MEMORANDUM

TO: Mayor and City Council
FROM: Rosa Inchausti, Strategic Management & Diversity Director
DATE: 11/30/2017
SUBJECT: Strategic Management Update & Budget Alignment

The Office of Strategic Management and Diversity will provide an update on the city’s strategic plan and introduce a customized budget prioritization tool called S.T.A.R.T (Strategy Tool for Aligning Resources for Tempe). S.T.A.R.T provides the Mayor and Council an early opportunity to communicate the areas of focus for the upcoming budget year. The data from the performance measures along with the Community, Business and Employee Surveys’ are incorporated in the S.T.A.R.T tool to assist the Mayor and Council in making budget decisions.
TEMPE CITY COUNCIL

STRATEGIC PRIORITIES

PERFORMANCE MEASURES

Quality of Life

Strong Community Connections

Financial Stability & Vitality

Sustainable Growth & Development

Safe & Secure Communities

REVISION 3 – NOVEMBER 30, 2017
The City of Tempe is deeply rooted in its commitment to being an inclusive, transparent, and high performing organization. This commitment is exemplified through the City’s Strategic Plan where the Council’s priorities and direction are clearly identified, measured, and available for everyone to review.

To view the City’s performance online, we invite you to visit:

performance.tempe.gov

(please view through Chrome browser)

City of Tempe
Office of Strategic Management and Diversity
strategic_management@tempe.gov
480.350.2905

The Office of Strategic Management and Diversity collaborates to advance an inclusive, innovative, and transparent organization to create a world class city for our community and our region
CITY COUNCIL PRIORITY #1

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

PERFORMANCE MEASURES

1. Achieve total response times to advanced life support (ALS) incidents of 6 minutes or less in 90% of calls for service.
   
   **Baseline:** 74.72%  
   **Target:** 90%

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

   **Baseline:** 13.64%  
   **Target:** 12%

3. Achieve total time from Tempe Fire Medical Rescue's (TFMR) contact with patient to transfer of care to the hospital for stroke and heart attack patients of less than or equal to national standards as established by the American Heart Association.

   **Baseline:** Stroke – 10 minutes 52 seconds, Heart Attack – 10 minutes
   
   **Target:** Stroke – >15 minutes, Heart Attack – >10 minutes

4. Achieve ratings of "Very Satisfied" or "Satisfied" with the "Quality of Local Fire Services" greater than or equal to the national benchmark cities as measured in the Community Survey and the TFMR Customer Service Survey.

   **Baseline:** Community Survey – 91.5%, TFMR Survey – 96.97%

   **Target:** Community Survey – <86%

5. Achieve ratings of "Very Satisfied" or "Satisfied" with the "Feeling of Safety in the City" greater than or equal to the national benchmark cities as measured in the Community Survey.

   **Baseline:** 75.3%  
   **Target:** 63.3%

6. Receive a response rate from those who responded that they have been a victim of crime and "did not report it to the police" less than or equal to the national benchmark cities as measured in the Community Survey. Achieve ratings of “No” for those who responded that in the last 6 months “anything they thought was a crime happen to anyone in their household, but was NOT reported to the police” higher than or equal to the National Crime Victim Survey benchmark as measured in the Community Survey.

   **Baseline:** Under development  
   **Target:** Violent – 47%, Property – 35%
7. Achieve ratings of "Very Satisfied" or "Satisfied" with the "Quality of Local Police protection" greater than or equal to the national benchmark cities as measured in the Community Survey.

Baseline: 81.4%  
Target: 66%

8. Achieve a reduction in the number of fatal and serious injury crashes to zero. “Vision-Zero”.

Baseline: Fatal – 16, Serious – 76  
Target: Fatal – 0, Serious - 0

9. Achieve ratings of "Strongly Disagree" or "Disagree" from those who responded that “they have been a victim of a crime which occurred in Tempe, committed either by someone they knew or someone unknown to them” greater than or equal to the Valley cities as measured by the Arizona Criminal Justice Commission. Achieve ratings of “No” for those who responded that in the last six months “a) they or anyone in their household has been personally attacked or personally threatened or had something stolen directly from anyone in their household; or, b) anyone broke in or attempted to break into their home by forcing a door or window” higher than or equal to the National Crime Victim Survey benchmark as measured in the Community Survey.

Baseline: Under development  
Target: Under development

10. Achieve ratings of "Strongly Disagree " or "Disagree" from those who responded "they feel likely that they will become a victim of a crime in Tempe in the next 12 months involving theft or damage to property or threats or violence or taking something from you by force" greater than or equal to the national benchmark cities as measured in the Community Survey. Achieve ratings of “Never” and “Rarely” for those who responded that they worry about “a) getting mugged; b) being burglarized when not there; c) being attacked or threatened with a weapon; d) having car stolen or broken into; or, e) being a victim of identity theft” greater than or equal to the Gallup Poll benchmark as measured in the Community Survey.

Baseline: Under development  
Target: Mugged – 70%, Burglarized – 57%, Weapon – N/A, Car – 57%, Identity Theft – 30%

11. Achieve ratings of "Very Satisfied" or "Satisfied" with the "Feeling of Safety in City Facilities" greater than or equal to the national benchmark cities as measured in the Community Survey and the Employee Survey.

Baseline: Overall Safety – 75.3%, Athletic and Recreation (day) – 78.1%, Athletic and Recreation (night) – 60.6%, Library Complex (day) – 85.9%, Library Complex (night) – 72.1%

Target: 63%

12. Achieve a clearance rate of violent cases greater than or equal to the average of Valley benchmark cities.

Baseline: 31.9%  
Target: 42%

13. Achieve or exceed Safe Drinking Water Act compliance regulations for water quality 100% of the time.

Baseline: Meeting regulations  
Target: 100%

14. Perform fire inspections of all High-Risk Occupancy facilities annually based on adopted national standards.

Baseline: 57%  
Target: 100%


Baseline: 3  
Target: 3

16. Achieve Tempe Court case processing times in accordance with Arizona Case Processing Time Standards.

Baseline: Under development  
Target: Under development
17. Achieve rates of those completing court ordered supervision programs and who reoffend in Tempe less than or equal to the average of other local agencies.
   
   **Baseline:** <20%  
   **Target:** <25%

18. Achieve a community program participation rate per capita of Tempe youth during non-school time greater than or equal to the national standards published by the Arizona After 3 PM Afterschool Alliance.
   
   **Baseline:** 24%  
   **Target:** 30%

19. Respond to requests for health and safety inspections by Section 8 tenants or landlords, 90% of the time within 24 hours; 100% within the regulatory 48 hours. Achieve a 98% resolution rate for all Housing Quality Standard issues related to life, health or safety within 24 hours.
   
   **Baseline:** 90%  
   **Target:** 98%

20. Ensure all victims of domestic violence are successfully contacted and provided information on safety planning within 48 hours of CARE 7 notification.
   
   **Baseline:** 75%  
   **Target:** 100%

21. Achieve rates for the use of alcohol and marijuana by Tempe youth 18 years or younger less than or equal to Arizona Youth Survey’s previous 2-year baseline.
   
   **Baseline:** 20.2%  
   **Target:** 0%, 17% by 2018

22. Achieve adopted standards for Pavement Quality Index equal to a citywide average rating of 70 or higher.
   
   **Baseline:** 59  
   **Target:** 70

23. Achieve rating of “Very Satisfied” or “Satisfied” with the “Feeling of Safety in Parks” greater than or equal to the national benchmark cities as measured in the Community Survey.
   
   **Baseline:** 74.67%  
   **Target:** 63%

24. Achieve an annual average rate of bike thefts less than the average of comparable “Gold Bike” university cities. 
   Achieve the number of bicycles stolen in the commission of any crime less than the average of benchmark cities.
   
   **Baseline:** Bike Thefts – 592, Bikes Stolen – 883
   **Target:** Under development

25. PLACEHOLDER – BODY CAMERAS

26. Achieve 100% compliance with the National Institute of Standards and Technology (NIST) Cyber Security Framework (CSF) for the protection of critical infrastructure. Cyber Security – move to Priority 5.12 per Internal Services’ request; reference number 1.26 “retired”

27. Achieve 100% compliance with industry standards related to the replacement or rehabilitation of infrastructure and assets.
   
   **Baseline:** Under development  
   **Target:** 100%
CITY COUNCIL PRIORITY #2

Developing and maintaining a strong community connection by emphasizing the importance of open government, customer service and communication with community members.

PERFORMANCE MEASURES

1. Achieve customer ratings of "Very Satisfied" or "Satisfied" that city employees "treated them fairly, listened carefully, cared about their well-being and was honest" greater than or equal to the national benchmark cities as measured in the Community Survey.

   Baseline: 80.88%  
   Target: 38.88%

2. Achieve satisfaction ratings of "Very Satisfied" or "Satisfied" with the "Quality of Customer Service" greater than or equal to the national benchmark cities as measured in "real-time" Customer Experience surveys and Community Survey.

   Baseline: 70.2%  
   Target: 46%

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

   Baseline: 70.83%  
   Target: 75%

4. Achieve ratings of "Very Satisfied" or "Satisfied" with the "Quality of City Website" greater than or equal to the national benchmark cities as measured in the Community Survey.

   Baseline: 68.4%  
   Target: 65%

5. Achieve 90% ratings for Tempe's online services of "Satisfied" for ease of use and needs met in Customer Experience surveys.

   Baseline: Under development  
   Target: 90%

6. Achieve ratings of "Very Satisfied" or "Satisfied" of those who had an encounter with Police and answered that the officer “treated them fairly, listened carefully, cared about their well-being and was honest” greater than or equal to the national benchmark cities as measured in the Community Survey.

   Baseline: 90.9%  
   Target: Under development

7. Provide access to intake appointments for counseling services to all CARE 7 referrals within 72 hours of notification of traumatization or event.

   Baseline: Under development  
   Target: 100%

8. Achieve a 98% rating of "yes" from participants who responded that they "considered their participation in therapeutic court (Mental Health and Veteran's dockets) to be a positive and beneficial experience."

   Baseline: 99%  
   Target: 98%
9. Achieve an A+ rating by the Sunshine Review or similar third-party for transparency and open government.
   
   Baseline: Under development  
   Target: A+ rating

10. Receive the Government Finance Officers’ Association (GFOA) Distinguished Budget Presentation Award annually for being high-quality, accessible, and understandable.
   
   Baseline: Received Award  
   Target: Receive Award

   
   Baseline: Received Certificate  
   Target: Receive Certificate

12. Receive the National Procurement Institute’s Achievement of Excellence in Procurement Award annually for innovation, professionalism, productivity, e-procurement and leadership attributes.
   
   Baseline: Received Award  
   Target: Receive Award

13. Achieve ratings of "Strongly Agree" or "Agree" with the “Employee Engagement” efforts greater than or equal to the national benchmark cities as measured in the Tempe Employee Survey.
   
   Baseline: Under development  
   Target: Under development

14. Achieve a 90% participation rate of Tempe homes being included in formally established Neighborhood or Homeowner Associations. Moved into 2.15 “feeling invited and welcomed to participate in city decisions” as a strategy. Reference number 2.14 “retired”

15. Achieve ratings of "Very Satisfied" or "Satisfied" with the “feeling invited and welcomed to participate in city decision-making processes" greater than or equal to the national benchmark cities as measured in the Community Survey.
   
   Baseline: 46.5% (2016)  
   Target: 34%

16. Achieve an average caller wait time of less than or equal to sixty seconds for 90% of calls to Tempe 311.
   
   Baseline: English – 98.93%, Spanish – 97.08%  
   Target: 90%

17. Achieve an average response rate to the Tempe 311 Inbox messages (emails to 311, voicemails, emails from tempe.gov, work requests) of less than or equal to 1 business day for 90% of inquiries.
   
   Baseline: 93.97%  
   Target: 90%

18. Achieve a website “bounce rate” of less than 60% and greater than 40% as benchmarked with industry averages for content websites.
   
   Baseline: Under development  
   Target: <60% and >40%

19. Achieve optimized usage of social media (Facebook, Twitter, Instagram) greater than or equal to the media platform standard.
   
   Baseline: Facebook – Average = 200,000, Daily >= 4,500, Engagement = 5%, Twitter – 1.4%, Instagram – Engagement = 6.05%, Followers = Under development  
   
   Target: Facebook – Average = 200,000, Daily > 4,500, Engagement >= .29%, Twitter – .08% to 1.4%, Instagram – Engagement = 3.5% to 4.3%, Followers > Under development
20. Achieve a vertical diversity of City employees within +/- 5% of the diversity of Maricopa County as measured in the most recent U.S. Census.

   Baseline: Under development      Target: Under development

21. Achieve ratings of "Very Satisfied" or "Satisfied" with the availability of information about City programs, events, services, and issues greater than or equal to the national benchmark cities as measured in the Community Survey.

   Baseline: 76%                Target: 49%
CITY COUNCIL PRIORITY #3

Enhancing the quality of life for all Tempe residents and workers through investment in neighborhoods, parks, the arts, human services, and city amenities, with an emphasis on equity and diversity.

PERFORMANCE MEASURES

1. Achieve ratings of "Very Satisfied" or "Satisfied" with the City's enforcement of property maintenance codes and the appearance of residential properties greater than or equal to the national benchmark cities as measured in the Community Survey.
   
   **Baseline:** 52%  
   **Target:** 50%

2. Achieve ratings of "Very Satisfied" or "Satisfied" with the City's enforcement of property maintenance codes and the appearance of commercial properties greater than or equal to the national benchmark cities as measured in the Community Survey.
   
   **Baseline:** 52%  
   **Target:** 61%

3. Achieve 85% compliance with the property maintenance code in residential property audits.
   
   **Baseline:** 56%  
   **Target:** 85%

4. Achieve 85% compliance with the property maintenance code in commercial property audits.
   
   **Baseline:** 22%  
   **Target:** 26%

5. Utilize 100% of the City's subsidized housing funding annually. Achieve a Housing Choice Voucher program optimization of either 98% of vouchers leased or 99% of available funding spent.
   
   **Baseline:** 99.6%  
   **Target:** Leased – 98%, Funding Spent – 99%

6. Achieve a kindergarten readiness rate of Tempe students meeting or exceeding the DIBELS Next Kindergarten Readiness' benchmark.
   
   **Baseline:** 37% Meet or Exceed  
   **Target:** Under development

7. Achieve a rate for Tempe students of “Highly Proficient” or “Proficient” in 3rd Grade Reading greater than or equal to AZ Merit English Language Arts assessment.
   
   **Baseline:** 44% Proficient of Highly Proficient
   
   **Target:** 72% Proficient of Highly Proficient by 2030

8. Achieve a high school graduation rate of Tempe students who graduate in 4 years greater than or equal to the state average.
   
   **Baseline:** 80%  
   **Target:** 90% by 2030
9. **Achieve a rate of 65% of Tempe residents who have a post-secondary certificate, 2-year degree or 4-year degree by 2030.** High school graduates who go to post-secondary school greater than or equal to the state average.
   
   Baseline: 55.56% (2015)  
   Target: 65% by 2030

10. **Ensure that agencies who receive human service grants from the City achieve their performance goals related to homeless, youth, domestic violence, working poor, seniors and individuals with disabilities.**
   
   Baseline: 21.6% (2015)  
   Target: 100%

11. **Ensure that 90% of businesses responding to Tempe’s Business Survey are "Able of Tempe's Equal Pay for Equal Work Initiative".**
   
   Baseline: 40% (2017)  
   Target: 90%

12. **Achieve an annual Municipal Equality Index score of 100 from the Human Rights Campaign regarding the laws, policies, services and inclusivity of LGBTQ people in Tempe.**
   
   Baseline: 100  
   Target: 100

13. **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 the National Council on Disability.**
   
   Baseline: Under development  
   Target: 100

14. **Achieve accessible sidewalks, curb ramps, and crosswalks in all city right-of-ways as outlined in the Tempe ADA Transition Plan.**
   
   Baseline: Under development  
   Target: 100%

15. **Achieve ADA compliance in all neighborhood parks and city facilities.**
   
   Baseline: Under development  
   Target: Under development

16. **Achieve ratings of "Very Satisfied" or "Satisfied" with the Quality of City recreation, arts, and cultural centers greater than or equal to the national benchmark cities as measured in the Community Survey.**
   
   
   Target: 44%

17. **Achieve ratings of “Very Satisfied” or “Satisfied” with the “Quality of Community Services programs” greater than or equal to the national benchmark cities as measured in the Community Survey.**
   
   Baseline: Before & After School – 73%, Library – 85%, Recreation – 77%, TCA – 79%
   
   Target: 49%

18. **Achieve ratings of “Very Satisfied” or “Satisfied” with the “Quality of Tempe Center for the Arts programs” greater than or equal to the national benchmark cities as measured in the Community Survey.**
   
   Baseline: 73.7%  
   Target: 49%

19. **Achieve ratings of “Very Satisfied” or “Satisfied” with the “Value of Special Events to the City” greater than or equal to the national benchmark cities as measured in the Community Survey.**
   
   Baseline: 61.7%  
   Target: Under development

20. **Achieve and maintain the "Dementia-Friendly Community" designation awarded by Dementia Friendly America (DFA).**
   
   Baseline: Achieved  
   Target: Achieved
21. Engage Tempe employers to achieve a "Veteran-Supportive" designation greater than or equal to the average of Valley cities as awarded by the Arizona Coalition for Military Families.
   
   **Baseline:** 8 (2017)  
   **Target:** 30

22. Achieve a response time of 48 hours or less on all calls for graffiti removal on City property and public right of ways.
   
   Achieve no more than 0.25 occurrences of graffiti on average per mile as measured by Tempe’s annual graffiti audit.
   
   **Baseline:** 0.63 per mile  
   **Target:** 0.25 per mile

23. Achieve ratings of "Very Satisfied" or "Satisfied" with the "Quality of Landscape maintenance along streets/sidewalks" greater than or equal to the national benchmark cities as measured in the Community Survey.
   
   **Baseline:** 63%  
   **Target:** 54%

24. Maintain a library customer contact rate of 700,000 per year through creative space use, digital downloads, and programming opportunities as compared to benchmark libraries. Moved into 3.17 “Quality of Community Services programs” as a strategy. Reference number 3.24 “retired”.

25. Achieve an equal pay earnings ratio gap for the 9th Congressional District (which is centered around Tempe) that is ranked better than any congressional district in the nation as benchmarked by the American Association of University Women.
   
   **Baseline:** Ratio – 92.5, Gap – 7.5%, Ranking – 23  
   **Target:** Ratio – 100, Gap – 0%, Ranking - 1

26. Achieve a multimodal transportation system (20-minute city) where residents can walk, bicycle, or use public transit to meet all basic daily, non-work needs.
   
   **Baseline:** Under development  
   **Target:** Under development

27. Achieve 5% decrease in vehicular delays during rush-hour periods along arterial corridors compared to previous period. (This goal, and historical data, is being researched thru MAG.)
   
   **Baseline:** Under development  
   **Target:** 5%

28. Achieve an end to homelessness in Tempe as measured by Tempe’s point in time annual count.
   
   **Baseline:** 629  
   **Target:** 0

29. Achieve ratings of “Very Satisfied” or “Satisfied” with the “Overall Satisfaction with Transit System in Tempe” greater than or equal to 80% as measured by the City of Tempe Transit Survey. (no changes, moved from 4.06)
   
   **Baseline:** 2014 – 72%, 2016 – 69%  
   **Target:** 80%

30. Achieve a 90% rating of “Yes” for improved well-being and life satisfaction for adults 50 and over who participate in Tempe programs and activities as measured in program surveys. PROPOSED
   
   **Baseline:** 94.61%  
   **Target:** 90%
CITY COUNCIL PRIORITY #4

Implementing sustainable growth and development strategies to improve Tempe’s environment, quality of life and economic outcomes. Tempe strives to make long-term generational investments in technology, infrastructure and public transit that create a safe, clean, equitable and healthy city.

PERFORMANCE MEASURES

1. Achieve the Council adopted goal of 15% reduction in energy use in city buildings as measured against 2010 baseline data. Moved to strategy for 4.02 “Renewable Energy Sources”. Reference number 4.01 “retired”

2. Achieve the Council adopted standards for the percent of city operations powered from renewable energy sources.
   - **Baseline:** 6%
   - **Target:** 20% by 2025

3. Achieve the Council adopted water conservation goal of less than or equal to 110 gallons of residential water use per capita per day.
   - **Baseline:** 111 GPCD
   - **Target:** 110 GPCD by 2020

4. Achieve or exceed the Council adopted Solid Waste diversion rates.
   - **Baseline:** Single Family – 25%, Multi Family – 5%, Commercial – 7%
   - **Target:** Single Family – 40%, Multi Family – 9%, Commercial – 25%

5. Achieve ratings of "Very Satisfied" or "Satisfied" with the "Quality of City Infrastructure" greater than or equal to the national benchmark cities as measured in the Community Survey.
   - **Baseline:** 75.6%
   - **Target:** 63.7%

6. Achieve ratings of “Very Satisfied” or “Satisfied” with the “Overall Satisfaction with Transit System in Tempe” greater than or equal to 80% as measured by the City of Tempe Transit Survey. Moved to 3.29, reference number 4.06 “retired”

7. Achieve or exceed Council adopted standards for improved access and usability as documented in the “Above and Beyond ADA” plan.
   - **Baseline:** Under development
   - **Target:** Under development

8. PLACEHOLDER – SMART CITIES INITIATIVE

9. PLACEHOLDER – HOUSING ATTAINABILITY INDEX

10. PLACEHOLDER – URBAN CORE VISION

11. Achieve a tree coverage of 25 shade trees per acre on average on City owned property.
    - **Baseline:** 17 Trees/Acre
    - **Target:** 25 Trees/Acre
12. Achieve a cumulative composting usage across city parks, golf courses, and right-of-ways of 2,000 yards per year.

   **Baseline:** 500 Yards  
   **Target:** 2,000 Yards by 2020


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

   **Baseline:** 17%  
   **Target:** <5-10%

15. PLACEHOLDER – STAR COMMUNITIES INDICATOR
CITY COUNCIL PRIORITY #5

Maintaining long-term financial stability and vitality by focusing on economic development, business retention and generating employment to create a robust and diverse economic base.

PERFORMANCE MEASURES

1. Achieve ratings of "Very Satisfied" or "Satisfied" with the "overall level and quality of business services provided by the City of Tempe" greater than or equal to the national benchmark cities as measured in the Business Survey.
   
   **Baseline:** 81% (2017)  
   **Target:** Under development

2. Achieve an annual increase of new jobs that is twice Tempe’s proportion of the jobs forecasted for the region, based on population.
   
   **Baseline:** 5,326 (2017)  
   **Target:** 655

3. Achieve an annual increase of capital investment that is twice Tempe’s proportion of the capital investment forecasted for the region, based on population.
   
   **Baseline:** $113,140,000 (2017)  
   **Target:** $33,099,000

4. Maintain highest general obligation bond (credit) ratings.
   
   **Baseline:** Standard & Poors and Fitch Rating – AAA, Moody’s Investor Service – Aa1  
   **Target:** Standard & Poors and Fitch Rating – AAA, Moody’s Investor Service – Aaa

5. Maintain General Fund unassigned fund balance at a minimum of 20% and maximum of 30% of the General Fund revenue.
   
   **Baseline:** 40%  
   **Target:** 25%

6. Achieve a 76% rate of total money spent for goods and services through competitively generated contracts.
   
   **Baseline:** 85%  
   **Target:** 76%

7. Achieve a City employee turnover rate less than or equal to the Valley benchmark cities’ average.
   
   **Baseline:** 8.77%  
   **Target:** 8.78%

8. Achieve an aggregate rating of "Excellent" or "Good" on 85% of the Civil Division annual survey for timeliness, courtesy, communication, and effectiveness.
   
   **Baseline:** 78%  
   **Target:** 85%

9. Spend or encumber 90% of annual Capital Budget funds (CIP) in the year budgeted.
   
   **Baseline:** 64%  
   **Target:** 90%
10. Achieve revenue forecast actual variance for budget year of 3.0% for local taxes and intergovernmental revenue.
   
   Baseline: Local - +1.9%, Intergovernmental - .04%
   
   Target: +/- 3%

11. PLACEHOLDER - GRANT REVENUE as a percentage of total operating revenue stream.

12. Achieve 100% compliance with the National Institute of Standards and Technology (NIST) Cyber Security Framework (CSF) for the protection of critical infrastructure. (No changes in statement. Moved from 1.26)
   
   Baseline: 66%  
   Target: 100%
A Data-Driven Strategy Session led by the City Manager to promote Employee-Driven Innovation, Collaboration, and Organization-Wide Support for the achievement of Council priorities and performance measures.

Meetings will be held from 2:00 – 3:00pm at the Tempe Council Chambers

**October 19, 2017**
1. 1.02 Cardiac Arrest Survival Rates - Saving lives
2. 1.08 Vision Zero - Eliminating serious injury and fatal traffic accidents

**October 26, 2017**
1. 4.01 Energy - Reducing the City’s use
2. 4.02 Renewable Energy - Increasing the City’s use

**November 9, 2017**
1. 4.11 Tree Density - Cooling off our City
2. 3.28 Homelessness - Improving the quality of life in our community

**November 30, 2017**
1. 3.26 20 Minute City - Increasing easy access to daily activities
2. 4.06 Satisfaction with Transit System - Improving commuters’ experience

**December 14, 2017**
1. 3.05 Subsidized Housing - Maximizing our resources
2. 3.23 Quality of Landscaping - Keeping our City beautiful

**January 11, 2018**
1. 2.02 Customer Experience - Taking care of our customers
2. 3.10 Human Services Grants Performance - Improving the quality of life for those most in need

**Criteria for scheduling:**
1. Upcoming Council Presentation
2. Performance Measurement has a gap in performance
3. Identified as a priority in the Business, Community, and/or Employee Survey

For information: Office of Strategic Management & Diversity, 480/350-2905

rev: September 25, 2017