Tempe

Annual Budget

July 1, 2015 - June 30, 2016

CITY OF TEMPE ARIZONA®

Tempe

Tempe Mayor & City Council

Mark Mitchell
Mayor

Cory Woods
Vice Mayor

Robin Arredondo-Savage
Councilmember

Kolby Granville
Councilmember

Lauren Kuby
Councilmember

Joel Navarro
Councilmember

David Schapira
Councilmember

Tempe

Annual Budget FY 2015/16

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Tempe

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 8
Tempe Community Profile 9
City Limits 12
Demographics 13

Budget Overview

Budget Overview Contents 17
Budget Policies 18
Fund Summary 22
Financial Program Summary 23
Financial Program Summary for Revenues and Expenditures/Expenses 24
Budget Process Flowchart 25
Budget Process Summary 26
Budget Calendar 28
Components of Total Financial Program 29
Governmental Funds: Ten-Year Fund Balance Trends 30
Special Revenue Funds: Ten-Year Fund Balance Trends 31
Enterprise Funds: Ten-Year Fund Balance Trends 32
Citywide Overview 33
Residential Cost of Service 34
Personnel Summary: Ten-Year History 35

Comprehensive Financial Plan

Comprehensive Financial Plan Contents 37
Comprehensive Financial Plan Overview 38
Forecast Methodology 39
Major Revenue Assumptions 40
Major Expenditure Assumptions 42
General Fund Forecast Discussion 44
Special Revenue Funds 46
  Transit Fund Forecast Discussion 46
  Performing Arts Fund Forecast Discussion 48
  Transportation Fund Forecast Discussion 50
Enterprise Funds 52
  Water/Wastewater Fund Forecast Discussion 52
  Solid Waste Fund Forecast Discussion 54
  Golf 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 Benchmarking 86
City Council Strategic Priorities Linked by Department 87
City Organizational Chart 89
Mayor and Council 90
City Manager 92
City Attorney 94
City Clerk 96
City Court 98
Community Development 100
Administration, Code Enforcement, Neighborhood Services 101
Development Services 103
Planning 104
Community Services 106
Administration, Kid Zone 107
Arts, Cultural Services and Library Services 108
Recreation 110
Diversity Office 112
Finance and Technology 113
Fire Medical Rescue 114
Administration, Fire Prevention 115
Emergency/Medical Services 116
Homeland Security/Special Operations 117
Support Services/Personnel Safety 118
Training/Professional Development 119
Human Resources 120
Human Services 122
Administration, Housing and Revitalization 123
Community Resources 125
Diversity and Outreach 126
Social Services 127
Internal Audit Office 128
Internal Services 130
Administration 132
Finance 133
Human Resources 136
Information Technology 138
Municipal Budget Office 140
Police 142
Office of the Chief 144
Investigations/Organizational Services 145
Operations 146
Support Services 147
Public Works 148
Administration 150
Construction Management/Engineering 151
Field Operations 152
Transit/Transportation 154
Water Utilities 157

Capital Improvements Budget

Capital Improvements Program Contents 159
Capital Improvements Program Overview 160
2015-16 CIP Process 161
Capital Budget Strategic Priorities 162
Fiscal Years 2015-16 through 2019-20 Capital Improvements Program Summary 163
Fiscal Years 2015-16 through 2019-20 Capital Improvements Program Source of Funds Summary 164
CIP Impact on the Operating Budget 165
CIP - Significant Nonrecurring Projects 166
Capital Improvements Project Map 169
Capital Improvements Program Financing 170
Long-Term Debt and Bond Authorization Summary 171
Legal Bonded Debt Limits 172
Capital Budget, Debt Service and Property Tax Rate – Ten-Year Historical Trends 173
Fiscal Year 2015-16 Debt Service Appropriations 174
Capital Budget, Debt and Property Tax Levy Policy Statements 174
Fiscal Years 2015-16 through 2018-19 Capital Improvements Program Project Listing 176
- Enterprise Program - Fiscal Years 2015-16 through 2019-20 177
  - Water Program CIP Projects 178
  - Wastewater Program CIP Projects 191
  - Golf Program CIP Projects 194
- Special Purpose Program - Fiscal Years 2015-16 through 2019-20 196
  - Transit Program CIP Projects 197
- General Purpose Program - Fiscal Years 2015-16 through 2019-20 212
  - Police Protection Program CIP Projects 213
  - Fire Protection Program CIP Projects 223
  - Storm Drains Program CIP Projects 229
  - Park Improvements/Recreation Program CIP Projects 232
  - General Governmental Program CIP Projects 249
- Transportation Program - Fiscal Years 2015-16 through 2019-20 269
  - Transportation and Rights-of-Way Improvements Program CIP Projects 270
  - Traffic Signals and Street Lighting Program CIP Projects 277

Schedules and Summaries

Schedules and Summaries Contents 285
Property Tax Ordinance 286
Budget Resolution 287
Budget Schedules 288
- Schedule A Summary Schedule of Estimated Revenues and Expenditures/Expenses 288
- Schedule B Tax Levy and Tax Rate Information 289
- Schedule C Revenues Other Than Property Taxes 290
- Schedule D Other Financing Sources/<Uses> and Interfund Transfers 292
- Schedule E Expenditures/Expenses by Fund 293
- Schedule F Expenditures/Expenses by Department 294
- Schedule G Full-Time Employees and Personnel Compensation 296

Budget Basis, Units and Changes 297
Financial Structure and Organization 298
Personnel Summary 299
Personnel Changes for FY 2015-16 300
Personnel Schedules 302
Glossary of Terms 333
Acronyms 341
Index 342
Office of Management and Budget Staff 345

Tempe

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, 2014.

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.

Tempe

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

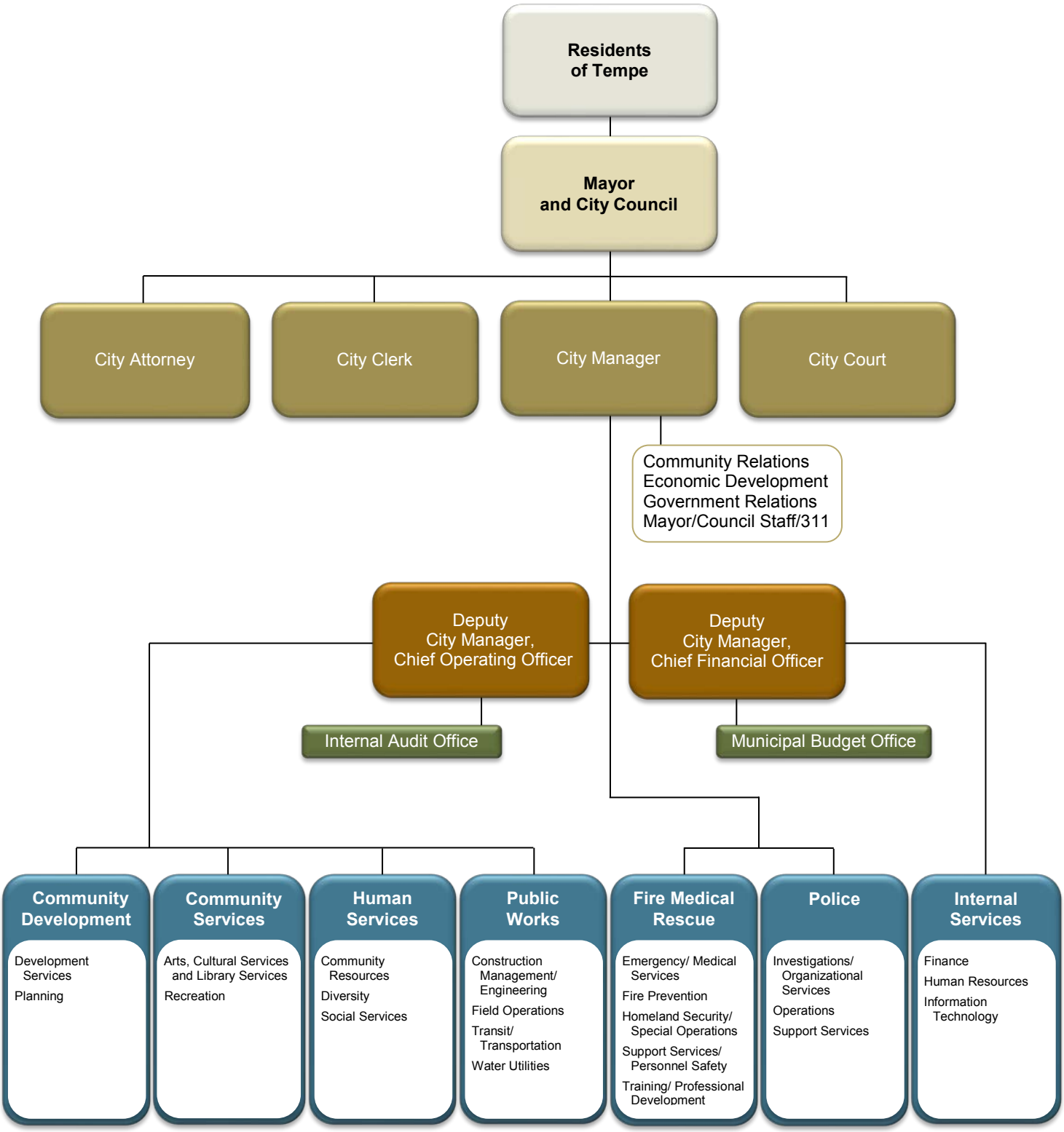
We welcome individual and professional differences and treat everyone with dignity, courtesy and sensitivity.

Diversity

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

Tempe

City Organizational Chart



Tempe

July 1, 2015

To the Honorable Mayor and City Council:

Transmitted herein is the City of Tempe's (City) Fiscal Year (FY) 2015-16 financial program. The FY 2015-16 adopted financial program reflects a 6.2% increase from the FY 2014-15 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

Since the expiration of the temporary tax of 0.2% in June of 2014, the City has planned for limited deficit spending over the near term horizon and a moderate drawdown of the fund balance. The FY 2015-16 budget is consistent with the long-range financial plan to stabilize the General Fund in light of the expiration of the temporary sales tax, which generated $11.5 million, 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 2015-16 approximates $607.5 million and includes funding for both operating and capital purposes. This amount represents a $26.4 million or 4.5% 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 $14.0 million or 3.3%, while the capital budget increased by $12.4 million or 8.2% this fiscal year.

Total Financial Program		
	FY 2014-15 Budget	**FY 2015-16 Budget**
Operating Budget	$430,710,844	$444,698,112
Percent Change		3.3%
Capital Improvements Budget	$150,438,466	$162,829,772
Percent Change		8.2%
Total Financial Program	$581,149,310	$607,527,884
Percent Change		4.5%

In general, the increases in the CIP budget are largely due to the construction of the Tempe Town Lake downstream dam, while increases in the operating budget were somewhat offset by a notable decrease in the Debt Service fund budget related to the early repayment of debt.

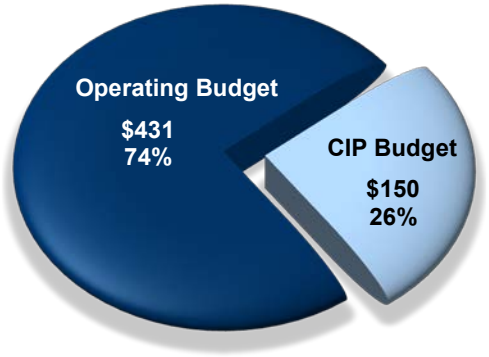
The budget is consistent with the long-term strategic priority of achieving financial sustainability and vitality as approved by the City Council.

FINANCIAL PROGRAM SUMMARY

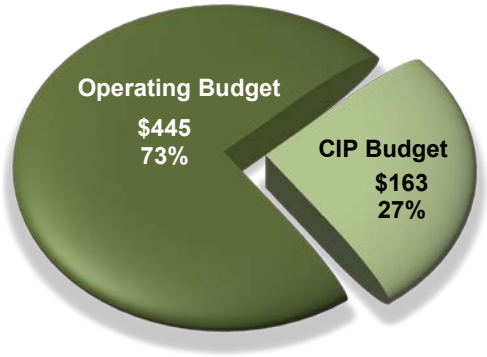
The graphs below illustrate the relative shares of operating and capital appropriations in FY 2014-15 and FY 2015-16.

Total Financial Program

FY 2014-15 $581
($ millions)



FY 2015-16 $608
($ millions)



OPERATING BUDGET

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

Operating Budget Summary

	FY 2014-15 Budget	FY 2015-16 Budget	Percent Change
General Fund	$182,556,591	$187,647,884	2.8%
Special Revenue Funds			
Transportation	10,467,609	10,141,956	(3.1%)
Transit	53,848,245	55,937,932	3.9%
Performing Arts	8,964,081	9,075,472	1.2%
CDBG/Section 8 Housing	13,108,612	15,936,882	21.6%
Other Gov't Grants/Donations	18,720,688	22,656,618	21.0%
Debt Service Fund	40,951,736	29,057,155	(29.0%)
Enterprise Funds			
Water/Wastewater	79,772,225	91,198,186	14.3%
Solid Waste	17,539,290	18,238,867	4.0%
Golf	2,781,767	2,807,160	0.9%
Internal Service Fund			
Risk Management	2,000,000	2,000,000	0.0%
Total Operating Budget	**$430,710,844**	**$444,698,112**	**3.3%**

Operating Budget Highlights

Following are the major citywide highlights contained in the recommended budget:

- Employee total compensation growth of 2.5% to 3.0%
- Funding of Other Postemployment Benefits (OPEB) of $11.1 million
- Supplemental funding of $3.8 million ($1.9 million of that amount is one-time)
- Carry forward/reappropriation of funding for encumbered expenditures of $6.0 million, principally due to a $3.0 million Sub-Regional Operating Group (SROG) payment in the Water/Wastewater Fund
- Vehicle/equipment replacements approximating $7.5 million

· Funding for 16 permanent full-time positions and 17.1 temporary full-time equivalent positions

Full-Time Equivalent Positions			
		Perm	Temp
General Fund			
Court Interpreter		1.0	0.0
Plan Review, Inspection and Support Services		2.0	8.0
Code Inspectors		0.0	6.5
Library Staffing		2.0	1.0
Westside Multigenerational Center Wages		0.0	0.6
Advanced Life Support Medical Compliment		0.0	1.0
Fire Inspector II		1.0	0.0
Sr. Programmer Analyst		1.0	0.0
Communications Dispatcher		1.0	0.0
Staffing for Capital Improvement/Engineering		0.5	0.0
Information Technology Security Manager		1.0	0.0
	Subtotal	9.5	17.1
Grants/Racketeer Influenced and Corrupt Organizations (RICO) Funds			
Patrol Bike Squad		2.0	0.0
School Resource Patrol Officers		2.0	0.0
	Subtotal	4.0	0.0
Transit Fund			
Staffing for Capital Improvement/Engineering		0.5	0.0
	Subtotal	0.5	0.0
Golf Fund			
Eliminate Groundskeepers and Equipment Operator		(3.0)	0.0
	Subtotal	(3.0)	0.0
Water Fund			
Staffing for Capital Improvement/Engineering		2.0	0.0
Business Liaison		1.0	0.0
Field Site Manager and Town Lake O&M Coordinator		2.0	0.0
	Subtotal	5.0	0.0
	Total	**16.0**	**17.1**

General Fund
Departments funded by the General Fund include Mayor and Council, City Manager, City Clerk, City Court, City Attorney, Community Development, Community Services, Internal Services, Fire Medical Rescue, Police, and areas within Public Works, such as Engineering and Parks.

The General Fund operating budget provides funding for an additional 9.5 permanent full-time positions and 17 temporary full-time equivalent positions. Of the $2.3 million in supplemental funding provided to the General Fund, the majority was allocated to Community Development for plan review and inspection personnel and code inspection workload. This translated into 2 permanent full-time and 14.5 temporary full-time equivalent positions.

Vehicle and equipment replacements neared $2.5 million and funding of OPEB approximated $5.2 million. After application of the changes including budgetary supplemental funding and replacements, the General Fund reserve is projected to approximate 33% of revenues as of June 30, 2016.

CAPITAL IMPROVEMENTS BUDGET

The City's five-year Capital Improvements Program covering FY 2015-16 through FY 2019-20 totals $418.2 million.

The first year of the five-year CIP, which is formally adopted by the City Council, totals $162.8 million for FY 2015-16.

The proposed CIP provides adequate resources to address the City's most critical infrastructure needs. Reappropriated funds from projects that were not completed in the previous year totaled $95.3 million while new capital budget appropriations added $67.5 million, summing to the total $162.8 million earmarked for FY 15-16.

FY 2014-15 and FY 2015-16 Capital Budgets Comparison		
Capital Program	FY 2014-15 Budget	FY 2015-16 Budget
Enterprise		
Water	$32,259,400	$37,220,622
Wastewater	8,844,287	11,240,338
Golf	2,700,000	2,356,023
Special Purpose		
Transit	27,380,381	31,312,428
General Purpose		
Police	3,487,063	1,484,682
Fire Medical Rescue	4,082,186	2,873,707
Storm Drains	782,591	944,392
Park Improvements	51,026,321	50,088,500
General Governmental	9,347,558	14,310,953
Transportation		
Transportation and R.O.W.	7,877,198	8,374,765
Traffic Signals/Street Lighting	2,651,481	2,623,362
Total	**$150,438,466**	**$162,829,772**

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.

Beginning in fiscal year 2015-16, due to the passage of Proposition 117, all property tax levies are now based on one valuation - the limited property valuation. Cities will still collect taxes via two separate levies, the primary and secondary, but each is now based on the same property valuation.

Cities' debt limits are now also determined via the limited property value as opposed to the secondary, full cash value as they were prior to fiscal year 2015-16. Proposition 117 stipulates, the limited value can only increase by the lesser of market value or an amount 5% greater than the prior year's limited value. Consequently, whereas previously there was no limit on growth in the secondary/market property valuation, under the new law, in years when market value exceeds 5%, Tempe's debt limit will be constrained to maximum growth of 5%. This new legal parameter will influence how the City measures and forecasts its annual G.O. debt capacity, which in turn will influence the size of the annual CIP. Secondary property tax levy collections may still only be used to repay property tax secured debt.

Capital Improvements Budget Highlights

The Capital Budget for FY 2015-16 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:

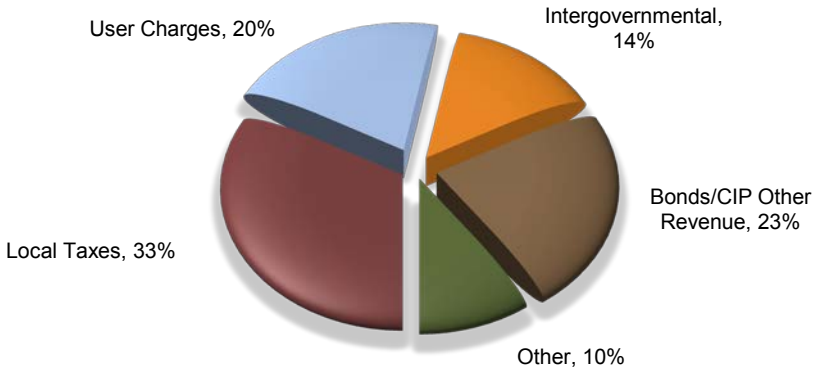
- Continued funding to complete the design modifications and construction of the Tempe Town Lake downstream dam replacement ($36.1 million)
- Continued improvements to City Parks ($7.5 million, plus a $6 million contingency)
- Continued design and construction of the new and up-to-date lab facility ($6.3 million)
- Improvements to Broadway Road Pedestrian and Bicycle project ($5.8 million)
- Continued asset preservation of arterial, collector and residential streets ($5.1 million)
- Continued maintenance and replacement of the City's Regional Radio System ($3.3 million)
- Replacement of Fire Medical Rescue apparatus ($1.7 million)

Tempe Town Lake downstream dam construction

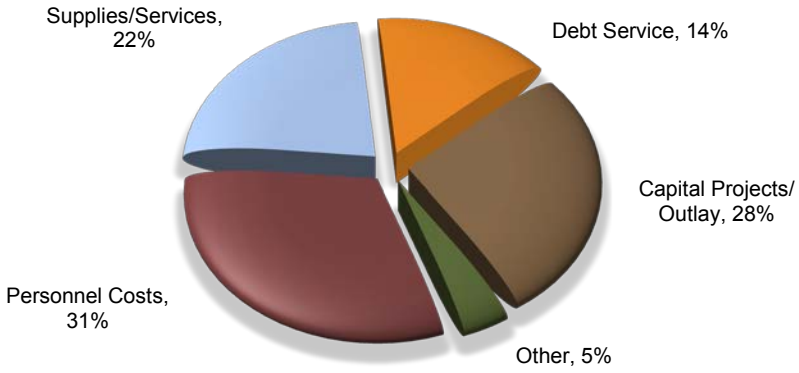
REVENUE/EXPENSES

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 2015-16 total revenue budget. Other major revenue sources include user charges (such as water service and solid waste fees), intergovernmental revenue, and bond proceeds.

Where the Money Comes From by Source of Funds



Where the Money Goes by Line Item Category



The chart above depicts appropriations by expenditure type. Personnel Costs (salaries, wages and benefits) and Capital Projects/Outlay 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

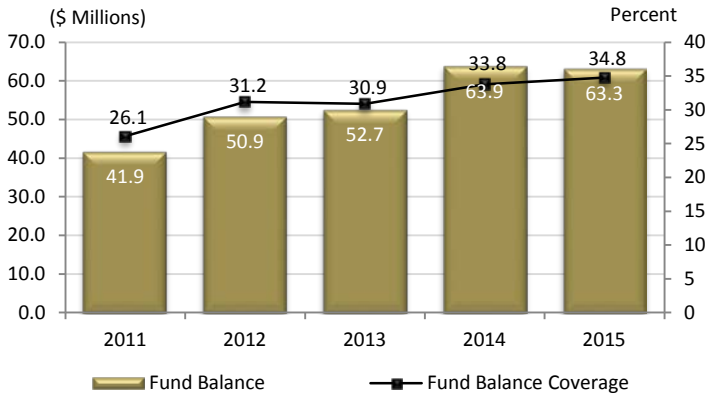
To provide a framework for gauging the financial sustainability of resource allocation decisions, five-year financial plans are generated for each of the City's operating funds on an annual basis. The forecast is updated twice per year – typically around October and February. Each forecast is produced 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 forecast provides a long-term view of how current-year decisions will impact the City of Tempe's future finances, and is consistent with the City Council's stated strategic priority of achieving long-term financial stability and vitality. The Comprehensive Financial Plan can be located on page 38.

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 $63.3 million as of June 30, 2016, assuming departmental spending patterns follow the budget closely. Shown in the following graph, the increasing trend from 2012 to 2014 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 $54.8 million, while the remaining Enterprise funds (Golf and Solid Waste programs) will have a combined fund balance of approximately ($0.8) million as of June 30, 2016. Utility rates are reviewed annually, and rate studies are currently underway to determine future rate changes.

Unassigned General Fund Balance



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 $1.5 million contingency appropriation.

Debt Management Plan

In addition to the management of existing debt and associated reserves, the City also forecasts future debt within a framework of policy priorities and financial capacity. Current and anticipated capital improvement objectives, available operating revenue, tax base fluctuations, and reserve levels are all evaluated on an ongoing basis to estimate the extent to which the City may issue additional tax supported debt. This active debt management aids in the development of a sustainable debt portfolio and is a key financial practice contributing to the maintenance of the City's favorable bond ratings. Additional debt information can be located on page 171.

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.

FINANCIAL STRENGTH

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

Development Activity

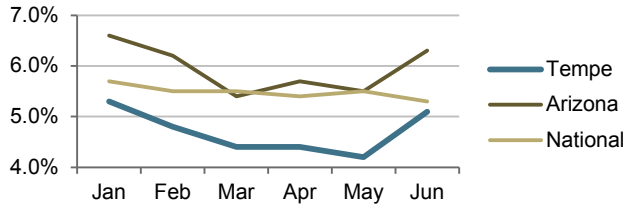
The City of Tempe continues to prosper with employment opportunities for its residents. Major corporate locates have made Tempe home, State Farm, opening soon, to provide up to 8,000 jobs over the next few years and The Northern Trust Company will soon be locating in Tempe with approximately 1,000 high wage jobs due to our business strategies. Tempe has also made news with the announcement of Zenefits, a human resource platform for benefit operations for small and midsize businesses. Zenefits is to hire several thousand employees over the next few years. Zenefit's location on Tempe Town Lake and proximity to Mill Avenue played a major role for their business expansion. Tempe's partnerships/memberships with Arizona Commerce Authority and Greater Phoenix Economic Council have been a huge payoff for business attraction. 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.

Tempe strives not only to assist corporate locates, but makes every effort to promote local businesses for retention and expansion. Lucid Agency is an award winning interactive marketing and web development firm that offers a wide variety of services such as search engine optimization, pay-per-click management, usability interface design, website development and design, social media, online marketing and brand monitoring. Railway Technologies recently launched their WantAPP pilot program in Tempe, allowing the user to find goods and services on Mill Avenue. In addition MetroMile, an online auto insurance company recently expanded to Tempe.

Current Tempe Employment Trends

Tempe's midyear unemployment average continues to remain below Arizona and National averages due to the quality of corporate locates and continued job growth:

2015 Midyear Unemployment Trend



2015	Tempe	Arizona	National
Jan	5.3%	6.6%	5.7%
Feb	4.8%	6.2%	5.5%
Mar	4.4%	5.4%	5.5%
Apr	4.4%	5.7%	5.4%
May	4.2%	5.5%	5.5%
Jun	5.1%	6.3%	5.3%

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 work study sessions and strategic priorities referenced below were in place at the time the fiscal year 2015-16 budget was developed. The City Council is scheduled to review, and update their priorities and committee structure during a September 2015 Council Retreat.

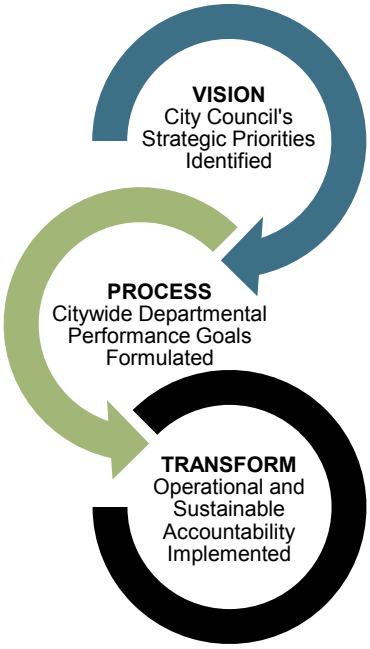
City Council Strategic Priorities

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 five 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:

Ensure safe and secure community
Develop and maintain strong community connection
Enhance quality of life for all Tempe residents and workers
Implement sustainable growth and development strategies
Maintain long-term financial stability and vitality

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.

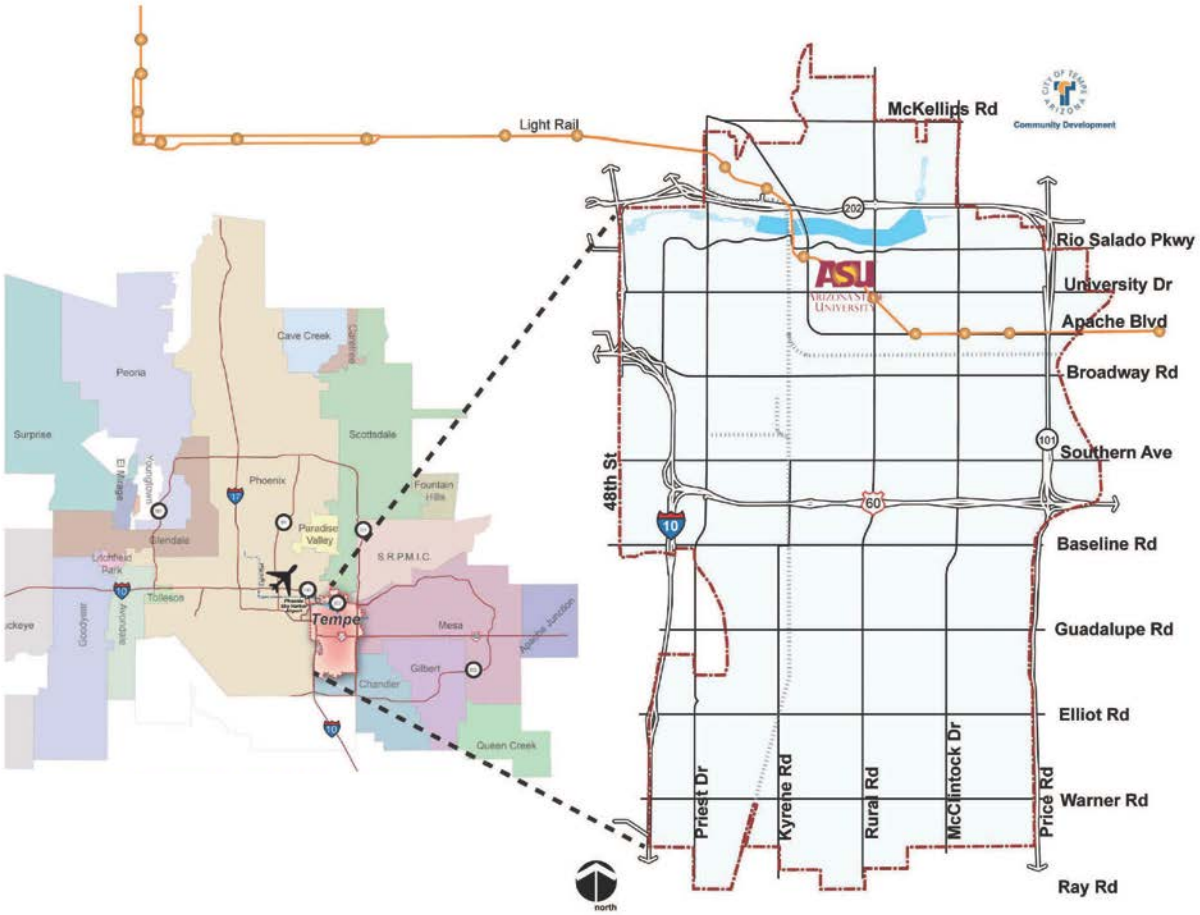
Respectfully submitted,

Andrew B. Ching
City Manager

City Council Strategic Priorities Linked By Department

Department	STRATEGIC PRIORITY				
	Ensure Safe and Secure Community	Develop and Maintain a Strong Community Connection	Enhance Quality of Life for all Tempe Residents and Workers	Implement Sustainable Growth and Development Strategies	Maintain Long-term Financial Stability and Vitality
Mayor and Council	✖	✖	✖	✖	✖
City Manager	✖	✖	✖	✖	✖
City Attorney	✖				
City Clerk		✖			
City Court	✖				
Community Development	✖	✖	✖		
Community Services		✖	✖		
Fire Medical Rescue	✖				
Human Services		✖	✖		
Internal Audit Office					✖
Internal Services		✖	✖		✖
Municipal Budget 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 Art 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 (spring and fall)

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, 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

13 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, more than 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, 1.2 million passengers in 2014, 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

In 2015 Tempe will add two miles of bike path on the south bank of the Rio Salado, these two miles will link to the City of Mesa to Phoenix and will complete Tempe's approximately ten mile Rio Salado pathway network on both sides of Tempe Town Lake; In addition four new miles of bike lanes will be added and three miles will be enhanced

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

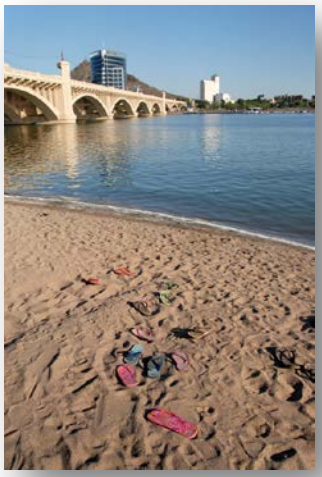
Arizona State University

Tempe is home to the main campus of Arizona State University (50,246 students Fall 2014). There are approximately 83,000 students (all campuses and online) 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

A top destination in Arizona, Tempe Town Lake is an engineering marvel that protects the region from flooding, provides recreation, creates jobs and stimulates investment in Tempe.

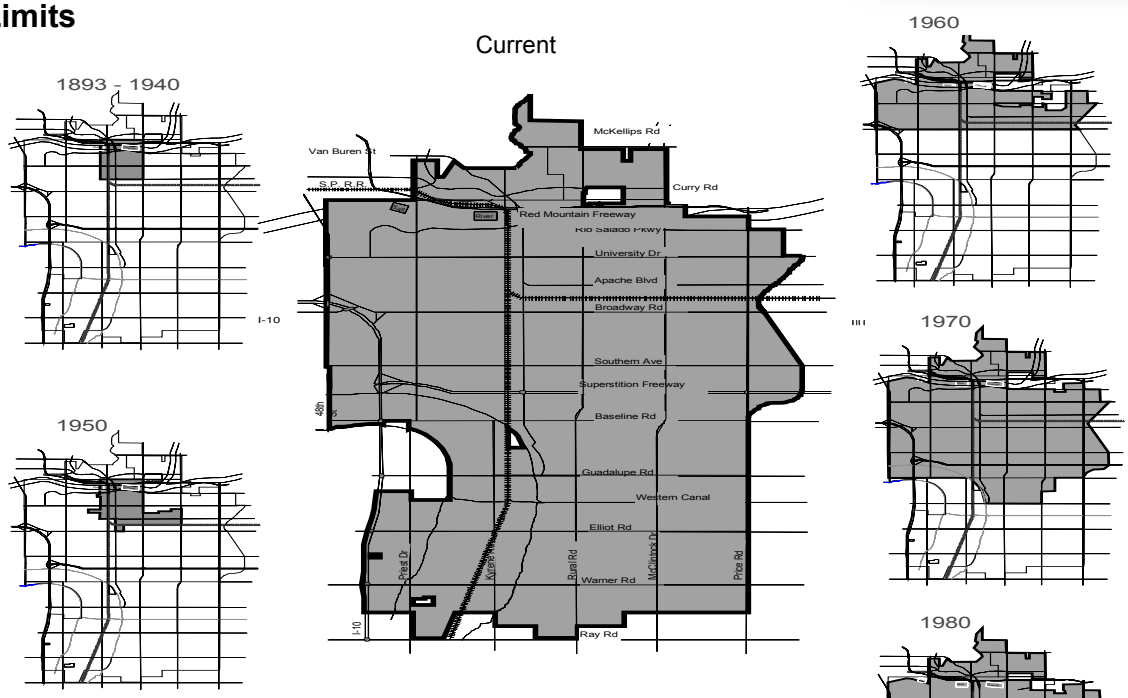
- *More than 2.7 million people spend time at the lake every year*
- *The economic impact of Tempe Town Lake since its creation is about $500 million*
- *Dozens of special events happen at Tempe Town Lake annually, including Ironman Arizona, the Fantasy of Lights Boat Parade and the state's largest Independence Day celebration*
- *More than 5,000 people work in the many businesses surrounding Town Lake*



Demographics of Tempe

Population 163,328 (2014 Estimate)
With Bachelor's Degree or higher 41.7%
Median Age 28.3
Median Household Income $47,941
Median Value of Owner-Occupied Home $200,800

City Limits



Year	Area	Year	Area	Year	Area
1893	1.0	1940	1.8	1975	36.0
1894	1.8	1950	2.6	1980	36.0
1900	1.8	1955	4.5	1985	38.5
1910	1.8	1960	17.5	1990	39.3
1920	1.8	1965	21.7	1995	39.8
1930	1.8	1970	25.3	2006	40.1

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

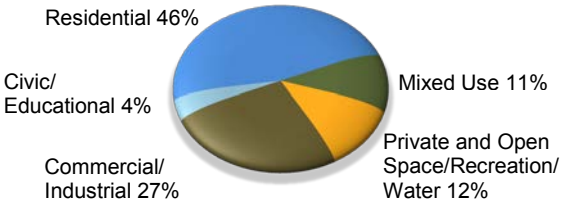
Population by Race

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)
2014	1,137	817,445
2013	1,047	387,428
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

Land Use (2010) (%)



Elections (2014)

Registered voters:	Primary	85,458	General	83,125
Voter turnout:	Primary	21,751	General	36,066
% Voting:	Primary	25.45%	General	43.39%

School Registration

Tempe Elementary District	11,733
Tempe Union High School District	14,247
ASU (Fall 2014) Tempe Campus	50,246

Bond Ratings

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

Employment Trends

	Employment	Unemployment Rate
2014	95,274	5.4%
2013	93,697	6.0%
2012	92,302	6.3%
2011	97,723	7.4%
2010	89,303	8.5%

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
Honeywell International	3,000
Kyrene Elementary School District	2,401
JP Morgan Chase	2,377
US Airways, Inc.	1,898
Insight Direct	1,538
City of Tempe	1,519

City Sales Tax

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

Property Tax Rate

Primary	.09334
Secondary	1.5861
Total	$2.5195

Largest Property Taxpayers	% of Net Secondary Assessed Valuation
Arizona Mills Mall LLC	1.57%
Arizona Public Service Company	1.49%
Verizon Wireless	1.02%
Qwest Corporation	0.71%
KBSII Fountainhead LLC	0.64%
Honeywell International Inc.	0.57%
Tempe Fountainhead Corporate LLC	0.55%
T-Mobile	0.53%
JDM II Tempe OC LLC	0.46%
JP Morgan Chase Bank NA	0.40%

Police

Sworn Personnel	343
Non-Sworn Personnel	148
Total	491
Avg. Emergency (Priority 1) Response Time (minutes)	6:43
Crime Index	8,663
Part I Crime Per 1,000 Capita	51.1

Fire Medical Rescue

Sworn Personnel	153
Non-Sworn Personnel	31
Total	184
Fire Stations	6
Average Emergency Response Time (CY 2014) (minutes)	5:48
Response to Emergency (Basic and Advanced Life Support) Medical Incidents (CY 2014)	20,974
Total Number of Dispatched Calls (CY 2014)	25,977

Solid Waste

Residential Accounts Serviced	32,162
Commercial Accounts Serviced	2,138
Solid Waste Refuse Collected (tons)	116,325
Solid Waste Recycled Collected (tons)	12,153

Water/Wastewater

Active Accounts Serviced:	
Water	42,330
Wastewater	39,840
Water Treated (billions of gallons)	15.1
Sanitary Sewers (miles)	550
Water Lines (miles)	831

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)	
Phoenix	1,445,632
Mesa	439,041
Chandler	236,123
Glendale	226,721
Scottsdale	217,385
Gilbert	208,453
Tempe	**161,719**
Peoria	154,065

Operating Budget (FY 2015-16)	**$ Millions**
Phoenix	3,097.3
Mesa	1,264.5
Scottsdale	677.3
Glendale	563.4
Chandler	545.4
Gilbert	435.2
Tempe	**444.7**
Peoria	341.7

Property Tax Rate (as of July 1, 2015)	**(per $100 assessed Value)**
Tempe	**$2.52**
Glendale	2.20
Phoenix	1.82
Peoria	1.44
Scottsdale	1.15
Mesa	1.21
Chandler	1.18
Gilbert	1.06

Incorporated City Limits	**Sq. Miles**
Phoenix	515.0
Scottsdale	185.0
Peoria	178.0
Mesa	139.3
Gilbert	72.1
Chandler	65.0
Glendale	58.5
Tempe	**40.1**

Sales Tax Rate (as of July 1, 2015)	
Glendale	2.90%
Phoenix	2.00%
Tempe	**1.80%**
Peoria	1.80%
Mesa	1.75%
Scottsdale	1.65%
Chandler	1.50%
Gilbert	1.50%

Tempe

Budget Overview Contents

Budget Policies 18
Fund Summary 22
Financial Program Summary 23
Financial Program Summary for Revenues/Resources and Expenditures/Expenses 24
Budget Process Flowchart 25
Budget Process Summary 26
Budget Calendar 28
Components of Total Financial Program 29
Governmental Funds: Ten-Year Fund Balance Trends 30
Special Revenue Funds: Ten-Year Fund Balance Trends 31
Enterprise Funds: Ten-Year Fund Balance Trends 32
Citywide Overview 33
Residential Cost of Service 34
Personnel Summary: Ten-Year History 35

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 2015-16 estimated General Fund operating revenue ($185.7 million) to expenditures ($187.7 million) Ratio 1:.98*

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

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

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

- **Status**: *Projections completed in the Comprehensive Financial Plan (October 2015 and February 2016 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 2015-16: 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 2015-16 with debt amortization terms ranging from 10 to 20 years: $51.8 million for police, fire, park improvement, and general governmental projects; $45.4 million for water and wastewater projects and $5.2 million for transportation projects*

Capital Budget Policies

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

- **Status**: *FY 2015-16 Annual CIP budget of $162.8 million adopted representing the first year of a 5-year, $418.2 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 2015-16 net new operating budget impacts of new capital projects is estimated at $399,807. The estimated net operating budget impacts of new capital projects between FYs 2016-17 and 2019-20 is a maximum of $330,628*

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 2015-16**
Water / Wastewater Bonds	$45.4
General Obligation Bonds	57.0
Outside Revenue	23.7
Capital Projects Fund Balances	23.8
Pay-As-You-Go Financing	12.9
Total Sources of Funds	**$162.8**

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 14	Revenue FY 2013-14	Unassigned Fund Balance Coverage
$63.9 M	$188.9 M	33.8%

Estimated Unassigned Fund Balance FYE 15	Revenue FY 2014-15	Unassigned Fund Balance Coverage
$63.3 M	$181.8 M	34.8%

Estimated Unassigned Fund Balance FYE 16	Revenue FY 2015-16	Unassigned Fund Balance Coverage
$56.3 M	$185.7 M	30.3%

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 14	Revenue FY 2013-14	Unrestricted Retained Earnings Coverage	Days Coverage
Water/Wastewater	$65.2 M	$79.5 M	54.0%	299
Solid Waste	$5.5 M	$14.4 M	39.0%	141
Golf	($0.7) M	$2.7 M	0%	0

	Estimated Unrestricted Retained Earnings FYE 15	Revenue FY 2014-15	Unrestricted Retained Earnings Coverage	Days Coverage
Water/Wastewater	$65.7 M	$79.3 M	82.8%	302
Solid Waste	$3.5 M	$15.0 M	23.3%	85
Golf	($0.6) M	$2.9 M	0%	0

	Estimated Unrestricted Retained Earnings FYE 16	Revenue FY 2015-16	Unrestricted Retained Earnings Coverage	Days Coverage
Water/Wastewater	$54.8 M	$81.1 M	67.5%	247
Solid Waste	($0.4) M	$14.2 M	0%	0
Golf	($0.4) M	$2.9 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 Solid Waste Fund does not assume any rate modifications. Efficiency measures have been implemented to reduce the cost of operations and a rate analysis is currently underway to be presented for possible implementation.

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 2015-16 $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 2015-16 levy (1.3%)*

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 analyzing and limiting total compensation growth, citywide line item reviews, modified base budget approach, and program sunsetting.
- 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 Postemployment 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 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 2015-16 fiscal year. Beginning balances approximate $285 million and the ending fund balances are estimated at $228 million. The decreases in fund balances reflect planned drawdowns to address projected budget shortfalls between revenues and expenditures and from the June of 2014 expiration of the temporary tax of 0.2% in the General Fund.

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 2015-16, limited deficit spending and a drawdown of the fund balance are planned with the expiration of the temporary sales tax in June 2014. These planned adjustments are consistent with the long-range financial plan to stabilize the General Fund, however future deficits must continue to be controlled by limiting cost growth.

Special Revenue Funds Revenue in the Performing Arts is not sufficient to cover operations, and the fund balance is expected to continue operations and maintenance until a significant amount of the fund's debt 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 balance 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 model involving the payment of a management fee for golf operations and food and beverage services en route to achieving longer term financial sustainability. The Solid Waste Fund underwent a thorough review of its operations to minimize the impact to user rates. A solid waste rate analysis is currently underway. 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 has been 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 reappropriated 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 06/30/2015	Revenue	Total Financial Resources	Expenditures	Adjusted Financial Resources	Interfund Transfer In	Interfund Transfer (Out)	Estimated Fund Balance 06/30/2016
General (Unassigned)	$63,308,000	$185,694,474	$249,002,474	$187,647,884	$61,354,590	$136,512	$(5,236,972)	$56,254,130
Special Revenue:								
HURF/LTAF	5,168,000	10,213,963	15,381,963	10,141,956	5,240,007	1,150,000	(304,941)	6,085,066
CDBG/Section 8		16,320,587	16,320,587	15,936,882	383,705	190,000		573,705
Performing Arts	(129,000)	8,308,993	8,179,993	9,075,472	(895,479)		(257,650)	(1,153,129)
Transit	31,444,000	59,782,125	91,226,125	55,937,932	35,288,193		(6,475,625)	28,812,568
Police - RICO & Grants	384,948	5,904,844	6,289,792	6,262,223	27,569			27,569
Govt'l Grants		12,130,361	12,130,361	12,130,361				
Restricted Revenue & Donations	2,418,226	1,203,440	3,621,666	3,053,782	567,884			567,884
Court Enhancement	792,109	687,756	1,479,865	1,204,300	275,565		(115,762)	159,803
Peterson House	2,923	1,500	4,423	5,952	(1,529)			(1,529)
Debt Service	23,488,943	26,583,013	50,071,956	26,667,922	23,404,034	6,944,609	(11,238,217)	19,110,426
Special Assessment	124,427	2,389,233	2,513,660	2,389,233	124,427			124,427
Enterprise:								
Golf	(560,000)	2,908,938	2,348,938	2,807,160	(458,222)	74,000		(384,222)
Solid Waste	3,500,000	14,224,575	17,724,575	18,238,867	(514,292)	200,000	(107,061)	(421,353)
Water Utilities	65,747,000	81,110,882	146,857,882	91,198,186	55,659,696	6,193,017	(7,072,079)	54,780,634
Internal Service (Risk)	2,000,000		2,000,000	2,000,000				
TOTAL OPERATING	**$197,689,576**	**$427,464,684**	**$625,154,260**	**$444,698,112**	**$180,456,148**	**$14,888,138**	**$(30,808,307)**	**$164,535,979**
Capital Improvements	87,154,716	126,117,084	213,271,800	162,829,772	50,442,028	12,874,969		63,316,997
SUBTOTAL INTERNAL FUNDS	**$284,844,292**	**$553,581,768**	**$838,426,060**	**$607,527,884**	**$230,898,176**	**$27,763,107**	**$(30,808,307)**	**$227,852,976**
Blended Component Unit: Community Facilities District						3,045,200		
GRAND TOTAL	**$284,844,292**	**$553,581,768**	**$838,426,060**	**$607,527,884**	**$230,898,176**	**$30,808,307**	**$(30,808,307)**	**$227,852,976**

Financial Program Summary

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

FY 2015-16

	General Governmental	Special Revenue	Enterprise	Internal Service	Capital Budget	Total Financial Program
Revenues						
Local Taxes, Licenses & Permits	142,748,444					142,748,444
Intergovernmental	41,834,118					41,834,118
Charges for Service	11,905,431					11,905,431
Fines and Forfeitures	8,345,560					8,345,560
Other	9,833,167					9,833,167
Transit		59,782,125				59,782,125
Highway User Revenue		10,213,963				10,213,963
CDBG / Section 8 Housing		16,320,587				16,320,587
Performing Arts		8,308,993				8,308,993
Water / Wastewater			81,110,882			81,110,882
Solid Waste			14,224,575			14,224,575
Golf			2,908,938			2,908,938
Governmental Grant/Restricted		13,333,801				13,333,801
Police - RICO and Grants		5,904,844				5,904,844
Court Enhancement		687,756				687,756
Peterson House		1,500				1,500
Water / Wastewater Bonds					45,390,960	45,390,960
Tax Supported G.O. Bonds					57,052,977	57,052,977
Outside Revenue					23,673,147	23,673,147
Total Revenues	**$214,666,720**	**$114,553,569**	**$98,244,395**	**$0**	**$126,117,084**	**$553,581,768**
Transfers In	7,081,121	1,340,000	6,467,017		12,874,969	27,763,107
Transfers Out	(16,475,189)	(7,153,978)	(7,179,140)			(30,808,307)
Fund Balance Applied	11,432,387	5,009,269	14,711,941	2,000,000	23,837,719	56,991,316
Total Revenues	**$216,705,039**	**$113,748,860**	**$112,244,213**	**$2,000,000**	**$162,829,772**	**$607,527,884**
Expenditures						
Public Safety	111,427,748				4,358,389	115,786,137
General Governmental Services	36,194,543				15,255,345	51,449,888
Community Services	23,173,027				50,088,500	73,261,527
Debt Service	29,057,155					29,057,155
Development Services	16,852,566					16,852,566
Transit		55,937,932			31,312,428	87,250,360
Highway User / Transportation		10,141,956			10,998,127	21,140,083
Performing Arts		9,075,472				9,075,472
Section 8 Housing		11,262,206				11,262,206
CDBG		4,674,676				4,674,676
Governmental Grants/Donations		15,184,143				15,184,143
Police - RICO and Grants		6,262,223				6,262,223
Court Enhancement		1,204,300				1,204,300
Petersen House Endowment		5,952				5,952
Water / Wastewater			91,198,186		48,460,960	139,659,146
Solid Waste			18,238,867			18,238,867
Golf			2,807,160		2,356,023	5,163,183
Internal Service				2,000,000		2,000,000
Total Expenditures	**$216,705,039**	**$113,748,860**	**$112,244,213**	**$2,000,000**	**$162,829,772**	**$607,527,884**

Financial Program Summary for Revenues/Resources and Expenditures/Expenses

Total budgeted revenue in the FY 2015-16 Financial Program is approximately $554 million, reflecting an overall increase of budgeted revenue compared to the FY 2014-15 revised revenue budget. Except for the Debt Service Fund, revenue receipts for all funds are anticipated to grow in FY 2015-16.

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

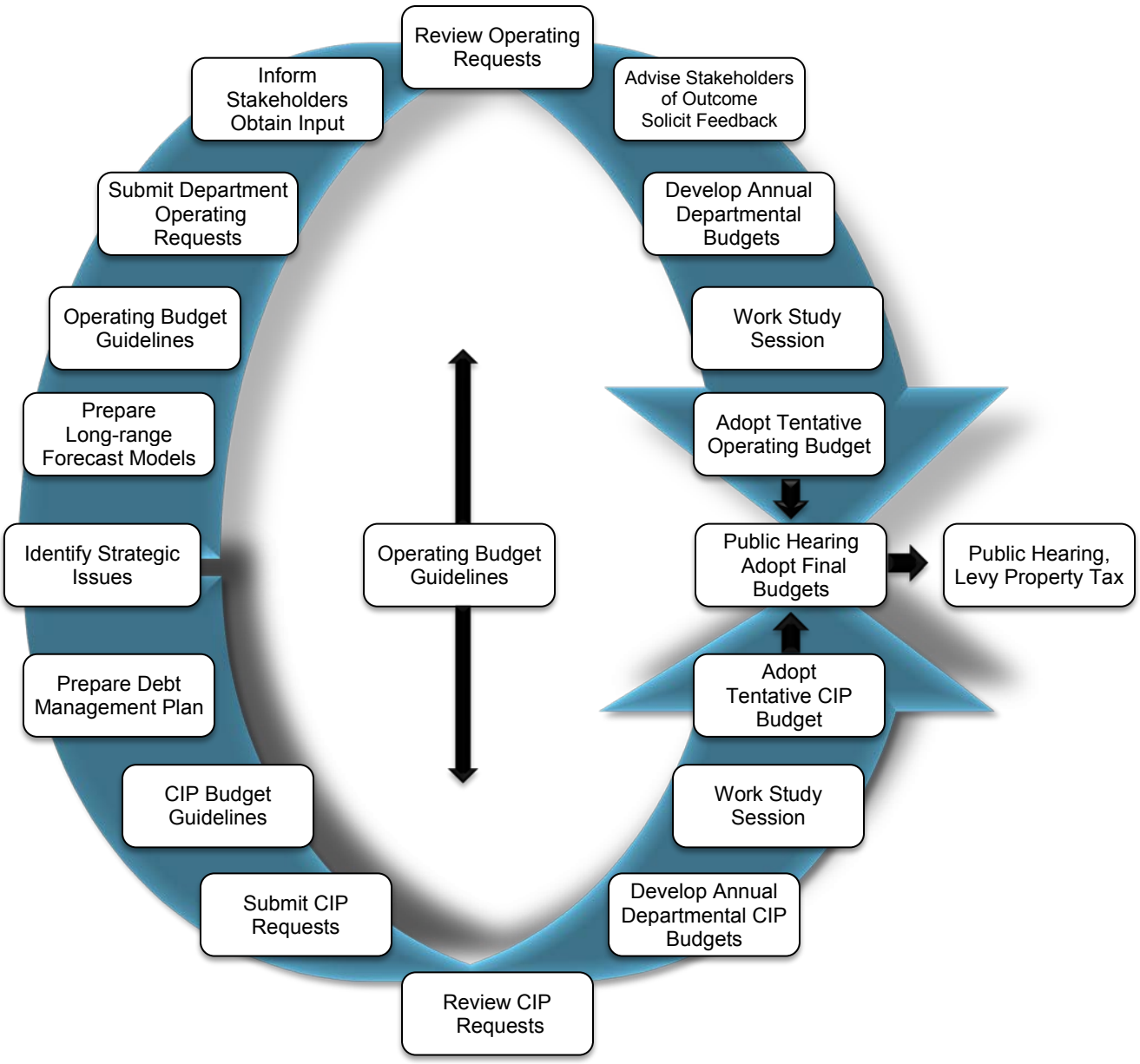
Budgeted expenditures for FY 2015-16 total $607.5 million, representing a $26.4 million increase from total budgeted expenditures in FY 2014-15. Total budgeted expenditures have increased during this period due to an increased Capital Improvements Program, largely due to the design and construction of the Tempe Town Lake downstream dam.

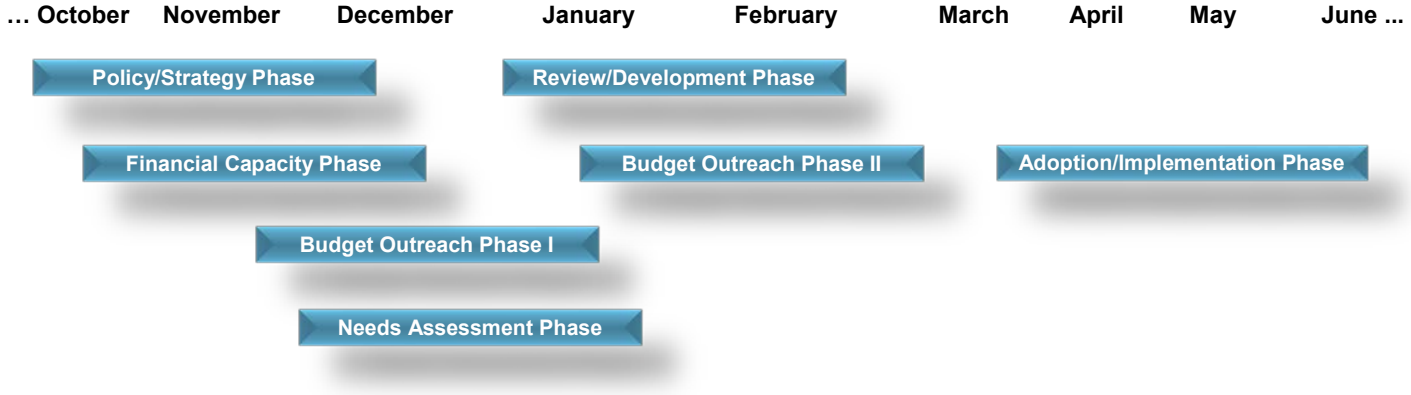
Revenues/Resources	FY 2013-14 Actual	FY 2014-15 Budget	% Change	FY 2014-15 Revised	% Change	FY 2015-16 Budget	% Change
General Fund	$188,830,395	$174,826,304	(7.4%)	$184,482,546	5.5%	$185,694,474	0.7%
Special Revenue Funds	93,498,428	106,389,965	13.8%	104,481,686	(1.8%)	114,553,569	9.6%
Enterprise Funds	98,467,807	96,919,810	(1.6%)	96,368,242	(0.6%)	98,244,395	1.9%
Debt Service Fund	35,381,272	28,839,082	(18.5%)	29,254,345	1.4%	28,972,246	(1.0%)
Capital Projects Fund	19,608,315	115,959,573	491.0%	64,543,164	(44.3%)	126,117,084	95.4%
Total	**$435,786,217**	**$522,934,734**	**20.0%**	**$479,129,983**	**(8.4%)**	**$553,581,768**	**15.5%**

Expenditures/Uses	FY 2013-14 Actual	FY 2014-15 Budget	% Change	FY 2014-15 Revised	% Change	FY 2015-16 Budget	% Change
General Fund	$179,981,497	$182,556,591	1.4%	$175,725,094	(3.7%)	$187,647,884	6.8%
Special Revenue Funds	86,161,832	105,109,235	22.0%	95,001,163	(9.6%)	113,748,860	19.7%
Enterprise Funds	88,419,040	100,093,282	13.2%	89,583,104	(10.5%)	112,244,213	25.3%
Debt Service Fund	34,445,276	40,951,736	15.5%	37,162,193	(9.3%)	29,057,155	(21.8%)
Capital Projects Fund	32,856,210	150,438,466	358.0%	55,786,097	(62.9%)	162,829,772	191.9%
Internal Service Fund	0	2,000,000	0.0%	0	(100.0%)	2,000,000	0.0%
Total	**$421,863,855**	**$581,149,310**	**37.4%**	**$453,257,651**	**(22.0%)**	**$607,527,884**	**34.0%**

Budget Process Flowchart

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





Budget Process Summary

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

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

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

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

- **Budget Outreach Phase**
  Presentations by the Municipal 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 director** 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) 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 Municipal Budget Office 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 Directors), 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.

2014	
October 28	CIP Forum a. CIP calendar b. Review CIP process c. Materials available online at Municipal Budget Office intranet site
October 28 - December 5	Departments/Municipal Budget Office Departments work with Engineering, Facilities and Custodial, Fleet, Community Development and Information Technology to complete CIP project request forms Municipal Budget Office reviews CIP sources of funds
December 15 - January 16	Municipal Budget Office and department representatives meet to review project submissions
December 17	Municipal Budget Office/Departments Budget kick-off meeting with departments: · Review of FY 2015-16 budget policies and calendar · Budget forms and manual available on SharePoint
2015	
January 23	Departments All base operating budget worksheets and base budget forms completed and submitted via SharePoint; supplemental request forms completed and submitted via SharePoint
February 12	City Manager's Office, Municipal Budget Office and departments review all CIP requests with City Council at Issue Review Session
Week of February 16	Municipal Budget Office produces initial prioritization of General Obligation bond funded projects and distributes to departments for review and revision
February 19	Municipal Budget Office Present updated Long-Range Financial Forecast to the Council at the Issue Review Session
February 25	Municipal Budget Office Hold Public Forum at Tempe History Museum and open Tempe Forum online
February - March	Municipal Budget Office/Departments Complete operating budget; meet with Departments to review base budgets, supplemental requests and other budget forms, as necessary City Manager/Departments/Municipal 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 20	Review recommended 5-year CIP and obtain Council input on General Obligation bond funded project prioritization at Issue Review Session; 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 IRS and/or April 23 IRS	City Council, City Manager's Office, Municipal Budget Office, and departments conduct CIP follow-up discussion (if necessary) at Issue Review Session
April 23	City Council Budget Review Session (Issue Review Session)
May 21	City Council Adopt Tentative Operating Budget at Public Hearing during Special Meeting
June 11	City Council Adopt Final CIP Budget (Public Hearing and Final Operating Budget (Second and Final Hearing); property tax ordinance introduced (First Public Hearing) all at Special Meeting
June 25	City Council Adopt property tax ordinance (Second and Final Hearing) at Public Hearing during Special Meeting

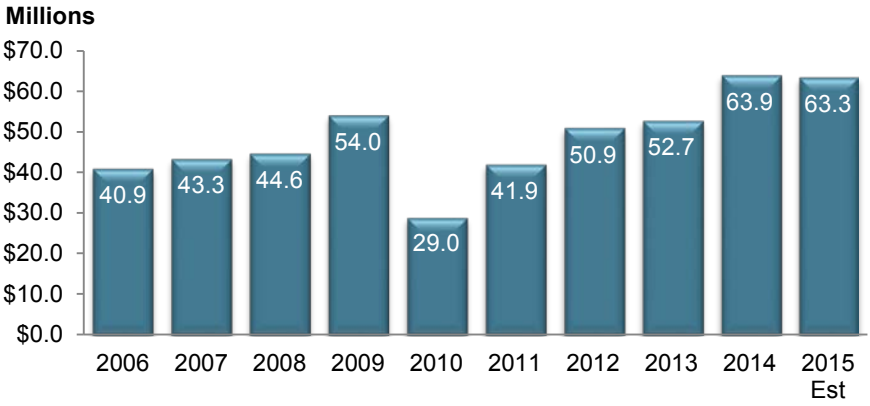
Components of Total Financial Program

FY 2015-16 Total Financial Program
$607,527,884

Operating Budget $444,698,112				Capital Budget $162,829,772			
General Governmental	Special Revenue	Enterprise	Internal Service	General Purpose	Enterprise	Transportation	Special Purpose
$216,705,039	$113,748,860	$112,244,213	$2,000,000	$69,702,234	$50,816,983	$10,998,127	$31,312,428
Public Safety $111,427,748	Transit $55,937,932	Water/ Wastewater $91,198,186	Risk $2,000,000	Park Improvements $50,088,500	Water $37,220,622	Streets $8,374,765	Transit $31,312,428
Debt Service $29,057,155	Governmental Grants, Restricted Revenue and Donations $15,184,143	Solid Waste $18,238,867		General Governmental $14,310,953	Wastewater $11,240,338	Signals $2,623,362	
General Services $36,194,543	Highway User Revenue $10,141,956	Golf $2,807,160		Fire Medical Rescue $2,873,707	Golf $2,356,023		
Community Services $23,173,027	Section 8 Housing $11,262,206			Police $1,484,682			
Development Services $16,852,566	Performing Arts Tax $9,075,472			Storm Drains $944,392			
	Police – RICO and Grants $6,262,223						
	CDBG $4,674,676						
	Court Enhancement $1,204,300						
	Peterson House Endowment $5,952						

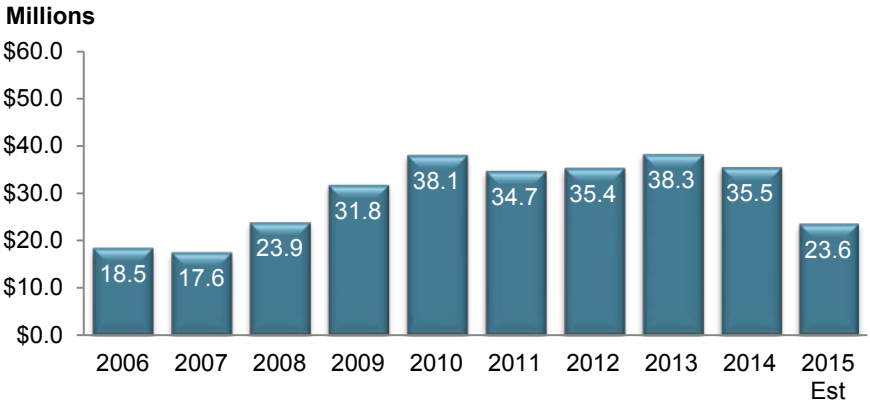
Governmental Funds: Ten-Year Fund Balance Trends

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 of $63.3 was above the 20-30% policy threshold, and is estimated to exceed the range in 2015.

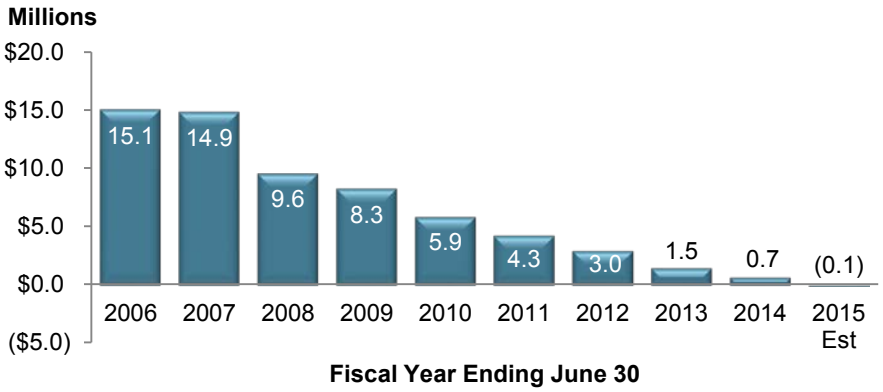
Debt Service Fund Restricted Fund Balance



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 steam. Accelerated repayment of outstanding debt will result in spending down the fund balance to between 4% and 8% of outstanding property tax-supported debt.

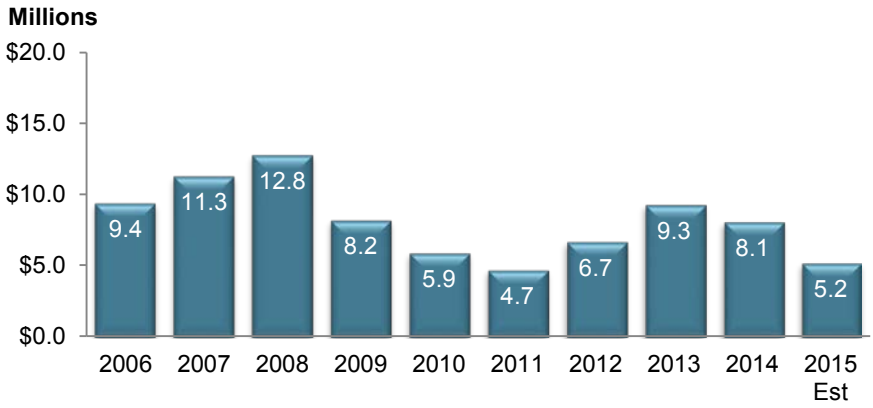
Special Revenue Funds: Ten-Year Fund Balance Trends

Performing Arts Fund Committed Fund Balance



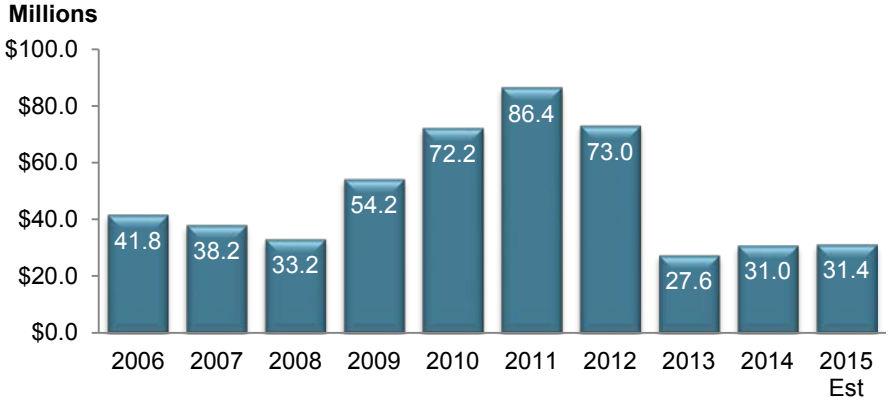
Since the fund's inception in FY 2001-02, the fund balance steadily grew through FY 2005-06. Beginning in FY 2006-07, the fund has been tapped to cover differences between revenues and expenditures. Use of fund balance is expected to continue operations and maintenance until a significant amount of the fund's debt obligations are retired in FY 2015-16.

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.

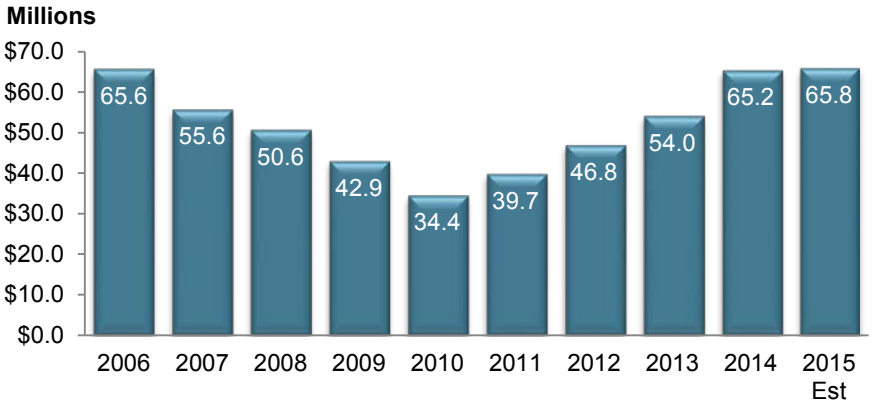
Transit Fund Restricted Fund Balance



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 fund balance reflects early repayment of transit debt service.

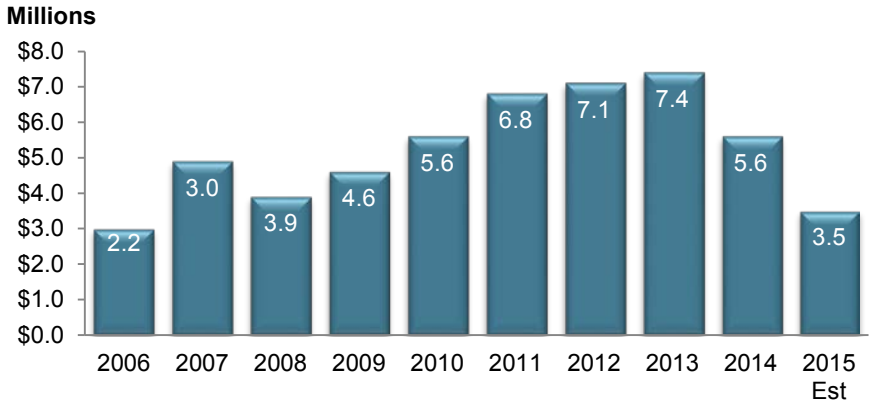
Enterprise Funds: Ten-Year Fund Balance Trends

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. The fund is stable.

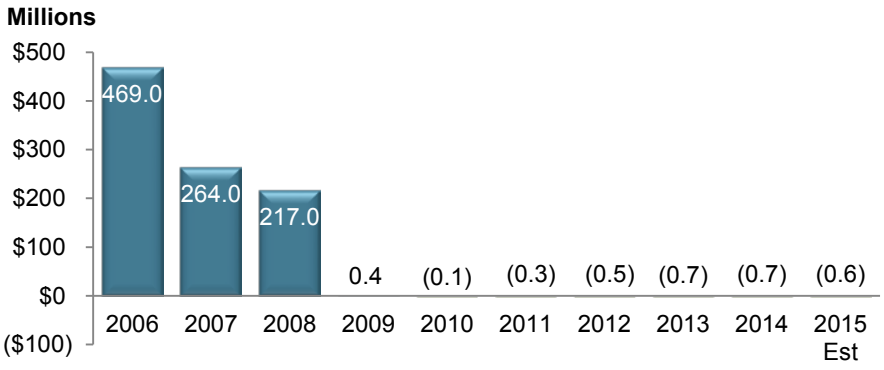
Solid Waste Fund Unrestricted Net Assets



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 and efficiencies were gained. A rate modification plan is underway for consideration and implementation.

Golf Fund Unrestricted Net Assets



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

Citywide Overview

Total Operating Budget and Debt Service

Budget Data	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Revised	FY 2015-16 Budget
Operating Budget	$390,007,645	$430,710,844	$397,471,554	$444,698,112
Cost Per Capita	$2,397	$2,642	$2,438	$2,723
% Change (cost per capita)		10.2%	(7.7%)	11.7%
Property Tax-Supported Debt Service	$27,344,734	$37,991,886	$34,202,303	$26,667,922
Cost Per Capita	$168	$233	$210	$164
% Change (cost per capita)		38.7%	(9.9%)	(21.9%)

Total Operating Revenue by Source

Source	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Revised	FY 2015-16 Budget
General Fund	$188,830,395	$174,826,304	$184,482,546	$185,694,474
Debt Service Fund	35,381,272	28,838,629	29,254,345	28,972,246
Transportation/Transit Funds	66,213,479	66,748,207	69,402,358	69,996,088
CDBG/Section 8 Funds	10,482,670	13,108,612	13,735,472	16,320,587
Governmental Grants/Donations	8,966,977	18,800,751	12,308,336	19,927,901
Performing Arts Fund	7,835,283	7,642,395	8,106,008	8,308,993
Solid Waste Fund	14,461,069	14,987,157	14,211,200	14,224,575
Water/Wastewater Fund	81,340,227	78,950,217	79,428,644	81,110,882
Golf Fund	2,666,511	2,982,436	2,728,398	2,908,938
Total	**$416,177,883**	**$406,825,160**	**$413,657,307**	**$427,464,684**

Staffing Summaries Citywide: Full-Time Authorized Positions

Source	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Revised	FY 2015-16 Budget
Total Personnel	1,571	1,567	1,569	1,589
Employees/1,000 Population	9.7	9.6	9.6	9.7
% Change (Employees/1,000 Population)		(1.0%)	0.0%	1.0%

Residential Cost of Service

The City maintains three utility services for water, wastewater, and solid waste. Utility rates are reviewed annually, and rate studies are currently underway to determine future rate changes. Water rate increases were last increased 2.2% in January 2014, while wastewater rate changes created a reduction for the typical residential customer. Solid waste rates have not increased since November of 2009.

Local Taxes

Sales Tax
The current sales 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 2015-16 will increase to $2.5195/$100 assessed valuation. The primary tax rate is $0.9334 and the secondary tax rate is $1.5861. 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.

Starting in FY 2015-16, Proposition 117, a voter approved initiative, limits the increase of the Limited Property Value (LPV) to 5% per year which is the sole value used to levy both primary and secondary property taxes.

Utility Charges for Services

Water/Wastewater
Water rates were increased in January 2014, impacting median, single family residential water rate customers by an increase of 2.2%. A change to wastewater rates had the effect of reducing rates for the typical residential customer.

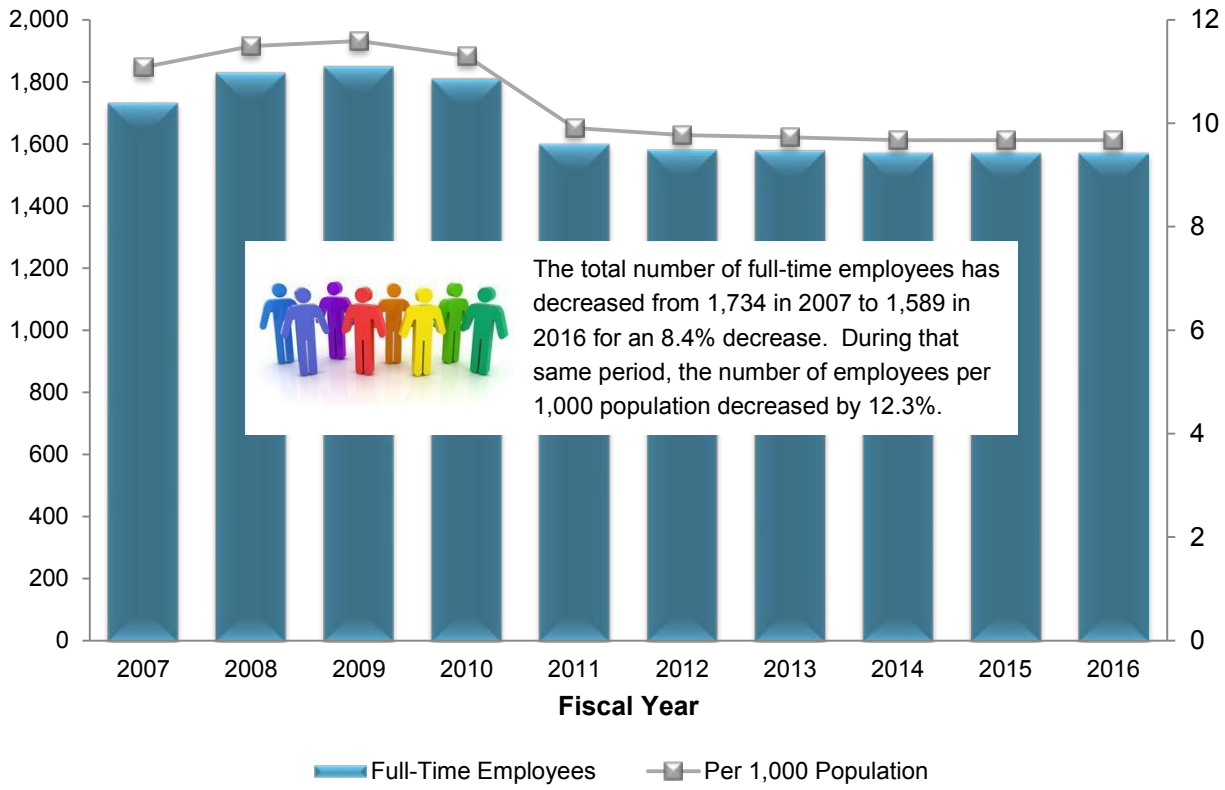
Water and wastewater rates are reviewed annually to attain full cost recovery, as customer charges are based on operating and maintenance costs and financing of capital programs. Services provided include water conservation, water quality, transmission and collection, wastewater reclamation, environmental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

Solid Waste
Solid waste rates were last increased in the fall of 2009. 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.

	Local Taxes		Average Utility Charges for Services (monthly)		
Fiscal Year	Sales Tax	Property Tax	Water	Wastewater	Solid Waste
2015-16	1.8%	$2.52	$30.06	$20.80	$19.98

Personnel Summary: Ten-Year History

The number of full-time employees for FY 2015-16 excluding part-time and temporary employees, totals 1,589. Total employees per 1,000 population for FY 2015-16 is estimated at 9.72, a 1.1% increase from the previous fiscal year.



Fiscal Year End	Budgeted Full-Time Employees	Employees Per 1,000 Population
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
2016	1,589	9.72

Tempe

Comprehensive Financial Plan Contents

Comprehensive Financial Plan Overview 38
Forecast Methodology 39
Major Revenue Assumptions 40
Major Expenditure Assumptions 42
General Fund Forecast Discussion 44
Special Revenue Funds 46
Transit Fund Forecast Discussion 46
Performing Arts Fund Forecast Discussion 48
Transportation Fund Forecast Discussion 50
Enterprise Funds 52
Water/Wastewater Fund Forecast Discussion 52
Solid Waste Fund Forecast Discussion 54
Golf 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 2015-16 through FY 2018-19. 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 2015 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 2015-16 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

Enterprise Funds

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

The City's finances are still recovering from the deepest economic downturn since the Great Depression. Consequently, the City continues to deal with financial challenges. All operating funds were 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 2015, the **General Fund** was projected to experience a deficit of $6.1 million in FY 2015-16 due to the expiration of the temporary sales tax. The deficit is projected to shrink steadily as the economy improves, becoming a $1.8 million deficit by FY 2018-19, 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 stabilized since the dip in sales tax revenue during the downturn in the economy. For FY 2014-15, transit tax collection improved by nearly $2.5 million. The fund balance is healthy as of FY 2014-15. Going forward, the forecast includes proposed new Orbit service and increased Streetcar O&M, which combine to create a structural deficit, which will need to be addressed as the new services are developed. No expenditures are included for construction of the streetcar project. The approximate level of deficit is forecasted to grow to $3.6 million by FY 2018-19.

The **Performing Arts Fund** had a projected operating deficit through half of the forecast period. The annual deficit for FY 2015-16 is estimated at $766 thousand, improving to a $2.8 million surplus by FY 2019-20 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 $1.3 million in FY 2015-16 and it is projected to drop to a surplus of $854 thousand by FY 2018-19.

The **Water/Wastewater Fund** was projected to experience small operating surpluses through the forecast period absent water and sewer rate increases. After the rate adjustments, a $2.1 million surplus is projected by the last year of the forecast.

The **Solid Waste Fund** was projected to experience a $1.8 million deficit in FY 2015-16, growing to $2.0 million by FY 2018-19. 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).

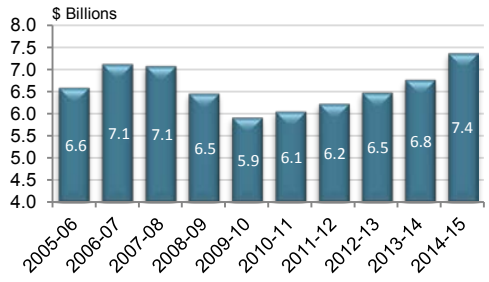
Major Revenue Assumptions

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.

Tempe Taxable Sales



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 2014-15 estimates) are retail (51%), real and personal rent (17%), utility and communications sales (8%), contracting (8%), and restaurant sales (8%). Overall taxable sales are expected to moderately increase in FY 2015-16 and in the out-years as the economy recovers.

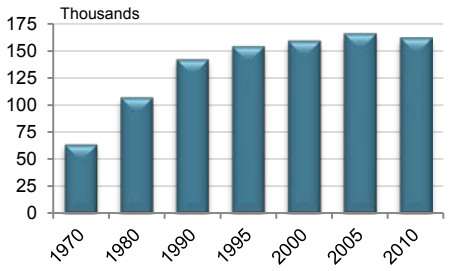
Population

Following the strong population growth period of the late 1970s (5.3%) and the 1980s (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 1.7% 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.

Tempe Population



State Revenues

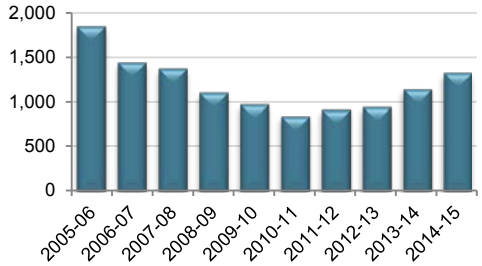
As the base for state shared revenues, state income and sales taxes are also important to City revenues. As with City revenues, State revenue growth in recent years was turned sharply negative. The forecast is for continued state sales tax revenue growth consistent with projections from the FAC. Since 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.

Building Permits



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.

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. Starting in FY 2015-16, Proposition 117 requires the use of the LPV in levying both primary and secondary property taxes. 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 3% overall in FY 2015-16, 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 2015-16, 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. 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 2015-16 a 4.3% annual increase in overall personnel costs is assumed. For the rest of the forecast period, annual increases for personnel costs are assumed to stay between 2.0% and 2.4%. Personnel costs represent the total amount of the compensation given to employees, not just salary and wages. These assumptions are intended to provide a possible growth pattern and are consistent with the City Council's direction of controlling growth and providing long-term financial sustainability. The approved fiscal policy guidelines aim 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 Postemployment 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 15/16	FY 16/17	FY 17/18	FY 18/19
Arizona State Retirement System	11.5%	11.5%	11.5%	11.5%
Public Safety Retirement - Fire	49.7%	50.6%	50.4%	50.4%
Public Safety Retirement - Police	44.7%	45.5%	45.4%	45.3%
Elected Officials Retirement	85.4%	85.4%	85.4%	85.4%

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 1.6% to 2.1% 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 (-4.3% in FY 2015-16) and gradually increase in the out years (3.1% by FY 2018-19).

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.

Tempe

General Fund Forecast Discussion

At the beginning of the 2000s, 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 2015-16 forecast. These revenue sources are highly susceptible to economic fluctuations. Projected General Fund local tax revenues for FY 2015-16 are slightly higher than last year. Adjusting for these factors, underlying economic activity is 6.3% 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 2015-16. 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 2015-16. Health care costs for employees are anticipated to increase by 2.3% in FY 2015-16 and grow by approximately 8.2% per year thereafter. Retiree health care costs are expected to grow an average of 2.3% during each year of the forecast.

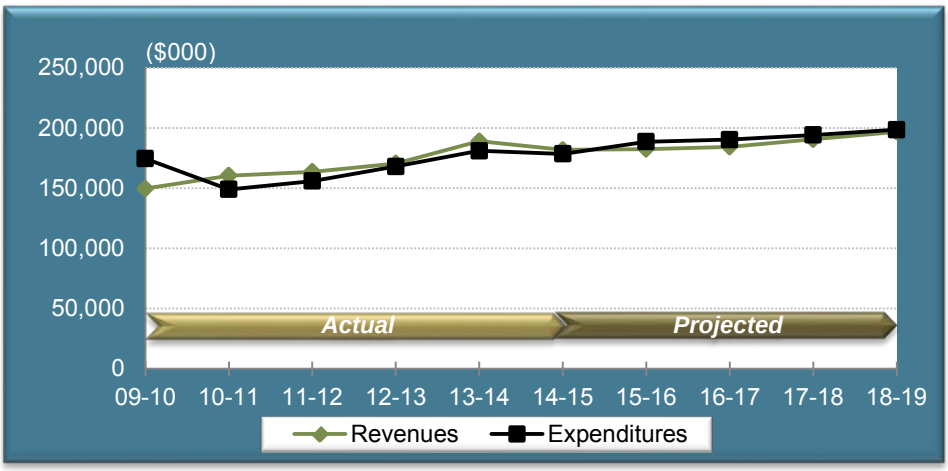
To maintain a stable budget in the future, personnel costs will continue to be closely analyzed as salaries and benefits are the greatest expense in any service oriented organization. Unless carefully managed, these costs could easily outpace revenue growth in the future.

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
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
14	63,878,839

General Fund: Projected Revenues and Expenditures



	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Actual	14/15 Projected	15/16 Projected	16/17 Projected	17/18 Projected	18/19 Projected
Revenues ($000)										
Local Taxes	81,443	94,255	100,706	103,904	111,874	105,178	108,302	109,788	113,790	117,725
Intergovernmental	39,134	34,219	31,723	34,921	38,155	39,781	40,295	40,013	41,233	42,799
Bldng & Trades/Plan & Zoning	4,633	3,918	5,489	5,183	10,495	8,295	4,497	4,567	4,649	4,744
Cultural and Recreation	5,443	5,781	6,053	6,386	6,462	6,287	6,413	6,525	6,656	6,806
Fines, Fees and Forfeitures	7,109	7,576	7,732	8,132	8,190	8,143	8,306	8,451	8,620	8,814
Business Licenses	1,538	1,573	1,651	1,714	1,703	1,461	1,411	1,433	1,459	1,489
Interest Income	1,900	915	549	457	356	450	722	1,001	1,256	1,764
Franchise Fees	3,560	3,821	3,459	3,253	3,311	3,456	3,518	3,572	3,637	3,711
Other Revenue Sources	4,909	8,304	6,181	6,495	8,360	8,761	8,999	8,954	9,296	8,963
Total Revenues	149,669	160,362	163,542	170,445	188,905	181,812	182,463	184,304	190,596	196,816
Expenditures ($000)										
Personnel Costs	146,038	120,302	124,440	134,594	143,609	144,068	150,745	153,740	157,082	160,787
Materials and Supplies	7,940	8,092	9,567	10,413	8,896	8,397	8,150	8,234	8,380	8,574
Fees and Services	21,746	19,708	24,211	22,471	28,423	26,120	26,926	27,342	27,935	28,475
Travel and Training	385	219	371	307	337	500	508	516	525	536
Non-Deprtmtl/Loan Repayment	2,537	2,429	2,118	2,126	2,192	2,349	2,391	2,428	2,472	2,522
Capital Outlay	2,140	1,691	1,472	1,572	1,500	2,830	3,101	3,236	2,948	3,009
Community Facilities District	(1,468)	0	(493)	(138)	134	(43)	(240)	(247)	(254)	(262)
Special Assessments	0	0	0	2,064	1,004	1,004	1,004	1,004	1,004	1,004
Transportation Mtnce of Effort	761	1,096	701	1,204	626	1,030	1,030	1,030	1,030	1,030
Tourism and Convention Bureau	1,500	2,000	2,060	2,102	2,130	2,160	2,196	2,227	2,263	2,304
Internal Services/Adjustments	(7,141)	(6,523)	(8,541)	(8,701)	(7,895)	(9,903)	(9,780)	(9,781)	(9,811)	(9,904)
Total Expenditures	174,439	149,014	155,906	168,013	180,956	178,511	188,532	190,229	194,073	198,575
Net Operating Surplus / (Deficit)	**(24,771)**	**11,348**	**7,637**	**2,432**	**7,949**	**3,300**	**(6,068)**	**(5,924)**	**(3,477)**	**(1,759)**

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 63% of fund revenue in FY 2015-16. 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 2015-16 to East Valley Bus Operations & Maintenance (EVBOM) maintenance and fuel, which will contribute 11% of fund revenue in FY 2015-16. This revenue source is a result of the consolidation of regional bus operations with the Regional Public Transportation Authority (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 66% of projected expenditures in FY 2015-16. The pattern of growth reflected in the expenditure estimates for fees and services relies on the Twenty-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 5.5% 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.

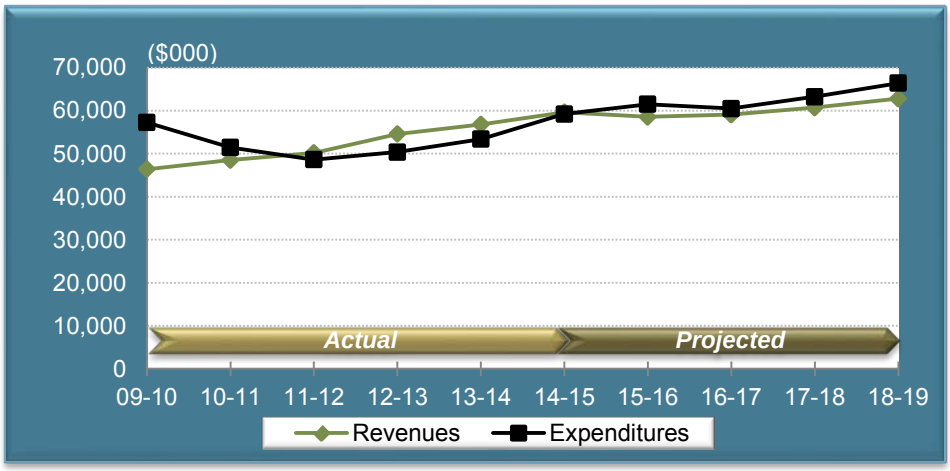
The Transit Fund will show a structural deficit through the forecast period. Going forward, the forecast includes proposed new Orbit service and increased Streetcar O&M, which combine to create a structural deficit, which will need to be addressed as the new services are developed. No expenditures are included for construction of the streetcar project. The approximate level of deficit is forecasted to grow to $3.6 million by FY 2018-19.

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 $54.0 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
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
14	31,022,118

Transit Fund: Projected Revenues and Expenditures



	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Actual	14/15 Projected	15/16 Projected	16/17 Projected	17/18 Projected	18/19 Projected
Revenues ($000)										
Transit Tax	27,891	29,012	30,172	30,087	33,539	35,837	36,810	37,079	38,396	39,676
LTAF II	184	0	475	476	477	476	476	476	476	476
ASU-Flash Transit	721	856	874	814	820	903	919	936	952	969
Interest Income	404	430	339	178	102	148	302	356	463	474
Light-Rail Fares	2,603	2,972	3,521	3,814	3,603	3,847	3,435	3,441	3,448	3,993
Out of Jurisdiction Svc Revenue	10,473	8,923	7,960	7,357	0	0	0	0	0	0
EVBOM Maint & Fuel (RPTA)	0	0	0	182	6,236	6,652	6,313	6,433	6,549	6,667
PTF Funding	2,241	2,003	2,270	2,166	2,145	2,849	2,906	2,945	3,007	3,086
Bus Fares	0	0	0	0	4,992	4,867	4,877	4,887	4,897	4,906
Miscellaneous Revenue	1,891	4,336	4,570	9,523	4,916	4,065	2,511	2,523	2,534	2,546
Total Revenues	46,408	48,533	50,180	54,596	56,831	59,643	58,549	59,075	60,723	62,793
Expenditures ($000)										
Personnel Costs	4,027	2,869	2,681	2,911	3,032	2,282	2,297	2,350	2,344	2,366
Materials and Supplies	3,670	3,680	3,944	3,805	4,561	4,714	4,930	5,028	5,128	5,230
Fees and Services	42,892	38,643	35,391	37,407	36,268	40,183	40,806	41,794	44,068	49,630
Travel and Training	11	8	3	6	3	15	15	16	16	16
Capital Outlay	61	17	49	214	168	72	285	52	53	54
Debt Service	5,186	5,275	5,313	4,247	4,668	4,663	4,658	4,659	4,658	4,657
Internal Svc Charges/Adjmts	751	340	248	280	222	984	977	980	980	990
Contingency	0	0	0	0	0	108	110	112	178	188
Indirect Cost Allocations	656	633	617	560	698	810	804	800	800	810
New Transit Tax CIP Funding	0	0	367	959	3,760	5,390	6,601	4,721	5,030	2,478
Total Expenditures	57,255	51,464	48,613	50,389	53,379	59,222	61,484	60,511	63,255	66,420
Net Operating Surplus / (Deficit)	**(10,847)**	**(2,931)**	**1,567**	**4,207**	**3,451**	**422**	**(2,935)**	**(1,436)**	**(2,533)**	**(3,628)**

Performing Arts Fund Forecast Discussion

The Performing Arts Fund receives its primary revenue from the Performing Arts Tax, which is forecasted to bring in 88% of fund revenue in FY 2015-16. 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 12% of fund revenue in FY 2015-16.

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.

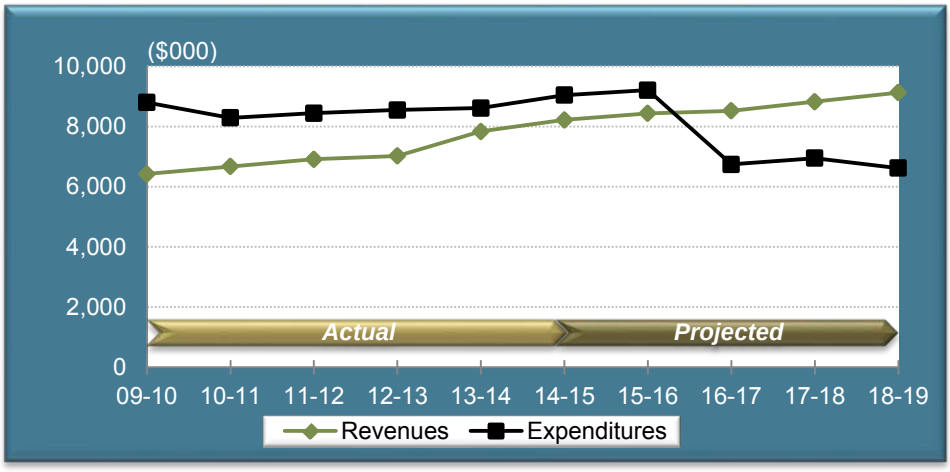
As a result of the ongoing expenditure growth outpacing the sales tax base, the forecast is for ongoing operating deficits and for fund balance to go negative in FY 2014-15. However, due to a partial debt expiration that will result in a $2.5 million reduction to debt service costs, FY 2016-17 is forecast to have a $1.8 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
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
14	693,697

Performing Arts Fund: Projected Revenues and Expenditures



	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Actual	14/15 Projected	15/16 Projected	16/17 Projected	17/18 Projected	18/19 Projected
Revenues ($000)										
Performing Arts Tax	5,750	5,980	6,236	6,237	6,922	7,251	7,448	7,502	7,769	8,028
Facility Revenue	562	643	647	772	905	958	989	1,019	1,049	1,081
Interest Income	108	47	25	15	8	10	0	0	6	19
Total Revenues	6,420	6,670	6,908	7,024	7,835	8,219	8,437	8,521	8,824	9,128
Expenditures ($000)										
Personnel Costs	1,970	1,508	1,528	1,671	1,813	1,834	1,851	1,887	1,923	1,903
Materials and Supplies	78	87	81	108	112	112	114	115	117	120
Fees and Services	452	379	396	470	509	600	615	630	646	663
Capital Outlay	1	1	2	0	0	0	54	0	75	31
Transfers to CIP	0	0	0	117	0	100	182	211	291	0
Debt Service	6,008	6,023	6,172	5,925	5,928	5,927	5,922	3,428	3,429	3,428
Internal Service Charges	286	291	260	257	247	469	466	466	467	472
Total Expenditures	8,794	8,288	8,438	8,548	8,609	9,042	9,203	6,738	6,950	6,617
Net Operating Surplus / (Deficit)	**(2,374)**	**(1,618)**	**(1,530)**	**(1,523)**	**(774)**	**(823)**	**(766)**	**1,783**	**1,875**	**2,511**

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 90% of revenue in FY 2015-16. 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. 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.

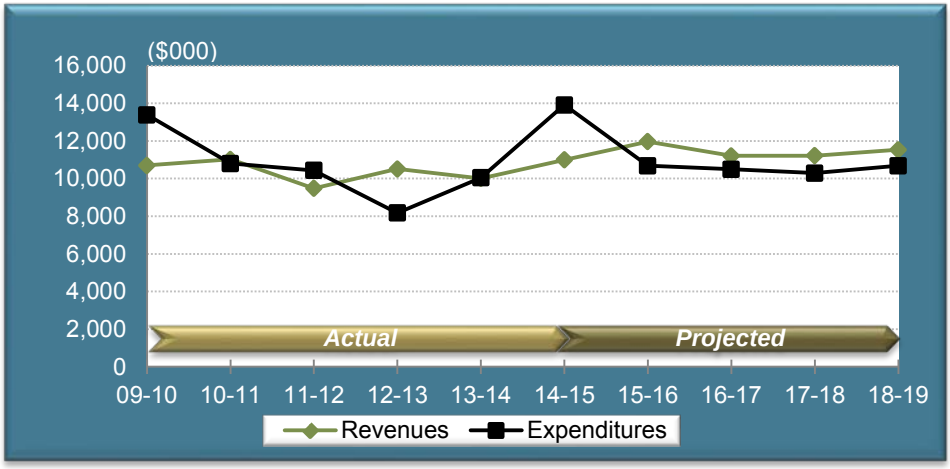
Personnel Costs expenditures make up the majority of fund expenditures, representing 41% of expenditures. In the past, debt service expenditures were a large portion of annual expenditures, representing 22% of annual outlays. These amounts represented transfers to the Debt Service Fund to pay for a portion 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
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	8,120,377
14	8,088,157

Transportation Funds: Projected Revenues and Expenditures



	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Actual	14/15 Projected	15/16 Projected	16/17 Projected	17/18 Projected	18/19 Projected
Revenues ($000)										
Highway User Revenue Tax	9,422	9,503	8,098	8,856	9,125	9,748	10,736	9,953	9,940	10,249
Miscellaneous	516	420	682	479	257	216	202	225	252	257
Maintenance of Effort Transfer	761	1,096	701	1,177	626	1,030	1,030	1,030	1,030	1,030
Total Revenues	10,700	11,020	9,481	10,512	10,009	10,994	11,968	11,208	11,221	11,536
Expenditures ($000)										
Personnel Costs	5,245	3,176	3,048	3,554	3,917	4,423	4,423	4,485	4,351	4,414
Materials and Supplies	465	367	424	457	580	770	784	796	810	827
Fees and Services	2,065	2,105	1,892	1,936	2,058	2,367	2,435	2,504	2,577	2,654
Travel and Training	17	7	10	12	8	19	20	20	20	21
Capital Outlay	549	236	107	77	227	1,161	806	518	362	576
Debt Service	2,770	2,770	1,550	500	0	0	0	0	0	0
CIP Pay-As-You-Go	0	0	0	0	1,427	3,277	350	300	300	300
Loan Repayment	310	310	3	3	3	5	5	5	5	5
Internal Service Charges	1,035	974	2,758	983	1,062	1,016	1,009	1,009	1,012	1,021
Indirect Cost Allocations	927	854	641	654	758	876	854	854	857	865
Total Expenditures	13,383	10,800	10,433	8,177	10,041	13,914	10,685	10,491	10,294	10,682
Net Operating Surplus / (Deficit)	**(2,683)**	**220**	**(952)**	**2,335**	**(32)**	**(2,920)**	**1,283**	**717**	**927**	**854**

Enterprise Funds: Projected Revenues and Expenses

Water/Wastewater Fund Forecast Discussion

Nearly all revenue to the Water/Wastewater Fund is from User Charges for water and sewer services, which account for 99% of fund revenue in FY 2015-16. 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.

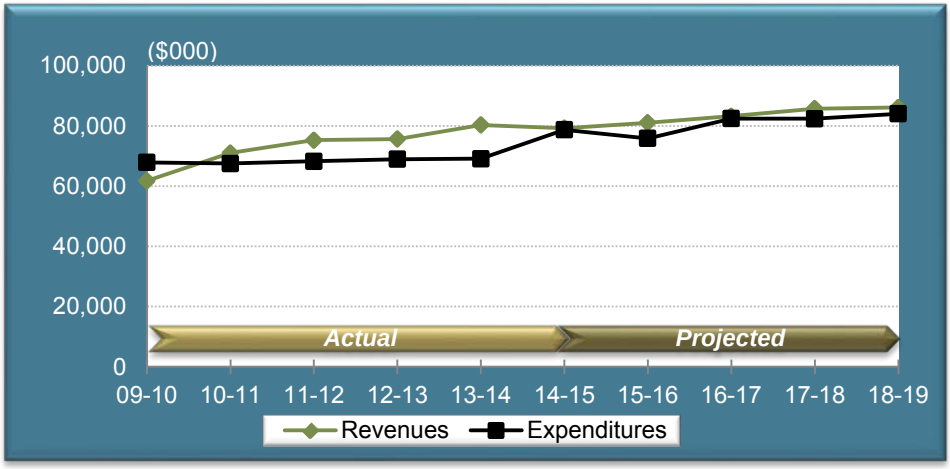
The largest expense of the fund is Debt Service, representing 45% of expenses in FY 2015-16. The growth pattern for this expense is due to current amortization schedules, as well as projected new debt issuance in future years based on the 5 year Capital Improvements Plan. These factors result in an average growth rate of 4.0% for this category. The Water/Wastewater Fund is projected to experience an operating surpluses through the end of the forecast period.

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
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
14	65,211,429

Water/Wastewater Fund: Projected Revenues and Expenditures



	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Actual	14/15 Projected	15/16 Projected	16/17 Projected	17/18 Projected	18/19 Projected
Revenues ($000)										
Charges for Service-Water	32,813	35,796	40,242	42,304	45,425	47,612	48,785	49,958	51,437	51,539
Charges for Service-Wastewater	27,512	33,322	32,277	31,941	32,599	30,740	31,522	32,278	32,924	32,990
Interest Income	789	562	267	228	257	308	631	887	1,227	1,449
Land and Facility Rental	520	509	520	520	520	520	0	0	0	0
Loan Repayment	41	21	0	0	0	0	0	0	0	0
Other Miscellaneous Revenue	105	787	1,979	662	1,491	70	132	110	127	127
Total Revenues	61,781	70,998	75,284	75,655	80,292	79,250	81,071	83,233	85,715	86,105
Expenses ($000)										
Personnel Costs	17,686	14,241	14,588	15,559	15,384	14,170	14,638	14,788	15,022	15,006
Materials and Supplies	3,799	4,038	4,660	4,962	3,757	6,161	6,362	5,927	6,034	6,142
Fees and Services	12,497	13,260	12,103	11,009	11,737	14,029	14,333	14,712	15,102	15,504
Travel and Training	122	92	76	52	52	173	176	179	182	185
Debt Service	28,940	31,995	32,694	33,199	33,732	34,634	34,211	37,775	39,464	40,452
Transfers to CIP	448	436	430	223	214	2,836	454	3,374	901	980
Internal Service Charges	2,215	1,575	1,724	1,812	1,970	3,264	3,240	3,241	3,250	3,281
Indirect Cost Allocations	2,146	1,853	1,985	2,104	2,239	2,450	2,432	2,432	2,440	2,463
Contingency	0	0	0	0	0	1,000	0	0	0	0
Total Expenditures	67,853	67,491	68,260	68,920	69,086	78,714	75,845	82,428	82,394	84,013
Net Operating Surplus / (Deficit)	**(6,072)**	**3,507**	**7,024**	**6,735**	**11,206**	**536**	**5,226**	**806**	**3,321**	**2,093**

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 2015-16. 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.

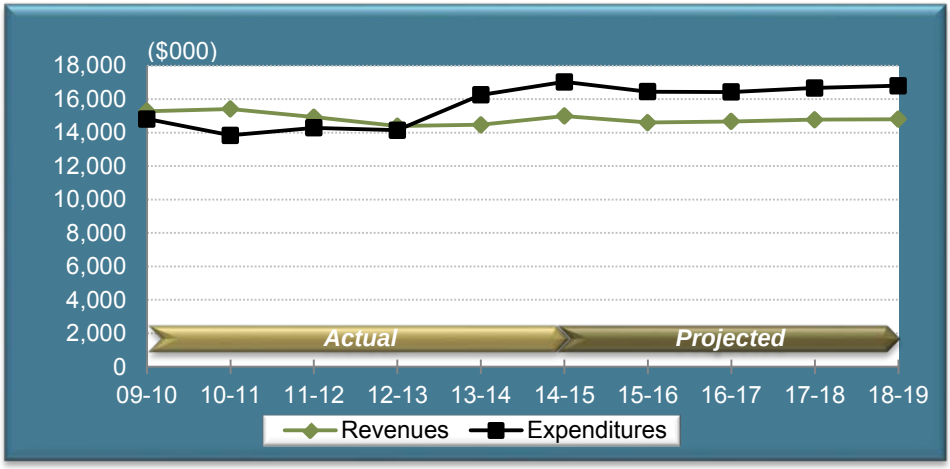
The primary drivers of fund expenses are Personnel Costs and fees and services, which represent 33% and 22% of FY 2015-16 expenses respectively. Since Tempe does not own its landfill, the primary component of fees and services, is landfill tipping charges which are expected to grow at the rate of inflation over the next four years.

Unrestricted Net Assets

There is an estimated $5.5 million in unrestricted net assets in the Solid Waste Fund at FYE 2014. 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
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
14	5,546,500

Solid Waste Fund: Projected Revenues and Expenditures



	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Actual	14/15 Projected	15/16 Projected	16/17 Projected	17/18 Projected	18/19 Projected
Revenues ($000)										
Charges for Services	14,958	15,157	14,866	14,447	14,400	14,796	14,408	14,433	14,462	14,490
Interest Income	67	47	35	27	18	25	26	21	0	0
Other Revenue Sources	251	212	26	(81)	43	166	166	215	307	307
Total Revenues	15,275	15,416	14,927	14,394	14,461	14,987	14,600	14,668	14,768	14,797
Expenses ($000)										
Personnel Costs	5,602	5,327	5,260	5,571	5,356	5,305	5,371	5,428	5,516	5,536
Materials and Supplies	93	172	170	219	180	216	220	223	227	232
Fees and Services	3,252	3,502	3,487	3,639	3,743	3,485	3,547	3,553	3,617	3,683
Travel and Training	3	10	40	4	3	24	24	25	25	25
Capital Outlay	2,046	1,149	1,243	312	2,285	3,081	2,395	2,307	2,374	2,374
Internal Service/Adjustments	3,035	2,569	2,931	2,992	3,359	3,726	3,699	3,699	3,710	3,746
Indirect Cost Allocations	0	350	807	866	953	996	988	988	991	1,001
Transfers	782	752	350	541	371	202	202	202	202	202
Total Expenditures	14,812	13,832	14,287	14,143	16,251	17,033	16,447	16,425	16,663	16,799
Net Operating Surplus / (Deficit)	**463**	**1,584**	**640**	**251**	**(1,790)**	**(2,046)**	**(1,847)**	**(1,757)**	**(1,895)**	**(2,002)**

Golf Fund Forecast Discussion

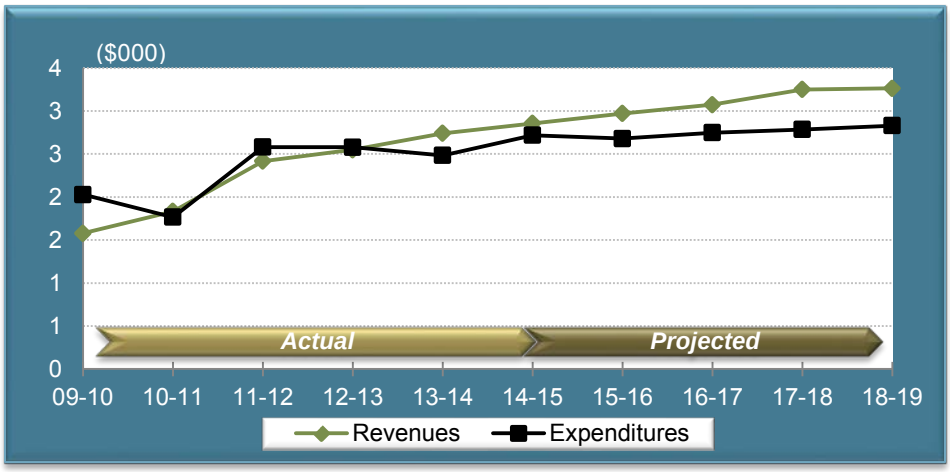
The largest component of Golf Fund revenue is Greens Fees, which contribute 73% of revenue in FY 2015-16. In prior years, the dependence on greens fees approached 86%. This increase in revenue diversification is one of the changes to the golf operation that began in FY 2011-12. A new operational model, 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 2014, the Golf Fund has a deficit balance.

FYE	Unrestricted Net Assets
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)
14	(699,509)

Golf Fund: Projected Revenues and Expenditures



	09/10 Actual	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Actual	14/15 Projected	15/16 Projected	16/17 Projected	17/18 Projected	18/19 Projected
Revenues ($000)										
Greens Fees	1,370	1,397	1,509	1,600	1,809	1,859	2,156	2,256	2,389	2,401
Pro Shop/Restaurant	204	165	0	0	0	0	0	0	0	0
Rental Charges	0	0	581	645	639	660	568	568	609	609
Range Fees	0	0	173	189	191	210	173	176	178	179
Interest Income	1	0	(2)	(1)	(1)	0	0	0	0	0
Other Revenue Sources	3	270	155	114	103	128	74	74	74	74
Total Revenues	1,578	1,833	2,417	2,548	2,741	2,856	2,971	3,074	3,250	3,263
Expenses ($000)										
Personnel Costs	1,115	727	852	689	879	902	937	1,004	1,010	734
Materials and Supplies	198	227	451	555	491	500	509	519	529	521
Fees and Services	448	455	923	937	801	824	845	867	891	941
Capital Outlay	8	111	137	121	180	180	180	180	180	224
Internal Service Charges	132	115	151	160	167	171	179	187	194	162
Indirect Cost Allocations	126	129	66	115	150	154	161	169	175	126
Transfers	0	0	0	0	0	0	0	122	122	122
Total Expenditures	2,027	1,765	2,580	2,578	2,484	2,717	2,680	2,748	2,785	2,830
Net Operating Surplus / (Deficit)	**(449)**	**68**	**(163)**	**(30)**	**257**	**139**	**292**	**326**	**464**	**434**

Tempe

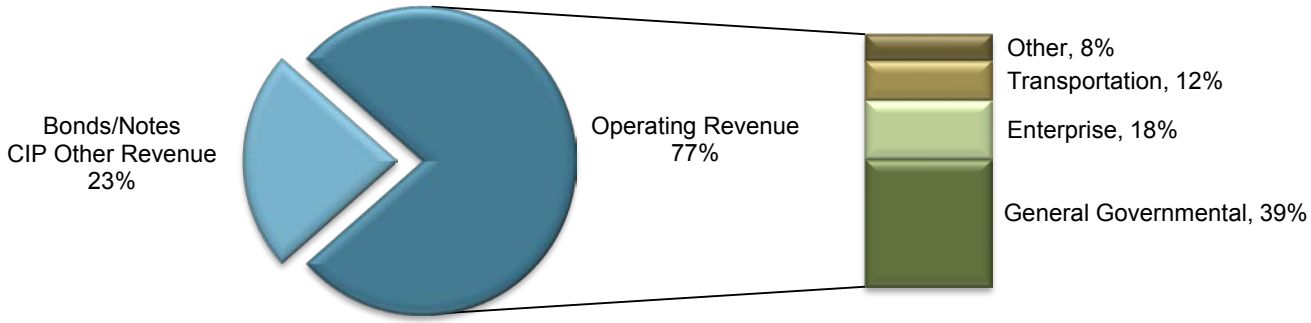
Revenue Information Contents

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 2015-16 is $553.6 million reflecting $427.5 million in operating revenue and $126.1 million from bond proceeds and other revenue sources in the Capital Budget. The FY 2015-16 operating revenue total represents a 5% increase from FY 2014-15. The increase in operating revenue sources is primarily in the General Governmental, Other, and Transportation/Transit areas and consists of increases in local tax revenue, intergovernmental revenue and charges for services.

FY 2015-16

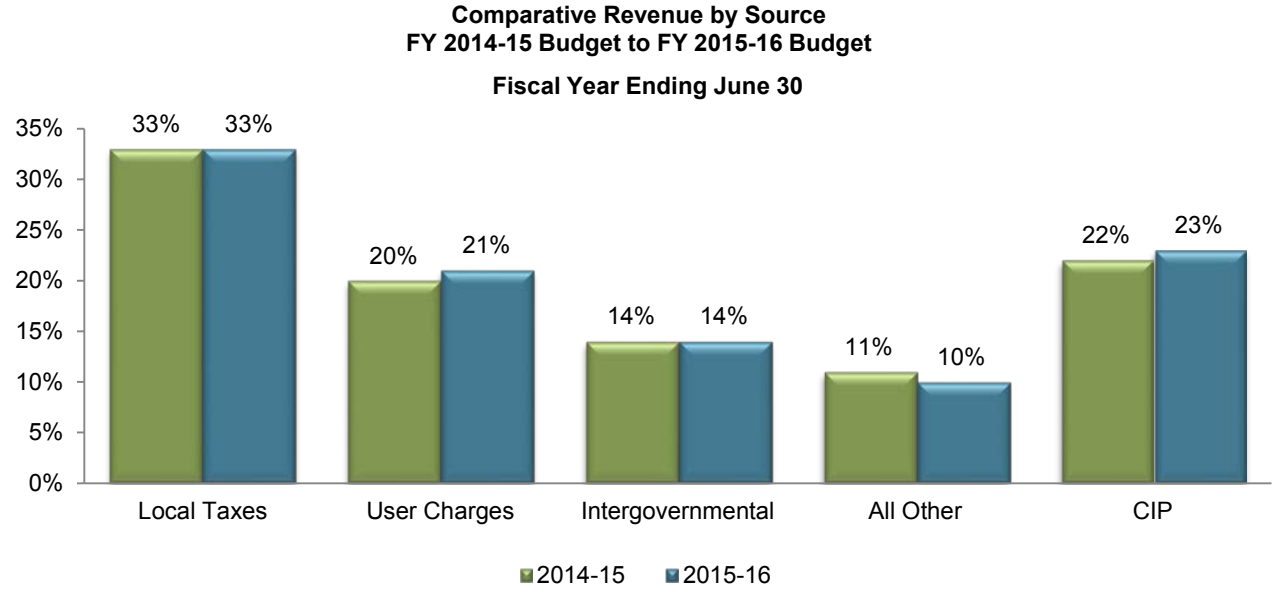


TOTAL REVENUE

OPERATING REVENUE	FY 2014-15 Budget	FY 2015-16 Budget
General Governmental		
Local Taxes	$129,414,939	$137,599,749
Licenses and Permits	1,636,750	1,458,000
Intergovernmental	44,568,411	45,524,813
Charges for Services	11,452,301	11,905,431
Fees, Fines, and Forfeitures	7,943,080	8,345,560
Miscellaneous	8,649,452	9,833,167
Transportation/Transit	66,838,207	69,996,088
Performing Arts	7,642,395	8,308,993
CDBG/Section 8 Housing	13,108,612	16,320,587
Restricted Revenue/Grants/Donations	18,800,751	19,927,901
Enterprise	96,919,810	98,244,395
TOTAL OPERATING REVENUE	**$406,974,708**	**$427,464,684**
Operating Revenue Per Capita	**$2,497**	**$2,617**
Bond/Note Proceeds	91,593,129	102,443,937
CIP Other Revenue	24,366,444	23,673,147
TOTAL REVENUE	**$522,934,281**	**$553,581,768**
Total Revenue Per Capita	**$3,208**	**$3,389**

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



Where the Money Comes From

Revenue Source	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Revised	FY 2015-16 Budget
Local Taxes				
Local Sales Taxes	$92,929,336	$82,152,592	$86,206,013	$88,527,594
Transit Tax	33,539,177	33,346,352	35,836,931	36,809,942
Other Local Taxes	48,642,403	50,138,629	50,554,999	52,125,280
Performing Arts	6,921,904	6,912,473	7,250,874	7,447,743
User Charges				
Water/Wastewater	78,195,835	78,051,860	78,382,771	80,304,000
Solid Waste	14,400,476	14,796,495	14,116,200	14,030,000
Cultural/Recreational	10,007,557	9,118,228	9,792,804	9,829,094
Building/Trades & Planning/Zoning	10,672,283	5,912,381	10,526,064	5,941,525
Intergovernmental				
State Shared Revenue	38,759,166	40,338,841	40,395,373	41,804,118
HURF/LTAF	9,125,178	9,630,103	9,748,208	10,091,343
CDBG/Section 8 Housing	10,482,670	13,108,612	13,735,472	16,320,587
Transit State & Federal	7,338,976	7,079,753	7,079,753	6,785,443
Other Intergovernmental	1,585,129	1,269,719	1,684,982	1,301,462
All Other				
Interest Revenue	740,526	941,100	946,100	1,628,500
Restricted Revenue/Grants/Donations	8,966,997	18,800,751	13,237,848	19,927,901
Miscellaneous Revenue	18,825,524	10,002,367	9,482,224	9,416,471
Transit fare and Facilities	14,997,740	15,555,572	15,555,572	15,088,534
Fines and Forfeitures	8,342,044	8,180,080	8,419,856	8,624,947
Licenses and Permits	1,704,983	1,638,800	1,634,322	1,460,200
Bond/Note Proceeds	11,650,000	91,593,129	55,775,000	102,443,937
CIP Other Revenue	7,958,315	24,366,444	8,768,164	23,673,147
Total Revenue	**$435,786,219**	**$522,934,281**	**$479,129,530**	**$553,581,768**

Components of Total Revenue

FY 2015-16 Total Revenue
$553,581,768

Operating Budget $427,464,684			Capital Budget $126,117,084	
General Governmental $214,666,720	Special Revenue $114,553,569	Enterprise $98,244,395	Bond/Note Proceeds $102,443,937	Other Revenue $23,673,147
Local Taxes/ Licenses & Permits $139,057,749	Transit $59,782,125	Water/ Wastewater $81,110,882	General Purpose Bonds $57,052,977	Federal Grants $16,065,647
Intergovernmental $45,524,813	CDBG/Section 8 Housing $16,320,587	Solid Waste $14,224,575	Water/ Wastewater Bonds $45,390,960	Outside Revenue $7,607,500
Charges for Services $11,905,431	Governmental Grants and Donations $13,335,301	Golf $2,908,938		
Fines and Forfeitures $8,345,560	Highway User Revenue $10,213,963			
Miscellaneous $9,833,167	Performing Arts Tax $8,308,993			
	Police – RICO and Grants $5,904,844			
	Court Enhancement $687,756			

General Governmental is the largest operating revenue category. It supports basic functions of the City, which include Police, Fire Medical Rescue, 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 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Revised	FY 2015-16 Budget
General Fund				
Local Taxes				
City Sales Tax	$92,929,336	$82,152,592	$86,206,013	$88,527,594
Primary Property Tax	13,644,762	14,324,634	14,324,634	14,877,877
Transient Lodging Tax	5,300,229	5,072,952	5,347,511	5,576,481
Franchise Fees	3,310,094	3,255,702	3,307,246	3,336,246
SRP Payment in Lieu of Taxes	2,795,630	2,876,282	2,906,851	3,023,125
Total Local Taxes	$117,980,051	$107,682,162	$112,092,255	$115,341,323
Intergovernmental Revenue				
State Sales Tax	14,076,469	14,612,667	14,448,102	15,449,516
State Income Tax	18,025,635	19,575,936	19,614,283	19,470,946
Vehicle License Tax	6,053,172	5,718,238	5,718,238	6,391,656
Agreements	604,737	432,000	674,448	522,000
Total Intergovernmental	$38,760,013	$40,338,841	$40,455,071	$41,834,118
Building & Trades/Planning & Zoning	$10,494,998	$5,827,381	$10,405,036	$5,822,025
Cultural and Recreational				
Registration Fees	4,826,975	4,398,641	4,840,900	4,716,736
Recreation Admission Charges	521,188	412,824	341,500	414,000
Library Fines and Fees	153,382	50,300	70,360	60,300
Other Cultural and Recreation Fees	960,225	763,155	971,512	892,370
Total Cultural and Recreational	$6,461,770	$5,624,920	$6,224,272	$6,083,406
Fines, Fees and Forfeitures				
Traffic Fines	889,316	860,457	922,338	922,338
Criminal Fines	966,188	1,021,587	925,113	925,113
Parking Fines	300,630	314,078	285,794	285,794
Other Fines, Fees and Forfeitures	6,049,361	5,746,958	6,050,586	6,212,315
Total Fines, Fees and Forfeitures	$8,205,495	$7,943,080	$8,183,831	$8,345,560
Business/Non-Business Licenses	$1,702,633	$1,636,750	$1,632,122	$1,458,000
Other Revenue Sources				
Interest Income	355,634	450,100	450,100	850,000
Other Miscellaneous Revenue	4,869,801	5,323,070	5,039,859	5,960,042
Total Other Revenue	$5,225,435	$5,773,170	$5,489,959	$6,810,042
Total General Fund	**$188,830,395**	**$174,826,304**	**$184,482,546**	**$185,694,474**
Debt Service Fund				
Secondary Property Tax	23,590,842	24,609,059	24,609,059	25,281,551
Intergovernmental	11,790,431	4,229,570	4,644,833,	3,690,695
Total Debt Service Fund	**$35,381,273**	**$28,838,629**	**$29,253,892**	**$28,972,246**

Note: Totals may not sum exactly due to rounding.

Revenue Source	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Revised	FY 2015-16 Budget
Transit Fund				
Transit Tax	33,539,177	33,346,352	35,836,931	36,809,942
Fares and Facility Revenue	15,146,704	15,789,572	15,789,572	15,322,534
Federal and State Funding	6,041,830	5,784,211	5,784,211	5,379,277
ASU-Flash Transit	819,986	819,983	819,983	929,006
Lottery Transfer In	477,160	475,559	475,559	477,160
Interest Income	102,329	148,000	148,000	175,000
Miscellaneous Revenue	762,415	706,130	706,130	689,206
Total Transit Fund	**$56,889,601**	**$57,069,807**	**$59,560,386**	**$59,782,125**
Transportation Fund				
Highway User Revenue Tax	9,125,178	9,630,103	9,748,208	10,091,343
Other Revenue	198,701	138,297	93,764	122,620
Total Transportation Fund	**$9,323,879**	**$9,768,400**	**$9,841,972**	**$9,768,400**
Performing Arts				
Performing Arts Tax	6,921,904	6,912,473	7,250,874	7,447,743
Interest Income	8,306	10,000	10,000	13,000
Fees and Admission and Miscellaneous	905,073	719,922	845,134	848,250
Total Performing Arts Fund	**$7,835,283**	**$7,642,395**	**$8,106,008**	**$8,308,993**
Fund 44 Governmental Donation Fund	**$0**	**$0**	**$0**	**$1,203,440**
Fund 45 Police-RICO/Grants Fund	**$3,783,015**	**$5,959,619**	**$5,521,873**	**$5,904,844**
Fund 46 Governmental Grants Fund	**$4,469,044**	**$11,308,718**	**$6,786,463**	**$12,130,361**
Fund 47 Court Enhancement Fund	**$713,339**	**$1,530,131**	**$928,312**	**$687,756**
Fund 48 Peterson House Endowment Fund	**$1,598**	**$2,283**	**$1,200**	**$1,500**
Total CDBG/Section 8 Housing Funds	**$10,482,670**	**$13,108,612**	**$13,735,472**	**$16,320,587**
Solid Waste Fund				
Residential Service	8,395,376	8,359,000	8,375,700	8,392,500
Commercial Service	4,348,825	4,581,795	4,100,000	4,000,000
Roll-Off Service	1,234,631	1,463,900	1,292,000	1,292,000
Recycling	418,573	391,800	348,500	345,500
Interest Income	17,788	25,000	25,000	29,000
Miscellaneous Revenue	45,876	165,662	70,000	165,575
Total Solid Waste Fund	**$14,461,069**	**$14,987,157**	**$14,211,200**	**$14,224,575**

Note: Totals may not sum exactly due to rounding.

Revenue Source	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Revised	FY 2015-16 Budget
Water/Wastewater Fund				
Charges for Service-Water				
Water Consumption	34,551,727	36,400,000	36,400,000	37,310,000
Water Service	10,236,680	10,500,000	10,500,000	10,762,500
Irrigation	277,559	330,660	330,660	340,000
Other Water Charges	1,387,041	596,200	957,436	988,387
Total Charges for Service-Water	$46,453,007	$47,826,860	$48,188,096	$49,400,887
Charges for Service-Wastewater				
Sewer Usage	22,701,245	21,400,000	21,400,000	21,935,000
Sewer Service	9,019,149	8,800,000	8,800,000	9,020,000
Irrigation	43,497	25,000	30,703	25,000
Total Charges for Service-Wastewater	$31,763,891	$30,225,000	$30,230,703	$30,980,000
Other Revenue Sources				
Interest Income	226,200	308,000	308,000	550,000
Land and Facility Rental	520,000	520,000	520,000	0
Other Miscellaneous Revenue	2,377,129	70,357	181,845	179,995
Total Other Revenue Sources	$3,123,329	$898,357	$1,009,845	$729,995
Total Water/Wastewater Fund	**$81,340,227**	**$78,950,217**	**$79,428,644**	**$81,110,882**
Golf Fund				
Greens Fees	1,808,706	1,858,906	1,973,924	2,112,353
Interest Income	(980)	0	5,000	11,500
Other Revenue Sources	858,785	1,123,530	749,474	785,085
Total Golf Fund	**$2,666,511**	**$2,982,436**	**$2,728,398**	**$2,908,938**
Total Operating Revenue - All Funds	**$416,177,904**	**$406,974,708**	**$414,586,366**	**$427,464,684**

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. Certain proceeds are pledged as security for bond payments due under various bond security agreements. Revenue from a voter-approved 0.5% portion is dedicated to transit purposes and 0.1% is dedicated to funding for Performing Arts.	2005-06	$74,945,676	12.4%
	2006-07	84,457,854	12.7%
	2007-08	81,257,842	(3.8%)
	2008-09	72,420,832	(10.9%)
	2009-10	67,369,737	(7.0%)
	2010-11	80,341,215	19.3%
	2011-12	83,545,200	4.0%
	2012-13	85,930,808	2.9%
	2013-14	92,929,336	8.1%
	2014-15 est.	86,206,013	(7.2%)
	2015-16 est.	88,527,594	2.7%

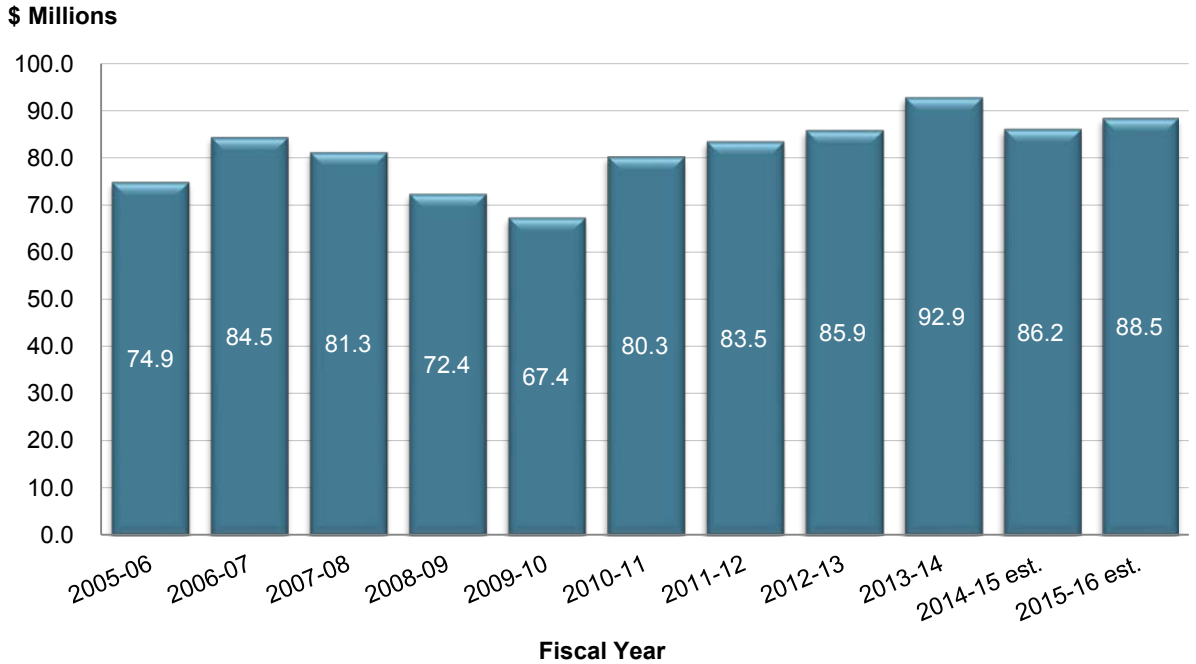
Assumptions

The City sales tax, known formally as the transaction privilege tax, is derived from a 1.8% 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 estimated collection amount includes the end of the voter approved tax rate increase and assumes a gradual economic recovery in FY 2015-16.

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

City Sales Tax



Transient Lodging Tax

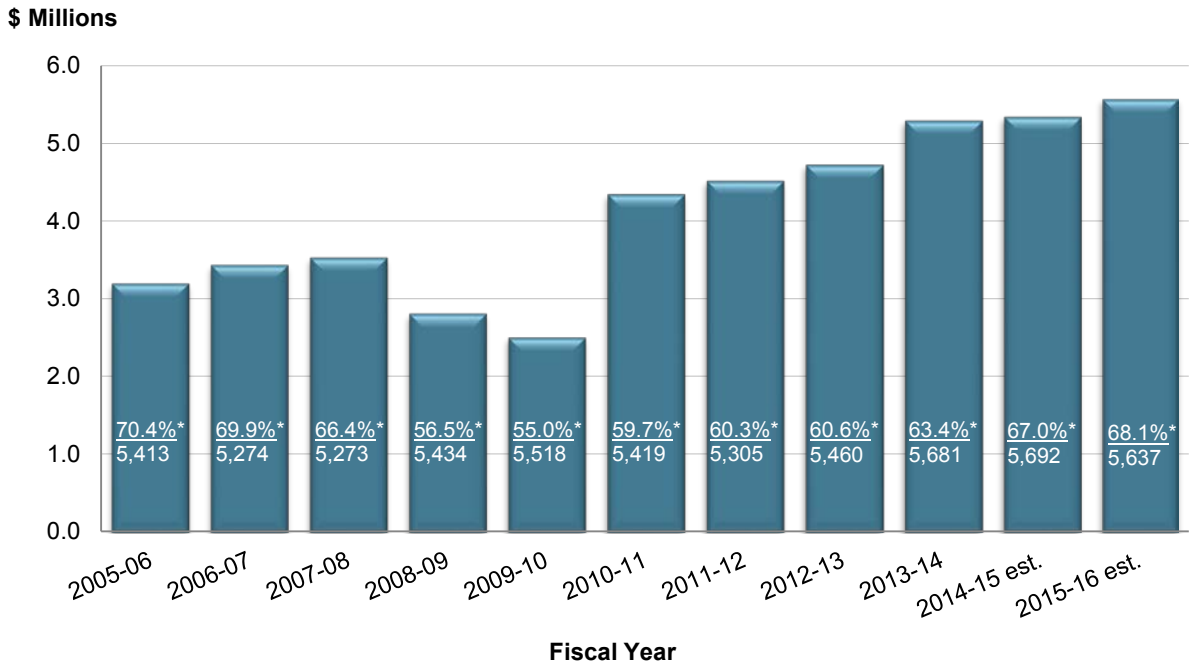
Restrictions	Fiscal Year	Amount	Percent Change
The rate of 5% can be increased only by electorate. Of the total amount collected, a portion is pledged to the Tempe Convention and Visitors Bureau (TCVB). Excess unrestricted proceeds are deposited into the General Fund. The tax originated in June of 1988 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.	2005-06	$3,201,772	15.0%
	2006-07	3,439,069	7.4%
	2007-08	3,534,640	2.8%
	2008-09	2,811,364	(20.5%)
	2009-10	2,512,518	(10.6%)
	2010-11	4,351,046	73.2%
	2011-12	4,523,369	4.0%
	2012-13	4,730,174	4.6%
	2013-14	5,300,229	12.1%
	2014-15 est.	5,347,511	0.9%
	2015-16 est.	5,576,481	4.3%

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 2015-16 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



* 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
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	2.49	13,644,762	23,590,842	37,235,604	2.8%
2014-15 est.	2.44	14,324,634	24,609,059	38,933,693	4.6%
2015-16 est.	2.52	14,877,877	25,281,551	40,159,428	3.1%

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.

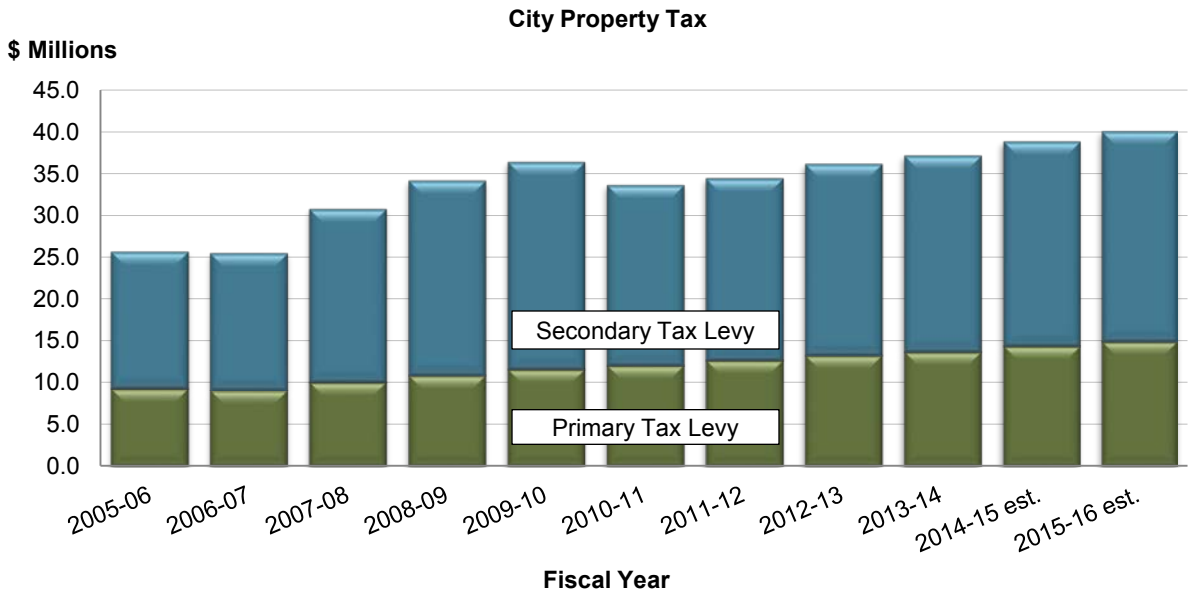
In FY 2010-11, the City Council adopted a levy based approach versus a rate driven approach for property tax revenue. The levy stabilization policy provided a stable and predictable revenue stream for paying annual property tax supported debt service payments.

Starting in FY 2015-16, Proposition 117 requires the use of the LPV in levying both primary and secondary property taxes.

The combined primary and secondary property tax rate for FY 2015-16 will total $2.52 per $100 assessed valuation, consisting of $0.93 per $100 of the primary assessed valuation for operating and maintenance costs and $1.59 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

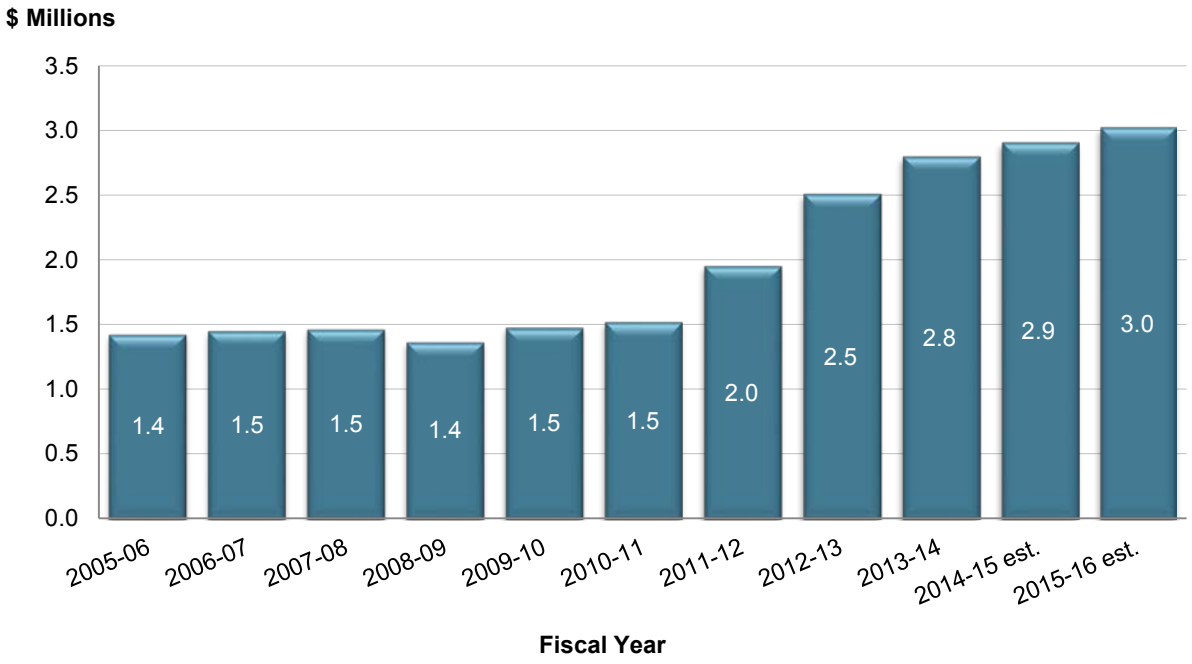
Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage.	2005-06	$1,431,678	(6.0%)
	2006-07	1,458,614	1.9%
	2007-08	1,471,815	0.9%
	2008-09	1,373,964	(6.6%)
	2009-10	1,481,741	7.8%
	2010-11	1,523,033	2.8%
	2011-12	1,956,173	28.4%
	2012-13	2,510,430	28.3%
	2013-14	2,795,630	11.4%
	2014-15 est.	2,906,851	15.8%
	2015-16 est.	3,023,125	8.1%

Assumptions

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

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

Salt River Project In-Lieu Tax



State Shared Sales Tax

Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage other than must be expended for a public purpose.	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	14,076,468	6.3%
	2014-15 est.	14,448,102	2.6%
	2015-16 est.	15,449,516	6.9%

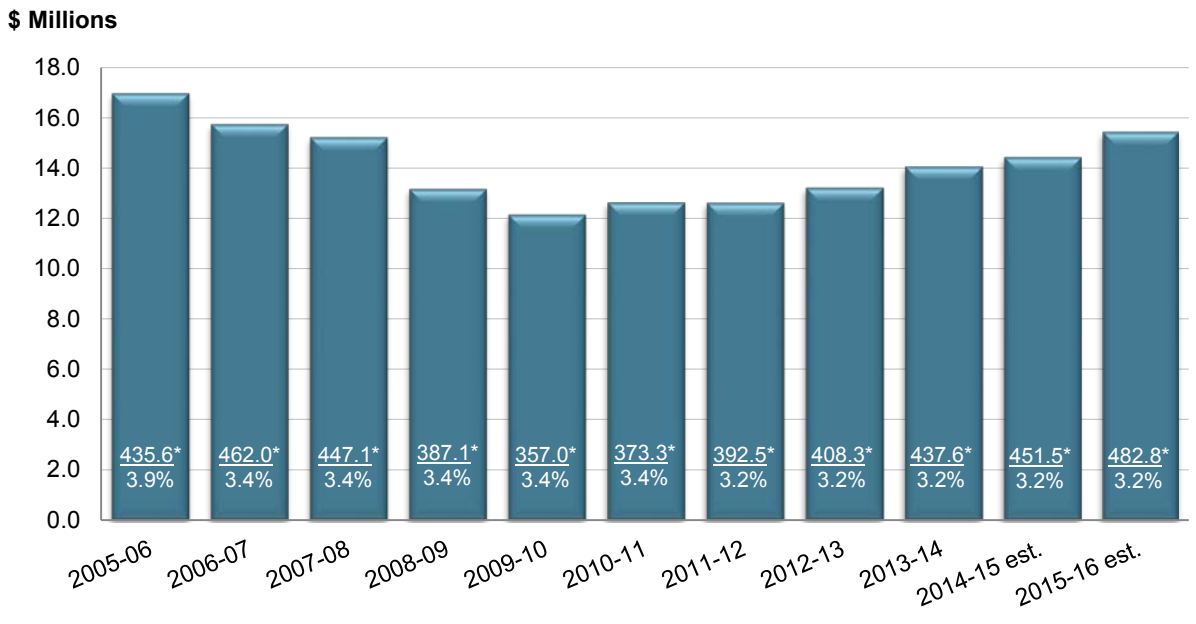
Assumptions

The state assesses a 5.6% sales tax, of which 0.6% is designated for educational purposes. A 1% temporary increase in the 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 2015-16 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 ($ in millions)/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.	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	6,053,172	17.2%
	2014-15 est.	5,718,238	(5.5%)
	2015-16 est.	6,391,656	11.8%

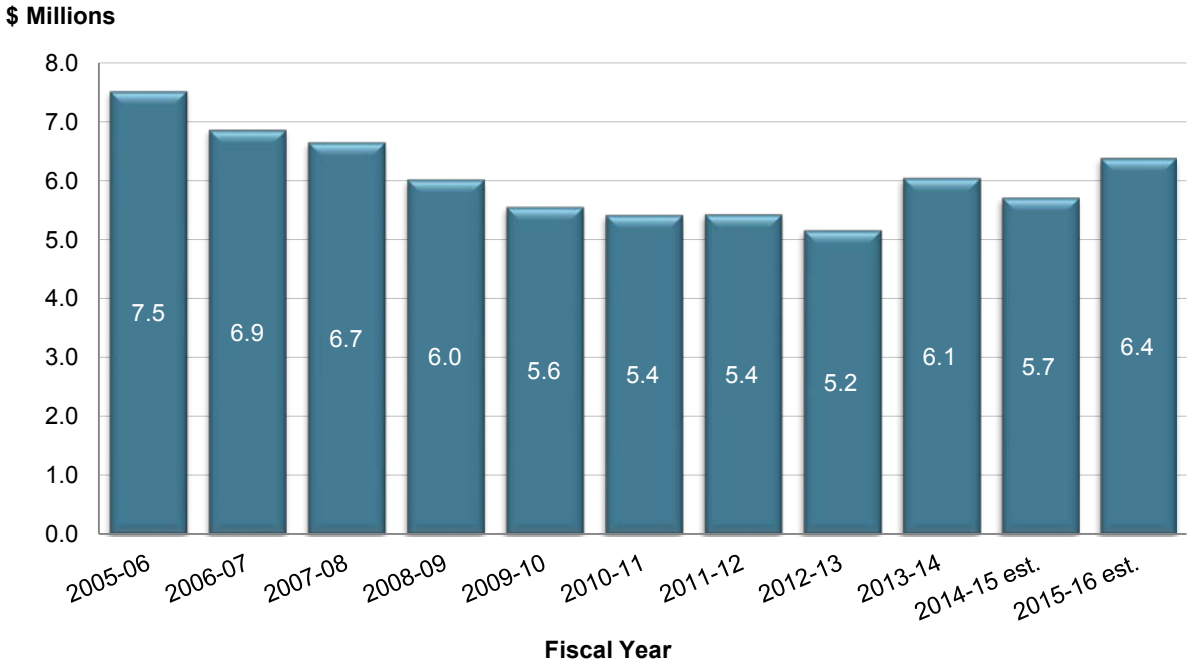
Assumptions

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 five 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 2015-16 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.	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	18,025,635	9.1%
	2014-15 est.	19,614,283	8.8%
	2015-16 est.	19,470,946	(0.7%)

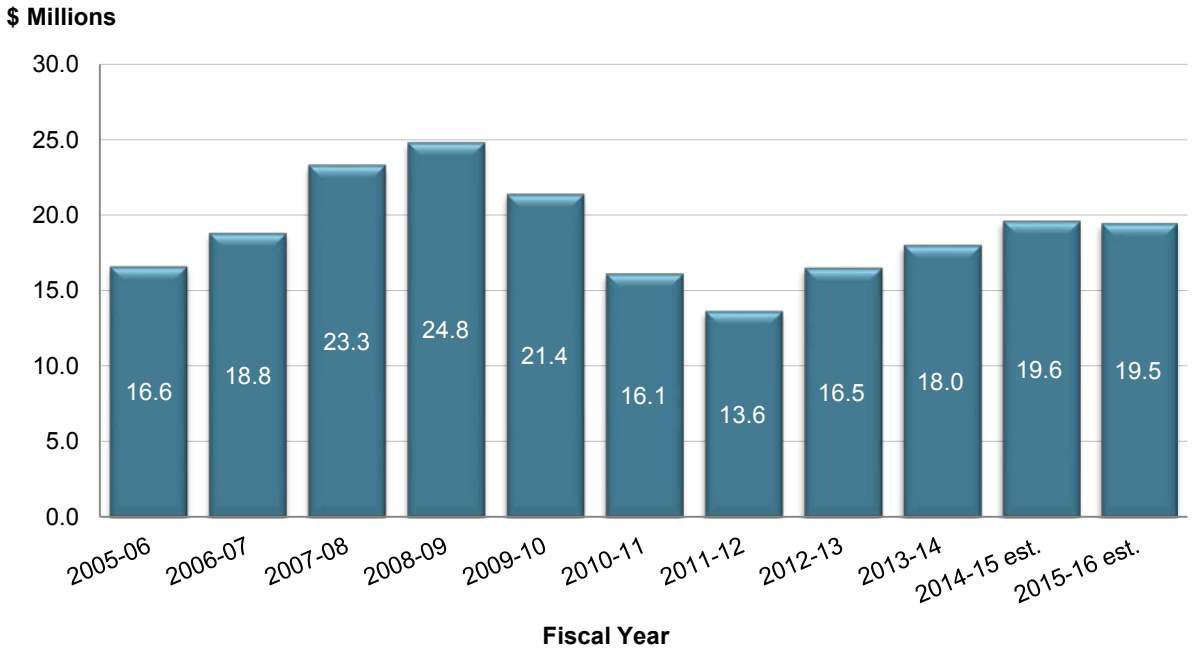
Assumptions

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 nearly flat FY 2015-16 projection is based on a moderate decline 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

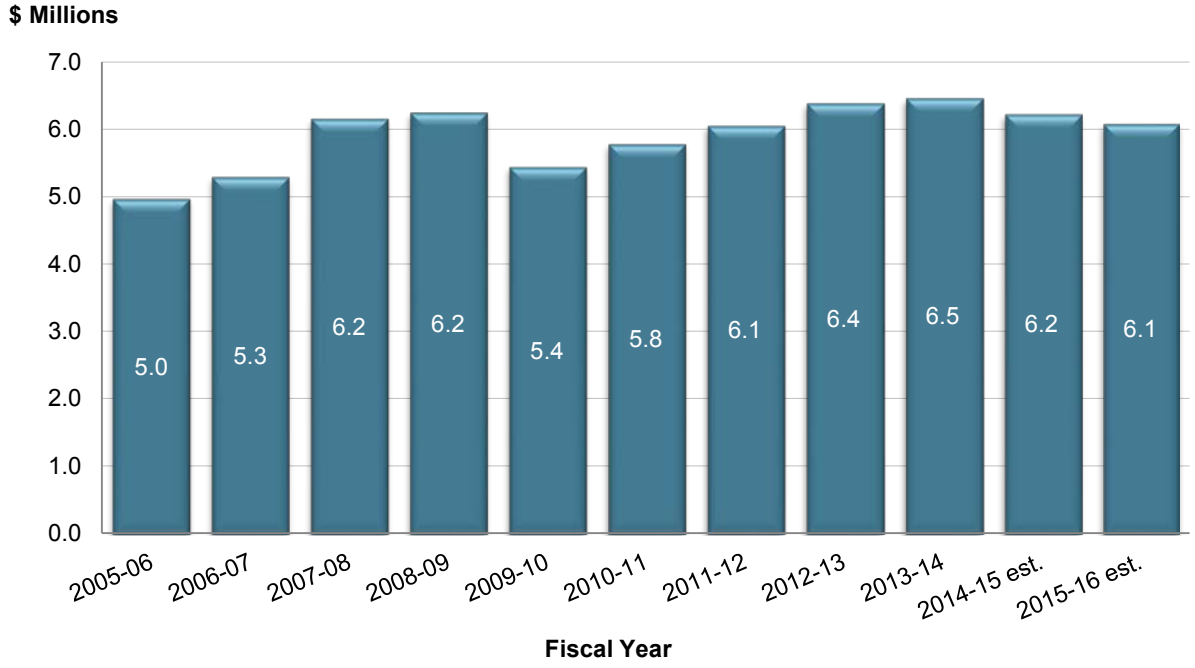
Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage, but intended to defray costs of recreation and social service programs.	2005-06	$4,971,934	(1.0%)
	2006-07	5,296,388	6.5%
	2007-08	6,158,859	16.3%
	2008-09	6,246,518	1.4%
	2009-10	5,442,664	(12.9%)
	2010-11	5,782,604	6.2%
	2011-12	6,052,606	4.7%
	2012-13	6,386,342	5.5%
	2013-14	6,461,770	1.2%
	2014-15 est.	6,224,272	(3.7%)
	2015-16 est.	6,083,406	(2.3%)

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



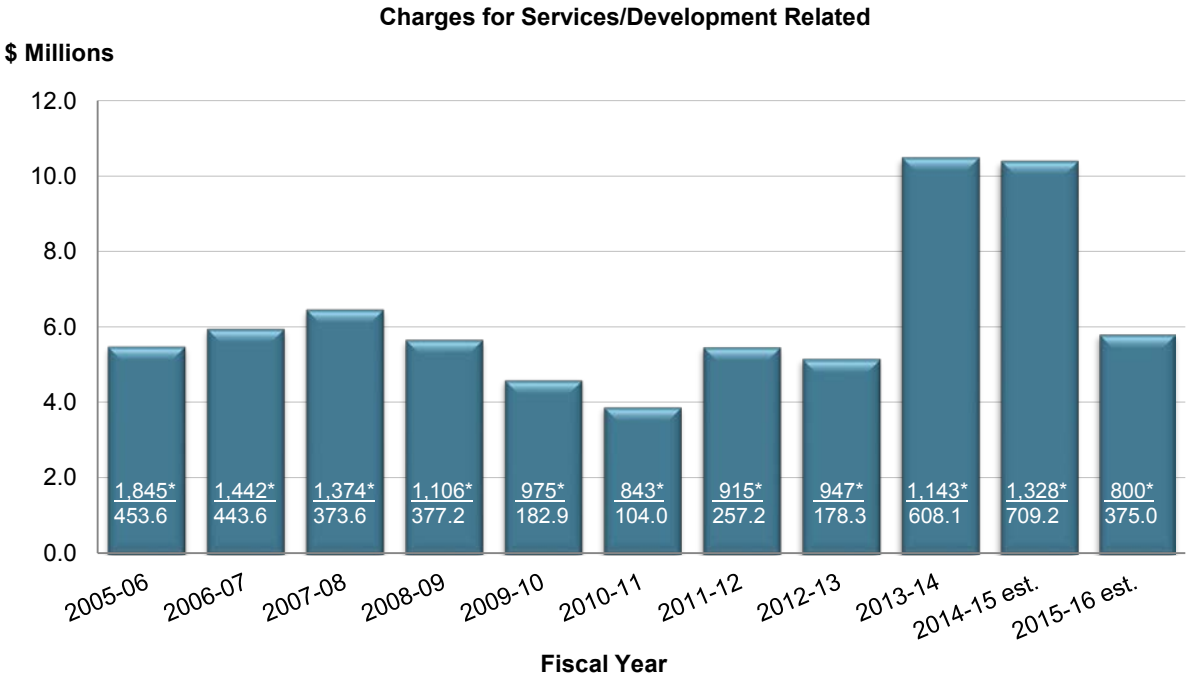
Charges for Services/Development Related

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.	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	10,494,998	102.5%
	2014-15 est.	10,405,036	(0.9%)
	2015-16 est.	5,822,025	(44.0%)

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. FY 2013-14 and the FY 2014-15 estimate show extraordinary growth due to the State Farm project at Marina Heights. The FY 2015-16 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 12.3% growth that FY 2015-16 has over FY 2012-13.

Major Influences: Population, Tax Laws, Economy and Development



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

Fines and Forfeitures

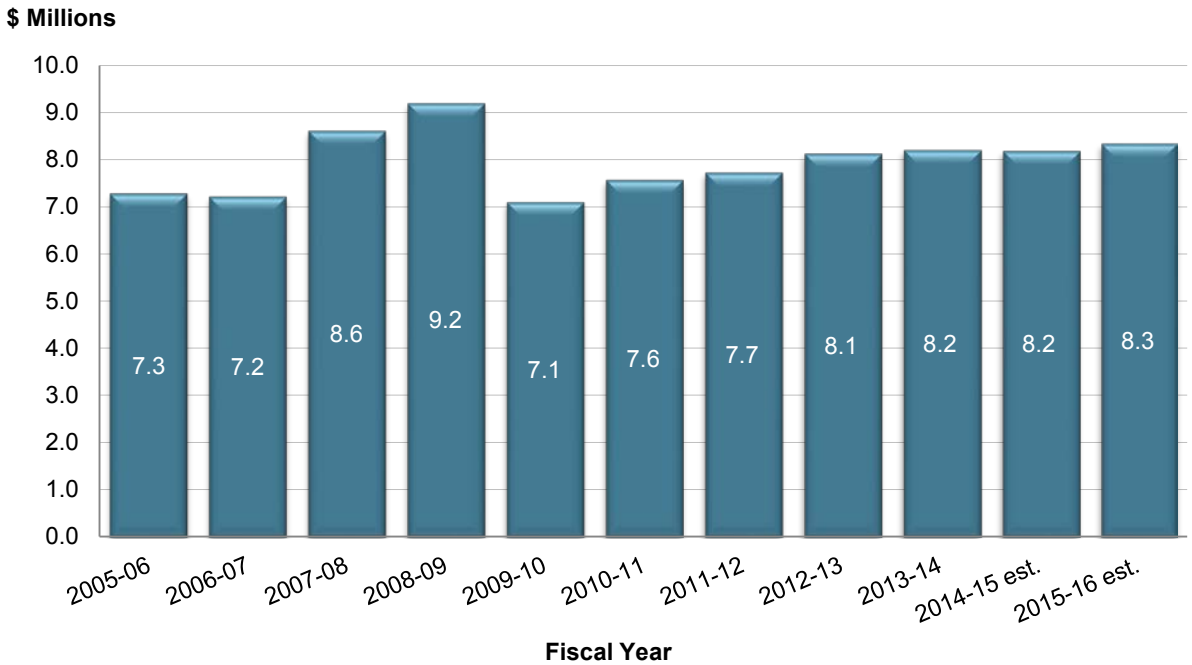
Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage.	2005-06	$7,287,717	9.6%
	2006-07	7,219,328	(0.9%)
	2007-08	8,616,319	19.4%
	2008-09	9,200,997	6.8%
	2009-10	7,108,900	(22.7%)
	2010-11	7,576,495	6.6%
	2011-12	7,731,585	2.0%
	2012-13	8,132,195	5.2%
	2013-14	8,205,495	0.9%
	2014-15 est.	8,183,831	(0.3%)
	2015-16 est.	8,345,560	2.0%

Assumptions

The fines and forfeitures revenue to the City derive from fines related to parking, traffic, criminal, animal control, defensive driving school, adult diversion, domestic violence, and false alarms, plus revenue from public defender reimbursements, forfeitures, and boot fees. The slight increase in FY 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 2015-16 are based on a trend of little to no growth in the number of violations which generate the fines and forfeitures combined with a small increase in the defensive driving fee.

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

Fines and Forfeitures



Special Revenue: Ten-Year Historical Trends

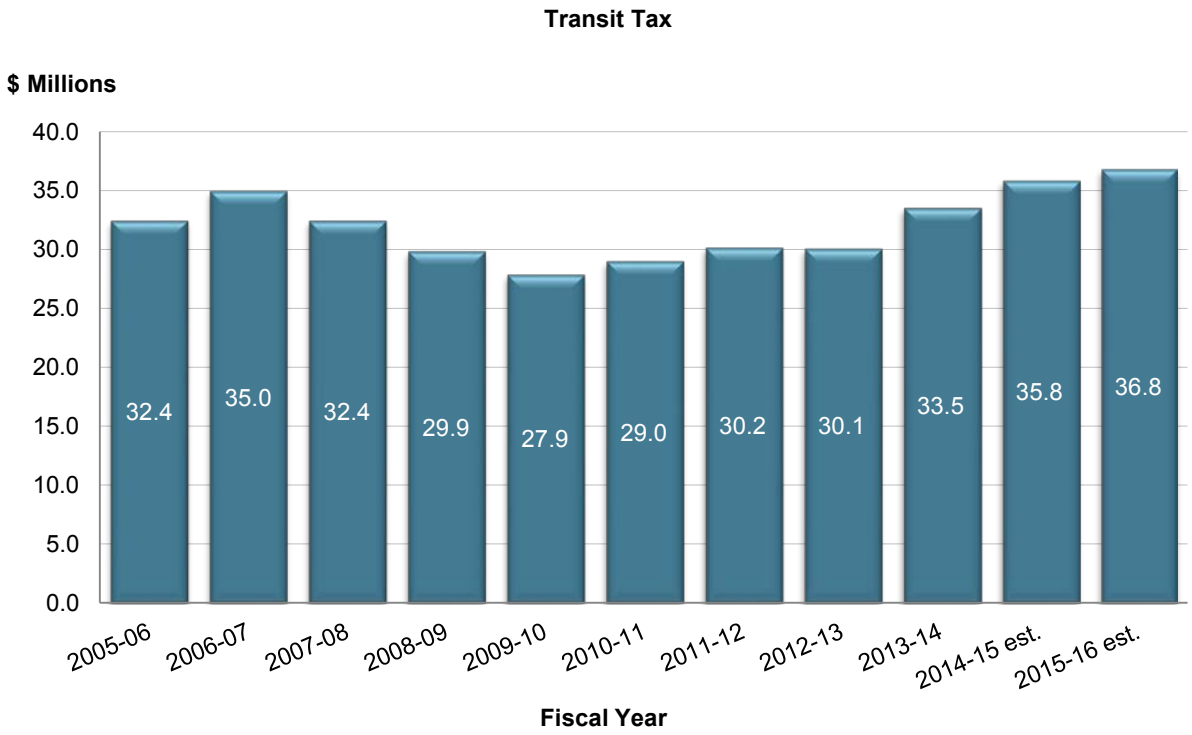
Transit Tax

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.	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	33,539,177	11.5%
	2014-15 est.	35,836,931	6.9%
	2015-16 est.	36,809,942	2.7%

Assumptions

The Transit Tax represents 1/2 cent of the 1.8% City Sales Tax. The tax for transit was approved by Tempe voters in September 1996 and became effective January 1, 1997. The FY 2015-16 growth rate reflects moderate improvement in the local economy.

Major Influences: Taxable Sales, Population and Consumer Price Index



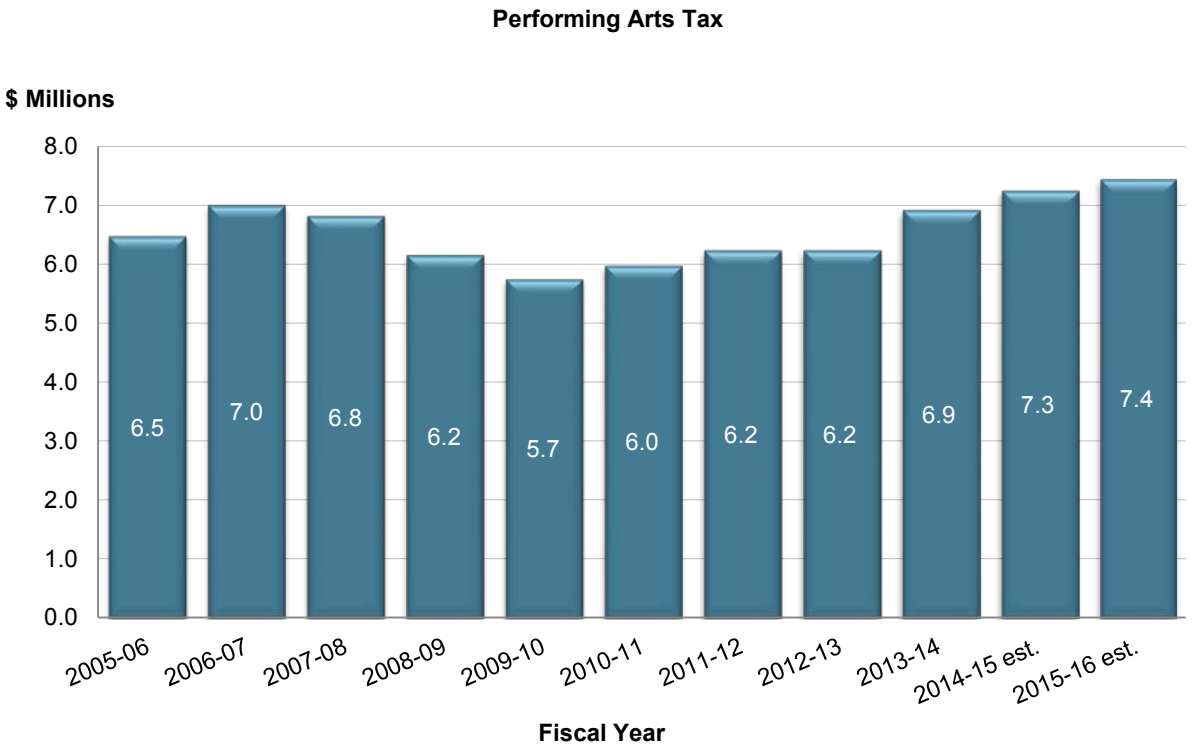
Performing Arts Tax

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.	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	6,921,904	11.0%
	2014-15 est.	7,250,874	4.8%
	2015-16 est.	7,447,743	2.7%

Assumptions

The Performing Arts Tax represents 1/10 cent of the 1.8% City Sales Tax. This tax was approved in May 2000 and became effective January 2001. The FY 2015-16 estimate reflects moderate improvement in the local economy.

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



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.	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	9,125,178	3.0%
	2014-15 est.	9,748,208	6.8%
	2015-16 est.	10,091,343	3.5%

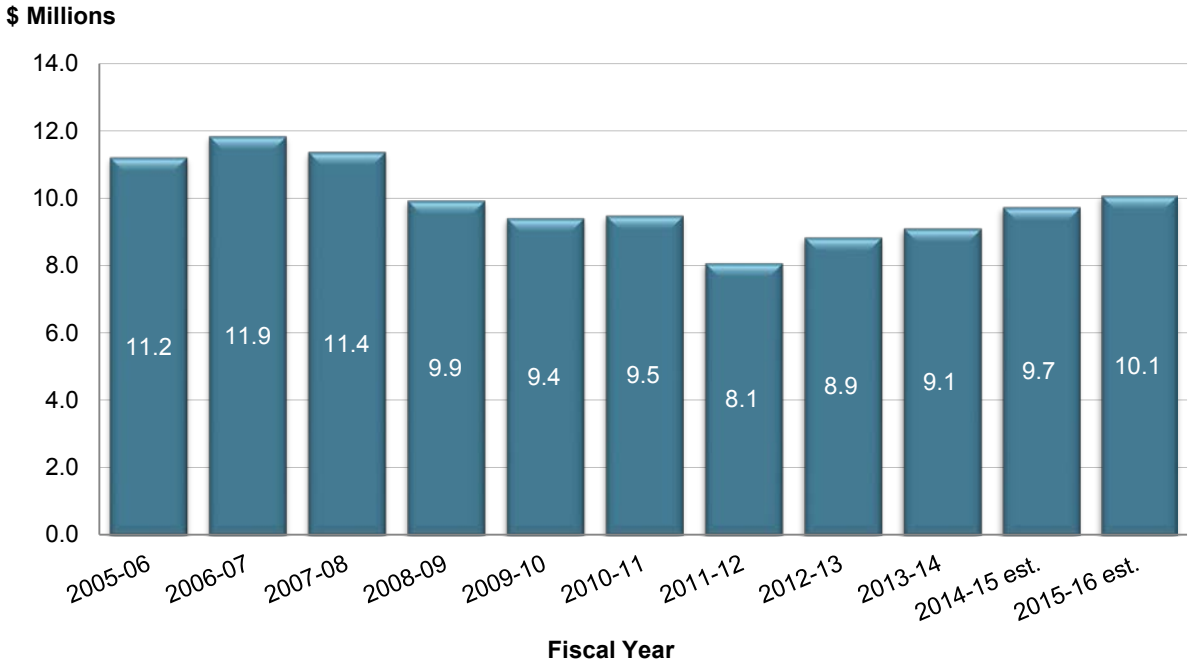
Assumptions

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 2015-16 increase reflects moderate improvement in the state economy.

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

Highway User Tax



Local Transportation Assistance Fund

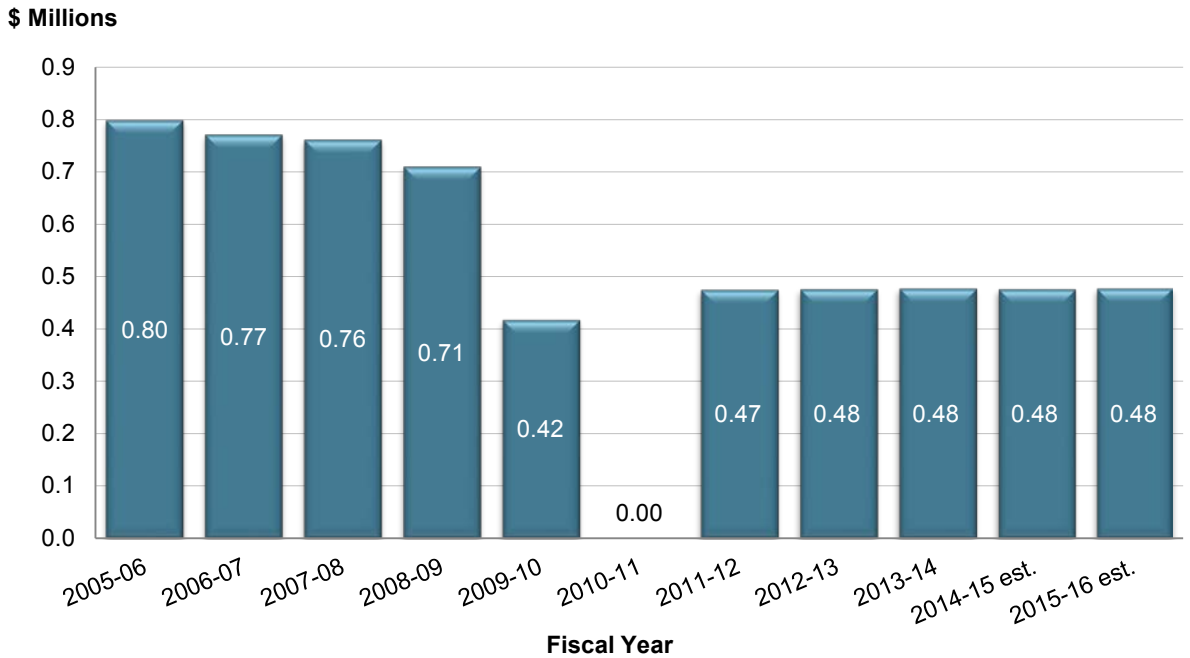
Restrictions	Fiscal Year	Amount	Percent Change
Proceeds can be used only for street and highway projects, for any construction or reconstruction in the public rights-of-way as well as transit programs.	2005-06	$798,826	(2.7%)
	2006-07	771,039	(3.5%)
	2007-08	761,513	(1.2%)
	2008-09	709,867	(6.8%)
	2009-10	416,885	(41.3%)
	2010-11	0	(100.0%)
	2011-12	474,508	100.0%
	2012-13	475,559	0.2%
	2013-14	477,160	0.3%
	2014-15 est.	475,559	(0.3%)
	2015-16 est.	477,160	0.3%

Assumptions

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

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

Local Transportation Assistance Fund



Community Development Block Grant/Section 8 Housing Grant

Restrictions

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

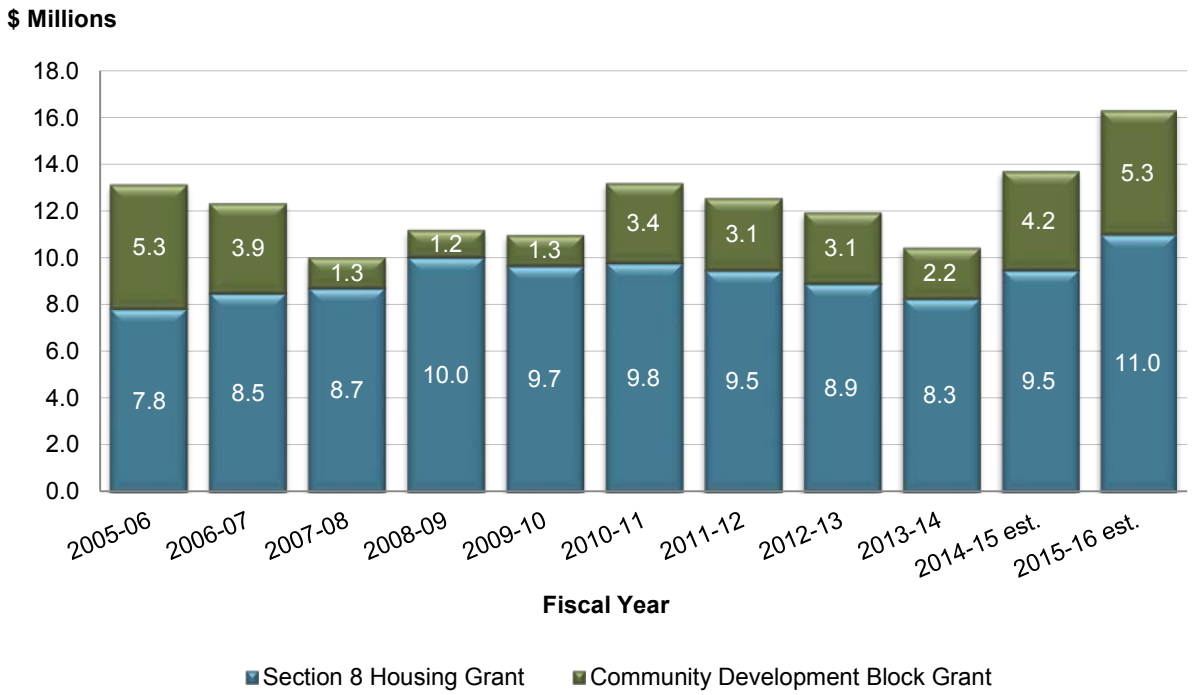
	Community Development Block Grant		Section 8 Housing Grant	
Fiscal Year	Amount	Percent Change	Amount	Percent Change
2005-06	$5,320,983	111.4%	$7,840,074	(8.4%)
2006-07	3,869,328	(27.3%)	8,508,012	8.5%
2007-08	1,341,332	(65.3%)	8,722,976	2.5%
2008-09	1,189,291	(11.3%)	10,041,342	15.1%
2009-10	1,347,768	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	2,206,232	(27.9%)	8,276,438	(7.2%)
2014-15 est.	4,238,742	92.1%	9,496,730	14.7%
2015-16 est.	5,298,381	25.0%	11,022,206	16.1%

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 2015-16 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



Enterprise Revenue: Ten-Year Historical Trends

Water/Wastewater User Fees

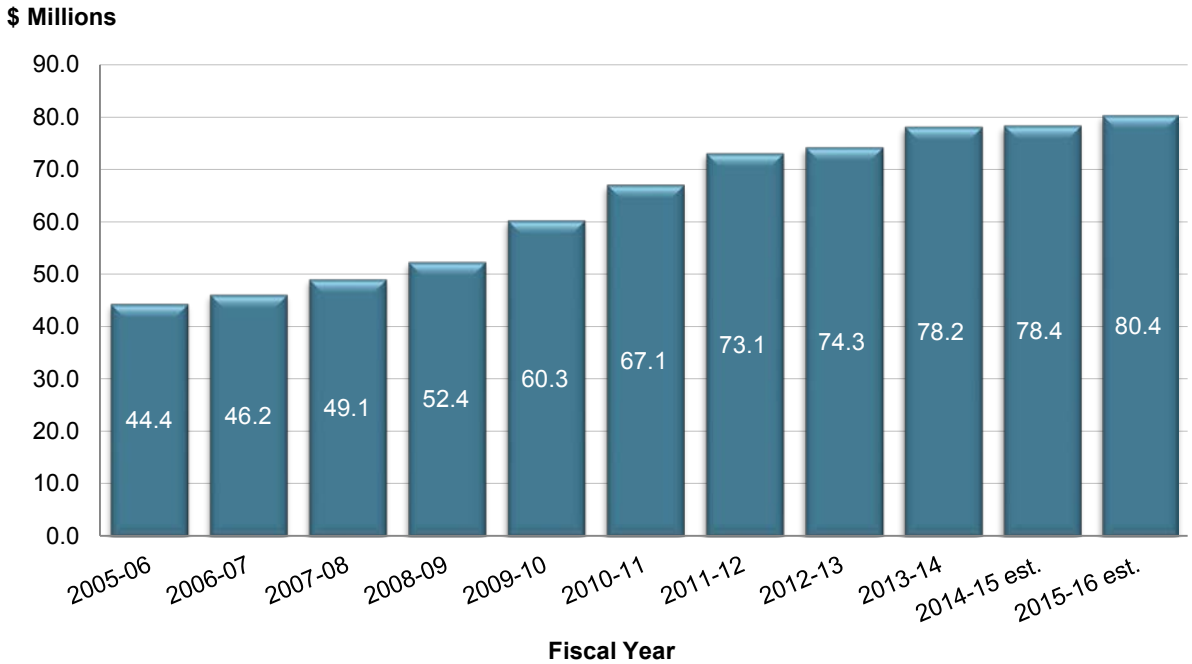
Restrictions	Fiscal Year	Amount	Percent Change
Fees can only be used to support the Water/Wastewater enterprise.	2005-06	$44,396,334	9.1%
	2006-07	46,180,573	4.0%
	2007-08	49,083,207	6.3%
	2008-09	52,407,237	6.8%
	2009-10	60,330,191	15.1%
	2010-11	67,111,483	11.2%
	2011-12	73,149,049	9.0%
	2012-13	74,263,175	1.5%
	2013-14	78,216,897	5.3%
	2014-15 est.	78,418,799	0.3%
	2015-16 est.	80,380,887	2.5%

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

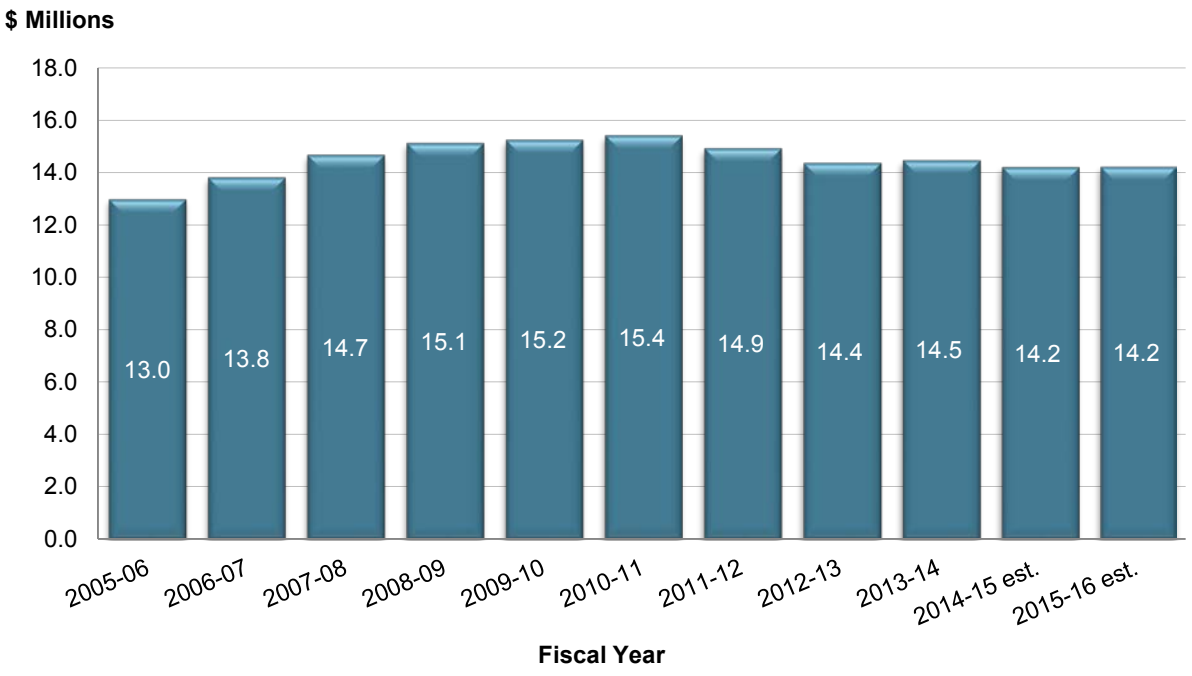
Restrictions	Fiscal Year	Amount	Percent Change
Used to defray costs of providing solid waste collection and disposal service.	2005-06	$12,989,827	7.8%
	2006-07	13,820,128	6.4%
	2007-08	14,669,542	6.1%
	2008-09	15,130,988	3.1%
	2009-10	15,242,801	0.7%
	2010-11	15,416,283	1.1%
	2011-12	14,927,082	(3.2%)
	2012-13	14,362,436	(3.8%)
	2013-14	14,461,069	0.7%
	2014-15 est.	14,211,200	(1.7%)
	2015-16 est.	14,224,575	0.1%

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



Golf Course Fees

Restrictions

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

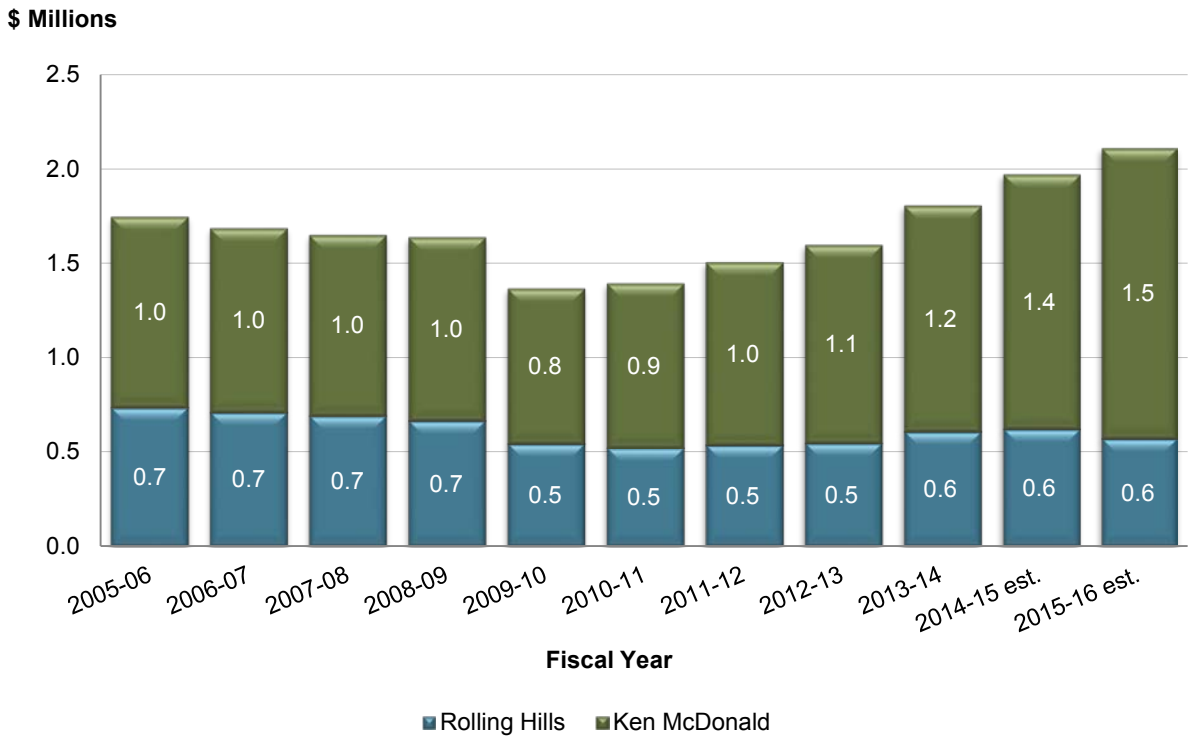
	Rolling Hills		Ken McDonald	
Fiscal Year	Amount	Percent Change	Amount	Percent Change
2005-06	$737,699	2.4%	$1,012,161	(1.3%)
2006-07	712,171	(3.5%)	976,892	(3.5%)
2007-08	694,389	(2.5%)	958,956	(1.8%)
2008-09	668,736	(3.7%)	971,948	1.4%
2009-10	545,788	(18.4%)	824,027	(15.2%)
2010-11	523,048	(4.2%)	874,264	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	610,195	11.0%	1,198,511	14.1%
2014-15 est.	623,618	2.2%	1,350,306	12.7%
2015-16 est.	573,074	(8.1%)	1,539,279	14.0%

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 2015-16 projection assumes 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



Tempe

Performance Budget Contents

Performance Benchmarking 86
City Council Strategic Priorities Linked By Department 87
City Organizational Chart 89
Mayor and Council 90
City Manager 92
City Attorney 94
City Clerk 96
City Court 98
Community Development 100
- Administration, Code Enforcement, Neighborhood Services 101
- Development Services 103
- Planning 104

Community Services 106
- Administration, Kid Zone 107
- Arts, Cultural Services and Library Services 108
- Recreation 110

Diversity Office 112
Finance and Technology 113
Fire Medical Rescue 114
- Administration, Fire Prevention 115
- Emergency/Medical Services 116
- Homeland Security/Special Operations 117
- Support Services/Personnel Safety 118
- Training/Professional Development 119

Human Resources 120
Human Services 122
- Administration, Housing and Revitalization 123
- Community Resources 125
- Diversity and Outreach 126
- Social Services 127

Internal Audit Office 128
Internal Services 130
- Administration 132
- Finance 133
- Human Resources 136
- Information Technology 138

Municipal Budget Office 140
Police 142
- Office of the Chief 144
- Investigations/Organizational Services 145
- Operations 146
- Support Services 147

Public Works 148
- Administration 150
- Construction Management/Engineering 151
- Field Operations 152
- Transit/Transportation 154
- Water Utilities 157

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 March 2015 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.

A list of the City Council's strategic priorities is shown below.

The Tempe City Council is committed to:

1. Ensure safe and secure community
2. Develop and maintain strong community connection
3. Enhance quality of life for all Tempe residents and workers
4. Implement sustainable growth and development strategies
5. Maintain long-term financial stability and vitality

The Council's effort to identify its priorities is supported by a citywide leadership development initiative to align departmental goals and objectives with the City Council's strategic priorities. City leadership has created an actionable strategic plan that maximizes collaboration and interdepartmental resources to support these priorities. The two efforts join to provide a way of identifying and realizing our community vision.

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

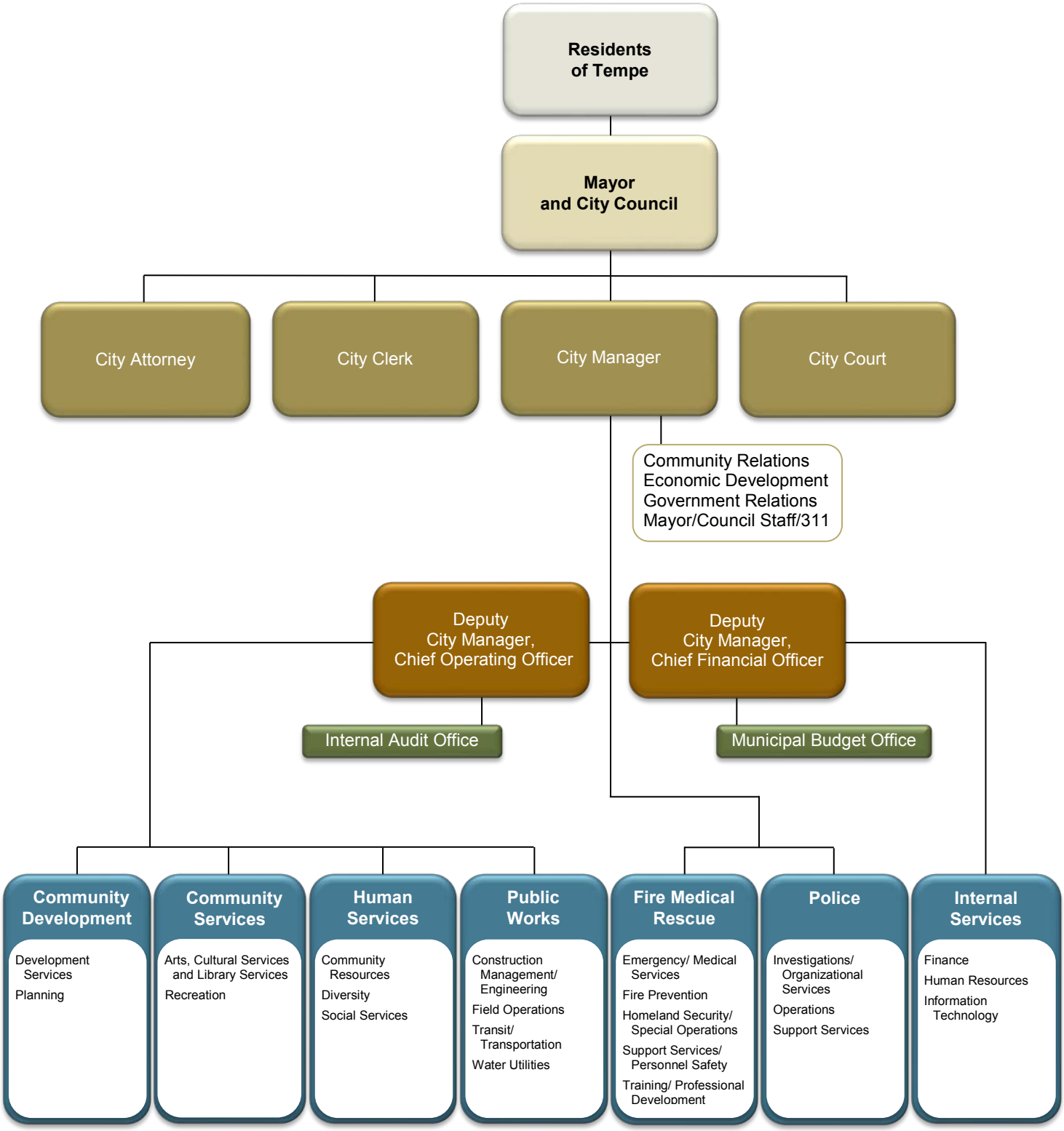
The five strategic priorities generated by the City Council provide the framework to align our top strategic priorities through City Departments in creating goals and objectives that support the City Council's vision and achieve operational and sustainable accountability.

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

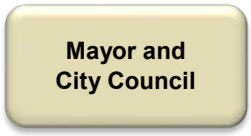
Department	STRATEGIC PRIORITY				
	Ensure Safe and Secure Community	Develop and Maintain a Strong Community Connection	Enhance Quality of Life for all Tempe Residents and Workers	Implement Sustainable Growth and Development Strategies	Maintain Long-term Financial Stability and Vitality
Mayor and Council	✖	✖	✖	✖	✖
City Manager	✖	✖	✖	✖	✖
City Attorney	✖				
City Clerk		✖			
City Court	✖				
Community Development	✖	✖	✖		
Community Services		✖	✖		
Fire	✖				
Human Services		✖	✖		
Internal Audit Office					✖
Internal Services		✖	✖		✖
Municipal Budget Office			✖		✖
Police	✖	✖			
Public Works	✖	✖	✖	✖	✖

Tempe

City Organizational Chart



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 2015-16 Budget Highlights:
· No change in staffing levels

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$408,098	$388,607	$366,295	$374,381
Supplies and Services	29,400	47,431	46,963	50,931
Internal Services	(69,096)	(58,251)	(58,727)	(60,033)
Expenditure Total	**$368,402**	**$377,787**	**$354,531**	**$365,279**
Per Capita	**$2.26**	**$2.31**	**$2.17**	**$2.24**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Mayor and City Council	7			7			7		
Total	**7**			**7**			**7**		

Related Council Strategic Priority: All Council Committees

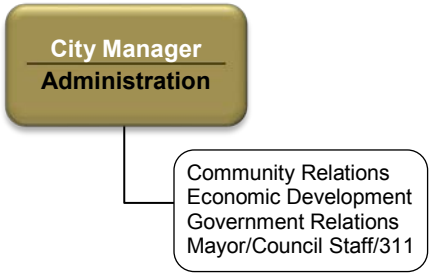
Goal: **To enact policy decisions that maximize overall resident satisfaction with life in the City**

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*	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Resident satisfaction with the appearance of the City (%)	81	88	81	88
Resident satisfaction with the image of the City (%)	84	87	84	87
Resident satisfaction with how well City planning growth (%)	62	65	62	65
Resident satisfaction with quality of life in the City (%)	85	87	85	87
Resident satisfaction with the feeling of safety in the City (%)	73	76	73	76
Resident satisfaction with the leadership of elected officials (%)	60	62	60	62
Resident satisfaction with the direction the City is heading (%)	62	63	62	63
Resident satisfaction with opportunities to express ideas/views to the City (%)	61	60	61	60
Resident satisfaction with efforts to keep residents informed on City budget (%)	57	57	57	57
Resident satisfaction with public involvement in the City's decision-making (%)	56	57	56	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.

Community 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. 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/311 staff facilitates communication among the public, city staff, council committees and the Mayor and Council.

Note: During FY 2014-15, the City Manager implemented a reorganization of departments, divisions and offices. As a result, the Community Relations division and the 311 operations, formerly under Community Services, were reorganized under the City Manager's Office. The expenditure and authorized personnel information listed below reflect these changes.

FY 2015-16 Budget Highlights:
The approved amount includes the following change:
- Authorized funding for Federal Lobbyist Consultant Fees to hire a lobbyist firm to address federal issues that are significant to the City of Tempe ($125,500)

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$1,634,623	$1,577,190	$3,144,044	$3,265,450
Supplies and Services	289,375	326,353	912,368	1,097,369
Grants, Donations and/or Restricted Purpose	875,000	2,324,710	1,393,500	6,221,511
Capital Outlays	0	0	657	0
Internal Services	47,491	(177,702)	(306,531)	(385,263)
Expenditure Total	**$2,846,489**	**$4,050,551**	**$5,144,038**	**$10,199,067**
Per Capita	**$17.43**	**$24.80**	**$31.50**	**$62.45**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Administration	4			6			6		
Community Relations				9		1.34	9		1.34
Economic Development	2			2			2		
Government Relations	1			1			1		
Mayor/Council Staff/311	4			12			12		
Total	**11**			**30**		**1.34**	**30**		**1.34**

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Satisfaction with overall quality of City services* (%)	88	90	90	90

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

Related Council Strategic Priority: Develop and Maintain Strong Community Connection

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Resident satisfaction with the availability of information about City programs and services* (%)	64	70	76	70
Tempe Forum subscribers	809	1,000	1,016	1,050
E-notification subscribers	30,144	32,000	30,100	31,000
Page views for whole website (millions)	5.45	6	5.65	6
Twitter followers across all City accounts	12,600	15,000	17,300	18,000
Facebook likes across all City accounts	4,783	5,000	5,900	6,100
YouTube views on main City channel	57,217	77,000	53,587	55,000
Granicus video on demand views	8,204	8,000	8,445	8,200

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

Related Council Strategic Priority: Maintain Long-Term Financial Stability and Vitality

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Opportunities to attract projects in Tempe				
High waged tracked projects	58	55	61	65
Major corporate locates in Tempe	1	5	3	2
Knowledge based jobs	75	800	1,419	1,020
Employment	108,511	97,137	95,374	97,282
Job-to-Resident ratio	67	59	58	59

Related Council Strategic Priority: Develop and Maintain Strong Community Connection

Goal: To meet or exceed performance of government contact centers as determined by evaluating annual statistics from the organization Association of Government Contact Center Employees (AGCCE)

Objective: To average above a 50 percent Single Point of Contact (SPOC) ratio for incoming calls

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Calls answered	80,380	N/A	87,198	100,000
Percent change		N/A	N/A	15
SPOC (%)	56	N/A	50	51

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 2015-16 Budget Highlights:
The approved amount includes the following change:
- Contracted Assistant City Attorney to provide legal work for Community Development and Economic Development ($98,385)

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$3,040,369	$3,164,222	$3,085,819	$3,171,644
Supplies and Services	86,382	87,618	87,609	89,118
Grants, Donations and/or Restricted Purpose	127,096	284,193	93,302	183,079
Capital Outlays	1,574	0	169	0
Internal Services	291	(430,084)	(432,042)	(387,113)
Expenditure Total	**$3,255,712**	**$3,105,949**	**$2,834,857**	**$3,056,728**
Per Capita	**$19.93**	**$19.02**	**$17.36**	**$18.72**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	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	1.00	23	1.75	1.00
Total	**23**	**1.75**		**23**	**1.75**	**1.00**	**23**	**1.75**	**1.00**

Related Council Strategic Priority: Ensure Safe and Secure Community

Goal: To provide prompt legal services

Objective: To achieve a 98% satisfaction rating from departments responding to the Civil Client Satisfaction Survey

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Departments indicating a positive response to promptness (%)	95	98	95	98

Related Council Strategic Priority: Ensure Safe and Secure Community

Goal: To provide excellent customer service

Objective: To target 100% satisfaction rating from departments responding to the Civil Client Satisfaction Survey

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Departments indicating a positive response to courteous and approachable services (%)	96	100	96	100

Related Council Strategic Priority: Ensure Safe and Secure Community

Goal: To provide prompt disposal of DUI cases

Objective: To dispose of 100% of DUI cases within 180 days

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
DUI cases disposed of within 180 days (%)	100	100	100	100

Related Council Strategic Priority: Ensure Safe and Secure Community

Goal: To increase victim's rights satisfaction rating

Objective: To achieve a 90% victim's rights satisfaction rating

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Victim's rights satisfaction rating (%)	90	90	90	90

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 2015-16 Budget Highlights:
The approved amount includes the following change:
- Authorized Contracted Services for City Council Meeting Minutes Transcription to address excessive workload and capacity issues ($15,000)

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$472,737	$507,014	$482,049	$481,174
Supplies and Services	332,158	524,820	173,719	608,395
Internal Services	78,740	66,702	65,858	46,221
Expenditure Total	**$883,635**	**$1,098,536**	**$721,626**	**$1,135,790**
Per Capita	**$5.41**	**$13.45**	**$4.42**	**$6.95**

	2013-14 Actual			2014-15 Revised			2015-16 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	0.50		4	0.50	
Total	**4**		**0.58**	**4**	**0.50**		**4**	**0.50**	

Related Council Strategic Priority: Develop and Maintain Strong Community Connection

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 1 business day and City Clerk records within 3 business days of receipt**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
City department records requests processed within 1 business day (%)	100	100	100	100
City Clerk records requests processed within 3 business days (%)	97	95	99	95

Related Council Strategic Priority: Develop and Maintain Strong Community Connection

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 2015-16; and 2) determine current level of customer service by conducting an internal City Clerk customer service satisfaction survey in Fiscal Year 2015-16**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Strategic plan developed and implemented (%)	0	100	100	100
Satisfaction survey conducted (%)	0	100	100	100

Related Council Strategic Priority: Develop and Maintain Strong Community Connection

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Documents processed within one business day (%)	N/A	100	100	100

Related Council Strategic Priority: Develop and Maintain Strong Community Connection

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 processing and uploading of City Council meeting agenda supplemental materials onto the Tempe City Council SharePoint site prior to the meeting; 3) 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 4) meet City Charter publication requirements by publishing all proposed ordinances at least seven days prior to City Council public hearing date**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Agendas processed on Friday prior to following weeks' meetings (%)	100	100	100	100
Supplemental materials processed and uploaded prior to meeting (%)	N/A	100	100	100
B & C meeting notices/agendas processed within 1 business day (%)	100	100	100	100
Proposed Ordinances published at least 7 days (%)	100	100	100	100

Related Council Strategic Priority: Develop and Maintain Strong Community Connection

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Legal action summaries published within 3 business days (%)	98	100	100	100
Meeting minutes included on second subsequent meeting agenda (%)	64	85	46	85
Official City documents processed within 3 business days (%)	100	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 (%)	100	100	100	100

Related Council Strategic Priority: Develop and Maintain Strong Community Connection

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Applicant information within one week (%)	100	100	100	100
Information/Materials within one business day (%)	100	95	100	95

Related Council Strategic Priority: Develop and Maintain Strong Community Connection

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Paperwork and notification processed within 1 business day (%)	100	100	N/A	100
Campaign finance reports processed within 1 business day (%)	100	100	100	100
Election results processed/posted within ½ hour (%)	100	100	89	100

(Primary Election = 100%; General Election = 78%)

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 2015-16 Budget Highlights:
The approved amount includes the following change:
- Authorized Court Interpreter (1 Permanent FT); provides for a change in the funding source from Fill-the-Gap temporary funding to the General Fund; court is constitutionally required to interpret and translate written documents in the Spanish language ($78,916)

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$2,818,152	$2,972,427	$2,810,846	$3,019,962
Supplies and Services	497,055	552,167	588,703	594,417
Grants, Donations and/or Restricted Purpose	304,326	1,234,488	286,498	984,300
Internal Services	699,307	612,813	605,205	586,310
Expenditure Total	**$4,318,840**	**$5,371,895**	**$4,291,252**	**$5,184,989**
Per Capita	**$26.44**	**$32.89**	**$26.27**	**$31.75**

	2013-14 Actual			2014-15 Revised			2015-16 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 Safe and Secure Community

Goal: To improve efficiency and effectiveness in the Tempe Municipal Court system's adjudication process

Objective: To achieve a 100% clearance rate of court filings

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Total number of filings*	65,912	64,392	62,796	62,796
Total number of dispositions	67,220	63,168	65,584	65,584
Clearance ratio (%)	102	98	104	104

* Charges and petitions filed during the fiscal year

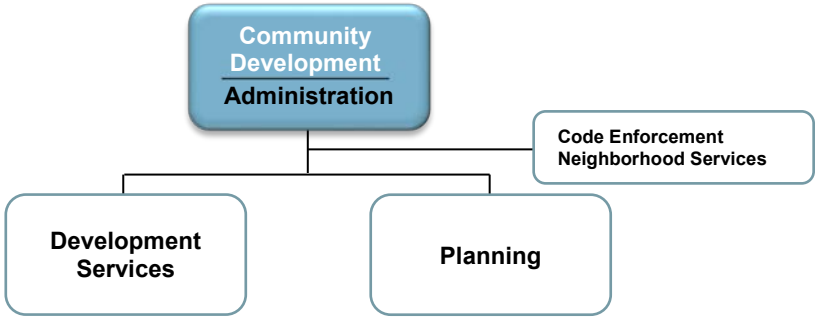
Related Council Strategic Priority: Ensure Safe and Secure Community

Goal: To improve efficiency and effectiveness in the Tempe Municipal Court system's collection process

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

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Total obligations imposed	$12,159,690	$12,159,690	$11,999,207	$11,999,207
Total payments processed	$9,541,796	$9,454,446	$9,554,354	$9,359,381
Collection rate (%)	78	78	80	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, permitting, property addressing, right-of-way permitting, planning, code compliance, managing land use, and neighborhood services.

Note: During FY 2014-15, the City Manager implemented a reorganization of departments, divisions and offices. As a result, the Neighborhood Programs and Engineering functions related to private development were reorganized under the Community Development Department. These functions were previously located under the Community Services and Public Works Department. Also, the Housing functions were reorganized from the Community Development Department to the Human Services Department. The expenditure and authorized personnel information listed below reflect these changes.

FY 2015-16 Budget Highlights:
The approved amount includes the following changes:

- Authorized funding for two permanent full time employees and eight temporary full time employees (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 ($719,660)
- Authorized temporary funding for three temporary part-time employees as well as five temporary full-time employees to assist with Code Inspection workload ($432,683)

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$6,661,948	$8,331,728	$7,669,104	$8,457,729
Supplies and Services	8,581,990	5,910,790	5,506,336	5,510,835
Grants, Donations and/or Restricted Purpose	11,469,185	13,369,114	95,950	615,656
Capital Outlay	38,718	28,465	93,563	480,000
Internal Services	354,213	606,015	546,204	622,276
Expenditure Total	**$27,106,054**	**$28,246,112**	**$13,911,157**	**$15,686,496**
Per Capita	**$166.62**	**$173.29**	**$85.34**	**$96.04**

Expenditures by Division	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Administration, Code Enforcement, Neighborhood Services	$9,980,617	$7,819,963	$7,251,229	$8,017,982
Development Services	3,122,006	4,551,795	4,124,388	5,103,541
Planning	2,597,508	2,672,212	2,535,540	2,564,973
Housing	11,405,923	13,202,142	0	0
Expenditure Total	**$27,106,054**	**$28,246,112**	**$13,911,157**	**$15,686,496**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Administration, Code Enforcement, Neighborhood Services	11		2.50	15		6.50	18		9.00
Development Services	31		5.66	34	0.75	11.66	37		7.66
Planning	21		1.86	20		1.86	17		1.86
Housing	15	1.60							
Total	**78**	**1.60**	**10.02**	**69**	**0.75**	**20.02**	**72**	**0.00**	**18.52**

Community Development

Administration, Code Enforcement, Neighborhood Services

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. Code Enforcement is responsible for the residential and commercial enforcement of a variety of municipal codes and ordinances which were created to promote the health, safety, and welfare of our citizens. Neighborhood Services 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.

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$1,567,001	$2,002,536	$1,901,222	$2,096,548
Supplies and Services	8,478,579	5,682,628	5,245,881	5,348,371
Grants, Donations and/or Restricted Purpose	0	33,960	0	30,000
Capital Outlay	27,434	28,465	84,938	480,000
Internal Services	(92,397)	72,374	19,188	63,063
Expenditure Total	**$9,980,617**	**$7,819,963**	**$7,251,229**	**$8,017,982**
Per Capita	**$61.35**	**$47.97**	**$44.49**	**$49.09**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Administration, Code Enforcement, Neighborhood Services	11		2.50	15		6.50	18		9.00
Total	**11**		**2.50**	**15**		**6.50**	**18**		**9.00**

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers and Develop and Maintain Strong Community Connection

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, listserv; and 3) 95% attendance at neighborhood association meetings**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Participating households	39,067	39,450	39,251	39,640
Percent change		1.0%	0.5%	1.0%
Grant applications received	26	25	23	25
Neighborhood association mailings	59,327	45,000	50,350	50,000
Neighborhood association meetings attended (percent of total) (%)	97	95	98	95

Related Council Strategic Priority: Ensure Safe and Secure Community, Develop and Maintain Strong Community Connection and Enhance Quality of Life for All Tempe Residents and Workers

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

Objective: **1) To maintain a 65/35 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 38%; and 3) minimize the resident level of dissatisfaction with the responsiveness of code enforcement complaints to less than 48%**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Ratio between proactive and reactive code responses	60/40	60/40	65/35	65/35
Resident dissatisfaction with the maintenance of private property in their neighborhood* (%)	40	<40	38	<38
Dissatisfaction of the code enforcement for property maintenance codes (%)	58	<54	48	<48

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

Related Council Strategic Priority: Ensure Safe and Secure Community, Develop and Maintain Strong Community Connection and Enhance Quality of Life for All Tempe Residents and Workers

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Days to resolve code violations	38	36	32	30
Code enforcement cases received	6,288	7,000	8,230	8,850
Code enforcement cases closed	6,069	6,790	7,526	8,300
Percent closed	97	97	98	98
Cases per inspector per month	75	65	76	78
Code violation voluntary compliance rate (%)	98	98	98	98

Community Development

Development Services

The Development Services Division is responsible for helping all 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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$2,851,921	$4,050,626	$3,631,198	$4,216,023
Supplies and Services	30,167	144,450	163,405	69,794
Grants, Donations and/or Restricted Purpose	42,708	78,017	50,000	527,628
Capital Outlay	10,097	0	3,625	0
Internal Services	187,113	278,702	276,160	290,096
Expenditure Total	**$3,122,006**	**$4,551,795**	**$4,124,388**	**$5,103,541**
Per Capita	**$19.19**	**$27.92**	**$25.30**	**$31.25**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Development Services	31		5.66	34	0.75	11.66	37		7.66
Total	**31**		**5.66**	**34**	**0.75**	**11.66**	**37**		**7.66**

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Building inspections completed within one day of request (%)	100	100	100	100
Plan reviews processed within agreed time frame (%)	94	95	95	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	95	95

Community Development

Planning

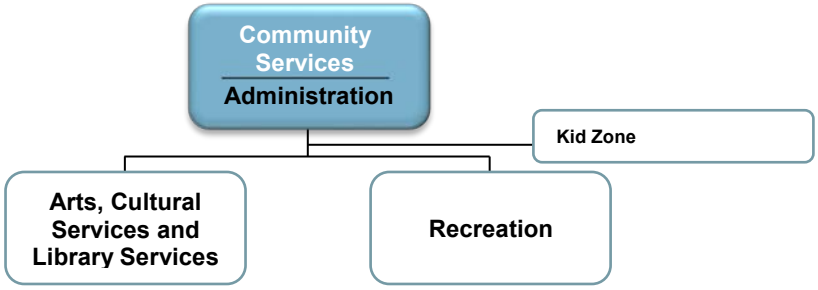
The Planning Division is responsible for administering the development entitlement process, change or adoption of codes, ordinances and neighborhood plans, facilities and signs. This division is also responsible for historical preservation, transportation planning, and project coordination and management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

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$2,243,026	$2,278,566	$2,136,684	$2,145,158
Supplies and Services	73,244	83,712	97,050	92,670
Grants, Donations and/or Restricted Purpose	20,554	54,995	45,950	58,028
Capital Outlay	1,187	0	5,000	0
Internal Services	259,497	254,939	250,856	269,117
Expenditure Total	**$2,597,508**	**$2,672,212**	**$2,535,540**	**$2,564,973**
Per Capita	**$15.97**	**$16.43**	**$15.59**	**$15.74**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Planning	21		1.86	20		1.86	17		1.86
Total	**21**		**1.86**	**20**		**1.86**	**17**		**1.86**

Tempe

Community Services



Purpose:
To serve the community, elected officials and City departments by providing quality recreation, arts, cultural and library services.

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

Note: During FY 2014-15, the City Manager implemented a reorganization of departments, divisions and offices. As a result, the Community Relations division and Tempe 311 operations were reorganized under the City Manager' s Office, the Neighborhood Programs under the Community Development Department, and the Social Services Division under the Human Services Department. The expenditure and authorized personnel information listed below reflect these changes.

FY 2015-16 Budget Highlights:
The approved amount includes the following changes:
- Authorized additional Library Staffing and Hours including two permanent full-time and one temporary full-time employees to offer programming to teens and adults and provide dedicated customer service staff ($118,372)
- Authorized contracted personnel to provide security coverage for Escalante Park and Community Center; promotes more participants, less crime activity and calls for service ($79,206)
- Authorized funding for Community Interest Programming to provide programs for tots, youth, teens, adults and families; offset by revenue ($25,000)
- Authorized funding for increased city presence at the front desk (.58 Temporary Full-Time Employee) of Westside Multigenerational Center to assist with running day to day operation of the facility; offset by revenue ($13,995)

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$17,106,639	$18,336,333	$14,331,504	$14,878,786
Supplies and Services	3,946,124	4,326,601	3,254,558	3,570,664
Grants, Donations and/or Restricted Purpose	1,725,402	2,753,873	805,958	1,440,335
Capital Outlay	74,196	1,100	9,200	0
Internal Services	2,745,818	3,181,938	3,110,881	3,226,709
Expenditure Total	**$25,598,179**	**$28,599,845**	**$21,512,101**	**$23,116,494**
Per Capita	**$157.36**	**$175.46**	**$131.97**	**$141.53**

Expenditures by Division	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Administration, Kid Zone	$1,456,440	$1,801,015	$6,038,716	$6,237,989
Arts, Cultural Services and Library Services	6,304,731	7,060,076	6,693,647	7,597,735
Recreation	7,008,084	7,154,356	8,779,738	9,280,770
Community Relations	2,253,859	3,245,919	0	0
Social Services	8,575,065	9,338,479	0	0
Expenditure Total	**$25,598,179**	**$28,599,845**	**$21,512,101**	**$23,116,494**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration, Kid Zone	31		59.12	33		59.12	33		59.12
Arts, Cultural Services and Library Services	39	2.50	21.36	39	3.00	24.36	39	3.00	24.36
Recreation	36	3.50	80.33	40	3.00	84.43	40	3.00	84.43
Community Relations	19		1.34						
Social Services	16	0.50	4.88						
Total	**141**	**6.50**	**167.03**	**112**	**6.00**	**167.91**	**112**	**6.00**	**167.91**

Community Services

Administration, Kid Zone

Community Services Administration is responsible for overall management of the City's library, cultural services, and recreation programs. 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. The Kid Zone Enrichment Program serves families in Tempe by providing a safe, enriching environment for children to attend during non-school hours. Kid Zone operates in 18 school sites throughout Tempe and provides a continuity of programs, serving children in Preschool through 8th grade, 250 days per year. Kid Zone has programs in the Tempe Elementary and Kyrene School District schools that are located within the City of Tempe boundaries and serves approximately 3,275 children each year

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$1,013,908	$852,056	$4,122,674	$4,379,432
Supplies and Services	46,866	48,889	514,297	498,965
Grants, Donations and/or Restricted Purpose	0	232,400	327,844	365,835
Capital Outlay	10,803	0	915	0
Internal Services	384,863	667,670	1,072,986	993,757
Expenditure Total	**$1,456,440**	**$1,801,015**	**$6,038,716**	**$6,237,989**
Per Capita	**$8.95**	**$11.05**	**$37.05**	**$38.19**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Administration, Kid Zone	31		59.12	33		59.12	33		59.12
Total	**31**		**59.12**	**33**		**59.12**	**33**		**59.12**

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Parent evaluation survey results measures indicate "very satisfied" with the Kid Zone Enrichment Program (%)	90	80	90	80
National accreditation evaluation survey results of "very satisfied" with the Kid Zone Enrichment Program (%)	93	80	92	80

Community Services

Arts, Cultural Services and Library Services

The Arts, Cultural Services and Library Services 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 Rodriquez House, and the Vihel Center for the Arts.

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$4,145,079	$4,372,008	$4,233,766	$4,523,946
Supplies and Services	1,127,166	1,237,444	1,180,188	1,373,544
Grants, Donations and/or Restricted Purpose	137,435	293,059	130,004	411,458
Capital Outlay	30,835	1,100	4,255	0
Internal Services	864,216	1,156,465	1,145,434	1,288,787
Expenditure Total	**$6,304,731**	**$7,060,076**	**$6,693,647**	**$7,597,735**
Per Capita	**$38.76**	**$43.31**	**$41.06**	**$46.52**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Arts, Cultural Services and Library Services	39	2.50	21.36	39	3.00	24.36	39	3.00	24.36
Total	**39**	**2.50**	**21.36**	**39**	**3.00**	**24.36**	**39**	**3.00**	**24.36**

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Satisfaction with quality of library services* (%)	88	90	87	90
Library visitors (door count)	713,589	750,000	750,000	750,000
Percent change		5.1%	0.0%	0.0%
Registered borrowers	144,745	143,000	137,000	140,000
Circulation	810,755	930,000	750,000	800,000
Percent change		14.7%	(19.4%)	6.7%
Public Computer Usage	170,000	170,000	150,000	150,000
Library FTE per 1,000 population	0.25	0.25	0.18	0.18
Circulation per capita	5.57	5.57	4.95	5.00

*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: Enhance Quality of Life for All Tempe Residents

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Quantified levels of satisfaction reported by visitors and volunteers on evaluation forms (%)	N/A	90	90	90
Objects catalogued	N/A	4,000	2,600	2,600
Visitors to Historical Museum and Peterson House	N/A	27,000	27,000	27,000

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Develop and Maintain Strong Community Connection

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Satisfaction reported by residents on the annual Tempe Community Survey (%)	82	85	83	85
Maintain the current schedule of free, high-quality, diverse arts events and opportunities	153	135	139	135
Increase ticket sales to Tempe Center for the Arts-produced entertainment events	25,288	6,000	3,000	3,000

Community Services

Recreation

The Recreation 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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$4,767,716	$4,499,768	$5,975,064	$5,975,408
Supplies and Services	1,449,000	1,446,138	1,560,073	1,698,155
Grants, Donations and/or Restricted Purpose	134,354	456,228	348,110	663,042
Capital Outlay	7,293	0	4,030	0
Internal Services	649,721	752,222	892,461	944,165
Expenditure Total	**$7,008,084**	**$7,154,356**	**$8,779,738**	**$9,280,770**
Per Capita	**$43.08**	**$43.89**	**$53.86**	**$56.82**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Recreation	36	3.50	80.33	40	3.00	84.43	40	3.00	84.43
Total	**36**	**3.50**	**80.33**	**40**	**3.00**	**84.43**	**40**	**3.00**	**84.43**

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers and Develop and Maintain Strong Community Connection

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Programs				
Satisfaction with recreation programs and services* (%)	78	80	77	80
Quality of City swimming pools and programs* (%)	55	60	59	60
Facilities				
Quality of City recreation centers* (%)	75	75	77	75
Community Involvement				
Annual volunteer hours for all City programs	145,000	146,000	144,000	145,000
Service Enhancing Technologies				
Online registrations (%)	40	50	40	45
Community Services E-newsletter subscriptions	10,000	11,000	8,800	10,000
Community Services Facebook posts	900	850	810	860
Community Services Facebook views	341,421	364,500	343,707	313,040
Costs + Revenue				
Operating and Maintenance Cost per capita	$34.10	$36.48	$34.50	$34.00
Recreation revenue	$3,849,436	$3,053,227	$3,556,546	$3,424,733
Recreation revenue as a percent of expenditures (%)	51	51	48	48

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

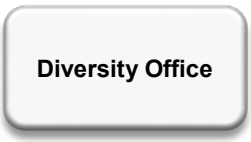
Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Overall customer approval rating for the Escalante Early Education Program (%)	93	90	94	90
Overall customer approval rating for the Escalante Summer Camp Program (%)	92	90	93	90

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.

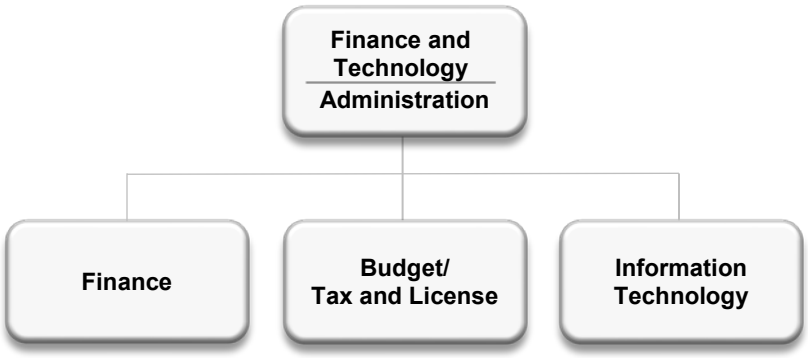
Note: During FY 2014-15, the City Manager implemented a reorganization of departments, divisions and offices. As a result, the Diversity Office was reorganized under the Human Services Department. The expenditure and authorized personnel information listed below reflect this change.

FY 2015-16 Budget Highlights:
· None

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$341,839	$382,172		
Supplies and Services	87,236	87,874		
Internal Services	22,502	27,841		
Expenditure Total	**$451,577**	**$497,887**		
Per Capita	**$2.76**	**$3.05**		

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Diversity	2	1.25							
Total	**2**	**1.25**							

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.

Note: During FY 2014-15, the City Manager implemented a reorganization of departments, divisions and offices. As a result, the Finance and Technology Department, with the exception of the Budget Division was reorganized under the Internal Services Department. The Budget Division was established as a separate office, the Municipal Budget Office. The expenditure and authorized personnel information listed below reflect these changes.

FY 2015-16 Budget Highlights:
· None

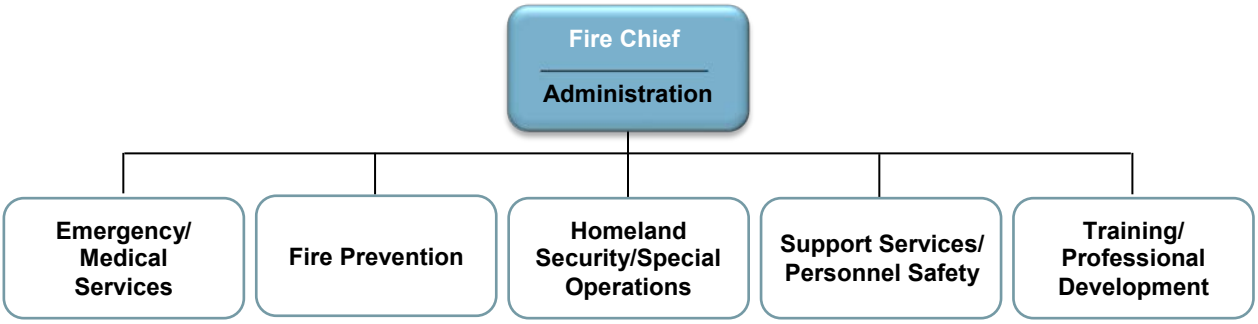
Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$13,755,535	$14,522,927		
Supplies and Services	10,301,247	12,130,541		
Grants, Donations and/or Restricted Purpose	0	0		
Capital Outlay	0	0		
Internal Services	(16,778,928)	(19,507,896)		
Expenditure Total	**$7,380,543**	**$7,145,572**		
Per Capita	**$45.37**	**$43.84**		

Expenditures by Division	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Administration	$421,547	$350,670		
Finance	4,912,573	4,770,363		
Budget/Tax and License	2,046,423	2,024,539		
Information Technology	*	*		
Expenditure Total	**$7,380,543**	**$7,145,572**		

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

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	2								
Finance	49	0.50							
Budget/Tax and License	20								
Information Technology	67								
Total	**138**	**0.50**							

Fire Medical Rescue



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

Description:
The Fire Medical Rescue 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 2015-16 Budget Highlights:
The approved amount includes the following change:
- Authorized phased in increase in medical program compliments over a three year period for Advanced Life Support (ALS) Medical Program Compliment – Phase 1 ($224,461)
- Authorized one Community Health Coordinator for a continued Patient Advocate Services (PAS) program offset by grant revenue ($105,856)
- Authorized one Fire Inspector II position which provides for inspections of new and existing development ($88,090)

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$24,459,395	$23,911,041	$22,965,661	$25,450,818
Supplies and Services	2,368,959	2,302,588	2,265,267	2,315,078
Grants, Donations and/or Restricted Purpose	445,838	685,793	855,448	443,595
Capital Outlay	50,016	96,795	96,264	93,400
Internal Services	1,503,114	1,782,952	1,763,795	2,096,502
Expenditure Total	**$28,827,322**	**$28,779,169**	**$27,946,435**	**$30,399,393**
Per Capita	**$176.50**	**$176.20**	**$171.11**	**$186.12**

Expenditures by Division	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Administration/Fire Prevention	$4,191,122	$3,450,365	3,072,328	3,410,227
Emergency/Medical Services	21,420,846	22,272,412	22,082,275	23,999,002
Training/Professional Development	508,897	478,353	435,718	469,649
Homeland Security/Special Operations	566,985	693,166	488,975	598,189
Support Services/Personnel Safety	2,139,471	1,884,873	1,867,139	1,922,326
Total	**$28,827,321**	**$28,779,169**	**$27,946,435**	**$30,399,393**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Administration/Fire Prevention	8			8			8		
Emergency/Medical Services	143			143			143		
Training/Professional Development	2			2			2		
Homeland Security/Special Operations	2			2			2		
Support Services/Personnel Safety	1			1			1		
Total	**156**			**156**			**156**		

Fire Medical Rescue

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$2,995,281	$2,062,261	$1,584,773	$1,530,246
Supplies and Services	192,299	191,257	258,303	265,872
Grants, Donations and/or Restricted Purpose	1,427	24,128	13,172	24,269
Capital Outlay		1,600	1,069	
Internal Services	1,002,115	1,171,119	1,215,011	1,589,840
Expenditure Total	**$4,191,122**	**$3,450,365**	**$3,072,328**	**$3,410,227**
Per Capita	**$25.66**	**$21.13**	**$18.81**	**$20.88**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration, Fire Prevention	8			8			8		
Total	**8**			**8**			**8**		

Related Council Strategic Priority: Ensure Safe and Secure Community

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 85% 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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Firefighters per capita (10,000)	9.47	9.45	9.45	9.43
Fire stations per square mile	0.15	0.15	0.15	0.15
Resident satisfaction with the quality of local fire service* (%)	88	90	84	85
Daily minimum firefighter staffing level	42	42	42	42
Fire Inspector's inspections	2,380	2,500	3,200	3,200
Percent change		5%	28%	0%
Commercial structures inspected annually (%)	10	12	11	11
Code violations abated (%)	84	95	90	90
Code inspections per inspector/sq. ft.	118/2,083,095	163/1,888,416	120/2,000,000	120/2,000,000

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

Fire Medical Rescue

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$20,124,045	$20,892,788	$20,648,307	$22,778,863
Supplies and Services	947,749	882,229	776,535	767,269
Grants, Donations and/or Restricted Purpose	299,036	402,200	562,238	359,470
Capital Outlay	50,016	95,195	95,195	93,400
Expenditure Total	**$21,420,846**	**$22,272,412**	**$22,082,275**	**$23,999,002**
Per Capita	**$131.15**	**$136.37**	**$135.20**	**$146.94**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Emergency/Medical Services	143			143			143		
Total	**143**			**143**			**143**		

Related Council Strategic Priority: Ensure Safe and Secure Community

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Average emergency response time in minutes (from call receipt to arrival in minutes)*	4:07	4:10	4:13	4:10
Total response time at the 90th percentile**	7:55	8:05	8:03	8:05
Total calls per capita (1,000)	155	157	159	159
Percent change		1.4%	1.2%	0.2%
Fire Medical Rescue response call type***				
Fire	2,043	2,129	2,040	2,040
EMS-ALS/BLS	18,809	18,828	19,600	22,500
Other	1,871	2,691	1,870	1,870
Mutual aid				
Received	3,210	3,250	3,200	3,200
Given	2,741	2,920	2,800	2,800

* Calls do not include alarm processing time
** Calls include alarm processing time
*** Calendar year

Fire Medical Rescue

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 Medical Rescue 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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$372,433	$378,804	$145,040	$483,436
Supplies and Services	49,177	54,897	63,897	54,897
Grants, Donations and/or Restricted Purpose	145,375	259,465	280,038	59,856
Expenditure Total	**$566,985**	**$693,166**	**$488,975**	**$598,189**
Per Capita	**$3.47**	**$4.24**	**$2.99**	**$3.66**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Homeland Security/Special Ops	2			2			2		
Total	**2**			**2**			**2**		

Fire Medical Rescue

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$518,723	$175,739	$219,132	$265,933
Supplies and Services	1,119,749	1,097,301	1,099,223	1,149,731
Internal Services	500,999	611,833	548,784	506,662
Expenditure Total	**$2,139,471**	**$1,884,873**	**$1,867,139**	**$1,922,326**
Per Capita	**$13.10**	**$11.54**	**$11.43**	**$11.77**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Support Services/Personnel Safety	1			1			1		
Total	**1**			**1**			**1**		

Related Council Strategic Priority: **Ensure Safe and Secure Community**

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Preventive maintenance inspections	211	230	209	230
Percent change		9%	(9%)	10%
Completed within PM schedule (%)	92	100	91	100

Fire Medical Rescue

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$448,913	$401,449	$368,409	$392,340
Supplies and Services	59,985	76,904	67,309	77,309
Expenditure Total	**$508,898**	**$478,353**	**$435,718**	**$469,649**
Per Capita	**$3.12**	**$2.93**	**$2.67**	**$2.88**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Training/Professional Development	2			2			2		
Total	**2**			**2**			**2**		

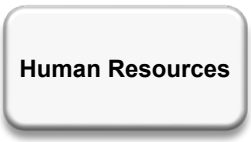
Related Council Strategic Priority: Ensure Safe and Secure Community

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 Medical Rescue 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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Companies completing minimum standards evaluations (%)	100	100	100	100
Annual percentage of firefighter injuries (%)	15	15	15	15

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.

Note: During FY 2014-15, the City Manager implemented a reorganization of departments, divisions and offices. As a result, the Human Resources Department was reorganized under the Internal Services Department. The expenditure and authorized personnel information listed below reflect this change.

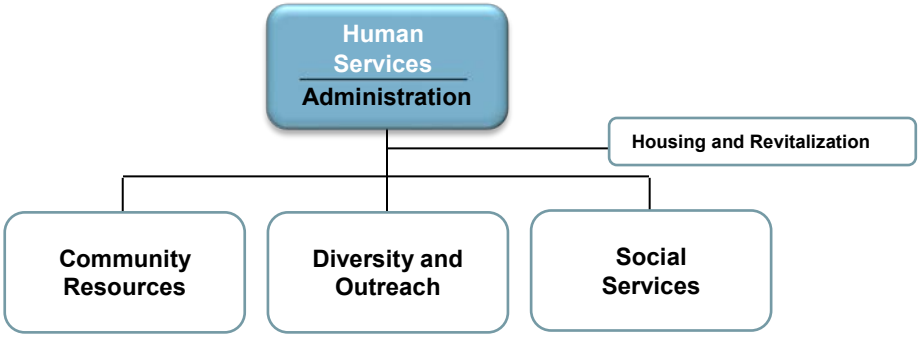
FY 2015-16 Budget Highlights:
- None

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$3,224,595	$3,266,492		
Supplies and Services	184,683	278,536		
Capital Outlay	3,861	0		
Internal Services	(351,435)	(178,406)		
Expenditure Total	**$3,061,704**	**$3,366,622**		
Per Capita	**$18.82**	**$20.65**		

	2013-14 Actual*			2014-15 Revised			2015-16 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Human Resources	20								
Total	**20**								

Tempe

Human Services



Purpose:
To provide an integrated system of services that promotes the healthy development and education of youth, supports families, responds to crisis needs in the community, offers housing services, provides healthy alternatives for offenders, and promotes the overall well-being of all our community members.

Description:
The department provides diversity and outreach efforts serving as an ombudsman for City employees, housing opportunities for residents of Tempe, homeless resource coordination, diversion services, human and social services, and counseling to residents and families.

Note: During FY 2014-15, the City Manager implemented a reorganization of departments, divisions and offices. As a result, the Social Services Division, Diversity Office and the Housing Division were reorganized under the Human Services Department. These functions were previously organized under the Community Services Department, Diversity Office and Community Development Department. In addition, Tempe Community Council employees and functions were integrated from an outside agency into the Human Services Department. The expenditure and authorized personnel information listed below reflect theses changes.

FY 2015-16 Budget Highlights:
- No change in staffing levels

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs			$2,543,859	$4,036,503
Supplies and Services			14,393,355	15,629,873
Grants, Donations and/or Restricted Purpose			615,054	1,081,919
Capital Outlay			34,891	406,000
Internal Services			381,381	431,534
Expenditure Total			**$17,968,540**	**$21,585,829**
Per Capita			**$110.02**	**$132.16**

Expenditures by Division	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Administration, Housing and Revitalization			$13,743,247	$16,787,355
Community Resources			1,827,269	1,794,928
Diversity and Outreach			462,465	497,012
Social Services			1,935,559	2,506,534
Expenditure Total			**$17,968,540**	**$21,585,829**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Administration, Housing and Revitalization				18	2.60	0.85	18	2.50	0.85
Community Resources							8		
Diversity and Outreach				2	1.25		2	1.25	
Social Services				11		4.53	11		4.53
Total				**31**	**3.85**	5.38	**39**	**3.75**	5.38

Human Services

Administration, Housing and Revitalization

The Housing and Revitalization 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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs			$1,153,647	$1,766,982
Supplies and Services			12,435,339	14,498,879
Capital Outlay			33,386	406,000
Internal Services			120,875	115,494
Expenditure Total			**$13,743,247**	**$16,787,355**
Per Capita			**$84.15**	**$102.78**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Administration, Housing and Revitalization				18	2.60	0.85	18	2.50	0.85
Total				**18**	**2.60**	0.85	**18**	**2.50**	0.85

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers and Develop and Maintain Strong Community Connection

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
New ADA program completion (1) (%)	90	90	100	90
Successfully remediate community concerns/consultations (%)	80	80	95	80

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Decent and affordable owner rehabilitated occupied housing units made available	10	10	10	25

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Rental subsidy assistance/Housing Choice Vouchers (HCV) (%)	90	100	100	100
Family Self-Sufficiency (FSS) program participation and initiatives	65	75	75	75
Families graduated from FSS program	5	2	2	5
Homeless services, resources and outreach	550	450	450	450

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Households becoming homeowners with HOME funding	7	10	10	10
Families receiving U.S. Department of Housing and Urban Development (HUD) housing counseling	125	150	150	125

Human Services

Community Resources

Community Resources works with the local community-based nonprofit agencies and partners to deliver human/social services to the Tempe community. The division will oversee the Agency Review funding process, including monitoring and evaluating the efficiency and effectiveness of Tempe agencies receiving public funds, as well as assist in seeking grant opportunities and administering grant funds to meet the needs of the community.

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs			$0	$754,415
Supplies and Services			1,705,710	878,885
Grants, Donations and/or Restricted Purpose			89,822	125,000
Internal Services			31,737	36,628
Expenditure Total			**$1,827,269**	**$1,794,928**
Per Capita			**$11.19**	**$10.99**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Community Resources							8		
Total							**8**		

Human Services

Diversity and Outreach

Diversity and Outreach 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.

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs			$331,351	$373,579
Supplies and Services			86,624	87,874
Grants, Donations and/or Restricted Purpose			17,000	10,000
Internal Services			27,490	25,559
Expenditure Total			**$462,465**	**$497,012**
Per Capita			**$2.83**	**$0.22**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Diversity and Outreach				2	1.25		2	1.25	
Total				**2**	**1.25**		**3**	**1.25**	

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Develop and Maintain Strong Community Connection

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Residents' satisfaction with overall efforts to promote diversity* (%)	67	70	69	70
EEOC complaints	4	<3	1	<3
Successfully remediate employee safe havens/consultations (%)	80	80	95	80
Successfully remediate community concerns/consultations (%)	90	85	95	85

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

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Develop and Maintain Strong Community Connection

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Attendants rating events above average or higher (%)	95	95	95	95

Human 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: Diversion Services, Counseling and Prevention Services, CARE 7, Adult and Senior Programs, and numerous programs within our Multigenerational Centers.

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs			$1,058,861	$1,141,527
Supplies and Services			165,682	164,235
Grants, Donations and/or Restricted Purpose			508,232	946,919
Capital Outlay			1,505	0
Internal Services			201,279	253,853
Expenditure Total			**$1,935,559**	**$2,506,534**
Per Capita			**$11.85**	**$15.35**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Social Services				11		4.53	11		4.53
Total				**11**		**4.53**	**11**		**4.53**

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Victims satisfied with services (%)	85	80	85	85
Care 7 clients reporting satisfaction with services (%)	85	85	85	85

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers

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	2013-14 Budget	2013-14 Revised	2014-15 Budget
New program participants	3,750	4,000	4,000	4,000
Successful program completion (%)	80	80	80	80

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 2015-16 Budget Highlights:
- Authorized a new contract management system ($138,704)

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$401,740	$409,783	$387,780	$417,129
Supplies and Services	4,840	6,169	6,163	6,169
Internal Services	18,605	24,007	23,706	21,804
Expenditure Total	**$425,185**	**$439,959**	**$417,649**	**$445,102**
Per Capita	**$2.60**	**$2.69**	**$2.56**	**$2.73**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Internal Audit Office	3		0.50	3	0.50		3	0.50	
Total	**3**		**0.50**	**3**	**0.50**		**3**	**0.50**	

Related Council Strategic Priority: Maintain Long-Term Financial Stability and Vitality

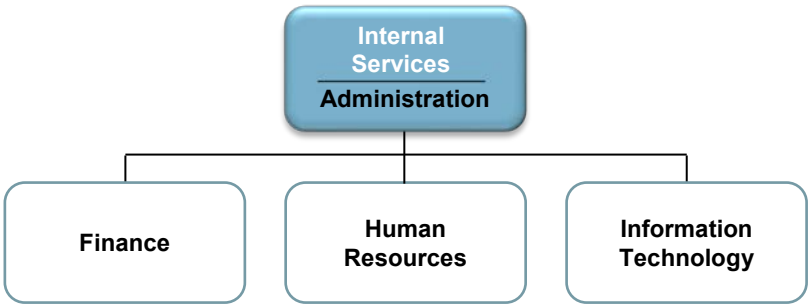
Goal: **To achieve the City's mission by evaluating operations and encouraging the use of cost-effective internal controls**

Objective: **1) To complete 85% of planned audits; 2) obtain management acceptance and support for 95% of recommendations; 3) recommendations Implemented at time of follow-up; 4) 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"; 5) respond to 100% of management's requests for analytical and investigative assistance**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Completion of planned audits (%)	85	90	70	85
Support of recommendations (%)	100	95	100	95
Recommendations Implemented at Time of Follow-Up (%)	98	95	97	95
Average score on customer surveys (out of 5)	4.5	4.5	4.2	4.5
Response to management's requests (%)	100	100	100	100

Tempe

Internal Services



Purpose:
To provide excellent financial management and information technology services with integrity, accountability, superior customer service, and low cost. 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 Internal Services 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, city sales tax and license collection, sales tax auditing, utility billing and collection, and risk management. Human Resources is responsible for Administration, Classification/Compensation and Recruitment/Testing, Employee Benefits and Services, and Education and Career Counseling. Tempe Learning Center (TLC) provides education and career counseling and administers the tuition reimbursement program. The Information Technology division coordinates all of the City's information technology and telecommunications system needs.

Note: During FY 2014-15, the City Manager implemented a reorganization of departments, divisions and offices. As a result, the Finance and Technology Department, except the Budget division, and the Human Resources Department were consolidated into one Department, the Internal Services Department. The expenditure and authorized personnel information listed below reflect these changes.

FY 2015-16 Budget Highlights:
The approved amount includes the following changes:

- Authorized funding from the Court Enhancement Fund for one Sr. Programmer Analyst to provide for continued development and maintenance of an “in-house” Case Management System (CMS) application ($115,762)
- Authorized one full-time Information Technology (IT) Security Manager who will supplement a growing Security Office tasked with the design, implementation and monitoring of systems and software used to protect the City’s data and public trust; funded evenly by the General, Solid Waste, Transit, and W/WW (Water/Wastewater) funds ($123,677)
- Authorized 525 Building Security Guard to provide contracted security during normal business hours of 7:00a.m. to 5:00p.m., Monday through Friday; Funded evenly by General and W/WW funds ($52,240)
- Authorized Water Fund funding to utilize a contracted services resource to help accomplish the prioritized list of tasks and provides advanced training to Customer Services and IT staff, enabling staff to more fully and efficiently utilize the capabilities of the new utility billing system, Customer Care & Billing (CC&B) ($100,000)

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs			$15,635,819	$16,344,707
Supplies and Services			8,046,815	9,003,588
Grants, Donations and/or Restricted Purpose			0	0
Capital Outlay			13,680	0
Internal Services			(14,121,859)	(15,310,037)
Expenditure Total			**$9,574,455**	**$10,038,258**
Per Capita			**$58.74**	**$61.46**

Expenditures by Division	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Administration			$193,900	$210,534
Finance			6,344,386	6,769,370
Human Resources			3,036,169	3,058,354
Information Technology			*	*
Expenditure Total			**$9,574,455**	**$10,038,258**

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

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Administration				2			2		
Finance				63	0.50		63	0.50	
Human Resources				19			19		
Information Technology				70			72		
Total				**154**	**0.50**		**156**	**0.50**	

Internal Services

Administration

Administration is responsible for the overall management of the department.

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs			$348,069	$345,714
Supplies and Services			10,653	36,773
Grants, Donations and/or Restricted Purpose			0	0
Capital Outlay			243	0
Internal Services			(165,065)	(171,953)
Expenditure Total			**$193,900**	**$210,534**
Per Capita			**$1.19**	**$1.29**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Administration				2			2		
Total				**2**			**2**		

Internal Services

Finance

The Finance division is comprised of Accounting, Risk Management, Procurement, Tax and License and Customer Services. Operational functions include all finance, accounting, purchasing, loss control, processing City sales tax and licensing revenue, issuing sales tax licenses, auditing license holders and customer service billing operations. Though the main funding source for Finance is the General Fund, funding is also provided from the Water/Wastewater and Risk Management Funds.

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs			$4,683,250	$4,755,963
Supplies and Services			1,592,471	2,282,799
Grants, Donations and/or Restricted Purpose			0	0
Capital Outlay			81	0
Internal Services			68,584	(269,392)
Expenditure Total			**$6,344,386**	**$6,769,370**
Per Capita			**$38.92**	**$41.45**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Finance				63	0.50		63	0.50	
Total				**63**	**0.50**		**63**	**0.50**	

Related Council Strategic Priority: Maintain Long-Term Financial Stability and Vitality

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Fund balance coverage - General Fund (%)	34	27	35	31
General obligation bond rating (Standard & Poor's/Moody's/Fitch)	AAA/Aa1/AAA	AAA/Aa1/AAA	AAA/Aa1/AAA	AAA/Aa1/AAA

Related Council Strategic Priority: Maintain Long-Term Financial Stability and Vitality

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Unqualified opinion from independent auditor	Yes	Yes	Yes	Yes
GFOA Certificate of Excellence	Yes	Yes	Yes	Yes

Related Council Strategic Priority: Maintain Long-Term Financial Stability and Vitality

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Compare the purchase order dispatch date/invoice date (%)	94	90	95	95

Related Council Strategic Priority: Maintain Long-Term Financial Stability and Vitality

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Claims investigated within 7 days (%)	100	100	100	100
Workers' Compensation claims	$1,189,109	$1,200,000	$1,500,000	$1,200,000
Percent change		1%	25%	0%
Subrogation recovery totals	$165,152	$200,000	$185,000	$200,000
Percent change		17%	(8%)	0%

Related Council Strategic Priority: Maintain Long-Term Financial Stability and Vitality

Goal: **To establish term contracts for at least 87% of the City's total spend thereby ensuring that items are purchased at competitive prices using reliable and competent suppliers all accomplished in compliance with the City's Procurement Code.**

Objective: **1) To procure at least 87% of total City spend through annual contracts; and 2) maintain 100% compliance with the American Bar Association Model Procurement Code**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Lower cost purchases made through annual contracts (%)	83	90	85	87
Conformity to American Bar Association Model Procurement Code (%)	100	100	100	100

Related Council Strategic Priority: Develop and Maintain Strong Community Connection and Maintain Long-Term Financial Stability and Vitality

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Monthly call center reports (average speed answered in seconds)	61	58	58	58
Monthly call center reports (abandoned call rate) (%)	1.4	<5.8	<5.8	<5.8

Related Council Strategic Priority: Maintain Long-Term Financial Stability and Vitality

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Recovery ratio	4.92	2.00	3.66	2.00
Non-protested tax audit findings (%)	99	95	98	95
Protested findings upheld (%)	100	90	100	90
Overall customer service rating	4.86	4.50	5.00	4.50

Related Council Strategic Priority: Maintain Long-Term Financial Stability and Vitality

Goal: To produce accurate and timely reports of aggregate privilege tax information

Objective: To issue sales tax revenue statistical reports within four working days of the close of monthly tax return entry

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Reports issued within four working days (%)	100	100	100	100

Related Council Strategic Priority: Maintain Long-Term Financial Stability and Vitality

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Returns entered within four business days (%)	90	100	90	100

Related Council Strategic Priority: Maintain Long-Term Financial Stability and Vitality

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Percent of average monthly non-filer (%)	7.8	<5	7.6	<5
90 to 120 receivables (%)	.51	<1	.50	<1
150 to 360 receivables (%)	.53	<.50	.50	<.50

Related Council Strategic Priority: Maintain Long-Term Financial Stability and Vitality

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Overall customer service rating	4.4	4.5	4.5	4.5

Internal Services

Human Resources

Human Resources is responsible for Administration, Classification/Compensation and Recruitment/Testing, Employee Benefits and Services, and Education and Career Counseling. The division 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.

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs			$2,921,150	$3,071,335
Supplies and Services			274,536	259,536
Grants, Donations and/or Restricted Purpose			0	0
Capital Outlay			0	0
Internal Services			(159,517)	(272,517)
Expenditure Total			**$3,036,169**	**$3,058,354**
Per Capita			**$18.63**	**$18.73**

	2013-14 Actual*			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Human Resources				19			19		
Total				**19**			**19**		

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers

Goal: **To strive to retain a stable workforce**

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

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Employee turnover rate (%)	7.5	7.0	7.5	7.5

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers and Maintain Long-Term Financial Stability and Vitality

Goal: **To minimize the escalating costs of providing employee health benefits**

Objective: **To target 80% employee participation rate in the City's Wellness Program**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Wellness program participation (%)	77	80	74	80

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Applicants per internal recruitment	13	10	14	14
Applicants per external recruitment	106	85	76	85

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers

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 75% of City of Tempe employees in the ePerformance System as demonstrated through eLog and ePlan utilization

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Employee participation (%)	65	100	45	75

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 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: Enhance Quality of Life for All Tempe Residents and Workers

Goal: To utilize learning to support the City's mission, values, strategic initiatives and develop a stable, capable workforce

Objective: To maintain a 90% knowledge, skills improvement rate among participants

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Participants who rated improved knowledge, skills and competence as a result of TLC training and development programming (%)	92	85	92	90

Internal Services

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs			$7,683,350	$8,171,695
Supplies and Services			6,169,155	6,424,480
Grants, Donations and/or Restricted Purpose			0	0
Capital Outlay			13,356	0
Internal Services			(13,865,861)	(14,596,175)
Expenditure Total			**$0**	**$0**
Per Capita*			**$85.07**	**$89.37**

* Based on total budget prior to Internal Services credit.

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Information Technology				70			72		
Total				**70**			**72**		

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Customer satisfaction (%)	N/A	95	96	95
Request Fulfillment FCRR (%)	N/A	75	63	75
Incident Management FCRR (%)	N/A	50	48	50
Close by Due Date (%)	N/A	90	92	90

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers

Goal: **To minimize system downtime**

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

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
PC to server response time during peak traffic load (milliseconds)	N/A	5	3	5

Related Council Strategic Priority: Enhance Quality of Life for All Tempe Residents and Workers

Goal: **To provide prompt computer response time**

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

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Network access availability for voice and data (%)	N/A	99.95	99.97	99.95

Tempe

Municipal Budget Office

Purpose:
To efficiently and effectively plan and allocate the City's resources.

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

Note: During FY 2014-15, the City Manager implemented a reorganization of departments, divisions and offices. As a result, the Budget Division, formerly part of the Finance and Technology Department, was reorganized into a separate office, the Municipal Budget Office. The expenditure and authorized personnel information listed below reflect this change.

FY 2015-16 Budget Highlights:
· No change in staffing levels

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs			$467,925	$478,209
Supplies and Services			11,023	17,950
Grants, Donations and/or Restricted Purpose			0	0
Capital Outlay			2,874	0
Internal Services			(224,510)	(239,153)
Expenditure Total			**$257,312**	**$257,006**
Per Capita			**$1.58**	**$1.57**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Municipal Budget Office				4			4		
Total				**4**			**4**		

Related Council Strategic Priority: Maintain Long-Term Financial Stability and Vitality and Enhance Quality of Life for all Tempe Residents and Workers

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

Objective: **To achieve a 94% or higher satisfaction with overall service provided by the Budget Office**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Overall satisfaction with service (%)	95	95	93	94

Related Council Strategic Priority: Maintain Long-Term Financial Stability and Vitality

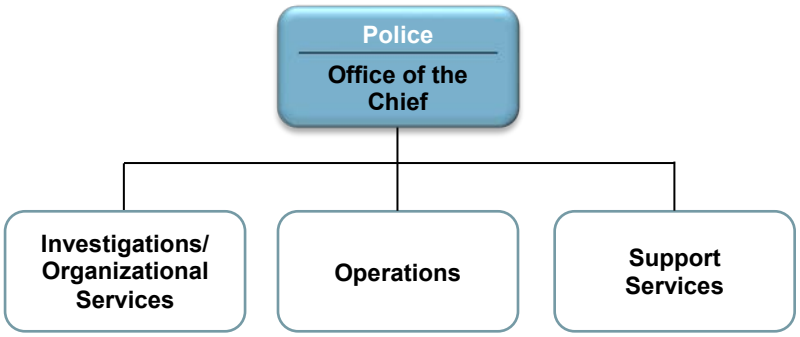
Goal: **To produce and report comprehensive, reliable and timely financial planning that addresses the City's current and future requirements**

Objective: **To achieve revenue forecast to actual variance for budget year of 3.0% for local taxes and intergovernmental revenue**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Revenue to actual variance (%)	3.6	3.0	1.5	3.0

Tempe

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, Investigations/Organizational Services, Operations, and Support 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 2015-16 Budget Highlights:
The approved amount includes the following changes:

- Authorized two part-time Community Dispatcher positions to be allocated during specific time frames and allows flexible coverage in response to special events and absences ($58,608)

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$59,525,243	$59,633,304	$58,836,344	$62,143,910
Supplies and Services	4,085,815	5,157,104	4,794,955	5,160,880
Grants, Donations and/or Restricted Purpose	4,410,476	5,159,619	5,136,925	5,462,223
Capital Outlay	25,621	0	8,570	0
Internal Services	7,266,809	9,189,479	9,027,358	9,176,269
Expenditure Total	**$75,313,964**	**$79,139,506**	**$77,804,152**	**$81,943,282**
Per Capita	**$462.97**	**$485.51**	**$477.32**	**$501.71**

Expenditures by Division	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Office of the Chief	$3,429,872	$4,054,995	$2,959,473	$2,528,516
Investigations/Organizational Services	25,030,363	26,552,883	26,049,658	28,019,677
Operations	37,722,865	39,129,697	39,298,541	41,309,556
Support Services	9,130,864	9,401,931	9,496,480	10,085,533
Total	**$75,313,964**	**$79,139,506**	**$77,804,152**	**$81,943,282**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	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		
Investigations/Organizational Services	165		1.96	164		1.96	164		1.96
Operations	225		3.29	225		3.29	229		3.29
Support Services	97		1.00	97		1.00	98		1.00
Total	**491**		**6.25**	**490**		**6.25**	**495**		**6.25**

Related Council Strategic Priority: Ensure Safe and Secure Community and Develop and Maintain Strong Community Connection

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Overall quality of local police services* (%)	81	80	80	80

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

Related Council Strategic Priority: Ensure Safe and Secure Community and Develop and Maintain Strong Community Connection

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

Objective: **To reduce residential burglaries and burglary/theft from vehicles, respectively in designated/targeted hotspots by 5%**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Part I Crime (based on calendar year information)	533	647	647	614
Percent change		21%	0%	(5%)

Related Council Strategic Priority: Ensure Safe and Secure Community and Develop and Maintain Strong Community Connection

Goal: **To ensure Tempe residents feel safe**

Objective: **To reduce traffic collisions in designated/targeted hotspots by 5%**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Traffic collisions (based on calendar year information)	147	157	157	139
Percent change		7%	0%	(11%)

Related Council Strategic Priority: Ensure Safe and Secure Community and Develop and Maintain Strong Community Connection

Goal: **To effectively respond to the Tempe community**

Objective: **To answer 9-1-1 calls in less than 10 seconds 90% of the time**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Overall calls answered in less than 10 seconds (%)	88%	90%	90%	90%>

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$2,193,793	$2,009,906	$778,288	$853,004
Supplies and Services	16,665	7,568	12,000	7,568
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	327	0	0	0
Internal Services	1,219,087	2,037,521	2,169,185	1,667,944
Expenditure Total	**$3,429,872**	**$4,054,995**	**$2,959,473**	**$2,528,516**
Per Capita	**$21.08**	**$24.88**	**$18.16**	**$15.48**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**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**		

Police

Investigations/Organizational Services

The Investigations/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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$20,639,783	$21,098,126	$20,991,413	$22,049,466
Supplies and Services	2,647,370	3,523,459	3,177,410	3,469,960
Grants, Donations and/or Restricted Purpose	200,409	228,112	264,322	290,972
Capital Outlay	367	0	551	0
Internal Services	1,542,434	1,703,186	1,615,962	2,209,279
Expenditure Total	**$25,030,363**	**$26,552,883**	**$26,049,658**	**$28,019,677**
Per Capita	**$153.87**	**$162.90**	**$159.81**	**$171.55**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Investigations/Organizational Services	165		1.96	164		1.96	164		1.96
Total	**165**		**1.96**	**164**		**1.96**	**164**		**1.96**

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$29,112,463	$29,007,454	$29,424,475	$31,351,003
Supplies and Services	368,011	394,950	402,950	394,950
Grants, Donations and/or Restricted Purpose	4,210,067	4,931,507	4,872,603	5,171,251
Capital Outlay	2,733	0	33	0
Internal Services	4,029,591	4,795,786	4,598,480	4,392,352
Expenditure Total	**$37,722,865**	**$39,129,697**	**$39,298,541**	**$41,309,556**
Per Capita	**$231.89**	**$240.06**	**$241.09**	**$253.43**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Operations	225		3.29	225		3.29	229		3.29
Total	**225**		**3.29**	**225**		**3.29**	**229**		**3.29**

Police

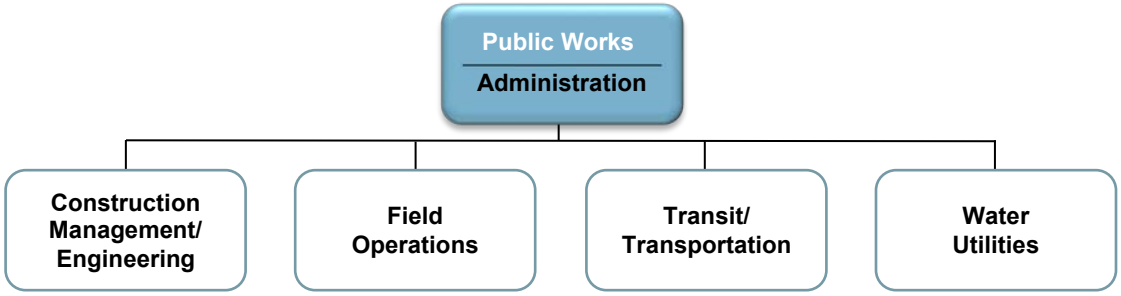
Support Services

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$7,579,204	$7,517,818	$7,642,168	$7,890,437
Supplies and Services	1,053,769	1,231,127	1,202,595	1,288,402
Grants, Donations and/or Restricted Purpose	0	0	0	0
Capital Outlay	22,193	0	7,986	0
Internal Services	475,698	652,986	643,731	906,694
Expenditure Total	**$9,130,864**	**$9,401,931**	**$9,496,480**	**$10,085,533**
Per Capita	**$56.13**	**$57.68**	**$58.26**	**$61.75**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**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	98		1.00
Total	**97**		**1.00**	**97**		**1.00**	**98**		**1.00**

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 Construction Management/ Engineering, Field Operations, Transit/Transportation and Water Utilities.

The Construction Management/Engineering division provides CIP project implementation, utility management, 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 Transit/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.

Note: During FY 2014-15, the City Manager implemented a reorganization of departments, divisions and offices. As a result, the Engineering functions related to private development were reorganized under the Community Development Department. The expenditure and authorized personnel information listed below reflect this change.

FY 2015-16 Budget Highlights:
The approved amount includes the following authorized changes:

- Authorized funding for Skate Park Repairs to three skate parks ($25,000)
- Authorized three permanent full-time employees to provide additional staff to deliver projects and improve delivery metrics; current staffing levels are insufficient to deliver the City's CIP program; offset by two positions in W/WW (Water/Waste Water) ($220,695) and .5 position in transit ($46,309) with an additional $46,309 from the General Fund ($313,313)
- Authorized funding transfer for Administrative Assistant II, which provides for changing the funding source from %100 W/WW to an even split between HURF, Solid Waste, Transit, and W/WW ($68,865)
- Authorized continuation of Urban Forest Management Study to implement Phase 2 of the study being conducted in partnership with Arizona State University Sustainability Solutions Initiatives (ASU SSI); funded with $5,800 each from the General and HURF funds, with a $2,800 contribution each from the Solid Waste, Transit and W/WW funds ($20,000)
- Authorized Golf Fund funding for Contracted Services to continue monitoring and rightsizing the cost of labor at the golf courses to achieve long-term financial sustainability; this funding will reduce the number of three full-time benefitted employees through attrition and transfers; offset by three position reductions ($0)
- Authorized HURF fund funding for a developmental agreement with a billboard company to landscape and maintain the area located on the southwest corner of Kyrene and Elliot; offset by revenue in assigned fund balance ($25,000)
- Authorized HURF fund funding to provide for reimbursement to ASU for the reconstruction of Forest Ave. at the intersection of 6th and 7th Streets; with construction of the College Avenue Commons building, Transportation staff identified the need to have Forest Avenue operate as a detour route during special events, which closed College and other points of access; ASU agreed to fund the initial reconstruction with the understanding that repairs are the City's responsibility ($100,000)
- Authorized Transit Fund funding to replace Police K9 "Ares"($12,000)
- Authorized Water Fund funding for one full-time Water Utilities Business Liaison to support and serve Tempe's commercial, industrial and educational customer; offset by violation forfeited fine and revenue budget reductions ($42,387)

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$39,701,802	$41,429,319	$37,081,888	$40,599,605
Supplies and Services	75,148,865	87,408,688	82,901,598	89,816,235
Grants, Donations and/or Restricted Purpose	0	10,860	166,930	204,000
Capital Outlay	4,836,748	7,159,214	4,944,515	8,860,359
Internal Services	3,981,719	4,279,749	4,729,973	5,075,550
Transfers	(318,945)	(410,452)	(348,336)	(529,826)
Expenditure Total	**$123,350,189**	**$139,877,378**	**$129,476,568**	**$144,025,923**
Per Capita	**$758.25**	**$858.13**	**$794.33**	**$881.82**

Expenditures by Division	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Administration	$1,106,715	$926,699	$759,839	$619,570
Construction Management/Engineering	2,700,695	2,449,023	1,975,943	2,142,726
Field Operations	34,718,957	37,369,006	33,997,990	38,626,434
Transit/Transportation	52,993,307	58,997,371	58,266,117	60,750,468
Water Utilities	31,830,515	40,135,279	34,476,679	41,886,725
Expenditure Total	**$123,350,189**	**$139,877,378**	**$129,476,568**	**$144,025,923**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	5	0.75	0.49	5	0.75	0.49	6	0.75	0.49
Construction Management/Engineering	30			27		0.50	28		0.50
Field Operations	212	1.50	22.12	219	1.50	13.95	216	1.50	13.95
Transit/Transportation	71	1.00	1.00	65	1.00	1.00	66	1.00	1.00
Water Utilities	141		0.49	132		0.49	134		0.49
Total	**459**	**3.25**	**24.10**	**448**	**3.25**	**16.43**	**450**	**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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$1,489,598	$1,327,561	$838,301	$890,330
Supplies and Services	33,964	69,406	202,525	98,698
Grants, Donations and/or Restricted Purpose	0	10,860	166,930	204,000
Capital Outlay	1,391	0	287	0
Internal Services	(418,238)	(481,128)	(448,204)	(573,458)
Expenditure Total	**$1,106,715**	**$926,699**	**$759,839**	**$619,570**
Per Capita	**$6.80**	**$5.69**	**$4.66**	**$3.79**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	5	0.75	0.49	5	0.75	0.49	5	0.75	0.49
Total	**5**	**0.75**	**0.49**	**5**	**0.75**	**0.49**	**5**	**0.75**	**0.49**

Related Council Strategic Priority: Implement Sustainable Growth and Development Strategies

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 5% reduction in FY 2015-16 and total 15% reduction in energy usage from baseline year 2013 in buildings citywide by 2025; and 3) develop solar power projects at City facilities with little or no out of pocket costs that will save $1.3 million in electric bills by 2034**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Reduction in energy usage in energy audit buildings (%)	22	20	20	20
Reduction in energy usage in buildings city wide (%)	0	1	5	5
Reduction in carbon emissions in energy audit buildings (metric tons)	2,190	2,190	2,190	2,190
Renewable energy / solar power generated in city facilities (kWh generated)	597,000	1,820,000	1,700,000	3,100,000
Reduction in electricity costs with solar generation ($)	7,660	26,075	23,274	26,000

Related Council Strategic Priority: Enhance Quality of Life for all Tempe Residents and Workers

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Rate of workers compensation injury and illness cases per 100 full time employees	12.1	9.0	9.5	8.5
Dollars paid in third party claims resulting from employee accidents	$147,780	$81,300	$101,900	$94,500

Public Works

Construction Management/Engineering

The Public Works Director has overall responsibility for providing the leadership, management, and administrative support for the Public Works Department. The division is responsible for providing high quality community services necessary to build and maintain the infrastructure of the City of Tempe including CIP project implementation, utility management, project design and construction management.

Expenditures by Type	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$2,589,846	$3,329,674	$2,858,247	$3,134,157
Supplies and Services	781,416	536,323	507,223	514,772
Capital Outlay	275	1,400	3,319	1,800
Internal Services	(670,842)	(1,418,374)	(1,392,846)	(1,508,003)
Expenditure Total	**$2,700,695**	**$2,449,023**	**$1,975,943**	**$2,142,726**
Per Capita	**$16.60**	**$15.02**	**$12.12**	**$13.12**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**	**Full Time**	**Perm FTE**	**Temp FTE**
Construction Management/Engineering	30			27		0.50	28		0.50
Total	**30**			**27**		**0.50**	**28**		**0.50**

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$15,431,073	$17,014,669	$15,369,606	$16,768,772
Supplies and Services	18,146,338	18,513,585	18,554,682	18,456,544
Capital Outlay	3,693,938	5,675,066	3,359,182	7,014,199
Internal Services	(2,233,447)	(3,423,862)	(2,937,144)	(3,226,682)
Transfers	(318,945)	(410,452)	(348,336)	(386,399)
Expenditure Total	**$34,718,957**	**$37,369,006**	**$33,997,990**	**$38,626,434**
Per Capita	**$213.42**	**$229.25**	**$208.57**	**$236.50**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Field Operations	212	1.50	22.12	219	1.50	13.95	216	1.50	13.95
Total	**212**	**1.50**	**22.12**	**219**	**1.50**	**13.95**	**216**	**1.50**	**13.95**

Related Council Strategic Priority: Develop and Maintain Strong Community Connection, Maintain Long-Term Financial Stability and Vitality and Implement Sustainable Growth and Development Strategies

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) reduce residential contained missed collection by 13% 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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Residential contained/recycling cost per ton ($)	136	140	136	140
Residential contained solid waste tons per capita (1,000)	282	291	279	280
Residential contained missed collection calls	N/A	486	1,155	1,000
Percent missed	-	-	138%	13%
Resident satisfaction with residential trash collection services* (%)	82	90	85	90
Resident satisfaction with bulk item pick up/removal services* (%)	61	85	70	85
Resident satisfaction with recycling services* (%)	82	90	85	90

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

Related Council Strategic Priority: Develop and Maintain Strong Community Connection

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Scheduled maintenance completed within a year (%)	65	80	40	80
Facility condition index at 6% or lower (%)	4.57	<6	4.57	4.57
Internal satisfaction rate (%) (facility condition, interaction and response time)	74	80	63	80

Related Council Strategic Priority: Enhance Quality of Life for all Tempe Residents and Workers and Develop and Maintain Strong Community Connection

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Resident satisfaction with the quality of City parks* (%)	87	85	85	80
Resident satisfaction with the quality of neighborhood parks* (%)	76	80	80	80
Resident satisfaction with the City's golf courses* (%)	65	70	70	80
Resident satisfaction with the City's outdoor athletic fields* (%)	72	80	80	80
Acres of developed park lands maintained per FTE**	18	18	18	18
O&M cost recovered through revenue (Golf Fund) (%)	96	100	100	100
Total volunteer hours	9,782	12,000	5,900	6,000
Condition rating of 5 or less (%)	42	55	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 Long-Term Financial Stability and Vitality

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Cost per mile (maintenance and repair, fuel and capital cost):				
Police patrol sedans	$0.55	$0.50	$0.81	$0.75
Police patrol SUV	$0.54	N/A	$0.52	$0.55
Light duty trucks	$0.49	$0.45	$0.51	$0.50
Solid waste trucks	$3.16	$3.00	$4.47	$3.50

Related Council Strategic Priority: Maintain Long-Term Financial Stability and Vitality

Goal: **To utilize personnel resources in an efficient and effective manner**

Objective: **To maximize utilization of fleet mechanic time at a target of 75% productivity (industry standard is 70%)**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Mechanic utilization rate (%)	78	70	79	75

Related Council Strategic Priority: Maintain Long-Term Financial Stability and Vitality

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	2013-14 Actual	get	2014-15 Revised	2015-16 Budget
Preventative maintenance compliance rate (%)	92	95	94	95

Public Works

Transit/Transportation

The Transit/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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$6,767,012	$6,774,410	$6,117,586	$6,639,920
Supplies and Services	42,878,078	47,449,902	47,376,118	48,895,775
Capital Outlay	394,973	850,557	884,793	905,097
Internal Services	2,953,244	3,922,502	3,887,620	4,309,676
Expenditure Total	**$52,993,307**	**$58,997,371**	**$58,266,117**	**$60,750,468**
Per Capita	**$325.76**	**$361.94**	**$357.46**	**$371.95**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Transit/Transportation	71	1.00	1.00	65	1.00	1.00	66	1.00	1.00
Total	**71**	**1.00**	**1.00**	**65**	**1.00**	**1.00**	**66**	**1.00**	**1.00**

Related Council Strategic Priority: Develop and Maintain Strong Community Connection

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 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: Ensure Safe and Secure Community

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 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: Develop and Maintain Strong Community Connection

Goal: **To meet environmental, storm water, and air quality requirements**

Objective: **To attain an 80% resident satisfaction rate with the cleanliness of City streets**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 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: Develop and Maintain Strong Community Connection

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 a 75% resident satisfaction rate with the condition of neighborhood streets; and 3) attain a 75% resident satisfaction rate with the overall condition of City streets**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Average Pavement Quality Index (PQI)	50	70	52	70
Resident satisfaction with the condition of neighborhood streets* (%)	73	86	75	75
Resident satisfaction with overall condition of City streets* (%)	73	80	75	75

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

Related Council Strategic Priority: Develop and Maintain Strong Community Connection

Goal: **To provide well-maintained and visible street signs**

Objective: **To attain an 85% resident satisfaction rate with the condition and clarity of street signs**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Resident satisfaction with overall condition and clarity of street signs* (%)	83	80	83	85

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

Related Council Strategic Priority: Develop and Maintain Strong Community Connection

Goal: **To plan, operate and maintain a safe, efficient and reliable transportation system that supports all modes of travel**

Objective: **To attain a 65% resident satisfaction rate with the management of traffic flow**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Resident satisfaction with management of traffic flow (%)	65	65	65	65

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

Related Council Strategic Priority: Implement Sustainable Growth and Development Strategies

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Boardings per mile – Local Bus (≥ 2.0)	1.9	2.0	1.8	1.8
Boardings per mile – Circulator Bus (≥ 2.2)	2.0	2.2	1.6	1.3
Boardings per mile – Express Bus (≥ 1.0)	0.8	1.0	0.8	0.9
Boardings per mile – Metro Light Rail (≥ 4.5)	5.8	6.0	5.7	5.7
Boardings per trip – Dial-A-Ride (≥ 1.08)	1.10	1.12	1.11	1.11
Subsidy per boarding – Local Bus ($)	1.59	2.58	1.75	2.00
Subsidy per boarding – Metro Light Rail ($)	1.00	1.27	1.29	1.42
Subsidy per boarding – Dial-A-Ride ($)	20.81	22.00	19.76	20.93

Related Council Strategic Priority: Implement Sustainable Growth and Development Strategies and Develop and Maintain Strong Community Connection

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 70 or higher and exceed 10.6 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 85% as indicated in the annual Community Attitude Survey**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Boardings per capita	72	75	68	70
Total Ridership	11,930,666	12,334,004	11,241,539	10,600,000
Local Bus Boardings	4,984,919	5,141,290	4,769,663	4,600,000
Circulator Bus Boardings	2,877,491	3,043,864	2,393,208	2,000,000
Express Bus Boardings	35,554	36,145	34,746	34,000
Metro Light Rail Boardings	4,032,702	4,118,621	4,053,073	4,100,000
Dial-A-Ride Boardings	41254	42,800	39500	43800
Resident satisfaction with quality of local transit service* (%)	78	80	80	80
Resident satisfaction with quality of walking and biking paths* (%)	75	80	80	85

*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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Personnel Costs	$13,424,273	$12,983,005	$11,898,148	$13,166,426
Supplies and Services	13,309,069	20,839,472	16,261,050	21,850,446
Capital Outlay	746,171	632,191	696,934	939,263
Internal Services	4,351,002	5,680,611	5,620,547	6,074,017
Transfers	0	0	0	(143,427)
Expenditure Total	**$31,830,515**	**$40,135,279**	**$34,476,679**	**$41,886,725**
Per Capita	**$195.67**	**$246.23**	**$211.51**	**$256.46**

	2013-14 Actual			2014-15 Revised			2015-16 Budget		
Authorized Personnel	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Water Utilities	141		0.49	132		0.49	134		0.49
Total	**141**		**0.49**	**132**		**0.49**	**134**		**0.49**

Related Council Strategic Priority: Develop and Maintain Strong Community Connection

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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Overall resident satisfaction with water service* (%)	80	85	79	85
Taste and odor complaints (%)	<1	<1	<1	<1
Hardness complaints (%)	<1	<1	<1	<1
Other complaints	26	<5	21	<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: Develop and Maintain Strong Community Connection

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

Objective: **To maintain reliability index at 99% or above**

Performance Measure	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
Reliability of service	99.9%	99.9%	99.9%	99.9%

Tempe

Capital Improvements Program Budget Contents

Capital Improvements Program Overview 160
2015-16 CIP Process 161
Capital Budget Strategic Priorities 162
Fiscal Years 2015-16 through 2019-20 Capital Improvements Program Summary 163
Fiscal Years 2015-16 through 2019-20 Capital Improvements Program Source of Funds Summary 164
CIP Impact on the Operating Budget 165
CIP – Significant Nonrecurring Projects 166
Capital Improvements Project Map 169
Capital Improvements Program Financing 170
Long-Term Debt and Bond Authorization Summary 171
Legal Bonded Debt Limits 172
Capital Budget, Debt Service and Property Tax Rate – Ten-Year Historical Trends 173
Fiscal Year 2015-16 Debt Service Appropriations 174
Capital Budget, Debt and Property Tax Levy Policy Statements 174
Fiscal Years 2015-16 through 2019-20 Capital Improvements Program Project Listing and Descriptions 176
Enterprise Program - Fiscal Years 2015-16 through 2019-20 177
- Water Program CIP Projects 178
- Wastewater Program CIP Projects 191
- Golf Program CIP Projects 194

Special Purpose Program 196
- Transit CIP Projects 197

General Purpose Program - Fiscal Years 2015-16 through 2019-20 212
- Police Protection Program CIP Projects 213
- Fire Protection Program CIP Projects 223
- Storm Drains Program CIP Projects 229
- Park Improvements / Recreation Program CIP Projects 232
- General Governmental Program CIP Projects 249

Transportation Program - Fiscal Years 2015-16 through 2019-20 269
- Transportation and R.O.W. Improvements Program CIP Projects 270
- Traffic Signals and Street Lighting Program CIP Projects 277

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:

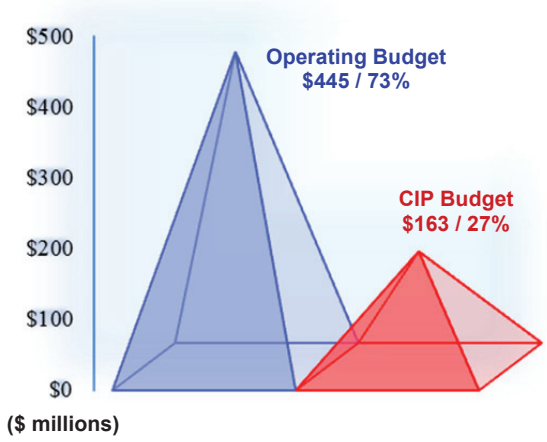
- Construction of new facilities
- Remodeling, expansion, and maintenance of existing facilities
- Purchase, improvement, or development of land
- Operating equipment and machinery for existing and new facilities
- Planning and engineering costs related to specific capital improvements
- Street resurfacing, 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) 2015-16 totals $608 million, and of this amount, $162.8 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 $50.8 million and includes water, wastewater and golf projects accounting for 31% of the total capital budget in FY 2015-16. The Special Purpose program includes transit projects, and totals $31.3 million, or 19%, of funded projects in FY 2015-16. The General Purpose program includes police protection, fire protection, storm drains, parks and general governmental projects and totals $69.6 million or 43% of the capital budget. The Transportation program includes lighting and traffic signal projects, and street and sidewalk renovation and construction projects. Transportation program funding totals $11 million.

FY 2015-16 Total Financial Program	
Operating Budget	$444.7
Capital Budget	$162.8
Total ($ millions)	**$607.5**



Comparison of FY 2014-15 and FY 2015-16 Capital Budgets

Capital Program	FY 2014-15 Budget	FY 2015-16 Budget
Enterprise		
Water	$ 32,259,400	$ 37,220,622
Wastewater	8,844,287	11,240,338
Golf	2,700,000	2,356,023
Special Purpose		
Transit	27,380,381	31,312,428
General Purpose		
Police	3,487,063	5,723,298
Fire	4,082,186	3,195,080
Storm Drains	782,591	944,392
Park Improvements	51,026,321	50,088,500
General Governmental	9,347,558	9,632,369
Transportation		
Transportation and R.O.W	7,877,198	8,493,360
Traffic Signals / Street Lighting	2,651,481	2,623,362
Total	**$ 150,438,466**	**$ 162,829,772**

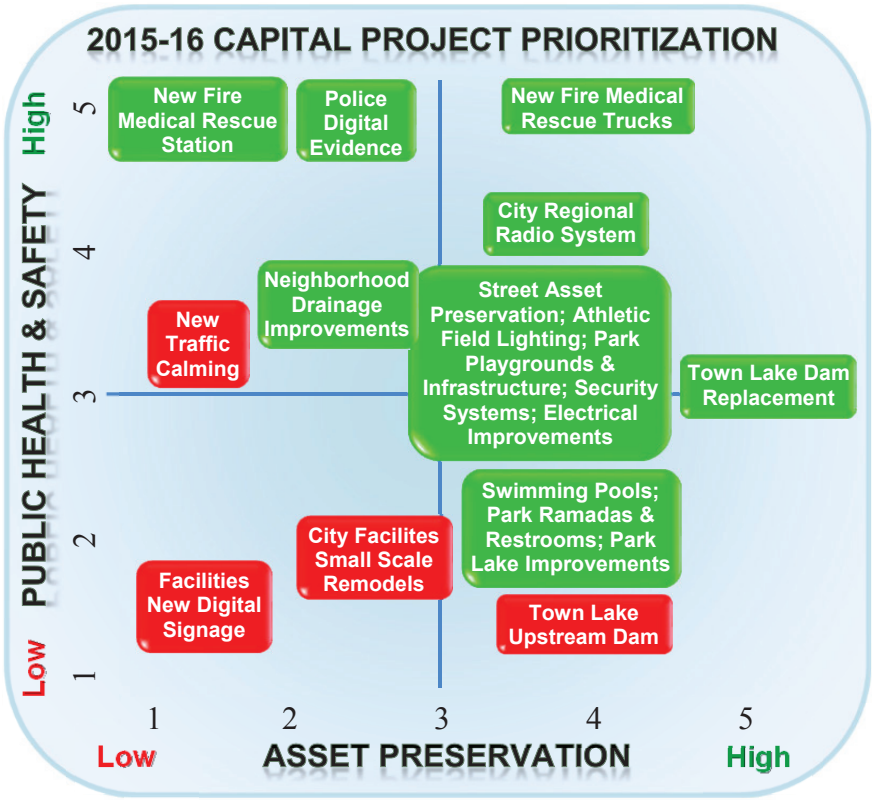
2015-16 CIP Process

Early November 2014 City department heads, capital project managers, and Municipal Budget Office (MBO) staff launched the 2015-16 CIP process with a meeting to review the capital budget calendar and estimated availability of funds. MBO staff provided guidance regarding the information CIP project managers should provide to substantiate requests for FY 2015-16 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, MBO 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; 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 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).



The diagram above illustrates how the general purpose G.O. bond funded projects requested in the FY 2015-16 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 2015-16 adopted five year CIP; projects in red categories were considered relatively lower priorities and fell just outside of the G.O. bond funding range.

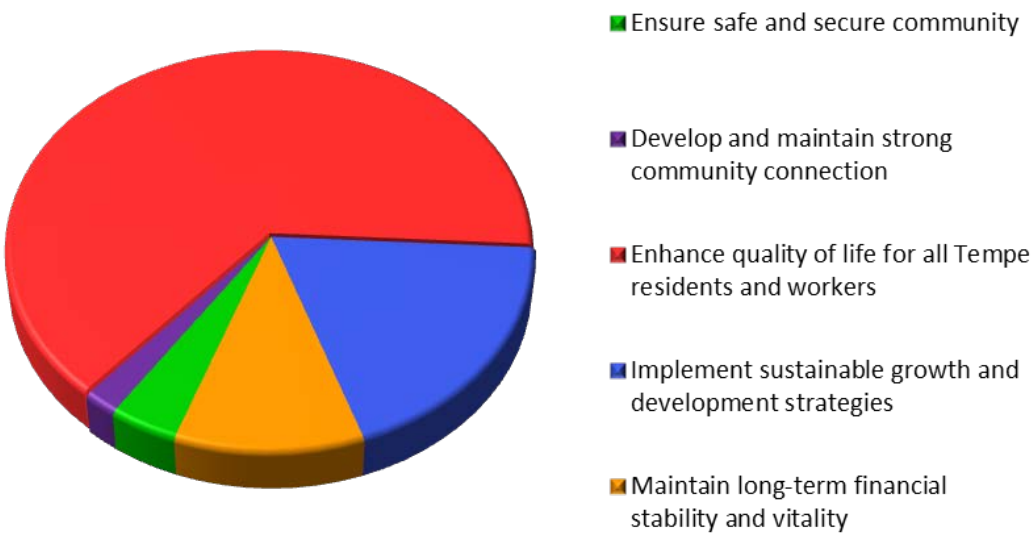
It is important to note transit and water / wastewater projects were also evaluated for necessity based on adherence to the City's asset management practices, and the degree to which they addressed public health and safety concerns; however they were not subjected to a rigorous prioritization process because total project costs fell within the funding levels available to the respective program areas. This is in large part by design since funding availability for these areas is measured by the Municipal Budget Office and Transit and Water / Wastewater fund managers who work closely with the project managers.

Finally, during three City Council Work Study Sessions held between February and April 2015, 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, staff 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 11th a balanced final five year capital program was presented for Council adoption.

Capital Budget Strategic Priorities

At their annual retreat, the City Council identified the five strategic priorities listed below to guide The City of Tempe's operational strategies for fiscal year 2015-16. The diagram below displays how the capital expenditures included in the adopted FY 2015-16 capital budget are aligned with the City Council's strategic priorities.

1. Ensure safe and secure community
2. Develop and maintain strong community connection
3. Enhance quality of life for all Tempe residents and workers
4. Implement sustainable growth and development strategies
5. Maintain long-term financial stability and vitality



Approximately 65%, or $107 million, of the 2015-16 capital budget maintains and enhances the quality of life in Tempe by focusing on existing core infrastructure through preventative and ongoing asset maintenance and replacement projects. These projects span all capital program areas, but are primarily represented by water, streets, parks, and City facility capital projects.

The City's priority to implement sustainable growth and development strategies is evident in the many projects included in the transit and traffic signals capital programs. Approximately $22 million is budgeted for projects which expand multimodal public transit options, and projects that will improve technology that monitors traffic congestion.

The majority of projects within the 2015-16 police and fire protection capital programs directly support the City's commitment to a safe and secure community through capital spending for public safety operations. These projects approximate $6.6 million.

While the construction of the new Tempe Town Lake dam, which will complete in 2015-16, contributes significantly to the City's quality of life strategic priority, it also contributes greatly to the City's long term financial stability and vitality since lakeshore property is a very desirable location for new job creating retail development. The lake also serves as a regional attraction which supports Tempe's base economy.

The capital budget also invests approximately $600,000 in projects that promote the City's ability to enhance transparency and communication with its residents; which serves to strengthen the City's community connection. These projects include continued investment in the City's 311 call center, new online records management and reporting software, and a public safety memorial.

Fiscal Years 2015-16 through 2019-20
Capital Improvements Program Summary

Program	Capital Budget Re-appropriations	New 2015-16 Capital Budget Appropriations	Total 2015-16 Capital Budget Appropriations	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
Enterprise Program								
Water	19,723,952	17,496,670	37,220,622	21,514,558	19,499,505	21,385,305	23,899,305	123,519,295
Wastewater	6,757,002	4,483,336	11,240,338	9,047,758	8,845,636	10,637,078	11,536,321	51,307,131
Golf	2,356,023	-	2,356,023	-	-	-	-	2,356,023
Total Enterprise	**28,836,977**	**21,980,006**	**50,816,983**	**30,562,316**	**28,345,141**	**32,022,383**	**35,435,626**	**177,182,449**
Special Purpose Program								
Transit	19,830,542	11,481,886	31,312,428	7,574,507	6,980,173	2,478,142	2,509,726	50,854,976
Total Special Purpose	**19,830,542**	**11,481,886**	**31,312,428**	**7,574,507**	**6,980,173**	**2,478,142**	**2,509,726**	**50,854,976**
General Purpose Program								
Police Protection	1,048,650	4,674,648	5,723,298	4,191,068	2,091,600	5,992,584	2,711,513	20,710,063
Fire Protection	1,547,707	1,647,373	3,195,080	1,563,500	1,305,000	878,000	6,777,600	13,719,180
Storm Drains	644,392	300,000	944,392	300,000	2,970,000	800,000	3,980,000	8,994,392
Park Improvements	35,601,559	14,486,941	50,088,500	5,899,596	8,100,163	3,198,251	2,369,413	69,655,923
General Governmental	5,460,054	4,172,315	9,632,369	6,592,768	3,721,783	2,816,760	2,642,863	25,406,543
Total General Purpose	**44,302,362**	**25,281,277**	**69,583,639**	**18,546,932**	**18,188,546**	**13,685,595**	**18,481,389**	**138,486,101**
Transportation								
Transportation and R.O.W.	2,011,588	6,481,772	8,493,360	9,271,346	11,412,041	6,695,703	7,284,263	43,156,713
Traffic Signals/Street Lighting	351,213	2,272,149	2,623,362	2,393,081	1,791,028	850,000	850,000	8,507,471
Total Transportation	**2,362,801**	**8,753,921**	**11,116,722**	**11,664,427**	**13,203,069**	**7,545,703**	**8,134,263**	**51,664,184**
TOTAL CAPITAL PROGRAM	**95,332,682**	**67,497,090**	**162,829,772**	**68,348,182**	**66,716,929**	**55,731,823**	**64,561,004**	**418,187,710**

Fiscal Years 2015-16 through 2019-20
Capital Improvements Program Source of Funds Summary

Program	Capital Budget Re-appropriations	New 2015-16 Capital Budget Appropriations	Total 2015-16 Capital Budget Appropriations	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
Enterprise Supported								
Water / Wastewater Bonds	23,672,739	21,718,221	45,390,960	27,444,558	27,518,936	31,196,178	34,609,421	166,160,053
Water / Wastewater Fund	-	-	-	3,117,758	826,205	826,205	826,205	5,596,373
Capital Projects Fund Balance	950,000	120,000	1,070,000	-	-	-	-	1,070,000
Development Fees	1,858,215	141,785	2,000,000	-	-	-	-	2,000,000
Water / Wastewater Fund - Loan	2,356,023	-	2,356,023	-	-	-	-	2,356,023
Total Enterprise Supported	**28,836,977**	**21,980,006**	**50,816,983**	**30,562,316**	**28,345,141**	**32,022,383**	**35,435,626**	**177,182,449**
Special Purpose								
Transit								
Transit Tax	9,954,058	6,451,915	16,405,973	4,720,801	5,030,173	2,478,142	2,509,726	31,144,815
Federal Grants	9,171,484	5,029,971	14,201,455	2,853,706	1,950,000	-	-	19,005,161
MAG - Safety Funds	705,000	-	705,000	-	-	-	-	705,000
Total Transit	19,830,542	11,481,886	31,312,428	7,574,507	6,980,173	2,478,142	2,509,726	50,854,976
Total Special Purpose	**19,830,542**	**11,481,886**	**31,312,428**	**7,574,507**	**6,980,173**	**2,478,142**	**2,509,726**	**50,854,976**
General Purpose								
General Obligation Bonds	40,096,475	11,751,323	51,847,798	5,656,225	2,272,500	800,000	-	60,576,523
G.O. Bonds Election Required	-	-	-	12,182,853	13,429,024	12,627,942	16,255,556	54,495,375
Capital Projects Fund Balance	3,322,154	-	3,322,154	-	-	-	-	3,322,154
Capital Improvements Reserve	-	3,239,254	3,239,254	27,350	16,700	2,200	-	3,285,504
Debt Service Fund	-	2,000,000	2,000,000	-	-	-	-	2,000,000
Municipal Arts Fund	569,733	684,400	1,254,133	-	-	-	-	1,254,133
Performing Arts Fund	100,000	257,650	357,650	210,951	291,367	-	-	859,968
Solid Waste Fund	177,000	102,120	279,120	141,667	53,731	54,447	55,193	584,158
Transit Tax	30,000	23,710	53,710	23,710	-	-	12,320	89,740
Water / Wastewater Fund	7,000	500,320	507,320	256,676	75,224	153,506	120,820	1,113,546
Cash	-	6,000,000	6,000,000	-	-	-	-	6,000,000
County Flood Control District	-	-	-	-	2,002,500	-	1,990,000	3,992,500
Diablo Stadium Revenue	-	47,500	47,500	47,500	47,500	47,500	47,500	237,500
Grants	-	500,000	500,000	-	-	-	-	500,000
Private Donations	-	175,000	175,000	-	-	-	-	175,000
Total General Purpose	**44,302,362**	**25,281,277**	**69,583,639**	**18,546,932**	**18,188,546**	**13,685,595**	**18,481,389**	**138,486,101**
Transportation								
General Obligation Bonds	1,085,325	4,119,854	5,205,179	7,630,801	6,962,041	7,245,703	-	27,043,724
G.O. Bonds Election Required	-	-	-	-	-	-	7,834,263	7,834,263
Capital Projects Fund Balance	249,756	3,317,595	3,567,351	-	53,639	-	-	3,620,990
Highway User Revenue Fund	-	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
Developer Assistance	-	180,000	180,000	-	-	-	-	180,000
Federal Grants	1,027,720	836,472	1,864,192	3,733,626	5,887,389	-	-	11,485,207
Total Transportation	**2,362,801**	**8,753,921**	**11,116,722**	**11,664,427**	**13,203,069**	**7,545,703**	**8,134,263**	**51,664,184**
TOTAL CAPITAL PROGRAM	**95,332,682**	**67,497,090**	**162,829,772**	**68,348,182**	**66,716,929**	**55,731,823**	**64,561,004**	**418,187,710**

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. Occasionally, CIP projects also 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 2015-16 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 Budget Impacts: FYs 2015-16 to FY 2019-20

Capital Projects by Fund	Cost Category	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
General Fund						
Contract Management System	Software Maintenance	$ -	$ 12,000	$ -	$ -	$ -
Digital Evidence System	Wages (through FY 2016-17 only)	46,532	-	-	-	-
	Software Maintenance & Storage	67,275	141,150	-	-	-
Electronic Records Management and Reporting	Software Maintenance	46,000	-	-	-	-
Fire Medical Rescue Station #7	Personnel	-	-	-	34,265	
	Materials, Fees and Services	-	-	-	54,463	
Fuel Tank Replacements	Materials and Supplies	-	3,500	-	-	-
Security Systems Replacement-Citywide	Contracted Services	25,000	-	-	-	-
General Fund Total		**184,807**	**156,650**	**-**	**88,728**	**-**
RICO Fund						
Digital Evidence System	Software Maintenance & Storage	100,000	-	-	-	-
Transit Fund						
Alameda Drive & I-10 Bicycle / Pedestrian Bridge	Landscape & Lighting Maintenance	-	-	-	6,500	-
Creamery Branch Rail Path	Landscape & Lighting Maintenance	-	23,000	-	-	-
Highline Canal Path (Baseline - Knox Road)	Landscape & Lighting Maintenance	-	-	-	40,000	-
Rio Salado S. Bank Path Underpass at McClintock Dr.	Landscape & Lighting Maintenance	-	-	-	750	-
Tempe / Phoenix Bike Share	Contracted Services	100,000	-	-	-	-
US Army Corps Match Money	Landscape Maintenance	15,000	-	-	-	-
Transit Fund Total		**115,000**	**23,000**	**-**	**47,250**	**-**
Water / Wastewater Fund						
Automated Meter Reading Systems	Software Maintenance & Storage	-	-	15,000	-	-
Town Lake Dam Replacement	Personnel	57,402	-	-	-	-
Water / Wastewater Fund Total		**57,402**	**-**	**15,000**	**-**	**-**
City of Tempe Total		**$ 399,807**	**$ 179,650**	**$ 15,000**	**$ 135,978**	**$ -**

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:	07/01/2011	**Sub Program:**	Park Improvements / Recreation
Estimated Completion Date:	12/31/2015	**Managing Department:**	Public Works / Engineering

*Artists rendition of new steel-gate dam when complete. Click **HERE TO SEE a VIDEO** of the future Tempe Town Lake dam in operation.*

Project Description and Benefit

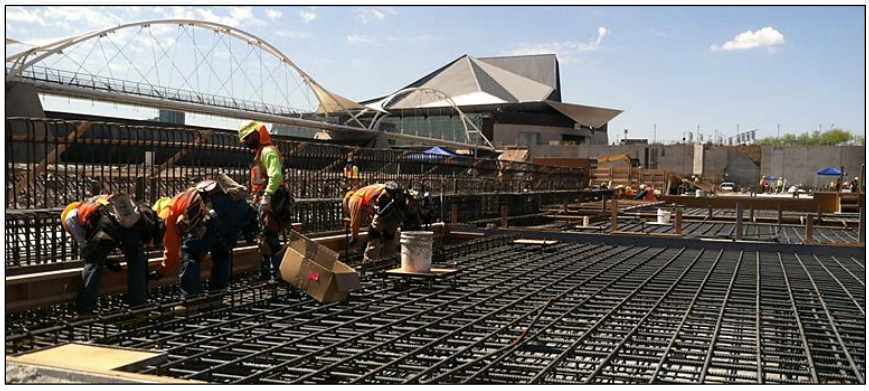
Tempe Town Lake is a major element of the City’s identity, and residents enjoy the many activities and events that take place around the lake throughout the year. Replacement of the lake’s dam(s) represents a major investment in the sustainability of this important attraction and ensures the lake will remain a pleasant and safe leisure opportunity destination for residents into the future.

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. In September 2013, City Council approved the contract to design and fabricate steel gate assemblies and provide associated control and operating equipment. In November 2013, the City Council approved the contract for construction of the dam, and construction began in the first half of 2014 with partial design and permits.

Funding Source(s)	2015-16	2016-17	2017-18	2018-19	2019-20	Total 5-Year
Capital Improvements Reserve	2,700,000	-	-	-	-	2,700,000
Debt Service Fund	2,000,000	-	-	-	-	2,000,000
General Obligation Bonds	31,408,442	-	-	-	-	31,408,442
Project Total	36,108,442	-	-	-	-	36,108,442

New Operating and Maintenance Budget Impact

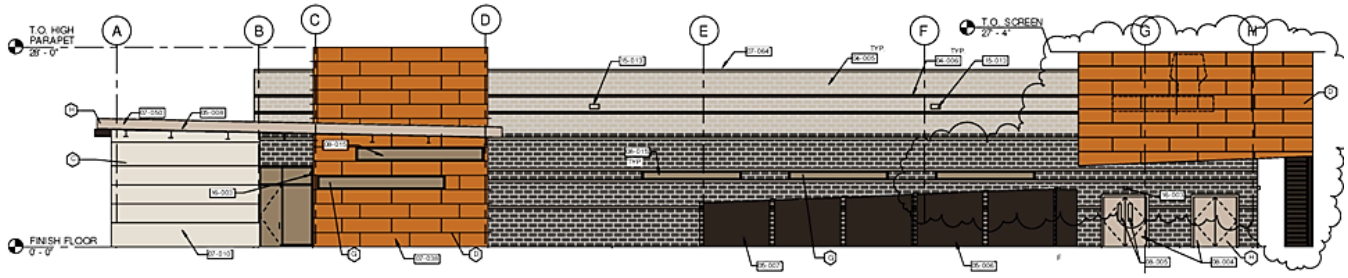
Once complete, new annual costs for operation, maintenance and monitoring are estimated to be $430,000; however, the majority of these costs will be paid by the Rio Salado Community Facilities District which was formed to address the operations and maintenance of the lake by assessing annual fees to property owners within a close proximity of the lake. The City of Tempe's share of these annual costs will approximate $57,400 which represents half of the annual amount to fund a new Field Sites Manager position to oversee the lake and dam operations.



Town Lake dam under construction

Environmental Laboratory Facility

Project Number:	3203499	**Program:**	Enterprise
Start Date:	Ongoing	**Sub Program:**	Water
Estimated Completion Date:	10/30/2015	**Managing Department:**	Public Works / Water Utilities



From laboratory architectural plans

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, wastewater, and storm water as required under federal and state laws, and to ensure the safest possible water supply. Design plans and specifications are completed, building permits for the project have been obtained and construction phase contracts awarded. Construction is expected to be complete prior to the end of Calendar Year 2015.

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.

Funding Source(s)	2015-16	2016-17	2017-18	2018-19	2019-20	Total 5-Year
Water / Wastewater Bonds	6,250,000	-	-	-	-	6,250,000

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.

Lab during construction

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

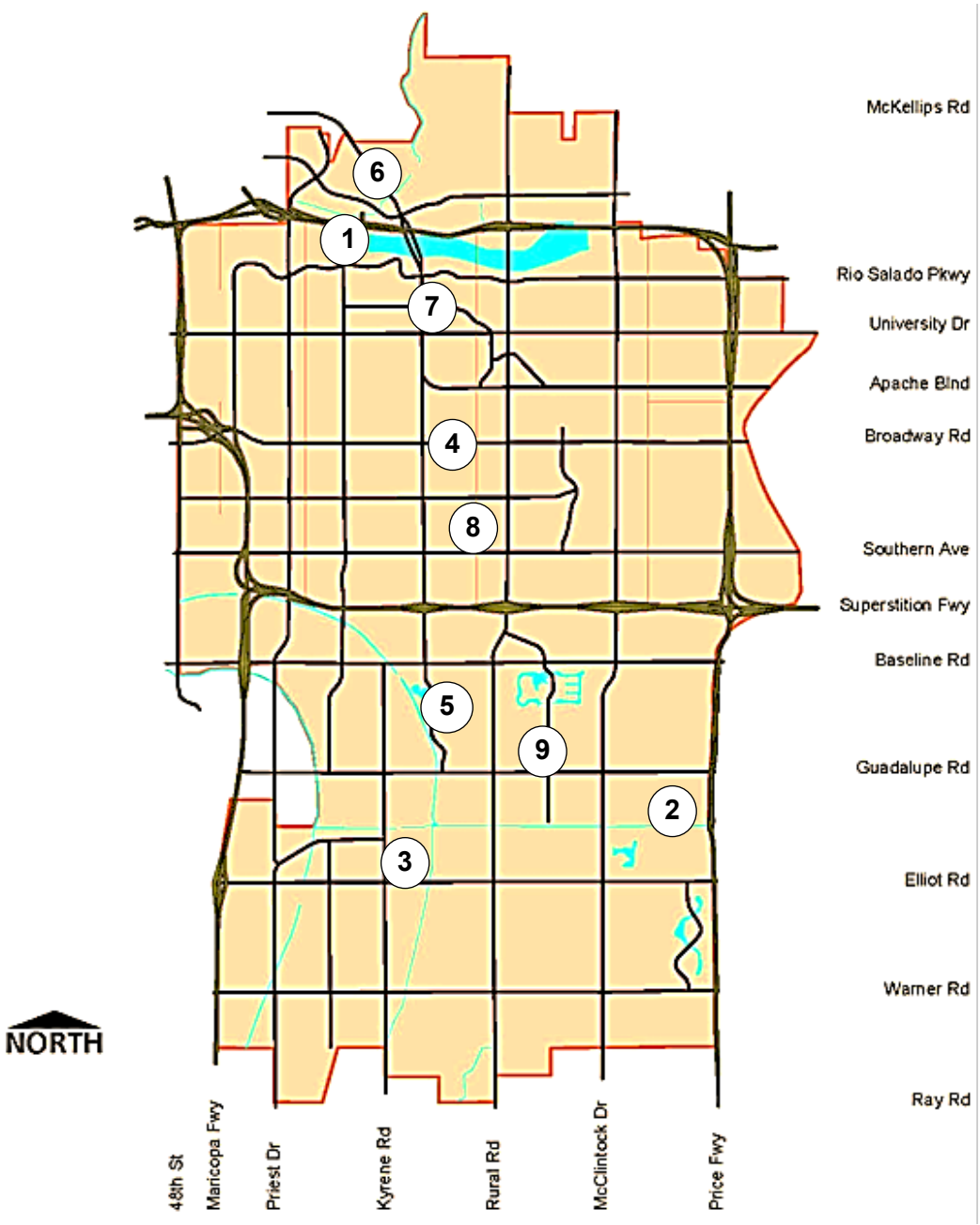
The Broadway Road Pedestrian and Bicycle Improvement Project is approximately 1 mile between Mill Ave and Rural Road. The project consists of pedestrian and bicycle facility improvements along an arterial street fronted by single family residential units. Work to be performed includes striping for bike 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 project area has a high volume of pedestrian and bicycle travel due to its proximity to ASU and downtown Tempe. The design of the Broadway Road project was a product of extensive community dialogues.

Funding Source(s)	2015-16	2016-17	2017-18	2018-19	2019-20	Total 5-Year
Transit Tax	1,295,191	-	-	-	-	1,295,191
Federal Grant - CMAQ	3,857,670	-	-	-	-	3,857,670
MAG - Safety Funds	705,000	-	-	-	-	705,000
Project Total	5,857,861	-	-	-	-	5,857,861

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 2015-16 through 2019-20 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.	Highline Canal Path (Baseline - Knox Road)
4.	Broadway Road Streetscape Project
5.	Kiwanis Park Fiesta Playground
6.	Rolling Hills Golf Course Irrigation System
7.	City Hall Exterior Repair and Study
8.	Water System Rehabilitation or Replacement of Aging Infrastructure
9.	Street Light Upgrade / New Installation

Capital Improvements Program Financing

As shown in the chart below, Tempe's 2015-16 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 2015-16, the City plans to utilize approximately $57 million in new general obligation (G.O.) bond proceeds for projects in the General Purpose and Transportation programs. Through the remainder of the five-year Capital Improvements Program, the City plans to issue an additional $120 million in bonds for these purposes. Debt service on these bonds will be repaid by revenues from the City's secondary property taxes.

FY 2015-16 Source of Funds

Funding Source	$ Millions	% of Total
Water / Wastewater Bonds	$45.4	28%
General Obligation Bonds	57.0	35%
Outside Revenue	23.7	15%
Capital Project Fund Balances	23.8	15%
Pay-as-you-go	12.9	8%
Total	**$162.8**	**100%**

It is important to note the total projected issuance amount of approximately $120 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 $45 million of new enterprise bonds in 2015-16 to finance the project costs in this program. Over the five year CIP, The City plans to issue approximately $165 million in bonds in the Enterprise program. User fee revenue will support the debt service costs on these bonds.

FY 2015-16 capital budget funding sources other than bonds total $60 million. $16 million in federal grants for projects in the Transit and Transportation programs make up the bulk of outside revenue budgeted for expenditure in 2015-16. Pay-as-you go funding is concentrated in the Transit and General Purpose programs in the form of $6.5 million in budget year Transit Tax collections, and $6 million in various City operating fund contributions.

The budgeted use of capital project fund balances to finance projects in 2015-16 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 2014-15 and re-appropriated for completion in 2015-16.

The FY 2015-16 capital budget funding sources for each project are described in further detail in the Fiscal Years 2015-16 through 2019-20 Capital Improvements Program Project Listing and Descriptions section.

DEBT MANAGEMENT PLAN

In addition to the management of existing debt and associated reserves, the City also forecasts future debt within a framework of policy priorities and financial capacity. Current and anticipated capital improvement objectives, available operating revenue, tax base fluctuations, and reserve levels are all evaluated on an ongoing basis to estimate the extent to which the City may issue additional tax supported debt.

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

This active debt management ensures the City can readily assess long-term implications for its debt portfolio in order to make proactive decisions about how much new debt capacity is available today. Additionally, in support of the City's 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, 2015

2008 Voter Authorization	Original Authorization	Prior Issuances	Remaining Authorization
Water / Wastewater	113,300,000	54,225,302	59,074,698
Public Safety	32,010,000	22,570,000	9,440,000
Park Improvements / Community Services	51,800,000	51,800,000	-
Streets / Transportation / Storm Drains	44,200,000	13,975,000	30,225,000
Subtotal	**241,310,000**	**142,570,302**	**98,739,698**
2012 Voter Authorization			
Public Safety	6,400,000	-	6,400,000
Park Improvements / Community Services	10,500,000	4,305,000	6,195,000
Municipal Infrastructure Preservation	12,900,000	8,745,000	4,155,000
Subtotal	**29,800,000**	**13,050,000**	**16,750,000**
TOTAL	**$ 271,110,000**	**$ 155,620,302**	**$ 115,489,698**

Outstanding Long-Term Debt Summary

July 1	2012	2013	2014	2015
General Obligation Bonds				
Water / Wastewater	270,715,646	253,760,903	236,046,554	216,802,281
Public Safety	59,625,000	60,260,000	59,230,000	55,640,000
Park Improvements	34,170,000	34,105,000	33,920,000	62,345,000
Library / Museum	10,940,000	10,465,000	9,985,000	9,470,000
Streets / Transportation / Storm Drains	57,465,000	57,130,000	54,940,000	48,820,000
Municipal Infrastructure Preservation	-	2,275,000	5,130,000	5,630,000
Total G.O. Debt Outstanding	**432,915,646**	**417,995,903**	**399,251,554**	**398,707,281**
Excise Tax Bonds				
Water / Wastewater	53,744,000	79,034,000	76,109,000	84,864,000
General Governmental	34,347,900	33,352,900	32,297,900	31,197,900
Performing Arts	31,820,000	27,280,000	22,530,000	17,555,000
Transit	126,955,000	68,345,000	66,645,000	64,900,000
Rio Salado	25,400,000	23,545,000	21,680,000	19,745,000
Cemetery Enterprise	1,658,100	1,558,100	1,453,100	1,348,100
Total Excise Tax Debt Outstanding	**273,925,000**	**233,115,000**	**220,715,000**	**219,610,000**
Special Assessment Bonds [(1)]	27,815,000	25,675,000	23,930,000	21,175,000
Section 108 Guaranteed Loan [(2)]	5,572,000	5,247,000	4,907,000	4,552,000
Total Outstanding Long-Term Debt	**$740,227,646**	**$682,032,903**	**$648,803,554**	**$644,044,281**

(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.

Legal Bonded Debt Limits

Prior to fiscal year 2015-16, Arizona cities collected annual property taxes utilizing two property valuations which were used to calculate two separate but simultaneous property tax levies; the "limited" or primary valuation and levy, and the "secondary" or market valuation and levy. In accordance with state law, the secondary valuation was used to determine cities' legal property tax secured debt limits; and taxes collected based on the secondary property valuation could only be used to repay property tax secured debt. Property valuations are established by the Assessor's Office in each Arizona county.

Beginning in fiscal year 2015-16, due to the passage of a new law known as Proposition 117, all property tax levies are now based on one valuation; the limited property valuation. Cities will still collect taxes via two separate levies, the primary and secondary, but each is now based on the same property valuation.

Cities' debt limits are now also determined via the limited property value as opposed to the secondary value as they were prior to fiscal year 2015-16. Proposition 117 stipulates, the limited value can only increase by the lesser of market value or an amount 5% greater than the prior years limited value. Consequently, whereas previously there was no limit on growth in the secondary / market property valuation, under the new law, in years when market value exceeds 5%, cities' debt limits will be constrained to maximum growth of 5%. Secondary property tax levy collections may still only be used to repay property tax secured debt.

Actual debt limits are still calculated using the same methodology, only now they are based on the limited property value as follows:

Under Article 9, Section 8 of the Arizona State Constitution, cities may issue property tax secured debt (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 limited 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 limited assessed value. All bonds issued pursuant to Article 9, Section 8 are subject to authorization by a majority vote at a city bond election.

FY 2015-16
General Obligation Bonded Debt Limits July 1, 2015

FY 2015-16	6%	20%
Projected G.O. Debt Limit [1]	$95,636,661	$318,788,871
Outstanding G.O. Bonded Debt-Previously Issued	(68,275,000)	(330,432,281)
Debt Margin Available	**$27,361,661**	**($11,643,410)**

[1] The FY 2015-16 Bond Limit is based on an estimated limited property value of $1,593,944,354 compared to the FY 2014-15 secondary assessed value of $1,627,720,901.

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.

Although assessed property values for fiscal year 2014-15 grew for the first time since the recession, and grew again for fiscal year 2015-16, the City's outstanding general obligation debt issued under the 20% limit continues to exceed 20% of the City's limited assessed property value. As is shown above, for tax and debt limit purposes, the City's 2015-16 limited assessed value is less than its secondary value was in 2014-15. This is a direct result of Proposition 117.

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 stabilized economy, will produce a positive debt to value ratio by fiscal year 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 vigilance depending on actual year to year property valuation activity and economic projections.

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	Taxable 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
2015-16	162,829,772	644,044,281	85,512,403	1,593,944,354	(2.1)	.93	1.59	2.52

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.

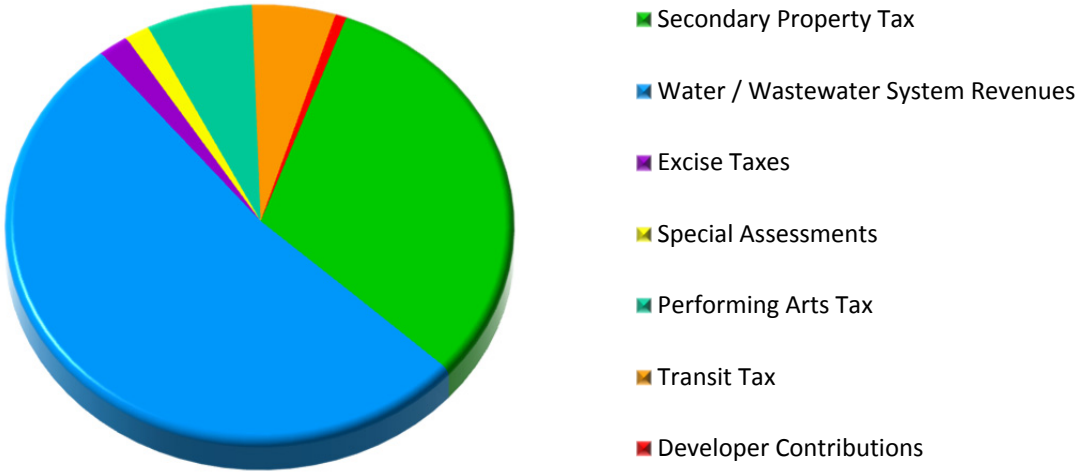
In response to the declining property values, the City adopted a property tax stabilization policy (provided below) in FY 2010-11 which established parameters for the amount of property taxes which may be collected each year. The policy allows the City to collect a predictable amount of property tax 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.

Fiscal Year 2015-16 Debt Service Appropriations by Fund

Program	Principal	Interest	Fiscal Agent Fees	Total
Debt Service Fund	17,958,540	9,384,582	370,000	27,713,122
Performing Arts Fund	5,210,000	711,676	10,000	5,931,676
Transit Fund	1,805,000	2,853,463	10,000	4,668,463
Water / Wastewater Fund	32,734,520	12,094,389	500,000	45,328,909
Special Assessments Fund	1,335,000	1,054,233	-	2,389,233
Community Development Block Grant Fund	371,000	252,705	-	623,705
Total	**$ 59,414,060**	**$ 26,098,343**	**$ 890,000**	**$ 86,655,108**

Debt Service Appropriations by Revenue Source



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 2015-16 through 2019-20
Capital Improvements Program
Project Listing and Descriptions

Hardy Drive Streetscape Project

Above is a photograph of the recently completed Hardy Drive pedestrian and bicycle improvement project. The project, which was funded through the Transit capital program is approximately one mile in length between Broadway Road and University Drive, and includes geometric changes to the street including bike lanes, widening of sidewalks, improved pedestrian safety, construction of mid-block crossings, and bicycle and pedestrian amenities.

Enterprise Program

Water, Wastewater and Golf projects total $50.8 million in FY 2015-16 and account for 31% of the total FY 2015-16 appropriated CIP budget

The Enterprise component of the Capital Improvements Program consists of the Water, Wastewater and Golf programs. Combined, they constitute $50.8 million of the $162.8 million Capital Improvements Program for FY 2015-16. 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 2015-16 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 / Wastewater Fund.

Water Program CIP Projects

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
Automated Meter Reading Systems: 3205869	Water / Wastewater Bonds	295,298	1,700,000	1,995,298	500,000	500,000	500,000	500,000	3,995,298
CAP Water Lease - WMAT Quantification Settlement Agreement: NA	Water / Wastewater Fund	-	-	-	3,117,758	826,205	826,205	826,205	5,596,373
Environmental Laboratory Facility: 3203499	Water / Wastewater Bonds	6,250,000	-	6,250,000	-	-	-	-	6,250,000
Filter Rehabilitation at Water Treatment Plants: 3205889	Water / Wastewater Bonds	461,930	610,000	1,071,930	-	-	-	-	1,071,930
Flood Irrigation Infrastructure Improvements: 3205899	Water / Wastewater Bonds	100,000	100,000	200,000	100,000	100,000	100,000	100,000	600,000
Gila Flood Control: 3207849	Water / Wastewater Bonds	-	150,000	150,000	-	-	-	-	150,000
JGMWTP Asset Maintenance: 3207499	Water / Wastewater Bonds	361,415	1,310,000	1,671,415	1,632,000	1,000,000	1,000,000	1,000,000	6,303,415
JGMWTP Reservoir Roof Replacement: 3207149	Water / Wastewater Bonds	-	1,528,000	1,528,000	-	-	-	-	1,528,000
JGMWTP Water Aqueduct Rehabilitation: 3204959	Water / Wastewater Bonds	348,973	-	348,973	-	-	-	-	348,973
Meter Replacement Program: 3209319	Water / Wastewater Bonds	600,000	600,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
SCADA Control Center Remodel: 3207869	Water / Wastewater Bonds	-	600,000	600,000	-	-	-	-	600,000
SCADA Master Plan Implementation: 3204409	Water / Wastewater Bonds	500,000	-	500,000	156,000	156,000	156,000	156,000	1,124,000
STWTP Asset Maintenance: 3205919	Water / Wastewater Bonds	906,336	944,000	1,850,336	1,000,000	1,000,000	1,000,000	1,000,000	5,850,336
STWTP Main Power Equipment Replacement: 3205909	Water / Wastewater Bonds	1,330,000	2,518,870	3,848,870	-	-	-	-	3,848,870
Water and Wastewater Facilities Security Improvements: 3201029	Water / Wastewater Bonds	300,000	-	300,000	-	-	-	-	300,000
Water and Wastewater Infrastructure Master Plan Update: 3207159	Capital Projects Fund Balance	950,000	120,000	1,070,000	-	-	-	-	1,070,000
Water System - Upgrades, Repairs and Replacement: 3299989	Water / Wastewater Bonds	-	2,500,000	2,500,000	1,000,000	1,000,000	1,000,000	1,000,000	6,500,000

2015-16 CIP Projects - Water Program (continued)

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
Water System Rehabilitation or Replacement of Aging Infrastructure: 3204969	Water / Wastewater Bonds	6,860,000	-	6,860,000	11,508,800	9,317,300	14,304,600	13,407,000	55,397,700
Water Treatment Plants - Concrete Structures Condition Assessment: 3207879	Water / Wastewater Bonds	-	500,000	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
Water Utility Buildings Asset Management: 3207169	Water / Wastewater Bonds	160,000	727,800	887,800	300,000	400,000	298,500	710,100	2,596,400
Wells - New Production: 3200019	Water / Wastewater Bonds	300,000	3,588,000	3,888,000	-	3,000,000		3,000,000	9,888,000
Water Program Total		**19,723,952**	**17,496,670**	**37,220,622**	**21,514,558**	**19,499,505**	**21,385,305**	**23,899,305**	**123,519,295**

Automated Meter Reading Systems

Project Description

The City currently collects monthly water meter reads by hand for over 43,000 customers. During the previous two years the Internal Services Department conducted a pilot study of several automated meter reading (AMR) and advanced metering infrastructure (AMI) technologies. The pilot study showed that the market is sufficiently mature to ensure successful deployment of an AMR or AMI program for Tempe. The City contracted with a consultant to aid in budget development and project implementation. The implementation of this system will be closely coordinated with the timing of meter replacements included in Project #3209319 (Meter Replacement). Staff currently anticipates a five year phase-in of the system city-wide.

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. Other benefits of AMR/AMI include decreased read times and maintenance costs, enhanced customer service through improved leak detection and troubleshooting, improved asset and inventory management, and early detection of meter failures.

2015-16 Source of Funds

Water / Wastewater Bonds	$1,995,298

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$295,298
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$0
Construction / Improvement	$1,700,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$1,995,298
Project Number:	**3205869**
Estimated Start Date:	**07/01/2013**
Estimated Completion Date:	**06/30/2020**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,995,298	$500,000	$500,000	$500,000	$500,000	$3,995,298

CAP Water Lease - WMAT Quantification Settlement Agreement

Project Description

City Council resolution adopted the White Mountain Apache Tribe (WMAT) Quantification Settlement Agreement (QSA) and 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 anticipated to be late 2016 to early 2017. The terms of the water lease agreement provide payment of 50% of the total amount of the 100-year lease 30 days after the enforceability date, followed by four annual payments of 12.5% each, until paid in full. Total lease cost is estimated at $6,235,515. Payment of the initial 50%, approximately $3,117,758, is anticipated to be due in FY 16/17.

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.

2015-16 Source of Funds

NA

Estimated 2015-16 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:	**07/01/2016**
Estimated Completion Date:	**01/01/2021**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$0	$3,117,758	$826,205	$826,205	$826,205	$5,596,373

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, wastewater, and storm water as required under federal and state laws, and to ensure the safest possible water supply. Design plans and specifications are completed, building permits for the project have been obtained and construction phase contracts awarded. Site earthwork is underway. Construction is expected to be complete prior to the end of Calendar Year 2015.

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 FY 2015-16 budget is based on construction phase contracts that are currently in place plus appropriate contingency amounts.

2015-16 Source of Funds

Water / Wastewater Bonds	$6,250,000

Estimated 2015-16 Project Costs

Legal / Administration	$54,000
Land Acquisition	$0
Permit Fees	$176,000
Design and Engineering	$108,000
Survey / Staking	$54,000
Construction Management	$380,000
Furnishings / Equipment	$0
Construction / Improvement	$5,424,000
Geotech / Material Testing	$54,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$6,250,000

Project Number: **3203499**
Estimated Start Date: **Ongoing**
Estimated Completion Date: **10/30/2015**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$6,250,000	$0	$0	$0	$0	$6,250,000

Filter Rehabilitation at Water Treatment Plants

Project Description

This project will include inspections, evaluations and improvements of the filter media, filter structures, underdrain system and piping. An engineering evaluation is underway which will include considering opportunities to optimize performance of the filters.

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. The estimated costs are based on past projects and are preliminary.

2015-16 Source of Funds

Water / Wastewater Bonds	$1,071,930

Estimated 2015-16 Project Costs

Legal / Administration	$5,000
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$60,000
Survey / Staking	$5,000
Construction Management	$35,000
Furnishings / Equipment	$0
Construction / Improvement	$961,930
Geotech / Material Testing	$5,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$1,071,930

Project Number: **3205889**
Estimated Start Date: **Ongoing**
Estimated Completion Date: **06/30/2016**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,071,930	$0	$0	$0	$0	$1,071,930

Flood Irrigation Infrastructure Asset Maintenance

Project Description

The City operates approximately 37 miles of irrigation pipelines to serve some City parks as well as 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. 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. In addition to pipeline replacement in FY15/16, the first phase of the project will include a study of the system and condition assessment to prepare a longer-term asset management plan.

This project has been identified as part of a long-term asset management program to ensure reliable operations. Based on CCTV inspection previously performed and operational field inspections by Tempe Irrigation staff, 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; Parkway Boulevard - east of Mill Ave.; Maple Ave - approximately 10th to 13th Streets; and in alleys at Cedar and Williams Streets.

Estimated 2015-16 Project Costs

Legal / Administration	$2,000
Land Acquisition	$0
Permit Fees	$6,000
Design and Engineering	$18,000
Survey / Staking	$2,000
Construction Management	$12,000
Furnishings / Equipment	$0
Construction / Improvement	$158,000
Geotech / Material Testing	$2,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$200,000
Project Number:	**3205899**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

Water / Wastewater Bonds	$200,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$200,000	$100,000	$100,000	$100,000	$100,000	$600,000

Gila Flood Control

Project Description

This project has been identified as part of a long-term asset management program to ensure reliable operations. The project includes flood control in the neighborhood at Hangar Park. The site has equipment that is over 40 years-old and in need of being replaced with up to date equipment.

The project will include an electric service entrance section, pump breakers, starters, and controls, remote telemetry, and security provisions including lighting and fencing.

Estimated 2015-16 Project Costs

Legal / Administration	$1,000
Land Acquisition	$0
Permit Fees	$4,000
Design and Engineering	$12,000
Survey / Staking	$1,000
Construction Management	$7,000
Furnishings / Equipment	$0
Construction / Improvement	$100,000
Geotech / Material Testing	$1,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$24,000
Total	$150,000
Project Number:	**3207849**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**06/30/2016**

2015-16 Source of Funds

Water / Wastewater Bonds	$150,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$150,000	$0	$0	$0	$0	$150,000

JGMWTP Asset Maintenance

Project Description

Due to the size and complexity of the systems at the JGMWTP, the need to perform asset maintenance at this facility is on-going. Projects for fiscal year 2015-16 include a 4160V Generator Switch replacement, improvements to the existing lime feed pumping system, 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. An engineering cost-benefit evaluation of an in-reservoir aeration system will also be conducted. Based on the outcome of that evaluation, aerators may be installed in the South Reservoir during FY 2016-17. Funding for FY 2017-18 and beyond is a budgetary estimate to anticipate ongoing asset maintenance related improvements to the facility.

These projects have been identified during routine operations as requiring replacement/rehabilitation to ensure reliable operations.

Estimated 2015-16 Project Costs

Legal / Administration	$9,000
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$320,000
Survey / Staking	$9,000
Construction Management	$63,000
Furnishings / Equipment	$0
Construction / Improvement	$1,261,415
Geotech / Material Testing	$9,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$1,671,415

Project Number: **3207499**
Estimated Start Date: **07/01/2014**
Estimated Completion Date: **Ongoing**

2015-16 Source of Funds

Water / Wastewater Bonds	$1,671,415

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,671,415	$1,632,000	$1,000,000	$1,000,000	$1,000,000	$6,303,415

JGMWTP Reservoir Roof Replacement

Project Description

This project will involve the replacement of the roof on the north drinking water reservoir at the Johnny G. Martinez Water Treatment Plant (JGMWTP) as needed to extend the life of this critical infrastructure asset and in order to optimize opportunities for generating renewable energy at this facility. The replacement roof design is currently underway and is being coordinated with the City's solar power provider in order to accommodate the installation of solar panels.

The roof of the north drinking water reservoir was last replaced in 1987. The roof is showing signs of wear and recent structural evaluations indicate that it is near the end of its useable lifespan. At the same time, the Public Works Department has been exploring possibilities for installing photovoltaic (PV) panels above this reservoir in conformance with the City's renewable energy use goals.

Estimated 2015-16 Project Costs

Legal / Administration	$12,000
Land Acquisition	$0
Permit Fees	$43,000
Design and Engineering	$146,000
Survey / Staking	$12,000
Construction Management	$85,000
Furnishings / Equipment	$0
Construction / Improvement	$1,218,000
Geotech / Material Testing	$12,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$1,528,000

Project Number: **3207149**
Estimated Start Date: **07/01/2015**
Estimated Completion Date: **12/31/2015**

2015-16 Source of Funds

Water / Wastewater Bonds	$1,528,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,528,000	$0	$0	$0	$0	$1,528,000

JGMWTP Water Aqueduct Rehabilitation

Project Description

The purpose of this project is to complete final rehabilitation work of the aqueduct channel at JGMWTP. Progress to date includes completion of major structural repairs to flume support columns, flow channels and expansion joints. Additional concrete repair and/or coating work may be completed as deemed necessary during upcoming inspections.

This project is part of a long-term asset management program to ensure reliable operations. The water aqueduct at JGMWTP carries raw water flows from the SRP canal to the plant for treatment. The rehabilitation of the aqueduct was needed to stop the existing channels from leaking and to repair structural defects which have developed in this 50 year-old structure. Major rehabilitation of concrete and expansion joints was completed during SRP's scheduled annual canal dry-up between January and April, 2014. The condition of the repaired structure will be evaluated during dry-up inspections in 2015. Final repairs and/or coating of the structure as necessary will be conducted during the 2015 dry-up.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$48,973
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$0
Construction / Improvement	$300,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$348,973

Project Number: **3204959**
Estimated Start Date: **Ongoing**
Estimated Completion Date: **06/30/2016**

2015-16 Source of Funds

Water / Wastewater Bonds	$348,973

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$348,973	$0	$0	$0	$0	$348,973

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. This project provides funds to purchase meters only.

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 allows for an appropriate replacement cycle for each meter size and class, and the identified funding for replacement of approximately 1/10 of the city's meter inventory (approximately 4,300 meters) per year.

Estimated 2015-16 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	$1,200,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$1,200,000

Project Number: **3209319**
Estimated Start Date: **Ongoing**
Estimated Completion Date: **Ongoing**

2015-16 Source of Funds

Water / Wastewater Bonds	$1,200,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,200,000	$1,200,000	$1,200,000	$1,200,000	$1,200,000	$6,000,000

SCADA Control Center Remodel

Project Description

This project includes an evaluation of the Water Utility's SCADA (Supervisory Control and Data Acquisition) Control Center to modernize and make necessary functional improvements to it and the adjacent data room. The project includes a study of the necessary upgrades and improvements, and design and construction of those improvements to the SCADA Control Center and adjacent data room. This project will also include an evaluation of other possible Control Center locations that may be better suited to the utility's operations.

The SCADA Control Center has received few improvements over the last 20 years. Due to changes in technology and operations the WUD is in need of modernizing the workspace and monitoring equipment to meet current building codes and demands on this facility. Also, as part of this project the adjacent data room is in need of expansion to accommodate the need for IT equipment that includes servers, SCADA equipment and security equipment that wasn't envisioned 20 years ago. The data room also needs an air conditioning upgrade to handle the additional heat load that has been added to the room over the years.

Estimated 2015-16 Project Costs

Legal / Administration	$5,000
Land Acquisition	$0
Permit Fees	$17,000
Design and Engineering	$57,000
Survey / Staking	$5,000
Construction Management	$33,000
Furnishings / Equipment	$0
Construction / Improvement	$478,000
Geotech / Material Testing	$5,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$600,000

Project Number: **3207869**
Estimated Start Date: **07/01/2015**
Estimated Completion Date: **12/30/2016**

2015-16 Source of Funds

Water / Wastewater Bonds	$600,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$600,000	$0	$0	$0	$0	$600,000

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 involves 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 and redesign. FY15-16 will finish work at the JGMWTP and include SCADA Communications Improvements at the Knox and Alameda Lift Stations. The following years funding will include SCADA improvements at up to two field sites per year.

SCADA systems allow remote monitoring and operation of critical water treatment, pumping, distribution, and sewage collection equipment. The use of SCADA alerts staff to issues such as main breaks, pump breakdowns, or other equipment status in real time impacting overall operational efficiency. Data provided from the SCADA system is also used to forecast future design needs.

Estimated 2015-16 Project Costs

Legal / Administration	$4,000
Land Acquisition	$0
Permit Fees	$14,000
Design and Engineering	$48,000
Survey / Staking	$4,000
Construction Management	$28,000
Furnishings / Equipment	$0
Construction / Improvement	$398,000
Geotech / Material Testing	$4,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$500,000

Project Number: **3204409**
Estimated Start Date: **Ongoing**
Estimated Completion Date: **Ongoing**

2015-16 Source of Funds

Water / Wastewater Bonds	$500,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$500,000	$156,000	$156,000	$156,000	$156,000	$1,124,000

STWTP Asset Maintenance

Project Description

Due to the size and complexity of the systems at the STWTP, the need to perform asset maintenance at this facility is on-going. Projects this fiscal year include evaluating HVAC requirements for the Administration Building and making necessary modifications, new ventilation equipment for the Disinfection Building basement, and modifications to the roof drainage system. Spoils drying beds will also be constructed, structural repairs to flocculation and sedimentation basins concrete will be made, and site grading will be modified to provide on-site retention of storm water from the site perimeter berm. Fiber optic cable will be installed linking this facility to the citywide network. Funding for FY 2016-17 and beyond is a budgetary estimate to anticipate ongoing asset maintenance related improvements to the facility.

The need for modifications and improvements to the STWTP site has been identified during routine operations.

Estimated 2015-16 Project Costs

Legal / Administration	$8,000
Land Acquisition	$0
Permit Fees	$27,000
Design and Engineering	$190,000
Survey / Staking	$8,000
Construction Management	$53,000
Furnishings / Equipment	$0
Construction / Improvement	$1,556,336
Geotech / Material Testing	$8,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$1,850,336

Project Number: **3205919**

Estimated Start Date: **Ongoing**

Estimated Completion Date: **Ongoing**

2015-16 Source of Funds

Water / Wastewater Bonds	$1,850,336

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,850,336	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$5,850,336

STWTP Main Power Equipment Replacement

Project Description

This project will evaluate site power requirements and equipment alternatives at the STWTP, including replacing the existing main power switch gear equipment and enclosure, the preliminary sedimentation sludge pumping motor control center, and the 480V load center equipment.

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. Estimated project costs are based on preliminary conceptual design plans for the project.

Estimated 2015-16 Project Costs

Legal / Administration	$17,000
Land Acquisition	$0
Permit Fees	$87,870
Design and Engineering	$255,000
Survey / Staking	$17,000
Construction Management	$212,000
Furnishings / Equipment	$0
Construction / Improvement	$3,030,000
Geotech / Material Testing	$30,000
Utility Relocation Fees	$30,000
Utility Undergrounding	$0
ITD / Telecommunications	$50,000
Other Project Costs	$120,000
Total	$3,848,870

Project Number: **3205909**

Estimated Start Date: **07/01/2013**

Estimated Completion Date: **06/30/2016**

2015-16 Source of Funds

Water / Wastewater Bonds	$3,848,870

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$3,848,870	$0	$0	$0	$0	$3,848,870

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. FY15-16 funding will be to replace the security walls around wells 1 and 10.

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.

Estimated 2015-16 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	$240,000
Geotech / Material Testing	$2,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$300,000

Project Number: **3201029**
Estimated Start Date: **07/01/2012**
Estimated Completion Date: **06/30/2016**

2015-16 Source of Funds

Water / Wastewater Bonds	$300,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$300,000	$0	$0	$0	$0	$300,000

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 the 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. Funding is estimated based on previous master planning efforts and the need for a comprehensive hydraulic modeling update and is preliminary.

Estimated 2015-16 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	$1,070,000
Total	$1,070,000

Project Number: **3207159**
Estimated Start Date: **07/01/2014**
Estimated Completion Date: **06/30/2016**

2015-16 Source of Funds

Capital Projects Fund Balance	$1,070,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,070,000	$0	$0	$0	$0	$1,070,000

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, storage tanks, thousands of valves, and 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 $1.0M per year has been budgeted.

Estimated 2015-16 Project Costs

Legal / Administration	$20,000
Land Acquisition	$0
Permit Fees	$70,000
Design and Engineering	$239,000
Survey / Staking	$20,000
Construction Management	$139,000
Furnishings / Equipment	$0
Construction / Improvement	$1,992,000
Geotech / Material Testing	$20,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$2,500,000

Project Number: **3299989**

Estimated Start Date: **Ongoing**

Estimated Completion Date: **Ongoing**

2015-16 Source of Funds

Water / Wastewater Bonds	$2,500,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$2,500,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$6,500,000

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. Fiscal years 15/16 through 19/20 of this program include funding to rehabilitate four existing elevated storage tanks and several waterline replacement projects, based on waterline break history, age and pipe material of construction. In addition, FY's 16/17 and beyond have appropriate funding for replacement of six to ten miles of waterline focusing on areas with a high frequency of failures.

Waterline projects include: Tempe Gardens and Superstition Neighborhoods (In Construction); College Avenue - Alameda Drive to Southern Avenue (In Design); Farmer Avenue - 1st Street to Broadway Road (In Design); Dorsey Drive - University to 8th Street (In Design); Brentwood Manor Neighborhood (SE27N); Tempe Royal Palms Neighborhood (SW26N).

Other Waterline Project areas will include: Hughes Acres Units 4-6 Neighborhood (SE26N); Hughes Acres Units 1-3 Neighborhood (NW26N); Hughes Acres Units 7-9 Neighborhood (NE26N); Palmcroft Manor Neighborhood (NW25N); Carlson Park and Tomlinson Estates Neighborhoods (NE23N); University Homes (SE21N).

Estimated 2015-16 Project Costs

Legal / Administration	$54,000
Land Acquisition	$0
Permit Fees	$192,000
Design and Engineering	$652,000
Survey / Staking	$54,000
Construction Management	$380,000
Furnishings / Equipment	$0
Construction / Improvement	$5,431,000
Geotech / Material Testing	$54,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$43,000
Total	$6,860,000

Project Number: **3204969**

Estimated Start Date: **Ongoing**

Estimated Completion Date: **Ongoing**

2015-16 Source of Funds

Water / Wastewater Bonds	$6,860,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$6,860,000	$11,508,800	$9,317,300	$14,304,600	$13,407,000	$55,397,700

Water Treatment Plants - Concrete Structures Condition Assessment

Project Description

The Johnny G. Martinez Water Treatment Plant (JGMWTP) was originally constructed in 1964 and the South Tempe Water Treatment Plant (STWTP) was constructed in the mid 1970's. This project will be to commission an evaluation of the existing concrete treatment basins and structures to determine the necessary repairs or rehabilitation required to ensure the long term viability of the WTPs into the future. The first phase of the project will be to complete an evaluation of each WTP. The second and subsequent phases of the project will be to design and construct the necessary repairs to rehabilitate the facilities. The estimates provided are preliminary and will be adjusted based on the study phase of the project as the project progresses.

Concrete structures are typically constructed for a 50-year useful life. Several of the concrete basins and structures at Tempe's water treatment plants range from 40- to 50-years old and have never been evaluated to determine their condition and long term viability for service into the future. This project will include a comprehensive evaluation of the existing WTPs to determine the needed repairs and rehabilitation measures required for the different areas of the WTPs.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$14,000
Design and Engineering	$486,000
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	$500,000

Project Number: **3207879**
Estimated Start Date: **07/01/2015**
Estimated Completion Date: **Ongoing**

2015-16 Source of Funds

Water / Wastewater Bonds	$500,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$500,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$4,500,000

Water Utility Buildings Asset Management

Project Description

This CIP project is designed to cover the costs of major building repairs. The service areas consist of JGM, STWTP, and the Kyrene campus. In conjunction with Facilities Maintenance, Water Utilities Division (WUD) personnel developed an ongoing replacement strategy for floors, roofs, HVAC, sprinkler systems, and elevators.

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 15/16 include: Roof replacement at WUD Remote Sites and JGM Sludge Building; JGM Floors, STWTP Communications and Security, STWTP Sprinklers, Kyrene generator and HVAC.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$25,000
Design and Engineering	$0
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$0
Construction / Improvement	$862,800
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$887,800

Project Number: **3207169**
Estimated Start Date: **Ongoing**
Estimated Completion Date: **Ongoing**

2015-16 Source of Funds

Water / Wastewater Bonds	$887,800

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$887,800	$300,000	$400,000	$298,500	$710,100	$2,596,400

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 complete the drilling and equipping of Well #16 currently under design, connect two additional 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. Well #16 is planned for completion in FY15-16. The SRP wells will be connected during FY 15/16. All work on the SRP wells, including design and engineering, will be performed by SRP and billed to the City. New production wells will be constructed during FY's 17/18 and 19/20.

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 19/20.

2015-16 Source of Funds

Water / Wastewater Bonds	$3,888,000

Estimated 2015-16 Project Costs

Legal / Administration	$25,000
Land Acquisition	$0
Permit Fees	$88,000
Design and Engineering	$300,000
Survey / Staking	$25,000
Construction Management	$175,000
Furnishings / Equipment	$0
Construction / Improvement	$2,500,000
Geotech / Material Testing	$25,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$750,000
Total	$3,888,000
Project Number:	**3200019**
Estimated Start Date:	**On-going**
Estimated Completion Date:	**On-going**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$3,888,000	$0	$3,000,000	$0	$3,000,000	$9,888,000

Wastewater Program CIP Projects

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
Collection System and Pump Station Replacement and Repair: 3299969	Water / Wastewater Bonds	4,303,222	3,395,428	7,698,650	3,825,000	6,004,700	5,042,000	6,000,000	28,570,350
SROG - SAI, SRO, and 91st Ave WWTP: 3200129	Development Impact Fees	1,858,215	141,785	2,000,000	-	-	-	-	2,000,000
	Water / Wastewater Bonds	-	218,123	218,123	4,906,758	2,840,936	5,595,078	5,536,321	19,097,216
	Project Total	1,858,215	359,908	2,218,123	4,906,758	2,840,936	5,595,078	5,536,321	21,097,216
Wastewater Metering Station Improvements: 3202559	Water / Wastewater Bonds	595,565	728,000	1,323,565	316,000	-	-	-	1,639,565
Wastewater Program Total		**6,757,002**	**4,483,336**	**11,240,338**	**9,047,758**	**8,845,636**	**10,637,078**	**11,536,321**	**51,307,131**

Collection System and Pump Station Replacement and Repair

Project Description

This CIP involves inspection, assessment, repair and replacement of sewer infrastructure. Closed-circuit television (CCTV) inspection of sewer lines and manholes is utilized to evaluate the condition of the system and prioritize repair and replacement activities. Progress to date includes CCTV inspection and assessment of approximately 20 miles of larger diameter (18-inch and larger) sewer pipeline, associated manholes and assessment of siphons crossing the Salt River. The design of replacement sewers for the Maple-Ash Neighborhood north of 10th St., Carver Ranch Estates (Pecan Groves) Neighborhood, 10th St. between Roosevelt and Farmer, and Farmer Avenue north of University Drive are nearing completion and are planned for construction next fiscal year. Future sewer rehabilitation projects will be identified through the ongoing assessment program. Assessment of the City's four sewage pump stations is also underway and will be followed by appropriate rehabilitation projects.

The Public Works Department's long-term asset management program is intended to ensure reliable operations of City facilities including its wastewater conveyance infrastructure which includes over 500 miles of gravity sewers, four sewage pump stations, force mains, odor control facilities, and metering stations.

2015-16 Source of Funds

Water / Wastewater Bonds	$7,698,650

Estimated 2015-16 Project Costs

Legal / Administration	$40,000
Land Acquisition	$0
Permit Fees	$150,000
Design and Engineering	$1,000,000
Survey / Staking	$8,000
Construction Management	$2,439,428
Furnishings / Equipment	$0
Construction / Improvement	$4,053,222
Geotech / Material Testing	$8,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$7,698,650
Project Number:	**3299969**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$7,698,650	$3,825,000	$6,004,700	$5,042,000	$6,000,000	$28,570,350

SROG - SAI, SRO, 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 included in Tempe's 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. Tempe's conveyance capacity in the SAI and SRO, however, is less than 31.5 MGD and has recently been studied by a consultant to SROG to identify potential cost share scenarios for Interceptor upgrades. The city currently generates approximately 19 MGD of wastewater which is conveyed by the SAI and SRO and treated at the 91st Ave WWTP. How much additional capacity the City may need to meet future needs, will be evaluated as part of this year's Water/Sewer Infrastructure Master Plan Update.

2015-16 Source of Funds

Development Impact Fees	$2,000,000
Water / Wastewater Bonds	$218,123

Estimated 2015-16 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	$2,218,123
Total	$2,218,123
Project Number:	**3200129**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$2,218,123	$4,906,758	$2,840,936	$5,595,078	$5,536,321	$21,097,216

Wastewater Metering Station Improvements

Project Description

This project involves installing new ventilation blowers and exhaust louver systems, improving access to and covering the flow measurement flumes at five SROG meter stations, TP-01 (Priest), TP-02 (Gilbert), TP-03 (SAI), TP-04 (48th St), and TP-05 (NW). Project progress to date includes completion of improvements at TP-03 and construction is near complete at TP-02. Work in FY 15/16 and 16/17 will involve design and construction projects at TP-01, TP-04, and TP-05.

This project will increase safety of the work environment within the metering stations for maintenance and sample collection activities by City staff and employees of SROG partner cities. This is being accomplished by covering the existing flumes, installing new ventilation systems and by improving entrances, stairways and lighting within the metering stations. The project will also help to 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 by minimizing the amount of ventilation are currently being forced into the sewer. Laser flow monitoring equipment will be installed at TP-01, TP-02, and TP-03 to provide calibration verification of the existing flumes.

2015-16 Source of Funds

Water / Wastewater Bonds	$1,323,565

Estimated 2015-16 Project Costs

Legal / Administration	$5,000
Land Acquisition	$0
Permit Fees	$18,000
Design and Engineering	$160,000
Survey / Staking	$5,000
Construction Management	$35,000
Furnishings / Equipment	$100,000
Construction / Improvement	$995,565
Geotech / Material Testing	$5,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$1,323,565

Project Number: **3202559**

Estimated Start Date: **Ongoing**

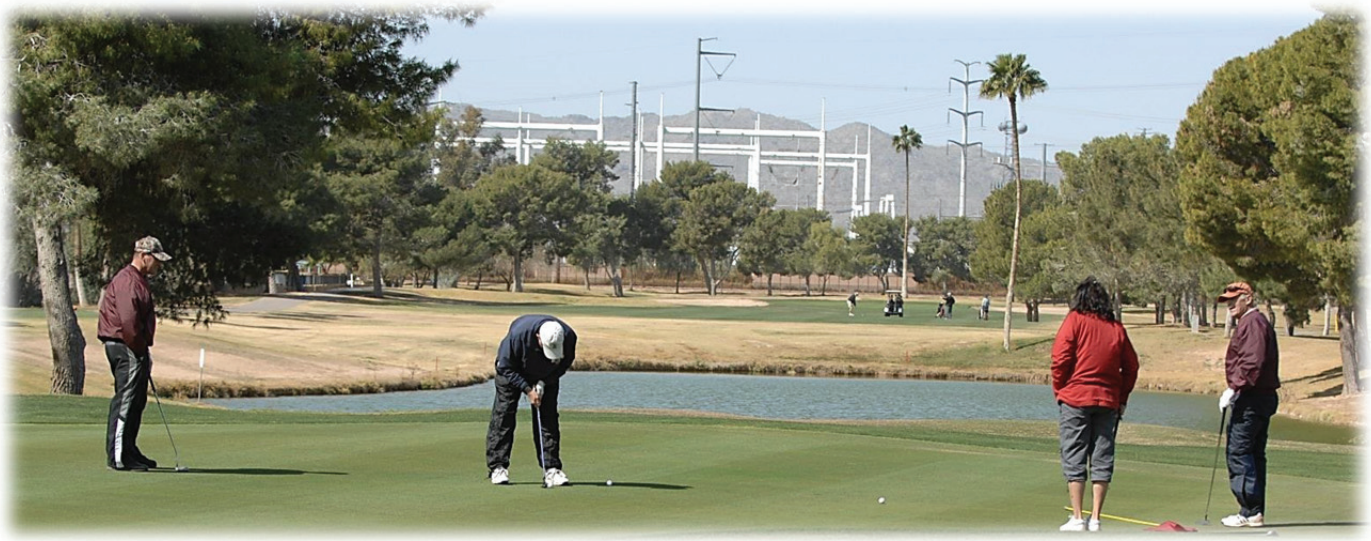
Estimated Completion Date: **06/30/2017**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,323,565	$316,000	$0	$0	$0	$1,639,565

Golf Program CIP Projects

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
Rolling Hills Irrigation System: 6405929	Water / Wastewater Fund - Loan	2,356,023	-	2,356,023	-	-	-	-	2,356,023



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. It is anticipated construction will be completed by fall 2015.

An engineering study completed in 2003 identified several operational and maintenance problems with the existing irrigation system, including: Discontinued manufacturer's support for the control system parts; limited software capabilities do not allow for creating site-specific irrigation schedules; obsolete and corroded parts requiring constant maintenance and adjustments; repeated equipment failures; and PVC piping that is beyond its expected useful life.

Additionally, the existing system uses potable water for irrigation, at a cost that is 15-17 times higher than using raw water. As an example, the annual water expense at Rolling Hills exceeds $250,000 for 30 acres of irrigated turf grass, as compared to the non-potable water expense of $46,000 at Ken McDonald with 100 acres of irrigated turf grass.

2015-16 Source of Funds

Water / Wastewater Fund - Loan	$2,356,023

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$0
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$0
Construction / Improvement	$2,356,023
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$2,356,023
Project Number:	**6405929**
Estimated Start Date:	**11/01/2013**
Estimated Completion Date:	**10/01/2015**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$2,356,023	$0	$0	$0	$0	$2,356,023

Special Purpose Program

Transit projects total $31.3 million in FY 2015-16 and account for 19% of the total FY 2015-16 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 2015-16.

For FY 2015-16 the Transit Tax is planned to provide an additional $6.5 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 2015-16 amount to $14.2 million.

Transit projects in FY 2015-16 are focused on the completion of major multi use path projects, the final stages of construction for the Broadway Road streetscape projects, and transit capital asset maintenance and repair projects.

Transit Program CIP Projects

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
1st / Rio Salado Pkwy & Ash Ave Intersection Realignment: 6007759	Transit Tax	-	-	-	206,000	1,255,000	-	-	1,461,000
Alameda Drive & I-10 Bicycle / Pedestrian Bridge: 6007769	Transit Tax	-	103,000	103,000	-	184,000	-	-	287,000
	Federal Grant - CMAQ	-	-	-	-	1,200,000	-	-	1,200,000
	Project Total	-	103,000	103,000	-	1,384,000	-	-	1,487,000
Bicycle Boulevard: 6007779	Transit Tax	-	100,000	100,000	100,000	200,000	100,000	200,000	700,000
Broadway Road Streetscape Project: 6003059	Transit Tax	1,295,191	-	1,295,191	-	-	-	-	1,295,191
	Federal Grant - CMAQ	3,857,670	-	3,857,670					3,857,670
	MAG Safety Funds	705,000	-	705,000	-	-	-	-	705,000
	Project Total	5,857,861	-	5,857,861	-	-	-	-	5,857,861
Bus Purchases - Circulator: 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
Bus Stop Capital Maintenance: 6005239	Transit Tax	1,248,894	670,806	1,919,700	688,867	707,453	500,000	500,000	4,316,020
City of Tempe Bus Pullout Project: 6006764	Transit Tax	630,000	500,000	1,130,000	500,000	500,000	500,000	500,000	3,130,000
	Development Impact Fees	-	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	Project Total	630,000	500,000	1,130,000	500,000	500,000	500,000	500,000	3,130,000
CNG Expansion - East Valley Bus Operations & Maintenance Facility: 6005809	Transit Tax	427,327	-	427,327	-	-	-	-	427,327
	Federal Grant - 5307	1,054,100	-	1,054,100	-	-	-	-	1,054,100
	Project Total	1,481,427	-	1,481,427	-	-	-	-	1,481,427
Creamery Branch Rail Path (along 8th Street): 6007139	Transit Tax	198,617	236,979	435,596	-	-	-	-	435,596
	Federal Grant - CMAQ	-	1,379,021	1,379,021	-	-	-	-	1,379,021
	Project Total	198,617	1,616,000	1,814,617	-	-	-	-	1,814,617
El Paso Natural Gasline Easement Multi-use Path Phase III: 6006069	Transit Tax	56,602	-	56,602	-	-	-	-	56,602
	Federal Grant - CMAQ	1,323,000	-	1,323,000	-	-	-	-	1,323,000
	Project Total	1,379,602	-	1,379,602	-	-	-	-	1,379,602

2015-16 CIP Projects - Transit Program (continued)

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
EVBOM - Facility Asset Maintenance (East Valley Bus Ops / Maint Facility): 6006089	Transit Tax	1,006,474	450,000	1,456,474	250,000	240,000	325,000	250,000	2,521,474
	Federal Grant - 5307	250,000	-	250,000	-	-	-	-	250,000
	Project Total	1,256,474	450,000	1,706,474	250,000	240,000	325,000	250,000	2,771,474
Highline Canal Path (Baseline - Knox Road): 6006079	Transit Tax	267,000	1,144,339	1,411,339	644,044	-	-	-	2,055,383
	Federal Grant - CMAQ	-	1,366,661	1,366,661	1,866,956	-	-	-	3,233,617
	Development Impact Fees	-	TBD	TBD	TBD	-	-	-	TBD
	Project Total	267,000	2,511,000	2,778,000	2,511,000	-	-	-	5,289,000
North South Rail Spur Path - Phase 1: 6007089	Transit Tax	347,000	-	347,000	-	-	-	-	347,000
	Federal Grant - CMAQ	65,000	-	65,000	-	-	-	-	65,000
	Development Impact Fees	-	TBD	TBD	-	-	-	-	TBD
	Project Total	412,000	-	412,000	-	-	-	-	412,000
Pathway Capital Maintenance: 6005249	Transit Tax	694,947	1,150,000	1,844,947	900,000	500,000	550,000	550,000	4,344,947
Rio Salado S. Bank Path Underpass @ McClintock Dr: 6007789	Transit Tax	-	309,000	309,000	947,000	947,000	-	-	2,203,000
	Federal Grant - CMAQ	-	-	-	750,000	750,000	-	-	1,500,000
	Project Total	-	309,000	309,000	1,697,000	1,697,000	-	-	3,703,000
Rio Salado Southbank Path & Underpass at 101 & 202 Freeway Interchange: 6004319	Transit Tax	678,302	-	678,302	-	-	-	-	678,302
Rio Salado Southbank Path Tempe - Phoenix: 6004139	Transit Tax	1,076,900	-	1,076,900	-	-	-	-	1,076,900
Rio Salado Southbank Path Underpass @ Priest Drive: 6007189	Transit Tax	69,707	465,604	535,311	13,250	-	-	-	548,561
	Federal Grant - CMAQ	-	1,165,396	1,165,396	236,750	-	-	-	1,402,146
	Project Total	69,707	1,631,000	1,700,707	250,000	-	-	-	1,950,707
Tempe / Phoenix Bike Share: 6007199	Transit Tax	350,000	52,587	402,587	-	-	-	-	402,587
	Federal Grant - CMAQ	-	1,118,893	1,118,893	-	-	-	-	1,118,893
	Project Total	350,000	1,171,480	1,521,480	-	-	-	-	1,521,480
Transit Passenger Facilities - Bus Stop Improvements: 6003579	Transit Tax	474,469	190,600	665,069	202,640	227,720	234,142	240,726	1,570,297

2015-16 CIP Projects - Transit Program (continued)

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
TTC - Facility Asset Maintenance (Transportation Center): 6006099	Transit Tax	477,200	269,000	746,200	269,000	269,000	269,000	269,000	1,822,200
Unaccounted Federal Grants Contingency: 6005259	Transit Tax	530,428	-	530,428	-	-	-	-	530,428
	Federal Grant - CMAQ	2,121,714	-	2,121,714	-	-	-	-	2,121,714
	Project Total	2,652,142	-	2,652,142	-	-	-	-	2,652,142
US Army Corps Match Money: 6007209	Transit Tax	-	810,000	810,000	-	-	-	-	810,000
Transit Program Total		**19,830,542**	**11,481,886**	**31,312,428**	**7,574,507**	**6,980,173**	**2,478,142**	**2,509,726**	**50,854,976**

1st / Rio Salado Pkwy & Ash Ave Intersection Realignment

Project Description

This project involves the reconstruction and realignment of the 1st Street/Rio Salado Parkway and Ash Avenue intersection to re-open the intersection for through traffic continuing westbound. The scope of work includes traffic signal relocations, sidewalk, bike lane, driveway and street reconstruction to align the roadway for travel in all directions, much like a traditional intersection. The work may involve some right of way purchase and would be coordinated with the Tempe Streetcar project construction. The project concept designs were completed with a study conducted in 2009. The project has been identified as a need for new development that is occurring west of the intersection, west of downtown Tempe. More detailed cost estimates are not available at this time.

The purpose and need of for this project is to provide access for all directions where it is currently not provided today. With recent development of the area west of downtown Tempe there is increased pressure to provide full access through this intersection, which would alleviate some of the traffic pressure on the limited streets that do connect downtown with areas to the west. This project would provide more travel options and routes for the adjacent neighborhoods, businesses and other users.

2015-16 Source of Funds

NA

Estimated 2015-16 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: **6007759**
Estimated Start Date: **07/01/2016**
Estimated Completion Date: **06/30/2018**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$0	$206,000	$1,255,000	$0	$0	$1,461,000

Alameda Drive & I-10 Bicycle / Pedestrian Bridge

Project Description

This project is a bicycle and pedestrian bridge along the Alameda Drive alignment at the I-10 freeway. The project includes lighting, safety features and public art. The project would be an elevated crossing of the I-10 connection to a Tempe's Fountainhead Business Park (east side) to Tempe Diablo Stadium (west side). The project would link several Tempe neighborhoods and bikeways, particularly the bike route along Alameda Drive to major employment centers, the stadium and a city of Phoenix bike route on Roeser Road. The project is identified in MAG, ADOT, and local transportation plans. The project would be constructed with the I-10 Improvements Project. Currently there is $1,200,000 in federal funding for the project and staff is working with ADOT to include the project with the I-10 Improvements Project.

The project would remove a gap in the Tempe and Phoenix bikeway system. Currently Alameda Drive (Roeser St. in Phoenix) is a more than 20 mile bike route that has linkages to downtown Phoenix and Tempe, but is cut in half at the I-10 crossing. The project would further demonstrate Tempe's commitment to multi-modal travel, decrease traffic congestion and help improve air quality. ADOT completed a design concept and feasibility study of the project in 2005.

2015-16 Source of Funds

Transit Tax	$103,000

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$3,000
Design and Engineering	$100,000
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$0
Construction / Improvement	$0
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$103,000

Project Number: **6007769**
Estimated Start Date: **07/01/2013**
Estimated Completion Date: **06/30/2018**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$103,000	$0	$1,384,000	$0	$0	$1,487,000

Bicycle Boulevards

Project Description

This project involves a variety of city-wide bicycle related improvements on nine designated bicycle corridors along paths and local and collector streets in Tempe. The specific improvements 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 are included in the Transportation Master Plan and as a part of the plans public outreach process. the first phase of bicycle boulevard implementation is proposed to be the "seat" and "pedal" routes that follow the Knox/LaVieve (South Tempe) and College Ave (central Tempe) alignments/bike routes.

This project is part of the City Council and Transportation Commission strategies to provide mobility options for residents and visitors. The bicycle boulevard system was adopted in the Transportation Plan in early 2015 and will contribute to achieving the goal of a higher bicycle friendly community rating for Tempe.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$0
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$100,000
Construction / Improvement	$0
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$100,000
Project Number:	**6007779**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

Transit Tax	$100,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$100,000	$100,000	$200,000	$100,000	$200,000	$700,000

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 include striping for bike lanes, removal of one vehicle lane in the eastbound direction, 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 to change the character of the street to reflect the residential uses on this stretch of Broadway Road, which differs significantly with the rest of corridor. The design of the Broadway Road project was a product of extensive community dialogues. The proposed project is identified in the Tempe Comprehensive Transportation Plan as one of the proposed corridors for improvement.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$0
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$0
Construction / Improvement	$5,857,861
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$5,857,861
Project Number:	**6003059**
Estimated Start Date:	**10/01/2008**
Estimated Completion Date:	**12/01/2015**

2015-16 Source of Funds

Transit Tax	$1,295,191
Federal Grant - CMAQ	$3,857,670
MAG Safety Funds	$705,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$5,857,861	$0	$0	$0	$0	$5,857,861

Bus Purchases - Circulator

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.

Estimated 2015-16 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:	**06/30/2016**

2015-16 Source of Funds

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

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$625,000	$0	$0	$0	$0	$625,000

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. This project will provide $50,000 annually from FY15-20 to fund repairs and upgrades required to meet ADA for all Tempe bus stops. This project will also fund the reconstruction of failing curb and gutters at Tempe bus stops.

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. All Tempe bus stops must meet or exceed federal ADA requirements.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$0
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$1,919,700
Construction / Improvement	$0
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$1,919,700
Project Number:	**6005239**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

Transit Tax	$1,919,700

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,919,700	$688,867	$707,453	$500,000	$500,000	$4,316,020

City of Tempe Bus Pullout Project

Project Description

Staff has identified 35 bus pullout priority locations in the city. The project will install 3 to 5 new bus pullouts during FY 2015-16 with passenger amenities at various bus stops in the city. The project will also replace deteriorated 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 5 bus pullouts per year in subsequent years based on location priority established by the ongoing Bus Pullout Study. From 2015 to 2020, staff is estimating that 15 pullouts of the 35 identified locations will be completed.

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. New residents, employees and customers of new developments in the city will use the City of Tempe transit system. The benefit of the project extends to new developments by reducing conflicts with buses and reducing congestion making streets safer for all users, including those in single occupancy vehicles, pedestrians, bicyclists and transit riders.

Estimated 2015-16 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	$1,130,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$1,130,000
Project Number:	**6006764**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

Transit Tax	$1,130,000
Development Impact Fees: TBD	

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,130,000	$500,000	$500,000	$500,000	$500,000	$3,130,000

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 2015-16 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	$1,481,427
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$1,481,427
Project Number:	**6005809**
Estimated Start Date:	**07/01/2013**
Estimated Completion Date:	**10/01/2015**

2015-16 Source of Funds

Transit Tax	$427,327
Federal Grant - 5307	$1,054,100

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,481,427	$0	$0	$0	$0	$1,481,427

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. The project concept has been supported by the neighbors, property owners and stakeholders in the area and would be a revitalization to an important part of Tempe.

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 will add landscaping and encourage appropriate redevelopment on vacant lots or deteriorating structures. The project will better connect the adjacent neighborhoods, but limit cut-through traffic.

2015-16 Source of Funds

Transit Tax	$435,596
Federal Grant - CMAQ	$1,379,021

Estimated 2015-16 Project Costs

Legal / Administration	$12,000
Land Acquisition	$0
Permit Fees	$46,000
Design and Engineering	$448,617
Survey / Staking	$12,000
Construction Management	$84,000
Furnishings / Equipment	$0
Construction / Improvement	$1,200,000
Geotech / Material Testing	$12,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$1,814,617
Project Number:	**6007139**
Estimated Start Date:	**07/01/2014**
Estimated Completion Date:	**06/30/2016**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,814,617	$0	$0	$0	$0	$1,814,617

El Paso Natural Gasline Easement Multi-use Path Phase III

Project Description

The project is a 1/2 mile path extension of the existing El Paso Gasline Path, extending from Price Road to McClintock Drive. This project will extend from Rural Road into Kiwanis Community Park. A bike lane along Southshore Drive, between McClintock and Rural, connects these two projects. The project will include a paved path, with lighting, landscaping, public art and other amenities. The project will meet all ADA requirements and the project is funded almost entirely with $1,323,000 in federal transportation grants.

The project will complete the final piece of an east-west path along the gasline. It will link major residential areas (The Lakes, Optimist Park etc...) with the regional Kiwanis Community Park and the neighborhood parks of Optimist, Gaiki and Scudder. Additionally the path will connect to Fuller, Fees, Rover, and Aguilar Schools. The project connects to many transit routes and the 6 mile Western Canal Pathway. The project continues Tempe's commitment to multi-modal transportation and improving upon what is already the highest percentage of bicycle commuters in the state. The project is both a recreational amenity (linear park) and a transportation corridor.

2015-16 Source of Funds

Transit Tax	$56,602
Federal Grant - CMAQ	$1,323,000

Estimated 2015-16 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	$1,379,602
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$1,379,602
Project Number:	**6006069**
Estimated Start Date:	**10/11/2011**
Estimated Completion Date:	**06/30/2016**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,379,602	$0	$0	$0	$0	$1,379,602

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. The asset management plan for the facility and the specific projects stemming from it for FY 2015 thru FY 2019 is nearing completion. EVBOM is a 250 bus facility from which all of Tempe's transit service is provided. It also serves as a regional operations base managed by the Regional Public Transportation Authority (RPTA). 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 the upgrade. Future projects also include: Upgrading Fluid Distribution Center - $150,000 in FY15-16; Resealing Fuel area and Maintenance Facility - $250,000 in FY16-17; Pave additional bus and employee parking area - $240,000 in FY 17-18; Repaint and start LED lighting upgrade at the facility - $325,000 in FY18-19; EVBOM LED lighting upgrade - $250,000 in FY19-20.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$0
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$450,000
Construction / Improvement	$1,256,474
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$1,706,474
Project Number:	**6006089**
Estimated Start Date:	**07/01/2013**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

Transit Tax	$1,456,474
Federal Grant - 5307	$250,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,706,474	$250,000	$240,000	$325,000	$250,000	$2,771,474

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.

Estimated 2015-16 Project Costs

Legal / Administration	$20,000
Land Acquisition	$0
Permit Fees	$71,000
Design and Engineering	$507,000
Survey / Staking	$20,000
Construction Management	$140,000
Furnishings / Equipment	$0
Construction / Improvement	$2,000,000
Geotech / Material Testing	$20,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$2,778,000
Project Number:	**6006079**
Estimated Start Date:	**07/01/2013**
Estimated Completion Date:	**06/30/2017**

2015-16 Source of Funds

Transit Tax	$1,411,339
Federal Grant - CMAQ	$1,366,661
Development Impact Fees: TBD	

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$2,778,000	$2,511,000	$0	$0	$0	$5,289,000

North South Rail Spur Path - Phase 1

Project Description

This project involves the design and construction of the first phase 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. This first phase involves the segment from University Drive to Broadway Road and would include both signing and marking on Farmer Ave (University to 13th) and a multi-use path from 13th to Broadway. The path 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. Future phases of this project would be the first phase of many future phases.

This project is identified in the Tempe General Plan 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.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$412,000
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**

2015-16 Source of Funds

Transit Tax	$347,000
Federal Grant - CMAQ	$65,000
Development Impact Fees: TBD	

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$412,000	$0	$0	$0	$0	$412,000

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 $500,000 FY 15-16;
3) Repair/replacement of segments of concrete pathways that pose hazards to users $50,000 annually FY 2015-20;
4) Mitigate Erosion and Standing Water at Curry Road Pedestrian Tunnel $750,000 FY 15-16; 5) MUP ingress/egress modifications for sweeper access $350,000 FY15-16; 6) Replace El Paso Gas Line Bollard Lights $350,000 FY 16-17; 7) Repaint College Avenue Pedestrian Bridge $250,000 FY 16-17; 8) Repaint Country Club Way Pedestrian Bridge $250,000 FY 16-17; 9) Replace Kyrene Canal MUP Irrigation System/El Paso Gas Line MUP Irrigation System/Grove Parkway MUP Irrigation System $350,000 FY 17-18.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$0
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$1,844,947
Construction / Improvement	$0
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$1,844,947
Project Number:	**6005249**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

Transit Tax	$1,844,947

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,844,947	$900,000	$500,000	$550,000	$550,000	$4,344,947

Rio Salado S. Bank Path Underpass @ McClintock Dr.

Project Description

This project is the construction of a bicycle/pedestrian path underpass at McClintock Drive along the south bank of the Rio Salado. The project will connect to an existing path on the west side of McClintock and to another path on the east side that is currently under construction managed by ADOT (101/202 underpass). 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 McClintock Drive for the Rio Salado Path users, where today none exists. The project will link a more than 5 mile system of paths along the Rio Salado and Town Lake area.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$9,000
Design and Engineering	$300,000
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	$309,000

Project Number: **6007789**

Estimated Start Date: **07/01/2014**

Estimated Completion Date: **06/30/2018**

2015-16 Source of Funds

Transit Tax	$309,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$309,000	$1,697,000	$1,697,000	$0	$0	$3,703,000

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 and the Tempe match/local leverage is identified in this form.

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.

Estimated 2015-16 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	$678,302
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$678,302

Project Number: **6004319**

Estimated Start Date: **07/01/2011**

Estimated Completion Date: **06/30/2016**

2015-16 Source of Funds

Transit Tax	$678,302

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$678,302	$0	$0	$0	$0	$678,302

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. Total estimated cost for path lighting is estimated at $750,000 and current appropriation available for lighting is $979,368.

Estimated 2015-16 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	$1,076,900
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$1,076,900
Project Number:	**6004139**
Estimated Start Date:	**07/01/2010**
Estimated Completion Date:	**06/30/2016**

2015-16 Source of Funds

Transit Tax	$1,076,900

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,076,900	$0	$0	$0	$0	$1,076,900

Rio Salado Southbank Path Underpass @ 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 was 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.

Estimated 2015-16 Project Costs

Legal / Administration	$11,000
Land Acquisition	$0
Permit Fees	$39,000
Design and Engineering	$201,707
Survey / Staking	$11,000
Construction Management	$77,000
Furnishings / Equipment	$0
Construction / Improvement	$1,100,000
Geotech / Material Testing	$11,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$250,000
Total	$1,700,707
Project Number:	**6007189**
Estimated Start Date:	**07/01/2014**
Estimated Completion Date:	**06/30/2017**

2015-16 Source of Funds

Transit Tax	$535,311
Federal Grant - CMAQ	$1,165,396

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,700,707	$250,000	$0	$0	$0	$1,950,707

Tempe / Phoenix Bike Share

Project Description

The Regional Bike Share program will include multiple cities and Valley Metro and will provide 20 or more locations in Tempe for rental of bicycles at automated bicycle rack kiosks. The kiosks will be in City right-of-way and in high activity areas like downtown Tempe, Tempe Town Lake, the Tempe Public Library, and the Tempe Center for the Arts. The capital funds for the project are through a federal grant and the operations will be contracted through an RFP process, with no operating impacts to the City. The project is 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.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$0
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$850,000
Construction / Improvement	$0
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$671,480
Total	$1,521,480
Project Number:	**6007199**
Estimated Start Date:	**07/01/2014**
Estimated Completion Date:	**12/01/2015**

2015-16 Source of Funds

Transit Tax	$402,587
Federal Grant - CMAQ	$1,118,893

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,521,480	$0	$0	$0	$0	$1,521,480

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.

Estimated 2015-16 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	$625,069
Geotech / Material Testing	$2,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$665,069
Project Number:	**6003579**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

Transit Tax	$665,069

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$665,069	$202,640	$227,720	$234,142	$240,726	$1,570,297

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 building is occupied by city staff and private firms and includes meeting space that is open for use by members of the community. The transit center includes a 13 bay bus plaza that is also adjacent to a major light rail station. 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.

In FY 2015-16 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.

Estimated 2015-16 Project Costs

Legal / Administration	$2,000
Land Acquisition	$0
Permit Fees	$8,000
Design and Engineering	$26,000
Survey / Staking	$2,000
Construction Management	$15,000
Furnishings / Equipment	$0
Construction / Improvement	$691,200
Geotech / Material Testing	$2,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$746,200
Project Number:	**6006099**
Estimated Start Date:	**07/01/2013**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

Transit Tax	$746,200

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$746,200	$269,000	$269,000	$269,000	$269,000	$1,822,200

Unaccounted Federal Grants Contingency

Project Description

This Project will create additional spending authority for federal grants that may be available during FY2015-16. The City must account for potential federal grants that could be secured and that need to be spent within 2015-2016. Potential grant funded projects include: a) Transit Facility additions or improvements; b) Multi-Use Paths & Pedestrian Street Improvements; c) Passenger Facility Rehabilitation; and d) Bus Stop Improvements.

Estimated 2015-16 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**

2015-16 Source of Funds

Transit Tax	$530,428
Federal Grant - CMAQ	$2,121,714

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$2,652,142	$0	$0	$0	$0	$2,652,142

US Army Corps Match Money

Project Description

The project is for approximately 2.5 acres of habitat restoration and three-quarters mile of path between Indian Bend Wash (IBW) and McClintock Drive to support wildlife observation and recreation. This ¾ mile path completes a 6.8 mile loop between Priest Drive and McClintock. It also provides environmental enhancement of the Salt River and levees as part of the ongoing U.S. Army Corps of Engineers (USACE) and Tempe partnership. FY 2015-16 funding will be used to complete construction and final project close out for all three phases of a 140-acre, 15-year environmental restoration project and a missing link in the planned path system of Rio Salado.

Project design costs are 50% funded by USACE and project construction is 65% funded by USACE. Project's recreational component capital costs (signs, recreation amenities) are 50% funded by USACE. Project monitoring and maintenance is 100% City of Tempe cost.

Estimated 2015-16 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	$810,000
Total	$810,000

Project Number: **6007209**

Estimated Start Date: **03/01/2015**

Estimated Completion Date: **12/31/2015**

2015-16 Source of Funds

Transit Tax	$810,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$810,000	$0	$0	$0	$0	$810,000

General Purpose Program

General Purpose projects total $69.6 million in FY 2015-16 and account for 43% of the FY 2015-16 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 $69.6 million of the $162.8 million Capital Improvements Budget for FY 2015-16.

The majority of the funding for the five program areas above is to be provided by the planned issuance of $51.8 million of general obligation bonds, followed by approximately $6.8 million from pay as you go contributions from various City operating funds. The balance is funded from existing project fund balances, and other outside revenue.

Major areas of emphasis in FY 2015-16 include various repair and replacement projects for parks infrastructure, 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 and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
CAD / RMS / FRWS System: 5501999	General Obligation Bonds	152,682	-	152,682	-	-	-	-	152,682
City Regional Radio System Maintenance and Replacement: 5501989	General Obligation Bonds	88,000	2,846,808	2,934,808	3,596,725	-	-	-	6,531,533
	G.O. Bonds Election Required	-	-	-	-	1,962,645	2,700,183	2,579,050	7,241,878
	Solid Waste Fund	5,000	102,120	107,120	141,667	53,731	54,447	55,193	412,158
	Water / Wastewater Fund	7,000	281,720	288,720	256,676	75,224	76,226	77,270	774,116
	Project Total	100,000	3,230,648	3,330,648	3,995,068	2,091,600	2,830,856	2,711,513	14,959,685
Communication Telephone / Radio Logger Replacement: NA	G.O. Bonds Election Required	-	-	-	-	-	311,728	-	311,728
Court Improvement Project - Court Facility: 6705139	General Obligation Bonds	159,968	-	159,968	-	-	-	-	159,968
Detention Camera: NA	G.O. Bonds Election Required	-	-	-	-	-	150,000	-	150,000
Digital Evidence: 5507179	General Obligation Bonds	161,000	196,000	357,000	196,000	-	-	-	553,000
Electrical Improvements - Main Department Generator Replacement: 5507679	General Obligation Bonds	-	325,000	325,000	-	-	-	-	325,000
HVAC Replacement - SWAT Building: 5507689	General Obligation Bonds	-	8,000	8,000	-	-	-	-	8,000
Impounded Vehicle Storage: 5507699	General Obligation Bonds	-	150,000	150,000	-	-	-	-	150,000
Mobile Replacement: 5509189	General Obligation Bonds	200,000	-	200,000	-	-	-	-	200,000
	G.O. Bonds Election Required	-	-	-	-	-	2,100,000	-	2,100,000
	Project Total	200,000	-	200,000	-	-	2,100,000	-	2,300,000
Police Department Vent and Waste Piping Replacement: 5507669	General Obligation Bonds	-	65,000	65,000	-	-	-	-	65,000
Police Mounted Security Upgrade at Kiwanis Maintenance Yard: 5507279	General Obligation Bonds	275,000	-	275,000	-	-	-	-	275,000
Public Safety Memorial: 5507709	Capital Improvements Reserve	-	175,000	175,000	-	-	-	-	175,000
	Private Donations	-	175,000	175,000	-	-	-	-	175,000
	Project Total	-	350,000	350,000	-	-	-	-	350,000

2015-16 CIP Projects - Police Protection Program (continued)

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
Security Systems Replacement - Apache Sub Station: 5507719	General Obligation Bonds	-	350,000	350,000	-	-	-	-	350,000
Taser Refresh: NA	G.O. Bonds Election Required	-	-	-	-	-	600,000	-	600,000
Police Protection Program Total		**1,048,650**	**4,674,648**	**5,723,298**	**4,191,068**	**2,091,600**	**5,992,584**	**2,711,513**	**20,710,063**

CAD / RMS / FRWS System

Project Description

This project replaces 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 provides considerable functionality that allows the Police Department to more efficiently capture and manage data, and provides the foundation for future data sharing efforts with other jurisdictions. These three software components include CAD, RMS, FRWS as well as electronic accidents, electronic ticketing and custom reporting. The project elements scheduled in fiscal year 2015-16 involve final software and hardware implementation which will complete the overall project.

Estimated 2015-16 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	$152,682
Other Project Costs	$0
Total	$152,682
Project Number:	**5501999**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**12/31/2015**

2015-16 Source of Funds

General Obligation Bonds	$152,682

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$152,682	$0	$0	$0	$0	$152,682

City Regional Radio System Maintenance and Replacement

Project Description

The City of Tempe currently utilizes the Regional Wireless Cooperative (RWC), a regional Project 25 700/800 MHz interoperable radio system. Tempe is responsible for upgrading and/or replacing "end user" equipment to accommodate this upgrade.

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. 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. Upon completion of the initial refresh of the radio system, the radio equipment purchased in the first year of the CIP will be reaching end of life and will need to be replaced. FY 18/19 starts the second refresh of this radio equipment.

Estimated 2015-16 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	$3,330,648
Other Project Costs	$0
Total	$3,330,648
Project Number:	**5501989**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

General Obligation Bonds	$2,934,808
Solid Waste Fund	$107,120
Water / Wastewater Fund	$288,720

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$3,330,648	$3,995,068	$2,091,600	$2,830,856	$2,711,513	$14,959,685

Communication 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.

Estimated 2015-16 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:	**06/30/2019**

2015-16 Source of Funds

NA

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$0	$0	$0	$311,728	$0	$311,728

Court Improvement Project - Court Facility

Project Description

This project supports ongoing efforts to preserve and improve an important City asset, the Court building. Project funds allow the Court to complete projects underway and planned to serve the public and improve functionality. These projects include replacing counters, cabinets, and fixtures in jury rooms, restrooms, break rooms, and courtrooms.

FY15/16 is the 4th year of the Court facility preservation project. Projects underway in FY14/15 include improving security by replacing an antiquated card key access system and courtroom remote locking system. The new system (used throughout the City) provides a more efficient way to manage Courthouse security and access. Access is controlled from one electronic system, eliminating the need to program individual employee ID badges at 34 different doors. Past projects include: facility remodeling and workstation reconfigurations to use space more efficiently and effectively; painting; replaced carpet, tile, and public counters; replaced lobby and courtroom seating. These projects maintain and revitalize City assets, provide a professional environment for Court business, and improve operational efficiency.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$0
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$40,268
Construction / Improvement	$119,700
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$159,968
Project Number:	**6705139**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**06/30/2016**

2015-16 Source of Funds

General Obligation Bonds	$159,968

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$159,968	$0	$0	$0	$0	$159,968

Detention Camera

Project Description

This project includes 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.

The purpose is to replace aging systems and technologies with improved and best practice equipment for detention facilities. 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 to more effectively and efficiently monitor prisoners and better ensure their safety as well as the Detention Officers who are placed in close proximity to subjects who can be violent, intoxicated and suffering from mental illness.

Estimated 2015-16 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: **06/30/2019**

2015-16 Source of Funds

NA

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$0	$0	$0	$150,000	$0	$150,000

Digital Evidence

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 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.

Body cameras will provide sworn Police Officers with the equipment necessary to safely record digital evidence to help ensure transparency and accountability, fight crime, protect the community and enhance criminal prosecution. The body cameras will be implemented and tested in a small workgroup in FY 14-15, and the remainder deployed in FY 15-16 and 16-17. The need will be re-evaluated after the initial implementation period.

Estimated 2015-16 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	$357,000
Other Project Costs	$0
Total	$357,000

Project Number: **5507179**
Estimated Start Date: **01/01/2015**
Estimated Completion Date: **06/30/2017**

2015-16 Source of Funds

General Obligation Bonds	$357,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$357,000	$196,000	$0	$0	$0	$553,000

Electrical Improvements - Main Department Generator Replacement

Project Description

This project provides funding for the replacement of the generator at the main Police Department building on 5th Street.

Estimated 2015-16 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	$325,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$325,000

Project Number: **5507679**
Estimated Start Date: **07/01/2015**
Estimated Completion Date: **12/31/2015**

2015-16 Source of Funds

General Obligation Bonds	$325,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$325,000	$0	$0	$0	$0	$325,000

HVAC Replacement - SWAT Building

Project Description

Tempe maintains nearly 400 air conditioning, heat pump and split system units with an expected useful life of 12 years. 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. This project will replace the HVAC unit at the Police Department Apache Swat Building.

Estimated 2015-16 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	$8,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$8,000

Project Number: **5507689**
Estimated Start Date: **07/01/2015**
Estimated Completion Date: **12/31/2015**

2015-16 Source of Funds

General Obligation Bonds	$8,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$8,000	$0	$0	$0	$0	$8,000

Impounded Vehicle Storage

Project Description

This project includes funding to purchase equipment necessary to immediately update the police property facility to handle vehicles currently stored on the property facility lot for criminal justice purposes. These vehicles are unable to be moved or stored efficiently and take up two times the amount of space. Within the next five years the project goal is also to purchase a unit of land for storing and maintaining all impounded vehicles the Police Department seizes and stores for criminal justice purposes. The lot purchase will provide the permanent long term storage required for the significant number of vehicles impounded each year.

On average, the Police Department seizes and impounds over 700 vehicles a year. These vehicles are often held for extended periods of time based on state law and the severity of the case for which they were seized. Currently, these vehicles are stored in multiple places which can make it extremely difficult for the property unit and the case detective to manage and secure them. The police property unit does not have the storage space or equipment necessary to move, rack and store the number of vehicles seized by the Police Department.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$0
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$150,000
Construction / Improvement	$0
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$150,000
Project Number:	**5507699**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**06/30/2019**

2015-16 Source of Funds

General Obligation Bonds	$150,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$150,000	$0	$0	$0	$0	$150,000

Mobile Replacement

Project Description

Police Department personnel consist of both civilian and sworn employees who serve a variety of functions both in an office environment and in the field. Police Department mobile computers ensure access to the fully integrated public safety system for field employees. Mobile computers ensure field Officers can communicate, respond to citizen calls for service and complete police reports, field contacts and arrest/bookings. Police Department desktop computers ensure access to the fully integrated public safety system for office employees. Desktops ensure office employees can access our Computer-Aided Dispatch (CAD), Records Management System (RMS), Jail Management System (JMS) and Property and Evidence systems. In sum, this project is intended to ensure access to the Police Department fully integrated public safety system by replacing Police Department mobile 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. Police Department desktop computers need to be replaced every five years.

Estimated 2015-16 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:	**5509189**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**06/30/2018**

2015-16 Source of Funds

General Obligation Bonds	$200,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$200,000	$0	$0	$2,100,000	$0	$2,300,000

Police Department Vent and Waste 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 replace failing piping throughout the building. Design work is complete and this project is construction ready.

If proactive measures are not taken, the impact of the pipe bursting would not only affect the daily operation of the Police Department, but also Information Technology and the Tempe Municipal Courts. However, the Detention Facility located at the lower level of the Police/Court Building will be most adversely affected. The Tempe Police Department Detention Facility is a 24/7 operation that currently processes approximately 30-50 detainees each day and houses approximately 30-50 overnight. If the detention facility is out of commission the day-to-day operations would be severely impacted.

Estimated 2015-16 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	$65,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$65,000

Project Number: **5507669**
Estimated Start Date: **07/01/2015**
Estimated Completion Date: **06/30/2016**

2015-16 Source of Funds

General Obligation Bonds	$65,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$65,000	$0	$0	$0	$0	$65,000

Police Mounted Security Upgrade at Kiwanis Maint 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. The maintenance yard also houses approximately ten to fifteen marked and unmarked police vehicles and the mounted unit barn which has seven police horses. In addition, the yard is one of the two city fuel access points. The requested funds will be designated for security upgrades to the yard. The upgrades will include installing a solid 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.

The current perimeter security includes a block wall around the south, east and north side of the yard. However, the west perimeter is a seven foot chain link fence that separates the yard from the highly traveled SRP canal bank. This request would replace the chain link fence with an eight (8) foot decking fence. 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.

Estimated 2015-16 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	$275,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$275,000

Project Number: **5507279**
Estimated Start Date: **07/01/2014**
Estimated Completion Date: **06/30/2016**

2015-16 Source of Funds

General Obligation Bonds	$275,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$275,000	$0	$0	$0	$0	$275,000

Public Safety Memorial

Project Description

The City of Tempe currently does not have a memorial dedicated to its police officers, firefighters and police canines who have lost their lives in the line of duty. This memorial will be constructed at the Tempe Beach Park and will serve not only as a tribute to our fallen heroes, it will also serve as a place where families, friends and the community can come to honor those who have fallen.

Creating a Public Safety Memorial in Tempe will honor those who have made the ultimate sacrifice in service to our community. A critical aspect of this project will be the private fundraising effort to raise at least $175K to move the project forward to completion.

Estimated 2015-16 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	$350,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$350,000
Project Number:	**5507709**
Estimated Start Date:	**07/01/2014**
Estimated Completion Date:	**09/30/2016**

2015-16 Source of Funds

Capital Improvements Reserve	$175,000
Private Donations	$175,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$350,000	$0	$0	$0	$0	$350,000

Security Systems Replacement - Apache Sub Station

Project Description

Special Systems are an important part of safety and security throughout Tempe Facilities. Special Systems include the following: Security alarms, video security, card access, 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 cameras with a life cycle of 5 -7 years, 10 years on security and surveillance systems and to 25 years on sprinkler systems. In 2015-16, this project will replace critical failing and outdated special systems equipment at the Apache Police Department as follows:

Replace failing and failed cameras, and recording equipment ($350k). There are 33 cameras in the interior and exterior of the building. This analog video system is nearing 8 years in age with a maximum expected life of 5-7 years. More than 50% of the digital video recorders have failed and more than 40% of the cameras are presently offline due to failures, therefore not allowing the Police Department to review needed footage. This project will replace the current system with a modern video system.

Estimated 2015-16 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	$350,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$350,000
Project Number:	**5507719**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**06/30/2016**

2015-16 Source of Funds

General Obligation Bonds	$350,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$350,000	$0	$0	$0	$0	$350,000

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). As such, a need will exist to refresh all Tasers in 2018.

The purpose of this project is to replace all departmental Tasers issued as part of the 2013 "Taser Refresh"; the warranty for these units expires in 2017. 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.

Estimated 2015-16 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: **06/30/2019**

2015-16 Source of Funds

NA

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$0	$0	$0	$600,000	$0	$600,000

Fire Protection Program CIP Projects

Project Name & Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
Electrical Improvements - Fire Stations 1 and 3: 5607519	General Obligation Bonds	-	187,373	187,373	-	-	-	-	187,373
Fire Medical Rescue Apparatus Replacement: 5603619	General Obligation Bonds	650,914	1,100,000	1,750,914	1,200,000	-	-	-	2,950,914
	G.O. Bonds Election Required	-	-	-	-	-	560,000	1,200,000	1,760,000
	Project Total	650,914	1,100,000	1,750,914	1,200,000	-	560,000	1,200,000	4,710,914
Fire Medical Rescue Laptop Replacement: 5603629	General Obligation Bonds	145,041	-	145,041	13,500	72,000	-	-	230,541
	G.O. Bonds Election Required	-	-	-	-	-	18,000	-	18,000
	Project Total	145,041	-	145,041	13,500	72,000	18,000	-	248,541
Fire Medical Rescue Self Contained Breathing Apparatus (SCBA): NA	General Obligation Bonds	-	-	-	-	1,233,000	-	-	1,233,000
Fire Medical Rescue Station #7: NA	G.O. Bonds Election Required	-	-	-	-	-	300,000	5,577,600	5,877,600
	Development Impact Fees	-	-	-	-	-	TBD	TBD	TBD
	Project Total	-	-	-	-	-	300,000	5,577,600	5,877,600
Fire Medical Rescue Station Location Study: 5605939	Capital Projects Fund Balance	101,626	-	101,626	-	-	-	-	101,626
Fire Medical Rescue Training Center Facilities: 5605949	General Obligation Bonds	650,126	200,000	850,126	-	-	-	-	850,126
HVAC Replacements - Fire Stations 2, 4 and 5: 5607529	General Obligation Bonds	-	84,000	84,000	-	-	-	-	84,000
Renovate City's Emergency Operations Center: 5607539	General Obligation Bonds	-	26,000	26,000	350,000	-	-	-	376,000
Roof Replacement - Fire Station 1: 5607549	General Obligation Bonds	-	50,000	50,000	-	-	-	-	50,000
Fire Protection Program Total		**1,547,707**	**1,647,373**	**3,195,080**	**1,563,500**	**1,305,000**	**878,000**	**6,777,600**	**13,719,180**

Electrical Improvements - Fire Stations 1 and 3

Project Description

This project provides funding to rectify electrical deficiencies at Fire Station #1 ($109, 288) and Fire Station #3 ($78,085) as identified in the ARC Flash Hazard Analysis.

Estimated 2015-16 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	$187,373
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$187,373

Project Number: **5607519**
Estimated Start Date: **07/01/2015**
Estimated Completion Date: **12/30/2015**

2015-16 Source of Funds

General Obligation Bonds	$187,373

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$187,373	$0	$0	$0	$0	$187,373

Fire Medical Rescue Apparatus Replacement

Project Description

This project provides funding to purchase fire emergency response apparatus which have been identified for replacement. Emergency response apparatus replacement addresses public and firefighter safety. 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 ten apparatus that are 12 to 20 years old and eight apparatus that exceed 150,000 miles each.

To be in accordance with replacement criteria, two fire emergency response apparatus are needed in FY 15-16 and two in FY 16-17. FY 16-17 to FY 17-18 vehicles are subject to change as the department is in the process of reviewing life cycles for unique apparatus. Fire emergency response 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.

Estimated 2015-16 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	$1,750,914
Total	$1,750,914

Project Number: **5603619**
Estimated Start Date: **07/11/2011**
Estimated Completion Date: **06/30/2020**

2015-16 Source of Funds

General Obligation Bonds	$1,750,914

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,750,914	$1,200,000	$0	$560,000	$1,200,000	$4,710,914

Fire Medical Rescue Laptop Replacement

Project Description

This project will provide for the replacement of ruggedized laptop computers used by Fire personnel in the field for electronic patient care report (ePCR) and development of a wireless fire apparatus infrastructure to accommodate small devices (cell phones), laptops and heart monitors. This will enhance wireless transfer of critical patient information from both the laptop units and heart monitors to definitive care facilities. This project also includes replacement of technology for the City's Emergency Operations Center (EOC) operations. The EOC currently has laptops that are between seven and eight years old with outdated operating systems (which cannot be upgraded), and an antiquated projector which cannot integrate with other City monitoring systems. The EOC also requires 6 additional laptops.

The Fire Department is using 28 ruggedized laptops. A five year replacement plan is suggested by ITD. The current inventory of laptops is as follows: 16 are 5 years or greater and are scheduled for replacement in FY 17/18; 4 are 4 years old and are scheduled for replacement in FY 18/19; 8 are 0-3 years old and are scheduled for replacement in FY 20/21.

Estimated 2015-16 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	$145,041
Other Project Costs	$0
Total	$145,041
Project Number:	**5603629**
Estimated Start Date:	**Continuing**
Estimated Completion Date:	**06/30/2019**

2015-16 Source of Funds

General Obligation Bonds	$145,041

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$145,041	$13,500	$72,000	$18,000	$0	$248,541

Fire Medical Rescue Self Contained Breathing Apparatus (SCBA)

Project Description

Self-contained breathing apparatus (SCBAs) are the most important piece of equipment in providing all hazards emergency response capabilities to the community. The self-contained breathing apparatus is utilized daily in not only incidents containing fire, but in confined space rescues and hazardous material mitigation. The department's current breathing apparatus are nearing ten years old and beginning to incur additional costs to maintain to an appropriate level. Replacement of this equipment with new generation breathing apparatus will increase the safety of our members by providing reliable apparatus that also improves field of vision, increases communication capability, provides easier visualization of members in darkened conditions, and allows for a better ergonomic fit to decrease back and shoulder injuries.

The project purpose would be to replace all current units with the newest generation of breathing apparatus. Costs would include all new units, masks, parts, testing equipment and EXO self rescuing system. The purpose of the retrofit is to maximize the deployment of the EXO rescue system and to provide better ergonomic fit of the SCBA pack to decrease pressure on the back and shoulders. This new design will decrease firefighter fatigue and the risk of injuries.

Estimated 2015-16 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:	**06/30/2018**

2015-16 Source of Funds

NA

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$0	$0	$1,233,000	$0	$0	$1,233,000

Fire Medical Rescue Station #7

Project Description

This project entails building a new fire station (Fire Station #7), including land purchase, construction and operating expenses. The new fire station will address growth in call volume and provide commensurate service throughout the City. Currently, the Tempe Fire Medical Rescue Department has ten companies housed in six fire stations. The last fire station built (station #6), was completed over ten years ago in 2004. Since then, call volume has increased by 29%. Continued growth will result in the need for additional resources.

The 2014-15 Fire Station Location Study's preliminary results indicate a need for an additional fire station to address service delivery issues related to growth. At the current pace of growth, calls for service will increase by over 5,000 (or 22%) by the year 2019. It will be critical to have this station be built in order to maintain the benefit of timely service delivery throughout the community.

Estimated 2015-16 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**

2015-16 Source of Funds

NA

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$0	$0	$0	$300,000	$5,577,600	$5,877,600

Fire Medical Rescue Station Location Study

Project Description

This project is to fund a fire station location study. For all practical purposes the first phase of this project will be complete in 2015. As a placeholder, funds are being requested to build a new fire station (Fire Station #7), land purchase, building construction and operating expenses. See Fire Station #7 Capital Improvement Project budget request.

This project includes funding for a fire station location study. A primary purpose of the study is to maximize the Tempe Fire Medical Rescue Department resources for deployment to emergency incidents. The last fire station (station #6) was built over ten years ago in 2004. Since then, call volume has increased by 30%. This study will incorporate present and anticipated demographic changes. The scope of the project has been expanded to include the delivery of emergency transportation services and various ad-hoc reports.

Estimated 2015-16 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	$101,626
Total	$101,626

Project Number: **5605939**
Estimated Start Date: **11/01/2013**
Estimated Completion Date: **06/30/2016**

2015-16 Source of Funds

Capital Projects Fund Balance	$101,626

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$101,626	$0	$0	$0	$0	$101,626

Fire Medical RescueTraining Center Facilities

Project Description

The first phase of this project is complete for the Skills Building repair which was in accordance with a structural evaluation conducted in 2012. Carryforward funds will be used for the second phase of the project: Drivers Training Track repair ($70,000), Burn Room Building renovations (built in 1993) and Skill Building props.

The Fire Training Center Burn Room building was built in 1993. The extensive use of this facility and the significant benefits derived from firefighters' training, which directly impacts the delivery of service to the community, has exceeded expectations. Because the building sustains damage with each live fire training, it limits the life of the building. The Burn Room and Skills Tower can be used over 100 days each year for fire training and are vital to firefighter preparedness and safety. Modern burn room facilities are conducive to firefighters learning by preparing them for real life situations they will encounter. Given the critical nature of this training for firefighter safety, it is essential that the burn room be kept in a functioning state.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$0
Survey / Staking	$0
Construction Management	$850,126
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	$850,126

Project Number: **5605949**
Estimated Start Date: **07/01/2013**
Estimated Completion Date: **06/30/2016**

2015-16 Source of Funds

General Obligation Bonds	$850,126

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$850,126	$0	$0	$0	$0	$850,126

HVAC Replacements - Fire Stations 2, 4 and 5

Project Description

Tempe maintains nearly 400 air conditioning, heat pump and split system units with an expected useful life of 12 years. 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. This project will replace HVAC units at Fire Station # 2 ($49,000), Fire Station # 4 ($18,000), and Fire Station # 5 ($17,000).

Estimated 2015-16 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	$84,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$84,000

Project Number: **5607529**
Estimated Start Date: **07/01/2015**
Estimated Completion Date: **06/30/2016**

2015-16 Source of Funds

General Obligation Bonds	$84,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$84,000	$0	$0	$0	$0	$84,000

Renovate City's Emergency Operations Center

Project Description

The Fire Department is charged with the responsibility of overseeing the City's emergency management effort. The current EOC was built in 1998 and is located in the Fire Administration building. EOC computers were last replaced in 2002. Much of the current emergency management software now in use will not run well on the outdated operating system. Providing high quality crisis response would require replacement of the EOC computers as well as the video projection technology. Options include desktop and zero client computers, digital projectors, and a video wall. The technology portion represents an immediate need. The furniture and fixtures also need updating with a focus on better utilization of the limited floor space. Elimination of one work group area and acquisition of new, more functional furniture must be considered.

The utilization of remote work groups through video conferencing is likely the most cost effective option available at this point. While the technology portion can progress without any serious infrastructure upgrades, a raised floor is necessary for proposed changes and improved safety, as well as flexibility for future reconfiguration.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$1,000
Design and Engineering	$25,000
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	$26,000

Project Number: **5607539**
Estimated Start Date: **07/01/2015**
Estimated Completion Date: **06/30/2016**

2015-16 Source of Funds

General Obligation Bonds	$26,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$26,000	$350,000	$0	$0	$0	$376,000

Roof Replacement - Fire Station 1

Project Description

Roofs for City facilities are a very important assets to maintaining facilities. By not replacing roofs that are beyond their useful life, there would be damage from water getting into facilities therefore costing much more over time and creating health and safety issues. The expected life of a roof is 15-20 years. This project will replace the roof at Fire Station 1 in 2015-16 .

Estimated 2015-16 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	$50,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$50,000

Project Number: **5607549**
Estimated Start Date: **07/01/2015**
Estimated Completion Date: **12/30/2015**

2015-16 Source of Funds

General Obligation Bonds	$50,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$50,000	$0	$0	$0	$0	$50,000

Storm Drains Program CIP Projects

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
Highline Western Canal: NA	General Obligation Bonds	-	-	-	-	-	500,000	-	500,000
	G.O. Bonds Election Required	-	-	-	-	-	-	1,690,000	1,690,000
	County Flood Control District	-	-	-	-	-	-	1,990,000	1,990,000
	Project Total	-	-	-	-	-	500,000	3,680,000	4,180,000
Loma Vista Neighborhood Drainage Improvements: NA	General Obligation Bonds	-	-	-	-	667,500	-	-	667,500
	County Flood Control District	-	-	-	-	2,002,500	-	-	2,002,500
	Project Total	-	-	-	-	2,670,000	-	-	2,670,000
Storm Drain Improvements: 5899971	Capital Projects Fund Balance	644,392	-	644,392	-	-	-	-	644,392
	General Obligation Bonds	-	300,000	300,000	300,000	300,000	300,000	-	1,200,000
	G.O. Bonds Election Required	-	-	-	-	-	-	300,000	300,000
	Project Total	644,392	300,000	944,392	300,000	300,000	300,000	300,000	2,144,392
Storm Drains Program Total		**644,392**	**300,000**	**944,392**	**300,000**	**2,970,000**	**800,000**	**3,980,000**	**8,994,392**

Highline Western Canal

Project Description

The improvements for this project are estimated to consist of box culvert, 36" and 24" diameter storm drains, inlet/channel/outlet improvements intended to convey storm drainage to the Ken McDonald Golf Course (KMGC) and additional retention within the south practice field at Kiwanis Park to lower the risk of flooding for the KMGC system. The progress to date has identified areas of flooding, alternative storm drain concepts, and a conceptual design to determine probable cost. A submittal was made to Maricopa County Flood Control (FCDMC) for matching construction and design funds in the amount of $1.99 million and was conceptually supported by FCDMC. The project cost is estimated at $3,980,000 plus an additional $200,000 for utility relocation and surveying. It will be requested that FCDMC prioritize this project to move forward and provide the funding for construction starting in 2018-2019.

During the Western Canal Flood Study the consultant identified several areas where street and property flooding occurs. The intent of this project is to relieve street and property flooding in these identified areas around the KMGC, promote a more efficient means of runoff conveyance into the KMGC retention from offsite drainage sub-basins, and provide more retention volume so that the base flood elevation for the area is lowered.

2015-16 Source of Funds

NA

Estimated 2015-16 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: **06/30/2021**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$0	$0	$0	$500,000	$3,680,000	$4,180,000

Loma Vista Neighborhood Drainage Improvements

Project Description

This project was originally planned for installation of storm drain improvements in the neighborhood north of McClintock High with an outfall into an expanded retention basin on the McClintock High School campus, as a recommendation from the Flood Control District of Maricopa County's (FCDMC) Broadway Rural Drainage Master Plan. However, the COT has received a Water Infrastructure Finance Authority (WIFA) Grant to study Low Impact Development (LID) options, including utilizing the runoff for turf irrigation. In addition, McClintock High and the FCDMC representatives have expressed interest in utilizing the project as a demonstration project for more sustainable use of rainfall in a campus/commercial setting.

The FCDMC conducted the Broadway Rural Drainage Master Plan that included of the neighborhoods bounded by the U.S. 60 on the south, the Union Pacific Railroad (UPRR) on the north, the Price Road/Loop 101 Freeway on the east, and the railroad spur west of Mill Avenue on the west end. The study found that 21 homes could be prone to inundation during a 100-year storm event. We have applied for and received staff recommendation from FCDMC for CIP funding for 75% of the cost.

2015-16 Source of Funds

NA

Estimated 2015-16 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: **06/30/2019**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$0	$0	$2,670,000	$0	$0	$2,670,000

Storm Drain Improvements

Project Description

This project entails 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. This year upgrades were made to many catch basins throughout the city including Hardy and University Drive catch basins, and several other catch basins throughout the City. Next year there are several projects including the Tempe Town Lake storm drain bypass storm drain ($600,000) and various other smaller replacements and rehabilitations throughout the city based upon current asset inventory, field observation and inspection.

This project purpose and need is to relieve or eliminate localized flooding problems to residents/motorist/all users of Tempe streets and provides for the construction of storm drain network extensions and improvements. The City of Tempe maintains over 80 major storm drain retention basins, over 103 miles of storm drain pipes, over 1,600 catch basins and storm drain manholes, and many other related structures.

Estimated 2015-16 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	$884,392
Geotech / Material Testing	$2,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$944,392
Project Number:	**5899971**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

Capital Projects Fund Balance	$644,392
General Obligation Bonds	$300,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$944,392	$300,000	$300,000	$300,000	$300,000	$2,144,392

Park Improvements / Recreation Program CIP Projects

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
Community Services									
Aquatics (Swimming Pool) Infrastructure & Equipment Replacement: 6304999	General Obligation Bonds	321,279	704,198	1,025,477	-	-	-	-	1,025,477
	G.O. Bonds Election Required	-	-	-	1,822,600	369,000	681,000	-	2,872,600
	Project Total	321,279	704,198	1,025,477	1,822,600	369,000	681,000	-	3,898,077
Clark Park Swimming Pool Renovation: NA	G.O. Bonds Election Required	-	-	-	-	250,000	-	-	250,000
Diablo Stadium Capital Replacement & Reinvestment: 6303009	Diablo Stadium Revenue	-	47,500	47,500	47,500	47,500	47,500	47,500	237,500
	General Obligation Bonds	120,065	175,000	295,065	-	-	-	-	295,065
	G.O. Bonds Election Required	-	-	-	175,000	175,000	175,000	175,000	700,000
	Project Total	120,065	222,500	342,565	222,500	222,500	222,500	222,500	1,232,565
Kiwanis Recreation Center Electric Infrastructure Replacement: 6305979	General Obligation Bonds	158,528	-	158,528	-	-	-	-	158,528
McClintock Pool Community Center: NA	G.O. Bonds Election Required	-	-	-	192,000	1,800,000	-	-	1,992,000
	Development Impact Fees	-	-	-	TBD	TBD	-	-	TBD
	Project Total	-	-	-	192,000	1,800,000	-	-	1,992,000
Tempe Beach Park Playground Modification: 6506931	Capital Projects Fund Balance	215,000	-	215,000	-	-	-	-	215,000
	General Obligation Bonds	25,000	-	25,000	-	-	-	-	25,000
	G.O. Bonds Election Required	-	-	-	230,000	-	-	-	230,000
	Project Total	240,000	-	240,000	230,000	-	-	-	470,000
Community Services Total		**839,872**	**926,698**	**1,766,570**	**2,467,100**	**2,641,500**	**903,500**	**222,500**	**8,001,170**
Public Works									
Athletic Field Lighting System Replacement: 6303089	General Obligation Bonds	107,041	736,000	843,041	-	-	-	-	843,041
	G.O. Bonds Election Required	-	-	-	120,000	1,404,000	60,000	823,000	2,407,000
	Project Total	107,041	736,000	843,041	120,000	1,404,000	60,000	823,000	3,250,041
Ballfield Infield Renovation: 6305969	Capital Projects Fund Balance	199,548	-	199,548	-	-	-	-	199,548
	General Obligation Bonds	80,000	-	80,000	-	-	-	-	80,000
	G.O. Bonds Election Required	-	-	-	188,181	98,345	101,296	-	387,822
	Project Total	279,548	-	279,548	188,181	98,345	101,296	-	667,370
Diablo Main Stadium Field Renovation: NA	G.O. Bonds Election Required	-	-	-	597,960	-	-	-	597,960

2015-16 CIP Projects - Park Improvements / Recreation Program (continued)

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
I-10 Pit Engineering Study: 6307117	Capital Projects Fund Balance	73,987	-	73,987	-	-	-	-	73,987
Indian Bend Wash Repair and Renovation: NA	G.O. Bonds Election Required	-	-	-	95,000	65,000	65,000	65,000	290,000
Kiwanis Park Fiesta Playground: 6306809	Capital Projects Fund Balance	701,374	-	701,374	-	-	-	-	701,374
	General Obligation Bonds	350,000	-	350,000	-	-	-	-	350,000
	Project Total	1,051,374	-	1,051,374	-	-	-	-	1,051,374
Park Concrete & Sports Court Replacement & Renovation: 6305119	General Obligation Bonds	129,463	88,000	217,463	-	-	-	-	217,463
	G.O. Bonds Election Required	-	-	-	35,500	15,000	8,500	25,500	84,500
	Project Total	129,463	88,000	217,463	35,500	15,000	8,500	25,500	301,963
Park Improvements - Contingency Fund: 6307299	Cash	-	6,000,000	6,000,000	-	-	-	-	6,000,000
Park Infrastructure / Equipment Replacement: 6399829	General Obligation Bonds	369,942	439,250	809,192	-	-	-	-	809,192
	G.O. Bonds Election Required	-	-	-	441,250	391,750	250,000	250,000	1,333,000
	Project Total	369,942	439,250	809,192	441,250	391,750	250,000	250,000	2,142,192
Park Lake Improvements: 6307629	Capital Improvements Reserve	-	10,000	10,000	-	-	-	-	10,000
	G.O. Bonds Election Required	-	-	-	188,000	1,423,000	-	-	1,611,000
	Project Total	-	10,000	10,000	188,000	1,423,000	-	-	1,621,000
Park Lighting System Replacement & Renovation: 6305489	General Obligation Bonds	232,671	75,000	307,671	-	-	-	-	307,671
	G.O. Bonds Election Required	-	-	-	77,250	79,568	81,955	84,413	323,186
	Project Total	232,671	75,000	307,671	77,250	79,568	81,955	84,413	630,857
Park Playground Infrastructure & Equipment Replacement & Renovation: 6305499	General Obligation Bonds	152,386	405,000	557,386	-	-	-	-	557,386
	G.O. Bonds Election Required	-	-	-	942,000	942,000	629,000	629,000	3,142,000
	Project Total	152,386	405,000	557,386	942,000	942,000	629,000	629,000	3,699,386
Park Ramadas Replacement: 6307639	General Obligation Bonds	277,261	436,348	713,609	-	-	-	-	713,609
	G.O. Bonds Election Required	-	-	-	205,000	400,000	-	5,000	610,000
	Project Total	277,261	436,348	713,609	205,000	400,000	-	5,000	1,323,609

2015-16 CIP Projects - Park Improvements / Recreation Program (continued)

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
Park Restrooms Renovation / Replacement: 6307649	General Obligation Bonds	499,624	-	499,624	-	-	-	-	499,624
	G.O. Bonds Election Required	-	-	-	30,000	290,000	854,000	65,000	1,239,000
	Project Total	499,624	-	499,624	30,000	290,000	854,000	65,000	1,738,624
Parks & Recreation Emergency Repairs: 6305989	Capital Projects Fund Balance	65,000	-	65,000	-	-	-	-	65,000
	General Obligation Bonds	-	75,000	75,000	-	-	-	-	75,000
	G.O. Bonds Election Required	-	-	-	150,000	150,000	150,000	150,000	600,000
	Project Total	65,000	75,000	140,000	150,000	150,000	150,000	150,000	740,000
Parks Electrical Repair: 6307659	General Obligation Bonds	-	53,000	53,000	-	-	-	-	53,000
	G.O. Bonds Election Required	-	-	-	150,000	50,000	-	-	200,000
	Project Total	-	53,000	53,000	150,000	50,000	-	-	253,000
Parks Grant Contingency: 6309863	Grants	-	500,000	500,000	-	-	-	-	500,000
Parks Living Infrastructure and Irrigation Systems: 6305999	General Obligation Bonds	70,522	42,645	113,167	-	-	-	-	113,167
	G.O. Bonds Election Required	-	-	-	162,355	70,000	50,000	-	282,355
	Project Total	70,522	42,645	113,167	162,355	70,000	50,000	-	395,522
Skate Park Structural Repairs: 6302629	General Obligation Bonds	23,174	-	23,174	-	-	-	-	23,174
	G.O. Bonds Election Required	-	-	-	25,000	25,000	25,000	25,000	100,000
	Project Total	23,174	-	23,174	25,000	25,000	25,000	25,000	123,174
Sports Facility Relamping: 6306938	Capital Projects Fund Balance	3,184	-	3,184	-	-	-	-	3,184
	G.O. Bonds Election Required	-	-	-	25,000	55,000	20,000	25,000	125,000
	Project Total	3,184	-	3,184	25,000	55,000	20,000	25,000	128,184
Tischler Bise Development Impact Fee Study: 6399827	Capital Projects Fund Balance	18,068	-	18,068	-	-	-	-	18,068
Town Lake Dam Replacement: 6504229	Capital Improvements Reserve	-	2,700,000	2,700,000	-	-	-	-	2,700,000
	Debt Service Fund	-	2,000,000	2,000,000	-	-	-	-	2,000,000
	General Obligation Bonds	31,408,442	-	31,408,442	-	-	-	-	31,408,442
	Project Total	31,408,442	4,700,000	36,108,442	-	-	-	-	36,108,442
Public Works Total		**34,761,687**	**13,560,243**	**48,321,930**	**3,432,496**	**5,458,663**	**2,294,751**	**2,146,913**	**61,654,753**
Park Improvements / Recreation Program Total		**35,601,559**	**14,486,941**	**50,088,500**	**5,899,596**	**8,100,163**	**3,198,251**	**2,369,413**	**69,655,923**

Aquatics (Swimming Pool) Infrastructure & Equipment Replacement

Project Description

This project encompasses the on-going replacement and renovation of the City's existing aquatics facilities. This project consists of the following improvements to City of Tempe aquatics facilities in fiscal year 2015-16:

•Replacement of Electrical Service Entrance Section (SES) in Pool Electrical room for Escalante and McClintock pool $165,000
•Replacement of filters at Escalante and McClintock Pools $124,200
•Addition of ultra violet at McClintock Pool and Escalante Pool $100,000
•Kiwanis Recreation Center Indoor Pool lighting system $86,998.00
•Replacement of grating on the side of the bulkhead for safety (MCC) $60,000
•Replacement of chlorinators at Kiwanis, Escalante and McClintock Pools $30,000
•Slide pump & Feature pump at Escalante $15,000
•Replacement of pool lanes at Escalante Pool $8,000

Estimated 2015-16 Project Costs

Legal / Administration	$6,000
Land Acquisition	$0
Permit Fees	$20,000
Design and Engineering	$71,000
Survey / Staking	$6,000
Construction Management	$6,000
Furnishings / Equipment	$0
Construction / Improvement	$910,477
Geotech / Material Testing	$6,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$1,025,477

Project Number: **6304999**
Estimated Start Date: **07/01/2014**
Estimated Completion Date: **06/30/2019**

2015-16 Source of Funds

General Obligation Bonds	$1,025,477

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,025,477	$1,822,600	$369,000	$681,000	$0	$3,898,077

Clark Park Swimming Pool Renovation

Project Description

This project will renovate the existing 39-year-old swimming pool and replace the existing aged recreation center with a new building connected to the pool. These funds will be used for a feasibility/ Master Plan study.

Clark swimming pool is 39 years old and the entire structure is at the end of its useful cycle. (In 2013 the Clark pool was partially demolished and converted for neighborhood use as a community garden until such time as a new pool can be constructed.) Major reconstruction and renovation must be performed to restore this facility so it can be used by the residents as a pool again. The project will replace the existing recreation center and bath house (both in poor condition) with a single multi-use building.

During the years Clark pool has been open, municipal swimming pool design and construction has changed dramatically. Rectangle swimming pools with racing lanes and a diving board no longer make for a successful, well-attended pool. Modern facilities boast water slides, water play structures, shaded areas, variable depth water levels, concessions and water toys.

Estimated 2015-16 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**

2015-16 Source of Funds

NA

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$0	$0	$250,000	$0	$0	$250,000

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 Angels-identified Stadium and Diablo Complex capital needs on an annual basis. This project will consist of the following five year program of improvements at Diablo Stadium:

2015-16 Stadium dugout floor replacement ($12,000); Angels' offices carpet replacement ($15,000); Minor League clubhouse floor re-seal ($4,000); East and West parking lot resurfacing and repair ($60,000); Stadium bowl concrete repair ($40,000); Minor League scoreboard for field #4, ($30,000); Angels requests ($61,500).
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 resurface.
2018-19 Minor League complex Mondo flooring replacement .
2019-20 Stadium weight room floor repair and Stadium Mondo flooring replacement.

Estimated 2015-16 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	$342,565
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$342,565
Project Number:	**6303009**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

Diablo Stadium Revenue	$47,500
Geberal Obligation Bonds	$295,065

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$342,565	$222,500	$222,500	$222,500	$222,500	$1,232,565

Kiwanis Recreation Center Electric Infrastructure Replacement

Project Description

This project includes the replacement of the electrical Service Entrance Section (SES) infrastructure at the Kiwanis Recreation Center, the tennis center, and wave pool. The high use demand continues to stress the electrical infrastructure of the facility. Due to the delay of design plans, the city was not able to complete this project within fiscal year 14-15. The tennis SES project will move to fiscal year 15/16. The high use demand continues to stress the electrical infrastructure of the facility.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$1,000
Design and Engineering	$5,000
Survey / Staking	$0
Construction Management	$3,000
Furnishings / Equipment	$0
Construction / Improvement	$149,528
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$158,528
Project Number:	**6305979**
Estimated Start Date:	**07/01/2013**
Estimated Completion Date:	**06/30/2016**

2015-16 Source of Funds

General Obligation Bonds	$158,528

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$158,528	$0	$0	$0	$0	$158,528

McClintock Pool Community Center

Project Description

This project will replace the current bath house, which is in disrepair, by building a new community center with multipurpose space and other amenities (i.e., showers, restrooms, lobby). This facility should be completed in order to open McClintock Pool to the public. The project is at the conceptual stage.

The new facility will offer multipurpose space and amenities that can be used by individuals, groups, private events and recreation class programming. Class programming could include fitness, arts, meeting space and other organized usage. The new facility will respond to immediate and future anticipated use demands.

The community center would provide new opportunities to program activities for the residents. Currently, with limited community center space, the city cannot meet requested programming needs due to space availability and constraints. The city is not able to meet requests from residents to reserve space for their own activities.

Estimated 2015-16 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: **01/02/2016**
Estimated Completion Date: **05/30/2018**

2015-16 Source of Funds

NA

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$0	$192,000	$1,800,000	$0	$0	$1,992,000

Tempe Beach Park Playground Modification

Project Description

The project addresses equipment and safety concerns including:
- Replacement of filtration/circulation system
- Demolition & re-grading of the elevated play area

This three year project encompasses the following:
FY 14/15-Updating the playground equipment pump room.

FY 15/16-Removal of the elevated play structure i.e. demolition of the water fall, slide and fall height hill ($125,700). The addition of a new concrete deck where the play structure stood.

FY 16/17 - Replacing water play features that were removed for safety, enhancing current and future shade elements $183,000.

Estimated 2015-16 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	$240,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$240,000

Project Number: **6506931**
Estimated Start Date: **07/01/2013**
Estimated Completion Date: **06/30/2017**

2015-16 Source of Funds

Capital Projects Fund Balance	$215,000
General Obligation Bonds	$25,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$240,000	$230,000	$0	$0	$0	$470,000

Athletic Field Lighting System Replacement

Project Description

In FY 2014-15 the Benedict Sports Complex lights were installed and the design for the Kiwanis Recreation Center Tennis Courts was completed. Below are planned field lighting replacements.

• 2015-16: Kiwanis Recreation Center Tennis Courts ($740,000)
• 2016-17: Complete lighting system design for the 2017-18 Daley Park Ball fields ($60,000); and for the 2018-19 soccer fields at Svob, Stroud, and Corbell ($60,000)
• 2017-18: Complete Lighting system construction for Daley Park ball fields($675,000); and Svob, Stroud and Corbell soccer fields ($735,000)
• 2018-19: Project Design for the 2019-20 soccer fields at Estrada, Hanger, and Harelson ($60,000)
• 2019-20: Complete lighting construction for soccer fields at Estrada, Hanger, and Harelson (735,000+)

Estimated 2015-16 Project Costs

Legal / Administration	$7,000
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$107,041
Survey / Staking	$7,000
Construction Management	$47,000
Furnishings / Equipment	$0
Construction / Improvement	$675,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$843,041
Project Number:	**6303089**
Estimated Start Date:	**07/01/2008**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

General Obligation Bonds	$843,041

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$843,041	$120,000	$1,404,000	$60,000	$823,000	$3,250,041

Ballfield Infield Renovation

Project Description

The city has 20 softball and baseball fields (excluding Diablo Stadium) with infields and warning tracks that 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 level, spike, roll and replace it with a product that is dust free and requires minimal 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 Daley Park softball fields were completed in FY 2014/15 in combination with funds from an Indian Gaming grant.

This project will 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 estimated cost per field is $45,000. In 2016-17 the softball fields at Kiwanis Park and Jaycee Park will be renovated.

Estimated 2015-16 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	$279,548
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$279,548
Project Number:	**6305969**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

Capital Projects Fund Balance	$199,548
General Obligation Bonds	$80,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$279,548	$188,181	$98,345	$101,296	$0	$667,370

Diablo Main Stadium Field Renovation

Project Description

The main stadium field was constructed in 1998. This project will remove the buildup of organic matter in the soil, and replace the soil substrate with USGA sand to provide an adequate playing surface and drainage. Additionally the project will replace the aging irrigation system, redo the skinned area, replace the warning track and replace the turf. Ideally fields need to be reconditioned every 10 years. The field is approximately 100,000 square feet.

Estimated 2015-16 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: **12/31/2015**

2015-16 Source of Funds

NA

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$0	$597,960	$0	$0	$0	$597,960

I-10 Pit Engineering Study

Project Description

This project is a feasibility study for the Tempe Basin "Pit" located along the east side of the I-10, north side of Knox Road. The project effort is to understand the parks and recreational amenity options within this retention basin. The study is in progress and expected to be completed in fourth quarter of 2014/15. The project deliverables will include an inventory of existing public park programs and amenities in adjacent communities, a suitability analysis of the site and compatibility with a variety of active and passive recreational uses.

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. In exchange for the use of the property, the city agrees to maintain the pit in good condition.

Estimated 2015-16 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	$73,987
Total	$73,987

Project Number: **6307117**
Estimated Start Date: **07/01/2014**
Estimated Completion Date: **07/01/2015**

2015-16 Source of Funds

Capital Projects Fund Balance	$73,987

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$73,987	$0	$0	$0	$0	$73,987

Indian Bend Wash Repair and Renovation

Project Description

The purpose of the Indian Bend Wash (IBW) System is to contain local flows and convey them efficiently through the cities of Scottsdale and Tempe and into the Salt River. The City of Tempe is required to provide maintenance of the IBW associated with the habitat improvements in accordance with an agreement with the Flood Control District (FCD) of Maricopa County. Each year the FCD inspects the Indian Bend Wash Outlet and provides a written inspection report to the city identifying needed repairs. These include removal of deep rooted and other woody vegetation within the riprap and restoration of levee per Flood Control District specifications. The cost estimate is based on a recent costs associated with the repair of a portion of the levee damaged by a broken irrigation main.

This project will fund the ongoing repairs needed to fulfill the City's agreement to maintain the Indian Bend Wash, including issues such as repair of leaks and erosion; removal of deep rooted and other woody vegetation within the riprap and restoration of levee per Flood Control District specifications; back filling of tunnels created by wild life and cracks in the levee; repair of missing bricks and wall caps on floodwalls and removal of any debris that has the potential of limiting the flood control capacity of this reach of the wash.

2015-16 Source of Funds

NA

Estimated 2015-16 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:	**07/01/2016**
Estimated Completion Date:	**Ongoing**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$0	$95,000	$65,000	$65,000	$65,000	$290,000

Kiwanis Park Fiesta Playground

Project Description

The scope of this project is to update the Fiesta Playground at Kiwanis Community Park with new playground equipment (including slides and swings) for both tots and older children, provide additional and upgraded lighting, new ADA pathway and surface treatments and shade structures for the area. The project has completed construction documents and will commence construction in spring 2014. The project design included outreach to the neighborhood and the nearest elementary school.

The purpose and need of this project is to upgrade and improve a playground area in a regional park that has not had improvements since it was built in the 1970's. This playground area is utilized by the area residents, adjacent school, and other Kiwanis Park visitors. This project will make current the park / playground with all ADA requirements, public safety requirements, lighting standards and provide shade where there was none before.

2015-16 Source of Funds

Capital Projects Fund Balance	$701,374
General Obligation Bonds	$350,000

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$0
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$706,801
Construction / Improvement	$344,573
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$1,051,374
Project Number:	**6306809**
Estimated Start Date:	**07/01/2014**
Estimated Completion Date:	**06/30/2016**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,051,374	$0	$0	$0	$0	$1,051,374

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 or resurfacing of park basketball courts, the resurfacing of tennis courts, and the resurfacing of asphalt walkways and plazas.

In fiscal years 2015-16 and 2016-17, the project will consist of the following planned program of resurfacing and replacement of basketball courts, tennis courts, walkways and plazas in Tempe's parks:

2015-16:
• Basketball resurface at Creamery, Hanger, Harelson, and Kiwanis Park Romero (2), Kiwanis Park Fiesta, Meyer $63,000
• Path resurface at Meyer - $10,000
• Tennis Court resurface at Indian Bend (2 courts) - $15,000
2016-17:
• Basketball resurface at Redden (2), Hollis ($25,500)
• Sidewalk/path at Selleh ($10,000)

Estimated 2015-16 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	$217,463
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$217,463

Project Number: **6305119**
Estimated Start Date: **07/01/2012**
Estimated Completion Date: **Ongoing**

2015-16 Source of Funds

General Obligation Bonds	$217,463

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$217,463	$35,500	$15,000	$8,500	$25,500	$301,963

Park Improvements - Contingency Fund

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 2015-16 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 condition ratings spread throughout the entire park system, take priority.

Estimated 2015-16 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: **6307299**
Estimated Start Date: **Ongoing**
Estimated Completion Date: **Ongoing**

2015-16 Source of Funds

Cash	$6,000,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	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. Beginning in 2015-16, this project will also fund the replacement of mortar sand currently used as the safety surfacing in 30 existing playgrounds in Tempe parks. Playground sand (USGA bunker sand) will replace the current mortar sand as follows. 5 parks (FY16); 15 parks (FY17); 10 parks (FY18). On this schedule, all the parks will be brought up to safety surfacing standards in 3 years. Also in 2015-16, $157,000 will be used to complete playground and shade structure lighting at Clark, Joyce, Optimist, Stroud, and Campbell parks.

For 2015/16, the types of annual expected replacements include:
Park & Picnic Equipment ($110,000); Backstops & Fencing ($80,000); Sports/ Play Equipment ($25,000); Safety Surfacing ($55,000); Signage ($15,000); Design ($25,000); Unplanned/ Emergency Replacements ($60,000); Replacement of mortar sand with playground sand ($91,750 for 10 parks).

Estimated 2015-16 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	$809,192
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$809,192
Project Number:	**6399829**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

General Obligation Bonds	$809,192

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$809,192	$441,250	$391,750	$250,000	$250,000	$2,142,192

Park Lake Improvements

Project Description

City of Tempe maintains a park infrastructure system valued at $223.4 million covering nearly 1900 acres in 48 parks. 75% of City parks are over 20 years old and due to financial conditions have had a limited amount of re-investment; in recent years using a “run to fail” asset management system addressing the most significant safety concerns. Within the 6 parks (Hallman Park, Selleh Park, Kiwanis Park, Papago South, Indian Bend Habitat Ponds, Tempe Town Lake) that house lakes, Tempe maintains the lake edge, boating infrastructure and requires periodic dredging of the lakes.

Erosion of the lake edge results in an unstable ground surrounding the water. The Papago South Park project will reconstruct the eroded lake edge and prevent further erosion. The Papago Park project in 2015-16 will design the renovation of the lake edge and walkway that have deteriorated over time. The following projects will be completed: 2015-16 Papago Park Lake edge design ($10,000); 2016-17 Complete Papago Park Lake edge repair ($85,000) and Selleh Park Lake edge repair ($103,000); 2017-18 Complete design and begin construction of the 35+ year old concrete Kiwanis Lake edge, walkways and fishing pier repair ($1,423,000).

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$10,000
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	$10,000
Project Number:	**6307629**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

Capital Improvements Reserve	$10,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$10,000	$188,000	$1,423,000	$0	$0	$1,621,000

Park Lighting System Replacement & Renovation

Project Description

This project provides for the continued funding of a regular relamping program for park area and security lighting systems. It establishes a regular cycle of relamping light fixtures in city parks. There are 928 light poles providing area/security lighting in city parks with an approximate life cycle for the lamps of 5 years. Note that this is different from the very specialized sports field lighting in a different CIP. This project will proactively relamp area lights in 10 parks each year (about 100 lights) based on the condition assessment matrix.

This will be an on-going asset management project. By relamping the area lighting in an entire park on a proactive basis, the number of call outs for replacing individual lamps on an as-needed basis is reduced. Also, establishing a regular cycle of relamping ensures that the lighting levels are maintained in compliance with City and I.E.S. (Illuminating Engineering Society) guidelines and standards.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$0
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$307,671
Construction / Improvement	$0
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$307,671

Project Number: **6305489**
Estimated Start Date: **07/01/2012**
Estimated Completion Date: **Ongoing**

2015-16 Source of Funds

General Obligation Bonds	$307,671

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$307,671	$77,250	$79,568	$81,955	$84,413	$630,857

Park Playground Infrastructure & Equipment Replacement & Renovation

Project Description

This is an ongoing project to provide for the complete replacement of all equipment and safety surfacing in an average of two park playgrounds per year. It would provide for bringing each playground into compliance with current Consumer Products Safety Commission (CPSC), American Society for Testing and Materials, (ASTM) and American with Disabilities Act (ADA) guidelines, standards and law. This project will consist of the following five year playground replacement program in Tempe's parks:

2015-16: Scudder ($345,000), Alegre ($60,000); 2016-17: Svob, Selleh, Dwight; 2017-18: Petersen, Celaya, Palmer; 2018-19: Daumler, Ehrhardt; 2019-20: Tempe Women's Club, Arredondo.

A complete playground replacement includes the following components: Playground equipment ($80,000), shade structure ($25,000), ADA accessible path ($25,000), playground and path lighting ($125,000), safety surfacing ($50,000), replacement site furnishings ($10,000 - such as benches, picnic tables, trash receptacles, and grills), and irrigation adjustments due to new layout. Specific parks may be more or less depending on complexity of the site and needed replacements.

Estimated 2015-16 Project Costs

Legal / Administration	$3,000
Land Acquisition	$0
Permit Fees	$8,000
Design and Engineering	$31,000
Survey / Staking	$3,000
Construction Management	$0
Furnishings / Equipment	$0
Construction / Improvement	$361,224
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$151,162
Total	$557,386

Project Number: **6305499**
Estimated Start Date: **07/01/2012**
Estimated Completion Date: **Ongoing**

2015-16 Source of Funds

General Obligation Bonds	$557,386

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$557,386	$942,000	$942,000	$629,000	$629,000	$3,699,386

Park Ramadas Replacement

Project Description

Within each park, Tempe maintains park structures including over 50 ramadas. Park ramadas with metal roofs and masonry columns have an expected life of 30+ years. This CIP will replace/renovate the following ramadas to ensure they are safe, accessible and in good working condition:

2015-16: Daley (3 ramadas)
2016-17: Clark; Standard ramada design update ($5,000 - 3 year renewal required)
2017-18: Papago; Kiwanis (Fishing)
2019-20: Standard ramada design update ($5,000 – 3 year renewal required)

Estimated 2015-16 Project Costs

Legal / Administration	$4,000
Land Acquisition	$0
Permit Fees	$11,000
Design and Engineering	$18,000
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$0
Construction / Improvement	$643,941
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$36,668
Total	$713,609
Project Number:	**6307639**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

General Obligation Bonds	$713,609

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$713,609	$205,000	$400,000	$0	$5,000	$1,323,609

Park Restrooms Renovation / Replacement

Project Description

Within each park, Tempe maintains park structures including 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. The construction of the Kiwanis Park restroom began in FY2014/15. This CIP will replace/renovate restrooms to ensure they are safe, accessible and in good working condition:

2015-16: Finish Kiwanis Park ballfield restroom construction;
2016-17: Daley Park restroom design ($30,000)
2017-18: Daley Park restroom construction- 4 unit structure ($200,000). Benedict restroom design ($90,000)
2018-19: Benedict restroom construction ($854,000)
2019-20: Design and construct small neighbor park restrooms (Hanger and Indian Bend Park)

Estimated 2015-16 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	$499,624
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$499,624
Project Number:	**6307649**
Estimated Start Date:	**07/01/2013**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

General Obligation Bonds	$499,624

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$499,624	$30,000	$290,000	$854,000	$65,000	$1,738,624

Parks & Recreation Emergency Repairs

Project Description

This project creates 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. In 2014-15, emergency repairs included flooding of the Kiwanis batting cages, and replacement of stolen copper wire from light poles at Rio Salado park.

Each year due to the age of our facilities, weather, and other unforeseen incidences, there are unscheduled infrastructure failures requiring repair. Even with a program of regular infrastructure replacements there will be some failure(s) or demands which cannot wait for their scheduled replacement.

Estimated 2015-16 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	$140,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$140,000
Project Number:	**6305989**
Estimated Start Date:	**07/01/2013**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

Capital Projects Fund Balance	$65,000
General Obligation Bonds	$75,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$140,000	$150,000	$150,000	$150,000	$150,000	$740,000

Parks Electrical Repair

Project Description

There are over 1,500 lights in the park system (security, sports courts, and sports field lights) An AFC Flash study of the electrical systems in all the city parks was completed in FY 14/15. The study reviewed switchboards, panel boards, industrial control panels, meter socket enclosures and motor control centers. The consultant made recommendations on what work needs to be done to meet NFPA 70E standard. Staff has prioritized the recommendations and will begin repairs and replacing electrical systems.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$1,000
Design and Engineering	$52,000
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	$53,000
Project Number:	**6307659**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**06/30/2018**

2015-16 Source of Funds

General Obligation Bonds	$53,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$53,000	$150,000	$50,000	$0	$0	$253,000

Parks Grant Contingency

Project Description

This project will create additional spending authority for park improvement-related grants that may become available during FY 2015-16.

Potential grant funded projects include:

•Improvements in parks and recreation centers located in CDBG-eligible census tracts
•Implementation of elements of the Papago Park Master Plan
•Community gardens and urban forest/tree planting
•Priorities voiced by residents
•Priorities voiced by Mayor and Council

Estimated 2015-16 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	$500,000
Total	$500,000
Project Number:	**6309863**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**ongoing**

2015-16 Source of Funds

Grants	$500,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$500,000	$0	$0	$0	$0	$500,000

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. Irrigation infrastructure has a range of life cycle and fails incrementally instead of on a system wide basis. Also as technology improves we need to update systems in order to optimize water usage. 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 an additional 20 acres per year at various parks.

Estimated 2015-16 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	$113,167
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$113,167
Project Number:	**6305999**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

General Obligation Bonds	$113,167

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$113,167	$162,355	$70,000	$50,000	$0	$395,522

Skate Park Structural Repairs

Project Description

This project provides for ongoing annual specialized capital repairs to the City's three (3) skate parks. Repairs will include concrete, coping, grind edges, modular surface replacements, etc. In order to keep our skate parks in a safe condition for the users, damages need to be repaired on a timely basis.

Estimated 2015-16 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	$23,174
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$23,174
Project Number:	**6302629**
Estimated Start Date:	**07/01/2006**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

General Obligation Bonds	$23,174

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$23,174	$25,000	$25,000	$25,000	$25,000	$123,174

Sports Facility Relamping

Project Description

This project provides for the continued funding of a regular relamping program for our sports facilities' lighting systems. It establishes a regular cycle of relamping and cleaning of light fixtures at all softball/baseball fields, soccer fields, swimming pools and tennis courts. Without this project the light levels at these sports facilities declines.

2016-17: Papago Ballfield ($3,000); Diablo Soccer Field ($4,000); Mckemy Ballfields ($5,000); Corona High Tennis ($3,000); Escalante Pool ($1,500); Connolly Ballfields ($5,000); Tempe Beach Park Ballfield ($3,000);

2017-18: Tempe Sports Complex ($50,000); Harelson Tennis ($1,500); Indian Bend Tennis ($1,500) McClintock Pool ($1,500);

2018-19: Jaycee Ballfield ($4,000); Tempe High Tennis ($3,000); McClintock High Tennis ($3,000); Marcos de Niza Tennis ($3,000); Clark Pool ($2,000);

2019-20: Benedict Sports Complex ($20,000); Clark Ballfield ($3,000)

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$0
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$3,184
Construction / Improvement	$0
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$3,184
Project Number:	**6306938**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

Capital Projects Fund Balance	$3,184

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$3,184	$25,000	$55,000	$20,000	$25,000	$128,184

Tischler Bise Development Impact Fee Study

Project Description

This study will create an Infrastructure Improvement Plan and development impact fee schedule for growth-related projects in the categories of Public Safety, Transportation, Parks, Streets and Community Centers. The study is expected to be completed in Fall 2015.

This project is being undertaken to comply with Senate Bill 1525 related to development impact fees.

Estimated 2015-16 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	$18,068
Total	$18,068

Project Number: **6399827**
Estimated Start Date: **01/01/2014**
Estimated Completion Date: **12/31/2015**

2015-16 Source of Funds

Capital Projects Fund Balance	$18,068

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$18,068	$0	$0	$0	$0	$18,068

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. In September 2013, the City Council approved the contract to design and fabricate steel gate assemblies and provide associated control and operating equipment. In November 2013, the City Council approved the contract for construction of the dam. Construction began in the first half of 2014 with partial design and permits. Several issues arose that resulted in the need for additional project funding. These included design modifications required to obtain county, state & federal permits, additional core drilling, weather related delays damage, additional testing related to permitting requirements, and adding in a project contingency for 2015 weather-related factors. The increased funding also includes funds for additional design if needed, post design construction management, testing and a previously unbudgeted project contingency of $2 million. Removal of the rubber dam is not included in this project and will be a separate funding request for a future project.

Estimated 2015-16 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	$36,108,442
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$36,108,442

Project Number: **6504229**
Estimated Start Date: **07/01/2011**
Estimated Completion Date: **12/31/2015**

2015-16 Source of Funds

Capital Improvements Reserve	$2,700,000
Debt Service Fund	$2,000,000
General Obligation Bonds	$31,408,442

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$36,108,442	$0	$0	$0	$0	$36,108,442

General Governmental Program CIP Projects

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
City Manager									
Call Center CRM System: 6704109	Capital Projects Fund Balance	12,006	-	12,006	-	-	-	-	12,006
Downtown Area Parking and City Facilities Space Optimization Study: 6707217	Capital Projects Fund Balance	120,000	-	120,000	-	-	-	-	120,000
City Manager Total		**132,006**	**-**	**132,006**	**-**	**-**	**-**	**-**	**132,006**
Community Development									
City Hall Parking Garage: 6702979	Capital Projects Fund Balance	33,501	-	33,501	-	-	-	-	33,501
	General Obligation Bonds	-	40,000	40,000	-	-	-	-	40,000
	Project Total	33,501	40,000	73,501	-	-	-	-	73,501
Eisendrath House: 6703479	Capital Projects Fund Balance	6,000	-	6,000	-	-	-	-	6,000
Community Development Total		**39,501**	**40,000**	**79,501**	**-**	**-**	**-**	**-**	**79,501**
Community Services									
Municipal Arts Program: 6699799	Municipal Arts Fund	569,733	684,400	1,254,133	-	-	-	-	1,254,133
	Water / Wastewater Fund	-	218,600	218,600	-	-	-	-	218,600
	Project Total	569,733	903,000	1,472,733	-	-	-	-	1,472,733
Tempe Center for the Arts Asset Restoration: 6707559	Performing Arts Fund	-	192,650	192,650	210,951	291,367	-	-	694,968
Tempe Public Library RFID Conversion: 6706029	General Obligation Bonds	200,000	-	200,000	-	-	-	-	200,000
Community Services Total		**769,733**	**1,095,650**	**1,865,383**	**210,951**	**291,367**	**-**	**-**	**2,367,701**
Internal Audit									
Contract Management System: 6707569	Capital Improvements Reserve	-	138,704	138,704	-	-	-	-	138,704
Internal Services									
Core Network Replacement: NA	G.O. Bonds Election Required	-	-	-	-	555,349	392,775	392,775	1,340,899
Desktop Technology Refresh - Green Initiative: 6707229	Capital Projects Fund Balance	46,647	-	46,647	-	-	-	-	46,647
	General Obligation Bonds	-	340,180	340,180	-	-	-	-	340,180
	G.O. Bonds Election Required	-	-	-	253,990	477,480	170,240	358,940	1,260,650
	Transit Fund	-	23,710	23,710	23,710	-	-	12,320	59,740
	Water / Wastewater Fund	-	-	-	-	-	77,280	43,550	120,830
	Project Total	46,647	363,890	410,537	277,700	477,480	247,520	414,810	1,828,047

2015-16 CIP Projects - General Governmental Program (continued)

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
Electronic Records Management and Reporting: 6707579	Capital Improvements Reserve	-	35,000	35,000	-	-	-	-	35,000
Enterprise Network File Storage and Archival: 6709239	General Obligation Bonds	-	191,211	191,211	-	-	-	-	191,211
Internal Services Total		**46,647**	**590,101**	**636,748**	**277,700**	**1,032,829**	**640,295**	**807,585**	**3,395,157**
Municipal Court									
Court Improvement Project - Court Technology: 6707289	Capital Projects Fund Balance	12,812	-	12,812	-	-	-	-	12,812
	Capital Improvements Reserve	-	59,500	59,500	27,350	16,700	2,200	-	105,750
	Project Total	12,812	59,500	72,312	27,350	16,700	2,200	-	118,562
Public Works									
ADA Accessibility Survey and Transition Plan: 6706249	Capital Projects Fund Balance	248,539	-	248,539	-	-	-	-	248,539
	Transit Fund	30,000	-	30,000	-	-	-	-	30,000
	G.O. Bonds Election Required	-	-	-	278,000	-	-	-	278,000
	Project Total	278,539	-	278,539	278,000	-	-	-	556,539
City Hall - Exterior Repair and Study: 6707589	General Obligation Bonds	-	504,000	504,000	-	-	-	-	504,000
City Hall HVAC Piping Replacement: 6705621	General Obligation Bonds	845,329	-	845,329	-	-	-	-	845,329
City Hall Primary Electrical Service Entry: 6707239	General Obligation Bonds	682,420	-	682,420	-	-	-	-	682,420
Downtown Infrastructure : 6704329	General Obligation Bonds	111,977	30,900	142,877	-	-	-	-	142,877
	G.O. Bonds Election Required	-	-	-	31,827	32,782	33,765	34,778	133,152
	Project Total	111,977	30,900	142,877	31,827	32,782	33,765	34,778	276,029
Drainage Improvements: 6707599	Capital Improvements Reserve	-	121,050	121,050	-	-	-	-	121,050
	G.O. Bonds Election Required	-	-	-	145,200	-	-	-	145,200
	Project Total	-	121,050	121,050	145,200	-	-	-	266,250
Electrical Improvements: 6705159	General Obligation Bonds	249,075	303,835	552,910	-	-	-	-	552,910
	G.O. Bonds Election Required	-	-	-	874,400	155,555	190,000	220,000	1,439,955
	Project Total	249,075	303,835	552,910	874,400	155,555	190,000	220,000	1,992,865

2015-16 CIP Projects - General Governmental Program (continued)

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
Emergency Capital Repair: 6799779	General Obligation Bonds	241,818	197,000	438,818	-	-	-	-	438,818
	G.O. Bonds Election Required	-	-	-	185,000	150,000	100,000	100,000	535,000
	Project Total	241,818	197,000	438,818	185,000	150,000	100,000	100,000	973,818
Energy Conservation Program: 6705179	Capital Projects Fund Balance	75,898	-	75,898	-	-	-	-	75,898
	General Obligation Bonds	-	197,675	197,675	-	-	-	-	197,675
	G.O. Bonds Election Required	-	-	-	172,340	123,050	50,000	75,000	420,390
	Project Total	75,898	197,675	273,573	172,340	123,050	50,000	75,000	693,963
Fleet Maintenance Improvements: 6705189	Solid Waste Fund	172,000	-	172,000	-	-	-	-	172,000
Flooring Replacement Program: 6705199	General Obligation Bonds	178,088	50,000	228,088	-	-	-	-	228,088
	G.O. Bonds Election Required	-	-	-	687,000	55,000	94,000	75,000	911,000
	Project Total	178,088	50,000	228,088	687,000	55,000	94,000	75,000	1,139,088
Fuel Tank Replacements: NA	G.O. Bonds Election Required	-	-	-	308,000	-	-	-	308,000
Historic Properties: 6706809	General Obligation Bonds	50,842	-	50,842	-	-	-	-	50,842
	G.O. Bonds Election Required	-	-	-	87,000	60,000	55,000	45,000	247,000
	Project Total	50,842	-	50,842	87,000	60,000	55,000	45,000	297,842
HVAC Replacements: 6706873	Capital Projects Fund Balance	744,572	-	744,572	-	-	-	-	744,572
	General Obligation Bonds	130,421	191,900	322,321	-	-	-	-	322,321
	G.O. Bonds Election Required	-	-	-	1,065,100	465,000	812,500	918,500	3,261,100
	Project Total	874,993	191,900	1,066,893	1,065,100	465,000	812,500	918,500	4,327,993
Roof Replacement: 6702519	General Obligation Bonds	526,491	-	526,491	-	-	-	-	526,491
	G.O. Bonds Election Required	-	-	-	775,000	630,000	475,000	150,000	2,030,000
	Project Total	526,491	-	526,491	775,000	630,000	475,000	150,000	2,556,491
Security Systems Replacement-Citywide: 6707609	General Obligation Bonds	-	87,000	87,000	-	-	-	-	87,000
	G.O. Bonds Election Required	-	-	-	795,000	200,000	200,000	210,000	1,405,000
	Project Total	-	87,000	87,000	795,000	200,000	200,000	210,000	1,492,000
Tempe Center for the Arts Pool Resurfacing: 6707249	Performing Arts Fund	100,000	65,000	165,000	-	-	-	-	165,000
Tempe Public Library Complex Solar Project and Landscape Improvements: 6707619	General Obligation Bonds	-	500,000	500,000	-	-	-	-	500,000
	G.O. Bonds Election Required	-	-	-	645,000	484,000	149,000	-	1,278,000
	Project Total	-	500,000	500,000	645,000	484,000	149,000	-	1,778,000

2015-16 CIP Projects - General Governmental Program (continued)

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
Water Heater Replacement Program:									
6705229	General Obligation Bonds	71,885	-	71,885	-	-	-	-	71,885
	G.O. Bonds Election Required	-	-	-	27,900	25,500	15,000	7,000	75,400
	Project Total	71,885	-	71,885	27,900	25,500	15,000	7,000	147,285
Public Works Total		**4,459,355**	**2,248,360**	**6,707,715**	**6,076,767**	**2,380,887**	**2,174,265**	**1,835,278**	**19,174,912**
General Governmental Program Total		**5,460,054**	**4,172,315**	**9,632,369**	**6,592,768**	**3,721,783**	**2,816,760**	**2,642,863**	**25,406,543**

Call Center CRM System

Project Description

Tempe began operations of a Citizen Request Management (CRM/311) system in November 2010 with a pilot that included the Public Works Department and the City's general operator lines. This past fiscal year we added additional work groups, enhanced a web portal and grew Smart Phone services for residents. The next step is to continue to add work groups to build up to a citywide service, which may include additional integrations.

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. Final elements to be added with remaining sums are call recording software and real-time call statistics display.

Estimated 2015-16 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	$12,006
Other Project Costs	$0
Total	$12,006
Project Number:	**6704109**
Estimated Start Date:	**08/01/2010**
Estimated Completion Date:	**Varies**

2015-16 Source of Funds

Capital Projects Fund Balance	$12,006

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$12,006	$0	$0	$0	$0	$12,006

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.

The purpose of the study is to identify ways for the City of Tempe to offer the most efficient blend of parking options in the downtown area, and to most efficiently occupy facilities used for City service delivery.

Estimated 2015-16 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:	**07/01/2015**
Estimated Completion Date:	**06/30/2016**

2015-16 Source of Funds

Capital Projects Fund Balance	$120,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$120,000	$0	$0	$0	$0	$120,000

City Hall Parking Garage

Project Description

The funds will be used to offer to a future tenant of the first floor of City Hall Garage (878 s.f. remaining leasable tenant space). The funds will be used by tenants to fund "hard cost" items only, such as: flooring, office cabinetry, demising walls, air conditioning vent/ductwork, fire protection sprinklers, etc. The funding will be needed until the tenant space is fully leased. We estimate a need to offer $25 per square foot to a future tenant to be applied towards the build-out of the remaining 878 s.f. on the first floor. 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 funds that are being requested within this Project Budget Request will be available as an incentive to sign a future tenant. Additionally, the appropriation is for funds that would need to be available in the event of an early termination of an existing lease (repairs to demising walls, patching and repainting, tile installation to the Garage exterior wall due to signage removal, etc.)

Estimated 2015-16 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	$73,501
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$73,501

Project Number: **6702979**
Estimated Start Date: **07/01/2014**
Estimated Completion Date: **06/30/2016**

2015-16 Source of Funds

Capital Projects Fund Balance	$33,501
General Obligation Bonds	$40,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$73,501	$0	$0	$0	$0	$73,501

Eisendrath House

Project Description

The purpose of this project is to Partner with 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.

Estimated 2015-16 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	$6,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$6,000

Project Number: **6703479**
Estimated Start Date: **07/01/2013**
Estimated Completion Date: **12/31/2015**

2015-16 Source of Funds

Capital Projects Fund Balance	$6,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$6,000	$0	$0	$0	$0	$6,000

Municipal Arts Program

Project Description

The purpose of this capital funding is to provide public art in spaces throughout the City and to fund community arts programs. The programs and projects funded help create an atmosphere in which the arts can flourish and inspire residents to recognize the arts as essential to the whole life of our community. The funds also support Tempe-based arts organizations, schools and artists through grant funding. To continue these initiatives anticipated expenses for these programs and projects for FY 15-16 are: IN FLUX Initiative Public Art ($14,000); platFORM Public Art at Hayden Flour Mill ($11,000); Completing Broadway Road Streetscape Public Art ($40,000); Completing El Paso Gas Line Path Public Art ($22,500); Public Art projects and staff ($298,500); Public Art Maintenance ($50,000); Grants to Tempe-based arts organizations and schools ($175,000); Special projects including Tempe Symphony Orchestra, Songwriters' Showcase, Qtrly newsletter ($50,500); Gallery Exhibitions program ($35,000); Studio Artists Program ($40,000); Tempe Performing Arts Center equipment maintenance ($3,000); Tempe Center for the Arts performance series, associated expenses and consultant fees ($115,000); Community Initiative program including Tardeada, Ballet Under the Stars, and Music Under the Stars ($34,500); and Art Education classes ($14,000).

Estimated 2015-16 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	$1,472,733
Total	$1,472,733
Project Number:	**6699799**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

Municipal Arts Fund	$1,254,133
Water / Wastewater Fund	$218,600

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,472,733	$0	$0	$0	$0	$1,472,733

Tempe Center for the Arts Asset Restoration

Project Description

A series of projects will address replacement of aging and worn furniture, specialized equipment and carpeting throughout the TCA. Items including theatrical control systems and consoles, guest furniture, artist-designed lobby carpeting, theatrical rigging system, theatrical dimming systems and audio production equipment will be refurbished or replaced. Projects will tentatively begin in FY2016 and continue through FY2018.

Having operated since September 2007 serving in excess of 165,000 guests each year, many customer comforts and essential integrated control systems are approaching the end of their useful life cycle. Upholstered furniture and the artist-designed lobby carpet are beginning to show signs of irreparable wear. Theatrical dimming equipment and control consoles will be at the end of their typical useful life cycle by FY17. Without replacement of this specialized equipment, rental clients will no longer be able to utilize the Theater, Studio or Lakeside to full advantage. Limitations on available equipment will critically curtail the desire for clients to rent the TCA facilities, thus creating an overall detrimental effect on the city's ability to generate revenue from the facility. Likewise, the decline of quality of furniture will result in loss of revenue-producing business.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$0
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$192,650
Construction / Improvement	$0
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$192,650
Project Number:	**6707559**
Estimated Start Date:	**01/01/2016**
Estimated Completion Date:	**06/30/2018**

2015-16 Source of Funds

Performing Arts Fund	$192,650

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$192,650	$210,951	$291,367	$0	$0	$694,968

Tempe Public Library RFID Conversion

Project Description

All library hard-copy library materials (books, CDs, DVDs, magazines, etc.) and new materials acquisitions will be migrated from the old bard code system to new RFID (Radio Frequency Identification) tags. The new RFID system will also include RFID pad readers at the self-check out machines and staff service points. RFID technology will improve materials circulation efficiency and security, simplify the customer experience, and allow for more robust inventory control. The Library's projected RFID conversion timeline has been delayed due to an extended RFP (request for proposal) process.

RFID technology has developed into the standard platform for library materials handling. The recent adoption of NISO standards for library RFID installations makes this an advantageous time for the Tempe Public Library to update. Conversion to an RFID platform will position the Library to keep up with technological developments in the field, and be competitive with the region's other libraries, most of which have already migrated to RFID.

Estimated 2015-16 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: **04/01/2015**
Estimated Completion Date: **01/04/2016**

2015-16 Source of Funds

General Obligation Bonds	$200,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$200,000	$0	$0	$0	$0	$200,000

Contract Management System

Project Description

This project will develop a citywide contract management system to replace the existing contract database that has become unsustainable and lacks sufficient controls and reporting capabilities.

The project would consist of full implementation in the first year of the project with subsequent annual maintenance and updates over a five-year project plan. The project would implement a robust contract management system to streamline and improve the efficiency of the contract management lifecycle from creation, start to expiration. The system will provide robust tools for contract administrations management of agreements for the City. The new system will greatly enhance monitoring and reporting capabilities at all levels of City management and provide rich data for on-going economic development.

All arrangements by the City related to third parties are contained within contracts and agreements approved by the City. From large development agreements to tenant parking lease arrangements, the City utilizes formal contracts to set the terms between the City and third parties including performance requirements along with revenues and any authorized expenditures.

Estimated 2015-16 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	$138,704
Other Project Costs	$0
Total	$138,704

Project Number: **6707569**
Estimated Start Date: **07/01/2015**
Estimated Completion Date: **06/30/2016**

2015-16 Source of Funds

Capital Improvements Reserve	$138,704

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$138,704	$0	$0	$0	$0	$138,704

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 consist of two Cisco 6500 series enterprise switch/routers. Each Cisco 6500 is capable of losing several cards or power supplies without losing the capability to move critical data. 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 purchase 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.

2015-16 Source of Funds

NA

Estimated 2015-16 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

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$0	$0	$555,349	$392,775	$392,775	$1,340,899

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. We are currently in the first year of this project and will be replacing desktops in City Hall, Courts, Water, and Community Development.

Prior to this year, City had a five year period without a budget for desktop PC replacement. The IT Division has been able to keep most devices operational through “desktop virtualization” and warranty support. Due to the age of the PCs, we can no longer extend the warranty on old PCs. A desktop technology refresh program is necessary to begin replacing PCs and monitors with virtual clients and small-form PCs to stay ahead of the support and failure issues. The current PCs being used in the City consume about 60 - 85% more energy than a new Zero client. The saving in electricity cost could pay for a new unit in two years.

2015-16 Source of Funds

Capital Projects Fund Balance	$46,647
General Obligation Bonds	$340,180
Transit Fund	$23,710

Estimated 2015-16 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	$410,537
Other Project Costs	$0
Total	$410,537

Project Number: **6707229**
Estimated Start Date: **07/04/2014**
Estimated Completion Date: **06/30/2020**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$410,537	$277,700	$477,480	$247,520	$414,810	$1,828,047

Electronic Records Management and Reporting

Project Description

This project will implement a technology-based solution for electronic records management, retention and litigation holds for the City Attorney's Office and other areas of the City. Implement a citizen-facing solution for financial reporting and transparency. Implement a solution for the distribution and viewing of geography-based analytical data for real-time decision support. These solutions are all necessary for effective City operations and compliance. The proposed solutions can be web-hosted with little maintenance required by city staff, but will require an annual fee (operating cost). Capital funding will be used to purchase software and pay for implementation services.

Electronic records management is critical to legal compliance and effective operations of the City. Currently departments struggle to manage electronic data using manual processes and ineffective search tools. The City has a requirement to provide budget and financial transaction data to the public through our website. True financial transparency in an easy to read and search format can be achieved by implementing a system that links to PeopleSoft and generates monthly reports for both internal and citizen-facing viewing.

Estimated 2015-16 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	$35,000
Other Project Costs	$0
Total	$35,000

Project Number: **6707579**
Estimated Start Date: **07/01/2015**
Estimated Completion Date: **06/30/2016**

2015-16 Source of Funds

Capital Improvements Reserve	$35,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$35,000	$0	$0	$0	$0	$35,000

Enterprise Network File Storage and Archival

Project Description

The demand for information storage, archival, and records retention is continually increasing. New technology in "cloud computing" through virtualization has allowed Tempe to use Storage Area Networking (SAN) to share resources across multiple departments and applications. Our existing SAN infrastructure is at its physical limitation for space. Recent technology developments in mid-tier storage for virtualization has provided a solution to extend the life of our existing infrastructure at a much reduced cost by offloading non-mission critical storage to a distributed SAN system that places storage near the users, providing fault tolerance to network interruptions and supports desktop virtualization.

The existing highly available SAN will continue to support enterprise business functions such as financials, payroll, utility billing, and sales tax collection using the resources gained from the migration of non-mission critical storage to the lower cost mid-tier storage devices.

Estimated 2015-16 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	$191,211
Other Project Costs	$0
Total	$191,211

Project Number: **6709239**
Estimated Start Date: **Ongoing**
Estimated Completion Date: **06/30/2017**

2015-16 Source of Funds

General Obligation Bonds	$191,211

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$191,211	$0	$0	$0	$0	$191,211

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, conference phones, calendar display system, scanners, and high-volume shredders. It includes systems to present evidence in court proceedings, and to support efficient and effective court operations. This project excludes Court PCs at IT's direction and commitment that Court PCs will be included in IT's CIP.

FY15/16 is the 2nd year of the Court technology project. This project provides the technology infrastructure to support public service, improve efficiency and effectiveness, and limit operational impacts of failing systems. The Court's current calendar display system was purchased in 2000 and has required increasing amounts of technical support and parts (which are difficult to find) to maintain functionality. The replacement system not only refreshes hardware and software, it offers additional functionality such as public online access to Court calendars.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$0
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$63,112
Construction / Improvement	$0
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$9,200
Other Project Costs	$0
Total	$72,312
Project Number:	**6707289**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

Capital Projects Fund Balance	$12,812
Capital Improvements Reserve	$59,500

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$72,312	$27,350	$16,700	$2,200	$0	$118,562

ADA Accessibility Survey and Transition Plan

Project Description

In order to bring the City into compliance with ADA standards and meet our obligations to the U.S. Department of Justice, an ADA Transition Plan is required to identify physical barriers in public facilities and recommend methods to remove these barriers. The Transition Plan will include the following: 1) Accessibility survey of pedestrian rights-of-way using 2010 ADA Standards to include sidewalks, pathways, curb ramps, and signalized intersections for physical condition, slopes, cross-slopes and safety conditions. 2) Accessibility survey 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.

Tempe, through its active Commissions on Disability Concerns, Transportation, and city planning processes, has recognized the importance of equal access and full community integration for our residents and visitors. While the city has been responsive in solving specific accessibility concerns in rights of way and public buildings as it becomes aware of them, completion of this project will demonstrate the city's proactive approach to understanding its accessibility requirements, and outline a plan for addressing deficiencies going forward.

Estimated 2015-16 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	$278,539
Total	$278,539
Project Number:	**6706249**
Estimated Start Date:	**02/01/2015**
Estimated Completion Date:	**12/31/2015**

2015-16 Source of Funds

Capital Projects Fund Balance	$248,539
Transit Fund	$30,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$278,539	$278,000	$0	$0	$0	$556,539

City Hall - Exterior Repair and Study

Project Description

This project consists of two parts: Part one was completed in 2014-15 which applied a safety film over 7 sections of glass panels whose integrity had been compromised by scratches and weld marks. Part two consists of removing and replacing existing caulking with silicone sealant, cleaning existing cladding and making minor repairs on 11 panels and painting the structural steel between the windows and cladding.

Also included in this request is funding for a Mechanical and Functional Study. This study will identify mechanical and other systems deficiencies, aesthetics upgrade, and other improvements to accommodate operational needs ($100,000) of building occupants.

City Hall tower was constructed in 1971. Two studies completed in 2008 and 2010 identified scratches in several glass panels as well as specific deficiencies in walkways and walls, the building envelope, electrical, mechanical and plumbing systems. This project will begin to address those deficiencies in the building envelope and commission a study to identify aesthetic, operational and occupant improvements. Funding requests in future years will address the recommendations from this study.

2015-16 Source of Funds

General Obligation Bonds	$504,000

Estimated 2015-16 Project Costs

Legal / Administration	$4,000
Land Acquisition	$0
Permit Fees	$11,000
Design and Engineering	$0
Survey / Staking	$0
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	$100,000
Total	$504,000
Project Number:	**6707589**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**06/30/2016**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$504,000	$0	$0	$0	$0	$504,000

City Hall HVAC Piping Replacement

Project Description

This project is Phase II and III of the City Hall HVAC CIP. Phase I and II were for the design and 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.

2015-16 Source of Funds

General Obligation Bonds	$845,329

Estimated 2015-16 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	$845,329
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$845,329
Project Number:	**6705621**
Estimated Start Date:	**07/01/2014**
Estimated Completion Date:	**11/30/2015**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$845,329	$0	$0	$0	$0	$845,329

City Hall Primary Electrical Service Entry

Project Description

Design is complete. This project will carry over funding to complete the 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.

Estimated 2015-16 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	$682,420
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$682,420
Project Number:	**6707239**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**06/30/2016**

2015-16 Source of Funds

General Obligation Bonds	$682,420

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$682,420	$0	$0	$0	$0	$682,420

Downtown Infrastructure

Project Description

Downtown Tempe has an inventory of decorative street furnishings, including 65 trash cans, 52 ash trays, 31 street benches, and 8 recycling cans. In addition, the city is responsible for approximately 241,000 sq. feet of brick sidewalk, 200 tree grates, 100 tree rings, an 8300' length of string lights and 4150 lamps for the Mill Avenue Bridge and an electrical system used to support special events and activities particularly on Mill Avenue. This project is for the purpose of updating these furnishings and infrastructure to ensure pedestrian safety, and 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 is also the funding source for the joint collaboration of projects between the City and the Downtown Tempe Authority (DTA) to enhance the viability of the downtown.

In 2014-15, this project funded new literature and bicycle racks along Mill Avenue, the installation of new string lights on the Mill Avenue bridge, and repairs in the shared garage between Police/Courts and Mission Palms hotel. The regular replacement of Mill Avenue street furnishings is estimated at $30,000 per year.

Estimated 2015-16 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	$142,877
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$142,877
Project Number:	**6704329**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

General Obligation Bonds	$142,877

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$142,877	$31,827	$32,782	$33,765	$34,778	$276,029

Drainage Improvements

Project Description

City staff has identified the Museum, TCA and Library as having drainage issues. This project is to change the slope around the existing facility. 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. At each of the locations, water has been flowing into the buildings each time it rains. Currently, staff utilizes sand bags to reduce the amount of water entering the building. This project will divert water away from the facility along with fixing concrete columns and areas where water does not drain from a patio area. The Museum project has been designed and is ready to proceed depending on funding. The TCA and Library need to have designed work prior to be able to correct these issues.

FY15/16:
Museum ($101,250)-already designed
TCA-($7800) and Library ($12,000) for design work

FY16/17:
Complete TCA ($57,200) and Library ($88,000)

2015-16 Source of Funds

Capital Improvements Reserve	$121,050

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$19,800
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$0
Construction / Improvement	$101,250
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$121,050

Project Number: **6707599**
Estimated Start Date: **07/01/2015**
Estimated Completion Date: **06/30/2017**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$121,050	$145,200	$0	$0	$0	$266,250

Electrical Improvements

Project Description

This project will be used to rectify electrical deficiencies such as: replacement of damaged electrical panel, missing labels, replacement of enclosure doors, and replacement of conductors that are not properly sized. This project will complete deficiencies identified in the ARC Flash Hazard Analysis.

Fiscal year 2015-2016: City hall parking garage design study ($20,000), North yard service generator and ATS - Design ($9,000), Ken McDonald Restaurant - Design ($21,600). The following projects have been designed and are construction ready: 525 Building ($136,934), Hardy Yard Maintenance ($90,334), and Kiwanis Police Substation ($25,967). 2016-17: City hall Parking Garage ($180,000) Priest yard main service entrance section ($350,000), 400 amp secondary service that controls the tennis courts ($50,000), McClintock pool service entrance section and MCC ($70,000)

FY 2016-17: North yard service generator and ATS - Construction ($66,000), Ken McDonald Restaurant - Construction ($158,400)

2015-16 Source of Funds

General Obligation Bonds	$552,910

Estimated 2015-16 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	$552,910
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$552,910

Project Number: **6705159**
Estimated Start Date: **Ongoing**
Estimated Completion Date: **Ongoing**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$552,910	$874,400	$155,555	$190,000	$220,000	$1,992,865

Emergency Capital Repair

Project Description

Tempe maintains 96 buildings covering 1.6 million square feet. Each year the city experiences some unplanned and emergency repair needs. This CIP provides funding for these types of unplanned occurrences, including storm-related damage, sewer back-ups, fire damage, flooding and electrical emergencies.

The purpose of this CIP is to maintain public facilities and buildings. Continued funding for repair and replacement of faulty equipment and infrastructures allows for the city to have facilities that operate in a safe manner, efficient to operate and provides basic repairs that if not made could increase future costs of repairs. Planned maintenance extends the life of equipment and systems therefore reducing costly repairs and building closures.

Estimated 2015-16 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	$438,818
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$438,818
Project Number:	**6799779**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

General Obligation Bonds	$438,818

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$438,818	$185,000	$150,000	$100,000	$100,000	$973,818

Energy Conservation Program

Project Description

The overall goal of the City's Energy Management Program is to reduce city energy use and utility costs in city facilities by 15% by 2025. To accomplish this, staff will focus on a number of strategies including: a second phase of energy audits and retrofits, renewable energy projects at city facilities and facilitating a culture of conservation. Staff will review 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 LEDs), replace or add new EMS (Energy Management Systems) and add programmable thermostats. Fiscal year 2015-16 funds will be used for Kiwanis wave pool lighting.

• FY 2016-17 funds will be used to implement energy upgrades at the Kiwanis Recreation Center, including gymnasium ($52,675) based on the energy audit recommendations from FY15, and for an energy audit and lighting upgrades for the Escalante Recreation Center gymnasium ($52,340).
• FY2017-18 funds will be used to install new lighting at the West Side Multi-Generational Center gymnasium ($39,050) and to implement energy conservation measures based on the FY2016-17 energy audit.
• FY2018-19 funds will be used for an energy audit

Estimated 2015-16 Project Costs

Legal / Administration	$1,000
Land Acquisition	$0
Permit Fees	$3,000
Design and Engineering	$6,000
Survey / Staking	$1,000
Construction Management	$3,000
Furnishings / Equipment	$0
Construction / Improvement	$258,573
Geotech / Material Testing	$1,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$273,573
Project Number:	**6705179**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

Capital Projects Fund Balance	$75,898
General Obligation Bonds	$197,675

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$273,573	$172,340	$123,050	$50,000	$75,000	$693,963

Fleet Maintenance Improvements

Project Description

Design and Install 2 CNG Dispensers at the Public Works fueling facility that will provide cheaper and environmentally cleaner fuel initially for the City's solid waste fleet, and subsequently to other CNG fueled city vehicles. 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. Building the facility in tandem with the current construction will lower the construction cost of the proposed CNG dispensers at the Public Works Fueling site. The CNG dispensers will be equipped with two-hoses, each with a heavy duty hose and nozzle, a light duty hose and nozzle, 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.

Estimated 2015-16 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	$172,000
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**

2015-16 Source of Funds

Solid Waste Fund	$172,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$172,000	$0	$0	$0	$0	$172,000

Flooring Replacement Program

Project Description

The City maintains flooring ranging from tile to carpet to hardwood finishes with an estimated replacement value of $15 million. Flooring has an expected useful life of 10 years. This project provides for the systematic replacement of worn flooring. The annual reinvestment target for flooring is $1.25 million.

Future flooring replacement needs will be in the following locations:
2016-17: Kiwanis ($80,000), Duplicating ($15,000), Fire Maintenance ($22,000), Council Chambers ($150,000), Orchid House ($200,000); East side of Garden Level ($60,000), Kiwanis Restroom ($75,000), Westside Multi Gen ($75,000), Hardy Warner Maintenance ($10,000), Fire Training ($50,000)
2017-18: Priest Yard Building G ($40,000), House Hold Product Center ($15,000)
2018-19: Kiwanis Batting Cage ($10,000), Fire Station #6 ($70,000), McClintock Pool bath house/Office ($14,000)
2019-2020: South Police Department ($75,000).

Estimated 2015-16 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	$228,088
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$228,088
Project Number:	**6705199**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

General Obligation Bonds	$228,088

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$228,088	$687,000	$55,000	$94,000	$75,000	$1,139,088

Fuel Tank Replacements

Project Description

The city has a total of seven satellite fuel sites. Three provide fuel access to Fire Stations #1, #2, and #3 for Fire response apparatus. Three provide fuel for vehicles and equipment at the Rolling Hills Golf course, the Ken MacDonald Golf course and Diablo stadium. This equipment cannot be driven on the streets to either of the two main fuel sites. The seventh fuel site is at the Priest yard for maintenance, and emergency fuel situations for Police department patrol vehicles, Fire Department vehicles, Refuse vehicles and other service departments. These tanks were last replaced in 1995 and 1996. These seven tanks have reached the end of their expected life and need to be replaced to prevent any potential fuel leakage, large scale spills or interruption in city services.

Fuel products are considered a hazardous material and have strict regulations from Arizona Department of Environmental Quality and the Environmental Protection Agency regarding delivery, storage, dispensation, and any potential cleanup.

Funding needs are:
2016-17: $308,000 (7 sites)
Annual Maintenance budget: $3,500

2015-16 Source of Funds

NA	$0

Estimated 2015-16 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: **06/30/2017**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$0	$308,000	$0	$0	$0	$308,000

Historic Properties

Project Description

The City has 7 buildings designated as historic properties and these buildings have an average age of 100 years. This CIP funds the rehabilitation and repair of aging historic facilities, infrastructure and systems. The scope of the rehabilitation includes infrastructure systems, roofing repairs/replacements, floor covering, painting, security lighting, repairs/upgrades of building automation systems, fire alarms and damaged equipment. This CIP enables the City to continue to preserve and maintain our historic property assets. These structures are important to our city and require special attention. Planned improvements include:

Fiscal year 2016-2020 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).

2015-16 Source of Funds

General Obligation Bonds	$50,842

Estimated 2015-16 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	$50,842
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$50,842

Project Number: **6706809**
Estimated Start Date: **Ongoing**
Estimated Completion Date: **Ongoing**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$50,842	$87,000	$60,000	$55,000	$45,000	$297,842

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. Projects planned for fiscal year 2015-16 include:

Completion of phase 2 of the Library chiller replacement, Parking Garage ($19,000), McClintock Pool House ($16,000), Westside Multi Generational Center ($197,000).

Estimated 2015-16 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	$1,066,893
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$1,066,893
Project Number:	**6706873**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

Capital Projects Fund Balance	$744,572
General Obligation Bonds	$322,321

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$1,066,893	$1,065,100	$465,000	$812,500	$918,500	$4,327,993

Roof Replacement

Project Description

Roofs for City facilities are very important assets in maintaining facilities. By not replacing roofs that are beyond their useful life, there could be damage from water getting into facilities therefore costing much more over time and creating health and safety issues. The expected life of a roof is 15-20 years. 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. Remaining funding reappropriated to FY 2015-16 funding will complete projects initiated in FY 2014-15. The following projects are planned for the respective future fiscal years:

2016-17- Priest Yard (500,000) and Tempe Performing Arts Center ($100,000); Police Tack Room ($10,000); 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, Park Restrooms ($80,000), Museum ($200,000), Police South Substation @ Kiwanis ($70,000), and West Dam Roof ($25,000). 2019-2020- City Hall Pyramid.

Estimated 2015-16 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	$526,491
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$526,491
Project Number:	**6702519**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

General Obligation Bonds	$526,491

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$526,491	$775,000	$630,000	$475,000	$150,000	$2,556,491

Security Systems Replacement-Citywide

Project Description

Tempe maintains 96 buildings covering 1.6 million square feet. Special Systems are an important part of safety and security throughout Tempe Facilities. Special Systems include the following: Security alarms, video security, card access, environmental and energy management controls, and fire alarm/extinguishing systems. Card access system is comprised of 62 access controls and 440 doors and gates. There are over 44 security alarm panels. The city has over 63 sprinkler systems and has over 370 cameras throughout city facilities. In order to maintain these crucial systems, it is expected that over a five year period that $1,140,000 is needed in funding. This equates to $228,000 needed on the average per year. 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.

In 2015-16, the following are critical needs to replace failing and outdated equipment:
• Orchid House, 525 building and City Hall - upgrade outdated card access systems ($45k). This system is 21 years old and has failed twice in past 7 years.
• 525 building - replace failing locks and exit doors ($12k).

2015-16 Source of Funds

General Obligation Bonds	$87,000

Estimated 2015-16 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	$87,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$87,000
Project Number:	**6707609**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**06/30/2016**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$87,000	$795,000	$200,000	$200,000	$210,000	$1,492,000

Tempe Center for the Arts Pool Resurfacing

Project Description

This is a carryover of funds and a request for additional funding to complete the project. The initial estimate of $100,000 was developed with information and recommendations from design architects for the TCA, the surface coating manufacturer's representative, and based on the condition of the reflecting pool surface in October 2013. Based on recommendations at that time, the proposal included power scrubbing and power washing the surface of the reflecting pool to remove any loose material, cleaning for maximum adhesion and application of new coating membrane.

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. By the time the RFP for the project was developed and issued (Aug. 2014), the condition of the surface had further deteriorated and recommendations were revised to include complete removal of the current surface membrane prior to application of the new surface treatment. In addition, resealing of the water spill trench portion of the water feature is now recommended. Neither was included in the initial estimate.

2015-16 Source of Funds

Performing Arts Fund	$165,000

Estimated 2015-16 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	$165,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$165,000
Project Number:	**6707249**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**06/30/2016**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$165,000	$0	$0	$0	$0	$165,000

Tempe Public Library Complex Solar Project and Landscape Improvements

Project Description

This project includes a 1 megawatt (MW) solar installation and low impact development landscape for the Tempe Public Library Complex. The purpose of the project is to utilize renewable energy and increase the tree canopy at the community center. The project would be sequenced over 5 years and will include the following improvements:
• a one-year design phase to create a landscape master plan for the entire library complex to address dead and missing trees; add low water use plants and trees to the perimeter, pathways and parking areas; and follow low Impact development design standards for the complex.
• FY 2015-16: installation of a 1 MW solar project including solar panels on the rooftops of the Library and the History Museum and solar carports in the parking areas. • FY 2016-17: re-striping and re-paving of the parking lot with low impact design features to minimize asphalt and add decomposed granite, and add new lighting and upgrade electrical system; • FY 2017-18: Construction of irrigation systems, and preparation for first phase of planting trees, shrubs and plants in the parking lots, sidewalks and the drop-off zone in front of the library; • FY 2018-19: Construction of second phase of planting of trees, plants and shrubs in perimeter and along sidewalks.

2015-16 Source of Funds

General Obligation Bonds	$500,000

Estimated 2015-16 Project Costs

Legal / Administration	$2,000
Land Acquisition	$0
Permit Fees	$9,000
Design and Engineering	$100,000
Survey / Staking	$2,000
Construction Management	$14,000
Furnishings / Equipment	$0
Construction / Improvement	$371,000
Geotech / Material Testing	$2,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$500,000
Project Number:	**6707619**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**06/30/2019**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$500,000	$645,000	$484,000	$149,000	$0	$1,778,000

Water Heater Replacement Program

Project Description

The City maintains 166 water heaters with an expected useful life of seven years. Delayed replacement will cost the city more over time than replacing units when they are beyond their useful life cycle. This project will replace the following:

Fiscal year 2016-2017: Library ($5,600), Escalante ($5,000), McClintock Pool Bath House ($2,000), Kiwanis Police ($1,000), North Substation ($1,000), Service Yard Bldg. C ($300), Household Products Facility ($1,000), Kiwanis Maintenance Bldg. ($1,000), Priest Yard Bldg. G ($1,000), and various other locations ($10,000).

2017-2018: Priest Yard ($1,500), Ken McDonald maintenance ($1,000), Ken McDonald proshop ($1,000), Ken McDonald restaurant ($3,000), Westside Multi Center ($8,000), City Hall Garden Offices ($1,000), Orchid House ($2,000), South PD Briefing Bldg. ($3,000), and various other ($5,000).

2018-2019: Fire Station 6 ($2,000), Fire Training ($3,000), Priest Yard Bldg. D ($5,000), and various other locations ($5,000).
2019-2020: McClintock Pool ($2,000), and various other locations ($5,000).

2015-16 Source of Funds

General Obligation Bonds	$71,885

Estimated 2015-16 Project Costs

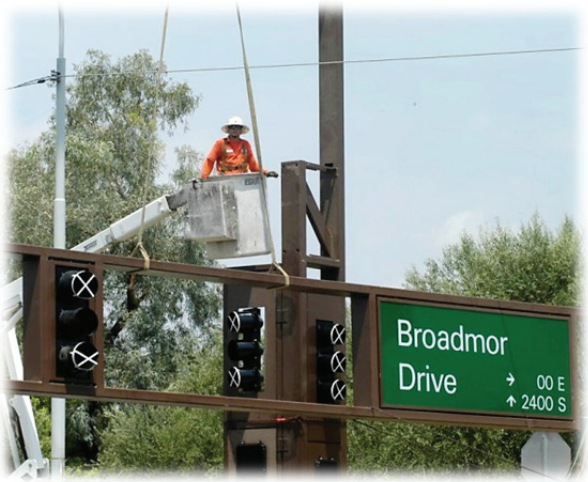
Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$0
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$0
Construction / Improvement	$71,885
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$71,885
Project Number:	**6705229**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$71,885	$27,900	$25,500	$15,000	$7,000	$147,285

Transportation Program

Transportation projects total $11 million in FY 2015-16 and account for 7% of the 2015-16 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 $11 million of the $162.8 million Capital Improvements Budget for FY 2015-16.

In FY 2015-16 the three main funding sources for transportation projects are the planned issuance of $5.2 million in general obligation bonds, $3.6 million from existing transportation capital project funds, and $1.9 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 and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
Arterial, Collector, and Residential Street Asset Preservation: 5499741	Capital Projects Fund Balance	-	2,700,000	2,700,000	-	-	-	-	2,700,000
	General Obligation Bonds	515,813	1,905,877	2,421,690	5,045,767	5,539,995	5,816,995	-	18,824,447
	G.O. Bonds Election Required	-	-	-	-	-	-	6,398,694	6,398,694
	Project Total	515,813	4,605,877	5,121,690	5,045,767	5,539,995	5,816,995	6,398,694	27,923,141
Bridge Maintenance: 5499891	General Obligation Bonds	464,978	300,000	764,978	300,000	300,000	300,000	-	1,664,978
	G.O. Bonds Election Required	-	-	-	-	-	-	300,000	300,000
	Project Total	464,978	300,000	764,978	300,000	300,000	300,000	300,000	1,964,978
City Facility Parking Lots: 5407791	General Obligation Bonds	-	380,000	380,000	50,000	50,000	50,000	-	530,000
	G.O. Bonds Election Required	-	-	-	-	-	-	50,000	50,000
	Project Total	-	380,000	380,000	50,000	50,000	50,000	50,000	580,000
Electrical Improvements - Traffic Maintenance Building: 5407801	Capital Projects Fund Balance	-	78,595	78,595	-	-	-	-	78,595
HVAC Replacement - Traffic Maintenance Building: 5407811	Capital Projects Fund Balance	-	10,000	10,000	-	-	-	-	10,000
Minor Concrete Improvements: 5401417	General Obligation Bonds	-	209,300	209,300	215,579	222,046	228,708	-	875,633
	G.O. Bonds Election Required	-	-	-	-	-	-	235,569	235,569
	Project Total	-	209,300	209,300	215,579	222,046	228,708	235,569	1,111,202
Potential Federal Grants Contingency: 5406139	Federal Grants	999,220	-	999,220	-	-	-	-	999,220
ROW Landscape Replacement and Revitalization: 5406149	Capital Projects Fund Balance	31,577	300,000	331,577	-	-	-	-	331,577
	Highway User Revenue Fund	-	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
	Project Total	31,577	600,000	631,577	300,000	300,000	300,000	300,000	1,831,577
Rural Rd & Southern Ave Intersection Improvements: 5407821	General Obligation Bonds	-	268,000	268,000	-	-	-	-	268,000
	Federal Safety Grant	-	-	-	2,750,000	-	-	-	2,750,000
	Development Impact Fees	-	TBD	TBD	TBD	-	-	-	TBD
	Project Total	-	268,000	268,000	2,750,000	-	-	-	3,018,000
Rural Rd & University Dr Intersection Improvements: NA	General Obligation Bonds	-	-	-	610,000	-	-	-	610,000
	Federal Safety Grant	-	-	-	-	5,000,000	-	-	5,000,000
	Development Impact Fees	-	-	-	TBD	TBD	-	-	TBD
	Project Total	-	-	-	610,000	5,000,000	-	-	5,610,000
Security Systems Replacement - Traffic Maintenance Building: 5407831	Capital Projects Fund Balance	-	30,000	30,000	-	-	-	-	30,000
Transportation and R.O.W. Improvements Program Total		**2,011,588**	**6,481,772**	**8,493,360**	**9,271,346**	**11,412,041**	**6,695,703**	**7,284,263**	**43,156,713**

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.

Reconstructing, resurfacing and rehabilitating arterial/collector/residential streets increases the strength and the durability of the roadway, while decreasing maintenance costs. This project is an important component of our strategic plan to maintain/preserve the 1241 lanes miles of asphalt roadways (447 Arterial Lane Miles, 107 Collector Lane Miles, 72 Industrial Lane Miles, and 615 Local Lane Miles) in good condition. To account for the unpredictable nature of oil prices an additional 10% was added to the outlying fiscal years. If funded, the street segments selected by staff with the help of Roadmatrix will be maintained according to their PQI.

2015-16 Source of Funds

Capital Projects Fund Balance	$2,700,000
General Obligation Bonds	$2,421,690

Estimated 2015-16 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	$4,914,713
Geotech / Material Testing	$85,374
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$5,121,690
Project Number:	**5499741**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$5,121,690	$5,045,767	$5,539,995	$5,816,995	$6,398,694	$27,923,141

Bridge Maintenance

Project Description

In the report described below, ADOT identifies specific repairs and maintenance required and quantifies the estimated cost to make the repairs. The City updates these costs for construction inflation and determines current costs. The scope of work includes replacement of damaged joints, joint seals and diaphragms, cleaning debris out of the joints to allow them to function properly, posting of vertical clearance signs, repair of damaged structural members and guardrail, replacement of missing bolts and nuts from railings, correction of settlement at abutments, rehabilitation of bridge decks, and miscellaneous other items. This is done to assure that the bridges are safe and in good repair. The design plans per the most recent report has recently been designed and construction will commence when low bidder is determined.

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.

2015-16 Source of Funds

General Obligation Bonds	$764,978

Estimated 2015-16 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	$704,978
Geotech / Material Testing	$2,000
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$764,978
Project Number:	**5499891**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**Ongoing**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$764,978	$300,000	$300,000	$300,000	$300,000	$1,964,978

City Facility Parking Lots

Project Description

Over time, the condition of the city's parking lots has continued to deteriorate. As with the street system, the deferred maintenance of this asset will continue to increase costs necessary to maintain the lots at a safe and acceptable level. Staff will work with a consultant to identify costs which will analyze the condition of the assets. Currently identified lots include 25 north of the US 60 and 16 south of the US 60 totaling approximately 4.3 million square feet. The information on the condition of the parking lots will then be used to prioritize the maintenance over a period of time. Appropriate levels of maintenance will also be identified including sealing, resurfacing and reconstruction. This program would create a system to strategically address these assets on a ongoing basis.

This year's CIP will address parking lots at the following locations: Tempe Sports Complex (Estimated Cost = $300,000) and the south Tempe police substation on Carver Rd (Estimated Costs = $50,000). Funding requests in years 2-5 will be based on the results of the consultant's evaluation.

Estimated 2015-16 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	$350,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$380,000

Project Number: **5407791**
Estimated Start Date: **07/01/2015**
Estimated Completion Date: **Ongoing**

2015-16 Source of Funds

General Obligation Bonds	$380,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$380,000	$50,000	$50,000	$50,000	$50,000	$580,000

Electrical Improvements - Traffic Maintenance Building

Project Description

This project provides funding to rectify electrical deficiencies at the Traffic Maintenance building as identified in the ARC Flash Hazard Analysis.

Estimated 2015-16 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	$78,595
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$78,595

Project Number: **5407801**
Estimated Start Date: **07/01/2015**
Estimated Completion Date: **06/30/2016**

2015-16 Source of Funds

Capital Projects Fund Balance	$78,595

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$78,595	$0	$0	$0	$0	$78,595

HVAC Replacement - Traffic Maintenance Building

Project Description

Tempe maintains nearly 400 air conditioning, heat pump and split system units with an expected useful life of 12 years. 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. This project will replace the HVAC unit at the Public Works Traffic Maintenance Building.

Estimated 2015-16 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	$10,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$10,000

Project Number: **5407811**
Estimated Start Date: **07/01/2015**
Estimated Completion Date: **06/30/2016**

2015-16 Source of Funds

Capital Projects Fund Balance	$10,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$10,000	$0	$0	$0	$0	$10,000

Minor Concrete Improvements

Project Description

This project supplements the City's concrete program and the strategy of utilizing city forces (two employees) to handle smaller less complex jobs. This project will provide for peak demands and emergency replacement of broken curbs, gutters, and sidewalks throughout the city. Other uses of the project include the construction of curbs, gutters, sidewalks and ADA accessible ramps to improve the continuity of the infrastructure and to improve accessibility and mobility for pedestrians in various areas. This project is also used in emergency call out situations as needed. Funds for the project will allow for approximately 18,000 square feet of minor concrete repair per year.

This project is a cost effective way of quickly repairing concrete damages of the estimated 5.0 million lineal feet of curb, gutter and sidewalk. Funding this project is crucial to the citizens by providing safe and easily traversable pedestrian access throughout the city.

Estimated 2015-16 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	$209,300
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$209,300

Project Number: **5401417**
Estimated Start Date: **Ongoing**
Estimated Completion Date: **Ongoing**

2015-16 Source of Funds

General Obligation Bonds	$209,300

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$209,300	$215,579	$222,046	$228,708	$235,569	$1,111,202

Potential Federal Grants Contingency

Project Description

This Project will create additional spending authority for federal grants that may be available during FY2015-16. The City must account for potential federal grants that could be secured and that need to be spent within 2015-2016.

Estimated 2015-16 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	$999,220
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$999,220

Project Number: **5406139**

Estimated Start Date: **07/01/2015**

Estimated Completion Date: **06/30/2016**

2015-16 Source of Funds

Federal Grants	$999,220

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$999,220	$0	$0	$0	$0	$999,220

ROW Landscape Replacement and Revitalization

Project Description

This project supports the replacement and regeneration of the ROW landscape areas. The City of Tempe's right of way and median landscape consists of an eclectic mix of trees and shrubs covering over 6.5 million square feet of landscape maintained. There is an inventory of over 7,000 City street trees valued at over $16 million which also serves to support clean air and clean water goals. There is a mixture of public, home-owner association, and commercial development properties that blend together along with City arterials. In many areas the ROW landscaping is showing incredible signs of decline, including plant stress and decimation. This project supports the replacement and regeneration of the ROW landscape areas.

For 2015, the ROWs surrounding the redevelopment areas from Priest to Price on Rio Salado Parkway are scheduled to be updated due to the new building construction projects currently underway. These building projects should be completed in 2015 and at such time, the landscaping will require enhancements due to the degradation of the areas from the construction traffic. In addition, the ROW re-vegetation program is scheduled for McClintock Road from Elliot to the Tempe border.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$0
Construction / Improvement	$631,577
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$631,577

Project Number: **5406149**

Estimated Start Date: **07/01/2015**

Estimated Completion Date: **Ongoing**

2015-16 Source of Funds

Capital Projects Fund Balance	$331,577
Highway User Revenue Fund	$300,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$631,577	$300,000	$300,000	$300,000	$300,000	$1,831,577

Rural Rd & Southern Ave Intersection Improvements

Project Description

As part of a continuing transportation safety program, Traffic Engineering staff proactively identifies potential locations within the City that could benefit from the implementation of traffic safety measures. This project will construct safety and capacity improvements at the intersection of Rural Road and Southern Avenue. Based on the findings of a Road Safety Assessment in 2013 and a recently completed Project Assessment, staff has identified intersection improvements that will help to mitigate safety issues and improve capacity at this intersection. Improvements will include construction of additional turn lanes (left-turn and right-turn) and improvements to the traffic signal, sidewalks (including ADA), lighting, striping, and transit stops.

The intersection of Rural Rd and Southern Avenue continues to show up in our safety program as a potential location for safety improvements. Most recently it ranked #2 in the City of Tempe's "Top 100 High Crash Intersections" and ranked #1 in the Maricopa Association of Governments' (MAG) "Top 100 Intersection Crashes" in the MAG Region. Additionally, in 2011 this intersection was identified by the Arizona Department of Transportation (ADOT) in the statewide "Top 5% Intersection Safety Transparency Report."

2015-16 Source of Funds

General Obligation Bonds	$268,000
Development Impact Fees: TBD	

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$25,000
Design and Engineering	$243,000
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	$268,000
Project Number:	**5407821**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**06/30/2017**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$268,000	$2,750,000	$0	$0	$0	$3,018,000

Rural Rd & University Dr Intersection Improvements

Project Description

As part of a continuing transportation safety program, Traffic Engineering staff proactively identifies potential locations within the City that could benefit from the implementation of traffic safety measures. This project will construct safety and capacity improvements at the intersection of Rural Road and University Drive. Improvements will likely include construction of additional turn lanes (left-turn and right-turn) and improvements to the traffic signal, sidewalks (including ADA), lighting, striping, and transit stops.

The intersection of Rural Rd and University Dr continues to show up in our safety program as a potential location for safety improvements. Most recently it ranked #1 in the City of Tempe's "Top 100 High Crash Intersections" and ranked #70 in the Maricopa Association of Governments' (MAG) "Top 100 Intersection Crashes" in the MAG Region. Based on the findings of a Road Safety Assessment in 2013, Tempe will pursue MAG sponsored assistance to complete a Project Assessment which will assist staff with identifying intersection improvements that will help to mitigate safety issues and improve capacity at this intersection.

2015-16 Source of Funds

NA

Estimated 2015-16 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:	**07/01/2016**
Estimated Completion Date:	**06/30/2018**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$0	$610,000	$5,000,000	$0	$0	$5,610,000

Security Systems Replacement - Traffic Maintenance Building

Project Description

Special Systems are an important part of safety and security throughout Tempe Facilities. Special Systems include the following: Security alarms, video security, card access, 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 cameras with a life cycle of 5 -7 years, 10 years on security and surveillance systems and to 25 years on sprinkler systems. The systems are crucial in protecting our infrastructure and facilities.

In 2015-16 this project will replace critical failing and outdated special systems equipment at the Public Works Traffic Maintenance building.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$0
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$0
Construction / Improvement	$30,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$30,000

Project Number: **5407831**

Estimated Start Date: **07/01/2015**

Estimated Completion Date: **06/30/2016**

2015-16 Source of Funds

Capital Projects Fund Balance	$30,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$30,000	$0	$0	$0	$0	$30,000

Traffic Signals and Street Lighting Program CIP Project

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
East Valley Arterial Congestion Monitoring: 6907259	General Obligation Bonds	50,000	49,997	99,997	-	-	-	-	99,997
	Federal Grant - CMAQ	-	165,388	165,388	-	-	-	-	165,388
	Development Impact Fees	-	TBD	TBD	-	-	-	-	TBD
	Project Total	50,000	215,385	265,385	-	-	-	-	265,385
Fiber Optic Installation & ITS Improv: Elliot, Guadalupe and Warner: 6906171	Capital Projects Fund Balance	18,179	-	18,179	-	-	-	-	18,179
	General Obligation Bonds	-	164,286	164,286	-	-	-	-	164,286
	Federal Grant - CMAQ	-	383,333	383,333	-	-	-	-	383,333
	Development Impact Fees	-	TBD	TBD	-	-	-	-	TBD
	Project Total	18,179	547,619	565,798	-	-	-	-	565,798
Fiber Optic Installation and ITS Improv: Broadway/I-10 and Rio Salado/L101: 6906169	General Obligation Bonds	-	17,394	17,394	-	-	-	-	17,394
	Federal Grant - CMAQ	28,500	287,751	316,251	-	-	-	-	316,251
	Development Impact Fees	-	TBD	TBD	-	-	-	-	TBD
	Project Total	28,500	305,145	333,645	-	-	-	-	333,645
Fiber Optic Installation: Rural Road North: 6907269	Capital Projects Fund Balance	200,000	-	200,000	-	-	-	-	200,000
	General Obligation Bonds	-	-	-	59,455	-	-	-	59,455
	Federal Grant - CMAQ	-	-	-	983,626	-	-	-	983,626
	Development Impact Fees	-	TBD	TBD	TBD	-	-	-	TBD
	Project Total	200,000	-	200,000	1,043,081	-	-	-	1,243,081
Fiber Optic Installation: Rural Road South: 6907729	Capital Projects Fund Balance	-	19,000	19,000	-	53,639	-	-	72,639
	Federal Grant - CMAQ	-	-	-	-	887,389	-	-	887,389
	Development Impact Fees	-	TBD	TBD	TBD	TBD	-	-	TBD
	Project Total	-	19,000	19,000	-	941,028	-	-	960,028
Light Rail Efficiency Improvement at University Dr: 6907739	General Obligation Bonds	-	75,000	75,000	500,000	-	-	-	575,000
	Development Impact Fees	-	TBD	TBD	TBD	-	-	-	TBD
	Project Total	-	75,000	75,000	500,000	-	-	-	575,000

2015-16 CIP Projects - Traffic Signals and Street Lighting Program (continued)

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2015-16 Appropriation	2015-16 Total Appropriation	Additional Projected Needs 2016-17	2017-18	2018-19	2019-20	Total 5-Year Program
New Signals / Safety Upgrades: 6906209	Capital Projects Fund Balance	-	180,000	180,000	-	-	-	-	180,000
	Developer Assistance	-	180,000	180,000	-	-	-	-	180,000
	Project Total	-	360,000	360,000	-	-	-	-	360,000
Rural Rd Light Rail Intersection Improvement: 6907749	General Obligation Bonds	-	125,000	125,000	-	-	-	-	125,000
Streetlight Pole Structural Replacement: 6999849	General Obligation Bonds	-	250,000	250,000	300,000	300,000	300,000	-	1,150,000
	G.O. Bonds Election Required	-	-	-	-	-	-	300,000	300,000
	Project Total	-	250,000	250,000	300,000	300,000	300,000	300,000	1,450,000
Streetlight Upgrade / New Install: 6999869	General Obligation Bonds	-	250,000	250,000	300,000	300,000	300,000	-	1,150,000
	G.O. Bonds Election Required	-	-	-	-	-	-	300,000	300,000
	Project Total	-	250,000	250,000	300,000	300,000	300,000	300,000	1,450,000
Traffic Signal Foundation: 6903383	General Obligation Bonds	54,534	75,000	129,534	150,000	150,000	150,000	-	579,534
	G.O. Bonds Election Required	-	-	-	-	-	-	150,000	150,000
	Project Total	54,534	75,000	129,534	150,000	150,000	150,000	150,000	729,534
Traffic Signal Green Sign Face Replacement: 6906229	General Obligation Bonds	-	50,000	50,000	100,000	100,000	100,000	-	350,000
	G.O. Bonds Election Required	-	-	-	-	-	-	100,000	100,000
	Project Total	-	50,000	50,000	100,000	100,000	100,000	100,000	450,000
Traffic Signals and Street Lighting Program Total		**351,213**	**2,272,149**	**2,623,362**	**2,393,081**	**1,791,028**	**850,000**	**850,000**	**8,507,471**

East Valley Arterial Congestion Monitoring

Project Description

This project includes the purchase and installation of 91 Anonymous Re-identification (ARID) Bluetooth devices in existing signal cabinets across the East Valley including 24 in Tempe. The project includes central control software for each partnering agency's Transportation Management Center. The data from the devices will be shared via the Regional Archive Data System (RADS) and will be available to the public in the form of an on-line map which may graphically display speed or congestion levels on the City's web page. Travel times to/from various destinations will also be calculated using the shared agency data as well as existing ADOT data.

This project will enable partnering agencies to monitor congestion across jurisdictional boundaries and to provide real-time traveler information. Mesa and Chandler have previously installed ARID devices. This project expands their existing coverage and expands the coverage into Gilbert and Tempe. The devices will facilitate the calculation of travel times across city boundaries and incorporate ADOT data to provide travelers with information for trip making decisions. By using creative and cost-effective strategies the City can manage increased demand on the system while still providing for the safe and efficient movement of people and goods on the transportation network.

2015-16 Source of Funds

General Obligation Bonds	$99,997
Federal Grant - CMAQ	$165,388

Estimated 2015-16 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	$215,385
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$265,385
Project Number:	**6907259**
Estimated Start Date:	**07/01/2014**
Estimated Completion Date:	**06/30/2016**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$265,385	$0	$0	$0	$0	$265,385

Fiber Optic Installation & ITS Improv: Elliot, Guadalupe and Warner

Project Description

Tempe currently uses leases 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.

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.

By using creative and cost-effective strategies such as Transportation Systems Management (TSM) and Intelligent Transportation Systems (ITS) technologies, the City can manage increased demand on the system while still providing for the safe and efficient movement of people and goods on the transportation network.

2015-16 Source of Funds

Capital Projects Fund Balance	$18,179
General Obligation Bonds	$164,286
Federal Grant - CMAQ	$383,333

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$18,179
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$0
Construction / Improvement	$547,619
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$565,798
Project Number:	**6906171**
Estimated Start Date:	**07/01/2013**
Estimated Completion Date:	**06/30/2016**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$565,798	$0	$0	$0	$0	$565,798

Fiber Optic Installation and ITS Improv: Broadway/I-10 and Rio Salado/L101

Project Description

The purpose of this project is to provide the City with a reliable communications network to be able to view, monitor, and actively manage traffic conditions both on the arterial streets and at the freeway ramp intersections to reduce delay and improve traffic flow. The project will install new conduit and make use of existing conduit to provide fiber connection from ADOT's node 12 building to the signals at Broadway and Ramp K, Broadway and 48th St, and 48th St and Ramp C. Wireless radios will be installed at Broadway and Ramp L, 48th and Cotton Center, 48th and Alameda, and 48th and Southern. High speed DSL copper communications will be installed along Rio Salado and McClintock. Communications devices to be installed include fiber optic cable, pull boxes, splice closure, patch panels, fiber optic jumper cables, VDSL switches, and Ethernet switches. The project also includes purchasing and installing 22 CCTV cameras for each interchange intersection in Tempe.

The project will provide communication links to the ramp intersections at the Broadway and I-10 interchange and at Rio Salado/ Loop 101 ramp intersections with fiber and wireless connections. This will complete the City's fiber backbone rings provided through ADOT's freeway system fiber.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$28,500
Survey / Staking	$0
Construction Management	$0
Furnishings / Equipment	$0
Construction / Improvement	$305,145
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$333,645
Project Number:	**6906169**
Estimated Start Date:	**07/01/2013**
Estimated Completion Date:	**06/30/2016**

2015-16 Source of Funds

General Obligation Bonds	$17,394
Federal Grant - CMAQ	$316,251
Development Impact Fees: TBD	

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$333,645	$0	$0	$0	$0	$333,645

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 light rail transit, 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 of this project is to provide the City with a reliable communications network to view, monitor, and actively manage traffic conditions. The ultimate goal is to have a hybrid fiber/wireless network that will increase communications bandwidth, eliminate the need for telephone lease lines, and improve system performance. The project will provide a fiber backbone through the middle of the City on Rural Rd, one of Tempe's major north-south arterial routes. The installation of fiber will provide a reliable and efficient communication corridor that will improve real time traffic signal operations, improve traffic flow, and decrease delay. A fiber backbone through the middle of the City will allow additional wireless communications to be installed in the future. This will provide the infrastructure that can be used for future transit operations, for traveler information, and for special event traffic management.

Estimated 2015-16 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**

2015-16 Source of Funds

Capital Projects Fund Balance	$200,000
Development Impact Fees: TBD	

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$200,000	$1,043,081	$0	$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 of this project 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. The project will provide a fiber backbone through the middle of the City on Rural Rd, one of Tempe's major north-south arterial routes. A fiber backbone will allow additional wireless communications to be installed in the future. In addition, this project will provide the infrastructure that can be used for future transit operations, for traveler information, and for special event traffic management.

2015-16 Source of Funds

Capital Projects Fund Balance	$19,000
Development Impact Fees: TBD	

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	$19,000
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	$19,000

Project Number: **6907729**
Estimated Start Date: **07/01/2015**
Estimated Completion Date: **06/30/2018**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$19,000	$0	$941,028	$0	$0	$960,028

Light Rail Efficiency Improvement at University Dr

Project Description

The City of Tempe's Transportation Division is tasked with providing residents and visitors with a safe and efficient transportation system. Traffic Engineering staff spends a significant amount of time monitoring traffic and identifying potential solutions for improving capacity and reducing congestion on Tempe's transportation network. This project will increase capacity on Rural Rd and improve the efficiency of light rail vehicles at University Dr. Improvements will include new sensors and improved equipment that will minimize the amount of time that gate arms are activated on University Dr, causing congestion and delay to all users.

The intersection of Rural Rd and University Dr is the busiest intersection in the City of Tempe. The light rail crossing of University Dr is only 600 feet west of this intersection. Based on the current train schedule, and the fact that there are both eastbound and westbound trains, it is not uncommon for the gates at University Dr to be activated every 5 minutes. The current train sensors and equipment result in premature activation of the gates which results in unnecessary delay to users along University Dr as well as Rural Rd. This operation can function much more efficiently with the installation of new sensors and improved equipment.

2015-16 Source of Funds

General Obligation Bonds	$75,000
Development Impact Fees: TBD	

Estimated 2015-16 Project Costs

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

Project Number: **6907739**
Estimated Start Date: **07/01/2015**
Estimated Completion Date: **06/30/2017**

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$75,000	$500,000	$0	$0	$0	$575,000

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 224 signalized intersections every other year and/or add one new traffic signal based on traffic engineering warrants.

The project's purpose is to manage traffic safely and efficiently by installing new signals and/or modifying existing signal indications based on traffic engineering studies.

Estimated 2015-16 Project Costs

Legal / Administration	$0
Land Acquisition	$0
Permit Fees	$0
Design and Engineering	
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**

2015-16 Source of Funds

Capital Projects Fund Balance	$180,000
Developer Assistance	$180,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$360,000	$0	$0	$0	$0	$360,000

Rural Rd Light Rail Intersection Improvement

Project Description

The City of Tempe's Transportation Division is tasked with providing residents and visitors with a safe and efficient transportation system. Traffic Engineering staff spends a significant amount of time monitoring traffic and identifying potential solutions for improving capacity and reducing congestion on Tempe's transportation network. This project will construct bicycle and pedestrian improvements at the intersection.

The intersection of Rural Rd and Tyler/Terrace Rd is very congested. There is a significant amount of vehicular traffic as well as pedestrian and bicycle traffic. This intersection also serves a transit platform on the west side of Rural Rd that accommodates Light Rail and buses. The geometry of the intersection is skewed which has presented some unforeseen operational and safety concerns, primarily with bicyclists and pedestrians.

Estimated 2015-16 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	$100,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$125,000
Project Number:	**6907749**
Estimated Start Date:	**07/01/2015**
Estimated Completion Date:	**06/30/2016**

2015-16 Source of Funds

General Obligation Bonds	$125,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$125,000	$0	$0	$0	$0	$125,000

Streetlight 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 streetlight 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 will 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 engineering standards and that will also enhance our long term goal of ensuring landscape irrigation does not impact the structural integrity of our infrastructure and will help manage our potential risk for existing rusted street light poles. The streetlight poles with a foundation have a life expectancy of 30+ years compared to a direct buried pole that may only have a 15-20 year life span.

Estimated 2015-16 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**

2015-16 Source of Funds

General Obligation Bonds	$250,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$250,000	$300,000	$300,000	$300,000	$300,000	$1,450,000

Streetlight 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 requests, as well as upgrading approximately 4000 High Pressure Sodium (HPS) to Induction 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: North side of Guadalupe Rd between Rural and McClintock

Estimated 2015-16 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**

2015-16 Source of Funds

General Obligation Bonds	$250,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$250,000	$300,000	$300,000	$300,000	$300,000	$1,450,000

Traffic Signal Foundation

Project Description

The City's transportation system includes 224 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 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.

This project is necessary to keep the signal system functioning properly by supplementing our existing traffic signal construction program with installing underground infrastructure which may include underground items such as conduit repair and replacements, new traffic signal underground j-boxes and new signal foundations. The following traffic signal assets are identified for replacement: four traffic signal poles are structurally deficient due to corrosion factors at the base. Six traffic signal intersections are programed to have the underground signal conductors replaced because they have reached their end of life cycle.

Estimated 2015-16 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	$129,534
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$129,534
Project Number:	**6903383**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

General Obligation Bonds	$129,534

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$129,534	$150,000	$150,000	$150,000	$150,000	$729,534

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 Transportation and Traffic Engineering 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. As part of a continuing transportation asset management program, this project will begin the process of replacing sign faces (8 per intersection) at a rate of 6 intersections per year with a total of 75 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.

Estimated 2015-16 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	$50,000
Geotech / Material Testing	$0
Utility Relocation Fees	$0
Utility Undergrounding	$0
ITD / Telecommunications	$0
Other Project Costs	$0
Total	$50,000
Project Number:	**6906229**
Estimated Start Date:	**Ongoing**
Estimated Completion Date:	**Ongoing**

2015-16 Source of Funds

General Obligation Bonds	$50,000

Appropriations by Fiscal Year

2015-16	2016-17	2017-18	2018-19	2019-20	Total 5 Year
$50,000	$100,000	$100,000	$100,000	$100,000	$450,000

Schedules and Summaries Contents

Property Tax Ordinance 286
Budget Resolution 287
Budget Schedules 288
Schedule A Summary Schedule of Estimated Revenues and Expenditures/Expenses 288
Schedule B Tax Levy and Tax Rate Information 289
Schedule C Revenues Other Than Property Taxes 290
Schedule D Other Financing Sources/<Uses> and Interfund Transfers 292
Schedule E Expenditures/Expenses by Fund 293
Schedule F Expenditures/Expenses by Department 294
Schedule G Full-Time Employees and Personnel Compensation 296
Budget Basis, Units and Changes 297
Financial Structure and Organization 298
Personnel Summary 299
Personnel Changes for FY 2015-16 300
Personnel Schedules 302
Glossary of Terms 333
Acronyms 341
Index 342
Municipal Budget Office Staff 345

Property Tax Ordinance

ORDINANCE NO. O2015.27

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, 2016.

WHEREAS, pursuant to A.R.S. §42-17151, the ordinance levying taxes for Fiscal Year 2015-2016 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 $14,877,877, resulting in a primary tax rate of $0.9334 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 limited 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 $1.5861 per $100 of assessed value.

Section 3. The combined tax rate as set forth in Sections 1 and 2 shall equal $2.5195 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 25th day of June, 2015.

Mark W. Mitchell, Mayor

ATTEST:

Brigitta M. Kuiper, City Clerk

APPROVED AS TO FORM:

Judith R. Baumann, City Attorney

Budget Resolution

RESOLUTION NO. R2015.59

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, 2015, AND ENDING JUNE 30, 2016. 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 21, 2015, 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 21, 2015, 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 11, 2015, 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 2015-2016.

PASSED AND ADOPTED BY THE CITY COUNCIL OF TEMPE, ARIZONA, this 11th day of June, 2015.

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

Fiscal Year		Sch	FUNDS							
			General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds Available	Internal Service Funds	Blended Component Unit (a)	Total All Funds
2015	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	182,311,624	105,491,860	40,951,736	150,438,466	97,124,196	2,000,000		578,317,882
2015	Actual Expenditures/ Expenses**	E	175,725,094	95,001,163	37,162,193	55,786,097	89,583,104			453,257,651
2016	Fund Balance/Net Position at July 1***		63,308,000	40,081,206	23,613,370	87,154,716	68,687,000	2,000,000		284,844,292
2016	Primary Property Tax Levy	B	14,877,877							14,877,877
2016	Secondary Property Tax Levy	B			25,281,551					25,281,551
2016	Estimated Revenues Other than Property Taxes	C	170,816,597	114,553,569	3,690,695		98,244,395			387,305,256
2016	Other Financing Sources	D				149,954,803				149,954,803
2016	Other Financing (Uses)	D								
2016	Interfund Transfers In	D	136,512	1,340,000	6,944,609	12,874,969	6,467,017		3,045,200	30,808,307
2016	Interfund Transfers (Out)	D	(5,236,972)	(7,153,978)	(11,238,217)		(7,179,140)			(30,808,307)
2016	Reduction for Amounts Not Available:									
LESS:	Amounts for Future Debt Retirement:									
2016	Total Financial Resources Available		243,902,014	148,820,797	48,292,008	249,984,488	166,219,272	2,000,000	3,045,200	862,263,779
2016	Budgeted Expenditures/Expenses	E	187,647,884	113,748,860	29,057,155	162,829,772	112,244,213	2,000,000		607,527,884

EXPENDITURE LIMITATION COMPARISON	2015	2016
1. Budgeted expenditures/expenses	$ 578,317,882	$ 607,527,884
2. Add/subtract: estimated net reconciling items	(175,706,734)	(237,747,009)
3. Budgeted expenditures/expenses adjusted for reconciling items	402,611,148	369,780,875
4. Less: estimated exclusions	102,560,330	68,446,473
5. Amount subject to the expenditure limitation	$ 300,050,818	$ 301,334,402
6. EEC expenditure limitation	$ 300,050,818	$ 313,889,296

* Includes Expenditure/Expense Adjustments Approved in the 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 on this line 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

	2015	2016
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 14,324,634	$ 14,877,877
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	$ 14,324,634	$ 14,877,877
B. Secondary property taxes	24,609,512	25,281,551
C. Total property tax levy amounts	$ 38,934,146	$ 40,159,428
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 13,470,429	
(2) Prior years' levies	83,617	
(3) Total primary property taxes	$ 13,554,046	
B. Secondary property taxes		
(1) **Current** year's levy	$ 23,142,000	
(2) Prior years' levies	143,652	
(3) Total secondary property taxes	$ 23,285,652	
C. Total property taxes collected	$ 36,839,698	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.9231	0.9334
(2) Secondary property tax rate	1.5119	1.5861
(3) Total city/town tax rate	2.4350	2.5195
B. Special assessment district tax rates		

* 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 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
GENERAL FUND			
Local Taxes			
City Sales Tax	$ 82,152,592	$ 86,206,013	$ 88,527,594
Transient Lodging Tax	5,072,952	5,347,511	5,576,481
Franchise Fees	3,255,702	3,307,246	3,336,246
Licenses and permits	1,636,750	1,632,122	1,458,000
Intergovernmental			
State	39,906,841	39,780,623	41,312,118
Other	432,000	674,448	522,000
Charges for Services	11,452,301	16,629,308	11,905,431
Fines and Forfeits	7,943,080	8,183,831	8,345,560
Interest on Investments	450,100	450,100	850,000
Voluntary Contributions	2,876,282	2,906,851	3,023,125
Miscellaneous	5,323,070	5,039,859	5,960,042
Total General Fund	$ 160,501,670	$ 170,157,912	$ $170,816,597
SPECIAL REVENUE FUNDS			
Transit Fund			
Transit Tax	$ 33,346,352	$ 35,836,931	$ 36,809,942
ASU-Flash Transit	819,983	819,983	929,006
Interest Income	148,000	148,000	175,000
Intergovernmental	6,259,770	6,259,770	5,856,437
Miscellaneous Revenue	16,495,702	16,495,702	16,011,740
Total Transit Fund	$ 57,069,807	$ 59,560,386	$ 59,782,125
Highway User Revenue Fund			
Highway User Revenue Tax	$ 9,630,103	$ 9,748,208	$ 10,091,343
Barricading Fees	85,000	85,000	85,000
Miscellaneous Revenue	53,297	8,764	37,620
Total Highway User Revenue Fund	$ 9,768,400	$ 9,841,972	$ 10,213,963
Performing Arts Fund			
Performing Arts Tax	$ 6,912,473	$ 7,250,874	$ 7,447,743
Fees and Admissions	710,872	845,134	848,250
Interest Income	10,000	10,000	13,000
Miscellaneous Revenue	9,050		
Total Performing Arts Fund	$ 7,642,395	$ 8,106,008	$ 8,308,993
CDBG/Section 8 Housing Funds			
Community Development Block Grant	$ 3,611,882	$ 4,238,742	$ 5,298,381
Section 8 Housing	9,496,730	9,496,730	11,022,206
Total CDBG/Section 8 Housing Funds	$ 13,108,612	$ 13,735,472	$ 16,320,587
Governmental Restricted Revenue & Donations Fund	$	$	$ 1,203,440
Police Dept-RICO & Grants Fund	$ 5,959,619	$ 5,521,873	$ 5,904,844
Governmental Grants Fund	$ 11,308,718	$ 6,786,463	$ 12,130,361
Court Enhancement Fund	$ 1,530,131	$ 928,312	$ 687,756
Peterson House Fund	$ 2,283	$ 1,200	$ 1,500
Total Special Revenue Funds	$ 106,389,965	$ 104,481,686	$ 114,553,569

* 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 (Continued)

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
DEBT SERVICE FUNDS			
Debt Service	$ 1,269,719	$ 1,684,982	$ 1,301,462
Special Assessments	$ 2,959,851	$ 2,959,851	$ 2,389,233
Total Debt Service Funds	$ 4,229,570	$ 4,644,833	$ 3,690,695
ENTERPRISE FUNDS			
Water/Wastewater	$ 78,950,217	$ 79,428,644	$ 81,110,882
Solid Waste	$ 14,987,157	$ 14,211,200	$ 14,224,575
Golf	$ 2,982,436	$ 2,728,398	$ 2,908,938
Total Enterprise Funds	$ 96,919,810	$ 96,368,242	$ 98,244,395
TOTAL ALL FUNDS	$ 368,041,015	$ $375,652,673	$ $387,305,256

* 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 2016 SOURCES	OTHER FINANCING 2016 <USES>	INTERFUND TRANSFERS 2016 IN	INTERFUND TRANSFERS 2016 <OUT>
GENERAL FUND	$	$	$ 136,512	$ (5,236,972)
SPECIAL REVENUE FUNDS				
Court Enhancement	$	$	$	$ (115,762)
Highway User Revenue			1,150,000	(304,941)
Transit				(6,475,625)
Performing Arts				(257,650)
Section 8 Housing			190,000	
Total Special Revenue Funds	$	$	$ 1,340,000	$ (7,153,978)
GENERAL GOVERNMENTAL DEBT SERVICE FUND	$	$	$ 6,944,609	$ (11,238,217)
Total Debt Service Funds	$	$	$ 6,944,609	$ (11,238,217)
CAPITAL PROJECTS FUNDS				
Bond Proceeds	$ 102,443,937	$	$	$
Fund Balance Applied	23,837,719		12,874,969	
Other Funding	23,673,147			
Total Capital Projects Funds	$ 149,954,803	$	$ 12,874,969	$
ENTERPRISE FUNDS				
Water / Wastewater	$	$	$ 6,193,017	$ (7,072,079)
Solid Waste			200,000	(107,061)
Golf Fund			74,000	
Total Enterprise Funds	$	$	$ 6,467,017	$ (7,179,140)
SUBTOTAL INTERNAL CITY FUNDS	$ 149,954,803	$	$ 27,763,107	$ (30,808,307)
BLENDED COMPONENT UNIT				
Community Facilities District			3,045,200	
GRAND TOTAL	$ 149,954,803	$	$ 30,808,307	$ (30,808,307)

Schedule E Expenditures/Expenses by Fund

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
GENERAL FUND				
Mayor and Council	$ 377,787	$	$ 354,531	$ 365,279
City Manager	1,725,841	1,663,316	3,202,047	3,426,599
Diversity	497,887	(497,887)		
Internal Audit	439,959	12,040	417,649	445,102
City Clerk	1,098,536	(10,126)	721,626	1,135,790
City Court	4,137,407	26,603	4,004,754	4,200,689
City Attorney	2,821,756	30,433	2,741,555	2,873,649
Internal Services		7,249,078	6,726,536	7,215,706
Finance and Technology	4,327,047	(4,327,047)		
Human Resources	3,366,622	(3,366,622)		
Municipal Budget Office		251,902	257,312	257,006
Police	73,979,887	456,293	72,667,227	76,481,059
Fire Medical Rescue	28,093,376	204,151	27,090,987	29,955,798
Community Services	22,904,181	(3,193,041)	18,455,761	19,206,201
Community Development	14,884,068	(117,706)	13,815,207	15,070,840
Human Services		4,593,096	4,054,874	4,567,028
Public Works	19,770,256	(79,150)	18,293,028	19,464,865
Non-Departmental	3,131,981	(3,027,984)	2,922,000	1,482,273
General Fund Contingency	1,000,000	(112,316)		1,500,000
Total General Fund	$ 182,556,591	$ (244,967)	$ 175,725,094	$ 187,647,884
SPECIAL REVENUE FUNDS				
Highway User Revenue	$ 10,467,609	$ 382,625	$ 9,833,642	$ 10,141,956
Transit	53,848,245		53,644,154	55,937,932
CDBG	3,611,882		3,611,882	4,674,676
Section 8 Housing	9,496,730		9,686,730	11,212,206
Housing				50,000
Performing Arts	8,964,081		8,774,907	9,075,472
Police Dept-Rico & Grants	5,959,619		5,136,925	6,262,223
Govtl Grants and Donations	11,308,718		4,025,225	
Govtl Restricted Revenue and Donations				3,053,782
Govtl Grants				12,130,361
Court Enhancement	1,450,068		286,498	1,204,300
Petersen House Endowment	2,283		1,200	5,952
Total Special Revenue Funds	$ 105,109,235	$ 382,625	$ 95,001,163	$ 113,748,860
DEBT SERVICE FUNDS				
General Governmental	$ 37,991,886	$	$ 34,202,343	$ 26,667,922
Special Assessment	2,959,850		2,959,850	2,389,233
Total Debt Service Funds	$ 40,951,736	$	$ 37,162,193	$ 29,057,155
CAPITAL PROJECTS FUNDS				
All Capital Projects	$ 150,438,466	$	$ 55,786,097	$ 162,829,772
ENTERPRISE FUNDS				
Water/Wastewater	$ 79,772,225	$ (2,435,248)	$ 71,907,289	$ 91,198,186
Golf	2,781,767		2,547,043	2,807,160
Solid Waste	17,539,290	(533,838)	15,128,772	18,238,867
Total Enterprise Funds	$ 100,093,282	$ (2,969,086)	$ 89,583,104	$ 112,244,213
INTERNAL SERVICE FUNDS				
Risk Management	$ 2,000,000	$	$	$ 2,000,000
TOTAL ALL FUNDS	$ 581,149,310	$ (2,831,428)	$ 453,257,651	$ 607,527,884

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Schedule F Expenditures/Expenses by Department

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
Mayor and Council Department:				
General Fund	$ 377,787	$	$ 354,531	$ 365,279
City Manager Department:	$	$	$	$
General Fund	1,725,841	1,663,316	3,202,047	3,426,599
Transit Fund		547,295	548,491	550,957
Govtl Grants and Donations	2,324,710	840,307	1,393,500	
Govtl Restricted Revenue & Donations				821,511
Govtl Grants				5,400,000
Department Total	$ 4,050,551	$ 3,050,918	$ 5,144,038	$ 10,199,067
Diversity Department:				
General Fund	$ 497,887	$ (497,887)	$	$
Internal Audit Department:				
General Fund	$ 439,959	$ 12,040	$ 417,649	$ 445,102
City Clerk Department:				
General Fund	$ 1,098,536	$ (10,126)	$ 721,626	$ 1,135,790
City Court Department:				
General Fund	$ 4,137,407	$ 26,603	$ 4,004,754	$ 4,200,689
Court Enhancement Fund	1,234,488		286,498	984,300
Department Total	$ 5,371,895	$ 26,603	$ 4,291,252	$ 5,184,989
City Attorney Department:				
General Fund	$ 2,821,756	$ 30,433	$ 2,741,555	$ 2,873,649
Govtl Grants and Donations	284,193		93,302	
Govtl Grants				183,079
Department Total	$ 3,105,949	$ 30,433	$ 2,834,857	$ 3,056,728
Internal Services Department:				
General Fund	$	$ 7,249,078	$ 6,726,536	$ 7,215,706
Water/Wastewater Fund		2,818,525	2,847,919	2,822,552
Department Total	$	$ 10,067,603	$ 9,574,455	$ 10,038,258
Finance + Technology Department:				
General Fund	$ 4,327,047	$ (4,327,047)	$	$
Water/Wastewater Fund	2,818,525	(2,818,525)		
Department Total	$ 7,145,572	$ (7,145,572)	$	$
Human Resources Department:				
General Fund	$ 3,366,622	$ (3,366,622)	$	
Municipal Budget Office				
General Fund	$	$ 251,902	$ 257,312	$ 257,006
Police Department:				
General Fund	$ 73,979,887	$ 456,293	$ 72,667,227	$ 76,481,059
Police Dept -RICO + Grants	5,159,619		5,136,925	5,462,223
Department Total	$ 79,139,506	$ 456,293	$ 77,804,152	$ 81,943,282
Fire Medical Rescue:				
General Fund	$ 28,093,376	$ 204,151	$ 27,090,987	$ 29,955,798
Govtl Grants and Donations	685,793	169,655	855,448	
Govtl Restricted Revenue & Donations				115,386
Govtl Grants				328,209
Department Total	$ 28,779,169	$ 373,806	$ 27,946,435	$ 30,399,393

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Schedule F Expenditures/Expenses by Department (Continued)

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
Community Services Department:				
General Fund	$ 22,904,181	$ (3,193,041)	$ 18,455,761	$ 19,206,201
Transit Fund	547,295	(547,295)		
Performing Arts Fund	8,321,022		8,176,908	8,401,634
Govtl Grants and Donations	2,756,590	(1,562,001)	804,758	
Govtl Restricted Revenue & Donations				588,675
Govtl Grants				845,708
Peterson House Endowment	2,283		1,200	5,952
Department Total	$ 34,531,371	$ (5,302,337)	$ 27,438,627	$ 29,048,170
Community Development Department:				
General Fund	$ 14,884,068	$ (117,706)	$ 13,815,207	$ 15,070,840
CDBG/Home	3,611,882	(3,611,882)		
Section 8	9,496,730	(9,496,730)		
Govtl Grants and Donations	253,432	(93,530)	95,950	
Govtl Restricted Revenue & Donations				557,628
Govtl Grants				58,028
Department Total	$ 28,246,112	$ (13,319,848)	$ 13,911,157	$ 15,686,496
Human Services Department:				
General Fund	$	$ 4,593,096	4,054,874	$ 4,567,028
CDBG/Home		3,611,882	3,611,882	4,674,676
Section 8		9,496,730	9,686,730	11,212,206
Housing				50,000
Govtl Grants and Donations		817,084	615,054	
Govtl Restricted Revenue & Donations				466,582
Govtl Grants				615,337
Department Total	$	$ 18,518,792	$ 17,968,540	$ 21,585,829
Public Works Department:				
General Fund	$ 19,770,256	$ (79,150)	$ 18,293,028	$ 19,464,865
Golf Fund	2,781,767		2,547,043	2,807,160
Performing Arts Fund	643,059		597,999	673,838
Solid Waste Fund	17,539,290	(533,838)	15,128,772	18,238,867
Highway User Revenue Fund	10,467,609	382,625	9,833,642	10,141,956
Transit Fund	53,192,950		53,095,663	55,276,975
Water/Wastewater Fund	75,953,700	(2,435,248)	69,059,370	87,375,634
Govtl Grants and Donations	4,000	162,930	166,930	
Govtl Restricted Revenue & Donations				4,000
Govtl Grants				200,000
Department Total	$ 180,352,631	$ (2,502,681)	$ 168,722,447	$ 194,183,295
Non Departmental General Fund	$ 3,131,981	$ (3,027,984)	2,922,000	$ 1,482,273
Debt Service				
Debt Service Fund	$ 37,991,886	$	$ 34,202,343	$ 26,667,922
Special Assessment Fund	2,959,850		2,959,850	2,389,233
Departmental Total	$ 40,951,736	$	$ 37,162,193	$ 29,057,155
Contingency				
General Fund	$ 1,000,000	$ (112,316)	$	$ 1,500,000
Water/Wastewater Fund	1,000,000			1,000,000
Transit Fund	108,000			110,000
Internal Service/Risk Management	2,000,000			2,000,000
Police Dept - RICO + Grants	800,000			800,000
Govtl Grants and Donations	5,000,000	(334,445)		
Govtl Restricted Revenue & Donations				500,000
Govtl Grants				4,500,000
Court Enhancement Fund	215,580			220,000
Departmental Total	10,123,580	(446,761)		10,630,000
Capital Projects All Capital Projects	$ 150,438,466	$	$ 55,786,097	$ 162,829,772
TOTAL ALL FUNDS	581,149,310	(2,831,428)	453,257,368	607,527,884

* 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) 2016	Employee Salaries and Hourly Costs 2016	Retirement Costs* 2016	Healthcare Costs 2016	Other Benefit Costs** 2016	Total Estimated Personnel Compensation 2016
GENERAL FUND	1,203.29	$ 96,117,278	$ 23,776,128	$ 12,009,525	$ 9,195,724	$ 141,098,655
SPECIAL REVENUE FUNDS						
Highway User Revenue	40.34	$ 2,776,681	$ 308,178	$ 476,168	$ 262,256	$ 3,823,283
Transit	34.62	2,451,546	313,184	366,285	227,616	3,358,631
CDBG/Home	4.00	290,680	32,055	37,426	29,296	389,457
Section 8 Housing	7.00	409,477	44,766	57,905	34,451	546,599
Performing Arts	19.65	1,148,583	127,534	173,350	112,810	1,562,277
Police Dept - Rico & Grants	17.00	1,729,156	338,354	179,285	117,102	2,363,897
Govtl Grants	5.90	317,874	42,109	38,281	15,928	414,192
Court Enhancement Fund	6.00	288,937	33,141	63,734	22,207	408,019
Total Special Revenue Funds	134.51	$ 9,412,934	$ 1,239,321	$ 1,392,434	$ 821,666	$ 12,866,355
CAPITAL PROJECTS FUNDS						
All Capital Projects	1.00	$ 73,424	$ 8,422	$ 9,973	$ 6,129	$ 97,948
ENTERPRISE FUNDS						
Water/Wastewater	170.38	$ 11,421,379	$ 1,274,900	$ 1,766,644	$ 1,154,868	$ 15,617,791
Golf	6.00	341,976	37,490	66,282	33,189	478,937
Solid Waste	75.92	4,056,578	451,533	759,427	418,648	5,686,186
Total Enterprise Funds	252.30	$ 15,819,933	$ 1,763,923	$ 2,592,353	$ 1,606,705	$ 21,782,914
INTERNAL SERVICE FUND						
Risk Management	6.50	$ 489,339	$ 53,963	$ 60,333	$ 42,132	$ 645,767
Total Enterprise Funds	6.50	$ 489,339	$ 53,963	$ 60,333	$ 42,132	$ 645,767
TOTAL ALL FUNDS	1,597.60	$ 121,912,908	$ 26,841,757	$ 16,064,618	$ 11,672,356	$ 176,491,639

* 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

- **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.

- **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 2015-16 totals 1,825.22 full-time equivalents (FTE), including 1,589 full-time, 16.25 permanent full-time equivalents, and 219.97 temporary full-time equivalent employees.

	2013-14 Actual			2014-15 Budget			2014-15 Revised			2015-16 Budget		
Department	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	11			11			30		1.34	30		1.34
City Attorney	23	1.75		23	1.75	1.00	23	1.75	1.00	23	1.75	1.00
City Clerk	4		0.58	4	0.50		4	0.50		4	0.50	
City Court	38		4.06	38		4.06	38		4.06	38		4.06
Community Development	78	1.60	10.02	75	2.35	20.02	69	0.75	20.02	72		17.02
Community Services	141	6.50	167.03	145	7.00	174.63	112	6.00	167.91	112	6.00	168.49
Diversity Program	2	1.25		2	1.25							
Finance and Technology	138	0.50		141	0.50							
Fire Medical Rescue	156			156			156			156		
Human Resources	20			20								
Human Services							31	3.85	5.38	39	3.75	5.38
Internal Audit	3	0.50		3	0.50		3	0.50		3	0.50	
Internal Services							154	0.50		156	0.50	
Municipal Budget Office							4			4		
Police	491		6.25	491		6.25	490		6.25	495		6.25
Public Works	459	3.25	24.10	451	3.25	16.43	448	3.25	16.43	450	3.25	16.43
Sub Total	1,571	15.35	212.04	1,567	17.10	222.39	1,569	17.10	222.39	1,589	16.25	219.97
Total Personnel	**1,798.39**			**1,806.49**			**1,808.49**			**1,825.22**		

Personnel Changes for FY 2015-16

Reflects all personnel changes/reductions approved by City Council through 6/30/2015

Full and Part-Time Position Reductions

Department	Position	Fund	Cost Center	PCN	FTE	Action Summary
Community Development	Fire Inspector	General	2322	1997	(0.75)	Only approved for one-year funding (FY2014/15). Position was reauthorized for full-time permanent
Human Services	Homeless Outreach Specialist	General	2814	2034 & 2035	(0.10)	Positions reduced to conform to 30 hour work schedule
Public Works	Sr Civil Engineer	General	3222	1999	(1.00)	Only approved for one-year funding – position eliminated 6/30/2015
Public Works	Equipment Operator I	Golf	2512	503	(1.00)	Funding for other Golf Operations – position eliminated 6/30/2015
Public Works	Groundskeeper II+	Golf	2512	510	(1.00)	Funding for other Golf Operations – position eliminated 6/30/2015
Public Works	Groundskeeper II+	Golf	2512	511	(1.00)	Funding for other Golf Operations – position eliminated 6/30/2015
Total Full and Part-Time Position Reductions					(4.85)	

Temporary (Wage) Position Reductions

Department	Position	Fund	Cost Center	PCN	FTE	Action Summary
City Attorney	Unclassified Temporary	Gen	1710	N/A	(1.00)	Authorized for one year (FY2014/15)
Community Development	Unclassified Temporary	Gen	2721	N/A	(11.00)	Authorized for one year (FY2014/15)
Community Development	Unclassified Temporary	Gen	2727	N/A	(5.50)	Authorized for one year (FY2014/15)
Community Services	Unclassified Temporary	Gen	2440	N/A	(3.00)	Authorized for one year (FY2014/15)
Total Temporary (Wage) Position Reductions					(20.50)	

Full and Part-Time Position Additions

Department	Position	Fund	Cost Center	PCN	FTE	Action Summary
Community Development	Building Inspector II	Gen	2721	2021 & 2022	2.00	Operating Budget Supplemental
Community Services	Community Health Coordinator	50% Gen/50% Grant	2373	2008	1.00	Operating Budget Supplemental. Continued funding of position through 6/30/2015. Position approved midyear FY2014/15.
Community Services	Assistant Recreation Coord	Des Fund	2406	2009 & 2010	2.00	Midyear addition (FY2014/15), approved by Council
Human Services	Accountant	Gen	3527	2016	1.00	Council Approval 6/11/2015, transition of Tempe Community Council employees to the City
Human Services	Social Services Supervisor	Gen	3527	2017	1.00	Council Approval 6/11/2015, transition of Tempe Community Council employees to the City
Human Services	Management Asst II+	Gen	3527	2018	1.00	Council Approval 6/11/2015, transition of Tempe Community Council employees to the City
Human Services	Executive Assistant	Gen	3527	2019	1.00	Council Approval 6/11/2015, transition of Tempe Community Council employees to the City
Human Services	TBD	Gen	3527	TBD	4.00	Council Approval 6/11/2015, transition of Tempe Community Council employees to the City
Internal Services	IT Security Manager	25%Gen, 25% SW, 25%Transit, 25% WWW	1997	TBD	1.00	Operating Budget Supplemental
Internal Services	Sr Programmer Analyst	Dsg Fund	1994	2020	1.00	Operating Budget Supplemental
Police	Communications Dispatcher	Gen	2232	2023 & 2034	1.00	Operating Budget Supplement – approved as two 0.50 FTE positions

Full and Part-Time Position Additions (continued)

Department	Position	Fund	Cost Center	PCN	FTE	Action Summary
Police	Police Officers	Grants/RICO	2221	2025 & 2026	2.00	Operating Budget Supplemental
Police	School Resource Officer	Grants/RICO	2212	SRO0 0001	1.00	Operating Budget Supplemental
Police	School Resource Officer	Grants/RICO	2295	SRO0 0002	1.00	Operating Budget Supplemental
Public Works	Sr Eng Associate	Gen	3223	2014	1.00	Operating Budget Supplemental
Public Works	Sr Civil Engineer	Gen	3223	2015	1.00	Operating Budget Supplemental
Public Works	Sr Planner (Landscape Architect)	50% Gen, 50% Transit	3923	TBD	1.00	Operating Budget Supplemental
Public Works	Water Utilities Business Liason	WWW	3002	TBD	1.00	Operating Budget Supplemental
Public Works	Water Operations Manager	50% WWW, 50% CFD	3007	TBD	1.00	Operating Budget Supplemental
Public Works	TTL Ops & Maint Coord	100% CFD	3007	TBD	1.00	Operating Budget Supplemental
Total Full and Part-Time Position Additions					26.00	

Temporary (Wage) Position Additions

Department	Position	Fund	Cost Center	PCN	FTE	Action Summary
Community Services	Unclassified Temporary	Gen	2440	N/A	3.00	Operating Budget Supplemental – 2.0 FTE are recurring, 1.0FTE is authorized for FY2015/16 only
Community Services	Unclassified Temporary	Gen	2538	N/A	0.58	Operating Budget Supplemental
City Attorney	Unclassified Temporary	Gen	1710	N/A	1.00	Operating Budget Supplemental - authorized for one year (FY 2015/16)
Community Development	Unclassified Temporary	Gen	2721	N/A	7.00	Operating Budget Supplemental – authorized for one year only (FY2015/16)
Community Development	Unclassified Temporary	Gen	2727	N/A	6.50	Operating Budget Supplemental – authorized for one year only (FY2015/16)
Total Temporary (Wage) Position Additions					18.08	

Summary

Authorized Full and Part-Time Positions (FTEs)

FY 2014-15 Budget	1,584.10
Position Reductions	(4.85)
Position Additions	26.00
FY 2015-16 Budget	**1,605.25**

Authorized Temporary (Wage) Positions (FTEs)

FY 2014-15 Budget	222.39
Position Reductions	(20.50)
Position Additions	18.08
FY 2015-16 Budget	**219.97**

Personnel Schedules

Reflects all personnel changes/reductions approved by City Council through 6/30/2015

	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 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	0	0
	Deputy City Mgr - Chief Op Officer	Gen	0	0	1	1
	Deputy City Mgr - Chief Fin Officer	Gen	0	0	1	1
	Executive Asst to City Mgr	Gen	1	1	1	1
	Executive Assistant	Gen	1	1	2	2
	Total Full-Time		4	4	6	6
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	1	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	8	8
	Total Temp FTE*		0.00	0.00	1.34	1.34
1216	Government Relations					
	Government Relations Officer	Gen	1	1	1	1
	Total Full-Time		1	1	1	1
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
1219	Mayor/Council Staff					
	Mayor/City Council - Chief of Staff	Gen	1	1	1	1
	Mayoral Aide	Gen	1	1	1	1
	City Council Aide II+	Gen	2	2	2	2
	Total Full-Time		4	4	4	4
1220	Customer Relations Center					
	Customer Relations Supvr	Gen	0	0	1	1
	Customer Relations Spec	Gen	0	0	4	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
	Total Full-Time		0	0	8	8

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Reflects all personnel changes/reductions approved by City Council through 6/30/2015

	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	CITY MANAGER					
1221	Economic Development					
	Economic Development Dir	Gen	1	1	1	1
	Business Development Officer	Gen	1	1	1	1
	Total Full-Time		2	2	2	2
	City Manager Total Full-Time		**11**	**11**	**30**	**30**
	City Manager Total Temp FTE*		**0.00**	**0.00**	**1.34**	**1.34**
	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	2	2	2
	Police Legal Advisor	Gen	1	1	1	1
	Asst City Attorney	Gen	8	9	9	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	1	1	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	1.00	1.00	1.00
	Total Full-Time		20	23	23	23
	Total Perm FTE**		1.75	1.75	1.75	1.75
	Total Temp FTE*		0.00	1.00	1.00	1.00
3115	City Attorney/Water					
	Sr Asst City Attorney	WWW	1	0	0	0
	Asst City Attorney	WWW	1	0	0	0
	Executive Assistant	WWW	1	0	0	0
	Total Full-Time		3	0	0	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**	**1.00**	**1.00**	**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
	Micrographics Operator I/II+					
	Administrative Assistant II+**	Gen	0.00	0.50	0.50	0.50
	Unclassified Temporary*	Gen	0.58	0.00	0.00	0.00
	City Clerk Total Full-Time		**4**	**4**	**4**	**4**
	City Clerk Total Perm FTE**		**0.00**	**0.50**	**0.50**	**0.50**
	City Clerk Total Temp FTE*		**0.58**	**0.00**	**0.00**	**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

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Reflects all personnel changes/reductions approved by City Council through 6/30/2015

	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	CITY COURT (continued)					
1410	Administration/Judicial Division (continued)					
	Court Commissioner	Gen	2	2	2	2
	Dep Court Admin	Gen	1	1	1	1
	Court Svcs Supvr	Gen	0	3	3	3
	Sr Mgmt Asst	Gen	1	1	1	1
	Lead Court Svcs Supvr	Gen	0	2	2	2
	Court Svcs Spec II+	Gen	0	18	18	18
	Court Interpreter	Gen	0	1	1	1
	Management Assistant II+	Gen	1	1	1	1
	Unclassified Temporary*	Gen	0.00	4.06	4.06	4.06
	Total Full-Time		9	33	33	33
	Total Temp FTE *		0.00	4.06	4.06	4.06
1411	Criminal Division					
	Court Svcs Supvr	Gen	1	0	0	0
	Lead Court Svcs Spec	Gen	1	0	0	0
	Court Svcs Spec II+	Gen	8	0	0	0
	Unclassified Temporary*	Gen	1.96	0.00	0.00	0.00
	Total Full-Time		10	0	0	0
	Total Temp FTE*		1.96	0.00	0.00	0.00
1412	Civil Division					
	Court Svcs Supvr	Gen	2	0	0	0
	Court Svcs Spec II+	Gen	11	0	0	0
	Unclassified Temporary*	Gen	2.10	0.00	0.00	0.00
	Total Full-Time		13	0	0	0
	Total Temp FTE*		2.10	0.00	0.00	0.00
4710	Court Enhancement Fund					
	Deputy Court Admin	Desg	0	0	0	0
	Court Svcs Spec II+	Desg	2	2	2	2
	Total Full-Time		2	2	2	2
4720	Fill the Gap Fund					
	Court Interpreter	Grant	1	0	0	0
	Total Full-Time		1	0	0	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	0	0	0
	Community Development Dir	Gen	0	1	1	1
	Rio Salado Financial Analyst	Gen	1	1	1	1
	Principal Planner	Gen	0	1	1	1
	Sr Planner	Gen	1	1	1	1

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Reflects all personnel changes/reductions approved by City Council through 6/30/2015

	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	COMMUNITY DEVELOPMENT (continued)					
2710	Administration/Economic Development (continued)					
	Real Estate Dev Supvr	Gen	1	1	1	1
	Management Assistant	Gen	1	1	1	1
	Executive Assistant	Gen	1	1	1	1
	Total Full-Time		6	7	7	7
	Development Services					
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	1	1	1	1
	Bldg Inspector II+	Gen	5	5	5	7
	Sr Eng Associate+	Gen	0	0	1	1
	Sr Civil Eng+	Gen	0	0	2	2
	Development Svcs Spec II+	Gen	3	3	4	4
	Administrative Assistant II+	Gen	2	2	2	2
	Customer Relations Spec	Gen	1	0	0	0
	Unclassified Temporary*	Gen	5.66	11.66	11.66	7.66
	Total Full-Time		23	22	26	28
	Total Perm FTE**					
	Total Temp FTE*		5.66	11.66	11.66	7.66
2322	Fire Support					
	Fire Inspector II+	Gen	7	7	7	8
	Fire Education Spec	Gen	1	1	1	1
	Fire Inspector II+**	Gen	0.00	0.75	0.75	0.00
	Total Full-Time		8	8	8	9
	Total Perm FTE**		0.00	0.75	0.75	0.00
	Planning					
2731	Planning					
	Dep Com Dev Dir - Planning	Gen 90% Grants 10%	1	0	0	0
	Dep Com Dev Dir - Planning	Gen	0	1	1	1
	Code Enforcement Mgr	Gen	1	1	1	0
	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	7	6	6
	Sr Planner	Gen 50% Grants 50%	1	0	0	0
	Sr Transportation Planner	Gen	1	1	0	0
	Planner II+	Gen	0	0	2	2
	Tech Planner	Gen	1	0	0	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	0
	Administrative Assistant II+	Gen	2	2	2	2
	Unclassified Temporary*	Gen	1.86	1.86	1.86	1.86
	Total Full-Time		21	20	20	17
	Total Temp FTE*		1.86	1.86	1.86	1.86

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Reflects all personnel changes/reductions approved by City Council through 6/30/2015

	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	COMMUNITY DEVELOPMENT (continued)					
	Neighborhood Services					
2727	Code Compliance					
	Code Enforcement Mgr	Gen	0	0	0	1
	Sr Code Inspector Spec	Gen	1	1	1	1
	Code Inspector II+	Gen	3	3	3	5
	Administrative Assistant II+	Gen	1	1	1	1
	Unclassified Temporary*	Gen	2.50	6.50	6.50	7.50
	Total Full-Time		5	5	5	8
	Total Temp FTE*		2.50	6.50	6.50	7.50
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
	Housing					
2814	Neighborhood Enhancement					
	Homeless Outreach Coordinator**	Gen	1.60	1.60	0.00	0.00
	Total Perm FTE**		1.60	1.60	0.00	0.00
2771	Section 8 Housing					
to	Housing Svcs Mgr	Grant	1	1	0	0
2779	Family Self Sufficiency Spec	Grant	2	2	0	0
	Housing Services Spec II+	Grant	6	5	0	0
	Administrative Assistant II+	Grant	1	1	0	0
	Total Full-Time		10	9	0	0
2851	CDBG/Home					
to	Neighborhood Revital Coord	Grant	1	1	0	0
2872	Housing Svcs Mgmt Accountant	Grant	1	1	0	0
	Homeless Coordinator	Grant	1	1	0	0
	Neighborhood Grants Analyst	Grant	1	1	0	0
	Principal Planner	Grant				
	Principal Planner	Gen 50% Grants 50%	1	0	0	0
	Total Full-Time		5	4	0	0
	Community Development Total Full-Time		**78.00**	**75.00**	**69.00**	**72.00**
	Community Development Total Perm FTE*		**1.60**	**2.35**	**0.75**	**0.00**
	Community Development Total Temp FTE*		**10.02**	**20.02**	**20.02**	**17.02**
	COMMUNITY SERVICES					
	Community Relations					
1214	Communication & Media Relations					
	Comm & Media Relations Mgr	Gen	1	1	0	0
	Public Info Officer	Gen	2	2	0	0
	Public Info Officer	Transit 50% WWW 50%	0	1	0	0
	Web & Design Coord	Gen	2	2	0	0
	Video Production Coord	Gen	2	2	0	0
	Unclassified Temporary*	Gen	1.34	1.34	0.00	0.00
	Total Full-Time		7	8	0	0
	Total Temp FTE*		1.34	1.34	0.00	0.00

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	COMMUNITY SERVICES (continued)					
	Community Relations *(continued)*					
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	3	4	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
	Transp Wkr II+	HURF	1	1	0	0
	Total Full-Time		8	9	0	0
3916	Marketing and Public Information					
	Public Information Officer	Gen 25% Solid Waste 25% Transit 50%	1	1	0	0
	Total Full-Time		1	1	0	0
	Administration					
2410	Administration					
	Community Svcs Dir	Gen 85% Arts 15%	1	1	1	1
	Dep Com Svcs Dir- Lbry/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	0	0
	Management Assistant II+	Gen	1	1	1	1
	Parks Project Coordinator	CIP	1	0	0	0
	Arts Coord	Perf Arts	1	1	1	1
	Unclassified Temporary*	Gen	0.52	0.52	0.52	0.52
	Total Full-Time		7	6	5	5
	Total Temp FTE*		0.52	0.52	0.52	0.52
2323	Fire Support					
	Emerg Medical Svcs Coord	Gen	1	1	1	1
	Emerg Medical Svcs Coord	Desg	0	0	1	0
	Emerg Medical Svcs Coord	Gen 50% Desg 50%	0	0	0	1
	Emerg Paramedic	Contract	6	6	6	6
	Total Full-Time		7	7	8	8
	Kid Zone					
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
	Administrative Assistant II+	Gen	0	0	1	1
	Unclassified Temporary*	Gen	58.60	58.60	58.60	58.60
	Total Full-Time		17	17	18	18
	Total Temp FTE*		58.60	58.60	58.60	58.60

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	COMMUNITY SERVICES (continued)					
	Kid Zone *(continued)*					
2406	Kid Zone - Grant					
	Assistant Recreation Coord	Desg	0	0	2	2
	Total Full-Time		0	0	2	2
	Library and Cultural Services					
2440	Library					
	Library Mgr	Gen	2	1	1	1
	Library Supvr	Gen	0	2	2	2
	Sr Social Svcs Coord+	Gen	1	1	1	1
	Librarian I/II+	Gen	11	9	9	9
	Library Supvr - Ops	Gen	1	1	1	1
	Circulation Svcs Coord	Gen	1	1	1	1
	Library Materials Supvr	Gen	1	1	1	1
	Library Spec II+	Gen	5	5	5	5
	Library Systems Spec	Gen	0	0	1	1
	Library Asst	Gen	3	2	1	1
	Librarian I/II+**	Gen	0.50	1.00	1.00	1.00
	Library Assistant**	Gen	2.00	2.00	2.00	2.00
	Unclassified Temporary*	Gen	7.44	10.44	10.44	10.44
	Total Full-Time		25	23	23	23
	Total Perm FTE**		2.50	3.00	3.00	3.00
	Total Temp FTE*		7.44	10.44	10.44	10.44
2484	Historical Museum					
	Museum Manager	Gen	1	1	1	1
	Sr Museum Curator+	Gen	3	3	3	3
	Administrative Assistant II+	Gen	0	0	1	1
	Unclassified Temporary*	Gen	0.65	0.65	0.65	0.65
	Total Full-Time		4	4	5	5
	Total Temp FTE*		0.65	0.65	0.65	0.65
3610	Performing Arts - Administration					
	Cultural Facilities Mgr	Arts	1	1	1	1
	Cultural Development Coord	Arts	1	0	0	0
	TCA Marketing Coord	Arts	0	1	1	1
	Management Assistant II+	Arts	1	1	1	1
	Box Office Assistant	Arts	0	1	1	1
	Arts Coordinator	Arts	4	4	5	5
	Arts Specialist	Arts	3	3	2	2
	Unclassified Temporary*	Arts	13.27	13.27	13.27	13.27
	Total Full-Time		10	11	11	11
	Total Temp FTE*		13.27	13.27	13.27	13.27
	Social Services					
2451	Diversion					
	Social Svcs Supvr	Gen	1	1	0	0
	Social Svcs Counselor II+	Gen	3	3	0	0
	Unclassified Temporary*	Gen	0.43	0.93	0.00	0.00
	Total Full-Time		4	4	0	0
	Total Temp FTE*		0.43	0.93	0.00	0.00

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	COMMUNITY SERVICES (continued)					
	Social Services *(continued)*					
2485	Partnerships					
	Social Svcs Supvr	Gen	1	1	0	0
	Sr Social Svcs Coord+	Gen	2	2	0	0
	Social Svcs Counselor II+	Gen	1	1	0	0
	Crisis Intervention Spec	Gen	3	3	0	0
	Unclassified Temporary *	Gen	3.60	3.60	0.00	0.00
	Total Full-Time		7	7	0	0
	Total Temp FTE*		3.60	3.60	0.00	0.00
2486	Administration					
	Dep Com Svcs Dir - Social Svcs	Gen	1	1	0	0
	Community Svcs Supvr	Gen	1	1	0	0
	Administrative Assistant II+	Gen	3	3	0	0
	Administrative Assistant II+**	Gen	0.50	0.50	0.00	0.00
	Unclassified Temporary*	Gen	0.85	0.85	0.00	0.00
	Total Full-Time		5	5	0	0
	Total Perm FTE**		0.50	0.50	0.00	0.00
	Total Temp FTE*		0.85	0.85	0.00	0.00
	Recreation					
	Administration					
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	0	1	1	1
	Unclassified Temporary*	Gen	1.22	1.22	1.22	1.22
	Total Full-Time		2	3	3	3
	Total Temp FTE*		1.22	1.22	1.22	1.22
2522	Special Events					
	Recreation Mgr	Gen	1	1	1	1
	Sr Recreation Coord+	Gen	2	3	3	3
	Asst Recreation Coord	Gen	1	1	1	1
	Unclassified Temporary*	Gen	2.18	2.18	2.18	2.18
	Total Full-Time		4	5	5	5
	Total Temp FTE*		2.18	2.18	2.18	2.18
	Kiwanis Recreation Center					
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

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	COMMUNITY SERVICES (continued)					
	Kiwanis Recreation Center *(continued)*					
2533	Aquatics					
	Sr Recreation Coord+	Gen	1	1	1	1
	Asst Recreation Coord	Gen	0	1	1	1
	Aquaticl Maint Mechanic	Gen	1	1	1	1
	Aquatic Maint Tech	Gen	1	1	1	1
	Unclassified Temporary*	Gen	16.73	16.73	16.73	16.73
	Total Full-Time		3	4	4	4
	Total Temp FTE*		16.73	16.73	16.73	16.73
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
2543	Tennis					
	Sr Recreation Coord+	Gen	1	1	1	1
	Total Full-Time		1	1	1	1
	Community Interests					
2481	Vihel + Cultural Programming					
	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
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
2527	Facility Resources					
	Sr Recreation Coord+	Gen	0	1	1	1
	Unclassified Temporary*	Gen	0.00	4.10	4.10	4.10
	Total Full-Time		0	1	1	1
	Total Temp FTE*		0.00	4.10	4.10	4.10
2534	Adapted Recreation					
	Sr Recreation Coord+	Gen	1	1	1	1
	Total Full-Time		1	1	1	1
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
	Sports					
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

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	COMMUNITY SERVICES (continued)					
	***Sports** (continued)*					
2526	Youth Sports					
	Recreation Mgr	Gen	1	1	1	1
	Sr Recreation Coord+	Gen	2	2	2	2
	Unclassified Temporary*	Gen	3.89	3.89	3.89	3.89
	Total Full-Time		3	3	3	3
	Total Temp FTE*		3.89	3.89	3.89	3.89
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
	Community Centers					
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
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
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	0.00	0.00
	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	0.00	0.00
	Total Temp FTE*		2.87	2.87	2.87	2.87
2538	Neighborhood Facilities					
	Sr Recreation Coord+	Gen	1	1	1	1
	Unclassified Temporary*	Gen	0.00	0.00	0.00	0.58
	Total Full-Time		1	1	1	1
	Total Tempe FTE*		0.00	0.00	0.00	0.58
	Community Services Total Full-Time		**141.00**	**145.00**	**112.00**	**112.00**
	Community Services Total Perm FTE**		**6.50**	**7.00**	**6.00**	**6.00**
	Community Services Total Temp FTE*		**167.03**	**174.63**	**167.91**	**168.49**
1212	**DIVERSITY**					
	Diversity Dir	Gen	1	1	0	0
	Sr Diversity Spec	Gen	1	1	0	0
	Administrative Assistant II**	Gen	0.50	0.50	0.00	0.00
	ADA Compliance Specialist**	Gen	0.75	0.75	0.00	0.00
	Diversity Total Full-Time		**2**	**2**	**0**	**0**
	Diversity Total Perm FTE**		**1.25**	**1.25**	**0.00**	**0.00**

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	FINANCE & TECHNOLOGY					
	Financial Services					
1810	Administration					
	Finance & Tech Dir	Gen	1	1	0	0
	Executive Assistant	Gen	1	1	0	0
	Total Full-Time		2	2	0	0
1812	Budget					
	Budget Mgr	Gen	1	1	0	0
	Lead Budget & Finance Analyst	Gen	1	1	0	0
	Sr Budget & Finance Analyst+	Gen	2	2	0	0
	Total Full-Time		4	4	0	0
1831	Accounting					
	Controller	Gen	1	1	0	0
	Financial Report Anlys Supvr	Gen	1	1	0	0
	Cash Mgmt Supvr	Gen	1	1	0	0
	Payroll Supvr	Gen	1	1	0	0
	Accountant	Gen	1	1	0	0
	Payroll Specialist	Gen	1	1	0	0
	Financial Svcs Tech II+	Gen	4	4	0	0
	Total Full-Time		10	10	0	0
1832	Tax and Licensing					
	License & Collections Supvr	Gen	1	1	0	0
	Tax Audit Supvr	Gen	1	1	0	0
	Tax Auditor II+	Gen	5	5	0	0
	Rental Property Spec	Gen	1	1	0	0
	Tax Analyst	Gen	1	1	0	0
	Revenue Compliance Officer II+	Gen	3	3	0	0
	Financial Svcs Tech II+	Gen	4	4	0	0
	Total Full-Time		16	16	0	0
1841	Customer Services					
	Dep Fin & Tech Dir - Finance	WWW	1	1	0	0
	Customer Svcs Mgr	WWW	1	1	0	0
	Customer Svcs Office Supvr	WWW	1	1	0	0
	Customer Svcs Field Supvr	WWW	1	1	0	0
	Sr Financial Svcs Tech	WWW	1	1	0	0
	Financial Svcs Tech II+	WWW	8	8	0	0
	Water Meter Reader II+	WWW	8	8	0	0
	Total Full-Time		21	21	0	0
1851	Central Services/Purchasing					
	Central Svcs Mgr	Gen	1	1	0	0
	Procurement Officer	Gen	3	3	0	0
	Financial Services Technician II+	Gen	3	3	0	0
	Total Full-Time		7	7	0	0
2613	Safety & Training					
	Safety & Risk Coord	WWW	0	0	0	0
	Industrial Hygienist	WWW	1	0	0	0
	Safety & Training Spec II	WWW	2	0	0	0
	Safety & Risk Coord**	WWW	0.50	0.00	0.00	0.00
	Total Full-Time		3	0	0	0
	Total Perm FTE**		0.50	0.00	0.00	0.00

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	FINANCE & TECHNOLOGY (continued)					
	Financial Services *(continued)*					
2621	Risk Management					
	Risk Mgr	Risk	1	1	0	0
	Risk Mgmt Claims Adjuster	Risk	1	1	0	0
	Risk Mgmt Spec	Risk	1	1	0	0
	Industrial Hygienist	Risk	0	1	0	0
	Safety & Training Spec II+	Risk	0	2	0	0
	Safety & Risk Coord**	Risk	0.00	0.50	0.00	0.00
	Total Full-Time		3	6	0	0
	Total Perm FTE**		0.00	0.50	0.00	0.00
	Information Technology					
1991	Administration					
	Dep Fin & Tech Dir - IT	Gen	1	1	0	0
	Sr Mgmt Asst	Gen	1	1	0	0
	IT Project Mgr	Gen	1	1	0	0
	Administrative Assistant II+	Gen	2	2	0	0
	Total Full-Time		5	5	0	0
1992	Support Services					
	Sr Data Center Support Spec	Gen	1	1	0	0
	IT Supvr	Gen	1	1	0	0
	Sr IT Svcs Consultant	Gen	1	1	0	0
	IT Svcs Consultant II+	Gen	8	8	0	0
	Data Center Support Spec	Gen	2	2	0	0
	Total Full-Time		13	13	0	0
1993	Network Engineering					
	IT Mgr	Gen	1	1	0	0
	IT Supvr	Gen	1	1	0	0
	Sr Enterprise Network Eng	Gen	1	1	0	0
	Enterprise Network Eng II+	Gen	5	5	0	0
	Enterprise Network Tech II+	Gen	2	2	0	0
	Lead Enterprise Network Tech	Gen	1	1	0	0
	Total Full-Time		11	11	0	0
1994	Business Solutions					
	IT Mgr	Gen	1	1	0	0
	IT Supvr	Gen	1	1	0	0
	Business Systems Analyst	Gen	8	8	0	0
	Business Systems Analyst	WWW	1	1	0	0
	Database Admin	Gen	3	3	0	0
	Sr Programmer Analyst	Gen	9	9	0	0
	Sr Programmer Analyst	WWW	2	2	0	0
	Programmer Analyst+	Gen	1	1	0	0
	Total Full-Time		26	26	0	0
1995	System Administration					
	Sr Tech Support Analyst	Gen	1	1	0	0
	Sr IT Svcs Conslt	Gen	1	1	0	0
	Tech Support Analyst II+	Gen	4	4	0	0
	Total Full-Time		6	6	0	0

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	FINANCE & TECHNOLOGY (continued)					
	Information Technology *(continued)*					
1996	Training + Print Shop					
	IT Trng Print Shop Svcs Supvr	Gen	1	1	0	0
	Print Production Lead	Gen	2	2	0	0
	Print Production Spec	Gen	1	1	0	0
	Mail Ops Clerk	Gen	1	1	0	0
	Total Full-Time		5	5	0	0
1997	Security Administration					
	IT Security Admin	Gen	1	1	0	0
	Total Full-Time		1	1	0	0
1998	GIS					
	Enterprise GIS Syst Mgr	Gen	0	1	0	0
	Enterprise GIS Syst Admin	WWW	0	1	0	0
	Tech Planner	Gen	0	1	0	0
	Total Full-Time		0	3	0	0
2321	Fire Support					
	Fire Budget/Finance Supvr	Gen	1	1	0	0
	Executive Assistant	Gen	1	1	0	0
	Administrative Assistant II+	Gen	3	3	0	0
	Total Full-Time		5	5	0	0
	Finance and Information Technology Total Full-Time		**138**	**141**	**0**	**0**
	Finance and Information Technology Total Perm FTE**		**0.50**	**0.50**	**0.00**	**0.00**
	FIRE MEDICAL RESCUE					
	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
	Total Full-Time		6	6	6	6
2330	Fire Prevention					
	Asst Fire Chief	Gen	1	1	1	1
	Total Full-Time		1	1	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	71
	(66 Firefighter, Engineer or Captain positions are paramedic assignment)					
	Total Full-Time		138	138	138	140
2344	Fire Emergency Services - SAFR					
	Firefighter	Grant	3	3	3	1
	Total Full-Time		3	3	3	1
2370	Medical Services					
	Fire Deputy Chief	Gen	1	1	1	1
	Fire Captain Paramedic Assign	Gen	1	1	1	1
	Total Full-Time		2	2	2	2

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	FIRE MEDICAL RESCUE (continued)					
	Support Services/Personnel Safety					
2361	Support Services - Administration					
	Fire Deputy Chief	Gen	1	1	1	1
	Total Full-Time		1	1	1	1
	Homeland Security/Special Operations					
2380	Special Operations					
	Fire Deputy Chief	Gen	1	1	1	1
	Fire Captain Paramedic - Assign	Gen	1	1	1	1
	Total Full-Time		2	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
	Total Full-Time		2	2	2	2
	Fire Medical Rescue Department Total Full-Time		**156**	**156**	**156**	**156**
	HUMAN RESOURCES					
1911	Human Resources -Administration					
	HR Dir	Gen	1	1	0	0
	Dep HR Dir	Gen	1	1	0	0
	HR Manager	Gen	3	3	0	0
	Sr HR Analyst+*	Gen	5	5	0	0
	HR Prog Coord	Gen	1	1	0	0
	HR Spec	Gen	3	3	0	0
	HR Tech II+	Gen	3	3	0	0
	Administrative Assistant II+	Gen	1	1	0	0
	Sr Learning & Org Dev Assoc	Gen	2	2	0	0
	Total Full-Time		20	20	0	0
	Human Resources Department Total Full-Time		**20**	**20**	**0**	**0**
	HUMAN SERVICES					
	Administration					
2910	Human Services Administration					
	Human Svcs Director	Gen	0	0	1	1
	Dep Human Svcs Dir - Soc Svcs	Gen	0	0	1	1
	Education Coordinator	Gen	0	0	1	1
	Community Svcs Supervisor	Gen	0	0	1	1
	Administrative Assistant II+	Gen	0	0	2	2
	Administrative Assistant II+**	Gen	0.00	0.00	0.50	0.50
	Sr. Recreation Coord+**	Gen	0.00	0.00	0.50	0.00
	Unclassified Temporary*	Gen	0.00	0.00	0.85	0.85
	Total Full-Time		0	0	6	6
	Total Perm FTE**		0.00	0.00	1.00	0.50
	Total Temp FTE*		0.00	0.00	0.85	0.85
2922	Cahill Senior Center					
	Sr. Recreation Coord+**	Gen	0.00	0.00	0.00	0.50
	Total Perm FTE**		0.00	0.00	0.00	0.50

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	HUMAN SERVICES (continued)					
	Social Services					
2451	Diversion					
	Social Svcs Supvr	Gen	0	0	1	1
	Social Svcs Counselor II+	Gen	0	0	3	3
	Unclassified Temporary*	Gen	0.00	0.00	0.93	0.93
	Total Full-Time		0	0	4	4
	Total Temp FTE*		0.00	0.00	0.93	0.93
2485	Partnerships					
	Social Svcs Supvr	Gen	0	0	3	3
	Social Svcs Counselor II+	Gen	0	0	1	1
	Crisis Intervention Spec	Gen	0	0	3	3
	Unclassified Temporary *	Gen	0.00	0.00	3.60	3.60
	Total Full-Time		0	0	7	7
	Total Temp FTE*		0.00	0.00	3.60	3.60
	Diversity + Outreach					
1212	Diversity					
	Diversity Dir	Gen	0	0	1	1
	Sr Diversity Spec	Gen	0	0	1	1
	Diversity Coord**	Gen	0.00	0.00	0.50	0.50
	Administrative Assistant II**	Gen	0.00	0.00	0.00	0.00
	ADA Compliance Specialist**	Gen	0.00	0.00	0.75	0.75
	Total Full-Time		0	0	2	2
	Total Perm FTE**		0.00	0.00	1.25	1.25
	Community Resources					
3527	Tempe Community Council (formerly)					
	Dep Human Svcs Dir	Gen	0	0	0	1
	Sr. Mgmt Assistant	Gen	0	0	0	2
	Mgmt Assistant	Gen	0	0	0	1
	Social Svcs Supvr	Gen	0	0	0	1
	Accountant	Gen	0	0	0	1
	Executive Assistant	Gen	0	0	0	1
	Administrative Assistant II+	Gen	0	0	0	1
	Total Full-Time		0	0	0	8
	Housing & Revitalization					
2814	Neighborhood Enhancement					
	Homeless Outreach Coordinator**	Gen	0.00	0.00	1.60	1.50
	Total Perm FTE**		0.00	0.00	1.60	1.50
2771	Section 8 Housing					
to	Housing Svcs Mgr	Grant	0	0	0	0
2779	Housing & Revitalization Mgr	Grant	0	0	1	1
	Family Self Sufficiency Spec	Grant	0	0	1	1
	Housing Services Spec II+	Grant	0	0	5	5
	Administrative Assistant II+	Grant	0	0	1	1
	Total Full-Time		0	0	8	8
2851	CDBG/Home					
to	Neighborhood Revital Coord	Grant	0	0	1	1
2872	Housing Svcs Mgmt Accountant	Grant	0	0	1	1
	Homeless Coordinator	Grant	0	0	1	1
	Neighborhood Grants Analyst	Grant	0	0	1	1
	Total Full-Time		0	0	4	4

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	HUMAN SERVICES (continued)					
	Human Services Total Full-Time		**0**	**0**	**31**	**39**
	Human Services Total Perm FTE**		**0.00**	**0.00**	**3.85**	**3.75**
	Human Services Total Temp FTE*		**0.00**	**0.00**	**5.38**	**5.38**
1213	**INTERNAL AUDIT**					
	City Auditor	Gen	1	1	1	1
	Internal Auditor	Gen	2	2	2	2
	Audit Associate**	Gen	0.00	0.50	0.50	0.50
	Contract Administrator**	Gen	0.50	0.00	0.00	0.00
	Internal Audit Total Full-Time		**3**	**3**	**3**	**3**
	Internal Audit Division Total Perm FTE**		**0.50**	**0.50**	**0.50**	**0.50**
	INTERNAL SERVICES					
	Administration					
1810	Administration					
	Internal Services Director	Gen	0	0	1	1
	Executive Assistant	Gen	0	0	1	1
	Total Full-Time		0	0	2	2
	Finance					
1831	Accounting					
	Controller	Gen	0	0	1	1
	Financial Report Anlys Supvr	Gen	0	0	1	1
	Cash Mgmt Supvr	Gen	0	0	1	1
	Payroll Supvr	Gen	0	0	1	1
	Accountant	Gen	0	0	1	1
	Payroll Specialist	Gen	0	0	1	1
	Accounting Spec	Gen	0	0	2	2
	Financial Svcs Tech II+	Gen	0	0	2	2
	Total Full-Time		0	0	10	10
1832	Tax and Licensing					
	License & Collections Supvr	Gen	0	0	1	1
	Tax Audit Supvr	Gen	0	0	1	1
	Tax Auditor II+	Gen	0	0	4	4
	Rental Property Spec	Gen	0	0	1	1
	Tax Analyst	Gen	0	0	1	1
	Revenue Compliance Officer II+	Gen	0	0	2	2
	Financial Svcs Tech II+	Gen	0	0	4	4
	Total Full-Time		0	0	14	14
1841	Customer Services					
	Dep Fin & Tech Dir - Finance	WWW	0	0	1	1
	Customer Svcs Mgr	WWW	0	0	1	1
	Customer Svcs Office Supvr	WWW	0	0	1	1
	Customer Svcs Field Supvr	WWW	0	0	1	1
	Sr Financial Svcs Tech	WWW	0	0	1	1
	Financial Svcs Tech II+	WWW	0	0	8	8
	Water Meter Reader II+	WWW	0	0	8	8
	Total Full-Time		0	0	21	21
1851	Central Services/Purchasing					
	Central Svcs Mgr	Gen	0	0	1	1
	Procurement Officer	Gen	0	0	3	3
	Procurement Specialist	Gen	0	0	0	3
	Financial Services Technician II+	Gen	0	0	3	0
	Total Full-Time		0	0	7	7

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	INTERNAL SERVICES (continued)					
	***Finance** (continued)*					
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
2621	Risk Management					
	Risk Mgr	Risk	0	0	1	1
	Risk Mgmt Claims Adjuster	Risk	0	0	1	1
	Risk Mgmt Spec	Risk	0	0	1	1
	Industrial Hygienist	Risk	0	0	1	1
	Safety & Training Spec II+	Risk	0	0	2	2
	Safety & Risk Coord**	Risk	0.00	0.00	0.50	0.50
	Total Full-Time		0	0	6	6
	Total Perm FTE**		0.00	0.00	0.50	0.50
	Human Resources					
1911	Human Resources -Administration					
	Dep Inter Svcs Dir - HR	Gen	0	0	1	1
	HR Manager	Gen	0	0	3	3
	Sr HR Analyst+*	Gen	0	0	5	5
	HR Prog Coord	Gen	0	0	1	1
	HR Spec	Gen	0	0	3	3
	HR Tech II+	Gen	0	0	3	3
	Administrative Assistant II+	Gen	0	0	1	1
	Sr Learning & Org Dev Assoc	Gen	0	0	2	2
	Total Full-Time		0	0	19	19
	Information Technology					
1991	Administration					
	Dep Inter Svcs Dir - IT	Gen	0	0	1	1
	Sr Mgmt Asst	Gen	0	0	1	1
	IT Project Mgr	Gen	0	0	1	1
	Administrative Assistant II+	Gen	0	0	2	2
	Total Full-Time		0	0	5	5
1992	Support Services					
	Sr Data Center Support Spec	Gen	0	0	1	1
	IT Supvr	Gen	0	0	1	1
	Sr IT Svcs Consultant	Gen	0	0	1	1
	IT Svcs Consultant II+	Gen	0	0	8	8
	Data Center Support Spec	Gen	0	0	2	2
	Total Full-Time		0	0	13	13
1993	Network Engineering					
	IT Mgr	Gen	0	0	1	1
	IT Supvr	Gen	0	0	1	1
	Sr Enterprise Network Eng	Gen	0	0	1	1
	Enterprise Network Eng II+	Gen	0	0	5	5
	Enterprise Network Tech II+	Gen	0	0	2	2
	Lead Enterprise Network Tech	Gen	0	0	1	1
	Total Full-Time		0	0	11	11

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	INTERNAL SERVICES (continued)					
	Information Technology *(continued)*					
1994	Business Solutions					
	IT Mgr	Gen	0	0	1	1
	IT Supvr	Gen	0	0	1	1
	Business Systems Analyst	Gen	0	0	8	8
	Business Systems Analyst	WWW	0	0	1	1
	Database Admin	Gen	0	0	3	3
	Sr Programmer Analyst	Gen	0	0	9	9
	Sr Programmer Analyst	WWW	0	0	2	2
	Sr Programmer Analyst	Desg	0	0	0	1
	Programmer Analyst+	Gen	0	0	1	1
	Total Full-Time		0	0	26	27
1995	System Administration					
	Sr Tech Support Analyst	Gen	0	0	1	1
	Sr IT Svcs Conslt	Gen	0	0	1	1
	Tech Support Analyst II+	Gen	0	0	4	4
	Total Full-Time		0	0	6	6
1996	Training + Print Shop					
	IT Trng Print Shop Svcs Supvr	Gen	0	0	1	1
	Print Production Lead	Gen	0	0	2	2
	Print Production Spec	Gen	0	0	1	1
	Mail Ops Clerk	Gen	0	0	1	1
	Total Full-Time		0	0	5	5
1997	Security Administration					
	Info Security Mgr	Gen	0	0	0	1
	IT Security Admin	Gen	0	0	1	1
	Total Full-Time		0	0	1	2
1998	GIS					
	Enterprise GIS Syst Mgr	Gen	0	0	1	1
	Enterprise GIS Syst Admin	WWW	0	0	1	1
	Tech Planner	Gen	0	0	1	1
	Total Full-Time		0	0	3	3
	Internal Services Total Full-Time		**0**	**0**	**154**	**156**
	Internal Services Total Perm FTE**		**0.00**	**0.00**	**0.50**	**0.50**
	MUNICIPAL BUDGET OFFICE					
1812	Budget					
	Budget Mgr	Gen	0	0	1	1
	Lead Budget & Finance Analyst	Gen	0	0	1	1
	Sr Budget & Finance Analyst+	Gen	0	0	2	2
	Municipal Budget OfficeTotal Full-Time		**0**	**0**	**4**	**4**
	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

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	POLICE (continued)					
	Investigations & Organizational Services					
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	9	9	9	9
	Police Officer	Gen	49	50	51	51
	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		66	67	68	68
	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	21	19	18	18
	Administrative Assistant II+	Gen	1	1	1	1
	Total Full-Time		27	25	24	24
2225	HIDTA					
	Sergeant	Desg	1	1	1	1
	Total Full-Time		1	1	1	1
2246	HIDTA					
	Police Officer	Desg	1	1	1	1
	Total Full-Time		1	1	1	1
2231	Detention Bureau					
	Lieutenant	Gen	1	1	1	1
	Detention Sergeant	Gen	6	6	6	6
	Detention Officer+	Gen	21	21	21	21
	Total Full-Time		28	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
	Total Full-Time		19	19	19	19
2251	Professional Dev Bureau					
	Commander	Gen	1	1	1	1
	Lieutenant	Gen	2	2	2	2
	Sergeant	Gen	7	6	6	6
	Polygraph Examiner II+	Gen	1	1	1	1
	Management Assistant II+	Gen	1	1	1	1
	Police Officer	Gen	8	9	9	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
	Unclassifed 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

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	POLICE (continued)					
	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	39
	Administrative Assistant II+	Gen	1	1	1	1
	Total Full-Time		47	47	47	48
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	18	18	19	19
	Unclassifed Temporary*	Gen	1.00	1.00	1.00	1.00
	Total Full-Time		24	24	25	25
	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	0	0	0	0
	Police Research Data Analyst II+	Gen	2	2	2	2
	Crime Intelligence Center Supvr	Gen	0	0	0	1
	Tactical Crim Intel Anl+	Gen	3	3	3	2
	Alarm Coord	Gen	1	1	1	1
	Records Spec	Gen	1	1	0	0
	Administrative Assistant II+	Gen	2	2	2	2
	Total Full-Time		13	13	12	12
	Operations					
2236	Crime Prevention Unit					
	Police Officer	Gen	4	4	4	4
	Licensing Spec	Gen	1	1	1	1
	Total Full-Time		5	5	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	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	POLICE (continued)					
	Operations *(continued)*					
2271	Patrol Administration/South Ops					
	Asst Police Chief	Gen	1	1	1	1
	Sergeant	Gen	3	3	3	3
	Lieutenant	Gen	1	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		9	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	3	3	3
	Police Officer	Gen	142	142	142	142
	Total Full-Time		170	171	171	171
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
2212	SRO - Gilliland & Fees					
	Police Officer	Desg Fund	0	0	0	1
	Total Full-Time		0	0	0	1
2221	RICO					
	Police Officer	Desg Fund	0	0	0	2
	Total Full-Time		0	0	0	2
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
2295	SRO - Gilliland & Fees					
	Police Officer	Desg Fund	0	0	0	1
	Total Full-Time		0	0	0	1
3913	PD - Security Transportation Center					
	Sergeant	Transit	1	1	1	1
	(All positions funded by Transit Fund)					
	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	0	0
	Total Full-Time		1	1	0	0

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	POLICE (continued)					
	Police Department Total Full-Time		**491**	**491**	**490**	**495**
	Police Department Total Perm FTE**		**0.00**	**0.00**	**0.00**	**0.00**
	Police Department Total Temp FTE*		**6.25**	**6.25**	**6.25**	**6.25**
	PUBLIC WORKS					
3210	Administration					
	Public Works Director	Gen	1	1	1	1
	Public Works Admin Mgr	Gen	2	2	2	2
	Public Works Supvr-Admin	Gen	2	2	2	2
	Administrative Assistant II+	Gen	0	0	0	1
	Executive Assistant**	Gen	0.75	0.75	0.75	0.75
	Unclassified Temporary*	Gen	0.49	0.49	0.49	0.49
	Total Full-Time		5	5	5	6
	Total Perm FTE**		0.75	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	0
	Public Works Svcs Spec	Gen	0	0	0	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	2	1	0
	Sr Eng Associate+	Gen	5	5	4	4
	Public Works Svcs Spec	Gen	0	0	0	1
	Eng Tech II+	Gen	1	1	1	0
	Total Full-Time		8	9	7	6
3223	Engineering/Capital Improvements					
	CIP Design & Construction Mgr	Gen	1	1	1	1
	Sr Civil Engineer+	Gen	2	2	2	1
	Sr Civil Engineer+	WWW	1	1	1	2
	Sr Civil Engineer+	Transit	1	1	1	1
	Sr Eng Associate+	WWW	1	1	1	2
	Sr Eng Associate+	Gen	3	3	3	3
	Unclassified Temporary*	Gen	0.00	0.50	0.50	0.50
	Total Full-Time		9	9	9	10
	Total Temp FTE*		0.00	0.50	0.50	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 Civil Engineer	Gen	0	0	0	1
	Sr Eng Associate+	Gen	1	1	1	1
	Eng Tech II+	Gen	2	2	0	0
	Survey Tech II+	Gen	1	1	1	1
	Total Full-Time		6	6	4	5

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	PUBLIC WORKS (continued)					
	Field Operations					
3232	Field Operations - Admin					
	Dep Pub Wks Dir - Field Oper	Gen 50% SW 50%	1	1	1	1
	Public Works Supvr - Admin	Gen 50% SW 50%	1	1	1	1
	Total Full-Time		2	2	2	2
2324	Fire Support					
	Sr Fire Mechanic	Gen	1	1	1	1
	Fire Mechanic	Gen	2	2	2	2
	Fire Svcs Inventory Tech	Gen	2	2	2	2
	Fire Svcs Inventory Tech**	Gen	0.50	0.50	0.50	0.50
	Fire Service Aide**	Gen	0.50	0.50	0.50	0.50
	Total Full-Time		5	5	5	5
	Total Perm FTE**		1.00	1.00	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	3	3	3
	Fac Electrician	Gen	1	1	1	1
	Administrative Assistant II+	Gen	1	1	1	1
	Total Full-Time		17	20	20	20
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					
	Public Works Supvr - Heavy Equip	Gen	2	2	2	2
	Sr Fleet Equip Mechanic	Gen	4	4	3	3
	Equip Mechanic	Gen	11	11	12	12
	Equip Mechanic	SW	1	3	3	3
	Fleet Equip Coord	Gen	1	1	1	1
	Fleet Service Wrk II	Gen	4	4	4	4
	Total Full-Time		23	25	25	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	0
	Custodian	Gen	21	21	21	21
	Custodian	SW	1	1	1	1
	Custodian	Transit	0	2	2	2
	Custodian	WWW	0	2	2	2
	Total Full-Time		27	31	31	31

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	PUBLIC WORKS (continued)					
	Field Operations *(continued)*					
3612	TCA Facility Management					
	Bldg Equip Tech II+	Arts	1	1	1	1
	TCA Maint Supvr	Arts	1	1	1	1
	TCA Maint Worker	Arts	5	5	5	5
	Total Full-Time		7	7	7	7
2511	Field Services/Rolling Hills Golf					
	Parks/Golf Course Maint Coord	Golf	1	0	0	0
	Public Works Team Lead	Golf	0	1	1	1
	Sprinkler Systems Maint. Worker/II+	Golf	0	0	0	0
	Groundskeeper I/II+*	Golf	4.07	0.00	0.00	0.00
	Total Full-Time		1	1	1	1
2512	Field Services/Ken McDonald Golf					
	Public Works Supvr	Golf	1	1	1	1
	Parks/Golf Course Maint Coord	Golf	1	0	0	0
	Public Works Team Lead	Golf	0	1	1	1
	P & G Mechanic	Golf	1	1	1	1
	Sprinkler System Maint. Worker I/II+	Golf	1	1	1	1
	Groundskeeper I/II+	Golf	4	3	3	1
	Equipment Operator I	Golf	1	1	1	0
	Unclassified Temporary*	Golf	1.35	1.35	1.35	1.35
	Total Full-Time		9	8	8	5
	Total Temp FTE*		1.35	1.35	1.35	1.35
2527	Facility Resources					
	Sr Recreation Coord+	Gen	2	0	0	0
	Unclassified Temporary*	Gen	4.10	0.00	0.00	0.00
	Total Full-Time		2	0	0	0
	Total Temp FTE*		4.10	0.00	0.00	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
	Public Works Team Lead	Gen	0	0	1	1
	Sprinkler Sys Maint Wkr II+	Gen	1	1	0	0
	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
2554	Rio Salado Maintenance					
	Administrative Project Coord	Gen				
	Public Works Supvr	Gen	1	1	1	1
	Groundskeeper I/II+	Gen	2	2	2	2
	Unclassified Temporary*	Gen	2.00	2.00	2.00	2.00
	Total Full-Time		3	3	3	3
	Total Temp FTE*		2.00	2.00	2.00	2.00

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	PUBLIC WORKS (continued)					
	Field Operations *(continued)*					
2556	North Parks					
	Public Works Supvr	Gen	1	1	1	1
	Parks/Golf Course Maint Coord	Gen	1	0	0	0
	Public Works Team Lead	Gen	0	1	1	1
	Parks Fac Maint Wkr II+	Gen	1	1	1	1
	Parks/Golf Mechanic	Gen	1	1	1	1
	Sprinkler Sys Maint Wkr II+	Gen	2	2	3	3
	Equip Operator II	Gen	4	4	3	3
	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	0	0	0
	Public Works Team Lead	CFD	0	1	1	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					
	Parks/Golf Course Supvr	Gen				
	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	0	0	0
	Public Works Team Lead	Gen	0	2	2	2
	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	1	1	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	0	0	0
	Management Assistant II+	SW	0	2	2	2
	Financial Svcs Tech II+	SW	1	1	1	1
	Administrative Assistant II+	SW	1	1	1	1
	Solid Waste Routing Spec	SW	0	0	1	1
	Total Full-Time		6	5	6	6
3713	Field Services/Solid Waste Residential Refuse					
	Public Works Supvr-Heavy Equip	SW	1	1	1	1
	Sr Solid Waste Equip Oper	SW	1	1	2	2
	Solid Waste Equip Oper II+	SW	18	18	17	17
	Total Full-Time		20	20	20	20

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	PUBLIC WORKS (continued)					
	Field Operations *(continued)*					
3714	Field Services/Solid Waste Commercial Refuse					
	Public Works Supvr-Heavy Equip	SW	1	1	1	1
	Sr Solid Waste Equip Oper	SW	2	2	2	2
	Management Assistant II+	SW	2	0	0	0
	Solid Waste Equip Oper II+	SW	14	12	11	10
	Solid Waste Routing Spec	SW	0	0	0	1
	Total Full-Time		19	15	14	14
3715	Field Services/Roll Off Tilt Frame					
	Senior Sanitation Equipment Operator					
	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	1	1	1
	Solid Waste Inspector	SW	0	4	5	5
	Solid Waste Equip Spec	SW	4	4	4	4
	Sr Solid Waste Equip Oper	SW	0	0	1	1
	Solid Waste Equip Oper II+	SW	0	2	2	2
	Street Maint Equip Oper II+	SW	0	0	2	2
	Wash Bay Attendant**	SW	0.50	0.50	0.50	0.50
	Total Full-Time		4	11	15	15
	Total Perm FTE**		0.50	0.50	0.50	0.50
3717	Solid Waste Ed & Community Outreach					
	Sr Mgmt Asst	SW	1	1	0	0
	Recycling Coord	SW	0	0	1	1
	Total Full-Time		1	1	1	1
3718	Field Services/Solid Waste Uncontained Refuse					
	Public Works Supvr-Heavy Equip	SW	2	1	1	1
	Sr Solid Waste Equip Oper	SW	0	0	1	1
	Solid Waste Equip Oper II+	SW	12	10	8	8
	Total Full-Time		14	11	10	10
3721	Hazardous Material Safety					
	Hazardous Waste Coml Supvr	SW	1	1	1	1
	Hazardous Material Safety Spec	SW	1	1	0	0
	Unclassified Temporary*	SW	0.98	0.98	0.98	0.98
	Total Full-Time		2	2	1	1
	Total Temp FTE*		0.98	0.98	0.98	0.98
	Transportation					
3813	Streets & Traffic Ops/Street Maintenance					
	Sr Civil Eng+	HURF	1	1	1	1
	Public Works Supvr - Heavy Equip	HURF	1	1	1	1
	Streets Maint Team Leader	HURF	2	2	2	2
	Street Maint Equip Operator II+	HURF	8	8	8	8
	Street Maint Equip Operator II+	SW	2	2	0	0
	Street Maint Equip Operator II+	WWW	4	4	4	4
	Total Full-Time		18	18	16	16
3814	Street & Traffic Operations/Right-of-Way					
	Streets Maint Team Leader	HURF	1	1	1	1
	Landscape Coord	HURF	0	0	1	1
	Total Full-Time		1	1	2	2

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	PUBLIC WORKS (continued)					
	***Transportation** (continued)*					
3815	Graffiti Abatement					
	Transp Wkr II+	HURF	0	0	1	1
	Total Full-Time		0	0	1	1
3821	Streets & Traffic Operations/Administration					
	Transp Maint Mgr	HURF	1	1	1	1
	Public Works Services Spec	HURF	0	0	0	1
	Traffic Ops Support Spec	HURF	1	1	1	0
	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 50% Transit 50%	1	1	1	1
	Traffic Eng	HURF	1	1	1	1
	Sr Civil Eng+	HURF	3	3	3	3
	Traffic Eng Analyst	HURF	2	2	2	2
	Sr Traffic Eng Tech+	HURF	1	1	1	1
	Total Full-Time		8	8	8	8
3823	Streets & Traffic Operations/Operations					
	Sign Tech	HURF	1	1	1	1
	Transp Wkr II+	HURF	5	5	4	4
	Total Full-Time		6	6	5	5
3824	Streets & Traffic Operations/Street Lighting					
	Traffic Signal Svcs Wkr II+	HURF	0	1	1	1
	Total Full-Time		0	1	1	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	3	2	2	2
	Total Full-Time		9	8	8	8
3911	Transportation/Transit					
	Transit Mgr	Transit	1	1	1	1
	Public Works Supvr - Admin	Transit	2	2	2	2
	Transportation Financial Analyst	Transit	1	1	1	1
	Public Works Services Spec	Transit	0	0	0	1
	Transportation Support Spec	Transit	1	1	1	0
	Administrative Assistant II+	Transit	1	1	1	1
	Unclassified Temporary *	Transit	1.00	1.00	1.00	1.00
	Total Full-Time		6	6	6	6
	Total Temp FTE*		1.00	1.00	1.00	1.00
3914	Transit Operations					
	Transporation Fac Suprv	Transit	1	1	1	1
	Sr Transportation Planner	Transit				
	Sr Transit Ops Coord	Transit	1	1	0	0
	Sr Planner	Transit	0	0	1	1
	Transit Operations Coord II+	Transit	2	2	2	2
	Bldg Equip Tech II+	Transit	2	0	0	0
	Total Full-Time		6	4	4	4

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	PUBLIC WORKS (continued)					
	Transportation *(continued)*					
3915	Transportation/Transit Store					
	Bldg Equip Tech II+	Transit	1	0	0	0
	Lead Transit Store Tech	Transit	1	1	1	1
	Financial Svcs Tech II+	Transit	1	1	1	1
	Custodian	Transit	2	0	0	0
	Financial Svcs Tech I/II+**	Transit	0.50	0.50	0.50	0.50
	Total Full-Time		5	2	2	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	1	1	1	1
	Total Full-Time		4	4	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	0.50	0.50	0.50	0.50
	Total Perm FTE**		0.50	0.50	0.50	0.50
3923	Planning & Project Review					
	Development Project Officer	Transit	1	1	1	1
	Principal Planner	Transit	3	3	3	3
	Landscape Architect	Transit 50% Gen 50%	0	0	0	1
	Total Full-Time		4	4	4	5
	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	1	1	1	1
	Water Utilities Business Liason	WWW	0	0	0	1
	Custodian	WWW	2	0	0	0
	Administrative Assistant II+	WWW	2	2	3	3
	Unclassified Temporary*		0.49	0.49	0.49	0.49
	Total Full-Time		8	6	7	8
	Total Temp FTE*		0.49	0.49	0.49	0.49
3003	Water Utilities Warehouse					
	Warehouse Supvr	WWW	1	1	1	1
	Water Inventory Svcs Spec	WWW	1	1	1	1
	Total Full-Time		2	2	2	2
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
3007	Tempe Town Lake Operations					
	Water Operations Mgr	WWW 50% CFD 50%	0	0	0	1
	TTL Ops & Maint Coordinator	CFD	0	0	0	1
	Total Full-Time		0	0	0	2
3011	Water Quality - Administration					
	Plant Ops Mgr	WWW	1	1	1	1
	Total Full-Time		1	1	1	1

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	PUBLIC WORKS (continued)					
	***Water Utilities** (continued)*					
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	5	5	5
	Plant Ops & Maint Trainee+ (SBP)	WWW	1	1	1	1
	Total Full-Time		13	12	12	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	7	7	7	7
	Plant Ops & Maint Trainee+ (SBP)	WWW	1	1	1	1
	Total Full-Time		13	13	13	13
3021	Distribution System Services - Admin					
	Water Utilities Oper Mgr	WWW	1	1	1	1
	Computer Maint Mgmt System II+	WWW	4	4	3	3
	Administrative Assistant II+	WWW	1	1	0	0
	Total Full-Time		6	6	4	4
3022	Distribution System Maintenance					
	Water Util 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
	Sr Civil Eng+	WWW	0	0	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	0	0	0
	TV Truck Tech	WWW	2	2	2	2
	Underground Util Coord	WWW	2	2	2	2
	Water Resources Hydrologist	WWW	0	0	0	1
	Administrative Assistant II+	WWW	1	1	1	0
	Total Full-Time		11	10	11	11
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

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	Position	Funding Source	2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
	PUBLIC WORKS (continued)					
	***Water Utilities** (continued)*					
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	1	1	1	1
	Water Quality Specialist	WWW	5	4	3	3
	Environmental Compl Insp II+	WWW	1	1	1	1
	Total Full-Time		7	6	5	5
3034	Kyrene Water Reclamation Plant					
	Plant Supvr (SBP)	WWW	1	0	0	0
	Plant Mechanic (SBP)	WWW	1	0	0	0
	Plant Operator+ (SBP)	WWW	0	0	0	0
	Total Full-Time		2	0	0	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	0	0	0
	Plant Mechanic (SBP)	WWW	2	2	2	2
	Total Full-Time		5	4	4	4
3041	Laboratory Services - Administration					
	Laboratory Supervisor	WWW	1	1	1	1
	Chemist II+	WWW	5	5	6	6
	Total Full-Time		6	6	7	7
3051	Water Resources - Administration					
	Water Resources Mgr	WWW	1	1	1	1
	Water Resources Hydrologist	WWW	1	1	1	0
	Total Full-Time		2	2	2	1
3052	Water Conservation					
	Water Conservation Coord	WWW	1	1	1	1
	Water Conservation Spec	WWW	1	1	1	1
	Sr Groundskeeper	WWW	1	0	0	0
	Groundskeeper I+	WWW	1	1	1	1
	Total Full-Time		4	3	3	3
	Public Works Total Full-Time		**459**	**451**	**448**	**450**
	Public Works Total Perm FTE**		**3.25**	**3.25**	**3.25**	**3.25**
	Public Works Total Temp FTE*		**24.10**	**16.43**	**16.43**	**16.43**

Grand Total Full-Time	**1,571**	**1,567**	**1,569**	**1,589**
Grand Total Perm FTE**	**15.35**	**17.10**	**17.10**	**16.25**
Grand Total Temp FTE*	**212.04**	**222.39**	**222.39**	**219.97**

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

Personnel by Fund Permanent FTE Positions (Full and Part-Time)		2013-14 Actual	2014-15 Budget	2014-15 Revised	2015-16 Budget
General Fund		1,175.20	1,184.10	1,185.30	1200.45
Enterprise Funds					
	Golf	10.00	9.00	9.00	6.00
	Solid Waste	76.75	77.75	77.75	77.75
	Water/Wastewater	179.50	167.50	167.50	170.00
Special Revenue Funds					
	HURF	39.50	39.50	39.50	39.50
	Performing Arts	18.65	19.65	19.65	19.65
	Risk Management Fund	3.00	6.50	6.50	6.50
	Transit	33.50	34.00	34.00	34.50
Grants/Designated Funds					
	Ambulance Provider	6.00	6.00	6.00	6.00
	AZ Law Enforcement Academy	1.00	1.00	0.00	0.00
	Capital Improvement Program	1.00	0.00	0.00	0.00
	CDBG/Section 8	15.15	13.00	12.00	12.00
	Community Facilities District (CFD)	2.50	2.50	2.50	4.00
	Court Enhancement Fund	2.00	2.00	2.00	3.00
	Fill the Gap Fund	1.00	0.00	0.00	0.00
	GIITEM Task Force	1.00	1.00	1.00	1.00
	HIDTA	2.00	2.00	2.00	2.00
	Local JCEF	3.00	3.00	3.00	3.00
	Nutrition Grant	0.00	0.00	2.00	2.00
	Patient Advocate Services Grant	0.00	0.00	1.00	0.50
	Percent for the Arts	1.20	1.20	1.00	1.00
	RICO	3.00	3.00	3.00	7.00
	SAFR Grant	3.00	3.00	3.00	1.00
	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	**1,586.35**	**1,584.10**	**1,586.10**	**1,605.25**

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.

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.

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).

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.

Levy - To impose taxes for the support of government activities.

Liability - Amounts owed for items received, services rendered, expenses incurred, assets acquired, construction performed, and amounts received but not as yet earned.

Line Item Budget - A budget prepared along departmental lines that focuses on what is to be bought.

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.

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.

Net Assets Earnings - An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

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 Postemployment 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. Postemployment 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 Postemployment 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 Medical Rescue.

(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.

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.

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.

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-Americans with Disabilities Act
ADDI-American Dream Downpayment Initiative
ADEQ-Arizona Department of Environmental Quality
ADOT-Arizona Department of Transportation
ADWR-Arizona Department of Water Resources
APS-Arizona Public Service
ARC-Annual Retiree Contribution
A.R.S.-Arizona Revised Statutes
AWWA-American Water Works Association
ASU-Arizona State University
AZPDES-Arizona Pollutant Discharge Elimination System
CAD-Computer Assisted Dispatch
CAFR-Comprehensive Annual Financial Report
CAP-Central Arizona Project
CAWCD-Central Arizona Water Conservation District
CCTV-Closed Circuit Television
CC&B-Customer Care & Billing
CDBG-Community Development Block Grant
CFD-Community Facilities District
CIP-Capital Improvements Program
CMAQ-Congestion Mitigation and Air Quality
CMMS-Computer Maintenance Management System
CNG-Compressed Natural Gas
COE-Cooperative Office Education
COPS-Community Oriented Policing System
CP/EV-Central Phoenix/East Valley
CRM-Citizen Request Management
CY-Calendar Year
DUI-Driving Under the Influence
EECBG-Energy Efficiency and Conservation Block Grant
EEOC-Equal Employment Opportunity Commission
EVBOM-East Valley Bus Operations & Maintenance
FAC-Finance Advisory Committee
FEVA-Finance, Economy, and Veterans Affairs
FLASH-Free Local Area Shuttle
FTE-Full-Time Equivalent
FRWS-Field Report Writing System
FSS-Family Self Sufficiency
FTA-Federal Transportation Administration
FY-Fiscal Year
FYE-Fiscal Year Ending
GAAP-Generally Accepted Accounting Principles
GASB-Governmental Accounting Standards Board
GDP-Gross Domestic Product
GIS-Geographical Information System
G.O.-General Obligation
HBN-High Tech, Nanotech, Biotech
HOME-Home Ownership Made Easier
HOPE-Homeowners Preserving Equity
HPCC-Household Products Collection Center
HPRP-Homelessness Prevention and Rapid Re-housing Program
HUD-Housing and Urban Development
HURF-Highway User Revenue Fund
HVAC-Heating, Ventilation, and Air Conditioning
ICMA-International City Management Association
IMP-Integrated Master Plan
IT-Information Technology
ITS-Intelligent Transportation Systems
JCEF-Judicial Court Enhancement Fund
JGMWTP-Johnny G. Martinez Water Treatment Plant
KWRF-Kyrene Water Reclamation Facility
LEED-Leadership in Energy and Environmental Design
LRT-Light Rail Transit
LTAF-Local Transportation Assistance Fund
MAG-Maricopa Association of Governments
MGD-Million Gallons per Day
MMU-Malfunction Management Unit
MSA-Metropolitan Statistical Areas
N/A-Not Applicable
O&M-Operation and Maintenance
OPEB-Other Postemployment Benefits
OSHA-Occupational Safety & Health Administration
PBV-Project Based Voucher
PCN-Position Control Number
PTF-Priority Transportation Fund
QECB-Qualified Energy Conservation Bonds
RFID-Radio Frequency Identification
RICO-Racketeer Influenced and Corrupt Organizations
RMS-Records Management System
ROW-Right-of-Way
RPTA-Regional Public Transportation Authority
SAFER-Staffing for Adequate Fire and Emergency Response
SAI-Southern Avenue Interceptor
SBP-Skill Based Pay
SCADA-Supervisory Control and Data Acquisition
SHP-Supportive Housing Program
SROG-Sub-Regional Operating Group
SRP-Salt River Project
STWTP-South Tempe Water Treatment Plant
TCA-Tempe Center for the Arts
WMAT-White Mountain Apache Tribe
WUD-Water Utilities Department

Index

A

Acronyms 341
Assessed Property Valuation (Secondary):
  Ten-year Historical Trends 176

B

Bed Tax (Transient Lodging Tax) 67
Benchmarking, Performance 86
Bonded Debt Limits Summary 172
Budget Basis, Budgetary Units, and
  Changes to Budget 297
Budget Calendar 28
Budget Message 1
Budget Per Capita 33
Budget Policies 18
Budget Process Flowchart 25
Budget Process Summary 26
Budget Resolution 287
Budget Schedules
  Estimated Revenue and Expenditures Summary .. 288
  Expenditures Within Each Fund Summary 293
  Other Financing Sources and Interfund
    Transfers Summary 292
  Revenue Other Than Property Taxes 290
  Summary by Department and Fund 294
  Tax Levy and Tax Rate Information 289

C

Calendar, Budget 28
Capital Improvements Program
  Capital Budget Policy 18,174
  Financing 170
  Impact on the Operating Budget 165
  Overview 3, 160
  Process 161
  Project Listing 176
  Project Map 169
  Significant Nonrecurring Project Expenditures 166
  Source of Funds 164
  Strategic Focus 162
  Summary 163
  Ten-Year Historical Trends 173
Charges for Services
  Cultural and Recreational 73
  Development Related 74
City Attorney Performance Budget 94
City Clerk Performance Budget 96
City Court Performance Budget 98
City Limits 12
City Manager Performance Budget 92
Citywide Overview of Operating Budget
  Debt Service, Revenue and Staffing 33
Community Development Performance Budget 100
  Administration, Code Enforcement, Neighborhood
    Services 101
  Development Services 103
  Planning 104
Community Development Block Grant Revenue 80
Community Profile 9
Community Services Performance Budget 106
  Administration, Kid Zone 107
  Arts, Cultural Services and Library Services 108
  Recreation Services 110
Comparative Operating Revenue by Source 63
Comprehensive Financial Plan
  Comprehensive Financial Plan Overview 37
  Assumptions 40, 42
  Economic Outlook 41
  Enterprise Funds 52
  Financial Plan Overview 38
  General Fund 44
  Golf Fund 56
  Methodology 39
  Performing Arts Fund 48
  Solid Waste Fund 54
  Transit Fund 46
  Transportation Funds 50
  Water/Wastewater Fund 52
Cost of Services (Residential) 34
Council Strategic Priorities 6

D

Debt Limits, Legal Bonded 172
Debt Management Plan 170
Debt Policy 18, 174
Debt Service Fund Balance, Restricted 30
Debt Service Requirements 174
Debt Service Ten-Year Historical Trends 173
Debt Summary 174
Demographics 12
Department Expenditures, Summary by Fund 293
Department Expenditures, Summary Within
  Each Fund 294
Departments, Performance Budget
  City Attorney 94
  City Clerk 96
  City Court 98
  City Manager 92
  Community Development 100
  Community Services 106
  Diversity Office 112
  Finance and Technology 113
  Fire Medical Rescue 114
  Human Resources 120
  Human Services 122
  Internal Audit Office 128
  Internal Services 130
  Mayor and Council 90
  Municipal Budget Office 140
  Police 142
  Public Works 148
Diversity Performance Budget 112

E

Enterprise Funds, Comprehensive Financial Plans 52

Enterprise Funds Revenue
Golf Course Fees ... 83
Solid Waste Fees ... 82
Water/Wastewater User Fees ... 81
Estimated Revenues and Expenditures ... 288

F

Financial Program Components ... 29
Financial Program Summary ... 23
Financial Reporting Policies ... 18
Financial Reserve Policies ... 19
Finance and Technology Performance Budget ... 113
Financial Structure and Organization
Fund Structure ... 298
Level of Revenue and Expenditure Detail ... 298
Relationship Between Budgeting and Accounting ... 298
Types of Budgeting ... 298
Fines and Forfeitures ... 75
Fire Medical Rescue Performance Budget ... 114
Administration/Fire Prevention ... 115
Emergency/Medical Services ... 116
Homeland Security/Special Operations ... 117
Support Services/Personnel Safety ... 118
Training/Professional Development ... 119
Fund Balances, Unassigned/Restricted
General Fund ... 30, 44
Performing Arts Fund ... 31, 48
Transit Fund ... 31, 46
Transportation Fund ... 31, 50
Fund Structure ... 298
Fund Summary ... 22

G

General Fund
Comprehensive Financial Plan ... 44
Fund Balances, Unassigned ... 30, 44
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 ... 333
Golf Fund
Comprehensive Financial Plan ... 56
Net Assets, Unrestricted ... 20, 22, 32, 56
Revenue ... 83

H

Highway User Tax Fund (HURF)
Fund Balances, Restricted ... 31
Revenue ... 78
Human Resources Performance Budget ... 120
Human Services Performance Budget ... 122
Administration, Housing and Revitalization ... 123
Community Resources ... 125
Diversity and Outreach ... 126
Social Services ... 127

I

Internal Audit Office Performance Budget ... 128
Internal Services Performance Budget ... 130
Administration ... 132
Finance ... 133
Human Resources ... 136
Information Technology ... 138

L

Local (City Sales Tax) ... 66
Local Transportation Assistance Fund (LTAF) ... 79

M

Mayor and Council Performance Budget ... 90
Municipal Budget Office Performance Budget ... 140

N

Needs Assessment Phase ... 26
Net Assets, Unrestricted
Golf Fund ... 20, 22, 32, 56
Solid Waste Fund ... 20, 22, 32, 54
Water and Wastewater Fund ... 20, 22, 32, 52

O

Operating Budget Policies ... 18
Operating Revenue ... 60
Organization Chart ... xiii, 89
Other Financing Sources and Interfund Transfers ... 292

P

Performance Benchmarking ... 86
Performance Budget, Departments
City Attorney ... 94
City Clerk ... 96
City Court ... 98
City Manager ... 92
Community Development ... 100
Community Services ... 106
Diversity Office ... 112
Fire Medical Rescue ... 114
Human Services ... 122
Internal Audit Office ... 128
Internal Services ... 130
Mayor and Council ... 90

Municipal Budget Office 138
Police 142
Public Works 148
Performing Arts
Comprehensive Financial Plan 48
Fund Balances, Restricted 31, 48
Personnel
Changes for FY 2015-16 300
Summary by Department 299
Summary by Fund 332
Ten-Year History 35
Police Performance Budget 142
Office of the Chief 144
Operations 146
Investigations/Organizational Services 145
Support Services 147
Projected Revenue and Expenditures
General Fund 44
Golf Fund 56
Performing Arts Fund 48
Solid Waste Fund 54
Transit Fund 46
Transportation Fund 50
Water/Wastewater Fund 52
Property Tax
Levy and Rate 289
Levy Policy 21, 174
Ordinance 286
Revenue 68
Ten-Year Historical Trends 173
Public Works Performance Budget 148
Administration 150
Construction Management/Engineering 151
Field Operations 152
Transit/Transportation 154
Water Utilities 157
Purpose Statement xi

R

Relationship Between Operating and
Capital Budgets 165
Reserve Policies 19
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 290
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 54
Retained Earnings, Unrestricted 20, 22, 32, 54
Revenue 82
Schedule A 288
Schedule B 289
Schedule C 290
Schedule D 292
Schedule E 293
Schedule F 294
Schedule G 296
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 46
Fund Balances, Restricted 31, 50
Revenue 76
Transportation
Comprehensive Financial Plan 50
Fund Balances, Restricted 31, 50
Revenue
Highway User Tax 78

W

Water Utilities Performance Budget 157
Water/Wastewater Fund
Comprehensive Financial Plan 52
Retained Earnings, Unrestricted 20, 22, 32, 52
Revenue 81

Municipal Budget Office 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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