

# Performance Measures: A Deeper Look

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October 17, 2024



**Safe & Secure Communities**

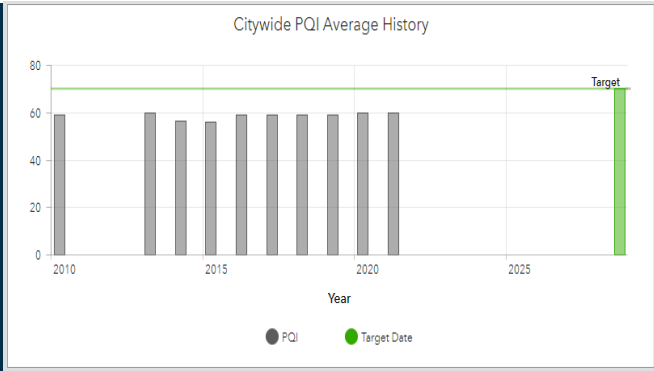
**Strong Community Connections**

**Quality of Life**

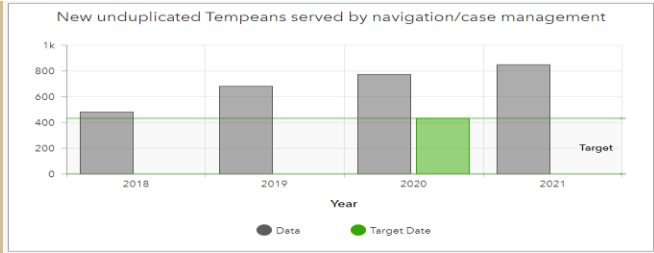
**Sustainable Growth & Development**

**Financial Stability & Vitality**

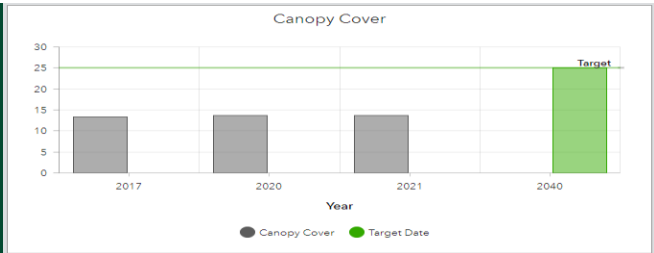
**Pavement Quality Index (1.22)**  
 Achieve adopted standards for Pavement Quality Index equal to a citywide average rating of 70 or higher across all demographic categories.



**Ending Homelessness (3.28)**  
 Achieve an end to homelessness in Tempe as measured by Tempe’s annual count.



**Tree Coverage (4.11)**  
 Achieve a citywide (City and private property) 25% tree and shade canopy by 2040.





# Performance Measure

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## Pavement Quality Index (PQI) 1.22

- <https://safe-and-secure-communities-tempegov.hub.arcgis.com/pages/pavement-quality-index>



# Stakeholder Input & Public Outreach

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## Surveys

- Community
- Business
- Employee

## Outreach

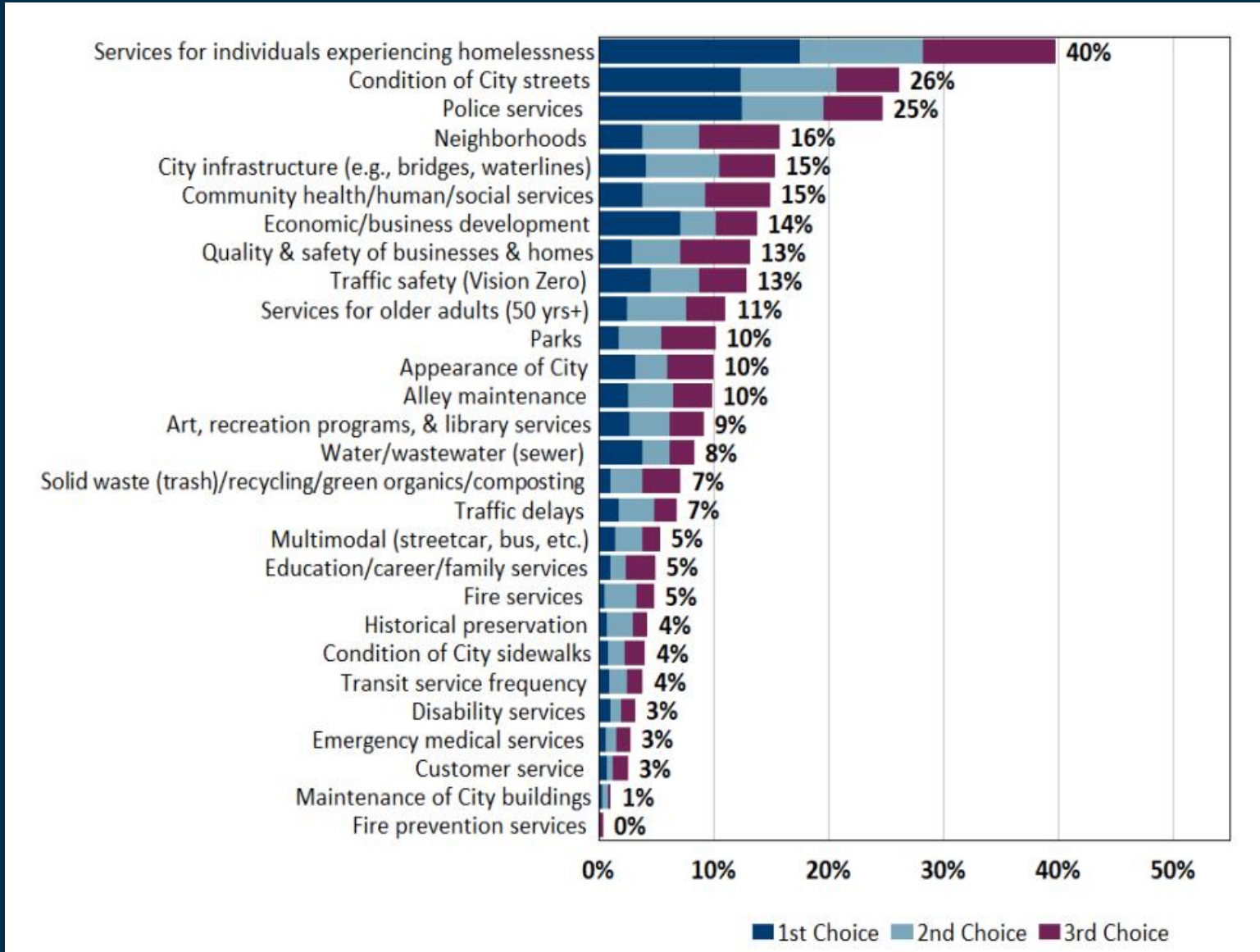
- Online Tempe Forum
- In-Person & Virtual Forums
- Various Media, Website & Mailings
- Mayor's Youth Advisory Commission



# 2023 Community Survey

The top three priorities for residents are:

1. Services for individuals experiencing homelessness
2. Condition of streets, sidewalks, and infrastructure
3. Police services and safety





# START Tool

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## Strategy Tool for Aligning Resources for Tempe (START)

- Spend theoretical \$100 to advance Council priorities
- Funds can be distributed evenly or all on one measure
- Provides list of all measures along with baselines, targets, survey results & 311 call data



# START Tool Results – FY24/25

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## Top 5 Council Priorities

1. Pavement Quality Index (1.22)
2. Ending Homelessness (3.28)
3. Property Code Enforcement (3.01)
4. Feeling of Safety in Your Neighborhoods (1.05)
5. Employee Turnover (5.07)



# Online Tempe Forum Results – FY24/25

## How would you spend the money on services?

### Top 10 responses

Crime prevention programs	Safe & Secure Communities	5.5%
City and neighborhood park improvements	Quality of Life	5.4%
Fire and medical rescue services - calls for service, medical emergencies, inspections	Safe & Secure Communities	5.4%
Homeless services	Quality of Life	5.4%
Maintaining streets and sidewalks	Safe & Secure Communities	5.3%
Police services - calls for service, enforcement, investigating criminal activities	Safe & Secure Communities	5.3%
Investment in new or remodeling City infrastructure - roads, bridges, water systems and pipes, parks and city buildings	Financial Stability & Vitality	5.0%
Investment to improve and expand affordable housing	Sustainable Growth & Development	4.7%
Multi-modal transportation (bus, light-rail, bike paths, streetcar)	Quality of Life	4.4%
Tree and shade canopy programs	Sustainable Growth & Development	3.5%





# Online Tempe Forum Results – MYAC

## How would you spend the money on services?

Top 10 responses

Homeless Services	Quality of Life	7.5%
Investment to improve and expand affordable housing	Sustainable Growth & Development	7.5%
Initiatives to promote diversity, equity and inclusion	Quality of Life	6.3%
New jobs development efforts	Financial Stability & Vitality	6.3%
Water conservation programs	Sustainable Growth & Development	6.3%
City development and redevelopment efforts	Sustainable Growth & Development	6.3%
City and neighborhood park improvements	Quality of Life	5.0%
Counseling services for residents	Strong Community Connections	3.8%
Crime prevention programs	Safe & Secure Communities	3.8%
Financial stability of the city	Financial Stability & Vitality	3.8%



# Development of PM Acceleration Models

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- Top Priority for Resources based on Council and resident input
- If you accelerated, when do you estimate you would reach the target (DATE)
- Additional Funds Request
  - Supplemental (operating) Funds
  - CIP Funds



# 1.22 Pavement Quality Index

BASELINE (2016)	CURRENT	TARGET (2036)
59	60	70

Without Bond = 70 (2036)

With Bond= **82** (2029)

### ACCELERATION STRATEGIES 24/25

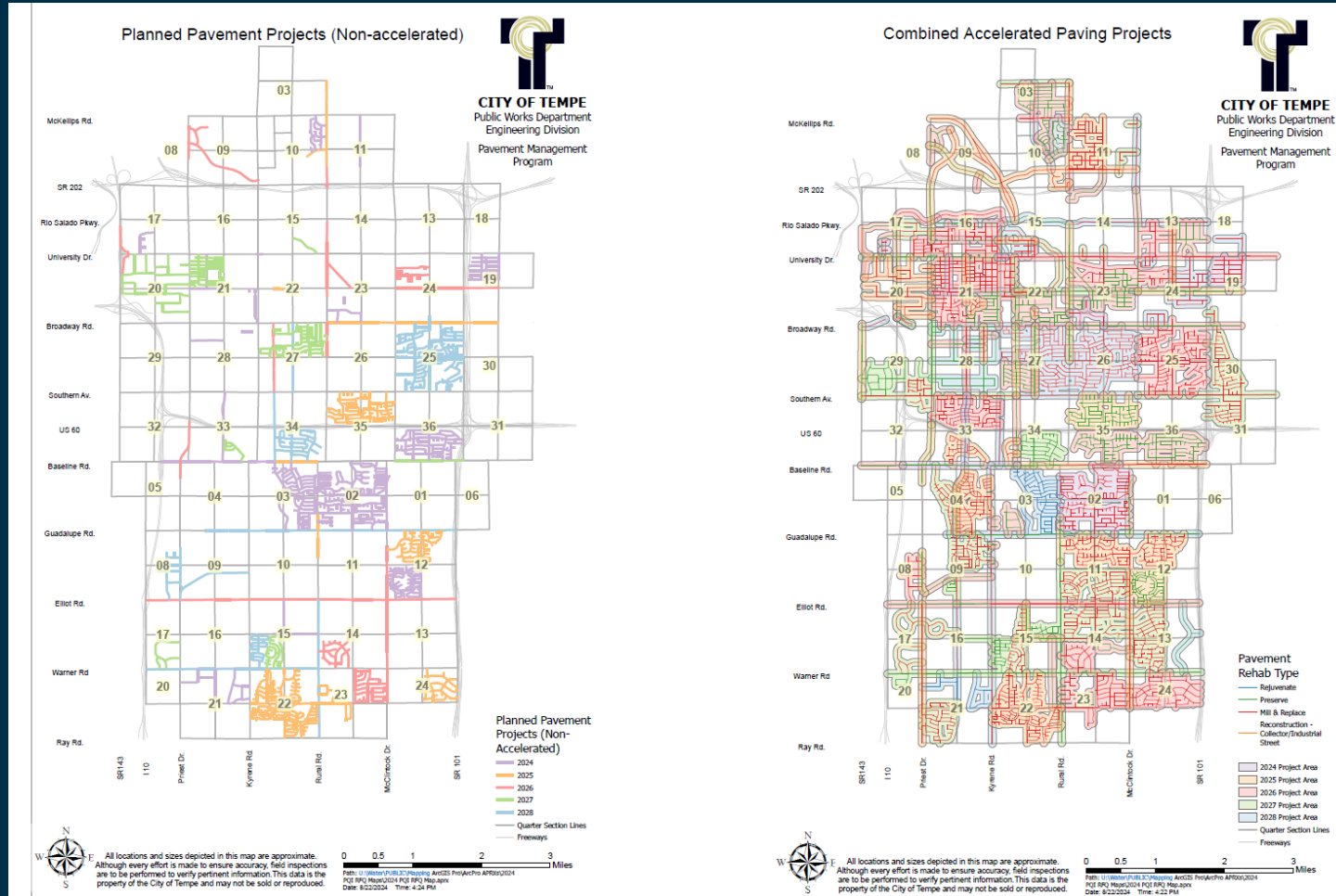
- Complete preservation projects to maintain 65 PQI for arterial streets and 64 PQI on collector streets.
- Increase current overall residential PQI score from 57 to 58.
- Coordinate and sequence project plans to maintain newly paved areas.
- Advance contract coordination for anticipated bond acceleration projects.

5-Year CIP			
	Project Name	FY24- FY28 Adopted	FY25 - FY29 Initial Recommended
	Minor Pavement Preservation	\$17,266,632	\$20,096,034
	Roadway Mill /Overlay & Reconstructions	\$63,898,362	\$62,946,126
	(BOND) Minor Pavement Preservation/ Roadway Mill & Overlay Acceleration	\$-0-	\$134,557,500
	<b>TOTAL</b>	<b>\$81,164,994</b>	<b>\$217,599,660</b>



# Bond Question No. 1

Rehabilitation or reconstruction of city street pavement to improve the quality from poor to excellent in four (4) years



# Questions/Comments/Contact

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# Performance Measures: A Deeper Look

October 17, 2024

Brian A. Ritschel, Management & Budget Director



Community  
Health & Safety



Sustainable  
Environment



Neighborhoods &  
Placemaking



Thriving  
Economy



Skilled & Talented  
Workforce



Strong Community  
Connections

## Strategic Plan

- Developing your strategy
- Plots your course
- Aligns with Council Priorities
- Drives key results
- Sets your **priorities & objectives**
- Long term, 3 – 5-year plan

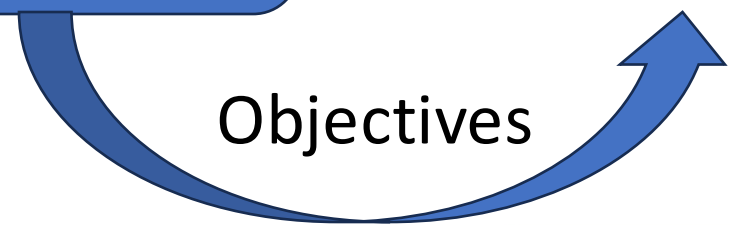
## Annual Work Plan

- Supports executing the Strategic Plan
- Defines active **objectives & underlying tactics**
- Short term, Current Fiscal Year

- Public Purpose
- Vision
- Other Multi-Year Plans
  - General Plan, Master Plan, etc.
- Priorities
- Objectives



- Objectives
- Tactics
- Results
  - Key Performance Indicators (KPIs)/Performance Measures (PM)
  - Metrics





- Public Purpose
- Vision
- Other Multi-Year Plans
  - General Plan, Master Plan, etc.
- Priorities
- Objectives

## Public Purpose:

- Why we exist
- How & What we do today to positively impact lives in your community

## Vision:

- The ideal future state for community that you desire to achieve.
- How your community will be transformed through the continued achievement of your Public Purpose.

## Priorities:

- Strategic themes defining the focus areas driving key results. These align with governing body priorities.

## Objectives:

- Action-based, continuous improvement-oriented statements defining the strategic impact. Tells a cause-and-effect value impact story.

- Objectives
- Tactics
- Results
  - Key Performance Indicators (KPIs)/Performance Measures (PM)
  - Metrics

## Tactics:

- Activities / Projects / Action Plans that drive results.

## Results:

Key Performance Indicators (KPIs) / Performance Measures (PMs)

- Demonstrates if the organization is achieving the desired strategic impact. Are the results achieving the desired effect?
- Pick the best data visualization for optimal storytelling with monitoring the KPIs/PMs.

## Metrics:

- Tactics have input/output metrics generated from the associated processes that give insight in root cause analysis on why the results are what they are currently.

A vision statement looks forward and creates a mental image of the ideal state that the organization wishes to achieve. It is inspirational and aspirational and should inspire action by employees. It should articulate the desired end state. How will the community evolve and look like with the achievement of the public purpose?

*OMB is relied upon to deliver timely and accurate information so that Leadership can plan and make informed decisions.*

Public Purpose (or mission statement) is a concise explanation of the organization's reason for existence. It describes what we do, whom do we do it for, and how value is being delivered. The public purpose supports the vision and serves to communicate purpose and direction to employees, customers, vendors, and other stakeholders.

*To ensure the effective and efficient use of resources in order to sustain the delivery of quality services for the residents of Mesa.*

A values statement lists the core principles that guide and direct the organization and its culture. In a values-led organization, the values create a moral compass for the organization and its employees. It guides decision making and establishes a standard against which actions can be assessed. Values describe how leadership and staff should behave and act. Values also describe how you go about accomplishing your public purpose.

*Knowledge, Respect & Integrity*

# OMB Annual Workplan



Priority #1 – Facilitate the budget development process, ensuring deadlines are met in preparing a balance budget and sustainable forecast.

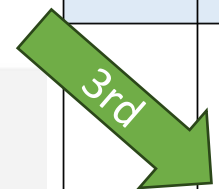


Council Strategic Priorities Supported:

Thriving Economy, Strong Community Connections

## Strategic Plan Objective(s) and KPIs/PMs for this Priority

Objective Number	Objective	Key Performance Indicators (KPI)/Performance Measures (PM) that are part of the Department's dashboard	FY 2023-24 (Prior FY Data)	FY 2024-25 Target (Current FY Target)	Long Term Target (3-5 Year Target)
1.1	Adopted a balanced budget within the statutory deadline	Adopt the final budget on or before the 1 <sup>st</sup> regular council meeting in June	Yes	Yes	Yes
<b>Tactics</b> <ol style="list-style-type: none"> <li>1) Review the forecast with the City Manager in January</li> <li>2) Review budget adjustments with the City Manager in March</li> <li>3) Present depts and overall City budget to the City Council in April</li> <li>4) Adopt the tentative budget in May</li> </ol>			<b>Metrics</b> <ul style="list-style-type: none"> <li>• % of Tasks Completed on-time on the Budget Calendar</li> </ul>		



# OMB Annual Workplan



Priority #1 – Facilitate the budget development process, ensuring deadlines are met in preparing a balance budget and sustainable forecast.

Objective Number	Objective	Key Performance Indicators (KPI)/Performance Measures (PM) that are part of Department's dashboard	FY 2023-24 (Prior FY Data)	FY 2024-25 Target (Current FY Target)	Long Term Target (3-5 Year Target)
1.2	Complete the budget book in compliance with GFOA requirements	Receive the Annual GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes
		Days to Submit the budget book to GFOA after the final budget adoption	90	85	75
<b>Tactics</b>			<b>Metrics</b>		
<ol style="list-style-type: none"> <li>1) Complete the intro and financial section</li> <li>2) Complete the CIP section</li> <li>3) Complete dept pages</li> <li>4) Complete financial schedules</li> </ol>			<ul style="list-style-type: none"> <li>• Submit the budget book to GFOA within 90 calendar days after the final budget adoption.</li> <li>• GFOA Rating Results</li> </ul>		

Priority #3 – Provide stakeholders with timely information on the City’s finances to promote understanding and enable informed decisions.

Council Strategic Priorities Supported:

**Thriving Economy, Strong Community Connections**

**Strategic Plan Objective(s) and KPIs/PMs for this Priority**

Objective Number	Objective	Key Performance Indicators (KPI)/Performance Measures (PM) that are part of Department’s dashboard	FY 2023-24 (Prior FY Data)	FY 2024-25 Target (Current FY Target)	Long Term Target (3-5 Year Target)
3.3	Publish the Quarterly Financial Status Report	Publish the Report within 30 calendar days of closing the quarter	Yes	Yes	Yes
		Average Number of Days to Publish the Report after Closing of the Quarter	29 Calendar Days	30 Calendar Days	30 Calendar Days
<b>Tactics</b>			<b>Metrics</b>		
<ol style="list-style-type: none"> <li>1) Complete year-end estimate</li> <li>2) Compile budget and financial information for the current year and last year</li> <li>3) Document major financial changes</li> </ol>			<ul style="list-style-type: none"> <li>• Provide the Draft Report (Publish the Quarterly Financial Status Report) within 7 calendar days of month-end.</li> </ul>		



# Questions?



## Contact information:

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