

TEMPE

Annual Budget
July 1, 2016 - June 30, 2017

Sustainable
Growth &
Development

Quality of Life

Safe & Secure
Community

Financial Stability

Community
Connection





Instructions for navigating Annual Budget pdf document

Bookmarks for major sections are provided in the navigation pane on the left. Click on the bookmark to jump directly to that section. If a “+” sign is at the left of a bookmark, click on the “+” to bring up subheadings.

The **Table of Contents** is hyperlinked. To jump to a specific page or subsection from the Table of Contents, hover the pointer finger on the title or page number and click the mouse.


Click the Tempe logo in the located at the top corner of any page to return to the Table of Contents at any time.


About the Cover


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 priorities.

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







Annual Budget FY 2016/17

Andrew B. Ching

City Manager

Ken Jones

Deputy City Manager, Chief Financial Officer

Cecilia Velasco-Robles
Municipal Budget Director

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Anita Erspamer
Executive Assistant



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Tempe
Arizona**

For the Fiscal Year Beginning

July 1, 2015

Executive Director

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

Distinguished Budget Presentation to the City of Tempe for its fiscal year beginning July 1, 2015.

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

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

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

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



Purpose...

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

We Value...

People

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

Creativity

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

Quality

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

Integrity

We are honest, accountable and trustworthy.

Openness

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

Respect

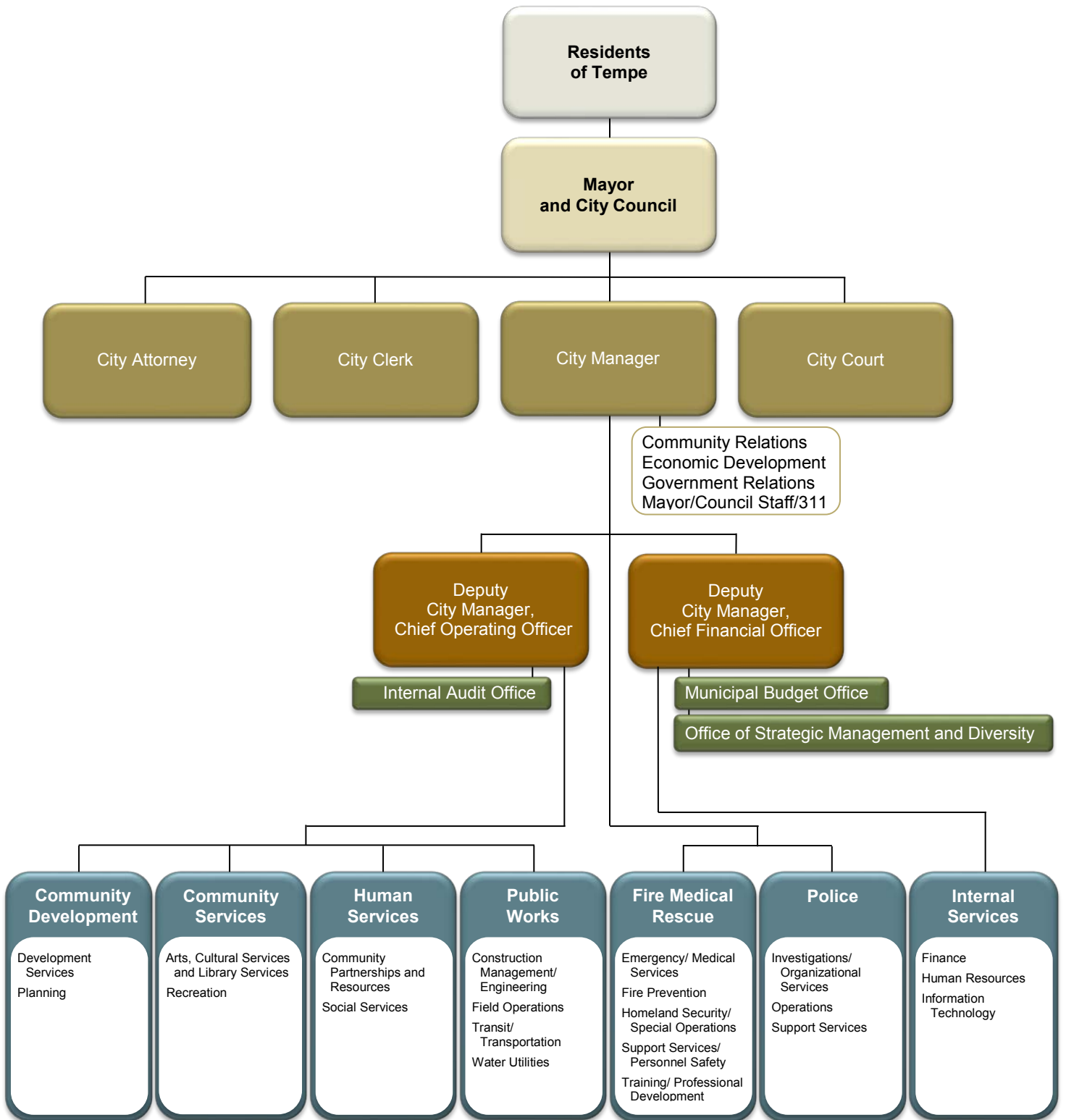
We welcome individual and professional differences and treat everyone with dignity, courtesy and sensitivity.

Diversity

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



City Organizational Chart







Fiscal Year 2016/17 Annual Budget

Budget Message

July 1, 2016

To the Honorable Mayor and City Council:

Transmitted herein is the City of Tempe's (City) Fiscal Year (FY) 2016/17 financial program. The FY 2016/17 adopted financial program reflects a 3.5% decrease from the FY 2015/16 budget. The financial program represents a strategic approach to balancing the City's budget and positioning the City for long-term financial stability.

Maintaining Financial Stability

Since the expiration of the 0.2% temporary sales tax 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 2016/17 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 unassigned fund balance within our current policy range of 20% to 30% of annual revenues. That level of cash reserves provides economic stability 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 2016/17 approximates \$586.0 million and includes funding for both operating and capital purposes. This amount represents a \$21.5 million or 3.5% reduction from the prior year and is due, in large part, to a sizable reduction in the Capital Improvement Program (CIP). This decrease is mostly attributed to the completion of the Tempe Town Lake downstream dam construction.

As shown in the table below, the operating budget is projected to decrease by \$2.2 million or 0.5%, while the capital budget decreased by \$19.3 million or 11.8% this fiscal year.

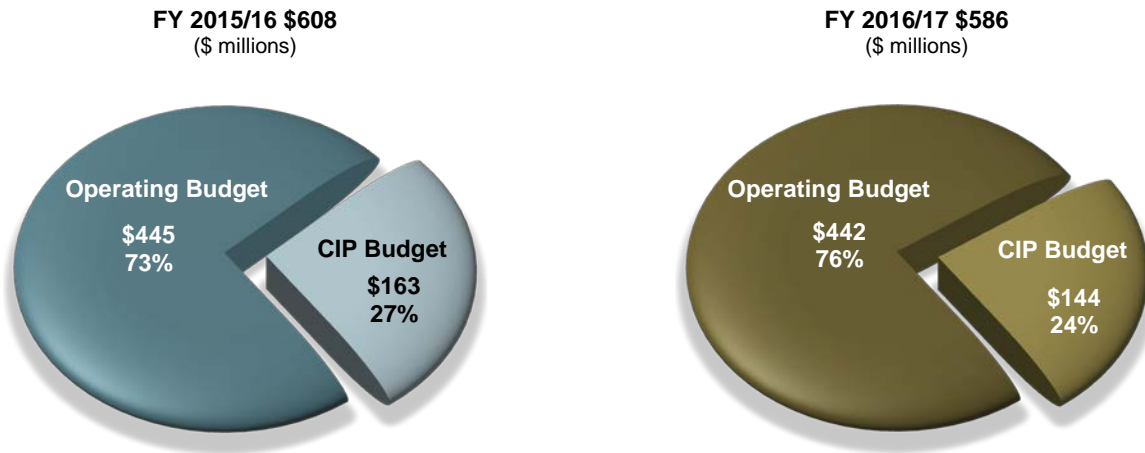
Total Financial Program		
	FY 2015/16 Budget	FY 2016/17 Budget
Operating Budget	\$444,698,112	\$442,468,544
Percent Change		(0.5%)
Capital Improvements Budget	\$162,829,772	\$143,575,745
Percent Change		(11.8%)
Total Financial Program	\$607,527,884	\$586,044,289
Percent Change		(3.5%)

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 2015/16 and FY 2016/17.

Total Financial Program



OPERATING BUDGET

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

Operating Budget Summary			
	FY 2015/16 Budget	FY 2016/17 Budget	Percent Change
General Fund	\$187,647,884	\$197,777,306	5.4%
Special Revenue Funds			
Transportation	10,141,956	10,648,475	5.0%
Transit	55,937,932	54,867,955	(1.9%)
Performing Arts	9,075,472	7,444,010	(18.0%)
CDBG/Section 8 Housing	15,936,882	14,891,888	(6.6%)
Other Gov't Grants/Donations	22,656,618	22,428,529	(1.0%)
Debt Service Fund	29,057,155	27,455,151	(5.5%)
Enterprise Funds			
Water/Wastewater	91,198,186	84,539,493	(7.3%)
Solid Waste	18,238,867	17,782,589	(2.5%)
Golf	2,807,160	2,633,148	(6.2%)
Internal Service Fund			
Risk Management	2,000,000	2,000,000	0.0%
Total Operating Budget	\$444,698,112	\$442,468,544	(0.5%)

Operating Budget Highlights

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

- Employee total compensation growth consistent with the Long-Range Forecast and City Council direction
- Budget supplemental funding of \$5.4 million (\$2.3 million of that amount is one-time) to accommodate citywide departmental needs and operating impacts from the Capital Improvements Program
- Vehicle and equipment replacements approximating \$8.9 million
- Carry forward/reappropriation of funding for encumbered expenditures of \$4.4 million
- Restoration of the 1% Municipal Arts Fund amounting to \$275,000
- Funding for 27 permanent and 15.95 temporary full-time equivalent positions (refer to table on page 3)



Full-Time Equivalent Positions		
General Fund		
	<u>Perm</u>	<u>Temp</u>
Sustainability Manager	1.00	0.00
Planning & Research Analyst	1.00	0.00
Code Inspectors	2.00	3.43
Plan Review	0.00	2.00
Administrative Assistant	0.75	0.00
Kid Zone Staffing	3.00	3.56
50+ Programming Wages	0.00	0.10
Westside Multi-gen Wages	0.00	0.53
Library Assistant	0.00	1.30
Social Services Coordinator	1.00	0.00
Forensic Services Technician	1.00	0.00
School Resource Officer	0.50	0.00
Special Victims Unit (SVU) Detectives	0.00	2.00
Fleet Equipment Mechanic	1.00	0.00
Facility Electrician	1.00	0.00
Executive Assistant	0.25	0.00
Custodian	1.00	0.00
Groundskeeper	1.00	0.00
	Subtotal	14.50 12.92
Court Grants		
Court Services Supervisor	1.00	0.00
	Subtotal	1.00 0.00
Police Grants		
School Resource Patrol Officers	1.50	0.00
	Subtotal	1.50 0.00
Arts Fund		
Administrative Assistant	1.00	0.00
Arts Administrator	1.00	0.00
Food & Beverage Coordinator	1.00	0.00
Performing Artists Series	0.00	2.03
	Subtotal	3.00 2.03
Highway User Revenue Fund (HURF)		
Traffic Technicians	2.00	1.00
	Subtotal	2.00 1.00
Solid Waste Fund		
Solid Waste Services Representative	1.00	0.00
Sr. Solid Waste Equip Operator	1.00	0.00
Custodian	(1.00)	0.00
Groundskeeper	(1.00)	0.00
	Subtotal	0.00 0.00
Water Fund		
Chemist II	1.0	0.00
Utility Service Technician	3.0	0.00
Programmer Analyst	1.0	0.00
	Subtotal	5.0 0.00
	Total	27.0 15.95

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 14.5 permanent full-time equivalent positions and 12.9 temporary full-time equivalent positions. Of the \$3.3 million in supplemental funding provided to the General Fund, \$976,000 was allocated to the Tempe Fire Medical Rescue (TFMR) Department for the second and final phase of upgrading all existing TFMR response apparatus to advance life support capability and personal protective equipment. The Community Development Department received \$772,000 in funding for code compliance and plan review, inspection and engineering support services. The Police Department was granted approximately \$420,000 for the sworn overhire program, school resource officers, and a forensic services technician. Vehicle and equipment replacements neared \$3.8 million.

After application of the changes including budgetary supplemental funding and replacements, the General Fund's Unassigned Fund Balance is projected to approximate 35% of revenues as of June 30, 2017.

CAPITAL IMPROVEMENTS BUDGET

The City's five-year Capital Improvements Program covering FY 2016/17 through FY 2020/21 totals \$474.1 million. The first year of the five-year CIP, which is formally adopted by the City Council, totals \$143.6 million for FY 2016/17.

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 \$67.3 million while new capital budget appropriations added \$76.3 million, summing to the total \$143.6 million earmarked for FY 16/17.

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. 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.

Capital Improvements Budget Highlights

The Capital Budget for FY 2016/17 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:

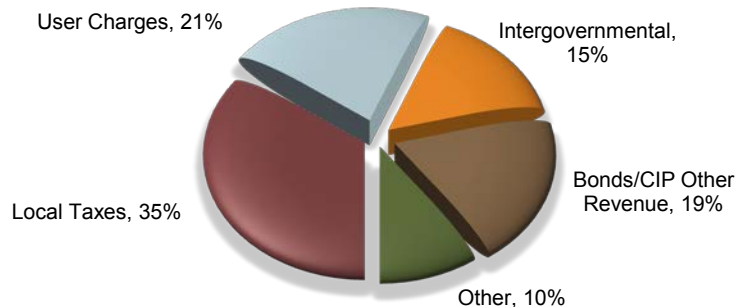
- Continued funding for improvements to City parks, including \$1.0 million for Park Recreational Value Enhancements (\$12.0 million)
- Continued upgrades, repairs or replacement of existing water system infrastructure (\$11.9 million)
- Continued funding for arterial, collector, and residential street asset preservation (\$5.9 million)
- Continued design and construction of the Highline Canal Path (\$5.3 million)
- Continued improvements to the McClintock pool (\$2.7 million)
- Replacement of Fire Medical Rescue Apparatus (\$2.1 million)
- Continued upgrades for the City Regional Radio System Maintenance and Replacement (\$1.6 million)

FY 2015/16 and FY 2016/17 Capital Budgets Comparison		
Capital Program	FY 2015/16 Budget	FY 2016/17 Budget
Enterprise		
Water	\$37,220,622	\$45,885,156
Wastewater	11,240,338	13,974,747
Golf	2,356,023	3,365,914
Special Purpose		
Transit	31,312,428	23,552,883
General Purpose		
Police	1,484,682	1,570,121
Fire Medical Rescue	2,873,707	4,789,013
Storm Drains	944,392	880,399
Park Improvements	50,088,500	18,738,242
General Governmental	14,310,953	15,357,008
Transportation		
Transportation and R.O.W.	8,374,765	12,022,693
Traffic Signals/Street Lighting	2,623,362	3,439,569
Total	\$162,829,772	\$143,575,745

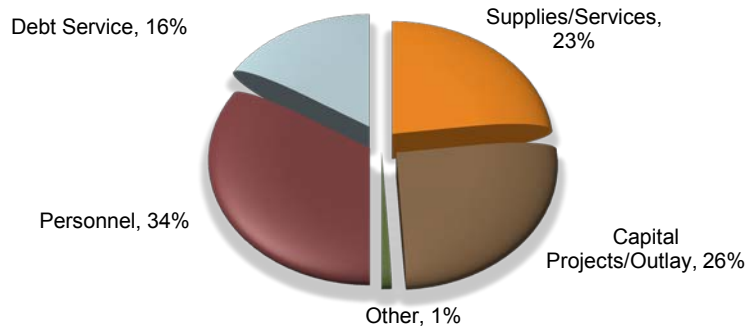
REVENUE/EXPENSES

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 35% of the FY 2016/17 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.

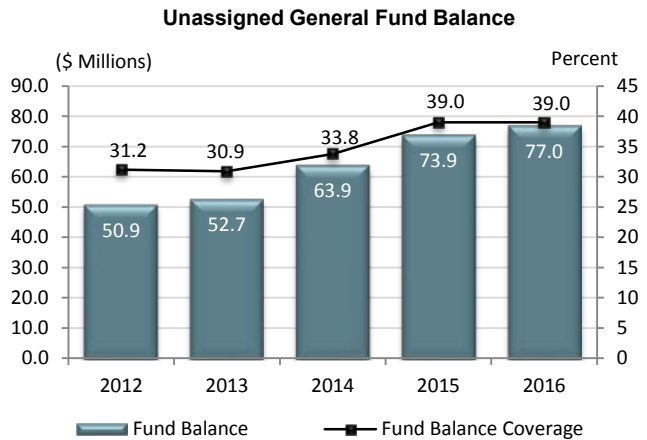
Comprehensive Financial Plan

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 \$68.4 million as of June 30, 2017, assuming departmental spending patterns follow the budget closely. Shown in the graph to the right, the increasing trend from 2013 to 2015 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 \$71.0 million, while the remaining Enterprise funds (Golf and Solid Waste programs) will have a combined fund balance of approximately (\$1.1) million as of June 30, 2017. Utility rates are reviewed annually. As a result, solid waste rates were increased in January of 2016 as these rates had not been increased since 2009.



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 budget are contingencies for unanticipated emergencies – \$1.5 million in the General Fund, \$1.0 million in the Water/Wastewater Fund and \$0.5 in the Solid Waste Fund.

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 179.

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

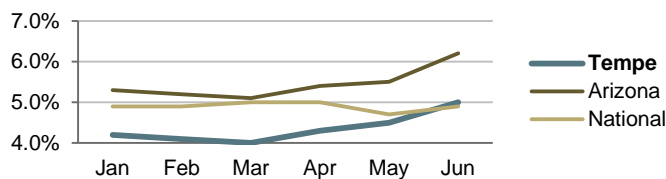
Development Activity

The City of Tempe welcomes all businesses. We strive to lead the region for innovation, entrepreneurship, sustainability and economic growth fueled by the diversity of the community and to enhance the competitive position by attracting, retaining and growing high quality jobs and investments. Tempe creates an environment where the most innovative companies and talent choose to locate. Tempe's Economic Development team focuses on various industries, including bioscience and promoting local companies such as Medtronic, Bard Peripheral Vascular, Stryker and Sonora Quest Labs. Tempe City Council recently approved a site immediately west of the Tempe Center for the Arts to develop an International Biomedical and Technology Campus. This development will strengthen Tempe's competitive position for biomedical and technology sectors providing high quality jobs to the community.

Business leaders in Tempe think local and act global. The Advanced Business Services for software/information technology, financial services and insurance companies are a fabric of Tempe's economy. This sector occupies approximately 19M square feet of office space. Companies like State Farm, Wells Fargo, LifeLock, First Solar, Go Daddy and Amazon are represented in Tempe.

Advanced Manufacturing is the backbone of Tempe's economy. Tempe has the second most Industrial space in the Metro Area. Companies such as L-3, Advanced Circuit, Iridium, Versum Analytical Instruments, Sensory Technology Aerospace and Defense IT Manufacturing and Semiconductor all participate in an industry that thrives in Tempe. We assist new locates and provide outreach and assistance to promote the health and growth of our existing businesses. Galtronics, a commercial antenna manufacturer, is expanding to a larger facility in Tempe, adding new engineering jobs and investing in the build-out of their new space. Many quality Tempe companies are expanding, by either adding new staff, additional space, or new equipment. Some of those include Metromile, QuickSpark Financial, WageWorks, and Zenefits. US Food added 100 new positions at their new Tempe facility over the last year.

2016 Midyear Unemployment Trend



2016	Tempe	Arizona	National
Jan	4.2%	5.3%	4.9%
Feb	4.1%	5.2%	4.9%
Mar	4.0%	5.1%	5.0%
Apr	4.3%	5.4%	5.0%
May	4.5%	5.5%	4.7%
Jun	5.0%	6.2%	4.9%

Tempe's Economic growth is demonstrated by new development in and around the downtown and lake front employment core. This area has the lowest Class A vacancy rate in the region at 3.0% and demands the highest rents at \$38.49 per square foot. These indicators validate the demand for the development of additional Class A office space for businesses to thrive in Tempe.


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 2016/17 budget was developed. The City Council is scheduled to review, and update their priorities and committee structure during the next 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:

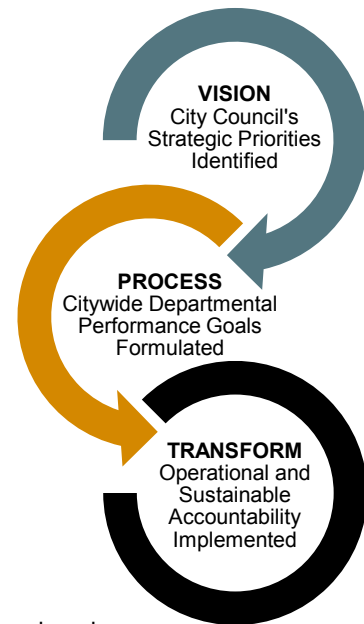
-  Ensure safe and secure community

-  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 priorities.

The City Council has reinforced their commitment to strategic planning with the creation of an Office of Strategic Management and Diversity. The office is responsible for the advancement of a high-performing, customer oriented City organization that can achieve strategic priorities and increase the organization’s overall effectiveness to make a positive and lasting impact.

Council Budget Policy Direction

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

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

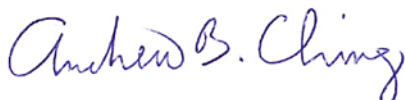
CONCLUSION

Though the changing economy will always continue to provide financial challenges, 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,

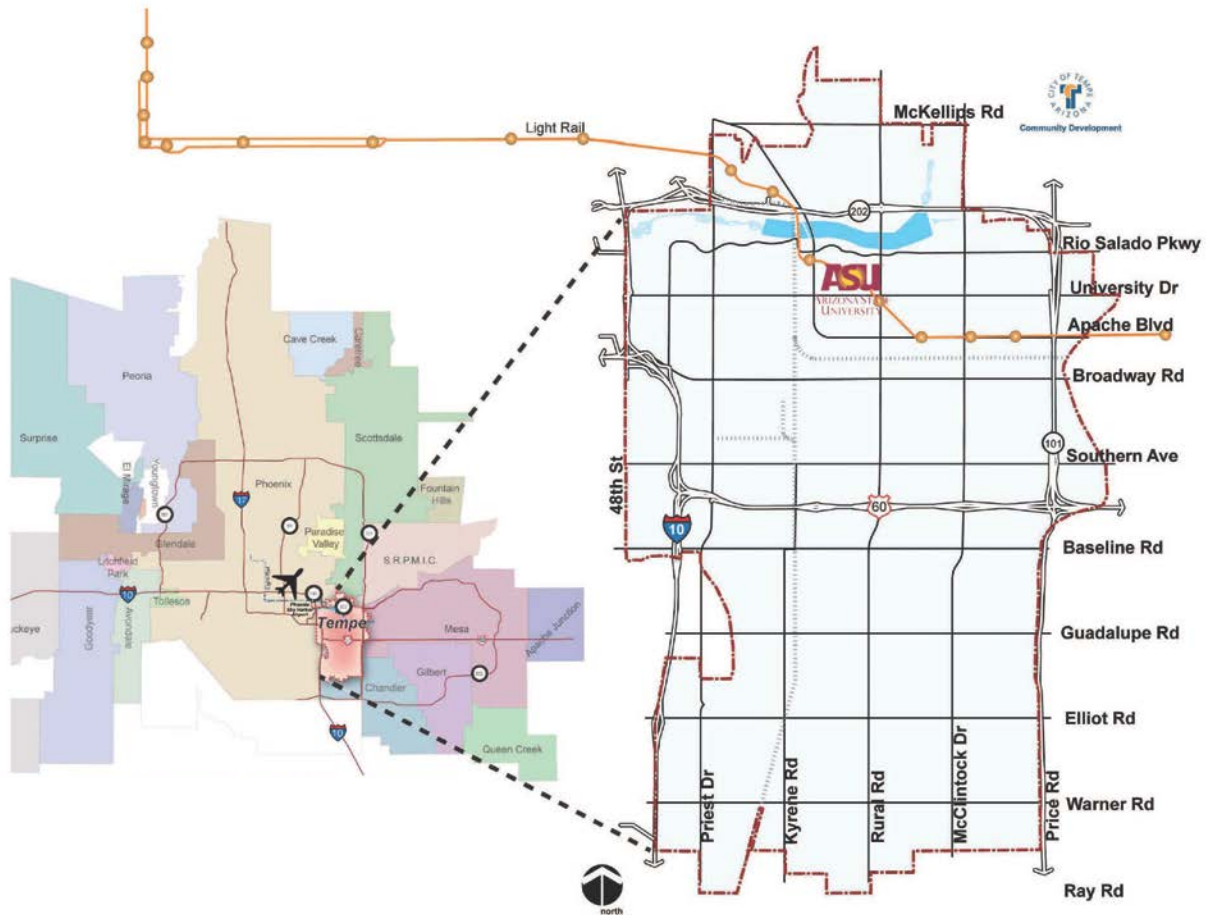


Andrew B. Ching
City Manager

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	✖	✖	✖	✖	✖
Office of Strategic Management and Diversity		✖	✖	✖	

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 over 63,000 Rounds of Play and Rolling Hills with over 48,000 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 light rail, line starts in Phoenix, goes through Tempe and ends in Mesa, 9 light rail stations within Tempe, rail connects to regional bus service, neighborhood circulators or campus circulators, 3 park and ride lots, and one transportation center

Bus

15 bus routes covering every arterial, 5 neighborhood circulators, 1 ASU campus circulators, 3 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 Airport – private planes, 25 minute drive; Chandler Municipal Airport – private planes, 25 minute drive; Phoenix-Mesa Gateway Airport – passenger flights, private plane, 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 2016-17, Tempe will design multi-use paths along the Highline Canal and adjacent to the north/south Union Pacific Railroad and the Western Canal connection to the Highline Canal, a bicycle and pedestrian underpass at McClintock and the Rio Salado/Town Lake and a streetscape project along Fifth Street between Farmer and College; construct a bicycle and pedestrian underpass at Priest and the Rio Salado/Town Lake, a streetscape project on 8th Street between Rural and McClintock to include lighting, landscaping and public art; and launch a Bike Share Program.

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 (51,984 students Fall Semester 2015). There are approximately 91,300 students (all campuses and online) and 14,071 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 2.4 million people spend time at the lake every year
- The economic impact of Tempe Town Lake since its creation is about \$1.5 billion
- More than 40 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 40,000 people work in the many businesses surrounding Town Lake

Demographics of Tempe

Population 175,826 (2016 Estimate)

With Bachelor's Degree or higher 41.9%

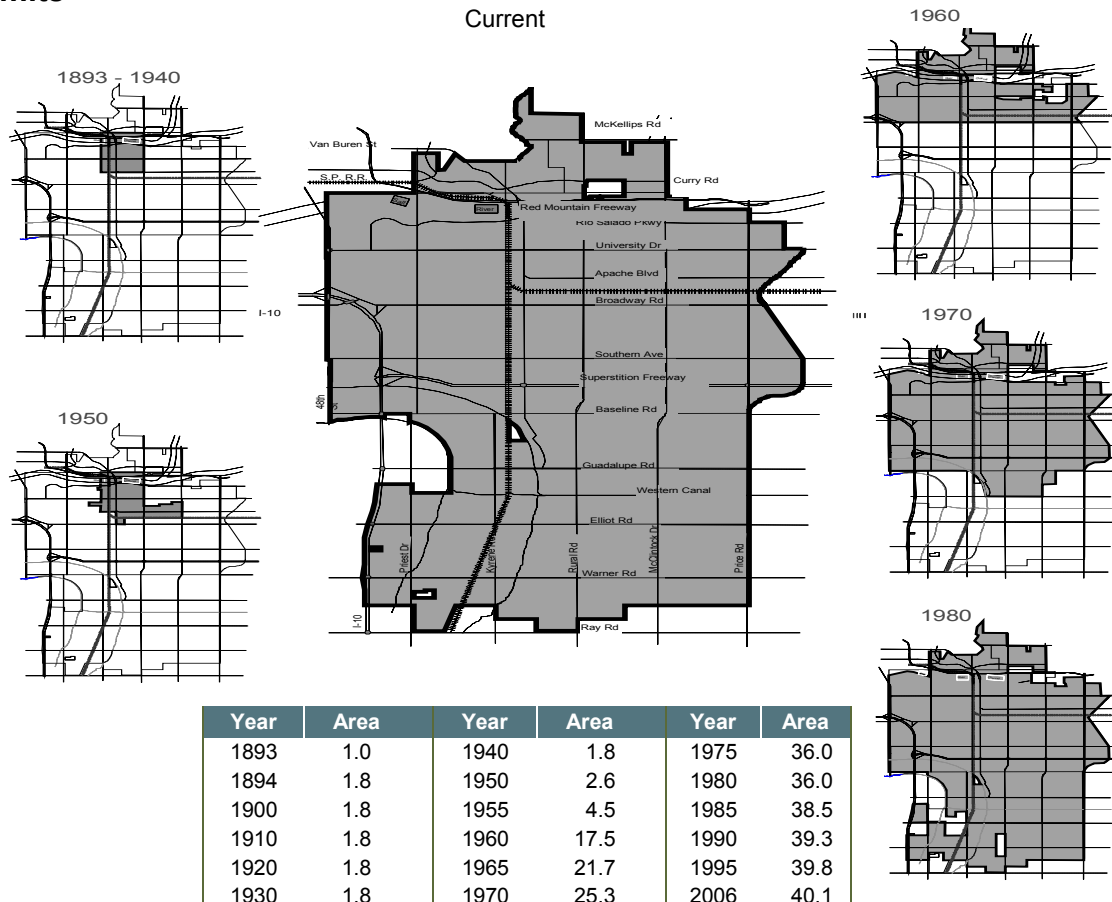
Median Age 28.1

Median Household Income \$48,183

Median Value of Owner-Occupied

Home \$244,733

City Limits



Demographics

Population (Census)

2015	Interim Census	175,826
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

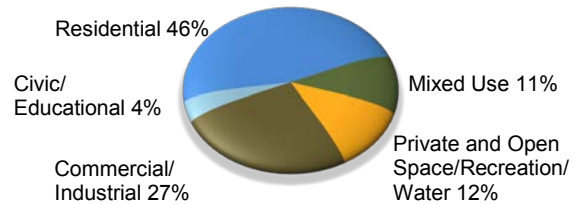
Population by Race

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)
2015	1,250	607,804
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

Land Use (2010) (%)



General/Special Election (2016)

Registered voters:	75,399
Ballots Cast:	19,197
Voter Turnout:	25.46%

School Registration

Tempe Elementary District	11,830
Tempe Union High School District	13,866
ASU (Fall 2015) Tempe Campus	51,984

Bond Ratings

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





Employment Trends

	Employment	Unemployment Rate
2015	95,449	4.8%
2014	92,297	5.5%
2013	89,576	6.2%
2012	88,687	6.7%
2011	87,665	7.9%

Major Employers

Employees

Arizona State University	8,818
Wells Fargo	3,553
State Farm Insurance	3,082
U.S. Airways	2,537
Salt River Project	2,236
ABM Industries	2,000
JP Morgan Chase Bank National Assoc.	1,958
Honeywell	1,658
Tempe Elementary School District 3	1,619
City of Tempe	1,520

City Sales Tax

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

Property Tax Rate

Primary	.09399
Secondary	1.5921
Total	\$2.5320

Largest Property Taxpayers % of Net Secondary Assessed Valuation

Arizona Mills Mall LLC	1.65%
Arizona Public Service Company	1.60%
Verizon Wireless	1.58%
Qwest Corporation	0.71%
KBSII Fountainhead LLC	0.69%
Honeywell International Inc.	0.55%
Tempe Campus SPV LLC	0.50%
JDM II Tempe OC LLC	0.49%
JP Morgan Chase Bank NA	0.43%
Pky W Rio Salado LLC/AWHQ LLC	0.42%

Police

Sworn Personnel	347
Non-Sworn Personnel	150
Total	491
911 calls answered in less than 10 seconds	90%
Crime Index	8,429
Part I Crime Per 1,000 Capita	49.0

Fire Medical Rescue

Sworn Personnel	155
Non-Sworn Personnel	28
Total	183

Fire Stations	6
Average Emergency Response Time (CY 2015) (minutes)	5:00
Response to Emergency (Basic and Advanced Life Support) Medical Incidents (CY 2015)	20,021
Total Number of Dispatched Calls (CY 2015)	23,928

Solid Waste

Residential Accounts Serviced	33,001
Commercial Accounts Serviced	1,709
Solid Waste Refuse Collected (tons)	118,900
Solid Waste Recycled Collected (tons)	16,025

Water/Wastewater

Active Accounts Serviced:	
Water	42,492
Wastewater	40,008
Water Treated (billions of gallons)	15.3
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 (2015 Decade Census)		Operating Budget (FY 2016/17)		\$ Millions
Phoenix	1,563,025	Phoenix		4,617.6
Mesa	471,825	Mesa		1,358.1
Chandler	260,828	Scottsdale		704.0
Glendale	240,126	Glendale		616.4
Scottsdale	236,839	Chandler		537.7
Gilbert	247,542	Gilbert		600.7
Tempe	175,826	Tempe		442.5
Peoria	171,237	Peoria		457.3

Property Tax Rate (as of July 1, 2016)	(per \$100 assessed Value)	Incorporated City Limits	Sq. Miles
Tempe	\$2.53	Phoenix	515.0
Glendale	2.15	Scottsdale	185.0
Phoenix	2.17	Peoria	170.5
Peoria	1.44	Mesa	139.3
Scottsdale	1.13	Gilbert	72.1
Mesa	1.16	Chandler	63.3
Chandler	1.16	Glendale	58.5
Gilbert	1.15	Tempe	40.1

Sales (Privilege)Tax Rate (as of July 1, 2016)	
Glendale	2.90%
Phoenix	2.30%
Tempe	1.80%
Peoria	1.80%
Mesa	1.75%
Scottsdale	1.65%
Chandler	1.50%
Gilbert	1.50%





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Budget Policies

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

Operating Budget Policies

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

- **Status:** *FY 2016/17 estimated General Fund operating revenue (\$194.6 million) to expenditures (\$197.8 million) Ratio .98:1*

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 10%*

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 2016/17 with debt amortization terms ranging from 10 to 20 years: \$24.7 million for police, fire, park improvement, and general governmental projects; \$56.7 million for water and wastewater projects and \$7.9 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 2016/17 Annual CIP budget of \$143.6 million adopted representing the first year of a 5-year, \$474.1 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 2016/17 net new operating budget impacts of new capital projects is estimated at \$897,585. The estimated net operating budget impacts of new capital projects between FYs 2017/18 and 2020/21 is a maximum of \$1,198,503.*

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 improvements to City parks, upgrades, repairs, or replacement of the City's aging water infrastructure system, arterial, collector and residential street asset preservation, and continued design and construction of the Highline Canal Path*



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 2016/17
Water / Wastewater Bonds	\$56.7
General Obligation Bonds	32.6
Other Revenue	14.9
Capital Projects Fund Balances	21.9
Pay-As-You-Go Financing	17.4
Total Sources of Funds	\$143.5

Financial Reserve Policies

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

• Status:

Unassigned Fund Balance FYE 15	Revenue FY 2014/15	Unassigned Fund Balance Coverage
\$73.9 M	\$190.0 M	38.9%

Estimated Unassigned Fund Balance FYE 16	Revenue FY 2015/16	Unassigned Fund Balance Coverage
\$77.0 M	\$198.6 M	38.8%

Estimated Unassigned Fund Balance FYE 17	Revenue FY 2016/17	Unassigned Fund Balance Coverage
\$68.4 M	\$194.6 M	35.2%



The City will maintain unrestricted fund balance 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 Fund Balance FYE 15	Revenue FY 2014/15	Unrestricted Fund Balance Coverage	Days Coverage
Water/Wastewater	\$67.3 M	\$76.6 M	88%	321
Solid Waste	\$2.3 M	\$14.3 M	16%	59
Golf	(\$0.4) M	\$2.9 M	0%	0

	Estimated Unrestricted Fund Balance FYE 16	Revenue FY 2015/16	Unrestricted Fund Balance Coverage	Days Coverage
Water/Wastewater	\$70.0 M	\$80.3 M	87%	318
Solid Waste	\$1.3 M	\$15.6 M	83%	30
Golf	(\$0.5) M	\$2.7 M	0%	0

	Estimated Unrestricted Fund Balance FYE 17	Revenue FY 2016/17	Unrestricted Fund Balance Coverage	Days Coverage
Water/Wastewater	\$71.0 M	\$82.4 M	86%	315
Solid Waste	(\$0.5) M	\$15.9 M	0%	0
Golf	(\$0.6) M	\$2.7 M	0%	0

Rate increases in the Water/Wastewater Fund assume the continuation of planned rate increases approved as part of a long-term strategy to gradually spend down the fund balance to the new policy level.

The Solid Waste Fund increased rates to ensure full recovery of operating costs and maintenance of the unreserved fund balance. The Solid Waste Fund has undergone a thorough review of its operations, and efficiency measures were gained. A rate modification plan was implemented and solid waste rates were increased, raising the median charge by 15.1% -- the first increase since November of 2009.

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 2016/17 \$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 2016/17 levy (1.8%)*

Financial Stability

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

- **Expenditure Control** will be directed at slowing growth by means of analyzing and limiting total compensation growth, citywide line item reviews, modified base budget approach, and program sunseting.
- Prepared the semi-annual **Long-Range Financial Forecast** for all operating 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 Management 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 2016/17 fiscal year. Beginning balances approximate \$281 million and the ending fund balances are estimated at \$241 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 exceed our current policy range of 20% to 30% of General Fund revenue. For FY 2016/17, 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 since a significant amount of the fund's debt obligations were 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 Accelerated repayment of outstanding debt will result in reducing the fund balance to 10%, 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 increase took effect in January of 2016. 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 fund balance 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 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 increasing 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	Revenue	Total Financial Resources		Adjusted Financial Resources	Interfund Transfer		Estimated Fund Balance
	06/30/2016		Expenditures	Resources		In	(Out)	
General (Unassigned)	\$77,000,000	\$194,619,841	\$271,619,841	\$197,777,306	\$73,842,535	\$140,850	\$(5,565,942)	\$68,417,443
Special Revenue:								
HURF/LTAF	8,691,223	11,176,602	19,867,825	10,648,475	9,219,350	1,300,000	(2,323,941)	8,195,409
CDBG/Section 8	(1,386,729)	14,650,888	13,264,159	14,891,888	(1,627,729)	190,000		(1,437,729)
Performing Arts	(509,087)	9,105,457	8,596,370	7,444,010	1,152,360		(1,058,014)	94,346
Transit	37,196,636	60,513,753	97,710,389	54,867,955	42,842,434		(4,780,630)	38,061,804
Governmental Grants	131,013	18,156,247	18,287,260	18,484,171	(196,911)			(196,911)
Restricted, Donations & Court	4,458,505	4,055,178	8,513,683	3,935,078	4,578,605		(120,000)	4,458,605
Peterson House	828	9,280	10,108	9,280	828			828
Debt Service	19,231,567	29,814,018	49,045,585	25,245,501	23,800,084	6,912,506	(11,418,100)	19,294,490
Special Assessment	112,998	2,209,650	2,322,648	2,209,650	112,998			112,998
Enterprise:								
Golf	(504,996)	2,662,026	2,157,030	2,633,148	(476,118)	74,000	(182,450)	(584,568)
Solid Waste	1,254,778	15,872,148	17,126,926	17,782,589	(655,663)	200,000	(19,171)	(474,834)
Water Utilities	61,009,567	82,412,650	143,422,217	84,539,493	58,882,724	6,344,921	(10,174,309)	55,053,336
Internal Service (Risk)	2,000,000		2,000,000	2,000,000				
TOTAL OPERATING	\$208,686,303	\$445,257,738	\$653,944,041	\$442,468,544	\$211,475,497	\$15,162,277	\$(35,642,557)	\$190,995,217
Capital Improvements	72,565,555	103,665,644	176,231,199	143,575,745	32,655,454	17,434,430		50,089,884
SUBTOTAL INTERNAL FUNDS	\$281,251,858	\$548,923,382	\$830,175,240	\$586,044,289	\$244,130,951	\$32,596,707	\$(35,642,557)	\$241,085,101
Blended Component Unit:								
Community Facilities District						3,045,950		
GRAND TOTAL	\$281,251,858	\$548,923,382	\$830,175,240	\$586,044,289	\$244,130,951	\$35,642,657	\$(35,642,557)	\$241,085,101



Departments by Funding Source

Department	Fund												
	General	Water/ Wastewater	Solid Waste	Golf	Performing Arts	HURF	Transit	Governmental Restricted Revenue and Donations	Governmental Grants	Court Enhancement	Police-RICO and Grants	CDBG/ Section 8	Housing Trust
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	✓	✓	✓	✓	✓	✓	✓	✓	✓				
Strategic Management and Development Office	✓								✓				



Financial Program Summary

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

FY 2016/17

	General Governmental	Special Revenue	Enterprise	Internal Service	Capital Budget	Blended Component Unit	Total Financial Program
Revenues							
Local Taxes, Licenses & Permits	149,411,965						149,411,965
Intergovernmental	46,113,348						46,113,348
Charges for Service	11,858,984						11,858,984
Fines and Forfeitures	8,404,268						8,404,268
Other	10,854,944						10,854,944
Transit		60,513,753					60,513,753
Highway User Revenue		11,176,602					11,176,602
CDBG / Section 8 Housing		14,650,888					14,650,888
Performing Arts		9,105,457					9,105,457
Water / Wastewater			82,412,650				82,412,650
Solid Waste			15,872,148				15,872,148
Golf			2,662,026				2,662,026
Governmental Grants		12,122,895					12,122,895
Restricted Revenue		2,533,428					2,533,428
Police - RICO and Grants		6,033,352					6,033,352
Court Enhancement		1,521,750					1,521,750
Petersen House		9,280					9,280
Water / Wastewater Bonds					56,742,145		56,742,145
Tax Supported G.O Bonds					32,603,995		32,603,995
Outside Revenue					14,892,504		14,892,504
Total Revenues	\$226,643,509	\$117,667,405	\$100,946,824	\$0	\$104,238,644	\$0	\$549,496,382
Transfers In	7,053,356	1,490,000	6,618,921		17,434,430	3,045,950	35,642,657
Transfers Out	(16,984,042)	(8,282,685)	(10,375,930)				-35,642,657
Fund Balance Applied	8,519,634	(593,863)	7,765,415	2,000,000	21,902,671	(3,045,950)	36,547,907
Total Funding Sources	\$225,232,457	\$110,280,857	\$104,955,230	\$2,000,000	\$143,575,745	\$0	\$586,044,289
Expenditures							
	114,221,728				6,359,134		120,580,862
Public Safety	49,722,466				16,237,407		65,959,873
General Governmental Services	19,515,248				18,738,242		38,253,490
Community Services	27,455,151						27,455,151
Debt Service	14,317,864						14,317,864
Development Services		54,867,955			23,552,883		78,420,838
Transit		10,648,475			15,462,262		26,110,737
Highway User / Transportation		7,444,010					7,444,010
Performing Arts		10,694,710					10,694,710
Section 8 Housing		4,197,178					4,197,178
CDBG		12,122,895					12,122,895
Governmental Grants/Donations		2,533,428					2,533,428
Police - RICO and Grants		6,361,276					6,361,276
Court Enhancement		1,401,650					1,401,650
Petersen House Endowment		9,280					9,280
Water / Wastewater			84,539,493		59,859,903		144,399,396
Solid Waste			17,782,589				17,782,589
Golf			2,633,148		3,365,914		5,999,062
Internal Service				2,000,000			2,000,000
Total Expenditures	\$225,232,457	\$110,280,857	\$104,955,230	\$2,000,000	\$143,575,745	\$0	\$586,044,289



Financial Program Summary for Revenues/Resources and Expenditures/Expenses

Total budgeted revenue in the FY 2016/17 Financial Program is approximately 586 million, reflecting an overall increase of budgeted revenue compared to the FY 2015/16 revised revenue budget. Except for the Debt Service Fund, revenue receipts for all funds are anticipated to grow in FY 2016/17.

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

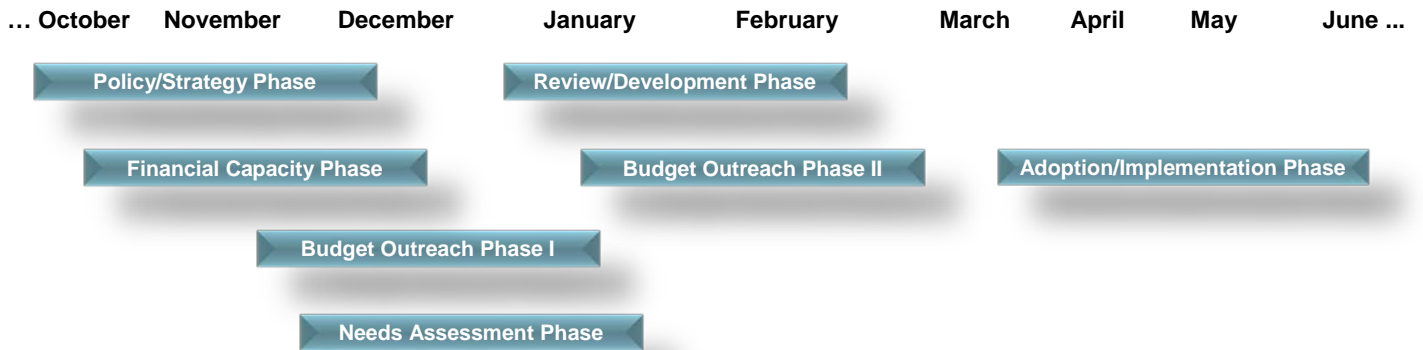
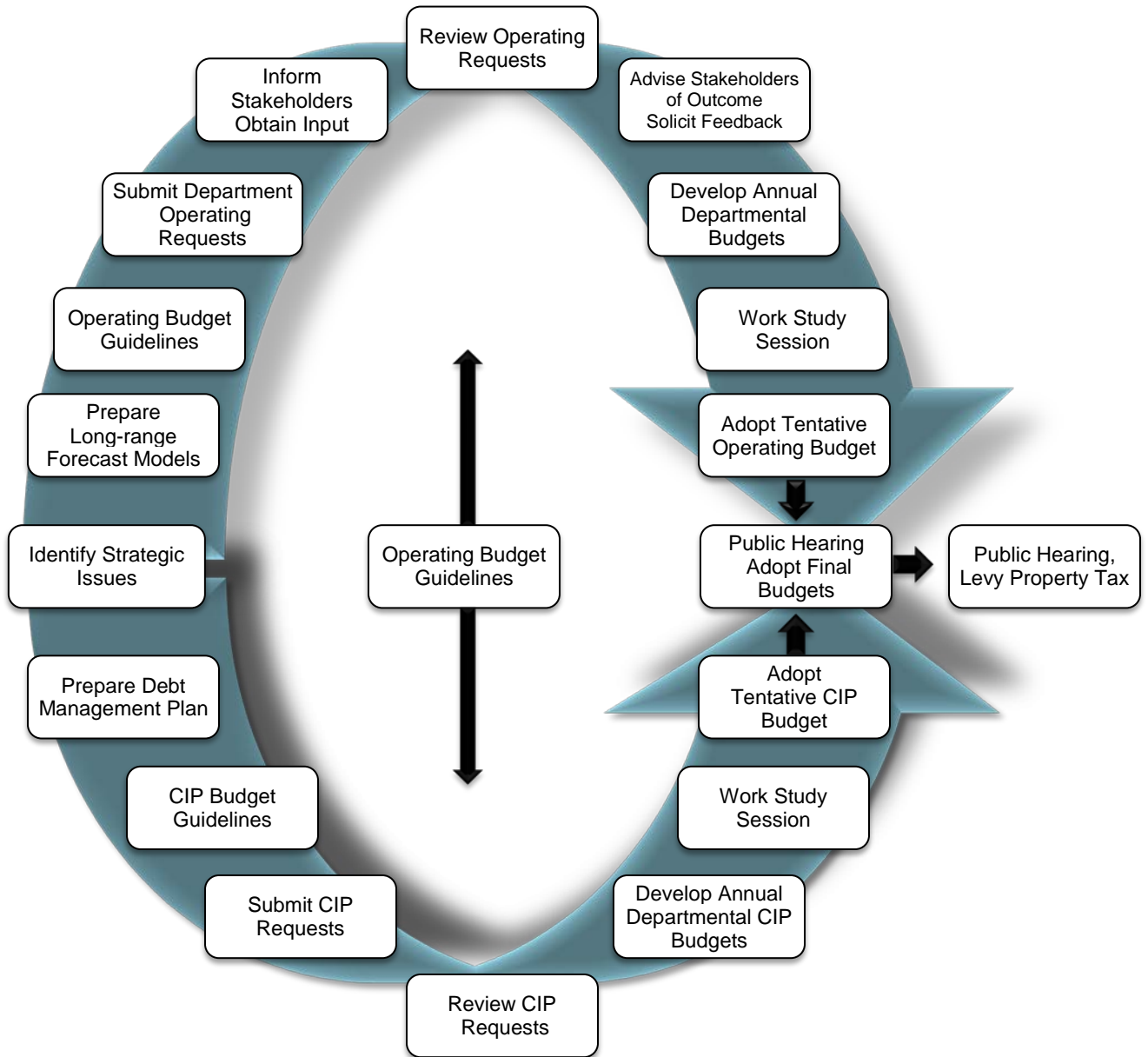
Budgeted expenditures for FY 2016/17 total \$586.0 million, representing a \$21.5 million decrease from total budgeted expenditures in FY 2015/16. In large part, total budgeted decreased expenditures are due to a sizable reduction in the Capital Improvements Program. This decrease is due to the completion of the Tempe Town Lake downstream dam construction.

Revenues/Resources	FY 2014/15 Actual	FY 2015/16 Budget	% Change	FY 2015/16 Revised	% Change	FY 2016/17 Budget	% Change
General Fund	\$189,886,666	\$185,694,474	(2.2%)	\$198,999,572	7.2%	\$194,619,814	(2.2%)
Special Revenue Funds	99,086,174	114,553,569	15.6%	107,769,222	(5.9%)	117,667,405	9.2%
Enterprise Funds	87,739,939	98,244,395	12.0%	98,529,887	0.3%	100,946,824	2.5%
Debt Service Fund	37,880,126	28,972,246	(23.5%)	28,972,246	0.0%	32,023,668	10.5%
Capital Projects Fund	63,954,859	126,117,084	97.2%	42,550,099	(66.3%)	104,238,644	145.0%
Total	\$478,547,764	\$553,581,768	15.7%	\$476,821,026	(13.9%)	\$549,496,382	15.2%

Expenditures/Uses	FY 2014/15 Actual	FY 2015/16 Budget	% Change	FY 2015/16 Revised	% Change	FY 2016/17 Budget	% Change
General Fund	\$176,647,666	\$187,647,884	6.2%	\$181,857,769	(3.1%)	\$197,777,306	8.8%
Special Revenue Funds	86,061,822	113,748,860	32.2%	98,142,530	(13.1%)	110,280,857	12.4%
Enterprise Funds	88,787,358	112,244,213	26.4%	105,263,828	(6.2%)	104,955,230	(0.3%)
Debt Service Fund	45,587,204	29,057,155	(36.3%)	29,057,155	0.0%	27,455,151	(5.5%)
Capital Projects Fund	66,619,932	162,829,772	144.4%	68,498,036	(57.9%)	143,575,745	109.6%
Internal Service Fund	7,825	2,000,000	254.6%	0	(100.0%)	2,000,000	0.0%
Total	\$463,711,807	\$607,527,884	31.0%	\$482,819,318	(20.5%)	\$586,044,289	21.4%

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 Director 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

The following calendar lists deadlines and events leading up to the adoption of the FY 2016/17 budget. Text in blue indicates CIP related items; black text indicates Operating Budget items.

2015	
November 4	CIP Forum
October 28 - December 4	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 14 - January 15	Departments/Municipal Budget Office Representatives meet to review project submissions
December 17	Municipal Budget Office/Departments Budget kick-off meeting with departments
2016	
January 15	Departments Revenue and Exclusion Account forms completed and submitted via SharePoint
February 1	Departments Base operating budget worksheets and base budget forms, supplemental request forms, and grants, wages/holiday/overtime forms completed and submitted via SharePoint
February 18	Municipal Budget Office Present updated Long-Range Financial Forecast to City Council (Work Study Session) City Manager's Office, Municipal Budget Office and departments present all CIP requests to City Council (Work Study Session)
February 19	Municipal Budget Office Distribute initial prioritization of G.O. bond funded projects to departments for review and revision
February 24	Municipal Budget Office Public Forum at Tempe History Museum Community Room
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 3	City Manager's Office, Budget Office and departments finalize prioritization of G.O. bond funded projects, and total recommended 5-year CIP
March 17	Review recommended 5-year CIP, and obtain Council input on G.O. bond funded project prioritization Per City Charter (<i>Tempe City Charter, Section 5.06, Capital Program</i>), recommended 5-year CIP must be submitted to council <i>no later than three (3) months prior to the close of the fiscal year.</i> (Work Study Session)
March 29	City Council, City Manager's Office, Municipal Budget Office, and departments conduct CIP follow-up discussion (Work Study Session)
April 5, 6	Municipal Budget Office Conduct two Employee Budget Forums
April 21	City Council Budget Review Session (Work Study Session)
May 5	City Council Budget Review Session Follow-up
Week of May 9	Budget Office and City Clerk Per City Charter (<i>Tempe City Charter, Section 5.07a and b</i>), publish summary of capital program in newspaper, and notice stating availability of copies for inspection by public, and the time and place, not less than fourteen (14) days nor more than thirty (30) days after such publication, for public hearing
May 26	City Council Adopt Tentative Operating Budget and Truth in Taxation at Public Hearing during Special Meeting
June 9	City Council Adopt Final CIP Budget (Public Hearing) and Final Operating Budget (Second and Final Hearing); property tax ordinance introduced (First Public Hearing) all during Special Meeting
June 23	City Council Adopt property tax ordinance (Second and Final Hearing) at Public Hearing during Special Meeting



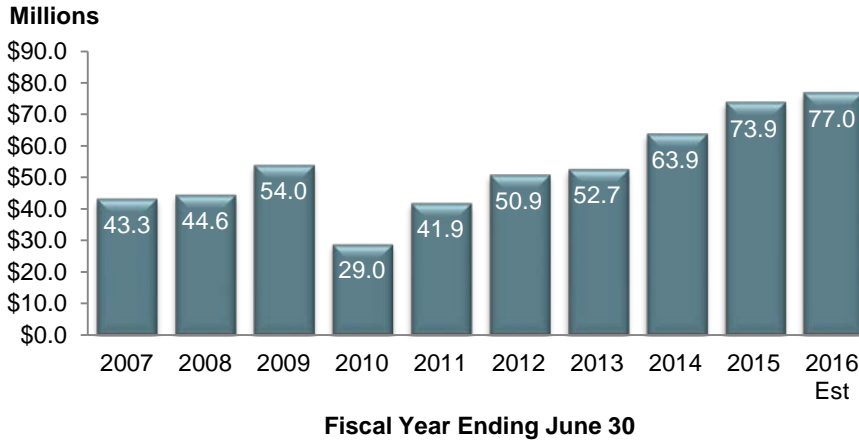
Components of Total Financial Program

FY 2016/17 Total Financial Program \$586,044,289							
Operating Budget \$442,468,544				Capital Budget \$143,575,745			
General Governmental	Special Revenue	Enterprise	Internal Service	General Purpose	Enterprise	Transportation	Special Purpose
\$225,232,457	\$110,280,857	\$104,955,230	\$2,000,000	\$41,334,783	\$63,225,817	\$15,462,262	\$23,552,883
Public Safety \$114,221,728	Transit \$54,867,955	Water/ Wastewater \$84,539,493	Risk \$2,000,000	Park Improvements \$18,738,242	Water \$45,885,156	Streets \$12,022,693	Transit \$23,552,883
Debt Service \$27,455,151	Governmental Grants, Restricted Revenue \$14,656,323	Solid Waste \$17,782,589		General Governmental \$15,357,008	Wastewater \$13,974,747	Signals \$3,439,569	
General Services \$22,267,315	Section 8 Housing \$10,694,710	Golf \$2,633,148		Fire Medical Rescue \$4,789,013	Golf \$3,365,914		
Community Services \$19,515,248	Highway User Revenue \$10,648,475			Police \$1,570,121			
Development Services \$14,317,864	Performing Arts Tax \$7,444,010			Storm Drains \$880,399			
	Police – RICO and Grants \$6,361,276						
	CDBG \$4,197,178						
	Court Enhancement \$1,401,650						
	Peterson House Endowment \$9,280						



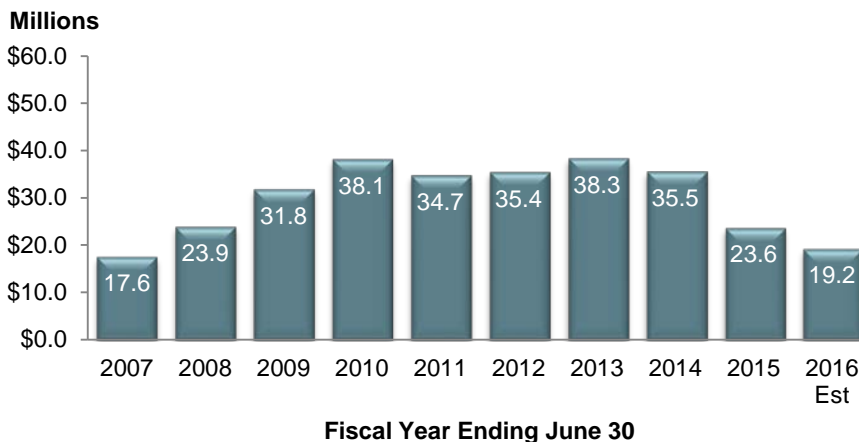
Governmental Funds: Ten-Year Fund Balance Trends

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 \$63.9 was above the 20-30% policy threshold, and is estimated to exceed the policy range through 2016.

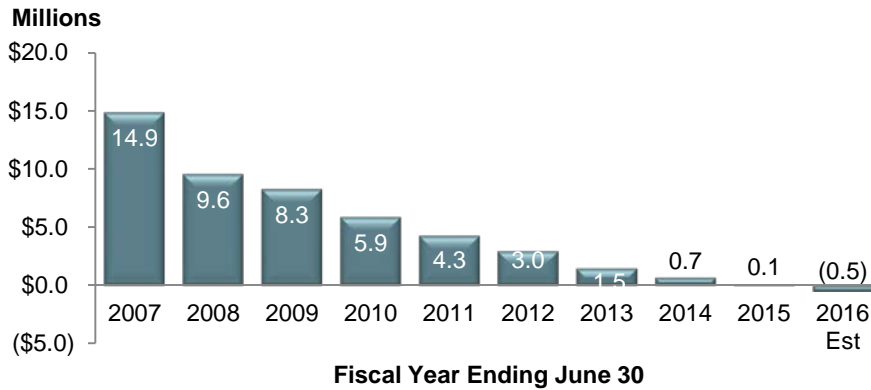
Debt Service Fund Restricted Fund Balance



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

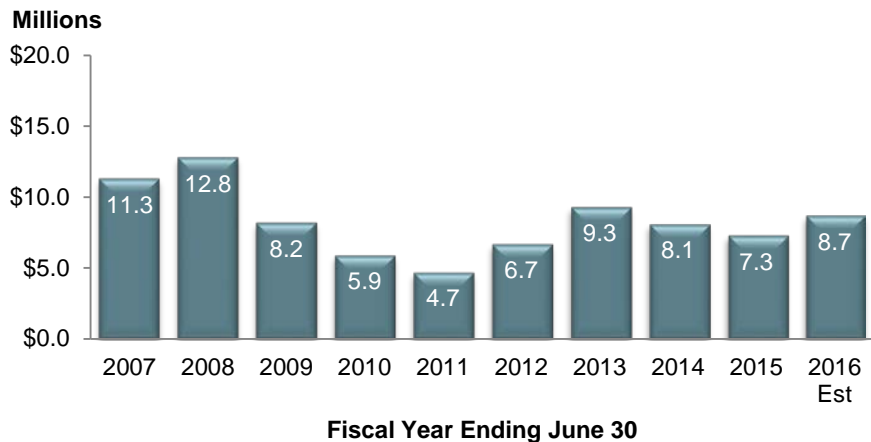
Special Revenue Funds: Ten-Year Fund Balance Trends

Performing Arts Fund Committed Fund Balance



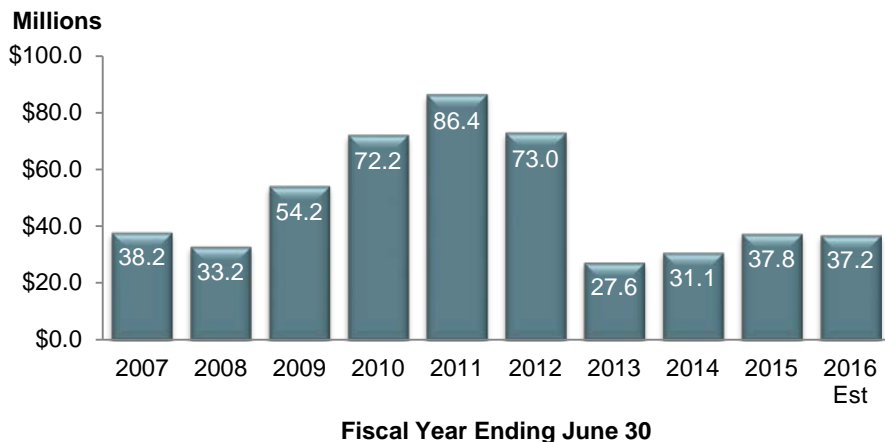
Since the fund's inception in FY 2001/02, the fund balance steadily grew through FY 2005/06. Beginning in FY 2006/07, the fund has been tapped to cover differences between revenues and expenditures. Use of fund balance is expected to continue operations and maintenance until a significant amount of the fund's debt obligations were 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. Going forward, HURF tax collections will provide additional cash-funding for street projects.

Transit Fund Restricted Fund Balance

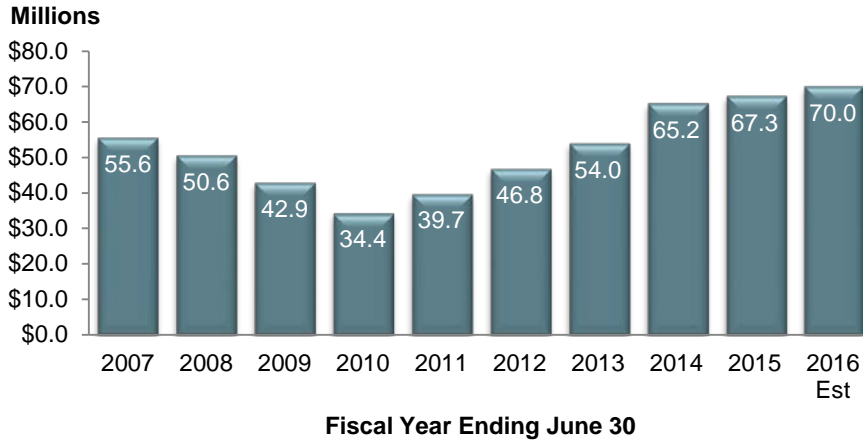


The Transit Fund balance was built in preparation for the construction and operation of the light rail transit system. Near-term drawdowns of fund balance have been partially offset by federal reimbursements for light rail construction costs. The drastic decrease in the FY 2012/13 fund balance reflects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



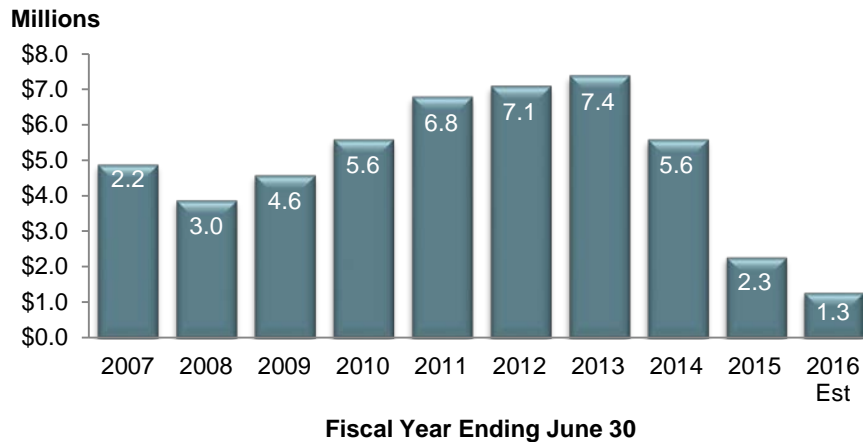
Enterprise Funds: Ten-Year Fund Balance Trends

Water/Wastewater Fund Unrestricted Net Assets



Historically, in FY 2005/06, the City began drawing down net assets to finance capital improvements. The continuation of planned rate increases approved as part of a long-term strategy gradually spends down the fund balance to a new policy level. The targeted balance is an unrestricted fund balance reserve of no less than 25% of current year operating revenue, plus 2% of the gross book value of tangible assets.

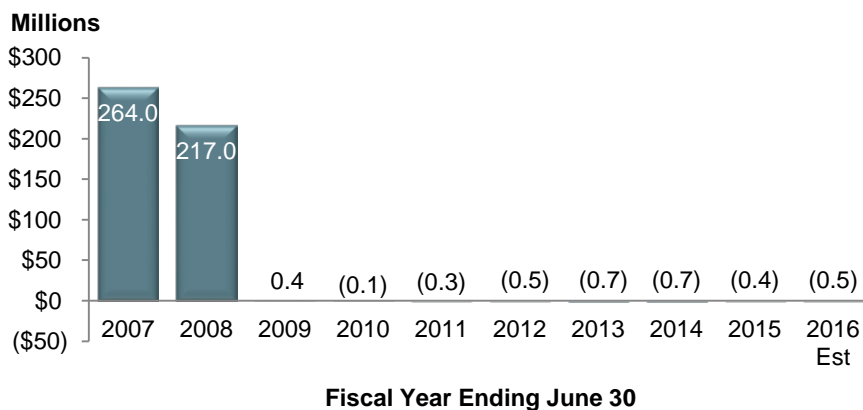
Solid Waste Fund Unrestricted Net Assets



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

More recently, the Solid Waste Fund has undergone a thorough review of its operations, and efficiencies were gained. A rate modification plan was implemented and solid waste rates were increased, raising the median charge by 15.1% -- the first increase since November of 2009.

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 had 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 2014/15	FY 2015/16	FY 2015/16	FY 2016/17
	Actual	Budget	Revised	Budget
Operating Budget	\$397,091,875	\$444,698,112	\$414,321,282	\$442,468,544
Cost Per Capita	\$2,342	\$2,585	\$2,409	\$2,517
% Change (cost per capita)		10.2%	(7.7%)	11.7%
Property Tax-Supported Debt Service	\$41,692,385	\$26,667,922	\$26,667,922	\$25,245,501
Cost Per Capita	\$246	\$155	\$155	\$144
% Change (cost per capita)		(37.0%)	(9.9%)	(21.9%)

Total Operating Revenue by Source

Source	FY 2014/15	FY 2015/16	FY 2015/16	FY 2016/17
	Actual	Budget	Revised	Budget
General Fund	\$189,886,666	\$185,694,474	\$198,999,572	\$194,619,841
Debt Service Fund	37,880,126	28,972,246	28,972,246	32,023,668
Transportation/Transit Funds	71,639,562	69,996,088	69,528,892	71,690,355
CDBG/Section 8 Funds	9,678,705	16,320,587	16,403,101	14,650,888
Governmental Grants/Donations	9,398,885	19,927,901	13,188,749	22,220,705
Performing Arts Fund	8,369,022	8,308,993	8,648,480	9,105,457
Solid Waste Fund	14,329,939	14,224,575	15,616,041	15,872,148
Water/Wastewater Fund	70,606,133	81,110,882	80,256,897	82,412,650
Golf Fund	2,803,867	2,908,938	2,656,949	2,662,026
Total	\$414,592,905	\$427,464,684	\$434,270,927	\$445,257,738

Staffing Summaries Citywide: Full-Time Authorized Positions

Source	FY 2014/15	FY 2015/16	FY 2015/16	FY 2016/17
	Actual	Budget	Revised	Budget
Total Personnel	1,569	1,589	1,589	1,615.75
Employees/1,000 Population	9.3	9.2	9.2	9.2
% Change (Employees/1,000 Population)		(0.2%)	0.0%	0.0%



Residential Cost of Service

The City maintains three utility services for water, wastewater, and solid waste. Utility rates are reviewed annually to determine future rate changes. In January of 2016, the water rate structure was modified resulting in water rate increases for higher usage tiers, while decreasing for lower usage tiers. This change resulted in a 3.5% decrease for median water charges. Wastewater rate increases raised the median charge by 2.6%. Solid waste rates were increased in January of 2016, raising the median charge by 15.1%.

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 2016/17 will increase to \$2.5320/\$100 assessed valuation. The primary tax rate is \$0.9399 and the secondary tax rate is \$1.5921. 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.

Effective FY 2015/16, Proposition 117, a voter approved initiative, limited 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

The structure of water rates changed in January 2016. While rates were increased for higher usage tiers, they were decreased for lower usage tiers, resulting in a 3.5% decrease for median water charges. Wastewater rate increases raised the median charge by 2.6%

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.

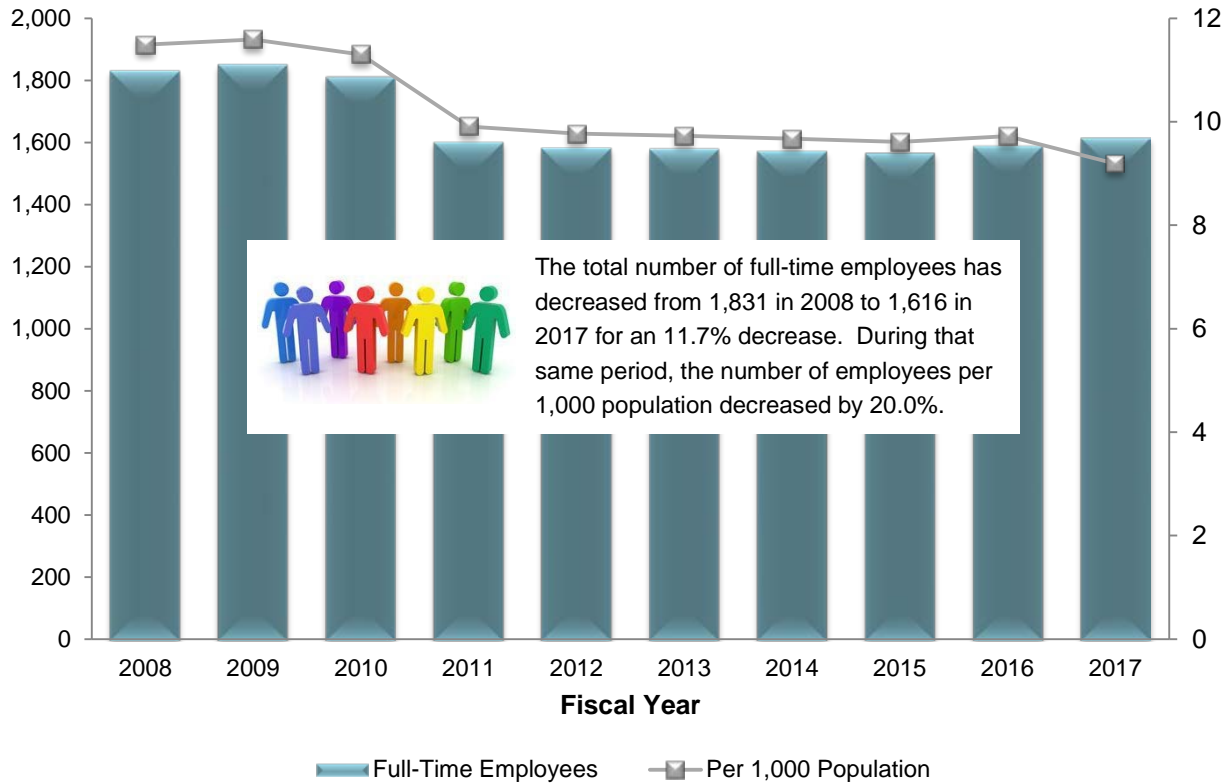
Solid Waste

Solid waste rates were last increased in January of 2016. The rate increases raised the median charge by 15.1% as solid waste rates had not been increased since 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.

Fiscal Year	Local Taxes		Average Utility Charges for Services (monthly)		
	Sales Tax	Property Tax	Water	Wastewater	Solid Waste
2016/17	1.8%	\$2.53	\$29.02	\$21.34	\$23.00

Personnel Summary: Ten-Year History

The number of full-time employees for FY 2016/17, excluding part-time and temporary employees, totals 1,616. Total employees per 1,000 population for FY 2016/17 is estimated at 9.19, a 0.54% decrease from the previous fiscal year.



Fiscal Year End	Budgeted Full-Time Employees	Employees Per 1,000 Population
2008	1,831	11.49
2009	1,851	11.59
2010	1,811	11.30
2011	1,602	9.91
2012	1,583	9.74
2013	1,580	9.60
2014	1,573	9.52
2015	1,569	9.26
2016	1,589	9.24
2017	1,616	9.19



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Comprehensive Financial Plan Overview

Introduction

The Comprehensive Financial Plan, first published in March 1991, is a vital component of Tempe's financial management strategy. Its purpose is to provide a five-year perspective on the financial condition of the City's major appropriated funds. 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 2016/17 through FY 2019/20. These forecast models are presented along with trends, forecasts, and fund balances for each of the funds.

It should be noted that the forecast models presented herein were presented to the City Council in February 2016 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. The FY 2016/17 operating budget was formulated using this forecast as a starting point.

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 mostly recovered from the deepest economic downturn since the Great Depression. However, the City must chart its course carefully to successfully navigate major changes in sales tax administration, licensing, audit and taxable activities. The forecast does not anticipate any negative impact on revenues due to the State Department of Revenue assuming complete control of Tempe's sales tax in 2017, however there are concerns about the State maintaining Tempe's current levels of audit assessments and revenue collections, as well as potentially eliminating residential rental taxes.

In terms of specific funds as of February 2016, the **General Fund** was projected to experience a deficit of \$3.4 million in FY 2016/17 as part of an ongoing, measured spend-down of fund balance through FY 2019/20. This would enable the City to maintain current service levels while maintaining an unassigned fund balance of at least 20% of annual revenue. An anticipated reduction in Tempe's incredibly strong recent development activity is not expected to overshadow continued growth in other segments of the local economy. Increases in other local taxes should provide a stable local tax revenue stream in FY 2016/17, with moderate growth projected in the subsequent years of the forecast.

The **Transit Fund** has stabilized since the dip in sales tax revenue during the downturn in the economy. For FY 2015/16, transit tax collection improved by nearly \$1.4 million. The fund is relatively stable with a healthy fund balance. The forecast includes estimated operating costs for the proposed streetcar project and the expansion of Orbit bus services farther south in the City. The model includes funding a portion of the construction of the streetcar project, and offsetting revenue anticipated from the formation of a special assessment district.

The **Performing Arts Fund** has a small annual projected operating surplus through the forecast period. The annual surplus for FY 2016/17 is estimated at \$1.9 million, improving to a \$2.7 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 \$462 thousand in FY 2016/17 and it is projected to remain fairly steady with a surplus of \$534 thousand by FY 2019/20.

The **Water/Wastewater Fund** was projected to experience operating deficits through the forecast period as a planned utilization of fund balance to finance capital projects through increased use of short-term debt and cash funding. Also assuming continued rate adjustments per the most recent rate study, a \$5.4 million deficit is projected by the last year of the forecast.

The **Solid Waste Fund** was projected to experience a \$557 thousand deficit in FY 2016/17, turning into a \$322 thousand surplus by FY 2019/20 with continued rate adjustments recommended in the most recent rate analysis study.

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 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 sustain 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.

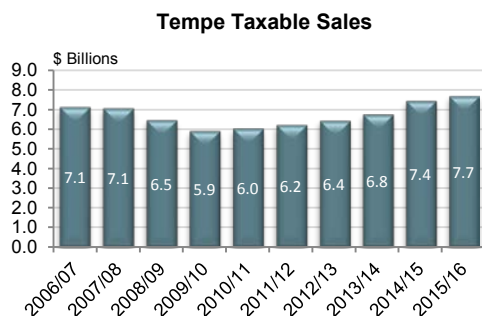
Expenditure growth is most closely linked to three major factors in our models: 1) inflation (including general inflation, fuel and utility inflation, market adjustments to salaries, and changes in benefits costs), 2) salary growth rates, and 3) employee pension contribution rates and health insurance 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 housing price appreciation.



Beginning in FY 2007/08, it became evident that the rapid economic pace would not continue, and was in fact largely based on a speculative real estate bubble. Over the ensuing years, taxable sales dropped 16.9% in total, until stabilizing at \$5.9 billion in FY 2009/10. This trend is shown in the graph to the left.

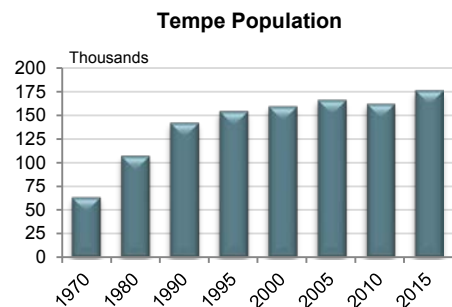
Taxable sales growth has an impact on many funds, as the General Fund, Transit Fund, and Performing Arts Fund, each receive their primary revenue from this source. The primary categories of taxable sales (based on FY 2015/16 estimates) are retail (50%), real and personal rentals (17%), restaurant sales (9%), contracting (8%), and utility/communications sales (7%). Overall taxable sales are expected to moderately increase in FY 2016/17 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 slower growth. Since the City is landlocked with other municipal jurisdictions on all four borders, population in Tempe is assumed to increase by 1.4% per year over the forecast period.

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

Statewide population growth is assumed to average 1.8% per year over the next five years. The disparity between growth in local and state populations is significant since several major revenue categories are dependent upon Tempe's population as a percentage of the state. For example, if the populations of other municipalities in the state continue to grow at a faster rate than Tempe's population, Tempe's relative share of state shared revenue decreases. Every five years the sharing formula is recalculated and the differences in growth rates inevitably impacts Tempe's share of the total revenue pool. The most recent recalculation of the formula was based on the 2015 U.S. Census.



State Revenues

As the base for state shared revenues, state income and sales taxes are also important to City revenues. As with City revenues, State revenue growth in recent years was turned sharply negative. The forecast is for continued state sales tax revenue growth consistent with projections from the Finance Advisory Committee (FAC). Since State shared income tax distributions lag by two years, payments stopped declining in FY 2011/12, and experienced moderate growth thereafter.

State revenue sharing laws are important, 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.

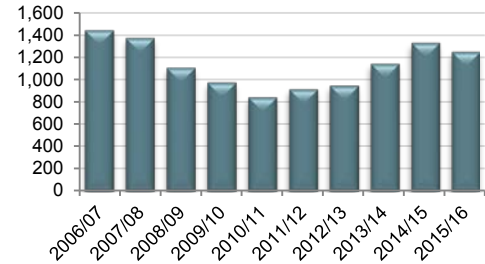


Development/Redevelopment

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 multi-family housing, commercial, and hotel activities. This activity was correlated with the same economic forces driving the regional housing bubble.

Construction has slowed considerably since the peak in FY 2005/06, as a constrained credit market coincided with overcapacity in the regional commercial and residential sectors of the real estate market. Beginning in FY 2011/12, construction activity began to rise from its low point, and reached a new peak in FY 2014/15 due to development activity associated with the historically large Marina Heights development. The forecast assumes a reduction in construction activity, though activity is expected to remain steady, even if below the peak levels of the last decade.

Building Permits



Assessed Valuation

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

The other property tax base is the secondary, which is used to generate revenue to pay annual debt service for the City's general governmental bonded debt. Starting in FY 2015/16, Proposition 117 requires the use of the Limited Property Value (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 5% overall in FY 2016/17, 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 2016/17, 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. For Fiscal Years 2008/09 – FY 11/12, a general freeze on salary and wage adjustments for the purposes of balancing future expenditures with revenue expectations was experienced. 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 2016/17, a 3.3% 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 2.6% and 2.9%. 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 7.7% per year is assumed for active employees throughout the forecast. Retiree health care cost will continue to rise in the short-term as our work force matures and greater percentages of employees retire. This expenditure category is assumed to decline starting in FY 2018/19 as the number of retirees paid benefits under the old retirement plan begins to go down.

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 16/17	FY 17/18	FY 18/19	FY 19/20
Arizona State Retirement System	11.5%	11.2%	11.0%	10.6%
Public Safety Retirement - Fire	53.7%	53.6%	53.6%	53.6%
Public Safety Retirement - Police	45.7%	45.6%	45.6%	45.6%
Elected Officials Retirement	23.5%	23.5%	23.5%	23.5%

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 2.6% 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 increase in the near term (3.9% in FY 2016/17), spike for the next two years (10.0% in FY 2017/18 and 10.2% in FY 2018/19), and then drop back down (5.9% in FY 2019/20).

Limits on Discretionary Budget Increases

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

Capital Improvements Program Operating Budget Impacts

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





General Fund Forecast Discussion

At the beginning of the 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 58% of revenue in the FY 2016/17 forecast. These revenue sources are highly susceptible to economic fluctuations. Projected General Fund local tax revenues for FY 2016/17 are slightly lower than last year due to an anticipated reduction in development, and the receipt of one-time land sale and lease extension revenue in FY 2015/16. Adjusting for these factors, underlying economic activity is 7.9% 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 2016/17. As with local sales taxes, this category was sharply negative during 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 2016/17. Health care costs for employees are anticipated to increase by 8.0% in FY 2016/17 and grow by approximately 7.7% per year thereafter. Retiree health care costs are expected to grow the first two years of the forecast, and then decline the last two years, for an average decline of (0.1%) for 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.

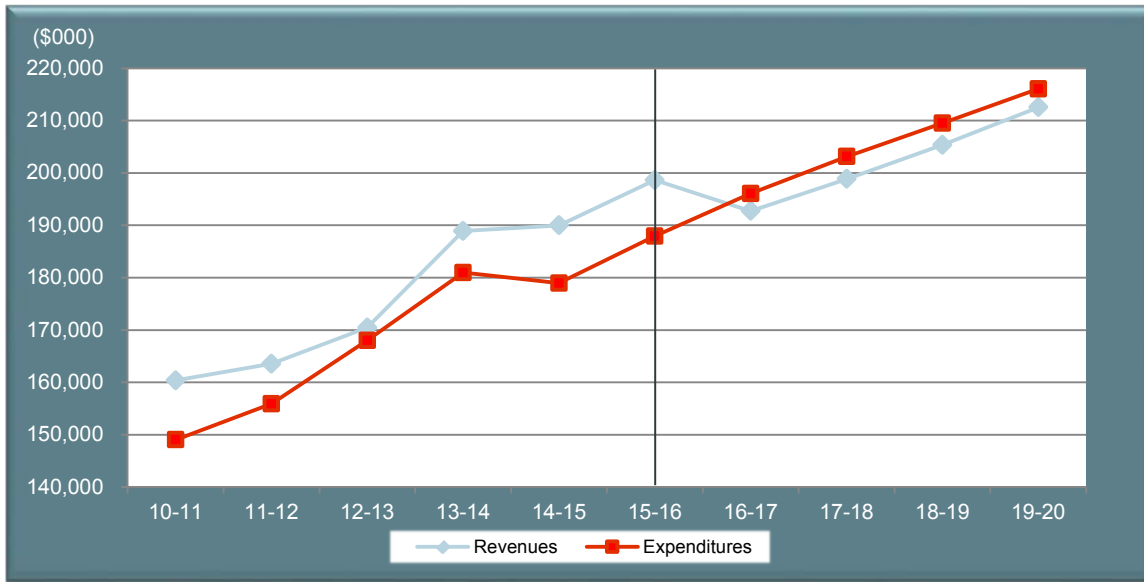
Unassigned Fund Balance

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 the ensuing fiscal years led to an increased fund balance of \$63.9 million by FYE 2015. Currently, the unassigned fund balance is above the 20-30% policy threshold. This allows for limited deficit spending and a moderate drawdown of the fund balance as a result of the expiration of the temporary sales tax in June 2014.

FYE	Unassigned Fund Balance
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
15	73,879,480



General Fund: Projected Revenues and Expenditures



	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Actual	14/15 Actual	15/16 Projected	16/17 Projected	17/18 Projected	18/19 Projected	19/20 Projected
Revenues (\$000)										
Local Taxes	94,255	100,706	103,904	111,874	107,921	112,404	112,496	115,338	118,793	122,459
Intergovernmental	34,219	31,723	34,921	38,155	40,572	41,312	43,323	45,112	46,982	49,093
Bldng & Trades/Plan & Zoning	3,918	5,489	5,183	10,495	10,266	6,447	5,876	6,005	6,161	6,322
Cultural and Recreation	5,781	6,053	6,386	6,462	6,831	6,221	5,976	6,119	6,291	6,467
Fines, Fees and Forfeitures	7,576	7,732	8,132	8,190	8,436	8,166	8,204	8,401	8,636	8,878
Business Licenses	1,573	1,651	1,714	1,703	1,616	1,463	1,458	1,490	1,529	1,569
Interest Income	915	549	457	356	578	750	800	1,056	1,412	1,921
Franchise Fees	3,821	3,459	3,253	3,311	3,441	4,020	4,095	4,186	4,294	4,406
Other Revenue Sources	8,304	6,181	6,495	8,360	10,325	17,850	10,494	11,145	11,250	11,410
Total Revenues	160,362	163,542	170,445	188,905	189,988	198,633	192,722	198,851	205,348	212,522
Expenditures (\$000)										
Personnel Costs	120,302	124,440	134,594	143,609	144,246	151,478	156,468	160,931	165,279	169,643
Materials and Supplies	8,092	9,567	10,413	8,896	9,046	8,148	8,654	9,020	9,444	9,780
Fees and Services	19,708	24,211	22,471	28,421	26,352	27,274	27,279	27,950	28,728	29,528
Travel and Training	219	371	307	337	423	534	542	554	568	583
Non-Deptmtl/Loan Repayment	2,429	2,118	2,126	2,192	1,867	1,924	1,955	1,998	2,050	2,103
Capital Outlay	1,691	1,472	1,572	1,500	2,385	3,868	3,473	3,608	2,699	3,002
Cash CIP Funding					421	529	964	1,491	2,053	2,657
Community Facilities District		(493)	(138)	134	(92)	(48)	(245)	(253)	(260)	(268)
Special Assessments			2,064	1,006	1,016	1,017	1,017	1,017	1,017	1,017
Transportation Mtnc of Effort	1,096	701	1,204	626	1,150	1,150	1,150	1,150	1,150	1,150
Tourism and Convention Bureau	2,000	2,060	2,102	2,130	2,160	2,182	2,300	2,440	2,580	2,680
Internal Services/Adjustments	(6,523)	(8,541)	(8,701)	(7,895)	(10,023)	(10,128)	(10,240)	(10,547)	(10,813)	(11,085)
Supplemental Operating Budget							2,760	3,760	5,010	5,260
Total Expenditures	149,014	155,906	168,013	180,956	178,951	187,929	196,075	203,121	209,505	216,049
Net Operating Surplus / (Deficit)	11,348	7,637	2,432	7,949	11,037	10,705	(3,353)	(4,270)	(4,156)	(3,527)



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 51% of fund revenue in FY 2016/17. 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 2016/17 to East Valley Bus Operations & Maintenance (EVBOM) maintenance and fuel, which will contribute 7% of fund revenue in FY 2016/17. 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 bus operation, which makes up 40% of projected expenditures in FY 2016/17. The pattern of growth reflected in the expenditure estimates for bus operation relies on the Twenty-Year Transit Business Plan and the assumptions made in that plan regarding the expansion of routes and the acquisition of new buses. Average growth in this category is projected to be 2.0% 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 surplus through the forecast period. Going forward, the forecast includes estimated operating costs for the proposed streetcar project and the expansion of Orbit bus services father south in the City. The model includes funding a portion of the construction of the streetcar project, and offsetting revenue anticipated from the formation of a special assessment district. The approximate level of surplus is forecasted to be \$1.7 million by FY 2019/20.

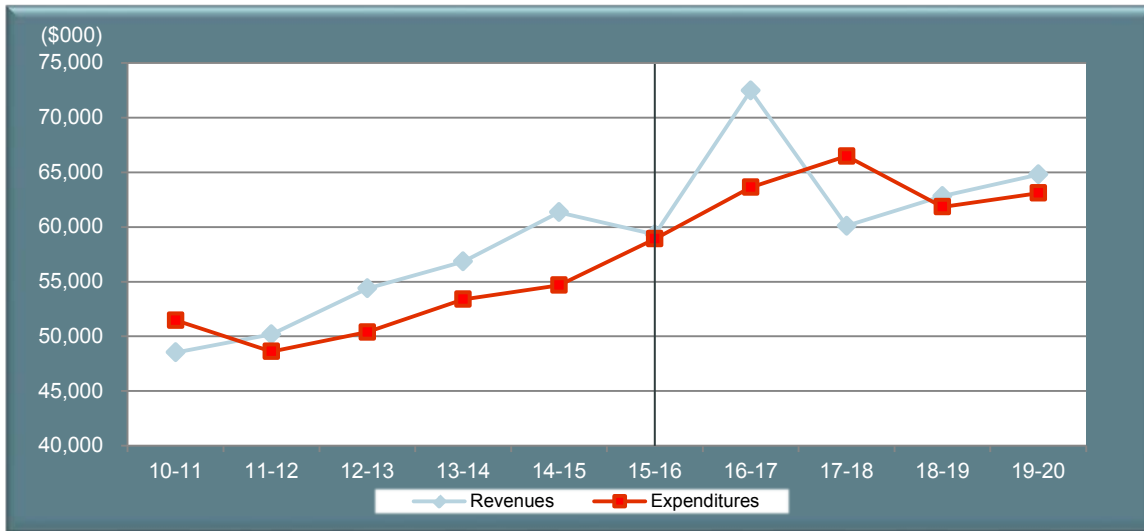
Fund Balance

The Transit Fund's balance has shrunk slightly from \$41.8 million in FYE 2006 to \$37.8 million at FYE 2015. 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 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
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	31,070,090
15	37,769,977



Transit Fund: Projected Revenues and Expenditures



	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Revenues (\$000)										
Transit Tax	29,012	30,172	30,087	33,539	36,148	37,534	37,257	38,337	39,405	40,555
EVBO M Maint & Fuel (RPTA)			182	6,312	5,853	5,498	5,018	5,131	5,371	5,500
PTF Funding	2,003	2,270	2,166	2,145	2,233	2,578	4,071	3,310	3,462	3,424
Federal Grants Bus & Light Rail	852	3,198	7,147	3,887	3,298	2,800	2,789	1,862	1,877	1,893
Out of Jurisdiction Svc Rev	8,923	7,960	7,357	(76)	630					
Bus Fares				4,992	4,519	4,950	4,049	5,032	5,171	5,310
Light-Rail Fares	2,972	3,521	3,814	3,603	3,696	3,451	3,751	3,719	4,206	4,500
Street Car Fares									398	410
Alt Fuel Credit	2,893	626	1,585	86	913					
Bond Proceeds - Streetcar							13,000			
Miscellaneous Revenue	1,878	2,433	2,038	2,342	4,054	2,498	2,525	2,705	2,922	3,198
Total Revenues	48,533	50,180	54,375	56,831	61,344	59,309	72,460	60,095	62,812	64,790
Expenditures (\$000)										
Personnel Costs	2,869	2,681	2,911	3,032	2,248	2,555	2,649	2,679	2,794	2,829
Transportation Center O&M	278	267	231	362	330	470	486	496	508	521
Bus Operations	26,067	23,255	23,941	23,312	23,139	25,901	25,598	26,110	26,632	27,165
Bus Operations-EVBOM - Fuel & Maint	4,615	5,745	4,786	5,619	5,130	3,163	3,409	3,596	3,803	3,933
Light Rail Operations	9,575	8,228	9,993	9,262	9,368	9,900	9,633	9,999	9,999	10,299
Security - Transit Operations	364	362	397	401	460	454	462	471	479	488
Transit Store - Bus Media	847	733	771	618	573	1,014	1,029	1,044	1,060	1,076
Admin / Marketing / Planning / Signal Systems	414	364	418	521	595	843	859	875	890	906
Bus Stop & Bike Path Maintenance	171	384	680	738	766	1,091	1,134	1,155	1,223	1,245
Operating Capital Outlay	17	49	214	168	138	285	254	260	266	273
Street Car O&M									3,981	4,100
ORBIT South of US 60								1,200	1,230	1,261
New Transit Tax CIP Funding		367	959	3,760	5,390	6,452	4,721	5,078	2,566	2,541
Capital Funding Transfer - Streetcar							6,500	6,500		
Debt Service	5,275	5,313	4,247	4,668	4,658	4,668	4,659	4,658	3,987	3,988
Internal Service Charges/Adjustments	977	868	841	920	1,873	2,009	2,111	2,175	2,229	2,286
Contingency						110	112	178	188	191
Total Operating Expenditures	51,469	48,615	50,389	53,379	54,668	58,916	63,616	66,472	61,834	63,101
Net Operating Surplus / (Deficit)	(2,936)	1,565	3,986	3,451	6,676	392	8,843	(6,377)	978	1,689



Performing Arts Fund Forecast Discussion

The Performing Arts Fund receives its primary revenue from the Performing Arts Tax, which is forecasted to bring in 86% of fund revenue in FY 2016/17. 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 14% of fund revenue in FY 2016/17.

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 growing sales tax base, the fund has a small annual projected operating surplus through the forecast period. Due to a partial debt expiration that will result in a \$2.5 million reduction to debt service costs, FY 2016/17 is forecast to have a \$1.9 million operating surplus. However, in light of the expiration of the Performing Arts Tax in December 2019, efforts will be necessary to adjust expenditures to ensure future fund solvency.

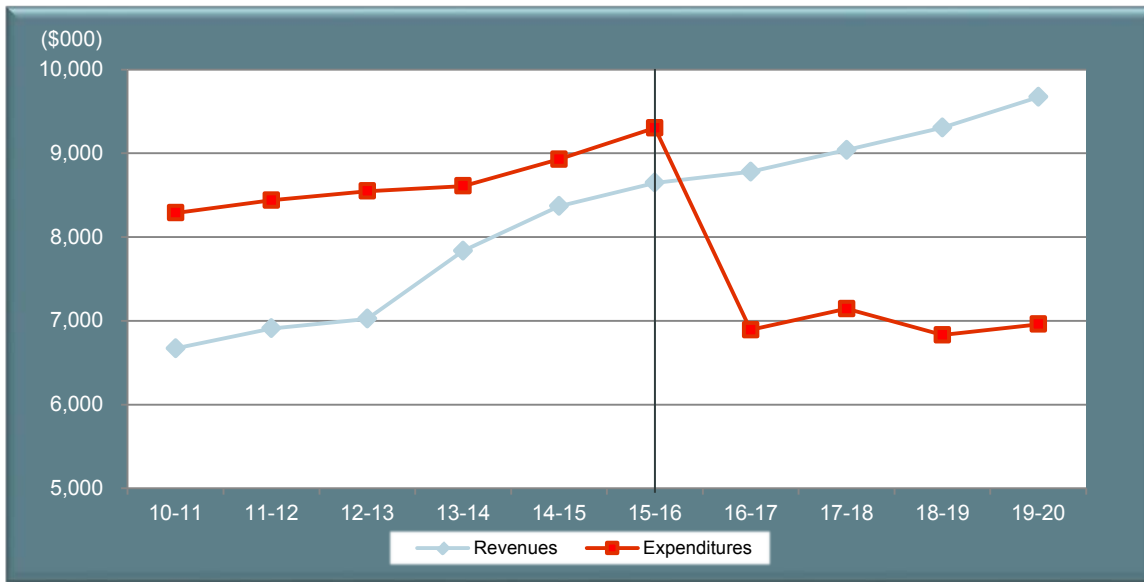
Fund Balance

The Performing Arts Fund's reserved balance grew steadily from the fund's inception in FYE 2002 until the middle of the decade. Due to the debt retirement, FYE 2015 should be the low point of the fund balance. It is forecasted to grow to \$8.5 million by FYE 2020.

FYE	Fund Balance
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
15	137,036



Performing Arts Fund: Projected Revenues and Expenditures



	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Actual	14/15 Actual	15/16 Projected	16/17 Projected	17/18 Projected	18/19 Projected	19/20 Projected
Revenues (\$000)										
Performing Arts Tax	5,980	6,236	6,237	6,922	7,460	7,605	7,549	7,768	7,984	8,217
Facility Revenue	643	647	772	905	899	1,031	1,223	1,259	1,297	1,337
Interest Income	47	25	15	8	10	13	8	11	26	117
Total Revenues	6,670	6,908	7,024	7,835	8,369	8,648	8,779	9,038	9,307	9,671
Expenditures (\$000)										
Personnel Costs	1,508	1,528	1,671	1,813	1,828	1,898	1,982	2,043	2,062	2,121
Materials and Supplies	87	81	108	112	107	132	134	137	141	144
Fees and Services	379	396	470	509	495	586	622	639	658	677
Capital Outlay								75		26
Transfers to CIP	1	2	117		100	258	211	291		
Debt Service	6,023	6,172	5,925	5,928	5,924	5,932	3,428	3,429	3,428	3,434
Internal Service Charges	291	260	257	247	472	498	514	530	543	557
Total Expenditures	8,288	8,438	8,548	8,609	8,927	9,303	6,891	7,144	6,831	6,959
Net Operating Surplus / (Deficit)	(1,618)	(1,530)	(1,523)	(774)	(558)	(654)	1,888	1,894	2,476	2,712



Transportation Fund Forecast Discussion

The primary revenue source to this fund is the intergovernmental distribution from the state Highway User Revenue Fund. This funding source represents 89% of revenue in FY 2016/17. 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 42% 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. Due to 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. This will provide additional cash-funding for street projects.

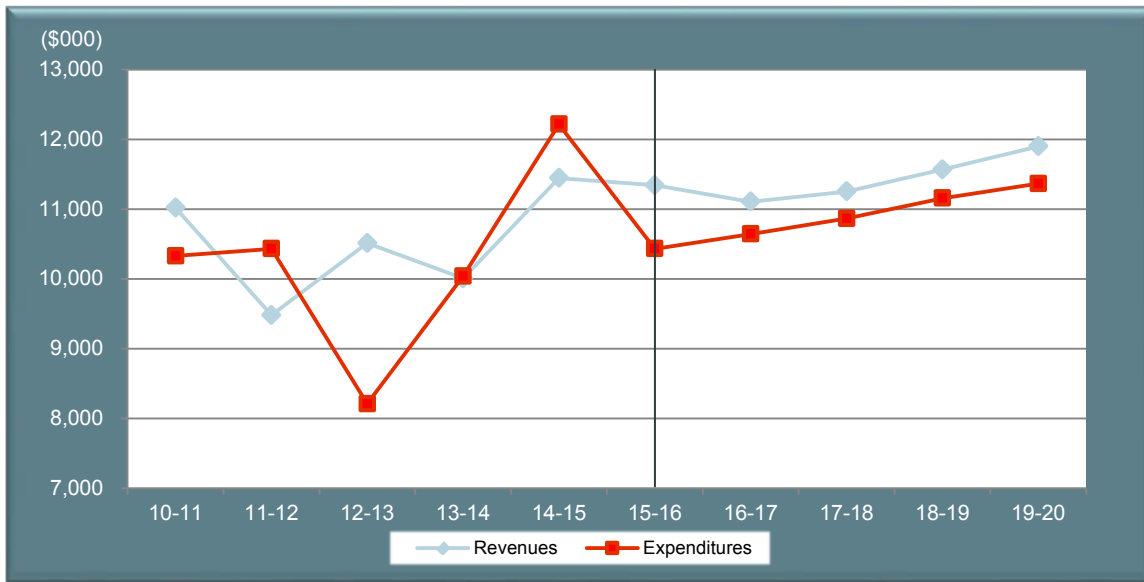
Fund Balance

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, and has been slowly recovering from its drastic decline during the Great Recession.

FYE	Fund Balance
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
15	7,317,498



Transportation Funds: Projected Revenues and Expenditures



	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Actual	14/15 Actual	15/16 Projected	16/17 Projected	17/18 Projected	18/19 Projected	19/20 Projected
Revenues (\$000)										
Highway User Rev Tax	9,503	8,098	8,856	9,125	10,014	10,091	9,839	9,991	10,296	10,627
Miscellaneous	1,096	701	1,177	626	1,150	1,150	1,150	1,150	1,150	1,150
Mntnce of Effort Transfer	420	682	479	257	282	101	116	111	120	123
Total Revenues	11,020	9,481	10,512	10,009	11,446	11,343	11,105	11,252	11,566	11,900
Expenditures (\$000)										
Personnel Costs	2,706	3,048	3,587	3,917	4,058	4,296	4,490	4,535	4,664	4,714
Materials and Supplies	367	424	457	580	609	764	777	794	814	836
Fees and Services	2,105	1,892	1,936	2,058	2,059	2,359	2,426	2,499	2,577	2,658
Travel and Training	7	10	12	8	8	18	18	19	19	20
Capital Outlay	236	107	77	227	663	665	502	525	533	533
Debt Service	2,770	1,550	500							
CIP Pay-As-You-Go				1,427	3,277	300	300	300	300	300
Loan Repayment	310	3	3	3	5	5	5	5	5	5
Internal Service Charges	974	2,758	983	1,062	678	1,153	1,228	1,265	1,297	1,330
Indirect Cost Allocations	854	641	654	758	861	870	897	924	947	971
Total Expenditures	10,329	10,433	8,210	10,041	12,216	10,431	10,643	10,866	11,157	11,366
Net Operating Surplus / (Deficit)	690	(952)	2,302	(32)	(771)	911	462	386	410	534



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 2016/17. Since the number of customer accounts grows at a very slow pace due to a stable population, the primary mechanism to enhance revenue for the enterprise fund is rate increases. The forecast assumes that rates will be increased in future years as necessary to bring revenues in line with expenses.

The largest expense of the fund is Debt Service, representing 47% of expenses in FY 2016/17. The growth pattern for this expense is due to current amortization schedules, as well as projected new debt issuances in future years based on the 5 year Capital Improvements Plan. These factors result in an average growth rate of 10.0% for this category. The Water/Wastewater Fund is projected to experience operating surpluses through the end of the forecast period.

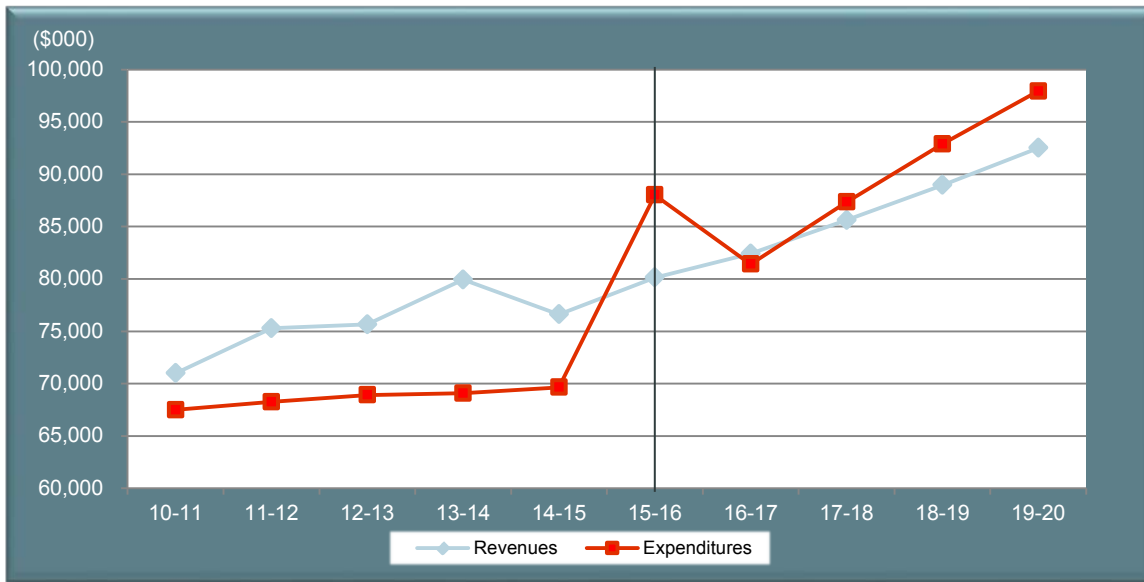
Unrestricted Net Assets

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 approximately \$67.0 million at FYE 2015.

FYE	Unrestricted Fund Balance
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	65,175,689
15	66,917,436



Water/Wastewater Fund: Projected Revenues and Expenditures



	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Actual	14/15 Actual	15/16 Projected	16/17 Projected	17/18 Projected	18/19 Projected	19/20 Projected
Revenues (\$000)										
Charges for Service-Water	35,796	40,242	42,304	45,425	47,612	48,785	49,958	51,437	51,539	56,729
Charges for Service-Wastewater	33,322	32,277	31,941	32,599	30,740	31,522	32,278	32,924	32,990	34,656
Interest Income	562	267	228	257	308	631	887	1,227	1,449	727
Land and Facility Rental	509	520	520	520	520					
Loan Repayment	21									115
Other Miscellaneous Revenue	787	1,979	662	1,491	70	132	110	127	127	278
Total Revenues	70,998	75,284	75,655	80,292	79,250	81,071	83,233	85,715	86,105	92,505
Expenditures (\$000)										
Personnel Costs	14,241	14,588	15,559	15,384	13,558	14,525	14,965	15,240	15,699	16,030
Materials and Supplies	4,038	4,660	4,962	3,757	3,859	5,181	4,741	4,771	4,929	5,081
Fees and Services	13,260	12,103	11,009	11,737	10,420	15,857	16,771	17,392	18,064	18,763
Travel and Training	92	76	52	52	105	146	148	151	155	159
Debt Service	31,995	32,694	33,199	33,732	35,282	43,979	38,010	42,908	46,926	50,519
Transfers to CIP	436	430	223	214	536	1,289	635	489	575	667
Internal Service Charges	1,575	1,724	1,812	1,970	3,463	3,658	3,694	3,855	3,952	4,051
Indirect Cost Allocations	1,853	1,985	2,104	2,239	2,422	2,380	2,456	2,529	2,593	2,658
Contingency						1,000				
Total Expenditures	67,491	68,260	68,920	69,086	69,644	88,015	81,419	87,336	92,893	97,928
Net Operating Surplus / (Deficit)	3,507	7,024	6,735	10,842	6,969	(7,887)	989	(1,722)	(3,929)	(5,424)



Solid Waste Fund Forecast Discussion

Nearly all revenue to the Solid Waste Fund is from User Charges for solid waste services, which account for 98% of fund revenue in FY 2016/17. 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 continued implementation of rate adjustments according to the most recent rate analysis. 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 34% and 21% of FY 2016/17 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.

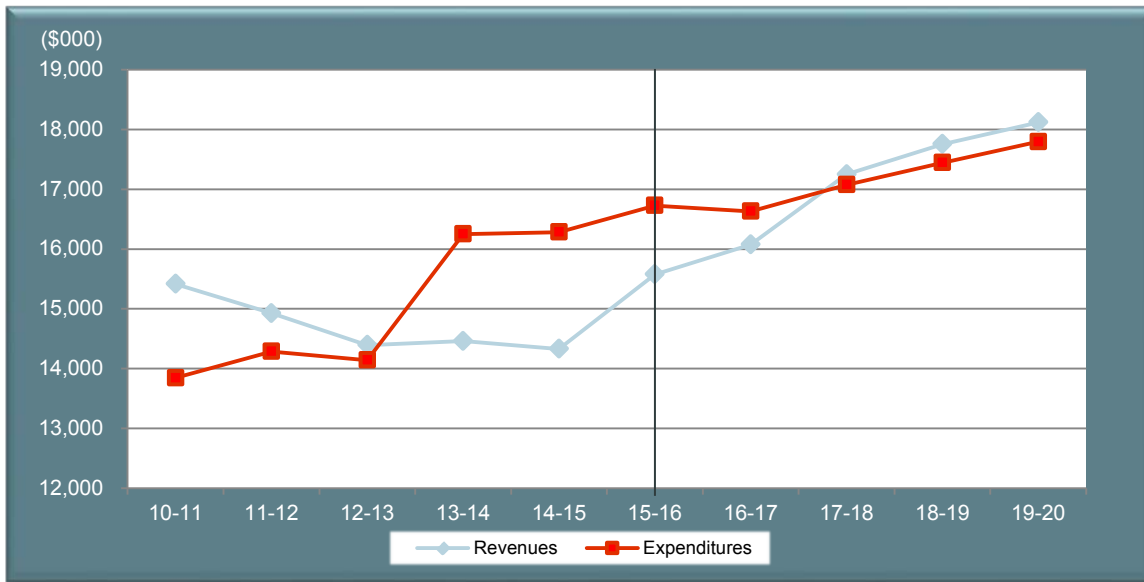
Unrestricted Net Assets

There is an estimated \$3.5 million in unrestricted net assets in the Solid Waste Fund at FYE 2015. 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 Fund Balance
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
15	3,525,425



Solid Waste Fund: Projected Revenues and Expenditures



	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Actual	14/15 Actual	15/16 Projected	16/17 Projected	17/18 Projected	18/19 Projected	19/20 Projected
Revenues (\$000)										
Charges for Services	15,157	14,866	14,447	14,400	14,217	14,738	15,776	17,002	17,481	17,865
Interest Income	47	35	27	18	18	29	24	25	38	44
Other Revenue Sources	212	26	(81)	43	95	809	273	220	233	207
Total Revenues	15,416	14,927	14,394	14,461	14,330	15,575	16,073	17,248	17,752	18,117
Expenditures (\$000)										
Personnel Costs	5,340	5,260	5,571	5,356	5,049	5,501	5,661	5,826	5,995	6,204
Materials and Supplies	172	170	219	180	188	198	201	205	211	216
Fees and Services	3,502	3,487	3,639	3,743	4,127	3,541	3,547	3,612	3,680	3,690
Travel and Training	10	40	4	3	25	24	24	25	25	26
Capital Outlay	1,149	1,243	312	2,285	1,988	2,903	2,307	2,374	2,374	2,374
Internal Service/Adjustments	2,569	2,931	2,992	3,359	3,709	3,348	3,643	3,752	3,846	3,943
Indirect Cost Allocations	350	807	866	953	993	1,105	1,140	1,174	1,204	1,234
Transfers	752	350	541	371	202	107	107	107	107	107
Total Expenditures	13,845	14,287	14,143	16,251	16,281	16,726	16,630	17,074	17,442	17,794
Net Operating Surplus / (Deficit)	1,572	640	251	(1,790)	(1,951)	(1,151)	(557)	173	311	322



Golf Fund Forecast Discussion

The largest component of Golf Fund revenue is Greens Fees, which contribute 67% of revenue in FY 2016/17. 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.

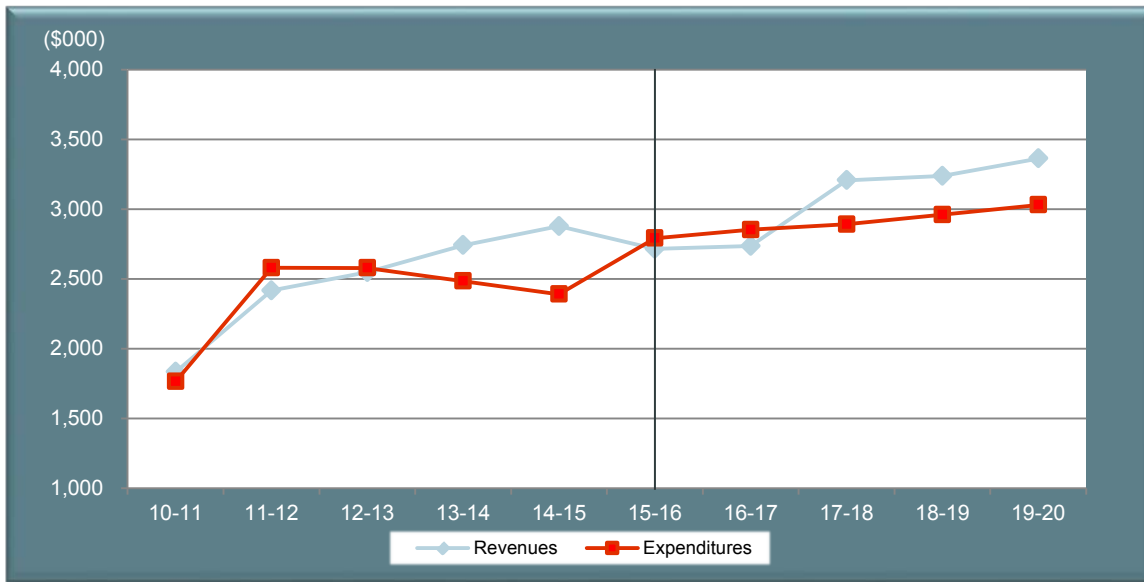
Unrestricted Net Assets

As of FYE 2015, the Golf Fund has a deficit balance.

FYE	Unrestricted Fund Balance
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)
15	(422,859)



Golf Fund: Projected Revenues and Expenditures



	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Actual	14/15 Actual	15/16 Projected	16/17 Projected	17/18 Projected	18/19 Projected	19/20 Projected
Revenues (\$000)										
Greens Fees	1,397	1,509	1,600	1,809	1,908	1,859	1,834	2,348	2,360	2,486
Pro Shop/Restaurant	165									
Rental Charges		581	645	639	555	561	597	609	609	609
Range Fees		173	189	191	194	166	174	176	177	179
Interest Income		(2)	(1)	(1)	8	12	13			
Other Revenue Sources	270	155	114	103	213	118	118	74	91	87
Total Revenues	1,833	2,417	2,548	2,741	2,878	2,715	2,736	3,207	3,238	3,362
Expenditures (\$000)										
Personnel Costs	727	852	689	692	554	533	542	557	573	588
Materials and Supplies	227	451	555	380	340	560	569	581	596	612
Fees and Services	455	923	937	969	1,114	1,139	981	981	1,010	1,040
Capital Outlay	111	137	121	87	96	226	224	224	224	224
Internal Service Charges	115	151	160	205	148	200	216	222	228	234
Indirect Cost Allocations	129	66	115	150	139	134	139	143	146	150
Debt Service							183	183	183	183
Total Expenditures	1,765	2,580	2,578	2,484	2,391	2,792	2,853	2,891	2,960	3,030
Net Operating Surplus / (Deficit)	68	(163)	(30)	257	487	(76)	(117)	316	278	332



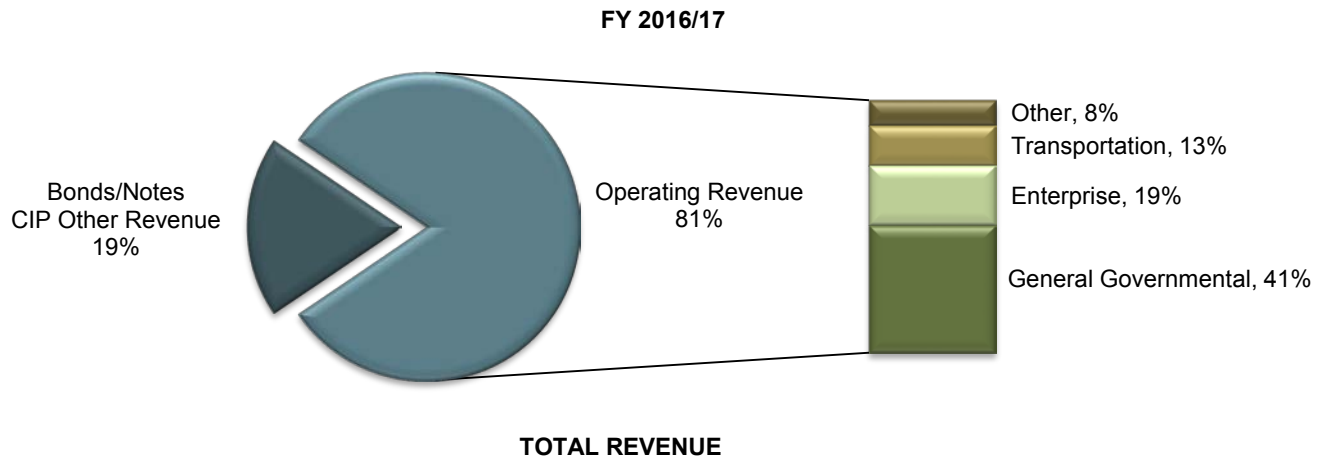


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Total Revenue

Total revenue for FY 2016/17 is \$549.5 million reflecting \$445.3 million in operating revenue and \$104.2 million from bond proceeds and other revenue sources in the Capital Budget. The FY 2016/17 operating revenue total represents a 4% increase from FY 2015/16. The increase in operating revenue sources is primarily in the General Governmental, Enterprise, and Restricted Revenue/Grants/Donations areas, and consists of increases in intergovernmental revenue, local tax revenue, and other miscellaneous revenue.



	FY 2015/16 Budget	FY 2016/17 Budget
Operating Revenue		
General Governmental		
Local Taxes	\$137,599,749	\$142,508,052
Licenses and Permits	1,458,000	1,458,000
Intergovernmental	45,524,813	51,559,261
Charges for Services	11,905,431	11,940,084
Fees, Fines, and Forfeitures	8,345,560	8,323,168
Miscellaneous	9,833,167	10,854,944
Transportation/Transit	69,996,088	71,690,355
Performing Arts	8,308,993	9,105,457
CDBG/Section 8 Housing	16,320,587	14,650,888
Restricted Revenue/Grants/Donations	19,927,901	22,220,705
Enterprise	98,244,395	100,946,824
Total Operating Revenue	\$427,464,684	\$445,257,738
Operating Revenue Per Capita	\$2,485	\$2,532
CIP Revenue		
Bond/Note Proceeds	102,443,937	89,346,140
CIP Other Revenue	23,673,147	14,892,504
Total CIP Revenue	\$126,117,084	\$104,238,644
TOTAL REVENUE	\$533,581,768	\$549,496,382
Total Revenue Per Capita	\$3,218	\$3,125

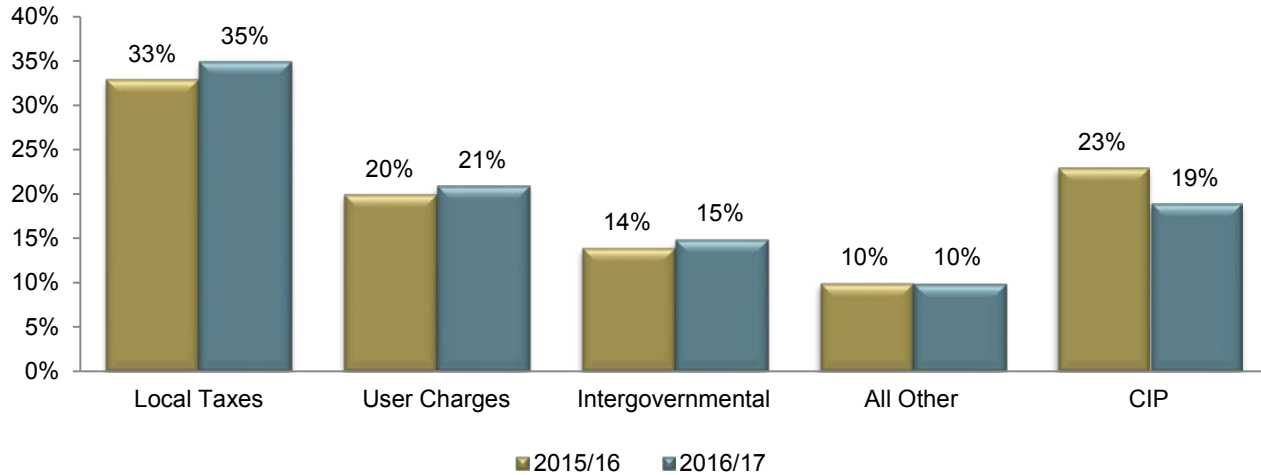
Note: The amounts noted above reflect budgeted funds that the City receives as income. Interfund transfers and utilization of fund balances, while a component of the total financial program, are not classified as revenue for this presentation.



Total Revenue by Source

**Comparative Revenue by Source
FY 2015/16 Budget to FY 2016/17 Budget**

Fiscal Year Ending June 30



Where the Money Comes From

Revenue Source	FY 2014/15 Actual	FY 2015/16 Budget	FY 2015/16 Revised	FY 2016/17 Budget
Local Taxes				
Local Sales Taxes	\$87,381,133	\$88,527,594	\$90,832,788	\$90,079,612
Transit Tax	36,147,640	36,809,942	37,533,863	37,256,871
Other Local Taxes	51,335,149	52,125,280	53,945,196	56,395,353
Performing Arts	7,460,054	7,447,743	7,604,980	7,548,857
User Charges				
Water/Wastewater	76,026,184	80,304,000	79,452,376	81,677,400
Solid Waste	14,216,743	14,030,000	14,841,982	15,775,158
Cultural/Recreational	10,468,836	9,829,094	9,783,883	10,062,510
Building/Trades & Planning/Zoning	10,411,162	5,941,525	6,550,478	5,976,000
Intergovernmental				
State Shared Revenue	41,194,797	41,804,118	41,855,712	45,489,227
HURF/LTAF	10,013,859	10,091,343	10,091,343	11,090,302
CDBG/Section 8 Housing	9,678,705	16,320,587	16,403,101	14,650,888
Transit State & Federal	8,461,807	6,785,443	6,781,791	8,673,409
Other Intergovernmental	1,489,500	1,301,462	1,301,462	3,236,263
All Other				
Interest Revenue	1,193,327	1,628,500	1,528,500	1,656,500
Restricted Revenue/Grants/Donations	9,398,885	19,927,901	13,188,749	22,220,705
Miscellaneous Revenue	15,271,984	9,416,471	18,554,798	10,004,004
Transit fare and Facilities	14,165,530	15,088,534	14,008,534	13,386,461
Fines and Forfeitures	8,659,665	8,624,947	8,527,344	8,617,918
Licenses and Permits	1,617,946	1,460,200	1,484,047	1,460,300
Bond/Note Proceeds	55,775,000	102,443,937	35,400,000	89,346,140
CIP Other Revenue	8,179,859	23,673,147	7,150,099	14,892,504
Total Revenue	\$478,547,765	\$553,581,768	\$476,821,026	\$549,496,382



Components of Total Revenue

FY 2016/17 Total Revenue \$549,496,382				
Operating Budget \$445,257,738			Capital Budget \$104,238,644	
General Governmental \$226,643,509	Special Revenue \$117,667,405	Enterprise \$100,946,824	Bond/Note Proceeds \$89,346,140	Other Revenue \$14,892,504
Local Taxes/ Licenses & Permits \$143,966,052	Transit \$60,513,753	Water/ Wastewater \$82,412,650	General Purpose Bonds \$32,603,995	Federal Grants \$10,607,845
Intergovernmental \$51,559,261	CDBG/Section 8 Housing \$14,650,888	Solid Waste \$15,872,148	Water/ Wastewater Bonds \$56,742,145	Outside Revenue \$4,284,659
Charges for Services \$11,940,084	Governmental Grants and Donations \$14,665,603	Golf \$2,662,026		
Fines and Forfeitures \$8,323,168	Highway User Revenue \$11,176,602			
Miscellaneous \$10,854,944	Performing Arts Tax \$9,105,457			
	Police – RICO and Grants \$6,033,352			
	Court Enhancement \$1,521,750			

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 2014/15 Actual	FY 2015/16 Budget	FY 2015/16 Revised	FY 2016/17 Budget
General Fund				
Local Taxes				
City Sales Tax	\$87,381,133	\$88,527,594	\$90,832,788	\$90,079,612
Primary Property Tax	14,263,435	14,877,877	14,877,877	15,690,240
Transient Lodging Tax	6,276,775	5,576,481	6,455,409	6,689,087
Franchise Fees	3,295,779	3,336,246	3,470,820	3,471,358
SRP Payment in Lieu of Taxes	2,906,851	3,023,125	3,214,223	3,342,792
Total Local Taxes	\$114,123,973	\$115,341,323	\$118,851,117	\$119,273,089
Intergovernmental Revenue				
State Sales Tax	14,779,296	15,449,516	15,449,516	16,574,371
State Income Tax	19,577,085	19,470,946	19,470,946	21,543,087
Vehicle License Tax	6,215,552	6,391,656	6,391,656	6,841,769
Agreements	768,178	522,000	1,188,910	1,154,121
Total Intergovernmental	\$41,340,111	\$41,834,118	\$42,501,028	\$46,113,348
Building & Trades/Planning & Zoning				
	\$10,266,292	\$5,822,025	\$6,455,296	\$5,875,500
Cultural and Recreational				
Registration Fees	5,150,842	4,716,736	4,876,445	4,716,245
Recreation Admission Charges	366,617	414,000	392,271	404,500
Library Fines and Fees	80,822	60,300	60,000	60,000
Other Cultural and Recreation Fees	1,233,039	892,370	989,570	883,839
Total Cultural and Recreational	\$6,831,320	\$6,083,406	\$6,318,286	\$6,064,584
Fines, Fees and Forfeitures				
Traffic Fines	908,714	922,338	864,738	864,738
Criminal Fines	917,513	925,113	868,433	868,433
Parking Fines	266,524	285,794	303,230	303,230
Other Fines, Fees and Forfeitures	6,343,549	6,212,315	6,246,517	6,286,767
Total Fines, Fees and Forfeitures	\$8,436,301	\$8,345,560	\$8,282,918	\$8,323,168
Business/Non-Business Licenses				
	\$1,615,624	\$1,458,000	\$1,481,830	\$1,458,000
Other Revenue Sources				
Interest Income	578,212	850,000	750,000	800,000
Other Miscellaneous Revenue	6,694,835	5,960,042	14,359,097	6,712,152
Total Other Revenue	\$7,273,047	\$6,810,042	\$15,109,097	\$7,512,152
Total General Fund	\$189,886,666	\$185,694,474	\$198,999,572	\$194,619,841
Debt Service Fund				
Secondary Property Tax	24,446,996	25,281,551	25,281,551	26,577,755
Intergovernmental	13,433,131	3,690,695	3,690,695	5,445,913
Total Debt Service Fund	\$37,880,127	\$28,972,246	\$28,972,246	\$32,023,668

Note: Totals may not sum exactly due to rounding.



Revenue Source	FY 2014/15 Actual	FY 2015/16 Budget	FY 2015/16 Revised	FY 2016/17 Budget
Transit Fund				
Transit Tax	36,147,640	36,809,942	37,533,863	37,256,871
Fares and Facility Revenue	14,320,125	15,322,534	14,158,534	13,536,461
Federal and State Funding	7,074,228	5,379,277	5,378,277	7,448,272
ASU-Flash Transit	902,716	929,006	929,006	750,629
Lottery Transfer In	484,863	477,160	474,508	474,508
Interest Income	185,945	175,000	175,000	320,000
Miscellaneous Revenue	2,228,441	689,206	668,141	727,012
Total Transit Fund	\$61,343,958	\$59,782,125	\$59,317,329	\$60,513,753
Transportation Fund				
Highway User Revenue Tax	10,013,859	10,091,343	10,091,343	10,640,302
Other Revenue	281,747	122,620	120,220	536,300
Total Transportation Fund	\$10,295,606	\$10,213,963	\$10,211,563	\$11,176,602
Performing Arts				
Performing Arts Tax	7,460,054	7,447,743	7,604,980	7,548,857
Interest Income	10,217	13,000	13,000	7,500
Fees and Admission and Miscellaneous	898,751	848,250	1,030,500	1,549,100
Total Performing Arts Fund	\$8,369,022	\$8,308,993	\$8,648,480	\$9,105,457
Fund 44 Governmental Donation Fund	\$1,508,048	\$1,203,440	\$2,126,691	\$2,533,428
Fund 45 Police-RICO/Grants Fund	\$4,393,493	\$5,904,844	\$5,767,700	\$6,033,352
Fund 46 Governmental Grants Fund	\$2,711,034	\$12,130,361	\$4,132,535	\$12,122,895
Fund 47 Court Enhancement Fund	\$785,636	\$687,756	\$1,155,043	\$1,521,750
Fund 48 Peterson House Endowment Fund	\$673	\$1,500	\$6,780	\$9,280
Total CDBG/Section 8 Housing Funds	\$9,678,705	\$16,320,587	\$16,403,101	\$14,650,888
Solid Waste Fund				
Residential Service	8,416,662	8,392,500	8,960,000	9,729,190
Commercial Service	4,180,728	4,000,000	4,235,000	4,430,742
Roll-Off Service	1,391,664	1,292,000	1,430,290	1,420,226
Recycling	227,689	345,500	216,692	195,000
Interest Income	18,320	29,000	29,000	23,800
Miscellaneous Revenue	94,876	165,575	745,059	73,190
Total Solid Waste Fund	\$14,329,939	\$14,224,575	\$15,616,041	\$15,872,148

Note: Totals may not sum exactly due to rounding.



Revenue Source	FY 2014/15 Actual	FY 2015/16 Budget	FY 2015/16 Revised	FY 2016/17 Budget
Water/Wastewater Fund				
Charges for Service-Water				
Water Consumption	33,690,397	37,310,000	37,000,000	38,000,000
Water Service	10,513,531	10,762,500	10,585,974	10,624,400
Irrigation	273,293	340,000	275,000	275,000
Other Water Charges	749,152	988,387	1,076,328	1,212,750
Total Charges for Service-Water	<u>\$45,226,373</u>	<u>\$49,400,887</u>	<u>\$48,937,302</u>	<u>\$50,112,150</u>
Charges for Service-Wastewater				
Sewer Usage	21,503,089	21,935,000	21,000,000	21,900,000
Sewer Service	9,352,580	9,020,000	9,600,000	9,800,000
Irrigation	46,131	25,000	25,000	25,000
Total Charges for Service-Wastewater	<u>\$30,901,800</u>	<u>\$30,980,000</u>	<u>\$30,625,000</u>	<u>\$31,725,000</u>
Other Revenue Sources				
Interest Income	382,295	550,000	550,000	492,000
Other Miscellaneous Revenue	(5,904,335)	179,995	144,595	83,500
Total Other Revenue Sources	<u>(\$5,522,040)</u>	<u>\$729,995</u>	<u>\$694,595</u>	<u>\$575,500</u>
Total Water/Wastewater Fund	\$70,606,133	\$81,110,882	\$80,256,897	\$82,412,650
Golf Fund				
Greens Fees	1,908,293	2,112,353	1,859,170	1,833,792
Interest Income	7,909	11,500	11,500	13,200
Other Revenue Sources	887,664	785,085	786,279	815,034
Total Golf Fund	\$2,803,866	\$2,908,938	\$2,656,949	\$2,662,026
Total Operating Revenue - All Funds	\$414,592,905	\$427,464,684	\$434,270,927	\$445,257,738

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.	2006/07	\$84,457,854	12.7%
	2007/08	81,257,842	(3.8%)
Certain proceeds are pledged as security for bond payments due under various bond security agreements. Revenue from a voter-approved 0.5% portion is dedicated to transit purposes and 0.1% is dedicated to funding for Performing Arts.	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	87,381,133	(6.0%)
	2015/16 est.	90,832,788	4.0%
	2016/17 est.	90,079,612	(0.8%)

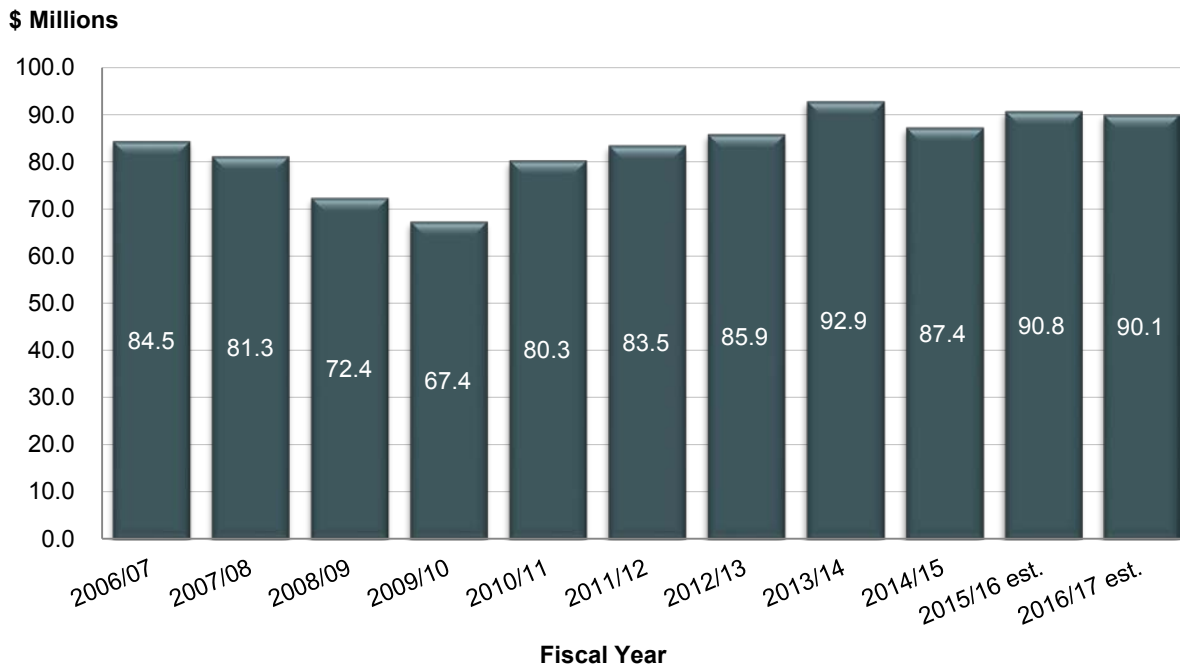
Assumptions

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. The subsequent years through 2009/10 saw 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 2016/17 estimated collection amount includes the end of the construction boom driven by the Mariana Heights development and assumes a continued economic recovery in FY 2016/17.

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

City Sales Tax





Transient Lodging Tax

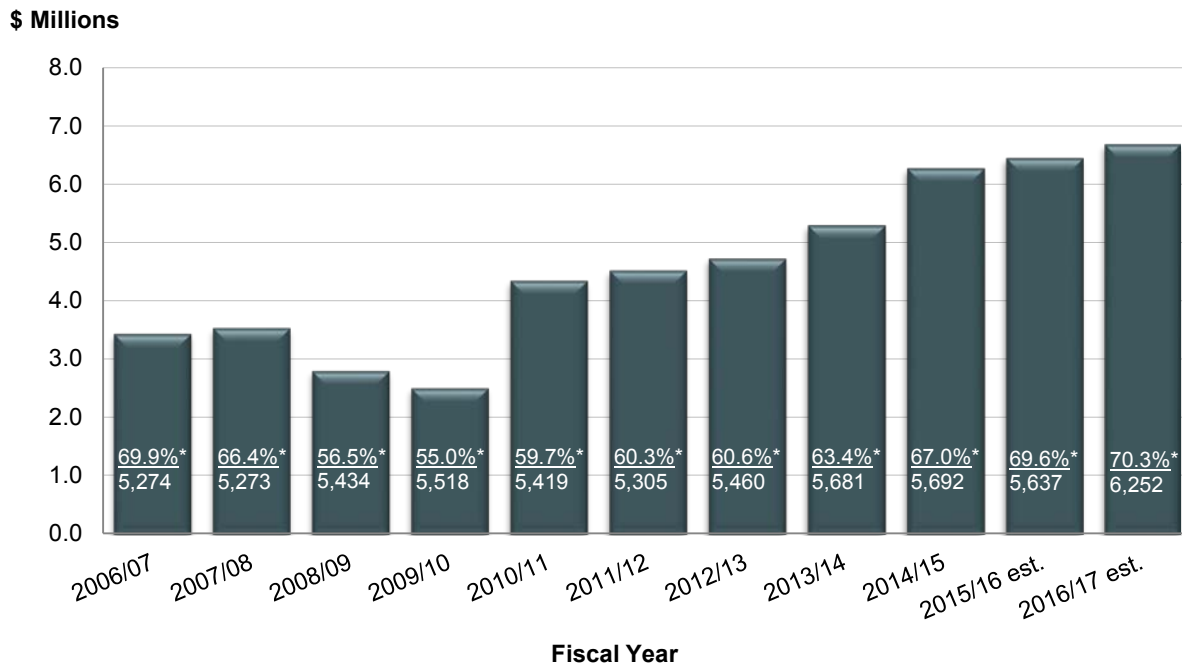
Restrictions	Fiscal Year	Amount	Percent Change
The rate of 5% can be increased only by the electorate. Of the total amount collected, a portion is pledged to the Tempe Convention and Visitors Bureau (TCVB). Excess unrestricted proceeds are deposited into the General Fund.	2006/07	\$3,439,069	7.4%
	2007/08	3,534,640	2.8%
	2008/09	2,811,364	(20.5%)
	2009/10	2,512,518	(10.6%)
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.	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	6,276,775	18.4%
	2015/16 est.	6,455,409	2.8%
	2016/17 est.	6,689,087	3.6%

Assumptions

The tax is imposed on businesses who charge for lodging for any period of not more than 30 consecutive days. The steep drop in collections in FY 2008/09 through FY 2009/10 is due to the impact of the national and state recessions on local tourism. The large increase in revenue for FY 2010/11 is primarily reflective of a voter approved 2% increase rather than an increase in lodging structures or occupants. The FY 2016/17 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
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	2.44	14,263,435	24,446,996	38,710,430	4.0%
2015/16 est.	2.52	14,877,877	25,281,551	40,159,428	3.7%
2016/17 est.	2.53	15,690,240	26,577,755	42,267,995	5.3%

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.

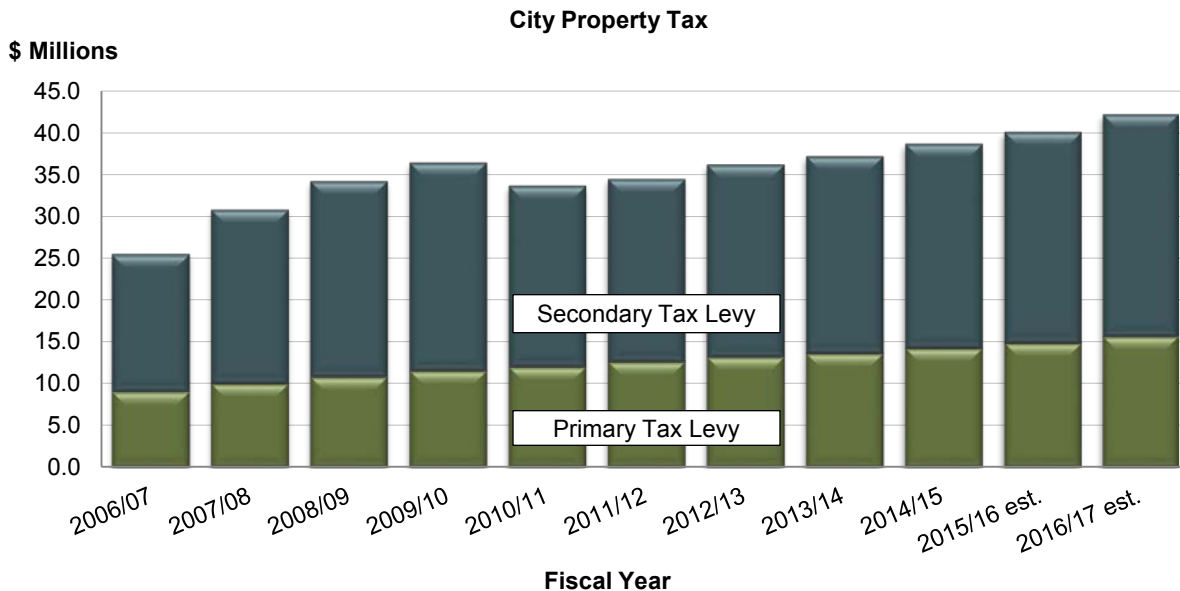
In FY 2010/11, the City Council adopted a levy based approach versus a rate driven approach for property tax revenue. The levy stabilization policy provided a stable and predictable revenue stream for paying annual property tax supported debt service payments.

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 2016/17 will total \$2.53 per \$100 assessed valuation, consisting of \$0.94 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

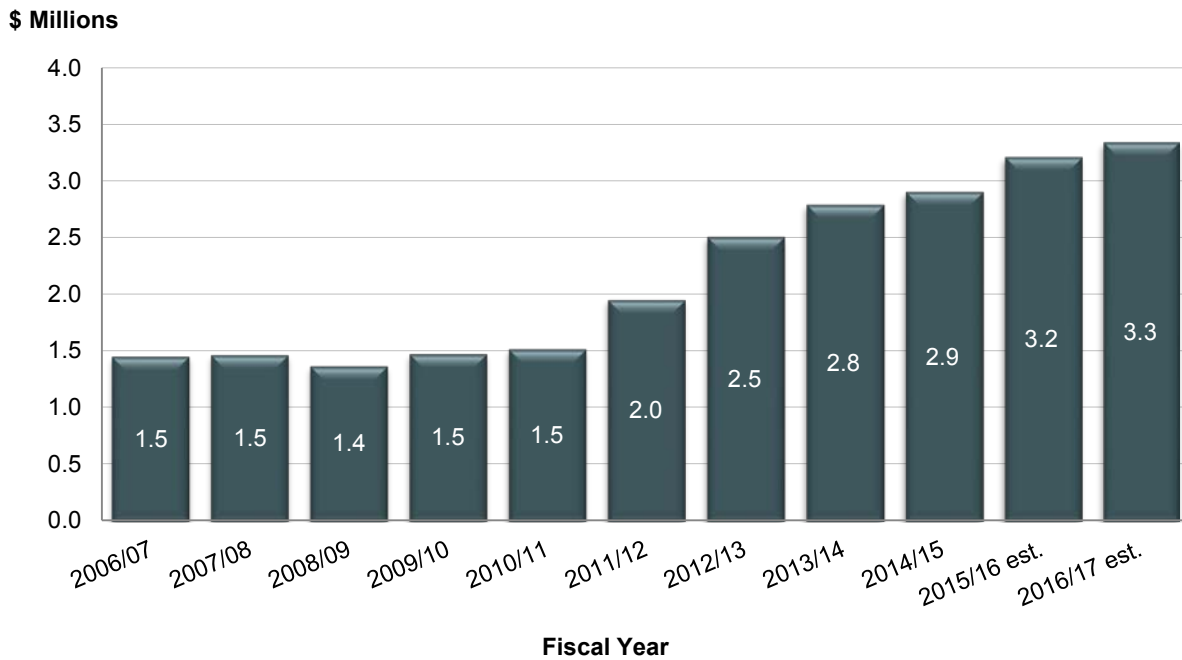
Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage.	2006/07	\$1,458,614	1.9%
	2007/08	1,471,815	0.9%
	2008/09	1,373,964	(6.6%)
	2009/10	1,481,741	7.8%
	2010/11	1,523,033	2.8%
	2011/12	1,956,173	28.4%
	2012/13	2,510,430	28.3%
	2013/14	2,795,630	11.4%
	2014/15	2,906,851	15.8%
	2015/16 est.	3,214,223	15.0%
	2016/17 est.	3,342,792	15.0%

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.	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	14,779,296	5.0%
	2015/16 est.	15,449,516	4.5%
	2016/17 est.	16,574,371	7.3%

Assumptions

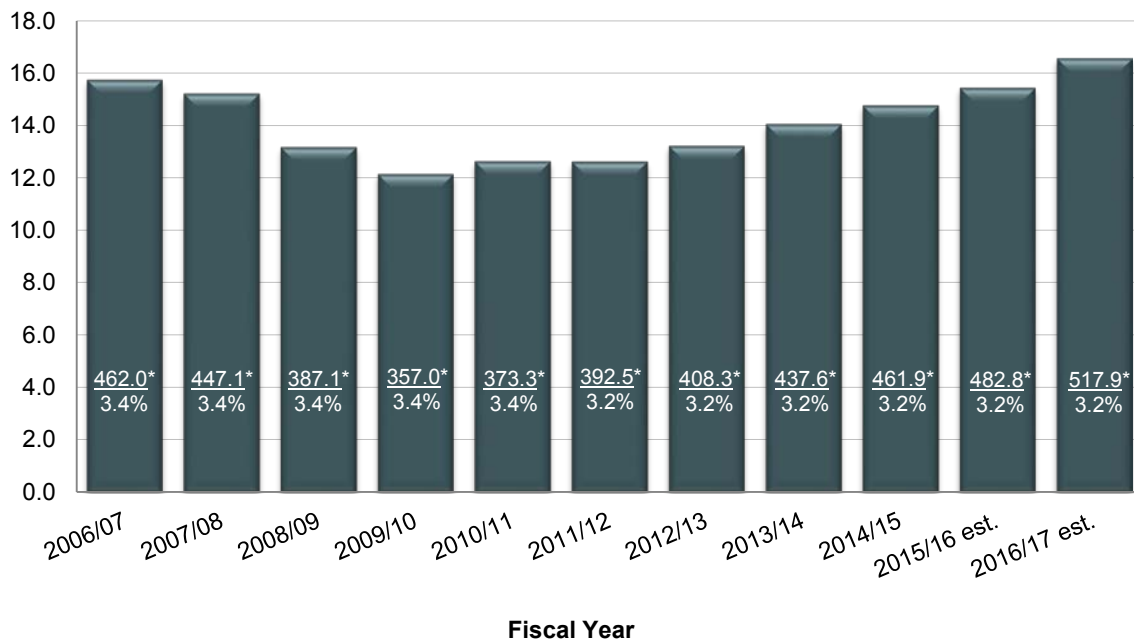
The state assesses a 5.6% sales tax, of which 0.6% is designated for educational purposes. 25% of the remaining collections are placed into a state shared sales tax revenue pool. Cities and towns share in the pool on the basis of their population in relation to total state population.

The four year decreased revenue beginning in FY 2006/07 is reflective of the state recession. The mixed impacts of improving state sales taxes and a reduced share of the pool from 3.4% to 3.2% results in a slight decline in revenue in FY 2011/12. Based on the results of the 2015 Census, Tempe’s share of revenue is set at 3.2% again for the next five fiscal years, starting in FY 2016/17. The growth in FY 2016/17 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

\$ Millions



* 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.	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	6,215,552	2.7%
	2015/16 est.	6,391,656	2.8%
	2016/17 est.	6,841,769	7.0%

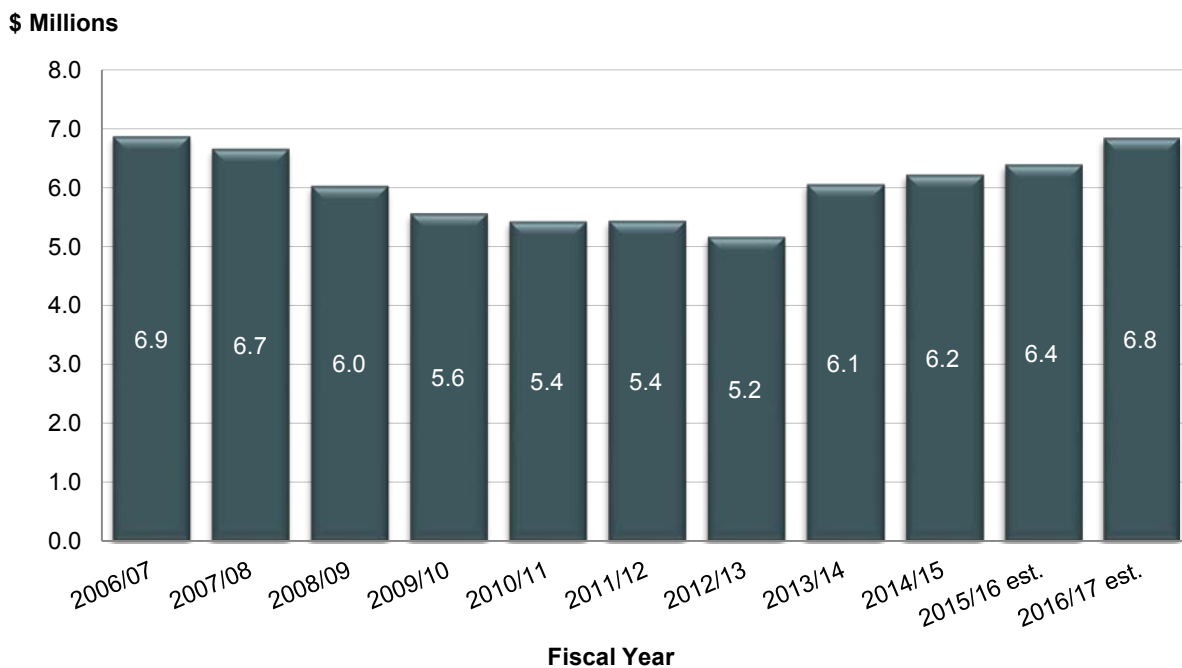
Assumptions

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 2016/17 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.	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	19,577,085	8.6%
	2015/16 est.	19,470,946	(0.5%)
	2016/17 est.	21,543,087	10.6%

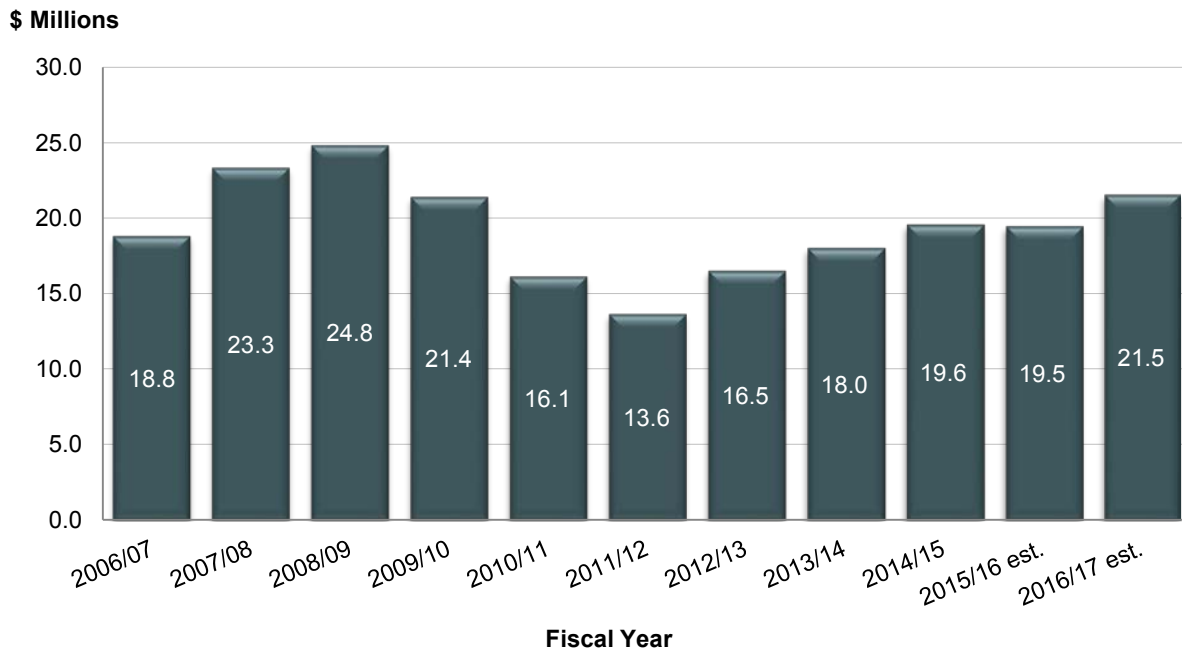
Assumptions

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 2016/17.

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 growth in FY 2016/17 is based on improved 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

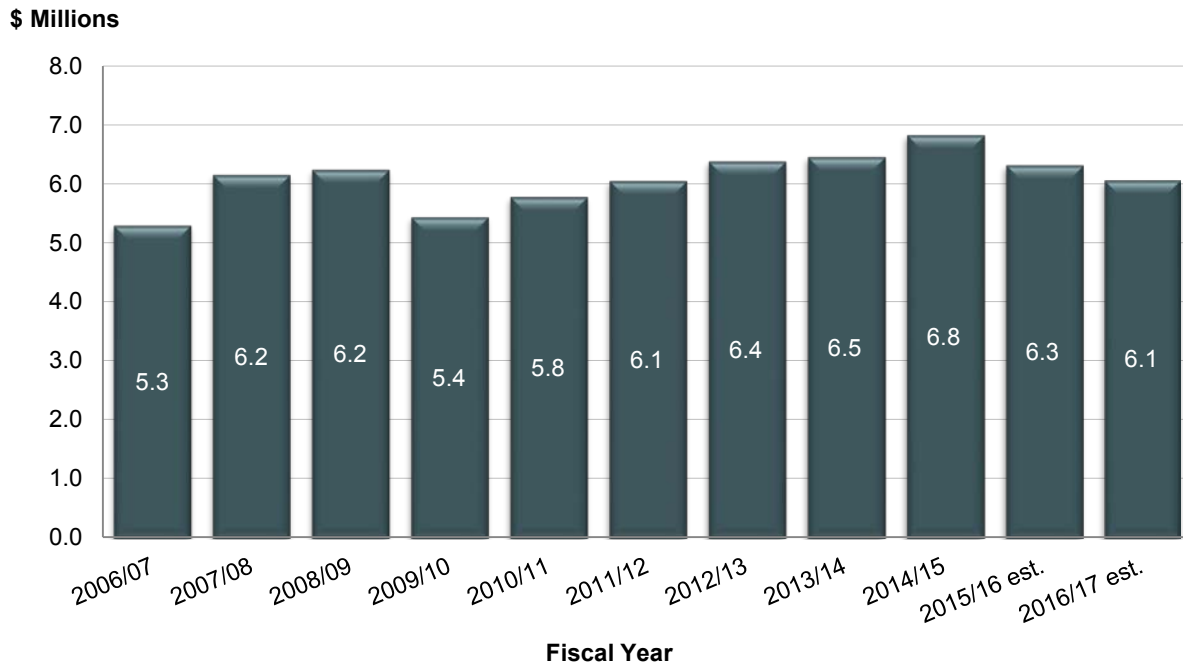
Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage, but intended to defray costs of recreation and social service programs.	2006/07	\$5,296,388	6.5%
	2007/08	6,158,859	16.3%
	2008/09	6,246,518	1.4%
	2009/10	5,442,664	(12.9%)
	2010/11	5,782,604	6.2%
	2011/12	6,052,606	4.7%
	2012/13	6,386,342	5.5%
	2013/14	6,461,770	1.2%
	2014/15	6,831,320	5.7%
	2015/16 est.	6,318,286	(7.5%)
	2016/17 est.	6,064,584	(4.0%)

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

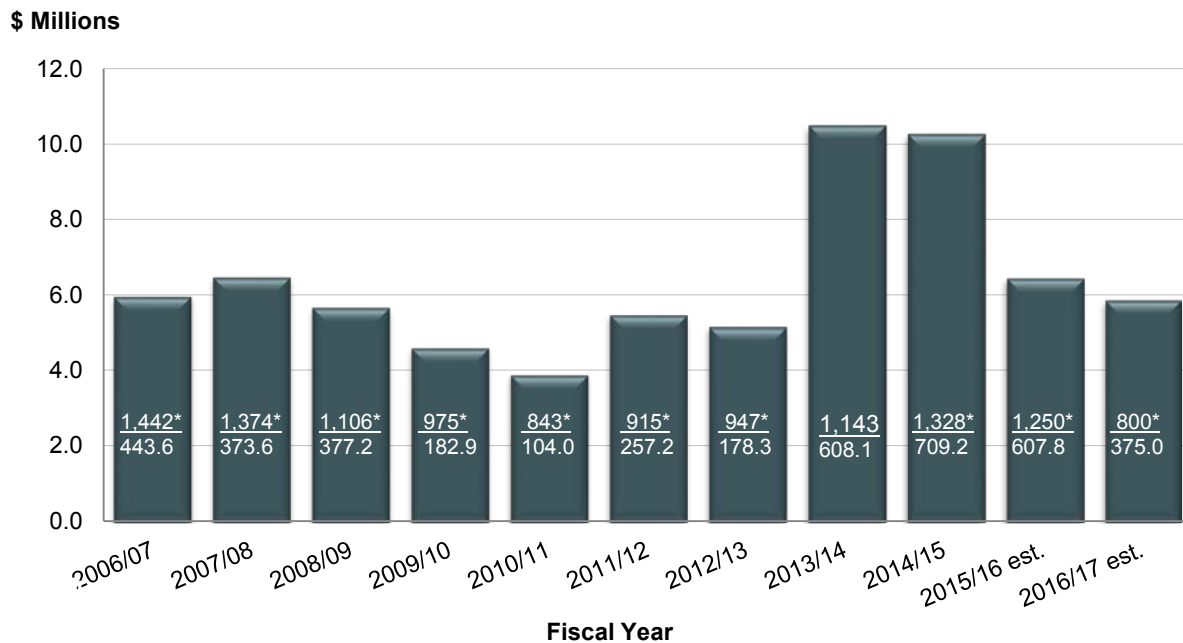
Restrictions	Fiscal Year	Amount	Percent Change
Intended to offset costs related to permitting and planning for residential and commercial development in the City, though there are no restrictions on usage.	2006/07	\$5,969,413	8.4%
	2007/08	6,479,274	8.5%
	2008/09	5,680,740	(12.3%)
	2009/10	4,633,358	(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	10,266,292	(2.2%)
	2015/16 est.	6,455,296	(37.1%)
	2016/17 est.	5,875,500	(9.0%)

Assumptions

The annual growth rates shown above reflect the extremely cyclical nature of development. 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 FY 2014/15 show extraordinary growth due to the State Farm project at Marina Heights. The FY 2015/16 decrease and FY 2016/17 estimated decrease are 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 13.4% growth that FY 2016/17 has over FY 2012/13.

Major Influences: Population, Tax Laws, Economy and Development

Charges for Services/Development Related



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



Fines and Forfeitures

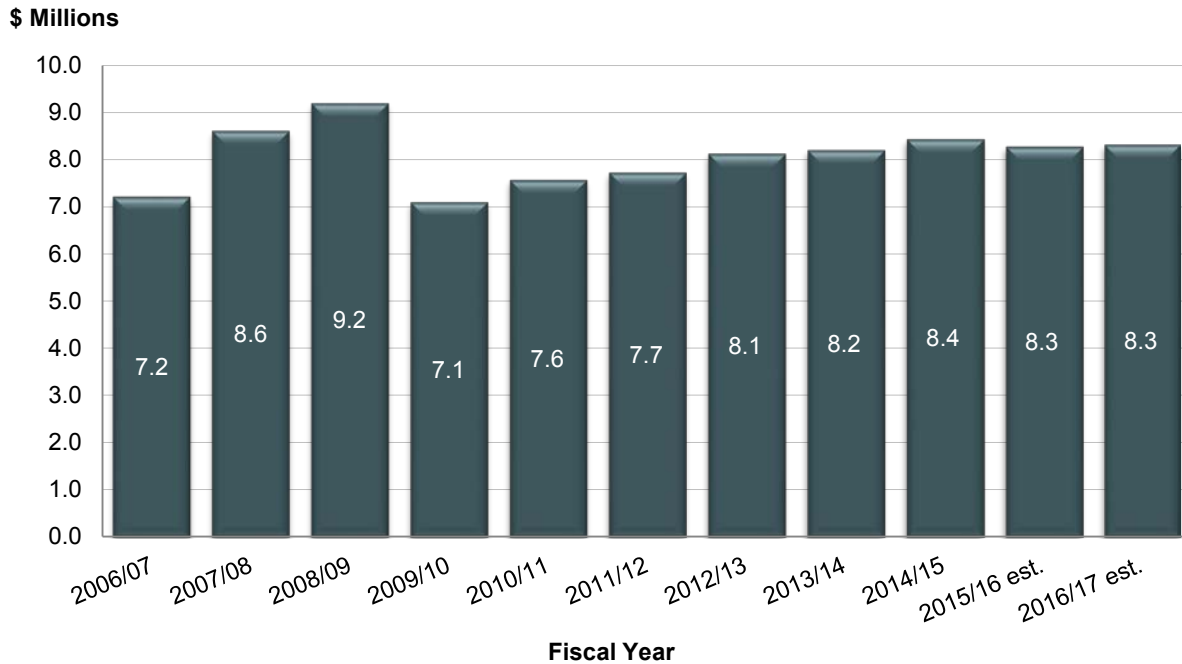
Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage.	2006/07	\$7,219,328	(0.9%)
	2007/08	8,616,319	19.4%
	2008/09	9,200,997	6.8%
	2009/10	7,108,900	(22.7%)
	2010/11	7,576,495	6.6%
	2011/12	7,731,585	2.0%
	2012/13	8,132,195	5.2%
	2013/14	8,205,495	0.9%
	2014/15	8,436,301	2.8%
	2015/16 est.	8,282,918	(1.8%)
	2016/17 est.	8,323,168	0.5%

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 2016/17 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

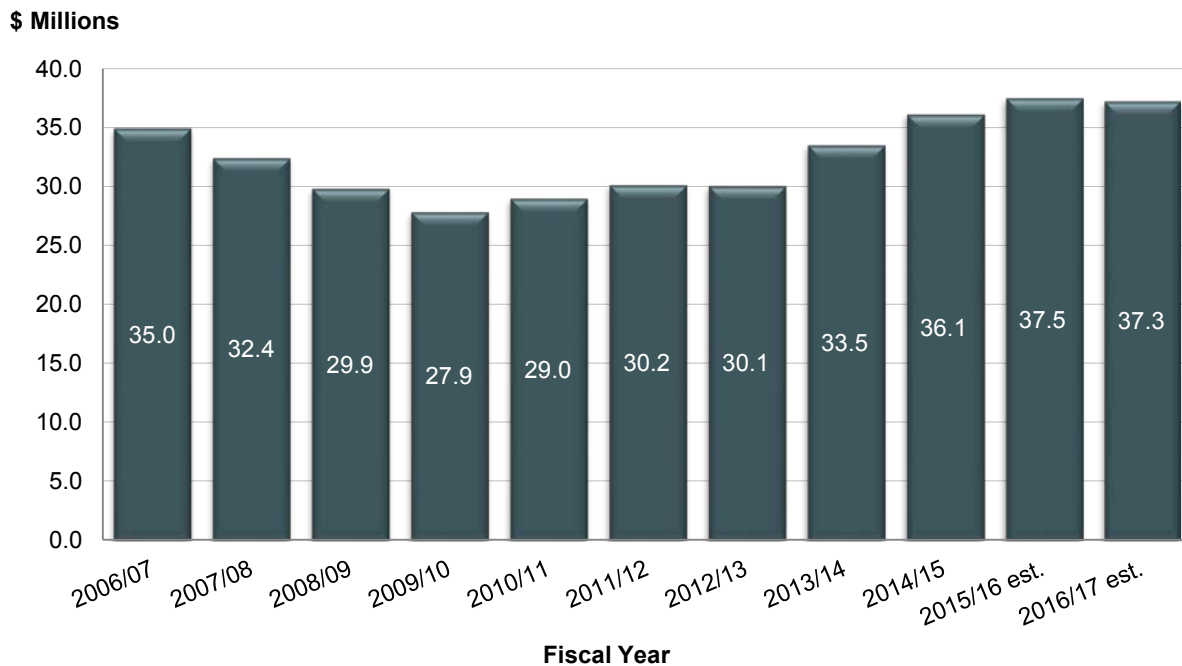
Restrictions	Fiscal Year	Amount	Percent Change
Represents a portion of the City sales tax dedicated by public vote to transit-related purposes, such as bus acquisition and maintenance, connecting bus routes to neighboring cities, bus stop construction, transit planning, and light rail construction.	2006/07	\$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	36,147,640	7.8%
	2015/16 est.	37,533,863	3.8%
	2016/17 est.	37,256,871	(0.7%)

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 2016/17 estimate reflects the end of the construction boom driven by the Marina Heights development and assumes a continued economic recovery in FY 2016/17.

Major Influences: Taxable Sales, Population and Consumer Price Index

Transit Tax





Performing Arts Tax

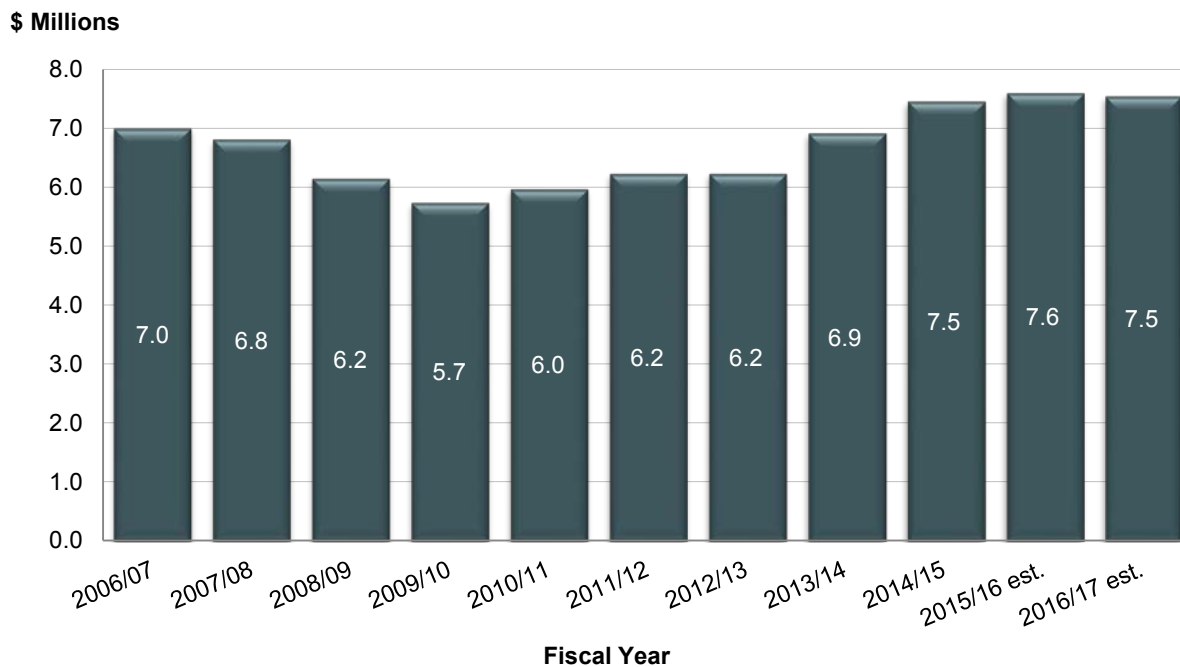
Restrictions	Fiscal Year	Amount	Percent Change
Represents a portion of the City sales tax dedicated by public vote for construction and operation of the Performing Arts Center.	2006/07	\$7,007,790	8.1%
	2007/08	6,820,193	(2.7%)
	2008/09	6,158,761	(9.7%)
	2009/10	5,749,649	(6.6%)
	2010/11	5,979,900	4.0%
	2011/12	6,236,500	4.3%
	2012/13	6,236,879	0.0%
	2013/14	6,921,904	11.0%
	2014/15	7,460,054	7.8%
	2015/16 est.	7,604,980	1.9%
	2016/17 est.	7,548,857	(0.7%)

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 2016/17 estimate reflects the end of the construction boom driven by the Marina Heights development and assumes a continued economic recovery in FY 2016/17.

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

Performing Arts Tax





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.	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	10,013,859	9.7%
	2015/16 est.	10,091,343	0.8%
	2016/17 est.	10,640,302	5.4%

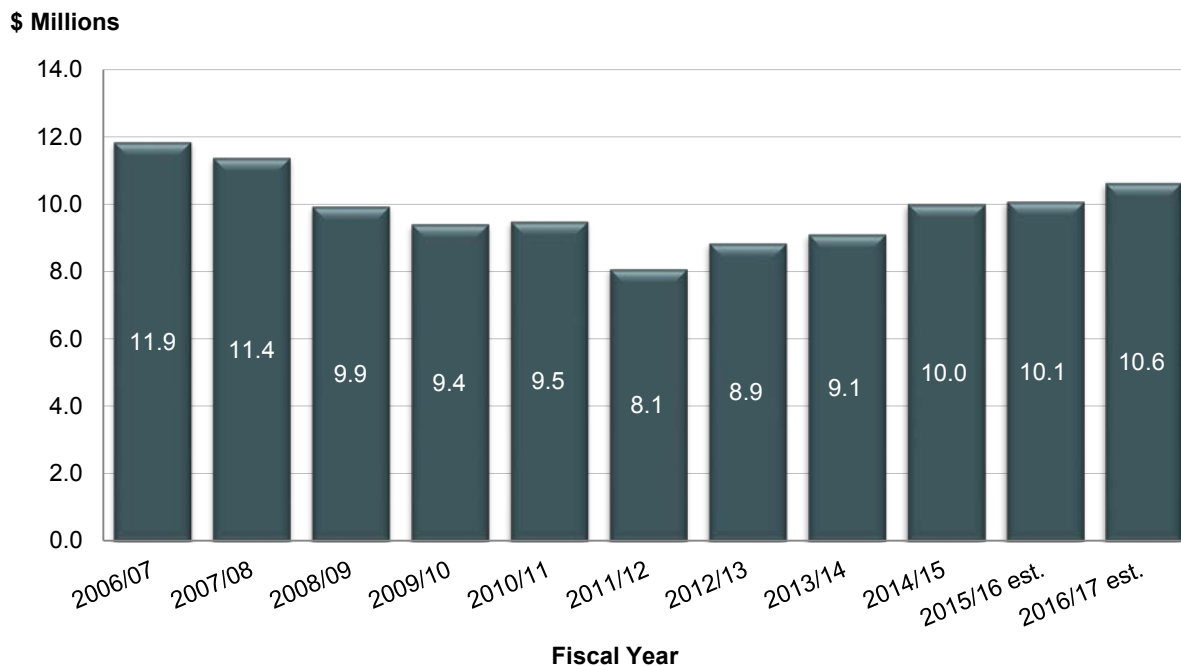
Assumptions

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 2016/17 increase reflects moderate improvement in the state economy.

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

Highway User Tax





Local Transportation Assistance Fund

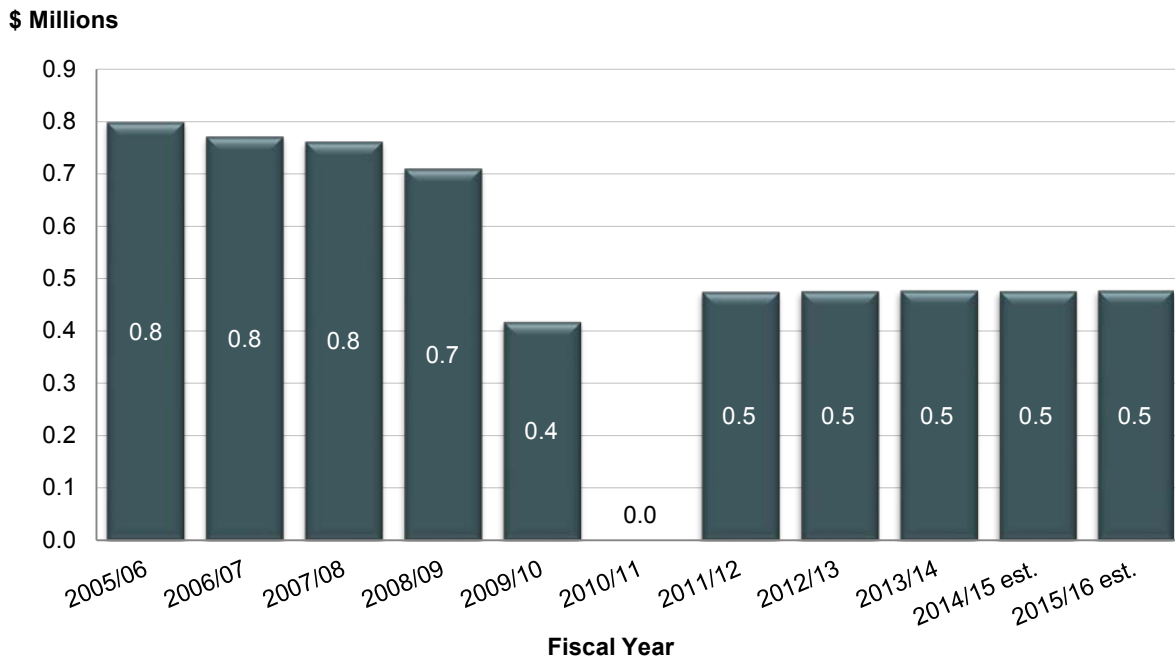
Restrictions	Fiscal Year	Amount	Percent Change
Proceeds can be used only for street and highway projects, for any construction or reconstruction in the public rights-of-way as well as transit programs.	2006/07	\$771,039	(3.5%)
	2007/08	761,513	(1.2%)
	2008/09	709,867	(6.8%)
	2009/10	416,885	(41.3%)
	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	484,863	1.6%
	2015/16 est.	474,508	(2.1%)
	2016/17 est.	474,508	0.0%

Assumptions

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

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

Local Transportation Assistance Fund





Community Development Block Grant/Section 8 Housing Grant

Restrictions

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

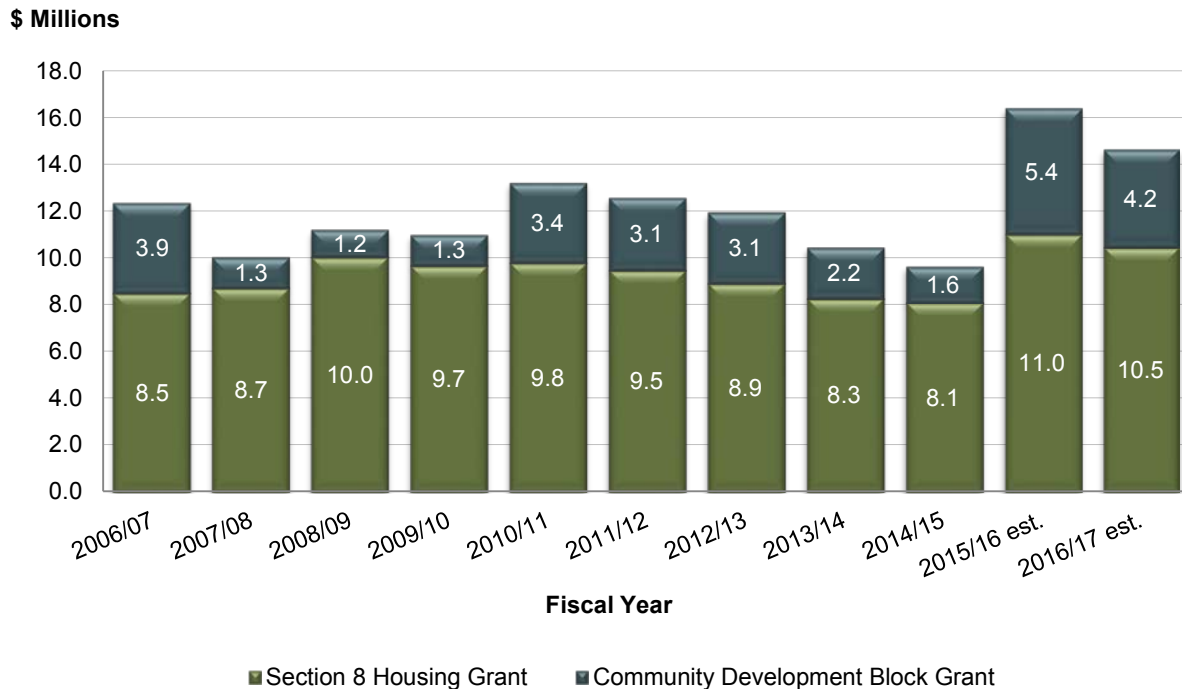
Fiscal Year	Community Development Block Grant		Section 8 Housing Grant	
	Amount	Percent Change	Amount	Percent Change
2006/07	\$3,869,328	(27.3%)	\$8,508,012	8.5%
2007/08	1,341,332	(65.3%)	8,722,976	2.5%
2008/09	1,189,291	(11.3%)	10,041,342	15.1%
2009/10	1,347,768	13.3%	9,674,069	(3.7%)
2010/11	3,435,874	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	1,585,694	(28.1%)	8,093,011	(2.2%)
2015/16 est.	5,380,895	239.3%	11,022,206	36.2%
2016/17 est.	4,197,178	(22.0%)	10,453,710	(5.2%)

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 and will be spent down in future 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

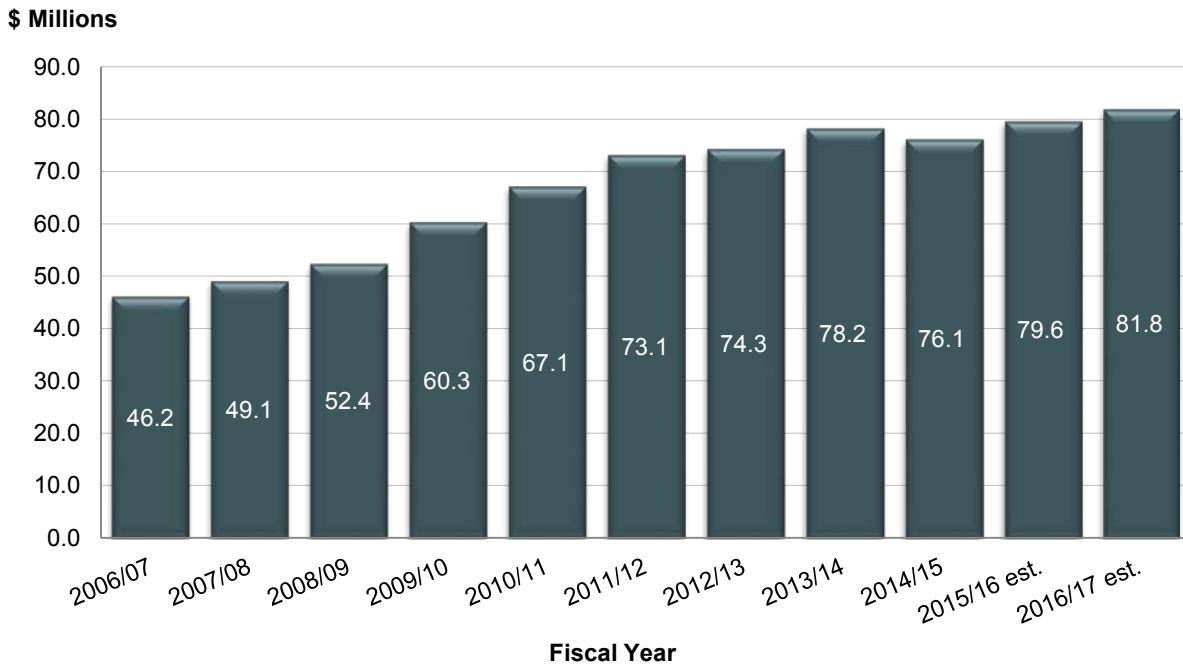
Restrictions	Fiscal Year	Amount	Percent Change
Fees can only be used to support the Water/Wastewater enterprise.	2006/07	\$46,180,573	4.0%
	2007/08	49,083,207	6.3%
	2008/09	52,407,237	6.8%
	2009/10	60,330,191	15.1%
	2010/11	67,111,483	11.2%
	2011/12	73,149,049	9.0%
	2012/13	74,263,175	1.5%
	2013/14	78,216,897	5.3%
	2014/15	76,128,174	(2.7%)
	2015/16 est.	79,562,302	4.5%
	2016/17 est.	81,837,150	2.9%

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

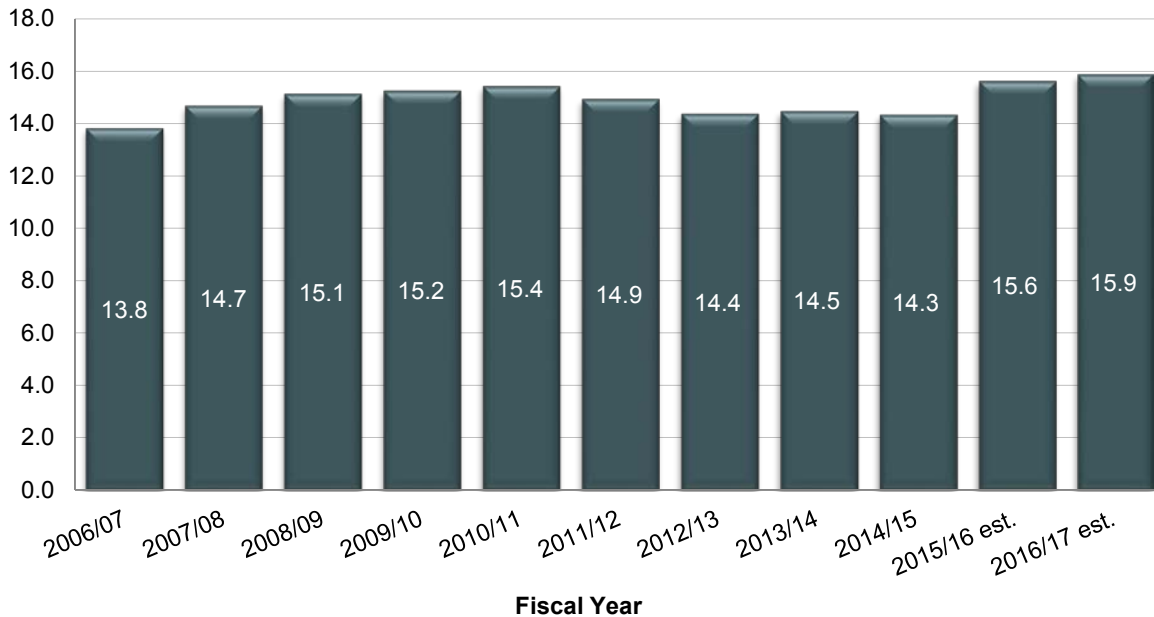
Restrictions	Fiscal Year	Amount	Percent Change
Used to defray costs of providing solid waste collection and disposal service.	2006/07	\$13,820,128	6.4%
	2007/08	14,669,542	6.1%
	2008/09	15,130,988	3.1%
	2009/10	15,242,801	0.7%
	2010/11	15,416,283	1.1%
	2011/12	14,927,082	(3.2%)
	2012/13	14,362,436	(3.8%)
	2013/14	14,461,069	0.7%
	2014/15	14,329,939	(0.9%)
	2015/16 est.	15,616,041	9.0%
	2016/17 est.	15,872,148	1.6%

Assumptions

The collection and disposal of solid waste constitutes the City’s second largest enterprise operation. Revenue derives from user fees for residential, commercial, roll-off, and uncontained solid waste service. More recently, the Solid Waste Fund has undergone a thorough review of its operations, and as a result, efficiencies were gained. A rate modification plan was implemented and solid waste rates were increased, raising the median charge by 15.1% -- the first increase since November of 2009.

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

\$ Millions



Solid Waste Fees



Golf Course Fees

Restrictions

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

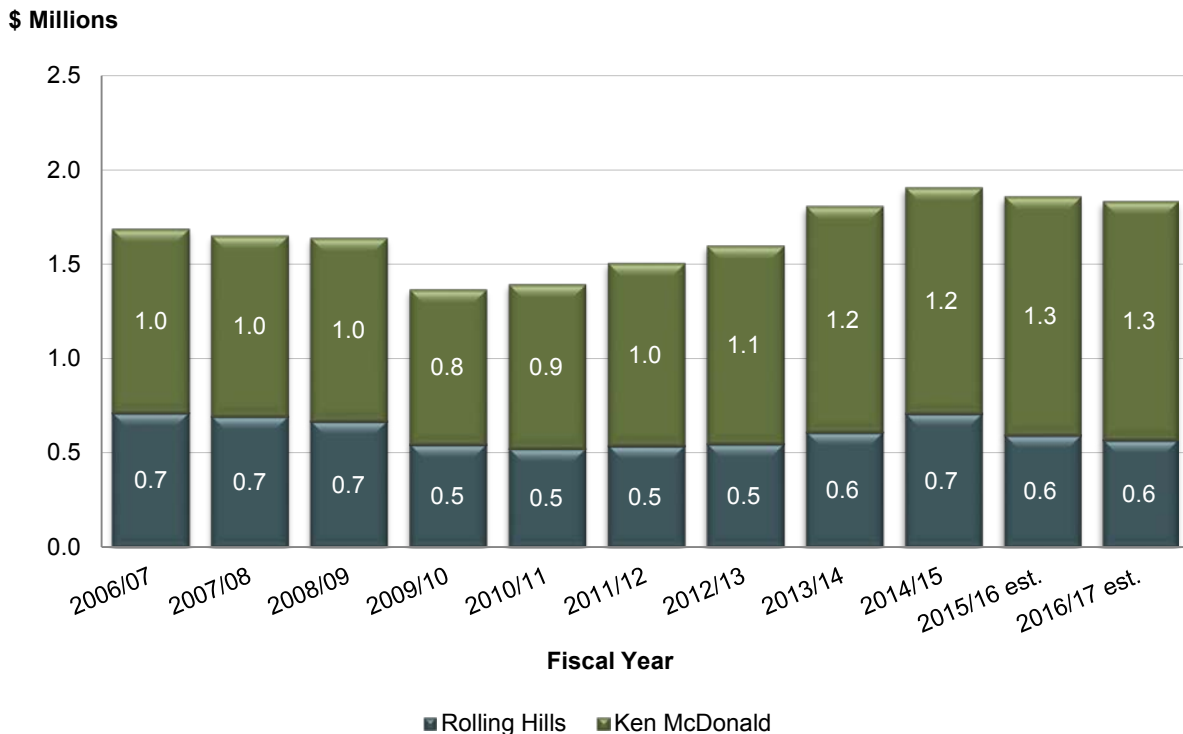
Fiscal Year	Rolling Hills		Ken McDonald	
	Amount	Percent Change	Amount	Percent Change
2006/07	\$712,171	(3.5%)	\$976,892	(3.5%)
2007/08	694,389	(2.5%)	958,956	(1.8%)
2008/09	668,736	(3.7%)	971,948	1.4%
2009/10	545,788	(18.4%)	824,027	(15.2%)
2010/11	523,048	(4.2%)	874,264	6.1%
2011/12	538,847	3.0%	970,404	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	708,238	16.1%	1,199,954	0.1%
2015/16 est.	595,743	(15.9%)	1,263,427	5.3%
2016/17 est.	570,365	(4.3%)	1,263,427	0.0%

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 2016/17 projection assumes steady rounds of play resulting from a new golf management contract at Ken McDonald, and a slow recovery for Rolling Hills after its irrigation system overhaul decreased play in FY 2015/16.

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

Golf Course Fees







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Performance Benchmarking

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

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






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

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

At their August 2016 annual retreat, the City Council reaffirmed a number of citywide strategic priorities. Five strategic priorities will continue 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:

	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 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. To facilitate the process, an Office of Strategic Management and Diversity has been created. The office is responsible for the strategic management of operationalizing the City Council priorities into an actionable and cohesive strategic plan.






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.

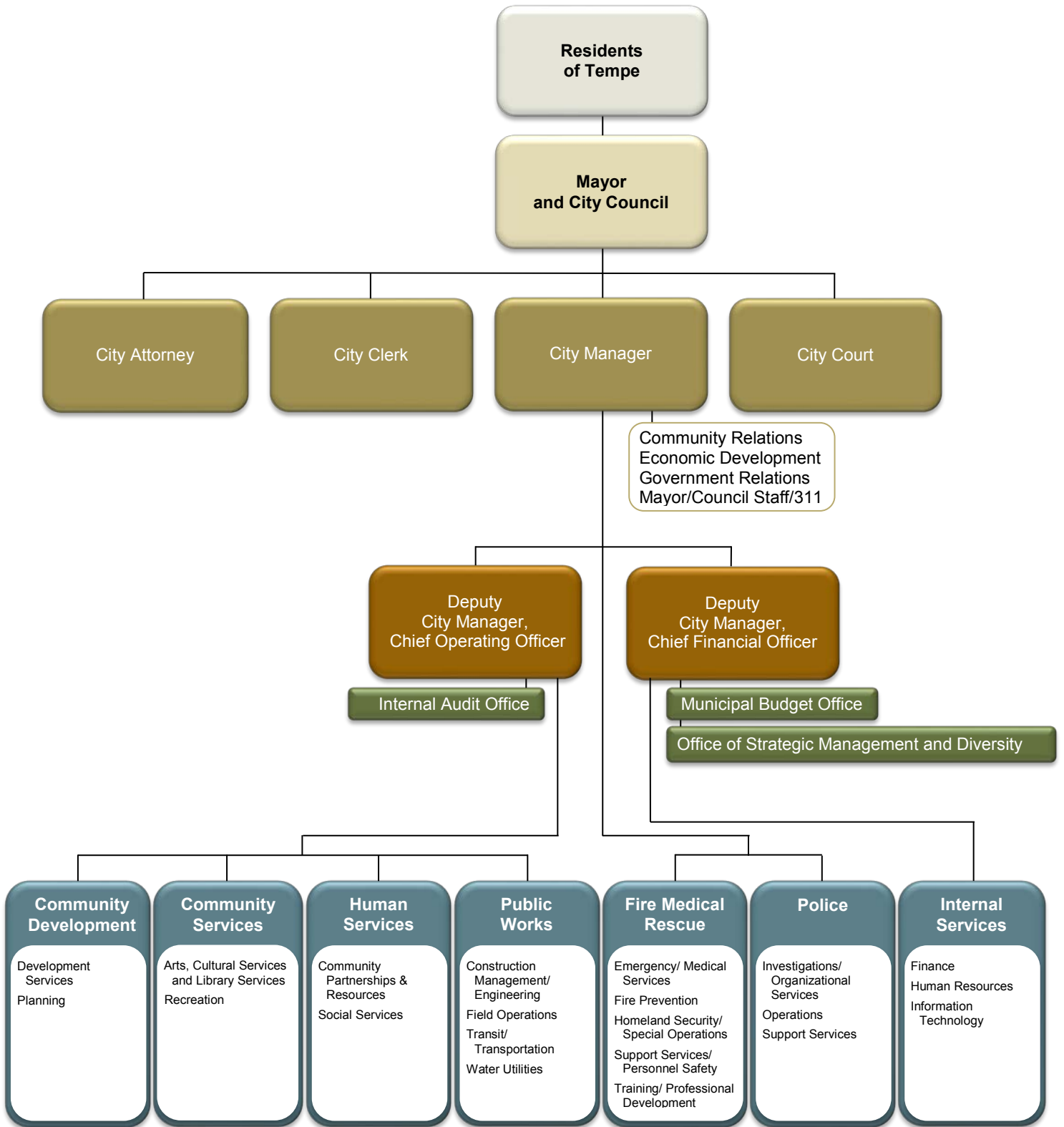
The relationship between departments and related council strategic priorities are identified and embedded in the following Performance Budget section.

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	✘	✘	✘	✘	✘
Office of Strategic Management and Diversity		✘	✘	✘	

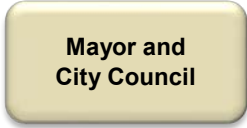




City Organizational Chart



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 2016/17 Budget Highlights:

- No change in staffing levels

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$370,580	\$374,381	372,977	\$4361,746
Supplies and Services	41,850	50,931	49,131	65,931
Internal Services	(66,929)	(60,033)	(61,000)	(53,799)
Expenditure Total	\$345,501	\$365,279	\$361,108	\$373,878
Per Capita	\$2.04	\$2.12	\$2.10	\$2.13

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	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 Strategic 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

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

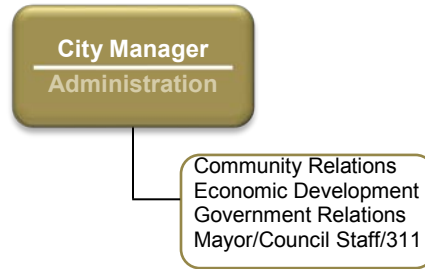
Objective: To align community investment priorities with the needs of residents by emphasizing improvements in service categories that are of the most benefit to residents, and by targeting limited resources toward services of the highest importance to residents and to those services where residents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

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Resident satisfaction with the appearance of the City* (%)	81	N/A	N/A	88
Resident satisfaction with the image of the City* (%)	84	N/A	N/A	87
Resident satisfaction with how well City planning growth* (%)	62	N/A	N/A	65
Resident satisfaction with quality of life in the City* (%)	85	N/A	N/A	87
Resident satisfaction with the feeling of safety in the City* (%)	73	N/A	N/A	76
Resident satisfaction with the leadership of elected officials* (%)	62	N/A	N/A	62
Resident satisfaction with the direction the City is heading* (%)	64	N/A	N/A	63
Resident satisfaction with opportunities to express ideas/views to the City* (%)	61	N/A	N/A	60
Resident satisfaction with efforts to keep residents informed on City budget* (%)	57	N/A	N/A	57
Resident satisfaction with public involvement in the City's decision-making* (%)	56	N/A	N/A	57

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the Community Attitude Survey. The survey is now biennial and was not conducted in FY 2015/16.



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 that 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.

FY 2016/17 Budget Highlights:

The approved amount includes the following changes:

- Authorized one Sustainability Program Manager for FY 2016/17 and 2017/18, 25% of which will be funded by ASU's Wrigley Institute (\$102,000)
- Authorized funding for Sales Force, a customer relationship management platform for Economic Development (\$8,725 recurring, \$7,500 one-time)
- Authorized funding for use of real estate database Xcelligent for Economic Development (\$5,000 recurring)

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$3,281,065	\$3,265,450	\$3,413,046	\$3,496,934
Supplies and Services	848,487	1,097,369	1,037,324	1,149,244
Grants, Donations and/or Restricted Purpose	938,287	6,221,511	1,600,681	6,044,659
Capital Outlays	1,141	0	0	0
Internal Services	(338,475)	(385,263)	(393,789)	(451,830)
Expenditure Total	\$4,730,505	\$10,199,067	\$5,657,262	\$10,239,007
Per Capita	\$27.90	\$59.29	\$32.89	\$58.23

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	6			6			7		
Community Relations	9		1.34	9		1.34	9		1.34
Economic Development	2			3			3		
Government Relations	1			1			1		
Mayor/Council Staff/311	12			12			12		
Total	30		1.34	31		1.34	32		1.34



Related Strategic 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

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Satisfaction with overall quality of City services* (%)	90	N/A	N/A	90

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the Community Attitude Survey. The survey is now biennial and was not conducted in FY 2015/16.

Related Strategic Priorities

- 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 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Resident satisfaction with the availability of information about City programs and services* (%)	76	N/A	N/A	76
Tempe Forum subscribers	1,016	1,050	1,185	1,300
E-notification subscribers	30,100	31,000	28,247	31,000
Page views for whole website (millions)	5.65	6.00	5.36	6.00
Twitter followers across all City accounts	17,300	18,000	38,390	39,000
Facebook likes across all City accounts	5,900	6,100	36,086	32,000
YouTube views on main City channel	53,587	55,000	59,512	55,000
Granicus video on demand views	8,445	8,200	98,963	94,000

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the Community Attitude Survey. The survey is now biennial and was not conducted in 2015/16.

Related Strategic Priorities

- 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Opportunities to attract projects in Tempe				
High waged tracked projects	61	65	61	65
Major corporate locates in Tempe	3	2	5	7
Knowledge based jobs	1,419	1,020	1,370	1,395
Employment	95,374	97,282	100,279	101,280
Job-to-Resident ratio	1.67	1.69	1.14	1.16

Related Strategic Priorities

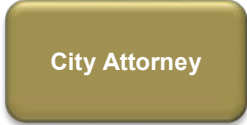
- Develop and maintain strong community connection

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Calls answered	97,182	100,000	105,000	105,000
Percent change		3%	5%	0%
SPOC (%)	44	51	42	65

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 2016/17 Budget Highlights:

The approved amount includes the following changes:

- Authorized funding for outside legal counsel (\$50,000 recurring, \$50,000 one-time)
- Authorized funding for subscription to WestLaw, a web-based legal research service (\$15,971 recurring)

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$3,176,320	\$3,171,644	\$3,042,200	\$3,233,358
Supplies and Services	77,822	89,118	87,617	203,589
Grants, Donations and/or Restricted Purpose	75,060	183,079	113,018	190,598
Capital Outlays	169	0	0	0
Internal Services	(409,120)	(387,113)	(391,212)	(455,558)
Expenditure Total	\$2,920,252	\$3,056,728	\$2,851,623	\$3,171,987
Per Capita	\$17.23	\$17.77	\$16.58	\$18.04

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
City Attorney	23	1.75	1.00	24	1.25	1.00	24	1.25	
Total	23	1.75	1.00	24	1.25	1.00	24	1.25	

Related Strategic Priorities

Ensure safe and secure community

Goal: To provide prompt legal services

Objective: To achieve a 95% satisfaction rating from departments responding to the Civil Client Satisfaction Survey

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Departments indicating a positive response to promptness (%)	95	98	N/A	95

Related Strategic Priorities

Ensure safe and secure community


Goal: To provide excellent customer service

Objective: To target 95% satisfaction rating from departments responding to the Civil Client Satisfaction Survey

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Departments indicating a positive response to courteous and approachable services (%)	96	100	N/A	95



Related Strategic Priorities


 Ensure safe and secure community

Goal: To provide prompt disposal of DUI cases

Objective: To dispose of 90% of DUI cases within 180 days

	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Performance Measure				
DUI cases disposed of within 180 days (%)	100	100	83	90

Related Strategic Priorities

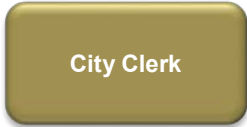
 Ensure safe and secure community

Goal: To increase victim's rights satisfaction rating

Objective: To achieve an 80% victim's rights satisfaction rating

	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Performance Measure				
Victim's rights satisfaction rating (%)	90	90	N/A	80

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 2016/17 Budget Highlights:

The approved amount includes the following change:

- Authorized funding for improvement of the records management system for enhanced record search capability and ensured state statute compliance (\$7,500 recurring)

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$498,056	\$481,174	\$483,569	\$500,827
Supplies and Services	187,429	608,395	354,139	397,439
Capital Outlays	195	0	0	0
Internal Services	66,298	46,221	45,092	87,708
Expenditure Total	\$751,978	\$1,135,790	\$882,800	\$985,974
Per Capita	\$4.44	\$6.60	\$5.13	\$5.61

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
City Clerk	4	0.50		4	0.50		4	0.50	
Total	4	0.50		4	0.50		4	0.50	

Related Strategic Priorities

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
City department records requests processed within 1 business day (%)	100	100	100	100
City Clerk records requests processed within 3 business days (%)	99	95	98	95

Related Strategic Priorities

Develop and maintain strong community connection

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

Objective: To determine current level of customer service by conducting an internal City Clerk customer service satisfaction survey in Fiscal Year 2016/17

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Satisfaction survey conducted (%)	N/A	100	N/A	100

Related Strategic Priorities

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

	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Performance Measure				
Documents processed within one business day (%)	100	100	100	100

Related Strategic Priorities

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

	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Performance Measure				
Agendas processed on Friday prior to following weeks' meetings (%)	100	100	100	100
Supplemental materials processed and uploaded prior to meeting (%)	100	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 Strategic Priorities

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

	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Performance Measure				
Legal action summaries published within 3 business days (%)	100	100	100	100
Meeting minutes included on second subsequent meeting agenda (%)	46	85	50	80
Official City documents processed within 3 business days (%)	100	100	100	100
Adopted Ordinances/Resolutions codified prior to effective date (%)	91	100	100	100
Adopted Ordinances/Resolutions published within 3 days after approval (%)	100	100	93	100


Related Strategic Priorities

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

	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Performance Measure				
Applicant information within one week (%)	100	100	100	100
Information/Materials within one business day (%)	100	95	100	100

Related Strategic Priorities

 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Paperwork and notification processed within 1 business day (%)	N/A	100	100	100
Campaign finance reports processed within 1 business day (%)	100	100	100	100
Election results processed/posted within ½ hour (%)	89	100	100	100



City Court



Purpose:

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

Description:

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

FY 2016/17 Budget Highlights:

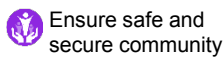
The approved amount includes the following change:

- Authorized one permanent full-time Court Services Supervisor to oversee and coordinate administrative functions of the East Valley Regional Veterans' Court (RVC), including operating expenses (\$100,000 recurring offset by grant; \$3,000 one-time equipment expense)

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$2,928,387	\$3,019,962	\$2,928,781	\$2,967,337
Supplies and Services	523,329	594,417	618,617	627,488
Grants, Donations and/or Restricted Purpose	252,438	984,300	337,264	1,251,650
Internal Services	607,212	586,310	573,895	801,708
Expenditure Total	\$4,311,365	\$5,184,989	\$4,458,557	\$5,648,183
Per Capita	\$25.43	\$30.14	\$25.92	\$32.12

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
City Court	38		4.06	38		4.06	39		4.06
Total	38		4.06	38		4.06	39		4.06

Related Strategic Priorities



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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Total number of filings*	62,144	62,796	69,096	69,096
Total number of dispositions	64,787	65,584	69,408	69,408
Clearance ratio (%)	100	100	100	100

* Charges and petitions filed during the fiscal year



Related Strategic Priorities

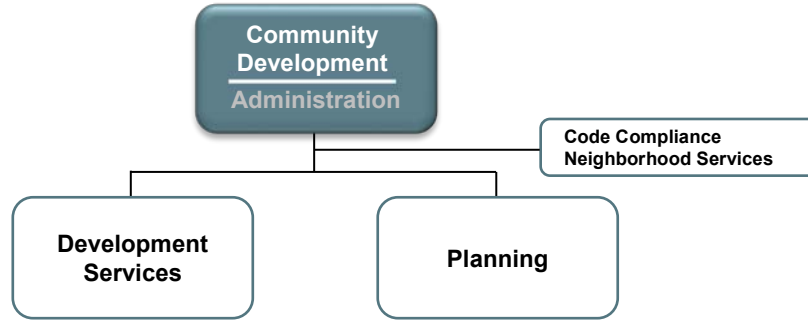
 Ensure safe and secure community

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

	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Performance Measure				
Total obligations imposed	\$11,780,088	\$11,999,207	\$11,282,004	\$11,282,004
Total payments processed	\$9,558,743	\$9,554,354	\$9,276,216	\$9,276,216
Collection rate (%)	81	80	82	82

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.

FY 2016/17 Budget Highlights:

The approved amount includes the following changes:

- Authorized three permanent full-time FTEs (2 Code Inspectors and one Planning and Research Analyst), 1.43 temporary permanent Code Inspectors, and two temporary one-time Code Inspectors to address the large number of violations in the city and to prevent future violations (\$332,139 recurring, \$145,386 one-time)
- Authorized two temporary one-time Building Inspectors to meet contractually required peak demand services not achievable by regular full-time personnel (\$191,156), one-time contracted services (\$100,000) and miscellaneous expenses (\$3,000)
- Mary Ann Corder program granted one-time additional funding (\$25,000)

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$7,894,525	\$8,457,729	\$7,793,095	8,160,417
Supplies and Services	5,378,346	5,510,835	5,404,243	5,192,374
Grants, Donations and/or Restricted Purpose	53,624	615,656	20,940	487,501
Capital Outlay	83,775	480,000	32,300	480,100
Internal Services	1,097,367	622,276	601,323	484,973
Expenditure Total	\$14,507,637	\$15,686,496	\$13,851,901	\$14,805,365
Per Capita	\$85.58	\$91.19	\$80.52	\$84.20

Expenditures by Division	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Administration, Code Compliance, Neighborhood Services	\$7,402,451	\$8,017,982	\$7,832,549	\$8,238,507
Development Services	4,210,128	5,103,541	4,008,934	4,520,433
Planning	2,895,057	2,564,973	2,010,418	2,046,425
Expenditure Total	\$14,507,637	\$15,686,496	\$13,851,901	\$14,805,365

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration, Code Compliance, Neighborhood Services	15		6.50	18		7.50	21		4.43
Development Services	34	0.75	11.66	36		7.66	36		2.66
Planning	20		1.86	17		1.86	17		1.86
Total	69	0.75	20.02	71		17.02	74		8.95



Community Development

Administration, Code Compliance, 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 Compliance 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$1,967,113	\$2,096,548	\$2,528,648	\$2,681,789
Supplies and Services	5,170,010	5,348,371	5,214,078	4,915,660
Grants, Donations and/or Restricted Purpose	0	30,000	0	14,500
Capital Outlay	63,210	480,000	30,000	480,100
Internal Services	202,118	63,063	59,823	146,458
Expenditure Total	\$7,402,451	\$8,017,982	\$7,832,549	\$8,238,507
Per Capita	\$43.66	\$46.61	\$45.53	\$46.86

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration, Code Compliance, Neighborhood Services	15		6.50	18		7.50	21		4.43
Total	15		6.50	18		7.50	21		4.43

Related Strategic Priorities



Develop and maintain strong community connection



Enhance quality of life for all Tempe residents and workers

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Participating households	39,251	39,640	39,968	40,365
Percent change		1%	1%	1%
Grant applications received	23	25	36	30
Neighborhood association mailings	50,350	50,000	49,000	50,000
Neighborhood association meetings attended (percent of total) (%)	98	95	99	95

Related Strategic Priorities

- Ensure safe and secure community
- Develop and maintain strong community connection
- 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Ratio between proactive and reactive code responses	65/35	65/35	61/39	65/35
Resident dissatisfaction with the maintenance of private property in their neighborhood* (%)	38	N/A	N/A	<38
Dissatisfaction of the code enforcement for property maintenance codes (%)	48	<48	<48	<48

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the Community Attitude Survey. The survey is now biennial and was not conducted in 2015/16.

Related Strategic Priorities

- Ensure safe and secure community
- Develop and maintain strong community connection
- 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 25 days or less; 2) close 98% of code enforcement cases received; and 3) achieve a 98% voluntary compliance rate for property owners cited with a code violation

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Days to resolve code violations	32	30	27	25
Code enforcement cases received	8,230	8,850	9,525	9,750
Code enforcement cases closed	7,526	8,300	9,335	9,555
Percent closed	98%	98%	98%	98%
Cases per inspector per month	76	78	79	82
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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$3,742,681	\$4,216,023	\$3,612,779	\$3,718,621
Supplies and Services	144,706	69,794	105,250	188,164
Grants, Donations and/or Restricted Purpose	42,991	527,628	7,600	430,248
Capital Outlay	15,142	0	2,300	0
Internal Services	264,607	290,096	281,005	183,400
Expenditure Total	\$4,210,128	\$5,103,541	\$4,008,934	\$4,520,433
Per Capita	\$24.83	\$29.67	\$23.30	\$25.71

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Development Services	34	0.75	11.66	36		7.66	36		2.66
Total	34	0.75	11.66	36		7.66	36		2.66

Related Strategic Priorities

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Building inspections completed within one day of request (%)	100	100	100	100
Plan reviews processed within agreed time frame (%)	95	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 (%)	95	95	95	95



Community Development

Planning

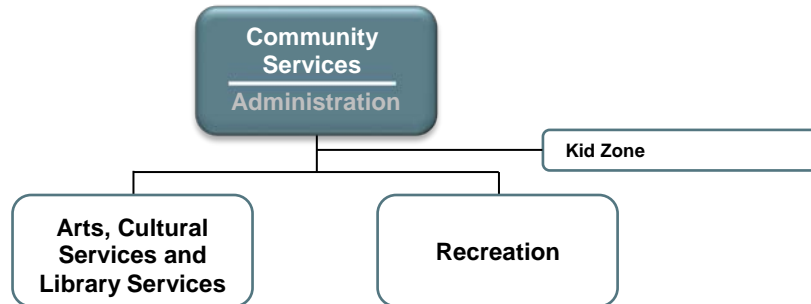
The Planning Division is responsible for administering the development entitlement process, change or adoption of codes, ordinances and neighborhood plans, facilities and signs. This division is also responsible for historical preservation, transportation planning, and project coordination and management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

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$2,184,730	\$2,145,158	\$1,651,668	\$1,760,007
Supplies and Services	63,630	92,670	84,915	88,550
Grants, Donations and/or Restricted Purpose	10,633	58,028	13,340	42,753
Capital Outlay	5,423	0	0	0
Internal Services	630,642	269,117	260,495	155,115
Expenditure Total	\$2,895,057	\$2,564,973	\$2,010,418	\$2,046,425
Per Capita	\$17.08	\$14.91	\$11.69	\$11.64

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Planning	20		1.86	17		1.86	17		1.86
Total	20		1.86	17		1.86	17		1.86



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.

FY 2016/17 Budget Highlights:

The approved amount includes the following changes:

- Authorized 1.3 permanent part-time Library Assistants to provide first point of contact for customer service functions such as patron registration and accounts, technology assistance and night and weekend coverage (\$39,457 recurring)
- Authorized contracted services to provide security coverage for Escalante Park and Community Center for continued patron safety and fewer incidents requiring police response (\$86,694 recurring)
- Authorized 0.75 part-time permanent Administrative Assistant to provide support for managing Special Events (\$39,459)
- Authorized 0.53 permanent part-time FTE at the Westside Multigenerational Center to address safety, programming, and compatible rates within the department (\$14,106 recurring)
- Authorized 0.10 temporary permanent FTE for Adult 50+ programming to provide additional activities at the Pyle Adult Recreation Center (\$3,391 recurring)
- Boat storage ADOT payment (\$5,000)
- Inventory for resale --books, miscellaneous supplies (\$2,300)
- Authorized conversion of three temporary permanent FTEs to three permanent full-time Kid Zone Staff Coordinators for the Kid Zone enrichment program (\$134,853)
- Authorized 3.56 temporary permanent FTEs for the Kid Zone enrichment program to meet community needs (\$81,100 recurring)
- Authorized contracted services to provide security coverage for the Library complex to ensure patron safety and fewer incidents requiring police response (\$49,510 recurring)
- Authorized one permanent full-time Administrative Assistant to provide support for Tempe Center for the Arts (\$54,760)
- Authorized one permanent full-time Arts Administrator and the reclassification of one Arts Coordinator to a second Arts Administrator as part of the execution of the Tempe Arts and Culture Master Plan (\$98,882)
- Authorized one full-time permanent Food & Beverage Coordinator to manage and operate a small-scale concession at the Tempe Center for the Arts (\$79,355); contracted services (\$35,000), and restaurant supplies (\$75,000)
- Authorized funding for recurring marketing efforts (\$90,000)
- Authorized funding for the TCA's Performing Artists Series, including 0.38 temporary full-time FTE (\$13,090), contracted services (\$93,000), marketing (\$56,500), equipment rentals, hotels, catering (\$20,000)
- Authorized funding for systems maintenance at the TCA (\$25,000)
- Authorized 1.65 permanent part-time staff for event support and expanded marketing efforts at Tempe Center for the Arts (\$57,889)
- Authorized one-time funding for the TCA's website development (\$90,000)
- Authorized one-time funding for Little Libraries (\$10,000)



Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$14,834,869	\$14,878,786	\$14,455,551	\$15,445,842
Supplies and Services	3,295,792	3,570,664	3,440,361	4,208,615
Grants, Donations and/or Restricted Purpose	804,832	1,440,335	908,806	1,163,012
Capital Outlay	21,840	0	0	7,263
Internal Services	2,764,704	3,226,709	3,135,722	3,137,797
Expenditure Total	\$21,722,038	\$23,116,494	\$21,940,440	\$23,962,529
Per Capita	\$128.13	\$134.38	\$127.55	\$136.29

Expenditures by Division	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Administration, Kid Zone	\$6,157,544	\$6,237,989	\$6,255,643	\$6,922,380
Arts, Cultural Services and Library Services	6,849,213	7,597,735	6,967,232	7,948,100
Recreation	8,715,281	9,280,770	8,717,565	9,092,049
Expenditure Total	\$21,722,038	\$23,116,494	\$21,940,440	\$23,962,529

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration, Kid Zone	33		59.12	34		59.12	38		59.68
Arts, Cultural Services and Library Services	39	3.00	24.36	39	3.00	24.36	41	3.00	26.69
Recreation	40	3.00	84.43	39	3.00	85.01	39	3.75	85.64
Total	112	6.00	167.91	112	6.00	168.49	118	6.75	172.01

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$4,437,519	\$4,379,432	\$4,432,235	\$4,842,548
Supplies and Services	519,118	498,965	497,323	605,669
Grants, Donations and/or Restricted Purpose	403,656	365,835	378,922	243,251
Capital Outlay	465	0	0	6,163
Internal Services	796,786	993,757	947,163	1,224,749
Expenditure Total	\$6,157,544	\$6,237,989	\$6,255,643	\$6,922,380
Per Capita	\$36.32	\$36.26	\$36.37	\$39.37

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration, Kid Zone	33		59.12	34		59.12	38		59.68
Total	33		59.12	34		59.12	38		59.68

Related Strategic Priorities

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Parent evaluation survey results measures indicate "very satisfied" with the Kid Zone Enrichment Program (%)	90	80	95	80
National accreditation evaluation survey results of "very satisfied" with the Kid Zone Enrichment Program (%)	92	80	97	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 Rodriguez House, and the Vihel Center for the Arts.

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$4,435,340	\$4,523,946	\$4,164,868	\$4,599,335
Supplies and Services	1,147,849	1,373,544	1,331,739	1,886,627
Grants, Donations and/or Restricted Purpose	110,597	411,458	204,228	378,663
Capital Outlay	5,866	0	0	1,100
Internal Services	1,149,561	1,288,787	1,266,397	1,082,375
Expenditure Total	\$6,849,213	\$7,597,735	\$6,967,232	\$7,948,100
Per Capita	\$40.40	\$44.17	\$40.50	\$45.20

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	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	3.00	24.36	39	3.00	24.36	41	3.00	26.69
Total	39	3.00	24.36	39	3.00	24.36	41	3.00	26.69

Related Strategic Priorities

Enhance quality of life for all Tempe residents and workers

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 an 87% 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Satisfaction with quality of library services* (%)	87%	N/A	N/A	87%
Library visitors (door count)	713,589	750,000	725,000	750,000
Percent change		5%	(3%)	3%
Registered borrowers	144,745	140,000	140,000	140,000
Circulation	810,874	800,000	800,000	800,000
Percent change		(1%)	0.0%	0.0%
Public Computer Usage	158,254	150,000	150,000	150,000
Library FTE per 1,000 population	0.14	0.18	0.14	0.14
Circulation per capita	5.12	5.00	5.00	5.00

*Measured by the percent of residents that responded with “Very Satisfied” or “Satisfied” in the Community Attitude Survey. The survey is now biennial and was not conducted in 2015/16.

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

Related Strategic Priorities

Enhance quality of life for all Tempe residents and workers

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Quantified levels of satisfaction reported by visitors and volunteers on evaluation forms (%)	92	90	90	90
Objects catalogued	2,872	2,600	1,439	2,000
Visitors to Historical Museum and Peterson House	28,356	27,000	26,731	26,000

Related Strategic Priorities

Develop and maintain strong community connection

Enhance quality of life for all Tempe residents and workers

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Satisfaction reported by residents on the Community Attitude Survey* (%)	83	N/A	N/A	85
Maintain the current schedule of free, high-quality, diverse arts events and opportunities	105	135	102	100
Increase ticket sales to Tempe Center for the Arts-produced entertainment events	2,935	3,000	461	1,500

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the Community Attitude Survey. The survey is now biennial and was not conducted in 2015/16.

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$5,962,010	\$5,975,408	\$5,858,448	\$6,003,959
Supplies and Services	1,628,826	1,698,155	1,611,299	1,716,319
Grants, Donations and/or Restricted Purpose	290,579	663,042	325,656	541,098
Capital Outlay	15,510	0	0	0
Internal Services	818,357	944,165	922,162	830,673
Expenditure Total	\$8,715,281	\$9,280,770	\$8,717,565	\$9,092,049
Per Capita	\$51.41	\$53.95	\$50.68	\$51.71

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Recreation	40	3.00	84.43	39	3.00	85.01	39	3.75	85.64
Total	40	3.00	84.43	39	3.00	85.01	39	3.75	85.64

Related Strategic Priorities

-  Develop and maintain strong community connection
-  Enhance quality of life for all Tempe residents and workers


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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
<i>Programs</i>				
Satisfaction with recreation programs and services* (%)	77	N/A	N/A	77
Quality of City swimming pools* (%)	59	N/A	N/A	59
<i>Facilities</i>				
Quality of City recreation centers* (%)	77	N/A	N/A	77
<i>Community Involvement</i>				
Annual volunteer hours for all City programs	144,000	145,000	140,000	140,000
<i>Service Enhancing Technologies</i>				
Online registrations (%)	40	45	42	43
Connecting Tempe E-newsletter subscriptions	8,800	10,000	10,000	10,000
Recreation Services Facebook posts and tweets	810	860	860	950
Recreation Services Facebook views	343,707	313,040	300,000	325,000
<i>Costs + Revenue</i>				
Operating and Maintenance Cost per capita	\$34.50	\$34.00	\$46.05	\$46.05
Recreation revenue	\$3,556,546	\$3,424,733	\$3,486,178	\$3,486,178
Recreation revenue as a percent of expenditures (%)	51	48	44	44

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the Community Attitude Survey. The survey is now biennial and was not conducted in 2015/16.

Related Strategic Priorities

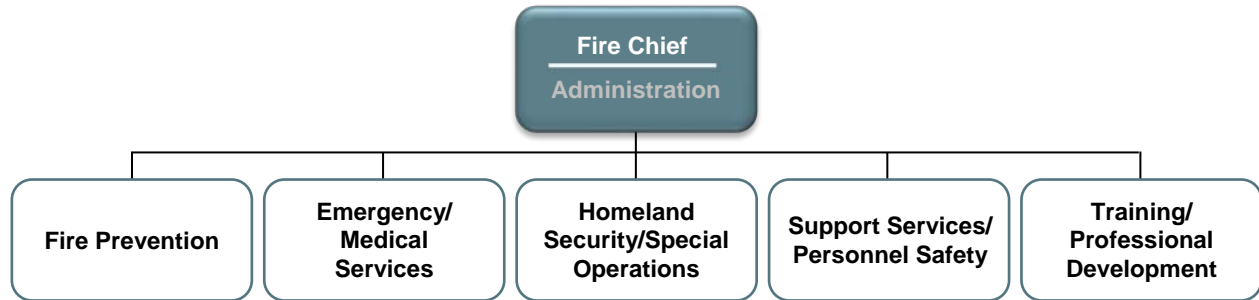
 Enhance quality of life for all Tempe residents and workers

Goal: To provide quality programs that enhance the quality of life of Tempe residents
Objective: 1) To achieve an 87% 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Overall customer approval rating for the Escalante Early Education Program (%)	94	90	91	87
Overall customer approval rating for the Escalante Summer Camp Program (%)	93	90	95	90



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 2016/17 Budget Highlights:

The approved amount includes the following changes:

- Authorized funding for Phase II of the Advanced Life Support (ALS) Medical Program Compliment, to include recurring personnel costs (\$86,630), one-time training (\$70,800) and shift coverage costs (\$453,008), and first aid supplies (\$750 recurring, \$33,520 one-time)
- Authorized funding for emergency supplies and services (\$51,000 recurring)
- Authorized one-time funding for firefighter protective equipment (\$245,000) and recurring contracted services (\$35,000)

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$22,087,223	\$25,450,818	\$26,046,512	\$26,879,377
Supplies and Services	2,268,206	2,315,078	2,419,174	2,973,761
Grants, Donations and/or Restricted Purpose	759,118	443,595	442,267	201,199
Capital Outlay	55,407	93,400	93,400	93,400
Internal Services	1,632,200	2,096,502	2,049,536	1,879,229
Expenditure Total	\$26,802,154	\$30,399,393	\$31,050,889	\$32,026,966
Per Capita	\$158.10	\$176.72	\$180.51	\$182.15

Expenditures by Division	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Administration/Fire Prevention	\$3,176,267	\$3,410,227	\$3,910,033	\$3,102,137
Emergency/Medical Services	20,624,036	23,999,002	24,274,251	25,708,696
Training/Professional Development	390,866	469,649	470,922	728,766
Homeland Security/Special Operations	789,601	598,189	643,833	573,071
Support Services/Personnel Safety	1,821,384	1,922,326	1,751,850	1,914,296
Total	\$26,802,154	\$30,399,393	\$31,050,889	\$32,026,966

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration/Fire Prevention	8			8			7		
Emergency/Medical Services	143			143			143		
Homeland Security/Special Operations	2			2			2		
Support Services/Personnel Safety	1			1			1		
Training/Professional Development	2			2			2		
Total	156			156			155		



Fire Medical Rescue

Administration, Fire Prevention

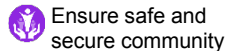
Administration is responsible for general policy and direction of the department, as delineated in the Five-Year Strategic Plan and Operational Guide, by providing management and leadership for the operating divisions within the Fire Department. Development and administration of the budget, recruitment, 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$1,853,865	\$1,530,246	\$2,000,012	\$2,047,658
Supplies and Services	227,386	265,872	254,805	221,874
Grants, Donations and/or Restricted Purpose	12,403	24,269	10,902	4,655
Capital Outlay	1,069	0	0	0
Internal Services	1,081,544	1,589,840	1,644,314	827,950
Expenditure Total	\$3,176,267	\$3,410,227	\$3,910,033	\$3,102,137
Per Capita	\$18.74	\$19.82	\$22.73	\$17.64

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration, Fire Prevention	8			8			7		
Total	8			8			7		

Related Strategic Priorities



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 8.82 sworn full-time equivalents (FTE) per capita and .15 fire stations per square mile; 2) attain 90% resident satisfaction with the quality of local fire services; 3) maintain daily minimum firefighter staff level at 42; and 4) increase the number of fire inspections by 3%

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Firefighters per capita (10,000)	9.14	9.01	9.01	8.82
Fire stations per square mile	0.15	0.15	0.15	0.15
Resident satisfaction with the quality of local fire service* (%)	90	N/A	N/A	90
Daily minimum firefighter staffing level	42	42	42	42
Fire Inspector's inspections	2,702	3,200	4,360	4,500
Percent change		18%	36%	3%
Commercial structures inspected annually (%)	9	11	15	20
Code violations abated (%)	84	90	83	90
Code inspections per inspector/sq. ft.	102/1,795,000	120/2,000,000	164/4,167,500	180/4,500,000

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the Community Attitude Survey. The survey is now biennial and was not conducted in 2015/16.

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$19,253,373	\$22,778,863	\$22,957,163	\$23,553,474
Supplies and Services	867,841	767,269	941,468	1,412,753
Grants, Donations and/or Restricted Purpose	448,484	359,470	282,220	180,354
Capital Outlay	54,338	93,400	93,400	93,400
Internal Service	0	0	0	468,715
Expenditure Total	\$20,624,036	\$23,999,002	\$24,274,251	\$25,708,696
Per Capita	\$121.65	\$139.51	\$141.11	\$146.22

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	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 Strategic Priorities

Ensure safe and secure community

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

Objective: 1) To respond to safe emergency responses under 4:10 minutes; and 2) maintain mutual aid received/given levels

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Average emergency response time in minutes (from call receipt to arrival in minutes)*	4:37	4:10	5:00	4:10
Total response time at the 90 th percentile**	7:53	8:05	8:25	8:05
Total calls per capita (1,000)	134	139	139	142
Percent change		4%	0%	2%
Fire Medical Rescue response call type***				
Fire	2,043	2,040	1,944	1,950
EMS-ALS/BLS	18,806	22,500	20,021	21,000
Other	1,871	1,870	1,963	1,950
Mutual aid				
Received	3,011	3,200	3,454	3,450
Given	2,862	2,800	2,845	2,850

* 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$443,199	\$483,436	\$447,224	\$467,684
Supplies and Services	48,172	54,897	47,464	54,897
Grants, Donations and/or Restricted Purpose	298,231	59,856	149,145	16,190
Internal Service	0	0	0	34,300
Expenditure Total	\$789,601	\$598,189	\$643,833	\$573,071
Per Capita	\$4.66	\$3.48	\$3.74	\$3.26

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	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

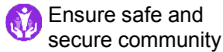
Primary responsibilities of Support Services/Personnel Safety include apparatus maintenance, equipment maintenance and repair, apparatus acquisition management, facilities maintenance, maintaining the Department's communications systems, and writing equipment bid specifications. In addition, the division 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$215,785	\$265,933	\$249,218	\$249,304
Supplies and Services	1,054,943	1,149,731	1,097,410	1,204,590
Internal Services	550,656	506,662	405,222	460,402
Expenditure Total	\$1,821,384	\$1,922,326	\$1,751,850	\$1,914,296
Per Capita	\$10.74	\$11.17	\$10.18	\$10.89

	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Authorized Personnel									
Support Services/Personnel Safety	1			1			1		
Total	1			1			1		

Related Strategic Priorities



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 1%; and 2) target 100% maintenance completion within the preventive maintenance (PM) schedule

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Preventive maintenance inspections	209	230	187	189
Percent change		10%	(19%)	1%
Completed within PM schedule (%)	91	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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$321,001	\$392,340	\$392,895	\$561,257
Supplies and Services	69,865	77,309	78,027	79,647
Internal Service	0	0	0	87,862
Expenditure Total	\$390,866	\$469,649	\$470,922	\$728,766
Per Capita	\$2.31	\$2.73	\$2.74	\$4.14

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	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 Strategic Priorities

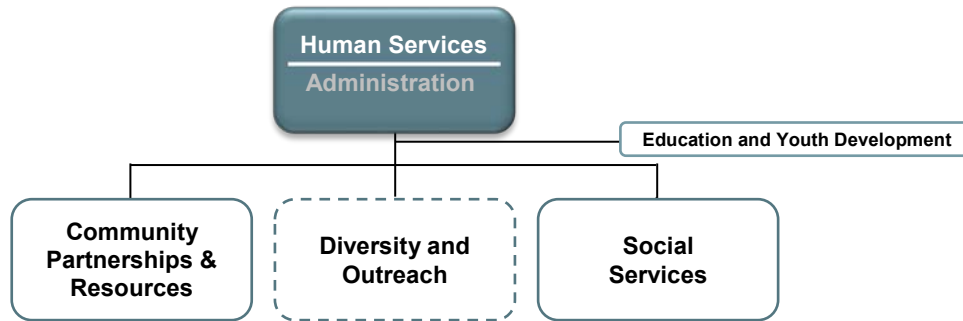
Ensure safe and secure community

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Companies completing minimum standards evaluations (%)	100	100	100	100
Annual percentage of firefighter injuries (%)	15	15	13	15

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 housing opportunities for residents of Tempe, homeless resource coordination, diversion services, youth development programs, veterans resources, 24-hour crisis response, and counseling to residents and families.

During FY 2014/15, Tempe Community Council employees and functions were integrated from an outside agency into the Human Services Department. Those employees became City employees beginning FY 2015/16, as reflected in the expenditure and personnel information below, under Community Partnerships & Resources. After adoption of the FY 2015/16 budget, there was an intradepartmental reorganization where Housing and Revitalization personnel were transferred from reporting to Administration to reporting to Social Services.

Beginning FY 2016/17, the City Manager implemented a reorganization of departments, divisions and offices. As a result, Diversity and Outreach moved from being part of Human Services to its own office, expanding to the Office of Strategic Management and Diversity. The expenditure and authorized personnel information listed below reflect these changes.

FY 2016/17 Budget Highlights:

The approved amount includes the following changes:

- Authorized funding for a Section 8 operating budget shortfall due to decreased Federal reimbursements; funding will maintain service levels for those who need housing assistance (\$190,000)
- Authorized one permanent full-time Social Services Coordinator to provide case management and coordination of services to the Care 7 team (\$75,833)
- Authorized expenditure of the existing Housing Trust Fund balance for down payment assistance for first time homebuyers (\$51,000 one-time)

	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Expenditures by Type				
Personnel Costs	\$3,502,043	\$4,036,503	\$3,627,448	\$3,918,567
Supplies and Services	10,199,064	15,629,873	16,286,516	14,426,258
Grants, Donations and/or Restricted Purpose	709,325	1,081,919	1,024,112	1,323,663
Capital Outlay	22,864	406,000	0	11,000
Internal Services	103,905	431,534	505,042	524,688
Expenditure Total	\$14,537,200	\$21,585,829	\$21,443,118	\$20,204,176
Per Capita	\$85.75	\$125.48	\$124.65	\$114.91
Expenditures by Division				
Administration, Education and Youth Development	\$10,312,644	\$16,787,355	\$883,320	\$931,016
Community Partnerships & Resources	1,641,489	1,794,928	1,468,694	1,766,874
Diversity and Outreach	494,277	497,012	559,310	0
Social Services	2,088,790	2,506,534	18,531,794	17,506,286
Expenditure Total	\$14,537,200	\$21,585,829	\$21,443,118	\$20,204,176



Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration, Education and Youth Development	18	2.60	0.85	6	.50	0.85	6	.50	0.85
Community Partnerships & Resources				8			8		
Diversity and Outreach	2	1.25		3	0.75				
Social Services	11		4.53	23	2.00	4.53	24	2.00	4.53
Total	31	3.85	5.38	40	3.25	5.38	38	2.50	5.38



Human Services

Administration, Education and Youth Development

The Education and Youth Development section works to ensure that all Tempe youth have equitable opportunities to succeed. By connecting residents to community supports and referral services, we promote the development of strong and resilient families. Through program offerings and supportive services, Tempe youth are prepared to achieve their life and career goals.

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$1,258,543	\$1,766,982	\$744,333	\$772,919
Supplies and Services	9,194,621	14,498,879	49,937	52,214
Capital Outlay	17,231	406,000	0	0
Internal Services	(157,752)	115,494	89,050	105,883
Expenditure Total	\$10,312,644	\$16,787,355	\$883,320	\$931,016
Per Capita	\$60.83	\$97.59	\$5.13	\$5.30

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration, Education and Youth Development	18	2.60	0.85	6	0.50	0.85	6	0.50	0.85
Total	18	2.60	0.85	6	0.50	0.85	6	0.50	0.85



Human Services

Community Partnerships & 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.

During FY 2014/15, Tempe Community Council employees and functions were integrated from an outside agency into the Human Services Department as Community Partnerships & Resources. These employees became City employees beginning FY 2015/16, as reflected in the expenditure and personnel information below.

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$732,383	\$754,415	\$483,932	\$747,166
Supplies and Services	787,349	878,885	862,885	906,766
Grants, Donations and/or Restricted Purpose	89,822	125,000	86,154	50,000
Internal Services	31,935	36,628	35,723	62,942
Expenditure Total	\$1,641,489	\$1,794,928	\$1,468,694	\$1,766,874
Per Capita	\$9.68	\$10.43	\$8.54	\$10.05

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Community Partnerships & Resources				8			8		
Total				8			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.

Beginning FY 2016/17, the City Manager implemented a reorganization of departments, divisions and offices. As a result, the Diversity Office moved from being part of Human Services to its own office, expanding to the Office of Strategic Management and Diversity. The expenditure and authorized personnel information listed below reflect this change.

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$367,769	\$373,579	\$415,076	0
Supplies and Services	92,623	87,874	110,275	0
Grants, Donations and/or Restricted Purpose	7,000	10,000	8,908	0
Internal Services	26,886	25,559	25,051	0
Expenditure Total	\$494,277	\$497,012	\$559,310	\$0
Per Capita	\$2.92	\$2.89	\$3.25	\$0

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Diversity and Outreach	2	1.25		3	0.75				
Total	2	1.25		3	0.75				



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. 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.

Housing moved from Administration in FY 2015-16 revised to a sub-division under Social Services.

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$1,143,347	\$1,141,527	\$1,984,107	\$2,398,482
Supplies and Services	124,471	164,235	15,263,419	13,467,278
Grants, Donations and/or Restricted Purpose	612,503	946,919	929,050	1,273,663
Capital Outlay	5,633	0	0	0
Internal Services	202,836	253,853	355,218	355,863
Expenditure Total	\$2,088,790	\$2,506,534	\$18,531,794	\$17,506,286
Per Capita	\$12.32	\$14.57	\$107.73	\$99.57

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Social Services	11		4.53	23	2.00	4.53	24	2.00	4.53
Total	11		4.53	23	2.00	4.53	24	2.00	4.53

Related Strategic Priorities

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Victims satisfied with services (%)	86	85	87	85
Care 7 clients reporting satisfaction with services (%)	98	85	98	85

Related Strategic Priorities


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 70%

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
New program participants	4,133	4,000	4,000	4,000
Successful program completion (%)	81	80	70	70

Related Strategic Priorities


 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Decent and affordable owner rehabilitated occupied housing units made available	5	25	25	30

Related Strategic Priorities


 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Rental subsidy assistance/Housing Choice Vouchers (HCV) (%)	85	100	100	92
Family Self-Sufficiency (FSS) program participation and initiatives	66	75	65	65
Families graduated from FSS program	11	5	5	5
Homeless services, resources and outreach	500	450	450	550

Related Strategic Priorities

 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Households becoming homeowners with HOME funding	4	10	10	10



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. Internal Audit's work is vital in maintaining the general public's trust and confidence that City resources are used effectively and efficiently.

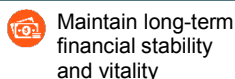
FY 2016/17 Budget Highlights:

- No change in staffing levels

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$402,311	\$417,129	\$377,128	\$430,800
Supplies and Services	6,157	6,169	6,169	6,322
Internal Services	23,916	21,804	21,461	18,920
Expenditure Total	\$432,384	\$445,102	\$404,758	\$456,042
Per Capita	\$2.55	\$2.59	\$2.35	\$2.59

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	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 Strategic Priorities



Maintain long-term financial stability and vitality

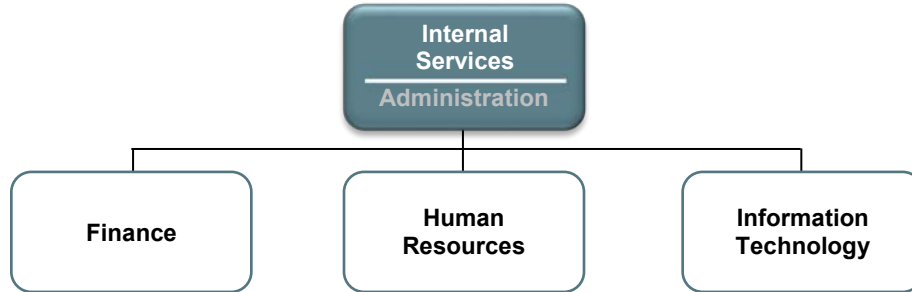
Goal: To achieve the City's mission by evaluating operations and encouraging the use of cost-effective internal controls

Objective: 1) To complete 80% of planned audits; 2) obtain management acceptance and support for 95% of recommendations and recommendations implemented at time of follow-up; 3) achieve an average score on customer surveys of 4.5 on a scale of 5.0, where 4.5 is "good" and 5.0 is "excellent"; and, 5) respond to 100% of management's requests for analytical and investigative assistance

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Completion of planned audits (%)	70	85	50	80
Support of recommendations (%)	100	95	100	95
Recommendations implemented at time of follow-up (%)	97	95	95	95
Average score on customer surveys (out of 5)	4.2	4.5	4.6	4.5
Response to management's requests (%)	100	100	100	100
Adherence to the Institute of Internal Auditors International Standards (%)	84	100	84	100



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, risk management, and facilities management. Human Resources is responsible for Administration, Classification/Compensation and Recruitment/Testing, and Employee Benefits and Services. The Information Technology division coordinates all of the City's information technology and telecommunications system needs.

Note: During FY 2016/17, Facilities Management, previously part of Field Operations in Public Works, was moved to Internal Services as a section under Finance. In addition, the Tempe Learning Center (TLC), previously in Human Resources, was moved to the new Office of Strategic Management and Diversity. The expenditures and authorized personnel information listed below reflect these changes.

FY 2016/17 Budget Highlights:

The approved amount includes the following changes:

- Authorized funding for contracted services for comprehensive inspection of City owned buildings to identify and prevent building issues for employee and tenants safety (Facilities; \$200,000 recurring)
- Authorized funding for contracted IT services to support internal staff with the utilization of the utility billing system (\$100,000 recurring)
- Authorized one permanent full-time Programmer Analyst to support the implementation of the Automated Meter Reading System (CIP Operating Impact, \$88,032)

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$17,038,334	\$17,205,603	\$16,739,678	\$21,930,838
Supplies and Services	11,926,246	13,422,465	\$13,706,465	17,565,542
Capital Outlay	39,911	0	0	29,000
Internal Services	(19,144,477)	(20,589,810)	(20,506,741)	(21,705,766)
Expenditure Total	\$9,860,014	\$10,038,258	\$9,939,402	\$17,819,614
Per Capita	\$58.16	\$58.35	\$57.78	\$101.35

Expenditures by Division	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Administration	\$584,013	\$637,388	\$892,917	\$1,160,725
Finance	6,322,065	6,342,516	6,080,672	12,824,059
Human Resources	3,007,595	3,058,354	2,965,813	3,834,830
Information Technology	(53,660)	*	*	*
Expenditure Total	\$9,860,014	\$10,038,258	\$9,939,402	\$17,819,614

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



Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	2			2			2		
Finance	63	0.50		63			114		
Human Resources	19			19			17		
Information Technology	70			72			73		
Total	154	0.50		156			206		



Internal Services

Administration

Administration is responsible for the overall management of the department. It also includes finance support services for the Fire Department.

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$735,841	\$772,568	\$1,021,407	\$1,233,437
Supplies and Services	24,440	36,773	36,773	36,773
Capital Outlay	243	0	0	0
Internal Services	(176,510)	(171,953)	(165,263)	(109,485)
Expenditure Total	\$584,013	\$637,388	\$892,917	\$1,160,725
Per Capita	\$3.44	\$3.71	\$5.19	\$6.60

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	7			7			7		
Total	7			7			7		



Internal Services

Finance

The Finance division is comprised of Accounting, Risk Management, Procurement, Tax and License, Customer Services and Facilities Management. Operational functions include all finance, accounting, purchasing, loss control, facilities management, 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.

Note: During FY 2016/17, Facilities Management, previously part of Field Operations in Public Works, was moved to Internal Services as a section under Finance.

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$5,331,498	\$5,190,005	\$4,877,532	\$8,473,856
Supplies and Services	5,722,141	6,701,676	7,005,676	10,578,623
Capital Outlay	81	0	0	29,000
Internal Services	(4,731,655)	(5,549,165)	(5,802,536)	(6,257,420)
Expenditure Total	\$6,322,065	\$6,342,516	\$6,080,672	\$12,824,059
Per Capita	\$37.29	\$36.87	\$35.35	\$72.94

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Finance	58	0.50		58			109		
Total	58	0.50		58			109		

Related Strategic Priorities

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Fund balance coverage - General Fund (%)	39	31	38	37
General obligation bond rating (Standard & Poor's/Moody's/Fitch)	AAA/Aa1/AAA	AAA/Aa1/AAA	AAA/Aa1/AAA	AAA/Aa1/AAA

Related Strategic Priorities

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Unqualified opinion from independent auditor	Yes	Yes	Yes	Yes
GFOA Certificate of Excellence	Yes	Yes	Yes	Yes

Related Strategic Priorities

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 95% of the time

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Compare the purchase order dispatch date/invoice date (%)	95	95	95	95

Related Strategic Priorities

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Claims investigated within 7 days (%)	100	100	100	100
Workers' Compensation claims	\$1,401,240	\$1,200,000	\$1,753,800	\$1,444,100
Percent change		(14%)	46%	(18%)
Subrogation recovery totals	\$125,083	\$200,000	\$106,581	\$200,000
Percent change		60%	(47%)	88%

Related Strategic Priorities

Maintain long-term financial stability and vitality

Goal: To establish term contracts 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Lower cost purchases made through annual contracts (%)	80	87	85	87
Conformity to American Bar Association Model Procurement Code (%)	100	100	100	100

Related Strategic Priorities

Develop and maintain strong community connection

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Monthly call center reports (average speed answered in seconds)	59	58	58	58
Monthly call center reports (abandoned call rate) (%)	4.3	<5.8	<5.0	<5.8

Related Strategic Priorities

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Recovery ratio	3.00	2.00	2.00	2.00
Non-protested tax audit findings (%)	96	95	95	95
Protested findings upheld (%)	100	90	90	90
Overall customer service rating	4.5	4.5	4.5	4.5

Related Strategic Priorities

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Reports issued within four working days (%)	100	100	92	100

Related Strategic Priorities

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Returns entered within four business days (%)	50	100	100	100

Related Strategic Priorities

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Percent of average monthly non-filer (%)	7.00	<5.00	<5.00	<5.00
90 to 120 receivables (%)	0.46	<1.00	<1.00	<1.00
150 to 360 receivables (%)	0.39	<0.50	<0.50	<0.50

Related Strategic Priorities

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Overall customer service rating	4.4	4.5	4.5	4.5

Related Strategic Priorities

Develop and maintain strong community connection

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

Objective: 1) To complete 50% of scheduled preventative maintenance within a year; 2) complete 80% of work orders within 4 days; and 3) achieve an internal satisfaction rate of 80%

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Scheduled preventative maintenance completed within a year (%)	40	80	30	50
Complete 80% of work orders within 4 days	N/A	N/A	N/A	80
Internal satisfaction rate (%) (facility condition, interaction and response time)	63	80	N/A	80

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.

Note: Due to a reorganization effective FY 2016/17, the Tempe Learning Center (TLC) moved from Human Resources to the new Office of Strategic Management and Diversity. The expenditure and authorized personnel information listed below reflect this change. Additionally, pre-medicare HRA contributions have been consolidated under Human Resources personnel costs for FY 2016/17, rather than distributing among departments as in prior years.

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$3,069,723	\$3,071,335	\$3,045,457	\$3,985,884
Supplies and Services	258,861	259,536	239,536	253,360
Internal Services	(320,989)	(272,517)	(319,180)	(404,414)
Expenditure Total	\$3,007,595	\$3,058,354	\$2,965,813	\$3,834,830
Per Capita	\$17.74	\$17.78	\$17.24	\$21.81

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Human Resources	19			19			17		
Total	19			19			17		

Related Strategic Priorities

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Employee turnover rate (%)	8.3	7.5	7.0	7.4

Related Strategic Priorities

Enhance quality of life for all Tempe residents and workers 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Wellness program participation (%)	74	80	77	80

Related Strategic Priorities

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Number of recruitments	143	N/A	144	144
Number of internal applicants per recruitment	4.23	N/A	2.71	3.47
Number of external applicants per recruitment	50.50	N/A	56.66	53.58



Related Strategic Priorities

 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Workforce within two percent points of each six race categories (8/8)	6/8	6/8	6/8	6/8

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$7,901,271	\$8,171,695	\$7,795,282	\$8,237,661
Supplies and Services	5,920,804	6,424,480	6,424,480	6,696,786
Capital Outlay	39,587	0	0	0
Internal Services	(13,915,323)	(14,596,175)	(14,219,762)	(14,934,447)
Expenditure Total	\$(53,660)	\$0	\$0	\$0
Per Capita*	\$81.77	\$84.85	\$82.66	\$84.94

* Based on total budget prior to allocation of Internal Services credit.

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Information Technology	70			72			73		
Total	70			72			73		

Related Strategic Priorities

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Customer satisfaction (%)	97	95	95	95
Request Fulfillment FCRR (%)	63	75	75	75
Incident Management FCRR (%)	62	50	50	50
Close by Due Date (%)	96	90	90	90

Related Strategic Priorities

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
PC to server response time during peak traffic load (milliseconds)	4	5	5	4

Related Strategic Priorities

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Network access availability for voice and data (%)	99.98	99.95	99.95	99.95



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 2015/16, 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 expenditures and authorized personnel information listed below reflect this change.

FY 2016/17 Budget Highlights:

- No change in staffing levels

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$480,839	\$478,209	\$470,114	\$479,596
Supplies and Services	13,578	17,950	19,088	21,950
Capital Outlay	1,437	0	0	0
Internal Services	(224,338)	(239,153)	(239,310)	(228,136)
Expenditure Total	\$271,516	\$257,006	\$249,892	\$273,410
Per Capita	\$1.60	\$1.49	\$1.45	\$1.56

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Municipal Budget Office	4			4			4		
Total	4			4			4		

Related Strategic Priorities

- Enhance quality of life for all Tempe residents and workers
- Maintain long-term financial stability and vitality

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Overall satisfaction with service (%)	93	94	94	94

Related Strategic Priorities

- Maintain long-term financial stability and vitality

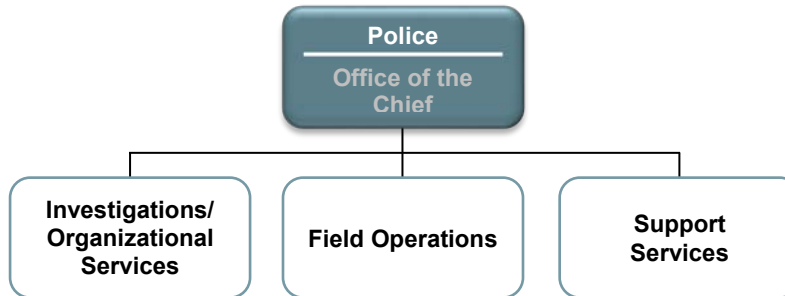
Goal: To produce and report comprehensive, reliable and timely financial planning that addresses the City's current and future requirements

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

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Revenue to actual variance (%)	7.2	3.0	2.9	3.0



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, Field 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 2016/17 Budget Highlights:

The approved amount includes the following changes:

- Authorized one permanent full-time Forensic Services Technician (\$75,348), supplies (\$1,973) and vehicle (\$28,800) to process crime scenes in a timely manner with more adequate shift coverage
- Authorized two permanent full-time school resource (police) officers dedicated to schools (\$196,590), supplies (\$20,200); offset by grant funding (\$170,593)
- Authorized funding for the renewal of Smart 911, a platform that provides Police and Fire with immediate contact information for callers who set up profiles (\$17,500 recurring)
- Authorized one-time funding for the sworn over-hire program in anticipation of attrition (\$250,000 one-time)
- Authorized one-time funding for two special victims unit detectives to assist with additional workload created by processing untested sexual assault kits as part of a grant recently awarded to the department (15 months, \$150,000)

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$59,343,531	\$62,143,910	\$59,655,519	\$63,241,452
Supplies and Services	4,972,217	5,160,880	4,997,998	5,575,684
Grants, Donations and/or Restricted Purpose	4,477,787	5,462,223	4,816,668	5,361,276
Capital Outlay	13,324	0	0	15,073
Internal Services	9,272,283	9,176,269	8,827,705	9,167,219
Expenditure Total	\$78,079,143	\$81,943,282	\$78,297,890	\$83,360,704
Per Capita	\$460.57	\$476.36	\$455.16	\$474.11

Expenditures by Division	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Office of the Chief	\$2,999,489	\$2,528,516	\$4,656,624	\$3,837,754
Investigations/Organizational Services	23,200,047	24,591,907	23,494,790	24,352,702
Field Operations	42,358,079	44,741,583	40,017,157	43,818,195
Support Services	9,521,528	10,081,276	10,129,319	11,352,053
Total	\$78,079,143	\$81,943,282	\$78,297,890	\$83,360,704

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Office of the Chief	4			3			2		
Investigations/Organizational Services	145		1.96	141		1.96	144		3.96
Field Operations	244		3.29	244		3.29	244		3.29
Support Services	97		1.00	106		1.00	107		1.00
Total	490		6.25	494		6.25	497		8.25

Related Strategic Priorities

-  Ensure safe and secure community
-  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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Overall quality of local police services* (%)	80	N/A	N/A	80

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual Community Attitude Survey. The survey is now biennial and was not conducted in 2015/16.

Related Strategic Priorities

-  Ensure safe and secure community
-  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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Select Part I Crime (based on calendar year information)	701	666	604	574
Percent change		(5%)	(9%)	(5%)

Related Strategic Priorities

-  Ensure safe and secure community
-  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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Traffic collisions (based on calendar year information)	642	609	647	614
Percent change		(5%)	6%	(5%)

Related Strategic Priorities

-  Ensure safe and secure community
-  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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Overall calls answered in less than 10 seconds (%)	91	>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.

* Note: Beginning with Revised FY 2015/16, personnel costs includes pre-medicare HRA amounts for the entire department. This amount had been split among the separate divisions in prior years.

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs*	\$798,023	\$853,004	\$2,875,824	\$2,038,241
Supplies and Services	25,870	7,568	20,307	7,568
Internal Services	2,175,595	1,667,944	1,760,493	1,791,945
Expenditure Total	\$2,999,489	\$2,528,516	\$4,656,624	\$3,837,754
Per Capita	\$17.69	\$14.70	\$27.07	\$21.83

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Office of the Chief	4			3			2		
Total	4			3			2		



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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$18,098,709	\$19,128,407	\$18,574,176	\$19,181,028
Supplies and Services	3,033,457	3,257,632	2,989,035	3,304,840
Grants, Donations and/or Restricted Purpose	354,561	228,112	130,613	175,431
Capital Outlay	2,122	0	0	14,000
Internal Services	1,711,198	1,977,756	1,800,966	1,677,403
Expenditure Total	\$23,200,047	\$24,591,907	\$23,494,790	\$24,352,702
Per Capita	\$136.85	\$142.96	\$136.58	\$138.50

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Investigations/Organizational Services	145		1.96	141		1.96	144		3.96
Total	145		1.96	141		1.96	144		3.96



Police

Field Operations

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

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$32,717,075	\$34,272,062	\$30,269,354	\$33,076,476
Supplies and Services	779,579	611,212	684,953	611,212
Grants, Donations and/or Restricted Purpose	4,123,226	5,234,111	4,686,055	5,185,845
Capital Outlay	33	0	0	0
Internal Services	4,738,165	4,624,198	4,376,795	4,944,662
Expenditure Total	\$42,358,079	\$44,741,583	\$40,017,157	\$43,818,195
Per Capita	\$249.86	\$260.09	\$232.63	\$249.21

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Field Operations	244		3.29	244		3.29	244		3.29
Total	244		3.29	244		3.29	244		3.29



Police

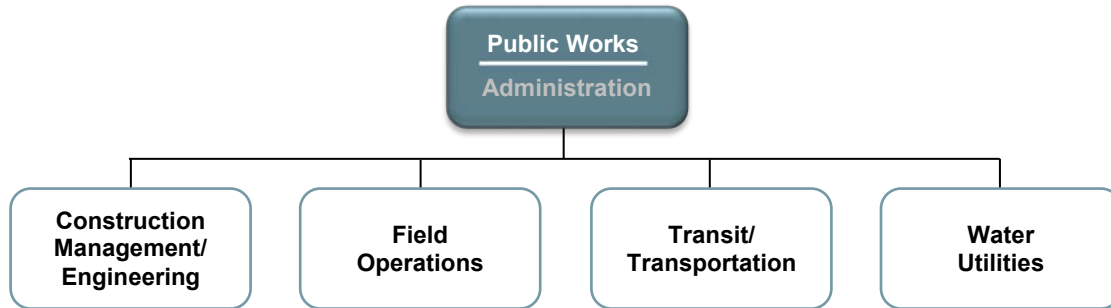
Support Services

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$7,729,725	\$7,890,437	\$7,936,165	\$8,945,707
Supplies and Services	1,133,310	1,284,468	1,303,703	1,652,064
Capital Outlay	11,169	0	0	1,073
Internal Services	647,325	906,371	889,451	753,209
Expenditure Total	\$9,521,528	\$10,081,276	\$10,129,319	\$11,352,053
Per Capita	\$56.16	\$58.60	\$58.88	\$64.56

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Support Services	97		1.00	106		1.00	107		1.00
Total	97		1.00	106		1.00	107		1.00

Public Works



Purpose:

To build and maintain the City's infrastructure and to 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, maintaining the City's fleet of vehicles and fuel dispensing, chemical spill clean-up, operation of the Household Products Collection Center, maintaining 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 division is responsible for providing clean, safe drinking water, wastewater treatment and administering a water conservation program.

Note: During FY 2015/16, 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. In addition, Facilities Management, part of Field Operations, was moved to the Internal Services Department beginning FY 2016/17. The expenditures and authorized personnel information listed below reflect this change.

FY 2016/17 Budget Highlights:

The approved amount includes the following authorized changes:

- Authorized one permanent full-time Fleet Equipment Mechanic to meet staffing needs (\$67,807)
- Authorized one permanent full-time Electrician dedicated to the city's parks (\$64,770), pickup truck and supplies (\$47,160)
- Authorized funding transfer for Custodian from the Solid Waste Fund to the General Fund (\$44,541)
- Authorized funding transfer for Groundskeeper from the Solid Waste Fund to the General Fund (\$60,968)
- Authorized 0.25 permanent full-time Executive Assistant (from 0.75 to 1.0 FTE) to provide support to Public Works and the Sustainability Commission (\$18,015); offset by HURF, Transit, Water, SW Funds (\$18,015); authorized funding for research consultants (\$15,000 recurring)
- Authorized funding for a one-year pilot to rent a Gannon tractor for grading projects as needed (\$15,000)
- Authorized one permanent full-time Traffic Engineering Technician for barricading to maintain safety near new developments and CIP projects (\$65,414)
- Authorized funding for Intelligent Transportation Systems (ITS) asset replacement and maintenance (\$50,000 recurring)
- Authorized one permanent full-time and one permanent part-time Traffic Signal Technician II+ to maintain traffic signals and associated infrastructure (\$140,286 recurring); boom truck (\$106,700 one-time)
- Authorized funding for the increased facility utilization as part of the Household Products Collection Program (\$40,000 recurring)
- Authorized one permanent full-time Sr. Solid Waste Equipment Operator to convert the pilot Green Organics into a full program (\$67,978)
- Authorized one permanent full-time Chemist II to conduct more water tests in-house, optimizing treatment operations (\$89,000)
- Authorized three permanent full-time Utility Service Technicians to tend to stormwater infrastructure as part of the Stormwater Maintenance Program (\$225,000)



- Authorized funding for a vector truck and half-ton pickup for the Stormwater Maintenance Program Equipment (\$405,000 one-time)
- Authorized one permanent full-time Solid Waste Services Representative to solicit commercial sanitation accounts and assist customers to determine service needs; vehicle and supplies (\$70,474 recurring, \$30,500 one-time)

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$37,394,759	\$40,599,605	\$36,978,497	\$38,254,490
Supplies and Services	77,232,130	89,816,235	84,977,973	84,074,166
Grants, Donations and/or Restricted Purpose	5,205	204,000	77,981	153,879
Capital Outlay	3,609,204	8,860,359	7,460,233	7,592,930
Internal Services	3,914,698	4,545,724	5,199,908	5,657,470
Expenditure Total	\$122,155,996	\$144,025,923	\$134,694,592	\$135,732,935
Per Capita	\$720.56	\$837.26	\$783.01	\$771.97

Expenditures by Division	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Administration	\$554,240	\$619,570	\$1,340,555	\$1,433,294
Construction Management/Engineering	2,145,522	2,142,726	1,834,259	1,748,479
Field Operations	33,276,643	38,626,434	36,148,232	31,213,693
Transit/Transportation	53,051,256	60,750,468	57,876,857	60,185,676
Water Utilities	33,128,335	41,886,725	37,494,689	41,151,793
Expenditure Total	\$122,155,996	\$144,025,923	\$134,694,592	\$135,732,935

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	5	0.75	0.49	7	0.75	0.49	7		0.49
Construction Management/Engineering	27		0.50	28		0.50	28		0.50
Field Operations	219	1.50	13.95	216	1.50	13.95	170	1.50	13.95
Transit/Transportation	65	1.00	1.00	65	1.00	1.00	67	1.00	2.00
Water Utilities	132		0.49	134		0.49	138		0.49
Total	448	3.25	16.43	450	3.25	16.43	410	2.50	17.43

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, custodial, fleet, streets maintenance, transportation and water utilities.

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$829,181	\$890,330	\$1,718,218	1,428,885
Supplies and Services	166,732	98,698	85,092	113,698
Grants, Donations and/or Restricted Purpose	5,205	204,000	77,981	153,879
Capital Outlay	804	0	0	0
Internal Services	(447,682)	(573,458)	(540,736)	(263,168)
Expenditure Total	\$554,240	\$619,570	\$1,340,555	\$1,433,294
Per Capita	\$3.27	\$3.60	\$7.79	\$8.15

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Administration	5	0.75	0.49	7	0.75	0.49	7		0.49
Total	5	0.75	0.49	7	0.75	0.49	7		0.49

Related Strategic Priorities



Implement sustainable growth and development strategies

Goal: To power city buildings and facilities with renewable energy and install LED lighting and energy-efficient air conditioning, pumps and motors in city buildings and facilities to increase energy efficiency, reduce utility bills and reduce the city's carbon footprint

Objective: 1) To pursue a City Council adopted goal to provide 20% of city operations energy use from renewable energy sources by 2025 and 2) to reduce energy use in city buildings 15% by 2025

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
City operations powered by renewable energy (%)	3	6	6	10
Reduction in carbon emissions in facilities with solar (metric tons)	1,184	1,589	1,589	2,340
Reduction in energy usage in city buildings (%)	1	5	5	5
Reduction in carbon emissions in city buildings (metric tons)	54	1,643	1,643	1,643



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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$2,946,229	\$3,134,157	\$2,770,069	\$2,945,365
Supplies and Services	591,825	514,772	487,792	511,809
Capital Outlay	5,272	1,800	3,300	0
Internal Services	(1,397,804)	(1,508,003)	(1,426,902)	(1,708,695)
Expenditure Total	\$2,145,522	\$2,142,726	\$1,834,259	\$1,748,479
Per Capita	\$12.66	\$12.46	\$10.66	\$9.94

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Construction Management/Engineering	27		0.50	28		0.50	28		0.50
Total	27		0.50	28		0.50	28		0.50

Public Works

Field Operations

The Field Operations Division is comprised of Fleet Maintenance, Parks Services and Solid Waste Services, including hazardous material management. 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$15,546,314	\$16,768,772	\$14,390,665	\$13,359,414
Supplies and Services	18,739,279	18,456,544	18,576,281	14,942,510
Capital Outlay	2,569,389	7,014,199	6,059,982	6,013,511
Internal Services	(3,578,340)	(3,613,081)	(2,878,696)	(3,101,742)
Expenditure Total	\$33,276,643	\$38,626,434	\$36,148,232	\$31,213,693
Per Capita	\$196.29	\$224.54	\$210.14	\$177.53

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Field Operations	219	1.50	13.95	216	1.50	13.95	170	1.50	13.95
Total	219	1.50	13.95	216	1.50	13.95	170	1.50	13.95

Related Strategic Priorities

- Develop and maintain strong community connection
- Implement sustainable growth and development strategies
- Maintain long-term financial stability and vitality

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 calls to reach no more than 1% 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Residential contained/recycling cost per ton (\$)	136	140	155	155
Residential contained solid waste tons per capita (1,000)	279	280	283	280
Residential contained missed collection calls	1,155	1,000	1,250	330
Percent of missed calls	3.5%	3.0%	3.8%	1.0%
Resident satisfaction with residential trash collection services* (%)	82	N/A	N/A	90
Resident satisfaction with bulk item pick up/removal services* (%)	61	N/A	N/A	85
Resident satisfaction with recycling services* (%)	82	N/A	N/A	90

*Measured by the percent of residents that responded with “Very Satisfied” or “Satisfied” in the Community Attitude Survey. The survey is now biennial and was not conducted in 2015/16.

Related Strategic Priorities

- 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Preventative maintenance compliance rate (%)	94.3	95.0	95.2	95.0

Related Strategic Priorities

-  Develop and maintain strong community connection
-  Enhance quality of life for all Tempe residents and workers

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Resident satisfaction with the quality of larger City parks* (%)	87	N/A	N/A	80
Resident satisfaction with the quality of neighborhood parks* (%)	78	N/A	N/A	80
Resident satisfaction with the City's golf courses* (%)	65	N/A	N/A	80
Resident satisfaction with the City's outdoor athletic fields* (%)	72	N/A	N/A	80
Acres of developed park lands maintained per FTE**	17.8	18.0	17.8	18.0
O&M cost recovered through revenue (Golf Fund) (%)	100	100	97	96
Total volunteer hours	6,440	6,000	7,575	6,500
Condition rating of 5 or less (%)	41	55	54	70

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the Community Attitude Survey. The survey is now biennial and was not conducted in 2015/16.

**Excludes non-City open space

Related Strategic Priorities


-  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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Cost per mile (maintenance and repair, fuel and capital cost):				
Police patrol sedans	\$0.81	\$0.75	\$0.69	\$0.72
Police patrol SUV	\$0.52	\$0.55	\$0.39	\$0.45
Light duty trucks	\$0.51	\$0.50	\$0.34	\$0.40
Solid waste trucks	\$4.47	\$3.50	\$4.48	\$4.00

Related Strategic Priorities

-  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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Mechanic utilization rate (%)	79	75	70	75

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$6,182,744	\$6,639,920	\$6,197,826	\$6,979,146
Supplies and Services	42,534,659	48,895,775	46,928,627	47,844,025
Capital Outlay	800,532	905,097	642,714	770,083
Internal Services	3,533,323	4,309,676	4,107,690	4,592,422
Expenditure Total	\$53,051,256	\$60,750,468	\$57,876,857	\$60,185,676
Per Capita	\$312.93	\$353.16	\$336.45	\$342.30

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Transit/Transportation	65	1.00	1.00	65	1.00	1.00	67	1.00	2.00
Total	65	1.00	1.00	65	1.00	1.00	67	1.00	2.00

Related Strategic Priorities

 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Street light outage calls repaired within three working days (%)	97	98	98	98
Resident satisfaction with the adequacy of City street lighting* (%)	68	N/A	N/A	80

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the Community Attitude Survey. The survey is now biennial and was not conducted in 2015/16.

Related Strategic Priorities


 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Emergency signal service calls response within 30 minutes (%)	98	98	98	98
Preventative maintenance of traffic signal control cabinets (%)	100	100	100	100

Related Strategic Priorities

 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Resident satisfaction with cleanliness of City streets* (%)	77	N/A	N/A	80

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the Community Attitude Survey. The survey is now biennial and was not conducted in 2015/16.

Related Strategic Priorities

 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Average Pavement Quality Index (PQI)	52	70	57	70
Resident satisfaction with the condition of neighborhood streets* (%)	73	N/A	N/A	75
Resident satisfaction with overall condition of City streets* (%)	73	N/A	N/A	75

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the Community Attitude Survey. The survey is now biennial and was not conducted in 2015/16.

Related Strategic Priorities

 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Resident satisfaction with overall condition and clarity of street signs* (%)	83	N/A	N/A	85

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the Community Attitude Survey. The survey is now biennial and was not conducted in 2015/16.

Related Strategic Priorities

 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Resident satisfaction with management of traffic flow on City streets (%)	65	N/A	N/A	65

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the Community Attitude Survey. The survey is now biennial and was not conducted in 2015/16.

Related Strategic Priorities

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) minimize subsidy per boarding through effective transit planning, appropriate fare policies, and operations/financial management

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Boardings per mile – Local Bus (≥ 2.0)	1.8	1.8	1.7	1.7
Boardings per mile – Circulator Bus (≥ 2.2)	1.7	1.3	2.0	2.0
Boardings per mile – Express Bus (≥ 1.0)	0.8	0.9	0.8	0.8
Boardings per mile – Metro Light Rail (≥ 4.5)	5.7	5.7	4.7	4.7
Boardings per trip – Dial-A-Ride (≥ 1.08)	1.1	1.1	1.1	1.1
Subsidy per boarding – Local Bus (\$)	1.86	2.34	2.46	2.49
Subsidy per boarding – Metro Light Rail (\$)	1.15	1.42	1.59	1.49
Subsidy per boarding – Dial-A-Ride (\$)	19.59	20.93	21.21	22.60

Related Strategic Priorities

Develop and maintain strong community connection

Implement sustainable growth and development strategies

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 66 or higher and exceed 11 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Boardings per capita	66	70	66	66
Total Ridership	11,167,385	10,600,000	11,007,172	11,000,000
Local Bus Boardings	4,711,687	4,600,000	4,378,913	4,400,000
Circulator Bus Boardings	2,432,921	2,000,000	2,937,498	2,900,000
Express Bus Boardings	33,520	34,000	31,933	32,000
Metro Light Rail Boardings	3,989,257	4,100,000	3,658,838	3,600,000
Dial-A-Ride Boardings	43,651	43,800	43,315	50,000
Resident satisfaction with quality of local transit service* (%)	80	N/A	N/A	80
Resident satisfaction with quality of walking and biking paths* (%)	82	N/A	N/A	85

*Measured by the percent of residents that responded with “Very Satisfied” or “Satisfied” in the Community Attitude Survey. The survey is now biennial and was not conducted in 2015/16.



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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs	\$11,890,292	\$13,166,426	\$11,901,719	\$13,541,680
Supplies and Services	15,199,635	21,850,446	18,900,181	20,662,124
Capital Outlay	233,207	939,263	754,237	809,336
Internal Services	5,805,201	5,930,590	5,938,552	6,138,653
Expenditure Total	\$33,128,335	\$41,886,725	\$37,494,689	\$41,151,793
Per Capita	\$195.41	\$243.50	\$217.97	\$234.05

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Water Utilities	132		0.49	134		0.49	138		0.49
Total	132		0.49	134		0.49	138		0.49

Related Strategic Priorities

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 and sewer services; 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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Overall resident satisfaction with water and sewer services* (%)	79	N/A	N/A	85
Taste and odor complaints (%)	9.1	<1	3.7	<1
Hardness complaints (%)	1.1	<1	1.6	<1
Other complaints	5	<5	6.1	<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 Community Attitude Survey. The survey is now biennial and was not conducted in 2015/16.

Related Strategic Priorities

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Reliability of service	99.9%	99.9%	99.9%	99.9%

Office of Strategic Management and Diversity



Purpose:

To advance a high-performing, customer-oriented City organization that can achieve strategic priorities and increase the organization’s overall effectiveness to make a positive and lasting impact.

Description:

The office is responsible for operationalizing the City Council priorities into an actionable strategic plan while working collaboratively with the budget office to ensure resources are allocated in areas of most significant impact. The office is also responsible for facilitating a fair and equitable work environment for city employees, functions as an ombudsman for city employees, creates accessibility through ADA initiatives in the workforce and community, provides administrative support to the human relations commission and the commission on disability concerns, conducts investigations of compliance with applicable administrative guidelines, and aids in the resolution of harassment and discrimination complaints. The TLC administers and coordinates training and development efforts for city groups and employees.

Note: Beginning FY 2016/17, the City Manager implemented a reorganization of departments, divisions and offices. As a result, Diversity and Outreach moved from being part of Human Services to its own office, expanding to the Office of Strategic Management and Diversity. Also included in the new office is the Tempe Learning Center (TLC), which moved from Human Resources as of FY 2016/17. The expenditure and authorized personnel information listed below reflect this change.

FY 2016/17 Budget Highlights:

- None

Expenditures by Type	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Personnel Costs				\$650,771
Supplies and Services				165,174
Grants				1,092
Internal Services				89,484
Expenditure Total				\$906,521
Per Capita				\$5.16

Authorized Personnel	2014/15 Actual			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Diversity							3	0.75	
Tempe Learning Center							2		
Total							5	0.75	

Related Strategic Priorities

- Develop and maintain strong community connection
- Implement sustainable growth and development strategies

Goal: To advance a high-performing, customer-oriented City organization that can achieve strategic priorities and
Objective: To increase the organization’s overall effectiveness to make a positive and lasting impact.

Performance Measure	2014-15 Actual	2015-16 Budget	2015-16 Revised	2016-17 Budget
Achieve a progression rate of strategic performance measures (%)	-	90	87	90



Related Strategic Priorities

Implement sustainable growth and development strategies

Goal: To achieve a high-performing organization that advances the City Council strategic priorities

Objective: To provide 90% satisfaction to stakeholder clients with organizational development support, knowledge and consultation

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Ratings of "Very Satisfied" or "Satisfied" with the quality of Strategic Management Client Services (%)	N/A	N/A	N/A	90
Ratings of "Very Satisfied" or "Satisfied" with outreach programs (%)	N/A	N/A	N/A	90

Related Strategic Priorities

Develop and maintain strong community connection

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 support the development of City employees in the delivery of customer experiences, applied knowledge and leadership

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Knowledge, skills and abilities improvement among participants (%)	N/A	90	90	85
Completion rate for all courses with education partnership degree programs (%)	N/A	90	87	90

Related Strategic Priorities

Develop and maintain strong community connection

Enhance quality of life for all Tempe residents and workers

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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Residents' satisfaction with overall efforts to promote diversity* (%)	69	70	69	70
EEOC complaints	1	<3	1	<3
Successfully remediate employee safe havens/consultations (%)	95	80	95	80
Successfully remediate community concerns/consultations (%)	95	85	95	85

*Measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the Community Attitude Survey. The survey is now biennial and was not conducted in 2015/16.

Related Strategic Priorities

Develop and maintain strong community connection

Enhance quality of life for all Tempe residents and workers

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

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

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Attendants rating events above average or higher (%)	95	95	95	95

Related Strategic Priorities



Develop and maintain strong community connection



Enhance quality of life for all Tempe residents and workers

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

Objective: 1) To remediate internal and external ADA complaints at least 80% of the time; 2) achieve accessible streets, walkways, and paths in 100% of city right-of-ways in accordance with the Tempe ADA Transition Plan; and 3) achieve a score of 100% on the self-assessment tool for “Disability Social Inclusion” in accordance with the Tempe Disability Inclusion Plan (T-DIP) and with the National Council on Disability

Performance Measure	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Community concerns/consultations (%)	80	80	95	80
Accessible streets, walkways and paths in city right-of-ways	N/A	N/A	N/A	100
Self-assessment tool for Disability Social Inclusion	N/A	N/A	N/A	100

Related Strategic Priorities



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	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Participants who rated improved knowledge, skills and competence as a result of TLC training and development programming (%)	91	90	92	90



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Capital Improvements Program Overview

Pursuant to the Tempe City Charter, the City Manager prepares and submits a Capital Improvements Program (CIP) annually to the Council. The CIP is a five-year financial plan for the acquisition, construction, expansion, or rehabilitation of infrastructure and capital assets. Capital projects typically have one or more of the following characteristics: (1) expenditures which take place over two or more years, requiring continuing appropriations beyond a single fiscal year; (2) funding with debt because of significant costs to be shared by current and future beneficiaries; (3) creation or revitalization of a fixed asset with a minimum useful life of five years; (4) systematic asset acquisition over an extended period of time; and (5) scheduled replacement or maintenance of specific elements of physical assets. The following are some examples of items that are included within the definition of capital expenditures:

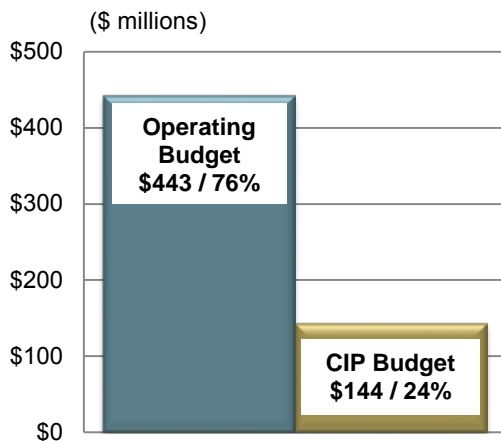
- Construction of new facilities
- Remodeling, expansion, and maintenance of existing facilities
- Purchase, improvement, or development of land
- Operating equipment and machinery for existing and new facilities
- Planning and engineering costs related to specific capital improvements
- Street resurfacing, renovation, or reconstruction
- Emergency vehicles
- Information Technology infrastructure

Although capital projects are scheduled throughout the five-year plan, only those projects during the first year of the plan are adopted as part of the City's annual budget. The first year of the CIP constitutes the capital budget. The remaining years within the CIP serve as a guide for future planning and are subject to annual review and modification in subsequent years.

As shown in the charts below, the City of Tempe's total financial program for fiscal year (FY) 2016/17 totals \$586 million, and of this amount, \$143.6 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 \$63.2 million and includes water, wastewater and golf projects accounting for 44% of the total capital budget in FY 2016/17. The Special Purpose program includes transit projects, and totals \$23.6 million, or 16%, of funded projects in FY 2016/17. The General Purpose program includes police protection, fire protection, storm drains, parks and general governmental projects and totals \$41.3 million or 29% of the capital budget. The Transportation program includes lighting and traffic signal projects, and street and sidewalk renovation and construction projects. Transportation program funding totals \$15.5 million.

FY 2016/17 Total Financial Program	
Operating Budget	\$442.5
Capital Budget	\$143.6
Total (\$ millions)	\$586.1



Comparison of FY 2015/16 and FY 2016/17 Capital Budgets		
Capital Program	FY 2015/16 Budget	FY 2016/17 Budget
Enterprise		
Water	\$ 37,220,622	\$ 45,885,156
Wastewater	11,240,338	13,974,747
Golf	2,356,023	3,365,914
Special Purpose		
Transit	31,312,428	23,552,883
General Purpose		
Police	5,723,298	3,213,615
Fire	3,195,080	4,789,013
Storm Drains	944,392	880,399
Park Improvements	50,088,500	18,738,242
General Governmental	9,632,369	13,713,514
Transportation		
Transportation and R.O.W	8,493,360	12,022,693
Traffic Signals / Street Lighting	2,623,362	3,439,569
Total	\$ 162,829,772	\$ 143,575,745



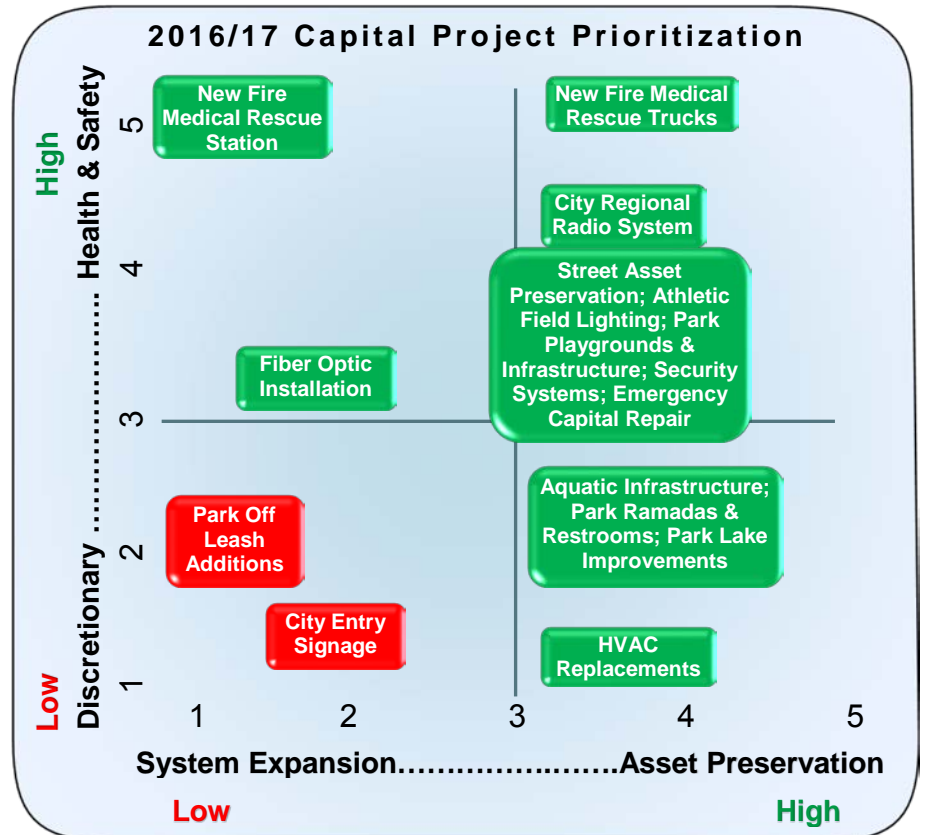
2016/17 CIP Process

Early November 2015 City department heads, capital project managers, and Municipal Budget Office (MBO) staff launched the 2016/17 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 2016/17 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 2016/17 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 2016/17 adopted five year CIP; projects in red categories were considered relatively lower priorities and fell just outside of the G.O. bond funding range.

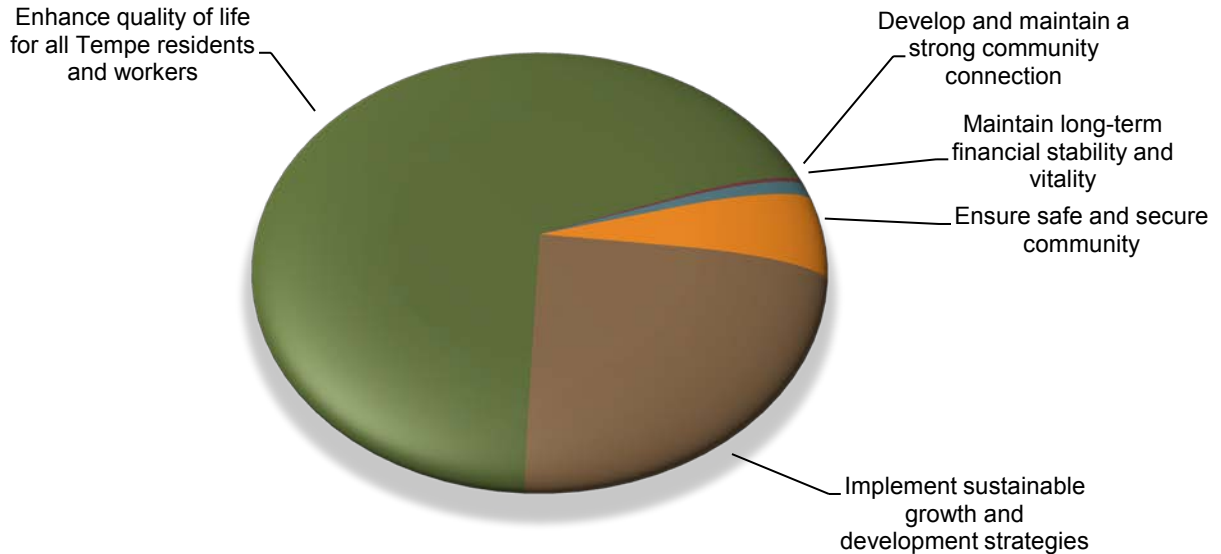
It is important to note transit and water / wastewater projects were also evaluated for necessity based on adherence to the City's asset management practices, and the degree to which they addressed public health and safety concerns; however they were not subjected to a rigorous prioritization process 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 2016, 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 9th 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 2016/17. The diagram below displays how the capital expenditures included in the adopted FY 2016/17 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 69%, or \$99 million, of the 2016/17 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 general governmental, transit and traffic signals capital programs. Approximately \$34 million is budgeted for projects which expand multimodal public transit options, projects that will improve technology that monitors traffic congestion, and solar power partnerships and solar in city facilities.

The majority of projects within the 2016/17 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 \$9 million.

Projects in the 2016/17 capital budget that promote the City's long term financial stability and vitality include investments in the inTempe facility that assists entrepreneurs and small businesses, tenant improvements for the Firth and Farmer project, and a relocation plan for the Priest Yard facility that may result in future development on the site.

The capital budget also invests approximately \$500,000 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 public internet technology and a public safety memorial.



Fiscal Years 2016/17 through 2020/21 Capital Improvements Program Summary

Program	Capital Budget Re-appropriations	New 2016/17 Capital Budget Appropriations	Total 2016/17 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
				2017/18	2018/19	2019/20	2020/21	
Enterprise Program								
Water	21,281,579	24,603,577	45,885,156	20,330,820	25,128,810	23,907,106	23,962,272	139,214,164
Wastewater	5,049,091	8,925,656	13,974,747	16,791,532	8,556,338	7,605,645	27,142,790	74,071,052
Golf	2,355,914	1,010,000	3,365,914	54,000	5,000	25,000	-	3,449,914
Solid Waste	-	-	-	141,000	23,000	-	-	164,000
Total Enterprise	28,686,584	34,539,233	63,225,817	37,317,352	33,713,148	31,537,751	51,105,062	216,899,130
Special Purpose Program								
Transit	15,733,778	7,819,105	23,552,883	16,390,000	14,100,000	4,697,000	3,519,000	62,258,883
Total Special Purpose	15,733,778	7,819,105	23,552,883	16,390,000	14,100,000	4,697,000	3,519,000	62,258,883
General Purpose Program								
Police Protection	960,927	2,252,688	3,213,615	2,449,434	5,465,758	5,143,734	1,934,086	18,206,627
Fire Protection	1,775,163	3,013,850	4,789,013	5,932,000	600,000	1,400,000	1,200,000	13,921,013
Storm Drains	276,399	604,000	880,399	300,000	800,000	6,650,000	300,000	8,930,399
Park Improvements	8,660,497	10,077,745	18,738,242	7,155,667	7,957,890	10,357,323	5,597,278	49,806,400
General Governmental	5,861,345	7,852,169	13,713,514	7,853,072	7,379,557	4,471,186	4,008,236	37,425,565
Total General Purpose	17,534,331	23,800,452	41,334,783	23,690,173	22,203,205	28,022,243	13,039,600	128,290,004
Transportation								
Transportation and R.O.W.	3,994,649	8,028,044	12,022,693	12,433,646	13,242,178	8,333,670	9,116,711	55,148,898
Traffic Signals/Street Lighting	1,364,096	2,075,473	3,439,569	4,390,287	1,625,858	1,210,153	856,473	11,522,340
Total Transportation	5,358,745	10,103,517	15,462,262	16,823,933	14,868,036	9,543,823	9,973,184	66,671,238
TOTAL PROGRAM	67,313,438	76,262,307	143,575,745	94,221,458	84,884,389	73,800,817	77,636,846	474,119,255



Fiscal Years 2016/17 through 2020/21 Capital Improvements Program Source of Funds Summary

Program	Capital Budget Re-appropriations	New 2016/17 Capital Budget Appropriations	Total 2016/17 Capital Budget Appropriations	Additional Projected Needs				Total 5-Year Program
				2017/18	2018/19	2019/20	2020/21	
Enterprise Supported								
Water/Wastewater Bonds	26,330,670	30,411,475	56,742,145	36,342,913	32,905,709	30,733,312	50,325,623	207,049,702
Water/Wastewater Fund	-	3,117,758	3,117,758	779,439	779,439	779,439	779,439	6,235,514
Water/Wastewater Fund - Loan	2,355,914	825,000	3,180,914	-	-	-	-	3,180,914
General Fund Cash Reserve - CIP	-	185,000	185,000	54,000	5,000	25,000	-	269,000
Solid Waste Fund	-	-	-	141,000	23,000	-	-	164,000
Total Enterprise Supported	28,686,584	34,539,233	63,225,817	37,317,352	33,713,148	31,537,751	51,105,062	216,899,130
Special Purpose								
Transit								
Transit Tax	9,804,715	4,668,750	14,473,465	6,565,166	2,802,522	4,697,000	3,519,000	32,057,153
Federal Grants	5,827,906	3,049,355	8,877,261	3,324,834	4,797,478	-	-	16,999,573
MAG - Safety Funds	101,157	-	101,157	-	-	-	-	101,157
Assessment District	-	-	-	6,500,000	6,500,000	-	-	13,000,000
Development Impact Fees	-	TBD	TBD	TBD	TBD	TBD	TBD	TBD
General Fund Cash Reserve - CIP	-	101,000	101,000	-	-	-	-	101,000
Total Transit	15,733,778	7,819,105	23,552,883	16,390,000	14,100,000	4,697,000	3,519,000	62,258,883
Total Special Purpose	15,733,778	7,819,105	23,552,883	16,390,000	14,100,000	4,697,000	3,519,000	62,258,883
General Purpose								
General Obligation Bonds	10,707,929	13,960,472	24,668,401	21,648,421	20,566,202	22,854,443	11,954,063	101,691,530
Capital Projects Fund Balance	5,853,196	-	5,853,196	-	-	-	-	5,853,196
Capital Projects Fund Balance - Traffic Signals	184,713	-	184,713	-	-	-	-	184,713
Debt Service Fund	-	2,209,679	2,209,679	-	-	-	-	2,209,679
General Fund Cash Reserve - CIP	-	2,942,653	2,942,653	16,900	2,200	1,600	-	2,963,353
General Fund	-	191,128	191,128	-	-	-	-	191,128
Highway User Revenue Fund	30,000	139,000	169,000	139,000	10,000	-	-	318,000
Municipal Arts Fund	100,000	175,087	275,087	735,000	750,000	750,000	750,000	3,260,087
Performing Arts Fund	-	1,058,014	1,058,014	824,708	596,582	207,811	75,886	2,763,001
Solid Waste Fund	171,393	14,230	185,623	47,642	47,842	48,454	49,084	378,645
Transit Tax	2,100	111,880	113,980	25,020	-	12,100	12,100	163,200
Water/Wastewater Fund	10,000	515,338	525,338	205,982	182,879	107,835	150,967	1,173,001
County Flood Control District	-	-	-	-	-	3,992,500	-	3,992,500
Development Impact Fees	-	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Diablo Stadium Revenue	-	47,500	47,500	47,500	47,500	47,500	47,500	237,500
Grants/Other	300,000	1,000,000	1,300,000	-	-	-	-	1,300,000
Private Donations	175,000	-	175,000	-	-	-	-	175,000
Residential Development Fees	-	1,435,471	1,435,471	-	-	-	-	1,435,471
Total General Purpose	17,534,331	23,800,452	41,334,783	23,690,173	22,203,205	28,022,243	13,039,600	128,290,004
Transportation								
General Obligation Bonds	4,038,077	3,897,517	7,935,594	11,633,908	8,558,026	9,043,823	9,373,184	46,544,535
Capital Projects Fund Balance	463,553	2,500,000	2,963,553	-	-	-	-	2,963,553
Highway User Revenue Fund	-	2,180,000	2,180,000	400,000	500,000	500,000	600,000	4,180,000
Developer Assistance/Contribution	157,531	495,000	652,531	-	-	-	-	652,531
Federal Grants	699,584	1,031,000	1,730,584	4,655,349	5,810,010	-	-	12,195,943
Transit Tax	-	-	-	134,676	-	-	-	134,676
Development Impact Fees	-	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Total Transportation	5,358,745	10,103,517	15,462,262	16,823,933	14,868,036	9,543,823	9,973,184	66,671,238
TOTAL PROGRAM	67,313,438	76,262,307	143,575,745	94,221,458	84,884,389	73,800,817	77,636,846	474,119,255



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 they may produce operational savings from efficiencies gained as a result of renovated facilities and infrastructure.

The new FY 2016/17 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 2016/17 to FY 2020/21						
Capital Projects by Fund	Cost Category	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
General Fund						
Aquatics Infrastructure and Replacement	Personnel (Wages)	\$ -	\$ -	\$ 24,000	\$ 24,000	\$ 24,000
	Materials and Supplies			6,000	6,000	6,000
Capital Improvement Program Software	Software Maintenance	-	50,000	50,000	50,000	50,000
Contract Management System	Software Maintenance	-	25,000	25,000	25,000	25,000
Imitative	Contracted Services	100,000	100,000	100,000	200,000	200,000
Digital Evidence System	Personnel (Wages)	62,187	62,187	62,187	62,187	62,187
	Software Maintenance & Storage	360,001	360,001	360,001	360,001	360,001
Fire Medical Rescue Station #7	Personnel (0.50 FTE)	-	27,518	28,438	29,359	30,402
	Materials, Fees and Services	-	53,959	53,959	53,959	53,959
Fuel Tank Replacements	Materials and Supplies	3,500	3,500	3,500	3,500	3,500
Fleet Fuel Security & Automation	Operational Savings (fuel)	-	-	(25,000)	(25,000)	(25,000)
Impound Vehicle Storage	Materials and Supplies	-	-	-	-	12,000
McClintock Pool Community Center	Wages	-	2,691	12,918	13,151	13,387
	Material and Supplies	-	5,000	15,000	15,000	15,000
Equipment Replacement	Wages	-	5,383	38,754	39,452	40,162
	Material and Supplies	-	4,000	16,000	16,000	16,000
	Revenue Offset	-	-	(5,000)	(5,000)	(5,000)
Systems	Materials and Supplies	-	20,000	40,000	70,000	110,000
Software	Software Maintenance	40,000	40,000	40,000	40,000	40,000
Public Internet Technology	Telecommunication Services	7,800	7,800	7,800	7,800	7,800
Security Systems Replacement-Citywide	Contracted Services	25,000	25,000	25,000	25,000	25,000
General Fund Total		598,488	792,039	878,557	1,010,409	1,064,398
Golf Fund						
Rolling Hills Irrigation System	Materials and Supplies	10,000	10,000	10,000	10,000	10,000
	Debt Repayment	182,450	182,450	182,450	182,450	182,450
	Operational Savings (water)	(141,000)	(218,000)	(229,000)	(241,000)	(253,000)
Golf Fund Total		51,450	(25,550)	(36,550)	(48,550)	(60,550)
Transit Fund						
Alameda Drive & I-10 Bicycle / Pedestrian Bridge	Landscape & Lighting Maintenance	-	-	6,500	6,695	6,896
Alameda Drive Bicycle/ Pedestrian Streetscape	Landscape & Lighting Maintenance	-	-	15,000	15,450	15,914
Broadway Road Streetscape	Landscape & Lighting Maintenance	26,500	26,500	27,395	28,114	28,957
Creamery Branch Rail Path	Landscape & Lighting Maintenance	23,000	23,690	24,401	25,133	25,887
Highline Canal Path (Baseline - Knox Road)	Landscape & Lighting Maintenance	-	-	40,000	41,200	42,436
North South Rail Spur Path	Landscape & Lighting Maintenance	-	-	-	9,000	9,000
Rio Salado S. Bank Path Underpass at McClintock Drive	Landscape & Lighting Maintenance	-	-	750	773	796
Tempe / Phoenix Bike Share	Contracted Services	100,000	100,000	100,000	100,000	100,000
	ASU Reimbursement	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Tempe Streetcar	Contracted Services	553,000	553,000	553,000	553,000	-
	Valley Metro Reimbursement	(628,385)	(601,159)	(612,166)	(557,368)	-
Western Canal - Highline Multi-Use Path	Landscape & Lighting Maintenance	-	-	2,500	2,575	2,652
Transit Fund Total		24,115	52,031	107,380	174,572	182,538
Transportation Fund						
Contractual Project Participation	Contracted Services	2,000	2,000	2,000	2,000	2,000
	Developer Assistance	(35,000)	-	-	-	-
Transportation Fund Total		(33,000)	2,000	2,000	2,000	2,000
Water / Wastewater Fund						
Automated Meter Reading Systems	Personnel	88,032	88,032	88,032	88,032	88,032
	Software Maintenance/Hardware	128,500	125,000	125,000	125,000	125,000
	Operational Savings (personnel)		(101,458)	(202,915)	(202,915)	(202,915)
Water / Wastewater Fund Total		216,532	111,574	10,117	10,117	10,117
City of Tempe Total		\$ 857,585	\$ 932,094	\$ 961,504	\$ 1,148,548	\$ 1,198,503

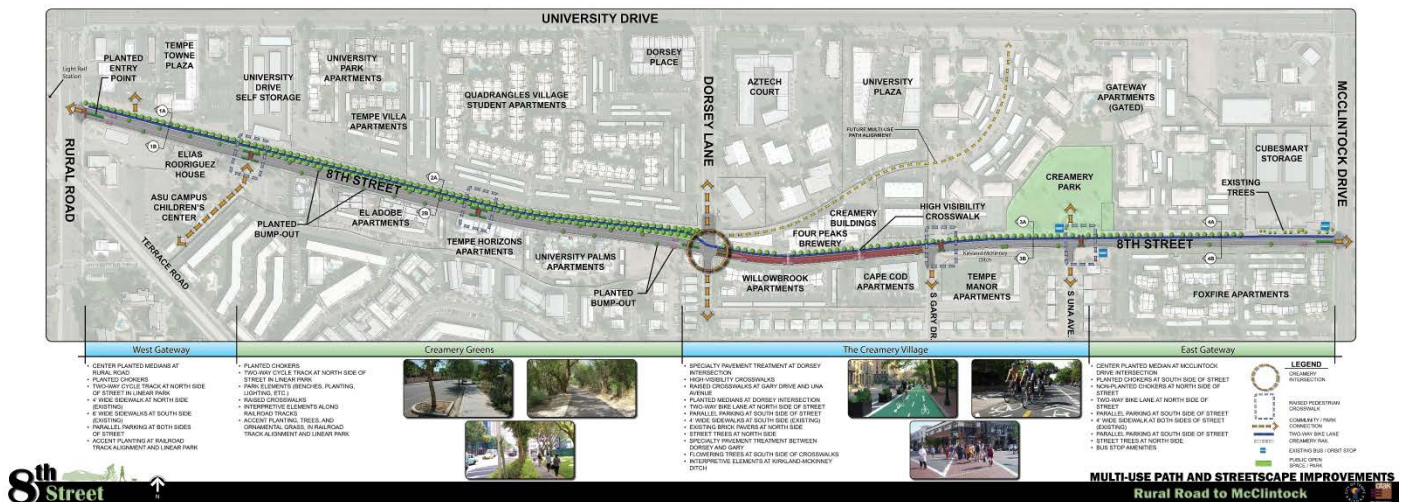
CIP – Significant Nonrecurring Projects

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.

8th Street Multi-Use Path (Creamery Branch Rail Path)

Start Date: 07/01/14
 Estimated Completion Date: 06/30/17

Program: Special Purpose/Transit
 Managing Department: Public Works



Project Description and Benefit

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 Four Peaks Brewing Company. A public process and stakeholder committee was established in 2010 and completed an approved concept plan in September 2010. Old 8th Street Interpretive Elements include design, fabrication, and installation of interpretive elements identifying the prehistory and history of 8th Street between Rural and McClintock.

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 better integration with historic structures while encouraging appropriate redevelopment on vacant lots or deteriorating structures. The project will better connect the adjacent neighborhoods, but limit cut-through traffic. The project concept has been supported by the neighbors, property owners and stakeholders in the area and would bring revitalization to an important part of Tempe.

Old 8th Street spans a significant prehistoric archaeological site and was the location of the Bankhead Highway. In addition, the Borden Creamery Complex (Four Peaks), the Elias-Rodriguez House, Marlatt's Garage, and the Kirkland-McKinney Ditch are all located along 8th Street. While 8th Street is slated for a beautification project and may be the location of significant private investment over the coming year, branding / placemaking opportunities involving the identification and dissemination of the street's rich prehistory and history remain unaddressed. Interpretive signage and historically-appropriate vegetation will help to complete the revitalization of 8th Street, thereby firming its authenticity and sense of place. Both authenticity and sense of place are identified as being desirable cultural heritage tourism and economic development draws.

Funding Source(s)

	2016/17	2017/18	2018/19	2019/20	2020/21	Total 5-Year
Transit Tax	276,769	-	-	-	-	276,769
Federal Grant - CMAQ	1,379,021	-	-	-	-	1,379,021
Capital Project Fund Balance						
- General Purpose	101,000	-	-	-	-	101,000
Project Total	1,756,790	-	-	-	-	1,756,790

New Operating and Maintenance Budget Impact

Once complete, new annual costs for maintenance of the landscape and lighting are estimated to be approximately \$23,000.

Rolling Hills Irrigation System

Start Date: 11/01/14
 Estimated Completion Date: 11/01/16

Program: Enterprise/Golf
 Managing Department: Public Works



Project Description and Benefit

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 which was constructed in two phases in the 1970s and 1980s.

This project was designed in December 2014 and construction was supposed to be Spring 2015 through Fall 2015. However, no proposals were submitted under the low bid procurement process. After soliciting feedback as to the reasons why, the decision was made to utilize the Construction Manager at Risk (CMAR) procurement delivery method. The revised project timeline is mid-April 2016 through the end of October 2016. The golf course will be closed during project construction.

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 not allowing for creation of 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.

Funding Source(s)

	2016/17	2017/18	2018/19	2019/20	2020/21	Total 5-Year
Water/Wastewater Fund-Loan	3,180,914	-	-	-	-	3,180,914
Project Total	3,180,914	-	-	-	-	3,180,914

New Operating and Maintenance Budget Impact

Public Works' staff estimates that this project will add an additional \$10,000 in annual operating expenses related to chemical supplies. However, it is anticipated that the switch from potable water to raw water will result in \$193,000 in annual savings due to the cost differential between potable and raw water.



South Tempe Water Treatment Plant Main Power Equipment

Start Date: Ongoing
 Estimated Completion Date: 12/31/16

Program: Enterprise/Water
 Managing Department: Public Works



Project Description and Benefit

This project will evaluate site power requirements and equipment alternatives for upgrades to existing main power switch gear equipment and enclosure, preliminary sedimentation sludge pumping motor control center and the 480V load center equipment. Load evaluations and detailed design plans are nearing final completion and procurement of the new major equipment is underway.

This project was identified during the last major renovation of the South Tempe Water Treatment Plant (STWTP). Switches in the main power building are 38+ years old and have exceeded their design life. The existing equipment technology is outdated, unreliable, and does not meet current specifications and industry standards for safety, reliability and efficiency. Replacement equipment will use a vacuum technology requiring minimal maintenance and an endurance rating of 10,000 operations. Project costs are based on cost estimates provided by the Construction Manager at Risk (CMAR).

Funding Source(s)

	2016/17	2017/18	2018/19	2019/20	2020/21	Total 5-Year
Water/Wastewater Bonds	4,402,927	-	-	-	-	4,402,927
Project Total	4,402,927	-	-	-	-	4,402,927

Tempe/Phoenix Bike Share Program

Start Date: 07/01/14
 Estimated Completion Date: 12/01/17

Program: Transit
 Managing Department: Public Works



Project Description and Benefit

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 exist in City right-of-way and 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 funded through a federal grant, and the annual operations are estimated to run \$100,000. 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.

Funding Source(s)

	2016/17	2017/18	2018/19	2019/20	2020/21	Total 5-Year
Transit Tax	373,283					373,283
Federal Grant – CMAQ	1,118,893	-	-	-	-	1,118,893
Project Total	1,492,176	-	-	-	-	1,492,176

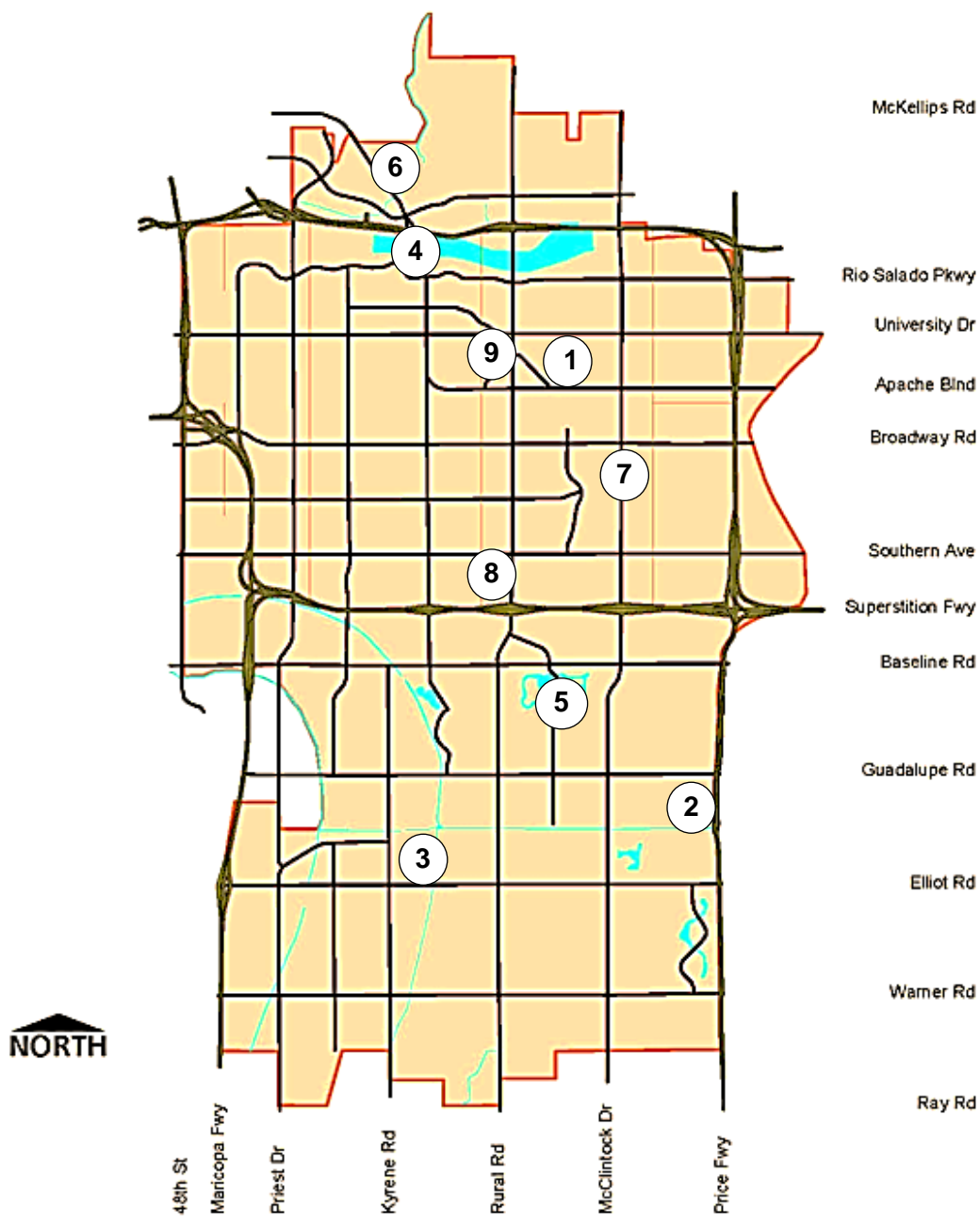
New Operating and Maintenance Budget Impact

Annual operating expenses are estimated to be \$100,000. However, Arizona State University's participation in the program will result in a \$50,000 annual reimbursement to the City resulting in a net fiscal impact to the City of \$50,000.

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 168 projects included in the adopted five year CIP are described under their respective program area in the Fiscal Years 2016/17 through 2020/21 Capital Improvements Program Project Listing and Descriptions section.

Capital Improvements Project Map



Location	Project Description
1.	8 th Street Multi-Use Path (Creamery Branch Rail Path)
2.	South Tempe Water Treatment Plant – Main Power Equipment Replacement
3.	Highline Canal Path (Baseline - Knox Road)
4.	Public Safety Memorial
5.	Scudder Park Playground
6.	Rolling Hills Golf Course Irrigation System
7.	McClintock Pool Infrastructure Equipment Replacement
8.	Tempe Public Library Complex Solar Project and Landscape Improvements
9.	Light Rail Efficiency Improvements at University Drive



Capital Improvements Program Financing

As shown in the chart below, Tempe's 2016/17 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 2016/17, the City plans to utilize approximately \$32.6 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 \$116 million in bonds for these purposes. Debt service on these bonds will be repaid by revenues from the City's secondary property taxes.

Funding Source	\$ Millions	% of Total
Water / Wastewater Bonds	\$56.8	40%
General Obligation Bonds	32.6	23%
Pay-as-you-go	30.9	22%
Outside Revenue	14.3	10%
Capital Project Fund Balances	9.0	6%
Total	\$143.6	100%

On November 8, 2016, a special bond election will be held requesting voter authorization for \$254,000,000 in G.O. bonds to fund water and sewer improvements, street improvements, public safety, park improvements and municipal infrastructure preservation. The \$254 million amount was derived from the amount of G.O. bond funded projects identified in the 5-year CIP program less remaining bond authorization.

It is important to note the total projected issuance 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 \$57 million of new enterprise bonds in 2016/17 to finance the project costs in this program. User fee revenue will support the debt service costs on these bonds.

FY 2016/17 capital budget funding sources other than bonds total \$54 million. \$10.6 million in federal grants for projects in the Transit and Transportation programs make up the bulk of outside revenue budgeted for expenditure in 2016/17. Pay-as-you go funding is concentrated in the Transit, General Purpose and Transportation programs in the form of \$14.5 million in Transit Tax collections and \$16.4 million from various City operating fund contributions and the utilization of collected residential development fees.

The budgeted use of capital project fund balances to finance projects in 2016/17 largely represents the use of prior year cash balances and City operating fund contributions assigned to projects which were approved in 2015/16 and re-appropriated for completion in 2016/17.

The FY 2016/17 capital budget funding sources for each project are described in further detail in the Fiscal Years 2016/17 through 2020/21 Capital Improvements Program Project Listing and Descriptions section.

DEBT MANAGEMENT PLAN

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

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

This active debt management ensures the City can readily assess long-term implications for its debt portfolio in order to make proactive decisions about how much new debt capacity is available today. Additionally, in support of the City's property tax stabilization policy, debt management economic models will continue to be updated annually and employed to monitor how fluctuations in annual secondary property tax levy amounts will necessitate the use of the City's debt service reserve and financing methods other than bonds in future years.

Debt management is also a key financial practice contributing to the maintenance of the City's favorable bond ratings. Tempe's current G.O. bond ratings are shown above. These high ratings translate directly into lower interest rates on the City's debt.



Long-Term Debt and Bond Authorization Summary

Remaining General Obligation Bond Authorizations July 1, 2016

	Original Authorization	Prior Issuances	Remaining Authorization
2008 Voter Authorization			
Water / Wastewater	113,300,000	54,225,302	59,074,698
Public Safety	32,010,000	27,305,000	4,705,000
Park Improvements / Community Services	51,800,000	51,800,000	-
Streets / Transportation / Storm Drains	44,200,000	17,465,000	26,735,000
Subtotal	241,310,000	150,795,302	90,514,698
2012 Voter Authorization			
Public Safety	6,400,000	-	6,400,000
Park Improvements / Community Services	10,500,000	6,110,000	4,390,000
Municipal Infrastructure Preservation	12,900,000	12,345,000	555,000
Subtotal	29,800,000	18,455,000	11,345,000
TOTAL	\$ 271,110,000	\$ 169,250,302	\$ 101,859,698

Outstanding Long-Term Debt Summary

	July 1	2013	2014	2015	2016
General Obligation Bonds					
Water / Wastewater		253,760,903	236,046,554	216,802,281	196,122,762
Public Safety		60,260,000	59,230,000	55,640,000	55,745,000
Park Improvements		34,105,000	33,920,000	62,345,000	61,780,000
Library / Museum		10,465,000	9,985,000	9,470,000	6,905,000
Streets / Transportation / Storm Drains		57,130,000	54,940,000	48,820,000	47,320,000
Municipal Infrastructure Preservation		2,275,000	5,130,000	5,630,000	9,000,000
Total G.O. Debt Outstanding		417,995,903	399,251,554	398,707,281	376,872,762
Excise Tax Bonds					
Water / Wastewater		79,034,000	76,109,000	84,864,000	91,876,000
General Governmental		33,352,900	32,297,900	31,197,900	29,050,900
Performing Arts		27,280,000	22,530,000	17,555,000	12,345,000
Transit		68,345,000	66,645,000	64,900,000	63,095,000
Rio Salado		23,545,000	21,680,000	19,745,000	17,660,000
Cemetery Enterprise		1,558,100	1,453,100	1,348,100	1,238,100
Total Excise Tax Debt Outstanding		233,115,000	220,715,000	219,610,000	215,265,000
Special Assessment Bonds ⁽¹⁾		25,675,000	23,930,000	21,175,000	19,980,000
Section 108 Guaranteed Loan ⁽²⁾		5,247,000	4,907,000	4,552,000	4,181,000
Total Outstanding Long-Term Debt		\$682,032,903	\$648,803,554	\$644,044,281	\$616,298,762

(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. Taxes collected under the primary levy can be used for general operations of the City while taxes collected under the secondary levy can only be used to repay property tax secured debt.

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 2016/17 General Obligation Bonded Debt Limits July 1, 2016

FY 2016-17	6%	20%
Projected G.O. Debt Limit ⁽¹⁾	\$100,161,126	\$333,870,419
Outstanding G.O. Bonded Debt-Previously Issued	(78,495,000)	(298,377,761)
Debt Margin Available	\$21,666,126	\$35,492,658

⁽¹⁾ The FY 2016-17 Bond Limit is based on an estimated limited property value of \$1,669,352,097 compared to the FY 2015-16 secondary assessed value of \$1,593,944,354.

⁽²⁾ The outstanding G.O. bonded debt amount has been reduced by the principal and interest payment made on July 1, 2016.

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.

As a result of paying down the outstanding principal balance of debt issued against the 20% limit, and rising property values through a stabilized economy, the City has a positive debt to value ratio. In addition, legislation was passed in May 2016 by the Arizona State Legislature, effective August 2016, which clarifies that the valuation for the calculation of the debt limits is the full cash (secondary) property value rather than the limited property value. As the secondary property value is higher than the limited property value, this change will further increase the City’s positive debt to value ratio.

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
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
2016-17	143,575,745	616,298,762	77,673,232	1,669,352,097	4.7	.94	1.59	2.53

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.

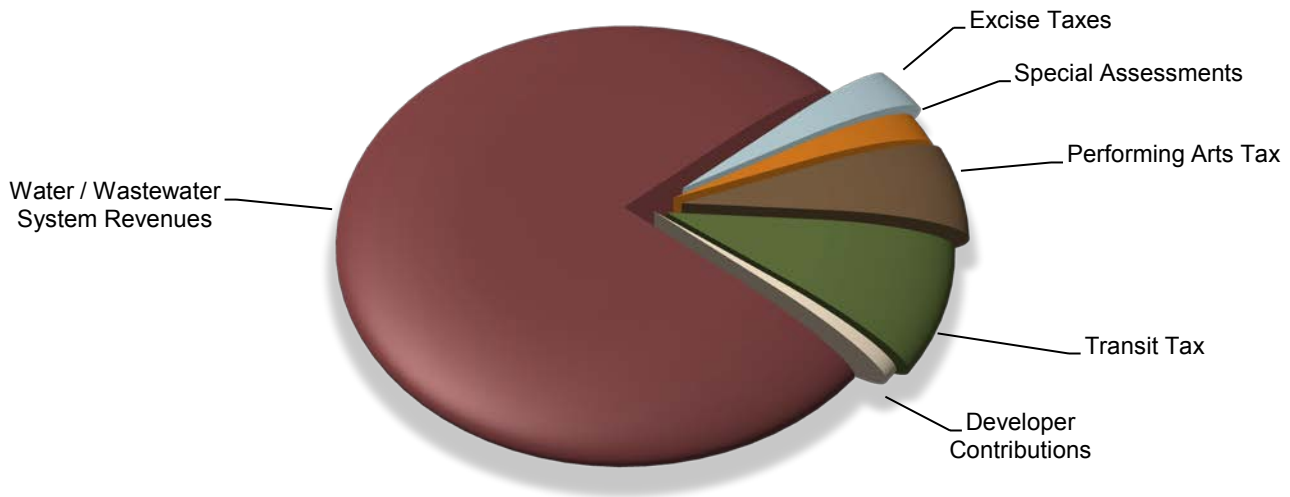
In response to the declining property values, the City adopted a property tax stabilization policy (provided below) in FY 2010/11 which established parameters for the amount of property taxes which may be collected each year. The policy allows the City to collect a predictable amount of property tax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

Debt Service Appropriations by Fund

Fiscal Year 2016/17				
Program	Principal	Interest	Fiscal Agent Fees	Total
Debt Service Fund	19,315,459	8,620,992	359,800	28,296,251
Performing Arts Fund	2,880,000	547,850	10,000	3,437,850
Transit Fund	1,855,000	2,803,863	10,000	4,668,863
Water / Wastewater Fund	27,241,523	11,729,362	345,000	39,315,885
Special Assessments Fund	1,250,000	959,650	-	2,209,650
Community Development Block Grant Fund	387,000	82,533	-	469,533
Total	\$ 52,928,982	\$ 24,744,250	\$ 724,800	\$ 78,398,032

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 2016/17 through 2020/21 Capital Improvements Program Project Listings and Descriptions



Tempe Town Lake Dam Replacement

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. The project was completed spring 2016.

Enterprise Program

Water, Wastewater and Golf projects total \$63.2 million in FY 2016/17 and account for 44% of the total FY 2016/17 appropriated CIP budget



The Enterprise component of the Capital Improvements Program consists of the Water, Wastewater and Golf programs. Combined, they constitute \$63.2 million of the \$143.6 million Capital Improvements Program for FY 2016/17. 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 2016/17 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 project to renovate the Rolling Hills golf course irrigation system and infrastructure maintenance and replacement projects.



Water Program CIP Projects

Project Name and Number	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
Automated Meter Reading Systems: 3205869	Water/Wastewater Bonds	1,591,037	1,045,232	2,636,269	1,420,392	1,495,616	-	-	5,552,277
CAP Water Lease - WMAT Quantification Settlement Agreement: 3208019	Water/Wastewater Fund	-	3,117,758	3,117,758	779,439	779,439	779,439	779,439	6,235,514
Environmental Laboratory Facility: 3203499	Water/Wastewater Bonds	250,000	-	250,000	-	-	-	-	250,000
Filter Rehabilitation at Water Treatment Plants: 3205889	Water/Wastewater Bonds	669,506	3,007,599	3,677,105	-	-	-	-	3,677,105
Flood Irrigation Infrastructure Asset Maintenance (formerly Flood Irrigation Infrastructure Improvements): 3205899	Water/Wastewater Bonds	154,146	451,906	606,052	379,847	456,402	334,667	543,833	2,320,801
Gila Flood Control: 3207849	Water/Wastewater Bonds	145,000	-	145,000	-	-	-	-	145,000
Meter Replacement Program: 3209319	Water/Wastewater Bonds	1,047,000	2,200,000	3,247,000	4,100,000	2,400,000	200,000	200,000	10,147,000
SCADA Improvements (formerly SCADA Master Plan Implementation & SCADA Control Center Remodel): 3204409	Water/Wastewater Bonds	1,000,000	191,000	1,191,000	190,000	440,000	190,000	190,000	2,201,000
STWTP Main Power Equipment Replacement: 3205909	Water/Wastewater Bonds	3,686,844	716,083	4,402,927	-	-	-	-	4,402,927
Transmission & Distribution Capital Improvements (formerly Water System Rehabilitation or Replacement of Aging Infrastructure & Water System - Upgrades, Repairs & Replacements): 3299989	Water/Wastewater Bonds	4,600,000	7,275,000	11,875,000	9,809,000	10,691,000	14,683,000	16,486,000	63,544,000
Water System Pumping Stations, Reservoirs & Tanks (formerly a portion of the Water System Rehabilitation or Replacement of Aging Infrastructure): 3204969	Water/Wastewater Bonds	123,516	4,427,600	4,551,116	1,944,000	4,526,500	2,828,000	2,444,000	16,293,616
Water Treatment Plant Asset Maintenance & Upgrades (formerly JGMWTP Asset Maintenance, STWTP Asset Maintenance & Water Treatment Plants - Concrete Structures Condition Assessment): 3207499	Water/Wastewater Bonds	3,400,600	500,000	3,900,600	934,000	460,000	1,240,000	1,067,000	7,601,600
Water Utility Buildings Asset Management: 3207169	Water/Wastewater Bonds	653,930	379,399	1,033,329	252,142	683,853	250,000	250,000	2,469,324
Wells - Asset Maintenance & New Production: 3200019	Water/Wastewater Bonds	3,960,000	1,292,000	5,252,000	522,000	3,196,000	3,402,000	2,002,000	14,374,000
Water Program Total		21,281,579	24,603,577	45,885,156	20,330,820	25,128,810	23,907,106	23,962,272	139,214,164

Automated Meter Reading Systems



Project Description

This project involves the automation of the collection of water meter reads through the implementation of an automated meter reading system. A pilot study was approved in FY 2013/14 for the purpose of exploring available technologies that would meet the needs of the city. The study concluded in January 2014 and provided important information regarding the nature, extent and timing of the automated meter reading system project. The implementation of this system will be closely coordinated with the timing of meter replacements included in Project #3209319 (Meter Replacement). We anticipate a 3 to 5 year phase-in of the system city-wide. City staff has been working with a consultant to develop an implementation plan and to issue an RFP to select the vendor that will provide the main system necessary to implement this technology.

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.

2016-17 Source of Funds

Water / Wastewater Bonds	\$2,636,269
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Estimated 2016-17 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	\$2,636,269
Total	\$2,636,269

Project Number: 3205869
Estimated Start Date: 07/01/2013
Estimated Completion Date: 06/30/2020

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$2,636,269	\$1,420,392	\$1,495,616	\$0	\$0	\$5,552,277

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 2016-17.

The WMAT QSA and the Congressional Act resolve long-standing water disputes and provide 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.

2016-17 Source of Funds

Water/Wastewater Fund	\$3,117,758
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Estimated 2016-17 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	\$3,117,758
Total	\$3,117,758

Project Number: 3208019
Estimated Start Date: 07/01/2016
Estimated Completion Date: 01/01/2021

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$3,117,758	\$779,439	\$779,439	\$779,439	\$779,439	\$6,235,514

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. Construction of the new laboratory and surrounding site work is substantially complete. Remaining work includes landscaping of the berm area fronting Price Road adjacent to the new building, adjustments and modifications to the mechanical systems that may be necessary as equipment is brought in to service in the new building, LEED construction certification documentation, and miscellaneous other project close-out efforts.

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.

2016-17 Source of Funds

Water / Wastewater Bonds \$250,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$250,000	\$0	\$0	\$0	\$0	\$250,000

Estimated 2016-17 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	\$200,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$250,000

Project Number: 3203499
Estimated Start Date: Ongoing
Estimated Completion Date: 07/15/2016

Filter Rehabilitation at Water Treatment Plants



Project Description

This project involves inspections, evaluations and improvements of the dual medial filters at both of the City's water treatment plants. An engineering evaluation of the filter media, filter structures, piping and flow control equipment has been completed. Improvements currently underway include replacement of filter media at the end of its useful lifespan, installation of new filter backwash control valves, structural evaluations of the filter underdrain system and miscellaneous ancillary equipment upgrades necessary to maintain continued 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 construction phase 1 contract preliminary cost model by the Construction Manager at Risk (CMAR).

2016-17 Source of Funds

Water / Wastewater Bonds \$3,677,105

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$3,677,105	\$0	\$0	\$0	\$0	\$3,677,105

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$74,250
Survey / Staking	\$0
Construction Management	\$74,250
Furnishings / Equipment	\$0
Construction / Improvement	\$3,528,605
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$3,677,105

Project Number: 3205889
Estimated Start Date: Ongoing
Estimated Completion Date: 06/30/2017

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.

2016-17 Source of Funds

Water / Wastewater Bonds	\$606,052
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$606,052	\$379,847	\$456,402	\$334,667	\$543,833	\$2,320,801

Estimated 2016-17 Project Costs

Legal / Administration	\$5,000
Land Acquisition	\$0
Permit Fees	\$17,000
Design and Engineering	\$58,000
Survey / Staking	\$5,000
Construction Management	\$34,000
Furnishings / Equipment	\$0
Construction / Improvement	\$482,052
Geotech / Material Testing	\$5,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$606,052
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Project Number: 3205899

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

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 replacement 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.

2016-17 Source of Funds

Water / Wastewater Bonds	\$145,000
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$145,000	\$0	\$0	\$0	\$0	\$145,000

Estimated 2016-17 Project Costs

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

Total	\$145,000
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Project Number: 3207849

Estimated Start Date: 07/01/2015

Estimated Completion Date: 09/30/2016

Meter Replacement Program



Project Description

This project provides for the replacement of revenue generating water meters and meter boxes 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 water usage, ensure fair and equitable billing, and increase water enterprise revenue. Meter box lids will also be replaced as necessary.

Industry studies confirm that water meters of all sizes decrease their read accuracy over time, particularly at low volume flows. This results in inaccurate consumption data resulting in unfair and inequitable billing. The water industry recommends meter replacement approximately every 10-12 years, contingent on meter test results, cost-benefit analysis, and manufacturer warranty periods. The city currently maintains 43,000 water meters up to 10" in size (approximately 38,000 meters between 5/8" and 2"). Timing of this project for the next few years is closely tied to the timing of the separate Automated Meter Reading project.

2016-17 Source of Funds

Water / Wastewater Bonds \$3,247,000

Estimated 2016-17 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	\$3,247,000

Total \$3,247,000

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

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$3,247,000	\$4,100,000	\$2,400,000	\$200,000	\$200,000	\$10,147,000

SCADA Improvements



Project Description

The Supervisory Control and Data Acquisition (SCADA) Improvements project involves final implementation of the recommended upgrades from the master plan completed several years ago and continues with the following major areas of work: updating and standardizing computer hardware and software at all Water Utilities field sites (Wells, Lift Stations, and Sewer Metering Stations), culminating in a global software system and redesign; finalization of the SCADA Control Center remodel project design; the addition of remote control at two well sites per year starting in FY17-18; integration of SCADA at the Tempe Town Lake wells; and field site communication upgrades at 5 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 used to forecast future design needs as well as to meet regulatory and record-retention requirements. Over the past decade, the existing SCADA system has grown increasingly complex as equipment has been added at a number of water and wastewater facilities.

2016-17 Source of Funds

Water / Wastewater Bonds \$1,191,000

Estimated 2016-17 Project Costs

Legal / Administration	\$2,238
Land Acquisition	\$0
Permit Fees	\$5,223
Design and Engineering	\$17,906
Survey / Staking	\$2,238
Construction Management	\$11,191
Furnishings / Equipment	\$0
Construction / Improvement	\$1,149,965
Geotech / Material Testing	\$2,239
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,191,000

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

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$1,191,000	\$190,000	\$440,000	\$190,000	\$190,000	\$2,201,000

STWTP Main Power Equipment Replacement



Project Description

This project will evaluate site power requirements and equipment alternatives for upgrades to existing main power switch gear equipment and enclosures, preliminary sedimentation sludge pumping motor control center and the 480V load center equipment. Load evaluations and detailed design plans are nearing final completion and procurement of new the major equipment is underway.

This project was identified during the last major renovation of the South Tempe Water Treatment Plant (STWTP). Switches in the main power building are 38+ years old and have exceeded their design life. The existing equipment technology is outdated, unreliable, and does not meet current specifications and industry standards for safety, reliability and efficiency. Replacement equipment will use a vacuum technology requiring minimal maintenance and an endurance rating of 10,000 operations. Project costs are based on cost estimates provided by a Contraction Manager at Risk (CMAR) contractor based on 60% design plans.

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$122,049
Design and Engineering	\$110,000
Survey / Staking	\$0
Construction Management	\$287,395
Furnishings / Equipment	\$0
Construction / Improvement	\$3,027,343
Geotech / Material Testing	\$40,914
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$815,226

Total \$4,402,927

Project Number: 3205909

Estimated Start Date: 07/01/2013

Estimated Completion Date: 12/31/2016

2016-17 Source of Funds

Water / Wastewater Bonds \$4,402,927

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$4,402,927	\$0	\$0	\$0	\$0	\$4,402,927

Transmission & Distribution Capital Improvements



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. Additionally, this project is to rehabilitate or replace aging water system infrastructure including waterlines, valves and hydrants. Each year of this program includes funding for waterline replacement projects, based on waterline break history, age and pipe material of construction. Waterline projects will be coordinated with the City's pavement management program to maximize the use of CIP dollars and minimize the impact to citizens.

Other infrastructure needs addressed by this project include a Transmission Main Assessment and the continuation of the Mobile Workforce Management program started in FY 2015-16, replacement of broken and inoperable valves on our distribution system, a valve assessment project, improvements to our interconnect with the City of Phoenix, abandonment of 6" waterline at University and Lindon, and a Fire Hydrant Replacement Pilot Program. The addition of a 24-inch transmission main on Warner from McClintock to Rural to connect new Well 16 to the transmission system and reconfiguration of the 20-inch transmission main on Baseline and Priest to pass main pressure zone water through the Kyrene pressure zone is also

Estimated 2016-17 Project Costs

Legal / Administration	\$47,000
Land Acquisition	\$0
Permit Fees	\$165,000
Design and Engineering	\$636,000
Survey / Staking	\$26,000
Construction Management	\$282,000
Furnishings / Equipment	\$0
Construction / Improvement	\$10,381,000
Geotech / Material Testing	\$38,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$300,000

Total \$11,875,000

Project Number: 3299989

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

Water / Wastewater Bonds \$11,875,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$11,875,000	\$9,809,000	\$10,691,000	\$14,683,000	\$16,486,000	\$63,544,000

Water System Pumping Stations, Reservoirs & Tanks



Project Description

This project is to rehabilitate or replace aging water supply infrastructure, including finished water pump stations and reservoirs at the water treatment plants, elevated storage tanks and pressure zone booster pump stations. The following infrastructure elements are scheduled for rehabilitation or replacement:

- Rehabilitate the four existing elevated storage tanks located at Hayden Butte, Belle Butte and Papago Butte (FY 2016-17 through FY 2019-20).
- South Tempe Water Treatment Plant (STWTP) projects are planned for the North Reservoir Baffle Wall Replacement design and construction, South Reservoir Baffle Wall Replacement design and Reservoir Roof Asset Maintenance (FY 2017-18 through FY 2019-20).
- Design for the Kyrene Booster Station (FY 2017-18).
- Design of additional variable frequency drives (VFDs) at the finished water pump stations at JGMWTP and STWTP (FY 2017-18 through FY 2019-20).
- Evaluation of reservoir aeration at the water treatment plants (FY 2018-19). Assuming aeration is warranted, design and construction will be completed in FY 2019-20 and FY 2020-21.
- Asset maintenance for the Marigold Lane Booster Pump Station (FY 2020-21).

2016-17 Source of Funds

Water / Wastewater Bonds \$4,551,116

Estimated 2016-17 Project Costs

Legal / Administration	\$34,000
Land Acquisition	\$0
Permit Fees	\$110,000
Design and Engineering	\$356,516
Survey / Staking	\$0
Construction Management	\$122,000
Furnishings / Equipment	\$0
Construction / Improvement	\$3,383,600
Geotech / Material Testing	\$5,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$540,000
Total	\$4,551,116

Project Number: 3204969
Estimated Start Date: Ongoing
Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$4,551,116	\$1,944,000	\$4,526,500	\$2,828,000	\$2,444,000	\$16,293,616

Water Treatment Plant Asset Maintenance & Upgrades



Project Description

The projects listed have been identified during routine operations as requiring replacement/rehabilitation to ensure reliable operations. This project also includes upgrades to the treatment plant processes as they are identified and planned.

For FY 2016-17, scheduled projects at JGMWTP include construction of 4160V Generator Switch replacement (in design), replacement of the original 50-year old secondary sedimentation basin sludge blow down telescoping valves (in design), sodium hypochlorite system pipe replacement, and lime tank replacement. Projects at STWTP include pre-sedimentation basin sludge pump replacement design, sodium hypochlorite cell replacement design, Floc drive equipment replacement and basin repairs design and construction, and secondary sedimentation basin gear drive and motor design. Also, the concrete structures condition assessment will be completed.

Funding for FY 2017-18 and beyond is a budgetary estimate to anticipate ongoing asset maintenance and improvements to the JGMWTP and STWTP facilities.

2016-17 Source of Funds

Water / Wastewater Bonds \$3,900,600

Estimated 2016-17 Project Costs

Legal / Administration	\$28,000
Land Acquisition	\$0
Permit Fees	\$99,000
Design and Engineering	\$337,000
Survey / Staking	\$0
Construction Management	\$197,000
Furnishings / Equipment	\$0
Construction / Improvement	\$3,211,600
Geotech / Material Testing	\$28,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$3,900,600

Project Number: 3207499
Estimated Start Date: Ongoing
Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$3,900,600	\$934,000	\$460,000	\$1,240,000	\$1,067,000	\$7,601,600

Water Utility Buildings Asset Management



Project Description

This 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 16/17 include: flooring at STWTP and Administration building, generator replacement at Kyrene, and STWTP fire sprinkler system.

Estimated 2016-17 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	\$1,033,329

Total \$1,033,329

Project Number: 3207169

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

Water / Wastewater Bonds \$1,033,329

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$1,033,329	\$252,142	\$683,853	\$250,000	\$250,000	\$2,469,324

Wells - Asset Maintenance & 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 one new production well and purchase of the land for another. The first new production well is planned to be constructed during FY's 2019-20 and 2020-21 and the land purchase for the next well is planned for FY 2020-21.

Tempe's Water Division has added three new groundwater production/recovery wells to the system in recent years, two major groundwater delivery pipelines, and has rehabilitated and upgraded five existing production/recovery wells and associated infrastructure within our water distribution network. The goal is to increase groundwater production capacity over time to meet average daily water demand in the service area to meet buildout conditions based on the current approved General Plan development densities.

Estimated 2016-17 Project Costs

Legal / Administration	\$6,000
Land Acquisition	\$0
Permit Fees	\$140,000
Design and Engineering	\$86,000
Survey / Staking	\$6,000
Construction Management	\$232,000
Furnishings / Equipment	\$0
Construction / Improvement	\$3,630,000
Geotech / Material Testing	\$32,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$50,000
Other Project Costs	\$1,070,000

Total \$5,252,000

Project Number: 3200019

Estimated Start Date: On-going

Estimated Completion Date: On-going

2016-17 Source of Funds

Water / Wastewater Bonds \$5,252,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$5,252,000	\$522,000	\$3,196,000	\$3,402,000	\$2,002,000	\$14,374,000



Wastewater Program CIP Projects

Project Name	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
SROG - SAI, SRO, and 91st Ave WWTP: 3200129	Water/Wastewater Bonds	-	4,489,252	4,489,252	2,986,272	3,249,101	4,528,708	23,118,290	38,371,623
Wastewater Collection System Upgrades and Improvements: 3299969	Water/Wastewater Bonds	4,177,398	3,884,383	8,061,781	8,347,000	3,375,000	750,000	3,624,500	24,158,281
Wastewater Conveyance System - Mechanical Stations (formerly Wastewater Metering Station Improvements): 3202559	Water/Wastewater Bonds	871,693	552,021	1,423,714	5,458,260	1,932,237	2,326,937	400,000	11,541,148
Wastewater Program Total		5,049,091	8,925,656	13,974,747	16,791,532	8,556,338	7,605,645	27,142,790	74,071,052

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), and the 91st Avenue Wastewater Treatment Plant (WWTP). Major capital improvements scheduled include rehabilitation and capacity improvements in the SAI and SRO interceptors, odor control facilities, wastewater treatment optimization, plant process piping rehabilitation, solids handling facilities improvements, instrumentation, controls and other miscellaneous plant improvements.

This project represents Tempe's investment in SROG (Sub Regional Operating Group). The city currently generates approximately 19 MGD of wastewater, which is conveyed by the SAI and SRO and treated at the 91st Ave WWTP. This plant is jointly owned by the Cities of Tempe, Phoenix, Mesa, Scottsdale and Glendale, and is operated by the City of Phoenix.

2016-17 Source of Funds

Water / Wastewater Bonds \$4,489,252

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$4,489,252

Total \$4,489,252

Project Number: 3200129

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$4,489,252	\$2,986,272	\$3,249,101	\$4,528,708	\$23,118,290	\$38,371,623

Wastewater Collection System Upgrades & Improvements



Project Description

This CIP involves inspection, assessment, repair and replacement of gravity sewer collection system infrastructure. Closed-circuit television (CCTV) inspection of sewer lines and manholes is utilized to evaluate the condition of the system to prioritize repair and replacement activities. Recent progress includes the rehabilitation of a 2,000 ft. section of 27" diameter pipeline and associated manholes located on 1st St. Other projects include 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, and McClintock Drive south of Apache Blvd., which are nearing completion. Future sewer rehabilitation projects will be identified through the ongoing assessment program.

The Public Works Department's long-term asset management program is intended to ensure reliable operations of city facilities, including its wastewater collection system comprised of over 500 miles of gravity sewers. This project provides a recurring funding source for condition assessment and replacement of sewer infrastructure that has reached the end of its useful life.

2016-17 Source of Funds

Water / Wastewater Bonds \$8,061,781

Estimated 2016-17 Project Costs

Legal / Administration	\$44,000
Land Acquisition	\$0
Permit Fees	\$156,000
Design and Engineering	\$529,000
Survey / Staking	\$44,000
Construction Management	\$308,000
Furnishings / Equipment	\$0
Construction / Improvement	\$6,936,781
Geotech / Material Testing	\$44,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$8,061,781

Project Number: 3299969

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$8,061,781	\$8,347,000	\$3,375,000	\$750,000	\$3,624,500	\$24,158,281

Wastewater Conveyance System - Mechanical Stations



Project Description

This project involves inspection, assessment, repair and replacement of mechanical equipment facilities associated with the City's wastewater collection and conveyance system. Major modifications to wastewater flow metering stations are currently nearing completion. Improvements to the Alameda, Carver, Knox and Camelot sewage pumping stations are planned under this CIP in response to recently completed structural, mechanical and electrical evaluations of these facilities.

The wastewater pumping station improvements were previously grouped with the collection system improvements CIP project, but this year are included under this project. Evaluations and improvements to flow diversion and odor control structures are also planned within this CIP.

The Public Works Department's long-term asset management program is intended to ensure reliable operations of city facilities. This project provides a recurring funding source for condition assessment and replacement of mechanical and structural wastewater collection system infrastructure that has reached the end of its useful life.

Estimated 2016-17 Project Costs

Legal / Administration	\$11,000
Land Acquisition	\$0
Permit Fees	\$40,000
Design and Engineering	\$136,000
Survey / Staking	\$11,000
Construction Management	\$79,000
Furnishings / Equipment	\$0
Construction / Improvement	\$1,135,714
Geotech / Material Testing	\$11,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,423,714

Project Number: 3202559

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

Water / Wastewater Bonds \$1,423,714

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$1,423,714	\$5,458,260	\$1,932,237	\$2,326,937	\$400,000	\$11,541,148



Golf Program CIP Projects

Project Name	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
Golf Facilities Asset Management: 6408229	General Fund Cash Reserve - CIP	-	185,000	185,000	54,000	5,000	25,000	-	269,000
Rolling Hills Irrigation System: 6405929	Water/Wastewater Fund - Loan	2,355,914	825,000	3,180,914	-	-	-	-	3,180,914
Golf Program Total		2,355,914	1,010,000	3,365,914	54,000	5,000	25,000	-	3,449,914

Golf Facilities Asset Management



Project Description

This project is part of a long-term asset management plan to proactively plan for the replacement of building systems and equipment that are reaching the end of their useful life. This project covers various building systems and equipment, including flooring, roofs, HVAC, water heaters, and electrical systems at the two municipal golf courses, Ken McDonald and Rolling Hills.

The following are scheduled for replacement or renovation under this project:

- FY 2016-17: SES Electrical system (\$180,000) and HVAC (\$5,000) at Ken McDonald Clubhouse
- FY 2017-18: HVAC at Rolling Hills Restaurant (\$17,000) and Maintenance facilities (\$37,000)
- FY 2018-19: Water heater at Ken McDonald (\$5,000)
- FY 2019-20: HVAC at Ken McDonald Proshop (\$16,000) and Ken McDonald Clubhouse (\$9,000)

2016-17 Source of Funds

General Fund Cash Reserve - CIP \$185,000

Estimated 2016-17 Project Costs

Legal / Administration	\$2,000
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$12,000
Furnishings / Equipment	\$0
Construction / Improvement	\$169,000
Geotech / Material Testing	\$2,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$185,000

Project Number: 6408229

Estimated Start Date: 07/01/2016

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$185,000	\$54,000	\$5,000	\$25,000	\$0	\$269,000

Rolling Hills Irrigation System



Project Description

This project will convert the irrigation system at Rolling Hills Golf Course from a potable water source to an untreated raw water source. Additionally, this project will renovate the existing irrigation system, constructed in two phases in the 1970's and 1980's, improving efficiency and reducing overall water usage. Construction began in April 2016 and is scheduled through October 2016. The golf course will be closed during project construction.

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.

2016-17 Source of Funds

Water / Wastewater Fund - Loan \$3,180,914

Estimated 2016-17 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	\$3,180,914
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$3,180,914

Project Number: 6405929

Estimated Start Date: 11/01/2014

Estimated Completion Date: 10/01/2016

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$3,180,914	\$0	\$0	\$0	\$0	\$3,180,914



Solid Waste Program CIP Projects

Project Name	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
Solid Waste Facilities Asset Management: NA	Solid Waste Fund	-	-	-	141,000	23,000	-	-	164,000
Solid Waste Program Total		-	-	-	141,000	23,000	-	-	164,000

Solid Waste Facilities Asset Management



Project Description

This project is part of a long-term asset management plan to proactively plan for the replacement of building systems and equipment that are reaching the end of their useful life. This project covers various Solid Waste building systems and equipment, including flooring, roofs, HVAC, water heaters, and electrical systems.

This project will fund the following improvements:

- FY 2017-18: Household Products Collection Center: roof (\$60,000), painting (\$35,000), security upgrades gates/fencing (\$40,000) and repaving parking lot (\$6,000).
- FY 2018-19 Household Products Collection Center: HVAC (\$18,000) and shelving (\$5,000).

2016-17 Source of Funds

NA

Estimated 2016-17 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

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$0	\$141,000	\$23,000	\$0	\$0	\$164,000

Special Purpose Program



Transit projects total \$23.6 million in FY 2016/17 and account for 16% of the total FY 2016/17 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 2016/17.

For FY 2016/17 the Transit Tax is planned to provide an additional \$14.5 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 2016/17 amount to \$8.9 million.

Transit projects in FY 2016/17 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	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
1st/Rio Salado Pkwy & Ash Ave Intersection Realignment: 6008409	Transit Tax	-	206,000	206,000	1,255,000	-	-	-	1,461,000
8th Street Multi-Use Path (Creamery Branch Rail Path): 6007139	Transit Tax	276,769	-	276,769	-	-	-	-	276,769
	Federal Grant - CMAQ	1,379,021	-	1,379,021	-	-	-	-	1,379,021
	General Fund Cash Reserve - CIP	-	101,000	101,000	-	-	-	-	101,000
	Project Total	1,655,790	101,000	1,756,790	-	-	-	-	1,756,790
Alameda Drive & I-10 Bicycle / Pedestrian Bridge: 6007769	Transit Tax	103,000	-	103,000	400,000	-	-	-	503,000
Alameda Drive Bicycle/Pedestrian/Streetscape: NA	Transit Tax	-	-	-	412,000	89,760	-	-	501,760
	Federal Grant - CMAQ	-	-	-	-	1,542,240	-	-	1,542,240
	Project Total	-	-	-	412,000	1,632,000	-	-	2,044,000
Bicycle Boulevard: 6007779	Transit Tax	100,000	100,000	200,000	200,000	100,000	200,000	100,000	800,000
Broadway Road Streetscape Project: 6003059	Transit Tax	193,885	-	193,885	-	-	-	-	193,885
	Federal Grant - CMAQ	547,935	-	547,935	-	-	-	-	547,935
	MAG Safety Funds	101,157	-	101,157	-	-	-	-	101,157
	Project Total	842,977	-	842,977	-	-	-	-	842,977
Bus Purchases - Circulator: 6006752	Transit Tax	125,000	-	125,000	-	-	-	-	125,000
Bus Stop Capital Maintenance/Improvements: 6005239	Transit Tax	2,008,906	220,000	2,228,906	220,000	220,000	220,000	220,000	3,108,906
City of Tempe Bus Pullout Project: 6006764	Transit Tax	1,109,097	502,000	1,611,097	502,000	502,000	502,000	502,000	3,619,097
	Development Impact Fees	-	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	Project Total	1,109,097	502,000	1,611,097	502,000	502,000	502,000	502,000	3,619,097
EVBOM - Facility Asset Maintenance (East Valley Bus Ops/Maint Facility): 6006089	Transit Tax	810,932	1,485,000	2,295,932	600,000	900,000	1,500,000	300,000	5,595,932
	Federal Grant - 5307	250,000	-	250,000	-	-	-	-	250,000
	Project Total	1,060,932	1,485,000	2,545,932	600,000	900,000	1,500,000	300,000	5,845,932
Highline Canal Path (Baseline - Knox Road): 6006079	Transit Tax	1,411,328	-	1,411,328	704,044	-	-	-	2,115,372
	Federal Grant - CMAQ	1,366,661	-	1,366,661	1,866,956	-	-	-	3,233,617
	Development Impact Fees	-	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	Project Total	2,777,989	-	2,777,989	2,571,000	-	-	-	5,348,989



Transit Program CIP Projects (continued)

Project Name	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
North South Rail Spur Path: 6007089	Transit Tax	347,000	160,000	507,000	-	142,842	-	-	649,842
	Federal Grant - CMAQ	-	-	-	-	2,363,158	-	-	2,363,158
	Development Impact Fees	-	TBD	TBD	-	TBD	-	-	TBD
	Project Total	347,000	160,000	507,000	-	2,506,000	-	-	3,013,000
Pathway Capital Maintenance: 6005249	Transit Tax	1,716,247	810,000	2,526,247	1,270,000	545,000	1,020,000	2,020,000	7,381,247
Rio Salado S. Bank Path Underpass @ McClintock Dr.: 6007789	Transit Tax	309,000	-	309,000	595,122	-	-	-	904,122
	Federal Grant - CMAQ	-	158,896	158,896	1,457,878	-	-	-	1,616,774
	Project Total	309,000	158,896	467,896	2,053,000	-	-	-	2,520,896
Rio Salado Southbank Path Underpass @ Priest Drive: 6007189	Transit Tax	555,129	13,250	568,379	-	-	-	-	568,379
	Federal Grant - CMAQ	1,165,396	236,750	1,402,146	-	-	-	-	1,402,146
	Project Total	1,720,525	250,000	1,970,525	-	-	-	-	1,970,525
Tempe/Phoenix Bike Share Program: 6007199	Transit Tax	373,283	-	373,283	-	-	-	-	373,283
	Federal Grant - CMAQ	1,118,893	-	1,118,893	-	-	-	-	1,118,893
	Project Total	1,492,176	-	1,492,176	-	-	-	-	1,492,176
Tempe Streetcar: NA	Assessment District	-	-	-	6,500,000	6,500,000	-	-	13,000,000
TTC - Facility Asset Maintenance (Transportation Center): 6006099	Transit Tax	365,139	462,500	827,639	407,000	251,000	1,255,000	377,000	3,117,639
Unaccounted Federal Grants Contingency: 6009860	Transit Tax	-	500,000	500,000	-	-	-	-	500,000
	Federal Grant - CMAQ	-	2,500,000	2,500,000	-	-	-	-	2,500,000
	Project Total	-	3,000,000	3,000,000	-	-	-	-	3,000,000
Western Canal-Highline Multi-Use Path - Path Link: 6008419	Transit Tax	-	210,000	210,000	-	51,920	-	-	261,920
	Federal Grant - CMAQ	-	153,709	153,709	-	892,080	-	-	1,045,789
	Development Impact Fees	-	TBD	TBD	-	TBD	-	-	TBD
	Project Total	-	363,709	363,709	-	944,000	-	-	1,307,709
Transit Program Total		15,733,778	7,819,105	23,552,883	16,390,000	14,100,000	4,697,000	3,519,000	62,258,883

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.

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 connect downtown to areas to the west. This project would provide more travel options and routes for the adjacent neighborhoods, businesses and other users.

2016-17 Source of Funds

Transit Tax	\$206,000
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Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$6,000
Design and Engineering	\$200,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$206,000
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Project Number: 6008409

Estimated Start Date: 07/01/2016

Estimated Completion Date: 06/30/2018

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$206,000	\$1,255,000	\$0	\$0	\$0	\$1,461,000

8th Street Multi-Use Path (Creamery Branch Rail Path)



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 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. This project also includes the design, fabrication and installation of interpretive elements identifying the prehistory and history of 8th Street between Rural and McClintock.

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, promoting 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.

2016-17 Source of Funds

Transit Tax	\$276,769
Federal Grant - CMAQ	\$1,379,021
General Fund Cash Reserve - CIP	\$101,000

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$3,000
Design and Engineering	\$10,000
Survey / Staking	\$1,000
Construction Management	\$6,000
Furnishings / Equipment	\$0
Construction / Improvement	\$1,735,790
Geotech / Material Testing	\$1,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$1,756,790
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Project Number: 6007139

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$1,756,790	\$0	\$0	\$0	\$0	\$1,756,790

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 to Tempe's Fountainhead Business Park (east side) and 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. ADOT will design and construct the project, at an estimated cost of \$9.1 million. The funding in this project would cover the City's cost for art elements and aesthetic treatments.

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.

2016-17 Source of Funds

Transit Tax	\$103,000
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Estimated 2016-17 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	\$103,000
Total	\$103,000

Project Number: 6007769
Estimated Start Date: 07/01/2013
Estimated Completion Date: 06/30/2020

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$103,000	\$400,000	\$0	\$0	\$0	\$503,000

Alameda Drive Bicycle/Pedestrian Streetscape



Project Description

This project will fund the design and construction of bicycle and pedestrian facility improvements on three miles of a collector street that will include improved street crossings, road diets, medians, buffered or protected bike lanes, landscaping, lighting, enhanced sidewalks and pedestrian amenities and upgrades to meet all Americans with Disabilities Act design requirements. The project links to the Phoenix border on a street with bike lanes and to older Tempe neighborhoods, employment centers, redeveloping and higher density residential areas, Tempe Diablo stadium, and other major regional bikeways and connects across the Union Pacific Railroad and to a 2017 funded bicycle/pedestrian bridge over Interstate 10.

The project will transform an automobile oriented corridor into a premier walking and bicycling facility in accordance with the Maricopa Association of Governments Pedestrian Design Guidelines and Tempe's Transportation Master Plan and Bicycle Boulevard Plan. The project received regional design funding in 2014 and has had two large public meetings to establish a preferred concept plan. \$1.54 million in CMAQ federal funds are anticipated.

2016-17 Source of Funds

NA

Estimated 2016-17 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

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$0	\$412,000	\$1,632,000	\$0	\$0	\$2,044,000

Bicycle Boulevard



Project Description

This project involves a variety of city-wide bicycle related improvements on nine designated bicycle corridors along paths and local 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. Improvements funded include paint, bollards, bicycle parking devices, landscaping, concrete/asphalt and other determined improvements. Designated bike boulevards and specific improvements are included in the Transportation Master Plan and as a part of the plan's public outreach process. The first phase of bicycle boulevard implementation is proposed to be the "seat" and "pedal" routes that follow the Knox/LaVie (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.

2016-17 Source of Funds

Transit Tax	\$200,000
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Estimated 2016-17 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
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Project Number: 6007779

Estimated Start Date: 07/01/2015

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$200,000	\$200,000	\$100,000	\$200,000	\$100,000	\$800,000

Broadway Road Streetscape Project



Project Description

The Broadway Road Pedestrian and Bicycle Improvement Project is approximately 1 mile between Mill Ave and Rural Road. The project consists of pedestrian and bicycle facility improvements along an arterial street fronted by single family residential units. Work to be performed include striping for bike lanes, 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.

2016-17 Source of Funds

Transit Tax	\$193,885
Federal Grant - CMAQ	\$547,935
MAG Safety Funds	\$101,157

Estimated 2016-17 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	\$842,977
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$842,977
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Project Number: 6003059

Estimated Start Date: 10/01/2008

Estimated Completion Date: 03/31/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$842,977	\$0	\$0	\$0	\$0	\$842,977

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. This project began in FY 2014-15.

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 2016-17 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	\$125,000

Total \$125,000

Project Number: 6006752

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2017

2016-17 Source of Funds

Transit Tax \$125,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$125,000	\$0	\$0	\$0	\$0	\$125,000

Bus Stop Capital Maintenance/Improvements



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). 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 \$220,000 annually to fund repairs and upgrades required to meet ADA requirements 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 that is safe for use, and promotes 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 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$2,228,906
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$2,228,906

Project Number: 6005239

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

Transit Tax \$2,228,906

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$2,228,906	\$220,000	\$220,000	\$220,000	\$220,000	\$3,108,906

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 2016-17 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 (approx. \$100,000 each) per year in subsequent years based on location priority established by the ongoing Bus Pullout Study. The remaining 20 will be completed between the years 2022-2026.

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.

2016-17 Source of Funds

Transit Tax	\$1,611,097
Development Impact Fees: TBD	

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$1,611,097	\$502,000	\$502,000	\$502,000	\$502,000	\$3,619,097

Estimated 2016-17 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	\$1,509,097
Geotech / Material Testing	\$4,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,611,097

Project Number: 6006764
Estimated Start Date: Ongoing
Estimated Completion Date: Ongoing

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



Project Description

This project conducts repairs and replacement of major systems, sub-systems, and equipment at the East Valley Bus Operations and Maintenance (EVBOM) facility. This project also completes construction and expansion of the original facility design. The asset management plan for the facility addresses the repair and replacement of building systems and equipment. 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; rehabilitation of the HVAC and Air Monitoring systems; upgrade of security camera monitoring and electronic access systems; administration building carpet replacement; small and large vehicle parts washers and maintenance systems; floor scrubbers; parking improvements; and LED lighting upgrades.

2016-17 Source of Funds

Transit Tax	\$2,295,932
Federal Grant - 5307	\$250,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$2,545,932	\$600,000	\$900,000	\$1,500,000	\$300,000	\$5,845,932

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$1,485,000
Construction / Improvement	\$1,060,932
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$2,545,932

Project Number: 6006089
Estimated Start Date: 07/01/2013
Estimated Completion Date: Ongoing

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 was 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. Per Council direction, an additional \$60,000 was added to the project cost to include the installation of drinking fountains at 4 locations.

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 increased use of non-motorized forms of transportation to assist in reducing air pollution and traffic congestion.

Estimated 2016-17 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	\$2,777,989
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$2,777,989

Project Number: 6006079

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2018

2016-17 Source of Funds

Transit Tax	\$1,411,328
Federal Grant - CMAQ	\$1,366,661
Development Impact Fees: TBD	

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$2,777,989	\$2,571,000	\$0	\$0	\$0	\$5,348,989

North South Rail Spur Path



Project Description

This project involves the design and construction of 3 miles of shared-use path adjacent to the existing freight rail line travelling north and south in Tempe, from University Drive to Baseline Road. The project involves constructing a minimum 10' wide path with lighting and landscaping, street crossing treatments and other amenities. The project was started with a \$65,000 MAG grant for an 8-mile concept design from Tempe Beach Park to Knox Road. This project is the implementation of the first phase of the design concept developed with the MAG design grant. This project will include a public outreach component.

This project is identified in the Tempe General Plan 2040 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 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$507,000
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 \$507,000

Project Number: 6007089

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2020

2016-17 Source of Funds

Transit Tax	\$507,000
Development Impact Fees: TBD	

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$507,000	\$0	\$2,506,000	\$0	\$0	\$3,013,000

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 as follows:

- FY2016-17 - FY 2020-21: Replace pathway lighting systems including poles and associated infrastructure (wiring, bulbs, fixtures, concrete, shields); Repair/replace segments of concrete pathways that pose hazards to users \$50,000 annually
- FY 2016-17: Replace fencing along Kyrene Pathway near Ken McDonald golf course that has been structurally damaged due to irrigation; Mitigate erosion and standing water at Curry Road pedestrian tunnel; MUP ingress/egress modifications for sweeper access; Replace El Paso Gas Line bollard lights; Repaint College Avenue pedestrian bridge; Repaint Country Club Way pedestrian bridge;
- FY 2017-18: Replace Kyrene Canal MUP Irrigation System/El Paso Gas Line MUP Irrigation System/Grove Parkway MUP Irrigation System;
- FY 2017-18 - FY 2020-21: Replace MUP lighting fixtures

2016-17 Source of Funds

Transit Tax	\$2,526,247
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Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$2,526,247
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$2,526,247
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Project Number:	6005249
Estimated Start Date:	Ongoing
Estimated Completion Date:	Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$2,526,247	\$1,270,000	\$545,000	\$1,020,000	\$2,020,000	\$7,381,247

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. The preliminary budget estimate for design and construction costs was reduced from \$3.7 million to \$2.4 million. The Transit Tax share was reduced from \$2.2 million to \$900k.

This project provides an accessible and safe crossing under McClintock Drive for the Rio Salado Path users. The project will link a more than 5 mile system of paths along the Rio Salado and Town Lake area.

2016-17 Source of Funds

Transit Tax	\$309,000
Federal Grant - CMAQ	\$158,896

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$467,896
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	\$467,896
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Project Number:	6007789
Estimated Start Date:	07/01/2014
Estimated Completion Date:	06/30/2019

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$467,896	\$2,053,000	\$0	\$0	\$0	\$2,520,896

Rio Salado S. Bank 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 the shared use paths on the east and west side of Priest Drive. The project will be a lighted 10-foot concrete path that will meet ADA requirements and accommodate emergency and service vehicles.

This project provides an accessible and safe crossing under Priest Drive for the Rio Salado Path users. The project will link a more than 5 miles system of paths along the Rio Salado and Town Lake area.

Estimated 2016-17 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	\$1,970,525
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,970,525

Project Number: 6007189

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2017

2016-17 Source of Funds

Transit Tax	\$568,379
Federal Grant - CMAQ	\$1,402,146

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$1,970,525	\$0	\$0	\$0	\$0	\$1,970,525

Tempe / Phoenix Bike Share Program



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 annual operations are estimated to be \$100,000. The project is modelled after other cities and is similar to the nationwide Zipcar program that 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 high activity areas around Tempe and further improve Tempe's menu of alternative mode options.

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$1,492,176
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,492,176

Project Number: 6007199

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2017

2016-17 Source of Funds

Transit Tax	\$373,283
Federal Grant - CMAQ	\$1,118,893

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$1,492,176	\$0	\$0	\$0	\$0	\$1,492,176

Tempe Streetcar



Project Description

The City of Tempe Streetcar project is a 3 mile fixed guideway located on Rio Salado Pkwy at Marina Heights going west to Mill, south to Apache Blvd and east to Dorsey Lane. The segment will also include the downtown one-way loop running north on Mill and south on Ash Ave. The total capital cost of the project is an estimated \$176.6 million, excluding finance costs. Funding Sources for the project are estimated as follows: FTA 5309 federal funds \$75.0 million, CMAQ Federal funds \$32.1 million, Public Transportation Funding (PTF) revenue funds \$46.5 million and Tempe Local Funds \$23.0 million.

This specific project provides for \$13 million in revenue bonds to partially fund the City's \$23 million local contribution to the Streetcar project capital costs. A new special revenue assessment district will be established to issue bond proceeds. The proceeds will be transferred to Tempe Transit for disbursement to Valley Metro Rail during construction of project in FY17-18 and FY18-19 at \$6.5 million per year or as requested. Debt service of the \$13 million bond issue will be administered by the special revenue assessment district (i.e., collect assessments and retire the debt).

2016-17 Source of Funds

NA

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$0	\$6,500,000	\$6,500,000	\$0	\$0	\$13,000,000

Estimated 2016-17 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: 06/30/2020

TTC - Facility Asset Maintenance (Transportation Center)



Project Description

This project conducts 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, including Orbit circulators, local and express service and by METRO light rail. The transit center and plaza areas include 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.

The Tempe Transportation Center was designed as LEED Platinum mixed-use inter-modal transit center, office and retail building. The building is occupied by city staff, retail and office tenants. It also includes meeting space that is open for use by members of the community. Maintaining the building and transit plaza in a state of good repair provides good working conditions for staff and tenants, while ensuring the site is safe and functional for transit operations and public use.

2016-17 Source of Funds

Transit Tax \$827,639

Estimated 2016-17 Project Costs

Legal / Administration	\$4,000
Land Acquisition	\$0
Permit Fees	\$13,000
Design and Engineering	\$44,000
Survey / Staking	\$4,000
Construction Management	\$26,000
Furnishings / Equipment	\$0
Construction / Improvement	\$732,639
Geotech / Material Testing	\$4,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$827,639

Project Number: 6006099

Estimated Start Date: 07/01/2013

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$827,639	\$407,000	\$251,000	\$1,255,000	\$377,000	\$3,117,639

Unaccounted Federal Grants Contingency



Project Description

This project will create additional spending authority for federal grants that may be available during FY 2016-17. The city must account for potential federal grants that could be secured and that need to be spent within FY 2016-17. 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 2016-17 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	\$3,000,000

Total \$3,000,000

Project Number: 6009860

Estimated Start Date: 07/01/2016

Estimated Completion Date: 06/30/2017

2016-17 Source of Funds

Transit Tax	\$500,000
Federal Grant - CMAQ	\$2,500,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$3,000,000	\$0	\$0	\$0	\$0	\$3,000,000

Western Canal-Highline Multi-Use Path-Path Link



Project Description

The Western Canal / Missing Link project is a 10' wide concrete shared-use path and on-street facility running 0.5 miles connecting the Highline and Western Canal pathways. The project will link local and regional facilities, other canal paths, a bicycle boulevard (the "Brake" route in Tempe's BIKEiT system), the Tempe North South Rail Spur Path and run through a public golf course, a Salt River Project facility and across a major arterial. The newly formed connection is currently used illegally by travelers and this new facility will reduce vehicle-pedestrian-bike conflicts, introduce lighting, landscaping, and art features; while remaining ADA/MUTCD/AASHTO compliant. The project is in the Transportation Plan and has been awarded regional design funding. Federal funds are also anticipated to help fund this project.

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$10,000
Design and Engineering	\$353,709
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 \$363,709

Project Number: 6008419

Estimated Start Date: 07/01/2016

Estimated Completion Date: 01/01/2019

2016-17 Source of Funds

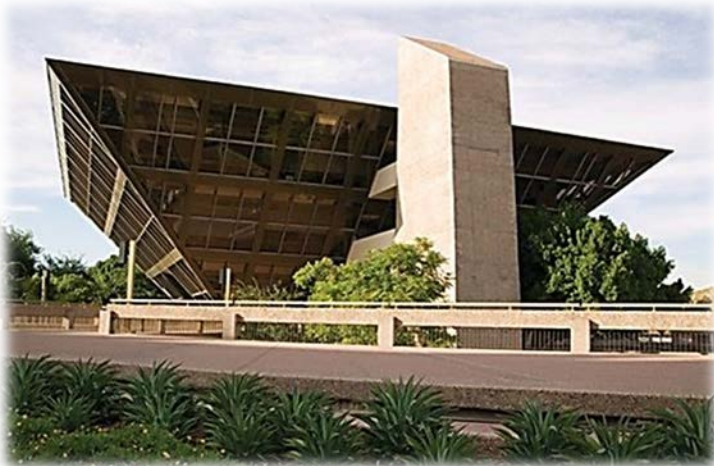
Transit Tax	\$210,000
Federal Grant - CMAQ	\$153,709
Development Impact Fees: TBD	

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$363,709	\$0	\$944,000	\$0	\$0	\$1,307,709

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	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
City Regional Radio System Maintenance and Replacement: 5501989	General Obligation Bonds	100,000	1,353,820	1,453,820	1,881,716	2,583,937	2,460,445	1,749,285	10,129,203
	Solid Waste Fund	-	14,230	14,230	47,642	47,842	48,454	49,084	207,252
	Water / Wastewater Fund	10,000	78,263	88,263	165,982	66,979	67,835	68,717	457,776
	Project Total	110,000	1,446,313	1,556,313	2,095,340	2,698,758	2,576,734	1,867,086	10,794,231
Communication Telephone / Radio Logger Replacement: NA	General Obligation Bonds	-	-	-	160,094	-	-	-	160,094
Detention Camera: 5508069	General Obligation Bonds	-	250,000	250,000	-	-	-	-	250,000
Digital Evidence/Body Worn Cameras: 5507179	General Obligation Bonds	107,962	150,000	257,962	-	-	-	-	257,962
Hardy Police Substation Security Upgrade: 5508079	General Obligation Bonds	-	75,000	75,000	75,000	-	-	-	150,000
Impounded Vehicle Storage: 5507699	General Obligation Bonds	65,784	-	65,784	-	-	2,500,000	-	2,565,784
Mobile Replacement: 5509189	General Obligation Bonds	150,000	-	150,000	-	2,100,000	-	-	2,250,000
Police Department Asset Management Software: 5508089	General Obligation Bonds	-	191,375	191,375	-	-	-	-	191,375
Police Fingerprint Identification System Update: 5508099	General Obligation Bonds	-	140,000	140,000	119,000	67,000	67,000	67,000	460,000
Police Mounted Security Upgrade at Kiwanis Maintenance Yard: 5507279	General Obligation Bonds	90,000	-	90,000	-	-	-	-	90,000
Police Vent & Waste Piping Replacement: 5507669	General Obligation Bonds	87,181	-	87,181	-	-	-	-	87,181
Public Safety Memorial: 5507709	Capital Projects Fund Balance	175,000	-	175,000	-	-	-	-	175,000
	Private Donations	175,000	-	175,000	-	-	-	-	175,000
	Project Total	350,000	-	350,000	-	-	-	-	350,000
Taser Refresh: NA	General Obligation Bonds	-	-	-	-	600,000	-	-	600,000
Police Protection Program Total		960,927	2,252,688	3,213,615	2,449,434	5,465,758	5,143,734	1,934,086	18,206,627

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. To support infrastructure, maintenance, upgrades, and staff, all RWC members, including Tempe, pay their proportional share of these annual costs. Tempe is also responsible for upgrading and/or replacing "end user" equipment to accommodate this upgrade. This project covers both the infrastructure/maintenance yearly costs and the end user equipment upgrades.

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 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 2018-19 starts the second refresh of this radio equipment.

2016-17 Source of Funds

General Obligation Bonds	\$1,453,820
Solid Waste Fund	\$14,230
Water / Wastewater Fund	\$88,263

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$1,556,313	\$2,095,340	\$2,698,758	\$2,576,734	\$1,867,086	\$10,794,231

Estimated 2016-17 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	
Other Project Costs	\$1,556,313
Total	\$1,556,313
Project Number:	5501989
Estimated Start Date:	Ongoing
Estimated Completion Date:	Ongoing

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. Recordings assist the Police Department in prosecuting criminals and 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.

2016-17 Source of Funds

NA

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$0	\$160,094	\$0	\$0	\$0	\$160,094

Estimated 2016-17 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

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. The upgrade will 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 the City's liability exposure from use of force, injury and similar complaints. The upgrade will provide greater risk management through real time advanced camera capabilities to more effectively and efficiently monitor prisoners, ensuring 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.

2016-17 Source of Funds

General Obligation Bonds \$250,000

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$250,000
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$250,000

Project Number: 5508069

Estimated Start Date: 07/01/2016

Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$250,000	\$0	\$0	\$0	\$0	\$250,000

Digital Evidence/ Body Worn Cameras



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 Police Officers use.

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 2014-15, and the remainder deployed in FY 2015-16 and 2016-17. Operating budget appropriation is also being requested for ongoing off-site storage, software maintenance and costs associated with a temporary employee to assist with video redaction.

2016-17 Source of Funds

General Obligation Bonds \$257,962

Estimated 2016-17 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	\$257,962

Total \$257,962

Project Number: 5507179

Estimated Start Date: 01/01/2015

Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$257,962	\$0	\$0	\$0	\$0	\$257,962

Hardy Police Substation Security Upgrade



Project Description

The Tempe Police Substation (8201 S. Hardy Dr.), built in 1995, currently houses police personnel assigned to Patrol, Training and Hiring, Firearms and our Volunteer program. This facility also has an active community room and auditorium designated for employee and public use. This project funds security improvements and upgrades in order to increase employee and volunteer safety for those working in the immediate reception area, as well as provide an enhanced level of security at this police facility.

The first component of this project is the front desk/reception area. This work station is in need of a significant upgrade in order to provide enhanced safety for our police employees who have contact with the public and accept deliveries on a daily basis. This work area will be upgraded with ballistic glazing, a package pass through system and hardened wall structures. The second component of this project is a new CCTV system. The system includes multiple interior and exterior cameras, recording equipment, remote monitoring and other miscellaneous equipment. The Hardy substation is deemed "critical infrastructure" with a communication tower and back up dispatch center.

2016-17 Source of Funds

General Obligation Bonds	\$75,000
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$75,000	\$75,000	\$0	\$0	\$0	\$150,000

Estimated 2016-17 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	\$75,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$75,000

Project Number: 5508079
Estimated Start Date: 07/01/2016
Estimated Completion Date: 6/30/2018

Impounded Vehicle Storage



Project Description

This project will fund the purchase of equipment necessary to update the current Police property facility to handle vehicles stored on the property facility lot for criminal justice purposes. These vehicles are unable to be moved or stored efficiently. The funding request in FY2019/20 is to enable the purchase of land and needed improvements for an impound vehicle storage facility for storing and maintaining all impounded vehicles. 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.

2016-17 Source of Funds

General Obligation Bonds	\$65,784
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$65,784	\$0	\$0	\$2,500,000	\$0	\$2,565,784

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$65,784
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$65,784

Project Number: 5507699
Estimated Start Date: 07/01/2015
Estimated Completion Date: 06/30/2020

Mobile Replacement



Project Description

This project replaces the Police Department mobile computers to ensure access to the fully integrated public safety system. 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. 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.

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 2016-17 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: 5509189

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

General Obligation Bonds \$150,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$150,000	\$0	\$2,100,000	\$0	\$0	\$2,250,000

Police Department Asset Management Software



Project Description

This project will fund a web-based software solution to track assets within the Police Department. Currently, assets are tracked by individual Bureaus via Excel documents. Given the large number and variety of assets within the Police Department, a centralized tracking system is necessary. Furthermore, based on the costs of current equipment, such as a portable radio, Taser, weapons, etc., being able to quickly and accurately identify the location for each asset is key to maintaining fiscal responsibility.

The system will track any acquisition from the time of purchase through disposal and provide for an accurate accounting of all funds expended over the life cycle for each item. This will enable the Police Department to accurately forecast future budget expenditures for equipment based on the historical data that will be available. The system will have interface capability with other current systems utilized within the city.

Estimated 2016-17 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	\$191,375

Total \$191,375

Project Number: 5508089

Estimated Start Date: 07/01/2016

Estimated Completion Date: 6/30/2017

2016-17 Source of Funds

General Obligation Bonds \$191,375

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$191,375	\$0	\$0	\$0	\$0	\$191,375

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 requires modifications to ensure that the aging systems are updated and assets are preserved. This project, started in FY 2015-16, will complete the replacement of failing piping throughout the building.

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. 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 2016-17 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	\$87,181
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$87,181

Project Number: 5507669

Estimated Start Date: 07/01/2015

Estimated Completion Date: 12/31/2016

2016-17 Source of Funds

General Obligation Bonds \$87,181

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$87,181	\$0	\$0	\$0	\$0	\$87,181

Police Fingerprint Identification System Update



Project Description

This project will update the Police Department's fingerprint identification equipment by replacing technology that has passed its technical life expectancy and by adding additional equipment to create greater workload efficiencies. The Police Department captures approximately 800 individual fingerprints per month. These systems provide a means to produce consistent, high quality fingerprint images directly into an inkless, digital format to create criminal history records. Further, these systems are the only means to transmit City of Tempe fingerprint records to the Department of Public Safety (DPS) and the Federal Bureau of Investigations (FBI).

This project consists of two main components, as follows:

- Replacement of aging equipment, including two Morpho Livescan machines and a store and forward computer.
- Addition of two workstations. One workstation with a Morpho Livescan machine will be added to the Department's detention facility to allow detention personnel to process more than one arrestee at a time. In addition, a latent print workstation will be added in the Forensic Services Unit (FSU). This will add a second latent print workstation to the FSU to address resource conflicts.

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$140,000

Total \$140,000

Project Number: 5508099

Estimated Start Date: 07/01/2016

Estimated Completion Date: 6/30/2021

2016-17 Source of Funds

General Obligation Bonds \$140,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$140,000	\$119,000	\$67,000	\$67,000	\$67,000	\$460,000

Police Mounted Security Upgrade at Kiwanis Maint Yard



Project Description

The City's 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 that houses seven police horses. In addition, the yard is one of the two city fuel access points.

This is the final year of this project and will complete the security upgrades to the maintenance yard. The upgrades 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.

Estimated 2016-17 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	\$90,000

Total \$90,000

Project Number: 5507279

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2017

2016-17 Source of Funds

General Obligation Bonds \$90,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$90,000	\$0	\$0	\$0	\$0	\$90,000

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 but 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 2016-17 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

2016-17 Source of Funds

Capital Projects Fund Balance \$175,000

Private Donations \$175,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	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 posing a threat to the safety and security of the community. The Taser warranty for all of the units currently deployed is scheduled to expire in 2017. A department wide refresh occurred in 2013. As such, all Tasers will need to be refreshed in 2018.

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.

2016-17 Source of Funds

NA

Estimated 2016-17 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

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$0	\$0	\$600,000	\$0	\$0	\$600,000



Fire Protection Program CIP Projects

Project Name	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
Fire Medical Rescue Apparatus Replacement: 5603619	General Obligation Bonds	1,268,819	850,000	2,118,819	-	600,000	1,400,000	1,200,000	5,318,819
Fire Medical Rescue Mobile Computer and Technology Replacement (formerly Laptop Replacement): 5603629	General Obligation Bonds	110,754	-	110,754	-	-	-	-	110,754
Fire Medical Rescue Self Contained Breathing Apparatus (SCBA): NA	General Obligation Bonds	-	-	-	1,233,000	-	-	-	1,233,000
Fire Medical Rescue Station #7: 5608009	General Obligation Bonds	-	655,850	655,850	4,699,000	-	-	-	5,354,850
	Development Impact Fees	-	TBD	TBD	TBD	-	-	-	TBD
	Project Total	-	655,850	655,850	4,699,000	-	-	-	5,354,850
Fire Medical Rescue Station Location Study: 5605939	Capital Projects Fund Balance	68,880	-	68,880	-	-	-	-	68,880
Fire Medical Rescue Station Renovations: 5608119	General Obligation Bonds	-	508,000	508,000	-	-	-	-	508,000
Fire Medical Rescue Training Center Facilities: 5605949	General Obligation Bonds	300,710	500,000	800,710	-	-	-	-	800,710
Renovate City's Emergency Operations Center: 5607539	General Obligation Bonds	26,000	500,000	526,000	-	-	-	-	526,000
Fire Protection Program Total		1,775,163	3,013,850	4,789,013	5,932,000	600,000	1,400,000	1,200,000	13,921,013

Fire Medical Rescue Apparatus Replacement



Project Description

This project provides funding to purchase fire emergency response apparatus which have been identified for replacement. Replacement is predicated on age, miles and operational costs (repair, maintenance, mileage, engine hours, and fuel consumption). Fire apparatus are evaluated for replacement after 10 years or when mileage exceeds 120,000. Extensive repair or maintenance costs may cause a unit to warrant earlier replacement. The Department currently has 7 apparatus that are 10 to 20 years old and four apparatus that exceed 150,000 miles each.

The FY 2016-17 funding will complete the second half of the purchase of two apparatus that were approved for replacement in FY 2015-16. These new apparatus will phase out E277 and E276 which currently serve west central Tempe and the Mill Avenue areas. The FY 2016-17 funding includes the purchase of a new scene support truck to replace Scene Support 274. The scene support truck provides support on Fire Medical Rescue and Police Department incidents with lights, breathing air, and rehab services. This project also provides for the purchase of a type 1 ambulance to support the department's pursuit of a state certificate of necessity to provide ambulance service.

2016-17 Source of Funds

General Obligation Bonds	\$2,118,819
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Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$2,118,819
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$2,118,819
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Project Number: 5603619

Estimated Start Date: 07/11/2011

Estimated Completion Date: 06/30/2021

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$2,118,819	\$0	\$600,000	\$1,400,000	\$1,200,000	\$5,318,819

Fire Medical Rescue Mobile Computer & Technology Replacement



Project Description

The scope of this project started with the deployment of ruggedized laptop computers on fire apparatus. These laptops were used to accomplish a roll-out of electronic patient care records (EPCR) software that captures necessary data during emergency medical encounters. Moving forward, the remaining funds will be used to continue to equip fire apparatus with computer tablets. These computer tablets are available at a fraction of the cost of a ruggedized laptop. The cost is so much less as to make their replacement in the case of damage to be more effective than securing a more durable laptop.

The TFMRD utilizes an electronic patient care software system to facilitate the documentation of emergency medical patient encounters. EMS calls account for over 80% of the total calls for service and therefore generate a large amount of important data. It is vital to accurately and efficiently collect patient information. A robust electronic patient care reporting system allows for a significant amount of data to be collected, securely archived, analyzed, and retrieved. The less expensive tablets will phase out the more expensive ruggedized laptops while still supporting the mission of utilizing the EPCR. This system is used to document over 17,000 encounters annually.

2016-17 Source of Funds

General Obligation Bonds	\$110,754
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Estimated 2016-17 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	\$110,754
Other Project Costs	\$0

Total	\$110,754
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Project Number: 5603629

Estimated Start Date: Ongoing

Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$110,754	\$0	\$0	\$0	\$0	\$110,754

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 not only in incidents containing fire, but also 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 will increase the safety of our members by providing reliable apparatus that 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 will replace all current units with the newest generation of breathing apparatus. Costs include all new units, masks, parts, testing equipment and self rescuing system. During the transition to the new breathing apparatus, structural firefighting gear will be retrofitted to include a rescue harness. This new design will decrease firefighter fatigue and the risk of injuries.

2016-17 Source of Funds

NA

Estimated 2016-17 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

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$0	\$1,233,000	\$0	\$0	\$0	\$1,233,000

Fire Medical Rescue Station #7



Project Description

This project includes the construction of a new fire station located in the Southeast quadrant of the city (Fire Station #7). To date, a fire station location study was completed in 2015 to provide guidance for the location of current and future fire station facilities based on call volume and response times throughout the city. The project would consist of an approximately 12,000 square foot fire station.

The addition of Fire Station #7 will address growth in call volume and provide commensurate service throughout the city. Currently, the Tempe Fire Medical Rescue Department provides services with ten companies housed in six fire stations. Between 2004 and 2014, the overall call volume for the Tempe Fire Medical Rescue Department increased by 32%, and it is anticipated that calls for service will increase by another 22% by the year 2019. It is critical that Station #7 be built in order to manage growth and maintain a timely response to incidents. Operating budget impacts include only those costs associated with maintaining the facility. No budget impacts were included for Fire Medical Rescue personnel as these are not tied to the building of the station. Any increase in personnel cost will be predicated on call volume, response times, and type of service.

2016-17 Source of Funds

General Obligation Bonds \$655,850
 Development Impact Fees: TBD

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$9,000
Design and Engineering	\$301,500
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	\$345,350
Other Project Costs	\$0
Total	\$655,850

Project Number: 5608009
Estimated Start Date: 07/01/2016
Estimated Completion Date: 12/30/2018

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$655,850	\$4,699,000	\$0	\$0	\$0	\$5,354,850

Fire Medical Rescue Station Location Study



Project Description

This project originally included funding for a fire station location study and assessment of existing facilities. The first phase of this project, the station location study, was completed in 2015. The scope of the project was expanded to include the delivery of emergency transportation services and various ad-hoc reports that were begun in 2015 and will continue into 2016. The first phase of the study also identified numerous structural, mechanical and functional issues with Fire Medical Rescue Station 2. The current study addresses further facility assessment to compare the cost of remodeling versus a complete rebuild of that station.

The primary purpose of the study is to maximize the TFMRD resources for deployment to emergency incidents. The last station location study was conducted in 1994. The City of Tempe landscape and demographics has undergone much change since completion of the 1994 study. The last fire station (station #6) was built in 2004. Between 2004 and 2014, calls for service have increased by 32%. This study will incorporate these present and anticipated demographic changes to enable the City of Tempe to make educated strategic decisions on deployment of TFMRD resources.

2016-17 Source of Funds

Capital Projects Fund Balance	\$68,880
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Estimated 2016-17 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	\$68,880
Total	\$68,880

Project Number: 5605939
Estimated Start Date: 11/01/2013
Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$68,880	\$0	\$0	\$0	\$0	\$68,880

Fire Medical Rescue Station Renovations



Project Description

This project will take place at five of the Tempe Fire Medical Rescue Department's (TMFRD) stations. It will create vestibules between apparatus bays and living quarters to prevent diesel exhaust from entering areas inhabited by TFMRD employees and the public. Diesel exhaust systems will be installed for direct removal of apparatus exhaust to the exterior of the structure. Dedicated, well ventilated rooms will be constructed for storage of personal firefighting gear.

The station location study conducted in 2014 and 2015 identified areas in the Fire Medical Rescue facilities that are not up to current building standards. National Fire Protection Association standards call for separations between the living quarters and the apparatus bays to prevent infiltration of diesel exhaust, as well as dedicated, well ventilated rooms for storage of personal protective equipment that is contaminated due to exposure at working fires. Incorporating these standards into current facilities will provide a healthy work area for firefighters by reducing exposure to occupational carcinogens.

2016-17 Source of Funds

General Obligation Bonds	\$508,000
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Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$14,000
Design and Engineering	\$38,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$456,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$508,000

Project Number: 5608119
Estimated Start Date: 07/01/2016
Estimated Completion Date: 6/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$508,000	\$0	\$0	\$0	\$0	\$508,000

Fire Medical Rescue Training Center Facilities



Project Description

The first phase of this project, the Skills building repairs, has been completed in accordance with a structural evaluation conducted in 2012. The second phase of the project includes the drivers training track repair, Burn Room building renovations and Skills building props. Design work for the Burn Room building is nearing completion. Funds in the amount of \$500,000 were shifted from this project to partially purchase a ladder truck in FY 2015-16. These funds have been restored in FY 16/17 to enable the completion of the project..

The Fire Training Center Burn Room building was built in 1993. The extensive use of this facility and the significant benefits derived from firefighter training, which directly impact the delivery of service to the community, has exceeded expectations. Because the building sustains damage with each live fire training, the life of the building is limited. The Burn Room and Skills Tower are vital to firefighter preparedness and safety. A modern redesign of the Burn Room building will enable training on new and innovative techniques that enable quicker and safer mitigation of structure fires. Given the critical nature of this training for firefighter safety, it is essential that the Burn Room building be kept in a functioning state.

2016-17 Source of Funds

General Obligation Bonds	\$800,710
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Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$58,715
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$741,995
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$800,710
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Project Number: 5605949

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$800,710	\$0	\$0	\$0	\$0	\$800,710

Renovate City's Emergency Operations Center



Project Description

The City's Emergency Operations Center (EOC) is a secure area used to plan for public safety and continuity of operations. It must be able to support a wide variety of functions. The most recent live activation of the EOC indicated some deficiencies in physical and technological capabilities.

City Departments were asked to evaluate the EOC and make suggestions for a comprehensive renovation. This group agreed that a consultant should be engaged to make recommendations for improvement in the physical structure, technology, HVAC, utilities, and furnishings. A scope of work has been sent to several consultants in order to secure a competitive bid for a renovation plan with estimated costs and options. This document will be used to further refine this project in the out-years.

Currently funds from the Department's Computer and Technology Replacement CIP project will be utilized to upgrade computers, projectors, and support technology to correct immediate deficiencies.

2016-17 Source of Funds

General Obligation Bonds	\$526,000
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Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$26,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$500,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$526,000
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Project Number: 5607539

Estimated Start Date: 07/01/2015

Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$526,000	\$0	\$0	\$0	\$0	\$526,000



Storm Drains Program CIP Projects

Project Name	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
Highline Western Canal: NA	General Obligation Bonds	-	-	-	-	500,000	1,690,000	-	2,190,000
	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	General Obligation Bonds	276,399	604,000	880,399	300,000	300,000	300,000	300,000	2,080,399
Storm Drains Program Total		276,399	604,000	880,399	300,000	800,000	6,650,000	300,000	8,930,399

Highline Western Canal



Project Description

The purpose 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.

Improvements 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 FY 2018-19.

2016-17 Source of Funds

NA

Estimated 2016-17 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

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$0	\$0	\$500,000	\$3,680,000	\$0	\$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 city 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.

2016-17 Source of Funds

NA

Estimated 2016-17 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

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$0	\$2,670,000	\$0	\$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, maintenance of retention basins and drainage swales, and additional storm drains to relieve flooding in localized areas. In addition, localized flooding and drainage issues that exist at 4th Street and Mill Avenue will be addressed in FY16/17.

This project purpose is to relieve or eliminate localized flooding problems to residents/motorist/all users of Tempe streets and provide 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.

2016-17 Source of Funds

General Obligation Bonds	\$880,399
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Estimated 2016-17 Project Costs

Legal / Administration	\$5,000
Land Acquisition	\$0
Permit Fees	\$17,000
Design and Engineering	\$58,000
Survey / Staking	\$5,000
Construction Management	\$34,000
Furnishings / Equipment	\$0
Construction / Improvement	\$756,399
Geotech / Material Testing	\$5,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$880,399

Project Number: 5899971
Estimated Start Date: Ongoing
Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$880,399	\$300,000	\$300,000	\$300,000	\$300,000	\$2,080,399



Park Improvements / Recreation Program CIP Projects

Project Name	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
Community Services									
Aquatics Infrastructure & Equipment Replacement: 6304999	General Obligation Bonds	441,323	326,511	767,834	727,334	690,000	464,000	724,000	3,373,168
Clark Park Swimming Pool Renovation Study: NA	General Obligation Bonds	-	-	-	250,000	-	-	-	250,000
Diablo Stadium Contractual Improvements (formerly Diablo Stadium Maint & Renov): 6303009	Diablo Stadium Revenue	-	47,500	47,500	47,500	47,500	47,500	47,500	237,500
	General Obligation Bonds	-	206,000	206,000	166,000	181,000	210,000	175,000	938,000
	Project Total	-	253,500	253,500	213,500	228,500	257,500	222,500	1,175,500
Kiwanis Recreation Center Electric Infrastructure Replacement: 6305979	General Obligation Bonds	70,883	-	70,883	-	-	-	-	70,883
Kiwanis Recreation Center Tennis Court Resurfacing & Replacement: 6308129	HOLD-Pending G.O. Bond Election	-	199,650	199,650	-	-	-	-	199,650
	General Obligation Bonds	-	-	-	154,250	-	37,150	-	191,400
	Project Total	-	199,650	199,650	154,250	-	37,150	-	391,050
McClintock Pool Community Center: NA	General Obligation Bonds	-	-	-	192,000	1,800,000	-	-	1,992,000
	Development Impact Fees	-	-	-	TBD	TBD	-	-	TBD
	Project Total	-	-	-	192,000	1,800,000	-	-	1,992,000
McClintock Pool Infrastructure Equipment Replacement: 6307959	Debt Service Fund	-	1,848,149	1,848,149	-	-	-	-	1,848,149
	HOLD-Pending G.O. Bond Election	-	700,000	700,000	-	-	-	-	700,000
	General Obligation Bonds	-	177,116	177,116	651,333	80,000	40,000	35,000	983,449
	Project Total	-	2,725,265	2,725,265	651,333	80,000	40,000	35,000	3,531,598
Tempe Beach Park Splash Playground Modification: 6506931	Capital Projects Fund Balance	109,661	-	109,661	-	-	-	-	109,661
	General Obligation Bonds	-	67,339	67,339	-	-	-	-	67,339
	Project Total	109,661	67,339	177,000	-	-	-	-	177,000
Community Services Total		621,867	3,572,265	4,194,132	2,188,417	2,798,500	798,650	981,500	10,961,199
Internal Services									
Diablo Stadium Improvements: 6308139	Residential Development Fees	-	646,000	646,000	-	-	-	-	646,000
Public Works									
Athletic Field Lighting System Replacement: 6303089	Capital Projects Fund Balance	1,710,000	-	1,710,000	-	-	-	-	1,710,000
	General Obligation Bonds	748,772	464,000	1,212,772	-	60,000	900,000	20,000	2,192,772
	Project Total	2,458,772	464,000	2,922,772	-	60,000	900,000	20,000	3,902,772
Diablo Stadium Complex Master Plan: 6308149	General Fund Cash Reserve - CIP	-	100,000	100,000	-	-	-	-	100,000



Park Improvements / Recreation Program CIP Projects

Project Name	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
Diablo Stadium Main Field Renovation: NA	General Obligation Bonds	-	-	-	-	-	-	597,960	597,960
Escalante Park Improvements: 6307921	Indian Gaming Grant	300,000	-	300,000	-	-	-	-	300,000
Indian Bend Wash Repair and Renovation: 6308159	HOLD -Pending G.O. Bond Election	-	95,000	95,000	65,000	65,000	65,000	-	290,000
Park Concrete & Sports Court Replacement & Renovation: 6305119	Capital Projects Fund Balance	546,000	-	546,000	-	-	-	-	546,000
	General Obligation Bonds	149,890	25,500	175,390	17,000	25,500	34,000	85,500	337,390
	Project Total	695,890	25,500	721,390	17,000	25,500	34,000	85,500	883,390
Park Drainage Infrastructure: 6308169	HOLD -Pending G.O. Bond Election	-	85,000	85,000	-	-	-	-	85,000
	General Obligation Bonds	-	100,000	100,000	80,000	120,000	-	-	300,000
	Project Total	-	185,000	185,000	80,000	120,000	-	-	385,000
Park Electrical Repair: 6307659	Capital Projects Fund Balance	370,000	-	370,000	-	-	-	-	370,000
	General Obligation Bonds	50,505	-	50,505	80,000	120,000	80,000	40,000	370,505
	Project Total	420,505	-	420,505	80,000	120,000	80,000	40,000	740,505
Park Improvements - Contingency Fund - Grants/Other: 6309863	Grants/Other	-	1,000,000	1,000,000	-	-	-	-	1,000,000
Park Infrastructure/Equipment Replacement: 6399829	Capital Projects Fund Balance	300,000	-	300,000	-	-	-	-	300,000
	General Fund Cash Reserve-CIP	-	168,200	168,200	-	-	-	-	168,200
	General Obligation Bonds	687,042	29,425	716,467	251,750	260,000	260,000	260,000	1,748,217
	Project Total	987,042	197,625	1,184,667	251,750	260,000	260,000	260,000	2,216,417
Park Irrigation Conversion Study: 6308179	Water / Wastewater Fund	-	100,000	100,000	-	-	-	-	100,000
Park Lake Improvements: 6307629	Capital Projects Fund Balance	95,000	-	95,000	-	-	-	-	95,000
	General Obligation Bonds	-	-	-	1,278,000	95,000	-	-	1,373,000
	Residential Development Fees	-	145,000	145,000	-	-	-	-	145,000
	Project Total	95,000	145,000	240,000	1,278,000	95,000	-	-	1,613,000
Park Lighting System Replacement & Renovation: 6305489	HOLD -Pending G.O. Bond Election	-	130,000	130,000	-	-	-	-	130,000
	General Obligation Bonds	187,729	-	187,729	133,000	136,090	139,273	142,551	738,643
	Project Total	187,729	130,000	317,729	133,000	136,090	139,273	142,551	868,643



Park Improvements / Recreation Program CIP Projects

Project Name	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
Park Living Infrastructure and Irrigation Systems: 6305999	HOLD -Pending G.O. Bond Election	-	202,355	202,355	-	-	-	-	202,355
	General Obligation Bonds	76,575	-	76,575	140,000	120,000	70,000	70,000	476,575
	Water / Wastewater Fund	-	-	-	40,000	40,000	40,000	40,000	160,000
	Project Total	76,575	202,355	278,930	180,000	160,000	110,000	110,000	838,930
Park Playground Infrastructure & Equipment Replacement & Renovation: 6305499	Capital Projects Fund Balance	1,170,000	-	1,170,000	-	-	-	-	1,170,000
	General Fund Cash Reserve - CIP	-	780,800	780,800	-	-	-	-	780,800
	General Obligation Bonds	294,385	-	294,385	770,000	792,800	1,166,400	1,257,600	4,281,185
	Project Total	1,464,385	780,800	2,245,185	770,000	792,800	1,166,400	1,257,600	6,231,985
Park Ramadas Replacement: 6307639	Capital Projects Fund Balance	200,000	-	200,000	-	-	-	-	200,000
	General Obligation Bonds	512,485	-	512,485	690,000	445,000	205,000	400,000	2,252,485
	Project Total	712,485	-	712,485	690,000	445,000	205,000	400,000	2,452,485
Park Recreational Value Enhancements: 6308189	HOLD -Pending G.O. Bond Election	-	786,529	786,529	-	-	-	-	786,529
	General Obligation Bonds	-	-	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
	Development Impact Fees	-	TBD	-	TBD	TBD	TBD	TBD	TBD
	Fees	-	213,471	213,471	-	-	-	-	213,471
	Project Total	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Parks & Recreation Emergency Repairs: 6305989	General Obligation Bonds	33,765	-	33,765	100,000	175,000	175,000	200,000	683,765
	Fees	-	100,000	100,000	-	-	-	-	100,000
	Project Total	33,765	100,000	133,765	100,000	175,000	175,000	200,000	783,765
Park Restrooms Renovations/Replacement: 6307649	Capital Projects Fund Balance	330,000	-	330,000	-	-	-	-	330,000
	General Fund Cash Reserve - CIP	-	340,000	340,000	-	-	-	-	340,000
	General Obligation Bonds	13,750	-	13,750	90,000	914,000	830,000	430,000	2,277,750
	Project Total	343,750	340,000	683,750	90,000	914,000	830,000	430,000	2,947,750
Park Sports Field Renovation (formerly Ballfield Infield Renovation): 6305969	General Obligation Bonds	259,548	-	259,548	178,000	240,000	80,000	72,167	829,715
	Residential Dev Fees	-	200,000	200,000	-	-	-	-	200,000
	Project Total	259,548	200,000	459,548	178,000	240,000	80,000	72,167	1,029,715
Sports Facility Relamping: 6306938	General Obligation Bonds	3,184	24,500	27,684	54,500	20,000	23,000	-	125,184
Tempe Beach Park Master Plan: 6508199	General Fund Cash Reserve - CIP	-	50,000	50,000	-	-	-	-	50,000
Tempe Town Lake Dock Replacement: 6508219	Residential Development Fees	-	131,000	131,000	-	-	-	-	131,000



Park Improvements / Recreation Program CIP Projects

Project Name	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
Tempe Town Lake Downstream Dam Replacement: 6504229	General Fund Cash Reserve - CIP	-	256,000	256,000	-	-	-	-	256,000
Tempe Town Lake Pedestrian Bridge Canopies Repair: 6508209	HOLD -Pending G.O. Bond Election	-	332,700	332,700	-	-	-	-	332,700
Tempe Town Lake Upstream Dam: NA	General Obligation Bonds	-	-	-	-	531,000	4,491,000	-	5,022,000
Public Works Total		8,038,630	5,859,480	13,898,110	4,967,250	5,159,390	9,558,673	4,615,778	38,199,201
Park Improvements/Recreation Program Total		8,660,497	10,077,745	18,738,242	7,155,667	7,957,890	10,357,323	5,597,278	49,806,400

Aquatics Infrastructure & Equipment Replacement



Project Description

This project encompasses the on-going replacement and renovation of the City's existing aquatics facilities, splash pads and splash playgrounds. This project consists of the following improvements to City of Tempe aquatics facilities in FY 2016-17:

- Replacement slide, stairs, install shade structures, install pump devices, replace acid tank, install concrete and drains - Escalante Pool \$492,334
- Replace wave pool heater, painting, and splash playground shade/play features - Kiwanis Pool \$259,000
- Splash pad repairs - Esquer and Hudson parks \$16,500

2016-17 Source of Funds

General Obligation Bonds \$767,834

Estimated 2016-17 Project Costs

Legal / Administration	\$3,000
Land Acquisition	\$0
Permit Fees	\$9,000
Design and Engineering	\$31,000
Survey / Staking	\$3,000
Construction Management	\$18,000
Furnishings / Equipment	\$0
Construction / Improvement	\$700,834
Geotech / Material Testing	\$3,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$767,834

Project Number: 6304999

Estimated Start Date: 07/01/2014

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$767,834	\$727,334	\$690,000	\$464,000	\$724,000	\$3,373,168

Clark Park Swimming Pool Renovation Study



Project Description

This project involves a feasibility/master plan study for the renovation of the existing 39-year-old swimming pool and replacement of the existing aged recreation center.

The Clark swimming pool 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 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.

2016-17 Source of Funds

NA

Estimated 2016-17 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: 04/30/2018

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$0	\$250,000	\$0	\$0	\$0	\$250,000

Diablo Stadium Contractual Improvements



Project Description

This project is to provide for the ongoing contractual capital requirements and improvements to the Diablo Stadium Sports Complex. This project will consist of the following improvements at Diablo Stadium:

FY 2016-17: Field renovations (\$25,000); Windscreen replacement (\$50,000); Minor League scoreboard for field #4 (\$30,000); East parking lot resurface (\$40,000); Press Box counter replacement (\$15,000); Painting (\$35,000); Angels' requests (\$58,500).

FY 2017-18: Scoreboard for Minor League Field (\$30,000); Painting (\$35,000); Re-carpet Angels' Exec. Offices (\$20,000); Dugout floor replacement (\$20,000); Replace Batter Eye's - Minor League fields (\$60,000); Angels' requests (\$48,500).

FY 2018-19: Painting (\$35,000); Field renovations (\$25,000); Minor League complex - asphalt resurface between fields (\$30,000); Stadium-concourse replacement (\$25,000); Windscreen replacement (\$50,000); Angels' requests (\$63,500).

FY 2019-20: Stadium concourse re-surface (\$175,000); Painting (\$35,000). Angels' requests (\$47,500);

FY2020-21: Mondo floor replacement - (\$175,000); Angels' requests (\$47,500).

2016-17 Source of Funds

Diablo Stadium Revenue	\$47,500
General Obligation Bonds	\$206,000

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$253,500
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$253,500

Project Number: 6303009

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$253,500	\$213,500	\$228,500	\$257,500	\$222,500	\$1,175,500

Kiwanis Recreation Center Electric Infrastructure Replacement



Project Description

This project completes the replacement of the electrical Service Entrance Section (SES) infrastructure and electrical panels at the Kiwanis Recreation Center Tennis Center. The project was postponed as a result of delays related to lighting considerations at the center and could not be completed in FY 2015-16.

Estimated 2016-17 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	\$70,883
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$70,883

Project Number: 6305979

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2017

2016-17 Source of Funds

General Obligation Bonds	\$70,883
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$70,883	\$0	\$0	\$0	\$0	\$70,883

Kiwanis Recreation Center Tennis Court Resurfacing & Replacement



Project Description

This project will provide for replacement and restoration of assets and equipment at the Kiwanis Tennis Center (KTC). The project will address safety standards to meet existing and future regulations. The KTC was built in 1975 and features 15 outdoor lighted tennis courts, restrooms and tennis lounge.

This project will address aging infrastructure, equipment and amenities that will ensure the health and safety of participants and audiences and the continued success of the program. The project encompasses the following:

- FY 2016-17: Court surface, walkway & backboard areas (\$87,500); paint & resurface (\$75,000); court equipment (\$4,950); bleachers & shade unit (\$16,000); and, court 6 seating, umbrellas, chairs, tables (\$16,200).
- FY2017-18: fencing-15 courts (\$75,000); windscreens & divider netting (\$60,000); teaching equipment (\$9,250); and, restroom replacement (\$10,000).
- FY 2019-20: court surface (\$20,000); storage sheds & bins (\$6,200); and, furniture and equipment (\$10,950).

2016-17 Source of Funds

General Obligation Bonds \$199,650

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$31,150
Construction / Improvement	\$168,500
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$199,650

Project Number: 6308129

Estimated Start Date: 07/01/2016

Estimated Completion Date: 06/30/2020

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$199,650	\$154,250	\$0	\$37,150	\$0	\$391,050

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.

2016-17 Source of Funds

NA

Estimated 2016-17 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: 6/30/2019

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$0	\$192,000	\$1,800,000	\$0	\$0	\$1,992,000

McClintock Pool Infrastructure Equipment Replacement



Project Description

This project encompasses the on-going replacement and renovation of the existing McClintock Pool Aquatic facility, the only deep water pool in Tempe. The renovation will address safety standards in order to meet existing and future anticipated regulations.

This project will consist of the following scheduled renovations and replacements:

- FY 2016-17: renovation of the existing pool and pool deck area and replacement of aging equipment. This includes design/engineering services, bulkhead renovation, resurfacing (including demolition, excavation, chip and re-plaster), ceramic tile, depth markers, racing lane lines, deck equipment, pool safety equipment, handicap lift, starting platform anchors and blocks, commercial filter system, chemical system, pool heater, plumbing, electrical, and project management fees (\$2,725,265)
- FY 2017-18: Wader pool (\$500,000), water slide (\$109,000), motors and pumps (\$17,333) and epoxy pump room floor (\$6,000).
- FY 2018-19: Shade canopies on north end (\$80,000)
- FY 2019-20: Replace external fence (\$40,000)
- FY 2020-21: Replace pool covers (\$35,000)

2016-17 Source of Funds

Debt Service Fund	\$1,848,149
General Obligation Bonds	\$877,116

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$2,725,265	\$651,333	\$80,000	\$40,000	\$35,000	\$3,531,598

Estimated 2016-17 Project Costs

Legal / Administration	\$5,000
Land Acquisition	\$0
Permit Fees	\$19,000
Design and Engineering	\$104,000
Survey / Staking	\$5,000
Construction Management	\$38,000
Furnishings / Equipment	\$34,994
Construction / Improvement	\$2,507,271
Geotech / Material Testing	\$12,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$2,725,265

Project Number: 6307959

Estimated Start Date: 07/01/2016

Estimated Completion Date: Ongoing

Tempe Beach Park Splash Playground Modification



Project Description

The splash playground opened in 2002 and was designed to entertain and accommodate 20,000-25,000 participants per year. Ten years later participation averages between 50,000-60,000 visitors per year. This has resulted in extensive wear and tear on the physical structures.

To complete the project, shade structures and play features will be added to enhance the customer experience. The addition of these elements was delayed during construction of the new play structure, which was redesigned for health and safety reasons.

2016-17 Source of Funds

Capital Projects Fund Balance	\$109,661
General Obligation Bonds	\$67,339

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$177,000	\$0	\$0	\$0	\$0	\$177,000

Estimated 2016-17 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	\$177,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$177,000

Project Number: 6506931

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2017

Diablo Stadium Improvements



Project Description

Tempe Diablo Stadium was constructed in the late 1960's and has undergone several renovations since that time, including an extensive renovation in 2005. This project will provide for the ongoing critical maintenance of the facility and its systems. The major portion of work is intended to investigate and repair the aging concrete structure. The affected areas will include but may not be limited to the grandstands, concourse, stairwells and locker room areas. HVAC, mechanical and electrical system issues may also be addressed.

Estimated 2016-17 Project Costs

Legal / Administration	\$5,000
Land Acquisition	\$0
Permit Fees	\$18,000
Design and Engineering	\$62,000
Survey / Staking	\$5,000
Construction Management	\$36,000
Furnishings / Equipment	\$0
Construction / Improvement	\$515,000
Geotech / Material Testing	\$5,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$646,000

Project Number: 6308139

Estimated Start Date: 07/01/2016

Estimated Completion Date: 02/01/2017

2016-17 Source of Funds

Residential Development Fees \$646,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$646,000	\$0	\$0	\$0	\$0	\$646,000

Athletic Field Lighting System Replacement



Project Description

This project will upgrade and replace athletic field and sport court lighting that is beyond its useful life to ensure lighting is in compliance with the Illuminating Engineering Society's (I.E.S.) recommendations. In addition, lighting pole safety issues and aging electrical service section replacement will be addressed. The Kiwanis Recreation Center Tennis Courts lights were funded in FY 2015/16 and additional funds are being requested due to a change in the design for the height of the pole and to preserve the option of using LED.

Planned upgrades and replacements are as follows:

FY 2016-17: Stroud Park soccer & basketball design/construction, Svob Park soccer design/ construction, Daley Park ballfield & basketball design/construction, Harelson Park tennis court light, Corbell Park soccer & basketball design/construction, and Kiwanis Recreation Center tennis court lights revised design and potential LED option.

FY 2018-19: Estrada Park soccer & basketball design, Hanger Park soccer & basketball design, and Harelson Park soccer & basketball design.

FY 2019-20: Estrada Park soccer & basketball construction, Hanger Park soccer & basketball construction, and Harelson Park soccer & basketball construction

Estimated 2016-17 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	\$2,922,772
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$2,922,772

Project Number: 6303089

Estimated Start Date: 07/01/2008

Estimated Completion Date: Ongoing

2016-17 Source of Funds

Capital Projects Fund Balance \$1,710,000

General Obligation Bonds \$1,212,772

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$2,922,772	\$0	\$60,000	\$900,000	\$20,000	\$3,902,772

Diablo Stadium Complex Master Plan



Project Description

This project funds a master plan for Tempe Diablo Stadium Complex. The Diablo Stadium Complex was founded in 1968 and underwent an extensive renovation in 2005. The city has an annual capital budget of approximately \$250,000 which is used to address the current contractual capital repairs and improvements.

In order to develop a shared vision for the complex to ensure that Diablo Stadium remains an attractive and competitive venue within the Cactus League organization, a comprehensive planning effort will be undertaken to identify additional needed improvements and trends in major league baseball that would be implemented over the next 5-10 years. The master plan approach will allow us to systematically address the capital needs at the stadium.

2016-17 Source of Funds

General Fund Cash Reserve - CIP \$100,000

Estimated 2016-17 Project Costs

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

Project Number: 6308149
Estimated Start Date: 07/01/2016
Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$100,000	\$0	\$0	\$0	\$0	\$100,000

Diablo Stadium Main 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.

2016-17 Source of Funds

NA

Estimated 2016-17 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: 07/01/2020
Estimated Completion Date: 06/30/2021

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$0	\$0	\$0	\$0	\$597,960	\$597,960

Escalante Park Improvements



Project Description

This project was started during FY2015/16 when grant funding became available. The project will fund the following: a lighted, multi-use field in the area where there is currently a baseball field; a fitness/walking path with fitness equipment; expansion of the existing play area and adding rubberized surfacing; and installation of a volleyball court. This project is entirely grant-funded.

These park improvements were established as a result of community input through meetings and surveys for a greater activation of the park and to address ongoing concerns in the Escalante Park area. Escalante Park is unique in that the campus houses a multi-generational community center and swimming pool, and is adjacent to Thew Elementary School.

Estimated 2016-17 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	\$300,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$300,000

Project Number: 6307921

Estimated Start Date: 11/01/2015

Estimated Completion Date: 06/30/2017

2016-17 Source of Funds

Indian Gaming Grant	\$300,000
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$300,000	\$0	\$0	\$0	\$0	\$300,000

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.

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.

Estimated 2016-17 Project Costs

Legal / Administration	\$1,000
Land Acquisition	\$0
Permit Fees	\$3,000
Design and Engineering	\$9,000
Survey / Staking	\$1,000
Construction Management	\$5,000
Furnishings / Equipment	\$0
Construction / Improvement	\$75,000
Geotech / Material Testing	\$1,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$95,000

Project Number: 6308159

Estimated Start Date: 07/01/2016

Estimated Completion Date: Ongoing

2016-17 Source of Funds

General Obligation Bonds	\$95,000
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$95,000	\$65,000	\$65,000	\$65,000	\$0	\$290,000

Park Concrete & Sports Court Replacement & Renovation



Project Description

This project provides for ADA accessible walkways to playgrounds, park amenities and ADA on-street parking. 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 FY 15/16, ADA on-street parking was completed or was in progress at 14 parks.

The following is the planned program of resurfacing and replacement of basketball courts, tennis courts, walkways and plazas in Tempe's parks:

FY 2016-17: Tennis court replacement with concrete at Harelson Park, replacement of paths with concrete at Selleh and Meyer Parks.

FY 2017-18: Basketball resurface at Redding and Hollis Parks. Tennis court resurface at Indian Bend Park, ADA on-street parking, ADA accessible picnic table slabs.

FY 2018-19: Basketball resurface at Cole, Goodwin and Estrada Parks.

FY 2019-20: Basketball resurface at Hanger, Celaya, Dwight and Clark Parks

FY 2020-21: Basketball resurface at Palmer, Stroud and Harelson Parks, basketball court replacement at Daley Park.

2016-17 Source of Funds

Capital Projects Fund Balance	\$546,000
General Obligation Bonds	\$175,390

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$721,390	\$17,000	\$25,500	\$34,000	\$85,500	\$883,390

Estimated 2016-17 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	\$721,390
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$721,390

Project Number: 6305119
Estimated Start Date: 07/01/2012
Estimated Completion Date: Ongoing

Park Drainage Infrastructure



Project Description

The City of Tempe has 52 parks. As part of the City's drainage and storm drain system, many of the parks have dry wells, bubbler boxes and retention basins. There are approximately 115 dry wells throughout the park system. Several parks are having issues associated with the drainage of water, including bubbler boxes backing up and slow draining retention basins. Diablo Stadium parking lot experiences severe drainage issues during heavy rains when water and debris are washed from the mountain into the parking lot.

This project will fund solutions to the drainage issues in neighborhood and community parks, as follows:

- FY 2016-17: Stroud, Goodwin, Optimist, and Scudder Parks; design work for the drainage issues at Diablo Stadium parking lot and the Kiwanis maintenance yard.
- FY2017-18: Corbell, Kiwanis, Waggoner, and Estrada Parks.
- FY 2018-19: Celaya, Campbell, SVOB, Cole, Creamery, Alegre Parks.

2016-17 Source of Funds

General Obligation Bonds	\$185,000
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$185,000	\$80,000	\$120,000	\$0	\$0	\$385,000

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$125,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$60,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$185,000

Project Number: 6308169
Estimated Start Date: 07/01/2016
Estimated Completion Date: Ongoing

Park Electrical Repair



Project Description

The city maintains a park infrastructure system valued at \$223.4 million that covers nearly 1,900 acres. There are over 1,500 lights in the park system (security, sports courts, and sports field lights). An Arc Flash study of the electrical systems in all the city parks was completed in 2015. The consultant made recommendations on improvements needed to meet NFPA 70E standard. This project will fund the repair and replacements identified in the study.

Electrical repairs/replacements were started in FY2015/16 and have or will be completed in FY2016/17 for the following parks: Estrada, Papago, Mckemy, Clark, Connolly, Birchett, Daumler, Ehrhardt, Meyer, Moeur, Waggoner, and Dwight.

Park electrical repairs/replacements for the remaining years of the project are as follows:

FY 2017-18: Celaya Park, Harelson Park
 FY 2018-19: Rotary Park, Scudder Park, Joyce Park
 FY 2019-20: Selleh Park, Cole Park
 FY 2020-21: Palmer Park

2016-17 Source of Funds

Capital Projects Fund Balance	\$370,000
General Obligation Bonds	\$50,505

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$420,505	\$80,000	\$120,000	\$80,000	\$40,000	\$740,505

Estimated 2016-17 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	\$420,505
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$420,505

Project Number: 6307659
Estimated Start Date: 07/01/2015
Estimated Completion Date: Ongoing

Park Improvements - Contingency Fund - Grants/Other



Project Description

This project creates spending authority for grants or other funding that may become available during the fiscal year.

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.

2016-17 Source of Funds

Grants/Other	\$1,000,000
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Estimated 2016-17 Project Costs

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

Total \$1,000,000

Project Number: 6309863
Estimated Start Date: Ongoing
Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000

Park Infrastructure / Equipment Replacement



Project Description

This 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, and aquatic facilities.

The replacement schedule includes: replacement of rubber safety surfacing - 2 parks per year; replacement of site furnishings - 5 parks per year; replacement of mortar saned- 5 remaining parks in FY 2017-18.

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$1,184,667
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,184,667

Project Number: 6399829

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

Capital Projects Fund Balance	\$300,000
General Fund Cash Reserve - CIP	\$168,200
General Obligation Bonds	\$716,467

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$1,184,667	\$251,750	\$260,000	\$260,000	\$260,000	\$2,216,417

Park Irrigation Conversion Study



Project Description

Within the park system, 17 parks rely on flood irrigation (SRP raw water) as the means to irrigate the parks and the remaining parks are irrigated with potable (treated) water through spray or sprinkler heads.

This project will fund a masterplan study to determine the cost benefit of the following:

- 1) Converting flood irrigated parks to raw water sprinkler irrigation systems with high efficiency spray heads.
- 2) Converting parks that use potable water sprinkler irrigation systems to raw water sprinkler irrigation systems with high efficiency spray heads.

The master plan will identify which parks are cost effective to be converted to one of the above options and provide a planning guide for converting those parks using a phased approach over several years. It is anticipated that by converting flood irrigated parks to sprinkler systems, significant water savings can be realized and converting parks using potable water to raw water will yield water expense savings.

Estimated 2016-17 Project Costs

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

Total \$100,000

Project Number: 6308179

Estimated Start Date: 07/01/2016

Estimated Completion Date: 06/30/2017

2016-17 Source of Funds

Water / Wastewater Fund	\$100,000
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$100,000	\$0	\$0	\$0	\$0	\$100,000

Park Lake Improvements



Project Description

This project will fund the repair and reconstruction of eroded lake edges within the City's parks. Currently, there are 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 the periodic dredging of the lakes.

The following projects will be completed: FY 2016-17 Papago Park lake edge repair and reconstruction, design for Kiwanis Park lake edge reconstruction; FY 2017-18 Kiwanis lake edge repair and reconstruction; FY 2018-19 Hallman Park lake edge repair and reconstruction.

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$145,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$95,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$240,000

Project Number: 6307629

Estimated Start Date: 07/01/2015

Estimated Completion Date: Ongoing

2016-17 Source of Funds

Capital Projects Fund Balance	\$95,000
Residential Development Fees	\$145,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$240,000	\$1,278,000	\$95,000	\$0	\$0	\$1,613,000

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 lamp life cycle 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 with LED based lights in 5 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 2016-17 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	\$317,729

Total \$317,729

Project Number: 6305489

Estimated Start Date: 07/01/2012

Estimated Completion Date: Ongoing

2016-17 Source of Funds

General Obligation Bonds	\$317,729
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$317,729	\$133,000	\$136,090	\$139,273	\$142,551	\$868,643

Park Living Infrastructure and Irrigation Systems



Project Description

This project funds tree replacement, new trees to implement the Urban Forest Master Plan, modifications and replacement of irrigation systems and new irrigation controllers. The city maintains living infrastructure in city parks including trees, shrubs, groundcover, soil, turf, and gravel. There are almost 6,000 trees and shrubs within the city park system. The city also maintains irrigation systems to water the living infrastructure. This includes over 98 controllers, 2,250 valves, approximately 12,000 sprinkler heads and main and lateral distribution lines. As technology improves, systems will be updated in order to optimize water usage. A pilot program was recently completed that replaced aging controllers and sprinkler heads with new smart controllers. Initial data indicates up to 25% reduction in water usage with the new technology.

A request for proposal will be issued in FY 2016-17 to evaluate a system-wide replacement of irrigation controllers and sprinkler heads which will then be implemented in years 2-5 at 10 parks per year. Other planned projects include: 100 new trees each year, implemented in conjunction with the Urban Forest Master plan, and irrigation modification or replacement at Ehrhardt, Harelson and Tempe Beach Parks.

2016-17 Source of Funds

General Obligation Bonds	\$278,930
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Estimated 2016-17 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	\$278,930
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$278,930
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Project Number:	6305999
Estimated Start Date:	07/01/2015
Estimated Completion Date:	Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$278,930	\$180,000	\$160,000	\$110,000	\$110,000	\$838,930

Park Playground Infrastructure & Equipment Replacement & Renovation



Project Description

This project provides for the complete replacement of all equipment and safety surfacing in an average of 2 to 3 park playgrounds per year. It also brings each playground into compliance with current Consumer Products Safety Commission (CPSC), American Society for Testing and Materials, (ASTM) and Americans with Disabilities Act (ADA) guidelines, standards and law.

This project will consist of the following five year playground replacement program in Tempe's parks: FY 2016-17: Celaya Park, Palmer Park, and Peterson Park (design); FY 2017-18: Daumler Park, Ehrhardt Park, Peterson Park construction; FY 2018-19: Arredondo Park, Tempe Women's Club Park; FY 2019-20: Corbell Park, Indian Bend Park, Hollis Park; FY 2020-21: Meyer Park, Mitchell Park, Redden Park.

2016-17 Source of Funds

Capital Projects Fund Balance	\$1,170,000
General Obligation Bonds	\$1,075,185

Estimated 2016-17 Project Costs

Legal / Administration	\$5,000
Land Acquisition	\$0
Permit Fees	\$18,000
Design and Engineering	\$65,000
Survey / Staking	\$5,000
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$537,800
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$1,614,385

Total	\$2,245,185
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Project Number:	6305499
Estimated Start Date:	07/01/2012
Estimated Completion Date:	Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$2,245,185	\$770,000	\$792,800	\$1,166,400	\$1,257,600	\$6,231,985

Park Ramadas Replacement



Project Description

This project funds the replacement or renovation of park ramadas based on life cycle and condition rating. Tempe maintains over 50 ramadas in neighborhoods and community parks.

This CIP will replace/renovate the following ramadas to ensure they are safe, accessible and in good working condition:

FY 2016-17: Standard ramada design update (\$5,000 - 3 year renewal required)
 FY 2017-18: Hanger Park, Corbell Park, Kiwanis Park fishing piers/ramadas
 FY 2018-19: Kiwanis Park (Romero) and Clark Park
 FY 2019-20: Harelson Park and standard ramada design update
 FY 2020-21: Moeur Park

Estimated 2016-17 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	\$712,485
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$712,485

Project Number: 6307639

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

Capital Projects Fund Balance	\$200,000
General Obligation Bonds	\$512,485

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$712,485	\$690,000	\$445,000	\$205,000	\$400,000	\$2,452,485

Park Recreational Value Enhancements



Project Description

This project will fund park improvements to bring city parks up to the "recreational value" standard as measured by the number of amenities that exist in the park. Recreational value is the existence of a sufficient number and type of amenities in a park that generate different opportunities for playing, interacting and drawing in adults and children to visit the park. This concept was presented to City Council at the October 2, 2015 retreat and to the Parks, Recreation and Golf Advisory Board on October 21, 2015 and the standard is being fine-tuned based on feedback received and the practical application of the concept to actual parks.

A standard will be based on a count of the categories of amenities that exist within a park. For example, playgrounds, site furnishings (picnic tables, benches, grills), drinking fountains, basketball courts, soccer fields, ramadas, ballfields, etc. Parks will then be ranked and prioritized for funding of recreational value improvements. A 4:1 ratio of Asset Management funding to Customer Enhancements/Recreational Value funding is recommended.

Estimated 2016-17 Project Costs

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

Total \$1,000,000

Project Number: 6308189

Estimated Start Date: 07/01/2016

Estimated Completion Date: Ongoing

2016-17 Source of Funds

Residential Development Fees	\$213,471
General Obligation Bonds	\$786,529

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000

Park Restrooms Renovation / Replacement



Project Description

Tempe maintains city park structures including approximately 20 restrooms. This project funds restroom renovation by replacing the traditional style restrooms (enclosed facility with stalls) with unisex units. Restrooms generally will be rebuilt in the same location and only relocated when necessary.

The following restroom repair/replacements are scheduled:

FY 2016-17: Connolly Park construction, complete Daley Park construction
 FY 2017-18: Benedict Park restroom design
 FY 2018-19: Benedict restroom construction, designs for Kiwanis Park North, Kiwanis Tennis and Papago Park North
 FY 2019-20: Construction for Kiwanis Park North, Kiwanis Tennis and Papago Park North, Clark Park design
 FY 2020-21: Clark Park construction, McKemy Park design

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$40,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$643,750
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$683,750

Project Number: 6307649

Estimated Start Date: 07/01/2013

Estimated Completion Date: Ongoing

2016-17 Source of Funds

Capital Projects Fund Balance	\$330,000
General Fund Cash Reserve - CIP	\$340,000
General Obligation Bonds	\$13,750

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$683,750	\$90,000	\$914,000	\$830,000	\$430,000	\$2,947,750

Park Sports Field Renovation (formerly Ballfield Infield Renovation)



Project Description

The city has 20 softball and baseball fields (excluding Diablo Stadium) and 34 soccer fields in neighborhood parks, community parks, and sports complexes. This project will fund the ballfield infield renovation by removing existing infield and warning track mix, laser level, spike, roll and replace with a product that is dust free and requires minimal watering, allowing play to continue very quickly even after a rainstorm. The replacement infield and warning track mixes will last for almost 10 years with minimal maintenance. On soccer fields, the turf will be resurfaced including laser leveling, rotodarian and hydro-sprigging. Soccer fields are on a 4-year schedule at sports complexes and on a 10-12 year schedule at the highly utilized neighborhood parks.

Sport fields scheduled for renovation are as follows:

FY 2016-17: Tempe Sports Complex (soccerfields)
 FY 2017-18: Papago Park, Kiwanis Park (soccer fields), Alegre Park
 FY 2018-19: Kiwanis Park (soccer field), Tempe Sports Complex and Diablo Stadium, Clark Park, Kiwanis Park and Jaycee Park (ballfields)
 FY 2019-20: Tempe Sports Complex (soccer fields), Harelson Park, Goodwin Park
 FY 2020-21: Tempe Beach Park (Luis Gonzalez field), Hanger Park

Estimated 2016-17 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	\$459,548
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$459,548

Project Number: 6305969

Estimated Start Date: 07/01/2015

Estimated Completion Date: Ongoing

2016-17 Source of Funds

General Obligation Bonds	\$200,000
Residential Development Fees	\$259,548

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$459,548	\$178,000	\$240,000	\$80,000	\$72,167	\$1,029,715

Parks & Recreation Emergency Repairs



Project Description

This project creates funding to address the unexpected infrastructure failures, public safety issues and/or contractual obligations in city parks and recreation facilities. 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. Past emergency repairs have included replacement of trees and other park assets due to storm damage, replacement of batting cage infrastructure due to flooding, and levee repair at Indian Bend Wash.

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.

2016-17 Source of Funds

General Obligation Bonds	\$33,765
Residential Development Fees	\$100,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$133,765	\$100,000	\$175,000	\$175,000	\$200,000	\$783,765

Estimated 2016-17 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	\$133,765
Total	\$133,765

Project Number: 6305989
Estimated Start Date: 07/01/2013
Estimated Completion Date: Ongoing

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.

Relamping is scheduled for the following:

FY 2016-17: Papago Ballfield, Diablo Soccer Field, Mckemy Ballfields, Corona High Tennis, Escalante Pool, Connolly Ballfields, Tempe Beach Park Ballfield

FY 2017-18: Tempe Sports Complex, Harelson Tennis, Indian Bend Tennis, McClintock Pool

FY 2018-19: Jaycee Ballfield, Tempe High Tennis, McClintock High Tennis, Marcos de Niza Tennis, Clark Pool

FY 2019-20: Benedict Sports Complex, Clark Ballfield

2016-17 Source of Funds

General Obligation Bonds	\$27,684
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$27,684	\$54,500	\$20,000	\$23,000	\$0	\$125,184

Estimated 2016-17 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	\$27,684
Total	\$27,684

Project Number: 6306938
Estimated Start Date: Ongoing
Estimated Completion Date: Ongoing

Tempe Beach Park Master Plan



Project Description

This project funds a master plan for Tempe Beach Park. Originally built in 1931, Tempe Beach Park underwent a complete renovation in 1999 as part of the construction of Tempe Town Lake. Tempe Beach Park is the site of dozens of events and tens of thousands of visitors annually.

Routinely, the city receives requests from individuals, event producers and organizations to modify and add additional amenities. In order to ensure that Tempe Beach Park remains an attractive and competitive venue for special events, visitors and tourists, a comprehensive planning effort will be undertaken to recommend needed improvements and trends that would be implemented over the next 5-10 years. The master plan will provide the basis for considering proposals for capital programs. Recommendations could include things such as the creation of a permanent performance stage, a Memorial Tree Garden on the north side of the lake, relocation and reconfiguration of restroom facilities and other amenities.

2016-17 Source of Funds

General Fund Cash Reserve - CIP	\$50,000
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Estimated 2016-17 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	\$50,000
Total	\$50,000

Project Number: 6508199
Estimated Start Date: 07/01/2016
Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$50,000	\$0	\$0	\$0	\$0	\$50,000

Tempe Town Lake Dock Replacements



Project Description

The Tempe Town Lake concessionaire is a valuable amenity to Tempe Beach Park and is heavily used by the community. Approximately 12,000 boats are rented per year. The replacement and upgrades of the existing dock will address safety concerns and alleviate the need for Public Works staff to perform ongoing repairs. The new docks and upgrades will also increase the aesthetic value of the facility and Tempe Beach Park.

The Community Facilities District (CFD) will fund the replacement of the existing dock, which has reached the end of its useful life. This project will fund additional features and upgrades to the new dock, including an additional 10' in length, a sixth finger, and a roof structure.

2016-17 Source of Funds

Residential Development Fees	\$131,000
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Estimated 2016-17 Project Costs

Legal / Administration	\$1,000
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$1,000
Construction Management	\$8,000
Furnishings / Equipment	\$0
Construction / Improvement	\$110,000
Geotech / Material Testing	\$1,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$10,000
Total	\$131,000

Project Number: 6508219
Estimated Start Date: 07/01/2016
Estimated Completion Date: 08/31/2016

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$131,000	\$0	\$0	\$0	\$0	\$131,000

Tempe Town Lake Downstream Dam Replacement



Project Description

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 rubber bladder dam. In January 2012, the city selected a hydraulically operated steel gate to replace the existing rubber bladders. Construction began in the first half of 2014 with the new dam completed in the spring of 2016.

Under a lease amendment with Bridgestone Industrial Products America, Inc. for the lease of the rubber bladders for the downstream dam, the lease term was extended to June 1, 2016 with the payment of additional rent.

The rental amount under the amendment is \$740,000; however, the amount is reduced to \$240,000 if the bladders are removed by June 1, 2016. The \$256,000 appropriation for this project covers the rental amount and applicable taxes.

2016-17 Source of Funds

General Fund Cash Reserve - CIP	\$256,000
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Estimated 2016-17 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	\$256,000
Total	\$256,000

Project Number: 6504229
Estimated Start Date: 07/01/2011
Estimated Completion Date: 07/31/2016

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$256,000	\$0	\$0	\$0	\$0	\$256,000

Tempe Town Lake Pedestrian Bridge Canopies Repair



Project Description

The Tempe Town Lake Pedestrian Bridge is located on the west end of the Tempe Town Lake. This signature bridge is designed to provide both function and aesthetics to the iconic Tempe Town Lake area. It connects existing bike and pedestrian paths from the north and south sides of the lake allowing runners, walkers, and bikers to cross the lake. Decorative sun fabric shaped as sails provide shade for pedestrians and add a unique look to the bridge.

On August 31, 2015, a strong wind storm damaged the sails shade structure, support cables, one support stanchion, bridge railing and bridge lighting. This project will replace damaged shade structure and repair damaged railing and lighting system.

2016-17 Source of Funds

General Obligation Bonds	\$332,700
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Estimated 2016-17 Project Costs

Legal / Administration	\$3,000
Land Acquisition	\$0
Permit Fees	\$8,700
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$21,000
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	\$332,700

Project Number: 6508209
Estimated Start Date: 07/01/2016
Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$332,700	\$0	\$0	\$0	\$0	\$332,700

Tempe Town Lake Upstream Dam



Project Description

The Tempe Town Lake was created within the Salt River channel by erecting two dams. The upstream dam consists of four rubber bladders and a concrete foundation. In June 2013, the upstream dam bladders developed unrepairable air leaks. The existing bladders are over ten years old and beyond their useful life. Currently, all the upstream bladders are deflated and the lake water backs-up to the grade control structure located 1700 feet east from the dam.

Modifying the grade control structure to serve as a permanent upstream dam is the most cost effective option, both in the short term and in the long term. This project funds modifications/rebuilding of the grade structure, construction of a bypass line, repairs to the existing levees system, and removal of the existing rubber bladders.

Estimated 2016-17 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: 6/30/2020

2016-17 Source of Funds

General Obligation Bonds

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$0	\$0	\$531,000	\$4,491,000	\$0	\$5,022,000



General Governmental Program CIP Projects

Project Name	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
City Manager									
iNTempe: 6707899	Capital Projects Fund Balance	14,000	-	14,000	-	-	-	-	14,000
Community Development									
Fifth & Farmer Parcel - City Tenant Space: 6708239	HOLD -Pending G.O. Bond Election	-	800,000	800,000	-	-	-	-	800,000
Gonzalez-Martinez House Building Condition Assessment Report: 6708249	General Fund Cash Reserve - CIP	-	75,000	75,000	-	-	-	-	75,000
Hayden Flour Mill: 6708259	General Fund Cash Reserve - CIP	-	100,000	100,000	-	-	-	-	100,000
Tempe Butte Power Line Relocation: 6707961	Capital Projects Fund Balance - Traffic Signals	184,713	-	184,713	-	-	-	-	184,713
Community Development Total		184,713	975,000	1,159,713	-	-	-	-	1,159,713
Community Services									
Community Services Asset Restoration: 6708269	HOLD -Pending G.O. Bond Election	-	551,600	551,600	-	-	-	-	551,600
	General Obligation Bonds	-	-	-	346,700	396,800	189,400	174,600	1,107,500
	Project Total	-	551,600	551,600	346,700	396,800	189,400	174,600	1,659,100
Tempe Center for the Arts Asset Restoration: 6707559	Performing Arts Fund	-	1,058,014	1,058,014	824,708	596,582	207,811	75,886	2,763,001
Tempe Municipal Arts Program: 6699799	Municipal Arts Fund	100,000	175,087	275,087	735,000	750,000	750,000	750,000	3,260,087
	General Fund	-	191,128	191,128	-	-	-	-	191,128
	Transit Fund	-	53,710	53,710	-	-	-	-	53,710
	Water / Wastewater Fund	-	337,075	337,075	-	-	-	-	337,075
	Project Total	100,000	757,000	857,000	735,000	750,000	750,000	750,000	3,842,000
Community Services Total		100,000	2,366,614	2,466,614	1,906,408	1,743,382	1,147,211	1,000,486	8,264,101
Internal Audit									
Contract Management System: 6707569	Capital Projects Fund Balance	138,704	-	138,704	-	-	-	-	138,704
Internal Services									
City Facilities Painting: 6708279	HOLD -Pending G.O. Bond Election	-	111,500	111,500	-	-	-	-	111,500
	General Obligation Bonds	-	-	-	59,400	143,000	99,900	50,000	352,300
	Project Total	-	111,500	111,500	59,400	143,000	99,900	50,000	463,800
City Facilities Small Scale Remodels: 6708289	HOLD -Pending G.O. Bond Election	-	347,000	347,000	-	-	-	-	347,000
	General Obligation Bonds	-	-	-	229,740	86,600	9,200	-	325,540
	Project Total	-	347,000	347,000	229,740	86,600	9,200	-	672,540



General Governmental Program CIP Projects

Project Name	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
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	721,482	-	721,482	-	-	-	-	721,482
City Hall Primary Electrical Service Entry: 6707239	General Obligation Bonds	629,967	-	629,967	-	-	-	-	629,967
Core Network Replacement: NA	General Obligation Bonds	-	-	-	555,349	392,775	392,775	-	1,340,899
Desktop Technology Refresh - Green Initiative: 6707229	Debt Service Fund	-	247,550	247,550	-	-	-	-	247,550
	General Obligation Bonds	27,900	-	27,900	468,600	167,200	190,300	258,600	1,112,600
	Transit Fund	2,100	23,150	25,250	-	-	12,100	12,100	49,450
	Water / Wastewater Fund	-	-	-	-	75,900	-	42,250	118,150
	Project Total	30,000	270,700	300,700	468,600	243,100	202,400	312,950	1,527,750
Drainage Improvements: 6707599	Capital Projects Fund Balance	121,050	-	121,050	-	-	-	-	121,050
	General Obligation Bonds	-	-	-	-	165,000	-	-	165,000
	Project Total	121,050	-	121,050	-	165,000	-	-	286,050
Electrical Improvements: 6705159, 5507679, 5607519	HOLD-Pending G.O. Bond Election	-	345,000	345,000	-	-	-	-	345,000
	General Obligation Bonds	862,481	-	862,481	130,000	367,000	140,000	353,600	1,853,081
	Project Total	862,481	345,000	1,207,481	130,000	367,000	140,000	353,600	2,198,081
Electronic Records Management and Reporting: 6707579	Capital Projects Fund Balance	35,000	-	35,000	-	-	-	-	35,000
	General Fund Cash Reserve- CIP	-	250,000	250,000	-	-	-	-	250,000
	General Obligation Bonds	-	-	-	200,000	400,000	400,000	350,000	1,350,000
	Project Total	-	250,000	250,000	200,000	400,000	400,000	350,000	1,600,000
Enterprise Network File Storage and Archival: 6709239	General Obligation Bonds	191,211	-	191,211	-	-	-	-	191,211
Flooring Replacement Program: 6705199	HOLD-Pending G.O. Bond Election	-	49,000	49,000	-	-	-	-	49,000
	General Obligation Bonds	42,500	-	42,500	256,000	437,000	283,300	248,000	1,266,800
	Project Total	42,500	49,000	91,500	256,000	437,000	283,300	248,000	1,315,800
Historic Properties: 6706809	HOLD -Pending G.O. Bond Election	-	57,000	57,000	-	-	-	-	57,000
	General Obligation Bonds	24,096	-	24,096	65,000	90,000	80,000	85,000	344,096
	Project Total	24,096	57,000	81,096	65,000	90,000	80,000	85,000	401,096



General Governmental Program CIP Projects

Project Name	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
HVAC Replacements: 6706873, 5407811, 5607529	Capital Projects Fund Balance	118,929	-	118,929	-	-	-	-	118,929
	HOLD -Pending G.O. Bond Election	-	566,000	566,000	-	-	-	-	566,000
	General Obligation Bonds	296,510	-	296,510	898,000	1,212,500	918,500	904,500	4,230,010
	Project Total	415,439	566,000	981,439	898,000	1,212,500	918,500	904,500	4,914,939
Public Internet Technology: 6708299	HOLD -Pending G.O. Bond Election	-	113,000	113,000	-	-	-	-	113,000
	General Obligation Bonds	-	-	-	95,000	108,750	129,300	136,700	469,750
	Project Total	-	113,000	113,000	95,000	108,750	129,300	136,700	582,750
Roof Replacement: 6702519, 5607549	HOLD -Pending G.O. Bond Election	-	180,000	180,000	-	-	-	-	180,000
	General Obligation Bonds	279,906	-	279,906	300,000	900,000	150,000	150,000	1,779,906
	Project Total	279,906	180,000	459,906	300,000	900,000	150,000	150,000	1,959,906
Security Systems Replacement-Citywide: 6707609	HOLD -Pending G.O. Bond Election	-	278,522	278,522	-	-	-	-	278,522
	General Obligation Bonds	437,000	-	437,000	442,065	435,000	155,000	140,000	1,609,065
	Highway User Revenue Fund	30,000	-	30,000	-	-	-	-	30,000
	Project Total	467,000	278,522	745,522	442,065	435,000	155,000	140,000	1,917,587
Water Heater Replacement Program: 6705229	HOLD -Pending G.O. Bond Election	-	17,900	17,900	-	-	-	-	17,900
	General Obligation Bonds	42,139	-	42,139	25,500	15,000	7,000	7,000	96,639
	Project Total	42,139	17,900	60,039	25,500	15,000	7,000	7,000	114,539
Internal Services - Total		4,366,271	2,585,622	6,951,893	3,724,654	4,995,725	2,967,375	2,737,750	21,377,397
Municipal Court									
Court Improvement Project - Court Facility: 6705139	General Obligation Bonds	110,658	-	110,658	-	-	-	-	110,658
Court Improvement Project - Court Technology: 6707289	Capital Projects Fund Balance	51,997	-	51,997	-	-	-	-	51,997
	General Fund Cash Reserve - CIP	-	27,653	27,653	16,900	2,200	1,600	-	48,353
	Project Total	51,997	27,653	79,650	16,900	2,200	1,600	-	100,350
Municipal Court Total		162,655	27,653	190,308	16,900	2,200	1,600	-	211,008



General Governmental Program CIP Projects

Project Name	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
Public Works									
ADA Accessibility Survey and Transition Plan:									
6706249	Capital Projects Fund Balance	178,975	-	178,975	-	-	-	-	178,975
	Debt Service Fund	-	113,980	113,980	-	-	-	-	113,980
	General Obligation Bonds	-	-	-	113,980	-	-	-	113,980
	Highway User Revenue Fund	-	139,000	139,000	139,000	-	-	-	278,000
	Transit Fund	-	25,020	25,020	25,020	-	-	-	50,040
	Project Total	178,975	278,000	456,975	278,000	-	-	-	734,975
Capital Improvement Program Software - Engineering: NA									
	General Obligation Bonds	-	-	-	350,000	-	-	-	350,000
Downtown City Facilities Space Study:									
6707217	Capital Projects Fund Balance	120,000	-	120,000	-	-	-	-	120,000
Downtown Infrastructure: 6704329									
	HOLD -Pending G.O. Bond Election	-	60,000	60,000	-	-	-	-	60,000
	General Obligation Bonds	14,408	-	14,408	50,000	50,000	50,000	50,000	214,408
	Project Total	14,408	60,000	74,408	50,000	50,000	50,000	50,000	274,408
Downtown Renovations - Signage: 6708309									
	General Obligation Bonds	-	-	-	200,000	-	30,000	-	230,000
	Highway User Revenue Fund	-	-	-	-	10,000	-	-	10,000
	Transit Fund	-	10,000	10,000	-	-	-	-	10,000
	Project Total	-	10,000	10,000	200,000	10,000	30,000	-	250,000
Downtown Renovations - Streetscape: 6708319									
	HOLD -Pending G.O. Bond Election	-	88,200	88,200	-	-	-	-	88,200
	General Obligation Bonds	-	-	-	195,000	100,000	-	-	295,000
	Project Total	-	88,200	88,200	195,000	100,000	-	-	383,200
Downtown Renovations - Street Furnishings: 6708329									
	HOLD -Pending G.O. Bond Election	-	109,100	109,100	-	-	-	-	109,100
	General Obligation Bonds	-	-	-	145,540	129,250	-	-	274,790
	Project Total	-	109,100	109,100	145,540	129,250	-	-	383,890
Energy Conservation Program: 6705179									
	HOLD -Pending G.O. Bond Election	-	172,340	172,340	-	-	-	-	172,340
	General Obligation Bonds	44,226	-	44,226	123,050	50,000	75,000	50,000	342,276
	Project Total	44,226	172,340	216,566	123,050	50,000	75,000	50,000	514,616
Fleet Fuel Security and Automation: 6708339									
	HOLD -Pending G.O. Bond Election	-	100,000	100,000	-	-	-	-	100,000
Fleet Maintenance Improvements: 6705189									
	Solid Waste Fund	171,393	-	171,393	-	-	-	-	171,393



General Governmental Program CIP Projects

Project Name	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
Fuel Tank Replacements: 6708349	HOLD -Pending G.O. Bond Election	-	134,640	134,640	-	-	-	-	134,640
	General Obligation Bonds	-	-	-	179,520	-	-	20,000	199,520
	Project Total	-	134,640	134,640	179,520	-	-	20,000	334,160
Kiwanis Recreation Center Solar Project: 6707949	General Obligation Bonds	152,288	-	152,288	-	-	-	-	152,288
Priest Yard Relocation Plan: 6708359	General Fund Cash Reserve - CIP	-	150,000	150,000	-	-	-	-	150,000
Solar Power Partnerships & Solar in City Facilities: 6708369	HOLD -Pending G.O. Bond Election	-	150,000	150,000	-	-	-	-	150,000
	General Obligation Bonds	-	-	-	200,000	150,000	200,000	150,000	700,000
	Project Total	-	150,000	150,000	200,000	150,000	200,000	150,000	850,000
Tempe Public Library Complex Solar Project and Landscape Improvements: 6707619	General Fund Cash Reserve - CIP	-	645,000	645,000	-	-	-	-	645,000
	General Obligation Bonds	213,712	-	213,712	484,000	149,000	-	-	846,712
	Project Total	213,712	645,000	858,712	484,000	149,000	-	-	1,491,712
Public Works Total		895,002	1,897,280	2,792,282	2,205,110	638,250	355,000	270,000	6,260,642
General Governmental Total		5,861,345	7,852,169	13,713,514	7,853,072	7,379,557	4,471,186	4,008,236	37,425,565



Project Description

This project involves the construction of the Business Resource and Innovation Center (BRIC) as part of the City's Economic Development Office's "iNTempe" platform of programs and services designed to assist entrepreneurs and small businesses. The BRIC is a staffed co-working space at the Tempe Public Library that consists of a conference room, meeting and event room, indoor and outdoor workspaces, and A/V equipment.

The construction of the space and purchase of a majority of the furnishings was completed in FY 2015/16. This remaining appropriation is to purchase the remaining furnishings needed to complete the space.

Estimated 2016-17 Project Costs

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

Total \$14,000

Project Number: 6707899
Estimated Start Date: 01/01/2016
Estimated Completion Date: 08/01/2016

2016-17 Source of Funds

Capital Projects Fund Balance \$14,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$14,000	\$0	\$0	\$0	\$0	\$14,000

Fifth & Farmer Parcel - City Tenant Space



Project Description

The purpose of this project is for the tenant improvements for future tenants of the development at the 5th & Farmer Parcel. The tenant improvements will be used for items such as: flooring, office cabinetry, demising walls, air conditioning vent/ductwork, fire protection sprinklers, etc. We estimate a \$50 per square foot allowance to future tenants to be applied towards the build-out of approximately 16,000 s.f. of office and/or retail space. With all applicable fees and costs for permitting, etc., this amounts to \$50/s.f. x 16,000 of leasable square feet -- \$800,000 total.

The 16,000 s.f. leasable space is currently in the planning design phase as part of the overall 4-story office development. The improvements that will be constructed will bring the space to "white" shell condition: restrooms, plumbing, electrical service panel, and HVAC installation. The funds will be available as an incentive to sign future tenants once the "white" shell improvements have been completed.

Estimated 2016-17 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	\$800,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$800,000

Project Number: 6708239
Estimated Start Date: 07/01/2016
Estimated Completion Date: 10/31/2016

2016-17 Source of Funds

General Obligation Bonds \$800,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$800,000	\$0	\$0	\$0	\$0	\$800,000

Gonzalez-Martinez House Building Condition Assessment Report



Project Description

This project will commission an architect knowledgeable in assessing historic adobe buildings to complete a building condition assessment report (BCAR) on the historic Gonzalez-Martinez House. Following completion of the BCAR, emergency stabilization measures will be taken to protect the historic adobe building in accordance with recommendations provided by the assessing architect.

Upon acquiring clear title to the Gonzalez-Martinez House, the city must assess the structural condition of the historic adobe home. Said assessment will identify issues, allow for a prioritization of repair / rehabilitation work, and ensure responsible stewardship of this highly significant historic resource. Post-assessment emergency stabilization measures will ensure that any and all deferred maintenance issues are addressed so as to prevent further damage to the historic resource and / or loss of its structural integrity.

2016-17 Source of Funds

General Fund Cash Reserve - CIP \$75,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$75,000	\$0	\$0	\$0	\$0	\$75,000

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$50,000
Furnishings / Equipment	\$0
Construction / Improvement	\$25,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$75,000

Project Number: 6708249

Estimated Start Date: 07/01/2016

Estimated Completion Date: 11/30/2016

Hayden Flour Mill



Project Description

This project involves the removal of the two wooden wash towers standing immediately adjacent to the east façade of the 1918 Hayden Flour Mill building. The two cribbed wooden structures are to be demolished, with the resulting debris removed from the property and disposed of in an appropriate manner. Subsequently, mill building access points opened during wash tower demolition efforts will be secured to prevent unauthorized entry.

2016-17 Source of Funds

General Fund Cash Reserve - CIP \$100,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$100,000	\$0	\$0	\$0	\$0	\$100,000

Estimated 2016-17 Project Costs

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

Project Number: 6708259

Estimated Start Date: 07/01/2016

Estimated Completion Date: 10/31/2016

Tempe Butte Power Line Relocation



Project Description

Six power poles, five wooden and one metal, currently run along the southwestern base of the Butte. Overhead transmission wires carried by these poles extend across Mill Avenue to a wooden pole located at the southeastern corner of the One Hundred South Mill (Monti's) project site.

This project entails removing power poles and undergrounding the overhead power lines. As the undergrounding alignment passes through areas of both prehistoric and historic significance, project planning efforts have included collaboration with the Tempe Historic Preservation Office, the Salt River Pima-Maricopa Indian Community Cultural Resources Department, the Arizona State Historic Preservation Office, and Arizona Public Service archaeological staff. This multilateral planning partnership has yielded agreements on topics ranging from archaeological monitoring to the disposition of native vegetation traditionally utilized by members of the Salt River Pima-Maricopa Indian Community. The work undertaken will be overseen by the Tempe Historic Preservation Office, the Salt River Pima-Maricopa Indian Community Cultural Resources Department, and an Arizona State Museum-permitted archaeological monitor.

2016-17 Source of Funds

Capital Projects Fund Balance - Traffic Signals \$184,713

Estimated 2016-17 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	\$184,713
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$184,713

Project Number: 6707961

Estimated Start Date: 04/29/2016

Estimated Completion Date: 07/30/2016

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$184,713	\$0	\$0	\$0	\$0	\$184,713

Community Services Asset Restoration



Project Description

This project addresses major repair, refurbishment or replacement of major equipment, infrastructure and sub-systems throughout Community Services facilities that are no longer functional or have reached their estimated useful life. The project also includes repurposing and renovating the space vacated by TCAA in the Westside/Cahill Center.

Assets scheduled for repair, refurbishment or replacement in FY 2016-17 are as follows: Escalante: east wing repurpose to a fitness/aerobic room; Kiwanis: concessions - replace customer tables/chairs, locker rooms - replace existing, aging/rusting light fixtures; Library: indoor wayfinding signage, install story time room projector and controls, replace tables in all meeting rooms, replace computer commons chairs, replace upholstered furniture; Vihel: patio landscaping, lobby furniture; Pyle: restroom cabinets,

2016-17 Source of Funds

General Obligation Bonds \$551,600

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$214,600
Construction / Improvement	\$337,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$551,600

Project Number: 6708269

Estimated Start Date: 07/01/2016

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$551,600	\$346,700	\$396,800	\$189,400	\$174,600	\$1,659,100

Tempe Center for the Arts Asset Restoration



Project Description

A series of projects will address replacement of aging and worn furniture, specialized equipment, carpeting and building systems throughout the TCA. Items including theatrical control systems, artist-designed lobby carpeting, theatrical rigging system, theatrical dimming systems and audio production equipment will be refurbished or replaced. Potential sources for recycling and/or salvage sale of the goods replaced will be sought for such items as theatrical dimming and control equipment, carpet, used motors and other mechanical equipment. This project began in FY 2015-16.

Operated since September 2007, many customer comforts, essential integrated control systems and building infrastructure systems are approaching the end of their useful life cycle. The artist-designed lobby carpet is showing signs of irreparable wear, theatrical dimming equipment and audio consoles are nearing the end of their typical life cycle. Without replacement of this specialized equipment, rental clients will no longer be able to utilize the Theater, Studio or Lakeside rooms to their full advantage. The decline of building systems including air handlers, water heaters, plumbing fixtures and architectural lighting systems will also decrease the desirability of the TCA to rental clients.

2016-17 Source of Funds

Performing Arts Fund	\$1,058,014
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Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$1,058,014
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$1,058,014
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Project Number:	6707559
Estimated Start Date:	Ongoing
Estimated Completion Date:	Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$1,058,014	\$824,708	\$596,582	\$207,811	\$75,886	\$2,763,001

Tempe Municipal Arts Program



Project Description

The purpose of this capital funding is to provide public art in spaces throughout the city and fund community arts programs. Tempe has a long, rich history of supporting the arts. The need for continued funding is crucial, particularly if the city is to incorporate public art within capital projects. 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 2016-17 are: IN FLUX Initiative Public Art (\$14,000); platFORM Public Art at Hayden Flour Mill and Tempe Beach Park (\$11,000); New Public Art projects and staff (\$298,500); Public Art Maintenance (\$50,000); Arts Grants to arts organizations, artists and schools (\$230,000); Studio Artists Program (\$40,000); Community Initiative program including Tardeada, Ballet Under the Stars, Music Under the Stars and Tempe Youth Wind Symphony (\$34,500); Special projects including the Tempe Symphony Orchestra, Walk-in Wednesdays Open Mic Night, and Songwriters' Showcase, (\$30,000); Gallery Exhibitions program (\$35,000); and Summer Arts Education program (\$14,000).

2016-17 Source of Funds

Municipal Arts Fund	\$275,087
General Fund	\$191,128
Transit Fund	\$53,710
Water/Wastewater Fund	\$337,075

Estimated 2016-17 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	\$857,000

Total	\$857,000
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Project Number:	6699799
Estimated Start Date:	Ongoing
Estimated Completion Date:	Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$857,000	\$735,000	\$750,000	\$750,000	\$750,000	\$3,842,000

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 administration 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.

2016-17 Source of Funds

Capital Projects Fund Balance	\$138,704
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Estimated 2016-17 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
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Project Number:	6707569
Estimated Start Date:	07/01/2015
Estimated Completion Date:	06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$138,704	\$0	\$0	\$0	\$0	\$138,704

City Facilities Painting



Project Description

This project provides funding for painting related projects. These projects maintain the assets of our city building and provide aesthetic value. Below are the planned painting projects:

- FY 2016-17: Kiwanis Recreation Center (\$44,500), Westside Multi-Gen Center - interior (\$15,000), Diablo Stadium (\$50,000) and Vihel - lobby (\$2,000)
- FY 2017-18: 525 Building - interior (\$20,000), Apache PD Station - interior (\$10,000), Pyle Adult Center – interior (\$29,400),
- FY 2018-19: South PD Substation – light poles (\$20,000), Kiwanis Rec Center (\$50,000) Escalante Pool - equipment room and wall finishes (\$23,000), Vihel (\$20,000), Pyle Lobby (\$10,000) and various locations (\$20,000)
- FY 2019-20: Diablo Stadium (\$39,900), Clark Recreation Center – exterior-instructional rooms (\$10,000), various locations (\$50,000)
- FY 2020-21: Various locations (\$50,000)

2016-17 Source of Funds

General Obligation Bonds	\$111,500
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Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$111,500
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$111,500
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Project Number:	6708279
Estimated Start Date:	07/01/2016
Estimated Completion Date:	Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$111,500	\$59,400	\$143,000	\$99,900	\$50,000	\$463,800

City Facilities Small Scale Remodels



Project Description

This project provides funding for small scale remodel painting related projects. These projects maintain the assets of our city building and provide aesthetic value. Listed below are the planned small scale remodel projects:

- FY 2016-17: Pyle Center – restroom ADA improvements/renovations (\$40,000), Vihel Center restroom ADA improvements/renovations (\$20,000), Fire Station #2 - ceiling tiles (\$15,000), Kiwanis Center - doors/locks (\$60,000), Library - doors/locks (\$27,000), Escalante Center - fencing/room divider/windows (\$85,000) and City Attorney - security upgrades (\$100,000)
- FY 2017-18: Council Chambers - wall repair and paint (\$80,000), City Hall - ceiling tiles phase 2 (\$60,000), Fire Station #6 – wall finish (\$50,000), Hardy Yard - wall finish (\$30,000), Kiwanis Concessions - ceiling tile replacement (\$7,500), and Vihel Center – ceiling lights (\$2,240)
- FY 2018-19: South PD Station - ceiling tile replacement(\$15,000), City Hall - ceiling tiles phase 3 (\$60,000), Pyle Center -ceiling tile replacement in Prescott, Yuma, & Tucson rooms (\$3,600), Pyle Center - ceiling tile replacement in Globe & Sedona rooms (\$6,400), & Pyle Center - ceiling tile replacement – billiards room (\$1,600)
- FY 2019-20: Pyle Center - ceiling tile replacement (\$9,200)

2016-17 Source of Funds

General Obligation Bonds \$347,000

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$347,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$347,000

Project Number: 6708289

Estimated Start Date: 0701/2016

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$347,000	\$229,740	\$86,600	\$9,200	\$0	\$672,540

City Hall - Exterior Repair and Study



Project Description

This project consists of two parts: Part one was completed in FY 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, refinishing and resealing panels and the replacement of damaged panels.

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.

2016-17 Source of Funds

General Obligation Bonds \$504,000

Estimated 2016-17 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	\$404,000
Geotech / Material Testing	\$0
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: 06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$504,000	\$0	\$0	\$0	\$0	\$504,000

City Hall HVAC Piping Replacement



Project Description

This project is for the design and replacement of the underground piping for City Hall cooling and heating systems. Also, 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 is showing signs of failure. 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 and cooling system within the City Hall complex. Without this repair, the 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.

2016-17 Source of Funds

General Obligation Bonds	\$721,482
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Estimated 2016-17 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	\$721,482
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$721,482
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Project Number: 6705621

Estimated Start Date: 07/01/2014

Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$721,482	\$0	\$0	\$0	\$0	\$721,482

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 also created unsafe conditions.

These electrical distribution systems need to be replaced due to panel failures and equipment that has reached the end of its life cycle. Replacing this outdated system will ensure asset preservation to our older facilities and continued reliability of the electrical system. The upgrade will ensure that the newly designed system will meet today's electrical standards.

2016-17 Source of Funds

General Obligation Bonds	\$629,967
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Estimated 2016-17 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	\$629,967
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$629,967
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Project Number: 6707239

Estimated Start Date: 07/01/2015

Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$629,967	\$0	\$0	\$0	\$0	\$629,967

Core Network Replacement



Project Description

This project will replace the enterprise network backbone and associated equipment that is reaching end of service life and support. This would consist of a three year program to replace the existing core Cisco 6500 series switch/routers in the first year and then edge core switches in the major City of Tempe campuses over the remaining two years to maintain system compatibility and performance.

The enterprise network is the backbone utilized to move data and information between computer systems, applications, departments, and people. Our existing core network consists of two Cisco 6500 series enterprise switch/routers. 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 in use was purchased in 2004 and upgraded in 2007. Cisco projects the systems will reach the end of their useful life in 2015 and will end support in 2016, leaving Tempe vulnerable to disruption. A new central core and replacement of the Cisco 6500 is critical to maintaining efficient and effective information flow on the computer network backbone.

2016-17 Source of Funds

NA

Estimated 2016-17 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

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$0	\$555,349	\$392,775	\$392,775	\$0	\$1,340,899

Court Improvement Project - Court Facility



Project Description

This project supports ongoing efforts to preserve and improve the city's Court building. The FY 2016-17 funding is a re-appropriation of the remaining FY15/16 CIP appropriation in order to complete this project.

The remaining projects include remodeling and replacing furniture in courtrooms, jury rooms and office areas, and remodeling the Prosecutor's office space to support the redaction process related to body-worn camera videos.

2016-17 Source of Funds

General Obligation Bonds \$110,658

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$70,852
Construction / Improvement	\$39,806
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$110,658

Project Number: 6705139
Estimated Start Date: 07/01/2015
Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$110,658	\$0	\$0	\$0	\$0	\$110,658

Desktop Technology Refresh - Green Initiative



Project Description

The Desktop Technology Refresh - Green Initiative project is a multi-year effort to replace aging desktop computers 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. This will be the third year of this project.

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 savings in electricity cost could pay for a new unit in two years.

2016-17 Source of Funds

Debt Service Fund	\$247,550
General Obligation Bonds	\$27,900
Transit Fund	\$25,250

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$300,700	\$468,600	\$243,100	\$202,400	\$312,950	\$1,527,750

Estimated 2016-17 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	\$300,700
Other Project Costs	\$0
Total	\$300,700

Project Number: 6707229
Estimated Start Date: 07/04/2014
Estimated Completion Date: Ongoing

Drainage Improvements



Project Description

This project will eliminate flooding due to poor drainage at the History Museum, Tempe Center for the Arts (TCA), and the Library facilities. The ground slope around these facilities and patio areas will be changed to divert rainfall water. Currently, staff utilizes sand bags to reduce the amount of water entering the building. This project will also involve the 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. The TCA and Library work will consist of design work and repairs.

2016-17 Source of Funds

Capital Projects Fund Balance	\$121,050
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$121,050	\$0	\$165,000	\$0	\$0	\$286,050

Estimated 2016-17 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	\$121,050
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

Electrical Improvements



Project Description

This project will be used for electrical improvements as well as rectifying electrical deficiencies. The improvements will include: 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.

Estimated 2016-17 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	\$1,207,481
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$1,207,481

Project Number: 6705159

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

General Obligation Bonds \$1,207,481

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$1,207,481	\$130,000	\$367,000	\$140,000	\$353,600	\$2,198,081

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. This includes a citizen-facing solution for financial reporting and transparency and 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 for 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 searchable format can be achieved by implementing a system that links to PeopleSoft and generates monthly reports for both internal and citizen-facing viewing.

Estimated 2016-17 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: 06/30/2017

2016-17 Source of Funds

Capital Projects Fund Balance \$35,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$35,000	\$0	\$0	\$0	\$0	\$35,000

Emergency Capital Repair



Project Description

Tempe maintains 96 buildings covering 1.6 million square feet. Each year the city experiences 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. This project also covers deficiencies and ADA upgrades at the Tempe Center for the Arts.

Estimated 2016-17 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: 6799779

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

General Fund Cash Reserve - CIP \$250,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$250,000	\$200,000	\$400,000	\$400,000	\$350,000	\$1,600,000

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.

Estimated 2016-17 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

2016-17 Source of Funds

General Obligation Bonds \$191,211

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$191,211	\$0	\$0	\$0	\$0	\$191,211

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. While the annual reinvestment target for flooring is \$1.25 million, the project funding will enable the city to address the most critical flooring replacement needs. .

Estimated 2016-17 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	\$91,500
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$91,500

Project Number: 6705199

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

General Obligation Bonds \$91,500

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$91,500	\$256,000	\$437,000	\$283,300	\$248,000	\$1,315,800

Historic Properties



Project Description

The city has 7 buildings designated as historic properties with an average age of 100 years. This project funds the rehabilitation and repair of aging historic facilities, infrastructure and systems. The scope 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.

Planned improvements for FY 2016-17 through FY 2020-21, as budget allows, include:

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 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).

Estimated 2016-17 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	\$81,096
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$81,096

Project Number: 6706809

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

General Obligation Bonds \$81,096

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$81,096	\$65,000	\$90,000	\$80,000	\$85,000	\$401,096

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 Public Works 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.

Areas identified for HVAC replacements include: completion of phase 2 of the Library chiller replacement, Kiwanis Recreation Center, Hardy Yard, Fire Stations, Priest Yard, Library, Museum, Police Department main building and sub-stations, Police/Courts parking garage, and Vehicle maintenance building - North and South.

2016-17 Source of Funds

Capital Projects Fund Balance	\$118,929
General Obligation Bonds	\$862,510

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$981,439	\$898,000	\$1,212,500	\$918,500	\$904,500	\$4,914,939

Estimated 2016-17 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	\$981,439
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$981,439

Project Number: 6706873
Estimated Start Date: Ongoing
Estimated Completion Date: Ongoing

Public Internet Technology



Project Description

This project will enhance the capabilities of the City's free public Internet access through public computers and wireless access for citizens visiting public facilities, such as the Library complex, City Hall, Tempe Center for the Arts, and recreation centers. Tempe currently provides over 150 physical computers for web browsing, e-reading, and email to users of our recreation facilities and library. The wireless network averages between 400-600 active device connections at any point during the day, with usage spiking during holidays and summer months. This update supports the evolution of the internet, proliferation of personal smart devices, citizen browsing requirements, and security capabilities to support services.

In addition to the increased bandwidth, computer security will become increasingly more important. The system must provide the tools necessary to transition from our traditional firewalls and virus protection to more advanced techniques for protecting our physical computers and the patrons' smart devices connecting to our systems from malware and future hacker attacks. This project will provide upgrades to Tempe's free public Internet filtering software, firewall infrastructure, security protection, Internet speed, and enhance wireless capabilities to provide citizens with a safe, fast, and relevant Internet experience.

2016-17 Source of Funds

General Obligation Bonds	\$113,000
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$113,000	\$95,000	\$108,750	\$129,300	\$136,700	\$582,750

Estimated 2016-17 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	\$113,000
Other Project Costs	\$0
Total	\$113,000

Project Number: 6708299
Estimated Start Date: 07/01/2016
Estimated Completion Date: Ongoing

Roof Replacement



Project Description

This project addresses the replacement of roofs on city facilities that have exceeded their useful life. Delaying the replacement of roofs that are beyond their useful life could lead to water damage and thus creating health and safety issues. The expected life of a roof is 15-20 years. Tempe maintains 128 buildings covering 2 million square feet.

Remaining funding re-appropriated to FY 2016-17 funding will complete projects initiated in FY 2015-16.

Estimated 2016-17 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	\$459,906
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$459,906

Project Number: 6702519

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

General Obligation Bonds \$459,906

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$459,906	\$300,000	\$900,000	\$150,000	\$150,000	\$1,959,906

Security Systems Replacement-Citywide



Project Description

Tempe maintains 128 buildings covering 2 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. 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.

Estimated 2016-17 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	\$745,522
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$745,522

Project Number: 6707609

Estimated Start Date: 07/01/2015

Estimated Completion Date: Ongoing

2016-17 Source of Funds

General Obligation Bonds \$715,522

Highway User Revenue Fund \$30,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$745,522	\$442,065	\$435,000	\$155,000	\$140,000	\$1,917,587

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 water heaters that have met their expected useful life.

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$60,039
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$60,039

Project Number: 6705229

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

General Obligation Bonds \$60,039

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$60,039	\$25,500	\$15,000	\$7,000	\$7,000	\$114,539

Court Improvement Project - Court Technology



Project Description

This project supports ongoing efforts to preserve and improve city assets. This includes refreshing Court technology, including lap top computers, printers, conference phones, calendar display system, scanners, and high-volume shredders. This includes systems to present evidence in court proceedings, and to support efficient and effective court operations.

FY 2016-17 is the 3rd 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 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$53,200
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$26,450
Other Project Costs	\$0

Total \$79,650

Project Number: 6707289

Estimated Start Date: 07/01/2015

Estimated Completion Date: Ongoing

2016-17 Source of Funds

Capital Projects Fund Balance \$51,997

General Fund Cash Reserve - CIP \$27,653

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$79,650	\$16,900	\$2,200	\$1,600	\$0	\$100,350

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, and; 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. 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.

2016-17 Source of Funds

Capital Projects Fund Balance	\$178,975
Debt Service Fund	\$113,980
Highway User Revenue Fund	\$139,000
Transit Fund	\$25,020

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$456,975	\$278,000	\$0	\$0	\$0	\$734,975

Estimated 2016-17 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	\$456,975
Total	\$456,975

Project Number: 6706249
Estimated Start Date: 02/01/2015
Estimated Completion Date: 06/30/2018

Capital Improvement Program Software - Engineering



Project Description

This project provides funding for a software package for the Engineering Division that provides an all-encompassing depository for all documentation related to the study, design and/or construction of capital projects within the city. There is a need for a program that can provide assistance with tracking, procuring and filing of the contractual requirements as related to all phases of the CIP. Currently, Engineering is making due with the antiquated programs that are experiencing on-going technical challenges. This new program will assist in creating additional transparency for both the internal and external stakeholders as the projects move forward by providing ease of access reflecting current budget/expenditures, project schedule, status photos, etc.

2016-17 Source of Funds

NA

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$0	\$350,000	\$0	\$0	\$0	\$350,000

Estimated 2016-17 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

Downtown City Facilities Space Study



Project Description

This project will fund a study to evaluate the downtown city facility space utilization in order to identify options and strategies for achieving the highest and best use of these spaces. The study will include an evaluation of the city services that should be available downtown, accessibility needs to reach those services, best use of downtown city facilities, and employee parking needs and alternatives in the downtown area.

Estimated 2016-17 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: 07/01/2016
Estimated Completion Date: 12/31/2017

2016-17 Source of Funds

Capital Projects Fund Balance	\$120,000
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$120,000	\$0	\$0	\$0	\$0	\$120,000

Downtown Infrastructure



Project Description

Mill Avenue streetscape received its first modest makeover in the early 1980s when portions of the concrete sidewalk were converted to brick. A major streetscape renovation in 1987 resulted in wider, all-brick sidewalks, concrete paver intersections, and upgraded street lights and street furnishings. In 2011, the "Mill & Lake District Streetscape Principles and Guidelines" was developed to guide future redevelopment and ongoing maintenance within the downtown Tempe area. The document lays out the principles, objectives and guidelines for building facades, street furnishings, signage, lighting, trees and landscape, and sidewalks and streets.

This project is one of four CIPs intended to provide an implementation plan of several of the elements in the Mill & Lake District document. This will be a coordinated effort including several departments (Community Development, Community Services, and Public Works), as well as the Downtown Tempe Authority (DTA) and other community stakeholders.

This project includes repainting 200 street light poles and traffic signals per year and refurbishing existing benches by repainting and/or new powder coating.

Estimated 2016-17 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	\$74,408
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$74,408

Project Number: 6704329
Estimated Start Date: Ongoing
Estimated Completion Date: Ongoing

2016-17 Source of Funds

General Obligation Bonds	\$74,408
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$74,408	\$50,000	\$50,000	\$50,000	\$50,000	\$274,408

Downtown Renovations - Signage



Project Description

Mill Avenue streetscape received a first modest makeover in the early 1980s when portions of the concrete sidewalk were converted to brick. A major streetscape renovation in 1987 resulted in wider, all-brick sidewalks, concrete paver intersections, and upgraded street lights and street furnishings. In 2011, the "Mill & Lake District Streetscape Principles and Guidelines" was developed to guide future redevelopment and ongoing maintenance within the downtown Tempe area. The document lays out the principles, objectives and guidelines for building facades, street furnishings, signage, lighting, trees and landscape, and sidewalks and streets.

This project is one of four CIPs intended to provide an implementation plan of several of the elements in the Mill & Lake District document. This will be a coordinated effort including several departments (Community Development, Community Services, and Public Works) as well as the Downtown Tempe Authority (DTA) and other community stakeholders.

This project provides for a cohesive sign package that includes gateway monuments, wayfinding signs, replace all bus stop signs and add trolley stops, replace all stop sign poles, and historic markers for buildings and significant sites.

2016-17 Source of Funds

Transit Fund	\$10,000
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Estimated 2016-17 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	\$10,000

Total	\$10,000
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Project Number:	6708309
Estimated Start Date:	070/1/2016
Estimated Completion Date:	Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$10,000	\$200,000	\$10,000	\$30,000	\$0	\$250,000

Downtown Renovations - Street Furnishings



Project Description

Mill Avenue streetscape received a first modest makeover in the early 1980s when portions of the concrete sidewalk were converted to brick. A major streetscape renovation in 1987 resulted in wider, all-brick sidewalks, concrete paver intersections, and upgraded street lights and street furnishings. In 2011, the "Mill & Lake District Streetscape Principles and Guidelines" was developed to guide future redevelopment and ongoing maintenance within the downtown Tempe area. The document lays out the principles, objectives and guidelines for building facades, street furnishings, signage, lighting, trees and landscape, and sidewalks and streets.

This project is one of four CIPs intended to provide an implementation plan of several of the elements in the Mill & Lake District document. This will be a coordinated effort including several departments (Community Development, Community Services, and Public Works), as well as the Downtown Tempe Authority (DTA) and other community stakeholders.

This project provides for the cohesive design and replacement of existing furnishings and street amenities in Downtown Tempe.

2016-17 Source of Funds

General Obligation Bonds	\$109,100
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Estimated 2016-17 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	\$109,100

Total	\$109,100
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Project Number:	6708329
Estimated Start Date:	070/1/2016
Estimated Completion Date:	Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$109,100	\$145,540	\$129,250	\$0	\$0	\$383,890

Downtown Renovations - Streetscape



Project Description

Mill Avenue streetscape received its first modest makeover in the early 1980s when portions of the concrete sidewalk were converted to brick. A major streetscape renovation in 1987 resulted in wider, all-brick sidewalks, concrete paver intersections, and upgraded street lights and street furnishings. In 2011, the "Mill & Lake District Streetscape Principles and Guidelines" was developed to guide future redevelopment and ongoing maintenance within the downtown Tempe area. The document lays out the principles, objectives and guidelines for building facades, street furnishings, signage, lighting, trees and landscape, and sidewalks and streets.

This project is one of four CIPs intended to provide an implementation plan of several of the elements in the Mill & Lake District document. This will be a coordinated effort including several departments (Community Development, Community Services, and Public Works), as well as the Downtown Tempe Authority (DTA) and other community stakeholders.

This project provides for the following: refurbishing, replacing and enhancing the brick sidewalks, replacing trees and landscape, adding additional trees, adding an irrigation system, and tree wells and grate improvements.

2016-17 Source of Funds

General Obligation Bonds	\$88,200
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$88,200	\$195,000	\$100,000	\$0	\$0	\$383,200

Estimated 2016-17 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	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$63,200
Total	\$88,200

Project Number: 6708319
Estimated Start Date: 07/01/2016
Estimated Completion Date: Ongoing

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 and to provide 20% of the City's energy from renewable energy sources by 2025. Staff will review facility needs and determine where we can achieve sustainable energy and utility costs can be achieved. Strategies include conducting energy audits, retrofitting lighting and energy management control systems with energy efficient technology, identifying renewable energy projects, and facilitating a culture of conservation.

For FY 2016-17, this CIP will fund energy audits at the Escalante Multi-Generation Center and the Tempe Public Library to determine which equipment (not already identified for replacement) is beyond its useful life. Also, this project will continue the City's initiative of replacing substandard and inefficient lighting, air conditioning systems and mechanical equipment and allows Facilities Maintenance staff to review additional ways to conserve and reduce electricity, including replacement of light fixtures, ballasts and bulbs to LEDs to increase energy efficiency by 40%.

2016-17 Source of Funds

General Obligation Bonds	\$216,566
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$216,566	\$123,050	\$50,000	\$75,000	\$50,000	\$514,616

Estimated 2016-17 Project Costs

Legal / Administration	\$1,000
Land Acquisition	\$0
Permit Fees	\$2,000
Design and Engineering	\$6,000
Survey / Staking	\$1,000
Construction Management	\$4,000
Furnishings / Equipment	\$0
Construction / Improvement	\$52,340
Geotech / Material Testing	\$1,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$149,226
Total	\$216,566

Project Number: 6705179
Estimated Start Date: 07/01/2014
Estimated Completion Date: Ongoing

Fleet Fuel Security and Automation



Project Description

This project will be used for the Installation of wireless and automated fuel authorization system at each of the city's 10 metered fuel sites. The system incorporates a sensor at each pump nozzle and a sensor at the fuel tank inlet of each piece of city equipment. This eliminates theft and fuel shrinkage by preventing any fueling of non-city owned equipment or a multiple vehicle fueling on a single transaction. Additionally, the system will pull all vehicle data including engine diagnostics (engine fault codes), odometer/meter reading, and fuel type and capacities for any unit that comes within 300 feet of the ICU antenna.

The wireless automated fuel authorization system provides the highest level of security against shrinkage of fuel inventories. The city uses 800K gallons of fuel annually. This system will reduce our shrinkage from 2-3% annually to <0.5% depending on fuel prices, equating to \$20-\$35K annual savings. This system also prevents erroneous meter readings from the current method of manual meter entry.

2016-17 Source of Funds

General Obligation Bonds \$100,000

Estimated 2016-17 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: 6708339

Estimated Start Date: 07/01/2016

Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$100,000	\$0	\$0	\$0	\$0	\$100,000

Fleet Maintenance Improvements



Project Description

This project is to 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. 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.

2016-17 Source of Funds

Solid Waste Fund \$171,393

Estimated 2016-17 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	\$171,393
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$171,393

Project Number: 6705189

Estimated Start Date: 01/01/2013

Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$171,393	\$0	\$0	\$0	\$0	\$171,393

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. 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:

FY 2016-17: \$134,640 (3 sites)

FY 2017-18: \$179,520 (4 sites)

FY 2020-21: \$20,000 (design for Kiwanis)

Annual Maintenance budget: \$3,500

2016-17 Source of Funds

General Obligation Bonds	\$134,640
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Estimated 2016-17 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	\$134,640
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$134,640
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Project Number: 6708349

Estimated Start Date: 07/01/2016

Estimated Completion Date: 06/30/2021

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$134,640	\$179,520	\$0	\$0	\$20,000	\$334,160

Kiwanis Recreation Center Solar Project



Project Description

City Council adopted a goal in 2014 to provide 20% of municipal operations energy with renewable energy sources by 2025. This project provides for the continued installation of parking lot solar canopies at the Kiwanis Recreation Center that was started in FY 2015/16. Similar to the Library solar carports, the solar canopies will power the facility with renewable energy while providing shade for residents visiting the facility. Tempe currently has 2 MW of solar power in city facilities with an additional 2.36 MW of solar power to be installed in 2016, which have all been built through solar service agreements with a solar developer. Overall, the City's portfolio of renewable energy projects provides savings over a 20-year period while reducing the city's carbon footprint.

2016-17 Source of Funds

General Obligation Bonds	\$152,288
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Estimated 2016-17 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	\$152,288

Total	\$152,288
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Project Number: 6707949

Estimated Start Date: 01/01/2016

Estimated Completion Date: 12/31/2016

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$152,288	\$0	\$0	\$0	\$0	\$152,288

Priest Yard Relocation Plan



Project Description

This project will fund a conceptual plan for the relocation of city offices and services currently located at Priest and Rio Salado ("Priest Yard"), including a geo-technical review of potential sites for mitigation. The plan will include assumptions for staying and renovating the current site, as well as moving to a new location. The city issued a request for qualifications for the development of approximately 100 acres of city-owned land in February 2012. Council approved Resolution No. 2012.81 authorizing staff to begin negotiations with Liberty Property Limited Partnership ("Liberty") of the development and sale of the land. The development and disposition agreement authorizes the initial lease and subsequent sale of the Main Tract (76 acres) and Small Tract (5 acres) and provides Liberty with an option and first right of refusal for the Yard Tract (21 acres). Priest Yard is located on the "Yard Tract" portion referenced in the development agreement.

A needs and space analysis has been completed for the relocation of Priest Yard. This study will develop the conceptual plan for moving city offices and services from the existing Priest Yard location to one or more sites. The conceptual plan may also include moving other city offices and services to be co-located at the new Public Works site.

2016-17 Source of Funds

General Fund Cash Reserve - CIP	\$150,000
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Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$150,000
Total	\$150,000

Project Number: 6708359
Estimated Start Date: 07/01/2016
Estimated Completion Date: 06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$150,000	\$0	\$0	\$0	\$0	\$150,000

Solar Power Partnerships & Solar in City Facilities



Project Description

City Council adopted a goal in 2014 to provide 20% of municipal operations energy with renewable energy sources by 2025. Staff is looking for new ways to develop solar projects in the city through partnerships with the utility, ASU and the community. The future plan for solar installations in Tempe will include one or more of the following: (1) a joint ASU/City of Tempe solar project, (2) community solar pilot project and (3) utility scale/utility-owned solar project. The exact locations and technologies are still being assessed. Based on an earlier prioritization, sites planned for solar included: Tempe Center for the Arts, City Hall Parking Structure, West Side Multi-Generational Center, Escalante Multi-Generational Center, South Water Treatment Plant and JGM Water Treatment Plant.

This project will involve renewable energy projects, including carport shade structures, pathway shade structures, rooftop, or ground mounted solar panels and any combination to generate renewable energy at city facilities. Also, options for solar on smaller sites and with community partners will be explored. This project also includes researching new technologies and potential partnerships for solar development.

2016-17 Source of Funds

General Obligation Bonds	\$150,000
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Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$150,000
Total	\$150,000

Project Number: 6708369
Estimated Start Date: 07/01/2016
Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$150,000	\$200,000	\$150,000	\$200,000	\$150,000	\$850,000

Tempe Public Library Complex Solar Project and Landscape Improvements



Project Description

The purpose of this project is to develop a solar and landscape design demonstration project for the community that will showcase renewable energy and low impact development design standards. The solar project will include carport, rooftop, and ground-mounted solar panels, and a large solar structure for community events, to generate renewable energy and reduce utility costs at the complex. The landscape portion of the project will replace missing vegetation and add drought-tolerant species.

The landscape design and solar panel installation portions of the project were completed in FY 2015-16. The remaining portions of the project consist of the following:

- FY 2016-17: Re-stripe and re-pave parking lots, 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

2016-17 Source of Funds

General Fund Cash Reserve - CIP	\$645,000
General Obligation Bonds	\$213,712

Estimated 2016-17 Project Costs

Legal / Administration	\$3,000
Land Acquisition	\$0
Permit Fees	\$11,000
Design and Engineering	\$38,000
Survey / Staking	\$3,000
Construction Management	\$22,000
Furnishings / Equipment	\$0
Construction / Improvement	\$528,712
Geotech / Material Testing	\$3,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$250,000
Total	\$858,712

Project Number: 6707619

Estimated Start Date: 07/01/2015

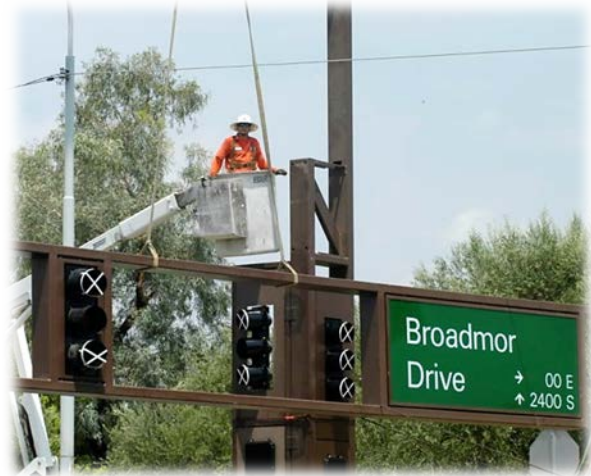
Estimated Completion Date: 06/30/2019

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$858,712	\$484,000	\$149,000	\$0	\$0	\$1,491,712

Transportation Program

Transportation projects total \$15.5 million in FY 2016/17 and account for 11% of the 2016/17 appropriated CIP budget



The Transportation element of the Capital Improvements Program includes all new and ongoing improvements put into service under the City's Transportation and Right-of-Way, and Traffic Signal and Street Lighting programs. Combined the two programs represent \$15.5 million of the \$143.6 million Capital Improvements Budget for FY 2016/17.

In FY 2016/17 the main funding sources for transportation projects are the planned issuance of \$7.9 million in general obligation bonds, \$3 million from existing transportation capital project funds, \$2.2 million from the transportation fund, and \$1.8 million in federal grants.

The Transportation and Right-of-Way program is scheduled to complete a variety of arterial and residential street maintenance, resurfacing, and reconstruction projects. The Traffic Signal and Street Lighting program is primarily focused on projects that maintain, replace and upgrade various technologies that support the City's traffic signals system, as well as on street light pole replacement.



Transportation and R.O.W. Improvements Program CIP Projects

Project Name	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
ADA Improvements - Concrete: 5408021	General Obligation Bonds	-	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Arterial, Collector, and Residential Street Asset Preservation: 5499741	General Obligation Bonds	2,897,828	1,066,465	3,964,293	5,573,100	6,130,425	6,743,465	7,417,800	29,829,083
	Capital Projects Fund Balance	-	2,500,000	2,500,000	-	-	-	-	2,500,000
	Highway User Revenue Fund	-	1,500,000	1,500,000	-	-	-	-	1,500,000
	Project Total	2,897,828	5,066,465	7,964,293	5,573,100	6,130,425	6,743,465	7,417,800	33,829,083
Bridge Maintenance: 5499891	General Obligation Bonds	428,821	300,000	728,821	300,000	292,000	300,000	300,000	1,920,821
City Facility Parking Lots: 5407791	General Obligation Bonds	100,000	50,000	150,000	51,500	53,045	54,636	56,275	365,456
Contractual Project Participation: 5408039	Developer Contribution	-	315,000	315,000	-	-	-	-	315,000
Elliot & Kyrene Railroad Crossing Intersection Safety Improvement: 5408041	General Obligation Bonds	-	50,000	50,000	250,000	120,000	-	-	420,000
	Federal Safety Grant	-	1,000	1,000	1,777,000	418,000	-	-	2,196,000
	Project Total	-	51,000	51,000	2,027,000	538,000	-	-	2,616,000
Minor Concrete Improvements: 5401417	General Obligation Bonds	-	215,579	215,579	222,046	228,708	235,569	242,636	1,144,538
Neighborhood Traffic Calming: 5408051	Highway User Revenue Fund	-	100,000	100,000	-	-	-	-	100,000
Potential Federal Grants Contingency: 5406139	Federal Grants	-	1,000,000	1,000,000	-	-	-	-	1,000,000
ROW Landscape Replacement and Revitalization: 5406149	Capital Projects Fund Balance	300,000	-	300,000	-	-	-	-	300,000
	Fund	-	400,000	400,000	400,000	500,000	500,000	600,000	2,400,000
	Project Total	300,000	400,000	700,000	400,000	500,000	500,000	600,000	2,700,000
Rural Rd & Southern Ave Intersection Improvements: 5407821	General Obligation Bonds	268,000	-	268,000	2,000,000	-	-	-	2,268,000
	Federal Safety Grant	-	30,000	30,000	615,324	-	-	-	645,324
	Transit Tax	-	-	-	134,676	-	-	-	134,676
	Development Impact Fees	-	-	-	TBD	-	-	-	TBD
	Project Total	268,000	30,000	298,000	2,750,000	-	-	-	3,048,000
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
	Project Total	-	-	-	610,000	5,000,000	-	-	5,610,000
Transportation and R.O.W. Improvements Program Total		3,994,649	8,028,044	12,022,693	12,433,646	13,242,178	8,333,670	9,116,711	55,148,898

ADA Improvements - Concrete



Project Description

This project will involve updating infrastructure not constructed to current ADA specifications and improving overall accessibility. A right-of-way accessibility survey will be used to create a baseline for needed improvements and to establish a long term plan for making the city more accessible.

The first phase of this project covers the downtown area, several parks, facilities, parking lots and parking structures. Subsequent phases will address the remainder of the city in future fiscal years.

Tempe's public pedestrian elements evaluated for accessibility include access routes and rights-of-ways including sidewalks, path of travel, street crossings, crosswalks, curb ramps, blended transitions, detectable warning surfaces, lifts and ramps, bus boarding a alighting areas, on-street parking and passenger loading zones, signs, pedestrian signals, push-button signals, roundabouts, traffic stop bars, street furniture, flange way gaps at rail crossings, speedbumps and signalized intersections, physical conditions, slopes, cross-slopes, level changes and other related elements.

2016-17 Source of Funds

General Obligation Bonds	\$500,000
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000

Estimated 2016-17 Project Costs

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

Project Number: 5408021

Estimated Start Date: 07/01/2016

Estimated Completion Date: Ongoing

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 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 1,241 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.

2016-17 Source of Funds

General Obligation Bonds	\$3,964,293
Capital Projects Fund Balance	\$2,500,000
Highway User Revenue Fund	\$1,500,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$7,964,293	\$5,573,100	\$6,130,425	\$6,743,465	\$7,417,800	\$33,829,083

Estimated 2016-17 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	\$7,757,316
Geotech / Material Testing	\$85,374
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0
Total	\$7,964,293

Project Number: 5499741

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Bridge Maintenance



Project Description

In the report described below, ADOT identified 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 other miscellaneous items. This is done to assure that the bridges are safe and in good repair. The current ADOT study is nearing completion with design on the designated repairs to begin immediately.

Federal law mandates the inspection of all bridges in the country every two (2) years. ADOT inspects Tempe's bridges and submits 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. Repairs are prioritized based upon the sufficiency rating produced by ADOT, which varies from each inspection year.

2016-17 Source of Funds

General Obligation Bonds	\$728,821
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Estimated 2016-17 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	\$668,821
Geotech / Material Testing	\$2,000
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$728,821
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Project Number: 5499891

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$728,821	\$300,000	\$292,000	\$300,000	\$300,000	\$1,920,821

City Facility Parking Lots



Project Description

This project maintains city facility parking lots to prevent costly reconstruction and repairs. Over time, the condition of the city's parking lots have 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 analyze the condition of the parking lots. Similar to the PQI levels identified for streets, the information on the condition of the parking lots will be used to prioritize maintenance over a period of time. Approximately 7,500 sq yards of lot surface will be treated each year.

2016-17 Source of Funds

General Obligation Bonds	\$150,000
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Estimated 2016-17 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	\$150,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$150,000
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Project Number: 5407791

Estimated Start Date: 07/01/2015

Estimated Completion Date: Ongoing

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$150,000	\$51,500	\$53,045	\$54,636	\$56,275	\$365,456

Contractual Project Participation



Project Description

This project will allow the city to carry out transportation and right-of-way contractual requirements identified and agreed upon in the development process or through other contractual means. Projects may include, but are not limited to: ADA improvements, pedestrian traffic signals, railroad crossing improvements, streetscapes, landscaping, and multi-use paths.

Specifically, as part of the development of Lake Country Village, the city was provided with \$125,000 to offset the cost of landscape and maintenance of the four corners of the intersection of Lakeshore Drive and Baseline Road and/or the roadway medians on Lakeshore Dr. near or adjacent to the property. A portion of that has been set aside for improvements, while the remaining will be used for ongoing maintenance. The city also received \$25,000 from a developer to contribute to the aesthetics on the billboard property located on Kyrene Rd and Elliot Rd. The city also expects to receive \$200,000 from Alberta/Forum Development Partners for reimbursement of future railroad safety improvements at the crossing of UPRR and University Drive, as required by development agreements.

2016-17 Source of Funds

Developer Contribution	\$315,000
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Estimated 2016-17 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	\$315,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$315,000
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Project Number:	5408039
Estimated Start Date:	07/01/2016
Estimated Completion Date:	06/30/2017

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$315,000	\$0	\$0	\$0	\$0	\$315,000

Elliot & Kyrene Railroad Crossing Intersection Safety Improvement



Project Description

This project will construct safety improvements to upgrade the railroad crossing at the intersection of Elliot and Kyrene roads. Improvements will include construction of new railroad crossing signal equipment, crossing gates, extended and widened raised medians, relocation of sidewalks, lane reconfiguration, new striping and improved transit stops. The project will be funded significantly with a Section 130 grant from the federal government.

This capital project would upgrade the railroad crossing to meet safety standards as required by the Arizona Corporation Commission and the Federal Railroad Administration. The project would also eliminate the most costly improvement for extending the quiet zone along the six mile Union Pacific Railroad industrial spur line which begins at the 13th Street railroad crossing immediately east of Farmer Avenue, traveling south to the Warner Road crossing approximately one quarter mile west of Kyrene Road. Like the existing quiet zone, if the city pursues this quiet zone extension, it would require approvals by the Arizona Corporation Commission, Union Pacific Railroad and Federal Railroad Administration.

2016-17 Source of Funds

General Obligation Bonds	\$50,000
Federal Safety Grant	\$1,000

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$1,000
Design and Engineering	\$50,000
Survey / Staking	\$0
Construction Management	\$0
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total	\$51,000
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Project Number:	5408041
Estimated Start Date:	07/01/2016
Estimated Completion Date:	12/01/2020

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$51,000	\$2,027,000	\$538,000	\$0	\$0	\$2,616,000

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 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 2016-17 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	\$215,579
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$215,579

Project Number: 5401417

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

General Obligation Bonds \$215,579

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$215,579	\$222,046	\$228,708	\$235,569	\$242,636	\$1,144,538

Neighborhood Traffic Calming



Project Description

This project will provide the Transportation Division with resources to strengthen its ability to address neighborhood traffic concerns, such as the installation of traffic calming devices like speed humps. Staff continue to receive requests from residents to install devices to help in addressing neighborhood quality of life issues related to speeding and cut-through. The average cost of a speed hump is \$3,000. The number of speed humps varies by the length of the street, with most projects including three or four speed humps. A funding level of \$100,000 per year would allow transportation to address neighborhood traffic concerns on approximately 10 streets per year.

Estimated 2016-17 Project Costs

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

Total \$100,000

Project Number: 5408051

Estimated Start Date: 07/01/2016

Estimated Completion Date: Ongoing

2016-17 Source of Funds

Highway User Revenue Fund \$100,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$100,000	\$0	\$0	\$0	\$0	\$100,000

Potential Federal Grants Contingency



Project Description

This Project will create additional spending authority for federal grants that may be available during FY 2016-17. The city must account for potential federal grants that could be secured and that need to be spent within FY 2016-17.

Estimated 2016-17 Project Costs

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

Total \$1,000,000

Project Number: 5406139

Estimated Start Date: 07/01/2016

Estimated Completion Date: 06/30/2017

2016-17 Source of Funds

Federal Grants \$1,000,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000

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 landscaping 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 FY 2016-17, the following areas will undergo improvements: Rio Salado from Mill to Rural, Elliot from McClintock to Price, and Rural from Rio Salado to University. This project will also implement the Urban Forest Master Plan. Additional funding has been proposed during the future years of this project in order to accelerate the replacement and regeneration of the ROW landscape areas.

Estimated 2016-17 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	\$700,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$700,000

Project Number: 5406149

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

Capital Projects Fund Balance \$300,000

Highway User Revenue Fund \$400,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$700,000	\$400,000	\$500,000	\$500,000	\$600,000	\$2,700,000

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. 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. Staff is currently working through the design and environmental review process.

The intersection of Rural Rd and Southern Ave 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." Based on the findings of a Road Safety Assessment in 2013 and a recently completed assessment, staff identified intersection improvements to mitigate safety issues and improve capacity at this intersection.

2016-17 Source of Funds

General Obligation Bonds	\$268,000
Federal Safety Grant	\$30,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$298,000	\$2,750,000	\$0	\$0	\$0	\$3,048,000

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$30,000
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	\$298,000

Project Number: 5407821
Estimated Start Date: 07/01/2015
Estimated Completion Date: 06/30/2018

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. Staff is currently working through the design and environmental review process.

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. This intersection processes the highest volume of traffic in the city, with volumes continuing to increase with the expansion of ASU's campus and increased development in the downtown.

2016-17 Source of Funds

NA

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$0	\$610,000	\$5,000,000	\$0	\$0	\$5,610,000

Estimated 2016-17 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



Traffic Signals and Street Lighting Program CIP Projects

Project Name	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
Fiber Optic Installation & ITS Improv: Elliot, Guadalupe and Warner: 6906171	General Obligation Bonds	133,336	-	133,336	-	-	-	-	133,336
	Federal Grant - CMAQ	383,333	-	383,333	-	-	-	-	383,333
	Development Impact Fees	TBD	-	TBD	-	-	-	-	TBD
	Project Total	516,669	-	516,669	-	-	-	-	516,669
Fiber Optic Installation and ITS Improv: Broadway/I-10 and Rio Salado/L101: 6906161	General Obligation Bonds	10,092	-	10,092	-	-	-	-	10,092
	Federal Grant - CMAQ	316,251	-	316,251	-	-	-	-	316,251
	Development Impact Fees	TBD	-	TBD	-	-	-	-	TBD
	Project Total	326,343	-	326,343	-	-	-	-	326,343
Fiber Optic Installation: Rural Road: 6907261	Capital Project Fund Balance	163,553	-	163,553	-	-	-	-	163,553
	General Obligation Bonds	-	9,000	9,000	997,094	-	-	-	1,006,094
	Federal Grant - CMAQ	-	-	-	1,871,015	-	-	-	1,871,015
	Development Impact Fees	-	-	-	TBD	-	-	-	TBD
	Project Total	163,553	9,000	172,553	2,868,109	-	-	-	3,040,662
ITS Safety and Performance Upgrades - Phase 1: 6908371	General Obligation Bonds	-	50,000	50,000	23,695	-	-	-	73,695
	Federal Grant - CMAQ	-	-	-	392,010	-	-	-	392,010
	Project Total	-	50,000	50,000	415,705	-	-	-	465,705
ITS Safety and Performance Upgrades - Phase 2: 6908381	General Obligation Bonds	-	50,000	50,000	-	23,695	-	-	73,695
	Federal Grant - CMAQ	-	-	-	-	392,010	-	-	392,010
	Project Total	-	50,000	50,000	-	415,705	-	-	465,705
Light Rail Efficiency Improvement at University Dr: 6907731	General Obligation Bonds	75,000	500,000	575,000	-	-	-	-	575,000
	Development Impact Fees	-	TBD	TBD	-	-	-	-	TBD
	Project Total	75,000	500,000	575,000	-	-	-	-	575,000
New Signals/Safety Upgrades: 6906209	Highway User Revenue Fund	-	180,000	180,000	-	-	-	-	180,000
	Developer Assistance	157,531	180,000	337,531	-	-	-	-	337,531
	Project Total	157,531	360,000	517,531	-	-	-	-	517,531



Traffic Signals and Street Lighting Program CIP Projects

Project Name	Funding Source(s)	Capital Budget Re-appropriations	New 2016/17 Appropriation Request	2016/17 Total Requested Appropriation	Additional Projected Needs				Total 5-Year Program
					2017/18	2018/19	2019/20	2020/21	
Rural Rd Light Rail Intersection Improvement: 6907749	General Obligation Bonds	125,000	-	125,000	-	-	-	-	125,000
Streetlight LED Replacement Program: 6908399	General Obligation Bonds	-	250,000	250,000	250,000	353,680	353,680	-	1,207,360
Streetlight Pole Structural Replacement: 6999849	General Obligation Bonds	-	314,736	314,736	314,736	314,736	314,736	314,736	1,573,680
Streetlight Upgrade/New Installation: 6999869	General Obligation Bonds	-	167,215	167,215	167,215	167,215	167,215	167,215	836,075
Traffic Signal Green Sign Face Replacement: 6906229	General Obligation Bonds	-	99,522	99,522	99,522	99,522	99,522	99,522	497,610
Traffic Signal Infrastructure (formerly Traffic Signal Foundation): 6903388	General Obligation Bonds	-	275,000	275,000	275,000	275,000	275,000	275,000	1,375,000
Traffic Signals and Street Lighting Program Total		1,364,096	2,075,473	3,439,569	4,390,287	1,625,858	1,210,153	856,473	11,522,340

Fiber Optic Installation & ITS Improv: Elliot, Guadalupe and Warner



Project Description

Tempe currently 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 as part of the MAG TIP.

The project will be used to monitor and adjust signal timing through centralized command and control strategies to improve traffic flow and minimize congestion along the corridors of Elliot Rd, Guadalupe Rd, and Warner Rd. This project promotes multi-jurisdictional congestion relief by providing a platform to better coordinate traffic signals and responding to accidents/incidents in a more cooperative and efficient process.

Estimated 2016-17 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	\$516,669
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$516,669

Project Number: 6906171

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2017

2016-17 Source of Funds

General Obligation Bonds	\$133,336
Federal Grant - CMAQ	\$383,333
Development Impact Fees: TBD	

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$516,669	\$0	\$0	\$0	\$0	\$516,669

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 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 2016-17 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	\$326,343
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$326,343

Project Number: 6906161

Estimated Start Date: 07/01/2013

Estimated Completion Date: 06/30/2017

2016-17 Source of Funds

General Obligation Bonds	\$10,092
Federal Grant - CMAQ	\$316,251
Development Impact Fees: TBD	

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$326,343	\$0	\$0	\$0	\$0	\$326,343

Fiber Optic Installation: Rural Road



Project Description

The project will install conduit and fiber in the Rural Rd corridor from the North city border to the South city border. Previously, this project was split into two phases. However, staff determined that there were benefits to combining the two phases into a single design and construction project. 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 that 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.

2016-17 Source of Funds

Capital Projects Fund Balance	\$163,553
General Obligation Bonds	\$9,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$172,553	\$2,868,109	\$0	\$0	\$0	\$3,040,662

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$172,553
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	\$172,553

Project Number: 6907261
Estimated Start Date: 07/01/2014
Estimated Completion Date: 06/30/2018

ITS Safety and Performance Upgrades - Phase 1



Project Description

The project will provide the city with safety and performance upgrades of its install Intelligent Transportation System (ITS) network to improve communications reliability and expand its capabilities to view, monitor and actively manage traffic conditions. This project will install wireless radios, CCTVs and Emergency Vehicle Preemption (EVP) devices to improve real-time traffic signal operations, improve traffic flow and decrease delays. In addition, this project will install a bi-directional Dynamic Message Sign (DMS) and shared-lane bicycle detection that will be used for multi-modal and transit operations, for traveler information and for special event traffic management.

This project is Phase 1 of a larger project that was divided into two phases in order to comply with Maricopa Association of Government (MAG) project funding limits for ITS grants.

2016-17 Source of Funds

General Obligation Bonds	\$50,000
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$50,000	\$415,705	\$0	\$0	\$0	\$465,705

Estimated 2016-17 Project Costs

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

Project Number: 6908371
Estimated Start Date: 07/01/2016
Estimated Completion Date: 06/30/2019

ITS Safety and Performance Upgrades - Phase 2



Project Description

The project will provide the city with safety and performance upgrades of its install Intelligent Transportation System (ITS) network to improve communications reliability and expand its capabilities to view, monitor and actively manage traffic conditions. This project will install wireless radios, CCTVs and Emergency Vehicle Preemption (EVP) devices to improve real-time traffic signal operations, improve traffic flow and decrease delays. In addition, this project will install a bi-directional Dynamic Message Sign (DMS) and shared-lane bicycle detection that will be used for multi-modal and transit operations, for traveler information and for special event traffic management.

This project is Phase 2 of a larger project that was divided into two phases in order to comply with Maricopa Association of Government (MAG) project funding limits for ITS grants.

Estimated 2016-17 Project Costs

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

Total \$50,000

Project Number: 6908381

Estimated Start Date: 07/01/2016

Estimated Completion Date: 06/30/2020

2016-17 Source of Funds

General Obligation Bonds \$50,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$50,000	\$0	\$415,705	\$0	\$0	\$465,705

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.

Estimated 2016-17 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	\$500,000
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$575,000

Project Number: 6907731

Estimated Start Date: 07/01/2015

Estimated Completion Date: 06/30/2017

2016-17 Source of Funds

General Obligation Bonds \$575,000

Development Impact Fees: TBD

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$575,000	\$0	\$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.

2016-17 Source of Funds

Highway User Revenue Fund	\$180,000
Developer Assistance	\$337,531

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$517,531	\$0	\$0	\$0	\$0	\$517,531

Estimated 2016-17 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	\$517,531
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$517,531

Project Number: 6906209

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

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.

2016-17 Source of Funds

General Obligation Bonds	\$125,000
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Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$125,000	\$0	\$0	\$0	\$0	\$125,000

Estimated 2016-17 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: 06/30/2017

Streetlight LED Replacement Program



Project Description

This project will replace all 4,000 residential streetlight luminaires out of the 11,080 luminaires in the system with energy efficient LED type luminaires. 1,000 streetlight luminaires will be changed out per fiscal year. Aging 100 Watt High Pressure Sodium (HPS) street light luminaires will be replaced with energy efficient LED type luminaires. LED luminaires produce clean white light with improved color rendition that the human eye is used to seeing. LED luminaires also consume fifty percent (50%) less energy and have a reduced maintenance cost. However, the energy savings realized will be contingent upon continued negotiations with both APS and SRP.

Estimated 2016-17 Project Costs

Legal / Administration	\$0
Land Acquisition	\$0
Permit Fees	\$0
Design and Engineering	\$0
Survey / Staking	\$0
Construction Management	\$250,000
Furnishings / Equipment	\$0
Construction / Improvement	\$0
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$250,000

Project Number: 6908399

Estimated Start Date: 07/01/2016

Estimated Completion Date: Ongoing

2016-17 Source of Funds

General Obligation Bonds \$250,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$250,000	\$250,000	\$353,680	\$353,680	\$0	\$1,207,360

Streetlight Pole Structural Replacement



Project Description

The purpose of the project is to be proactive by providing structurally sound streetlight poles that conform to engineering standards and ensuring that landscape irrigation does not compromise the structural integrity of the streetlight poles.

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.

Estimated 2016-17 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	\$314,736
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$314,736

Project Number: 6999849

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

General Obligation Bonds \$314,736

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$314,736	\$314,736	\$314,736	\$314,736	\$314,736	\$1,573,680

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) streetlights to Induction luminaires that are environmentally friendly and energy efficient. Salt River Project charges Tempe a flat rate energy fee based on type of fixture and will realize some energy savings and significant savings in our maintenance costs.

Identified locations for upgrades include the following: North side of Warner Road between Terrace and Lakeshore, South side of Southern Avenue between Mill and College.

Estimated 2016-17 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	\$167,215
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$167,215

Project Number: 6999869

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

General Obligation Bonds \$167,215

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$167,215	\$167,215	\$167,215	\$167,215	\$167,215	\$836,075

Traffic Signal Green Sign Face Replacement



Project Description

This project replaces the internally illuminated traffic signal green sign faces which have exceeded their expected life. As part of the continuing transportation asset management program, this project will replace sign faces (8 per intersection) at a rate of 6 intersections 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 2016-17 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	\$99,522
Geotech / Material Testing	\$0
Utility Relocation Fees	\$0
Utility Undergrounding	\$0
ITD / Telecommunications	\$0
Other Project Costs	\$0

Total \$99,522

Project Number: 6906229

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

General Obligation Bonds \$99,522

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$99,522	\$99,522	\$99,522	\$99,522	\$99,522	\$497,610

Traffic Signal Infrastructure (formerly 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 that 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 that may include underground items such as conduit repair and replacements, new traffic signal underground j-boxes and new signal foundations.

Estimated 2016-17 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: 6903388

Estimated Start Date: Ongoing

Estimated Completion Date: Ongoing

2016-17 Source of Funds

General Obligation Bonds \$275,000

Appropriations by Fiscal Year

2016-17	2017-18	2018-19	2019-20	2020-21	Total 5 Year
\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$1,375,000



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Property Tax Ordinance

ORDINANCE NO. O2016.35

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, ARIZONA FOR THE FISCAL YEAR ENDING JUNE 30, 2017.

WHEREAS, pursuant to A.R.S. §42-17151, the ordinance levying taxes for fiscal year 2016-2017 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, Arizona;

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 CITY 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 \$15,690,240, resulting in a primary tax rate of \$0.9399 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 \$1.5921 per \$100 of assessed value, estimated to raise the sum of \$26,577,755, for the purpose of providing a bond interest and redemption fund for the City of Tempe for the fiscal year ending June 30, 2017.

Section 3. The combined tax rate as set forth in Sections 1 and 2 shall equal \$2.5320 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 City Clerk 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 23rd day of June, 2016.

Mark W. Mitchell, Mayor
Corey D. Woods, Vice Mayor

ATTEST:

Brigitta M. Kuiper, City Clerk

APPROVED AS TO FORM:

Judith R. Baumann, City Attorney



Budget Resolution

RESOLUTION NO. R2016.62

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, ARIZONA, FOR THE FISCAL YEAR BEGINNING JULY 1, 2016, AND ENDING JUNE 30, 2017. DECLARING THAT SUCH SHALL CONSTITUTE THE BUDGET FOR THE CITY OF TEMPE FOR SAID FISCAL YEAR.

WHEREAS, in accordance with the provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes, the City Council did, on May 26, 2016, 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 City Council met on June 9, 2016, 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;

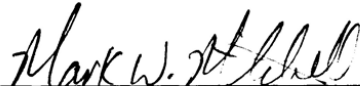
WHEREAS, the publication has been duly made as required by law, of said estimates together with a notice that the City Council will meet on June 23, 2016, for the purpose of hearing taxpayers and setting the tax levies as set forth in said estimates;

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 Arizona Revised Statutes §42-17051(A);

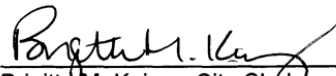
NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF TEMPE, ARIZONA as follows:

1. That the said estimates of revenues and expenditures/expenses shown on the attached Schedules A-G (Exhibit A) are hereby adopted as the final budget of the City of Tempe, Arizona, for the fiscal year 2016/17.

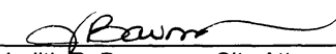
PASSED AND ADOPTED BY THE CITY COUNCIL OF TEMPE, ARIZONA, this 9th day of June, 2016.


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	S c h	FUNDS							
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Enterprise Funds Available	Internal Service Funds	Blended Component Unit (a)	Total All Funds
2016	E	186,619,887	108,667,529	29,057,155	134,654,836	107,772,259	2,000,000		568,771,666
2016	E	181,857,769	98,142,530	29,057,155	68,498,036	105,263,828	-		482,819,318
2017		77,000,000	48,582,389	19,344,565	72,565,555	61,759,349	2,000,000		281,251,858
2017	B	15,690,240							15,690,240
2017	B			26,577,755					26,577,755
2017	C	178,929,601	117,667,405	5,445,913	-	100,946,824	-		402,989,743
2017	D	-	-	-	126,141,315	-	-		126,141,315
2017	D	-	-	-	-	-	-		-
2017	D	140,850	1,490,000	6,912,506	17,434,430	6,618,921		3,045,950	35,642,657
2017	D	(5,565,942)	(8,282,685)	(11,418,100)	-	(10,375,930)			(35,642,657)
2017									
2017									
2017									
2017									
2017									
2017									
2017									
2017									
2017									
2017									
2017	E	277,326,633	176,022,479	69,698,839	216,141,300	179,701,024	2,000,000	3,045,950	923,936,225
2017	E	197,777,306	110,280,857	27,455,151	143,575,745	104,955,230	2,000,000		586,044,289

EXPENDITURE LIMITATION COMPARISON

	2016	2017
1. Budgeted expenditures/expenses	\$568,771,666	\$586,044,289
2. Add/subtract: estimated net reconciling items	(194,059,281)	(179,812,816)
3. Budgeted expenditures/expenses adjusted for reconciling items	374,712,385	406,231,473
4. Less: estimated exclusions	104,733,998	93,439,328
5. Amount subject to the expenditure limitation	\$269,978,387	\$312,792,145
6. EEC expenditure limitation	\$313,889,296	\$322,879,964

* 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

	<u>2016</u>	<u>2017</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>14,877,877</u>	\$ <u>15,690,240</u>
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>14,877,877</u>	\$ <u>15,690,240</u>
B. Secondary property taxes	<u>25,281,551</u>	<u>26,577,755</u>
C. Total property tax levy amounts	\$ <u>40,159,428</u>	\$ <u>42,267,995</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u>14,380,368</u>	
(2) Prior years' levies	<u>48,615</u>	
(3) Total primary property taxes	\$ <u>14,428,983</u>	
B. Secondary property taxes		
(1) Current year's levy	\$ <u>24,436,148</u>	
(2) Prior years' levies	<u>82,610</u>	
(3) Total secondary property taxes	\$ <u>24,518,758</u>	
C. Total property taxes collected	\$ <u>38,947,741</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.9334</u>	<u>0.9399</u>
(2) Secondary property tax rate	<u>1.5861</u>	<u>1.5921</u>
(3) Total city/town tax rate	<u>2.5195</u>	<u>2.5320</u>
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 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
GENERAL FUND			
Local Taxes			
City Sales Tax	\$ 88,527,594	\$ 90,832,788	\$ 90,079,612
Transient Lodging Tax	5,576,481	6,455,409	6,689,087
Franchise Fees	3,336,246	3,470,820	3,471,358
Licenses and permits	1,458,000	1,481,830	1,458,000
Intergovernmental			
State	41,312,118	41,312,118	44,959,227
Other	522,000	1,188,910	1,154,121
Charges for Services	11,905,431	12,773,582	11,858,984
Fines and Forfeits	8,345,560	8,282,918	8,404,268
Interest on Investments	850,000	750,000	800,000
Voluntary Contributions	3,023,125	3,214,223	3,342,792
Miscellaneous	5,960,042	14,359,097	6,712,152
Total General Fund	\$ 170,816,597	\$ 184,121,695	\$ 178,929,601
SPECIAL REVENUE FUNDS			
Transit Fund			
Transit Tax	\$ 36,809,942	\$ 37,533,863	\$ 37,256,871
ASU-Flash Transit	929,006	929,006	750,629
Interest Income	175,000	175,000	320,000
Intergovernmental	5,856,437	5,852,785	7,922,780
Miscellaneous Revenue	16,011,740	14,826,675	14,263,473
Total Transit Fund	\$ 59,782,125	\$ 59,317,329	\$ 60,513,753
Highway User Revenue Fund			
Highway User Revenue Tax	\$ 10,091,343	\$ 10,091,343	\$ 10,640,302
Barricading Fees	85,000	76,682	82,000
Miscellaneous Revenue	37,620	43,538	454,300
Total Highway User Revenue Fund	\$ 10,213,963	\$ 10,211,563	\$ 11,176,602
Performing Arts Fund			
Performing Arts Tax	\$ 7,447,743	\$ 7,604,980	\$ 7,548,857
Fees and Admissions	848,250	823,500	1,349,100
Interest Income	13,000	13,000	7,500
Miscellaneous Revenue		207,000	200,000
Total Performing Arts Fund	\$ 8,308,993	\$ 8,648,480	\$ 9,105,457
CDBG/Section 8 Housing Funds			
Community Development Block Grant	\$ 5,298,381	\$ 5,380,895	\$ 4,197,178
Section 8 Housing	11,022,206	11,022,206	10,453,710
Total CDBG/Section 8 Housing Funds	\$ 16,320,587	\$ 16,403,101	\$ 14,650,888
Governmental Restricted Revenue & Donations Fund	\$ 1,203,440	\$ 2,126,691	\$ 2,533,428
Police Dept-RICO & Grants Fund	\$ 5,904,844	\$ 5,767,700	\$ 6,033,352
Governmental Grants Fund	\$ 12,130,361	\$ 4,132,535	\$ 12,122,895
Court Enhancement Fund	\$ 687,756	\$ 1,155,043	\$ 1,521,750
Peterson House Fund	\$ 1,500	\$ 6,780	\$ 9,280
Total Special Revenue Funds	\$ 114,553,569	\$ 107,769,222	\$ 117,667,405

* 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 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
DEBT SERVICE FUNDS			
Debt Service	\$ 1,301,462	\$ 1,301,462	\$ 3,236,263
Special Assessments	\$ 2,389,233	\$ 2,389,233	\$ 2,209,650
Total Debt Service Funds	\$ 3,690,695	\$ 3,690,695	\$ 5,445,913
ENTERPRISE FUNDS			
Water/Wastewater	\$ 81,110,882	\$ 80,256,897	\$ 82,412,650
Solid Waste	\$ 14,224,575	\$ 15,616,041	\$ 15,872,148
Golf	\$ 2,908,938	\$ 2,656,949	\$ 2,662,026
Total Enterprise Funds	\$ 98,244,395	\$ 98,529,887	\$ 100,946,824
TOTAL ALL FUNDS	\$ 387,305,256	\$ 394,111,499	\$ 402,989,743

* 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 2017		INTERFUND TRANSFERS 2017	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND	\$ _____	\$ _____	\$ 140,850	\$ (5,565,942)
SPECIAL REVENUE FUNDS				
Court Enhancement	\$ _____	\$ _____	\$ _____	\$ (120,100)
Highway User Revenue	_____	_____	1,300,000	(2,323,941)
Transit	_____	_____	_____	(4,780,630)
Performing Arts	_____	_____	_____	(1,058,014)
Section 8 Housing	_____	_____	190,000	_____
Total Special Revenue Funds	\$ _____	\$ _____	\$ 1,490,000	\$ (8,282,685)
DEBT SERVICE FUNDS				
General Governmental	\$ _____	\$ _____	\$ 6,912,506	\$ (11,418,100)
Total Debt Service Funds	\$ _____	\$ _____	\$ 6,912,506	\$ (11,418,100)
CAPITAL PROJECTS FUNDS				
Bond Proceeds	\$ 89,346,140	\$ _____	\$ _____	\$ _____
Fund Balance Applied	22,475,671	_____	17,434,430	_____
Other Funding	14,319,504	_____	_____	_____
Total Capital Projects Funds	\$ 126,141,315	\$ _____	\$ 17,434,430	\$ _____
ENTERPRISE FUNDS				
Water / Wastewater	\$ _____	\$ _____	\$ 6,344,921	\$ (10,174,309)
Solid Waste	_____	_____	200,000	(19,171)
Golf	_____	_____	74,000	(182,450)
Total Enterprise Funds	\$ _____	\$ _____	\$ 6,618,921	\$ (10,375,930)
BLENDED COMPONENT UNIT				
Community Facilities District	\$ _____	\$ _____	\$ 3,045,950	\$ _____
TOTAL ALL FUNDS	\$ 126,141,315	\$ _____	\$ 35,642,657	\$ (35,642,657)



Schedule E Expenditures/Expenses by Fund

<u>FUND/DEPARTMENT</u>	<u>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016</u>	<u>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED* 2016</u>	<u>ACTUAL EXPENDITURES/ EXPENSES** 2016</u>	<u>BUDGETED EXPENDITURES/ EXPENSES 2017</u>
GENERAL FUND				
Mayor and Council	\$ 365,279	\$ 15,000	\$ 361,108	\$ 373,878
City Manager	3,426,599	68,092	3,503,959	3,644,457
Internal Audit	445,102	10,324	404,758	456,042
City Clerk	1,135,790	22,878	882,800	985,974
City Court	4,200,689	60,866	4,121,293	4,396,533
City Attorney	2,873,649	66,720	2,738,605	2,981,389
Internal Services	7,215,706	304,313	7,249,525	14,747,799
Municipal Budget Office	257,006	11,618	249,892	273,410
Police	76,481,059	276,667	73,481,222	77,999,428
Fire Medical Rescue	29,955,798	1,306,139	30,608,622	31,825,767
Community Services	19,206,201	92,482	18,554,628	19,515,248
Community Development	15,070,840	155,317	13,830,961	14,317,864
Human Services	4,567,028	144,064	4,376,813	4,458,158
Public Works	19,464,865	274,136	19,026,441	13,603,959
Non-Departmental	1,482,273	(2,336,613)	2,467,142	2,291,971
General Fund Contingency	1,500,000	(1,500,000)		5,000,000
Total General Fund	\$ 187,647,884	\$ (1,027,997)	\$ 181,857,769	\$ 197,777,306
SPECIAL REVENUE FUNDS				
Highway User Revenue	\$ 10,141,956	\$	\$ 9,682,897	\$ 10,648,475
Transit	55,937,932		53,415,045	54,867,955
CDBG/HOME	4,674,676		5,421,689	4,197,178
Section 8 Housing	11,212,206		11,244,209	10,643,710
Housing Trust	50,000			51,000
Performing Arts	9,075,472		9,036,953	7,444,010
Govtl Restricted Rev & Donations	3,053,782	(233,840)	728,138	2,533,428
Police Department-Rico and Grants	6,262,223	(336,916)	4,816,668	6,361,276
Governmental Grants	12,130,361	(4,510,575)	3,484,667	12,122,895
Court Enhancement	1,204,300		312,264	1,401,650
Petersen House Endowment	5,952			9,280
Total Special Revenue Funds	\$ 113,748,860	\$ (5,081,331)	\$ 98,142,530	\$ 110,280,857
DEBT SERVICE FUNDS				
General Governmental	\$ 26,667,922	\$	\$ 26,667,922	\$ 25,245,501
Special Assessment	2,389,233		2,389,233	2,209,650
Total Debt Service Funds	\$ 29,057,155	\$	\$ 29,057,155	\$ 27,455,151
CAPITAL PROJECTS FUNDS				
All Capital Projects	\$ 162,829,772	\$ (28,174,936)	\$ 68,498,036	\$ 143,575,745
ENTERPRISE FUNDS				
Water/Wastewater	\$ 91,198,186	\$ (3,773,317)	\$ 85,673,475	\$ 84,539,493
Golf	2,807,160		2,813,086	2,633,148
Solid Waste	18,238,867	(698,637)	16,777,267	17,782,589
Total Enterprise Funds	\$ 112,244,213	\$ (4,471,954)	\$ 105,263,828	\$ 104,955,230
INTERNAL SERVICE FUNDS				
Risk Management	\$ 2,000,000	\$	\$	\$ 2,000,000
TOTAL ALL FUNDS	\$ 607,527,884	\$ (38,756,218)	\$ 482,819,318	\$ 586,044,289

* Includes approved transfers between departments as well as reductions for operating and capital budget carryforwards and unrealized grants.

** 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 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED* 2016	ACTUAL EXPENDITURES/ EXPENSES** 2016	BUDGETED EXPENDITURES/ EXPENSES 2017
Mayor and Council:				
General Fund	\$ 365,279	\$ 15,000	\$ 361,108	\$ 373,878
City Manager:				
General Fund	\$ 3,426,599	\$ 68,092	\$ 3,503,959	\$ 3,644,457
Transit Fund	550,957		552,622	549,891
Govtl Restricted Rev & Donations	821,511	(83,654)	234,854	519,659
Govtl Grants	5,400,000	(4,505,000)	1,365,827	5,525,000
Department Total	\$ 10,199,067	\$ (4,520,562)	\$ 5,657,262	\$ 10,239,007
Internal Audit:				
General Fund	\$ 445,102	\$ 10,324	\$ 404,758	\$ 456,042
Strategic Management and Diversity				
General Fund	\$ 10,000		\$ 8,908	\$ 905,429
Govtl Grants	10,000		8,908	1,092
Department Total	\$ 10,000	\$	\$ 8,908	\$ 906,521
City Clerk:				
General Fund	\$ 1,135,790	\$ 22,878	\$ 882,800	\$ 985,974
City Court:				
General Fund	\$ 4,200,689	\$ 60,866	\$ 4,121,293	\$ 4,396,533
Governmental Grants		100,000	25,000	100,000
Court Enhancement Fund	984,300	46,383	312,264	1,151,650
Department Total	\$ 5,184,989	\$ 207,249	\$ 4,458,557	\$ 5,648,183
City Attorney:				
General Fund	\$ 2,873,649	\$ 66,720	\$ 2,738,605	\$ 2,981,389
Govtl Grants	183,079	8,421	113,018	190,598
Department Total	\$ 3,056,728	\$ 75,141	\$ 2,851,623	\$ 3,171,987
Internal Services:				
General Fund	\$ 7,215,706	\$ 304,313	\$ 7,249,525	\$ 14,747,799
Water/Wastewater Fund	2,822,552		2,689,877	3,071,815
Department Total	\$ 10,038,258	\$ 304,313	\$ 9,939,402	\$ 17,819,614
Municipal Budget Office:				
General Fund	\$ 257,006	\$ 11,618	\$ 249,892	\$ 273,410
Police Department:				
General Fund	\$ 76,481,059	\$ 276,667	\$ 73,481,222	\$ 77,999,428
Police Dept -RICO + Grants	6,262,223	(336,916)	4,816,668	6,361,276
Department Total	\$ 82,743,282	\$ (60,249)	\$ 78,297,890	\$ 84,360,704
Fire Medical Rescue:				
General Fund	\$ 29,955,798	\$ 1,306,139	\$ 30,608,622	\$ 31,825,767
Govtl Restricted Rev & Donations	115,386	2,560	21,452	92,182
Govtl Grants	328,209	165,231	420,815	109,017
Department Total	\$ 30,399,393	\$ 1,473,930	\$ 31,050,889	\$ 32,026,966

* Includes approved transfers between departments as well as reductions for operating and capital budget carryforwards and unrealized grants.

** 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 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016	ACTUAL EXPENDITURES/ EXPENSES* 2016	BUDGETED EXPENDITURES/ EXPENSES 2017
Community Services Department:				
General Fund	\$ 19,206,201	\$ 92,482	\$ 18,554,628	\$ 19,515,248
Performing Arts Fund	2,469,958		2,477,006	3,284,269
Govtl Grants and Donations	588,675	(87,656)	243,090	551,577
Govtl Grants	854,123	264,182	659,794	610,969
Peterson House Endowment	5,952			9,280
Department Total	\$ 23,124,909	\$ 269,008	\$ 21,934,518	\$ 23,971,343
Community Development Department:				
General Fund	\$ 15,070,840	\$ 155,317	\$ 13,830,961	\$ 14,317,864
Govtl Restricted Rev & Donations	557,628	(15,780)	8,600	447,248
Govtl Grants	58,028	(941)	12,340	40,253
Department Total	\$ 15,686,496	\$ 138,596	\$ 13,851,901	\$ 14,805,365
Human Services Department:				
General Fund	\$ 4,567,028	\$ 144,064	\$ 4,376,813	\$ 4,458,158
CDBG/Home	4,674,676		5,421,689	4,197,178
Section 8 Housing Fund	11,212,206		11,244,209	10,643,710
Housing Trust Fund	50,000			51,000
Govtl Restricted Revenue & Donations	466,582	13,478	220,142	416,902
Govtl Grants	596,922	607,797	800,984	897,947
Department Total	\$ 21,567,414	\$ 765,339	\$ 22,063,837	\$ 20,664,895
Public Works Department:				
General Fund	\$ 19,464,865	\$ 274,136	\$ 19,026,441	\$ 13,603,959
Highway User Revenue Fund	10,141,956		9,682,897	10,648,475
Transit Fund	50,608,512		48,193,960	49,537,201
Performing Arts Fund	673,838		628,271	721,891
Govtl Restricted Revenue & Donations	4,000	1,860		5,860
Govtl Grants	200,000	38,344	77,981	148,019
Water/Wastewater Fund	41,886,725	(3,071,317)	37,494,689	41,151,793
Golf Fund	2,807,160		2,813,086	2,633,148
Solid Waste Fund	18,238,867	(698,637)	16,777,267	17,282,589
Department Total	\$ 144,025,923	\$ (3,455,614)	\$ 134,694,592	\$ 135,732,935
Non-Departmental				
General Fund	\$ 1,482,273	\$ (2,336,613)	\$ 2,467,142	\$ 2,291,971
Contingency				
General Fund	\$ 1,500,000	\$ (1,500,000)	\$	\$ 5,000,000
Transit Fund	110,000			112,000
Govtl Restricted Revenue & Donations	500,000	(64,648)		500,000
Govtl Grants	4,500,000	(1,188,609)		4,500,000
Court Enhancement Fund	220,000	(46,383)		250,000
Water/Wastewater Fund	1,000,000	(702,000)		1,000,000
Solid Waste Fund				500,000
Risk Management Fund	2,000,000			2,000,000
Departmental Total	\$ 9,830,000	\$ (3,501,640)	\$	\$ 13,862,000
Debt Service				
Transit Fund	\$ 4,668,463	\$	\$ 4,668,463	\$ 4,668,863
Performing Arts Fund	5,931,676		5,931,676	3,437,850
General Obligation Debt Service Fund	26,667,922		26,667,922	25,245,501
Special Assessment Debt Service Fund	2,389,233		2,389,233	2,209,650
Water/Wastewater Fund	45,488,909		45,488,909	39,315,885
Departmental Total	\$ 85,146,203	\$	\$ 85,146,203	\$ 74,877,749
Capital				
All Capital Projects	\$ 162,829,772	\$ (28,174,936)	\$ 68,498,036	\$ 143,575,745
TOTAL ALL DEPARTMENTS	\$ 607,527,884	\$ (38,756,218)	\$ 482,819,318	\$ 586,044,289

* Includes approved transfers between departments as well as reductions for operating and capital budget carryforwards and unrealized grants.

** 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) 2017	Employee Salaries and Hourly Costs 2017	Retirement Costs* 2017	Healthcare Costs 2017	Other Benefit Costs** 2017	Total Estimated Personnel Compensation 2017
GENERAL FUND	1,230.70	\$ 99,005,544	\$ 25,155,047	\$ 12,966,755	\$ 9,383,124	\$ 146,510,470
SPECIAL REVENUE FUNDS						
Highway User Revenue	41.50	\$ 2,764,228	\$ 305,612	\$ 510,286	\$ 338,772	\$ 3,918,898
Transit	34.75	2,515,413	267,246	376,434	271,251	3,430,344
CDBG/Home	4.00	275,647	30,418	42,859	24,200	373,124
Section 8 Housing	8.00	481,581	52,825	62,003	59,366	655,775
Performing Arts	22.65	1,362,682	151,801	211,330	162,967	1,888,780
Police Dept - Rico & Grants	15.50	1,517,554	254,008	157,800	67,544	1,996,906
Govtl Grants	3.40	245,630	26,293	42,944	17,341	332,208
Court Enhancement	6.00	201,121	23,089	46,505	15,387	286,102
Total Special Revenue Funds	135.80	\$ 9,363,856	\$ 1,111,292	\$ 1,450,161	\$ 956,828	\$ 12,882,137
CAPITAL PROJECTS FUNDS						
Total Capital Projects Funds	1.00	\$ 75,259	\$ 8,640	\$ 15,076	\$ 5,860	\$ 104,835
ENTERPRISE FUNDS						
Water/Wastewater	175.75	\$ 11,605,073	\$ 1,291,335	\$ 1,892,604	\$ 1,177,066	\$ 15,966,078
Golf	6.00	343,532	38,037	67,142	33,673	482,384
Solid Waste	73.00	4,150,979	461,123	801,886	423,820	5,837,808
Total Enterprise Funds	254.75	\$ 16,099,584	\$ 1,790,495	\$ 2,761,632	\$ 1,634,559	\$ 22,286,270
INTERNAL SERVICE FUND						
Risk Management	6.50	\$ 460,902	\$ 50,975	\$ 59,215	\$ 55,437	\$ 626,529
Total Internal Service Fund	6.50	\$ 460,902	\$ 50,975	\$ 59,215	\$ 55,437	\$ 626,529
TOTAL ALL FUNDS	1,628.75	\$ 125,005,145	\$ 28,116,449	\$ 17,252,839	\$ 12,035,808	\$ 182,410,241

* 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 2016/17 totals 1,848.17 full-time equivalents (FTE), including 1,616 full-time, 14.75 permanent full-time equivalents, and 217.42 temporary full-time equivalent employees.

Department	2014/15 Actual			2015/16 Budget			2015/16 Revised			2016/17 Budget		
	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE	Full Time	Perm FTE	Temp FTE
Mayor and Council	7			7			7			7		
City Manager	30		1.34	30		1.34	31		1.34	32		1.34
City Attorney	23	1.75	1.00	23	1.75	1.00	24	1.25	1.00	24	1.25	
City Clerk	4	0.50		4	0.50		4	0.50		4	0.50	
City Court	38		4.06	38		4.06	38		4.06	39		4.06
Community Development	69	0.75	20.02	72		17.02	71		17.02	74		8.95
Community Services	112	6.00	167.91	112	6.00	168.49	112	6.00	168.49	118	6.75	172.01
Fire Medical Rescue	156			156			156			155		
Human Services	31	3.85	5.38	39	3.75	5.38	40	3.25	5.38	38	2.50	5.38
Internal Audit	3	0.50		3	0.50		3	0.50		3	0.50	
Internal Services	154	0.50		156	0.50		156			206		
Municipal Budget Office	4			4			4			4		
Police	490		6.25	495		6.25	494		6.25	497		8.25
Public Works	448	3.25	16.43	450	3.25	16.43	450	3.25	16.43	410	2.50	17.43
Strategic Mgmt & Diversity										5	0.75	
Sub Total	1,569	17.10	222.39	1,589	16.25	219.97	1,590	14.75	219.97	1,616	14.75	217.42
Total Personnel	1,808.49			1,825.22			1,824.72			1,848.17		



Personnel Changes for FY 2016/17

Reflects all personnel changes/reductions approved by City Council through 6/30/2016

Full and Part-Time Position Reductions

Department	Position	Fund	Cost Center	PCN	FTE	Action Summary
City Attorney	Asst City Attorney	Gen	1710	1741	(0.50)	Vacant position eliminated; combined with 0.5 FTE Safety & Risk Coordinator; reclassified into 1.0 FTE Deputy City Attorney (see below)
Fire	Fire Inspector	Desg	2332	2032	(1.00)	Position eliminated per Department FY 2016/17
Internal Services	Safety & Risk Coord	Risk	2621	1807	(0.50)	Vacant position eliminated; combined with 0.5 FTE Asst City Attorney; reclassified into 1.0 FTE Deputy City Attorney (see below)
Police	Police Officer (HIDTA)	Desg	2246	1960	(1.00)	Position eliminated per Department mid-year FY 2015/16
Total Full and Part-Time Position Reductions					(3.00)	

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 (FY 2015/16)
Community Development	Unclassified Temporary	Gen	2721	N/A	(7.00)	Authorized for one year (FY 2015/16)
Community Development	Unclassified Temporary	Gen	2727	N/A	(6.50)	Authorized for one year (FY 2015/16)
Community Services	Unclassified Temporary	Gen	2440	N/A	(1.00)	Authorized for one year (FY 2015/16)
Community Services	Unclassified Temporary	Gen	2457	N/A	(3.00)	Wage positions converted to full-time positions FY 2016/17
Total Temporary (Wage) Position Reductions					(18.50)	

Full and Part-Time Position Additions

Department	Position	Fund	Cost Center	PCN	FTE	Action Summary
City Attorney	Deputy City Attorney	Gen	1710	1741	1.00	Reclassified from 0.5 FTE Asst City Attorney and 0.5 FTE Safety & Risk Coordinator Vacancy (see above)
City Manager	Sustainability Program Manager	Gen	1210	2067	1.00	City Council Direction; Authorized for two years (FY 2016/17 and FY 2017/18)
Community Development	Code Inspector II+	Gen	2727	2049	1.00	Operating Budget Supplemental
Community Development	Code Inspector II+	Gen	2727	2050	1.00	Operating Budget Supplemental
Community Development	Planning & Research Analyst	Gen	2727	2051	1.00	Operating Budget Supplemental
Community Services	Administrative Asst I/II	Arts	3610	2048	1.00	Operating Budget Supplemental
Community Services	Administrative Asst I/II	Gen	2522	2052	0.75	Operating Budget Supplemental
Community Services	Arts Administrator	Arts	3610	TBD	1.00	Operating Budget Supplemental
Community Services	Food & Beverage Coord	Arts	3610	TBD	1.00	Operating Budget Supplemental
Community Services	Staff Coordinator (Kid Zone)	Gen	2457	TBD	1.00	Operating Budget Supplemental
Community Services	Staff Coordinator (Kid Zone)	Gen	2457	TBD	1.00	Operating Budget Supplemental
Community Services	Staff Coordinator (Kid Zone)	Gen	2457	TBD	1.00	Operating Budget Supplemental
City Court	Court Svcs Spvr	Court	46701	2068	1.00	Operating Budget Supplemental
Human Services	Social Svcs Coord (Care 7)	Gen	2923	2054	1.00	Operating Budget Supplemental
Internal Services	Programmer Analyst+	WWW	1994	2047	1.00	CIP Operating Impact
Police	Forensic Svcs Tech	Gen	2235	2055	1.00	Operating Budget Supplemental
Police	School Resource Officer	50% Gen 50% Grant	2241	2056	1.00	Operating Budget Supplemental
Police	School Resource Officer	Grant	2241	2057	1.00	Operating Budget Supplemental



Full and Part-Time Position Additions (continued)

Department	Position	Fund	Cost Center	PCN	FTE	Action Summary
Public Works	Chemist	WWW	3041	2058	1.00	Operating Budget Supplemental
Public Works	Fleet Equip Mechanic	Gen	3262	2059	1.00	Operating Budget Supplemental
Public Works	Facility Electrician	Gen	2552	2060	1.00	Operating Budget Supplemental
Public Works	Solid Waste Svcs Rep	SW	3714	TBD	1.00	Operating Budget Supplemental
Public Works	Sr. Solid Waste Equip Operator	SW	3716	2061	1.00	Operating Budget Supplemental
Public Works	Utility Svcs Tech II	WWW	3022	2062	1.00	Operating Budget Supplemental
Public Works	Utility Svcs Tech II	WWW	3022	2063	1.00	Operating Budget Supplemental
Public Works	Utility Svcs Tech II	WWW	3022	2064	1.00	Operating Budget Supplemental
Public Works	Executive Assistant	Gen	3210	518	0.25	Operating Budget Supplemental
Public Works	Traffic Engineering Tech	HURF	3822	2065	1.00	Operating Budget Supplemental
Public Works	Traffic Signal Tech II	HURF	3825	2066	1.00	Operating Budget Supplemental
Public Works	Custodian	Gen	3271	598	0.00	Operating Budget Supplemental: Move from Solid Waste to Gen Fund
Public Works	Groundskeeper I+	Gen	2559	626	0.00	Operating Budget Supplemental: Move from Solid Waste to Gen Fund
Strategic Mgmt & Diversity	Executive Assistant	Gen	1212	14	0.50	Moved perm 0.5 FTE to 1.0 FTE mid-FY 2015/16
Total Full and Part-Time Position Additions					28.50	

Temporary (Wage) Position Additions

Department	Position	Fund	Cost Center	PCN	FTE	Action Summary
Community Development	Unclassified Temporary	Gen	2727	N/A	1.43	Operating Budget Supplemental; Recurring
Community Development	Unclassified Temporary	Gen	2727	N/A	2.00	Operating Budget Supplemental; Authorized for one year (FY 2016/17)
Community Development	Unclassified Temporary	Gen	2721	N/A	2.00	Operating Budget Supplemental; Authorized for one year (FY 2016/17)
Community Services	Unclassified Temporary	Gen	2440	N/A	1.30	Operating Budget Supplemental; Recurring
Community Services	Unclassified Temporary	Gen	2523	N/A	0.10	Operating Budget Supplemental; Recurring
Community Services	Unclassified Temporary	Gen	2457	N/A	3.56	Operating Budget Supplemental; Recurring
Community Services	Unclassified Temporary	Gen	2415	N/A	0.53	Operating Budget Supplemental; Recurring
Community Services	Unclassified Temporary	Arts	3610	N/A	2.03	Operating Budget Supplemental; Recurring
Police	Unclassified Temporary	Grant	2241	N/A	2.00	City Council Direction; Authorized for 15 months (FY 2016/17, Q1 2017/18)
Public Works	Unclassified Temporary	HURF	3825	N/A	1.00	Operating Budget Supplemental; Recurring
Total Temporary (Wage) Position Additions					15.95	

Position Funding Changes

Department	Position	Fund	Cost Center	PCN	FTE	Action Summary
Public Works	Custodian	From 100% SW to 100% Gen	3271	598	1.00	FY 2016/17 Budget Supplemental
Public Works	Groundskeeper I+	From 100% SW to 100% Gen	2559	626	1.00	FY 2016/17 Budget Supplemental
Community Services	Dep Com Svcs Dir – Lbry/Cultrl	From 50% Gen/50% Arts to 100% Gen	2410	1553	1.00	Approved department reorganization
Community Services	Management Asst II+	From 100% Arts to 25% Arts/75% Gen	2410	1707	1.00	Approved department reorganization
Community Services	Dep Com Svcs Dir – Arts/Cultrl	From 100% Gen to 100% Arts	3610	1523	1.00	Dept approved reclassification from Library Manager in CC 2440
Total Position Funding Changes					5.00	



Summary

Authorized Full and Part-Time Positions (FTEs)

FY 2015/16 Budget	1,605.25
Position Reductions	(3.00)
Position Additions	28.50
FY 2015/16 Budget	1,630.75

Authorized Temporary (Wage) Positions (FTEs)

FY 2015/16 Budget	219.97
Position Reductions	(18.50)
Position Additions	15.95
FY 2015/16 Budget	217.42



Personnel Schedules

Reflects all personnel changes/reductions approved by City Council through 6/30/2016

	Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 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
	Deputy City Mgr - Chief Op Officer	Gen	1	1	1	1
	Deputy City Mgr - Chief Fin Officer	Gen	1	1	1	1
	Executive Asst to City Mgr	Gen	1	1	1	1
	Sustainability Program Mgr <i>(Authorized for FY 16/17 & 17/18)</i>	Gen 75% Desg 25%	0	0	0	1
	Executive Assistant	Gen	2	2	2	2
	Total Full-Time		6	6	6	7
1214	Communication/Media Relations					
	Comm & Media Relations Mgr	Gen	1	1	1	1
	Public Info Officer	Gen	2	2	2	2
	Public Info Officer	Transit 50% WWW 50%	1	1	1	1
	Web & Design Coord	Gen	2	2	2	2
	Video Production Coord	Gen	2	2	2	2
	Unclassified Temporary*	Gen	1.34	1.34	1.34	1.34
	Total Full-Time		8	8	8	8
	Total Temp FTE*		1.34	1.34	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%	1	1	1	1
	Total Full-Time		1	1	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	1	1	1	1
	Lead Customer Relations Spec	SW	0	0	1	1
	Customer Relations Spec	Gen	4	4	4	4
	Customer Relations Spec	SW	1	1	0	0
	Customer Relations Spec	HURF	1	1	1	1
	Customer Relations Spec	WWW	1	1	1	1
	Total Full-Time		8	8	8	8

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2016

Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
1221 Economic Development					
Economic Development Dir	Gen	1	1	1	1
Economic Development Prog Mgr	Gen	0	0	1	1
Bldg Inspector II+	Gen	0	0	1	1
Business Development Officer	Gen	1	1	0	0
Total Full-Time		2	2	3	3
City Manager Total Full-Time		30	30	31	32
City Manager Total Temp FTE*		1.34	1.34	1.34	1.34
CITY ATTORNEY					
1710 Legal Services					
City Attorney	Gen	1	1	1	1
Dep City Attorney	Gen	2	2	3	3
Sr Asst City Attorney	Gen	2	2	2	2
Police Legal Advisor	Gen	1	1	1	1
Asst City Attorney	Gen	9	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	1	1	1	1
Legal Specialist II+**	Gen	0.75	0.75	0.75	0.75
Assistant City Attorney**	Gen	1.00	1.00	0.50	0.50
Unclassified Temporary*	Gen	1.00	1.00	1.00	0.00
City Attorney Total Full-Time		23	23	24	24
City Attorney Total Perm FTE**		1.75	1.75	1.25	1.25
City Attorney Total Temp FTE*		1.00	1.00	1.00	0.00
CITY CLERK					
1310 CITY CLERK					
City Clerk	Gen	1	1	1	1
Dep City Clerk	Gen	1	1	1	1
Asst City Clerk	Gen	1	1	1	1
Executive Assistant	Gen	1	1	1	1
Administrative Assistant II+**	Gen	0.50	0.50	0.50	0.50
City Clerk Total Full-Time		4	4	4	4
City Clerk Total Perm FTE**		0.50	0.50	0.50	0.50
CITY COURT					
1410 Administration/Judicial Division					
Presiding City Judge	Gen	1	1	1	1
Court Admin	Gen	1	1	1	1
City Judge	Gen	2	2	2	2
Court Commissioner	Gen	2	2	2	2
Dep Court Admin	Gen	1	1	1	1
Court Svcs Supvr	Gen	3	3	3	3
Sr Mgmt Asst	Gen	1	1	1	1
Lead Court Svcs Supvr	Gen	2	2	2	2
Court Svcs Spec II+	Gen	18	18	18	18
Court Interpreter	Gen	1	1	1	1
Management Assistant II+	Gen	1	1	1	1
Unclassified Temporary*	Gen	4.06	4.06	4.06	4.06
Total Full-Time		33	33	33	33
Total Temp FTE *		4.06	4.06	4.06	4.06

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2016

Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
4710 Court Enhancement Fund					
Court Svcs Spec II+	Desg	2	2	2	2
Total Full-Time		2	2	2	2
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
46701 ADVS-VDF Grant					
Court Svcs Spvr	Desg	0	0	0	1
Total Full-Time		0	0	0	1
City Court Total Full-Time		38	38	38	39
City Court Total Temp FTE*		4.06	4.06	4.06	4.06
COMMUNITY DEVELOPMENT					
2710 Administration/Economic Development					
Community Development Dir	Gen	1	1	1	1
Rio Salado Financial Analyst	Gen	1	1	1	1
Principal Planner	Gen	1	1	1	1
Sr Planner	Gen	1	1	1	1
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		7	7	7	7
2721 Building Safety Inspections and Permits					
Dep Com Dev Dir - Bldg/Permits	Gen	1	1	1	1
Plan Review Mgr	Gen	1	1	2	2
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	7	5	5
Sr Eng Associate+	Gen	1	1	1	1
Principal Civil Eng	Gen	0	0	1	1
Sr Civil Eng+	Gen	2	2	1	1
Development Svcs Spec II+	Gen	4	4	4	4
Administrative Assistant II+	Gen	2	2	2	2
Unclassified Temporary*	Gen	11.66	7.66	7.66	2.66
Total Full-Time		26	28	27	27
Total Temp FTE*		11.66	7.66	7.66	2.66
2322 Fire Support					
Fire Inspector II+	Gen	7	8	8	8
Fire Education Spec	Gen	1	1	1	1
Fire Inspector II+**	Gen	0.75	0.00	0.00	0.00
Total Full-Time		8	9	9	9
Total Perm FTE**		0.75	0.00	0.00	0.00

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2016

Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Planning					
2731	Planning				
	Dep Com Dev Dir - Planning	Gen	1	1	1
	Code Enforcement Mgr	Gen	1	0	0
	Principal Architect	Gen	1	1	1
	Sr Architect+	Gen	1	1	1
	Principal Planner	Gen	2	2	2
	Sr Planner	Gen	6	6	6
	Planner II+	Gen	2	2	2
	Project Mgmt Coord	Gen	1	1	1
	Sr Code Inspector Spec	Gen	1	1	1
	Code Inspector II+	Gen	2	0	0
	Administrative Assistant II+	Gen	2	2	2
	Unclassified Temporary*	Gen	1.86	1.86	1.86
	Total Full-Time		20	17	17
	Total Temp FTE*		1.86	1.86	1.86
Neighborhood Services					
2727	Code Compliance				
	Code Enforcement Mgr	Gen	0	1	1
	Sr Code Inspector Spec	Gen	1	1	1
	Planning & Research Analyst	Gen	0	0	1
	Code Inspector II+	Gen	3	5	7
	Administrative Assistant II+	Gen	1	1	1
	Unclassified Temporary*	Gen	6.50	7.50	4.43
	Total Full-Time		5	8	11
	Total Temp FTE*		6.50	7.50	4.43
1215	Neighborhood Program				
	Neighborhood Program Mgr	Gen	1	1	1
	Neighborhood Svcs Spec	Gen	1	1	1
	Neighborhood Svcs Spec	Transit 50% WWW 50%	1	1	1
	Total Full-Time		3	3	3
	Community Development Total Full-Time		69	72	71
	Community Development Total Perm FTE*		0.75	0.00	0.00
	Community Development Total Temp FTE*		20.02	17.02	8.95
COMMUNITY SERVICES					
2410	Administration				
	Community Svcs Dir	Gen 85% Arts 15%	1	1	1
	Dep Com Svcs Dir- Lbry/Cultrl	Gen 50% Arts 50%	1	1	0
	Dep Com Svcs Dir- Lbry/Cultrl	Gen	0	0	1
	Executive Assistant	Gen	1	1	1
	Sr Recreation Coord+	Gen	0	0	1
	Management Assistant II+	Gen	1	1	1
	Management Assistant II+	Gen 75% Arts 25%	0	0	1
	Arts Coord	Perf Arts	1	1	1
	Unclassified Temporary*	Gen	0.52	0.52	0.52
	Total Full-Time		5	5	7
	Total Temp FTE*		0.52	0.52	0.52

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2016

Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
2323 Fire Support					
Emerg Medical Svcs Coord	Gen	1	1	1	1
Emerg Paramedic	Contract	6	6	6	6
Total Full-Time		7	7	7	7
2373 Fire Support					
Emerg Medical Svcs Coord	Desg	1	0	0	1
Emerg Medical Svcs Coord	Gen 50%	0	1	1	0
Desg 50%					
Total Full-Time		1	1	1	1
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
Staff Coordinator	Gen	0	0	0	3
Community Svcs Spec	Gen	5	5	5	5
Assistant Recreation Coord	Gen	6	6	6	6
Administrative Assistant II+	Gen	1	1	1	1
Unclassified Temporary*	Gen	58.60	58.60	58.60	59.16
Total Full-Time		18	18	18	21
Total Temp FTE*		58.60	58.60	58.60	59.16
2406 Kid Zone - Grant					
Assistant Recreation Coord	Desg	2	2	0	0
Total Full-Time		2	2	0	0
46403 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	1	1	0	0
Library Supvr	Gen	2	2	2	2
Sr Social Svcs Coord+	Gen	1	1	1	1
Librarian I/II+	Gen	9	9	10	10
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	4	4
Library Ops Spec	Gen	1	1	1	1
Library Asst	Gen	1	1	1	1
Librarian I/II+**	Gen	1.00	1.00	1.00	1.00
Library Assistant**	Gen	2.00	2.00	2.00	2.00
Unclassified Temporary*	Gen	10.44	10.44	10.44	10.74
Total Full-Time		23	23	22	22
Total Perm FTE**		3.00	3.00	3.00	3.00
Total Temp FTE*		10.44	10.44	10.44	10.74
2484 Historical Museum					
Museum Manager	Gen	1	1	1	1
Sr Museum Curator+	Gen	3	3	3	3
Administrative Assistant II+	Gen	1	1	1	1
Unclassified Temporary*	Gen	0.65	0.65	0.65	0.65
Total Full-Time		5	5	5	5
Total Temp FTE*		0.65	0.65	0.65	0.65

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Position		Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
3610	Performing Arts - Administration					
	Dep Com Svcs Dir - Arts/Cultrl	Arts	0	0	1	1
	Cultural Facilities Mgr	Arts	1	1	1	1
	Arts Administrator	Arts	0	0	0	1
	TCA Marketing Coord	Arts	1	1	1	1
	Management Assistant II+	Arts	1	1	1	0
	Box Office Assistant	Arts	1	1	1	1
	Arts Coordinator	Arts	5	5	5	5
	Food & Beverage Coordinator	Arts	0	0	0	1
	Arts Specialist	Arts	2	2	2	2
	Administrative Assistant II+	Arts	0	0	0	1
	Unclassified Temporary*	Arts	13.27	13.27	13.27	15.30
	Total Full-Time		11	11	12	14
	Total Temp FTE*		13.27	13.27	13.27	15.30
	Recreation					
2521	Recreation - Administration					
	Dep Com Svcs Dir - Recreation	Gen	1	1	1	1
	Asst Recreation Coord	Gen	1	1	0	0
	Administrative Assistant II+	Gen	1	1	1	1
	Unclassified Temporary*	Gen	1.22	1.22	1.22	1.22
	Total Full-Time		3	3	2	2
	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	3	3	3	3
	Asst Recreation Coord	Gen	1	1	1	1
	Administrative Assistant II+**	Gen	0	0	0	0.75
	Unclassified Temporary*	Gen	2.18	2.18	2.18	2.18
	Total Full-Time		5	5	5	5
	Total Perm FTE**		0	0	0	0.75
	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
2533	Aquatics					
	Sr Recreation Coord+	Gen	1	1	1	1
	Asst Recreation Coord	Gen	1	1	1	1
	Aquatics Maint Mechanic	Gen	1	1	1	1
	Aquatic Maint Coord	Gen	1	1	1	1
	Unclassified Temporary*	Gen	16.73	16.73	16.73	16.73
	Total Full-Time		4	4	4	4
	Total Temp FTE*		16.73	16.73	16.73	16.73

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Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
2535	Kiwanis Batting Cage				
	Sr Recreation Coord+	Gen	1	1	1
	Unclassified Temp*	Gen	2.41	2.41	2.41
	Total Full-Time		1	1	1
	Total Temp FTE*		2.41	2.41	2.41
2543	Tennis				
	Sr Recreation Coord+	Gen	1	1	1
	Total Full-Time		1	1	1
Community Interests					
2481	Vihel + Cultural Programming				
	Arts Coord	Gen	1	1	1
	Unclassified Temporary*	Gen	7.32	7.32	7.32
	Total Full-Time		1	1	1
	Total Temp FTE*		7.32	7.32	7.32
2524	Special Interest and Boating				
	Recreation Mgr	Gen	1	1	1
	Sr Recreation Coord+	Gen	1	1	1
	Asst Recreation Coord	Gen	1	1	1
	Unclassified Temporary*	Gen	6.65	6.65	6.65
	Total Full-Time		3	3	3
	Total Temp FTE*		6.65	6.65	6.65
2527	Facility Resources				
	Sr Recreation Coord+	Gen	1	1	1
	Unclassified Temporary*	Gen	4.10	4.10	4.10
	Total Full-Time		1	1	1
	Total Temp FTE*		4.10	4.10	4.10
2534	Adapted Recreation				
	Sr Recreation Coord+	Gen	1	1	1
	Total Full-Time		1	1	1
2536	Boating Programs				
	Sr Recreation Coord+	Gen	1	1	1
	Asst Recreation Coord	Gen	1	1	1
	Total Full-Time		2	2	2
Sports					
2525	Adult Sports				
	Sr Recreation Coord+	Gen	1	1	1
	Unclassified Temporary*	Gen	3.84	3.84	3.84
	Total Full-Time		1	1	1
	Total Temp FTE*		3.84	3.84	3.84
2526	Youth Sports				
	Recreation Mgr	Gen	1	1	1
	Sr Recreation Coord+	Gen	2	2	2
	Unclassified Temporary*	Gen	3.89	3.89	3.89
	Total Full-Time		3	3	3
	Total Temp FTE*		3.89	3.89	3.89
2529	Diablo Stadium				
	Sr Recreation Coord+	Gen	1	1	1
	Unclassified Temporary*	Gen	2.41	2.41	2.41
	Total Full-Time		1	1	1
	Total Temp FTE*		2.41	2.41	2.41

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Position	Funding Source	2014-15 Actual	2015-16 Budget	2015-16 Revised	2016-17 Budget
Community Centers					
2415	North Side Multigenl Center				
	Sr Social Svcs Coord+	Gen	2	2	2
	Administrative Assistant II+	Gen	1	1	1
	Unclassified Temporary*	Gen	0.00	0.00	0.53
	Total Full-Time		3	3	3
	Total Temp FTE*		0.00	0.00	0.53
2487	Escalante Community Center				
	Social Svcs Mgr	Gen	1	1	1
	Sr Social Svcs Coord+	Gen	3	3	3
	Administrative Assistant II+	Gen	1	1	1
	Sr Social Svcs Coord+**	Gen	0.75	0.75	0.75
	Unclassified Temporary*	Gen	7.28	7.28	7.28
	Total Full-Time		5	5	5
	Total Perm FTE**		0.75	0.75	0.75
	Total Temp FTE*		7.28	7.28	7.28
2523	Senior Adults				
	Sr Recreation Coord+	Gen	1	1	1
	Administrative Assistant II	Gen	1	1	1
	Unclassified Temporary*	Gen	2.87	2.87	2.97
	Total Full-Time		2	2	2
	Total Temp FTE*		2.87	2.87	2.97
2538	Neighborhood Facilities				
	Sr Recreation Coord+	Gen	1	1	1
	Unclassified Temporary*	Gen	0.00	0.58	0.58
	Total Full-Time		1	1	1
	Total Temp FTE*		0.00	0.58	0.58
	Community Services Total Full-Time		112	112	112
	Community Services Total Perm FTE**		6.00	6.00	6.75
	Community Services Total Temp FTE*		167.91	168.49	172.01
FIRE MEDICAL RESCUE					
Administration/Fire Prevention					
2310	Administration				
	Fire Chief	Gen	1	1	1
	Asst Fire Chief	Gen	2	2	2
	Fire Deputy Chief	Gen	3	3	3
	Total Full-Time		6	6	6
2330	Fire Prevention				
	Asst Fire Chief	Gen	1	1	1
	Total Full-Time		1	1	1
2332	Tempe County Island Fire District				
	Fire Inspector II+	Fire District	1	1	0
	Total Full-Time		1	1	0
Emergency Medical Services					
2340	Fire Emergency Services				
	Fire Captain	Gen	33	33	33
	Fire Eng	Gen	36	36	36
	Firefighter+	Gen	69	71	72
	<i>(66 Firefighter, Engineer or Captain positions are paramedic assignment)</i>				
	Total Full-Time		138	140	141

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Position	Funding Source	2014-15 Actual	2015-16 Budget	2015-16 Revised	2016-17 Budget
2344 Fire Emergency Services - SAFR Firefighter	Grant	3	1	0	0
Total Full-Time		3	1	0	0
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
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 Parmedic - 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 Department Total Full-Time		156	156	156	155
HUMAN SERVICES					
2910 Human Services Administration Human Svcs Director	Gen	1	1	1	1
Dep Human Svcs Dir - Soc Svcs	Gen	1	1	1	1
Education Coordinator	Gen	1	1	1	1
Community Svcs Supervisor	Gen	1	1	1	1
Administrative Assistant II+	Gen	2	2	2	2
Administrative Assistant II+**	Gen	0.50	0.50	0.50	0.50
Unclassified Temporary*	Gen	0.85	0.85	0.85	0.85
Total Full-Time		6	6	6	6
Total Perm FTE**		1.00	0.50	0.50	0.50
Total Temp FTE*		0.85	0.85	0.85	0.85
Housing & Revitalization					
2814 Neighborhood Enhancement Homeless Outreach Coordinator**	Gen	1.60	1.50	0.00	0.00
Total Perm FTE**		1.60	1.50	0.00	0.00
2771 to 2779 Section 8 Housing Housing Svcs Supvr	Grant	0	0	0	0
Housing & Revitalization Mgr	Grant	1	1	0	0
Family Self Sufficiency Spec	Grant	1	1	0	0
Housing Services Spec II+	Grant	5	5	0	0
Administrative Assistant II+	Grant	1	1	0	0
Total Full-Time		8	8	0	0

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Position	Funding Source	2014-15 Actual	2015-16 Budget	2015-16 Revised	2016-17 Budget
2875 CDBG/Home					
Neighborhood Revital Coord	Grant	1	1	0	0
Housing Svcs Mgmt Accountant	Grant	1	1	0	0
Homeless Coordinator	Grant	1	1	0	0
Neighborhood Grants Analyst	Grant	1	1	0	0
Total Full-Time		4	4	0	0
Social Services					
2451 Diversion					
Social Svcs Supvr	Gen	1	1	1	1
Social Svcs Counselor II+	Gen	3	3	3	3
Unclassified Temporary*	Gen	0.93	0.93	0.93	0.93
Total Full-Time		4	4	4	4
Total Temp FTE*		0.93	0.93	0.93	0.93
Partnerships					
2485 Partnerships					
Social Svcs Supvr	Gen	3	3	2	2
Social Svcs Counselor II+	Gen	1	1	1	1
Crisis Intervention Spec	Gen	3	3	3	3
Sr Social Svcs Coord+	Gen	0	0	1	1
Unclassified Temporary *	Gen	3.60	3.60	3.60	3.60
Total Full-Time		7	7	7	7
Total Temp FTE*		3.60	3.60	3.60	3.60
2922 Cahill Senior Center					
Sr. Recreation Coord+**	Gen	0.00	0.50	0.50	0.50
Total Perm FTE**		0.00	0.50	0.50	0.50
2923 Care 7					
Social Svcs Coord+	Gen	0	0	0	1
Total Full-Time		0	0	0	1
Housing & Revitalization					
2814 Neighborhood Enhancement					
Homeless Outreach Coordinator**	Gen	0.00	0.00	1.50	1.50
Total Perm FTE**		0.00	0.00	1.50	1.50
2771 to 2779 Section 8 Housing					
Housing Svcs Supvr	Grant	0	0	1	1
Housing & Revitalization Mgr	Grant	0	0	1	1
Family Self Sufficiency Spec	Grant	0	0	1	1
Housing Services Spec II+	Grant	0	0	4	4
Administrative Assistant II+	Grant	0	0	1	1
Total Full-Time		0	0	8	8
2875 CDBG/Home					
Neighborhood Revital Coord	Grant	0	0	2	2
Housing Svcs Mgmt Accountant	Grant	0	0	1	1
Homeless Coordinator	Grant	0	0	1	1
Total Full-Time		0	0	4	4

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Position		Funding Source	2014-15 Actual	2015-16 Budget	2015-16 Revised	2016-17 Budget
Diversity + Outreach						
1212	Diversity					
	Diversity Dir	Gen	1	1	1	0
	Sr Diversity Spec	Gen	1	1	1	0
	Executive Assistant	Gen	0	0	1	0
	Diversity Coord**	Gen	0.50	0.50	0	0
	ADA Compliance Specialist**	Gen	0.75	0.75	0.75	0
	Total Full-Time		2	2	3	0
	Total Perm FTE**		1.25	1.25	0.75	0.00
Community Resources						
3527	Tempe Community Council (formerly)					
	Dep Human Svcs Dir	Gen	0	1	1	1
	Sr. Mgmt Assistant	Gen	0	2	2	2
	Mgmt Assistant	Gen	0	1	1	1
	Social Svcs Supvr	Gen	0	1	1	1
	Accountant	Gen	0	1	1	1
	Executive Assistant	Gen	0	1	1	1
	Administrative Assistant II+	Gen	0	1	1	1
	Total Full-Time		0	8	8	8
	Human Services Total Full-Time		31	39	40	38
	Human Services Total Perm FTE**		3.85	3.75	3.25	2.50
	Human Services Total Temp FTE*		5.38	5.38	5.38	5.38
1213	INTERNAL AUDIT					
	City Auditor	Gen	1	1	1	1
	Internal Auditor	Gen	2	2	2	2
	Audit Associate**	Gen	0.50	0.50	0.50	0.50
	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	1	1	1	1
	Executive Assistant	Gen	1	1	1	1
	Total Full-Time		2	2	2	2
2321	Fire Support					
	Fire Budget/Finance Supvr	Gen	1	1	1	1
	Executive Assistant	Gen	1	1	1	1
	Administrative Assistant II+	Gen	3	3	3	3
	Total Full-Time		5	5	5	5
Finance						
1831	Accounting					
	Controller	Gen	1	1	1	1
	Financial Report Anlys Supvr	Gen	1	1	1	1
	Cash Mgmt Supvr	Gen	1	1	1	1
	Payroll Supvr	Gen	1	1	1	1
	Accountant	Gen	1	1	1	1
	Payroll Specialist	Gen	1	1	1	1
	Accounting Spec	Gen	2	2	2	2
	Financial Svcs Tech II+	Gen	2	2	2	2
	Total Full-Time		10	10	10	10

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Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
1832 Tax and Licensing					
License & Collections Supvr	Gen	1	1	1	1
Tax Audit Supvr	Gen	1	1	1	1
Tax Auditor II+	Gen	4	4	4	4
Rental Property Spec	Gen	1	1	1	1
Tax Analyst	Gen	1	1	1	1
Revenue Compliance Officer II+	Gen	2	2	2	2
Financial Svcs Tech II+	Gen	4	4	4	4
Total Full-Time		14	14	14	14
1841 Customer Services					
Dep Inter Svcs Dir - Finance	WWW	1	1	1	1
Customer Svcs Mgr	WWW	1	1	1	1
Customer Svcs Office Supvr	WWW	1	1	1	1
Customer Svcs Field Supvr	WWW	1	1	1	1
Sr Financial Svcs Tech	WWW	1	1	1	1
Financial Svcs Tech II+	WWW	8	8	8	8
Water Meter Reader II+	WWW	8	8	8	8
Total Full-Time		21	21	21	21
1851 Central Services/Purchasing					
Central Svcs Mgr	Gen	1	1	1	1
Procurement Officer	Gen	3	3	3	3
Procurement Specialist	Gen	0	3	3	3
Financial Services Technician II+	Gen	3	0	0	0
Total Full-Time		7	7	7	7
2621 Risk Management					
Risk Mgr	Risk	1	1	1	1
Risk Mgmt Claims Adjuster	Risk	1	1	1	1
Risk Mgmt Spec	Risk	1	1	1	1
Industrial Hygienist	Risk	1	1	1	1
Safety & Training Spec II+	Risk	2	2	2	2
Safety & Risk Coord**	Risk	0.50	0.50	0.00	0.00
Total Full-Time		6	6	6	6
Total Perm FTE**		0.50	0.50	0.00	0.00
1871 Field Operations/Facility Maintenance Administration					
Facility Maint Mgr	Gen	0	0	0	1
Sr Mgmt Assistant	Gen	0	0	0	1
Fac Maint Supvr	Gen	0	0	0	2
Facility Maint Team Leader	Gen	0	0	0	1
Facilities Technology Spec	Gen	0	0	0	1
Bldg Equip Tech II+	Gen	0	0	0	10
Bldg Equip Tech II+	Transit	0	0	0	3
Fac Electrician	Gen	0	0	0	1
Administrative Assistant II+	Gen	0	0	0	1
Total Full-Time		0	0	0	21
1876 Field Services/Custodial 1					
Custodial Svcs Supt	Gen	0	0	0	0
Custodial Supvr	Gen	0	0	0	2
Custodial Team Leader	Gen	0	0	0	2
Custodian	Gen	0	0	0	22
Custodian	Transit	0	0	0	2
Custodian	WWW	0	0	0	2
Total Full-Time		0	0	0	30

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2016

Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Human Resources					
1911	Human Resources -Administration				
	Dep Inter Svcs Dir - HR	Gen	1	1	1
	HR Manager	Gen	3	3	3
	Sr HR Analyst+*	Gen	5	5	5
	HR Prog Coord	Gen	1	1	1
	HR Spec	Gen	3	3	3
	HR Tech II+	Gen	3	3	4
	Administrative Assistant II+	Gen	1	1	0
	Sr Learning & Org Dev Assoc	Gen	2	2	0
	Total Full-Time		19	19	17
Information Technology					
1991	Administration				
	Dep Inter Svcs Dir - IT	Gen	1	1	1
	Sr Mgmt Asst	Gen	1	1	1
	IT Project Mgr	Gen	1	1	0
	IT Solutions Architect	Gen	0	0	3
	Administrative Assistant II+	Gen	2	2	2
	Total Full-Time		5	5	7
1992	Support Services				
	Sr Data Center Support Spec	Gen	1	1	0
	IT Supvr	Gen	1	1	1
	Sr IT Svcs Consultant	Gen	1	1	3
	IT Svcs Consultant II+	Gen	8	8	8
	Data Center Support Spec	Gen	2	2	2
	Total Full-Time		13	13	14
1993	Network Engineering				
	IT Mgr	Gen	1	1	0
	IT Supvr	Gen	1	1	1
	Sr Enterprise Network Eng	Gen	1	1	1
	Enterprise Network Eng II+	Gen	5	5	5
	Enterprise Network Tech II+	Gen	2	2	2
	Lead Enterprise Network Tech	Gen	1	1	0
	Total Full-Time		11	11	9
1994	Business Solutions				
	IT Mgr	Gen	1	1	1
	IT Supvr	Gen	1	1	2
	IT Project Manager	Gen	0	0	5
	IT Project Manager	WWW	0	0	1
	Business Systems Analyst	Gen	8	8	0
	Business Systems Analyst	WWW	1	1	0
	Database Admin	Gen	3	3	3
	Enterprise System Architect	Gen	0	0	1
	Lead Programmer Analyst	Gen	0	0	1
	Sr Programmer Analyst	Gen	9	9	9
	Sr Programmer Analyst	WWW	2	2	2
	Sr Programmer Analyst	Desg	0	1	0
	Programmer Analyst+	Gen	1	1	1
	Programmer Analyst+	WWW	0	0	1
	Total Full-Time		26	27	27

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

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Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget	
1995	System Administration					
	IT Mgr	Gen	0	0	1	1
	Sr Tech Support Analyst	Gen	1	1	1	1
	Sr IT Svcs Conslt	Gen	1	1	0	0
	Tech Support Analyst II+	Gen	4	4	4	4
	Total Full-Time		6	6	6	6
1996	Training + Print Shop					
	IT Trng Print Shop Svcs Supvr	Gen	1	1	1	1
	Print Production Lead	Gen	2	2	1	1
	Print Production Spec	Gen	1	1	2	2
	Mail Ops Clerk	Gen	1	1	1	1
	Total Full-Time		5	5	5	5
1997	Security Administration					
	Info Security Mgr	Gen 25% SW 25% Transit 25% WWW 25%	0	1	1	1
	IT Security Admin	Gen	1	1	1	1
	Total Full-Time		1	2	2	2
1998	GIS					
	Enterprise GIS Syst Mgr	Gen	1	1	1	1
	Enterprise GIS Syst Admin	WWW	1	1	1	1
	Enterprise Data Analyst	Gen	0	0	1	1
	Tech Planner	Gen	1	1	0	0
	Total Full-Time		3	3	3	3
Internal Services Total Full-Time			154	156	156	206
Internal Services Total Perm FTE**			0.50	0.50	0.00	0.00
MUNICIPAL BUDGET OFFICE						
1812	Budget					
	Financial Svcs Mgr - Budget	Gen	1	1	1	1
	Municipal Budget/FinAnlst III+	Gen	1	1	1	1
	Municipal Budget/FinAnlst II+	Gen	2	2	2	2
	Municipal Budget Office Total Full-Time		4	4	4	4
POLICE						
2210	Office of the Chief					
	Police Chief	Gen	1	1	1	1
	Asst Police Chief	Gen	1	1	0	0
	Community Affairs Spec	Gen	1	1	1	0
	Executive Assistant	Gen	1	1	1	1
	Total Full-Time		4	4	3	2

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2016

Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Investigations & Organizational Services					
2241	Criminal Investigations Bureau				
	Asst Police Chief	Gen	1	1	1
	Commander	Gen	1	1	1
	Lieutenant	Gen	2	2	2
	Sergeant	Gen	9	9	11
	Police Officer	Gen	51	51	54
	Police Officer	Gen 25% Desg 75%	0	0	2
	Investigative Assistant	Gen	3	3	0
	Administrative Assistant II+	Gen	1	1	1
	Unclassified Temporary*	Gen	1.26	1.26	3.26
	Total Full-Time		68	68	72
	Total Temp FTE*		1.26	1.26	3.26
2243	Special Investigations Bureau				
	Lieutenant	Gen	1	1	1
	Sergeant	Gen	4	4	3
	Police Officer	Gen	18	18	17
	Administrative Assistant II+	Gen	1	1	1
	Total Full-Time		24	24	22
2225	HIDTA				
	Sergeant	Desg	1	1	1
	Total Full-Time		1	1	1
2246	HIDTA				
	Police Officer	Desg	1	1	0
	Total Full-Time		1	1	0
2231	Detention Bureau				
	Lieutenant	Gen	1	1	1
	Detention Sergeant	Gen	6	6	6
	Detention Officer+	Gen	21	21	21
	Total Full-Time		28	28	28
2251	Professional Dev Bureau				
	Commander	Gen	1	1	1
	Lieutenant	Gen	2	2	1
	Sergeant	Gen	6	6	6
	Polygraph Examiner II+	Gen	1	1	1
	Management Assistant II+	Gen	1	1	0
	Police Officer	Gen	9	9	9
	Community Affairs Specialist	Gen	1	1	1
	Volunteer Coord	Gen	1	1	1
	Police Support Svcs Spec	Gen	1	1	1
	Unclassified Temporary*	Gen	0.70	0.70	0.70
	Total Full-Time		23	23	21
	Total Temp FTE*		0.70	0.70	0.70

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Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
Support Services					
2232	Communications Bureau				
	Communications Mgr	Gen	1	1	1
	Communications Supvr	Gen	7	7	7
	Management Assistant II+	Gen	0	0	1
	Communications Dispatcher II+	Gen	38	39	39
	Administrative Assistant II+	Gen	1	1	1
	Total Full-Time		47	48	49
2233	Records Bureau				
	Records Admin	Gen	0	0	1
	Tech Svcs Bureau Mgr	Gen	1	1	0
	Police Records Supvr	Gen	3	3	3
	Administrative Assistant II+	Gen	2	2	0
	Records Specialist	Gen	19	19	19
	Unclassified Temporary*	Gen	1.00	1.00	1.00
	Total Full-Time		25	25	23
	Total Temp FTE*		1.00	1.00	1.00
2235	Identification Unit				
	Forensic Svcs Supvr	Gen	1	1	1
	Forensic Svcs Tech	Gen	5	5	6
	Fingerprint Tech	Gen	1	1	1
	Total Full-Time		7	7	8
2256	Technical Services - Admin				
	Tech Svcs Bureau Mgr	Gen	0	0	1
	Sergeant	Gen	0	0	1
	Police Officer	Gen	0	0	2
	Administrative Assistant II+	Gen	0	0	1
	Total Full-Time		0	0	5
2257	Property Unit				
	Property Supvr	Gen	1	1	1
	Property Tech	Gen	5	5	5
	Total Full-Time		6	6	6
2259	Office of Mgmt/Budget/Research				
	Asst Police Chief	Gen	0	0	1
	Fiscal/Research Mgr	Gen	1	1	1
	Police Budget Mgr	Gen	1	1	1
	Police Plan & Research Supvr	Gen	1	1	1
	Police Officer	Gen	1	1	1
	Police Research Data Analyst II+	Gen	2	2	2
	Crime Intelligence Center Supvr	Gen	0	1	1
	Tactical Crim Intel Anl+	Gen	3	2	2
	Investigative Assistant	Gen	0	0	3
	Alarm Coord	Gen	1	1	1
	Administrative Assistant II+	Gen	2	2	2
	Total Full-Time		12	12	16
Field Operations					
2236	Crime Prevention Unit				
	Police Officer	Gen	4	4	4
	Licensing Spec	Gen	1	1	1
	Total Full-Time		5	5	5

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Reflects all personnel changes/reductions approved by City Council through 6/30/2016

Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
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
2248	Central City Bureau				
Lieutenant	Gen	1	1	1	1
Sergeant	Gen	2	2	2	2
Police Officer	Gen	16	16	18	20
Total Full-Time		19	19	21	23
2271	Patrol Administration/South Ops				
Asst Police Chief	Gen	1	1	1	1
Sergeant	Gen	3	3	2	2
Lieutenant	Gen	1	1	1	0
Community Affairs Spec	Gen	0	0	0	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	8	8
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	23	23
Lieutenant	Gen	3	3	3	5
Police Officer	Gen	142	142	138	138
Total Full-Time		171	171	166	168
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
2221	RICO				
Police Officer	Desg	0	2	2	0
Total Full-Time		0	2	2	0
2222	RICO				
Police Officer - CIB Detective	Desg	1	1	1	1
Police Officer	Desg	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
4560	SRO - Gilliland & Fees				
Police Officer	Desg	0	2	2	0
Total Full-Time		0	2	2	0

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Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
3913 PD - Security Transportation Center Sergeant <i>(All positions funded by Transit Fund)</i> Total Full-Time	Transit	1	1	1	1
4516 GIITEM Task Force Police Officer Total Full-Time	Desg	1	1	1	1
Police Department Total Full-Time		490	495	494	497
Police Department Total Temp FTE*		6.25	6.25	6.25	8.25
PUBLIC WORKS					
3210 Administration Public Works Director Public Works Admin Mgr Public Works Mgr-Renew Energy Public Works Supvr-Admin Administrative Assistant II+ Executive Assistant Executive Assistant** Unclassified Temporary* Total Full-Time Total Perm FTE** Total Temp FTE*	Gen Gen Gen Gen Gen Gen Gen Gen	1 2 0 2 0 0 0.75 0.49	1 2 0 2 1 0 0.75 0.49	1 2 1 2 1 0 0.75 0.49	1 2 0 2 1 1 0.00 0.49
Engineering					
3221 Engineering/Admin Support/Contract Admin Dep Pub Wks Dir - Engineering Contract Compl Analyst Eng Services Mgr Eng Contract Supvr Eng Contract Svcs Spec II+ Public Works Svcs Spec Sr Eng Associate+ Total Full-Time	Gen Transit Gen Gen Gen Gen Gen	1 1 1 1 2 0 1	1 1 1 1 0 2 1	1 1 1 1 0 3 0	1 1 1 1 0 3 0
3222 Engineering/Private Development and Utility Principal Civil Engineer Sr Civil Eng+ Sr Eng Associate+ Public Works Svcs Spec Eng Tech II+ Total Full-Time	Gen 50% WWW 50% Gen Gen Gen Gen	1 1 4 0 1	1 0 4 1 0	1 0 4 0 0	1 0 4 0 0
3223 Engineering/Capital Improvements CIP Design & Construction Mgr Sr Civil Engineer+ Sr Civil Engineer+ Sr Civil Engineer+ Sr Eng Associate+ Sr Eng Associate+ Unclassified Temporary* Total Full-Time Total Temp FTE*	Gen Gen WWW Transit WWW Gen Gen	1 2 1 1 1 3 0.50	1 1 2 1 2 3 0.50	1 2 1 1 2 4 0.50	1 2 1 1 2 4 0.50

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



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Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
3225	Engineering/Information & Technical Services				
	Principal Civil Engineer	Transit	1	1	1
	Right of Way Mgmt Coord	Gen	1	1	1
	Sr Civil Engineer	WWW	0	1	1
	Sr Eng Associate+	Gen	1	1	1
	Survey Tech II+	Gen	1	1	1
	Total Full-Time		4	5	5
	Field Operations				
3232	Field Operations - Admin				
	Dep Pub Wks Dir - Field Oper	Gen 50% SW 50%	1	1	1
	Public Works Supvr - Admin	Gen 50% SW 50%	1	1	1
	Total Full-Time		2	2	2
2324	Fire Support				
	Sr Fire Mechanic	Gen	1	1	1
	Fire Mechanic	Gen	2	2	2
	Fire Svcs Inventory Tech	Gen	2	2	2
	Fire Svcs Inventory Tech**	Gen	0.50	0.50	0.50
	Fire Service Aide**	Gen	0.50	0.50	0.50
	Total Full-Time		5	5	5
	Total Perm FTE**		1.00	1.00	1.00
3241	Field Operations/Facility Maintenance Administration				
	Facility Maint Mgr	Gen	1	1	0
	Fac Maint Supvr	Gen	2	2	0
	Facility Maint Team Leader	Gen	0	0	0
	Facilities Technology Spec	Gen	1	1	0
	Bldg Equip Tech II+	Gen	11	11	0
	Bldg Equip Tech II+	Transit	3	3	0
	Fac Electrician	Gen	1	1	0
	Administrative Assistant II+	Gen	1	1	0
	Total Full-Time		20	20	0
3261	Fleet Services/Fleet Management				
	Fleet Mgr	Gen	1	1	1
	Fleet Analyst	Gen	1	1	1
	Fleet Parts Supvr	Gen	1	1	1
	Fleet Parts Spec	Gen	3	3	3
	Unclassified Temporary*	Gen	0.50	0.50	0.50
	Total Full-Time		6	6	6
	Total Temp FTE*		0.50	0.50	0.50
3262	Fleet Services/Fleet Maintenance				
	Public Works Supvr - Heavy Equip	Gen	2	2	2
	Sr Fleet Equip Mechanic	Gen	3	3	3
	Fleet Equip Mechanic	Gen	12	12	13
	Fleet Equip Mechanic	SW	3	3	3
	Fleet Equip Coord	Gen	1	1	1
	Fleet Service Wrk II	Gen	4	4	4
	Total Full-Time		25	25	26

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Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
3271	Field Services/Custodial 1				
	Custodial Svcs Supt	Gen	1	1	0
	Custodial Supvr	Gen	2	2	0
	Custodial Team Leader	Gen	2	2	0
	Custodian	Gen	21	21	0
	Custodian	SW	1	1	0
	Custodian	Transit	2	2	0
	Custodian	WWW	2	2	0
	Total Full-Time		31	31	0
3612	TCA Facility Management				
	Bldg Equip Tech II+	Arts	1	1	1
	TCA Maint Supvr	Arts	1	1	1
	TCA Maint Worker	Arts	5	5	5
	Total Full-Time		7	7	7
2511	Field Services/Rolling Hills Golf				
	Public Works Team Lead	Golf	1	1	1
	Total Full-Time		1	1	1
2512	Field Services/Ken McDonald Golf				
	Public Works Supvr	Golf	1	1	1
	Public Works Team Lead	Golf	1	1	1
	P & G Mechanic	Golf	1	1	1
	Sprinkler System Maint. Worker I/II+	Golf	1	1	1
	Groundskeeper I/II+	Golf	3	1	1
	Equipment Operator I	Golf	1	0	0
	Unclassified Temporary*	Golf	1.35	1.35	1.35
	Total Full-Time		8	5	5
	Total Temp FTE*		1.35	1.35	1.35
2552	Parks Maintenance				
	Parks Mgr	Gen	1	1	1
	Landscape Architect	Gen 50% Transit 50%	0	1	1
	Administrative Assistant II+	Gen	0	0	1
	Facility Electrician	Gen	0	0	1
	Total Full-Time		1	2	4
2553	Diablo Stadium Maintenance				
	Public Works Supervisor	Gen	1	1	1
	Public Works Team Lead	Gen	1	1	1
	Sprinkler Sys Maint Wkr II+	Gen	0	0	1
	Groundskeeper I/II+	Gen	6	6	5
	Unclassified Temporary*	Gen	0.56	0.56	0.56
	Total Full-Time		8	8	8
	Total Temp FTE*		0.56	0.56	0.56
2554	Rio Salado Maintenance				
	Public Works Supvr	Gen	1	1	1
	Groundskeeper I/II+	Gen	2	2	3
	Unclassified Temporary*	Gen	2.00	2.00	2.00
	Total Full-Time		3	3	4
	Total Temp FTE*		2.00	2.00	2.00

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Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
2556 North Parks					
Public Works Supvr	Gen	1	1	1	1
Public Works Team Lead	Gen	1	1	1	1
Parks Fac Maint Wkr II+	Gen	1	1	1	1
Parks/Golf Mechanic	Gen	1	1	1	1
Sprinkler Sys Maint Wkr II+	Gen	3	3	2	2
Equip Operator II	Gen	3	3	3	3
Groundskeeper I/II+	Gen	4	4	5	4
Unclassified Temporary*	Gen	3.42	3.42	3.42	3.42
Total Full-Time		14	14	14	13
Total Temp FTE*		3.42	3.42	3.42	3.42
2557 Rio Salado Maintenance - CFD					
Public Works Team Lead	CFD	1	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
Public Works Team Lead	Gen	2	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	4
Groundskeeper I/II+	SW	1	1	1	0
Administrative Assistant II+	Gen	1	1	1	0
Unclassified Temporary*	Gen	1.70	1.70	1.70	1.70
Total Full-Time		15	15	15	14
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
Management Assistant II+	SW	2	2	2	2
Financial Svcs Tech II+	SW	1	1	1	1
Solid Waste Oper Coord	SW	0	0	0	1
Administrative Assistant II+	SW	1	1	1	1
Solid Waste Routing Spec	SW	1	1	1	1
Total Full-Time		6	6	6	7
3713 Field Services/Solid Waste Residential Refuse					
Public Works Supvr-Heavy Equip	SW	1	1	1	1
Sr Solid Waste Equip Oper	SW	2	2	2	2
Solid Waste Equip Oper II+	SW	17	17	17	17
Total Full-Time		20	20	20	20

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Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
3714	Field Services/Solid Waste Commercial Refuse				
	Public Works Supvr-Heavy Equip	SW	1	1	1
	Sr Solid Waste Equip Oper	SW	2	2	2
	Solid Waste Equip Oper II+	SW	11	10	10
	Solid Waste Oper Coord	SW	0	0	1
	Solid Waste Svcs Rep	SW	0	0	0
	Solid Waste Routing Spec	SW	0	1	0
	Total Full-Time		14	14	14
3715	Field Services/Roll Off Tilt Frame				
	Sr Solid Waste Equip Oper		0	0	1
	Solid Waste Equip Oper II+	SW	3	3	2
	Total Full-Time		3	3	3
3716	Field Services/Solid Waste Support Services				
	Public Works Supvr-Heavy Equip	SW	1	1	1
	Solid Waste Inspector	SW	5	5	5
	Solid Waste Equip Spec	SW	4	4	3
	Sr Solid Waste Equip Oper	SW	1	1	1
	Solid Waste Equip Oper II+	SW	2	2	2
	Street Maint Equip Oper II+	SW	2	2	2
	Hazardous Material Safety Spec	SW	1	1	0
	Wash Bay Attendant**	SW	0.50	0.50	0.50
	Total Full-Time		15	15	14
	Total Perm FTE**		0.50	0.50	0.50
3717	Solid Waste Ed & Community Outreach				
	Recycling Coord	SW	1	1	1
	Total Full-Time		1	1	1
3718	Field Services/Solid Waste Uncontained Refuse				
	Public Works Supvr-Heavy Equip	SW	1	1	1
	Sr Solid Waste Equip Oper	SW	1	1	1
	Solid Waste Equip Oper II+	SW	8	8	8
	Total Full-Time		10	10	10
3721	Hazardous Material Safety				
	Hazardous Waste Coml Supvr	SW	1	1	1
	Hazardous Material Safety Spec	SW	0	0	1
	Unclassified Temporary*	SW	0.98	0.98	0.98
	Total Full-Time		1	1	2
	Total Temp FTE*		0.98	0.98	0.98
Transportation					
3813	Streets & Traffic Ops/Street Maintenance				
	Sr Civil Eng+	HURF	1	1	1
	Public Works Supvr - Heavy Equip	HURF	1	1	1
	Streets Maint Team Leader	HURF	2	2	2
	Street Maint Equip Operator II+	HURF	8	8	8
	Street Maint Equip Operator II+	WWW	4	4	4
	Total Full-Time		16	16	16

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2016

Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
3814 Street & Traffic Operations/Right-of-Way					
Streets Maint Team Leader	HURF	1	1	0	0
Landscape Coord	HURF	1	1	1	1
Total Full-Time		2	2	1	1
3815 Graffiti Abatement					
Transp Wkr II+	HURF	1	1	1	1
Total Full-Time		1	1	1	1
3821 Streets & Traffic Operations/Administration					
Transp Maint Mgr	HURF	1	1	1	1
Public Works Services Spec	HURF	0	1	1	1
Traffic Ops Support Spec	HURF	1	0	0	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
Traffic Eng Tech+	HURF	0	0	0	1
Total Full-Time		8	8	8	9
3823 Streets & Traffic Operations/Operations					
Sign Tech	HURF	1	1	1	1
Streets Maint Team Leader	HURF	0	0	1	1
Transp Wkr II+	HURF	4	4	4	4
Total Full-Time		5	5	6	6
3824 Streets & Traffic Operations/Street Lighting					
Traffic Signal Svcs Wkr II+	HURF	1	1	1	1
Total Full-Time		1	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	4
Traffic Signal Tech II+	Transit	1	1	1	1
Traffic Signal Tech Crew Lead	HURF	1	1	1	1
Traffic Signal Svcs Wkr II+	HURF	2	2	2	2
Unclassified Temporary *	HURF	0.00	0.00	0.00	1.00
Total Full-Time		8	8	8	9
Total Temp FTE*		0.00	0.00	0.00	1.00
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	1	1	1
Transportation Support Spec	Transit	1	0	0	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

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2016

Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
3914 Transit Operations					
Transportation Fac Suprv	Transit	1	1	1	1
Sr Planner	Transit	1	1	1	1
Transit Operations Coord II+	Transit	2	2	2	2
Total Full-Time		4	4	4	4
3915 Transportation/Transit Store					
Lead Transit Store Tech	Transit	1	1	1	1
Financial Svcs Tech II+	Transit	1	1	1	1
Financial Svcs Tech I/II+**	Transit	0.50	0.50	0.50	0.50
Total Full-Time		2	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
Total Full-Time		4	4	4	4
Water Utilities					
3002 Water Utilities - Administration					
Dep Pub Wks Dir - Water Util	WWW	1	1	1	1
Planning & Research Analyst	WWW	1	1	1	1
Management Assistant II+	WWW	1	1	1	1
Public Works Supvr- Admin	WWW	1	1	1	1
Water Utilities Business Liason	WWW	0	1	1	1
Administrative Assistant II+	WWW	3	3	3	3
Unclassified Temporary*	WWW	0.49	0.49	0.49	0.49
Total Full-Time		7	8	8	8
Total Temp FTE*		0.49	0.49	0.49	0.49
3003 Water Utilities Warehouse					
Warehouse Supvr	WWW	1	1	1	1
Water Inventory Svcs Spec	WWW	1	1	1	1
Total Full-Time		2	2	2	2
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	1	1	1
TTL Ops & Maint Coordinator	CFD	0	1	1	1
Total Full-Time		0	2	2	2



**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent

	Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
3011	Water Quality - Administration					
	Plant Ops Mgr	WWW	1	1	1	1
	Water Qual Process/Plan Coord	WWW	0	0	0	1
	Total Full-Time		1	1	1	2
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	2	2
	Plant Oper+ (SBP)	WWW	5	5	5	5
	Plant Ops & Maint Trainee+ (SBP)	WWW	1	1	1	1
	Total Full-Time		12	12	11	11
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	3	3
	Plant Oper+ (SBP)	WWW	7	7	7	7
	Plant Ops & Maint Trainee+ (SBP)	WWW	1	1	1	1
	Total Full-Time		13	13	14	14
3021	Distribution System Services - Admin					
	Water Utilities Oper Mgr	WWW	1	1	1	1
	Computer Maint Mgmt System II+	WWW	3	3	3	3
	Administrative Assistant II+	WWW	0	0	0	0
	Total Full-Time		4	4	4	4
3022	Distribution System Maintenance					
	Water Util Supvr (SBP)	WWW	4	4	4	4
	Util Svcs Tech II+ (SBP)	WWW	19	19	19	22
	TV Truck Tech	WWW	0	0	0	2
	Underground Util Coord	WWW	0	0	0	2
	Total Full-Time		23	23	23	30
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	1	1	1	1
	Management Assistant II+	WWW	1	1	1	1
	GIS Analyst+	WWW	2	2	2	2
	GIS Coord	WWW	1	1	1	1
	TV Truck Tech	WWW	2	2	2	0
	Underground Util Coord	WWW	2	2	2	0
	Water Resources Hydrologist	WWW	0	1	1	1
	Administrative Assistant II+	WWW	1	0	0	0
	Total Full-Time		11	11	11	7



Reflects all personnel changes/reductions approved by City Council through 6/30/2016

Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
3026 Environmental Administration					
Environmental Svcs Mgr	WWW	1	1	1	1
Water Qual Process/Plan Coord	WWW	1	1	1	0
Management Assistant II+	WWW	1	1	1	1
Administrative Assistant II+	WWW	2	2	2	2
Total Full-Time		5	5	5	4
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	3	3	3	3
Environmental Compl Insp II+	WWW	1	1	1	1
Total Full-Time		5	5	5	5
3035 Field Facilities - Wastewater					
Plant Supvr (SBP)	WWW	1	1	1	1
Instrument & Cntrl Tech (SBP)	WWW	1	1	1	1
Plant Mechanic (SBP)	WWW	2	2	2	2
Total Full-Time		4	4	4	4
3041 Laboratory Services - Administration					
Laboratory Supervisor	WWW	1	1	1	1
Chemist II+	WWW	6	6	6	7
Total Full-Time		7	7	7	8
3051 Water Resources - Administration					
Water Resources Mgr	WWW	1	1	1	1
Water Resources Hydrologist	WWW	1	0	0	0
Total Full-Time		2	1	1	1
3052 Water Conservation					
Water Conservation Coord	WWW	1	1	1	1
Water Conservation Spec	WWW	1	1	1	1
Groundskeeper I+	WWW	1	1	1	1
Total Full-Time		3	3	3	3
Public Works Total Full-Time		448	450	450	410
Public Works Total Perm FTE**		3.25	3.25	3.25	2.50
Public Works Total Temp FTE*		16.43	16.43	16.43	17.43

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2016

	Position	Funding Source	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
STRATEGIC MANAGEMENT & DIVERSITY						
1251	Diversity					
	Diversity Dir		0	0	0	1
	Sr Diversity Spec		0	0	0	1
	Executive Assistant		0	0	0	1
	ADA Compliance Specialist**		0	0	0	0.75
	Total Full-Time		0	0	0	3
	Total Perm FTE**		0	0	0	0.75
1252	Tempe Learning Center					
	Sr Learning & Org Dev Assoc		0	0	0	2
	Total Full-Time		0	0	0	2
	Strategic Management & Diversity Total Full-Time		0	0	0	5
	Strategic Management & Diversity Total Perm FTE**		0.00	0.00	0.00	0.75
	Grand Total Full-Time		1,569	1,589	1,590	1,616
	Grand Total Perm FTE**		17.10	16.25	14.75	14.75
	GrandTotal Temp FTE*		222.39	219.97	219.97	217.42

**Permanent Full-Time Equivalent *Temporary Full-Time Equivalent



Reflects all personnel changes/reductions approved by City Council through 6/30/2016

Personnel by Fund Permanent FTE positions (Full and Part-Time)	2014/15 Actual	2015/16 Budget	2015/16 Revised	2016/17 Budget
General Fund	1,185.30	1,200.45	1,199.95	1,222.45
Enterprise Funds				
Golf	9.00	6.00	6.00	6.00
Solid Waste	77.75	77.75	77.75	73.00
Water/Wastewater	167.50	170.00	170.00	176.75
Special Revenue Funds				
HURF	39.50	39.50	39.50	41.50
Performing Arts	19.65	19.65	20.65	22.40
Risk Management Fund	6.50	6.50	6.00	6.00
Transit	34.00	34.50	34.50	34.75
Grants/Designated Funds				
Ambulance Provider	6.00	6.00	6.00	6.00
ADVS-VDF Grant	0.00	0.00	0.00	1.00
CDBG/Section 8	12.00	12.00	12.00	12.00
Community Facilities District (CFD)	2.50	4.00	4.00	4.00
Court Enhancement Fund	2.00	3.00	3.00	2.00
GIITEM Task Force	1.00	1.00	1.00	1.00
GOHS DUI Grant	0.00	0.00	0.00	1.50
HIDTA	2.00	2.00	1.00	1.00
Local JCEF	3.00	3.00	3.00	3.00
Nutrition Grant	2.00	2.00	2.00	2.00
Patient Advocate Services Grant	1.00	0.50	1.00	1.00
Percent for the Arts (Municipal Arts Fund)	1.00	1.00	1.00	1.00
RICO	3.00	7.00	7.00	5.00
SAFR Grant	3.00	1.00	1.00	0.00
Tempe County Island Fire District	1.00	1.00	1.00	0.00
Vehicle Impound	7.00	7.00	7.00	7.00
Victims' Rights Grant	0.40	0.40	0.40	0.40
Grand Total	1,586.10	1,605.25	1,604.75	1,630.75



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.

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 caffeinated, hardworking 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., Fire Prevention is a cost center within the Fire Medical Rescue Department.

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.

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.

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.

Major Fund – A government's main operating fund; other individual governmental and enterprise funds are reported in separate columns as major funds based on the following criteria:

Total assets, liabilities, revenues, or expenditures/expenses of that individual governmental or enterprise fund are at least 10 percent of the corresponding total (assets, liabilities, and so forth) for all funds of that category or type (that is, total governmental or total enterprise funds), *and*

Total assets, liabilities, revenues, or expenditures/expenses of the individual governmental fund or enterprise fund are at least 5 percent of the corresponding total for all governmental and enterprise funds combined.

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.

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

AASHTO -American Association of State Highway and Transportation Officials	GDP -Gross Domestic Product
ADA -Americans with Disabilities Act	GFOA -Government Finance Officers Association
ADDI -American Dream Downpayment Initiative	GIS -Geographical Information System
ADEQ -Arizona Department of Environmental Quality	G.O. -General Obligation
ADOT -Arizona Department of Transportation	HCV -Housing Choice Vouchers
ADWR -Arizona Department of Water Resources	HOME -Home Ownership Made Easier
ALS -Advanced Life Support	HOPE -Homeowners Preserving Equity
APS -Arizona Public Service	HPCC -Household Products Collection Center
ARC -Annual Retiree Contribution	HPRP -Homelessness Prevention and Rapid Re-housing Program
A.R.S. -Arizona Revised Statutes	HPS -High Pressure Sodium
ASTM -American Safety for Testing and Materials	HRA -Health Reimbursement Account
AWWA -American Water Works Association	HUD -Housing and Urban Development
ASU -Arizona State University	HURF -Highway User Revenue Fund
AZPDES -Arizona Pollutant Discharge Elimination System	HVAC -Heating, Ventilation, and Air Conditioning
BLS -Basic Life Support	IBW -Indian Bend Wash
BCAR -Building Condition Assessment Report	ICMA -International City Management Association
BRIC -Business Resource and Innovation Center	ICU -Interconnect Unit
CAD -Computer Aided Dispatch	IES -Illuminating Engineering Society
CAFR -Comprehensive Annual Financial Report	IMP -Integrated Master Plan
CAP -Central Arizona Project	IT -Information Technology
CAWCD -Central Arizona Water Conservation District	ITS -Intelligent Transportation Systems
CCTV -Closed Circuit Television	JCEF -Judicial Court Enhancement Fund
CC&B -Customer Care & Billing	JGMWTP -Johnny G. Martinez Water Treatment Plant
CDBG -Community Development Block Grant	JMS -Jail Management System
CFD -Community Facilities District	KMGC -Ken McDonald Golf Course
CIP -Capital Improvements Program	KWRF -Kyrene Water Reclamation Facility
CMAQ -Congestion Mitigation and Air Quality	KTC -Kiwanis Tennis Center
CMAR -Contract Manager at Risk	LED -Light-Emitting Diode
CMMS -Computer Maintenance Management System	LEED -Leadership in Energy and Environmental Design
CNG -Compressed Natural Gas	LID -Low Impact Development
COE -Cooperative Office Education	LPV -Limited Property Value
COPS -Community Oriented Policing System	LRT -Light Rail Transit
CP/EV -Central Phoenix/East Valley	LTAf -Local Transportation Assistance Fund
CPSC -Consumer Products Safety Commission	MAG -Maricopa Association of Governments
CRM -Citizen Request Management	MCFCD -Maricopa County Flood Control District
CY -Calendar Year	METRO -Metropolitan
DMS -Dynamic Message Sign	MGD -Million Gallons per Day
DPS -Department of Public Safety	MMU -Malfunction Management Unit
DUI -Driving Under the Influence	MSA -Metropolitan Statistical Areas
EECBG -Energy Efficiency and Conservation Block Grant	MUP -Multi-Use Path
EEOC -Equal Employment Opportunity Commission	MUTCD -Manual on Uniform Traffic Control Devices
EMS -Emergency Medical Services	MW -Megawatt
EPCR -Electronic Patient Care Records	NA -Not Applicable
EVBOM -East Valley Bus Operations & Maintenance	NFIL -Non-Filing
EVP -Emergency Vehicle Preemption	NFPA -National Fire Protection Agency
FAC -Finance Advisory Committee	O&M -Operation and Maintenance
FBI -Federal Bureau of Investigation	OPEB -Other Postemployment Benefits
FCD - Flood Control District	OSHA -Occupational Safety & Health Administration
FCRR -First Call Resolution Rate	PBV -Project Based Voucher
FEVA -Finance, Economy, and Veterans Affairs	PC -Personal Computer
FLASH -Free Local Area Shuttle	PCN -Position Control Number
FTE -Full-Time Equivalent	PLC -Programmable Logic Controller
FRWS -Field Report Writing System	PM -Preventive Maintenance
FSS -Family Self Sufficiency	PQI -Pavement Quality Index
FSU -Forensic Services Unit	PVC -Polyvinyl chloride
FTA -Federal Transportation Administration	PTF -Priority Transportation Fund
FTE -Full-Time Equivalent	QCA -Quantification Settlement Agreement
FY -Fiscal Year	QECB -Qualified Energy Conservation Bonds
FYE -Fiscal Year Ending	RFID -Radio Frequency Identification
GAAP -Generally Accepted Accounting Principles	RFP -Request for Proposal
GASB -Governmental Accounting Standards Board	RICO -Racketeer Influenced and Corrupt Organizations



RMS-Records Management System
ROW-Right-of-Way
RPTA-Regional Public Transportation Authority
RWC-Regional Wireless Cooperative
SAFER-Staffing for Adequate Fire and Emergency Response
SAI-Southern Avenue Interceptor
SAN-Storage Area Network
SBP-Skill Based Pay
SCADA-Supervisory Control and Data Acquisition
SCBA-Self-Contained Breathing Apparatus
SES-Service Entrance Section
SES-Standard Electrical System
SHP-Supportive Housing Program
SPOC-Single Point of Contact
SRO-Salt River Outfall
SRO-School Resource Officer
SROG-Sub-Regional Operating Group
SRP-Salt River Project
STWTP-South Tempe Water Treatment Plant

SUV-Sport Utility Vehicle
SVU-Special Victims Unit
TCA-Tempe Center for the Arts
TCAA-Tempe Community Action Agency
TCVB-Tempe Convention and Visitors Bureau
TIP-Transportation Improvement Program
TLC-Tempe Learning Center
TTC-Tempe Transportation Center
UNPY-Unpaid
UPRR-Union Pacific Railroad
USGA-United States Golf Association
VDSL-Very High Digital Subscriber Line
VFD-Variable Frequency Drives
WIFA-Water Infrastructure Finance Authority
WMAT-White Mountain Apache Tribe
WUD-Water Utilities Division
WWTP-Wastewater Treatment Plant



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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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