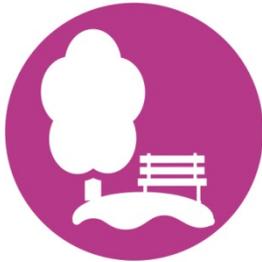


TEMPE CITY COUNCIL

STRATEGIC PRIORITIES

PERFORMANCE MEASURES



Quality of Life



Strong Community
Connections



Financial Stability
& Vitality



Sustainable Growth
& Development



Safe & Secure
Communities

AUGUST 3, 2016

Mission

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

People • Integrity • Respect • Openness • Creativity • Quality • Diversity



The goal of performance management programs is to inform decision-making, help city leaders maximize the impact of budgets, reduce inefficiencies in local government, and improve the overall quality and impact of service delivery.

1. Outcome measures should align with one or more of the City Council's Strategic priorities.
2. Outcome measures are usually expressed in rates or percentages. Outcomes are not a count of program activity or units of service.
3. Outcomes should involve measurements that are consistently and reasonably available to supervisors/managers.
4. Outcome targets should be benchmarked against: regulatory requirement, industry standard, customer requirement, historical performance, peer group, city comparisons (local/national), best-in-class, professional associations, etc.
5. The ability to achieve established outcomes should be within the influence of City resources.

“Output” simply measures actions taken or completed, while “outcome” measures the long-term impact of an action. Example: “Number of repairs made to a city vehicle” is an output while a related outcome is the “percentage of functioning city vehicles in the fleet.”

National League of Cities, 2015
Performance Management: A Guide for City Leaders

CITY COUNCIL PRIORITY #1

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



Safe & Secure
Communities

PERFORMANCE MEASURES

1. Achieve turn out and travel times to advanced life support (ALS) incidents of 5 minutes or less in 90% of calls for service.
2. Achieve cardiac arrest survival rates greater than the national average as indicated by the American Heart Association.
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.
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.
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.
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.
7. Achieve ratings of "Very Satisfied" or "Satisfied" with the "Quality of Local Police Services" greater than or equal to the national benchmark cities as measured in the Community Survey.
8. Maintain the number of traffic accidents in relationship to traffic volume less than or equal to the Valley benchmark cities' average.
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.

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.
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.
12. Achieve a clearance rate of criminal cases greater than or equal to the average of Valley benchmark cities.
13. Achieve or exceed Safe Drinking Water Act compliance regulations for water quality 100% of the time.
14. Perform fire inspections of all High Risk Occupancy facilities annually based on adopted national standards.
15. Achieve an Insurance Services Organization (ISO) Rating: Building Code Effectiveness Classification of 3.0 or better.
16. Achieve Tempe Court case processing times in accordance with Arizona Case Processing Time Standards.
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.
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.
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.
20. Ensure all victims of domestic violence are successfully contacted and provided information on safety planning within 48 hours of CARE 7 notification.
21. Achieve rates for the use of alcohol by Tempe youth 18 years or younger less than or equal to Arizona Youth Survey's previous 2-year baseline.
22. Achieve adopted standards for Pavement Quality Index equal to a citywide average rating of 70 or higher with no arterial or collector-street below a rating of 40.



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.



Strong Community
Connections

PERFORMANCE MEASURES

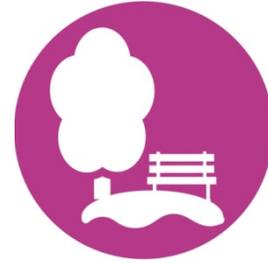
1. Achieve customer ratings of "Very Satisfied" or "Satisfied" that city employees "treated them fairly, listened carefully, cared about their well-being and was honest" greater than or equal to the national benchmark cities as measured in the Community Survey.
2. Achieve satisfaction ratings of "Very 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.
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.
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.
5. Achieve 90% ratings for Tempe's online services of "Satisfied" for ease of use and needs met in Customer Experience surveys.
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.
7. Provide access to intake appointments for counseling services to all CARE 7 referrals within 72 hours of notification of traumatization or event.
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."
9. Achieve an A+ rating by the Sunshine Review or similar third-party for transparency and open government.
10. Receive the Government Finance Officers' Association (GFOA) Distinguished Budget Presentation Award annually for being high-quality, accessible, and understandable.

11. Receive the Government Finance Officers' Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting annually for transparency, disclosure, and information.
12. Receive the National Procurement Institute's Achievement of Excellence in Procurement Award annually for innovation, professionalism, productivity, e-procurement and leadership attributes.
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.
14. Achieve a 90% participation rate of Tempe homes being included in formally-established Neighborhood or Homeowner Associations.
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.
16. Achieve a public participation rate for city projects greater than or equal to the average as measured by the International Association for Public Participation.



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.



Quality of Life

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.
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.
3. Achieve 85% compliance with the property maintenance code in residential property audits.
4. Achieve 85% compliance with the property maintenance code in commercial property audits.
5. Utilize 100% of the City's subsidized housing funding annually.
6. Achieve a kindergarten readiness rate of Tempe students meeting or exceeding the DIBELS Next Kindergarten Readiness' benchmark.
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.
8. Achieve a high school graduation rate of Tempe students who graduate in 4 years greater than or equal to the state average.
9. Achieve a rate of Tempe high school graduates who go to post-secondary school greater than or equal to the state average.
10. Ensure that agencies who receive human service grants from the City achieve their performance goals.
11. Ensure that 90% of businesses responding to Tempe's Business Survey are "Aware of Tempe's Equal Pay for Equal Work Initiative".
12. Achieve an annual Municipality Equality Index score of 100 from the Human Rights Campaign regarding the laws, policies, services and inclusivity of LGBTQ people in Tempe.

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.
14. Achieve accessible sidewalks, curb ramps, and crosswalks in all city right-of-ways as outlined in the Tempe ADA Transition Plan.
15. Achieve ADA compliance in all neighborhood parks and city facilities.
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.
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.
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.
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.
20. Achieve and maintain the "Dementia-Friendly Community" designation awarded by Dementia Friendly America (DFA).
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.



CITY COUNCIL PRIORITY #4

Implementing sustainable growth and development strategies, including improving Tempe’s public transit system to meet future needs, by actively seeking innovative technologies and leading the way in creating a more sustainable community.



Sustainable Growth
& Development

PERFORMANCE MEASURES

1. Achieve the Council adopted goal of 15% reduction in energy use in city buildings as measured against 2010 baseline data.
2. Achieve the Council adopted standards for the percent of city operations powered from renewable energy sources that are greater than or equal to state standards.
3. Achieve the Council adopted water conservation goal of less than or equal to 110 gallons of residential water use per capita per day.
4. Achieve or exceed the Council adopted Solid Waste diversion rates.
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.
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.
7. Achieve or exceed Council adopted standards for improved access and usability as documented in the "Above and Beyond ADA" plan.
8. PLACEHOLDER – SMART CITIES INITIATIVE
9. PLACEHOLDER – HOUSING ATTAINABILITY INDEX
10. PLACEHOLDER – URBAN CORE VISION



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.



Financial Stability
& Vitality

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.
2. Achieve a total number of "jobs created by businesses expanding in Tempe" greater than or equal to the Valley benchmark cities' average.
3. Achieve an average wage of "jobs created by businesses locating in Tempe" greater than or equal to the Greater Phoenix Economic Council (GPEC) annual forecasted levels.
4. Achieve a "retention and expansion rate of businesses in Tempe" greater than or equal to the Valley benchmark cities' average.
5. Achieve "capital investment by businesses retained and expanding in Tempe" greater than or equal to Valley benchmark cities' average.
6. Achieve "capital investment by new businesses locating in Tempe" greater than or equal to the Valley benchmark cities' average.
7. Maintain highest general obligation bond (credit) ratings.
8. Maintain General Fund unassigned fund balance at a minimum of 20% and maximum of 30% of the General Fund revenue.
9. Achieve a 76% rate of total money spent for goods and services through competitively generated contracts.
10. Achieve an employee turnover rate less than or equal to the Valley benchmark cities' average.

