	-	180,000
	Project Total	-	360,000	360,000	-	-	-	-	360,000
Street Light Pole Structural Replacement: 6999849	General Obligation Bonds	-	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Street Light Upgrade / New Install: 6999869	General Obligation Bonds	185,563	250,000	435,563	250,000	250,000	250,000	250,000	1,435,563
Traffic Control Cabinets and Hardware Replacement: 6906219	Capital Projects Fund Balance	-	43,890	43,890	-	-	-	-	43,890
	Federal Grant - CMAQ	-	726,110	726,110	-	-	-	-	726,110
	Project Total	-	770,000	770,000	-	-	-	-	770,000
Traffic Signal Foundation: 6903382	General Obligation Bonds	47,560	100,000	147,560	150,000	150,000	150,000	150,000	747,560
Traffic Signal Green Sign Face Replacement: 6906229	General Obligation Bonds	-	70,000	70,000	70,000	70,000	70,000	70,000	350,000
Wireless Communication & CCTV Monitoring: 6903639	General Obligation Bonds	93,600	-	93,600	-	-	-	-	93,600
	Federal Grant - CMAQ	218,400	-	218,400	-	-	-	-	218,400
	Project Total	312,000	-	312,000	-	-	-	-	312,000
Traffic Signals and Street Lighting Program Total		871,800	2,081,115	2,952,915	1,010,884	1,884,066	1,763,081	1,661,028	9,271,974

East Valley Arterial Congestion Monitoring



Project Description

Purchase and install 91 Anonymous Re-identification (ARID) Bluetooth devices in existing signal cabinets across the East Valley including 24 in Tempe. The project includes central control software for each partnering agency's TMC. The data from the devices will be shared via the Regional Archive Data System (RADS) and disseminated via a web map which may graphically display speed or congestion levels. Travel times to/from various destinations will also be calculated using the shared agency data as well as existing ADOT data. Travel times could be disseminated via the web or an arterial dynamic message sign.

This project will allow partnering agencies to monitor congestion across jurisdictional boundaries and to provide real-time traveler information. Mesa and Chandler have previously installed ARID devices. This project expands their existing coverage and expands the coverage into Gilbert and Tempe. The devices will facilitate the calculation of travel times across city boundaries and incorporate ADOT data to provide travelers with information for trip making decisions. The information will be available to the public in the form of an on-line map on the City's web page.

2013-14 Source of Funds

NA

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$0	\$32,967	\$175,385	\$0	\$0	\$208,352

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$32,967
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$175,385
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$208,352

Project Number: NA

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2016

Fiber Optic Installation and ITS Improv: Broadway/I-10 and Rio Salado/L101



Project Description

To provide the City with a reliable communications network to be able to view, monitor, and actively manage traffic conditions both on the arterial streets and at the freeway ramp intersections to reduce delay and improve traffic flow. The project will install new conduit and make use of existing conduit to provide fiber connection from ADOT's node 12 building to the signals at Broadway and Ramp K, Broadway and 48th St, and 48th St and Ramp C. Wireless radios will be installed at Broadway and Ramp L, 48th and Cotton Center, 48th and Alameda, and 48th and Southern. High speed DSL copper communications will be installed along Rio Salado and McClintock. Communications devices to be installed include fiber optic cable, pull boxes, splice closure, patch panels, fiber optic jumper cables, VDSL switches, and Ethernet switches. The project also includes purchasing and installing 22 CCTV cameras for each interchange intersection in Tempe.

2013-14 Source of Funds

Capital Projects Fund Balance	\$15,000
Federal Grant - CMAQ	\$36,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$51,000	\$0	\$305,145	\$0	\$0	\$356,145

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$51,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$305,145
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$356,145

Project Number: 6906169

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2016

Fiber Optic Installation and ITS Improv: Elliot, Guadalupe and Warner



Project Description

Tempe currently uses leased phone lines to facilitate traffic signal operations. This project will use an existing conduit along Elliot for fiber optic communication to the signals. Wireless radios will be used to provide communication to signals along Guadalupe and Warner. CCTVs will be placed at the major intersections for traffic monitoring. Seventy percent of this project will be funded through a CMAQ grant as part of the MAG TIP.

The project will be used to monitor and adjust signal timing through centralized command and control strategies to improve traffic flow and minimize congestion along the corridors of Elliot Rd, Guadalupe Rd, and Warner Rd. This project promotes multi-jurisdictional congestion relief by providing a platform to better coordinate traffic signals as well as responding to accidents/incidents in a more cooperative and efficient process.

2013-14 Source of Funds

Capital Projects Fund Balance	\$60,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$60,000	\$0	\$547,619	\$0	\$0	\$607,619

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$60,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$547,619
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$607,619

Project Number: 6906179

Estimated Start Date: 07/01/2015

Estimated Completion Date: 06/30/2016

Fiber Optic Installation: Downtown



Project Description

Tempe currently uses leased phone lines to facilitate traffic signal operations. This project is currently under construction and will install fiber optic communications media to each signalized intersection along University Dr from Mill to McClintock utilizing existing fiber conduits resulting in 18 more signals being on city-owned infrastructure and reducing the leased phone line costs (approximately \$7400/yr). The fiber run will tie into the ADOT Freeway Management System Fiber optic infrastructure as the backbone to bring data back to the Transportation Management Center at the Transportation Center. This upgrade will require minimal design and construction due to conduits already being in place and the close proximity of the terminating traffic signal control cabinets to the ADOT fiber optic backbone. After completion of this project, one-quarter of the signal system (58 signals out of 221) will be on fiber.

Additionally, this project mitigates congestion through enhanced regional multi-agency signal coordination and maximizes the use of existing communications infrastructure. Traffic efficiency improvements and/or traffic management strategies can be coordinated with real-time data sharing to better manage accidents and/or incidents on the street or freeway network.

2013-14 Source of Funds

Federal Grant - CMAQ	\$100,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$100,000	\$0	\$0	\$0	\$0	\$100,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$100,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$100,000

Project Number: 6904479

Estimated Start Date: 10/01/2012

Estimated Completion Date: 06/30/2014

Fiber Optic Installation: Rural Road North



Project Description

The project will install conduit and fiber in the Rural Rd corridor from US 60 north. Conduit location will vary along the route and could include installation under the roadway, under LRT, and on a bridge. Devices to be installed to complete the system include pull boxes, splice closures, patch panels, fiber optic jumper cables, and Ethernet switches. The installation will be based on the overall design of the Rural Rd fiber corridor which will be funded locally.

The project will provide the City with a reliable communications network to be able to view, monitor, and actively manage traffic conditions. The ultimate goal is to have a hybrid fiber/wireless network that will increase communications bandwidth, eliminate the need for telephone lease lines, and improve system performance. The installation of fiber will provide an efficient communication corridor that will improve real time traffic signal operations, improve traffic flow, and decrease delay.

2013-14 Source of Funds

NA

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$141,000
Survey / Staking	\$0
Construction Management	\$1,043,081
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$1,184,081

Project Number: NA

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2017

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$0	\$141,000	\$0	\$1,043,081	\$0	\$1,184,081

Fiber Optic Installation: Rural Road South



Project Description

The project will install conduit and fiber in the Rural Rd corridor from US 60 south to the City limits. Conduit location will vary along the route and could include installation under the roadway or behind sidewalk. Devices to be installed to complete the system include pull boxes, splice closures, patch panels, fiber optic jumper cables, and Ethernet switches. The installation will be based on the overall design of the Rural Rd fiber corridor which will be funded locally and completed in conjunction with the Rural Rd Fiber North project.

This project provides the City with a reliable communications network to be able to view, monitor, and actively manage traffic conditions. The ultimate goal is to have a hybrid fiber/wireless network that will increase communications bandwidth, eliminate the need for telephone lease lines, and improve system performance. The installation of fiber will provide a reliable and efficient communication corridor that will improve real time traffic signal operations, improve traffic flow, and decrease delay.

2013-14 Source of Funds

NA

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$19,000
Survey / Staking	\$0
Construction Management	\$941,028
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$960,028

Project Number: NA

Estimated Start Date: 07/01/2015

Estimated Completion Date: 06/30/2018

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$0	\$0	\$19,000	\$0	\$941,028	\$960,028

HSIP Safety Program Phase 1



Project Description

Nationwide research has demonstrated that there are significant safety benefits resulting from the installation of pedestrian countdown timers at signalized intersections. As part of a continuing transportation safety program this project will procure equipment needed to upgrade pedestrian signal heads to pedestrian countdown timers at 22 high-pedestrian traffic intersections in the City of Tempe. This accounts for 10% of the total signal system. In addition, in order to improve traffic signal visibility to motorists, this project will also procure equipment needed to install additional LED traffic signal heads at 33 intersections (15% of the signal system) and upgrade existing signal heads (8-inch diameter to 12-inch diameter LED indications) at 36 intersections (16% of the signal system) in the City of Tempe.

Research has demonstrated that installation of pedestrian countdown timers can result in a 48% reduction in pedestrian related crashes. Additional signal heads and larger signal indications improve the overall visibility of traffic signals to motorists, reducing the risk of red light running and rear end crashes. Research has demonstrated that adding additional signal heads and upgrading to larger signal indications can result in a reduction in overall crashes of 27% and 10% respectively.

2013-14 Source of Funds

Federal Grants - HSIP	\$198,075

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$198,075
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$198,075

Project Number: 6905429

Estimated Start Date: 07/01/2012

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$198,075	\$0	\$0	\$0	\$0	\$198,075

HSIP Safety Program Phase 2



Project Description

Nationwide research has demonstrated that there are significant safety benefits resulting from the installation of pedestrian countdown timers at signalized intersections. As part of a continuing transportation safety program this project will procure equipment needed to upgrade all pedestrian signal heads at all 22 intersections (10% of the system) along the light rail alignment in the City of Tempe to pedestrian countdown timers. In addition, in order to improve emergency vehicle response times and safety of first-responders, this project will also procure equipment needed to upgrade 20 intersections (9% of the system) along the Rural Road and McClintock Drive corridors with new emergency preemption cards.

Research has demonstrated that installation of pedestrian countdown timers can result in a 48% reduction in pedestrian related crashes. Emergency preemption cards improve emergency response times and improve safety for Police and Fire personnel by allowing the traffic signals to change based on the needs of these first-responders. Research has demonstrated that properly functioning emergency preemption can result in a 30% reduction in overall crashes.

2013-14 Source of Funds

Capital Projects Fund Balance	\$5,000
Federal Grant - HSIP	\$76,800

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$5,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$76,800
Total	\$81,800

Project Number: 6905279

Estimated Start Date: 07/01/2012

Estimated Completion Date: 06/30/2014

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$81,800	\$0	\$0	\$0	\$0	\$81,800

HSIP Safety Program Phase 3 - 5



Project Description

Nationwide research has demonstrated that there are significant safety benefits resulting from the installation of pedestrian countdown timers at signalized intersections. As part of a continuing transportation safety program this project will procure equipment needed to upgrade all remaining pedestrian signal heads in the City of Tempe to pedestrian countdown timers. Phase 3 will upgrade 52 intersections (23% of the system), Phase 4 will upgrade 51 intersections (23% of the system) and Phase 5 will upgrade 35 intersections (16% of the system). In addition, in order to better serve our visually impaired community, this project will also procure equipment needed to upgrade 11 intersections along the light rail alignment and near Tempe high schools with audible pedestrian push-buttons.

Research has demonstrated that installation of pedestrian countdown timers can result in a 48% reduction in pedestrian related crashes. Audible pedestrian push-buttons provide valuable information to the visually impaired community so that they can more safely take advantage of the City of Tempe's diverse transportation system.

2013-14 Source of Funds

Capital Projects Fund Balance	\$10,000
Federal Grants - HSIP	\$106,917

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$116,917	\$116,917	\$116,917	\$0	\$0	\$350,751

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$30,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$320,751
Total	\$350,751

Project Number: 6906199

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2016

New Signals / Safety Upgrades



Project Description

This project provides for the installation of new traffic signals and associated equipment based on traffic engineering studies and warrants. It will also allow for replacement of existing outdated signals and address all safety updates to meet state and federal regulations. A modular intersection costs an average of \$180,000 depending on the size of intersection, which takes into account two modular poles at each corner. This will allow the city to upgrade approximately one of the city's 221 signalized intersections every other year and/or add one new traffic signal based on traffic engineering warrants.

The purpose of this project is to manage traffic safely and efficiently by installing new signals and/or modifying existing signal indications based on traffic engineering studies.

2013-14 Source of Funds

Highway User Revenue Fund	\$180,000
Developer Assistance	\$180,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$360,000	\$0	\$0	\$0	\$0	\$360,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$360,000
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$360,000

Project Number: 6906209

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Street Light Pole Structural Replacement



Project Description

The project will fund the replacement of existing rusted streetlight poles that are direct buried and provide funding to replace all direct buried street light poles to meet our current streetlight pole foundation standards. Of the 11,080 streetlight poles there are approximately 3,605 direct buried street light poles left in our inventory that need to be replaced at a rate of 100-150 per year (based on their corrosion factor as provided by the study completed in October 2011).

This project proactively provides structurally sound streetlight poles that conform to our engineering standards and that will also enhance our long term goal of ensuring landscape irrigation does not impact the structural integrity of our infrastructure and will help manage our potential risk for existing rusted street light poles. The streetlight poles with a foundation have a life expectancy of 30+ years compared to a direct buried pole that may only have a 15-20 year life span.

2013-14 Source of Funds

General Obligation Bonds	\$250,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$1,250,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$1,250,000

Project Number: 6999849

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Street Light Upgrade / New Install



Project Description

This project allows staff to strategically prioritize improvements to the street light system including the installation of arterial dual-side street lights and residential street lights per citizen request, as well as upgrading approximately 4000 existing inefficient Mercury Vapor and High Pressure Sodium streetlight luminaires to environmentally friendly and energy efficient luminaires throughout the city. Currently Identified locations for upgrades include the following:

- South side Warner Rd between Bonarden and Juniper (13) lights
- South side of Southern Ave between Price Rd and East city limits (15) lights

2013-14 Source of Funds

General Obligation Bonds	\$435,563

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$435,563	\$250,000	\$250,000	\$250,000	\$250,000	\$1,435,563

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$1,435,563
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$1,435,563

Project Number: 6999869

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Traffic Control Cabinets and Hardware Replacement



Project Description

Current traffic signal control cabinets were installed in 1995 through 1998 and will be approaching the typical product life cycle in the year 2013. As part of a continuing transportation management program this project will procure equipment needed to upgrade and rehabilitate 70 of the city's 222 traffic signal control cabinets. As a practical matter, the inventory is aging and must eventually be replaced to minimize maintenance calls and to foster a high quality preventative maintenance program. Seventy percent of this project will be funded through a CMAQ grant as part of the MAG TIP.

This project will allow Tempe to replace its aging traffic signal cabinet inventory with new signal cabinets, which will reduce maintenance costs in the long term and improve the reliability and safety of the traffic signal control operation, thus minimizing our liability. The new traffic signal cabinets will provide the city's signal technicians with enhanced diagnostic tools to troubleshoot intersection malfunctions. These enhanced capabilities will facilitate increased intersection reliability and ultimately provide for safer traffic control operations.

2013-14 Source of Funds

Capital Projects Fund Balance	\$43,890
Federal Grant - CMAQ	\$726,110

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$770,000	\$0	\$0	\$0	\$0	\$770,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$770,000
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$770,000

Project Number: 6906219

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

Traffic Signal Foundation



Project Description

The City's transportation system includes 222 signalized intersections and associated infrastructure to support the safe movement of all modes of travel in Tempe. This project provides for the installation of new traffic signals and installation/repair of existing equipment related to the traffic signal system and as warranted by traffic engineering studies. In addition, this project provides for the management and replacement of underground signal system assets which have been identified for repair and replacement.

This project is necessary in order to keep the signal system functioning properly by supplementing our existing traffic signal construction program (2 full time employees) with installing underground infrastructure which may include underground items such as conduit repair and replacements, new traffic signal underground j-boxes and new signal foundations.

2013-14 Source of Funds

General Obligation Bonds	\$147,560

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$147,560	\$150,000	\$150,000	\$150,000	\$150,000	\$747,560

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$747,560
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$747,560

Project Number: 6903382

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Traffic Signal Green Sign Face Replacement



Project Description

This project will allow for the replacement of the traffic signal internally illuminated green signs which have exceeded their expected life. As part of the development of the Traffic Engineering and Operations Division Asset Management Plan, staff have identified the green signs as an asset in the system for inclusion in the plan and development of a program for the systematic replacement of the signs.

Current traffic signal internally illuminated green signs have been in place for at least 15+ years and have exceeded their product life cycle. As part of a continuing transportation asset management program, this project will begin the process of replacing sign faces (8 per intersection) at a rate of 12 intersections per year with a total of 90 modular signalized intersections to complete. This project will allow Tempe to replace its aging green sign faces, which will increase visibility and improve safety for the motoring public.

2013-14 Source of Funds

General Obligation Bonds	\$70,000

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$350,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$350,000
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$350,000

Project Number: 6906229

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

Wireless Communication & CCTV Monitoring



Project Description

This project will install wireless communications media for command and control operations and Closed Circuit Television (CCTV) monitoring at 30 out of our 222 traffic signals. The project will be used to adjust signal timing to improve traffic flow at congested intersections. We expect to kick-off this project in FY12/13, however due to unknown construction timelines we are requesting that the funds be rolled over.

The wireless communications will reduce the use and cost of leased lines for signal communication back to the TMC. In addition, it will provide a higher transmission speed for transferring data and viewing camera images. The CCTV monitoring will allow traffic conditions to be monitored from the TMC during incidents, special events, construction, and congested times. This real time monitoring provides the advantage of being able to manage signals from the TMC based on what they see happening in the field. The CCTV monitoring can also be used to observe resident concerns that are being studied by Traffic Engineering staff.

2013-14 Source of Funds

General Obligation Bonds	\$93,600
Federal Grant - CMAQ	\$218,400

New Appropriations by Fiscal Year

2013-14	2014-15	2015-16	2016-17	2017-18	Total 5 Year
\$312,000	\$0	\$0	\$0	\$0	\$312,000

Estimated Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$312,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$312,000

Project Number: 6903639

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014



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Property Tax Ordinance

ORDINANCE NO. 2013.33

AN ORDINANCE LEVYING SEPARATE AMOUNTS TO BE RAISED FOR PRIMARY AND SECONDARY PROPERTY TAX LEVIES UPON EACH ONE HUNDRED DOLLARS (\$100.00) OF THE ASSESSED VALUATION OF PROPERTY SUBJECT TO TAXATION WITHIN THE CITY OF TEMPE FOR THE FISCAL YEAR ENDING JUNE 30, 2014.

PURSUANT to A.R.S. §42-17151, the ordinance levying taxes for Fiscal Year 2013-2014 is required to be adopted on or before the third Monday in August.

WHEREAS, the County of Maricopa is the assessing and collecting authority for the City of Tempe.

WHEREAS, Tempe City Charter Section 5.11 allows an ordinance necessary in connection with the adoption of the annual budget to be adopted and go into effect upon adoption.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF TEMPE, ARIZONA, as follows:

Section 1: There is hereby levied on each One Hundred Dollars (\$100.00) of the limited assessed value of all property, both real and personal, within the corporate limits of the City of Tempe, except such property as may be by law exempt from taxation, a primary property tax rate, for general and administrative expenses of the City of Tempe. The City of Tempe intends to adopt a primary property tax levy of \$13,778,678, resulting in a primary tax rate of \$0.9177 per \$100 of assessed value. The primary tax levy amount is equal to the maximum allowable levy limit as determined by Maricopa County pursuant to the laws of the state of Arizona.

Section 2: In addition to the rate set in Section 1 hereof, there is hereby levied on each One Hundred Dollars (\$100.00) of unlimited assessed valuation of all property, both real and personal, within the corporate limits of the City of Tempe, except such property as may be by law exempt from taxation, a secondary property tax rate of \$1.5705 per \$100 of assessed value.

Section 3: The combined tax rate as set forth in Sections 1 and 2 shall equal \$2.4882 per one hundred dollars (\$100.00) of assessed valuation of all property, real and personal, within the corporate limits of the City of Tempe, except such property as may be by law exempt from taxation.

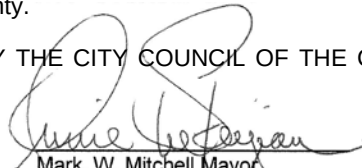
Section 4: Failure by the county officials of Maricopa County, Arizona, to properly return the delinquent list, any irregularity in assessments or omissions in the same, or any irregularity in any proceedings shall not invalidate such proceedings or invalidate any title conveyed by any tax deed; failure or neglect of any officer or officers to timely perform any of the duties assigned to him or them shall not invalidate any proceedings or any deed or sale pursuant thereto, the validity of the assessment or levy of taxes or of the judgment of sale by which the collection of the same may be enforced shall not affect the lien of the City of Tempe upon such property for the delinquent taxes unpaid thereon; overcharge as to part of the taxes or of costs shall not invalidate any proceedings for the collection of taxes or the foreclosure of the lien therefore or a sale of the property under such foreclosure; and all acts of officers de facto shall be valid as if performed by officers de jure.

Section 5: All ordinances and parts of ordinances in conflict herewith are hereby repealed.

Section 6: This ordinance shall become effective upon adoption.

Section 7: The Clerk of the City is directed to transmit a certified copy of this ordinance to the County Assessor and Board of Supervisors of Maricopa County.

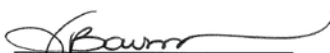
PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF TEMPE, ARIZONA, this 27th day of June, 2013.


 Mark W. Mitchell Mayor
 Onnie Shekerjian, Vice Mayor

ATTEST:


 Brigitta M. Kuiper, City Clerk

APPROVED AS TO FORM:


 Judith R. Baumann, City Attorney

Budget Resolution

RESOLUTION 2013.72

A RESOLUTION DETERMINING AND ADOPTING
FINAL ESTIMATES OF PROPOSED EXPENDITURES
BY THE CITY OF TEMPE FOR THE FISCAL YEAR
BEGINNING JULY 1, 2013, AND ENDING JUNE 30, 2014.
DECLARING THAT SUCH SHALL CONSTITUTE THE BUDGET
FOR THE CITY OF TEMPE FOR SUCH FISCAL YEAR.

WHEREAS, in accordance with the provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the City Council did, on May 30, 2013, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the City of Tempe, Arizona, and

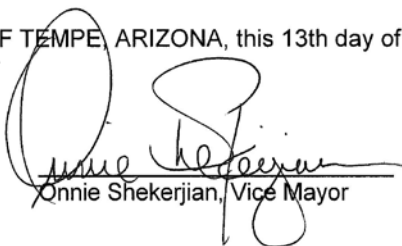
WHEREAS, in accordance with said chapter of said title, and following due public notice, the Council met on May 30, 2013, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies, and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on June 13, 2013, in the Council Chambers for the purpose of hearing taxpayers and making tax levies as set forth in said estimates, and

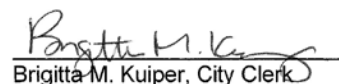
WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate exceed that amount as computed in A.R.S. §42-17051(A), therefore be it

RESOLVED, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced or changed are hereby adopted as the budget of the City of Tempe, Arizona, for the fiscal year 2013-2014.

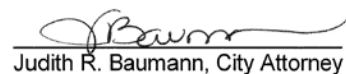
PASSED BY THE CITY COUNCIL OF TEMPE, ARIZONA, this 13th day of June, 2013.


Onnie Shekerjian, Vice Mayor

ATTEST:


Brigitta M. Kuiper, City Clerk

APPROVED AS TO FORM:


Judith R. Baumann, City Attorney

Budget Schedules

Schedule A Summary Schedule of Estimated Revenues and Expenditures/Expenses

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES*	ACTUAL EXPENDITURES/ EXPENSES**	FUND BALANCE/ NET POSITION*** July 1, 2013**	PROPERTY TAX REVENUES 2014	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2014	OTHER FINANCING 2014		INTERFUND TRANSFERS 2014		TOTAL FINANCIAL RESOURCES AVAILABLE 2014	BUDGETED EXPENDITURES / EXPENSES 2014
	2013	2013				SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$168,458,268	\$164,753,383	\$51,017,513	Primary: \$13,778,678	\$161,577,217	\$		\$75,000	\$(1,744,156)	\$228,192,564	\$178,566,369
2. Special Revenue Funds	155,691,961	143,825,256	31,162,052	Secondary: 23,766,365	105,627,007			1,096,000	(6,343,084)	167,994,508	102,126,601
3. Debt Service Funds	48,623,373	27,801,761	32,583,304		3,194,720			6,898,256	(6,159,966)	48,836,246	46,731,632
4. Capital Projects Funds	123,801,394	66,932,903	41,406,654			111,931,434		7,595,975		160,934,063	119,527,409
5. Enterprise Funds	94,320,413	87,697,498	54,885,258		94,693,833			5,230,086	(6,648,111)	161,457,288	98,334,621
6. Internal Service Funds	2,000,000		2,000,000							2,000,000	2,000,000
7. TOTAL ALL FUNDS	\$592,895,409	\$491,010,801	\$213,054,781	\$37,545,043	\$365,092,777	\$111,931,434	\$	\$20,895,317	\$(20,895,317)	\$769,414,669	\$547,286,632

EXPENDITURE LIMITATION COMPARISON

1. Budgeted expenditures/expenses
2. Add/subtract: estimated net reconciling items
3. Budgeted expenditures/expenses adjusted for reconciling items
4. Less: estimated exclusions
5. Amount subject to the expenditure limitation
6. EEC or voter-approved alternative expenditure limitation

2013	2014
\$592,895,409	\$547,286,632
592,895,409	547,286,632
301,312,440	242,359,236
\$291,582,969	\$304,927,396
\$291,582,969	\$304,927,396

* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts in this column represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

Schedule B Tax Levy and Tax Rate Information

	2013	2014
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	<u>\$13,271,172</u>	<u>\$13,778,678</u>
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	<u> </u>	<u> </u>
3. Property tax levy amounts		
A. Primary property taxes	<u>\$13,271,172</u>	\$13,778,678
B. Secondary property taxes	<u>23,000,956</u>	<u>23,766,365</u>
C. Total property tax levy amounts	<u>\$36,272,128</u>	<u>\$37,545,043</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	<u>\$13,218,160</u>	
(2) Prior years' levies	<u>107,775</u>	
(3) Total primary property taxes	<u>\$13,325,935</u>	
B. Secondary property taxes		
(1) Current year's levy	\$22,909,078	
(2) Prior years' levies	<u>186,790</u>	
(3) Total secondary property taxes	<u>\$23,095,868</u>	
C. Total property taxes collected	<u>\$36,421,803</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.7862</u>	<u>0.9177</u>
(2) Secondary property tax rate	<u>1.3552</u>	<u>1.5705</u>
(3) Total city/town tax rate	<u>2.1414</u>	<u>2.4882</u>
B. Special assessment district tax rates		

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating one special assessment district for which secondary property taxes are levied. For information pertaining to this special assessment district and its tax rates, please contact the city/town.

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

Schedule C Revenues Other Than Property Taxes

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
GENERAL FUND			
Local taxes			
City Sales Tax	\$85,817,840	\$85,847,840	\$89,281,629
Transient Lodging Tax	4,647,362	4,647,362	5,014,504
Franchise Fees	3,533,481	3,273,736	3,273,736
Licenses and permits	1,543,750	1,646,632	1,664,632
Intergovernmental			
State	35,400,408	34,916,196	37,406,500
Other	132,000	443,125	432,000
Charges for services	9,517,515	10,526,478	10,660,157
Fines and forfeits	7,375,168	7,611,230	7,455,390
Interest on investments	464,983	450,000	330,000
Voluntary contributions	1,523,000	2,009,858	2,063,542
Miscellaneous	4,952,592	3,919,314	3,995,127
Total General Fund	\$154,908,099	\$155,291,771	\$161,577,217
SPECIAL REVENUE FUNDS			
Transit Fund			
Transit Tax	\$30,905,796	\$30,905,796	\$31,702,000
ASU-Flash Transit	932,103	932,103	932,103
Interest Income	120,000	200,000	144,000
Intergovernmental	18,847,321	18,847,321	8,563,491
Miscellaneous Revenue	4,057,012	4,057,012	14,437,506
Total Transit Fund	\$54,862,232	\$54,942,232	\$55,779,100
Highway User Revenue Fund			
Highway User Revenue Tax	\$9,101,143	\$8,829,124	\$9,122,472
Barricading Fees	70,000	80,000	70,000
Miscellaneous Revenue	1,000	1,700	1,500
Total Highway User Revenue Fund	\$9,172,143	\$8,910,824	\$9,193,972
Performing Arts Fund			
Performing Arts Tax	\$6,374,872	\$6,374,872	\$6,657,096
Fees and Admissions	601,500	627,500	773,500
Miscellaneous Revenue	5,550	5,550	5,550
Interest Income	19,582	12,000	10,800
Total Performing Arts Fund	\$7,001,504	\$7,019,922	\$7,446,946
CDBG/Section 8 Housing Funds			
Community Development Block Grant	\$4,908,913	\$2,717,964	\$4,555,873
Section 8 Housing	11,034,342	9,219,827	10,185,240
Total CDBG/Section 8 Housing Funds	\$15,943,255	\$11,937,791	\$14,741,113
Police Dept-RICO & Grants Fund	\$5,165,104	\$4,597,657	\$5,602,064
Governmental Grants or Donations Fund	10,653,863	4,594,425	11,447,386
Court Enhancement Fund	1,414,465	855,712	1,411,301
Peterson House Fund	3,720	1,362	5,125
Total Special Revenue Funds	\$104,216,286	\$92,859,925	\$105,627,007

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

Schedule C (Continued) Revenues Other Than Property Taxes Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
DEBT SERVICE FUNDS			
Debt Service Fund	\$657,625	\$1,106,489	\$1,238,750
Special Assessments Fund		\$3,930,070	\$1,955,970
Total Debt Service Funds	\$657,625	\$5,036,559	\$3,194,720
ENTERPRISE FUNDS			
Water/Wastewater Fund	\$76,104,967	\$72,718,160	\$77,167,160
Solid Waste Fund	\$14,976,722	\$14,800,052	\$14,864,052
Golf Fund	\$2,394,000	\$2,476,378	\$2,662,621
Total Enterprise Funds	\$93,475,689	\$89,994,590	\$94,693,833
INTERNAL SERVICE FUNDS			
Risk Management Fund	\$2,000,000	\$2,000,000	
TOTAL ALL FUNDS	\$355,257,699	\$345,182,845	\$365,092,777

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**Schedule D** Other Financing Sources/<Uses> and Interfund Transfers

FUND	OTHER FINANCING 2014		INTERFUND TRANSFERS 2014	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND			\$75,000	\$(1,744,156)
SPECIAL REVENUE FUNDS				
HURF			\$1,096,000	\$(1,430,304)
Transit				(3,759,780)
Local Transportation Assistance				(1,153,000)
Total Special Revenue Funds			\$1,096,000	\$(6,343,084)
DEBT SERVICE FUNDS				
General Governmental Debt Service			\$5,894,376	\$(6,159,966)
Special Assessment Debt Service			1,003,880	
Total Debt Service Funds			\$6,898,256	\$(6,159,966)
CAPITAL PROJECTS FUNDS				
Bond Proceeds	\$75,315,180		\$7,595,975	
Fund Balance Applied	13,477,528			
Other Funding	23,138,726			
Total Capital Projects Funds	\$111,931,434		\$7,595,975	
ENTERPRISE FUNDS				
Water / Wastewater			\$5,156,086	\$(5,602,772)
Solid Waste Fund				(371,339)
Golf Fund			74,000	(674,000)
Total Enterprise Funds			\$5,230,086	\$(6,648,111)
TOTAL ALL FUNDS	<u>\$111,931,434</u>		<u>\$20,895,317</u>	<u>\$(20,895,317)</u>

Schedule E Expenditures/Expenses by Fund

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
GENERAL FUND				
Mayor and Council	\$372,531	\$3,000	\$351,941	\$398,365
City Manager	578,925	16,376	819,631	642,600
Community Relations	2,289,832	200	2,298,543	2,613,700
Diversity Department	477,433		425,645	467,301
Internal Audit	423,408		393,596	412,103
City Clerk	561,728		513,647	849,926
City Court	3,791,700		3,551,938	4,115,715
Human Resources	2,336,150		2,061,703	2,620,646
Tempe Learning Center	546,676		441,460	544,272
City Attorney	2,770,028	(6,000)	2,795,767	2,706,504
Finance + Technology	3,429,884		3,269,221	3,793,756
Community Development	9,593,822		9,041,099	11,520,162
Police	67,833,501	(97,590)	66,541,847	68,546,753
Fire	27,325,938	654,767	27,241,521	29,178,661
Community Services	19,548,371		18,837,432	19,197,813
Public Works	17,214,204		17,097,232	18,604,973
Non-Departmental	8,467,527	(674,143)	9,071,160	11,353,119
General Fund Contingency	1,000,000			1,000,000
Total General Fund	\$168,561,658	\$(103,390)	\$164,753,383	\$178,566,369
SPECIAL REVENUE FUNDS				
Highway User Revenue	8,194,236		7,954,073	9,762,744
Transit	106,006,203		105,632,647	50,496,283
CDBG	4,908,913	(119,935)	2,562,569	4,555,873
Section 8 Housing	11,034,342		9,219,827	10,185,240
Performing Arts	8,525,455		8,406,984	8,660,585
Police Dept-Rico & Grants	5,165,104		4,597,657	5,602,064
Govtl Grants or Donations	10,653,863	(94,405)	4,594,425	11,447,386
Court Enhancement	1,414,465		855,712	1,411,301
Petersen House Endowment	3,720		1,362	5,125
Total Special Revenue Funds	\$155,906,301	\$(214,340)	\$143,825,256	\$102,126,601
DEBT SERVICE FUNDS				
General Governmental	48,623,373		23,871,691	43,771,782
Special Assessment			3,930,070	2,959,850
Total Debt Service Funds	\$48,623,373		\$27,801,761	\$46,731,632
CAPITAL PROJECTS FUNDS				
All Capital Projects	\$124,812,526	\$(1,011,132)	\$66,932,903	\$119,527,409
ENTERPRISE FUNDS				
Water/Wastewater	75,746,634	(177,155)	71,492,623	78,458,221
Golf	2,513,917		2,679,645	2,669,882
Solid Waste	16,237,017		13,525,230	17,206,518
Total Enterprise Funds	\$94,497,568	\$(177,155)	\$87,697,498	\$98,334,621
INTERNAL SERVICE FUNDS				
Risk Management	\$2,000,000			\$2,000,000
TOTAL ALL FUNDS	\$594,401,426	\$(1,506,017)	\$491,010,801	\$547,286,632

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Schedule F Expenditures/Expenses by Department

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
Mayor and Council Department:				
General Fund	\$372,531	\$3,000	\$351,941	\$398,365
City Manager Department:				
General Fund	\$578,925	\$16,376	\$819,631	\$642,600
Govtl Grants and Donations				2,250,000
Department Total	\$578,925	\$16,376	\$819,631	\$2,892,600
Community Relations Department:				
General Fund	\$2,289,832	\$200	\$2,298,543	\$2,613,700
Transit Fund	481,665		210,821	545,492
Govtl Grants and Donations	2,448,134		849,098	967,289
Department Total	\$5,219,631	\$200	\$3,358,462	\$4,126,481
Diversity Department Department:				
General Fund	\$477,433		\$425,645	\$467,301
Internal Audit Department:				
General Fund	\$423,408		\$393,596	\$412,103
City Clerk Department:				
General Fund	\$561,728		\$513,647	\$849,926
City Court Department:				
General Fund	\$3,791,700		\$3,551,938	\$4,115,715
Court Enhancement Fund	1,214,465		855,712	1,195,721
Department Total	\$5,006,165		\$4,407,650	\$5,311,436
Human Resources Department:				
General Fund	\$2,336,150		\$2,061,703	\$2,620,646
Tempe Learning Center Department:				
General Fund	\$546,676		\$441,460	\$544,272
City Attorney Department:				
General Fund	\$2,770,028	\$(6,000)	\$2,795,767	\$2,706,504
Water Fund	389,267		385,597	410,933
Govtl Grants and Donations	379,909		297,745	261,393
Department Total	\$3,539,204	\$(6,000)	\$3,479,109	\$3,378,830
Finance + Technology Department:				
General Fund	\$3,429,884		\$3,269,221	\$3,793,756
Water Fund	2,823,847		2,808,852	3,006,766
Department Total	\$6,253,731		\$6,078,073	\$6,800,522
Community Development Department:				
General Fund	\$9,593,822		\$9,041,099	\$11,520,162
Transit Fund	877,308		837,841	920,202
Section 8 Grants Fund	11,034,342		9,219,827	10,185,240
Comm Dev Block Grant Fund	4,908,913	(119,935)	2,562,569	4,555,873
Govtl Grants and Donations	558,184		291,427	400,569
Department Total	\$26,972,569	\$(119,935)	\$21,952,763	\$27,582,046

Schedule F (Continued) Expenditures/Expenses by Department

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
Police Department:				
General Fund	\$67,833,501	\$(97,590)	\$66,541,847	\$68,546,753
Police Dept-Rico & Grants	4,330,376		4,291,902	4,970,020
Department Total	\$72,163,877	\$(97,590)	\$70,833,749	\$73,516,773
Fire Department:				
General Fund	\$27,325,938	\$654,767	\$27,241,521	\$29,178,661
Govtl Grants and Donations	868,791	(94,405)	962,023	1,034,445
Department Total	\$28,194,729	\$560,362	\$28,203,544	\$30,213,106
Community Services Department:				
General Fund	\$19,548,371		\$18,837,432	\$19,197,813
Performing Arts Fund	2,040,529		1,919,860	2,142,692
Govtl Grants and Donations	1,382,845		1,179,073	1,523,454
Petersen House Endowment	3,720		1,362	5,125
Department Total	\$22,971,745		\$21,936,365	\$22,863,959
Public Works Department:				
General Fund	\$17,214,204		\$17,097,232	\$18,604,973
Golf Fund	2,513,917		2,679,645	2,669,882
Performing Arts Fund	552,576		561,774	592,143
Solid Waste Fund	16,237,017		13,525,230	17,206,518
Highway User Revenue Fund	8,194,236		7,954,073	9,762,744
Transit Fund	46,717,686		46,609,618	44,292,376
Water Fund	38,658,520	(177,155)	35,236,174	38,935,482
Govtl Grants or Donations	16,000		15,059	4,000
Department Total	\$130,104,156	\$(177,155)	\$123,678,805	\$132,068,118
Non Departmental:				
General Fund	\$8,467,527	\$(674,143)	\$9,071,160	\$11,353,119
Debt Service:				
Transit Fund	\$57,854,544		\$57,974,367	\$4,663,213
Water Fund	32,875,000		32,675,000	35,105,040
Performing Arts Fund	5,932,350		5,925,350	5,925,750
Debt Service Fund	48,623,373		23,871,691	43,771,782
Special Assessment Fund			3,930,070	2,959,850
Department Total	\$145,285,267		\$124,376,478	\$92,425,635
Contingency:				
General Fund	\$1,000,000			\$1,000,000
Water Fund	1,000,000		387,000	1,000,000
Transit Fund	75,000			75,000
Internal Service / Risk Management	2,000,000			2,000,000
Police Dept-Rico & Grants	834,728		305,755	632,044
Govtl Grants or Donations	5,000,000		1,000,000	5,006,236
Court Enhancement Fund	200,000			215,580
Department Total	\$10,109,728		\$1,692,755	\$9,928,860
Capital Projects:				
All Capital Projects	\$124,812,526	\$(1,011,132)	\$66,932,903	\$119,527,409
TOTAL ALL FUNDS	\$594,401,426	\$(1,506,017)	\$491,010,801	\$547,286,632

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**Schedule G** Full-Time Employees and Personnel Compensation

FUND	Full-Time Equivalent (FTE) 2014	Employee Salaries and Hourly Costs 2014	Retirement Costs* 2014	Healthcare Costs 2014	Other Benefit Costs** 2014	Total Estimated Personnel Compensation 2014
GENERAL FUND	1,187.87	\$93,345,397	\$18,528,186	\$11,500,927	\$7,707,766	= \$131,082,276
SPECIAL REVENUE FUNDS						
Transit Fund	34.33	\$2,348,767	\$268,765	\$326,968	\$213,977	= \$3,158,477
Highway User Revenue	38.50	2,578,994	284,770	398,106	265,046	= 3,526,916
Performing Arts	17.15	1,038,018	114,378	158,426	100,449	= 1,411,271
CDBG	5.15	270,760	29,389	31,928	35,506	= 367,583
Section 8 Housing	9.00	264,154	64,230	81,636	50,926	= 460,946
Police Dept. - Rico & Grants	13.00	1,132,606	172,597	136,311	105,072	= 1,546,586
Governmental Grants & Donations	4.40	249,312	68,468	38,881	13,146	= 369,807
Court Enhancement	6.00	275,270	29,968	56,082	22,745	= 384,065
Total Special Revenue Funds	127.53	\$8,157,881	\$1,032,565	\$1,228,338	\$806,867	= \$11,225,651
CAPITAL PROJECTS FUNDS						
All Capital Projects	2.20	\$156,074	\$18,011	\$23,339	\$12,832	= \$210,256
ENTERPRISE FUNDS						
Water/Wastewater	181.50	\$12,066,352	\$1,330,102	\$1,711,221	\$1,102,474	= \$16,210,149
Golf	11.00	512,406	62,102	90,919	49,951	= 715,378
Solid Waste	76.25	4,044,597	444,805	736,205	376,928	= 5,602,535
Total Enterprise Funds	268.75	\$16,623,355	\$1,837,009	\$2,538,345	\$1,529,353	= \$22,528,062
INTERNAL SERVICE FUNDS						
Risk Management	3.00	\$214,903	\$23,584	\$17,983	\$18,985	= \$275,455
TOTAL ALL FUNDS	1,589.35	\$118,497,610	\$21,439,355	\$15,308,932	\$10,075,803	= \$165,321,700

* Represents employer contributions to Arizona State Retirement System, Public Safety Personnel Retirement System, and Elected Officials Retirement System

** Includes FICA, Mediflex reimbursement, deferred compensation contributions for DROP employees, vehicle allowance, and employer contributions to a health reimbursement plan for future retirees

Budget Basis, Units and Changes

Accounting/Budgetary Basis

The City of Tempe's operating budget is legally adopted by Council resolution each fiscal year on a modified accrual basis, which is consistent with Generally Accepted Accounting Principles (GAAP). With modified accrual basis, revenue is recognized when it becomes available and measurable and expenditures as they are made. By contrast, Government-wide financial statements in the Comprehensive Annual Financial Report (CAFR) must be recorded on a full accrual basis. This is where revenue is recognized as soon as it is earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows and outflows. Fund Statements, in the CAFR, are modified accrual basis for the General Fund, Debt Service Fund, Special Revenue Funds, and Capital Project Funds and accrual basis for Proprietary Funds.

Budget Units

- **Funds (Fund Accounting)** The City's Operating Budget is organized by funds in conformity with GAAP with guidelines established by the Governmental Accounting Standards Board (GASB). The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts. With this account structure, the revenue and expenditures/expenses are budgeted and approved prior to the beginning of each fiscal year by a resolution passed by the City Council.

The various funds are grouped by two types, governmental and proprietary. Governmental funds are those through which most governmental functions of the City are financed and include the General Fund, Debt Service Fund, Special Revenue Funds, and Capital Project Funds. Proprietary funds are used to account for the City's organizations and activities which are similar to those often found in the private sector. The Proprietary (Enterprise) Funds include the Water/Wastewater, Solid Waste, Golf and Cemetery Funds. The Comprehensive Annual Financial Report includes the combined financial statements of all funds.

- **Programs** Presentation of the operating budget is also structured by programs which delineate budget expenditures in terms of broad goals and objectives. Major programs include 1) General Services, 2) Development Services, 3) Public Safety, 4) Environmental Health, 5) Community Services, and 6) Transportation.

Programs may transcend specific fund or departmental boundaries in that a program encompasses all associated activities, regardless of fund or department, directed toward the attainment of a general goal or objective. The relationship between programs and funds is presented in summary form in the Budget Summaries section as is their relation to the Departments and Divisions engaged in the pursuit of the respective goals and objectives.

- **Departments** Finally, the Performance Budget section of the operating budget illustrates the distribution of budget appropriations along the major organization units of City departments and their divisions.

Changes to the Budget

- **Mid-Year Program/Personnel Adjustment Request** Should the need arise for additional personnel or program enhancements during the fiscal year to meet some unforeseen need, a mid-year program/personnel request is submitted to the Budget Office for a needs assessment and fiscal impact review. If after evaluation, the request is approved and involves either additional personnel or the abolition of a position(s), the request is forwarded to either the relevant Council Committee or full Council with recommended action.

- **Budget Transfers** The department should process a budget transfer request form anytime a shortfall is anticipated in a departmental subtotal budget. Budget transfers are no longer necessary to address a shortfall within summary account groups as long as sufficient monies are available in the subtotal departmental budget. The subtotal budget includes salaries and wages, fringe benefits, materials and supplies, fees and services, travel and other expenses, contributions, and capital outlay, and excludes internal services.

Only as a last resort are contingency monies used to fund a shortfall. Alternative courses of action should be sought before contingency monies will be considered. Purchase orders and requisitions will be held until the budget shortfall is addressed.

- **Transfer of Appropriation** At any time during the fiscal year, the City Manager may transfer part or all of any unencumbered appropriation balance among programs within a department, office, or agency. Upon written request by the City Manager, the Council may by ordinance transfer part or all of any unencumbered appropriation balance from one department, office, or agency to another (Section 5.08, City of Tempe Charter).
- **Permission to Exceed Budget** In the event of an emergency, the Council may seek permission from the State Board of Tax Appeals (previously State Tax Commission) to exceed the adopted budget (Section 5.09, City of Tempe Charter).

Financial Structure and Organization

- **Types of Budgeting** Two separate budgets are adopted at the aggregate level for both the Operating and Capital Improvements Program and are then presented in program budget, performance and line-item form. The program budget portrays total and per capita expenditures along six broad programs or functions, including General Services, Development Services, Public Safety, Environmental Health, Community Services, and Transportation. This budget information is presented in the Budget Summaries section of the Annual Budget. The performance budget focuses on departmental and divisional goals and objectives. Benchmark and other workload data are collected to assess the effectiveness and efficiency of services. This information is published in the performance budget section of our Annual Budget. Finally, the line-item budget lists dollar amounts budgeted for each cost center and expenditure category and is published separately.
- **Level of Revenue and Expenditure Detail** Revenue is presented at several levels within the revenue information section of the Annual Budget. Revenue is given by fund type (General Governmental, Special Revenue, and Enterprise), by revenue category, and by major source. Additionally, all key revenue is addressed in terms of a ten year history, underlying assumptions, and major influences with graphic illustration of the trends to facilitate review of the revenue patterns. Summary schedules of estimated revenue is also presented in the Schedules and Summaries section of the Annual Budget. Expenditures are presented at several levels of detail including information by line-item, organizational unit performance, program, and fund. Line-item detail of expenditures is given in the Annual Line-Item Budget. Performance, program, and fund level expenditure data are presented in the Annual Budget.
- **Relationship Between Budgeting and Accounting** This budget is adopted on a basis consistent with GAAP, except for certain items which are adjusted on the City's accounting system at fiscal year-end. During the year, the City's accounting system is maintained on the same basis as the adopted budget. This enables departmental budgets to be easily monitored via accounting system reports on a monthly basis.

The major differences between this adopted budget and GAAP for governmental funds are: a) encumbrances are recorded as the equivalent of expenditures (budget) as opposed to a reservation of fund balance (GAAP); b) certain revenue and expenditures, not recognized for budgetary purposes are accrued (GAAP); and c) supply inventory and self-insurance contributions are recognized as expenditures for budgetary purposes only. Enterprise Fund differences consist of the following: a) encumbrances are recorded as the equivalent of expenses (budget basis) as opposed to an expense of the following accounting period (GAAP); b) certain items, e.g., principal expense and capital outlay, are recorded as expenditures for budgetary purposes as opposed to adjustments of the appropriate balance sheet accounts (GAAP); and c) depreciation is recorded as an expense (GAAP) and not recognized for budgetary purposes.

Fund Structure

· Governmental Funds

Capital Projects Funds: Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Funds and Trust Funds).

Debt Service Fund: Debt Service Funds are set up to receive dedicated revenue used to make principal and interest payments on City debt. They are used to account for the accumulation of resources and the payment of general obligation and special assessment debt principal, interest and related costs, except the debt service accounted for in the Special Revenue Funds and Enterprise Funds.

General Fund: The General Fund is the general operating fund of the City. It is used to account for all activities of the City not accounted for in some other fund.

Special Revenue Funds: Special Revenue Funds are established to account for legally restricted funding. Our Special Revenue Funds include: Performing Arts, Highway User Revenue, Local Transportation Assistance, Rio Salado, Community Facilities District, Transit, Community Development Block Grant and Housing Assistance.

· Proprietary Funds

Enterprise Funds: Enterprise Funds are used to account for operations including debt service that are: (a) financed and operated in a manner similar to private businesses, where the intent of the government body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis are financed or recovered primarily through user charges; or (b) where the governing body has determined that periodic determination of revenue earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Our Enterprise Funds include: Water and Wastewater, Solid Waste, Cemetery and Golf.

Personnel Summary

The number of employees for FY 2013-14 totals 1,800.39 full-time equivalents (FTE), including 1,573 full-time, 15.35 permanent full-time equivalents, and 212.04 temporary full-time equivalent employees.

Department	2011-12 Actual			2012-13 Budget			2012-13 Revised			2013-14 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Mayor and Council	7			7			7			7		
City Manager	4			5			4			4		
City Attorney	23	1.75		23	1.75		23	1.75		23	1.75	
City Clerk	4		0.58	4		0.58	4		0.58	4		0.58
City Court	38		4.06	38		4.06	38		4.06	38		4.06
Community Development	78	1.60	3.52	78	1.60	3.52	77	1.60	3.52	76	1.60	10.02
Community Relations	25		1.34	24		1.34	23		1.34	23		1.34
Community Services	116	6.50	165.69	116	6.50	165.69	116	6.50	165.69	117	6.50	165.69
Diversity Program	2	1.25		2	1.25		2	1.25		2	1.25	
Finance and Technology	131	0.50		131	0.50		131	0.50		133	0.50	
Fire	181	1.00		181	1.00		181	1.00		181	1.00	
Human Resources	17			17			17			20		
Internal Audit	3		0.45	3		0.45	3		0.45	3	0.50	
Police	488		6.25	490		6.25	491		6.25	490		6.25
Public Works	460	1.50	24.10	458	1.63	24.10	458	1.63	24.10	452	2.25	24.10
Tempe Learning Center	3			3			3					
Sub Total	1,580	14.10	205.99	1,580	14.23	205.99	1,578	14.23	205.99	1,573	15.35	212.04
Total Personnel	1,800.09			1,800.22			1,798.22			1,800.39		

Personnel Changes for FY 2013-14

Reflects all personnel changes/reductions approved by City Council through 6/30/2013

Position Reductions

Department	Position	Fund	Cost Center	PCN	FTE	Action Summary
City Manager	Energy & Grants Project Mgr	Grant	1231	1961	(1.00)	Authorization Ended 9/1/2012
Community Development	Building Inspector II+	Grant	2736	1622	(1.00)	Authorization Ended 11/4/2012
Community Development	Affordable Housing Specialist	CDBG	2863	1679	(1.00)	Lack of funds – position eliminated 2/15/2013
Community Relations	Video Production Coordinator	General	1214	22	(1.00)	Authorization Ended 12/31/2012
Police	Police Officer	Grant	2287	1969	(1.00)	Completion of Grant award effective 6/30/2013
Police	Commander	Grant	2201	1959	(1.00)	Completion of Grant award effective 6/30/2013
Public Works	Solid Waste Equip Operator II+	Solid Waste	3718	759	(1.00)	Solid Waste Reduction Plan effective 6/30/2013
Public Works	Solid Waste Equip Operator II+	Solid Waste	3718	760	(1.00)	Solid Waste Reduction Plan effective 6/30/2013
Public Works	Custodian	General	3271	579	(1.00)	FY 13/14 Supplemental effective 6/30/2013
Public Works	Custodian	General	3271	584	(1.00)	FY 13/14 Supplemental effective 6/30/2013
Public Works	Custodian	General	3271	592	(1.00)	FY 13/14 Supplemental effective 6/30/2013
Total Reductions					(11.00)	

Position Additions/Status Changes

Department	Position	Fund	Cost Center	PCN	FTE	Action Summary
Community Services	Cultural Dev Coordinator	Percent for Arts	66997-99	TBD	1.00	New position – Operating Budget Supplemental – effective 7/1/2013
Finance and Technology	Admin Assistant	General	1991	1984	1.00	New position – Operating Budget Supplemental – effective 7/1/2013
Finance and Technology	Enterprise Network Eng II+	General	1993	1986	1.00	New positions – Operating Budget Supplemental – effective 7/1/2013
Internal Audit	Accountant/Auditor	General	1213	TBD	0.50	New position – Operating Budget Supplemental – effective 7/1/2013
Police	Police Officer	Special Revenue	4522	1981	1.00	Mid-year addition (9/10/2012) – Council approved
Public Works	Executive Assistant	General	3210	518	0.12	Increase from 25 to 30 hours per week - Operating Budget Supplemental – effective 7/1/2013
Public Works	Sr. Civil Engineer	HURF	3822	1985	0.50	Will combine with a 0.50 Transit funded Sr. Civil Engineer to create one full-time position
Total Changes					5.12	

Change in Funding

Department	Position	Funding Change	Cost Center	PCN	Action Summary
Public Works	Public Works Supervisor	From 50% General Fund/ 50% Golf Fund to 100% Golf Fund	2512	513	Operating Budget Supplemental effective 7/1/2013
Community Development	Sr. Transportation Planner+	From 50% General Fund/50% Transit Fund to 100% Transit Fund	3923	829	Operating Budget Supplemental effective 7/1/2013

Summary – Authorized Positions (Full and Part-Time FTEs)

FY 2012-13 Budget	1,594.23
Position Reductions	(11.00)
<u>Position Additions</u>	<u>5.12</u>

Personnel Schedules

Reflects all personnel changes/reductions approved by City Council through 6/30/2013

	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
1110	MAYOR & COUNCIL					
	Mayor	Gen	1	1	1	1
	Vice Mayor	Gen	1	1	1	1
	Council Member	Gen	5	5	5	5
	Mayor & Council Total Full-Time		7	7	7	7
	CITY MANAGER					
1210	Administration					
	City Mgr	Gen	1	1	1	1
	Asst City Mgr	Gen	1	1	1	1
	Executive Asst to City Mgr	Gen	1	1	1	1
	Total Full-Time		3	3	3	3
1216	Government Relations					
	Government Relations Officer	Gen	0	1	1	1
	Total Full-Time		0	1	1	1
1231	EECBG					
	Energy & Grants Project Mgr (Position is funded through 9-1-12)	Grant	1	1	0	0
	Total Full-Time		1	1	0	0
	City Manager Total Full-Time		4	5	4	4
	CITY ATTORNEY					
1710	Legal Services					
	City Attorney	Gen	1	1	1	1
	Dep City Attorney	Gen	2	2	2	2
	Sr Asst City Attorney	Gen	1	1	1	1
	Police Legal Advisor	Gen	1	1	1	1
	Asst City Attorney	Gen	8	8	8	8
	Paralegal II+	Gen	2	2	2	2
	Administrative Support Supvr	Gen	1	1	1	1
	Paralegal I+	Gen 60% Grants 40%	1	1	1	1
	Legal Assistant	Gen	3	3	3	3
	Legal Specialist II+**	Gen	0.75	0.75	0.75	0.75
	Assistant City Attorney**	Gen	1.00	1.00	1.00	1.00
	Total Full-Time		20	20	20	20
	Total Perm FTE**		1.75	1.75	1.75	1.75
3115	City Attorney/Water					
	Sr Asst City Attorney	W/WW	1	1	1	1
	Asst City Attorney	W/WW	1	1	1	1
	Executive Assistant	WWW	1	1	1	1
	Total Full-Time		3	3	3	3
	City Attorney Total Full-Time		23	23	23	23
	City Attorney Total Perm FTE**		1.75	1.75	1.75	1.75

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2013

	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
1310	CITY CLERK					
	City Clerk	Gen	1	1	1	1
	Dep City Clerk	Gen	1	1	1	1
	Asst City Clerk	Gen	1	1	1	1
	Executive Assistant	Gen	1	1	1	1
	COE *	Gen	0.58	0.58	0.58	0.58
	City Clerk Total Full-Time		4	4	4	4
	City Clerk Total Temp FTE*		0.58	0.58	0.58	0.58
	CITY COURT					
1410	Administration/Judicial Division					
	Presiding City Judge	Gen	1	1	1	1
	Court Admin	Gen	1	1	1	1
	City Judge	Gen	2	2	2	2
	Court Commissioner	Gen	2	2	2	2
	Dep Court Admin	Gen	1	1	1	2
	Court Svcs Supvr	Gen	1	1	1	1
	Total Full-Time		8	8	8	9
1411	Criminal Division					
	Court Svcs Supvr	Gen	1	1	1	1
	Lead Court Svcs Spec	Gen	1	1	1	1
	Court Svcs Spec II+	Gen	8	9	9	8
	COE*	Gen	1.96	1.96	1.96	1.96
	Total Full-Time		10	11	11	10
	Total Temp FTE*		1.96	1.96	1.96	1.96
1412	Civil Division					
	Court Svcs Supvr	Gen	2	2	2	2
	Court Svcs Spec II+	Gen	13	12	12	11
	COE*	Gen	2.10	2.10	2.10	2.10
	Total Full-Time		15	14	14	13
	Total Temp FTE*		2.10	2.10	2.10	2.10
4710	Court Enhancement Fund					
	Deputy Court Admin	Dsg Fund	1	1	1	0
	Court Svcs Spec II+	Dsg Fund	0	0	0	2
	Total Full-Time		1	1	1	2
4720	Fill the Gap Fund					
	Court Interpreter	Grant	1	1	1	1
	Total Full-Time		1	1	1	1
4730	Local JCEF					
	Court Svcs Spec II+	Grant	2	2	2	2
	Court Training Coord	Grant	1	1	0	0
	Executive Assistant	Grant	0	0	1	1
	Total Full-Time		3	3	3	3
	City Court Total Full-Time		38	38	38	38
	City Court Total Temp FTE*		4.06	4.06	4.06	4.06

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Reflects all personnel changes/reductions approved by City Council through 6/30/2013

	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
COMMUNITY DEVELOPMENT						
<i>Economic Development</i>						
2710	Administration/Economic Development					
	Community Development Dir	Gen 95%				
		Grants 5%	1	1	1	1
	Business Development Officer	Gen	1	1	1	1
	Economic Development Spec	Gen	1	1	1	1
	Rio Salado Financial Analyst	Gen	1	1	1	1
	Sr Planner	Gen	1	1	1	1
	Tech Development Spec	Gen	1	1	1	1
	Executive Assistant	Gen	1	1	1	1
	Administrative Assistant II+	Gen	1	1	1	1
	Total Full-Time		8	8	8	8
<i>Building Safety</i>						
2721	Building Safety Inspections and Permits					
	Dep Com Dev Dir - Bldg/Permits	Gen	1	1	1	1
	Plan Review Mgr	Gen	1	1	1	1
	Bldg Inspection Mgr	Gen	1	1	1	1
	Development Project Coord	Gen	1	1	1	1
	Sr Plan Check Engineer+	Gen	5	5	5	5
	Sr Bldg Inspector	Gen	1	1	1	1
	Permit Center Supervisor	Gen	1	1	1	1
	Bldg Inspector II+	Gen	5	5	5	5
	Development Svcs Spec II+	Gen	4	4	4	4
	Administrative Assistant II+	Gen	3	3	2	2
	Customer Relations Spec	Gen	0	0	1	1
	Building Inspector I/II+ *	Gen	0.66	0.66	0.66	5.66
	Total Full-Time		23	23	23	23
	Total Temp FTE*		0.66	0.66	0.66	5.66
<i>Planning</i>						
2727	Code Compliance					
	Sr Code Inspector Spec	Gen	1	1	1	1
	Code Inspector II+	Gen	3	3	3	3
	Administrative Assistant II+	Gen	1	1	1	1
	Unclassified Temporary*	Gen	1.00	1.00	1.00	2.50
	Total Full-Time		5	5	5	5
	Total Temp FTE*		1.00	1.00	1.00	2.50
2736	EECBG - IED Code Im					
	Bldg Inspector II+	Grant	1	1	0	0
	(Position is funded through 11-4-12)					
	Total Full-Time		1	1	0	0

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2013

	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
2731	Planning					
	Dep Com Dev Dir - Planning	Gen 90%				
		Grants 10%	1	1	1	1
	Code Enforcement Mgr	Gen	1	1	1	1
	Principal Architect	Gen	1	1	1	1
	Sr Architect+	Gen	1	1	1	1
	Principal Planner	Gen	2	2	2	2
	Sr Planner	Gen	6	6	6	6
	Sr Planner	Gen 50%				
		Grants 50%	1	1	1	1
	Sr Transportation Planner	Gen	1	1	1	1
	Tech Planner	Gen	1	1	1	1
	Project Mgmt Coord	Gen	1	1	1	1
	Sr Code Inspector Spec	Gen	1	1	1	1
	Code Inspector II+	Gen	2	2	2	2
	Administrative Assistant II+	Gen	2	2	2	2
	COE*	Gen	1.86	1.86	1.86	1.86
	Total Full-Time		21	21	21	21
	Total Temp FTE*		1.86	1.86	1.86	1.86
3923	Planning & Project Review					
	Development Project Officer	Gen 67%				
		Transit 33%	1	1	1	1
	Principal Planner	Transit	2	2	2	2
	Sr Transportation Planner+	Transit 50%				
		Gen 50%	1	1	0	0
	Sr Transportation Planner+	Transit	0	0	0	1
	Total Full-Time		4	4	4	4
Housing						
2814	Neighborhood Enhancement					
	Homeless Outreach Coordinator**	Gen	1.60	1.60	1.60	1.60
	Total Perm FTE**		1.60	1.60	1.60	1.60
2771 to 2779	Section 8 Housing					
	Housing Svcs Mgr	Grant	1	1	1	1
	Family Self Sufficiency Spec	Grant	2	2	2	2
	Housing Services Spec II+	Grant	6	6	6	6
	Administrative Assistant II+	Grant	1	1	1	1
	Total Full-Time		10	10	10	10

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Reflects all personnel changes/reductions approved by City Council through 6/30/2013

Position		Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
2851	CDBG/Home					
to						
2872						
	Neighborhood Revital Coord	Grant	1	1	1	1
	Housing Svcs Mgmt Accountant	Grant	1	1	1	1
	Homeless Coordinator	Grant	1	1	1	1
	Affordable Housing Spec	Grant	1	1	1	0
	Neighborhood Grants Analyst	Grant	1	1	1	1
	Principal Planner	Gen 50%				
		Grants 50%	1	1	1	1
	Total Full-Time		6	6	6	5
Community Development Total Full-Time			78.00	78.00	77.00	76.00
Community Development Total Perm FTE*			1.60	1.60	1.60	1.60
Community Development Total Temp FTE*			3.52	3.52	3.52	10.02
COMMUNITY RELATIONS						
Administration						
1219	Administration					
	Community Relations Dir	Gen	1	1	1	1
	Asst to the Mayor	Gen	1	0	0	0
	Mayor/City Council Chief of Staff	Gen	0	1	1	1
	Sr Mayoral/City Council Aide+	Gen	2	0	0	0
	Mayoral Aide	Gen	0	1	1	1
	City Council Aide	Gen	0	2	2	2
	Asst to the City Council	Gen	1	0	0	0
	Executive Assistant	Gen	1	1	1	1
	COE*	Gen	0.49	0.49	0.49	0.49
	Total Full-Time		6	6	6	6
	Total Temp FTE*		0.49	0.49	0.49	0.49
1216	Government Relations					
	Government Relations Officer	Gen	1	0	0	0
	Total Full-Time		1	0	0	0
Communication/Media Relations						
1214	Communication & Media Relations					
	Comm & Media Relations Mgr	Gen	1	1	1	1
	Media Svcs Admin	Gen	1	0	0	0
	Community Outreach Mktg Coord II+	Gen	2	0	0	0
	Public Info Officer	Gen	0	2	2	2
	Community Relations Coord	Gen	2	0	0	0
	Web & Design Coord	Gen	0	2	2	2
	Video Production Coord	Gen	0	2	2	2
	Media Svcs Producer II+	Gen	1	0	0	0
	Video Production Coord	Gen	0	1	0	0
	(Position funded through 12-31-12)					
	Media Svcs Producer II+	CIP	1	0	0	0
	(Position funded through 6-30-12)					
	Media Services Assistant *	Gen	0.19	0.19	0.19	0.19
	Media Services Intern*	Gen	0.66	0.66	0.66	0.66
	Total Full-Time		8	8	7	7
	Total Temp FTE*		0.85	0.85	0.85	0.85

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2013

	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
1216	Government Relations					
	Government Relations Officer	Gen	1	0	0	0
	Total Full-Time		1	0	0	0
3916	Marketing and Public Information					
	Community Outreach Mktg Supvr	Gen 25% Solid Waste 25% Transit 50%	1	0	0	0
	Public Information Officer	Gen 25% Solid Waste 25% Transit 50%	0	1	1	1
	Comm Outreach/Mktg Coord II+	Transit	1	0	0	0
	Public Information Officer	Transit	0	1	1	1
	Total Full-Time		2	2	2	2
Neighborhood Program						
1215	Neighborhood Program					
	Neighborhood Program Mgr	Gen	1	1	1	1
	Neighborhood Svcs Spec	Gen	1	1	1	1
	Neighborhood Svcs Spec	Transit 50% WWW 50%	0	1	1	1
	Comm Outreach/Mktg Coord II+	Transit 50% WWW 50%	1	0	0	0
	Total Full-Time		3	3	3	3
1220	Customer Relations Center					
	Customer Relations Supvr	Gen	1	1	1	1
	Administrative Assistant II	Gen	1	1	0	0
	Customer Relations Spec	Gen	0	0	1	1
	Administrative Assistant II	SW	1	1	0	0
	Customer Relations Spec	SW	0	0	1	1
	Administrative Assistant II	HURF	1	1	0	0
	Customer Relations Spec	HURF	0	0	1	1
	Administrative Assistant II	WWW	1	1	0	0
	Customer Relations Spec	WWW	0	0	1	1
	Total Full-Time		5	5	5	5
Community Relations Total Full-Time			25	24	23	23
Community Relations Total Temp FTE*			1.34	1.34	1.34	1.34

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Reflects all personnel changes/reductions approved by City Council through 6/30/2013

	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
COMMUNITY SERVICES						
Administration						
2410	Administration					
	Community Svcs Dir	Gen 85%				
		Arts 15%	1	1	1	1
	Dep Com Svcs Dir- Lbry/Cultrl	Gen 50%				
		Arts 50%	0	1	1	1
	Executive Assistant	Gen	1	1	1	1
	Administrative Assistant II+	Gen 80%				
		Perfor Arts 20%	0	1	1	1
	Parks Project Coordinator	CIP	0	1	1	1
	Unclassified Temporary*	Gen	0.52	0.52	0.52	0.52
	Total Full-Time		2	5	5	5
	Total Temp FTE*		0.52	0.52	0.52	0.52
Arts and Library						
2440	Library					
	Library Mgr	Gen	2	2	2	2
	Sr Social Svcs Coord+	Gen	1	1	1	1
	Librarian I/II+	Gen	11	11	11	11
	Library Mgr - Ops	Gen	1	1	1	1
	Circulation Svcs Coord	Gen	1	1	1	1
	Library Spec II+	Gen	5	5	5	5
	Library Asst	Gen	4	4	4	4
	Librarian I/II+**	Gen	0.50	0.50	0.50	0.50
	Library Assistant**	Gen	2.00	2.00	2.00	2.00
	Unclassified Temp - Office*	Gen	7.44	7.44	7.44	7.44
	Total Full-Time		25	25	25	25
	Total Perm FTE**		2.50	2.50	2.50	2.50
	Total Temp FTE*		7.44	7.44	7.44	7.44
2481	Cultural Services - Administration					
	Dep Com Svcs Dir- Lbry/Cultrl	Gen 50%				
		Arts 50%	1	0	0	0
	Sr Social Svcs Coord+	Gen	1	0	0	0
	Arts Coord	Gen	1	0	0	0
	Arts Coord	Perfor Arts	1	0	0	0
	Administrative Assistant II+	Gen 80%				
		Perfor Arts 20%	1	0	0	0
	Recreation Leader III*	Gen	0.95	0.00	0.00	0.00
	Recreation Leader IV*	Gen	0.36	0.00	0.00	0.00
	Unclassified Temporary*	Gen	6.01	0.00	0.00	0.00
	Total Full-Time		5	0	0	0
	Total Temp FTE*		7.32	0.00	0.00	0.00

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2013

	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
2484	Historical Museum					
	Museum Administrator	Gen	1	1	1	1
	Sr Museum Curator+	Gen	3	3	3	3
	Unclassified Temp - Office*	Gen	0.65	0.65	0.65	0.65
	Total Full-Time		4	4	4	4
	Total Temp FTE*		0.65	0.65	0.65	0.65
2523	Senior Adults					
	Sr Recreation Coord+	Gen	0	1	1	1
	Administrative Assistant II	Gen	0	1	1	1
	Sr Recreation Coord+**	Gen	0.00	0.50	0.50	0.50
	Unclassified Temporary*	Gen	0.00	2.87	2.87	2.87
	Total Full-Time		0	2	2	2
	Total Perm FTE**		0.00	0.50	0.50	0.50
	Total Temp FTE*		0.00	2.87	2.87	2.87
2538	Neighborhood Facilities - Recreation					
	Sr Recreation Coord+	Gen	0	1	1	1
	Total Full-Time		0	1	1	1
3610	Performing Arts - Administration					
	Cultural Facilities Mgr	Arts	1	1	1	1
	Cultural Development Coord	Perfor Arts	0	0	0	1
	Management Assistant II+	Arts	1	1	1	1
	Arts Coordinator	Arts	4	4	4	4
	Arts Coordinator	Perfor Arts	0	1	1	1
	Arts Specialist	Arts	3	3	3	3
	Unclassified Temp*	Arts	13.27	13.27	13.27	13.27
	Total Full-Time		9	10	10	11
	Total Temp FTE*		13.27	13.27	13.27	13.27
Social Services						
2415	Social Services/North Side Multigenl Center					
	Sr Social Svcs Coord+	Gen	2	2	2	2
	Administrative Assistant II+	Gen	1	1	1	1
	Total Full-Time		3	3	3	3
2451	Social Services/Diversion					
	Social Svcs Supvr	Gen	1	1	1	1
	Social Svcs Counselor II+	Gen	3	3	3	3
	Administrative Assistant+*	Gen	0.43	0.43	0.43	0.43
	Total Full-Time		4	4	4	4
	Total Temp FTE*		0.43	0.43	0.43	0.43

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Reflects all personnel changes/reductions approved by City Council through 6/30/2013

Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
2457 Social Services/KID ZONE					
Kid Zone Prog Mgr	Gen	1	1	1	1
Community Svcs Supvr	Gen	1	1	1	1
Sr Social Svcs Coord+	Gen	4	4	4	4
Social Services Specialist	Gen	5	5	5	5
Asst Recreation Coord	Gen	6	6	6	6
Unclassified Temporary*	Gen	58.60	58.60	58.60	58.60
Total Full-Time		17	17	17	17
Total Temp FTE*		58.60	58.60	58.60	58.60
2485 Social Services/Partnerships					
Social Svcs Supvr	Gen	1	1	1	1
Sr Social Svcs Coord+	Gen	2	2	2	2
Social Svcs Counselor II+	Gen	1	1	1	1
Crisis Intervention Spec	Gen	3	3	3	3
Unclassified Temporary*	Gen	3.60	3.60	3.60	3.60
Total Full-Time		7	7	7	7
Total Temp FTE*		3.60	3.60	3.60	3.60
2486 Social Services/Administration					
Dep Com Svcs Dir - Social Svcs	Gen	1	1	1	1
Community Svcs Supvr	Gen	1	1	1	1
Administrative Assistant II+	Gen	2	2	3	3
Administrative Assistant II+**	Gen	1.50	1.50	0.50	0.50
Unclassified Temporary*	Gen	0.85	0.85	0.85	0.85
Total Full-Time		4	4	5	5
Total Perm FTE**		1.50	1.50	0.50	0.50
Total Temp FTE*		0.85	0.85	0.85	0.85
2487 Social Services/Escalante					
Social Svcs Mgr	Gen	1	1	1	1
Sr Social Svcs Coord+	Gen	4	3	3	3
Administrative Assistant II+	Gen	0	1	1	1
Social Services Coordinator**	Gen	0.75	0.75	0.75	0.75
Unclassified Temporary*	Gen	7.28	7.28	7.28	7.28
Total Full-Time		5	5	5	5
Total Perm FTE**		0.75	0.75	0.75	0.75
Total Temp FTE*		7.28	7.28	7.28	7.28
Recreation Centers and Programs					
2481 Cultural Services - Administration					
Arts Coord	Gen	0	1	1	1
Recreation Leader III*	Gen	0.00	0.95	0.95	0.95
Recreation Leader IV*	Gen	0.00	0.36	0.36	0.36
Unclassified Temporary*	Gen	0.00	6.01	6.01	6.01
Total Full-Time		0	1	1	1
Total Temp FTE*		0.00	7.32	7.32	7.32

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2013

Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
2521 Recreation - Administration					
Dep Com Svcs Dir - Recreation	Gen	1	1	1	1
Sr Recreation Coord+	CIP	1	0	0	0
Asst Recreation Coord	Gen	1	1	1	1
Administrative Assistant II+	Gen	1	1	1	1
Unclassified Temporary*	Gen	1.22	1.22	1.22	1.22
Total Full-Time		4	3	3	3
Total Temp FTE*		1.22	1.22	1.22	1.22
2522 Special Events					
Sr Recreation Coord+	Gen	2	2	2	2
Assistant Recreation Coordinator	Gen	1	1	1	1
Recreation Leader*	Gen	1.00	1.00	1.00	1.00
Unclassified Temporary*	Gen	1.18	1.18	1.18	1.18
Total Full-Time		3	3	3	3
Total Temp FTE*		2.18	2.18	2.18	2.18
2523 Senior Adults					
Sr Recreation Coord+	Gen	1	0	0	0
Asst Recreation Coord	Gen	1	0	0	0
Administrative Assistant II	Gen	1	0	0	0
Sr Recreation Coord+**	Gen	0.50	0.00	0.00	0.00
Unclassified Temporary*	Gen	2.87	0.00	0.00	0.00
Total Full-Time		3	0	0	0
Total Perm FTE**		0.50	0.00	0.00	0.00
Total Temp FTE*		2.87	0.00	0.00	0.00
2524 Special Interest and Boating					
Recreation Mgr	Gen	1	1	1	1
Sr Recreation Coord+	Gen	2	1	1	1
Asst Recreation Coord	Gen	0	1	1	1
Recreation Leader III*	Gen	1.93	1.93	1.93	1.93
Unclassified Temporary*	Gen	4.72	4.72	4.72	4.72
Total Full-Time		3	3	3	3
Total Temp FTE*		6.65	6.65	6.65	6.65
2525 Adult Sports					
Sr Recreation Coord+	Gen	1	1	1	1
Unclassified Temporary*	Gen	3.84	3.84	3.84	3.84
Total Full-Time		1	1	1	1
Total Temp FTE*		3.84	3.84	3.84	3.84
2526 Youth Sports					
Recreation Mgr	Gen	1	1	1	1
Sr Recreation Coord+	Gen	2	2	2	2
Unclassified Temporary*	Gen	3.89	3.89	3.89	3.89
Total Full-Time		3	3	3	3
Total Temp FTE*		3.89	3.89	3.89	3.89

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Reflects all personnel changes/reductions approved by City Council through 6/30/2013

	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
2529	Diablo Stadium					
	Sr Recreation Coord+	Gen	1	1	1	1
	Unclassified Temporary*	Gen	2.41	2.41	2.41	2.41
	Total Full-Time		1	1	1	1
	Total Temp FTE*		2.41	2.41	2.41	2.41
2531	Kiwanis Recreation Center					
	Recreation Mgr	Gen	1	1	1	1
	Sr Recreation Coord+	Gen	2	1	1	1
	Administrative Assistant II+	Gen	1	1	0	0
	Administrative Assistant II+**	Gen	1.25	1.25	2.25	2.25
	Recreation Leader I*	Gen	0.75	0.75	0.75	0.75
	Recreation Worker*	Gen	0.50	0.50	0.50	0.50
	Unclassified Temporary*	Gen	20.29	20.29	20.29	20.29
	Total Full-Time		4	3	2	2
	Total Perm FTE**		1.25	1.25	2.25	2.25
	Total Temp FTE*		21.54	21.54	21.54	21.54
2532	Kiwanis Concessions					
	Unclassified Temporary*	Gen	1.99	1.99	1.99	1.99
	Total Temp FTE*		1.99	1.99	1.99	1.99
2533	Aquatics					
	Sr Recreation Coord+	Gen	1	1	1	1
	Swimming Pool Maint Mechanic	Gen	1	1	1	1
	Swimming Pool Maint Tech	Gen	1	1	1	1
	Unclassified Temporary*	Gen	16.73	16.73	16.73	16.73
	Total Full-Time		3	3	3	3
	Total Temp FTE*		16.73	16.73	16.73	16.73
2534	Adapted Recreation					
	Sr Recreation Coord+	Gen	1	1	1	1
	Total Full-Time		1	1	1	1
2535	Kiwanis Batting Cage					
	Sr Recreation Coord+	Gen	1	1	1	1
	Unclassified Temp*	Gen	2.41	2.41	2.41	2.41
	Total Full-Time		1	1	1	1
	Total Temp FTE*		2.41	2.41	2.41	2.41
2536	Boating Programs					
	Sr Recreation Coord+	Gen	1	1	1	1
	Asst Recreation Coord	Gen	0	1	1	1
	Total Full-Time		1	2	2	2
2537	Community Outreach/Marketing					
	Recreation Mgr	Gen	1	1	1	1
	Asst Recreation Coord	Gen	1	0	0	0
	Total Full-Time		2	1	1	1

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2013

	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
2541	Rio Salado Administration					
	Administrative Assistant II+	Gen	1	1	1	1
	Total Full-Time		1	1	1	1
2543	Tennis					
	Sr Recreation Coord+	Gen	0	1	1	1
	Total Full-Time		0	1	1	1
2545	Volunteer Program					
	Sr Social Svcs Coord+	Gen	0	1	1	1
	Total Full-Time		0	1	1	1
	Community Services Total Full-Time		116	116.00	116.00	117
	Community Services Total Perm FTE**		6.50	6.50	6.50	6.50
	Community Services Total Temp FTE*		165.69	165.69	165.69	165.69
1212	DIVERSITY					
	Diversity Admin	Gen	1	1	1	1
	Sr Diversity Spec	Gen	1	1	1	1
	Administrative Assistant II**	Gen	0.50	0.50	0.50	0.50
	ADA Compliance Specialist**	Gen	0.75	0.75	0.75	0.75
	Diversity Total Full-Time		2	2	2	2
	Diversity Total Perm FTE**		1.25	1.25	1.25	1.25
	FINANCIAL & TECHNOLOGY					
	Financial Services					
1810	Administration					
	Finance & Tech Dir	Gen	1	1	1	1
	Executive Assistant	Gen	1	1	1	1
	Total Full-Time		2	2	2	2
1812	Budget					
	Budget Mgr	Gen	1	1	1	1
	Lead Budget & Finance Analyst	Gen	1	1	1	1
	Sr Budget & Finance Analyst+	Gen	2	2	2	2
	Total Full-Time		4	4	4	4
1831	Accounting					
	Controller	Gen	1	1	1	1
	Accounting Supvr	Gen	1	1	1	1
	Financial Mgmt Accountant	Gen	1	1	1	1
	Payroll Supervisor	Gen	1	1	1	1
	Accountant	Gen	1	1	1	1
	Payroll Specialist	Gen	1	1	1	1
	Financial Svcs Tech II+	Gen	4	4	4	4
	Total Full-Time		10	10	10	10

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	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
1832	Tax and Licensing					
	License & Collections Supvr	Gen	1	1	1	1
	Tax Audit Supvr	Gen	1	1	1	1
	Tax Auditor II+	Gen	6	6	6	6
	Rental Property Spec	Gen	1	1	1	1
	Tax Analyst	Gen	1	1	1	1
	Revenue Compliance Officer II+	Gen	3	3	3	3
	Financial Svcs Tech II+	Gen	3	3	3	3
	Total Full-Time		16	16	16	16
1841	Customer Services					
	Dep Fin & Tech Dir - Finance	W/WW	1	1	1	1
	Customer Svcs Mgr	W/WW	1	1	1	1
	Customer Svcs Office Supvr	W/WW	1	1	1	1
	Customer Svcs Field Supvr	W/WW	1	1	1	1
	Sr Financial Svcs Tech	W/WW	1	1	1	1
	Financial Svcs Tech II+	W/WW	8	8	8	8
	Water Meter Reader II+	W/WW	7	7	7	7
	Water Meter Reader I+	W/WW	1	1	1	1
	Total Full-Time		21	21	21	21
1851	Central Services/Purchasing					
	Central Svcs Mgr	Gen	1	1	1	1
	Procurement Officer	Gen	3	3	3	3
	Financial Svcs Tech II+	Gen	3	3	3	3
	Total Full-Time		7	7	7	7
2613	Safety & Training					
	Safety & Risk Coord	W/WW	1	1	1	1
	Industrial Hygienist	W/WW	1	1	1	1
	Safety & Training Spec II	W/WW	1	1	1	1
	Safety & Training Spec II**	W/WW	0.50	0.50	0.50	0.50
	Total Full-Time		3	3	3	3
	Total Perm FTE**		0.50	0.50	0.50	0.50
2621	Risk Management					
	Risk Mgr	Risk	1	1	1	1
	Risk Mgmt Claims Adjuster	Risk	1	1	1	1
	Risk Mgmt Spec	Risk	1	1	1	1
	Total Full-Time		3	3	3	3
Information Technology						
1991	Administration					
	Dep Fin & Tech Dir - IT	Gen	1	1	1	1
	Sr Mgmt Asst	Gen	1	1	1	1
	IT Project Mgr	Gen	1	1	1	1
	IT Security Admin	Gen	0	0	1	0
	Sr Tech Support Analyst	Gen	1	1	1	0
	Administrative Assistant II+	Gen	1	1	1	2
	Total Full-Time		5	5	6	5

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	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
1992	Data Center + Helpdesk					
	Sr Data Center Support Spec	Gen	1	1	1	1
	IT Supvr	Gen	0	1	1	1
	Data Center & Net Ops Supv	Gen	1	0	0	0
	Sr PC Svcs Conslt	Gen	0	1	1	1
	PC Svcs Consultant II+	Gen	0	4	4	4
	Data Center Support Spec	Gen	3	3	3	3
	IT Support Analyst	Gen	3	3	3	3
	Total Full-Time		8	13	13	13
1993	Network Engineering					
	IT Mgr	Gen	1	1	1	1
	IT Supvr	Gen	0	1	1	1
	Sr Enterprise Network Eng	Gen	2	2	1	1
	Enterprise Network Eng II+	Gen	5	4	4	5
	Enterprise Network Tech II+	Gen	1	2	2	2
	Lead Enterprise Network Tech	Gen	1	1	1	1
	Total Full-Time		10	11	10	11
1994	Business Solutions					
	IT Mgr	Gen	1	1	1	1
	Applications Supvr	Gen	1	0	0	0
	IT Supvr	Gen	0	1	1	1
	Business Analyst	Gen	7	7	7	8
	Business Analyst	W/WW	1	1	1	1
	Database Administrator	Gen	3	3	3	3
	Webmaster	Gen	1	1	1	0
	Sr Programmer Analyst	Gen	10	10	9	9
	Sr Programmer Analyst	W/WW	2	2	2	2
	Programmer Analyst+	Gen	0	0	1	1
	Total Full-Time		26	26	26	26
1995	System Administration					
	Systems Admin Supvr	Gen	1	0	0	0
	Sr Tech Support Analyst	Gen	0	0	0	1
	Sr PC Svcs Conslt	Gen	2	1	1	1
	PC Svcs Consultant II+	Gen	4	0	0	0
	Technical Support Analyst II+	Gen	4	4	4	4
	Total Full-Time		11	5	5	6
1996	Training + Print Shop					
	IT Trng Coord	Gen	1	0	0	0
	IT Integration & Auto Supvr	Gen	0	1	1	1
	Reprographics Supvr	Gen	2	0	0	0
	Print Production Lead	Gen	0	2	2	2
	Reprographics Oper	Gen	1	0	0	0
	Print Production Spec	Gen	0	1	1	1
	Distribution Clerk	Gen	1	0	0	0
	Mail Ops Clerk	Gen	0	1	1	1
	Total Full-Time		5	5	5	5

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	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
1997	Security Administration					
	IT Security Admin	Gen	0	0	0	1
	Total Full-Time		0	0	0	1
	Finance and Information Technology Total Full-Time		131	131	131	133
	Finance and Information Technology Total Perm FTE**		0.50	0.50	0.50	0.50
	FIRE					
	Administration/Fire Prevention					
2310	Administration					
	Fire Chief	Gen	1	1	1	1
	Asst Fire Chief	Gen	2	2	2	2
	Fire Deputy Chief	Gen	3	3	3	3
	Fire Budget / Finance Supvr	Gen	1	1	1	1
	Executive Assistant	Gen	1	1	1	1
	Administrative Assistant I/II+	Gen	1	1	1	1
	Total Full-Time		9	9	9	9
2330	Fire Prevention					
	Asst Fire Chief	Gen	1	1	1	1
	Fire Inspector II+	Gen	6	6	6	7
	Fire Education Spec	Gen	2	2	2	1
	Administrative Assistant II+	Gen	1	1	1	1
	Total Full-Time		10	10	10	10
2332	Tempe County Island Fire District					
	Fire Inspector II+	Fire District	1	1	1	1
	Total Full-Time		1	1	1	1
	Emergency Medical Services					
2340	Fire Emergency Services					
	Fire Captain	Gen	33	33	33	33
	Fire Eng	Gen	36	36	36	36
	Firefighter+	Gen	72	72	69	69
	(66 Firefighter, Engineer or Captain positions are paramedic assignment)					
	Total Full-Time		141	141	138	138
2344	Fire Emergency Services - SAFR					
	Firefighter	Grant	0	0	3	3
	Total Full-Time		0	0	3	3
2370	Medical Services					
	Fire Deputy Chief	Gen	1	1	1	1
	Fire Captain Paramedic-Assign	Gen	1	1	1	1
	EMS Coord	Gen	1	1	1	1
	Total Full-Time		3	3	3	3
2374	Ambulance Operations					
	Paramedic	Contract	6	6	6	6
	Total Full-Time		6	6	6	6

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	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Support Services/Personnel Safety						
2361	Support Services - Administration					
	Fire Deputy Chief	Gen	1	1	1	1
	Fire Svcs Inventory Tech	Gen	2	2	2	2
	Service Aide **	Gen	0.50	0.50	0.50	0.50
	Total Full-Time		3	3	3	3
	Total Perm FTE**		0.50	0.50	0.50	0.50
2363	Fire Apparatus Maintenance					
	Sr Fire Mechanic	Gen	1	1	1	1
	Fire Mechanic	Gen	1	1	1	2
	Fire Svcs Inventory Tech**	Gen	0.50	0.50	0.50	0.50
	Total Full-Time		2	2	2	3
	Total Perm FTE**		0.50	0.50	0.50	0.50
Homeland Security/Special Operations						
2380	Special Operations					
	Fire Deputy Chief	Gen	1	1	1	1
	Hazardous Material Prog Spec	Gen	1	1	1	0
	Fire Captain Paramedic-Assign	Gen	1	1	1	1
	Total Full-Time		3	3	3	2
Training/Professional Development						
2350	Training/Professional Development					
	Fire Deputy Chief	Gen	1	1	1	1
	Fire Captain Paramedic-Assign	Gen	1	1	1	1
	Administrative Assistant II+	Gen	1	1	1	1
	Total Full-Time		3	3	3	3
Fire Department Total Full-Time			181	181	181	181
Fire Department Total Perm FTE**			1.00	1.00	1.00	1.00
HUMAN RESOURCES						
1911	Human Resources -Administration					
	HR Dir	Gen	1	1	1	1
	Dep HR Dir	Gen	1	1	1	1
	Employment Services Mgr	Gen	1	1	1	1
	Employee Benefits Mgr	Gen	1	1	1	1
	Sr HR Analyst+	Gen	5	5	5	5
	Benefits Prog Coord	Gen 10%				
		Health 90%	1	0	0	0
	Benefits Prog Coord	Gen	0	1	1	1
	HR Spec	Gen	3	3	3	3
	HR Tech II+	Gen	3	3	3	3
	Administrative Assistant II+	Gen	1	1	1	1
	Org Development Administrator	Gen	0	0	0	1
	Performance Mgmt Designer	Gen	0	0	0	1
	Sr Learning & Org Dev Assoc	Gen	0	0	0	1
	Total Full-Time		17	17	17	20
Human Resources Department Total Full-Time			17	17	17	20

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	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
1213	INTERNAL AUDIT					
	City Auditor	Gen	1	1	1	1
	Internal Auditor	Gen	2	2	2	2
	Contract Administrator**	Gen	0.00	0.00	0.00	0.50
	Contract Administrator*	Gen	0.45	0.45	0.45	0.00
	Internal Audit Total Full-Time		3	3	3	3
	Internal Audit Division Total Perm FTE**		0.00	0.00	0.00	0.50
	Internal Audit Total Temp FTE*		0.45	0.45	0.45	0.00
POLICE						
2210	Office of the Chief					
	Police Chief	Gen	1	1	1	1
	Assistant Police Chief	Gen	1	1	1	1
	Community Affairs Spec	Gen	1	1	1	1
	Executive Assistant	Gen	1	1	1	1
	Total Full-Time		4	4	4	4
Organizational Services						
2231	Detention Bureau					
	Lieutenant	Gen	0	0	0	1
	Detention Admin	Gen	1	0	0	0
	Detention Supervisor	Gen	6	6	0	0
	Detention Sergeant	Gen	0	0	6	6
	Detention Officer+	Gen	21	21	21	21
	Total Full-Time		28	27	27	28
2251	Professional Dev Bureau					
	Assistant Police Chief	Gen	1	0	0	0
	Commander	Gen	0	1	1	1
	Lieutenant	Gen	1	1	2	2
	Sergeant	Gen	6	7	7	7
	Polygraph Examiner II+	Gen	1	1	1	1
	Management Assistant II+	Gen	1	1	1	1
	Police Officer	Gen	7	7	8	8
	Community Affairs Specialist	Gen	1	1	1	1
	Volunteer Coordinator	Gen	1	1	1	1
	Police Support Svcs Spec	Gen	1	1	1	1
	COE*	Gen	0.70	0.70	0.70	0.70
	Total Full-Time		20	21	23	23
	Total Temp FTE*		0.70	0.70	0.70	0.70
Support Services						
2232	Communications Bureau					
	Communications Mgr	Gen	1	1	1	1
	Communications Supervisor	Gen	6	7	7	7
	Communications Dispatcher II	Gen	37	38	38	38
	Administrative Assistant II+	Gen	1	1	1	1
	Total Full-Time		45	47	47	47

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	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
2233	Records Bureau					
	Tech Svcs Bureau Mgr	Gen	1	1	1	1
	Police Records Supvr	Gen	3	3	3	3
	Administrative Assistant II+	Gen	2	2	2	2
	Records Clerk II	Gen	15	15	0	0
	Records Clerk I	Gen	4	4	0	0
	Records Specialist	Gen	0	0	19	19
	COE*	Gen	1	1	1	1
	Total Full-Time		25	25	25	25
	Total Temp FTE*		1.00	1.00	1.00	1.00
2235	Identification Unit					
	Identification Supervisor	Gen	1	1	1	1
	Identification Technician	Gen	5	5	5	5
	Fingerprint Technician	Gen	1	1	1	1
	Total Full-Time		7	7	7	7
2246	HIDTA					
	Police Officer	Desig	1	1	1	1
	Total Full-Time		1	1	1	1
2257	Property Unit					
	Property Supervisor	Gen	1	1	1	1
	Property Technician	Gen	5	5	5	5
	Total Full-Time		6	6	6	6
2259	Office of Mgmt/Budget/Research					
	Fiscal/Research Mgr	Gen	1	1	1	1
	Sr Budget & Finance Analyst	Gen	1	1	1	1
	Police Plan & Research Supvr	Gen	1	1	1	1
	Police Officer	Gen	1	1	1	1
	Police Analyst II+	Gen	5	5	5	0
	Police Research Data Analyst+	Gen	0	0	0	2
	Tactical Crim Intel Anl+	Gen	0	0	0	3
	Alarm Coord	Gen	1	1	1	1
	Administrative Assistant II+	Gen	2	2	2	2
	Total Full-Time		12	12	12	12
Operations						
2236	Crime Prevention Unit					
	Police Officer	Gen	3	2	2	2
	Total Full-Time		3	2	2	2
2239	Homeland Security Unit					
	Sergeant	Gen	0	0	0	1
	Police Officer	Gen	0	0	0	1
	Total Full-Time		0	0	0	2

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	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
2241	Criminal Investigations Bureau					
	Assistant Police Chief	Gen	1	1	1	1
	Commander	Gen	1	1	1	1
	Lieutenant	Gen	1	2	2	2
	Sergeant	Gen	8	8	8	8
	Police Officer	Gen	47	49	49	47
	Investigative Assistant	Gen	2	3	3	3
	Administrative Assistant II+	Gen	1	1	1	1
	COE*	Gen	1.26	1.26	1.26	1.26
	Total Full-Time		61	65	65	63
	Total Temp FTE*		1.26	1.26	1.26	1.26
2242	Traffic Investigations Bureau					
	Lieutenant	Gen	1	1	1	1
	Sergeant	Gen	5	4	4	4
	Police Officer	Gen	21	19	19	19
	Administrative Assistant II+	Gen	1	1	1	1
	Traffic Enforcement Aide	Gen	2	2	2	2
	Total Full-Time		30	27	27	27
2243	Special Investigations Bureau					
	Lieutenant	Gen	1	1	1	1
	Sergeant	Gen	5	6	4	4
	Police Officer	Gen	24	27	22	22
	Investigative Assistant	Gen	1	0	0	0
	Administrative Assistant II+	Gen	1	1	1	1
	Total Full-Time		32	35	28	28
2248	Central City Bureau					
	Commander	Gen	1	0	0	0
	Lieutenant	Gen	1	1	1	1
	Sergeant	Gen	2	2	2	2
	Police Officer	Gen	16	16	16	16
	Licensing Spec	Gen	1	1	1	1
	Total Full-Time		21	20	20	20
2271	Patrol Administration/South Ops					
	Asst Police Chief	Gen	0	1	1	1
	Sergeant	Gen	3	3	3	3
	Lieutenant	Gen	2	2	2	1
	Police Officer	Gen	1	1	1	1
	Administrative Assistant II+	Gen	3	3	3	3
	Police Reserves*	Gen	0.16	0.16	0.16	0.16
	Service Aide*	Gen	2.50	2.50	2.50	2.50
	COE*	Gen	0.63	0.63	0.63	0.63
	Total Full-Time		9	10	10	9
	Total Temp FTE*		3.29	3.29	3.29	3.29

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	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
2272	Patrol North Operations					
	Commander	Gen	2	2	2	2
	Sergeant	Gen	24	23	24	24
	Lieutenant	Gen	4	3	2	2
	Police Officer	Gen	141	139	144	144
	Total Full-Time		171	167	172	172
2201	AZ Post					
	Commander	Desg	1	1	1	0
	Total Full-Time		1	1	1	0
2209	Vehicle Impound					
	Police Officer	Desg	2	2	2	2
	Vehicle Impound Specialist	Desg	2	2	2	2
	Records Clerk II	Desg	1	1	0	0
	Records Specialist	Desg	0	0	1	1
	Communications Dispatcher II	Desg	0	1	1	1
	Administrative Assistant I/II+	Desg	1	1	1	1
	Total Full-Time		6	7	7	7
2222	RICO					
	Police Officer - CIB Detective	Desg Fund	1	1	1	1
	Police Officer	Desg Fund	2	2	2	2
	Total Full-Time		3	3	3	3
2279	Rio Salado - Park Rangers					
	Sergeant	CFD 50% Gen 50%	1	1	1	1
	Total Full-Time		1	1	1	1
3913	PD - Security Transportation Center					
	Sergeant	Transit	1	1	1	1
	Total Full-Time		1	1	1	1
4516	GIITEM Task Force					
	Police Officer	Desg Fund	1	1	1	1
	Total Full-Time		1	1	1	1
4522	AZ Law Enforcement Academy					
	Commander	Desg Fund	0	0	1	1
	Total Full-Time		0	0	1	1
Police Department Total Full-Time			488	490	491	490
Police Department Total Temp FTE*			6.25	6.25	6.25	6.25

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	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
PUBLIC WORKS						
3210	Administration					
	Public Works Director	Gen	1	1	1	1
	Dep Pub Wks Dir - Field Oper	Gen 50%				
		SW 50%	1	0	0	0
	Sr Mgmt Asst	Gen	1	1	1	1
	Public Works Util Admin Mgr	W/WW	1	1	1	0
	Public Works Admin Mgr	Gen	0	0	0	1
	Public Works Trng Coord	W/WW	1	1	1	0
	Public Works Trng Coord	Gen	0	0	0	1
	Energy Mgmt Coord	Gen	0	1	1	1
	Executive Assistant**	Gen	0.50	0.63	0.63	0.75
	COE*	Gen	0.49	0.49	0.49	0.49
	Total Full-Time		5	5	5	5
	Total Perm FTE**		0.50	0.63	0.63	0.75
	Total Temp FTE*		0.49	0.49	0.49	0.49
Engineering						
3221	Engineering/Admin. Support/Contract Admin.					
	Dep Pub Wks Dir - Engineering	Gen	1	1	1	1
	Contract Compl Analyst	Transit	1	1	1	1
	Eng Services Mgr	Gen	1	1	1	1
	Eng Contract Supvr	Gen	1	1	1	1
	Eng Contract Svcs Spec II+	Gen	2	2	2	2
	Sr Eng Associate+	Gen	0	1	1	1
	Total Full-Time		6	7	7	7
3222	Engineering/Private Development and Utility					
	Principal Civil Engineer	Gen 50%				
		W/WW 50%	1	1	1	1
	Sr Civil Engineer+	Gen	1	1	1	1
	Sr Eng Associate+	Gen	5	5	5	5
	Eng Tech II+	Gen	1	1	1	1
	Total Full-Time		8	8	8	8
3223	Engineering/Capital Improvements					
	Principal Civil Engineer	Transit	1	0	0	0
	CIP Design & Construction Mgr	Gen	1	1	1	1
	Sr Civil Engineer+	Gen	2	2	2	2
	Sr Civil Engineer+	W/WW	1	1	1	1
	Sr Civil Engineer+	Transit	1	1	1	1
	Sr Construction Project Mgr	W/WW	1	1	1	1
	Sr Eng Associate+	Gen	4	3	3	3
	Total Full-Time		11	9	9	9
3225	Engineering/Information & Technical Services					
	Principal Civil Engineer	Transit	0	1	1	1
	Right of Way Mgmt Coord	Gen	1	1	1	1
	Sr Eng Associate+	Gen	1	1	1	1
	Eng Tech II+	Gen	2	2	2	2
	Survey Tech II+	Gen	1	1	1	1
	Total Full-Time		5	6	6	6

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2013

	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Field Operations						
3232	Field Operations - Admin					
	Dep Pub Wks Dir - Field Oper	Gen 50%				
		SW 50%	0	1	1	1
	Sr Mgmt Asst	Gen	0	1	1	1
	Total Full-Time		0	2	2	2
3241	Field Operations/Facility Maintenance Administration					
	Facility Maint Mgr	Gen	1	1	1	1
	Fac Maint Supvr	Gen	2	2	2	2
	Fac Automation Technician	Gen	1	1	1	1
	Bldg Equip Tech II+	Gen	11	11	11	11
	Fac Electrician	Gen	1	1	1	1
	Administrative Assistant II+	Gen	1	1	1	1
	Total Full-Time		17	17	17	17
3261	Fleet Services/Fleet Management					
	Fleet Mgr	Gen	1	1	1	1
	Fleet Analyst	Gen	1	1	1	1
	Auto Parts Supvr	Gen	1	1	1	1
	Fleet Parts Spec	Gen	3	3	3	3
	Parts Messenger*	Gen	0.50	0.50	0.50	0.50
	Total Full-Time		6	6	6	6
	Total Temp FTE*		0.50	0.50	0.50	0.50
3262	Fleet Services/Fleet Maintenance					
	Fleet Supvr	Gen	2	2	2	2
	Sr Fleet Equip Mechanic	Gen	3	4	4	4
	Equip Mechanic	Gen	13	12	12	12
	Equip Mechanic	SW	1	1	1	1
	Equip Svcs Wkr II	Gen	4	4	4	4
	Total Full-Time		23	23	23	23
3271	Field Services/Custodial 1					
	Custodial Svcs Supt	Gen	1	1	1	1
	Custodial Supvr	Gen	2	2	2	2
	Custodial Team Leader	Gen	2	2	2	2
	Custodian	Gen	24	24	24	21
	Custodian	SW	1	1	1	1
	Total Full-Time		30	30	30	27
3612	TCA Facility Management					
	Bldg Equip Tech II+	Arts	1	1	1	1
	TCA Maint Supvr	Arts 50%				
		Transit 50%	1	1	1	1
	TCA Maint Worker	Arts	5	5	5	5
	Total Full-Time		7	7	7	7

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

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	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
3721	Hazardous Material Safety					
	Environmental Hlth & Sfty Supv	SW	1	1	1	1
	Hazardous Material Safety Spec	SW	1	1	1	1
	HPCC Interns*	SW	0.98	0.98	0.98	0.98
	Total Full-Time		2	2	2	2
	Total Temp FTE*		0.98	0.98	0.98	0.98
2511	Field Services/Rolling Hills Golf					
	Parks/Golf Course Maint Coord	Golf	1	1	1	1
	Sprinkler Systems Maint. Worker/II+	Golf	1	1	1	0
	Groundskeeper I/II+*	Golf	4.07	4.07	4.07	4.07
	Total Full-Time		2	2	2	1
	Total Temp FTE*		4.07	4.07	4.07	4.07
2512	Field Services/Ken McDonald Golf					
	P & G Course Supvr	Gen 50%				
		Golf 50%	1	0	0	0
	Public Works Supvr	Gen 50%				
		Golf 50%	0	1	1	0
	Public Works Supvr	Golf	0	0	0	1
	Parks/Golf Course Maint Coord	Golf	1	1	1	1
	P & G Mechanic	Golf	1	1	1	1
	Sprinkler System Maint. Worker I/II+	Golf	1	1	1	1
	Groundskeeper I/II+	Golf	4	4	4	4
	Equipment Operator I	Golf	1	1	1	1
	Groundskeeper I/II+*	Golf	1.35	1.35	1.35	1.35
	Total Full-Time		9	9	9	9
	Total Temp FTE*		1.35	1.35	1.35	1.35
2527	Facility Resources					
	Sr Recreation Coord+	Gen	2	2	2	2
	Unclassified Temporary*	Gen	4.10	4.10	4.10	4.10
	Total Full-Time		2	2	2	2
	Total Temp FTE*		4.10	4.10	4.10	4.10
2552	Parks Maintenance					
	Parks Mgr	Gen	1	1	1	1
	Sr Mgmt Asst	Gen	1	0	0	0
	Total Full-Time		2	1	1	1
2553	Diablo Stadium Maintenance					
	Parks/Golf Course Supvr	Gen	1	0	0	0
	Public Works Supervisor	Gen	0	1	1	1
	Sprinkler Sys Maint Wkr II+	Gen	1	1	1	1
	Groundskeeper I/II+	Gen	6	6	6	6
	Groundskeeper*	Gen	0.56	0.56	0.56	0.56
	Total Full-Time		8	8	8	8
	Total Temp FTE*		0.56	0.56	0.56	0.56

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2013

	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
2554	Rio Salado Maintenance					
	Administrative Project Coord	Gen	1	0	0	0
	Public Works Supvr	Gen	0	1	1	1
	Groundskeeper I/II+	Gen	2	2	2	2
	Groundskeeper I/II+*	Gen	2	2	2	2
	Total Full-Time		3	3	3	3
	Total Temp FTE*		2.00	2.00	2.00	2.00
2556	North Parks					
	Parks/Golf Course Supvr	Gen	1	0	0	0
	Public Works Supvr	Gen	0	1	1	1
	Parks/Golf Course Maint Coord	Gen	1	1	1	1
	Parks Fac Maint Wkr II+	Gen	1	1	1	1
	Parks/Golf Mechanic	Gen	1	1	1	1
	Sprinkler Sys Maint Wkr II+	Gen	2	2	2	2
	Equip Operator II	Gen	4	4	4	4
	Groundskeeper I/II+	Gen	3	3	3	3
	Groundskeeper I/II+	SW	1	1	1	1
	Groundskeeper*	Gen	1.75	1.75	1.75	1.75
	Unclassified Temporary*	Gen	1.67	1.67	1.67	1.67
	Total Full-Time		14	14	14	14
	Total Temp FTE*		3.42	3.42	3.42	3.42
2557	Rio Salado Maintenance - CFD					
	Parks/Golf Maint Coord	CFD	1	1	1	1
	Sprinkler Sys Maint Coord	CFD	1	1	1	1
	Groundskeeper I/II+*	CFD	2	2	2	2
	Total Full-Time		2	2	2	2
	Total Temp FTE*		2.00	2.00	2.00	2.00
2559	South Parks					
	Parks/Golf Course Supvr	Gen	1	0	0	0
	Public Works Supvr	Gen	0	1	1	1
	Parks Fac Maint Wkr II+	Gen	1	1	1	1
	Parks/Golf Course Maint Coords	Gen	2	2	2	2
	Sr Groundskeeper	Gen	1	1	1	1
	Equip Operator II	Gen	3	3	3	3
	Sprinkler Sys Maint Wkr II+	Gen	3	3	3	3
	Groundskeeper I/II+	Gen	4	4	4	4
	Groundskeeper*	Gen	0.87	0.87	0.87	0.87
	Unclassified Temporary*	Gen	0.83	0.83	0.83	0.83
	Total Full-Time		15	15	15	15
	Total Temp FTE*		1.70	1.70	1.70	1.70
3611	Tempe Arts Park					
	Groundskeeper II+	Arts	1	1	1	1
	Unclassified Temporary*	Arts	1.44	1.44	1.44	1.44
	Total Full-Time		1	1	1	1
	Total Temp FTE*		1.44	1.44	1.44	1.44

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Reflects all personnel changes/reductions approved by City Council through 6/30/2013

Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
Unclassified Temporary*	Gen	0.83	0.83	0.83	0.83
Total Full-Time		15	15	15	15
Total Temp FTE*		1.70	1.70	1.70	1.70
3611 Tempe Arts Park					
Groundskeeper II+	Arts	1	1	1	1
Unclassified Temporary*	Arts	1.44	1.44	1.44	1.44
Total Full-Time		1	1	1	1
Total Temp FTE*		1.44	1.44	1.44	1.44
3712 Field Services/Solid Waste Support Services					
Solid Waste Svcs Mgr	SW	1	1	1	1
Solid Waste Inspector	SW	3	3	3	3
Financial Svcs Tech II+	SW	0	0	0	1
Administrative Assistant II+	SW	2	2	2	1
Total Full-Time		6	6	6	6
3713 Field Services/Solid Waste Residential Refuse					
Solid Waste/Recycling Supvr	SW	1	1	1	1
Solid Waste Equip Oper II+	SW	19	19	19	19
Total Full-Time		20	20	20	20
3714 Field Services/Solid Waste Commercial Refuse					
Solid Waste/Recycling Supvr	SW	2	2	2	1
Sr Equip Operator	SW	3	3	3	2
Management Assistant II+	SW	0	0	0	2
Solid Waste Equip Oper II+	SW	14	14	14	14
Total Full-Time		19	19	19	19
3715 Field Services/Roll Off Tilt Frame					
Solid Waste Equip Oper II+	SW	3	3	3	3
Total Full-Time		3	3	3	3
3716 Field Services/Solid Waste Support Services					
Solid Waste Equip Spec	SW	4	4	4	4
Wash Bay Attendant**	SW	0.50	0.50	0.50	0.50
Total Full-Time		4	4	4	4
Total Perm FTE**		0.50	0.50	0.50	0.50
3717 Solid Waste Ed & Community Outreach					
Sr Mgmt Asst	SW	1	1	1	1
Total Full-Time		1	1	1	1
3718 Field Services/Solid Waste Uncontained Refuse					
Solid Waste/Recycling Supvr	SW	1	1	1	1
Solid Waste Equip Oper II+	SW	15	15	15	13
Total Full-Time		16	16	16	14



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	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
3821	Streets & Traffic Operations/Administration					
	Transp Maint Mgr	HURF	0	1	1	1
	Traffic Ops Support Spec	HURF	0	1	1	1
	Management Assistant II+	HURF	0	1	1	1
	Total Full-Time		0	3	3	3
3822	Transportation/Studies & Design					
	Traffic Eng	HURF	1	1	1	1
	Sr Civil Engineer+	HURF	2	2	2	2
	Traffic Engineering Analyst	HURF	1	1	1	1
	Sr Traffic Eng Tech+	HURF	2	2	2	2
	Total Full-Time		6	6	6	6
3823	Streets & Traffic Operations/Operations					
	Traffic Maint Mgr	HURF	1	0	0	0
	Traffic Operations Crew Leader	HURF	1	0	0	0
	Traffic Operations Support Spec	HURF	1	0	0	0
	Sign Tech	HURF	1	1	1	1
	Transportation Wkr II+	HURF	3	4	4	4
	Sr Civil Engineer	50% Transit 50% HURF	0	0	0	1
	Total Full-Time		7	5	5	6
3824	Streets & Traffic Operations/Street Lighting					
	Management Assistant II+	HURF	1	0	0	0
	Lighting Systems Coord	HURF	1	1	1	1
	Total Full-Time		2	1	1	1
3825	Streets and Traffic Operations/Signal System					
	Public Works Supvr	HURF	0	1	1	1
	Traffic Signal Tech II+	HURF	3	3	3	3
	Traffic Signal Tech II+	Transit	1	1	1	1
	Traffic Signal Tech Crew Lead	HURF	1	1	1	1
	Traffic Signal Svcs Wkr II+	HURF	2	2	2	2
	Parks/Golf Course Supvr	HURF	1	0	0	0
	Total Full-Time		8	8	8	8
3911	Transportation/Transit					
	Sr Mgmt Asst	Transit	1	1	1	1
	Transp Financial Analyst	Transit	1	1	1	1
	Transportation Support Spec	Transit	1	1	1	1
	Administrative Assistant II+	Transit	1	1	1	1
	Administrative Assistant I/II+ *	Transit	1.00	1.00	1.00	1.00
	Total Full-Time		4	4	4	4
	Total Temp FTE*		1.00	1.00	1.00	1.00

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Reflects all personnel changes/reductions approved by City Council through 6/30/2013

	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
3914	Transit Operations					
	Transit Mgr	Transit	1	1	1	1
	Transportation Fac Supvr	Transit	1	1	1	1
	Sr Transit Operations Coord	Transit	1	1	1	1
	Transit Operations Coord II+	Transit	2	2	2	2
	Bldg Equip Tech II+	Transit	1	2	2	2
	Total Full-Time		6	7	7	7
3915	Transportation/Transit Store					
	Bldg Equip Tech II+	Transit	2	1	1	1
	Lead Transit Store Tech	Transit	1	1	1	1
	Financial Svcs Tech II+	Transit	1	1	1	1
	Custodian	Transit	2	2	2	2
	Financial Svcs Tech I/II+**	Transit	0.50	0.50	0.50	0.50
	Total Full-Time		6	5	5	5
	Total Perm FTE**		0.50	0.50	0.50	0.50
3917	Transportation/Bus Stop Maintenance					
	Transportation Wkr II+	Transit	3	3	3	3
	Groundskeeper II+	Transit	2	2	2	2
	Total Full-Time		5	5	5	5
3921	CP/EV Light Rail Project					
	Sr Traffic Eng Tech+	Transit	1	1	1	1
	Total Full-Time		1	1	1	1
3922	Transportation Systems					
	Sr Civil Engineer+	Transit	1	1	1	0
	Sr Civil Engineer+**	Transit	0.00	0.00	0.00	0.50
	Total Full-Time		1	1	1	0
	Total Perm FTE**		0.00	0.00	0.00	0.50
Water Utilities						
3002	Water Utilities - Administration					
	Dep Pub Wks Dir - Water Util	WWW	1	1	1	1
	Planning & Research Analyst^	WWW	1	1	1	1
	Plant Supvr (SBP)	WWW	1	0	0	0
	Management Assistant II+	WWW	1	1	1	1
	Executive Assistant	WWW	1	1	1	1
	Custodian	WWW	2	2	2	2
	Administrative Assistant II+	WWW	2	2	2	2
	COE*		0.49	0.49	0.49	0.49
	Total Full-Time		9	8	8	8
	Total Temp FTE*		0.49	0.49	0.49	0.49
3003	Water Utilities Warehouse					
	Warehouse Supvr	WWW	1	1	1	1
	Water Inventory Svcs Spec	WWW	1	1	1	1
	Total Full-Time		2	2	2	2

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Reflects all personnel changes/reductions approved by City Council through 6/30/2013

	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
3004	Water Utilities Security					
	Water Util Div Security Supvr	W/WW	1	1	1	1
	WUD Security Officer	W/WW	5	5	5	5
	Total Full-Time		6	6	6	6
3011	Water Quality - Administration					
	Plant Ops Mgr	W/WW	1	1	1	1
	Total Full-Time		1	1	1	1
3012	Control Center Operations					
	Control Center Supvr	W/WW	1	1	1	1
	Instrument & Cntrl Tech (SBP)	W/WW	0	1	1	1
	Control Center Operator	W/WW	4	4	4	4
	Total Full-Time		5	6	6	6
3013	Johnny G. Martinez Water Plant					
	Plant Supvr (SBP)	W/WW	1	1	1	1
	Instrument & Cntrl Tech (SBP)	W/WW	1	1	1	1
	Plant Electrician (SBP)	W/WW	1	1	1	1
	Plant Mechanic+ (SBP)	W/WW	1	3	3	3
	Plant Operator I/II+ (SBP)	W/WW	7	6	6	6
	Plant Ops & Maint Trainee+	W/WW	1	0	0	0
	Total Full-Time		12	12	12	12
3014	South Tempe Water Plant					
	Plant Supvr (SBP)	W/WW	1	1	1	1
	Instrument & Cntrl Tech (SBP)	W/WW	1	1	1	1
	Plant Electrician (SBP)	W/WW	1	1	1	1
	Plant Mechanic+ (SBP)	W/WW	2	2	2	2
	Plant Operator + (SBP)	W/WW	5	5	5	5
	Plant Ops & Maint Trainee+	W/WW	1	2	2	2
	Total Full-Time		11	12	12	12
3021	Distribution System Services - Admin					
	Water Distribute & Collect Mgr	W/WW	1	1	1	1
	Computer Maint Mgmt System II+	W/WW	4	4	4	4
	Administrative Assistant II+	W/WW	1	1	1	1
	Total Full-Time		6	6	6	6
3022	Distribution System Maintenance					
	Util Svcs Tech Supvr (SBP)	W/WW	4	4	4	4
	Util Svcs Tech II+ (SBP)	W/WW	19	19	19	19
	Util Svcs Tech I+	CIP	3	0	0	0
	(positions funded through June 30, 2012)					
	Total Full-Time		26	23	23	23

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

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	Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
3024	Irrigation					
	Irrigation Supvr	W/WW	1	1	1	1
	Irrigator	W/WW	7	7	7	7
	Total Full-Time		8	8	8	8
3025	Technical Support Team					
	Principal Civil Eng	W/WW	1	1	1	1
	Management Assistant II+	W/WW	1	1	1	1
	GIS Analyst	W/WW	2	2	2	2
	GIS Coord	W/WW	1	1	1	1
	GIS Tech+	W/WW	1	1	1	1
	TV Truck Tech	W/WW	2	2	2	2
	Underground Util Coord	W/WW	2	2	2	2
	Administrative Assistant II+	W/WW	1	1	1	1
	Total Full-Time		11	11	11	11
3026	Environmental Administration					
	Environmental Svcs Mgr	W/WW	1	1	1	1
	Water Qual Process/Plan Coord	W/WW	1	1	1	1
	Management Assistant II+	W/WW	1	1	1	1
	Administrative Assistant II+	W/WW	2	2	2	2
	Total Full-Time		5	5	5	5
3027	Environmental Services					
	Environmental Program Supvr	W/WW	1	1	1	1
	Environment Quality Spec	W/WW	4	4	4	4
	Total Full-Time		5	5	5	5
3028	Environmental - Wastewater					
	Environmental Compliance Supvr	W/WW	1	1	1	1
	Environmental Compl Insp II+	W/WW	7	7	7	7
	Total Full-Time		8	8	8	8
3029	Environmental Sampling & Monitoring					
	Environmental Quality Supvr	W/WW	0	0	0	1
	Water Quality Specialist	W/WW	0	0	0	5
	Environmental Compl Insp II+	W/WW	0	0	0	1
	Total Full-Time		0	0	0	7
	Total Temp FTE*					
3034	Kyrene Water Reclamation Plant					
	Plant Supvr (SBP)	W/WW	1	1	1	1
	Instrument & Cntrl Tech (SBP)	W/WW	1	0	0	0
	Plant Mechanic+ (SBP)	W/WW	2	1	1	1
	Plant Operator+ (SBP)	W/WW	3	4	4	4
	Total Full-Time		7	6	6	6

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



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Position	Funding Source	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
3035 Field Facilities - Wastewater					
Plant Supvr (SBP)	WWW	0	1	1	1
Instrument & Cntrl Tech (SBP)	WWW	1	1	1	1
Plant Electrician (SBP)	WWW	1	1	1	1
Plant Mechanic+ (SBP)	WWW	3	2	2	2
Total Full-Time		5	5	5	5
3041 Laboratory Services - Administration					
Laboratory Supervisor	WWW	1	1	1	1
Chemist II+	WWW	6	6	5	5
Environmental Quality Supvr	WWW	0	0	1	0
Water Quality Specialist	WWW	5	5	5	0
Environmental Compl Insp II+	WWW	1	1	1	0
Total Full-Time		13	13	13	6
3051 Water Resources - Administration					
Water Resources Mgr	WWW	1	1	1	1
Water Resources Hydrologist	WWW	1	1	1	1
Total Full-Time		2	2	2	2
3052 Water Conservation					
Water Conservation Coord	WWW	1	1	1	1
Water Conservation Spec	WWW	1	1	1	1
Sr Groundskeeper	WWW	1	1	1	1
Groundskeeper I+	WWW	1	1	1	1
Total Full-Time		4	4	4	4
Public Works Total Full-Time		460	458	458	452
Public Works Total Perm FTE**		1.50	1.63	1.63	2.25
Public Works Total Temp FTE*		24.10	24.10	24.10	24.10
1217 Tempe Learning Center					
Org Development Administrator	Gen	1	1	1	0
Sr Learning & Org Dev Assoc	Gen	2	2	2	0
Total Full-Time		3	3	3	0
Grand Total Full-Time		1,580	1,580	1,578	1,573
Grand Total Perm FTE**		14.10	14.23	14.23	15.35
Grand Total Temp FTE*		205.99	205.99	205.99	212.04

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Personnel by Fund	2011-12	2012-13	2012-13	2013-14
Permanent FTE positions (Full and Part-Time)	Actual	Budget	Revised	Budget
General Fund	1,177.72	1,180.85	1,181.75	1,177.37
Enterprise Funds				
Golf	10.50	10.50	10.50	10.00
Cemetery	0.00	0.00	0.00	0.00
Solid Waste	78.25	78.25	78.25	76.25
Water/Wastewater	183.50	183.50	183.50	181.50
Special Revenue Funds				
Health Fund	0.90	0.90	0.00	0.00
HURF	38.00	38.00	38.00	38.50
Performing Arts	17.15	17.15	17.15	17.15
Rio Salado/CFD	0.00	0.00	0.00	0.00
Risk Management Fund	3.00	3.00	3.00	3.00
Transit	33.83	33.83	33.83	34.33
Grants/Designated Funds				
Ambulance Provider	6.00	6.00	6.00	6.00
AZ Law Enforcement Academy	0.00	0.00	1.00	1.00
AZ Post	1.00	1.00	1.00	0.00
Capital Improvement Program	5.00	1.00	1.00	1.00
CDBG/Section 8	16.15	16.15	16.15	15.15
Community Facilities District (CFD)	2.50	2.50	2.50	2.50
Court Enhancement Fund	1.00	1.00	1.00	2.00
EECBG	2.00	2.00	0.00	0.00
Fill the Gap Fund	1.00	1.00	1.00	1.00
GIITEM Task Force	1.00	1.00	1.00	1.00
HIDTA	1.00	1.00	1.00	1.00
Local JCEF	3.00	3.00	3.00	3.00
Percent for the Arts	1.20	1.20	1.20	2.20
RICO	3.00	3.00	3.00	3.00
SAFR Grant	0.00	0.00	3.00	3.00
Tempe County Island Fire District	1.00	1.00	1.00	1.00
Vehicle Impound	6.00	7.00	7.00	7.00
Victims Rights Grant	0.40	0.40	0.40	0.40
Grand Total	1,594.10	1,594.23	1,596.23	1,588.35

Glossary of Terms

Accrual Basis - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Adopted Budget - The financial plan of revenue and expenditures for a fiscal year as approved by the governing entity.

Annexation - The legal merging of some territory into another. A city might annex unincorporated areas or a county might annex other disputed territories. Also used to refer to mergers of countries.

Appropriation - An authorization made by the City Council which permits the City to incur obligations to make expenditures for specific purposes.

Assessed Valuation - A value that is established for real and personal property for use as a basis for levying property taxes (note: Property values are established by the County).

Asset - Resources owned or held by a government which have monetary value.

Available (Undesignated) Fund Balance - Refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Balance Sheet - A financial statement showing the assets, liabilities, and net worth of an entity as of a specific date.

Balanced Budget - A balanced budget arises when the government entity estimates the same amount of money from revenue collection as it is appropriating for expenditures.

Benchmarking - The process of comparing an entity's performance against the practices of other leading entities, in or outside of an industry, for the purpose of improving performance. Entities also benchmark internally by tracking and comparing past performance.

Bond - A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds. These are most frequently used to finance capital projects.

Bond Rating - Is the measure of the quality and safety of a bond. It indicates the likelihood that a debt issuer will be able to meet scheduled repayments, and dictates the interest rate paid.

Bond Refinancing - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget - A plan of financial operation for a specified period of time (fiscal year). The annual budget authorizes, and provides the basis for control of, financial operations during the fiscal year.

Capital Budget - A capital budget is a separate budget from the operating budget. Items in the CIP are usually construction or renovation projects designed to improve the value of the government assets. Examples of capital improvement projects include new roads, sewer lines, buildings, recreational facilities and large scale remodeling. The City Council receives a separate document that details the CIP costs for the upcoming fiscal year.

Line Item Budget - A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

Operating Budget - The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel.

Performance Budget - A budget that focuses upon departmental goals and objectives rather than line items, programs, or funds. Workload and unit cost data are collected in order to assess the effectiveness and efficiency of services. Typical measures collected might include average emergency response time for fire or cost per man-hour of garbage collection.

Program Budget - A budget that focuses upon broad functions or activities of an agency or jurisdiction rather than upon its organizational budget units or object classes of expenditure. The City's programs: (1) General Services; (2) Development Services; (3) Public Safety; (4) Environmental Health; (5) Community Services; and (6) Public Transportation.

Budget Adjustment - A procedure to revise a budget appropriation either by City Council approval through the adoption of a supplemental appropriation ordinance for any interdepartmental or interfund adjustments or by City Manager authorization to adjust appropriations within a departmental budget.

Budget Calendar - The schedule of key dates or milestones which the City follows in the preparation, adoption, and administration of the budget.

Budget Document - The instrument used by the budget-making authority to present a comprehensive financial program to the City Council.

Budget Group - A fun group of hard working employees responsible for budget preparation, benchmarking, forecasting, and financial analysis.

Budget Message - The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the upcoming period.

Budgetary Basis - This refers to the form of accounting utilized throughout the budget process. These generally take one of three forms: GAAP, Cash, Modified Accrual or some type of statutory form budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP) except that (a) encumbrances are considered to be an expenditure chargeable to appropriations, (b) no depreciation is budgeted for in enterprise funds, (c) investments in supply inventories and assets restricted for self-insurance purposes are not considered to be appropriable, (d) revenue accruing to sinking funds are not appropriable, and (e) contributions into sinking funds are budgeted, whereas disbursements from sinking funds are not budgeted. Unencumbered appropriations lapse at the close of the fiscal year.

Budgetary Control - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenue.

Capital Budget - The appropriation of bonds or other revenue for improvements to facilities and other infrastructure.

Capital Expenditures - Expenditures approved in the Capital Budget related to the acquisition, expansion or rehabilitation of an element of the government's physical plant.

Capital Improvements - The acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

Capital Improvements Program - A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a period of several future years. Tempe's City Charter requires annual submission of a five-year capital program for City Council approval.

Capital Outlay - Expenditures which result in the acquisition of or addition to fixed assets.

Cash Basis - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Community Development Block Grant (CDBG) - Program authorized by the Housing and Community Development Act of 1974 in place of several community development categorical grant programs. CDBG provides eligible metropolitan cities and urban counties (called "entitlement communities") with annual direct grants that they can use to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low and moderate income persons.

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Cost Center - An organizational budget/operating unit within each City division or department, i.e., Radio Maintenance is a cost center within the Communications Division.

Debt Management (Capacity) Plan - The City's basis to evaluate upcoming and future debt financing in relation to the impact the borrowing will have on the City's debt ratios and related to the City's credit position as determined by the major rating agencies.

Debt Ratios - Ratios which provide measure of assessing debt load and ability to repay debt which play a part in the determination of credit ratings. They are also used to evaluate the City's debt position over time and against its own standards and policies. The four major debt ratios used by the City are (1) Debt Per Capita; (2) Debt to Full Value; (3) Debt to Personal Income; and (4) Debt Services to Revenue.

Debt Service - The amount of interest and principal that a City must pay each year on net direct long-term debt plus the interest it must pay on direct short-term debt.

Direct Debt - The sum of the total bonded debt and any unfunded debt (e.g. short-term notes) of the City for which the City has pledged its "full faith and credit." It does not include the debt of overlapping jurisdictions.

Self-Supporting Debt - Debt for which the City has pledged a repayment source separate from its general tax revenue (e.g. water bond repaid from water utility income/special assessment bonds).

Outstanding Tax Supported Debt - Direct debt minus self-supporting debt. Debt for which the City has pledged a repayment from its secondary property taxes.

Overall Net Debt - Net direct debt plus overlapping debt.

Overlapping Debt - The City's proportionate share of the debt of other local overlapping governmental jurisdictions. The debt is generally apportioned based on relative assessed value.

Debt Service Fund Requirements - The amounts of revenue which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.

Deficit - The excess of an entity's liabilities over its assets or the excess of expenditures over revenue during a single accounting period.

Department - A major administrative division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area.

Department Goal - Specific intended result of a strategy; used interchangeably with objective. The term "goal" is used in a wide variety of ways in planning; e.g. as a strategic result or outcome; an objective, a measure, a target, etc.

Depreciation - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence.

Distinguished Budget Presentation Awards Program - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Division - A group of homogeneous cost centers within a department, i.e., all traffic engineering, traffic operations and transit cost centers make up the Transportation Division within the Public Works Department.

Effective Measure - Degree to which an activity or initiative is successful in achieving a specified goal. Also, the degree to which activities of a unit achieve the unit's mission or goal.

Efficiency Measure - Degree of capability or productivity of a process, such as the number of cases closed per year or tasks accomplished per unit cost.

Encumbrance - The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

Energy Efficiency and Conservation Block Grants (EECBG) - This program supports projects to develop, promote, implement, and manage energy efficiency and conservation projects and programs designed to: reduce fossil fuel emissions; reduce the total energy use of the eligible entities; improve energy efficiency in the transportation, building, and other appropriate sectors; and create and retain jobs.

Estimated Revenue - The amount of projected revenue to be collected during the fiscal year.

Expenditure/Expense - This term refers to the outflow of funds paid for an asset obtained or goods and services obtained.

Fiscal Year - The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Tempe has specified July 1 to June 30 as its fiscal year.

Fixed Assets - Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Franchise Fees - Annual fees paid by utilities (electricity, telephone, cable TV, natural gas) for the use of the city's public rights-of-way, or that are granted a service monopoly that is regulated by the city (garbage collection). The franchise fee is typically a set percentage of gross revenue within the city.

Full Faith and Credit - A pledge of a government's taxing power to repay debt obligations.

Full-Time Equivalent (FTE) - There are three types of classifications: (1) Full-time - works 40 hours/week (full-time) and is benefitted; (2) Permanent FTE - works more than 19.5 hours per week and less than 40 hours/week, is not seasonal, is not of specific limited duration, and is not for educational training; and (3) Temporary FTE - works less than 40 hours/week, is seasonal, and is of specific limited duration, or is for educational training.

Fund - A set of inter-related accounts to record revenue and expenditures associated with a specific purpose. Fund structure consists of Governmental Funds (e.g., General Fund, Special Revenue Fund, Debt Service Fund), Proprietary Funds, and Fiduciary Funds (See previous section on "Financial Structure and Operations" for complete description of funds).

Governmental Funds

Capital Projects Fund - Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Funds and Trust Funds).

Debt Service Fund - Debt Service Funds are set up to receive dedicated revenue used to make principal and interest payments on City debt. They are used to account for the accumulation of resources for, and the payment of, general obligation and special assessment debt principal, interest and related costs, except the debt service accounted for in the Special Revenue Funds, and Enterprise Funds.

General Fund - The General Fund is the general operating fund of the City. It is used to account for all activities of the City not accounted for in some other fund.

Special Revenue Fund - Special Revenue Funds are set up as accounts for Federal or State grants legally restricted to expenditures for specific purposes. Our Special Revenue Funds include the Highway User Fund, the Local Transportation Assistance Fund, the Performing Arts Fund, the Community Development Fund, and the Housing Assistance Fund.

Proprietary Funds

Enterprise Funds - Enterprise Funds are used to account for operations including debt service (a) that are financed and operated in a manner similar to private businesses - where the intent of the government body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis is financed or recovered primarily through user charges; or (b) where the governing body has determined that periodic determination of revenue earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control accountability, or other purposes. Our Enterprise Funds include the Water and Wastewater Fund, the Solid Waste Fund, the Cemetery Fund and the Golf Course Fund.

Fund Balance - The difference between revenue and expenditures. The beginning fund balance represents the residual funds brought forward from the previous year (ending balance).

The classifications of fund balance are Non-spendable, Restricted, Committed, Assigned, and Unassigned. Committed, Assigned, and Unassigned represent the amount that is available for discretionary spending.

Non-spendable fund balance includes amounts that cannot be spent because either 1) it is not in a spendable form, such as inventory or prepaid items or 2) legally or contractually required to be maintained intact.

Restricted fund balance is externally (outside the City) enforceable limitations imposed by creditors, grantors, contributors, laws and regulations of other governments, or laws through constitutional provisions or enabling legislation (changes in City Charter).

Committed fund balance is self-imposed limitations imposed at the highest level of decision making authority, namely, Mayor and Council. Mayor and Council approval (through ordinance or another type of formal action) is required to commit resources or to rescind the commitment.

Assigned fund balance represents limitations imposed by management for specific purposes.

Furlough - Mandatory time off work with no pay. Used as an alternative to a layoff, employee furloughs can occur when revenue or projected revenue fails to match expenses.

General Governmental Revenue - The revenue of a government other than those derived from and retained in an enterprise fund. General Governmental revenue include those from the General, Debt Service, and Special Revenue Funds.

General Obligation Bonds - Bonds that finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds is usually made from secondary property taxes, and these bonds are backed by the "full faith and credit" of the issuing government.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

Goal - A long-term, attainable target for an organization—its vision of the future.

Governmental Accounting Standards Board (GASB) - An accounting standards board formed in 1984 by the Financial Accounting Foundation (FAF) to develop accounting standards for state and local governmental entities.

Granicus - Granicus, Inc. provides comprehensive solutions for creating, managing and distributing live and on-demand streaming media content to support and enhance public meeting communications, internal training and public education programs for government.

Grant - A contribution by the State or Federal government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.

Highway User Revenue Fund (HURF) - Special revenue fund to account for the receipts and expenditures of highway user monies. Arizona cities/towns are entitled to receive a portion of the highway user revenue collected by the state. The highway user revenue consists of the gasoline and diesel fuel taxes as well as other transportation related fees. One half of the money is distributed on the basis of the population of an incorporated city/town as a percentage of the total of all incorporated cities/towns in the state. The remaining half of the money is distributed based on the level of gasoline sales in the county in which the municipality is located and the population of each city or town in the county. Highway user revenue funds may only be used for street and highway purposes.

Home Ownership Made Easier (HOME) - The largest federal block grant to State and local governments designed exclusively to create affordable housing for low income households.

Indirect Cost - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned, such as administrative support, facility maintenance or custodial services.

Infrastructure - The basic facilities, services, and installations needed for the functioning of a community or society, such as transportation and communications systems, water and power lines, and public institutions including schools, post offices, and prisons.

Interfund Transfer - The movement of monies between funds of the same governmental entity.

Intergovernmental Revenue - Funds received from federal, state and other local government sources in the form of grants, shared revenue, and payments in lieu of taxes.

Internal Services Charges - The charges to user departments for internal services provided by another government agency, such as data processing, fleet services and communications.

Lead Measure(s) - Are the critical activities, if done with excellence, that have the greatest impact on results. They are predictive, influenceable weekly and are more difficult to measure.

Liability - Amounts owed for items received, services rendered, expenses incurred, assets acquired, construction performed, and amounts received but not as yet earned.

Local Transportation Assistance Fund (LTAF) - Special revenue fund to account for the receipts and expenditures associated with LTAF monies. This state shared revenue is generated by the state lottery. Distribution is based upon the population of the city/town in relation to the total population of all cities/towns. Each city/town is entitled to receive a minimum of \$10,000. A maximum of \$23 million (if that amount is generated by the lottery) is distributed each year to cities/towns. The principal use of these funds is for transportation purposes.

Levy - To impose taxes for the support of government activities.

Line Item Budget - A budget prepared along departmental lines that focuses on what is to be bought.

Long-Term Debt - Debt with a maturity of more than one year after the date of issuance.

Maintenance of Effort - A transfer of General Fund dollars to Transportation to fulfill the statutory requirement placed on cities to maintain the expenditure of local revenue for streets at a level computed as an average of local funds expended for any four of the FY 1981-82 through FY 1985-86.

Mandate - A binding obligation issued from an inter-governmental organization. For example, the state to a county which is bound to follow the instructions of the organization.

Modified Accrual Basis - Refers to the accrual basis of accounting, which recognizes increases and decreases in financial resources only to the extent that they reflect near-term inflows or outflows of cash. Thus, under modified accrual basis of accounting, then, amounts are recognized as revenue when earned, only so long as they are collectible within the period or soon enough afterwards to be used to pay liabilities of the current period.

Municipality - An urban district having corporate status and powers of self-government.

Objective - A specific measurable and observable result of an organization's activity which advances the organization toward its goal.

Operating Expenses - The cost for personnel, materials and equipment required for a department to function.

Operating Revenue - Funds that the government receives as income to pay for ongoing operations, including such items as taxes, user fees, interest earnings, and grant revenue. Operating revenue is used to pay for day-to-day services.

Other Post-Employment Benefits - in addition to salary, an employee may earn benefits over their years of service that will not be received until after their employment ends. Post-employment benefits other than pensions generally take the form of health insurance and dental, vision, prescription or life insurance benefits provided to eligible retirees. As a group, these are referred to as Other Post-employment Benefits, or OPEB.

Pay-As-You-Go Financing - A term used to describe a financial policy by which the capital program is financed from current revenue rather than through borrowing.

Per Capita - Applies to a unit of population or a person and shows how much each would have if a commodity/expense was divided equally.

Performance Budget - A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Indicators - Specific quantitative and qualitative measure of work performed as an objective of the department.

Performing Arts Fund - Used to account for the receipts and expenditures of Performing Arts monies. This tax is for the construction and operation of the performing and visual arts center.

Personnel Costs - Expenditures for salaries, wages, and fringe benefits of a government's employees.

Policy - A plan, course of action or guiding principle, designed to set parameters for decisions and actions.

Prior Year Encumbrances - Obligations from previous years in the form of purchase orders or contracts which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Program Budget - A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments. The City's program budget is divided into six major programs:

- (1) **General Services** consists of: Mayor and Council, City Manager, Internal Audit, Diversity Program, Community Relations, City Clerk, Human Resources, City Attorney, Finance and Technology, Public Works, and Other Programs.
- (2) **Development Services** consists of: Community Development and Public Works – Design/Construction/Landscape maintenance.
- (3) **Public Safety** consists of: City Court, Police, and Fire.
- (4) **Environmental Health** consists of: Water Utilities; Public Works – Solid Waste; and Community Development – Code Compliance.

(5) Community Services consists of: Community Services – Recreation/Library/Social Services; Public Works – Park Maintenance; and Cemetery.

(6) Transportation consists of: Public Works – Transit/Street Maintenance.

Property Tax - A levy upon the assessed valuation of the property within the City of Tempe upon each \$100 of valuation. Property taxes in Arizona consist of both primary and secondary levies.

Primary Property Tax - A statutory limited tax levy which may be imposed for any purpose.

Secondary Property Tax - An unlimited tax levy which may be used only to retire the principal and interest or redemption charges on bond indebtedness.

Public Forums - A public meeting involving audience discussion.

Purpose - A broad statement, in terms of meeting public service needs, that a department is organized to meet.

Rainy Day Reserve - A long-term reserve in the event of a significant unforeseen event, economic downturn or liability.

Reserve - An account used to indicate that a portion of a fund's assets are restricted for a specific purpose and is, therefore, not available for general appropriation.

Resolution - A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

Resources - Total amounts available for appropriation including estimated revenue, fund transfers, and beginning balances.

Net Assets Earnings - An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenue - Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenue and interest income.

Revenue Bonds - Bonds usually sold for constructing a project that will produce revenue for the government. That revenue is pledged to pay the principal and interest of the bond.

Revised Budget - A revision of the adopted budget previously submitted and authorized by a governing board.

Right-of-Way - The land used by a public utility, road, or railroad.

Rio Salado - Spanish for Salt River was a project to re-introduce water into a dry riverbed. In 1999, Tempe Town Lake was filled and it extends about 5.5 miles in length and one mile in width.

Rio Salado Community Facilities District Fund - Special revenue fund established in 1987, under the laws of the State of Arizona. The purpose is to account for the receipts and expenditures associated with Tempe Town Lake.

Rio Salado Fund - Special revenue fund to account for the receipts and expenditures of miscellaneous monies used to foster the development of Rio Salado.

Risk Management - An organization goal to protect a government's assets against accidental loss in the most economical method.

R.O.W. - Abbreviated form, see *Right-of-Way*.

Section 108 Loan - A source of financing offered by the U.S. Department of Housing and Urban Development Section 108 Loan Guarantee Program to provide communities with financing for economic development, housing rehabilitation, public facilities, and large-scale physical development projects.

Significant Nonrecurring Capital Expenditures - Expenditures for major projects that are typically "one time" in nature and involve the construction or expansion of new City facilities or City infrastructure, extensive renovation of existing facilities, the purchase of important capital assets, or the acquisition of new technology which will enhance service delivery.

Source of Revenue - Revenue are classified according to their source or point of origin.

Special Assessment Bonds - Municipal bonds repaid with taxes assessed on the land that benefits from the improvements financed by the bonds.

Surplus - An excess of receipts over disbursements.

Tax Levy - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Team WIG(s) - Teams are not necessarily defined by organizational charts; rather, they are defined by the goal. Team WIGs contribute to achieving an overarching goal. Several Team WIGs may align to the goal. Team WIGs are specific, clear, explicitly linked to purpose, measureable, and deadline-driven.

Transfers In/Out - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Unencumbered Balance - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

Unrestricted Fund Balance - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

User Charges - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Wildly Important Goals (WIGs) - While any important goal is worth achieving, a Wildly Important Goal must be achieved. Failure to achieve this goal renders any of your other achievements inconsequential. WIGs are written in plain language in the format "(Verb) (measure) from X to Y by (when)" and are specific, clear, explicitly linked to purpose, measureable, and deadline-driven.

Workload Indicator - A unit of work to be done (e.g., number of permit applications received, the number of households receiving refuse collection service, or the number of burglaries to be investigated).

Acronyms

ADA -American with Disabilities Act	HPRP -Homelessness Prevention and Rapid Re-housing Program
ADDI -American Dream Down Payment Initiative	HUD -Housing and Urban Development
ADEQ -Arizona Department of Environmental Quality	HURF -Highway User Revenue Fund
ADOT -Arizona Department of Transportation	HVAC -Heating, Ventilation, and Air Conditioning
ADWR -Arizona Department of Water Resources	ICMA -International City Management Association
APS -Arizona Public Service	IMP -Integrated Master Plan
ARC -Annual Retiree Contribution	ITS -Intelligent Transportation Systems
A.R.S. -Arizona Revised Statutes	ITD -Information Technology Department
AWA -America West Airlines	JCEF -Judicial Court Enhancement Fund
AWWA -American Water Works Association	JGMWTP -Johnny G. Martinez Water Treatment Plant
ASU -Arizona State University	KWRF -Kyrene Water Reclamation Facility
AZPDES -Arizona Pollutant Discharge Elimination System	LEED -Leadership in Energy and Environmental Design
CAD -Computer Assisted Dispatch	LRT -Light Rail Transit
CAFR -Comprehensive Annual Financial Report	LTAF -Local Transportation Assistance Fund
CAP -Central Arizona Project	MAG -Maricopa Association of Governments
CAWCD -Central Arizona Water Conservation District	MGD -Million Gallons per Day
CCTV -Closed Circuit Television	MMU -Malfunction Management Unit
CDBG -Community Development Block Grant	N/A -Not Applicable
CFD -Community Facilities District	O&M -Operation and Maintenance
CIP -Capital Improvement Plan	OPEB -Other Post-Employment Benefits
CMAQ -Congestion Mitigation and Air Quality	OSHA -Occupational Safety & Health Administration
CMMS -Computer Maintenance Management System	PBV -Project Based Voucher
CNG -Compressed Natural Gas	PCN -Position Control Number
COE -Cooperative Office Education	PTF -Priority Transportation Fund
COPS -Community Oriented Policing System	QECB -Qualified Energy Conservation Bonds
CP/EV -Central Phoenix/East Valley	RFID -Radio Frequency Identification
CRM -Citizen Request Management	RICO -Racketeer Influenced and Corrupt Organizations
CY -Calendar Year	RMS -Records Management System
DUI -Driving Under the Influence	ROW -Right-of-Way
EECBG -Energy Efficiency and Conservation Block Grant	RPTA -Regional Public Transportation Authority
EEOC -Equal Employment Opportunity Commission	SAFER -Staffing for Adequate Fire and Emergency Response
FAC -Finance Advisory Committee	SAI -Southern Avenue Interceptor
FEVA -Finance, Economy, and Veterans Affairs	SCADA -Supervisory Control and Data Acquisition
FTE -Full Time Equivalent	SBP -Skill Based Pay
FRWS -Field Report Writing System	SHP -Supportive Housing Program
FSS -Family Self Sufficiency	SROG -Sub Regional Operating Group
FTA -Federal Transportation Administration	SRP -Salt River Project
FY -Fiscal Year	STWTP -South Tempe Water Treatment Plant
FYE -Fiscal Year Ending	TCA -Tempe Center for the Arts
GAAP -Generally Accepted Accounting Principles	WIG -Wildly Important Goal(s)
GASB -Governmental Accounting Standards Board	WMAT -White Mountain Apache Tribe
GIS -Geographical Information System	WUD -Water Utilities Department
G.O. -General Obligation	
HBN -High Tech, Nanotech, Biotech	
HOME -Home Ownership Made Easier	
HOPE -Homeowners Preserving Equity	
HPCC -Household Products Collection Center	

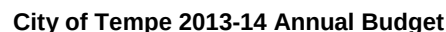
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Office of Management and Budget Staff

Even though the budget is heard by the Mayor and Council in March and April, its preparation begins months prior, with projections of City funding sources, remaining bond authorization, reserves, revenue, and expenditures. It continues through numerous phases and culminates with adoption in June. We recognize and appreciate that budgeting is an ongoing process of planning, monitoring, problem solving, and customer service throughout the fiscal year. Each year, every effort is made to improve both the budget process and the usefulness of budget documents.

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