

Annual Budget

City of
Scottsdale
Arizona

Fiscal Year 1994/95

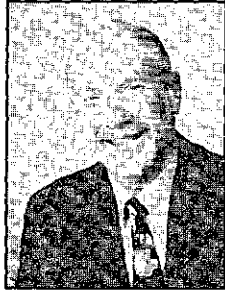
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Mike Cousineau
City of Scottsdale

CITY OF SCOTTSDALE



1994/95 ANNUAL BUDGET

The 1994/95 Annual Budget seeks to meet important community and organization needs, while maintaining the fiscal discipline necessary to ensure fulfillment of our basic commitment: To provide continuous quality services to our citizens.



Herbert R. Drinkwater
Mayor



Gregory S. Bielli
Councilman



James Burke, M.D.
Councilman



Richard A. Bowers
City Manager



Mary Manross
Vice Mayor



Robert C. Pettycrew
Councilman

Barbara A. Burns
Assistant City Manager

Raymond L. Garrison Jr.
Assistant City Manager

James A. Jenkins
Financial Services General
Manager

Craig Clifford, CPA
Accounting and Budget Director

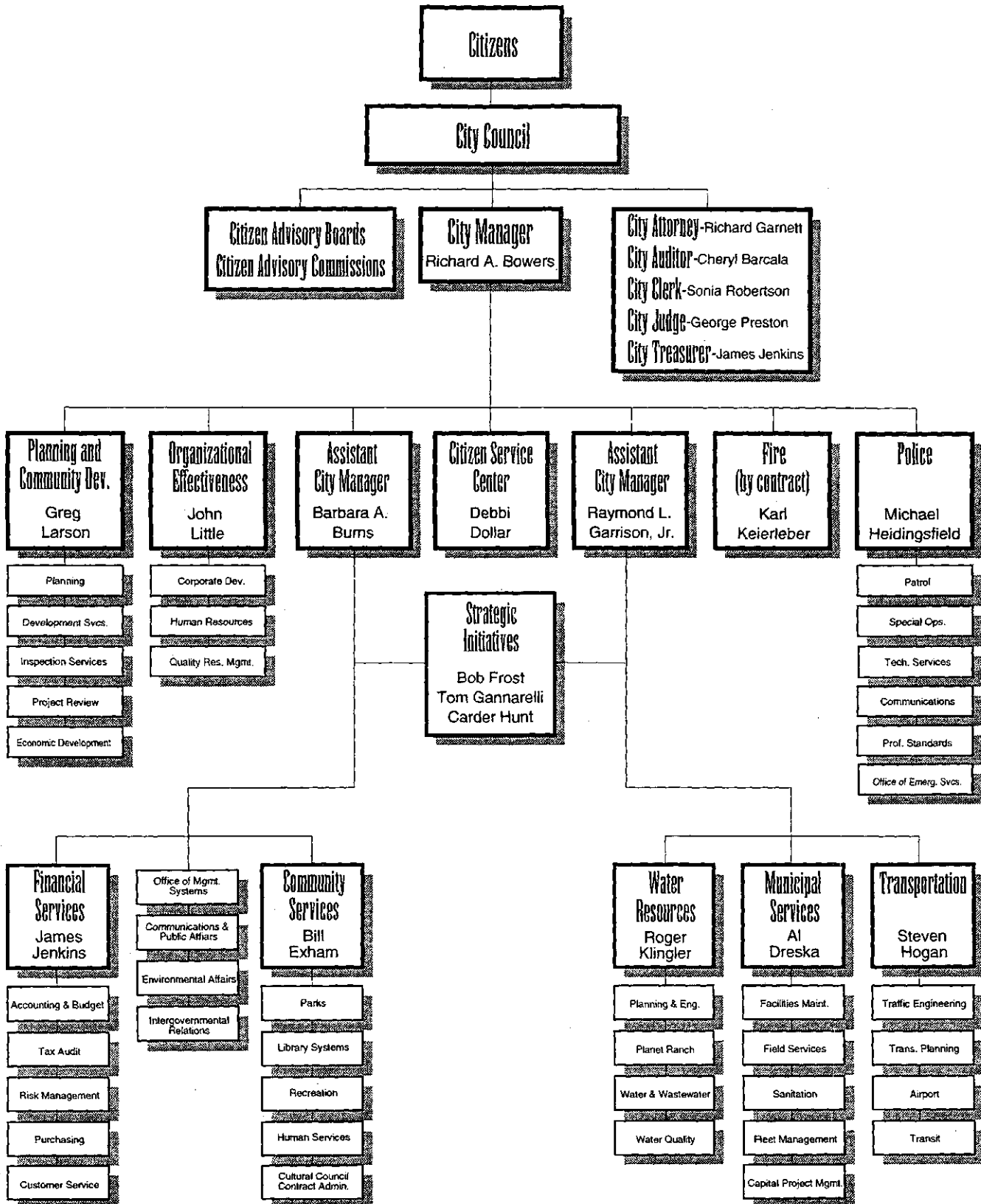
Judy Frost
Budget Manager



Donald J. Prior
Councilman



Richard Thomas
Councilman



1994/95 Annual Budget
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Origin and Growth

Scottsdale is centrally located in Maricopa County, Arizona, with its boundaries encompassing an area approximately 185.2 square miles. Lying at an elevation of 1,260 feet above sea level, the City averages 314 days of sunshine and 7.74 inches of rainfall per year, with the average minimum and maximum temperatures ranging from 55.7 degrees to 84.6 degrees, respectively. The City is bordered to the west by Phoenix, the state capital, by Tempe to the south, and by the Salt River Pima Maricopa Indian Community to the east. Scottsdale, together with its neighboring cities, forms the greater metropolitan Phoenix area, which is the economic, political, and population center of the state.

Scottsdale was founded in the 1800's when retired Army Chaplain Major Winfield Scott homesteaded what is now the center of the City. The City incorporated in 1951 and the City Charter, under which it is presently governed, was adopted in 1961. The City has experienced significant increases in population, with the 1950 census reporting 2,032 residents. The City's 1990 census was 130,069. The population is projected to grow to 167,590 in 1994.

Government and Organization

Scottsdale operates under a council-manager form of government as provided by its Charter. The Mayor and six City Council members are elected at large on a nonpartisan ballot for a four-year term. The City Council appoints the City Manager, who has full responsibility for carrying out Council policies and administering City operations. The City Manager, in turn, appoints City employees and department general managers under service procedures specified by Charter.

Transportation

The City has access to a number of transportation facilities including Interstates 10 and 17, U.S. Highways 87 and 93, the main lines of the Southern Pacific Railroad and the Atchison, Topeka, and Santa Fe Railroads, Greyhound and Continental Trailways bus lines, and a number of interstate and intrastate truck lines. Scottsdale Municipal Airport, which is owned and operated by the City, is located approximately nine miles north of the central business district. The airport provides both general aviation and regional commercial air service. National, regional, and local air service is also available at Phoenix Sky Harbor International Airport, located approximately eight miles from the City.

Educational Facilities

Several institutions of higher learning are available to City residents. Scottsdale Community College, a part of the Maricopa Community College System, is located on the eastern border of the City, on the Salt River Pima Maricopa Indian Community. It is a two-year college which offers a wide variety of academic, occupational, developmental, and special interest programs. Arizona State University, one of the major universities in the nation, is located in Tempe just south of the City. The University has approximately 43,000 students, graduate and undergraduate, a choice of 13 colleges and over 1,900 full-time faculty members. The City is also served by 17 public elementary and middle schools, 6 public high schools, and a number of private schools.

Tourism

Tourism is an important contributor to Scottsdale's economy. A number of resort and convention facilities, along with many hotels and motels, provide over 5,500 guest rooms, along with many public and private golf courses and tennis courts, and several country clubs. More than 2,500 retail shops, boutiques, and galleries are located throughout the City and a selection of over 200 restaurants is available. These services and facilities, complemented by the mild winter, have made Scottsdale a popular vacation spot for tourists and winter visitors.

Demographics

The following tables provide additional demographic statistics for the City of Scottsdale and its citizenry from the 1990 U.S. Census.

Gender

Male	47.1
Female	52.9

Age Composition

Under 5 years	4.6
5-14 years	9.9
15-19 years	7.0
20-24 years	7.9
25-44 years	31.2
45-64 years	25.8
65-85+ years	13.6

Median Age	39.1
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Occupational Composition

Technical, Sales, Admin. Support	20.0
Managerial and Professional	18.0
Service/Labor	23.0
Craft/Construction	4.0
Retired/Student	35.0

Land Use

Residential	17.9
Undeveloped/Agricultural	78.3
Industrial/Commercial	3.8

Race

White	91.4
Hispanic	4.8
Asian	1.2
Black	.8
American Indian	.6
Other	1.4

Educational Attainment

4 or more years college	36.0
1-3 years college	35.0
High School diploma	24.0
Less than High School diploma	5.0

Household Income

Less than \$15,000	5.0
\$15,000-\$24,999	11.0
\$25,000-\$34,999	18.0
\$35,000-\$49,999	25.0
\$50,000+	41.0

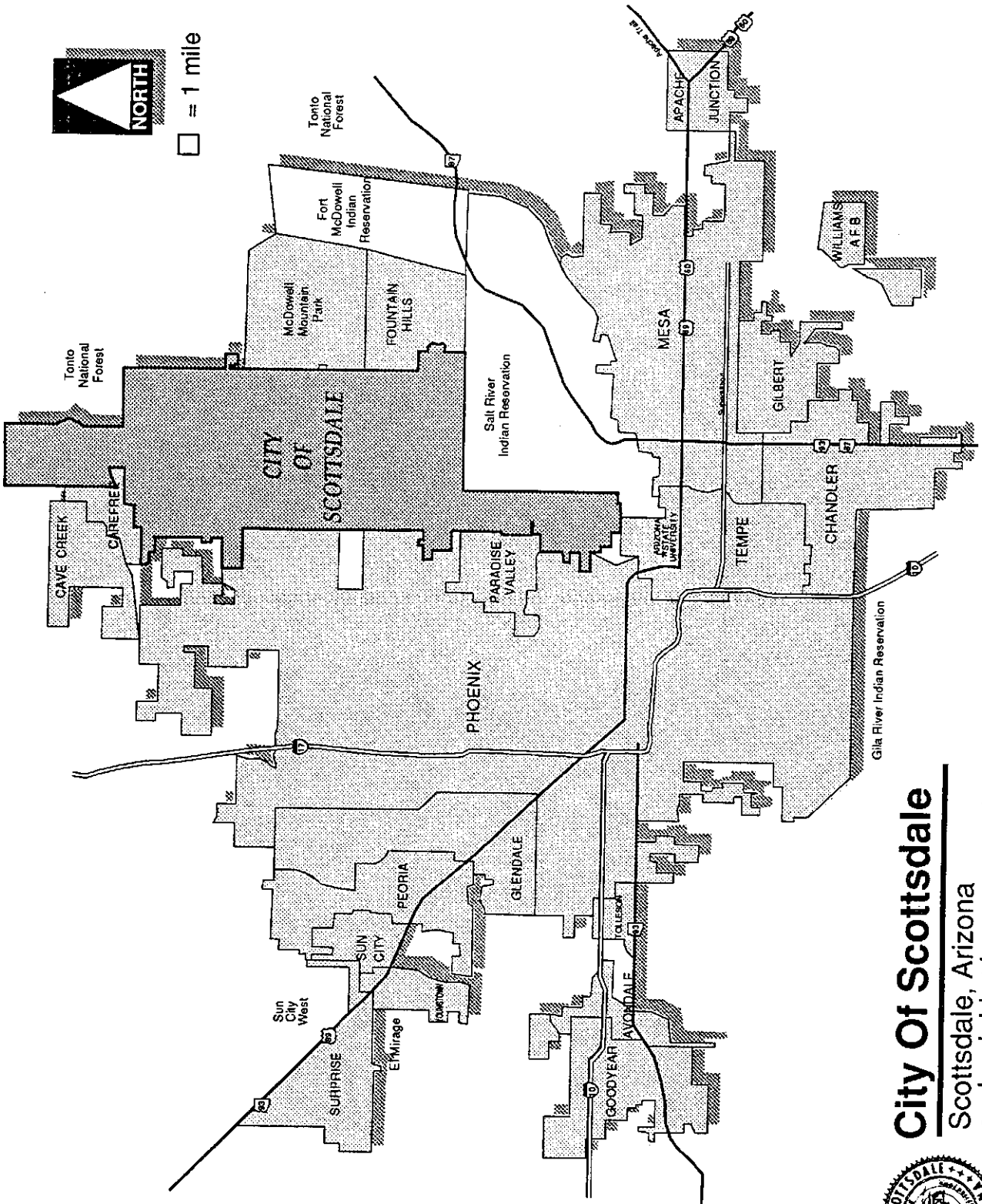
Median Household Income	\$44,200
Median Family Income	\$48,202

Major Employers

Major Trends



□ = 1 mile



City Of Scottsdale

Scottsdale, Arizona
and neighboring communities



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO
City of Scottsdale,
Arizona

For the Fiscal Year Beginning
July 1, 1993

Arnold L. Blahny *Jeffrey L. Essler*
President 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 Scottsdale for its annual budget for the fiscal year beginning July 1, 1993.

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 the GFOA to determine its eligibility for another award.

City Manager's Budget Transmittal



June 6, 1994

The Honorable Mayor and City Council
City of Scottsdale, Arizona

Dear Mayor and Members of the City Council:

I am pleased to submit the City of Scottsdale's Annual Budget for 1994/95. These funding recommendations will help improve our financial stability, facilitate responsible development, position Scottsdale for the future and foster a more collaborative community. This budget represents a sound investment in our community and is based on expressed City Council priorities, as well as the needs and concerns of the citizens as stated in the 1993 Citizen Survey and the Scottsdale Shared Vision Report.

The 1994/95 Budget is supported by strong revenue growth, carryover savings and moderate utility rate increases. It is also supported by a healthy economy led by a strong retail sales base (up 15 percent) and construction and development activity (up 34 percent). These revenues will allow us to meet new service demands in 1994/95 while contributing \$2 million to our Economic Stabilization Reserve. In 1994/95, this reserve will grow to \$9 million.

Scottsdale's total budget for 1994/95 is \$544.1 million, which represents a 6.8 percent increase over 1993/94. This is reflected in an Operating Budget of \$211.1 million; a Capital Budget of \$321.2 million; and funding for grant and trust activity in the amount of \$11.8 million.

The 1994/95 Operating Budget is up 15.2 percent (\$27.8 million) from last year. To put this increase in perspective, it is important to note that since 1991/92, the consumer price index (up 13.7 percent) and Scottsdale's population growth (up 23.1 percent) have combined to produce a gross service impact of 36.8 percent. During this same period, the direct service portion of the City's Operating Budget (exclusive of debt service) has increased by only 30 percent. This figure is significant when you consider that our cost per citizen over the past four years has increased only 8 percent and our employees per 1,000 citizens has been reduced by 10 percent. We have kept our operating budget, employee-population and cost-per-citizen growth at a bare minimum.

The departmental or direct service portion of the budget accounts for 6.7 percent (\$12.3 million) of the Operating Budget increase. The remaining 8.5 percent (\$15.5 million) includes increases in reserves, pay-as-you-go contributions to the Capital Improvements Plan and debt service. Significant departmental increases include:

- \$4.2 million (one third of the total departmental budget increase) for public safety programs including funding for 44 full-time police positions and the opening of the new East Shea Fire Station.
- \$3.0 million for Municipal Services, primarily for the systematic replacement of the City's fleet, including 25 police vehicles, six sanitation trucks and two fire engines. Funding in the amount of \$700,000 is also allocated for solid waste disposal needs including the opening of the City's Waste Transfer Station.
- \$1.6 million for operational costs associated with opening several new facilities including: the Palomino Library; expanded Civic Center Library; North Senior Center; Scottsdale Justice Center; and the Police/Fire Training Facility.

City Manager's Budget Transmittal

- \$1.0 million to address water quality issues including the costs associated with operating the North Indian Bend Wash Groundwater Treatment Facility and the Reclaimed Water Distribution System (effluent pipeline). While these costs are directly offset by reimbursements from private companies, they must be allocated in the operating budget.
- \$1.0 million in contractual costs to assist with planning, permitting and inspection service requirements directly related to increased development activity. These costs are supported by revenue growth of over \$2 million from development service permits and fees.

Other significant Operating Budget increases include:

- \$2.0 million increase in the City's Self Insurance Reserve, and \$500,000 for the Facility Maintenance Reserve which was established in 1993/94 for infrastructure repair and replacement.
- \$9.5 million increase in debt service costs, \$6.4 million of which is Improvement District debt, whereby property owners elect to pay for the installation and construction of streets, water, sewer, and drainage improvements which benefit their property. Improvement district debt is directly offset by revenue from special assessments. The remaining debt increase reflects the continuation of the voter-approved bond program, partially offset by the savings of nearly \$500,000 due to bond refunding and lower interest rates.

The 1994/95 Capital Budget totals \$321.2 million, with funding for the comprehensive bond program approved by voters in 1989. Another \$11.8 million is budgeted for grant and trust activity. There is no appreciable change in the Capital Budget or grant and trust activity from last year.

The 1994/95 Annual Budget continues to support priorities established in previous budget years including programs specifically related to public safety, transportation, growth and the environment. New priorities include the preservation of the McDowell Mountains, infrastructure maintenance and replacement and commitment to technology improvements. To accomplish these goals, in 1994/95 we will:

IMPROVE OUR FINANCIAL STABILITY - We recommend adoption of a comprehensive financial policy that encompasses the sound financial management principles promulgated by the International City Management Association, the Government Finance Officers Association, independent bond credit rating agencies, the City's financial advisor, City Manager, and Financial Services Department staff. A sound financial policy demonstrates to the public, the credit rating industry and prospective investors (bond buyers) the City's commitment to preserving Scottsdale's fiscal integrity. It sets forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. The City is currently in compliance with the comprehensive financial policies proposed for adoption with this budget.

- *Examine service costs.* We closely monitor the cost of doing business and examine alternatives and methods to reduce or absorb increasing costs before passing increases on to citizens. Rate and fee increases are systematic, rational, and consistent with cost increases.
- *Ensure equity of capital funding.* All potential capital funding resources are evaluated to ensure equity of funding for the Capital Improvement Plan. Equity is achieved when the beneficiaries of a project or service pay for it. For example, projects which benefit the general public as a whole are appropriately paid for by general tax revenues and/or general obligation bonds. Projects which benefit specific users are paid for by user fees, development fees, contributions and/or revenue bonds.

City Manager's Budget Transmittal

- *Maintain sufficient reserves.* Five reserves protect the City's financial condition and provide for unexpected economic challenges. An Economic Stabilization Reserve addresses key issues in difficult years; a Contingency Reserve covers unexpected revenue shortfalls or emergency expenditures; a Facilities Maintenance Reserve provides funding for emergency repairs and replacement of infrastructure equipment; a Self-Insurance Reserve indemnifies the City for property and liability risk; and a Solid Waste Management Reserve meets unpredictable costs associated with solid waste disposal. Financial stability calls for other reserves to be established as resources allow.

FACILITATE RESPONSIBLE DEVELOPMENT - A challenge today is to determine how Scottsdale, which prides itself on quality of life, can continue to provide this lifestyle with increasingly limited resources. We must meet this challenge through quality improvements and nontraditional approaches to government. Creative thinking and total community involvement will be necessary to preserve Scottsdale's lifestyle into the future.

- *Identify true cost of service delivery.* A priority for the City in the coming year will be to conduct a comprehensive financial and operational analysis. This study will address all aspects of the City's finances, specifically costs of service delivery, capital improvement construction, and the overall community impact of growth. This analysis will provide the City with a much better picture of where revenues come from, how they are used, and how changes in a variety of activities (including land use planning, new development, levels of services, and differential rate structures) will impact the future fiscal health of Scottsdale. It will explore ways to pay for future infrastructure replacement costs, and ensure that new development consistently adds financial value to the community.
- *Encourage community involvement.* Citizens' involvement is essential to addressing the impact of growth. We must continue to work in partnership with our citizens if we are to be successful in preserving Scottsdale's quality of life. Issues to be addressed in 1994/95 include: formulating policies relating to the Environmentally Sensitive Lands Ordinance; preserving the Sonoran Desert and McDowell Mountains; and assessing the impact of federal clean air mandates. All must be done with substantial public discussion and involvement.

POSITION THE ORGANIZATION FOR THE FUTURE - The city continues to grow, placing greater demands on city government. Identifying new and better opportunities for service delivery is more important than ever. Organizational Effectiveness continues to work with departments to design and implement quality, continuous improvement and productivity systems. A citywide study of uniform contracting resulted in savings of over \$90,000; a study in the Police Department resulted in reallocation of staff and over \$40,000 in productivity improvements; and a work redesign conducted in Financial Services improved service delivery and communications. Quality improvement projects conducted by Organizational Effectiveness through January 1994 have resulted in over \$262,000 in direct and indirect benefits for the City. More importantly, skills are being transferred to accelerate improvement throughout the organization.

- *Focus on the future.* As the City of Scottsdale approaches the 21st century, organizational structure will need to adapt itself to an everchanging environment. Already we are preparing for the future by using cross-departmental and self-led teams to address key issues including diversity, workplace literacy and front-line service delivery. As part of this effort, all City departments and the City's first "Venture Team" are researching future opportunities in the areas of technology, work methods, multiyear budgeting and other programs to enhance the way we do business. Partnerships, privatization and continually challenging ourselves to do better will ensure the best possible future for Scottsdale.

City Manager's Budget Transmittal

- *Examine organizational structure.* We are working to flatten the City's organizational structure by authorizing only front-line service delivery positions and avoiding additions of supervisory personnel. The 1994/95 budget includes only one supervisory position, a police communications supervisor. During the upcoming year all supervisory openings will be carefully reviewed before being refilled.
- *Minimize internal service costs.* The 1994/95 budget reduces our utility accounts by \$300,000 and an energy saving program is being developed. The energy savings program will include education, physical efficiency changes and ongoing maintenance efforts to conserve energy and minimize costs. Equipment maintenance accounts have also been reduced (by 10 percent) to encourage staff to apply more competitive and innovative methods to expensive contracts.
- *Embrace technology.* This budget includes over \$2 million for computer technology. Funding is included for continued implementation of open systems and the geographic information system; technology upgrades and replacements throughout the organization, specifically targeting obsolete terminals and printers; and an imaging system for Customer Service information. The City is also working with NASA and ASU on new technology which will enhance our Geographic Information Systems (GIS) capabilities. This funding is part of a continuing commitment to position our organization to take advantage of technology to improve productivity and provide more effective service delivery.

FOSTER A MORE COLLABORATIVE COMMUNITY - Perhaps the biggest challenge we face in this and future budget years is sustaining the livability of our city, something we were recognized for in 1993 by the U.S. Conference of Mayors when they named Scottsdale America's "Most Livable City." Long-term livability can be ensured only if we are able to look beyond the walls of city hall, create meaningful partnerships with all members of our community, and continually add value as we grow.

- *Create partnerships.* This budget supports several new partnerships. In fact, of the 59 positions being added, 44 will support Scottsdale's community policing effort and collaborate with Community Services staff on youth intervention programs. Positions will be added to open a second Citizen Service Center at 75th Street and Sweetwater; a third library (Palomino) at 124th and Via Linda; and a new North Senior Center. These facilities will also be supported by citizen volunteers.
- *Promote volunteerism.* With initiation of the City's "I'll Do It" volunteer program in 1993/94, we now have a reliable bank of citizen resources. These dedicated individuals contributed over 82,000 hours of their time to their City in 1993; City Boards and Commissions contributed another 6,000 hours. And, in the universal spirit of volunteerism, City employees in 1993 donated over 63,000 hours of time to their community. The goal in 1994/95 is to increase volunteer hours, both inside and outside the organization, by at least 5 percent.
- *Contribute financially.* Another partnership we hope to see take off in 1994/95 is the City's Endowment Program. The success of this program is critical to our City's future livability. We must all contribute financially to projects and programs which benefit the entire community. This year citizens will have an opportunity to financially support priorities such as the preservation of the McDowell Mountains and the restoration and expansion of McCormick Railroad Park. The City this year will contribute \$50,000 to the McDowell Mountains Preservation Fund. In addition, we will commit up to \$200,000 from our operating contingency to match community donations to this fund. On a smaller scale, citizens' contributions, from park benches to street lights, will be encouraged and celebrated.

City Manager's Budget Transmittal

The 1994/95 budget has been developed in accordance with sound financial policies adopted to ensure fiscal integrity. The recommendations included in this budget are designed to ensure our city's financial stability and prepare for a future where the role of government is less certain. However, no matter what the future role of government, we feel confident that the strong communities will be those where citizens and their city work together, where government is everyone's business, and where citizens show love for their city by working endlessly to improve it.

A special thank you to everyone involved in preparing this budget: citizens, board and commission members, business owners and City staff. Scottsdale today is economically healthy, having just recorded one of the strongest retail sales and tourism years in its history. We hope for future years just as strong, but we plan for revenues that pale in comparison to increasing demands. When we accept that government alone cannot sustain our financial future, we will begin to define a new role for our city - one where citizens work with their city to sustain livability. In doing so, we will ensure that Scottsdale remains America's "Most Livable City."

Respectfully submitted,



Richard A. Bowers
City Manager

City of Scottsdale, Arizona



Our Vision

"Scottsdale...Simply Better Service!"

On our way to the year 2000, City of Scottsdale employees will be recognized as innovative, environmentally sensitive and committed to quality service; members of an organization in which leadership, teamwork and all individuals are valued, and employees take pride in everything they do.

Our Values

- *Respect the Individual* •
- *Value Diversity* •
- *Be a Team Player* •
- *Commit to Quality* •
- *Risk, Create, Innovate* •
- *Listen, Communicate, Listen* •

Take Ownership !

Budget Overview

Operating Budget

The City of Scottsdale budget totals \$211.1 million, consisting of \$141.8 million in departmental (direct service) expenditures, \$47.8 million in debt service and transfers-out totaling \$21.5 million. The budget is funded by operating revenues of \$198.6 million, transfers-in of \$11.2 million, and use of available prior year fund balance carryover of \$1.3 million, for total resources of \$211.1 million.

<u>Resources</u>		<u>Uses</u>	
Revenues		Departments	
Local Taxes		General Government	\$13,436,295
Sales Tax	\$39,907,065	Police	24,621,063
Property Tax	19,996,517	Financial Services	8,275,403
Other	8,622,400	Transportation	4,325,103
Taxes From Other Agencies	21,488,762	Community Services	17,506,586
Transportation	9,679,000	Planning and Community	
Licenses and Permits	10,906,200	Development	10,308,920
Internal Service Charges	9,275,000	Fire	8,477,653
Fines and Forfeitures	1,797,945	Water Resources	22,541,472
Use of Money and Property	7,254,468	Municipal Services	30,818,602
Utilities and Enterprises	56,791,413	Contingency	1,500,000
Other Revenue			
Improvement District Assessments	11,703,282		
Miscellaneous	1,163,000	Subtotal	<u>141,811,097</u>
		Debt Service	47,819,953
Subtotal	<u>\$198,585,052</u>	Subtotal	<u>\$189,631,050</u>
Transfers-In		Transfers-Out	
1993/94 Encumbrance Rebudgets	4,000,000	Encumbrance/Expenditures	4,000,000
Fund Reserves		Pay-As-You Go Transfer to CIP	
Facility Maintenance	500,000	from General Fund	2,525,000
Solid Waste Management	341,690	from Water & Sewer Fund	7,781,645
Self Insurance	6,385,104	Reserve for	
1993/94 Fund Balance Carryover	1,352,643	Facility Maintenance	500,000
		Solid Waste Management	341,690
		Self Insurance	6,385,104
Subtotal	<u>\$12,579,437</u>	Subtotal	<u>\$21,533,439</u>
Total	<u><u>\$211,164,489</u></u>	Total	<u><u>\$211,164,489</u></u>

Total Adopted Budget

The City's total adopted budget amounts to \$544,145,323 which includes the Operating Budget of \$211,164,489, Grant and Trust activity of \$11,802,034 and the current portion of the Capital Improvement Plan of \$321,178,800.

The following pages provide more detailed information on the Operating Budget.

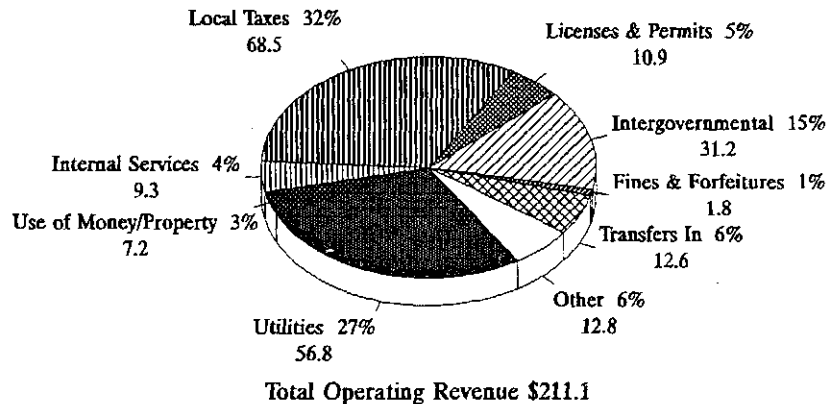
Budget Overview

Resources - Where the Money Comes From

Scottsdale relies upon nine categories of resources to fund its Operating Budget.

The following pie chart identifies the major sources of revenue which combine to fund the City's Operating Budget.

Operating Revenue by Source Fiscal Year 1994/95 (In Millions)



Local Taxes, representing 32 percent of operating resources, are Scottsdale's largest source of revenue. They are comprised primarily of sales taxes (\$39.9 million), property taxes (\$20.0 million), and transient occupancy taxes (\$4.4 million), along with other franchise and in-lieu property taxes.

The Scottsdale local sales tax rate is currently 1.2 percent. The 1 percent portion of the sales tax is used for general governmental operations and the repayment of excise debt. The remaining .2 percent is restricted for transportation related capital projects and as such is included as a resource in the capital improvement plan budget. The City has experienced exceptional growth in sales tax collections, led in 1993/94 by construction up 25 percent, automobile sales up 25 percent, and hotel/motel rental activity up 21 percent.

Property tax levies are divided into a primary tax levy and secondary tax levy. The primary levy is used for general governmental operations and annual increases in the levy are limited by statute to 2 percent plus allowances for new construction and annexations. The secondary levy is unlimited in growth but is restricted for use to repay general obligation bond principal and interest. Correspondingly, the increase in this revenue source is due in large part to the increased debt service requirements for bonds sold to finance capital improvement projects approved in the 1989 bond election.

Scottsdale collects a 3 percent transient occupancy tax on hotel and motel room rentals (in addition to the sales tax). One-third of this tax is used to pay for general governmental operations. The other two-thirds is restricted for use for tourism and hospitality purposes and pays for contracts to increase tourism and debt service for destination attractions. These revenues are up over 22 percent for 1993/94 but significant increases are not expected in 1994/95 due to decreasing vacancy rates.

Budget Overview

Resources - Where the Money Comes From, continued

User Fees (utilities), representing 27 percent of total operating resources, are the second largest source of revenue for the City. They are comprised of utility service charges (water, sewer, and refuse; \$56 million) and airport enterprise use fees. User fees and charges are established to promote efficiency by shifting payment of costs to specific users of services and avoiding general taxation. Moderate rate increases are included as part of this budget for these operations to offset increasing operating costs, mandated environmental standard compliance, and capital infrastructure costs attributable to growth.

Intergovernmental revenues include the state sales tax, income tax, auto in-lieu tax collections, and transportation revenues which are shared with cities and towns based upon population. Transportation revenues include the Highway User Revenue Tax (HURF) and Local Transportation Assistance Fund (LTAF - State Lottery) collected by the state. HURF revenues are distributed based in part on population and on county of origin; LTAF revenue is distributed based upon population and city and town participation in LTAF revenue sharing was capped in 1989. Transportation revenues provide only a portion of the City's operating transportation program funding needs with the remaining transportation funding coming from other general governmental resources.

Licenses and Permits include revenue from various business licensing and permits, recreational fees and all development related permits and fees. This revenue category is experiencing exceptional growth due to the improving economy and related construction and development activity, up over 34 percent in 1993/94. Our forecast is for continued strong performance in 1994/95.

Other category of revenue includes improvement district revenues paid by special assessment on property benefiting from requested capital improvements. These revenues are directly offset by debt service payments for the construction of the capital improvements.

Internal Transfers of fund balances constitute the remaining resources used to fund the 1994/95 Operating Budget. Transfers include committed funds from prior year purchase orders rebudgeted, fund reserves for facility maintenance, solid waste management and self insurance not expended from the prior year rebudgeted, and positive unrestricted fund balance carryover from the prior year.

Improvement in the economy during 1993/94, led by sales tax and development activity had a very positive impact on Scottsdale and our forecast is for this trend to continue strong through 1994/95. As a result of the development activity Scottsdale's population is expected to grow by over 8 percent in 1994/95. This growth also results in utility and enterprise operation service demand increases and related revenue growth. In spite of these encouraging trends we believe the estimates used in developing 1994/95 revenue projections that vary directly with the economy are conservative.

Estimated revenue for 1994/95 increases \$26.9 million over 1993/94. Significant increases from prior year are from sales taxes (15.6 percent), permits & fees (34.2 percent), property taxes (16.7 percent) and user fees (6.6 percent). The increases in sales tax and fees and permits can be attributed to the improving economy, a strong retail sales tax base, and strong development activity. Increases in property taxes and user fees are caused by growth and rate increases to fund voter-approved capital improvements.

Each of the major sources of revenue are described in the Financial Summary section along with ten year trends of activity and assumptions used in developing the 1994/95 budget.

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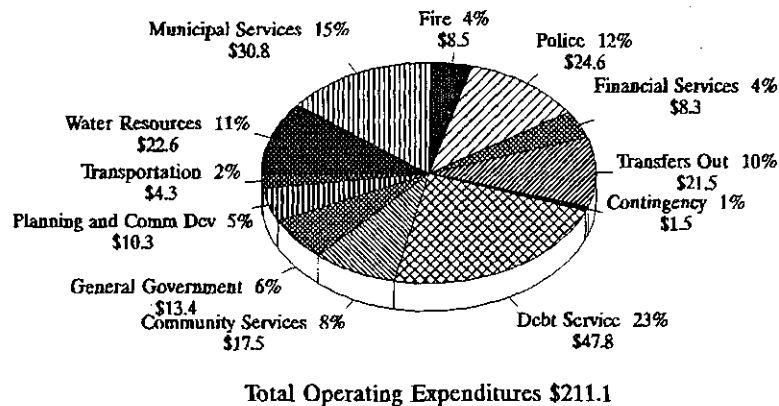
Budget Overview

Uses - Where the Money Goes

Scottsdale's operating expenditures are comprised of nine separate departments, debt service, contingency funding and internal fund transfers.

The following pie chart identifies City operating expenditures by department, including debt service, operating contingency and reserves.

Operating Expenditures by Department Fiscal Year 1994/95 (In Millions)



By Department:

Municipal Services (\$30.8 million), representing the largest operating departmental budget, is responsible for refuse disposal, maintenance of City streets, municipal buildings, all of the City's motor vehicles, and implementation of the City's approved capital projects. Increases reflected in this budget include operational funding for the new waste transfer disposal facility beginning January 1995, contract custodians to maintain new City facilities to begin operation in 1994/95, cost of purchasing and maintaining new and replacement vehicles, and the addition of one position in the Signs and Markings section to maintain current service levels and inventories.

Police Department (\$24.6 million), the second largest departmental budget, handles general law enforcement responsibilities, traffic accident investigations, undercover operations and surveillance, crime investigation, traffic enforcement, and emergency management services. The budget includes increases for enhanced traffic enforcement, continued implementation of community policing objectives, and staffing for the new Justice Facility jail and the Police Training Facility.

Water Resources (\$22.6 million) plans, manages, and operates a safe, reliable water supply and wastewater reclamation system. Increases reflected in this budget include the addition of staffing, equipment and materials to replace failing polyethylene and galvanized service lines throughout the city over a 15 year period. This program was previously budgeted in the Capital Improvements Plan through a contractual arrangement. Also assumed in this budget are staffing reductions at Planet Ranch resulting from closure of the farming operations.

Budget Overview

Uses - Where the Money Goes, By Department, continued

Community Services (\$17.5 million) plans, operates and maintains parks, recreational and library facilities; and provides recreational and leisure activities, and social services. Increases in Community Services budget support the operation of a new Senior Center at Scottsdale Ranch Park and the new Palomino Library, expansion of Civic Center Library, additional staffing at Paiute Community Center and Mountain View Park, and a new after school program for Scottsdale's middle schools.

General Government (\$13.4 million) develops and implements policies and program alternatives, and provides leadership and administrative support to assist the organization in promoting professional and organizational development, and provides service to the organization and to the community through effective communications. The budget includes the addition of a new position to augment current staffing for the Citizen Service Center and funding to open a new service center location at 75th Street and Sweetwater. Funding is also included for energy efficiency improvements with the offsetting savings reflected in the appropriate expenditure budget, and for an "Innovation" program devised to provide the flexibility to implement cost-saving ideas, the savings from which will continue the program.

Planning and Community Development (\$10.3 million) ensures that land within the City is planned and developed for the general welfare of the community, manages City-owned real estate, administers the Community Development Block Grant (CDBG) program, enforces City code, and administers the City's economic development program. Budget increases are in direct response to the considerable increase in development activity and need to respond to related planning, permitting and inspection service requirements and are funded from development activity revenue.

Fire Department (\$8.5 million) provides emergency medical service, public education, fire prevention and fire suppression. Fire services are contractually provided by Rural Metro Corporation. Increases in this budget include funding for operation of a new fire station in the East Shea Boulevard area, addition of a plan reviewer to maintain service level, and increases to the contract amount as required. Additional revenue, provided from an agreement to provide fire services to the Pavilions shopping center adjacent to the Scottsdale city limits, offsets a portion of the increase.

Financial Services (\$8.3 million) provides basic financial services, controls, and processes to support the organization and maintain the financial integrity of the City. Increases in the budget include the addition of one (1) position in Utility Billing and a contractual Water Meter Reader to support growth, an imaging system in Customer Service to replace the current microfiche of customer records and reduce the need for additional storage space, administration of the City's recently adopted alarm permitting and false alarm ordinance to be funded from the revenue generated by the ordinance, and implementation of an automated system to allow customers the option to pay utility bills as a direct transfer from their checking or credit card account.

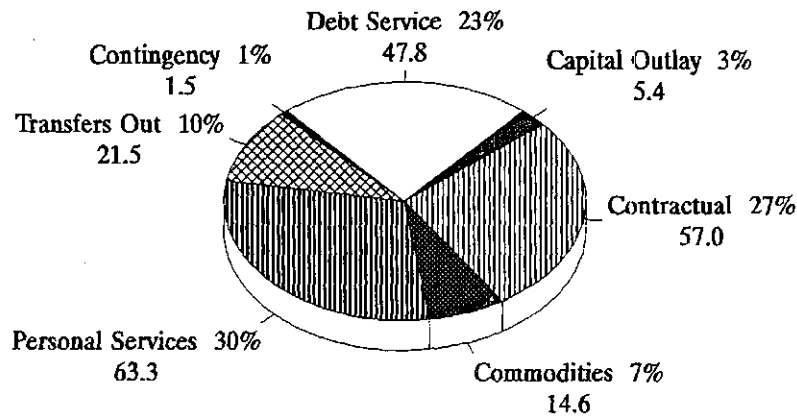
Transportation Department (\$4.3 million) provides for a safe, well-designed street and drainage system, coordinates the various components of the city's mass transit system, and operates the Scottsdale Airport. Budget increases support expanded service on regional bus routes serving Scottsdale, increased frequencies on local circulation routes, and Saturday Dial-A-Ride service.

Budget Overview

Uses - Where the Money Goes, By Expenditure Type

The following pie chart identifies City operating expenditures by expenditure type for 1994/95

Operating Expenditures by Type Fiscal Year 1994/95 (In Millions)



Total Operating Expenditures \$211.1

Personal Services, represent 30 percent of the Operating Budget and have increased by \$4.9 million (8.4 %). Nearly 3 percent of the change from prior year is due to the addition of 59 full-time positions. The most significant changes include 37 new full time positions (34 in Police and 3 in Community Services) as emphasis on public safety and youth, and 15 positions to staff new facilities. This category of expenditure also includes a commitment to our employees, our most important resource, by continuing to provide them competitive compensation and benefit programs. Continuation of Quality Plus, Scottsdale's pay-for-performance compensation program accounts for 3 percent of the total personnel service increase. In addition, a 2 percent salary adjustment is included for all employees based upon a market comparison study with other cities. The remaining portion of this increase is attributable to full year funding for positions funded for only a portion of the prior fiscal year, increased health plan and retirement system costs.

Contractual Services, representing 27 percent of the Operating Budget, have increased \$4.9 million (9.4%). A significant portion of the contractual increase is due to an increase for Rural Metro fire services and the full year's funding of increased personnel to staff the new fire station in the East Shea area. Another significant increase is attributable to the direct response to the increase in development activity requiring contractual services for planning, permitting and inspection services. Vehicle maintenance costs (internal service charges) have increased in relation to growth in fleet. Also included in this category are increases for transit service and expansion of Dial-a-Ride service to Saturdays.

Commodities, representing 7 percent of the Operating Budget, include office supplies, chemicals to treat water, cost of purchased water, library books, fuel and oil for fleet vehicles, and repair supplies. Significant increases from 1993/94 include \$477,000 for chemicals primarily attributed to EPA clean water requirements, anticipated fuel costs and increased fuel usage and increased material costs related to the water service line replacement program.

Budget Overview

Uses - Where the Money Goes, By Expenditure Type, continued

Capital Outlay, represents 3 percent of the Operating Budget, and is comprised primarily of fleet replacement. Fleet replacement costs amount to \$3.1 million for over 80 depreciated vehicles and heavy equipment including five sanitation trucks and two fire engines. Total fleet capital costs also include \$729,000 for new vehicle purchases for positions added. This expenditure category also includes \$715,416 for funding of computer technology upgrades and replacements throughout the organization, specifically obsolete terminals and printers. This decision was made by City Council during 1993/94 as part of a continuing commitment towards the City's Technology Management Program.

Debt Service, representing 22 percent of the Operating Budget costs, has increased by \$9.5 million (24.8%). \$6.4 million of this increase is improvement district debt, whereby property owners elect to pay for the installation and construction of infrastructure such as streets, water, sewer, and drainage which benefits their property. Improvement district debt is directly offset by revenue from special assessments on property benefiting from the improvement. The remaining debt increase reflects the continuation of the voter-approved bond program and includes the benefit nearly \$500,000 in bond refunding savings and lower interest rates.

Transfers Out, includes an allowance for those purchase commitments made in 1993/94 which had not yet resulted in payments to vendors, and transfers to the capital program of other general governmental, water and sewer resources to be used for capital infrastructure requirements.

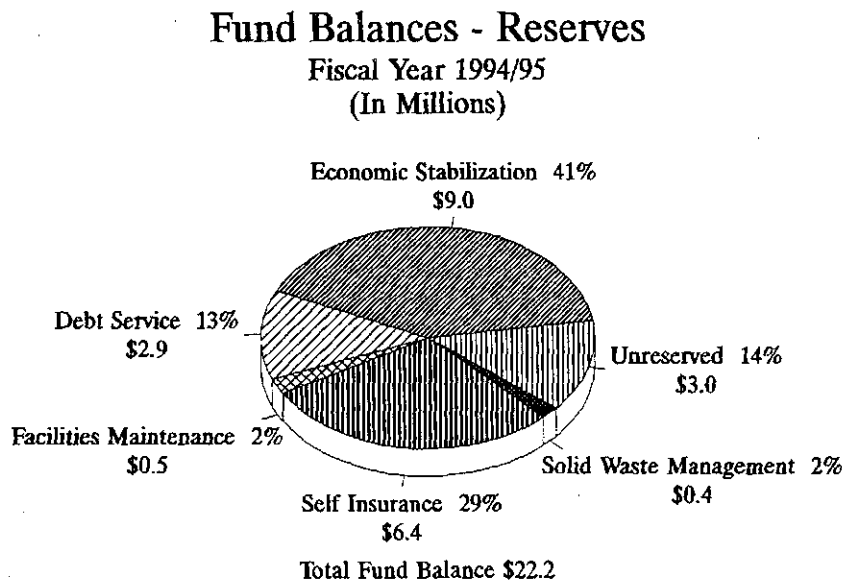
Fund Balances - Reserves

Fund balance represents Scottsdale's net difference of financial resources and uses. Growth of fund balance occurs when revenues exceed expenditures. Fund balances are similar to an enterprise's net equity and should only be used for non-recurring (non-operational) expenditures since once they are spent they are only replenished by future year resources in excess of expenditures.

Much of the Scottsdale's fund balances are reserved in order to protect the City from financial adversity and preserve its fiscal integrity. Specific reservations include: an Economic Stabilization Reserve to offset revenue sources most vulnerable to changes in the economy; a Debt Service Reserve restricted for payment of debt principal and interest; a Self Insurance Reserve to indemnify the City against property and liability risk; a Solid Waste Management Reserve to meet unpredictable costs associated with solid waste disposal; and a Facility Maintenance Reserve restricted for repair or replacement of public building infrastructure equipment (HVAC, roofing, etc.). Unrestricted fund balance represents that portion of fund balance which is not restricted for specific purposes and is available for appropriation (budget).

Budget Overview

The following pie chart identifies reserves and unreserved portions of the total estimated fiscal year-end fund balance.



Positive changes to fund balance since 1993/94 are attributable to improved revenues, expenditure savings from the prior year, Municipal Property Corporation (MPC) and Highway User Revenue (HURF) bond refunding savings.

Economic Stabilization Reserve was established to protect the City's financial condition as an offset to revenues vulnerable to downturns in the economy. The reserve has been increased from \$7 million to \$9 million for 1994/95 as a result of the healthy economy. The ultimate goal for the Economic Stabilization Reserve is to amount to 9-10 percent of general governmental operating expenditures. The 1994/95 budget includes no budget appropriation for this reserve.

Self Insurance Reserve increases by \$2.0 million in 1994/95. This reserve was reduced in 1992/93 due to a large liability payment and it is important to restore this reserve in order to preserve our financial stability. The City adds the cost of involuntary tort judgements to the primary tax levy, as allowed by statute, and subsequent revenues will replenish this reserve to its actuarially determined level.

Facility Maintenance Reserve was established in 1993/94 to further protect the City from unexpected economic challenges. This reserve was established for infrastructure equipment repair and replacement (HVAC, roofing, etc.) and was increased to \$500,000 for 1994/95.

Solid Waste Management Reserve increases slightly in 1994/95 by \$76,000 to help meet unpredictable costs associated with solid waste disposal. The opening of the City's Waste Transfer Facility will also help mitigate these costs.

Debt Service Reserve decreases in 1994/95 by \$184,000 due to payment of interest on monies loaned for the stadium expansion.

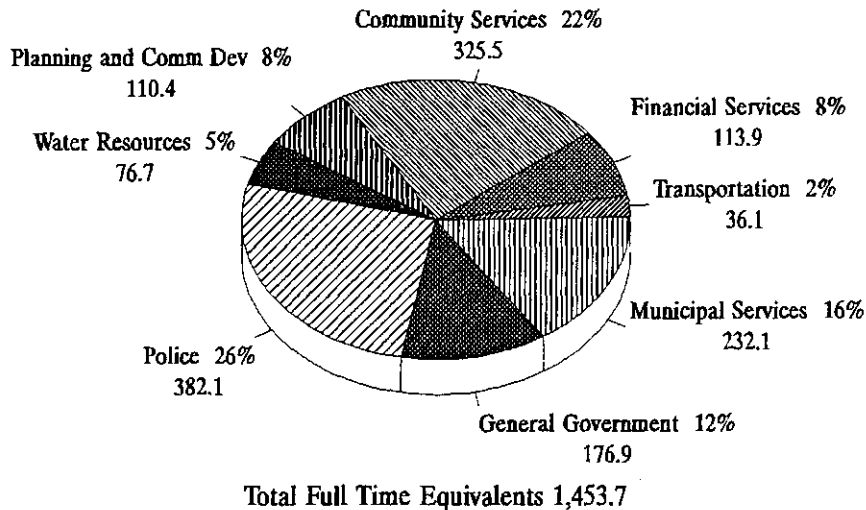
Budget Overview

Staffing

A significant part, 34 percent of the City's Operating Budget (net of transfers), is funding for employees who in turn provide services to our citizenry.

The following graph identifies full-time equivalent (FTE) positions by department.

Staffing By Department Fiscal Year 1994/95



The 1994/95 budget increases staffing by 59 full-time positions and 33 part-time positions (total 56.3 full-time equivalent). Thirty-four positions support public safety through enhanced traffic enforcement and continued implementation of community policing objectives. Fifteen positions staff new facilities including a new jail in the new Civic Center Justice Facility, Civic Center Library Expansion, Palomino Library, North Senior Center at Scottsdale Ranch Park, and a new Citizen Service Center location at 75th Street and Sweetwater. Other positions support youth programs, code enforcement, water service line replacement, and the street signs and marking section of Municipal Services.

The emphasis in 1994/95 is to provide resources for a collaborative effort for Police and Community Services to address public safety and related youth issues in our community as identified in the Citizen's Survey. Additionally, contractual funding was allocated to address growth needs in Development Services and other maintenance areas. An effort was made to flatten the City's organizational structure by authorizing only front-line service delivery positions and avoiding additions of supervisory personnel.

The FTEs per capita have actually decreased since 1993/94, from 9.03 per 1,000 citizens to 8.67 for 1994/95. This change is based upon our estimates of population growth from 154,760 citizens in 1993/94 to 167,590 citizens in 1994/95.

The Authorized Position Summary in the Appendix provides a complete listing of all positions by classification, division, and department, both full-time and part-time, and details the changes for 1994/95.

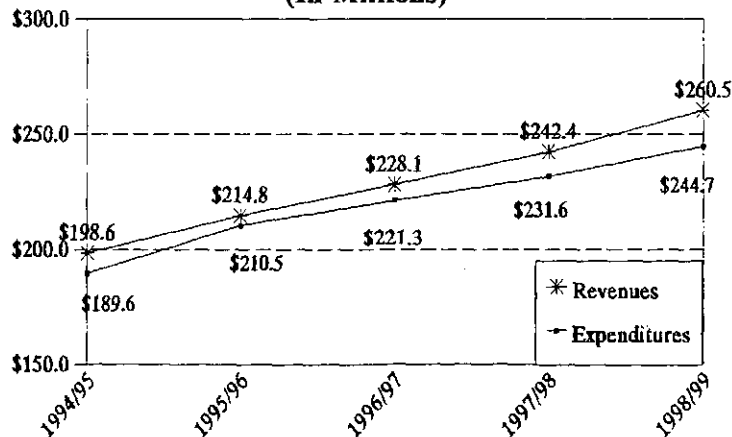
Budget Overview

Five-Year Forecast

The five-year forecast is a tool for intermediate-range financial planning and policy development. Two benefits of the five-year forecast are to continue our emphasis on strategic planning and to identify the capacity of the City to fund forecasted operating expenditures (fiscal capacity). The forecast is not intended to be an exact predictor of what each department will spend over the next five years.

The following graph illustrates Scottsdale's operating revenues and departmental expenditures forecast for the next five years.

Operating Revenues and Expenditures
Fiscal Years 1994/95 thru 1998/99
(In Millions)



Revenues estimates are based upon historical data and econometric forecasting models. Expenditures have been conservatively estimated and include increases expected for changes in the consumer price index and increases to maintain current service levels. The forecast illustrates that projected revenue growth supports departmental expenditures for current service levels. However, the difference between anticipated revenues and expenditures provides little cushion (fiscal capacity) to address growth, operating costs from completed CIP projects, capital project lifecycle costs or new service demands.

City departments submitted five-year forecasts as part of the 1994/95 budget process based upon three assumptions: 1) Growth issues requiring additional resources; 2) Operating issues of funded CIP projects expected to be completed during the forecast period; and 3) Issues of new services anticipated to begin during the forecast period. These submissions are intended to provide forecast data for discussion purposes regarding strategic fiscal planning and policy development for the next several years. This information will be used to develop a multi-year balanced budget plan to be reviewed annually per our financial policy.

As the City continues to grow it will be imperative for us to position the organization to meet the increasing demands. A multi-year balanced budget requires revenue assumptions and forecasts of available resources to be continually updated. In conjunction, alternatives for dealing with operational growth, CIP and new service impacts need to be considered, including: new revenue sources, use of contractual services, volunteers, service level changes and/or trade-offs of personnel with other programs.

Budget Overview

Capital Improvement Plan

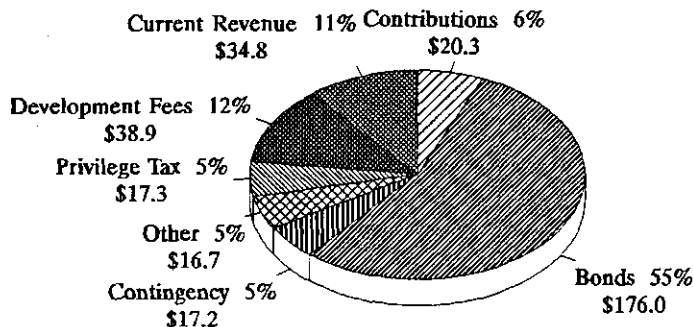
The City's total budget appropriation is comprised of two segments: the 1994/95 Operating Budget and the 1994/95 Capital Improvement Budget. The Operating Budget authorizes and provides the basis for control of operating expenditures for both internal and citizen services including operating and maintaining new capital facilities. Operating Budget appropriations lapse at the end of the fiscal year. The Operating Budget is funded with recurring annual revenues such as taxes, licenses, fines, user fees, and interest income.

The capital budget authorizes and provides the basis for control of expenditures for the acquisition and construction of all capital facilities. Capital budget appropriations do not lapse at the end of the fiscal year; they are budgeted until the project is complete and capitalized.

The 1994/95 Capital Budget totals \$321.2 million, and includes unexpended funds for prior projects not yet complete (\$222.3 million), funding for new projects or later phases of previously authorized projects (\$81.7 million), and other budgeted funds such as contingencies (\$17.2 million). The following graph identifies funding sources for the 1994/95 Capital Improvement Plan.

Capital Improvement Plan Funding Sources

Fiscal Year 1994/95
(In Millions)



Total 1994/95 Plan \$321.2

All potential capital funding resources are evaluated to ensure equity of funding for the Capital Improvement Plan. Equity is achieved if the beneficiaries of a project or service pay for it. For example, projects which benefit the general public as a whole are appropriately paid for by general tax revenues and/or general obligation bonds and projects which benefit specific users are paid for by user fees, development fees, contributions and/or revenue bonds. Other factors considered when funding the capital plan are whether the financing method provides funding when needed, and financial costs associated with the funding source.

The 1994/95 Capital Budget uses funding from the 1989 and 1992 voter-approved bonds. These funds, together with special assessment bonds and Municipal Property Corporation bonds, provide the bond-funded portion of the program. The remaining sources are pay-as-you-go revenues.

The largest funding source, representing 55 percent of the City's capital budget, is bonds. The remaining funding

Budget Overview

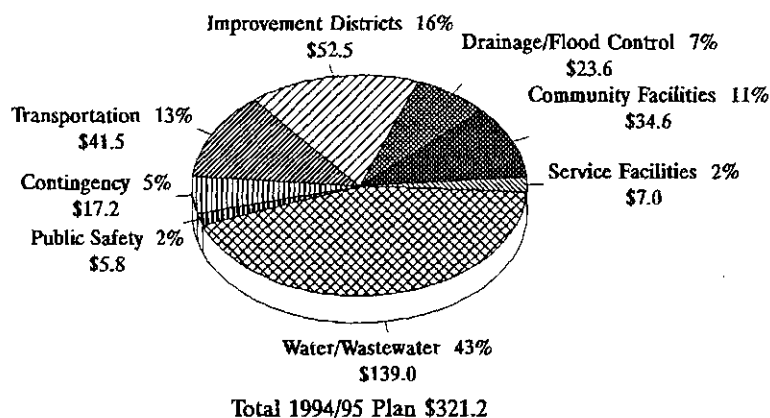
Capital Improvement Plan, continued

is comprised of Operating Budget transfers, water and sewer development fees, the transportation portion of privilege taxes (.2%), contributions, and other sources. City capital management policy requires that pay-as-you-go financing should account for a minimum 25 percent of all capital improvement projects for each five-year period. The Capital Improvement Plan is comprised of seven major programs: Transportation, Improvement Districts, Drainage and Flood Control, Water and Wastewater, Community Facilities, Service Facilities, and Public Safety. The following graph identifies the 1994/95 Capital Improvement Plan by major programs.

Capital Improvement Plan Programs

Fiscal Year 1994/95

(In Millions)



The 1994/95 CIP plan reflects the City's commitment to its Water and Wastewater program and to compliance with the 1980 Groundwater Code and future Federal mandates. Accordingly, the emphasis is on reclaiming and storing water and treated wastewater for underground recharge, and decreasing consumption of groundwater.

Water and Wastewater program highlights include:

- Water Quality Federal Mandates (\$31,004,700). The 1994/95 - 1998/99 CIP budget contains estimated costs to perform studies, and design and construct facilities required to comply with Federal Environmental Protection Agency drinking water standards which are expected to be adopted by fiscal year 1997/98.
- The Water Campus (\$79,844,700). The Water Campus will be comprised of the advanced water treatment plant, regional wastewater reclamation plant, collection system, and initial recharge and recovery system. The two plants will enable the City to treat wastewater and redistribute treated water to the golf courses in the northern area of the City. The 14 miles of reclaimed water distribution lines already constructed will distribute this water. Excess water will be further treated in the advanced water treatment plant and recharged back into the aquifer, thereby replenishing our groundwater table.
- SRP Filtration Plant (\$18,818,000). The SRP Filtration Plant will enable the City to treat SRP water which is currently being treated by the City of Phoenix. This plant is currently in the pre-design phase with construction estimated to be complete in Fall, 1997.

Budget Overview

Capital Improvement Plan, continued

Transportation program highlights include:

- 64th Street Widening and Extension (\$9,600,000). Designs for the buffering and widening of 64th Street will be complete by Fall, 1994, with construction to follow in late 1994. Community involvement in this project is extremely important.
- McDowell Road/Granite Reef Road to Pima Road (\$2,109,200). Widening McDowell Road from Granite Reef Road to Pima Road has been moved forward from fiscal year 1995/96 to 1994/95 to meet the needs of additional traffic from the Pima Freeway. The Arizona Department of Transportation estimates that the Pima Freeway will be complete to Thomas Road in 1996.
- Pima Road Improvements (\$14,750,000). The west side of Pima Road from McDowell Road to Via Linda will be buffered with a soundwall and landscaping. Final design of the buffering will be complete by Summer, 1994, and construction of buffering will begin in late 1994. Construction of the road widening is scheduled to begin in fiscal year 1995/96. Community involvement in this project is vital.
- Shea Boulevard from 124th Street to 136th Street (\$4,700,000). Design has been completed, and construction will begin in September of this year. This portion of Shea Boulevard widening is scheduled for completion in June, 1995. The remaining section, from 136th Street to 144th Street, has been scheduled for fiscal year 1996/97.
- Multi-Modal Transportation Center (\$3,000,000). A multi-modal transportation center will be located near the historical Loloma School. The transportation center will be a transit hub for all types of transportation, including bus, taxi, hotel and motel shuttles, trolley, and horse-drawn carriage. This project will be funded approximately 80 percent from Federal Transit Authority grants, with the City's portion estimated to be \$600,000. Design will begin in 1994/95 with construction to follow late in 1994/95.

Other 1994/95 plan highlights are:

- Regional Drainage System North of Central Arizona Project (CAP) Canal (\$56,660,900). The City will continue the preliminary design efforts for the construction of the Pima Road, Reata Pass Wash, and the Rawhide Wash regional channels which will mitigate the flooding potential in the area of the City north of the CAP canal. Public participation is a key component of this project.
- Library Expansion (\$11,785,500). Construction of the Civic Center Library Expansion is well under way. The library will be expanded by 52,000 square feet and will provide additional book shelves, public reading areas, a new children's area, and a public auditorium. The construction is scheduled for completion in January, 1995.
- Canal Bank Improvements (\$6,360,700). Concept proposals for private improvements to the canal bank between Scottsdale Road and Goldwater Boulevard have been received by the City and are being evaluated. City funding will be used to supplement private development activity in the area.
- Solid Waste Transfer Station (\$2,500,000). The construction of a Solid Waste Transfer Station will allow Scottsdale to consolidate solid waste prior to transferring it to a landfill. The transfer station is being designed to handle 400 tons of solid waste per day.

Budget Overview

Capital Improvement Plan, continued

- Police/Fire Training Facility (\$2,717,000). Construction is under way on the new Police/Fire Training Facility and completion is scheduled for 1995. This facility will include a computerized clean-burn facility, a firing range, and an emergency vehicle training track, and will be located on a City-owned site on Curry Road.

A significant portion of the Capital Improvement Plan is funded by general obligation bonds and the associated debt service is paid by the secondary property tax levied upon assessed value. Since the 1989 bond authorization election the City's assessed valuation has experienced cumulative growth of 5 percent. When the 1989 bond authorization was promoted, our projection based on historical assessed valuation growth was for increases totaling over \$1 billion or an 82 percent increase during this same period. In order to continue the capital plan as promoted in 1989 and remain within our legal bonding capacity, some elements of our Capital Improvement Plan have been delayed, and tax rates have been increased to compensate for the lower assessed value of property. Projections for assessed valuations are once again negative for 1994/95 and all projects within the Capital Improvement Plan not already under construction were evaluated in terms of public needs and the fiscal impact upon property tax rates.

As a result of the declining assessed valuations construction delays were recommended in 1993/94 and in 1994/95 in order to limit the increase in the secondary property tax. The following projects were delayed:

	<u>From</u>	<u>To</u>
McDowell Road/Granite Reef to Pima Road	1993/94	1994/95
Scottsdale Road/Indian Bend to Gold Dust	1994/95	1996/97
Scottsdale Road/Mercer to Sutton	1993/94	1996/97
Shea Boulevard/136th Street to 144th Street	1993/94	1996/97
Indian School Road/64th Street to 68th Street	1993/94	1996/97
Indian School Road/West Couplet to Hayden Road	1994/95	1995/96
Marshall Way/Indian School Road Improvements	1995/96	1997/98
Horizon Park (Community Center Only)	1993/94	1995/96
Stonegate Park	1993/94	1996/97

This plan dedicates an additional four years of the transportation portion of privilege tax (.2 percent) to the 1989 bond program (through 1997/98). If this strategy were not used, the projects would be delayed an additional two to three years.

As capital improvement projects are completed, the operation of these facilities will be funded in the Operating Budget. The operating costs for 1994/95 have been included in the appropriate department budgets. The estimated increase in operating expenses over the next five years, due to completed capital improvement projects, is as follows:

Fiscal Year	Operating Costs
1994/95	\$ 1,097,800
1995/96	4,765,600
1996/97	5,787,700
1997/98	14,581,000
1998/99	14,854,200
Total	\$ 41,086,300

Budget Overview

Capital Improvement Plan, continued

The following table identifies funding sources and program expenditures for the combined five-year Capital Improvement Plan.

Capital Improvement Plan Summary
1994/95 through 1998/99
—In Thousand of Dollars—

	Prior Years	1994/95	1995/96	1996/97	1997/98	1998/99	Total Plan
Resources							
Bonds	130,499	45,460	26,501	20,933	13,425	8,083	244,901
Pay-As-You-Go	91,783	36,254	22,202	25,053	36,485	6,765	218,542
Contingency		17,183					17,183
Total Resources	222,282	98,897	48,703	45,986	49,910	14,848	480,626
Program Expenditures							
Transportation	30,703	10,829	16,219	14,816	5,354	3,516	81,437
Improvement Districts	26,888	25,625					52,513
Drainage/Flood Control	11,446	12,112	11,626	16,823	7,738	4,823	64,568
Water/Wastewater	120,865	18,135	18,919	13,011	36,491	6,452	213,873
Community Facilities	22,158	12,423	1,939	991	327	57	37,895
Service Facilities	4,778	2,228					7,006
Public Safety	5,444	362		345			6,151
Contingency		17,183					17,183
Total Expenditures	222,282	98,897	48,703	45,986	49,910	14,848	480,626

The Capital Improvement Plan section of this book includes a list of budgeted capital improvement projects for the five-year period through fiscal year 1998/99. Volume II, the 1994/95 Capital Improvement Plan, provides additional detailed project information for all budgeted capital improvement projects for the five-year period.

Budget Overview

Impact on Citizens

User Fees - Mandated environmental-standard compliance costs, increased operating costs, and infrastructure debt service attributed to population growth have resulted in user fee increases in the 1994/95 Operating Budget. The City charges these monthly user fees for utilities based on customer usage. The three utilities the City maintains and their corresponding rate increases are:

Water - Charges are for usage based on a fixed charge for the size of meter and a variable charge for the amount of water used.

The major factors necessitating a water rate increase of 5.5 percent are:

- Increases mandated by the EPA for implementation of the Information Collection Rule for Disinfection Byproducts.
- Increase in debt service required to pay for water projects approved by the voters in the capital improvement plan.
- The City's required revenue-to-debt ratio which ensures Scottsdale's high bond rating and to ensure a balanced pay-as-you-go Capital Improvement Plan.

The average monthly customer bill increase is estimated to be \$1.76.

Sewer - Charges are for disposal of sanitary sewer waste based on water consumption and type of residence or business.

The major factors necessitating a sewer increase of 10 percent are:

- Plant improvements and increased operating costs of the 91st Avenue Wastewater Treatment Facility, necessitated by the need to comply with a federal permit and state standards which regulate the quality of wastewater released from the plant. The 91st Avenue facility treats the majority of wastewater produced by Scottsdale residents and businesses.
- Increased industrial pretreatment monitoring and testing for businesses that discharge chemicals. The Environmental Protection Agency (EPA) requires the City to increase the number of businesses, as well as the number of chemicals, monitored.

The average monthly customer bill increase is estimated to be \$0.75.

Sanitation - Charges are for the pickup of solid waste and consist of a fixed monthly charge for each residential customer and a charge based on the size of the container and number of pickups for each commercial customer.

The major factors necessitating a refuse rate increase of 5 percent are:

- Increased costs of hauling solid waste to an EPA-approved landfill.
- Debt service for the solid waste transfer facility and operating costs.

The monthly residential customer bill will increase by \$0.50.

Budget Overview

Impact on Citizens, continued

Utility user fees are projected to increase in accordance with the following schedule in order to offset increasing operating costs, mandated environmental standard compliance costs, and capital infrastructure costs attributable to growth.

Utility User Fee Projected Increases			
Fiscal Year	Water	Sewer	Sanitation
1994/95	5.5%	10.0%	5.0%
1995/96	5.5%	10.0%	5.0%
1996/97	5.5%	10.0%	5.0%
1997/98	5.5%	10.0%	2.0%
1998/99	5.5%	10.0%	2.0%

Property Taxes are charged on the assessed value of all property within the City. The property tax is comprised of two parts:

Primary Property Tax - is used to pay for general governmental operations and is limited to a 2% increase per year, plus an allowance for annexations and new construction, and the cost of involuntary tort judgements, as allowed by state statute. A primary tax rate increase of 11 cents per \$100 of assessed value is needed to offset the increased operating costs attributable to price changes and growth, and an increase in torts.

Secondary Property Tax - is restricted to pay for general bonded debt obligations of the City. A secondary rate increase of 11 cents per \$100 of assessed value is needed to offset the debt service costs associated with the issuance of general obligation bonds approved by citizens in 1989 and 1992 to construct capital improvements.

Property taxes are projected to increase in accordance with the following schedule to offset increasing operating costs and to fund the debt service for general obligation bonds related to the City's Capital Improvement Plan. The 1994/95 annual property tax bill for a home assessed at \$100,000 is estimated to be \$149.97.

Projected Assessed Valuation Growth & Property Tax Rates				
Fiscal Year	Assessed Value Growth	Primary Rate	Secondary Rate	Combined Rate
1994/95	0.0%	\$.61	\$.89	\$ 1.50
1995/96	0.0%	.56	.98	1.54
1996/97	1.0%	.56	1.05	1.61
1997/98	1.0%	.57	1.16	1.73
1998/99	1.0%	.57	1.15	1.72

Policies and Procedures

Financial Policies

Financial policies establish the framework for overall fiscal planning and management. They set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. Publicly adopted financial policies show the credit rating industry and prospective investors (bond buyers) the City's commitment to sound financial management and fiscal integrity. Financial policies also improve the City's fiscal stability by helping City officials plan fiscal strategy with a consistent approach. Adherence to adopted financial policies promote sound financial management which can lead to improvement in City bond ratings and lower cost of capital. The City is in current compliance with the comprehensive financial policies adopted with this budget.

Operating Management Policies

Current revenues will be sufficient to support current expenditures.

Current operating expenses will not be funded by debt issuance.

User fees will be examined annually to ensure that they recover all direct and indirect costs of service, unless full cost recovery would be excessively burdensome on citizens receiving service and approved by the City Council. Rate adjustments for enterprise operations (Water, Sewer, Sanitation, and Airport) will be based on five-year fund plans.

Development fees for capital expenses attributable to new development will be reviewed annually to ensure that fees match development-related expenses.

Grant funding should be considered to leverage City funds. Inconsistent and/or fluctuating grants should not be used to fund ongoing programs.

Fleet replacement will be accomplished through the use of a "rental" rate structure. The rates will be revised annually to ensure that charges to operating departments are sufficient for operation and replacement of vehicles.

Balanced revenue and expenditure forecasts will be prepared to examine the City's ability to absorb operating costs due to changes in the economy, service demands, and capital improvements. The forecast will encompass five years and will be updated annually.

Comparison of services delivery will be made to ensure that quality services are provided to our citizens at the most competitive and economical cost. Departments will identify all activities which can be provided by another source and review options/alternatives to current service delivery. The review of service delivery alternatives will be performed continually.

Cash and Investment programs will be maintained in accordance with the City Charter, adopted investment policy and ensure that proper controls and safeguards are maintained. City funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity, and financial return on principal, in that order.

Capital Management Policies

A five-year Capital Improvement Plan will be developed and updated annually, including anticipated funding sources.

Capital improvement lifecycle costs will be coordinated with the development of the Operating Budget. Future operating, maintenance and replacement costs associated with new capital improvements will be forecast, matched

Policies and Procedures

Financial Policies, continued

to available revenue sources and included in the Operating Budget.

Pay-as-you-go Capital Improvement Plan financing should account for a minimum 25 percent of all capital improvement projects for each five-year planning period.

Debt Management Policies

General Obligation debt will be utilized which is supported by property tax revenues and grows in proportion to the City's assessed valuation or community acceptable property tax rates. Other forms of debt (e.g., water, sewer) will also be utilized which are supported by dedicated revenue sources (e.g., fees and user charges).

Municipal Property Corporation, contractual, and general revenue-supported debt will be utilized only when a dedicated revenue source other than excise tax (e.g., sale of City real property) can be identified to pay debt service expenses.

General governmental debt service costs (GO, MPC and HURF debt, not inclusive of self supporting revenue bonds or improvement district bonds) should not exceed 25 percent of the City's Operating Budget to ensure the City's expenditure flexibility.

Special Assessment Improvement District debt will be permitted only when the full cash value of the property (prior to improvements being installed) to debt ratio is a minimum of 3/1 prior to issuance of debt and 5/1 or higher after construction of improvements. These ratios will be verified by an appraisal paid for by the applicant and administered by the City. In addition, the City's cumulative improvement district debt will not exceed 5 percent of the City's secondary assessed valuation. Bonds issued to finance improvement district projects will not have maturities longer than ten years.

Community Facility District debt will be permitted only when the full cash value of the property (prior to improvements being installed) to debt ratio is a minimum of 3/1 prior to issuance of debt and 5/1 or higher after construction of improvements. These ratios will be verified by an appraisal paid for by the applicant and administered by the City. In addition, the City's cumulative improvement district debt will not exceed 5 percent of the City's secondary assessed valuation. The landowner/developer shall also contribute \$.25 in public infrastructure improvement costs of each dollar of public infrastructure improvement debt to be financed by the district.

Financing should not exceed the useful life of the infrastructure improvement with the average (weighted) bond maturities at or below ten years.

A ratio of current assets to current liabilities of at least 2/1 will be maintained to ensure the City's ability to pay short-term obligations.

Utility rates will be set, as a minimum, to ensure the ratio of revenue to debt service meets our bond indenture requirement of 1.2/1. The City goal will be to maintain the ratio of utility revenue to debt service ratio at 1.8/1 to ensure debt coverage in times of revenue fluctuations attributable to weather or other causes and to ensure a balanced pay-as-you-go Capital Improvements Plan.

Bond interest earnings will be limited to funding changes to the bond financed Capital Improvements Plan, as approved by City Council, or be applied to debt service payment on the bonds issued for construction of this plan.

Policies and Procedures

Financial Policies, continued

Reserve Policies

An Economic Stabilization Reserve will be maintained as part of the General Fund balance to help offset operating revenue sources which are most susceptible to changes in the economy. The ultimate goal is for the Economic Stabilization Reserve balance to be a minimum 10 percent of annual general governmental (General/HURF funds) operating expenditures.

A Facility Maintenance Reserve will be maintained to ensure adequate funding for infrastructure repair and operating equipment replacement (HVAC, roofing, etc.).

Contingency reserves to be determined annually will be maintained to offset unanticipated revenue shortfalls and/or unexpected expenditure increases. Contingency reserves may also be used for unanticipated and/or inadequately budgeted events threatening the public health or safety.

Self-Insurance Reserves will be maintained at a level which, together with purchased insurance policies, will adequately indemnify the City's property and liability risk. A qualified actuarial firm shall be retained on an annual basis in order to recommend appropriate funding levels.

Solid Waste Management Reserve to be determined annually will be maintained to provide funding for costs associated with solid waste disposal. Projected costs may include site purchase, technology applications, or intergovernmental investment to maximize the value of waste disposal activities.

Financial Reporting Policies

The City's accounting and financial reporting systems will be maintained in conformance with generally accepted accounting principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).

An annual audit will be performed by an independent public accounting firm, with an audit opinion to be included with the City's published Comprehensive Annual Financial Report (CAFR).

The City's CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions, disclose thoroughness and detail sufficiency, and minimize ambiguities and potentials for misleading inference.

The City's CAFR will also be submitted to the National Federation of Municipal Analysts (NFMA) Awards Program and to national repositories identified by the NFMA as a continuing commitment to disclosure thoroughness to enable investors to make informed decisions.

The City's Budget will be submitted to the GFOA Distinguished Budget Presentation Program. The budget should satisfy criteria as a financial and programmatic policy document, as a comprehensive financial plan, as an operations guide for all organizational units and as a communications device for all significant budgetary issues, trends and resource choices.

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

Policies and Procedures

Budget Process

Even though the budget may be reviewed by the Mayor and Council in April and adopted in June, its preparation begins at least eight months prior, with projection of City reserves, revenue and expenditure forecasts, and citizen, boards, commissions, and departmental needs assessment. It is with this groundwork that departmental expenditure requests are made and subsequently reviewed.

Roles and Responsibilities

Every employee plays a role in budgeting - whether in its formulation, preparation, implementation, administration, or evaluation. Ultimately, of course, each general manager, through the City Manager, is accountable to the City Council for the performance of departmental personnel in meeting specific objectives within allocated resource limits.

Actual budget responsibility can be identified more specifically:

- The **program center manager** is responsible for preparing an estimate of remaining cost requirements for the current fiscal year, projecting the base budget requirements for the next fiscal year, and developing other requests that change or revise the program so that it will be more effective, efficient, productive, and economical.
- The **budget liaisons** serve as the vital communication link between the departments and the budget staff. Liaisons are responsible for coordinating information, checking to see if forms are completed properly, making sure that all necessary documentation is submitted, monitoring the internal review process to meet timelines, and serving as troubleshooters for problems throughout the budget process.
- The **division directors, general manager, and charter officers** are responsible for reviewing the past year's performance, anticipating future problems and opportunities, considering alternative solutions, and modifying and assembling their center's data into a departmental request package. General managers critically evaluate all requests, prioritize, and submit **only** those requests which clearly identify Council policies, administrative direction, and departmental objectives.
- The **Budget Manager** and staff within the Accounting and Budget division are responsible for assisting departments, reviewing departmental budgets with individual general managers or staff, collating, analyzing, and summarizing departmental requests for the Executive Team, Mayor and City Council review, and preparing short- and long-range revenue and expenditure forecasts.
- The **Assistant City Managers'** key role is translating Mayor and City Council goals and objectives for the City into recommended funding decisions. They are responsible for reviewing the departmental operating and CIP requests and submitting their recommendations for review by the Executive Team, Mayor and Council.
- The **City Manager** is responsible for reviewing the total financial program and formulating a City-wide tentative budget and submitting it to the Mayor and City Council.
- The **Mayor and City Council** are responsible for the review of the City Manager's tentative budget and approval of the final budget.

Policies and Procedures

Budget Phases

Needs Assessment and Financial Capacity Phase - This is the foundation of assessing what our current conditions, programs, and needs are in the eyes of our citizens, boards, and commissions. Departmental staff are also asked to continually evaluate departmental programs or positions for possible trade-offs, reduction or elimination, adding services, or changing how resources are allocated. Financial forecasting is an integral part of our decision-making process. Both short- and long-range economic and financial trends are forecast. The City's five-year forecast is updated annually to assess not only our current financial capacity given existing programs, but our future financial capacity, given our long-range plans and objectives. Short-range available fund forecasts provide a more immediate picture of the upcoming year.

Policy/Strategy Development Phase - The Council's goals and directives set the tone for the development of the budget. The Council identifies key policy issues that will provide the direction of the budget. It is within this general framework that the departments' supplemental requests are formulated. The departments are also asked to identify and discuss their own policy issues with the City Manager. The Council uses a retreat to review the Needs Assessment, Departmental Issues/Needs and Five-Year Financial Forecast; discuss policy direction; and prioritize City issues and needs.

Budget Development Phase - Departments prepare revised current-year expenditure estimates which may change the City's available resources, and new-year base budgets which represent no change to existing service levels. Supplemental decision packages and capital improvement project (CIP) requests are also submitted to address the City's issues and needs prioritized by the Council.

Budget Review/Modification Phase - Budget requests are reviewed by the Executive Team to ensure that the preliminary base budget and supplemental decision packages meet City needs and City Council priorities while maintaining the fiscal integrity of the City (not to exceed our fiscal capacity). A staff retreat is used for the General Managers, Assistant City Managers, City Manager and budget staff to collaborate on the recommendation of a unified financial plan to be submitted to the Council for adoption.

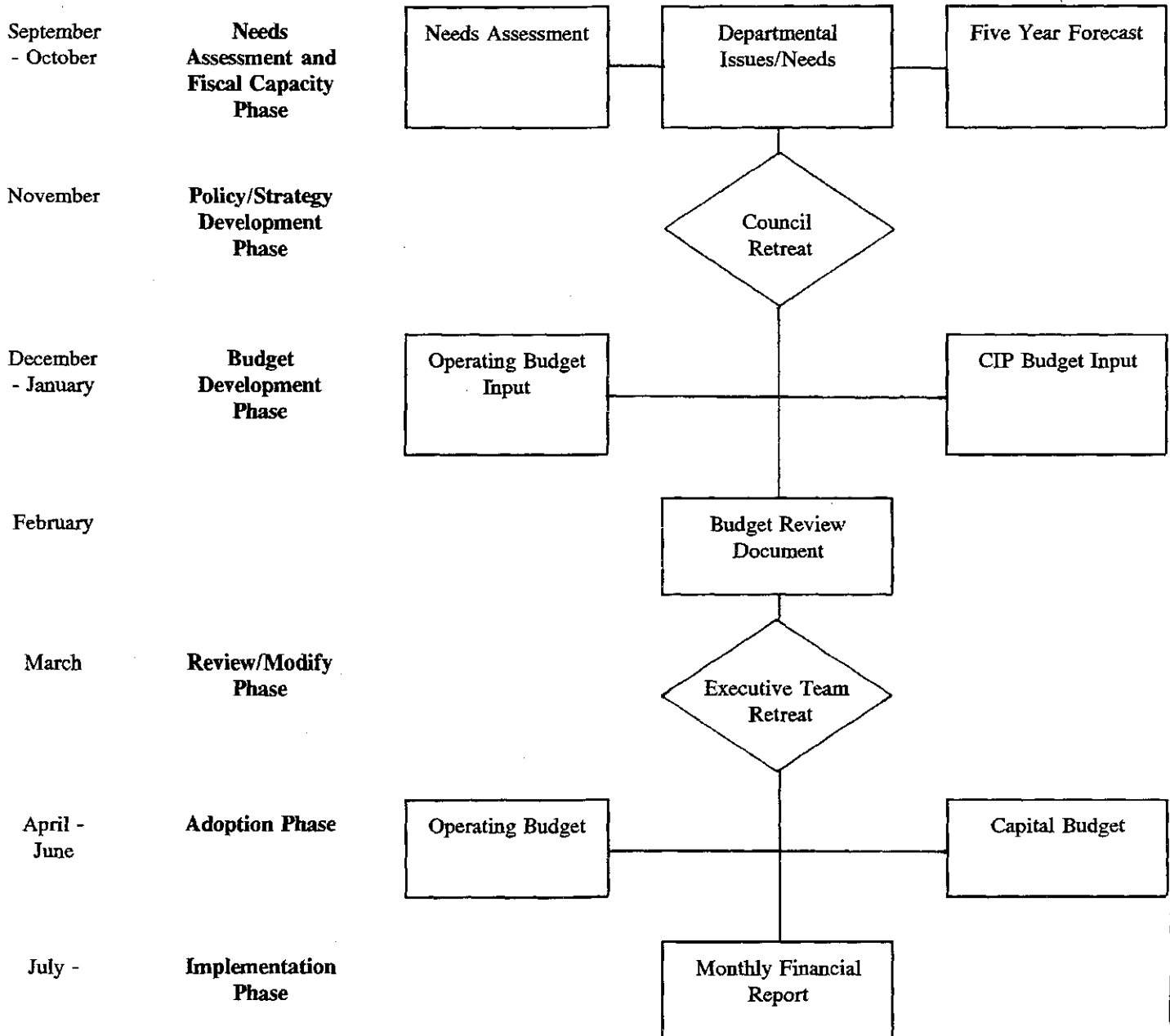
Adoption Phase - A proposed financial plan is presented to the City Council. Also, a Citizens' Summary of the Budget is transmitted to the general public. This communication is in the form of a newspaper insert, handout, video, or combination of these formats. Public hearings are held and the Council adopts the budget and tax levy consistent with the City Charter and State law.

Implementation Phase - Departments are accountable for budgetary control throughout the fiscal year. Expenditure patterns are examined, compared to budget plans, and corrective action, if necessary, is taken during the fiscal year. A fiscal strategy team meets every month to review current demographic, economic and financial trends which may impact the City and to plan strategy to ensure the City's fiscal integrity. The City Council is also provided quarterly financial reports disclosing the City's actual revenue, expenditure, and fund balance performance, as compared to the budget plan.

Policies and Procedures

Budget Process, continued

The following diagram illustrates the six budget phases which span the fiscal year.



Policies and Procedures

Review and Approval of the Budget

The City Council considers the proposed budget and holds review sessions and public hearings in April and May. The sessions provide an opportunity for City management, departments, and the general public to offer information and recommendations to the City Council.

Legally, the budget must be adopted by the first Council meeting in June. State law requires the annual Operating Budget to be all-inclusive—if it is not budgeted, it cannot be legally expended. Therefore, the budget must include sufficient provisions for contingent revenues and expenditures that cannot be accurately determined when the budget is adopted. The adopted budget line items are the department expenditure totals. The ordinance adopting the annual Operating Budget currently requires City Council authorization for expenditures from contingency and City Manager authorization for budget transfers within line items.

Implementation of the Budget

Upon adoption of the budget, staff prepares the Operating Budget, incorporating all changes from the proposed budget. The Operating Budget is published in late June.

Amendment to the Budget

The City of Scottsdale budget is adopted at department level. Any transfers between departments and out of contingency require City Council approval.

Use of Operating Contingency Reserve

Operating contingency reserve fund use is defined by City financial policy:

When additional funds are necessary to offset unexpected revenue shortfalls or expenditure increases so that budgeted citizen service measures can be maintained and;

When unanticipated and/or inadequately budgeted events threaten the public health or safety.

Financial Structure

The City uses fund accounting designed to demonstrate legal compliance and to aid in the City's financial management by segregating transactions relating to certain functions or activities. Each fund consists of assets, liabilities, and a fund balance, and constitutes a separate accounting entity created and maintained for a specific purpose. The following types of funds are used by the City:

General Fund - is the general operating fund of the City. The General Fund exists to account for the resources devoted to finance the services traditionally associated with local government. Included in these services are police and fire protection, parks and recreation, planning and economic development, general administration of the City, and any other activity for which a special fund has not been created.

Special Revenue Funds - are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Examples of restricted revenues that must be spent on specific purposes are Highway User Revenue taxes, State lottery proceeds, Community Development Block Grants, and Housing Assistance funds.

Debt Service Fund - is used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest not serviced by the enterprise funds. It does not include contractual obligations accounted for in the individual funds.

Policies and Procedures

Enterprise Funds - are used to account for operations, including debt service, that are financed and operated similar to private businesses - where the intent is that costs of services are entirely or predominantly supported by user charges. The City maintains three Enterprise funds to account for water and sewer utilities, sanitation services, and airport operations.

Internal Service Funds - are used to account for the financing, on a cost reimbursement basis, of commodities or services provided by one department for the benefit of other departments within the City. The City maintains two Internal Service funds to account for motor pool and self-insurance activities.

Capital Project Funds - are used to account for financial resources to be used for the acquisition or construction of major capital facilities, except those financed by Enterprise Funds. The City maintains several Capital Project Funds whose activity details the Capital Budget and Capital Improvement Plan.

Trust or Agency Funds - are used to account for assets held by the City in a trustee capacity or as an agent for individuals, other government units, and other funds. These include expendable and nonexpendable trusts, and agency funds. Trust and agency funds do not require a legally adopted budget and as such are included as other fiscal activity in the appendix.

Budgetary and Accounting Basis

The Operating Budget is developed by fund on a generally accepted accounting procedures (GAAP) basis, except that depreciation and amortization are not budgeted. Principal payment on debt in the enterprise funds is budgeted as an expense.

General, special revenue, and debt service funds are budgeted on a modified accrual basis; enterprise and internal service funds are budgeted on an accrual basis. There are no fixed annual budgets for grant, trust, and capital improvements, which are included in the other fiscal activity detailed in the Appendix.

Operating and Capital Budget Relationship/Organization

The 1994/95 City of Scottsdale Annual Budget is comprised of two segments:

The Operating Budget, which includes the departmental budgets, debt service, contingency, and a listing of all other fiscal activity, and

The Capital Budget and Capital Improvement Plan, which includes the 1994/95 Capital Budget and the multi-year Capital Improvement Plan.

A five-year revenue and expenditure forecast is included in the Operating Budget. The five-year plan covers the period 1994/95 through 1998/99. The summary forecasts results of operations by fund for the period and incorporates the effect of capital improvements upon operations.

The Operating Budget includes fund summaries and presentations by City operating departments without regard to fund. Each department is divided into operating divisions and a summary of the budget by expenditure category is listed for each division.

The Capital Budget and Five-Year Capital Improvement Plan are summarized in this publication. The Capital Budget has its own funding sources. Any future year's operating impact is noted in the Capital Budget and is included in the five-year plan so that it can be included in the proper year's Operating Budget.

Financial Summaries

Operating Budget

The City of Scottsdale budget totals \$211.1 million, consisting of \$141.8 million in departmental (direct service) expenditures, \$47.8 million in debt service and transfers-out totaling \$21.5 million. The budget is funded by operating revenues of \$198.6 million, transfers-in of \$11.2 million, and use of available prior year fund balance carryover of \$1.3 million, for total resources of \$211.1 million.

Resources		Uses	
Revenues		Departments	
Local Taxes		General Government	\$13,436,295
Sales Tax	\$39,907,065	Police	24,621,063
Property Tax	19,996,517	Financial Services	8,275,403
Other	8,622,400	Transportation	4,325,103
Taxes From Other Agencies	21,488,762	Community Services	17,506,586
Transportation	9,679,000	Planning and Community	
Licenses and Permits	10,906,200	Development	10,308,920
Internal Service Charges	9,275,000	Fire	8,477,653
Fines and Forfeitures	1,797,945	Water Resources	22,541,472
Use of Money and Property	7,254,468	Municipal Services	30,818,602
Utilities and Enterprises	56,791,413	Contingency	1,500,000
Other Revenue			
Improvement District Assessments	11,703,282	Subtotal	141,811,097
Miscellaneous	1,163,000		
		Debt Service	47,819,953
Subtotal	\$198,585,052	Subtotal	\$189,631,050
Transfers-In		Transfers-Out	
1993/94 Encumbrance Rebudgets	4,000,000	Encumbrance/Expenditures	4,000,000
Fund Reserves		Pay-As-You Go Transfer to CIP	
Facility Maintenance	500,000	from General Fund	2,525,000
Solid Waste Management	341,690	from Water & Sewer Fund	7,781,645
Self Insurance	6,385,104	Reserve for	
1993/94 Fund Balance Carryover	1,352,643	Facility Maintenance	500,000
		Solid Waste Management	341,690
Subtotal	\$12,579,437	Self Insurance	6,385,104
Total	<u>\$211,164,489</u>	Subtotal	\$21,533,439
		Total	<u>\$211,164,489</u>

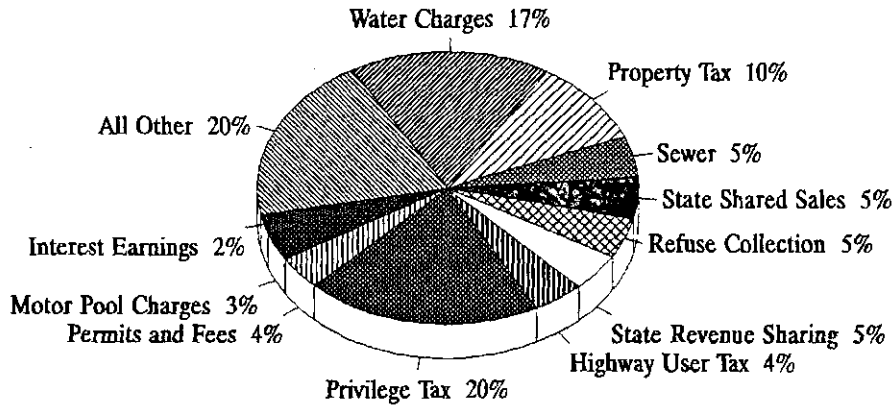
Total Adopted Budget

The City's total adopted budget amounts to \$544,145,323 which includes the Operating Budget of \$211,164,489, Grant and Trust activity of \$11,802,034 and the current portion of the Capital Improvement Plan of \$321,178,800.

The following pages provide more detailed information on the Operating Budget.

Revenue determines a city's capacity to provide services. On the chart below and on the following pages the City of Scottsdale's 11 largest sources of revenue are detailed. In addition to these, the City receives revenue from many other sources. A complete listing of all operating revenue sources follows. The major revenue sources making up the 1994/95 budget are:

Total Operating Revenue 1994/95



Privilege Tax	\$39,907,065
Water Charges	33,930,285
Property Tax	19,996,517
State Shared Sales Tax	9,798,512
Sewer Charges	9,710,348
Refuse Collection Charges	9,389,000
State Revenue Sharing	8,975,000
Highway User Tax	8,599,000
Permits and Fees	7,800,000
Motor Pool Charges	6,600,000
Interest Earnings	4,512,670
All Other	39,366,655
<hr/>	
Total Operating Revenue	\$198,585,052

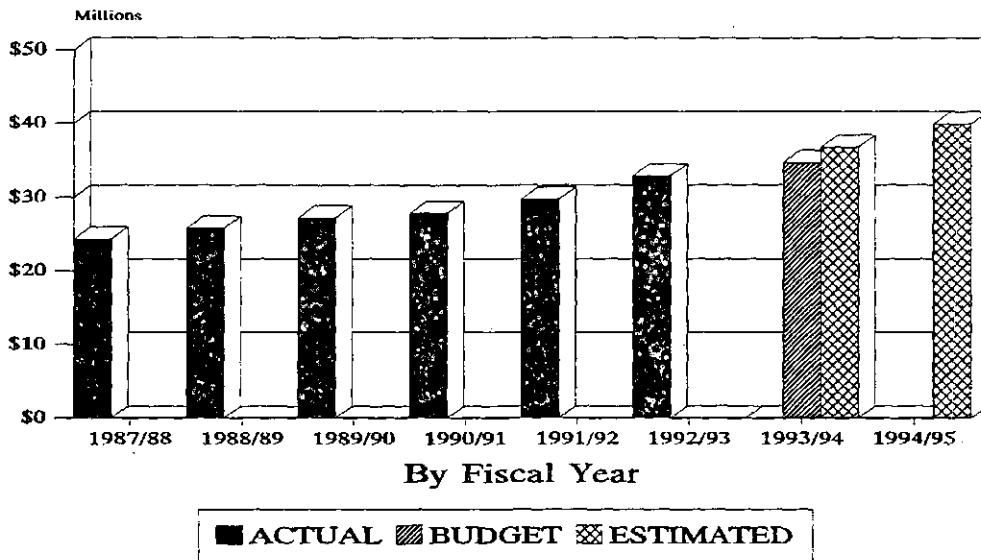
Financial Summaries

SCHEDULE OF ACTUAL, ADOPTED, ESTIMATED, AND ADOPTED REVENUE

	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATE 1993/94	ADOPTED 1994/95
LOCAL TAXES				
Property Tax	\$14,677,069	\$17,133,276	\$17,133,276	\$19,996,517 ✓
Privilege Tax	32,883,245	34,696,831	36,796,831	39,907,065 ✓
Transient Occupancy Tax	3,856,181	4,037,500	4,437,500	4,421,000
Light & Power Franchise	2,634,645	2,600,000	2,800,000	2,860,000
Cable TV Franchise	819,009	800,000	900,000	954,000
Salt River Project Lieu	200,563	200,000	240,000	242,400
Fire Insurance Premium Tax	143,392	145,000	145,000	145,000
TOTAL	55,214,104	59,612,607	62,452,607	68,525,982
TAXES FROM OTHER AGENCIES				
State Shared Sales Tax	8,497,024	8,926,400	9,026,400	9,798,512
Auto Lieu Tax	2,347,408	2,400,000	2,700,000	2,715,250
State Revenue Sharing	8,409,335	8,500,000	8,500,000	8,975,000
TOTAL	19,253,767	19,826,400	20,226,400	21,488,762 ✓
TRANSPORTATION TAXES				
Local Transportation Assistance Fund	1,061,035	1,080,000	1,080,000	1,080,000
Highway User Tax	7,655,487	7,900,000	8,100,000	8,599,000
TOTAL	8,716,522	8,980,000	9,180,000	9,679,000 ✓
LICENSES/PERMITS/FEES				
Business & Liquor Licenses	737,854	742,500	992,500	1,404,200
Permits and Fees	5,970,233	5,812,200	7,812,200	7,800,000 ✓
Recreation Fees	1,616,570	1,878,680	1,814,855	1,702,000
TOTAL	8,324,657	8,433,380	10,619,555	10,906,200
INTERNAL SERVICE CHARGES				
Motor Pool Charges	5,756,748	5,800,000	5,860,000	6,600,000
Risk Management	2,572,485	2,789,000	2,614,000	2,675,000
TOTAL	8,329,233	8,589,000	8,474,000	9,275,000
FINES AND FORFEITURES				
Parking Fines	209,990	250,000	170,000	170,000
Court Fines	1,349,391	1,420,740	1,340,740	1,447,945
Library Fines	161,130	168,000	198,000	180,000
TOTAL	1,720,511	1,838,740	1,708,740	1,797,945
USE OF MONEY & PROPERTY				
Interest Earnings	3,947,497	4,276,025	4,676,025	4,512,670
Property Rental	1,735,941	1,695,000	2,158,825	2,741,798
TOTAL	5,683,438	5,971,025	6,834,850	7,254,468
UTILITIES AND ENTERPRISES				
Refuse Collection Charges	7,832,385	8,488,500	8,398,500	9,389,000 ✓
Sewer Charges	7,681,358	9,294,000	9,994,000	9,710,348 ✓
Water Charges	28,820,997	31,941,000	34,941,000	33,930,285 ✓
Planet Ranch	466,221	440,000	490,000	200,000
Effluent Sales:				
Pipeline		752,000	752,000	1,415,578
Treatment Plants				391,384
Central Groundwater Plant				1,049,818
Airport	580,273	820,000	675,000	705,000
TOTAL	45,381,234	51,735,500	55,250,500	56,791,413
OTHER REVENUE				
Miscellaneous	1,995,270	1,363,000	1,363,000	1,163,000
Improvement District Fees	4,941,556	5,302,544	5,173,634	11,703,282
TOTAL	6,936,826	6,665,544	6,536,634	12,866,282
TOTAL OPERATING REVENUE	\$159,560,292	\$171,652,196	\$181,283,286	\$198,585,052

Privilege (sales) tax is the City's largest source of revenue and is obtained from the 1.2% tax on retail and other sales. This item also includes application and penalty fees. The 1% portion of privilege tax revenue is used for repayment of excise debt and for general fund operations. The remaining .2% is used to assist in funding the Capital Improvement Plan and is not included in the following amounts. Retail sales in 1993/94 are up almost 12% over 1992/93. 1994/95 includes an anticipated increase of 8%.

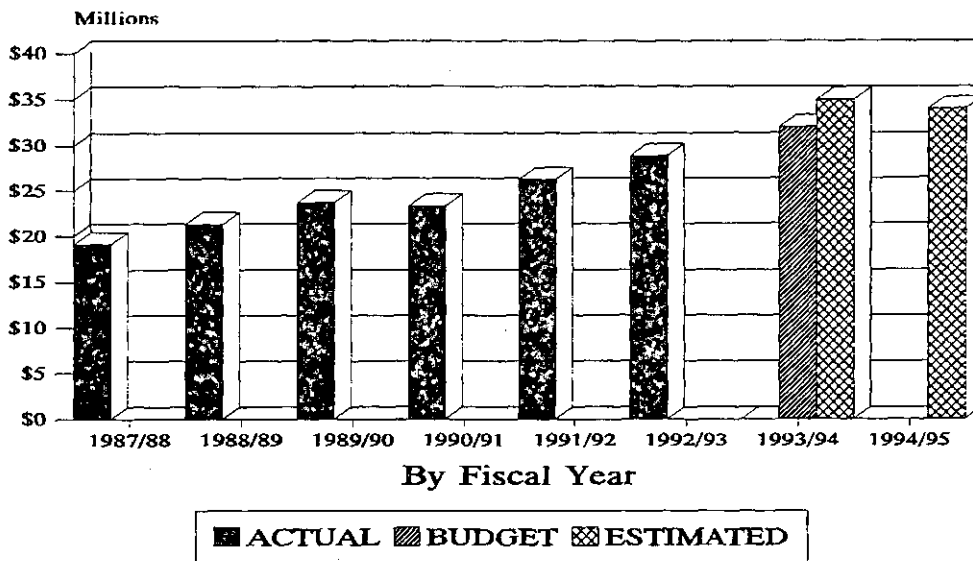
Privilege Tax



1987/88	\$24,315,106
1988/89	25,816,238
1989/90	27,242,055
1990/91	27,803,826
1991/92	29,743,502
1992/93	32,883,245
1993/94 Budget	34,696,831
1993/94 Estimate	36,796,831
1994/95 Estimate	39,907,065

Water charge revenues are received from the sale of domestic water to customers within the City. Monthly water billings consist of a base charge according to meter size and a variable charge for the amount of water consumed. The 1994/95 budget estimate includes a rate increase of 5.5% that is needed for mandated water quality testing and treatment, increases in the cost of purchased water, and to maintain the required revenue to debt ratio.

Water Charges



1987/88	\$19,137,519
1988/89	21,281,210
1989/90	23,672,493
1990/91	23,250,266
1991/92	26,180,321
1992/93	28,820,997
1993/94 Budget	31,941,000
1993/94 Estimate	34,941,000
1994/95 Estimate	33,930,285

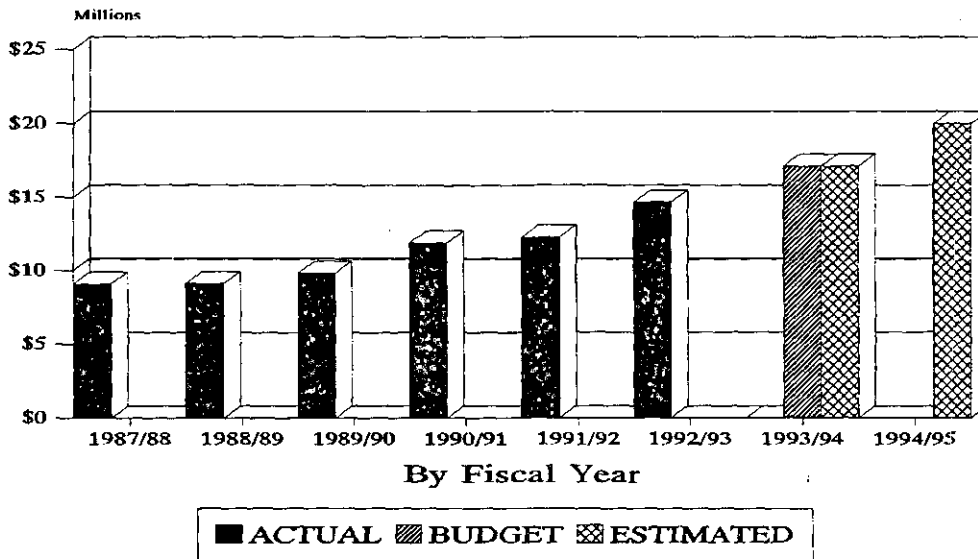
In Arizona, property taxes are divided into two parts:

Primary property taxes are used for general government operations. Annual increases are limited to 2% plus allowances for annexations and new construction. There are no restrictions on the usage of the primary tax.

Secondary property taxes are levied to pay for general bonded debt obligations. This portion of the property tax is increasing to pay for general obligation bonds (G.O.) debt service issued as a result of a Capital Improvement Plan approved by the voters in 1989. This levy is limited to the amount necessary to repay G.O. debt.

A listing of property tax levies and rates for the last ten fiscal years follows on page 39.

Property Tax



1987/88	\$ 9,094,087
1988/89	9,125,216
1989/90	9,822,930
1990/91	11,924,839
1991/92	12,287,540
1992/93	14,677,069
1993/94 Budget	17,133,276
1993/94 Estimate	17,133,276
1994/95 Estimate	19,996,517

This table details the property tax rates and property tax levies for the last ten fiscal year. On the previous page the actual property tax revenue received is detailed.

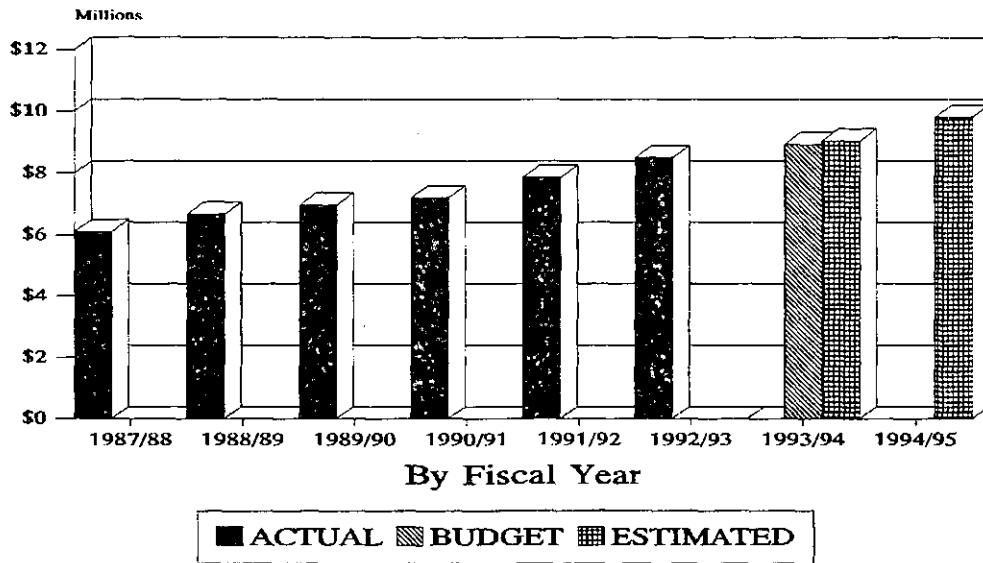
**City of Scottsdale
Property Tax Levies and Rates
1985/86 Through 1994/95**

Fiscal Year		Assessed Valuation	Rate	Levy
1985/86	Primary	697,641,913	0.43	3,042,009
	Secondary	816,892,848	0.46	3,734,228
	Total		0.89	6,776,237
1986/87	Primary	862,628,358	0.42	3,609,800
	Secondary	1,011,329,426	0.44	4,364,000
	Total		0.86	7,973,800
1987/88	Primary	999,511,309	0.41	4,131,980
	Secondary	1,154,756,373	0.42	4,812,000
	Total		0.83	8,943,980
1988/89	Primary	1,123,010,824	0.40	4,526,857
	Secondary	1,284,822,157	0.36	4,569,000
	Total		0.76	9,095,857
1989/90	Primary	1,277,013,465	0.39	5,004,616
	Secondary	1,440,604,450	0.34	4,859,000
	Total		0.73	9,863,616
1990/91	Primary	1,374,143,616	0.39	5,415,500
	Secondary	1,477,813,367	0.48	7,052,177
	Total		0.87	12,467,677
1991/92	Primary	1,374,299,369	0.41	5,636,002
	Secondary	1,425,378,617	0.48	6,770,426
	Total		0.89	12,406,428
1992/93	Primary	1,353,872,136	0.49	6,668,886
	Secondary	1,378,888,764	0.64	8,806,586
	Total		1.13	15,475,472
1993/94	Primary	1,328,630,750	0.50	6,564,100
	Secondary	1,352,922,237	0.78	10,569,176
	Total		1.28	17,133,276
1994/95 (Estimate)	Primary	1,314,386,991	0.61	7,982,346
	Secondary	1,346,337,094	0.89	12,014,171
	Total		1.50	19,996,517

Actual
.60
.96

Cities and towns share in a portion of the 5% sales tax collected by the State. Two percent is designated for education, 1% is deposited in the state's general fund, and the cities and towns collect 25% of the remaining 2%. The formula for distribution is based upon the relation of the City's population to the total state population. The State is estimating Scottsdale's share will grow 8% in 1994/95 based on increases in privilege tax collections and Scottsdale's population.

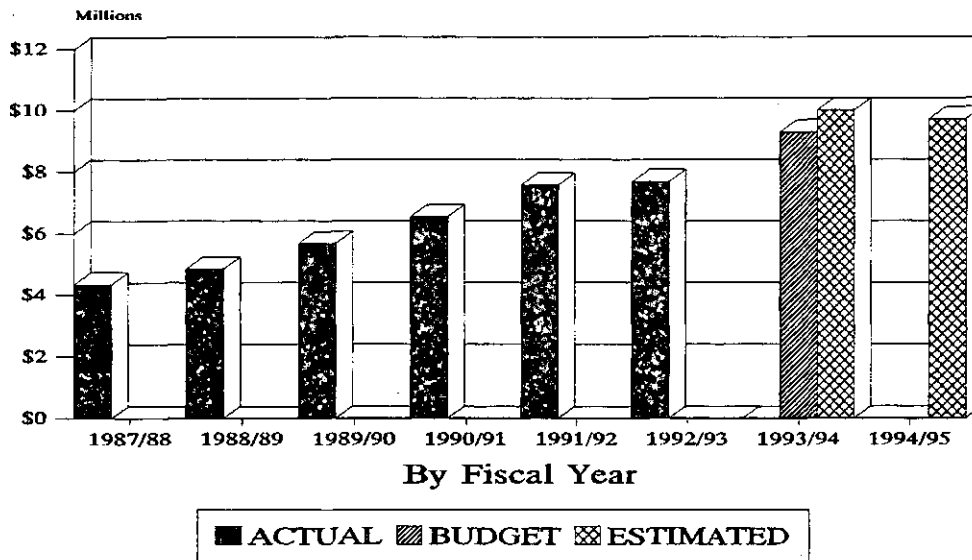
State Shared Sales Tax



1987/88	\$6,103,255
1988/89	6,680,399
1989/90	6,978,440
1990/91	7,199,220
1991/92	7,874,427
1992/93	8,497,024
1993/94 Budget	8,926,400
1993/94 Estimate	9,026,400
1994/95 Estimate	9,798,152

The City charges fees for the disposal of sanitary sewer waste. Residential customers are charged a flat fee per month and commercial users are charged based upon water consumption and type of business. Fees are studied annually to determine if they are covering the cost of providing this service. 1994/95 sewer charges include a 10% rate increase necessary to offset increased costs at the 91st Avenue Wastewater Treatment Facility and increased industrial pretreatment monitoring and testing.

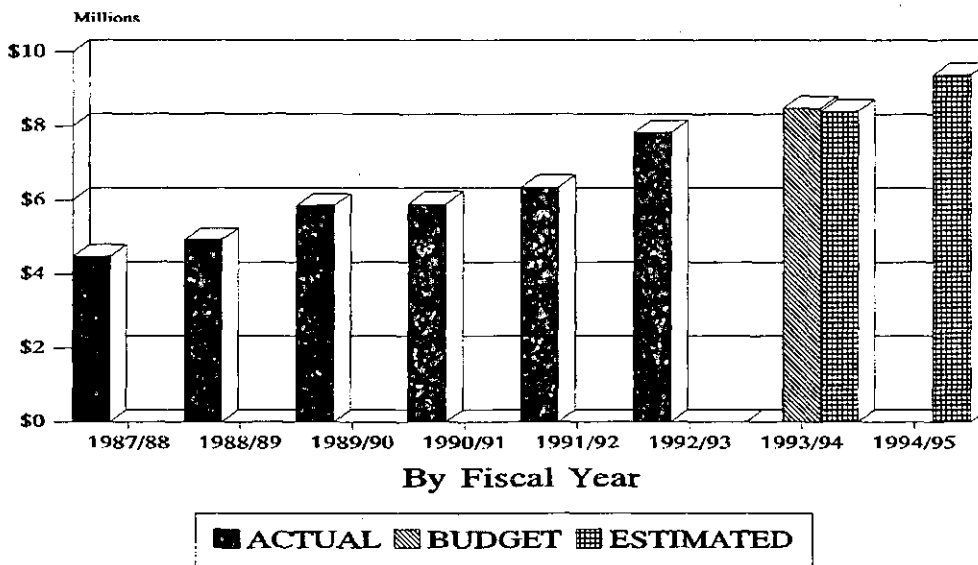
Sewer Charges



1987/88	\$4,327,863
1988/89	4,842,963
1989/90	5,681,816
1990/91	6,554,524
1991/92	7,578,467
1992/93	7,681,358
1993/94 Budget	9,294,000
1993/94 Estimate	9,994,000
1994/95 Estimate	9,710,348

Customers are charged monthly for the pickup of solid waste. Residential customers are charged a flat fee per month, while commercial customers are charged based upon the size of the container and the number of pickups per month. In addition, the City also provides roll-off, uncontained service, recycling programs, and household hazardous waste collection. The 1994/95 estimate includes a 5% rate increase for residential customers needed to offset increased costs of hauling solid waste to an EPA-approved landfill and for the construction of a solid waste transfer site and facility.

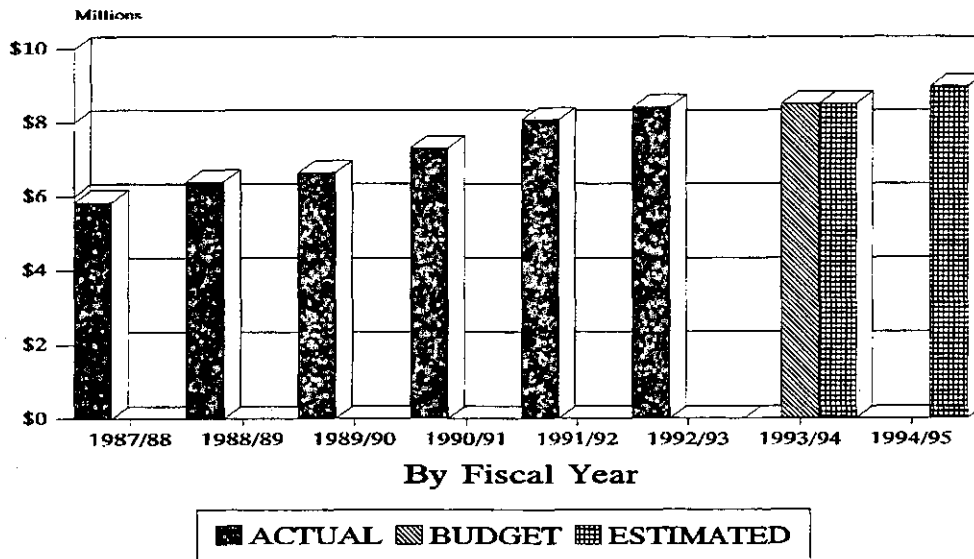
Refuse Collection Charges



1987/88	\$4,479,203
1988/89	4,930,777
1989/90	5,851,258
1990/91	5,902,878
1991/92	6,344,546
1992/93	7,832,385
1993/94 Budget	8,488,500
1993/94 Estimate	8,398,500
1994/95 Estimate	9,389,000

Cities and towns in Arizona are prohibited from levying an income tax but are entitled to 12.8% of state income tax collections from two years previous. The revenue for 1994/95 would come from the 1992 income tax collections. The City's share is based upon Scottsdale's population as a percentage of the total state population.

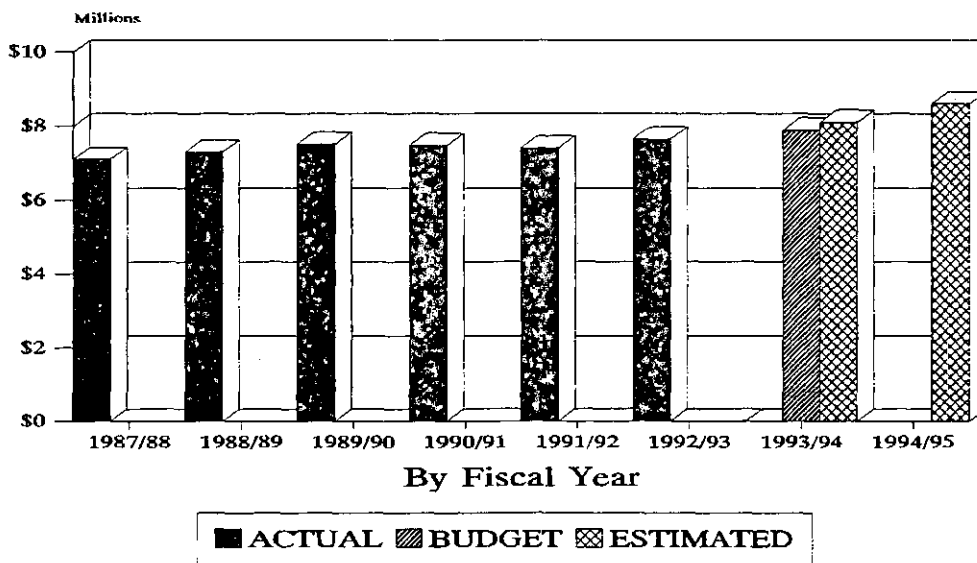
State Revenue Sharing



1987/88	\$5,841,228
1988/89	6,375,140
1989/90	6,630,937
1990/91	7,303,348
1991/92	8,059,664
1992/93	8,409,335
1993/94 Budget	8,500,000
1993/94 Estimate	8,500,000
1994/95 Estimate	8,975,000

The highway user fuel tax (gas tax) is shared with municipalities, with a portion distributed based upon population of the city and a portion distributed based upon the origin of the sales of the fuel. The state constitution requires that all highway user revenue be used solely for street and highway purposes. The current gas tax is 18 cents per gallon. The cities share in 30% of 13 cents per gallon. Cities, towns, and counties also share in an additional one cent of the tax. The reduction of tax revenue in 1991/92 was a result of state legislative action to fund the Highway Patrol out of the Highway User Revenue Fund, which reduced the amount of monies available to cities.

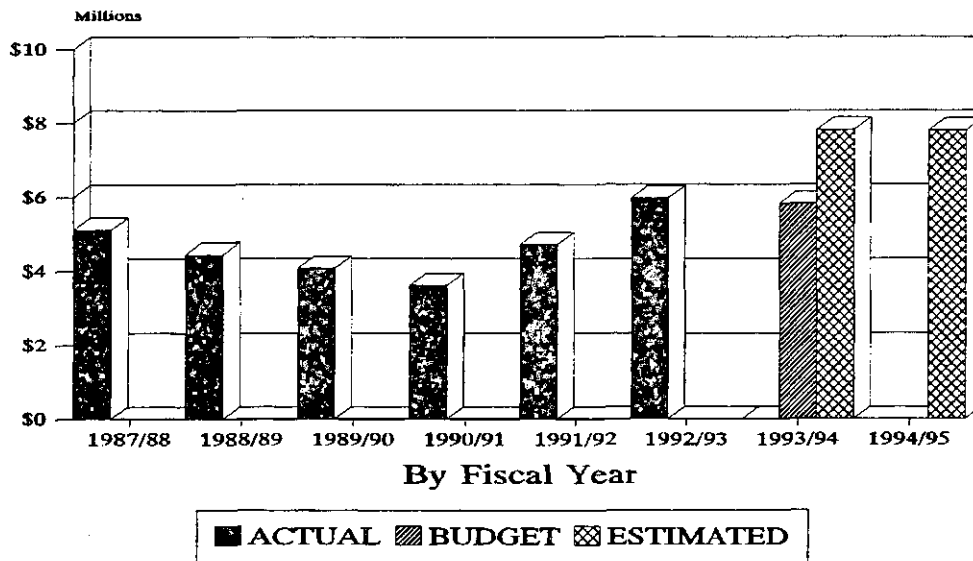
Highway User Fuel Tax



1987/88	\$7,103,590
1988/89	7,306,733
1989/90	7,515,860
1990/91	7,481,439
1991/92	7,404,809
1992/93	7,655,487
1993/94 Budget	7,900,000
1993/94 Estimate	8,100,000
1994/95 Estimate	8,599,000

The permits and fees category of revenue includes all fees recovered as a part of the development process. This would include building, electrical, mechanical, and plumbing permits. Subdivision, zoning, and plan check fees are also included in this category. This revenue category is directly impacted by changes in the economy that affect building. The City has enjoyed steadily increasing building activity since 1990/91 and it is expected to increase through 1994/95. In addition, the 1994/95 budget includes a rate increase of 3.5% on some development fees.

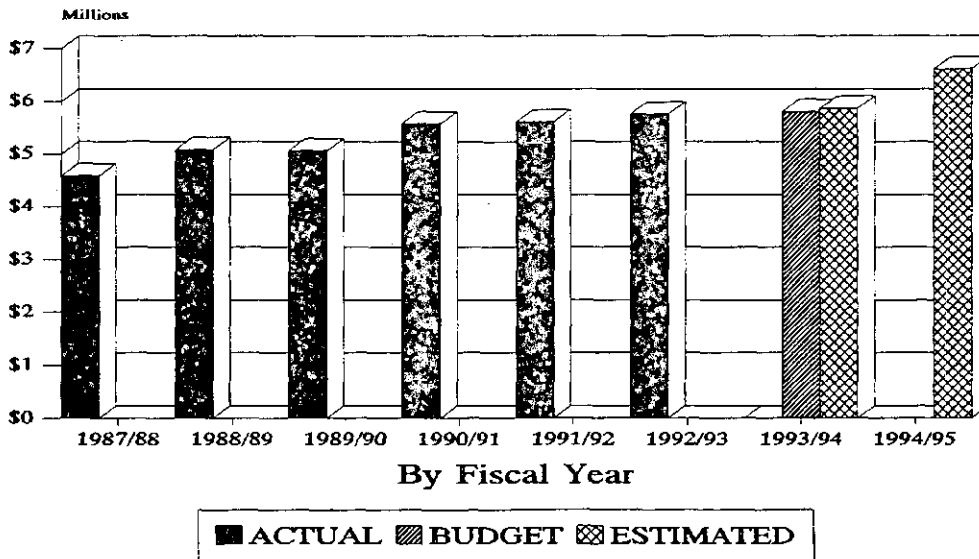
Permits And Fees



1987/88	\$5,119,833
1988/89	4,451,464
1989/90	4,069,761
1990/91	3,623,083
1991/92	4,726,282
1992/93	5,970,233
1993/94 Budget	5,812,200
1993/94 Estimate	7,812,200
1994/95 Estimate	7,800,000

The fees for equipment rental come from a charge to other areas of the City for the maintenance, repair, and replacement of City vehicles. The divisions which use these vehicles are charged based upon the maintenance history of the vehicles. The fee for these charges is returned to the Motor Pool fund as revenue.

Motor Pool Charges



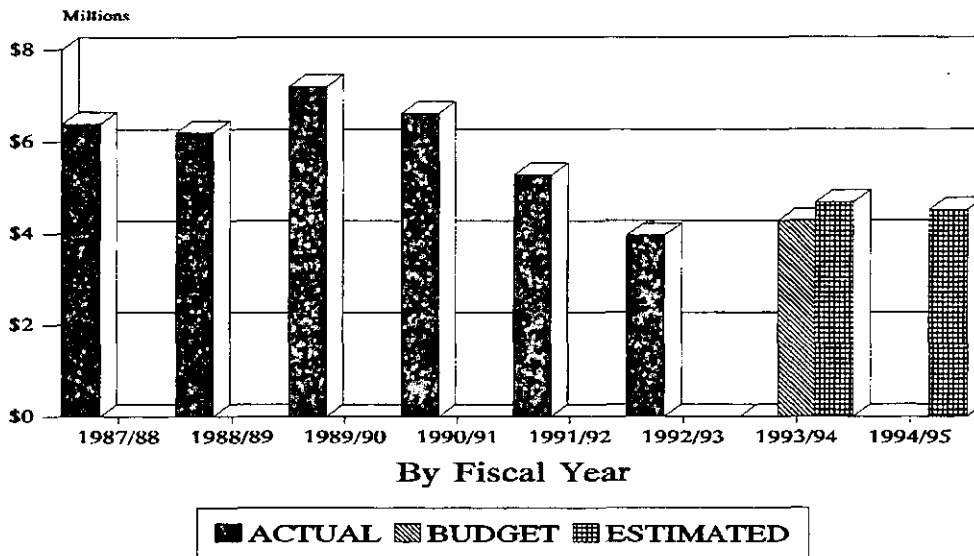
1987/88	\$4,591,692
1988/89	5,086,668
1989/90	5,060,220
1990/91	5,573,844
1991/92	5,605,092
1992/93	5,756,748
1993/94 Budget	5,800,000
1993/94 Estimate	5,860,000
1994/95 Estimate	6,600,000

The City earns interest on idle funds through various investment vehicles in accordance with Arizona Revised Statutes and City ordinance. The City's investment policy stresses safety above yield and allows investments in U.S. Treasury and Agency obligations, certificates of deposit, commercial paper, bankers' acceptances, repurchase agreements, money market funds, and the State of Arizona's Local Government Investment Pool.

Interest earnings declined from 1990/91 through 1992/93 as a result of lower interest rates, but have rebounded in the last two fiscal years.

Interest earnings applicable to bond proceeds and the Capital Improvement Plan accrue to the CIP budget and are not included in the following numbers.

Interest Earnings



1987/88	\$6,378,903
1988/89	6,185,127
1989/90	7,195,678
1990/91	6,605,964
1991/92	5,268,942
1992/93	3,947,497
1993/94 Budget	4,276,025
1993/94 Estimate	4,676,025
1994/95 Estimate	4,512,670

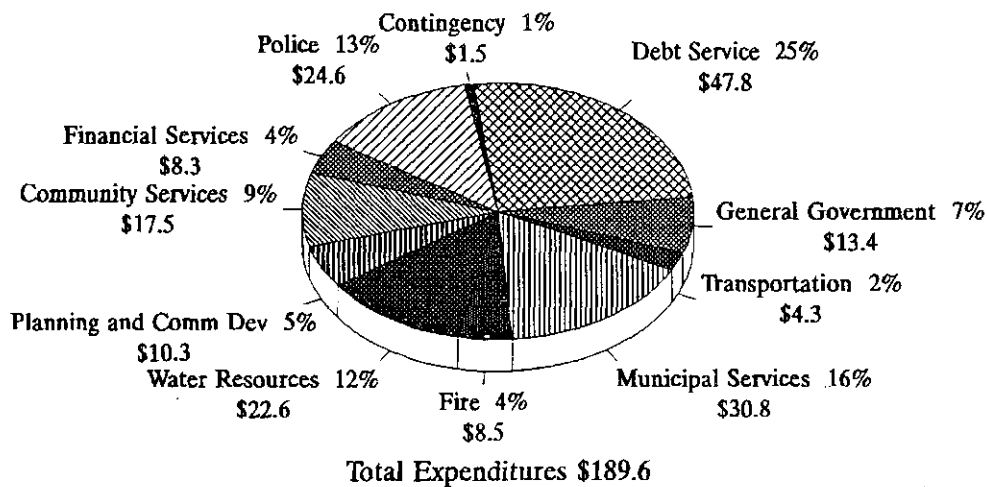
The departmental expenditure budget is divided among nine functional departments, debt service, and contingency appropriations.

The pie chart shows the departments share of the Operating Budget, while the table shows the three-year comparison of departmental expenditures.

Expenditures by Department

Fiscal Year 1994/95

(In Millions)

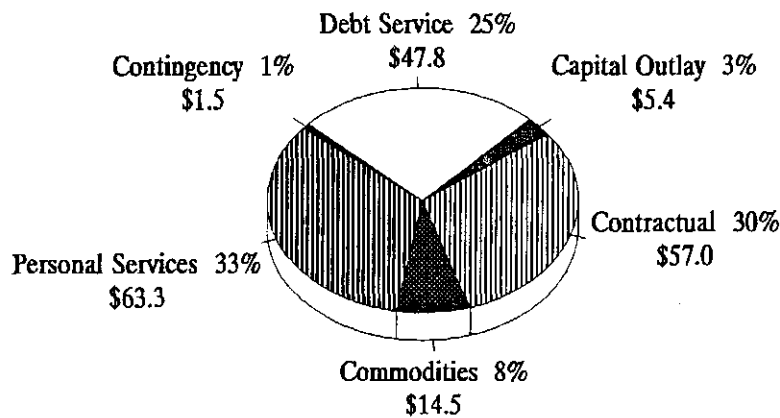


DEPARTMENTS	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
General Government	11,093,174	12,423,597	12,723,398	13,436,295
Police	20,329,906	21,533,663	21,834,958	24,621,063
Financial Services	8,225,666	7,767,734	7,800,306	8,275,403
Transportation	3,304,370	3,874,483	4,009,337	4,325,103
Community Services	15,403,787	16,345,582	16,699,514	17,506,586
Planning & Community Dev.	9,274,093	9,074,688	10,039,389	10,308,920
Fire	6,607,198	7,562,436	7,439,663	8,477,653
Water Resources	19,446,157	21,533,438	21,417,491	22,541,472
Municipal Services	26,895,799	27,919,717	29,101,066	30,818,602
Debt Service	32,245,705	38,320,397	35,180,274	47,819,953
Contingency	0	1,500,000	379,758	1,500,000
Total	152,825,855	167,855,735	166,625,154	189,631,050

Operating Expenditures are divided into four major categories plus debt service and contingency.

The pie chart shows the share each type represents of the total budget, while the table shows the three-year comparison of expenditures by type.

Expenditures by Type
Fiscal Year 1994/95
(In Millions)



Total Operating Expenditures \$189.6

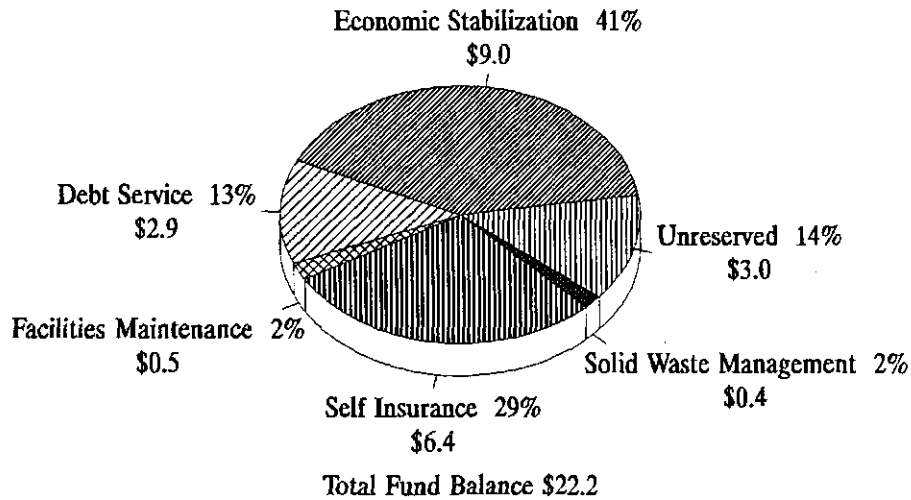
TYPE	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
Personal Services	54,831,185	58,412,423	58,154,201	63,334,109
Contractual	47,774,674	52,114,081	53,574,073	57,028,986
Commodities	13,698,938	13,600,249	14,104,058	14,526,704
Capital Outlay	4,275,353	3,908,585	5,232,790	5,421,298
Debt Service	32,245,705	38,320,397	35,180,274	47,819,953
Contingency	0	1,500,000	379,758	1,500,000
Total	152,825,855	167,855,735	166,625,154	189,631,050

Fund balance represents the equity (assets less liabilities) of the City's operating funds. The unreserved fund balance represents the net financial resources that are expendable or available for appropriation (budgeting). Fund Balance-Reserves protect the City's financial condition and provide for unexpected economic challenges.

The Economic Stabilization Reserve counters revenue shortfalls in difficult years; the Debt Service Reserve is property tax revenue restricted to pay off future debit issues; the Facility Maintenance Reserve provides funding for emergency repairs and replacement of infrastructure equipment; the Self Insurance Reserve indemnifies the City for property and liability risk; and the Solid Waste Management Reserve meets unpredictable costs associated with solid waste disposal. Any unreserved fund balances are available for appropriation in succeeding years.

Fund Balances - Reserves

Fiscal Year 1994/95
(In Millions)



The following table details the fund beginning and ending balances for all operating funds in the City.

City of Scottsdale				
Fund Balance - All Operating Funds				
1994/95				
	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
BEGINNING FUND BALANCE				
Economic Stabilization Reserve	0	5,000,000	5,000,000	7,000,000
Debt Service Reserve	4,102,190	6,546,891	5,497,225	3,112,156
Risk Management Reserve	4,071,125	3,717,240	3,679,861	4,469,669
Solid Waste Management Reserve	0	129,921	129,921	265,842
Facilities Maintenance Reserve	0	0	0	250,000
Unreserved	8,188,951	5,982,776	5,589,708	8,449,973
TOTAL BEGINNING FUND BALANCE	16,362,266	21,376,828	19,896,715	23,547,640
REVENUES	159,560,292	171,652,196	181,283,286	198,585,052
EXPENDITURES	152,825,855	167,855,735	166,625,154	189,631,050
OTHER SOURCES/TRANSFERS IN	7,493,408	8,573,153	9,979,200	11,226,794
OTHER USES/TRANSFERS OUT	10,693,396	16,191,078	20,986,407	21,533,439
ENDING FUND BALANCE				
Economic Stabilization Reserve	5,000,000	7,000,000	7,000,000	9,000,000
Debt Service Reserve	5,497,225	4,135,884	3,112,156	2,927,792
Risk Management Reserve	3,679,861	4,442,501	4,469,669	6,421,885
Solid Waste Management Reserve	129,921	265,842	265,842	341,690
Facilities Maintenance Reserve	0	0	250,000	500,000
Unreserved	5,589,708	1,711,137	8,449,973	3,003,630
TOTAL ENDING FUND BALANCE	19,896,715	17,555,364	23,547,640	22,194,997

The City uses fund accounting to demonstrate legal compliance and to aid in the City's financial management by segregating transactions relating to certain functions or activities. The City's eight operating funds are detailed on the following pages. The seven Capital Project Funds are detailed in their own section of this publication.

**City of Scottsdale
General Fund Summary
1994/95**

	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
BEGINNING BALANCE				
Reserved for Economic Stabilization	\$0	\$5,000,000	\$5,000,000	\$7,000,000
Reserved for Facilities Maintenance				250,000
Unreserved	6,375,440	4,289,884	3,867,543	7,385,972
TOTAL BEGINNING BALANCE	6,375,440	9,289,884	8,867,543	14,635,972
REVENUES				
Taxes				
Local				
Property Tax	6,342,635	6,564,100	6,564,100	6,687,626
Privilege Tax	22,912,591	27,290,030	29,672,602	29,818,344
Transient Occupancy Tax	3,856,181	4,037,500	4,437,500	4,173,000
Light & Power Franchise	2,634,645	2,600,000	2,800,000	2,860,000
Cable TV	819,009	800,000	900,000	954,000
Salt River Project Lieu	200,563	200,000	240,000	242,400
Fire Insurance Premium	143,392	145,000	145,000	145,000
From Other Agencies				
State Shared Sales	8,497,024	8,926,400	9,026,400	9,798,512
Auto Lieu	2,347,408	2,400,000	2,700,000	2,715,250
State Revenue Sharing	8,409,335	8,500,000	8,500,000	8,975,000
Licenses\Permits\Fees				
Business & Liquor License	737,854	742,500	992,500	1,404,200
Permits and Fees	5,970,233	5,812,200	7,812,200	7,800,000
Recreation Fees	1,616,570	1,878,680	1,814,855	1,702,000
Fines & Forfeitures				
Court Fines	1,349,391	1,420,740	1,340,740	1,447,945
Parking Fines	209,990	250,000	170,000	170,000
Library Fines	161,130	168,000	198,000	180,000
Use of Money & Property				
Interest Earnings	2,279,695	3,051,025	2,806,193	2,706,000
Property Rental	1,735,941	1,695,000	2,055,825	2,363,798
Other Revenue				
Miscellaneous	1,946,113	1,363,000	1,363,000	1,163,000
TOTAL REVENUE	72,169,700	77,844,175	83,538,915	85,306,075
EXPENDITURES				
General Government				
Legislative	510,797	463,854	465,251	482,923
City Manager	850,192	954,599	737,576	791,901
City Clerk	346,791	429,991	416,789	422,074
Elections	32,660	162,464	191,153	1,104
City Attorney	1,413,548	1,449,827	1,462,503	1,557,798
Citizen Service Center		143,444	492,419	581,252
Office of Strategic Initiatives	228,694	237,989	243,846	474,028
Communications and Public Affairs	648,799	691,258	716,861	739,008
Intergovernmental Relations	217,224	377,203	370,175	375,120
Organizational Effectiveness	1,516,326	1,537,812	1,542,282	1,609,561
City Auditor	370,078	438,530	429,485	447,893
Office of Management Systems	3,320,013	3,742,840	3,825,096	3,909,273
Office Environmental Affairs	253,107	220,517	250,495	392,182
Court	1,384,945	1,573,269	1,579,467	1,652,178
Total General Government	11,093,174	12,423,597	12,723,398	13,436,295

**City of Scottsdale
General Fund Summary
1994/95**

	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
EXPENDITURES (Continued)				
Police Department				
Chief of Police	910,072	935,497	982,373	1,044,570
Patrol	10,407,408	10,329,506	10,263,168	11,709,560
Special Operations	4,102,019	5,387,006	5,512,131	5,779,159
Technical Services	1,992,366	2,193,721	2,287,915	2,948,011
Communications	1,470,137	1,474,750	1,576,861	1,727,853
Professional Standards	1,040,081	910,693	938,470	1,142,539
Office of Emergency Services	407,823	302,490	274,040	269,371
Total Police Department	20,329,906	21,533,663	21,834,958	24,621,063
Financial Services Department				
Financial Services Administration	256,309	315,844	295,958	259,601
Accounting and Budget	1,288,460	1,536,121	1,572,391	1,608,092
Tax Audit	488,723	566,693	560,069	573,896
Contribution to Self Insurance	200,000	250,000	250,000	
Purchasing	1,223,066	1,250,765	1,311,240	1,347,851
Customer Service	546,710	661,134	646,166	929,815
Total Financial Services Department	4,003,268	4,580,557	4,635,824	4,719,255
Community Services Department				
Community Services Administration	495,723	458,716	460,166	382,392
Parks Maintenance	3,817,364	3,986,647	4,110,434	4,105,244
Library	3,805,353	4,070,583	4,184,495	4,308,475
Recreation	4,385,001	4,582,615	4,625,254	5,107,237
Human Services	1,054,252	1,345,544	1,417,688	1,644,717
Cultural Council	1,846,094	1,901,477	1,901,477	1,958,521
Total Community Services Department	15,403,787	16,345,582	16,699,514	17,506,586
Planning & Community Development				
Planning & Community Dev Admin	231,249	236,369	238,487	243,094
Planning Division	1,170,669	1,157,007	1,047,562	1,151,956
Development Services	1,157,038	1,361,429	1,376,163	1,362,372
Inspection Services	1,770,866	1,772,195	2,101,514	2,618,663
Project Review	1,830,103	1,792,423	1,892,700	1,961,455
Economic Development	3,114,168	2,755,265	3,382,963	2,971,380
Total Planning & Community Development	9,274,093	9,074,688	10,039,389	10,308,920
Fire Department				
General Fire Protection	6,346,617	7,315,995	7,327,669	8,477,653
Fire Support	260,581	246,441	111,994	
Total Fire Department	6,607,198	7,562,436	7,439,663	8,477,653

**City of Scottsdale
General Fund Summary
1994/95**

	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
EXPENDITURES (Continued)				
Municipal Services				
Municipal Services Administration	282,335	289,363	284,070	275,763
Facilities Maintenance	5,998,022	6,184,818	6,345,024	6,629,264
Capital Project Management	499,088	555,725	627,961	536,651
Total Municipal Services	6,779,445	7,029,906	7,257,055	7,441,678
Debt Service/Lease Purchase	1,344,600	1,439,272	1,176,758	1,402,166
Operating Contingency		1,500,000	379,758	1,500,000
TOTAL EXPENDITURES	74,835,471	81,489,701	82,186,317	89,413,616
REVENUES OVER (UNDER) EXPENDITURES	(2,665,771)	(3,645,526)	1,352,598	(4,107,541)
OTHER SOURCES/TRANSFERS IN				
In Lieu Property Tax	682,453	939,317	939,317	1,148,881
Indirect Cost Allocation	4,871,832	5,690,052	5,690,052	6,337,313
Franchise Fee	1,889,150	2,094,200	2,094,200	2,407,604
Encumbrance Rebudgets	1,883,903	3,000,000	1,723,377	4,000,000
Transfer from Capital Projects		602,880	602,880	
Fund Reserve			250,000	500,000
TOTAL OTHER SOURCES/TRANSFERS IN	9,327,338	12,326,449	11,299,826	14,393,799
OTHER USES/TRANSFERS OUT				
Encumbrance/Expenditures		3,000,000		4,000,000
GAAP Adjustment	41,639			
Facilities Maintenance Reserve			250,000	500,000
Transfer to				
HURF Fund	3,117,323	3,757,455	3,311,029	4,397,544
Airport Fund	413,278	258,949	349,156	255,002
Motor Pool	209,000	419,706	514,206	701,054
Capital Projects	388,224	2,459,604	2,459,604	2,525,000
TOTAL OTHER USES/TRANSFERS OUT	4,169,464	9,895,714	6,883,995	12,378,600
ENDING BALANCE				
Reserved for Economic Stabilization	5,000,000	7,000,000	7,000,000	9,000,000
Reserved for Facilities Maintenance			250,000	500,000
Unreserved	3,867,543	1,075,093	7,385,972	3,043,630
TOTAL ENDING BALANCE	\$8,867,543	\$8,075,093	\$14,635,972	\$12,543,630

**City of Scottsdale
Highway User Fund Summary
1994/95**

	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
BEGINNING BALANCE	\$0	\$0	\$0	\$0
REVENUES				
LTAF	1,061,035	1,080,000	1,080,000	1,080,000
Highway User	7,655,487	7,900,000	8,100,000	8,599,000
TOTAL REVENUES	8,716,522	8,980,000	9,180,000	9,679,000
EXPENDITURES				
Transportation				
Transportation Administration	346,610	352,921	423,337	379,327
Traffic Engineering	532,845	757,244	805,175	874,763
Transportation Planning	488,767	552,473	525,979	609,965
Transit	1,238,934	1,507,611	1,525,501	1,822,409
Total Transportation	2,607,156	3,170,249	3,279,992	3,686,464
Municipal Services				
Transportation Maintenance	6,859,055	6,811,637	7,049,580	7,280,565
Debt Service	2,506,390	2,793,321	2,616,830	3,109,515
TOTAL EXPENDITURES	11,972,601	12,775,207	12,946,402	14,076,544
REVENUES OVER (UNDER) EXPENDITURES	(3,256,079)	(3,795,207)	(3,766,402)	(4,397,544)
OTHER SOURCES/TRANSFERS IN				
Transfer from General Fund	3,117,323	3,757,455	3,311,029	4,397,544
Transfer from Capital Projects		37,752	37,752	
Encumbrance Rebudgets	144,753		417,621	
TOTAL OTHER SOURCES/TRANSFERS IN	3,262,076	3,795,207	3,766,402	4,397,544
OTHER USES/TRANSFERS OUT				
GAAP Adjustment	5,997			
TOTAL OTHER USES/TRANSFERS OUT	5,997	0	0	0
ENDING BALANCE	\$0	\$0	\$0	\$0

**City of Scottsdale
Debt Service Fund Summary
1994/95**

	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
BEGINNING BALANCE	\$4,102,190	\$6,546,891	\$5,497,225	\$3,112,156
REVENUES				
Privilege Tax	9,970,654	7,406,801	7,124,229	10,088,721
Property Tax	8,334,434	10,569,176	10,569,176	12,014,171
Transient Occupancy Tax				248,000
Property Rental				275,000
Special Assessments	4,941,556	5,302,544	5,173,634	11,703,282
Interest	529,768	300,000	100,000	100,000
TOTAL REVENUES	23,776,412	23,578,521	22,967,039	34,429,174
EXPENDITURES				
General Obligation Bonds	6,943,577	10,480,183	9,609,817	12,014,171
Municipal Properties Corporation Bonds	10,148,077	10,206,801	9,653,914	10,711,721
Special Assessment Bonds	4,858,968	5,302,544	5,173,634	11,703,282
TOTAL EXPENDITURES	21,950,622	25,989,528	24,437,365	34,429,174
REVENUES OVER (UNDER) EXPENDITURES	1,825,790	(2,411,007)	(1,470,326)	0
OTHER USES/TRANSFERS OUT				
Reserved for Special Assessments	82,588			
Transfer to Sinking Fund	348,167			
Transfer to Capital Project Funds			914,743	184,364
TOTAL OTHER USES/TRANSFERS OUT	430,755	0	914,743	184,364
ENDING BALANCE (Reserved for Debt Service)	\$5,497,225	\$4,135,884	\$3,112,156	\$2,927,792

**City of Scottsdale
Water and Sewer Fund Summary
1994/95**

	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
BEGINNING BALANCE	\$0	\$0	\$0	\$0
REVENUES				
Sewer Charges	7,681,358	9,294,000	9,994,000	9,710,348
Water Charges	28,820,997	31,941,000	34,941,000	33,930,285
Central Groundwater Plant				1,049,818
Effluent Sales:				
Pipeline		752,000	752,000	1,415,578
Treatment Plant				391,384
Planet Ranch	466,221	440,000	490,000	200,000
Property Rental			103,000	103,000
Interest Earnings	816,941	800,000	1,429,832	1,351,670
TOTAL REVENUES	37,785,517	43,227,000	47,709,832	48,152,083
EXPENDITURES				
Financial Services				
Customer Service	845,006	890,438	893,291	1,067,097
Water Resources				
Planning and Engineering	1,388,085	1,203,324	1,414,774	1,273,613
Planet Ranch	1,420,277	1,545,952	1,624,384	366,950
Water & Wastewater Operations	15,966,553	17,798,638	17,428,859	19,632,251
Water Quality	671,242	985,524	949,474	1,268,658
Total Water Resources	19,446,157	21,533,438	21,417,491	22,541,472
Debt Service	6,444,093	7,794,976	6,949,321	8,604,098
TOTAL EXPENDITURES	26,735,256	30,218,852	29,260,103	32,212,667
REVENUE OVER (UNDER) EXPENDITURES	11,050,261	13,008,148	18,449,729	15,939,416
OTHER SOURCES/TRANSFERS IN				
Transfer from Capital Projects		41,712	41,712	
Transfer from Debt Service (Stadium)			292,154	184,364
Encumbrance Rebudgets	692,805		899,091	
GAAP Adjustment	6,248			
TOTAL OTHER SOURCES/TRANSFERS IN	699,053	41,712	1,232,957	184,364
OTHER USES/TRANSFERS OUT				
In Lieu Property Tax	651,974	897,596	897,596	1,100,520
Indirect Cost Allocation	3,551,707	4,107,127	4,107,127	4,547,010
Franchise Fee	1,889,150	2,094,200	2,094,200	2,407,604
Transfer To:				
Motor Pool	0	77,200	77,200	287,000
Capital Projects Fund	5,656,483	5,873,737	12,506,563	7,781,645
TOTAL OTHER USES/TRANSFERS OUT	11,749,314	13,049,860	19,682,686	16,123,780
ENDING BALANCE	\$0	\$0	\$0	\$0

**City of Scottsdale
Airport Fund Summary
1994/95**

	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
BEGINNING BALANCE	\$0	\$0	\$0	\$0
REVENUES				
Airport Fees	580,273	820,000	675,000	705,000
Interest Earned				
TOTAL REVENUES	580,273	820,000	675,000	705,000
EXPENDITURES				
Transportation				
Airport	697,214	704,234	729,345	638,639
Debt Service		58,738		
TOTAL EXPENDITURES	697,214	762,972	729,345	638,639
REVENUES OVER (UNDER) EXPENDITURES	(116,941)	57,028	(54,345)	66,361
OTHER SOURCES/TRANSFERS IN				
Transfer from General Fund	413,278	258,949	349,156	255,002
Transfer from Capital Projects		4,200	4,200	
Encumbrance Rebudgets	29,887		21,166	
TOTAL OTHER SOURCES/TRANSFERS IN	443,165	263,149	374,522	255,002
OTHER USES/TRANSFERS OUT				
In Lieu Property Tax	30,479	41,721	41,721	48,361
Indirect Cost Allocation	125,745	128,456	128,456	123,002
Direct Cost Allocation (Fire, Maintenance)	170,000	150,000	150,000	150,000
TOTAL OTHER USES/TRANSFERS OUT	326,224	320,177	320,177	321,363
ENDING BALANCE	\$0	\$0	\$0	\$0

**City of Scottsdale
Sanitation Fund Summary
1994/95**

	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
BEGINNING BALANCE				
Solid Waste Management Reserve	\$0	\$129,921	\$129,921	\$265,842
Unreserved	81,576	414,670	324,818	412,140
TOTAL BEGINNING BALANCE	81,576	544,591	454,739	677,982
REVENUES				
Refuse Collection	7,832,385	8,488,500	8,398,500	9,389,000
Interest Earnings	30,126	40,000	40,000	40,000
TOTAL REVENUES	7,862,511	8,528,500	8,438,500	9,429,000
EXPENDITURES				
Financial Services				
Customer Service	206,288	225,896	223,329	256,547
Municipal Services				
Sanitation	6,110,817	6,891,592	6,712,518	7,621,444
Debt Service		244,562		275,000
TOTAL EXPENDITURES	6,317,105	7,362,050	6,935,847	8,152,991
REVENUES OVER (UNDER) EXPENDITURES	1,545,406	1,166,450	1,502,653	1,276,009
OTHER SOURCES/TRANSFERS IN				
Transfer from Capital Improvements		8,664	8,664	
Encumbrance Rebudgets	1,608		16,395	
Fund Reserve	454,739	415,236	677,982	341,690
TOTAL OTHER SOURCES/TRANSFERS IN	456,347	423,900	703,041	341,690
OTHER USES/TRANSFERS OUT				
Indirect Cost Allocation	1,024,380	1,304,469	1,304,469	1,517,301
Transfer To Motor Pool	127,000			95,000
Fund Reserve	454,739	415,236	677,982	341,690
GAAP Adjustment	22,471			
TOTAL OTHER USES/TRANSFERS OUT	1,628,590	1,719,705	1,982,451	1,953,991
ENDING BALANCE				
Solid Waste Management Reserve	129,921	265,842	265,842	341,690
Unreserved	324,818	149,394	412,140	
TOTAL ENDING BALANCE	\$454,739	\$415,236	\$677,982	\$341,690

**City of Scottsdale
Motor Pool Fund Summary
1994/95**

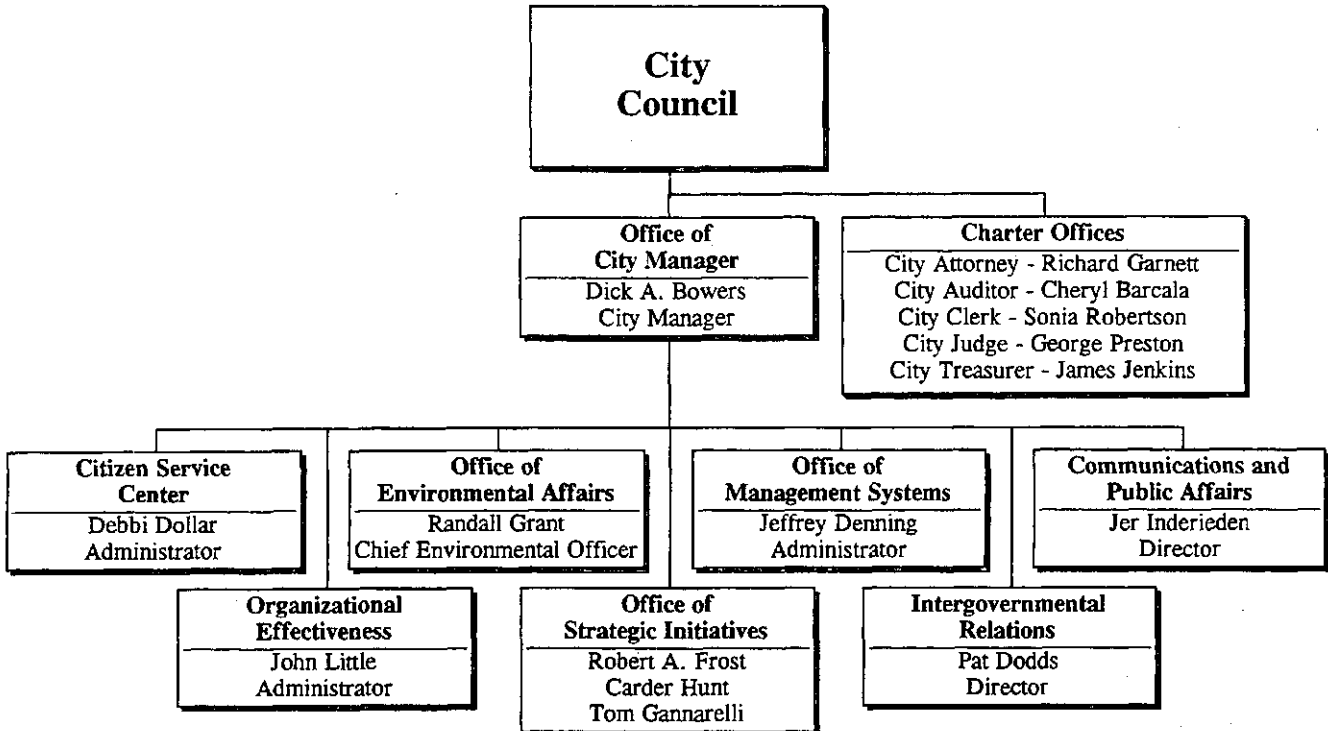
	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
BEGINNING BALANCE	\$1,731,935	\$1,278,222	\$1,397,347	\$651,861
REVENUES				
Equipment Rental	5,756,748	5,800,000	5,860,000	6,600,000
Interest Earned	115,442	85,000	100,000	100,000
Other	49,157			
TOTAL REVENUES	5,921,347	5,885,000	5,960,000	6,700,000
EXPENDITURES				
Municipal Services				
Fleet Management	7,146,482	7,186,582	8,081,913	8,474,915
TOTAL EXPENDITURES	7,146,482	7,186,582	8,081,913	8,474,915
REVENUES OVER (UNDER) EXPENDITURES	(1,225,135)	(1,301,582)	(2,121,913)	(1,774,915)
OTHER SOURCES/TRANSFERS IN				
Encumbrance Rebudgets	563,776		771,917	
Transfer from				
General Fund	209,000	419,706	514,206	701,054
Water/Sewer Fund		77,200	77,200	287,000
Sanitation Fund	127,000			95,000
Capital Projects		13,104	13,104	
Trust Funds				40,000
TOTAL OTHER SOURCES/TRANSFERS IN	899,776	510,010	1,376,427	1,123,054
OTHER USES/TRANSFERS OUT				
GAAP Adjustment	9,229			
TOTAL OTHER USES/TRANSFERS OUT	9,229	0	0	0
ENDING BALANCE	\$1,397,347	\$486,650	\$651,861	\$0

**City of Scottsdale
Self Insurance Fund Summary
1994/95**

	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
BEGINNING BALANCE	\$4,071,125	\$3,717,240	\$3,679,861	\$4,469,669
REVENUES				
Property & Liability	2,264,088	2,264,000	2,264,000	2,600,000
Unemployment	101,029	75,000	100,000	75,000
Interest	175,525	200,000	200,000	215,000
Contribution	200,000	250,000	250,000	
Property Tax				1,294,720
Other	7,368			
TOTAL REVENUES	2,748,010	2,789,000	2,814,000	4,184,720
EXPENDITURES				
Financial Services				
Risk Management	3,171,104	2,070,843	2,047,862	2,232,504
TOTAL EXPENDITURES	3,171,104	2,070,843	2,047,862	2,232,504
REVENUES OVER (UNDER) EXPENDITURES	(423,094)	718,157	766,138	1,952,216
OTHER SOURCES/TRANSFERS IN				
Transfer from Capital Improvements		7,104	7,104	
Fund Reserve	3,679,861	4,442,501	4,469,669	6,385,104
Encumbrance Rebudgets	35,828		16,566	
TOTAL OTHER SOURCES/TRANSFERS IN	3,715,689	4,449,605	4,493,339	6,385,104
OTHER USES/TRANSFERS OUT				
GAAP Adjustment	3,998			
Fund Reserve	3,679,861	4,442,501	4,469,669	6,385,104
TOTAL OTHER USES/TRANSFERS OUT	3,683,859	4,442,501	4,469,669	6,385,104
ENDING BALANCE (Reserved for Self Insurance)	\$3,679,861	\$4,442,501	\$4,469,669	\$6,421,885

Official Government

Mission: Develop and implement policies and program alternatives consistent with the interests and desires of the citizens of Scottsdale and provide leadership and administrative support to assist the City organization in promoting professional and organizational development.



The General Government department is comprised of the City Council, City Manager, City Attorney, City Court, City Auditor, City Clerk and Elections, Citizen Service Center, Organizational Effectiveness, Office of Strategic Initiatives, Communications and Public Affairs, Management Systems, Intergovernmental Relations, and the Office of Environmental Affairs.

Departmental Budget Trends	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Expenditures	11,093,174	12,423,597	12,723,398	13,436,295
% of City's Operating Total	9.2%	9.7%	9.7%	9.6%

FINANCIAL HIGHLIGHTS

The 1994/95 adopted budget for General Government is \$1,012,698 (8.2%) more than the 1993/94 adopted budget and includes the addition of two (2) full-time positions. One new position augments the current staffing for the Citizen Service Center and provides staffing for a new location at 75th Street and Sweetwater. Another new position, replaces a position in the City Court that was transferred to the new Citizen Service Center in 1993/94. Funding is also included for energy efficiency improvements with the offsetting savings reflected in the appropriate expenditure budget, and for an "Innovation" program devised to provide the flexibility to implement cost-saving ideas, the savings from which will continue the program.

ISSUES FACING THE DEPARTMENT

Mayor/Council Meeting Space - Because of the size and shape of the City's geographic area and continued growth to the north, City Hall is no longer a convenient meeting location for a growing number of citizens. The City may need to explore other ways to accommodate citizen requests for meetings with Council members, such as "satellite" offices or other outreach efforts similar to the "City Hall in the Mall" concept.

Audit Recommendations - During this fiscal year the City Clerk's office will focus on implementing the recommendations pointed out in the audit to meet statutory and policy requirements. These include development of an office policy and procedures manual; development and implementation of a citywide records management program including an essential records policy which complies with state standards and city guidelines; and revisions to the Scottsdale Revised Code to place responsibility within the appropriate departments for functions no longer performed by the City Clerk.

Litigation - Actual and threatened litigation is a growing part of the City Attorney's Civil Division workload. This trend is likely to continue with major issues in environmental law, Indian law and tribal relations, water law, zoning and sexually-oriented businesses. In addition, the litigation workload in more routine areas such as collection of tax revenues and other moneys owed to the City will increase.

Satellite Facilities - With the Citizen Service Center opening a satellite facility in Los Arcos Mall, the needs of all our citizens must be considered by offering this service level in other areas of the community. The immediate plan is to establish a second Citizen Service Center at Sweetwater and 75th Street in fiscal year 1994/95 and then develop a suitable location for another center further north in fiscal year 1995/96.

Responsiveness - Because much of the organization's success and credibility is judged by our ability to respond to neighborhood issues in a timely fashion, a mechanism will be established to allow for quick resolution of these issues. Conflicts can often be avoided through the judicious use of monetary resources to mitigate a problem such as lighting or excessive noise. Such flexibility and responsiveness will demonstrate our commitment to become more aggressive in resolving community problems.

Volunteers - The 90s is the "decade of the Volunteer". We must find new ways to further motivate concerned citizens to share their talents so we can continue to deliver the level of service the community expects. In addition, we must be creative in our thinking and develop ways to involve volunteers that will maximize their productivity and sustain a level of enthusiasm that will demand they not only stay with us, but will encourage others to volunteer as well.

Environmental Cost Assessment - Environmental costs affecting many parts of our organization are rising dramatically, and sound fiscal long-range planning will require that these potential costs be tracked and responded to when appropriate.

Energy Management - Continuing to retrofit City facilities with energy efficient equipment when appropriate and feasible represents sound fiscal management of energy resources and will remain a priority for Environmental Affairs.

Legislation - The financial impact of proposed legislative recommendations including increased jurisdiction for specific juvenile offenses heard by limited jurisdiction courts, DNA testing for specific misdemeanor sexual offenses with testing handled under the auspices of County probation officers, and authority of court consolidations between justice and magistrate courts are unknown at this time.

Telephonic Video Arraignments/Bond Reduction Program - Initial appearances via video-phone for cases with multi-city warrants will impact judicial time, police support services, and jail population. However, because the program is relatively new, the operational impact is not fully known at this time.

The bond reduction program for limited jurisdictional courts provides the additional potential of defendants being released on their own recognizance in lieu of posting bond to further reduce jail population and related support services. Impact is unknown at this time.

Valuing Diversity - As we approach the year 2000 we can fully expect a significant diversification of our workforce and our applicant pool. The numbers of minorities, females, disabled and older workers in the applicant pool and ultimately in our workforce will increase significantly. This increased diversity will have a positive impact on our operations in the City, but the changes need to be properly managed. A Diversity Committee has been formed and is in the process of identifying our unique City diversity issues. Once these issues are identified, the committee will develop diversity training as well as opportunities to recognize and celebrate our diversity in the City.

Managing Organizational Change - It's very clear that in the next several years City service levels and service expectations will increase while staffing will remain relatively flat. As we re-engineer the work and constantly look for ways to improve the quality of our services and meet service level demands, the impacts of organizational change will be felt by employees. We need to prepare employees for these constant changes and continuous improvements and hire new employees who embrace change. Our experience indicates that there is a wide variance in the ability of employees to handle change and manage the stress associated with change. Managing organizational change will be a significant challenge in the years to come.

Family-Friendly Issues - In order to prepare for "Workforce 2000" it is important from both a competitive and employee relations standpoint that we continue to offer programs and services that are "family-friendly." We anticipate existing employees and prospective employees will ask for programs and services that allow them to balance their family lives with their work lives. Employees that successfully balance their lives will be more productive, successful and happier. For several years we have proactively developed and offered family-friendly programs including job-share, child-care resources, Scottsflex, flexible-spending accounts and many others. Recently, we have implemented a progressive family leave policy, an award winning breast-feeding program, and a pilot sick child care program. Continuing to give a high level of attention to family-friendly programs and services will be a key goal and will add to our reputation as a progressive and desirable employer.

Fiscal Impact Study - One of our large issues is growth management, and one of the key components to that is a better understanding of the financial implications of growth. We need to better understand such issues as who should pay for growth, cost of services as it relates to different types of development and densities, how infrastructure replacement should be factored into the equation, and so on. A major fiscal impact analysis will help to provide answers to these questions.

Strategic Planning - In 1991, OMS began implementing a strategic direction to migrate the City from a mainframe to an "open systems" computing environment. Expected results include positioning the City for the future, increasing the opportunity to integrate business and technology, and empowerment. The strategic plan is now in its third year. Key issues focus on continued technology funding, implementation, and quality support. The foundation of the "open systems" computing includes local area networks, fiber optics communication, and the installation of PCs - all of which enable technology such as geographic information systems (GIS) and imaging technology.

Citizen Communication - The opening of the new Citizen Service Center at Los Arcos mall and the Paiute Community Center at Osborn and 66th Street create new opportunities for citizen outreach and communication. Efforts to bring City services to neighborhoods means communication will also need to be more area specific. Also, the changing nature of the telecommunications industry will undoubtedly mean more options for citizens — specifically with regard to "interactive" cable and the "information superhighway." We will continue to explore all options for increased citizen communication, with an emphasis on using new technology to make government more accessible and convenient for citizens.

Imaging Technology - Imaging technology will allow the organization to scan documents into an optical disk system, and retrieve them from any authorized and configured work station within the City. Immediate access and electronic filing will increase staff efficiency and provide more information directly to the public. A Citywide task force has been developing recommendations for its implementation. Full use of this technology is dependent upon implementation of "open systems" environment to include fiber optics, local area networks, and PCs. Funding for this technology will be addressed in the upcoming budget cycle.

Geographic Information System (GIS) - City maps of parcels, streets, water, and waste water are now being automated. A completed pilot program has demonstrated the value of GIS through increased service to the public, significant time and cost savings in planning, and reducing costs by maintaining a consolidated base of City information. GIS will cause a shift in staff workload as updating and maintaining an automated database replaces manual record keeping. GIS will produce information never before available to the City or public and change how the City conducts business and its ability to bring services directly to the community.

General Government

Department Summary

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	7,517,363	8,176,684	8,313,880	8,981,141
Contractual Services	2,816,267	3,457,691	3,542,129	3,673,590
Commodities	494,402	524,265	522,319	540,822
Capital Outlay	265,142	264,957	345,070	240,742
Total	11,093,174	12,423,597	12,723,398	13,436,295

EXPENDITURES BY DIVISION	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Legislative	510,797	463,854	465,251	482,923
City Manager	850,192	954,599	737,576	791,901
City Clerk/Elections	379,451	592,455	607,942	423,178
City Attorney	1,413,548	1,449,827	1,462,503	1,557,798
Citizen Service Center		143,444	492,419	581,252
Office of Strategic Initiatives	228,694	237,989	243,846	474,028
Communications and Public Affairs	648,799	691,258	716,861	739,008
Intergovernmental Relations	217,224	377,203	370,175	375,120
Organizational Effectiveness	1,516,326	1,537,812	1,542,282	1,609,561
City Auditor	370,078	438,530	429,485	447,893
Management Systems	3,320,013	3,742,840	3,825,096	3,909,273
Office of Environmental Affairs	253,107	220,517	250,495	392,182
Court	1,384,945	1,573,269	1,579,467	1,652,178
Total	11,093,174	12,423,597	12,723,398	13,436,295

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	158	163	166	170
Part-time	9	11	12	12
Full-time Equivalent (FTE)	163.2	169.4	173.0	176.9

VOLUNTEER TIME INVESTED	Estimated 1993/94	Forecast 1994/95
Hours	7,045	7,350
Full-time Equivalent (FTE)	3.4	3.5

General Government

Legislative

The Legislative division serves Scottsdale's citizens as elected representatives and provides for the orderly government of the City.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	291,784	296,259	296,259	312,416
Contractual Services	187,937	134,875	134,531	137,487
Commodities	23,734	19,400	20,400	19,700
Capital Outlay	7,342	13,320	14,061	13,320
Total	510,797	463,854	465,251	482,923

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	10	10	10	10
Part-time				
Full-time Equivalent (FTE)	10.0	10.0	10.0	10.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Respond to all phone requests for information within one day.

% of requests answered within one day	100%	100%	100%	100%
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GOAL: Respond to 90% of written requests for information within two days.

% of written requests answered within two days	90%	90%	90%	90%
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General Government

City Manager

The City Manager's Office provides the overall administrative leadership necessary for the implementation of City Council policies, administration of the organization, and delivery of services to the citizens.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	717,580	789,331	601,571	635,148
Contractual Services	103,746	116,377	102,713	118,683
Commodities	22,214	34,245	17,548	26,874
Capital Outlay	6,652	14,646	15,744	11,196
Total	850,192	954,599	737,576	791,901

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	10	11	8	8
Part-time	1	1	1	1
Full-time Equivalent (FTE)	10.5	11.5	8.5	8.6

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Seek partnership opportunities on a local, regional, national, and international basis to continually monitor and improve Scottsdale's quality of life.

# of intergovernmental and community meetings and public events (annually)	350	400	400	420
% of ongoing partnerships established for specific purpose	25%	30%	30%	35%

GOAL: Maintain average direct service cost per citizen less than/equal to consumer price index (CPI) increases.

CPI Increases	n/a	3.5%	4.0%	4.1%
Direct cost per citizen percent change	n/a	-2.0%	-0.7%	1.2%

General Government

City Clerk

The City Clerk's Office coordinates, prepares, and distributes City Council agendas and packets in accordance with statutory requirements of the Open Public Meeting Law; maintains information delivery systems to ensure customers' timely access to public records; and provides applications and training materials for all boards and commissions.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	226,020	278,933	278,933	266,031
Contractual Services	111,896	131,264	118,789	137,069
Commodities	8,875	11,370	10,643	10,550
Capital Outlay		8,424	8,424	8,424
Total	346,791	429,991	416,789	422,074

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	7	7	7	7
Part-time	1	1	1	1
Full-time Equivalent (FTE)	7.4	7.5	7.5	7.3

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Provide legal notices for public hearings and publishings within 24 hours of every meeting, per legal requirements.

% of legal notices posted within 24 hours of hearing	100%	100%	100%	100%
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General Government

Elections

The Elections division encourages Scottsdale citizens to vote by providing a fair, effective and efficient municipal election process in accordance with federal, state and municipal requirements.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services		21,047	21,047	
Contractual Services	31,830	134,313	165,172	
Commodities	830	6,000	3,830	
Capital Outlay		1,104	1,104	1,104
Total	32,660	162,464	191,153	1,104

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Provide a fair, effective, and efficient municipal election process in accordance with federal, state and municipal requirements.

\$ per registered voter	no election scheduled	\$1.55	\$1.87	no election scheduled
% accordance with federal, state and municipal requirements	no election scheduled	100%	100%	no election scheduled
% of registered voters that voted	no election scheduled	22%	10%	no election scheduled

General Government

City Attorney

The City Attorney's Office provides counsel and representation in all legal matters pertaining to the City in accordance with the goals and objectives of the City.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	1,040,144	1,174,772	1,153,631	1,244,983
Contractual Services	325,502	202,846	234,154	246,979
Commodities	43,071	50,925	54,718	49,288
Capital Outlay	4,831	21,284	20,000	16,548
Total	1,413,548	1,449,827	1,462,503	1,557,798

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	18	20	20	20
Part-time	2	1	1	1
Full-time Equivalent (FTE)	19.3	20.7	20.7	20.7

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Ensure public safety by prosecution of all violations of City ordinances and laws within the municipal court jurisdiction in a cost effective and timely manner.

Pretrials prepared per prosecutor	n/a	n/a	2,351	1,763
Jury trials prepared per prosecutor	n/a	n/a	91	50
Bench trials prepared per prosecutor	n/a	n/a	260	130
Average time (days) to resolve case	n/a	n/a	n/a	120
Average cost per case	n/a	n/a	\$31	\$36

General Government

City Attorney

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Provide timely and accurate legal advice to our clients.

*Average client satisfaction rating for quality of legal services provided on a scale of 1 to 5 (1 = poor, 5 = excellent)

4.4

n/a

n/a

4.5

*Average client satisfaction rating for responsiveness to client needs on a scale of 1 to 5 (1 = extremely dissatisfied, 5 = extremely satisfied)

4.6

n/a

n/a

4.7

*Derived from broad-based client survey.

General Government

Citizen Service Center

The Citizen Services division was created to facilitate citizen involvement, encourage communication between the City and its citizens, increase accessibility of City services, enhance community partnerships, and maintain neighborhood stability. The one-stop-shop concept of providing information and services is delivered via a "City Hall at the Mall" satellite facility at Los Arcos Mall. Other components of the program include: neighborhood enhancement and outreach services; Keep America Beautiful affiliation; volunteer services; endowment services; and complaint resolution.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services			337,165	423,395
Contractual Services		85,300	46,965	101,353
Commodities		21,250	28,975	33,460
Capital Outlay		36,894	79,314	23,044
Total		143,444	492,419	581,252

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time			7	8
Part-time			1	1
Full-time Equivalent (FTE)			7.6	8.6

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Increase citizen involvement and awareness of City government activities through the Citizen Service Center (CSC).

% of Scottsdale population served by the CSC	n/a	n/a	2.2%	8.3%
% of citizens served that are first time customers	n/a	n/a	20%	20%
% of citizens served by CSC expressing satisfaction with the service provided	n/a	n/a	n/a	100%

General Government

Citizen Service Center

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Increase Citywide volunteer hours and dollar savings by 5% annually.

% increase in annual volunteer hours over base (1993/94 Forecast)	n/a	Base year	9.6%	5%
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% increase in annual volunteer savings over base (1993/94 Forecast)	n/a	Base year	9.6%	5%
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GOAL: Respond to all requests for neighborhood planning assistance to the satisfaction of residents.

% of neighborhood plans completed and adopted	100%	100%	100%	100%
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% of neighborhood issues resolved to the satisfaction of residents	n/a	100%	100%	100%
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General Government

Office of Strategic Initiatives

The Office of Strategic Initiatives assists the City organization in its efforts to develop coordinated strategic plans, comprehensive programs of work measurement, and process re-engineering. This office also supports the Space Science Center and the Environmental Affairs programs.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	203,230	213,739	213,739	440,546
Contractual Services	23,376	19,462	25,194	27,008
Commodities	2,088	1,800	1,925	2,100
Capital Outlay		2,988	2,988	4,374
Total	228,694	237,989	243,846	474,028

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	3	3	3	5
Part-time	1	1	1	1
Full-time Equivalent (FTE)	3.8	3.8	3.8	5.8

General Government

Communications and Public Affairs

Communications and Public Affairs establishes and maintains open lines of communication between the City and its citizens through an aggressive public information program; keeps citizens and employees informed of City priorities, policies, and performance; discusses issues and activities which affect them; and provides opportunities for citizen and employee feedback.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	378,785	398,759	398,759	438,337
Contractual Services	236,739	255,248	264,498	263,420
Commodities	22,605	28,935	33,383	28,935
Capital Outlay	10,670	8,316	20,221	8,316
Total	648,799	691,258	716,861	739,008

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	9	9	9	9
Part-time	1	1	1	1
Full-time Equivalent (FTE)	9.4	9.7	9.7	9.6

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Foster positive media relations by being responsive to media inquires and requests for information, and by ensuring reporters are well-briefed on key City issues.

% of reporters satisfied with quality and timeliness of response to inquires	n/a	n/a	n/a	90%
% of calls returned by reporter's deadline	n/a	n/a	n/a	99%
% of reporters satisfied with the quality and level of information provided by the City	n/a	n/a	n/a	90%

General Government

Intergovernmental Relations

The Intergovernmental Relations division promotes interaction with other levels of government that serves the best interests of Scottsdale citizens; advocates the City's position on issues before the U.S. Congress, State Legislature, and County Board of Supervisors; builds coalitions with other municipalities and interest groups to support City policy positions; and provides various policy recommendations on regional, state, and national issues.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	153,632	157,035	152,000	153,621
Contractual Services	55,001	215,992	211,686	217,223
Commodities	2,636	2,400	3,500	2,500
Capital Outlay	5,955	1,776	2,989	1,776
Total	217,224	377,203	370,175	375,120

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	2	2	2	2
Part-time	1	1	1	1
Full-time Equivalent (FTE)	2.7	2.7	2.7	2.7

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Prepare briefing papers and staff recommendations for all Maricopa Association of Government Committee and Regional Council meetings within four days of receipt of agendas.

% of reports/staff recommendations prepared within four days of receipt of the agendas	100%	100%	100%	100%
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GOAL: Complete weekly intergovernmental reports by the end of the week and complete end-of-session report within 30 days of adjournment.

% of weekly intergovernmental reports completed by the end of the week	93%	100%	100%	100%
End-of-session report completed within 30 days of adjournment	Yes	Yes	Yes	Yes

The Organizational Effectiveness division works with all City departments to develop and implement quality and productivity improvement systems; manages Citywide human resources issues; provides a variety of services including recruitment, orientation, compensation, employee relations, and benefits administration; encourages positive employee relations through recreational, educational, social, and wellness programs for all employees; and fosters corporate development through the design and delivery of job-related training and development programs.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	966,471	989,655	962,705	1,015,705
Contractual Services	446,352	441,103	484,095	484,027
Commodities	79,973	86,150	74,578	88,925
Capital Outlay	23,530	20,904	20,904	20,904
Total	1,516,326	1,537,812	1,542,282	1,609,561

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	20	20	20	20
Part-time	1	1	1	1
Full-time Equivalent (FTE)	20.5	20.5	20.5	20.5

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Attain and reward human resources by attracting, evaluating, and hiring quality service-oriented employees and compensating them in an equitable and competitive manner based upon performance.

90% of new hires pass 6 month probation period	n/a	90%	90%	90%
Turnover rate not to exceed 9%	7.25%	9.5%	9.5%	9.5%
\$ per Recruitment	\$687	\$687	\$690	\$685

General Government

Organizational Effectiveness

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Provide for the security of employees and their families by offering a viable, comprehensive, flexible benefits program that meets employees' needs.

95% of employees surveyed are satisfied with the City's benefits program

n/a	95%	99%	95%
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GOAL: Provide the City of Scottsdale with the most effective and efficient service possible and to meet client's expectations 100% of the time.

% of time QRM clients' expectations are met

95%	100%	100%	100%
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Citywide cost savings

n/a	\$291,700	\$291,700	\$301,800
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QRM cost per FTE

\$298	\$253	\$244	\$252
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GOAL: Provide employees with the training and development opportunities to enhance their ability to provide quality service.

75% of employees surveyed say they receive enough training to do their job

n/a	75%	68%	75%
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Training and tuition reimbursement \$ per FTE

\$87	\$89	\$114	\$114
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General Government

City Auditor

The City Auditor's Office conducts audits on all departments, offices, boards, activities, and agencies of the City providing independent, timely, and relevant information to determine whether operational efficiency and financial integrity are promoted.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	308,708	351,742	351,742	357,891
Contractual Services	41,545	71,893	52,122	72,291
Commodities	15,196	9,351	12,117	12,167
Capital Outlay	4,629	5,544	13,504	5,544
Total	370,078	438,530	429,485	447,893

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	6	6	6	6
Part-time				
Full-time Equivalent (FTE)	6.0	6.0	6.0	6.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Issue 75% of audit reports within 60 days of end of field work.

% of reports issued within 60 days	n/a	n/a	n/a	75%
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GOAL: Issue 95% of system evaluation reports within five days of completion of evaluation phase.

% of reports issued within 5 days	n/a	n/a	n/a	95%
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GOAL: Reduce cost of completing audits/evaluations by 5%.

% cost reduction	n/a	n/a	n/a	5%
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General Government

Office of Management Systems

The Office of Management Systems provides services and support to the organization for computer information and telephone needs. Provides thorough and accountable strategic planning for future technology needs and implements the City's five-year plan for technology.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	2,083,161	2,275,148	2,333,463	2,410,122
Contractual Services	913,940	1,155,114	1,184,155	1,180,194
Commodities	214,786	213,385	211,850	223,329
Capital Outlay	108,126	99,193	95,628	95,628
Total	3,320,013	3,742,840	3,825,096	3,909,273

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	44	46	46	46
Part-time	1	1	1	1
Full-time Equivalent (FTE)	44.6	46.8	46.8	46.8

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
GOAL: Provide efficient and effective service by responding to service requests within 24 hours and maintaining customer satisfaction rating of 98%.				
% of service requests responded to within 24 hours	n/a	100%	99.4%	100%
% of customers satisfied with service	96.7%	100%	100%	100%
# of service requests per OMS support staff	1,285	1,370	1,456	1,463

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Achieve 100% mainframe and local area network availability for customer access.

% availability to mainframe computers	98 %	100 %	99 %	100 %
% availability to network computers	98 %	100 %	99 %	100 %

GOAL: Complete all commitments for computer application support within agreed upon times while meeting or exceeding expectations.

% of service requests completed on time	95 %	100 %	100 %	100 %
% of GIS service requests completed on time	n/a	100 %	100 %	100 %
% of customers satisfied with GIS service	n/a	100 %	100 %	100 %

GOAL: Migrate from mainframe to "open systems" environment per the 5-year technology plan.

% of workstations attached to "open systems"	10.3 %	13.4 %	16.5 %	30.6 %
% of application operating in "open systems" environment	21.0 %	42.2 %	42.2 %	49.1 %

The Office of Environmental Affairs develops, implements, analyzes, and monitors policies and programs that will improve the quality of the environment and make Scottsdale a leader in the field of environmental management; and serves as a resource to our citizens on federal, state, and local environmental and energy issues.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	82,767	118,898	115,000	124,182
Contractual Services	73,297	97,451	103,567	263,832
Commodities	11,148	2,500	10,635	2,500
Capital Outlay	85,895	1,668	21,293	1,668
Total	253,107	220,517	250,495	392,182

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	2	2	2	2
Part-time				
Full-time Equivalent (FTE)	2.0	2.0	2.0	2.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Respond to all community requests for information on environmental issues within 48 hours.

% requests responded to within 48 hours	n/a	100%	90%	100%
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GOAL: Reduce energy consumption in City facilities by 10% per year.

Average annual Kwh per square foot	n/a	14.96	16.04	14.44
Average annual cost per square foot	n/a	\$1.71	\$1.85	\$1.66

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Reduce per capita residential solid waste disposed at landfills by 5% per year using alternative programs (i.e., recycling, composting, source reduction, etc.)

Average pounds per capita sent to landfill	870	n/a	850	800
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% reduction in per capital residential solid waste sent to landfill	n/a	n/a	2%	5.25%
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General Government

Court

The Court adjudicates civil traffic, criminal traffic, and criminal misdemeanor violations handling complaints filed within the City limits and guarantees that all mandated court functions are completed within the legal time limits.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	1,065,081	1,111,366	1,097,866	1,158,764
Contractual Services	265,106	396,453	414,488	424,024
Commodities	47,246	36,554	38,217	40,494
Capital Outlay	7,512	28,896	28,896	28,896
Total	1,384,945	1,573,269	1,579,467	1,652,178

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	27	27	26	27
Part-time		3	3	3
Full-time Equivalent (FTE)	27.0	28.2	27.2	28.3

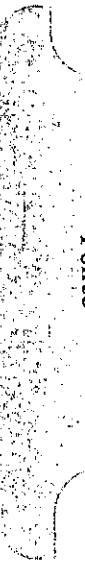
PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Answer 78% of phone calls within one minute.

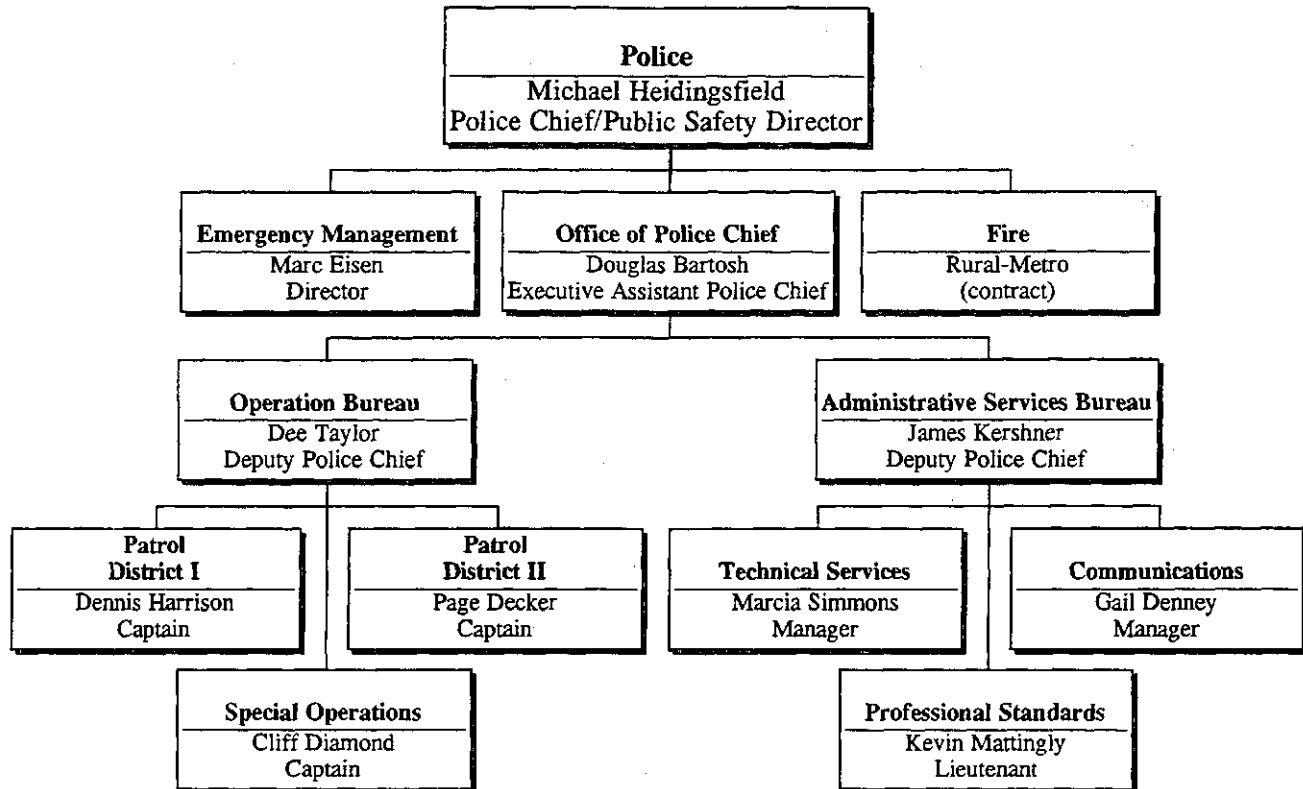
% of phone calls answered within one minute	66.1%	78.0%	70.0%	78.0%
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GOAL: Phone abandonment rate not to exceed 5%.

Phone abandonment rate	13.4%	5.0%	13.0%	5.0%
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Mission: The Scottsdale Police Department, in partnership with the citizens of Scottsdale, recognizes the changing needs of our community and law enforcement's role in addressing those needs. Furthermore, we pledge EXCELLENCE, INITIATIVE, and INTEGRITY to enhance the quality of life throughout the City, knowing those we serve deserve no less.



FINANCIAL HIGHLIGHTS

The 1994/95 adopted budget for Police is \$3,087,400 (14.3%) more than the 1993/94 adopted budget and includes the addition of forty-four (44) full-time positions. Six (6) of these positions were added in February to staff a new traffic enforcement unit. Twenty-six (26) positions have been added to maintain availability of officers to respond to emergency situations and maintain current services as the Police Department continues implementation of community policing objectives. Ten (10) positions have been added to staff the new Justice Center jail and the new Police Training Facility. A logistics technician was added in October 1993, and a forensic chemist was added in December 1993, to be partially funded through an intergovernmental agreement with Paradise Valley.

Departmental Budget Trends	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Expenditures	20,329,906	21,533,663	21,834,958	24,621,063
% of City's Operating Total	16.9%	16.8%	16.7%	17.5%

ISSUES FACING THE DEPARTMENT

Growth and Development - Although growth causes an increase in police calls for service, the Police department works actively to mitigate the impact through crime prevention/blockwatch programs and by collaborative efforts with other agencies. The department participates in summer youth programs in conjunction with the Boys and Girls Clubs and the City's Recreation Division, and has begun the Police Activities League. The police department works closely with the Scottsdale School District by providing a school resource officer for every high school. The Drug Abuse Resistance Education (DARE) program has been implemented in elementary schools and the Gang Resistance Education and Training (GREAT) program is available to all middle schools.

The department's goal is to achieve a 33% police officer available time to be used for addressing community policing needs in their beats, including problem solving and preventive patrol. For FY 1992/93 we achieved a 24.2% available time and we are averaging 25% for FY 1993/94. This budget shall allow us to increase to 31% available time.

Training Facility - As the Police department moves into the new training facility which includes an indoor firing range, a special weapons and tactics (SWAT) training course, a canine training course and a driver training course, the impact of scheduling its use and ensuring the proper use of the facility will become crucial. The department intends to enter into intergovernmental agreements and/or contracts with other agencies to use the facility. The greater use of the facility increases City liability and the need to provide maintenance and supervision of the people utilizing this facility.

Police**Department Summary**

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	16,278,884	17,570,549	17,514,845	19,810,928
Contractual Services	3,219,906	3,333,353	3,417,270	3,801,832
Commodities	544,137	456,179	524,055	576,082
Capital Outlay	286,979	173,582	378,788	432,221
Total	20,329,906	21,533,663	21,834,958	24,621,063

EXPENDITURES BY DIVISION	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Chief of Police	910,072	935,497	982,373	1,044,570
Patrol Bureau	10,407,406	10,329,506	10,263,168	11,709,560
Special Operations	4,102,019	5,387,006	5,512,131	5,779,159
Technical Services	1,992,368	2,193,721	2,287,915	2,948,011
Communications	1,470,136	1,474,750	1,576,861	1,727,853
Professional Standards	1,040,082	910,693	938,470	1,142,539
Emergency Services	407,823	302,490	274,040	269,371
Total	20,329,906	21,533,663	21,834,958	24,621,063

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	326	337	345	381
Part-time	3	3	3	3
Full-time Equivalent (FTE)	327.0	338.2	346.2	382.1

VOLUNTEER TIME INVESTED	Estimated 1993/94	Forecast 1994/95
Hours	8,277	8,690
Full-time Equivalent (FTE)	4.0	4.2

Police

Chief of Police

The Chief of Police provides the leadership, management, strategic planning, and administrative support necessary to ensure the most effective delivery of police services to the community.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	572,490	577,558	577,558	705,225
Contractual Services	305,716	346,708	374,985	327,404
Commodities	21,592	11,231	19,556	11,941
Capital Outlay	10,274		10,274	
Total	910,072	935,497	982,373	1,044,570

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	7	7	7	9
Part-time				
Full-time Equivalent (FTE)	7.0	7.0	7.0	9.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Complete 100% of all formal research studies on time.

% of formal reports completed on schedule	94%	100%	100%	100%
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GOAL: Achieve maximum budget integrity through budget expenditure reports and maintain an adequate cost per capita amount.

% variance between year end expenditure forecast and actual expenditure amount	1%	1%	1%	1%
Police cost per capita	\$137.39	\$138.00	\$138.00	\$146.71

Police

Chief of Police

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Ensure citizen sense of safety by maintaining crimes per thousand at ≤ 54 and violent crimes per 5,000 ≤ 13.5 .

Crimes (property & violent crimes) per 1,000 population	54	54	54	54
Violent crimes per 5,000 population	13.3	13.5	13.5	13.5

Police

Patrol

The Patrol division handles general law enforcement responsibilities, completes initial criminal investigations, handles traffic accident investigations, and performs traffic enforcement and control duties.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	8,917,197	9,031,888	8,951,888	10,350,824
Contractual Services	1,427,623	1,268,583	1,272,056	1,329,577
Commodities	54,077	25,385	36,000	22,860
Capital Outlay	8,509	3,650	3,224	6,300
Total	10,407,406	10,329,506	10,263,168	11,709,561

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	171	171	171	197
Part-time	3	0	0	0
Full-time Equivalent (FTE)	172.0	171.0	171.0	197.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Review and/or investigate 100% of crimes against property reports and maintain clearance rates at or above the Arizona average.

# of crimes against property reviewed and investigated per Property Crimes Detective	960	815	887	825
% of cases reviewed and/or investigated	100%	100%	100%	100%
% of property crimes cleared (CY 1992, AZ Average)				
Burglary: (11.3%)	8.8%	11.3%	10.1%	11.3%
Theft: (21.7%)	32.1%	21.7%	13.5%	21.7%

Police

Patrol

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Respond to all emergency calls in less than 6 minutes.

% of emergency calls responded to in less than 6 minutes	93%	100%	92%	100%
Average response time to emergency calls	3.5 min.	4.0 min.	4.0 min.	4.0 min.

GOAL: Achieve 33% of patrol officer's time to address Community Policing needs in their beats, including problem solving, preventive patrol and traffic enforcement.

# of calls for service per patrol officer	847	868	868	844
% of time available for patrol officers to address community policing issues, preventive patrol, traffic enforcement, and problem solving	24.2%	33%	30%	33%

GOAL: Maintain an 80% success ratio of officers from hiring date through probation.

% of officers successfully completing probation	n/a	80%	75%	80%
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Special Operations addresses criminal activity through undercover operations and surveillance; responds to events requiring the use of special weapons and tactics; handles traffic accidents and traffic-related issues requiring special investigative skills including traffic enforcement; utilizes mounted and canine officers when their skills are required; locates and serves outstanding warrants; transports prisoners; conducts violent crime investigations; conducts nationally recognized educational programs in city schools; proactively investigates youth involved in crime and utilizes intervention strategies; assist victims and their families; coordinates the investigation of runaway juveniles; and provides referral information to persons experiencing problems in social situations.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	3,310,393	4,454,402	4,482,749	4,620,308
Contractual Services	519,190	788,260	799,476	1,032,757
Commodities	146,281	117,044	160,113	126,094
Capital Outlay	126,155	27,300	69,793	
Total	4,102,019	5,387,006	5,512,131	5,779,159

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	66	77	84	79
Part-time	0	3	3	3
Full-time Equivalent (FTE)	66.0	78.2	85.2	80.1

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Reduce traffic accidents per capita through proactive traffic enforcement at identified high accident locations.

# of accidents per 1,000 citizens	36	39	39	38
% of enforcement time spent by traffic officers at high accident locations	25%	25%	25%	30%

Police

Special Operations

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Review and/or investigate 100% of crimes against persons reports and maintain clearance rates at or above the Arizona average.

# of crimes against persons reviewed and investigated per Violent Crime Detective	503	413	413	433
% of crimes against persons reported reviewed and/or investigated	100%	100%	100%	100%
% cases cleared (CY 1992, AZ Average)				
Homicide (74.9%)	66.6%	85%	50%	74.9%
Robbery (27.6%)	30.1%	45%	35%	27.6%
Sexual Assault (41.3%)	74.2%	75%	77%	41.3%
Aggravated Assault (60%)	69.3%	62%	72%	60%

GOAL: Ensure 100% of students enrolled in Drug Abuse Resistance Education (DARE) & Gang Resistance Education and Awareness Training (GREAT) complete the programs.

% of students successfully completing the DARE and GREAT programs.	n/a	100%	95%	100%
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GOAL: Ensure 100% of citizen complaints of narcotic activity are responded to within 30 days.

# of citizen complaints of narcotic activity investigated per officer	35	30.5	30.5	33
% of citizen complaints of narcotic activity are responded to within 30 days	86%	100%	100%	100%

Police

Technical Services

Technical Services handles all reports made by officers, enters information into the computer systems to track criminal history, handles crime scene investigations and reconstruction, and performs analysis of forensic physical evidence; assists officers with bookings and jail/prisoner supervision; and guarantees the control and safeguarding of evidence, contraband, and lost and found property.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	1,586,475	1,671,804	1,667,753	2,118,018
Contractual Services	226,024	233,809	227,872	366,516
Commodities	175,510	188,748	177,780	279,116
Capital Outlay	4,359	99,360	214,510	184,360
Total	1,992,368	2,193,721	2,287,915	2,948,010

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	42	45	46	56
Part-time				
Full-time Equivalent (FTE)	42.0	45.0	46.0	56.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Release one item of property for every item impounded.

# of items impounded per property custodian	5,403	5,667	6,146	6,500
Ratio of items impounded to items released	1:.88	1:1	1:.90	1:1

GOAL: Process and compare 85% of all latent print evidence within five (5) working days.

Average # of latent print comparisons per examiner	15,564	16,500	13,350	14,010
% of latent prints processed and compared within five (5) days	59%	85%	82%	85%

Police

Technical Services

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Enter 100% of all department reports into computer with 48 hours.

Average # of reports processed per support specialist	1,635	1,667	1,650	1,675
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% of department reports entered into computer within 48 hours	100%	100%	100%	100%
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GOAL: Attempt to notify the victim prior to the release of a prisoner 100% of the time.

% of time notification is attempted prior to the release of a prisoner	100%	100%	100%	100%
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Police

Communications

The Communications division is responsible for responding to all citizen telephone calls for service and for guaranteeing proper deployment and back-up of police units.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	1,018,553	1,096,395	1,096,395	1,196,158
Contractual Services	290,358	305,475	378,673	324,390
Commodities	44,615	32,380	32,938	17,630
Capital Outlay	116,610	40,500	68,855	189,675
Total	1,470,136	1,474,750	1,576,861	1,727,853

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	25	25	25	26
Part-time				
Full-time Equivalent (FTE)	25.0	25.0	25.0	26.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Answer all incoming 911 calls within 3 rings (13 seconds).

% answered within 3 rings	98%	100%	93%	100%
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GOAL: Answer all incoming non 911 calls within 180 seconds (3 minutes).

% of non 911 calls answered within 3 minutes	96%	100%	97%	100%
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Police**Professional Standards**

The Professional Standards division handles internal investigations and policy development; is responsible for media contacts, the neighborhood watch program, the volunteer program, and oversees the pursuit of national accreditation; guarantees compliance with all mandated training; and guarantees a qualified pool of applications to fill existing vacancies.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	802,751	656,053	656,053	750,760
Contractual Services	125,547	176,245	178,385	225,980
Commodities	95,410	78,395	94,672	115,299
Capital Outlay	16,374		9,360	50,500
Total	1,040,082	910,693	938,470	1,142,539

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	14	11	11	13
Part-time				
Full-time Equivalent (FTE)	14.0	11.0	11.0	13.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Maintain a 35% hiring ratio from protected classes.

# of protected hirees compared to all hires	13/26	8/24	9/24	13/35
% of hires from protected classes	50%	35%	38%	35%

GOAL: Ensure 60% of the established block watch programs remain active in an effort to reduce crime.

% of active block watch programs	43.5%	60%	50%	60%
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Police

Professional Standards

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Resolve citizen and supervisory complaints within thirty (30) days.

% of citizen and supervisory cases resolved within thirty (30) days	18 %	100 %	17 %	100 %
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GOAL: Ensure 100% compliance with Arizona Law Enforcement Officers Advisory Council (ALEOAC) mandated training.

% of officers receiving mandated training	100 %	100 %	100 %	100 %
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Police

Office of Emergency Management

The Office of Emergency Management provides effective administration of the City's contract for emergency fire and ambulance service with Rural/Metro; ensures fiscal accountability and contract compliance; manages the City's contracts with Maricopa County for emergency management and animal control; and provides emergency planning assistance as requested.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	71,025	82,449	82,449	69,635
Contractual Services	325,448	214,273	185,823	195,208
Commodities	6,652	2,996	2,996	3,142
Capital Outlay	4,698	2,772	2,772	1,386
Total	407,823	302,490	274,040	269,371

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	1	1	1	1
Part-time	0	0	0	0
Full-time Equivalent (FTE)	1.0	1.0	1.0	1.0

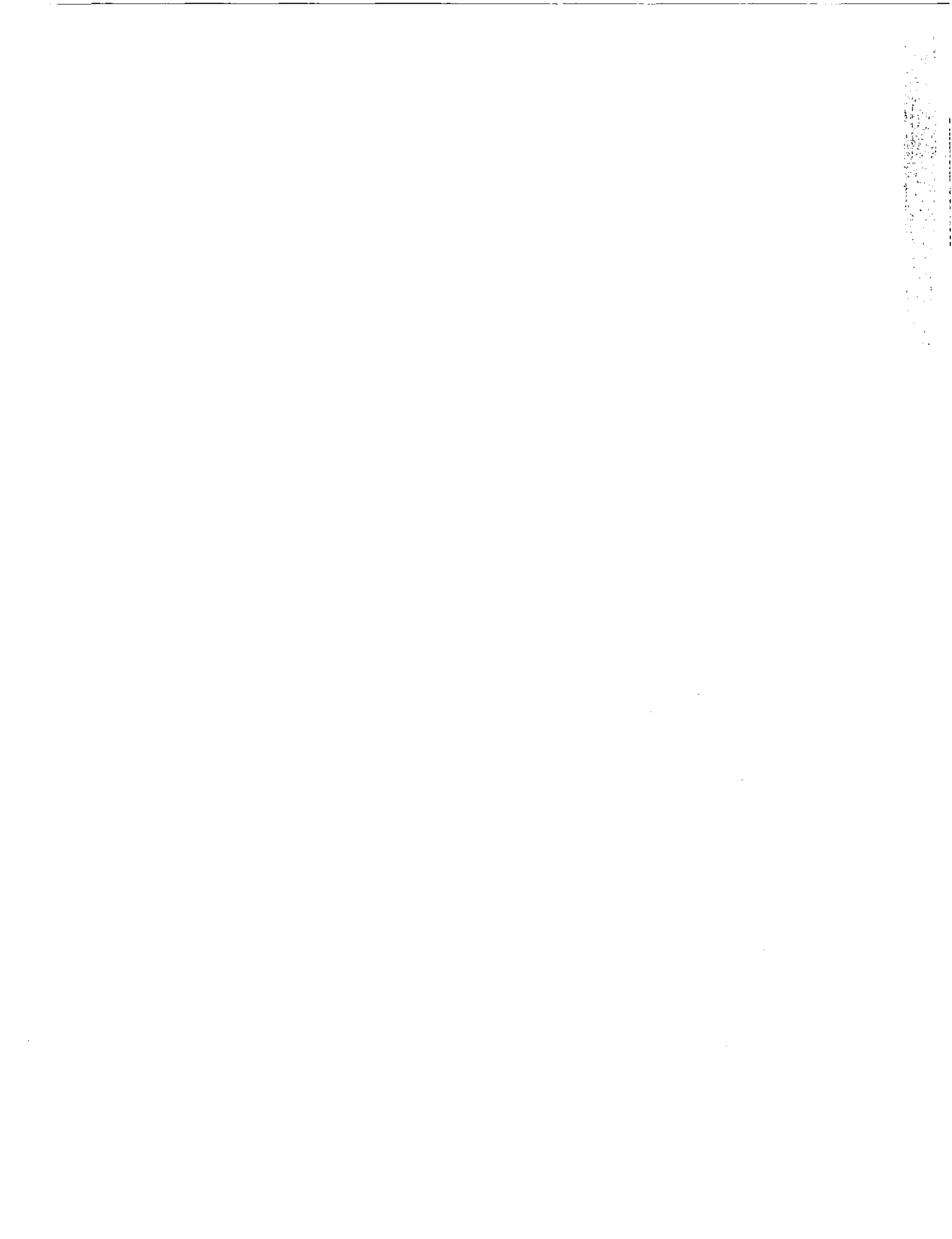
PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Respond to 100% of citizen inquires within 24 hours.

% of inquires responded to within 24 hours	100%	100%	100%	100%
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GOAL: Monitor the cost effectiveness of contracted emergency services.

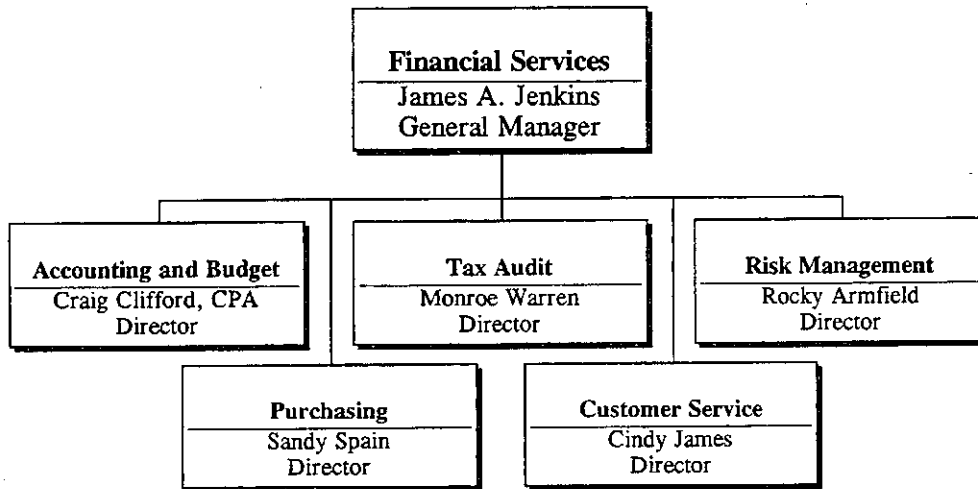
Cost per citizen Rabies/Animal Control	\$.39	\$.51	\$.51	\$.82
Cost per citizen Fire Protection	\$42.07	\$45.40	\$45.40	\$47.67
Cost per citizen Civil Defense	\$.11	\$.10	\$.10	\$.10



Financial Services

Department Summary

Mission: Provide basic financial services, controls, and processes necessary to support a complex governmental organization and to maintain the financial integrity of the City.



The Financial Services Department is comprised of Financial Services Administration, Accounting and Budget, Tax Audit, Risk Management, Purchasing, and Customer Service.

FINANCIAL HIGHLIGHTS

The 1994/95 adopted budget for Financial Services is \$507,669 (6.5%) more than the 1993/94 adopted budget and includes the addition of one (1) full-time position in Utility Billing to support growth and respond to customer inquiries. This position will be placed in one of the Citizen Service Center locations. Funding is also included for: a contractual Water Meter Reader; an imaging system in Customer Service to replace the current microfiche of customer records and reduce the need for additional storage space; administration of the City's recently adopted alarm permitting and false alarm ordinance to be funded from the revenue generated by the ordinance; and implementation of an automated system to allow customers the option to pay utility bills as a direct transfer from their checking or credit card account.

Departmental Budget Trends	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Expenditures	8,225,666	7,767,734	7,800,306	8,275,403
% of City's Operating Total	6.8%	6.1%	6.0%	5.9%

ISSUES FACING THE DEPARTMENT

Property Tax/Assessed Values - Since the 1989 bond election the City's assessed valuation (AV) has experienced cumulative growth of 5 percent. When the 1989 bond authorization was promoted, our projection based on historical growth was for cumulative increase totaling over \$1 billion or an 82 percent increase during this same period. In order to continue the capital plan as promoted in 1989 and remain within legal bonding capacity, some elements of our capital improvement program have been delayed for several years, and tax rates have been increased to compensate for the lower AV. The tax rate is projected to reach a high of \$1.73 in 1997/98. The original projection was that the high rate of \$1.11 would be in 1992/93.

Unfunded Capital Improvement Program - Funding has not been identified for all future capital needs. Although it is possible to ask the voters to authorize issuance of new bonds for non-transportation improvements, doing so will result in higher tax rates and will affect already moderately-high debt levels. Other funding options are pay-as-you-go funding from the operating budget, minor amounts of miscellaneous revenue and interest earnings in the non-bond CIP funds, and reprioritization of the unfunded projects with other funded projects if the funding source is interchangeable.

Debt Levels - Although our most recent sale of general obligations bonds received excellent ratings from Fitch, Standard and Poors, and Moody's, the three bond rating services all had concern about "moderately-high" debt levels. Current debt management policy is that debt service costs should not exceed 25 percent of the operating budget to ensure that debt is proportionate in size and growth to the City's tax base. 1993/94 debt service cost is 22 percent of the operating budget, and the 1994/95 budget estimate is 24 percent of the operating budget. Simply put, unless revenue increases by 4 times the amount of debt service expenditures (4:1 ratio), the percentage of debt service to operating budget will increase. Although it may be demonstrated that new debt has a dedicated source of repayment, such as excise tax or special assessment of a property owner, the relationship is 1:1 and in the absence of other unrelated increases to operating revenues the increased debt adds to the City's obligations and reduces expenditure flexibility. As debt service costs increase as part of fixed costs, its (debt) increase can indicate excessive fiscal strain.

State Preemption of Taxes and Mandates - The State Legislature has shown an increasing propensity to reduce the City's ability to generate its own revenue. The Legislature in the past three years has preempted the cities from taxing interstate long distance calls and Cactus League baseball. Although neither of these preemptions have hurt the City, the Legislature has also looked at preempting the taxing of residential rentals. Any preemption of residential rentals would be very costly to the City of Scottsdale. Possible state legislation to take sales tax collections out of the hands of the cities may cause a decrease in revenue with resultant reduction in service levels.

Technology/Automation - It's important for the City to improve utilization of technology to reduce manual processes and potentially reduce labor requirements. Technology improvements include upgrading equipment to eliminate manual inserting of licenses and miscellaneous billings, implementation of an automated licensing system (BLAST phase 2), alternative meter reading methods (wand, radio transmission), sure-pay, imaging, expansion of voice mail to answer simple customer/citizen questions, and replacement of existing SVTs with PCs to take advantage of various software/program applications to improve productivity. We believe continued support for technology replacement/upgrades is the most efficient means with which staff can continue to provide support functions for City departments.

*Financial Services**Department Summary*

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	4,192,186	4,473,588	4,407,105	4,688,298
Contractual Services	3,801,488	3,114,906	3,124,549	3,171,064
Commodities	89,913	57,026	75,258	93,590
Capital Outlay	142,079	122,214	193,394	322,451
Total	8,225,666	7,767,734	7,800,306	8,275,403

EXPENDITURES BY DIVISION	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Administration	256,309	315,844	295,958	259,601
Accounting and Budget	1,288,460	1,536,121	1,572,391	1,608,092
Tax Audit	488,723	566,693	560,069	573,896
Risk Management	3,371,104	2,320,843	2,297,862	2,232,504
Purchasing	1,223,066	1,250,765	1,311,240	1,347,851
Customer Service	1,598,004	1,777,468	1,762,786	2,253,459
Total	8,225,666	7,767,734	7,800,306	8,275,403

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	107	110	110	111
Part-time	5	5	5	5
Full-time Equivalent (FTE)	109.9	113.0	113.0	113.9

VOLUNTEER TIME INVESTED	Estimated 1993/94	Forecast 1994/95
Hours	1,305	1,368
Full-time Equivalent (FTE)	0.6	0.7

Financial Services

Administration

The Administration division coordinates the department's operations, manages the City's short- and long-term debts, coordinates the financing of City projects, and provides City Management with current information concerning economic conditions and the potential fiscal impact to the City.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	215,798	213,404	213,404	225,943
Contractual Services	36,806	94,878	74,992	26,066
Commodities	3,705	5,570	5,570	5,600
Capital Outlay		1,992	1,992	1,992
Total	256,309	315,844	295,958	259,601

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	3	3	3	3
Part-time				
Full-time Equivalent (FTE)	3.0	3.0	3.0	3.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Manage the City's cash & investments according to policy emphasizing safety of principal, liquidity and yield, in that order. Maximize % of City cash actively invested on daily basis. Preserve invested principal and achieve weighted average yield on investments at or above 2 year Treasury note yield.

% total cash actively invested	99.83%	99.5%	99.5%	99.5%
Weighted average yield on investments	4.44%	4.0%	4.0%	4.5%
2 year Treasury Note average annual yield	3.7%	3.5%	4.15%	4.25%

GOAL: Maintain or improve General Obligation Bond rating.

Moody's Investor Service	Aa1	Aa1	Aa1	Aa1
Standard & Poor's Rating Group	AA	AA	AA	AA
Fitch Investors Services, Inc.	n/a	AA+	AA+	AA+

Financial Services

Accounting and Budget

The Accounting and Budget division is comprised of three workgroups: General Accounting, Payables, and Budget. General Accounting is responsible for maintaining the City's financial system and fiscal controls, special assessment district billing/receivables, miscellaneous accounts receivable, cash and investments, annual external audit and preparation of special, monthly and Annual Financial Report. The Payables group is responsible for processing all City payments for commodity purchases, contracts, refunds, etc. and all payroll processing for the City's employees. The Budget group is responsible for preparation of the Needs Assessment and Fiscal Capacity report, revenue analysis, capital improvements program, budget review, forecasting and preparation of the Annual Budget and Five Year CIP budget. All three groups work together on various financial projects and in providing financial information and training to other City departments.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	1,009,467	1,055,844	1,055,500	1,096,093
Contractual Services	172,484	431,069	423,904	461,291
Commodities	19,854	18,620	19,620	20,120
Capital Outlay	86,655	30,588	73,367	30,588
Total	1,288,460	1,536,121	1,572,391	1,608,092

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	24	24	24	24
Part-time	2	2	2	2
Full-time Equivalent (FTE)	25.0	25.1	25.1	25.1

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Coordinate Annual Operating and Capital Budget review process with City staff, Council and citizens.

Citizen budget summary made available to public when proposed budget presented to Council

Yes Yes Yes Yes

All public budget review sessions are publicized

Yes Yes Yes Yes

All budget legal requirements are met

Yes Yes Yes Yes

Financial Services

Accounting and Budget

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Coordinate annual audit and maintain City financial reporting integrity, consistency and accuracy.

Annual financial audit and Single audit opinions from external auditors are unqualified and completed by September 15th

Yes	Yes	Yes	Yes
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Comprehensive Annual Financial Report in conformance with GAAP and meets GFOA financial reporting excellence benchmarks.

Yes	Yes	Yes	Yes
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GOAL: Process City payroll payments in an accurate and timely manner.

% processed accurately	100%	100%	100%	100%
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% processed timely	100%	100%	100%	100%
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# of payroll checks processed	44,000	42,622	42,622	41,380
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GOAL: Process vendor payments within two working days of receipt of vendor invoice approved for payment.

% of payments processed within two working days	n/a	n/a	n/a	100%
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# of invoices processed	66,725	77,020	77,020	74,256
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Vendor payment cost per invoice	\$2.39	\$1.95	\$2.06	\$1.88
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Financial Services

Tax Audit

The Tax Audit division administers and interprets the privilege tax code, evaluates local economic strength through the interpretation of privilege tax collections, and researches the impacts of the economy on property tax.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	444,114	506,567	500,000	517,585
Contractual Services	34,574	37,155	37,098	38,420
Commodities	5,938	7,015	7,015	7,235
Capital Outlay	4,097	15,956	15,956	10,656
Total	488,723	566,693	560,069	573,896

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	10	11	11	11
Part-time	1	1	1	1
Full-time Equivalent (FTE)	10.6	11.5	11.5	11.5

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Promote accurate sales tax self-assessments through auditing and education programs.

Audits completed per auditor	52	55	55	55
Obtain 90% satisfaction rate on the Taxpayer Survey	86.8%	90%	85%	90%
Maintain a minimum ratio of \$2.00 collected to every \$1.00 in cost	\$1.84	\$2.35	\$1.93	\$2.00
Audit Hearings and Appeals occur in 5% or less of audits performed	6.2%	4%	5%	5%

*Financial Services**Risk Management*

The Risk Management division coordinates the City's safety and risk management functions, including the procurement of insurance; investigates and adjusts claims in the areas of property loss, liability, workers' compensation, OSHA, and unemployment compensation exposures; and prepares fiscal impact statements and negotiations in the area of employee health benefits.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	268,269	314,913	267,913	318,223
Contractual Services	3,036,345	1,962,971	1,963,713	1,874,277
Commodities	27,442	31,905	32,352	32,900
Capital Outlay	39,048	11,054	33,884	7,104
Total	3,371,104	2,320,843	2,297,862	2,232,504

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	6	7	7	7
Part-time				
Full-time Equivalent (FTE)	6.0	7.0	7.0	7.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Provide Risk Management Services to minimize frequency and severity of losses to the City.

Cost of Risk Management operation should not exceed 2% of the City budget	1.8%	1.9%	1.9%	1.8%
Accidents per million hours worked	12.5	12.0	12.0	11.8
Accidents per million miles driven	19.2	19.4	19.4	19.0
Average # of cases processed per full-time equivalent	193.7	180.3	180.3	185.0

*Financial Services**Purchasing*

Purchasing Division purchases or facilitates the purchases of all materials, services and construction required by the City; processes payments to the vendors; provides assistance to Contract Administrators; maintains and dispenses inventory items; manages surplus property; produces or purchases printed material; designs or provides design assistance for printed material; and provides all mail services.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	1,145,031	1,144,728	1,161,170	1,201,436
Contractual Services	90,633	142,101	167,801	161,640
Commodities	(20,790)	(60,040)	(46,670)	(55,485)
Capital Outlay	8,192	23,976	28,939	40,260
Total	1,223,066	1,250,765	1,311,240	1,347,851

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	31	31	31	31
Part-time				
Full-time Equivalent (FTE)	31.0	31.0	31.0	31.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Purchase and facilitate acquisition of products, services, and construction required to support the operation of the City.

# of customer requisitions	29,489	31,000	31,000	31,000
90% of requisitions accurately processed within 3 days	89.63%	90%	87%	90%
Annual customer surveys indicate 90% or greater satisfaction rate	95%	90%	80%	90%

Financial Services

Purchasing

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Process documents for timely vendor payments as required by the terms of City contracts, Purchase Orders and State Law.

# of vendor payments processed	43,379	45,000	45,000	45,000
# of vendor payments processed per FTE (4.5)	9,640	10,000	10,000	10,000
99% of vendor payments meet contract requirements	n/a	n/a	n/a	99%

Financial Services

Customer Service

The Customer Service division is responsible for the accurate and timely billing and collection of the City's water, sewer, and refuse accounts; administers and collects sales, transient occupancy and business license taxes, special license fees, and liquor license fees; responds to customer requests for initiation, transfer, and disconnection of utility services; and provides for the collection of all delinquent monies owed to the City.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	1,109,507	1,238,132	1,209,118	1,329,018
Contractual Services	430,646	446,732	457,041	609,370
Commodities	53,764	53,956	57,371	83,220
Capital Outlay	4,087	38,648	39,256	231,851
Total	1,598,004	1,777,468	1,762,786	2,253,459

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	33	34	34	35
Part-time	2	2	2	2
Full-time Equivalent (FTE)	34.3	35.4	35.4	36.3

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Produce bills and collect revenue related to City utilities, licenses and taxes.

Total annual billings	758,402	780,064	760,800	771,000
Customer bills are produced accurately	99.866%	99.9%	99.883%	99.9%
timely	99.666%	99%	99.316%	99%

Ongoing customer surveys/feedback indicate 99% or greater satisfaction rate with billing accuracy and timeliness	95%	99%	98%	99%
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Average # of utility accounts per FTE	12,856:5	13,856:5	13,856:5	12,414:6
Average # of water meters per FTE*	7,150:7	7,541:7	7,649:7	7,042:8

*includes one contract meter reader in 94/95

Financial Services

Customer Service

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Customer inquiries are responded to in a timely and courteous manner.

Customer contacts	223,304	250,100	250,100	288,000
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99% of customer feedback indicates satisfaction with timely and courteous service	95%	99%	98%	99%
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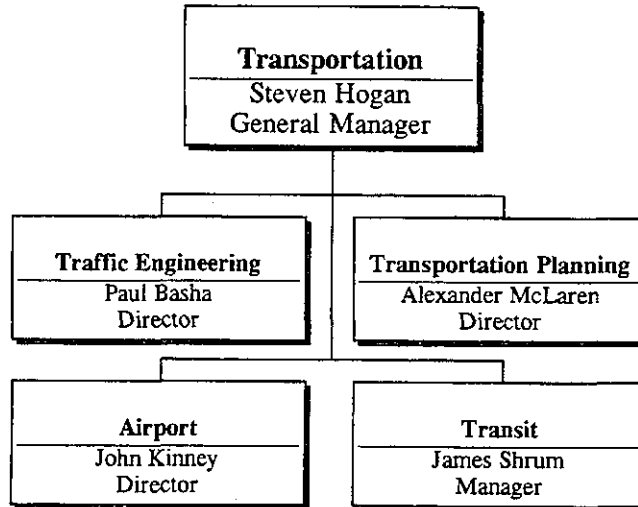
GOAL: Collect delinquent accounts.

Delinquent dollars collected	\$3,722,193	\$4,800,000	\$4,000,000	\$4,250,000
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Maintain a minimum of \$10 collected for every \$1 cost of collection	\$12.42:\$1	\$13.50:\$1	\$12.50:\$1	\$12.70:\$1
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Mission: *Be a leader in the visionary planning, design and implementation of a comprehensive and integrated transportation system.*



The Transportation department is comprised of Transportation Administration, Traffic Engineering, Transportation Planning, the Airport, and Transit.

FINANCIAL HIGHLIGHTS

The 1994/95 adopted budget for Transportation is \$450,620 (11.6%) more than the 1993/94 adopted budget with no increase in staffing. Budget increases are due primarily to funding of expanded service on regional bus routes serving Scottsdale, increased frequencies on local circulation routes, and the addition of Saturday Dial-A-Ride Service.

Departmental Budget Trends	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Expenditures	3,304,370	3,874,483	4,009,337	4,325,103
% of City's Operating Total	2.7%	3.0%	3.1%	3.1%

ISSUES FACING THE DEPARTMENT

Airport Revenue Opportunities - In order to reduce reliance on the General Fund and become more financially self sufficient, the Airport is implementing a new Airport Business License (ABL) based on fee structures to recover the cost of providing and maintaining airport services. We will also look at revenue producing opportunities and more effective use of airport land as part of the Part 150/Master Plan.

Transit Plan - The Transit Plan, adopted by City Council in July 1990, includes additional transit service enhancements within the City such as lowering headways and extending hours of service on critical routes. Increasing the Transit budget by \$200,000 for the third consecutive year continues a measured and strategic improvement program.

ADA Implementation Plan - To comply with ADA requirements, the City has adopted the ADA Implementation Plan which calls for extending Dial-A-Ride service to Saturdays. An increase to the Transit budget of \$75,000 will allow this commitment to be kept.

Desert Greenbelt - Implementing short-term phasing plans with the City of Phoenix, and local communities will accommodate the need for flood protection of some of the newly developed and developing areas of north Scottsdale. The full Greenbelt program will provide basic flood protection for critical areas subject to alluvial fan flooding north of the CAP, as well as relief from flood insurance requirements imposed by FEMA. This entire project is being conducted with extensive public involvement to ensure that all affected properties and community interests are provided for in the final product.

Pima Outer Loop Interim Freeway - The City has signed an agreement with ADOT to share in the cost of construction of an interim freeway from Bell Road to Scottsdale Road. ADOT will contribute \$5.2 million to the work and the remaining \$5.2 million will be the responsibility of the City. \$2.3 million is available in the City's bond program and additional funding is expected from the Maricopa County Flood Control District and private development to assist with necessary drainage protection. Should a new freeway revenue source be approved for the regional freeway system, Scottsdale would be relieved of its contribution to the interim project.

Air Quality Conformity - A critical area to the City will be the definition of the regional and local response to federal rules on air quality conformity. These rules were promulgated by EPA to implement the Clean Air Act Amendments of 1990 and have potentially far-reaching impact on how the City undertakes its transportation system development and shapes its future growth. The Transportation Department will work closely with regional, state, and federal agencies to gain a more complete understanding of the rules and define strategies to avoid loss of federal funds or law suits from third party "watch dog" groups. Transportation will also work with the Planning and Community Development Department, Environmental Affairs and Intergovernmental Relations to address the implications of conformity to Scottsdale locally.

*Transportation**Department Summary*

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	1,590,258	1,718,646	1,690,531	1,808,625
Contractual Services	1,585,915	2,070,231	2,224,007	2,425,217
Commodities	51,829	50,866	58,294	56,521
Capital Outlay	76,368	34,740	36,505	34,740
Total	3,304,370	3,874,483	4,009,337	4,325,103

EXPENDITURES BY DIVISION	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Administration	346,610	352,921	423,337	379,327
Traffic Engineering	532,845	757,244	805,175	874,763
Transportation Planning	488,767	552,473	525,979	609,965
Airport	697,214	704,234	729,345	638,639
Transit	1,238,934	1,507,611	1,525,501	1,822,409
Total	3,304,370	3,874,483	4,009,337	4,325,103

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	33	33	33	33
Part-time	5	5	5	5
Full-time Equivalent (FTE)	36.3	36.0	36.0	36.1

VOLUNTEER TIME INVESTED	Estimated 1993/94	Forecast 1994/95
Hours	704	1,104
Full-time Equivalent (FTE)	0.3	0.5

Transportation

Administration

Transportation Administration provides the necessary leadership, coordination, administration, and graphics support for effective and coordinated planning and engineering of the City's transportation system.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	288,415	296,827	294,984	317,193
Contractual Services	43,443	32,744	103,810	38,526
Commodities	14,752	13,042	14,235	13,300
Capital Outlay		10,308	10,308	10,308
Total	346,610	352,921	423,337	379,327

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	6	6	6	6
Part-time	1	1	1	1
Full-time Equivalent (FTE)	6.7	6.8	6.8	6.8

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Provide administrative support for the department.

# of FTE's served per secretarial support staff	9.8	12.4	13.7	13.7
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# of FTE's served per graphics support staff	12	16	16	16
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Traffic Engineering is responsible for the day-to-day operations of the City's roadway system, ensuring that traffic moves in the best manner possible; and providing roadway travelers with a safe and well-designed street system with traffic signs and markings.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	401,108	423,336	423,336	446,970
Contractual Services	118,471	321,796	367,947	415,701
Commodities	7,898	3,448	5,228	3,428
Capital Outlay	5,368	8,664	8,664	8,664
Total	532,845	757,244	805,175	874,763

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	8	8	8	8
Part-time				
Full-time Equivalent (FTE)	8.0	8.0	8.0	8.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Drive 100% of major streets quarterly and 100% of minor streets semi-annually to observe traffic control.

Major streets	n/a	100%	50%	100%
Minor streets	n/a	100%	50%	100%

GOAL: Complete 100% of studies requested by citizens within two months (# of studies completed).

Speed limit studies	n/a (15)	100% (25)	95% (6)	100% (25)
Signal warrant studies	n/a (30)	100% (12)	95% (35)	100% (30)

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Maintain accident rates that are less than the average of the previous three measurements (available in even-numbered years only).

Average Accident Rate:

Segment - # per million vehicle mile	1.68	n/a	n/a	1.56
Intersection - # per million vehicles	0.53	n/a	n/a	0.58

Note: The average rates for 1986, 1988, and 1990 were 1.91 for segments and 0.66 for intersections.

GOAL: Drive nine streets, three times weekly, to measure travel times.

Average frequency	n/a	n/a	1.0	3.0
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GOAL: Maintain 70% citizen satisfaction with traffic flow/signalization as measured in the annual citizen survey.

Citizen survey results	63%	65%	65%	70%
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Transportation

Transportation Planning

Transportation Planning integrates and plans for various modes of transportation, including transportation system planning, drainage planning, master development plan review, and managing of improvement districts and community facility districts.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	427,065	472,522	450,000	513,701
Contractual Services	59,332	69,581	65,608	85,344
Commodities	2,370	2,810	2,811	3,360
Capital Outlay		7,560	7,560	7,560
Total	488,767	552,473	525,979	609,965

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	10	10	10	10
Part-time				
Full-time Equivalent (FTE)	10.0	10.0	10.0	10.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Complete sewer planning studies to improve transportation & drainage infrastructure.

# of studies to improve transportation & drainage infrastructure	6	8	8	7
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GOAL: Respond to drainage complaints from citizens within three days.

% of complaints responded to within three days	n/a	90%	90%	95%
# of drainage complaints	n/a	150	150	150

Transportation

Transportation Planning

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Respond to residents/realtors inquires regarding transportation improvements and questions within one day.

% of inquiries responded to within one day	n/a	90%	95%	95%
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# of inquires	n/a	1,000	1,090	1,100
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GOAL: Maintain 75% citizen satisfaction with drainage control as measured in the annual citizen survey.

Citizen survey results	n/a	58%	75%	75%
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Transportation

Airport

The Airport provides opportunities for economic development by accommodating corporate aviation, regional commuters, and the multi-faceted general aviation community of recreational flyers, instructional flights of foreign and domestic students, air ambulance, and on-demand charters.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	290,956	328,250	328,500	325,119
Contractual Services	314,312	343,368	364,185	276,637
Commodities	20,946	28,416	30,695	32,683
Capital Outlay	71,000	4,200	5,965	4,200
Total	697,214	704,234	729,345	638,639

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	6	6	6	6
Part-time	3	3	3	3
Full-time Equivalent (FTE)	7.9	7.5	7.5	7.6

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Proactively identify airfield safety obstructions through daily inspections.

# of safety violation citations received from FAA	0	0	0	0
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GOAL: Reduce general fund reliance to zero by FY 1998/99.

Transfer from General Fund	413,278	258,949	349,156	255,002
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Transportation

Airport

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Respond to 85% of constituent calls within six hours and 100% within 10 hours.

% of calls responded to within six hours	75%	80%	82%	85%
% of calls responded to within 10 hours	83%	100%	100%	100%

GOAL: Maintain airside/landside airport acreage (282 acres) to Part 139 specifications.

Average cost per acre to maintain	\$525	\$521	\$428	\$400
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Transportation

Transit

The Transit division coordinates various components of the City's mass transit system, including the City's effort to comply with Clean Air and Americans With Disabilities legislation; and provides transit service either through intergovernmental agreement or by contracting directly with private service providers.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	182,714	197,711	193,711	205,642
Contractual Services	1,050,357	1,302,742	1,322,457	1,609,009
Commodities	5,863	3,150	5,325	3,750
Capital Outlay		4,008	4,008	4,008
Total	1,238,934	1,507,611	1,525,501	1,822,409

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	3	3	3	3
Part-time	1	1	1	1
Full-time Equivalent (FTE)	3.7	3.7	3.7	3.7

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Increase employee participation in the telecommuting program by 2.5% over the prior year.

% of employee participation increase over the prior year	0	1.25%	2.5%	5%
# of employees participating	0	15	30	60

GOAL: Decrease the gross cost per Dial-A-Ride boarding by \$.14 per passenger.

Gross cost of boarding	\$7.77	\$8.81	\$8.80	\$8.66
Total Dial-A-Ride boarding	41,711	42,000	42,300	49,000

Transportation

Transit

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Decrease the annual employee single occupant vehicle trip by 5% over the prior year.

% of annual single occupant decrease from prior year	4.75%	5%	4%	5%
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# of employees participating in travel reduction program	850	900	900	945
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GOAL: Keep the total system net increase in cost per boarding passenger to less than \$.22.

Cost per boarding passenger	\$1.06	\$1.31	\$1.20	\$1.42
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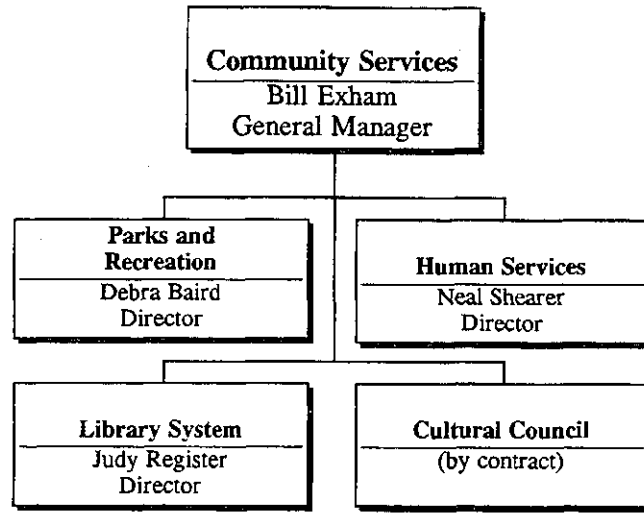
Total system boardings	835,802	900,000	980,100	1,039,300
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GOAL: Increase by 2% the number of Dial-A-Ride patrons picked up within 45 minutes of their call.

% of trips picked up within 45 minutes of call	83%	83%	83%	85%
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Mission: Improve and preserve Scottsdale's quality of life through the development and maintenance of safe, imaginative and creative facilities, programs, and services where emphasis is placed on outcomes in areas of continuous learning, building self-esteem, team play, family enrichment, role modeling, wellness, life skills, social intervention and cultural enrichment.



The Community Services department is comprised of Community Services Administration, Parks, Recreation, Library System, Human Services, and the Cultural Council (by contract).

FINANCIAL HIGHLIGHTS

The 1994/95 adopted budget for Community Services is \$1,161,004 (7.1%) more than the 1993/94 adopted budget and includes the net addition of five (5) full-time and forty-four (44) part-time positions, and conversion of two (2) part-time positions to full-time positions (total increase of 14.0 FTE positions). Five full-time and four part-time positions will staff new facilities: one full-time position at the Civic Center Library, one full-time position at the Palomino Library, one full-time position to add to current staffing at Paiute Community Center, and two full-time and four part-time positions at the North Senior Center. A part-time position was transferred to the Citizen Service Center at Los Arcos Mall in 1993. The remaining part-time positions are budgeted for youth programs including new after school programs for Scottsdale's five middle schools. Funding is also included for staffing and equipment needed to properly address maintenance of parks facilities.

Departmental Budget Trends	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Expenditures	15,403,787	16,345,582	16,699,514	17,506,586
% of City's Operating Total	12.8%	12.8%	12.7%	12.5%

ISSUES FACING THE DEPARTMENT

Major League Baseball - Baseball has become an important addition to the community and increases in popularity each year. The economic development impact as a result of spring training, Triple A, and Fall League Baseball is significant. Major and Minor League Baseball's presence at the Scottsdale Stadium and Indian School Park virtually year round have caused an increased level of service in terms of maintenance to these facilities than has previously been accommodated.

Youth Program - There are a significant number of youth-at-risk in Scottsdale. The key to breaking the cycle of increasing violence, crime, and other negative behavior is prevention and early intervention programs. These programs are occurring with the cooperation of the Recreation, Library and Human Services staff, the School District, Police Department, and other non-profit organizations.

Developer Land Dedications - Developers dedicate land for parks and open space in our community. With this dedication comes the commitment on the City's part to construct the park in a timely manner in order to provide services to new residents moving into the area. Discussions with the development community are on-going to address the funding requirements for new park development.

*Community Services**Department Summary*

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	9,131,832	9,694,694	9,640,545	10,412,192
Contractual Services	4,765,260	4,930,310	5,159,095	5,239,950
Commodities	1,406,513	1,594,438	1,744,234	1,735,252
Capital Outlay	100,182	126,140	155,640	119,192
Total	15,403,787	16,345,582	16,699,514	17,506,586

EXPENDITURES BY DIVISION	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Administration	495,723	458,716	460,166	382,392
Parks	3,817,364	3,986,647	4,110,434	4,105,244
Library System	3,805,353	4,070,583	4,184,495	4,308,475
Recreation	4,385,001	4,582,615	4,625,254	5,107,237
Human Services	1,054,252	1,345,544	1,417,688	1,644,717
Cultural Council	1,846,094	1,901,477	1,901,477	1,958,521
Total	15,403,787	16,345,582	16,699,514	17,506,586

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	179	184	185	191
Part-time	334	331	330	373
Full-time Equivalent (FTE)	301.7	311.5	311.9	325.5

VOLUNTEER TIME INVESTED	Estimated 1993/94	Forecast 1994/95
Hours	65,352	68,185
Full-time Equivalent (FTE)	31.4	32.8

Community Services

Administration

Community Services Administration provides leadership, coordination, and administrative support needed for the effective delivery of leisure, educational, social, and recreational services; develops and maintains recreational facilities for Scottsdale citizens; oversees contract administration functions; and facilitates community special events.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	465,039	423,312	423,012	335,227
Contractual Services	21,044	23,340	24,840	34,101
Commodities	6,322	9,400	9,650	10,400
Capital Outlay	3,318	2,664	2,664	2,664
Total	495,723	458,716	460,166	382,392

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	3	3	3	3
Part-time				
Full-time Equivalent (FTE)	3.0	2.0	3.0	3.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
GOAL: Facilitate and provide quality service for 100% of special community events which take place at Community Services facilities.				
Average hours spent per event	4	4.5	5	5
Average cost to produce quarterly special events newsletter	n/a	\$150	\$150	\$150
# of special events facilitated	n/a	21	21	18

Community Services

Administration

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Administer the Master Agreement with the Scottsdale Cultural Council in such a way as to ensure all contractual requirements are met.

% performance criteria met	92%	95%	95%	97%
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Community Services

Parks

The Parks division coordinates park development and acquisition; oversees daily maintenance to ensure that all parks are in safe and usable condition; maintains swimming pools, fountains, and pumps; repairs and remodels existing park facilities; and maintains equestrian trails and coordinates the trail plan, including acquisitions and easements.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	2,271,827	2,338,557	2,338,557	2,419,169
Contractual Services	1,124,691	1,214,787	1,290,980	1,180,605
Commodities	369,197	424,531	472,125	496,698
Capital Outlay	51,649	8,772	8,772	8,772
Total	3,817,364	3,986,647	4,110,434	4,105,244

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	60	60	60	57
Part-time	6	6	6	6
Full-time Equivalent (FTE)	62.8	63.0	63.0	61.8

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
GOAL: Maintain 90% citizen satisfaction rating per the annual citizen survey.				
% citizen satisfaction				
Parks and Open Spaces	96%	90%	93%	90%
Recreational Programs	98%	90%	92%	90%

GOAL: Maintain outdoor recreational facilities to quality standards.				
Park acreage per FTE	11.1	11.1	11.2	11.2
Contractual maintenance cost per acre	\$576	\$625	\$625	\$733
Average maintenance cost per pool	\$8,155	\$8,940	\$8,940	\$9,340

Community Services

Parks

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Maintain baseball facilities to professional standards.

Facility acreage per FTE	\$4.75	\$4.75	\$4.75	\$4.75
Contractual maintenance cost per acre	\$3,001	\$3,217	\$3,317	\$7,676

Community Services

Library System

The Library System maintains an efficient circulation of materials; provides diverse and balanced books, periodicals, and materials collection in two libraries; answers all reference/information questions; provides children's and adult education programs and lifelong learning and community involvement opportunities; facilitates a reciprocal borrowing agreement which makes services available to registered borrowers of other Maricopa County library systems; and participates in a partnership program through Scottsdale Library Link with the Scottsdale School District libraries, Scottsdale Community College, and Thunderbird Academy.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	2,612,887	2,804,051	2,760,067	2,999,410
Contractual Services	531,410	506,491	567,386	573,734
Commodities	629,479	734,313	808,314	709,603
Capital Outlay	31,577	25,728	48,728	25,728
Total	3,805,353	4,070,583	4,184,495	4,308,475

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	62	62	62	64
Part-time	38	38	38	38
Full-time Equivalent (FTE)	84.6	87.5	87.5	89.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Maintain a 100% citizen satisfaction rating for Library services per the annual citizen survey.

% citizens satisfied with library services	98%	100%	96%	100%
Cost per capita to provide library services	\$26.97	\$27.70	\$28.48	\$25.92

Community Services

Library System

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Provide storytime programs for 100% of the children who register.

% of children accommodated	90%	92%	92%	100%
Staff hours/storytime programs	n/a	n/a	4.5	4.5
Staff costs/storytime programs	n/a	n/a	\$59.52	\$62.50

GOAL: Make 100% of newly acquired books and other library materials available to library customers within an average of twenty-one days.

% of books entered into the collection within 21 days	n/a	n/a	n/a	100%
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Community Services

Recreation

The Recreation division plans, coordinates, and supervises recreational programs, including aquatics, sports, neighborhood parks, special interest classes, and community center programs; makes quality leisure services available to all segments of the population; and promotes community wellness through positive use of leisure activities.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	3,086,792	3,251,659	3,247,799	3,616,758
Contractual Services	908,005	929,455	942,738	1,054,723
Commodities	381,596	354,331	381,047	409,116
Capital Outlay	8,608	47,170	53,670	26,640
Total	4,385,001	4,582,615	4,625,254	5,107,237

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	40	43	43	48
Part-time	279	276	275	314
Full-time Equivalent (FTE)	131.8	135.4	134.8	143.6

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1992/93	Estimated 1993/94	Forecast 1994/95
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GOAL: Schedule 100% of public requests for reservation of park facilities.

# of reservations logged	2,850	3,000	3,000	3,100
% of reservation requests scheduled	n/a	85%	85%	85%

GOAL: Answer 100% of the phone calls connected to the Recreation Administration office within 30 seconds.

# of calls answered	61,039	53,000	53,000	60,000
% of calls answered within 30 seconds	n/a	90%	89%	92%

Community Services

Recreation

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Maintain a 95% level of satisfaction with park and recreation services, as determined by annual City-wide citizen survey.

% of residents satisfied	98%	95%	92%	95%
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GOAL: Accept 100% of children registering for Youth Sports leagues.

# of requests received	1,879	1,895	1,895	1,950
# of requests accepted	1,729	1,724	1,724	1,775
% of registrations accepted	92%	91%	91%	91%

Community Services

Human Services

Human Services provides social services through a combination of direct service, contracted service, and use of the brokerage concept to provide needed human services to Scottsdale citizens at minimal cost to the taxpayers; ensures that the needs of the community are being met; provides private, non-profit agencies with office space at central locations where services are delivered; and provides assessment and referral while coordinating the delivery of services and resources utilizing grant and community-based funds.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	695,287	877,115	871,110	1,041,628
Contractual Services	334,016	354,760	431,674	438,266
Commodities	19,919	71,863	73,098	109,435
Capital Outlay	5,030	41,806	41,806	55,388
Total	1,054,252	1,345,544	1,417,688	1,644,717

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	14	16	17	19
Part-time	11	11	11	15
Full-time Equivalent (FTE)	19.5	22.6	23.6	28.1

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
GOAL: Place 80% of youth requesting employment through the Teen Employment Program.				
% of youth (requesting jobs) able to secure jobs	69%	70%	70%	75%
# of teens who secure jobs	433	475	500	550

GOAL: Accommodate 95% of requests for emergency assistance through Vista Social Services.				
% of requests supported	91%	92%	92%	93%
# of requests for emergency assistance	3,117	3,200	3,200	3,360

Community Services

Human Services

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Accept and/or refer 100% of citizens requesting Senior Center Social Services.

% of goal met	83%	89%	91%	100%
# of contacts received	5,167	5,500	5,650	6,200

GOAL: Work closely with the Scottsdale School District and Scottsdale Prevention Institute to reduce the High School drop-put rate by 5%.

# of high school drop-outs	464	n/a	433	400
% of high school drop-outs	6.7%	n/a	6.5%	6.2%

Community Services

Cultural Council

Under contract to the City, the Cultural Council provides all cultural services and manages the Center for the Arts.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services				
Contractual Services	1,846,094	1,901,477	1,901,477	1,958,521
Commodities				
Capital Outlay				
Total	1,846,094	1,901,477	1,901,477	1,958,521

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Achieve 67% paid capacity in 88 performances presented in the theater and the amphitheater.

# of events	101	100	93	88
Percent capacity	63%	77%	62%	67%

GOAL: Maintain a minimum 93% level of satisfaction with "Community Arts/Cultural Programs" as determined by annual City-wide citizen survey.

% of residents satisfied	95%	93%	93%	93%
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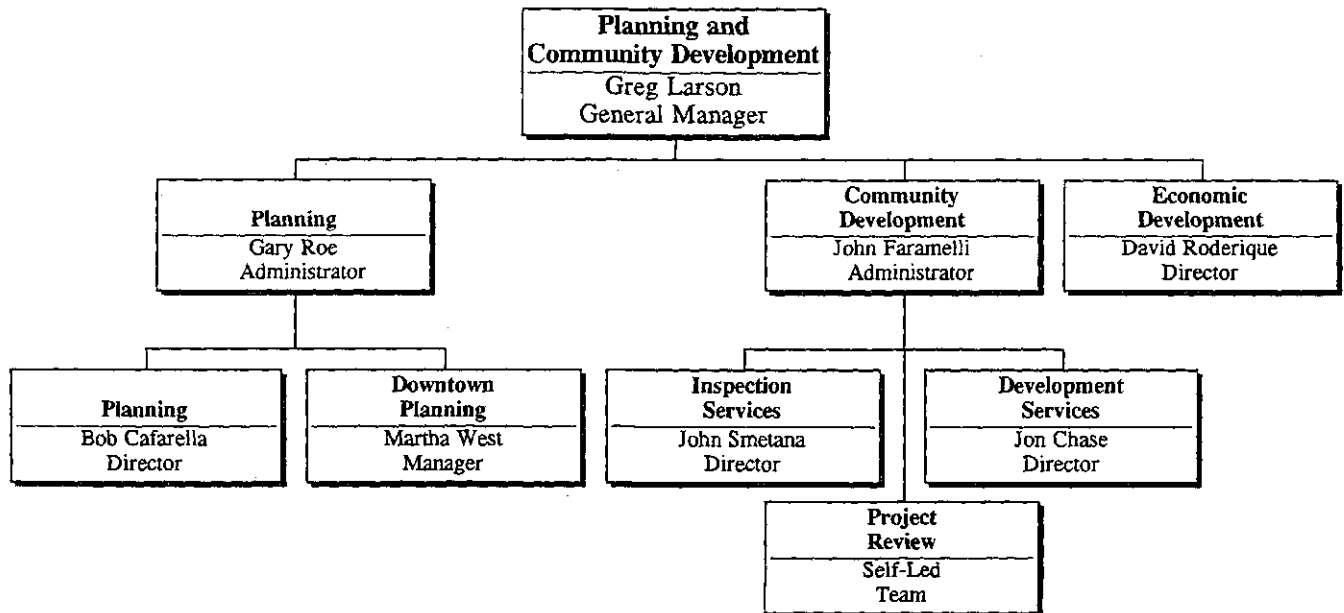
GOAL: Achieve a \$1 million fund raising goal through memberships, sponsorships, contributions, grants and special events.

Contributed revenue	\$805,414	\$844,500	\$948,036	\$1,000,000
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GOAL: Achieve \$1.9 million in earned revenue from increases in ticket sales, rental, retail, food and beverage and other sources.

Earned revenue	\$1,646,379	\$1,899,071	\$1,797,623	\$1,899,762
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Mission: Build a better Scottsdale by helping the community focus on the future and to realize its vision.



The Planning & Community Development department is comprised of Planning & Community Development Administration, Planning, Development Services, Inspection Services, Project Review, and Economic Development.

FINANCIAL HIGHLIGHTS

The 1994/95 adopted budget for Planning and Community Development is \$1,234,232 (13.6%) more than the 1993/94 adopted budget. Funding is included to maintain current departmental service levels and to adjust the budget to respond to past and present growth in development activity. This increase is funded from development activity revenue. On new position is included for stipulation enforcement of zoning cases and increased code enforcement.

Departmental Budget Trends	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Expenditures	9,274,093	9,074,688	10,039,389	10,308,920
% of City's Operating Total	7.7%	7.1%	7.7%	7.3%

ISSUES FACING THE DEPARTMENT

Growth and Development Activity - Scottsdale is experiencing building activity at pre-recession levels. This level of development must be intelligently managed in order to ensure that Scottsdale continues to be an attractive place to live. The challenge in this and future years is to educate, inform and involve residents and the development community in the City's process.

Downtown Redevelopment - Downtown Scottsdale will see continued activity in 1994/95 in the Waterfront and Southeast Downtown Redevelopment areas. There are several landuse and ownership issues related to these areas which make it difficult for them to develop on their own. Working with all entities to resolve these issues will continue to be a key priority in order to allow development to move forward in a timely manner.

Zoning Ordinance Rewrite - A comprehensive rewrite of the City's zoning ordinance was initiated in 1993. The goal is to complete two-thirds of the rewrite in 1994/95, with the entire process completed in 1997. This process will ensure the ordinance meets State statues and will include a review of all language relating to noise, landscaping, and single/multi-family homes. In order to create a lasting document, we must use foresight to anticipate the future needs of our citizens as they relate to zoning and code enforcement. We must balance regulation with cooperation to ensure that all community interests are met.

Mountain Preservation - The Scottsdale Shared Vision Report identified preserving the McDowell Mountains as a key priority. To support this recommendation, the City Council in early 1994 appointed the McDowell Sonoran Preserve Commission. With the establishment of the McDowell Mountains Preservation Fund and the McDowell Sonoran Land Trust, we have in place a vehicle for community-wide participation in the preservation effort. However, the City's role in this process needs to be further defined. We must look for ways we can support the preservation effort — through education, promotion or incentives to maintain this community asset as primarily open space.

Space Planning - As a growing City, Scottsdale must continually evaluate space needs. As storage and office space becomes increasingly limited, we must be creative in how we use existing space. The Los Arcos Citizens Service Center, the Bashas Neighborhood Police Station and the Scottsdale Justice Center are a few examples of partnerships that have allowed us to address our space needs while enhancing our service delivery. We will continue to pursue nontraditional ways of addressing our need for additional space — looking for partnership opportunities whenever possible to keep costs down and service delivery up.

Planning & Community Development

Department Summary

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	4,677,257	4,748,495	4,739,393	5,230,646
Contractual Services	4,257,565	4,117,376	5,053,151	4,862,479
Commodities	131,338	111,177	111,536	123,155
Capital Outlay	207,933	97,640	135,309	92,640
Total	9,274,093	9,074,688	10,039,389	10,308,920

EXPENDITURES BY DIVISION	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Administration	231,249	236,369	238,487	243,094
Planning	1,170,669	1,157,007	1,047,562	1,151,956
Development Services	1,157,038	1,361,429	1,376,163	1,362,372
Inspection Services	1,770,866	1,772,195	2,101,514	2,618,663
Project Review	1,830,103	1,792,423	1,892,700	1,961,455
Economic Development	3,114,168	2,755,265	3,382,963	2,971,380
Total	9,274,093	9,074,688	10,039,389	10,308,920

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	107	108	106	107
Part-time	4	4	4	4
Full-time Equivalent (FTE)	109.9	111.4	109.4	110.4

VOLUNTEER TIME INVESTED	Estimated 1993/94	Forecast 1994/95
Hours	4,908	5,013
Full-time Equivalent (FTE)	2.4	2.4

Planning & Community Development

Administration

Planning & Community Development Administration ensures that land within the City's boundaries is planned and developed for the general welfare of the community and further ensures that the planning and development review processes consider all legitimate points of view and provides fair access to the decision-making process.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	204,112	215,236	190,000	208,096
Contractual Services	24,160	15,089	25,487	28,254
Commodities	2,977	2,600	4,900	3,300
Capital Outlay		3,444	18,100	3,444
Total	231,249	236,369	238,487	243,094

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	3	3	3	3
Part-time				
Full-time Equivalent (FTE)	3.0	3.0	3.0	3.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Actual 1993/94	Forecast 1994/95
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GOAL: Maintain 70% citizen satisfaction in planning and zoning services per the annual citizen survey.

Citizen survey results	70%	70%	66%	70%
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The Planning division carefully plans the growth of the community and manages City-owned real estate assets; ensures that downtown retains economic viability and continues to serve as the cultural focus and symbolic center of the community; and administers the Community Development Block Grant (CDBG) program to comply with federal guidelines and serve the low to moderate income population of the community.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	798,337	813,089	737,000	756,410
Contractual Services	314,258	296,436	267,267	301,865
Commodities	26,062	21,386	20,199	22,585
Capital Outlay	32,012	26,096	23,096	71,096
Total	1,170,669	1,157,007	1,047,562	1,151,956

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	17	17	15	15
Part-time				
Full-time Equivalent (FTE)	17.0	17.0	15.0	15.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Protect the existing pedestrian-scale character of Downtown and encourage activities that activate the streets, per the Downtown Urban Design and Architectural Guidelines.

Facilitate special events that attract residents and visitors to Downtown	4	3	7	9
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GOAL: Screen all Downtown development and/or exterior renovation projects for compliance with Downtown Guidelines.

% of Downtown projects screened	100%	100%	100%	100%
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PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Support Downtown-wide marketing and retail promotions to increase sales in the Downtown area.

% of annual increase in sales taxes
paid to the City

n/a

n/a

10%

3%

Planning & Community Development

Development Services

Development Services provides accurate and timely guidance and direction as to the process, ordinance, application, and fee requirements for developing land within the City; maintains an accurate and up-to-date historical construction record of the City for rezoning, use permits, variances, abandonments, easement releases, parcel descriptions, water, sewer, and public right-of-way improvements; and preserves quality of life within the existing neighborhoods by enforcement of the zoning ordinance.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	929,401	925,307	920,224	1,056,602
Contractual Services	168,064	380,163	395,869	246,184
Commodities	35,238	35,511	30,122	39,138
Capital Outlay	24,335	20,448	29,948	20,448
Total	1,157,038	1,361,429	1,376,163	1,362,372

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	22	24	24	25
Part-time	2	2	2	2
Full-time Equivalent (FTE)	23.4	25.7	25.7	26.7

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Review residential additions and small tenant improvements within 24 hours of receipt.

% of plan reviews completed within 24 hours	95%	91%	95%	95%
# of plan reviews done within 24 hours	1,476	1,656	1,512	1,600

GOAL: Issue 95% of residential standard plan building permits within 24 hours upon receipt of application.

% of permits issued within 24 hour cycle	98%	98%	98%	98%
Average # of permits issued per day	8	8	8	10

Planning & Community Development

Development Services

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
GOAL: Review 95% of sign permit applications within five working days.				
% of sign permit applications reviewed within five working days	98%	96%	95%	95%
# of sign permit applications reviewed within five working days	1,153	1,400	1,390	1,450
GOAL: Abate 100% of graffiti within 24 hours.				
% of graffiti locations abated within 24 hours	n/a	95%	95%	95%
# of graffiti locations abated	n/a	360	636	650
GOAL: Review and complete 100% of Scottsdale Business License applications within five days.				
% of applications reviewed in five days	98%	98%	98%	98%
# of applications received	3,405	3,300	3,360	3,360
GOAL: Update mapping-zoning and right-of-way maps within 5 working days of receipt of update information.				
% of mapping completed within 5 working days of receipt	100%	100%	100%	100%
GOAL: Seek voluntary compliance of code enforcement cases in 30 days or less without issuance of civil citation 98% of the time.				
% of cases achieving compliance in 30 days or less	98%	95%	98%	98%
# of cases per FTE (4)	2,664	3,500	3,000	3,525

Planning & Community Development

Inspection Services

Inspection Services provides for public safety and welfare by assuring that all construction meets codes and standards including homes, buildings, new streets, water and sewer lines, parks, and other City facilities; and provides a reliable network of survey monumentation and accurate "as built" documentation.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	987,645	1,022,321	1,062,806	1,266,516
Contractual Services	747,835	711,648	991,603	1,306,249
Commodities	24,093	23,130	25,057	30,802
Capital Outlay	11,293	15,096	22,048	15,096
Total	1,770,866	1,772,195	2,101,514	2,618,663

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	28	28	27	27
Part-time	1	1	1	1
Full-time Equivalent (FTE)	28.7	28.8	27.8	27.8

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
GOAL: Perform 95% of all building inspection requests within 24 hours and 100% within 48 hours.				
% within 24 hours	98%	95%	97%	95%
% within 48 hours	100%	100%	100%	100%
# of inspections per inspector	12,757	12,757	12,757	13,000
# of inspection requests	112,803	190,230	190,230	222,410

Planning & Community Development

Inspection Services

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
GOAL: Perform 95% of all public works project inspections within 24 hours and 100% within 48 hours.				
% within 24 hours	95%	95%	95%	95%
% within 48 hours	100%	100%	100%	100%
# of inspections per inspector	1,735	1,735	1,735	1,941
# of inspection projects	13,728	19,963	19,963	23,292
GOAL: Perform 95% of all requested finish floor certifications within 24 hours and 100% within 48 hours.				
% within 24 hours	100%	95%	97%	95%
% within 48 hours	100%	100%	100%	100%
# of inspections per 2-person crew	2,627	3,240	3,240	4,148
# of certifications per year	2,325	2,868	2,868	3,671
GOAL: Enter of 100% of inspections results data within 24 hours. Provide and maintain automated "Building Inspections Permit System" (BIPS) 24 hours per day.				
% of inspection results data entered within 24 hours	99%	100%	100%	100%
# of inspection results data entered	109,261	139,954	139,954	179,013
# of inspection requests scheduled thru BIPS and telephone	44,805	57,350	57,350	73,408
GOAL: Complete 100% of utility company clearances, building Certificate of Occupancy (C of O), and public works Letters of Acceptance (L of A) within 24 hours of final inspection approval.				
% of clearances, C of O's, and L of A's issued within 24 hours	99%	100%	100%	100%

Planning & Community Development

Project Review

Project Review provides professional review of development projects ensuring orderly growth while protecting environmental resources and managing cases through the public hearing processes; ensures that development proposals comply with all City ordinances, design standards, and public hearing stipulations; and provides accurate and efficient customer service regarding ordinance requirements for development within the City.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	1,519,000	1,519,855	1,576,676	1,684,454
Contractual Services	252,137	217,476	249,413	223,129
Commodities	39,423	25,200	27,158	23,980
Capital Outlay	19,543	29,892	39,453	29,892
Total	1,830,103	1,792,423	1,892,700	1,961,455

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	33	32	33	33
Part-time	1	1	1	1
Full-time Equivalent (FTE)	33.8	32.9	33.9	33.9

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
GOAL: Coordinate development projects through the preliminary review processes.				
# of cases per coordinator (average)	180	153	132	133
# of cases processed (total)	752	765	796	800

GOAL: Provide administrative support to Project Review staff.				
Average cost per work order processed	\$38.28	\$41.76	\$34.80	\$36.02
# of work orders processed (total)	975	575	490	525

Planning & Community Development

Project Review

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Review all submitted building, planning, and civil plans within five working days 90% of the time.

% of plans reviewed within 5 working days	83%	90%	90%	90%
# of plan sets per reviewer	380	513	322	385
# of plan sets reviewed	4,554	6,165	5,465	6,558

GOAL: Review utility plans and issue utility encroachment permits within ten working days.

% of review/permits completed within 10 working days	98%	95%	98%	98%
# of utility plans submitted	610	767	683	732

Planning & Community Development

Economic Development

The Economic Development division works with public and private sector entities to cause private sector investment in the community within the context of overall City goals and policies; and increases the City's ability to provide services by enhancing the overall revenue profile for the City through the combination of private and public sector investments in the community.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	238,762	252,687	252,687	258,568
Contractual Services	2,751,111	2,496,564	3,123,512	2,706,798
Commodities	3,545	3,350	4,100	3,350
Capital Outlay	120,750	2,664	2,664	2,664
Total	3,114,168	2,755,265	3,382,963	2,971,380

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	4	4	4	4
Part-time				
Full-time Equivalent (FTE)	4.0	4.0	4.0	4.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
GOAL: Increase tourism as measured by hotel based tax receipts.				
Total bed tax collections	\$3,856,182	\$4,037,500	\$4,137,500	\$4,421,000
Hotel/Motel sales tax collections	\$2,585,282	\$2,706,500	\$2,862,500	\$2,795,000
Revenue return per hotel room	\$1,168	\$1,223	\$1,269	\$1,308

Planning & Community Development

Economic Development

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Increase retail sales in the community as measured by tax receipts.

Total privilege tax collections	\$32,883,245	\$34,696,831	\$36,146,831	\$39,907,065
Revenue return per capita	\$225	\$223	\$232	\$238

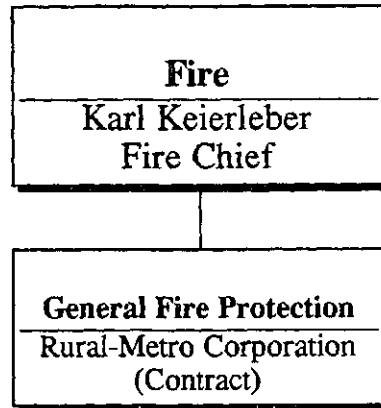
GOAL: Provide accurate and timely economic research to attract potential tourism and business relocation to Scottsdale.

"Economic Trends" reports distributed	225	300	375	400
"Retail Market Analysis" reports distributed	200	225	225	250
"Scts./P.V. Tourism Study" reports distributed	370	450	800	850
"Demographic Trends" reports distributed	125	300	450	500

GOAL: Monitor annual Chamber contracts to ensure effective use of resources.

Chamber E.D. contract: City investment per new basic jobs created	\$364	\$350	\$243	\$250
Chamber Hospitality contract: City investment per # of new visitors booked	\$9,900	\$6,556	\$6,304	\$5,560

Mission: Provide cost effective and quality service while maintaining a high level of public safety throughout the community. The department provides all fire-related services which include, but are not limited to, fire prevention, public education, emergency medical service, and fire suppression.



The Fire Department is comprised of General Fire Protection (by contract with Rural Metro Corporation). Fire Support, formerly a City program, becomes part of the Rural Metro Contract in 1994/95.

FINANCIAL HIGHLIGHTS

The 1994/95 adopted budget for Fire is \$915,217 (12.1%) more than the 1993/94 adopted budget. The significant increase is due to a contractual agreement with Rural Metro (\$676,000) and operational funding for a new fire station at 132nd Street and Via Linda scheduled for completion January 1995 (\$200,000). Funding is also included for addition of a plan reviewer. Additional revenue is provided from an agreement to provide fire services to the Pavilions shopping center adjacent to the Scottsdale city limits.

Departmental Budget Trends	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Expenditures	6,607,198	7,562,436	7,439,663	8,477,653
% of City's Operating Total	5.5%	5.9%	5.7%	6.0%

ISSUES FACING THE DEPARTMENT

Growth & Development Activity - There is a tremendous increase in demand for inspection services, particularly residential inspections related to the growth and development of the northern areas of the City and the approved major developments north of the Central Arizona Project (CAP) Canal. There is also increased demand for plan/project review operations.

Future Infrastructure Requirements - Construction of Fire Station #15 at the Rio Montana Park site is funded from general obligation bonds and will be completed and operational in November of the 1994/95 budget year. It is estimated that the next station, to be located north of the CAP Canal in the vicinity of Pima Road and Thompson Peak Parkway, will be required in approximately two years. We anticipate the future need for a station in the vicinity of Alma School Road and Jomax and another in the Carefree Ranch area within the next five years. We will continue to evaluate future fire station sites as development occurs.

Fire**Department Summary**

In conjunction with the contract between Rural Metro and the City of Scottsdale and Scottsdale ordinance, Rural Metro Corporation provides the necessary manpower and equipment to handle all fire-related services within the City of Scottsdale. Rural Metro provides cost effective and quality service while maintaining a high level of public safety throughout the community. The department provides all fire-related services which include, but are not limited to, fire prevention, public education, emergency medical service, and fire suppression.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	211,681	198,496	89,710	
Contractual Services	6,352,066	7,318,420	7,324,472	8,446,253
Commodities	43,451	45,520	25,481	31,400
Capital Outlay				
Total	6,607,198	7,562,436	7,439,663	8,477,653

EXPENDITURES BY DIVISION	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
General Fire Protection	6,346,617	7,315,995	7,327,669	8,477,653
Fire Support	260,581	246,441	111,994	
Total	6,607,198	7,562,436	7,439,663	8,477,653

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Provide a state certified trained professional staff to serve the citizens of Scottsdale.

Average # of yearly training hours per firefighter	405	240	350	240
% of State Certified Firefighter II	100%	100%	100%	100%

GOAL: Review all building and fire plans submitted within five days.

% of plans reviewed within five days	99%	98%	99%	98%
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Fire

Department Summary

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Respond in a timely manner to emergency and general citizen requests for assistance.

Average response time				
1. Emergency	3.67 min	4:00 min	4:00 min	4:00 min
2. All calls (includes non-emergency)	4.05 min	5:00 min	5:00 min	5:00 min

GOAL: Provide a professional and responsive inspections staff.

# of inspection stops per inspector per year	1,283	1,300	1,535	1,400
% of inspections scheduled within 48 hours	100%	95%	95%	95%

GOAL: Provide public education on fire safety to Scottsdale school children.

Average # of school talks per year	72	75	82	85
% of K-3 children exposed to fire safety information	100%	100%	100%	100%

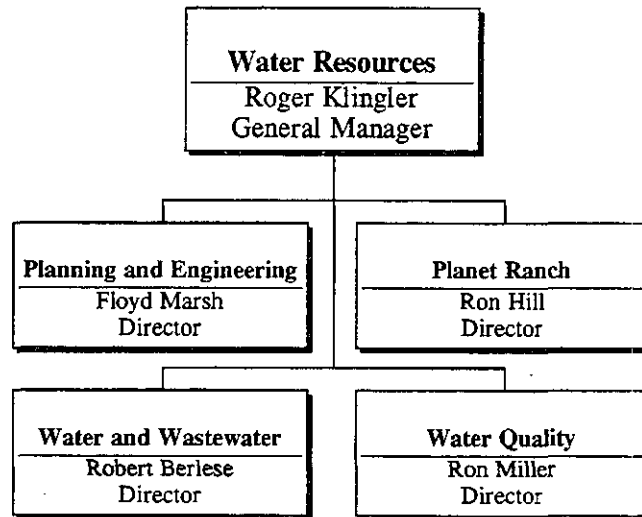
GOAL: Provide cost effective, efficient emergency first response for fire, rescue and emergency medical service.

Cost per capita	\$42.07	\$45.40	\$45.40	\$47.67
Structural fires per 1,000 pop.	.88	1	1	1
Total fires per 1,000 pop.	5	6	6	7
Cost per call	\$455	\$454	\$454	\$466
Structural dollar loss per year	\$2.8 million	\$2 million	\$1.5 million	\$2 million

GOAL: Maintain 90% or greater approval rating on the annual citizen survey for both fire and emergency medical service.

Fire services	97%	90%	95%	90%
Emergency medical services	97%	90%	94%	90%

Mission: Plan, manage and operate a safe, reliable water supply and wastewater reclamation system and provide efficient, high quality customer service to Scottsdale citizens.



The Water Resources department is comprised of Planning and Engineering, Planet Ranch, Water and Wastewater Operations, and Water Quality.

FINANCIAL HIGHLIGHTS

The 1994/95 adopted budget for Water Resources is \$1,008,034 (4.7%) more than the 1993/94 adopted budget and includes the addition of seven (7) new full-time positions and deletion of five (5) full-time and ten (10) part-time positions. The seven new positions will replace failing polyethylene and galvanized iron water service lines throughout the city over a fifteen year period. The reduction of five full-time and 10 part-time positions results from closure of the farming operations at Planet Ranch.

Departmental Budget Trends	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Expenditures	19,446,157	21,533,438	21,417,491	22,541,472
% of City's Operating Total	16.1%	16.8%	16.3%	16.1%

ISSUES FACING THE DEPARTMENT

Environmental Compliance with Water Quality Regulations - The City is required to comply with federal and state regulations regarding treating storm water runoff, expanded sampling and testing for drinking water chemicals, surface water standards, and remediation of underground storage tank leaks.

The Environmental Protection Agency (EPA) has proposed several new drinking water rules that include maximum contaminant levels for Arsenic, Radon, and Disinfection By-Product. Based on the results of recent data collected for City drinking water resources, we may need to provide additional treatment to the drinking water. This could result in major cost increases.

Environmental Compliance with Wastewater Quality Regulations - Compliance actions associated with the National Pollution Discharge Elimination Standard (NPDES) permit at our 91st Avenue wastewater treatment plant require changes to the plant and its operational processes as well as extensive upstream controls. The City must also comply with state surface water quality standards and industrial pretreatment requirements. We currently have 13 permitted industrial pre-treatment customers and are required to contact approximately 1,400 additional businesses to determine if they should be permitted.

Assured Water Supply - The 1980 Groundwater Management Act requires us to work toward eliminating reliance on mined groundwater. Therefore, the City is increasing its use of CAP water, constructing a wastewater reclamation plant, beginning recharge and recovery projects, and encouraging water conservation. The uncertain status of the Water Resources Development Fee litigation may affect our ability to acquire additional resources to comply with the assured water supply rules.

Growth & Development Activity - Increased growth and private development activity will require water and sewer line extensions, negotiation of oversizing and development agreements and master plan review.

*Water Resources**Department Summary*

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	3,236,900	3,539,326	3,523,093	3,568,605
Contractual Services	9,890,111	10,277,743	10,522,887	10,897,680
Commodities	6,215,196	7,586,247	7,259,384	7,967,515
Capital Outlay	103,950	130,122	112,127	107,672
Total	19,446,157	21,533,438	21,417,491	22,541,472

EXPENDITURES BY DIVISION	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Planning and Engineering	1,388,086	1,203,324	1,414,774	1,273,613
Planet Ranch	1,420,276	1,545,952	1,624,384	366,950
Water and Wastewater Operations	15,966,552	17,798,638	17,428,859	19,632,251
Water Quality	671,243	985,524	949,474	1,268,658
Total	19,446,157	21,533,438	21,417,491	22,541,472

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	70	74	74	76
Part-time	11	11	11	1
Full-time Equivalent (FTE)	83.1	84.8	84.8	76.7

VOLUNTEER TIME INVESTED	Estimated 1993/94	Forecast 1994/95
Hours	70	100
Full-time Equivalent (FTE)	0.0	0.1

Water Resources

Planning and Engineering

The Planning and Engineering division advises management on water resources and wastewater issues; implements water conservation programs; formulates and updates user charge systems for water and wastewater services; develops water system and wastewater system master plans; prepares and administers the five-year water and wastewater CIP plan; provides technical review and oversight of capital project construction; and develops short and long-term water resources and wastewater planning.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	629,112	649,522	658,000	680,301
Contractual Services	704,450	512,477	708,328	549,987
Commodities	30,646	31,125	27,300	33,125
Capital Outlay	23,878	10,200	21,146	10,200
Total	1,388,086	1,203,324	1,414,774	1,273,613

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	12	12	12	12
Part-time	1	1	1	1
Full-time Equivalent (FTE)	12.6	12.8	12.8	12.7

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Reduce the City's groundwater use in compliance with the Arizona Groundwater Management Act.

Groundwater/surface water ratio per calendar year	34:66	25:75	25:75	25:75
Moving toward compliance with safe yield	yes	yes	yes	yes

Water Resources

Planning and Engineering

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Implement, manage and complete water and sewer capital projects within budget to assure safe and reliable services.

% of CIP projects completed within 10% of budget	53%	90%	90%	95%
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% of total CIP projects completed within 60 days of schedule	80%	90%	90%	95%
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GOAL: Respond to all Water Resources customer inquiries within 48 hours.

Average # of citizen inquires per month	399	430	454	464
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% of inquires responded to within 48 hours	n/a	100%	100%	100%
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GOAL: Process all new water and sewer accounts within five (5) working days of receipt of the cash transmittal.

New account set-ups per month	206	211	211	262
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% of accounts processed within five (5) working days	n/a	100%	100%	100%
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Water Resources

Planet Ranch

Planet Ranch protects and maximizes the 14,500 acre feet of City water rights.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	508,752	544,570	544,570	126,635
Contractual Services	465,739	532,395	562,196	154,015
Commodities	426,157	459,087	504,718	86,300
Capital Outlay	19,628	9,900	12,900	
Total	1,420,276	1,545,952	1,624,384	366,950

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	7	7	7	2
Part-time	10	10	10	0
Full-time Equivalent (FTE)	19.5	17.0	17.0	2.0

Water Resources

Water and Wastewater Operations

Water and Wastewater Operations maintains, operates, and repairs the water and wastewater systems and produces water that is free of health hazards, that is aesthetically acceptable, and that meets or exceeds all Environmental Protection Agency (EPA) standards.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	1,878,223	2,028,954	2,023,243	2,434,742
Contractual Services	8,295,076	8,691,437	8,645,648	9,352,521
Commodities	5,749,045	7,012,777	6,709,268	7,757,068
Capital Outlay	44,208	65,470	50,700	87,920
Total	15,966,552	17,798,638	17,428,859	19,632,251

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	47	49	49	56
Part-time				
Full-time Equivalent (FTE)	47.0	49.0	49.0	56.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Inspect and service every fire hydrant in the City every four (4) years.

% of fire hydrants inspected/serviced	25%	25%	25%	25%
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GOAL: Meet demand for potable water 100% of the time.

% of time water not available due to mechanical failure	0%	0%	0%	0%
Average daily demand for potable water (million gallons per day)	43.24	45.84	45.84	48.59
Cost per million gallons of water delivered	\$660	\$688	\$688	\$701

Water Resources

Water and Wastewater Operations

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Maximize production of reclaimed water at the Gainey Ranch and Troon reclamation plants to meet all golf course irrigation needs.

Average daily demand for reclaimed water (million gallons)	.86	.86	.86	.90
% of time reclaimed water not available due to plant failures	0%	0%	0%	0%

GOAL: Maximize the CAP water use within the CAP water treatment plant.

% capacity of CAP water treatment plant utilized	100%	100%	100%	100%
Average daily treatment of CAP water (million gallons per day)	18	18	18	18

GOAL: Maintain a cost effective sanitary sewer system by cleaning 33% of the system annually.

% of sewer system cleaned	33%	33%	33%	33%
Contractual cost per mile to maintain the City's sewer system	\$1,863	\$1,813	\$1,869	\$1,893

GOAL: Provide safe and cost effective delivery of raw sewage to the 91st Ave. Wastewater Treatment Facility.

Average million gallons per day of raw sewage sent to Treatment Facility	13.16	13.10	13.10	13.7
Cost per million gallons of sewage	\$344	\$360	\$310	\$378

GOAL: Inspect and service every mainline valve in the system once every eight (8) years.

% of mainline valves inspected	14%	12.5%	12.5%	12.5%
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Water Resources

Water Quality

The Water Quality division assures that drinking water production and delivery, wastewater treatment, water recharge, aquifer protection, and cleanup programs are in full compliance with applicable federal, state, and county environmental regulations.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	220,813	316,280	297,280	326,927
Contractual Services	424,846	541,434	606,715	841,157
Commodities	9,348	83,258	18,098	91,022
Capital Outlay	16,236	44,552	27,381	9,552
Total	671,243	985,524	949,474	1,268,658

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	4	6	6	6
Part-time				
Full-time Equivalent (FTE)	4.0	6.0	6.0	6.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Assure the production and delivery of a safe drinking water supply in accordance with the Safe Drinking Water Act and regulations adopted by the EPA and the Arizona Department of Environmental Quality.

Samples per Water Quality Sampler	4,749	3,400	5,100	4,800
% of water samples meeting all regulations	99.9%	100%	100%	100%

GOAL: Collect TCE samples weekly at the Groundwater Treatment Facility (GWTF) to maintain compliance with federal and state regulations.

Compliance with regulations	n/a	100%	100%	100%
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Note: GWTF came on-line in FY 1993/94

Water Resources

Water Quality

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Monitor City-owned underground storage tanks (USTs) to maintain compliance with federal and state monitoring and remediation regulations.

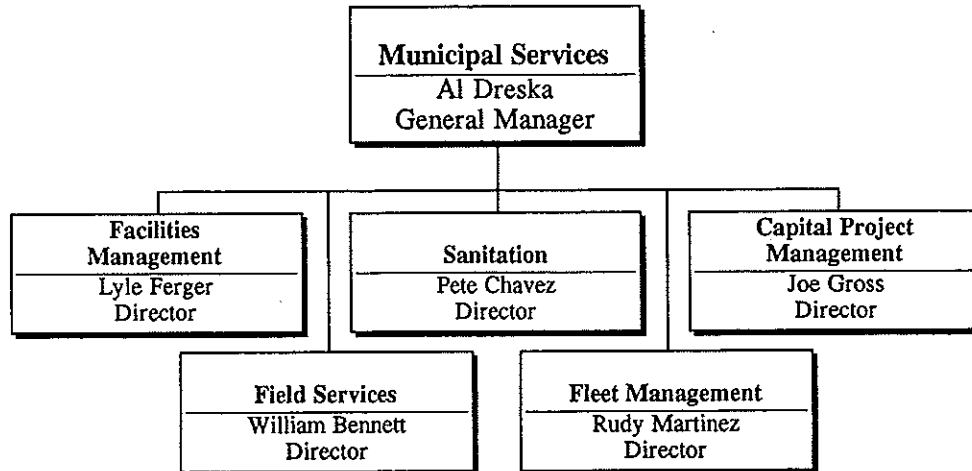
Compliance with UST monitoring regulations	100%	100%	100%	100%
Compliance with UST remediation regulations	100%	100%	100%	100%

GOAL: Meet federal pre-treatment requirements (40 CFR 403)

Compliance with regulations	100%	100%	100%	100%
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Mission: Maintain and repair the City's street system, City-owned buildings, structures, and vehicles, and provide citizens with effective and efficient solid waste services.



The Municipal Services department is comprised of Municipal Services Administration, Facilities Management, Field Services, Sanitation, Fleet Management, and Capital Project Management.

FINANCIAL HIGHLIGHTS

The 1994/95 adopted budget for Municipal Services is \$2,898,885 (10.4%) more than the 1993/94 adopted budget and includes the addition of one (1) new full-time position in the Street Signs and Markings program to maintain current service levels and inventories. Funding is also included for contract custodians to maintain new facilities, contractual operation of the Solid Waste Transfer Station to be completed mid-year, and an increase in the amount of vehicle and equipment replacements as well as new vehicles to support new positions included in other operational departments.

Departmental Budget Trends	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Expenditures	26,895,799	27,919,717	29,101,066	30,818,602
% of City's Operating Total	22.3%	21.8%	22.2%	22.0%

ISSUES FACING THE DEPARTMENT

Stage II Vapor Recovery - The Fleet Management Division and Water Resources Department are looking at the City's fueling stations. All sites may need to be upgraded to meet the new Stage II Vapor Recovery Regulations by November 1994.

Inventory Increases/Service Level Impacts - Over the past several years we have experienced increased responsibilities in all sections of the Field Services Division and added facilities which impact the Facilities Management Division, some very significant. The City's Quality Resource Management work group is currently studying this situation and evaluating options.

Solid Waste Management - The transfer station is scheduled to be completed January 1995, thus operations are funded January-June in this budget. Landfill negotiations continue with the County, Indian Community and the private sector and at this point are unresolved. Usable facilities, tipping fees and travel distance will all impact operations, however, the transfer station provides the flexibility and efficiencies to help manage these issues.

Municipal Services

Department Summary

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	7,994,824	8,291,945	8,235,099	8,833,674
Contractual Services	11,086,096	13,494,051	13,206,513	14,560,921
Commodities	4,722,159	3,174,531	3,783,497	3,402,367
Capital Outlay	3,092,720	2,959,190	3,875,957	4,021,640
Total	26,895,799	27,919,717	29,101,066	30,818,602

EXPENDITURES BY DIVISION	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Administration	282,335	289,363	284,070	275,763
Facilities Management	5,998,018	6,184,818	6,345,024	6,629,264
Capital Project Management	499,088	555,725	627,961	536,651
Field Services	6,859,056	6,811,637	7,049,580	7,280,565
Sanitation	6,110,819	6,891,592	6,712,518	7,621,444
Fleet Management	7,146,483	7,186,582	8,081,913	8,474,915
Total	26,895,799	27,919,717	29,101,066	30,818,602

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	224	229	228	228
Part-time	4	5	5	5
Full-time Equivalent (FTE)	227.0	233.1	232.1	232.1

VOLUNTEER TIME INVESTED	Estimated 1993/94	Forecast 1994/95
Hours	275	300
Full-time Equivalent (FTE)	0.1	0.2

Municipal Services

Administration

Municipal Services Administration provides leadership and management to ensure the most effective delivery of services by the Facilities Management, Field Services, Sanitation, and Fleet Management divisions.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	234,865	246,896	240,000	244,867
Contractual Services	40,455	36,449	35,515	24,690
Commodities	7,015	3,462	6,179	3,650
Capital Outlay		2,556	2,376	2,556
Total	282,335	289,363	284,070	275,763

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	3	3	3	3
Part-time				
Full-time Equivalent (FTE)	3.0	3.0	3.0	3.0

Municipal Services

Facilities Management

Facilities Management provides all maintenance and repair-related activities on City-owned facilities and structures thereby maintaining a healthy, clean, and safe environment in all City-owned buildings.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	1,626,157	1,685,098	1,683,500	1,770,682
Contractual Services	3,911,063	4,137,276	4,122,278	4,371,121
Commodities	445,412	350,012	526,814	475,029
Capital Outlay	15,386	12,432	12,432	12,432
Total	5,998,018	6,184,818	6,345,024	6,629,264

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	49	49	49	49
Part-time	2	2	2	2
Full-time Equivalent (FTE)	50.2	50.8	50.8	50.8

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Provide cost effective maintenance and maintain a 95% user satisfaction rating.

Cost per sq. ft. to maintain	3.71	3.88	3.88	3.88
Sq. ft. maintained per employee	n/a	78,831	80,060	80,060
% of preventive maintenance (PM) checks completed	n/a	n/a	n/a	75%
% of labor hrs. on PM's	n/a	n/a	n/a	50%
% of labor hrs. on emergency work orders	n/a	n/a	n/a	30%
% of users satisfied with service	n/a	n/a	n/a	95%

Municipal Services

Facilities Management

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
GOAL: Reduce Citywide energy consumption by 10% in conjunction with Environmental Affairs.				
Average annual Kwh per square foot	n/a	14.96	16.04	14.44
Average annual cost per square foot	n/a	\$1.71	\$1.85	\$1.66
GOAL: Minimize cost to clean City facilities and maintain a 95% user satisfaction rating.				
# of sq. ft. cleaned daily per employee	15,650	17,350	17,350	17,350
Annual cost per sq. ft. cleaned (City employee)	n/a	n/a	2.01	2.01
% of cleaning quality checks meeting standards	n/a	n/a	n/a	90%
% users satisfied with service	n/a	n/a	n/a	95%

Municipal Services

Capital Project Management

Capital Project Management provides accurate and timely coordination, development, and implementation of the City's Capital Improvement Program and City-funded construction projects.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	428,568	457,076	457,076	435,876
Contractual Services	61,100	70,877	141,531	72,443
Commodities	9,420	7,300	8,882	7,860
Capital Outlay		20,472	20,472	20,472
Total	499,088	555,725	627,961	536,651

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	24	24	24	23
Part-time				
Full-time Equivalent (FTE)	24.0	24.0	24.0	23.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Provide accurate and timely coordination, development, and implementation of the City's Capital Improvement Program.

% of projects completed on schedule	68%	95%	85%	95%
% of total CIP budget expended for all projects completed during fiscal year	88%	75%	85%	95%
Active project budgets per project manager/coordinator	\$18.8 million	\$20.2 million	\$18.8 million	\$18.6 million
% of completed project budget expended for project administration	5.1%	5%	4.5%	5%

Municipal Services

Field Services

Field Services ensures safe public travel for vehicular and pedestrian traffic by maintaining the City's roadway system.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	2,112,060	2,101,887	2,067,644	2,322,800
Contractual Services	2,622,062	4,221,975	4,246,277	4,452,960
Commodities	2,109,493	480,563	724,447	491,393
Capital Outlay	15,441	7,212	11,212	13,412
Total	6,859,056	6,811,637	7,049,580	7,280,565

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	57	57	57	58
Part-time				
Full-time Equivalent (FTE)	57.0	57.0	57.0	58.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
GOAL: Perform major maintenance to landscaped medians 12 times per year.				
Acres maintained per employee	16.2	17.4	17.4	18.6
% of plan completed	23%	100%	41%	100%
Cost per acre for major maintenance	\$510	\$2,232	\$1,090	\$2,407

GOAL: Sweep all curb miles of public streets 18.5 times per year.				
% of plan complete	103.4%	100%	102%	100%
Cost per curb mile swept	\$8.31	\$8.60	\$8.60	\$8.77

*Municipal Services**Field Services*

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Perform maintenance on 50% of sign inventory annually.

# of signs maintained annually	23,609	31,285	25,400	33,300
# of signs maintained per employee	7,870	10,428	8,467	9,514
% of sign inventory maintained	40%	50%	42%	50%
Cost per sign maintained	\$4.98	\$5.03	\$5.03	\$5.35

GOAL: Perform preventive maintenance and rehabilitation to 10% of the pavement inventory annually. Maintenance treatments include: preservative seals; slurry seals; crack sealing; and asphalt overlays.

# of square yards of pavement maintained annually	1,512,155	1,764,000	1,764,000	1,837,190
% of inventory maintained	8.1%	9.0%	9.0%	9.2%
Lane miles maintained per employee	673	676	676	683
Cost per sq. yd. of pavement maintained	\$1.21	\$1.38	\$1.26	\$1.41

Municipal Services

Sanitation

The Sanitation division provides healthy, aesthetic, and timely refuse collection service to the residents and businesses within the City and maintains an effective and efficient system to collect and dispose of recyclable waste and household hazardous waste.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	2,033,625	2,141,267	2,163,899	2,302,277
Contractual Services	3,845,366	4,326,057	4,110,416	4,995,219
Commodities	210,851	415,604	429,539	315,284
Capital Outlay	20,977	8,664	8,664	8,664
Total	6,110,819	6,891,592	6,712,518	7,621,444

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	52	56	55	55
Part-time	2	3	3	3
Full-time Equivalent (FTE)	53.8	58.3	57.3	57.3

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Attain a minimum customer satisfaction rating of 95%.

% of customers satisfied with service	96%	90%	88%	95%
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GOAL: Provide the community with effective commercial and roll-off solid waste collection and disposal services.

Tons collected per employee monthly	428	410	410	430
Cost per ton (fully burdened)	\$50.15	\$46.00	\$50.87	\$55.40
# of customer complaints monthly	2.1	3.0	3.4	3.0

Municipal Services

Sanitation

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Provide residential refuse collection to all residential households twice weekly.

Tons collected per employee monthly	266	280	261	267
Cost per ton (fully burdened)	\$67.87	\$65.04	\$75.04	\$95.41
Households serviced per employee	2,471	2,471	2,471	2,617
Cost per home (fully burdened)	\$7.46	\$7.50	\$8.24	\$9.94
# of citizen complaints monthly	5.6	12.0	8.0	8.0

GOAL: Provide brush removal services to all residential households once every four weeks and provide operational support to existing and pilot recycling programs.

Tons collected per employee per month	64	62	64	65
Cost per home (fully burdened)	\$1.65	\$1.90	\$1.89	\$2.09
# of citizen complaints per month	6.9	5.0	9.0	7.0

Municipal Services

Fleet Management

Fleet Management provides ongoing preventive maintenance and refurbishment of existing equipment, performs emergency repair of City vehicles, and administers the fleet rental system; specifies and procures additional or replacement equipment.

EXPENDITURES BY TYPE	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Personal Services	1,559,549	1,659,721	1,622,980	1,757,172
Contractual Services	606,050	701,417	550,496	644,488
Commodities	1,939,968	1,917,590	2,087,636	2,109,151
Capital Outlay	3,040,916	2,907,854	3,820,801	3,964,104
Total	7,146,483	7,186,582	8,081,913	8,474,915

AUTHORIZED POSITIONS	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
Full-time	39	40	40	40
Part-time				
Full-time Equivalent (FTE)	39.0	40.0	40.0	40.0

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
GOAL: Maintain 97% equipment availability.				
% of equipment available	98.1%	97.0%	97.5%	98.0%
Average age of fleet	5.4 years	5.7 years	5.7 years	5.8 years

GOAL: Maintain a user satisfaction rating of 90%.

% of users satisfied with service	83%	90%	85%	90%
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*Municipal Services**Fleet Management*

PERFORMANCE INDICATORS	Actual 1992/93	Forecast 1993/94	Estimated 1993/94	Forecast 1994/95
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GOAL: Minimize the cost to maintain and repair vehicles and equipment.

M & O cost per mile	\$.84	\$.81	\$.81	\$.82
Vehicle/equipment per mechanic	25	24	24	24
Repair orders completed per mechanic	596	641	710	721
% labor hours on emergency road repairs	1.9%	3.9%	2.7%	2.6%
% labor hours on PM	10.2%	10%	10.3%	10%
% repair orders for emergency road repairs	7.4%	9.4%	8.8%	8.7%
% of repair orders for PM	15%	13.1%	14.3%	14.6%

GOAL: Increase usage of alternative fuels.

% of gas powered vehicles that have alternative fuel capabilities	27.6%	29.7%	29.0%	23.0%
CNG fuel consumption as a % of total fuel consumed	7.3%	7.0%	5.0%	7.5%

GOAL: Maintain less than 1% error of continual inventory verification.

Average inventory turnover per year	3	3	3	3
% of error - continuous inventory count	0.03%	1.0%	0.5%	1.0%

Capital Improvements

10/1/2014

Capital Improvement Plan

Program Summary

The capital budget authorizes and provides the basis for control of expenditures for the acquisition and construction of all capital facilities. Capital budget appropriations do not lapse at the end of the fiscal year; they are budgeted until the project is complete and capitalized.

The 1994/95 Capital Budget totals \$321.2 million and includes unexpended funds for prior projects not yet complete (\$222.3 million), funding for new projects or later phases of previously authorized projects (\$81.7 million), and other budgeted funds such as contingencies (\$17.2 million). The capital and operating budgets are adopted by the City Council annually.

The Five-Year Capital Improvement Plan (\$480.6 million) includes the 1994/95 Capital Budget and the planned capital improvements for the next four years (1995/96 through 1998/99). The Five-Year Capital Improvement Plan is reviewed and adjusted annually to reflect current priorities and to add a new fifth year.

The Capital Improvement Plan is comprised of seven major programs: Transportation, Improvement Districts, Drainage and Flood Control, Water and Wastewater, Community Facilities, Service Facilities, and Public Safety.

The Five Year Capital Improvement Plan uses funding from the 1989 and 1992 voter-approved bonds. These funds, together with special assessment bonds and Municipal Property Corporation bonds, provide the bond-funded portion of the program. The remaining sources are pay-as-you-go revenues.

The following table identifies funding sources and program expenditures for the combined five-year Capital Improvement Plan. Projects, by program, appear on the following pages.

Capital Improvement Plan Summary
1994/95 through 1998/99
—In Thousand of Dollars—

	Prior Years	1994/95	1995/96	1996/97	1997/98	1998/99	Total Plan
Resources							
Bonds	130,499	45,460	26,501	20,933	13,425	8,083	244,901
Pay-As-You-Go	91,783	36,254	22,202	25,053	36,485	6,765	218,542
Contingency		17,183					17,183
Total Resources	222,282	98,897	48,703	45,986	49,910	14,848	480,626
Program Expenditures							
Transportation	30,703	10,829	16,219	14,816	5,354	3,516	81,437
Improvement Districts	26,888	25,625					52,513
Drainage/Flood Control	11,446	12,112	11,626	16,823	7,738	4,823	64,568
Water/Wastewater	120,865	18,135	18,919	13,011	36,491	6,452	213,873
Community Facilities	22,158	12,423	1,939	991	327	57	37,895
Service Facilities	4,778	2,228					7,006
Public Safety	5,444	362		345			6,151
Contingency		17,183					17,183
Total Expenditures	222,282	98,897	48,703	45,986	49,910	14,848	480,626

Capital Improvement Plan

Transportation

Transportation

Transportation continues to be a priority in Scottsdale's Capital Improvement Plan. The program addresses community needs for transportation, including streets, traffic control, bus benches and shelters, and the Scottsdale airport.

Project Title	—In Thousands of Dollars—						Total
	Prior	1994/95	1995/96	1996/97	1997/98	1998/99	
Major Streets							
Cactus Road							
60th Street to Scottsdale Road	1,118.9						1,118.9
Camelback Road							
68th Street to Goldwater Boulevard	2,627.0						2,627.0
Camelback Road							
Goldwater to Scottsdale Road			750.0				750.0
East Couplet							
Earll Drive to Second Street	6,602.1						6,602.1
Greenway/Hayden Loop							
Canal Crossing	457.8	2,500.0					2,957.8
Indian Bend Road							
Hayden Road to Pima Road	183.0					1,856.5	2,039.5
Indian School Road							
64th Street to 68th Street				900.0			900.0
Indian School Road							
West Couplet to Hayden Road	576.7	200.0	2,376.2	4,000.0			7,152.9
Master Plan Street Concept Studies	300.0	150.0					450.0
McDowell Road							
Granite Reef Road to Pima Road	584.2	1,525.0					2,109.2
Pima Road							
McDowell Road to Via Linda	3,750.0	3,000.0	8,000.0				14,750.0
Scottsdale Road							
Indian Bend to Gold Dust	560.0		480.0	2,000.0	4,450.0		7,490.0
Scottsdale Road							
Mercer to Sutton	747.0			2,800.0			3,547.0
Shea Boulevard							
124th Street to 144th Street	4,700.0			4,300.0			9,000.0
Streetlight Refurbishment	235.0						235.0
West Couplet							
Osborn Road to Indian School Road	9,080.0						9,080.0
64th Street							
McDowell Road to Indian School Road	2,000.0	3,000.0	4,600.0				9,600.0
90th Street Area Study					105.0		105.0
94th Street							
Thompson Peak Bridge	75.0				240.0		315.0
Expended Prior Years Budget	(8,103.4)						(8,103.4)
Total Major Streets	25,493.3	10,375.0	16,206.2	14,000.0	4,795.0	1,856.5	72,726.0

Capital Improvement Plan

Transportation

Transportation, continued

—In Thousands of Dollars—

Project Title	Prior	1994/95	1995/96	1996/97	1997/98	1998/99	Total
Spot Streets							
Desert Cove Avenue							
96th Street to 104th Street					80.0	900.0	980.0
Marshall Way							
Indian School Road Improvements				800.0	282.9		1,082.9
McKellips and Hayden Roads	2.0				148.0		150.0
73rd Street North of Thomas Road					30.0	760.0	790.0
84th Street and Cholla Street	925.0						925.0
Expended Prior Years Budget	(117.6)						(117.6)
Total Spot Streets	809.4	0.0	0.0	800.0	540.9	1,660.0	3,810.3
Traffic Bottlenecks							
Traffic Bottleneck Removal Projects- Various Locations	3,487.5						3,487.5
Expended Prior Years Budget	(1,947.7)						(1,947.7)
Total Traffic Bottlenecks	1,539.8	0.0	0.0	0.0	0.0	0.0	1,539.8
Traffic Signals							
Signal Computer Expansion	1,739.9						1,739.9
Traffic Signal Program	1,419.7						1,419.7
Expended Prior Years Budget	(1,229.0)						(1,229.0)
Total Traffic Signals	1,930.6	0.0	0.0	0.0	0.0	0.0	1,930.6
Airport							
Airport Terminal Expansion - Grant Match	95.4						95.4
Terminal Expansion II/ Restaurant Improvements - Grant Match		112.7					112.7
Terminal Boarding Lounge Furnishings - Grant Match		27.5					27.5
Relocate Airport Administration Offices	270.0						270.0
Restrooms, Flight Planning Room, and Washrack	230.0						230.0
Expended Prior Years Budget	(43.8)						(43.8)
Total Airport	551.6	140.2	0.0	0.0	0.0	0.0	691.8
Transit							
Bus Benches - Grant Match (20%)	10.0	1.8	1.2	1.4	2.0		16.4
Bus Shelters - Grant Match (20%)	45.8	11.6	12.2	14.0	16.0		99.6
Bus Shelters and Bus Benches	20.0						20.0
Multi-Modal Transportation Center - Grant Match (20%)	320.0	300.0					620.0
Expended Prior Years Budget	(18.0)						(18.0)
Total Transit	377.8	313.4	13.4	15.4	18.0	0.0	738.0
Total Transportation	30,702.5	10,828.6	16,219.6	14,815.4	5,353.9	3,516.5	81,436.5

Capital Improvement Program

Improvement Districts

Improvement Districts

An improvement district (ID) is a funding mechanism whereby property owners elect to pay for the installation and construction of infrastructure such as streets, water, sewer, and drainage which benefits their property. The City facilitates this process by coordinating the design and construction, as well as the sale of special assessment bonds to finance the improvements. When cost effective, the City financially participates in a district to oversize infrastructure to master plan standards, thus avoiding higher future costs.

--In Thousands of Dollars--

Project Title	Prior	1994/95	1995/96	1996/97	1997/98	1998/99	Total
Bell Road Improvement District	20,000.0						20,000.0
Bell Road II Improvement District		7,000.0					7,000.0
Desert Ranch Improvement District	4,500.0	8,000.0					12,500.0
Grayhawk (Core North) ID		8,000.0					8,000.0
Improvement District Incidentals	1,124.0	125.0					1,249.0
Lost Dog Wash Improvement District	1,526.0	2,500.0					4,026.0
Expended Prior Years Budget	(261.8)						(261.8)
Total Improvement Districts	26,888.2	25,625.0	0.0	0.0	0.0	0.0	52,513.2

Capital Improvement Program

Drainage/Flood Control

Drainage/Flood Control

The 1994/95 drainage and flood control program includes detention basins, culvert and channel projects, and a continuation of the neighborhood drainage corrections program. The program is interrelated with transportation improvements.

Project Title	—In Thousands of Dollars—						Total
	Prior	1994/95	1995/96	1996/97	1997/98	1998/99	
Drainage							
Drainage Corrections	346.5	200.0					546.5
Drainage Excess Right-of-Way Acquisition	75.0						75.0
Drainage Utility	315.8						315.8
East Couplet Storm Drain							
Earl Drive to Second Street	1,952.8						1,952.8
Indian Bend Road Drainage System							
Hayden Road to Pima Road	600.0	600.0					1,200.0
McKellips Road/Granite Reef Wash Culvert	60.0						60.0
Mummy Mountain Wash Box Culvert	290.6		200.0	516.6			1,007.2
Pima Road Channel Improvements							
Thunderbird Road to Shea Boulevard	150.0						150.0
Scottsdale Road							
Bridge Over Indian Bend Wash	115.9		200.0	2,153.4			2,469.3
Scottsdale Road Storm Drain							
Third Avenue to Sixth Avenue					78.0		78.0
84th Street/Cholla							
Neighborhood Drainage System	838.9	743.0					1,581.9
Expended Prior Years Budget	(2,263.2)						(2,263.2)
Total Drainage	2,482.3	1,543.0	400.0	2,670.0	78.0	0.0	7,173.3
Flood Control							
Cactus Road Flood Control System	3,404.1						3,404.1
Granite Reef Wash Stabilization	98.0						98.0
Pima Road Desert Greenbelt (Outer Loop Drainage System)	6,754.0	1,778.0	5,101.0	3,150.0	3,995.0		20,778.0
Rawhide Wash Desert Greenbelt (Rawhide Wash Flood Control System)	476.0	5,841.0	1,150.0	623.0	1,300.0	2,000.0	11,390.0
Reata Pass/Beardsley Wash Desert Greenbelt (Reata/Pinnacle Peak Flood Control System)	1,000.0	2,950.0	4,975.0	10,380.0	2,365.0	2,822.9	24,492.9
Expended Prior Years Budget	(2,768.1)						(2,768.1)
Total Flood Control	8,964.0	10,569.0	11,226.0	14,153.0	7,660.0	4,822.9	57,394.9
Total Drainage/Flood Control	11,446.3	12,112.0	11,626.0	16,823.0	7,738.0	4,822.9	64,568.2

Capital Improvement Program

Water/Wastewater

Water/Wastewater

The 1994/95 CIP plan reflects the City's commitment to its Water and Wastewater Program and to compliance with the 1980 Groundwater Code and future Federal mandates. Accordingly, the emphasis is on reclaiming and storing water and treated wastewater for underground recharge, and decreasing consumption of groundwater.

—In Thousands of Dollars—

Project Title	Prior	1994/95	1995/96	1996/97	1997/98	1998/99	Total
Water							
Advanced Water Treatment Plant (Water Campus)	32,545.3						32,545.3
Architect/Engineer Services	300.0	150.0	150.0	150.0	150.0	150.0	1,050.0
As-Building of City Utilities	224.1	562.3					786.4
Ashler Hills Waterline (Hawknest/Boulders' Waterline)	798.0						798.0
Backflow Prevention	163.0						163.0
Bill Williams River Water Rights	448.2	130.7					578.9
Carefree Ranch Water Co. Modification	595.1	179.4	194.5	200.0	200.0		1,369.0
Fire Hydrant Replacement		114.0					114.0
Geographic Information System	927.0						927.0
Indian School Road Water Main - Scottsdale Road to Pima Road	2,001.0						2,001.0
Indian School Road Water Main - Scottsdale Road to 68th Street		850.0					850.0
Initial Recharge/Recovery System	2,154.1						2,154.1
Large Water Meter Retrofitting		208.3					208.3
Lone Mountain Road/64th Street Water Main	513.5	120.3					633.8
Master Well Site Study	200.0						200.0
Permanent Booster Station - 70th Street & Lone Mountain Road		1,065.0					1,065.0
Pressure-Reducing Valve Stations	220.0						220.0
Radio Telemetry	50.0	100.0	100.0	100.0	100.0	100.0	550.0
Second Reservoir at Jomax and Pima Roads Site No. 42	1,673.0						1,673.0
Reservoir & Booster Station Land Purchase	175.0						175.0
SRP Filtration Plant	17,947.2						17,947.2
SRP Filtration Plant Waterline	870.8						870.8
Thomas Road Waterline	1,107.0						1,107.0
Utility Sleeve Crossings/Interim Outer Loop	250.0	1,065.0					1,315.0
Water Oversizing	3,604.8	600.0	1,200.0	1,200.0	600.0	600.0	7,804.8
Water Production, Distribution, and Service Yard Relocation	1,530.5						1,530.5
Well Sites	1,040.0	1,040.0	1,040.0	1,040.0	1,040.0	1,040.0	6,240.0
Well Site No. 50 Upgrade	262.5						262.5
Well Site No. 54 to Jomax Road Waterline				36.5	1,900.0		1,936.5
Water Quality Federal Mandates (Well Site Treatment)	200.0		400.0	2,797.7	26,107.0	1,500.0	31,004.7
Zone 3 Tank East & 120th Street Water Main	888.2	2,611.8					3,500.0

Capital Improvement Program

Water/Wastewater

Water/Wastewater, continued

—In Thousands of Dollars—

Project Title	Prior	1994/95	1995/96	1996/97	1997/98	1998/99	Total
Water, continued							
Zone 4 Pump Expansion		166.9					166.9
Zone 7 Pump Station Oversizing			260.0				260.0
Expended Prior Years Budget	(4,618.1)						(4,618.1)
Total Water	66,070.2	8,963.7	3,344.5	5,524.2	30,097.0	3,390.0	117,389.6
Wastewater							
Gainey Ranch Wastewater Reclamation Plant	1,137.4	212.5					1,349.9
Gainey Ranch WRP Effluent Line to Scottsdale Country Club			80.0	440.0			520.0
Pima Road Sewer Line - Dynamite Road to Stagecoach Pass	3,900.0	1,250.0					5,150.0
Pima Road Trunk Sewer - Deer Valley Road to Beardsley		759.4					759.4
Regional Wastewater Reclamation Plant (WRP)	28,930.8						28,930.8
Scottsdale Road Relief Sewer	1,757.4	2,757.2	2,552.6	2,419.4	2,576.8		12,063.4
Sewer Collection System Rehabilitation	270.3	590.3	590.0	590.0	589.0		2,629.6
Sewer Oversizing	3,899.8	600.0	1,200.0	1,200.0	600.0	600.0	8,099.8
Shea Boulevard Relief Sewer 124th Street to 126th Street	215.2						215.2
130th Street to 138th Street	563.0						563.0
Troon Bypass Sewer Line & Lift Station		1,500.0					1,500.0
Troon Village Wastewater Reclamation Plant	1,106.0						1,106.0
WRP Associated Collection System 91st Avenue	16,214.5						16,214.5
Wastewater Treatment Plant Expansion	3,173.3	1,501.9	11,152.0	2,837.4	2,628.1	2,462.2	23,754.9
Expended Prior Years Budget	(6,373.4)						(6,373.4)
Total Wastewater	54,794.3	9,171.3	15,574.6	7,486.8	6,393.9	3,062.2	96,483.1
Total Water/Wastewater	120,864.5	18,135.0	18,919.1	13,011.0	36,490.9	6,452.2	213,872.7

Capital Improvement Program

Community Facilities

Community Facilities

The Community Facilities capital program addresses the recreational needs of the community and includes new parks, park improvements, libraries, and bike paths, as well as improvements to the Civic Center mall area.

—In Thousands of Dollars—

Project Title	Prior	1994/95	1995/96	1996/97	1997/98	1998/99	Total
Parks/Recreation							
Ball Field Lighting		90.0					90.0
Cactus, Chaparral & Eldorado Pool Upgrades Chaparral Park	68.0						68.0
Special Needs Facility Improvements		122.7					122.7
Eldorado Park Pool Replaster		47.5					47.5
Horizon Park - New Park	1,073.8	1,778.0	1,722.0				4,573.8
Indian School Park Tennis Court Relighting	78.0						78.0
Ironwood Village Neighborhood Park	80.0						80.0
Lighting/Electrical Impr to Existing Facilities	49.5						49.5
Lighting and Electrical Projects							
Recreation Facilities		41.0					41.0
McCormick Railroad Park Phases I & II		800.0					800.0
Paiute Lighted Basketball Court		40.0					40.0
Paiute Community Center Renovation	1,800.0	605.0					2,405.0
Park Land Acquisition and Improvements	350.0	300.0					650.0
Playground Equipment Replacement	50.0	150.0					200.0
Rio Montana - New Park	1,249.0						1,249.0
Scottsdale Ranch Park Improvements	1,257.4						1,257.4
Stonegate Park - New Park			90.0	824.8			914.8
Vista del Camino Park Improvements	341.4						341.4
Expended Prior Years Budget	(1,557.8)						(1,557.8)
Total Parks/Recreation	4,839.3	3,974.2	1,812.0	824.8	0.0	0.0	11,450.3
Libraries							
ATLAS System Upgrade	740.8						740.8
Civic Center Library Expansion	11,770.5	15.0					11,785.5
Palomino Library	595.0	1,205.7					1,800.7
Expended Prior Years Budget	(5,757.9)						(5,757.9)
Total Libraries	7,348.4	1,220.7	0.0	0.0	0.0	0.0	8,569.1
Neighborhood							
Neighborhood Capital Improvement Program	125.0						125.0
Expended Prior Years Budget	(5.0)						(5.0)
Total Neighborhood	120.0	0.0	0.0	0.0	0.0	0.0	120.0

Capital Improvement Program

Community Facilities

Community Facilities, continued

—In Thousands of Dollars—

Project Title	Prior	1994/95	1995/96	1996/97	1997/98	1998/99	Total
Specialty Areas							
Art in Public Places	1,190.1	131.2	51.8	66.6	277.1	31.9	1,748.7
Bike Path Corrections	439.2	75.0					514.2
Canal Bank Improvements -							
Scottsdale Road to 70th Street	3,555.7	2,805.0					6,360.7
Champlin Fighter Museum		3,100.0					3,100.0
City Hall Lagoon Improvement	30.0						30.0
Civic Center/Downtown Parking	6,275.0						6,275.0
Civic Center Mall Directory Monuments	15.2						15.2
Civic Center Mall Expansion Design	130.0						130.0
Destination Attraction Concept Studies	200.0		25.0	50.0			275.0
Downtown Entryway Features	50.0						50.0
Holiday Decorations - Scottsdale Road							
Earl Drive to Highland Avenue	50.0						50.0
Indian Bend Wash Bike and Pedestrian Path							
Camelback Road to McCormick Parkway	2,415.9						2,415.9
Indian Bend Wash Channel Restoration		1,067.0					1,067.0
Loloma School Capital Improvements	25.0	25.0	25.0	25.0	25.0		125.0
Streetlight System Purchase	1,100.0						1,100.0
Tournament Players Club Improvements		25.0	25.0	25.0	25.0	25.0	125.0
Expended Prior Years Budget	(5,625.9)						(5,625.9)
Total Specialty Areas	9,850.2	7,228.2	126.8	166.6	327.1	56.9	17,755.8
Total Community Facilities	22,157.9	12,423.1	1,938.8	991.4	327.1	56.9	37,895.2

Capital Improvement Program

Service Facilities

Service Facilities

The service facilities program encompasses new office space, remodel of current facilities, and automation needs.

—In Thousands of Dollars—							
Project Title	Prior	1994/95	1995/96	1996/97	1997/98	1998/99	Total
Municipal Facilities							
City Hall Remodel/Council Offices		97.1					97.1
Corporation Yard Surplus Storage	50.0						50.0
Downtown Public Services Building							
Remodel Design	86.0						86.0
North Corporation Yard							
Expansion Master Planning	33.0						33.0
One Civic Center Atrium/Planter Removal		10.0					10.0
Solid Waste Transfer Station	1,800.0	700.0					2,500.0
Expended Prior Years Budget	0.0						
Total Municipal Facilities	1,969.0	807.1	0.0	0.0	0.0	0.0	2,776.1
Management Systems							
City Automated Financial System	500.0	250.0					750.0
City Clerk Hardware/Software	169.6						169.6
Digital Ortho Plotter		116.0					116.0
Geographic Information System (GIS)	1,041.3						1,041.3
GIS Applications	572.6	280.0					852.6
Open Systems Environment Development	1,786.9	775.0					2,561.9
OMS Computer Disk Subsystem	342.8						342.8
Sales Tax Hardware/Software	279.0						279.0
Expended Prior Years Budget	(1,883.1)						(1,883.1)
Total Management Systems	2,809.1	1,421.0	0.0	0.0	0.0	0.0	4,230.1
Total Service Facilities	4,778.1	2,228.1	0.0	0.0	0.0	0.0	7,006.2

Capital Improvement Program

Public Safety

Public Safety

The public safety portion of the capital plan includes fire stations, training facilities, and automation systems related to police or fire functions.

Project Title	—In Thousands of Dollars—						Total
	Prior	1994/95	1995/96	1996/97	1997/98	1998/99	
Police							
800 MHz Conventional Repeater Site, North	90.0						90.0
Justice Facility/Police Furnishings	223.0						223.0
Police Criminal Justice Automated Systems	2,143.2	362.1					2,505.3
Police Training Facility	1,545.9						1,545.9
Police Training Facility Phase I, Furnishings	125.0						125.0
Expended Prior Years Budget	(159.8)						(159.8)
Total Police	3,967.3	362.1	0.0	0.0	0.0	0.0	4,329.4
Court							
Justice Facility/Court Furnishings	241.2						241.2
Fire							
Fire Station - Carefree Ranch				75.0			75.0
Fire Station - Vicinity of Pima Road and Thompson Peak Parkway				270.0			270.0
Fire Station - Vicinity of 132nd Street and Via Linda	553.7						553.7
Fire Training Facility	1,171.1						1,171.1
Expended Prior Years Budget	(488.9)						(488.9)
Total Fire	1,235.9	0.0	0.0	345.0	0.0	0.0	1,580.9
Total Public Safety	5,444.4	362.1	0.0	345.0	0.0	0.0	6,151.5

Debt Service

10/15/2010

Debt Management Policy

A sound financial policy demonstrates to the public, the credit rating industry and prospective investors (bond buyers) Scottsdale's commitment to preserving the City's fiscal integrity. Financial policy sets forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. The City is in current compliance with the following Debt Management policies which are proposed for adoption with this budget.

Debt Management Policies

General Obligation debt will be utilized which is supported by property tax revenues and grows in proportion to the City's assessed valuation or community acceptable property tax rates. Other forms of debt (e.g., water, sewer) will also be utilized which are supported by dedicated revenue sources (e.g., fees and user charges).

Municipal Property Corporation, contractual, and general revenue-supported debt will be utilized only when a dedicated revenue source other than excise tax (e.g., sale of City real property) can be identified to pay debt service expenses.

General governmental debt service (GO, MPC and HURF debt, not inclusive of self supporting revenue bonds or improvement district bonds) should not exceed 25 percent of the City's operating budget to ensure the City's expenditure flexibility.

Special Assessment Improvement District debt will be permitted only when the full cash value of the property (prior to improvements being installed) to debt ratio is a minimum of 3:1 prior to issuance of debt and 5:1 or higher after construction of improvements. These ratios will be verified by an appraisal paid for by the applicant and administered by the City. In addition, the City's cumulative improvement district debt will not exceed 5 percent of the City's secondary assessed valuation. Bonds issued to finance improvement district projects will not have maturities longer than ten years.

Community Facility District debt will be permitted only when the full cash value of the property (prior to improvements being installed) to debt ratio is a minimum of 3:1 prior to issuance of debt and 5:1 or higher after construction of improvements. These ratios will be verified by an appraisal paid for by the applicant and administered by the City. In addition, the City's cumulative improvement district debt will not exceed 5 percent of the City's secondary assessed valuation. The landowner/developer shall also contribute \$.25 in public infrastructure improvement costs for each dollar of public infrastructure improvement debt to be financed by the district.

Financing should not exceed the useful life of the infrastructure improvement with the average (weighted) bond maturities at or below ten years.

A ratio of current assets to current liabilities of at least 2:1 will be maintained to ensure the City's ability to pay short-term obligations.

Utility rates will be set, as a minimum, to ensure the ratio of revenue to debt service meets our bond indenture requirement of 1.2:1. The City goal will be to maintain the ratio of utility revenue to debt service ratio at 1.8:1 to ensure debt coverage in times of revenue fluctuations attributable to weather or other causes and to ensure a balanced pay-as-you-go Capital Improvements Program.

Bond interest earnings will be limited to funding changes to the bond financed Capital Improvements Program, as approved by City Council, or be applied to debt service payment on the bonds for construction of this program.

Debt Service

Debt service funds are used to pay principal and interest on outstanding debt. The City's debt is divided into the following categories:

General Obligation Bonds (G.O) Bonds

General obligation bonds are bonds which are secured by the full faith and credit of the issuer. G.O. bonds issued by local units of government are secured by a pledge of the issuer's property taxing power, and must be authorized by the electorate. They are usually authorized and issued to pay for general capital improvements such as parks and roads.

Debt service for G.O. bonds increases \$1,655,095 (12.0%) over the 1993/94 adopted budget. This increase includes debt service for the issuance of bonds authorized in the 1989 and 1992 bond elections (\$2.5 million) offset by a reduction in debt service payments due to refundings of previously issued bonds at a lower interest rate (\$0.8 million reduction). To offset the debt service increase, the City's property tax rate increases \$0.11 per \$100 of assessed valuation in 1994/95, or approximately \$11 for a home valued at \$100,000.

Revenue Bonds

Revenue bonds are bonds payable from a specific source of revenue which do not pledge the full faith and credit of the issuer. Revenue bonds are usually authorized and issued to pay for capital improvements such as water and sewer systems and facilities. Issuance of revenue bonds must be authorized by the electorate, but has no effect on the property tax rate. Instead, debt service on the bonds is paid solely from related revenues. Water and sewer revenue bonds, for instance, are paid from water and sewer user fees.

Debt service for revenue bonds increases \$967,810 (16.7%) over the 1993/94 adopted budget. This increase includes debt service for the issuance of water and sewer revenue bonds authorized in the 1989 bond election as well as increases in the debt service schedule relative to highway user bonds previously issued. Debt service for water and sewer bonds will be paid from water and sewer user rate increases of 5.5% and 10.0% respectively, while the increase in highway user debt service will be paid from state highway user tax revenue.

Municipal Property Corporation Bonds (MPC Bonds)

The Municipal Property Corporation is a non-profit corporation established to issue bonds to fund City capital improvements. The debt incurred by the corporation is a City obligation and the repayment of debt is financed by pledged excise taxes. Issuance of this type of bond does not require voter approval, and is secured by the City's excise taxes.

Debt service for MPC bonds increases \$779,920 (7.6%) over the 1993/94 adopted budget. This increase reflects the planned issuance of \$7.7 million in new debt to construct a museum to house vintage fighter aircraft and to partner with private development to provide waterfront amenities along utility canal banks through the City's downtown redevelopment area. Debt service for both projects will be paid primarily from the transient occupancy tax, a 3% tax on hotel and motel room rentals.

Contracts Payable

Contracts payable represents a liability reflecting amounts due on long-term (more than one year) contracts of goods or services furnished to the City. Debt service for contracts payables decreases \$492,991 (26.7%) over 1993/94 adopted budget reflecting retirement of long-term obligations.

Other Liabilities

Other liabilities include amounts required for the water and sewer system replacement and extension reserve, bond

Debt Service

reserves, and contributions to the benefits trust. The \$188,984 (13.3%) increase over the 1993/94 adopted budget is caused by the change in replacement and extension reserve and bond reserve funding.

Special Assessment Bonds

Improvement districts are formed consisting of property owners desiring improvements to their property such as roads, water lines, sewer lines, streetlights, or drainage. Special Assessment bonds are issued to finance these improvements. The expenditure of funds to construct the specific capital improvements and to pay the debt service on bonds is appropriated as part of the City's budget, however, the debt service is repaid by the property owners through a special assessment on their improved property. The City's debt management policy requires that the full cash value of the property to debt ratio is a minimum of 3:1 prior to issuance of debt and at least 5:1 after construction of the improvements.

Debt service for Special Assessment bonds increases \$6,400,738 (120.7%) over the 1993/94 adopted budget. The increase is due to the planned issuance of approximately \$25.0 million in new debt as well as special assessment bonds issued mid-year 1993/94.

Detailed debt schedules appear on the following pages. Debt Service and long-term debt for the Five Year Capital Improvement Plan is also detailed.

DEBT TYPE	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
General Obligation Bonds	9,367,418	13,746,336	12,744,191	15,401,431
Revenue Bonds	5,152,141	5,794,218	5,292,316	6,762,028
Municipal Property Corporation Bonds	10,148,077	10,206,801	9,635,124	10,986,721
Contracts Payable	1,458,812	1,844,595	1,036,521	1,351,604
Other Liabilities	1,260,289	1,425,903	1,303,608	1,614,887
Special Assessment Bonds	4,858,968	5,302,544	5,173,634	11,703,282
Total	32,245,705	38,320,397	35,185,394	47,819,953

FUNDING SOURCES

Debt Service Fund	6,943,577	10,480,183	9,633,727	12,014,171
Water/Sewer Utility Fund	6,444,093	7,794,976	6,949,321	8,604,098
Highway User Revenue Fund	2,506,390	2,793,321	2,616,830	3,109,515
Excise Debt Fund	10,148,077	10,206,801	9,635,124	10,711,721
Airport Fund	0	58,738	0	0
General Fund	1,344,600	1,439,272	1,176,758	1,402,166
Sanitation Fund	0	244,562	0	275,000
Special Assessment Fund	4,858,968	5,302,544	5,173,634	11,703,282
Total	32,245,705	38,320,397	35,185,394	47,819,953

Debt Service Department

Debt Type by Fund

GENERAL OBLIGATION BONDS	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
Debt Service Fund				
1968 Civic Center	243,475	259,075	259,075	273,500
1984 Public Buildings Series A	167,400			
1984 Parks & Recreation Series A	58,125			
1984 Storm Sewer Series A	6,975			
1985 Public Buildings Series B	123,750			
1985 Parks & Recreation Series B	160,875			
1985 Storm Sewer Series B	127,875			
1989 Series A (1990)	1,486,780	2,035,080	421,600	421,600
1989 Series B (1991)	1,237,130	1,237,130	593,930	593,930
1991 Refunding	650,568	1,058,458	770,947	768,083
1989 Series C (1992)	2,532,587	3,422,243	3,422,243	3,274,993
1989 Series D (1993)		2,973,375	2,328,463	1,742,117
1993 Refunding	142,012		811,527	1,009,070
1993A Refunding			868,134	1,459,440
Refunding Savings		(512,678)		
New Bonds			150,308	2,463,938
Fiscal Agent Fees	6,025	7,500	7,500	7,500
Total Debt Service Fund	6,943,577	10,480,183	9,633,727	12,014,171
Water Utility Fund				
1986 Water Acquisition	2,241,489	3,266,153	3,110,464	1,281,005
1993 Refunding	182,352			2,039,190
1993A Refunding				67,065
Total Water Utility Fund	2,423,841	3,266,153	3,110,464	3,387,260
Total General Obligation Bonds	9,367,418	13,746,336	12,744,191	15,401,431

Debt Service Department

Debt Type by Fund

	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
REVENUE BONDS				
Highway User Revenue Fund				
1984 HURF Series A	535,843	568,312		
1985 HURF Series B	475,205	522,510		
1987 HURF Series C	430,578	782,950	77,285	76,370
1989 Refunding	809,909	1,237,508	381,520	955,320
1993 Refunding	251,855		2,154,025	2,073,825
Refunding Savings		(321,159)		
Fiscal Agent Fees	3,000	3,200	4,000	4,000
Total Highway User Fund	2,506,390	2,793,321	2,616,830	3,109,515
Water/Sewer Utility Fund				
Water Fund				
1973 Utility Refunding	274,908	270,908	270,908	238,260
1984 Utility Revenue	690,625			
1989 Utility Series A (1990)	371,729	369,242	369,242	366,117
1992 Refunding	235,527	579,909	579,909	707,003
1989 Series B (1992)	196,632	231,928	234,117	233,847
New Bonds		174,544		321,000
Fiscal Agent Fees	3,536	2,700	4,000	4,000
Total Water Fund	1,772,957	1,629,231	1,458,176	1,870,227
Sewer Fund				
1973 Utility Refunding	68,727	67,727	67,727	59,565
1989 Utility Series A (1990)	371,729	369,242	369,241	366,116
1992 Utility Refunding	235,526	579,909	579,909	707,002
1989 Series B (1992)	196,632	201,582	199,433	199,203
New Bonds		151,706		449,400
Fiscal Agent Fees	180	1,500	1,000	1,000
Total Sewer Fund	872,794	1,371,666	1,217,310	1,782,286
Total Water/Sewer Utility Fund	2,645,751	3,000,897	2,675,486	3,652,513
Total Revenue Bonds	5,152,141	5,794,218	5,292,316	6,762,028

Debt Service Department

Debt Type by Fund

MPC BONDS	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
Excise Debt Fund:				
1974 Arts Building, Parking Garage	681,960	679,150	679,150	679,450
1984 Recreation/Golf Course	1,563,713	1,562,652	513,826	
1987 Downtown Street Improvements	189,465	189,465	189,465	189,465
1987 Underpass, Library, Police, Horseworld/Refunding	3,361,072	4,339,085	2,403,190	2,397,230
1992 Asset Transfer Refunding	4,034,090	3,921,479	3,667,137	3,928,351
1993 Refunding	277,725		1,535,900	1,825,900
1994 Refunding			605,456	1,127,325
New Bonds - Champlin Museum				248,000
New Bonds - TPC Land				275,000
Refunding Savings		(525,030)		
Fiscal Agent Fees	40,052	40,000	41,000	41,000
Total Excise Debt Fund	10,148,077	10,206,801	9,635,124	10,711,721
Sanitation Fund:				
New Bonds - Transfer Station				275,000
Total MPC Bonds	10,148,077	10,206,801	9,635,124	10,986,721

Debt Service Department

Debt Type by Fund

CONTRACTS PAYABLE	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
General Fund:				
Ladder Truck	87,428	87,106	87,106	
Pepperwood	338,927	302,000		
East Couplet/Galleria	105,000	105,000	105,000	105,000
U.S. Corps of Engineers - IBW	231,166	231,166	231,166	231,166
West Couplet/Camelview	273,529	400,000	439,486	750,000
Total General Fund	1,036,050	1,125,272	862,758	1,086,166
Water Utility Fund:				
Plan 6	422,762	313,023	70,763	61,332
Water Resources Building		103,000	103,000	103,162
Carefree Ranch Water Company				100,944
Total Water Fund	422,762	416,023	173,763	265,438
Airport Fund				
Airport Hangars		58,738		
Total Airport Fund	0	58,738	0	0
Sanitation Fund				
Transfer Station	0	244,562	0	0
Total Sanitation Fund	0	244,562	0	0
Total Contracts Payable	1,458,812	1,844,595	1,036,521	1,351,604

*Debt Service Department**Debt Type by Fund*

OTHER LIABILITIES	ACTUAL 1992/93	ADOPTED 1993/94	ESTIMATED 1993/94	ADOPTED 1994/95
General Fund				
Fiscal Agent Fees	8,550	14,000	14,000	16,000
Contributions to Benefits Trust	300,000	300,000	300,000	300,000
Total General Fund	308,550	314,000	314,000	316,000
Water/Sewer Utility Fund				
Water Fund:				
Required Contributions:				
Replacement & Ext. Reserve	585,744	656,000	712,237	711,699
Bond Reserve	111,539	132,628	45,142	205,878
Total Water Fund	697,283	788,628	757,379	917,577
Sewer Fund:				
Required Contributions:				
Replacement & Ext. Reserve	153,540	208,000	192,920	202,035
Bond Reserve	100,916	115,275	39,309	179,275
Total Sewer Fund	254,456	323,275	232,229	381,310
Total Water/Sewer Utility Fund	951,739	1,111,903	989,608	1,298,887
Total Other Liabilities	1,260,289	1,425,903	1,303,608	1,614,887

Debt Service Department

Debt Type by Fund

<u>SPECIAL ASSESSMENT BONDS</u>	<u>ACTUAL 1992/93</u>	<u>ADOPTED 1993/94</u>	<u>ESTIMATED 1993/94</u>	<u>ADOPTED 1994/95</u>
Special Assessment Districts	4,858,968	5,302,544	5,173,634	11,703,282
Total Special Assessments	<u>4,858,968</u>	<u>5,302,544</u>	<u>5,173,634</u>	<u>11,703,282</u>
Total Debt Service	<u>32,245,705</u>	<u>38,320,397</u>	<u>35,185,394</u>	<u>47,819,953</u>

Long-Term Debt Outstanding
As of 6/30/94 through 6/30/99

	Balance at 6/30/94	Balance at 6/30/95	Balance at 6/30/96	Balance at 6/30/97	Balance at 6/30/98	Balance at 6/30/99	Final Payment Date
General Obligation Bonds							
1968 Civic Center	500,000	250,000					06/30/96
1986 Water Acquisition	3,395,000	2,350,000	1,220,000				06/30/97
1989 Series A (issued 1990)	4,960,000	4,960,000	4,345,000	3,375,000	2,325,000	1,200,000	06/30/00
1991 Refunding	3,765,000	3,230,000	2,655,000	2,045,000	1,400,000	720,000	06/30/00
1989 Series B (issued 1991)	8,280,000	8,280,000	7,595,000	6,855,000	6,055,000	5,200,000	06/30/04
1989 Series C (issued 1992)	21,050,000	19,000,000	18,285,000	17,535,000	16,745,000	15,915,000	06/30/12
1993 G.O. Refunding	44,475,000	43,535,000	42,560,000	41,550,000	40,500,000	37,980,000	06/30/09
1989 Series D (issued 1993)	19,500,000	18,765,000	17,980,000	17,340,000	16,840,000	15,815,000	06/30/13
1993A G. O. Refunding	24,065,000	23,620,000	23,160,000	22,685,000	20,880,000	20,405,000	06/30/11
Subtotal	129,990,000	123,990,000	117,800,000	111,385,000	104,745,000	97,235,000	
New Bonds	14,250,000	29,315,000	43,315,000	60,655,000	68,710,000	71,805,000	06/30/19
Total General Obligation Bonds	144,240,000	153,305,000	161,115,000	172,040,000	173,455,000	169,040,000	
Revenue Bonds							
1973 Utility Refunding	285,000						06/30/95
1989 Utility Series A	6,585,000	6,320,000	6,040,000	5,740,000	5,420,000	5,075,000	06/30/09
1992 Refunding	7,780,000	6,770,000	5,405,000	3,975,000	2,460,000	865,000	06/30/00
1992 Series B	4,600,000	4,450,000	4,295,000	4,130,000	3,955,000	3,770,000	06/30/12
1987 HURF Series C	65,000						06/30/95
1989 HURF Refunding	2,950,000	2,190,000	1,380,000				06/30/97
1993 HURF Refunding	25,850,000	25,065,000	24,175,000	23,770,000	21,880,000	19,900,000	06/30/07
Subtotal	48,115,000	44,795,000	41,295,000	37,615,000	33,715,000	29,610,000	
New Bonds		12,000,000	70,000,000	88,000,000	99,000,000	101,250,000	
Total Revenue Bonds	48,115,000	56,795,000	111,295,000	125,615,000	132,715,000	130,860,000	
Municipal Property Corporation (MPC) Bonds							
1974 Arts Building, Parking Garage	1,990,000	1,420,000					06/30/96
1987 Downtown Street Improvements	3,100,000	3,100,000	3,100,000	2,550,000	1,970,000	1,350,000	06/30/01
1987 Underpass, Library, Police, Horseworld - Refunding	5,400,000	3,365,000	2,250,000				06/30/97
1992 Asset Transfer Refunding	44,240,000	42,955,000	41,610,000	40,200,000	38,710,000	37,140,000	11/01/14
1993 Refunding	29,475,000	29,100,000	28,605,000	28,090,000	25,140,000	22,060,000	06/30/05
1994 Refund	8,670,000	7,955,000	7,215,000	6,450,000	5,655,000	4,825,000	06/30/04
Subtotal	92,875,000	87,895,000	82,780,000	77,290,000	71,475,000	65,375,000	
New Bonds		7,712,500	12,333,300	11,633,264	10,916,438	10,181,820	06/30/15
Total MPC Bonds	92,875,000	95,607,500	95,113,300	88,923,264	82,391,438	75,556,820	
Contracts Payable							
East Couplet/Galleria	315,000	210,000	105,000				06/30/97
U.S. Corps of Engineers - IBW	3,742,835	3,703,152	3,661,438	3,617,590	3,571,499	3,523,051	2039
W. Couplet/Camelview-Fashion Sq. Plan 6	3,286,985	2,536,985	1,536,985	536,985			01/31/98
Water Resources Building	61,332	51,869					10/01/95
Carefree Ranch	1,005,800	990,000					10/30/95
	880,384	773,889	661,537	543,005	417,954	286,025	03/01/01
Total Contracts Payable	9,292,336	8,265,895	5,964,960	4,697,580	3,989,453	3,809,076	
Subtotal Existing Debt	280,272,336	264,945,895	247,839,960	230,987,580	213,924,453	196,029,076	
Subtotal New Bonds	14,250,000	49,027,500	125,648,300	160,288,264	178,626,438	183,236,820	
Subtotal Before Spec. Assmts	294,522,336	313,973,395	373,488,260	391,275,844	392,550,891	379,265,896	
Special Assessment Bonds							
Existing Districts	18,332,000	14,585,000	11,690,000	8,930,000	6,705,000	4,780,000	01/01/04
New Districts	20,915,000	43,123,500	45,132,000	49,140,500	52,149,000	54,157,500	01/01/09
Total Special Assessment Bonds	39,247,000	57,708,500	56,822,000	58,070,500	58,854,000	58,937,500	
Total Existing Debt	298,604,336	279,530,895	259,529,960	239,917,580	220,629,453	200,809,076	
Total New Bonds and Districts	35,165,000	92,151,000	170,780,300	209,428,764	230,775,438	237,394,320	
TOTAL LONG-TERM DEBT	333,769,336	371,681,895	430,310,260	449,346,344	451,404,891	438,203,396	

Capital Improvement Plan - Debt Service Expense
Fiscal Years 1994/95 through 1998/99

	1994/95	1995/96	1996/97	1997/98	1998/99	Final Payment Date
General Obligation Bonds						
Debt Service Fund:						
1968 Civic Center	273,500	261,750				06/30/96
1989 Series A (issued 1990)	421,600	1,036,600	1,339,325	1,336,875	1,322,625	06/30/00
1991 G.O. Refunding	768,083	767,958	770,183	769,498	766,120	06/30/00
1989 Series B (issued 1991)	593,930	1,278,930	1,275,705	1,272,805	1,259,805	06/30/04
1989 Series C (issued 1992)	3,274,993	1,860,043	1,839,630	1,821,505	1,800,280	06/30/12
1993 G. O. Refunding	1,009,070	1,006,930	1,013,760	1,004,560	1,014,785	06/30/09
1989 Series D (issued 1993)	1,742,117	1,744,343	1,548,318	1,366,718	1,859,218	06/30/13
1993A G. O. Refunding	1,459,440	1,460,645	1,459,775	2,772,438	1,372,945	06/30/11
New Bonds - 1989 Series E	1,281,850	1,281,200	1,278,863	1,276,988	1,278,550	06/30/14
New Bonds - Series F & Future	1,182,088	2,766,763	3,875,487	4,451,287	5,448,663	06/30/19
Fiscal Agent Fees	7,500	8,000	8,000	8,000	8,000	
Total Debt Service Fund	12,014,171	13,473,162	14,409,046	16,080,674	16,130,991	
Water Utility Fund:						
1986 Water Acquisition	1,281,005	1,279,270	1,298,080			06/30/97
1993 Refunding	2,039,190	2,044,370	2,035,490	2,044,290	3,459,440	06/30/09
1993A Refunding	67,065	67,065	67,065	67,065	67,065	06/30/11
Total Water Utility Fund	3,387,260	3,390,705	3,400,635	2,111,355	3,526,505	
Subtotal without New Bonds	12,937,493	12,815,904	12,655,331	12,463,754	12,930,283	
Total General Obligation Bonds	15,401,431	16,863,867	17,809,681	18,192,029	19,657,496	
Revenue Bonds						
Highway User Revenue Fund:						
1987 HURF Series C	76,370					06/30/95
1989 Refunding	955,320	955,920	1,472,460			06/30/97
1993 Refunding	2,073,825	2,151,350	1,630,750	3,098,538	3,103,488	06/30/07
Fiscal Agent Fees	4,000	4,000	4,000	4,000	4,000	
Total Highway User Fund	3,109,515	3,111,270	3,107,210	3,102,538	3,107,488	
Water Utility Fund:						
1973 Utility Refunding	238,260					06/30/95
1989 Series A (1990)	366,117	362,354	360,454	357,704	356,604	06/30/09
1992 Refunding	707,003	860,515	858,890	864,568	864,420	06/30/00
1989 Series B (1992)	233,847	230,472	229,595	228,312	226,625	06/30/12
New Bonds	321,000	2,375,400	2,889,000	3,402,600	3,715,100	06/30/18
Fiscal Agent Fees	4,000	4,000	4,000	4,000	4,000	
Total Water Utility Fund	1,870,227	3,832,741	4,341,939	4,857,184	5,166,749	
Sewer Utility Fund:						
1973 Utility Refunding	59,565					06/30/95
1989 Series A	366,116	362,354	360,454	357,704	356,604	06/30/09
1992 Utility Refunding	707,002	860,515	858,890	864,568	864,420	06/30/00
1989 Series B (1992)	199,203	196,328	195,581	194,488	193,051	06/30/12
New Bonds	449,400	2,118,600	2,760,600	2,953,200	3,583,300	06/30/19
Fiscal Agent Fees	1,000	1,000	1,000	1,000	1,000	
Total Sewer Utility Fund	1,782,286	3,538,797	4,176,525	4,370,960	4,998,375	
Total Water & Sewer Funds	3,652,513	7,371,538	8,518,463	9,228,143	10,165,123	
Subtotal without New Bonds	5,991,628	5,988,808	5,976,073	5,974,881	5,974,211	
Total Revenue Bonds	6,762,028	10,482,808	11,625,673	12,330,681	13,272,611	
Municipal Property Corporation (MPC) Bonds						
Excise Debt Fund:						
1974 Arts Building, Parking Garage	679,450	1,498,100				06/30/96
1987 Downtown Street Improvements	189,465	189,465	739,465	737,015	742,215	06/30/01
1987 Underpass, Library, Police, Horseworld/Refunding	2,397,230	1,344,955	2,405,250			06/30/97
1992 Asset Transfer Refunding	3,928,351	3,926,795	3,923,569	3,928,759	3,927,011	11/01/14

Capital Improvement Plan - Debt Service Expense
Fiscal Years 1994/95 through 1998/99

	1994/95	1995/96	1996/97	1997/98	1998/99	Final Payment Date
MPC Bonds, cont'd						
1993 Refunding	1,825,900	1,932,775	1,932,975	4,346,088	4,343,338	06/30/05
1994 Refunding	1,127,325	1,127,845	1,128,045	1,129,720	1,128,270	06/30/04
New Bonds - Champlin Museum	248,000	331,700	322,400	313,100	303,800	06/30/14
New Bonds - TPC Land	275,000	275,000	275,000	275,000	275,000	06/30/09
New Bonds - Canal Bank		590,181	573,935	557,688	541,442	06/30/15
Fiscal Agent Fees	41,000	41,000	41,000	41,000	41,000	
Total Excise Debt Fund	10,711,721	11,257,816	11,341,639	11,328,370	11,302,076	
Sanitation Fund:						
New Bonds - Transfer Station	275,000	275,000	275,000	275,000	275,000	06/30/09
Subtotal without New Bonds	9,913,721	9,785,935	9,895,304	9,907,582	9,906,834	
Total MPC Bonds	10,986,721	11,532,816	11,616,639	11,603,370	11,577,076	
Contracts Payable						
General Fund:						
East Couplet/Galleria	105,000	105,000	105,000			06/30/97
U. S. Corps of Engineers - IBW	231,166	231,166	231,166	231,166	231,166	2039
W. Coupl./Camelv.-Fashion Square	750,000	1,000,000	1,000,000	536,985		01/31/98
Total General Fund	1,086,166	1,336,166	1,336,166	768,151	231,166	
Water Utility Fund:						
Plan 6	61,332	51,869				10/01/95
Water Resources Building	103,162	1,011,650				10/30/95
Carefree Ranch	100,944	106,495	112,352	118,532	125,051	03/01/01
Total Water Fund	265,438	1,170,014	112,352	118,532	125,051	
Total Contracts Payable	1,351,604	2,506,180	1,448,518	886,683	356,217	
Other Liabilities						
General Fund:						
Fiscal Agent Fees	16,000	16,000	16,000	16,000	16,000	
Benefits Trust	300,000	300,000	300,000	300,000	300,000	
Total General Fund	316,000	316,000	316,000	316,000	316,000	
Water Utility Fund:						
Required Contributions:						
Bond Reserve	205,878	689,723	675,197	663,575	551,430	
Replacement & Ext. Reserve	711,699	792,122	864,362	940,288	998,477	
Total Water Utility Fund	917,577	1,481,845	1,539,559	1,603,863	1,549,907	
Sewer Utility Fund:						
Required Contributions:						
Bond Reserve	179,275	600,602	587,952	577,833	480,178	
Replacement & Ext. Reserve	202,035	230,440	261,669	296,342	330,959	
Total Sewer Utility Fund	381,310	831,042	849,621	874,175	811,137	
Subtotal without Reserve	1,229,734	1,338,562	1,442,031	1,552,630	1,645,436	
Total Other Liabilities	1,614,887	2,628,887	2,705,180	2,794,038	2,677,044	
Subtotal Debt Service Expense	36,116,670	44,014,558	45,205,691	45,806,801	47,540,444	
Special Assessment Bonds						
Existing Districts	4,881,032	3,791,845	3,463,143	2,743,956	2,300,408	01/01/04
New Districts	6,822,250	7,708,910	9,108,420	10,437,930	11,697,440	01/01/09
Subtotal without New Districts	4,881,032	3,791,845	3,463,143	2,743,956	2,300,408	
Total Special Assessment Bonds	11,703,282	11,500,755	12,571,563	13,181,886	13,997,848	
Subtotal Debt Service Expense without New Bonds, Reserves, or Districts	36,305,211	36,227,234	34,880,400	33,529,486	33,113,389	
TOTAL DEBT SERVICE	47,819,953	55,515,313	57,777,254	58,988,687	61,538,292	

Authorized Personnel/Positions Summary

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
General Government				
Full-time	158	163	166	170
Part-time	9	11	12	12
FTE	163.2	169.4	173.0	176.9
Police				
Full-time	326	337	345	381
Part-time	3	3	3	3
FTE	327.0	338.2	346.2	382.1
Financial Services				
Full-time	107	110	110	111
Part-time	5	5	5	5
FTE	109.9	113.0	113.0	113.9
Transportation				
Full-time	33	33	33	33
Part-time	5	5	5	5
FTE	36.3	36.0	36.0	36.1
Community Services				
Full-time	179	184	185	191
Part-time	334	331	330	373
FTE	301.7	311.5	311.9	325.5
Planning and Community Development				
Full-time	107	108	106	107
Part-time	4	4	4	4
FTE	109.9	111.4	109.4	110.4
Water Resources				
Full-time	70	74	74	76
Part-time	11	11	11	1
FTE	83.1	84.8	84.8	76.7
Municipal Services				
Full-time	224	229	228	228
Part-time	4	5	5	5
FTE	227.0	233.1	232.1	232.1
<hr/>				
Total Authorized Full-time Positions	1,204	1,238	1,247	1,297
Total Authorized Part-time Positions	375	375	375	408
Total Authorized FTE	1,358.1	1,397.4	1,406.4	1,453.7
<hr/>				
Total Grant Funded Full-time Positions	10	9	9	10
Total Grant Funded Part-time Positions	2	2	2	2
Total Miscellaneous Full-time Positions	0	0	8	8

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
GENERAL GOVERNMENT				
01010 Legislative				
Executive Secretary	2	2	2	2
Management Assistant	1	1	1	1
Mayor and Council	7	7	7	7
Total Full-time	10	10	10	10
01020 City Manager				
Assistant City Manager	2	2	2	2
Assistant to the City Manager	1	1	1	1
Citizen Services Administrator	1	1	0	0
City Manager	1	1	1	1
Endowment Officer	1	1	0	0
Executive Assistant	1	1	1	1
Executive Secretary	3	3	3	3
Volunteer Coordinator	0	1	0	0
Administrative Assistant*	1	1	1	1
Total Full-time	10	11	8	8
Total Part-time*	1	1	1	1
01030 City Clerk				
Administrative Secretary	1	1	1	1
City Clerk	1	1	1	1
City Clerk Aide	1	1	1	1
City Clerk Assistant I	1	1	1	1
City Clerk Assistant II	2	2	2	2
Deputy City Clerk	1	1	1	1
City Clerk Aide*	1	1	1	1
Total Full-time	7	7	7	7
Total Part-time*	1	1	1	1
01050 City Attorney				
Administrative Secretary	1	1	1	1
Assistant City Attorney	6	7	7	7
City Attorney	1	1	1	1
City Prosecutor	1	1	1	1
Clerk Typist	2	2	2	2
Deputy City Attorney	1	1	1	1
Legal Secretary	2	3	3	3
Office Coordination Manager	1	1	1	1

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
01050 City Attorney (Continued)				
Prosecutor I	3	3	3	3
Law Clerk*	2	1	1	1
Total Full-time	18	20	20	20
Total Part-time*	2	1	1	1
01060 Citizen Service Center				
Citizen Service Center Coordinator	0	0	1	1
Citizen Services Administrator	0	0	1	1
Citizen Services Specialist	0	0	2	3
Planner	0	0	1	1
Senior Planner	0	0	1	1
Volunteer Coordinator	0	0	1	1
Citizen Services Specialist*	0	0	1	1
Total Full-time	0	0	7	8
Total Part-time*	0	0	1	1
01100 Office of Strategic Initiatives				
Administrative Secretary	1	1	1	1
Contract Officer	1	1	1	1
General Manager, Process Re-Engineering	1	1	1	1
General Manager, Strategic Planning	0	0	0	1
General Manager, Work Measurement	0	0	0	1
Secretary*	1	1	1	1
Total Full-time	3	3	3	5
Total Part-time*	1	1	1	1
01200 Communications and Public Affairs				
Administrative Secretary	1	1	1	1
Communications and Public Affairs Officer	1	1	1	1
Public Affairs Assistant	1	1	1	1
Public Affairs Manager	0	0	1	1
Public Affairs Specialist	1	1	1	1
Public Affairs Specialist II	2	2	1	1
Video Production Assistant	1	1	1	1
Video Production Manager	1	1	1	1
Video Production Specialist	1	1	1	1
Public Affairs Specialist II*	1	1	1	1
Total Full-time	9	9	9	9
Total Part-time*	1	1	1	1

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
01330 Intergovernmental Relations				
Government Relations Coordinator	1	1	1	1
Government Relations Director	1	1	1	1
Administrative Secretary*	1	1	1	1
<hr/>				
Total Full-time	2	2	2	2
Total Part-time*	1	1	1	1
01410 Human Resources				
Benefits Coordinator	1	1	1	1
Employee Programs Manager	1	1	1	1
Human Resources Analyst	4	4	4	4
Human Resources Assistant	1	1	0	0
Human Resources Director	1	1	1	1
Human Resources Manager	1	1	1	1
Human Resources Representative	3	3	3	3
Human Resources Technician	0	0	1	1
Office Coordination Manager	1	1	1	1
Undesignated	1	1	1	1
Benefits Services Representative*	1	1	1	1
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Total Full-time	14	14	14	14
Total Part-time*	1	1	1	1
01440 Quality Resources Management				
Administrative Secretary	1	1	1	1
Organizational Effectiveness Administrator	1	1	1	1
Quality Resources Analyst	3	3	3	3
Quality Resources Manager	1	1	1	1
<hr/>				
Total Full-time	6	6	6	6
01500 City Auditor				
Administrative Secretary	1	1	1	1
Assistant City Auditor	2	2	2	2
City Auditor	1	1	1	1
Internal Auditor	1	1	1	1
Senior Auditor	1	1	1	1
<hr/>				
Total Full-time	6	6	6	6

* The Human Resources Program is assigned 60 positions not designated by classification or salary range. These positions are designed for use as fill-ins when employees are unavailable to work. They are not included in the number of part-time positions. The undesignated positions are available to any City program that can justify or document the need for a temporary worker and also has sufficient funds in their budget to cover fill-in salaries.

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
01600 Management Systems Administration				
Management Systems Administrator	1	1	1	1
Systems Specialist	1	1	1	1
Total Full-time	2	2	2	2
01610 Communications Services				
Communications Assistant	1	1	1	1
Communications Coordinator	0	0	0	1
Communications Services Director	1	1	1	1
Communications Specialist	1	1	1	1
Communications Technician I	1	1	2	2
Communications Technician II	2	2	2	2
Open Systems Specialist	0	0	1	1
Programmer Analyst	1	1	1	1
Strategic Planning and Support Manager	1	1	1	1
Total Full-time	8	8	10	11
01620 Applications Development				
Administrative Secretary	1	1	1	1
Programmer Analyst	9	9	9	9
Programmer Analyst II	2	2	2	2
Systems Analyst II	3	3	3	3
Systems Development Director	1	1	1	1
Systems Training Coordinator	1	1	1	1
Clerk Typist*	1	1	1	1
Total Full-time	17	17	17	17
Total Part-time*	1	1	1	1
01630 Computer Operations				
Computer Operations Manager	1	1	1	1
Computer Operations Technician	1	1	1	1
Computer Operator	6	6	6	6
Computer Productions Supervisor	1	1	1	0
Data Conversion Operator II	1	1	1	1
Lead Computer Operator	1	1	0	0
Open Systems Specialist	1	1	0	0
Total Full-time	12	12	10	9
01640 Systems Support				
Software Support Manager	1	1	1	1
Systems Support Specialist	3	3	3	3
Total Full-time	4	4	4	4

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
01650 Geographic Information Systems and Support				
Geographic Information Systems Manager	0	1	1	1
GIS Database Coordinator	1	1	1	1
System Support Specialist	0	1	1	1
Total Full-time	1	3	3	3
01700 Office of Environmental Affairs				
Chief Environmental Officer	1	1	1	1
Environmental Coordinator	1	1	1	1
Total Full-time	2	2	2	2
01900 Court				
Administrative Secretary	1	1	1	1
Associate City Judge	2	2	2	2
City Judge	1	1	1	1
Court Collection Investigator	1	1	1	1
Court Services Director	1	1	1	1
Court Services Representative	14	14	12	13
Court Services Supervisor	2	2	2	2
Court Systems Analyst	1	1	1	1
Senior Court Services Representative	4	4	5	5
Court Security Guard*	0	3	3	3
Total Full-time	27	27	26	27
Total Part-time*	0	3	3	3
Department Total Full-time	158	163	166	170
Department Total Part-time*	9	11	12	12
Department Total FTE	163.2	169.4	173.0	176.9

POLICE

02300 Chief of Police

Administrative Secretary	1	1	1	1
Deputy Police Chief	2	2	2	2
Executive Assistant Police Chief	0	0	0	1

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
02300 Chief of Police (Continued)				
Police Analyst	2	2	2	2
Police Chief/Director of Public Safety	1	1	1	1
Police Strategic Planning Officer	1	1	1	1
Secretary	0	0	0	1
Total Full-time	7	7	7	9
02410 Patrol				
Clerk Typist	1	0	0	1
Data Conversion Operator I	0	0	1	1
Parking Control Checker	2	2	1	1
Police Aide	18	25	26	34
Police Captain	2	2	2	2
Police Lieutenant	6	5	6	5
Police Officer	123	120	118	136
Police Sergeant	17	16	16	17
Secretary	2	1	1	0
Wrangler*	3	0	0	0
Total Full-time	171	171	171	197
Total Part-time*	3	0	0	0
02420 Special Operations				
Clerk Typist	3	4	4	4
Data Conversion Operator I	1	1	0	0
Police Aide	2	1	0	0
Police Captain	1	1	1	1
Police Crisis Intervention Specialist	3	3	3	3
Police Crisis Intervention Supervisor	1	1	1	1
Police Intelligence Analyst	1	1	1	1
Police Lead Logistics Technician	0	0	1	0
Police Lieutenant	2	3	3	3
Police Logistics Technician	0	0	1	0
Police Officer	44	50	57	57
Police Sergeant	6	7	7	7
Secretary	1	1	1	1
Wrangler*	0	3	3	3
Total Full-time	65	73	80	78
Total Part-time*	0	3	3	3
02421 Federal RICO				
Police Officer	0	2	2	0
Police Sergeant	0	1	1	0
Total Full-time	0	3	3	0

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
02424 City RICO				
Police Officer	1	1	1	1
Total Full-time	1	1	1	1
02530 Technical Services				
Clerk Typist	0	0	1	1
Crime Laboratory Manager	1	1	1	1
Criminalist I	0	0	1	1
Fingerprint Technician	3	3	3	3
Police Crime Lab Technician	2	2	1	1
Police Crime Scene Specialist Supervisor	0	0	1	1
Police Detention Manager	1	1	1	1
Police Detention Officer	0	10	10	16
Police Detention Technician	8	0	0	0
Police Forensic Photographer	1	1	1	1
Police Latent Print Examiner II	1	1	1	1
Police Lead Detention Officer	0	0	0	2
Police Lead Latent Print Examiner	1	1	1	1
Police Lead Logistics Technician	0	0	0	1
Police Logistics Technician	0	0	0	1
Police Property and Evidence Custodian	2	2	2	2
Police Property and Evidence Manager	1	1	1	1
Police Records Manager	1	1	1	1
Police Records Supervisor	4	4	4	4
Police Support Specialist	15	15	14	14
Police Technical Services Manager	1	1	1	1
Secretary	0	1	1	1
Total Full-time	42	45	46	56
02540 Communications				
Communications Dispatcher	19	19	19	19
Communications Manager	1	1	1	1
Communications Supervisor	5	5	5	6
Total Full-time	25	25	25	26
02550 Professional Standards				
Clerk Typist	1	1	1	0
Police Lieutenant	1	1	1	1
Police Officer	6	3	3	3
Police Personnel Specialist	1	1	1	1
Police Personnel Technician	0	0	0	1
Police Sergeant	3	3	3	5

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
02550 Professional Standards (Continued)				
Polygraph Examiner	1	1	1	1
Secretary	1	1	1	1
Total Full-time	14	11	11	13
02560 Office of Emergency Management				
Emergency Management Officer	1	1	1	1
Total Full-time	1	1	1	1
Department Total Full-time	326	337	345	381
Department Total Part-time*	3	3	3	3
Department Total FTE	327.0	338.2	346.2	382.1
FINANCIAL SERVICES				
03000 Financial Services Administration				
Administrative Secretary	1	1	1	1
Financial Services Specialist	1	1	1	1
General Manager, Financial Services/ City Treasurer	1	1	1	1
Total Full-time	3	3	3	3
03100 Accounting and Budget				
Accountant	1	1	1	1
Account Clerk	3	3	3	3
Accounting Coordinator	1	1	1	1
Accounting and Budget Director	1	1	1	1
Accounting Manager	1	1	1	1
Accounting Supervisor	1	1	1	1
Accounting Technician	6	6	6	6
Administrative Secretary	1	1	1	1
Budget Manager	1	1	1	1
CIP Coordinator	1	1	1	1
Payables Manager	1	1	1	1
Senior Account Clerk	6	6	6	6
Senior Account Clerk*	2	2	2	2
Total Full-time	24	24	24	24
Total Part-time*	2	2	2	2

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
03200 Tax Audit				
Secretary	1	1	1	1
Senior Tax Auditor	4	5	5	5
Tax Audit Director	1	1	1	1
Tax Audit Supervisor	1	1	1	1
Tax Auditor	3	3	3	3
Tax/Accounting Intern*	1	1	1	1
Total Full-time	10	11	11	11
Total Part-time*	1	1	1	1
03300 Risk Management				
Claims Manager	1	1	1	1
Clerk Typist	1	1	1	1
Loss Control Manager	1	1	1	1
Risk Management Director	1	1	1	1
Risk Services Manager	0	1	1	1
Secretary	1	1	1	1
Senior Account Clerk	1	1	1	1
Total Full-time	6	7	7	7
03410 Purchasing				
Bid and Contract Assistant	1	1	1	1
Bid and Contract Specialist	2	2	2	2
Buyer	3	3	3	3
Buyer Aide	1	1	1	1
Purchasing Clerk	5	5	5	5
Purchasing Director	1	1	1	1
Purchasing Manager	1	1	1	1
Purchasing Operations Manager	1	1	1	1
Purchasing Technician	2	2	2	2
Secretary	1	1	1	1
Senior Buyer	1	1	1	1
Total Full-time	19	19	19	19
03420 Stores				
Lead Stock Clerk	2	2	2	2
Purchasing Operations Manager	1	1	1	1
Stock Clerk	2	2	2	2
Total Full-time	5	5	5	5

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
03430 Graphics				
Graphics Design Specialist	1	1	1	1
Graphics Technician	1	1	1	1
Purchasing Operations Manager	1	1	1	1
Senior Graphics Technician	1	1	1	1
Total Full-time	4	4	4	4
03440 Mail				
Mail Service Courier	3	3	3	3
Total Full-time	3	3	3	3
03510 Tax and License Administration				
Customer Service Director	1	1	1	1
Customer Service Manager	1	1	1	1
Customer Service Representative	3	4	4	4
Customer Service Technician	1	1	1	1
License Inspector	2	2	2	2
Office Worker*	1	1	1	1
Total Full-time	8	9	9	9
Total Part-time*	1	1	1	1
03515 Revenue Recovery				
Customer Service Assistant	2	2	2	2
Customer Service Representative	1	1	1	1
Revenue Collector	3	3	3	3
Revenue Recovery Manager	1	1	1	1
Senior Revenue Collector	1	1	1	1
Clerk Typist*	1	1	1	1
Total Full-time	8	8	8	8
Total Part-time*	1	1	1	1
03550 Meter Reading				
Lead Water Meter Reader	1	1	1	1
Meter Reader Manager	1	1	1	1
Water Meter Reader	7	7	7	7
Total Full-time	9	9	9	9
03580 Utility Billing				
Customer Service Assistant	1	1	1	1
Customer Service Manager	1	1	1	1
Customer Service Representative	4	4	4	5

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
03580 Utility Billing (Continued)				
Customer Service Technician	1	1	1	1
Secretary	1	1	1	1
Total Full-time	8	8	8	9
Department Total Full-time	107	110	110	111
Department Total Part-time*	5	5	5	5
Department Total FTE	109.9	113.0	113.0	113.9
TRANSPORTATION				
04000 Transportation Administration				
Engineering Technician II	2	2	2	2
General Manager, Transportation	1	1	1	1
Office Coordination Manager	1	1	1	1
Secretary	2	2	2	2
Secretary*	1	1	1	1
Total Full-time	6	6	6	6
Total Part-time*	1	1	1	1
04300 Traffic Engineering				
Signal Systems Analyst	1	1	1	1
Signal Systems Specialist	1	1	1	1
Traffic Engineering Analyst	2	2	2	2
Traffic Engineering Director	1	1	1	1
Traffic Engineering Technician	2	2	2	2
Traffic Engineering Technician Supervisor	1	1	1	1
Total Full-time	8	8	8	8
04400 Transportation Planning				
Drainage Planner	3	3	0	0
Project Manager	1	1	0	0
Public Works Planner	0	0	9	9
Public Works Project Coordinator	2	2	0	0
Transportation Planner	3	3	0	0
Transportation Planning Director	1	1	1	1
Total Full-time	10	10	10	10
04550 Airport				
Administrative Assistant	1	1	1	1
Airport Director	1	1	1	1
Airport Maintenance Technician	1	1	1	1
Airport Operations Coordinator	1	1	1	1

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
04550 Airport (Continued)				
Secretary	1	1	1	1
Senior Airport Maintenance Technician	1	1	1	1
Airport Operations Specialist*	3	3	3	3
Total Full-time	6	6	6	6
Total Part-time*	3	3	3	3
04560 Transit				
Transit Coordinator	1	1	1	1
Transit Manager	1	1	1	1
Transit Planner	1	1	1	1
Bicycle Coordinator*	1	1	1	1
Total Full-time	3	3	3	3
Total Part-time*	1	1	1	1
Department Total Full-time	33	33	33	33
Department Total Part-time*	5	5	5	5
Department Total FTE	36.3	36.0	36.0	36.1

COMMUNITY SERVICES

05000 Community Services Administration

Administrative Secretary	1	1	1	1
General Manager, Community Services	1	1	1	1
Special Projects Manager	1	1	1	1
Total Full-time	3	3	3	3

05310 Parks Administration

Administrative Secretary	1	1	1	1
Aquatics Maintenance Coordinator	1	1	1	1
Aquatics Maintenance Technician	4	4	4	4
Equestrian Coordinator	1	1	1	1
Maintenance Supervisor	2	2	2	2
Maintenance Technician I	11	11	2	2
Maintenance Technician II	3	3	3	3
Maintenance Worker I	8	8	6	6
Maintenance Worker II	20	20	16	14
Maintenance Worker III	0	0	9	7
Management Analyst	1	1	1	1
Parks Director	1	1	1	0
Parks Manager	3	3	3	3
Sprinkler Technician	0	0	6	6

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
05310 Parks Administration (continued)				
Parks Design Intern*	1	1	1	1
Parks Laborer*	4	4	4	0
<hr/>				
Total Full-time	56	56	56	51
Total Part-time*	5	5	5	1
05370 Stadium Operations				
Maintenance Worker II	3	3	3	3
Stadium Coordinator	1	1	1	1
Clerk Typist*	1	1	1	1
<hr/>				
Total Full-time	4	4	4	4
Total Part-time*	1	1	1	1
05376 Indian School/Baseball				
Maintenance Worker II	0	0	0	1
Maintenance Worker III	0	0	0	1
Parks Laborer*	0	0	0	4
<hr/>				
Total Full-time	0	0	0	2
Total Part-time*	0	0	0	4
05601 Library Director				
Administrative Secretary	1	1	1	1
Library Director	1	1	1	1
<hr/>				
Total Full-time	2	2	2	2
05620 Library Systems				
Account Clerk	1	1	1	1
Clerk Typist	1	1	1	1
Librarian	2	2	2	2
Library Aide	3	3	3	3
Library Assistant I	3	3	3	3
Library Coordinator	3	3	3	3
Library Courier	1	1	1	1
Library Graphics Assistant	1	1	1	1
Library Manager	1	1	1	1
Library Systems Analyst	1	1	1	1
Secretary	1	1	1	1
Senior Library Coordinator	1	1	1	1
Library Assistant I*	1	1	1	1
Library Courier*	1	1	1	1
<hr/>				
Total Full-time	19	19	19	19
Total Part-time*	2	2	2	2

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
05640 Civic Center Library Services				
Librarian	5	5	5	6
Library Aide	4	4	4	4
Library Assistant I	7	7	6	6
Library Assistant III	3	3	3	3
Library Coordinator	2	2	3	3
Library Manager	1	1	1	1
Secretary	1	1	1	1
Librarian*	2	2	2	2
Library Aide*	4	4	4	4
Library Assistant I*	1	1	1	1
Library Page*	15	15	15	15
Total Full-time	23	23	23	24
Total Part-time*	22	22	22	22
05660 Library Extension Services				
Librarian	4	4	4	5
Library Aide	3	3	3	3
Library Assistant I	5	5	5	4
Library Assistant II	2	2	2	2
Library Assistant III	1	1	1	1
Library Coordinator	1	1	1	1
Library Manager	1	1	1	1
Secretary	1	1	1	1
Librarian*	2	2	2	1
Library Aide*	2	2	2	2
Library Assistant I*	1	1	1	2
Library Page*	8	8	8	8
Office Worker*	1	1	1	1
Total Full-time	18	18	18	18
Total Part-time*	14	14	14	14
05670 Palomino Library				
Library Assistant III	0	0	0	1
Total Full-time	0	0	0	1
05705 Recreation Administration				
Administrative Secretary	1	1	1	1
Clerk Typist	1	1	1	1
Parks and Recreation Director	0	0	0	1
Recreation Operations Manager	1	1	1	1
Total Full-time	3	3	3	4

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
05710 Special Interest				
Recreation Specialist*	88	88	88	88
Total Part-time*	88	88	88	88
05730 Community Parks Manager				
Recreation Manager	1	1	1	1
Total Full-time	1	1	1	1
05735 Scottsdale Ranch Park				
Maintenance Worker II	0	0	0	1
Maintenance Worker III	0	0	0	1
Recreation Coordinator	1	1	1	1
Recreation Leader III	1	1	1	1
Maintenance Worker I*	1	1	1	1
Recreation Leader I*	3	3	3	3
Recreation Leader II*	6	6	6	6
Total Full-time	2	2	2	4
Total Part-time*	10	10	10	10
05740 Special Area Manager				
Recreation Manager	1	1	1	0
Total Full-time	1	1	1	0
05741 McCormick - Home Program				
Facility Office Worker	0	1	1	1
Machinist	0	0	0	1
Recreation Leader III	1	1	1	1
Senior Recreation Coordinator	1	1	1	1
Machinist*	0	0	1	0
Railroad Engineer*	4	4	3	3
Recreation Leader I*	5	5	5	5
Recreation Leader II*	4	3	3	3
Total Full-time	2	3	3	4
Total Part-time*	13	12	12	11
05742 McCormick - Train Maintenance				
Railroad Maintenance Coordinator	1	1	1	1
Railroad Service Worker	1	1	1	1
Total Full-time	2	2	2	2

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
05743 McCormick Concessions				
Recreation Leader II*	2	2	2	2
Total Part-time*	2	2	2	2
05746 Mountain View - Home Program				
Recreation Coordinator	1	1	1	1
Recreation Leader II	0	0	0	1
Recreation Leader III	1	1	1	1
Recreation Leader I*	3	3	3	3
Recreation Leader II*	6	6	6	5
Total Full-time	2	2	2	3
Total Part-time*	9	9	9	8
05750 Indian School - Home Program				
Maintenance Worker I	1	1	1	1
Recreation Coordinator	1	1	1	1
Recreation Leader III	1	1	1	1
Clerk Typist*	1	1	1	1
Recreation Leader I*	4	4	4	4
Recreation Leader II*	8	8	8	8
Total Full-time	3	3	3	3
Total Part-time*	13	13	13	13
05755 Club SAR				
Recreation Coordinator	1	1	1	1
Recreation Leader II*	3	3	3	3
Total Full-time	1	1	1	1
Total Part-time*	3	3	3	3
05760 Special Interest - Home Program				
Recreation Leader III	2	2	2	2
Senior Recreation Coordinator	1	1	1	1
Recreation Leader II*	2	2	2	2
Total Full-time	3	3	3	3
Total Part-time*	2	2	2	2
05761 Special Interest - Summer				
Recreation Leader II*	6	6	6	6
Recreation Leader III*	1	1	1	1
Total Part-time*	7	7	7	7

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
05766 Chaparral - Home Program				
Recreation Coordinator	1	1	1	1
Recreation Leader III	1	1	1	1
Recreation Leader I*	3	3	3	3
Recreation Leader II*	7	7	6	8
<hr/>				
Total Full-time	2	2	2	2
Total Part-time*	10	10	9	11
05770 Sports and Aquatics Manager				
Recreation Manager	1	1	1	1
<hr/>				
Total Full-time	1	1	1	1
05771 Eldorado - Home Program				
Facility Reservation Clerk	1	1	1	1
Recreation Leader II	0	1	1	1
Recreation Leader III	1	1	1	1
Senior Recreation Coordinator	1	1	1	1
Clerk Typist*	1	1	1	1
Recreation Leader I*	4	3	3	3
Recreation Leader II*	6	6	6	6
<hr/>				
Total Full-time	3	4	4	4
Total Part-time*	11	10	10	10
05776 Vista del Camino - Home Program				
Recreation Coordinator	1	1	1	1
Recreation Leader II	0	1	1	1
Recreation Leader III	1	1	1	1
Recreation Leader I*	4	4	4	4
Recreation Leader II*	5	4	4	6
<hr/>				
Total Full-time	2	3	3	3
Total Part-time*	9	8	8	10
05780 Aquatics - Home Program				
Pool Manager	2	2	2	2
Senior Recreation Coordinator	1	1	1	1
Assistant Pool Manager*	10	10	10	10
Lifeguard/Instructor*	63	63	63	63
Pool Manager*	1	1	1	1
<hr/>				
Total Full-time	3	3	3	3
Total Part-time*	74	74	74	74

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
05789 Cactus - Home Program				
Recreation Coordinator	1	1	1	1
Recreation Leader III	1	1	1	1
Recreation Leader I*	3	3	3	3
Recreation Leader II*	6	6	6	6
Total Full-time	2	2	2	2
Total Part-time*	9	9	9	9
05790 Sports - Adult				
Recreation Coordinator	1	1	1	1
Recreation Leader III	1	1	1	1
Recreation Leader II*	4	4	4	4
Total Full-time	2	2	2	2
Total Part-time*	4	4	4	4
05791 Sports - Liaison				
Senior Recreation Coordinator	1	1	1	1
Total Full-time	1	1	1	1
05794 Middle School Intramurals				
Recreation Leader III	0	0	0	1
Recreation Leader I*	0	0	0	7
Recreation Leader II*	0	0	0	30
Total Full-Time	0	0	0	1
Total Part-Time*	0	0	0	37
05795 Sports - Youth				
Recreation Coordinator	1	1	1	1
Recreation Leader III	1	1	1	1
Recreation Leader II*	1	1	1	1
Total Full-time	2	2	2	2
Total Part-time*	1	1	1	1
05796 Small Parks - Home Program				
Recreation Leader III	1	1	1	1
Senior Recreation Coordinator	1	1	1	1
Recreation Leader II*	14	14	14	14
Total Full-time	2	2	2	2
Total Part-time*	14	14	14	14

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
05805 Human Services Administration				
Human Services Director	0	0	0	1
Human Services and Recreation Administrator	1	1	1	0
Human Services Planner/Grant Manager	0	1	1	1
Total Full-time	1	2	2	2
05810 Vista del Camino Center				
Human Services Manager	1	1	1	1
Human Services Specialist	2	2	2	2
Information and Referral Worker	2	2	2	2
Food Bank Courier*	1	1	1	1
Human Services Specialist*	1	1	1	1
Total Full-time	5	5	5	5
Total Part-time*	2	2	2	2
05830 Senior Center				
Human Services Coordinator	1	1	1	1
Human Services Manager	1	1	1	1
Recreation Coordinator	1	1	1	1
Secretary	1	1	1	1
Human Services Specialist*	1	1	1	1
Information and Referral Worker*	2	2	2	2
Recreation Leader II*	3	3	3	3
Recreation Leader III*	1	1	1	1
Total Full-time	4	4	4	4
Total Part-time*	7	7	7	7
05835 North Area Senior Center				
Human Services Specialist	0	0	0	1
Recreation Coordinator	0	0	0	1
Recreation Leader II*	0	0	0	3
Secretary*	0	0	0	1
Total Full-time	0	0	0	2
Total Part-time*	0	0	0	4
05840 Youth Services				
Human Services Manager	1	1	1	1
Human Services Specialist	2	2	2	2
Secretary	1	1	1	1
Human Services Counselor*	1	1	1	1
Youth Employment Specialist*	1	1	1	1
Total Full-time	4	4	4	4
Total Part-time*	2	2	2	2

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
05850 Paiute Service Center				
Human Services Specialist	0	0	1	1
Recreation Coordinator	0	1	1	1
Total Full-time	0	1	2	2
Department Total Full-time	179	184	185	191
Department Total Part-time*	334	331	330	373
Department Total FTE	301.7	311.5	311.9	325.5

PLANNING & COMMUNITY DEVELOPMENT

07001 Planning & Community Development Administration				
Administrative Assistant	1	1	1	1
Administrative Secretary	1	1	1	1
General Manager, Planning and Community Development	1	1	1	1
Total Full-time	3	3	3	3
07150 Planning				
Administrative Secretary	1	1	1	1
Advance Planning Director	1	1	1	1
Asset Management Coordinator	1	1	1	1
Associate Planner	2	2	2	2
Planner	6	6	5	5
Planning Administrator	1	1	1	1
Planning Manager	1	1	1	1
Planning Specialist	1	1	1	1
Secretary	1	1	1	1
Senior Planner	2	2	1	1
Total Full-time	17	17	15	15
07505 Zoning Enforcement				
Code Enforcement Assistant	0	0	0	1
Code Inspection Supervisor	0	0	1	1
Code Inspector	4	5	4	4
Secretary	0	1	1	1
Total Full-time	4	6	6	7
07510 Development Services				
Associate Planner	1	1	0	0
Development Services Director	1	1	1	1
Development Services Manager	1	1	1	1

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
07510 Development Services (Continued)				
Development Services Representative	4	4	4	4
Development Services Specialist	1	1	1	1
Development Services Supervisor	1	1	1	1
Planner	0	0	1	1
Sign Inspector	1	1	1	1
Secretary	0	1	1	1
Development Services Representative*	1	1	1	1
Total Full-time	10	11	11	11
Total Part-time*	1	1	1	1
07515 Development Services Records				
Engineering Technician I	3	3	3	3
Engineering Technician II	2	2	2	2
Geographic Information Systems Manager	1	0	0	0
Information Systems Coordinator	1	1	1	1
Records Manager	1	1	1	1
Engineering Technician I*	1	1	1	1
Total Full-time	8	7	7	7
Total Part-time*	1	1	1	1
07600 Inspection Services Administration				
Clerk Typist	2	2	2	1
Development Technician	0	0	0	1
Inspection Services Director	1	1	1	1
Office Coordination Manager	1	1	1	1
Secretary	1	1	1	1
Clerk Typist*	1	1	1	1
Total Full-time	5	5	5	5
Total Part-time*	1	1	1	1
07605 Building Inspection				
Building Inspection Manager	1	1	1	1
Building Inspection Supervisor	2	2	2	2
Building Inspector	4	4	4	4
Total Full-time	7	7	7	7
07610 Field Engineering				
Materials Technician	1	1	1	1
Public Works Inspection Supervisor	3	3	3	3
Public Works Inspector	8	8	7	7
Total Full-time	12	12	11	11

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
07615 Survey Unit				
Field Engineering Manager	1	1	1	1
Survey Supervisor	1	1	1	1
Survey Technician II	2	2	2	2
Total Full-time	4	4	4	4
07700 Project Review Administration				
Associate Planner	1	0	0	0
Civil Engineer	2	0	0	0
Development Administrator	1	1	1	1
Project Coordination Manager	6	6	6	6
Zoning and Design Manager	1	1	1	1
Total Full-time	11	8	8	8
07701 Project Review/Office Coordination				
Development Technician	0	0	0	1
Office Coordination Manager	1	1	1	1
Planning Assistant	0	0	0	2
Secretary	5	4	4	1
Secretary*	1	1	1	1
Total Full-time	6	5	5	5
Total Part-time*	1	1	1	1
07710 Project Review/Final Plans				
Associate Planner	2	3	3	3
Building Codes Specialist	1	1	1	0
Building Coordination Manager	0	0	0	1
Building Plans Reviewer	3	3	3	3
Civil Engineer	1	3	3	3
Civil Plans Reviewer	3	3	4	4
Engineering Coordination Manager	0	0	0	1
Planning Coordination Manager	0	0	0	1
Plans Coordinator	1	1	1	1
Project Review Director	1	1	1	1
Right-of-Way Agent	1	1	1	0
Senior Building Plans Reviewer	1	1	1	1
Senior Civil Engineer	1	1	1	0
Senior Civil Plans Reviewer	1	1	1	1
Total Full-time	16	19	20	20

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
07810 Office of Economic Development				
Administrative Secretary	1	1	1	1
Economic Development Director	1	1	1	1
Economic Development Coordinator	1	1	1	1
Economic Development Specialist	1	1	1	1
Total Full-time	4	4	4	4
Department Total Full-time	107	108	106	107
Department Total Part-time*	4	4	4	4
Department Total FTE	109.9	111.4	109.4	110.4
 FIRE SUPPORT SERVICES				
56720 Fire Support Services				
Fire Engineer**	10	10	0	0
Firefighter**	26	26	0	0
Fire Officer**	4	4	0	0
Total Part-time**	40	40	0	0
Department Total Part-time*	40	40	0	0
 WATER RESOURCES				
60110 Planning and Engineering				
Administrative Secretary	2	2	2	2
Assistant General Manager, Water Resources	1	1	1	1
General Manager, Water Resources	1	1	1	1
Water Resources Analyst	3	3	3	3
Water Resources Director	1	1	1	1
Water Resources Engineer	3	3	3	3
Secretary*	1	1	1	1
Total Full-time	11	11	11	11
Total Part-time*	1	1	1	1
60130 Water Conservation				
Water Conservation Specialist	1	1	1	1
Total Full-time	1	1	1	1

** Fire Support positions are only filled by regular, full-time and part-time employees. These positions are not included in the part-time position total. January 1994 these positions were transferred to the Human Resources Program.

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
60200 Planet Ranch Operations				
> Equipment Mechanic	1	1	1	1
> Equipment Operator II	1	1	1	0
> Equipment Operator III	1	1	1	0
> Equipment Service Writer	1	1	1	0
> Field Services Worker III	2	2	2	0
> Planet Ranch Director	1	1	1	1
> Equipment Operator II*	5	5	5	0
> Field Services Worker I*	4	4	4	0
> Field Services Worker II*	1	1	1	0
Total Full-time	7	7	7	2
Total Part-time*	10	10	10	0
> The duties of these positions are agricultural in nature.				
60310 Water Operations Administration				
Clerk Typist	1	1	1	1
Secretary	1	1	1	1
Water and Wastewater Director	1	1	1	1
Water Operations Technician	0	1	1	1
Total Full-time	3	4	4	4
60320 Water Distribution				
Senior Meter Technician	1	1	1	1
Senior Water Service Worker	11	11	11	14
Water and Wastewater Distribution Manager	1	1	1	1
Water and Wastewater Distribution Supervisor	2	2	2	2
Water and Wastewater Field Representative	4	4	4	4
Water Distribution Field Coordinator	0	0	0	1
Water Service Worker	11	11	11	14
Total Full-time	30	30	30	37
60330 Water Production				
Cross Connection Controls Specialist	1	1	1	1
Telemetry Controls Specialist	1	1	1	1
Water and Wastewater Production Manager	1	1	1	1
Water Electrical Technician	2	2	2	2
Water Electrician	0	1	1	1
Water Maintenance Technician I	3	3	3	3
Water Maintenance Technician II	2	2	2	2
Water Production Supervisor	1	1	1	1
Total Full-time	11	12	12	12

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
60380 Water Quality Reclamation				
Senior Water Plant Operator	1	1	1	1
Wastewater Plant Operator II	1	1	1	1
Wastewater Plant Operator III	1	1	1	1
Total Full-time	3	3	3	3
60410 Water Quality				
Industrial Waste Inspector	1	1	1	0
Water Quality Director	1	1	1	1
Water Quality Manager	1	1	1	1
Water Quality Sampler	0	1	1	1
Water Resources Analyst	1	1	1	1
Total Full-time	4	5	5	4
60420 Wastewater Quality				
Industrial Waste Inspector	0	1	1	2
Total Full-time	0	1	1	2
Department Total Full-time	70	74	74	76
Department Total Part-time*	11	11	11	1
Department Total FTE	83.1	84.8	84.8	76.7
MUNICIPAL SERVICES				
70100 Municipal Services Administration				
Administrative Secretary	1	1	1	1
General Manager, Municipal Services	1	1	1	1
Municipal Services Operations Assistant	1	1	1	1
Total Full-time	3	3	3	3
70110 Mechanical Maintenance				
Contracts Coordinator	1	1	1	1
Facility Maintenance Director	1	1	1	1
Maintenance Electrician	3	3	3	3
Maintenance HVAC Technician	2	2	3	3
Maintenance Plumber	2	2	2	2
Maintenance Supervisor	1	1	1	1
Maintenance Technician I	1	1	0	0
Total Full-time	11	11	11	11

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
70120 General Building Maintenance				
Maintenance Manager	1	1	1	1
Maintenance Painter	2	2	2	2
Maintenance Technician I	3	3	1	1
Maintenance Technician II	4	4	6	6
Secretary	1	1	1	1
Total Full-time	11	11	11	11
70150 Custodial				
Custodial Services Supervisor	1	1	1	1
Custodian	25	25	25	25
Senior Custodian	1	1	1	1
Custodian*	2	2	2	2
Total Full-time	27	27	27	27
Total Part-time*	2	2	2	2
70200 Capital Project Management				
Capital Project Management Director	1	1	1	1
Civil Designer	1	1	1	1
Plan Reviewer/Estimator	1	1	1	1
Project Budget Analyst	1	1	1	1
Project Management Administrator	1	1	1	0
Project Manager	7	7	7	7
Public Works Project Coordinator	6	6	6	6
Right-of-Way Agent	2	2	2	2
Right-of-Way and Design Manager	1	1	1	1
Secretary	1	1	1	1
Senior Project Manager	1	1	1	1
Senior Right-of-Way Agent	1	1	1	1
Total Full-time	24	24	24	23
70400 Field Services Administration				
Secretary	1	1	1	1
Transportation Maintenance Director	1	1	1	1
Total Full-time	2	2	2	2
70410 Traffic Signal				
Field Services Technical Manager	1	1	1	1
Traffic Signal Electronic Technician	2	2	2	2
Traffic Signal Supervisor	1	1	1	1

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
70410 Traffic Signal (Continued)				
Traffic Signal Technician I	5	5	5	5
Traffic Signal Technician II	2	2	2	2
Total Full-time	11	11	11	11
70420 Signs and Markings				
Maintenance Supervisor	1	1	1	1
Maintenance Technician I	1	1	2	2
Maintenance Worker II	5	5	4	5
Total Full-time	7	7	7	8
70430 Street Cleaning				
Equipment Operator III	1	1	1	1
Motor Sweeper Operator	6	6	6	6
Total Full-time	7	7	7	7
70440 Asphalt Maintenance				
Contracts Coordinator	0	0	0	1
Maintenance Technician I	0	0	1	1
Maintenance Worker II	4	4	3	3
Transportation Maintenance Supervisor	1	1	1	0
Total Full-time	5	5	5	5
70450 Shoulder and Drainage				
Equipment Operator II	1	1	1	1
Equipment Operator III	6	6	6	6
Maintenance Supervisor	1	1	1	1
Pesticide Applicator	1	1	0	0
Total Full-time	9	9	8	8
70460 Medians and Right-of-Way				
Maintenance Manager	1	1	1	1
Maintenance Supervisor	2	2	2	2
Maintenance Worker I	6	6	6	6
Maintenance Worker II	5	5	4	4
Sprinkler Technician	0	0	2	2
Total Full-time	14	14	15	15

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
70470 Downtown Improvement Districts				
Maintenance Worker I	1	1	1	1
Maintenance Worker II	1	1	1	1
Total Full-time	2	2	2	2
70505 Sanitation Administration				
Administrative Secretary	1	1	1	1
Clerk Typist	2	2	2	2
Sanitation Director	1	1	1	1
Total Full-time	4	4	4	4
70510 Residential Collection				
Equipment Operator I	0	1	1	1
Equipment Operator II	1	1	1	1
Equipment Operator III	17	19	19	19
Sanitation Field Supervisor	1	1	2	2
Sanitation Manager	1	1	1	1
Total Full-time	20	23	24	24
70520 Container Repair				
Container Repairer	2	2	2	2
Equipment Operator I	2	2	1	1
Total Full-time	4	4	3	3
70530 Commercial Collection				
Equipment Operator III	8	8	8	8
Sanitation Field Supervisor	2	2	1	1
Total Full-time	10	10	9	9
70540 Brush Removal				
Equipment Operator I	5	6	6	6
Equipment Operator II	6	6	6	6
Sanitation Field Supervisor	1	1	1	1
Sanitation Manager	1	1	1	1
Total Full-time	13	14	14	14
70550 Recycling Administration				
Equipment Operator I*	2	3	3	3
Total Part-time*	2	3	3	3

Authorized Personnel/Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
70560 Roll-Off Collection				
Equipment Operator III	1	1	1	1
Total Full-time	1	1	1	1
70605 Fleet Management Administration				
Data Conversion Operator I	1	1	1	1
Fleet Coordinator	1	1	1	1
Fleet Management Director	1	1	1	1
Fleet Supervisor	1	1	1	1
Total Full-time	4	4	4	4
70606 Fleet Management Day Shift				
Equipment Mechanic	7	7	7	7
Equipment Service Worker	1	2	1	1
Equipment Service Writer	1	1	1	1
Fleet Supervisor	1	1	1	1
Total Full-time	10	11	10	10
70607 Fleet Management Weekend Shift				
Equipment Mechanic	7	7	7	7
Equipment Service Worker	1	1	2	2
Fleet Supervisor	1	1	1	1
Total Full-time	9	9	10	10
70609 Fleet Management Night Shift				
Equipment Mechanic	7	7	7	7
Equipment Service Worker	2	2	2	2
Fleet Supervisor	1	1	1	1
Total Full-time	10	10	10	10
70610 Fleet Management Parts Supply				
Equipment Parts Specialist I	1	1	1	1
Equipment Parts Specialist II	4	4	4	4
Senior Equipment Parts Specialist	1	1	1	1
Total Full-time	6	6	6	6
Department Total Full-time	224	229	228	228
Department Total Part-time*	4	5	5	5
Department Total FTE	227.0	233.1	232.1	232.1

Authorized Grant Funded Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
POLICE				
33360 Police Officer - DARE Program	1	0	0	0
Total Grant Funded Full-time	1	0	0	0
PLANNING AND COMMUNITY DEVELOPMENT				
22035 CDBG Specialist	1	1	1	1
22098 Administrative Secretary	1	1	1	1
22098 Community Assistance Manager	1	1	1	1
22098 CDBG Specialist	1	1	2	2
33382 Space Science Center Project Coordinator	0	0	0	1
34000 Occupancy Specialist	4	4	3	3
34000 Office Coordination Manager	1	1	1	1
Total Grant Funded Full-time	9	9	9	10
COMMUNITY SERVICES				
33343 Home Meals Coordinator*	1	1	1	1
33343 Information/Referral Worker*	1	1	1	1
Total Grant Funded Part-time*	2	2	2	2
Total Grant Funded Full-time	10	9	9	10
Total Grant Funded Part-time*	2	2	2	2

Authorized Miscellaneous Positions

	Actual 1992/93	Adopted 1993/94	Estimated 1993/94	Adopted 1994/95
SCOTTSDALE WATER SERVICE CO., INC.				
47777 Clerk Typist	0	0	1	1
47777 Water Electrical Technician	0	0	1	1
47777 Water Plant Lab Tech/Operator	0	0	1	1
47777 Water Treatment Plant Manager	0	0	1	1
47777 Water Treatment Plant Operator	0	0	4	4
Total Miscellaneous Full-time	0	0	8	8

Other Fiscal Activity

Fiscal Year 1994/95

EXISTING EXPENDITURE AUTHORITY

Rebudgeted

CDBG	\$ 577,800
Grants	1,832,835
Trusts	989,297

Total Existing Expenditure Authority **\$ 3,399,932**

ANTICIPATED NEW EXPENDITURE AUTHORITY

Residential Streetlight Districts	\$ 500,000
CDBG	1,327,285
Section 8 Housing	1,500,000
Grants	3,416,083
Trusts	1,658,734

Total Anticipated New Expenditure Authority **\$ 8,402,102**

Total Other Fiscal Activity **\$ 11,802,034**

CITY OPERATING BUDGET 211,164,489

CITY CAPITAL BUDGET 321,178,800

OTHER FISCAL ACTIVITY 11,802,034

Total Fiscal Activity **\$544,145,323**

ORDINANCE NO. 2671

AN ORDINANCE OF THE MAYOR AND COUNCIL OF THE CITY OF SCOTTSDALE, MARICOPA COUNTY, ARIZONA, FINALLY DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF SCOTTSDALE FOR THE FISCAL YEAR BEGINNING JULY 1, 1994, AND ENDING JUNE 30, 1995, DECLARING THAT SUCH SHALL CONSTITUTE THE BUDGET FOR THE CITY OF SCOTTSDALE FOR SUCH FISCAL YEAR.

WHEREAS, in accordance with the provisions of Title 42, Sections 301, 302, 303, and 304, A.R.S., the City Charter, and Ordinances of the City of Scottsdale, the Mayor and Council did, on May 16, 1994, make an estimate of the different amounts required to meet the public expenses for the ensuing year, also an estimate of receipts from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Scottsdale, Arizona, and

WHEREAS, in accordance with said sections of said Code and City Charter and following due public notice, the Mayor and Council met on June 6, 1994, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies, and

WHEREAS, it appears that publication has been duly made, as required by law, of said estimates, together with a notice that the Mayor and Council would meet on June 20, 1994, in the City Hall Kiva for the purpose of making tax levies as set forth in said estimates, and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not, in the aggregate, exceed that amount for primary property taxes as computed in A.R.S. 42-301A, and

WHEREAS, the Mayor and Council have appeared and filed with the City Clerk said Tentative Budget for the fiscal year beginning July 1, 1994, and ending June 30, 1995, and

WHEREAS, the budget provides resources for specific program activity and service levels, therefore

BE IT ORDAINED by the Mayor and Council of the City of Scottsdale, Arizona, as follows:

SECTION 1. That the following estimates of revenue and expenditures as now increased, reduced, or changed are hereby adopted as the budget of the City of Scottsdale, Arizona, for the fiscal year 1994/95.

SECTION 2. Upon the recommendation of the City Manager, and with the approval of the Mayor and Council, expenditures may be made from the appropriation for contingencies. The transfer of sums within any expenditure appropriation may be made upon approval by the City Manager. Any unencumbered appropriation balance or portion thereof may be transferred between departments to offset fiscal year-end variances in the operating budget upon approval of the City Manager.

SECTION 3. Money from any fund may be used for any of these appropriations, except money specifically restricted by State law or City Ordinances and Resolutions.

SCHEDULE A

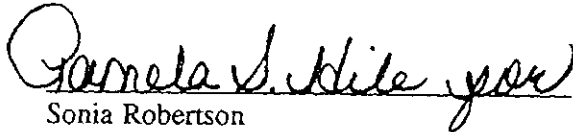
City of Scottsdale
 Specific Budget Appropriations
 Fiscal Year 1994/95

	Operating Budget	Capital Budget	Other Fiscal Activity	Total Activity
Operating Budget				
General Government	\$13,436,295			\$13,436,295
Police	24,621,063			24,621,063
Financial Services	8,275,403			8,275,403
Transportation	4,325,103			4,325,103
Community Services	17,506,586			17,506,586
Planning and Community Development	10,308,920			10,308,920
Fire	8,477,653			8,477,653
Water Resources	22,541,472			22,541,472
Municipal Services	30,818,602			30,818,602
Debt Service	47,819,953			47,819,953
Operating Contingency	1,500,000			1,500,000
General Contingency	21,533,439			21,533,439
Capital Improvements		321,178,800		321,178,800
Other Fiscal Activity				
Grants			8,654,003	8,654,003
Designated Funds			3,148,031	3,148,031
Grand Total Fiscal Activity	\$211,164,489	\$321,178,800	\$11,802,034	\$544,145,323


PASSED, APPROVED, AND ADOPTED by the Mayor and Council of the City of Scottsdale, Maricopa County, Arizona this sixth day of June, 1994.

ATTEST:

CITY OF SCOTTSDALE
A Municipal Corporation




Sonia Robertson
City Clerk



Herbert R. Drinkwater
Mayor

Approved as to Form:



Richard W. Garnett III
City Attorney

RESOLUTION NO. 4041

A RESOLUTION OF THE CITY OF SCOTTSDALE, MARICOPA COUNTY, ARIZONA, ADOPTING THE 1994/1999 CAPITAL IMPROVEMENTS PROGRAM.

WHEREAS, the City of Scottsdale recognizes its responsibility to lay the framework for the City's future growth and development; and

WHEREAS, the City of Scottsdale has developed a Five-Year Capital Improvements Program (1994/1999) which addresses this growing community's most significant infrastructure needs; and

WHEREAS, the Capital Improvements Program includes a viable financing program for these infrastructure projects;

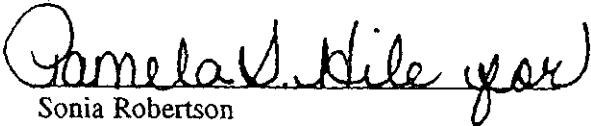
NOW THEREFORE, LET IT BE RESOLVED by the Council of the City of Scottsdale, Maricopa County, Arizona, as follows:

That the Scottsdale City Council adopt the 1994/1999 Capital Improvements Program and financing program.

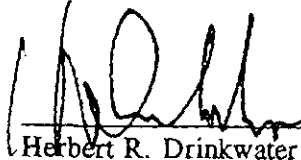
PASSED, APPROVED, AND ADOPTED by the Mayor and Council of the City of Scottsdale, Maricopa County, Arizona this sixth day of June, 1994.

ATTEST:

CITY OF SCOTTSDALE
A Municipal Corporation

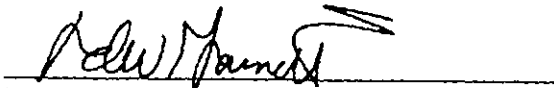


Sonia Robertson
City Clerk.



Herbert R. Drinkwater
Mayor

Approved as to Form:



Richard W. Garnett III
City Attorney

ORDINANCE NO. 2681

AN ORDINANCE OF THE CITY OF SCOTTSDALE, MARICOPA COUNTY, ARIZONA, LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE CITY OF SCOTTSDALE, SUBJECT TO TAXATION OF CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS (\$100.00) OF VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM OTHER SOURCES OF REVENUE; PROVIDING FUNDS FOR VARIOUS BOND REDEMPTIONS, FOR THE PURPOSE OF PAYING INTEREST UPON BONDED INDEBTEDNESS AND PROVIDING FUNDS FOR GENERAL MUNICIPAL EXPENSES; ALL FOR THE FISCAL YEAR ENDING THE 30TH DAY OF JUNE, 1995.

WHEREAS, by the provisions of the City Charter and State law, an ordinance is required to set the property tax levy for fiscal year 1994/95.

WHEREAS, the county of Maricopa is assessing and collecting authority for the City of Scottsdale, the Clerk is hereby directed to transmit a certified copy of this ordinance to the County Assessor and the Board of Supervisors of the County of Maricopa, Arizona.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF SCOTTSDALE, ARIZONA, AS FOLLOWS:

SECTION 1. There is hereby levied on each one hundred dollars (\$100.00) of the assessed value of all property, both real and personal, within the corporate limits of the City of Scottsdale, except such property as may be by law exempt from taxation, a primary property tax levy equal to the maximum levy allowed by law for the fiscal year ending on the 30th day of June, 1995, and the allowable tort liability claims. The estimate of the maximum allowable levy is \$7,982,346. Said figure subject to change upon final determination by Maricopa County of assessed values for the year.

SECTION 2. In addition to the rate set in SECTION 1 hereof, there is hereby levied on each one hundred dollars (\$100.00) of assessed valuation of all property, both real and personal, within the corporate limits of the City of Scottsdale, except such property as may be by law exempt from taxation, a secondary property tax rate sufficient to raise the sum of \$12,014,171 for the purpose of providing a bond interest and redemption fund for General Obligation Bond debt service for the fiscal year ending June 30, 1995.

SECTION 3. 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 to 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

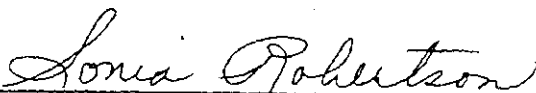
the lien of the City of Scottsdale upon such property for the delinquent taxes unpaid thereon, and no overcharge as to part of the taxes or of costs shall invalidate any proceedings for the collection of taxes or the foreclosure; and all acts of officers de facto shall be valid as if performed by officers de jure.

SECTION 4. All ordinances and parts of ordinances in conflict herewith are hereby repealed.

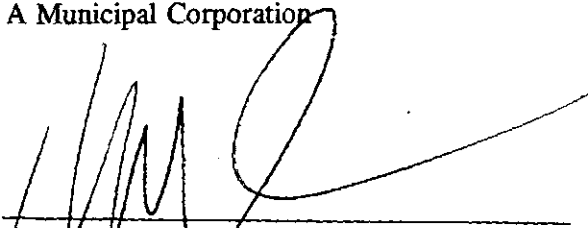
PASSED, APPROVED, AND ADOPTED by the Mayor and Council of the City of Scottsdale, Maricopa County, Arizona this twentieth day of June, 1994.

ATTEST:

CITY OF SCOTTSDALE
A Municipal Corporation

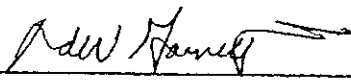


Sonia Robertson
City Clerk



Herbert R. Drinkwater
Mayor

Approved as to Form:



Richard W. Garnett III
City Attorney



Glossary

Actual - Actual, as used in the fund summaries and department and division summaries within the budget document, represents the actual costs results of operations. This category is presented on a GAAP basis except that depreciation and amortization are not budgeted and principal payments on debt in the enterprise funds are budgeted as expense.

Adopted - Adopted, as used in the fund summaries and department and division summaries within the budget document, represents the budget as approved by the City Council.

Assessed Valuation - A government sets a valuation upon real estate or other property as a basis for levying taxes. An assessed valuation represents the appraised valuation less any exemptions.

Beginning Balance - The beginning balance is the residual non-restricted funds brought forward from the previous fiscal year (ending balance).

Bonds - Bonds are debt instruments which require repayment of a specified principal amount on a certain date (maturity date), together with interest at a stated rate or according to a formula for determining the interest rate.

Budget - A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. In practice, the term budget is used in two ways. Sometimes it designates the financial plan presented for adoption and other times it designates the plan finally approved. It is usually necessary to specify whether the budget under consideration is preliminary and tentative, or whether it has been approved by the appropriating body.

Budgetary Basis - Budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) except that 1) encumbrances are considered to be an expenditure chargeable to appropriations; 2) no depreciation is budgeted for in proprietary funds; and 3) bond principal in the enterprise funds is subject to appropriation.

Capital Outlay - Items costing more than \$1,000 and having a useful life of more than one year are defined as capital outlay.

Capital Improvement Plan (CIP) - A capital improvements plan is a comprehensive plan which projects the capital needs of a community. Generally, it is a cyclical process that projects the needs for a set number of years. Capital improvements plans are essential to sound infrastructure and financial planning. The annual capital budget is derived from the long-term CIP.

Commodities - Commodities are consumable goods such as office supplies, small tools, fuel, etc., that are used by the City.

Community Facilities Districts (CFD) - CFDs are special purpose public improvement districts. By utilizing a variety of public funding options such as bonds, special assessments, taxes and user fees, CFD's provide a mechanism to finance public infrastructure, the operation and maintenance of public infrastructure, and enhanced municipal services in qualifying areas.

Contracts Payable - Contracts payable represents a liability reflecting amounts due on contracts of goods or services furnished to the City.

Glossary

Contractual - Contractuals are services such as rentals, insurance, maintenance, etc., that are purchased by the City.

Debt Service - Debt service is the amount of money necessary to pay interest and principal on outstanding debt.

Department - A department is the combination of divisions of the City headed by a general manager with a specific and unique set of goals and objectives, e.g., Police, Fire, Financial Services, Planning and Community Development, etc.

Encumbrance - Encumbrance includes obligations in the form of purchase orders, contracts, or other commitments. They cease to be encumbrances when paid, cancelled, or when the actual liability is set up.

Encumbrance Rebudgets - The balance of unliquidated encumbrances brought forward from the previous fiscal year.

Ending Balance - The residual non-restricted funds that are spendable or available for appropriation at the end of the fiscal year.

Enterprise Fund - An enterprise fund is established to account for operations (a) financed and operated in a manner similar to private business enterprises, i.e., where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided 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. Examples of enterprise funds are those for the water and sewer utility, airport, and sanitation.

Equipment Rental - Equipment rental represents fees charged to other areas of the City for the maintenance, repair, and replacement of City vehicles. The fee for these charges is returned to the motor pool internal service fund as revenue.

Estimated - Estimated, as used throughout the budget document, represents the original adopted budget plus any approved changes and anticipated year-end savings.

Excise Debt - Excise debt is debt that is repaid by excise taxes. In this case, the excise taxes used to fund the debt service payments are a portion of the transaction privilege (sales) tax and transient occupancy tax.

Expenditures - Expenditures are decreases in net financial resources. They include current operating expenses which require the current or future use of net current assets, debt services, and capital outlays.

Fees - Fees are charges for services.

Five-year Forecast - An estimation of revenues and expenses required by the City to operate for the next five-year period.

Franchise Fee - The franchise fee charged to the water and sewer utility fund is a reimbursement to the general fund for the utility's use of City streets and rights-of-way.

Glossary

Full Time Equivalent (FTE) - A calculation used to convert part time hours to equivalent full time positions. Full time employee salaries are based on 2,080 hours per year. The full time equivalent of a part time employee is calculated by dividing number of hours budgeted by 2,080.

Fund - A fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources together with all related liabilities and residual equities or balances and changes therein which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance - The balance of net financial resources that are spendable or available for appropriation.

Fund Summary - A fund summary, as reflected in the budget document, is a combined statement of revenues, expenditures, and changes in fund balance for the prior year's actual, adopted, and estimated budgets, and the current year's adopted budgets.

GAAP Adjustments - Differences arising from the use of a basis of accounting for budgetary purposes that differs from the basis of accounting applicable when reporting on operations in conformity with Generally Accepted Accounting Principles (GAAP).

General Fund - The general fund is used to account for all financial resources except those required to be accounted for in another fund.

General Long-term Debt - General long-term debt represents any unmatured debt not considered to be a fund liability.

General Obligation Bonds (G.O. Bonds) - General obligation bonds are bonds which are secured by the full faith and credit of the issuer. G.O. bonds issued by local units of government are secured by a pledge of the issuer's property taxing power. They are usually issued to pay for general capital improvements such as parks and roads.

Generally Accepted Accounting Principles (GAAP) - GAAP are the uniform minimum standards of and guidelines to financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define the accepted accounting practices at a particular time. They include both broad guidelines of general application and detailed practices and procedures. GAAP provide a standard by which to measure financial presentations.

Grant - A grant is a contribution by one government unit or funding source to another. The contribution is usually made to aid in the support of a specified function, e.g., education or drug enforcement, but it is sometimes for general purposes.

Highway User Fuel Tax - Highway user fuel tax is gasoline tax shared with municipalities; a portion is distributed based upon the population of the city and a portion is distributed based upon the origin of the sales of the fuel. The Arizona state constitution requires that this revenue be used solely for street and highway purposes.

Improvement Districts - Improvement districts are formed consisting of property owners desiring improvements to their property. Bonds are issued to finance these improvements, which are repaid by assessments on affected property.

Glossary

Indirect Cost Allocation - Indirect cost allocation is funding transferred to the general fund from enterprise funds for specific central administrative functions which benefit those funds, e.g., City Manager, Financial Services department, Human Resources, Legal, etc.

In Lieu Property Tax - The in lieu property tax is a charge to the enterprise funds which compensates the general fund for the property tax that would have been paid if the utilities were for-profit companies.

Internal Service Fund - An internal service fund is used to account for the financing of goods and services provided by one department or agency to other departments or agencies of a government, or to other governments on a cost-reimbursement basis.

Municipal Property Corporation (MPC) - The Municipal Property Corporation is a non-profit corporation established to issue bonds to fund City capital improvements projects.

Needs Assessment - The Needs Assessment is the foundation for determining what City customers feel is needed. Market surveys, public hearings, and boards and commission surveys are conducted.

Operating Budget - The operating budget is the plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is required by law in Arizona and is a requirement of Scottsdale's City Charter.

Ordinance - An ordinance is a formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or a constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

Outstanding Debt - The balance due at any given time resulting from the borrowing of money or from the purchase of goods and services.

Pay-as-you-go Capital Improvement Projects (PAYG) - PAYG capital improvement projects are capital projects whose funding source is derived from City revenue sources other than through the sale of voter-approved bonds.

Primary Property Tax - Primary property taxes are levied for the purpose of funding general government operations. Annual increases are limited to 2% of the previous year's maximum allowable primary property tax levy plus allowances for new construction and annexation of new property and tort litigation settlements.

Property Tax - Property tax is based according to value of property and is used as the source of monies to pay general obligation debt (secondary property tax) and to support the general fund (primary property tax).

Rebudgeted - Rebudgeted represents encumbered and committed funds carried forward to the next fiscal year budget.

Refunding - Refunding is a procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds. There are generally two major reasons for refunding: to reduce the issuer's interest costs or to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited into escrow to pay the debt service on the outstanding obligations when due, or they are used to immediately retire the outstanding obligations. The new obligations are referred to as the refunding bonds and the outstanding obligations being refinanced are referred to as the refunded bonds or the prior issue.

Glossary

Reserve - Reserve is an account which records a portion of the fund balance which must be segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

Revenue Bonds - Revenue bonds are bonds payable from a specific source of revenue which do not pledge the full faith and credit of the issuer. Revenue bonds are payable from identified sources of revenue and do not affect the property tax rate. Pledged revenues may be derived from operation of the financed project, grants, excise, or other specified non-property tax.

Secondary Property Tax - Secondary property taxes are levied for the purpose of funding the principal, interest, and redemption charges on general obligation bonds of the City. The amount of this tax is determined by the annual debt service requirements on the City's general obligation bonds.

Self Insurance - The retention by an entity of a risk of loss arising out of the ownership of property or from some other cause instead of transferring that risk through the purchase of an insurance policy.

Service Levels - The service level describes the present services provided by a City department and/or division within the department.

Shared Revenues - Revenues levied by one government but shared on a predetermined basis with another government or class of governments.

Sinking Fund - A sinking fund is an account into which a debt issuer makes periodic deposits to ensure the timely availability of sufficient monies for the payment of debt service requirements. The revenues to be deposited into the sinking fund and payments therefrom are determined by the terms of the bond contract.

Special Assessment - A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Taxes - Taxes are compulsory charges levied by a government for the purpose of financing services performed for common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as water service.

Tax Rate - The tax rate is the amount of tax levied for each \$100 of assessed valuation.

Transfers - Transfers are the authorized exchanges of cash or other resources between funds.

Trust Fund - A trust fund consists of resources received and held by the government unit as trustee, to be expended or invested in accordance with the conditions of the trust.

Volunteer Time Invested (VTI) - Volunteer time invested represents the amount of time volunteered to our organization by unpaid individuals and groups.

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