

TEMPE • ARIZONA



Annual Budget
July 1, 2014 - June 30, 2015



Tempe Mayor & City Council



Mark Mitchell
Mayor



Onnie Shekerjian
Vice Mayor



Robin Arredondo-Savage
Council Member



Shana Ellis
Council Member



Kolby Granville
Council Member



Joel Navarro
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Annual Budget FY 2014/15

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Table of Contents

Introduction

Budget Award	ix
City of Tempe Purpose Statement	xi
Organizational Chart	xiii
Budget Message	1
City Council Strategic Priorities Linked by Department	7
Tempe Community Profile	8
City Limits	11
Demographics	12

Budget Overview

Budget Overview Contents	15
Budget Policies	16
Fund Summary	20
Financial Program Summary	21
Financial Program Summary for Revenues and Expenditures/Expenses	22
Budget Process Flowchart	23
Budget Process Summary	24
Budget Calendar	26
Components of Total Financial Program	28
Governmental Funds: Ten Year Fund Balance Trends	29
Special Revenue Funds: Ten Year Fund Balance Trends	30
Enterprise Funds: Ten Year Fund Balance Trends	31
Citywide Overview	32
Residential Cost of Service	33
Personnel Summary: Ten Year History	34

Comprehensive Financial Plan

Comprehensive Financial Plan Contents	35
Comprehensive Financial Plan Overview	36
Forecast Methodology	37
Major Revenue Assumptions	38
Major Expenditure Assumptions	40
General Fund Forecast Discussion	42
Special Revenue Funds	44
Transit Fund Forecast Discussion	44
Performing Arts Fund Forecast Discussion	46
Transportation Fund Forecast Discussion	48
Enterprise Funds	50
Water/Wastewater Fund Forecast Discussion	50
Solid Waste Fund Forecast Discussion	52
Golf Fund Forecast Discussion	54
Debt Service Fund Forecast Discussion	56

Revenue Information

Total Revenue Contents	59
Total Revenue	60
Total Revenue by Source	61
Components of Total Revenue	62
Comparative Operating Revenue by Major Source and Fund	63
General Governmental Revenue: Ten Year Historical Trends	66
City Sales Tax	66
Transient Lodging Tax	67
City Property Tax	68
Salt River Project In-Lieu Tax	69
State Shared Sales Tax	70
State Shared Vehicle License Tax	71
State Shared Income Tax	72
Charges for Services/Cultural and Recreational	73
Charges for Services/Development Related	74
Fines and Forfeitures	75

Special Revenue: Ten Year Historical Trends	76
Transit Tax	76
Performing Arts Tax	77
Highway User Tax	78
Local Transportation Assistance Fund	79
Community Development Block Grant/Section 8 Housing Grant.....	80
Enterprise Revenue: Ten Year Historical Trends.....	81
Water/Wastewater User Fees	81
Solid Waste Fees	82
Golf Course Fees	83

Performance Budget

Performance Budget Contents.....	85
Performance Budget Summary.....	86
Per Capita Performance	87
Performance Benchmarking.....	88
City Council Strategic Priorities Linked by Department.....	89
City Organizational Chart.....	91
Mayor and Council	92
City Manager.....	94
City Attorney	96
City Clerk	98
City Court.....	102
Community Development.....	104
Administration.....	106
Building Safety	107
Planning	108
Housing	109
Community Services	112
Administration.....	114
Community Relations	115
Library and Cultural Services	117
Recreation Services	119
Social Services.....	120
Diversity Office.....	122
Finance and Technology.....	124
Administration.....	125
Finance.....	126
Budget/Tax and License.....	128
Information Technology.....	130
Fire.....	132
Administration/Fire Prevention	133
Emergency/Medical Services	134
Training/Professional Development.....	135
Homeland Security/Special Operations.....	136
Support Services/Personnel Safety.....	137
Human Resources	138
Internal Audit Office	140
Police	142
Office of the Chief.....	143
Operations.....	144
Support Services	145
Investigations and Organizational Services.....	146
Public Works	148
Administration.....	150
Engineering	151
Field Operations.....	153
Transportation	156
Water Utilities	159

Capital Improvements Budget

Capital Improvements Program Contents	161
Capital Improvements Program Overview	162
2014-15 CIP Process	163
Capital Budget Strategic Priorities	164
Fiscal Years 2014-15 through 2018-19 Capital Improvements Program Summary	165
Fiscal Years 2014-15 through 2018-19 Capital Improvements Program Source of Funds Summary	166
CIP Impact on the Operating Budget	167
CIP - Significant Nonrecurring Projects	168
Capital Improvements Project Map	172
Capital Improvements Program Financing	173
Long-Term Debt and Bond Authorization Summary	174
Fiscal Year 2014-15 Debt Service Appropriations	175
Legal Bonded Debt Limits	175
Capital Budget, Debt Service and Property Tax Rate – Ten Year Historical Trends	176
Capital Debt and Property Tax Levy Policy Statements	176
Fiscal Years 2014-15 through 2017-18 Capital Improvements Program Project Listing	178
Enterprise Program - Fiscal Years 2014-15 through 2018-19	179
Water Program CIP Projects	180
Wastewater Program CIP Projects	193
Golf Program CIP Projects	197
Special Purpose Program - Fiscal Years 2014-15 through 2018-19	199
Transit Program CIP Projects	200
General Purpose Program - Fiscal Years 2014-15 through 2018-19	215
Police Protection Program CIP Projects	216
Fire Protection Program CIP Projects	221
Storm Drains Program CIP Projects	224
Park Improvements/Recreation Program CIP Projects	226
General Governmental Program CIP Projects	241
Transportation Program - Fiscal Years 2014-15 through 2018-19	261
Transportation and Rights-of-Way Improvements Program CIP Projects	262
Traffic Signals and Street Lighting Program CIP Projects	266

Schedules and Summaries

Schedules and Summaries Contents	275
Property Tax Ordinance	276
Budget Resolution	277
Budget Schedules	278
Schedule A Summary Schedule of Estimated Revenues and Expenditures/Expenses	278
Schedule B Tax Levy and Tax Rate Information	279
Schedule C Revenues Other Than Property Taxes	280
Schedule D Other Financing Sources/ <Uses> and Interfund Transfers	282
Schedule E Expenditures/Expenses by Fund	283
Schedule F Expenditures/Expenses by Department	284
Schedule G Full-Time Employees and Personnel Compensation	286
Budget Basis, Units and Changes	287
Financial Structure and Organization	288
Personnel Summary	289
Personnel Changes for FY 2014-15	290
Personnel Schedules	292
Glossary of Terms	320
Acronyms	328
Index	329
Office of Management and Budget Staff	332





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Tempe

For the Fiscal Year Beginning

July 1, 2013

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, 2012.

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

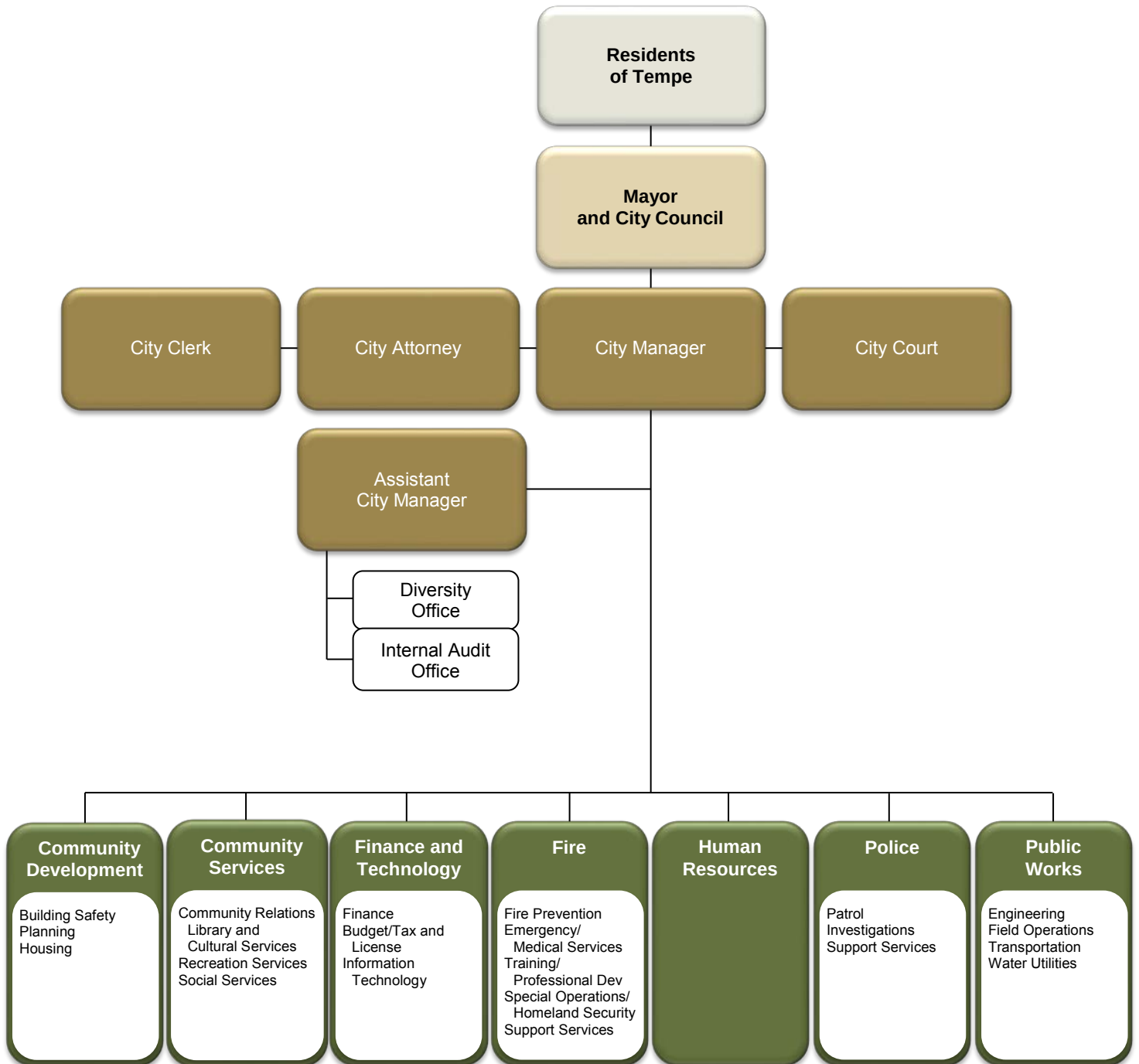
We welcome individual and professional differences and treat everyone with dignity, courtesy and sensitivity.

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, 2014

To the Honorable Mayor and City Council:

Transmitted herein is the City of Tempe's (City) Fiscal Year (FY) 2014-15 financial program. The City has adjusted its budget as a result of the June 2014 expiration of the 0.2% temporary sales tax. The FY 2014-15 adopted budget of all funds reflects a 6.2% increase from the FY 2013-14 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.

Because of the expiration of the temporary tax, the City has planned for limited deficit spending and a moderate drawdown of the fund balance. The FY 2014-15 budget is consistent with the long-range financial plan to stabilize the General Fund, and commits to maintain the fund balance within our current policy range of 20% to 30% of annual revenues. That level of cash reserves provides economic stabilization during economic downturns.

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.

Budget Overview

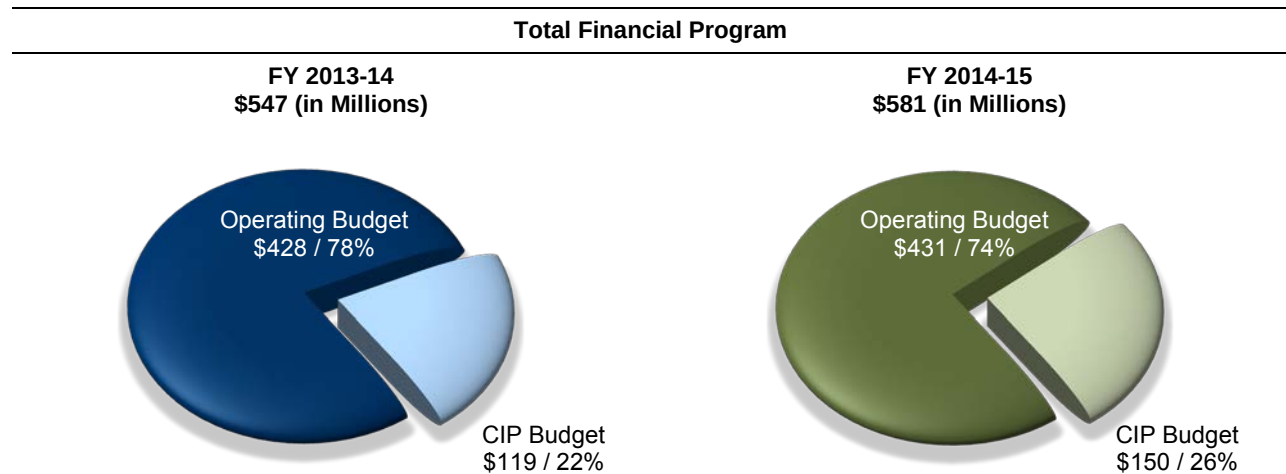
The financial program for FY 2014-15 approximates \$581 million and includes funding for both operating and capital purposes. This amount represents a \$33.9 million or 6.2% increase from the prior year and is due, in large part, to an increased Capital Improvements Program (CIP). As shown in the table below, the operating budget is projected to increase by \$3.0 million or 0.7%, while the capital budget increased by \$30.9 million or 25.9% in the upcoming year.

Total Financial Program		
	FY 2013-14 Budget	FY 2014-15 Budget
Operating Budget	\$427,759,223	\$430,710,844
Percent Change		0.7%
Capital Improvements Budget	\$119,527,409	\$150,438,466
Percent Change		25.9%
Total Financial Program	\$547,286,632	\$581,149,310
Percent Change		6.2%

The increases in the CIP budget are largely due to the design and construction of the Tempe Town Lake downstream dam, replacement of the aging water infrastructure system, and several significant streetscape and multiuse projects in the Transit program.

FINANCIAL PROGRAM SUMMARY

The graphs below illustrate the relative shares of operating and capital appropriations in FY 2013-14 and FY 2014-15.



OPERATING BUDGET

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

Operating Budget Summary			
	FY 2013-14 Budget	FY 2014-15 Budget	Percent Change
General Fund	\$178,566,369	\$182,556,591	2.2%
Special Revenue Funds			
Transportation	9,762,744	10,467,609	7.2%
Transit	50,496,283	53,848,245	6.6%
Performing Arts	8,660,585	8,964,081	3.5%
CDBG/Section 8 Housing	14,741,113	13,108,612	(11.1)%
Other Gov't Grants/Donations	18,465,876	18,720,688	1.4%
Debt Service Fund	46,731,632	40,951,736	(12.4)%
Enterprise Funds			
Water/Wastewater	78,458,221	79,772,225	1.7%
Solid Waste	17,206,518	17,539,290	1.9%
Golf	2,669,882	2,781,767	4.2%
Internal Service Fund			
Risk Management	2,000,000	2,000,000	0.0%
Total Operating Budget	\$427,759,223	\$430,710,844	0.7%

Operating Budget Highlights

Following are the major highlights contained in the recommended budget:

- Employee total compensation growth of 1.5% to 2%
- Supplemental funding of \$4.1 million, largely one-time in nature of \$2.5 million
- Increased payments to the Rio Salado Community Facilities District (CFD) of \$246,000
- Carry forward/re-appropriation of funding for encumbered contractual expenditures of \$643,000
- Vehicle replacements approximating \$2.2 million

After application of the changes, the General Fund reserve is projected to approximate 27% of revenues as of June 30, 2015.

**CAPITAL BUDGET**

The City's five-year Capital Improvements Program covering FY 2014-15 through FY 2018-19 totals \$336.3 million.

The first year of the five-year CIP, which is formally adopted by the City Council, totals \$150.4 million for FY 2014-15.

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 \$73.6 million while new capital budget appropriations added \$76.8 million, summing to the total \$150.4 earmarked for FY 14-15.

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 2014-15 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:

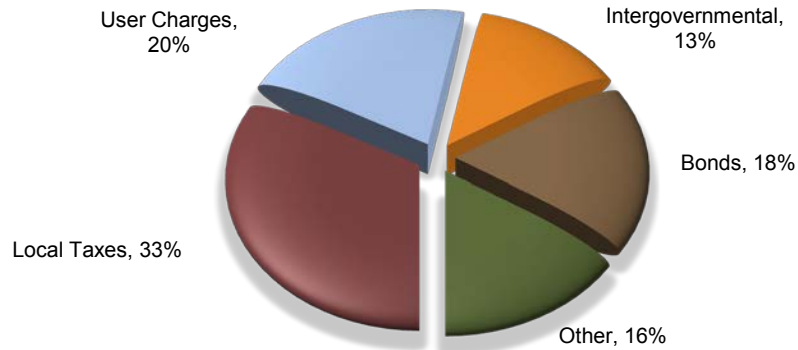
- Continued funding to complete the design and construction of the Tempe Town Lake downstream dam (\$38.7 million)
- Continued funding to complete the construction of the Broadway Road, Hardy Drive and University Drive streetscape projects (\$10.5 million)
- New funding for five new fire trucks (\$2.8 million)
- Continued funding for the rehabilitation or replacement of the City's aging water infrastructure system (\$11.7 million)
- Continued funding for the renovation and replacement of park playgrounds and aging park infrastructure (\$3.6 million)
- Continued funding for arterial, collector, and residential street asset preservation (\$4.7 million)
- Continued funding for the repair, renovation, and replacement of municipal facilities infrastructure (\$5.6 million)

REVENUE/EXPENSES

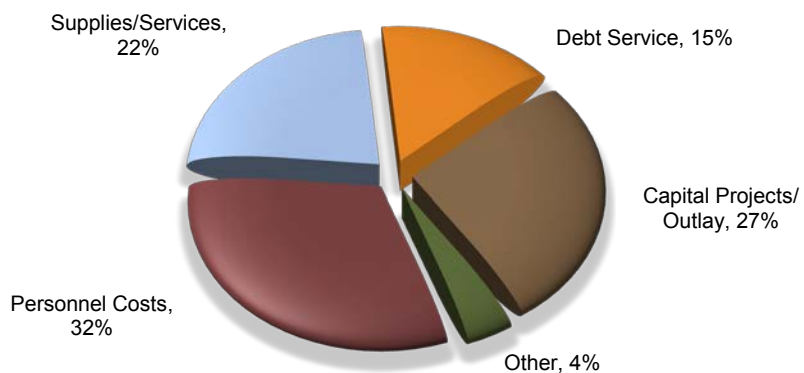
The following pie charts represent the City's revenue (where the money comes from) and expenses (where the money goes). Revenues are grouped by major category, while expenditures are shown by type of expenditure (such as personnel costs). Local taxes (e.g., city sales tax and property tax) continue to be the largest City revenue sources, representing 33% of the FY 2014-15 total revenue budget. Other major revenue sources include user charges (such as water service and solid waste fees), intergovernmental revenue, and bond proceeds.

Comparison of FY 2013-14 and FY 2014-15 Capital Budgets		
Capital Program	FY 2013-14 Budget	FY 2014-15 Budget
Enterprise		
Water	\$27,447,487	\$32,259,400
Wastewater	10,118,974	8,844,287
Golf	0	2,700,000
Special Purpose		
Transit	15,521,005	27,380,381
General Purpose		
Police	2,745,512	3,487,063
Fire	2,556,829	4,082,186
Storm Drains	896,062	782,591
Park Improvements	29,774,582	51,026,321
General Governmental	15,257,687	9,347,558
Transportation		
Transportation and R.O.W.	12,256,356	7,877,198
Traffic Signals/Street Lighting	2,952,915	2,651,481
Total	\$119,527,409	\$150,438,466

Where the Money Comes From by Source of Funds



Where the Money Goes by Line Item Category



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.

Comprehensive 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. The Comprehensive Financial Plan can be located on page 35.

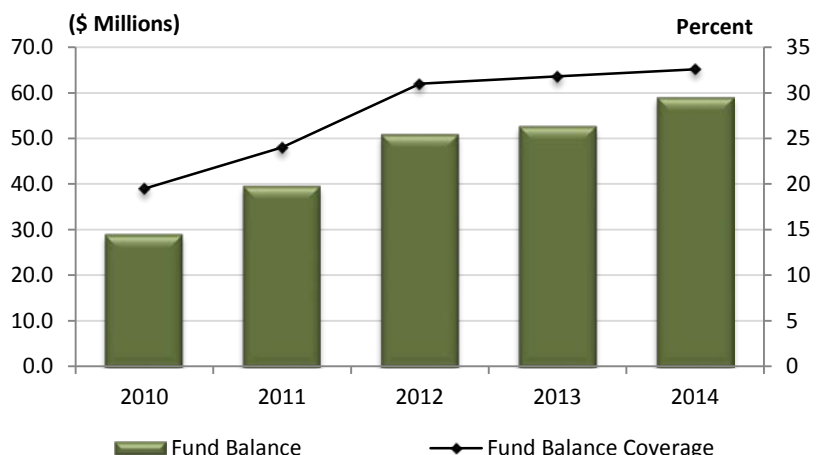
Fund Balances

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 \$59 million as of June 30, 2014, assuming departmental spending patterns follow the budget closely. Shown in the following graph, 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, which expired in June 2014. 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 \$57.5 million, while the remaining Enterprise funds (Golf and Solid Waste programs) will have a combined fund balance of approximately \$5.3 million as of June 30, 2014.

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 \$6.8 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.

Unassigned General Fund Balance



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. Additional debt information can be located on page 174.

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 overall employment condition in Tempe continues to improve with an unemployment rate of 5% (State average 6.8%). This is consistent with improvement seen in many indicators including regional population growth which is projected to be approximately 2% by 2015. Nearly 41% of residents age 25 and older in Tempe have a bachelor's degree, or higher, well above the state average of 27% (U.S. Census Bureau data).

Tempe is uniquely positioned for employment growth with existing companies such as **LifeLock, KPMG, Bank of America, Edward Jones, Silicon Valley Bank, Go-Daddy and Medtronic**. Establishing a corporate presence in Tempe allows for continued business attraction for all industries.

The largest "Class A" office project in the history of the State of Arizona, "Marina Heights," is well underway in Tempe. The significant \$600 million development in downtown Tempe is anchored by a State Farm 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.



Tempe is known for technology and innovation and is pleased to spotlight **Medtronic** as the recipient of the 2014 Manufacturer of the year award presented by Arizona Manufacturers Council. Medtronic is known as a leading medical technology company. Employees at the facility design, develop, manufacture and test microelectronics solutions used in **Medtronic** implantable devices, such as cardiac pacemakers and defibrillators, spinal cord stimulators for pain management and deep brain stimulators. (900 employees)

Tempe continues to expand upon the Entrepreneur and innovation strategies and recognizes the latest downtown co-working space, **Big Bounce**. This innovative business is teaching late-stage disruptive startups to launch and run a sustainable company. The Big Bounce name is about giving companies their final big bounce to move forward. Their goal is to have companies in their facility six to 12 months. Big Bounce will be assisting the City in creating a Tempe Entrepreneur Network (TEN) that will grow industry talent locally.

Another successful new business is **Reputation.com**, "a world-class team of technologists and researchers focused on helping people control their lives online. Their cutting-edge technology will monitor the Web 24/7 for your private data, finding and removing it from dozens of people-search sites. Their publishing team will create custom profiles and other content for you or your business to build a positive online presence, and our expert reputation advisors will work with you to push down or suppress any negative content that shows up high in your search results. (Projected 150 employees)

Tempe strives not only to assist corporate locates, but makes every effort to promote local businesses for retention and expansion. The key to our economy is to "grow our own" through promoting educational programs at all levels and create an environment for business success. Click [here](#) to view a video of Tempe's vibrant development activity as described by Mayor Mark Mitchell.

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 2014-15 budget was developed. The City Council is scheduled to review, and update their priorities and committee structure during an August 2014 Council Retreat.

City Council Strategic Priorities

The City Council strategic priorities were identified after a series of open meetings to discuss, identify and prioritize their collective vision for the future of Tempe. The resulting 5 priorities provide the framework to align our top strategic priorities through city staff in creating goals that support the City Council's vision and achieve operational and sustainable accountability. This means continually finding ways to transform our strategic priorities into strategies that guide the development of the budget, allocation of resources, and citywide departmental performance goals in getting the most important things accomplished. The following represent the priorities:

1. Ensure Long-Term Financial Stability
2. Pursue Quality Economic Development
3. Maintain High Quality of Life and Services
4. Maintain Commitment to Public Safety
5. Create Innovative/Creative/Fun/Different/Active Atmosphere

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.

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

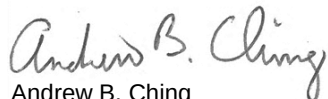
CONCLUSION

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,

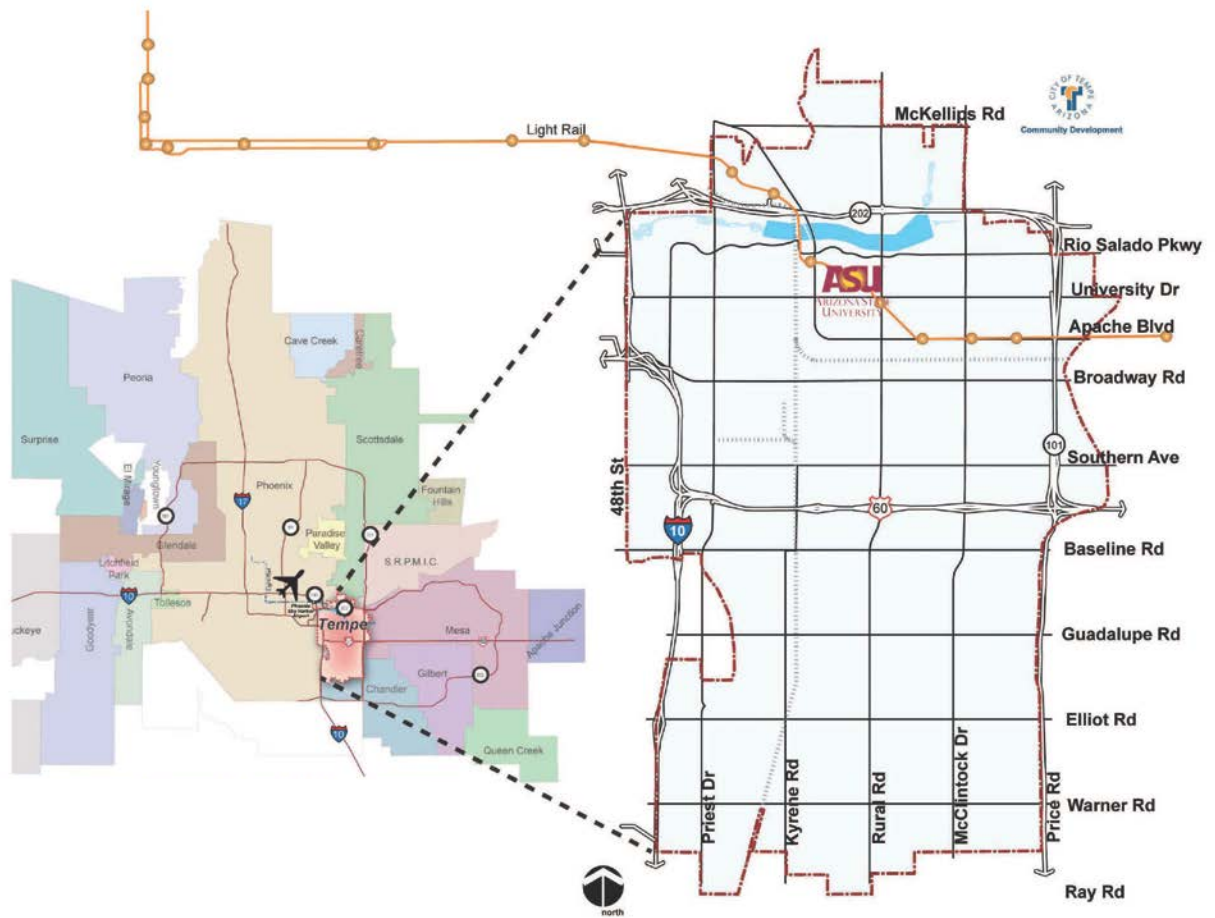
A handwritten signature in cursive script that reads "Andrew B. Ching".

Andrew B. Ching
City Manager

City Council Strategic Priorities Linked By Department

Department	STRATEGIC PRIORITY				
	Ensure Long-Term Financial Stability	Pursue Quality Economic Development	Maintain High Quality of Life and Services	Maintain Commitment to Public Safety	Create Innovative/Creative/Fun/Different/Active Atmosphere
Mayor and Council	■	■	■	■	■
City Manager	■	■	■	■	■
City Attorney	■		■		
City Clerk	■				
City Court	■				
Community Development	■	■	■		
Community Services	■		■		■
Diversity Office			■		■
Finance and Technology	■				
Fire	■			■	
Human Resources	■				
Internal Audit Office	■				
Police	■		■	■	
Public Works	■		■	■	■

TEMPE COMMUNITY PROFILE



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 62,012 Rounds of Play and Rolling Hills with 43,358 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 scheduled 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, 1,300,000 passengers in 2012, 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 a variety of parochial and charter schools

Arizona State University

Tempe is home to the main campus of Arizona State University. There are approximately 66,000 students and 11,185 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 163,000

Median Household Income

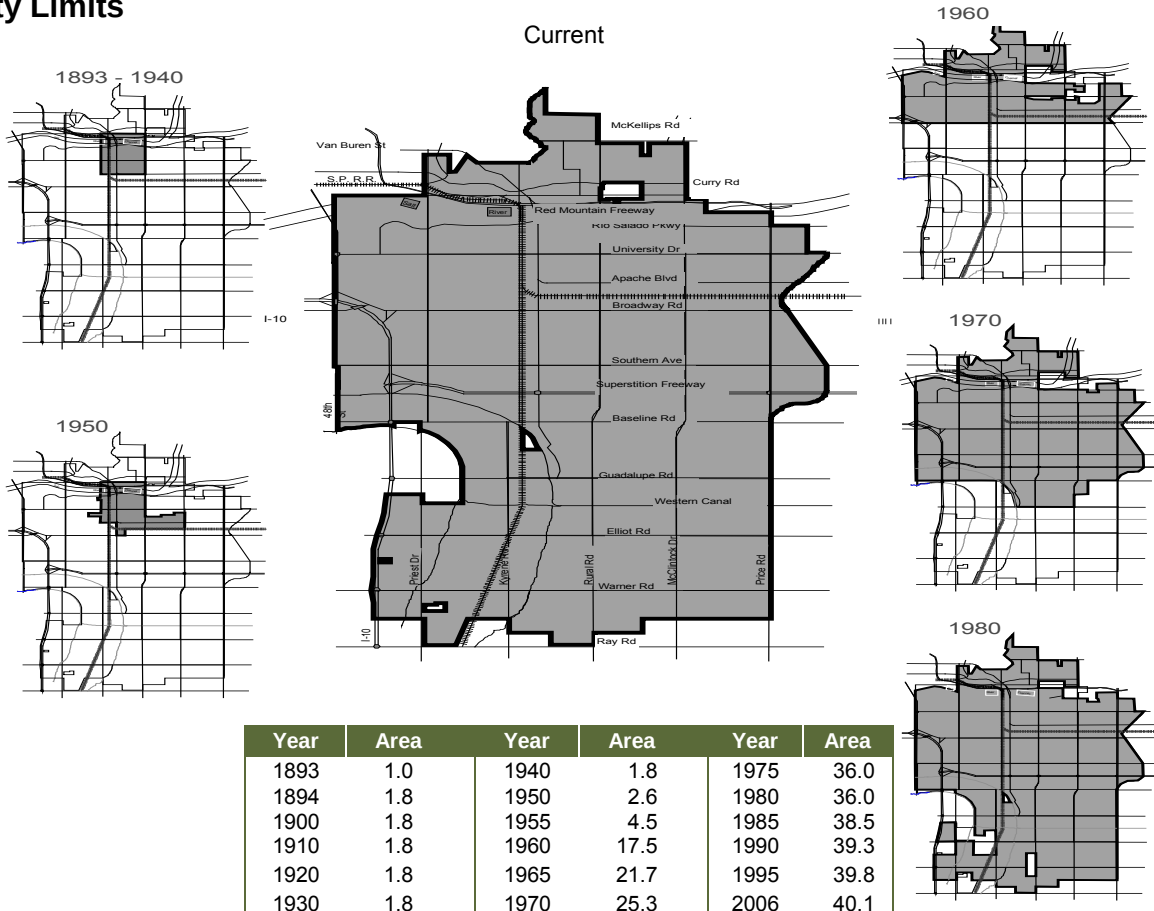
\$476,710

With Bachelor's Degree or higher 41%

Median Value of Owner-Occupied Home \$240,000

Median Age 29

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

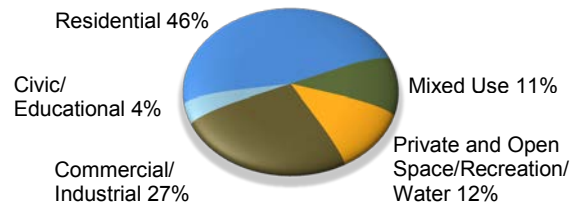
Population by Race

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)
2013	808	160,471
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

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	11,720
Tempe Union High School District	14,274
ASU (Fall 2013) Tempe Campus	55,000

Bond Ratings

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

Employment Trends

	Employment	Unemployment Rate
2013	93,485	5.9%
2012	92,302	6.3%
2011	97,723	7.4%
2010	89,303	8.5%
2009	96,916	7.8%

Major Employers

Major Employers	Employees
Arizona State University	11,185
Maricopa Community Colleges	4,611
Salt River Project	4,374
Safeway, Inc.	3,996
Wells Fargo and Company	3,576
Motorola	3,000
Honeywell International	3,000
Kyrene Elementary School District	2,401
JP Morgan Chase	2,377
US Airways, Inc.	1,898

City Sales Tax

General	1.2%
Transit	0.5%
Performing Arts	0.1%
Total	1.8%

Property Tax Rate

Primary	0.9231
Secondary	1.5119
Total	\$2.4350

	% of Net Secondary
Largest Property Taxpayers	Assessed Valuation

Arizona Mills Mall LLC	1.68%
Arizona Public Service Company	1.60%
Verizon Wireless	1.10%
Qwest Corporation	0.77%
Kbsii Fountainhead LLC	0.69%
Core Campus Communities Tempe 1 LLC	0.63%
Honeywell International Inc.	0.61%
Tempe Fountainhead Corporate LLC	0.60%
T-Mobile	0.57%
JDM II Tempe Oc LLC	0.49%

Police

Sworn Personnel	341
Non-Sworn Personnel	149
Total	490
Avg. Emergency (Priority 1) Response Time (minutes)	6:47
Crime Index	8,811
Part I Crime Per 1,000 Capita	53.9

Fire

Sworn Personnel	153
Non-Sworn Personnel	29
Total	182
Fire Stations	6
Average Emergency Response Time (CY 2013) (minutes)	5:57
Response to Emergency (Basic and Advanced Life Support)	
Medical Incidents (CY 2013)	18,104
Total Number of Dispatched Calls (CY 2013)	25,190

Solid Waste

Residential Accounts Serviced	33,441
Commercial Accounts Serviced	2,129
Solid Waste Refuse Collected (tons)	116,325
Solid Waste Recycled Collected (tons)	11,756

Water/Wastewater

Active Accounts Serviced:	
Water	42,551
Wastewater	40,079
Water Treated (billions of gallons)	16.0
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 2014-15)	Million \$
Phoenix	1,445,632	Phoenix	4,443.5
Mesa	439,041	Mesa	997.3
Chandler	236,123	Scottsdale	651.0
Glendale	226,721	Glendale	554.8
Scottsdale	217,385	Chandler	543.6
Gilbert	208,453	Gilbert	464.8
Tempe	161,719	Tempe	430.7
Peoria	154,065	Peoria	324.8

Property Tax Rate (as of July 1, 2014)	(per \$100 assessed Value)	Incorporated City Limits	sq. miles
Tempe	\$2.44	Phoenix	515.0
Glendale	2.15	Scottsdale	185.0
Phoenix	1.82	Peoria	170.5
Peoria	1.44	Mesa	139.3
Scottsdale	1.25	Gilbert	72.1
Mesa	1.19	Chandler	63.3
Chandler	1.18	Glendale	58.5
Gilbert	1.07	Tempe	40.1

Sales Tax Rate (as of July 1, 2014)	
Glendale	2.20%
Phoenix	2.00%
Tempe	1.80%
Peoria	1.80%
Mesa	1.75%
Scottsdale	1.65%
Chandler	1.50%
Gilbert	1.50%

Budget Overview Contents

Budget Policies	16
Fund Summary.....	20
Financial Program Summary.....	21
Financial Program Summary for Revenues/Resources and Expenditures/Expenses	22
Budget Process Flowchart	23
Budget Process Summary.....	24
Budget Calendar	26
Components of Total Financial Program	28
Governmental Funds: Ten Year Fund Balance Trends	29
Special Revenue Funds: Ten Year Fund Balance Trends	30
Enterprise Funds: Ten Year Fund Balance Trends	31
Citywide Overview.....	32
Residential Cost of Service	33
Personnel Summary: Ten Year History	34

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 2014-15 estimated General Fund operating revenue (\$174.7 million) to expenditures (\$182.5 million) Ratio 1:.96*

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 2014 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 2014-15: Debt Service Reserve at 9%*

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 2014-15 with debt amortization terms ranging from 10 to 20 years: \$48.8 million for police, fire, park improvement, and general governmental projects; \$39.2 million for water and wastewater projects and \$3.5 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 2014-15 Annual CIP budget of \$150.4 million adopted representing the first year of a 5-year, \$336.3 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 2014-15 net new operating budget impacts of new capital projects is estimated at \$590,525. The estimated net operating budget impacts of new capital projects between FYs 2015-16 and 2018-19 is a maximum of \$160,100.*

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 design and construction of the Tempe Town Lake downstream dam, rehabilitation or replacement of the City's aging water infrastructure system, streetscape projects and street asset preservation, City facilities rehabilitation, 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 2014-15
Water / Wastewater Bonds	\$39.2
General Obligation Bonds	52.3
Outside Revenue	24.4
Capital Projects Fund Balances	17.7
Pay-As-You-Go Financing	16.8
Total Sources of Funds	\$150.4

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 13	Revenue FY 2012-13	Unassigned Fund Balance Coverage
\$52.7 M	\$170.4 M	30.9%

Estimated Unassigned Fund Balance FYE 14	Revenue FY 2013-14	Unassigned Fund Balance Coverage
\$59.1 M	\$181.2 M	32.6%

Estimated Unassigned Fund Balance FYE 15	Revenue FY 2014-15	Unassigned Fund Balance Coverage
\$46.8 M	\$174.7 M	26.8%

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 13	Revenue FY 2012-13	Unrestricted Retained Earnings Coverage	Days Coverage
Water/Wastewater	\$54.0 M	\$75.9 M	58.3%	213
Solid Waste	\$7.4 M	\$14.3 M	29.1%	106
Golf	(\$0.7) M	\$2.5 M	0%	0

	Estimated Unrestricted Retained Earnings FYE 14	Revenue FY 2013-14	Unrestricted Retained Earnings Coverage	Days Coverage
Water/Wastewater	\$57.5 M	\$76.7 M	45.3%	166
Solid Waste	\$5.9 M	\$14.7 M	37.6%	137
Golf	(\$0.6) M	\$2.6 M	0%	0

	Estimated Unrestricted Retained Earnings FYE 15	Revenue FY 2014-15	Unrestricted Retained Earnings Coverage	Days Coverage
Water/Wastewater	\$53.5 M	\$79.0 M	55.6%	203
Solid Waste	\$3.1 M	\$15.0 M	72.5%	125
Golf	(\$0.3) M	\$3.0 M	0%	0

Rate increases in the Water/Wastewater Fund have been kept to a minimum by spending down the fund balance to the new policy level.

The Golf Fund has 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 2014-15 \$6.8 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 2014-15 levy (1.8%)*

Financial Stability

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

- **Expenditure Control** will be directed at slowing growth by means of citywide line item reviews, modified base budget approach, and program sunseting.
- 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**.
- **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 2014-15 fiscal year. Beginning balances approximate \$255 million and the ending fund balances are estimated at \$216 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 2014-15, limited deficit spending and a drawdown 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 9%, slightly above the targeted minimum policy level range of 4% to 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 an unrestricted retained earnings reserve of no less than 25% of current year operating revenue, plus 2% of gross book value of tangible assets. 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 is gradually ramping general purpose pay-as-you-go balances designated for the Capital Improvements Program, as well as accumulating reserves for pay-as-you-go capital financing as sufficient revenues are generated.

Fund	Estimated Fund Balance		Total Financial Resources	Expenditures	Adjusted Financial Resources	Interfund Transfer		Estimated Fund Balance
	06/30/2014	Revenue				In	(Out)	
General	\$59,085,320	\$174,676,304	\$233,761,624	\$182,556,591	\$51,205,033	\$98,713	\$(4,509,006)	\$46,794,740
Special Revenue:								
HURF/LTAF	8,470,866	9,768,400	18,239,266	10,467,609	7,771,657	1,030,000	(3,281,978)	5,519,679
CDBG/Section 8	326,579	13,108,612	13,435,191	13,108,612	326,579			326,579
Performing Arts	110,633	7,642,395	7,753,028	8,964,081	(1,211,053)		(100,000)	(1,311,053)
Transit	23,060,540	57,069,807	80,130,347	53,848,245	26,282,102		(5,389,812)	20,892,290
Police-RICO & Grants	1,430,739	5,959,619	7,390,358	5,959,619	1,430,739			1,430,739
Gov't Grants/Donation	2,422,902	11,308,718	13,731,620	11,308,718	2,422,902			2,422,902
Court Enhancement	169,669	1,530,131	1,699,800	1,450,068	249,732		(77,963)	171,769
Peterson House	2,083	2,283	4,366	2,283	2,083			2,083
Debt Service	34,288,983	25,879,231	60,168,214	37,991,886	22,176,328	5,909,874	(10,082,741)	18,003,461
Special Assessment	(571,299)	2,959,850	2,388,551	2,959,850	(571,299)			(571,299)
Enterprise:								
Golf	(607,897)	2,982,436	2,374,539	2,781,767	(407,228)	74,000		(333,228)
Solid Waste	5,878,829	14,987,157	20,865,986	17,539,290	3,326,696		(202,099)	3,124,597
Water Utilities	57,526,518	78,950,217	136,476,735	79,772,225	56,704,510	5,158,141	(8,372,589)	53,490,062
Internal Service (Risk)	2,000,000		2,000,000	2,000,000				
TOTAL OPERATING	\$193,594,465	\$406,825,160	\$600,419,625	\$430,710,844	\$169,708,781	\$12,270,728	\$(32,016,188)	\$149,963,321
Capital Improvements	61,213,889	138,580,174	199,794,063	150,438,466	49,355,597	16,820,859		66,176,456
SUBTOTAL	\$254,808,354	\$545,405,334	\$800,213,688	\$581,149,310	\$219,064,378	\$29,091,587	\$(32,016,188)	\$216,139,777
Blended Component Unit:								
Community Facilities District						2,924,601		
TOTAL FUNDS	\$254,808,354	\$545,405,334	\$800,213,688	\$581,149,310	\$219,064,378	\$32,016,188	\$(32,016,188)	\$216,139,777

Financial Program Summary

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

FY 2014-15

	General Governmental	Special Revenue	Enterprise	Internal Service	Capital Budget	Total Financial Program
Revenues						
Local Taxes, Licenses & Permits	131,052,142					131,052,142
Intergovernmental	44,568,410					44,568,410
Charges for Service	11,452,301					11,452,301
Fines and Forfeitures	7,793,080					7,793,080
Other	8,649,452					8,649,452
Transit		57,069,807				57,069,807
Highway User Revenue		9,768,400				9,768,400
CDBG / Section 8 Housing		13,108,612				13,108,612
Performing Arts		7,642,395				7,642,395
Water / Wastewater			78,950,217			78,950,217
Solid Waste			14,987,157			14,987,157
Golf			2,982,436			2,982,436
Governmental Grants/Donations		11,308,718				11,308,718
Police - RICO and Grants		5,959,619				5,959,619
Court Enhancement		1,530,131				1,530,131
Peterson House		2,283				2,283
Water / Wastewater Bonds					39,248,191	39,248,191
Tax Supported G.O Bonds					52,344,938	52,344,938
Outside Revenue					24,366,444	24,366,444
Total Revenues	\$203,515,385	\$106,389,965	\$96,919,810	\$0	\$115,959,573	\$522,784,733
Transfers In	6,008,587	1,030,000	5,232,141		16,820,859	29,091,587
Transfers Out	(14,591,747)	(8,849,753)	(8,574,688)			(32,016,188)
Fund Balance Applied	28,576,102	6,539,023	6,516,019	2,000,000	17,658,034	61,289,178
Total Revenues	\$223,508,327	\$105,109,235	\$100,093,282	\$2,000,000	\$150,438,466	\$581,149,310
Expenditures						
Public Safety	106,210,670				7,569,249	113,779,919
General Governmental Services	36,469,649				10,130,149	46,599,798
Community Services	22,904,181				53,726,321	76,630,502
Debt Service	40,951,736					40,951,736
Development Services	16,972,091					16,972,091
Transit		53,848,245			27,380,381	81,228,626
Highway User / Transportation		10,467,609			10,528,679	20,996,288
Performing Arts		8,964,081				8,964,081
Section 8 Housing		9,496,730				9,496,730
CDBG		3,611,882				3,611,882
Governmental Grants/Donations		11,308,718				11,308,718
Police - RICO and Grants		5,959,619				5,959,619
Court Enhancement		1,450,068				1,450,068
Petersen House Endowment		2,283				2,283
Water / Wastewater			79,772,225		41,103,687	120,875,912
Solid Waste			17,539,290			17,539,290
Golf			2,781,767			2,781,767
Internal Service				2,000,000		2,000,000
Total Expenditures	\$223,508,327	\$105,109,235	\$100,093,282	\$2,000,000	\$150,438,466	\$581,149,310

Financial Program Summary for Revenues/Resources and Expenditures/Expenses

Total budgeted revenue in the FY 2014-15 Financial Program is approximately \$523 million, reflecting an overall increase of revenue collected over the FY 2013-14 revenue budget. All funds experienced growth, while the General Fund's revenue decreased. The General Fund's reduction is due to the expiration of a four year temporary tax on June 30, 2014 and sizable amounts of one-time revenue generated in FY 2013-14.

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 2014-15 total \$581 million, representing a \$33.9 million increase from total budgeted expenditures in FY 2013-14. Total budgeted expenditures have increased during this period due to an increased Capital Improvements Program, largely due to the design and construction of the Tempe Town Lake downstream dam.

Expenditures

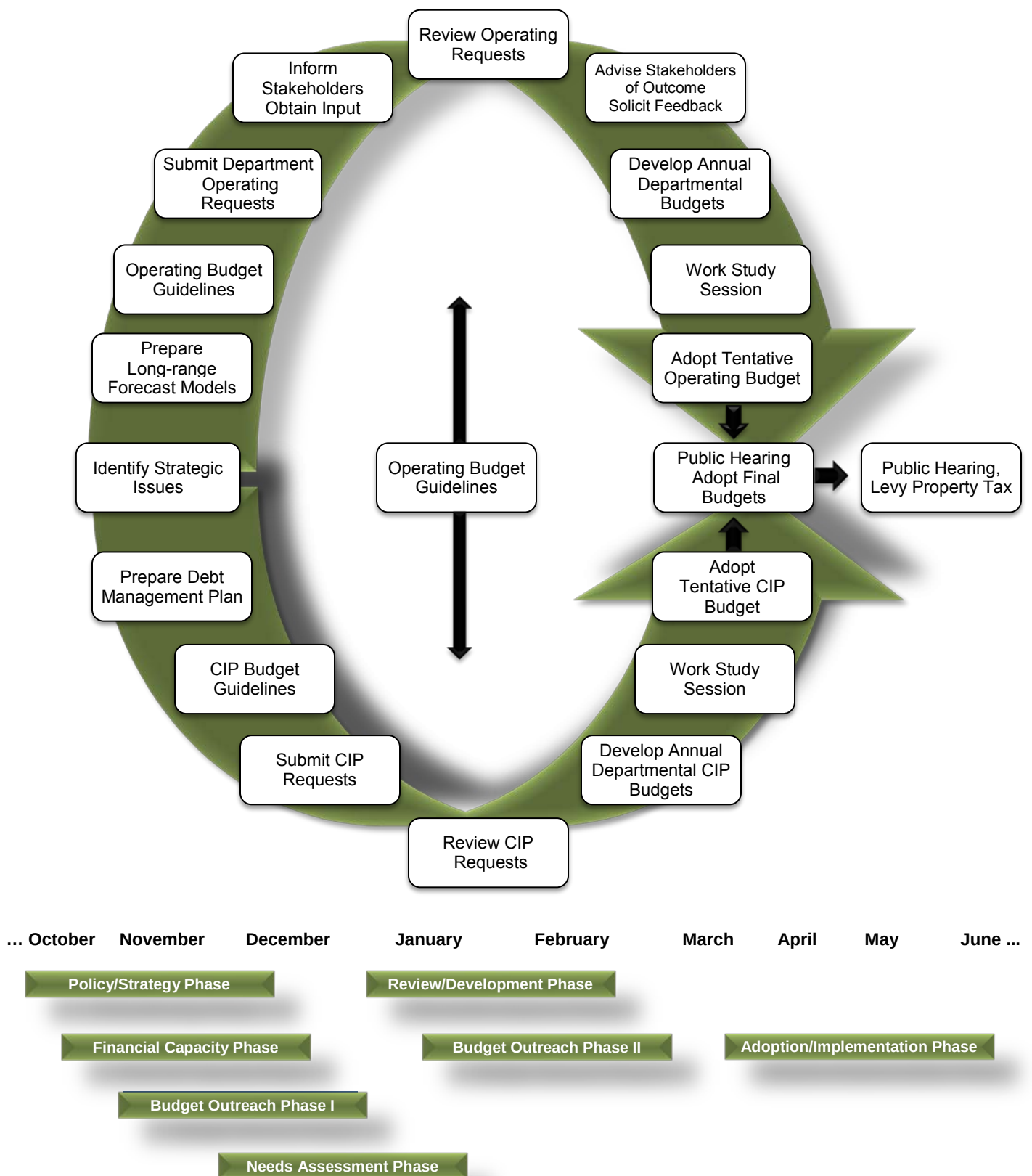
Expenditures/Uses	FY 2012-13 Actual	FY 2013-14 Budget	% Change	FY 2013-14 Revised	% Change	FY 2014-15 Budget	% Change
General Fund	\$166,121,516	\$178,566,369	7.5%	\$178,207,969	(0.2%)	\$182,556,591	2.4%
Special Revenue Funds	85,296,779	102,126,601	19.7%	91,644,552	(10.3%)	105,109,235	14.7%
Enterprise Funds	81,915,058	98,334,621	20.0%	91,201,256	(7.3%)	100,093,282	9.7%
Debt Service Fund	38,134,219	46,731,632	22.5%	25,280,026	(45.9%)	40,951,736	62.0%
Capital Projects Fund	38,903,964	119,527,409	207.2%	45,107,847	(62.3%)	150,438,466	235.5%
Internal Service Fund	22,322	2,000,000	8,859.8%	0	(100.0%)	2,000,000	0%
Total	\$410,393,858	\$547,286,632	33.4%	\$431,441,650	(21.2%)	\$581,149,310	34.7%

Revenues

Revenues/Resources	FY 2012-13 Actual	FY 2013-14 Budget	% Change	FY 2013-14 Revised	% Change	FY 2014-15 Budget	% Change
General Fund	\$170,445,298	\$175,355,895	2.9%	\$181,233,934	3.4%	\$174,676,304	(3.6%)
Special Revenue Funds	138,105,272	105,626,809	(23.5%)	93,167,117	(11.8%)	106,389,965	14.2%
Enterprise Funds	92,736,672	94,693,833	2.1%	94,005,917	(0.7%)	96,919,810	3.1%
Debt Service Fund	43,972,143	26,961,085	(38.7%)	25,528,947	(5.3%)	28,839,081	13.0%
Capital Projects Fund	39,903,964	91,779,906	130.0%	45,107,847	(50.9%)	115,959,573	157.1%
Total	\$485,163,349	\$494,417,528	2.1%	\$439,043,762	(11.2%)	\$522,784,733	19.1%

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.

2013

October 29	CIP Kickoff a. CIP calendar b. Review / discuss CIP process / changes c. Materials online at Budget intranet site
October 29 - December 6	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
December 6	Final due date for CIP Forms to Financial Services
December 16 - January 17	Financial Services & department representatives meet to review project submissions
December 17	Budget Office/Departments Budget kick-off meeting with departments: review of FY 14/15 budget policies and calendar budget forms and base budget allocation targets available on SharePoint budget manual distributed

2014

January 17	Final project revisions due to Financial Services
January 31	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 3	Financial Services distributes all department CIP requests to City Clerk for distribution to City Council
February 13 - IRS	City Manager's Office, Financial Services and departments review all CIP requests with City Council
Week of February 17	Financial Services produces initial prioritization of G.O. bond funded projects and distributes to departments for review and revision
February 25	All departmental feedback and revisions for initial G.O. bond funded project prioritization due back to Financial Services
February 27	Budget Office Present updated Long-Range Financial Forecasts to the Council at the Issue Review Session
February - March	Budget Office/Departments Complete operating budget; meet with Departments to review 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 4	City Manager's Office, Financial Services and departments finalize prioritization of G.O. bond funded projects, and total recommended 5-year CIP
March 10	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 20 - IRS	CIP Work Session: review recommended 5-year CIP, and obtain Council input on G.O bond funded project prioritization; Per City Charter (Tempe City Charter, Section 5.06, Capital Program), recommended 5-year CIP must be submitted to council not later than three (3) months prior to the close of the fiscal year.
April 9	Budget/Community Services <u><i>Publish first Truth in Taxation hearing notice (must be published at least 14 days but not more than 20 days prior to April 24 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</i></u>
April 10 - IRS and/or April 24 - IRS	City Council, City Manager's Office, Financial Services, and departments conduct CIP follow up (if necessary)
Week of April 14	City Manager/Finance and Technology Director Review recommendations; finalize Budget Review Session Book

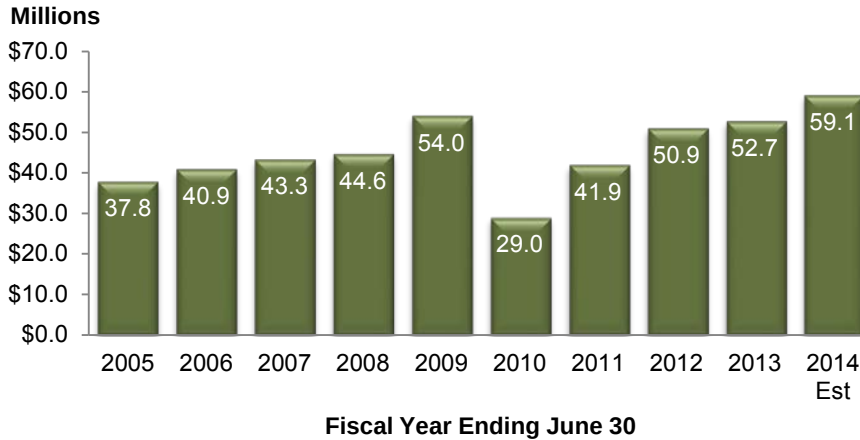
2014	Continued
April 16	Budget <u>Publish second Truth in Taxation hearing notice (must be published at least 7 days but not more than 10 days prior to April 24 hearing)</u>
April 21	Budget Office Distribute performance budget data request forms to departments (benchmarks)
April 24	City Council Budget Review Session (Issue Review Session) Truth in Taxation Hearing – part of 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 25	Budget/Community Services 60 day notice deadline for any property tax increases
April 29	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>
May 12	Budget Office Tentative Budget Resolution and Schedules A through G completed and transmitted to City Clerk
Week of May 19	Financial Services & City Clerk Per City Charter (<i>Tempe City Charter, Section 5.07a and b</i>), publish summary of capital program in newspaper, and notice stating availability of copies for inspection by public, and the time and place, <i>not less than fourteen (14) days nor more than thirty (30) days after such publication, for public hearing.</i>
May 22	City Council Adopt Tentative Operating Budget
Between May 23 and June 11	Budget 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
May 23	Departments Benchmark data forms completed and returned to Budget
June 2	Budget Office <u>Final</u> Budget Resolution and Schedules complete and transmitted to City Clerk (Request for Council Action) Property tax ordinance for <u>introduction</u> and first public hearing complete and transmitted to City Clerk (Request for Council Action)
June 12	City Council – (Special Meeting and Public Hearing) <u>Adopt Final CIP Budget (Public Hearing and Final Operating Budget adoption (Second and Final Hearing); property tax ordinance introduced (First Public Hearing)</u>
June 16	Budget Office Property tax ordinance for <u>final adoption</u> and second hearing complete and transmitted to City Clerk (Request for Council Action)
June 26	City Council – (Special Meeting and Public Hearing) Final adoption of property tax ordinance (Second and Final Hearing)

Components of Total Financial Program

FY 2014-15 Total Financial Program \$581,149,310							
Operating Budget \$430,710,844				Capital Budget \$150,438,466			
General Governmental	Special Revenue	Enterprise	Internal Service	General Purpose	Enterprise	Transportation	Special Purpose
\$223,508,327	\$105,109,235	\$100,093,282	\$2,000,000	\$68,725,719	\$43,803,687	\$10,528,679	\$27,380,381
Public Safety \$106,210,670	Transit \$53,848,245	Water/ Wastewater \$79,772,225	Risk \$2,000,000	Park Improvements \$51,026,321	Water \$32,259,400	Streets \$7,877,198	Transit \$27,380,381
Debt Service \$40,951,736	Governmental Grants and Donations \$11,308,718	Solid Waste \$17,539,290		General Governmental \$9,347,558	Wastewater \$8,844,287	Signals \$2,651,481	
General Services \$36,469,649	Highway User Revenue \$10,467,609	Golf \$2,781,767		Fire \$4,082,186	Golf \$2,700,000		
Community Services \$22,904,181	Section 8 Housing \$9,496,730			Police \$3,487,063			
Development Services \$16,972,091	Performing Arts Tax \$8,964,081			Storm Drains \$782,591			
	Police – RICO and Grants \$5,959,619						
	CDBG \$3,611,882						
	Court Enhancement \$1,450,068						
	Peterson House Endowment \$2,283						

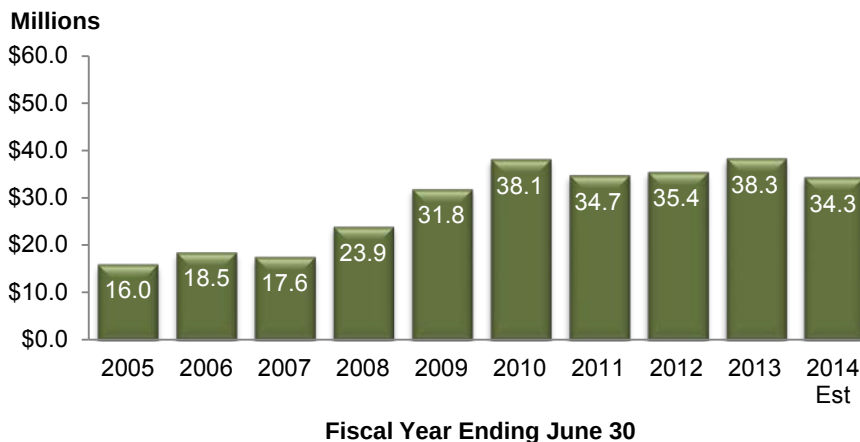
Governmental Funds: Ten Year Fund Balance Trends

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 2014, the General Fund unassigned fund balance is estimated at \$59.1 million, which is slightly above the 20-30% policy threshold.

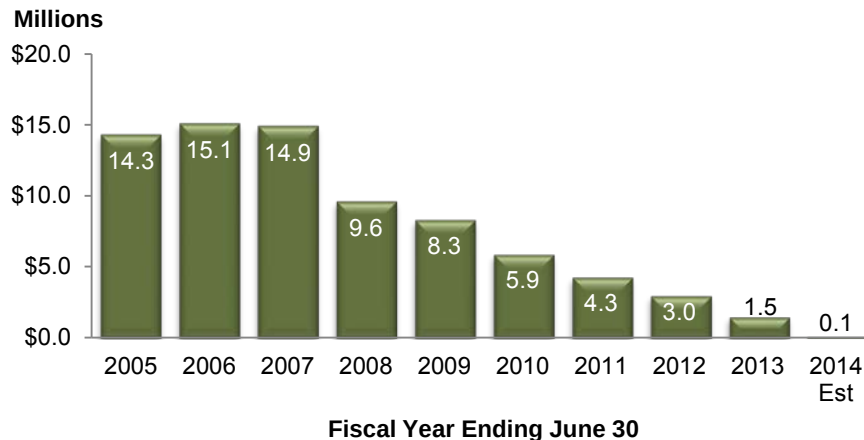
Debt Service Fund Restricted Fund Balance



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 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.

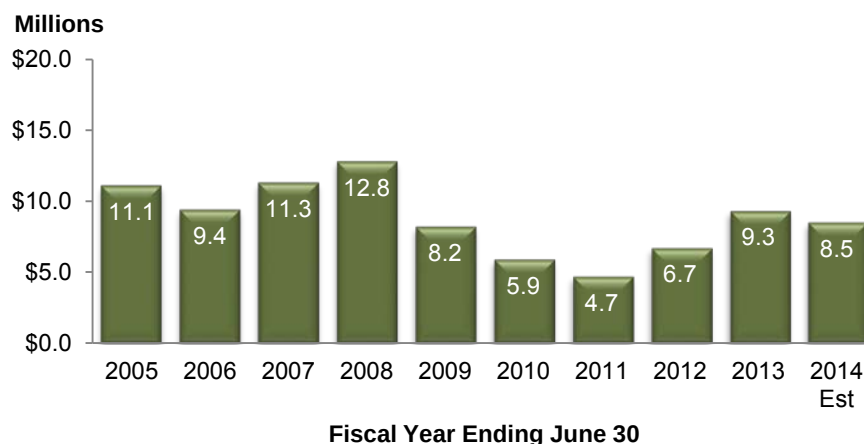
Special Revenue Funds: Ten Year Fund Balance Trends

Performing Arts Fund Restricted Fund Balance



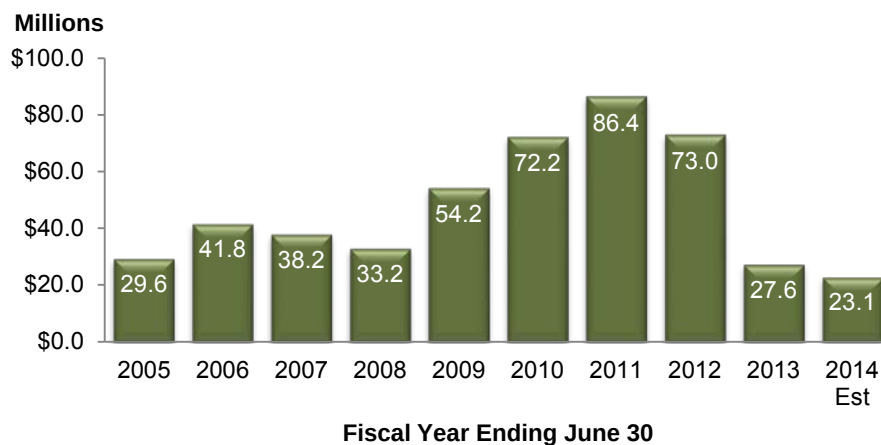
Since the fund's inception in FY 2001-02, the fund balance steadily grew through FY 2005-06. Beginning in FY 2006-07, the fund has been tapped to cover differences between revenues and expenditures. Use of fund balance for operations during this period is consistent with the original financing plan; 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 in 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 en route to a new and more appropriate funding model of capital and operating expenditures.

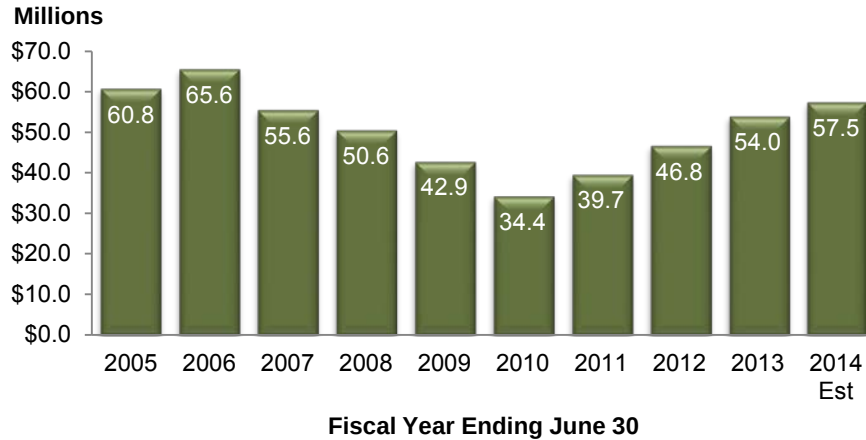
Transit Fund Restricted Fund Balance



The Transit Fund balance was built 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.

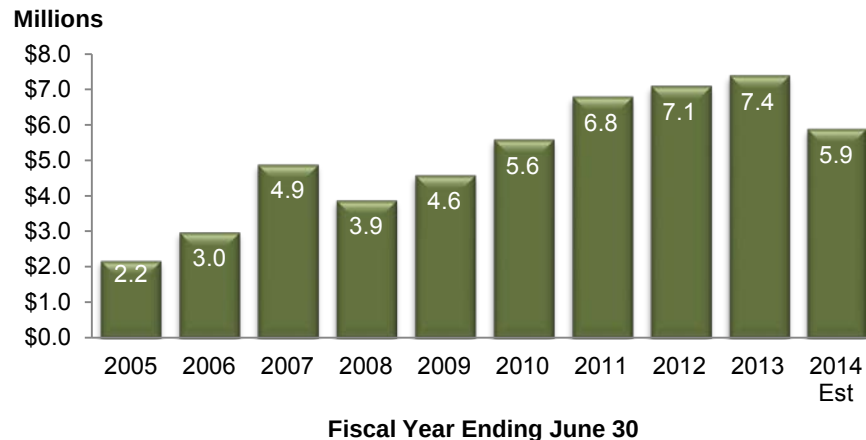
Enterprise Funds: Ten Year Fund Balance Trends

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 an unrestricted retained earning reserve of no less than 25% of current year operating revenue, plus 2% of gross book value of tangible assets.

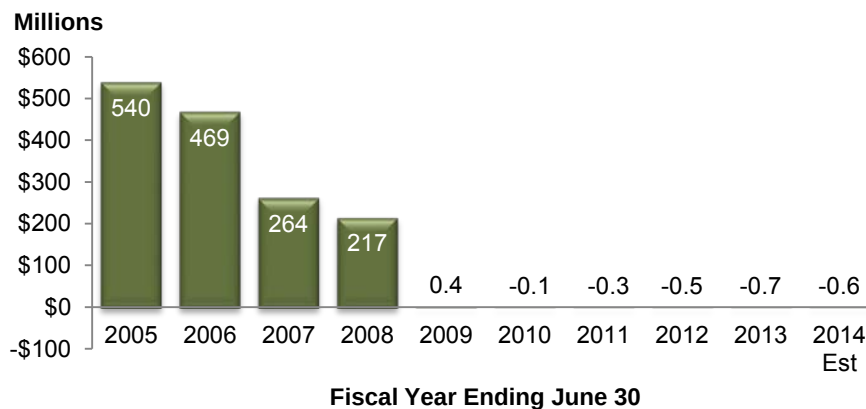
Solid Waste Fund Unrestricted Net Assets



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

	FY 2012-13	FY 2013-14	FY 2013-14	FY 2014-15
Budget Data	Actual	Budget	Revised	Budget
Operating Budget	\$485,918,560	\$427,759,025	\$386,333,803	\$430,710,844
Cost Per Capita	\$2,993	\$2,629	\$2,375	\$2,642
% Change (cost per capita)		(12.1)%	(9.7%)	11.3%
Property Tax-Supported Debt Service	\$39,935,291	\$49,931,748	\$31,557,446	\$48,074,627
Cost Per Capita	\$246	\$307	\$194	\$295
% Change (cost per capita)		24.8%	(36.8%)	52.0%

Total Operating Revenue by Source

	FY 2012-13	FY 2013-14	FY 2013-14	FY 2014-15
Source	Actual	Budget	Revised	Budget
General Fund	\$170,445,298	\$175,355,895	\$181,233,934	\$174,676,304
Debt Service Fund	43,972,143	26,961,085	25,528,947	28,839,081
Transportation/Transit Funds	109,076,554	64,973,072	62,632,420	66,838,207
CDBG/Section 8 Funds	11,977,594	14,740,915	11,680,908	13,108,612
Governmental Grants/Donations	10,026,904	18,465,876	11,654,720	18,800,751
Performing Arts Fund	7,024,220	7,446,946	7,199,069	7,642,395
Solid Waste Fund	14,362,436	14,864,052	14,747,967	14,987,157
Water/Wastewater Fund	75,900,148	77,167,160	76,660,902	78,950,217
Golf Fund	2,474,088	2,662,621	2,597,048	2,982,436
Total	\$445,259,385	\$402,637,622	\$393,935,915	\$406,825,160

Staffing Summaries Citywide: Full-Time Authorized Positions

	FY 2012-13	FY 2013-14	FY 2013-14	FY 2014-15
Source	Actual	Budget	Revised	Budget
Total Personnel	1,578	1,573	1,571	1,567
Employees/1,000 Population	9.7	9.7	9.7	9.6
% Change (Employees/1,000 Population)		0.0%	0.0%	(0.01%)

Residential Cost of Service

The City maintains three utility services for water, wastewater, and solid waste. For FY 2014-15, no rate increases are planned for wastewater and solid waste services. The most recent water rate increase was effective January 2014.

Local Taxes

Sales Tax

Effective July 1, 2014, the current tax rate is 1.8%. Prior to July 2014, residents had 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 was not applied to food for home consumption and construction contracting, and expired June 30, 2014. Currently, of the 1.8% sales tax rate, 1.2% 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 2014-15 will decrease to \$2.4350/\$100 assessed valuation. The primary tax rate is \$0.9231 and the secondary tax rate is \$1.5119. 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 and wastewater rates were increased in January 2014, impacting median, single family residential water rate customers by an increase of 2.2%.

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

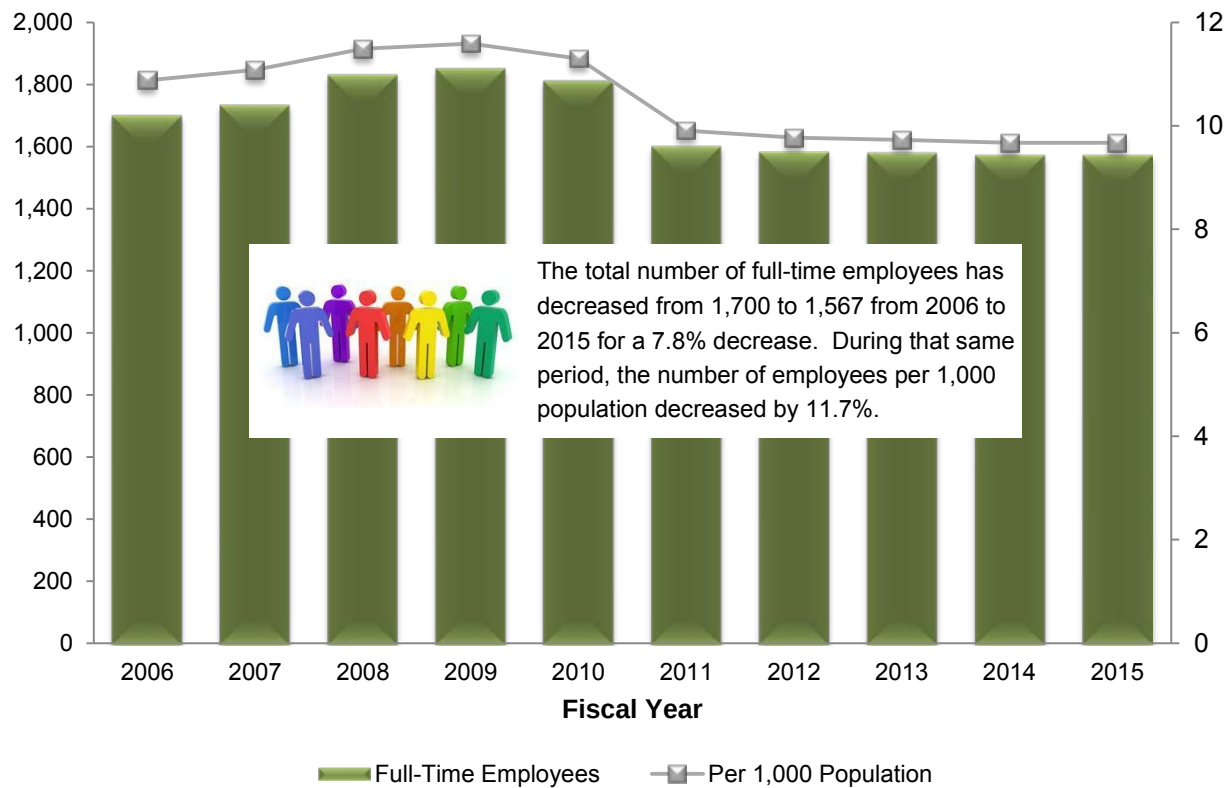
Solid Waste rates were last increased in the fall of 2009. Although no increases are planned for FY 2014-15, solid waste rates are annually reviewed to fully recover all operating, maintenance and debt service costs to provide residential, commercial, recycling and roll-off solid waste services. Efficiencies 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)		
	Sales Tax	Property Tax	Water	Wastewater	Solid Waste
2014-15 ¹	1.8%	\$2.44	\$30.06	\$20.10	\$19.98

¹ Charges reflect the water rate increase effective January 2014. 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 2014-15 excluding part-time and temporary employees, totals 1,567. Total employees per 1,000 population for FY 2014-15 is estimated at 9.61, relatively unchanged from the previous fiscal year.



Fiscal Year End	Budgeted Full-Time Employees	Employees Per 1,000 Population
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
2015	1,567	9.61

Comprehensive Financial Plan Contents

Comprehensive Financial Plan Overview	36
Forecast Methodology	37
Major Revenue Assumptions	38
Major Expenditure Assumptions	40
General Fund Forecast Discussion	42
Special Revenue Funds	44
Transit Fund Forecast Discussion	44
Performing Arts Fund Forecast Discussion	46
Transportation Fund Forecast Discussion	48
Enterprise Funds	50
Water/Wastewater Fund Forecast Discussion	50
Solid Waste Fund Forecast Discussion	52
Golf Fund Forecast Discussion	54
Debt Service Fund Forecast Discussion	56

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 2014-15 through FY 2017-18. 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 2014 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 2014-15 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 2014, the **General Fund** was projected to experience a deficit of \$9.0 million in FY 2014-15 due to the expiration of the temporary sales tax. The deficit is projected to shrink steadily as the economy improves, turning into a \$854 thousand surplus by FY 2017-18, as long as the number of positions remains constant throughout the forecast period, there is no significant reduction to the level of public programs or services, and total compensation growth is restricted in all years of the forecast to comply with the approved fiscal policy guidelines. The approved fiscal policy guidelines are to project a balanced budget with an unassigned fund balance between 20% and 30% throughout the 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, 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 \$1.4 million by FY 2017-18.

The **Performing Arts Fund** had a projected operating deficit throughout most of the forecast period. The annual deficit for FY 2014-15 is estimated at \$1.0 million, improving to a \$1.9 million surplus by FY 2017-18 due to a partial debt expiration that will result in a \$3.4 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 every year through the end of the forecast. The surplus for this fund was estimated at \$190 thousand in FY 2014-15 and it is projected to change to a deficit of \$142 thousand by FY 2017-18.

The **Water/Wastewater Fund** was projected to experience operating deficits through the forecast period absent water and sewer rate increase. After the rate adjustments, a \$2.6 million surplus is projected by the last year of the forecast.

The **Solid Waste Fund** was projected to experience a \$1.7 million deficit in FY 2014-15, growing to \$3.2 million by FY 2017-18. A rate study took place in Fall of 2013 to aid in the development of new proposed rates.

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.

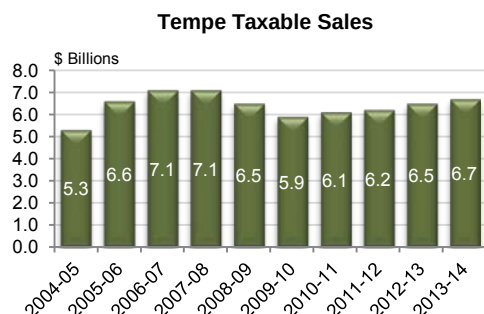
Expenditure growth is most closely linked to three major factors in our models: 1) inflation (including general inflation, fuel and utility inflation, market adjustments to salaries, and changes in benefits costs), 2) salary growth rates, and 3) employee pension contribution rates and health insurance 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 \$5.9 billion in FY 2009-10. This trend is shown in the graph at left.

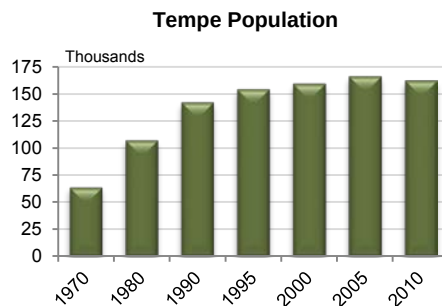
Taxable sales growth has an impact on many funds, as the General Fund, Transit Fund, and Performing Arts Fund, each receive their primary revenue from this source. The primary categories of taxable sales (based on FY 2013-14 estimates) are retail (51%), real and personal rent (18%), utility and communications sales (9%), contracting (6%), and restaurant sales (8%). Overall taxable sales are expected to moderately increase in FY 2014-15 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 1.8% 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.

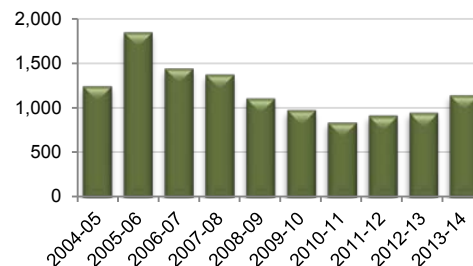
It is impossible to predict the actions of future Legislatures, and therefore the forecast assumes status quo with regard to future state shared revenue formulae.

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 increase by 4% overall in FY 2014-15, and experience modest growth thereafter. The smaller increase 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 years have trended upward. Economic forecasts for the state call for continued slow growth in FY 2014-15, accelerating to a faster pace, but not reaching historical growth trends by the end 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.

Personnel Costs

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 2014-15 a 1.3% annual increase in overall personnel costs is assumed thereafter. Personnel costs represent the total amount of the compensation given to employees, not just salary and wages. The 1.3% assumption is intended to provide a possible growth pattern and is consistent with the City Council's direction of limiting growth and providing long-term financial sustainability. The approved fiscal policy guidelines are to project a balanced budget with an unassigned fund balance between 20% and 30% throughout the forecast period.

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 8.0% 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 14/15	FY 15/16	FY 16/17	FY 17/18
Arizona State Retirement System	11.6%	11.7%	11.7%	11.8%
Public Safety Retirement - Fire	38.8%	41.7%	44.1%	44.7%
Public Safety Retirement - Police	35.1%	37.2%	39.5%	40.1%
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 1.8 to 2.0% 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 (-1.1% in FY 2014-15) and gradually increase in the out years (1.9% by FY 2017-18).

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 59% of revenue in the FY 2014-15 forecast. These revenue sources are highly susceptible to economic fluctuations. Projected General Fund local tax revenues for FY 2014-15 are lower than last year. However, this is entirely due to the expiration of 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 only 1% above the peak in FY 2006-07. Recent collections and economic reports point to slow growth in the local economy, and support moderate growth over the next four years, which translates into commensurate growth in local tax collections.

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 22% of revenue in FY 2014-15. 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.

From an expenditure perspective, employee compensation and benefit costs have traditionally been the largest component of expenditures, representing 80% of the projected total in FY 2014-15. 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 8% during each year of the forecast.

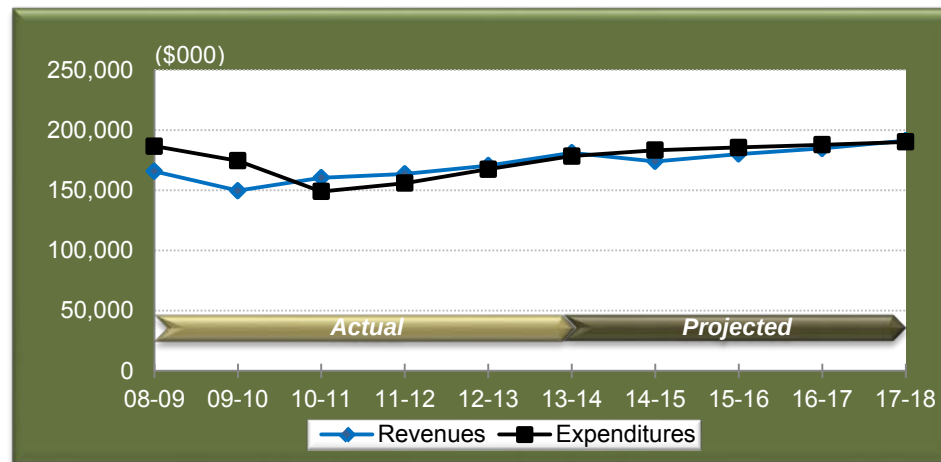
To maintain a stable budget in the future, personnel costs will continue to be closely analyzed as salaries and benefits are the greatest expense in any service oriented organization. Unless carefully managed, these costs could easily outpace revenue growth in the future.

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 2013 lead to an increase in the balance to \$53 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
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
13	52,658,705

General Fund: Projected Revenues and Expenditures



	08/09 Actual	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Projected	14/15 Projected	15/16 Projected	16/17 Projected	17/18 Projected
Revenues (\$000)										
Local Taxes	84,869	81,443	94,255	100,706	103,904	109,635	101,906	106,510	110,033	113,917
Intergovernmental	44,048	39,134	34,219	31,723	34,921	37,428	39,893	41,608	42,039	44,031
Bldng & Trades/Plan & Zoning	5,681	4,633	3,918	5,489	5,183	8,113	5,827	4,497	4,608	4,723
Cultural and Recreation	6,244	5,443	5,781	6,053	6,386	5,704	5,709	5,825	5,951	6,078
Fines, Fees and Forfeitures	9,201	7,109	7,576	7,732	8,132	6,549	6,780	6,910	7,049	7,192
Business Licenses	1,546	1,538	1,573	1,651	1,714	1,655	1,658	1,661	1,665	1,668
Interest Income	5,034	1,900	915	549	457	330	450	718	933	977
Franchise Fees	3,981	3,560	3,821	3,459	3,253	3,233	3,256	3,262	3,269	3,275
Other Revenue Sources	5,138	4,909	8,304	6,181	6,495	8,493	8,500	9,037	9,117	9,289
Total Revenues	165,741	149,669	160,362	163,542	170,445	181,138	173,978	180,028	184,663	191,151
Expenditures (\$000)										
Personnel Costs	149,330	146,038	120,302	124,440	134,594	144,670	146,935	148,578	150,204	152,292
Materials and Supplies	8,737	7,940	8,092	9,567	10,413	8,887	8,707	8,758	8,919	9,102
Fees and Services	24,598	21,746	19,708	24,211	24,534	24,648	26,166	26,741	27,349	27,972
Travel and Training	429	385	219	371	307	474	417	424	433	441
Non-Deptmtl/Loan Repayment	2,888	2,537	2,429	2,118	2,126	2,679	2,200	2,241	2,285	2,329
Capital Outlay	4,019	2,140	1,691	1,472	1,572	1,509	2,219	2,488	2,612	2,314
Community Facilities District	458	(1,468)	0	(493)	(138)	(212)	(218)	(224)	(231)	(238)
Special Assessments	0	0	0	0	0	0	1,004	1,004	1,004	1,004
Transportation Mtnc of Effort	786	761	1,096	701	673	1,030	1,030	1,030	1,030	1,030
Tourism and Convention Bureau	1,802	1,500	2,000	2,060	2,102	2,130	2,165	2,202	2,241	2,280
Internal Services/Adjustments	(6,420)	(7,141)	(6,523)	(8,541)	(8,701)	(7,534)	(7,368)	(7,734)	(8,077)	(8,381)
Total Expenditures	186,626	174,439	149,014	155,906	167,483	178,282	183,257	185,508	187,767	190,144
Net Operating Surplus / (Deficit)	(20,885)	(24,771)	11,348	7,637	2,962	2,856	(9,279)	(5,480)	(3,104)	1,007

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 53% of fund revenue in FY 2014-15. This specific tax, approved in September 1996 and effective January 1997, represents 0.5% of the City's total 1.8% 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 at the end of June 2014.

The second largest revenue source to the Transit Fund will change in FY 2014-15 to East Valley Bus Operations & Maintenance (EVBOM) maintenance and fuel, which will contribute 10% of fund revenue in FY 2014-15. This revenue source is a result of the consolidation of regional bus operations with the Regional Public Transportation Association (RPTA).

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 59% of projected expenditures in FY 2014-15. 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 3.8% per year on average through the end of the four year forecast period.

Anticipated grant revenues to fund transit capital projects have increased projections of revenues and expenditures during the forecast period.

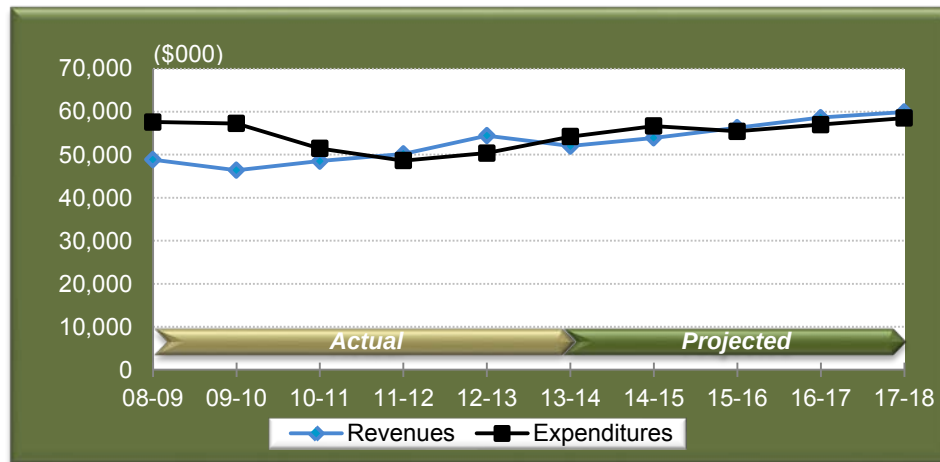
The Transit Fund has been improved over the last three years from a structural deficit to producing a surplus most years through the forecast period. This turn-around was achieved by restructuring and optimizing the bus program, reorganizing, and reducing the size of the transit program and staff levels. 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 \$1.4 million by FY 2017-18.

Fund Balance

The Transit Fund's balance has grown from \$42.0 million in FYE 2004 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. Utilizing the federal reimbursements, the Transit Fund paid off nearly \$54 million of outstanding debt in July 2012, which is why the balance has shrunk to \$27.6 million at FYE 2013. As a result of that debt retirement, annual debt service requirements decreased by approximately \$650 thousand less per year.

FYE	Fund Balance
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
13	27,570,693

Transit Fund: Projected Revenues and Expenditures



	08/09 Actual	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Projected	14/15 Projected	15/16 Projected	16/17 Projected	17/18 Projected
Revenues (\$000)										
Transit Tax	29,851	27,891	29,012	30,172	30,087	31,299	33,346	34,890	35,986	37,219
LTA II	278	184	0	475	476	476	476	476	476	476
ASU-Flash Transit	603	721	856	874	814	819	859	890	913	942
Interest Income	180	404	430	339	178	144	148	386	607	847
Light-Rail Fares	964	2,603	2,972	3,521	3,814	3,391	3,493	4,231	4,746	4,335
Out of Jurisdiction Svc Revenue	11,298	10,473	8,923	7,960	7,357	0	0	0	0	0
EVBOM Maint & Fuel (RPTA)	0	0	0	0	0	6,098	6,202	6,313	6,433	6,549
PTF Funding	2,305	2,241	2,003	2,270	2,166	2,414	2,726	2,809	2,945	3,007
Bus Fares	0	0	0	0	0	3,684	3,721	3,758	3,946	3,986
Miscellaneous Revenue	3,376	1,891	4,336	4,570	9,523	3,689	2,953	2,545	2,568	2,581
Total Revenues	48,854	46,408	48,533	50,180	54,415	52,014	53,924	56,298	58,622	59,942
Expenditures (\$000)										
Personnel Costs	3,841	4,027	2,869	2,681	2,911	3,242	3,377	3,530	3,703	3,829
Materials and Supplies	6,451	3,670	3,680	3,944	3,805	3,972	3,933	3,894	3,914	3,988
Fees and Services	39,811	42,892	38,643	35,391	37,407	37,521	38,155	38,837	41,120	43,384
Travel and Training	28	11	8	3	6	15	15	16	16	16
Capital Outlay	250	61	17	49	214	65	56	285	52	53
Debt Service	6,019	5,186	5,275	5,313	4,247	4,663	4,656	4,658	4,659	4,658
Internal Svc Charges/Adjmts	531	751	340	248	280	243	248	260	270	280
Contingency	0	0	0	0	0	75	18	18	19	19
Indirect Cost Allocations	650	656	633	617	560	698	713	748	780	810
New Transit Tax CIP Funding	0	0	0	367	959	3,730	5,505	3,173	2,459	1,486
Total Expenditures	57,581	57,255	51,464	48,613	50,389	54,223	56,675	55,420	56,993	58,524
Net Operating Surplus / (Deficit)	(8,727)	(10,847)	(2,931)	1,567	4,025	(2,210)	(2,751)	878	1,629	1,418

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 2014-15. This specific tax, approved in May 2000 and effective January 2001, represents 0.1% of the City's total 1.8% 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% 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.

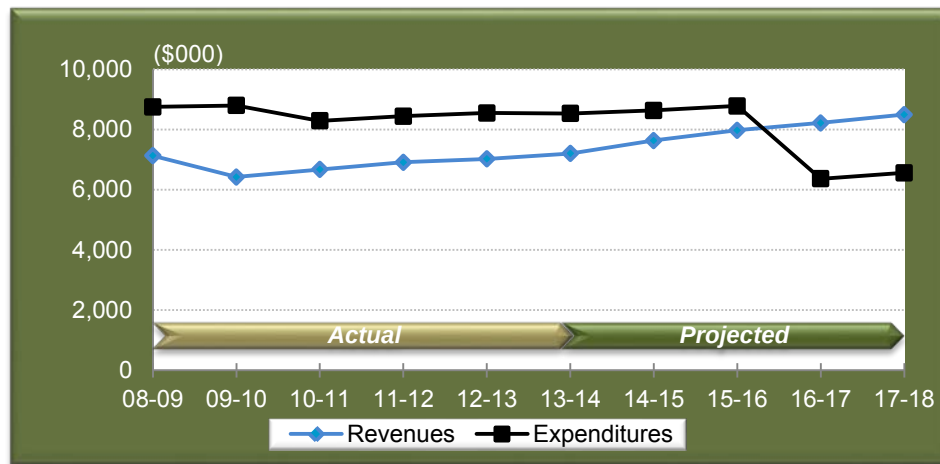
As a result of the ongoing expenditure growth outpacing the sales tax base, the forecast is for ongoing operating deficits and for fund balance to go negative in FY 2014-15. However, due to a partial debt expiration that will result in a \$2.5 million reduction to debt service costs, FY 2016-17 is forecast to have a \$1.9 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.

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	Fund Balance
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
13	1,460,975

Performing Arts Fund: Projected Revenues and Expenditures



	08/09 Actual	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Projected	14/15 Projected	15/16 Projected	16/17 Projected	17/18 Projected
Revenues (\$000)										
Performing Arts Tax	6,159	5,750	5,980	6,236	6,237	6,488	6,912	7,232	7,460	7,715
Facility Revenue	745	562	643	647	772	701	711	741	756	779
Interest Income	224	108	47	25	15	11	10	0	0	0
Total Revenues	7,128	6,420	6,670	6,908	7,024	7,200	7,634	7,973	8,216	8,494
Expenditures (\$000)										
Personnel Costs	1,871	1,970	1,508	1,528	1,671	1,731	1,790	1,853	1,954	2,045
Materials and Supplies	99	78	87	81	108	105	106	161	111	188
Fees and Services	514	452	379	396	469	520	561	575	590	606
Travel and Other	2	1	1	2	0.5	1	1	1	2	2
Debt Service	6,017	6,008	6,023	6,172	5,925	5,926	5,919	5,922	3,428	3,429
Internal Service Charges	242	286	291	260	257	249	255	267	279	290
Total Expenditures	8,746	8,794	8,288	8,438	8,548	8,532	8,631	8,780	6,364	6,559
Net Operating Surplus / (Deficit)	(1,618)	(2,374)	(1,618)	(1,530)	(1,523)	(1,332)	(997)	(807)	1,852	1,935

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 89% of revenue in FY 2014-15. 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.

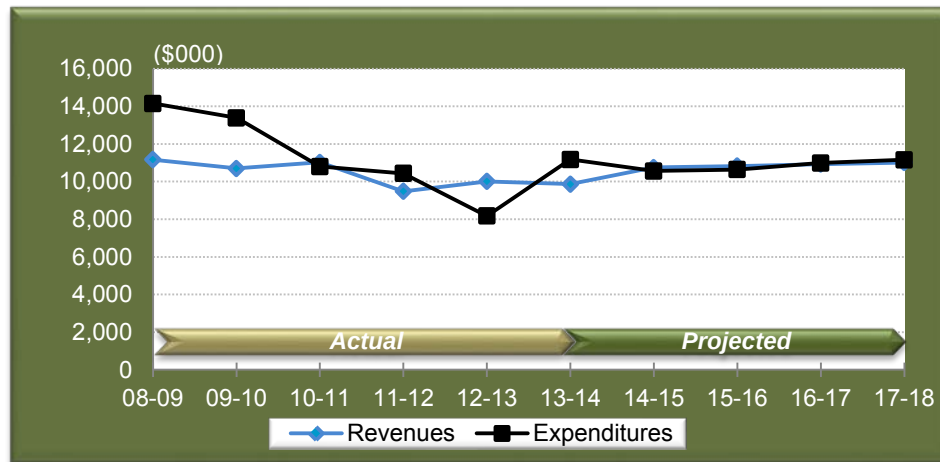
Personnel Costs expenditures make up the majority of fund expenditures, representing 39% of expenditures. In the past, debt service expenditures were a large portion of annual expenditures, representing 22% of annual outlays. These amounts represented transfers to the Debt Service Fund to pay for a portion 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.

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	Fund Balance
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
13	7,617,111

Transportation Funds: Projected Revenues and Expenditures



	08/09 Actual	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Projected	14/15 Projected	15/16 Projected	16/17 Actual	17/18 Actual
Revenues (\$000)										
Highway User Revenue Tax	9,945	9,422	9,503	8,098	8,856	8,751	9,587	9,674	9,760	9,818
State Lottery Proceeds	709	0	0	0	0	0	0	0	0	0
Miscellaneous	7	516	420	682	479	81	134	119	141	166
Maintenance of Effort Transfer	786	761	1,096	701	673	1,030	1,030	1,030	1,030	1,030
Lottery Transfer to Transit	(278)	0	0	0	0	0	0	0	0	0
Total Revenues	11,169	10,700	11,020	9,481	10,008	9,862	10,751	10,823	10,931	11,015
Expenditures (\$000)										
Personnel Costs	5,081	5,245	3,176	3,048	3,554	3,979	4,121	4,258	4,422	4,563
Materials and Supplies	670	465	367	424	457	737	750	764	779	794
Fees and Services	1,977	2,065	2,105	1,892	1,936	2,299	2,368	2,437	2,508	2,582
Travel and Training	26	17	7	10	12	19	20	20	20	21
Capital Outlay	1,269	549	236	107	77	607	774	518	518	362
Debt Service	2,770	2,770	2,770	1,550	500	0	0	0	0	0
CIP Pay As You Go	0	0	0	0	0	1,427	300	300	300	300
Loan Repayment	310	310	310	3	3	3	3	3	3	3
Internal Service Charges	1,354	1,035	974	2,758	983	1,346	1,375	1,443	1,508	1,564
Indirect Cost Allocations	692	927	854	641	654	758	851	893	933	968
Total Expenditures	14,147	13,383	10,800	10,433	8,177	11,176	10,561	10,636	10,991	11,157
Net Operating Surplus / (Deficit)	(2,978)	(2,683)	220	(952)	1,831	(1,314)	190	186	(60)	(142)

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 98% of fund revenue in FY 2014-15. 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.

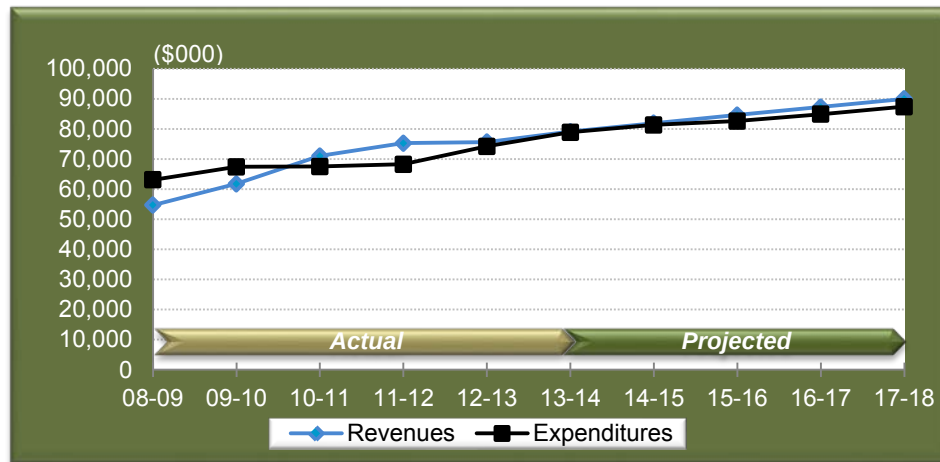
The largest expense of the fund is Debt Service, representing 48% of expenses in FY 2014-15. The growth pattern for this expense is due to current amortization schedules, as well as projected new debt issuance in future years based on the 5 year Capital Improvements Plan. These factors result in an average growth rate of 3.2% 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 \$54.0 million at FYE 2013.

FYE	Unrestricted Net Assets
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
13	54,005,888

Water/Wastewater Fund: Projected Revenues and Expenses



	08/09 Actual	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Projected	14/15 Projected	15/16 Projected	16/17 Projected	17/18 Projected
Revenues (\$000)										
Charges for Service-Water	29,071	32,813	35,796	40,242	42,304	48,470	50,539	52,272	54,019	55,851
Charges for Service-Wastewater	23,330	27,512	33,322	32,277	31,941	29,557	30,144	30,742	31,353	31,975
Interest Income	1,523	789	562	267	228	175	308	626	943	1,194
Land and Facility Rental	536	520	509	520	520	545	554	561	561	561
Loan Repayment	60	41	21	0	0	0	0	0	0	0
Other Miscellaneous Revenue	178	105	787	1,979	662	335	378	397	375	392
Total Revenues	54,698	61,781	70,998	75,284	75,655	79,082	81,923	84,598	87,251	89,974
Expenses (\$000)										
Personnel Costs	15,901	17,686	14,241	14,588	15,559	16,500	16,791	17,554	18,255	18,941
Materials and Supplies	4,111	3,799	4,038	4,660	4,962	6,963	6,260	6,376	6,500	6,627
Fees and Services	13,072	12,497	13,696	12,533	16,497	14,024	14,907	15,166	15,574	15,993
Travel and Training	148	122	92	76	52	177	177	180	184	187
Debt Service	25,867	28,940	31,995	32,694	33,199	35,817	38,751	38,693	39,494	40,575
Internal Service Charges	1,581	2,215	1,575	1,724	1,812	2,134	2,147	2,253	2,353	2,442
Indirect Cost Allocations	2,434	2,146	1,853	1,985	2,104	2,239	2,287	2,401	2,508	2,602
Contingency	0	0	0	0	0	1,000	0	0	0	0
Total Expenses	63,113	67,405	67,491	68,260	74,185	78,854	81,320	82,623	84,868	87,366
Net Operating Surplus / (Deficit)	(8,415)	(5,624)	3,507	7,024	1,470	228	603	1,975	2,383	2,607

Solid Waste Fund Forecast Discussion

Nearly all revenue to the Solid Waste Fund is from User Charges for solid waste services, which account for 99% of fund revenue in FY 2014-15. 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.

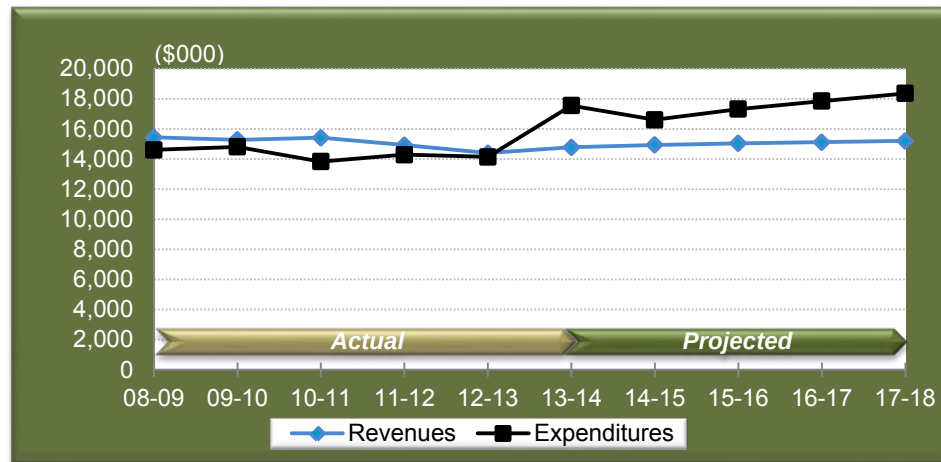
The primary drivers of fund expenses are Personnel Costs and fees and services, which represent 37% and 21% of FY 2014-15 expenses respectively. Since Tempe does not own its landfill, the primary component of fees and services, is landfill tipping charges which are expected to grow at the rate of inflation over the next four years.

Unrestricted Net Assets

There is a \$7.4 million in unrestricted net assets in the Solid Waste Fund at FYE 2013. 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
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
13	7,424,234

Solid Waste Fund: Projected Revenues and Expenditures



	08/09 Actual	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Projected	14/15 Projected	15/16 Projected	16/17 Projected	17/18 Projected
Revenues (\$000)										
Charges for Services	14,934	14,958	15,157	14,866	14,447	14,662	14,796	14,826	14,855	14,885
Interest Income	106	67	47	35	27	30	25	53	50	14
Other Revenue Sources	400	251	212	26	(81)	80	111	166	215	307
Total Revenues	15,440	15,275	15,416	14,927	14,394	14,772	14,932	15,044	15,120	15,206
Expenses (\$000)										
Personnel Costs	5,414	5,602	5,327	5,260	5,571	5,811	6,072	6,397	6,701	6,973
Materials and Supplies	162	93	172	170	219	220	224	228	232	237
Fees and Services	3,697	3,252	3,502	3,487	3,639	3,414	3,482	3,546	3,615	3,686
Travel and Training	0	3	10	40	4	24	24	25	25	26
Capital Outlay	1,377	2,046	1,149	1,243	312	3,400	2,298	2,395	2,307	2,374
Internal Service/Adjustments	3,167	3,035	2,569	2,931	2,992	3,358	3,429	3,600	3,760	3,901
Indirect Cost Allocations	790	782	752	350	541	953	974	1,022	1,068	1,108
Transfers	0	0	350	807	866	371	101	103	145	59
Total Expenses	14,607	14,812	13,832	14,287	14,143	17,551	16,604	17,316	17,852	18,362
Net Operating Surplus / (Deficit)	833	463	1,584	640	251	(2,779)	(1,673)	(2,272)	(2,732)	(3,156)

Golf Fund Forecast Discussion

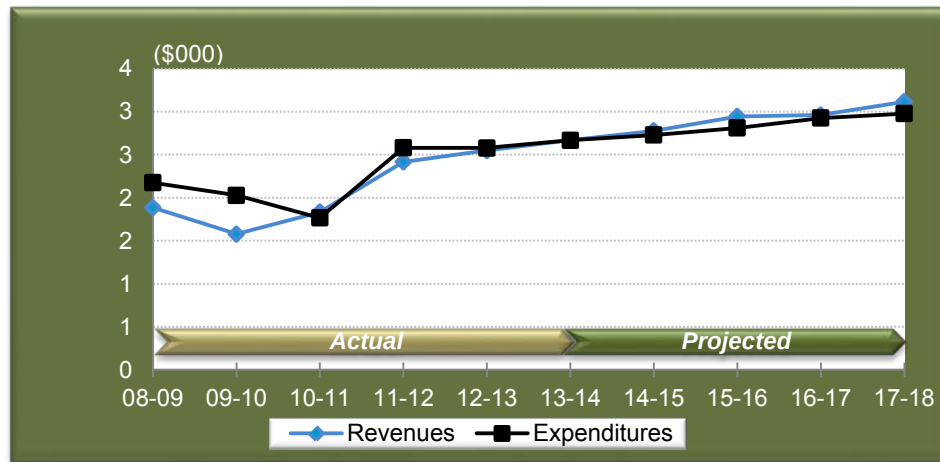
The largest component of Golf Fund revenue is Greens Fees, which contribute 65% of revenue in FY 2014-15. In prior years, the dependence on greens fees approached 80%. This increase in revenue diversification is one of the changes to the golf operation that began in FY 2011-12. A new operational model, combined with projected increases in the user base and the rate structure, is forecasted to begin generating operating surpluses in the out-years of the forecast.

Unrestricted Net Assets

As of FYE 2013, the Golf Fund has a deficit balance.

FYE	Unrestricted Net Assets
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)
13	(697,308)

Golf Fund: Projected Revenues and Expenditures



	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenues (\$000)										
Greens Fees	1,562	1,370	1,397	1,509	1,600	1,742	1,803	1,921	1,930	2,050
Pro Shop/Restaurant	252	204	165	0	0	0	0	0	0	0
Rental Charges	0	0	0	581	645	652	693	740	743	775
Range Fees	0	0	0	173	189	200	208	211	214	216
Interest Income	5	1	0	(2)	(1)	0	0	0	0	0
Other Revenue Sources	66	3	270	155	114	74	74	74	74	74
Total Revenues	1,885	1,578	1,833	2,417	2,548	2,668	2,777	2,945	2,962	3,115
Expenses (\$000)										
Personnel Costs	1,225	1,115	727	852	689	879	902	937	1,004	1,010
Materials and Supplies	220	198	227	451	555	491	500	509	519	529
Fees and Services	379	448	455	923	937	801	824	845	867	891
Capital Outlay	56	8	111	137	121	180	180	180	180	180
Internal Service Charges	157	132	115	151	160	167	171	179	187	194
Indirect Cost Allocations	139	126	129	66	115	150	154	161	169	175
Total Expenses	2,175	2,027	1,765	2,580	2,578	2,668	2,729	2,811	2,926	2,979
Net Operating Surplus / (Deficit)	(291)	(449)	68	(163)	(30)	(0)	48	134	36	137

Debt Service Fund Forecast Discussion

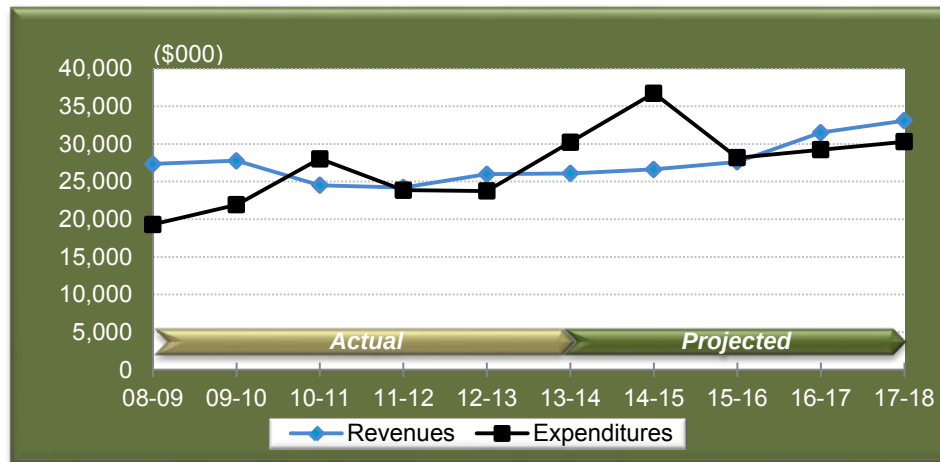
The primary revenue source to the Debt Service Fund is secondary property taxes, which are projected to represent 92% of fund revenue in FY 2014-15. Growth in this revenue stream is predicated on property valuation trends and City property tax policy decisions. A recently approved property tax stabilization 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 on 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 2013, the Debt Service Fund had a restricted balance of \$38.3 million. Accelerated debt retirement is planned in the near term which will spend down fund balance and help to moderate future annual debt service requirements.

FYE	Restricted Fund Balance
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
13	38,275,002

Debt Service Fund: Projected Revenues and Expenditures



	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenues (\$000)										
Secondary Property Tax	23,416	24,913	21,691	22,100	22,983	23,766	24,609	25,579	26,623	27,714
Transfer from HURF	2,770	2,770	2,770	1,550	500	0	0	0	0	0
Other Transfers In	0	0	0	559	735	738	733	733	730	729
AZSTA Payment	263	93	52	0	1,763	1,585	1,270	1,301	4,149	4,662
SRP In -Lieu Payment	876	0	0	0	0	0	0	0	0	0
Interest Income	8	0	0	0	0	0	0	0	0	0
Total Revenues	27,333	27,776	24,513	24,209	25,981	26,090	26,612	27,614	31,502	33,106
Expenditures (\$000)										
G.O. Debt Service	14,061	16,318	17,836	17,987	17,806	19,307	30,854	21,235	22,338	23,395
Excise Tax Debt Service	1,733	2,254	2,259	2,806	2,959	2,988	2,967	3,881	3,847	3,855
Rio Salado Debt Service	3,058	3,058	3,050	3,055	2,996	2,929	2,925	3,045	3,046	3,041
America West Payment	463	288	4,869	0	0	0	0	0	0	0
Special Assessment Debt Service	0	0	0	0	0	1,004	0	0	0	0
Marriott Agreement Payment	0	0	0	0	0	4,000	0	0	0	0
Total Expenditures	19,315	21,917	28,013	23,848	23,761	30,227	36,746	28,161	29,231	30,291
Net Operating Surplus / (Deficit)	8,018	5,859	(3,501)	361	2,220	(4,138)	(10,134)	(547)	2,271	2,814

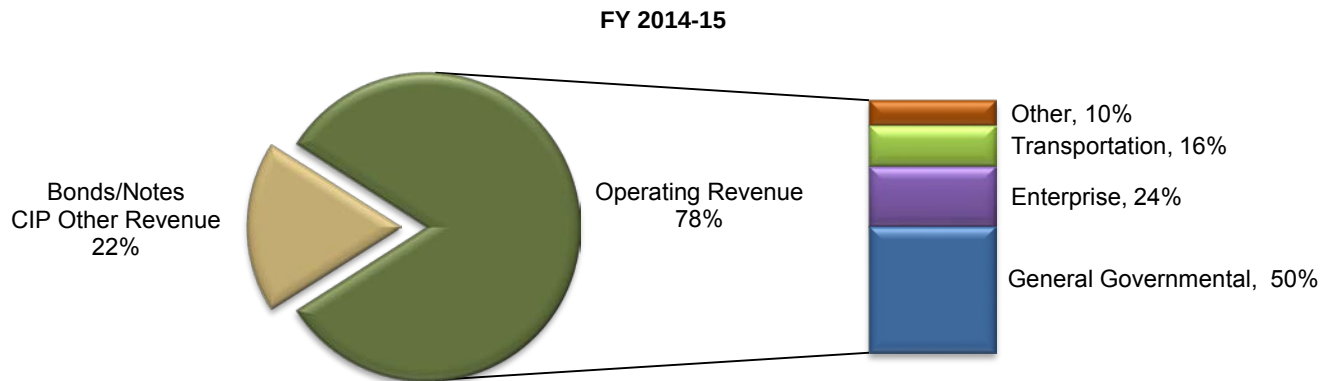


Revenue Information Contents

Total Revenue	60
Total Revenue by Source	61
Components of Total Revenue	62
Comparative Operating Revenue by Major Source and Fund	63
General Governmental Revenue: Ten Year Historical Trends	66
City Sales Tax	66
Transient Lodging Tax	67
City Property Tax	68
Salt River Project In-Lieu Tax	69
State Shared Sales Tax	70
State Shared Vehicle License Tax	71
State Shared Income Tax	72
Charges for Services/Cultural and Recreational	73
Charges for Services/Development Related	74
Fines and Forfeitures	75
Special Revenue: Ten Year Historical Trends	76
Transit Tax	76
Performing Arts Tax	77
Highway User Tax	78
Local Transportation Assistance Fund	79
Community Development Block Grant/Section 8 Housing Grant	80
Enterprise Revenue: Ten Year Historical Trends	81
Water/Wastewater User Fees	81
Solid Waste Fees	82
Golf Course Fees	83

Total Revenue

Total revenue for FY 2014-15 is \$522.8 million reflecting \$406.8 million in operating revenue and \$116.0 million from bond proceeds and other revenue sources in the Capital Budget. The FY 2014-15 operating revenue total represents a 1% increase from FY 2013-14. The increase in operating revenue sources is primarily in the Enterprise, Transportation/Transit, and General Governmental areas and consists of increases in local tax revenue, intergovernmental revenue and charges for services.



TOTAL REVENUE

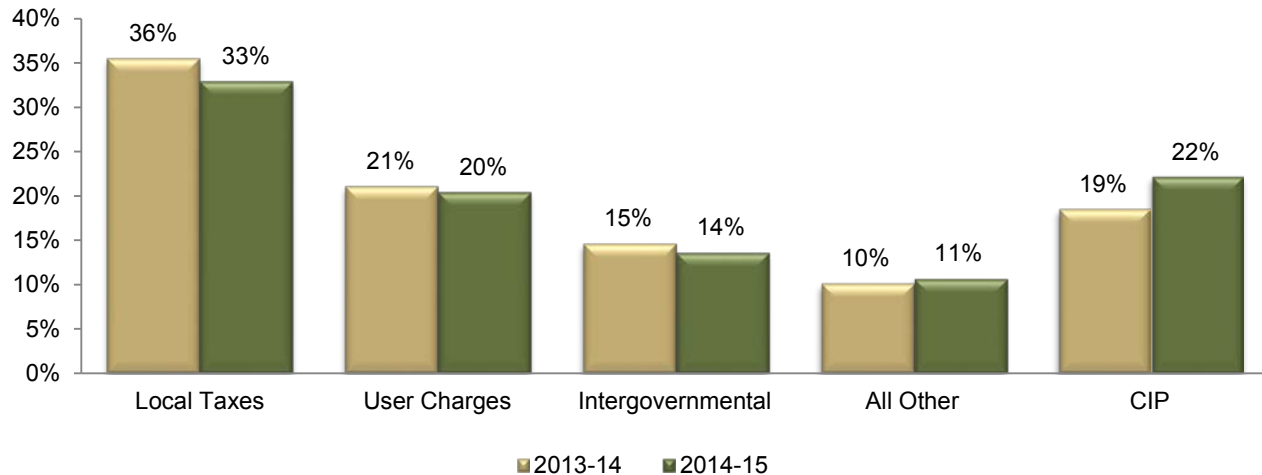
	FY 2013-14 Budget	FY 2014-15 Budget
OPERATING REVENUE		
General Governmental		
Local Taxes	\$135,114,912	\$129,415,392
Licenses and Permits	1,664,632	1,636,750
Intergovernmental	41,033,220	44,568,410
Charges for Services	10,660,157	11,452,301
Fees, Fines, and Forfeitures	7,455,390	7,793,080
Miscellaneous	6,388,669	8,649,452
Transportation/Transit	64,973,072	66,838,207
Performing Arts	7,446,946	7,642,395
CDBG/Section 8 Housing	14,740,915	13,108,612
Restricted Revenue/Grants/Donations	18,465,876	18,800,751
Enterprise	94,693,833	96,919,810
TOTAL OPERATING REVENUE	\$402,637,622	\$406,825,160
Operating Revenue Per Capita	\$2,475	\$2,496
Bond/Note Proceeds	75,315,180	91,593,129
CIP Other Revenue	16,464,726	24,366,444
TOTAL REVENUE	\$494,417,726	\$522,784,733
Total Revenue Per Capita	\$3,039	\$3,207

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 2013-14 Budget to FY 2014-15 Budget

Fiscal Year Ending June 30



Where the Money Comes From

Revenue Source	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Revised	FY 2014-15 Budget
Local Taxes				
Local Sales Taxes	\$85,930,808	\$89,281,629	\$91,003,456	\$82,152,592
Transit Tax	30,087,229	31,702,000	31,298,751	33,346,352
Other Local Taxes	46,677,952	47,896,825	48,467,705	50,139,082
Performing Arts	6,236,879	6,657,096	6,488,019	6,912,473
User Charges				
Water/Wastewater	74,263,175	76,442,160	75,561,264	78,051,860
Solid Waste	14,444,211	14,764,052	14,663,000	14,796,495
Cultural/Recreational	8,758,805	8,288,464	8,117,802	8,203,748
Building/Trades & Planning/Zoning	5,182,620	4,911,527	8,112,586	5,827,381
Intergovernmental				
State Shared Revenue	35,556,591	37,838,500	37,859,528	40,338,841
HURF/LTAF	8,855,957	9,122,472	8,750,802	9,630,103
CDBG/Section 8 Housing	11,977,594	14,740,915	11,680,908	13,108,612
Transit State & Federal	19,544,305	9,495,594	7,847,610	7,079,753
Other Intergovernmental	1,762,947	1,238,750	1,762,947	1,269,719
All Other				
Interest Revenue	895,654	679,800	689,223	941,100
Restricted Revenue/Grants/Donations	10,026,904	18,465,876	11,654,720	18,800,751
Miscellaneous Revenue	75,211,966	21,991,940	20,818,862	26,796,468
Fines and Forfeitures	8,132,195	7,455,390	7,479,535	7,793,080
Licenses and Permits	1,713,594	1,664,632	1,679,197	1,636,750
Bond/Note Proceeds	31,705,000	75,315,180	11,650,000	91,593,129
CIP Other Revenue	7,198,964	16,464,726	33,457,847	24,366,444
Total Revenue	\$484,163,350	\$494,417,528	\$439,043,762	\$522,784,733

Components of Total Revenue

FY 2014-15 Total Revenue \$522,784,733				
Operating Budget \$406,825,160			Capital Budget \$115,959,573	
General Governmental \$203,515,385	Special Revenue \$106,389,965	Enterprise \$96,919,810	Bond/Note Proceeds \$91,593,129	Other Revenue \$24,366,444
Local Taxes/ Licenses & Permits \$131,052,142	Transit \$57,069,807	Water/ Wastewater \$78,950,217	General Purpose Bonds \$52,344,938	Federal Grants \$16,798,944
Intergovernmental \$44,568,410	CDBG/Section 8 Housing \$13,108,612	Solid Waste \$14,987,157	Water/ Wastewater Bonds \$39,248,191	Pay-As-You-Go and Outside Revenue \$7,567,500
Charges for Services \$11,452,301	Governmental Grants and Donations \$11,311,011	Golf \$2,982,436		
Fines and Forfeitures \$7,793,080	Highway User Revenue \$9,768,400			
Miscellaneous \$8,649,452	Performing Arts Tax \$7,642,395			
	Police – RICO and Grants \$5,959,619			
	Court Enhancement \$1,530,131			

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 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Revised	FY 2014-15 Budget
General Fund				
Local Taxes				
City Sales Tax	\$85,930,808	\$89,281,629	\$91,003,456	\$82,152,592
Primary Property Tax	13,242,708	13,778,678	13,778,678	14,324,634
Transient Lodging Tax	4,730,174	5,014,504	4,894,695	5,072,952
Franchise Fees	3,211,531	3,273,736	3,232,702	3,255,702
SRP Payment in Lieu of Taxes	2,510,430	2,063,542	2,795,630	2,876,282
Total Local Taxes	\$109,625,651	\$113,412,089	\$115,705,161	\$107,682,162
Intergovernmental Revenue				
State Sales Tax	13,236,998	13,973,746	13,973,746	14,612,667
State Income Tax	16,519,248	18,042,169	18,042,169	19,575,936
Vehicle License Tax	5,165,072	5,390,585	5,411,613	5,718,238
Agreements	635,273	432,000	432,000	432,000
Total Intergovernmental	\$35,556,591	\$37,838,500	\$37,859,528	\$40,338,841
Building & Trades/Planning & Zoning	\$5,182,620	\$4,911,527	\$8,112,586	\$5,827,381
Cultural and Recreational				
Registration Fees	4,678,133	4,372,781	4,368,641	4,398,641
Recreation Admission Charges	533,989	437,324	432,824	412,824
Library Fines and Fees	209,102	190,450	153,594	50,300
Other Cultural and Recreation Fees	965,118	748,075	745,555	763,155
Total Cultural and Recreational	\$6,386,342	\$5,748,630	\$5,700,614	\$5,624,920
Fines, Fees and Forfeitures				
Traffic Fines	892,535	1,032,800	843,999	860,457
Criminal Fines	1,041,842	1,037,017	1,002,047	1,021,587
Parking Fines	341,676	366,012	308,071	314,078
Other Fines, Fees and Forfeitures	5,856,142	5,019,561	5,325,418	5,596,958
Total Fines, Fees and Forfeitures	\$8,132,195	\$7,455,390	\$7,479,535	\$7,793,080
Business/Non-Business Licenses	\$1,713,594	\$1,664,632	\$1,679,197	\$1,636,750
Other Revenue Sources				
Interest Income	457,009	330,000	330,000	450,100
Other Miscellaneous Revenue	3,391,298	3,995,127	4,367,313	5,323,070
Total Other Revenue	\$3,848,307	\$4,325,127	\$4,697,313	\$5,773,170
Total General Fund	\$170,445,298	\$175,355,895	\$181,233,934	\$174,676,304
Debt Service Fund				
Secondary Property Tax	22,983,109	23,766,365	23,766,000	24,609,512
Intergovernmental	20,989,034	3,194,720	1,762,947	4,229,569
Total Debt Service Fund	\$43,972,143	\$26,961,085	\$25,528,947	\$28,839,081

Note: Totals may not sum exactly due to rounding.



Revenue Source	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Revised	FY 2014-15 Budget
Transit Fund				
Transit Tax	30,087,229	31,702,000	31,298,751	33,346,352
Lottery Transfer In	475,559	475,559	475,559	475,559
ASU-Flash Transit	814,293	932,103	932,103	819,983
Interest Income	177,876	144,000	144,000	148,000
Federal and State Funding	18,254,453	8,087,932	6,439,948	5,784,211
Miscellaneous Revenue	50,282,027	14,437,506	14,437,506	16,495,702
Total Transit Fund	\$100,091,437	\$55,779,100	\$53,727,867	\$57,069,807
Transportation Funds				
Highway User Revenue Tax	8,855,957	9,122,472	8,750,802	9,630,103
Other Revenue	129,160	71,500	153,751	138,297
Total Transportation Funds	\$8,985,117	\$9,193,972	\$8,904,553	\$9,768,400
Performing Arts				
Performing Arts Tax	6,236,879	6,657,096	6,488,019	6,912,473
Interest Income	14,999	10,800	10,800	10,000
Fees and Admission and Miscellaneous	772,342	779,050	700,250	719,922
Total Performing Arts Fund	\$7,024,220	\$7,446,946	\$7,199,069	\$7,642,395
Fund 45 Police-RICO/Grants Fund	\$3,887,099	\$5,602,064	\$4,622,113	\$5,959,619
Fund 46 Governmental Grants/Donation Fund	\$5,428,797	\$11,447,386	\$6,031,301	\$11,308,718
Fund 47 Court Enhancement Fund	\$709,855	\$1,411,301	\$996,768	\$1,530,131
Fund 48 Peterson House Endowment Fund	\$1,153	\$5,125	\$4,538	\$2,283
Total CDBG/Section 8 Housing Funds	\$11,977,594	\$14,740,915	\$11,680,908	\$13,108,612
Solid Waste Fund				
Residential Service	8,345,481	8,342,352	8,342,352	8,359,000
Commercial Service	4,396,535	4,700,000	4,559,000	4,581,795
Roll-Off Service	1,327,632	1,331,200	1,370,148	1,463,900
Recycling	374,564	390,500	391,500	391,800
Interest Income	27,094	20,000	29,967	25,000
Miscellaneous Revenue	(108,869)	80,000	55,000	165,662
Total Solid Waste Fund	\$14,362,437	\$14,864,052	\$14,747,967	\$14,987,157

Note: Totals may not sum exactly due to rounding.

Revenue Source	FY 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Revised	FY 2014-15 Budget
Water/Wastewater Fund				
Charges for Service-Water				
Water Consumption	31,936,745	34,400,000	34,400,000	36,400,000
Water Service	9,709,406	10,200,000	10,200,000	10,500,000
Irrigation	259,819	330,660	330,660	330,660
Other Water Charges	1,010,315	691,500	1,005,604	596,200
Total Charges for Service-Water	\$42,916,285	\$45,622,160	\$45,936,264	\$47,826,860
Charges for Service-Wastewater				
Sewer Usage	22,575,695	22,200,000	21,000,000	21,400,000
Sewer Service	8,745,080	8,600,000	8,600,000	8,800,000
Irrigation	26,116	20,000	25,000	25,000
Total Charges for Service-Wastewater	\$31,346,891	\$30,820,000	\$29,625,000	\$30,225,000
Interest Income	219,573	175,000	175,000	308,000
Land and Facility Rental	520,000	520,000	520,000	520,000
Other Miscellaneous Revenue	897,400	30,000	404,638	70,357
Total Water/Wastewater Fund	\$75,900,148	\$77,167,160	\$76,660,902	\$78,950,217
Golf Fund				
Greens Fees	1,600,121	1,760,784	1,716,938	1,858,906
Interest Income	(896)	0	(544)	0
Other Revenue Sources	874,863	901,837	880,654	1,123,530
Total Golf Fund	\$874,863	\$2,662,621	\$1,782,491	\$2,982,436
Total Operating Revenue - All Funds	\$445,259,385	\$402,637,622	\$393,935,915	\$406,825,160

Notes: 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.

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 1.2% can only be increased by vote of electorate.	2004-05	\$66,667,254	8.8%
	2005-06	74,945,676	12.4%
	2006-07	84,457,854	12.7%
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.	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	85,930,808	2.9%
	2013-14 est.	91,003,456	5.9%
	2014-15 est.	82,152,592	(9.7%)

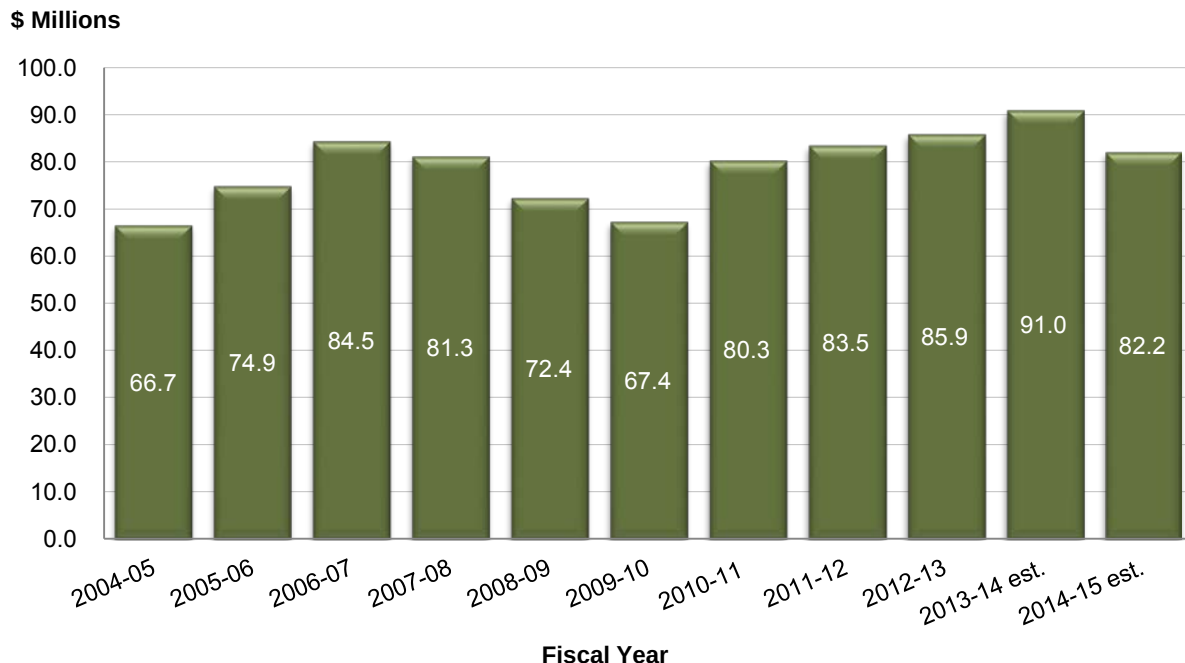
Assumptions

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 were exempted from the increase. The 0.2% temporary tax expired 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 2014-15 budgeted collection amount includes the end of 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.	2004-05	\$2,784,826	15.4%
	2005-06	3,201,772	15.0%
	2006-07	3,439,069	7.4%
	2007-08	3,534,640	2.8%
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.	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	4,730,174	4.6%
	2013-14 est.	4,894,695	3.5%
	2014-15 est.	5,072,952	3.6%

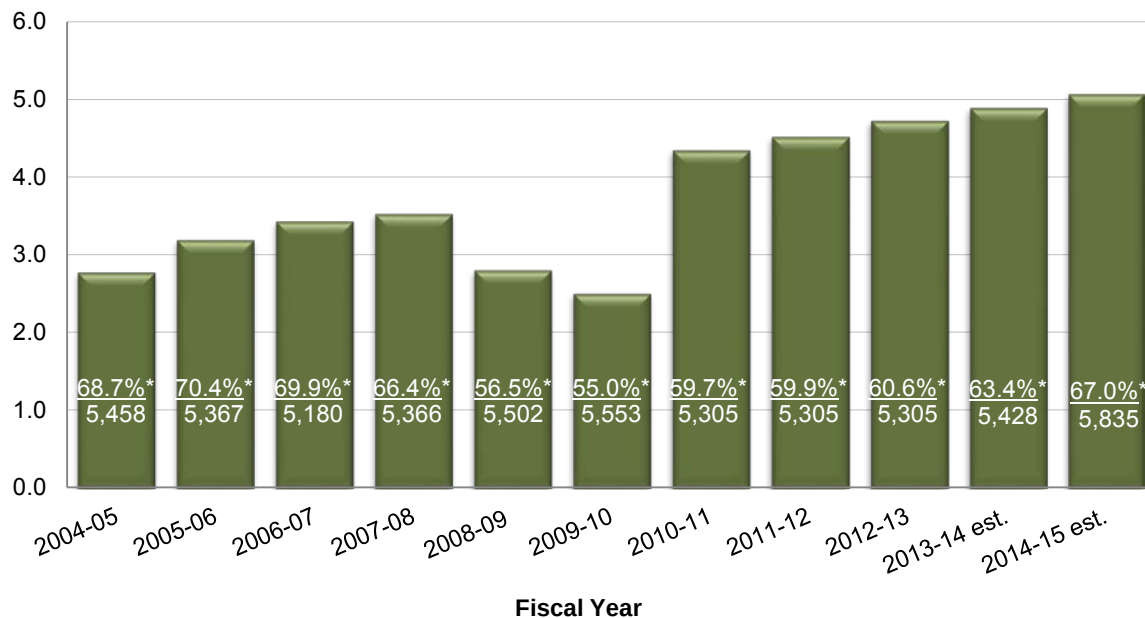
Assumptions

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 2014-15 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
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	25,718,189	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	20.7%
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	2.14	13,242,708	22,983,109	36,225,818	4.9%
2013-14 est.	2.49	13,778,678	23,766,000	37,544,678	3.6%
2014-15 est.	2.44	14,324,634	24,609,512	38,934,146	3.7%

Assumptions

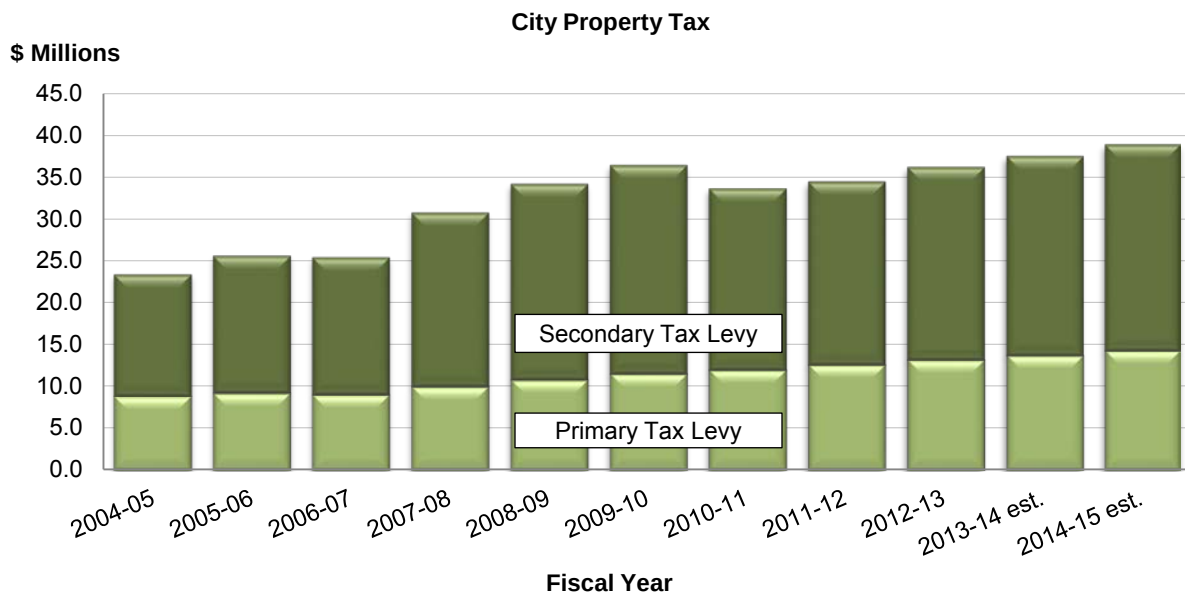
The City's property tax is based on the assessed value of the property as determined by the Maricopa County Assessor, whose office both bills and collects all property taxes. Historical changes in total revenue collected have been the result of state policy affecting assessed valuations and growth, new 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 2014-15 will total \$2.44 per \$100 assessed valuation, consisting of \$0.93 per \$100 of the primary assessed valuation for operating and maintenance costs and \$1.51 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



Salt River Project In-Lieu Tax

Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage.	2004-05	\$1,522,519	39.2%
	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	2,510,430	28.3%
	2013-14 est.	2,795,630	11.4%
	2014-15 est.	2,876,282	2.9%

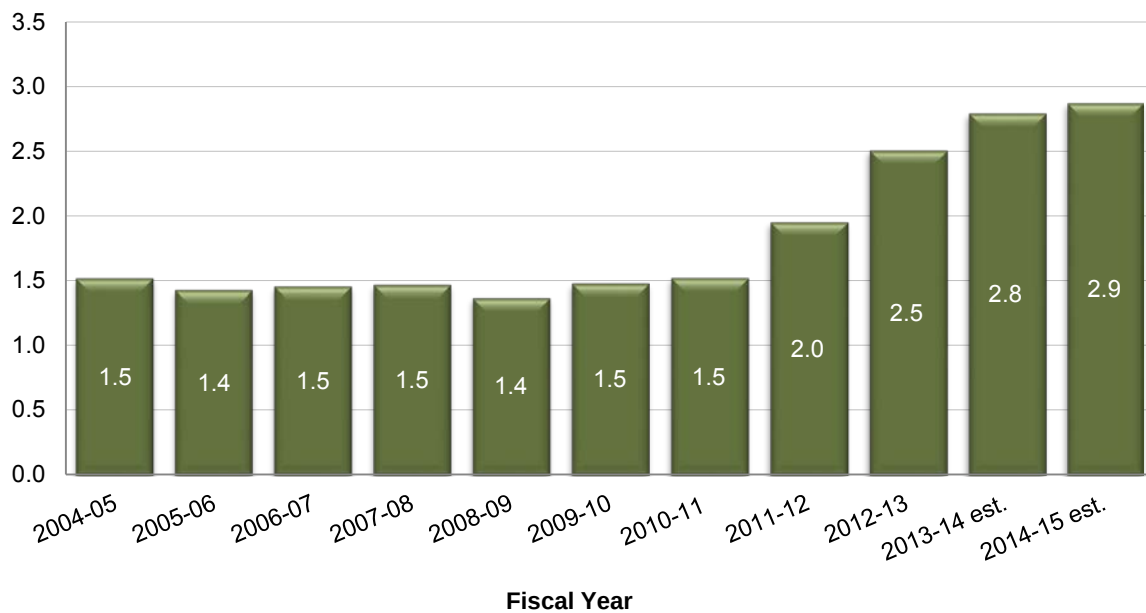
Assumptions

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

\$ Millions



State Shared Sales Tax

Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage other than must be expended for a public purpose.	2004-05	\$14,695,069	10.3%
	2005-06	16,985,845	15.6%
	2006-07	15,758,308	(7.2%)
	2007-08	15,237,309	(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	13,236,998	4.7%
	2013-14 est.	13,973,746	5.6%
	2014-15 est.	14,612,667	4.6%

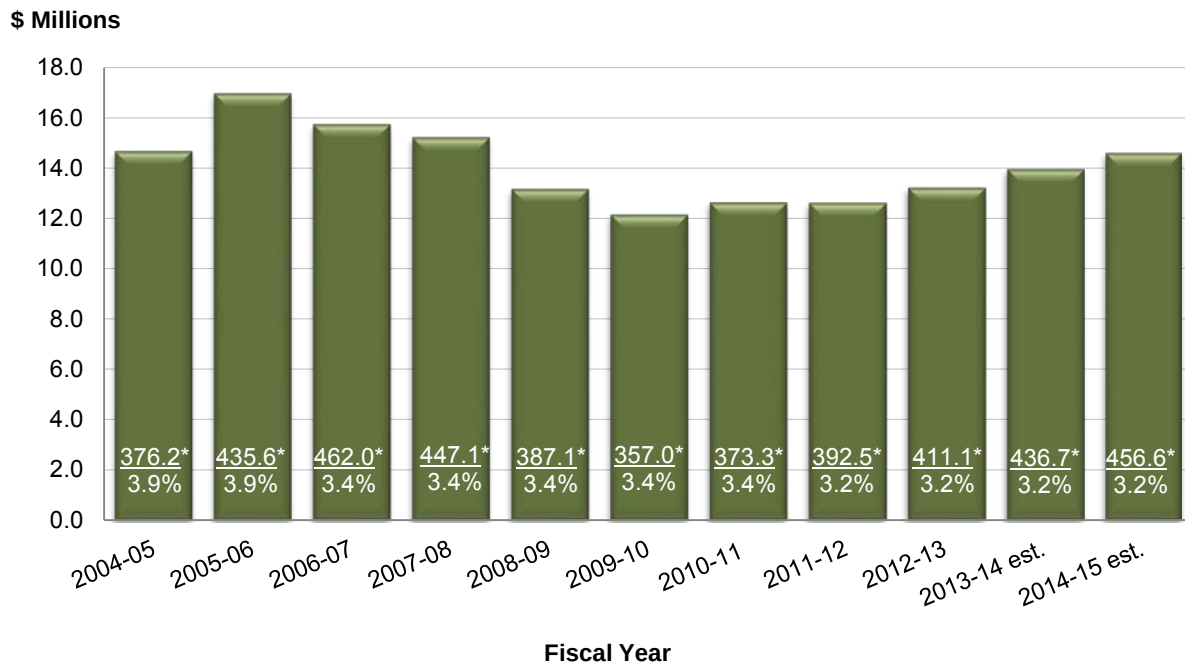
Assumptions

The state assesses a 5.6% sales tax, of which 0.6% is designated for educational purposes. A 1% temporary increase in the state 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 growth in FY 2014-15 is due to 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.	2004-05	\$6,791,043	5.7%
	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	5,165,072	(5.0%)
	2013-14 est.	5,411,613	4.8%
	2014-15 est.	5,718,238	5.7%

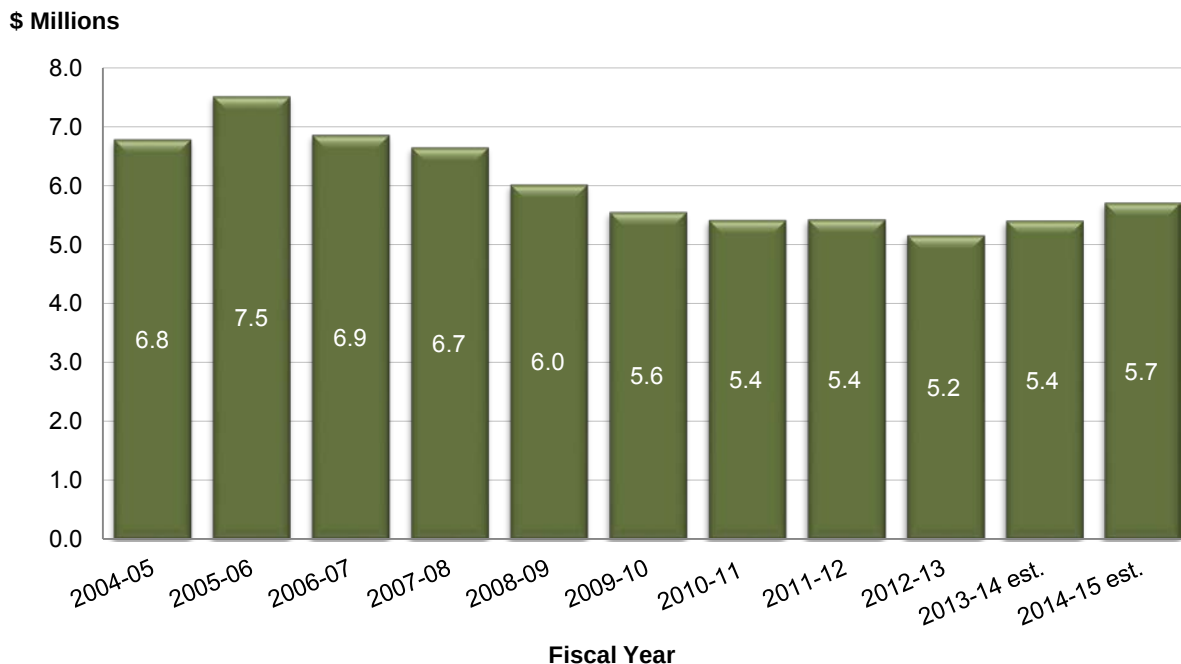
Assumptions

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 to the timing of revenue reported by the Motor Vehicle Department's third party vendors. The FY 2014-15 growth is based on 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.	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	16,519,248	21.0%
	2013-14 est.	18,042,169	9.2%
	2014-15 est.	19,575,936	8.5%

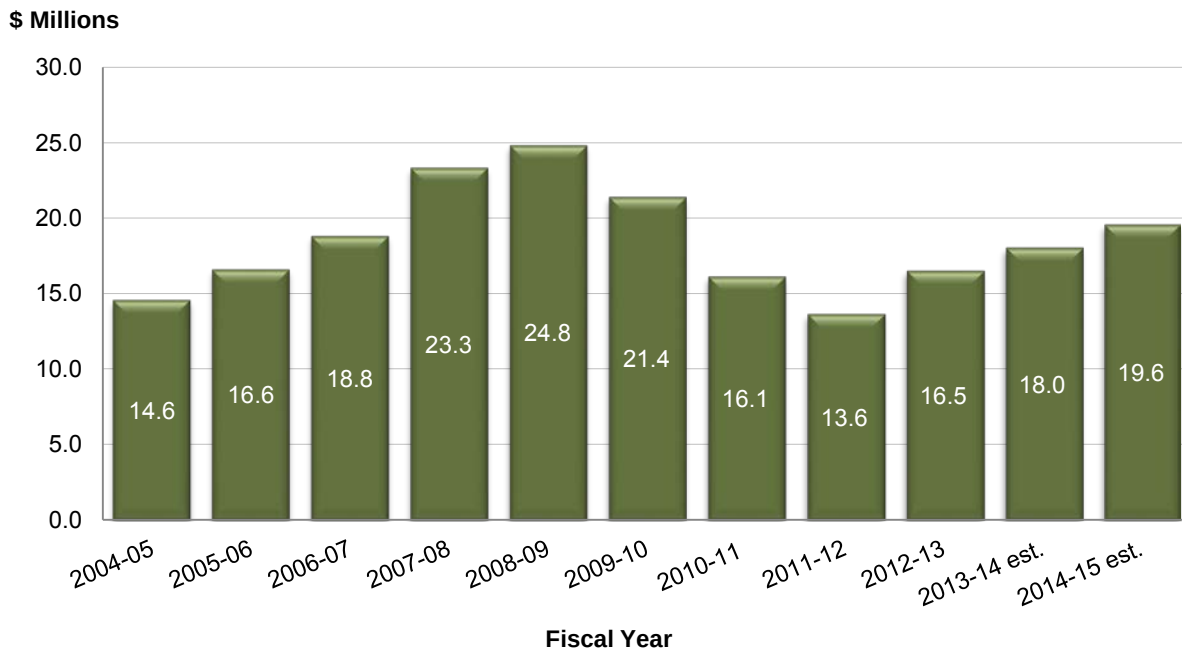
Assumptions

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 2014-15 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

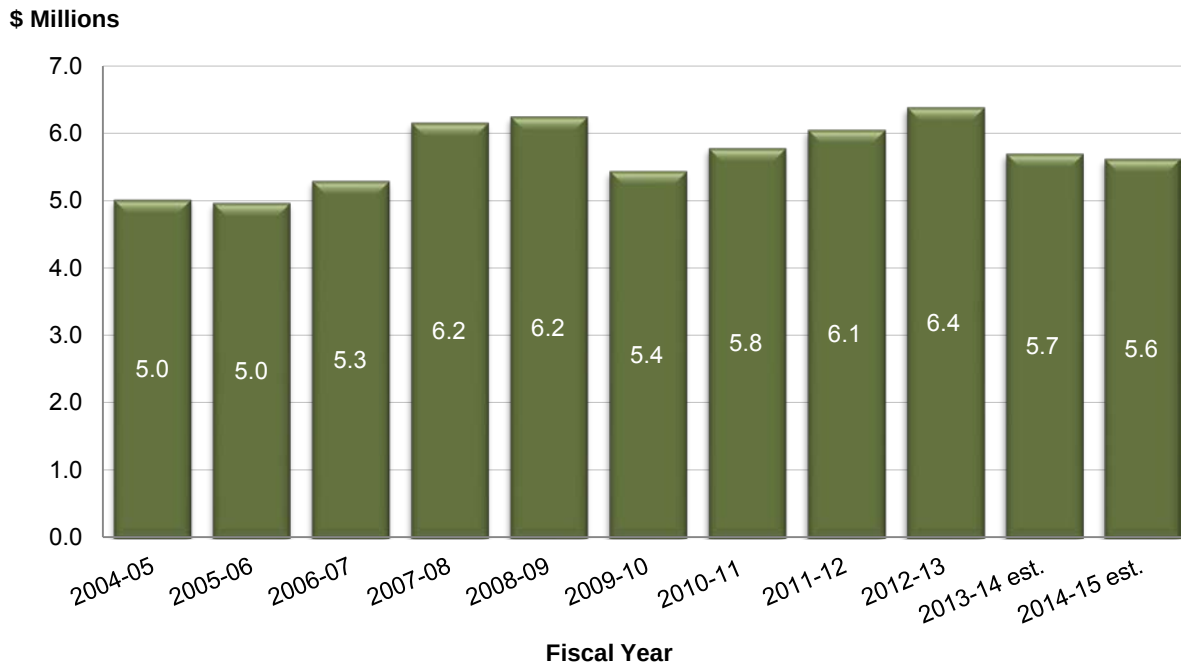
Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage, but intended to defray costs of recreation and social service programs.	2004-05	\$5,020,389	(2.1%)
	2005-06	4,971,934	(1.0%)
	2006-07	5,296,388	6.5%
	2007-08	6,158,859	16.3%
	2008-09	6,246,518	1.4%
	2009-10	5,442,664	(12.9%)
	2010-11	5,782,604	6.2%
	2011-12	6,052,606	4.7%
	2012-13	6,386,342	5.5%
	2013-14 est.	5,700,614	(10.7%)
	2014-15 est.	5,624,920	(1.3%)

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



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.	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	5,182,620	(5.6%)
	2013-14 est.	8,112,586	56.5%
	2014-15 est.	5,827,381	(28.2%)

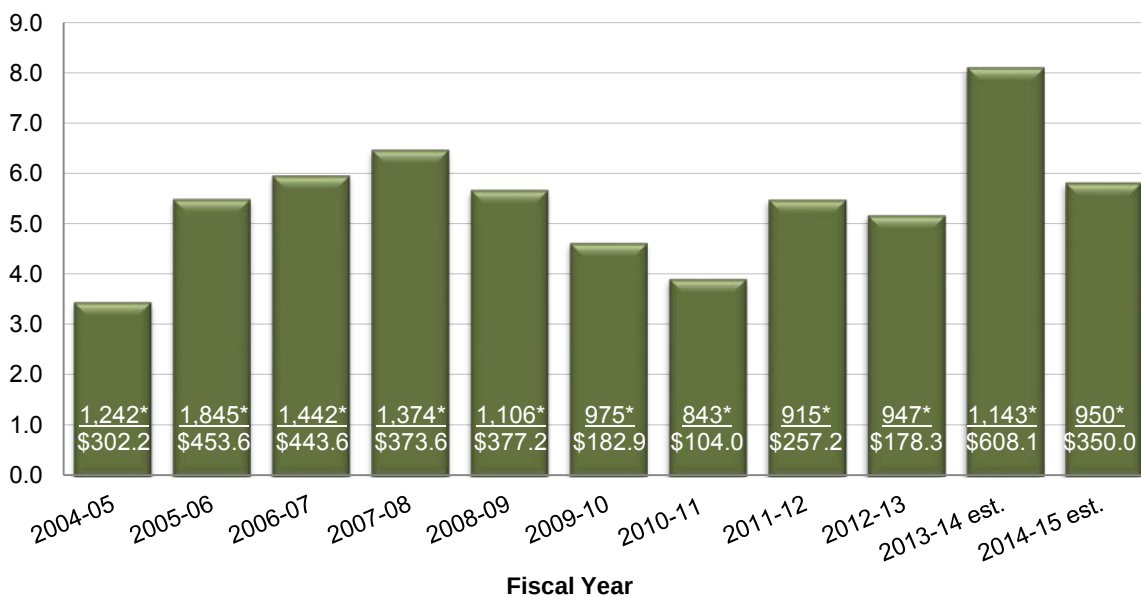
Assumptions

The annual growth rates shown above reflect the extremely cyclical nature of development. In FY 2004-05 and FY 2005-06, permitting activity increased due to the attractiveness of the Tempe downtown area for development, as well as the construction of Tempe Marketplace shopping center. 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, which suppressed the demand for new construction. The FY 2011-12 increase is due primarily to multifamily residential projects, while FY 2012-13 shows a reduction in construction activity. The FY 2013-14 estimate shows extraordinary growth due to the State Farm project at Marina Heights. The FY 2014-15 decrease is largely due to the State Farm project working its way out of the construction queue. However, the continued improvement in the economy can be seen in the 12.4% growth that FY 2014-15 has over FY 2012-13.

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.	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	8,132,195	5.2%
	2013-14 est.	7,479,535	(8.0%)
	2014-15 est.	7,793,080	4.2%

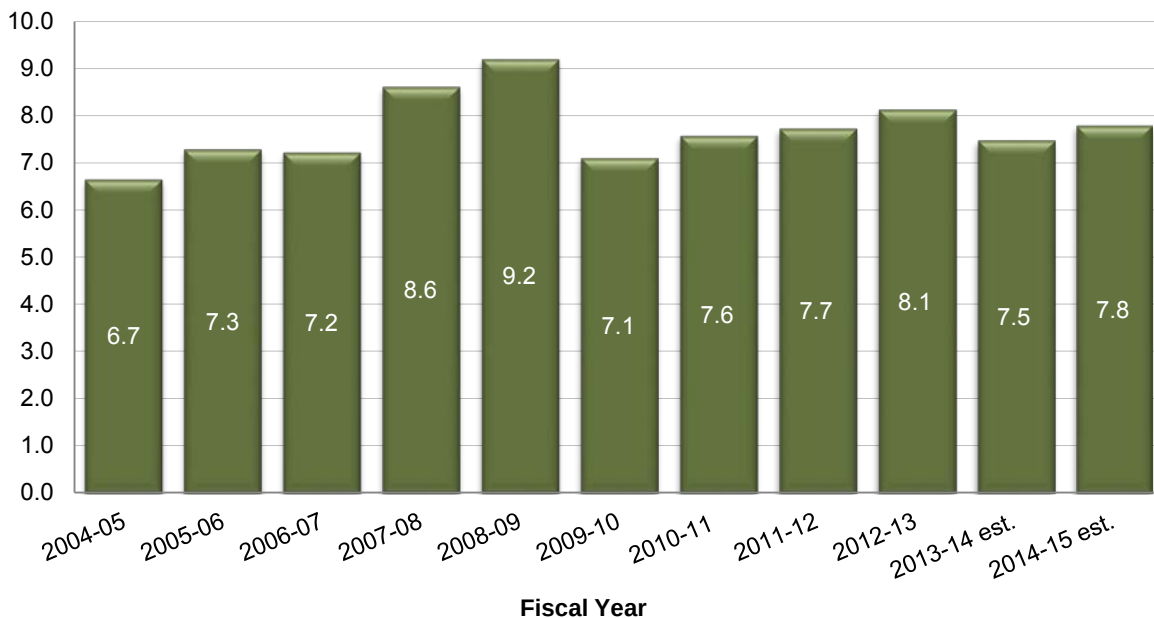
Assumptions

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 2012-13 is due to a number of new and revised fines and fees that were adopted as a result of the budget balancing effort. However, the new and revised fees have been offset by 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 2014-15 are based on a trend of little to no growth in the number of 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.	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	30,087,229	(0.3%)
	2013-14 est.	31,298,751	4.0%
	2014-15 est.	33,346,352	6.5%

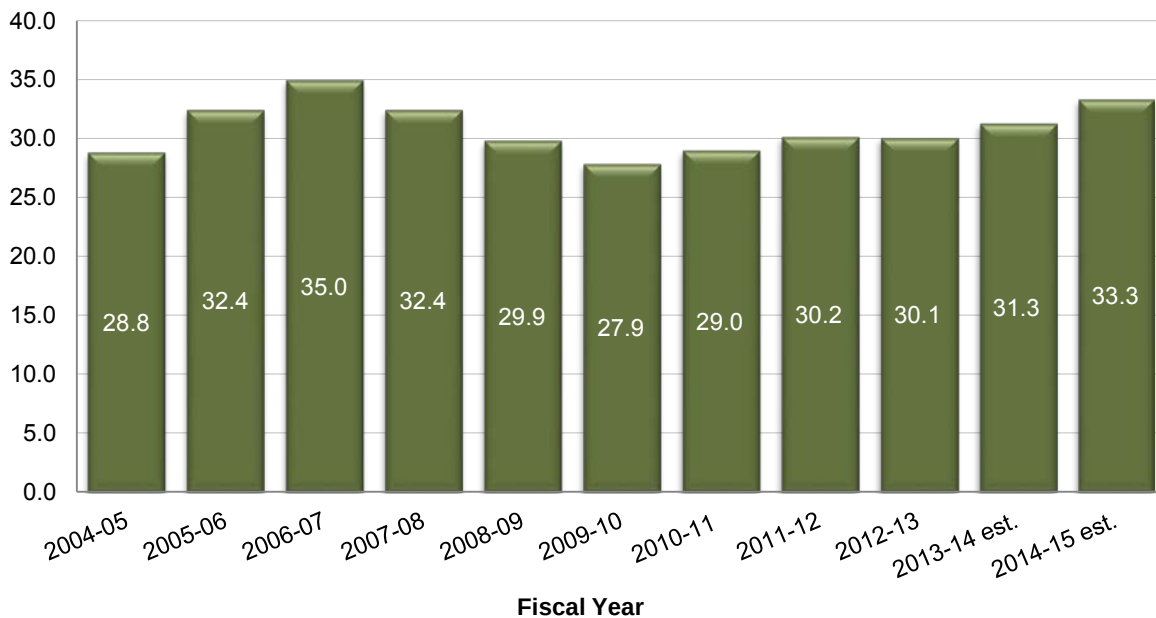
Assumptions

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 2014-15 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.	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	6,236,879	0.0%
	2013-14 est.	6,488,019	4.0%
	2014-15 est.	6,912,473	6.5%

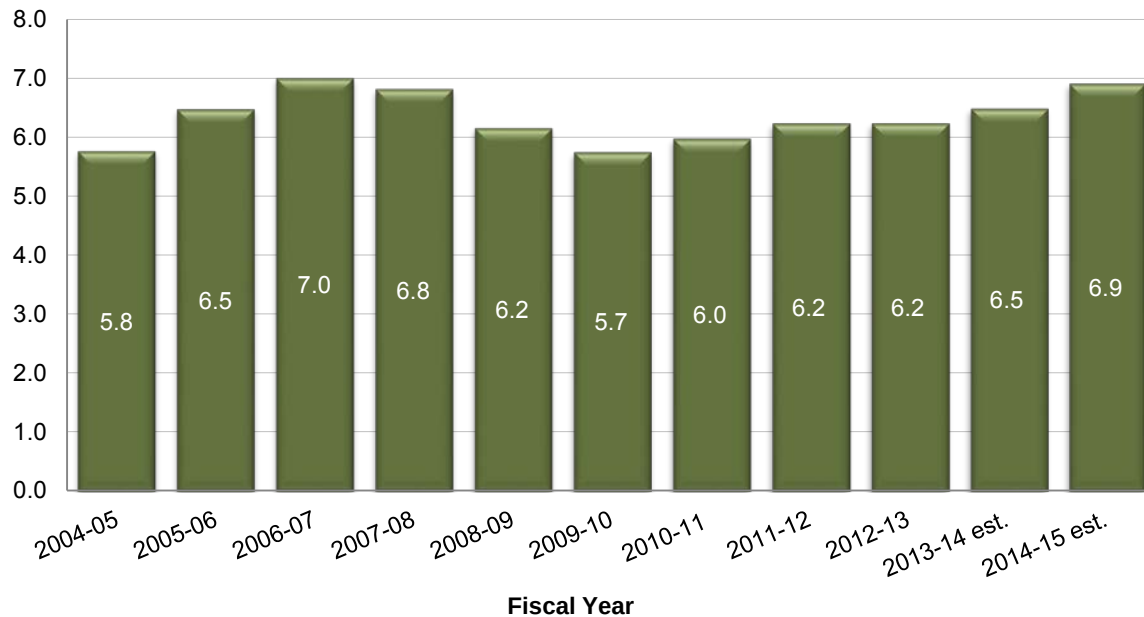
Assumptions

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 2014-15 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.	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	8,855,957	9.4%
	2013-14 est.	8,750,802	(1.2%)
	2014-15 est.	9,630,103	10.0%

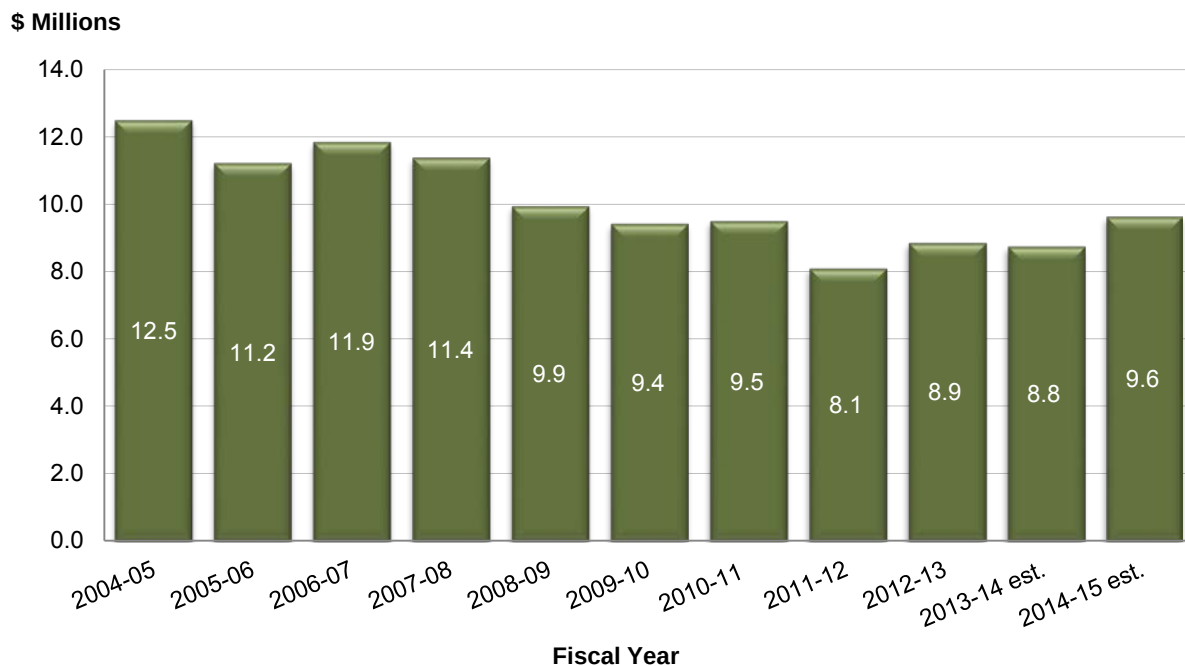
Assumptions

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 2014-15 increase reflects moderate improvement in the state economy, as well as the end of the increase in the state budget allocation of HURF funds for the state Department of Public Safety.

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.	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	475,559	0.2%
	2013-14 est.	475,559	0.0%
	2014-15 est.	475,559	0.0%

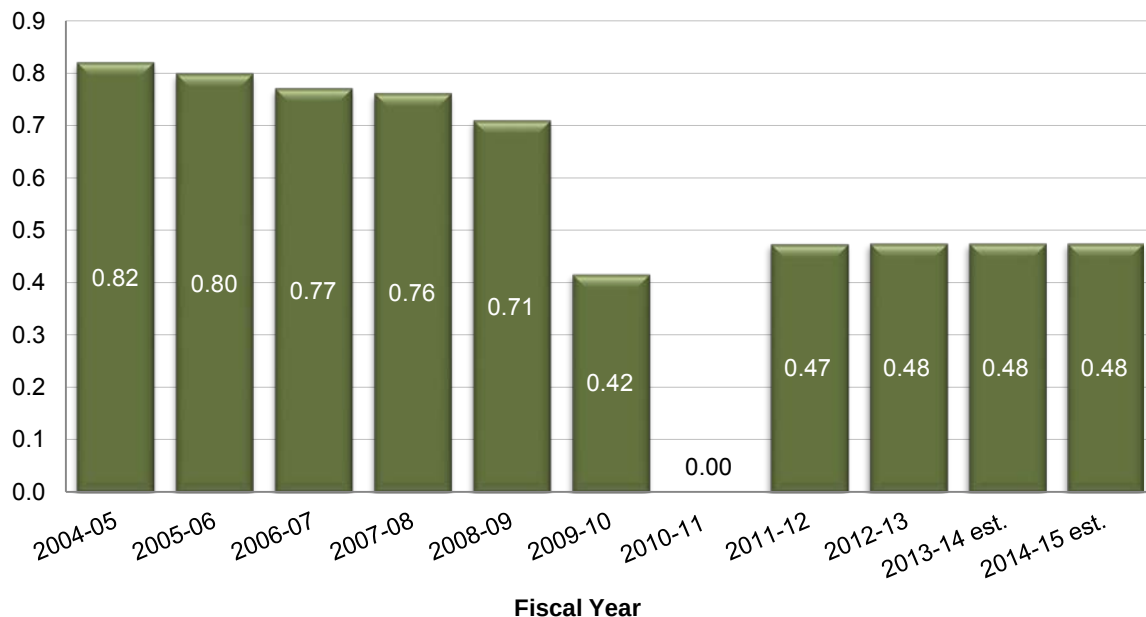
Assumptions

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

\$ Millions



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
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	3,102,989	(9.7%)	9,487,793	(3.1%)
2012-13	3,059,338	(1.4%)	8,918,256	(6.0%)
2013-14 est.	2,515,196	(17.8%)	9,165,712	2.8%
2014-15 est.	3,611,882	43.6%	9,496,730	3.6%

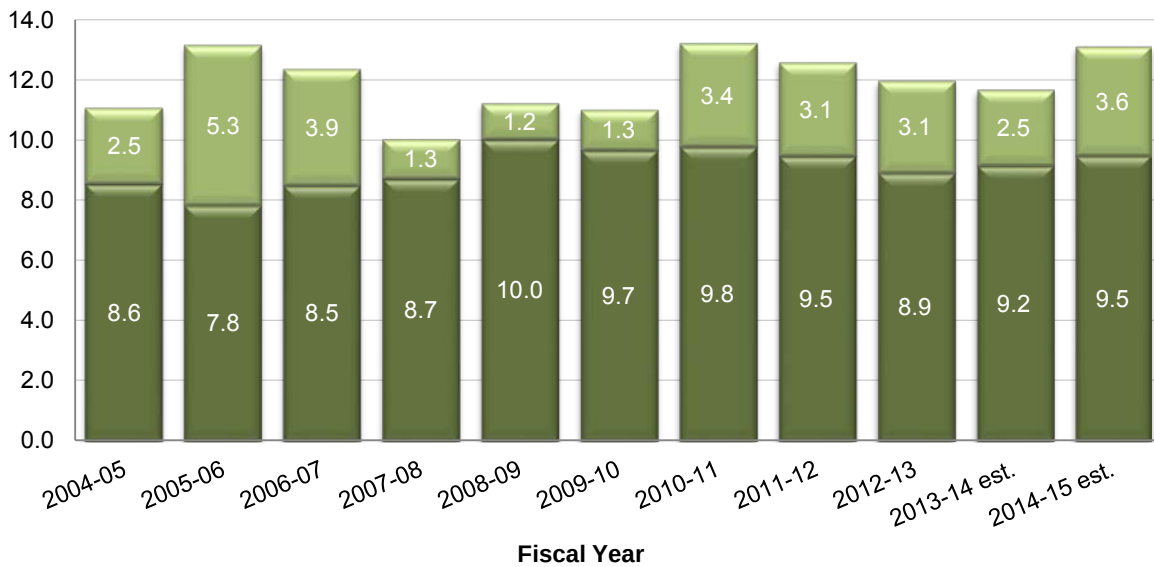
Assumptions

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 2014-15 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

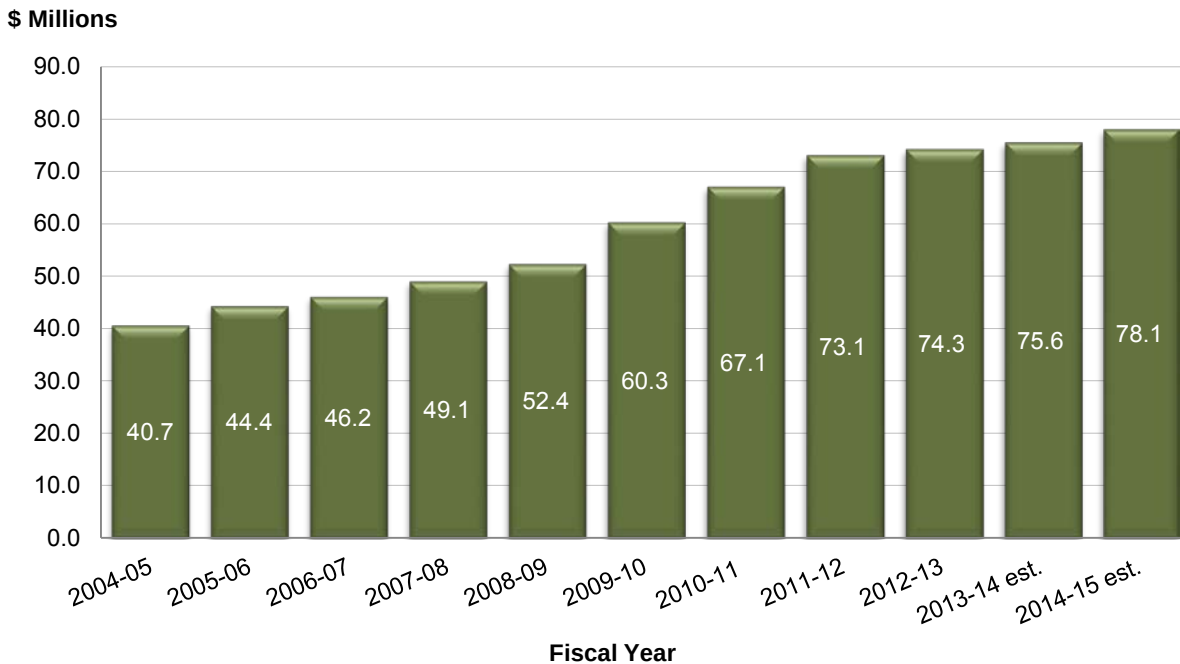
Restrictions	Fiscal Year	Amount	Percent Change
Fees can only be used to support the Water/Wastewater enterprise.	2004-05	\$40,696,171	(0.9%)
	2005-06	44,396,334	9.1%
	2006-07	46,180,573	4.0%
	2007-08	49,083,207	6.3%
	2008-09	52,407,237	6.8%
	2009-10	60,330,191	15.1%
	2010-11	67,111,483	11.2%
	2011-12	73,149,049	9.0%
	2012-13	74,263,175	1.5%
	2013-14 est.	75,561,264	1.7%
	2014-15 est.	78,051,860	3.3%

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.	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	14,362,436	(3.8%)
	2013-14 est.	14,747,967	2.7%
	2014-15 est.	14,987,157	1.6%

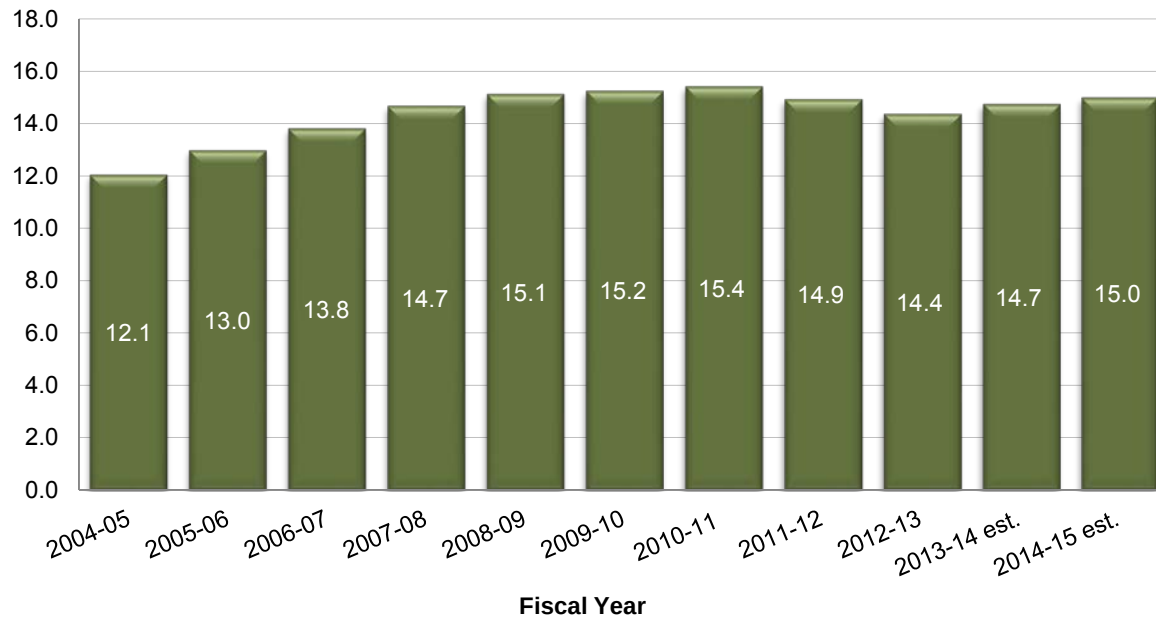
Assumptions

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
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	549,728	2.0%	1,050,394	8.2%
2013-14 est.	585,672	6.5%	1,131,266	7.7%
2014-15 est.	661,521	13.0%	1,197,385	5.8%

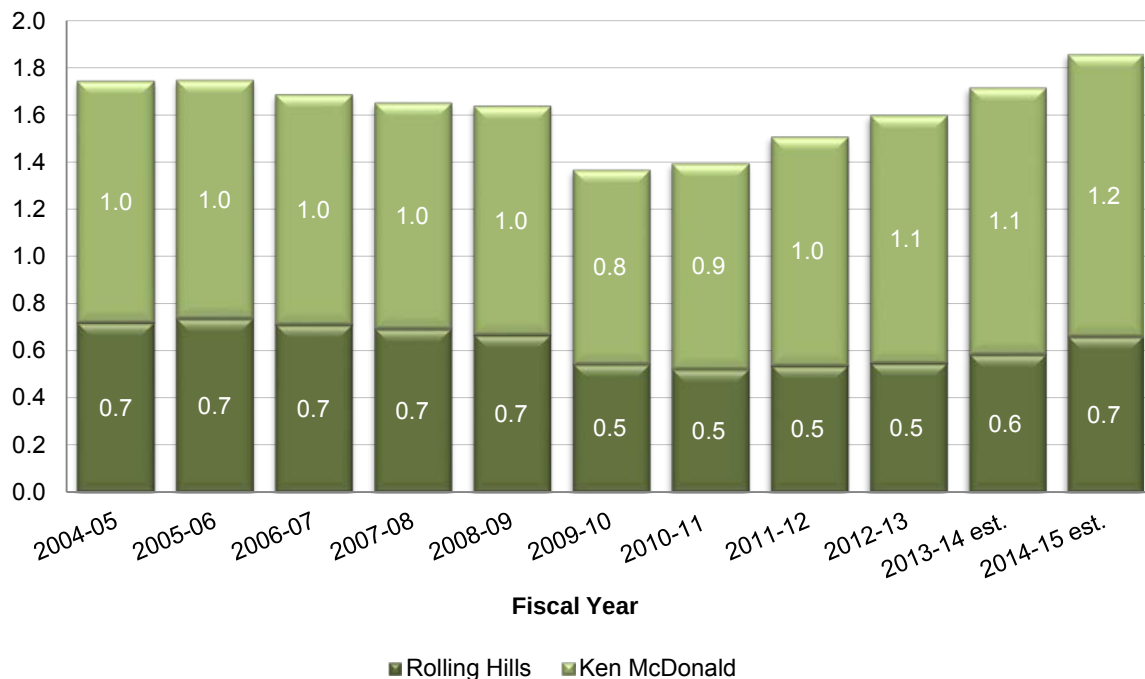
Assumptions

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 2014-15 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





Performance Budget Contents

Performance Budget Summary	86
Per Capita Performance	87
Performance Benchmarking	88
City Council Strategic Priorities Linked By Department	89
City Organizational Chart	91
Mayor and Council	92
City Manager	94
City Attorney	96
City Clerk	98
City Court	102
Community Development	104
Administration	106
Building Safety	107
Planning	108
Housing	109
Community Services	112
Administration	114
Community Relations	115
Library and Cultural Services	117
Recreation Services	119
Social Services	120
Diversity Office	122
Finance and Technology	124
Administration	125
Finance	126
Budget/Tax and License	128
Information Technology	130
Fire	132
Administration/Fire Prevention	133
Emergency/Medical Services	134
Training/Professional Development	135
Homeland Security/Special Operations	136
Support Services/Personnel Safety	137
Human Resources	138
Internal Audit Office	140
Police	142
Office of the Chief	143
Operations	144
Support Services	145
Investigations and Organizational Services	146
Public Works	148
Administration	150
Engineering	151
Field Operations	153
Transportation	156
Water Utilities	159

Performance Budget Summary

As expected from a service oriented organization, Personnel Costs or salaries, wages, and benefits comprise 55% or \$178.9 million, the largest share of budgeted departmental expenditures.

Department	Personnel Costs	Supplies/ Services	Grants and/or Restricted Expenditures	Capital Outlay	Internal Services	Total FY 2014-15 Budget
Mayor and Council	\$388,607	\$47,431	0	0	\$(58,251)	\$377,787
City Manager	1,577,190	326,353	2,324,710	0	(177,702)	4,050,551
City Attorney	3,164,222	87,618	284,193	0	(430,084)	3,105,949
City Clerk	507,014	524,820	0	0	66,702	1,098,536
City Court	2,972,427	552,167	1,234,488	0	612,813	5,371,895
Community Development	8,320,828	5,873,557	13,362,044	28,465	661,218	28,246,112
Community Services	18,336,333	4,326,601	2,758,873	1,100	3,181,938	28,604,845
Diversity Office	382,172	87,874	0	0	27,841	497,887
Finance and Technology	14,322,927	10,466,355	0	0	(17,643,710)	7,145,572
Fire	23,911,041	2,302,588	685,793	96,795	1,782,952	28,779,169
Human Resources	3,266,492	278,536	0	0	(178,406)	3,366,622
Internal Audit Office	409,783	6,169	0	0	24,007	439,959
Police	59,633,304	5,157,104	5,159,619	0	9,189,479	79,139,506
Public Works	41,429,319	87,408,688	4,000	7,159,214	3,869,297	139,870,518
Total Departmental	178,621,659	117,445,861	25,813,720	7,285,574	928,094	330,094,908
Debt Service	0	87,360,375	0	0	0	87,360,375
Non-Departmental	(1,070,540)	4,170,784	0	0	31,737	3,131,981
Contingencies	0	10,123,580	0	0	0	10,123,580
Total Operating Budget	177,551,119	219,100,550	25,813,720	7,285,574	959,831	430,710,844
Capital Improvements	0	0	0	0	150,438,466	150,438,466
Total Financial Program	\$177,551,119	\$219,100,550	\$25,813,720	\$7,285,574	\$151,398,297	\$581,149,310

Per Capita Performance

The citywide budget for FY 2014-15 totals \$581.1 million which represents a per capita amount of \$3,601.68.

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 2012-13 Actual	FY 2013-14 Budget	FY 2013-14 Revised	FY 2014-15 Budget
Mayor and Council	\$2.18	\$2.45	\$2.33	\$2.32
City Manager	\$20.51	\$23.81	\$21.85	\$24.85
City Attorney	\$20.89	\$20.77	\$20.65	\$19.05
City Clerk	\$3.10	\$5.22	\$5.44	\$6.74
City Court	\$23.44	\$32.65	\$29.46	\$32.96
Community Development	\$149.69	\$169.55	\$172.25	\$173.29
Community Services	\$145.70	\$159.91	\$157.50	\$175.49
Diversity Office	\$2.70	\$2.87	\$2.72	\$3.05
Finance and Technology	\$40.67	\$41.80	\$44.36	\$43.84
Fire	\$171.30	\$185.72	\$175.15	\$176.56
Human Resources	\$15.24	\$19.46	\$19.14	\$20.65
Internal Audit Office	\$2.38	\$2.53	\$2.63	\$2.70
Police	\$432.60	\$451.92	\$452.88	\$485.51
Public Works	\$713.68	\$811.84	\$807.16	\$858.09
Total Departmental Per Capita	\$1,744.08	\$1,930.51	\$1,913.52	\$2,025.10
Debt Service	\$766.09	\$568.15	\$466.74	\$535.95
Non-Departmental	\$62.35	\$63.64	\$32.25	\$19.21
Contingencies	\$0.00	\$61.03	\$0.00	\$62.11
Total Operating Per Capita	\$2,572.52	\$2,623.53	\$2,413.84	\$2,642.37
Capital Improvements	\$239.63	\$734.75	\$924.77	\$922.92
Total Budget Per Capita	\$2,812.15	\$3,358.07	\$3,337.28	\$3,565.29

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 the 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 throughout in the Performance Budget section of this book.

At their August 2013 annual retreat, the City Council identified and prioritized a number of citywide strategic priorities. Five strategic priorities emerged to guide Tempe over the next three to five years. The Council's efforts to identify its priorities is supported by a citywide leadership development initiative (Leadership Development Program, LDP) that is 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 performance 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.

A list of the City Council's strategic priorities is listed below. The City Council is scheduled to review and update their priorities and committee structure during an August 2014 Council Retreat.

The Tempe City Council is committed to:

1. Ensure Long-Term Financial Stability
2. Pursue Quality Economic Development
3. Maintain High Quality of Life and Services
4. Maintain Commitment to Public Safety
5. Create Innovative/Creative/Fun/Different/Active Atmosphere

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 Council Strategic Priorities Linked By Department

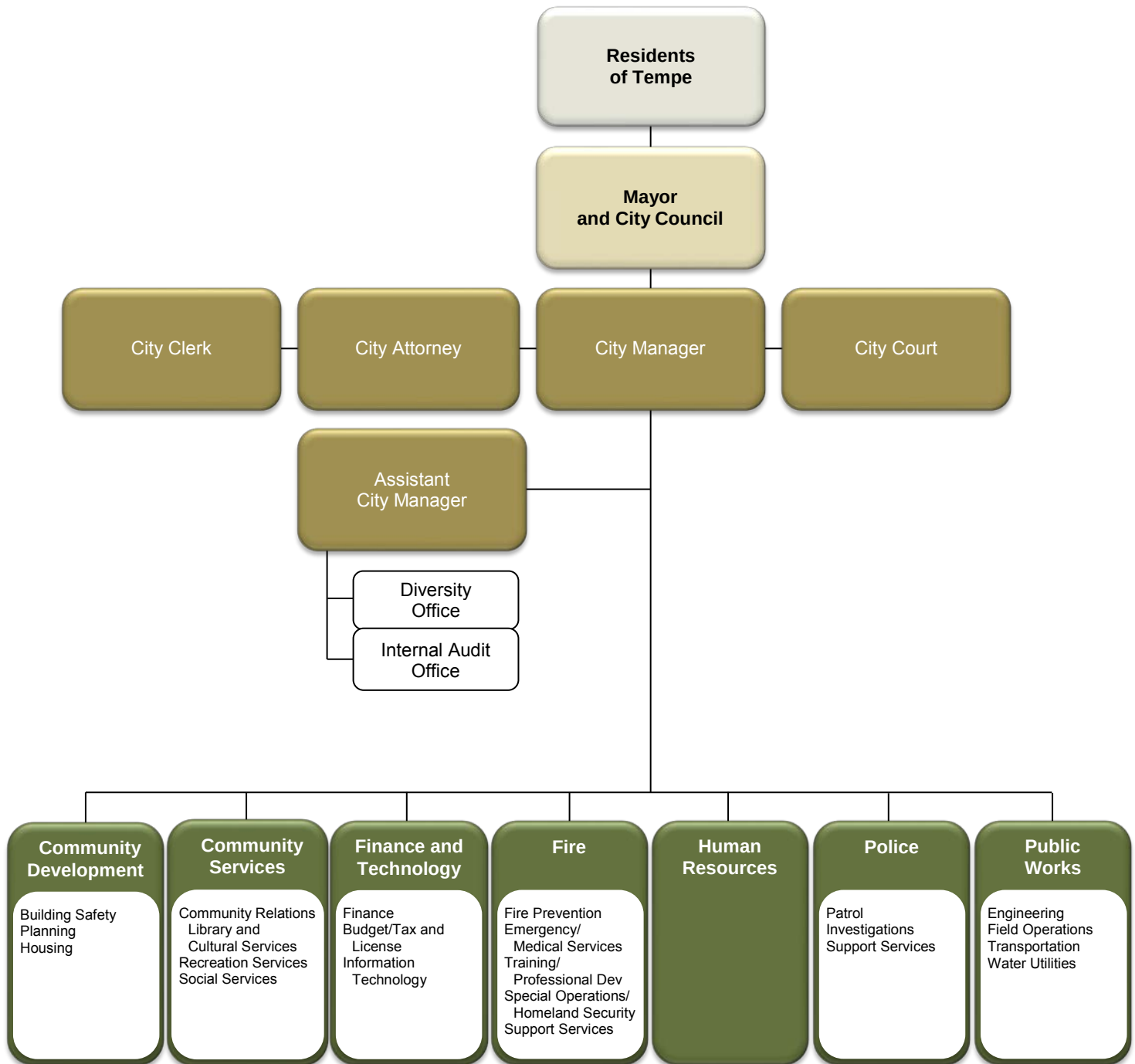
The five strategic priorities generated by the City Council provide the framework to align our top strategic priorities through City Departments in creating goals and objectives that support the City Council's vision and achieve operational and sustainable accountability.

The relationship between departments and related council strategic priorities are identified and embedded in the following Performance Budget section.

Department	STRATEGIC PRIORITY				
	Ensure Long-Term Financial Stability	Pursue Quality Economic Development	Maintain High Quality of Life and Services	Maintain Commitment to Public Safety	Create Innovative/Creative/Fun/Different/Active Atmosphere
Mayor and Council	■	■	■	■	■
City Manager	■	■	■	■	■
City Attorney	■		■		
City Clerk	■				
City Court	■				
Community Development	■	■	■		
Community Services	■		■		■
Diversity Office			■		■
Finance and Technology	■				
Fire	■			■	
Human Resources	■				
Internal Audit Office	■				
Police	■		■	■	
Public Works	■		■	■	■



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 2014-15 Budget Highlights:

- No change in staffing levels

Expenditures by Type	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$397,164	\$400,379	\$404,686	\$388,607
Supplies and Services	31,238	47,431	24,725	47,431
Internal Services	(73,779)	(49,445)	(48,810)	(58,251)
Expenditure Total	\$354,623	\$398,365	\$380,601	\$377,787
Per Capita	\$2.18	\$2.45	\$2.33	\$2.32

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	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

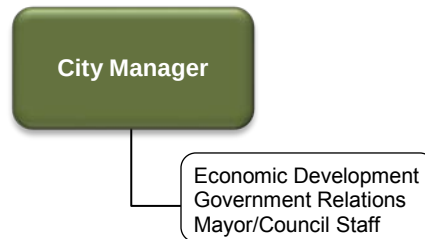
Goal: To enact policy decisions that maximize overall resident satisfaction with life in the City

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

Performance Measure*	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Resident satisfaction with the appearance of the City (%)	88	88	83	88
Resident satisfaction with the image of the City (%)	87	87	84	87
Resident satisfaction with how well City planning growth (%)	61	61	63	65
Resident satisfaction with quality of life in the City (%)	85	85	86	87
Resident satisfaction with the feeling of safety in the City (%)	73	73	76	76
Resident satisfaction with the leadership of elected officials (%)	62	62	60	62
Resident satisfaction with the direction the City is heading (%)	63	63	65	63
Resident satisfaction with opportunities to express ideas/views to the City (%)	60	60	59	60
Resident satisfaction with efforts to keep residents informed on City budget (%)	57	57	55	57
Resident satisfaction with public involvement in the City's decision-making (%)	57	57	52	57

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

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.

Economic Development 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. Government Relations is responsible for the coordination of all state and federal legislative activities. The Mayor/Council staff facilitate communication among the public, city staff, council committees and the Mayor and Council.

FY 2014-15 Budget Highlights:

- No change in staffing levels

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, and are reflected in FY 2013-14 revised estimates.

Expenditures by Type	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$1,640,198	\$1,383,223	\$1,544,311	\$1,577,190
Supplies and Services	170,836	174,821	278,743	326,353
Grants, Donations and/or Restricted Purpose	1,595,019	2,250,000	1,674,710	2,324,710
Internal Services	(76,069)	65,694	56,311	(177,702)
Expenditure Total	\$3,329,984	\$3,873,738	\$3,554,075	\$4,050,551
Per Capita	\$20.51	\$23.81	\$21.85	\$24.85

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
City Manager	4			4			4		
Economic Development				2			2		
Government Relations	1			1			1		
Mayor/Council Staff	4			4			4		
Total	4			11			11		

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Satisfaction with overall quality of City services* (%)	88	90	88	90

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

Related Council Strategic Priority: Pursue Quality Economic Development and Ensure Long-Term Financial Stability**Goal:** To expand, diversify and drive investment in the Tempe economy**Objective:** To expand the tax base and job market in the community

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Opportunities to attract Tempe businesses				
City of Tempe	N/A*	N/A*	50	55
GPEC (Greater Phoenix Economic Council)	N/A*	N/A*	19	21
Jobs generated by new companies	2,336	3,000	3,390	2,000
New businesses brought to Tempe	19	20	17	15
Employment	93,697	95,742	95,742	97,137
Job-to-Resident ratio	57.7	58.8	58.8	59.6

* Opportunities to attract Tempe businesses" begins in the "2013-14 Revised" column. Tracking criteria changed as a result of a restructure within the Community Development/Economic Development Department.

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 2014-15 Budget Highlights:

The approved amount includes the following change:

- Authorized wages to provide legal services for Community Development (\$75,000)

Expenditures by Type	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$2,951,273	\$3,019,659	\$3,001,622	\$3,164,222
Supplies and Services	73,398	91,899	84,411	87,618
Grants, Donations and/or Restricted Purpose	321,925	261,393	269,274	284,193
Internal Services	44,522	5,879	3,694	(430,084)
Expenditure Total	\$3,391,675	\$3,378,830	\$3,359,001	\$3,105,649
Per Capita	\$20.89	\$20.77	\$20.65	\$19.05

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 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	1.00
Total	23	1.75		23	1.75		23	1.75	1.00

Related Council Strategic Priority: Ensure Long-Term Financial Stability and Maintain High Quality of Life and Services**Goal:** To provide prompt legal services**Objective:** To achieve a 98% satisfaction rating from departments responding to the Civil Client Satisfaction Survey

	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Performance Measure				
Departments indicating a positive response to promptness (%)	96	98	98	98

Related Council Strategic Priority: Ensure Long-Term Financial Stability and Maintain High Quality of Life and Services**Goal:** To provide excellent customer service**Objective:** To target 100% satisfaction rating from departments responding to the Civil Client Satisfaction Survey

	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Performance Measure				
Departments indicating a positive response to courteous and approachable services (%)	98	100	98	100

Related Council Strategic Priority: Ensure Long-Term Financial Stability and Maintain High Quality of Life and Services**Goal:** To provide prompt disposal of DUI cases**Objective:** To dispose of 100% of DUI cases within 180 days

	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Performance Measure				
DUI cases disposed of within 180 days (%)	100	100	100	100

Related Council Strategic Priority: Ensure Long-Term Financial Stability and Maintain High Quality of Life and Services**Goal:** To increase victim's rights satisfaction rating**Objective:** To achieve a 90% victim's rights satisfaction rating

	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Performance Measure				
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 2014-15 Budget Highlights:

The approved amount includes the following change:

- Authorized part-time Administrative Assistant position to assist current staff to focus on timeliness of statutorily required duties and special projects (\$24,211); fully offset by a reduction in expenditures

Expenditures by Type	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$374,088	\$413,254	\$453,724	\$507,014
Supplies and Services	106,387	358,000	353,750	524,820
Internal Services	23,383	78,672	77,447	66,702
Expenditure Total	\$503,858	\$849,926	\$884,921	\$1,098,536
Per Capita	\$3.10	\$5.22	\$5.44	\$6.74

	2012-13 Actual			2013-14 Revised			2014-15 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	0.50	
Total	4		0.58	4		0.58	4	0.50	

Related Council Strategic Priority: Ensure Long-Term Financial Stability

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
City department records requests processed within 1 business day (%)	N/A	100	100	100
City Clerk records requests processed within 3 business days (%)	N/A	95	97	95

Related Council Strategic Priority: Ensure Long-Term Financial Stability

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Strategic plan developed and implemented (%)	N/A	100	0	100
Satisfaction survey conducted (%)	N/A	100	0	100

Related Council Strategic Priority: Ensure Long-Term Financial Stability

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Agendas processed on Friday prior to following weeks' meetings (%)	N/A	100	100	100
B & C meeting notices/agendas processed within 1 business day (%)	N/A	100	100	100
Proposed Ordinances published at least 7 days (%)	N/A	100	100	100

Related Council Strategic Priority: Ensure Long-Term Financial Stability

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 3) provide notification of resolutions and ordinances adopted by the City Council by publishing all ordinances/resolutions within three days after City Council approval

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Legal action summaries published within 3 business days (%)	N/A	100	98	100
Meeting minutes included on second subsequent meeting agenda (%)	N/A	95	64	85
Official City documents processed within 3 business days (%)	N/A	100	100	100
Adopted Ordinances/Resolutions codified prior to effective date (%)	N/A	100	100	100
Adopted Ordinances/Resolutions published within 3 days after approval (%)	N/A	100	100	100

Related Council Strategic Priority: Ensure Long-Term Financial Stability

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Applicant information within one week (%)	N/A	100	100	100
Information/Materials within one business day (%)	N/A	95	100	95

Related Council Strategic Priority: Ensure Long-Term Financial Stability

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Paperwork and notification processed within 1 business day (%)	N/A	100	100	100
Campaign finance reports processed within 1 business day (%)	N/A	100	100	100
Election results processed/posted within ½ hour (%)	N/A	100	100	100



Related Council Strategic Priority: Ensure Long-Term Financial Stability

Goal: To provide accurate and timely processing of documents filed with the City's Filing Officer

Objective: To accurately process and distribute documents filed with the City's Filing Officer within one business day; documents include: claims, lawsuits, demands, subpoenas, summons, appeals, and notices

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Documents processed within 1 business day (%)	N/A	100	100	100



City Court

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 2014-15 Budget Highlights:

The approved amount includes the following change:

- Authorized a change in the funding source for a Court Interpreter from the Fill-the-Gap temporary funding to the General Fund; City Court is constitutionally required to interpret and translate written documents in the Spanish language

Expenditures by Type	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$2,639,398	\$2,862,822	\$2,780,369	\$2,972,427
Supplies and Services	459,640	551,782	541,782	552,167
Grants, Donations and/or Restricted Purpose	304,742	1,195,721	781,188	1,234,488
Internal Services	402,071	701,111	689,768	612,813
Expenditure Total	\$3,805,851	\$5,311,436	\$4,793,107	\$5,371,895
Per Capita	\$23.44	\$32.65	\$29.46	\$32.96

	2012-13 Actual			2013-14 Revised			2014-15 Budget		
Authorized Personnel	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: Ensure Long-Term Financial Stability
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

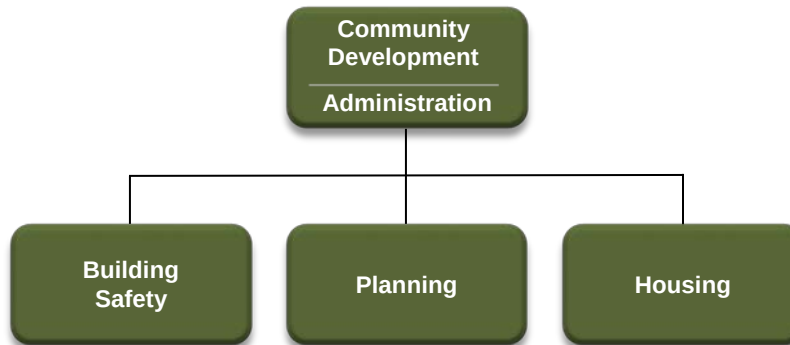
Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Total number of filings*	68,785	69,198	64,392	64,392
Total number of dispositions	69,905	67,814	63,168	63,168
Clearance ratio (%)	100	98	98	98

Related Council Strategic Priority: Ensure Long-Term Financial Stability
Goal: To improve efficiency and effectiveness in the Tempe Municipal Court system's collection process

Objective: To achieve a 78% collection rate of obligations imposed in a given fiscal year

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Total obligations imposed	\$12,794,078	\$9,622,674	\$12,159,690	\$12,159,690
Total payments processed	\$9,982,936	\$8,852,860	\$9,454,446	\$9,454,446
Collection rate (%)	78	92	78	78

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 providing building safety inspections and permitting, planning, code compliance, managing land use, and seeking housing opportunities for the residents of Tempe.

FY 2014-15 Budget Highlights:

The approved amount includes the following changes:

- Authorized one time FY 2014-15 supplemental funding for a contractual development agreement to pay for the City's obligation to pay half of the landscaping improvements associated with the Marina Heights private development near Tempe Town Lake (\$450,000)
- Authorized one time FY 2014-15 supplemental funding for temporary staff to provide plan review, inspection and support services for multiple large construction projects currently in the design stage that will move to the construction phase this year (\$1,033,295)
- Authorized one time FY 2014-15 funding to add four new full time positions and to continue funding three existing temporary positions to support the City's code inspection workload which entails a large number of existing code violations and prevention of future violations (\$347,326)
- Authorized one time FY 2014-15 supplemental funding to pay for the funding deficiency in the Section 8 Administration budget (\$190,000)

Expenditures by Type	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$6,370,339	\$7,711,891	\$6,717,795	\$8,320,828
Supplies and Services	5,105,529	4,404,974	9,023,358	5,873,557
Grants, Donations and/or Restricted				
Purpose	12,465,222	15,141,682	11,881,718	13,362,044
Capital Outlay	11,416	4,400	29,380	28,465
Internal Services	349,546	319,099	369,450	661,218
Expenditure Total	\$24,302,052	\$27,582,046	\$28,021,701	\$28,246,112
Per Capita	\$149.69	\$169.55	\$172.25	\$173.29

Expenditures by Division	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Administration	\$5,421,942	\$4,263,153	\$9,178,042	\$6,549,758
Building Safety	2,512,467	3,493,829	3,265,710	4,551,795
Planning	4,053,503	4,993,754	3,771,916	3,942,417
Housing	12,314,140	14,831,310	11,806,033	13,202,142
Expenditure Total	\$24,302,052	\$27,582,046	\$28,021,701	\$28,246,112

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	8			6			7		
Building Safety	23		0.66	31		5.66	30	0.75	11.66
Planning	30		2.86	26		4.36	25		8.36
Housing	16	1.60		15	1.60		13	1.60	
Total	77	1.60	3.52	78	1.60	10.02	75	2.35	20.02

Community Development

Administration

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.

Expenditures by Type	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$706,357	\$921,323	\$930,420	\$1,020,970
Supplies and Services	4,945,775	3,554,100	8,384,373	5,511,589
Internal Services	(230,190)	(212,270)	(136,751)	17,199
Expenditure Total	\$5,421,942	\$4,263,153	\$9,178,042	\$6,549,758
Per Capita	\$33.40	\$26.21	\$56.42	\$40.18

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	8			6			7		
Total	8			6			7		

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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$2,205,317	\$2,668,034	\$2,659,240	\$4,050,626
Supplies and Services	22,157	401,330	392,960	144,450
Grants, Donations and/or Restricted Purpose	28,081	238,372	30,000	78,017
Capital Outlay	1,552	0	0	0
Internal Services	255,360	186,093	183,510	278,702
Expenditure Total	\$2,512,467	\$3,493,829	\$3,265,710	\$4,551,795
Per Capita	\$15.48	\$21.48	\$20.07	\$27.92

	2012-13 Actual			2013-14 Revised			2014-15 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Building Safety	23		0.66	31		5.66	30	0.75	11.66
Total	23		0.66	31		5.66	30	0.75	11.66

Related Council Strategic Priority: Ensure Long-Term Financial Stability and Maintain High Quality of Life and Services

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Building inspections completed within one day of request (%)	100	100	100	100
Plan reviews processed within agreed time frame (%)	94	95	92	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 (%)	100	100	100	100
Accuracy of front counter activities (%)	94	95	98	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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$3,458,665	\$4,122,534	\$3,128,135	\$3,262,054
Supplies and Services	137,597	449,544	246,025	217,518
Grants, Donations and/or Restricted Purpose	123,001	72,000	45,685	81,885
Capital Outlay	9,864	4,400	29,380	28,465
Internal Services	324,376	345,276	322,691	352,495
Expenditure Total	\$4,053,503	\$4,993,754	\$3,771,916	\$3,942,417
Per Capita	\$24.97	\$30.70	\$23.19	\$24.19

	2012-13 Actual			2013-14 Revised			2014-15 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	26		4.86	25		8.36
Total	30		2.86	26		4.86	25		8.36

Related Council Strategic Priority: Ensure Long-Term Financial Stability and Maintain High Quality of Life and Services

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Days to resolve code violations	38	36	38	36
Code enforcement cases received	5,180	5,380	6,288	7,000
Code enforcement cases closed	5,157	5,210	6,069	6,790
Percent closed	99	97	97	97
Cases per inspector per month	62	74	75	65
Code violation voluntary compliance rate (%)	99	98	98	98

Related Council Strategic Priority: Ensure Long-Term Financial Stability and Maintain High Quality of Life and Services

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%

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Ratio between proactive and reactive code responses	29/61	40/60	40/60	40/60
Resident dissatisfaction with the maintenance of private property in their neighborhood* (%)	40	<40	40	<40
Dissatisfaction of the code enforcement for property maintenance codes (%)	54	<54	58	<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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Grants, Donations and/or Restricted Purpose	\$12,314,140	\$14,831,310	\$11,806,033	\$13,202,142
Expenditure Total	\$12,314,140	\$14,831,310	\$11,806,033	\$13,202,142
Per Capita	\$75.85	\$91.17	\$72.57	\$80.99

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Housing	16	1.60		15	1.60		13	1.60	
Total	16	1.60		15	1.60		13	1.60	

Related Council Strategic Priority: Maintain High Quality of Life and Services

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Decent and affordable owner occupied housing units made available	12	9	9	10
Decent and affordable owner rehabilitated occupied housing units made available	1	2	2	0

Related Council Strategic Priority: Maintain High Quality of Life and Services

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Rental subsidy assistance/Housing Choice Vouchers (HCV) (%)	98	100	95	100
Family Self-Sufficiency (FSS) program participation and initiatives	76	75	77	75
Families graduated from FSS program	3	5	5	2
Homeless services, resources and outreach	443	400	544	450
Units of Supportive Housing Program (SHP) rental subsidy assistance	32	23	23	23
Grants and programs for affordable housing	3	3	3	3

Related Council Strategic Priority: Maintain High Quality of Life and Services

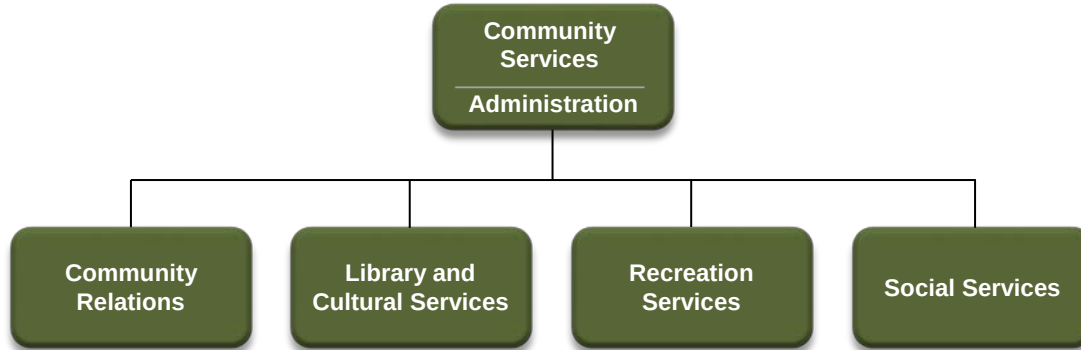
Goal: To increase homeownership within the City, revitalize and preserve neighborhoods, and help low and moderate income families build wealth through their investment in homeownership

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Households becoming homeowners with HOME funding	9	10	10	10
Families receiving U.S. Department of Housing and Urban Development (HUD) housing counseling	150	120	120	150



Community Services



Purpose:

To serve the community, elected officials and City departments by delivering Tempe's message and information to the public, and provide quality cultural, recreational, and social services to our residents.

Description:

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

FY 2014-15 Budget Highlights:

The approved amount includes the following changes:

- Authorized General Fund (GF) funding for additional library staff to allow the library to increase the hours it is open to the public (\$112,000): funding is for FY 2014-15 only
- Authorized General Fund (GF) funding for a permanent Administrative Assistant position for the Recreation division; funding was offset by a reduction in the division's wages budget (\$47,187)
- Authorized GF funding for a permanent Assistant Recreation Coordinator position for the Aquatics program in the Recreation division; funding was offset by a reduction in the division's wages budget (\$58,817)
- Authorized GF funding to increase the Recreation division's sports officials contract; funding was offset by a budgeted increase in revenue to be derived from increased program registration (\$30,000)
- Authorized GF funding for wages to ensure staff provision of city services at the North Tempe Multigenerational Center; funding was offset by a like reduction in the City's non departmental budget (\$60,000)
- Authorized GF funding for wages and additional contracted supervision services for court ordered mandates and treatment services in the Social Services division; funding was offset by additional program revenue (\$147,000)
- Authorized Performing Arts Fund (PAF) funding for a permanent Box Office Assistant position to address increased volume of ticketed events at the Tempe Center for the Arts (TCA) under the Library and Cultural Services division; partially offset by a reduction in the TCA materials and supplies budget (\$55,685)
- Authorized PAF funding for the wages at the TCA to respond to client inquiries and process rental agreements in a timely manner (\$47,403)
- Authorized PAF funding for a permanent TCA Marketing Specialist position to increase visibility and build on the public perception of the TCA (\$117,119)
- Authorized funding split equally between the Water / Wastewater Fund (WWF) and the Transit Fund for a Public Information Officer position in the Community Relations division to cover water / wastewater and transportation and streets communication (\$84,620)
- Authorized in WWF funding for wages to provide city services at the North Tempe Multigenerational Center under the Social Services division (\$20,738)

Expenditures by Type	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$15,633,490	\$16,155,056	\$16,823,668	\$18,336,333
Supplies and Services	3,627,080	4,216,822	4,085,949	4,326,601
Grants, Donations and/or Restricted Purpose	1,232,204	2,495,268	1,585,333	2,758,873
Capital Outlay	37,179	2,600	1,100	1,100
Internal Services	3,124,864	3,144,081	3,125,993	3,181,938
Expenditure Total	\$23,654,817	\$26,013,827	\$25,622,043	\$28,604,845
Per Capita	\$145.70	\$159.91	\$157.50	\$175.49

Expenditures by Division	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Administration	\$825,266	\$1,373,373	\$1,599,828	\$1,801,015
Community Relations	1,877,039	2,952,546	2,132,141	3,245,919
Library and Cultural Services	6,278,848	6,549,640	6,116,084	7,067,359
Recreation Services	6,614,523	6,824,452	6,954,270	7,154,356
Social Services	8,059,141	8,313,816	8,819,720	9,336,196
Expenditure Total	\$23,654,817	\$26,013,827	\$25,622,043	\$28,604,845

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	5		0.52	7		0.52	6		0.52
Community Relations	18		1.34	19		1.34	21		1.34
Library and Cultural Services	39	2.50	21.36	39	2.50	21.36	38	3.00	24.36
Recreation Services	28	2.25	70.18	25	2.25	70.18	29	2.25	74.28
Social Services	44	1.75	73.63	51	1.75	73.63	51	1.75	74.13
Total	134	6.50	167.03	141	6.50	167.03	145	7.00	174.63

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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$321,422	\$429,106	\$764,496	\$852,056
Supplies and Services	49,780	49,803	49,803	48,889
Grants, Donations and/or Restricted Purpose	74,452	192,797	94,500	232,400
Capital Outlay	92	100	100	0
Internal Services	379,520	701,567	690,929	667,670
Expenditure Total	\$825,266	\$1,373,373	\$1,599,828	\$1,801,015
Per Capita	\$5.08	\$8.44	\$9.83	\$11.05

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	5		0.52	7		0.52	6		0.52
Total	5		0.52	7		0.52	6		0.52

Community Services

Community Relations

The Neighborhood Services program 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. Communication and Media Relations 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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$1,318,674	\$1,282,224	\$1,303,583	\$1,846,913
Supplies and Services	371,220	774,514	676,698	813,714
Grants, Donations and/or Restricted Purpose	6,031	774,492	32,033	762,907
Internal Services	181,114	121,316	119,827	(177,615)
Expenditure Total	\$1,877,039	\$2,952,546	\$2,132,141	\$3,245,919
Per Capita	\$11.56	\$18.15	\$13.11	\$19.91

	2012-13 Actual			2013-14 Revised			2014-15 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Community Relations	18		1.34	19		1.34	21		1.34
Total	18		1.34	19		1.34	21		1.34

Related Council Strategic Priority: Maintain High Quality of Life and Services and Ensure Long-Term Financial Stability

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 35% self service via mobile app and web forms

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Participating households	38,773	39,160	39,067	39,450
Percent change		1%	(.2%)	1%
Grant applications received	20	25	26	25
Neighborhood association mailings	43,184	40,000	52,500	45,000
Neighborhood association meetings attended (percent of total) (%)	98	95	98	95
Tempe 311 self service requests (%)	N/A	30	38	35

Related Council Strategic Priority: Ensure Long-Term Financial Stability

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Resident satisfaction with the availability of information about City programs and services* (%)	N/A	70	64	70
Tempe Forum subscribers	N/A	248	809	1,000
Enotification subscribers	N/A	30,000	30,144	32,000
Page views for whole website (millions)	N/A	6.0	5.5	6.0
Twitter followers on main City account	N/A	8,500	12,600	15,000
Facebook likes on main City account	N/A	4,500	4,783	5,000
YouTube views on main City channel	N/A	75,113	84,588	77,000
Granicus video on demand views	N/A	7,000	8,204	8,000

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

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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$3,973,432	\$4,208,795	\$3,992,519	\$4,372,008
Supplies and Services	1,064,781	1,236,191	1,191,963	1,237,444
Grants, Donations and/or Restricted Purpose	126,130	242,336	79,840	300,042
Capital Outlay	15,398	0	0	1,100
Internal Services	1,099,107	862,318	851,762	1,156,465
Expenditure Total	\$6,278,848	\$6,549,640	\$6,116,084	\$7,067,359
Per Capita	\$38.67	\$40.26	\$37.60	\$43.36

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Library and Cultural Services	39	2.50	21.36	39	2.50	21.36	38	3.00	24.36
Total	39	2.50	21.36	39	2.50	21.36	38	3.00	24.36

Related Council Strategic Priority: Maintain High Quality of Life and Services and Ensure Long-Term Financial Stability

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Satisfaction with quality of library services* (%)	87	90	90	90
Library visitors (door count)	767,787	800,000	707,132	750,000
Percent change		4.2%	(11.6%)	6.0%
Registered borrowers	140,708	143,000	143,018	143,000
Circulation	939,099	950,000	814,199	930,000
Percent change		1.2%	(14.3%)	14.2%
Public Computer Usage	168,873	175,000	165,297	170,000
Library FTE per 1,000 population	0.22	0.22	0.22	0.25
Circulation per capita	5.83	5.87	5.06	5.57

*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: Maintain High Quality of Life and Services and Ensure Long-Term Financial Stability

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Quantified levels of satisfaction reported by visitors and volunteers on evaluation forms (%)	90	90	90	90
Objects catalogued	4,355	4,000	4,000	4,000
Visitors to Historical Museum and Peterson House	27,627	26,000	26,000	27,000

Related Council Strategic Priority: Maintain High Quality of Life and Services, Ensure Long-Term Financial Stability and Create Innovative/Creative/Fun/Different/Active Atmosphere

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 85% or greater level of satisfaction by attendees; and 2) increase entertainment events and arts opportunities for audiences and visual performing artists

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Satisfaction reported by residents on the annual Tempe Community Survey (%)	78	80	82	85
Maintain the current schedule of free, high-quality, diverse arts events and opportunities	120	120	131	135
Increase ticket sales to Tempe Center for the Arts-produced entertainment events	700	3,000	4,595	6,000

Community Services

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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$4,322,959	\$4,241,519	\$4,442,708	\$4,499,768
Supplies and Services	1,448,362	1,409,776	1,420,947	1,446,138
Grants, Donations and/or Restricted				
Purpose	179,670	378,637	276,529	456,228
Capital Outlay	5,816	2,500	1,000	0
Internal Services	657,716	792,020	813,086	752,222
Expenditure Total	\$6,614,523	\$6,824,452	\$6,954,270	\$7,154,356
Per Capita	\$40.74	\$41.95	\$42.75	\$43.89

	2012-13 Actual			2013-14 Revised			2014-15 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Recreation Services	28	2.25	70.18	25	2.25	70.18	29	2.25	74.28
Total	28	2.25	70.18	25	2.25	70.18	29	2.25	74.28

Related Council Strategic Priority: Create Innovative/Creative/Fun/Different/Active Atmosphere, Maintain High Quality of Life and Services, and Ensure Long-Term Financial Stability

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
<i>Programs</i>				
Satisfaction with recreation programs and services* (%)	75	80	78	80
Quality of City swimming pools and programs* (%)	57	60	55	60
<i>Facilities</i>				
Quality of City recreation centers* (%)	70	75	75	75
<i>Community Involvement</i>				
Annual volunteer hours for all City programs	148,000	146,000	146,000	146,000
<i>Service Enhancing Technologies</i>				
Online registrations (%)	50	50	52	50
Community Services E-newsletter subscriptions	N/A	8,800	10,000	11,000
Community Services Facebook posts	407	1,100	778	850
Community Services Facebook views	316,431	346,000	347,130	364,500
<i>Costs + Revenue</i>				
Operating and Maintenance Cost per capita	\$35.33	\$36.02	\$35.61	\$36.48
Recreation revenue	\$3,481,224	\$3,010,727	\$3,449,150	\$3,053,227
Recreation revenue as a percent of expenditures (%)	59	52	60	51

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

Community Services

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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$5,697,003	\$5,993,412	\$6,320,362	\$6,765,588
Supplies and Services	692,937	746,538	746,538	780,416
Grants, Donations and/or Restricted Purpose	845,921	907,006	1,102,431	1,006,996
Capital Outlay	15,873			
Internal Services	807,407	666,860	650,389	783,196
Expenditure Total	\$8,059,141	\$8,313,816	\$8,819,720	\$9,336,196
Per Capita	\$49.64	\$51.11	\$54.22	\$57.28

	2012-13 Actual			2013-14 Revised			2014-15 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Social Services	44	1.75	73.63	51	1.75	73.63	51	1.75	74.13
Total	44	1.75	73.63	51	1.75	73.63	51	1.75	74.13

Related Council Strategic Priority: Maintain High Quality of Life and Services

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Overall customer approval rating for the Escalante Early Education Program (%)	96	90	90	90
Overall customer approval rating for the Escalante Summer Camp Program (%)	94	90	90	90

Related Council Strategic Priority: Maintain High Quality of Life and Services

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 85% of the clients served respond favorably to the services provided by Care 7

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Victims satisfied with services (%)	85	80	85	85
Care 7 clients reporting satisfaction with services (%)	85	85	85	85

Related Council Strategic Priority: Maintain High Quality of Life and Services

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)

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Parent evaluation survey results measures indicate "very satisfied" with the Kid Zone Enrichment Program (%)	80	80	80	80
National accreditation evaluation survey results of "very satisfied" with the Kid Zone Enrichment Program (%)	80	80	80	80

Related Council Strategic Priority: Maintain High Quality of Life and Services

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%

Performance Measure	2011-12 Actual	2012-13 Budget	2012-13 Revised	2013-14 Budget
New program participants	3,750	4,000	4,000	4,000
Successful program completion (%)	80	80	80	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 2014-15 Budget Highlights:

- No change in staffing levels

Expenditures by Type	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$335,666	\$365,313	\$330,511	\$382,172
Supplies and Services	73,818	77,874	87,874	87,874
Capital Outlay	44	0	0	0
Internal Services	28,598	24,114	23,808	27,841
Expenditure Total	\$438,126	\$467,301	\$442,193	\$497,887
Per Capita	\$2.70	\$2.87	\$2.72	\$3.05

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Diversity	2	1.25		2	1.25		2	1.25	
Total	2	1.25		2	1.25		2	1.25	

Related Council Strategic Priority: Maintain High Quality of Life and Services and Create Innovative/Creative/Fun/Different/Active Atmosphere

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Residents' satisfaction with overall efforts to promote diversity* (%)	67	70	72	70
EEOC complaints	4	<3	2	<3
Successfully remediate employee safe havens/consultations (%)	80	80	90	80
Successfully remediate community concerns/consultations (%)	90	85	90	85

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

Related Council Strategic Priority: Maintain High Quality of Life and Services and Create Innovative/Creative/Fun/Different/Active Atmosphere

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Attendants rating events above average or higher (%)	95	95	95	95

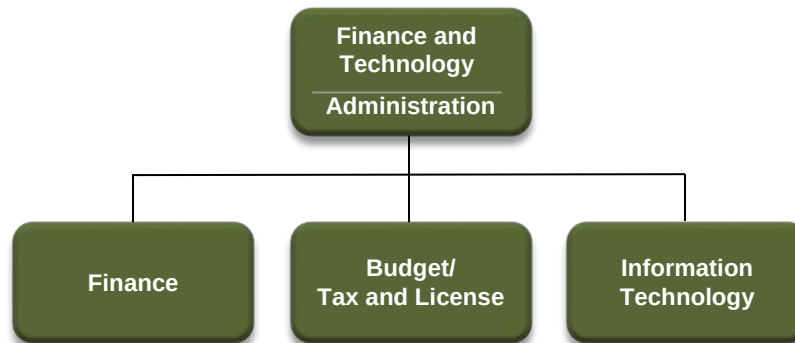
Related Council Strategic Priority: Maintain High Quality of Life and Services and Create Innovative/Creative/Fun/Different/Active Atmosphere

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
New ADA program completion (1) (%)	90	90	90	90
Successfully remediate community concerns/consultations (%)	80	80	90	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 2014-15 Budget Highlights:

The approved amount includes the following changes:

- Authorized funding for a Printer Management Tool that provides hardware and software capabilities to manage printing functions throughout the city (\$22,000); addition of this tool facilitated a reduction of \$59,784 from various departments' equipment and machine rental budgets, thereby translating into a net operating budget impact of -\$37,784
- Authorized funding from the Water / Wastewater fund for contracted services and training for the City's new utility billing system: Customer Care and Billing (CC&B) (\$100,000)
- Authorized funding for hardware and software maintenance required by the City Regional Radio System Maintenance and Replacement project under the Capital Improvements Program (CIP) (\$84,000)
- Authorized contracted services required as a result of the Desktop Technology Refresh project under the CIP (\$50,000)

Expenditures by Type	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$12,777,226	\$13,110,004	\$13,378,568	\$14,322,927
Supplies and Services	9,871,444	11,121,367	11,162,764	10,466,355
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	34,875	30,000	800	0
Internal Services	(16,080,521)	(17,460,849)	(17,325,521)	(17,643,710)
Expenditure Total	\$6,603,024	\$6,800,522	\$7,216,611	\$7,145,572
Per Capita	\$40.67	\$41.80	\$44.36	\$43.84

Expenditures by Division	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Administration	\$160,081	\$164,965	\$420,830	\$350,670
Finance	4,712,159	4,570,209	4,787,642	4,770,363
Budget/Tax and License	1,730,784	2,065,348	2,008,139	2,024,539
Information Technology	*	*	*	*
Expenditure Total	\$6,602,024	\$6,800,522	\$7,216,611	\$7,145,572

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

	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Administration	2			2			2		
Finance	44	0.50		49	0.50		49	0.50	
Budget/Tax and License	20			20			20		
Information Technology	65			67			70		
Total	131	0.50		138	0.50		141	0.50	

Finance and Technology

Administration

Administration is responsible for the overall management of the department.

	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Expenditures by Type				
Personnel Costs	\$306,034	\$308,926	\$565,013	\$506,061
Supplies and Services	3,357	10,586	10,586	10,586
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	0	0	0	0
Internal Services	(149,310)	(154,547)	(154,769)	(165,977)
Expenditure Total	\$160,081	\$164,965	\$420,830	\$350,670
Per Capita	\$0.99	\$1.01	\$2.59	\$2.15

	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Administration	2			2			2		
Total	2			2			2		

Related Council Strategic Priority: Ensure Long-Term Financial Stability

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Administration				
Fund balance coverage - General Fund (%)	31	29	33	27
General obligation bond rating (Standard & Poor's/Moody's/Fitch)	AAA/Aa1/AAA	AAA/Aa1/AAA	AAA/Aa1/AAA	AAA/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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$3,797,497	\$3,857,784	\$4,106,224	\$4,360,843
Supplies and Services	4,855,707	5,562,783	5,594,980	5,891,837
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	1,644	30,000	0	0
Internal Services	(3,942,689)	(4,880,358)	(4,913,562)	(5,482,317)
Expenditure Total	\$4,712,159	\$4,570,209	\$4,787,642	\$4,770,363
Per Capita	\$29.02	\$28.09	\$29.43	\$29.27

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Finance	44	0.50		49	0.50		49	0.50	
Total	44	0.50		49	0.50		49	0.50	

Related Council Strategic Priority: Ensure Long-Term Financial Stability

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Unqualified opinion from independent auditor	Yes	Yes	Yes	Yes
GFOA Certificate of Excellence	Yes	Yes	Yes	Yes

Related Council Strategic Priority: Ensure Long-Term Financial Stability

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Compare the purchase order dispatch date/invoice date (%)	86	90	90	90

Related Council Strategic Priority: Ensure Long-Term Financial Stability**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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Claims investigated within 7 days (%)	100	100	100	100
Workers' Compensation claims	\$1,225,000	\$1,000,000	\$1,200,000	\$1,200,000
Percent change		(18%)	20%	0
Subrogation recovery totals	\$151,000	\$200,000	\$125,000	\$200,000
Percent change		33%	(38%)	60%

Related Council Strategic Priority: Ensure Long-Term Financial Stability**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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Lower cost purchases made through annual contracts (%)	82	90	84	90
Conformity to American Bar Association Model Procurement Code (%)	100	100	100	100

Related Council Strategic Priority: Ensure Long-Term Financial Stability**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%

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Monthly call center reports (average speed answered in seconds)	N/A*	58	58	58
Monthly call center reports (abandoned call rate) (%)	N/A*	<5.8	<5.8	<5.8

*Unable to retrieve data due to system failure and unable to analyze data

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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$1,772,155	\$1,821,097	\$1,770,240	\$1,845,551
Supplies and Services	68,429	65,600	64,800	67,361
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	736	0	800	0
Internal Services	(110,536)	178,651	172,299	111,627
Expenditure Total	\$1,730,784	\$2,065,348	\$2,008,139	\$2,024,539
Per Capita	\$10.66	\$12.70	\$12.34	\$12.42

	2012-13 Actual			2013-14 Revised			2014-15 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: Ensure Long-Term Financial Stability

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Overall satisfaction with service (%)	95	95	96	96

Related Council Strategic Priority: Ensure Long-Term Financial Stability

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) 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"

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Recovery ratio	2.39	2.00	4.87	2.00
Non-protested tax audit findings (%)	>99	95	>99	95
Protested findings upheld (%)	N/A	90	N/A	90
Overall customer service rating	4.60	4.50	4.86	4.50

Related Council Strategic Priority: Ensure Long-Term Financial Stability**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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Reports issued within four working days (%)	100	100	100	100

Related Council Strategic Priority: Ensure Long-Term Financial Stability**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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Returns entered within four business days (%)	87	100	89	100

Related Council Strategic Priority: Ensure Long-Term Financial Stability**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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Percent of average monthly non-filer (%)	8.64	<5	7.65	<5
90 to 120 receivables (%)	0.64	<1	0.46	<1
150 to 360 receivables (%)	0.52	<0.50	0.54	<0.50

Related Council Strategic Priority: Ensure Long-Term Financial Stability**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"

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Overall customer service rating	4.4	4.5	4.5	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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$6,901,540	\$7,122,197	\$6,937,091	\$7,810,472
Supplies and Services	4,943,951	5,482,398	5,492,398	6,160,757
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	32,495	0	0	0
Internal Services	(11,877,986)	(12,604,595)	(12,429,489)	(13,971,229)
Expenditure Total	\$0	\$0	\$0	\$0
Per Capita*	\$73.16	\$77.48	\$76.41	\$85.71

* Based on total budget prior to Internal Services credit.

	2012-13 Actual			2013-14 Revised			2014-15 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Information Technology	65			67			70		
Total	65			67			70		

Related Council Strategic Priority: Ensure Long-Term Financial Stability

Goal: To provide prompt response to computer system problems

Objective: 1) To assure customers are satisfied or extremely satisfied with Information Technology's support based upon customer survey tool electronically delivered when a service request is closed; 2) maintain 75% first call resolution rate (FCRR) will meet or exceed industry standard established benchmark organizations supporting similar sized user base for Incident Management and Request Fulfillment; and 3) maintain or exceed a 90% closed by due date set by Information Technology and customer

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Customer satisfaction (%)	97	95	95	95
Request Fulfillment FCRR (%)	N/A	75	75	75
Incident Management FCRR (%)	N/A	50	50	50
Close by Due Date (%)	N/A	90	90	90

Related Council Strategic Priority: Ensure Long-Term Financial Stability

Goal: To minimize system downtime

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
PC to server response time during peak traffic load (milliseconds)	1	5	5	5

Related Council Strategic Priority: Ensure Long-Term Financial Stability

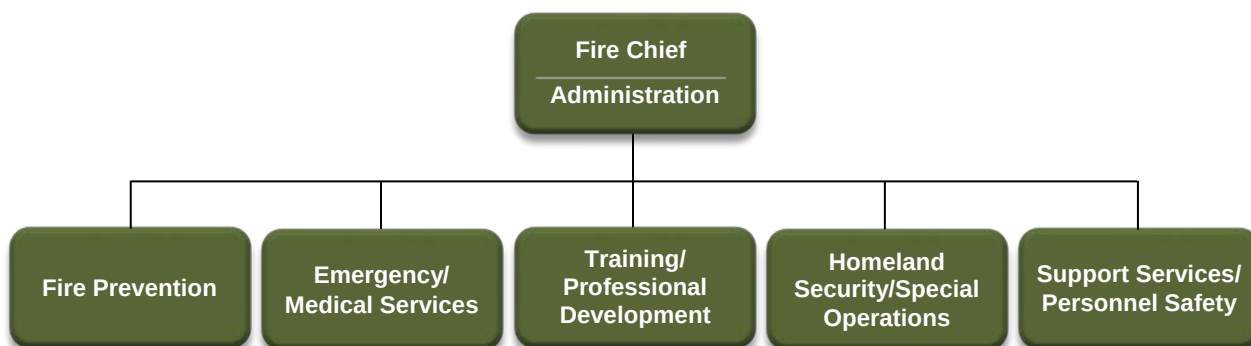
Goal: To provide prompt computer response time

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Network access availability for voice and data (%)	99.81	99.95	99.95	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 2014-15 Budget Highlights:

The approved amount includes the following change:

- Authorized a Fire Inspector position to be assigned to existing building inspections, special events, complaint, and fire investigations (\$75,000)

Expenditures by Type	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$22,954,349	\$25,341,407	\$24,165,535	\$23,911,041
Supplies and Services	2,239,220	2,293,123	2,308,612	2,302,588
Grants, Donations and/or Restricted Purpose	1,035,916	1,034,445	654,966	685,793
Capital Outlay	55,275	93,400	72,000	96,795
Internal Services	1,526,315	1,450,731	1,291,334	1,782,952
Expenditure Total	\$27,811,075	\$30,213,106	\$28,492,447	\$28,779,169
Per Capita	\$171.30	\$185.72	\$175.15	\$176.56

Expenditures by Division	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Administration/Fire Prevention	\$3,181,795	\$3,812,975	\$3,737,850	\$3,450,365
Emergency/Medical Services	20,332,260	22,439,991	21,371,442	22,272,412
Training/Professional Development	518,488	620,270	634,652	478,353
Homeland Security/Special Operations	1,351,654	1,239,289	786,386	693,166
Support Services/Personnel Safety	2,426,878	2,100,581	1,962,117	1,884,873
Total	\$27,811,075	\$30,213,106	\$28,492,447	\$28,779,169

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration/Fire Prevention	20			8			8		
Emergency/Medical Services	150			143			143		
Training/Professional Development	3			2			2		
Homeland Security/Special Operations	3			2			2		
Support Services/Personnel Safety	5	1.00		1			1		
Total	181	1.00		156			156		

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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$2,118,291	\$2,496,072	\$2,608,068	\$2,062,261
Supplies and Services	217,849	192,998	181,029	191,257
Grants, Donations and/or Restricted				
Purpose	60,248	83,121	415	24,128
Capital Outlay	0	0	0	1,600
Internal Services	780,158	1,040,784	948,338	1,171,119
Expenditure Total	\$3,176,546	\$3,812,975	\$3,737,850	\$3,450,365
Per Capita	\$19.57	\$23.44	\$22.98	\$21.17

	2012-13 Actual			2013-14 Revised			2014-15 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			8			8		
Total	20			8			8		

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

Goal: To provide high quality cost efficient fire services

Objective: 1) To efficiently manage resources to meet the needs of residents with 9.45 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; 3) maintain daily minimum firefighter staff level at 42; and 4) increase the number of fire inspections by 3%

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Firefighters per capita (10,000)	10.00	9.47	9.47	9.45
Fire stations per square mile	0.15	0.15	0.15	0.15
Resident satisfaction with the quality of local fire service* (%)	84	90	86	90
Daily minimum firefighter staffing level	42	42	42	42
Fire Inspector's inspections	N/A	N/A	2,421	2,500
Percent change	N/A	N/A	N/A	3%
Commercial structures inspected annually (%)	N/A	N/A	N/A	11.5
Code violations abated (%)	N/A	N/A	N/A	95
Code inspections per inspector/sq. ft.	N/A	N/A	N/A	163/1,888,416

*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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$19,293,973	\$21,126,105	\$20,202,360	\$20,892,788
Supplies and Services	837,217	822,549	817,394	882,229
Grants, Donations and/or Restricted Purpose	151,043	471,217	279,688	402,200
Capital Outlay	55,275	93,400	72,000	95,195
Expenditure Total	\$20,337,508	\$22,513,271	\$21,371,442	\$22,272,412
Per Capita	\$125.27	\$138.39	\$131.37	\$136.64

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Emergency/Medical Services	150			143			143		
Total	150			143			143		

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

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

Objective: To respond to safe emergency responses under 4:10 minutes; and 2) maintain mutual aid received/given levels

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Average emergency response time in minutes (from call receipt to arrival in minutes)*	4:06	4:10	4:08	4:10
Total response time at the 90 th percentile**	8:05	8:05	8:02	8:05
Total calls per capita (1,000)	151	144	155	157
Percent change		(4.7%)	7.6%	2.0%
Tempe Fire response call type				
Fire	1,959	N/A	2,047	2,129
EMS-ALS/BLS	17,759	N/A	18,104	18,828
Other	2,054	N/A	2,588	2,691
Mutual aid				
Received	3,170	N/A	3,200	3,250
Given	2,778	N/A	2,870	2,920

*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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$470,604	\$465,360	\$497,382	\$401,449
Supplies and Services	47,884	154,910	137,270	76,904
Expenditure Total	\$518,488	\$620,270	\$634,652	\$478,353
Per Capita	\$3.19	\$3.81	\$3.90	\$2.93

	2012-13 Actual			2013-14 Revised			2014-15 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Training/Professional Development	3			2			2		
Total	3			2			2		

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

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 to 15%

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Companies completing minimum standards evaluations (%)	100	100	100	100
Annual percentage of firefighter injuries (%)	16	17	15	15

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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$474,748	\$631,005	\$359,226	\$378,804
Supplies and Services	52,282	54,897	52,297	54,897
Grants, Donations and/or Restricted Purpose	824,624	480,107	374,863	259,465
Expenditure Total	\$1,351,654	\$1,166,009	\$786,386	\$693,166
Per Capita	\$8.33	\$7.17	\$4.83	\$4.25

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Homeland Security/Special Ops	3			2			2		
Total	3			2			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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$596,733	\$622,865	\$498,499	\$175,739
Supplies and Services	1,083,988	1,067,769	1,120,622	1,097,301
Internal Services	746,157	409,947	342,996	611,833
Expenditure Total	\$2,426,878	\$2,100,581	\$1,962,117	\$1,884,873
Per Capita	\$14.95	\$12.91	\$12.06	\$11.56

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 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		1			1		
Total	5	1.00		1			1		

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

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

Objective: 1) To increase preventive maintenance inspections by 36%; and 2) target 100% maintenance completion within the preventive maintenance (PM) schedule

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Preventive maintenance inspections	209	288	211	288
Percent change		38%	(27%)	36%
Completed within PM schedule (%)	73	100	73	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 2014-15 Budget Highlights:

- No change in staffing levels

Expenditures by Type	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$2,869,592	\$3,107,009	\$3,221,974	\$3,266,492
Supplies and Services	221,969	306,231	256,231	278,536
Capital Outlay	1,494	0	0	0
Internal Services	(619,217)	(248,322)	(363,920)	(178,406)
Expenditure Total	\$2,473,838	\$3,164,918	\$3,114,285	\$3,366,622
Per Capita	\$15.24	\$19.46	\$19.14	\$20.65

	2012-13 Actual*			2013-14 Revised			2014-15 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: Ensure Long-Term Financial Stability

Goal: To strive to retain a stable workforce

Objective: To maintain an annual turnover rate of less than 7.0%

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Employee turnover rate (%)	6.0	7.4	7.3	7.0

Related Council Strategic Priority: Ensure Long-Term Financial Stability**Goal:** To minimize the escalating costs of providing employee health benefits**Objective:** To maintain an annual medical plan cost increase of less than 7%; and 2) maintain 80% employee participation rate in the City's Wellness Program

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Medical plan cost increase (%)	7.5	10.0	6.6	<7.0
Wellness program participation (%)	80	90	78	80

Related Council Strategic Priority: Ensure Long-Term Financial Stability**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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Applicants per internal recruitment	N/A	8	13	10
Applicants per external recruitment	N/A	70	97	85

Related Council Strategic Priority: Ensure Long-Term Financial Stability**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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Employee participation (%)	100	100	95	100

Related Council Strategic Priority: Ensure Long-Term Financial Stability**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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Workforce within two percent points of each six race categories (6/6)	4/6	5/6	4/6	5/6

Related Council Strategic Priority: Ensure Long-Term Financial Stability**Goal:** To utilize learning to support the City's mission, values, strategic initiatives and develop a stable, capable workforce**Objective:** To maintain an 85% knowledge, skills improvement rate among participants

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Participants who rated improved knowledge, skills and competence as a result of TLC training and development programming (%)	91	85	86	85

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 2014-15 Budget Highlights:

- No change in staffing levels

Expenditures by Type	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$354,949	\$387,969	\$404,504	\$409,783
Supplies and Services	5,407	5,540	5,540	6,169
Internal Services	25,735	18,594	18,310	24,007
Expenditure Total	\$386,091	\$412,103	\$428,354	\$439,959
Per Capita	\$2.38	\$2.53	\$2.63	\$2.70

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Internal Audit	3		0.45	3	0.50		3	0.50	
Total	3		0.45	3	0.50		3	0.50	

Related Council Strategic Priority: Ensure Long-Term Financial Stability

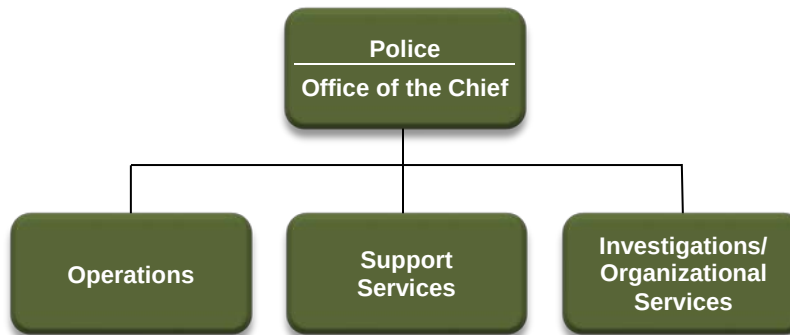
Goal: To achieve the City's mission by evaluating operations and encouraging the use of cost-effective internal controls

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, 100% of the time

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Completion of planned audits (%)	75	90	85	90
Support of recommendations (%)	100	95	100	95
Average score on customer surveys (out of 5)	4.2	4.5	4.5	4.5
Response to management's requests (%)	100	100	100	100
Maintenance of the contract database (%)	100	95	100	100



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 Investigations/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 2014-15 Budget Highlights:

The approved amount includes the following changes:

- Authorized software maintenance and data storage required by the Digital Evidence System project under the Capital Improvements Program (CIP) (\$110,025); funded by the General Fund (\$10,025) and RICO Grant Fund (\$100,000)
- Authorized funding for information technology administration in support of the CAD/RMS/FRWS System project under the CIP (\$245,000)

Expenditures by Type	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$53,813,330	\$56,030,428	\$58,607,895	\$59,633,304
Supplies and Services	4,238,221	4,929,246	4,469,175	5,157,104
Grants, Donations and/or Restricted Purpose	3,921,049	4,970,020	3,191,374	5,159,619
Capital Outlay	34,346	0	0	0
Internal Services	8,227,332	7,587,079	7,404,367	9,189,479
Expenditure Total	\$70,234,228	\$73,516,773	\$73,672,811	\$79,139,506
Per Capita	\$432.60	\$451.92	\$452.88	\$485.51

Expenditures by Division	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Office of the Chief	\$2,041,631	\$2,058,520	\$3,535,527	\$4,054,995
Operations	35,362,490	36,490,498	36,297,060	39,129,697
Support Services	8,396,481	9,060,714	8,785,038	9,401,931
Investigations/Organizational Services	24,433,626	25,907,041	25,055,186	26,552,883
Total	\$70,234,228	\$73,516,773	\$73,672,811	\$79,139,506

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 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	226		3.29	225		3.29	226		3.29
Support Services	97		1.00	97		1.00	97		1.00
Investigations/Organizational Services	164		1.96	165		1.96	164		1.96
Total	491		6.25	491		6.25	491		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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$750,963	\$694,276	\$2,193,946	\$2,009,906
Supplies and Services	44,593	7,568	7,568	7,568
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	565	0	0	0
Internal Services	1,245,510	1,356,676	1,334,013	2,037,521
Expenditure Total	\$2,041,631	\$2,058,520	\$3,535,527	\$4,054,995
Per Capita	\$12.58	\$12.65	\$21.73	\$24.88

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 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		
Total	4			4			4		

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Overall quality of local police services* (%)	82	80	81	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, and Traffic 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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$26,340,091	\$27,050,202	\$28,871,355	\$29,007,454
Supplies and Services	336,593	421,186	460,108	394,950
Grants, Donations and/or Restricted Purpose	3,808,870	4,841,483	2,930,602	4,931,507
Capital Outlay	16,698	0	0	0
Internal Services	4,860,238	4,177,627	4,034,995	4,795,786
Expenditure Total	\$35,362,490	\$36,490,498	\$36,297,060	\$39,129,697
Per Capita	\$217.81	\$224.31	\$223.12	\$240.06

	2012-13 Actual			2013-14 Revised			2014-15 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Operations	226		3.29	225		3.29	226		3.29
Total	226		3.29	225		3.29	226		3.29

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

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

Objective: To reduce overall Part I crime by 5%

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Part I Crime	8,707	8,464	8,811	8,370
Percent change		(3%)	4%	(5%)

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

Goal: To ensure Tempe residents feel safe

Objective: To reduce overall traffic collisions by 5%

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Traffic collisions (based on calendar year information)	4,825	4,412	4,749	4,512
Percent change		(9%)	8%	(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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$7,168,619	\$7,529,053	\$7,273,710	\$7,517,818
Supplies and Services	627,188	1,048,167	1,034,897	1,231,127
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	12,256	0	0	0
Internal Services	588,418	483,494	476,431	652,986
Expenditure Total	\$8,396,481	\$9,060,714	\$8,785,038	\$9,401,931
Per Capita	\$51.72	\$55.69	\$54.00	\$57.68

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Support Services	97		1.00	97		1.00	97		1.00
Total	97		1.00	97		1.00	97		1.00

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure 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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Operating budget (\$)	66,996,649	68,546,753	67,073,430	73,979,887
Percent of Budget (%)	<100	<100	<100	<100

Police

Investigations and Organizational Services

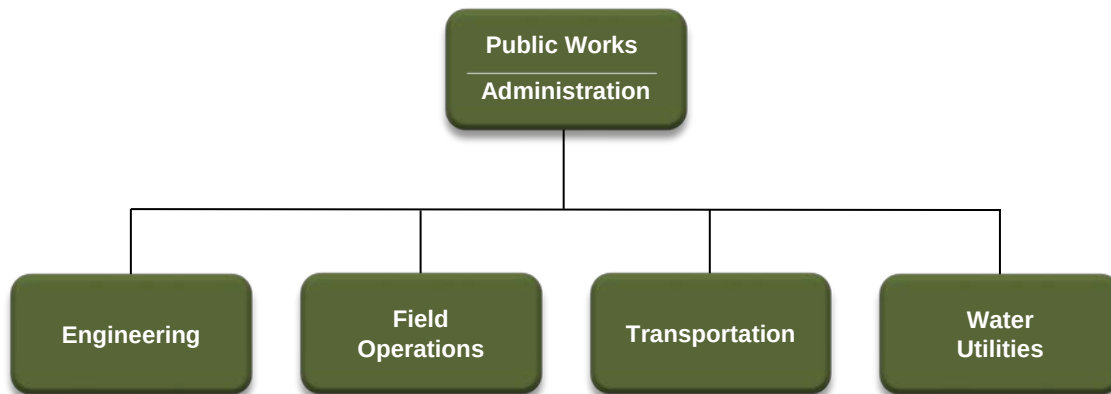
The Investigations and Organizational Services Division is comprised of Criminal Investigations, Special Investigations, Personnel Services, Detention, and Volunteers in Policing Program. Services provided by this division are as follows: (1) respond to media requests for information; (2) recruit, test, 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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$19,553,657	\$20,756,897	\$20,268,884	\$21,098,126
Supplies and Services	3,226,289	3,452,325	2,966,602	3,523,459
Grants, Donations and/or Restricted Purpose	112,179	128,537	260,772	228,112
Capital Outlay	4,827	0	0	0
Internal Services	1,536,674	1,569,282	1,558,928	1,703,186
Expenditure Total	\$24,433,626	\$25,907,041	\$25,055,186	\$26,552,883
Per Capita	\$150.50	\$159.25	\$154.02	\$162.90

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Investigations & Organizational Services	164		1.96	165		1.96	164		1.96
Total	164		1.96	165		1.96	164		1.96



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 2014-15 Budget Highlights:

The approved amount includes the following authorized changes:

- General Fund (GF) funding for wages in the Engineering division's Private Development and CIP Programs to address workload shortfalls in private development plan review and inspection, and CIP Construction; funding is for FY 2014-15 only and is partially offset by a budgeted program revenue (\$156,263)
- GF funding to increase the contracted services budget in support of the Engineering division's Service Line Protection Program (SLiPP) (\$50,388)
- Only GF funding for an Urban Forest Management Study in FY 2014-15 to provide a tree inventory and analysis of the City's urban canopy to quantify the value and cost benefit: the cost is offset by budget reductions in the various funds under the Public Works department (\$17,500)
- Intersection Magic funded by the Highway User Revenue Fund (HURF) - computer software for comprehensive safety transportation planning to study and analyze crash records and data; cost will be reimbursed by a federal grant (\$26,600)
- HURF funding to establish a centralized graffiti abatement program in the Field Operations division (\$46,900)
- Additional funding in the Transit Fund for marketing, advertising and public Involvement (\$94,200)
- One time FY 2014-15 only Transit funding for a replacement crane truck in the Transportation division (\$20,000)
- Golf Fund increase to the Rolling Hills golf course labor services contract and to provide for the potential payout of an incentive based bonus to the contracted concessionaire (\$141,097); funding is partially offset by elimination of wages and increased Golf Fund enterprise revenue
- Golf Fund increase to the Ken McDonald golf course labor services contract and to provide for the potential payout of an incentive based bonus to the contracted concessionaire (\$88,280); funding is partially offset by elimination of a vacant position and increased Golf Fund enterprise revenue
- Golf Fund increase to the Ken McDonald and Rolling Hills golf courses' concessionaire contract (\$18,156)

- Solid Waste Fund funding for education, outreach and enforcement resources for solid waste collection services (\$70,138)
- General Fund funding for additional software maintenance for Public Work's energy efficiency monitoring system; funding is offset by a like reduction in the General Fund electricity budget (\$42,000)
- Transit Fund increase to the landscape and lighting maintenance contract to address additional maintenance requirements resulting from the completion of several multi-use path projects under the Transit Program of the Capital Improvements Program (\$101,500)

Expenditures by Type	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$37,126,090	\$40,952,445	\$38,937,939	\$41,429,319
Supplies and Services	74,854,527	80,918,352	83,391,351	87,408,688
Grants, Donations and/or Restricted Purpose	9,902	4,000	2,000	4,000
Capital Outlay	1,611,240	6,669,679	5,059,887	7,159,214
Internal Services	2,263,251	3,523,642	3,915,377	3,869,297
Expenditure Total	\$115,868,010	\$132,068,118	\$131,306,554	\$139,870,518
Per Capita	\$713.68	\$811.84	\$807.16	\$858.09

Expenditures by Division	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Administration	\$88,003	\$302,246	\$1,163,134	\$919,839
Engineering	2,371,409	2,310,610	2,328,447	2,449,023
Field Operations	30,969,167	36,464,660	34,765,578	37,369,006
Transportation	51,926,389	54,332,788	58,551,837	59,269,486
Water Utilities	30,513,042	38,657,814	34,497,558	39,863,164
Expenditure Total	\$115,868,010	\$132,068,118	\$131,306,554	\$139,870,518

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	5	0.63	0.49	5	0.75	0.49	5	0.75	0.49
Engineering	30			30			31		0.50
Field Operations	213	0.50	22.12	212	1.50	22.12	217	1.50	13.95
Transportation	67	0.50	1.00	71	1.00	1.00	66	1.00	1.00
Water Utilities	143		0.49	141		0.49	132		0.49
Total	458	1.63	24.10	459	3.25	24.10	451	3.25	16.43

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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$521,757	\$727,309	\$1,472,712	\$1,327,561
Supplies and Services	27,410	51,906	34,016	69,406
Grants, Donations and/or Restricted Purpose	9,902	4,000	2,000	4,000
Capital Outlay	1,411			
Internal Services	(475,477)	(480,969)	(345,594)	(481,128)
Expenditure Total	\$88,003	\$302,246	\$1,163,134	\$919,839
Per Capita	\$0.52	\$1.86	\$7.15	\$5.64

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	5	0.63	0.49	5	0.75	0.49	5	0.75	0.49
Total	5	0.63	0.49	5	0.75	0.49	5	0.75	0.49

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

- 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 2010 in buildings participating in the Ameresco energy audit; 2) achieve a 1% reduction in 2015 and total 15% reduction in energy usage from baseline year 2013 in buildings citywide by 2025; 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 by 2034

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Reduction in energy usage in energy audit buildings (%)	15	20	22	20
Reduction in energy usage in buildings city wide (%)	N/A	5	0	1
Reduction in carbon emissions in energy audit buildings (metric tons)	N/A	4,200	2,190	2,190
Renewable energy / solar power generated in city facilities (kWh generated)	N/A	1,000,000	597,000	1,820,000
Reduction in electricity costs with solar generation (\$)	N/A	14,000	7,660	26,075

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

- Goal:** To create and maintain a culture of safety and accountability, focusing on process improvement, safety training, and employee performance
- Objective:** 1) To incrementally reduce, year over year, the incidence rate of workers compensation injury and illness cases for Public Works employees towards the national average for local governments of 6.1 per 100 employees; and 2) reduce the dollar amount paid in third party damage claims resulting from employee incidents

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Rate of workers compensation injury and illness cases per 100 full time employees	10.0	9.1	9.5	9.0
Dollars paid in third party claims resulting from employee accidents	\$91,353	\$83,327	\$84,800	\$81,300

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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$2,382,628	\$2,487,836	\$2,478,240	\$3,329,674
Supplies and Services	760,060	484,935	518,789	536,323
Capital Outlay	4,117			1,400
Internal Services	(775,396)	(662,161)	(668,582)	(1,418,374)
Expenditure Total	\$2,371,409	\$2,310,610	\$2,328,447	\$2,449,023
Per Capita	\$14.61	\$14.20	\$14.31	\$15.02

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Engineering	30			30			31		0.50
Total	30			30			31		0.50

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

Goal: To efficiently implement the Capital Improvements 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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
CIP projects that completed the design phase within the approved baseline budget or within normal tolerances of 5% (%)	100	100	100	100
CIP projects that completed the design phase within two months of the approved baseline schedule or within normal tolerances of 5% (%)	100	100	100	100
CIP projects that completed the construction phase within the approved baseline budget or within normal tolerances of 5% (%)	100	100	10	100
CIP projects that completed the construction phase within two months of the approved baseline schedule or within normal tolerances of 5% (%)	100	100	100	100

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 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 (%)	96	90	72	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	92	90

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Invoice each encroachment/ROW license holder by the 5 th of the preceding month it is due (%)	100	100	100	100
Invoice each outstanding encroachment/ROW license holder by the end of the month it is due (%)	100	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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$15,311,256	\$16,646,480	\$15,378,641	\$17,014,669
Supplies and Services	19,132,117	17,481,714	17,995,819	18,513,585
Capital Outlay	908,704	4,981,747	4,128,756	5,675,066
Internal Services	(4,382,910)	(2,645,281)	(2,737,638)	(3,834,314)
Expenditure Total	\$30,969,167	\$36,464,660	\$34,765,578	\$37,369,006
Per Capita	\$190.75	\$224.15	\$213.71	\$229.25

	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Field Operations	213	0.50	22.12	212	1.50	22.12	217	1.50	13.95
Total	213	0.50	22.12	212	1.50	22.12	217	1.50	13.95

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

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 internal satisfaction rate of 80%

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Internal satisfaction rate (%)	N/A	80	85	80

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

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; 2) To reduce residential contained missed collection by 2% per year; and 3) attain resident satisfaction rates that exceed the national average for residential trash collection services, bulk item pick up/removal services, and for recycling services

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Residential contained/recycling cost per ton (\$)	108	147	108	140
Residential contained solid waste tons per capita (1,000)	272	281	281	291
Residential contained missed collection calls	N/A	N/A	N/A	486
Resident satisfaction with residential trash collection services* (%)	90	90	82	90
Resident satisfaction with bulk item pick up/removal services* (%)	85	85	59	85
Resident satisfaction with recycling services* (%)	90	90	82	90

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

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

Goal: To maintain a high level of maintenance and service to ensure that facilities are physically safe and in good condition

Objective: 1) To complete 80% of scheduled preventative maintenance within a year; 2) maintain facility condition index (FCI) at an average of 6% or lower for all City owned buildings; and 3) achieve an internal satisfaction rate of 80%

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Scheduled maintenance completed within a year (%)	50	65	65	80
Facility condition index at 6% or lower (%)	4.57	<6	4.57	<6
Internal satisfaction rate (%) (facility condition, interaction and response time)	N/A	80	88	80

Related Council Strategic Priority: Maintain Commitment to Public Safety, Ensure Long-Term Financial Stability and Maintain High Quality of Life and Services

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) maintain parks staffing levels of 18 acres per full-time equivalents; 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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Resident satisfaction with the quality of City parks* (%)	89	80	85	85
Resident satisfaction with the quality of neighborhood parks* (%)	78	80	80	80
Resident satisfaction with the City's golf courses* (%)	64	80	70	70
Resident satisfaction with the City's outdoor athletic fields* (%)	71	80	75	80
Acres of developed park lands maintained per FTE**	15	15	18	18
O&M cost recovered through revenue (Golf Fund) (%)	100	100	100	100
Total volunteer hours	12,417	12,000	10,000	12,000
Condition rating of 5 or less (%)	50	100	50	55

*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: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability**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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Cost per mile (maintenance and repair, fuel and capital cost):				
Police patrol sedans	\$0.57	\$0.50	\$0.55	\$0.50
Light duty trucks	\$0.57	\$0.50	\$0.43	\$0.45
Solid waste trucks	\$3.35	\$3.00	\$3.12	\$3.00

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability**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)

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Mechanic utilization rate (%)	71	70	77	70

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability**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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Preventative maintenance compliance rate (%)	92	95	93	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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$5,871,964	\$6,557,875	\$6,673,131	\$6,781,134
Supplies and Services	41,859,805	44,091,424	48,320,386	47,449,902
Capital Outlay	290,921	671,939	214,893	850,557
Internal Services	3,903,699	3,011,550	3,343,427	4,187,893
Expenditure Total	\$51,926,389	\$54,332,788	\$58,551,837	\$59,269,486
Per Capita	\$319.84	\$333.99	\$359.93	\$363.61

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Transportation	67	0.50	1.00	71	1.00	1.00	66	1.00	1.00
Total	67	0.50	1.00	71	1.00	1.00	66	1.00	1.00

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

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 80% resident satisfaction regarding the adequacy of City street lighting

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Street light outage calls repaired within three working days (%)	96	98	95	98
Resident satisfaction with the adequacy of City street lighting* (%)	69	70	68	80

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

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Emergency signal service calls response within 30 minutes (%)	98	98	98	98
Preventative maintenance of traffic signal control cabinets (%)	100	100	100	100*

*Change to bi-annual

Related Council Strategic Priority: Maintain Commitment to Public Safety, and Ensure Long-Term Financial Stability**Goal:** To meet environmental, storm water, and air quality requirements**Objective:** To attain an 80% resident satisfaction rate regarding the cleanliness of City streets

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Resident satisfaction with cleanliness of City streets* (%)	78	80	77	80

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

Related Council Strategic Priority: Maintain Commitment to Public Safety, and Ensure Long-Term Financial Stability**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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Average Pavement Quality Index (PQI)	54	70	50	70
Resident satisfaction with the condition of neighborhood streets* (%)	75	80	76	80
Resident satisfaction with overall condition of City streets* (%)	72	80	70	80

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

Related Council Strategic Priority: Maintain Commitment to Public Safety, and Ensure Long-Term Financial Stability**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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Resident satisfaction with overall condition and clarity of street signs* (%)	80	80	79	80

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

Related Council Strategic Priority: Maintain Commitment to Public Safety, and Ensure Long-Term Financial Stability**Goal:** To plan, operate and maintain a safe, efficient and reliable transportation system that supports all modes of travel**Objective:** To attain a 80% resident satisfaction rate regarding the management of traffic flow

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Resident satisfaction with management of traffic flow (%)	63	65	60	80

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

Related Council Strategic Priority: Maintain Commitment to Public Safety, and Ensure Long-Term Financial Stability
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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Boardings per mile – Local Bus (≥ 2.0)	2.0	2.0	1.9	2.0
Boardings per mile – Circulator Bus (≥ 2.2)	2.1	2.2	2.1	2.2
Boardings per mile – Express Bus (≥ 1.0)	0.8	1.0	0.7	1.0
Boardings per mile – Metro Light Rail (≥ 4.5)	6.0	6.0	6.0	6.0
Boardings per trip – Dial-A-Ride (≥ 1.08)	1.08	1.09	1.09	1.12
Subsidy per boarding – Local Bus (\$)	2.54	2.50	2.58	2.58
Subsidy per boarding – Metro Light Rail (\$)	1.07	1.90	1.96	1.96
Subsidy per boarding – Dial-A-Ride (\$)	24.10	24.10	23.00	22.00

Related Council Strategic Priority: Maintain Commitment to Public Safety, and Ensure Long-Term Financial Stability
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 12.3 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

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Boardings per capita	75	75	74	75
Total Ridership	12,211,961	13,000,000	11,974,761	12,334,004
Local Bus Boardings	5,050,083	5,200,000	4,991,544	5,141,290
Circulator Bus Boardings	3,081,111	3,300,000	2,955,207	3,043,864
Express Bus Boardings	37,796	40,000	35,092	36,145
Metro Light Rail Boardings	4,042,971	4,300,000	3,998,661	4,118,621
Dial-A-Ride Boardings	36,300	41,000	41,000	42,800
Resident satisfaction with quality of local transit service* (%)	74	80	78	80
Resident satisfaction with quality of walking and biking paths* (%)	75	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	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Personnel Costs	\$13,038,485	\$14,532,945	\$12,935,215	\$12,976,281
Supplies and Services	13,075,135	18,808,373	16,522,341	20,839,472
Capital Outlay	406,087	1,015,993	716,238	632,191
Internal Services	3,993,335	4,300,503	4,323,764	5,415,220
Expenditure Total	\$30,513,042	\$38,657,814	\$34,497,558	\$39,863,164
Per Capita	\$187.94	\$237.64	\$212.06	\$244.56

Authorized Personnel	2012-13 Actual			2013-14 Revised			2014-15 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Water Utilities	143		0.49	141		0.49	132		0.49
Total	143		0.49	141		0.49	132		0.49

Related Council Strategic Priority: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

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 less than 1% of total customer base in Tempe; and 3) respond to water quality complaints within 24 hours, 100% of the time

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Overall resident satisfaction with water service* (%)	80	85	85	85
Taste and odor complaints (%)	8	<1	<1	<1
Hardness complaints (%)	4	<1	<1	<1
Other complaints	26	<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: Maintain Commitment to Public Safety and Ensure Long-Term Financial Stability

Goal: To measure percentage of time residents have accessibility to tap water

Objective: To maintain reliability index at 99% or above

Performance Measure	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Reliability of service	99.9%	99.9%	99.9%	99.9%



Capital Improvements Program Budget Contents

Capital Improvements Program Overview.....	162
2014-15 CIP Process	163
Capital Budget Strategic Priorities.....	164
Fiscal Years 2014-15 through 2018-19 Capital Improvements Program Summary	165
Fiscal Years 2014-15 through 2018-19 Capital Improvements Program Source of Funds Summary	166
CIP Impact on the Operating Budget.....	167
CIP – Significant Nonrecurring Projects	168
Capital Improvements Project Map	172
Capital Improvements Program Financing	173
Long-Term Debt and Bond Authorization Summary.....	174
Fiscal Year 2014-15 Debt Service Appropriations.....	175
Legal Bonded Debt Limits	175
Capital Budget, Debt Service and Property Tax Rate - Ten Year Historical Trends.....	176
Capital Budget, Debt and Property Tax Levy Policy Statements.....	176
Fiscal Years 2014-15 through 2018-19 Capital Improvements Program Project Listing and Descriptions.....	178
Enterprise Program - Fiscal Years 2014-15 through 2018-19	179
Water Program CIP Projects	180
Wastewater Program CIP Projects	193
Golf Program CIP Projects	197
Special Purpose Program	199
Transit CIP Projects.....	200
General Purpose Program - Fiscal Years 2014-15 through 2018-19	215
Police Protection Program CIP Projects	216
Fire Protection Program CIP Projects.....	221
Storm Drains Program CIP Projects	224
Park Improvements / Recreation Program CIP Projects.....	226
General Governmental Program CIP Projects.....	241
Transportation Program - Fiscal Years 2014-15 through 2018-19	261
Transportation and R.O.W. Improvements Program CIP Projects	262
Traffic Signals and Street Lighting Program CIP Projects	266

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:

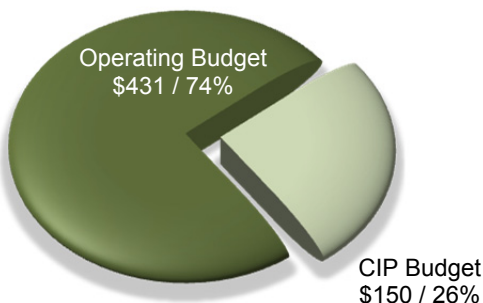
- Construction of new facilities
- Remodeling, expansion, and maintenance of existing facilities
- Purchase, improvement, or development of land
- Operating equipment and machinery for existing and new facilities
- Planning and engineering costs related to specific capital improvements
- Street resurfacing, 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) 2014-15 totals \$581 million, and of this amount, \$150.4 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 \$43.8 million and includes water, wastewater and golf projects accounting for 29% of the total capital budget in FY 2014-15. The Special Purpose program includes transit projects, and totals \$27.4 million, or 18%, of funded projects in FY 2014-15. The General Purpose program includes police protection, fire protection, storm drains, parks and general governmental projects and totals \$68.7 million or 46% 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 \$10.5 million.

FY 2014-15 Total Financial Program	
Operating Budget	\$430.7
Capital Budget	\$150.4
Total (\$ millions)	\$581.1



Comparison of FY 2013-14 and FY 2014-15 Capital Budgets		
Capital Program	FY 2013-14 Budget	FY 2014-15 Budget
Enterprise		
Water	\$ 27,447,487	\$ 32,259,400
Wastewater	10,118,974	8,844,287
Golf	674,000	2,700,000
Special Purpose		
Transit	15,521,005	27,380,381
General Purpose		
Police	2,745,512	3,487,063
Fire	2,556,829	4,082,186
Storm Drains	896,062	782,591
Park Improvements	29,100,582	51,026,321
General Governmental	15,257,687	9,347,558
Transportation		
Transportation and R.O.W	12,256,356	7,877,198
Traffic Signals / Street Lighting	2,952,915	2,651,481
Total	\$ 119,527,409	\$ 150,438,466

2014-15 CIP Process

Early November 2013 City department heads, capital project managers, and Financial Services staff launched the 2014-15 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 2014-15 project funding. This included a detailed review of the information required to complete CIP project request forms. 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.

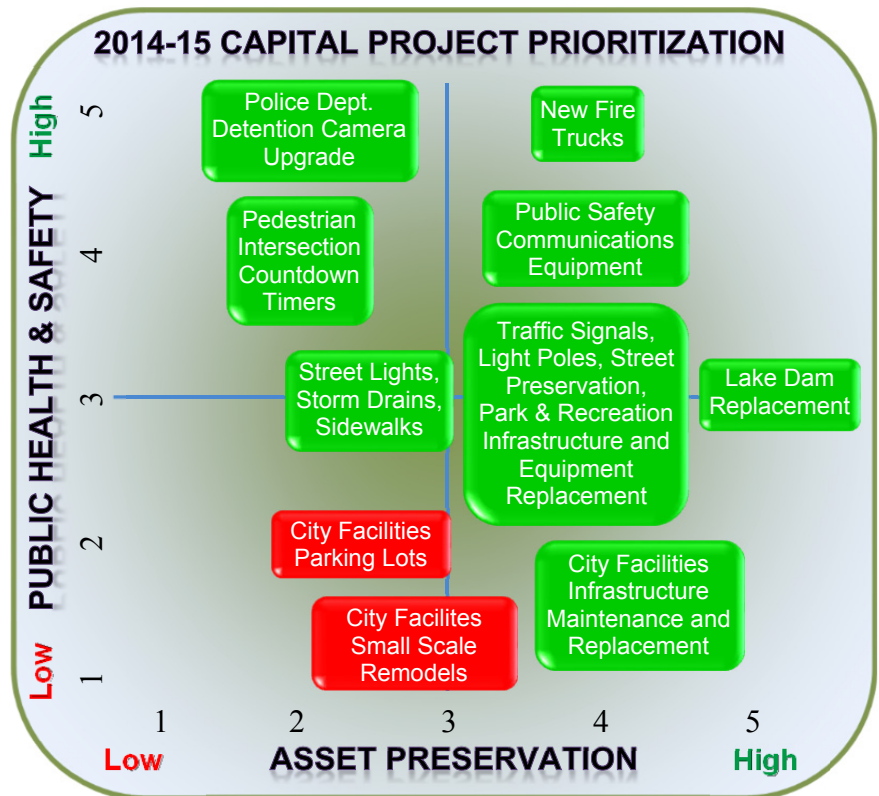
Unlike capital project programs like transit and water and wastewater which have dedicated funding sources; several general purpose project program areas are eligible for G.O. bond funding as approved by Tempe voters.

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 continue operating at existing service levels.

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 2014, 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 12th a balanced final five year capital program was presented for Council adoption.

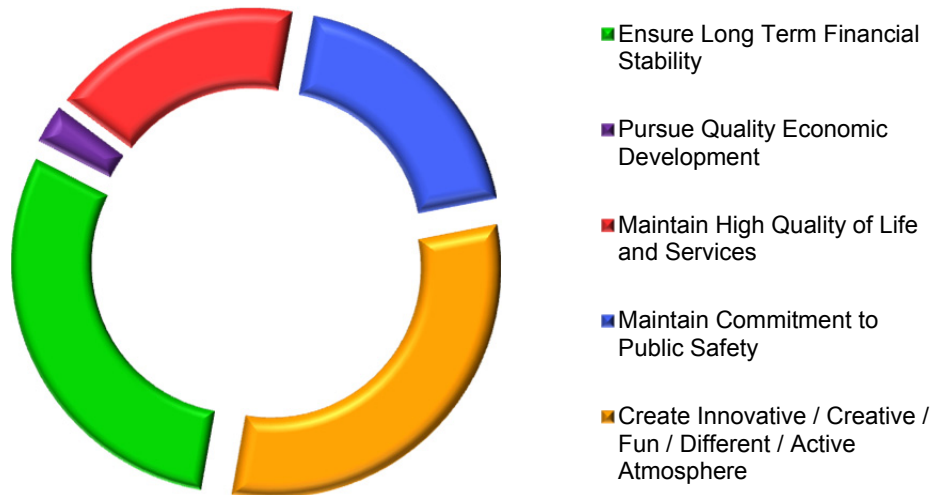


The diagram above illustrates how the general purpose G.O. bond funded projects requested in the FY 2014-15 CIP process were scored and prioritized based on the degree to which they contribute to the preservation of City assets, and the degree to which they address public health and safety concerns. Projects in green categories are included in the 2014-15 adopted five year CIP; projects in red categories were considered relatively lower priorities and fell just outside of the G.O. bond funding range.

Capital Budget Strategic Priorities

At their annual summit, the City Council identified the five 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 expenditures included in the adopted FY 2014-15 capital budget are aligned with the City Council's strategic priorities.

1. Ensure Long Term Financial Stability
2. Pursue Quality Economic Development
3. Maintain High Quality of Life and Services
4. Maintain Commitment to Public Safety
5. Create Innovative / Creative / Fun / Different / Active Atmosphere



The Create Innovative / Creative / Fun / Different / Active Atmosphere priority accounts for approximately 31% of FY 2014-15 capital budget expenditures. In very large part this is because construction of the new \$38.7 million Tempe Town Lake dam is included in this category. Tempe Town Lake is a premier hub of activity not only for the City of Tempe, but for the entire Phoenix metropolitan area. It is host to many special events, water and land sports, and is adjacent to all the attractions of downtown Tempe. This priority is also represented by several projects that will improve City recreation elements, as well as several pedestrian and bicycle friendly multi use path projects.

The strategic priority to Ensure Long Term Financial Stability captures projects spanning all capital project program areas and exemplifies the City's focus on maintaining its existing core infrastructure through preventative and ongoing asset maintenance and replacement projects.

All projects under the police and fire protection programs are included in the Maintain Commitment to Public Safety strategic priority. This category is also represented by several other capital programs with projects that maintain City infrastructure that contributes to public safety on an everyday basis. These projects include water treatment and distribution, traffic signal repair and replacement, and street lighting.

The priority to Maintain High Quality of Life and Services is represented by projects that address the condition of neighborhood parks and park amenities, City right of way landscape revitalization, projects under the Municipal Arts Program, and significant pedestrian and bicycle friendly streetscape projects.

FY 2014-15 projects supporting economic development contribute to improved transportation flow within the City through the installation of technology that monitors traffic congestion, and projects that seek to improve downtown accessibility.

Fiscal Years 2014-15 through 2018-19 Capital Improvements Program Summary

Program	Capital Budget Re-appropriations	New 2014-15 Capital Budget Appropriations	Total 2014-15 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
				2015-16	2016-17	2017-18	2018-19	
Enterprise Program								
Water	15,808,641	16,450,759	32,259,400	14,574,938	9,173,604	10,599,538	8,105,867	74,713,347
Wastewater	7,770,507	1,073,780	8,844,287	5,396,510	12,685,376	22,051,266	8,260,848	57,238,287
Golf	200,000	2,500,000	2,700,000	-	-	-	-	2,700,000
Total Enterprise	23,779,148	20,024,539	43,803,687	19,971,448	21,858,980	32,650,804	16,366,715	134,651,634
Special Purpose Program								
Transit	12,214,475	15,165,906	27,380,381	6,454,807	5,705,173	2,685,542	1,443,726	43,669,629
Total Special Purpose	12,214,475	15,165,906	27,380,381	6,454,807	5,705,173	2,685,542	1,443,726	43,669,629
General Purpose Program								
Police Protection	755,000	2,732,063	3,487,063	3,330,663	4,105,327	4,193,412	2,254,208	17,370,673
Fire Protection	2,382,186	1,700,000	4,082,186	550,000	1,132,800	622,000	568,000	6,954,986
Storm Drains	582,591	200,000	782,591	200,000	300,000	300,000	300,000	1,882,591
Park / Recreation Improvements	24,676,240	26,350,081	51,026,321	1,885,200	3,163,981	3,490,845	3,592,796	63,159,143
General Governmental	4,865,184	4,482,374	9,347,558	4,174,010	5,432,098	5,046,991	3,897,621	27,898,278
Total General Purpose	33,261,201	35,464,518	68,725,719	10,139,873	14,134,206	13,653,248	10,612,625	117,265,671
Transportation								
Transportation and R.O.W.	2,836,221	5,040,977	7,877,198	3,805,877	5,945,767	6,439,995	7,716,995	31,785,831
Traffic Signals/Street Lighting	1,478,517	1,172,964	2,651,481	1,712,149	1,893,081	1,791,028	850,000	8,897,739
Total Transportation	4,314,738	6,213,941	10,528,679	5,518,026	7,838,848	8,231,023	8,566,995	40,683,571
TOTAL PROGRAM	73,569,562	76,868,904	150,438,466	42,084,154	49,537,207	57,220,616	36,990,060	336,270,504

Fiscal Years 2014-15 through 2018-19

Capital Improvements Program Source of Funds Summary

Program	Capital Budget Re-appropriations	New 2014-15 Capital Budget Appropriations	Total 2014-15 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
				2015-16	2016-17	2017-18	2018-19	
Enterprise Supported								
Water / Wastewater Bonds	22,773,652	16,474,539	39,248,191	16,853,690	21,032,775	31,774,599	15,490,510	124,399,765
Water / Wastewater Fund	-	-	-	3,117,758	826,205	826,205	826,205	5,596,373
Capital Projects Fund Balance	305,496	1,050,000	1,355,496	-	-	50,000	50,000	1,455,496
Development Fees	500,000	-	500,000	-	-	-	-	500,000
Water / Wastewater Fund - Loan	200,000	2,500,000	2,700,000	-	-	-	-	2,700,000
Total Enterprise Supported	23,779,148	20,024,539	43,803,687	19,971,448	21,858,980	32,650,804	16,366,715	134,651,634
Special Purpose								
Transit								
Transit Tax	7,346,286	5,389,812	12,736,098	3,172,750	2,459,196	1,485,542	1,443,726	21,297,312
Federal Grants	4,868,189	9,071,094	13,939,283	3,282,057	3,245,977	1,200,000	-	21,667,317
MAG - Safety Funds	-	705,000	705,000	-	-	-	-	705,000
Total Transit	12,214,475	15,165,906	27,380,381	6,454,807	5,705,173	2,685,542	1,443,726	43,669,629
Total Special Purpose	12,214,475	15,165,906	27,380,381	6,454,807	5,705,173	2,685,542	1,443,726	43,669,629
General Purpose								
General Obligation Bonds	22,726,221	26,112,771	48,838,992	9,670,192	6,622,154	3,386,240	300,000	68,817,578
G.O. Bonds Election Required	-	-	-	-	7,012,838	10,086,436	10,051,234	27,150,507
Capital Projects Fund Balance	4,307,621	2,897,833	7,205,454	-	-	-	-	7,205,454
Capital Improvements Reserve	-	2,821,300	2,821,300	17,750	31,550	3,900	4,400	2,878,900
Debt Service Fund	-	2,000,000	2,000,000	-	-	-	-	2,000,000
Municipal Arts Fund	310,359	417,396	727,754	-	-	-	-	727,754
Performing Arts Fund	-	100,000	100,000	-	-	-	-	100,000
Solid Waste Fund	80,000	197,150	277,150	100,820	140,880	53,822	55,088	627,760
Transit Tax	30,000	-	30,000	23,710	23,710	-	-	77,420
Water / Wastewater Fund	7,000	535,568	542,569	279,901	255,574	75,350	154,403	1,307,797
Cash	5,800,000	200,000	6,000,000	-	-	-	-	6,000,000
Residential Development Fee	-	60,000	60,000	-	-	-	-	60,000
Diablo Stadium Revenue	-	122,500	122,500	47,500	47,500	47,500	47,500	312,500
Total General Purpose	33,261,201	35,464,518	68,725,719	10,139,873	14,134,206	13,653,248	10,612,625	117,265,671
Transportation								
General Obligation Bonds	917,868	2,588,078	3,505,946	4,381,554	6,555,222	7,043,634	8,266,995	29,753,351
Capital Projects Fund Balance	476,043	-	476,043	-	-	-	-	476,043
Highway User Revenue Fund	230,000	3,277,029	3,507,029	300,000	300,000	300,000	300,000	4,707,029
Developer Assistance	180,000	-	180,000	-	-	-	-	180,000
Federal Grants	2,510,827	348,834	2,859,661	836,472	983,626	887,389	-	5,567,148
Total Transportation	4,314,738	6,213,941	10,528,679	5,518,026	7,838,848	8,231,023	8,566,995	40,683,571
TOTAL PROGRAM	73,569,562	76,868,904	150,438,466	42,084,154	49,537,207	57,220,616	36,990,060	336,270,504

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 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 2014-15 operating costs shown below are incorporated in the City's adopted operating budget. In addition to current year operating budget impacts, future operating costs 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 recurring operating budget impacts associated with projects included in the adopted five year CIP.

New Recurring Operating and Maintenance Impacts: FYs 2014-15 to FY 2018-19						
Capital Projects by Fund	Cost Category	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
General Fund						
CAD / RMS / FRWS	IT Administration	\$ 245,000	\$ -	\$ -	\$ -	\$ -
City Regional Radio System Maintenance and Replacement	Hardware Maintenance	84,000	-	-	-	-
Desktop Technology Refresh - Green Initiative	Contracted Services	50,000				
Digital Evidence System	Software Maintenance & Storage	10,025	37,800	37,800	-	-
General Fund Total		389,025	37,800	37,800	-	-
RICO Fund						
Digital Evidence System	Software Maintenance & Storage	100,000	-	-	-	-
Transit Fund						
Alameda Drive & I-10 Bicycle / Pedestrian Bridge	Landscape & Lighting Maintenance	-	-	-	-	6,500
Broadway Road Streetscape Project	Landscape & Lighting Maintenance	26,500	-	-	-	-
Creamery Branch Rail Path	Landscape & Lighting Maintenance	-	-	-	23,000	-
El Paso Natural Gasline Easement Multi-use Path Phase III	Landscape & Lighting Maintenance	21,500	-	-	-	-
Hardy Drive Streetscape Project	Landscape & Lighting Maintenance	21,500	-	-	-	-
Highline Canal Path (Baseline - Knox Road)	Landscape & Lighting Maintenance	-	-	-	40,000	-
Rio Salado Southbank Path Underpass at 101 & 202 Freeway Interchange	Landscape & Lighting Maintenance	4,000	-	-	-	-
University Drive Bike / Ped Improvements (Union Pacific Railroad to Priest)	Landscape & Lighting Maintenance	28,000	-	-	-	-
Transit Fund Total		101,500	-	-	63,000	6,500
Water / Wastewater Fund						
Automated Meter Reading Systems	Software Maintenance & Storage	\$ -	\$ -	\$ 15,000	\$ -	\$ -
City of Tempe Total		\$ 590,525	\$ 37,800	\$ 52,800	\$ 63,000	\$ 6,500

CIP – Significant Nonrecurring Projects

These are permanent projects that are exceptional 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:	6504229	Program:	General Purpose
Start Date:	07/05/2012	Sub Program:	Park Improvements / Recreation
Estimated Completion Date:	12/31/2015	Managing Department:	Public Works / Engineering



Click [HERE TO SEE a VIDEO](#) of the future Tempe Town Lake dam in operation.

Project Description and Benefit

Based on the contractual agreement between the City and Bridgestone, the temporary rubber bladders west dam of the Tempe Town Lake must be replaced by the City by the end of December, 2015. In July of 2011, the City initiated a project to select, design and construct the “best - value” solution for replacement of the Tempe Town Lake downstream dam. In January 2012, the City selected a hydraulically operated steel gate to replace the existing rubber bladders. Since then, the contracted engineer has reached 90 percent completion of steel gate dam design. The construction is anticipated to start in the first half of 2014.

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)	2014-15	2015-16	2016-17	2017-18	2018-19	Total 5-Year
Capital Projects Fund Balance	3,176,913	-	-	-	-	3,176,913
Capital Improvements Reserve	2,400,000	-	-	-	-	2,400,000
Debt Service Fund	1,000,000	-	-	-	-	1,000,000
General Obligation Bonds	32,161,851	-	-	-	-	32,161,851
Project Total	38,738,764	-	-	-	-	38,738,764

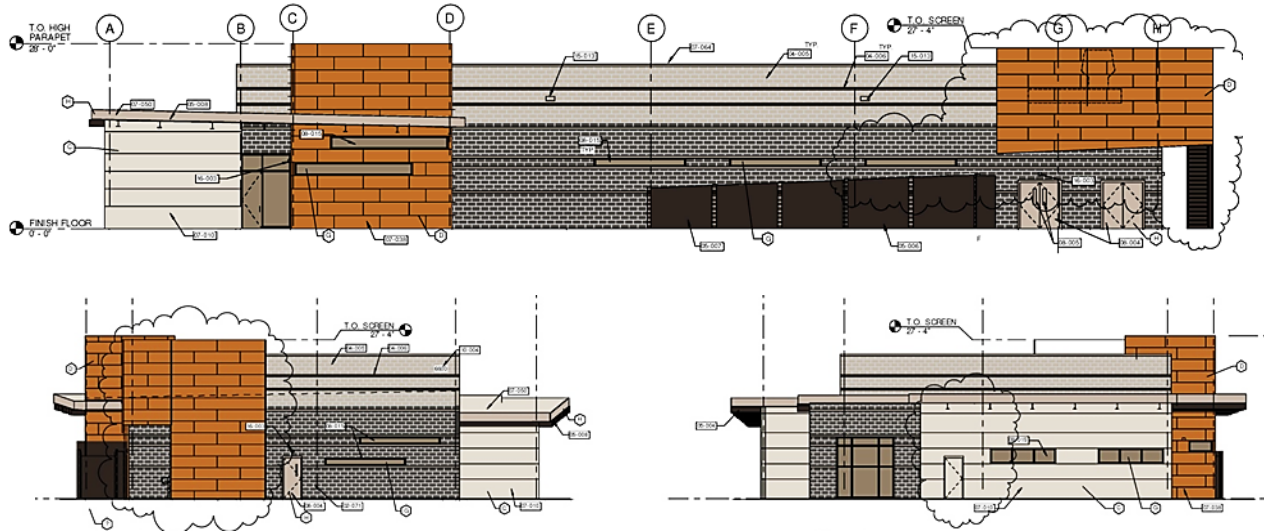
New Operating and Maintenance Budget Impact

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
Start Date: Ongoing
Estimated Completion Date: 03/31/2015

Program: Enterprise
Sub Program: Water
Managing Department: Public Works / Water Utilities



Project Description and Benefit

This project involves the design and construction of a new and up-to-date environmental laboratory facility necessary to continue to analyze the quality of Tempe drinking water and wastewater as required under federal and state 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 existing environmental laboratory facility is undersized, inefficient, outdated, and has been expanded into repurposed areas of the STWTP. This project will allow all water and wastewater quality analyses to be conducted in a dedicated and up-to-date facility. In the last decade emerging regulations governing drinking water and wastewater have created a nearly five-fold increase in the number of required analyses to ensure compliance with Clean Water Act and Safe Drinking Water Act requirements. Without this project, Tempe will increasingly outsource analyses, and will be less available to conduct real-time operational analyses to support treatment processes and practices.

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 2013 Community Attitude Survey, the City's ability to supply reliable, high quality domestic water to its residents resulted in an 80% resident satisfaction rating which matches the national average.

Funding Source(s)	2014-15	2015-16	2016-17	2017-18	2018-19	Total 5-Year
Water / Wastewater Bonds	7,314,339	-	-	-	-	7,314,339

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:	06/30/2015	Managing Department:	Public Works / Transit



Project Description and Benefit

The project will construct a shared use path from McClintock drive to the Mesa city limits and includes a portion of pathway underneath Loop 202 at the 202/101 Traffic Interchange. The project is the eastern-most connection of the Tempe Rio Salado and links directly to Mesa along the south bank of the Salt River. The project involves a 10-foot wide concrete path with lighting and safety railings. The project is funded through a federal transportation grant managed through the Arizona Department of Transportation. Majority of the project funding is identified in the ADOT budget.

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. This path project continues the Tempe Rio Salado pathway from McClintock to the Mesa city limits.

Funding Source(s)	2013-14	2014-15	2015-16	2016-17	2017-18	Total 5-Year
Transit Tax	996,279	-	-	-	-	996,279

New Operating and Maintenance Budget Impact

	2014-15	2015-16	2016-17	2017-18	2018-19
Landscape and Lighting Maintenance	\$ 4,000	\$ -	\$ -	\$ -	\$ -

This project requires an expansion to the scope of the City's existing multiuse path landscape and lighting maintenance contracts which translates into additional recurring operating costs shown above.

Broadway Road Streetscape Project

Project Number:	6003059	Program:	Special Purpose
Start Date:	10/01/2008	Sub Program:	Transit
Estimated Completion Date:	12/01/2015	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 includes striping for bike lanes, the widening of sidewalks, construction of planted medians, construction of a wall, pedestrian safety, street tree plantings, provisions for a mid-block crossing between Sierra Vista and Venture 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 changing 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.

Funding Source(s)	2014-15	2015-16	2016-17	2017-18	2018-19	Total 5-Year
Transit Tax	1,822,213	-	-	-	-	1,822,213
Federal Grant - CMAQ	3,857,670	-	-	-	-	3,857,670
MAG - Safety Funds	705,000	-	-	-	-	705,000
Project Total	6,384,883	-	-	-	-	6,384,883

New Operating and Maintenance Budget Impact

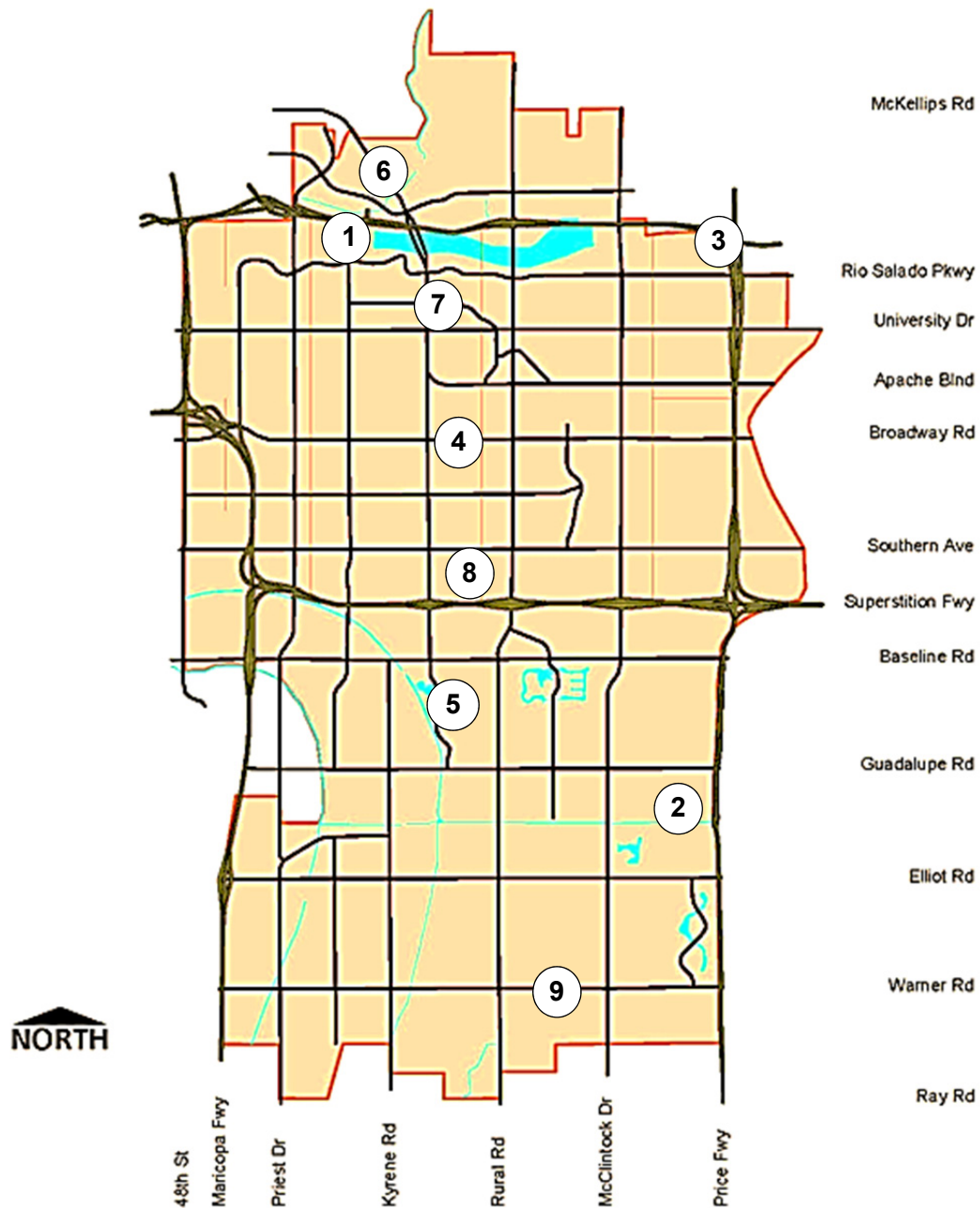
	2014-15	2015-16	2016-17	2017-18	2018-19
Landscape and Lighting Maintenance	\$ 26,500	\$ -	\$ -	\$ -	\$ -

This project requires an expansion to the scope of the City's existing landscape and lighting maintenance contracts which translates into the additional recurring operating costs 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 136 projects included in the adopted five year CIP are described under their respective program area in the Fiscal Years 2014-15 through 2018-19 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.	Rolling Hills Golf Course Irrigation System
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 2014-15 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 2014-15, the City plans to issue \$52 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 \$125.7 million in bonds for these purposes. Debt service on these bonds will be repaid by revenues from the City's secondary property taxes.

FY 2014-15 Source of Funds		
Funding Source	\$ Millions	% of Total
Water / Wastewater Bonds	\$39.2	26%
General Obligation Bonds	52.3	35%
Outside Revenue	24.4	16%
Capital Project Fund Balances	17.7	12%
Pay-as-you-go	16.8	11%
Total	\$150.4	100%

It is important to note the total projected issuance amount of approximately \$125.7 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 \$39 million of new enterprise bonds in 2014-15 to finance the project costs in this program. Over the five year CIP, The City plans to issue approximately \$124 million in bonds in the Enterprise program. User fee revenue will support the debt service costs on these bonds.

FY 2014-15 capital budget funding sources other than bonds total \$60 million. \$16.8 million in federal grants received for projects in the Transit and Transportation programs make up the bulk of outside revenue budgeted for expenditure in 2014-15. Pay-as-you go funding is concentrated in the Transit and General Purpose programs in the form of \$5.4 million in budget year Transit Tax collections, and \$11.4 million in various City operating fund contributions.

The budgeted use of capital project fund balances to finance projects in 2014-15 largely represents the use of prior year cash balances and City operating fund contributions assigned to projects in the General Purpose program which were approved in 2013-14 and re-appropriated for completion in 2014-15.

The FY 2014-15 capital budget funding sources for each project are described in further detail in the Fiscal Years 2014-15 through 2018-19 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.

<i>Fitch</i>	AAA
<i>Moody's</i>	Aa1
<i>Standard & Poor's</i>	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 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, 2014

	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	18,565,000	13,445,000
Park Improvements / Community Services	51,800,000	22,105,000	29,695,000
Streets / Transportation / Storm Drains	44,200,000	11,545,000	32,655,000
Subtotal	241,310,000	104,240,302	137,069,698
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	5,215,000	7,685,000
Subtotal	29,800,000	5,215,000	24,585,000
TOTAL	\$ 271,110,000	\$ 109,455,302	\$ 161,654,698

Outstanding Long-Term Debt Summary

	July 1	2011	2012	2013	2014
General Obligation Bonds					
Water / Wastewater	287,621,092	270,715,646	253,760,903	236,046,554	
Public Safety	60,875,000	59,625,000	60,260,000	59,230,000	
Park Improvements	34,515,000	34,170,000	34,105,000	33,920,000	
Library / Museum	11,410,000	10,940,000	10,465,000	9,985,000	
Streets / Transportation / Storm Drains	59,880,000	57,465,000	57,130,000	54,940,000	
Municipal Infrastructure Preservation	-	-	2,275,000	5,130,000	
Total G.O. Debt Outstanding	454,301,092	432,915,646	417,995,903	399,251,554	
Excise Tax Bonds					
Water / Wastewater	46,954,000	53,744,000	79,034,000	76,109,000	
General Governmental	35,676,000	34,347,900	33,352,900	32,297,900	
Performing Arts	36,295,000	31,820,000	27,280,000	22,530,000	
Transit	129,905,000	126,955,000	68,345,000	66,645,000	
Rio Salado	27,435,000	25,400,000	23,545,000	21,680,000	
Cemetery Enterprise	1,785,000	1,658,100	1,558,100	1,453,100	
Total Excise Tax Debt Outstanding	278,050,000	273,925,000	233,115,000	220,715,000	
Special Assessment Bonds ⁽¹⁾	29,875,000	27,815,000	25,675,000	23,930,000	
Section 108 Guaranteed Loan ⁽²⁾	5,883,000	5,572,000	5,247,000	4,907,000	
Total Outstanding Long-Term Debt	\$768,109,092	\$740,227,646	\$682,032,903	\$648,803,554	

(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 2014-15 Debt Service Appropriations

Program	Principal	Interest	Fiscal Agent Fees	Total
Debt Service Fund	29,232,105	8,359,781	400,000	37,991,886
Performing Arts Fund	4,975,000	944,026	7,500	5,926,526
Transit Fund	1,745,000	2,910,688	7,500	4,663,188
Water / Wastewater Fund	21,614,273	13,894,652	310,000	35,818,925
Special Assessments Fund	1,745,000	1,214,850	-	2,959,850
Total	\$ 59,311,378	\$ 27,323,997	\$ 725,000	\$ 87,360,375

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 purpose 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 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. Notably, taxable secondary assessed property values within the City increased in 2014-15 for the first time in five years.

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 2014-15 General Obligation Bonded Debt Limits July 1, 2014

FY 2014-15	6%	20%
Projected G.O. Debt Limit ⁽¹⁾	\$97,663,254	\$325,544,180
Outstanding G.O. Bonded Debt-Previously Issued	(37,530,000)	(361,721,554)
Debt Margin Available	\$60,133,254	(\$36,177,374)

⁽¹⁾ The FY 2014-15 Bond Limit is based on an estimated secondary assessed value of \$1,627,720,901 compared to the FY 2012-13 secondary assessed value of \$1,513,299,272 .

Capital Budget, Debt Service and Property Tax Rate Ten Year Historical Trends

Fiscal Year	Budgeted Capital Improvements Program	Outstanding Principal	Debt Service Requirements P & I	Net Secondary Assessed Value	% Change in Secondary Assessed Valuation	Property Tax Rate (\$)		
						Primary	Secondary	Total
2004-05	177,118,222	280,525,000	27,696,707	1,768,877,385	4.8	.53	.82	1.35
2005-06	189,971,703	362,225,000	35,620,916	1,904,426,188	7.7	.52	.88	1.40
2006-07	196,728,491	452,490,000	44,105,855	2,006,703,332	5.4	.52	.88	1.40
2007-08	212,706,469	581,595,000	52,988,091	2,401,898,465	19.7	.51	.89	1.40
2008-09	168,033,325	651,395,000	59,795,499	2,656,948,194	10.6	.51	.89	1.40
2009-10	96,310,568	700,245,000	68,975,861	2,767,488,865	4.2	.49	.91	1.40
2010-11	48,264,755	765,568,545	69,753,500	2,512,995,468	(9.2)	.52	.88	1.40
2011-12	49,337,804	768,109,092	66,378,628	1,957,328,610	(22.1)	.66	1.13	1.79
2012-13	124,812,526	740,227,646	120,964,519	1,697,237,040	(13.3)	.79	1.36	2.14
2013-14	119,527,409	682,032,903	74,555,343	1,513,299,272	(10.8)	.91	1.57	2.48
2014-15	150,438,466	648,803,554	86,635,375	1,627,720,901	7.6	.92	1.51	2.44

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 2014-15 through 2018-19

Capital Improvements Program

Project Listing and Descriptions



Marina Heights Future

Above is an architectural rendering of the Marina Heights development currently under construction just south of downtown Tempe on the south bank of Tempe Town Lake. The property will be the largest office development in state history at 2 million square feet.

Enterprise Program

Water, Wastewater and Golf projects total \$43.8 million in FY 2014-15 and account for 29% of the total FY 2014-15 appropriated CIP budget



The Enterprise component of the Capital Improvements Program consists of the Water, Wastewater and Golf programs. Combined, they constitute \$43.8 million of the \$150.4 million Capital Improvements Program for FY 2014-15. The City's Capital Budget for the Water and Wastewater programs 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 2014-15 is water and wastewater revenue supported bonds. These bonds are repaid by user charges for service delivery in both programs.

The Golf program consists of a single project to renovate and convert the City's Rolling Hills golf course irrigation system from using ground water to reclaimed water. The funding source for the project is a long term loan from the City's Water / Waster Fund.

Water Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2014-15 Appropriations	2014-15 Total Appropriations	Additional Projected Needs				Total 5-Year Program
					2015-16	2016-17	2017-18	2018-19	
ARC Flash Hazard Analysis: 3201202	Capital Projects Fund Balance	75,185	-	75,185	-	-	50,000	50,000	175,185
Automated Meter Reading Systems: 3205869	Capital Projects Fund Balance	105,311	-	105,311	-	-	-	-	105,311
	Water / Wastewater Bonds	-	400,000	400,000	500,000	500,000	500,000	500,000	2,400,000
	Project Total	105,311	400,000	505,311	500,000	500,000	500,000	500,000	2,505,311
CAP Water Lease - WMAT Quantification Settlement Agreement: NA	Water / Wastewater Fund	-	-	-	3,117,758	826,205	826,205	826,205	5,596,373
Carl Hayden Campus for Sustainability: 3203259	Capital Projects Fund Balance	40,000	-	40,000	-	-	-	-	40,000
Environmental Laboratory Facility: 3203499	Water / Wastewater Bonds	6,936,639	377,700	7,314,339	-	-	-	-	7,314,339
Filter Rehabilitation at Water Treatment Plants: 3205889	Capital Projects Fund Balance	85,000	-	85,000	-	-	-	-	85,000
	Water / Wastewater Bonds	-	480,000	480,000	320,000	-	-	-	800,000
	Project Total	85,000	480,000	565,000	320,000	-	-	-	885,000
Flood Irrigation Infrastructure Improvements: 3205899	Water / Wastewater Bonds	100,000	-	100,000	100,000	100,000	100,000	100,000	500,000
JGMWTP Minor Improvements: 3207149	Water / Wastewater Bonds	-	377,000	377,000	-	-	-	-	377,000
JGMWTP Solar Project: NA	Water / Wastewater Fund	-	-	-	-	-	-	-	-
Meter Replacement Program: 3209319	Water / Wastewater Bonds	455,587	750,000	1,205,587	900,000	900,000	900,000	900,000	4,805,587
SCADA Master Plan Implementation: 3204409	Water / Wastewater Bonds	744,262	1,199,000	1,943,262	251,000	251,000	465,000	-	2,910,262
STWTP Main Power Building: 3205909	Water / Wastewater Bonds	97,500	1,332,500	1,430,000	-	-	-	-	1,430,000
STWTP Minor Improvements: 3205919	Water / Wastewater Bonds	338,000	762,000	1,100,000	-	-	-	-	1,100,000
Water and Wastewater Facilities Security Improvements: 3201029	Water / Wastewater Bonds	500,000	-	500,000	-	-	-	-	500,000
Water and Wastewater Infrastructure Master Plan Update: 3207159	Capital Projects Fund Balance	-	1,050,000	1,050,000	-	-	-	-	1,050,000

2014-15 CIP Projects - Water Program (continued)

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2014-15 Appropriation Request	2014-15 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2015-16	2016-17	2017-18	2018-19	
Water Aqueduct Rehabilitation at JGMWTP: 3204959	Water / Wastewater Bonds	355,921	220,000	575,921	-	-	-	-	575,921
Water Distribution System Metering Stations: 3201551	Water / Wastewater Bonds	235,000	-	235,000	-	-	-	-	235,000
Water System - Upgrades, Repairs, and Replacement: 3299989	Water / Wastewater Bonds	758,262	741,738	1,500,000	1,499,000	1,499,000	1,499,000	1,499,000	7,496,000
Water System Rehabilitation or Replacement of Aging Infrastructure: 3204969	Water / Wastewater Bonds	3,232,622	8,443,000	11,675,622	5,760,000	4,818,000	3,877,000	3,877,000	30,007,622
Water Utility Buildings Asset Management: 3207169	Water / Wastewater Bonds	-	317,821	317,821	277,180	279,399	382,333	353,662	1,610,395
Wells - New Production: 3200019	Water / Wastewater Bonds	1,749,352	-	1,749,352	1,850,000	-	2,000,000	-	5,599,352
Water Program Total		15,808,641	16,450,759	32,259,400	14,574,938	9,173,604	10,599,538	8,105,867	74,713,347

ARC Flash Hazard Analysis



Project Description

This project provides engineering services for evaluations and labeling of electrical equipment located at water facilities. Arc flash studies were recently completed at the each of the water treatment plants. Study updates for wells, pump stations, and other field sites are currently ongoing and scheduled to be completed in FY 14/15. Arc flash studies will be updated on a rolling basis every five years in the future.

The National Fire Protection Association requires that arc-flash hazard analysis be completed and reviewed at least every five years. This project is to help ensure safety in the workplace and compliance with regulations. Arc Flash Hazard Analysis involves completing engineering calculations on potential energy discharges and safe approach boundaries and the development of appropriate labeling on electrical equipment to provide for clear communication to employees.

2014-15 Source of Funds

Capital Projects Fund Balance	\$75,185

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$75,185	\$0	\$0	\$50,000	\$50,000	\$175,185

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$75,185
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	\$75,185

Project Number: 3201202

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Automated Meter Reading Systems



Project Description

The purpose of this project is to provide an automated meter reading 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. Specifically, some of the benefits to be derived with implementation include: (1) cost savings through the gradual reduction in personnel and vehicles currently utilized in the manual reading of water meters, (2) improved billing accuracy, (3) enhanced customer service through improved leak detection and troubleshooting, (4) reduced carbon footprint.

A pilot study was approved for fiscal year 2013/14 for the purpose of exploring the available technologies that would meet the needs of the city. The six month study will conclude by December 31st, 2013 and will provide important information regarding the nature, extent and timing of the automated meter reading system for the city. The implementation of this system will be closely coordinated with the timing of meter replacements included in Project #3209319 (Meter Replacement). We anticipate and approximate 5 to 7year phase-in of the system city-wide.

2014-15 Source of Funds

Capital Projects Fund Balance	\$105,311
Water / Wastewater Bonds	\$400,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$505,311	\$500,000	\$500,000	\$500,000	\$500,000	\$2,505,311

Estimated 2014-15 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	\$505,311
Total	\$505,311

Project Number: 3205869

Estimated Start Date: 07/01/2015

Estimated Completion Date: 06/30/2020

CAP Water Lease - WMAT Quantification Settlement Agreement



Project Description

Resolution 2013.06 was adopted by Tempe City Council on 1/10/13. This resolution adopts the amended and restated White Mountain Apache Tribe (WMAT) Quantification Settlement Agreement (QSA) and also authorizes the execution of a long-term 100 year lease of WMAT CAP water for Tempe (2,481 acre-feet/year). The enforceability date of the agreement is contingent upon approval by the Arizona Superior Court for Maricopa County in Gila River General Stream Adjudication, but is anticipated to be late 2015 to early 2016. The terms of the water lease agreement provide payment of 50% of the total amount of the 100-year lease is due 30 days after the enforceability date, with four annual payments of 1/8 of 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 due FY 15/16.

The WMAT QSA and the Congressional Act resolve long-standing water disputes and provides greater water supply certainty for Tempe and all parties in the future. The WMAT CAP Water Lease Agreement provides Tempe and the other leasing cities 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.

2014-15 Source of Funds

NA

Estimated 2014-15 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	\$0
Total	\$0

Project Number: NA

Estimated Start Date: 01/01/2016

Estimated Completion Date: 01/01/2021

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$0	\$3,117,758	\$826,205	\$826,205	\$826,205	\$5,596,373

Carl Hayden Campus for Sustainability



Project Description

In lieu of a more costly and less favorable pipeline route, this project provides funding for park restoration, mitigation of areas disturbed by construction, environmental enhancements, and improvements tied to the cost savings realized by routing the JGMWTP 60" water transmission main project through the Papago Park Green Line riparian area, adjacent portions of Papago Park and the Arizona Historical Society Museum property. Funds have been used at 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.

2014-15 Source of Funds

Capital Projects Fund Balance \$40,000

Estimated 2014-15 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	\$40,000
Total	\$40,000

Project Number: 3203259

Estimated Start Date: Ongoing

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$40,000	\$0	\$0	\$0	\$0	\$40,000

Environmental Laboratory Facility



Project Description

This project involves the design and construction of a new and up-to-date environmental laboratory facility necessary to continue to analyze the quality of Tempe drinking water and wastewater as required under federal and state 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 existing environmental laboratory facility is undersized, inefficient, outdated, and has been expanded into repurposed areas of the STWTP. This project will allow all water and wastewater quality analyses to be conducted in a dedicated and up-to-date facility. In the last decade emerging regulations governing drinking water and wastewater have created a nearly five-fold increase in the number of required analyses to ensure compliance with Clean Water Act and Safe Drinking Water Act requirements. Without this project, Tempe will increasingly outsource analyses, and will be less available to conduct real-time operational analyses to support treatment processes and practices.

2014-15 Source of Funds

Water / Wastewater Bonds	\$7,314,339

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$339,200
Design and Engineering	\$265,000
Survey / Staking	\$0
Construction Management	\$318,000
Furnishings / Equipment	\$0
Construction / Improvement	\$5,724,000
Geotech / Material Testing	\$26,500
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$95,000
Other Project Costs	\$546,639
Total	\$7,314,339

Project Number: 3203499

Estimated Start Date: Ongoing

Estimated Completion Date: 03/31/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$7,314,339	\$0	\$0	\$0	\$0	\$7,314,339

Filter Rehabilitation at Water Treatment Plants



Project Description

This project will include inspections and evaluations of the filter media, 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. This project was recommended as part of a previous engineering study to ensure operational reliability through proper maintenance and long term asset management of critical plant infrastructure.

2014-15 Source of Funds

Capital Projects Fund Balance	\$85,000
Water / Wastewater Bonds	\$480,000

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$9,000
Design and Engineering	\$25,000
Survey / Staking	\$4,000
Construction Management	\$25,000
Furnishings / Equipment	\$0
Construction / Improvement	\$485,000
Geotech / Material Testing	\$5,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$12,000
Total	\$565,000

Project Number: 3205889

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2016

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$565,000	\$320,000	\$0	\$0	\$0	\$885,000

Flood Irrigation Infrastructure Improvements



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 ongoing 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 \$100,000 will line or replace approximately 480-600 feet of irrigation pipeline.

This project has been identified as part of a long-term asset management program to ensure reliable operations. Based on CCTV inspection previously performed, the following areas have been identified as high-priority areas that require replacement or relining: Ash Ave - 10th to 13th Streets; 14th and 15th Streets - McAllister to Mill Ave; Wilson Street - University to 10th Street.

2014-15 Source of Funds

Water / Wastewater Bonds	\$100,000

Estimated 2014-15 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	\$100,000
Total	\$100,000

Project Number: 3205899

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000

JGMWTP Minor Improvements



Project Description

The project consists of 4160V Generator Switch replacement, improvements to the existing lime feed pumping system, replacement of the existing redwood baffles at the presedimentation basins, reconfiguration of valves on the solids handling belt presses, and replacement of the original 50-year old secondary sedimentation basin sludge blow down telescoping valves with newer technology plug valves.

These projects have been identified during routine operations as requiring replacement/rehabilitation to ensure reliable operations. The 4160V generator switch is a critical piece of equipment and is in need of replacement - if it fails JGMWTP will lose most of its back up power and the use of critical portions of the plant. The lime feed pumping system is in need of new pumps and piping system due to operational challenges. The redwood baffles at the presedimentation basins are in need of replacement in order to avoid potential damage to the downstream sludge collection system. The solids handling belt press feed valves will be reconfigured so that they are less susceptible to clogging and leaking. The secondary sedimentation basin sludge telescoping valves are leaking and have recently begun to fail - these will be replaced with newer technology plug valves to increase efficiency and reduce water loss.

2014-15 Source of Funds

Water / Wastewater Bonds	\$377,000

Estimated 2014-15 Project Costs

Legal / Administration	\$3,000
Land Acquisition	\$0
Permit Fees	\$11,000
Design and Engineering	\$36,000
Survey / Staking	\$3,000
Construction Management	\$21,000
Furnishings / Equipment	\$0
Construction / Improvement	\$300,000
Geotech / Material Testing	\$3,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$377,000

Project Number: 3207149

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$377,000	\$0	\$0	\$0	\$0	\$377,000

JGMWTP Solar Project



Project Description

This project would install photovoltaic solar panels on the JGM reservoir roof structures and other locations where economically and environmentally feasible to reduce energy costs at JGM through generation of renewable solar energy.

Through a power purchase agreement, the city will have little or no upfront costs for the solar system which will be owned and maintained by a third party. The city would in turn agree to purchase power at a fixed rate over 20 years, lower than the current rate. This project will save rate payers money, save the city utility costs and reduce carbon emissions each year. Project cost is still to be determined, however, the project would not move forward unless the analysis shows a positive financial impact for the City.

2014-15 Source of Funds

Water / Wastewater Fund \$0

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	
Construction / Improvement	
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$0

Project Number: NA

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$0	\$0	\$0	\$0	\$0	\$0

Meter Replacement Program



Project Description

This project provides for the replacement of revenue generating water meters that have been in service past their useful life. As they age, meters tend to under-report flows. By improving read accuracy, this project will help decrease unaccounted for water, ensure fair and equitable billing, and increase water enterprise revenue.

Industry studies confirm that water meters of all sizes decrease their read accuracy over time, particularly at low volume flows. This results in inaccurate data regarding consumption, and unfair and inequitable billing. The water industry recommends regular testing of water meters and, based on test results, cost-benefit analyses, and manufacturer warranty periods, replacement approximately every 10-12 years. The city currently maintains 43,000 water meters up to 10" in size (approximately 38,000 meters between 5/8" and 2"). This project will develop an appropriate replacement cycle for each meter size and class, and the identified funding will allow for replacement of approximately 1/12 of the city's meter inventory (approximately 3,500 meters) per year.

2014-15 Source of Funds

Water / Wastewater Bonds \$1,205,587

Estimated 2014-15 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	\$1,205,587
Total	\$1,205,587

Project Number: 3209319

Estimated Start Date: On-going

Estimated Completion Date: On-going

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$1,205,587	\$900,000	\$900,000	\$900,000	\$900,000	\$4,805,587

SCADA Master Plan Implementation



Project Description

The Supervisory Control and Data Acquisition (SCADA) Master Plan project has involved the inventory and evaluation of the existing system, implementation of equipment and software, the development of SCADA design standards, and recommendations for upgrades at the JGMWTP. The next phase of the project will involve the implementation of the recommended upgrades including: fiber optic communication for the STWTP & Utility Services campus, updating and standardizing computer hardware and software at the JGMWTP, and standardizing hardware and software at all Water Utilities field sites (Wells, Lift Stations, and Sewer Metering Stations), culminating in a global software system. FY 17/18 funding is 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. The primary objectives of the Master Plan are to review the current SCADA systems' functionality, develop a roadmap for increasing uniformity throughout the system, and identify long-term operating costs.

2014-15 Source of Funds

Water / Wastewater Bonds	\$1,943,262

Estimated 2014-15 Project Costs

Legal / Administration	\$10,000
Land Acquisition	\$0
Permit Fees	\$34,000
Design and Engineering	\$680,000
Survey / Staking	\$20,000
Construction Management	\$45,000
Furnishings / Equipment	\$0
Construction / Improvement	\$1,144,262
Geotech / Material Testing	\$10,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$1,943,262

Project Number: 3204409

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$1,943,262	\$251,000	\$251,000	\$465,000	\$0	\$2,910,262

STWTP Main Power Building



Project Description

This project is to evaluate site power requirements and equipment alternatives. Replace existing main power switch gear equipment and enclosure.

This project was identified during the last major renovation of the STWTP. Switches in the main power building are 38+ years old and have exceeded their design life. To ensure reliable operations, the switch gear must be replaced. The technology is outdated, unreliable, and does not meet current specifications or standards. Replacement equipment will use a vacuum technology requiring minimal maintenance and an endurance rating of 10,000 operations.

2014-15 Source of Funds

Water / Wastewater Bonds	\$1,430,000

Estimated 2014-15 Project Costs

Legal / Administration	\$12,500
Land Acquisition	\$0
Permit Fees	\$38,000
Design and Engineering	\$69,000
Survey / Staking	\$12,500
Construction Management	\$85,000
Furnishings / Equipment	\$0
Construction / Improvement	\$1,200,000
Geotech / Material Testing	\$13,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$1,430,000

Project Number: 3205909

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$1,430,000	\$0	\$0	\$0	\$0	\$1,430,000

STWTP Minor 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 regulatory compliance meters. A drying bed will also be installed on-site to assist the utilities crews with drying out spoils from water main breaks.

These modifications and improvements are necessary as a result of issues identified during routine operations. 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. The drying bed for the Utilities Services Crews will allow spoils from main breaks to dry before being hauled to the landfill, saving on trucking costs. The estimated costs are based on past projects and are preliminary.

2014-15 Source of Funds

Water / Wastewater Bonds	\$1,100,000

Estimated 2014-15 Project Costs

Legal / Administration	\$5,000
Land Acquisition	\$0
Permit Fees	\$23,500
Design and Engineering	\$102,500
Survey / Staking	\$8,000
Construction Management	\$38,000
Furnishings / Equipment	\$0
Construction / Improvement	\$836,000
Geotech / Material Testing	\$5,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$50,000
Other Project Costs	\$32,000

Total	\$1,100,000

Project Number: 3205919

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$1,100,000	\$0	\$0	\$0	\$0	\$1,100,000

Water and Wastewater Facilities Security Improvements



Project Description

This project addresses security needs identified by the vulnerability assessment performed by the Department of Homeland Security. Phase I of the project included fencing at the three plant locations. This is Phase II and addresses the remainder of the sites including wells, booster stations, metering stations, and above-ground water storage tanks.

The Department of Homeland Security identified requirements for security at critical infrastructure sites. The completion of this project will enhance our reliability and ability to adequately maintain our assets by delaying, deterring, and detecting unauthorized persons entering secure facilities.

2014-15 Source of Funds

Water / Wastewater Bonds	\$500,000

Estimated 2014-15 Project Costs

Legal / Administration	\$4,000
Land Acquisition	\$0
Permit Fees	\$14,000
Design and Engineering	\$50,000
Survey / Staking	\$4,000
Construction Management	\$4,000
Furnishings / Equipment	\$0
Construction / Improvement	\$420,000
Geotech / Material Testing	\$4,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$500,000

Project Number: 3201029

Estimated Start Date: Ongoing

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$500,000	\$0	\$0	\$0	\$0	\$500,000

Water and Wastewater Infrastructure Master Plan Update



Project Description

It has been 10+ years since the Water Infrastructure Master Plan was updated and 7+ years since the Wastewater Infrastructure Master Plan was completed. These plans were extremely useful for development growth during that time frame but are now dated and inadequate for addressing infrastructure needs into the future. This project will include an evaluation of the existing water and sewer computer hydraulic models and update the infrastructure plans to include known development projects and planning incorporated into the General Plan 2040.

This project provides funding to facilitate updates to our Water and Wastewater Infrastructure Master Plans and computer hydraulic models. These updates are critical to ensure the infrastructure needs of existing and future residential and business customers are met well into the future.

2014-15 Source of Funds

Capital Projects Fund Balance	\$1,050,000

Estimated 2014-15 Project Costs

Legal / Administration	\$10,000
Land Acquisition	\$0
Permit Fees	\$30,000
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	\$1,010,000
Total	\$1,050,000

Project Number: 3207159

Estimated Start Date: 07/01/2014

Estimated Completion Date: 12/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$1,050,000	\$0	\$0	\$0	\$0	\$1,050,000

Water Aqueduct Rehabilitation at JGMWTP



Project Description

The purpose of this project is to complete final rehabilitation work and coating of the aqueduct channel at JGMWTP. Progress to date includes completion of structural repairs to flume support columns and to flow channels. Work included in this project will be completed in two phases - during SRP's annual dry-up between January and April of 2014 and 2015.

The water aqueduct at JGMWTP carries raw water flows from the SRP canal to the plant for treatment. SRP schedules an annual dry-up between January and April for maintenance. Rehabilitation of concrete and seams will occur during SRP's 2014 dry-up. Concrete coating will occur the following year. This project is part of a long-term asset management program to ensure reliable operations. The rehabilitation of the aqueduct is required to stop the existing channels from leaking and to repair structural defects which have developed in this 50 year-old structure.

2014-15 Source of Funds

Water / Wastewater Bonds	\$575,921

Estimated 2014-15 Project Costs

Legal / Administration	\$4,000
Land Acquisition	\$0
Permit Fees	\$12,000
Design and Engineering	\$82,000
Survey / Staking	\$4,000
Construction Management	\$35,000
Furnishings / Equipment	\$0
Construction / Improvement	\$420,000
Geotech / Material Testing	\$4,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$14,921
Total	\$575,921

Project Number: 3204959

Estimated Start Date: Ongoing

Estimated Completion Date: 4/31/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$575,921	\$0	\$0	\$0	\$0	\$575,921

Water Distribution System Metering Stations



Project Description

This project includes design and construction of the final of five flow and pressure monitoring stations strategically placed throughout the water distribution system. Four of these stations have been constructed - this project will complete the fifth and last station.

Monitoring water flow and pressure once it leaves the water treatment plants is challenging. Regulatory requirements regarding disinfection residual and by-products require increased collection of data for system monitoring. 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 water pressure and flow, and monitor changes in water quality throughout the system thereby ensuring compliance with drinking water regulations.

2014-15 Source of Funds

Water / Wastewater Bonds	\$235,000

Estimated 2014-15 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	\$235,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$235,000

Project Number: 3201551

Estimated Start Date: Ongoing

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$235,000	\$0	\$0	\$0	\$0	\$235,000

Water System - Upgrades, Repairs, and Replacement



Project Description

This project provides for upgrades, repairs, or replacement of existing water system infrastructure that fails unexpectedly and has not been included in a planned rehabilitation program.

Tempe's water distribution system consists of several well sites, booster stations, and storage tanks, thousands of valves, are over 800 miles of waterline. This entire infrastructure is of varying age and material - nearly 75% of the city's waterlines are cast iron or asbestos concrete of increasing age and are prone to failure. Unexpected failures occur every year and, based on historical spending on emergency work, approximately \$1.5M per year has been budgeted.

2014-15 Source of Funds

Water / Wastewater Bonds	\$1,500,000

Estimated 2014-15 Project Costs

Legal / Administration	\$2,000
Land Acquisition	\$0
Permit Fees	\$5,000
Design and Engineering	\$18,000
Survey / Staking	\$2,000
Construction Management	\$11,000
Furnishings / Equipment	\$0
Construction / Improvement	\$760,000
Geotech / Material Testing	\$2,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$700,000

Total	\$1,500,000

Project Number: 3299989

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$1,500,000	\$1,499,000	\$1,499,000	\$1,499,000	\$1,499,000	\$7,496,000

Water System Rehabilitation or Replacement of Aging Infrastructure



Project Description

This project is to rehabilitate or replace aging water system infrastructure including waterlines, valves, hydrants, storage tanks, booster stations, and well sites. FY's 14/15 through 16/17 of this program include funding to rehabilitate four existing elevated storage tanks and several waterline replacement projects, based on waterline break history. Water line projects include: Stadium Drive - Miller to Curry Roads (In Construction); Weber Drive - Scottsdale Road to Stadium Drive (In Construction); Tempe Gardens and Superstition neighborhoods (In Design); Farmer Avenue - 1st Street to Broadway Road (In Design); Dorsey Drive - University to 8th Street (In Design); 17th through 19th Streets - Hardy to Roosevelt; Terrace Road - Broadway to Southern. Other water line project areas will include: Margo Drive - University Drive to 12th Place; Geneva Drive - Priest Drive to Albert Avenue; Taylor/Papago/Van Ness west of Scottsdale Road; Lemon Street; Una Ave from Dorsey to Orange Street and Hall St to Lemon Street. These projects have been identified as part of a long-term asset management program to ensure reliable operations.

Other more critical water lines may be identified and inserted into this project list as they are identified.

2014-15 Source of Funds

Water / Wastewater Bonds \$11,675,622

Estimated 2014-15 Project Costs

Legal / Administration	\$93,000
Land Acquisition	\$0
Permit Fees	\$328,000
Design and Engineering	\$1,113,000
Survey / Staking	\$93,000
Construction Management	\$650,000
Furnishings / Equipment	\$0
Construction / Improvement	\$9,276,000
Geotech / Material Testing	\$93,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$29,622

Total \$11,675,622

Project Number: 3204969

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$11,675,622	\$5,760,000	\$4,818,000	\$3,877,000	\$3,877,000	\$30,007,622

Water Utility Buildings Asset Management



Project Description

This CIP project is designed to cover the costs of building repairs. The service areas consist of JGMWTP, STWTP, and the Kyrene Campus. In conjunction with Facilities Maintenance, WUD personnel developed an ongoing replacement strategy for floors, roofs, HVAC, sprinkler systems, and elevators. In addition to ongoing replacement, office remodel is planned at the Environmental Administration Building to accommodate the sampling staff.

This program has been identified in partnership with Facilities Maintenance as part of a long-term asset management program to ensure reliable operations. Specific projects for FY 14/15 include: JGMWTP water heater replacement and sludge building roof and floors, STWTP HVAC, admin building roof, and transformer building repairs, and Environmental Building floors and minor remodel. Other infrastructure needs addressed by this CIP are as followed: storage tanks repairs and coatings- Papago Butte, Bell Butte, Hayden Butte East and Hayden Butte West; booster stations- Kyrene booster station analysis and improvements; large diameter valve replacement on our transmission mains; Phoenix interconnect rehabilitation - pump replacement, revised discharge piping to facilitate flushing, and; annual well rehabilitation.

2014-15 Source of Funds

Water / Wastewater Bonds \$317,821

Estimated 2014-15 Project Costs

Legal / Administration	\$1,000
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$8,000
Survey / Staking	\$1,000
Construction Management	\$242,821
Furnishings / Equipment	\$0
Construction / Improvement	\$63,000
Geotech / Material Testing	\$1,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$1,000

Total \$317,821

Project Number: 3207169

Estimated Start Date: 07/01/2014

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$317,821	\$277,180	\$279,399	\$382,333	\$353,662	\$1,610,395

Wells - New Production



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. This project will connect three Salt River Project (SRP) wells located along the Western Canal through an existing pipeline to the STWTP and provide for the drilling and equipping of two new production wells in south Tempe. The SRP wells will be connected during FY's 13/14 and 14/15. All work on the SRP wells, including design and engineering, will be performed by SRP and billed to the City. The new production wells will be constructed during FY's 15/16 and 17/18.

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 (45 MGD) in the service area by FY 17/18.

2014-15 Source of Funds

Water / Wastewater Bonds	\$1,749,352

Estimated 2014-15 Project Costs

Legal / Administration	\$14,000
Land Acquisition	\$0
Permit Fees	\$49,000
Design and Engineering	\$167,000
Survey / Staking	\$14,000
Construction Management	\$98,000
Furnishings / Equipment	\$0
Construction / Improvement	\$1,393,352
Geotech / Material Testing	\$14,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$1,749,352

Project Number: 3200019

Estimated Start Date: Ongoing

Estimated Completion Date: 12/30/2018

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$1,749,352	\$1,850,000	\$0	\$2,000,000	\$0	\$5,599,352

Wastewater Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2014-15 Appropriations	2014-15 Total Appropriations	Additional Projected Needs				Total 5-Year Program
					2015-16	2016-17	2017-18	2018-19	
Collection System and Pump Station Replacement and Repair: 3299969	Water / Wastewater Bonds	5,735,825	-	5,735,825	1,000,000	1,000,000	1,000,000	1,000,000	9,735,825
Ken McDonald Golf Course Recharge Project: 3209309	Water / Wastewater Bonds	-	-	-	-	1,255,000	-	1,255,000	2,510,000
Sewer Replacement and Upsizing - 5th Street and Smith Street: NA	Water / Wastewater Bonds	-	-	-	-	2,576,000	2,589,000	-	5,165,000
SROG - Southern Ave Interceptor, Salt River Outfall, and 91st Ave WWTP: 3200129	Development Impact Fees	500,000	-	500,000	-	-	-	-	500,000
	Water / Wastewater Bonds	481,242	1,073,780	1,555,022	3,396,510	7,354,376	17,962,266	6,005,848	36,274,022
	Project Total	981,242	1,073,780	2,055,022	3,396,510	7,354,376	17,962,266	6,005,848	36,774,022
Wastewater Metering Station Improvements: 3202559	Water / Wastewater Bonds	1,053,440	-	1,053,440	1,000,000	500,000	500,000	-	3,053,440
Wastewater Program Total		7,770,507	1,073,780	8,844,287	5,396,510	12,685,376	22,051,266	8,260,848	57,238,287

Collection System and Pump Station Replacement and Repair



Project Description

This project will repair and replace sewer lines at the end of their useful life and make improvements at the Knox, Alameda, Carver, and Camelot pump stations. Specific sewer projects anticipated in this CIP include: Maple Ash Neighborhood Sewer Replacement due to significant structural deterioration and capacity issues (design completed); Rio Salado and 1st Street Relief Sewer; Farmer Avenue Sewer Replacement - 1st Street to University to provide increased capacity for development (in design); Manhole Rehabilitation Project for evaluation of approximately 650 manholes on large diameter (18" and larger) sewers and rehabilitate as needed.

These projects have been identified as part of a long-term asset management program to ensure reliable operations. This project will also be used to replace or rehabilitate wastewater infrastructure at odor control facilities, and metering stations. FY's 15/16 through 18/19 funding is for infrastructure repairs as will be identified in engineering evaluations.

2014-15 Source of Funds

Water / Wastewater Bonds \$5,735,825

Estimated 2014-15 Project Costs

Legal / Administration	\$50,000
Land Acquisition	\$0
Permit Fees	\$165,000
Design and Engineering	\$550,000
Survey / Staking	\$50,000
Construction Management	\$320,000
Furnishings / Equipment	\$0
Construction / Improvement	\$4,565,700
Geotech / Material Testing	\$35,125
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$5,735,825

Project Number: 3299969

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$5,735,825	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$9,735,825

Ken McDonald Golf Course Recharge Project



Project Description

This is a continuation of a project initially funded in FY 09/10. The project will provide the balance of funding to drill and outfit up to two additional 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.

2014-15 Source of Funds

NA

Estimated 2014-15 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	\$0
Total	\$0

Project Number: 3209309

Estimated Start Date: 07/01/2016

Estimated Completion Date: 06/30/2018

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$0	\$0	\$1,255,000	\$0	\$1,255,000	\$2,510,000

Sewer Replacement and Upsizing - 5th Street and Smith Street



Project Description

This project allows upsizing of two sewer sections between Rio Salado and Apache Boulevards, on the west side of Price Road which involves replacing 2,650 feet of the existing 15" sanitary sewer at 5th Street, from Price to Smith Roads, and 2,670 feet of the existing 12" and 15" sanitary sewer at Smith Road, from University Drive to Apache Boulevard, with 18" sections.

This project is part of the city's program to ensure infrastructure is available for existing and future demands. This project will allow for increased wastewater flows resulting from re-development along Apache Boulevard. Budgeted funds are based on past projects and are preliminary.

2014-15 Source of Funds

NA

Estimated 2014-15 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	\$0
Total	\$0

Project Number: NA

Estimated Start Date: 07/01/2015

Estimated Completion Date: 06/30/2016

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$0	\$0	\$2,576,000	\$2,589,000	\$0	\$5,165,000

SROG - Southern Ave Interceptor, Salt River Outfall, and 91st Ave WWTP



Project Description

This project represents Tempe's share of all capital project activities at the Southern Avenue Interceptor (SAI), Salt River Outfall (SRO), 91st Avenue Wastewater Treatment Plant (WWTP), and associated infrastructure 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 projected annual expenditures are anticipated in the most recent rate studies.

This project represents Tempe's investment in SROG (Sub Regional Operating Group). This investment provides for a wastewater treatment capacity of approximately 31.5 MGD at the 91st Ave WWTP. Conveyance capacity in the SAI and SRO is somewhat less than 31.5 MGD and is currently being quantified by a consultant to SROG. The city currently generates around 19 MGD of wastewater which is conveyed by the SAI and SRO and treated at the 91st Ave WWTP. The currently unused treatment capacity at 91st Ave WWTP will be necessary to meet future needs.

2014-15 Source of Funds

Development Impact Fees	\$500,000
Water / Wastewater Bonds	\$1,555,022

Estimated 2014-15 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	\$2,055,022
Total	\$2,055,022

Project Number: 3200129

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$2,055,022	\$3,396,510	\$7,354,376	\$17,962,266	\$6,005,848	\$36,774,022

Wastewater Metering Station Improvements



Project Description

This project will include installing new ventilation blower and exhaust louver systems, and covering the flow measurement flumes to prevent ventilation airflow from being forced into the sewer at the five meter stations, TP-01 (Priest), TP-02 (Gilbert), TP-03 (SAI), TP-04 (48th St), and TP-05 (NW). Project progress to date includes construction of improvements at TP-03 and design and bid documents completed and ready for construction for TP-02. FY 16/17 and 17/18 funding is to complete similar design and construction projects at TP-01, TP-04, and TP-05.

This project will control sanitary sewer nuisance odors in the vicinities of Priest Road and Rio Salado Parkway, Gilbert Road and Scottsdale Road, 48th Street and Southern Avenue, 48th Street and Rio Salado Parkway, and Priest Drive north of the Salt River related to existing wastewater flow metering stations at 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.

2014-15 Source of Funds

Water / Wastewater Bonds	\$1,053,440

Estimated 2014-15 Project Costs

Legal / Administration	\$8,000
Land Acquisition	\$0
Permit Fees	\$28,000
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	\$49,440

Total	\$1,053,440

Project Number: 3202559

Estimated Start Date: Ongoing

Estimated Completion Date: 12/31/2014

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$1,053,440	\$1,000,000	\$500,000	\$500,000	\$0	\$3,053,440

Golf Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2014-15 Appropriations	2014-15 Total Appropriations	Additional Projected Needs				Total 5-Year Program
					2015-16	2016-17	2017-18	2018-19	
Rolling Hills Irrigation System: 6405929	Water / Wastewater Fund - Loan	200,000	2,500,000	2,700,000	-	-	-	-	2,700,000

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. The existing system uses potable water for irrigation, at a cost that is 15-17 times higher than using raw water.

A study is underway to update the project costs from an engineering study completed in 2003. Once this study is complete, design and construction costs will be confirmed for this CIP.

2014-15 Source of Funds

Water / Wastewater Fund - Loan	\$2,700,000

Estimated 2014-15 Project Costs

Legal / Administration	\$22,000
Land Acquisition	\$0
Permit Fees	\$89,000
Design and Engineering	\$191,000
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	\$2,700,000

Project Number: 6405929

Estimated Start Date: 11/01/2013

Estimated Completion Date: 09/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$2,700,000	\$0	\$0	\$0	\$0	\$2,700,000

Special Purpose Program



Transit projects total \$27.4 million in FY 2014-15 and account for 18% of the total FY 2014-15 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 2014-15.

For FY 2014-15 the Transit Tax is planned to provide \$5.4 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 2014-15 amount to nearly \$14 million.

Transit projects in FY 2014-15 are focused on the completion of major multi use path projects, the final stages of construction for the Broadway, 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 2014-15 Appropriations	2014-15 Total Appropriations	Additional Projected Needs				Total 5-Year Program
					2015-16	2016-17	2017-18	2018-19	
Alameda Drive & I-10 Bicycle / Pedestrian Bridge: NA	Transit Tax	-	-	-	103,000	-	48,400	-	151,400
	Federal Grant - CMAQ	-	-	-	-	-	1,200,000	-	1,200,000
	Project Total	-	-	-	103,000	-	1,248,400	-	1,351,400
Bicycle Boulevard: NA	Transit Tax	-	-	-	100,000	100,000	100,000	100,000	400,000
Broadway Road Streetscape Project: 6003059	Transit Tax	527,883	1,294,330	1,822,213	-	-	-	-	1,822,213
	Federal Grant - CMAQ	-	3,857,670	3,857,670	-	-	-	-	3,857,670
	MAG - Safety Funds	-	705,000	705,000	-	-	-	-	705,000
	Project Total	527,883	5,857,000	6,384,883	-	-	-	-	6,384,883
Bus Stop Capital Maintenance: 6005239	Transit Tax	1,140,108	620,806	1,760,914	638,867	657,453	400,000	400,000	3,857,234
City of Tempe Bus Pullout Project: 6006764	Transit Tax	630,161	-	630,161	-	-	-	-	630,161
City of Tempe Bus Purchases - Fleet: 6006752	Transit Tax	125,000	-	125,000	-	-	-	-	125,000
	Federal Grant - 5307	500,000	-	500,000	-	-	-	-	500,000
	Project Total	625,000	-	625,000	-	-	-	-	625,000
CNG Expansion - East Valley Bus Operations & Maintenance Facility: 6005809	Transit Tax	473,457	-	473,457	-	-	-	-	473,457
	Federal Grant - 5307	-	1,054,100	1,054,100	-	-	-	-	1,054,100
	Project Total	473,457	1,054,100	1,527,557	-	-	-	-	1,527,557
Creamery Branch Rail Path (along 8th Street): 6007139	Transit Tax	-	206,000	206,000	-	126,979	-	-	332,979
	Federal Grant - CMAQ	-	-	-	-	1,379,021	-	-	1,379,021
	Project Total	-	206,000	206,000	-	1,506,000	-	-	1,712,000
El Paso Natural Gasline Easement Multi-use Path Phase III: 6006069	Transit Tax	147,947	75,400	223,347	-	-	-	-	223,347
	Federal Grant - CMAQ	-	1,323,000	1,323,000	-	-	-	-	1,323,000
	Project Total	147,947	1,398,400	1,546,347	-	-	-	-	1,546,347

2014-15 CIP Projects - Transit Program (continued)

Project Name & Number	Funding Source(s)	Capital Budget	New 2014-15	2014-15 Total	Additional Projected Needs				Total 5-Year
		Re-appropriations	Appropriations	Appropriations	2015-16	2016-17	2017-18	2018-19	Program
EVBOM - Facility Asset Maintenance									
(East Valley Bus Ops/Maint Facility): 6006089	Transit Tax	696,793	350,000	1,046,793	239,000	239,000	239,000	239,000	2,002,793
	Federal Grant - 5307	-	250,000	250,000	-	-	-	-	250,000
	Project Total	696,793	600,000	1,296,793	239,000	239,000	239,000	239,000	2,252,793
Hardy Drive Streetscape Project:									
6004379	Transit Tax	13,669	374,376	388,045	-	-	-	-	388,045
	Federal Grant - CMAQ	1,142,591	655,624	1,798,215	-	-	-	-	1,798,215
	Project Total	1,156,260	1,030,000	2,186,260	-	-	-	-	2,186,260
Highline Canal Path (Baseline - Knox Road): 6006079									
	Transit Tax	200,000	-	200,000	1,144,339	644,044	-	-	1,988,383
	Federal Grant - CMAQ	-	67,000	67,000	1,366,661	1,866,956	-	-	3,300,617
	Project Total	200,000	67,000	267,000	2,511,000	2,511,000	-	-	5,289,000
North South Rail Spur Path: 6007089									
	Transit Tax	-	347,000	347,000	-	-	-	-	347,000
	Federal Grant - CMAQ	-	65,000	65,000	-	-	-	-	65,000
	Project Total	-	412,000	412,000	-	-	-	-	412,000
Pathway Capital Maintenance: 6005249									
	Transit Tax	401,812	550,000	951,812	250,000	250,000	250,000	250,000	1,951,812
Rio Salado Southbank Path Tempe - Phoenix: 6004139									
	Transit Tax	695,180	460,000	1,155,180	-	-	-	-	1,155,180
	Federal Grant - CMAQ	961,861	-	961,861	-	-	-	-	961,861
	Project Total	1,657,041	460,000	2,117,041	-	-	-	-	2,117,041
Rio Salado Southbank Path Underpass at 101 & 202 Freeway Interchange: 6004319									
	Transit Tax	996,279	-	996,279	-	-	-	-	996,279
Rio Salado Southbank Path Underpass at Priest Drive: 6007189									
	Transit Tax	-	206,000	206,000	79,604	-	-	-	285,604
	Federal Grant - CMAQ	-	-	-	1,165,396	-	-	-	1,165,396
	Project Total	-	206,000	206,000	1,245,000	-	-	-	1,451,000
Tempe / Phoenix Bike Share: 6007199									
	Transit Tax	-	350,000	350,000	201,300	-	-	-	551,300
	Federal Grant - CMAQ	-	-	-	750,000	-	-	-	750,000
	Project Total	-	350,000	350,000	951,300	-	-	-	1,301,300
Tempe Transit Center: 6006762									
	Transit Tax	258,491	-	258,491	-	-	-	-	258,491

2014-15 CIP Projects - Transit Program (continued)

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2014-15 Appropriations	2014-15 Total Appropriations	Additional Projected Needs				Total 5-Year Program
					2015-16	2016-17	2017-18	2018-19	
Transit Passenger Facilities - Bus Stop Improvements: 6003579	Transit Tax	249,114	190,600	439,714	202,640	227,720	234,142	240,726	1,344,942
	Federal Grant - 5307	-	100,000	100,000	-	-	-	-	100,000
	Project Total	249,114	290,600	539,714	202,640	227,720	234,142	240,726	1,444,942
TTC - Facility Asset Maintenance (Transportation Center): 6006099	Transit Tax	200,000	314,000	514,000	214,000	214,000	214,000	214,000	1,370,000
Unaccounted Federal Grants Contingency: 6005259	Transit Tax	530,428	-	530,428	-	-	-	-	530,428
	Federal Grants	1,271,714	850,000	2,121,714	-	-	-	-	2,121,714
	Project Total	1,802,142	850,000	2,652,142	-	-	-	-	2,652,142
University Drive Bike/Ped Improvements (Union Pacific Railroad to Priest): 6004509	Transit Tax	59,964	51,300	111,264	-	-	-	-	111,264
	Federal Grant - CMAQ	992,023	848,700	1,840,723	-	-	-	-	1,840,723
	Project Total	1,051,987	900,000	1,951,987	-	-	-	-	1,951,987
Transit Program Total		12,214,475	15,165,906	27,380,381	6,454,807	5,705,173	2,685,542	1,443,726	43,669,629

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.

2014-15 Source of Funds

NA

Estimated 2014-15 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	\$0
Total	\$0

Project Number: NA

Estimated Start Date: 07/01/2015

Estimated Completion Date: 06/30/2018

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$0	\$103,000	\$0	\$1,248,400	\$0	\$1,351,400

Bicycle Boulevard



Project Description

This project would involve a variety of city-wide bicycle related improvements on designated bicycle corridors along paths and local and collector streets in Tempe. The specific improvements would include bike lanes, protected and buffered bike lanes, signal enhancements and upgrades, bicycle parking, signage, intersection improvements and more. Materials that would be funded through this item include paint, bollards, bicycle parking devices, landscaping, concrete/asphalt and other depending on the specific improvement. Designated bike boulevards and specific improvements will be included in the Transportation Master Plan and as a part of the plans public outreach process."

2014-15 Source of Funds

NA

Estimated 2014-15 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	\$0

Project Number: NA

Estimated Start Date: 07/01/2015

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000

Broadway Road Streetcape 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 includes striping for bike lanes, the widening of sidewalks, construction of planted medians, construction of a wall, pedestrian safety, street tree plantings, provisions for a mid-block crossing between Sierra Vista and Venture 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 changing 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.

2014-15 Source of Funds

Transit Tax	\$1,822,213
Federal Grant - CMAQ	\$3,857,670
MAG - Safety Funds	\$705,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$6,384,883	\$0	\$0	\$0	\$0	\$6,384,883

Estimated 2014-15 Project Costs

Legal / Administration	\$46,000
Land Acquisition	\$0
Permit Fees	\$145,000
Design and Engineering	\$527,883
Survey / Staking	\$46,000
Construction Management	\$319,000
Furnishings / Equipment	\$705,000
Construction / Improvement	\$4,550,000
Geotech / Material Testing	\$46,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$6,384,883

Project Number: 6003059

Estimated Start Date: 10/01/2008

Estimated Completion Date: 12/01/2015

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). City-wide bus stops number 814 with sizes and amenities varying widely based on transit system demand. The bus stop infrastructure consists of bus shelters (297), benches (648), bike racks (969), trash receptacles (775), lighting (173), concrete pads (tbd), schedule holders (1,100), and bus stop signs (817). In general, these assets were purchased and installed between 1994 and 2008.

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.

2014-15 Source of Funds

Transit Tax	\$1,760,914

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$1,760,914	\$638,867	\$657,453	\$400,000	\$400,000	\$3,857,234

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$1,760,914
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,760,914

Project Number: 6005239

Estimated Start Date: 07/01/2013

Estimated Completion Date: Ongoing

City of Tempe Bus Pullout Project



Project Description

The project will install 1 to 3 new bus pullouts during FY 2014-15 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 will be based on industry standards which include sufficient right of way, changes in bus service levels, ridership, traffic volumes, and intersection safety considerations across the city. The project will install 1 - 2 bus pullouts per year in subsequent years based on location priority established by the current Transportation Master Plan.

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.

2014-15 Source of Funds

Transit Tax	\$630,161

Estimated 2014-15 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	\$630,161
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$630,161

Project Number: 6006764

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$630,161	\$0	\$0	\$0	\$0	\$630,161

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.

2014-15 Source of Funds

Transit Tax	\$125,000
Federal Grant - 5307	\$500,000

Estimated 2014-15 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: 07/01/2014

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$625,000	\$0	\$0	\$0	\$0	\$625,000

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. Upgrades will include all necessary improvements, vessels, heat exchangers, etc... to maintain current fueling capacity per dispenser.

The project is needed to accommodate the larger bus fleet size associated with the unification of Tempe and RPTA bus operations.

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$473,457
Construction / Improvement	\$1,054,100
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,527,557

Project Number: 6005809

Estimated Start Date: 07/01/2013

Estimated Completion Date: 10/01/2014

2014-15 Source of Funds

Transit Tax	\$473,457
Federal Grant - 5307	\$1,054,100

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$1,527,557	\$0	\$0	\$0	\$0	\$1,527,557

Creamery Branch Rail Path (along 8th Street)



Project Description

This project is the construction of a pathway along the Creamery Branch Rail Spur and streetscape improvements along 8th Street. The project path would include landscaping and lighting along the non-operational rail track next to 8th Street (between Rural and McClintock) adjacent to ASU and near downtown Tempe. The streetscape improvements are adjacent to and integrated in with the rail path and would include street trees, enhanced sidewalks and improved bicycle lanes. The project area includes two historic Tempe neighborhoods (Borden Homes & University Heights), a connection to 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 in September 2010.

This project would enhance a well traveled collector street and 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 concept has been supported by the neighbors, property owners and stakeholders in the area and would be revitalization to an important part of Tempe.

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$6,000
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 \$206,000

Project Number: 6007139

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2017

2014-15 Source of Funds

Transit Tax	\$206,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$206,000	\$0	\$1,506,000	\$0	\$0	\$1,712,000

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 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.

2014-15 Source of Funds

Transit Tax	\$223,347
Federal Grant - CMAQ	\$1,323,000

Estimated 2014-15 Project Costs

Legal / Administration	\$11,000
Land Acquisition	\$0
Permit Fees	\$39,000
Design and Engineering	\$278,947
Survey / Staking	\$11,000
Construction Management	\$78,000
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 \$1,546,347

Project Number: 6006069

Estimated Start Date: 10/11/2011

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$1,546,347	\$0	\$0	\$0	\$0	\$1,546,347

EVBOM - Facility Asset Maintenance (East Valley Bus Ops/Maint Facility)



Project Description

This project conducts major repair, refurbishment, or replacement of major equipment and sub-systems at the East Valley Bus Operations and Maintenance facility (EVBOM). EVBOM is a 250 bus facility from which the all of Tempe's transit service is provided. It also serves as a regional operations base managed by the Regional Public Transportation Authority (RPTA). Maintaining the facility in state of good repair facilitates the provision of local and regional 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 600 Tempe, RPTA 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; HVAC repairs to the Administrative Building to correct heating and cooling deficiencies; 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.

2014-15 Source of Funds

Transit Tax	\$1,046,793
Federal Grant - 5307	\$250,000

Estimated 2014-15 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	\$946,793
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,296,793

Project Number: 6006089

Estimated Start Date: 07/01/2013

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$1,296,793	\$239,000	\$239,000	\$239,000	\$239,000	\$2,252,793

Hardy Drive Streetcape 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 Transportation Element of the Tempe General Plan classified Hardy Drive as a Green Street. Green streets typically are collector streets that already serve as high volume bicycle and pedestrian corridors. The neighborhood is requesting geometric changes to the street including striping for bike lanes, widening of sidewalks and providing bulb-outs at critical intersections, reduction of existing travel lane widths, construction of planted medians, protection from intrusion of commercial truck traffic, improved pedestrian safety, reduction of speed limits, construction of mid-block crossings and providing transit, bicycle and pedestrian amenities.

2014-15 Source of Funds

Transit Tax	\$388,045
Federal Grant - CMAQ	\$1,798,215

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$2,186,260	\$0	\$0	\$0	\$0	\$2,186,260

Estimated 2014-15 Project Costs

Legal / Administration	\$19,000
Land Acquisition	\$0
Permit Fees	\$61,000
Design and Engineering	\$44,739
Survey / Staking	\$19,000
Construction Management	\$130,000
Furnishings / Equipment	\$0
Construction / Improvement	\$1,854,521
Geotech / Material Testing	\$10,000
Utility Relocation Fees	\$48,000
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$2,186,260

Project Number: 6004379

Estimated Start Date: 01/15/2012

Estimated Completion Date: 06/30/2015

Highline Canal Path (Baseline - Knox Road)



Project Description

This project is the 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 in Tempe without a dedicated path for public use. This path has been awarded federal funding in the fall of 2013. This project would integrate with and connect to planned and funded portions of pathway along the Highline Canal in the Town of Guadalupe and the City of Phoenix. 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. It will create an improved aesthetic in an area now neglected (canal banks) and enhance the quality of life for area residents.

2014-15 Source of Funds

Transit Tax	\$200,000
Federal Grant - CMAQ	\$67,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$267,000	\$2,511,000	\$2,511,000	\$0	\$0	\$5,289,000

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$2,000
Design and Engineering	\$265,000
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 \$267,000

Project Number: 6006079

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2017

North South Rail Spur Path



Project Description

This project involves the design and construction of up to 8 miles of a multi-use path adjacent to the existing freight rail line travelling north and south in Tempe, from Tempe Beach Park to Knox Road and the border with Chandler. The project involves constructing a 10 foot minimum path with lighting and landscaping, street crossing treatments and other amenities. Some public outreach has taken place and a \$65,000 MAG grant has been received for concept design of the project. It is anticipated that this path project would eventually be built in phases (1-2 miles at a time, 1-2 crossings at time) and as such will require future separate CIP requests for each project.

This project is identified in the Tempe General Plans and Transportation Plan. It is part of the expansion of transportation alternatives to decrease dependency on the private automobile. The project has been requested by several businesses and neighborhoods and has already had some portions built through agreements with private business. The project would complement existing transportation systems.

2014-15 Source of Funds

Transit Tax	\$347,000
Federal Grant - CMAQ	\$65,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$412,000	\$0	\$0	\$0	\$0	\$412,000

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$12,000
Design and Engineering	\$400,000
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 \$412,000

Project Number: 6007089

Estimated Start Date: 07/01/2014

Estimated Completion Date: TBD

Pathway Capital Maintenance



Project Description

This project will repair, rehabilitate or replace multi-use pathway (MUP) infrastructure that will surpass its useful life during the project period or due to excessive or adverse environmental exposures (e.g., sun, irrigation, high use, damage, theft). There are currently 23 miles of MUPs in Tempe. This project has multiple elements such as: 1) Replacement of pathway lighting systems including poles and associated infrastructure (wiring, bulbs, fixtures, concrete, shields) 2) Replacement of fencing along Kyrene Pathway near Ken McDonald golf course that has been structurally damaged due to irrigation, 3) Repair/replacement of segments of concrete pathways that pose hazards to users.

The purpose of these projects 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-pedestrian use, and leading to increases in the bike-pedestrian mode share of all trips. Replacement and maintenance 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.

2014-15 Source of Funds

Transit Tax	\$951,812

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$951,812	\$250,000	\$250,000	\$250,000	\$250,000	\$1,951,812

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$951,812
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$951,812

Project Number: 6005249

Estimated Start Date: 07/01/2013

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.

2014-15 Source of Funds

Transit Tax	\$1,155,180
Federal Grant - CMAQ	\$961,861

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$2,117,041	\$0	\$0	\$0	\$0	\$2,117,041

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$460,000
Construction / Improvement	\$1,657,041
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$2,117,041

Project Number: 6004139

Estimated Start Date: 07/01/2010

Estimated Completion Date: 06/30/2015

Rio Salado Southbank Path Underpass at 101 & 202 Freeway Interchange



Project Description

The project will construct a shared use path from McClintock drive to the Mesa city limits and includes a portion of pathway underneath Loop 202 at the 202/101 Traffic Interchange. The project is the eastern-most connection of the Tempe Rio Salado and links directly to Mesa along the south bank of the Salt River. The project involves a 10-foot wide concrete path with lighting and safety railings. The project is funded through a federal transportation grant managed through the Arizona Department of Transportation. Majority of the project funding is identified in the ADOT budget.

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. This path project continues the Tempe Rio Salado pathway from McClintock to the Mesa city limits.

2014-15 Source of Funds

Transit Tax	\$996,279

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$996,279	\$0	\$0	\$0	\$0	\$996,279

Estimated 2014-15 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	\$996,279
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$996,279

Project Number: 6004319

Estimated Start Date: 07/01/2011

Estimated Completion Date: 06/30/2015

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.

2014-15 Source of Funds

Transit Tax	\$206,000

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$6,000
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	\$206,000

Project Number: 6007189

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2016

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$206,000	\$1,245,000	\$0	\$0	\$0	\$1,451,000

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 project is modelled 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 and further improve Tempe's menu of alternative mode options.

2014-15 Source of Funds

Transit Tax	\$350,000

Estimated 2014-15 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: 6007199

Estimated Start Date: 07/01/2014

Estimated Completion Date: 12/01/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$350,000	\$951,300	\$0	\$0	\$0	\$1,301,300

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.

2014-15 Source of Funds

Transit Tax	\$258,491

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$258,491	\$0	\$0	\$0	\$0	\$258,491

Estimated 2014-15 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	\$258,491
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$258,491

Project Number: 6006762

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2014

Transit Passenger Facilities - Bus Stop Improvements



Project Description

The project will install passenger shelters and related amenities (seating, bike racks, trash cans, transit schedule information) at 10 bus stops across the city in FY 2014-15 with 5 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 a viable alternative to auto-use.

2014-15 Source of Funds

Transit Tax	\$439,714
Federal Grant - 5307	\$100,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$539,714	\$202,640	\$227,720	\$234,142	\$240,726	\$1,444,942

Estimated 2014-15 Project Costs

Legal / Administration	\$2,000
Land Acquisition	\$0
Permit Fees	\$5,000
Design and Engineering	\$18,000
Survey / Staking	\$2,000
Construction Management	\$11,000
Furnishings / Equipment	\$0
Construction / Improvement	\$499,714
Geotech / Material Testing	\$2,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$539,714

Project Number: 6003579

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

TTC - Facility Asset Maintenance (Transportation Center)



Project Description

This project conducts major repair, refurbishment, or replacement of major equipment, infrastructure, and sub-systems at the Tempe Transportation Center. The facility was completed in 2008 and acts as a major multi-modal transit center served by 12 bus routes which include Orbit circulators, local and express service and by METRO light rail. The transit center portion of the transit center includes passenger amenities such as benches, shelters, landscape, a transit store and public restrooms. Due to its proximity to downtown Tempe and ASU activity centers, the center experiences heavy use during City or university related special events and during moderate climate seasons. Maintaining the building and transit center 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.

In FY 2014-15 it is anticipated that the project will address repairs and maintenance at the transit center such as pavement repair and restoration, rest room refurbishment, plaza repairs and building systems replacement or repair which include chillers, water recycle system. In addition, funding will cover tenant improvements for the 1st floor retail space upon lease execution.

2014-15 Source of Funds

Transit Tax	\$514,000

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$314,000
Construction / Improvement	\$200,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$514,000

Project Number: 6006099

Estimated Start Date: 07/01/2013

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$514,000	\$214,000	\$214,000	\$214,000	\$214,000	\$1,370,000

Unaccounted Federal Grants Contingency



Project Description

This project will create additional spending authority for federal grants that may be available during FY 2014-15. The City must account for potential federal grants that could be secured and that need to be spent within 2014-2015. Potential grant funded projects include: a) South Tempe Transit Center; b) University Drive Bicycle and Pedestrian Improvements; c) EVBOM CNG Fuel Capacity Expansion; d) East Valley Solar Generation Capacity Improvements; e) Passenger Facility Rehabilitation; and f) Bus Stop Improvements.

2014-15 Source of Funds

Transit Tax	\$530,428
Federal Grants	\$2,121,714

Estimated 2014-15 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	\$2,652,142
Total	\$2,652,142

Project Number: 6005259

Estimated Start Date: 07/01/2013

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$2,652,142	\$0	\$0	\$0	\$0	\$2,652,142

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 fulfills the Tempe General Plan 2030 objective of increasing mode share for non-motorized travel. The project will involve public meetings with neighbors and businesses/property owners in the area.

2014-15 Source of Funds

Transit Tax	\$111,264
Federal Grant - CMAQ	\$1,840,723

Estimated 2014-15 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	\$1,951,987
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,951,987

Project Number: 6004509

Estimated Start Date: 10/01/2011

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$1,951,987	\$0	\$0	\$0	\$0	\$1,951,987

General Purpose Program

General Purpose projects total \$68.7 million in FY 2014-15 and account for 46% of the FY 2014-15 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 \$68.7 million of the \$150.4 million Capital Improvements Budget for FY 2014-15.

The majority of the funding for the five program areas above is to be provided by the planned issuance of \$48.8 million of general obligation bonds, followed by approximately \$8 million in existing project fund balances. The balance is funded from pay as you go contributions from various City operating funds, and other outside revenue.

Major areas of emphasis in FY 2014-15 include various repair and replacement projects for parks infrastructure, design and construction of the Tempe Town Lake dam, fire truck replacements, continued improvements to the City's regional radio system, 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 2014-15 Appropriations	2014-15 Total Appropriations	Additional Projected Needs				Total 5-Year Program
					2015-16	2016-17	2017-18	2018-19	
CAD / RMS / FRWS System: 5501999	General Obligation Bonds	255,000	-	255,000	-	-	-	-	255,000
City Regional Radio System Maintenance and Replacement: 5501989	Capital Projects Fund Balance	-	740,000	740,000	-	-	-	-	740,000
	General Obligation Bonds	88,000	1,216,420	1,304,420	2,823,942	3,582,873	1,964,240	-	9,675,475
	G.O. Bonds Election Required	-	-	-	-	-	-	1,060,269	1,060,269
	Solid Waste Fund	5,000	100,150	105,150	100,820	140,880	53,822	55,088	455,760
	Water / Wastewater Fund	7,000	239,493	246,493	279,901	255,574	75,350	77,123	934,441
	Project Total	100,000	2,296,063	2,396,063	3,204,663	3,979,327	2,093,412	1,192,480	12,865,945
Digital Evidence System: 5507179	General Obligation Bonds	-	161,000	161,000	126,000	126,000	-	-	413,000
Mobile Replacement: 5509189	General Obligation Bonds	400,000	-	400,000	-	-	500,000	-	900,000
	G.O. Bonds Election Required	-	-	-	-	-	1,600,000	-	1,600,000
	Project Total	400,000	-	400,000	-	-	2,100,000	-	2,500,000
Police Communications Telephone / Radio Logger Replacement: NA	G.O. Bonds Election Required	-	-	-	-	-	-	311,728	311,728
Police Department / Detention Camera Upgrade: NA	G.O. Bonds Election Required	-	-	-	-	-	-	150,000	150,000
Police Department Taser Refresh: NA	G.O. Bonds Election Required	-	-	-	-	-	-	600,000	600,000
Police Mounted Security Upgrade @ Kiwanis Maintenance Yard: 5507279	General Obligation Bonds	-	275,000	275,000	-	-	-	-	275,000
Police Protection Program Total		755,000	2,732,063	3,487,063	3,330,663	4,105,327	4,193,412	2,254,208	17,370,673



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.

Replacing this system will provide considerable functionality that will allow the Police Department to more efficiently capture and manage data, and will provide the foundation for future data sharing efforts with other jurisdictions.

2014-15 Source of Funds

General Obligation Bonds	\$255,000

Estimated 2014-15 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	\$255,000
Other Project Costs	\$0
Total	\$255,000

Project Number: 5501999

Estimated Start Date: Ongoing

Estimated Completion Date: 12/31/2014

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$255,000	\$0	\$0	\$0	\$0	\$255,000

City Regional Radio System Maintenance and Replacement



Project Description

The over-reaching goal of this project is for Tempe to continue as a functioning member of the Regional Wireless Cooperative (RWC) ASTRO P25 700/800 MHz digital interoperable radio system. 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.

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.

2014-15 Source of Funds

Capital Projects Fund Balance	\$740,000
General Obligation Bonds	\$1,304,420
Solid Waste & Water/Wastewater Funds	\$351,643

Estimated 2014-15 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	\$2,396,063
Total	\$2,396,063

Project Number: 5501989

Estimated Start Date: 12:00:00 AM

Estimated Completion Date: 12:00:00 AM

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$2,396,063	\$3,204,663	\$3,979,327	\$2,093,412	\$1,192,480	\$12,865,945

Digital Evidence System



Project Description

The Digital Evidence System will provide the Police Department the ability to safely, securely, and efficiently collect, store, and manage all digital evidence—including still images, videos and audio recordings. The Digital Evidence System will replace the Police Department's current server based evidence storage system for still images, and provide a central repository for audio and video recordings which currently does not exist. It will transform and simplify the way the Police Department collects, stores, and disseminates increasingly large amounts of digital evidence. The Digital Evidence System will include the use of a vendor hosted solution for media storage of new digital evidence and convert existing digital evidence (which requires subscription based service charges). The project will also include the replacement of cameras in the Forensic Services Unit used to capture crime scene photographs and the purchase of body cameras for use by Police Officers.

2014-15 Source of Funds

General Obligation Bonds	\$161,000

Estimated 2014-15 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	\$161,000
Total	\$161,000

Project Number: 5507179

Estimated Start Date: 07/01/2014

Estimated Completion Date: ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$161,000	\$126,000	\$126,000	\$0	\$0	\$413,000

Mobile Replacement



Project Description

This project is intended to ensure access to the Police Department fully integrated public safety system by replacing Police Department mobile and desktop computers. Police Department mobile computers need to be replaced every four to five years to ensure access is available and to limit failure in the field. Based on day to day operations, ruggedized mobile desktops and mounts that support mobiles in vehicles are required to limit damage that might occur through normal police activities.

Police Department desktop computers need to be replaced every five years to ensure access is available to run our Computer-Aided Dispatch (CAD), Records Management System (RMS), Jail Management System (JMS) and Property and Evidence systems. These systems make-up our fully integrated public safety system and they are critical to the day-to-day operations within the Police Department and to help ensure field officers are equipped with the necessary information to respond to citizen calls for service and detectives are equipped to further investigate and solve cases.

2014-15 Source of Funds

General Obligation Bonds	\$400,000

Estimated 2014-15 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	\$400,000
Other Project Costs	\$0
Total	\$400,000

Project Number: 5509189

Estimated Start Date: 07/01/2017

Estimated Completion Date: 06/30/2019

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$400,000	\$0	\$0	\$2,100,000	\$0	\$2,500,000

Police Communications Telephone/Radio Logger Replacement



Project Description

This project will replace the existing Voice Radio/Telephone recorder which provides 24/7 recordings of all incoming and outgoing radio and telephone traffic involving the day-to-day operations of the Police Department's Communications Bureau.

The current equipment used to record all incoming and outgoing radio and telephone traffic is more than 6 years old and, as we continue to upgrade our overall radio and telephone infrastructure, will no longer interface with newer technology. The recordings from this system are utilized for investigative purposes, court proceedings, and training on a daily basis. Having recordings available assists the Police Department in prosecuting criminals as well as provides protection to the City from potential liability by being able to provide a direct record of personnel actions during both major and minor incidents.

2014-15 Source of Funds

NA

Estimated 2014-15 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	\$0
Total	\$0

Project Number: NA

Estimated Start Date: 07/01/2015

Estimated Completion Date: 11/01/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$0	\$0	\$0	\$0	\$311,728	\$311,728

Police Department / Detention Camera Upgrade



Project Description

This project entails a complete replacement and technological upgrade to the Jail's aging analog CCTV system to include installation of digital cameras, camera housings and recording capabilities to ensure best practices of high quality video, sound and camera movement capabilities for 24/7 monitoring of prisoner and employee movement throughout the jail facility and surrounding prisoner movement areas. This will greatly reduce City liability exposure from use of force, injury and similar complaints while providing greater risk management through real time advanced camera capabilities.

2014-15 Source of Funds

NA

Estimated 2014-15 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	\$0
Total	\$0

Project Number: NA

Estimated Start Date: 07/01/2015

Estimated Completion Date: 06/30/2016

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$0	\$0	\$0	\$0	\$150,000	\$150,000

Police Department Taser Refresh



Project Description

All sworn police officers are issued a Taser as part of their assigned equipment. A highly effective tool, the Taser allows police officers to defend themselves and/or 3rd parties from individuals and animals who pose a threat to the safety and security of the community. At present the current Taser warranty for all of the units currently deployed is scheduled to expire in 2017 (a department wide refresh occurred in 2013).

Funds allocated for this project would be used to purchase: 400 Tasers, 400 Taser battery packs, 400 Taser holsters, 2500 Taser cartridges, 4 Taser data download systems, training, and a 4 year Taser warranty.

2014-15 Source of Funds

NA

Estimated 2014-15 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	\$0
Total	\$0

Project Number: NA

Estimated Start Date: 01/01/2017

Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$0	\$0	\$0	\$0	\$600,000	\$600,000

Police Mounted Security Upgrade @ Kiwanis Maintenance Yard



Project Description

The City of Tempe park maintenance yard at 6300 S. All America Way houses several city operational components to include Parks, Facility Maintenance and the Police Department. The Police Department specifically operates the mounted and canine units at this location. Project funding will be designated for security upgrades to the yard. The upgrades will include installing a solid eight (8) foot decking fence on the west perimeter from Guadalupe to the north end of the yard property, security cameras and card access gates for the east and south access points.

To further harden the perimeter, security cameras would be utilized to cover the main access points of the yard, west perimeter fence and the police barn area. This camera system would be joined with the existing monitoring system at the Apache Police Station and could be accessed and monitored by Tempe Police Dispatch. The security enhancements will significantly target harden the Kiwanis facility providing a safer environment for the police horses and staff, significantly deter theft of critical police vehicles and city assets to include parks maintenance equipment and the fuel pump station.

2014-15 Source of Funds

General Obligation Bonds \$275,000

Estimated 2014-15 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	\$275,000
Total	\$275,000

Project Number: Need New

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$275,000	\$0	\$0	\$0	\$0	\$275,000

Fire Protection Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2014-15 Appropriations	2014-15 Total Appropriations	Additional Projected Needs				Total 5-Year Program
					2015-16	2016-17	2017-18	2018-19	
Fire Apparatus Replacement: 5603619	General Obligation Bonds	1,706,898	1,100,000	2,806,898	550,000	1,100,000	550,000	-	5,006,898
	G.O. Bonds Election Required	-	-	-	-	-	-	550,000	550,000
	Project Total	1,706,898	1,100,000	2,806,898	550,000	1,100,000	550,000	550,000	5,556,898
Fire Laptop Replacement: 5603629	General Obligation Bonds	207,014	-	207,014	-	32,800	72,000	-	311,814
	G.O. Bonds Election Required	-	-	-	-	-	-	18,000	18,000
	Project Total	207,014	-	207,014	-	32,800	72,000	18,000	329,814
Fire Station Location Study: 5605937	Capital Projects Fund Balance	150,000	-	150,000	-	-	-	-	150,000
Fire Training Center Facilities: 5605949	Capital Projects Fund Balance	-	105,000	105,000	-	-	-	-	105,000
	General Obligation Bonds	318,274	495,000	813,274	-	-	-	-	813,274
	Project Total	318,274	600,000	918,274	-	-	-	-	918,274
Fire Protection Program Total		2,382,186	1,700,000	4,082,186	550,000	1,132,800	622,000	568,000	6,954,986

Fire Apparatus Replacement



Project Description

This project provides funding to purchase 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.

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. To be in accordance with replacement criteria, FY 14-15 appropriations provide funding to purchase five new apparatus, three of which were ordered in FY 13-14. FY 15-16 to FY 18-19 vehicles are subject to change as the Department is in the process of reviewing life cycles for unique apparatus.

2014-15 Source of Funds

General Obligation Bonds	\$2,806,898

Estimated 2014-15 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	\$2,806,898
Total	\$2,806,898

Project Number: 5603619

Estimated Start Date: 07/01/2011

Estimated Completion Date: 12/30/2019

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$2,806,898	\$550,000	\$1,100,000	\$550,000	\$550,000	\$5,556,898

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 reporting (ePCR), and development of a wireless fire apparatus infrastructure to accommodate small devices (cell phones), laptops and heart monitors. Fire paramedics gather critical patient information while en-route to the hospital, which is transmitted to the treating facility prior to the patients' arrival, therefore enhancing patient care. The ruggedized laptops are used daily, with over 17,000 annual EMS calls. A five year replacement plan is suggest by ITD. The scope of the project also includes laptops for the City's Emergency Operations Center operations. Those laptops are between six and seven years old.

2014-15 Source of Funds

General Obligation Bonds	\$207,014

Estimated 2014-15 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	\$207,014
Other Project Costs	\$0
Total	\$207,014

Project Number: 5603629

Estimated Start Date: Continuing

Estimated Completion Date: 06/30/2019

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$207,014	\$0	\$32,800	\$72,000	\$18,000	\$329,814

Fire Station Location 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 23% 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.

2014-15 Source of Funds

Capital Projects Fund Balance	\$150,000

Estimated 2014-15 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: 5605937

Estimated Start Date: 11/01/2013

Estimated Completion Date: 08/30/2014

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$150,000	\$0	\$0	\$0	\$0	\$150,000

Fire Training Center Facilities



Project Description

This project provides for repair and maintenance of the Fire Training Center buildings. The project will also address repairs required at the Skills Building in accordance with a structural evaluation conducted in 2012. The scope of this project has been slightly altered to include associated Skills Building props with no additional funding, as well as, Driver Training Track repair with an additional cost of \$70,000. Repairs to the Burn Room Building are based on age and use (built in 1993).

A structural evaluation conducted in 2012 of the Fire Training Skills buildings, revealed the following items to 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 118 days for fire training and it was vital to firefighter preparedness and safety.

2014-15 Source of Funds

Capital Projects Fund Balance	\$105,000
General Obligation Bonds	\$813,274

Estimated 2014-15 Project Costs

Legal / Administration	\$4,000
Land Acquisition	\$0
Permit Fees	\$13,000
Design and Engineering	\$43,000
Survey / Staking	\$4,000
Construction Management	\$25,000
Furnishings / Equipment	\$0
Construction / Improvement	\$360,000
Geotech / Material Testing	\$4,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$465,274
Total	\$918,274

Project Number: 5605949

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2016

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$918,274	\$0	\$0	\$0	\$0	\$918,274

Storm Drains Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2014-15 Appropriations	2014-15 Total Appropriations	Additional Projected Needs				Total 5-Year Program
					2015-16	2016-17	2017-18	2018-19	
Storm Drain Improvements: 5899978	Capital Projects Fund Balance	582,591	100,000	682,591	-	-	-	-	682,591
	General Obligation Bonds	-	100,000	100,000	200,000	300,000	300,000	300,000	1,200,000
	Project Total	582,591	200,000	782,591	200,000	300,000	300,000	300,000	1,882,591

Storm Drain Improvements



Project Description

This project includes ongoing maintenance, preservation, and upgrades to the existing storm drain system. 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 FY 2014-15 there are several projects: McAllister and Apache flooding (\$75,000), the north side of US 60 and Bonarden Lane (\$35,000), 25 total catch basins on University Drive, Broadway Road, and Hardy Drive for projects requiring pavement resurfacing this year (\$150,000), the Rio Salado south bank Town Lake bypass storm drain (\$600,000), and numerous other requests for drywell rehabilitation, flooding and vector control problems, and various other storm drain structure issues in parks (30 structures holding water and 2 drywells not draining), and streets (flooding in several intersections).

2014-15 Source of Funds

Capital Projects Fund Balance	\$682,591
General Obligation Bonds	\$100,000

Estimated 2014-15 Project Costs

Legal / Administration	\$3,000
Land Acquisition	\$0
Permit Fees	\$10,000
Design and Engineering	\$33,000
Survey / Staking	\$3,000
Construction Management	\$19,000
Furnishings / Equipment	\$0
Construction / Improvement	\$711,591
Geotech / Material Testing	\$3,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$782,591

Project Number: 5899978

Estimated Start Date: 07/01/2014

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$782,591	\$200,000	\$300,000	\$300,000	\$300,000	\$1,882,591

Park Improvements / Recreation Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2014-15 Appropriations	2014-15 Total Appropriations	Additional Projected Needs				Total 5-Year Program
					2015-16	2016-17	2017-18	2018-19	
Aquatics (Swimming Pool) Infrastructure & Equipment Replacement: 6304999	General Obligation Bonds	15,000	575,000	590,000	565,000	945,000	-	-	2,100,000
	G.O. Bonds Election Required	-	-	-	-	-	710,000	500,000	1,210,000
	Project Total	15,000	575,000	590,000	565,000	945,000	710,000	500,000	3,310,000
ARC Flash Hazard Analysis - Parks: 6305959	Capital Projects Fund Balance	-	50,000	50,000	-	-	-	-	50,000
	General Obligation Bonds	100,000	-	100,000	50,000	50,000	-	-	200,000
	Project Total	100,000	50,000	150,000	50,000	50,000	-	-	250,000
Athletic Field Lighting System Replacement: 6303089	General Obligation Bonds	123,104	745,000	868,104	-	60,000	-	-	928,104
	G.O. Bonds Election Required	-	-	-	-	-	800,000	735,000	1,535,000
	Project Total	123,104	745,000	868,104	-	60,000	800,000	735,000	2,463,104
Ballfield Infield Renovation: 6305969	Capital Projects Fund Balance	200,000	-	200,000	-	-	-	-	200,000
	General Obligation Bonds	80,000	-	80,000	92,700	95,481	-	-	268,181
	G.O. Bonds Election Required	-	-	-	-	-	98,345	101,296	199,641
	Project Total	280,000	-	280,000	92,700	95,481	98,345	101,296	667,822
Batting Range Pitching Machine / Netting Replacement: 6307209	General Obligation Bonds	-	136,500	136,500	-	-	-	-	136,500
Clark Park Swimming Pool Renovation: NA	G.O. Bonds Election Required	-	-	-	-	-	-	100,000	100,000
Diablo Stadium Capital Replacement & Reinvestment: 6303009	General Obligation Bonds	9,000	150,000	159,000	150,000	200,000	-	-	509,000
	Diablo Stadium Revenue	-	122,500	122,500	47,500	47,500	47,500	47,500	312,500
	G.O. Bonds Election Required	-	-	-	-	-	200,000	175,000	375,000
	Project Total	9,000	272,500	281,500	197,500	247,500	247,500	222,500	1,196,500
I-10 Pit Engineering Study: 6307117	Capital Projects Fund Balance	-	15,000	15,000	-	-	-	-	15,000
	Residential Development Fee	-	60,000	60,000	-	-	-	-	60,000
	Project Total	-	75,000	75,000	-	-	-	-	75,000
Kiwanis Park Playground Replacement & Renovations: 6306809	Capital Projects Fund Balance	710,000	-	710,000	-	-	-	-	710,000
	General Obligation Bonds	350,000	-	350,000	-	-	-	-	350,000
	Project Total	1,060,000	-	1,060,000	-	-	-	-	1,060,000

2014-15 CIP Projects - Park Improvements / Recreation Program (continued)

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2014-15 Appropriations	2014-15 Total Appropriations	Additional Projected Needs				Total 5-Year Program
					2015-16	2016-17	2017-18	2018-19	
Kiwanis Recreation Center Electric Infrastructure Replacement: 6305979	General Obligation Bonds	10,000	250,000	260,000	-	-	-	-	260,000
Park Concrete & Sports Court Replacement & Renovation: 6305119	General Obligation Bonds	125,000	125,000	250,000	125,000	130,000	-	-	505,000
	G.O. Bonds Election Required	-	-	-	-	-	105,000	120,000	225,000
	Project Total	125,000	125,000	250,000	125,000	130,000	105,000	120,000	730,000
Park Improvements: 6399729	Cash	5,800,000	200,000	6,000,000	-	-	-	-	6,000,000
Park Infrastructure / Equipment Replacement: 6399829	General Obligation Bonds	195,000	290,000	485,000	240,000	-	-	-	725,000
	G.O. Bonds Election Required	-	-	-	-	300,000	250,000	250,000	800,000
	Project Total	195,000	290,000	485,000	240,000	300,000	250,000	250,000	1,525,000
Park Lighting System Replacement & Renovation: 6305489	General Obligation Bonds	180,000	125,000	305,000	125,000	-	-	-	430,000
	G.O. Bonds Election Required	-	-	-	-	375,000	375,000	250,000	1,000,000
	Project Total	180,000	125,000	305,000	125,000	375,000	375,000	250,000	1,430,000
Park Playground Infrastructure & Equipment Replacement & Renovation: 6305499	General Obligation Bonds	210,000	125,000	335,000	125,000	-	-	-	460,000
	G.O. Bonds Election Required	-	-	-	-	400,000	400,000	300,000	1,100,000
	Project Total	210,000	125,000	335,000	125,000	400,000	400,000	300,000	1,560,000
Park Restrooms and Ramadas: 6305129	General Obligation Bonds	523,104	200,000	723,104	200,000	-	-	-	923,104
	G.O. Bonds Election Required	-	-	-	-	316,000	290,000	854,000	1,460,000
	Project Total	523,104	200,000	723,104	200,000	316,000	290,000	854,000	2,383,104
Parks & Recreation Emergency Repairs: 6305989	Capital Projects Fund Balance	-	75,000	75,000	-	-	-	-	75,000
	General Obligation Bonds	-	-	-	75,000	-	-	-	75,000
	G.O. Bonds Election Required	-	-	-	-	75,000	75,000	75,000	225,000
	Project Total	-	75,000	75,000	75,000	75,000	75,000	75,000	375,000
Parks Living Infrastructure and Irrigation Systems: 6305999	General Obligation Bonds	50,000	50,000	100,000	75,000	-	-	-	175,000
	G.O. Bonds Election Required	-	-	-	-	130,000	70,000	50,000	250,000
	Project Total	50,000	50,000	100,000	75,000	130,000	70,000	50,000	425,000

2014-15 CIP Projects - Park Improvements / Recreation Program (continued)

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2014-15 Appropriations	2014-15 Total Appropriations	Additional Projected Needs				Total 5-Year Program
					2015-16	2016-17	2017-18	2018-19	
Skate Park Structural Repairs: 6302629	General Obligation Bonds	12,000	15,000	27,000	15,000	-	-	-	42,000
	G.O. Bonds Election Required	-	-	-	-	15,000	15,000	15,000	45,000
	Project Total	12,000	15,000	27,000	15,000	15,000	15,000	15,000	87,000
Sports Facility Relamping: 6306938	Capital Projects Fund Balance	5,000	-	5,000	-	-	-	-	5,000
	G.O. Bonds Election Required	-	-	-	-	25,000	55,000	20,000	100,000
	Project Total	5,000	-	5,000	-	25,000	55,000	20,000	105,000
Tempe Beach Splash Playground Modification: 6506931	Capital Projects Fund Balance	-	240,000	240,000	-	-	-	-	240,000
	General Obligation Bonds	25,000	-	25,000	-	-	-	-	25,000
	Project Total	25,000	240,000	265,000	-	-	-	-	265,000
Town Lake Dam Replacement: 6504229	Capital Projects Fund Balance	2,387,683	789,230	3,176,913	-	-	-	-	3,176,913
	Capital Improvements Reserve	-	2,400,000	2,400,000	-	-	-	-	2,400,000
	Debt Service Fund	-	1,000,000	1,000,000	-	-	-	-	1,000,000
	General Obligation Bonds	13,550,000	18,611,851	32,161,851	-	-	-	-	32,161,851
	Project Total	15,937,683	22,801,081	38,738,764	-	-	-	-	38,738,764
Town Lake Emergency Warning Modifications: 6503771	Capital Projects Fund Balance	16,349	-	16,349	-	-	-	-	16,349
Park Improvements / Recreation Program Total		24,676,240	26,350,081	51,026,321	1,885,200	3,163,981	3,490,845	3,592,796	63,159,143

Aquatics (Swimming Pool) Infrastructure & Equipment Replacement



Project Description

This project encompasses the on-going 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. In fiscal year 2014-15, this project consists of the following improvements to City of Tempe Aquatics facilities:

- SES panel replacement at Escalante and McClintock pools \$165,000 - Both of these SES panels are at the end of their life cycle. The panels consist of parts from multi-vendors because they are not available for these aging panels. These panels are a potential safety concern.
- 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. Presently there is a large bubble which is the first sign the plaster is starting to de-grade.
- Industrial high volume circulation fans for Kiwanis Wave pool \$35,000
- Overhead rail system to remove & replace wave fan motors \$20,000.

2014-15 Source of Funds

General Obligation Bonds	\$590,000

Estimated 2014-15 Project Costs

Legal / Administration	\$5,000
Land Acquisition	\$0
Permit Fees	\$15,000
Design and Engineering	\$25,000
Survey / Staking	\$0
Construction Management	\$33,000
Furnishings / Equipment	\$0
Construction / Improvement	\$470,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$42,000

Total	\$590,000

Project Number: 6304999

Estimated Start Date: 07/01/2012

Estimated Completion Date: 06/30/2019

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$590,000	\$565,000	\$945,000	\$710,000	\$500,000	\$3,310,000

ARC Flash Hazard Analysis - Parks



Project Description

This project will provide funding for an electrical system engineering study that is performed by engineers familiar with the power distribution and control equipment and the calculation methods required. The consultant will label all electrical equipment components as defined in NFPA 70E-standard 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. This study will continue our current project at city parks.

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 including many of the electrical systems. There are over 1500 lights in the park system (area, sports courts, and sports field lights).

2014-15 Source of Funds

Capital Projects Fund Balance	\$50,000
General Obligation Bonds	\$100,000

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$2,000
Design and Engineering	\$73,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$75,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$150,000

Project Number: 6305959

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2016

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	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. Current fiscal funding was used for the replacement of the athletic lighting system of two multi-purpose fields at the Benedict Sports Complex. This project will consist of the following five year replacement program at Tempe's athletic facilities:

2014 - 15 (\$745,000) Benedict Sports Complex Field #1 & 2; Project Design for 2017-18 - Kiwanis Rec Center Tennis Courts
 2016 - 17 (\$60,000) Project Design for 2018-19 - Daley Park Ballfields
 2017 - 18 (\$800,000) Kiwanis Recreation Center Tennis Courts (\$740,000); Project Design for 2019-20 - Svob, Stroud & Corbell Park Soccer Fields (\$60,000).
 2018 - 19 (\$735,000) Daley Park Ballfields (\$675,000); Project Design for 2020-21 - Estrada, Hanger & Harelson Park Soccer Fields (\$60,000).

2014-15 Source of Funds

General Obligation Bonds	\$868,104

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$868,104	\$0	\$60,000	\$800,000	\$735,000	\$2,463,104

Estimated 2014-15 Project Costs

Legal / Administration	\$6,000
Land Acquisition	\$0
Permit Fees	\$20,000
Design and Engineering	\$107,104
Survey / Staking	\$6,000
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$689,000
Geotech / Material Testing	\$6,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$34,000
Total	\$868,104

Project Number: 6303089

Estimated Start Date: 07/01/2008

Estimated Completion Date: 06/30/2022

Ballfield Infield Renovation



Project Description

The purpose of this project is to improve the conditions of softball and baseball fields by providing playing surfaces that generate less dust thus contributing to the air quality, easy to maintain resulting in reduced labor requirements.

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 CIP 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. In 2015-16 the softball fields at Escalante and Jaycee Park will be renovated.

2014-15 Source of Funds

Capital Projects Fund Balance	\$200,000
General Obligation Bonds	\$80,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$280,000	\$92,700	\$95,481	\$98,345	\$101,296	\$667,822

Estimated 2014-15 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	\$280,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$280,000

Project Number: 6305969

Estimated Start Date: 07/01/2014

Estimated Completion Date: Ongoing

Batting Range Pitching Machine / Netting Replacement



Project Description

This project includes the replacement of all 18 batting cage machines, light indicator boxes, token boxes and the facility canopy/cage netting. This will help reduce maintenance costs because of the continual replacement of parts, some of which are hard to find or are no longer manufactured. The manufacturer indicates that the normal lifecycle of the pitching machines is anywhere from 12-15 years. The existing machines are nearing 24 years old. The age of the existing machines raises the concern of possible pitching malfunctions that could lead to customer injury, and/or potential legal action against the City. The canopy netting at the Kiwanis Park Batting Range is deteriorating due to UV, weather and damage caused by normal wear and tear.

2014-15 Source of Funds

General Obligation Bonds	\$136,500

Estimated 2014-15 Project Costs

Legal / Administration	\$1,000
Land Acquisition	\$0
Permit Fees	\$5,000
Design and Engineering	\$0
Survey / Staking	\$1,000
Construction Management	\$10,000
Furnishings / Equipment	\$0
Construction / Improvement	\$106,500
Geotech / Material Testing	\$1,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$12,000
Total	\$136,500

Project Number: 6307209

Estimated Start Date: 07/01/2014

Estimated Completion Date: 01/01/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$136,500	\$0	\$0	\$0	\$0	\$136,500

Clark Park Swimming Pool Renovation



Project Description

Clark swimming pool is 39 years old and the entire structure is at the end of its useful cycle. Major reconstruction and renovation must be performed to restore this facility so it can be used by the citizens as a pool again. Attendance at this facility has suffered the last several years of operation, primarily due to a lack of amenities and user groups would rather attend a pool with more play and recreational options. The project will replace the existing recreation center and bath house (both in poor condition) with a single multi-use building.

2014-15 Source of Funds

NA

Estimated 2014-15 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	\$0
Total	\$0

Project Number: NA

Estimated Start Date: 07/01/2018

Estimated Completion Date: 04/30/2019

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	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. This project consists of the following five year program of improvements at Diablo Stadium:

2014-15: Stadium infield renovation (\$50,000); Warning track material replacement, fields 3 & 4 (\$35,000); Shade structure for maintenance yard (\$21,000); Fence replacement around complex (\$20,000); Minor League Clubhouse floor reseal (\$4,000); Parking lot resurfacing, (\$35,000); Angels' requests (\$57,500)

2015-16: Warning track material fields 5 & 6 (\$30,000); Stadium dugout floor replacement (\$12,000); Scoreboard for field 4, (\$75,000); Angels offices carpet replacement (\$15,000); Minor league clubhouse floor reseal (\$4,000); Major league weight room floor reseal (\$50,000); Angels' requests (\$36,500)

2016-17 Stadium pad replacement (\$60,000); Windscreen replacement (\$50,000); Fertilizer sprayer (\$30,000); Press box counter replacement (\$15,000); Minor league clubhouse floor reseal (\$4,000); Angels' requests (\$63,500)

2017-18 Stadium concourse repair and re-surface (\$222,500)

2018-19 Mondo flooring replacement, major and minor league complex (\$222,500)

2014-15 Source of Funds

Diablo Stadium Revenue	\$122,500
General Obligation Bonds	\$159,000

Estimated 2014-15 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	\$281,500
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$281,500

Project Number: 6303009

Estimated Start Date: 07/01/2014

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$281,500	\$197,500	\$247,500	\$247,500	\$222,500	\$1,196,500

I-10 Pit Engineering Study



Project Description

This project is an engineering study and concept design of the I-10 Pit as a potential site for a future City park.

In 1990, the City of Tempe entered into an IGA with the state of Arizona for the purpose of managing the "I-10 Pit" at I-10 and Warner Road. The IGA has 25 years duration with an option to renew. The end of term date is approaching, October of 2015. The IGA allows the city to use the pit for public, non-profit purposes in addition to a storm drainage basin, including public recreation.

For years the "Pit" has been the subject of numerous conversations about the potential for adaptive re-use into a park amenity. The "pit" serves as a perfect example of how we can add capacity to our park system to accommodate the anticipated growth in parks usage and increased participation in youth sports. Staff envisions a process that could be undertaken over the next 12 months that would be used to evaluate the potential of this site for parks purposes.

2014-15 Source of Funds

Residential Development Fee	\$60,000
Capital Projects Fund Balance	\$15,000

Estimated 2014-15 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	\$75,000

Total \$75,000

Project Number: 6307117

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$75,000	\$0	\$0	\$0	\$0	\$75,000

Kiwanis Park Playground Replacement & Renovations



Project Description

This project was established to address the deteriorating condition of the Kiwanis Park Fiesta Playground. It provides for the complete replacement of all play equipment, and the renovation of the playground will bring it into compliance with current ADA and safety requirements and guidelines.

The proposed design of the playground was taken to the public related to whether a splash playground should or should not be included in the playground. The public chose not to include it. This created a major change for the construction plans, and thus creates a delay in having the project ready for bidding.

2014-15 Source of Funds

Capital Projects Fund Balance	\$710,000
General Obligation Bonds	\$350,000

Estimated 2014-15 Project Costs

Legal / Administration	\$5,000
Land Acquisition	\$0
Permit Fees	\$17,000
Design and Engineering	\$10,000
Survey / Staking	\$5,000
Construction Management	\$35,000
Furnishings / Equipment	\$430,000
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 \$1,060,000

Project Number: 6306809

Estimated Start Date: 07/01/2001

Estimated Completion Date: 09/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$1,060,000	\$0	\$0	\$0	\$0	\$1,060,000

Kiwanis Recreation Center Electric Infrastructure Replacement



Project Description

This project is the replacement of the electrical 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 which are over 40 years old. The two main electric service sections at the recreation center were installed in 1986, and are at the end of their expected 25 year life cycle.

2014-15 Source of Funds

General Obligation Bonds	\$260,000

Estimated 2014-15 Project Costs

Legal / Administration	\$2,000
Land Acquisition	\$0
Permit Fees	\$6,000
Design and Engineering	\$30,000
Survey / Staking	\$0
Construction Management	\$13,000
Furnishings / Equipment	\$0
Construction / Improvement	\$184,000
Geotech / Material Testing	\$2,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$23,000

Total \$260,000

Project Number: 6305979

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$260,000	\$0	\$0	\$0	\$0	\$260,000

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 and the Mitchell, Creamery, Redden Park basketball courts; and the resurfacing of the asphalt walkways/plazas in Sellehand Meyer, and the Kiwanis Park Ballfields. In fiscal years 2015 and 2016 this project will consist of the following program of resurfacing, replacement and construction in Tempe's parks: Goodwin Park ADA Access (\$50,000); Mitchell Park Basketball Ct. Resurfacing (\$10,000); Kiwanis Park Ballfield Plaza Resurfacing (\$25,000); Daley Basketball Ct. Resurface (\$5,000); Joyce Basketball Ct. Resurface (\$5,000); Optimist Basketball Ct. Resurface (\$5,000); Corbell Basketball Ct. Resurface (\$5,000).

Scudder Park ADA Access (\$60,000); Meyer Park Path Resurfacing (\$10,000); Indian Bend Park Tennis Ct. Resurfacing (\$15,000); Creamery Park Basketball Ct. Resurfacing (\$5,000); Hanger Basketball Ct. Resurface (\$5,000); Harelson Basketball Ct. Resurface (\$5,000); Kiwanis-Romero Basketball Ct. Resurface (\$10,000).

2014-15 Source of Funds

General Obligation Bonds	\$250,000

Estimated 2014-15 Project Costs

Legal / Administration	\$1,000
Land Acquisition	\$0
Permit Fees	\$1,000
Design and Engineering	\$3,000
Survey / Staking	\$1,000
Construction Management	\$3,000
Furnishings / Equipment	\$0
Construction / Improvement	\$230,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$11,000
Total	\$250,000

Project Number: 6305119

Estimated Start Date: 07/01/2012

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$250,000	\$125,000	\$130,000	\$105,000	\$120,000	\$730,000

Park Improvements



Project Description

This project will fund improvements in various parks throughout the city and will have spending authority of up to approximately \$6 million in 2014-15 contingent upon land sale proceeds or some other cash funding source becoming available.

Projects will be based on an asset management, best practices approach to ensure that the most critical elements, using on a condition rating spread throughout the entire park system, take priority.

2014-15 Source of Funds

Cash	\$6,000,000

Estimated 2014-15 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: 07/01/2007

Estimated Completion Date: 06/30/2027

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	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 tables/equipment, benches, trash receptacles, 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. In fiscal years 2015 through 17 this project will consist of the following program of park equipment & infrastructure replacement:

2014 - 15 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).

2015 - 16 Park & Picnic Equipment (\$100,000); Backstops & Fencing (\$50,000); Sports/Play Equipment (\$25,000); Safety Surfacing (\$25,000); Signage (\$15,000); Design (\$25,000); Unplanned/Emergency Replacements (\$60,000).

2016 - 17 Park & Picnic Equipment (\$100,000); Backstops & Fencing (\$50,000); Sports/Play Equipment (\$25,000); Safety Surfacing (\$25,000); Signage (\$15,000).

2014-15 Source of Funds

General Obligation Bonds	\$485,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$485,000	\$240,000	\$300,000	\$250,000	\$250,000	\$1,525,000

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$25,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$460,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$485,000

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 will include the replacement of the aged electrical service sections, poles & fixtures and other related equipment. The lighting in the majority of our parks has 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 project will consist of the following five year park lighting/electrical replacement program in Tempe's parks:

2014 - 15 Goodwin (\$125,000).

2015 - 16 Scudder (\$125,000);

2016 - 17 (\$375,000) Svob (\$125,000); Selleh (\$125,000); Dwight (\$125,000);

2017 - 18 (\$375,000) Petersen (\$125,000); Celaya (\$125,000); Palmer (\$125,000).

2018 - 19 (\$250,000) Daumler (\$125,000); Ehrhardt (\$125,000).

2014-15 Source of Funds

General Obligation Bonds	\$305,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$305,000	\$125,000	\$375,000	\$375,000	\$250,000	\$1,430,000

Estimated 2014-15 Project Costs

Legal / Administration	\$3,000
Land Acquisition	\$0
Permit Fees	\$10,000
Design and Engineering	\$27,000
Survey / Staking	\$1,000
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$235,000
Geotech / Material Testing	\$1,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$28,000
Total	\$305,000

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 will 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. This project will consist of the following five year playground replacement program in Tempe's parks:

2014 - 15 Goodwin (\$100,000)

2015 - 16 Scudder (\$150,000)

2016 - 17 Svob (\$100,000); Selleh (\$150,000). Dwight (\$125,000);

2017 - 18 Petersen (\$150,000).Celaya (\$150,000); Palmer (\$125,000).

2018 - 19 Daumler (\$150,000); Ehrhardt (\$150,000).

2014-15 Source of Funds

General Obligation Bonds \$335,000

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$30,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$305,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$335,000

Project Number: 6305499

Estimated Start Date: 07/01/2012

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$335,000	\$125,000	\$400,000	\$400,000	\$300,000	\$1,560,000

Park Restrooms and Ramadas



Project Description

This project will replace/renovate restrooms and ramadas to ensure they are safe, accessible and in good working condition. 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).

2014-15: Start Kiwanis Park ballfield restroom construction – 8 unit structure and install utility outlets for drive-up/temporary concessions. Finish Hallman ramadas.

2015-16: Finish Kiwanis Park ballfield restroom construction; Daley Park ramadas construction

2016-17: Clark Park ramada construction. Standard ramada design update (\$5,000 - 3 year renewal required); Daley Park restroom design

2017-18: Daley Park restroom construction- 4 unit structure. Benedict restroom design

2018-19: Benedict Park restroom construction.

2014-15 Source of Funds

General Obligation Bonds \$723,104

Estimated 2014-15 Project Costs

Legal / Administration	\$2,000
Land Acquisition	\$0
Permit Fees	\$6,000
Design and Engineering	\$19,000
Survey / Staking	\$2,000
Construction Management	\$11,000
Furnishings / Equipment	\$0
Construction / Improvement	\$681,104
Geotech / Material Testing	\$2,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$723,104

Project Number: 6305129

Estimated Start Date: 07/01/2014

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$723,104	\$200,000	\$316,000	\$290,000	\$854,000	\$2,383,104

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, a series of emergency and/or unexpected infrastructure repairs and replacements has been required.

Estimated 2014-15 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	\$75,000

Total \$75,000

Project Number: 6305989

Estimated Start Date: 07/01/2013

Estimated Completion Date: Ongoing

2014-15 Source of Funds

Capital Projects Fund Balance \$75,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000

Parks Living Infrastructure and Irrigation Systems



Project Description

Within each park, Tempe maintains living infrastructure including trees, shrubs, groundcover, soil, turf, and gravel with an annual reinvestment target of \$125,000 to replace the living infrastructure on a life cycle basis. 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. As a part of long range living infrastructure reconditioning program several parks will be addressed. Goodwin Park has been identified for replacement of living infrastructure and redesign of irrigation system in 2015-16. As budget allows, projects for 2016/17 through 2018/19 include:

- Irrigation modifications and replacement at Harelson Park, Indian Bend Habitat, Tempe Center for the Arts Park and Ehrhardt Park
- Tree replacement and addition at Harelson Park, Daley Park, Indian Bend Habitat and Rio Salado Park
- Compost addition of 20 acres per year at various parks

Estimated 2014-15 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: 6305999

Estimated Start Date: 07/01/2014

Estimated Completion Date: Ongoing

2014-15 Source of Funds

General Obligation Bonds \$100,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$100,000	\$75,000	\$130,000	\$70,000	\$50,000	\$425,000

Skate Park Structural Repairs



Project Description

This project provides for the ongoing annual specialized capital repairs to the City's three (3) skate parks. Repairs will include concrete, coping, grind edges, modular surface replacements, etc. To keep our skate parks in a safe condition for the users, damages need to be repaired on a timely basis.

Estimated 2014-15 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	\$27,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$27,000

Project Number: 6302629

Estimated Start Date: 07/01/2006

Estimated Completion Date: Ongoing

2014-15 Source of Funds

General Obligation Bonds \$27,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$27,000	\$15,000	\$15,000	\$15,000	\$15,000	\$87,000

Sports Facility Relamping



Project Description

This project provides for the continued funding of a regular relamping program for our sports facilities' lighting systems. It established 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.

2016-17 - (\$25,000) Papago Ballfield (\$3,000); Diablo Soccer Field (\$4,000); Mckemy Ballfields (\$5,000); Corona High Tennis (\$3,000); Escalante Pool (\$2,000); Connolly Ballfields (\$5,000); Tempe Beach Ballfield (\$3,000).

2017-18 - (\$55,000) Tempe Sports Complex (\$50,000); Harelson Tennis (\$1,500); Indian Bend Tennis (\$1,500) McClintock Pool (\$2,000).

2018 -19 - (\$20,000) Jaycee Ballfield (\$4,000); Clark Ballfield (\$3,000); Tempe High Tennis (\$3,000); McClintock High Tennis (\$3,000); Marcos de Niza Tennis (\$3,000); Clark Pool/Garden (\$1,500); Unplanned Relamping (\$2,500).

Estimated 2014-15 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	\$5,000

Total \$5,000

Project Number: 6306938

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2014-15 Source of Funds

Capital Projects Fund Balance \$5,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$5,000	\$0	\$25,000	\$55,000	\$20,000	\$105,000

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 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 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

2014-15 Source of Funds

Capital Projects Fund Balance	\$240,000
General Obligation Bonds	\$25,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$265,000	\$0	\$0	\$0	\$0	\$265,000

Estimated 2014-15 Project Costs

Legal / Administration	\$2,000
Land Acquisition	\$0
Permit Fees	\$6,000
Design and Engineering	\$25,000
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

Town Lake Dam Replacement



Project Description

Based on the contractual agreement between the City and Bridgestone, the temporary rubber bladders west dam of the Tempe Town Lake must be replaced by the City by the end of December, 2015. In July of 2011, the City initiated a project to select, design and construct the "best - value" solution for replacement of the Tempe Town Lake downstream dam. In January 2012, the City selected a hydraulically operated steel gate to replace the existing rubber bladders. Since then, the contracted engineer has reached 90 percent completion of steel gate dam design. The construction is anticipated to start in the first half of 2014.

2014-15 Source of Funds

Capital Projects Fund Balance	\$3,176,913
CIP Reserve & Debt Service Fund	\$3,400,000
General Obligation Bonds	\$32,161,851

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$38,738,764	\$0	\$0	\$0	\$0	\$38,738,764

Estimated 2014-15 Project Costs

Legal / Administration	\$286,000
Land Acquisition	\$0
Permit Fees	\$600,000
Design and Engineering	\$2,887,094
Survey / Staking	\$753,001
Construction Management	\$1,582,000
Furnishings / Equipment	\$12,210,778
Construction / Improvement	\$19,889,301
Geotech / Material Testing	\$330,590
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$200,000

Total \$38,738,764

Project Number: 6504229

Estimated Start Date: 07/01/2011

Estimated Completion Date: 12/31/2015

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 completed. 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 2014-15 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	\$16,349
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$16,349

Project Number: 6503771

Estimated Start Date: Ongoing

Estimated Completion Date: 12/30/2014

2014-15 Source of Funds

Capital Projects Fund Balance \$16,349

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$16,349	\$0	\$0	\$0	\$0	\$16,349

General Governmental Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget	New 2014-15	2014-15 Total	Additional Projected Needs				Total 5-Year
		Re-appropriations	Appropriations	Appropriations	2015-16	2016-17	2017-18	2018-19	Program
City Court									
Court Improvement Project - Court Facility: 6705139	General Obligation Bonds	446,864	-	446,864	254,300	-	-	-	701,164
Court Improvement Project - Court Technology: 6707289	Capital Improvements Reserve	-	29,800	29,800	17,750	31,550	3,900	4,400	87,400
City Court Total		446,864	29,800	476,664	272,050	31,550	3,900	4,400	788,564
City Manager									
Downtown Area Parking and City Facilities									
Space Optimization Study: 6707217	Capital Projects Fund Balance	-	120,000	120,000	-	-	-	-	120,000
Community Development									
City Hall Parking Garage: 6702979	Capital Improvements Reserve	-	297,500	297,500	-	-	-	-	297,500
Eisendrath House: 6703479	Capital Projects Fund Balance	10,919	-	10,919	-	-	-	-	10,919
Community Development Total		10,919	297,500	308,419	-	-	-	-	308,419
Community Services									
Call Center CRM System: 6704109	Capital Projects Fund Balance	40,651	-	40,651	-	-	-	-	40,651
Municipal Arts Program: 6699799	Municipal Arts Fund	310,359	417,396	727,754	-	-	-	-	727,754
	Water / Wastewater Fund	-	175,245	175,246	-	-	-	-	175,246
	Project Total	310,359	592,641	903,000	-	-	-	-	903,000
Tempe Public Library RFID Conversion: 6706029	General Obligation Bonds	200,000	-	200,000	-	-	-	-	200,000
Community Services Total		551,010	592,641	1,143,651	-	-	-	-	1,143,651

2014-15 CIP Projects - General Governmental Program (continued)

Project Name & Number	Funding Source(s)	Capital Budget	New 2014-15	2014-15 Total	Additional Projected Needs				Total 5-Year
		Re-appropriations	Appropriations	Appropriations	2015-16	2016-17	2017-18	2018-19	Program
Finance and Technology									
Core Network Replacement: NA	G.O. Bonds Election Required	-	-	-	-	-	555,349	392,775	948,124
Desktop Technology Refresh - Green Initiative: 6707229	Capital Projects Fund Balance	-	250,000	250,000	-	-	-	-	250,000
	General Obligation Bonds	-	-	-	300,000	-	-	-	300,000
	G.O. Bonds Election Required	-	-	-	-	253,990	477,480	170,240	901,710
	Transit Tax	-	-	-	23,710	23,710	-	-	47,420
	Water / Wastewater Fund	-	120,830	120,830	-	-	-	77,280	198,110
	Project Total	-	370,830	370,830	323,710	277,700	477,480	247,520	1,697,240
Enterprise Network File Storage and Archival: 6709239	Capital Projects Fund Balance	-	125,000	125,000	-	-	-	-	125,000
	General Obligation Bonds	-	-	-	125,000	-	-	-	125,000
	G.O. Bonds Election Required	-	-	-	-	191,211	-	-	191,211
	Project Total	-	125,000	125,000	125,000	191,211	-	-	441,211
Permits Plus Upgrade: 6709219	General Obligation Bonds	542,794	-	542,794	-	-	-	-	542,794
Finance and Technology Total		542,794	495,830	1,038,624	448,710	468,911	1,032,829	640,295	3,629,369
Public Works									
ADA Accessibility Survey and Transition Plan: 6706249	Capital Projects Fund Balance	170,000	78,603	248,603	-	-	-	-	248,603
	Transit Tax	30,000	-	30,000	-	-	-	-	30,000
	Project Total	200,000	78,603	278,603	-	-	-	-	278,603
City Hall HVAC Piping Replacement: 6705629	General Obligation Bonds	1,624,675	-	1,624,675	200,000	-	-	-	1,824,675
	G.O. Bonds Election Required	-	-	-	-	1,420,000	-	-	1,420,000
	Project Total	1,624,675	-	1,624,675	200,000	1,420,000	-	-	3,244,675
City Hall Primary Electrical Service Entry: 6707230	General Obligation Bonds	-	700,000	700,000	-	-	-	-	700,000
Downtown Infrastructure: 6704329	Capital Projects Fund Balance	-	30,000	30,000	-	-	-	-	30,000
	General Obligation Bonds	114,397	-	114,397	31,050	-	-	-	145,447
	G.O. Bonds Election Required	-	-	-	-	32,137	33,262	34,426	99,824
	Project Total	114,397	30,000	144,397	31,050	32,137	33,262	34,426	275,271

2014-15 CIP Projects - General Governmental Program (continued)

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2014-15 Appropriations	2014-15 Total Appropriations	Additional Projected Needs				Total 5-Year Program
					2015-16	2016-17	2017-18	2018-19	
Drainage Improvements: NA	G.O. Bonds Election Required	-	-	-	-	-	-	365,000	365,000
Electrical Improvements: 6705159	Capital Improvements Reserve	-	50,000	50,000	-	-	-	-	50,000
	General Obligation Bonds	297,060	-	297,060	50,000	-	-	-	347,060
	G.O. Bonds Election Required	-	-	-	-	370,000	555,000	190,000	1,115,000
	Project Total	297,060	50,000	347,060	50,000	370,000	555,000	190,000	1,512,060
Emergency Capital Repair: 6799779	Capital Projects Fund Balance	-	100,000	100,000	-	-	-	-	100,000
	General Obligation Bonds	400,000	-	400,000	100,000	-	-	-	500,000
	G.O. Bonds Election Required	-	-	-	-	100,000	100,000	100,000	300,000
	Project Total	400,000	100,000	500,000	100,000	100,000	100,000	100,000	900,000
Energy Conservation Program: 6705179	Capital Projects Fund Balance	24,000	80,000	104,000	-	-	-	-	104,000
	General Obligation Bonds	-	-	-	65,000	-	-	-	65,000
	G.O. Bonds Election Required	-	-	-	-	65,000	-	50,000	115,000
	Project Total	24,000	80,000	104,000	65,000	65,000	-	50,000	284,000
Fleet Maintenance Improvements: 6705189	Solid Waste Fund	75,000	97,000	172,000	-	-	-	-	172,000
Flooring Replacement Program: 6705199	General Obligation Bonds	99,776	100,000	199,776	100,000	-	-	-	299,776
	G.O. Bonds Election Required	-	-	-	-	117,000	55,000	179,000	351,000
	Project Total	99,776	100,000	199,776	100,000	117,000	55,000	179,000	650,776
Fuel Metering Project: 6705209	Capital Improvements Reserve	-	25,000	25,000	-	-	-	-	25,000
Historic Properties: 676809	Capital Projects Fund Balance	10,429	-	10,429	-	-	-	-	10,429
	General Obligation Bonds	-	50,000	50,000	50,000	-	-	-	100,000
	G.O. Bonds Election Required	-	-	-	-	87,000	85,000	80,000	252,000
	Project Total	10,429	50,000	60,429	50,000	87,000	85,000	80,000	362,429
HVAC Replacements: 6706873	Debt Service Fund	-	1,000,000	1,000,000	-	-	-	-	1,000,000
	General Obligation Bonds	130,421	-	130,421	1,000,000	-	-	-	1,130,421
	G.O. Bonds Election Required	-	-	-	-	1,541,000	2,059,000	1,447,500	5,047,500
	Project Total	130,421	1,000,000	1,130,421	1,000,000	1,541,000	2,059,000	1,447,500	7,177,921
Police Department Piping Replacement: NA	General Obligation Bonds	-	-	-	1,500,000	-	-	-	1,500,000

2014-15 CIP Projects - General Governmental Program (continued)

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2014-15 Appropriations	2014-15 Total Appropriations	Additional Projected Needs				Total 5-Year Program
					2015-16	2016-17	2017-18	2018-19	
Roof Replacement: 6702519	General Obligation Bonds	14,036	517,000	531,036	300,000	-	-	-	831,036
	G.O. Bonds Election Required	-	-	-	-	1,128,000	790,000	597,000	2,515,000
	Project Total	14,036	517,000	531,036	300,000	1,128,000	790,000	597,000	3,346,036
Security System Replacement: NA	G.O. Bonds Election Required	-	-	-	-	-	200,000	210,000	410,000
Tempe Center for the Arts Pool Resurfacing: 6707249	Performing Arts Fund	-	100,000	100,000	-	-	-	-	100,000
Tempe Fire Training Facility: 6705219	General Obligation Bonds	257,679	-	257,679	-	-	-	-	257,679
Water Heater Replacement Program: 6705229	Capital Improvements Reserve	-	19,000	19,000	-	-	-	-	19,000
	General Obligation Bonds	66,125	-	66,125	57,200	-	-	-	123,325
	G.O. Bonds Election Required	-	-	-	-	71,500	133,000	-	204,500
	Project Total	66,125	19,000	85,125	57,200	71,500	133,000	-	346,825
Public Works Total		3,313,598	2,946,603	6,260,201	3,453,250	4,931,637	4,010,262	3,252,926	21,908,275
General Governmental Program Total		4,865,184	4,482,374	9,347,558	4,174,010	5,432,098	5,046,991	3,897,621	27,898,278

Court Improvement Project - Court Facility



Project Description

This project supports ongoing efforts to preserve and improve an important City asset, the Court building. It includes improving the functionality of the Court facility by replacing counters, cabinets, fixtures and furniture in jury rooms, restrooms, break rooms, and courtrooms, to better serve the public. The project also entails reconfiguring workspace, workstations, and furniture, to provide a professional environment for Court business while improving operational efficiency.

Fiscal year 14-15 is the 3rd year of Court facility preservation project. Previous projects include painting, reconfiguring the security checkpoint, and replacing damaged/missing tile, stained/worn carpeting, public counters, and torn/soiled lobby seating.

2014-15 Source of Funds

General Obligation Bonds	\$446,864

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$724
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$407,852
Construction / Improvement	\$38,288
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$446,864

Project Number: 6705139

Estimated Start Date: 07/01/2014

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$446,864	\$254,300	\$0	\$0	\$0	\$701,164

Court Improvement Project - Court Technology



Project Description

This project supports ongoing efforts to preserve and improve City assets. It includes refreshing Court technology, including lap top computers, printers, server, conference phones, calendar display system, scanners, and high-volume shredders. It also includes systems to present evidence in court proceedings, and to support efficient and effective court operations.

This is the 1st year of Court technology projects. This project provides the technology infrastructure to support public service, improve efficiency and effectiveness, and limit operational impacts of failing systems.

2014-15 Source of Funds

Capital Improvements Reserve	\$29,800

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$4,350
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$25,450
Other Project Costs	\$0

Total	\$29,800

Project Number: Need New

Estimated Start Date: 07/01/2014

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$29,800	\$17,750	\$31,550	\$3,900	\$4,400	\$87,400

Downtown Area Parking and City Facilities Space Optimization Study



Project Description

This project entails hiring a consultant to evaluate The City of Tempe's current downtown area parking and city facility space utilization in order to identify options and strategies for achieving the highest and best use for these spaces, as well as potential additional space. This would include strategies to enhance or expand parking options downtown.

2014-15 Source of Funds

Capital Projects Fund Balance	\$120,000

Estimated 2014-15 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: 6707217

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$120,000	\$0	\$0	\$0	\$0	\$120,000

City Hall Parking Garage



Project Description

This project will be used to make improvements to the remaining leasable tenant space on first and second floors of the City Hall Garage. The funds will likely be used to fund items such as: flooring, office cabinetry, demising walls, air conditioning vent/ductwork, fire protection sprinklers, etc. This amount of tenant improvement funding is consistent with other comparable commercial tenant space.

The tenant improvements are needed to render the space "leasable". The 9,500 s.f. leasable space is currently in the design phase (mechanical, plumbing and electrical) stage presently. Improvements that will be constructed with planned completion of July 2014 will bring the space to "white" shell condition: restrooms, plumbing, electrical service panel, and HVAC installation.

2014-15 Source of Funds

Capital Improvements Reserve	\$297,500

Estimated 2014-15 Project Costs

Legal / Administration	\$2,000
Land Acquisition	\$0
Permit Fees	\$8,000
Design and Engineering	\$29,000
Survey / Staking	\$2,000
Construction Management	\$17,000
Furnishings / Equipment	\$0
Construction / Improvement	\$237,500
Geotech / Material Testing	\$2,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$297,500

Project Number: 6702979

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$297,500	\$0	\$0	\$0	\$0	\$297,500

Eisendrath House



Project Description

Remaining project funding will be used to Partner with the Rio Salado Foundation, including public, private and corporate donors, to complete 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. The expected life of the Eisendrath House is 50 years.

Phase 1 has been completed, including the following:

- New meeting building (SRP Center for Water Education) with associated kitchen, storage and ADA-accessible restrooms
- Improvements to the historic house, including 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).
- All utility connections, access drive, ramps/railings, retaining walls and site lighting.

2014-15 Source of Funds

Capital Projects Fund Balance	\$10,919

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$5,000
Construction / Improvement	\$5,919
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$10,919

Project Number: 6703479

Estimated Start Date: 07/01/2013

Estimated Completion Date: 12/31/2014

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$10,919	\$0	\$0	\$0	\$0	\$10,919

Call Center CRM System



Project Description

Continued project funding in FY 2014-15 will finalize implementation of Tempe's Citizen Request Management (CRM/311) system. The web-based enterprise system is a technological tool that is 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.

2014-15 Source of Funds

Capital Projects Fund Balance	\$40,651

Estimated 2014-15 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	\$40,651
Other Project Costs	\$0

Total	\$40,651

Project Number: 6704109

Estimated Start Date: 08/01/2010

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$40,651	\$0	\$0	\$0	\$0	\$40,651

Municipal Arts Fund



Project Description

The project funds the city's cultural improvements and programs 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 FY 14-15 include:

Public Art projects and staff \$220,000, Broadway Road Streetscape Public Art \$70,000; platFORM Public Art at Hayden Flour Mill \$8,000; El Paso Gas Line Path Public Art \$24,000, University Drive Streetscap \$4,000; Public Art Maintenance \$75,000; IN FLUX Initiative Public Art \$14,000; Grants to Tempe-based arts organizations and schools \$175,000; Special projects including Tempe Symphony, Songwriters' Showcase; Qtrly newsletter \$70,500; Gallery Exhibitions program \$35,000; TPAC equipment maintenance \$3,000; TCA performance series, associated expenses and consultant fees \$150,000; Community Initiative program including Tardeada, Ballet Under the Stars, Music Under the Stars Poetry in April \$34,500; Museum events \$6,000 and; Summer arts instructional programming at Vihel Center \$14,000.

2014-15 Source of Funds

Municipal Arts Fund	\$727,754
Water / Wastewater Fund	\$175,246

Estimated 2014-15 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	\$903,000

Total \$903,000

Project Number: 6699799

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$903,000	\$0	\$0	\$0	\$0	\$903,000

Tempe Public Library 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 National Information Standards Organization (NISO) standards for library RFID installations makes this an advantageous time for the Tempe Public Library to upgrade. Conversion to an RFID platform will position the Library to keep up with technological developments in the field.

2014-15 Source of Funds

General Obligation Bonds	\$200,000

Estimated 2014-15 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: 03/01/2014

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$200,000	\$0	\$0	\$0	\$0	\$200,000

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. Our existing core network consists of two Cisco 6500 series enterprise switch/routers. In addition, each system is fiber connected to both switches for full redundancy. Loss of these switches would cause a catastrophic loss of the ability to move data and users would lose connection to their business applications. The Cisco 6500 currently at use at the City of Tempe were purchased in 2004 and upgraded in 2007. Cisco currently projects they will reach end of 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.

2014-15 Source of Funds

NA

Estimated 2014-15 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	\$0
Total	\$0

Project Number: NA

Estimated Start Date: 07/01/2017

Estimated Completion Date: 06/30/2020

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$0	\$0	\$0	\$555,349	\$392,775	\$948,124

Desktop Technology Refresh - Green Initiative



Project Description

The Desktop Technology Refresh - Green Initiative project is a multi-year effort to replace aging desktop computers across the city organization with more efficient units that support mobile access and consume 60 - 85% less power. Current PC desktop units will be replaced with virtual clients (Zero Clients), or small form PCs where virtualization is not supported. The new devices will allow Departments to leverage current software solutions, as well as, expand technology solutions into the field with mobile access. The first year will include the replacement and virtualization of 130 Public PCs located at the Library and Community Centers.

2014-15 Source of Funds

Capital Projects Fund Balance	\$250,000
Water / Wastewater Fund	\$120,830

Estimated 2014-15 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	\$370,830
Other Project Costs	\$0
Total	\$370,830

Project Number: 6707229

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2020

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$370,830	\$323,710	\$277,700	\$477,480	\$247,520	\$1,697,240

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. The 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.

2014-15 Source of Funds

Capital Projects Fund Balance	\$125,000

Estimated 2014-15 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	\$125,000
Other Project Costs	\$0
Total	\$125,000

Project Number: 6709239

Estimated Start Date: Ongoing

Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$125,000	\$125,000	\$191,211	\$0	\$0	\$441,211

Permits Plus Upgrade



Project Description

This project is an upgrade of the current Permits Plus system to Accela Automation. The current system will be upgraded to an enterprise-wide permitting solution that is citizen-centric and allows information to be shared across departments. Over 170 employees across several City departments require access to this system. These departments include Community Development, Public Works Engineering, Public Works Water Utilities, Police Department, Fire Department, and Community Relations. This system is used to support and manage all aspects of the land development process which includes zoning, permitting, licensing, code enforcement, building, plan reviews, inspections, and fee collections.

The 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.

2014-15 Source of Funds

General Obligation Bonds	\$542,794

Estimated 2014-15 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	\$542,794
Other Project Costs	\$0
Total	\$542,794

Project Number: 6709219

Estimated Start Date: 07/01/2013

Estimated Completion Date: 12/31/2014

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$542,794	\$0	\$0	\$0	\$0	\$542,794

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 followings: 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 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.

In 2014-15, funding is being requested for ADA site improvements to the Hayden Flour Mill - \$78,603.

Estimated 2014-15 Project Costs

Legal / Administration	\$1,000
Land Acquisition	\$0
Permit Fees	\$2,000
Design and Engineering	\$0
Survey / Staking	\$1,000
Construction Management	\$5,000
Furnishings / Equipment	\$0
Construction / Improvement	\$68,603
Geotech / Material Testing	\$1,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$200,000

Total \$278,603

Project Number: 6706249

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2015

2014-15 Source of Funds

Capital Projects Fund Balance	\$248,603
Transit Tax	\$30,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$278,603	\$0	\$0	\$0	\$0	\$278,603

City Hall HVAC Piping Replacement



Project Description

This project is Phase II of the City Hall HVAC CIP. Phase I was for the replacement of the underground piping for City Hall cooling and heating systems. 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. This project is very important in maintaining our city's assets.

Estimated 2014-15 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	\$1,624,675
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,624,675

Project Number: 6705629

Estimated Start Date: 12:00:00 AM

Estimated Completion Date: 12:00:00 AM

2014-15 Source of Funds

General Obligation Bonds	\$1,624,675

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$1,624,675	\$200,000	\$1,420,000	\$0	\$0	\$3,244,675

City Hall Primary Electrical Service Entry



Project Description

This project will fund the design and replacement of the outdated and failing electrical service distribution system serving the City Hall Complex and City Hall Tower. The City Hall municipal building is serviced by a 2000 amp service with distribution panels that range from 800 amps to 400 amps. There are also branch panels that range from 400 amps to 100 amps. The panels were installed in 1970 and have experienced catastrophic failures. In the last year, these panels have shorted out causing electrical disruptions to City Hall. Not only have these failures caused disruptions to our buildings and the services we provide to our customers, but have created an unsafe condition.

These electrical distribution systems need to be replaced due to the failures and knowing that these units are over 40 years old. The average useful life for related equipment is 20 years. By replacing this outdated system, we will ensure asset preservation to our older facilities and ensure continued reliability of the electrical system. The upgrade will ensure that the newly designed system will meet today's standard of electrical needs.

2014-15 Source of Funds

General Obligation Bonds	\$700,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$700,000	\$0	\$0	\$0	\$0	\$700,000

Estimated 2014-15 Project Costs

Legal / Administration	\$6,000
Land Acquisition	\$0
Permit Fees	\$20,000
Design and Engineering	\$67,000
Survey / Staking	\$6,000
Construction Management	\$39,000
Furnishings / Equipment	\$0
Construction / Improvement	\$556,000
Geotech / Material Testing	\$6,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$700,000

Project Number: 6707230

Estimated Start Date: 07/01/2014

Estimated Completion Date: 07/01/2015

Downtown Infrastructure



Project Description

This project is for the purpose of updating Tempe's inventory of furnishings and infrastructure in the Mill Avenue district which may include improvements and refurbishing of brick sidewalks, street furniture, replacing trees along Mill Avenue and small enhancements identified in the Project for Public Spaces (PPS) analysis. This project also is the funding source for the City's commitments as identified in the Hospitality Zone Assessment project, a joint effort between the City and Mill Avenue District to improve the economic viability of the downtown. This project will 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 2014-15, this project will fund, as budget allows: Hospitality Zone improvements: literature racks and portable restrooms (\$70,000); Completion of the electrical receptacle project on Mill Ave. (\$50,000); and Mill Avenue street furnishings replacements as needed (\$25,000).

In Fys 2015-16 through 2018-19, replacement of Mill Avenue street furnishings is estimated at \$30,000 per year.

2014-15 Source of Funds

Capital Projects Fund Balance	\$30,000
General Obligation Bonds	\$114,397

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$144,397	\$31,050	\$32,137	\$33,262	\$34,426	\$275,271

Estimated 2014-15 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	\$144,397

Total	\$144,397

Project Number: 6304329

Estimated Start Date: 07/01/2012

Estimated Completion Date: ongoing

Drainage Improvements



Project Description

City staff has identified three city facilities that are in need of having drainage improvements made to them. This project is to change the slope around the existing facilities. The current slope results in the water drainage going into the buildings. By correcting, when we receive significant rainfall the slope will eliminate flooding in buildings and prevent further damage to the facilities.

This project will ensure that the three city facilities listed below are preserved and the potential for flooding into the facilities is stopped.

2018-2019 Projects:
Diablo Stadium (\$75,000)
PD Horse Barn (\$36,000)
Museum (\$180,000)

2014-15 Source of Funds

NA

Estimated 2014-15 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	\$0
Total	\$0

Project Number: NA

Estimated Start Date: 07/01/2014

Estimated Completion Date: 12:00:00 AM

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$0	\$0	\$0	\$0	\$365,000	\$365,000

Electrical Improvements



Project Description

This project will provide funding to rectify deficiencies such as: replacement of damaged electrical panel, missing labels, replacement of enclosure doors, and replace conductors that are not properly sized. This project will complete deficiencies identified in the ARC Flash Hazard Analysis.

Fiscal year 2014-2015: Design work of main PD generator replacement and emergency repairs (\$50,000).

Fiscal year 2015-2019 as funding permits: Main PD generator replacement (\$300,000), Priest yard main service entrance section (\$350,000), North yard service generator and ATS (\$75,000), Kiwanis recreation building main entrance section with MCC (\$250,000), 400 amp secondary service that controls the tennis courts (\$50,000), McClintock pool service entrance section and MCC (\$70,000), Fire station #4 service entrance section (\$50,000), Police substation at 10 W Guadalupe (\$25,000), Fire Training service entrance section (80,000), Fire station #2 service entrance section, old fire maintenance service entrance section (\$60,000), Generator and ATS (\$50,000), Branch panels (\$30,000), and Fire station #5 service entrance section (\$50,000).

2014-15 Source of Funds

Capital Improvements Reserve	\$50,000
General Obligation Bonds	\$297,060

Estimated 2014-15 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	\$347,060
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$347,060

Project Number: 6705159

Estimated Start Date: 12:00:00 AM

Estimated Completion Date: 12:00:00 AM

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$347,060	\$50,000	\$370,000	\$555,000	\$190,000	\$1,512,060

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 project 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 project 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. The following is planned for 2014-2019 as budget allows:

Museum- security lighting (\$20,000), Kiwanis Pool/Gym lighting (\$2,000), Westside Multi-Generational Center window options (\$15,000), New locks in the Jail cells (\$70,000), Apache PD new gate operators (\$30,000), Fire Station 3 doors, Fire Station #1 remove and replace concrete (\$35,000) and Field Operations gate, card access for gate, front office doors and Solid Waste building (\$45,000).

2014-15 Source of Funds

Capital Projects Fund Balance	\$100,000
General Obligation Bonds	\$400,000

Estimated 2014-15 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	\$500,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$500,000

Project Number: 6799779

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$500,000	\$100,000	\$100,000	\$100,000	\$100,000	\$900,000

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 continue to focus on a number of strategies including: renewable energy projects at city facilities, a second phase of energy audits and retrofits and facilitating a culture of conservation. This project will focus on these three areas. Staff will work with the utilities to review and audit city facility needs and determine where we can achieve sustainable savings in utility costs.

Staff will replace substandard and inefficient lighting systems (replacing T-12s with T-8 or T-5 or LED upgrades) and add programmable thermostats. Fiscal year 2014-15 funds will be used: to conduct retrofits at the Kiwanis Recreation Center and the golf courses (\$55,000) and for consultant services to evaluate energy efficiency projects and perform a second phase energy audit (\$25,000).

2014-15 Source of Funds

Capital Projects Fund Balance	\$104,000

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$24,000
Construction / Improvement	\$55,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$25,000

Total \$104,000

Project Number: 6705179

Estimated Start Date: 07/01/2014

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$104,000	\$65,000	\$65,000	\$0	\$50,000	\$284,000

Fleet Maintenance Improvements



Project Description

The project consists of expanding the CNG fueling system at the East Valley Bus Operations and Maintenance (EVBOM) facility to include 2 CNG dispensers to be located at the Public Works Fueling Facility. The City is expanding the existing CNG facility at EVBOM to accommodate the new regional buses being operated at the facility.

The CNG dispensers will be equipped with two-hoses, each with a heavy duty hose and nozzle, a light duty hose and nozzle, and one meter and automatic PLC-controlled flow-balancing valves. The light duty hose will allow the city to fuel future CNG equipment.

The city has purchased 5 CNG fueled solid waste disposal trucks.

CNG fuel emissions are friendlier to the environment than traditional fossil fuels. The cost of a gallon of CNG fuel equivalent can be as low as \$0.42. Significant cost savings can be realized if the City expands the current fleet. This project would allow for long term access for Public Works to this CNG fuel.

2014-15 Source of Funds

Solid Waste Fund	\$172,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$172,000	\$0	\$0	\$0	\$0	\$172,000

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$10,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$75,000
Construction / Improvement	\$87,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$172,000

Project Number: 6705189

Estimated Start Date: 01/01/2013

Estimated Completion Date: Ongoing

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. Future flooring replacement needs will be in the following locations:

2014-15: Pyle Center (\$85,000) and Fire Station #3 (\$15,000)

2015-16: City Council Chambers (\$100,000)

2016-17: Performing Arts (\$75,000), Rolling Hills Maintenance (\$10,000), Ken McDonald Maintenance (\$10,000) and Fire Maintenance (\$22,000)

2017-18: Carpet Garden Level (\$55,000)

2018-19: Kiwanis restroom flooring (\$70,000), Westside Multi Center (\$70,000), Fire Training (\$39,000)

2014-15 Source of Funds

General Obligation Bonds	\$199,776

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$199,776	\$100,000	\$117,000	\$55,000	\$179,000	\$650,776

Estimated 2014-15 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	\$199,776
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$199,776

Project Number: 6705199

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Fuel Metering Project



Project Description

This project continues the installation of automated fuel management systems at unmetered fueling sites and connection to the City's fuel network. At the start of the project 7 of the 10 fuel sites were unmetered. 2014-15 is the final digital meter installation at the last unmetered fuel site in the city (Priest Yard.)

Unmetered sites have poor tracking of actual fuel usage and account for as much as 10% shrinkage in the overall city's fuel budget, resulting in an inaccurate O&M cost for a vehicle. This project will complete the metering of all sites.

2014-15 Source of Funds

Capital Improvements Reserve	\$25,000

Estimated 2014-15 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	\$25,000
Total	\$25,000

Project Number: 6705209

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$25,000	\$0	\$0	\$0	\$0	\$25,000

Historic Properties



Project Description

The City has 7 buildings designated as historic properties and these buildings have an average age of 100 years. This project 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. By funding this CIP, the City will be able to continue to preserve and maintain our historic property assets. These structures are important to our city and require special attention. The following projects are planned for fiscal years 2014-2019 as budget allows:

Peterson House fire alarm system (\$30,000), Peterson House porch wood repair and paint (\$8,000), Hackett House concrete patio repairs (\$10,000), Elias Rodriguez House painting (\$8,000), Peterson House fence painting (\$3,000), Benjamin Moer House painting (\$5,000), Elias Rodriguez fire retardant roof coating (\$10,000), Hackett House painting (\$12,000), Peterson House painting (\$20,000), Hackett House (\$15,000), Hackett House fire retardant roof coating (\$10,000), Flour Mill window repair and painting (\$15,000 per FY) and emergency repair of all historical buildings (\$30,000 per FY).

2014-15 Source of Funds

Capital Projects Fund Balance	\$10,429
General Obligation Bonds	\$50,000

Estimated 2014-15 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	\$60,429
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$60,429

Project Number: 676809

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$60,429	\$50,000	\$87,000	\$85,000	\$80,000	\$362,429

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 \$8.4 million, with higher replacement costs in the first five years, at an average of \$1.5 million per year. 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 fiscal years 2014-17, the following locations have units that need to be replaced: Apache PDP (\$8,000), Priest Yard (\$5,500), Fire Station #2 (\$49,000), Fire Station #4 (\$18,000), Fire Station #5 (\$17,000), Parking Garage (\$19,000), Ken McDonald Rest. (\$5,000), Hardy (\$2,100), PD Horse Coral (\$9,000), Library (\$1,500,000), McClintock Pool House (\$16,000), Municipal bldg. (\$455,000), Priest Yard- trailers (\$12,000), Priest Yard- Assembly Hall (\$16,000), Rolling Hills Proshop (\$10,000), Traffic Maint. (\$10,000) and Westside Multi Center (\$2,000).

2014-15 Source of Funds

Debt Service Fund	\$1,000,000
General Obligation Bonds	\$130,421

Estimated 2014-15 Project Costs

Legal / Administration	\$8,000
Land Acquisition	\$0
Permit Fees	\$28,000
Design and Engineering	\$96,000
Survey / Staking	\$8,000
Construction Management	\$56,000
Furnishings / Equipment	\$0
Construction / Improvement	\$926,421
Geotech / Material Testing	\$8,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,130,421

Project Number: 6706873

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$1,130,421	\$1,000,000	\$1,541,000	\$2,059,000	\$1,447,500	\$7,177,921

Police Department Piping Replacement



Project Description

The City of Tempe Police Department and Courts building was built in the 1970's. The building continues to need modifications to ensure that as this building continues to age, the systems are updated and assets are preserved. This project will design and replace failing piping throughout the building. Staff is bringing in an expert to further investigate and analyze solutions to replace the piping.

2014-15 Source of Funds

NA

Estimated 2014-15 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	\$0

Total \$0

Project Number: NA

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$0	\$1,500,000	\$0	\$0	\$0	\$1,500,000

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. This CIP will fund an average annual replacement of \$680,000. The following projects are planned for the respective future fiscal years:
 2014-15- City Hall Municipal Complex (\$250,000), City Hall Pyramid (\$150,000), Fire Station #6 (\$100,000) and Police-South Hardy (\$17,000).
 2015-16- Escalante (\$150,000), and Hardy Maint. Gravel surface (\$150,000).
 2016-17- McClintock Pool (\$60,000), Fire Station #1 (\$50,000), Police Tac Room (\$10,000),
 Kiwanis Boat House, Batting Cages, Concessions and Tennis Courts (\$80,000), Priest Yard all bldgs. (\$500,000) and Tempe Performing Arts Center (\$100,000).
 2017-18- Parks restrooms (\$100,000), Household Products bldg. (\$60,000), South Vehicle Maintenance Yard (\$60,000), Fire Training Facility (\$80,000), PD Apache Substation (\$180,000), PD Apache Evidence bldg. (\$100,000) and Hardy Maint. Smooth coat (\$50,000).
 2018-19- Traffic Maintenance @ Rio Salado (\$100,000), Hardy/Warner Concession and Restrooms (\$80,000), Museum (\$200,000), Police South Substation @ Kiwanis (\$70,000), and West Dam Roof (\$25,000).

2014-15 Source of Funds

General Obligation Bonds	\$531,036

Estimated 2014-15 Project Costs

Legal / Administration	\$4,000
Land Acquisition	\$0
Permit Fees	\$15,000
Design and Engineering	\$49,000
Survey / Staking	\$4,000
Construction Management	\$29,000
Furnishings / Equipment	\$0
Construction / Improvement	\$426,036
Geotech / Material Testing	\$4,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$531,036

Project Number: 6702519

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$531,036	\$300,000	\$1,128,000	\$790,000	\$597,000	\$3,346,036

Security System Replacement



Project Description

The City of Tempe maintains special systems throughout city facilities, which include: full motion video security, card access, building alarms, environmental and energy management controls, and fire alarm/extinguishing systems. To allow for continued operation of these systems, replacements and updates are imperative and are planned for the next 5 years based on the equipment lifecycle. The useful life of these systems range from 10 years on security and surveillance systems to 25 years on sprinkler systems.

In fiscal years 2017-19 the following systems will be replaced as budget allows: Video Systems, Access Systems, Security Systems, Environmental Controls and Fire Systems.

Replacement of these systems as relevant are planned for the following City facilities within the next five years: Apache P.D., North side Multi-Generational, Tempe Center for the Arts, Traffic Operations, Tempe Adult Day Care, McClintock Pool, Diablo Stadium, Kiwanis Recreation Center, Ken McDonald Golf Course, Rolling Hills Golf Course, BB Moeur House, Tempe Butte, Escalante Center, City Hall, 525 Building.

2014-15 Source of Funds

NA

Estimated 2014-15 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	\$0

Total	\$0

Project Number: NA

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$0	\$0	\$0	\$200,000	\$210,000	\$410,000

Tempe Center for the Arts Pool Resurfacing



Project Description

The Tempe Center for the Arts reflecting pool was installed in 2007 and has not had any refurbishment since the original installation. The top surface is blistering and flaking over the entire surface area (approx. 23,000 square feet).

This project will restore the deteriorating condition of the pool by stripping the top surface of the pool and return trench, preparing all surfaces and applying two separate layers of membrane.

Estimated 2014-15 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	\$100,000

Total \$100,000

Project Number: 6707249

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2015

2014-15 Source of Funds

Performing Arts Fund \$100,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$100,000	\$0	\$0	\$0	\$0	\$100,000

Tempe Fire Training Facility



Project Description

The campus of the Tempe Fire Training Center at 1342 E University Ave houses a 150 foot antenna tower necessary for police and fire communications. The purpose of the project is to protect the communications tower, building, and equipment from flooding caused by large storm events. 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. Design is currently underway to add an emergency overflow outlet via a storm drain for the existing retention basin, and a vestibule to the front of the tower building to protect the interior equipment from any rain water intrusion through the entry doors. A waterproofing substance will also be applied to the existing exterior building walls so that high water cannot seep into the building. ADA access the entry doors will be brought into compliance.

Estimated 2014-15 Project Costs

Legal / Administration	\$2,000
Land Acquisition	\$0
Permit Fees	\$8,000
Design and Engineering	\$0
Survey / Staking	\$2,000
Construction Management	\$5,679
Furnishings / Equipment	\$0
Construction / Improvement	\$238,000
Geotech / Material Testing	\$2,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$257,679

Project Number: 6705219

Estimated Start Date: 01/30/2013

Estimated Completion Date: 08/31/2014

2014-15 Source of Funds

General Obligation Bonds \$257,679

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$257,679	\$0	\$0	\$0	\$0	\$257,679

Water Heater Replacement Program



Project Description

The City maintains 166 water heaters with an expected useful life of seven years. This project will replace the following:

Fiscal year 2014-2015 PD parking garage (\$19,000). Fiscal year 2015-2016 Household product cc (\$1,000), Library (\$2,600), McClintock Pool (\$53,600). Fiscal year 2016-2017 priest yard (\$1,500), Hardy yard building C (\$12,000), priest yard building D (\$58,000). Fiscal year 2017-2018 Ken McDonald maintenance (\$36,000), Ken McDonald proshop (\$19,000), Ken McDonald restaurant (\$78,000).

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.

2014-15 Source of Funds

Capital Improvements Reserve	\$19,000
General Obligation Bonds	\$66,125

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$85,125	\$57,200	\$71,500	\$133,000	\$0	\$346,825

Estimated 2014-15 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	\$85,125
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$85,125

Project Number: 6705229

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Transportation Program

Transportation projects total \$10.5 million in FY 2014-15 and account for 7% of the 2014-15 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 \$10.5 million of the \$150.4 million Capital Improvements Budget for FY 2014-15.

In FY 2014-15 the three main funding sources for transportation projects are the planned issuance of \$3.5 million in general obligation bonds, \$3.5 million of pay as you go funding from the City's Highway User Revenue Fund, and \$2.8 million in federal grants.

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	New 2014-15	2014-15 Total	Additional Projected Needs				Total 5-Year
		Re-appropriations	Appropriations	Appropriations	2015-16	2016-17	2017-18	2018-19	Program
Arterial, Collector, and Residential Street									
Asset Preservation: 5499741	Highway User Revenue Fund	-	2,727,029	2,727,029	-	-	-	-	2,727,029
	General Obligation Bonds	487,029	1,478,948	1,965,977	3,105,877	5,045,767	5,539,995	6,816,995	22,474,610
	Project Total	487,029	4,205,977	4,693,006	3,105,877	5,045,767	5,539,995	6,816,995	25,201,639
Bridge Maintenance: 5499898	General Obligation Bonds	291,538	200,000	491,538	200,000	300,000	300,000	300,000	1,591,538
Minor Concrete Improvements: 5401419	General Obligation Bonds	50,501	200,000	250,501	200,000	300,000	300,000	300,000	1,350,501
Potential Federal Grants Contingency:									
5406139	Federal Grants	865,000	135,000	1,000,000	-	-	-	-	1,000,000
Railroad Quiet Zone: 5401901	Capital Projects Fund Balance	342,153	-	342,153	-	-	-	-	342,153
	Federal Grants	700,000	-	700,000	-	-	-	-	700,000
	Project Total	1,042,153	-	1,042,153	-	-	-	-	1,042,153
ROW Landscape Replacement and									
Revitalization: 5406149	Highway User Revenue Fund	100,000	300,000	400,000	300,000	300,000	300,000	300,000	1,600,000
Transportation and R.O.W. Program Total		2,836,221	5,040,977	7,877,198	3,805,877	5,945,767	6,439,995	7,716,995	31,785,831

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.

Fiscal year 14/15 year projects will include McClintock (Elliot to Broadway), and Neighborhood N34 (Mill to Rural and Southern to US60).

Estimated 2014-15 Project Costs

Legal / Administration	\$30,553
Land Acquisition	\$0
Permit Fees	\$58,050
Design and Engineering	\$33,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$4,486,029
Geotech / Material Testing	\$85,374
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$4,693,006

Project Number: 5499741

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2015

2014-15 Source of Funds

Highway User Revenue Fund	\$2,727,029
General Obligation Bonds	\$1,965,977

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$4,693,006	\$3,105,877	\$5,045,767	\$5,539,995	\$6,816,995	\$25,201,640

Bridge Maintenance



Project Description

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 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, rehabilitation of bridge decks, and miscellaneous other items. This is done to assure that the bridges are safe and in good repair. This year several bridge decks must be resurfaced and rehabilitated. These include but are not limited to Mill Ave. at the Salt River, Hardy Drive at the Western Canal, and McClintock Drive at the Western Canal.

Estimated 2014-15 Project Costs

Legal / Administration	\$2,000
Land Acquisition	\$0
Permit Fees	\$8,000
Design and Engineering	\$29,000
Survey / Staking	\$2,000
Construction Management	\$17,000
Furnishings / Equipment	\$0
Construction / Improvement	\$431,538
Geotech / Material Testing	\$2,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$491,538

Project Number: 5499898

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2014-15 Source of Funds

General Obligation Bonds	\$491,538

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$491,538	\$200,000	\$300,000	\$300,000	\$300,000	\$1,591,538

Minor Concrete Improvements



Project Description

This project will provide for peak demands and emergency replacement of broken curbs, gutters, and sidewalks throughout the city. This project supplements the City's concrete program and the strategy of utilizing city forces (two employees) to handle smaller less complex jobs. 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.

Funding this project is crucial to the citizens by providing safe and easily traversable pedestrian access throughout the city.

2014-15 Source of Funds

General Obligation Bonds	\$250,501

Estimated 2014-15 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	\$250,501
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$250,501

Project Number: 5401419

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$250,501	\$200,000	\$300,000	\$300,000	\$300,000	\$1,350,501

Potential Federal Grants Contingency



Project Description

This Project will create additional spending authority for federal grants that may be available during FY2014-15. The City must account for potential federal grants that could be secured and that need to be spent within FY2014- 2015.

2014-15 Source of Funds

Federal Grants	\$1,000,000

Estimated 2014-15 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	\$1,000,000
Total	\$1,000,000

Project Number: 5406139

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000

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 and the Arizona Corporation Commission, 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. Like the existing quiet zone, this quiet zone extension would require approvals by the Arizona Corporation Commission, Union Pacific Railroad and Federal Railroad Administration.

The establishment of the industrial spur quiet zone would prohibit the sounding of train horns at all highway rail crossings except in certain safety situations. It is the intent of the project to establish quiet zone conditions at the Broadway Road, Alameda Drive, Southern Avenue, Baseline Road, Guadalupe Road, Divot Drive, Elliot Road, Carver Lane and Warner Road rail crossings along the spur line.

2014-15 Source of Funds

Capital Projects Fund Balance	\$342,153
Federal Grants	\$700,000

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$1,042,153
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 \$1,042,153

Project Number: 5401901

Estimated Start Date: Ongoing

Estimated Completion Date: 06/30/2015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$1,042,153	\$0	\$0	\$0	\$0	\$1,042,153

ROW Landscape Replacement and Revitalization



Project Description

This project will support the replacement and revitalization of the City's Right of Way (ROW) landscape. Over the last year, Public Works and Community Development staff worked with the former Neighborhood and Education Council Committee to develop a plan to reinvest in the landscape along the City's arterial roadways. This project will provide the resources necessary to continue this program and the goal of making the arterial roadways more pedestrian and multi-modal friendly.

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 7,500 city street trees valued at over \$2.5 million which also serves to support clean air and clean water goals.

2014-15 Source of Funds

Highway User Revenue Fund	\$400,000

Estimated 2014-15 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	\$400,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$400,000

Project Number: 5406149

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$400,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,600,000

Traffic Signals and Street Lighting Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget	New 2014-15	2014-15 Total	Additional Projected Needs				Total 5-Year
		Re-appropriations	Appropriations	Appropriations	2015-16	2016-17	2017-18	2018-19	Program
East Valley Arterial Congestion Monitoring: 6907259									
	General Obligation Bonds	-	50,000	50,000	49,997	-	-	-	99,997
	Federal Grant - CMAQ	-	-	-	165,388	-	-	-	165,388
	Project Total	-	50,000	50,000	215,385	-	-	-	265,385
Fiber Optic Installation & 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 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: Rural Road North: 6907269									
	Highway User Revenue Fund	-	200,000	200,000	-	-	-	-	200,000
	General Obligation Bonds	-	-	-	-	59,455	-	-	59,455
	Federal Grant - CMAQ	-	-	-	-	983,626	-	-	983,626
	Project Total	-	200,000	200,000	-	1,043,081	-	-	1,243,081
Fiber Optic Installation: Rural Road South: NA									
	General Obligation Bonds	-	-	-	19,000	-	53,639	-	72,639
	Federal Grant - CMAQ	-	-	-	-	-	887,389	-	887,389
	Project Total	-	-	-	19,000	-	941,028	-	960,028
HSIP Safety Program Phase 2 (Ped Timers and Preemp Cards): 6905279									
	Capital Projects Fund Balance	5,000	-	5,000	-	-	-	-	5,000
	Federal Grant - HSIP	76,800	-	76,800	-	-	-	-	76,800
	Project Total	81,800	-	81,800	-	-	-	-	81,800
HSIP Safety Program Phase 3 - 5: 6906199									
	Capital Projects Fund Balance	10,000	-	10,000	-	-	-	-	10,000
	General Obligation Bonds	-	34,130	34,130	-	-	-	-	34,130
	Federal Grant - HSIP	106,917	213,834	320,751	-	-	-	-	320,751
	Project Total	116,917	247,964	364,881	-	-	-	-	364,881

2014-15 CIP Projects - Traffic Signals and Street Lighting Program (continued)

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2014-15 Appropriations	2014-15 Total Appropriations	Additional Projected Needs				Total 5-Year Program
					2015-16	2016-17	2017-18	2018-19	
New Signals/Safety Upgrades: 6906209	Highway User Revenue Fund	130,000	50,000	180,000	-	-	-	-	180,000
	Developer Assistance	180,000	-	180,000	-	-	-	-	180,000
	Project Total	310,000	50,000	360,000	-	-	-	-	360,000
Street Light Pole Structural Replacement: 6999849	General Obligation Bonds	-	250,000	250,000	250,000	300,000	300,000	300,000	1,400,000
Street Light Upgrade / New Install: 6999869	General Obligation Bonds	-	250,000	250,000	250,000	300,000	300,000	300,000	1,400,000
Traffic Control Cabinets and Hardware Replacement: 6905709	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: 6903389	General Obligation Bonds	20,027	75,000	95,027	75,000	150,000	150,000	150,000	620,027
Traffic Signal Green Sign Face Replacement: 6906229	General Obligation Bonds	68,773	50,000	118,773	50,000	100,000	100,000	100,000	468,773
Traffic Signals and Street Lighting Program Total		1,478,517	1,172,964	2,651,481	1,712,149	1,893,081	1,791,028	850,000	8,897,739

East Valley Arterial Congestion Monitoring



Project Description

This project will purchase and install 112 Anonymous Re-identification (ARID) Bluetooth devices in existing signal cabinets across the East Valley including approximately 45 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.

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.

2014-15 Source of Funds

General Obligation Bonds	\$50,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$50,000	\$215,385	\$0	\$0	\$0	\$265,385

Estimated 2014-15 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	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$50,000

Project Number: 6907259

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2016

Fiber Optic Installation & 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. In addition, wireless radios will be used to provide communication to signals along Guadalupe and Warner to the fiber optic line on Elliot. 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.

2014-15 Source of Funds

Capital Projects Fund Balance	\$60,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$60,000	\$547,619	\$0	\$0	\$0	\$607,619

Estimated 2014-15 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	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$60,000

Project Number: 6906179

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2016

Fiber Optic Installation and ITS Improv: Broadway/I-10 and Rio Salado/L101



Project Description

This project will 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.

2014-15 Source of Funds

Capital Projects Fund Balance	\$15,000
Federal Grant - CMAQ	\$36,000

Estimated 2014-15 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	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$51,000

Project Number: 6906169

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2016

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$51,000	\$305,145	\$0	\$0	\$0	\$356,145

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 purpose is to 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.

2014-15 Source of Funds

Highway User Revenue Fund	\$200,000

Estimated 2014-15 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: 6907269

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$200,000	\$0	\$1,043,081	\$0	\$0	\$1,243,081

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.

The purpose is to 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.

2014-15 Source of Funds

NA

Estimated 2014-15 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	\$0
Total	\$0

Project Number: NA

Estimated Start Date: 07/01/2015

Estimated Completion Date: 06/30/2018

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$0	\$19,000	\$0	\$941,028	\$0	\$960,028

HSIP Safety Program Phase 2 (Ped Timers and Preemp Cards)



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. One hundred percent of the equipment procurement for this project will be funded through a federal Highway Safety Improvement Program (HSIP) grant as part of the MAG TIP. A minimal amount of local funding will be required for installation. This project will help supplement the limited operating budget available to address these components in the system.

2014-15 Source of Funds

Capital Projects Fund Balance	\$5,000
Federal Grant - HSIP	\$76,800

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$76,800
Construction / Improvement	\$5,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$81,800

Project Number: 6905279

Estimated Start Date: 07/01/2012

Estimated Completion Date: 06/01/3015

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	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. One hundred percent of the equipment procurement for this project will be funded through a federal Highway Safety Improvement Program (HSIP) grant as part of the MAG TIP. A minimal amount of local funding will be required for installation. This project will help supplement the limited operating budget available to address these components in the system.

2014-15 Source of Funds

Capital Projects Fund Balance	\$10,000
General Obligation Bonds	\$34,130
Federal Grant - HSIP	\$320,751

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$364,881	\$0	\$0	\$0	\$0	\$364,881

Estimated 2014-15 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$320,751
Construction / Improvement	\$44,130
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$364,881

Project Number: 6906199

Estimated Start Date: Ongoing

Estimated Completion Date: 06/30/2015

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.

2014-15 Source of Funds

Highway User Revenue Fund	\$180,000
Developer Assistance	\$180,000

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$360,000	\$0	\$0	\$0	\$0	\$360,000

Estimated 2014-15 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	\$360,000
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 October 2011. The study indicates corrosion factors on a 1-100% scale (100% meaning structural integrity has been compromised). The poles from 26% to 100% have been replaced and this project would allow us to continue to address the remaining direct buried poles that fall under the 26% corrosion factor rating and that currently do not pose an immediate health and safety concern.

The purpose of the project is to be proactive by providing 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. 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.

2014-15 Source of Funds

General Obligation Bonds	\$250,000

Estimated 2014-15 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	\$250,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$250,000

Project Number: 6999849

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$250,000	\$250,000	\$300,000	\$300,000	\$300,000	\$1,400,000

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. Salt River Project charges Tempe a flat rate energy fee based on type of fixture and will realize some energy savings as well as see significant savings in our maintenance costs. Currently Identified locations for upgrades include the following: Southern Ave between Price Rd and East city limits (15) lights, and Warner Rd Street lighting (13) lights.

2014-15 Source of Funds

General Obligation Bonds	\$250,000

Estimated 2014-15 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	\$250,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$250,000

Project Number: 6999869

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$250,000	\$250,000	\$300,000	\$300,000	\$300,000	\$1,400,000

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 50 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.

2014-15 Source of Funds

Capital Projects Fund Balance	\$43,890
Federal Grant - CMAQ	\$726,110

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$770,000	\$0	\$0	\$0	\$0	\$770,000

Estimated 2014-15 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: 6905709

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2015

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. The program includes a proactive asset management element where components are replaced to ensure the signal system is operating safely and efficiently.

Next fiscal year, the following items are planned for replacement: Intersection lighting improvements at four signalized intersections; Replace two signal poles at Apache and Terrace & at McClintock and Warner. Replace and rewire underground infrastructure at three signalized intersections. Re-configure signal poles and heads at Elliot and Harl Ave. In addition, the CIP provides for unexpected emergency repairs that occur throughout the year and are needed to ensure the system remains functional.

2014-15 Source of Funds

General Obligation Bonds	\$95,027

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$95,027	\$75,000	\$150,000	\$150,000	\$150,000	\$620,027

Estimated 2014-15 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	\$95,027
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$95,027

Project Number: 6903389

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 has 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. This project will begin the process of replacing sign faces (8 per intersection) at a rate of 6 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.

2014-15 Source of Funds

General Obligation Bonds	\$118,773

Estimated 2014-15 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	\$118,773
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$118,773

Project Number: 6906229

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2014-15	2015-16	2016-17	2017-18	2018-19	Total 5 Year
\$118,773	\$50,000	\$100,000	\$100,000	\$100,000	\$468,773

Schedules and Summaries Contents

Property Tax Ordinance	276
Budget Resolution	277
Budget Schedules	278
Schedule A Summary Schedule of Estimated Revenues and Expenditures/Expenses	278
Schedule B Tax Levy and Tax Rate Information	279
Schedule C Revenues Other Than Property Taxes.....	280
Schedule D Other Financing Sources/<Uses> and Interfund Transfers	282
Schedule E Expenditures/Expenses by Fund.....	283
Schedule F Expenditures/Expenses by Department	284
Schedule G Full-Time Employees and Personnel Compensation	286
Budget Basis, Units and Changes.....	287
Financial Structure and Organization	288
Personnel Summary.....	289
Personnel Changes for FY 2014-15.....	290
Personnel Schedules	292
Glossary of Terms	320
Acronyms	328
Index	329
Office of Management and Budget Staff	332

Property Tax Ordinance

ORDINANCE NO. O2014.28

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TEMPE, ARIZONA, 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, 2015.

WHEREAS, pursuant to A.R.S. §42-17151, the ordinance levying taxes for Fiscal Year 2014-2015 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 \$14,324,634, resulting in a primary tax rate of \$0.9231 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 \$1.5119 per \$100 of assessed value.

Section 3. The combined tax rate as set forth in Sections 1 and 2 shall equal \$2.4350 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.

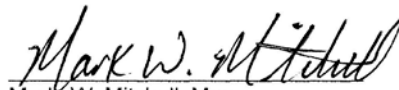
Section 4. Failure by the county officials of Maricopa County, Arizona, to properly return the delinquent list, any irregularity in assessments or omissions in the same, or any irregularity in any proceedings shall not invalidate such proceedings or invalidate any title conveyed by any tax deed; failure 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.

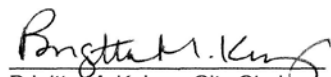
Section 6. This ordinance shall become effective upon adoption.

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.

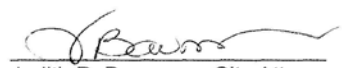
PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF TEMPE, ARIZONA, this 26th day of June, 2014.


Mark W. Mitchell, Mayor

ATTEST:


Brigitta M. Kuiper, City Clerk

APPROVED AS TO FORM:


Judith R. Baumann, City Attorney

Budget Resolution

RESOLUTION NO. R2014.84

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEMPE, ARIZONA, DETERMINING AND ADOPTING FINAL ESTIMATES OF PROPOSED EXPENDITURES OF THE CITY OF TEMPE FOR THE FISCAL YEAR BEGINNING JULY 1, 2014, AND ENDING JUNE 30, 2015. 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 22, 2014, 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;

WHEREAS, in accordance with said chapter of said title, and following due public notice, the Council met on May 22, 2014, 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;

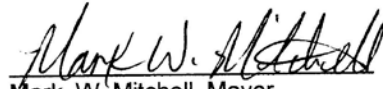
WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on June 12, 2014, in the Council Chambers for the purpose of hearing taxpayers and making tax levies as set forth in said estimates;

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);

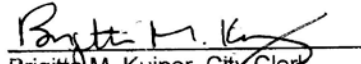
NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF TEMPE, as follows:

1. 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 2014-2015.

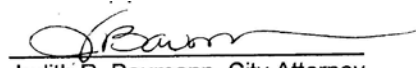
PASSED AND ADOPTED BY THE CITY COUNCIL OF TEMPE, ARIZONA, this 12th day of June, 2014.


Mark W. Mitchell, 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, 2014**	PROPERTY TAX REVENUES 2015	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2015	OTHER FINANCING 2015		INTERFUND TRANSFERS 2015		TOTAL FINANCIAL RESOURCES AVAILABLE 2015	BUDGETED EXPENDITURES / EXPENSES 2015
	2014	2014				SOURCES	<USES>	IN	<OUT>		
1. General	\$183,363,609	\$178,207,969	\$59,085,320	Primary: \$14,324,634	\$160,351,670	\$	\$	\$98,713	\$(4,509,006)	\$229,351,331	\$182,556,591
2. Special Revenue	101,707,871	91,644,552	35,994,011		106,389,965			1,030,000	(8,849,753)	134,564,223	105,109,235
3. Debt Service	39,802,432	25,280,026	34,288,983	Secondary: 24,609,512	4,229,569			5,909,874	(10,082,741)	58,955,197	40,951,736
4. Capital Projects	119,803,010	45,107,847	61,213,889			133,617,607		16,820,859		211,652,355	150,438,466
5. Enterprise	97,982,911	91,201,256	62,797,450		96,919,810			5,232,141	(8,574,688)	156,374,713	100,093,282
6. Internal Service	2,000,000		2,000,000							2,000,000	2,000,000
7. Blended Component Unit (a)								2,924,601			
7. TOTAL ALL FUNDS	\$544,659,833	\$431,441,650	\$255,379,653	\$38,934,146	\$367,891,014	\$133,617,607	\$	\$32,016,188	\$(32,016,188)	\$792,897,819	\$581,149,310

EXPENDITURE LIMITATION COMPARISON

	2014	2015
1. Budgeted expenditures/expenses	\$547,286,632	\$581,149,310
2. Add/subtract: estimated net reconciling items	(143,720,047)	(103,517,413)
3. Budgeted expenditures/expenses adjusted for reconciling items	403,566,585	477,631,897
4. Less: estimated exclusions	114,260,068	184,266,914
5. Amount subject to the expenditure limitation	\$289,306,517	\$293,364,983
6. EEC or voter-approved alternative expenditure limitation	\$301,998,196	\$300,050,818

* 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).

a. The Rio Salado Community Facilities District is a blended component unit of the City of Tempe formed under the laws of the State of Arizona to facilitate development of the Rio Salado Town Lake project. The board of the district is comprised of the same members as the City's council.

Schedule B Tax Levy and Tax Rate Information

	2014	2015
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	<u>\$13,778,678</u>	<u>\$14,324,634</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)		
3. Property tax levy amounts		
A. Primary property taxes	<u>\$13,778,678</u>	<u>\$14,324,634</u>
B. Secondary property taxes	<u>23,766,365</u>	<u>24,609,512</u>
C. Total property tax levy amounts	<u>\$37,545,043</u>	<u>\$38,934,146</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	<u>\$13,628,753</u>	
(2) Prior years' levies	<u>74,352</u>	
(3) Total primary property taxes	<u>\$13,703,105</u>	
B. Secondary property taxes		
(1) Current year's levy	<u>\$23,507,765</u>	
(2) Prior years' levies	<u>128,247</u>	
(3) Total secondary property taxes	<u>\$23,636,012</u>	
C. Total property taxes collected	<u>\$37,339,117</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.9177</u>	<u>0.9231</u>
(2) Secondary property tax rate	<u>1.5705</u>	<u>1.5119</u>
(3) Total city/town tax rate	<u>2.4882</u>	<u>2.4350</u>

* 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 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
GENERAL FUND			
Local taxes			
City Sales Tax	\$89,281,629	\$91,003,456	\$82,152,592
Transient Lodging Tax	5,014,504	4,894,695	5,072,952
Franchise Fees	3,273,736	3,232,702	3,255,702
Licenses and permits	1,664,632	1,679,197	1,636,750
Intergovernmental			
State	37,406,500	37,427,528	39,906,841
Other	432,000	432,000	432,000
Charges for services	10,660,157	13,813,200	11,452,301
Fines and forfeits	7,455,390	7,479,535	7,793,080
Interest on investments	330,000	330,000	450,100
Voluntary contributions	2,063,542	2,795,630	2,876,282
Miscellaneous	3,995,127	4,367,313	5,323,070
Total General Fund	\$161,577,217	\$167,455,256	\$160,351,670
SPECIAL REVENUE FUNDS			
Transit Fund			
Transit Tax	\$31,702,000	\$31,298,751	\$33,346,352
ASU-Flash Transit	932,103	932,103	819,983
Interest Income	144,000	144,000	148,000
Intergovernmental	8,563,491	6,915,507	6,259,770
Miscellaneous Revenue	14,437,506	14,437,506	16,495,702
Total Transit Fund	\$55,779,100	\$53,727,867	\$57,069,807
Highway User Revenue Fund			
Highway User Revenue Tax	\$9,122,472	\$8,750,802	\$9,630,103
Barricading Fees	70,000	84,275	85,000
Miscellaneous Revenue	1,500	69,476	53,297
Total Highway User Revenue Fund	\$9,193,972	\$8,904,553	\$9,768,400
Performing Arts Fund			
Performing Arts Tax	\$6,657,096	\$6,488,019	\$6,912,473
Fees and Admissions	773,500	692,000	710,872
Interest Income	10,800	10,800	10,000
Miscellaneous Revenue	5,550	8,250	9,050
Total Performing Arts Fund	\$7,446,946	\$7,199,069	\$7,642,395
CDBG/Section 8 Housing Funds			
Community Development Block Grant	\$4,555,675	\$2,035,144	\$3,611,882
Section 8 Housing	10,185,240	9,165,712	9,496,730
Total CDBG/Section 8 Housing Funds	\$14,740,915	\$11,200,856	\$13,108,612
Police Dept-RICO & Grants Fund	\$5,602,064	\$4,622,113	\$5,959,619
Governmental Grants or Donations Fund	\$11,447,386	\$6,031,301	\$11,308,718
Court Enhancement Fund	\$1,411,301	\$996,768	\$1,530,131
Peterson House Fund	\$5,125	\$4,538	\$2,283
Total Special Revenue Funds	\$105,626,809	\$92,687,065	\$106,389,965

* 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 Revenues Other Than Property Taxes

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
DEBT SERVICE FUNDS			
Debt Service	\$1,238,750	\$1,762,947	\$1,269,719
Special Assessments	\$1,955,970	\$2,959,850	\$2,959,850
Total Debt Service Funds	\$3,194,720	\$4,722,797	\$4,229,569
ENTERPRISE FUNDS			
Water/Wastewater	\$77,167,160	\$76,660,902	\$78,950,217
Solid Waste	\$14,864,052	\$14,747,967	\$14,987,157
Golf	\$2,662,621	\$2,597,048	\$2,982,436
Total Enterprise Funds	\$94,693,833	\$94,005,917	\$96,919,810
TOTAL ALL FUNDS	\$365,092,579	\$358,871,035	\$367,891,014

* 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 2015		INTERFUND TRANSFERS 2015	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND			\$98,713	\$(4,509,006)
SPECIAL REVENUE FUNDS				
Court Enhancement				\$(77,963)
HURF			\$1,030,000	(3,281,978)
Transit				(5,389,812)
Performing Arts				(100,000)
Total Special Revenue Funds			\$1,030,000	\$(8,849,753)
GENERAL GOVERNMENTAL DEBT SERVICE FUND			\$5,909,874	\$(10,082,741)
CAPITAL PROJECTS FUNDS				
Bond Proceeds	\$91,593,129			
Fund Balance Applied	17,658,034		\$16,820,859	
Other Funding	24,366,444			
Total Capital Projects Funds	\$133,617,607		\$16,820,859	
ENTERPRISE FUNDS				
Water / Wastewater			\$5,158,141	\$(8,372,589)
Solid Waste Fund				(202,099)
Golf Fund			74,000	
Total Enterprise Funds			\$5,232,141	\$(8,574,688)
SUBTOTAL INTERNAL CITY FUNDS	\$133,617,607		\$29,091,587	\$(32,016,188)
BLENDED COMPONENT UNIT				
Community Facilities District			2,924,601	
TOTAL ALL FUNDS	\$133,617,607		\$32,016,188	\$(32,016,188)

Schedule E Expenditures/Expenses by Fund

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
GENERAL FUND				
Mayor and Council	\$398,365	\$27,878	\$379,601	\$377,787
City Manager	642,600	1,351,153	1,879,365	1,725,841
Community Relations**	2,613,700	(2,613,700)		
Diversity	467,301	22,946	442,193	497,887
Internal Audit	412,103	23,169	428,354	439,959
City Clerk	849,926	39,017	884,921	1,098,536
City Court	4,115,715	130,975	4,011,919	4,137,407
Human Resources	3,164,918	160,912	3,114,285	3,366,622
City Attorney	2,706,504	153,667	2,749,093	2,821,756
Finance and Technology	3,793,756	803,847	4,249,165	4,327,047
Community Development	11,520,162	5,438,804	16,139,983	14,884,068
Police	68,546,753	2,823,638	70,481,437	73,979,887
Fire	29,178,661	(84,284)	27,837,481	28,093,376
Community Services	19,197,813	2,793,308	21,211,892	22,904,181
Public Works	18,604,973	897,028	19,152,297	19,770,256
Non-Departmental	11,353,119	(7,171,118)	5,245,983	3,131,981
General Fund Contingency	1,000,000			1,000,000
Total General Fund	\$178,566,369	\$4,797,240	\$178,207,969	\$182,556,591
SPECIAL REVENUE FUNDS				
Highway User Revenue	\$9,762,744		\$9,084,290	\$10,467,609
Transit	50,496,283		54,478,240	53,848,245
CDBG	4,555,675		2,035,144	3,611,882
Section 8 Housing	10,185,240		9,165,712	9,496,730
Performing Arts	8,660,585		8,549,411	8,964,081
Police Dept-Rico & Grants	5,602,064	(18,532)	3,191,374	5,959,619
Govtl Grants or Donations	11,447,386	(400,000)	4,356,738	11,308,718
Court Enhancement	1,411,301		781,188	1,450,068
Petersen House Endowment	5,125		2,455	2,283
Total Special Revenue Funds	\$102,126,403	\$(418,532)	\$91,644,552	\$105,109,235
DEBT SERVICE FUNDS				
General Governmental	\$43,771,782	\$(6,929,200)	\$22,320,176	\$37,991,886
Special Assessment	2,959,850		2,959,850	2,959,850
Total Debt Service Funds	\$46,731,632	\$(6,929,200)	\$25,280,026	\$40,951,736
CAPITAL PROJECTS FUNDS				
All Capital Projects	\$119,527,409	\$275,601	\$45,107,847	\$150,438,466
Total Capital Projects Funds	\$119,527,409	\$275,601	\$45,107,847	\$150,438,466
ENTERPRISE FUNDS				
Water/Wastewater	\$78,458,221	\$(351,710)	\$72,697,586	\$79,772,225
Golf	2,669,882		2,581,637	2,781,767
Solid Waste	17,206,518		15,922,033	17,539,290
Total Enterprise Funds	\$98,334,621	\$(351,710)	\$91,201,256	\$100,093,282
INTERNAL SERVICE FUNDS				
Risk Management	\$2,000,000			\$2,000,000
TOTAL ALL FUNDS	\$547,286,434	\$(2,626,601)	\$431,441,650	\$581,149,310

* 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.

** In FY 2013-14 the Community Relations Department was merged with the Community Services Department and the City Manager's Department.

Schedule F Expenditures/Expenses by Department

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
Mayor and Council Department: General Fund	\$398,365	27,878	379,601	377,787
City Manager Department: General Fund	\$642,600	\$1,351,153	\$1,879,365	\$1,725,841
Govtl Grants and Donations	2,250,000	(200,000)	1,674,710	2,324,710
Department Total	\$2,892,600	\$1,151,153	\$3,554,075	\$4,050,551
Community Relations Department:** General Fund	\$2,613,700	\$(2,613,700)		
Transit Fund	545,492	(545,492)		
Govtl Grants and Donations	967,289	(967,289)		
Department Total	\$4,126,481	\$(4,126,481)		
Diversity Department: General Fund	\$467,301	\$22,946	\$442,193	\$497,887
Internal Audit Department: General Fund	\$412,103	\$23,169	\$428,354	\$439,959
City Clerk Department: General Fund	\$849,926	\$39,017	\$884,921	\$1,098,536
City Court Department: General Fund	\$4,115,715	\$130,975	\$4,011,919	\$4,137,407
Court Enhancement Fund	1,195,721		781,188	1,234,488
Department Total	\$5,311,436	\$130,975	\$4,793,107	\$5,371,895
Human Resources Department: General Fund	\$3,164,918	\$160,912	\$3,114,285	\$3,366,622
City Attorney Department: General Fund	\$2,706,504	\$153,667	\$2,749,093	\$2,821,756
Water Fund	410,933		341,584	
Govtl Grants and Donations	261,393		269,274	284,193
Department Total	\$3,378,830	\$153,667	\$3,359,951	\$3,105,949
Finance + Technology Department: General Fund	\$3,793,756	\$803,847	\$4,249,165	\$4,327,047
Water Fund	3,006,766		2,576,369	2,818,525
Department Total	\$6,800,522	\$803,847	\$6,825,534	\$7,145,572
Community Development Department: General Fund	\$11,520,162	\$5,438,804	\$16,139,983	\$14,884,068
Transit Fund	920,202			
Comm Dev Block Grant Fund	4,555,675		2,035,144	3,611,882
Section 8 Grants Fund	10,185,240		9,165,712	9,496,730
Govtl Grants and Donations	400,569	(200,000)	168,455	253,432
Department Total	\$27,581,848	\$5,238,804	\$27,509,294	\$28,246,112
Police Department: General Fund	\$68,546,753	\$2,823,638	\$70,481,437	\$73,979,887
Police Dept-Rico & Grants	4,970,020	(18,532)	3,191,374	5,159,619
Department Total	\$73,516,773	\$2,805,106	\$73,672,811	\$79,139,506

* 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.

** In FY 2013-14 the Community Relations Department was merged with the Community Services Department and the City Manager's Department

Schedule F (Continued) Expenditures/Expenses by Department

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
Fire Department:				
General Fund	\$29,178,661	\$(84,284)	\$27,837,481	\$28,093,376
Govtl Grants and Donations	1,034,445		654,966	685,793
Department Total	\$30,213,106	\$(84,284)	\$28,492,447	\$28,779,169
Community Services Department:				
General Fund	\$19,197,813	\$2,793,308	\$21,211,892	\$22,904,181
Transit Fund		545,492	483,438	547,295
Performing Arts Fund	2,142,692		2,022,469	2,394,496
Govtl Grants and Donations	1,523,454	1,424,737	1,589,333	2,756,590
Petersen House Endowment	5,125		2,455	2,283
Department Total	\$22,869,084	\$4,763,537	\$25,309,587	\$28,604,845
Public Works Department:				
General Fund	\$18,604,973	\$897,028	\$19,152,297	\$19,770,256
Golf Fund	2,669,882		2,581,637	2,781,767
Performing Arts Fund	592,143		601,192	643,059
Solid Waste Fund	17,206,518		15,922,033	17,539,290
Highway User Revenue Fund	9,762,744		9,084,290	10,467,609
Transit Fund	44,292,376		49,331,589	48,529,762
Water Fund	38,935,482	(351,710)	29,720,403	34,976,634
Govtl Grants or Donations	4,000			4,000
Department Total	\$132,068,118	\$545,318	\$126,393,441	\$134,712,377
Non Departmental:				
General Fund	\$11,353,119	\$(7,171,118)	\$5,245,983	\$3,131,981
Debt Service:				
Transit Fund	\$4,663,213		\$4,663,213	\$4,663,188
Water Fund	35,105,040		40,059,230	40,977,066
Performing Arts Fund	5,925,750		5,925,750	5,926,526
Debt Service Fund	43,771,782	(6,929,200)	22,320,176	37,991,886
Special Assessment Fund	2,959,850		2,959,850	2,959,850
Department Total	\$92,425,635	\$(6,929,200)	\$75,928,219	\$92,518,516
Contingency:				
General Fund	\$1,000,000			\$1,000,000
Water Fund	1,000,000			1,000,000
Transit Fund	75,000			108,000
Internal Service/Risk Management	2,000,000			2,000,000
Police Dept-Rico & Grants	632,044			800,000
Govtl Grants or Donations	5,006,236	(457,448)		5,000,000
Court Enhancement Fund	215,580			215,580
Department Total	\$9,928,860	\$(457,448)		\$10,123,580
Capital Projects:				
All Capital Projects	\$119,527,409	\$275,601	\$45,107,847	\$150,438,466
TOTAL ALL FUNDS	\$547,286,434	\$(2,626,601)	\$431,441,650	\$581,149,310

* 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) 2015	Employee Salaries and Hourly Costs 2015	Retirement Costs* 2015	Healthcare Costs 2015	Other Benefit Costs** 2015		Total Estimated Personnel Compensation 2015
GENERAL FUND	1,219.25	\$94,888,807	\$20,000,797	\$12,326,335	\$9,498,188	=	\$136,714,127
SPECIAL REVENUE FUNDS							
Highway User Revenue	42.50	\$2,949,556	\$338,165	\$519,372	\$324,089	=	\$4,131,182
Transit	29.00	1,627,878	209,312	229,839	149,031		2,216,060
CDBG	4.50	288,316	32,721	41,259	24,539		386,835
Section 8 Housing	7.50	528,782	60,605	68,192	47,537		705,116
Performing Arts	18.50	1,015,365	116,508	172,379	134,382		1,438,634
Police Dept-Rico & Grants	14.00	1,715,492	152,780	138,887	84,613		2,091,772
Govtl Grants or Donations	4.40	257,725	75,609	36,403	13,966		383,703
Court Enhancement	5.00	215,416	23,180	51,774	13,468		303,838
Total Special Revenue Funds	125.40	\$8,598,530	\$1,008,880	\$1,258,105	\$791,625	=	\$11,657,140
CAPITAL PROJECTS FUNDS							
All Capital Projects	1.20	\$79,815	\$9,259	\$12,047	\$6,624	=	\$107,745
Total Capital Projects Funds	1.20	\$79,815	\$9,259	\$12,047	\$6,624	=	\$107,745
ENTERPRISE FUNDS							
Water/Wastewater	155.00	\$9,994,038	\$1,145,315	\$1,530,048	\$999,557	=	\$13,668,958
Golf	9.00	457,692	52,271	93,508	49,074		652,545
Solid Waste	70.00	3,750,106	430,736	745,500	363,342		5,289,684
Total Enterprise Funds	234.00	\$14,201,836	\$1,628,322	\$2,369,056	\$1,411,973	=	\$19,611,187
INTERNAL SERVICE FUNDS							
Risk Management	6.50	\$474,544	\$54,260	\$60,477	\$41,931	=	\$631,212
Total Internal Service Funds	6.50	\$474,544	\$54,260	\$60,477	\$41,931	=	\$631,212
TOTAL ALL FUNDS	1,586.35	\$118,243,532	\$22,701,518	\$16,026,020	\$11,750,341	=	\$168,721,411

* 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, 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 2014-15 totals 1,806.49 full-time equivalents (FTE), including 1,567 full-time, 17.10 permanent full-time equivalents, and 222.39 temporary full-time equivalent employees.

Department	2012-13 Actual			2013-14 Budget			2013-14 Revised			2014-15 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			4			11			11		
City Attorney	23	1.75		23	1.75		23	1.75		23	1.75	1.00
City Clerk	4		0.58	4		0.58	4		0.58	4	0.50	
City Court	38		4.06	38		4.06	38		4.06	38		4.06
Community Development	77	1.60	3.52	76	1.60	10.02	78	1.60	10.02	75	2.35	20.02
Community Relations	23		1.34	23		1.34						
Community Services	116	6.50	165.69	117	6.50	165.69	141	6.50	166.54	145	7.00	174.63
Diversity Program	2	1.25		2	1.25		2	1.25		2	1.25	
Finance and Technology	131	0.50		133	0.50		138	0.50		141	0.50	
Fire	181	1.00		181	1.00		156			156		
Human Resources	17			20			20			20		
Internal Audit	3		0.45	3	0.50		3	0.50		3	0.50	
Police	491		6.25	490		6.25	491		6.25	491		6.25
Public Works	458	1.63	24.10	452	2.25	24.10	459	3.25	24.10	451	3.25	16.43
Tempe Learning Center	3											
Sub Total	1,578	14.23	205.99	1,573	15.35	212.04	1,571	15.35	211.55	1,567	17.10	222.39
Total Personnel	1,798.22			1,800.39			1,797.90			1,806.49		

Personnel Changes for FY 2014-15

Reflects all personnel changes/reductions approved by City Council through 6/30/2014

Full and Part-Time Position Reductions

Department	Position	Fund	Cost Center	PCN	FTE	Action Summary
Community Svcs	Parks Project Coordinator	CIP	63997 29	1449	(1.00)	Lack of funds – position eliminated 6/30/2014
Community Svcs	Library Assistant	General	2440	1494	(1.00)	Funding for Library reorganization – position eliminated 6/30/2014
Community Svcs	Librarian II	General	2440	1515	(0.50)	Funding for Library reorganization – position converted to PT 6/30/2014
Community Svcs	Cultural Dev Coord	Arts	3610	N/A	(1.00)	Funded one year only – position eliminated 6/30/2014
Community Svcs	Community Relations Dir	General	1219	33	(1.00)	Reorganization
Community Dev	Housing Svcs Spec II+	Sec 8	2772	1685	(1.00)	Lack of funds – position eliminated 6/30/2014
Public Works	Groundskeeper II+	Golf	2512	504	(1.00)	Funding for other Golf operations – position eliminated 6/30/2014
Public Works	Plant Oper+	WWW	3013	1714	(1.00)	WWW Reduction Plan – position eliminated 6/30/2014
Public Works	Plant Oper+	WWW	3034	284	(1.00)	WWW Reduction Plan – position eliminated 6/30/2014
Public Works	Plant Mechanic	WWW	3034	287	(1.00)	WWW Reduction Plan – position eliminated 6/30/2014
Public Works	Water Quality Spec	WWW	3029	515	(1.00)	WWW Reduction Plan – position eliminated 6/30/2014
Public Works	Plant Oper+	WWW	3034	1715	(1.00)	WWW Reduction Plan – position eliminated 6/30/2014
Public Works	Plant Electrician	WWW	3035	1717	(1.00)	WWW Reduction Plan – position eliminated 6/30/2014
Public Works	Sr Groundskeeper	WWW	3052	1765	(1.00)	WWW Reduction Plan – position eliminated 6/30/2014
Total Full and Part-Time Position Reductions					(13.50)	

Temporary (Wage) Position Reductions

Department	Position	Fund	Cost Center	PCN	FTE	Action Summary
City Clerk	Unclassified Temporary	General	1310	N/A	(0.58)	FY 14/15 Supplemental – wages eliminated to fund perm position
Community Dev	Unclassified Temporary	General	2721	N/A	(5.00)	FY 13/14 Supplemental – wages eliminated effective 6/30/2014
Community Dev	Unclassified Temporary	General	2727	N/A	(1.50)	FY 13/14 Supplemental – wages eliminated effective 6/30/2014
Public Works	Unclassified Temporary	Golf	2511	N/A	(4.07)	FY 14/15 Supplemental – wages eliminated to fund other operational activities
Total Temporary (Wage) Position Reductions					(11.15)	

Full and Part-Time Position Additions

Department	Position	Fund	Cost Ctr	PCN	FTE	Action Summary
City Clerk	Admin Asst II+	Gen	1310	2002	0.50	New position – Operating Budget Supplemental – effective 7/1/2014
Comm Development	Fire Inspector II+	Gen	2322	1997	0.75	New position – Operating Budget Supplemental – effective 7/1/2014
Community Svcs	Admin Asst II+	Gen	2521	1996	1.00	New position – Operating Budget Supplemental – effective 7/1/2014
Community Svcs	Asst Recreation Coord	Gen	2533	1998	1.00	New positions – Operating Budget Supplemental – effective 7/1/2014
Community Svcs	TCA Box Office Asst	Arts	3610	TBD	1.00	New position – Operating Budget Supplemental – effective 7/1/2014
Community Svcs	TCA Marketing Specialist	Arts	3610	TBD	1.00	New position – Operating Budget Supplemental – effective 7/1/2014
Community Svcs	Public Information Officer	50% WWW Fund/	1214	2001	1.00	New position – Operating Budget Supplemental – effective 7/1/2014

		50% Transit Fund				
Police	Police Officer	Special Revenue	2225	1988	1.00	Mid-year addition – Council approved
Public Works	Solid Waste Inspector	Solid Waste	3716	2000	1.00	New position – Operating Budget Supplemental – effective 7/1/2014
Public Works	Sr. Civil Engineer	General	3222	1999	1.00	New position – Operating Budget Supplemental – effective 7/1/2014
Total Full and Part-Time Position Additions					9.25	

Temporary (Wage) Position Additions

Department	Position	Fund	Cost Ctr	PCN	FTE	Action Summary
City Attorney	Unclassified Temporary	Gen	1710	N/A	1.00	Operating Budget Supplemental – effective 7/1/2014
Community Dev	Unclassified Temporary	Gen	2721	N/A	11.00	Operating Budget Supplemental – effective 7/1/2014
Community Dev	Unclassified Temporary	Gen	2721	N/A	5.50	Operating Budget Supplemental – effective 7/1/2014
Community Svcs	Unclassified Temporary	Gen	2440	N/A	3.00	Operating Budget Supplemental – effective 7/1/2014
Community Svcs	Unclassified Temporary	Gen	2451	N/A	0.50	Operating Budget Supplemental – effective 7/1/2014
Public Works	Unclassified Temporary	Gen	3223	N/A	0.50	Operating Budget Supplemental – effective 7/1/2014
Total Temporary (Wage) Position Additions					21.50	

Change in Funding

Department	Position	Funding Change	Cost Center	PCN	Action Summary
City Court	Court Intreptrer	From 100% Desg Fund to 100% General Fund	1410	151	FY 2014/15 Budget Supplemental effective 7/1/2014
Public Works	Develop Project Officer	From 67% General Fund/ 33% Transit Fund to 100% Transit Fund	3923	1696	Per Ordinance, Council Meeting Date 12/12/2013
Community Development	Principal Planner	From 50% General Fund/50% CDBG to 100% General	2710	824	City Reorganization – effective 7/1/2014
Community Development	Sr Planner	From 50% General Fund/50% CDBG to 100% General	2731	1789	City Reorganization – effective 7/1/2014
Community Development	Comm Development Dir	From 95% General Fund/ 5% CDBG to 100% General Fund	2710	1611	City Reorganization – effective 7/1/2014
Community Development	Deputy Comm Dev Dir	From 90% General Fund/ 10% CDBG to 100% General Fund	2721	1698	City Reorganization – effective 7/1/2014

Summary**Authorized Full and Part-Time Positions (FTEs)**

FY 2013-14 Budget	1,588.35
Position Reductions	(13.50)
<u>Position Additions</u>	<u>9.25</u>

FY 2014-15 Budget 1,584.10

Authorized Temporary (Wage) Positions (FTEs)

FY 2013-14 Budget	212.04
Position Reductions	(11.15)
<u>Position Additions</u>	<u>21.50</u>

FY 2014-15 Budget 222.39



Personnel Schedules

Reflects all personnel changes/reductions approved by City Council through 6/30/2014

	Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 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
	Executive Assistant	Gen	0	0	1	1
	Total Full-Time		3	3	4	4
1216	Government Relations					
	Government Relations Officer	Gen	1	1	1	1
	Total Full-Time		1	1	1	1
1219	Mayor/Council Staff					
	Mayor/City Council - Chief of Staff	Gen	0	0	1	1
	Mayoral Aide	Gen	0	0	1	1
	City Council Aide	Gen	0	0	2	2
	Total Full-Time		0	0	4	4
1221	Economic Development					
	Economic Development Dir	Gen	0	0	1	1
	Business Development Officer	Gen	0	0	1	1
	Total Full-Time		0	0	2	2
	City Manager Total Full-Time		4	4	11	11
	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	2
	Police Legal Advisor	Gen	1	1	1	1
	Asst City Attorney	Gen	8	8	8	9
	Paralegal II+	Gen	2	2	2	2
	Paralegal II+	Gen 60% Grants 40%	1	1	1	1
	Administrative Support Supvr	Gen	1	1	1	1
	Legal Assistant	Gen	3	3	3	3
	Executive Assistant	Gen	0	0	0	1
	Legal Specialist II+**	Gen	0.75	0.75	0.75	0.75
	Assistant City Attorney**	Gen	1.00	1.00	1.00	1.00
	Unclassified Temporary*	Gen	0.00	0.00	0.00	1.00
	Total Full-Time		20	20	20	23
	Total Perm FTE**		1.75	1.75	1.75	1.75
	Total Temp FTE*		0.00	0.00	0.00	1.00

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Reflects all personnel changes/reductions approved by City Council through 6/30/2014

	Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
3115	City Attorney/Water					
	Sr Asst City Attorney	WWW	1	1	1	0
	Asst City Attorney	WWW	1	1	1	0
	Executive Assistant	WWW	1	1	1	0
	Total Full-Time		3	3	3	0
	City Attorney Total Full-Time		23	23	23	23
	City Attorney Total Perm FTE**		1.75	1.75	1.75	1.75
	City Attorney Total Temp FTE*		0.00	0.00	0.00	1.00
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
	Administrative Assistant II+**	Gen	0	0	0	0.50
	Unclassified Temporary*	Gen	0.58	0.58	0.58	0.00
	City Clerk Total Full-Time		4	4	4	4
	City Clerk Total Perm FTE**		0	0	0	0.50
	City Clerk Total Temp FTE*		0.58	0.58	0.58	0.00
	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	2	1	1
	Court Svcs Supvr	Gen	1	1	0	3
	Sr Mgmt Asst	Gen	0	0	1	1
	Lead Court Svcs Supvr	Gen	0	0	0	2
	Court Svcs Spec II+	Gen	0	0	0	18
	Court Interpreter	Gen	0	0	0	1
	Management Assistant II+	Gen	0	0	1	1
	Unclassified Temporary*	Gen	0.00	0.00	0.00	4.06
	Total Full-Time		8	9	9	33
	Total Temp FTE *		0.00	0.00	0.00	4.06
1411	Criminal Division					
	Court Svcs Supvr	Gen	1	1	1	0
	Lead Court Svcs Spec	Gen	1	1	1	0
	Court Svcs Spec II+	Gen	9	8	8	0
	Unclassified Temporary*	Gen	1.96	1.96	1.96	0.00
	Total Full-Time		11	10	10	0
	Total Temp FTE*		1.96	1.96	1.96	0.00
1412	Civil Division					
	Court Svcs Supvr	Gen	2	2	2	0
	Court Svcs Spec II+	Gen	12	11	11	0
	Unclassified Temporary*	Gen	2.10	2.10	2.10	0.00
	Total Full-Time		14	13	13	0
	Total Temp FTE*		2.10	2.10	2.10	0.00

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2014

Position		Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
4710	Court Enhancement Fund					
	Deputy Court Admin	Dsg Fund	1	0	0	0
	Court Svcs Spec II+	Dsg Fund	0	2	2	2
	Total Full-Time		1	2	2	2
4720	Fill the Gap Fund					
	Court Interpreter	Grant	1	1	1	0
	Total Full-Time		1	1	1	0
4730	Local JCEF					
	Court Svcs Spec II+	Grant	2	2	2	2
	Executive Assistant	Grant	1	1	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
COMMUNITY DEVELOPMENT						
Administration						
2710	Administration/Economic Development					
	Community Development Dir	Gen 95% Grants 5%	1	1	1	0
	Community Development Dir	Gen	0	0	0	1
	Business Development Officer	Gen	1	1	0	0
	Economic Development Spec	Gen	1	1	0	0
	Rio Salado Financial Analyst	Gen	1	1	1	1
	Principal Planner	Gen	0	0	0	1
	Sr Planner	Gen	1	1	1	1
	Real Estate Dev Supvr	Gen	0	0	1	1
	Tech Development Spec	Gen	1	1	0	0
	Management Assistant	Gen	0	0	1	1
	Executive Assistant	Gen	1	1	1	1
	Administrative Assistant II+	Gen	1	1	0	0
	Total Full-Time		8	8	6	7
Building Safety						
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
	Sr Planner	Gen	0	0	1	1
	Bldg Inspector II+	Gen	5	5	5	5
	Development Svcs Spec II+	Gen	4	4	3	3
	Administrative Assistant II+	Gen	2	2	2	2
	Customer Relations Spec	Gen	1	1	1	0
	Unclassified Temporary*	Gen	0.66	5.66	5.66	11.66
	Total Full-Time		23	23	23	22
	Total Temp FTE*		0.66	5.66	5.66	11.66

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

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	Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
2322	Fire Support					
	Fire Inspector II+	Gen	0	0	7	7
	Fire Education Spec	Gen	0	0	1	1
	Fire Inspector II+**	Gen	0.00	0.00	0.00	0.75
	Total Full-Time		0	0	8	8
	Total Perm FTE**		0.00	0.00	0.00	0.75
Planning						
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	2.50	2.50	6.50
	Total Full-Time		5	5	5	5
	Total Temp FTE*		1.00	2.50	2.50	6.50
2731	Planning					
	Dep Com Dev Dir - Planning	Gen 90% Grants 10%	1	1	1	0
	Dep Com Dev Dir - Planning	Gen	0	0	0	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	7
	Sr Planner	Gen 50% Grants 50%	1	1	1	0
	Sr Transportation Planner	Gen	1	1	1	1
	Tech Planner	Gen	1	1	1	0
	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
	Unclassified Temporary*	Gen	1.86	1.86	1.86	1.86
	Total Full-Time		21	21	21	20
	Total Temp FTE*		1.86	1.86	1.86	1.86
3923	Planning & Project Review					
	Development Project Officer	Gen 67% Transit 33%	1	1	0	0
	Principal Planner	Transit	2	2	0	0
	Sr Transportation Planner+	Transit 50% Gen 50%	1	0	0	0
	Sr Transportation Planner+	Transit	0	1	0	0
	Total Full-Time		4	4	0	0
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

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	Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
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	5
	Administrative Assistant II+	Grant	1	1	1	1
	Total Full-Time		10	10	10	9
2851 to 2872	CDBG/Home					
	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	0	0	0
	Neighborhood Grants Analyst	Grant	1	1	1	1
	Principal Planner	Gen 50% Grants 50%	1	1	1	0
	Total Full-Time		6	5	5	4
	Community Development Total Full-Time		77.00	76.00	78.00	75.00
	Community Development Total Perm FTE*		1.60	1.60	1.60	2.35
	Community Development Total Temp FTE*		3.52	10.02	10.02	20.02
	COMMUNITY RELATIONS					
	Administration					
1219	Administration					
	Community Relations Dir	Gen	1	1	0	0
	Mayor/City Council Chief of Staff	Gen	1	1	0	0
	Mayoral Aide	Gen	1	1	0	0
	City Council Aide	Gen	2	2	0	0
	Executive Assistant	Gen	1	1	0	0
	Unclassified Temporary*	Gen	0.49	0.49	0.00	0.00
	Total Full-Time		6	6	0	0
	Total Temp FTE*		0.49	0.49	0.00	0.00
	Communication/Media Relations					
1214	Communication & Media Relations					
	Comm & Media Relations Mgr	Gen	1	1	0	0
	Public Info Officer	Gen	2	2	0	0
	Web & Design Coord	Gen	2	2	0	0
	Video Production Coord	Gen	2	2	0	0
	Unclassified Temporary*	Gen	0.85	0.85	0.00	0.00
	Total Full-Time		7	7	0	0
	Total Temp FTE*		0.85	0.85	0.00	0.00
3916	Marketing and Public Information					
	Public Information Officer	Gen 25% Solid Waste 25% Transit 50%	1	1	0	0
	Public Information Officer	Transit	1	1	0	0
	Total Full-Time		2	2	0	0

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	Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Neighborhood Program						
1215	Neighborhood Program					
	Neighborhood Program Mgr	Gen	1	1	0	0
	Neighborhood Svcs Spec	Gen	1	1	0	0
	Neighborhood Svcs Spec	Transit 50% WWW 50%	1	1	0	0
	Total Full-Time		3	3	0	0
1220	Customer Relations Center					
	Customer Relations Supvr	Gen	1	1	0	0
	Customer Relations Spec	Gen	1	1	0	0
	Customer Relations Spec	SW	1	1	0	0
	Customer Relations Spec	HURF	1	1	0	0
	Customer Relations Spec	WWW	1	1	0	0
	Total Full-Time		5	5	0	0
Community Relations Total Full-Time			23	23	0	0
Community Relations Total Temp FTE*			1.34	1.34	0.00	0.00
COMMUNITY SERVICES						
Community Relations						
1214	Communication & Media Relations					
	Comm & Media Relations Mgr	Gen	0	0	1	1
	Public Info Officer	Gen	0	0	2	2
	Public Info Officer	Transit 50% WWW 50%	0	0	0	1
	Web & Design Coord	Gen	0	0	2	2
	Video Production Coord	Gen	0	0	2	2
	Unclassified Temporary*	Gen	0.00	0.00	1.34	1.34
	Total Full-Time		0	0	7	8
	Total Temp FTE*		0.00	0.00	1.34	1.34
1215	Neighborhood Program					
	Neighborhood Program Mgr	Gen	0	0	1	1
	Neighborhood Svcs Spec	Gen	0	0	1	1
	Neighborhood Svcs Spec	Transit 50% WWW 50%	0	0	1	1
	Total Full-Time		0	0	3	3
1220	Customer Relations Center					
	Customer Relations Supvr	Gen	0	0	1	1
	Customer Relations Spec	Gen	0	0	3	4
	Customer Relations Spec	SW	0	0	1	1
	Customer Relations Spec	HURF	0	0	1	1
	Customer Relations Spec	WWW	0	0	1	1
	Transp Wkr II+	HURF	0	0	1	1
	Total Full-Time		0	0	8	9
3916	Marketing and Public Information					
	Public Information Officer	Gen 25% Solid Waste 25% Transit 50%	0	0	1	1
	Total Full-Time		0	0	1	1

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Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Administration					
2410 Administration					
Community Svcs Dir	Gen 85% Arts 15%	1	1	1	1
Dep Com Svcs Dir- Lbrly/Cultrl	Gen 50% Arts 50%	1	1	1	1
Executive Assistant	Gen	1	1	1	1
Administrative Assistant II+	Gen 80% Perf Arts 20%	1	1	1	1
Management Assistant II+	Gen	0	0	1	1
Parks Project Coordinator	CIP	1	1	1	0
Arts Coord	Perf Arts	0	0	1	1
Unclassified Temporary*	Gen	0.52	0.52	0.52	0.52
Total Full-Time		5	5	7	6
Total Temp FTE*		0.52	0.52	0.52	0.52
Library and Cultural Services					
2440 Library					
Library Mgr	Gen	2	2	2	1
Library Supvr	Gen	0	0	0	2
Sr Social Svcs Coord+	Gen	1	1	1	1
Librarian I/II+	Gen	11	11	11	9
Library Supvr - Ops	Gen	1	1	1	1
Circulation Svcs Coord	Gen	1	1	1	1
Library Materials Supvr	Gen	0	0	1	1
Library Spec II+	Gen	5	5	5	5
Library Asst	Gen	4	4	3	2
Librarian I/II+**	Gen	0.50	0.50	0.50	1.00
Library Assistant**	Gen	2.00	2.00	2.00	2.00
Unclassified Temporary*	Gen	7.44	7.44	7.44	10.44
Total Full-Time		25	25	25	23
Total Perm FTE**		2.50	2.50	2.50	3.00
Total Temp FTE*		7.44	7.44	7.44	10.44
2484 Historical Museum					
Museum Manager	Gen	1	1	1	1
Sr Museum Curator+	Gen	3	3	3	3
Unclassified Temporary*	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
3610 Performing Arts - Administration					
Cultural Facilities Mgr	Perf Arts	1	1	1	1
Cultural Development Coord	Perf Arts	0	1	1	0
TCA Marketing Specialist	Arts	0	0	0	1
Management Assistant II+	Arts	1	1	1	1
Box Office Assistant	Arts	0	0	0	1
Arts Coordinator	Arts	4	4	4	4
Arts Coordinator	Perf Arts	1	1	0	0
Arts Specialist	Arts	3	3	3	3
Unclassified Temporary*	Arts	13.27	13.27	13.27	13.27
Total Full-Time		10	11	10	11
Total Temp FTE*		13.27	13.27	13.27	13.27

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Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Social Services					
2323 Fire Support					
Emerg Medical Svcs Coord	Gen	0	0	1	1
Emerg Paramedic	Contract	0	0	6	6
Total Full-Time		0	0	7	7
2415 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 Diversion					
Social Svcs Supvr	Gen	1	1	1	1
Social Svcs Counselor II+	Gen	3	3	3	3
Unclassified Temporary*	Gen	0.43	0.43	0.43	0.93
Total Full-Time		4	4	4	4
Total Temp FTE*		0.43	0.43	0.43	0.93
2457 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 Svcs Spec	Gen	5	5	5	5
Assistant 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 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 Administration					
Dep Com Svcs Dir - Social Svcs	Gen	1	1	1	1
Community Svcs Supvr	Gen	1	1	1	1
Administrative Assistant II+	Gen	3	3	3	3
Administrative Assistant II+**	Gen	0.50	0.50	0.50	0.50
Unclassified Temporary*	Gen	0.85	0.85	0.85	0.85
Total Full-Time		5	5	5	5
Total Perm FTE**		0.50	0.50	0.50	0.50
Total Temp FTE*		0.85	0.85	0.85	0.85
2487 Escalante Community Center					
Social Svcs Mgr	Gen	1	1	1	1
Sr Social Svcs Coord+	Gen	3	3	3	3
Administrative Assistant II+	Gen	1	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

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	Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
2523	Senior Adults					
	Sr Recreation Coord+	Gen	1	1	1	1
	Administrative Assistant II	Gen	1	1	1	1
	Sr Recreation Coord+**	Gen	0.50	0.50	0.50	0.50
	Unclassified Temporary*	Gen	2.87	2.87	2.87	2.87
	Total Full-Time		2	2	2	2
	Total Perm FTE**		0.50	0.50	0.50	0.50
	Total Temp FTE*		2.87	2.87	2.87	2.87
2538	Neighborhood Facilities					
	Sr Recreation Coord+	Gen	1	1	1	1
	Total Full-Time		1	1	1	1
	Recreation Centers and Programs					
2481	Cultural Services - Administration					
	Arts Coord	Gen	1	1	1	1
	Unclassified Temporary*	Gen	7.32	7.32	7.32	7.32
	Total Full-Time		1	1	1	1
	Total Temp FTE*		7.32	7.32	7.32	7.32
2521	Recreation - Administration					
	Dep Com Svcs Dir - Recreation	Gen	1	1	1	1
	Asst Recreation Coord	Gen	1	1	1	1
	Administrative Assistant II+	Gen	1	1	0	1
	Unclassified Temporary*	Gen	1.22	1.22	1.22	1.22
	Total Full-Time		3	3	2	3
	Total Temp FTE*		1.22	1.22	1.22	1.22
2522	Special Events					
	Recreation Mgr	Gen	0	0	1	1
	Sr Recreation Coord+	Gen	2	2	2	3
	Asst Recreation Coord	Gen	1	1	1	1
	Unclassified Temporary*	Gen	2.18	2.18	2.18	2.18
	Total Full-Time		3	3	4	5
	Total Temp FTE*		2.18	2.18	2.18	2.18
2524	Special Interest and Boating					
	Recreation Mgr	Gen	1	1	1	1
	Sr Recreation Coord+	Gen	1	1	1	1
	Asst Recreation Coord	Gen	1	1	1	1
	Unclassified Temporary*	Gen	6.65	6.65	6.65	6.65
	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
	Instructional Leader*		0	0		
	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

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Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
2527 Facility Resources					
Sr Recreation Coord+	Gen	0	0	0	1
Unclassified Temporary*	Gen	0.00	0.00	0.00	4.10
Total Full-Time		0	0	0	1
Total Temp FTE*		0.00	0.00	0.00	4.10
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	1	1	1	1
Administrative Assistant II+**	Gen	2.25	2.25	2.25	2.25
Unclassified Temporary*	Gen	21.54	21.54	21.54	21.54
Total Full-Time		2	2	2	2
Total Perm FTE**		2.25	2.25	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
Asst Recreation Coord	Gen	0	0	0	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	4
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	1	1	1	1
Total Full-Time		2	2	2	2
2537 Community Outreach/Marketing					
Recreation Mgr	Gen	1	1	0	0
Total Full-Time		1	1	0	0
2541 Rio Salado Administration					
Administrative Assistant II+	Gen	1	1	0	0
Total Full-Time		1	1	0	0

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Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
2543 Tennis					
Sr Recreation Coord+	Gen	1	1	1	1
Total Full-Time		1	1	1	1
2545 Volunteer Program					
Sr Social Svcs Coord+	Gen	1	1	0	0
Total Full-Time		1	1	0	0
Community Services Total Full-Time		116.00	117.00	141.00	145.00
Community Services Total Perm FTE**		6.50	6.50	6.50	7.00
Community Services Total Temp FTE*		165.69	165.69	167.03	174.63
1212 DIVERSITY					
Diversity Dir	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
FINANCE & 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
Financial Report Anlys Supvr	Gen	1	1	1	1
Cash Mgmt Supvr	Gen	1	1	1	1
Payroll Supvr	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
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	5	5
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	4	4
Total Full-Time		16	16	16	16

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	Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
1841	Customer Services					
	Dep Fin & Tech Dir - Finance	WWW	1	1	1	1
	Customer Svcs Mgr	WWW	1	1	1	1
	Customer Svcs Office Supvr	WWW	1	1	1	1
	Customer Svcs Field Supvr	WWW	1	1	1	1
	Sr Financial Svcs Tech	WWW	1	1	1	1
	Financial Svcs Tech II+	WWW	8	8	8	8
	Water Meter Reader II+	WWW	7	7	8	8
	Water Meter Reader I+	WWW	1	1	0	0
	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 Services Technician II+	Gen	3	3	3	3
	Total Full-Time		7	7	7	7
2613	Safety & Training					
	Safety & Risk Coord	WWW	1	0	0	0
	Industrial Hygienist	WWW	1	1	1	0
	Safety & Training Spec II	WWW	1	2	2	0
	Safety & Training Spec II**	WWW	0.50	0.00	0.00	0.00
	Safety & Risk Coord**	WWW	0.00	0.50	0.50	0.00
	Total Full-Time		3	3	3	0
	Total Perm FTE**		0.50	0.50	0.50	0.00
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
	Industrial Hygienist	Risk	0	0	0	1
	Safety & Training Spec II+	Risk	0	0	0	2
	Safety & Risk Coord**	Risk	0.00	0.00	0.00	0.50
	Total Full-Time		3	3	3	6
	Total Perm FTE**		0.00	0.00	0.00	0.50
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	1	0	0	0
	Sr Tech Support Analyst	Gen	1	0	0	0
	Administrative Assistant II+	Gen	1	2	2	2
	Total Full-Time		6	5	5	5
1992	Support Services					
	Sr Data Center Support Spec	Gen	1	1	1	1
	IT Supvr	Gen	1	1	1	1
	Sr IT Svcs Consultant	Gen	1	1	1	1
	IT Svcs Consultant II+	Gen	4	4	8	8
	Data Center Support Spec	Gen	3	3	2	2
	IT Support Analyst	Gen	3	3	0	0
	Total Full-Time		13	13	13	13

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	Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
1993	Network Engineering					
	IT Mgr	Gen	1	1	1	1
	IT Supvr	Gen	1	1	1	1
	Sr Enterprise Network Eng	Gen	1	1	1	1
	Enterprise Network Eng II+	Gen	4	5	5	5
	Enterprise Network Tech II+	Gen	2	2	2	2
	Lead Enterprise Network Tech	Gen	1	1	1	1
	Total Full-Time		10	11	11	11
1994	Business Solutions					
	IT Mgr	Gen	1	1	1	1
	IT Supvr	Gen	1	1	1	1
	Business Systems Analyst	Gen	7	8	8	8
	Business Systems Analyst	WWW	1	1	1	1
	Database Admin	Gen	3	3	3	3
	Webmaster	Gen	1	0	0	0
	Sr Programmer Analyst	Gen	9	9	9	9
	Sr Programmer Analyst	WWW	2	2	2	2
	Programmer Analyst+	Gen	1	1	1	1
	Total Full-Time		26	26	26	26
1995	System Administration					
	Sr Tech Support Analyst	Gen	0	1	1	1
	Sr IT Svcs Conslt	Gen	1	1	1	1
	Tech Support Analyst II+	Gen	4	4	4	4
	Total Full-Time		5	6	6	6
1996	Training + Print Shop					
	IT Trng Print Shop Svcs Supvr	Gen	1	1	1	1
	Print Production Lead	Gen	2	2	2	2
	Print Production Spec	Gen	1	1	1	1
	Mail Ops Clerk	Gen	1	1	1	1
	Total Full-Time		5	5	5	5
1997	Security Administration					
	IT Security Admin	Gen	0	1	1	1
	Total Full-Time		0	1	1	1
1998	GIS					
	Enterprise GIS Syst Mgr	Gen	0	0	0	1
	Enterprise GIS Syst Admin	WWW	0	0	0	1
	Tech Planner	Gen	0	0	0	1
	Total Full-Time		0	0	0	3
2321	Fire Support					
	Fire Budget/Finance Supvr	Gen	0	0	1	1
	Executive Assistant	Gen	0	0	1	1
	Administrative Assistant II+	Gen	0	0	3	3
	Total Full-Time		0	0	5	5
Finance and Information Technology Total Full-Time			131	133	138	141
Finance and Information Technology Total Perm FTE**			0.50	0.50	0.50	0.50

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Reflects all personnel changes/reductions approved by City Council through 6/30/2014

	Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
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	0	0
	Executive Assistant	Gen	1	1	0	0
	Administrative Assistant I/II+	Gen	1	1	0	0
	Total Full-Time		9	9	6	6
2330	Fire Prevention					
	Asst Fire Chief	Gen	1	1	1	1
	Fire Inspector II+	Gen	6	7	0	0
	Fire Education Spec	Gen	2	1	0	0
	Administrative Assistant II+	Gen	1	1	0	0
	Total Full-Time		10	10	1	1
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	69	69	69	69
	Total Full-Time		138	138	138	138
(66 Firefighter, Engineer or Captain positions are paramedic assignment)						
2344	Fire Emergency Services - SAFR					
	Firefighter	Grant	3	3	3	3
	Total Full-Time		3	3	3	3
2370	Medical Services					
	Fire Deputy Chief	Gen	1	1	1	1
	Fire Captain Paramedic Assign	Gen	1	1	1	1
	Emerg Medical Svcs Coord	Gen	1	1	0	0
	Total Full-Time		3	3	2	2
2374	Ambulance Operations					
	Emerg Paramedic	Contract	6	6	0	0
	Total Full-Time		6	6	0	0
Support Services/Personnel Safety						
2361	Support Services - Administration					
	Fire Deputy Chief	Gen	1	1	1	1
	Fire Svcs Inventory Tech	Gen	2	2	0	0
	Service Aide **	Gen	0.50	0.50	0.00	0.00
	Total Full-Time		3	3	1	1
	Total Perm FTE**		0.50	0.50	0.00	0.00
2363	Fire Apparatus Maintenance					
	Sr Fire Mechanic	Gen	1	1	0	0
	Fire Mechanic	Gen	1	2	0	0
	Fire Svcs Inventory Tech**	Gen	0.50	0.50	0.00	0.00
	Total Full-Time		2	3	0	0
	Total Perm FTE**		0.50	0.50	0.00	0.00

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2014

	Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
	Homeland Security/Special Operations					
2380	Special Operations					
	Fire Deputy Chief	Gen	1	1	1	1
	Hazardous Material Prog Spec	Gen	1	0	0	0
	Fire Captain Paramedic - Assign	Gen	1	1	1	1
	Total Full-Time		3	2	2	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	0	0
	Total Full-Time		3	3	2	2
	Fire Department Total Full-Time		181	181	156	156
	Fire Department Total Perm FTE**		1.00	1.00	0.00	0.00
	HUMAN RESOURCES					
1911	Human Resources -Administration					
	HR Dir	Gen	1	1	1	1
	Dep HR Dir	Gen	1	1	1	1
	HR Manager	Gen	0	0	3	3
	Employment Services Mgr	Gen	1	1	0	0
	Employee Benefits Mgr	Gen	1	1	0	0
	Sr HR Analyst+*	Gen	5	5	5	5
	HR Prog Coord	Gen	0	0	1	1
	Benefits Prog Coord	Gen	1	1	0	0
	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	1	0	0
	Sr Learning & Org Dev Assoc	Gen	0	2	2	2
	Total Full-Time		17	20	20	20
	Human Resources Department Total Full-Time		17	20	20	20
1213	INTERNAL AUDIT					
	City Auditor	Gen	1	1	1	1
	Internal Auditor	Gen	2	2	2	2
	Audit Associate**	Gen	0.00	0.00	0.00	0.50
	Contract Administrator**	Gen	0.00	0.50	0.50	0.00
	Contract Administrator*	Gen	0.45	0.00	0.00	0.00
	Internal Audit Total Full-Time		3	3	3	3
	Internal Audit Division Total Perm FTE**		0.00	0.50	0.50	0.50
	Internal Audit Total Temp FTE*		0.45	0.00	0.00	0.00
	POLICE					
2210	Office of the Chief					
	Police Chief	Gen	1	1	1	1
	Asst 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
	Investigations & Organizational Services					
2239	Homeland Security Unit					
	Sergeant	Gen	0	1	0	0
	Police Officer	Gen	0	1	0	0
	Total Full-Time		0	2	0	0

**Permanent Full-Time Equivalent

*Temporary Full-Time Equivalent

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Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
2241 Criminal Investigations Bureau					
Asst Police Chief	Gen	1	1	1	1
Commander	Gen	1	1	1	1
Lieutenant	Gen	2	2	2	2
Sergeant	Gen	8	8	9	9
Police Officer	Gen	49	47	49	50
Investigative Assistant	Gen	3	3	3	3
Administrative Assistant II+	Gen	1	1	1	1
Unclassified Temporary*	Gen	1.26	1.26	1.26	1.26
Total Full-Time		65	63	66	67
Total Temp FTE*		1.26	1.26	1.26	1.26
2243 Special Investigations Bureau					
Lieutenant	Gen	1	1	1	1
Sergeant	Gen	4	4	4	4
Police Officer	Gen	22	22	21	19
Administrative Assistant II+	Gen	1	1	1	1
Total Full-Time		28	28	27	25
2225 HIDTA					
Sergeant	Desig	0	0	1	1
Total Full-Time		0	0	1	1
2246 HIDTA					
Police Officer	Desig	1	1	1	1
Total Full-Time		1	1	1	1
2231 Detention Bureau					
Lieutenant	Gen	0	1	1	1
Detention Sergeant	Gen	6	6	6	6
Detention Officer+	Gen	21	21	21	21
Total Full-Time		27	28	28	28
2248 Central City Bureau					
Lieutenant	Gen	1	1	1	1
Sergeant	Gen	2	2	2	2
Police Officer	Gen	16	16	16	16
Licensing Spec	Gen	1	1	0	0
Total Full-Time		20	20	19	19
2251 Professional Dev Bureau					
Commander	Gen	1	1	1	1
Lieutenant	Gen	2	2	2	2
Sergeant	Gen	7	7	7	6
Polygraph Examiner II+	Gen	1	1	1	1
Management Assistant II+	Gen	1	1	1	1
Police Officer	Gen	8	8	8	9
Community Affairs Specialist	Gen	1	1	1	1
Volunteer Coord	Gen	1	1	1	1
Police Support Svcs Spec	Gen	1	1	1	1
Unclassified Temporary*	Gen	0.70	0.70	0.70	0.70
Total Full-Time		23	23	23	23
Total Temp FTE*		0.70	0.70	0.70	0.70

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2014

Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
Support Services					
2232 Communications Bureau					
Communications Mgr	Gen	1	1	1	1
Communications Supvr	Gen	7	7	7	7
Communications Dispatcher II+	Gen	38	38	38	38
Administrative Assistant II+	Gen	1	1	1	1
Total Full-Time		47	47	47	47
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 Specialist	Gen	19	19	18	18
Unclassified Temporary*	Gen	1.00	1.00	1.00	1.00
Total Full-Time		25	25	24	24
Total Temp FTE*		1.00	1.00	1.00	1.00
2235 Identification Unit					
Forensic Svcs Supvr	Gen	1	1	1	1
Forensic Svcs Tech	Gen	5	5	5	5
Fingerprint Tech	Gen	1	1	1	1
Total Full-Time		7	7	7	7
2257 Property Unit					
Property Supvr	Gen	1	1	1	1
Property Tech	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	0	0	0
Police Research Data Analyst II+	Gen	0	2	2	2
Tactical Crim Intel Anl+	Gen	0	3	3	3
Alarm Coord	Gen	1	1	1	1
Records Spec	Gen	0	0	1	1
Administrative Assistant II+	Gen	2	2	2	2
Total Full-Time		12	12	13	13
Operations					
2236 Crime Prevention Unit					
Police Officer	Gen	2	2	4	4
Licensing Spec	Gen	0	0	1	1
Total Full-Time		2	2	5	5
2242 Traffic Investigations Bureau					
Lieutenant	Gen	1	1	1	1
Sergeant	Gen	4	4	4	4
Police Officer	Gen	19	19	19	19
Administrative Assistant II+	Gen	1	1	1	1
Traffic Enforcement Aide	Gen	2	2	2	2
Total Full-Time		27	27	27	27

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	Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
2271	Patrol Administration/South Ops					
	Asst Police Chief	Gen	1	1	1	1
	Sergeant	Gen	3	3	3	3
	Lieutenant	Gen	2	1	1	1
	Police Officer	Gen	1	1	1	1
	Administrative Assistant II+	Gen	3	3	3	3
	Unclassified Temporary*	Gen	3.29	3.29	3.29	3.29
	Total Full-Time		10	9	9	9
	Total Temp FTE*		3.29	3.29	3.29	3.29
2272	Patrol North Operations					
	Commander	Gen	2	2	2	2
	Sergeant	Gen	24	24	24	24
	Lieutenant	Gen	2	2	2	3
	Police Officer	Gen	144	144	142	142
	Total Full-Time		172	172	170	171
2201	AZ Post					
	Commander	Desg	1	0	0	0
	Total Full-Time		1	0	0	0
2209	Vehicle Impound					
	Police Officer	Desg	2	2	2	2
	Vehicle Impound Specialist	Desg	2	2	2	2
	Records Specialist	Desg	1	1	1	1
	Communications Dispatcher II+	Desg	1	1	1	1
	Administrative Assistant II+	Desg	1	1	1	1
	Total Full-Time		7	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	1	1	1	1
	Total Full-Time		1	1	1	1
Police Department Total Full-Time			491	490	491	491
Police Department Total Temp FTE*			6.25	6.25	6.25	6.25

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2014

	Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
PUBLIC WORKS						
3210	Administration					
	Public Works Director	Gen	1	1	1	1
	Sr Mgmt Asst	Gen	1	1	0	0
	Public Works Util Admin Mgr	WWW	1	0	0	0
	Public Works Admin Mgr	Gen	0	1	2	2
	Public Works Trng Coord	WWW	1	0	0	0
	Public Works Trng Coord	Gen	0	1	0	0
	Public Works Supvr- Admin	Gen	0	0	2	2
	Energy Mgmt Coord	Gen	1	1	0	0
	Executive Assistant**	Gen	0.63	0.75	0.75	0.75
	Unclassified Temporary*	Gen	0.49	0.49	0.49	0.49
	Total Full-Time		5	5	5	5
	Total Perm FTE**		0.63	0.75	0.75	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	1	1	1	1
	Total Full-Time		7	7	7	7
3222	Engineering/Private Development and Utility					
	Principal Civil Engineer	Gen 50% WWW 50%	1	1	1	1
	Sr Civil Eng+	Gen	1	1	1	2
	Sr Eng Associate+	Gen	5	5	5	5
	Eng Tech II+	Gen	1	1	1	1
	Total Full-Time		8	8	8	9
3223	Engineering/Capital Improvements					
	CIP Design & Construction Mgr	Gen	1	1	1	1
	Sr Civil Engineer+	Gen	2	2	2	2
	Sr Civil Engineer+	WWW	1	1	1	1
	Sr Civil Engineer+	Transit	1	1	1	1
	Sr Construction Project Mgr	WWW	1	1	0	0
	Sr Eng Associate+	WWW	0	0	1	1
	Sr Eng Associate+	Gen	3	3	3	3
	Unclassified Temporary	Gen	0.00	0.00	0.00	0.50
	Total Full-Time		9	9	9	9
	Total Temp FTE*		0.00	0.00	0.00	0.50
3225	Engineering/Information & Technical Services					
	Principal Civil Engineer	Transit	1	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		6	6	6	6

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	Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
	Field Operations					
3232	Field Operations - Admin					
	Dep Pub Wks Dir - Field Oper	Gen 50%	1	1	1	1
		SW 50%				
	Public Works Supvr - Admin	Gen 50%	0	0	1	1
		SW 50%				
	Sr Mgmt Asst	Gen 50%	1	1	0	0
		SW 50%				
	Total Full-Time		2	2	2	2
2324	Fire Support					
	Sr Fire Mechanic	Gen	0	0	1	1
	Fire Mechanic	Gen	0	0	2	2
	Fire Svcs Inventory Tech	Gen	0	0	2	2
	Fire Svcs Inventory Tech**	Gen	0.00	0.00	0.50	0.50
	Fire Service Aide**	Gen	0.00	0.00	0.50	0.50
	Total Full-Time		0	0	5	5
	Total Perm FTE**		0.00	0.00	1.00	1.00
3241	Field Operations/Facility Maintenance Administration					
	Facility Maint Mgr	Gen	1	1	1	1
	Fac Maint Supvr	Gen	2	2	2	2
	Facility Automation Tech	Gen	1	1	1	1
	Bldg Equip Tech II+	Gen	11	11	11	11
	Bldg Equip Tech II+	Transit	0	0	0	2
	Fac Electrician	Gen	1	1	1	1
	Administrative Assistant II+	Gen	1	1	1	1
	Total Full-Time		17	17	17	19
3261	Fleet Services/Fleet Management					
	Fleet Mgr	Gen	1	1	1	1
	Fleet Analyst	Gen	1	1	1	1
	Fleet Parts Supvr	Gen	1	1	1	1
	Fleet Parts Spec	Gen	3	3	3	3
	Unclassified Temporary*	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	0	0
	Public Works Supvr - Heavy Equip	Gen	0	0	2	2
	Sr Fleet Equip Mechanic	Gen	4	4	4	4
	Equip Mechanic	Gen	12	12	11	11
	Equip Mechanic	SW	1	1	1	3
	Fleet Equip Coord	Gen	0	0	1	1
	Fleet Service Wrk II	Gen	4	4	4	4
	Total Full-Time		23	23	23	25
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
	Bldg Equip Tech	Transit	0	0	0	1
	Custodian	Gen	24	21	21	21
	Custodian	SW	1	1	1	1
	Custodian	Transit	0	0	0	2
	Custodian	WWW	0	0	0	2
	Total Full-Time		30	27	27	32

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Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
3612 TCA Facility Management					
Bldg Equip Tech II+	Arts	1	1	1	1
TCA Maint Supvr	Arts 50%	1	1	0	0
	Transit 50%				
TCA Maint Supvr	Arts	0	0	1	1
TCA Maint Worker	Arts	5	5	5	5
Total Full-Time		7	7	7	7
3721 Hazardous Material Safety					
Environmental Hlth & Safety Supv	SW	1	1	1	1
Hazardous Material Safety Spec	SW	1	1	1	1
Unclassified Temporary*	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	0
Public Works Team Lead	Golf	0	0	0	1
Sprinkler Systems Maint. Worker/II+	Golf	1	0	0	0
Groundskeeper I/II+*	Golf	4.07	4.07	4.07	0
Total Full-Time		2	1	1	1
Total Temp FTE*		4.07	4.07	4.07	0
2512 Field Services/Ken McDonald Golf					
Public Works Supvr	Gen 50%	1	0	0	0
	Golf 50%				
Public Works Supvr	Golf	0	1	1	1
Parks/Golf Course Maint Coord	Golf	1	1	1	0
Public Works Team Lead	Golf	0	0	0	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	3
Equipment Operator I	Golf	1	1	1	1
Unclassified Temporary*	Golf	1.35	1.35	1.35	1.35
Total Full-Time		9	9	9	8
Total Temp FTE*		1.35	1.35	1.35	1.35
2527 Facility Resources					
Sr Recreation Coord+	Gen	2	2	2	0
Unclassified Temporary*	Gen	4.10	4.10	4.10	0.00
Total Full-Time		2	2	2	0
Total Temp FTE*		4.10	4.10	4.10	0.00
2552 Parks Maintenance					
Parks Mgr	Gen	1	1	1	1
Total Full-Time		1	1	1	1
2553 Diablo Stadium Maintenance					
Public Works Supervisor	Gen	1	1	1	1
Sprinkler Sys Maint Wkr II+	Gen	1	1	1	1
Groundskeeper I/II+	Gen	6	6	6	6
Unclassified Temporary*	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

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	Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
2554	Rio Salado Maintenance					
	Public Works Supvr	Gen	1	1	1	1
	Groundskeeper I/II+	Gen	2	2	2	2
	Unclassified Temporary*	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					
	Public Works Supvr	Gen	1	1	1	1
	Parks/Golf Course Maint Coord	Gen	1	1	1	0
	Public Works Team Lead	Gen	0	0	0	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	4	4	4	4
	Unclassified Temporary*	Gen	3.42	3.42	3.42	3.42
	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	0
	Public Works Team Lead	CFD	0	0	0	1
	Sprinkler Sys Maint Wkr II+	CFD	1	1	1	1
	Unclassified Temporary*	CFD	2.00	2.00	2.00	2.00
	Total Full-Time		2	2	2	2
	Total Temp FTE*		2.00	2.00	2.00	2.00
2559	South Parks					
	Public Works Supvr	Gen	1	1	1	1
	Parks Fac Maint Wkr II+	Gen	1	1	1	1
	Parks/Golf Course Maint Coord	Gen	2	2	2	0
	Public Works Team Lead	Gen	0	0	0	2
	Sr Groundskeeper	Gen	1	1	0	0
	Equip Operator II	Gen	3	3	3	3
	Sprinkler Sys Maint Wkr II+	Gen	3	3	3	3
	Groundskeeper I/II+	Gen	3	3	3	3
	Groundskeeper I/II+	SW	1	1	1	1
	Administrative Assistant II+	Gen	0	0	1	1
	Unclassified Temporary*	Gen	1.70	1.70	1.70	1.70
	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	0
	Management Assistant II+	SW	0	0	0	2
	Financial Svcs Tech II+	SW	0	1	1	1
	Administrative Assistant II+	SW	2	1	1	1
	Total Full-Time		6	6	6	5

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2014

Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
3713 Field Services/Solid Waste Residential Refuse					
Solid Waste/Recycling Supvr	SW	1	1	0	0
Public Works Supvr-Heavy Equip	SW	0	0	1	1
Sr Solid Waste Equip Oper	SW	0	0	1	1
Solid Waste Equip Oper II+	SW	19	19	18	18
Total Full-Time		20	20	20	20
3714 Field Services/Solid Waste Commercial Refuse					
Solid Waste/Recycling Supvr	SW	2	1	0	0
Public Works Supvr-Heavy Equip	SW	0	0	1	1
Sr Solid Waste Equip Oper	SW	3	2	2	2
Management Assistant II+	SW	0	2	2	0
Solid Waste Equip Oper II+	SW	14	14	14	12
Total Full-Time		19	19	19	15
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					
Public Works Supvr-Heavy Equip	SW	0	0	0	1
Solid Waste Inspector	SW	0	0	0	4
Solid Waste Equip Spec	SW	4	4	4	4
Solid Waste Equip Oper II+	SW	0	0	0	2
Wash Bay Attendant**	SW	0.50	0.50	0.50	0.50
Total Full-Time		4	4	4	11
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	0	0
Public Works Supvr-Heavy Equip	SW	0	0	2	1
Solid Waste Equip Oper II+	SW	15	13	12	10
Total Full-Time		16	14	14	11
Transportation					
3813 Streets & Traffic Ops/Street Maintenance					
Sr Civil Eng+	HURF	1	1	1	1
Streets Supervisor	HURF	1	1	0	0
Public Works Supvr - Heavy Equip	HURF	0	0	1	1
Streets Maint Team Leader	HURF	3	2	2	2
Street Maint Equip Operator II+	HURF	8	8	8	8
Street Maint Equip Operator II+	SW	2	2	2	2
Transp Wrk II+	HURF	2	2	0	0
Equip Operator I	WWW	4	4	0	0
Street Maint Equip Operator II+	WWW	0	0	4	4
Total Full-Time		21	20	18	18
3814 Street & Traffic Operations/Right-of-Way					
Streets Maint Team Leader	HURF	0	1	1	1
Total Full-Time		0	1	1	1

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Reflects all personnel changes/reductions approved by City Council through 6/30/2014

Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
3821 Streets & Traffic Operations/Administration					
Transp Maint Mgr	HURF	1	1	1	1
Traffic Ops Support Spec	HURF	1	1	1	1
Management Assistant II+	HURF	1	1	1	1
Total Full-Time		3	3	3	3
3822 Transportation/Studies & Design					
Dep Pub Wks Dir-Trans/Traf Eng	HURF	1	1	0	0
Dep Pub Wks Dir-Trans/Traf Eng	HURF 50% Transit 50%	0	0	1	1
Traffic Eng	HURF	0	0	1	1
Sr Civil Eng+	HURF	2	3	3	3
Traffic Eng Analyst	HURF	2	2	2	2
Sr Traffic Eng Tech+	HURF	1	1	1	1
Total Full-Time		6	7	8	8
3823 Streets & Traffic Operations/Operations					
Sign Tech	HURF	1	1	1	1
Transp Wkr II+	HURF	4	4	5	5
Total Full-Time		5	5	6	6
3824 Streets & Traffic Operations/Street Lighting					
Traffic Signal Svcs Wkr II+	HURF	0	0	0	1
Lighting Systems Coord	HURF	1	1	0	0
Total Full-Time		1	1	0	1
3825 Streets & Traffic Operations/Signal System					
Public Works Supvr	HURF	1	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	3	2
Total Full-Time		8	8	9	8
3911 Transportation/Transit					
Transit Mgr	Transit	0	0	1	1
Public Works Supvr - Admin	Transit	0	0	2	2
Sr Mgmt Asst	Transit	1	1	0	0
Transportation Financial Analyst	Transit	1	1	1	1
Transportation Support Spec	Transit	1	1	1	1
Administrative Assistant II+	Transit	1	1	1	1
Unclassified Temporary *	Transit	1.00	1.00	1.00	1.00
Total Full-Time		4	4	6	6
Total Temp FTE*		1.00	1.00	1.00	1.00
3914 Transit Operations					
Transit Mgr	Transit	1	1	0	0
Transporation Fac Suprv	Transit	1	1	1	1
Sr Transit Ops Coord	Transit	1	1	1	1
Transit Operations Coord II+	Transit	2	2	2	2
Bldg Equip Tech II+	Transit	2	2	2	0
Total Full-Time		7	7	6	4

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2014

Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
3915 Transportation/Transit Store					
Bldg Equip Tech II+	Transit	1	1	1	0
Lead Transit Store Tech	Transit	1	1	1	1
Financial Svcs Tech II+	Transit	1	1	1	1
Custodian	Transit	2	2	2	0
Financial Svcs Tech I/II+**	Transit	0.50	0.50	0.50	0.50
Total Full-Time		5	5	5	2
Total Perm FTE**		0.50	0.50	0.50	0.50
3917 Transportation/Bus Stop Maintenance					
Transp Wkr II+	Transit	3	3	3	3
Groundskeeper II+	Transit	2	2	1	1
Total Full-Time		5	5	4	4
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 Eng+	Transit	1	0	0	0
Sr Civil Eng+**	Transit	0.00	0.50	0.50	0.50
Total Full-Time		1	0	0	0
Total Perm FTE**		0.00	0.50	0.50	0.50
3923 Planning & Project Review					
Development Project Officer	Transit	0	0	1	1
Principal Planner	Transit	0	0	3	3
Total Full-Time		0	0	4	4
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
Management Assistant II+	WWW	1	1	1	1
Public Works Supvr- Admin	WWW	0	0	1	1
Executive Assistant	WWW	1	1	0	0
Custodian	WWW	2	2	2	0
Administrative Assistant II+	WWW	2	2	2	2
Unclassified Temporary*		0.49	0.49	0.49	0.49
Total Full-Time		8	8	8	6
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
3004 Water Utilities Security					
Water Util Div Security Supvr	WWW	1	1	1	1
WUD Security Officer	WWW	5	5	5	5
Total Full-Time		6	6	6	6
3011 Water Quality - Administration					
Plant Ops Mgr	WWW	1	1	1	1
Total Full-Time		1	1	1	1

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Reflects all personnel changes/reductions approved by City Council through 6/30/2014

	Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
3012	Control Center Operations					
	Control Center Supvr	WWW	1	1	1	1
	Instrument & Cntrl Tech (SBP)	WWW	1	1	1	1
	Control Center Oper	WWW	4	4	4	4
	Total Full-Time		6	6	6	6
3013	Johnny G. Martinez Water Plant					
	Plant Supvr (SBP)	WWW	1	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	3	3	3
	Plant Oper+ (SBP)	WWW	6	6	6	5
	Plant Ops & Maint Trainee+	WWW	0	0	1	1
	Total Full-Time		12	12	13	12
3014	South Tempe Water Plant					
	Plant Supvr (SBP)	WWW	1	1	1	1
	Instrument & Cntrl Tech (SBP)	WWW	1	1	1	1
	Plant Electrician (SBP)	WWW	1	1	1	1
	Plant Mechanic (SBP)	WWW	2	2	2	2
	Plant Oper+ (SBP)	WWW	5	5	7	7
	Plant Ops & Maint Trainee+	WWW	2	2	1	1
	Total Full-Time		12	12	13	13
3021	Distribution System Services - Admin					
	Water Distribute & Collect Mgr	WWW	1	1	1	1
	Computer Maint Mgmt System II+	WWW	4	4	4	4
	Administrative Assistant II+	WWW	1	1	1	1
	Total Full-Time		6	6	6	6
3022	Distribution System Maintenance					
	Util Svcs Tech Supvr (SBP)	WWW	4	4	4	4
	Util Svcs Tech II+ (SBP)	WWW	19	19	19	19
	Total Full-Time		23	23	23	23
3024	Irrigation					
	Irrigation Supvr	WWW	1	1	1	1
	Irrigator	WWW	7	7	7	7
	Total Full-Time		8	8	8	8
3025	Technical Support Team					
	Principal Civil Eng	WWW	1	1	1	1
	Management Assistant II+	WWW	1	1	1	1
	GIS Analyst+	WWW	2	2	2	2
	GIS Coord	WWW	1	1	1	1
	GIS Tech+	WWW	1	1	1	0
	TV Truck Tech	WWW	2	2	2	2
	Underground Util Coord	WWW	2	2	2	2
	Administrative Assistant II+	WWW	1	1	1	1
	Total Full-Time		11	11	11	10
3026	Environmental Administration					
	Environmental Svcs Mgr	WWW	1	1	1	1
	Water Qual Process/Plan Coord	WWW	1	1	1	1
	Management Assistant II+	WWW	1	1	1	1
	Administrative Assistant II+	WWW	2	2	2	2
	Total Full-Time		5	5	5	5

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2014

	Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
3027	Environmental Services					
	Environmental Program Supvr	WWW	1	1	1	1
	Environmental Quality Spec	WWW	4	4	4	4
	Total Full-Time		5	5	5	5
3028	Environmental - Wastewater					
	Environmental Compl Supvr	WWW	1	1	1	1
	Environmental Comp Insp II+	WWW	7	7	7	7
	Total Full-Time		8	8	8	8
3029	Environmental Sampling & Monitoring					
	Environmental Quality Supvr	WWW	0	1	1	1
	Water Quality Specialist	WWW	0	5	5	4
	Environmental Compl Insp II+	WWW	0	1	1	1
	Total Full-Time		0	7	7	6
	Total Temp FTE*					
3034	Kyrene Water Reclamation Plant					
	Plant Supvr (SBP)	WWW	1	1	1	0
	Plant Mechanic (SBP)	WWW	1	1	1	0
	Plant Operator+ (SBP)	WWW	4	4	0	0
	Total Full-Time		6	6	2	0
3035	Field Facilities - Wastewater					
	Plant Supvr (SBP)	WWW	1	1	1	1
	Instrument & Cntrl Tech (SBP)	WWW	1	1	1	1
	Plant Electrician (SBP)	WWW	1	1	1	0
	Plant Mechanic (SBP)	WWW	2	2	2	2
	Total Full-Time		5	5	5	4
3041	Laboratory Services - Administration					
	Laboratory Supervisor	WWW	1	1	1	1
	Chemist II+	WWW	5	5	5	5
	Environmental Quality Supvr	WWW	1	0	0	0
	Water Quality Specialist	WWW	5	0	0	0
	Environmental Compl Insp II+	WWW	1	0	0	0
	Total Full-Time		13	6	6	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	0
	Groundskeeper I+	WWW	1	1	1	1
	Total Full-Time		4	4	4	3
	Public Works Total Full-Time		458	452	459	451
	Public Works Total Perm FTE**		1.63	2.25	3.25	3.25
	Public Works Total Temp FTE*		24.10	24.10	24.10	16.43

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Reflects all personnel changes/reductions approved by City Council through 6/30/2014

Position	Funding Source	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
1217 Tempe Learning Center					
Org Development Admin	Gen	1	0	0	0
Sr Learning & Org Dev Assoc	Gen	2	0	0	0
Total Full-Time		3	0	0	0
Grand Total Full-Time		1,578	1,573	1,571	1,567
Grand Total Perm FTE**		14.23	15.35	15.35	17.10
Grand Total Temp FTE*		205.99	212.04	212.04	222.39

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Personnel by Fund Permanent FTE positions (Full and Part-Time)	2012-13 Actual	2013-14 Budget	2013-14 Revised	2014-15 Budget
General Fund	1,181.75	1,176.87	1,175.20	1,190.10
Enterprise Funds				
Golf	10.50	10.00	10.00	9.00
Solid Waste	78.75	76.75	76.75	76.75
Water/Wastewater	183.50	181.50	179.50	162.50
Special Revenue Funds				
HURF	38.00	39.00	39.50	39.50
Performing Arts	17.15	17.15	17.65	18.65
Risk Management Fund	3.00	3.00	3.00	6.50
Transit	33.83	33.83	33.50	34.00
Grants/Designated Funds				
Ambulance Provider	6.00	6.00	6.00	6.00
AZ Law Enforcement Academy	1.00	1.00	1.00	1.00
AZ Post	1.00	0.00	0.00	0.00
Capital Improvement Program	1.00	1.00	1.00	0.00
CDBG/Section 8	16.15	15.15	15.15	13.00
Community Facilities District (CFD)	2.50	2.50	2.50	2.50
Court Enhancement Fund	1.00	2.00	2.00	2.00
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	2.00	2.00
Local JCEF	3.00	3.00	3.00	3.00
Percent for the Arts	1.20	2.20	2.20	1.20
RICO	3.00	3.00	3.00	3.00
SAFR Grant	3.00	3.00	3.00	3.00
Tempe County Island Fire District	1.00	1.00	1.00	1.00
Vehicle Impound	7.00	7.00	7.00	7.00
Victims Rights Grant	0.40	0.40	0.40	0.40
Grand Total	1,592.93	1,588.35	1,586.35	1,584.10

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 Measure - Specific quantitative and qualitative indicator 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	HPCC -Household Products Collection Center
ADDI -American Dream Down Payment Initiative	HPRP -Homelessness Prevention and Rapid Re-housing Program
ADEQ -Arizona Department of Environmental Quality	HUD -Housing and Urban Development
ADOT -Arizona Department of Transportation	HURF -Highway User Revenue Fund
ADWR -Arizona Department of Water Resources	HVAC -Heating, Ventilation, and Air Conditioning
APS -Arizona Public Service	ICMA -International City Management Association
ARC -Annual Retiree Contribution	IMP -Integrated Master Plan
A.R.S. -Arizona Revised Statutes	ITS -Intelligent Transportation Systems
AWA -America West Airlines	ITD -Information Technology Department
AWWA -American Water Works Association	JCEF -Judicial Court Enhancement Fund
ASU -Arizona State University	JGMWTP -Johnny G. Martinez Water Treatment Plant
AZPDES -Arizona Pollutant Discharge Elimination System	KWRF -Kyrene Water Reclamation Facility
CAD -Computer Assisted Dispatch	LEED -Leadership in Energy and Environmental Design
CAFR -Comprehensive Annual Financial Report	LRT -Light Rail Transit
CAP -Central Arizona Project	LTAF -Local Transportation Assistance Fund
CAWCD -Central Arizona Water Conservation District	MAG -Maricopa Association of Governments
CCTV -Closed Circuit Television	MGD -Million Gallons per Day
CC&B -Customer Care & Billing	MMU -Malfunction Management Unit
CDBG -Community Development Block Grant	MSA -Metropolitan Statistical Areas
CFD -Community Facilities District	N/A -Not Applicable
CIP -Capital Improvement Plan	O&M -Operation and Maintenance
CMAQ -Congestion Mitigation and Air Quality	OPEB -Other Post-Employment Benefits
CMMS -Computer Maintenance Management System	OSHA -Occupational Safety & Health Administration
CNG -Compressed Natural Gas	PBV -Project Based Voucher
COE -Cooperative Office Education	PCN -Position Control Number
COPS -Community Oriented Policing System	PTF -Priority Transportation Fund
CP/EV -Central Phoenix/East Valley	QECB -Qualified Energy Conservation Bonds
CRM -Citizen Request Management	RFID -Radio Frequency Identification
CY -Calendar Year	RICO -Racketeer Influenced and Corrupt Organizations
DUI -Driving Under the Influence	RMS -Records Management System
EECBG -Energy Efficiency and Conservation Block Grant	ROW -Right-of-Way
EEOC -Equal Employment Opportunity Commission	RPTA -Regional Public Transportation Authority
EVBOB -East Valley Bus Operations & Maintenance	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
GDP -Gross Domestic Product	WUD -Water Utilities Department
GIS -Geographical Information System	
G.O. -General Obligation	
HBN -High Tech, Nanotech, Biotech	
HOME -Home Ownership Made Easier	
HOPE -Homeowners Preserving Equity	

Index

A		Community Development Block Grant Revenue..... 80
Acronyms..... 328		Community Profile..... 8
Assessed Property Valuation (Secondary):		Community Services Performance Budget..... 112
Ten Year Historical Trends..... 176		Administration..... 114
B		Community Relations..... 115
Bed Tax (Transient Lodging Tax)..... 67		Library and Cultural Services..... 117
Benchmarking, Performance..... 88		Recreation Services..... 119
Bonded Debt Limits Summary..... 175		Social Services..... 120
Budget Basis, Budgetary Units, and		Comparative Operating Revenue by Source..... 63
Changes to Budget..... 287		Comprehensive Financial Plan
Budget Calendar..... 26		Comprehensive Financial Plan Overview..... 36
Budget Message..... 1		Assumptions..... 38, 40
Budget Per Capita..... 32, 87		Debt Service Fund..... 56
Budget Policies..... 16		Economic Outlook..... 39
Budget Process Flowchart..... 23		Enterprise Funds..... 50
Budget Process Summary..... 24		Financial Plan Overview..... 36
Budget Resolution..... 277		General Fund..... 42
Budget Schedules		Methodology..... 37
Estimated Revenue and Expenditures Summary .. 280		Performing Arts Fund..... 46
Expenditures Within Each Fund Summary..... 284		Transit Fund..... 44
Other Financing Sources and Interfund		Transportation Funds..... 48
Transfers Summary..... 282		Cost of Services (Residential)..... 33
Revenue Other Than Property Taxes..... 280		Council Strategic Priorities..... 6
Summary by Department and Fund..... 283		
Tax Levy and Tax Rate Information..... 279		D
C		Debt Limits, Legal Bonded..... 175
Calendar, Budget..... 26		Debt Management Plan..... 173
Capital Improvements Program		Debt Policy..... 16, 176
Capital Budget Policy..... 16, 176		Debt Service Fund Balance, Restricted..... 29, 56
Financing..... 173		Debt Service Requirements..... 175
Impact on the Operating Budget..... 167		Debt Service Ten Year Historical Trends..... 176
Overview..... 3, 162		Debt Summary..... 174
Process..... 163		Demographics..... 11
Project Listing..... 178		Department Expenditures, Summary by Fund..... 283
Project Map..... 172		Department Expenditures, Summary Within
Significant Nonrecurring Project Expenditures..... 168		Each Fund..... 284
Source of Funds..... 166		Departmental, Per Capita Performance Budget..... 87
Strategic Focus..... 164		Departments, Performance Budget
Summary..... 165		City Attorney..... 96
Ten Year Historical Trends..... 176		City Clerk..... 98
Charges for Services		City Court..... 102
Cultural and Recreational..... 73		City Manager..... 94
Development Related..... 74		Community Development..... 104
City Attorney Performance Budget..... 96		Community Services..... 112
City Clerk Performance Budget..... 98		Diversity Office..... 122
City Court Performance Budget..... 102		Finance and Technology..... 124
City Limits..... 11		Fire..... 132
City Manager Performance Budget..... 94		Human Resources..... 138
Citywide Overview of Operating Budget		Internal Audit Office..... 140
Debt Service, Revenue and Staffing..... 32		Mayor and Council..... 92
Community Development Performance Budget..... 104		Police..... 142
Administration/Economic Development..... 106		Public Works..... 148
Building Safety..... 107		Diversity Performance Budget..... 122
Housing..... 109		
Planning..... 108		E
		Enterprise Funds, Comprehensive Financial Plans..... 50
		Enterprise Funds Revenue
		Golf Course Fees..... 83

Solid Waste Fees.....	82
Water/Wastewater User Fees.....	81
Estimated Revenues and Expenditures	278

F

Financial Program Components.....	28
Financial Program Summary.....	21
Financial Reporting Policies.....	18
Financial Reserve Policies	17
Finance and Technology Performance Budget	124
Administration.....	125
Budget/Tax and License	128
Finance	126
Information Technology	130
Financial Structure and Organization	
Fund Structure.....	288
Level of Revenue and Expenditure Detail.....	288
Relationship Between Budgeting and Accounting ..	288
Types of Budgeting.....	288
Fines and Forfeitures	75
Fire Performance Budget	132
Administration/Fire Prevention	133
Emergency/Medical Services	134
Homeland Security/Special Operations	136
Support Services/Personnel Safety	137
Training/Professional Development.....	135
Fund Balances, Unassigned/Restricted	
General Fund.....	29, 42
Performing Arts Fund.....	30, 46
Transit Fund	30, 44
Transportation Fund	30, 48
Fund Structure	288
Fund Summary.....	20

G

General Fund	
Comprehensive Financial Plan	42
Fund Balances, Unassigned	29, 42
General Governmental Revenue	
Charges for Services	
Cultural and Recreational.....	73
Development Related.....	74
City Property Tax.....	68
City Sales Tax	66
Fines and Forfeitures.....	75
Salt River Project In-Lieu Tax	69
State Shared	
Income Tax	72
Sales Tax	70
Vehicle License Tax.....	71
Transient Lodging Tax.....	67
Glossary of Terms	320
Golf Fund	
Comprehensive Financial Plan	54
Net Assets, Unrestricted	18, 20, 31, 54
Revenue	83

H

Highway User Tax Fund (HURF)	
Fund Balances, Restricted	30
Revenue	78
Human Resources Performance Budget.....	138

I

Internal Audit Performance Budget	140

L

Local (City Sales Tax)	66
Local Transportation Assistance Fund (LTAF)	79

M

Mayor and Council Performance Budget	92

N

Needs Assessment Phase	24
Net Assets, Unrestricted	
Golf Fund.....	18, 20, 31, 54
Solid Waste Fund	18, 20, 31, 52
Water and Wastewater Fund.....	18, 20, 31, 50

O

Operating Budget Policies.....	16
Operating Revenue	60
Organization Chart.....	xiii, 91
Other Financing Sources and Interfund Transfers	282

P

Per Capita Performance Budget	87
Performance Benchmarking.....	88
Performance Budget, Departments	
City Attorney	96
City Clerk.....	98
City Court.....	102
City Manager	94
Community Development	104
Community Services.....	112
Diversity Office	122
Finance and Technology	124
Fire	132
Human Resources.....	138
Internal Audit Office	140
Mayor and Council.....	92
Police.....	142
Public Works.....	148
Performance Budget Summary.....	86

Performance Budget, Departmental Per Capita	87
Performing Arts	
Comprehensive Financial Plan	46
Fund Balances, Restricted	30, 46
Personnel	
Changes for FY 2014-15	290
Summary by Department	289
Summary by Fund	319
Ten-Year History	34
Police Performance Budget	142
Office of the Chief	143
Operations	144
Investigations and Organizational Services	146
Support Services	145
Projected Revenue and Expenditures	
Debt Service Fund	56
General Fund	42
Golf Fund	54
Performing Arts Fund	46
Solid Waste Fund	52
Transit Fund	44
Transportation Fund	48
Water/Wastewater Fund	50
Property Tax	
Levy and Rate	279
Levy Policy	19, 177
Ordinance	276
Revenue	68
10 Year Historical Trends	176
Public Works Performance Budget	148
Administration	150
Engineering	151
Field Operations	153
Transportation	156
Water Utilities	159
Purpose Statement	xi

R

Relationship Between Operating and	
Capital Budgets	167
Reserve Policies	17
Revenue	
By Source	61
Charges for Service	
Cultural and Recreational	73
Development Related	74
City Property Tax	68
City Sales Tax	66
Community Development Block Grant	80
Comparative Revenue by Source	63
Fines and Forfeitures	75
Golf Course Fees	83
Highway User Tax	78
Local Transportation Assistance	79
Performing Arts Tax	77
Salt River Project In-Lieu Tax	69
Section 8 Housing Grant	80
Solid Waste Fees	82
State Shared Income Tax	72
State Shared Sales Tax	70
State Shared Vehicle License Tax	71
Summary by Fund, Other than Property Tax	280

Total Revenue	60
Transient Lodging Tax (Bed Tax)	67
Transit Tax	76
Water/Wastewater User Fees	81

S

Sales Tax, City	66
Salt River Project In-Lieu Tax	69
Solid Waste Fund	
Comprehensive Financial Plan	52
Retained Earnings, Unrestricted	18, 20, 31, 52
Revenue	82
Schedule A	278
Schedule B	279
Schedule C	280
Schedule D	282
Schedule E	283
Schedule F	284
Schedule G	286
Section 8 Housing Revenue Trends	80
Special Revenue	
Community Development Block Grant	80
Highway User Tax	78
Local Transportation Assistance	79
Performing Arts Tax	77
Section 8 Housing Grant	80
Transit Tax	76
State Shared Revenue	
Income Tax	72
Sales Tax	70
Vehicle License Tax	71

T

Transient Lodging Tax (Bed Tax)	67
Transit Fund	
Comprehensive Financial Plan	44
Fund Balances, Restricted	30, 44
Revenue	76
Transportation	
Comprehensive Financial Plan	48
Fund Balances, Restricted	30, 48
Revenue	
Highway User Tax	78

W

Water Utilities Performance Budget	159
Water/Wastewater Fund	
Comprehensive Financial Plan	50
Retained Earnings, Unrestricted	18, 20, 31, 50
Revenue	81

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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The City of Tempe's budget documents
are available online at:
www.tempe.gov/budget



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